



Southeastern Regional Association of Physical Plant Administrators

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From Joe Fisher, President SRAPPA

Welcome to our first Newsletter of 2005, and Best Wishes for a Productive and Prosperous New Year!

I'm honored to have been elected to the Presidency of such a vital and professional organization. Over the next year I would like to increase SRAPPA's services to the membership and to expand our already formidable reputation for excellence and professional opportunities.

I hope that you had the opportunity to join us in New Orleans for the Annual Conference, "Jazzin' Up Your Facility." A good time was truly had by all, especially the costumed folks on the October 31 cruise. We renewed many friendships with colleagues, exchanged exciting new ideas, and discovered numerous ways to improve our practices at the educational sessions and social events. Congratulations to Marion Bracy and the Xavier team.

Vendor sponsorship was outstanding. Our helpful business partners in the exhibit area revealed many new products and services to make our professional lives easier and more efficient.

The University of Memphis team is already hard at work planning for this fall's conference at the showplace Peabody Hotel; please mark your calendars for October 8-11, 2005, and plan to attend another unique and rewarding event.

You've undoubtedly noticed format changes in our Newsletter and Website. By making the Newsletter part of the Website, live links, like the one above to the Memphis conference information, and email connections can be included directly into the text. Of course, at the very top of the first address to which you were directed for the Newsletter, www.srappa.org/Newsletter, you can click to go to a printer-friendly version of this Newsletter and previous Newsletters.

The Website itself was redesigned by Kate Van Sant, our new Vice President for Communications, email Kate.VanSant@mail.wvu.edu to accommodate more frequent content changes so we can keep the Website information current and more useful to you.

On the main page of our Website, www.srappa.org, at the very top, you will see three photos of recent West Virginia University projects. Click on each picture, and you will go to a larger photo of the project with details including the completion date, budget, architect, construction manager, and WVU project manager. I encourage you to send in photos of recent project completed at your school, with the same sort of details, and Kate will replace one of the WVU projects with yours to highlight your accomplishments. Our parent organization, APPA, includes photos of membership facilities on their main page header, but to our knowledge, our idea to switch out the photos regularly to publicize the prize projects of our membership is original; please help us to make it work by sending in your digital photos and information.

I want to increase the amount of information in the Newsletter that can be of immediate use in your professional life. I know you all have successful programs going that you could share; please send us your ideas, paragraphs, articles, and recommendations. This is your Newsletter, and it's our job to get your information out and to deliver useful information to you.

--Joe

Remember the 54th Annual SRAPPA Conference in Memphis, October 8-11, 2005!

Photos from SRAPPA 2004 in New Orleans—Jazzin’ Up Your Facility!



Host Marion Bracy (Good job, Marion!) and Vice President at Large Sylvester Johnson in conference



Costume Winners on the Halloween Cruise
A fantastic time was had by all!



Secretary/Treasurer David Gray cruising’ the Mississippi and wondering if we can afford this much fun...



Incoming President Joe Fisher gets some leadership tips from visiting royalty



President Bob McMains and wife Linda meet “The King,” looking forward to Memphis in October 2005



SRAPPA folks really know how to dress!



Attendees at the Diversity Reception.
The gentleman in the beige shirt, front and center, is Avinash Kaza, from Hyderabad, India. Since the conference he has completed his Master’s degree in Civil Engineering. We’re proud of you, Avinash!



Newcomers!

Remember the 54th Annual SRAPPA Conference in Memphis, October 8-11, 2005!

The New SRAPPA Board—Ready to Serve You!



Glenn Reynolds
2nd Vice President
Duke University

Jeff Turner
VP Long-Range
Planning
West Liberty State
College

Joe Fisher
President
West Virginia
University

Marion Bracy
President-Elect
Xavier University

Bob McMains
APPA
Representative-Elect
Emory University

Kate Van Sant
VP for Communication
West Virginia
University

Bill Elvey
Junior APPA
Representative
Virginia Tech

David Gray
Secretary/Treasurer
Middle Tennessee
State University

Sylvester Johnson
VP at Large
Tulane University

Not pictured: Jim Hellums, 1st Vice President, University of Memphis
Jim Roberts, Senior APPA Representative, Campbell University
Steve Glazner, APPA Liaison to SRAPPA

For a complete list of Officers' emails and phone numbers, go to www.srappa.org/Officers.htm

FLAPPA is Up and Running!

by Brian Wormwood (wormwood@mail.ucf.edu)

Last October several colleges and universities across the state of Florida came together and discussed the idea of forming a Florida Chapter of APPA, which is now known as FLAPPA. We've worked very hard to define our purpose and establish a constitution and by-laws to ensure success. In July 2004, the national APPA organization in Washington, D.C. formally recognized our Florida chapter.

Our Purpose

- To foster mutually supportive objectives among Florida higher educational facilities organizations;
- To promote relationships that provide personal and professional development through leadership, educational and networking opportunities for all facilities personnel;
- To foster the professional spirit among persons engaged in this work; and
- To aid and supplement the work of the international organization, APPA:
The Association of Higher Education Facilities Officers.

We're inviting all Florida higher educational facilities organizations to become involved on the ground floor of our organization. FLAPPA will be presenting its first Annual Meeting and Educational Conference on March 16th, 17th and 18th, 2005 at the University of Central Florida. The Chapter is new, and many people in a number of educational institutions across the state of Florida have participated with a lot of hard work to get it up and running. We thank them all for their efforts! We look forward to a strong and bright future together as FLAPPA continues to grow.

--Brian

Remember the 54th Annual SRAPPA Conference in Memphis, October 8-11, 2005!



Bill Elvey

Report from Bill Elvey, APPA Junior Representative

(wmelvey@vt.edu)

I am currently preparing to attend the February 2-6 APPA Executive Committee Meeting that will be held in Alexandria, VA. Besides the Executive Committee Meeting, I will also attend a Board Orientation for 2005 –2006 Incoming Regional Representatives (I was unable to attend last year's orientation) and Regional Representatives Meeting.

The By-Laws Committee will be considering two separate issues that have been placed into consideration as follows:

1. Meritorious Service Award. Earlier this year, Alan Bigger, on behalf of the Professional Affairs Committee, submitted two recommendations regarding the reference to this award in the APPA By-laws. One issue is that, in the existing wording, there is no time limit stipulated that must pass before a previous recipient is eligible to receive the award again and no mention that a second award to the same person must be based on new contributions to the profession since the previous award was received. This section could be revised to reflect these issues; however, there is another option. That option is to remove the section that references this award in that no other APPA awards are mentioned in the by-laws. The issue mentioned above would be covered in the criteria for this award and dealt with by the Awards and Recognition Committee in the same manner as it treats all the other awards. I think that the latter approach makes the most sense under the circumstances and I will suggest for the Board's consideration a revision that eliminates Article III H from the APPA By-laws.

2. Cross Membership Between Regions (Idaho Issue). This issue was apparently resolved by RMA and PCAPPA by agreeing that any institution within their respective Regions could be a member of the other's Region. However, it has been suggested to the APPA Board that, in a situation where the institution of a Regional Representative on the APPA Board is not within the Region that they are representing, this would violate the APPA by-laws with respect to Board governance. The applicable articles are V and X. After examining these articles it is my interpretation that the existing language does not prohibit this. In particular, a sentence contained in Article X A states, "...Regional Associations are autonomous in that each may admit such membership and maintain such dues structure as the Regional association deems desirable so long as such action is consistent with its governing instruments...." Therefore, I would suggest that each Region has the latitude to elect a member to their Board who is from an institution that is outside of its Region unless it is not allowed under the by-laws of a Region and there would be no contravention of APPA by-laws should this situation occur.

I will let you know what is eventually decided upon regarding the above two items at the APPA Executive Committee and also update you on any other significant matters in the next SRAPPA Newsletter.

Please know that I will continue to do my best to be your "link" to and from the APPA Executive Committee in order to ensure that significant issues to the SRAPPA membership are brought forward as appropriate. Similarly, I will do my best to ensure that the SRAPPA membership and the SRAPPA Board of Directors are kept apprised of on-going developments and matters involving APPA International. Thanks again for allowing me to this opportunity to serve SRAPPA in this capacity.

--Bill



A New Addition to the Facilities Family

Those of you who attended the New Orleans conference may remember the "Four Seasons" from the University of Memphis on the Halloween cruise, from left to right: Leslie Bowen, Winter; Jeannie Smith, Fall; Pam Cash, Summer; and Liz Raiteri, Spring. Leslie (Winter) has since given birth to a beautiful baby girl named Emma, the newest addition to our facilities family!

Remember the 54th Annual SRAPPA Conference in Memphis, October 8-11, 2005!



Jim Hellums

Report from Jim Hellums, First Vice President

(jhellums@memphis.edu)

The 54th Annual SRAPPA meeting will be in Memphis, October 8-11 at the Peabody Hotel.

The Golf Tournament will be held at Cherokee Valley Golf Club on Saturday, Oct. 8th, followed by a "Memphis Rock-n-Rock Reception" on the rooftop of the Peabody.

Sunday (the 9th) we will kick off the conference with an opening brunch and the ribbon cutting for the Vendor Show. Sunday night we are bringing the conference to the University's campus for a Memphis BBQ celebration.

Monday will begin Educational Sessions. We have chosen the following tracks as our areas of focus for the conference: Quality, Technology, and Speakers Choice. We are also having Forums with the following sessions to be included: Newcomers, Active Participation in SRAPPA, Administrative Assistants, Diversity, and What is APPA?

Monday night we are leaving open and encouraging attendees to tour Memphis. Many times vendors like to plan business dinners with clients, so we are hoping that by providing Monday night as a "free night" it will discourage vendors from taking clients out on other nights and pulling attendance away from the conference.

Tuesday will continue with the educational sessions and close with the Annual Banquet that evening.

Spousal tours will include Graceland and a cooking demonstration from Viking.

We have established a hotel rate of \$149. Due to some states' travel restrictions, attendees will only be charged \$129 and we (the host) will subsidize the remaining \$20. This is a great rate for accommodations at the legendary Peabody.

Please mark your calendar now; we hope to see you there!

--Jim



Glenn Reynolds

From Glenn Reynolds, Second Vice President

(Glenn.Reynolds@duke.edu)

In preparing comments for this issue of the newsletter, and at the start of a new year, I thought it might be appropriate to review our responsibilities as members of SRAPPA. These are very similar to the responsibilities recently reviewed with the Facilities Management Team here at Duke. As leaders and members of the SRAPPA team, we each have a responsibility to ensure the continued viability, success and relevance of the organization. There are more items than those listed here, but I thought that these were particularly applicable to ensuring that SRAPPA remains a dynamic organization, dedicated to assisting members and member institutions to provide the very best in quality service and professional expertise to our campuses.

Sense of Responsibility:

Takes responsibility for own and/or team's performance, including failures or problems.

Takes responsibility for unit's reputation or image.

Takes responsibility for the safety and well-being of team members in job related activities.

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Positive Expectations:

Has a strong conviction that subordinates are valuable resources.

Acknowledges a person's strengths as well as shortcomings. (balanced perspective — avoids "overly positive" or "overly negative" labels about people)

Directly expresses to people the belief that they can and will succeed.

Leader Influence:

Leader visits work areas or makes self available with the express purpose of showing interest, concern, or appreciation. (MBWA)

Leader uses symbols to increase morale, loyalty, or a sense of belonging.

Leader publicly recognizes superior individual or group performance. (public attaboy/attagirl, promotion, simple thank you ...)

Reinforces corporate/team mission statement, standards, and values — frequently and using multiple channels.

Effective Communication:

Explains why, shares information, and communicates the purpose of decisions. (open book management)

Takes steps to ensure that people absorb what is communicated to them. (non-verbal cues, repeat-backs, observation)

Tailors communications to people's level of understanding.

Planning:

Plans beyond the demands of an immediate situation. (looks ahead, avoids crises)

Prioritizes effort to be expended on various activities. (Sets priorities. Do the right things, then do those things right)

Identifies obstacles to progress and plans work-arounds.

Matches people to jobs to get the best performance. (staff to optimize performance; match people's skills to job requirements)

Identifies and lines up resources (people, funds, outside support) needed to achieve objectives.

Develops an action plan to reach objectives.

Initiative:

Takes aggressive, proactive actions to avoid problems, or resolve them when they appear.

Introduces new ideas or new procedures to the team. (not bound by "we've always done it this way")

Proposes, to people outside own unit, new ideas or better ways to proceed. (shares good ideas with other teams)

Persists in overcoming obstacles.

Monitoring for Results:

Gets out of the office; actively observes work progress, seeks and collects performance information.

Evaluates performance. (Did we meet goals? Why or why not? What can we do better next time?)

Sees the information provided by own staff; customer, business partners, and other feedback as meaningful and useful.

Reviews products or results for quality. Initiates action to maintain high quality products or service.

--Glenn

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**Dr. Polk
accepts a plaque from
APPA President Ed Rice
at the 2004
SRAPPA
Conference Banquet**

Summary of HBCU's and Diversity of African Americans in APPA and SRAPPA (1999-2004)

Our resolve to improve diversity in APPA and especially SRAPPA continues. Today, we have made progress with the HBCU category of members and women. Obviously, much more is needed. I am delighted that others in our association are more involved with this issue. This brief report is to highlight our accomplishments since the 1999 Study: "Participation of Historically Black Colleges and Universities in APPA and Regional Associations." The survey results and follow-ups are listed below.

- A. 78% indicated that more diversity in members and especially officers is needed.
1. APPA membership increased by 18 member institutions from 19 in 1999 to 37 in 2004.
 2. APPA elected first officer, Sam L. Polk, Sr., Vice President for Education in 2004.
 3. APPA Committee Members increased from 0 to 4 in 2004 (2-female and 2-males):
 - a. Jewell Winn – Membership (SRAPPA)
 - b. Ron Brooks – Awards and Recognitions (SRAPPA)
 - c. Randolph Hare – Professional Affairs (SRAPPA)
 - d. Sara High – Membership (ERAPPA)
 4. APPA President, Phil Cox, places emphasis on diversity during his presidency (2003).
 5. APPA has had 2 women elected and serve as officers: VP for Information and Research, Vickie Younger, President: Maggie Kinningman
- B. 56% indicated that active recruitment of HBCU's would be necessary to increase participation.
1. SRAPPA/UNICO provided 16 HBCU institutions (all fees paid) to attend a special HBCU event at SRAPPA-2002. Six institutions accepted trial membership and three renewed membership at a special reduced rate.
 2. SRAPPA conducted multicultural events at SRAPPA 2004, 8 HBCU's took advantage of free registration. Members participated in the events designed to realize true diversity in SRAPPA. This event can be replicated in other regions and APPA Annual Conferences
- C. 50% indicated that a trial membership would be beneficial to continued membership.
1. APPA conducted two membership drives offering trail membership in 2000 and 2002.
- D. 10% indicated that the lack of black officers greatly affected their membership decision.
1. APPA VP for Education (Sam Polk) 2004
 2. SRAPPA Progress
 - a. Sam Polk, Newsletter Editor, President, APPA Representative
 - b. Ron Brooks, VP at Large, APPA Committee
 - c. Jewell Winn, VP for Communication, APPA Committee
 - d. Marion Bracey, President Elect
 - e. Sylvester Johnson, VP at Large

I am confident that this effort will continue and I challenge others to take up the cause for other minority member categories and work with SRAPPA's Multiculture-Diversity Committee in making a real difference.

*Submitted by: Sam L. Polk, Sr.
Vice President for Educational Programs
APPA*

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Joe Fisher

Campus Emergency Preparedness
West Virginia University's Emergency Response Plan

by Joe Fisher (Joe.Fisher@mail.wvu.edu)

The following is the second in a series of articles detailing the process of campus emergency preparedness planning at West Virginia University (WVU) and the many lessons we have learned that can be applied to all types and sizes of higher educational institutions. My first article, in the July 2004 issue of this Newsletter, was an overview of the process we followed in initializing campus emergency preparedness planning at WVU. This second article goes into more detail about formulation and content of the WVU Emergency Response Plan (ERP), how and why certain sections were included, who is responsible for updating those sections, and to whom the Plan is dis-

As stated in our first article, the Campus Preparedness Committee, which I chaired, was charged with producing the WVU Emergency Response Plan. The chapter outline is as follows:

- Executive Summary
- Program Mission
- Objectives
- Scope
- Definitions
- Emergency Response Team
- Emergency Policy Team
- Authority
- Organization
- Notification of Participating Units in Level 3 Emergencies
- Functional Chart of Organization for a Level 3 Emergency
- University Spokesperson
- Media Coordinator
- Emergency Situations
- Weather Emergency
- Toxic Chemical Spill or Release
- Fire/Smoke
- Loss of Building Utilities
- Bomb Threat or Explosive Device
- Building Evacuation
- Demonstration/Civil Disturbance
- Terrorism
- Airborne or Foodborne Illness or Other Major Medical Concern
- Injury/Death of Student, Staff, or Faculty
- Crime in Progress
- Workplace Violence
- Evacuation of Persons with Disabilities
- Emergency Operations Center
- On-Site Command Post

It was also determined that the front page of the ERP should list a "quick reference" to those sections of the document that would be needed immediately in a crisis situation. The sections listed for quick reference are:

- Authority—Emergency Response Plan Chain of Command
- Functional Chart of Organization for a Level 3 Emergency
- External Emergency Contacts
- Areas of Authority Emergency Backups

In the "Definitions" section of the ERP, three levels of emergencies affecting WVU are defined:

- Level 1 A small-scale incident with a single location.
- Level 2 A major emergency that impacts portions of the campus.
- Level 3 An incident posing major risk to University personnel and resources.

Only the third level requires full activation of the WVU Emergency Response Plan.

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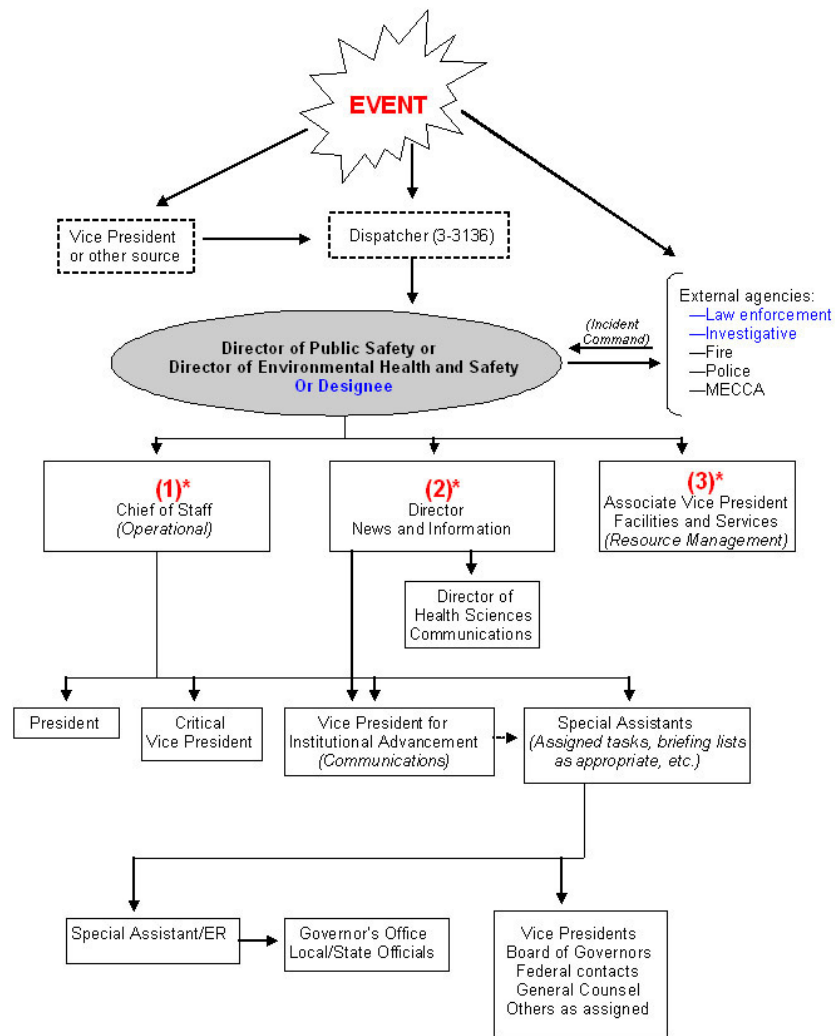
The Plan lists the members of the WVU Emergency Response Team and the Emergency Policy Team. The WVU Emergency Response Team, which reports to the Emergency Operations Center (EOC), is lead by the Associate Vice President for Facilities and Services. This team is prepared to respond to the emergency with WVU personnel, resources, and data, and to maintain records for future reimbursement by the Federal Emergency Management Agency (FEMA). The WVU Emergency Policy Team is an executive team, lead by the University President, that makes decisions on policy, closure, and scope of the University's response to the crisis. The ERP also contains an organization chart indicating the Chain of Command during a crisis.

Under "Organization," the ERP specifies the University departments responsible for overseeing campus-wide emergency preparedness development; in the case of WVU, these departments are Environmental Health and Safety and the Department of Public Safety. The WVU Department of Public Safety is designated as primary responder to an emergency.

Under "Notification of Participating Units," procedures for a Level 3 emergency are listed as follows:

1. The WVU Department of Public Safety shall be notified of the emergency by the central County Command and Control agency.
2. The Emergency Response Team shall assemble at the Emergency Operations Center.
3. Upon declaration of a Level 3 emergency by the President, the President or designee will call the Emergency Policy Team together.
4. Other responder agencies will be notified as needed.

Under "Functional Chart of Organization," the following chart is included with details of how information is to flow from the event through University administration:



* Offices to be alerted in this order

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“Crisis Communication” specifies the primary spokesperson for the University (the President), the coordinator of all communication activity (the Vice President for Institutional Advancement) and the coordinator’s backup (the Director for News and Information Services).

“Media Coordinator” details the duties of the Director for News and Information Services during a Level 3 crisis, including

- Media Office Accommodations
- News Conference Sites
- Parking for Media/Satellite Uplinks
- Media Hotline
- Communications Vehicles (methods of information dissemination)

The “Emergency Situations” section lists actions to be taken during University officials during the following types of emergencies:

- Weather Emergency
- Nuclear, Biological, or Chemical Spill/Release
- Fire/Smoke
- Loss of Building Utilities
- Bomb Threat or Explosive Device
- Building Evacuation
- Demonstration/Civil Disturbance
- Terrorism
- Communicable Disease Outbreaks
- Injury/Death of a Student, Staff, or Faculty
- Crime in Progress

“Evacuation of Persons with Disabilities” is a special section detailing actions to ensure the safety of mobility-impaired persons in emergencies.

There is a separate section describing the location and function of the Emergency Operations Center.

“On-Site Command Post” indicates how the representatives of the various WVU agencies at this location are to identify themselves and to keep their unit directors apprised of crucial developments at the scene.

As of this writing, thirteen Appendices are attached to the WVU Emergency Response Plan. They are as follows:

- A. Role of Units/Administrators in Implementation of the ERP
- B. ERP Procedural Responsibilities
- C. Building Evacuation/Closure Procedures
- D. Student Affairs Responsibilities
- E. Checklist of Characteristics of Individuals Who Have Caused School-Associated Violent Deaths
- F. External Emergency Contacts
- G. Site Assignments and Spaces Available
- H. Emergency Policy Team Checklist
- I. Areas of Authority Emergency Backups
- J. Bomb Threat Management Procedures
- K. Business Continuity Plans
- L. Emergency Resources
- M. Equipment Available at the University

The Distribution List for the WVU Emergency Response Plan was discussed and finalized by the Campus Preparedness Committee. This list includes all members of the Campus Preparedness Committee, the President, Vice Presidents, Associate Vice Presidents, the General Counsel and Associate General Counsel, the Executive Officer for Social Justice, the Director of News and Information Services, the Dean of Students, and the Director of Public Information at the University Hospital. Outside the University, copies are distributed to the Director of the Emergency Department of the local County hospital, the Emergency Medical Service of the County, Emergency Command and Control of the County, the County Sheriff, the City Fire Chief, the City Police Chief, the local barracks of the State Police, the State Office of Emergency Preparedness, and the nearest office of the FBI.

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A "Campus Preparedness Annual Review Schedule" was produced under the auspices of the Associate Vice President for Facilities and Services, and approved by the Campus Preparedness Committee. This schedule is maintained by the Associate Vice President's Assistant with the master copy of the ERP. The schedule assigns responsibility and frequency for updating crucial portions of the Emergency Response Plan and other aspects of emergency planning, as follows:

The Distribution List for the ERP is to be reviewed yearly by the Associate Vice President for Facilities and Service's Assistant and the Department of Environmental Health and Safety.

The entire plan is also to be reviewed on a yearly basis by the Department of Public Safety and the Office of Environmental Health and Safety. This is a useful exercise, as several years after the Plan's inception the Director of Public Safety and the Assistant Director of Environmental Health and Safety had already encountered several of the emergencies listed and were ready to make a number of adjustments in the sections concerning response to those types of emergencies.

In Appendix A, "Role of Units in Implementation of WVU Emergency Response Plan," the steps to be taken by major administrators and key departments in an emergency are listed.

"Emergency Response Plan Procedural Responsibilities, Appendix B, describes the activities of the Emergency Operations Center and the duties of the Emergency Response Team and the Emergency Policy Team.

Appendix C gives details procedures to be followed if a building must be evacuated and/or closed.

The "Student Affairs" section of the Plan, Appendix D, is to be reviewed annually by the Student Affairs representative on the Campus Preparedness Committee. This is a key section of the Plan, as Student Affairs is responsible for housing and feeding thousands of residential students at WVU.

Appendix E provides a checklist of characteristics of individuals who have caused school-associated violent deaths in the past.

"External Emergency Contacts," Appendix F, is provided by the City Fire Department's representative on the Campus Preparedness Committee and is renewed on an annual basis. This list is used by Environmental Health and Safety to update their list of external contacts to ensure accuracy.

"Site Assignments," Appendix G, is updated yearly by the WVU Physical Plant. This is reviewed by the Campus Preparedness Committee to ensure that critical functions are assigned to discrete sites in the event of site disruption.

Appendix H provides a checklist for the Emergency Policy Team to follow.

"Areas of Authority Emergency Backups," Appendix I, is updated every six months by the Associate Vice President for Facilities and Services' Assistant. Due to the frequency of changes in administrative appointments, the Assistant updates this Appendix in the master copy of the ERP whenever such changes are made.

Appendix J, "Bomb Threat Management Procedures," is updated by the Director of Public Safety on a yearly basis.

Appendix K, "Business Continuity," the result of a University-wide Task Force, is scheduled to be updated on a yearly basis by the offices covered.

The Physical Plant and Environmental Health and Safety are charged with yearly reviews of "Emergency Resources," Appendix L, which includes the names of professionals such as mechanical engineers whose expertise may be required in emergencies, and "Equipment Available at the University," Appendix M. Also according to the "Campus Preparedness Annual Schedule," the Associate Vice President for Facilities and Services' Assistant and the Manager of Facilities Information Systems check the Emergency Operations Center on a quarterly basis to ascertain that the room and data outlets are in working condition, and that emergency supplies, which are kept in a locked cabinet, match the list of materials required. Maintenance and operations of the Emergency Operations Center will be covered in our next article.

The University Emergency Response Plan is designed as a living document, responsive to changing conditions within the University community and to evolving challenges and information at the national and international levels. Besides the regular reviews and updates of the Plan noted above, the Associate Vice President for Facilities and Services, and the University Directors of Public Safety and of Environmental Health and Safety, are in frequent contact with City, County, State, and Federal emergency planning agencies to ensure that all aspects of the Emergency Response Plan are maintained to minimize the effects of emergencies on the people, facilities, and mission of West Virginia University.

—Joe Fisher

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The following web sites may be of use in planning for emergencies:

U.S. Department of Homeland Security
<http://www.dhs.gov/dhspublic/>

Chemical/Biological/Radiological Incident Handbook
www.odci.gov/cia/reports/cbr_handbook/cbrbook.htm

American Red Cross Disaster Guide
www.redcross.org/disaster/safety/guide.html

Center for Biosecurity of UPMC
www.upmc-biosecurity.org

"Terrorism-Preparing for the Unexpected" American Red Cross
www.redcross.org/services/disaster/keepsafe/unexpected.html

CDC, Bioterrorism Preparedness & Response
www.bt.cdc.gov/

OSHA Incident Command System
www.osha.gov/SLTC/etools/ics/index.html

OSHA Mail Handling Instructions/Anthrax Issues
www.osha.gov/SLTC/etools/anthrax/mail.html

Notes

from Kate Van Sant
Vice President for Communications

I am delighted and honored to be your new Vice President for Communications, and I promise to do my best to continue the excellent initiatives begun by my predecessor Jewell Winn in stressing quality, service, and sensitivity to diversity.

I am fully committed to the diversity efforts already in place in SRAPPA, and I hope that together we can make much more progress in this area. Dr. Polk's fine article on page 7 indicates that SRAPPA is more than holding its own among the APPA regions, but there is much work to be done. We must encourage and support participation by people of all backgrounds at all levels of SRAPPA. As part of this effort, our new web site is designed to work with automatic readers used by the visually impaired.

Our Newsletter is now an integral part of the SRAPPA web site at www.srappa.org/Newsletter.htm. This allows inclusion of active email addresses and web links that you can click on to take you directly to relevant contacts and web sites. Of course, the option is also given on the main Newsletter web page to print out the Newsletter if you would prefer a hard copy. Please check out the new SRAPPA web site, and give me your suggestions for improvement and additions. You'll notice the three photos of recently completed buildings at the top of the page. If you will send me digital photos of projects recently completed at your institution with accompanying information on date completed, architect, etc., and whatever else you would like to share, I can highlight those in place of the photos you see currently.

I would like to feature more articles in the Newsletter that share practical information that will help us do our jobs better and more efficiently. Please send me a paragraph or more on successful programs and practices, however small or large, at your institution, and we will highlight them in the Newsletter. SRAPPA is all about improving our standards and helping each other to better serve our customers.

Again, thank you very much for giving me the opportunity to be involved in such a dynamic, professional organization as SRAPPA. I look forward to being both proactive and responsive in moving us forward to even greater accomplishments.

—Kate



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