

# Wisconsin Lutheran Seminary

## Crisis Management Plan



Reviewed by faculty and staff on \_\_\_\_\_

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# **Wisconsin Lutheran Seminary Crisis Management Plan**

## **Introduction**

A crisis is a serious, unplanned event or controversy of immediate interest to one or more audiences, usually including the news media. This plan is intended to address crises which threaten the ministry and/or assets of Wisconsin Lutheran Seminary (the seminary). All actions taken in response to the crisis will be guided by God's Word. The goals of this plan are to provide guidelines for dealing with the immediate crisis in a God pleasing manner that upholds the ministry and preserves assets.

The following categories represent some (but not all) possible types of emergencies which can constitute a crisis:

1. Accident or other personal injury
2. Active killer/armed intruder
3. Arson or other fire; bomb threats
4. Assault or other violent crimes
5. Criminal activity, vandalism, or other property damage
6. Mental health emergency
7. Natural disasters, e.g. tornado
8. Conflicts or civil disturbances

## **Principles and Objectives**

This Crisis Management Plan is a tool to assist personnel in the management of unplanned events. Included in this plan is the designation of a Crisis Management Team, a list of resources, and a checklist of activities. Because the specifics of each crisis plan will vary from crisis to crisis, it is important for key faculty and staff to be familiar with the following principles and objectives. The process by which the crisis is managed must be compatible with these guidelines.

### **Principles:**

1. All actions taken during the course of a crisis must be God-pleasing, in accordance with His Word.
2. All actions taken during the course of a crisis must prioritize the sanctity of human life over and above all other concerns.
3. Actions taken during the course of a crisis will take into account, as far as possible, the long-term needs of the seminary, as well as the immediate demands of the crisis.

## Objectives:

1. Injury, damage, or grief to people or property associated with the seminary will be minimized.
2. Release of private, inaccurate or misinformation will be minimized.
3. An action plan and position consistent with the seminary's overall values and image will be developed specifically for the occurring crisis.
4. Timely and effective dissemination of information will occur.
5. The content and flow of information will be appropriately managed and controlled.

## Preparation

Pre-planning is critical to the successful management of a crisis. The Crisis Management Plan will be reviewed and updated annually by the business manager. A packet containing the Crisis Management Plan and other related materials will be available in the office of the President and the Business Office. This packet should be utilized in the event of an emergency. The packet contains:

1. Numerous copies of the Crisis Management Plan and checklists.
2. Lists of names and phone numbers of "Primary Audiences," including WLS Governing Board, faculty and staff, students, parents, and synodical officials.
3. A list of external resources available to assist the seminary in the event of an emergency.
4. Other items of potential necessity.

All faculty and staff will be provided with the seminary's Crisis Management Plan. The information will be distributed and reviewed annually by the business manager.

## Organizational Structure

In the event of a crisis, the organizational structure at the seminary alters to include a Crisis Management Team and potentially an Emergency Operations Team and outside resources. At the core of this structure is the Crisis Management Team which functions both as a working/decision-making body and a presidential advisory committee.

### **Crisis Management Team:**

At the heart of the crisis planning process is the **Crisis Management Team**. The team is responsible for responding to the crisis, maintaining control, making rational decisions, appointing an institutional spokesperson, etc. The composition of the team varies depending on the type of crisis and the functional area involved. It may include faculty, staff, an Emergency Operations Team and experts from outside of the seminary

community. However, the core of the Crisis Management Team remains the same, and this group must always make the initial assessment and evaluation.

The Crisis Management Team is comprised of:

- 1) **President** - Paul Wendland
- 2) **Dean of Students** - John Brenner
- 3) **Academic Dean** - Paul Zell
- 4) **Registrar** – John Schuetze
- 5) **Director of Financial Aid** - Steve Geiger
- 6) **Business Manager** - Brian Treichel
- 7) **Buildings & Grounds Director** – Curtis Wenthur

In the event that one or more of these team members is absent or unavailable, his/her place will be taken by his/her deputy or designated representative.

The team will meet on a regular basis to review procedures and roles to be played during a crisis situation.

The team will **first** operate from the **Mission Advancement conference room**. If this is unavailable, the **second** site will be **President Wendland's home at 11812 N. Seminary Drive**. The **third** site would be **Calvary Lutheran Church**.

### **Emergency Operations Team:**

When it appears that a crisis will involve serious damage or disruption to either property or programs, the Crisis Management Team will designate a small Emergency Operations Team, responsible to the appropriate functional manager(s). This team is responsible for identifying and meeting logistical needs to safeguard people and property and to maintain program operation during the emergency. The Emergency Operations Team may be activated by the President in situations which are not deemed as crises, but do present potentially dangerous or disruptive situations.

### **Outside Resources:**

External Resources may prove to be a valuable asset when dealing with crises. Examples of resources include lawyers, counselors, and public relations firms. The Crisis Management Team may choose to contact personnel listed in Appendix A (page 31) for outside advice and counsel.

### **Crisis Management Procedures – General Process and Checklist for all seminary staff**

Even with the most careful planning, it is impossible to predict the specific circumstances of a crisis. The first notice could be an inquiry from the media, or a call from the police, a hospital, or an employee. While this is so, a systematic coordinated approach will enable the seminary to deal effectively with a crisis. An integral part of such an approach is the establishment of agreed procedures which allow the flexibility necessary to deal with the specific issues of any particular crisis. At the seminary, these procedures include the following general processes:

1. *Protection of life and property*  
Medical or other emergency attention is the first priority if a crisis involves injury, potential injury, or threat to property – as in the case of fire or serious accident.
2. *Mobilization*  
The President, or in his absence the alternate leader (Dean of Students (1) or Academic Dean (2)) is to be contacted regarding the situation by the first person on the scene or by the person who received the news. The President or alternate leader will determine the extent of the crisis and whether or not to convene a Crisis Management Team. If the team is convened, its first responsibility is to address immediate health and safety concerns, determine the probable extent of the crisis, and develop an action plan.
3. *Communications Protocol*  
All communications and information must be routed through the President or the alternate leader (Dean of Students (1) or Academic Dean (2)). During business hours all crisis calls must go to the President's secretary, and after business hours and on weekends, they must go to the President or the alternate leader.
4. *Media Response Policy*  
All media inquiries will be referred directly to the President or a designated media spokesperson. In the event that the President cannot be reached, media inquiries should be directed to the alternate leader or the media spokesperson. The spokesperson may vary according to the crisis, but will receive coaching and guidance from the President and the Dean of Students or the Academic Dean. Faculty and staff are urged to avoid any comment or response to media inquiries directed to them personally. The seminary will protect all students from media inquiry, and students will be instructed not to volunteer comments or responses to the media. The President's designated representative for media relations—the Dean of Students or the Academic Dean—will manage the media in terms of the dissemination of information, corrective responses to media misinformation, and securing the on-campus site for a media room. Note that the media relations representative and the spokesperson may be two individuals. Knowledge of relevant rumors should be conveyed to the Dean of Students or the Academic Dean, so that the information may be integrated into the media relations plan.

**A checklist of activity to be utilized by all faculty and staff includes:**

- I Review and become familiar with the Crisis Management Plan before a crisis occurs.
- II a) In the event of an incident/injury, the first duty of any faculty/staff member present is to respond to the needs of any injured person including students, faculty, or staff.

- b) At the earliest possible moment, faculty/staff will notify the President or alternate leader of any incident/injury. In the President's absence, the alternate leader is the Dean of Students (1) or the Academic Dean (2).
  - c) All faculty and staff should avoid discussing any such incident with the media or with people outside the seminary (except in response to questions from duly—constituted medical or legal authorities) and should refer all inquiries to the President, alternate leader, or the designated spokesperson.
  - d) In the event of a crisis, all faculty and staff should place themselves at the disposal of the President or alternate leader for assistance with any logistical or communications operations arising from the crisis.
- III
- a) During the crisis, all faculty and staff not directly involved or assisting in special ways (as in II. d) should continue their normal duties in as calm and positive a manner as possible.
  - b) In connection with III. a, faculty and staff should address such concerns as arise legitimately from students, but should avoid unnecessary dwelling on the purely negative aspects of the crisis.
- IV
- | <u>Primary telephone extensions</u> | <u>Office/Home</u>     | <u>Cell</u>  |
|-------------------------------------|------------------------|--------------|
| Switchboard                         | 262-242-8100           |              |
| President Wendland                  | 8101      262-242-8117 | 414-510-5659 |
| Dean Brenner                        | 8138      262-242-8138 | 262-302-9320 |
| Prof. Zell                          | 8114      262-242-8120 | 262-707-8462 |
| Prof. Geiger                        | 8161      262-242-8146 | 262-343-4425 |
| Prof. Schuetze                      | 8165      262-242-8148 |              |
| Brian Treichel                      | 8103      262-242-8103 | 262-208-0069 |
| Curtis Wenthur                      | 8127      262-242-8127 | 262-208-0073 |

### **Crisis Management Procedure – Crisis Management Team Action Plan/Checklist**

The content of the Action Plan formulated by the Crisis Management Team during the team's initial assessment of the situation will vary depending on the nature of the emergency or incident. The following is a checklist of potentially appropriate activity for the team:

1. The Crisis Management Team leader, the President, is the first person notified in a crisis. In the President's absence, the alternate leader is the Dean of Students or the Academic Dean. The leader or alternate leader will review the incident and decide whether or not to convene the Crisis Management Team and/or Emergency Operations Team.

2. The Crisis Management Team shall designate the Dean of Students to document all team decisions and actions, and to monitor the official status of the crisis. In the absence of the Dean of Students, the Academic Dean is to assume this responsibility. Similarly, an Emergency Operations Team will document all decisions and actions in an emergency.
3. When possible, the Crisis Management Team will follow the basic guidelines described in the Principles and Objectives and the Crisis Management Procedures – General sections of this plan.
4. The Crisis Management Team shall consider the following activities:

Take measures to protect life and property.

Mobilize an Emergency Operations Team.

Inform primary audiences potentially including:

- 1) Seminary's Switchboard/Receptionist
- 2) Faculty and Staff
- 3) Students/Parents
- 4) Members of the Governing Board
- 5) Friends of the seminary
- 6) Neighbors of the seminary
- 7) Providers of Goods or Services (as necessary)
- 8) Individual major donors
- 9) Alumni
- 10) Local News Media
- 11) National News Media (depending on the issue)
- 12) General Public

(Designate personnel to communicate by telephone and/or in writing with (some or all of) those listed as "Primary Audiences.")

Establish a communications link between the team and appropriate bodies (medical/emergency personnel, law enforcement personnel, etc.).

Seek legal advice and/or contact additional external resources. (See Appendix A, page 31, for a list of specific contacts.)

Limit access to (particular areas of) the campus/emergency site.

Designate a spokesperson and announce this information to switchboard, faculty, staff, etc.

Ensure that the President or his designee has the resources necessary to manage the media.

Receive and collect status reports from appropriate bodies (medical, emergency, law enforcement, insurance carriers, etc.).

Complete an appropriate Accident Report.

Determine when and how to terminate the crisis condition.

Document all team decisions and actions. The Dean of Students is designated to perform this task. In his absence, the Academic Dean assumes this responsibility.

Meet regularly and as needed to evaluate the continuing/changing status of the crisis and review the following:

- 1) Internal information
- 2) Information from appropriate bodies (emergency, medical, law enforcement, etc.)
- 3) Legal advice
- 4) Information from media monitoring
- 5) Information/responses from those listed as "Primary Audiences."

Determine that the crisis is over, and consider the following procedures:

- 1) Arrange for a final "wrap-up," media briefing, or press release to tie up informational loose-ends.
- 2) Debrief students, faculty, staff, and other primary audiences. Consider issuing an informational summary to those listed in "Primary Audiences."
- 3) Prepare a crisis report including:
  - ❖ A detailed history of the crisis
  - ❖ An analysis of its causes
  - ❖ An assessment of its impact on the seminary
  - ❖ A critique of the handling of the crisis by the Crisis Management Team
  - ❖ Implement changes as necessary

# **AUTOMATED EXTERNAL DEFIBRILLATORS (AED) & FIRST AID KITS**

## **AED—What is it?**

The automatic external defibrillator is a small, easy to use, laptop-sized device that can analyze the heart rhythms of a person in cardiac arrest to determine if a shock is necessary and, if warranted, deliver a life-saving shock to the heart. The AED is a computerized cardio-pulmonary resuscitation device.

## **How do I use the AED?**

It is always best to let someone who has been trained on the proper use of an AED to administer care. In any emergency, always call 911 first or have someone else call for you while you administer care. However, in those rare situations when no one else is around, the AED machine will walk an individual through the proper use, including how to place the patches and when to administer the shock. The easy-to-follow instructions are located inside of each defibrillator pack.

*\*All building managers or supervisors should have training in CPR and AED usage.*

## **The Good Samaritan Law**

The State of Wisconsin has adopted a “Good Samaritan” law. This law states an individual is immune from civil liability for the acts or omissions of a person in rendering in good faith emergency care by use of an AED to an individual who appears to be in cardiac arrest.

## **Location of the AEDs:**

**Administration Building** – main hallway (near secretary’s office)

**Dorm Basement:** - under section 5

The AEDs are located in white cabinets and an alarm will sound when the cabinet is opened.

## **Location of First Aid Kits:**

Gymnasium Fitness Room

Dining Hall – kitchen area

Staff Break Room – by classroom 11

Buildings & Grounds Director’s Office – basement under the dining hall

# **MEDICAL EMERGENCY**

## **Faculty/Staff Actions:**

1. If serious injury or illness occurs on campus, call 911 immediately and then notify the Crisis Team. Give your name, describe the nature and the severity of the medical problem, and the campus location of the victim.
2. In case of minor injury or illness provide first aid care.
3. In case of serious injury or illness:

- Keep the victim still and comfortable. **DO NOT MOVE THE VICTIM.**
  - Ask victim, "Are you okay?" and "What is wrong?"
  - If you are alone, call 911 and contact a member of the Crisis Team. If you have someone with you, have him or her contact 911 and the Crisis Team while you remain with the victim.
4. If victim requires Aid/CPR
- Check breathing and give CPR if necessary.
  - Control serious bleeding by applying pressure to the wound with gloves on (glove located in building's 1<sup>st</sup> Aid kit).
  - Continue to assist the victim until help arrives.
  - Look for emergency medical I.D., question witnesses and give all of the information to the paramedics.

Every department should have a person trained in first aid and CPR.

## **ACTIVE KILLER/ARMED INTRUDER**

### **Run, Hide, Fight**

**Do Whatever Possible to Ensure Your Safety!**

### **RUN**

If Exiting the Building is Possible: **RUN**

If you are in a building with an active killer/armed intruder and it is possible to do so safely, leave the building immediately and run to safety. As soon as you are aware of the incident, move safely away from the immediate path of the danger and take the following steps.

1. Tell anyone you may encounter to exit the building immediately.
2. If confronted by Law Enforcement, follow their instructions.
3. Evacuate to a safe area away from the danger and take protective cover. Remain there until assistance arrives. **Stay alert. Be prepared to run/hide/fight.**
4. Call 911 and provide the following information:
  - Give your name.
  - Location of the incident and try to be specific as possible.
  - Give your location.
  - Provide any information you may have regarding the shooter/s, number of shooters and clothing description.
  - Let the Emergency dispatcher know if anyone is injured.
  - Provide any information you may have on the type and number of weapons being used by the killer/s.
5. If possible, call a member of the Crisis Team.

Persons not immediately impacted by the situation are to take protective cover. Stay away from windows and doorways until notified and lock doors.

## **HIDE**

When Leaving the Building is not Possible: **HIDE**

If you are in the building with an active killer and safely leaving the building is not possible, the following steps are suggested.

1. Go to the nearest room or office – fortify your location (barricade/make it safer) until help arrives.
2. Tell anyone you encounter of the situation and to get to a safe location.
3. **Close and lock or barricade the door with desks or any heavy objects.**
4. Turn off the lights and lock the windows.
5. Take protective cover (stay away from doors and windows).
6. Remain quiet and act as if no one is in the room.
7. Do not answer the door.
8. Get on the floor if gunshots are heard.
9. If possible, call 911. Provide the Emergency Dispatcher with as much information as possible.
  - Give your name
  - Location of the incident and try to be specific as possible.
  - Give your location
  - Provide any information you may have regarding the killer(s), number of killer(s) and clothing description
  - Let the Emergency dispatcher know if anyone is injured
  - Provide any information you may have on the type and number of weapons being used by the killer(s)
10. If possible, call a member of the Crisis Team.
11. Wait for police to assist you out of the building or until an “all clear—return to normal activities” is announced.

## **FIGHT**

When Faced With No Other Option, **FIGHT**

Do whatever you can to protect yourself. As a last resort, and only when your life is in imminent danger, attempt to disrupt and/or incapacitate the active killer by:

1. Acting as aggressively as possible against him/her
2. Throwing items and improvising weapons
3. Yelling
4. Committing to your actions

**Students, faculty, and staff will be notified and receive updates on the situation through the emergency notification system.**

## **BUILDING EVACUATION**

During certain emergencies, it may be necessary to evacuate a building. Examples of such occasions include: smoke/fire, gas leak, or bomb threat. Pre-planning and rehearsal are effective ways to ensure that building occupants recognize the evacuation plan and know how to respond. Practicing an evacuation during a non-emergency drill provides training that will be valuable in an emergency situation.

Students and visitors to a building may not know what procedures to following an emergency. The class instructor is responsible for providing pertinent information both at the beginning of a semester and at the time of the evacuation to ensure that students evacuate the building in a safe manner.

### **Building Evacuation**

1. All building evacuations will occur when an alarm sounds and/or upon notification by the WLS emergency notification system.
2. When the building evacuation alarm is activated during an emergency leave by the nearest marked exit and alert others to do the same in a calm, orderly manner.
3. If you are able, assist those with mobility impairments in exiting the building. Remember that elevators are reserved for handicapped individuals. **DO NOT USE ELEVATORS IN CASES OF FIRE AND/OR EARTHQUAKE.**
4. Once outside, proceed to the designated assembly area for your building. Designated areas must be at least **500 feet from the building**. Keep streets, fire lanes, hydrant areas and walkways clear for emergency vehicles and personnel.
5. Do not return to an evacuated building unless told to do so by an authorized seminary official or emergency response personnel.
6. **IMPORTANT:** After any evacuation, report to your designated assembly area. Stay there until an accurate headcount is taken. Seminary personnel will assist in the accounting for all building occupants.

### **Campus Evacuation**

1. The Crisis Management Team will announce evacuation of all or part of the campus grounds via the WLS emergency notification system.
2. All persons (students and staff) are to immediately vacate the site in question and relocate as directed.

### **Evacuation Protocol**

Prior to the arrival of a responding outside emergency unit, the Crisis Management Team will be responsible for directing the evacuation of seminary buildings, based upon the incident.

Upon the arrival of the outside emergency unit, the Crisis Management Team will transfer authority to the responding unit and shall cooperate and provide information or assistance as needed.

## **Evacuation / Refuge Plan for Persons with Disabilities**

Even though emergency personnel are usually available to assist with evacuation, this may not always be the case. Those with mobility concerns or other concerns that would make independent evacuation difficult are encouraged to make alternative plans and arrangements in advance which will increase the likelihood that individuals will be able to exit the building safely in the event of an emergency.

Every individual must quickly become familiar with his/her area by locating exits, stairwells, elevators, fire-fighting equipment, fire alarms and established areas of safe refuge.

For those who have difficulty speaking or those with hearing impairments who have difficulty judging volume, it may be useful to carry a whistle or a similar device for the purpose of announcing their location to emergency services personnel who will be attempting to search for those in need of assistance.

Advise others (supervisors, administrators, instructors, colleagues, fellow students) about any concerns that you may have related to emergency exiting and how they can assist you in the event of an emergency. This can include assistance to exits, areas of refuge and altering emergency services of your location.

Please contact the Business Manager 262-242-8103 for more information.

## **Assisting Those with Disabilities: Evacuation Guidelines**

It is recommended that each department establish a "buddy" system in which volunteers and alternates are recruited and paired with persons who have self-identified disabilities that would create special evacuation needs. Volunteers should become familiar with the special evacuation needs of their buddies and plan to alert and assist them if an evacuation is ordered.

### **Persons with Visual Impairments**

In the event of an emergency, tell the person the nature of the emergency and offer to guide him/her. As you walk, tell the person where you are and advise of any obstacles. Do not grasp a visually impaired person's arm. Offer your arm for guidance.

### **Persons with Hearing Impairments**

Not all fire systems have a flashing light. Most are sound alarms. Therefore, persons with impaired hearing may not be aware of emergency alarms and an alternative warning technique is required. Two methods of warning are:

- Writing a note telling what the emergency is and the nearest evacuation route/safe staging area.
- Tapping the person on the shoulder or turning the light switch on and off to gain attention, then indicating through gestures, or in writing, what is happening and what to do.

### **Persons Using Crutches, Canes or Walkers**

If the person is having difficulty exiting quickly, treat him/her as if injured for evacuation purposes. Carrying options include using a two-person, lock-arm position, or having the person sit in a sturdy chair, preferably with arms. For level travel, an office chair with wheels could be utilized.

## **Non-Ambulatory Persons**

The needs and preferences of non-ambulatory persons will vary. Most non-ambulatory persons will be able to exit safely without assistance if on the ground floor. Some people have minimal ability to move and lifting them may be painful and/or injurious. Frequently, non-ambulatory persons have respiratory complications. Remove them from smoke or fumes immediately.

Always consult the person as to his/her preference with regard to:

- Ways of being removed from the wheelchair.
- The number of people necessary for assistance.
- Whether to extend or move extremities when lifting.
- Whether a seat cushion should be brought along if he/she is removed from the chair.
- Being carried forward or backward on a flight of stairs

## **Extended Evacuation Procedures**

In the event security of the campus community cannot be ensured or returned to normal for an extended period of time, those who are able to leave the premises will be advised to do so.

Those who must remain on site will be provided emergency shelter in the auditorium once the premises has been inspected, secured and acknowledged as safe by law enforcement or fire officials and the Crisis Management Team.

Contingency emergency plans with area hospitals and schools will be activated when deemed necessary.

## **FIRE**

### **Faculty/Staff Actions:**

A fire may include visible flames or strong odors of burning. The appropriate emergency action is for persons to evacuate the building quickly and safely and notify the Fire Department by dialing 911. If able, contact the Crisis Team from another building. Know the location of the fire extinguishers, fire exits and alarm system in your area and know how to use them. **\*Note Emergency Fire Signs and Evacuation maps in each hallway.**

### **IMMEDIATE ACTION**

1. For the person discovering the fire:
  - Pull the nearest fire alarm if there is one.
  - Call 911.
  - Extinguish **ONLY** if you can do so safely and quickly.
  - If possible call a member of the Crisis Team.
2. If the fire cannot be extinguished:
  - **EVACUATE** the building via the nearest exit.
  - Confine the fire by closing the doors.
  - **DO NOT** use elevators.
  - Avoid smoke-filled areas.

NOTE: If you become trapped in a building during a fire and a window is available, place an article of clothing (shirt, coat etc.) outside the window as a marker for rescue crews. Stay near the floor where the air will be less toxic if there is no window. Shout at regular intervals to alert emergency crews of your location. **DO NOT PANIC.**

3. For persons evacuating from the immediate fire area:
  - Feel the exit door from bottom to top. If the door is hot, DO NOT proceed; go back.
  - If the door is cool, crouch low and open the door slowly. Close the door quickly if smoke is present so you do not inhale the smoke.
  - If no smoke is present, exit the building via the nearest stairwell or exit.
  - If you encounter heavy smoke in a stairwell, go back and try another stairwell.
4. Once you've safely evacuated:
  - Direct individuals to remain approximately 500 feet away from the building.
  - Keep streets and walkways clear for emergency vehicles and crews.
  - Share information regarding fire location and others still inside with emergency crews.
5. For persons with mobility concerns, refer to evacuation procedures section.

## **FIRE DRILL POLICY**

1. Fire drills should be conducted at least once a semester at unexpected times and under varying conditions to simulate the unusual conditions that occur in the case of fire. Various exits could be made temporarily unavailable in order to familiarize occupants with secondary routes of evacuation.
2. Fire drills should involve all occupants. Everyone should leave the building when the fire alarm sounds. Exemptions are strongly discouraged. It may be advisable to notify individuals with disabilities prior to the planned fire drills knowing that some individuals may react to the blinking lights with seizure activity.
3. In the conduct of drills, emphasis shall be placed upon orderly evacuation under proper discipline rather than upon speed. The building representatives are expected to perform their assigned duties as if in an actual emergency situation.
4. Provisions should be made for timing and evaluating the orderliness of each drill.

## **EXPLOSION**

An explosion is caused by a rapid expansion of gas from chemical reactions or incendiary devices. Signs of an explosion may be a very loud noise or series of noises and vibrations, fire, heat or smoke, falling glass or debris, or building damage.

### **IMMEDIATE ACTION**

1. Get out of the building as quickly and calmly as possible (refer to evacuation procedures).
2. Call 911.
3. Contact a member of the Crisis Team.
4. If items are falling off bookshelves or from the ceiling, get under a sturdy table or desk.
5. If there is a fire, stay low to the floor and exit the building as quickly as possible.

6. If you are trapped in debris, tap on a pipe or wall so that rescuers can determine your location.
7. Assist others in exiting the building and move to designated evacuation areas away from damaged building.
8. Keep streets and walkways clear for emergency vehicles and crews
9. Building managers will assist in the accounting for all building occupants.

Untrained persons should not attempt to rescue people who are inside a collapsed/damaged building. Wait for emergency personnel to arrive.

## **WEATHER EMERGENCIES**

Southeastern Wisconsin can be subject to a variety of weather risks including lightning, high winds, hail, flooding, tornadoes, freezing rain, dangerous ice, and heavy snow. Be aware of the potential for threatening weather and take appropriate precautions. Avoid being caught in open areas when severe weather strikes.

### **Emergency Weather Closings**

In severe weather emergencies, classes can be cancelled by order of the President. Until a decision "to close" is announced, the seminary will be considered open.

In the event of a school closing, the decision will be announced through the WLS notification system.

## **TORNADO**

### **Faculty/Staff Actions:**

A **tornado watch** means conditions are right for a tornado.

1. Staff should be alert to weather conditions.
2. Students will not be dismissed or classes cancelled.
3. Do not hesitate to call a member of the Crisis Team.

A **tornado warning** means that a tornado has been sighted. Ozaukee County will initiate a siren, or steady tone, for a period of 3 to 5 minutes. When you hear this siren, take cover immediately, danger is imminent.

1. Move occupants to the lowest floors available.
2. Avoid moving to areas with wide roof spans.
3. Select the safest and most structurally sound parts of the building for safety. These areas should be below ground level and away from glass.
4. Seminary employees should give assistance to handicapped persons.
5. Close all doors, including main corridors, making sure they latch.
6. Crouch near the floor or under heavy, well-supported objects and cover your head.
7. Be alert for fire. In the event of a fire, call 911.

8. Keep students/occupants in sheltered areas until an “all clear” is given through the notification system.

## **VIOLENT or CRIMINAL BEHAVIOR**

Serious Crimes are homicides, rapes, abductions, aggravated battery, aggravated assault, arson, drug sales, and offenses involving weapons, and burglaries or thefts with a major loss of college or personal property. Included are attempts of the above crimes. If one of the above incidents occurs on campus, the investigation will be referred to the Mequon Police Department.

1. Everyone is asked to assist in making the campus a safe and secure environment by being alert to suspicious situations and promptly reporting them.
2. If you are a victim or a witness to any on-campus offense, call 911 immediately.
3. Promptly notify the Crisis Team as soon as possible and report the incident including the following:
  - a. Nature of the incident.
  - b. Location of the incident.
  - c. Description of person(s) involved.
  - d. Description of property involved.
4. If you observe a criminal act call 911 or whenever you observe a suspicious person on campus, immediately notify the Crisis Team and report the incident.
5. Assist police officials when they arrive by supplying them with all additional information and ask others to cooperate.

**Upon confirmation that a dangerous situation or emergency exists or threatens, emergency notification will be issued through the WLS emergency notification system.**

## **ACTIONS for MENTAL HEALTH CRISES**

A mental health emergency is defined as a situation involving an individual who is demonstrating irrational behavior that would be harmful to him/herself or others.

Suggested protocol:

1. Call a member of the Crisis Team or 911 if immediate danger exists.
2. Contact the Dean of Students (ext. - 8107).
3. Identify the person and establish communication, if possible.
4. Protect the person from harming themselves or others by removing objects such as glass, instruments, sharp equipment, etc.
5. Clear the area and establish as much privacy as possible for the person and the students or staff members present.

## **Assess for risk of suicide or harm**

When helping a person going through a mental health crisis, it is important to look for signs of suicidal thoughts and behaviors, non-suicidal self-injury, or other harm. Some warning signs of suicide include:

- Threatening to hurt or kill oneself
- Seeking access to means to hurt or kill oneself
- Talking or writing about death, dying, or suicide
- Feeling hopeless
- Acting recklessly or engaging in risky activities
- Increased use of alcohol or drugs
- Withdrawing from family, friends, or society
- Appearing agitated or angry
- Having a dramatic change in mood

**Always seek emergency medical help (call 911) if the person's life is in immediate danger. If you have reason to believe someone may be actively suicidal, call the National Suicide Prevention Lifeline: 1-800-273-TALK (8255).**

## **Listen nonjudgmentally**

Listening is critical in helping an individual feel respected, accepted, and understood. The use of verbal and nonverbal skills such as open body posture and comfortable eye contact are helpful in creating a safe space for the person dealing with a mental health crisis.

## **Give reassurance and information**

It is important to recognize that mental illnesses and addictions are real, treatable illnesses from which people can and do recover. When talking to someone you believe may be experiencing symptoms of a mental illness, approach the conversation with respect and dignity and don't blame the individual for his or her symptoms.

## **Encourage appropriate professional help**

# **SUICIDE THREAT RESPONSE**

## **Suicide Protocol**

The Suicide Protocol is put into effect when a person attempts suicide or makes a threat or gesture of suicide or an attempt to harm himself or herself.

The procedure starts with the initial awareness that a person may have caused harm, or is talking about harm to self. There are two possible pathways. [Note that because of the unique nature of each case, professional judgment will be used appropriately if the protocols do not necessarily conform to the emerging situation.]

### **1. Situations where there is imminent danger require an immediate response.**

These include the following situations:

- The individual has inflicted harm to self that a reasonable person would regard as serious.

- The individual is believed to have ingested potentially dangerous substance(s), the amount and effect of which is uncertain.
- The individual has threatened harm to self and has been using any alcohol/drugs.
- The extent of self-injury is unknown and the individual is unresponsive to stimuli.

Responses to the above situations involve calling 911 and then the Crisis Team. **A reporting call** must be made to the Dean of Students.

**If the individual is judged to be at-risk by the prescriber** at the hospital, the individual must be cleared before being allowed to return to campus.

**2. Suicide gestures or threats where imminent danger is unclear, including evidence of recent self-inflicted superficial scratches or cuts, and/or statements of an intention to harm oneself.**

Responses to the above situations involve contacting the Dean of Students. The Dean of Students will conduct an initial assessment to determine if safety is an issue.

**If safety is not an issue**, the Dean of Students will set up an appointment at the Counseling Center with the individual during the next working day, informing the individual that he is expected to attend. Nonattendance is a violation of campus policy. The Dean of Students makes appropriate notifications and completes paperwork.

**If the Dean of Students determines that safety is or may be an issue**, the Suicide Policy may be implemented.

### **Suicide Policy**

**If a student has been determined to be at risk of harm to self**, the Dean of Students may contact the student's parents. The student is not allowed to return to residence, classes, or activities until cleared.

## **BOMB THREAT**

A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. (Refer to Bomb Threat Checklist). Please **DO NOT** attempt to notify or evacuate an entire building. This could consume valuable time that would be better used to gather important information.

In the case of a written threat, it is vital that no one handles the document. This is evidence. **Immediately call 911 and then the Crisis Team.** Officers will respond to the location of the document. If the threat should come via e-mail, make sure to save the information on your computer. Most bomb threats are transmitted over the telephone.

## **IMMEDIATE ACTION**

1. Remain calm and immediately refer to the attached Bomb Threat Checklist. If applicable, pay attention to your telephone display and record the information shown in the display window.
2. The objective is to keep the caller on the line as long as possible to attempt to gather as much information as possible.
3. Try not to anger the caller at any time.
4. While engaging the caller, pay particular attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).
5. Note any characteristics of the caller's voice (gender, age, accent, etc.).
6. Attempt to obtain information on the location of a device (building, floor, room, etc.).
7. Attempt to obtain information on the time of detonation and type of detonator.
8. If the threat is received over the phone, attempt to have another person phone 911 or do so immediately after the caller has ended the call and then notify the front office at ext. 8100. If practical, do not hang up the phone, but phone 911 and crisis management team from a different telephone.
9. If the threat was left on your voice mail, **do not erase the message**. If threat was received on your computer, **do not turn off/restart machine**.

### **Handling of found-bomb incident:**

If you observe a suspicious object or potential bomb on campus, **dial 911 immediately** and evacuate the area. **DO NOT HANDLE THE OBJECT!** Clear the area at least 500 feet away from the building and contact the front office or crises management team member. They will respond to the scene and obtain support from the Police or Fire Department.

### **Handling an explosion or bombing incident:**

1. If an explosion occurs, pull building fire alarm and aid in building evacuation.
2. Provide assistance to those injured and assist emergency agencies by providing information on building use/occupancy at the time of the explosion.

## **ASSIST THOSE MOBILITY IMPAIRMENTS IN EXITING THE BUILDING.**

Remember, elevators are reserved for handicapped use.

## **DO NOT USE THE ELEVATORS IN CASE OF FIRE. DO NOT PANIC.**

Keep streets, fire lanes, hydrants and walkways clear for emergency vehicles and crews.

### **Bomb Threat Checklist**

When completed, please turn this form into the business office.

**KEEP CALM:** Do not get excited or excite others.

**TIME:** Threat received \_\_\_\_\_ am/pm

## EXACT WORDS OF THREAT/CALLER:

### Questions you should ask:

- A. Time bomb is set to explode?
- B. Where located? Floor \_\_\_\_\_ Area \_\_\_\_\_
- C. Kind of bomb?  
\_\_\_\_\_
- D. Description:  
\_\_\_\_\_
- E. Why kill or injure innocent people?

### Description of Individual:

Female      Male      Calm      Nervous      Agitated  
Age \_\_\_\_\_

Accent      Yes      No      Describe  
\_\_\_\_\_

Speech Impediment      Yes      No      Describe  
\_\_\_\_\_

Recognize Voice? If so, who do you think it was?

### BACKGROUND NOISE (if call):

Music	Running Motor (Type)	
Traffic	Whistles	Bells
Horns	Aircraft	Tape Recorder
Machinery	Other	

## **ADDITIONAL INFORMATION:**

1. Did caller/person delivering threat indicate knowledge of facility? If so, in what way?
  2. What line did the call come in on?
  3. Is number listed on display? Yes \_\_\_\_\_ No
  4. Phone number:
- Signature \_\_\_\_\_ Date \_\_\_\_\_

## **IMPROVISED EXPLOSIVE DEVICES DETECTING SUSPICIOUS PACKAGES/LETTERS**

**The item does not have to be delivered by a carrier.  
Most bombers set-up and deliver the bombs themselves.**

**If you see/receive a suspicious letter, package, or  
container CALL 911 and the Crisis Team**

Bombs can be constructed to look like almost anything and can be placed or delivered in any number of ways. The probability of finding a bomb that looks like the stereotypical bomb is almost nonexistent. The only common denominator that exists among bombs is that they are designed or intended to explode.

Most bombs are homemade and are limited in their design only by the imagination of, and the resources available to, the bomber. Remember, when searching for a bomb, suspect anything that looks unusual. Let a trained bomb technician determine what is or is not a bomb.

### **Below is a list of possible indicators of suspicious packages:**

1. If delivered by a carrier, inspect for lumps, bulges or protrusions without applying pressure.
2. If delivered by a carrier, balance check if lopsided or heavy sided.
3. Handwritten addresses or labels from companies are improper. Check to see if the company exists and if they sent a package or letter.
4. Packages wrapped in string are automatically suspicious. Modern packaging materials have eliminated the need for twine or string.
5. Excess postage on small packages or letters indicates that the object was not weighed by the Post Office.
6. No postage or non-cancelled postage.
7. Any foreign writing, addresses or postage.
8. Handwritten notes such as: "To Be Opened in the Privacy of, "CONFIDENTIAL", "Your Lucky Day is here" or "Prize Enclosed."
9. Improper spelling of common names, places or titles.
10. Generic or incorrect titles.

11. Leaks, stains or protruding wires, string, tape etc.
12. Hand delivered or dropped off for a friend packages or letters.
13. No return address or nonsensical return address.
14. Any letters or packages arriving before or after a phone call from an unknown person asking if the item was received.

## **CIVIL DISTURBANCE or DEMONSTRATION**

A civil protest will usually take the form of an organized public demonstration or disapproval or display of disagreement with an idea or course of action. Most campus demonstrations such as marches, meetings, picketing and rallies will be peaceful and non-obstructive. A student demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

1. **INTERFERENCE** with the normal operation of the seminary.
2. **PREVENTION** of access to offices, buildings or other seminary facilities.
3. **THREAT** of physical harm to persons or damage to seminary facilities.
4. **UNAUTHORIZED** entry into or occupation of any seminary room, building or area of the campus, or unauthorized or improper use of any seminary property, equipment or facilities.

If any of these conditions exist, the Crisis Team should be notified and will be responsible for contacting and informing the appropriate officials.

President is the seminary's official spokesperson for the media and other groups. Please **DO NOT COMMENT** to the media. Refer all requests for comment/interviews to the President.

## **NUCLEAR, BIOLOGICAL or CHEMICAL THREATS (NBC)**

### **Hazardous Materials Accident – Chemical Spills/Releases**

A hazardous materials incident may be a spill or release of chemicals, radioactive materials or biological materials inside a building or to the environment. The user may manage simple spills. A simple spill is defined as a spill which meets all of the following criteria:

- a.) consists of known substances,
- b.) can be handled by user with existing supplies of absorbent without posing a threat to any other individual, and
- c.) does not cause the release of vapors or aerosols.

Major spills or emergencies require emergency assistance from 24-hour emergency agencies, i.e. the Fire Department or the Milwaukee County HAZMAT Team.

Any spillage of a hazardous or radioactive material, other than simple spills, should be reported **IMMEDIATELY** to the Buildings & Grounds Director (ext. - 8127). When reporting, be specific about the nature of the involved material and exact location. The administration will contact the necessary specialized authorities and medical personnel.

The individual in charge of the area should vacate the affected area at once and seal it off to prevent further contamination of other areas.

Anyone who may be contaminated by the spill is to avoid contact with others as much as possible, remain in the vicinity and give their names to the Buildings & Grounds Director. Required first aid and cleanup by specialized authorities should be started at once.

If an emergency exists, call 911. You must also report the emergency to the Crisis Team.

Follow the emergency procedures issued through the WLS emergency notification system and as outlined in the Building Evacuation Section.

### **Employee Awareness on Domestic Preparedness** **Nuclear, Biological, Chemical (NBC)**

Employees should report anything unusual or out of the ordinary to Crisis Team. Awareness is the key to minimize danger to you and co-workers. Upon observation of anything unusual or out of the ordinary, pertaining to nuclear, biological or chemical hazards, immediately cover your nose and mouth with a cloth for temporary respiratory protection.

1. The Four Don'ts
  - a. Don't become a victim.
  - b. Don't rush in.
  - c. Don't TEST (Taste, Eat, Smell, Touch).
  - d. Don't assume anything.
2. Be SAFE
  - a. Safety comes first.
  - b. Assess the situation before doing anything.
  - c. Focus on avoiding the hazard.
  - d. Evaluate the situation and report to authorities.
3. Emergency Self-Decontamination

**Chemical--Wash, Strip, Flush, Cover      Bio-Nuclear--Wet, Strip, Flush, Cover**

- a. Wet or Blot.  
**For nuclear and biological contamination**, wetting down exposed surfaces will help in preventing the contamination from re-suspending in the air.  
**For chemical contamination**, carefully wash the agent off of exposed skin immediately.
  - b. Strip off all the clothing.
  - c. Flush the affected area with large amounts of water.
  - d. Cover the affected area.
4. Notification  
**Call 911 and the Crisis Team and identify the following:**
    - a. Location/Time of the incident.
    - b. Number of victims and symptoms.
    - c. Fire or explosion.

- d. Type of vehicle or container involved.

If you suspect or witness an NBC incident, protect yourself and move upwind and upgrade. Do not walk through, inhale or touch any spilled material, vapor cloud, smoke, or leaking containers. Without endangering yourself, keep others away until help arrives.

If the substance is known, immediately contact the Buildings & Grounds Director (ext. - 8127) The Buildings & Grounds Director maintains an up-to-date list of all chemicals that are used on campus, both by campus personnel and any outside vendors or contractors for compliance with OSHA Hazard Communication Standard 29 CFR 1910.1200.

## **SEXUAL ASSAULT**

### **Faculty/Staff Actions:**

If a victim of sexual assault comes to you for assistance:

- a) **Find a safe, quiet place** for the survivor. If possible, stay with the survivor.
- b) **If the survivor gives you permission** to do so, call 911.
- c) **Stay with the survivor** until help arrives, offering what assistance you can. Survivors of sexual assault need to regain a sense of control over their lives. Allow her or him to make decisions about the next steps.
- d) **Do not try to question the survivor** about the incident, **but listen** if s/he needs to talk. Do not press for details. Allow her/him to reflect on what has happened and to share some of her or his feelings.
- e) **Put your own judgments and opinions on hold.** The survivor needs to know that s/he will not be judged or rejected by you.
- f) **Ask the survivor if there is anyone to be called:** family, friend, or Crisis Center (Sinai Samaritan Medical Center at 414-219-5555). Assist in making the necessary phone calls.
- g) **Be aware** of the possibility of shock; keep the victim warm and comfortable. Confirm the seriousness of the problem and let the survivor know that s/he is not to blame.
- h) **When help arrives**, give them your name and make yourself available for a statement if necessary.

**Preserve the evidence** – do not shower, brush teeth, change clothes, or change anything at the location of the assault. If clothes must be changed, put them in a paper, not plastic, bag.

If you experience a sexual assault, contact 911 for assistance or ask another employee to contact them for you.

## **UTILITY FAILURE**

### **Faculty/Staff Actions**

1. In the event of a major utility failure immediately notify the Crisis Team.
2. If there is potential danger to building occupants, call 911 then notify Crisis Team.
3. If an emergency exists, activate the building alarm, call 911 and also report the emergency by phone to the Crisis Team.
4. All building evacuations will occur when an alarm sounds continuously and/or when advised through the WLS emergency notification system. Follow building evacuation procedures as outlined.

Always observe steps 1 and 2 above whenever the following utility emergencies arise:

### **Electrical/Light Failure**

During daylight hours it will be general procedure to keep the campus open at times of power outages.

### **Elevator Failure**

If you are trapped in an elevator use the emergency phone to contact the Crisis Team. If the elevator does not have an emergency phone, turn on the emergency alarm which will signal for help.

### **Plumbing Failure/Flooding**

Cease using all electrical equipment. Notify the Buildings & Grounds Director at ext. 8127.

### **Serious Gas Leak**

Cease all operations. DO NOT SWITCH ON LIGHTS OR ANY ELECTRICAL EQUIPMENT. Exit the affected area. Remember, electrical arcing can trigger an explosion. Once safely outside, call 911 and notify the Buildings & Grounds Director at ext.8127. DO NOT USE PHONES IN AFFECTED BUILDINGS.

## **SUSPICIOUS PERSON REPORT**

The following should be used to document information concerning a suspicious person on campus. Familiarity with this report will be of great assistance in recording information. Immediately report any suspicious person on campus to the Crisis Team. If you feel the person is dangerous or has a weapon, call 911 and then the Crisis Team. Copies of this form are available in the Business Office.

**Sex:** Male\_\_\_ Female\_\_\_

**Age:** Adult\_\_\_\_\_ Juvenile\_\_\_\_\_ Approx. Age\_\_\_\_\_

**Height:** \_\_\_\_\_

**Hair:** Color\_\_\_\_\_ Length\_\_\_\_\_

**Facial features:** Glasses\_\_\_\_\_ Facial hair\_\_\_\_\_ Other\_\_\_\_\_

**Distinguishing features:** Tattoos\_\_\_\_\_ Scars\_\_\_\_\_ Marks\_\_\_\_\_ Moles\_\_\_\_\_

**Clothing:**

\_\_\_\_\_  
\_\_\_\_\_

**Weapon type:**

\_\_\_\_\_  
\_\_\_\_\_

**Other comments:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## **MEDIA AFTER EFFECT**

While the seminary is an institution serving in the Mequon community, administrators do not have to allow the media on the campus. Permission must be obtained by administration for members of the press to be on the campus.

Let the police handle any questions regarding criminal investigations. Administration should focus on what the school is doing in managing the crisis situation and thereafter.

**All faculty should address questions by the media to the President concerning a crisis.**

- The President is the seminary's official spokesperson
- Direct all media to the President in order to maintain consistency
- Prepare factual, written statements for the press, in cooperation with the police, as soon as possible
- Every media member should receive the same information
- Prepare for possible interview by asking in advance what specific questions will be asked
- Do not speak off the record
- Keep answers brief and to the point
- Emphasize positive actions being taken
- Respect sensitivities of those affected by the crisis
- Ensure that information released does not endanger responders or victims
- Obtain consent of staff member before allowing them to be interviewed

## **Appendix A**

Wisconsin Lutheran Child and Family Services	888-685-9522
Integrated Risk Solutions (Pete Aisbet)	262-523-9600
Legal – Von Briesen & Roper (Tim McDonald)	414-708-1222
Milwaukee American Red Cross	414-345-8665
Hazardous Materials: Fire Department	911
Ozaukee County Human Services	262-284-8200
Police, fire and ambulance emergency	911
Mequon Fire Department	262-242-2530
Mequon Police	262-242-3500
Water and Sewer Department	262-236-2947
WE Energies - Electric emergency, power outage	800-662-4797
WE Energies - Gas leak, odor, or emergency	800-261-5325
WI Dept of Workforce Development (f/k/a DILHR)	608-266-1340
Wisconsin Emergency Management	800-943-0003
Wisconsin Poison Information	800-222-1222

### **WLS Crisis Team**

<b>Paul Wendland</b>	<b><u>Office/Home</u></b> <b>262-242-8117</b>	<b><u>Mobile</u></b> <b>414-510-5659</b>
<b>John Brenner</b>	<b>262-242-8138</b>	<b>262-302-9320</b>
<b>Paul Zell</b>	<b>262-242-8120</b>	<b>262-707-8462</b>
<b>Steve Geiger</b>	<b>262-242-8146</b>	<b>262-343-4425</b>
<b>John Schuetze</b>	<b>262-242-8165</b>	
<b>Brian Treichel</b>	<b>262-784-7140</b>	<b>262-208-0069</b>
<b>Curtis Wenthur</b>	<b>262-242-8127</b>	<b>262-208-0073</b>
 Sue Holtz	 608-314-7897	 262-397-7897
Jeff Mitchell	262-293-3214	262-825-2923

### **WELS**

WELS Human Resources	414-256-3269	
Communications – Lee Hitter	414-256-3230	414-238-5892
CFO – Todd Poppe	414-256-3212	414-559-6018
IT – Martin Spriggs	414-256-3250	