Executive Summary

Purpose and Priorities

The purpose of this Crisis Management Plan (CMP) is to prevent or reduce loss in a crisis situation. It is designed to assist in effectively and efficiently managing the effects of a crisis and recovering from it.

The primary concerns in managing a crisis center upon assuring the safety and health of faculty, staff, students, and the public; restoring academic programs; protecting University property and resources; and safeguarding the integrity of the institution.

Crisis Policy

Wake Forest University is committed to preparation, alleviation, response and recovery with respect to emergency or crisis events or situations. The University endeavors to protect students, employees, the community and the environment in a manner that assures the safety and integrity of University populations, properties, and programs.

Authority and Responsibilities

The Crisis Management Team is designated as the primary decision making entity in the event of a declared crisis. This body of key University executives/deans/directors functions to keep the President informed of crisis development, recovery and resolution. The Crisis Management Team will strategically utilize internal and external resources to develop and maintain the plan prior to crisis events or situations; initiate response during such events; and to recover fully.
The **Crisis Management Team** (CMT) has the authority to:

- Determine the short and long term effects of a crisis event or situation.
- Order the evacuation or closing of the University.
- Work with outside organizations and the media.

**Objectives of the plan**

- Provide a process to ensure that crises are effectively anticipated (planned for), managed (responded to), and evaluated (recovered from).
- Provide a focused responsibility group (Crisis Management Team) for the crisis management process.
- Provide for the coordinated delegation and division of vital responsibilities among University departments during a crisis.
- Provide for the evaluation and improvement of the crisis process.

**Crisis Management Team Concept**

The University’s approach to managing crisis events or situations is through the activation of a Crisis Management Team. This team is responsible for maintaining perspective on the overall impact of the crisis on University operations. The CMT allocates resources, analyzes information, and makes decisions while directing the response to the crisis.

**Purpose of the Crisis Management Team**

- Assess situation
- Determine emergency response strategies
- Direct emergency resources
Crisis Management Team Organization

The Crisis Management Team is organized into two groups:

Policy
Operations

These two groups work together to manage crisis events and/or situations.

The Policy Group functions to provide overall policy guidance and perspective.

The Operations Group serves to carry out activities as determined by departmental mission and the direction of the Policy group.

Crisis Management Philosophy

The management of a crisis event or situation at Wake Forest University is dependent upon University departments fulfilling their respective missions at the time of such an emergency. Anticipation of possible crisis events or situations embodies the heart the Crisis Management Plan. During the crisis, departments coordinate response through the Crisis Management Team.
Types of Crisis Events or Situations

Natural or Physical Crises:
- Hurricane
- Hazardous material incident
- Tornado
- Communications failure
- Winter/Ice Storm
- Radiological accidents
- Severe Fire or Explosion
- Earthquake

Issue Related Crises (Examples):
- Workplace Violence
- Layoffs
- Illness Outbreaks
- Accident Related Death
- Personnel and Program Allegations
- Riot
- Serious Crime

Issue related crises will probably not require activation of the full Crisis Management Team. The CMT Leader and individuals with selected expertise and departmental resources will function to assess and respond to the situation.

CRISIS LEVELS (Natural or Physical Crisis)

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
<th>Single Word</th>
<th>Examples</th>
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<tbody>
<tr>
<td>1</td>
<td>Confined to one building Uni-dimensional</td>
<td>Incident</td>
<td>Chemical Spill, Bomb Threat, Controlled Fire in Building</td>
</tr>
<tr>
<td>2</td>
<td>More than one building or department</td>
<td>Emergency</td>
<td>Loss of Electrical Power, Explosion with resultant power failure</td>
</tr>
<tr>
<td>3</td>
<td>Full blown disasters. Involve entire campus plus surrounding community</td>
<td>Crisis</td>
<td>Tornado, Hurricane, Severe Weather: Major Ice Storm</td>
</tr>
</tbody>
</table>
Crisis levels (Natural or Physical Events):

Level 1: Minor department or building emergencies that can be resolved with existing WFU resources or limited outside assistance. These emergencies are usually one dimensional situations with limited duration that have little or no impact on campus personnel or operations.

The Crisis Management Team may be activated as follows:
- Policy Group: no
- Operations Group: partial

Level 2: A major emergency that involves more than one department or building, and affects sizable portions of the campus community. Level 2 emergencies may be single or multi-hazard situation, and often require considerable coordination with external jurisdictions. Includes existing or imminent emergencies on campus or in the general community that may escalate or de-escalate over time.

The Crisis Management Team may be activated as follows:
- Policy Group: yes
- Operations Group: partial or full

Level 3: Full-blown disasters. These catastrophic events involve the entire campus, along with the surrounding community, and they typically involve multi-hazard overlapping emergencies that overwhelm local response resources.

The Crisis Management Team will be activated as follows:
- Policy Group: yes
- Operations Group: full

Core elements of the plan

Managing a crisis event or situation involves each of the following elements in coordination.

- Management
- Communications
- Emergency Response & Life Safety
- Property protection
- External community
- Restoration and recovery
- University programs and logistics

Managing a crisis event or situation is a process which demands a coordinated effort by the Crisis Management Team (Policy and Operations Groups)
### Policy Group Responsibilities

<table>
<thead>
<tr>
<th>CMT (Policy)</th>
<th>PLANNING (Before)</th>
<th>RESPONSE (During)</th>
<th>RECOVERY (After)</th>
</tr>
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<tbody>
<tr>
<td>Provost</td>
<td>Determine academic schedules</td>
<td>Evaluate performance of CMT</td>
<td>Notify VP SLIR of academic program/faculty needs</td>
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<tr>
<td>VP Finance and Administration</td>
<td>Provide physical resources and funds as necessary</td>
<td>Establecement of overall CMP</td>
<td>Establish cost of damage estimates</td>
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<tr>
<td>Other VPs/Dean Directors as necessary</td>
<td>Provide information, decision-making, and resources as dictated by the situation or event</td>
<td>Direct activation of CMT</td>
<td>Establish notification system regarding status of University operating schedules and academic programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CMT (Operations)</th>
<th>PLANNING (Before)</th>
<th>RESPONSE (During)</th>
<th>RECOVERY (After)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide written critique to CMT</td>
<td>Provide interim plans and policies</td>
<td>Maintain accessibility to CMT</td>
<td>Evaluate crisis, impact on facilities, budget, personnel, services, and long range goals</td>
</tr>
<tr>
<td>Meet with outside resource providers (government agencies, community organizations, utilities, providers, and vendors)</td>
<td>Maintain accessibility to CMT</td>
<td>Coordinate operations with other departmental units to ensure safety and health priority is maintained</td>
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<tr>
<td>Identify applicable codes and regulations</td>
<td>Coordinate arrangement of services/resources with municipal agencies and other providers</td>
<td>Coordinate arrangement of services/resources with municipal agencies and other providers</td>
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</tr>
<tr>
<td>Identify critical services and operations</td>
<td>Associate communication and information flow to CMT</td>
<td>Associate communication and information flow to CMT</td>
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<tr>
<td>Establish key personnel contract list with call back procedures</td>
<td>Provide appropriate and necessary services</td>
<td>Provide appropriate and necessary services</td>
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<tr>
<td>Identify internal resource capabilities</td>
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</table>
Diagram of Crisis Management Team Relationships

Plan Specifics

Plan Review and Maintenance

The Manager of Safety and Environmental Affairs and the Chief, University Police under the direction of the Crisis Management Team are responsible for the development, review and maintenance of this plan.

Departmental Responsibilities (Before, During and After a Crisis Event or Situation)

<table>
<thead>
<tr>
<th>Department</th>
<th>Function</th>
<th>Before</th>
<th>During</th>
<th>After</th>
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<tbody>
<tr>
<td>All</td>
<td>Prepare Department Crisis Management Plan</td>
<td></td>
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<td>x</td>
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<tr>
<td>All</td>
<td>Establish Emergency Notification Procedures</td>
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<td>x</td>
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<tr>
<td>All</td>
<td>Prepare Activation Checklist for Crisis Management Plan</td>
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<tr>
<td>All</td>
<td>Define Response Duties of Departmental Personnel</td>
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<td>x</td>
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<tr>
<td>All</td>
<td>Establish Occupational Safety and Health Compliance Program</td>
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<td></td>
<td>x</td>
</tr>
<tr>
<td>All</td>
<td>Determine lines of departmental authority</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>All</td>
<td>Determine equipment and supplies needed for response requirements</td>
<td></td>
<td></td>
<td>x</td>
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<tr>
<td>All</td>
<td>Compile technical information, blueprints, maps, system information that will assist in response situations. This includes inventories of valuable documents, artifacts, information, etc. Off-site data storage, evacuation of records to temporary backup facilities should be considered.</td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Department</td>
<td>Function</td>
<td>Before</td>
<td>During</td>
<td>After</td>
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<tr>
<td>Facilities Management, Information Services, Academic Departments as appropriate</td>
<td>Evaluate emergency power requirements for essential services</td>
<td>x</td>
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<tr>
<td>Safety and Environmental Affairs Office, University Police</td>
<td>Distribute emergency information to various university communities</td>
<td>x</td>
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<tr>
<td>Student Affairs</td>
<td>Prepare guidelines and associated checklists for use in case of campus emergencies: serious injury, residential theft, hospitalization, violence, suicide, evictions, etc. Train key personnel</td>
<td>x</td>
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<tr>
<td>Public Affairs</td>
<td>Prepare background papers for potential news media crises, train media personnel</td>
<td>x</td>
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<tr>
<td>Public Affairs</td>
<td>Determine location options for Media Information Center</td>
<td>x</td>
<td></td>
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<tr>
<td>University Police, Public Affairs</td>
<td>Test Crisis Management Plan Notification System at University-wide level and departmental level</td>
<td>x</td>
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<tr>
<td>Residence Life &amp; Housing, Human Resources (other as appropriate)</td>
<td></td>
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<td>x</td>
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<tr>
<td>Facilities Management, Chemistry Department, Biology Department, Physics Department (other as appropriate)</td>
<td>Establish procedures for emergency purchase capability</td>
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<td>Purchasing</td>
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<tr>
<td>Public Affairs</td>
<td>Establish crisis communications plans to establish protocols for media relations during crisis</td>
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<td>Public Affairs</td>
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<tr>
<td>Public Affairs</td>
<td>Provide Explanation of Crisis Management Plan to University Key personnel</td>
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<td>University Police, Safety &amp; Environmental Affairs Office</td>
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<tr>
<td>Facilities Management, Residence Life &amp; Housing, University Police, Safety &amp; Environmental Affairs Office, Purchasing, Student Health Services (other as appropriate)</td>
<td>Establish dialogue and/or agreements with community responders and resource providers: Fire/Police/City Utilities, Red Cross, Hospitals, Duke Power, local provisions vendors, motels</td>
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<tr>
<td>Facilities Management, Residence Life &amp; Housing, University Police, Safety &amp; Environmental Affairs Office</td>
<td>Provide Explanation of Crisis Management Plan to University Key personnel</td>
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<tr>
<td>Public Affairs</td>
<td>Establish existing communications plans to establish protocols for media relations during crises</td>
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<tr>
<td>Purchasing</td>
<td>Establish procedures to enhance purchase capability</td>
<td>x</td>
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<tr>
<td>ARAMARK</td>
<td>Evaluate emergency final services requirements; develop final distribution plan, maintain 72-hour provisions inventory</td>
<td>x</td>
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<tr>
<td>ARAMARK</td>
<td>Provide final services to CMT, establish final service capacity for response teams</td>
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Plan Activation

The Crisis Management Plan will be activated through the Vice-President for Student Life and Instructional Resources or a designated alternate.

- The Crisis Management Team Leader will contact University Police Communications (911) and establish which CMT Groups should be activated.
- Police Communications will initiate contact with appropriate Crisis Management Team members from the Policy Group and the Operations Group.
- Upon notification, a time and location of the initial meeting of the team will be announced. There may be a separate meeting of the Policy and Operations Groups or the initial meeting may be combined.

Crisis Management Team Policy Group Activation

The CMT Policy group will be activated as stated above. Depending upon the nature and severity of the crisis, the Leader will determine which additional members will need to assemble. The primary location of the Policy Group will be in Reynolda Hall. In case of power failure the CMT Policy Group will meet in Benson University Center Room 310.
Crisis Management Team Operations Group Activation

The CMT Operations Group will be activated through University Police Communications.

- The Director of Facilities Management will function as the Leader of this group and will decide which members of the group should be involved in the crisis response.
- The Leader will serve as the primary means of communication to the CMT Policy Group.
- The CMT Operations Group will normally meet in the Training Room, Facilities Management Department.

Media Relations (Crisis Communications)

Interacting with the media is the responsibility of the Vice-President for Public Affairs or a designated representative. The CMT Policy Group will determine in its initial meeting whether a Media Information Center should be established and its location. This Center will serve as the means by which the University will communicate with the official media.

Emergency Information Handbook

An emergency information handbook has been developed for use by University faculty, staff, and students in the event of various types of crises. This handbook offers general information regarding first response to such events or situations.

Evacuation Plans

Single Building Evacuation

When the evacuation of a single building is essential due to an imminent or present danger to building occupants, the building fire alarm system will be activated. The building occupants will immediately evacuate the building to an emergency assembly area.

Emergency Assembly Areas (Exterior)

Emergency evacuation areas are designated in the Wake Forest University Emergency Information Handbook. Building occupants should exit from buildings to the nearest area and wait there until personnel accountability is established and official permission to re-enter the building is granted.

Emergency Protection Areas (Interior)

In some instances, such as in severe weather conditions (tornado and hurricane), it may be necessary for building occupants to remain indoors. In these cases, every effort should be made to move to basement areas to take shelter. All personnel should stay away from exterior windows and doors.

Personnel Accountability

Whenever a type of evacuation occurs, it is important to determine whether or not all personnel are safe. In order to accomplish this, department heads, classroom instructors, office managers, and others with such knowledge should report any persons known to be unaccounted for. This information should be reported to the nearest University Police Officer or to University Police Communications at extension 911.

Assistance for the Disabled

Caring for disabled individuals, who may have difficulty evacuating from a building, is an essential obligation of department heads, classroom instructors, office managers, and others with supervisory responsibilities. In evacuation situations, timely evacuation assistance should be provided to the disabled.

Campus Evacuation

In the event a campus evacuation is ordered, the details will be provided through various media formats. The University Police Department is responsible for designing and communicating information regarding campus traffic patterns and evacuation criteria and protocols.
Activation Checklists

Activation Checklists will be developed by the following University departments / offices / functions. These checklists will denote in sequential order the steps which are to be taken in the event the Crisis Management Plan is activated.

- CMT Policy Group
- CMT Operations Group
- University Police Department
- Benson University Center
- Facilities Management
- Safety and Environmental Affairs
- Residence Life and Housing
- Telecommunications
- Student Government
- Public Affairs (News Bureau)
- Student Services
- Information Services
- University Counseling Center
- Student Health Service
- ARAMARK

Crisis Management Plan

<table>
<thead>
<tr>
<th>Activation Checklist</th>
<th>Date:</th>
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<tbody>
<tr>
<td>Item #</td>
<td>Specific Activity or Requirement</td>
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Departmental Crisis Management Plan Review

Annually and following each Crisis Management Plan activation each department which is a part of the Crisis Management Team Policy Group or Operations Group is required to review their departmental Crisis Management Plan.

The following questions should provoke thorough evaluation:

- Is a departmental plan written?
- Are departmental personnel aware of the plan?
- Does the plan contain at least the following elements?
  - List of departmental key personnel and contact numbers.
  - Key responsibilities: preparation (before) response (during) recovery (after)
  - Plan activation procedures (Activation Checklist)
  - Essential personnel and responsibilities
  - List of the location of important information and records
  - List of the location of special equipment and supplies

Crisis Activity Log

The Crisis Activity Log will be maintained for the duration of the activation of the Crisis Management Plan for both the Policy and the Operations Group. This Log should reflect the major decisions and the assignment of responsibilities within the group.