Letter of Promulgation

University of ST. Thomas (UST) is committed to protecting the welfare of its community members as well as its intellectual property and facilities. For this reason, UST has developed the Emergency Operations Plan (EOP) in concordance with the mission of the University, “We are committed to the Catholic intellectual tradition and dialogue between faith and reason. By pursuing excellence in teaching, scholarship and service, we embody and instill in our students the core values of our founders, the Basilian Fathers: goodness, discipline and knowledge.” With this plan, the University strives to minimize the impact of emergencies and maximize the effectiveness of the campus community’s response to and recovery from their potential occurrence.

We can best prepare to meet the enormous challenges emergencies present by working together. This EOP is a basic guide for employees and students to address a major disaster or emergency that may threaten the health and safety of the campus or seriously disrupt programs and operations of the University. This EOP is designed to efficiently and effectively coordinate the use of university and community resources to protect life and property during and immediately following a major emergency or disaster on the UST campus. The EOP will be implemented whenever an emergency impacting the campus cannot be controlled through normal channels and procedures.

While every employee at UST shares responsibility for emergency preparedness, the EOP identifies specific departments and individuals directly responsible for campus emergency management and support of critical services and systems. It provides a leadership structure for coordinating and deploying essential resources in the event of a disaster or emergency.

Every member of the UST community should understand his or her role in emergency situations. Please review this manual so you can support and protect our students, faculty, staff, and visitors should an emergency arise.

Thank you,

___________________________________________  Date: __________________

Dr. Richard L. Ludwick, President
University of ST. Thomas
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Introduction

i. General
The University of St. Thomas is located in an urban development in Harris County at 3800 Montrose Blvd., Houston, Texas, 77006-4626. This is approximately 29° 44' 19" North latitude and 95° 23' 29" West longitude. The average elevation in the 77006 area code is 69 feet. Based on a hazard analysis of the area, the primary hazards (in priority) in the area are storms, floods, tropical storms, including hurricanes, and fire.

UST is committed to providing a safe environment for its community to live, learn, work, and grow together. A comprehensive program of emergency management has been undertaken to build, sustain, and improve UST’s capability to cope with hazardous events that pose, or have the potential to pose, a threat to campus inhabitants, infrastructures, and systems.

ii. Purpose
The purpose of the UST-EOP is to establish an organizational structure for response to emergencies occurring on campus. The Plan incorporates operating procedures from the Incident Command System (ICS) and the National Incident Management System (NIMS) for handling major emergencies, which could disrupt normal campus operations, such as but not limited to: fires, floods, storms, earthquakes, hazardous material incidents, terrorist threats, and other potential disasters. These potential emergencies have been identified through a risk assessment process.

This Plan was developed to establish guidelines and procedures to manage the potential consequences of an emergency/administrative event that threatens the health and safety of the University of St. Thomas students, faculty, staff, campus visitors, and the public. Through implementation of these operational response guidelines and procedures, the overall effects of an emergency event can be minimized.

This Plan provides for the activation, organization and function of the University of St. Thomas. This Plan provides:
- Notification of procedures and references
- Initial incident specific response actions
- Guidelines and checklists to facilitate an effective and organized response
- Criteria and procedures for activating the Incident Management Team
- Roles and responsibilities of the Incident Management Team members
- Guidelines to facilitate the set up and organization of the Emergency Operations Center
- Principles and guidance for crisis communications
- Post incident actions and review

iii. Objective
UST’s primary objectives during an emergency/disaster are to:
- Protect and save lives
- Protect property and critical infrastructure
- Maintain or restore normal operations
iv. **Scope**
These procedures apply to all University personnel, and properties owned or leased by the University of St. Thomas. This plan outlines the preparation, response, and recovery of university personnel and resources for emergency situations. The EOP is consistent with established practices relating to coordination of emergency response actions. This plan incorporates the use of National Incident Management System (NIMS) to facilitate interagency coordination between responding agencies. The University will cooperate with federal, state, and local emergency management agencies and other responders in the development, implementation, and execution of its emergency response plans. This Plan shall not be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan.

v. **Authority to Implement**
The EOP is promulgated under the authority of the President of University of St. Thomas and only the President or designee is authorized to declare a state of emergency at the University.

When activated, this plan will be implemented under the direction of the Incident Commander (IC). The IC will be responsible for coordinating all decisions, resource allocation, emergency response, and recovery actions during and following any emergency event or disaster.

The plan shall be subsequently deactivated by the President or designee when all phases of managing the emergency or disaster have concluded.

vi. **Disclaimer**
For situations involving imminent threat of death, serious bodily injury, or significant property damage, and notwithstanding any other provision of this EOP, the Chief of Police or designee is authorized to take such action(s) as he/she deems appropriate to respond to, eliminate and/or mitigate any emergency event in which circumstances indicate that an imminent threat of death, serious bodily injury, and/or significant damage to property is likely to occur absent immediate response.

This includes, but is not limited to, deploying institutional or other resources, activation of established mutual aid agreements and protocols, and immediate mass notification as may be deemed necessary and appropriate. The Chief of Police or designee will notify the Incident Commander as soon as he/she is reasonably able to do so.

vii. **Plan Review and Update Procedures**
The EOP is to be considered a living document subject to interim revisions and updates based on internal assessments, third party review, lessons learned from exercises or actual incidents, and new laws, regulations, or policies or other changes deemed significant. An annual review of the EOP will be coordinated by the Chief of Police or his designee. Changes, updates, and revisions to the EOP are subject to the approval of the President of the University and the Chief of Police will distribute accordingly.

The Chief of Police, immediately upon receipt of any revisions, shall:
- Review and insert the revised pages into the Plan and
viii. **Plan Distribution Procedures**

The UST Police Department is responsible for distributing the EOP. In general, hard copies of the EOP will be provided to the individuals, departments, agencies, and organizations tasked in this document.

*A distribution list can be found in Appendix C: Distribution*

Additionally, the Plan will be made available for download on the UST Emergency Website www.stthom.edu/emergency.

ix. **Training and Education**

All University staff with a role in emergency response and recovery are required to participate in and complete training in various courses.

Various campus departments and organizations, including the UST Police Department, utilize outreach programs to train and educate all members of the campus community, providing them with the knowledge needed to respond appropriately to various types of hazards. Additionally, the UST Police Department is responsible for annually publicizing emergency response and evacuation procedures to the campus community.

x. **Exercises and Drills**

UST will conduct exercises, which may include table top, functional, and/or full-scale exercises, at least once annually to test the efficacy of emergency response and evacuation procedures. Exercises conducted may or may not be announced to the campus community prior to deployment. Each exercise will be documented, including at a minimum, a description of the exercise, the date and time, whether it was announced or unannounced, and lessons learned.

xi. **Post Incident Review**

Following the conclusion of any exercise or emergency for which the campus Threat Level was raised to ‘Yellow’ or ‘Red’, a post incident review will be conducted to identify strengths and deficiencies in the response. The review will be facilitated by the UST Police Department and will include both written and verbal input from all participants involved in the exercise or emergency. An improvement plan will be developed based on the deficiencies identified, and an individual, department, or agency will be assigned responsibility for correcting the deficiency by the determined due date.

xii. **Other Applicable Plans**

This Plan will be used by the Incident Management Team when an emergency/crisis event occurs at UST.

The Incident Management Team addresses issues such as determining initial strategies, communications with the media, customers, vendors, insurers, financial institutions, and operational response for University
personnel on scene.

This EOP addresses the response activities of the UST Incident Management Team and is augmented by the following UST Plans. A copy of these plans will be available in the Emergency Operations Center and University departmental file server.

- Emergency Communications Plan (To be written)
- Emergency Notification Plan (To be written)
- Media Notification Policy Regarding School and Office Closings (To be written)
- IT Hurricane Plan (To be written)
- Incident Response Team (To be written)
- Department Emergency Plans (To be written)
- Residence Life Emergency Plans (To be written)
- Police Department Emergency Operation Plan (Written)
- Emergency Evacuation of Buildings Policy (To be written)
- Threats and Violence to the Campus Community Policy (To be written)
- Continuity of Operations Plans (COOP)
- Weather Monitoring Policy (To be written)
- Facilities Campus Shutdown Plan (To be written)

xiii. National Incident Management System

In keeping with best practices, the National Incident Management System has been adopted as the standard for incident management at UST, and the concepts, principles, and procedures found therein are incorporated into this document.
Authority

i. General
The authority for this EOP is derived from a variety of sources, including Federal, state, and local guidelines as well as various University policies. The following list presents the core statutes, ordinances, and policies, which guide emergency planning at UST.

ii. Federal
Emergency Planning and Community Right-To-Know Act, 42 U.S.C. §11001, et seq.
Emergency Management and Assistance, 44 CFR §§ 1.1-362
Hazardous Waste Operations & Emergency Response, 29 CFR §1910.120
Homeland Security Presidential Directive 8 (National Preparedness)
National Incident Management System
National Response Plan
Higher Education Opportunity Act, 34 CFR 668.46

iii. State
Government Code, Chapter 418 (Emergency Management)
Government Code, Chapter 421 (Homeland Security)
Government Code, Chapter 433 (State of Emergency)
Health and Safety Code, Chapter 778 (Emergency Management Assistance Compact)
Executive Order of the Governor Relating to Emergency Management
Executive Order of the Governor Relating to National Incident Management System
Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)

iv. University of St. Thomas
The Chief of Police will oversee emergency preparedness operations at the University. In addition, the Chief of Police will, along with the Vice President for Finance and Business Affairs, maintain the EOP and ensure that the Emergency Operations Center (EOC) is in a constant state of readiness.
Situation Statement

i. General

A hazard is a potentially harmful or dangerous event, which through its interaction with social and/or physical systems, can create an emergency, necessitating responsive actions be taken to save lives, protect property and critical infrastructure, and maintain normal operations.

Because of its geographic location, population concentration, proximity to major transportation hubs, and other risk factors, UST is exposed to many hazards. These hazards have the potential for causing casualties, damaging or destroying buildings and other critical infrastructure, and negatively impacting operations, the reputation, and mental state of the University.

ii. Hazard Vulnerability Assessment

In conjunction with the development of the EMP, an assessment was performed to determine the risk of various hazards to which the University may be exposed. Hazards were analyzed and ranked in terms of their likelihood of occurrence and estimated impact on safety, facilities, and the institution. The highest-ranking hazards provided the basis for future preparedness efforts, including plans, training, and testing.

Table 1: Hazard Summary provides a summary of the hazard vulnerability assessment.

iii. Risk Overview

Hazards described in the Hazard Matrix were assessed according to the following definitions. Consideration was given to prior events at the University, similar events at other Universities, and any changes or trends that could affect the frequency or impact in the future.

a. Hazard Definitions

For the purposes of this hazard vulnerability assessment, identified hazards were defined as follows.

<table>
<thead>
<tr>
<th>Natural</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hail</td>
<td>Lumps of ice that can develop inside of a severe thunderstorm and fall to the earth as precipitation.</td>
</tr>
<tr>
<td>Hurricane</td>
<td>Is an intense tropical weather system of strong thunderstorms with a well-defined surface circulation and maximum sustained winds of 74 mph or higher.</td>
</tr>
<tr>
<td>Lightning</td>
<td>Powerful atmospheric bursts of electricity that are typically accompanied by severe thunderstorms.</td>
</tr>
<tr>
<td>Tornado</td>
<td>A destructive wind event, which often coincides with a strong thunderstorm. In addition to tornadoes, other examples include downbursts and gustnadoes.</td>
</tr>
<tr>
<td>Winter Weather</td>
<td>The occurrence of ice, snow, and/or extreme cold because of a winter storm.</td>
</tr>
<tr>
<td>Flooding</td>
<td>An accumulation of water on land because of heavy rainfall or utility failure.</td>
</tr>
<tr>
<td>Wildfire</td>
<td>An uncontrolled fire in combustible vegetation that occurs in the countryside or wilderness area and may be caused by natural occurrences, such as lightning, or by the actions of humans.</td>
</tr>
<tr>
<td>Technology</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Minor Fire</td>
<td>A fire, which has the potential to cause limited damage to campus property and poses little or no threat to life.</td>
</tr>
<tr>
<td>Major Fire</td>
<td>A fire, which has the potential to cause major damage to campus property and injure or kill occupants.</td>
</tr>
<tr>
<td>Explosion</td>
<td>An extreme and forceful release of energy, which may be accompanied by extreme heat, gaseous vapors, and/or shrapnel.</td>
</tr>
<tr>
<td>Hazardous Material Spill</td>
<td>A release of toxic substances, such as chemical, biological, or radiological substances, which are hazardous to the health of the community.</td>
</tr>
<tr>
<td>Major Transportation Disruption</td>
<td>A disruption to the normal flow of traffic on or near the UST campus that adversely affects campus operations.</td>
</tr>
<tr>
<td>Aviation Incident</td>
<td>The unintended presence of aircraft on campus, including crashes and/or unscheduled landings.</td>
</tr>
<tr>
<td>Structural Collapse</td>
<td>The failure of load-bearing elements of a structure, causing the collapse of part or all of that structure.</td>
</tr>
<tr>
<td>Telephone/Telecom Unavailability</td>
<td>An occurrence in which campus telecommunications services and/or devices have been rendered inoperable.</td>
</tr>
<tr>
<td>IT Unavailability</td>
<td>An occurrence in which campus data communications services and/or devices have been rendered inoperable.</td>
</tr>
<tr>
<td>Campus-Wide Utility Unavailability</td>
<td>An occurrence in which one or more utility services, such as water, gas, and electricity, have been rendered inoperable.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Security</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Campus Violence</td>
<td>An individual(s) who uses deadly force to kill or cause serious, life-threatening bodily injury to multiple victims. An example is an active shooter.</td>
</tr>
<tr>
<td>Civil Disorder</td>
<td>A group of people, peaceful or non-peaceful, who seek to disrupt the functions of an organization or society with the goal of protesting or attempting to spread a particular message, idea, or ideology.</td>
</tr>
<tr>
<td>Bomb Threat</td>
<td>A threat, usually verbal or written, to detonate an explosive or incendiary device to cause property damage, death, or injuries, regardless of whether or not such a device actually exists.</td>
</tr>
<tr>
<td>Hostage Situation</td>
<td>A situation in which an individual or group forcibly holds a person(s) against their will, often threatening harm against the hostages, themselves, or others if demands are not met.</td>
</tr>
<tr>
<td>Major Crimes Against Property</td>
<td>Those crimes committed against property, which affect or have the potential to affect continued operation of the facility(s), including large-scale vandalism and theft of high value items.</td>
</tr>
</tbody>
</table>
### Medical Hazard Description

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food-borne Illness</td>
<td>Illnesses resulting from the consumption of contaminated food that have the potential to spread quickly across the community.</td>
</tr>
<tr>
<td>Communicable Disease</td>
<td>Diseases transmitted through contact with contaminated people, animals, or surfaces that have the potential to spread quickly across the community.</td>
</tr>
</tbody>
</table>

b. **Probability of Occurrence**

Estimate of the likelihood this event will occur in the next 10 years.

<table>
<thead>
<tr>
<th>Probability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly Likely</td>
<td>Event is probable in the next year.</td>
</tr>
<tr>
<td>Likely</td>
<td>Event is probable in the next three years.</td>
</tr>
<tr>
<td>Occasional</td>
<td>Event is probable in the next five years.</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Event is probable in the next ten years.</td>
</tr>
</tbody>
</table>

c. **Impact Statements**

<table>
<thead>
<tr>
<th>Probability</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substantial</td>
<td>Multiple deaths. Complete shutdown of facilities for 30 days or more. More than 50 percent of property destroyed or with major damage.</td>
</tr>
<tr>
<td>Major</td>
<td>Injuries and illnesses resulting in permanent disability. Complete shutdown of critical facilities for at least 2 weeks. More than 25 percent of property destroyed or with major damage.</td>
</tr>
<tr>
<td>Minor</td>
<td>Injuries and illnesses do not result in permanent disability. Complete shutdown of critical facilities for more than 1 week. More than 10 percent of property destroyed or with major damage.</td>
</tr>
<tr>
<td>Limited</td>
<td>Injuries and illnesses are treatable with first aid. Shutdown of critical facilities and services for 24 hours or less. Less than 10 percent of property destroyed or with major damage.</td>
</tr>
</tbody>
</table>
## Table 1
HAZARD MATRIX

<table>
<thead>
<tr>
<th>NATURAL</th>
<th>FREQUENCY OF OCCURRENCE</th>
<th>POTENTIAL SEVERITY</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAZARD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hail</td>
<td>Highly Likely</td>
<td>Limited</td>
<td>Low</td>
</tr>
<tr>
<td>Hurricane</td>
<td>Highly Likely</td>
<td>Major</td>
<td>High</td>
</tr>
<tr>
<td>Lightening</td>
<td>Highly Likely</td>
<td>Substantial</td>
<td>Moderate</td>
</tr>
<tr>
<td>Tornado</td>
<td>Likely</td>
<td>Substantial</td>
<td>Moderate</td>
</tr>
<tr>
<td>Winter Weather</td>
<td>Likely</td>
<td>Limited</td>
<td>Low</td>
</tr>
<tr>
<td>Flooding</td>
<td>Highly Likely</td>
<td>Substantial</td>
<td>High</td>
</tr>
<tr>
<td>Wildfire</td>
<td>Likely</td>
<td>Minor</td>
<td>Low</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>TECHNOLOGY</th>
<th>FREQUENCY OF OCCURRENCE</th>
<th>POTENTIAL SEVERITY</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAZARD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Minor Fire</td>
<td>Highly Likely</td>
<td>Limited</td>
<td>Low</td>
</tr>
<tr>
<td>Major Fire</td>
<td>Occasional</td>
<td>Major</td>
<td>Low</td>
</tr>
<tr>
<td>Explosion</td>
<td>Occasional</td>
<td>Substantial</td>
<td>Low</td>
</tr>
<tr>
<td>Hazardous Material Spill</td>
<td>Likely</td>
<td>Minor</td>
<td>Low</td>
</tr>
<tr>
<td>Major Transportation Disruption</td>
<td>Highly Likely</td>
<td>Limited</td>
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<td>Likely</td>
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<td>Moderate</td>
</tr>
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<td>Moderate</td>
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<tr>
<td>Telephone/Telecom Unavailability</td>
<td>Likely</td>
<td>Limited</td>
<td>Moderate</td>
</tr>
<tr>
<td>IT Unavailability</td>
<td>Highly Likely</td>
<td>Limited</td>
<td>Moderate</td>
</tr>
<tr>
<td>Campus-Wide Utility Unavailability</td>
<td>Highly Likely</td>
<td>Limited</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECURITY</th>
<th>FREQUENCY OF OCCURRENCE</th>
<th>POTENTIAL SEVERITY</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAZARD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Campus Violence</td>
<td>Likely</td>
<td>Major</td>
<td>Moderate</td>
</tr>
<tr>
<td>Civil Disorder</td>
<td>Likely</td>
<td>Major</td>
<td>Moderate</td>
</tr>
<tr>
<td>Bomb Threat</td>
<td>Occasional</td>
<td>Limited</td>
<td>Low</td>
</tr>
<tr>
<td>Hostage Situation</td>
<td>Occasional</td>
<td>Limited</td>
<td>Low</td>
</tr>
<tr>
<td>Major Crimes Against Property</td>
<td>Occasional</td>
<td>Limited</td>
<td>Low</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MEDICAL</th>
<th>FREQUENCY OF OCCURRENCE</th>
<th>POTENTIAL SEVERITY</th>
<th>RANKING</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HAZARD</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Food-borne Illness</td>
<td>Occasional</td>
<td>Minor</td>
<td>Low</td>
</tr>
<tr>
<td>Communicable Disease</td>
<td>Likely</td>
<td>Substantial</td>
<td>Moderate</td>
</tr>
</tbody>
</table>
Planning Assumptions

i. General

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the potential worst-case conditions.

The following assumptions provide the basis for emergency planning at UST.

ii. Assumptions

This plan is based on the assumptions that:

- UST is located in Harris County and the City of Houston; therefore, UST could be affected by any hazards identified by the city and/or the county.
- UST will have sufficient resources to implement the plan; therefore, if UST does not have sufficient resources, the City of Houston will supplement the efforts of UST.
- The existing Memorandums of Understanding (MOU) and contracts have been signed and are current and will be honored during an emergency:
  - MOU between Baylor Psychiatric Clinic and UST
  - MOU between City of Houston Office Emergency Management and UST
  - MOU between Harris County Emergency Management and UST
  - MOU between University of Texas Health Services and UST
  - MOU between Michael E. DeBakey VA Medical Center, Houston, Texas and UST
  - Contract between Harris County Precinct 1, Houston, Texas and UST
- The Houston Fire Department provides response to firefighting, hazardous material, and medical incidents.
- The University of St. Thomas Police Department provides responses to criminal activities.
- The succession of events in an emergency or disaster is not predictable; therefore, published operational plans such as this plan, should serve only as a guide and a checklist, and may require modifications in order to meet the requirements of the emergency.
- An emergency or a disaster may be declared if information indicates that such conditions are developing or probable.
- Disasters may be campus-wide. Therefore, it is necessary for the University to prepare for and carry out disaster response and short-term recovery operations in conjunction with local resources.
- UST will identify and train personnel in the Incident Command System (ICS) to fulfill roles and responsibilities on the Incident Management Team.
- A UST representative will always be in the Unified Command when there is an emergency on the UST campus regardless of the level of response.
Action by Phase of Emergency Management:

i. General
Emergency management is the managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. The standard practice is to view emergency management activities in terms of four phases: preparedness, response, recovery, and mitigation. This plan addresses the activities that UST will undertake during all four phases of emergency management.

ii. Preparedness
Preparedness activities are the actions taken in advance of an emergency to ensure effective response and recovery. The preparedness activities included in UST’s emergency management program include:
- Emergency planning, including maintaining this plan
- Conducting or arranging appropriate training for emergency responders, Incident Response Team, University Management Team, Incident Management Team, and other appropriate UST staff
- Identifying and acquiring emergency equipment and facilities
- Conducting periodic drills and exercises to test our plans and training
- Performing post-incident review of operations following any exercise or emergency

iii. Response
Response refers to those actions taken immediately before and during an emergency to save lives and protect property. Response activities include warning the campus, emergency medical services, firefighting, law enforcement operations, evacuation, shelter and mass care, emergency public information, search and rescue, as well as other possible associated functions.

iv. Recovery
Recovery refers to the actions and implementation of programs needed to help individuals and the campus community return to normal operations. Recovery involves both short-term and long-term efforts. Short-term operations seek to restore vital services such as water, sewer systems, electrical power, clearing roads to the campus, and provide for the basic needs of the community. Long-term recovery focuses on restoring the campus to its normal operating state. Examples of recovery programs include temporary housing, restoration of university services, debris removal, restoration of utilities, mental health services and grief counseling, and reconstruction of damaged roads and facilities.

v. Mitigation
Hazard mitigation is sustained action taken to reduce or eliminate the risk to human life and property from hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Mitigation planning involves identifying hazards and risk, assessing the level of risk the community is willing to live with, and determining and implementing protective actions to reduce or eliminate risk the community is not willing to deal with. Typically, these actions are summarized in a hazard mitigation action plan, which guides mitigation projects and future development within the community.
Threat Level

i. **General:**

UST classifies emergencies using a three-level system, according to an increasing threat to safety, facilities and infrastructure, and operations on campus. The Threat Level will be determined by the Incident Commander who, in consultation with the UST Police Department (USTPD), or other appropriate campus entities, will consider whether the situation requires a high level of coordination to save lives, protect facilities and critical infrastructure, and/or maintain/resume normal operations. Levels can be distinguished by the level of coordination among campus departments and external organizations and agencies that is required to effectively manage the event. During response activities, the Threat Level may be adjusted as needed, reflecting an increased or lessened need for coordination.

*Note that on-scene emergency response activities will occur regardless of whether the threat level is changed to ‘Yellow’ or ‘Red’.*

The initial phase of an incident may include:
- Initial observation and report,
- Subsequent notifications, as discussed in the Emergency Notification Plan,
- Immediate and continuous evaluation of the safety of possible courses of action,
- Initiation of immediate steps to manage the situation,
- Activation of local resources as soon as possible, and
- Evaluation of the need to activate the IMT.

Response Action Checklists are included in the Specific Risk Annexes for the potential incidents identified in the Appendix Section. *These checklists are intended only as initial guidelines* and may not be all-inclusive. They are intended to guide the IMT until it can assess the situation and develop a plan of action specific to the incident.

The appropriate response to a particular incident depends on the severity of the incident and on other factors that are not known before the event occurs. *Note: Without exception, personnel and public safety is first priority.*

During any incident, the IMT should frequently reassess:
- Safety
- Response Effectiveness
- Needed Resources – People and Equipment
- Record Keeping
- Costs
- Documentation of Actions and Decisions
- Delegation of Responsibility
ii. Incident Classification

a. Green
   *No activation of the University Management Team (UMT) or Incident Management Team (IMT)*

On a daily basis, the campus Threat Level is at ‘Green’. Minor incidents may occur, but response services (e.g. police, fire, etc.) are able to deal with them without activation of the UMT or IMT. Incidents may result in minor injury to members of the campus community and minor damage to university facilities, and will likely affect only a localized segment of campus. Examples may include a minor building fire, power outage, localized flooding of a building, or missing student. Possible actions include:

- Response agency or appropriate department manages incident
- Various elements of UST community may become involved as necessary
- UST personnel will continue to monitor for changing conditions

b. Yellow
   *Partial activation of University Management Team (UMT) or Incident Management Team (IMT)*

Level ‘Yellow’ emergencies are those in which emergency conditions may be present, and some level of coordination is necessary to effectively manage the event. The emergency may result in injury to members of the campus community and/or minor to major damage to university facilities. A level ‘Yellow’ emergency may affect one or more areas of the university campus. Examples may include significant flooding on campus, confirmed spread of communicable disease on campus, or a shelter operation on campus. Possible actions include:

- Part or all of ICS (to be determined by the Incident Commander) will report to campus to the Emergency Operations Center
- Immediate notification sent
- Situation reports developed by the IRT and disseminated daily or as needed
- University resources made available as necessary to manage incident
- University activities may continue to the extent that they do not conflict with response operations
- Request made for external assistance from local, state, and/or federal authorities

c. Red
   *Full activation of University Management Team (UMT) or Incident Management Team (IMT)*

Level ‘Red’ emergencies are those in which major emergency conditions are present. A high level of coordination is required to effectively manage the event. A level ‘Red’ emergency may result in mass casualties, major damage to several university facilities and infrastructure, and significant disruptions to normal campus operations. The incident will likely not be localized to a single area and may affect the entire university. Examples may include tornadic activity on campus, an active shooter situation, or major hazardous materials spill on or near campus. Possible actions include:

- All ICS members report to Emergency Operations Center
• Immediate notification sent
• Situation reports developed by the IRT and disseminated daily or as needed
• University resources made available to respond to the situation
• Postponement or cancellation of UST classes, programs, and/or activities
• Request made for external assistance from local, state, and/or federal authorities
Incident Documentation Form
While the Incident Command System (ICS) Forms should be utilized to document and record all IMT activity, the following Incident Documentation Form can be distributed to all personnel and locations within UST. These forms will be utilized to document the onset of a potential emergency or incident and provide the completed form to the Incident Commander or the Chief of Police.

INCIDENT DOCUMENTATION FORM

Caller’s Name: ___________________________ Call Back Number: ___________________________

Type of Incident (check all that apply): Date of Incident: __________________________

☐ Weather Event/Natural Disaster ☐ Workplace Violence

☐ Fire/Explosion ☐ Medical Emergency/Fatality

☐ Loss of Power ☐ Terrorism/Bomb Threat/Suspicious Package

☐ Information Systems Threat ☐ Pandemic

Affected Facility: ____________________________

Person in Charge on Scene: ___________________________ Call Back Number: ___________________________

Incident Description: __________________________________________________________

________________________________________________________________________

Actions Taken: ____________________________________________________________

________________________________________________________________________

Plans: ____________________________________________________________

________________________________________________________________________

Notifications Completed: ____________________________________________________

________________________________________________________________________

Person Receiving Report: ___________________________ Call Back Number: ___________________________

Date: ___________________________ Time: ___________________________

Report Forwarded to: ___________________________ Call Back Number: ___________________________

Date Completed: ___________________________ Time: ___________________________
Emergency Organization

To ensure efficient and effective response to and recovery from emergencies, UST builds on existing organizational structures by further defining the roles, responsibility, and the reporting relationships that the University will utilize during emergencies.

The emergency organization at UST is portrayed in Figure 1 Emergency Organization.

Figure 1 Emergency Organization:
i. **University Management Team (UMT)**
During an emergency, the University Management Team (UMT) supports the Incident Management Team (IMT) in responding and recovering from the incident. The members of the UMT also work to ensure continuity of operations for the University and protect the image and reputation of the University during the time of emergency.

a. **Preparedness phase responsibilities:**
   i. Has ultimate responsibility for the safety of the campus community

b. **Response and recovery responsibilities:**
   i. Has ultimate responsibility for the effective and efficient management of an incident

c. **Members of the UMT:**
   i. **University President**
      The President has overall responsibility for the daily operations of the University as well as the responsibility to ensure an effective response to any emergency affecting the University.
   ii. **Vice Presidents**
      Assisting the President in supporting the Incident Management Team (IMT) in mitigating the effects of any emergency situation.
   iii. **Chief of Police**
      Assists the UMT and the IMT in the overall management of the emergency incident.

**Appendix D: Record of University Management Team (UMT)**

ii. **Incident Management Team (IMT)**
A designated Incident Management Team (IMT) has been formed by the UMT. The IMT is organized in levels of response structure to deal quickly and effectively with any incident so that the University campus, classrooms, and offices can return to normal operations as soon as possible.

IMT is staffed by trained personnel from the University and by various other University resources as the situation requires. The Incident Commander (IC) receives direction from the UMT to ensure an effective response to any emergency affecting the University.

The IMT is led by an Incident Commander, with specialized incident management functions divided among IMT Sections. Because every incident is different, the following general principles apply:

- IMT Sections and/or Functions may be activated selectively according to incident needs (e.g., security and facilities).
- Personnel assigned to fill IMT positions may vary according to the scope of the incident as well.

The IC directs IMT activities and will assume the duties of all the primary positions until the duties can be delegated to other qualified personnel. The IMT, once appropriately staffed, is designed to cover all aspects of a comprehensive incident response. During a prolonged incident, additional personnel may be added, and more than one level within the Team may be involved to sustain a 24-hour operation, if required.

a. **Preparedness phase responsibilities:**
   - Receives training to enable the successful completion of responsibilities
   - Participates in emergency exercises

b. **Response and recovery phase responsibilities:**
• Supports the Incident Response Team through allocation of campus resources, documentation of the incident, and maintenance of situational awareness
• Coordinates with other regional emergency operation centers, including the City of Houston
• Prepares public information to be disseminated to internal and external stakeholders
• Sends immediate notification to campus community in coordination with Incident Commander
• Coordinates with external stakeholders and partner agencies

c. The members of the Incident Management Team (IMT) are:
   a. Command Staff
      The Command Staff develops, directs, and maintains a viable organization. It also coordinates with other organizations, agencies, etc. In large-scale incidents the Public Information Officer, Liaison Officer, and Safety Officer become assigned components of the Command Staff.

1. Incident Commander (IC):
   
   Vice President of Finance and Business Affairs, or Assistant Vice President and Chief of Police, Assistant Vice President of Facilities Operations, and Assistant Director of Veteran’s Services, or designee

   The IC is responsible for the management of all aspects of emergency management operations, including the development of strategic objectives that provide overall directions for the conduct of safe and efficient operations.

   Preparedness phase responsibilities:
   • Leads the Incident Management Team
   • Provides guidance to the emergency management program

   Response and recovery phase responsibilities:
   • Determines when to raise and lower the campus Threat Level
   • Directs university-wide response and recovery activities
   • Has decision making authority, regarding the allocation of campus resources during an emergency, through authority delegated by the President
   • Provides recommendations to the Executive Team regarding measures such as class suspension and/or University closure
   • Provide additional information to Marketing and Communications for media release preparation
   • Develops an Incident Action Plan

2. Public Information Officer (PIO):

   Director of Communications, Vice President for Marketing and University Relations or designee

   The PIO is responsible for interfacing with the public, media, and agencies with incident-related information requirements. The PIO develops accurate and complete information on the incident’s cause, size, current situation, resources committed, and other matters of general interest for both internal and external consumption. The PIO may also perform a key public information-monitoring role.
3. Liaison Officer (LNO):

*Chief of Police, Lieutenant or designee*

The LNO is responsible for communicating with local, state, and federal government agencies to relieve the IC and Local On-Scene Response Team of as much routine government liaison work as possible. The LNO reports to the IC.

4. Safety Officer (SOFR):

*Facilities Operations Manager, Assistant Director of Veteran Services or designee*

The SOFR monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The SOFR has emergency authority to stop and/or prevent unsafe acts during incident operations.

b. General Staff:
The General Staff refers to the Section Chiefs for the functional groups including Operations, Planning, Logistics and Finance / Administration.

1. Operations Section:

*Facilities Operations Manager, Manager Support Services or designee*

The Operations Section is responsible for developing tactics and plans to meet the incident objectives established by the IC. The Operations Section Chief becomes the key tactical decision maker in large complex operations. To accomplish this, Deputies may be required to assist. All activities associated with providing emergency response should be part of Operations.

2. Planning Section:

*Associate Vice President for Student Affairs or Associate Vice President for Academic Affairs or designee*

The Planning Section’s function includes collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. They also prepare a demobilization plan that allows for timely release of resources committed to an incident. The Planning Section is also responsible for creation of an Incident Action Plan (IAP), which defines the response activities and resource utilization for a specified period of time.

3. Logistics Section:

*Director of Academic Advising, Manager Support Services, Sergeant- Police or designee*

The Logistics Section is tasked with meeting the needs of those responding to the incident. This means they are responsible for acquiring manpower and materials needed to accomplish the goals identified by the Planning and Operations Sections. The importance of Logistics management increases when addressing an incident that extends over a period of days or weeks.
4. Finance / Administration Section:

Controller or Director of Budget Administration and Procurement

The Finance / Administration Section is critical for tracking incident costs and reimbursements. Unless costs and financial operations are carefully recorded and justified, reimbursement of costs is very difficult.

Appendix D: Record of Incident Management Team (IMT).

INCIDENT MANAGEMENT TEAM (IMT) ORGANIZATION CHART
iii. Incident Response Team (IRT):
In each building, a person has been designated as the IRT member for that particular building. During emergency operations, IRT will have control over personnel, equipment, and overall operations.

**Preparedness phase responsibilities:**
- Receive training to enable the successful completion of responsibilities
- Participate in emergency exercises

**Response and recovery phase responsibilities:**
- Support the IMT and the Incident Commander
- Provide situation reports to the ICS as requested
- Maintain accurate records of the use of all personnel, equipment, and supplies during an emergency in accordance with the ‘Administrative Policies’ set forth in this plan

**When is IRT ACTIVATED?**
- Provides the IMT with an initial situation report
- Keeps the IMT informed of the current situation through situation reports
- Requests additional resources from the IMT, as needed

iv. UST Police Department (USTPD):
When USTPD arrives at the scene, they will identify the nature of the incident, the exact location, and the severity of the incident. USTPD will then isolate the scene, establish a perimeter, and notify the Incident Commander (IC) of the incident. The IC will activate the Emergency Operations Plan (EOP) and notify appropriate departments.

**Response and recovery phase responsibilities:**
- Identifies the nature of the incident, the exact location, and the severity
- Isolates the scene by establishing a perimeter
- Directs and controls on-scene response and manages resources committed there
- Warns the population in the area of the incident, and providing emergency instructions to them
- Determines and implements protective measures (e.g. evacuation or shelter-in-place) for the population in the immediate area and for emergency responders at the scene
- Implements traffic control arrangements in and around the scene
- Documents major activities of response personnel and man-hours spent on the response
- Requests activation of IMT/IRT when necessary
Campus Safety Groups

a. General
In addition to the emergency organization described in previous pages, UST utilizes a number of groups to support campus safety efforts. The committees and teams described below serve unique purposes and each represents a wide scope of the campus community.

b. Emergency Planning Committee
The Emergency Planning Committee is charged with reviewing and evaluating emergency planning documents, including the UST Emergency Operations Plan. The committee helps shape emergency planning efforts by providing feedback on initiatives undertaken by the Incident Management Team. The committee recommends planning documents to the President for approval.

c. Behavioral Intervention Team (BIT)
The BIT Team was formed to address student issues at UST. This collaborative and interdisciplinary team provides a means of identifying, intervening, and responding to students whose behavior poses a risk to themselves or others. An additional focus is on educating the campus community to recognize at-risk students and to take appropriate actions in response.

d. Threat Assessment Team
The Threat Assessment Team was formed to identify evaluate and address threats or potential threats to the University. The team meets on a regular basis to evaluate threat referrals, develop case management plans and if necessary, intervene in a manner appropriate to the situation. The team responds to behaviors exhibited by students, employees, visitors, and non-affiliated persons prior to a critical incident in an attempt to prevent violence so that UST remains a safe and secure working and learning environment.

e. On-Campus Disaster Team
The on-campus disaster team was formed to support critical infrastructure components to the university’s function, such as utility services and information technology services during an emergency. The on-campus disaster team will remain on campus working during an emergency situation to ensure that critical infrastructure components are uninterrupted.

f. Annual Crime Statistics & Fire Safety Committee
The Annual Crime Statistics & Fire Safety Committee prepares the annually produced Annual Security Report required by the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act. This report includes information regarding university safety and security policies, statistics, and educational efforts and programs designed to address campus safety, including a statement of current campus policies regarding emergency response and evacuation procedures.
Plan Activation

a. General
In most cases, the USTPD serves as the initial point of contact for reporting emergency situations and as the central point of communication during the response and resolution of an emergency. All reports of emergencies affecting the UST campus that are received by City of Houston dispatch are immediately relayed to USTPD. In some cases, reports of non-security related incidents to other departments, such as outbreaks of contagious diseases, utility outages, and severe weather events, may initially receive emergencies.

Activation Process are portrayed in Figure 2: Plan Activation.

b. Activation Process
When USTPD or other UST departments receives an initial report of an event that is imminent or occurring on or near campus, which threatens life, critical infrastructure, and/or normal campus operations, the affected department will attempt to confirm the report and initiate any necessary response actions. If the affected department(s) determines that the event will require additional coordination across multiple departments, agencies, or other organizations, the departmental leadership will contact the Incident Commander (IC).

Upon discussing the situation with the affected department, the IC will consider whether the event will require a high level of coordination. If so, he/she may raise the campus Threat Level to ‘Yellow’ or ‘Red’ and initiate any of the following actions:
- Send immediate notification to the community
- Activate the IMT and IRT
- Notify the President
- Notify other appropriate departments of the situation

If a decision is made for the campus Threat Level to remain at Level ‘Green’, affected UST departments will continue to monitor the situation for developments which may require an escalation to levels ‘Yellow’ or ‘Red’.

c. Deactivation
When the IC determines that a high level of coordination is no longer needed, the campus Threat Level will return to Level ‘Green’. UMT and IMT members may return to normal status, and the Emergency Operations Center will return to daily operating status.

Note, however, that while the on-scene incident command operation is normally deactivated once the need for response has ended, continued activation of the IMT may be necessary to coordinate recovery activities. In recovery, the IMT may compile damage assessments, assess long-term needs, manage donations, monitor the restoration of utilities, oversee access to damaged areas, and other tasks.
Figure 2 Plan Activation

1. Incident or Threat Occurs
2. USTPD/ Dispatch and/or other UST department(s) receive notification
3. Incident Commander is informed and chooses appropriate action(s)

- **Remain at Level Green**
  - Mass notification messages are formulated and sent as appropriate
  - Appropriate UST staff and external agencies are notified
  - UST personnel continue to monitor the situation for developments

- **Raise to Level Yellow**
  - Mass notification messages are formulated and sent as appropriate
  - Appropriate members of UMT and IMT are convened as appropriate
  - Incident Commander notifies UST President
  - Appropriate UST staff and external agencies are notified

- **Raise to Level Red**
  - Mass notification messages are formulated and sent as appropriate
  - All members of UMT and IMT are instructed to report to the designated location.
  - Incident Commander notifies UST President
  - Appropriate UST staff and external agencies are notified

UST personnel continue to monitor the situation for developments.
POST INCIDENT ACTIONS AND REVIEW

As work, routines return to normal, the actions and overall responsiveness of the Incident Management Team (IMT) need to be reviewed and evaluated. Based on this review and evaluation, any necessary changes should be made to other UST applicable plans.

The Incident Commander is responsible for developing and implementing a follow-up report. This report should address the following:

- Did the notification procedures work in activating the team quickly and effectively?
- Did the team work effectively?
- Did the team have the right equipment?
- Could events have been handled more effectively?
- What improvements could be made?

Once the final report is issued, the Incident Commander is responsible for ensuring all action items are completed in a timely manner. In order to achieve this, the Incident Commander should meet periodically with the IMT to review the progress in completing the action items. These meetings should take place at least quarterly until all items are complete. In addition, the Incident Commander may wish to hold annual training and/or drills for all team members in order to stay up to date on changes to this plan and applicable plans.
Local, State, and Federal Assistance

a. General
Some emergencies may be of such an extent that UST's own resources are inadequate to meet the demands of response and recovery activities. In such situations, UST will request emergency assistance from outside jurisdictions, agencies, and organizations.

All external assistance provided to the university is intended to supplement university resources and not substitute for such resources, which include mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts.

Channels for requesting emergency assistance are portrayed in Figure 3: Emergency Assistance.

b. Local Assistance
Requests for resources from the Incident Commander will be routed to the UST Emergency Operations Center, the city of Houston, or Harris County, depending on the situation. These groups will generally work together to resolve resource requests. UST must request assistance from the city and the county before requesting aid from the State. The city of Houston Emergency Management Office (OEM) will facilitate the process of requesting aid from neighboring jurisdictions.

c. State Assistance
Requests for State assistance will be made to the Disaster District Committee (DDC) Chairperson who is the Department of Public Safety (DPS) Captain located in Houston, TX. State emergency assistance to local governments begins at the DDC level, and the key person to validate a request for, obtain, and provide that state assistance and support is the DDC Chairperson. The DDC Chairperson has the authority to utilize all state resources within the district to respond to a request for assistance, with the exception of the National Guard. Use of National Guard resources requires the approval of the Governor. The Disaster District staff will forward requests for assistance that cannot be satisfied within the District to the State Operations Center in Austin, TX. The Regional Liaison Officer will facilitate the process of requesting aid from the State.

d. Federal Assistance
If resources required to control an emergency situation are not available within the State, the Governor may request assistance from other states pursuant to a number of interstate compacts or from the federal government through the Federal Emergency Management Agency (FEMA).

For major emergencies and disasters for which a Presidential declaration has been issued, federal agencies may be mobilized to provide assistance to states and local governments. The National Response Framework describes the policies, planning assumptions, concept of operations, and responsibilities of designated federal agencies for various response and recovery functions.

FEMA has the primary responsibility for coordinating federal disaster assistance. No direct federal disaster assistance is authorized prior to a Presidential emergency or disaster declaration, but FEMA has limited authority to stage initial response resources near the disaster site, activate command, and control structures prior to a declaration. The Department of Defense has the authority to provide its resources to save lives prior to an emergency or disaster declaration.
Figure 3 Emergency Assistance

Incident Commander

City of Houston / Harris County

UST Emergency Operations Center

Disaster District Committee

State Operations Center

Governor

Federal

Other States
Administrative Policies

a. General

The following sets forth general policies to ensure effective responses, timely resumption of campus operations, and efficient reimbursement of allowable expenses from state and federal authorities.

b. Reporting Requirements

i. Hazardous Materials Spill Report:
If UST is responsible for a release of hazardous materials of any type or quantity that must be reported to state and federal agencies, the department or agency responsible for the spill shall make the required report in coordination with Assistant Vice President of Facilities Operations. Departmental plans, policies, and procedures should specify the procedures for producing such reports. If the party responsible for a reportable spill cannot be located, Assistant Vice President of Facilities Operations will ensure that the required report(s) are made.

ii. Emergency Report:
If an on-going incident appears likely to worsen and it is anticipated that the University will require assistance from neighboring jurisdictions and/or the state, the IMT will contact the Regional Liaison Officer.

iii. Situation Report:
During any occurrence for which the campus Threat Level is raised to ‘Yellow’ or ‘Red’, an initial situation report should be prepared by the Incident Commander (IC) and distributed to the University Management Team and other appropriate members of the campus leadership. Subsequent reports will be prepared and disseminated as needed. Additionally, Incident Response Team may be asked to prepare and submit situation reports to the IC when the campus Threat Level is elevated.

c. Agreements and Contracts

Should university resources prove to be inadequate during an emergency, requests will be made for assistance from neighboring jurisdictions, agencies, and private industry in accordance with existing mutual-aid agreements, contracts, and those agreements and contracts entered into during the emergency. Such assistance may include equipment, personnel, services, or supplies.

When developing agreements and contracts, the following guidelines should be adhered to:

• All agreements should be in writing
• Agreements and contracts should identify the local officials authorized to request assistance pursuant to those documents
• Advice offered by Chief Legal Counsel will be an integral component of any mutual aid agreements UST enters into

d. Funding for Emergency Response

During the preparedness phase, the USTPD will coordinate with appropriate campus entities to acquire resources for preventing emergencies, such as security equipment, and resources for responding to emergencies, such as communications equipment.

During the response to and recovery from an emergency, IMT are expected, to the extent possible given the unique circumstances of a given emergency, to continue providing services and are responsible for the associated costs of doing so.
Resources needed for response and recovery activities that a department cannot meet on its own should be directed to the Emergency Planning Committee. The Incident Commander (IC), in coordination with the EP Committee, will determine available funding for making additional emergency expenditures.

e. **Record Keeping**
Each IMT (Member) is responsible for establishing the administrative controls necessary to manage the expenditure of funds, to provide reasonable accountability, and justification for expenditures made to support emergency operations. This shall be done in accordance with established university fiscal policies and standard cost accounting procedures.

f. **Activity Logs**
The IC and the IMT will maintain accurate logs recording key response activities, including:
- Activation or deactivation of emergency facilities
- Emergency notifications to other local governments, to state, and federal agencies
- Significant changes in the emergency situation
- Major commitments of resources or requests for additional resources from external sources
- Issuance of protective action recommendations to the public
- Number of injuries and/or casualties
- Containment or termination of the incident

g. **Emergency Costs**
The UMT and IMT will maintain records summarizing the use of personnel, equipment, and supplies during the response to day-to-day incidents to obtain an estimate of annual emergency response costs that can be used in preparing future budgets.

For emergencies, UMT and IMT participating in the emergency response shall maintain detailed records of costs for emergency operations to include:
- Personnel (including overtime costs)
- Equipment operations
- Leased or rented equipment
- Contract services to support emergency operations
- Specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal government.

h. **Preservation of Records**
In order to continue normal university operations following an emergency, vital records must be protected. All UST departments are required to undertake departmental continuity planning.
Appendices
Appendix A: Remote Centers

The two areas of concern that differ from The Plan for the Remote Centers are:

1. Incident Response Team (IRT) - At each center the center dean, has been designated as the IRT member for that particular location. During emergency operations, IRT will have control over personnel, equipment, and overall operations.

2. University of St. Thomas Police Department (USTPD) - At each center and cohort, it will be the local law enforcement that will do the duties assigned to USTPD.
Appendix B: Glossary

1. **Code Red** – A telephone service utilized by the city of Houston to deliver pre-recorded emergency notification messages to residents, businesses, and schools who have subscribed to the service.

2. **Disaster District Committee** – Texas’ regional emergency management organizations that serve as the initial source of state emergency assistance for local governments and agencies, including universities. A Chairman, who is the local Texas Highway Patrol commander, directs each District. Disaster District Committees, consisting of state agencies and volunteer groups that have resources within the District’s area of responsibility, assist the Disaster District Chair in identifying, mobilizing, and deploying personnel, equipment, supplies, and technical support to respond to requests for emergency assistance from local governments and state agencies.

3. **Emergency** – Any situation which requires highly-coordinated responsive actions to protect and save lives, protect critical infrastructure, and enable normal operations to be maintained or resumed as quickly as possible.

4. **Full-scale exercises** – A multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response as if a real incident had occurred. Characteristics of a full-scale exercise include mobilized units, personnel, and equipment acting in a stressful, realistic environment with scripted exercise scenarios.

5. **Functional exercises** – A single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. Characteristics of a functional include simulated deployment of resources and personnel, rapid problem solving, and a highly stressful environment.

6. **Incident Action Plan** – A verbal plan, written plan, or combination of both, that is updated throughout the incident and reflects the overall incident strategy, tactics, risk management, and member safety that are developed by the incident commander.

7. **Incident Command System** – A management system designed to enable effective and efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

8. **Joint Information Center (JIC)** – A central point of contact for all news media near the scene of a large-scale disaster. News media representatives are kept informed of activities and events by public information officials who represent all participating Federal, State, and local agencies that are collocated at the JIC.

9. **Mutual-aid Agreement** – A written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

10. **District Coordinator** – A member of the state of Texas emergency management organization who works closely with a given Disaster District Committee to facilitate the fulfillment of emergency resource requests from local governments and agencies, including universities.

11. **Situational Awareness** – Information gathered from a variety of sources that, when communicated to emergency managers and decision makers, can form the basis for incident management decision-making.
12. **Situation Report** – A brief report which summarizes confirmed information and details related to an incident. Contents often include background information on the incident, actions taken to date, and the current status or prognosis of the incident.

13. **Tabletop exercises** – An activity that involves key personnel discussing simulated scenarios in an informal setting.

14. **Test** – Regularly scheduled drills, exercises, and appropriate follow-through activities, designed for assessment, and evaluation of emergency plans and capabilities. Each test must:
   - **Be scheduled**- This means actual emergency situations or false emergency alarms do not serve as a test of the institution’s procedures.
   - **Contain drills**- A drill is an activity that tests a single procedural operation (e.g., a test of initiating the emergency notification system or evacuating a building).
   - **Contain exercises**- An exercise is a test involving coordination efforts (e.g., a test of the coordination of campus leadership and/or emergency responders).
   - **Contain follow-through activities**- A follow-through activity is an activity designed to review the test (e.g., a survey or interview to obtain feedback from participants).
   - **Be designed for assessment of emergency plans and capabilities**- This means tests should have measurable goals (e.g., each participant will understand his or her roles and responsibilities).
   - **Be designed for evaluation of emergency plans and capabilities**- Tests should be designed in such a way so that by using the assessments, it can be judged whether or not the test met its goals (e.g., the evacuation process accounted for/did not account for the diverse needs of all members of the campus community).
**Appendix C: Acronyms**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>CDC</td>
<td>Centers for Disease Control and Prevention</td>
</tr>
<tr>
<td>DPS</td>
<td>Department of Public Safety</td>
</tr>
<tr>
<td>DDC</td>
<td>Disaster District Committee</td>
</tr>
<tr>
<td>EMAC</td>
<td>Emergency Management Advisory Committee</td>
</tr>
<tr>
<td>EOC</td>
<td>Emergency Operations Center</td>
</tr>
<tr>
<td>EOP</td>
<td>Emergency Operations Plan</td>
</tr>
<tr>
<td>EPA</td>
<td>Environmental Protection Agency</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>NIMS</td>
<td>National Incident Management System</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organizations</td>
</tr>
<tr>
<td>OSHA</td>
<td>Occupational Safety and Health Administration</td>
</tr>
<tr>
<td>OGC</td>
<td>Office of General Counsel</td>
</tr>
<tr>
<td>SOC</td>
<td>State Operations Center</td>
</tr>
<tr>
<td>HWC</td>
<td>Health and Wellness Center</td>
</tr>
<tr>
<td>DSHS</td>
<td>Texas Department of State Health Services</td>
</tr>
<tr>
<td>TDEM</td>
<td>Texas Division of Emergency Management</td>
</tr>
<tr>
<td>UST</td>
<td>University of St. Thomas</td>
</tr>
<tr>
<td>USTPD</td>
<td>University of St. Thomas Police Department</td>
</tr>
</tbody>
</table>
Appendix C: Distribution

1. **General**
   The following university and non-university personnel will receive one hard copy of the UST Emergency Operations Plan.

2. **University Personnel**
   - President
   - Vice President of Academic Affairs
   - Vice President of Enrollment Management and Student Engagement
   - Vice President of Finance and Business Affairs
   - Vice President- Chief Development Officer
   - Vice President of Marketing and University Relations
   - Vice President of Innovation
   - Chief Legal Counsel
   - Chief Information Officer
   - Associate Vice President of Academic Affairs
   - Associate Vice President of Human Resources
   - Associate Vice President for Student Affairs and Dean of Students
   - Assistant Vice President of Facilities Operations
   - Assistant Vice President and Chief of Police
   - Senior Director of USTMAX Center
   - Director of ABSN Program
   - Site Director- Shenandoah Center
   - Director of Facilities Management
   - Technical Director- Information Technology
   - Accounting: Controller
   - Police Officers

3. **Non-university Personnel**
   - City of Houston Emergency Management Coordinator
   - Local Emergency Planning Committee
   - Texas Division of Emergency Management Regional Liaison Officer
Appendix D: Lines of Succession

General
Because of the unpredictable nature of emergencies, one or more members of the campus leadership may be unavailable during the immediate response. Because of this, it is necessary to ensure that alternates have been pre-designated to fill key positions in the emergency organization so that response activities may proceed unhindered. Below is the line of succession for key positions in the emergency organization.

University Management Team:

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Name</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Dr. Richard Ludwick</td>
<td>(832) 468-4378</td>
</tr>
<tr>
<td>Vice President of Academic Affairs</td>
<td>Dr. Chris Evans</td>
<td>(314) 482-3263</td>
</tr>
<tr>
<td>Vice President of Finance and Business Affairs</td>
<td>Spencer Conroy</td>
<td>(269) 357-6445</td>
</tr>
<tr>
<td>Vice President of Marketing and University Relations</td>
<td>Jeff Olsen</td>
<td>(310) 709-3169</td>
</tr>
<tr>
<td>Vice President of Enrollment and Student Engagement</td>
<td>Arthur Olsen</td>
<td>(281) 743-5167</td>
</tr>
<tr>
<td>Chief Development Officer</td>
<td>Dawn Koenning</td>
<td>(713) 515-1162</td>
</tr>
<tr>
<td>Chief Legal Counsel</td>
<td>Gita Bolt</td>
<td>(832) 477-1406</td>
</tr>
<tr>
<td>Chief Innovation Officer</td>
<td>Dr. Beena George</td>
<td>(713) 364-9420</td>
</tr>
<tr>
<td>Associate Vice President for Human Resources</td>
<td>Randy Graham</td>
<td>(713) 569-6344</td>
</tr>
<tr>
<td>Assistant Vice President and Chief of Police</td>
<td>H.E. Jenkins</td>
<td>(713) 321-8097</td>
</tr>
</tbody>
</table>

University Incident Team
Incident Commander (IC):

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Name</th>
<th>Phone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Assistant Vice President and Chief of Police</td>
<td>H.E. Jenkins</td>
<td>(713) 321-8097</td>
</tr>
<tr>
<td>2. Assistant Vice President of Facilities Operations</td>
<td>Edgar Moctezuma</td>
<td>(713) 591-0131</td>
</tr>
<tr>
<td>3. Assistant Director of Veterans Services</td>
<td>Jay Hernandez</td>
<td>(210) 428-3596</td>
</tr>
<tr>
<td>4. Vice President of Finance and Business Affairs</td>
<td>Spencer Conroy</td>
<td>(269) 357-6445</td>
</tr>
</tbody>
</table>

Incident Management Team (IMT):

<table>
<thead>
<tr>
<th>Unit</th>
<th>Primary</th>
<th>Alternates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Information Officer (PIO)</td>
<td>Sandra Soliz</td>
<td>Jeff Olsen</td>
</tr>
<tr>
<td></td>
<td>(713) 906-7912</td>
<td>(310) 709-3169</td>
</tr>
<tr>
<td>Liaison Officer (LNO)</td>
<td>H.E. Jenkins</td>
<td>Reginald Rainey</td>
</tr>
<tr>
<td></td>
<td>(713) 321-8097</td>
<td>(832) 417-0444</td>
</tr>
<tr>
<td>Safety Officer (SOFR)</td>
<td>Don Clayton</td>
<td>Jay Hernandez</td>
</tr>
<tr>
<td></td>
<td>(713) 206-2912</td>
<td>(210) 428-3596</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Unit</th>
<th>Primary</th>
<th>Alternates</th>
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</thead>
<tbody>
<tr>
<td>Operations Section</td>
<td>Don Clayton</td>
<td>Allan Mann</td>
</tr>
<tr>
<td></td>
<td>(713) 206-2912</td>
<td>(713) 942-3469</td>
</tr>
<tr>
<td>Planning Section</td>
<td>Jim Monaghan</td>
<td>David Hao</td>
</tr>
<tr>
<td></td>
<td>(760) 675-5048</td>
<td>(254) 640-2911</td>
</tr>
<tr>
<td>Logistics Section</td>
<td>Lee Holm</td>
<td>Allan Mann</td>
</tr>
<tr>
<td></td>
<td>(713) 942-3494</td>
<td>(713) 942-3469</td>
</tr>
<tr>
<td>Finance/Administration Section</td>
<td>Keith Scheffler</td>
<td>Brenda Hidalgo</td>
</tr>
<tr>
<td></td>
<td>(713) 857-4804</td>
<td>(832) 287-1743</td>
</tr>
</tbody>
</table>
## Appendix E: Record of Changes

<table>
<thead>
<tr>
<th>Date</th>
<th>Change Entered By</th>
<th>Title of Person Making Change</th>
<th>Section (s) Revised</th>
</tr>
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<tbody>
<tr>
<td>04/20/2021</td>
<td>H.E. Jenkins</td>
<td>AVP and Chief of Police</td>
<td>ORIGINAL</td>
</tr>
</tbody>
</table>
| 11/1/2021  | H.E. Jenkins      | AVP and Chief of Police       | 1. Changes to personnel and minor changes to fit current procedure.  
2. Change to Hurricane Plan to implement current Practices. |
Appendix F: Emergency Planning Committee

General
The Emergency Planning Committee (EPC) is composed of senior administrators or their designee from the division, departments, or units listed below. The Assistant Vice President and Chief of Police chair the EPC.

Membership
- Athletics
- Information Technology
- Enrollment Management and Student Engagement
- Facilities Operations
- Finance and Business Affairs
- Human Resources
- Marketing and University Relations
- Office of General Counsel
- Office of the Academic Affairs
- Residence Life
- UST Police Department
**Emergency Response to Incidents:** The rest of the appendices are designed to provide guidance for organizing initial and ongoing response activities for incidents which may impact UST or require activation of the Incident Management Team (IMT). These checklists are intended to guide the IMT until the situation is assessed and a specific plan of action is developed for the incident. The EOP provides additional information on IMT activation and organization on pages 21-24. The response action checklists below should not be considered as all encompassing nor should it supersede the use of common sense and good judgment when responding to an incident. All personnel should respond to incidents within the limitations of their training, ability and all applicable UST policies and procedures. Safety of personnel is the number one priority at all times.

**Appendix G: Infectious Disease Response Plan**

**PURPOSE OF THE PLAN**
The purpose of the Infectious Disease Response Plan is to assist the University of St. Thomas in preparing for and responding to a possible infectious disease outbreak. This plan will assist the University in continuing to provide services to our students, faculty, and staff to prevent the spread of disease on campus during an outbreak. The University will also work with local and state agencies to ensure the best response possible for the health and safety of the campus, local and state populations.

**SCOPE**
The UST Infectious Disease Response Plan applies to UST students, faculty, staff, visitors and potentially surrounding communities. The University departments listed in this plan are responsible for directing the response and actions in the occurrence of any outbreak. Associate VP of Student Affairs and Dean of Students will serve as a liaison with the Harris County and City of Houston Health Departments, as well as the Texas Department of State Health Services. HP&W will work with the campus departments listed here in conjunction with the local, regional, and national health agencies to coordinate and direct the Infectious Disease Response Plan.

- Student Affairs (Vice President of Enrollment Management & Student Engagement; Associate Vice President of Student Affairs & Dean of Students)
- Marketing & Communications (MC)
- Information Technology (IT)
- UST Police (UPD)
- Residence Life
- Dining Services
- Facilities Management
- Human Resources (HR)
- Counseling & Wellness Services Services (C&DS)

**SITUATION OVERVIEW**
“Infectious diseases are caused by pathogenic microorganisms, such as bacteria, viruses, parasites or fungi; the diseases can be spread, directly or indirectly, from one person to another. Zoonotic diseases are infectious diseases of animals that can cause disease when transmitted to humans” - (World Health Organization). The impact of an infectious disease outbreak on the local community has the potential to be devastating, making planning for the next outbreak imperative.

**ASSUMPTIONS OF THREAT AND VULNERABILITY**
An infectious disease knows no boundaries; therefore, an outbreak associated with an infectious disease could present a serious risk on a college campus where there are large numbers of students and staff. In addition to the large concentration of individuals, University faculty and students may engage in research involving various biological agents, while other areas may present infectious disease threats such as food preparation, athletics, and campus housing.
PLAN ACTIVATION

The overall plan is divided into three (3) levels of response preparedness. Key departments on campus will have separate protocols for each level to maximize an effective response to the infectious disease outbreak. Communication and cooperation with all members of the campus community are paramount to the success of this plan. The response levels for each department are as follows:

**Level 1**  
Business as usual; regular services continue.

**Level 2**  
Increased awareness and prevention – presence of minimal number of cases of disease.

**Level 3**  
Significant disease transmission.

The University of St. Thomas will monitor reports from the Centers for Disease Control (CDC), Texas Department of State Health Services, Houston Health and Human Services Department, American College Health Association (ACHA), and any local and statewide warnings. UST will follow their recommendations as closely as possible while implementing the UST Infectious Disease Response Plan.

Upon notification that an infectious disease outbreak is occurring, the Dean of Students Office will meet with the appropriate departments on a regular basis to monitor any state and local warnings and recommendations to determine the appropriate level of action for the University. Dean of Students Office will work closely with the President’s Office and all other departments to ensure execution of this plan.

The official method of communication will be the UST website and Emergency Notification System (ENS) if deemed necessary.

Students who become ill with the identified infectious disease will be asked to disengage from all campus activities. Before returning to classes and other activities, students will be required to submit a release or clearance from a treating physician known as *Return-to-School Documentation*. This Documentation will be collected by the Dean of Student Office. See each department’s plan of action for additional information.

ROLES AND RESPONSIBILITIES

**Student Affairs (SA)**

**Level 1**  
Regular events and activities will continue. Hand sanitizers will be available at all student events that include food service. Hand sanitizer dispensers are strategically placed throughout the campus so that individuals have easy access to them.

**Level 2**  
Cancellation of events will be considered on a case-by-case basis. The President’s Cabinet will be advised by the Vice President for Enrollment Management and Student Engagement of the need for increased awareness and prevention. Signs will be posted prompting individuals to wash their hands and use other precautions, such as social distancing.

**Level 3**  
Cancellation of events, meetings, and activities will be determined by the severity of the outbreak and recommendations from CDC and ACHA. The Office of the President will make the final decision for cancellations.

**Counseling & Wellness Services (CWS)**
Level 1
Regular services continue. After-hours mental health crisis support is typically available by calling University Police (UPD) to request an after-hours on-call counselor be paged. Students identify themselves and leave a contact phone number with UPD for the counselor to contact them. If a student is under the care of an off-campus community physician or mental health professional, he/she should also contact his/her treating professional. Students may also need to go to a local hospital emergency room or call 911 as their situation dictates.

Counseling and Wellness Services will maintain and annually update the list of key departments, contact information, and individuals who are responsible for the infectious disease response plan implementation (See Appendix A). CWS will work with all departments to develop educational materials about personal hygiene, preventing the spread of disease, etc., as needed. All student medical records, including Return-to-School Documentation from physicians for students who have been affected by communicable illness, will be stored and maintained by the department in accordance with federal regulations (the Health Insurance Portability and Accountability Act (HIPAA). Emergency Management Department will also maintain and refill all first aid kits and materials for departments on campus year-round.

Level 2
In addition to regular services, CWS has referral and contact information for community medical and mental health professionals (See Appendix D).

CWS will work with all departments and serve as a resource to answer questions. In some cases, CWS may be responsible for alerting Student Affairs and the Office of the President regarding implementation of this response plan if there is heightened awareness of disease transmission. CWS will compose messages to the UST community about the increased level of awareness and work with the Dean of Students Office.

CWS will work with Communications (MC) and Information Technology (IT) to ensure that messages are accurate and factual (to the best of our knowledge). CWS will also disseminate educational materials to increase awareness within the UST community regarding the prevention of disease spread (See Appendix C). CWS will advise students of the steps to take if they become ill and educate students on the infectious disease response process. CWS will contact students who become ill to verify that they have consulted a physician. CWS will stay up-to-date of recommendations from the CDC, local health departments, and ACHA and disseminate information as necessary to SA, the Office of the President, Residence Life, and other departments.

Level 3
Depending on the severity of impact on campus, regular services continue. Limited counseling support can be offered by phone to students experiencing physical and/or mental health symptoms.

Using recommendations made by the CDC, local health departments and ACHA, HP&W will ensure that accurate and factual communications are developed for the UST community (See Appendix B). This department will also continue to monitor the status of students who have become ill and report them to the appropriate agencies as necessary. If campus members have a concern regarding a family member or friend who is ill, CWS counselors can offer support and referrals as appropriate.
CWS will act as a consultant to recommend actions that should be taken (event cancellations, school closure, etc.) to members of SA, Academic Affairs (AA) and the President’s Office. CWS will work with Marketing/Communications (MC) and Information Technology to deliver communications on the status of the infectious disease outbreak via the UST webpage and Emergency Notification Systems (ENS).

**Marketing and Communications (MC) and Information Technology (IT)**

**Level 1**
Campus-wide communications will continue as usual, with health-related updates as necessary. Any minor updates will be posted in a link on the UST home webpage.

**Level 2**
The Director of Communications will work with Dean of Students Office and IT to ensure that communications are delivered to the UST community and the UST website to heighten awareness levels on campus. These messages will be updated weekly unless the frequency of events begins to increase; at that time messages will be updated daily or as needed. Information will be located on the UST home webpage. MC or a designated spokesperson will be responsible for speaking with any media personnel when there is an increased incidence of illness on campus and will also relay any change in situation and plan activation to St. Mary’s Seminary, USTMAX Center, and Shenandoah Center.

**Level 3**
MC or a designated spokesperson will deliver information regarding cancellation of any events, meetings and activities via the University’s Emergency Notification System (ENS). Any closures or event cancellations will be determined by the severity of the infectious disease outbreak and recommendations from CDC, ACHA, and by the Office of the President. MC or a designated spokesperson will be responsible for speaking with the media regarding any infectious disease events on campus, as well as any closures or event cancellations. MC or a designated spokesperson will also relay any change in situation and plan activation to St. Mary’s Seminary, USTMAX Center, and Shenandoah Center.

**Residence Life and Housing**

**Level 1**
Regular services continue. Residence Life will maintain and regularly update a checklist of current residents and emergency contact information. Students are informed frequently about prevention through email, newsletters, hall postings, ENS and other means of mass communication. All campus residents will submit and sign a Residence Life Emergency Form detailing where they will go in the event of an emergency evacuation or campus closure. Residence Life staff will maintain infectious disease kits and the student checklist of current residents in case of increased transmission.

**Level 2**
Students will be notified by Residence Life about the status of disease on campus. Local students who become ill will be asked to return home until clearance has been given by a physician, in which case Return-to-School Documentation must be submitted to the Dean of Students Office. Isolation rooms for ill residents who do not have a place to go
will be made available in Guinan Hall. Arrangements for meals will also be made with Dining Services.

Increased awareness and emphasis on preventative measures will be communicated to the residents. Roommates will also be monitored to determine if they have been exposed and their room will be disinfected.

If isolation rooms in the residence halls become full, additional isolation areas on campus will be identified, prepared and utilized. Before the student may return to campus activities, they must submit Return-to-School Documentation signed by a physician, to Dean of Students Office.

Level 3
Residence Life will operate under the advisement of the VP of Enrollment Management and Student Engagement and the Office of the President in the event of campus closure. In the event that Guinan and Young Halls close, Residence Life will follow the Residence Life Evacuation Protocol (this document is maintained in the Office of Residence Life) to facilitate the departure from and return to the campus of all residents at the appropriate time.

Dining Services

Level 1
Regular services continue. Dining Services will offer hand sanitizing stations in easily accessible areas. As usual, all Dining Services staff are expected to follow the CDC’s recommendation for personal hygiene.

Level 2
In addition to regular services, Dining Services will continue to offer hand sanitizer stations throughout the dining facilities. There will also be arrangements made for ill students who are in isolation to ensure they are fed properly while they remain secluded from the campus population (hot soup, take-away meals, etc. will be distributed to affected students). Posters will also be placed in common campus areas to reinforce the importance of good personal hygiene.

Level 3
As the severity of the infectious disease outbreak increases, Dining Services will provide minimal food operations with reduced personnel available for remaining staff and students. Dining services will coordinate with SA to determine continuing operations of dining sites.

International Student Advising & the Center for International Studies

Level 1
Regular services continue. All international students are required to have up-to-date health insurance and personal contact information, as well as emergency contact information for both the U.S. and overseas.

Level 2
International students will be notified in the same manner as the rest of the student population regarding increased illness on campus. They will be advised to keep in contact with the Director for International Student and Scholar Services and the Director of Residence Life if they reside on campus. International students who are exchange
students should also keep in contact with the Office Manager and Program Coordinator for Study Abroad for the Center for International Studies regarding their health status.

**Level 3**

In the event of campus closure, international students will be required to stay with their U.S. contact.

### Academic Affairs (AA)

**Level 1**

Regular services continue. Students are encouraged to practice good personal hygiene daily. Professors are encouraged to provide a class policy illness statement on all syllabi.

**Level 2**

AA will monitor how other universities in the geographical area are responding and maintain communication with SA, coordinating the cancellation of events if necessary. AA will also work with the Office of the President and SA in times of increased awareness. Professors and instructors will be encouraged to remind students of the steps to take if one becomes ill.

**Level 3**

Cancellation of classes and other academic activities will be based on the impact of the outbreak on campus and recommendations from the city of Houston and state of Texas Health Departments, the CDC, and ACHA.

### Human Resources (HR)

**Level 1**

Regular services continue.

**Level 2**

Any potential closures or cancellation of activities/events will be considered on a case-by-case basis. HR will work with the appropriate offices to implement any parts of this plan in relation to UST employees.

The Sick Leave Policy for staff and administration will apply; an employee absent due to illness for three (3) or more consecutive work days may be required to submit a physician’s statement concerning the illness and clearing them to return to work.

Employees with symptoms of illness are encouraged to stay home until symptoms cease to be prevalent. Other employees are encouraged to practice social distancing and good personal hygiene. HR will work with MC and Dean of Students Office on any notifications that may need to be sent to all university employees. Employees should continue to monitor the UST website and the ENS if deemed necessary, for updates on the prevalence of illness on campus.

**Level 3**

If an employee becomes ill with an identified infectious disease, they will be asked to take the appropriate actions (i.e. disengage from campus work/activities, seek specific medical treatment, immunization, etc.). Return to campus work/activities will be determined by a variety of factors from HR, Dean of Students Office and any local, regional, or national health authorities. Any change or addition to the policy will be based upon recommendation from the Office of Human Resources.
As the severity of the outbreak increases, supervisors in each department should inform HR of employees affected by illness in a weekly update. In the event of a campus closure, a plan for job sharing and position back-filling through temporary workers will be coordinated between HR and the senior leadership team.

**UST Police Department (USTPD)**

**Level 1**
Regular services continue. USTPD maintains an officer on duty at all times.

**Level 2**
Priority and availability of services will be determined by call volume.

**Level 3**
In the event of a campus closure, UPD will assist Facilities personnel in locking down all buildings. The presence of sensitive material storage, expensive technology, equipment etc. will determine which buildings are priorities. USTPD will coordinate this effort internally.

USTPD continues to maintain an officer on duty at all times.

**Facilities Operations**

**Level 1**
Regular services continue. Facilities will monitor the refilling of all mounted hand sanitizer stations throughout campus.

**Level 2**
During a time of increased awareness, Housekeeping and other Facilities Operations staff will monitor the situation and take precautions to prevent the spread of disease. Hand washing and personal hygiene stations will be frequently checked to ensure they are adequately stocked, sanitized, and accessible. Staff will use cleaning and disinfection procedures that are appropriate during influenza season with emphasis on high-touch areas. The use of Personal Protective Equipment (PPE) will begin to be used at level 2 and 3 based on health recommendations.

**Level 3**
Facilities will use their reduced staff to maintain the cleanliness and disinfection of facilities. Any special directions that may come from local health agencies or the CDC will be monitored and enforced by Facilities Operations.

In the event of an infectious disease outbreak, this document provides steps to guide the UST community response. This plan serves as a general guideline and should assist the organization in continuing to provide services when the health status is normal, as well as when an infectious disease outbreak situation exists. Any questions regarding this plan should be directed to the Vice President of Enrollment Management and Student Engagement at studentaffairs@stthom.edu.

**HEALTH RESOURCE LIST**

1. Centers for Disease Control and Prevention: [www.cdc.gov](http://www.cdc.gov)
2. American College Health Association: [www.acha.org](http://www.acha.org)
3. City of Houston Health and Human Services: www.houstontx.gov/health

**Nurse Health Line**

Not feeling well? Not sure what to do? Call the Nurse Health Line and they will help you decide. Registered Nurses are available 24 hours / 7 days

**Call 713.338.7979**

*Sponsored by Memorial Hermann Community Benefit Corporation*

**Local Walk-in Clinics within walking distance to UST**

- **CVS** Minute Clinic- Directly across from UST at the corner of Richmond and Montrose

**24 Hour Emergency**

- **SignatureCare- Montrose 24 Hour Emergency**
  11490 Westheimer Rd., #825
  281-741-3276

- **Elite Care - Rice Village 24 Hour Emergency Care**
  2500 Rice Boulevard, in Rice Village
  713-527-4400

**Full Service Health Clinics**

- **UT Health Services** - Full Medical Care (UST Students Accepted)
  7000 Fannin, Suite 1620
  713-500-3248

- **San Jose Clinic**
  2615 Fannin Street
  713-228-9411

- **Legacy Community Health (Montrose Location)**
  1415 California St.
  832-548-5100

**Health Resources and Specific Contacts**

**National:**

- Centers for Disease Control: www.cdc.gov
- World Health Organization: www.who.int
- American College Health Association: www.acha.org

**Regional:**
• Texas Department of Health Services: https://www.dshs.texas.gov/

Local:
• Houston Health Department: https://www.houstontx.gov/health/
• Harris County Public Health: http://publichealth.harriscountytx.gov/
• Ready Harris: https://www.readyharris.org/

Contacts for referral:
• Scott Packard, Chief Communications & Public Affairs Officer
  832-393-5045 (office); 281-254-6403 (cell)
  Email: Scott.Packard@houstontx.gov

• CHRISTUS Health (for possible vaccinations)
  Nancy Bocanegra, Administrator/Coordinator
  713-803-1883
  Nancy.bocanegra@chrisushealth.org

• City of Houston Epidemiologist
  Stephen Long
  832-393-4605
In the event of no suspected cases:

Dear Members of the UST Community,

The University of St. Thomas has been monitoring the incidence of the [disease] locally and around the nation. At this time, the University has no reported or suspected cases of [disease]. However, we will continue to monitor the situation and stay up-to-date of guidelines from the Centers for Disease Control (CDC). Please monitor this web page for updates.

The best advice for you is to take personal precautions to keep yourself and those around you healthy by following these steps:

- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand cleaners are also effective.
- Avoid touching your eyes, nose, or mouth. Germs spread that way.
- If you get sick, stay home from work or school and limit contact with others to prevent spreading the flu.
- Try to avoid close contact with sick people.

If you are ill, please stay home and contact your personal physician. If you do not have a physician, you may call the University of Texas Health Services at 713-500-3248 to schedule an appointment.

If you are a student and become infected with [disease], please contact the University’s Dean of Students Office at 713-525-3570. If you are faculty or staff, please contact your primary care provider and your immediate supervisor, or Human Resources at 713-525-3142.

Please be assured that we will keep you informed of any developments that affect the University of St. Thomas community.

If we need to use the Emergency Notification System (ENS), it is important that your contact information is correct and up to date. We also encourage you to update your emergency notification information to enable text messaging. Information and instructions for the ENS can be found at www.stthom.edu/ens.

President
University of St. Thomas

APPENDIX A CONTINUED: SAMPLE NOTIFICATION BULLETINS
In the event of some cases:

As of [date], we have [number] current case[s] of the [disease]. To date, UST has had [number] confirmed cases of [disease]. All other students have recovered and returned to class. UST is closely monitoring [disease] conditions on campus. Take personal precautions to keep yourself and those around you healthy. We will keep you updated with new information as it becomes available.

- Please read the attached information for precautionary measures and further instruction.

In the event of no new cases:

As of [date], there are no new cases of [disease] at the University of St. Thomas campus. Students and staff with previously reported cases of [disease] have recovered and returned to class and work. UST is closely monitoring flu conditions on campus. Take personal precautions to keep yourself and those around you healthy. We will keep you updated with new information as it becomes available.

Please read the attached information for precautionary measures and further instruction.

APPENDIX B: FLU FAQ (Can be formatted in the case of any disease)
The Center for Disease Control (CDC) is not recommending closing schools; however, the best advice for you at this time is to take personal precautions to keep yourself and those around you healthy by following these steps:

**What can I do to prevent contraction of the flu?**

- Wash your hands often with soap and water, especially after you cough or sneeze. Alcohol-based hand cleaners are also effective.
- Cover your nose and mouth with a tissue when you cough or sneeze. Throw the tissue in the trash after you use it.
- Avoid touching your eyes, nose or mouth. Germs spread that way.
- Try to avoid close contact with sick people.
- Know the signs and symptoms of the flu.

**If I am a residential student, how can I prepare?**

- Identify a buddy who can bring you food, medications, school assignments, etc.
- Have a supply of food, water, juices and disposable tissues.
- Compile phone numbers and/or e-mail addresses of family, friends and professors you would need to contact.
- Maintain an adequate supply of clean clothes.

**What if I have flu-like symptoms?**

- Residential students with flu-like symptoms who live within the greater Houston-Galveston metropolitan area should notify the Office of Residence Life and return home.
  
  Those from a greater distance should return to their residential room, notify the Office of Residence Life (713-525-3836) and follow guidelines as advised by Residence Life.
- Students who are ill should stay away from others for at least 24 hours after they no longer have a fever, or signs of a fever, without the use of fever-reducing medicines even if taking antiviral drugs.
- Non-residential students with flu-like symptoms should go home, and do so in a way that limits contact with others as much as possible. For example, travel by private car, taxi, or a ride share would be preferable over use of public transportation.

**Will seasonal flu shots be available on campus?** Yes, look for announcements early-mid fall semester.

APPENDIX C: EXAMPLES OF EDUCATIONAL MATERIALS/FLYERS
Not feeling well? Not sure what to do? Call us and we’ll help you decide.

Registered Nurses are available 24 hours/7 days.

Call 713.338.7979

• Speak with a nurse when you are uncertain about what to do about a particular health concern.
• Get help with deciding where and when to go for treatment.
• The service is free and available to all Harris County residents, regardless of whether you have insurance or a doctor.
• Bilingual staff or interpreters will assist you.

The Nurse Health Line is funded by the 1115 Medicaid Waiver for the benefit of all Houstonians and is endorsed by the Houston Department of Health and Human Services.
# Cold vs. Flu

Know the Difference

<table>
<thead>
<tr>
<th>Symptoms</th>
<th>Cold</th>
<th>Flu</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fever</td>
<td>Rare</td>
<td>Usual – can be 100 to 102° or higher, lasting 3–4 days</td>
</tr>
<tr>
<td>Chills</td>
<td>Uncommon</td>
<td>Common</td>
</tr>
<tr>
<td>Muscle Aches and Pains</td>
<td>Uncommon or mild</td>
<td>Common – can be severe</td>
</tr>
<tr>
<td>Headache</td>
<td>Uncommon</td>
<td>Common - can come on suddenly and be severe</td>
</tr>
<tr>
<td>Feeling Tired and Weak</td>
<td>Sometimes - usually mild; you don't feel tired.</td>
<td>Common - can be moderate to severe; can last for 2-3 weeks. You can feel extreme tiredness that occurs suddenly</td>
</tr>
<tr>
<td>Coughing</td>
<td>Common - mild to moderate hacking</td>
<td>Common - can become severe and last for several weeks</td>
</tr>
<tr>
<td>Sneezing</td>
<td>Common</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Stuffy Nose</td>
<td>Common</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Sore Throat</td>
<td>Common</td>
<td>Sometimes</td>
</tr>
<tr>
<td>Chest Discomfort</td>
<td>Sometimes – can be mild to moderate</td>
<td>Common – can be severe</td>
</tr>
</tbody>
</table>

## How you can help prevent the spread of colds or flu

- **KEEP YOUR HANDS CLEAN** – Wash with soap and water or use alcohol-based hand rubs.
- **COVER COUGHS AND SNEEZES** and dispose of used tissues promptly.
- **KEEP SURFACES CLEAN** - Make sure to clean all surfaces touched by you and others often, such as countertops, faucets, computer keyboard & mouse, light switches, TV remotes, phones, and handles on doors and cabinets.
- **STAY HOME WHEN SICK**
- **GET VACCINATED FOR FLU**

Getting a flu shot or the nasal spray every year is the best way to protect yourself from getting seasonal flu.

www.publichealth.va.gov/InfectionDontPassItOn
Stop the spread of germs that make you and others sick!

**Cover your Cough**
- Cover your mouth and nose with a tissue when you cough or sneeze or cough or sneeze into your upper sleeve, not your hands.
- Put your used tissue in the waste basket.

**Clean your Hands** after coughing or sneezing.
- Wash hands with soap and warm water for 20 seconds or clean with alcohol-based hand cleaner.
KEEP HEALTHY AND CARRY ON

• Cover your cough
• Eat healthy
• Reduce stress
• Wash your hands
• Get enough sleep
• Exercise

Don’t share the following:

• Drinking glass/bottles
• Eating utensils
• Toothbrushes
• Cosmetics
• Kisses, if you are already sick
Clean Hands Save Lives!

- It is best to wash your hands with soap and warm water for 20 seconds.
- When water is not available, use alcohol-based products (sanitizers).
- Wash hands before preparing or eating food and after going to the bathroom.
- Keeping your hands clean helps you avoid getting sick.

When should you wash your hands?

- Before preparing or eating food
- After going to the bathroom
- After changing diapers or cleaning up a child who has gone to the bathroom
- Before and after caring for someone who is sick
- After handling uncooked foods, particularly raw meat, poultry, or fish
- After blowing your nose, coughing, or sneezing
- After handling an animal or animal waste
- After handling garbage
- Before and after treating a cut or wound
- After handling items contaminated by flood water or sewage
- When your hands are visibly dirty

Using alcohol-based sanitizers

- Apply product to the palm of one hand.
- Rub hands together.
- Rub product over all surfaces of hands and fingers until hands are dry.

Note: the volume needed to reduce the number of germs varies by product.

Washing with soap and water

- Place your hands together under water (warm if possible).
- Rub your hands together for at least 20 seconds (with soap if possible).
- Wash your hands thoroughly, including wrists, palms, back of hands, and under the fingernails.
- Clean the dirt from under fingernails
- Rinse the soap from your hands.
- Dry your hands completely with a clean towel if possible (this helps remove the germs). However, if towels are not available it is okay to air dry your hands.
- Pat your skin rather than rubbing to avoid chapping and cracking.
- If you use a disposable towel, throw it in the trash.

Remember: if soap and water are not available, use alcohol-based hand sanitizer.
Traveling abroad for spring or summer break? Not protected against measles? Get your measles vaccination.

**Measles is a plane ride away.** Since measles is still common in many countries, **unvaccinated travelers continue to get measles in other countries and bring it into the U.S. and spread it to others.**

**Get Vaccinated:** Bring home fun souvenirs, photos, and fantastic memories – **NOT measles!**

Make sure you are up to date on your **measles mumps rubella (MMR) vaccine**, including before travelling internationally. Ask your doctor, if you have received all recommended doses of MMR for best protection against measles.

[www.cdc.gov/Features/MeaslesInternationalTravel/](http://www.cdc.gov/Features/MeaslesInternationalTravel/)

U.S. Department of Health and Human Services
Center for Disease Control and Prevention

March 2015
Novel Coronavirus

The Houston Health Department continues to monitor an outbreak caused by a novel (new) coronavirus (2019-nCoV) first identified in Wuhan, Hubei Province, China.

While CDC considers this is a serious public health concern, based on current information, the immediate health risk from 2019-nCoV to the general American public is considered low at this time.

Key Points

- Some limited person-to-person spread is occurring, although it's unclear how easily the virus spreads between people.
- Preliminary information suggests that older adults and people with underlying health conditions may be at increased risk for severe disease from this virus.
- Travelers to Wuhan, China, should avoid contact with sick people, animals (alive or dead), and animal markets.
- Travelers from Wuhan to the United States and other countries may be asked questions about their health and travel history upon arrival.

What can travelers do to protect themselves and others?

Travelers to Wuhan should:

- Avoid contact with sick people.
- Avoid animals (alive or dead), animal markets, and products that come from animals (such as uncooked meat).
- Wash hands often with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer if soap and water are not available.
- Older travelers and those with underlying health issues may be at risk for more severe disease and should discuss travel to Wuhan with their healthcare provider.

If you traveled to Wuhan and feel sick with fever, cough, or difficulty breathing, you should:

- Seek medical care right away. Before you go to a doctor's office or emergency room, call ahead and tell them about your recent travel and your symptoms.
- Avoid contact with others.
- Not travel while sick.
- Cover your mouth and nose with a tissue or your sleeve (not your hands) when coughing or sneezing.
- Wash hands often with soap and water for at least 20 seconds. Use an alcohol-based hand sanitizer if soap and water are not available.
APPENDIX D: MENTAL HEALTH COMMUNITY RESOURCES

Baylor Psychiatry Clinic
1977 Butler Blvd
Houston, TX 77030
713-798-4857
(Medical Center)
wwwbcm.edu
Counseling, psychological assessment, medication. Adults, adolescents & children.

Catholic Charities of Houston-Galveston
2900 Louisiana St
Houston, TX 77006
713-526-4611
(Downtown area)
wwwcatholiccharitiesorg
Counseling, adoption, immigration services. Adults, adolescents, & children.

Guadalupe Basic Needs Center
326 S. Jensen Dr.
Houston, TX 77003
713-227-9981
Families in crisis. Food, rental, utility and medication assistance is available to families in crisis, as funding is available.

United Way Service Center
1300 South Bay Area Blvd., Bldg. A
Houston, TX 77058
281-282-6000
Provide tools, resources, and educational support to help individuals and families obtain financial stability and quality of life.

Beacon of Hope Center
1204 45th St.
Galveston, TX 77551
Supportive services and financial assistance for families facing eviction or disconnection of utility services.

Center for Creative Resources
816 Hawthorne St
Houston, TX 77006
713-461-7599
Fax: 713-463-6661
(St. Thomas area)
wwwtherapyhouston.org
Counseling: adults, adolescents, children.
APPENDIX D CONTINUED:

Council on Recovery  
303 Jackson Hill Street  
Houston, Texas 77007  
713-942-4100  
Toll-free: 855-942-4100  
https://www.councilonrecovery.org/  
Substance use (alcohol/drugs) resources.

Houston Area Women’s Center Ending Domestic & Sexual Violence  
1010 Waugh Drive  
Houston, TX 77019  
713-528-2121  
713-528-7273 (RAPE)  
www.hawc.org  
Free services for domestic violence, sexual violence, counseling for all ages, assistance accessing services, education and training, and volunteer information.

Houston Galveston Institute  
2900 Richmond Ave #530  
Houston, TX 77098  
713-526-8390  
www.talkhgi.com  
Counseling: adults, children, adolescents and families.

Jewish Family Services  
4131 S. Braeswood Blvd. (@ Stella Link)  
Houston, TX 77025  
713-667-9336  
www.jfshouston.org  
Counseling, education and social services.

The Harris Center for Mental Health and IDD  
9401 Southwest Fwy  
Houston TX 77074  
24-hour line 713-970-7000  
https://www.theharriscenter.org/  
Mental health and/or intellectual and developmental disabilities related crisis intervention.

Memorial Hermann Mental Health Crisis Clinic  
3 locations: Meyerland, Spring Branch, & Northeast  
713-338-6422  
ask mhcc@memorialhermann.org  
http://memorialhermann.org/mental-health/  
Walk-in clinic for psychiatric assessment  
Patients are served on a first come, first served basis. Substance abuse is not treated at the clinic but referral resources are available. Insurance not required for service.
APPENDIX D CONTINUED:

**National Alliance on Mental Illness**
1-800-950-NAMI(6264)
www.nami.org
Rehabilitation services and treatment programs for persons living with mental health disorders and their families.

**National Suicide Prevention Lifeline**
1-800-273-TALK (8255)
(en espanol, 1-888-628-9454)
Crisis text line (text HELLO to 741741)
www.suicidepreventionlifeline.org
Lifeline that is free, confidential, and always available.

**NAMI Greater Houston**
9401 Southwest Fwy Suite 1234
Houston, TX 77074
713-970-4419
www.namimetrohouston.org
Help children, individuals, and families with mental illness by providing support, education and advocacy based programs and services.

**University of Houston Psychology Research and Services Center**
3695 Cullen Boulevard Room 126
Houston, TX 77204-5022
713-743-5022
https://www.uh.edu/class/psychology/clinics/
Counseling, psychological assessment, substance abuse, and forensic consultation. Adults, children, adolescents and families.

**University of Texas Health Science Center Houston, Harris County Psychiatric Center**
2800 South MacGregor Way
Houston, TX 77021
713-741-5000
https://hcpc.uth.edu/
Psychiatric assessment, medication management, crisis intervention, case management, community program/education to service providers, development of an individualized treatment plan. Individual, group, and family therapy.
Appendix H: Hurricane Plan

I. Incident Commanders:
   a. During Hurricane Season (May 1- November 30) incident commanders will keep up to date on weather by focusing on weather reports or the national hurricane center.
   b. One week from land fall:
      i. Incident commander will send out email to the following groups notifying them of potential storm and latest on landfall predictions:
         1. University Management Team
         2. Operations-
            a. Facilities Operations, IT, Marketing and Communications, Residence Halls, Athletics, Police Department, Dining Services, Events, Human Resources, Payroll Operations.
         3. Ride-Out Team Supervisor and Assistant Ride-Out Team Supervisor

II. Facilities Operations:
   a. Prepare a building response plan covering items not mentioned in this plan that would be specific to the campus as well as the Facilities Operations Department, updating the plan as necessary and sending the revised plan to the Department of Emergency Management.
   b. Prepare building and grounds

III. UST Police Department:
   a. Prepare a building response plan covering items not mentioned in this plan that would be specific to the campus as well as the UST Police Department, updating the plan as necessary and sending the revised plan to the Department of Emergency Management.
   b. Check and maintain hurricane emergency supplies inventory.
   c. UST Police Department will maintain its normal patrol and securing campus.

IV. Information Technology (IT):
   a. Prepare a building response plan covering items not mentioned in this plan that would be specific to the campus as well as the IT Departments, updating the plan as necessary and sending the revised plan to the Department of Emergency Management.

V. Residence Life:
   a. Prepare a building response plan covering items not mentioned in this plan that would be specific to the campus, updating the plan as necessary, and sending the revised plan to the Department of Emergency Management.

VI. Department Representatives:
   a. Prepare a departmental response plan covering items not mentioned in this document that would be specific to their department; to include emergency supplies such as plastic bags and tape.

LEVEL YELLOW OR RED

VII. Incident Commander:
   a. Notify the UMT
   b. Activate the IMT
   c. Follow Incident Commander Guidelines for Hurricanes
VIII. Incident Management Team:
   a. Continue to monitor weather forecasts
   b. Direct the deployment of Emergency Notification System (UST Alerts), as necessary
   c. Establish Emergency Operations Center, if necessary
   d. As appropriate notify the UST community of the emergency call-in number
   e. Evacuate the campus if/as required by the incident
   f. Update the UMT
   g. Send All Clear message after receiving communication from President if appropriate
   h. Ensure essential systems are secure

IX. Faculty, Students, and Staff:
   a. Monitor UST emergency notifications and broadcasts on television, radio, and the UST website
   b. Follow departmental or residence hall procedures for personal safety during the incident

X. Ride Out Team:
   a. Ride-Out Team will do routine patrols of buildings to make sure they are secured, no water leaks, and no
      transient activity as long as it is safe to do so.
   b. As soon as the storm has passed and as soon as they are safely able, the Ride-Out Team will evaluate
      potential security risks and begin the process of returning the campus back to normal.

XI. IT Department:
   a. Review and implement IT Disaster Recovery Plan measures

XII. Facilities Operations:
   a. As soon as the storm has passed and as soon as they are safely able, Facilities Operations personnel are
      to report back to campus to assess and repair damages and begin to restore order to the campus
      returning the building systems and functions back to normal in preparation for re-opening the university
   b. Direct and coordinate all emergency plan operations and university recovery actions through collateral
      coordination with the Incident Management Team.

XIII. Business Office
   a. Make proper notifications to insurers if required
   b. Secure facilities against weather related damage when safe to do so

XIV. Residence Life:
   a. Keep Residence Life students informed of the university’s expectations and progress.

NOTE:
   a. Depending on Hurricane Category the following will be decided:
      1. Category 1 and 2- Shelter In Place
      2. Category 3 +- Evacuation Procedures
   b. Time reporting for staff and administration during the storm period follows Human Resource Policy-
      Weather Emergencies and Ride-Out Policy.

RECOVERY:
   Essential personnel will be contacted by their supervisor regarding instruction on returning to campus and
   implementing campus recovery procedures as outlined in their respective department’s Hurricane Response
   Plan. The ENS will announce changes as the situation warrants. The Vice President of Marketing and University
   Relations or Director of Communication and Marketing will advise the appropriate news media once it has been
determined that it is safe to re-open the university and for faculty, the rest of the staff and students to return to campus.
Appendix I: Active Shooter

I. Person Discovering Incident:
   a. If you see or encounter an armed individual(s) on campus or if an individual is acting in a hostile or belligerent manner, immediately call 911 or USTPD 713-525-3888.
   b. If the armed subject is outside the building:
      i. Turn off the lights, close and lock all windows and doors.
      ii. Attempt to get everyone low on the floor and out of sight.
      iii. Move to a safe area of the building and remain there until an “all clear” signal is given by an authorized, known voice. Unfamiliar voices could be suspects trying to lure you into danger.
      iv. Call USTPD 713-525-3888 or 911 when you are safe.
   c. If an armed subject is inside the building:
      i. RUN: When an active shooter is in your vicinity.
         1. If there is an escape path, attempt to evacuate.
         2. Evacuate whether others agree or not.
         3. Leave your belongings behind.
         4. Help others escape if possible.
         5. Once outside, prevent others from entering the area and get as far away from the scene as possible.
         6. Call USTPD 713-525-3888 or 911 when you are safe.
      ii. HIDE: If evacuation is not possible, find a place to hide.
         1. Lock and/or blockade the door.
         2. Silence your cell phone.
         3. Hide behind large objects.
         4. Remain very quiet.
         5. Your hiding place should:
            a. Be out of the shooter’s view.
            b. Provide protection if shots are fired in your direction.
            c. Do not trap or restrict your options for movement.
            d. If there is another way out of the building (for example window or other door), attempt to evacuate only if you can do it safely.
         6. Call USTPD 713-525-3888 or 911 when you are safe.
   d. If an armed subject comes into your classroom or office area:
      i. FIGHT: As a last resort, and only if your life is in danger.
         1. Attempt to incapacitate the shooter.
         2. Act with physical aggression.
         3. Improvise weapons.
         4. Commit to your actions.
         5. There may be more than one suspect in the incident, but remember overwhelmingly, the offender is a single shooter (98%).

II. UST Police Department:
   a. Chief of Police or designee:
      i. Deploy Emergency Notification System (UST Alerts)
         1. If possible: work with Vice President of Marketing and University Relations or designee
      ii. Notify President
      iii. Notify Incident Commander
b. Engage Active Shooter

c. Activate Incident Command Center:
   i. Coordinate efforts with participating agencies as necessary

d. Ensure incident scene is secured

III. President:
   a. Notify Board of Directors

IV. Incident Commander:
   a. Notify the UMT
   b. Determine if building evacuations are necessary:
      i. Consider risks before un-securing rooms,
      ii. If doubt exists for the safety of the individuals inside the room, the area should remain secured and
      iii. Consider the safety of masses vs. the safety of a few.
   c. Activate IMT if necessary
      i. Brief the UMT on IMT progress, if necessary

V. Incident Management Team (IMT):
   a. Obtain advice from legal counsel regarding University responsibilities and potential liabilities
   b. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   c. Plan for after the incident to deal with the UST community and reopening campus
   d. Brief UMT
   e. Send All Clear message when appropriate
   f. Provide Critical Incident Stress Management assistance to IMT (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476

VI. Legal Counsel:
   a. Obtain advice from legal counsel about UST's responsibilities and potential liabilities
Appendix J: Chemical, Biological, Radiological or Nuclear

I. Person Discovering Incident:
   a. Call USTPD 713-525-3888 or 911
   b. Should a chemical or biological agent be introduced into the outside atmosphere, members of the university community are advised to follow the instructions of UST officials or emergency first responders
      i. Shut and lock all windows and doors
      ii. Turn off all air handling equipment (heating, ventilation, and/or air conditioning) when accessible
      iii. Go to an inner room of the building, preferably one with no windows
      iv. If time exists, seal any doors, windows and/or vents at the top and sides with whatever you can find in the room (coats or sweaters, tape, etc.) seal the bottom of the door(s) with wet fabric
      v. Turn on a computer, cell phone, TV or radio for further instructions
   c. Should a radiological blast or “dirty bomb” be detonated in the UST vicinity, faculty, staff, and students will be given direction by a UST official or emergency first responders
   d. In the event of a chemical/biological or “dirty bomb” attack, faculty, staff, and students will be given direction by a UST official or emergency first responders
   e. In the event of a nuclear event, faculty, staff, and students will be given direction by a UST official or emergency first responders

II. UST Police Department:
   a. Notify Facilities Operations of the incident
   b. Deploy Emergency Notification System (UST Alerts)
      i. If possible: work with Vice President of Marketing and University Relations or designee
   c. Ensure incident scene is secured
   d. Coordinate efforts with participating agencies, as necessary

LEVEL YELLOW OR RED

III. UST Police Department:
   a. Notify the Incident Commander

IV. Incident Commander:
   a. Notify the UMT
   b. Activate the IMT

V. Incident Management Team (IMT):
   a. Obtain advice from legal counsel regarding University responsibilities and potential liabilities
   b. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   c. Plan for after the incident to deal with the UST community and reopening campus
   d. Brief UMT
   e. Send All Clear message when appropriate
   f. Provide Critical Incident Stress Management assistance to IMT (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476)
Appendix I: Fire and Explosion

I. Person Discovering Fire:
   a. If it is safe to do, and the fire is in the initial stage, isolate the fire by closing door(s). **CALL 911 using a campus phone if possible** and activate the nearest fire alarm if/as available.
   b. Provide the following information when reporting a fire:
      i. UST campus, building name, and address
      ii. Your name, where you are calling from, telephone number, and what is on fire
   c. Notify UST police department or if possible ask someone else to call
   d. Evacuate the building – leave by the nearest safe exit and the incident Response Team will assist in the evacuation of the building

II. Incident Response Team (IRT):
   a. Assist occupants in the building evacuation

III. UST Police Department:
   a. Deploy Emergency Notification System (UST Alerts)
      i. If possible: work with Vice President of Marketing and University Relations or designee
   b. Ensure incident scene is secured
   c. Coordinate efforts with participating agencies, as necessary
   d. Notify Incident Commander
   e. Notify Facilities Operations

IV. Incident Commander
   a. Notify the UMT
   b. Notify members of the IMT, if necessary
   c. Continue to update the UMT, as needed

V. Incident Management Team (IMT):
   a. Direct the deployment of Emergency Notification System (UST Alerts) to communicate to faculty, students, and staff the status of the incident
   b. Implement selected COOP Plans to maintain department essential functions
   c. Continue to update and brief the UMT
   d. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   e. Send All Clear message when appropriate
   f. Provide Critical Incident Stress Management assistance for the IMT (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476.)

VI. Business Office:
   a. Review insurance policies and contracts
   b. Make proper notifications to insurers, if required
Appendix K: Information Systems Threat/ Loss

I. Person Discovering Incident:
   a. Notify UST Police Department

II. UST Police Department:
   a. Notify CIO, Information Technology
   b. Notify Incident Commander

III. Information Technology Departments:
   a. CIO, Information Technology directs the investigation of circumstances surrounding the incident
   b. Consult with Vice President of Marketing and University Relations or designee as to the need for a Emergency Notification System (UST Alerts) related to the incident

LEVELS YELLOW OR RED

IV. Incident Commander:
   a. Notifies the UMT
   b. Activate the IMT, if necessary
   c. Consult with the in CIO, Information Technology matters related to the incident such as suspect emails and attachments, ensuring terminated employees no longer have access to UST data, changing all passwords, breaches of network devices, workstations, and mobile devices

V. Incident Management Team (IMT):
   a. Direct the deployment of Emergency Notification System (UST Alerts), as necessary
   b. Notify people whose data or accounts were impacted, if necessary
   c. Ensure all faculty, students and staff with computer access are advised of the problem and local countermeasures.
   d. Coordinate efforts with participating agencies, as necessary
   e. Update the UMT
   f. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   g. Send All Clear message when appropriate

VI. Business Office:
   a. If warranted, contact Chief Legal Council

VII. Information Technology Departments:
   a. Determine Recovery Point Objective (RTO)
   b. Restore all lost, deleted, or potentially impacted data from most recent back-up or archive, if necessary
   c. Ensure all school information and records are accounted for and intact

VIII. Legal Counsel:
   a. Obtain advice from legal counsel about UST’s responsibilities and potential liabilities
Appendix L: Loss of Power

I. Person Discovering Incident:
   a. Call Facilities Operations or UST Police Department

II. Facilities Operation:
    a. Call the Electric Company to inquire about the severity and estimated length of the outage
    b. Update UST Police Department if/as needed
    c. Notify Incident Commander if/as needed
    d. If someone is entrapped in an elevator, call UST Police Department, someone from Facilities Operations or UST Police Department will remain at the scene to stay with the trapped individual
    e. Ensure safety of faculty, staff, and students

III. UST Police Department:
    a. If someone is entrapped in an elevator, call UST Police Department, someone from Facilities Operations or UST Police Department will remain at the scene to stay with the trapped individual
    b. Ensure safety of faculty, staff and students

IV. Incident Commander:
    a. Notify UMT, if necessary

LEVELS YELLOW OR RED

V. Incident Commander:
   a. Notify/Update the UMT
   b. Activate IMT, as necessary
   c. Evaluate safety of faculty, staff, and students in light of the loss of power and the shut-down of heating and cooling systems to classrooms, labs, and offices
   d. Monitor situation by radio, television, and internet providing updates to UMT, as necessary
   e. Follow guidance and directions from the UMT with regards to campus shut-down
   f. Direct the deployment of Emergency Notification System (UST Alerts) as needed to notify to faculty, students, and staff to leave the campus and when to return to the campus or to work from home until otherwise notified
   g. Implement selected COOP Plans to maintain department essential functions, as necessary

VI. Business Office
   a. Review insurance policies and contracts
   b. Make proper notifications to insurers, if required
Appendix M: Medical Emergency

I. Person Discovering or Receiving Initial Incident Notification:
   a. Call 911. (Note: The individual can refuse to be transported, but we will still call emergency response services.)
   b. Notify UST Police Department or if possible ask someone else to call
   c. Do not move the injured or ill person
   d. Provide first aid, CPR, and/or AED assistance if certified, and you feel comfortable to do so. Remain with the individual until first responders arrive if safe to do so.

II. UST Police Department:
   a. Control, stabilize, and preserve the scene
   b. Notify the Incident Commander that 911 has been contacted and provide a brief description of the incident

III. Incident Commander:
   a. Notify the UMT of a medical emergency or fatality
   b. Provide the UMT with any updates concerning the incident including return to work information

LEVELS YELLOW OR RED

IV. Incident Commander:
   a. Activate IMT if necessary.

V. Incident Management Team (IMT)
   a. Determine need for increased security based on nature / cause of incident
   b. Coordinate incident investigation efforts with participating agencies, as necessary
   c. Direct the deployment of Emergency Notification System (UST Alerts), as necessary
   d. For next-of-kin notifications defer to law enforcement agency on scene
   e. Prepare media release if necessary and refer to the Emergency Communications Plan
   f. Update UMT, as needed
   g. Determine need for Critical Incident Stress Management assistance for the IMT. (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476.)
   h. Other considerations when there is a loss of life:
      i. Monitor government and law enforcement decisions and consult / coordinate UST activities to complement agency activity as appropriate
      ii. Assure team understanding of all legal and regulatory issues involved
      iii. Determine need for enhanced security measures at UST campus based on nature / cause of death(s)
      iv. Establish mechanism for claims and reimbursement of losses / compensation or individuals and organizations if appropriate
      v. When the time is appropriate, ensure next-of-kin are advised and assisted in benefits and compensation issues

VI. Legal Counsel:
   a. Obtain advice from legal counsel about UST’s responsibilities and potential liabilities
Appendix N: Terrorism/ Bomb Threat/ Suspicious Package

I. Person Discovering or Receiving Initial Incident Notification:
   a. Complete Bomb Threat Checklist (attached)
   b. Call UST Police Department
      i. If the threat is received via fax or email, print a copy and provide to UST Police Department
   c. Follow directions provided by emergency response personnel
   d. If directed by UST Police Department and with the assistance of Incident Response Team (IRT), evacuate the building

II. Person Receiving or Locating Suspicious Package:
   a. Notify UST Police Department, but do not use phone if you are near the package.
   b. Notify Facilities Operations
   c. Evacuate the area around the package
   d. Do not use phone equipment in the vicinity of the package - landline or cell phone
   e. Do not use any radio equipment in the vicinity of the package
   f. Do not turn anything off or on
   g. Do not touch or allow others to touch the package
   h. Follow the directions provided by UST Police Department and first responders

III. UST Police Department:
   a. Notify Incident Commander
   b. Notify President
   c. Deploy Emergency Notification System (UST Alerts)
      i. If possible: work with Vice President of Marketing and University Relations or designee
   d. Ensure incident scene is secure
   e. Coordinate efforts with participating agencies as necessary

IV. Incident Commander:
   a. Notify the UMT
   b. Assist with building evacuations, if necessary
   c. Activate the IMT, if necessary

LEVELS YELLOW OR RED

V. Incident Management Team (IMT):
   a. Brief the UMT
   b. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   c. Activate UST answering service, if necessary
   d. Send All Clear message when appropriate
   e. Determine need for Critical Incident Stress Management assistance for IMT. (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476.)

VI. Legal Counsel:
   a. Obtain advice from legal counsel about UST’s responsibilities and potential liabilities
# BOMB THREAT CHECKLIST

<table>
<thead>
<tr>
<th>Date:</th>
<th>Time:</th>
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</thead>
<tbody>
<tr>
<td>Time Call Received:</td>
<td>Time Caller Hung Up:</td>
</tr>
<tr>
<td>Phone Number Where Call Received:</td>
<td></td>
</tr>
</tbody>
</table>

## Ask Caller

- Where is the bomb located? (Building, floor, room, etc.):
- When will it go off?
- What does it look like?
- What kind of bomb is it?
- What will make it explode?
- Did you place the bomb?
- Why
- What is your name?

## Exact Words of Threat:

## Information about Caller:

- Where is the caller located? (Background noise and level of noise):
- Estimated age:
- Is voice familiar? If so, who does it sound like:

<table>
<thead>
<tr>
<th>Caller Voice</th>
<th>Background Noises</th>
<th>Threat Language</th>
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<tbody>
<tr>
<td>Accent</td>
<td>Animal Noises</td>
<td>Incoherent</td>
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<tr>
<td>Calm</td>
<td>House Noises</td>
<td>Message Read</td>
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<tr>
<td>Clearing Throat</td>
<td>Street Noises</td>
<td>Taped</td>
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<tr>
<td>Coughing</td>
<td>PA System</td>
<td>Irrational</td>
</tr>
<tr>
<td>Cracking Voice</td>
<td>Conversation</td>
<td>Profane</td>
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<tr>
<td>Crying</td>
<td>Music</td>
<td>Well-Spoken</td>
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<tr>
<td>Deep</td>
<td>Motor</td>
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<tr>
<td>Deep Breathing</td>
<td>Clear</td>
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<tr>
<td>Disguised</td>
<td>Static</td>
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<tr>
<td>Distinct</td>
<td>Office Machinery</td>
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<tr>
<td>Excited</td>
<td>Factory Machinery</td>
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</tr>
<tr>
<td>Female</td>
<td>Local</td>
<td></td>
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<tr>
<td>Laughter</td>
<td>Long Distance</td>
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<tr>
<td>Lisp</td>
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<td>Loud</td>
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<tr>
<td>Male</td>
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<td>Nasal</td>
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<td>Normal</td>
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<td>Soft</td>
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</tbody>
</table>

## Other Information
Appendix O: Weather Event/ Natural Disaster (Non-Hurricane)

I. UST Police Department:
   a. Monitors the local and national weather
   b. Notifies Incident Commander of impending bad weather impacting the Houston area

II. Incident Commander:
   a. Communicates with the President about the severity of the weather and its possible impact on the campus remaining open or closing
   b. Notifies UMT

III. President:
   a. Determines whether to close the campus or shelter-in-place
   b. Vice President of Marketing and University Relations

IV. Incident Commander:
   a. Activate members of the IMT, as needed

V. Incident Management Team (IMT):
   a. Continue to monitor weather forecasts
   b. Direct the deployment of Emergency Notification System (UST Alerts), as necessary
   c. Establish Emergency Operations Center, if necessary
   d. Direct departments to secure critical electronic equipment and move it to the interior of the building to limit weather related damage
   e. Ensure IT and other critical operations are prepared for short-term loss of building services
   f. As appropriate notify the UST community of the emergency call-in number
   g. Evacuate the campus if/as required by the incident
   h. Evaluate damage to campus and buildings
   i. Inspect all campus areas for safety hazards (downed wires, leaks, etc.)
   j. Update the UMT
   k. Send All Clear message after receiving communication from President if appropriate
   l. Ensure essential systems are secure

VI. Faculty, Students, and Staff:
   a. Monitor UST emergency notifications and broadcasts on television, radio, and the UST website
   b. Follow departmental or residence hall procedures for personal safety during the incident

VII. IT Department:
   a. Review and implement IT Disaster Recovery Plan measures

VIII. Business Office
   a. Make proper notifications to insurers if required
   b. Secure facilities against weather related damage when safe to do so
Appendix P: Workplace Violence

I. Person Discovering Incident:
   a. Seek safe shelter
   b. If safe to do so, call UST Police Department
   c. DO NOT PULL FIRE ALARM
   d. Notify UST Police Department
      i. USTPD will work with Associate Vice President of Human Resources (Employees Only) and/or Associate Vice President of Student Affairs and Dean of Students (involving students)

II. UST Police Department:
   a. Investigate the incident
   b. Notify the Incident Commander, if necessary
   c. Coordinate efforts with participating agencies as necessary
   d. Next-of-Kin notification

III. Incident Commander:
   a. Notify the UMT
   b. Activate IMT, if necessary

LEVEL YELLOW OR RED

IV. Incident Management Team (IMT):
   a. Continue to update/brief the UMT
   b. Direct the deployment of Emergency Notification System (UST Alerts), as necessary
   c. Prepare media release, anticipate press conference (Refer to the Emergency Communications Plan)
   d. Send All Clear message when appropriate
   e. Provide Critical Incident Stress Management assistance for IMT. (Call Texas Blue Bonnet Critical Incident Stress Management Team at: 281-587-2476.)

V. Legal Counsel:
   a. Obtain advice from legal counsel about UST’s responsibilities and potential liabilities