

# 2015-2016 CAMPUS EMERGENCY AND CRISIS MANAGEMENT PLAN

SAINT AUGUSTINE'S  
UNIVERSITY



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# SAINT AUGUSTINE'S UNIVERSITY

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## **CAMPUS EMERGENCY AND CRISIS MANAGEMENT PLAN**

### **Introduction**

The President of Saint Augustine's University (SAU) has primary responsibility for effectively managing any crisis that might occur on or affect the campus. Disasters or emergencies can happen suddenly, creating a situation in which normal operational and support services for the University may become overwhelming. During a crisis, the University requires processes that address the needs of emergency response operations and recovery management. To address such emergencies, SAU has established these emergency response procedures that provide guidelines for the management of the immediate actions and operations required to respond to an emergency or disaster. The overall priorities of the University during a disaster are the protection of lives, valuable research, property, the community and the environment. The overall objective is to respond to emergency conditions and manage the process of restoring University academic programs and services. This document represents the Campus Emergency and Crisis Management Plan, which encompasses the facilities, services and administration of the SAU campus.

### **Purpose of the Plan**

This plan provides the management structure, key responsibilities, emergency assignments and general procedures to follow during and immediately after an emergency. The University has established this plan to address the immediate requirements for a major disaster or emergency in which normal operations are interrupted and special measures must be taken to:

- Protect and preserve human life, health and well-being.
- Minimize damage to the natural environment.
- Minimize loss, damage or disruption to the University's facilities, resources and operations.
- Manage immediate communications and information regarding emergency response operations and campus safety.

## **Planning Assumptions**

Emergency planning requires a commonly accepted set of assumed operational conditions that provide a foundation for establishing protocols and procedures. These assumptions are called planning assumptions, and the standard practice is to base planning on the worst-case conditions. For the University, the worst-case conditions are represented by the natural disaster hazard. Using the natural disaster model, the planning assumptions incorporated into this plan include:

- Critical lifeline utilities may be interrupted, including: water delivery, electrical power, natural gas, ground-based and cellular communications, microwave and repeater based radio systems, and information systems.
- Regional and local public services may not be available.
- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including residence halls, may be damaged.
- Damage and shaking may cause injuries to, and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and people outside the university may be interrupted.
- Faculty, administration, students and visitors may become confined to the University – as off-campus travel conditions may become unsafe.

Initially, the University will need to conduct its own rapid damage assessment, situational analysis and deployment of on-site resources and management of emergency operations, from the campus Emergency Operations Center (EOC), while emergency conditions exist. These responsibilities may change upon the arrival of emergency first responders. Communication and exchange of information will be one of the highest priority operations at the EOC. Internet access may not be available.

## **Plan Objectives**

The objectives of this plan are to:

### ***Organization***

- a. Provide clear and easy-to-follow checklist based guidelines for the most critical functions and liaisons during an emergency response.
- b. Provide an easy to follow plan design in which users can quickly determine their role, responsibility and primary tasks.
- c. Link and coordinate processes, actions and the exchange of critical information into an efficient and real-time overall response so that stakeholders are informed of the emergency response process; and have access to information about what is occurring at the University.

### ***Communications and Information Management***

- a. Serve as the central point of communications both for receipt and transmission of urgent information and messages.
- b. Serve as the official point of contact for the SAU during emergencies when normal communication channels are interrupted.

- c. Provide 24-hour communication services for voice, data and operational systems.
- d. Collect and collate all disaster related information for notification, public information, documentation and post-incident analysis.
- e. Provide a basis for training staff and organizations in emergency response management.

### ***Decision-Making***

- a. Determine, through a clear decision-making process, the level of response and the extent of emergency control and coordination that should be activated when incidents occur.

### ***Response Operations***

- a. Utilize the resources at the SAU campus to implement a comprehensive and efficient emergency management response team.
- b. Be prepared with a pro-active emergency response management action plan that provides the possibilities and eventualities of emerging incidents.

### ***Recovery Operations***

- a. Transition response operations to normal management and operational processes, as able.
- b. Support business resumption plans and processes, as needed, during restoration phases.
- c. Provide documentation and information to support the Federal Emergency Management Agency (FEMA) disaster assistance program application.

# Crisis Administration

## *Crisis Management Policy Team (CMPT)*

The President of the Saint Augustine's University serves as leader of the CMPT which may activate in the event of a **Level 3** emergency or whenever executive policy issues must be addressed during a crisis. In the event of any threatened or actual disaster or civil disorder on the campus at a time when the President of the University is absent from campus, the authority to take all necessary and appropriate actions on behalf of the President of the University is the Chief Operating Officer.

## **Responsibilities**

- Defines Crisis Policy
- Declares Campus State of Emergency
- Approves overall priorities & strategies
- Communicates with Board of Trustees, Mayor of Raleigh, Raleigh, City Manager and Raleigh Chief of Police
- Issues public information reports & instructions
- Determines program closures and resumptions
- Plans and prioritizes long term recovery

## **Membership**

The CMPT consists of University leadership as follows:

- President
- Vice President for Academic Affairs/Provost
- Vice President for Business and Finance
- Vice President for Research and Innovative Programming
- Vice President for Governmental Affairs and Enrollment Management
- Vice President for Institutional Advancement/Chief Operating Officer
- Vice President of Marketing/Chief Communications Officer
- Vice President for Student Development and Services
- Chief Technology Officer
- Chief of Police
- University Medical Personnel
- ROTC
- Student Representative

## ***Crisis Management Operations Team (CMOT)***

The Crisis Management Operations Team meets quarterly to review the crisis management plan. It will continue to meet as needed, coordinate training and information programs, and updating the plan annually.

### **Responsibilities**

- Determines the scope and impact of the incident
- Prioritizes emergency actions
- Deploys and coordinates resources and equipment
- Communicates critical information and instructions
- Monitors and reevaluates conditions
- Coordinates with government agencies (e.g., Raleigh/Wake County, FEMA)
- Implements and monitors recovery operations

### **Membership**

The CMOT consists of University leadership as follows:

- Assistant Vice President, Procurement and Auxiliary Services
- Director of Communications
- Chief of Police
- Comptroller
- Dean of Residential Life
- Dean of Students
- Director of Counseling and Psychological Services
- Director of Gordon Student Health
- Director of Physical Plant
- Facilities Manager
- Chief Technology Officer
- ROTC
- Vice President of Advancement/Chief Operating Officer

### **Departmental Responsibilities**

The leadership framework for crisis management as defined in this plan does not resemble the day-to-day organizational structure of the University. Employees may report to other employees to whom they do not usually have a reporting relationship. Further, assignments and reporting relationships may change as crisis conditions change.

### **Emergency Operations Center (EOC)**

The EOC serves as the central management center. The primary EOC is located on the 2<sup>nd</sup> floor of the Benson building. The secondary location is located on the 2<sup>nd</sup> floor of the

Martin Luther King Jr. building. The Assistant Vice President for Procurement and Auxiliary Services, Chief of Police and the Director of Physical Plant are responsible for ensuring these facilities are appropriately equipped. Once an emergency is declared and the EOC is activated, it will be staffed on a 24-hour basis, if necessary, or as directed by the SAU President.

## ***Equipment***

The EOC (regardless of location) shall have easy access to:

- Multi-line phone with access to all lines
- Radio access via portable scanning radios for all campus (receive/transmit) and local municipal frequencies (receive only)
- Computers and printer
- Campus computer network connection
- Lights
- Reflector Vests
- First Aid Equipment
- List of personnel with contact numbers
- Current student database with contact numbers
- Blueprints of campus buildings

## ***Portable Resources***

Kits of items (stored in closets), that may be useful in any given emergency, will be available in the Benson building and The Martin Luther King Jr. building, containing:

- A laptop computer at the Police Dispatch area
- Discs with plans of the buildings and other pertinent information such a personnel phone numbers, blue prints, emergency and agency phone numbers, the crisis plan, etc.
- Emergency/police scanner with TV audio
- Battery packs
- Rapid battery charger
- Maps
- Flashlights
- List of locations of first aid kits

## **The Plan**

### ***Emergency Levels:***

University management, administrators and EOC representatives will respond to emergencies based on three levels of operations. The level of operation and response will be determined based on the magnitude of an emergency, as follows:

## **Level 1 (Alert / Advisory)**

The emergency can be managed using departmental response plans and operations (e.g., severe weather advisory, moderate incident involving 1 – 2 departments). While the EOC is not activated, appropriate EOC personnel (as determined by the Policy Committee and EOC Leader) are notified, placed on alert status and provided periodic briefings on the situation.

## **Level 2 (Partial EOC Activation)**

The emergency cannot be managed using departmental procedures and is of the magnitude to affect several parties and campus constituents (e.g., moderate tornado, major snow storm, extended campus-wide power outage, security breach). The EOC is partially activated and necessary EOC staffing decisions are made by the EOC Leader. Such decisions depend directly on the severity and circumstances surrounding the event. Positions are filled to effectively and efficiently coordinate and support the University's response. One or more Centers may be activated, depending upon the nature of the incident.

## **Level 3 (Full EOC Activation)**

A major emergency occurs that affects multiple constituencies and campus operations (e.g., shooting or significant terrorist event). The EOC is activated in either its primary or secondary location. All EOC positions are activated and emergency personnel should report for duty.

## ***Response***

### **Plan Activation**

This plan is activated whenever emergency conditions exist in which normal operations cannot be performed and immediate action is required. Any crisis or emergency should be immediately reported to Saint Augustine's University Campus Police (919) 516-4411 or 4911. Campus Police Dispatch will follow a defined sequence of responses for nearly all emergency situations:

- Dispatch police officers and make appropriate fire and/or medical rescue calls.
- Notify the Chief of Police or his designee according to departmental procedures. If warranted, the Chief of Police will notify the Chief Operations Officer, and/or other individuals, after crisis conditions are verified.
- The President or designee determines whether to declare a Major Crisis and notifies the CMOT.

## **Level 1 (Alert / Advisory)**

The impacted departments or personnel coordinate directly with Campus Police, Residence Life, or Physical Plant to resolve a Level 1 Crisis. Level 1 Crises are reported through normal channels (Campus Police for issues of public safety, Physical Plant for building issues, Information Technology for telephone problems) and are handled based upon established departmental practices. Level 1 Crises do not require activation of the

University's Crisis Management Plan, although portions of the plan may be utilized (e.g., Building Evacuation procedures).

### **Level 2 (Partial EOC Activation)**

The University's CMPT is responsible for evaluating Level 2 situations on a case-by-case basis. Level 2 situations can be quite complex because of the varied institutional, student, and community responses that must be coordinated. Activation of all or portions of the Crisis Management Plan may be warranted.

### **Level 3 (Full EOC Activation)**

When a Level 3 crisis is declared by the President or designee (see Section 5), such declaration authorizes the Chief Operations Officer to activate the CMOT. When crisis conditions abate, the CMPT recommends an appropriate time to return to normal conditions. If a Level 3 Crisis is declared, it may become necessary to restrict access to specific areas on campus to only authorized personnel. Only those designated individuals with assigned crisis response duties will be allowed to enter an area or building affected by an incident. Access restrictions will be communicated through appropriate channels. Failure to comply may result in disciplinary or legal action.

## **Departmental Responses**

The following departments may have responsibilities, detailed below, and others, depending on the crisis level. However, any department may be asked to participate, as warranted.

### ***Office of the President***

- May be required to declare a University state of emergency; make other decisions and give direction as required.
- Official spokesperson.

### ***Office of Academic Affairs***

- Identify and resolve instructional and research issues.
- Coordinate necessary faculty resources for the Emergency Operations Center.
- Communicate with internal and external audiences in collaboration with the Office of Marketing and Communications.
- Reschedule and relocate classes as necessary with the assistance of the Provost or other Academic Deans.

### ***Office of Advancement***

- Coordinate with municipal, state and federal agencies.

## ***Office of Business and Finance***

- Coordinate use of athletic facilities as a staging area, temporary shelter, and/or temporary morgue.
- Coordinate temporary telephone, fax, and computer hookups.
- Activate phone bank and 800 number for necessary calls.
- Assess and mitigate emergency conditions and provide emergency equipment.
- Mitigate facility and grounds damages and restore to functional level.
- Assist Police with creating a safety perimeter at the site of the emergency.
- Arrange for fit-up of temporary quarters for displaced units.
- Provide structural evaluations and repair estimates.
- Provide site and building information.
- Handle law enforcement, crowd control, evacuation, site security, and mobile communications.
- Oversee Emergency Management Services (EMS) in treating immediate injuries and establishing a Medical Command in multi-injury situations.
- Serve as liaison with on-site fire and medical command personnel and EMS.
- Provide key access to buildings.
- Identify scope of loss and coordinate insurance adjustment.
- Assist with Blackboard overrides and other necessary administrative functions.

## ***Office of Marketing and Communications***

- Provide printed material as directed (letters to parents, posters, temporary procedures, etc.).
- Handle media response.
- Distribute information to internal and external audiences via Web, phone, email, mail etc.
- Communicate information to University students. Post signs and notices.
- VP acts as spokesperson if designated by the president.

## ***Office of Student Affairs***

- Provide mental health and crisis counseling and assist employees and students in coping with the crisis.
- Coordinate housing operations (including any temporary shelters).
- Broadcast information to residence students.
- Coordinate student notification and response.
- Inform students about cancelled events.
- Communicate with parents.
- Coordinate dining services for dislocated personnel, emergency workers and others as needed.
- Provide medical support.
- Assist in providing services to those with minor injuries and provide trauma support.
- Coordinate with first aid services.

- May be asked to assist/provide onsite medical triage.
- Coordinate with the North Carolina Department of Health and Human Services.

## Emergency Communications

### *Communications*

At the onset of a crisis, news is likely to spread quickly. Timely and accurate communication with the campus community during an emergency is essential. Nevertheless, a formal plan must be in place and supporting protocols must be followed to ensure that all necessary notifications are reliably completed. The Saint Augustine’s University Crisis Communications Plan establishes procedures related to communications with external audiences (i.e., media, community, etc.). Additionally, it may be necessary to communicate with off-campus groups such as the media or parents. To that end, the following procedures are in place:

- The Vice President of Marketing/Chief Communications Officer or their designee will coordinate communications, both on and off-campus, including with the media.
- As necessary, broadcast emails and/or broadcast phone messages will be sent out to faculty, staff and/or students.
- WAUG will broadcast information.
- Information will be displayed on the University website and social media.
- Should both the phone and data network be unavailable, staff will be dispatched from the Emergency Operation Center to alert key leaders in each building, who will be expected to alert others in the building.
- Special messages and updates will be available on both (919) 516-5092 and social media.
- The University is in possession of an 800 number which CIT can forward to any bank of phones for people calling in for information.
- Student Affairs and Communications personnel will staff the phone banks.
- Decisions on closings or delays will be made no later than midnight the night before a scheduled work or class day. SAU will generally follow the Wake County School System school schedule.

### **D. Recovery and Debriefing**

As operations progress, the administrative control of the crisis/emergency situation will move from the EOC back to the normal University organizational structure. The President, with input from the Crisis Management Policy Team, will determine when to deactivate the Emergency Operations Center. When the crisis has passed, the Crisis Management Operations Team will convene to assess its performance and to determine ways in which the campus response could be improved. This process will include documentation of the event, including a narration of events, emergency response, communication efforts, receipts for costs etc. maintained by the Office of Business and Finance.

# Campus Police Services

## *Primary Responsibilities*

- Coordinate between the Police Services Command Center and the EOC Operations Center
- Communicate with Police Incident Commanders, as needed
- Provide police and law enforcement analysis and intelligence
- Communicate EOC priorities and operational information to the Police Services Command Center

## *Actions*

1. Establish communication with the Police Services Command Center. Provide a report on Police Services operations, indicating where police resources are deployed and how many units are available.
2. Provide action plans for police operations as part of the plan, including:
  - Establish a staging area, inner and outer perimeter, as appropriate
  - Search and rescue of trapped victims
  - Large structural fires (it may be necessary to request a Fire Department Liaison in the EOC)
  - Law enforcement and crime investigation
  - Security and individual protection
  - Evacuation or relocation
  - Traffic control, access and egress
  - Police support to other operations
  - Provide ongoing communication and coordination between the Police Services Command Center and the EOC.
3. Anticipate the need for an overall traffic control plan.
4. If the emergency involves fatalities, ensure that Police Services is handling all arrangements on-site and with the Medical Examiner's office. If there are mass fatalities beyond the capability of the Medical Examiner's office, coordinate with the Student Health Services representatives to set-up a temporary morgue capacity (Emery Gymnasium).

# Center for Information Technology (CIT)

## *Primary Responsibilities*

- Maintain updated and current information technology status on campus
- Provide communications on campus with the ability to communicate outside of campus
- Ensure both telecommunications and network communications are available and operational

## *Actions*

1. Obtain accurate information on situation
  - a. Observe first hand and communicate with upper management to relay status
  - b. Obtain information from Crisis Management Operations Team, to relay information accurately
2. Disperse updated and accurate information via telephone and internet
  - a. Main campus Operator station is manned by CIT personnel who is in contact with Crisis Management Operations Team on real time basis
    - i. Radios, cell phones, face to face contact is maintained with field personnel on site to relay current information
    - ii. Main campus Operator station overnight message is updated to reflect current situation and direct callers to areas containing additional information CIT coordinates with WAUG to update message and direct callers to website to obtain further information
3. Center for Information Technology sets up and test telecommunications in specified areas, currently MLK Mini Conference Room, to ensure contact is able to be maintained with off campus persons
  - a. Three locations have POTS lines available which maintain power when the buildings loose power
    - i. Benson
    - ii. Emery Gymnasium
    - iii. MLK Jr. Student Union
4. Three location have generators which maintain power and networking
  - a. Benson
  - b. Emery Gymnasium
  - c. MLK Jr. Student Union

# Communications

## *Primary Responsibilities*

- Develop official messages for all groups of the University Emergency Response.
- Serve as the point of contact for media purposes
- Assist in the collection, preparation and dissemination of information to:
  - University faculty and staff
  - Students
  - News media
  - The public
- Coordinate all news media contacts
- Prepare news releases, employee bulletins, and the basic message for recorded messages
- Hold news conferences and arrange for interviews
- Implement rumor control procedures
- Assist in the participation of joint press releases and broadcasts with other agencies, as appropriate
- Support the Academic and Administration Departments with disseminating information regarding the resumption of programs and processes for alternative classes, etc.

## *Actions*

1. Serve as the official University spokesperson to the news media and for all public information purposes, or select appropriate staff, as needed to respond to specific inquiries. Coordinate such selections with the Policy Group. If the crisis is severe, consider requesting the President to be the official spokesperson to national media and federal agencies.
2. Work with the Center for Information Technology (CIT) as soon as possible and if the telephone service is operational, have a recorded message on the Special Information Hot Line. Work to augment outgoing notifications and calls, as needed.
3. Coordinate information so that a consistent message is sent out with respect to the University. Seek to get University information included in the City and County updates and media releases. This strategy will assist the University in getting key information to staff, employees, students, family members and other concerned parties in the area, as part of the state Emergency Alert System (EAS) messages. Include information such as:
  - The University is (open/closed/suspended operations) for normal (work/business) until (day/time)
  - Staff are requested to (come to work/stay home/call this number)
  - Anyone needing information regarding the University should call 1-800-, if normal telephones are down
4. Ensure that news media representatives are not allowed into the University EOC or any other restricted area of the University.
5. Prepare news releases and have them approved by the EOC Management Team.

6. Issue messages on staff information bulletins, student information bulletins, and the Special Information Hot Line number to keep all constituents informed.
7. Implement rumor control procedures, coordinating closely with all University EOC Staff to verify and correct all errors and misstatements; ensure all audiences are notified of the corrections.

## Human Resources

### *Primary Responsibilities*

- Maintain the general status and personnel files of University staff
- Monitors reports of injuries and fatalities
- Handles state and federal inquiries and other issues regarding the status of University employees

### *Actions*

1. If emergency response operations are extended and volunteer help is needed, establish a center for receiving volunteers and assigning volunteers. Work with the Appropriate Administrator to determine how to communicate the need for volunteer help to employees and to disseminate information on reporting location (s). Check to verify if volunteers are needed to assist with temporary business operations, salvage operations, answering telephone inquiries and working with displaced staff. Track the assignment of volunteers. Make sure Volunteer workers are supplied with food, water and sanitation and that they have a supervisor or coordinator in charge of the site operation.
2. Work with Student Health Services, counseling staff and Office of Residential Life.
3. If temporary services are needed from skilled labor or emergency hires, work with the Business and Finance for contractual services agreement.
4. Support the Vice President for Business and Financial Affairs regarding cost/benefits.
5. Respond to payroll related issues.
6. Prepare communications for employees regarding payroll related issues.

## **Business and Finance**

### ***Primary Responsibilities***

- Prepare and maintain insurance documentation files and manage the insurance claims process
- Assess the risk and liability issues to the University and emergency responders in the emergency response operation

### ***Actions***

1. Obtain a briefing on all operations, damage, injuries and recovery operations. Assess the risk and liability issues to the University and emergency responders in the emergency response operation and provide recommendations, if needed, to manage risk and liability exposure.
2. If immediate investigation and reporting is needed for injury reports and claims, set up a process for reporting and gathering information. Ensure procedures are followed in reporting injuries and casualties to the appropriate staff and agencies. Protect the confidentiality of victims and injured parties, as necessary during the emergency response phase.

## **Contractual Services**

### ***Primary Responsibilities***

- Support the Finance/Administration Section Chief regarding cost/benefit of services and strategies
- Record expenses for cost summary report for the EOC Director and EOC Management Group
- Respond to payroll related issues
- Prepare communications for employees regarding payroll related issues

### ***Actions***

1. Assist Vice President for Business and Finance to activate emergency procurement if needed, activate the Emergency Accounting function and the emergency account system.
2. Assist the EOC Director with tracking and filing source documentation. Provide as much support as possible to other teams and functions for finance documentation during the EOC activation.
3. Support and assist purchasing, as requested, with account information.
4. If there is damage or reported injuries, work with the Assistant Vice President for Procurement and Auxiliary Services to manage the documentation of claims and applications for reimbursement.
5. Respond to payroll related issues; active disaster recovery plan. Where are we in the payroll cycle?
6. Prepare communication/response for employees payroll related issues.

# Physical Plant

## *Primary Responsibilities*

- Coordinate between the Physical Plant Unit Response Center and the EOC Operations Center
- Provide facility services analysis

## *Actions*

1. Provide a report on Physical Plant operations, the known status of building services and utilities, the condition of roadways and grounds and other damage and operational information. If the incident or damage is limited to only one building or involves utilities (i.e. power outage), Physical Plant will lead the Operations Section.
2. Provide action plans for Physical Plant operations as part of the plan, including:
  - a. Status and restoration of utilities on Campus
  - b. Status and response of water and waste water systems and services
  - c. General status of buildings and building control systems, including HVAC
  - d. General status of roadways and access
  - e. Plan for restoring utilities and service
3. Work with the Assistant Vice President for Procurement and Auxiliary Services and Campus Police to analyze and determine the overall hazards and priorities in the buildings.
4. Provide ongoing communication and coordination between the Physical Plant Work Control Center and the EOC.

## **Residence Life and Dining Services**

### ***Primary Responsibilities***

- Coordinates business functions between the Residence Life staff and the EOC
- Plans for emergency housing and food services for students
- Plans for the messages and information to families of students

### ***Actions***

1. Establish communication with the Residence Life staff.
2. Determine immediate needs for students based on the nature and duration of the emergency.
3. Coordinate with Physical Plant and Campus Police on the plan for providing emergency housing services to students. All needs or services that are not available from the Residence Life Staff that may require emergency procurement will be coordinated with the EOC.
4. Provide information to the EOC regarding how families can find out the status of their students.
5. Continue to represent Residence Life in the EOC as long as coordination is needed during the emergency response.

## **Resource Procurement**

### ***Primary Responsibilities***

- Coordinate and manage the procurement, delivery, distribution, and tracking of University emergency resources and support for the response operation, including University supplies, equipment, materials and services
- Procure vending and contracted resources and services
- Coordinate and support documentation of emergency procurement with the Finance/Administration Section

### ***Actions***

1. Begin a log of your activities and keep it current throughout the emergency response.
2. Activate the emergency purchasing process to procure resources and coordinate with the Accounting function to follow the EOC Accounting processes. Prepare to establish vendor selection criteria and processes, if outside resources will be needed. Existing listings of pre-qualified vendors may fulfill this requirement.
3. Assess and anticipate the needs for the emergency response. This includes fuel, food, personnel, equipment, vehicles, maintenance and services supplies, and any other services. Communicate and coordinate with department staff and EOC to access resources and support services for the emergency response and recovery operations.
4. Arrange all logistics for purchasing, procurement and delivery of resources. Provide as much support as possible to the emergency operations by delivering resources and taking care of associated documentation. Track the involvement of procured resources and note when no longer needed and service provision has ceased.
5. Coordinate documentation of the hours and costs associated with the utilization of major resources with the Finance/Administration Section.
6. Provide necessary documentation for claims on insured properties.

## **Student Affairs - Care and Shelter**

### ***Primary Responsibilities***

- Manage University large group care operations
- Provide temporary shelter (overnight or for several days)
- Provide support for large group off-Campus evacuation
- Provide immediate crisis counseling
- Set up a message center for those in the shelter

### ***Actions***

1. Determine if care and shelter area(s) need to be established for:
  - a. Residential students
  - b. Stranded off-campus students
  - c. Field response personnel
2. Determine immediate needs for the groups of people on site. Coordinate with Student Health Services for immediate medical and other urgent care for evacuees.
3. Work with Physical Plant to identify potential sites to set up shelter areas. Ensure that buildings have been inspected and are safe for occupancy.
4. Determine the number of staff that will be needed to manage each shelter site.
5. Make a list of all items that will be needed for each shelter to become fully operational.

## **Student Health Services**

### ***Primary Responsibilities***

- Coordinate between the Gordon Student Health Center responders and the EOC for medical emergency first aid services on Campus
- Request transportation resources for immediate emergency medical transportation (if paramedics are delayed)
- Plans for the deployment of medical first responders to emergency rescue and other injury incidents, as needed
- Track reports of injuries and fatalities and coordinate with Human Resources
- Manage the temporary morgue if required

### ***Actions***

1. Provide a report on the status of Gordon Student Health Center services.
2. Evaluate the overall emergency response operations for reports of injuries, fatalities or trapped persons (who may be injured). Working with Police Services and other Crisis Management team members, plan for emergency first aid and medical triage either on-scene at incidents, or at Gordon Student Health Center. Medical services on Campus will need to be provided by Gordon Student Health Center staff, trained police and fire personnel or responding paramedics.
3. If Gordon Student Health Center is activated and staffed to provide service, direct the transportation of minor injuries and walking wounded to Gordon Student Health Center.
4. Track the numbers and disposition of injured persons and fatalities on campus and provide this information to Human Resources.
5. If there are mass fatalities on Campus and at the request of Police Services and/or Local Medical Examiner's Office, work with technical experts to identify and establish temporary morgue capacity on Campus.
7. Support requests from Residence Life and Student Affairs to provide first aid support at care and shelter locations.

# **Crisis Communication Policy**

## ***General policy***

Saint Augustine's University is committed to taking a pre-emptive approach to public relations crises, using disclosure whenever possible as the preferred strategy for preventing or minimizing public relations crises. Adopting a pre-emptive approach to media relations is critical in successful crisis management.

Disclosing information as soon as it is available and verified can be an extremely effective strategy, since it keeps the institution on the initiative and quickly eliminates the "breaking news" interest in a story. This technique often summarily diffuses a media crisis, even when the subject is unpleasant or embarrassing. The policies and procedures in this plan are based on disclosure as a preferred strategy for managing crises.

The Office of Marketing and Communications will be responsible for developing crisis communication strategies. Final approval of these strategies will rest with the University President or designee.

## ***Crisis prevention***

The Office of Marketing and Communications will maintain regular contact with vice presidents, deans, directors, department heads, campus police, faculty, staff and student leaders, advising the appropriate administrator(s) when internal issues or developments appear likely to lead to public relations problems.

Similarly, SAU's administration will regularly notify the Office of Marketing and Communications of internal developments that may escalate into media crises.

The Office of Marketing and Communications also will monitor local, state and national news coverage of higher education, advising the appropriate administrator(s) of issues and/or trends that might lead to negative stories.

## ***General Assumptions***

- SAU is located in North Carolina's capital city, where it is subject to a considerable degree of media scrutiny.
- The public is calling for more accountability in higher education, and news coverage has become more investigative.
- Public perceptions are a key factor in the support SAU receives from constituents, alumni, donors and the community. This perception directly affects SAU's ability to attract and retain qualified students, faculty and staff. It also will have a negative impact on fundraising.
- Although crises can pose a threat to SAU's public image, they also present an opportunity for communicating a desired message.

- SAU can safeguard its reputation by adopting a proactive approach to crisis communication and management.

### ***Crisis response***

When a crisis happens, the Office of Marketing and Communications will gather and verify information about the crisis, assess the severity and develop strategies concerning how information is to be released, who should speak for the institution and who is to be notified.

The office also works out logistical details of releasing information, and distributes verified information as quickly as possible to internal and external audiences.

# Hazard Specific Appendix

## ***Introduction***

This information is being disseminated to assist all faculty and staff members in responding to different emergencies which may occur during the course of their duties at Saint Augustine's University. This guide should be posted in every office and in each classroom adjacent to the white board/chalkboard, where it will be immediately available should one of the identified emergencies occur.

Please familiarize yourself with the contents of this guide. In an emergency, it will serve as a quick reference for effective action. New employees should be made familiar with it as part of their orientation program.

As you review this guide, there are certain pages that contain blanks that you may fill in with critical information or the names of personnel in your department or unit who are qualified to perform First Aid or CPR in an emergency situation.

The Campus Police Department is available seven days a week 24 hours a day to respond to all emergencies.

If there are any questions or comments regarding this guide, please contact the Campus Police Department at (919) 516-5202 or e-mail George H Boykin III, Chief of Police at [ghboykin@st-aug.edu](mailto:ghboykin@st-aug.edu).

## ***Active Shooter***

An active shooter is an armed person who has used deadly force on other persons and continues to do so while having unrestricted access to additional victims.

Faculty and staff members must be vigilant to the risk of violence on campus. Some behaviors to take notice of and report to Campus Police are:

- Unusually aggressive, odd, or suspicious behavior of students or co-workers;
- Threats of violence or retribution, either serious or said jokingly;
- Students or co-workers who are distraught or suicidal;
- Overheard comments or rumors of some planned or intended violence;

When you hear shooting or are notified of a shooting on campus do the following:

- Get everyone to lie down, stay away from windows and doors, turn off lights;
- Close classroom doors to prevent shooter from entering;
- Do not evacuate rooms or buildings unless directed to do so by security or rescue personnel;
- Call Campus Police at extension 4911 (919-516-4411, 24 hours), be prepared to answer the dispatcher's questions and do not hang up until told to do so by the dispatcher

## Active Shooter Questions

If you report an incident of an active shooter, Campus Police will ask you a number of questions. To the best of your ability, be prepared to answer the following questions:

1. The exact location of the suspect(s) including the building and general location of the shooter (room number, roof, breeze-way, etc.).
2. Has anyone been injured?
3. Numbers of casualties.
4. Description of suspect(s) including race, age, clothing or unusual characteristics.
5. Any demands or statements issued by suspect(s).
6. Is the suspect(s) still shooting?

## ***Fire***

Upon discovering a fire, close the door to the room where the fire is located and immediately sound the building fire alarm.

Call the Campus Police Department at extension 4911 (919-516-4411 24 hours). Be prepared to give your name, department, and location of the fire. Do not hang up until the dispatcher tells you to do so.

If the fire is small (e.g. trash can), you may wish to extinguish it with a fire extinguisher. Be sure you are using the proper extinguisher for the type of fire you are fighting. If you are not sure, read the instructions on the fire extinguisher.

If the fire is large, very smoky, or rapidly spreading, evacuate the building immediately. Inform others in the building who may not have responded to the alarm to evacuate immediately. The alarm should sound continuously. If it stops, continue to evacuate. Warn others who may enter the building after the alarm stops.

If time permits, take purses and lock files before leaving. Walk; do not run, to the nearest exit. Evacuate to a distance of 500 feet from the building and stay out of the way of emergency personnel. Do not return to the building until instructed to do so by Campus Police personnel.

When the alarm sounds do not use the elevator. An elevator may become inoperative and become a trap. If possible give assistance to disabled persons using the stairs.

If you have mobility impairment request assistance from those nearest to you. In the event no one provides assistance, proceed to the nearest stairway landing. Shout for help and wait there until help arrives.

Notify either Campus Police or firefighters on the scene if you suspect someone may be trapped inside the building.

## ***Injury or Illness***

1. Do not move a seriously injured person unless there is a life threatening situation.
2. Call the Campus Police Department at extension 4911 (919-516-4411 24 hours). Give your name, location, and telephone (extension) number. Provide as much information as possible regarding the nature of the injury or illness, whether or not the victim is conscious and breathing, etc. Campus Police will contact the campus nurse(s) and arrange for an ambulance if required.
3. Return to the victim; if trained, administer First Aid and keep the victim as calm and comfortable as possible. You should list below the names of persons in your building who are trained in First Aid or C.P.R. should they be needed. You should maintain a list and know the location of the nearest First Aid Kit if one is available.

<b>Name (<i>Trained in CPR/First Aid</i>)</b>	<b>Location in Building (Room Number)</b>
<b>Location of First Aid Kit:</b>	

4. Remain with the victim until Campus Police Officers arrive.
5. Report an injury or illness to your supervisor.

## ***Crime in Progress/Civil Disturbance***

1. Do not attempt to apprehend or interfere with the criminal except in case of self-defense.
2. Call the Campus Police Department at extension 4911 (919-516-4411 24 hours). Give your name, location, and department. Advise them of the situation, and remain where you are until contacted by an officer.
3. If safe to do so, stop and take the time to get a good description of the criminal. Note height, weight, sex, race, approximate age, clothing, method and direction of travel, and his or her name if known. If the criminal is entering a vehicle, note the license number, make and model, color and outstanding characteristics.
4. In the event of civil disturbance, continue your normal routine. If the disturbance is outside, stay away from doors and windows.
5. Do not interfere with those persons creating the disturbance or with law enforcement authorities on the scene.

## ***Bomb Threat/Suspicious Objects***

1. Bomb threats usually occur by telephone.
2. The person receiving a bomb threat call should remain calm and attempt to obtain as much information as possible from the caller by using the check list on the next page.
3. Call the Campus Police Department at 4911 (919-516-4411 24 hours). Give your name, location, and telephone number or extension. Inform them of the situation, including any information you may have as to the location of the bomb, time set to explode, and the time you received the call.
4. Inform your supervisor or your school's Dean.
5. Campus authorities will be responsible for building evacuation.
6. Report all suspicious objects, packages, etc., to the Campus Police Department at 4911 (919-516-4411-24 hours). Do not touch, tamper with, or move the suspicious object. Keep yourself and others away from the suspicious object until the police arrive.

## Bomb Threats

Instructions: Be calm. Be courteous. Listen, do not interrupt the caller. Notify a supervisor or fellow employee by prearranged signal while the caller is on the line. If the caller hangs up, leave the phone off the hook and immediately contact Campus Police by calling 4911 from a second phone. Give the dispatcher the location and telephone number you are calling from. Use the form below to record as much information as possible about the call.

### 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 received: \_\_\_\_\_ Time: \_\_\_\_\_ Date: \_\_\_\_\_

### CALLER'S VOICE

- |                                 |                                    |  |   |                                   |
|---------------------------------|------------------------------------|--|---|-----------------------------------|
| <input type="checkbox"/> Calm   | <input type="checkbox"/> Laughter  | <input type="checkbox"/> Stutter         | <input type="checkbox"/> Deep breathing | <input type="checkbox"/> Angry    |
| <input type="checkbox"/> Crying | <input type="checkbox"/> Lisp      | <input type="checkbox"/> Cracking voice  | <input type="checkbox"/> Excited        | <input type="checkbox"/> Normal   |
| <input type="checkbox"/> Raspy  | <input type="checkbox"/> Disguised | <input type="checkbox"/> Slow            | <input type="checkbox"/> Distinct       | <input type="checkbox"/> Deep     |
| <input type="checkbox"/> Accent | <input type="checkbox"/> Rapid     | <input type="checkbox"/> Slurred         | <input type="checkbox"/> Ragged         | <input type="checkbox"/> Familiar |
| <input type="checkbox"/> Soft   | <input type="checkbox"/> Whispered | <input type="checkbox"/> Clearing throat | <input type="checkbox"/> Loud           | <input type="checkbox"/> Nasal    |

If voice is familiar, who did it sound like? \_\_\_\_\_

### BACKGROUND NOISE

- |                                       |  |  |                                 |                                   |
|---------------------------------------|--|--|---------------------------------|-----------------------------------|
| <input type="checkbox"/> Street noise | <input type="checkbox"/> Music         | <input type="checkbox"/> Factory machinery | <input type="checkbox"/> Local  | <input type="checkbox"/> Crockery |
| <input type="checkbox"/> House noises | <input type="checkbox"/> Animal noises | <input type="checkbox"/> Booth             | <input type="checkbox"/> Voices | <input type="checkbox"/> Motor    |
| <input type="checkbox"/> Clear        | <input type="checkbox"/> Long Distance | <input type="checkbox"/> PA System         | <input type="checkbox"/> Office | <input type="checkbox"/> Static   |
| <input type="checkbox"/> Other        |  |  |                                 |                                   |

### THREAT LANGUAGE

- |   |                               |                                     |                                |                                     |
|---|-------------------------------|-------------------------------------|--------------------------------|-------------------------------------|
| <input type="checkbox"/> Well spoken                      | <input type="checkbox"/> Foul | <input type="checkbox"/> Incoherent | <input type="checkbox"/> Taped | <input type="checkbox"/> Irrational |
| <input type="checkbox"/> Message by threat maker was read |                               |                                     |                                |                                     |

Use of certain words or phrases: \_\_\_\_\_

## ***Hazardous Materials/Leaks and Spills***

*If a hazardous material spill occurs:*

1. Call the Campus Police Department at 4911 (919-516-4411 24 hours).
2. If toxic chemicals come in contact with your skin, immediately flush the affected area with clear water for at least 15 minutes. Use chemical showers if available.
3. If you can give responders information as to the chemicals involved or stored in the affected area, it will help them respond more quickly.
4. If possible, notify you instructor of the extent and location of the spill. If there is any possible danger, evacuate your area immediately.

*If a chemical fire occurs:*

1. Remain calm.
2. If time permits, close windows in the room where the fire is located. Close the door behind you as you leave and immediately sound the building fire alarm.
3. Call the Campus Police Department at 4911 (919-516-4411 24 hours).
4. If you can give responders information as to the chemicals involved or stored in the affected areas, it will help them respond more quickly.
5. If the fire is large, very smoky, or rapidly spreading, evacuate the building immediately. Inform others in the building who may not have responded to the alarm to evacuate immediately. The alarm may not sound continuously. If the alarm stops, continue to evacuate. Warn others who may attempt to enter the building after the alarm stops. ALWAYS EVACUATE A BUILDING IF THE ALARM IS SOUNDING.
6. When fire alarms sound, do not use the elevators. An elevator may become a trap. If possible provide assistance to (help carry, if necessary) disabled persons in using the stairs.
7. Relocate to your designated assembly area, which should be a distance of at least 500 feet from the building, and stay out of the way of emergency personnel. Do not return to the building until instructed to do so by Campus Police personnel.
8. Notify either campus police personnel or firefighters on the scene if you suspect that someone may be trapped inside the building.
9. Unless you have been trained specifically in fighting hazardous material fires, do not attempt to extinguish the fire.

## ***Earthquakes, Hurricanes and Tornadoes***

1. If indoors, stay there. Get under a desk or table or stand in a corner.
2. If outdoors, get into an open area away from trees, building, walls and power lines.
3. If driving, pull over to the side of the road and stop. Avoid overpasses and power lines. Stay inside.
4. If in a multi-story building, stay away from windows and outside walls. Get under a table. Do not use elevators.
5. If in a crowded public place, do not rush for the doors. Move away from display shelves containing objects that could fall.
6. After the shock subsides, get out of doors and well away from the building.
7. Follow the procedures in the guide for fire, hazardous material leaks, and serious injuries if necessary.
8. In the event of major damage or disruption, the Campus Police Department will announce and implement evacuation of the campus.
9. Identify and assist the injured.
10. Call the Campus Police Department, extension 4911 or 919-516-4411 (24 hours), to report any serious hazards or injuries.
11. Do not return to an evacuated building until it has been cleared by structural engineers and public safety personnel.

## ***Evacuation of Disabled***

In the event of an emergency, occupants of wheelchairs and other disabled persons should observe the following evacuation procedures:

1. All persons shall move toward the nearest marked exit. As a first choice, the wheelchair occupant or person with mobility impairment may use the building elevators. However, elevators should never be used in the event of fire or earthquake.
2. As a second choice, when a wheelchair occupant or other person with mobility impairment reaches an obstruction, such as a staircase, he or she should request assistance from others in the area.
3. It is suggested that the wheelchair occupant or person with mobility impairment prepare for emergency ahead of time by instructing a classmate or instructor on how to assist him or her in the event of an emergency.
4. If assistance is not immediately available, the wheelchair occupant or person with mobility impairment should stay in the exit corridor or in a stairway or landing. He or she should continue to call for help until rescued. Persons who cannot speak loudly should carry a whistle or have other means of attracting the attention of others. Rescue personnel, fire and police, will check all exit corridors and exit stairwells for trapped persons.

**SANT AUGUSTINE'S  
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**ACADEMIC, ADMINISTRATIVE,  
AND SUPPORT FACILITIES**

- MAINE TRANCE GATES
- 1 MOSEE BUILDING
- 2 HENSON BUILDING
- 3 JOYER BUILDING
- 4 HISTORIC CHAPEL
- 5 CHESTNUT BUILDING
- 6 JIMERY GYMNASIUM
- 7 JONES FINE ARTS CENTER
- 8 COACHES & ATHLETIC BUILDING
- 9 GORDON HEALTH & SCIENCE CENTER
- 10 OLD DEATH & PLANT
- 11 HAVIT BUILDING
- 12 INFORMATION SECURITY
- 13 ROBINSON LIBRARY
- 14 PENNICK HALL
- 15 ST. AGNES HOSPITAL
- 16 SHIPPING & RECEIVING
- 17 OFFICE
- 18 MARTIN LUTHER KING, JR. UNION
- 19 TAYLOR WELLNESS CENTER
- 20 TUTTLE BUILDING
- 24 GOULD HALL
- 25 HERMITAGE HALL
- 28 ALUMNI HOUSE
- 29 REAL ESTATE CENTER
- 30 OMEGA CHAMBERS
- 38 C.A.P. BUILDING
- 39 COMMUNITY DEVELOPMENT CORP. (CD)C
- 40 ROBINSON MANOR HOUSE
- 41 PHYSICAL PLANT

**DORMITORIES**

- 21 ATKINSON HALL
- 22 BAKER HALL
- 23 DELANY HALL
- 26 LAHAM HALL
- 27 LYNCH HALL
- 35 BOYER HALL
- 36 WESTON HALL
- 37 FALK CREST

**FACULTY/STAFF HOUSING**

- 31 DUPLEX APARTMENT 1420 OAKWOOD
- APTS. A & B
- 32 FACULTY APARTMENTS 1513 THRU 1519 OAKWOOD
- 33 FACULTY APARTMENTS 405 THRU 411 HILL ST.
- 34 FACULTY APARTMENTS 417 THRU 423 HILL ST.

**FIELD AND COURTS**

- A BASKETBALL
- B TENNIS COURTS
- C BASEBALL
- D TRACK FIELD AND FOOTBALL

- PARKING**
- E PARKING LOT