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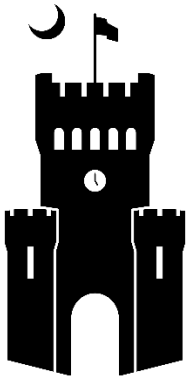
SEVERE WEATHER AND CAMPUS CRISIS OPERATIONS PLAN



THE CITADEL

23 AUGUST 2023

References and Resources:

The Citadel Emergency Response Plan

The Citadel Continuity of Instruction Plan

The Citadel Essential Personnel Policy 5-148

South Carolina Emergency Operations Plan

South Carolina Hurricane Plan

Charleston County Emergency Management Operations Plan

Charleston County Bridge/Winds Procedures

Note on Hurricane Zones and Evacuation Areas:
Per State and County emergency plans, Charleston/The Citadel main campus is in the CENTRAL Hurricane Region, Evacuation Zone BRAVO.

The Citadel Beach House is in CENTRAL Hurricane Region, Evacuation Zone CHARLIE

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SECTION 1: INTRODUCTION AND COMMAND GUIDANCE

President's Intent regarding Hazardous Weather or other Campus-Wide Crisis: Preclude loss of life and injury; minimize damage to property, equipment, utility systems and facilities; return to normal operations.

1. The Citadel is committed to the safety of the campus community; the protection of structures, physical assets, institutional data, and personal property; and the ability to quickly return to normal operations after severe weather or other crises.

2. This intent is accomplished in part by effective planning and preparation, hazard controls, risk assessment and mitigation, and timely, effective execution.

3. This Plan addresses campus organization in times of crisis, roles and responsibilities, and associated tasks. It is contingent upon Vice Presidents, Department heads and other supervisors to exercise broad discretion in severe weather/emergency preparation and execution.

   Details of this plan are similar to previous years updates. For 2023, Plan is organized by functional Vice President/Public Safety areas, with details in Annex A-E. Each Vice President and those associated with crisis/emergency response should familiarize themselves with each Annex, as many tasks are cross-functional.

4. Further, Plan addresses The Citadel's responsibilities when local or statewide orders and direction are enacted.

SECTION 2: HAZARD AND RISK

1. Hazards. The Citadel and greater Charleston area/Lowcountry are routinely exposed to hazards, the appearance of which could be cause for this Operations Plan execution. Federal, State and Local studies identify hazards by both the likelihood of occurrence and the severity of impact. These hazards and risks are outlined in both State and County emergency management documents found in the Reference section. Combining these assessments, and a consideration of past instances at The Citadel suggest the following are most likely/greatest severity with application to campus and population:

   - Hurricane/Tropical Cyclone.
   - Flooding, from tides, severe weather, or combination.
   - Severe Storms to include winter weather or tornadoes.
   - Earthquake.
   - Threats or disruptions on campus/campus events with Citadel community/media impact.
   - Disease/illness outbreak (general or Campus-community specific).
   - Civil disturbance.

2. Risk and Risk Tolerance. In accordance with The President's Intent, risk in context to hazards addressed in this Plan has two factors. First, The Citadel will always first consider risk to individual safety. Avoidance of fatalities and injury are paramount. Second, after consideration of physical safety, an assessment of risk to the college mission and objectives is addressed.

SECTION 3: PLAN EXECUTION

1. Execution of this Plan is at the discretion of the President or their designee(s).

2. In cases of severe weather or other crisis situations, South Carolina and Charleston County use a three-tier 'Operational Condition' (OPCON) system with an associated Timing Window keyed from a potential evacuation as a planning construct. The Citadel's process broadly mirrors these to remain in synchronization with the State and County. Changes in State or County OPCON, or activation of State or Local emergency/crisis response organizations may prompt a recommendation to begin executing this Plan.

3. The OPCON construct summarized, with key Citadel tasks associated (detailed tasks for each campus department are found in Annexes A-E):

OPCON 3: Normal Operations

- Normal operations (Hurricane Season 1 June – 30 November).
- Review and update departmental SOPs and Annexes.
- Update Emergency Rosters.
- Severe Weather/Crisis Operations Plan review to President, Senior Staff. Staff Exercise with campus crisis/emergency response personnel from each Vice President area. July/August.

OPCON 2: Enhanced Awareness (Severe Weather threatens Charleston area in next 5-7 days; NLT 72 Hours prior to Evacuation)

- Director of Environmental Health and Safety (DEHS) liaison with Charleston County.
- CMT meets at direction of President, or designee, reviews campus readiness.
- ITS checks communications in ECR, Bond 514, and F&E Conference Room.
- Personnel and materials put in place for full activation.

Decisions/Action

- Commandant's Office prepares for possible evacuation or Corps shelter in place (rifle collection, transportation, and shelter arrangements). Sets timeline for execution of each based on potential Evacuation Order or severe weather arrival.
- Campus activity and class schedules evaluated for possible modification or cancellation.
- Provost coordinates course material backup and Continuity of Instruction Plans activated.
- F&E identify emergency equipment and supply needs/sources, and begin preparing campus (e.g. campus surveys, boarding, sandbag, drain clearance, vehicle and boat relocation).
- Update alert and notification rosters.
- Preliminary guidance communicated to campus. Continued communications.
- Activate campus preparations per Plan; completion before mandatory evacuation.
- NLT Procurement of emergency materials and supplies.
- Designate essential personnel, staff on campus, including expanded staff if Corps remains.

OPCON 1: Full Alert, Emergency Imminent (Evacuation expected in 24 hours, County EOC moves to "Full Activation")

- CMT meets NLT 2 hours of OPCON 1 declaration.
- Corps of Cadets prepares to evacuate or shelter-in-place.

Decisions/Action

- Finalize preparation of campus facilities and equipment.
- Finalize support to Corps and staff who remain on-campus (if no mandatory evacuation).
- Finalize initial recovery plan.
- Secure all non-critical campus utilities, systems and services. For Provost, includes coordinating with Deans for securing lab operations and safeguard of all records and museum items.
- Release of non-essential personnel.
- Last-minute guidance and instructions to campus constituents.
- Secure entry to campus.

NLT Evacuation Order

- Essential personnel report to duty station.
- Corps of Cadets evacuated.
- Secure campus: other utilities, secondary gates, buildings locked.
- Release all remaining non-essential personnel.
- Prepare for Recovery.

SECTION 4: ORGANIZATION

1. The Citadel's crisis response is an all-hands operation. The President or his designee(s) retain ultimate authority and responsibility for campus safety and operations.

2. As defined in The Citadel's **Emergency Response Plan** found here, coordination of campus operations and response to campus-wide emergencies is managed by the Crisis Management Team (CMT). The CMT coordinates overall campus response, including coordination and communication of follow-up activities. The Chief of Staff as directed by the President convenes the Crisis Management Team when appropriate, and the CMT meets at regular intervals or at critical junctures. The primary CMT meeting site is Bond Hall 110 Executive Conference Room, secondary Bond 514. Tertiary sites if Bond unavailable include Mark Clark Hall Greater Issues Room, and the F&E Conference Room.

   The CMT provides support to the President and campus entities by coordinating appropriate support groups and activities, establishing necessary communication with outside agencies, monitoring progress of the event, and leading recovery operations.

   The CMT will meet regularly leading to, and during a weather event or other crisis, and all members should be prepared for 24-hour operations during OPCON 1.

   Departmental units and individual personnel may be directed to suspend routine operations for temporary reassignment to assist in emergency operations. While the CMT and its members may direct preparation and other crisis response planning and preparation, final determination of campus-wide changes to schedule or posture are the purview of the President or their designee.

CMT Core Members
Chief of Staff – Team/Coordination Lead
Senior Vice President – Alternate Lead/Government Liaison
Provost
Commandant of Cadets
CFO
Vice President for Facilities
Vice President for Communications and Marketing
Vice President for Institutional Advancement
Athletic Director
Associate VP of Human Resources

Standby or Alternate Members
Director Public Safety
General Counsel
Director of Environmental Health and Safety (DEHS)
Assistant Vice President for Auxiliary Services and/or Food Service representative
Chief Information Officer
Surgeon
Director of Counseling Center
Chaplain

SECTION 5: KEY LEADER RESPONSIBILITIES

1. General CMT and Key Leader responsibilities annotated. Detailed tasks listed in Annexes as indicated; Annexes and associated tasks are arranged by Departmental areas of responsibility. It is important to note many tasks require coordination across areas of responsibility, **so familiarity with each Annex is critical for all CMT members.**

Chief of Staff
Communicates and coordinates CMT activity with President.
Oversees and leads coordination of activities and strategies.
Coordinates contingency plans for continuation of campus operations.
Public Safety oversight.

Senior Vice President for Operations and Administration
Alternate CMT Lead.
Government liaison.

Provost
Continuation of Instruction; operations and schedules.
IT asset and data preservation.
Detailed responsibilities and tasks in Annex A

Commandant of Cadets
Corps of Cadets activities.
Support activities including Infirmary and Counselling.

Detailed responsibilities and tasks in Annex B

Vice President for Facilities Engineering
Campus building and grounds preparation, physical assessment, and recovery operations.
Coordinates special resources and equipment.
Detailed responsibilities and tasks in Annex C

Chief Financial Officer
Develops and coordinates contingency plans for continuation of financial operations and financial/budgetary areas.
Oversight of Auxiliaries and Human Resource functions.
Detailed responsibilities and tasks in Annex D

Vice President for Communications and Marketing
Sole source of communications to Faculty, Staff and public.
Advises CMT and President on timing and pace of crisis communications, both internal and external.
Monitors media coverage and responds to requests for information.
Coordinates recording and documentation of response activities.
Serves or appoints designated spokesperson for the college.
With Commandant and Provost Family Liaison, messaging to Cadet families
With CMT/CoS/PSAF, specific emergency messaging via Bulldog Alert and Social Media.

The Citadel Foundation
Assists with coordination of critical support operations.
Develops and coordinates contingency plans for continuation of institutional support activities.

Athletic Director
Coordinate game and travel schedules in preparation or response to weather or other significant events.
Integrate with CMT to coordinate athlete transport, lodging and messaging to campus and community regarding athletic contests.
With F&E, ensure stadium, fieldhouse and other Athletics facilities properly prepared for weather.

Associate Vice President for Human Resources (HR)
Coordinates HR functions and applies State directives to Citadel workforce.
Develops essential personnel rosters and points of contact.
Detailed responsibilities and tasks in Annex D, with CFO

Director, Public Safety (PSAF)
Ensure proper manning during crisis operations.
Maintain liaison and coordination with local Law Enforcement.
Detailed responsibilities and tasks in Annex E

General Counsel
Analyze State and Local emergency orders, advise President and CMT on responsibilities, requirements, and legal matters.

Director Environmental Health and Safety (DEHS)
Liaison with Federal, County and State Emergency Operation Centers and organizations.

Maintain lists of State, County and City Emergency management points of contact.
Initiate insurance claims and associated investigation and documentation.
Assist in campus training and risk mitigation efforts.
Detailed responsibilities and tasks in Annex E with PSAF

SECTION 6: CAMPUS / DEPARTMENT COMMON TASKS

1. In preparation for severe weather or other campus disruption, each Vice President, Dean or Department Head should consider tasks to safeguard property and data in their areas. Detailed responses for each Vice President Area of Responsibility are found in the various Annexes. Focus on common tasks are most related to hurricane or severe weather hazards.

2. **It is critical campus leaders account for PERSONAL and FAMILY preparations in anticipation of severe weather, crisis and/or evacuation. Time should be allocated for Faculty and Staff to ensure their families and property are ready for an impending crisis. Campus leaders must also account for their own time to prepare.**

3. **CMT members with personnel designated as Essential Personnel must ensure those remaining on campus are prepared to provide own meals. The Mess Hall and other Auxiliary food service vendors will be closed if the Corps evacuates/campus closed.**

Campus Common Tasks- Prepare your Areas / Workspace

- Updated personnel recall and contact lists, to include personnel locations/plans if evacuating. These should be managed and held by VPs, Deans and Department Heads as applicable.
- Critical items (computers, artwork, high-value items) removed from floor on ground levels and away from windows.
- Box paper records not secured in file cabinets, and store off ground floors.
- Back up all critical electronic files on Citadel servers, and keep critical, non-FERPA/HIPPA data on removable media you can take off campus. **Perform backups at a minimum at end of each day in OPCON 2 and 1.**
- Unplug computers and other electronic gear from power and data sockets.
- COVER (DO NOT seal up or bag) electronic equipment with plastic.
- Close all windows and blinds, secure and lock internal doors when departing/evacuating.

SECTION 7: FACTORS REGARDING CAMPUS CLOSURE AND EVACUATIONS

1. The President is the final authority regarding general cancellation of classes and campus events, closing campus, and evacuation.

2. South Carolina Code (25-1-440, 1-3-420, 1-3-440, 25-3-130), grants the Governor authority to declare an emergency and subsequently order parts of the state evacuated. The South Carolina Emergency Operations Plan and South Carolina Hurricane Plan detail planning surrounding voluntary and mandatory evacuations.

3. In cases where the Governor has declared a state of emergency and subsequent mandatory evacuation for the Charleston area (defined in the SC Hurricane Plan as South Carolina 'Central Region;' and by Charleston County Emergency Management as 'Evacuation Zone B'). When such declarations are in

effect, the President shall order campus closed, and the Corps or other in-resident students, and nonessential faculty and staff to vacate campus.

4. Annexes contain specific tasks in each area for Corps evacuation, and when ordered to 'shelter in place' on campus during an emergency.

5. Only the President, Commandant, Chief of Staff, and those designated Essential Personnel are required to remain on campus when an evacuation order or other campus closure is in effect. Designation in accordance with **The Citadel's Essential Personnel Policy, Memo 5-148.**

6. The Citadel shall consider local closures by Charleston County and local School Districts as informational and will close campus temporarily/remain open based on local conditions and assessments.

SECTION 8: FACTORS FOR RECOVERY

1. Individual Annexes touch on detailed Recovery tasks, particularly CFO Annex D regarding accounting and financial aspects.

2. The Provost oversees, and advises the President and CMT regarding transition from Continuity of Instruction operations back to normal in-person instruction.

3. Physical recovery on campus is led by the VP F&E, assisted by PSAF. Once storm effects subside, and physical inspection is possible, the following should occur, and reported to the CMT:

- Status of utilities and boiler.
- Status of roads and sidewalks. Areas of downed lines and trees barricaded by PSAF.
- Assessment of Coward Hall (with Auxiliaries and Food Services, to include food supply/resupply).
- Barracks Assessment (with Commandant personnel as available).
- Academic Building Assessments.
- Athletics Facility Assessments.
- Develop timelines for road clearance, and any building cleanup/repair. CMT assesses campus flexibility to restart operations if particular spaces require extended cleanup/repair.

4. An assessment of local roads and Charleston-area civil situation (curfews, etc.) by PSAF to CMT.

5. With Provost and Commandant, CMT assesses ability of Corps, Faculty and Staff to return to campus based on regional storm impacts. This includes assessing not only roads and utilities, but also impacts to cadet, student, faculty and staff families and property.

6. Athletic Director liaison with Southern Conference and opponents regarding travel and rescheduling/resuming competition based on campus and regional status.

7. When assessments complete and President approves, OCM develop internal/external messaging.

SECTION 9
SEVERE WEATHER / CAMPUS EMERGENCY CMT BRIEFING GUIDE

1. **Roll Call**: VPs or Reps
   Functional Areas As Required:
   - Auxiliaries/Food Service
   - HR
   - Legal
   - IT
   - PSAF
   - Designate scribe/note taker

2. **RESTATE INTENT / MISSION / OUTCOMES**: "The Target"
   Campus Community Safety / Preserve Assets / Restore Normal Operations
   Other desired / directed outcomes
   Define 'supported / supporting" functional areas
   Examples

Severe Weather:	Supported Provost/Commandant/F&E pre-storm
	F&E and PSAF after/initial recovery
	Provost and Commandant Reconstitution / class restart

3. SITREP
   Restate past events / facts
   If State and County Emergency Management Active: Updates from DEHS
   Display current / projected weather and tides
   If campus crisis: Update from functional area where crisis occurring
   Examples

Cadet Death:	Commandant
High Impact Media Event:	OCM/SVP
Threat to campus:	PSAF
If severe weather:	Check-In from VPs on **task completion, with references to Annexes**

4. Summarize Outstanding Tasks and Timelines

5. Communications
   Review past comms (internal and external)
   Plan and synch of future comms
   Content / Message details and pathways (Bulldog Alert, listserv, social media)

6. Overall Review and Plan for follow on reporting / CMT meetings
   Scribe Review/Around The Room/Conclusions

7. President Brief / Review / Guidance as required

8. Adjust Outcomes and Tasks based on President's Guidance

ANNEX A: PROVOST RESPONSIBILITIES AND TASKS

1. The Provost and Dean of the College is the Presidents'/CMT primary advisor on academic matters to include recommendations regarding alterations or cancellations of instructional periods. Specified responsibilities in a severe weather or crisis fall into three primary categories: **Continuity of Instruction, protection of IT infrastructure and data, and preservation of campus archives and significant artwork.**

2. Continuity of Instruction. The Citadel features robust online and remote learning capability, and maintains a detailed **Continuity of Instruction Plan (COIP)** plan located here. High level tasks for Deans, Department Chairs and faculty include:

OPCON 3/Before Semester Starts/Normal Operations

- Load/regularly update syllabi in The Citadel's Learning Management System (LMS).
- Maintain grades on LMS.
- Understand how and when to update technology.
- Backup critical class materials such as assignments, quizzes/tests, lecture notes, and all associated files.
- Maintain updated class contact information, to include mobile numbers and alternate emails. Can be facilitated via LMS.
- Add course policies on remote/disrupted instruction.
- All faculty should join Bulldog Alert mass notification/download application.

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Follow campus directives and communications. The President, as advised by the Provost, is the only authority regarding shifts to remote instruction, class cancellations or schedule changes.
- Set up discussion boards via LMS for conversations germane to entire sections.

OPCON 1/Prior to evacuation or Shelter in Place

- Post assignments ideally completed while cadets/students shelter in place.
- Adjust assignment and evaluation timelines based on shelter in place/evacuation.
- Guidance on altered Withdrawal and other significant dates will be promulgated.
- Review COIP for guidance on proctored exams and Department Level access to online instructional periods.

COIP Appendix B outlines practices for remote Laboratory Instruction.

It is important to note many preparatory tasks at the professor/instructor level may occur continuously in anticipation of a disruption of the academic schedule. Additionally, remote or asynchronous instruction may not be possible based on local power and internet availability. The Provost or their designee will determine COIP implementation timelines and tasks.

3. Information Technology (IT). IT's primary responsibility is safeguarding Citadel data. Protection of IT infrastructure and maintaining campus connectivity, particularly if the Corps shelters in place are also critical tasks. Tasks below include both individual and general IT tasks.

OPCON 3/Normal Operations

- IT maintains data backups in Ladson and Greenville South Carolina.
- Citadel email, SharePoint, CitLearn/Blackboard are hosted externally; approved users with internet access should maintain access regardless of campus status.
- Individuals should regularly back up all data to Citadel servers. Other data EXCLUDING HIPAA and FERPA data should be backed up on removable media.

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Departments procure plastic for covering IT equipment.
- Begin to move/plan to move IT equipment off floors/away from windows.
- Continue regular backups, at a minimum at the close of each day. On campus servers may be secured before severe weather, ITS will advise.

OPCON 1/Prior to evacuation or Shelter in Place

- Shut down and unplug all electronics.
- Cover (DON'T enclose/bag up) electronics with plastic.
- Move electronics from floors and away from windows.
- Close all windows, blinds, close doors.

4. Archives and Artwork. The Director of Library Services and Archivist maintain operational responsibility for the safety of Archive and other historic items in the Library. Other significant artwork, based on forecast conditions, may be considered to move to more secure locations such as higher floors or away from windows, and covered in plastic. These include:

- Past President portraits in Bond Annex first floor.
- Mark Clark Hall portraiture.
- Capers fine arts items.
- Bastin Hall artwork.

ANNEX B: COMMANDANT RESPONSIBILITES AND TASKS

1. The Commandant is the Presidents'/CMT primary advisor on all matters relating to The Corps of Cadets, excepting academics and Division I athletics. The Commandant's focus in a period or severe weather or campus crisis is the **safety and good order and discipline of the Corps.**

2. The Commandant must work closely with the CMT, particularly the CFO, if the Corps shelters in place. The Commandant further maintains Clinic and Counselling services as required.

3. Preparation for Corps evacuation and shelter in place differ somewhat. The below OPCON/timeline addresses each, with Shelter in Place (SIP) specifics indicated. Tasks include:

OPCON 3/Normal Operations

- Review plans and conduct training ensuring staff and cadets are familiar with severe weather/crisis contingencies.
- Coordinate with CFO and CMT regarding shelter in place food service requirements, both supply and personnel.
- At Reconstitution, cadet chain of command gathers point of contact and home of record data from all cadets, creating company rosters. Initiate planning for movement of cadets without vehicles and/or those requiring lodging in case of an evacuation.
- Company TAC Officers confirm completeness, with particular attention to freshmen cadet information and understanding the importance of severe weather planning.
- Encourage all cadets to download Bulldog Alert mobile application.

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Recertify Company evacuation plans and rosters. Ensure planned evacuation locations account for locations with possibility of weather impacts.
- Include family driver points of contact for cadets to be picked up.
- Cadets with vehicles provided dedicated time for vehicle maintenance and fuel.
- Cadet Chain of Command issues copies of Corps of Cadets bed-down and evacuation procedures to each company.
- Regimental and Battalion Operations Officers establish a 24-hour watch with Commandant's Department Operations for updates.
- Cadets prepare luggage, to include all academic materials and mobile devices, for possible departure.
- Plan for rifle turn finalized; execute as situation and schedule dictate.
- Corps restricted to campus pending evacuation or shelter in place.
- Clear galleries and sally ports of trash cans, extra gear, and bicycles.
- All cadets contact evacuation location POCs.
- Cadets ensure they have adequate supplies of medication, to include those held in the Infirmary. Refrigeration available in Coward Hall via the MUSC Campus Clinic ("Infirmary").
- Commandant mans and ensures Mark Clark Hall common areas and Auditorium available for cadets awaiting rides after barracks secure.
- SIP, or all vehicles remaining on campus: Move cadet vehicles per PSAF direction from flood areas.

- SIP: Prepare for contingency and accountability of local cadets allowed to go home before severe weather arrives, to include POC info for those picking up cadets. The decision to release local cadets remains with the Commandant.

OPCON 1/Prior to evacuation or Shelter in Place (SIP)

- Complete rifle turn in. May also be done if SIP anticipated.
- If evacuation ordered, Corps is restricted until authorized release time.
- Before evacuation, all windows, doors and transoms secure, and all electronics moved from first division rooms.
- When rooms and galleries are clear and secure, Commandant Department and PSAF secure barracks. Individual cadets will NOT be released until their room is secure.
- All cadets are responsible for reporting their location and safe arrival to their Chain of Command. Cadet Chain of Command, assisted by TACs, maintain accountability.
- SIP: Corps restricted to rooms for storm landfall and until effects have passed and are restricted to campus until local area deemed safe.
- SIP: Commandant, with CFO coordination, will determine Mess schedules.
- SIP: Cadets MUST keep chain of command notified of their location, even if on campus, until released/normal operations resume.

4. The MUSC Clinic (Infirmary) and Counselling Center Operations. The Clinic is not intended to be an emergency medical provider. Contact PSAF or -911 for medical emergencies.

- The Clinic will remain open as long as practicable facing severe weather or other campus crisis. Staff will be released, and the Clinic closed in the event of an evacuation. Refrigerated storage for medications is available in Coward Hall.

- SIP: The Commandant may deem Clinic personnel as essential as required. On campus lodging and support will be provided.

- The Counselling Center will close upon and Evacuation order. Telemedicine counselling remains available.

ANNEX C: FACILITIES AND ENGINEERING RESPONSIBILITIES AND TASKS

1. The Vice President of Facilities and Engineering (F&E) is **responsible for preparing structures and grounds on campus for severe weather or crisis.** These include Johnson Hagood Stadium, College Park, and The Citadel Beach House, and assisting Auxiliaries with Swain Boating Center prep. After the event, **F&E assesses damage, and leads recovery and cleanup efforts.**

2. Complimentary tasks include assisting in South Carolina Insurance Reserve Fund (IRF) claim production, and coordination with outside agencies for debris removal.

3. F&E Tasks are extensive and may not comport to the OPCON construct. Task division with F&E is at the discretion of the Vice President. Tasks and proposed division of labor include:

OPCON 3/Normal Operations

- Review this Plan and update departmental and shop plans.
- Update personnel rosters and POC data.
- Draft Essential Personnel lists.
- Keep Residents List current.
- Review/update IRF and other insurance policies.
- Review/update IDC on-call contract lists.
- Inventory and inspect storm shutters, train personnel on installation.
- Inventory and inspect drains, gutters, sump pumps and other water removal systems.
- Designate areas for CONEX box and vehicle relocations (See **Illustrations**).
- Verify contacts with SC National Guard and City for possible vehicle relocation: AVP F&E.
- Prepare specifications for other equipment rental: dumpsters, lifts, other grounds equipment, etc.
- Coordinate with contractors to secure worksites and integrate with campus emergency operations. Contractors are responsible for their worksites.
- Procure, inspect and plan for Beach House board-up (see below).
- Inform/Educate/Prepare residents for securing campus housing: Housing Director, Buildings and Grounds, Utilities.
- Ensure high-water equipment staging areas clear/available. **See Illustrations**. These include:
  - Perimeter around Wilson Field/Dunneman parking/CONEX Box area near Summerall Gate
  - East Side JHS, north side of lot.
  - East side Deas/McAlister/LeTellier lots.
  - Murray and Padgett Thomas Barracks Quads (if Cadets not present).
- Inventory current supplies and procure additional stores as required. Examples:
  - Plywood, lumber, and carpentry stores, to include those for campus residences.
  - Sandbag and other flood control inventory/procurement.
  - Rope, chain, and tackle.
  - Gloves, other PPE and foul weather clothing.
  - Rolled plastic sheets.
  - Zip ties
  - Tape
  - Batteries and flashlights
  - Vehicle, boiler, and generator fuel; associated lubricants.

- Prepare specifications for CFO/Procurement regarding 150-450 KVA Generators: Utility Division. Test/repair existing generators (see below discussion on campus electrical distribution and generators).

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Finalize Essential Personnel rosters, coordination for lodging.
- Update all POC information, and ensure all hands understand how to monitor/receive updates on campus status, return to work orders and other information.
- With HR and PSAF, determine which residents will remain on campus.
- Initiate storm and roof drain cleanout, and roof inspections/secure loose items and panels on roofs and exteriors: Zone, HVAC, and as assigned.
- Inspection and execution, movement outdoor threatened objects (CONEX Boxes, etc.): Grounds.
- Expedite trash pickup, relocate trash receptacles.
- Ensure contractors begin site preparation: Project Management.
- Prepare for/stage Residence plywood and other storm supplies as required: Housing Director, Buildings and Grounds.
- Begin hurricane panel deployment and installation: Buildings Division.
- Reposition boats and other vehicles.
- Refuel/top off all vehicles, equipment, and boilers.
- Relocate HAZMAT out of flood areas.
- Consider relocating electronics/diagnostic gear and other high value items on Motor Pool lifts/out of flooding.
- Coordinate with janitorial and other contractors on vehicle relocation and storage of cleaning and other materials.
- Coordinate with CFO regarding pre-approved purchase order numbers and other emergency contracting and finance details.

OPCON 1/Prior to evacuation or Shelter in Place

- Review OPCON 2/3 Tasks, ensure complete.
- Recheck building exteriors (doors, windows, roof panels) secure: Zone and others as assigned.
- Final campus inspection; loose debris, cleanup, etc.: Grounds.
- Final trash pickup/secure dumpsters and receptacles.
- Fill water tanks (fire and water buffalo): Machine shop.
- Deliver john boat/canoe and chain saw to PSAF: Boat center/Grounds.
- Assign radios as required.
- Inspect and re-clean drains and gutters: Grounds.

Campus Electrical Distribution and Generator Discussion

Availability of public electricity to the core campus (171 Moultrie) has been reliable in recent severe weather events as a result of underground lines on campus, and resiliency of the local grid. The Citadel is served by two external public utility feeds, including one originating in the ‘hospital district’ (and therefore a high priority for repair if damaged) on Bee Street (1.2 miles away; service to The Citadel via below- and above-ground lines).

The Citadel has limited internal electric generation capability in the event public utilities fail. This is a planning factor for campus services and associated operations, to include on-campus asynchronous or remote learning per COIP.

On campus power generation:

- **Boiler Plant** 1.5MW, services:
  PT Barracks
  Coward Hall
  Fieldhouse chiller (no other lights/services)
  Seignious Hall
- **Clinic (Infirmary)**: standalone generator
- **PSAF (208 Richardson)**: standalone generator
- **'Fire Tank**:" standalone generator for campus sprinkler systems.
- **Bastin Hall**: standalone generator for emergency lights, fire alarm/suppression, elevator and IT
- **Quarters One**: standalone generator, selected circuits
- F&E Maintains several small portable generators for use in Bond 110 (ECR) and similar locations.
- The National Guard will likely power their sections of the stadium. Generator circuits in the stadium power only Guard areas.

With loss of public utilities, most VOIP desk phones will cease operation in 45 minutes.

4. **The Citadel Beach House** presents unique challenges facing severe weather. Specific tasks:

OPCON 3/Normal Operations

- Plan labor assignments and/or identify contractor(s) as required to assist.
- Stage storm shutters/panels in Beach House shed.

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Coordinate with Auxiliaries regarding cancellations/impact to rentals.
- Begin to secure outside furniture and loose items: Caretaker.
- Inspect exterior and roof, secure loose panels/doors/windows: F&E or Contractor.

OPCON 1

For Caretaker or F&E.

- Secure propane.
- Move elevator off ground floor.
- Open main breakers.
- Close Gate.
- Evacuate.

5. Swain Boating Center (SBC) Details. It is critical both Citadel-owned and private watercraft housed at SBC be accounted for in the event of severe weather. While CFO/Auxiliaries maintains control of SBC, F&E support as coordinated by the SBC Manager will be required facing severe weather.

OPCON 3/Normal Operations (SBC Manager)

- Update inventories of both Citadel and private watercraft. Ensure private owner POC list accuracy.
- Ensure private owners understand requirement to move/secure watercraft facing severe weather.

OPCON 2/5-7 Days before severe weather and/or evacuation/declaration of Hurricane Watch

- Begin Citadel watercraft relocation to designated high-water safety areas, coordinated with other F&E relocations (see **Illustrations**).
  - Perimeter areas around Wilson Field/Dunneman parking/CONEX area near Summerall Gate
  - East Side JHS.
  - East side Deas/McAlister/LeTellier lots.
  - Murray and Padgett Thomas Barracks Quads (if Cadets not present).
- Inform owners of timeline/need to relocate private watercraft off campus per contact.
  - If owners require storage, East Side JHS will be primary parking.
- Secure loose items to include outdoor furniture, ensure floating docks secure/storm ready.
- Inform customers of any schedule impacts to planned watercraft rentals.

OPCON 1

- Complete any outstanding OPCON 2 tasks.
- Ensure all doors, windows and access points secured.
- Relocate any private watercraft not already removed.

ANNEX D: CFO RESPONSIBILITIES AND TASKS

1. The CFO and Department of Financial Services have **multiple lines of responsibility facing severe weather or campus crisis.** This Annex delineates these by functional area. All Financial Services, Auxiliaries and Human Resources tasks, other than Auxiliaries supporting the Corps during an event/by Essential Personnel should be complete no later than OPCON-1 Declaration, or prior to campus closure/evacuation.

2. Auxiliaries/Dining Services. C**oward Hall/food service to the Corps is a campus center of gravity.** Preparation in advance of hurricane season/severe weather is key, in anticipation of Corps SIP.

   Auxiliary Services such as the Cadet Store and other retail activities are to be maintained as long as practicable. Plans and any logistics to secure retail spaces must be in place NLT OPCON-2.

   Early coordination with outside event rentals is also critical. Every effort should be made to communicate early with renters and adjust or reschedule as able.

   Details on **Swain Boating Center** preparation are included in F&E Annex C.

   Food Service Tasks:

   OPCON 3/Normal Operations

   - Identify logistics requirements to feed the Corps and campus essential personnel for 5 days. Includes food items, any disposable plates/silverware, and refrigeration rentals.
   - Develop rosters of food service Essential Personnel.
   - Coordinate with CMT regarding lodging requirements.

   OPCON 2/5-7 Days before potential severe weather and/or evacuation

   - Procure logistics requirements above if SIP anticipated.
   - Finalize Essential Personnel rosters and lodging requirements.
   - Prepare Coward Hall for possible evacuation/loss of primary power.
   - Begin any cool-down/reefer management in anticipation of disrupted power.
   - Coordinate with F&E on additional trash removal as required.

   OPCON 1/Prior to evacuation or Shelter in Place

   - Coordinate mealtimes with Commandant/CMT. Adjust for anticipated high-threat windows based on severe weather forecast.
   - Record all non-cadet meals served for future Departmental reconciliation.
   - If Evacuation, ensure reefers set up, other items stored as needed.
   - If SIP, monitor supplies and adjust meals appropriately if SIP conditions persist.
   - If SIP, account for essential personnel meals/feeding essential personnel.

3. Procurement. Directs all **pre- and post-crisis supply, service and repair purchases**. Work directly with F&E and Auxiliaries staff on all severe weather/crisis purchasing.

OPCON 3/Normal Operations

- Prepare blank/template hard-copy documents, purchase orders and requisitions.
- Plan for contactor setup on "will call" basis in face of emergency.
- Understand and prepare for South Carolina Emergency Declaration procurement rules per South Carolina Consolidated Code. Be prepared to execute under these provisions.

OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Close coordination with F&E and Auxiliaries ensuring crisis purchases and rentals processed.

4. Financial Services. Most functions occur before OPCON 2 and after crisis/during recovery, and **concern payroll and accounts payable.** Primary responsibilities and process:

- Based on where emergency falls in payroll cycle, Finance will process and send payroll direct deposit files prior to campus closure/evacuation.
- If emergency dictates, Finance will re-file PRIOR direct deposit file, and will continue to do so as crisis persists. If pre-notes accompanied the direct deposit file, another file will be created with only pre-notes and dollar amounts entered to process a direct deposit. This file is sent separately in case the modification cannot process. Payday will be the normal payday. Payroll will not code a file to post before the regularly scheduled payday unless directed by the CFO.
- Accounts payable should process normally.
- If able prior to a crisis, Disbursements notifies departments to finalize items received, and Accounts Payable settles all appropriate invoices. As the college timely pays all invoices, even with no advance notice, most vendors will be paid. Most vendors' terms are 30 days, allowing processes to normalize. Most vendors accept Citadel purchase orders or credit card charges, and maximum use should be made of credit cards in a crisis.

5. Disaster Reimbursement. The Citadel may be eligible for institutional insurance, State, and Federal funds after a disaster. Coordination between the CFO, F&E and the DEHS and Safety is critical. These activities occur after campus is deemed safe for appropriate personnel to begin assessment.

- The CFO certifies all Federal documents and insurance reimbursements.

F&E documents damage, estimates cost, and coordinates all on-site assessment of damage. Specific tasks for F&E/Facilities Finance, with the DEHS include:

- Defines reimbursement requirements.

- Coordinates account creation and directs reporting costs to proper accounts.

- Associates Damage Survey Reports (DSR) with each account, and directs changes as required.

- Coordinates insurance and federal funds into proper accounts.

- Ensures all documentation signed by CFO or designated college official.

- Works with Disbursement on vendor payment documentation.

Notes on Disaster Recovery Procedures. The coordination for disaster recovery is coordinated at the State level, and/or FEMA representatives.

- F&E Finance and the DEHS coordinate Citadel attendance at the Governor's Disaster Recovery meetings.

- F&E Finance and the DEHS coordinate FEMA/insurance assessment visits.

- F&E Finance prepares "Notice(s) of Interest" and "Designation of Applicant's Agent" where Federal reimbursement is possible.

- Buildings Division coordinates inspections and estimates with FEMA/Insurance inspectors. As directed by VP F&E also prepares detailed assessments.

- F&E Finance prepares DSRs based on estimates. Preparation of DSRs is coordinated with ongoing insurance reimbursements and documents all costs. All completed DSR forms and insurance claim forms are coordinated with CFO for approval and signature.

Notes on DSR and associated costs:

- Shop stock costs reference accounts payable vouchers to verify actual costs.

- Actual labor costs, not shop rates, are required for work orders, and are based on estimated eligible cost. For example, Citadel FTE regular time is not an eligible cost for disaster preparation, but regular time for temporary employees is eligible, as are all overtime costs. F&E will only charge eligible overtime costs to a work order involving disaster preparation. All shops and offices must separate costs between eligible and non-eligible labor.

- Supply costs are tied to source purchase orders. F&E Finance may review vouchers pulled by Accounts Payable to determine costs of various shop stock charged to a DSR. Purchase requisitions charged to a DSR are easier to document and preferred.

- Administrative costs are not included in DSRs.

6. Human Resources (HR) Tasks and Procedures. HR's primary roles are **collation of Essential Personnel lists, working with F&E and PSAF to determine which residents will remain on campus, guidance on HR aspects of direction and orders from the Governor and State Administration in crisis situations and advising on employee management in cases of campus closures or other periods where the ability to complete normal working hours is compromised.**

- HR works with OCM and the CMT ensuring communications regarding working hours in a crisis are communicated clearly and often as circumstances change.

- The Governor has sole authority to excuse employees from work during crisis and can provide up to five days' leave with pay for absences in a state of emergency.

- Non-Essential personnel in a declared emergency should not report to work.

- Non-essential employees who report to work when The Citadel is closed should be sent home if safety allows. Time worked must be reported, but the employee may be subject to discipline.

- No part of State or Citadel Emergency Leave policies preclude the necessary, immediate evacuation ordered by an authorized supervisor in the interest of safety.

- If the Governor does not provide pay for full time employees (FTE) during an emergency, those who do not report, or report late will use annual or compensatory leave, take leave without pay, or make up lost time, preferably within seven days and according to the needs of their department. Make up time should never create an overtime situation.

- Temporary employees will not be compensated for lost time.

- Those with approved leave prior to an emergency may substitute hazardous weather leave. Changes are routed through supervisors and submitted to the payroll office.

ANNEX E: PUBLIC SAFETY

1. Public Safety (uniformed officers) maintain 24/7 coverage of **campus patrol, safety, and monitoring in a crisis.** The Director of Environmental Health and Safety (DEHS) is **The Citadel's liaison to State and County emergency management, and primary point of contact with FEMA and South Carolina IRF during recovery.**

OPCON 3/Normal Operations

- Prepare rosters/identify officers to be designated as Essential Personnel.
- Ensure adequate traffic control items, PPE and other severe weather items procured.
- Assist departments in updating plans and procedures as requested.
- DEHS ensures satellite phone account up to date.
- DEHS updates/maintains POC list for Federal, State, and Local Emergency Operations.

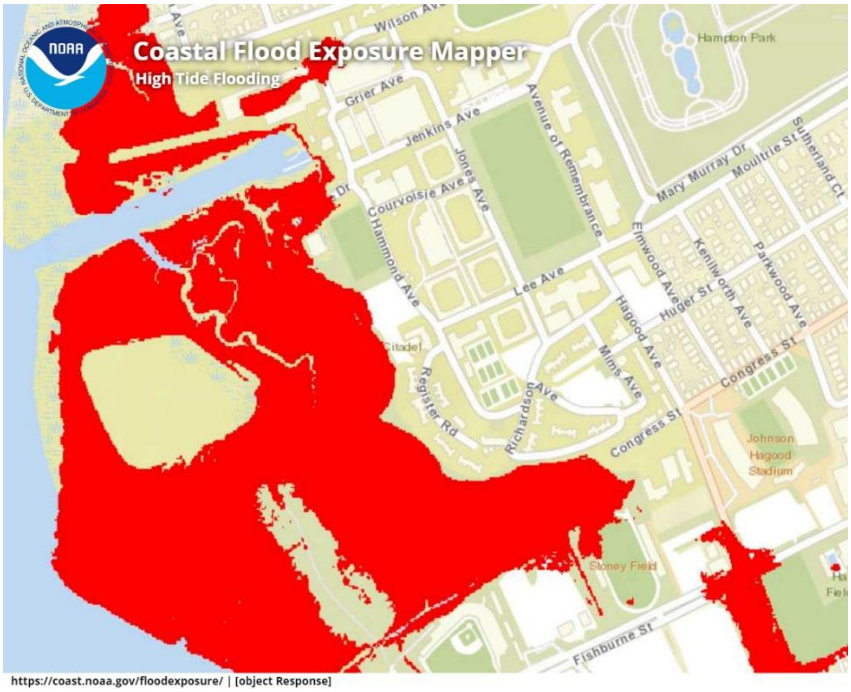
OPCON 2/5-7 Days before potential severe weather and/or evacuation

- Assist F&E in identifying and rectifying weather vulnerabilities on buildings and grounds.
- DEHS attend County and State Emergency management meetings/calls. Disseminate information to CoS for CMT.
- Coordinate with local law enforcement and SC National Guard as required (DEHS assist).
- Coordinate with F&E delivery of chainsaws and boat for PSAF use.
- DEHS ensure satellite phones are operable, charged, tested, and distributed to campus leadership. Promulgate SATCOM Phone Numbers and other POC lists to campus leadership and key personnel in PSAF, F&E and CFO.
- Finalize PSAF Essential Personnel lists.
- Coordinate with HR and F&E for updated Campus Resident and Essential Personnel lists to be held at PSAF.
- Identify/advise owners/work with Commandant on relocating at-risk cars.

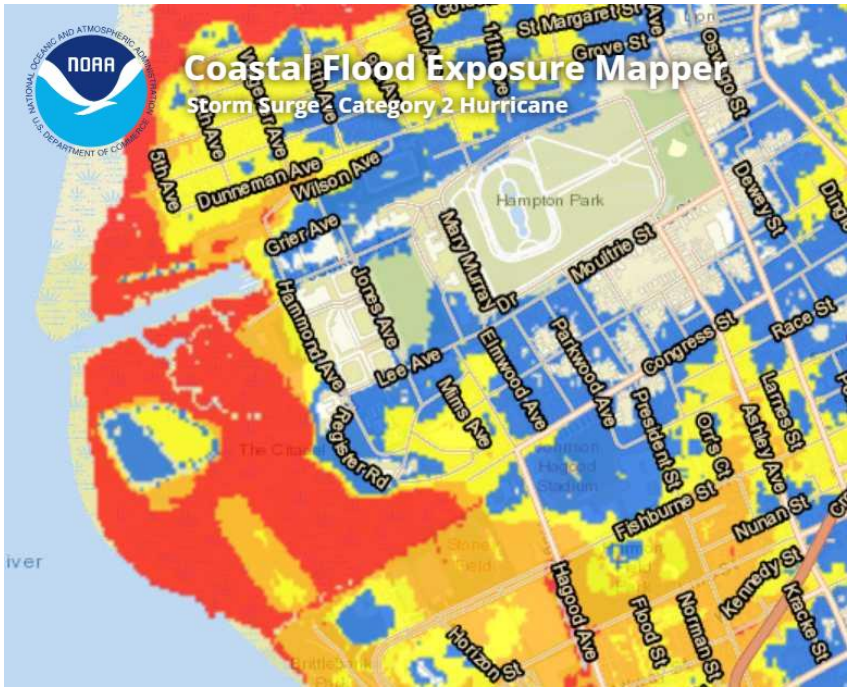
OPCON 1/Prior to evacuation or Shelter in Place/Duration of Crisis

- Set officer rotations effective through duration of crisis.
- Enhanced campus patrol/building patrol to identify hazards.
- At campus closure/onset of severe weather secure gates as required.
- Record damages observed/mark and/or block of as required.
- Welfare checks on campus residents as crisis continues.

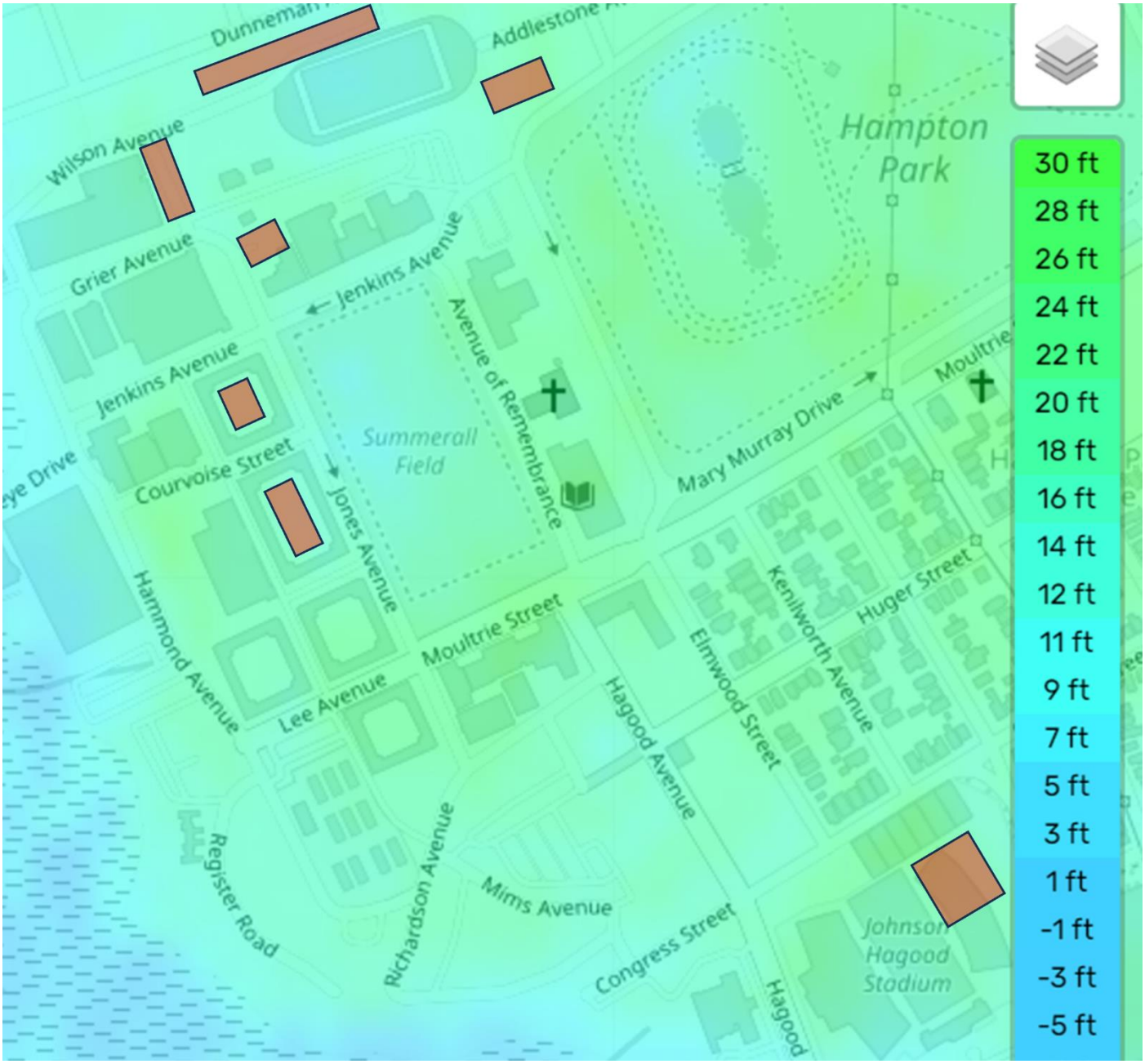
NOAA HIGH TIDE MAP



NOAA STORM SURGE PREDICTIONS



CAT II Hurricane for reference.
Worst Case Storm Surge potential flood levels above ground elevation.

BLUE:	Less than 3’ Flood Potential
YELLOW:	3-6’ Flood Potential
ORANGE:	6-9’ Flood Potential
RED:	>9’ Flood Potential

CAMPUS ELEVATIONS AND HIGH GROUND STORAGE AREAS