

Germanna Community College

Instructional Plan for In-Person Instruction and Campus Reopening (Pending Review by SCHEV)

During the COVID-19 pandemic, Germanna Community College (GCC) has relied heavily upon the guidance of the Centers for Disease Control (CDC), the Virginia Department of Health (VDH), the Governor's office and a variety of state agencies including the Virginia Community College System (VCCS) in operational decision making. GCC continues to operate on the premise that only absolutely essential in-person activities take place on campus and on college-owned or leased property, until such time as health experts deem in person interactions to be safe. While acknowledging that some instruction, services, and events cannot take place in a virtual environment, our primary motivation remains focused on the health and safety of employees, students and community members. Therefore, for the Fall 2020 semester nearly all of our instruction, services, and events will be delivered in online formats. Exceptions are being made on a case by case basis for essential instruction (primarily laboratory based), services or events that cannot be held in any other manner. In addition to the guidelines provided by the Governor and VDH, the College is guided by the published protocols of the VCCS.

A. Repopulation of the Campus

1. The Campus Team is composed of the following members:

- President
- Vice President of Administrative Services (Coordinator)
- Vice President of Academic Affairs & Workforce Development
- Vice President of Student Services
- Associate Vice President for Human Resources
- Special Assistant to the President for Institutional Advancement
- Director of Facilities
- Dean of Nursing and Health Technologies
- Chief of Police
- Director of Marketing and Recruitment
- Special Assistant to the President for Community & Media Relations
- Representatives from Local Health Departments and Local Health Providers

2. The Vice President of Administrative Services and Dean of Nursing and Health Technologies are responsible for coordinating with the two health districts within the GCC service region:

Rappahannock Area Health District, Wendi Lane, Local Health Emergency Coordinator, 1320 Central Park Blvd., Suite 300 Fredericksburg, VA 22401, Office: 540-322-5940

Rappahannock-Rapidan Health District, Wade Kartchner, MD, MPH, Health Director, 98 Alexandria Pike, Suite 42 Warrenton, VA 20186, Office: 540-316-6273

3. Only students enrolled in clinical laboratories and hands-on training/courses are allowed to come to campus.

Resumption of activities are gradual and phased based on local public health conditions as well as institutional capacity. Return to an active on-campus environment is dependent upon availability of widespread testing, contact tracing, and isolation/quarantine of ill and exposed individuals. Off-campus learning experiences abide by specific government and industry sector guidelines. The College is prepared for the likelihood of a local rebound of infections that may result in a return to more restrictive mitigation measures and physical distancing for periods of time including the transition to complete virtual offerings to include pausing programs that cannot be offered virtually. Currently, all College physical facilities are closed. With the exception of a few essential personnel, faculty, staff, and students engage in virtual-only work, learning, activities, and events. **Employees will continue to work remotely in fall 2020.** While most courses at Germanna are online in the fall, some subjects that require hands-on components that cannot be measured or achieved virtually. The College plans on offering selected clinical, laboratory and workforce experiences in person, abiding by safety and health measures and social distancing practices.

Students, employees and vendors are allowed on campus only after COVID-19 related screening questions, administered daily, are answered. Masks are required, as are, meticulous adherence to public health practices including hand hygiene, physical distancing, proper cough/sneeze etiquette, staggered scheduling, and frequent cleaning.

4. Education/training of students: consider COVID-19 prevention education as part of student orientation. (hand washing, staying home if ill, etc.)

GCC uses communications resources provided by the CDC to educate Faculty, Staff and Students in prevention of COVID-19. These communications are distributed by the college website, social media, email and posted inside the facility. Student Services offers virtual information sessions via Zoom prior to the start of classes on COVID-19 prevention, as well as host resiliency programming for students impacted directly or indirectly by the pandemic. Prevention education also takes place in all Student Development courses.

5. Physical Distancing according to CDC guidance:

a) Strategies to allow physical distancing in classrooms/learning environments. (e.g. occupancy, staggered schedules, classroom layouts, workspace distancing, etc.

Occupancy in classrooms has been reduced to establish appropriate social distancing. Furniture is spaced at the minimum of 6 feet apart. Additional tables, desk and chairs have been removed. Each approved plan contains protocols based on the guidance provided in the VCCS' "Safe Reopening of Instructional Spaces" document.

b) Social distancing considerations outside the classroom (e.g. limiting visitors, changes to dining services, extracurricular activities, sorority/fraternity life, etc.

Students are not allowed to congregate on campus and must leave once their class is finished for the day. Student activities are not held on campus. Anyone on a GCC campus must practice social distancing, which means keeping space between yourself and other people. To practice social distancing:

- Stay at least 6 feet (about 2 arms' length) from other people.
- Do not gather in groups larger than 10 people in phase 1; 50 people in phases 2 and 3; and until further notice. Social distancing requirements apply in these group settings.
- Stay out of crowded places and avoid mass gathering.
- Refrain from bringing along guests to face-to-face appointments, as much as feasible for your situation.
- Only one person is allowed to use each GCC elevator at a time, unless physical assistance is required. Signs are posted on each floor by the elevators.

c) Restrict occupancy/stagger use of communal, shared spaces such as lounges, exercise rooms, dining halls, etc. to ensure physical distancing. Occupancy must be consistent with any active Executive Orders.

Lounges are closed. Vending machine products are removed so as to discourage faculty, staff and students from gathering around machines. Furniture that would promote gathering is removed. Security personnel are monitoring these spaces.

d) Limitations on size of gatherings and/or strict physical distancing to be in place during gatherings.

External gathering requests are reviewed on a case-by-case basis and are limited in accordance with the Governor's orders and by the limitations imposed by social distancing guidelines

e) Strategies for food/dining services should be consistent with plans to optimize physical distancing. Plans regarding dining services should consider strategies such as requirements for face coverings, policies to encourage staff to stay home if ill, ensuring adequate hand hygiene, routine cleaning/disinfection, and health screenings for staff. Implement engineering controls including: limiting the number of diners or other methods of crowd control, appropriate spacing between tables, eliminating buffet-style or self-serve food, and take out/delivery options.

All dining and vending options are closed. Students and employees are allowed to bring their own food and beverages.

6. Hygiene Practices and Cleaning/Disinfecting Protocols:

a) Cleaning and disinfection protocols to include frequently touched surfaces; transport vehicles; schedules for increased cleaning, routine cleaning, and disinfection; ensuring adequate cleaning supplies and correct use/storage

The custodial staff clean/disinfect classrooms, restrooms, common areas, and high touch areas on a frequent basis based on CDC guidelines for cleaning/disinfecting during the hours of operation. With detailed cleaning to occur after hours. Based on the definitions from the CDC:

Cleaning refers to the removal of dirt and impurities, including germs, from surfaces. Cleaning alone does not kill germs. But by removing the germs, it decreases their number and therefore any risk of spreading infection.

Disinfecting works by using chemicals, for example EPA-registered disinfectants, to kill germs on surfaces. This process does not necessarily clean dirty surfaces or remove germs. But killing germs remaining on a surface after cleaning further reduces any risk of spreading infection.

Disinfecting supplies that meet the EPA's criteria for use against COVID-19 are available to faculty, staff and students to disinfect learning and workspaces before use. Classrooms and offices where students meet with faculty or staff are supplied with disinfecting supplies in the form of spray bottles of disinfectant and paper towels or disinfectant wipes. If additional supplies are needed, they can be ordered by utilizing the School Dude system. Due to supply chain demands, supplies are subject to availability.

For electronics, such as computers, copiers, tablets, touch screens, keyboards, and remote controls the College follows manufacturer's instructions for cleaning and disinfecting. The College makes alcohol-based wipes containing at least 70% alcohol or approved cleaner/disinfectant for electronic equipment available. Disinfectant sprays not specifically for electronic equipment should not be used.

b) Provisions for hand sanitizer/handwashing stations

Permanent hand sanitizer stations are installed throughout College facilities. Portable hand sanitizer stations are deployed in high traffic areas.

c) Minimize shared objects and ensure adequate supplies to minimize sharing to the extent possible (e.g. dedicated student supplies, lab equipment, computers, etc.).

With the reduction of occupants in classes, alternating classrooms, and additional time built into the schedule for cleaning, the College is able to provide the additional equipment to students to reduce sharing of equipment.

7. Housing: N/A

8. Consideration of Vulnerable Individuals:

a) Policy options to support those at higher risk for severe illness to mitigate their exposure risk (e.g. telework, modified job duties, virtual learning opportunities).

The majority of students are taking online classes. If a vulnerable student is in a course where in-person instruction is required, then the student chooses whether to continue in the program with the associated risks, or to defer their enrollment to a later semester. All reasonable attempts are being made to accommodate students. Non-essential GCC employees are teleworking during the fall semester. If the physical presence of a vulnerable employee is deemed to be essential, the impacted employee is accommodated reasonably to assign other duties or take appropriate leave.

The College has implemented strategies in a manner that is consistent with ADA and current CDC and state/local guidance for keeping workplaces safe during the COVID-19 pandemic. We are cognizant of those who are vulnerable and more likely to contract the coronavirus. According to CDC, individuals with the following conditions may have a higher risk for COVID-19 infection. These conditions may include:

- Older adults (aged 65 years and older)
- People with HIV
- Asthma (moderate-to-severe)
- Chronic lung disease
- Diabetes

- *Serious heart conditions*
- *Chronic kidney disease being treated with dialysis*
- *Severe obesity*
- *Being immunocompromised*

b) Implement flexible sick leave policies and practices that enable faculty, staff and students to stay home or self-isolate when they are sick or have been exposed.

Flexible sick leave policies remain in effect until DHRM guidance advises otherwise. Employees who are sick are encouraged to stay home. Accommodations for those who request reduced contact with others due to a disability may include providing masks, gloves, using plexiglass, or other barriers to ensure minimum distances between customers and coworkers. Temporary job restructuring of marginal duties, temporary transfers to a different position, modifying work schedules or allowing for telework may also permit an individual with a disability to perform safely the essential functions of the job while reducing exposure to others in the workplace. Reasonable accommodations are provided, barring undue hardship to the College.

All medical information concerning faculty and staff is confidential and be stored separately from employees' personnel files.

c) Develop policies for return to class/work after COVID-19 illness.

If a student has symptoms of COVID-19 or has been exposed to someone with COVID-19, the College will notify the appropriate local health district and direct the student to local testing locations.

Consistent with CDC guidelines, if an employee has symptoms of COVID-19, they will be allowed to return to work when:

- There has been at least 3 days with no fever, AND
- Symptoms are resolved, AND
- There has been 10 days since symptoms first appeared.

If the employee chooses to have a COVID-19 test and share this documentation with the College, they may return immediately if and when the test shows a negative result.

If an employee tested positive for COVID-19 but had no symptoms, they may be allowed to return to work when:

- There has been 14 days since they were tested, OR
- When they have had 2 negative tests in a row, at least 24 hours apart and they are willing to provide documentation of the results to the College.

If an employee becomes aware that they have been in close contact with someone with COVID-19, they will be expected to isolate at home for 14 days after exposure.

9. International Student Considerations (e.g. COVID-19 travel health risks, CDC returning travelers guidelines, travel registry, etc.)

Germanna Community College's Office of Enrollment Services serves as the point of contact for all International Students on "F" or "M" visas. Until the College returns to normal operations, international students must complete a required bi-weekly check-in with a designated school official.

While the [Student Exchange and Visitor Program \(SEVP\)](#) has not issued guidance to students and schools for the fall semester, for international students currently residing outside of the country, who continue to make normal progress in their course of study remain eligible for admission into the United States. However, because of the changing array of travel restrictions, students should refer to their local embassy's website through the [U.S. Department of State](#) for any updates about visa issuance. Also, the Department of Homeland Security and the [Centers for Disease Control and Prevention's \(CDC\)](#) websites provide information about current travel restrictions to the United States.

10. Partnership and Communication/Information Sharing with the Local Community, Health Systems and Other Stakeholders

Germanna Community College works closely with all local health systems. Two College cabinet members serve on the boards of two major hospital systems, Spotsylvania Regional Medical Center HCA Virginia and Mary Washington Healthcare, and have acted as liaison between the college and providers. Through this connection and regular communication with local health departments, the college is apprised of all COVID -19 regional information such as adequate surge healthcare capacity, awareness of preparedness, public health principles, guidance, and data. Local health system representatives are invited to join the College COVID-19 teams when available. The College has included representation from Local Public Health Departments in action planning.

In the event of a campus outbreak, the College reports cases and outbreaks to the appropriate local health department and consult with them in the event of outbreaks or the shutdown of any campus locations. The Local Health Department are to advise us on communication. Currently, healthcare representatives have suggested the college recommend that those with any exposure to the virus or those with a temperature and/or symptoms of illness see their healthcare provider or local health department.

11. Face Coverings

a) Plans submitted by each institution should include information on how it intends to teach/reinforce use of face coverings among students, faculty and staff.

GCC uses a variety of communications resources provided by the CDC to educate Faculty, Staff and Students on the use of face masks or face coverings. These communications are distributed by the college website, social media, email and posted inside the facility.

b) For Faculty cloth face coverings should be worn in times when at least six feet physical distancing cannot be maintained. For example, an instructor standing in a classroom seven feet from students could teach without a face covering. During meetings or gatherings or in narrow hallways or other settings where physical distancing may not be easy to maintain, a face covering would be prudent to wear. Other considerations such as speaking loudly, singing, etc should be considered and may require additional distance.

Face masks or face coverings and social distancing are required for all faculty, staff and students while on campus. Faculty and staff are required to wear face masks or face coverings when representing the College off-site. A cloth face mask is provided by the College, if needed.

c) Students should be encouraged to wear cloth face coverings in times when at least six feet of physical distance cannot be maintained.

While on campus students are required to wear face masks or face coverings. Cloth face masks are provided by the college, if needed.

d) Institutions should consider adopting relevant business-sector guidance for staff regarding the use of face coverings (e.g. fitness center, dining, student services, etc.).

Face masks or face coverings are required to be worn by all faculty, staff and students while on campus. Faculty and staff are required to wear face masks or face coverings when representing the College off site. Cloth face masks are provided by the College, if needed.

12. Student Health Services (SHS):

e) Assurance of provision of medical-grade PPE for health services staff N/A

f) Maintenance of typical (non-COVID-19) health services N/A

g) Mental health service

GCC uses early alert systems (Via EAB Navigate), behavioral intervention processes, and threat assessment to evaluate and refer students to the appropriate community mental health services. The College has a Memorandum of Understanding with both health districts within its service region for the purpose of referring individuals in need of mental health services.

Rappahannock Area Health District, Wendi Lane Local Health Emergency Coordinator, 1320 Central Park Blvd., Suite 300 Fredericksburg, VA 22401, Office: 540-322-5940

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h) SHS facility considerations such as waiting areas, signage, environmental management/cleaning, IT considerations, etc.

N/A

i) SHS administrative/staff considerations such as PPE, employee health program protocols, education/training of staff, billing/charges, staff scheduling, etc. **N/A**

j) SHS patient care considerations such as online appointments, strategies to limit shared objects (e.g. pens, keypads), triage protocols, screening forms, patient screening procedures (e.g. for symptoms/temperature checks before entering the clinic). **N/A**

13. Large Events

GCC evaluates event requests in light of the latest guidance from the Governor's Office. Only events in which social distancing and face coverings are in effect are considered.

14. Communications Strategy

GCC maintains open and timely updates regarding campus operations, changes in hours of operation and closures. The college remains committed to providing exceptional learning experiences for our communities and places the health and safety of its students above all else.

The College takes a comprehensive approach to keeping our communities informed about our campus operations. Communications regarding any change in operation or campus closure is provided through the following channels:

- Student and staff email

- COVID-19 resources webpage (www.germannna.edu/COVID-19)
- The College homepage (www.germannna.edu)
- College news (www.germannna.edu/blog)
- College social media channels including twitter and Facebook
- Campus signage including facility entrances
- Campus TV slides
- Instructors individually share through Canvas and other class communications

In some cases, students may be notified by phone or text message if a change impacts their class schedule. Closures are also shared with appropriate local news outlets including local television and radio stations.

15. Orientation and Education/Training, including Anti-stigma Training

GCC uses communication resources provided by the CDC to educate faculty, staff and students in the prevention of COVID-19. These communications are distributed by the college website, social media, email and posted inside the facility. Student Development offers virtual information sessions prior to the start of classes on COVID-19 prevention, as well as host resiliency programming for students impacted directly or indirectly by the pandemic. Anti-stigma Training for faculty, staff, and students includes the importance of the dissemination of factual and accurate information, as well as information related to addressing bias.

B. Monitoring Health Conditions to Detect Infection

- 1. Screening questions:** At the start of every in-person credit and non-credit course, every student will be required to complete a *Student Health Safety Agreement*. All students accessing in-person services will also complete the form. In addition, an online self-screening questionnaire (e.g., Go Canvas app or similar system) will be completed prior to arrival/entry to the campus. Students who report symptoms or contact with an individual who has tested positive for COVID-19 will be asked to stay home or leave campus and self-quarantine for the recommended period of time indicated in the Student Health Safety Agreement and as noted in the *Contagious Disease Policy*. When possible, students will notify the faculty of their absence. Faculty will provide alternate instruction while the student is in isolation to the extent possible.

Any employees who are scheduled to come to campus will also complete an Employee Health Safety Agreement and the online self-screening questionnaire before reporting to work. Employees who report symptoms or contact with an individual who has tested positive for COVID-19 will be asked to stay home or to leave campus and self-quarantine for the recommended period of time indicated in the Employee Health Safety Agreement.

Screening Process: A calendar denoting student arrival at each campus will be available to allow for adequate planning and sanitization of the facility. Whenever possible and necessary, student entry to the building will be staggered to allow for maximum social distancing. Clear signage will be available to support movement through the building.

Upon arrival on campus, students and employees, wearing masks, will enter the building using the designated entry point where completion of the self-assessment screening form will be validated by a screener. Those who have not completed the screening assessment upon arrival will be asked to move to a designated area to complete the assessment. Masks will be available at the entrance for those without them. Campus maps denoting designated entry points and predetermined routes will be available at the entrance and online. Building entrances will be locked 30 minutes after classes begin. If a student or employee needs to enter the building and the door is locked, they may call the posted number on the door for assistance.

If a line exists at the door, entrants will wait in line, allowing for appropriate social distancing, using the predetermined designations noted on the floor or sidewalk.

- Masked entrants free of COVID symptoms or exposure will sanitize their hands and proceed to their designated classroom or workspace following arrows on the floor and maintaining social distance.
- Entrants who have COVID-19 symptoms or who have had contact with the COVID virus within the last 14 days as indicated on the online app will be asked to leave the campus and self-quarantine. Follow up with the individual's PCP is recommended. Contact information for area testing facilities and the Health Department will be provided as needed. Students or employees will be allowed to re-enter the building following the re-entry policies listed above.
- Students and employees will remain in their designated areas for work and class, leaving only to use the designated bathroom. Students bringing water bottles to class will store these outside the classroom on a table. Students may be excused one at a time to get a drink.
- Upon completion of work or classroom activities, students and employees will exit the building using the predetermined exit route. Gathering and loitering in the building is discouraged.
- If a student or employee becomes ill while on campus, they will be asked to leave campus and seek medical attention and/or self-quarantine as appropriate.

2. Campus level disease surveillance: N/A

- 3. Testing Strategy:** Generally, not applicable. However, GCC works with our local health departments to follow any protocol requested as well as provide resources to students and staff as to the location of local testing sites.

C. Containment to Prevent Spread of the Disease When Detected

1. Partnership with VDH for Contact Tracing

In accordance with its [Contagious Disease Policy](#), GCC participates as requested with our local health departments.

2. Quarantining and Isolating

GCC cares about students and wants to help all students reach their goals. Students required to quarantine and self-isolate are accommodated to ensure that they can continue their courses of study. The appropriate accommodations and arrangements are made with Academic Affairs and the Office of Disability Services. The Office of Disability Services is the point of contact for any student with a temporary disability including a severe illness. Students are referred to their primary care physician or the appropriate local health department for medical monitoring.

GCC is also committed to assistance with the provision of student basic needs. These can include lacking adequate housing or not having enough money for food. It can also include emergencies and unplanned expenses that can derail a student's academic plan. Students in need of help may contact the Germanna Care Team for emergency assistance, access to food, and referrals to community resources and healthcare options.

Single Stop at GCC helps students find all the local resources that can help them address external barriers to succeeding in college. Single Stop is a benefits screening tool that shows students how much aid they may be able to receive. Single Stop staff help students apply for benefits and resources in the community. Single Stop assists with food, legal assistance, housing, health insurance and more. Students can schedule a virtual intake appointment for Single Stop conducted via Zoom. Students may also utilize the online chat feature located on the GCC website.

GCC is committed to the full and total inclusion of all individuals and is dedicated to the principle of individual empowerment. Services are provided to ensure equal access to all aspects of the college experience for students with disabilities through the most appropriate accommodations. Services are provided based on each student's individual needs.

3. Campus Outbreak Management

As students and employees are allowed on campus, they are encouraged to restrict movement only to locations necessary for them to access the in-person course or service. The College works with the local health department to monitor any potential

campus outbreak. The College follows the guidance provided by the local health departments in regard to actions required should such an outbreak occur. The College is prepared to close on-site operations and move to a complete virtual environment, if needed.

4. Partnerships with Local Health Systems

GCC partners with the local health department and follows applicable guidelines they request.

D. Shutdown Considerations if Necessitated by Severe Conditions and/or Public Health Guidance

1. Criteria and Plans for Shutting Down

If GCC is notified that an individual who had been on campus has tested positive for COVID, the College determines as quickly as possible where the individual had been on campus. Those areas are evacuated and closed immediately and are not reopened until cleaned and disinfected. The local health department is notified immediately for further guidance. Affected areas are closed until cleaning and disinfecting can take place. With each subsequent case, the same steps are taken: review the case, consult with the department of health, and decide what actions are needed.

2. Nature of Reduced Campus Activity

GCC returns to 100% online instruction and operation with no meetings or activities on campus if conditions warrant.

3. Student Health on Campus Versus at Home

N/A

4. Communications Plan for Dismissal/Shutdown

GCC maintains open and timely updates regarding campus operations, changes in hours of operation and closures. Germanna remains committed to providing exceptional learning experiences for our communities and places the health and safety of its students above all else.

The College takes a comprehensive approach to keeping our communities informed about our campus operations.

Procedures

The following steps should be taken as quickly as possible when GCC is aware of an incident that:

- Indicates possibility of a health threat to students, employees, their families or community partners.
- Disrupts operations
- Calls into question workplace practices, or
- Calls into question the integrity of the organization, its people, or its educational quality and services
- Results in activation of the College's emergency response system

STEP 1

PIO (Public Information Officer, in this case the Special Assistant to the President for Media & Community Relations) is notified by the appropriate Crisis Response Team representative.

STEP 2

PIO may gather additional information, including news releases, from law enforcement agencies and/or hospital public information officers.

STEP 3

PIO and Crisis Response Team will determine what information, if any, should be released to the campus community, media and other constituents.

** All information is distributed to employees and students at the same time it is released to the public. We do this so our people don't learn of the event elsewhere and to prevent the news from being shared with media before we provide it to them ourselves.*

Personal information released must adhere to FERPA guidelines when students are involved and must always be authorized by family or Germanna authorities. PIO may prepare the text; President's Cabinet representative and/or family, student, faculty or staff member involved will approve before distribution. Approval is also necessary before images, such as photos of victims, are posted online or released to media outlets.

Determine key audiences

- Faculty, staff, students
- Current parents
- Alumni, donors, friends of the College, emeriti faculty
- College Board
- Foundation Board

- Prospective students and parents
- Local community leaders
- Area opinion leaders
- Media – local, regional, national
- Higher education peers

Determine message

Usually up to three key points. Questions aren't important—answers are. Reiterate the key points.

STEP 4

- Information will be released to:
 - Students, faculty and staff via alert text messages and campus-side email
 - News media via e-mail releases, Web site postings, social media
 - Alumni, trustees, and other key audiences, e-mail, Web site, personal contacts to VIPs as necessary.
 - Editors of college electronic newsletters will receive a crisis message that may be tailored to fit their audience.
 - Health department and local hospitals via email.

STEP 5

Supervisors must make this clear to all College personnel, including Information Desk, Campus Safety, and others who receive inquiries from news media:

- Media inquiries must be directed to the PIO.
- College President is primary spokesperson for interviews that produce direct quotes for publication or broadcast. Others may be designated as needed by President and Cabinet.
- PIO and Marketing Director develop messages to off-campus and non-media audiences, including alumni, trustees, key audiences, with Cabinet approval.
- PIO gathers information and writes messages for campus and media, with Cabinet approval.
- PIO distributes news releases to media and uses social media to announce new information as appropriate, with links to news releases, announce media briefings and where possible, and responds to concerns from the community.
- PIO and Marketing use live streaming technology to broadcast media briefings online and promote them if appropriate.
- PIO responds to media inquiries, manages any media briefings.
- Marketing Director and Webmaster post releases to Web site and maintain Web site on the crisis situation.
- PIO monitors social media, Internet news archiving sites, and local media Web sites for references to and discussion of crisis.

- PIO maintains and archives a record of all communications (news releases; copies of web page postings, incoming media call log sheets, media coverage including electronic tear sheets and recordings)