

Crisis Communications Annex

Version Date

May 2021

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Approval and Promulgation

It is the policy of Florida Atlantic University to communicate with its internal and external constituents, including the media and the public at large in the event of an emergency or situation of significance.

This annex is written in support of the FAU Comprehensive Emergency Management Plan (CEMP). It is flexible in that, part of the annex, or the annex in its entirety may be activated based on the emergency situation at hand.

Personnel and departments assigned specific crisis communications responsibilities must be proficient in understanding the roles and actions described herein.

This annex is intended to comply with all applicable University, local, state, and federal laws and regulations. In the absence of specific regulatory mandates for particular situations, best emergency management practices shall be followed.

The Department of Emergency Management is authorized to amend the annex in order to maintain operational consistency, implement corrective action and enhance the document or apply other appropriate changes.

This promulgation shall be effective upon signing and remain in force until amended or rescinded by further promulgation.



Dr. John Kelly
President, Florida Atlantic University



Date

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Record of Changes

Modifications and/or revisions to the Florida Atlantic University - Crisis Communications Plan are recorded below.

Change #	Date	Section/ Page(s)	Description	Authorized by

I. Introduction

Crisis communications is prompted by two reasons: risk and emergency communications and management and administrative crisis communications. Both can have a lasting effect on the reputation of the institution. Risk and emergency communications are associated with natural, technological and man-made emergency events where the message supports the emergency operations underway. Management and administrative crisis communications are associated with the public's perception, donor, vendor and key stakeholder relationships, legal actions, etcetera where the message is the biggest part of the strategy.

A. Purpose

The purpose of the Crisis Communications Annex is to provide the framework and guidance to coordinate the risk and emergency crisis communications and the management of and administrative oversight for crisis communications.

B. Scope

This annex supports the University's Comprehensive Emergency Management Plan (CEMP) and broadly addresses the two main categories of crisis communications:

- Risk and Emergency Communications:
 - Emergency Alerting: this is primarily addressed in the Emergency Notification and Alerting Annex, but this type of messaging propels the process of crisis communications that engages this annex.
 - Emergency Communications: messaging developed to inform the University community of the University's operational status and actions as it relates to management of the emergency event.
 - Risk Communications: messaging developed to educate the University community regarding health, safety and security risks, such as emerging infectious diseases, etcetera

- Timely Warning – messaging developed to provide notice to the University community after the occurrence of Clery Act crimes. This plan does not address this type of crisis communications but may address the process of crisis communications that succeeds a timely warning and engages this annex.
- Management and Administrative Crisis Communications:

This messaging is developed to:

- Address challenges faced by the University requiring urgent responses, such as:
 - Planned events: for example, a controversial speaker
 - Forecasted events: for example, protests or demonstrations
- Address major political, social, security impacts to the region or nation that generates significant interest from the University community.
 - Address other situations of significance that may develop (sometimes slowly over the course of time) that need to be managed, such as or research protocol, organizational misdeeds, etcetera.

C. Organization

Annex

The annex describes the framework for crisis communications by outlining how the University:

- Assesses the emergency event or situation and determine whether crisis communications are warranted.
- Determines appropriate segments of campus or specific campuses to communicate with.
- Determines message content and appropriate methods to employ, and,
- Controls the flow and accuracy of information.

Appendices and Attachments

These provide supplemental information in support of the annex.

D. Situation Overview

A Crisis Communications Annex is critical because:

- Many emergencies and situation of significance demanding crisis communications will be “without warning.”
- The scope of an emergency or issue is not always clear at the onset and can escalate.
- Multiple methods need to be employed because:
 - No one-method of communication will reach everyone, everywhere, every time.
 - There is a need to capture the University community’s attention regardless of location or other factors.
 - Standardized messaging assists in rumor control and control of the spread of inaccurate information.

E. Assumptions

The following are aspects of the nature of crisis communications that are treated as true for the purposes of developing this annex to the CEMP:

- If an incident occurs suddenly and the situation evolves rapidly, information may be incomplete or unconfirmed. Every effort will be made to provide full and complete information with each message.
- Intended audiences may not receive or may receive delayed messages due to situations beyond the control of the University.
- People will seek – and trust – other sources of information (e.g. news reports, social media, rumors, and word of mouth) in the absence of official communication.
- Incorrect information – this may be generated and distributed by individuals outside official channels (i.e. word of mouth, text messaging).
- Overwhelmed communication systems can impair the University’s ability to communicate with the community.
- Various factors can influence the University community’s actions to a crisis communications message:

- Interpretation – different people may come to different conclusions regarding the meaning of the messages. Some may interpret themselves to be in immediate danger (even if this is not the case).
- Previous experience – oftentimes, people will rely on previous experiences and the outcomes to determine the meaning of the message.
- Perception – the individual’s perception of timely communication and updates dictates their perception of aptitude of the University at effectively handling the emergency or situation of significance.

II. Concept of Operations

A. General and Plan Activation

Crisis communications occurs across all phases of the emergency management cycle regarding any actual or potential hazard, threat or situation of significance that is imminent, affecting or has the potential to affect the University community or impact the University’s reputation. Crisis communications strategies are developed for all incident/hazard types and depending on incident type, parts of the annex or the entire annex may be activated.

1. *Without Warning/Sudden Crisis Communications*

This is a crisis that occurs without warning and is beyond the institution’s control. Situations that require risk and emergency communications tend to belong to this as well as certain management and administrative crises that require urgent communications.

Emergency Activation of FAU Alert:

Crisis communication occurs concurrently with or shortly after issuance of emergency notification and alerting messaging and complements the notification and alerting process by ensuring that the broader University community has pertinent information regarding University operations. It is understood that once an emergency alert is issued, this annex is activated.

All Other “Without Warning” Situations:

Crisis communication messaging will be employed for situations that occur suddenly and do not require immediacy of emergency alerting or complement it, but rather, fall under risk communications and

management and administrative crisis communications, as appropriate. The degree of plan activation is dependent on incident type and emergency operations underway.

2. With Warning/Anticipated/Forecasted Crisis

These crises prompt management and administrative crisis communications and any university official or administrator should notify the Division of Public Affairs to evaluate and determine activation of the annex and degree of activation.

3. Smoldering Crisis

These develop into situations of significance over time and can arise from legal actions and lawsuits, complaints, ongoing student actions, sudden changes in leadership, investigations, etcetera. These crises prompt management and administrative crisis communications and any university official or administrator should notify the Division of Public Affairs to evaluate and determine activation of the annex and degree of activation.

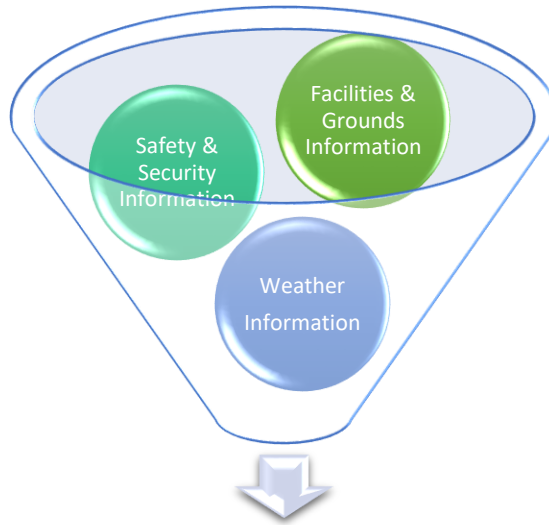
4. University Declared State of Emergency

A university declaration of state of emergency prompts the activation of this annex. Declaration of a University state of emergency is determined by the President or designee. Refer to CEMP – Basic Plan for further information.

B. Communications Process

Given the urgency of communicating critical information to the University community and the media, the overall approach is to evaluate information to determine whether a hazard, threat or situation of significance exists, then to decipher potential or actual impacts, the urgency and target audiences that need messaging and pair up with best-suited internal and external modalities and platforms.

Templates can be developed to quickly populate pertinent or relevant information, determine appropriate audiences for message tailoring and identify best-suited channels for crisis communications dissemination.



Hazard, Threat, or Situation of Significance?

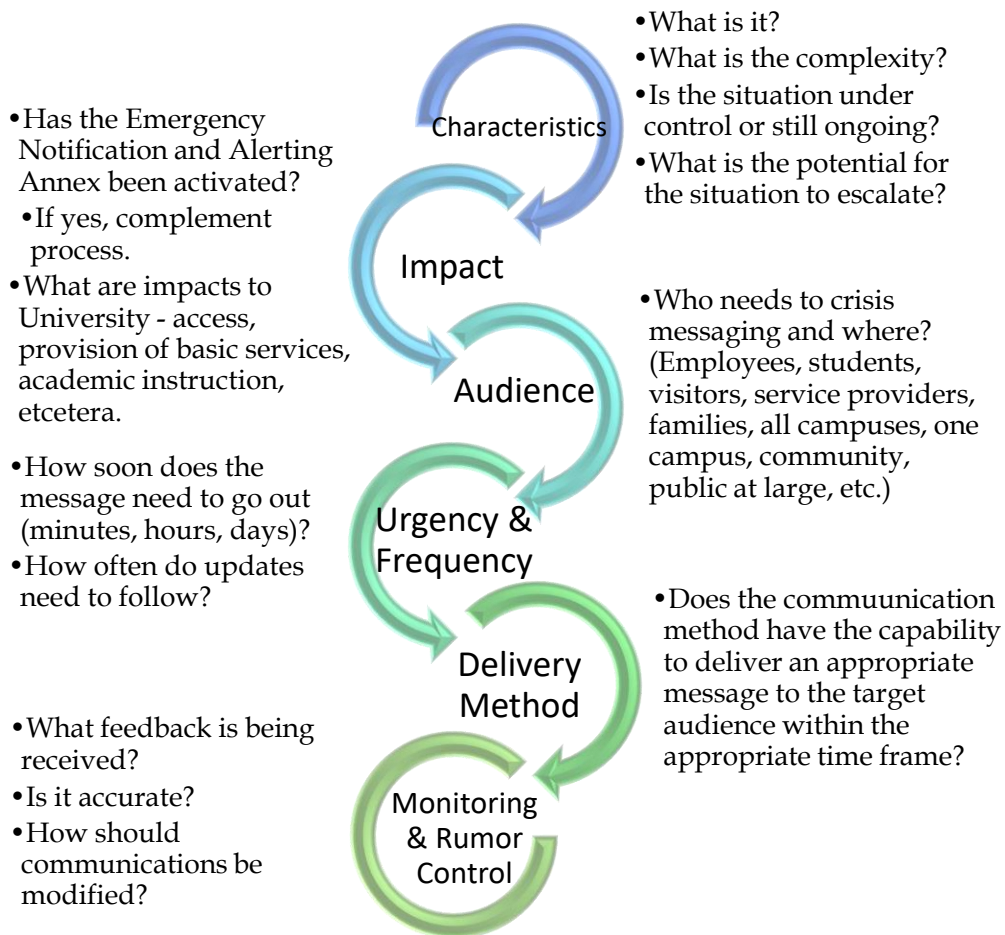


Figure 1. Crisis Communications Process Flow

C. Communications Coordination

It is essential that the crisis communications process be organized and coordinated to effect unified, standardized, and consistent messaging.

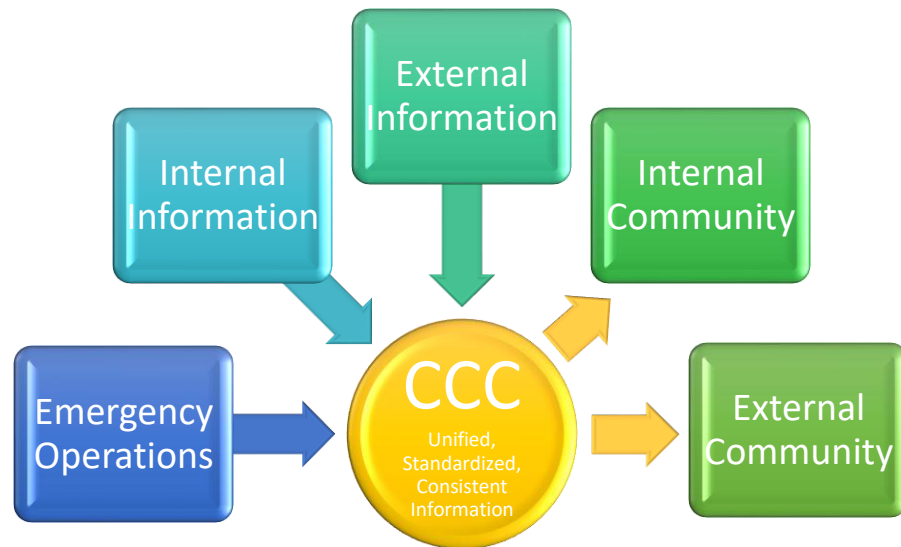


Figure 2. Crisis Communications Coordination

1. Communications Coordination Center (CCC) and Crisis Information System (CIS)

The CCC is a separate area/space that houses the Crisis Communications Team and is in close contact with the Emergency Operations Center (EOC), in particular, the Communications and Media Relations ESF. This space can be physical or virtual to accommodate the nature of the emergency event and crisis communications process resulting from it. It is established at the request of the IC/UC, EOC Director, or Public Information Officer (PIO).

The CIS is the process of coordination of information across disciplines, emergency support functions, and campuses to ensure that the information being released is unified, standardized, and consistent.

Depending on the incident types and associated emergency operations, coordination may be needed solely amongst units internal to the University or amongst the University and external groups assisting in emergency operations.

2. Joint Information Center (JIC) and System (JIS)

If local, state or federal agencies or other non-FAU entities are involved in emergency operations or managing situations of significance, the Communications Coordination Center will include the Joint Information Center (JIC) to coordinate crisis communications.

The Joint Information System (JIS) is the process of coordination of information amongst the University and jurisdictions to ensure that the information being released is unified, standardized, and consistent.

3. Emergency Operations Center (EOC)

The CCC collaborates with the EOC, in particular, the Communications and Public Information group. Those designated to effect this Emergency Support Function (ESF) are responsible for working with all other appropriate support functions to receive the information needed to craft crisis communications messages as well as disseminate messages to target audiences. This collaboration may occur throughout all levels of EOC activation (1-4).

D. Target Audience(s)

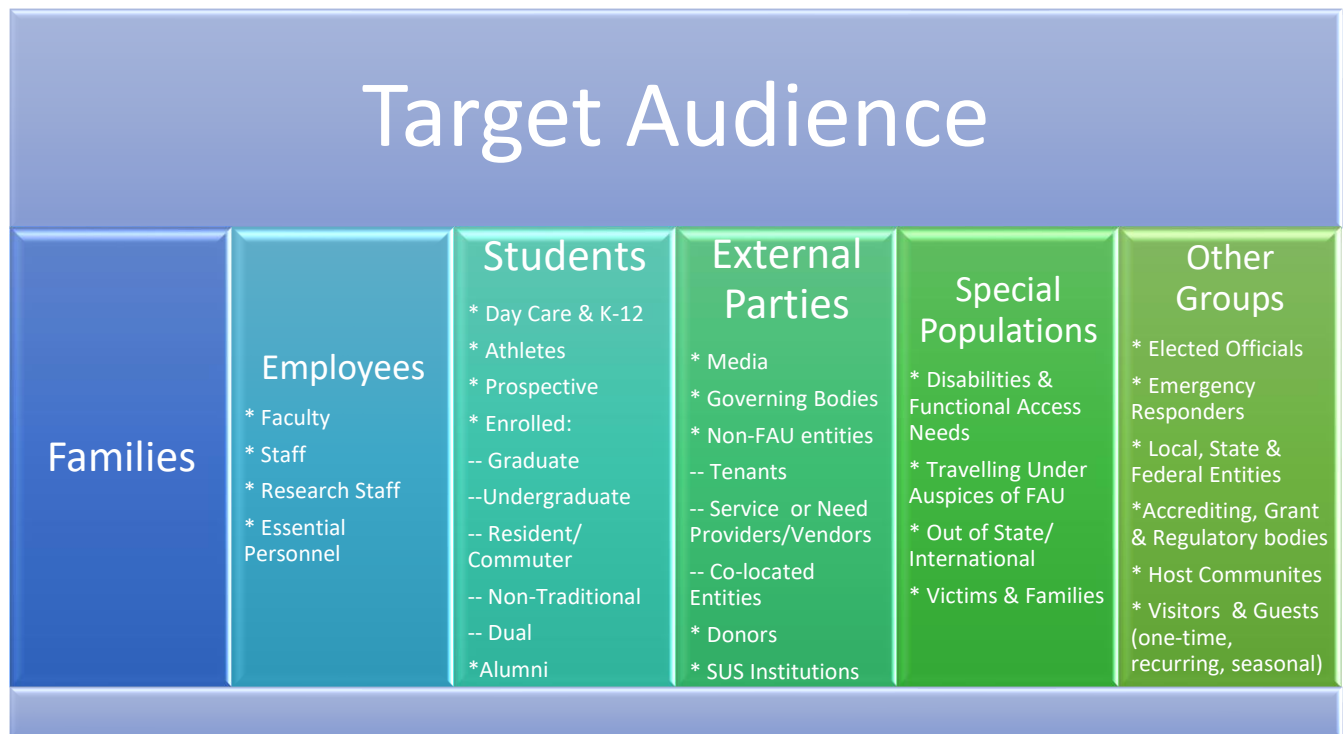


Figure 3. Crisis Communications Audience

Depending on the impacts of the emergency or situation of significance, varying target audiences require crisis information. This drives the content, timing and distribution of messaging.

E. Message Elements and Content

Messaging must be able to manage the expectations of the University's varying target audiences. In general, message content should include:

- A summary of the emergency or situation of significance.
- Impact to the University.
- Actions the University community directly affected should take.
- Actions the University is taking to mitigate, contain or stabilize the situation.
- Actions the University community who may be indirectly affected should take.
- Overall steps to be taken by the University community to return to normal after the emergency or situation of significance.

Without warning/sudden crisis messaging may not be possible to provide comprehensive information at the onset. In this case, the Crisis Communications Team must be prepared to provide brief messaging acknowledging the emergency or situation of significance, indicating that the University is responding, and that more information will be provided as it becomes available. With warning/anticipated/forecasted crisis messaging, there is more time to gather information from all pertinent sources, and for the message to be crafted and reviewed by all pertinent parties. Messages need to be:

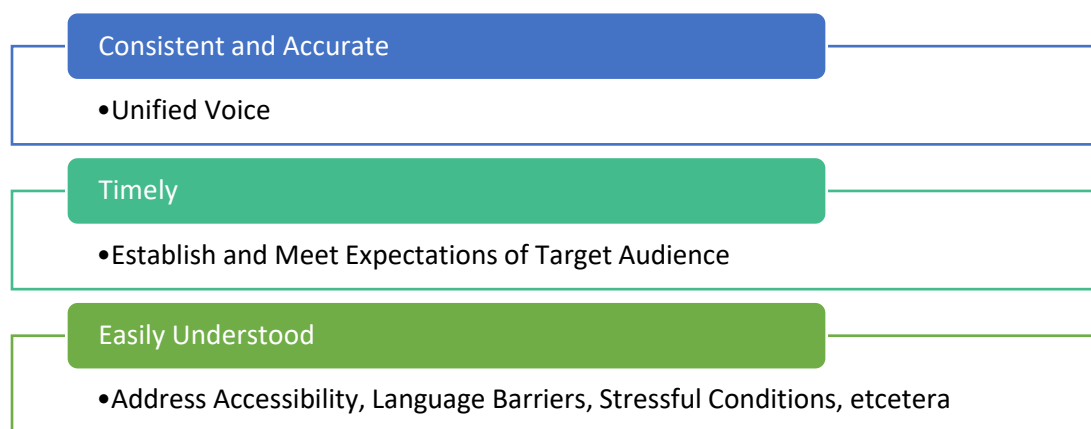


Figure 4. Crisis Communications Message Elements

1. Message Consistency and Accuracy

Messages need to be consistent – that is, a one-voice approach for the University so to avoid conflicting information being disseminated to the University community. The information needs to be accurate for the University to remain a trusted source of information.

2. Message Timeliness

Communications schedule must be developed by the Crisis Communications Team and as to when messages will be disseminated to the target audiences. When possible, the communication schedule, or appropriate periods thereof, should be shared with the target audience. This schedule should be strictly adhered to and a message should be sent out at the appointed time even if no new information is available or will be made available shortly. This ensures that the University remains the official source of information. Schedules should be revised as emergency operations dictate.

Communication schedules can be developed ahead of time, such as in the planning phase for hazards and threats that are most likely to impact the University community, and pre-event for those with warning.

3. Message as Easily Understandable and Accessible

Messages should be written in plain, easily understood English, making the content accessible to people under stress, at various reading levels, and people whose first language is not English. Those with visual and auditory impairment must be taken into account, such as individuals who use screen readers, and using modalities for both the oral and written word.

F. Media Monitoring and Rumor Control

Monitoring of traditional and social media is imperative to determine whether problems exist in how the information is flowing to these platforms. The Crisis Communications Team leads this effort and will do so over the course of the emergency.

A process must also be in place to actively identify rumors and misinformation and correct them. All emergency support functions can assist by reporting rumors and misinformation to the Crisis Communications Team and Communications and Media Relations ESF.

G. Inquiries

Media inquiries are to be directed to the Media Relations unit of the Division of Public Affairs.

All other inquiries will be handled through the PIO utilizing the Crisis Communications Team members as appropriate and use of delivery modalities such as social media, FAU Advisory page etcetera.

H. Media Relations

Cooperating with the media provides the University with several important benefits the opportunity to provide accurate information regarding emergency operations and managing situations of significance. By engaging with the media in a meaningful way, may prevent or lessen reporters from seeking out secondary sources that are typically less informed and more likely to misrepresent the University.

A. *University Spokesperson*

The University spokesperson will be assigned to provide key messages and emerging facts to the public/media. The Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer shall determine who serves as a spokesperson. The individuals selected will have the highest credibility of the University, and additional public information officers can manage briefings, media questions between formal press gatherings.

Spokesperson duties are directly related to the situation at hand and who would be the best-suited, available person to address the University's audience. Ad-hoc or ex officio individuals are selected by the Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer based on the situation of significance at hand. The PIO or designee has created an "On-the-Go" protocol for these types of situations.

These are usually members of the Emergency Management Team, for risk and emergency communications.

B. *Media on University Campuses/Sites*

The Division of Public Affairs is primarily responsible for enabling news media to cover an ongoing event or situation of significance on campus without disrupting emergency operations or unduly interfering with University operations. Appropriate action will be taken against any media operations that are disrupting University emergency operations or unduly interfering with University operations.

Public areas of the University's campuses or sites are normally open to the news media. News media may be denied access to the location of an emergency, in particular, on the basis of risk to their own safety or other grounds for legally excluding news media from a defined area -- for example, if it is declared a crime scene.

Should the media attempt to access or are invited to spaces such as classrooms or labs or residence halls, for reporting or filming purposes, prior clearance is needed. Guidelines are located on the Media Relations webpage: <http://www.fau.edu/publicaffairs/media-relations/guidelines.php>.

In the event of an emergency or dangerous situation, news media will be present on the University's campuses or sites and attempting to move around. With the assistance of and coordination with the Law Enforcement emergency support function, they will be directed to pre-determined media staging areas, where they can have access to appropriate parking, access to the University spokesperson and other needs.

If appropriate, and in coordination with the EOC, media personnel may be escorted from the staging site to restricted areas for brief periods of time. They must agree to adhere to University policy and any others that are situation specific.

C. Press Briefings

This allows the University to directly brief the news media regarding an emergency or situation of significance. Ideally, if there is a media staging area, press briefings can occur there; however, if another is more suitable, the Crisis Communications Team will arrange to have the area made available with proper access control and other needs, such as power, etcetera provided.

The University spokesperson/PIO will conduct the press briefing and key members of the Executive Policy Group (core or ad-hoc) or Emergency Operations Team (EOT), directly involved in operations may be called upon to speak during the briefing. The Crisis Communications Team will ensure that all appropriate parties are prepared accordingly.

III. Organization and Assignment of Responsibility

A. Crisis Communications Team

The personnel principally responsible for crisis communications are staff belonging to the Division of Public Affairs, led by the Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer, reporting to the President of the University. This is considered to be the “core team”.

In addition to the Division of Public Affairs staff, the Crisis Communications Team also consists of Emergency Operations Team (EOT) staff and other University staff who oversee specific populations or audiences that need tailored crisis communications, such as the PK-12 programs.

The Team also includes Non-FAU entities to handle interagency coordination and integration.

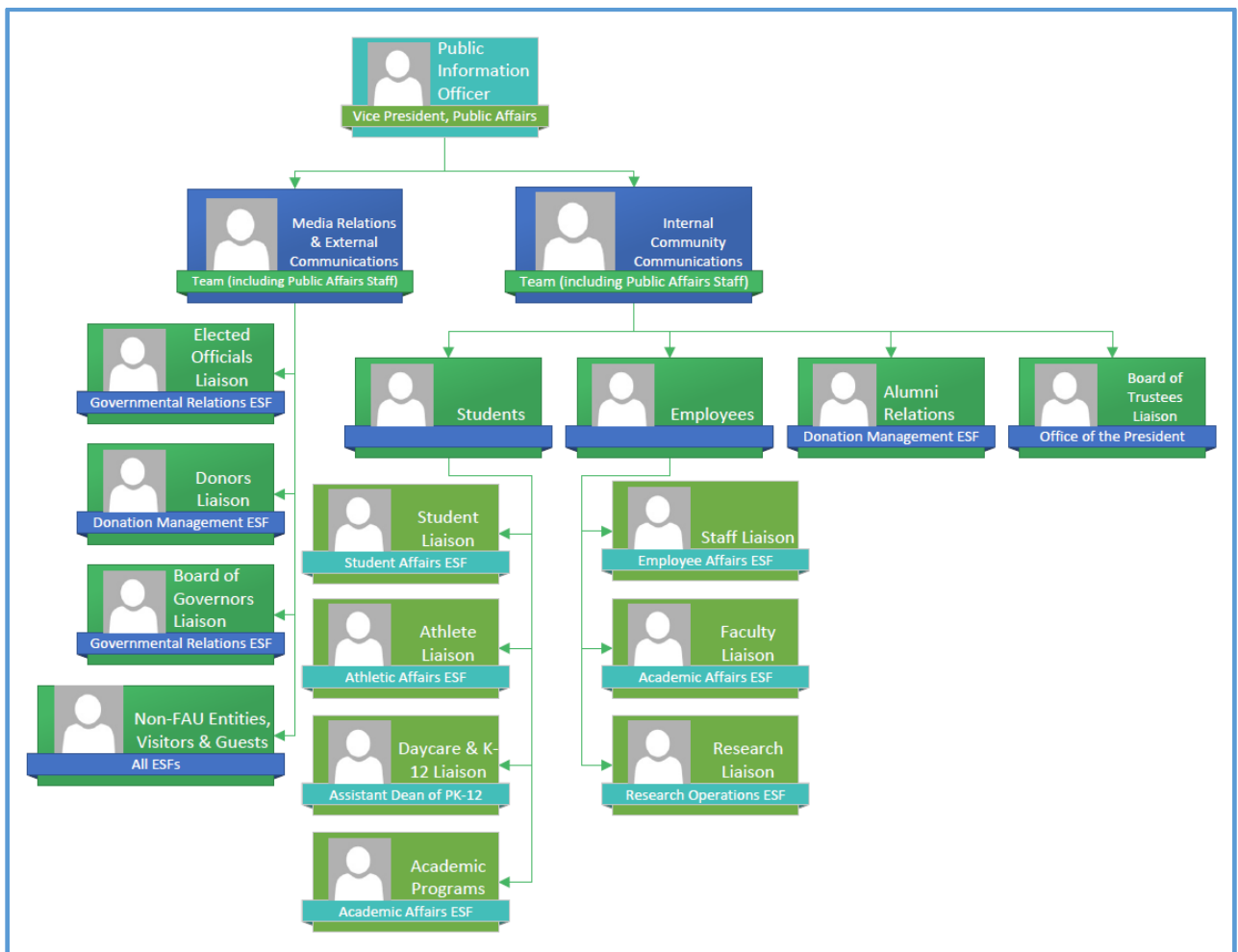


Figure 4. Crisis Communications Team

1. *The Public Information Officer (PIO)*

The Public Information Officer (PIO), or designee, leads the Crisis Communications Team during an emergency, dangerous situation or situation of significance. The PIO assumes oversight of coordination of the crisis communications process to ensure that the University remains the official, trusted source of information by:

- Establishing a crisis communications strategy for crafting, approving and distributing messages for internal and external use that is timely and includes comprehensive and accurate information using appropriate channels.
- Determining internal groups and external entities that information is needed from and needs information.
- Managing public and media inquiries and establishing a media relations management plan.
- Establishing a process to monitor news and social media platforms.
- Coordinating with emergency operations.
- Developing a rumor control strategy to combat misinformation and rumors.
- Ensuring that compliance and legal review and input is solicited if the nature of the communications require it.

PIO duties are to be separate from spokespersons duties even though at times, it may overlap. PIO order of succession is as follows:

- Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer
- Associate Vice President, Communications and Marketing
- Associate Vice President, Media Relations and Public Affairs
- Chief Press Officer

2. *Crisis Communications Team*

The Crisis Communications Team will implement the strategy(ies) set forth by the PIO, or designee, to craft, approve and distribute messages for internal and external use. The team comprises of existing members of the EOT, as well as specific areas internally and externally that can provide information useful to the strategy and can disseminate information to target audiences.

3. Emergency Operations Team (EOT)

All emergency support functions representatives are responsible for providing frequent updates to Communications/Public Information Group to effect crisis communications.

The Communication/Public Information Group is the liaison to the Crisis Communications Team and assists in collecting information and implementing the crisis communications strategy.

Emergency Activation of FAU Alert:

Emergency Operations Team (EOT) members who are responsible for the crisis communications functions will treat any activation of the FAU Alert system as the impetus to take the following steps:

- Prepare to respond to the Unit Operations Center, the Emergency Operations Center, or on scene.
- Join the emergency operations conference call/bridge, if activated.

4. Other Important Stakeholders

Crisis communication messaging will be employed for situations that occur suddenly and do not require immediacy of emergency alerting or complement it, but rather, fall under risk and emergency communications, and management and administrative crisis communications, as appropriate.

- a) In the case of these situations, the Incident/Unified Command or Emergency Operations Center Director will determine the need to implement this annex. In cases such as this, the Vice President of Administrative Affairs will be informed and attempts to contact the lead communications person will occur as follows:
 - i. Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer
 - ii. Associate Vice President, Communications and Marketing
 - iii. Associate Vice President, Media Relations and Public Affairs
- b) Upon receiving notification, the lead communications person assumes the role of Public Information Officer (PIO) until either transferring responsibilities or the emergency or situation of significance concludes.
- c) The PIO assumes the responsibility of activating the Crisis Communications Team.

IV. Administration

A. Essential Elements of Information

General

Overall Campus Operations, Protective measures

- Overall emergency coordination, planning/forecasting highlights
- Site/building specific, task/action specific, time specific/dependency, category specific

Safety, including EHS

Notices, Practices/Guidance, Intelligence & Investigations

- Site/building specific, task specific, time specific, reporting, guidance and recommendations, enforcement actions/protocol, available services & resources

Disability & Access

Notices

- Site/building specific, task specific, time specific, reporting, guidance and recommendations

Access Management

Travel, Access Control, Transportation

- Route/region specific, site/building specific, requirements, navigation of campus/site grounds and paths, time specific/dependency, provider specific, task specific

Infrastructure

Facilities, Grounds, Communications & Computing

- Site/building specific, damage assessment & reporting, delivery specific, platform/application specific

Human Resources

Personnel Recall, Compensation, Supplementation, Other

- Site/building specific, task specific, time specific, time input, time tracking/force account labor, protocols, guidance and recommendations, volunteers - host community, university community, needs specific, requirements

Academic Affairs

Classes/Instruction, Deadlines, Support Services

- Site/building specific, delivery mode specific, discipline specific, time specific, service specific

Research

Operations

- Site/building specific, discipline specific, guidance and recommendations

Health & Medical

Public Health/Medical & Behavioral

- Treatment & care, guidance & recommendations, support services & resources, reporting & surveillance

Student Affairs

Housing/Lodging, Athletics, Other

- Site/building/room/location specific, action/task specific, time specific/dependency, guidance & recommendations, available services and resources

Food Services

- Site/building specific time specific/dependency

Events

Indoor, Outdoor, Other

- Site/building specific, time/action specific, guidance and recommendations

Procurement

Pre-, During, Post- Event, Donations

- Process, requirements, time specific/dependency, guidance and recommendations, available services & resources, needs specific, task specific

Cost Recovery

Pre-, Post- Event

- Labor/force account tracking, equipment costs & usage, service costs, documentation & assessments

Survivors, Victims & Families

Reunification, Assistance, Other

- Site/building specific, available services & resources, reporting

Accounting for Persons

Accounted for, Missing, Transported for Treatment, Other

- Time specific, site specific requirements, guidance & recommendations

Crafting crisis communications messaging comprises of collecting and including essential elements of information that are pertinent to the situation at hand and relevant to the target audience involved.

B. Recordkeeping

The Crisis Communications Team is responsible for keeping copies and records of all crisis communications messages disseminated to any target audience. For risk and emergency communications, documentation will be kept for a period of 5 years. For management and administrative crisis communications, documentation will be kept for a period of 5 years.

All pertinent information will be used in After Action Reports for corrective and improvement plans.

C. Logistics

Coordination tools to support this plan include platforms provided by the University in general, the Crisis Communications Core Team - Public Affairs, and the Emergency Operations Center.

The University provides modalities such as email, which can be used for day-to-day and routine coordination. One on one or group coordination may occur via cellular or landline telephone modalities, whereas group coordination may occur via audio or video conference platforms. Virtual, collaborative workspaces, hosted by the University, may serve to share and edit documents, facilitate group messaging and serve repositories and archives. The emergency operations center has capabilities both virtual and physical to facilitate communication coordination.

V. Plan Development and Maintenance

The Department of Emergency Management facilitated the development of this Annex with participation from the Emergency Management Advisory Group. The annex was written to be consistent with the University's CEMP - Basic Plan and all appropriate annexes.

Revisions to this Annex will be on an "as needed" basis following actual events, exercises, revisions or additions to governing laws or regulations, or periodic review of Annex sections by the Emergency Management Team. The Annex will undergo formal review by the Department of Emergency Management and the Emergency Management Advisory Group (EMAG) every 5 years.

VI. Authority and References

Florida Atlantic University's policy - University Policy 1.14 (Emergency Management) establishes the authority for the development and implementation of this plan.

The following laws, standards and regulations were used to provide the requirements, further authority and guidance to develop this Annex not included in the CEMP - Basic Plan:

1. Industry Best Practices
 - a. Centers for disease Control and Prevention: Crisis and Emergency Risk Communication: Crisis Communication Plans (2014)

Appendix 1 – Coordination Tools and Locations

I. Coordination Tools

A. University

- Email – day to day operations
- Microsoft Teams – virtual file sharing, document editing and repository, task management and virtual collaboration

B. Public Affairs

- Email
- Text Messages

C. Emergency Operations Center

- See Emergency Operations Center Plan/SOP

II. CCC Locations

- Boca Raton Campus:
 - Public Affairs Conference Room – Bldg.10
 - Campus Operations – Bldg. 69, Rm. 107
- Jupiter Campus:
 - Administration Suite – AD222
- Broward Campuses:
 - Davie Campus – LA201
- HBOI:
 - Link Engineering Bldg, (LE), Room 226

Appendix 2 – Delivery Methods and Modalities

System	Description	Target groups	Maintenance	System Operators
Website	Detailed messages on advisory page and button on home page	FAU Community	Public Affairs, OIT	Scott Silversten Reinier Potts Konstanin Kunyanskiy
Email	University-wide email blasts	Employees Students	OIT	Scott Silversten Dawn Howard Lisa Metcalf
Social Media	Facebook and Twitter platforms	FAU social media community		Stephanie Bihl Rachel Soler
Hotline	Recorded Phone Message	FAU Community		Scott Silversten Dawn Howard Amy Butler
@FAUNews Desk	Media Relations official Twitter handle	Reporters, government agencies, elected officials, public	Media Relations	Joshua Glanzer Brittany Sylvestri Lisa Metcalf
Press Releases / Advisories / Alerts	Materials distributed directly to media outlets and reporters	Media	Media Relations	Lisa Metcalf Joshua Glanzer
FAU.edu / NewsDesk	Media Materials posted on FAU's official website	All relevant audience groups with focus on FAU community	Media Relations, Website Team	Joshua Glanzer Lisa Metcalf Brittany Sylvestri

System	Description	Target groups	Maintenance	System Operators
Media Briefings	In person way to disseminate and update information to public via media outlets/reporters.	All	Media relations and others	Joshua Glanzer Peter Hull

Appendix 3 – University Spokesperson

I. Protocol (applicable to all campuses):

1. Depending on the incident, Media Relations will identify and contact designated point persons to obtain most accurate, updated information possible of the incident.
2. Media Relations will review this information with senior leader(s) directly involved with incident communications and the designated spokesperson to determine what to incorporate into talking points and formulate distribution timelines.
3. Media Relations will review draft talking points with spokesperson and designated senior leader (if available).
4. Media Relations will distribute talking points via methods and modalities at agreed on distribution timelines.
5. Based on feedback, Media Relations will determine any needed adjustments to timelines or process.
6. Process will be repeated as needed.

II. Ad-Hoc/Ex-Officio Spokespersons:

The Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer shall determine who serves as a spokesperson. Designation as a University spokesperson is dependent on the issue/event at hand.

For risk and emergency communications, individuals identified as most likely being University spokespersons include:

- President or designee (overall University messaging)
- Chief of Police or designee (primarily for law enforcement-related actions, emergencies)
- Provost or designee (primarily for academic affairs-related concerns)
- Vice President, Student Affairs or designee (primarily for student -related concerns)
- Director, Environmental Health and Safety (primarily for health, public health, environmental health and safety concerns)

For management and administrative crisis communications, the most suitable individual will be determined based on the situation of significance at hand.

Appendix 4 – Crisis Call Center Management

The University's Crisis Call Center is a contracted service that will be activated for situations of significance or emergencies in which the University's ability to handle inquiries from the University community and public at large is exceeded, or as deemed appropriate by the President or designee. Examples include, but are not limited to:

- Catastrophic events such as mass casualty emergencies
- Situations of significance that prompt mass phone calls to the University

The University can call to consult and/or activate services. A determination of the scale and scope of the services needed will be made jointly based on the information provided by the University. Once this has been decided, the contracted service provider will mobilize the appropriate teams and services within 1-hour.

Media calls are not handled by this service, but instead are routed to the Media Relations.

I. Activation of Services:

A. Who Can Authorize an Activation?

Individuals who can authorize activation of the call center are as follows:

- President or designee (risk & emergency and administrative & managerial communications)
- Vice President, Administrative Affairs (risk & emergency and administrative & managerial communications)
- Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer (risk & emergency and administrative & managerial communications)
- Director, Emergency Management (risk & emergency communication only)

B. Who Can Establish Connection to Activate Services?

The following individuals can call the service provider and request activation of services are as follows:

- Vice President, Administrative Affairs, or designee (risk & emergency and administrative & managerial communications)

- Director, Emergency Management (risk & emergency communication only)
- Chief, University Police (risk & emergency communication only)

C. Who Can Approve Emergency-Specific Messaging?

Individuals who can approve emergency-specific messaging on the toll-free inquiry line are as follows:

- Vice President Public Affairs and Chief Communications Officer and Chief Marketing Officer
- Associate Vice President, Marketing and Communications
- Associate Vice President, Media Relations and Public Affairs
- Director, Emergency Management
- Vice President, Administrative Affairs

D. Essential Elements of Information

The following essential elements of information are needed before, during and after activation of services:

- University's Unique Identifier: FAU
- Incident details:
 - What happened?
 - When?
 - Where?
 - How many affected, if known?
 - If applicable describe current activity scene:
 - Presence of emergency responders? Law Enforcement, Fire, etc.?
 - EMS on scene?
 - Media on scene?
- Victims/Survivors details: Addressed in Accounting for Persons Annex

E. Activation Procedures and Process:

The activation process is as follows:

- Dial 866-301-8811 for consultations or to activate the Crisis Call Center.
- Provide incident details – see Elements of Information section of appendix.
- The service provider will, within 1 hour:
 - Conduct internal briefings,
 - Mobilize team(s) to establish and staff conference bridge and call center.

- Establish conference bridge:
 - Service provider will issue phone number and secure access code for conference bridge to link the University’s EOC to the service providers EOC;
 - University will identify (if not already identified) phone line to be utilized as the call center conference bridge.
- University crafts and approves emergency-specific messaging as indicated in the annex.
- University provides approved messaging to conference bridge staff.
- Repeat process according to establish schedule for as long as services are needed.

Please note:

Black Swan Solutions will provide the following details to clients at the time of activation:

- Empathia-Client Conference Bridge # and access code
- Client-specific secondary authentication codes
- FAU’s internal number **888-832-8695** will be pointed to Black Swans’s local number assigned to FAU **920-365-4070**.
- When accounting for people, individuals can text Black Swan at **61295** and our unique identifier will be FAU.

Step by Step Process to Activate Services

00:00 School Representative:

- 1- Contact Black Swan Solutions activation line at +1-866-301-8811 in U.S / 262-574-2542 outside U.S.
- 2- Provide incident details
 What happened? When? Where? Estimated # of individuals affected?
 Hospitals to which victims have been transported?
- 3- As applicable, describe current activity at the scene
 Presence of law enforcement? Fire and Rescue? Media?
- 4- Based on scale of incident, identify scope of response
- 5- Obtain Black Swan Solutions’ secure conference bridge # and access code

00:30 School Representatives:

- 6- Dial into Black Swan Solutions’ secure conference bridge line to discuss:

- confirming verbiage for the IVR and scripting for call center counselors;
- retrieving employee/contractor data that needs to be uploaded into the database;
- accounting for people process;
- instructing individuals on how to self-report status;
- identifying language capabilities needed;
- confirming how media calls should be handled;
- determining preferred frequency of status reports

00:45 - 01:00 Black Swan Solutions confirms readiness of the Crisis Call Center and toll-free Inquiry #s

7- Release press statement that includes toll-free inquiry #(s) as well as other means to communicate with Crisis Call Center (via text, on-line form, etc.)

Join regularly scheduled conference calls with Black Swan Solutions to continuously exchange information about:

- Call volume/themes/issues
- Refinement of missing persons' list
- Updates from scene
- Hospital information
- Updating of scripts

Deactivate services when no longer needed.

II. University Profile

Item	Details		
Primary Contacts <i>(Activating services)</i>	Name: Mr. Jaeson Weber	Name: Ms. Melonie Carmichael	Name: Ms. Stacy Volnick
	Title: Director, Emergency Management	Title: Coordinator, Emergency Management	Title: Vice President, Administrative Affairs
	Email: jweber15@fau.edu	Email: mcarmichael@fau.edu	Email: svolnick@fau.edu
	Cell #: (561) 212-1315	Cell #: (561) 419-5490	Cell #: (561) 239-2274
Primary Contacts <i>(During activation for all services)</i>	Name: Mr. Jaeson Weber	Name: Ms. Melonie Carmichael	Name: Ms. Stacy Volnick
	Title: Director, Emergency Management	Title: Coordinator, Emergency Management	Title: Vice President, Administrative Affairs
	Email: jweber15@fau.edu	Email: mcarmichael@fau.edu	Email: svolnick@fau.edu
	Cell #: (561) 212-1315	Cell #: (561) 419-5490	Cell #: (561) 239-2274
Primary Contacts <i>(During activation for crisis communication)</i>	Name: Mr. Scott Silversten	Name: Joshua Glanzer	Name: Peter Hull
	Title: Associate Vice President for Communications and Marketing	Title: Associate Vice President for Media Relations and Public Affairs	Title: Vice President, Public Affairs and Chief Communications Officer and Chief Marketing Officer
	Email: ssilversten@fau.edu	Email: jglanzer@fau.edu	Email: hullp@fau.edu
Org HDQ	Address: 777 Glades Road		City: Boca Raton
	State/Country: FL		Zip/Postal Code: 33431
Org EOC	Phone #: (561) 419-5490	Fax: (561) 297-3477	Email: em@fau.edu
Crisis Response Call Center	Contacts authorized to approve incident-specific messaging on toll-free inquiry line on behalf of the organization:		
	Name: Mr. Scott Silversten	Title: Associate Vice President, Communications and Marketing	Cell/EOC#: (561) 221-7636
	Name: Mr. Joshua Glanzer	Title: Associate Vice President for Media Relations and Public Affairs	Cell/EOC#: (561) 212-2924
	Name: Mr. Peter Hull	Title: Vice President, Public Affairs and Chief Communications Officer and Chief Marketing Officer	Cell/EOC#: (561) 212-3970
	Name: Mr. Jaeson Weber	Title: Director, Emergency Management	Cell/EOC#: (561) 212-1315
	Unique identifier (for texting option): FAU		
	How does the organization want <i>media</i> inquiry calls handled?		How does the organization want <i>employee</i> inquiry calls handled?
	Refer to website? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, URL: www.fau.edu/advisory	Refer to intranet? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Refer to phone #? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If yes, phone #: (561) 212-2924	Refer to phone #? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
	Black Swan to process calls? <input type="checkbox"/> Yes* <input checked="" type="checkbox"/> No		Black Swan to process calls? <input checked="" type="checkbox"/> Yes* <input type="checkbox"/> No
Public Relations	How will PR be handled? <input checked="" type="checkbox"/> In-house <input type="checkbox"/> Outside firm	Contact name: Joshua Glanzer	Title: Associate Vice President for Media Relations and Public Affairs
		Firm: []	Contact name: [] Contact #: []
Social Media Alerts	Does your organization use Social media to communicate during a crisis? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If Yes, provide links:	Facebook: https://www.facebook.com/FloridaAtlantic Twitter: https://twitter.com/FloridaAtlantic
Employee Support	HR Contact Name: Chitra Iyer, Vice President Human Resources		Contact #: (561) 297-3076 cell (561) 245-11383
	Does your organization have an EAP? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	If Yes, Company name: Horizon Behavioral Health	Contact name: Contact #: 800-865-3200

Appendix 5 – Media Staging – Large Press Operations

Boca Campus

- Stadium (FS-100), Recruitment room
- Fleming West (CR-31E), Student Senate Chambers
- Lot 5 (Outside location)
- Culture and Society (CU-97), Room TBD

Possible materials needed:

1. Branded step and repeat
 - a. **Point: Scott Silversten**
2. Podium
 - a. **Point: Keven Hackett at 561-231-3197/561-703-8046 (cell) or Other Mobile: 561-212-8184**
3. Multi-box
 - a. **Point: Josh Glanzer/Lisa Metcalf**
4. Sound system
 - a. **Point: Glen Campbell glen@fau.edu or 561-445-0445 (cell)**
 - b. **Point if Student Senate Chambers: Kevin Allen at kallenjr@fau.edu**

Davie Campus

- Liberal Arts Building (LA-120)
- Davie West (DW-103)
 - **Point: Roberto Santiago at rsantiago@fau.edu or 954-236-1003**

Jupiter Campus

- MC 02 – AD 104 (Primary)
- MC 16 – PC 158 (Alternate)
 - **Point: Cara Perry at perryc@fau.edu or 772-332-0515**

HBOI

- LE247 (primary)
- MC209 (alternate)
 - **Point: Cara Perry at perryc@fau.edu or 772-332-0515**

Refer to Public Affairs Message Templates

Acronyms

AD - Administration & Classroom Building
CCC- Communications Coordination Center
CEMP - Comprehensive Emergency Management Plan
CIS - Crisis Information Systems
CR - Fleming West
CU - Culture and Society Building
DW - Davie West
EMAC - Emergency Management Advisory Committee
EMS - Emergency Medical Services
EOC - Emergency Operations Center
EOT - Emergency Operations Team
ESF - Emergency Support Function
FAU - Florida Atlantic University
FS - FAU Stadium
HBOI - Harbor Branch Oceanographic Institute
IC/UC - Incident Command/Unified Command
IVR - Interactive Voice Response
JIC - Joint Information Center
JIS - Joint Information System
LA - Liberal Arts Building
LE 247 - Edwin A. Link Building and High Bay
MC 02 - McArthur Administration/Classroom Building
MC 16 - McArthur Administration/Classroom Building
MC 209 - McArthur Administration/Classroom Building
OIT - Office of Information Technology
PC - Perloff Classroom

PIO - Public Information Officer

PK - Pre-Kindergarten

SOP - Standard Operating Procedures

TBD - To Be Determined