CRISIS MANAGEMENT PLAN JMD PERSONNEL STAFF

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LAST UPDATE 1/06/0

HOW THE PLAN IS ORGANIZED

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The Plan first provides a set of Emergency Instructions for Employees. These Instructions are included in the beginning of the Plan to serve as a rapid reference for employees who may need to consult the Instructions quickly. The second section, Communication Protocols, is also quite important because it gives employees the phone numbers that may be needed to report on, or to respond to, an emergency situation.

The next section of the Plan outlines procedures that employees should follow when the emergency calls for a building evacuation. Specific roles and responsibilities are defined.

The Plan then describes procedures to be followed in the event of an emergency that necessitates establishing a crisis management center within PS, and provides information on the roles and responsibilities for designated individuals.

Lastly, the Plan provides employees with information on "Grab and Go" bags, describing what is included in the bags and how to use the materials.

The Plan also contains appendices that provide forms and supporting information for the Plan.

INTRODUCTION

This Crisis Management Plan (CMP) is a detailed guide outlining the policies and procedures to be followed by JMD Personnel Staff (PS) in case there is an emergency situation that impacts normal workplace operations. The CMP provides guidance to Personnel Staff, the Crisis Management Team (CMT) and the Evacuation Team. This plan incorporates emergency procedures found in the Department of Justice *Occupant Emergency Plan* developed for National Place Building. Both the Crisis Management Team and the Evacuation Team for JMD Personnel Staff will work with the Command Center Team (CCT) for the National Place Building when necessary, as outlined in this plan.

The role of the Crisis Management Team is to guide the Personnel Staff through a developing crisis, as well as plan for various types of emergencies that may constitute a crisis.

The role of the Evacuation Team is to ensure the orderly and complete evacuation of the Personnel Staff in the event an evacuation is ordered by either the Crisis Manager or the Building Manager.

Definition of a Crisis:

- Normal operational procedures are severely impacted
- Traumatic events or situations occur
- The lives and the well-being of employees are directly impacted

The Crisis Management Plan Goals are to:

- Provide guidance to managers regarding appropriate procedures and resources
- Protect the safety and well-being of all employees
- Provide for the care of employees and their families through personnel services and EAP
- Minimize post-traumatic stress reaction among employees
- Ensure that accurate and appropriate information about the incident is conveyed to appropriate audiences both inside and outside the PS.
- Plan the orderly return of the workplace to a normal mode of operation
- Outline preventative measures which should be taken in advance

EMERGENCY INSTRUCTIONS FOR ALL EMPLOYEES

To report:

FIRE

If you discover a fire or smoke:

- 1. Sound the building alarm
- 2. Call 911*, Building Mgt. 662-1200* and the Crisis Mgr.
- 3. Follow instructions for all employees

BOMB THREAT

If you receive a bomb threat:

1. Record information on FBI Data card

(Appendix E)

- 2. Call 911*, the Crisis Mgr and Building Mgt. 662-1200
- 3. Follow instructions for all employees

CHEMICAL OR BIOLOGICAL THREAT

If you receive a suspicious package/item containing a powdery substance, has strange odors, stains or leaks:

- 1. Do not handle.
- 2. Isolate the package and cordon off the area closing all doors leading to the area.
- 3. If you handled the item, wash exposed skin areas for at least three minutes with soap and water and rinse for one minute.
- 4. Notify SEPS at and the Crisis Manager.
- 5. Avoid coworkers.
- 6. Wait for Hazmat team for possible decontamination procedure

MEDICAL EMERGENCY

If you have, or see someone with, a medical emergency:

- 1. Call 911*
- 2. Administer first aid or request assistance.
- 3. Call Crisis Manager

You must dial "9" for an outside line.** In case of evacuation no beverages, food or bulky items are to be carried into the stairwells.

Other than reporting:

FIRE

All employees should:

- 1. Close windows and leave doors opened and unlocked
- 2. Evacuate** the building in accordance with the emergency evacuation plan for the area in which you are located at the time of the alarm
- 3. Proceed to primary staging area at Columbia Square corner of 12th and F Sts., NW.
- 4. Standby for further instructions

BOMB THREAT

All employees should:

- 1. If directed search immediate area for suspicious object (voluntary basis only)
 - a. If package found- do not touch
 - b. Call Bomb Squad -911*
 - c. Evacuate area.
- 2. If evacuation** of the building is required follow the evacuation plan
- 3. Proceed to primary staging area at Columbia Square
- 4. Standby for further instructions

CHEMICAL OR BIOLOGICAL THREAT All other employees should:

- 1. Stay away from the suspected area and from anyone potentially exposed.
- 2. If an evacuation is ordered, follow normal evacuation procedures.

EARTHQUAKE

All employees should:

- 1. Take cover under table, desk, or in doorway.
- 2. **Do not** run outdoors.

SEVERE WEATHER

All employees should:

- 1. Prepare to move to a place of safety.
- 2. Stay away from large windows.
- 3. Standby for further instructions.
- You must dial "9" for an outside line.

** In case of evacuation no beverages, food or bulky items are to be carried into the stair wells 2

Communication Protocols

- 1. A. Methods of Communications
 - a. Primary-telephone
 - b. Secondary- cell phone
 - c. 2-way radio
- 2. Contact Points

Fire and/or Police	911
Building Manager	phone #
Official-In-Charge- (name) phone	#
Federal Protective Services	708-1111
Crisis Manager- (name) Phone #	cell #

- 3. Other Emergency Numbers
 - a. Building Command Center: Fire Control Room (location) phone #
 - b. Alternate Command Center (location) phone #

Special communication protocols established by the Occupant Emergency Plan for building:

Bomb Threat <u>Fire or Smoke</u>

Incident Reporting Individual:

- 1. Call 911
- 2. Call Building Mgt,
- 3. Call Crisis Mgr.

Crisis Manager:

- 1. Call OIC
- 2. Call FPS 708-1111
- 3. Contact Monitors
- 4. Notify Director

Director:

1. Notify Main Justice

Chemical or <u>Biological Threat</u>

Person Identifying Threat:

- 1. Call SEPS
- 2. Call Crisis Mgr.
- 3. Notify supervisor

Crisis Manager:

- 1. Call JPSC-
- 2. Justice Command Ctr.
- 3. Notify Director

Director:

1. Notify Main Justice

SEPS:

1. Call FBI 2. Call FPS

Cell Phone Numbers:

Direct Connect Numbers:

Evacuation Team – 11th Floor

<u>Floor Monitor – (name)</u> Telephone: () -

 Suite Safety Captains:

 Safety Captain Misc. Offices (location)

 (name)

 Telephone: cell #

 Exit stairwell _ to _ Street. Proceed to (include destination)

Safety Captain A (location) (name) Telephone: Exit stairwell _ to _ Street. Proceed to (include destination)

Safety Captain B (location) (name)Telephone: Exit stairwell _ to _ Street. Proceed to (include destination)

<u>Stairwell Monitors:</u> Stairwell A – (name) Telephone:

Stairwell B- (name) Telephone:

Stairwell C – (name) Telephone:

Handicapped Employees as of 10/10/02

Handicap Monitor:

* See Appendix D for list of back-ups in the event an Evacuation Team member is not present.

Evacuation Team Members Responsibilities

Floor Monitor

The Floor Monitor is responsible for supervising and expediting the planned and controlled movement of the individuals on his/her assigned floor in an emergency. The Floor Monitor is a member of the Command Center Team (CCT) for the NPB and, under the direction of the CCT, is responsible for overseeing the safe and expeditious evacuation of JMD personnel from the 11th floor. The Floor Monitor will stay in constant communication with the Stairwell Monitors through the use of 2-way radios.

- a. Directs personnel movement routes and implements movement procedures to effect the efficient movement of persons in accordance with the evacuation plan.
- b. In the event of blocked exits will coordinate between the stairwell monitors and the suite safety captains to determine an alternate route of evacuation.
- c. Assures that all personnel comply with procedures indicated by the alarm signals as specified by the Occupant Evacuation Plan (OEP).
- d. Coordinates bomb searches of office space with Stairwell Monitors and other personnel if necessary.
- e. During drills and actual emergencies, supervises and directs movement of personnel within, into, or out of assigned floor space as specified by OEP.
- f. Alerts Handicapped Monitor of any ill or injured employee needing assistance during an evacuation.
- g. Advises the Designated Official and/or Occupant Emergency Coordinator for the facility of the progress of the evacuation and/or bomb searches.
- h. Informs employees when it is safe to reenter the building following an evacuation.
- i. When the Floor Monitor is on leave or absent he/she will turn over the 2-way radio to the alternate.

Suite Safety Captains/ADs

The Suite Safety Captains are responsible for ensuring that all employees within their designated area have departed the area and to direct those employees to the proper exit. **Safety Captains will wear orange vests**.

- a. Check each office within their designated area to ensure the office is empty.
- b. Shut the door to each office within their designated area once the office is verified as vacated.
- c. Notify the Stairwell Monitor when the designated area is completely evacuated.
- d. Notify the Stairwell Monitor of any ill or injured person and that person's location.
- e. Upon arrival at primary staging area account for each employee within your functional group.
- f. Direct employees to secondary staging area if so notified.
- g. Assist with bomb searches when necessary.

Suite 1100

Safety Captain A will check in the following order: the men's bathroom, the reception area and Drug Free Workplace in Suite 1100. All employees in these areas are to proceed to Stairwell C.

Suite 1110

Starting from the Director's office, Safety Captain B shall sweep both corridors. All of the employees in this suite shall be directed to stairwell C.

Suite 1170

Beginning at the office of the AD for Executive Resources Group the safety captain shall sweep the two workstations to her left and the WRG supply room. Then turning back, the captain shall sweep each office and workstation proceeding down the corridor towards the Workforce Relations Group turning into the corridor between the File Room and the Copier Room. Employees shall be directed out the door at the end of the corridor between the copier and the File Room and proceed to stairwell A.

Suite 1175

The safety captain shall sweep each of the three offices to the right of the AD's office of OBD Personnel Group and those across the aisle up to and including the Personnel supply room. Then turning back, the captain shall sweep those offices and workstations down the corridor turning to the right all the way to the end. Employees will be directed down the corridor to the doorway opening across from the stairwell and proceed down stairwell A.

Misc. Offices

The safety captain will sweep the WRG offices, Suite 1167, training rooms, kitchen and ladies bathroom, in that order, then proceed to stairwell B to act as monitor. The safety captain will call the Floor monitor on the 2-way radio to alert him that the area is all clear.

Stairwell Monitors

Under the direction of the Floor Monitor, the Stairwell Monitor is responsible for control and movement of personnel from the floor via the designated evacuation stairway. The Stairwell Monitor will be identifiable by an orange vest. Their duties include:

- a. In the event of an evacuation the stairwell monitor will grab the "grab 'n go" bag and proceed to their designated stairwell.
- b. The stairwell monitor will stay in contact with the Floor Monitor via a 2-way radio.
- c. Advising the Floor Monitor of any injured or ill employees and their location.
- d. Inspecting the complete stairway to ensure there are no suspicious items if evacuating for a bomb threat.
- e. Keeping personnel in orderly columns of two entering the stairway and instructing them to grasp the handrail located on each side.
- f. Keeping employees from blocking the stairwell or hindering evacuation efforts by attempts to carry bulky items or items that can be spilled down the stairs.
- g. Advising the Floor Monitor when the evacuation of the area is completed and await permission to exit the building.
- h. Closing the door upon leaving.

In the event of leave or extended absence the stairwell monitor will ensure his backup is notified of the location of the "grab 'n go" bag. These bags are to be stored in an accessible place.

Handicapped Persons Monitor

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Under the direction of the Floor Monitor, assists physically challenged, injured, or other persons needing assistance during the building evacuation process. The duties include:

- a. Assisting physically challenged, injured, or other persons needing assistance during a building evacuation process from their workstations to the elevator before all elevators are sent to the lobby. If the elevators are sent to the lobby before such persons are evacuated, the monitor will notify the Floor Monitor of their presence in the lobby and shall remain with these persons until directed to evacuate or that the emergency is over.
- b. Maintaining a list of handicapped/injured persons on the floor. List and revisions will be given to the Floor Monitor and permanent Building Command Center. List will include the following information: Name, telephone extension, room number, and type of disability.
- c. Report status of handicapped/injured persons to the Floor Monitor.

CRISIS MANAGEMENT TEAM:

Crisis Manager

Administrative Coordinator

Operations Coordinator

Employee Support Coordinator

Technical Support Coordinator

Members of the Crisis Management Team (CMT) will work with the Command Center Team established for the National Place Building in the *Occupant Emergency Plan*.

PERSONNEL STAFF COMMAND CENTERS

In the event of a crisis that does not require immediate evacuation of the building the Crisis Management Team (CMT) shall report to the following command center:

Primary Command Center: Location: Suite 1170 Conference Room Telephone:

When necessary, briefings will be conducted to keep the PS staff informed of unfolding events. The room designated as the briefing room shall also serve as the alternate command center.

Alternate Command Center/Briefing Room: Location: Room 1160

Supplies shall be kept in the Fingerprint Room.

CRISIS MANAGEMENT TEAM MEMBERS RESPONSIBILITIES

INCIDENT REPORTING INDIVIDUAL

The Incident Reporting Individual is the person who first becomes aware of an incident and begins the crisis response process. If the crisis is an event not covered in the "Emergency Instructions For All Employees" (see page 2), then the following steps are to be taken:

Summon help:

- ____Call 911 (Emergency services)
- ____Call Building Official In Charge (see page 3)
- Call Crisis Manager (see page 3)

When appropriate as directed by the Crisis Manager:

- ____ Alert the Workforce
- ____ Direct the Workforce to a predetermined assembly area if necessary.
- ____ Provide immediate medical attention to the injured.
- ____ Account for all personnel
- ____ Conduct a room by room search when appropriate
- ____ Conduct a personnel head count at assembly area
- ____ Secure the crisis scene
- ____ Brief and coordinate with the Crisis Manager
- ____ Complete the Crisis Information Sheets (Appendix C)

CRISIS MANAGER

During normal operations, the crisis manager, upon notification from the incidentreporting individual, will have the responsibility for managing the crisis-on-site. The Crisis Management Team (CMT) will assist with the decision-making processes.

During and after a crisis, the Crisis Manager ensures that the following steps are taken:

- ____ Contact the Director and keep him/her informed of events as they take place.
- ____ Confer with the appropriate CMT coordinators to assist with operations.
- ____ Coordinate activities of the CMT with the facility Command Center Team
- ____ Confer with Building Managers:

facility and environmental needs coordinate repairs and /or cleanups gather relevant blueprints

- ____ Evacuate floor if necessary.
- _____ Activate Command Center if necessary.
- Provide accurate information concerning the critical incident and dispel rumors.
- _____ Activate personnel services through the appropriate Assistant Director.
- Secure temporary shelter as needed.
- Schedule, with the Employee Assistance Program Group, immediate debriefing sessions as well as any additional counseling or debriefings.
- _____ Track, assess, and adjust resources to meet the needs of the situation.

Post Crisis Management:

- ____ Review and analyze the crisis process with other team members.
- ____ Debrief and offer recommendations to Director.

ADMINISTRATIVE COORDINATOR

The Administrative Coordinator is responsible for all administrative support needs of the command center and works closely with the Crisis Manager to keep management informed of the crisis situation. The Administrative Coordinator will assist with notifications and mobilizing resources; tracking the situation; and collecting, organizing, and distributing documentation. Additionally, the Administrative Coordinator locates, procures, and or stores items listed in the emergency equipment and supplies inventory list before any crisis. The Administrative Coordinator may work jointly with other coordinators.

The Administrative Coordinator assures that the following steps are taken:

- ____ Confer with the Crisis Manager.
- Proceed to a location (e.g., command center, crisis site) as directed by the Crisis Manager.
- ____ Document the crisis and responses from onset to conclusion.
- ____ Maintain emergency communication equipment (see Emergency Equipment and Supplies List, on page 25)
- Maintain external emergency resources list, e.g., American Red Cross, utilities.
- _____ Arrange for all equipment and supply needs of the crisis command center.
- Establish communication services to appropriate personnel.
- ____ Compile a crisis command center-staffing roster and maintain a schedule of activities.
- ____ Retrieve the incident-reporting individual's crisis information sheet and the crisis manager's initial notes.
- Prepare Post Crisis Evaluation (Appendix B).
- ____ Distribute reports and updates to appropriate personnel.
- ____ Obtain annual updates of the Emergency Personnel Data sheets in January of each year.
- _____ Maintain Activity Log for all crisis activity (Appendix A).

OPERATIONS COORDINATOR

The Operations Coordinator acts as a liaison between Crisis Management Team and operations staff to maintain operational efficiency.

The Operations Coordinator assures that the following steps are taken:

- ____ Confer with the Crisis Manager.
- _____ Interface with the appropriate persons at Main Justice.
- Proceed to a location (e.g., command center, crisis site) as directed by the Crisis Manager.
- ____ Assess and identify operational needs.
- ____ Establish alternate operational site(s) as needed.
- ____ Coordinate transportation network adjustments.
- ____ Assist in the return to normal operations.

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EMPLOYEE SUPPORT COORDINATOR

Coordinates psychological services, family support and trauma recovery. These services are available to victims, families, and coworkers.

The Employee Support Coordinator ensures the following steps are taken:

- ____ Confer with the Crisis Manager.
- Proceed to a location (i.e., command center, crisis site, etc.) as directed by the Crisis Manager.
- ____ Assess, identify and coordinate overall psychological and trauma recovery needs and activities.
- _____ Activate the Employee Assistance Program (EAP) counseling services.
- ____ Coordinate with the EAP vendor for additional services as appropriate.
- ____ Activate the Trauma Protocol.
- ____ Determine the names of those injured or killed, next of kin, addresses and phone numbers.
- ____ Coordinate notification efforts.
- ____ Determine the names of those experiencing the event but were not physically injured and obtain office/work phone numbers and place of residence.
- _____ Secure sites for recovery services (e.g., debriefing, counseling, etc.).
- _____ Identify and oversee family support services for affected individuals.

TECHNICAL SUPPORT COORDINATOR

The Technical Support Coordinator is responsible for setting up equipment for the command center and debriefing rooms.

The Technical Support Coordinator assures that the following steps are taken:

- ____ Confer with the Crisis Manager.
- Proceed to a location (e.g., command center, crisis site) as directed by the Crisis Manager.
- ____ Set up computer systems.
- Ensure proper telecommunication lines are available.
- Trouble shoot problems experienced with either the computer or phone lines.
- _____ Set up monitors for televised newscast as directed.

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EMERGENCY EQUIPMENT AND SUPPLIES LIST (To be maintained by the Administrative Coordinator)

COMMAND CENTER SUPPLIES

Notepads, pens, markers, etc. Public telephone directory DOJ telephone or staff directory Rip charts, masking tape, bulletin board, etc. TV, VCR, blank tapes List of available vehicle(s) Transistor Radio(s) Copy of Crisis Management Plan First aid kit, latex gloves Camera(s): instant, 35 mm, VHS or digital Batteries Glowsticks

INFORMATION, LISTS, MAPS, DRAWINGS:

List of telephone numbers, portable phones, radio call or pager numbers, faxes for:

— Public safety agencies

____Public Utility Agencies (Metro and VRE)

List of telephone numbers, portable phones, radio call or pager numbers, faxes for key DOJ personnel (Main, FBI)

List of employees

Emergency procedures (hard copy and/or diskette)

Personnel assignments during emergencies

Floor plans, blueprints

Maps: state and local

COMMUNICATIONS EQUIPMENT:

Two-way radio(s) Extra telephone jacks, telephones Cellular phone(s) TTY Computer(s) or laptop(s), handheld(s), modem(s), printer(s) Pager(s) Faxing capabilities

Grab 'N Go Bags (Equipment and Supply Kit) for Stairwell Monitors

Batteries*	Heavy duty gloves
Clipboard/notepad	Latex gloves*
Glow sticks*	Tarp
Pen, pencil, markers	Trash bag*
Employee lists	face mask*
CMT identification, e.g., jackets, armbands, vest, hat	pen knife
Copy of Crisis Management Plan	flashlight*
Personal first aid kit	goggles*
Two-way radio	

*All employees are supplied with these items to be kept readily accessible at their desks.

APPENDIX A

CRISIS MANAGEMENT TEAM ACTIVITY LOG

(To be completed by Administrative Coordinator or designee)

DATE	TIME	SOURCE (NAME OF PERSON)	DESCRIPTION OF ACTIVITY
1.		· · · ·	
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			

(Includes annual safety meeting with employees to check equipment and review crisis plan.)

APPENDIX B

Date Evaluation Completed:	Site of Crisis:
Date of Crisis Onset:	Date of Crisis End:
Nature of Crisis:	
What caused the crisis?	
What could have been done to prevent	the crisis?
·	

Form Completed By _____ (name)

Crisis Management Response Members (List Names) :
Incident Reporting Individual
Crisis Manager
Employee Support Coordinator
Technical Support Coordinator
Operations Coordinator
Administrative Coordinator
Others
What were the strengths of the CMT?
What were the challenges faced by the CMT?
Future concerns or modifications for the CMT:
Comments

APPENDIX C

CRISIS INFORMATION SHEET (For Bomb Threats use Appendix D)

Date:		Time		
Name of Caller				
Location of Caller				
Describe the crisis and	d location			
Are there injuries? If yes, describe:		No	Unknown	(circle one)
Were weapons used? If yes, describe:		No	Unknown	(circle one)
Describe perpetrator: How many?				
Where are they now?				
Names (if known)				
Personal Description: Sex	Eye color		Hair colo	or
Race	Height		Weight	
Body Build: Thin Identifying Marks:	Medium Tattoos	Scars	Heavy	Facial Hair
Clothing Description: Shirt/Blouse		Hat		
Pants/Skirt		Outer	Garment	
Shoes		Jewelı	ry	
Behavior Description				

Vehicle Description	License Plate No			
Is there property damage?	Yes	No	Unknown	(circle one)
If yes describe				
Other pertinent information:				
Witnesses: 1. Name:				
Address				_Phone
2. Name:				
Address		\sim		Phone
3. Name:				
Address			<u> </u>	_Phone
4. Name:			Title	
Address				_Phone
5. Name:		т 	Title	
Address	.			_Phone
6. Name:	×		Title	
Address				_Phone
7. Name:			Title	
Address				_Phone
Date of Report				
Person completing form:				
Incident Reporting Person (if	different)			

APPENDIX D FBI BOMB DATA PROGRAM

QUESTIONS TO ASK:

- 1. When is the bomb going to explode?
- 2. Where is it right now?
- 3. What does it look like?
- 4. What kind of Bomb is it?
- 5. What will cause it to explode?
- 6. Did you place the bomb?
- 7. Why?
- 8. What is your address?
- 9. What is your name?

EXACT WORDING OF THE THREAT

Sex of Caller: _____ Race: _____ Age: _____ Length of call: _____ Number at which call is received:

Time:_____Date:____/_/__

Report call immediately to: GSA Communications/Records Center

Date:	/	/	
Name:			
Position:			
Phone Num	ber:		

Caller's Voice: Nasal Calm Stutter Angry Lisp Excited Slow Raspy Deep Rapid Soft Ragged **Clearing Throat** Loud **Deep Breathing** Laughter **Cracking Voice** Crying Disguised Normal Accent Distinct Slurred Familiar If the voice was familiar, who did

it sound like?

Background Sounds: Street Noises machinery Crockery animals Clear PA System Static Music House Noises Local Long Distance Motor Office Booth Other

Threat Language ___well-spoken ___incoherent (educated) ___Foul ___Taped ___Irrational ___Message read by threat maker Remarks: ______

APPENDIX E

CRISIS TEAM MEMBERS :

Position	Primary	Back-up 1	Back-up 2
<u>Crisis Manager</u>			
Employee Support Coordinator			
Technical Support Coordinator			
Operations Coordinator			
Administrative Coordinator			

EVACUATION TEAM MEMBERS:

Position	Primary	Back-up 1	Back-up 2
Floor Monitor			
Safety Captains			
Stairwell Monitors			
Handicap Monitor			

Handicapped Employee as of 12/12/02: Employee

LAST UPDATE 12/12/02