

Crisis Management Plan

of Wake Forest University



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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.

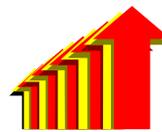
Crisis Situation



CRISIS MANAGEMENT TEAM

Policy Group

Operations Group



Departmental
Preparation, Response, and Recovery

Types of Crisis Events or Situations

Natural or Physical Crises:

Hurricane
Tornado
Winter/Ice Storm
Severe Fire or Explosion
Earthquake

Hazardous material incident
Communications failure
Radiological accidents

Issue Related Crises (Examples):

Workplace Violence
Illness Outbreaks
Personnel and Program Allegations
Serious Crime

Layoffs
Accident Related Death
Riot

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)

| Level | Description | Single Word | Examples |
|-------|--|-------------|---|
| 1 | Confined to one building Uni-dimensional | Incident | Chemical Spill Bomb Threat Controlled Fire in Building |
| 2 | More than one building or department | Emergency | Loss of Electrical Power Explosion with resultant power failure |
| 3 | Full blown disasters. Involve entire campus plus surrounding community | Crisis | Tornado Hurricane Severe Weather: Major Ice Storm |

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.

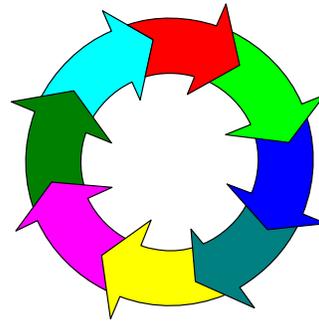
The Crisis Management Team will be activated as follows:

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



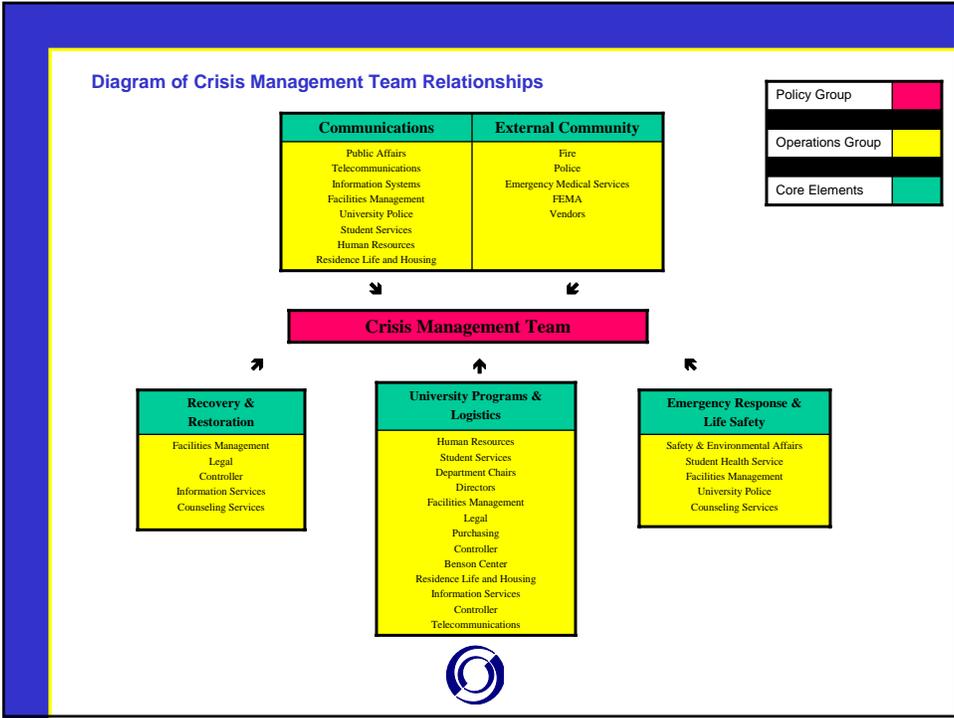
Managing a crisis event or situation is a process which demands a coordinated effort by the Crisis Management Team (Policy and Operations Groups)

Policy Group Responsibilities

| CMT (Policy) | PLANNING (Before) | RESPONSE (During) | RECOVERY (After) |
|---|--|--|--|
| <i>Team Leader</i> | Management of the development of overall CMP | Determine nature of crisis and affected constituencies | Evaluate performance of CMT |
| VP Student Life and Instructional Resources | Establish policies in support of CMP Assure implementation of University-wide CMP training | Direct activation of CMT Manage CMT | CMT meet with key departmental resource providers to review CMP (formal review) |
| VP Public Affairs | Develop crisis communications plan (Media Relations) Establish notification system regarding status of University operating schedules and academic programs | Implement crisis communication plan Manage media relations Provide internal and external media communications guidance | Post crisis media communications |
| Provost | Notify VP SLIR of academic program/faculty needs | Determine academic schedule | Restore normal academic operations |
| VP Finance and Administration | Establish departmental and budgetary policies to ensure resource support | Provide physical resources and funds as necessary | Establish cost of damage estimates Insurance reporting coordination Facilities recovery plan |
| Other VPs/Deans/ Directors as necessary | Establish departmental policies to ensure response | Provide information, decision-making, and resources as dictated by the situation to team | Provide restoration guidance as indicated by the nature and severity of the crisis |

Operations Group Responsibilities

| CMT (Operations) | PLANNING (Before) | RESPONSE (During) | RECOVERY (After) |
|--|--|---|---|
| ALL DEPARTMENTS WITH RESPONSIBILITY FOR PROVIDING CRISIS MANAGEMENT RESOURCES | Review interim plans and policies Meet with outside resource providers (government agencies, community organizations, utilities, providers, and vendors) Identify applicable codes and regulations Identify critical services and operations Establish key personnel contact list with call back procedures Identify internal resource capabilities | Initiate departmental/unit crisis plans and policies Maintain accessibility to CMT Coordinate operations with other departmental units to ensure safety and health priority is maintained Coordinate arrangement of services/resources with municipal agencies and other providers Assure communication and information flow to CMT Provide appropriate and necessary services | Provide written critique to CMT Evaluate crisis, impact on facilities, budget, personnel, services, and long range goals |



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)

| Department | Function | Before | During | After |
|---|--|--------|--------|-------|
| All | Prepare Departmental Crisis Management Plan | x | | |
| All | Establish Emergency Notification Procedures | x | | |
| All | Prepare Activation Checklist for Crisis Management Plan | x | | |
| All | Define Response Duties of Departmental Personnel | x | | |
| All Safety and Environmental Affairs Office | Establish Occupational Safety and Health Compliance Programs and Hazardous Waste Management Program | x | | |
| All | Determine lines of departmental authority | x | | |
| All | Determine equipment and supplies needed for response requirements; provide for purchase in budget requests | x | | |
| Facilities Management, Information Services, Telecommunications, University Library, Registrar, Art Department, Human Resources, Controller | 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. | x | | |

| Department | Function | Before | During | After |
|---|---|--------|--------|-------|
| Facilities Management, Information Services, Academic Departments as appropriate | Evaluate emergency power requirements for essential services | x | | |
| Safety and Environmental Affairs Office, University Police | Distribute emergency information to various university constituencies | x | | |
| Student Services | Prepare guidelines matrix and associated checklists/logs for use in case of campus emergencies: serious injury, accidental death, hospitalization, assault, suicide, overdose, etc. Train key personnel | x | | |
| Public Affairs | Prepare background papers for potential issue related crises; train media personnel | x | | |
| Public Affairs | Determine location options for Media Information Center | x | | |
| University Police, Public Affairs | Test Crisis Management Plan Notification System at University-wide level and departmental level | x | | |
| Residence Life & Housing, Human Resources (others as appropriate) | | x | | |
| Facilities Management, Chemistry Department, Biology Department, Physics Department (others as appropriate) | Establish procedures for closing/barricading doors and windows; shutting down equipment; securing or moving equipment; identify susceptible systems or areas; moving hazardous chemicals to low shelves away from windows | x | | |
| Facilities Management, Residence Life & Housing, University Police, Safety & Environmental Affairs Office, Purchasing, Student Health Service (others as appropriate) | Establish dialogue and/or agreements with community responders and resource providers: Fire Police/EMS; City Utilities; Red Cross; Hospitals; Duke Power; local provisions vendors; motels... | x | | |
| University Police, Safety & Environmental Affairs Office | Provide Explanation of Crisis Management Plan to University Key personnel | x | | |
| Public Affairs | Establish crisis communications plan to establish protocols for media relations during crisis | x | | |
| Purchasing | Establish procedures for emergency purchase capability | x | | |
| ARAMARK | Evaluate emergency food service requirements; develop food distribution plan; maintain 72-hour provisions inventory | x | | |
| ARAMARK | Provide food service to CMT. Establish field food service capacity for response workers. | | x | |

| Department | Function | Before | During | After |
|---|--|--------|--------|-------|
| University Police, Benson University Center, Telecommunications | Activate Crisis Management Team Center (Policy Group) upon authorization of VP, SLIR or alternate | | x | |
| Student Health Service, Safety and Environmental Affairs Office | Emergency Medical and Coroner operations | | x | |
| Facilities Management | Activate Crisis Management Team Center (Operations Group) upon authorization of VP, SLIR or alternate | | x | |
| Public Affairs, Human Resources, Provost, Appropriate Deans | Make decisions regarding University closing; impact on staff and the academic program. Make notifications to University constituencies through media | | x | |
| Public Affairs | Set up Media Information Center as directed by VP, SLIR or alternate. Provide detailed information to CMT and Student Services. | | x | |
| Student Services | Establish student and parent/family communication capability; staff telephone information center; set up Rumor Hotline if necessary | x | x | |
| Facilities Management | Evaluate damage to facilities and provide timely information to CMT regarding the coordination of repair | | x | |
| Information Services, Telecommunications, University Police | Information to CMT regarding the coordination of repair activities and restoration of services | | | |
| Facilities Management, University Police, Safety and Environmental Affairs Office | Search and rescue operations | | x | |
| Facilities Management | Construction of temporary facilities; shoring; debris removal | | x | |
| Facilities Management, University Police | Transportation of injured to medical facilities | | x | |
| Counseling Center, Chaplain | Provide counseling services to students as necessary; staff temporary counseling center | | x | |
| University Police, WF Property Owners Association | Provide information and assistance to private property owners in areas contiguous to campus | | x | |
| Safety and Environmental Affairs Office, Legal | Provide coordination with regulatory agencies in the event of investigation | | x | x |
| Student Government | Link with Student Services to provide crisis update information to student population | | x | |
| Theater Department | Provide video documentation of damage and repair activities as directed by CMT | | x | |
| Public Affairs, Student Services | Initiate post crisis communication to students and families | | | x |
| Provost | Restore academic program | | | x |

| Department | Function | Before | During | After |
|---|--|--------|--------|-------|
| Facilities Management, Information Services, Telecommunications (other departments as affected) | Restore operating systems to normal: machinery; equipment; alarms systems | | | x |
| Facilities Management, Information Services, Telecommunications (other departments as affected) | Determine crisis related costs: material, services, labor. Prepare written documentation for forwarding to Controller upon request. | | | x |
| Facilities Management (other departments as affected) | Conduct surveys of buildings to determine residual damage. Prepare corrective maintenance plan for submission to VP, Finance and Administration. | | | x |
| Controller | Review insurance coverage to determine sufficiency for future operations. | | | x |
| All affected departments | Prepare written critique of CMP implementation with suggestions for changes/enhancements to VP, SLIR. Attend scheduled meetings to review. | | | x |

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.

