UNIVERSITY OF HOUSTON DOWNTOWN

EMERGENCY MANAGEMENT PLAN

2023-2024

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EMERGENCY MANAGEMENT PLAN
RECORD OF REVIEW AND CHANGES

Record of Review

Date of Review	Reviewed by:	Changes Made? Y/N	If yes, indicate Change #

Record of Changes

Date of Change	Change #	Summary of Change	Change Entered By
4/03/2023	1	P 14 - Added AVP of University Relations	Vargas
4/25/2023	2	P 7 - Added Structural Fire under Human Caused	Alston
4/25/2023	3	P 7 - Deleted Coastal Storm from Natural Causes	Alston
4/25/2023	4	P 7 - Added Power Outage & Communication/Internet Failure under Technological Causes	Alston

PROMULGATION STATEMENT

The University of Houston – Downtown (UHD) all-hazards Emergency Management Plan (EMP) addresses response to emergencies associated with natural, technological, and man-made incidents/disasters. This document is the underlying framework for protection of health, safety, and property of students, staff, faculty, and visitors during incident/disasters at UHD. It is intended to facilitate multi-agency/jurisdiction coordination between UHD and all levels of government (local, State, and Federal) and the private sector (business, industry, and volunteer organizations) under the National Incident Management System (NIMS).

The all-hazards approach integrates the four phases of emergency management which include:

1. **Mitigation** – activities that prevent an emergency, reduce the likelihood of occurrence, or reduce the damaging effects of unavoidable hazards.

2. **Preparedness** – activities developed by organizations, departments, individuals, to save lives and to help response and rescue operations.

3. **Response** – immediate actions to save lives, protect property, and meet basic human needs.

4. **Recovery** – short- and long-term activities which begin after disaster impact has been stabilized and seek to restore lost functions.

This plan is a statement of policy regarding emergency management and assigns roles and responsibilities to university organizations and individuals. This plan formally incorporates NIMS concepts and processes during activations of components within this plan either in whole or in part. Revision of this plan and its promulgation occurs on an annual schedule.

_____   _____
Loren J. Blanchard, PhD.   Date
President

_____   _____
Kimberly Thomas   Date
Vice President, Administration and Finance

_____   _____
Casey Davis   Date
Executive Director of Public Safety/Chief of Police

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Cynthia Vargas   Date
Director, Emergency Management

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EMERGENCY MANAGEMENT PLAN

TABLE OF CONTENTS

1. AUTHORITIES

1.1 Federal

- Robert T. Stafford Disaster Relief & Emergency Assistance Act, (as amended),42 USC§ 5121
- Emergency Planning and Community Right-to-Know Act, 42 USC Chapter 116
- Emergency Management and Assistance, 44 CFR
- Hazardous Waste Operations & Emergency Response, 29 CFR 1910.120 5. Homeland Security Act 2002
- Homeland Security Presidential Directive, *HSPD-5*, Management of Domestic Incidents
- Homeland Security Presidential Directive, *HSPD-3*, Homeland Security Advisory System
- National Incident Management System
- National Response Framework, May 2013
- National Strategy for Homeland Security, July 2002
- Nuclear/Radiological Incident Annex of the National Response Plan

1.2 State of Texas

- Government Code, Chapter 418 (Emergency Management)
- Government Code, Chapter 421, (Homeland Security)
- Government Code, Chapter 433, (State of Emergency)
- Government Code, Chapter 791, (Inter-local Cooperation Contracts)
- Health & Safety Code, Chapter 778 (Emergency Management Assistance Compact)
- State of Texas Executive Order of the Governor (RP1) Relating to Emergency Management
- State of Texas Executive Order of the Governor (RP40) Relating to the National Incident Management System
- Administrative Code, Title 37, Part 1, Chapter 7 (Division of Emergency Management)
- Texas Department of Public Safety, Division of Emergency Management, Local Emergency Management Planning Guide, TDEM-10
- Texas Department of Public Safety, Division of Emergency Management, Disaster Recovery Manual, TDEM-62
- Texas Department of Public Safety, Division of Emergency Management, Mitigation Handbook, TDEM-21
- Texas Education Code 51.217, Multi-hazard Emergency Operations Plan: Safety and Security Audit
- Texas Education Code 51.218, Emergency Alert System

1.3 Local

- Inter-local Agreements & Contracts
- Inter-agency participation and training

2. PURPOSE

The University of Houston – Downtown (UHD) Emergency Management Plan (EMP) applies to any emergency or disaster that has potential to impact the people and/or property affiliated with UHD. The EMP provides general guidance for emergency management activities and an overview of the University's methods in mitigation/prevention, preparedness, response, and recovery.

The EMP takes an *all-hazards* approach, encouraging effective and consistent response to any incident, disaster, or emergency, regardless of the nature, origin, or complexity. Utilizing best practices from the National Incident Management System (NIMS) and the Incident Command System (ICS), the EMP consists of a basic plan (this document), Incident Annexes, Support Annexes, and appendices that provide additional information to assist in the general coordination of emergency actions required during various phases of emergency management. Specific information on how functions are to be performed is outlined in standard operating guidelines (SOGs), operating manuals, and other documents that may be referred to in the basic plan, annexes, or appendices.

This plan and the contents within shall apply to all university personnel participating in mitigation/prevention, preparedness, response, and recovery efforts. Units supporting the EMP guidelines shall maintain their own plans and procedures and shall actively participate in the training and exercises conducted in support of this plan.

Management of campus incidents begins with first responders and elevates to include others from UHD and the local community. The EMP addresses how the University integrates and coordinates with governmental and non-governmental responding entities.

The plan does not supersede or replace established practices for safety, hazardous materials response, or other procedures already in place at the UHD. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management on response operations and transition to recovery operations.

As with any document of this nature, the plan should be seen as a living text, subject to changes, updates, and revision as the environment of the university changes.

3. SCOPE

This plan is designed to address emergency operations at UHD when standard emergency response strategies and capabilities become overwhelmed and require higher levels of coordination, sustained response, and/or strategic/policy support. This plan serves as an emergency response framework that applies to the geographic area of UHD property and UHD affiliated activities.

This plan may be activated at the discretion of those with the explicit assigned authority within this plan in a manner consistent with the response and recovery requirements of a particular emergency.

This plan may be activated due to the occurrence of a localized disaster or local emergency at UHD, or the occurrence of a regional disaster or emergency, or nationally significant event or emergency, or upon any incidence of a terror attack at the local, state, or national level.

This plan may be activated upon any declaration of emergency at a university, local, state, or federal level as required and deemed appropriate by individuals with the activation authority to implement components within this plan.

This EMP incorporates the National Incident Management System (NIMS) and the Incident Command System (ICS). These management systems facilitate Campus departments' integration with interagency responders. It is the intent of UHD to collaborate with the Federal Emergency Management Agency, the U.S. Department of Homeland Security, Texas Department of Emergency Management, the Harris County Office of Homeland Security and Emergency Management, the City of Houston Office of Emergency Management, the Department of State Health Services, local law enforcement, health departments, fire departments and other agencies in the development of emergency response planning. The EMP includes University resources and various University stakeholders. UHD has a student population of 15,000+ students, and more than1,000 staff and faculty with a limited amount resources and therefore, it is essential that seamless coordination is established with all internal and external stakeholders. This plan applies to the UHD Campus and the UHD Northwest Campus, however the specific response structure pertains primarily to the UHD Campus.

4. PLAN DEVELOPMENT AND MAINTENANCE

4.1 Development

The EMP is intended to provide a general framework for emergency management activities and applies to the departments and resources of the University of Houston – Downtown. The EMP is presented annually to the President of the University for review, comment, and approval.

4.2 Maintenance

The EMP will be reviewed annually and updated or revised as appropriate. The Director of Emergency Management will lead the review and revision process. Units within the organization having roles and responsibilities established by this plan are expected to alert the Director of Emergency Management of any changes regarding those roles/responsibilities that could substantively impact the EMP.

In compliance with Texas Education Code 51.217, a safety and security audit will be conducted at least every three years with results submitted to the Board of Regents and Texas Division of Emergency Management (TDEM). This audit may provide information necessitating review of the EMP. Such changes will be considered *interim revisions*.

Interim revisions will be made when:

- A change occurs with a UHD site or facility configuration that materially alters the information contained in the plan or materially affects implementation of the plan.
- A change occurs with UHD policies, procedures, or departmental structure that alters the information in the plan or execution of the plan.
- There are lessons learned and/or best practices identified from exercises and/or real-world events that should be incorporated.
- There are changes in response resources, structure and/or policies of the agencies and/or organizations, public or private, with which inter-local agreements exist.
- New laws, regulations or directives are implemented that affect the contents or implementation of the plan.

4.3 Distribution

The UHD EMP will be distributed electronically to university essential personnel and made available in compliance with Texas Education Code Subchapter E, Sec. 51.217, Subsection (f).

5. SITUATION

The University of Houston – Downtown is subject to natural, technological, and human caused hazards.

Natural hazards are common to Houston since the weather can be erratic, producing severe thunderstorms, high winds, tornados, and flooding. Although inland from the Gulf of Mexico, tropical storms and hurricanes pose a significant threat. Occasionally, severe winter weather increases the risk for transportation hazards. Natural hazards also include outbreaks of infectious diseases that can escalate into epidemics or pandemics. Infectious diseases effect campus operations, hinder safety, and security, reduce the campus population due to illness or death, and create economic disruption. The State of Texas and Greater Houston area has been vulnerable to various infectious disease outbreaks to include West Nile, Zika, Ebola, novel Influenza, novel Coronavirus, and Measles.

Technological threats focus on transportation and hazardous materials. The interstate highway system is close to the campus and the Union Pacific railroad passes directly under the One Main Building's South Deck. In addition to normal freight traffic, both avenues of transport carry bulk shipments of an array of hazardous chemicals, and thus bring to UHD the risk of hazardous materials incidents.

Human Caused dangers include terrorism in the form of active shooter and/or explosive devices. Cyber-attacks can cause damage or disruption to telecommunications and networks. Civil unrest has the potential to quickly expand into an event causing injuries, damage to property, and even loss of life.

6. **THREAT/HAZARD IDENTIFICATION AND RISK ASSESSMENT (THIRA)**

The Threat/Hazards Identification and Risk Assessment is intended to assist an entity or organization in determining those hazards which could result in major emergencies or disasters. This assessment for UHD considers data from the City of Houston Threat/Hazard Identification and Risk Index and the Harris County Hazard Summary. This is a general, subjective analysis, and there are seasonal variances to consider.

6.1 Risk Assessment Rating System

The overall effect of a given hazard is the sum of several factors, including, the area impacted, health and safety of persons, and any resulting property, environmental, or economic damage. Each of these factors can be considered and scored using the following tables:

6.1.1 Impacts

Area Impacted	No developed area impacted	0
	Less than 25% of developed area impacted	1
	Less than 50% of developed area impacted	2
	Less than 75% of developed area impacted	3
	Over 75% of developed area impacted	4

Health & Safety Consequences	No health and safety impact	0
	Few injuries or illnesses	1
	Few fatalities but many injuries or illnesses	2
	Numerous fatalities	3

Property Damage	No property damages	0
	Minor to moderate damage, no campus closure	1
	Significant damage, campus closed < 48 hours	2
	Significant damage, campus closure < 1 week	3
	Major damage, campus closure > 7 days	4

Environmental Damage	Little or no environmental damage	0
	Resources damaged w/ short term recovery	1
	Resources damaged w/ long term recovery	2
	Resources destroyed beyond recovery	3

Economic Disruption	No economic impact	0
	Low direct and/or indirect costs	1
	High direct and low indirect costs	2
	Low direct and high indirect costs	2
	High direct and high indirect costs	3

6.1.2 Probability

Probability of Occurrence	Unknown but rare occurrence	0
	Unknown but anticipate an occurrence	1
	100 years or less occurrence	2
	25 years or less occurrence	3
	5 years or less occurrence	4
	Once a year or more occurrence	5

To evaluate the risk presented to UHD by the various types of natural, technological, and human-caused incidents that could occur, the rating from each category of the impacts is summed, and then multiplied by the probability of occurrence.

6.2 Threat/Hazard Identification and Risk Assessment

| University of Houston – Downtown Threat/Hazard Identification & Risk Assessment							
Threat/Hazard	Area Impacted	Health & Safety	Property	Environment	Economic	Probability	Total
NATURAL							
Flooding	**4**	**1**	**4**	**3**	**3**	**4**	**60**
High Winds	4	0	1	0	1	5	30
Tornado	4	2	4	2	3	1	15
Hurricane	**4**	**2**	**4**	**3**	**3**	**4**	**64**
Hail	4	1	1	1	1	3	24
Lightning	4	2	1	1	1	5	45
Drought	1	1	1	2	3	3	24
Severe Winter	4	1	2	1	2	4	40
TECHNOLOGICAL							
Railcar- Derailment	4	2	4	2	3	1	15
Communication/Internet Failure	4	0	0	0	3	1	7
Railcar- Hazmat	4	2	4	3	3	1	16
Power Outage	2	1	2	0	1	5	30
Transport- Hazmat	4	1	2	2	2	1	11
HUMAN CAUSED							
Cyber Attack	3	0	2	0	3	3	24
Active Shooter	4	3	4	0	3	1	14
Bomb/Violence Threat	**4**	**3**	**4**	**2**	**3**	**5**	**80**
Civil Unrest	2	1	1	1	1	1	6
Infectious Disease	4	3	0	1	3	3	33
Structural Fire	1	1	4	2	3	1	11

7.   ASSUMPTIONS

Emergency planning requires both a commonly accepted set of assumed operational conditions and an honest, reasonable assessment of the threats faced by the entity/organization. Collectively these constitute the planning assumptions, and the standard practice is to plan with the assumption that a disaster or catastrophic incident will one day occur.

The planning assumptions that guide emergency planning at UHD are:

- It is possible for a major disaster to occur at any time and at any place. It is also understood that some emergency situations occur with little or no warning.

- Threat or damage to critical infrastructure on campus and/or to the surrounding communities/jurisdictions may result in limited resources such as fuel, utilities, telecommunication, information systems, financial services, public health services, security services, and transportation.

- Access to UHD may be severely limited due to road conditions, weather forecast, threat of incident expansion, and/or security risk. The activation of local response partners and staging of resources may restrict ingress/egress points in or around UHD.

- UHD personnel tasked with response and/or mutual aid response partners may be affected by limited resources, accessibility, or may be directly affected by the incident.

- The University will not receive outside assistance in rapid damage assessment and will need to conduct its own situation analysis and deploy on-site resources. It will manage emergency operations on campus through the EOC or alternate EOC while emergency conditions exist.

- Outside assistance will be available in most emergency situations that affect UHD. Since it takes time to summon external assistance, it is essential for UHD to be prepared to carry out the initial emergency response on an independent basis.

- Local, State and Federal agencies assigned with authority over certain hazards will respond. For example, Harris County Pollution Control will respond to chemical spills, containers of unknown substances, and other such requests from fire departments, hazmat teams, and governmental agencies.

- During any emergency, disaster, or catastrophic incident, there will be an increased need for public information and enhanced communication with response partners. Consistent messaging in emergency alerts, situational notifications and advisories to students, staff and faculty must be maintained.

8.   PHASES OF EMERGENCY MANAGEMENT

The University will utilize the definitions below, which are predicated on an all-hazards approach. The University acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. That is, regardless of the hazard type, there will be certain response actions that will not vary. This Emergency Management Plan addresses all phases of an emergency, with a particular focus on response.
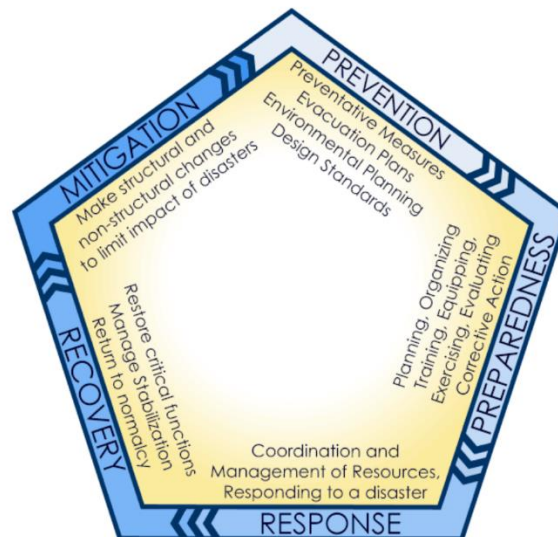
Mitigation/Prevention

Mitigation is the effort to reduce loss of life and property by lessening the impact of disasters and emergencies. Mitigation involves structural and non-structural measures taken to limit the impact of disasters and emergencies. Prevention focuses on preventing human hazards, primarily from potential natural disasters or terrorist (both physical and biological) attacks.

The University will conduct mitigation and prevention activities as an integral part of its emergency management program with the intent to eliminate potential hazards, reduce the probability of hazards causing an emergency, and lessen the consequences of unavoidable hazards.

Preparedness

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action. Training and exercising plans are the cornerstone of preparedness which focuses on readiness to respond to all-hazard incidents and emergencies.

The University will engage in preparedness activities to develop the response capabilities needed in an emergency. Among the preparedness activities included in the UHD emergency management program are:

- Provide emergency equipment and facilities.
- Maintain the plan, annexes, appendices, and appropriate standard operating guidelines (SOGs).
- Conduct or arrange appropriate training for all levels of personnel involved with any or all phases of emergency management.
- Perform periodic drills and exercises to test the effectiveness of plans and training, develop After Action Reports (AAR), and implement changes as required.

Response

Response is comprised of the coordination and management of resources (including personnel, equipment, and supplies) utilizing the Incident Command System in an all-hazards approach; and measures taken for life/property/environmental safety. The response phase is a reaction to the occurrence of a catastrophic disaster or emergency.

The University will respond to emergency situations effectively and efficiently. The focus of this document is on planning for the response. Response operations are intended to resolve an emergency while minimizing casualties and property damage. Response activities include warning, emergency medical services, firefighting, law enforcement operations, evacuation, emergency public information, search, and rescue, and other associated functions.

Recovery

Recovery consists of those activities that continue beyond the emergency period to restore critical community functions and begin to manage stabilization efforts. The recovery phase begins immediately after the threat to human life has subsided. The goal of the recovery phase is to bring the affected area back to some degree of normalcy.

If a disaster occurs, the University will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services, provide for the basic needs and continuity of operations. Long-term recovery will focus on restoring the University to its normal or new normal state.

9.   TRAINING, EXERCISES, and AFTER-ACTION REPORTS

UHD Emergency Management maintains a comprehensive training and exercise program to enhance the University's emergency management capabilities. NIMS and ICS training are required by certain individuals based on their role in emergency preparedness and/or incident management. For training purposes, personnel should be identified as being in one of the following three categories:

Basic Role: Personnel assigned with any role in emergency preparedness, incident management, or response should complete:

Updated 5/1/2023

IS-100, Introduction to ICS
IS-700, NIMS: An Introduction

Intermediate Role: Personnel assigned to lead any key campus emergency management effort (mitigation, prevention, preparedness, response and/or recovery). These personnel should complete:
IS-100, Introduction to ICS
IS-700, NIMS: An Introduction
IS-800, National Response Framework, An Introduction

Advanced Role: Personnel responsible for commanding and managing incidents that occur. These personnel should complete:
IS-100, Introduction to ICS
IS-700, NIMS: An Introduction
IS-200, ICS for Single Resource, and Initial Action Incidents
IS-800, National Response Framework, An Introduction
ICS-300, Intermediate ICS for Expanding Incidents
ICS-400, Advanced Incident Command System

In addition, the University of Houston - Downtown will maintain a state of readiness and test response components, with annual exercises and drills. Exercises will provide opportunities to ensure that adequate preparations are in place for students, faculty, and staff to effectively respond to emergencies on campus and that associated personnel are ready to perform their assigned duties. UHD Emergency Management, collaborating with other departments, will maintain a comprehensive training program that will evaluate and test both ICS capabilities and university support operations in unison. UHD Emergency Management will conduct annual exercises like tabletop exercises, simulated exercises, drills, and testing of systems. An After-Action Report (AAR) will be generated by UHD Emergency Management for large scale exercises. After Action Reports will be developed and formatted following the Department of Homeland Security Homeland Security Exercise Evaluation Program (HSEEP) guidelines. All After Action Reports will be maintained by UHD Emergency Management.

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2 0 2 3 U H D E m e r g e n c y M a n a g e m e n t
Updated 5/1/2023

10.   CONCEPT OF OPERATIONS

The EMP is a basic planning document for university-level comprehensive emergency management and provides an organized management system for UHD to follow before, during and after an incident or pre-planned event. Utilizing the guidance of NIMS and ICS, the EMP consists of a basic plan (this document), incident and supporting annexes, and appendices that provide additional information to assist in the general coordination of emergency actions required during various phases of emergency management. Specific information on how functions are to be performed is outlined in standard operating guidelines (SOGs), operating manuals, the University's Continuity of Operations Plan (COOP), and other documents that may be referred to in the basic plan, annexes, or appendices.

10.1 Objectives

It is the responsibility of the University to follow the overarching objectives of emergency management on campus or when reciprocating mutual aid. Those objectives are life safety, incident stabilization, and conservation of property and the environment. Expanding on these overarching objectives, the University's priorities on campus are to:

- Protect the life and health of students, faculty, staff, visitors, responders, and recovery workers
- Ensure the security of the University
- Protect and restore critical infrastructure and key resources
- Direct immediate communications and information regarding emergency response operations and campus safety
- When appropriate, conduct law enforcement investigations, apprehend perpetrators, collect, and preserve evidence for prosecution and/or attribution
- Facilitate critical incident stress management
- Manage university resources effectively in the emergency response

Information located in this section is designed to give an overall picture of incident management. It will primarily explain the University's approach to an emergency and will address local, state, and federal assistance.

10.2 Operational Guidance

The University will employ the components of NIMS in operations, which provides a standardized framework that facilitates operations in all phases of emergency management. A key component of NIMS is the Incident Command System (ICS).

The ICS is a standardized on-scene incident management model designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any incident, without being hindered by jurisdictional boundaries.

The ICS used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents. The system may be used for planned events, natural or manmade disasters, and acts of terrorism. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

10.3 Declaration of Emergency

The decision to declare an emergency and activate this plan - in whole or in part - will impact operational priorities and personnel assignments as resources are shifted to support emergency operations. When an emergency is declared, all attention is directed to meeting the needs of the incident, protecting individuals and property, and to providing resources in response. The authority to declare a state of emergency is assigned to:

- President
- Senior Vice President for Academic and Student Affairs and Provost
- Vice President for Administration and Finance
- Executive Director of Public Safety and Chief of Police
- Director, Emergency Management

10.4 Incident Command Structure

Incident Command structure is organized to expand and contract as needed by incident scope, resources, and hazards. Command is established in a top-down fashion, with the most important positions established first. For some incidents, only a few of the organization's elements may be needed. However, if there is a need to expand, additional positions exist within the ICS framework to meet any need.

The use of distinct titles for ICS positions allows for filling ICS positions with the most qualified individuals rather than by seniority or occupation. Standardized position titles are useful when requesting qualified personnel or participating in mutual aid.

ICS was designed to identify the main activities or functions necessary to effectively respond to incidents, resulting in eight primary positions that may expand as needed. Every incident will have an Incident Commander (IC). As the complexity of the incident grows, the IC will add some or all of the remaining seven *primary* positions to the Command and General Staff. The following information is the framework of the UHD Basic Incident Command Structure with details of an expanded structure offered in the annexes.

Emergency Management Board (EMB):

- President
- Senior Vice President for Academic and Student Affairs and Provost
- Vice President for Administration and Finance
- Vice President for Advancement and External Relations
- Vice President for Employment Services and Operations
- Vice President For Enrollment Management
- Vice President for Student Success and Student Life
- Associate Vice President for Information Technology
- Assistant Vice President for Facilities Management
- Assistant Vice President of University Relations
- Executive Director of Communications
- Executive Director of Public Safety and Chief of Police
- Director, Emergency Management
- Director, Environmental Health, and Safety

  - The President, Senior Vice President for Academic and Student Affairs and Provost, and the Vice President for Administration and Finance are responsible for calling meetings of the EMB.
  - The EMB provides guidance for emergency management, response, and recovery operations.
  - Some members of the EMB may be assigned to a Command or General Staff position or assume the role of Incident Commander.

Incident Commander (IC) is responsible for the overall management of the incident. The IC sets immediate priorities, determines incident objectives and strategies, and ensures incident safety. The IC will confer with the Emergency Management Board (EMB), which serves as the decision-making body for crisis issues on campus. The EMB function has been added to the Basic Incident Command Structure shown in Figure 10.4.

Command Staff are principally responsible for public affairs, health and safety, and liaison activities within the incident command structure. The key positions are:

- Public Information Officer (PIO) develops and releases information about the incident to the news media, incident personnel, and other appropriate agencies and organizations.

- Liaison Officer (LNO) is the contact point for assisting and coordinating activities between the IC and various agencies and groups.

- Safety Officer (SO) monitors incident operations and advises the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel.

General Staff represents and is responsible for the functional aspects of the incident command structure. A Section Chief may be designated to lead each General Staff section.

- Operations Section assists the IC in developing response goals and objectives for the incident and manages all tactical operations.

- Planning Section collects, evaluates, and disseminates tactical information related to the incident and provides planning services for both current and future activities.

- Logistics Section supplies facilities, transportation, communications, food services, materials, and other resources for the incident response.

- Finance/Administration Section provides the cost assessment, time recording, procurement control, and administration necessary to support the incident.
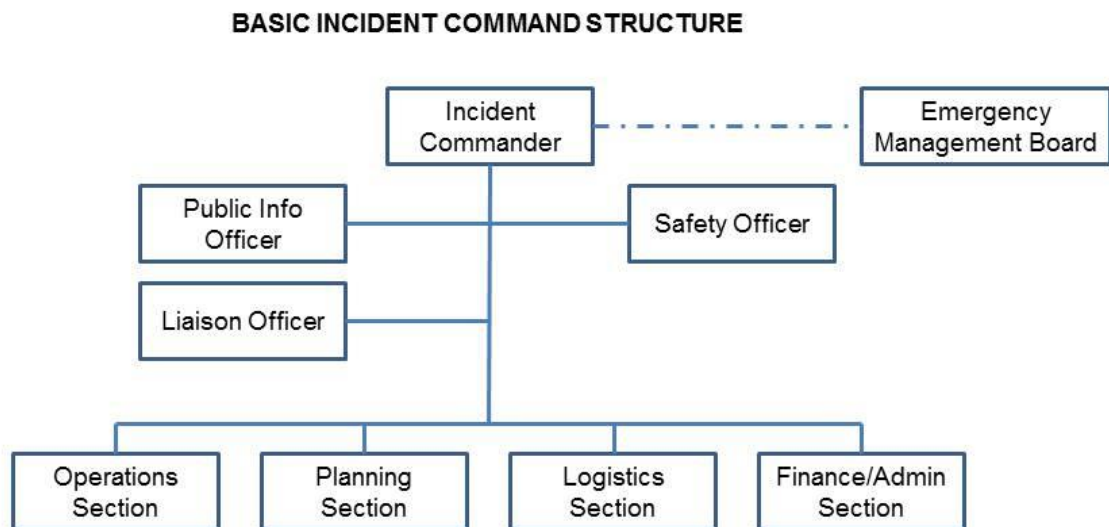
BASIC INCIDENT COMMAND STRUCTURE

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                        ┌──────────────┐                    ┌──────────────────┐
                        │   Incident   │- - - - - - - - - - │    Emergency     │
                        │  Commander   │                    │ Management Board │
                        └──────────────┘                    └──────────────────┘
   ┌──────────────┐            │            ┌──────────────┐
   │ Public Info  │────────────┼────────────│Safety Officer│
   │   Officer    │            │            └──────────────┘
   └──────────────┘            │
   ┌──────────────┐            │
   │Liaison Officer│───────────┤
   └──────────────┘            │
        ┌───────────┬──────────┴──────────┬───────────┐
  ┌──────────┐ ┌──────────┐        ┌──────────┐ ┌──────────────┐
  │Operations│ │ Planning │        │ Logistics│ │Finance/Admin │
  │ Section  │ │ Section  │        │ Section  │ │   Section    │
  └──────────┘ └──────────┘        └──────────┘ └──────────────┘
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Figure 10.4

10.5 Essential Incident Command System Features

Standardization:

- Common Terminology: Using common language helps to define organizational functions, incident facilities, resource descriptions, and position titles.

Command:

- Establishment and Transfer of Command: The command function must be clearly established from the beginning of an incident. When command is transferred, the

process must include a briefing that captures all essential information for continuing safe and effective operations.

- Chain of Command and Unity of Command: Chain of command refers to the orderly line of authority within the ranks of the incident management organization. Unity of command means that each person reports to only one supervisor. This eliminates the potential to receive conflicting orders, increases accountability, prevents freelancing, improves information flow, and enhances operational safety.

- Unified Command: In incidents involving multiple jurisdictions, a single jurisdiction with multiagency involvement, or multiple jurisdictions with multiagency involvement, Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together without affecting individual agency authority, responsibility, or accountability.

Planning/Organizational Structure:

- Management by Objectives: Incidents are managed by aiming toward specific objectives. The objectives are ranked by priority, should be as specific as possible, attainable, and if possible, given a working time frame.

- Modular Organization: The Incident Command organizational structure develops modularly based on the size and complexity of the incident and the specifics of the hazard environment created by it.

- Incident Action Planning: Incident Action Plans (IAPs) ensure that everyone is working in concert toward the same set of goals for that specific operational period. The IAP provides the overall objectives for operational and support activities. The objectives are accomplished by first outlining strategies (general plans of action), then determining appropriate tactics (how the action will be done).

- Span of Control: To limit the number of responsibilities and resources being managed by any individual, the ICS requires that any single person's span of control should be between three and seven individuals, with five being ideal.

Facilities and Resources:

- Incident Locations and Facilities: Various types of operational support facilities are established in the vicinity of an incident to accomplish a variety of purposes. Typical designated facilities include Incident Command Posts, Bases, Staging Areas, Mass Casualty Triage Areas, and others as required.

- Comprehensive Resource Management: A key management principle that implies that *all* assets and personnel during an event need to be tracked and accounted for. Resources management includes processes for categorizing, ordering, dispatching, tracking, and recovering resources.

Communications/Information Management:

- Integrated Communications: The use of a common communications plan is essential for ensuring that responders can communicate with one another. Communication equipment, procedures, and systems must operate across jurisdictions (interoperability).

- Information and Intelligence Management: The incident management organization must establish a process for gathering, analyzing, sharing, and managing incident-related information and intelligence.

Professionalism:

- Accountability: Accountability at all jurisdictional levels and within individual functional areas during incident operations is essential. To that end, the following principles must be adhered to:

  o Check-In: All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

  o Incident Action Plan: Response operations must be directed and coordinated as outlined in the IAP.

  o Unity of Command: Each person involved in incident operations will have only one supervisor.

  o Personal Responsibility: All responders are expected to use good judgment and be accountable for their actions.

  o Span of Control: Supervisors must be able to adequately supervise and control their subordinates and communicate with and manage all resources under their supervision.

  o Resource Tracking: Supervisors must record and report resource status changes as they occur.

Dispatch/Deployment: Personnel and equipment should respond only when requested or when dispatched by an appropriate authority.

11. ORGANIZATION AND RESPONSIBILITIES

11.1 Organization

- Emergency operations will follow ICS organizational principles. The Incident Commander and Emergency Management Board (EMB) will determine placement of support positions, subject matter experts, and technical specialists in organizational levels while maintaining span of control.

- The Emergency Operation Center (EOC) or Virtual EOC will be staffed with personnel and resources based on the incident's need.

11.2 Assignment of Responsibilities

All personnel assigned emergency response duties have received training on NIMS concepts, procedures, and protocols. The general responsibilities listed are not exclusive and may be transferred to a well-qualified individual. Additional information on emergency services and support functions can be found in the annex section of this plan.

Emergency Management Board

- Provides guidance for emergency management, response, and recovery operations
- Determines the level of Readiness and Response
- Activates the EOC
- Decides campus status and accessibility
- Designates Incident Commander, Command and General Staff as needed for the incident or in participation of Unified Command with response partners.
- Approves distribution UHD resources for incident stabilization
- Authorizes acquisition of additional resources necessary for incident stabilization

Director, Emergency Management

- Prepares, maintains, and reviews Emergency Management Plan
- Advises the EMB as a subject matter expert regarding NIMS/ICS
- May act as the University Incident Commander (UIC) as delegated by authority from the EMB
- Establishes objectives and priorities for emergency management programs
- Develops and maintains EOC operating procedures and activates EOC when requested or when situation warrants and serves as EOC Manager
- Monitors emergency response actions during an incident, event or disaster and provides leadership and direction to EOC staff
- Consults with Incident Commander (IC) to determine staging area

Incident Commander (IC)

- Establishes an Incident Command Post (ICP)
- Directs and controls emergency operations *on scene*
- Determines need for public warning and protective actions at and in the vicinity of the incident
- Provides situational updates to EMB
- Establishes Unified Command with response partners as determined by the incident
- Identifies and requests resources

Police Department

- Maintains security, transportation, and traffic management
- Develops and maintains Memorandum of Understanding (MOU) with local response agencies
- Coordinates response with local, state, and federal law enforcement agencies
- Acts as primary source of communication to local law enforcement
- Provides initial observational assessment of damage to Facilities Management
- Leads tactical operations related to law enforcement emergencies

University Relations

- Designates a Public Information Officer (PIO)
- Determines, according to direction from the EMB or IC, any limits on information release
- Develops accurate, accessible, and timely information for use in press/media briefings
- Obtains approval from EMB or IC *prior to* issuing statements to the media, public, students, faculty and/or staff regarding incident
- Monitors and forwards media information that may be useful to incident planning
- Maintains current information, summaries, and/or displays on the incident
- Participates in the planning meeting
- Establishes a media staging area *away from* resource staging area, ICP, and hot zone.

Information Technology (IT)

- Maintains technology infrastructure, information security, and electronic communications systems
- Operates critical application systems
- Establishes remote application and system support and delivery systems

<u>Facilities Management (FM)</u>

- Maintains physical integrity of campus facilities
- Conducts damage assessment
- Performs or contracts with vendors to build, prepare, repair or re-purpose facilities

<u>Environmental Health and Safety (EHS)</u>

- Monitors environmental and physical safety and terminates unsafe activities
- Responds to hazardous material spills as subject matter experts and reports occurrences as directed by regulatory authorities

12. READINESS AND REPONSE

The Levels of Readiness and Response (Figure 14) are based on incident complexity and the State of Texas four-tier Readiness and Response-level scheme.

LEVEL I	Hazardous conditions imminent. Damage to property, injuries and casualties reported with potential for more. Resources requests exceed local and state levels, federal assistance needed.		Federal
LEVEL II	Significant potential and probability for loss of life and/or property. Resource requests go to the State as local sources are limited.		State
LEVEL III	Moderate threat of injury and loss of property. Incident limited, may need resources from Houston and/or Harris County.		Harris County / Houston
LEVEL IV	Planning, training, and drills conducted. Small incidents handled by UHD with campus operations not adversely affected.		UHD

Figure 14

Plans and standard operating guidelines provide that certain actions be taken at each response level based on the specific hazard(s) anticipated or encountered. The Emergency Management Board (EMB) will determine the level of Readiness and Response by considering:

- Impacts to life, property, and the economy
- Community and responder safety
- Potential hazardous materials
- Weather and other environmental influences
- Likelihood of cascading events
- Potential crime scene (including terrorism)
- Political sensitivity, external influences, and media relations
- Area involved, jurisdictional boundaries
- Availability of resources

Readiness and Response Level IV - Normal Conditions

- Planning, training, drills, exercises, and other preparedness activities are conducted.
- Emergency equipment and facilities are maintained.
- Warning and communications systems are tested.
- Current natural, technological, and security threats are monitored, investigated and/or resolved.
- Incidents that do occur are small in nature and can be resolved quickly with university resources and with campus operations not being adversely affected.

Readiness and Response Level III - Increased Readiness

Monitoring potential threat:

- A significant emergency has not yet occurred; however, a higher-than-normal level of readiness is warranted because of increased vulnerability to a specific hazard, such as an approaching severe storm.
- The EMB provides ongoing situational updates and may assemble physically or may confer via electronic medium. The EMB participates in planning meetings relative to the potential threat and will have ongoing interaction with operations and the Incident Commander (IC).
- Appropriate campus officials and representatives are briefed on anticipated risk situations, expected impacts, and contingency measures. There may be limited impairment of some normal campus operations because some staff members may be involved in increased readiness activities.
- Key staff are alerted, and personnel and equipment availability reviewed. Staffing may be increased for additional monitoring. The EOC may be opened.
- Some response units may be notified, and equipment readiness may be increased for possible activation and deployment.
- Coordination activities increase and extra effort is exerted to review, evaluate, and update appropriate plans and procedures to ensure ability to meet anticipated challenges of the specific hazard.
- Emergency public information activities be initiated and continue per established guidelines and procedures.
- An advisory will be sent to local response partners, the City of Houston (COH) and Harris County Office of Homeland Security and Emergency Management (HCOHSEM) and a Liaison Officer may be appointed to act on behalf of UHD.

Responding to an Incident:

- Moderate threat of injury and property damage.
- The incident is limited in nature and managed using UHD resources plus resources from local response partners. Unified Command may be established.
- The EMB provides ongoing situational updates and may assemble at a location which is not impacted by the emergency or may confer via electronic medium if assembling in person would cause a delay in response or jeopardize the safety of the members. The EMB participates in planning meetings relative to the potential threat and will have ongoing interaction with operations and the IC.
- Appropriate campus officials and representatives are briefed on the specific situation, expected impact, and contingency measures. There may be limited impairment of some normal campus operations because some staff members may be involved in response activities.
- The Emergency Operations Center (EOC) may be opened in anticipation of the incident expanding.
- Emergency public information activities will be initiated and continue per established guidelines and procedures.
- An advisory will be sent to local response partners, COH and HCOHSEM, which may activate their EOCs (Emergency Operations Centers). A Liaison Officer may be appointed to act on behalf of UHD.

Readiness and Response Level II – Escalated Response

- Significant potential and probability to cause injury, loss of property, and loss of life.
- The scope of the emergency has expanded beyond that which can be handled by UHD resources and local responders. Additional resources will be requested from the region and/or state. Unified Command will be established.
- The EMB provides ongoing situational updates and may assemble at a location which is not impacted by the emergency or may confer via electronic medium if assembling in person would cause a delay in response or jeopardize the safety of the members. The EMB participates in planning meetings relative to the potential threat and will have ongoing interaction with operations and the IC.
- Appropriate campus officials and representatives are briefed on the specific situation, expected impact, and contingency measures. Campus operations are impacted at this point.
- The UHD EOC is fully staffed, hours of operation may be extended, and coordination is intensified.
- Emergency public information activities have been expanded to include participation in the Joint Information Center (JIC).

- Notification of response level is sent to COH and HCOHSEM, which will activate related EOCs in support.
- Mutual aid resources from the University of Houston System, local jurisdictions and/or Harris County will be requested.
- The Texas Department of Emergency Management Disaster District Coordinator (DDC) is notified and provides situational updates to the State.
- The DDC will plan and prepare for the need of regional or state resources.
- Multi-agency Coordination System (MACS) may be activated to coordinate efforts and resources for the emergency response and recovery actions.
- A Liaison Officer is appointed to interact with mutual aid response partner agencies, MACS, TDEM Disaster District Coordinator, COH and HCOHSEM on behalf of UHD.

Readiness and Response Level I – Emergency Conditions

- Significant damage to and loss of property has occurred. Injuries and casualties are reported. There is potential for additional injuries, casualties, and loss of property.
- The scale of the disaster has expanded beyond the response capability of UHD, local responders, resources obtained through mutual aid agreements and county assistance.
- The EMB provides ongoing situational updates and may assemble at a location which is not impacted by the emergency or may confer via electronic medium if assembling in person would a delay in response or jeopardize the safety of the members. The EMB participates in planning meetings and will have ongoing interaction with operations and the IC.
- The EOC is fully staffed, hours of operation have been extended, and coordination is intensified.
- Emergency public information activities have been expanded to include participation in the Joint Information Center (JIC).
- Notification of response level is sent to COH and HCOHSEM, which will activate related EOCs in support.
- The State Operation Center (SOC) and appropriate Disaster District would be staffed by representatives from appropriate agencies and organizations and remain operational for the incident.
- The State receives requests for resource support from local governments and coordinates resource assistance.
- Intrastate mutual aid may be sought, and Federal aid may be requested.

- A Liaison Officer is appointed to interact with mutual aid response partner agencies, MACS, TDEM District Coordinator, COH and HCOHSEM on behalf of UHD. [OBJ]

13.   ICS – EOC INTERFACE

13.1 Emergency Operations Center (EOC)

The Emergency Operation Center (EOC) is a location from which centralized emergency coordination can be performed. It is a specific location where decision makers can gather during an emergency, as well as personnel supporting critical functions, such as operations, planning, logistics, and finance and administration. The key function of EOC personnel is to ensure that those who are located at the scene have the resources they need for response. In large disasters, the EOC would also act as liaison between UHD responders and local government resources.

The University has several primary and alternate EOC locations. Selection for activation will be dependent on the location and scope of the incident.

> Main building – S244 (Primary)
> Virtual EOC - VEOCI https://veoci.com/v/home/tab
> Shea building - Computer lab room B208
> Commerce building - Comet lab C300

The decision to activate the EOC will be made by the President with input from the Senior Vice President for Academic and Student Affairs and Provost, Vice President for Administration and Finance, Director of Emergency Management, and the Chief of Police.

The EOC is responsible for:
- Providing resource support for the incident command operations
- Matching the capabilities of campus units and external organizations to the demands of the emergency
- Issuing warning to students, faculty, staff, and visitors
- Supplying information and instructions to the public in conjunction with the JIC, if established
- Organizing transportation for evacuation
- Furnishing situational information to response partner agencies
- Supporting documentation collecting and dissemination

Situations may arise in which activation of a physical EOC is not feasible. In those cases, a Virtual EOC may be activated for personnel to gather via digital means.

13.2 Incident Command Post (ICP)

The Incident Command Post (ICP) is an "on-scene" location where the Incident Commander (IC) exercises command and control of the field event, develops goals and objectives, communicates with command and general staff, and coordinates incident response with various agencies and organizations. It is oriented toward "tactical control" of the response effort.

The ICP is responsible for field operations, including:
- Isolating the scene
- Directing and controlling the on-scene response and managing resources committed there
- Warning the population in the immediate area of the incident and providing emergency instructions to them
- Determining and implementing protective measures (evacuation or shelter-in-place) for the population in the immediate area of the incident and for emergency responders on scene
- Implementing traffic control arrangements in and around the incident scene
- Providing situational information to the EMB
- Requesting additional resources from the EOC

13.3 Transition of Responsibilities

Provisions must be made for an orderly transition of responsibilities between the EOC and ICP.

From EOC to ICP – In some situations, the EOC may be operating to monitor a potential hazard and manage certain preparedness activities prior to an ICP being established. When the ICP is established, the EOC should provide the IC with an incident briefing, a report on committed and available resources, and status of operational activities in progress.

From ICP to EOC – When an incident command operation is concluded and the EOC is managing residual response and recovery activities, the IC should provide the EOC information regarding outstanding tasks and/or operational issues requiring follow-up, committed resources, and demobilization information.

14.   LOCAL, STATE, FEDERAL AND OTHER ASSISTANCE

The University may request local, county, regional, and state mutual aid resources. All external assistance furnished to the University is intended to supplement university resources and not substitute for such resources, including mutual aid resources, equipment purchases or leases, or resources covered by emergency service contracts.

The number of external resources needed correlates to the Level of Response activation. As response actions progress, UHD resources may be exhausted, and mutual aid requested. The Texas legislature created special Management Districts which are empowered to promote, develop, and encourage many objectives of an area including safety and public welfare. The Houston Downtown Management District (HDMD) coordinates safety and public welfare in the geographic area that includes UHD and coordinates response that includes the Houston Police Department, Houston Fire Department, Public Works & Engineering Department, public health, and other entities. Resource requests will initially go to the City of Houston. Should additional or specialized resources be required, Houston will forward the request to Harris County. If the response level of the incident is such that state resources are needed, Harris County will submit the request to the TDEM Disaster District Chair (DDC) which will source from the region before submitting to the state. There may be circumstances in which related agencies communicate laterally without being sourced from the DDC, such as City of Houston Public Health to Harris County Public Health through to Texas Department of State Health Services. If State resources and capabilities are overwhelmed, the governor may request Federal assistance. UHD follows the process as diagramed in the Levels of Readiness and Response section.

The Red Cross, Salvation Army, Interfaith Ministries and H.E.L.P. Foundation are organizations with trained personnel and are called Volunteer Organizations Active in Disaster (VOAD). People offering service but are not formally a member of a VOAD are defined as Spontaneous Unaffiliated Volunteers (SUV) and should be referred to a Volunteer Reception Center for processing.

## 15.	ADMINISTRATION AND SUPPORT

15.1 Agreements and Contracts

If UHD resources are exhausted in response to or prove insufficient for a full response to an incident, requests will be made to local, county, regional, and state mutual aid resources, other agencies, and industry. All agreements and contracts entered on behalf of UHD will comply with University of Houston System Administration Memorandum 03.A.05, Board of Regents Policy 55.01 et al, and Board of Regents Bylaws and all applicable federal and state laws, regulations, agency advisory opinions and judicial and administrative determinations. No person has the authority to bind UHD contractually except in accordance with UH-Downtown/PS 05.A.06. Additional information regarding existing contracts and/or agreements may be obtained by contacting the UHD Contract Administrator.

15.2 Reports

Initial Emergency Reports – ICS 201 Incident Briefing form will include basic information regarding the incident situation and resources allocated. The ICS 201 form also serves as a permanent record of the initial response to the incident.

Situation Reports – The Planning Section is responsible for the collection and management of all operational data and will establish information requirements and reporting schedules. All positions of the Incident Management Team will be responsible for submitting information to the Planning Section. A situation report for each operational period will be prepared prior to and used in the development of the Incident Action Plan (IAP) for the next operational period.

Hazardous Materials Incident Reports - Environmental Health and Safety (EHS) is responsible for coordinating initial emergency response for small spills, documenting, and reporting to state and federal agencies. Additional instruction and contact information are available in the EHS Spill Prevention Control and Countermeasure Plan (SPCCP).

15.3 Record Keeping for Emergency Operations

Record Keeping for Emergency Operations

The University is responsible for establishing the administrative controls necessary to manage the expenditure of funds and to provide reasonable accountability and justification for expenditures made to support emergency operations.

- Activity Logs

  The Incident Command Post and the EOC shall maintain accurate logs recording key response activities, including:

- o Activation or deactivation of emergency facilities
- o Emergency notifications to local governments and to state and federal agencies
- o Significant changes in the emergency
- o Major commitments of resources or requests for additional resources from external sources
- o Issuance of protective action recommendations to the public
- o Evacuations
- o Casualties
- o Containment or termination of the incident

- Incident Costs

  All departments shall maintain records summarizing the use of personnel, equipment, and supplies during the response.

- Emergency or Disaster Costs

  For major emergencies or disasters, all departments participating in the emergency response shall maintain detailed of costs for emergency operations to include:

  - o Personnel costs, especially overtime costs
  - o Equipment operations costs
  - o Costs for leased or rented equipment
  - o Costs for contract services to support emergency operations
  - o Costs of 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.

Preservation of Records

- To continue normal University operations following an emergency, vital records must be protected. The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Protection of vital records will be included in departmental SOGs.
- If records are damaged during an emergency, professional restoration and preservation is required.