

**GEORGIA STATE UNIVERSITY
CRISIS MANAGEMENT PLAN**

Revision 2.2.1: March 7, 2006

REPORTING A CRISIS

1. If an actual or perceived crisis occurs or is anticipated, report the situation immediately to either or both of the following:

CAMPUS POLICE	(404) 651-3333
CRISIS RESPONSE COORDINATOR	(404) 651-2331

2. The appropriate action will follow based upon this Crisis Management Plan.

TABLE OF CONTENTS

Executive Summary	i
Preamble	ii
General	1
Purpose	1
Scope	1
Definitions	1
University Crisis Notification System	3
Crisis Reporting and Communication	3
Notification List	4
Notification Statement	6
Public Assistance Center	6
Media Response	6
Crisis Command Post	8
Field Crisis Command Post	8
General Crisis Command Post	8
Campus Crisis Resource Team	9
Notification List	9
Damage Control/Resources	9
Public Safety and Security	10
Public Information	10
Health, Safety and Damage Assessment	11
Counseling and Psychological Services	11
Procurement	12
Auxiliary and Support Services	12
Responsibilities	12
Building/Facility Coordinators	12
Deans and Department Heads	13
Faculty and Supervisors	13
Education/Training	13

On/Off Campus Sources of Assistance during a Crisis	14
On Campus Assistance	14
Outside Agencies Which Can Render Assistance in a Crisis Situation	15
Additional Off-Campus Crisis Resources and Numbers	16
End of Crisis	17
Notifications	17
Crisis Briefing Meeting	17
Assistance to Community by Georgia State University	17
Appendix A: Evacuation Procedures	18
Appendix B: Inclement Weather	22
Appendix C: Hazardous Material	25
Appendix D: Radiation	26
Appendix E: Recommended Refuge/Assembly Areas	29
Appendix F: Sheltering Procedures during an Emergency Closure	30

Crisis Management Plan Executive Summary

- * The university's president shall serve as the crisis response director and the Vice President of Finance and Administration shall be the crisis response coordinator.
- * Whenever a situation affecting the campus reaches proportions that cannot be handled by routine measures, the crisis response director shall be notified by the crisis response coordinator and, if necessary, declare a "university crisis."
- * University Police and/or other appropriate personnel will be dispatched to determine the extent of the crisis and determine the necessary action to insure the safety of persons and property.
- * Each university administrator, upon receiving a "notification statement," is to provide applicable information to those persons under his/her direction as per the crisis notification system. If possible, it is recommended that notification be written and delivered in person or by facsimile transmission.
- * Main and field crisis command posts shall be established as required by the situation and shall be equipped with communication systems required to utilize resources (crisis resource team and outside agencies).
- * Trained building/facility coordinators, as appointed by division and department heads, will be contacted to inform all persons under their direction of the crisis and the action required.
- * Faculty/supervisors shall inform students of the crisis as per the notification statement and initiate emergency procedures with guidance from the dean of their respective college and/or the Dean of Students.
- * The crisis response director conducts liaison activities with the Board of Regents of the University System of Georgia and other appropriate agencies as needed.
- * When the crisis response director declares an end to the "university crisis," a "notification statement" will be issued as appropriate and will follow the crisis notification system.
- * Following the crisis, the crisis/issues management team and crisis resource team shall each gather for debriefing and preparation of a crisis appraisal report for review by the crisis response director.

Preamble

The past decade has seen substantial changes in the Georgia State University operating environment. Once, the physical plant consisted of a few buildings clustered within a couple of square blocks and shielded from extensive interaction with the Host City and most of its people. Today, university buildings encircle the city's central business district. University family members take part in city planning, public safety support and social functions. The university is a major player in redevelopment of the downtown city. The rush to internationalize the city brings money and recognition that is shared by Georgia State University. Georgia State University also shares the problems of an international city: crime and homeless, bomb threats, and the potential for terrorism.

The potential for crisis situation dictates a need for crisis planning which is presented in a format that is flexible, provides control over decision making, and can enable pre-event actions as well as active event responses. In recent years, all major crisis entities, such as FEMA, Red Cross, FBI, and major municipalities use a control-central concept. The Control Center is the focal point of decision making and information flow.

The Crisis Management Plan is in two formats: A detailed plan and a desktop plan. The desktop plan is an operational outline, which can be kept readily available and will quickly outline key responses and possible support required. This plan requires previous crisis management knowledge and training to be used effectively.

The detailed plan provides a more-in-depth explanation of plan functional elements and information necessary to understand how the different internal agencies interact with and support the crisis team and how and when external support agencies are brought into a crisis. To be used effectively, use of this plan requires training for anyone directly involved. Training can be form simulation exercises or have the team address major non-emergency events.

A group of probable crises and response methodology for the crisis are included; however, multi-page action checklists are not. Most major crisis will impact all departments in some measure in the university. Each department is responsible to analyze probable crisis events to determine the impact on the department and prepare a plan to address this impact. The crisis management team will require this information if the crisis develops. (Example: Impact of Inclement weather on closing the university.)

Those items most effective in controlling or minimizing a crisis are preventative actions taken before hand; example, inspections of building security and correction of deficiencies, checking of fire protection pumping systems, inspection/repair of alarm systems, testing of voice announcement systems, planning for environment control of lab animals etc. A quality program of safety and security inspections can help the University to avoid or minimize crisis events.

The pages that follow detail operating functions and procedures for managing crises at Georgia State University. Some specific crisis events are identified with general information pertaining to a particular event.

The key to effective action during crisis situations is the crisis management team. The function, composition, location, and operation of this team are covered in depth in the text of this plan. The team is the focal point for the university prior to, during, after the crisis has passed. For the team to be effective, each team member should become proficient in crisis management principles, generation of crisis data, roles and responsibilities of assisting external support organization, and the proper flow of directions and communication.

To assist team members and their alternates this plan is presented as a composite of work accomplished in universities, Federal, state, and local government agencies. All available information has been gleaned with information deemed appropriate for Georgia State University and this information has been condensed and edited to fit the functional environment of Georgia State University. The scope of this plan has been purposely limited to general actions that can be expected during a particular crisis. No attempt has been made to identify every item that has to be addressed by every University agency that is involved in the crisis.

The plan has been assembled in two formats to enhance its value to the user. A standard workbook format (8.5" x 11) that contains explanations of events in detail and explains the concept and operational aspects of the plan. This format is for general familiarization and is meant to be changed as the security environment changes. The second format is quick reference. This is a booklet meant to be kept readily available and contains only key actions to be accomplished in crisis situations. Proper use of this format requires that user be trained in their specific team member functions / responsibilities and has a working knowledge of the crisis situation.

In addition to the plan each member of the crisis team and alternates is issued a copy of "When Crisis Strikes on Campus". Edited by Wendy Ann Larson, published by The Council for Advancement and Support of Education, this easy reading book contains valuable information concerning crisis management, including general examples using actual occurrences and explaining how, when, and where actions. This is must reading of Crisis Team members.

DESCRIPTION OF PLAN

Planning for crisis is not new. Crisis planning has been used by armies for thousands of years and in recent years, used by most large operations to cover crisis events with a fairly high degree of probability. In gathering data for the plan, we discovered every facilities crisis plan from California was centered on earthquake activity. Plans for those institutions in the North were concentrated on weather: snow, ice, freezing. Coastal facilities used hurricanes, and flooding as their main threat. For many years Georgia State University crisis planning was weather related, generally, freezing and snow.

With the advent of rapid gains in transportation, communication availability of drugs, etc, major universities/corporations and municipalities must consider events probably in a worldwide prospect. Terrorism, riots, rape, murder have joined natural disasters on the probability scale. Events of these magnitudes cannot be successfully addressed without prior planning and training to assist the responsible decision makers in addressing the problem. Planning enables us to consider an event as a series of incremental actions without emotional tension and the pressure that is applied to the critical time constraints. A plan that is too complicated detailed, or with too many decision making levels, may be as bad as no plan at all.

The major thrust of this plan is to formulate a methodology for effective crisis management and to identify crisis events that have a degree of probability sufficient to require their inclusion in the plan.

A comprehensive plan incorporates a continuum of at least four identifiable phases of emergency management--mitigation, preparedness, response, and recovery. Each of these phases represents a dynamic set of actions flowing into the next. Only together do they make up the full scope of a legitimate, valid system of emergency management.

Mitigation: Activities eliminate or reduce the probability of a disaster's occurrence.

Preparedness: Activities focus on essential disaster response capabilities through development of plans and procedures, organization and management of resources, and training /education of people.

Response: Activities provide emergency assistance for casualties and help reduce further damage or help to speed recovery operations.

Recovery: Activities, both short and long term, help to return conditions to normal or improved levels. During the recovery operations, actions are taken to minimize recurrence of the disaster or lessen its effects if prevention is not possible.

ENVIRONMENT

Georgia State University's main campus is located in the downtown area of Atlanta. For years, campus buildings were clustered in a limited area, a few blocks square and two blocks from central business district. Recent expansions have resulted in general disbursement with several stand-alone buildings. Future expansion should follow a similar pattern with a possibility of movement several blocks east.

The location of the buildings presents the university with several positive features, particularly in security / safety areas. Within a few minutes, it would be possible for the university to attain highly professional services of the FBI, GBI, Atlanta and Fire and Police, Bomb and SWAT squads. Also present could be FEMA and chemical control agencies. Multitudes of quality hospitals are nearby. Georgia State University would have access to quality transportation. For all these reasons, it would be counter productive for the university to duplicate these available resources. Therefore, when events occur that require team specialization, this plan relies primarily on outside support.

This is also true for university off-campus facilities. Except the Hard Labor Creek Observatory, a remote site in a State park, all are located within a few miles of the main campus and within the service area of the Federal, state and local agencies as mentioned earlier. Services for the Language Research Center would substitute DeKalb County for Fulton County and City of Atlanta where similar services are available.

However, there are negative features that are associated with our location. Georgia State University, as member of the inner city community, must share the problems of the downtown central business district, such as, large gatherings of people and the crime that follows such groups. Other shared negatives include the homeless, riots, marches, street events and perhaps the most serious. . . . the perception of danger and fears for personal safety. To counter these fears, in addition to ongoing public information activities of the police, it is important that the university handle any crisis that may occur in a quick, effective manner, and with the proper communication.

CRISIS TEAM: PURPOSE AND COMPOSITION

The crisis team functions as the center of information and direction before, during, and after the crisis. The crisis team plays a major role in MPRR phases listed earlier.

Team composition, shown below, provides a small group of decision-makers supported by all the resources of the university. The structure of the crisis team can and should change to an event-dictated group. The full team shown below is not required in some events. For instance, a rape crisis would have little need for Campus

Support Services (Engineering, Purchasing, Auxiliary and Support Services, etc), Emergency Response groups (Safety Risk Management) or only limited Community Services Support units. A rape case would require that just the police, Emergency Medical Services, and Rape Crisis Center is contacted. Just as groups are deleted in some crises, individuals or groups should be added in others. The main members of the team generally remain constant while support agencies are event dependent.

*Refer to Chart: Functional Support Agencies follows.

LOCATION:

Primary: Police Operation
Conference Room

Off-Campus: Presidents Home

COMPOSITION:

The President
Provost/VP Academic Affairs
VP Student Services
VP Finance and Administration
VP External Affairs
VP Legal Affairs
VP University Relations
Dir Police Operations (Police
Chief)
Deans, Chairs, Directors as
needed
Team Coordinator/Expeditor

COMMUNICATIONS EQUIPMENT

Phone-at each member station w/ "ring in"
disconnected
Phone-Speaker System active to allow all members
to listen/respond to caller
Phone-Conference calling capability
Phone-"ring in" only on team coordinator desk
FAX
Computer: e-mail/internet/print capability
Overhead Projector/Screen
Photocopy equipment

NOTIFICATION OF TEAM ASSEMBLY

Normally at direction of the President or Senior University Official.

Disaster may be called by Police Chief or Watch Officer to facilitate team response (Police initiative usually occurs at off normal hours)

Police Operations will maintain a current listing of telephone numbers and addresses of personnel who have duties under this plan.

When team notification is directed, Police Operations will perform notifications, a log will be maintained providing the time team member called, time contacted, and the time member arrives at directed location

CRISIS TEAM--RESPONSIBILITIES

KEY AREAS OF RESPONSIBILITY AND ACTIVITY

Purpose: The purpose of this unit is to provide overall planning and coordination related to emergency situations within the University.

The Crisis Management Team is entrusted to:

- a) Create, direct, maintain, and operate an Emergency Operations Control Center or alternate, as may be required for the university.
- b) Establish and maintain direct contact with the Atlanta / Fulton County Emergency Management Agency.
- c) Set up staff, and operate a manpower office and enroll and classify volunteers according to skills both before and after major disaster or emergency periods.
- d) Enroll and direct any ancillary personnel required for the functioning of crisis management control.
- e) Carry out other duties and functions that may be assigned to this service.
- f) This unit will provide necessary communication link with outside organizations in conjunction with University Relations.
- g) To obtain through University Legal Affairs, legal advisement on matters pertaining to areas such as defense of claims, financial settlement of claims, torts, products liability, criminal and civil charges, procedures, jurisdictions, etc.
- h) This unit will provide communication to the primary service units as well as other units within the university community. Updates of conditions will be provided on a regular basis.
- i) The unit will be the coordinating organization between facilities and services departments related to initiation of responsibility in particular matters, the transfer of responsibility from one organization to another and the curtailment of such responsibility.
- j) To establish a Public Assistance Center to handle phone inquiries from the public and to suppress rumors. In circumstances where information is not readily available, names and numbers will be recorded and persons notified as soon as information is available.
- k) Maintain current records of the location of all radio and paging equipment on campus, such as have access to this equipment during an emergency.

- l) The unit will be responsible for the establishment of a communications network with all key personnel.
- m) This unit will identify existing facilities in priority order for use as logistic support areas to provide shelter, lodging, etc.
- n) During an emergency, this office will provide a detailed estimate of the situation to each of the primary service units as well as other units needing information.
- o) When directed by the President, the emergency team leader and Assistant Vice President of University Relations will prepare a written notification suitable for posting at various campus locations and provide radio stations WSB and WGST and WRAS with appropriate informational releases suitable for notifying other faculty, staff and students that a state of emergency exists on campus.
- p) Vice President and Dean of Students will notify the chief administrative officers of the undergraduate and graduate student body governments and other units reporting to them.

INTERNAL RESPONSE

Crisis Management Team Recommendations

Primary

University President – Crisis Team Leader

Provost and VP for Academic Affairs

VP for Student Services

VP of Finance and Administration

Assistant VP for Legal Affairs

Assistant VP of University Relations

Director of Police Operations

VP for External Affairs

Support

Academic Deans, Chairs, Directors (as needed)

Assistant VP for Facilities Planning

Director of Accounting Services

Director of Safety and Risk Management

Director of Physical Plant

Assistant VP for Human Resources

Associate Provost of IS&T

Director of Business Services

Assistant VP for Auxiliary and Support Services

Staff Council President

President of Student Government

Senate Executive Committee Chair

EXTERNAL RESPONSE

External Agencies for Crises Assistance

Atlanta Police – Fire – Ambulance	911
Fulton County Sheriff	911
Georgia State Patrol	(404) 624-6077
Georgia Bureau of Investigations	(404) 244-2600
Federal Bureau of Investigations	(770) 679-9000
Atlanta/Fulton County Emergency Mgmt. Agency	(404) 730-5600
Georgia Emergency Mgmt. Agency	(800) 879-4968
FEMA – Region IV (Atlanta)	(770) 220-5200
Centers for Disease Control and Prevention	(404) 639-2888
Atlanta Gas Light	(770) 907-4231
Georgia Power Company	(888) 660-5890
Bell South Telephone	(800) 247-2020
City of Atlanta Water	(404) 658-7220

Hazardous Materials Agencies for Fires/Spills

Atlanta Fire Department Hazmat	911
Georgia Dept of Natural Resources	(404) 656-4300
National Response Center	(800) 424-8802
Emergency Clean Up Services	(800) 624-5301

Hospitals

Grady Memorial Hospital	(404) 616-4307
Atlanta Medical Center	(404) 265-4000
Piedmont Hospital	(404) 605-5000
Children’s Healthcare of Atlanta	(404) 325-6411
Crawford Long Hospital	(404) 686-4411

CRISIS TEAM LOCATION

It is important to understand the philosophy of location as it is a major element of crisis management. The primary site (on campus) is Police Operations Conference Room. The secondary site (off-campus location) is the President's residence. This alternate is selected to provide an assembly point away from the city proper when a crisis event may prevent team members from getting to the on-campus location.

Using a specific location is essential as it insures necessary communications hardware for receiving and disseminating information and directions. Proper communication to and from the team is paramount to the team's success. Another important aspect for assembling the team in a location removed from the normal office area is to relieve the team from distractions. This remote assembly point will enable them to concentrate totally on the crisis. Crisis team effectiveness is predicated on being able to bring the full resources of the university into solving the crisis. The locations selected, Police Operations, and President's Residence, place the team members into areas close to the major sources of communication where they can be supported and protected.

TEAM COORDINATOR/EXPEDITOR

This position is normally assigned to a senior associate or assistant at the Vice President level. Duties involve relieving team members of routine duties such as phone answering, locating people, getting information, setting briefings and a multitude of actions that would detract the team from operating as a group.

The individual selected for this position should be very familiar with the university organizational structure, communication procedures, and briefing requirements. This person, very importantly, needs to be someone who has demonstrated the ability to remain calm during highly charged situations. .

CRISIS TEAM OPERATION--THE PUBLIC ASSISTANCE CENTER

The Public Assistance Center will be established by University Relations, under the direction of the crisis response coordinator, in a suitable location, depending upon the circumstances, which will if possible, be communicated to general public via radio, television, etc. It will have available an adequate number of phone lines to address anticipated inquiries. Use of a taped message, which is updated as needed and refers callers who wish for more information to an alternate number staffed by a Counseling Center representative, is also available.

During a crisis or other emergency situation, many inquiries will be received for general public relative to welfare or students or other members of the academic community who may be affected by the crisis. The public assistance center will be established to handle such calls. The primary objective of the public assistance center is to insure that accurate, credible information is released as satisfactorily and expeditiously as possible. Faculty/staff may use this center to inquire about the status of the facility or facilities where they have interests such as research, animals, etc.

CRISIS TEAM OPERATIONS

The general perception of a crisis team is that it is designed to function only in an active crisis situation, under very stressful situations with time constraints continuously being applied to decision situations. In actual practice, the operational design of a crisis management team calls for pre-event, active event, and post event operations.

A 20-year crisis history of Georgia State University crises includes sit-ins; special occurrences, i.e. major sporting events; and weather. A pre-event meeting could have been used just about every time one of these occurred. Ideally, if there is advance knowledge of an actual event or strong indication of such an event, the crisis management team should be called together. Formal use of the crisis management system for all possible crisis situations, even when such events may border on the routine, such as a snowstorm, provides the President with the total information on the event. This pre-event assembly assures him that required actions are assigned for accomplishment, what options may be available, what decisions may be required, etc. In short, if a snow storm is predicted, is it better for the President to go home trusting all separate functional areas will complete all required critical actions as required, or call a meeting to have each specialized area report on their preparations. At the meeting, they can discuss all expected, probable and possible occurrences, determine decision parameters, timetables, and those responsible for responding to future events. This added measure of pre-event assembly gives the group assurances that the university is ready to handle the crisis.

CRISIS NOTIFICATION--INITIAL STATEMENT

The crisis response director will request the crisis response coordinator to direct a statement to all university personnel and others on the campus. This statement will specify the nature of the crisis situation and advise of the desired action to be taken.

The statement will immediately be furnished to vice presidents, deans, administrative heads and the Assistant Vice President of University Relations. If circumstances permit, it will be furnished in writing, if not, via telephone and or facsimile transmission or other such means as are practical. Each university administrator, upon receiving notification of a campus crisis, is to pass the same information along to those departments/ offices under his/her direction.

The university switchboard will remain operational as long as circumstances permit. Outside inquiries to switchboard personnel should be referred to the public assistance center. In the absence of phone services, employee resources will be provided for crisis notification (contingent on available personnel)

PRE-EVENT CRISIS OPERATION

As soon as knowledge of a crisis event is available, the President (or his alternate) will schedule the formation of the crisis management team, establishing the time, location, and purpose of the meeting. Sufficient lead-time should be set for the meeting to allow team members to attain data and briefings from staff members. Also, prior to the meeting, each crisis team member needs to have identified personnel to support the meeting, prepare briefings, take preliminary actions, etc. During this period, the team's coordinator/expeditor checks the communications equipment and insures personnel are available to support the team.

At the appointed time, the President or his designated officer provides the team with a general outline of the expected crisis event, as well as any information available to his office at this pre-crisis time. Each member is provided the opportunity to add to the data by presenting information provided by staff and other sources.

During the discussion that follows, presentations of the available information are made. Based on the available information, a list of occurrences should be drawn up and separated into categories. Any actions that may occur as a result of the crisis should be separated into a category of (a) expected event, (b) probable event (c) possible event. Occurrences in each category can be addressed as to options, response required, responding agency and decisions or directions required by the crisis team. When these actions have been completed and all necessary directions are disseminated, the President will provide team members with times and place of further assembly. It is important that once the crisis center is open, that it be staffed until the crisis has passed, to insure information is continually gathered and kept current. Data accumulated is constantly available to the President and his staff to follow the effectiveness of previous directions, and modify, if need be, any current directions. Factual data accumulated throughout the crisis planning and active phases is essential to meaningful critique and improvements in future crisis management.

THE EVENT--ACTIVE CRISIS OPERATION

It is very possible that following thorough pre-event team operations the President will select a time for re-assembly for active team participation during the actual happening. In rare cases, a crisis can happen without warning of any kind. Once assembled, team functions are basically the same in either situation---having situational briefings by the President, and/or informational briefings by team members and or support staff. With both situations, the team determines crisis events by category (expected, probable, and possible), and determines required actions and very importantly, follows through on these decisions.

There are some basic rules in handling a crisis that are well presented in the recommended training handout for team members and alternates. A few critical, general rules are:

- 1) The team should not interfere with or make decisions that hamper activities of professional crisis control forces, i.e. police, fire, bomb squad, SWAT team, chemical experts and other Federal, state, or local agencies charged with specific crisis control duties. The team monitors these activities and receives information necessary to perform functions required by the university.
- 2) Success or failure of the crisis operations will depend primarily on communication. In-depth training of select communications personnel on crisis communications should be mandatory. The crisis team should always have first team personnel available to prepare the team's messages for media, students, faculty, staff, political inquiries, and family members of the university community. Prompt and factual information prepared especially to fit the needs of the receiver is extremely important. People preparing drafts and text as well as university spokespersons, should receive extensive training and practice in this regard.
- (3) A list should be prepared of critical functions and areas on campus. These

critical areas should be identified by the team, and individually, during preparation for and during the crisis period. Georgia State University critical concern areas include:

- a) Language Research Center--to insure protection and control of primates
 - b) Natural Science Center--This building is critical due to the experiment, animal major research, and expensive research equipment being housed in the building.
 - c) Computer Center --insure safeguarding of data, equipment and operational capacity
- 4) The city, county and Georgia State University share everything that happens in the central city during a major crisis. To be effective in crisis management, when these two partners are also involved, it is necessary for the university to understand ---prior to the emergency---knowledge of the philosophy, planning and operations organization that will be available to the Georgia State University. This is understood by developing "helpful neighbor" relationships prior to the crisis.

Georgia State University Police, Safety and Risk Management, and University Relations officers must develop a positive relationship with planning activities, development of operational methods and public and social functions. Ideally it is imperative that the President and his executive officers show a keen interest in local activities that demonstrate that the University is and intends to stay in partnership with the city and county. Official agreements, such as joint policing, should encourage and be well publicized.

POST EVENT CRISIS OPERATION

The post event crisis operation team meeting is required to insure all necessary actions have been taken to control, solve, and end the crisis. The team members will identify additional actions required to eliminate/minimize the development of a similar future crisis. The team members shall prepare a full report of the crisis to include listing of preplanning of activities and events, event responses, decisions, directives, and an overall summary of activities.

The final actions taken at the post event assembly is the critique of the total operation. It is suggested that a summary of the critique made after the crisis be shared with colleges and universities where similar emergencies are probable.

The critique should serve to improve the ability of the university to plan for and respond to emergency situations. Lessons learned should be incorporated in full planning and in practice simulations by the crisis team.

I. GENERAL

A. PURPOSE

The crisis procedures outlined in this plan are offered to enhance the protection of lives and property through effective use of university and campus community resources. Whenever a crisis affecting the campus reaches proportions that cannot be handled by routine measures, the crisis response director may declare a "university crisis", and this plan may be implemented. Since a crisis may be sudden and without warning, these procedures are designed to be flexible in order to accommodate contingencies of various types and magnitudes.

B. SCOPE

These procedures apply to all personnel, buildings and grounds, utilized by Georgia State University to include those peripheral areas adjoining campus and embrace a natural or man-made disaster situation. In any crisis or disaster situation, the primary objective will be the preservation of life, alleviation of human suffering and minimization of property damage.

C. DEFINITIONS

1. CRISIS RESPONSE DIRECTOR

The University President serves as the overall crisis response director during any crisis or disaster where the crisis management plan is implemented. In the absence of the president, the Provost and Vice President for Academic Affairs shall serve as the crisis response director. In the absence of the Provost and Vice President of Academic Affairs, the Vice President of Finance and Administration will serve as the crisis response director.

2. CRISIS RESPONSE COORDINATOR

The Vice President of Finance and Administration shall serve as the crisis response coordinator and shall manage all crisis response operations. In the absence of the Vice President for Finance and Administration, the Director of University Police shall serve as the crisis response coordinator. In the absence of the Director of University Police, the Director of Safety and Risk Management will serve as the crisis response coordinator. He/she maintains direct operational control of the campus crisis or disaster and the campus crisis resource team. The crisis response coordinator, as necessary, briefs the crisis response director on the status of the situation.

NOTE: In the absence of all of the above senior level administrative personnel, the highest-ranking administrator available will serve as the crisis response director and he/she shall designate a crisis response coordinator to carry out this plan.

3. MINOR EMERGENCY

A minor emergency, within the scope of this plan, is any incident, potential or actual, which will not seriously affect the overall functional capacity of the university, but nevertheless requires some degree of administrative action. Report immediately to University Police at extension 1-3333 or crisis response coordinator 1-2331. Additional contacts may be required depending upon the nature of the incident.

4. CRISIS OR DISASTER

a. Physical Emergencies

Physical emergencies are defined as any unexpected situation that affects the safety of persons or property on the buildings and/or grounds of Georgia State University. This includes but is not limited to situations at the Language Research Center, North Metro Center, Hard Labor Creek Observatory, the Indian Creek Lodge, and the Panthersville Recreation Area.

Examples of physical emergencies that are covered by this plan include, but are not limited to one or a combination of the following perils: fire, explosion, inclement weather, earthquake, building collapse, power failure, flood, wind, chemical release, radioactive contamination, riot, bomb threat, aircraft emergency and terrorism.

b. Controversial Issues

Controversial issues are defined as issue driven and/or slowly developing situations that may negatively impact Georgia State University. Examples of controversial issues include, but are not limited to the following events: unscheduled or planned protests or disruptions, civil disturbances or unauthorized occupancy of campus areas.

NOTE: Media are often notified of crisis situations through police radio reports or from anonymous telephone calls. The presence of news media on campus is of interest and should be reported to the crisis response coordinator since it may

indicate a developing situation that should be verified.

II. UNIVERSITY CRISIS NOTIFICATION SYSTEM

A. CRISIS REPORTING AND COMMUNICATION

Step 1 Whenever a crisis involving Georgia State University occurs, actual or perceived, University Police should be informed immediately. University Police and/or other appropriate personnel will be dispatched to determine the extent of the crisis. The University Police department, as required, shall place into immediate effect the appropriate procedures necessary to safeguard persons and property. The crisis response coordinator shall be notified as soon as possible.

The crisis response coordinator, if necessary, shall immediately consult with the crisis response director regarding the situation and possible need for a declaration of a "university crisis". The authority to declare a "university crisis" rests with the crisis response director.

Step 2 Should a crisis be declared, the crisis response director will at his or her discretion as early as is possible following the declaration, convene the crisis/issues management team to determine the university's response or action. Members of the crisis/issues team will be determined at the time of the crisis by the crisis response director, dependent upon the nature of the crisis/issue.

Step 3 Upon notification by the crisis response director of a "university crisis", the crisis response coordinator will request the University Relations director to contact the university switchboard and ask that all media calls be referred to University Relations. University Police will also be asked to direct all media calls to University Relations. Inquiries from the general public, families, friends, etc. should be directed to the public assistance center described in this section.

Step 4 The crisis response coordinator will initiate a telephone and/or facsimile relay of information in the form of a notification statement to vice presidents. This notification should then be disseminated as appropriate to all deans, department heads, and other university personnel and students. If possible, this notification statement will be in writing and will be delivered in person or by facsimile transmission (see Section II C).

Initial notification should be made to all affected areas as soon as possible following declaration of the crisis. Additional notification statements shall be issued as information and/or directives are available for dissemination.

B. NOTIFICATION LIST

The following are designated as essential personnel in connection with this plan and will make themselves completely available to the crisis response director and the crisis response coordinator for such assignments as circumstances demand.

Dr. Carl Patton
President
Telephone: Office/1-2560, Home/(404) 651-0051

Mr. Jerry Rackliffe
Vice President for Finance and Administration
Telephone: Office/1-2300, Home/(404) 325-0855, Cell/(404) 232-9455

Mr. Tom Lewis
Vice President for External Affairs
Telephone: Office/1-2030, Home/(770) 382-7770

Dr. Hazel Scott
Vice President for Student Services
Telephone: Office/1-3010, Home/(404) 352-8323

Dr. Rebecca Stout
Associate Vice President and Dean of Students
Telephone: Office/3-9023, Home/(404) 607-7747, Cell/(404) 202-5457

Dr. Robin Morris
Vice President for Research
Telephone: Office/1-4437, Home/(404) 982-0594, Cell/(678) 852-4853

Dr. John Marshall
University Attorney
Telephone: Office/1-2569, Home/(404) 872-0322

Dr. Ronald Henry
Provost/Vice President for Academic Affairs
Telephone: Office/1-2574, Home/(404) 812-0580

Mr. Larry Pankey
Director of University Information Systems
Telephone: Office/1-0225, Home/(770) 414-1883

Ms. Connie Sampson
Director of University Police
Telephone: Office/1-2120, Home/(706) 549-7872, Cell/(404) 310-5329

Mr. John McCullum
Director of Physical Plant
Telephone: Office/1-2350, Home/(770) 922-7968, Cell/(404)-379-3762

Ms. DeAnna Hines
Assistant Vice President of University Relations
Telephone: Office/1-3025, Home/(770) 385-4656, Cell/(404) 509-4324

J. L. Albert
Associate Provost University Information Systems and Technology
Telephone: Office/1-3470, Home/(770) 496-0716

Mr. William Paraska
Director University Computing and Network Services
Telephone: Office/1-4507, Home/(770) 971-4681

Mr. Larry McCalop
Director of Business Services
Telephone: Office/1-2326, Home/(770) 306-0797

Dr. Valarie Fennell
Faculty Ombudsperson
Telephone: Office/1-2077, Cell/(678)-612-2150

Ms. Donna Douglass Williams
Staff and Student Ombudsperson
Telephone: Office/1-1706, Home/(770) 939-7786, Cell/(404) 668-5941

Dr. Carnel Kittell
Animal Care (Kell & NSC)
Telephone: 1-2530 3-9251, Home/(706) 788-2071, Cell/(404) 391-7366

Language Research Center (LRC)
David Washburn
Telephone: Office/3-9342, Home/(404) 244-1995, Cell/(404) 663-3745

Mr. Jim Olsen
Director of Safety and Risk Management
Telephone: Office/1-2167, Home/(404) 622-1823

Please report any telephone changes to the Director of Safety and Risk Management at 1-2167.

C. NOTIFICATION STATEMENT

The crisis response director will request the crisis response coordinator to direct a statement to all university personnel and others on the campus. This statement will specify the nature of the crisis situation and advise of the desired action to be taken.

The statement will immediately be furnished to vice presidents, deans, administrative heads and the Assistant Vice President of University Relations. If circumstances permit, it will be furnished in writing, if not, via telephone and/or facsimile transmission or other such means as are practical. Each university administrator, upon receiving notification of a campus crisis, is to pass the same information along to those departments/offices under his/her direction.

The university switchboard will remain operational as long as circumstances permit. Outside inquiries to switchboard personnel should be referred to the public assistance center. In the absence of phone services, employee resources will be provided for crisis notification (contingent on available personnel).

D. PUBLIC ASSISTANCE CENTER

The public assistance center will be established by University Relations, under the direction of the crisis response coordinator, in a suitable location, depending upon the circumstances, which will, if possible, be communicated to general public via radio, television, etc. It will have available an adequate number of phone lines to address anticipated inquiries. Use of a taped message, which is updated as needed and refers callers who wish for more information to an alternate number staffed by a Counseling Center representative, is also available.

During a crisis or other emergency situation, many inquiries will be received from the general public relative to welfare of students or other members of the academic community who may be affected by the crisis. The public assistance center will be established to handle such calls. The primary objective of the public assistance center is to insure that accurate, credible information is released as satisfactorily and expeditiously as possible. Faculty/staff may use this center to inquire about the status of the facility or facilities where they have interests such as Research, Animals, etc.

E. MEDIA RESPONSE

1. Direction

The Assistant Vice President of University Relations and the Vice President for Finance and Administration will have responsibility for directing all media responses to an emergency.

2. Media Statement

In the event of a crisis, the Assistant Vice President of University Relations will inquire of the crisis response coordinator in order to gather preliminary information for a statement. A brief, factual written statement outlining the events which have taken place will then be compiled as quickly as possible. The statement will be dated, time coded, numbered sequentially and will be approved by the crisis response coordinator and Vice President of Finance and Administration before release.

3. Timing

Timing is critical in responding to a crisis. University Relations should be informed and given all key information in order to assist in developing a response in a timely manner. The Assistant Vice President of University Relations will work with all appropriate individuals to develop a written and/or oral response so that accurate information regarding the situation may be disseminated as quickly as possible. In the process of developing this statement, information will be approved as necessary with the crisis response coordinator, Vice President for Finance and Administration, and Assistant Vice President for Legal Affairs.

4. Spokesperson

The crisis response director will determine the appropriate spokesperson(s) for the situation. The designated spokesperson will consult with the Assistant Vice President of University Relations for guidance during potential interviews and statements. The university spokesperson will be the only individual designated to make statements to the media on behalf of the university in an emergency situation. Other spokespersons may be named depending upon the situation. If there must be more than one, it is imperative that each have equal access to information, thoroughly understand what has happened and what is likely to happen as the situation unfolds.

5. On-Going Media Relations

All ongoing media relations concerning the emergency are the responsibility of University Relations. No other units or individuals should deal with or respond to the media in any way without prior approval from the crisis response director. This policy does not

prohibit individuals from contact with the media. However, any such contact will be on their own behalf and will not be on behalf of the university unless approved by the crisis response director.

6. Onsite Media Relations

University Relations will have staff available on the site of a campus crisis as soon as possible after notification of the situation to account for media present, to assess reporters' needs for information and to prepare reporters for the receipt of an official university statement.

7. Media Updates

After the initial incident, and if the emergency situation appears it will be lengthy, the University Relations staff will provide accurate, updated information to the media as often as needed. The University Relations Assistant Vice President and staff should have immediate, open access to administrators and public safety personnel to discuss the appropriate release of such information. A regular time will be set daily to acquire and release updated facts.

8. Press/Emergency Communication Centers

If required, University Relations will be the "press center" for all media activities during a crisis. All media relations will be coordinated from that location. The "press center" will be staffed by University Relations and stocked with necessary materials.

III. CRISIS COMMAND POST

A. FIELD CRISIS COMMAND POST

If the crisis involves only one building or a small part of the campus a University Police vehicle is to be placed as near the crisis scene as is reasonably possible. This field crisis command post will be staffed by University Police personnel at all times or until the crisis ends.

B. GENERAL CRISIS COMMAND POST

The general crisis command post will be set up by the crisis response coordinator and its location will be communicated to appropriate personnel at the time of the crisis. University Police personnel and others, as required, are to staff the command post at all times or until the crisis situation ends. An assembly area for outside and local agency assistance shall be established by the University Police department for operations of the combined on-site crisis resource team. A written log will be

maintained by University Police reflecting all incoming and outgoing messages as well as the date and time thereof.

IV. CAMPUS CRISIS RESOURCE TEAM

A. NOTIFICATION LIST

In addition to establishing a crisis command post as necessary, the crisis response coordinator shall immediately begin contacting all applicable members of the campus crisis resource team, which consists of the following personnel:

Damage Control and Resources: Director, Physical Plant

Public Safety and Security: Director, University Police

Public Information: Assistant Vice President, University Relations

Health, Safety and Damage Assessment: Director, Safety & Risk Management

Counseling and Psychological Assistance: Director, Counseling Center

Procurement: Director, Business Services

Auxiliary Service: AVP for Auxiliary and Support Services

Team members will consult as necessary with the crisis response coordinator for implementation and coordination of the campus operational plan as it pertains to their areas. Team members are to be in constant communication with the crisis command post. General responsibilities of the team members are listed below. Additional responsibilities may be assigned at the time of the crisis.

B. DAMAGE CONTROL/RESOURCES: Director of Physical Plant

1. Provides equipment and personnel to perform shutdown procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs and equipment protection.
2. Provides vehicles, equipment and operators for movement of personnel and supplies, assigns vehicles as required to the crisis resource team for emergency use.
3. Obtains the assistance of utility companies as required for emergency operations.

4. Furnishes emergency power and lighting systems as required.
5. Surveys habitable space and relocates essential services and functions.
6. Provides for storage of vital records at an alternate site; coordinates with building and area coordinators for liaison and necessary support.
7. Insures that animal care and laboratory areas are properly heated or cooled as dictated by the crisis.
8. Informs the public assistance center of the status of facilities where faculty/staff have research interests or other concerns.

C. PUBLIC SAFETY AND SECURITY: Director of University Police

1. Notifies and conducts liaison activities with appropriate outside organizations such as fire, police, etc.
2. Notifies and utilizes police, cadets, and other resources to maintain public safety and order.
3. Monitors campus emergency warning and evacuation systems.
4. Maintains security in the physical area of the crisis.

D. PUBLIC INFORMATION: Assistant Vice President of University Relations

1. Establishes liaison with the news media for dissemination of information as requested by the president.
2. Establishes liaison with local radio and TV services for public announcements.
3. Arranges for photographic and audio-visual services.
4. Advises the crisis response director of all news concerning the extent of crisis affecting the campus.
5. Prepares news releases for approval and releases to media concerning the crisis.
6. Establishes the public assistance center for general public inquiries.

E. HEALTH, SAFETY AND DAMAGE ASSESSMENT: Director of Safety and Risk Management

1. Advises crisis response coordinator in cases of fire, chemical, radiation and/or other crisis incidents as required.
2. Insures applicable local, state and/or federal regulatory authorities are notified as required and that applicable rules and regulations are adhered to during and after the crisis (i.e.: reporting requirements.)
3. Determines loss control measures and advises crisis response coordinator.
4. Conducts damage assessment and coordinates applicable recovery procedures.
5. Assists in the arrangement of care for injured employees or students in conjunction with Health Services and the Counseling Center.
6. Arranges for identification method of crisis resource team members and other officials including building/facility coordinators who must be distinguished during a crisis period.

F. COUNSELING AND PSYCHOLOGICAL SERVICES: Director of Counseling Center

1. Conducts services to aid in the resolution of human problems and emergencies as they arise (i.e., suicide and homicide threats; hostile expressions, demonstrations of irrational behavior).
2. Establishes counseling services such as CISDS and short-term interventions for those individuals and groups affected by the crisis. Assessment and referral to appropriate resources for problem resolution and psychological services.
3. If appropriate, contacts community resources related to dealing with the emotional consequences of suffering crisis and trauma.
4. Ombudsperson will offer mediation and group facilitation as needed and/or requested.
5. Provides follow-up debriefing to crisis contacts.
6. Assists in the development and coordination of training in conjunction with the crisis management plan.

G. PROCUREMENT: Director of Business Services

1. Available to advise on matters relating procurement of materials or services.
2. Assists in establishing assistance centers.
3. Insures continuance of business activities of the university through available resources.
4. Supervises switchboard office personnel.

H. AUXILIARY AND SUPPORT SERVICES: Assistant Vice President for Auxiliary and Support Services

1. Assists with establishment of food service and other vending needs.
2. Advises crisis response coordinator on transportation needs and obtains needed services.
3. Manages available parking and assigns space for media and other non-essential personnel.

V. RESPONSIBILITIES

A. BUILDING/FACILITY COORDINATORS

Building/facility coordinators and alternates shall be appointed for each separate facility of the university. Each building/facility coordinator has the following general responsibilities:

1. Crisis Preparedness
 - a. Building evaluation information should be distributed to all employees with follow-up discussions, on-the-job training or explanation as required. Contact Safety and Risk Management for assistance.
 - b. Encourage training of employees in emergency techniques such as fire extinguisher usage, first aid, CPR and building evacuation procedures.

2. Crisis Situations

- a. Inform all occupants within the facility of the crisis condition using a provided notification statement.
- b. Evaluate impact the crisis may have on their facility.
- c. Maintain crisis telephone communications with officials.

B. DEANS AND DEPARTMENT HEADS

In addition to this overall crisis management plan, each dean and department head should maintain a current emergency plan, consistent with the overall plan, which will provide for the emergency activities of the particular college, school or department concerned. A unit or department specific plan should be kept along with this plan. Affected personnel will be responsible for knowledge of both.

C. FACULTY AND SUPERVISORS

Each faculty and staff supervisor has the responsibility to:

1. Educate their students and/or employees during orientation concerning university crisis procedures as well as evacuation procedures for their building.
2. Inform their students and/or staff of the crisis and initiate emergency procedures with guidance from the dean or department head.
3. Evaluate and survey their assigned building area or activity in order to determine the impact the crisis could have on their facility and report to dean, department head or building/facility coordinator.

These responsibilities will be complemented by appropriate policy information and other action documents as needed.

VI. EDUCATION/TRAINING

Education/training is a critical component to the success of this crisis management plan. Periodic education and training will be offered in a variety of formats -- discussion groups, simulations, lecture and consultation. This training will be coordinated by Safety and Risk Management and Human Resources.

Content of the training will include the nature of the crisis, university crisis procedures and responsibilities of various functional areas during the crisis. These functions include the members of the issues management team and the

crisis resource team, university officials, building/facility coordinators, deans and department heads, faculty and supervisors and others as deemed appropriate.

VII. ON/OFF CAMPUS SOURCES OF ASSISTANCE DURING A CRISIS

A. ON CAMPUS ASSISTANCE

1. University Police Crisis Dispatcher: 1-3333
Uniformed University Police officers are on duty twenty-four hours per day.
2. Safety and Risk Management: 1-2170 or after 5:15 p.m. contact University Police at 1-2100.

Staff is available to consult on safety, fire, chemical, radiological and environmental concerns as well as insurance and recovery operations. Also available is information regarding severe or inclement weather with use of current radar and forecasts.

3. Physical Plant Operations: 1-2350 Trouble/Service After 5:15 p.m. contact University Police at 1-2100.

Skilled workers are available from Physical Plant department at all times during normal working hours and on short notice at other times. They are capable of providing the following crisis services:

- a. UTILITIES: Repairs to water, gas, electric and sewage systems.
- b. STRUCTURES: Repairs to structures and mechanical equipment therein, including heating and cooling systems.
- c. EQUIPMENT: Portable pumps, generators, floodlights, welders, air compressors, tractors, backhoes, fork lifts, etc.
- d. TRANSPORTATION: Sedans, light trucks, dump trucks and tractors.

NOTE: In the event of a crisis in which major structural damage is sustained it is advisable to turn off hazardous utilities, of which electricity and natural gas are of primary concern. Notify Physical Plant Department 1-2350.

4. Purchasing Department: 1-2330
Emergency procurement of materials and services can be arranged in direct support of any crisis.
5. Ombudsperson: 1-2220

Ombudsperson and crisis counselors are available to help with all psychological services/including stress debriefings, suicidal or homicidal ideation, and trauma counseling.

B. OUTSIDE AGENCIES WHICH CAN RENDER ASSISTANCE IN A CRISIS SITUATION

1. Atlanta/Fulton County Emergency Management Agency: conduct damage assessments; furnish information to public in effort to reduce confusion; and establish and maintain crisis operation center to provide coordination of all disaster relief activity. (404) 730-5600
2. Atlanta Police Department: determine perimeter of crisis area; establish traffic control for access to area; maintain law and order within crisis area; and assist in evacuation of persons. (911)
3. Georgia State Patrol: determine perimeter of crisis area; establish traffic control for access to area; maintain law and order within crisis area; and assist in evacuation of persons. (404) 624-6077
4. Atlanta Fire Department: control crisis area; assist in evacuation of persons; and provide for fire and rescue operations. 911
5. Grady Memorial Hospital: emergency hospitalization and ambulance service. (404) 616-4307
6. Bell South Telephone Company: repair and maintain service. (800) 247-2020
7. Georgia Power Company: repair, restoration and/or elimination of service. (888) 660-5890
8. Atlanta Gas Light Company: repair, restoration and/or elimination of service. (770) 907-4231
9. City of Atlanta Water Department: repair, restoration and/or elimination of service. (404) 658-7220
10. Religious Community: counseling, guidance. (404) 651-2455

ADDITIONAL OFF-CAMPUS CRISIS RESOURCES AND NUMBERS

Atlanta

BUILDING INSPECTOR	(404) 330-6150
CITY HALL	(404) 330-6000
ELECTRICAL INSPECTOR	(404) 330-6180
EMERGENCY MANAGEMENT SERVICES	(404) 730-5600
HIGHWAYS AND STREETS DEPT	(404) 658-7102
HUMANE SOCIETY	(404) 875-5331
MARTA (BUS) COMMUNICATION	(404) 848-4368
MARTA POLICE	(404) 848-4910
PARKS DEPARTMENT	(404) 817-6744
SANITATION DEPARTMENT	
MONDAY THROUGH FRIDAY	(404) 330-6236
SATURDAY AND HOLIDAYS	(404) 523-0632
SEWER DEPARTMENT	(404) 624-0751
TRAFFIC ENGINEERING	(404) 330-6589
WATER DEPARTMENT	(404) 658-7220

De Kalb County

MEDICAL EXAMINER	(404) 508-3500
------------------	----------------

Fulton County

ANIMAL CONTROL	(404) 794-0358
EMS RADIO	(404) 730-7956
FIRE DEPARTMENT	(404) 505-5700
HEALTH DEPARTMENT	(404) 730-1211
MEDICAL EXAMINER	(404) 730-4400

State

BOILER INSPECTION	(404) 679-0687
DEPARTMENT OF NATURAL RESOURCES	(800) 241-4113
DEPARTMENT OF TRANSPORTATION.	(404) 656-5267
ENVIRONMENTAL PROTECTION DIVISION	(404) 656-4300
FORESTRY COMMISSION	(404) 964-8020
GEORGIA EMERGENCY MGMT AGENCY	(800) 879-4968
POISON CONTROL	(404) 616-9000
POSTAL INSPECTOR	(404) 765-7369
STATE PATROL	(404) 624-6077

Federal

CDC HAZ MAT RESPONSE TEAM	(770) 488-7100
CHEMTREC	(800) 424-9300
ENVIRONMENTAL PROTECTION AGENCY	(706) 355-8500
FEMA – REGION IV (ATLANTA)	(770) 220-5200
HAZARDOUS CHEMICALS	(800) 424-8802
NATIONAL PARK SERVICES	(404) 399-8070
OSHA	(800) 321-6742

Utilities

ATLANTA GAS COMPANY	(770) 907-4231
GEORGIA POWER	(888) 660-5890
BELL SOUTH (DOWNED LINES)	(800) 247-2020

Miscellaneous

AMERICAN RED CROSS	(404) 881-9800
ARSON HOT LINE	(800) 282-5804
CAMPUS MINISTRIES	(404) 463-9123
SOUTHERN RAILROAD	(404) 525-8301
TILFORD YARD (TRAIN MASTER)	(404) 350-5313

VIII. END OF CRISIS

A. **NOTIFICATIONS**

Notifications of the end of the crisis situation, when declared, are to be made known to all persons who have been alerted. This notification should follow the same procedures described in the "University Notification System" section of this plan.

B. **CRISIS BRIEFING MEETING**

Following notification, the crisis/issues management team and the crisis resource team shall each gather for debriefing and preparation of a crisis appraisal report for review by the crisis response director.

IX. ASSISTANCE TO COMMUNITY BY GEORGIA STATE UNIVERSITY

A crisis affecting the community may require local authorities to request the assistance of Georgia State University personnel and/or facilities. It is logical to assume such assistance would most likely involve the necessity to provide temporary shelter for victims of a disaster and/or medical care for these persons. Georgia State University will cooperate as much as reasonably possible in any emergency assistance operations needed by outside agencies. Assistance of this nature may require implementation of this crisis management plan.

Appendix A

EVACUATION PROCEDURES

Building Evacuation

1. All building evacuations will occur when an alarm sounds (e.g., fire alarm) and/or upon notification by University Police or other authority.
2. When the building evacuation alarm is activated or verbal notification is provided, occupants are to leave by the nearest marked exit and alert others to do the same. Directions may be given as to the location of a safe assembly area. However, if no directions are conveyed proceed to the outside of the building.
3. Once outside, occupants should proceed to a clear area that is a least 500 feet away from the affected building. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel. During periods of inclement weather relocate to alternate building that will be determined at the time of the crisis and conveyed to all persons affected.
4. Do not allow occupants to return to an evacuated building unless told to do so by a university official following release of the scene by fire/police or other agency.
5. Elevators should be reserved for use by disabled persons. However, if elevators are not operational follow instructions in item three above.

NOTE: DO NOT USE THE ELEVATORS IN CASES OF FIRE AND/OR EARTHQUAKE.

Building Evacuation for the Disabled

1. For evacuation purposes, an individual who is disabled is defined as anyone with a permanent or temporary disability who for whatever reason is unable to evacuate a building using the stairwell.
2. In an emergency situation, it is critical that the individual who is disabled is familiar with his/her needs during evacuation. The individual who is disabled is expected to convey these needs to supervisors or instructors at the earliest possible date. The responsibilities below are important to follow.
 - a. Seek out persons who would be able to assist in an emergency.
 - b. Know the safest method people could use to assist and how many people are needed to provide that assistance.

- c. Be prepared to explain how and where a person(s) should provide support. Practice instructions beforehand.
- d. Place a sign on the chair with above instructions if there are communication difficulties.
- e. Carry a loud whistle, horn or similar device that can be operated. It may be used to alert people of location if trapped.
- f. While attending class, be in a position near a doorway for easier exit. Do not block doorway.

3. Emergency Procedures - General Guidelines

- a. Remain calm.
- b. Never use an elevator in a fire or tornado emergency.
- c. Treat every alarm as an actual emergency.
- d. In a fire emergency, the first choice is evacuation.
- e. Leave all material in room/class to avoid wasting time.
- f. Follow signs to exits.
- g. Be prepared to abandon electric chair, if applicable.
- h. Avoid smoke filled stairwells.
- i. If volunteers would not be able to assist safely, opt to wait in a safe location for emergency personnel.
- j. For fire emergencies, never re-enter a building until permitted by emergency personnel.

4. Building Evacuation - Self Building Exit

- a. If way to exit is clear, and self-evacuation is possible, do so immediately.
- b. Go to nearest exit - enter if clear - and exit the building.
- c. If nearest exit is smoke filled, go to alternate exit and evacuate immediately.
- d. If primary and alternate exits are smoke filled, distance present location from smoke and flames.

- e. If area becomes smoke filled, get on the floor.
5. Assisted Building Exit
- a. Faculty, staff or other volunteers can assist in evacuating building and should follow instructions for assisting disabled evacuation.
 - b. If it is not possible to safely evacuate from a clear stairwell, take a position behind the closed fire door until rescue staff arrive.
 - c. If area becomes smoke filled, try to get on the floor.

Assisting Disabled Evacuation

1. Assisting the user of a wheelchair
- a. Remember: Wheelchairs have parts not designed to handle the stress of lifting.
 - b. Never carry the person while in the wheelchair. However a manual chair can be used to assist the evacuation process.
 - c. Prior to moving the person, check for life-support equipment.
 - d. DO NOT take an electric chair up/down stairs. Abandon the chair and carry the person.
 - e. Consult the person in the chair regarding the best way to evacuate (the number of people needed, how to use manual chair, ways to lift, etc.)
 - f. If person is unable to speak clearly, look for a sign on the chair with printed instructions.
 - g. If the individual with the disability cannot be safely carried up/down stairs, do not attempt to do so. Position the person in the safest place possible according to the emergency.
 - h. Alert emergency personnel of person's location.
2. Assisting the Visually Impaired
- a. Offer to assist the visually impaired to a safe location.
 - b. Have the person take your elbow.
 - c. The visually impaired will be responsible for guide dogs.

3. Assisting the Hearing Impaired
 - a. Alert the hearing impaired that an emergency exists.
 - b. Use gestures/notes to indicate type of emergency.
4. Assisting the Mobility Impaired
 - a. Offer assistance.
 - b. If help is requested, assist as directed to a safe location.
5. General Guidelines for Evacuation
 - a. Remain calm
 - b. Be familiar with the distinct signals.
 - c. Know primary and alternate routes of evacuation or exit.
 - d. Never use an elevator in a fire or tornado emergency.
 - e. Leave all materials in the room to avoid wasting time.
 - f. Do not move persons with disabilities without first asking them.
 - g. For fire emergencies never re-enter a building until permitted by emergency personnel.

Campus Evacuation

1. Evacuation of all or part of the campus grounds will be announced by University Police or other authority.
2. All persons should be instructed to immediately vacate the site in question and relocate to another part of the campus grounds as directed.
3. If necessary, transportation will be established to relocate persons from an affected area to safe refuge.

Appendix B

INCLEMENT WEATHER

Unfavorable weather conditions (sleet, snow, ice, tornados, etc.) have a direct bearing upon classes and/or other university activities. The decision as to whether university classes or other activities will be canceled due to weather conditions is the responsibility of the crisis response coordinator after consultation with the crisis response director.

Although these procedures parallel the crisis management plan's guide for action, they are presented in greater detail in an effort to eliminate any confusion during inclement weather conditions. This plan will also apply to inclement weather that occurs during the day while classes and other activities are ongoing.

University Police

The University Police department will monitor the conditions at the university and when inclement weather has or will impact the safety of individuals (e.g.: parking and walkways iced over). The University Police will notify the crisis response coordinator as soon as possible.

There may be cases when another source, outside/inside individuals or agencies, (e.g.: Safety and Risk Management department, National Weather Services, Georgia State Patrol, Department of Transportation, etc.), may provide inclement weather information to the University Police. The University Police shall subsequently notify the crisis response coordinator.

Crisis Response Coordinator

The crisis response coordinator will, if necessary, consult with the crisis response director regarding the university's response to inclement weather conditions. As soon as possible following the decision, the crisis response coordinator will advise the directors of University Police, University Relation, and Physical Plant of the university's response. The university vice presidents will then be notified who shall in turn notify their administrators, faculty and/or staff.

Public Information

The Assistant Vice President of University Relations will furnish the decision to radio and television stations as soon as possible after receiving notification from the crisis response coordinator. During periods of impending or actual inclement weather, faculty, staff and students will be instructed to monitor radio and television reports for late openings or closings of Georgia State University facilities.

University Police

1. When notification from the crisis response coordinator is received, the Director of University Police will be advised of the exact message for the recorder in the switchboard office.
2. When directed by the Director of University Police, the supervisor will notify the switchboard to place the message on the recorder announcing the decision.
3. University Police Operations will answer inquiries made by the calling public in accordance with information furnished by the crisis response coordinator.

Physical Plant

1. Upon notification by the crisis response coordinator with regard to the status of campus activities, the Director of Physical Plant will implement the necessary, internal procedures.
2. The Director of Physical Plant will also insure that animal care and laboratory areas are properly heated or cooled as dictated by the crisis.

Ongoing Monitoring

Conditions regarding inclement weather will continue to be monitored throughout the affected period. As these conditions change and other times as necessary, University Police will brief the crisis response coordinator.

The normal process of notification may not be possible during inclement weather conditions. Therefore, it shall be the responsibility of all university faculty, staff and students to monitor radio and television reports regarding the status of university activities during inclement weather.

Pertinent Officials and Telephone Numbers with Respect to Inclement Weather Plans

Dr. Carl Patton, President
Office: 1-2560
Home: (404) 651-0051

Mr. Jerry Rackliffe, Vice President for Finance and Administration
Office: 1-2300
Home: (404) 325-0855
Cell: (404) 232-9455

Dr. Hazel Scott, Vice President for Student Services
Office: 1-3010
Home: (404) 352-8323

Dr. Rebecca Stout, Associate Vice President and Dean of Students
Office: (404) 463-9023
Home: (404) 607-7747
Cell: (404) 202-5457

Ms. DeAnna Hines, Assistant Vice President of University Relations
Office: 1-3025
Home: (770) 385-4656
Cell: (404) 509-4324

Ms. Connie Sampson, Director of University Police
Office: 1-2101
Home: (706) 549-7872
Cell: (404) 310-5329

Mr. John McCullum, Director of Physical Plant
Office: 1-2350,
Home: (770) 922-7968
Cell: (404) 379-3762

Mr. Wayne E. Reed, Assistant Vice President for Auxiliary and Support Services
Office: 1-2150
Home: (678) 493-2662

The Language Research Center, Alpharetta Center, Brookhaven Center, Hard Labor Creek Laboratory, Indian Creek Lodge, the Gwinnett Center and the Animal Care and Use Committee will be governed by these procedures, but will follow specific procedures developed for each of these units and locations.

Appendix C

HAZARDOUS MATERIAL

1. Any incident (e.g., spillage) involving hazardous materials shall be reported immediately to University Police (1-3333), crisis response coordinator (1-2331), and Safety and Risk Management (1-2170).
2. When reporting be specific about the nature of the involved material and exact location. Safety and Risk Management will contact, if necessary, any specialized authorities and medical personnel.
3. The key person on site should evacuate the affected area at once and seal it off to prevent further contamination of other areas until the arrival of Safety and Risk Management or other authorities.
4. Anyone who may be contaminated by the spill is to avoid contact with others as much as possible, remain in the vicinity and give their names to Safety and Risk Management. Required first aid and cleanup by specialized authorities should be started at once.

Refer to evacuation procedures (appendix A) for information regarding building and campus evacuation.

Appendix D

RADIATION

General

No set of rules can be formulated which will apply to all emergencies that might arise involving sources of radiation. The most practical plan for handling radiation emergencies requires the training of persons who might become involved.

The primary consideration in an emergency is the prevention of injury and prompt medical assistance to anyone who requires it; the secondary consideration is the prevention of damage or salvage of facilities and equipment. The Georgia State University Police personnel have been trained to respond to such emergencies.

The Grady Hospital Disaster Plan includes provisions for handling emergencies involving radiation and radioactive contamination. It is the responsibility of the Georgia State University Safety and Risk Management department to keep the campus radiation crisis response program current and all affected persons properly informed.

Procedures

Initial Notification and Response

1. Individuals in need of emergency assistance or discovering a radiation emergency shall:
 - a. As soon as possible notify the Georgia State University Police division at the university crisis extension 1-3333 (or 651-3333) from outside phone.
 - b. Stay in communication with police officer and provide him with all necessary information requested.
2. The Police Operation Office Supervisor shall:
 - a. Dispatch personnel to the scene of the mishap.
 - b. Notify the Atlanta Fire Department's Hazardous Materials team
 - c. Notify one of the following in the listed priority:
 - (1) Radiological safety officer or a member of his staff
 - (2) The principal investigator of the affected project

(3) Chairman or member of the radiation protection committee

(4) Vice President for Finance and Administration

- d. Maintain simultaneous communications with the radiological safety officer and the police officer dispatched to the crisis so that he can be advised of pertinent information and potential hazards to be encountered at the mishap site.

Emergency Medical Treatment

- 1. The Police Officer at the scene shall:
 - a. Administer or have others (as appropriate) provide first aid.
 - b. Prepare the injured individual to be transported to Grady Hospital if it is determined that a person has been exposed to high radiation levels and/or is contaminated with radioactive materials and is in need of prompt professional medical assistance.
- 2. The Police Officer shall:
 - a. Notify the Grady Hospital resident-in-charge of the Surgical Emergency clinic at (404) 589-4307 of the extent of the emergency if professional medical assistance is required.
 - b. Make appropriate transportation arrangements to take the patient to Grady Hospital.
 - c. Follow instructions from Grady's Emergency Clinic team.
 - d. Provide assistance to the hospital staff as appropriate for the specific emergency.
 - e. Stay in radio or telephone communication with the radiological safety officer or his staff if he is not already on the scene.

Investigation and Follow-up

- 1. All affected university personnel shall:
 - a. Conduct the necessary investigation and evaluation to determine corrective actions necessary to minimize future occurrences.

- b. Complete the required reports to fulfill the reporting requirements for Workmen's Compensation Insurance and for the State of Georgia's Accident Control Program.

Appendix E

RECOMMENDED REFUGE/ASSEMBLY AREAS

AH – Alumni Hall	1PP – 1 Park Place South
AM – Arts and Music Building	G DECK – Parking Deck G
CS – Classroom South	K DECK – Parking Deck K
BB – Bookstore Building	M DECK – Parking Deck M
CBA – College of Business Administration Building	N DECK – Parking Deck N
CB – Courtland Building	S DECK – Parking Deck S
CC – Counseling Center	PE – Physical Education Building
148 – 148 Edgewood Avenue	AQ – Aquatics Building
158 – 158 Edgewood Avenue	SH – Sparks Hall
184 – 184 Edgewood Avenue	UC – University Center
GCB – General Classroom Building	LN – Library North
LS – Library South	UL – Urban Life Building
SRC – Student Recreation Center	HLC – Hard Labor Creek Observatory
29P – 29 Peachtree Center Avenue	LRC – Language Research Center
NSC – Natural Science Center	NMC – North Metro Center
KH – Kell Hall	ICL – Indian Creek Lodge
ALC – Aderhold Learning Center	PV – Panthersville Recreation Area
SC – Student Center	

Building	Refuge Areas	Nearest Pick-up Point/Assembly Areas
AH	Ground Floor AH	Veteran's Memorial Hall - AH
ALC	Ground Floor ALC	Aderhold Learning Center - ALC
AM	Ground Floor AM	Classrooms - GCB
AQ	Ground Floor PE	Gymnasium - PE
BB	Second Floor UC	Gymnasium - PE
CS	Ground Floor CS	Classrooms Ground Floor - LS
CBA	Second Floor CBA	First Floor Classrooms - CBA
CB	Basement CB	Gymnasium - PE
CC	Second Floor CC	Gymnasium - PE
148	Ground Floor 148	158 Edgewood Avenue
158	Basement 158	158 Edgewood Avenue
184	Basement 158	184 Edgewood Avenue
GCB	Ground Floor GCB	Classrooms - GCB
LN	Enclosed Stairwells LN	Classrooms - GCB
LS	Enclosed Stairwells LS	Classrooms Ground Floor - LS
NSC	Ground Floor NSC	First Floor - NSC
29P	Ground Floor SB	First Floor - SB
KH	Second Floor KH	Classrooms - GCB
1PP	Basement 1PP	Basement - 1PP
G DECK	Ground Floor LS	Classrooms Ground Floor - LS
K DECK	Ground Floor UL	Gymnasium – PE
M DECK	Ground Floor Student Center	Student Center - SC
N DECK	Ground Floor UL	Gymnasium - PE
S DECK	Ground Floor UL	Gymnasium - PE
PE	Ground Floor PE	Gymnasium - PE
SC	Ground Floor SC	Student Center - SC
SH	First Floor SH	Classrooms – GCB
UC	Second Floor UC	Gymnasium - PE
UL	Ground Floor UL	Gymnasium - PE

Appendix F

PROCEDURES FOR SHELTERING PERSONS ON CAMPUS DURING AN EMERGENCY CLOSURE

A) Introduction

In the event that an emergency evacuation of the campus is necessary, the University is prepared to provide shelter on campus, on a 24 - 48 hour contingency basis, within designated campus facilities for persons unable to evacuate the campus. The procedures related to sheltering on campus follow:

B) Communications

Upon notification of the decision to evacuate campus due to emergency circumstances, University Police will set up a command center through which essential communications will be coordinated. Staff from University Police, Facilities Maintenance Services, Auxiliary and Support Services, and University Relations will be involved. University Police will use the intercom systems in campus buildings to communicate. In addition, police officers will communicate verbal instructions to students, faculty, and staff within the campus buildings about the evacuation process and designated campus shelter locations. Facilities supervisors and zone chiefs will assist by checking the welfare of individuals within buildings during the evacuation process and in helping to provide instructions to them in guiding persons unable to evacuate the campus to the designated campus shelters.

University Police will provide scripts to be used by Police and Facilities personnel in providing instructions to individuals about the need to evacuate the campus and in directing persons unable to evacuate the campus to the designated campus shelter locations. Information will also be provided by University Police to the Deans of each College of the University, the University Librarian, and to the Dean of Students to further facilitate the flow of information to students through faculty in classrooms, through Library staff in the University Libraries, and through Student Life and Student Housing staff throughout classrooms, laboratories, University housing, and other University facilities. University Police will also assume charge of the designated shelter locations and will maintain safety and security in the designated shelter areas for persons unable to evacuate the campus.

C) Designated Campus Shelters

The Student Center and Sports Arena will serve as the designated locations on campus for persons unable to evacuate. Support staff in both the Student Center and Sports Arena will be retained to provide assistance throughout the contingency sheltering period. In the event that both of these locations fill to capacity, or cannot be accessed due to the emergency circumstances, the

Student Recreation Center will serve as an additional or alternative designated campus shelter location.

D) Meal Provisions

University Dining Services will provide food services in the Plaza Cafe for persons unable to evacuate as well as the support staff remaining on campus to provide assistance. (University Dining Services routinely maintains food stock sufficient for approximately 5.25 days, for approximately 35,000 meals.) The food stock will be drawn centrally from the various venues on campus to facilitate service from the designated area in the Plaza Cafe.

The Campus Club, City Room, and Plaza Cafe seating areas will be open during the emergency period.

University Dining Services supervisors have been designated by University Dining Services to remain on duty during an emergency or crisis situation requiring campus evacuation. In the event that additional University Dining Services staff is needed, they will be asked to stay on a voluntary/as-needed basis.

If necessary, University Dining Services will also provide food delivery services to persons who reside in the University Village during the sheltering period.

E) Maintenance of List of Personnel and Identification Badges for Personnel Assigned to Provide Assistance in Campus Sheltering in Place Operations

University Police shall maintain a current list of the staff from the Student Center, Sports Arena, University Dining Services, University Police, and Facilities of persons designated to stay on duty to provide assistance during a period of emergency evacuation of the campus and resulting sheltering in place. Special identification badges, to identify such persons during an emergency or crisis situation, will be provided by University Police and reserved in those areas in which the designated staff work, available for their use during an emergency or crisis situation.

F) Assistance from Other Agencies

The designated University locations for sheltering are intended to operate for a 24 - 48 hours contingency basis until such time that other agencies, such as the Georgia Emergency Management Agency and the Federal Emergency Management Agency, respond on scene and assume responsibilities for providing continuing assistance for students, faculty, or staff of the University requiring continued shelter away from their routine places of residence.