1.1 INTRODUCTION

Georgia Southern University, herein after referred to as the University, may encounter a number of natural, technological, and human-caused hazards. These hazards may threaten and or impact the health and safety of the University community, damage or destroy property, and disrupt operations. The Comprehensive Emergency Management Plan (CEMP) outlines the approach that will be taken by the University to counter all hazards and incidents.

1.2 PURPOSE

The purpose of the CEMP is to address all phases of emergency management as well as facilitate an effective, professional, and well-organized response to any incident by providing a framework and process for incident management. This includes incidents that exceed the University’s capabilities and jurisdiction, requiring mutual aid and multi-agency coordination.

1.2.1 COMPREHENSIVE EMERGENCY MANAGEMENT PLAN FORMAT

The plan is structured using a traditional format and methodology provided in the Federal Emergency Management Agency (FEMA), Comprehensive Preparedness Guide (CPG) 101.v2; dated November 2010. Its contents include:

**Base Plan**

**Section I** - Identifies the purpose and scope of the plan as well as its range of implementation and authority. It also includes a situation overview describing the location, geography, and demographics of the community. Lastly, it lists threats and hazards of concern as well as the latest risk analysis data and a capability assessment to illustrate the prioritization and focus of the planning process.

**Section II** - Provides the concept of operations, which describes the organization and assignment of responsibilities, the use of National Incident Management System (NIMS) and Incident Command System (ICS), and levels of activation.
Section III – Summarizes operational communications and emergency public information tools and processes.

Section IV - Provides the overall approach to plan updates and maintenance.

Section V – Lists the authorities and references that guide and compel plan development, and plan maintenance.

Volume II Hazard Annexes
Annex A Provides a concept of operations for specific hazards.
Annex B Provides guidance on the preparation for, response to, and recovery from tropical cyclones.
Annex C Provides specific guidance and protocol for infectious disease response.

Volume III Function Annexes
Annex D Finance and Administration
Annex E Emergency Public Information - Crisis Communication Plan
Annex F Communications and Information Technology
Annex G Mass Care and Emergency Assistance
Annex H Public Health and Emergency Medical Services
Annex I Animal Care
Annex J Public Safety and Security

Volume IV Incident & Support Annexes
Annex K Evacuation and Temporary Housing
Annex L Damage Assessment and Debris Management [2021]
Annex M Sport and Special Events
Annex N Supporting Memorandums of Understanding [2021]

Volume V Attachments -
1-18 Included in the attachments are the community protective action guide, outreach materials, emergency contacts, resource information, campus maps, and diagrams.

It is important to acknowledge that the procedures and action steps within the CEMP are not exact but serve as guidelines to facilitate operational communication and operational coordination. Departmental policies and procedures should be congruent and may be referenced as part of plan implementation.
1.3 SCOPE

The CEMP is a University-level plan that applies to all employees, colleges, divisions, departments, programs, research centers, and administrative units within the owned, leased, and controlled properties of the University. The plan may be implemented whenever a response to an incident requires greater than routine, day-to-day resources and coordination to maintain the health, safety, and security of the community, its operations, property and the environment.

Situations in which the application of this plan may be necessary include:

- Mass Gatherings/Events: A planned occurrence which requires resources greater than customary day-to-day staffing to ensure the safety and wellbeing of event participants.

- Threats or forecasted Incidents: An anticipated incident over which the University has no control, such as a hurricane or threats against the University by bad actors.

- No-notice Incidents: An unexpected occurrence, whether natural, technological or human-caused, that requires emergency response to protect life, property, and the environment.

The plan may be applied in cooperation with federal, state and local emergency management agencies, mutual aid providers, partner organizations, and contractors that may be aiding in response and recovery efforts.

1.4 AUTHORITY

This plan is promulgated under the authority of the University President. Primary responsibility for the creation, update and distribution of the CEMP rests with the Office of Emergency Management, supported by input from the Emergency Management Advisory & Planning Committee.

Once approved, this plan becomes the guide for all-hazards incident management.

1.5 SITUATION OVERVIEW

The situation overview characterizes the planning environment to explain why the CEMP is necessary. The following information is provided in summary: University demographic information; geographic area and location of facilities; hazard analysis and capability data; and the most recent hazard analysis information from county hazard mitigation plans.
1.5.1 UNIVERSITY PROFILE

STATESBORO

Georgia Southern University, classified as a doctoral/research institution, is a member of the University System of Georgia. The campus in Statesboro is comprised of more than 900 acres. The grounds are an arboretum-like treasure featuring gently rolling lawns, scenic ponds and soaring pines. The historic core of campus was constructed in Georgian-style, red-brick buildings with white columns. Beyond the historic and traditional construction, contemporary buildings have been built to blend and showcase the continuing growth and expansion of campus facilities.

As the largest and most comprehensive research institution in southeast Georgia, the University is a residential campus of more than 20,000 students. Students representing all 50 states and 88 nations bring a broad array of diverse backgrounds, interests and talents to the University community.

ARMSTRONG

The Armstrong campus is similar in construction and environment, consisting of a 268-acre, arboretum-like campus, just 15 minutes south of Savannah’s National Historic Landmark District. Predominately a commuter college, Armstrong does provide residency to approximately 1400 students.

Armstrong offers 100 academic programs and has an economic impact on the Savannah area of more than $235 million.

LIBERTY

Liberty campus serves Liberty and surrounding counties, as well as Fort Stewart. The Liberty campus is a two-story facility that consists of classrooms, science laboratories, faculty/staff offices, common areas, student services and support areas for a growing number of undergraduate and graduate students.

HERTY ADVANCED MATERIALS DEVELOPMENT CENTER

The Herty Advanced Materials Development Center (AMDC) located in Savannah, is an applied research center with focuses in contract research, development, and manufacturing; and a global leader in technology development. The Center works with national and international companies to accelerate their new product and process development. The Center tests and validates new process and product concepts for industries in a variety of key market sectors including: pulp and paper, chemicals, non-woven materials, and the emerging biomass-to-energy industry.
1. **Statesboro**: 1332 Southern Drive, Statesboro, Georgia 30458

2. **Herty AMDC**: 110 Brampton Rd., Savannah, Georgia 31408

3. **Armstrong**: 11935 Abercorn Street, Savannah, GA 31419

4. **Liberty**: 175 West Memorial Drive, Hinesville, Georgia 31313
### 2018-2019 Enrollment and Population Statistics

#### Students – Campus Enrollment

<table>
<thead>
<tr>
<th>Location</th>
<th>Total</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armstrong</td>
<td>5,610</td>
<td>21.2%</td>
</tr>
<tr>
<td>Liberty</td>
<td>501</td>
<td>1.9%</td>
</tr>
<tr>
<td>Statesboro</td>
<td>18,499</td>
<td>70.1%</td>
</tr>
<tr>
<td><strong>Total Enrollment</strong></td>
<td><strong>26,408</strong> (1,798 Online)</td>
<td>Online – 6.9%</td>
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</tbody>
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#### Gender

<table>
<thead>
<tr>
<th>Location</th>
<th>Female</th>
<th>Male</th>
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<tbody>
<tr>
<td>Armstrong</td>
<td>3,756</td>
<td>1,854 (33%)</td>
</tr>
<tr>
<td>Liberty</td>
<td>346</td>
<td>155 (30.9%)</td>
</tr>
<tr>
<td>Statesboro</td>
<td>9,527</td>
<td>8,972 (48.5%)</td>
</tr>
<tr>
<td>Online</td>
<td>1,268</td>
<td>530 (29.5%)</td>
</tr>
<tr>
<td><strong>Overall</strong></td>
<td>14,897</td>
<td>11,511 (43.6%)</td>
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#### Full Time Students

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<thead>
<tr>
<th>Location</th>
<th>Total</th>
<th>Percentage</th>
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</thead>
<tbody>
<tr>
<td>Armstrong</td>
<td>3,961</td>
<td>14.9%</td>
</tr>
<tr>
<td>Liberty</td>
<td>291</td>
<td>1.1%</td>
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<tr>
<td>Statesboro</td>
<td>16,166</td>
<td>61.2%</td>
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<tr>
<td>Online</td>
<td>405</td>
<td>1.5%</td>
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<tr>
<td><strong>Overall</strong></td>
<td>20,823</td>
<td>78.7%</td>
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#### Part Time Students

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<th>Percentage</th>
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<tr>
<td>Armstrong</td>
<td>5585</td>
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#### Race and Ethnicity - Minority Population

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<thead>
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<th>Location</th>
<th>Total</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Armstrong</td>
<td>2,456</td>
<td>43.8%</td>
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<tr>
<td>Liberty</td>
<td>322</td>
<td>64.3%</td>
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<tr>
<td>Statesboro</td>
<td>7,102</td>
<td>38.4%</td>
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<tr>
<td>Online</td>
<td>592</td>
<td>33%</td>
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<td><strong>Overall</strong></td>
<td>10,472</td>
<td>40%</td>
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<td>HOUSING</td>
<td>ON-CAMPUS RESIDENCES</td>
<td>OFF-CAMPUS RESIDENCES</td>
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<tr>
<td>----------------------------------------------</td>
<td>---------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>CAMPUS</td>
<td></td>
<td></td>
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<tr>
<td>ARMSSTRONG</td>
<td>988</td>
<td>4,622</td>
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<tr>
<td>LIBERTY</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>STATESBORO</td>
<td>4,960</td>
<td>13,539</td>
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<tr>
<td>ONLINE</td>
<td>NA</td>
<td>NA</td>
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<tr>
<td>OVERALL</td>
<td>5,948 (22.5%)</td>
<td>18,161 (68.8%)</td>
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<tr>
<th>RESIDENCY</th>
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<th>NON GA RESIDENCE</th>
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<tbody>
<tr>
<td>CAMPUS</td>
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<tr>
<td>ARMSSTRONG</td>
<td>4,875</td>
<td>735</td>
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<tr>
<td>LIBERTY</td>
<td>386</td>
<td>115</td>
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<tr>
<td>STATESBORO</td>
<td>17,087</td>
<td>1,412</td>
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<tr>
<td>ONLINE</td>
<td>1,605</td>
<td>193</td>
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<tr>
<td>OVERALL</td>
<td>24,3953 (90.7%)</td>
<td>2,455 (9.3%)</td>
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<tr>
<th>CITIZENSHIP</th>
<th>US CITIZEN</th>
<th>NON US CITIZEN</th>
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<tbody>
<tr>
<td>CAMPUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARMSSTRONG</td>
<td>5,385</td>
<td>225</td>
</tr>
<tr>
<td>LIBERTY</td>
<td>485</td>
<td>16</td>
</tr>
<tr>
<td>STATESBORO</td>
<td>17,877</td>
<td>622</td>
</tr>
<tr>
<td>ONLINE</td>
<td>1,769</td>
<td>29</td>
</tr>
<tr>
<td>OVERALL</td>
<td>25,516 (96.6%)</td>
<td>892 (3.37%)</td>
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<table>
<thead>
<tr>
<th>FACULTY</th>
<th>FULL TIME</th>
<th>PART TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAMPUS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ARMSSTRONG &amp; LIBERTY</td>
<td>289</td>
<td>188</td>
</tr>
<tr>
<td>STATESBORO</td>
<td>811</td>
<td>99</td>
</tr>
<tr>
<td>OVERALL</td>
<td>1,111</td>
<td>276</td>
</tr>
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</table>

**TABLE 1. 2017-2018 ENROLLMENT AND POPULATION STATISTICS**
Using a list of known hazards, the planning committee conducted a hazard and vulnerability analysis (HVA). The following graphic illustrates the results of that analysis. A common scoring process and tool was used, and the data was included in a Threat, Hazard Identification and Capability Assessment (THIRA).

**GRAPHIC 1. AVERAGE RELATIVE RISK**

Graphic 1 Illustrates the spectrum of hazards considered during step one of the analysis process. The relative risk shown in bars are based on the average of individual analysis scores.

The dashed line establishes a baseline for prioritizing hazards of most concern based on committee consensus. Hazards reaching the dashed line were prioritized for step two of the THIRA process as well as training and exercise priorities.
155 CAPABILITIES

Presidential Policy Directive (PPD) 8: National Preparedness

PPD 8 describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The PPD 8 National Preparedness Goal defines what it means for the whole community to be prepared and identifies 32 distinct activities, called Core Capabilities. These capabilities serve as both preparedness tools and provide a common language for preparedness activities.

PLANNING

Mission Areas: All

Description: Conduct a systematic process engaging the whole community as appropriate in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.

PUBLIC INFORMATION & WARNING

Mission Areas: All

Description: Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

OPERATIONAL COORDINATION

Mission Areas: All

Description: Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
FORENSICS AND ATTRIBUTION

**Mission Area:** Prevention

**Description:** Conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.

INTELLIGENCE AND INFORMATION SHARING

**Mission Areas:** Prevention, Protection

**Description:** Provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the United States, its people, property, or interests; the development, proliferation, or use of WMDs; or any other matter bearing on U.S. national or homeland security by local, state, tribal, territorial, federal, and other stakeholders.

Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.

INTERDICTION AND DISRUPTION

**Mission Areas:** Prevention, Protection

**Description:** Delay, divert, intercept, halt, apprehend, or secure threats and/or hazards

SCREENING, SEARCH, AND DETECTION

**Mission Areas:** Prevention, Protection

**Description:** Identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio surveillance, sensor technologies, or physical investigation and intelligence.

ACCESS CONTROL AND IDENTITY VERIFICATION

**Mission Area:** Protection

**Description:** Apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
**CYBERSECURITY**

**Mission Area:** Protection

**Description:** Protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.

**PHYSICAL PROTECTIVE MEASURES**

**Mission Area:** Protection

**Description:** Implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.

**RISK MANAGEMENT FOR PROTECTION PROGRAMS AND ACTIVITIES**

**Mission Area:** Protection

**Description:** Identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.

**SUPPLY CHAIN INTEGRITY AND SECURITY**

**Mission Area:** Protection

**Description:** Strengthen the security and resilience of the supply chain.

**COMMUNITY RESILIENCE**

**Mission Area:** Mitigation

**Description:** Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

**LONG TERM VULNERABILITY REDUCTION**

**Mission Area:** Mitigation

**Description:** Build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
RISK AND DISASTER RESILIENCE ASSESSMENT

Mission Area: Mitigation

Description: Assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.

THREATS AND HAZARDS IDENTIFICATION

Mission Area: Mitigation

Description: Identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.

CRITICAL TRANSPORTATION

Mission Area: Response

Description: Provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.

ENVIRONMENTAL RESPONSE/HEALTH AND SAFETY

Mission Area: Response

Description: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.

FATALITY MANAGEMENT SERVICES

Mission Area: Response

Description: Provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
**FIRE MANAGEMENT AND SUPPRESSION**

**Mission Area:** Response

**Description:** Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.

**INFRASTRUCTURE SYSTEMS**

**Mission Area:** Response, Recovery

**Description:** Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

**LOGISTICS AND SUPPLY CHAIN MANAGEMENT**

**Mission Area:** Response

**Description:** Deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.

**MASS CARE SERVICES**

**Mission Area:** Response

**Description:** Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

**MASS SEARCH AND RESCUE OPERATIONS**

**Mission Area:** Response

**Description:** Deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

**ON-SCENE SECURITY, PROTECTION, AND LAW ENFORCEMENT**

**Mission Area:** Response

**Description:** Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and for response personnel...
engaged in lifesaving and life-sustaining operations.

**OPERATIONAL COMMUNICATIONS**

**Mission Area:** Response

**Description:** Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

**PUBLIC HEALTH, HEALTHCARE, AND EMERGENCY MEDICAL SERVICES**

**Mission Area:** Response

**Description:** Provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

**SITUATION ASSESSMENT**

**Mission Area:** Response

**Description:** Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

**ECONOMIC RECOVERY**

**Mission Area:** Recovery

**Description:** Return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.

**HEALTH AND SOCIAL SERVICES**

**Mission Area:** Recovery

**Description:** Restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.

**HOUSING**

**Mission Area:** Recovery

**Description:** Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
NATURAL AND CULTURAL RESOURCES

Mission Area: Recovery

Description: Protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

1.5.6 CAPABILITIES CROSS WALK

The University’s supporting departments carry out many parallel activities as part of their routine function and role during emergencies and disasters. Listed below are the core capabilities matched with supporting department activities.

Office of Public Safety -

Is an accredited law enforcement agency located on both the Statesboro and Armstrong campuses. Public Safety employs approximately 51 sworn officers to include 40 uniformed patrol officers, 6 criminal investigators, one K9 explosives detection unit, one training coordinator and 3 administrative personnel. Services provided include responding to calls for service, taking reports, conducting preliminary investigations, property security and monitoring, responding to emergency incidents, traffic enforcement, accident and criminal investigations, cyber forensics, and security at special events. Officers utilize marked vehicles, utility recreational vehicles, and bicycles to patrol the campus and surrounding areas. Both Statesboro and Armstrong campuses include a Communications Division responsible for the management of radio and telephone communications, calls for service and computer aided dispatch logs. Dispatchers also monitor all burglar, fire, and emergency alarm systems on campuses

Core Capabilities: Planning; Public Information & Warning; Interdiction and Disruption; Screening, Search, and Detection; On-scene Security, Protection, and Law Enforcement; Operational Communications, Operational Coordination; Situation Assessment.
as well as monitor video surveillance equipment.

**Student Accessibility Center** - Advocates and works to assist students with the implementation of accommodations and support to ensure that students and faculty with disabilities have equal access to University facilities and services. The Center provides subject matter expertise in ADA compliance.

**Counseling Center** - Provides a wide spectrum of services to support students in coping with personal, educational, and psychological wellness concerns. In a time of crisis, the Center will oversee and request certified crisis counselors to assist the affected community.

**Health Services Medical Center** – The Statesboro Center provides primary care, laboratory services, injection services, radiology, pharmacy, and physical therapy services to University students. The Center plays a critical role in public health risk communications, education, surveillance, and public health emergency planning, preparedness and response. The Armstrong Student Health Center provides basic care and some in-house laboratory services through contracted service with the Memorial Health University Medical Center.
Facilities Services – Oversees and maintains the natural and built environment of the University, this includes custodial services, mechanical maintenance, construction services, landscape and grounds maintenance, access control for security, fire code enforcement and compliance, and environmental health and safety service and compliance.

Auxiliary Services – Oversees and maintains a wide array of logistical services for the University, such as supply and warehousing, and dining services. During incidents, Dining Services is the primary provider of meals for students, support departments, and response agencies using the campus as a staging area for regional response.

Student Affairs – Oversees the Mass Care and Emergency Assistance Emergency Support Function (ESF) for the University. As such, the department provides targeted communications and information sharing with the student body before, during, and after emergencies; and coordinates transportation, temporary shelter, and feeding for dependent students.

Housing and Residence Life – Provides targeted communications to resident students, and temporary housing for dependent students. Housing also collaborates with Dining Services to provide meal options when normal operations are disrupted. In some cases, Housing provides temporary housing to dependent students and response agencies stationed on campus for regional response.

Core Capabilities: Planning; Environmental Response/Health and Safety; Access Control and Identity Verification; Physical Protection; Infrastructure Systems; Natural and Cultural Resources.

Core Capabilities: Planning: Mass Care Services.
University Communications & Marketing – The Office plays the vital role of providing emergency public information, and crisis and risk communications. The Office manages and updates the University’s crisis communications plan and coordinates with the University System of Georgia’s central communications team. The Office collaborates with Public Safety to manage the emergency mass notification system. This unique system delivers emergency messages to faculty, staff and students via e-mail, cell phone, home and office phone, text message and social media.

15.7 DEPENDENCIES

There are some capabilities for which the University is dependent on outside resources. The following dependencies are listed below:

Emergency Medical Services – Are provided by county approved providers that service the jurisdiction. All ambulances are equipped for Advance Life Support.

Hospital Services – Are provided by local hospitals.

Fire Suppression, Hazardous Materials Spill Response (to large spills), and Rescue Services Are provided by local Fire Departments having jurisdiction within the zones identified by each municipality.
<table>
<thead>
<tr>
<th>UNIVERSITY DEPARTMENTS</th>
<th>CORE CAPABILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Auxiliary Services</td>
<td>Planning; Mass Care Services; Logistics and Supply Chain Management.</td>
</tr>
<tr>
<td>Counseling Services</td>
<td>Planning; Public Health, HealthCare, and Emergency Medical Services (Behavioral Health Services).</td>
</tr>
<tr>
<td>Environmental Health and Safety</td>
<td>Planning; Environmental Response, Health and Safety.</td>
</tr>
<tr>
<td>Facility Services</td>
<td>Planning; Infrastructure Systems.</td>
</tr>
<tr>
<td>Health Services</td>
<td>Planning; Public Health, HealthCare, and Emergency Medical Services; Health and Social Services.</td>
</tr>
<tr>
<td>Housing &amp; Residence Life</td>
<td>Planning; Mass Care Services.</td>
</tr>
<tr>
<td>Information Technology Services</td>
<td>Planning; Operational Communications.</td>
</tr>
<tr>
<td>Public Safety&amp; Security - University Police</td>
<td>Planning; Public Information &amp; Warning; Interdiction and Disruption; Screening, Search, and Detection; On-scene Security, Protection, and Law Enforcement; Operational Communications, Operational Coordination; Situation Assessment.</td>
</tr>
<tr>
<td>University Communications &amp; Marketing</td>
<td>Planning; Public Information &amp; Warning.</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>Planning; Mass Care Services.</td>
</tr>
</tbody>
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**TABLE 2. CORE CAPABILITIES CROSSWALK**
1.5.8 COUNTY MITIGATION OVERVIEW

The following provides relevant county demographic, geographic, and hazard analysis data from the Bulloch and Chatham County Hazard Mitigation Plans.

1.5.8.1 GEOGRAPHY AND COMMUNITY PROFILE OF STATESBORO COUNTY

Located in Southeast Georgia, Statesboro is the County seat of Bulloch County. According to the 2013 census estimate figures, the population of Bulloch County was 71,214, and Statesboro was 29,937.

Bulloch County is in the Coastal Plain of southeastern Georgia approximately 70 miles inland from the Atlantic Ocean along the 30° 25’ north latitude. The climate is temperate, with an average annual rainfall of 44 inches, although there has been a cyclic series of drought followed by excessive rainfall in recent years.
There are five drainage basins in Bulloch County. These include: the Ogeechee River along the eastern boundary; Mill Creek in the northeast portion of the county; to the south, Black Creek, the largest drainage area; Lotts Creek on the western border, and Ten Mile Creek, which drains the remainder of the western section of the county. The numerous tributaries which feed these major creeks and river fit into a dendritic drainage pattern. Bulloch County also has over 1,000 ponds larger than two acres in size. Cypress Lake, the largest pond, covers approximately 600 acres.

The County's topography is flat to gently rolling with a number of swamps and wetlands, as well as the aforementioned ponds. There are no major escarpments, bluffs, or significant hills. Elevations range from 40 feet above sea level along the Ogeechee River and Black Creek near the Bryan County line to more than 300 feet at several points in the northern part of the county near the Jenkins County line.

Statesboro's continued growth as a regional trade and service center, and the continued growth of Georgia Southern University are the community's economic engine and major growth influences.

It is expected that Statesboro will continue to be the focus and center of most development in the county. The new perimeter roads around the city are yet another magnet for such growth. Residential growth will continue around the City of Statesboro and extend beyond the perimeter roads off all main roads leading to the city.

Taken from the Bulloch County Hazard Mitigation Plan 2015, the following hazards were recognized to be of greatest threat to the residences, property, and economy of the county:

- **Damages from Water:**
  - Drought
  - Flooding
- **Damages from Wind:**
  - Coastal Storms
  - Severe winter storms (Ice)
  - Tornadoes
  - Thunderstorms/ High Wind Events
- **Damages from Wildfires:**
  - Wildfires, Wildland fires, and Urban Interface fires
1.5.8.2 GEOGRAPHY AND COMMUNITY PROFILE OF SAVANNAH/CHATHAM COUNTY

The planning area includes all of Chatham County, Georgia, with an estimated 2013 population of 271,102 based on the U.S. Census Bureau’s American Community Survey Data. The American Community Survey data is used to provide detailed demographic data.

Map 1 Planning Area:
### Summary of 2013 Population Estimates-Chatham County, Georgia:

<table>
<thead>
<tr>
<th>Location</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bloomingdale</td>
<td>2,720</td>
</tr>
<tr>
<td>Garden City</td>
<td>8,888</td>
</tr>
<tr>
<td>Pooler</td>
<td>19,821</td>
</tr>
<tr>
<td>Port Wentworth</td>
<td>5,817</td>
</tr>
<tr>
<td><strong>Savannah</strong></td>
<td><strong>139,620</strong></td>
</tr>
<tr>
<td>Thunderbolt</td>
<td>2,583</td>
</tr>
<tr>
<td>Tybee Island</td>
<td>3,032</td>
</tr>
<tr>
<td>Unincorporated County</td>
<td>88,621</td>
</tr>
<tr>
<td><strong>Chatham County Total</strong></td>
<td><strong>271,102</strong></td>
</tr>
</tbody>
</table>

*The Armstrong campus and Herty AMDC are located within the City of Savannah.*
Chatham County Land Use Designations:

The map shows that a high percentage of Chatham County is wetlands, along with small pockets of forest. The remainder of the County is largely developed. As this map illustrates, future development is limited by the presence of the wetlands.

Historic-Cultural

Representative of Chatham County’s historical attractions, the Savannah Historic District, a National Historic Landmark, is significant for its distinctive grid plan as well as its 18th and 19th century architecture. The district encompasses the original town plan laid out in 1733. Overall there are nine National Register Historic Districts in the City of Savannah. The County includes numerous historic structures and public buildings, such as Fort Pulaski, including several important sites associated with the African American community exist in the district, including the city's first black school, and the 1896 home of a working-class African American family.
**Recreation**

Eighteen miles east of Savannah, Tybee Island with its wide, three-mile long beach backed by sand dunes is another tourist destination. Tybee Beach activities are a key Chatham County attraction for visitors, who expand Tybee’s population significantly during the summer months.

The area’s waterways, including the Intracoastal Waterway, provide numerous opportunities for boating, fishing, and water sports enthusiasts, and multiple venues and businesses serve these recreational activities. These recreational pursuits often are enjoyed in close proximity to industrial and marine transport activities.

**Economic Drivers**

In addition to the tourism industry, other industries such as healthcare, manufacturing, and shipping, are vital components of the Chatham County economy. Examples include Memorial Health University Medical Center and St. Joseph’s-Candler Health System, Gulfstream Aerospace Corporation, and Georgia Ports Authority.

The Georgia Ports Authority (GPA) owns and operates two port facilities in the County. The Garden City Terminal in Garden City is the fourth-busiest container port in the United States and the busiest single-terminal container facility in North America. The Garden City Terminal is served by two Class I rail providers and offers interstate access to more than 100 trucking companies that serve the Savannah area.

GPA’s Ocean Terminal in Savannah has a range of shipments including forest and solid wood products, steel, industrial and farm equipment, automobiles, project shipments, and heavy-lift cargoes. The Ocean Terminal includes a 208-acre, 10-berth facility, with 6,674 linear feet of deep-water berthing, 1.5 million square feet of covered storage, and 83 acres of open storage.

The port of Savannah includes multiple other industrial facilities owned and operated by private companies, including one of the few liquefied natural gas (El Paso/Southern LNG) storage and transfer facilities in the U.S., located on Elba Island in the Savannah River, off President’s Street/Highway 80 in unincorporated Chatham County.

The preservation of these economic drivers is an important motivator to quality construction and implementation of this mitigation plan.
Colleges and Universities

Chatham County is home to many colleges and universities that provide resources and expertise to the local community and that may be impacted by hazards identified in this plan.

Georgia Southern University (Armstrong), located on a 268-acre campus on the south side of Savannah, has approximately 5,600 students, and 477 faculty and staff. The University accommodates approximately 990 students in on-campus housing.

The Georgia Tech Savannah (Georgia Institute of Technology) campus includes two modern buildings in its campus off Interstate 95 west of Savannah. Its campus does not include on-campus housing.

The Savannah College of Art and Design (SCAD), is a private non-profit institution, with more than 9,000 students at its downtown Savannah location. SCAD facilities include more than 70 structures, including multiple student residential facilities, located throughout Savannah, totaling approximately two million square feet of space.

Savannah State University (SSU) has a total enrollment of about 4,600 students, with 145 faculty. The campus covers over 200 acres partially within the City of Savannah and within unincorporated Chatham County and abutting the Town of Thunderbolt. Campus housing accommodates over 2,700 students.

South University is located in Savannah on nine acres in midtown Savannah. There are no student housing facilities on campus; the University offers school-sponsored apartments near the campus.

Savannah Technical College is a two-year institution. Enrollment in the Chatham, Bryan, Effingham, and Liberty county locations totals around 6,000 students per quarter, more than half of whom are part-time students. The Savannah campuses are located on White Bluff Road (main campus) and off of Interstate 95 in the Crossroads Business Park (Technology Campus). There is no student housing on campus.

Future Development

According to the census data, there are currently 120,146 housing units in Chatham County with a median value of $174,500. By the year 2020, the Chatham County population is expected to reach 286,869 with approximately 124,952 housing units at an additional total residential value of $838,619,000. However, it is not possible at this time to determine the potential location of these buildings and therefore not possible to assess their exposure to specific hazards.
Local Hazard Identification & Risk

During the 2015 update of the Hazard Mitigation Plan, all potential hazards that could impact the jurisdiction were reevaluated. Therefore, in addition to 5 natural hazards and 3 human caused hazards assessed in the 2010 plan, 9 other hazards were ultimately evaluated.

Updated information from the U.S. Census Bureau and the County’s geographic information system (GIS) system was utilized during the update process.

Conclusions on Hazard Risk for Chatham County:

<table>
<thead>
<tr>
<th>HIGH RISK</th>
<th>MODERATE RISK</th>
<th>LOW RISK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flood</td>
<td>Hazardous Materials Incident</td>
<td>Erosion</td>
</tr>
<tr>
<td>Storm Surge</td>
<td>Lightning</td>
<td>Extreme Heat</td>
</tr>
<tr>
<td>Hurricane/Tropical Storm</td>
<td>Hailstorm</td>
<td>Earthquake</td>
</tr>
<tr>
<td>Severe Thunderstorm / High Wind</td>
<td>Wildfire</td>
<td>Terrorism</td>
</tr>
<tr>
<td>Tornado</td>
<td>Winter Storm and Freeze</td>
<td>Terrorism</td>
</tr>
<tr>
<td></td>
<td>Drought</td>
<td>Terrorism</td>
</tr>
<tr>
<td></td>
<td>Sea Level Rise</td>
<td>Dam and Levee Failure</td>
</tr>
</tbody>
</table>

- **HIGH RISK**
  - Flood
  - Storm Surge
  - Hurricane/Tropical Storm
  - Severe Thunderstorm / High Wind
  - Tornado

- **MODERATE RISK**
  - Hazardous Materials Incident
  - Lightning
  - Hailstorm
  - Wildfire
  - Winter Storm and Freeze
  - Drought
  - Sea Level Rise

- **LOW RISK**
  - Erosion
  - Extreme Heat
  - Earthquake
  - Terrorism
  - Dam and Levee Failure
1.6 PLANNING ASSUMPTIONS

The following planning assumptions have and should be considered:

- Incident plans and operations must be flexible.
- The University recognizes its responsibilities for the safety and well-being of students, faculty, staff, and visitors. First response to any incident within the geography of the University will be by University personnel.
- The decision to declare a University State of Emergency rests solely with the University President or his or her designee.
- All media inquiries shall be directed to the designated University Public Information Officer (PIO).
- Emergency medical services will be managed by local emergency medical service providers.
- Fire suppression and rescue will be managed by local Fire Departments.
- Public safety and law enforcement assistance may be augmented by mutual aid partners as needed.
- Incident management and multi-agency coordination activities will be initiated and conducted in accordance with the NIMS.
- External resources may be requested or contracted if the nature of the incident overwhelms University capability and capacity.
- Emergency functions performed by University personnel will generally parallel their normal day-to-day functions.
- Proper plan implementation, training and exercising will reduce response time and error, may reduce losses, and speed recovery processes.
- Non-critical University functions not contributing to an emergency response may be suspended or reduced when necessary.
- Certain incidents may require response agencies to suspend response activities for a period for responder safety.
- An emergency or disaster may overwhelm the capabilities of the community and hinder a prompt response.
- Debris and impacts to infrastructure may make avenues of entry and exit impassable for the movement of emergency relief supplies. Resources may be impeded or delayed.
- Incidents can occur with or without warning.
Each campus may be affected differently by a regional emergency.

Students that are dependent on the University housing, meal plans, and transportation, may require more services and care than the student population that does not.

Research activities create special hazards and response needs, to include hazardous materials and planning for the preservation of research.

Special consideration must be given to the welfare of research animals and other animals kept by the University.

Public and private critical facilities, infrastructure, businesses, schools, and equipment may be severely damaged or destroyed; and become a cascading effect on the University.

Damage assessment and recovery operations may commence while some emergency response activities are still underway.

There may be tremendous pressure from media organizations to provide updated information regarding incidents and casualties on campus.

Incident consequences and cascading effects may include:

- Death, injury, illness and or exposure to hazardous agents (to animals and people).
- Disruption to transportation.
- Disruption to normal communications.
- Disruption to utilities and other essential services.
- Congregation of large numbers of people at the scene and other public venues.
- Significant numbers of people being displaced, requiring some or all of the following: Evacuation, sheltering, feeding, functional and medical support, child and animal welfare, and other assistance.
- Structural damage to infrastructure, buildings, utilities, and other property.
- Contamination of food, water, vehicles, property, and other resources.
- Shortages of essential resources.
- Periods of civil unrest or disorder, including looting, rioting, and violence.
- Initial stress and confusion of the affected population, and long-term psychological effects to a percentage of the affected population.
- Extensive need for public information.
- Disruption of business activities and potential economic stress.
SECTION II

2.1 CONCEPT OF OPERATIONS

This section describes the approach that the University will take to counter all hazards and provides the University’s incident management framework, adopted from the NIMS-ICS. It defines the command structure and lines of authority, describes the assignment of responsibilities, and outlines how incident management operations will be conducted.

2.1.1 NIMS – ICS

Homeland Security Presidential Directive (HSPD) 5, directed the development of the NIMS, and the requirement for all Federal departments and agencies to use the NIMS in their domestic incident management and emergency prevention, preparedness, response, recovery, and mitigation activities. Further, HSPD 5 required that all State, territorial, tribal, and local jurisdictions adopt NIMS to be eligible for and receive federal preparedness grants and awards. The U.S. Department of Education and Institutes of Higher Education are among the agencies that have adopted NIMS.

The NIMS provides a consistent nationwide approach for Federal, State, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. It also provides for the interoperability and compatibility among Federal, State, and local capabilities.

The NIMS includes a core set of concepts, principles, terminology, and technologies covering the ICS and multi-agency coordination systems (MACS); identification and management of resources (including systems for classifying types of resources); training, qualifications and certification; and the collection, tracking, and reporting of incident information and incident resources.

As promulgated, the University will utilize NIMS and ICS where practicable for incident management.
2.1 NIMS-ICS IMPLEMENTATION

The decision to implement NIMS - ICS is predicated on four primary factors:

1. Severity and scope of the incident, and threat to life safety.
2. Jurisdiction, unity of command and span of control needs.
3. Complexity of operational coordination and resource management.
4. Projected duration of incident response and recovery.

2.2 CEMP ACTIVATION AND ACTIVATION LEVELS

2.2.1 CEMP ACTIVATION

This plan may be activated whenever conditions are forecast or exist in which more than routine action is needed to: (1) protect the health and safety of the community; (2) prevent damage and loss to property and infrastructure; (3) protect the environment; (4) mitigate disruption to operations.

For no-notice incidents, the activation of the CEMP may begin concurrently with initial response at the discretion of the Incident Commander and or Director of Emergency Management. The Incident Commander will initiate the notification process and request the activation of the CEMP as needed. The Director of Emergency Management will activate the CEMP and coordinate additional resources as necessary.

Incidents that cross functional and jurisdictional boundaries or involve complex incident management will necessitate the activation of the CEMP and the assembly and coordination of additional University Emergency Management Team (EMT) units and associated support departments. This coordination will be managed by the Director of Emergency Management and a physical or virtual Emergency Operations Center (EOC) will be utilized as outlined in Table 6.

For forecasted and slow developing incidents, activation of the CEMP will be a collaborative effort between the President, Director of Emergency Management, and subject matter expert/senior staff member with primary responsibility based on nature of the incident.
### ACTIVATION LEVELS

Levels have been created as a guide to facilitate activation and resource needs, based on the severity and complexity of the incident, and risk to the community.

<table>
<thead>
<tr>
<th>ACTIVATION LEVELS</th>
<th>DESCRIPTION</th>
<th>ACTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Normal Operations, Monitoring, and Routine Incidents</td>
<td></td>
</tr>
</tbody>
</table>

**Complexity - Minor**

Day-to-day monitoring of conditions and hazards. Routine incident responses and information sharing.

Some additional collaboration between departments may be necessary but does not require activation of the CEMP or EMT.

**Size – Small, Localized**

Small, localized incident.

**Scope – Minimal**

Damage or interruption to campus activity is minimal and managed within the normal staffing levels.

**Duration - Brief**

Incident is concluded and does not extend beyond routine business hours. Incident does not require notification or reporting to senior leadership.

- ICS may be applied using the pre-designated Command Staff. Only select individuals are needed.
- The incident does not require substantial coordination or an incident facility such as an Incident Command Post (ICP) for management.
- Communication between on-scene Incident Commander and the University PIO may be necessary for situational awareness and potential messaging.
- Activation of the EMT is not necessary, but members may be notified and placed on standby if the incident has the potential to escalate.

#### Examples:

- Typical 911 calls for individual assistance.
- Single motor vehicle accident.
- Small fire resolved with little or no Fire Department intervention.
- Isolated utility or infrastructure failure with short interruption.
<table>
<thead>
<tr>
<th>ACTIVATION LEVELS</th>
<th>DESCRIPTION</th>
<th>ACTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Minor-Medium Incident</td>
<td></td>
</tr>
</tbody>
</table>

**Complexity - Moderate**

A threat exists (or) an actual incident has occurred, and requires a moderate activation of University resources, but does not demand the full activation of the EMT.

Includes mass gatherings/events that require notable University resources and may include assisting agency support.

- Pre-designated ICS positions are activated as necessary.
- Communication and coordination with the University PIO is required.
- Appropriate executive notifications are made.
- Certain actions of the Executive Policy Group may be necessary.
- Only select functions of the EMT are activated as necessary, commensurate with the nature and severity of the incident or event.
- Certain actions of the Executive Policy Group may be necessary.
- Multi-agency coordination (MAC) may be utilized but is generally limited in scope.

**Size – Medium**

Incident is isolated to a facility or a portion of campus and community.

**Scope – Moderate**

Incident causes temporary disruption of one-two systems, departments, or facilities. Facility evacuation or closure, or business suspension may be necessary to manage the incident.

**Duration - Up to 48 hours**

Incident has concluded in predictable amount of time, generally not to exceed 48 hours

Examples:
- Fire/hazmat incident requiring Fire Department intervention, and evacuation of an academic building or residence hall.
- Planned sporting or special event.
- Civil unrest small in size and short in duration.
- Faculty, staff or student fatality.
### TABLE 3. ACTIVATION LEVELS

<table>
<thead>
<tr>
<th>ACTIVATION LEVELS</th>
<th>DESCRIPTION</th>
<th>ACTIVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Major Incident</td>
<td></td>
</tr>
</tbody>
</table>

**Complexity - High**

A threat exists (or) an actual incident has occurred in which significant University resources are activated as well as local resources, and possibly state and federal resources.

May require a total campus evacuation and or closure; and business suspension.

- The EPG is notified, and executive actions are necessary.
- Communication and coordination with the University PIO is required.
- All functions of the EMT are notified and activated as necessary.
- Incident facilities (ICP, EOC, JIC) are utilized.
- MAC with outside entities is likely.

**Size – Large, Wide-spread**

Incident is University-wide and or involves surrounding communities.

**Scope – Large**

Incident causes disruption to multiple campuses, systems, departments, and or facilities.

**Duration - >48 hrs**

Incident lasts an extended period.

Examples:
- Hurricane
- Tornado, damaging high winds, flooding, ice.
- Regional blackout.
- Active assailant, violent assembly on campus.
- Epidemic, mass prophylaxis.
- Multiple casualties or fatalities.
2.3 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

The University’s incident management framework follows the principles of NIMS – ICS. The basic framework consists of an Executive Policy Group and an Emergency Management Team.

**EXECUTIVE POLICY GROUP**

- Make overarching policy and financial decisions.
- Provide strategic direction and delegation of authority to the Emergency Management Team.

**EMERGENCY MANAGEMENT TEAM**

- Collaborate, problem solve, and coordinate resources
- Provide information and assessment
- Provide direction and control
- Apply tactics
23.1 EXECUTIVE POLICY GROUP (EPG)

Executive Policy Group responsibilities may include:

- Providing advice and assistance to the President.

- Making policy decisions when academic programs are interrupted, such as altering hours, cancelling classes, and or altering type and location of instruction.

- Providing leadership to subordinates.

- Delegating authority to EMT Group Supervisors.

- Providing the overall priorities and approving strategies while the EMT and incident responders are implementing tactical measures.

- Providing priorities and direction for program recovery and post-event restoration.

- Suspending non-essential operations.

- Determining and directing the postponement of campus events.

- Directing and or altering financial actions and spending limitations.

- Notifying the USG System Office points of contact and other stakeholders.

- Ensuring that applicable policy decisions are communicated to students, employees and other affected individuals or entities.

- Monitoring Emergency Operations Center (EOC) activities as necessary.

- Approving Public Information updates and statements.
<table>
<thead>
<tr>
<th>ROLE</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agency Administrator - President</td>
<td>Georgia Southern University President</td>
</tr>
<tr>
<td>Support to the President and External Affairs</td>
<td>Chief of Staff</td>
</tr>
<tr>
<td>Academic Affairs</td>
<td>Vice President for Academic Affairs, Provost</td>
</tr>
<tr>
<td>Business and Finance</td>
<td>Vice President for Business and Finance</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>Vice President for Student Affairs</td>
</tr>
<tr>
<td>Enrollment Management</td>
<td>Vice President for Enrollment Management</td>
</tr>
<tr>
<td>Advancement</td>
<td>Vice President for University Advancement</td>
</tr>
<tr>
<td>Public Information</td>
<td>Vice President for University Communications and Marketing</td>
</tr>
<tr>
<td>Legal Affairs</td>
<td>Assoc. Vice President for Legal Affairs</td>
</tr>
<tr>
<td>Diversity and Inclusion</td>
<td>Vice President for Diversity and Inclusion</td>
</tr>
<tr>
<td>Information Technology, Data, Communications</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Athletics</td>
<td>Director of Athletics</td>
</tr>
<tr>
<td>Technical Specialist/Advisor</td>
<td>Incident Specific SME/Director of Emergency Management/Chief of Police</td>
</tr>
</tbody>
</table>

**TABLE 4. EXECUTIVE POLICY GROUP**
EMERGENCY MANAGEMENT TEAM (EMT)

PRE-DESIGNATED FRAMEWORK

The EMT has a dual role, the implementation of incident management strategy and tactics, and resource coordination. Therefore, the EMT has been structured using the NIMS-ICS Local Incident Management Team (IMT) model for Command and General Staff functions, and functional organization using Groups that resemble Federal and State Emergency Support Functions (ESF). This structure allows seamless incident management and resource coordination. The components will be activated as needed to support actual or anticipated requirements for response and recovery.

For direction and control below the pre-designated framework of the EMT, the University has made a conscious decision to utilize the normal, day-to-day organizational structure instead of forcing University departments to conform to an ESF numbering scheme or ICS unit name which they are unfamiliar with.

LINES OF SUCCESSION

Lines of succession within the incident management framework will follow the standard departmental lines of succession and line of succession in Section 2.4.
## LEVEL 3 INCIDENTS

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMAND STAFF</td>
<td>Will be based on authority, capability, and resources appropriate to the incident. For Level 3 incidents Incident Command shall include the appropriate Department Director and may include the Director of Emergency Management as necessary. Unified Command with other internal or external authorities may be required for certain incidents.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>INCIDENT COMMANDER &amp; DEPUTY COMMANDER</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCIDENT TYPE</strong></td>
<td><strong>STAFF</strong></td>
</tr>
<tr>
<td>Facility and infrastructure damage</td>
<td>AVP of Facilities</td>
</tr>
<tr>
<td>Safety and security threats, criminal activity, civil unrest, large events</td>
<td>Chief of Police</td>
</tr>
<tr>
<td>Fire, Hazardous Materials Incident</td>
<td>Local Fire Dept. (Liaison - EH&amp;S designee)</td>
</tr>
<tr>
<td>Local Emergency Conditions</td>
<td></td>
</tr>
<tr>
<td>Statesboro Campus</td>
<td>Chief of Police/Director Emergency Mgt.</td>
</tr>
<tr>
<td>Armstrong &amp; Liberty Campuses</td>
<td>Deputy Chief of Police</td>
</tr>
<tr>
<td>Public Health issue</td>
<td>Medical Director</td>
</tr>
<tr>
<td>Cyber Security Threat/Incident</td>
<td>Chief Information Security Officer</td>
</tr>
<tr>
<td>Info Technology Failure</td>
<td>Chief Information Officer</td>
</tr>
<tr>
<td>Student Community Crisis</td>
<td>AVP Student Services, Dean of Students</td>
</tr>
</tbody>
</table>

| PIO | Vice President of University Communications and Marketing |
| Safety | Environmental Health & Safety Designee |

### GENERAL STAFF (ONLY AS NEEDED)

| Operations Section Chief | Director TBD |
| Planning Section Chief | Director of Emergency Management |
| Finance & Admin Section Chief | Associate Vice President of Business Services, Director of Procurement |
| Logistics Section Chief | Associate Vice President for Facilities Services or Auxiliary Services |

**TABLE 5. LEVEL 3 EMT PRE-DESIGNATED INCIDENT MANAGEMENT STRUCTURE**
LEVEL 1 - 2 INCIDENTS

<table>
<thead>
<tr>
<th>POSITIONS</th>
<th>PERSON RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EMERGENCY OPERATIONS CENTER MANAGEMENT</strong></td>
<td></td>
</tr>
<tr>
<td>INCIDENT COMMANDER &amp; DEPUTY COMMANDER</td>
<td>For Level 1-2 incidents, the Director of Emergency Management acts as EOC Manager. A University Vice President may also be assigned to operational periods as liaison for executive oversight. On-site Incident Command, such as the pre-designated Incident Commanders described in Table 5, or Unified Command with other external authorities may be required for incidents needing more tactical oversight. Incident Command for Cyber Security incidents shall be managed by the Chief Information Officer and Information Security Officer.</td>
</tr>
<tr>
<td>EOC Manager</td>
<td>Director of Emergency Management</td>
</tr>
<tr>
<td>Executive Policy Group Liaison</td>
<td>Vice President for Business and Finance</td>
</tr>
<tr>
<td>PIO</td>
<td>Vice President of University Communications and Marketing</td>
</tr>
<tr>
<td>Safety</td>
<td>Environmental Health &amp; Safety Designee</td>
</tr>
<tr>
<td>Legal Affairs</td>
<td>Chief of Legal Affairs</td>
</tr>
<tr>
<td><strong>GENERAL STAFF</strong></td>
<td></td>
</tr>
<tr>
<td>Operations Section Chief</td>
<td>Director TBD</td>
</tr>
<tr>
<td>Planning Section Chief</td>
<td>Director of Emergency Management or designee</td>
</tr>
<tr>
<td>Finance &amp; Admin Section Chief</td>
<td>Associate Vice President of Business Services, Director of Procurement</td>
</tr>
<tr>
<td>Logistics Section Chief</td>
<td>Associate Vice President for Facilities Services or Auxiliary Services</td>
</tr>
</tbody>
</table>

TABLE 6. LEVEL 1-2 EMT PRE-DESIGNATED INCIDENT MANAGEMENT STRUCTURE
INCIDENT COMMANDER

In most cases the initial Incident Commander will be the most senior staff member on-site having the most direct responsibility, expertise, and authority related to the nature of the incident. This senior staff member will self-identify as Incident Commander and initiate the notification process.

Incident Command may be transferred to a more senior or experienced individual with authority related to the nature of the incident, or to another agency with primary authority. University staff have been pre-designated to assume the role of Incident Commander based on their expertise and authority for the hazard or incident type, as illustrated in Table 5.

PUBLIC INFORMATION OFFICER

The University PIO is responsible for the implementation of the Crisis Communications Plan, and the oversight of the Emergency Public Information - Crisis Communications Team.

SAFETY OFFICER

The Safety Officer develops and recommends measures to ensure personnel safety, and to assess and or anticipate hazardous and unsafe conditions. The Safety Officer may exercise emergency authority to stop or prevent unsafe acts.

DIRECTOR OF EMERGENCY MANAGEMENT

The Director serves as an advisor to the University President and the Executive Policy Group; and is responsible for facilitating the operational coordination of the EMT. The Director shall assist the Incident Commander, activate the CEMP and EMT as necessary, and coordinate the use of an Emergency Operations Center.

The Director shall:

• For Level 3 Incidents - Provide support to the Incident Commander, fill the role of the Planning Section Chief, and support resource management as necessary.

• For Level 1-2 Incidents – As EOC Manager, monitor and facilitate EMT resource management and multiagency coordination using the pre-designated organizational structure.
FINANCE AND ADMINISTRATION SECTION

The Finance and Admin Section is responsible for supporting all financial, administrative, and cost analysis aspects for incident management. Some areas of responsibility include assisting and/or overseeing the collection of time records for equipment and personnel assigned to incident operations; preparing insurance and public assistance claims; assisting groups in establishing vendor contracts, leases, and fiscal agreements; managing compensation and claims; and collecting and analyzing all cost data.

DEPARTMENTS

Business & Finance
Financial Accounting
Internal Audit
Legal Affairs
Procurement & Logistical Services

RESPONSIBLE

AVP –Finance (Supervisor)
Business Operations Professional
Risk & Compliance Audit Professional
Chief Legal Affairs Officer
Director

LOGISTICS SECTION

The Logistics Section is responsible for ensuring that incident personnel have the equipment, supplies, transportation, facilities, and food needed to carry out operations.

DEPARTMENTS

Facilities Services
Auxiliary Services
Parking & Transportation
Procurement & Contract Services
Central Warehouse
Distribution

RESPONSIBLE

AVP for Facilities Services
AVP for Auxiliary Services (Supervisor)
Director of Parking & Transportation Services
Director of Procurement & Logistical Services
Assistant Director of Procurement & Contract Services
Assistant Director of Procurement & Contract Services
**COMMUNICATIONS**

The Communications Unit is responsible for the provision of communications and information technology support to incident operations. The Group will establish procedures to provide support, acquisition, and deployment of communication and information technology equipment, personnel, and resources to support response and recovery operations.

<table>
<thead>
<tr>
<th>DEPARTMENTS</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology Services</td>
<td>Director of ITS (Supervisor)</td>
</tr>
<tr>
<td></td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Network &amp; Telecommunications</td>
<td>Network Engineer</td>
</tr>
<tr>
<td>Enterprise Services</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>Information Security</td>
<td>Director/ISO</td>
</tr>
</tbody>
</table>

**OPERATIONS SECTION**

The Operations Section is responsible for managing the tactical operations for an incident. The build-up of the Operations Section is generally dictated by the number of tactical resources involved and span of control considerations. There is no precise guideline for when the Operations Section will be established. In most cases the Incident Commander(s) or the EOC Manager will be responsible for the duties of the Operations Section Chief until span of control is exceeded.

**PLANNING SECTION**

The Planning Section is responsible for collecting, evaluating, processing, and disseminating information for incident management. This information dissemination may be in the form of an incident action plan; formal briefings; data provided in briefing materials; status boards and displays for common operating picture; analysis from technical experts, maps; charts; etc. The Planning Section maintains resource status information and documentation as well.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Emergency Management</td>
<td>Director</td>
</tr>
</tbody>
</table>
ARMSTRONG & LIBERTY TASK FORCE

The Armstrong & Liberty Task Force is responsible for coordinating and implementing on-site response and recovery operations for isolated incidents or events that only impact the Armstrong or Liberty campus. For incidents and events that impact all campuses, members of the Task Force will fall under their primary Emergency Support Function (ESF) within the larger EMT structure.

**FUNCTIONAL AREA**

<table>
<thead>
<tr>
<th>Area</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>Armstrong &amp; Liberty Campus Public Safety &amp; Security</td>
<td>Deputy Chief of Police</td>
</tr>
<tr>
<td>Armstrong Campus Facilities</td>
<td>Facilities Manager</td>
</tr>
<tr>
<td>Armstrong Campus Communications</td>
<td>Director</td>
</tr>
<tr>
<td>Armstrong &amp; Liberty Campus Student Affairs</td>
<td>Dean of Students</td>
</tr>
<tr>
<td>Armstrong Campus Housing</td>
<td>Director of Residence Life</td>
</tr>
<tr>
<td>Armstrong &amp; Liberty Campus Academic Affairs</td>
<td>Associate Provost</td>
</tr>
</tbody>
</table>

**EMERGENCY PUBLIC INFORMATION - CRISIS COMMUNICATION TEAM**

The Office of University Communications and Marketing is responsible for all emergency public information, notification and warning, risk and crisis communications, external communications, and the activation of call centers. The Vice President of University Communications and Marketing is the senior leader of the department and the designated University PIO. The University PIO oversees the implementation of the Crisis Communications Plan and the Crisis Communications Team.

**ROLE**

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td>University PIO</td>
<td>Vice President of University Communications and Marketing (Leader)</td>
</tr>
<tr>
<td>Asst. PIO, Communications Point</td>
<td>Director of University Communications and Marketing</td>
</tr>
<tr>
<td>Marketing/Web/ Imagery</td>
<td>Director of Brand &amp; Marketing</td>
</tr>
<tr>
<td>Web Team Manager</td>
<td>Web Content Manager</td>
</tr>
<tr>
<td>Digital Signage</td>
<td>Marketing Operations Manager</td>
</tr>
<tr>
<td>Social Media</td>
<td>Communications Manager</td>
</tr>
</tbody>
</table>
ANIMAL CARE GROUP

The Animal Care Group is responsible for the welfare of University research animals and Wildlife Center animals during emergencies and disasters. The Animal Care Group complies with USDA Animal Care emergency planning requirements and regulations.

<table>
<thead>
<tr>
<th>DEPARTMENTS</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Senior Director - Research</td>
</tr>
<tr>
<td>Laboratory Animals</td>
<td>Biology – Research Technician</td>
</tr>
<tr>
<td>Wildlife Center</td>
<td>Curator</td>
</tr>
<tr>
<td>Armstrong Research Animals</td>
<td>Associate Chair</td>
</tr>
</tbody>
</table>

FACILITIES, PUBLIC WORKS, AND ENGINEERING GROUP

The Facilities, Public Works and Engineering Group is responsible for the coordination and implementation of emergency construction; demolition; repair; operation and management of water; sanitary sewer/storm drains and roadways; the inspection of facilities for structural condition and safety; the coordination of heavy equipment resources to support emergency operations; and the restoration of utilities and infrastructure.

<table>
<thead>
<tr>
<th>DEPARTMENTS</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Facilities Services Administration</td>
<td>AVP of Facilities Services (Supervisor)</td>
</tr>
<tr>
<td>Landscape Services</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Mechanical Services</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Plan, Design &amp; Construction</td>
<td>Associate Director or Engineer</td>
</tr>
<tr>
<td>Custodial Services</td>
<td>Superintendent</td>
</tr>
<tr>
<td>Structural Services</td>
<td>Superintendent</td>
</tr>
</tbody>
</table>
FIREFIGHTING, OIL, AND HAZARDOUS MATERIALS GROUP

The Firefighting, Oil, and Hazardous Materials Group is responsible for coordination and communication with local Fire Departments and hazardous materials response teams when an incident requires fire suppression and control, and or hazardous materials spill response.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Health and Safety at Statesboro</td>
<td>Director (Supervisor)</td>
</tr>
<tr>
<td>Environmental Health and Safety</td>
<td>Fire Marshall</td>
</tr>
<tr>
<td>Environmental Health &amp; Safety</td>
<td>Occupational Safety Manager</td>
</tr>
<tr>
<td>Environmental Health and Safety at Armstrong</td>
<td>Coordinator</td>
</tr>
</tbody>
</table>

MASS CARE AND EMERGENCY ASSISTANCE GROUP

The Mass Care & Emergency Assistance Group is tasked with coordinating and implementing evacuation transportation, sheltering, feeding operations, bulk distribution of emergency items, emergency assistance for unmet needs, and information and support for family reunification. This Group also includes consideration and planning for student athletes, minors, and individuals with disabilities and access and functional needs.

<table>
<thead>
<tr>
<th>DEPARTMENTS</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Affairs</td>
<td>AVP - Dean of Students (Supervisor)</td>
</tr>
<tr>
<td>Student Engagement</td>
<td>AVP Student Engagement</td>
</tr>
<tr>
<td>Student Affairs</td>
<td>Dean of Students</td>
</tr>
<tr>
<td>Housing</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Residence Life</td>
<td>Director</td>
</tr>
<tr>
<td>Housing-Aux-Facilities</td>
<td>Director</td>
</tr>
<tr>
<td>Athletics</td>
<td>Deputy Athletic Director</td>
</tr>
<tr>
<td>Conference Services</td>
<td>Assistant Director</td>
</tr>
<tr>
<td>International Programs &amp; Services</td>
<td>Executive Director</td>
</tr>
</tbody>
</table>
Accessibility Resource Center  
Accessibility Services at Armstrong  
Eagle Dining Services  

**PUBLIC HEALTH AND MEDICAL SERVICES GROUP**

Public Health & Medical Services is responsible for assessing University public health and mental health needs; collaborating with county public health to deliver any needed services to the University community; providing medical triage and assistance to walk-in patients during mass casualty incidents on campus; infectious and communicable disease detection and control; public health and medical information management; behavioral health and crisis counseling; and all-hazard public health technical assistance and support to the University.

<table>
<thead>
<tr>
<th>DEPARTMENTS</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services at Statesboro</td>
<td>Medical Director (Supervisor)</td>
</tr>
<tr>
<td>Counseling Center at Statesboro</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Counseling Services at Armstrong</td>
<td>Director of Counseling</td>
</tr>
</tbody>
</table>

**PUBLIC SAFETY AND SECURITY GROUP**

The Public Safety & Security Group is responsible for the coordination and implementation of law enforcement; investigation of crimes; site security and access control; crowd and traffic control; and assistance to the Coroner’s office.

<table>
<thead>
<tr>
<th>DEPARTMENT</th>
<th>RESPONSIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of Public Safety</td>
<td>Chief of Police (Supervisor)</td>
</tr>
<tr>
<td>Office of Public Safety at Statesboro</td>
<td>Deputy Chief of Police</td>
</tr>
<tr>
<td>Public Safety at Armstrong</td>
<td>Deputy Chief of Police</td>
</tr>
<tr>
<td>UNIVERSITY EMERGENCY MANAGEMENT</td>
<td>GEORGIA EMERGENCY MANAGEMENT</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>LOGISTICS SECTION</td>
<td>ESF 1 TRANSPORTATION</td>
</tr>
<tr>
<td></td>
<td>ESF 7 LOGISTICS</td>
</tr>
<tr>
<td>COMMUNICATIONS UNIT</td>
<td>ESF 2 COMMUNICATIONS</td>
</tr>
<tr>
<td>FACILITIES, PUBLIC WORKS &amp;</td>
<td>ESF 3 PUBLIC WORKS &amp;</td>
</tr>
<tr>
<td>ENGINEERING GROUP</td>
<td>ENGINEERING</td>
</tr>
<tr>
<td></td>
<td>ESF 4 FIREFIGHTING</td>
</tr>
<tr>
<td></td>
<td>ESF 10 HAZARDOUS MATERIALS</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>DIRECTOR, EMERGENCY MANAGEMENT</td>
<td>ESF 5 EMERGENCY MANAGEMENT</td>
</tr>
<tr>
<td>MASS CARE &amp; EMERGENCY</td>
<td>ESF 6 MASS CARE, EMERGENCY</td>
</tr>
<tr>
<td>ASSISTANCE GROUP</td>
<td>ASSISTANCE, HOUSING &amp; HUMAN</td>
</tr>
<tr>
<td>PUBLIC HEALTH &amp; MEDICAL</td>
<td>ESF 8 PUBLIC HEALTH &amp;</td>
</tr>
<tr>
<td>SERVICES GROUP</td>
<td>MEDICAL SERVICES</td>
</tr>
<tr>
<td>ANIMAL CARE GROUP</td>
<td>ESF 11 AGRICULTURE &amp;</td>
</tr>
<tr>
<td></td>
<td>NATURAL RESOURCES</td>
</tr>
<tr>
<td>PUBLIC SAFETY &amp; SECURITY</td>
<td>ESF 13 PUBLIC SAFETY &amp;</td>
</tr>
<tr>
<td>GROUP</td>
<td>SECURITY</td>
</tr>
<tr>
<td>CRISIS COMMUNICATIONS –</td>
<td>ESF 15 EXTERNAL AFFAIRS</td>
</tr>
<tr>
<td>EMERGENCY PUBLIC INFORMATION</td>
<td></td>
</tr>
<tr>
<td>TEAM</td>
<td></td>
</tr>
</tbody>
</table>

69
<table>
<thead>
<tr>
<th>HAZARD</th>
<th>LEAD GROUP = (L)</th>
<th>SUPPORTING GROUPS = (S)</th>
<th>UNIFIED = (U)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TYPE</strong></td>
<td>Public Safety &amp; Security</td>
<td>Facilities, Public Works, Engineering</td>
<td>Fire, Oil, Hazmat</td>
</tr>
<tr>
<td>ACTIVE SHOOTER</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BOMB THREAT</td>
<td>L</td>
<td>S</td>
<td></td>
</tr>
<tr>
<td>CIVIL UNREST</td>
<td>L</td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>CAMPUS EVACUATION</td>
<td>S</td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>EXPLOSION/COLLAPSE</td>
<td>S</td>
<td>U</td>
<td>U</td>
</tr>
<tr>
<td>FIRE</td>
<td>S</td>
<td>S</td>
<td>L</td>
</tr>
<tr>
<td>HAZMAT</td>
<td>S</td>
<td>S</td>
<td>L</td>
</tr>
<tr>
<td>HOSTAGE</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>HURRICANE</td>
<td>U</td>
<td>U</td>
<td>S</td>
</tr>
<tr>
<td>INFORMATION SECURITY THREAT</td>
<td></td>
<td></td>
<td>L</td>
</tr>
<tr>
<td>PUBLIC HEALTH</td>
<td></td>
<td></td>
<td>S</td>
</tr>
<tr>
<td>SUSPICIOUS PKG</td>
<td>L</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEATHER</td>
<td>U</td>
<td>U</td>
<td>S</td>
</tr>
<tr>
<td>ZOONOTIC DISEASE</td>
<td></td>
<td></td>
<td>U</td>
</tr>
<tr>
<td>ANIMAL DISEASE</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
GRAPHIC 3. EMT ORGANIZATION CHART

EOC MANAGER

LIAISON

ASST. PIO

SAFETY OFFICER

EXECUTIVE POLICY GROUP

PIO

CCT

FINANCE & ADMIN

LOGISTICS

OPERATIONS

PLANNING

SUPPLY UNIT

ANIMAL GROUP

ARMSTRONG &
LIBERTY TASK FORCE

ANIMAL GROUP

FOOD UNIT

PUBLIC SAFETY &
SECURITY GROUP

TRANSPORTATION

PUBLIC HEALTH &
MEDICAL SERVICES

FIRE FIGHTING & OIL
HAZMAT GROUP

MASS CARE &
EMERGENCY
ASSISTANCE GROUP

FACILITIES, PUBLIC
WORKS &
ENGINEERING GROUP

COMMUNICATIONS
UNIT
2.4 DIRECTION, CONTROL AND COORDINATION

UNIVERSITY PRESIDENT

The President retains overall authority and responsibility for the operations of the University and the protective measures taken during emergencies and disasters.

The President shall be responsible for declaring a University State of Emergency, and decisions concerning the discontinuation of University functions, cancellation of classes, or cessation of operations. The President may order the:

- Activation of the Comprehensive Emergency Management Plan
- Activation and assembly of the Executive Policy Group
- Activation and assembly of the Emergency Management Team
- Designation of Incident Commanders and delegation of authority
- Delegation of authority to other senior administrator(s) to manage activities on his/her behalf
- Modification to policy and procedure

The President may communicate his/her views and priorities to Incident Commander(s) regarding:

- Life safety
- Legal and policy limitations
- Continuity of operations and environmental considerations
- Political, reputational, and social concerns
- Cost considerations.

Using the criteria set forth in the USG Emergency Notification Plan, the President shall evaluate all incidents and determine whether the Chancellor’s Office and/or State and local government officials are to be contacted.

INCIDENT COMMANDER

Incident Commanders have delegated authority to initiate protective actions for life safety, incident stabilization, and the preservation of property. They may request or initiate executive notification and the activation of the CEMP as necessary. The designated Incident Commander is responsible for on-site incident operations to include development of strategies and tactics and the ordering and release of on-site resources.
DIRECTOR OF EMERGENCY MANAGEMENT

The Director of Emergency Management is responsible for the development and maintenance of the University’s emergency management program and the following incident management activities:

- Briefing the President and Executive Policy Group on incidents and threatening conditions, and their potential consequences.
- Briefing the President on protective actions implemented by the Incident Commander, local jurisdictions, and State government.
- Providing protective action recommendations to the President and Executive Policy Group.
- Providing support to the on-site Incident Commander.
- Activating the EMT and managing the Emergency Operations Center (EOC).
- Liaising and collaborating with local and State response officials as appropriate.

2.4.1 LINES OF SUCCESSION

Should the President be inaccessible or incapacitated, the following line of succession will be followed:

1. Vice President for Academic Affairs / Provost
2. Vice President for Business and Finance
3. Vice President for Student Affairs
4. Vice President for Advancement

Lines of succession at the department level will follow the normal departmental structure.

2.4.2 DECLARATION OF A "UNIVERSITY STATE OF EMERGENCY"

The authority to declare a University State of Emergency rests with the President. In the absence of the President, delegation of authority will follow the line of succession.

The University PIO will be responsible for ensuring that all news media, faculty, staff and student resources are alerted to the declaration and that notices are prepared and posted as appropriate, to include:

- Facts concerning the basis for the declaration.
- Information regarding the modifications to normal University policies, procedures and operations.
2.4.3 MUTUAL AID / MEMORANDUMS OF UNDERSTANDING

Georgia Southern University has entered into reciprocal agreements with Bulloch County and the City of Statesboro, Georgia. The University police officers responding to requests for assistance under the Mutual Aid Act, OCGA 36-69-4 shall have the same powers of arrest, duties, privileges and immunities as if they are on campus or a member of the political subdivision requesting such assistance.

Memorandums of Understanding have been entered into with federal, state, county, municipal and private entities for use of University property during significant regional emergencies such as coastal storms. These memorandums have been reviewed and approved by Legal Affairs and copies are stored electronically and on file within the Office of Public Safety.

2.5 INCIDENT FACILITIES

Incident facilities may be established as necessary.

2.5.1 INCIDENT COMMAND POST (ICP)

An ICP is a facility or field location within safe proximity to the incident site where on-scene tactical incident management functions are performed. An ICP is established by the Incident Commander.

The University will utilize a location that is suitable to conduct incident command and management functions. Pre-designated locations have been identified, however, this does not limit the Incident Commander from choosing a location more suitable than those listed below.

<table>
<thead>
<tr>
<th>STATESBORO</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON-SITE A</td>
</tr>
<tr>
<td>ON-SITE B</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ARMSTRONG</th>
</tr>
</thead>
<tbody>
<tr>
<td>ON-SITE A</td>
</tr>
<tr>
<td>ON-SITE B</td>
</tr>
</tbody>
</table>
25.2 EMERGENCY OPERATIONS CENTER (EOC)

The Emergency Operations Center (EOC) serves as a centralized location where intra- and inter-agency resource coordination takes place in support of tactical incident operations. The EOC may be partially or fully activated to provide the appropriate level of resource coordination. The Director of Emergency Management acts as EOC Manager for the staff assembled at the EOC. The following have been identified as suitable options for an EOC location.

<table>
<thead>
<tr>
<th>SUITABLE EMERGENCY OPERATIONS CENTER LOCATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>STATESBORO</td>
</tr>
<tr>
<td>ON-SITE</td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>OFF-SITE</td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>ARMSTRONG</td>
</tr>
<tr>
<td>ON-SITE</td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>C</td>
</tr>
</tbody>
</table>

<p>| A                                             |
| B                                             |
| C                                             |</p>
<table>
<thead>
<tr>
<th>CONFERENCE CALL NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STATESBORO</strong></td>
</tr>
<tr>
<td><strong>ON-SITE</strong></td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>C</td>
</tr>
<tr>
<td><strong>OFF-SITE</strong></td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td><strong>ARMSTRONG</strong></td>
</tr>
<tr>
<td><strong>ON-SITE</strong></td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td><strong>OFF-SITE</strong></td>
</tr>
<tr>
<td>A</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>C</td>
</tr>
<tr>
<td>D</td>
</tr>
</tbody>
</table>
2.6 TRAINING AND EXERCISING

A Training & Exercise Planning Workshop (TEPW) will be conducted annually. This workshop may be conducted in conjunction with the annual threat, hazard, and risk analysis (THIRA), and the review of the CEMP. The workshop will facilitate gap analysis and annual goals to support capability development. The workshop and review processes will be conducted by the Director of Emergency Management and the University’s Emergency Management Advisory and Planning Committee.

2.6.1 TRAINING

To ensure that all members of the Executive Policy Group and Emergency Management Team understand how to effectively exercise their designated roles during an emergency, the members shall review the CEMP and participate in NIMS and ICS training, as appropriate to their role.

In compliance with Federal and State training requirements, University leadership will make time available for relevant personnel to participate in the following training:

- IS-700: NIMS, an Introduction
- ICS-100b or equivalent 100HE: Introduction to ICS
- ICS-200b: Basic ICS Single Resources and Initial Action Incidents
- IS-800b: National Response Framework
- ICS-300: Intermediate ICS
- ICS-400: Advanced ICS

2.6.2 EXERCISES

All exercises will be Homeland Security Exercise and Evaluation Program (HSEEP) compliant. HSEEP is a capabilities-based program that provides a standardized methodology and consistent terminology for designing, developing, conducting, and evaluating all exercises.

Exercises will be conducted to:

- Evaluate policies, plans, and procedures.
- Reveal planning gaps.
- Improve coordination and communications.
- Clarify roles and responsibilities.
• Assess capability levels.
• Improve operational readiness.

DISCUSSION BASED

• Seminars may be used to familiarize or refresh stakeholders with plans, policies, and procedures. They may involve lectures, presentations, or case studies. Such exercises may involve all levels of campus personnel, particularly support service groups.

• Workshops will be used to produce a product or outcome (i.e. plan, policy, procedure).
• Tabletop Exercises (TTX) encompass various issues and may be used to validate plans, policies, procedures, and processes. They may be used to practice problem solving for emergency situations.

OPERATIONS BASED

• Drills may be employed to test a single, specific operation or function; and may involve a field response using of equipment.

• Functional Exercises (FE) will be utilized to evaluate capabilities. They may involve several activities within a function. FE’s are simulated emergencies to practice a coordinated, effective response in a time-pressured, realistic emergency simulation. Individual system performance is evaluated.

• Full-Scale Exercises (FSE) are the most complex. An FSE may be used to test multiple facets of the University’s response, and include multi-agency, multi-jurisdictional partners. A field component is used to interact with policy and coordination personnel. An FSE may be held in multiple locations.
3.1 OPERATIONAL COMMUNICATIONS

3.1.1 EXECUTIVE NOTIFICATIONS

The President and the University PIO shall be notified as soon as reasonably possible when an incident threatens the safety and security of the University community, facilities, and the environment.

The following line of succession will be used for executive notifications:

- President
- Vice President for Academic Affairs - Provost
- Vice President for Business and Finance
- Vice President for Student Affairs
- Vice President for Advancement
- Vice President for Enrollment Management

Vice Presidents are responsible for subsequent notifications to their departments, offices, colleges, and research centers.

EXECUTIVE NOTIFICATION AT STATESBORO CAMPUS – PUBLIC SAFETY AND NO NOTICE INCIDENTS

In most cases Public Safety will be the first to identify and confirm a threatening condition on the Statesboro campus. The Chief of Police will be responsible for notifying the President and the University PIO. If additional executive notifications are necessary, the President will direct the Chief of Staff or the University PIO to carry out the notification process.

EXECUTIVE NOTIFICATION AT ARMSTRONG & LIBERTY CAMPUS – PUBLIC SAFETY AND NO NOTICE
INCIDENTS

It will be the responsibility of the Deputy Chief of Police at Armstrong campus to begin the sequence of notifications. The Deputy Chief at Armstrong campus will notify the University Chief of Police. The Chief of Police will notify the University President and the University PIO. If further notifications are determined necessary, the President will direct the Chief of Staff to carry out the notification process. If the Chief of Staff is unavailable, the University PIO will carry out the notification process.

GRAPHIC 4A. EXECUTIVE NOTIFICATION FLOW CHART

Executive notifications for incidents occurring on Armstrong or Liberty campuses are initiated in gold.
The President shall direct the Chief of Staff or University PIO to contact the Executive Policy Group as needed.
SLOW DEVELOPING INCIDENTS AND PLANNED EVENTS

Slow developing incidents and planned events may already be apparent to executive staff, and thus not require the aforementioned notification processes. In such cases, other coordinated communications will be established as needed.

3.12 EMERGENCY MANAGEMENT TEAM NOTIFICATIONS

The EMT may be notified and activated in several ways.

- Notification by email or phone from Director of Emergency Management.
- Notification by Eagle Alert from authorized notifier.
- Notification by University PIO.

3.13 UNIVERSITY PERSONNEL NOTIFICATIONS

The University PIO will be responsible for ensuring all necessary notifications are made to faculty and staff, as directed by the President. Additional faculty and staff notifications and specific direction may be sent by executive or departmental leadership.

- It will be the responsibility of each Dean and Director to develop and implement a notification plan for department, division, and unit level staff; and to ensure that appropriate and timely notifications reach all personnel.

3.14 MEDIA NOTIFICATIONS

During an ongoing emergency, the University PIO is responsible for all news media contacts to include development and distribution of press releases and news broadcast materials in reference to campus closings and suspension of University operations. All requests for information from the news media will be directed to the University PIO.

Staff and/or faculty are not authorized to communicate with the media without receiving prior approval from the University PIO or the President. When appropriate and when time allows, the Executive Policy Group may be requested to provide information for press releases and other information drafted for release to the public.
3.2 JOINT INFORMATION SYSTEM & JOINT INFORMATION CENTER

In an emergency, the Joint Information System (JIS) provides the mechanism for integrating public information activities to ensure coordinated and consistent message development, verification, and dissemination. The JIS can be:

- As simple as two agency PIOs talking on the phone about an incident that involves both of their agencies.
- A PIO at the Emergency Operations Center (EOC) talking to a PIO at the site of the incident.
- PIOs from several departments working together at a single location.
- Many PIOs from many agencies working from several locations—all working together to ensure clear and accurate information is being delivered to the public.

The University PIO will establish, or participate in, a JIS whenever this integration is necessary. The JIS will provide a structure and system for ensuring that PIO functions from all agencies and/or locations are coordinated and integrated. The JIS provides the mechanism to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines. The JIS will be used for:

- Developing and delivering coordinated interagency messages.
- Developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander.
- Advising the Incident Commander concerning public affairs issues.
- Controlling rumors and inaccurate information

3.2.1 JOINT INFORMATION CENTER (JIC)

The JIC is the location where the JIS takes place. The JIC is:

- A central location that facilitates operation of the Joint Information System.
- A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.
A JIC may be established by local or state authorities, in which the University may be asked to participate. A JIC may also be established by the University PIO for crises that require a location for emergency information and public affairs functions.

### 3.3 COMMUNICATIONS TOOLS

The University may employ several communications tools. None of the communication tools identified below are to be construed as limiting the ability of University personnel or Public Safety officials from communicating to the community by other means. Any or all the following communications methods may be employed:

- Eagle Alert mass notification system (text messaging, email, RSS Feed, and voice mail)
- University email
- Common Alerting Protocol (CAP) through University computer monitors and digital signage
- Campus phone system
- University website
- *LiveSafe Mobile Safety App*
- Electronic bulletin boards
- Social media
- Local radio and television
- University telephone hotline
- In-person notification
- Building Emergency Safety Team (BEST) communications to building occupants
- Activation of fire alarm systems
- Established or contracted call centers

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**LIVE SAFE**

The LiveSafe app provides faculty, staff, students and parents, immediate access to the Office of Public Safety through phone, SMS text, and Social Media. The app also provides a safety escort feature; public health and safety resource information and contacts; campus maps with call box and AED locations; shuttle information; and emergency preparedness information.
3.4 EMERGENCY PUBLIC INFORMATION

All emergency public information and public warning will be developed and executed by designated personnel following the protocol outlined in the Crisis Communications Plan. The dissemination of internal and external emergency information is coordinated by the University PIO. The Crisis Communications Plan provides policy and procedures to ensure quick, reliable, and consistent information to the University community and will reduce general demand on vital emergency communication lines.

CLERY ACT - EMERGENCY NOTIFICATIONS

Under the Clery Act, every institution is required to immediately notify the campus community upon confirmation of a significant emergency or dangerous situation occurring on the campus that involves an immediate or imminent threat to the health or safety of students or employees.

Some examples of significant emergencies or dangerous situations are:

- Outbreak of meningitis, norovirus or other serious illness
- Approaching tornado, hurricane or other extreme weather conditions
- Earthquake
- Gas leak
- Terrorist incident
- Armed intruder
- Bomb threat
- Civil unrest or rioting
- Explosion
- Nearby chemical or hazardous waste spill

Examples of situations that would not necessitate an emergency notification under the Clery Act:

- Power outage
- Snow closure
- String of larcenies

As outlined in the Crisis Communications Plan, whenever an immediate threat to life safety exists an emergency notification shall be made using the University’s mass notification system. In addition to text, email, and phone notifications, the University may implement notification through available University CAP
systems (e.g. Desktop monitors and digital screens), and map indicators within the LiveSafe smart technology application for smart phone users. Emergency Notifications are issued for such emergencies and crimes that occur within the Clery Act designated geography.

TIMELY WARNINGS

The Clery Act requires a communication be sent to the campus community for certain crimes in a manner that is timely and will aid in the prevention of similar crimes. Although the Act doesn’t define “timely,” the intent of a warning regarding a criminal incident(s) is to enable people to protect themselves. This means that a warning should be issued as soon as pertinent information is available. A timely warning will be issued for such crimes that occur within the Clery Act designated geography that are reported to the office of Public Safety and considered to represent a serious or continuing threat to the safety of the campus community. Timely warnings are sent by way of University email to students, faculty and staff.

SAFETY NOTIFICATIONS

University Safety Notifications are issued as a notice of a safety issue off campus or in the community that may affect the wellbeing of the campus community. These are sent by email to students, faculty and staff. Examples might include a search for suspicious persons, safety tips, or addressing widespread rumors of suspicious activities.

In addition, weather-related watches will be sent by email to students, faculty and staff on the campus in the affected area based on pre-established weather-related parameters for the campuses in Statesboro, Savannah and Hinesville.

Emergency Notifications (Eagle Alerts), Timely Warnings, and University Safety Notifications are posted on the University’s Office of Public Safety website at: http://finops.georgiasouthern.edu/publicsafety/

UNIVERSITY ANNUAL SAFETY REPORTS:

https://finops.georgiasouthern.edu/publicsafety/crime-information-and-alerts/
COMMUNITY OUTREACH

Georgia Southern has made a concerted effort to provide emergency preparedness information for the community. In addition to information provided through the University website, a Community Protective Action Guide has been developed and made available for download and printing.

In addition, a Building Emergency Safety Team (BEST) Program is currently being established to assist in building safety monitoring, fire safety and suppression, evacuations, and shelter-in-place activities.
4.1 PLAN DEVELOPMENT AND MAINTENANCE

This plan may be reviewed and modified to incorporate new Federal, State, and University System guidelines or directives as necessary. The plan shall also be reviewed and updated:

- Whenever new hazards, threats, or vulnerabilities are recognized.
- Whenever significant changes in organizational structure, process, procedure and or capability occur.
- After exercises and real-world events reveal a need to modify the plan.

At a minimum, this plan will be reviewed and updated annually by the Emergency Management Advisory and Planning Committee. All reviews and revisions will be documented in the Record of Changes. In addition, personnel assigned to key management positions within the plan must sign the Plan Concurrence form. By signing the concurrence, the party agrees with the plan and its subsequent changes; and declares willingness to participate in plan implementation.

4.1.1 EMERGENCY MANAGEMENT PLANNING & ADVISORY COMMITTEE

A committee has been established to conduct all-hazards operational planning. The committee is chaired by the Director of Emergency Management. Committee membership includes senior leaders and stakeholders from the University’s incident management framework, illustrated in the concept of operations. Future member development will take a whole community approach, including members of student, faculty and staff associations. Current membership:

- AVP for Student Affairs
- Dean of Students
- Executive Director of Housing
- Director of Residence Life
- Deputy Director of Athletics
- Director of International Studies
- Director of Accessibility Resources
- Director Information Technology
- AVP for Facilities Services
- University Fire Marshal
- Director of Env. Health & Safety
- Chief of Police
- Deputy Chief of Police
- Dining Services
- Network & Telecomm
- Financial Accounting
- AVP for Finance
- Chief Officer of Legal Affairs
- Director Procurement
- Director Medical Services
- Director Counseling Services
- Internal Audit, Risk & Compliance
- Provost
- Armstrong Campus Safety Committee
5.1 AUTHORITIES AND REFERENCES

This plan was developed under the authority of the President in accordance with the Georgia State Board of Regents.

REFERENCES:


Code of Federal Regulations (CFR) Title 34, Section 668.46 Clery Act.


National Response Framework (NRF), May 2013.

National Planning Frameworks, National Preparedness Goal

