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# Emergency Response Plan

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## I. INTRODUCTION

### A. Purpose

The purpose of this Emergency Response Plan is to establish policies, procedures and an organizational hierarchy for response to emergencies occurring on campus. It describes the role and operation of Citadel personnel during an emergency.

The plan fulfills the college's responsibilities to comply with U.S. Department of Homeland Security Presidential Directive 5 (HSPD 5) mandating the adoption of the National Incident Management System (NIMS).

This plan utilizes the National Fire Protection Association (NFPA) Standard 1600 (Standard on Disaster/Emergency Management and Business Continuity Programs) as the basis of plan and program development.

### B. Scope

This campus-level Emergency Response Plan guides the response of Citadel personnel and resources during an emergency. It is the official Emergency Response Plan for The Citadel and supersedes previous plans and precludes employee actions not in concert with the intent of this plan, or the emergency organization created by it. Appropriate support documents for specific emergencies or actions are attachments which expand on the information contained in this plan.

### C. Authority

This Plan is promulgated under the authority of the President of The Citadel and the Provost, and constitutes an executive policy as described in NFPA 1600. Day-to-day management and implementation of this plan is delegated to campus Public Safety. The Director of Public Safety is assigned to oversee the program. An Emergency Management Committee made up of representatives from staff and faculty including: Public Safety, Risk Management & Safety, Physical Plant and The Commandant's Office provides guidance and input regarding this plan.

### D. Mission

It is the mission of the Citadel's emergency response activities to mitigate emergency situations in a safe and timely manner. College personnel and equipment will be used to provide priority protection for:

- Priority I: Life Safety;
- Priority II: Life Support and Assessment; and
- Priority III: Restoration of General Campus Operations.

It is anticipated that, as operations progress from Priority I through Priority II and III responses, the administrative control of the College will move from the Incident Command System (ICS) organization back to the normal Citadel organizational structure.

## II. MANAGEMENT OF EMERGENCY OPERATIONS

### A. Incident Command System

The Emergency Response Plan uses a management system widely known as the Incident Command System (ICS). The ICS provides an organizational structure capable of responding to all levels of emergencies from simple to complex. It also provides the flexibility to respond to an incident as it escalates in severity.

The purpose of the ICS is to:

- Provide an organizational structure that can grow rapidly in response to the requirements of the emergency;
- Provide the Incident Commander with the control necessary to direct and coordinate all operations and all agencies responding to the incident;
- Assign employees with reasonable expertise and training to critical functions without loss of precious time;
- Activate only those positions needed to manage a particular incident or level of incident; and,
- Promote proper span of control and unity of command.

The organizational structure of the ICS may not resemble the day-to-day organization of the College. Employees may be temporarily reassigned to other duties outside their normal assignments. Furthermore, as the severity of the incident increases, assignments may change in the ICS organizational structure. This means that an employee's position in the ICS may change during the course of a single incident.

### B. Command Authority & Reporting Structure

During an emergency incident, the first arriving emergency responder (e.g. Police, Fire, Safety) will establish incident command. They will continue to exercise

Incident Command authority until relieved by the senior official having legal or assigned responsibility for the type of incident occurring.

For incidents where a multi-disciplinary response is necessary a Unified Command shall be established to insure that the priorities of each discipline are represented in the Incident Action Plan.

The Incident Commander has the authority to request operational area resources to help mitigate an on campus emergency. These resources would typically be police, fire, and hazardous materials responders.

### C. Emergency Level Classifications

Three levels of operation have been identified, relative to the magnitude of the situation. Depending on the character, scope and magnitude of an emergency incident, a variety of EOC participants may be mobilized.

- Level 1: The emergency incident can be managed using normal response operations, normally no EOC activation, possible CMT activation.
- Level 2: Multi-unit response in which the EOC may be partially activated. The Incident Commander is usually the campus Police or Fire Chief. Based on the event, selected EOC staffing notifications are made at the discretion of the Incident Commander. CMT Leader Alerted.
- Level 3: The emergency cannot be managed using normal campus resources. The initial EOC activation notification is made and additional personnel are requested to respond as needed to staff the EOC. CMT will be activated. A campus state of disaster may be declared by CMT Leader during a Level 3 emergency.

In addition to the three levels of operation, the term threshold incident is used to describe any emergency incident which requires notification of senior College officials. These include serious incidents involving a loss of or threat to life, major property damage, major regulatory or legal risk, and/or significant media interest.

By definition, all Level 2 and Level 3 emergencies are considered threshold incidents. Level 1 incidents involving the following are also considered threshold incidents, even though they may not require a large-scale response.

- Fatalities or serious injuries to students, faculty, staff or visitors.
- Injuries requiring air ambulance response.
- Injuries to three or more individuals from the same incident.
- Assaults or other criminal activities involving deadly weapons.
- Structural or wildland fires.
- Hazardous materials releases.

### III. Crisis Management Team (CMT)

The Crisis Management Team is intended to serve as the primary policy setting group during a major campus emergency and during emergencies outside the campus which have the possibility of affecting campus operations. The Team's organization, responsibilities, and authority is outlined within The Citadel's Crisis Management Plan (Annex A).

#### A. Initial Notification of CMT

The Provost shall be notified immediately of all threshold incidents. If the Provost can not be reached, the following order of precedence will be followed until notification is made. Any additional necessary notifications will be determined at this time:

1. Provost
2. Commandant of Cadets
3. Vice President for Finance & Business
4. Vice President for Communications

If the incident warrants further implementation of this plan, once the Crisis Management Team Leader (or another in the order of precedence) is informed of such, he/she will decide on further response, which may include: a full or partial activation of the Crisis Management Team, notification and deployment of the Emergency Response Team; and, upon further assessment, notification of the President.

#### B. Initial Notification of the Campus Community

##### Indoor Occupants

Where an emergency threatens the occupants of a specific campus building and an evacuation of the affected building is required, emergency building alarm systems shall be activated and Public Safety shall be immediately notified of the emergency via 953-5114.

All primary college buildings are equipped with an emergency alarm system.

The building's emergency alarm system is the most efficient means to rapidly communicate an emergency evacuation order throughout the building.

The emergency alarm systems in all buildings can be triggered in one of three ways:

1. Pull stations located throughout the buildings can be activated manually.
2. Smoke detectors located in corridors, common areas, dormitory rooms, fire panel rooms, and in areas adjacent to elevators will activate the emergency alarm system.
3. Heat sensors in some mechanical spaces will activate the emergency alarm system.

Note: The use of manual pull stations is the primary method of alarm system activation to be employed. In extreme circumstances, and as a last resort in cases when pull stations are not readily accessible, alternate methods of system activation such as manually applying heat or smoke to sensors, may be used.

When the emergency alarm system is triggered, all building occupants must exit the building as quickly and as safely as possible. Only stairs and designated emergency egress paths and exits shall be used. Elevators should not be used for emergency evacuation under any circumstances, regardless of how safe they may appear.

Building occupants shall refer to posted Emergency Evacuation Plans located throughout all primary campus buildings for specific building or area evacuation information.

### Outdoor Occupants

Where an emergency threatens the occupants of an exterior campus facility or area, notification shall be accomplished using all practical means available, to include: verbal communication between on-site supervisors or activity leaders, electronic communication devices (walkie-talkies, cell phones), and/or event PA systems. In certain instances where Public Safety has responded to an area to advise of a threat, the Public Safety vehicle's PA system may be employed to assist.

All personnel involved in communicating any notification of a threat and/or evacuation must remain conscious of the need to maintain a calm demeanor and strive to do everything possible to avoid or reduce the spread of panic amongst those who are threatened.

When notifying any group of a need for evacuation, specific instructions related to where they should evacuate to and/or what areas or direction of travel to avoid should also be provided, whenever possible.

C. Alarm Response and Administrative Notification Protocol

Senior Ranking Occupant of Building or Area Evacuated:

If Public Safety did not initiate the alarm, the senior occupant of the affected area will inform Public Safety that emergency alarm system has been activated, and will provide any known information regarding: nature of incident, current status of evacuation, persons trapped or otherwise unable to evacuate, and any other pertinent information.

Public Safety:

If not already on-scene, an officer will respond to alarm location; and, once on-scene: will assess the nature and magnitude of the situation, make contact with senior occupant, assist with the evacuation of occupants, and determine need for additional response.

The responding officer will attempt to maintain continuous contact with Public Safety Dispatch, during response to an incident.

Public Safety Dispatch will receive reports from responding officer(s) and will make additional notifications as necessary, to include notification of the Provost. If the Provost can not be reached, the following order of precedence will be followed until notification is made. Any additional necessary notifications will be determined at this time:

1. Provost
2. Commandant of Cadets
3. Vice President for Finance & Business
4. Vice President for External Affairs

If the incident warrants further implementation of this plan, once the Crisis Management Team Leader (or another in the order of precedence) is informed of such, he/she will decide on further response, which may include: a full or partial activation of the Crisis Management Team, notification and deployment of the Emergency Response Team; and, upon further assessment, notification of the President.

**Notification of Emergency – Entire Campus**

**Upon becoming aware of an emergency that poses a potential threat to multiple campus locations, immediately report the emergency to Campus Public Safety by calling 953-5114 and take action to warn others in your immediate area.**

Upon receipt of information about an emergency that could pose a threat to the safety of the general campus population, campus Public Safety will immediately act to:

1. Activate Campus-Wide Emergency Notification System<sup>1</sup>
2. Alert and request assistance from outside agencies in accordance with applicable standing orders or policy.
3. Alert Crisis Management Team (CMT) Leader or Alternate<sup>2</sup>
4. Respond to situation and take appropriate action as outlined within applicable official college policy, or departmental standing operational procedure, or other appropriate action as dictated by the circumstances of the incident, good judgment, and common sense.

**D. Activation of the Crisis Management Team**

Upon being notified of an emergency, the Provost (or alternate) will determine whether or not the CMT needs to be activated and which, if any, additional personnel need to be notified and/or activated based on the specific incident.

If the CMT is activated, the Team will assemble and respond as outlined in the Citadel's Crisis Management Plan (Annex A).

If the Provost (or alternate) chooses not to activate the CMT, the Incident Commander will ensure that periodic updates on the status of the incident are provided to the Provost or a designee. The Provost may choose to activate the CMT at a later time based upon these status updates.

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<sup>1</sup> The Campus Emergency Notification System is also known as "BulldogAlert" - See Appendix A

<sup>2</sup> See Section III, A of Emergency Response Plan

#### E. Deactivation of the Crisis Management Team

The Provost will determine when to deactivate the CMT. This determination shall be made after consultation with the CMT and will generally occur at the same time that the EOC is fully or partially deactivated.

### IV. EMERGENCY OPERATIONS CENTER (EOC)

The campus EOC; located at Public Safety Headquarters; serves as the centralized location to manage sustained emergency operations. During the course of an emergency, staff personnel designated to provide support to the EOC shall report directly to that location. Other responding personnel should report to their normal work site or other area as directed.

The purpose of the EOC is to provide the following:

- Centralized incident management based on campus-wide needs.
- Coordination of responders and resources.
- Coordination of non-response related functions.

#### A. Activation of the EOC

For major incidents or incidents requiring a significant commitment of campus resources from many activities, the Emergency Operations Center (EOC) may be activated. Request for EOC activation may be initiated by the on-scene Incident Commander (IC), Provost, or alternate CMT Leader.

Requests for EOC activation are made through the campus Public Safety dispatch center – (843) 953-5114

Upon declaration of a Level 2 or Level 3 emergency, the EOC Manager in consultation with the CMT Leader shall determine which support sections to activate, designate section leaders, and coordinate their activities.

#### B. Notifications

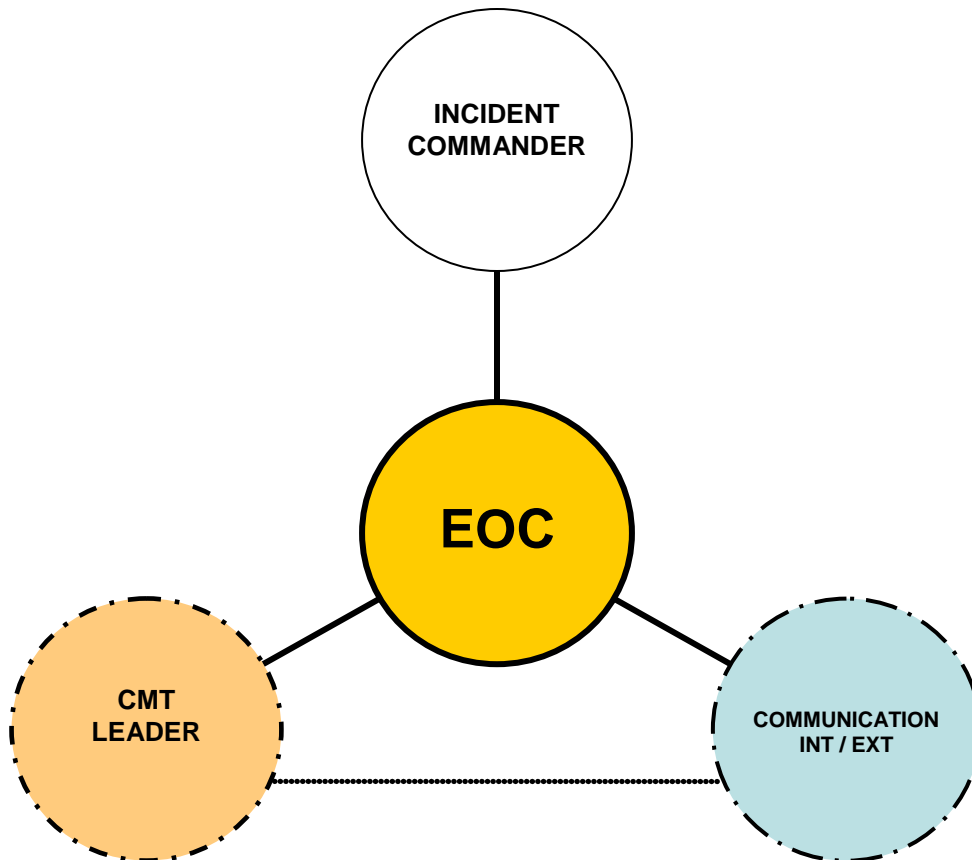
The Director of Public Safety shall ensure that a database of notification groups for various levels and priorities of EOC activation is regularly updated and maintained on file as part of the notification list database stored offsite with the college's emergency messaging services provider. Upon request of the officials designated in section "A" above (Activation of the EOC), the dispatcher will initiate notification of personnel from the specified notification group. Notification messages shall be sent using the "BulldogAlert" messaging system.

C. Deactivation of the EOC

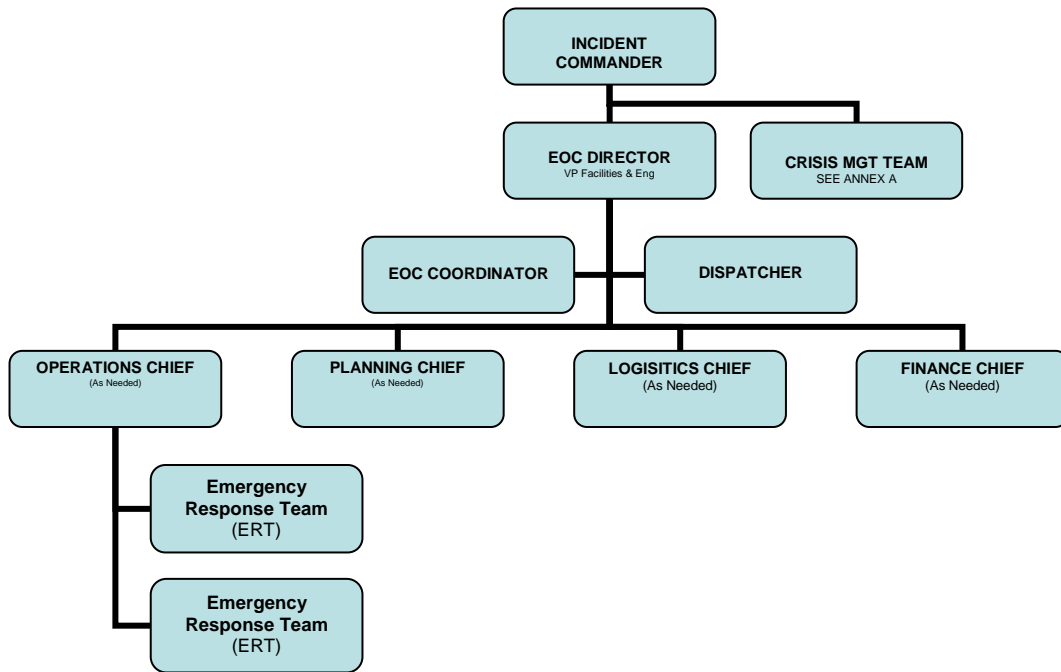
The Incident Commander (IC) will determine when to deactivate the EOC. This determination shall be made after consultation with the CMT Leader and response team section leaders. A partial deactivation may be warranted when structure for support and recovery activities is required. Partial deactivation may also include moving the EOC to a more convenient or practical location, depending upon the nature of the emergency.

D. EOC Organization

LEVEL 1 (BASIC) INCIDENT COMMAND STRUCTURE EXAMPLE



LEVEL 2, 3 (COMPLEX) INCIDENT COMMAND STRUCTURE EXAMPLE



V. EMERGENCY OPERATIONS ROLES & RESPONSIBILITIES

Certain units have pre-designated roles during an emergency. Some units may be pre-assigned duties based of specific response plans or agreements. The following basic outline of duties and responsibilities does not represent all assigned responsibilities but provides a general guide.

A. Public Safety Units

Pubic Safety Units (Police, Fire, Safety) are responsible for response, on-scene management, and mitigation of situations which threaten the safety and operation of the College. These units shall maintain response plans to provide guidance for the response to foreseeable types of emergencies.

Templates and prepared response guides for specific incident types are located at **Appendices A - M** of this plan.

### B. Physical Plant (PPLT) and Construction Management (CM)

PPLT and CM provide direct support to the Emergency Response Teams as requested. PPLT and CM are responsible for coordination of the return of facilities to normal operation once an emergency has been controlled.

### C. Departmental Responsibilities

Each department of the college is responsible for ensuring that its reporting units have the following in place:

1. Evacuation plan for each workplace or activity.
2. Personnel accountability system (including students).
3. Continuity of operations/recovery plan .
4. Plan for dissemination of information and training to staff and students.

### D. Unit or Activity Responsibilities

Each unit is responsible for ensuring that its employees and students are trained in how to react to an emergency which impacts their workplace. Units are also responsible for ensuring that the plans and systems that may need to be implemented under emergency circumstances are in place and maintained. In order to minimize the potential for confusion during an emergency, these plans should be kept as simple and as flexible as possible.

During an emergency, each department head or activity supervisor is responsible for ensuring that persons under their control have initiated appropriate response actions, and that any immediate needs are communicated to the Incident Commander via the Emergency Operations Center (EOC) as soon as possible.

## VI. OFF-CAMPUS ASSISTANCE

No agency, municipality, or jurisdiction will always have the resources on hand to effectively handle all potential emergencies. In certain circumstances, assistance from a variety of outside sources may need to be requested.

The Incident Commander (IC) may request local, county and state mutual aid resources as necessary to effectively manage an incident. The Incident Commander shall request outside resources by making a request through the Emergency Operations Center (EOC).

**Emergency Notification System (ENS)****Appendix A**

The Citadel has implemented a campus-wide emergency notification system which can be activated to alert the campus community in the event of a serious emergency. The system and consists of three primary components:

**1. Emergency warning sirens located on Byrd Hall and McAlister FH**

Upon notification of an emergency that presents a potential threat to the campus population, campus Public Safety will activate emergency sirens to alert campus occupants.

When the emergency sirens are activated, all campus occupants are to:

Immediately increase awareness of surroundings and be alert for any type of potential threat.

Activate personal communication devices to prepare for receipt of emergency information messages (e.g. cell phones, pagers, etc)

If outdoors, prepare to move to an area of shelter or safety using caution before automatically moving into any specific building until the exact nature of the emergency and/or the areas of campus involved are known.

If indoors, prepare to initiate evacuation, shelter-in-place, or emergency lockdown procedures.

**2. The BulldogAlert messaging system**

Upon notification of an emergency that presents a potential threat to the campus population, designated users of the **BulldogAlert** messaging system will activate the system and send a combination of text, email, and voice messages to those communication devices that are entered into the college's emergency notification database<sup>3</sup>. These messages will contain important information about the emergency and/or specific response instructions.

**3. Wireless Digital Sign Boards with Audio**

Digital sign boards have been placed in several "high traffic" areas around campus. In the event of an emergency, these boards may also be used to communicate important information or instructions

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<sup>3</sup> Depending upon the nature of the emergency and the immediate threat presented, notifications may be sent to, various individuals, specific groups, or all of the contact numbers contained within the database.

**Emergency Lockdown****Appendix B**

There are a number of emergency situations in which the immediate, mass evacuation of buildings and/or classrooms is not advisable (e.g. hostile intruder, hazardous material release, terrorist attack). In cases such as these, personnel will be advised to initiate emergency lockdown.

General emergency lockdown procedures are as follows:

**Communication**

An emergency lockdown will be announced campus-wide by communication via the campus emergency messaging system (Appendix A), and through verbal, person-to-person communication.

If a situation that may require an emergency lockdown is discovered, the individual making the discovery shall immediately contact campus Public Safety at 953-5114 and provide as much information as possible, and persons in the immediate area should be notified of the emergency by passing information person-to-person.

Fire evacuation alarms are not to be sounded.

Upon notification of such an emergency, the campus Public Safety Dispatcher will initiate the transmission of an Emergency Lockdown message to affected campus groups.

**Lockdown Procedures**

Those in hallways or other public, open areas are to immediately seek shelter in the nearest classroom or lockable space.

Immediately lock or barricade all doors.

Close windows, blinds and any window treatments present.

Turn off lights.

Remain concealed as much as possible by crouching down in areas out of sight from doors and windows. Sit on floor and do your best to remain out of view, still, and quiet.

Once secured, do not open doors for anyone who cannot be clearly identified as a law enforcement officer.

Do not enter hallways or any open areas until a message has been received indicating that the emergency is over. .

People in outdoor areas should immediately take cover, preferably in an area or space that can be locked or barricaded, if possible.

Activate communication devices and await further emergency communications.

All building evacuations will occur when an alarm sounds or upon notification by emergency personnel.

If necessary, or if directed to do so by a designated emergency official, activate the building fire evacuation alarm.

Be aware of people with disabilities in your area who might require assistance in an emergency evacuation. Be prepared to render assistance if necessary.

Note: It is suggested that people with disabilities prepare for emergencies by learning the locations of exit corridors and enclosed stairwells and by informing co-workers, professors and classmates of best methods of assistance during an emergency.

### ***Emergency Action***

1. When the alarm sounds, leave the building immediately.
2. Alert others to the emergency and ask if they will need help in evacuation.
3. Do not use elevators unless instructed to do so by emergency personnel.

If you have a disability that may delay or prevent immediate evacuation:

Stay calm and take steps to protect yourself. If there is a working telephone, call 953-5114 or 911 and tell the emergency dispatcher where you are or where you will be moving. If you must move, the following action is recommended:

1. Move to an exterior enclosed stairwell.
2. Request persons exiting to notify emergency responders of your location.
3. As soon as practical, move into the stairway and await emergency personnel.

Do not use elevators during an emergency evacuation. Emergency personnel may use an elevator for evacuation after review of the circumstances.

When the building evacuation alarm is sounded or when told to leave by a designated emergency official, walk quickly to the nearest marked exit and ask others to do the same.

Once outside, move clear of the building allowing others to exit, and report to your pre-designated muster location as soon as possible to ensure that you are accounted for.

Do not return to an evacuated building until advised by emergency personnel.

Ensure that personal communication devices are activated and prepare to receive any **BulldogAlert** messages that may be sent.

**Shelter-In-Place****Appendix D**

Shelter-In-Place simply means seeking immediate, temporary shelter inside a building or area. This course of action may need to be taken during an outdoor accidental release of toxic chemicals, weather emergencies, or other emergencies where normally available escape routes may not be safely secured.

Sheltering in place can be employed by individuals or large groups depending on the situation.

***Notification***

Notification of the need to shelter in place may come through several ways:

- Emergency Alert Siren
- **BulldogAlert** message broadcast
- Direct observation or sense of dangerous situation
- Directly from campus staff or other emergency personnel

***Additional Actions***

- Close all doors and windows to the outside
- Do not use elevators as they may pump air into or out of the building
- If possible, close and seal room vents, ducts, or other openings which may allow fumes or vapors to enter.
- Activate communication devices and prepare to receive additional emergency information and instructions via **BulldogAlert**.

***Emergency Action***

1. Stay calm.
2. Stay inside a building.
3. Seek inside shelter if outside.
4. Seal off openings to your room if possible.
5. Remain in place until you are told that it is safe to leave.

Any person receiving a bomb threat will immediately notify Public Safety at 953-5114 and report as many details of the situation as possible.

- **DO NOT HANG UP THE PHONE!**
- Keep the caller on the line as long as possible.
- Use another telephone line to have someone contact Public Safety, or make the call yourself immediately after call ends.
- Write down what the caller says (every word, exactly as spoken, if possible). Pay particular attention to any discernable background sounds and make notes of such.
- Try to identify voice characteristics (accent, slur, pronunciation, etc.)
- Try to get specifics on the bomb, i.e. locations, detonation time, etc.
- Record the number the call was received on.
- Record the time, date and duration of the call.

The Desk Officer will dispatch a unit/units to respond to the Location(s) threatened.

Follow instructions of the responding Public Safety Officers

### ***Emergency Action***

1. Keep the caller on the line as long as possible.
2. DO NOT HANG UP !
3. Notify PUBLIC SAFETY using an alternate line.

**Earthquake****Appendix F**

Unlike other emergencies, the procedures to deal with an earthquake are much less specific. Since earthquake magnitude cannot be predetermined, everyone must initiate emergency precautions within a few seconds after the initial tremor is felt, assuming the worst possible case.

The best earthquake instruction is to take precaution before the earthquake (e.g., secure or remove objects above you that could fall during an earthquake).

***During the Earthquake***

1. Remain calm and act, don't react.
2. If indoors, seek refuge under a desk or table or in a doorway and hold on. Stay away from windows, shelves, and heavy equipment.
3. If outdoors, move quickly away from buildings, utility poles, overhead wires, and other structures. CAUTION: Avoid downed power or utility lines as they may be energized. Do not attempt to enter buildings until you are advised to do so by the proper authorities.
4. If in an automobile, stop in the safest place available, preferably an open area away from power lines and trees. Stop as quickly as safety permits and stay in the vehicle for the shelter it provides.

***After the Initial Shock***

1. Be prepared for aftershocks. Aftershocks are usually less intense than the main quake, but can cause further structural damage.
2. Protect yourself at all times.
3. Evaluate the situation and call 911 for emergency assistance, if necessary.
4. Do not use lanterns, torches, lighted cigarettes or open flames since gas leaks could be present.
5. Open windows, etc., to ventilate the building. Watch out for broken glass.
6. If a fire is caused by the earthquake, implement fire procedures.
7. **Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.**

***Emergency Action***

1. Take cover.
2. Call 911 or 953-5114 or use Emergency Call Box if emergency assistance is necessary.
3. Evacuate if alarm sounds or if told to do so by emergency personnel.

**Elevator Failure****Appendix G**

If you become trapped in an elevator, use the emergency telephone or activate the elevator emergency alarm within the elevator car. If you hear an elevator alarm, please notify Public Safety at 953-5114.

Provide the Dispatcher with the following information-

1. Name of the building
2. Location within the building
3. Where the car is stopped, if known
4. If a medical emergency exists.

Keep the occupants calm and wait for help to arrive. Do not attempt to exit the car unless directed to and assisted by emergency personnel.

Elevators have mechanical safety brakes that will operate in all situations, even during power failures.

DO NOT attempt to open the elevator car door or in anyway "shake" or "jar" the car to move.

Note: The activation of an elevator lobby smoke detector or building fire alarm will cause building elevators to return non-stop to the main floor and lock with the doors open. Never attempt to use an elevator to evacuate a building.

***Emergency Action***

1. Stay calm.
2. Use emergency telephone or alarm found inside elevator car to notify others.
3. If a bystander, Call 953-5114 or use an Emergency Call Box and report incident.
4. Keep occupants calm.

***In the Event of a Fire Alarm***

- Leave the building immediately- use the stairwells, not the elevators
- If you are a mobility-impaired person on an upper floor, proceed to the stairwell landing on your floor and instruct someone to notify emergency response personnel of your location.
- Never presume a fire alarm is a false alarm. Take action immediately
- Upon reaching a place of safety, call Public Safety at 953-5114 to confirm notification of the alarm and provide any information specific to the situation.
- No personnel will be allowed to re-enter the building without permission of the Fire Department, Building Coordinator, or Campus Fire Marshal

***Emergency Action***

1. Activate and/or shout the alarm.
2. Call 911 or 953-5114 from a safe location or use Emergency Call Box
3. Evacuate the building.

***In the Event of a Fire***

- Assist any person in immediate danger to safety, if it can be accomplished without risk to yourself.
- Immediately activate the building fire alarm system. This will activate the audible and visual warning system to evacuate the building and will automatically notify Public Safety and Fire Department.
- If the fire is small enough, use a nearby fire extinguisher to control and extinguish the fire. Don't fight the fire if these conditions exist:
  - The fire is too large or out-of-control
  - The atmosphere is toxic
- If the first attempt to put out the fire does not succeed, evacuate the building immediately.
- Doors, and if possible windows should be closed as the last person leaves a room or area.
- Do not use elevators- use building stairwells.

- When the fire alarm is activated all personnel in the affected areas shall evacuate the building immediately.
- Upon evacuating the building, residents should proceed at least 150 feet from the exit.
- After reaching a place of safety, call the Public Safety at 953-5114 to confirm notification of the alarm and provide any information specific to the situation:
  - Name of the building
  - Location of the fire if known
  - Description of fire conditions if known.
- If you become trapped in a building during a fire:
  - Stay calm and take steps to protect yourself.
  - If possible, move to a room with an outside window.
  - If there is a telephone, call 911 and tell the Emergency Dispatcher where you are. Do this even if you can see fire department personnel from the window.
  - Stay where rescuers can see you through window, and wave a light colored item to attract their attention.
  - Stuff clothing, towels, or paper around cracks in the door to help keep smoke out of your refuge.
  - If possible, open the window at the top and bottom. Be ready to shut the window quickly if smoke rushes in.
  - Be patient, Rescue of occupants within large structures will take time.
- No occupants will be allowed to re-enter the building without permission of the Fire Department, Building Coordinator, or Campus Fire Marshal

**Medical Emergency****Appendix I**

To obtain prompt professional emergency medical treatment, you should immediately call 911. When requesting an ambulance be prepared to provide the following information:

- Your name and telephone number
- Location of emergency
- Extent of the incident, injury, or illness
- Location where someone will meet the ambulance for directing personnel to the patient.

The individual making the call should continue to stay on the phone with the dispatcher and answer as many questions as possible regarding the condition of the injured person so that information can be forwarded to the responding emergency personnel.

***Emergency Action***

1. Call 911 or 953-5114 or use Emergency Call Box and report incident.
2. Do not move the patient unless safety dictates.
3. If trained, use pressure to stop bleeding and provide basic life support as needed.

***First Aid***

If you provide first aid, consider the following:

- Is immediate action needed in order to save a life?
- Will I place myself in harm or jeopardy?

First aid is just that. Do not jeopardize your health or the health of the patient. Wait for professional help if you are not able to provide proper first aid safely.

***Illness or injury to students***

Cadets with minor illnesses or injuries will be referred to the Infirmary. Non-cadet students, Faculty, and Staff with minor injuries may come to the Infirmary for First Aid. All personnel with serious injuries or illnesses will be transported directly to an area Emergency Room for treatment.

***Illness or injury to faculty, staff, visitors and guests***

Emergency treatment for medical illness or injury may be obtained by calling Public Safety at 953-5114. The appropriate response will be initiated.

**Severe Weather – Tornado****Appendix J**

A tornado is defined as a violent rotating column of air extending from a thunderstorm to the ground. The most violent tornadoes are capable of tremendous destruction with wind speeds of 250 mph or more. Damage paths can be in excess of one mile wide and 50 miles long. Tornadoes may occur with little or no advance warning.

***Before the Storm***

- Preplan a location to be used for refuge- this action is a key to your safety!
  - Seek refuge in a basement area or an interior, windowless room on the first floor.
  - Interior corridors/hallways are an acceptable second choice if no windowless rooms are available.
  - DO NOT seek refuge in the following areas:
    - Gymnasium, auditoriums, dining halls, workshops, laboratories, classrooms, exterior rooms with windows, elevators, stairwells, non-masonry buildings, barns, utility areas, mobile units, and vehicles.
    - Outside areas unless there is no other choice in which case you should plan to lie flat in a ditch, culvert, or other low area.
- Stay informed through local media sources on days when severe weather is expected
  - A Tornado Watch indicates that conditions are favorable for tornadoes to form.
  - A Tornado Warning indicates that a tornado has been sighted in the area.
- Keep a good reliable flashlight in or nearby your office / work area. Power outages can be expected during severe weather.

***Emergency Action***

1. Avoid automobiles and open areas.
2. Move to a basement, first floor, or corridor.
3. Stay away from windows.
4. Do not call 911 unless you require emergency assistance.

### ***During the Storm***

- Possible indicators of a Tornado:
  - Dark, often greenish sky
  - Large Hail
  - Loud roar, similar to a train
  - Cloud of debris
  - Wind becomes calm and still
  - Frequent lightning
  - Tornadoes generally occur near the trailing edge of a storm.
- The Campus Public Safety office is manned 24/7. On duty personnel monitor local broadcast media and emergency communications networks for severe weather alerts.
- Upon receipt of a severe weather notification, Public Safety will activate the campus outdoor warning sirens and the BulldogAlert system.

**Note:** Storms can travel quickly. Alert messages may not arrive before an immediate threat. When in doubt, take action!

- When a Severe Weather or Tornado Warning is issued for the immediate area, go immediately to a safe area of refuge!
    - If dark rolling clouds, unusual lightning, hail, driving rain, a sudden increase in wind (and possibly funnel clouds) are observed, seek safe shelter immediately.
- Note:** These effects may also include a “buzzing” or “roaring” sound.
- Once inside or protected, remain low or on the floor. If a tornado strikes your area, stay on the floor, curl yourself up into a ball, and cover the back of your head with your hands for protection.
  - Once the threat passes, stay alert. Leave your area of refuge with caution. Multiple tornadoes can occur in one storm.
  - **Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.**

**Severe Weather – Lightning****Appendix K**

In the event that the National Weather Service or Local News Station Doppler Radars report severe weather conditions that include dangerous lightning within close proximity to The Citadel campus, Public Safety will activate the campus siren system and initiate a BulldogAlert warning message.

The warning message template should include the statement:

**“WARNING - dangerous lightning conditions have been reported within (xx) miles of The Citadel campus.**

**Seek safe shelter immediately.**

**This warning is in effect until (xx:xx) hrs.”**

**Note:** Storms can travel quickly. Alert messages may not arrive before the immediate threat. When in doubt, take action!

***During the Storm***

- When a Severe Weather or Lightning Warning is issued for the immediate area, go immediately to safe shelter.
  - **Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.**
  - Once the threat passes, stay alert. Leave your area of refuge with caution. Multiple cells can occur in one storm.

***Emergency Action***

1. Move to safe shelter
2. Stay Alert.
3. Do not call 911 unless you require emergency assistance.

**Utility Failure****Appendix L**

The Citadel campus has a utility system as complex as some small cities and communities. The possibility exists for a utility failure of some nature and magnitude.

**If you discover a water leak, gas leak, or other major utility failure which presents some immediate threat to personnel, call the Emergency Dispatcher at 953-5114.** Do not attempt to correct the problem on your own. The Dispatcher will notify the necessary response personnel. Please do not call the Emergency Dispatcher unless you have an emergency and need assistance.

Non-emergency repairs or information may be obtained through the Physical Plant – 953 5093

***Electrical / Light Failure***

It is recommended that you consider keeping a flashlight if emergency lighting does not provide sufficient illumination for safe exiting from your work area. Do not call the Emergency Dispatcher unless you have an emergency or you have information that could help identify the source of the utility failure.

***Plumbing Failure / Water Leak***

Cease using all electrical equipment. Notify the Physical Plant - 953 5093 and advise the dispatcher of the situation.

***Natural Gas Leak***

Cease all operations. Call the Emergency Dispatcher and exit the area immediately. Do not attempt to correct the problem yourself. Do not concern yourself with appliances or equipment. Evacuate to a safe outdoor area.

***Emergency Action***

1. Remain Calm.
2. Do not call the Emergency Dispatcher for Information concerning utility failures unless you have an emergency.
3. If you discover a water leak, gas leak, or know the source of a utility failure, call the PPLT– 953-5093.
4. Call 911 or 953-5114 if you or another are injured or require emergency assistance.

**Hazardous Materials Spill/Release****Appendix M**

For spills, releases or incidents requiring special training, procedures, equipment (PPE) that is beyond the abilities of present personnel, take the following steps:

**Immediately notify affected personnel and evacuate the spill area. Pull the building fire evacuation alarm if evacuation is required.**

**Call 953-5114 to report the incident to the Emergency Dispatcher. Be prepared to provide the following information:**

- Your name, telephone, and location
- Time and type of incident
- Name and quantity of the material, if known
- Extent of injuries or damage

The key person on site should evacuate the affected area at once, and seal it off to prevent further contamination of others until the arrival of emergency personnel.

Anyone who is contaminated by the spill should avoid contact with others as much as possible, remain in the vicinity, and give his / her name to the emergency personnel. Washing off contamination and any required first aid should be started immediately.

No effort to contain or clean up spills and / or releases should be made unless you have been trained.

If an evacuation alarm sounds, follow established building evacuation procedures.

A campus emergency command post may be set up near the emergency site. Keep clear of the command post unless you have official business.

Do not re-enter the area until directed by emergency personnel.

**Ensure that personal communication devices are activated and prepare to receive any BulldogAlert messages that may be sent.**

***Emergency Action***

1. Call 911 or 953-5114 or use an Emergency Call Box and report incident.
2. Secure the area.
3. Assist the injured.
4. Evacuate if necessary.

**Types of violence**

- Physical assault and/or threat with or without weapons involved
- Stalking or continuous harassment that causes fear, worry or intimidation.
- Actions aimed at disrupting or sabotaging operations.
- Indirect threats, such as "I know where you live."

**If you are a victim or witness**

- If the violence is life-threatening, call 953-5114 or 911 and report your location, any weapons involved, injuries and a description of the person making threats.
- If not life-threatening, advise your supervisor or Human Resources of the incident as soon as possible.
- Try to move to a safe area and avoid further contact with person making threat.

**If you are confronted by a threatening person**

- If possible, immediately leave the area or try to stay a safe distance away.
- Dial 911 or 953-5114 at first opportunity.
- If you are unable to speak to the dispatcher, leave the phone off the hook.
- Don't panic. Stay calm and try to calm the person.
- Try to get the attention of a bystander who can call for help.
- Listen to the person and let them do most of the talking.
- Don't belittle, criticize, agitate or argue with the person.
- Don't use body language or speech that challenges the person.
- Don't make sudden movements.
- Don't make false statements or promises.



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# Crisis Management Plan

Annex A to The Citadel's Emergency Response Plan

Annex A – Crisis Management Plan

**OUTLINE**

This plan outlines the incident management component of the college’s comprehensive Emergency Response Plan and is to be implemented in the event of a major emergency as declared by the President of the college, or another college administrator acting on his behalf.

The plan addresses the college’s internal response to a broad range of emergencies and events. Specific response activities are included within some sections of the plan. However, a crisis or major disaster will often present circumstances that are dynamic and unpredictable. Therefore, this plan is intended to act as general guide of actions that should be taken by college personnel in response to an identified crisis.

It is important to recognize that as a crisis incident unfolds, it is likely that assistance from outside agencies of multiple jurisdictions will be requested. As this assistance arrives, tactical command of those responders will be established in accordance with law, and will not be a function of The Citadel’s Crisis Management Team (CMT). The actual Incident Commander (IC) in these cases will typically be either a senior law enforcement officer or senior fire officer on scene, depending upon the nature of the crisis. The operational interface between the Incident Commander (IC) and the college’s Crisis Management Team (CMT) will be coordinated via the Emergency Response Team (ERT) or Emergency Operations Center (EOC) as outlined within other parts of this plan.

Adjustments to this plan may become necessary in certain circumstances. The President, or, in his absence, the senior college official present, has the responsibility for evaluating and authorizing adjustments to the implementation of this plan.

**GOALS OF THE PLAN**

The goals of this plan are:

- To protect the health and safety of the campus population
- To protect campus assets
- To preserve the college’s ability to operate
- To establish clear lines of authority and coordination applicable to crisis response.
- To centralize and define the procedures to be implemented in response to a crisis event.
- To ensure a timely recovery from a crisis event.

**ACTIVATION OF PLAN**

The President or designee shall declare a college emergency when an event:

- disrupts normal operations of the college or poses a serious threat to persons or property; and
- requires a timely response and coordinated, efficient management; and
- requires the application of resources beyond the capability of those in the area or facility where the event has occurred; or

- results in a declaration of emergency by civil authorities and such declaration includes a likely impact on campus operations.

Examples of incidents that may warrant implementation of this plan are:

- Serious environmental threats to health and safety:
  - bioterrorism
  - bomb threat
  - hazardous materials
  - communicable disease
  - fire
  - severe weather
- Incidents of actual or potential harm to individuals:
  - serious accident or injury
  - missing person
  - suicide
  - violent crime
- Threat or actual disruption of critical college operations
  - civil disturbance
  - power failure
  - telecommunications service failure
  - widespread data system disruption
  - water supply loss
  - weather-related threat

This above list is not exhaustive. Any potential threat to individual safety or to college assets can quickly become a serious emergency if not reported, evaluated, and managed without delay.

Each member of the campus community has a responsibility for maintaining an awareness of their surroundings and for staying alert to the development of potential threats. Sound judgment must be used at all times to avoid the unnecessary disruption of college activities; however, no person should delay the report of a concern. Supervisors and campus Public Safety should be immediately informed of such concerns so that further assessment and appropriate response can be initiated without delay. Once notified, supervisors shall report known facts through their chain-of-command.

In accordance with the college's comprehensive Emergency Response Plan, Public Safety shall provide the initial response to investigate reported concerns and determine any potential threat. In the event that the responding officer identifies a threat that meets or is likely to meet the criteria listed above under the heading "ACTIVATION OF PLAN", that officer shall initiate notification of college administrators using the following order of precedence:

1. Provost
2. Commandant of Cadets
3. Vice President for Finance & Business
4. Vice President for External Affairs

Current contact information for these administrators can be found within the college's "KEY PHONE NUMBER LIST" maintained and published by the Office of the President.

Upon successful notification of one of the listed officials, or the transfer of that duty to another responsible party, the reporting officer is released from notification duty and will resume duties related to incident response. The first administrative official that receives notification of an incident shall assume the responsibility for making further notifications and preparing for activation of this plan. Once notified of an incident, the Provost or, in the absence of the Provost, the senior official notified, will determine the need for further notifications (including notification of the college President) and whether or not further activation of this Crisis Management Plan will be recommended.

### **PLAN PRIORITIES**

The following general objectives have been developed in order to help meet the goals of this plan. Not all listed objectives will apply to every possible situation, but are included here to provide a framework of global priorities to be considered at any incident.

#### **Priority I: Ensure Health and Life Safety**

Objectives:

- Attempt to identify nature and severity of threat and all affected areas or zones.
- Establish emergency communications
- Assess personal injuries and track status of injured or missing individuals
- Evacuate and isolate affected locations pending additional assessment
- Identify and rescue persons trapped in damaged facilities
- Determine need for assistance from public safety agencies – request as needed
- Communicate critical information and instructions to students, faculty and staff, families, and public
- Establish medical support
- Provide emergency food and shelter as needed

#### **Priority II: Life Support & Assessment: Protect Buildings, Facilities, Systems of Record**

Objectives:

- Assess facilities
- Reinforce, barricade, or secure damaged facilities that pose safety hazards
- Shutdown critical utility, data, and telecommunications systems
- Rescue critical records, backups and other data, where possible
- Determine need for outside assistance and/or expertise – request as needed
- Document damages.
-

**Priority III: Restore Normal Operations**

Objectives:

- Initiate reactivation and restart of shutdown systems
- Establish temporary facilities for displaced activities
- Normalize delivery of supplies and equipment to campus
- Provide psychological and personal assistance to those affected by event
- Provide space, equipment, or materials to external agencies, as necessary

**ORGANIZATIONAL STRUCTURE**

Three (3) operational units are hereby established to address crisis events. It is possible that some events will not require deployment of all 3 units. In such a case, units will be deployed as needed. In general, the organizational structure for responding to a crisis is as follows:

**Crisis Management Team (CMT)****Primary Responsibility**

The Crisis Management Team coordinates overall campus response, including coordination and communication of follow-up activities. The Provost will convene the Crisis Management Team when appropriate. Under the direction of the Team Leader, the team will meet regularly during the course of the event. The primary CMT meeting site is Bond 514.

Upon activation, the Crisis Management Team will provide both direct and indirect support to the Emergency Response Team Incident Commander (IC) by coordinating appropriate support groups and activities, establishing necessary communication with outside agencies, monitoring progress of the event, and assisting with recovery operations.

Departmental units and individual personnel may be directed to suspend routine operations for temporary reassignment to assist in emergency operations. The Crisis Management Team, once convened, should be understood to be acting with the full authority of the President.

**Team Leader**

Provost

**Backup Team Leader**

Executive Assistant to the President

**Crisis Management Team - Core Members**

- Provost
- Commandant of Cadets
- Vice President for Finance and Business
- Vice President for External Affairs

**Crisis Management Team - Standby or Alternate Members**

- Vice President for Facilities and Engineering (EOC Director)

- Executive Assistant to the President
- Special Assistant to the President
- General Counsel
- Athletics Director
- College Physician
- Director of Counseling Center
- Chaplain

**Crisis Management Team Responsibilities**

Provost

- Oversees activities and strategies related to crisis
- Coordinates roles of support groups through appropriate Vice Presidents
- Develops and coordinates contingency plans to provide for continuation of academic operations affected by incident.

Vice President for Finance and Business

- Substitutes as Crisis Management Team leader if Provost is unavailable
- Coordinates activities of response and support groups in coordination with the IC.
- Communicates with President, as necessary

Vice President for Communications

- Coordinates internal and external communications
- Monitors media for events in the larger community and disseminates information
- Monitors and responds to information requests (internal and external)
- Coordinates recording and documentation of response activities.
- Serves as or appoints designated spokesperson for the college.

Commandant of Cadets

- Coordinates activities of the Corps of Cadets
- Assists Team Leader with coordination of support activities (counseling, infirmary, external support agencies).

**Emergency Response Team (ERT)**

**Primary Responsibility**

Upon activation, and in coordination with the needs of the Incident Commander (IC), Emergency Response Teams respond to the scene of a crisis event or otherwise as directed. Their role is to assess the situation quickly, determine and initiate actions to ensure the immediate safety of persons and property, communicate requests for outside assistance through the EOC, and serve as an interface between the Incident Commander and the CMT Leader, defined above. ERT members may be assigned direct supporting roles within the incident command structure, at the direction of the Incident Commander.

**Team Leader**

Director of Public Safety (or Deputy Director)

**Backup Team Leader**

Risk Management & Safety Officer

**Emergency Response Team Membership**

- Director of Public Safety (or Deputy Director)
- Risk Management & Safety Officer
- Director of Physical Plant
- Assistant Commandant for Operations

**Conditional Emergency Response Team Membership** *(as warranted by type and severity of crisis)*

- Infirmery Staff
- Counseling Center Staff
- Commandant's Staff
- Director of Financial Services
- Director of Auxiliary Services
- Director of Information Technology Services or IT Staff
- Other Faculty and Staff

**Emergency Response Team Responsibilities**

Director of Public Safety (or Deputy Director)

- Incident Commander (IC) in most cases- responsible for the on-scene management of the emergency and the activities of the Event Response Teams (ERT).
- Provides regular reports to the CMT via the EOC.
- Assessment and coordination of security and law enforcement related issues
- Coordination of on-scene external emergency response units.

## Risk Management & Safety Officer

- May serve as IC in the absence of the Director of Public Safety.
- Conducts operational risk assessments related to event.
- Provides technical support and oversight related to site safety, hazard identification and mitigation, protective equipment and actions, and rescue or recovery operations.
- Coordinates insurance claims documentation and related activities.

## Director of Physical Plant

- Conducts assessment of affected facilities, utilities and components.
- Provides technical support and oversight on structure and systems issues.
- Coordinates and directs maintenance and repair teams and other related activities responding to incident.

## Assistant Commandant for Operations

- Coordinates and controls activities of students and cadets at incident scene
- Provides support and technical expertise with student, Corps, and related matters.
- Assists with coordination of external response units, as necessary.

## **Support Groups**

### **Primary Responsibility**

The following groups will provide ongoing support and oversight during a crisis and will often play a significant role in recovery. Regular reporting lines to Vice Presidents are to be followed unless otherwise specified. The following is an overview of the area of responsibilities assigned to each support group for all types of events. Specific individual responsibilities may vary greatly depending upon the type of crisis and shall be assigned, as necessary, per event.

### **President's Office**

- Assists with passing information to the President from the Emergency Response Team (ERT) and other involved parties.
- Maintains contact with the President if the President is off-campus.
- Serves as the primary information control center during the course of the event and is the primary source of clerical support for the Crisis Management Team (CMT).

### **External Affairs Office and Office of Government Relations**

- Sole campus activity authorized to release event related information both internally and externally of the college.
- Provides coordination and oversight of all communications activities.
- Implements crisis incident communications protocol.

**Deans and Faculty Members**

- Monitor “safe rooms” as established within areas under their control
- Provide leadership, guidance and assistance to students and building occupants with evacuations or shelter-in-place response activities.
- Implement action to protect critical equipment and/or data, as appropriate.
- Maintain a ready posture to perform other duties as may be directed by the Crisis Management Team

**Information Technology and Media Services**

- Secure campus IT facilities and infrastructure where appropriate.
- Provide coordination and oversight of data management and equipment protection.
- Provide communications support to External Affairs as necessary.
- Initiate protocol to activate remote server and data access in the event that the primary campus IT system or critical host facilities are compromised.

**Human Resources**

- Coordinate personnel recall, work schedules and similar issues.
- Assist with the tracking and recording of hours worked by personnel assigned to response.
- Provide coordination and assistance with employee benefits.
- Maintains a current database containing assigned work locations and telephone numbers of disabled students and employees.
- Serves as liaison with Public Safety Department and the Event Response Team to identify and relocate affected disabled students to designated safe areas.

**Infirmary and Counseling Center**

- Provides ongoing crisis intervention support.
- Provides on-scene medical assistance and triage of victims.
- Provides technical support and coordination of medical or health issues.
- Coordinates liaison with public health authorities
- Coordinates setup and staffing of temporary morgue facility

**GENERAL PROVISIONS**

**Crisis Management Team Meeting Center**

During the course of a crisis event, the Crisis Management Team will meet in the Bond Hall Training Room (Bond Hall Room 514) on a regular schedule, to be established by the Team Leader, depending on the nature of the event.

In the event that Bond Hall 514 is inaccessible or undesirable during a crisis event, the 5<sup>th</sup> floor conference room of Padgett-Thomas Barracks (Tower) is the designated alternate site. In the event of a campus-wide power failure or another wide-spread incident occurs that renders the primary and alternate sites unusable, the Team will report to the front of the PSAF building at the main gate. Once convened, the team may determine a more suitable location.

**Crisis Incident Communications Protocol**

The Citadel's Office of External Affairs, under the direction of the Vice President for External Affairs, is the sole campus activity authorized to release event related information both internally and externally of the college. Information related to a crisis event will be disseminated by the Vice President for Communications, or an authorized representative, as follows:

1. Notify appropriate people in staff/administration.
2. Gather all information available on incident.
3. Meet with necessary people to discuss status/ college position. Key people who are included in the meeting will vary depending upon the situation and nature of the problem.
4. Determine the college position and develop a response to query with appropriate approvals including the general counsel.
5. Inform the Crisis Management Team if media queries received.
6. Consider communications needs of all internal and external constituents and develop messages or talking points that might be appropriate for the following groups:
  - Cadets
  - CGC students
  - Media
  - Board of Visitors
  - President & Senior Staff
  - Faculty & Staff
  - Alumni
  - Parents
  - Board members of affiliate foundations
  - Donors/Friends
  - Prospective Students
  - Elected officials
  - Neighborhood Associations, local leaders, etc.
7. Take care to protect the privacy of cadets and CGPS students as required by law.

**Recovery**

Once assured that campus conditions are safe, the Crisis Management Team will focus on returning the campus to normal operations.

Depending on the nature of the crisis, the President, through the Vice President for External Affairs, will provide the campus community with factual information regarding the crisis situation as well as details about recovery activities. In the event that an emergency requires closure of the campus, the college's web-site, [www.citadel.edu](http://www.citadel.edu), will be used to provide up-to-date information on the college's status.

Staff and students should not return to campus until the college is officially reopened. All administrators, maintenance and Public Safety personnel should report to work unless otherwise notified. On a case-by-case basis, support group members will be asked to report to work to assist in recovery efforts.

In the event of building damage, the recovery process will include a repair and clean-up component led by the Vice President for Facilities and Engineering. If regularly scheduled classes cannot be held due to physical damage, the Provost, with the assistance of Deans, will immediately begin efforts to reschedule classes to other locations. Since these efforts may result in time changes as well, information regarding schedule changes will be posted on the college's web site, [www.citadel.edu](http://www.citadel.edu), and in writing to student and faculty home addresses, if possible.

If the crisis situation affects the well being of members of the campus community, the Counseling Center and Human Resources will provide additional support information and/or services.