**Crisis Communications Plan**

**I. Purpose**

This plan provides guidelines for communicating within the University of Washington Bothell and Cascadia College, as well as from the campus to the media and the public, in the event of an emergency, crisis, or incident where there is a need to provide crucial information immediately.

Disasters, emergencies, incidents and issues disrupt the campuses’ normal activities and may require activation of the campus all-hazards Emergency Management Plan. This Crisis Communications Plan describes how to share vital information to members of the UW Bothell and Cascadia College community and the public.

This plan is to be flexibly used with emergency decision-making procedures of the university and college.

Elements should be tested at least twice a year in conjunction with campuswide emergency alert drills.

**II. Objectives**

1. Determine whether the situation requires invoking this plan.
2. Assemble the Core Crisis Communication Group [Core Group] to recommend responses.
3. Implement immediate actions to:
4. Preserve life safety
5. Assure incident stabilization
6. Preserve property and environment
7. Respond to communications and actions that may be offensive
8. Identify key constituencies who need to be informed
9. Communicate facts about the situation and minimize rumors
10. Restore a sense of confidence and order

**III. Procedures**

1. **Assess:** People who become aware of a potential crisis or emergency must contact the public information officer for their campus. The UW Bothell and Cascadia College Public Information Officers, Sr Director of Campus Safety, Emergency Preparedness Manager, Sr Director of Facilities Services or the person with the most information about the incident/emergency/issue will invoke this plan and convene the Core Group**.**

NOTE: 9-1-1 should be the first point of contact for life-threatening incidents.

1. **The Core Crisis Communication Group** will consist of the following:

UW Bothell: 1) Vice Chancellor for Planning & Administration; 2) Sr Director for Facilities Services & Campus Operations; 3) Sr Director of Campus Safety; 4) Emergency Operations Manager; 5) PIO

Cascadia College: 1) Vice President for External Relations and Planning; 2) PIO

or their designated representatives.

1. Timeliness is essential in communicating crucial information to the campus community and the news media, and the team will be assembled immediately. Based on the timing, location, and severity of the incident(s) or event(s), this may occur either in person or virtually.
2. In the event of an imminent threat to the campus community, Core Group activation may be delayed and an alert with emergency instructions or information will be distributed to campus via Omnilert. Once the message has been sent, the Core Group will convene on a conference call as soon as possible.
3. All incidents, emergencies, or issues that may cause disruption to normal campus operations or have a high-level impact on UW Bothell/Cascadia College shall engage the Core Group and create an incident into the Rapid Responder program for notification, tracking and documentation.
4. The call-in number for the meeting will be by conference call. Once the Core Group is on the call, a briefing will be conducted to provide situational awareness of the incident and determine further action.
5. The Emergency Executive Policy Group and the rest of the Crisis Communication Team will be informed of the activation and updated as necessary by the Vice Chancellor of Planning & Administration or designee, as well as other appropriate campus officials.

The Emergency Executive Policy Group oversees and provides policy recommendations to the university chancellor/college president and provides policy direction for emergency preparedness, mitigation, response, and recovery planning activities.

The Emergency Executive Policy Group consists of the following units and individuals or designated alternates:

**UW Bothell Members**

* Chancellor
* Vice Chancellor for Planning & Administration
* Vice Chancellor for Academic Affairs
* Vice Chancellor for Advancement & External Relations
* Vice Chancellor for Enrollment Management & Student Affairs
* Assistant Vice Chancellor, Organizational Excellence & Human Resources
* Assistant Vice Chancellor, Information Technologies
* Assistant Vice Chancellor for Marketing & Communications
* Assistant Vice Chancellor for Diversity, Equity & Inclusion
* Sr Director of Facilities Services
* Sr Director of Campus Safety
* Director of Communications/PIO
* Dean of Student Affairs

**Cascadia Members**

* President
* Vice President for Student Learning and Success
* Vice President for Administrative Services and Human Resources
* Vice President for External Relations and Planning
* Executive Director of Equity and Inclusion
* Director of Facilities
* Director of Outreach and Marketing/PIO

1. **Crisis Communication Team:** The Crisis Communication Team comprises people whose organizations may play a critical role in addressing the crisis, including representatives of the following [Core Group in bold]:

* **Office of Marketing & Communications** (UW Bothell)
* **Office of the Vice Chancellor for Planning & Administration** (UW Bothell)
* **Campus Safety** (UW Bothell)
* **Facilities Services** (UW Bothell)
* **Director of Outreach & Marketing, PIO** (Cascadia)
* **Back-up PIO** (Cascadia)
* **Director of Facilities** (Cascadia)
* **Emergency Operations Manager** (Cascadia)
* Office of the Chancellor
* VCAA Leadership Council
* Enterprise Risk Management
* Organizational Excellence & Human Resources
* Information Technology
* Student Affairs
* Transportation Services
* Attorney General's Office
* The affected unit(s)

Personnel designated as essential staff shall be alerted as needed depending on the severity and nature of the incident.

Appendix A contains a list of key Crisis Communications Team members and their contact information.

See Appendix B for guidelines on communications practices.

See Appendix C for how to publish alerts.

The Crisis Communication Team will authorize the following activities:

1. **Designate Team Leader:** Generally, this is the individual who has direct knowledge of the events or the PIO or designee. The individual selected will be based on the nature of the incident and have the highest credibility and understanding of the events surrounding the crisis.
2. **Notifying key constituencies**: The Core Group will determine which groups need to be informed first.

Key constituencies include:

students

faculty

staff

campus visitors

parents/families of students

Communications Council

Chancellor’s Advisory Board (UWB)

Board of Regents (UWB)

Board of Trustees (CC)

UW Seattle leadership

Alumni Council (UWB)

community partners

public officials and agencies

first responders

school districts

international programs

neighbors

media

1. **Fact sheet:** As soon as possible after the incident, a fact sheet may be prepared to supplement communication with key constituencies and information provided to reporters. It will be approved by the UW Bothell chancellor and the Cascadia College president or their designees and checked for accuracy by those with direct knowledge of the crisis. Fact sheets released publicly or posted to the Internet must be time-stamped and updated as information changes.
2. **Alerting the media:** The PIOs will decide on the best way to reach the news media. In cases where a crisis is likely to be prolonged and/or especially complex, they may choose to create a Joint Information and/or a news media briefing center to coordinate the information flow and ensure that the right people are involved in collecting and disseminating information. Consideration will be given to appropriate media staging locations that can accommodate vehicles such as satellite trucks.

Information from news briefings may be captured in audio and video and be posted online, along with updated fact sheets.

The official UW Bothell information page during an incident is [www.uwb.edu/emergency](http://www.uwb.edu/emergency).

The official Cascadia College information page during an incident is [www.cascadia.edu/emergency](http://www.cascadia.edu/emergency).

In general, UW Bothell and Cascadia College will welcome news media and allow them as much access as public safety permits. PIOs will facilitate access to key knowledgeable individuals and respond quickly to as many requests as possible.

Communication must occur early and often but be confined to the facts. All information must be conveyed with an eye toward what will be most important to various publics.

**NOTE**: Only a PIO can serve as a spokesperson unless and until another person has been designated by the PIO. Additionally, only the PIO, other members of the Core Group, the chancellor of UW Bothell or president of Cascadia College or designees can authorize message content and distribution.

**IV. Plan Testing and Validation**

This plan shall be updated and tested at least twice a year. Full activation of the plan will be incorporated into the UW Bothell/Cascadia College annual Emergency Operations Center disaster exercise.

Responsibility for updating the Crisis Communications Plan rests with the UW Bothell/Cascadia College PIOs.

**V. After-action Reports/Review**

The Core Group and others involved with the incident will meet on the first business day following the resolution of the incident.

General topics for discussion include:

* incident summary
* incident start time
* Core Group activation start time
* Core Group deactivation time
* conference call etiquette
* situational awareness
* decision-making
* Crisis Communications Team roles and responsibilities
* communication channels and stats
  + Teams messaging/chat
  + UW Bothell Omnilert (includes Cascadia College)
  + UW Bothell emergency blog
  + Cascadia College emergency status page
  + webpage banners
  + social media
  + UW Bothell hotline
  + UW Bothell indoor alert
  + UW Bothell outdoor alert
  + building p.a. system [all buildings]
  + Alertus [UW Bothell/Cascadia
  + radios
* Other Core Group Tools
  + conference bridge
  + Rapid Responder
* message content
* feedback
* all clear

**Appendix A: UW Bothell — Core Crisis Communication Group**

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Overview of Responsibilities** | **Person** | **Contact Information** |
|  | Vice Chancellor for Planning & Administration | Gowri Shankar | 206.491.8893  shankar@uw.edu |
| PIO | Oversee CCT; Provide strategy, messaging, and approvals; coordinate with Incident Commander; plan media briefings and issue information releases; media liaison; monitor media channels and follow up with media | Maria Lamarca Anderson | 260.960.3851 primary  206.660.8563 secondary  mariala@uw.edu |
| Emergency Operations | Coordinate response, building management, and evacuation | Cham Kao  Matt Colpitts | 206.227.5249  ckao@uw.edu  425.352.3763 primary  mcolp@uw.edu |
| Operations & Logistics | Maintain documentation; manage all operations and logistics; procure equipment | Nicole Sanderson | 206.915.2653  Nicoles2@uw.edu |

Office of Marketing & Communications

|  |  |  |  |
| --- | --- | --- | --- |
| Communications Support | Track all information releases via traditional and social media outlets; monitor media channels; maintain media list and media log | Alyssa Gray | 425.364.8864 primary  425.890.1389 secondary  alygray@uw.edu |
| Back-up Communications | Support communication efforts, as needed. | Marie Blakey | 425.375.4243  amblakey@uw.edu |
| Website | Desktop alert; website banner; emergency blog | Kristian Gorman  Letty Limbach | 425.280.4515  kgorman@uw.edu  208.24.2694  limbachl@uw.edu |
| Social Media | Support social media communication for all channels through dashboard | Ashley Magdall | 425.785.8785 primary  arm29@uw.edu |

**Appendix B: UW Bothell — Communications Practices and Procedures**

1. All public communications regarding an emergency incident will be handled by the Crisis Communications Team (CCT).

The CCT will be directed by the PIO under the structure of the Incident Command System. The CCT is responsible for writing and getting approval for messages, designating a spokesperson if not the PIOs, and coordinating the release of information to stakeholders.

It is important to keep in mind that people will seek — and believe — other sources of information (e.g., news reports, rumors, word of mouth) in the absence of official communication. Effective communication will help quell rumors, maintain morale and ensure public safety.

1. Information will be released only after facts have been verified and after the information has been authorized by the Incident Response Commander, a subject area expert and the PIO of the lead campus. The chancellor and/or members of the chancellor’s executive team must also approve the information prior to release.
2. Information concerning injuries or deaths will be released to the public only after it has been confirmed that the victims’ families have been notified. See Appendix D for guidelines to respond to the death of a current student or employee.
3. The PIO of the lead campus or designee will be the incident spokesperson. All questions or requests for comment should be directed to the PIO.

PIO best practices

1. Explain the steps underway to gather information and how it will be communicated once received.
2. Do not speculate regarding cause, liability, estimated incident duration, or estimated losses or costs.
3. There is no such thing as “off the record.” If you do not want it repeated, do not say it. Likewise, do not say “no comment.”
4. Always express empathy and concern.
5. Only speak on behalf of the campus.
6. Direct the public to take specific actions, as warranted.

**Procedures for Crisis Communications Team**

1. Notification

Anyone who becomes aware of a potential crisis or emergency incident should contact 1) 911; 2) Campus Safety; 3) the PIO of their campus.

UW Bothell PIO: 206.960.3851 Cascadia College PIO: 425.492.0394

1. Verify the situation and issue alerts
2. Confer immediately with the incident commander
3. Begin documenting the incident using Rapid Responder
4. Issue alerts [see Appendix C – How to issue alerts]
5. Establish a schedule for continuing consultation/updates/follow-ups
6. Activate the Crisis Communications Team

The primary location for the CCT/Joint Information Center is Husky Hall room 1160a. The secondary location is Bothell City Hall.

1. Retrieve incident binder and communications tools
2. Disseminate CCT assignments
3. Initiate **Alert Log** to track all communications
4. If applicable, discuss logistics regarding media’s entry to campus, parking, and boundaries
5. Contact communications partners
6. Campus Safety
7. PIOs of local police, fire, health departments, Red Cross, etc.
8. University Marketing & Communications at Seattle

1. Develop a fact sheet and verify:

* Date, time, and location of incident
* Scope of incident
* Number of people involved, affected or injured
* Immediate actions, and plans to control and/or resolve the situation
* Agencies and organizations involved in efforts
* Promise of updates as necessary and available

1. Identify key stakeholders, which may include

students

faculty

staff

campus visitors

students’ families

Communications Council

Advisory Board

Alumni Council

community partners

public officials

school districts

international programs

surrounding community

news media

1. Update welcome desk in Founders Hall, Husky Hall, Residential Village
2. Post signage on doors of all buildings as necessary
3. Initiate media log and record all actions.
4. Point news media to web status alert www.uwb.edu/emergency.
5. Record requests from and interactions with news media.
6. Monitor all news media channels and identify trends.
7. Social media
8. Internet
9. Traditional media
10. Phone calls
11. Deliver follow-up news media response and provide ongoing updates
12. Set up a Joint Information Center, if necessary
13. Update fact sheet
14. Update Emergency Executive Policy Group
15. Plan for press conference, if warranted
16. Ensure communications channels are open
17. Establish toll-free number and operators
18. Coordinate to ensure people are being directed to the proper outlet
19. Troubleshoot

**Appendix C: UW Bothell — How to Issue Alerts**

**The PIO is responsible for updating this document and distributing it to the Core Group and those who implement the alerts.**

**channels and tools**

* **MS Teams:** Crisis channel**:** [under og\_ua\_uwb]
* **SLACK:** #uwbitoutage
* **Rapid Responder:** [www.prod.rapidresponder.com](http://www.prod.rapidresponder.com) [platform used by Campus Safety to manage crisis events]
* username:
* password:
* **UW conference bridge:**  206-616-2663 [primary] or 206.221.2663 [secondary]
* toll-free 844.616.2663.
* At the audio prompt enter the conference passcode followed by the # key.
* **T-Mobile hotspot:** Alcatel LINKZONE Password:
* currently in possession of Maria Lamarca Anderson
* **radios**
* **Last Pass:** <https://www.lastpass.com/>
* password:

NOTE: PIO should activate crisis core group first if time permits. Contact Andy Ward at UW Seattle if there is a problem with activation. 206.422.3336 (m) or 206.221.4522 (o)

**ACTION #1: UW Bothell alert for sending messages to the campus community**

<https://washington.omnilert.net/admin>

username:

password:

1. Select SEND MESSAGE [left column]
2. Select 2 UW Bothell/Cascadia
3. DO NOT change the “how” section. It automatically sends to text and email.
4. Choose a template.
   1. Select option D: UW/Cascadia Alert. This allows you to create a custom message. **OR**
   2. Select one of the templates that addresses a specific incident such as an active shooter. The template will automatically fill in the UW Bothell website. Be careful not to erase it.
   3. NOTE: The message can only have 140 characters, which is roughly two brief sentences.
5. Click SEND MESSAGE. Speed of the message delivery depends on phone carriers.
6. Send an “all-clear” message when appropriate.

**ACTION # 2: AlertUs desktop alert** [shows on all computer screens]

[https://alertus01v.uwb.edu](https://alertus01v.uwb.edu/)

username:

password:

1. Click on emergency "rapid activation” (need to select 10 mins?).
2. Choose template or custom text (add More info: <https://www.uwb.edu/emergency>).
3. Send alert.

**Off-campus instructions**

Go to Big Edge client (F5) Husky OnNet and login with UW Bothell NetID and password. Go to browser and Alertus website following the above instructions.

**ACTION # 3: blog** [work with Kristian Gorman]

**Post to the** [**emergency blog**](https://www.uwb.edu/emergency)

1. Go to /emergency-blog
2. Click “check out”
3. Post as usual for a web page
4. NOTE: Put the date and time at the top of each message.

**ACTION #4: UW Bothell website banner**

[We have an obligation under the Clery Act to notify quickly. If time allows, publish details on the emergency page first. In a time-sensitive emergency, publish the banner first.]

web computing specialist [Letty Limbach 208.244.2694] or

graphic designer [Kristian Gorman 425.280.4515]

**IP address:** 140.142.231.79

**www.uwb.edu/admin** [login with Outlook credentials]

1. Go to /alert-management.
2. Go to the form tab.
3. Click Create new version.
4. Click the “reset defaults” blue button on top right. This clears the form.
5. Select alert type.

* Orange is true emergency.
* Blue is informational [e.g. phone lines are out).
* Green is all clear.

1. Enter message text.

* The title is the headline in the banner.
* The body text does not have a character limit but best practice is to keep it to a few lines.

1. Usually the url will link to /emergency but change it here if it goes somewhere different.
2. When incident is over, post a green ALL CLEAR banner – leave up for a few hours.

**ACTION #5: Social Media**

digital content specialist [Ashley Magdall 425.785.8785]

**Facebook**

username: [uwbnews@uw.edu](mailto:uwbnews@uw.edu)

password:

**Twitter**

username: @uwbothell or [uwbnews@uw.edu](mailto:uwbnews@uw.edu)

password:

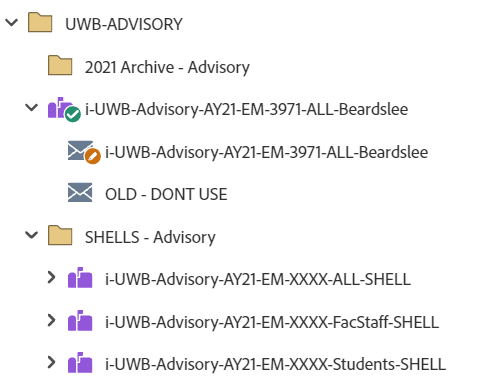
**Instagram:** uw\_bothell

password:

**ACTION #6: UW Bothell advisory email** [Marketo internal comms instance]

UX designer, graphic designer, and assistant vice chancellor can all access. Also Elise Perachio in Seattle in an emergency.

There is a shell for ALL (faculty, staff, students), just fac/staff or just students.



**ACTION #7: UW Bothell information line: 425.352.3333**

**online recording tool:** <https://depts.washington.edu/techcse/RMS/>

1. Click the green + button.
2. This pulls up an editing box where you can type in your announcement.
3. Once you have typed it in, click “start TTS” (TTS= text to speech).
4. After it’s done, click “commit TTS”
5. Call the 425.352.3333 number to be sure it’s there.

**ACTION #8: Flash Alert newswire** [news media]

* Flash Alert newswire: <http://www.flashalertnewswire.net/puget.html>
* username:
* password:
* Post closure or emergency report.

**RESOURCES**

**key partners**

Cascadia College: 425.492.0394 [PIO]

Meagan Walker 206.384-0024 [m] 425.352.8491 [o]

**news media**

Victor Balta 206.427.9100 [m] 206.543.2580 [o]

**UW Emergency Management**

Steve Charvat 206.897.8080 [m] 206.797.0176 [pager]

**City of Bothell PIO**

Cam Johnson 206.794.8892 [m]

**UWB/CC emergency page** [contains UW Bothell all hazards plan]

<https://sites.google.com/a/uw.edu/uwb-emergency-plan/> This is a Google site. Login with UW netid and then look for “sites” under the hamburger menu.

**UW Seattle virtual EOC**

<https://sites.google.com/uw.edu/uwveoc/veoc>

**Appendix E: Cascadia College — Core Crisis Communication Team**

|  |  |  |  |
| --- | --- | --- | --- |
| **Role** | **Overview of Responsibilities** | **Person** | **Contact Information** |
| PIO | Oversee CCT; Provide strategy, messaging, and approvals; Coordinate with Incident Commander | Sara Gómez Taylor | 208.860.3784 cell  425.352.8284 work  425.492.0394 PIO cell |
| Asst. PIO & Communications | Issue and track all information releases via traditional and social media outlets; Maintain media list and media log; Follow up with reporters | Satarupa Joardar | 410.982.8802 cell  425.352.8328 work |
| Operations & Logistics | Manage the CCT Information Center; Maintain documentation; Support all functions; Work in coordination with Satarupa to plan briefings, serve as media liaison/escort, and procure equipment. Coordinate to plan briefings, serve as media liaison/escort, and procure equipment. | Donna Sullivan | 425.951.0357 cell |
| Social Media Support | Support social media communication for all channels through dashboard | Nina Jouval | 425.286.5657 cell |
| Back-up Communications | Support communication efforts, as needed. | Meagan Walker | 206.384.0024 cell  425.352.8491 work |
| Research & Logistics | Monitor all media channels; Collect information, track sources, and pass along; Communicate with front desk; | Leslie Shattuck | 425.739.8236  leslie.cohan@lwtech.edu |
| Emergency Operations | Coordinating response, buildings management, and evacuation | April Brink |  |

**Appendix F: Cascadia College — Communications Practices and Procedures**

# **PROCEDURES FOR CASCADIA CRISIS COMMUNICATIONS TEAM (CCT)**

1. **Notification:** Anyone who becomes aware of a potential crisis or an emergency should contact Communications, Outreach, and Marketing PIO at 425.492.0394.
2. Verify the situation and issue alerts
   1. Confer immediately with the Incident Commander
   2. Fill out the **Situation Report Form**
   3. Follow **How to Issue Alerts** (appendix G)
   4. Establish a schedule for continuing consultation/updates
3. Activate the CCT
   1. Designate a communications Information Center
   2. Retrieve the incident binder and emergency communications kit
   3. Disseminate CCT assignments
   4. Initiate **Alert Log** to track all communications
   5. If applicable, discuss logistics regarding media’s entry to campus, parking, and boundaries
4. Contact communication partners
   1. Campus security
   2. PIOs of local police, fire, health departments, Red Cross, etc.
   3. Contact partners at UWB, Everett or LW Tech, if needed
5. Develop fact sheet and verify
   1. Date, time, and location of incident
   2. Scope of crisis
   3. Number of people involved, affected, or injured
   4. Cascadia’s immediate actions, plans to control or resolve the situation
   5. Agencies and organizations involved in efforts
   6. Promise of regular updates
6. Consider other key constituencies: visitors, parents of students, school districts, International Programs, Board of Trustees, public officials, neighbors, and news outlets
   1. Determine populations that need to be informed
   2. Update front desk
   3. Post signage on doors to CC1, CC2 and CC3 as well as at North garage entrance if necessary
   4. Initiate media log and record all actions
7. Monitor all media channels
   1. Social media
   2. Internet
   3. Traditional media
   4. Phone calls from the front desk
   5. Identify trends
8. Consider media
   1. Point them to web status alert [www.cascadia.edu/emergency](http://www.cascadia.edu/emergency)
   2. Establish a contact person if possible
   3. Record requests from and interactions w/ media
9. Deliver follow-up media response and provide ongoing updates
   1. Set up Media Center, if necessary
   2. Update fact sheet
   3. Update Incident Commander
   4. Plan for press conference, if warranted
10. Ensure communications channels are open
    1. Establish toll-free number and operators
    2. Coordinate to ensure people are being directed to proper outlet
    3. Troubleshoot

**Appendix G: Cascadia College — How to Issue Alerts**

**The PIO is responsible for updating this document and distributing it to the Core Group and those who implement the alerts.**