# Table of Contents

**INTRODUCTION** ........................................................................................................... 3
**ACTIVATION/DEACTIVATION OF PLAN** ..................................................................... 4
  - CHAIN OF COMMAND .................................................................................................. 4
  - EMERGENCY COMMAND CENTER ............................................................................. 4
  - EMERGENCY OPERATIONS TEAM .............................................................................. 5
  - ASSESSING THE EMERGENCY ..................................................................................... 6
  - DAMAGE CONTROL ...................................................................................................... 8
  - DISASTER RECOVERY RESPONSIBILITIES .................................................................. 9
  - COMMUNICATION DURING CRISIS/RECOVERY ......................................................... 11
**REQUIRED REGULATORY REPORTING** ................................................................... 11
**PERSONNEL DURING EMERGENCIES** ..................................................................... 12
  - FACULTY/STAFF .......................................................................................................... 12
  - TRAINEES ................................................................................................................... 16
  - POST-EMERGENCY COUNSELING .......................................................................... 17
  - ANIMAL CARE ........................................................................................................... 17
  - CORPORATE COMPUTER/NETWORKS, TELECOMMUNICATIONS AND COLLABORATION RESOURCES .................................................................................. 18
    - Preliminary Alert Stage .............................................................................................. 23
    - Stage One Alert ........................................................................................................ 24
    - Stage Two Alert ....................................................................................................... 25
    - Stage Three Alert ..................................................................................................... 25
    - Return to Service Stage ........................................................................................... 26
    - Aftermath .................................................................................................................. 27
**INDIVIDUAL DEPARTMENT PLANS** ....................................................................... 27
**UPDATING THE COLLEGE EMERGENCY PLAN** ......................................................... 27
**EMERGENCY SITUATIONS** ....................................................................................... 29
  - BOMB THREAT ............................................................................................................ 29
  - BIOTERRORISM ............................................................................................................. 30
  - CIVIL DISORDERS ........................................................................................................ 30
  - EXPLOSION .................................................................................................................. 32
  - FIRE/SMOKE ............................................................................................................... 33
  - FLOODING, SEVERE RAIN OR HIGH WATER ............................................................... 33
  - HAZARDOUS MATERIALS/SPILLS ............................................................................. 34
  - GAS LEAKS OR RELEASES ............................................................................................ 34
  - RADIOACTIVE MATERIAL SPILLS .............................................................................. 34
  - CHEMICAL SPILLS ....................................................................................................... 35
  - BIOLOGICAL OR INFECTIOUS AGENT RELEASE ....................................................... 35
  - HURRICANE OR TROPICAL STORMS ........................................................................ 35
  - HURRICANE REACTION PLAN: MINOR HURRICANE ............................................... 36
  - HURRICANE REACTION PLAN: MAJOR HURRICANE ............................................... 38
  - ILLNESS/INJURY ........................................................................................................... 41
  - POWER OUTAGE ......................................................................................................... 41
  - TORNADO ..................................................................................................................... 42
  - VIOLENT CRIMES ......................................................................................................... 43
INTRODUCTION

This Emergency Management Plan (Plan) contains vital information for faculty, staff, residents, post-doctoral fellows and students in situations that threaten lives, research or property of Baylor College of Medicine (College). At all times, the priority of the Plan is to safeguard the lives of BCM faculty, staff, residents, post-docs, students and visitors. The Plan also seeks to provide for the safety of the research and to protect the facility.

In order to receive the most up-to-date information on emergency issues, register your contact information online with the Baylor Emergency Notification System at:
https://intranet.bcm.edu/index.cfm?tmp=/security/emergency-notification

The Plan provides for the mobilization of resources within the College to respond to emergencies and/or disasters and is applicable to all faculty, staff (hereafter referred to as employees), residents, post-docs and students (hereafter referred to as trainees), regardless of their physical location in the Texas Medical Center (TMC). When discussing College facilities, the Plan is referring to the collection of buildings known as One Baylor Plaza, Baylor Family Medicine on Kirby and on Westheimer, the Baylor Clinic, the Jamail Specialty Care Center and Baylor Medicine on the McNair Campus. College employees who have offices in one of the affiliated institutions or in leased space in the TMC, such as the McGovern Building, and BCM resident physicians should follow the procedures of that institution regarding emergencies and disasters, if available.

Baylor Family Medicine, the Baylor Clinic, the Jamail Specialty Care Center and Baylor Medicine on the McNair Campus will use this Plan as a reference in conjunction with the emergency plan developed by the Clinical Operations Team under the leadership of the Sr. Vice President and Dean of Clinical Affairs. Faculty, staff and trainees based in San Antonio at Children’s Hospital of San Antonio will follow the emergency plan of the Hospital.

The Plan applies to both administrative and academic departments of the College, and is supportive of and will be coordinated with the plans of College-affiliated hospitals, the TMC, and efforts of the local, state, or federal authorities having jurisdiction. Authorities Having Jurisdiction may include, but are not limited to, the Houston Fire Department, including the HAZMAT Team, the Houston Police Department, the FBI or other outside government agencies.
ACTIVATION/DEACTIVATION OF PLAN

CHAIN OF COMMAND
The President of Baylor College of Medicine has the final discretionary authority for activation and deactivation of any part of the Plan. The President has designated a chain of command to be followed in his absence or to be delegated at his request:
- Chief Communications Officer
- Chief Operating Officer
- Provost or on-site Senior Vice President
- On-site Vice President
- Throughout the Plan, references to the President/designee will refer to one of the above persons. The above Chain of Command will assume the position of Emergency Operations Director.

EMERGENCY COMMAND CENTER

Definition/Location
The Emergency Command Center (ECC) is the location from which the President/designee exercises direction and control in the event of an internal or external emergency. The ECC shall be located in the President's Office, room 143A. If the primary site is rendered unusable, the Board Room, M100, or Graphic Communications Conference Room (room 222H) will be used. The President/designee is known as the Emergency Operations Director.

Purpose
The purpose of those staffing the ECC will be to determine what services should be modified or discontinued, when and where employees, trainees, visitors or out-patients should be relocated both within and outside of the College, and finally, when and to what extent staff or other resources should be obtained. The ECC will coordinate communications with other TMC operating units when necessary.

Emergency Operations Director Responsibilities
- Manage the ECC and Baylor College of Medicine
- Determine the need to activate the Emergency Notification List
- Chain of Command staff are provided with regularly updated contact lists
- Coordinate and monitor, with the Office of Communications, the release of information to the media, faculty, staff and outside agencies.
Control Centers

Communications Center: The Office of Communications (BCMC 176B) will be the communications center for all internal communications and external communications, including communications with the news media. A recorded message will be available by calling 713-798-4444. Should electrical power be lost in the Cullen Building, Communications will move their activities to an alternate location. A media center will be designated at a remote location from the incident and from the Emergency Command Center.

Security Center: The Security Center (Service Building 112H) will be the control center for security and dispatching emergency teams as necessary.

Alternate Sites: If the command centers in the Cullen Building are destroyed or become unusable, the Emergency Operations Center will be moved to 222H (Graphic Communications Conference Room).

Incident Command Center: The Incident Command Center, if needed, will be located in a safe area near the event. The Incident Command Center will serve as a staging area for incident activities and a center of direct communication between the ECC and the site of the incident. The on-site security supervisor on duty will assume the role of Incident Commander until an Authority Having Jurisdiction (Houston Fire Department or Police Department or a State or Federal agency) arrives on the scene, at which time that role will be relinquished to those agencies having authority until it has been returned to Baylor College of Medicine.

EMERGENCY OPERATIONS TEAM

Team Responsibility
At the discretion of the President/designee, an Emergency Operations Team may be brought together for any potential or actual disaster in order to make decisions regarding steps to minimize the effects of the disaster. The team may direct actions to be taken during the disaster to assess damages and initiate recovery efforts following a disaster or emergency.

Team Members
The Emergency Operations Team consists of the following individuals or their designee:
- The highest-ranking person available listed in the Chain of Command referenced on the previous page.
- Communications representative
- Security Service Director
- VP Facility Services
- Executive Director, Office of Environmental Safety
- Provost or designee
- Chief Operating Officer
- Sr. VP and Dean of Clinical Affairs
- Sr. VP and Dean of Research
- Sr. VP and Chief Business Officer
• Occupational Health Program physician or representative  
• VP Human Resources  
• General Counsel/Risk Management representative  
• VP Information Technology  
• Other members of the Chain of Command  
• Dean of the School of Medicine  
• Dean of the Graduate School  
• Dean of the School of Health Professions  
• Sr. Associate Dean of Graduate Medical Education  
• Additional representatives as indicated  

**Working with Other Institutional Plans**  
Potential disasters will frequently affect multiple institutions within the TMC. TMC has developed a Disaster Preparedness Committee, which is composed of individuals from all TMC institutions. Baylor representatives serve on this committee.

A telephone line and radio communication is monitored during the time of the disaster to maintain links between institutions and the TMC. When there is time to anticipate a potential disaster, such as a hurricane, the Disaster Preparedness Committee will meet to assure communication links and information dissemination. When necessary, the College Emergency Operations Team will communicate directly with either the TMC coordinating body or other institutions. Individual departmental safety representatives should direct multi-institutional inquiries through the Command Center.

**ASSESSING THE EMERGENCY**

**Levels of Emergency**

**Level I**  
Definition: A Level I Emergency is an incident or threat of an incident which would not trigger outside interest and which can be controlled by the first responders. Available information indicates that normal College resources are adequate to handle the incident. It does not require evacuation of other than the room or the immediate area or pose a threat to nearby persons or property. Level I response would handle a minor personal injury, small spill, an easily extinguished fire, or other minor incident. Security will notify the appropriate senior College administrator. The Emergency Command Center is not activated.

Response: A Level I emergency will be initially handled by laboratory or office personnel while Security is notified by calling 8-811 for areas covered by BCM Security. Depending upon the situation, Facility Services, Environmental Safety and, if there is an injury, Human Resources and the Occupational Health Program may be notified. Security officers may activate "911" emergency call system for an injury, fire, or other situations needing outside emergency assistance. Security will notify the appropriate senior College administrator who will provide additional support as needed. **Groups located in Buildings with non-BCM Security should contact Building Security for that location.**
Level II
Definition: A Level II Emergency is defined as an incident requiring the fire department or other outside assistance and involving a greater hazard or larger area than a Level I emergency. It may be an incident posing a threat to life or property and possibly requiring evacuation of an entire floor/s of a building. It could also include an incident in which several persons are injured, become ill, a death from any cause occurs, or if a person/s is trapped. The event may exceed the resources of a department or have operational impact on several departments. Level II response would handle a fire or explosion requiring fire department action, a major hazardous material release, a rupture of high-pressure equipment, bomb threat, or terrorist activity. The appropriate senior College administrator is notified and assures that the ECC is activated. Communications is notified.

Response: BCM Security is notified immediately by dialing “8-811” and they, in turn, call the “911” emergency call system for outside assistance. If Security cannot be reached, the reporting party should call “9-911” directly. BCM Security will notify Facility Services, Environmental Safety, and, in the event of injuries, the Occupational Health Program. Personnel and resource assessments are conducted and this information will be relayed to the ECC. The ECC determines the need to retain or call in essential personnel. Groups located in Buildings with non-BCM Security should contact Building Security for that location.

Level III
Definition: A Level III Emergency is defined as an incident of disaster proportions involving a large number or potentially large number of casualties or an event that significantly impacts the operations and/or resources of more than one department. Outside agencies are contacted to provide support. A fire or flood of extended duration causing extensive damage, an extreme hazard from the release of chemical, radioactive or biological agents, or major structural collapse requiring considerable outside assistance are considered to be Level III emergencies. All hurricanes are included in a Level III emergency. The appropriate senior College administrator and Communications are notified. The Emergency Command Center is activated.

Response: the senior College administrator contacts Facility Services, BCM Security, Environmental Safety, Human Resources, and Occupational Health Program. Outside agencies are immediately contacted by BCM Security. For most emergencies (fire, spill, explosion) all efforts are directed at evacuation of personnel. Departmental personnel should not try to combat the emergency but should direct all attention to evacuation and assistance of the injured. Personnel and resource assessments are conducted and information relayed to the ECC. The ECC determines the need to retain or call-in staff. Departments should perform personnel and resource assessments (include number of staff available to release to provide general support). Clinic and research activities will be suspended. ECC calls for additional staff as needed. Groups located in Buildings with non-BCM Security should contact Building Security for that location.
General Staff Response
Do not respond to the incident unless designated to do so. Be ready to assist with duties as requested by the Emergency Command Center or Emergency Operations Team.

Damage Assessment

Assessment Team
Immediately following a Level II or Level III emergency, an Assessment Team composed of personnel from the following departments will visit the scene and report to the President/designee. The report is an assessment of damages and a preliminary estimate of the quantity and type of assistance necessary for recovery and care for the injured:

- Facility Services
- Security Services
- Environmental Safety
- Occupational Health Program
- Risk Management
- Clinicians (on-call physicians)

Based on the initial findings of the Assessment Team, the following additional external resources might be called to fully assess damages and make recommendations for damage control and recovery:

- Fire Marshal
- Reliant Energy/CenterPoint
- Insurance Company (Contact Risk Management)
- City Building Inspector
- Authorities having jurisdiction and others as needed

DAMAGE CONTROL

Following the initial damage assessment made by the Baylor Assessment Team and external agencies as appropriate, the President/designee or the Emergency Operations Team at the direction of the President/designee will initiate damage control to minimize the effects of the disaster and begin treatment of any injured personnel. When a member of the Chain of Command person arrives, that member shall assume the position of Incident Commander.

Damage Control Responsibilities by Area

Security Services

- Determine what internal and external personnel will be required to secure the damage site both initially and long-term until normal operations can be resumed.
- Assume initial Incident Command leadership, if necessary.
- Security should immediately secure the damaged site to prohibit unauthorized individuals from entering dangerous areas and to prohibit theft and further damage to Baylor property.
- The on-site senior College administrator or Security Director will serve as the initial Incident Commander until a Chain of Command person arrives.
Facility Services
- Determine what physical damages have been sustained and what external resources are needed to more fully assess damage.
- Recommend actions necessary to minimize further damage.
- Determine when recovery plan should be initiated.
- As appropriate, Facility Services personnel and/or external emergency resources will be dispatched immediately to combat any disaster and minimize the effects thereof.

Environmental Safety
- Determine what hazardous conditions may exist.
- Determine what actions should be taken by emergency personnel to avoid personal contamination to themselves and others during the recovery phase of the disaster.
- Coordinate all emergency actions necessary to contain spilled or released hazardous materials and to protect emergency response personnel from becoming contaminated.
- The Director of Environmental Safety (or designee) will assume the role of site safety and provide support to the Incident Commander.

Occupational Health Program (OHP)
- Determine the medical personnel and treatment facilities required to treat the injured.
- Determine what medical support should be available for recovery personnel during disaster recovery.
- Determine what medical/psychological support might be needed for employees, trainees and others involved in or witnessing the disaster.
- Determine and conduct ongoing long-term medical follow-up.
- OHP will be responsible for the coordination of medical response teams who will treat and remove injured personnel from the disaster site.
- The Director of the Occupational Health Program will write a detailed medical response program and be responsible for contacting the Employee Assistance Program, which will initiate the appropriate psychiatric and psychological support plan for the injured, their families, and other affected employees and trainees.

Communications
- Determine media response.
- Determine appropriate internal communications response.

DISASTER RECOVERY RESPONSIBILITIES

Documentation and Notifications
Once a Level II or Level III emergency has been brought under control, Facility Services, Security Services, Environmental Safety and the Occupational Health Program will report the extent of the damage to the President/designee. The President/designee will set priorities for cleanup activities and be responsible for giving authorization for all repairs and replacement of buildings and equipment.
Such authorization will be given in conjunction with the Insurance Company’s representative.

**Disaster Recovery Responsibilities by Area**

**Security Services**
During the recovery phase of a Level II or Level III emergency, the Director of Security will be responsible for securing the disaster site to prohibit unauthorized access and provide a safe environment until the site is returned to its operating configuration.

**Facility Services**
Based on the nature of the repairs and replacements of buildings and equipment, Facility Services personnel will work with the Vice President of Facilities and the Property Management team to bring the institution back to full operational status.

**Environmental Safety**
Environmental Safety staff will be responsible for working with all recovery teams, both internal and external, to minimize further release of hazardous materials and avoid further contamination of the disaster site and recovery personnel. The Director of Environmental Safety will be responsible for determining when and to what extent, facilities or areas are reopened. During the repair and reconstruction of a disaster area, Environmental Safety will be responsible for ensuring the proper removal of hazardous materials from the site and the proper restoration of hazardous material containment and handling systems.

**Occupational Health Program (OHP)**
OHP Director and staff will monitor the health care of the injured for the purpose of making periodic reports to the President/designee and to assist in coordinating the information flow to the Office of Communications within the guidelines of HIPAA. OHP will also be responsible for providing information to Risk Management for Workers’ Compensation and other required reporting.

**Communications**
The Chief Communications Officer and/or the VP of Communications will be responsible for all media contacts and release of information about the incident to the public and to internal personnel. If local, state or Federal agencies are involved, the VP will coordinate release of information with the agency communications team.

**Human Resources**
The Employee Assistance Program staff will serve as a resource and coordinate debriefing sessions after an event. Based on the circumstances of the event, assistance will be provided to support the family of the injured. Members of the Emergency Operations Team will participate in critical incident debriefing sessions.

**Finance**
The COO, the CFO and the SVP and Chief Business Officer will provide support and information to assist in recovery from the incident.
COMMUNICATION DURING CRISES/RECOVERY

The Office of the President and the Office of the Chief Operating Officer are responsible for maintaining a current list of the following individuals with their daytime and after-hours telephone numbers:

- Executive Leadership Team
- Department Chairs/Center Directors
- Department Administrators

Where to Get Updates

In the event of an internal or external emergency, it is essential that employees and trainees of the College be kept informed about decisions or events that directly affect them. Notification of College employees and trainees regarding implementation of any phase of the Emergency Management Plan is the responsibility of the President/designee and the Office of Communications.

Information to be disseminated to employees and trainees will be accomplished through the Emergency Notification System that includes automated emails, phone calls and text messages.

All employees are strongly encouraged to enter their personal contact information (home phone, cell phone and/or personal email) in the College’s Emergency Notification System which may be accessed at http://intranet.bcm.edu/index.cfm?tmp=/security/emergency-notification. Employees are also encouraged to provide emergency contact information in their SuccessFactors profile that can be accessed on the BCM internal website at https://intranet.bcm.edu

Emergency update information will also be posted on the BCM website, at main entrances to the College, and a recorded message will be available at 713-798-4444.

Announcements will also be made through the news media. Announcements to news media will be sent from the VP for Communications. Employees and trainees should continue to monitor local news outlets for announcements regarding the College. A recorded message will also be available by calling 713-798-4444. The BCM website (http://www.bcm.edu/) will also post all updates.

Interviews with the News Media

During an emergency, members of the news media may contact employees and trainees of the College seeking information. All interviews must be coordinated through the Office of Communications. Any statements regarding the status of the College during an emergency will be made by the President/designee, Chief Communications Officer or VP for Communications.

REQUIRED REGULATORY REPORTING

The effects of an emergency may meet regulatory criteria for reporting to the IRB, IBC, IACUC or other various federal and state agencies (EPA, CDC, NRC, TCEQ, [11])
TDSHS, etc.) as applicable. Examples of reportable incidents may include the destruction of investigational drugs, missed scheduled research visits, communications lost with research subjects, equipment destruction, issues with the health or wellbeing of animals, loss of laboratory samples or releases of biological agents, hazardous chemical material or radioactive materials.

Please see the links below for more information:

For animal care concerns (IACUC),

Reporting Unanticipated Problems, page 42.

For human research concerns (IRB),

Event Reporting Required of Principal Investigators, page 161.

For recombinant and synthetic nucleic acid research concerns (IBC),

Significant Problems, Spills, Accidents and Safety Reporting, page 70.

For releases of biological agents, hazardous chemical materials or radioactive materials (OES).

Hazardous Materials Spills/Releases, page 32

Contact the IACUC, IRB and IBC offices with any questions you may have.

IACUC  (713 – 798 – 6966)  iacuc@bcm.edu
IRB    (713 – 798 – 6970)  irb@bcm.edu
IBC    (713 – 798 – 6966)  ibc@bcm.edu
OES    (713 -798-4799)    envirosafety@bcm.edu

These offices will facilitate any required reporting to federal oversight agencies. However, PIs should address immediate hazards to research subjects and animals, and maintain communication with sponsor’s representatives in addition to the IACUC, IRB, IBC or OES offices.

PERSONNEL DURING EMERGENCIES

FACULTY/STAFF

Closure of the College
An emergency of any nature may cause all or part of the College facilities to close. Official closure of College facilities can only be ordered by the President/designee or at the direction of the Emergency Operations Team. A decision to close the College or a portion of the College will depend upon the specific circumstances of the pending or actual disaster.
If an official order is given to close the College, this order is applicable to all College employees and trainees in the Cullen Campus complex, Baylor Family Medicine clinics, Baylor Clinic, Jamail Specialty Care Center, Baylor Medicine McNair Campus and in locations leased by the College including but not limited to Fannin Tower (the former O’Quinn Tower), Greenway Plaza, the McGovern Building and suburban clinic locations. Some faculty, staff and residents located in an affiliated hospital may be deemed to be essential to the operation of that institution. Such individuals should be kept informed on an annual basis of their status with the affiliated hospital. Faculty and staff judged to be essential to an affiliated hospital will be governed by the policies in this manual for essential personnel and should follow the Emergency Management Plan in effect for the affiliated hospital in which they are located.

The Authority Having Jurisdiction (e.g. Houston Fire Department, Houston Police Department or other governmental agencies) has the authority to evacuate or close all or part of the College.

**Essential Personnel**

**Definition**
Essential personnel are those employees who are required to maintain or secure Baylor College of Medicine facilities or equipment before, during, or immediately following an emergency, disaster or potential disaster. These include faculty, staff and residents who are required to provide patient care in College clinics or affiliated institutions. Essential personnel also include employees who maintain the physical plant, animal facilities or other areas of the College deemed by the Administration to require personnel during College closings. Essential personnel for each area are identified annually along with back-up individuals for each area.

**Designation**
Only College employees, designated as essential personnel, will be permitted to remain in College facilities if an official decision is made to close any or all College facilities. Employees not designated as essential personnel and trainees will be required to leave immediately and will not be permitted to return until an official announcement is made that the facilities have reopened. See Communications section on Page 11 for how announcements will be made.

**Emergency Preparation for Essential Personnel**
Essential personnel must plan in advance in the event that they are required to remain at Baylor during a potential or actual emergency. Below is a checklist of actions essential personnel should initiate during a potential weather threat.

**In the event of a Tropical Storm or Hurricane Warning**
- Begin preparations at home. Please visit the American Red Cross website at [http://www.redcross.org/prepare/disaster/hurricane](http://www.redcross.org/prepare/disaster/hurricane) for detailed checklists on emergency preparedness for a hurricane.
  - Stay in contact with your supervisor and/or monitor the local radio and television stations for an announcement that essential personnel should return to Baylor. Notification will also be sent through the Emergency Notification System
o Call the Office of Communications at 713-798-4444 for a recorded message or check the Baylor website (http://www.bcm.edu)

• When coming to the College
  o Bring BCM ID badge! You will not be admitted without your BCM identification badge.
  o Know the location of your family members and have telephone numbers where they can be contacted. Bring items on the list below for an extended stay.

• Suggested items for Essential Personnel to Bring for a Five-Day Period
  o Food & Liquids
    ▪ Food will be provided by the College to essential personnel however, employees may bring additional food and beverages as desired.
    ▪ No alcoholic beverages may be brought on campus.

  o Miscellaneous
    ▪ Bedding (pillow, air mattress, bed and bath linens, blankets)
    ▪ Clothing suitable for working conditions
    ▪ Close toed shoes
    ▪ Personal medications
    ▪ Soap, hygiene items – showers are available for essential personnel
    ▪ Plates, cups, utensils for self
    ▪ Flashlight and extra batteries
    ▪ Paper towels and/or bath towels

The College as a “Shelter” During Emergencies
Shelter is defined as temporary housing in a College facility during an official closure of the College. Shelter will usually only become necessary during a weather-related potential or actual disaster such as a hurricane or flood. Shelter will not be provided during other disasters where Baylor facilities would be unsafe, such as during a fire.

Shelter will be provided only for essential personnel who are required to work during a hurricane or any other potential or actual disaster. Shelter will not be provided for dependents of essential personnel. If a person designated as "essential" has responsibility for minor children or elderly family members for whom no alternate shelter can be found, the supervisor of the essential person should designate them as an alternate to serve as "essential."

The College will operate the cafeteria during an official closure and meals will be provided at no charge to essential personnel. If there is a power outage on the campus, food will be provided from outside the institution.

Compensation During Emergencies

Paid Leave
If the President/Designee declares an official closure of the College, up to two days of leave at institutional expense, in lieu of scheduled workdays, may be granted to
all eligible employees during the emergency period. If a closure is announced after
the workday has begun, employees will be paid for the full day of work. If the
emergency period exceeds two scheduled workdays for the individual employee
who was not required to remain at the College as an essential employee, the excess
time will be charged to the employee's earned vacation and/or personal leave time.

Following the resumption of normal operations, essential employees who are
required to remain and work through the official closure will be granted an equal
number of leave days as other employees.

Declaration of a disaster situation and the partial or complete closure of
the College is an institutional, administrative decision. A decision to close
outpatient clinics will be made by the Sr. Vice President & Dean of Clinical
Affairs or his/her designee. Supervisors may not release employees and
trainees prior to official notification of a closure or otherwise deviate from
official College policy in personnel or payroll management at such times.

All College employees and trainees are to remain at work until released by their
supervisors when the College is officially closed due to a disaster. Employees may
use vacation and/or personal time to leave in advance of official closure of the
College if they deem it necessary and have obtained permission to leave from their
supervisor.

Employees leaving without official release will be denied any administrative leave
and will be charged earned time for all scheduled work days until their return, and
will be subject to disciplinary action.

Overtime Compensation
During the official closure, all essential employees required to remain at work at the
College may be scheduled for 12-hour work shifts. Eligible nonexempt employees
will be handled as if a special daily work contract exists and will receive time-and-one-half pay for work in excess of 8 hours in a calendar day and 40 hours in a
workweek.

Employee Leave
Employees not designated as essential who are on vacation, sick leave, or other
approved leave status at the time of an official closure, will remain on an earned
leave status until the emergency is over. Essential employees on vacation or other
approved leave status at the time of an official closure are expected to return to
Baylor to fulfill their roles unless otherwise approved by their supervisor.

Leave for handling serious personal problems after normal operations are resumed,
e.g., extensive home damage, will be granted on an individual basis by forwarding
requests through appropriate supervisors. Human Resources will communicate the
procedure for this process.

Employees who are allowed time off by their supervisors to secure their personal
property prior to the official emergency period will have this time recorded as either
vacation or personal leave. If the College is officially closed and leave is granted as
described above, essential employees may use the leave to cover time taken off prior to the emergency to secure personal property.

Modifications of these general policies may be required based on the severity, length, and character of the disaster and the timing of the emergency period within the workweek. Such modifications will be based on the institutional goals of maintaining adequate staff to implement the institution's modified mission during such times.

Disciplinary actions taken because of the unavailability of personnel who leave without release and without regard to the needs of the institution may be appealed through the regular grievance process.

Resumption of Regular Work Schedules
A notice that the College has closed is effective only for the day of the notice. If the College is to be closed for longer than one day, a new notice will be announced for each subsequent day that the College is closed. All announcements will be made using the Emergency Notification System, recorded message at 713-798-4444, the BCM website and news media, as appropriate. It is the employee's responsibility to register their after-hours contact information into the Emergency Notification System and/or to monitor the news outlets for these announcements.

Employees may also call the Office of Communications (713-798-4444) for a recorded message or check the Baylor website, http://www.bcm.edu

TRAINEES

In the event of an official closure of the College, medical students, health professions students, graduate students, tropical medicine students and research postdoctoral fellows will be released from class until the College is officially reopened.

Students
Medical and health professions students wishing to volunteer to work during a disaster should contact the Emergency Command Center for assignment. The Command Center will work with the Office of Communications and Community Outreach to identify volunteer opportunities within Baylor and contact the BCM affiliated hospitals to determine the need for volunteer medical and health professions students. Students on rotation in hospitals should continue their scheduled rotation unless otherwise notified.

Graduate students and research postdoctoral fellows wishing to volunteer to work during a disaster should contact the Emergency Command Center for assignment.
Residents and Clinical Fellows
In the event of a disaster or potential disaster, residents and fellows will continue to work as scheduled in the affiliated institution to which he/she is currently assigned and follow the disaster plan of the respective institution unless otherwise notified by the Sr. Associate Dean of Graduate Medical Education.

POST-EMERGENCY COUNSELING
There is considerable evidence that the distress suffered by individuals following unexpected traumatic or threatening circumstances can be reduced by early contact with trained counselors. Trained counselors and personnel from the Employee Assistance Program can provide both early debriefing of groups of at-risk individuals after a job-related event and follow-up intervention with any individual who develops symptoms in subsequent days or weeks.

After any traumatic event at the College, such as fire, explosion, hurricane, etc., trained counselors will be available for individual or group debriefing. Personnel interested in receiving such services should contact Human Resources Employee Relations Department (713-798-5886). Employee Relations will be responsible for directing those in need of counseling to designated faculty or counseling services and follow-up.

KEY CONTINGENCY PLANS
ANIMAL CARE

Responsibility
The majority of animals used for biomedical research at BCM are rodents. Cryopreservation is the most effective way to ensure that valuable rodent lines are preserved in the event of a catastrophe. Researchers are encouraged to cryopreserve valuable rodent lines, either with BCM’s Genetically Engineered Mouse (GEM) Core or other parties that offer this service.

The protection and care of animals in central animal facilities will be the responsibility of personnel from the Center for Comparative Medicine.

Hurricane Warnings:
CCM has developed a detailed plan whenever the Houston area is threatened by a hurricane. CCM personnel are trained on this plan annually prior to hurricane season and at least one mock drill is performed. The essential elements of the plan are:

- All normal work ceases and all animals provided with adequate food and water well before the expected storm arrival. Extra feed and water are stored in each facility in the event of power loss. A team is assigned to ride out the storm in all facilities. A leadership team also rides out the storm that includes the Attending Veterinarian, the Director, the Emergency Coordinator, Operations Managers, and others. A catastrophic event during this period will be treated as an Unplanned Incident (below).
**Unplanned Incidents**: Examples of unplanned incidents are situations such as flash floods, fires, or explosions in animal facilities or in areas that affect animal facility operations. CCM has developed a simple, flexible plan that can be implemented to better manage incidents that are situation-specific.

The plan consists of two key components: centralized decision-making and communication.

1. The first responder(s) will assess the situation and take whatever steps are necessary to protect personnel, animals, and/or facilities.

2. If the situation is not resolved by the first responder(s), as soon as is possible the first responder will report the incident to the CCM Director or Emergency Coordinator.

3. Decision-making and direction of response to an incident will then reside with the CCM Director, Emergency Coordinator in the absence of the Director, or designee of the Director.

4. Communications will be coordinated by the Administrative Officer to (1) keep key CCM personnel informed of decisions, (2) keep key BCM departments informed of actions, and (3) recall key CCM personnel during off-hours for response to the emergency.

If a break-in is attempted, personnel in a central animal facility or a satellite facility should immediately call Security for assistance. Security will notify the police, President/designee, Center for Comparative Medicine and Communications of the break-in attempt. Security has phone numbers and pager numbers for all key CCM employees for after-hours emergencies.

**CORPORATE COMPUTER/NETWORKS, TELECOMMUNICATIONS AND COLLABORATION RESOURCES**

This plan encompasses corporate computer systems and the Baylor Enterprise Network under the control of the Office of the Vice President for Information Technology. Corporate computer/networks are inclusive of computer systems and data in administrative, education, research and clinical areas that are managed by the Office of Information Technology. Personal computers, computer systems and other peripheral devices operated by departmental personnel are the responsibility of each department.

**Corporate Computer/Networks**

**Crisis Prevention**
Some of the most likely causes of crises affecting the corporate computers include heat and humidity build-up caused by air conditioner failure, power fluctuations,
water leaks, relatively small fires and vandalism. Some equipment and procedures are in place to minimize the impact of these events in the computer room.

- A UPS (uninterruptible power supply) system to control power fluctuations.
- Moisture detectors in computer rooms.
- Automatic fire suppression system in one computer room; however both rooms will alarm into the building fire alarm system.
- Controlled access system to help fight vandalism.
- Cooling systems to control heat and humidity and there are alarms to notify Facility personnel in the event of rising heat.

**Power Failures**

Emergency power is available to corporate computers located within the IT Data Center. Emergency power includes the following:

- 30 minutes of ride through and backup power provided by the Data Center’s UPS system.
- 36 hours of emergency power available from Facilities main generator for both corporate computers and cooling systems.

**Hurricane Preparedness**

When a hurricane is imminent, corporate computing equipment managed by OIT will remain functional on a best effort basis. Depending on specific circumstances, and as needed, a small ride-through team (fewer than 12 persons) may be required to remain on campus during the hurricane passage. Once the storm has passed, additional designated personnel will return to Baylor as soon as possible to assist in a damage assessment. If damage has occurred, one of the procedures below will be initiated.

**Partial Damage to Computer Center/Network**

If there is some damage to computer or network equipment but the facilities are not damaged, equipment vendors will be notified. OIT will work with vendors to replace damaged hardware as soon as possible. Processing of non-critical applications during this time frame will necessarily be suspended. Normal operations will resume when the replacement equipment has been installed.

**Major Damage**

If major damage occurs, the same plan described above for partial damage will be implemented for processing critical applications. If the facilities incur major damage, OIT will coordinate alternatives with the Facility Services area.

**Back-up Computer Facilities**

In the event of partial or total destruction of Baylor’s computer facilities or the interruption of processing capabilities, Baylor will work with affiliated institutions, the DR location in Dallas, and/or cloud computing vendors to identify options for system processing.

**Corporate, Education, Research and Clinical Data**

Critical corporate, education, research and clinical data is protected by the following method: Replication tools and software, data where replicated to an alternate data center facility (within BCM, cloud vendors, or the DR location in Dallas).
Telecommunications
Area-Wide Emergencies
In the event of an area-wide emergency, such as a hurricane, major storm or electrical outage, the OIT-Telecommunications team will work with all relevant vendors and service providers to restore service as quickly as possible. A Telecom Command Center (TCC), which will function as the communications and coordination hub for telecommunications-related infrastructure during an emergency, will be established immediately following the declaration of a College emergency. The TCC will remain in force as long as it is beneficial in restoring service caused by a disaster.

The TCC shall provide the following as minimal services during the crisis portion of an emergency:
- Emergency trouble desk, 713-798-4425 or IT Emergency on Call List
- Repair - parts procurement.
- Additional labor procurement.
- Status notification.
- Post-emergency evaluation.

Based on specific needs, the TCC will be located at one of several different sites. The locations of the TCC in order of preference are Telecommunications Room 407H floor or McNair, 5th floor.

Catastrophic Loss Due to Fire, Flood or Storm
In the event of a catastrophic loss of the telephone systems (BCM currently has two systems, Avaya and Cisco), Baylor will work with all vendors and service providers to provide an emergency replacement system. Depending on the scope and severity of the disaster, the emergency system may be delinquent in some major and/or minor features. The replacement system(s) will be taken from central systems and/or directly from the manufacturer's emergency systems based on availability and how widespread the disaster is.

Contingency Plans
IT Telecommunications have contingency plans in place for the following events:
- Extended power failure
- Fire damage
- Loss of fiber optic links
- Loss of the voice messaging system
- Loss of forwarding to answering Services
- Accidental fire suppression system release
- Labor disputes
- Loss of service provider circuits

Preventive Measures
IT Telecommunications has implemented measures to prevent or provide early warning of a potential emergency situation. These measures include:
Remote monitoring and access to the telephone systems is maintained 24 hours a day to monitor and respond to certain alarm conditions. This allows critical software alarm conditions generated by the telephone systems to be monitored both from the Technical Assistance Center and the on-call switch technician’s home. Critical alarm indicators have also been installed in the Baylor Security Office.

At the main telephone switch (407H), a fire-retardant system utilizing halon gas to smother fires that may occur inside the telephone switch room is maintained. FM200 fire suppression system is in place for Baylor Clinic.

Each switching center is equipped with a minimum of four hours of reserve battery power in the event of a commercial electrical power failure. Interruption in commercial electrical power will not interrupt telephone service since the batteries are designed to be immediately available.

In order to facilitate the reloading of telephone information into a new or repaired telephone switch, records of the system are maintained on-site as well as off-site for the switch and all applications.

Collaboration Resources

Microsoft Office 365

In the event of an area-wide emergency, such as a hurricane, major storm or electrical outage, Microsoft O365 services which are hosted in the Microsoft O365 cloud should be available to BCM end-users who have access to a computer or smartphone/tablet with Internet access. This should apply to computers on the BCM Network (barring interruption in BCM network availability) as well as those that are attached to the Internet from an external location (e.g., home, coffee shop, hotspot, etc.).

Services available to BCM end-users from Microsoft should include (not an exhaustive list):

- Email (Outlook Client, Outlook Web, SmartPhone Mail app, etc)
- TEAMS (Chat, IM, TEAM Sites & Channels, Files, etc.)
- SharePoint (Websites, File data, etc.)
- PowerApps (Low-Code developed applications)
- OneDrive (File Sharing & Storage for End-Users)

Authentication Services (Single Sign-On, MFA, Logon)

Authentication services are hosted on the BCM network and also in the Microsoft Cloud. Therefore, services authenticating end-user logons should be available to end-users located on the BCM network (barring loss of the BCM network) and available to end-users working external to BCM as long as the end-users device can connect to the public Internet from their remote location.

Departmental Information Technology Checklist
Pre-Hurricane Season Checklist
Because the hurricane season lasts from June 1 to November 30 each year, the following items should be addressed before the start of the hurricane season.

NOTE: The Office of Information Technology recommends that Departmental Checklists and the work developed as a result of the following tasks be stored in a Microsoft TEAMS site available to all departments, faculty, or staff. For more information on Microsoft TEAMS, please visit the IT Service Portal @ https://it.bcm.edu and search on “Teams” OR contact the OIT Help Desk @ (713) 798-8737.

Pre-Hurricane Season General Departmental Specific Tasks

❑ Implement a hurricane planning team. Depending on the size of the department, this group should include the department head, a computing systems person, and an administrative person. One of these individuals should be considered the primary contact for the department and another should be listed as the alternate backup person.

❑ Ensure that hurricane planning team members are familiar with the Baylor College of Medicine Emergency/Disaster Management Plan which is located online at https://intranet.bcm.edu/?tmp=/security/emergency-management

❑ Prepare information that can be sent to all employees and staff that contains general information regarding hurricanes and threats to the College and departments.

❑ A definition and list of department personnel who are deemed to be “essential” in the event of a hurricane and their contact information. This information should be shared with all employees and staff.

❑ Update internal contact information; cell phone numbers and, if applicable, home phone numbers.

❑ Update contact information for IT service and equipment support vendors who are deemed critical in helping the department survive and recover from the disaster.

❑ Create a notification tree to be used in the event that a hurricane occurs after normal business hours or during the weekend.

❑ A plan for educating your department personnel about safety and the emergency action plan.

❑ Inventory supplies against the supplies checklist and replenish if necessary. Ensure supply locations are noted on the checklist.

❑ Review checklist of departmental administrative critical documents and media that should be protected in the event of a hurricane.
❑ If indicated, follow the policy for notifying clinic patients of canceled appointments or directing patients to an alternate location for treatment. Final decision regarding clinic cancellation or relocations is the responsibility of the Sr. Vice President and Dean of Clinical Affairs.

❑ A step-by-step plan and timeframe if a departmental office needs to be set up in an alternative location.

❑ Departments with research labs must assure that all essential equipment is plugged into emergency power outlets and make plans for maintaining research projects if the College is closed. Emergency contact information for the lab should be posted outside each lab.

❑ An annual method for reviewing and updating your department’s hurricane plan.

**Computing Systems Specific Tasks**
The following are tasks that should be completed before the hurricane season that specifically concerns aspects of the department’s information technology equipment and services.

❑ Discuss with key decision makers in the department the feasibility of purchasing a portable backup device (i.e. USB drive, etc.) if the department does not have its own server.

NOTE: OIT recommends using Microsoft OneDrive and Microsoft Teams for storing end-user and general department data. For research departments that have very large data sets or significant numbers of files (excess of 100,000), OIT maintains a service for Research Data Services (RDS for a fee). Please visit the IT Service Portal @ [https://it.bcm.edu](https://it.bcm.edu) to learn more.

❑ Inventory the computing systems in the department. Include in this inventory systems that are located on the floor and close to windows.

❑ Create procedures implementing the Information Technology hurricane plan for the department.

❑ Create a document outlining the specific steps necessary for implementing a non-scheduled server(s) backup in the event of a hurricane. The most critical backups should be removed and stored or sent to an off-site location.

❑ Identify and create a checklist of software media and other documentation that should be protected in the event of a hurricane.

❑ Create a hierarchy of critical services and infrastructure to determine what should be brought on-line first.

**Preliminary Alert Stage**
The following checklist should be used during a Preliminary Alert Stage that has been issued by the College.

❑ Start this checklist for Hurricane <hurricane name goes here>.
Review departmental hurricane planning team members for availability and weekend callback to the department. Prepare staff for vacation cancellations.

Ensure that adequate backup media are available, if applicable.

Review the personnel notification tree that was created previously and ensure that it is accurate. This notification tree will be used in the event of Stage Two Alert and/or if the alert occurs after normal business hours or during the weekend.

Ensure that any new employees are aware of the departmental hurricane plan.

Send out the departmental memo reminding staff of the local radio stations, telephone numbers, and Baylor website that can provide important updates during the hurricane, particularly if the hurricane occurs after normal business hours or during the weekend.

**Stage One Alert**

The following checklist should be used during a Stage One Alert Stage that has been issued by the College.

**Important Note:**

- Be prepared to use the personnel notification tree to contact employees and staff if there is the potential that this alert may occur after normal business hours or on the weekend.

Meet with the hurricane planning team and clarify roles. The department should distribute any necessary checklists to users to help them prepare for a hurricane.

Bring emergency supplies on-site and secure in the department-designated area until needed.

Test flashlight batteries and replace if necessary.

Allow employees and staff to have time off to secure personal property and purchase supplies for their home.

Send an email to departmental staff members that critical data should be backed up on the departmental server(s) or other recommended resource.

**NOTE:** OIT recommends using Microsoft OneDrive and Microsoft Teams for storing end-user and general department data. For research departments that have very large data sets or significant numbers of files (excess of 100,000), OIT maintains a service for Research Data Services (RDS for a fee). Please visit the IT Service Portal @ [https://it.bcm.edu](https://it.bcm.edu) to learn more.
Stage Two Alert

The following checklist should be used during a Stage Two Alert Stage that has been issued by the College.

**Important Notes:**

- Although the College does not officially close, network connectivity throughout the College may be suspended. All users and employees should receive notification regarding this possibility.

- Because of the potential suspension of network connectivity and unavailability of enterprise servers, it is absolutely imperative that all critical data has been backed up to the designated locations.

- Be prepared to use the personnel notification tree to contact employees and staff if there is the potential that this alert may occur after normal business hours or on the weekend.

- Notify the departmental community that the Enterprise network may be impacted as a result of power loss or impact to the network and users’ critical data should be backed up immediately.

  NOTE: OIT recommends using Microsoft OneDrive and Microsoft Teams for storing end-user and general department data. For research departments that have very large data sets or significant numbers of files (excess of 100,000), OIT maintains a service for Research Data Services (RDS for a fee). Please visit the IT Service Portal @ [https://it.bcm.edu](https://it.bcm.edu) to learn more.

- Complete any necessary administrative processing and begin backup procedures for the departmental server(s), if applicable.

- Secure application media and documentation in plastic bags and move to a secure location.

- Secure all loose items, such as documents, pens, folders, data storage devices etc. and store inside desks and cabinets.

- All departmental staff should be instructed to monitor the normal communication channels for the potential of the College closing due to a Stage Three Alert.

Stage Three Alert

During a Stage Three Alert, the College is officially closed. The primary task for all employees and staff is to monitor the normal communication channels regarding the College’s closure.

**Important Note:**

- Ensure that all employees and staff are familiar with where to obtain information regarding the status of the College.
Office of Communications 713-798-4444 for a recorded message
Baylor College of Medicine website at [http://www.bcm.edu](http://www.bcm.edu)
All local news outlets.

➢ **Be prepared to use the personnel notification tree to contact employees and staff if there is the potential that this alert may occur after normal business hours or on the weekend.**

❑ The primary departmental hurricane planning contact and all department heads should notify off-duty personnel not to report to work.

**Return to Service Stage**

During the Return to Service Stage, the primary tasks involve assessing the department and any computing equipment for damage, as well as doing the necessary tasks to return the department to normal operations as soon as possible.

**Important Note:**

➢ **If there are any computing systems that appear to have water damage, DO NOT attempt to power-on any damaged systems.**

❑ After the authorization to return to work announcement is made, the designated hurricane planning key contact, department head, and system administrator (if applicable) should check the departmental areas and assess for damage when it is safe to do so. This would include checking for electrical power, available air conditioning, and security.

❑ The hurricane plan key contact should notify essential personnel that they should return to work.

❑ The hurricane plan key contact and other essential personnel should begin the process of restoring computer operations to the department if indicated they can do so.

❑ Begin the process of restoring power to the individual workstations to the department.

❑ Inventory individual workstations and servers and assess network connectivity and access to data backups.

❑ The hurricane planning team should relay the damage assessment to the appropriate persons at the College. Ordinarily this will be coordinated through the Office of Communications.
Aftermath

During the Aftermath stage, the primary tasks involve assessing the success of the departmental hurricane plan, replenishing any supplies that were used as a response to the hurricane, and if applicable, ordering new equipment if any damage was realized. These tasks should be completed within 5 business days after the Return to Service Stage.

- Critique the process and update your departmental Hurricane Plan.
- Replenish supplies used during the disaster.

INDIVIDUAL DEPARTMENT PLANS

Each department should develop a written plan that instructs essential employees and trainees of their duties and responsibilities before, during and immediately following a disaster. Most academic departments will only be responsible for their immediate areas while administrative departments may have campus-wide responsibilities. In most cases, essential personnel in academic departments will be required after the initial disaster has passed and recovery begins.

Department plans should be forwarded to the Office of Communications and will be reviewed by the Office of Environmental Safety. Departments should use the template plans provided by the OES which may be found at: https://intranet.bcm.edu/index.cfm?tmp=research/enviro_safety/emerg/deptplan

All departments, both academic and administrative, should develop a specific plan, incorporating the expectations of this plan and addressing the actions of department personnel in the event of an emergency or potential emergency. Such plans should include but not be limited to:

- The appointment of a Department Safety Representative and at least one alternate.
- A list of cell phone and, if applicable, home phone numbers for all faculty, staff and trainees in the department.
- A description of essential department activity that is required to continue the operations of the College as a whole, the department, or a specific research project, in the event of a disaster.
- A definition and list of the department personnel who are deemed to be "essential" to meet the needs of essential department activities.
- A description of the activities required to affect an orderly shutdown of the department in the event of disaster or potential disaster.
- If indicated, a policy and system for notifying clinic patients of canceled appointments or directing patients to an alternate location for treatment.

UPDATING THE COLLEGE EMERGENCY PLAN
The Plan must be accurate and timely. Updates and revisions will be completed as follows:

- The Office of Communications will update the Plan annually and it will be reviewed by the President & CEO, the College Executive Leadership Team and other leaders with responsibility for implementing the plan.
- Academic and administrative departments will update all information in their plans and report all changes to the Communications office.
EMERGENCY SITUATIONS

The purpose of this plan is to provide guidance in the event of emergency situations such as bomb threats, terrorism or bioterrorism at or near the College. All terrorist threats must be treated seriously. Terrorist threats may be delivered through various means (e.g. letter, computer, or telephone). If you are made aware of a threat by phone, remain calm and try to get as much information as possible as outlined below. The following is a list of various emergency situations and threats and a guideline for managing the situation.

Please also refer to the training video and or text document titled “Run, Hide Fight” for additional information. http://www.readyhoustontx.gov/videos.html

BOMB THREAT
General Response to a bomb threat received by phone:
• Keep the caller on the line as long as possible. Do not hang up.
• Note the phone number on the caller ID screen.
• Make detailed notes of everything the caller says.
• Call 911 and notify BCM Security immediately at 713-798-3000.
• Groups located in Buildings with non-BCM Security should call 911 and contact Building Security for that location.
• Report the call to your supervisor/manager/director.
• Assist Security and the Houston Police Department or other law enforcement agency as requested.
• Assure two-way radios, pagers, cellular phones and other devices using a frequency are not being used. (Note: Devices can cause pre-detonation)

Response to suspected bombs, such as letters or packages:
• Do not handle, continue to handle or alter item(s).
• Notify Security immediately at 713-798-3000 or 8-811.
• Groups located in Buildings with non-BCM Security should contact Building Security for that location.
• Preserve all evidence and information.
• Follow instructions regarding evacuation of the area.

Security Department Actions:
• Refer to the Security Department Plans.
• Notify the Houston Police Department.
• Notify the appropriate senior College administrator.
• Assure radios, pagers, cellular phones and other frequency devices are not being used.
• Instruct all personnel engaged in the search not to touch or handle any suspicious objects.

President/designee/appropriate senior College administrator:
• Assure that Security, Houston Police Department or other law enforcement agency has support in securing the area and searching for the bomb.
• Determine the need to establish the Emergency Operations Center.
• Determine the need to activate additional emergency preparedness plans (i.e. evacuation).

Evacuation:
• After search and/or evaluation regarding the nature of the Bomb Threat message, an evacuation may be ordered by:
  o Administration/Designee
  o Security
  o Houston Police Department
  o Houston Fire Department
  o Other Authorities Having Jurisdiction

Affected areas will be notified by Security. All information shall be relayed in person without the use of mechanical devices. If the approximate location of the bomb is identified, evacuation should begin closest to the identified location first, and then proceed outward from the starting point. If no location is provided in the threat, begin with the highest floors and with areas most remote from the elevators then proceed one floor at a time.

BIOTERRORISM
Bioterrorism may occur as covert events, in which persons are unknowingly exposed and an outbreak is suspected only upon recognition of unusual disease clusters or symptoms. It may also occur as an announced event in which persons are warned that an exposure has occurred. Healthcare facilities should be prepared to manage both types of events. Because of the rapid progression to illness and potential for dissemination of some of these agents, it may not be practical to await diagnostic laboratory confirmation. Instead, it may be necessary to initiate a response based on the recognition of high-risk syndromes.

Because of the close proximity of Baylor College of Medicine to a number of hospitals in the Texas Medical Center, and the close affiliation of the College to these patient care facilities, Baylor emergency team personnel monitor disaster preparedness drills held in these facilities. There is also coordination between institutions on how to respond in the event of a bioterrorism attack.

Healthcare institutions must be aware of the potential for bioterrorism attacks and recognize that they may be the initial site of recognition and response to bioterrorism events. If a bioterrorism event is suspected, Houston emergency response organizations should be immediately notified. Notification should include local infection control personnel and local and state health departments, the FBI field office, local police and the Centers for Disease Control.

CIVIL DISORDERS
Civil commotion-public disorder that may range from acts of a prankster to mass armed aggression.

Response to Civil Disorders
• Any person having knowledge of a civil commotion or a potential civil commotion should contact Security at 713-798-3000 or 8-811. Groups located in Buildings with non-BCM Security should also contact Building Security for that location.
• The Director of Security or a designated Security Officer shall keep the President/designee, appropriate senior College administrator, and the Office of Communications informed of pending civil disorders that might adversely affect the College.
• In the event of a potential or actual civil disorder, the President/designee or the Emergency Operations Team, convened at the direction of the President/designee, will approve all subsequent activities listed herein.
• Security Officers will take the necessary measures to protect lives and College property.
• Security will notify Texas Medical Center Security and Houston Police Department.
• Security will move employees in areas of danger to safety. The place of safety will be determined at the time of incident.
• Security will put Facility Services and Environmental Safety on alert for possible fires or other intentional disasters.
• Evacuation of the building will be made through exits that do not lead to the demonstrators. Employees should be reminded to close blinds or drapes on windows, and to stay away from windows.

EVACUATION
These procedures outline the general building evacuation procedures for the main Baylor College of Medicine campus. Employees located in other buildings should follow the procedures of that building.

Authority
The order to evacuate specific areas on campus may come from different sources:
• BCM personnel who work in the immediate danger area
• Security Services
• Office of Environmental Safety
• Houston Police Department officials
• Houston Fire Department officials
• Authorities Having Jurisdiction

An evacuation may occur in the following circumstances:
• Emergency situation in a specific area
• Notification of emergency situation in another area
• Fire Alarm with instructions to evacuate
• Order by Security or Environmental Safety personnel to evacuate

During an evacuation
• Stay calm
• Do not run
• Follow directions from security or emergency personnel
• Do not use elevators. Elevators will be operated by emergency personnel only.
• Disabled occupants should call 8-811 immediately and inform BCM Security of their location and disability
• Disabled occupants located in Buildings with non-BCM Security should contact Building Security for that location.
• Security will inform emergency personnel of the nature of the emergency
• Security will immediately dispatch emergency personnel as appropriate to facilitate the evacuation and/or rescue
• After evacuating, stay away from the building
• Follow the protocol for your area and notify your supervisor of your location
• Security & emergency personnel will check all floors for hazards and occupants
• Security & emergency personnel will be the last to evacuate and will check in with the BCM Emergency Command Center Director
• Re-entry to building will occur following a decision made by the BCM Command Center Director or the agency having jurisdiction

EXPLOSION

In the event of an explosion, individuals should:
• Confine the area of the explosion
• Call BCM Security at 8-811
• Dial 9, 911 if Security cannot be reached
• Groups located in Buildings with non-BCM Security should call 911 and contact Building Security for that location.

Be prepared to provide the following information:
• Your Name
• Location of the explosion
• Number of victims (if any)
• Severity of injuries (if possible)
• Description of the explosion (size, smoke, etc.)
• Follow directions from Security or other emergency personnel

Security & Emergency Personnel
• Notify the City of Houston by dialing 9,911 immediately
• Determine
  o The exact location of the event
  o The nature of the situation
  o The severity of the situation
  o The resources necessary to handle the situation
  o Give aid to victims as practical
  o Escort Fire, Police & EMS to the scene
  o Assist in the evacuation
  o Call for additional emergency personnel as necessary
  o Notify the Office of Environmental Safety
  o Examine the infrastructure for damage

Emergency Personnel should:
• Be alert to the possibility of a secondary device/explosion
• Be aware of the possibility of structural failure
• Control & supervise bystanders
• Preserve evidence

Only emergency personnel involved in the actual care of victims should remain in the immediate area.

**FIRE/SMOKE**
In the event that you smell smoke or see fire, remember RACE:
• **Rescue** when possible and necessary
• **Alert** emergency personnel:
  o Call BCM Security at 8-811. If Security cannot be reached, Dial 9,911
  o Groups located in Buildings with non-BCM Security should call 911 and contact Building Security for that location.
  o Be prepared to give
    ▪ Your name
    ▪ Location of the smoke
    ▪ Your location
    ▪ Description of the smoke (odor, color, etc.)
    ▪ Pull the Fire Alarm
• **Confine** the smoke to the area of origin, if possible, by closing doors to the surrounding area.
• **Evacuate** to a safe location away from the smoke or flame

**Other Important Safety Actions**
• Alert all occupants of the area that they should evacuate
• Extinguish the fire (if any) using a portable extinguisher if you believe that one extinguisher will be sufficient and you are able to safely discharge the extinguisher.
• Evacuate immediately if one extinguisher will not suppress the fire or if you are unable to discharge the extinguisher.

**Security, Facility Services and Emergency Personnel:**
• Respond to the building Emergency Command Center
• Respond to the Houston Fire Department access point *(one security officer)*
• Determine:
  o Exact location of the event
  o Nature and severity of the incident
  o Necessary resources to handle the situation
  o Assist as directed by emergency officials
  o Escort Fire, Police & EMS to the scene

**FLOODING, SEVERE RAIN OR HIGH WATER**
The Braes Bayou drains water from the Texas Medical Center and the West and Southwest areas of the city of Houston. The TMC Security Staff monitors the drainage systems in and around the Texas Medical Center and contacts Baylor
Security when rising water threatens to flood the Texas Medical Center. Baylor Security also monitors the water level and will then inform the President/designee and Communications. The President/designee will decide what further actions, if any, should be taken.

Depending on conditions at the time, employees will either be ordered to evacuate the College or asked to remain in the College facilities due to an inability to safely leave the immediate vicinity. Unless the College has been officially closed, employees who leave Baylor because of conditions in another part of the city must charge their time away from work to accumulated vacation or personal leave.

The Office of Communications will be responsible for communicating to College personnel all decisions made by the President/designee and the Emergency Operations Team using the procedures described in Communications, Section of this manual.

HAZARDOUS MATERIALS/SPILLS
In the event of an accidental release of a hazardous material, either as a spill or as a result of faulty ventilation, the Office of Environmental Safety (713-798-4799) must be notified immediately. Do not clean up any material until a member of the OES team is on site. Do not call Housekeeping or Facility Services personnel to cleanup a spill of hazardous material. Facility Services will address ventilation problems.

When reporting a spill, describe the material that is spilled, its exact location, and a telephone number where you may be reached if you are unable to safely remain in the vicinity. It may be necessary to have Security personnel assist in securing the area to prevent intrusion.

Security will notify the Office of Environmental Safety, Facilities, the appropriate senior College administrator, the President/designee and the Chief Communications Officer of the spill. The President/designee will monitor the situation and take such action as deemed necessary in the circumstances or as directed by emergency personnel.

GAS LEAKS OR RELEASES
If gases or vapors penetrate an area, individuals should leave the area at once and the OES should be contacted immediately. Others in the adjacent areas should be notified to evacuate. No one should enter the area unless appropriate respiratory protection is worn, under the direction of Environmental Safety.

RADIOACTIVE MATERIAL SPILLS
Most radioactive spills at Baylor College of Medicine will not be of a life-threatening nature; however, careless spreading of the contamination may result in a time-consuming and costly cleanup. Any radioactive spill, no matter how small, should be addressed immediately to prevent the spread of contamination with the direct observation of a representative from Environmental Safety.
CHEMICAL SPILLS
Chemical spills may be of such diverse nature that a variety of spill cleanup procedures may be required. Contact the Office of Environmental Safety immediately. Do not re-enter an area after a spill until the Houston Fire Department or Environmental Safety has given approval to reoccupy the laboratory or office area.

BIOLOGICAL OR INFECTIOUS AGENT RELEASE
Contact the Office of Environmental Safety (OES) immediately at 713-798-4799 when a spill or release of biological or infectious material is suspected. The OES will advise if individuals should stay in the location until OES personnel arrive or evacuate the room, floor or building.

Contingency Plan
A contingency plan has been prepared in accordance with the Environmental Protection Agency rules and regulations specified in 40 CFR 264, Subpart D. This plan describes the actions Baylor personnel must take in response to any fires, explosions, or releases of hazardous waste or hazardous constituents in Baylor's hazardous waste storage facilities that could threaten human health or the environment. The Office of Environmental Safety maintains a copy of the plan.

HURRICANE OR TROPICAL STORMS

Terminology
- **Watch**: Hurricane conditions (sustained winds greater than 73 mph) are possible in the watch area within 36 hours.
- **Warning**: Hurricane conditions (winds of 74 mph or more and/or dangerously high water) are expected within 24 hours.
- **National Weather Service**: The National Weather Service includes the National Hurricane Center and is responsible for tracking tropical storms and hurricanes, issuing warnings and watches, and determining the strength of a hurricane.

Categories
- **Tropical Storm**: Any storm with sustained winds of 35 mph or greater.
- **Hurricane**
  - **Minor Hurricane**: Any hurricane that is classified by the National Weather Service as a Category 1, or 2 Hurricane.
  - **Major Hurricane**: Any hurricane that is classified by the National Weather Service as a Category 3, 4 or 5 Hurricane.
  - **Alert Stages: Minor Hurricane**
    - **Preliminary Stage**: Notification by National Weather Service that a minor hurricane is within the Gulf of Mexico or landfall is expected within 96 hours
    - **Stage 1 Alert**: Landfall expected on the Upper Texas Coast within 48 hours
    - **Stage 2 Alert**: Landfall expected on the Upper Texas Coast within 24 hours
• **Stage 3 Alert**: Landfall expected on the Upper Texas Coast within 12 hours
  
  o **Alert Stages: Major Hurricane**
    
    ▪ **Preliminary Stage**: Notification by National Weather Service that a major hurricane exists in the Western Hemisphere within 96 hours.
    
    • **Stage 1 Alert**: Landfall expected on the Upper Texas Coast within 72 hours  
      
    • **Stage 2 Alert**: Landfall expected on the Upper Texas Coast within 48 hours  
      
    • **Stage 3 Alert**: Landfall expected on the Upper Texas Coast within 36 hours  
      
**Tracking**

Facility Services personnel are responsible for tracking tropical storms or hurricanes threatening the upper Gulf Coast and for keeping the President/designee informed of changing status. The following Storm Action Plans will be implemented based on the category of the hurricane or tropical storm.

**HURRICANE REACTION PLAN: MINOR HURRICANE**

In the event of a minor hurricane in the Gulf of Mexico threatening the Houston area, the following actions will be taken by various functional groups, appropriate to the alert status of the storm.

**Preliminary Alert**

**Facility Services**

1. Monitors the National Weather Service for an announcement that a hurricane is expected to make landfall on the Upper Texas Coast within **96 hours**.

**Security Services**

1. Monitors the National Weather Service for an announcement that a hurricane is expected to make landfall on the Upper Texas Coast within **96 hours**

2. Contacts the appropriate senior College administrator who advises the President/designee that we are in the Preliminary Alert Stage.

**Stage 1 Alert**

**Facility Services**

1. Receives information from the National Weather Service that a minor hurricane is expected on the Upper Texas Coast within **48 hours**.

**Security Services**

1. Receives information from the National Weather Service that a minor hurricane is expected on the Upper Texas Coast within **48 hours**.

2. Contacts the appropriate senior College administrator who notifies the President/designee and receives approval to initiate Stage One Alert.

3. Informs Communications of the Alert status.
Emergency Operations Team
1. Convenes at the direction of the President/designee and approves all subsequent Stage One Alert activities listed herein.

Stage 2 Alert

Facility Services
1. Receives information from the National Weather Service that landfall is expected on the Upper Texas Coast within 24 hours.
2. Implements Building Management Hurricane Reaction Plan

Security Services
1. Receives information from the National Weather Service that landfall is expected on the Upper Texas Coast within 24 hours.
2. Contacts the President/designee and receives approval to initiate Stage Two Alert.
3. Check all floors and ensure that all employees and trainees other than essential personnel are evacuated and floors are secured for the storm.

Emergency Operations Team
1. Convenes at the request of the President/designee and approves all subsequent Stage Two Alert activities.

Communications
1. Notifies all employees and trainees about the hurricane through the Emergency Notification System and website homepage of a Hurricane Warning, indicating an approaching hurricane.

All Department Heads
1. Begin implementation of Department Hurricane Reaction Plan.

Stage 3 Alert

Facility Services
1. Receives information from National Weather Service that a minor hurricane is within 12 hours of landfall on the Upper Texas Coast.

Security Services
1. Receives information from National Weather Service that a minor hurricane is within 12 hours of landfall on the Upper Texas Coast.
2. Contacts the appropriate senior College administrator who notifies the President/designee and receives approval to initiate Stage Three Alert.
3. Check all floors and ensure that all employees and trainees other than essential personnel are evacuated and floors are secured for the storm.

Emergency Operations Team
1. Convenes at the request of the President/designee and approves all subsequent Stage Three Alert activities.
Communications
1. Announces to all employees and trainees of Official College Closure
2. Sends closure information through the Emergency Notification System and posts information on the College website.
3. Contacts news media to have information on reporting of essential personnel and closure of the campus to be announced.

All Department Heads
1. Notify off-duty personnel not to report to work and notify essential employees who are on leave to return to Baylor.
2. Conduct orderly shutdown of operations and release all employees and trainees not deemed essential.

All essential employees
1. As storm approaches, move to secure areas such as interior or basement rooms without windows, hallways or stairwells until storm passes.

Aftermath

Facility Services
1. Initiate building recovery when storm lessens.

Security Services
1. Maintain order, control access to all buildings.

Emergency Operations Team
1. Assess damage and determine how to proceed with recovery and when to reopen the College.

Communications
1. Make appropriate statements to new media announcing the opening of the College.

Department Heads
1. Implement departmental resumption plans.

HURRICANE REACTION PLAN: MAJOR HURRICANE
In the event of a major hurricane in the Gulf of Mexico threatening the Houston area, the following actions will be taken by various functional groups, appropriate to the alert status of the storm.

Preliminary Alert

Facility Services
1. Monitors the National Weather Service for an announcement that a hurricane is expected to make landfall on the Upper Texas Coast within 96 hours.
Security Services
1. Monitors the National Weather Service (NWS) for an announcement that a hurricane is expected to make landfall on the Upper Texas Coast within 96 hours.
2. Contacts the appropriate senior College administrator who advises the President/designee that we are in the Preliminary Alert Stage.

Stage 1 Alert

Facility Services
1. Receives information from the National Weather Service that a major hurricane is expected on the Upper Texas Coast within 72 hours.

Security Services
1. Receives notification from the National Weather Service that a major hurricane is expected on the Upper Texas Coast within 72 hours.
2. Contacts the appropriate senior College administrator who notifies the President/designee and receives approval to initiate Stage One Alert.
3. Informs Communications of the Alert status.

Emergency Operations Team
1. Convenes at the direction of the President/designee and approves all subsequent Stage One Alert activities listed herein.

Stage 2 Alert

Facility Services
1. Receives notification from the National Weather Service that landfall is expected on the Upper Texas Coast within 48 hours.
2. Implements Building Management Hurricane Reaction Plan

Security Services
1. Receives notification from the National Weather Service that landfall is expected on the Upper Texas Coast within 48 hours.
2. Contacts senior College administrator who notifies the President/designee and receives approval to initiate Stage Two Alert.
3. Check all floors and ensure that all employees and trainees other than essential personnel are evacuated and floors are secured for the storm.

Emergency Operations Team
1. Convenes at the request of the President/designee and approves all subsequent Stage Two Alert activities.

Communications
1. Announces to all faculty, staff, residents, post-docs and students the College’s plans regarding official closure.
2. Sends information through the Emergency Notification System and posts information on the College website.
3. Contacts news media to have information on reporting of essential personnel and closure of the campus to be announced.

All Department Heads
1. Begin implementation of Department Hurricane Reaction Plan.

Stage 3 Alert

Facility Services
1. Receives notification from National Weather Service that a major hurricane is within 36 hours of landfall on the Upper Texas Coast.

Security Services
1. Receives notification from National Weather Service that a major hurricane is within 36 hours of landfall on the Upper Texas Coast.
2. Contacts the appropriate senior College administrator who notifies the President/designee and receives approval to initiate Stage Three Alert.
3. Check all floors and ensure that all employees and trainees other than essential personnel are evacuated and floors are secured for the storm.

Emergency Operations Team
1. Convenes at the request of the President/designee and approves all subsequent Stage Three Alert activities listed herein.

Communications
1. Announces to all faculty, staff, residents, post-docs and students the College’s plans regarding official closure.
2. Sends information through the Emergency Notification System and posts information on the College website.
3. Contacts news media to have information on reporting of essential personnel and closure of the campus to be announced.

All Department Heads
1. Notify off-duty personnel not to report to work and notify essential employees who are on leave to return to Baylor.
2. Conduct orderly shutdown of operations and release all employees and trainees not deemed essential.

All remaining employees
1. As storm approaches, move to secure areas such as interior or basement rooms without windows, hallways or stairwells until storm passes.

Aftermath

Facility Services
1. Initiate building recovery when storm lessen
Security Services
1. Maintain order, control access to all buildings.

Emergency Operations Team
1. Assess damage and determine how to proceed with recovery and when to reopen the College.

Communications
1. Make appropriate statements to news media announcing the opening of the College.

Department Heads
1. Implement departmental resumption plans.

ILLNESS/INJURY
Should someone in an area suffer a serious injury or illness requiring emergency medical assistance, take the following actions:
1. Alert your fellow workers of the emergency. Get their help in assisting the ill or injured party.
2. Inside the main Baylor complex, call Security at 8-811. Groups located in Buildings with non-BCM Security should call 911 and contact Building Security for that location. Be prepared to report the following:
   a. What has happened. For example: "Heart attack. The victim is not breathing."
   b. The location of the injured party.
   c. The telephone number of the telephone nearest the injured party.
3. If victim is not breathing, locate the nearest Automatic External Defibrillator (AED) and follow instructions.

Security Services will do the following:
1. Call 911 and request an ambulance or other emergency assistance as needed.
2. Dispatch personnel to the scene to assist and to meet the ambulance.
3. Call the Office of Communications.
4. In the event that exposure to a hazardous chemical or other agent is suspected, notify the Office of Environmental Safety.
5. In the event of a serious illness or injury, Human Resources, Risk Management, the Office of Occupational Health and the Office of Communications should be notified immediately.

POWER OUTAGE
In the event of loss of electrical power to Baylor College of Medicine, the College has emergency generators that support critical equipment in all buildings and provides redundancy of emergency power. The amount of power generated in the event of an emergency is approximately 18% of the average daily power requirements. Many normal building operations are shut down such as the air
conditioning, air handlers, etc. Most electrical outlets do not function unless connected to the emergency power distribution system.

Most pieces of equipment will not operate, nor do they need to, in an emergency. The contents of most cold rooms, freezers, etc., can remain at an acceptable temperature range for a number of hours without a problem, provided they remain closed. All life safety equipment, such as emergency lights, fire pumps, fire detection systems, etc., is connected to the emergency power.

Baylor has emergency fuel supplies that will keep the emergency generators operating for a week.

To assure that the College has power; departments must contact the Office of Facilities and work with a Facilities staff member to determine which pieces of equipment need to be on emergency power outlets in advance of a storm. Failure to do this can result in a loss of power for your specific area and those in surrounding areas.

TORNADO

Terminology

- **Watch:** Conditions are more favorable than usual for a tornado to occur. Individuals should be alert for changing weather conditions, listen for further information, and know what to do if a tornado develops. **Warning:** A tornado is either imminent or has been reported. A warning indicates the need to take action to protect life and property.

Danger Signs:

- Severe thunderstorms, hail, a roaring noise like several railroad locomotives, funnel cloud.

Alerts

1. At the beginning of obvious inclement weather, constant weather monitoring by radio is initiated by Facility Services personnel. The President/designee and the Vice President for Communications are kept abreast of developing tornado weather.
2. Once a TORNADO WATCH has been announced for the Texas Medical Center area, and upon the order from the President/designee, the Office of Communications will broadcast voice mail and e-mail informing faculty, staff, residents and students to stay informed of current weather conditions and be prepared to move to safety.
3. In the event a TORNADO WARNING is declared, upon order from the President/designee, Security will make an announcement through the public address systems. "TORNADO WARNING! MOVE TO AN INTERIOR HALLWAY!" or "TORNADO WARNING! TAKE PRECAUTIONS!“ All persons in the buildings should move to safety at this time.
4. Following the Warning, everyone should move to the hallway, crouch on elbows and knees, and cover heads with a book or notebook. It is best to
proceed to lower floors, especially the basement, but there will probably not be enough time; so everyone should move to an interior hallway and during the entire time stay away from windows and other glass. Most injuries and fatalities during tornadoes are head injuries caused by flying objects.

5. Facility Services and Security will continue to monitor radio announcements and maintain contact with TMC regarding developing weather conditions. When the Tornado Warning is lifted Security who will announce through the public address system that the people may resume their normal activities.

VIOLENT CRIMES

Violent crimes are those criminal incidents wherein the health and welfare of an individual or individuals are placed in jeopardy. Violent crimes include such incidents as simple assault, aggravated and sexual assault or rape, armed robbery, kidnapping, terrorist attack and hostage taking, attempted murder, and murder.

Whenever a violent crime occurs at Baylor, persons witnessing such events should take the following precautions:

1. Do not attempt to intervene. Persons who commit violent crimes may be mentally and/or emotionally disturbed. Their responses to your interference may be violent. Any action you take may cause unneeded danger to yourself and others. Stay away and warn others to do the same.
3. Security will dispatch officers to the scene to isolate and control the ongoing criminal activity.
4. In an ongoing criminal event when the Houston Police Officers are on the scene, they are, under the law, responsible for and in charge of the scene. Follow their instructions. Representatives from the Office of Communications will respond to media requests, in conjunction with the Houston Police Department.

Procedures
1. The person witnessing the crime should call Baylor Security at 8-811. Groups located in Buildings with non-BCM Security should call 911 and contact Building Security for that location.
2. Security will alert the Houston Police Department.
3. Security will alert the President/designee.
4. Security will alert the appropriate senior College administrator.
5. Support services may be needed for those involved with or those who witness a crime. Contact Employee Relations in Human Resources, 713-798-4346, for information regarding the Employee Assistance Program.

Final Information
Those who have any questions or concerns after reviewing this plan should contact the Chief Communications Officer at 713-798-8623 or by email bassett@bcm.edu

Thank you for doing your part to keep the Baylor Community safe.