

# **CRISIS MANAGEMENT PLAN**

## **Duke University Nicholas School Marine Laboratory**

The Marine Laboratory (ML) of Duke University consists of a 15 acre campus with research, administrative, housing, dining, library, and maintenance facilities and is located on Pivers Island, adjacent to the coastal community of Beaufort, NC. Also located on Pivers Island is NOAA's National Marine Fisheries Services Beaufort Laboratory. Allied Barton Security patrols the ML grounds and facilities and monitors gate access from 6:00 pm until 6:00 am nightly, Monday through Friday, and on weekends.

The Crisis Manager for the ML is Dr. Andy Read, Director of the ML and Chair of the Marine Science and Conservation Division on the Nicholas School. In case of emergency, Durham campus officials should contact Dr. Andy Read. If he is unavailable, the person(s) next in line should be contacted.

### ***CRISIS MANAGEMENT CONTACT INFORMATION***

1. Andy Read Director, Marine Lab	Office Cell	252-504-7590 252-646-7133
2. Rebecca Smith Associate Director	Office Cell Alternative	252-504-7508 252-723-7692 252-726-7689
3. Dominick Brugnolotti Campus Services	Office Cell	252-504-7652 252-725-5340
4. Facilities Maintenance	Office Office After Hours Mike Cox Cell	252-504-7515 252-504-7517 984-209-2220

Dr. Read meets monthly with the managers (Management Team) of the ML units listed below. The Management Team monitors daily activities at the lab to assure smooth and safe operations and adherence to the policies and procedures of Duke University.

### ***MANAGEMENT TEAM UNITS***

Academic Services  
Accounting Services / Business Office  
Administrative Services  
Campus Services (dorms, dining, event scheduling)  
Facilities Maintenance  
I.E. Gray Library  
Information Technology  
Marine Operations (R/V Barber & small boats)  
Safety (chemical, radiation, fire, etc. – Duke trained)

The Management Team assists Dr. Read with crisis management oversight and policy. A detailed emergency contact list is maintained and distributed to all Management Team members, Allied Barton Security, Residential Advisors, and to key faculty members at the Marine Lab listing phone and cell numbers and area of oversight for each person.

**Accidental Injury:** The ML manages accidental injury for both students and staff on a case-by-case basis. Workman's Comp injuries are handled according to Duke policy and procedure. Student injuries requiring a doctor's office visit are handled by the ML and generally do not require escalation to a higher level. Injuries requiring emergency room visits and/or hospital admittance are handled by the ML and are reported to the Nicholas School Dean and various Nicholas School administrators, Corporate Risk and, if the injury is sustained by a student, to Duke's Dean of Students. Undergraduate students that require emergency room visits or hospital admittance are accompanied to the hospital by a member of the Management Team or are met at the hospital as soon as possible, and the parent(s) are contacted by the student and/or the Crisis Manager. Graduate students and lab personnel sustaining injuries requiring emergency room or hospital admittance are monitored, and assistance in contacting their parent/spouse is offered or contact is made on their behalf, if the injured person is unable to do so. Patients requiring transfer to a larger facility are informed that Duke Hospital is an option and the ML provides whatever assistance it can in assuring a smooth transfer and follow-up of the patient at whatever facility is chosen. The Nicholas School Dean is instrumental, via key contacts, with transfers to Duke Hospital if needed.

**Psychological Referrals:** Students requesting psychological referrals are provided such referrals on a confidential basis from the Director's Office or DUML Student Services. Transportation is provided if needed. One-on-one contact is made with that student if a report is received that a student is exhibiting questionable behavior and, if warranted, psychological referrals are offered. Referrals are reported to the Assistant Director for Clinical Services and Administration of Counseling and Psychological Services at Duke. If the questionable behavior does not warrant a psychological referral but is deemed as unacceptable, the student will be counseled by Dr. Read or his representative. Continued behavior of an unacceptable nature by a student will be discussed with the Dean of Students, and may include parental contact and a requirement that the student report to Durham to the Dean of Students. The Dean of the Nicholas School will be alerted in such instances.

**Extended Power Outage:** The Marine Laboratory has a generator system to provide power for essential service areas. The FMD manager ascertains the cause and extent of outages and monitors the generator system. FMD personnel alert ML personnel building-by-building regarding expected length of outages and assist with interim emergency power access as needed. If the duration of the outage will be extensive, the Crisis Manager will notify the Nicholas School Dean.

**Fire, Explosion, Chemical Spills:** 911 is the first alert, followed by alerting FMD personnel and the Safety Officer, Tom Schultz (619-823-1514). FMD personnel will assist with egress from the affected area/building via the fire escape or exit doors and will make sure students and staff are removed to a safe location. The Fire Safety Officer provides emergency fire and rescue responders information regarding possible flammable or explosive chemicals on the island and is Duke trained in the proper steps to take to mitigate damages. The Beaufort Fire Marshall tours the buildings with the ML Fire Safety Officer annually or as requested by the ML and is made aware of the potential hazardous chemicals and gases existing at the Marine Laboratory. Many of the buildings are on a fire alarm system that, when activated, dials key Marine Lab personnel, the Beaufort Fire Department, Beaufort police, Allied Barton Security, and the Duke police department in Durham. The Crisis Manager will inform the Nicholas School Dean and Corporate Risk when a fire, explosion or chemical spill has occurred.

**Criminal Acts:** 911 is the first alert followed by alerting FMD personnel. If a suspect is present and a danger to himself or others, FMD personnel will assist with providing a safety perimeter for unwary personnel to prevent them from entering within range of danger. The Crisis Manager will alert the Nicholas School Dean of any criminal act.

**Pandemics:** Local authorities (county, state, health departments, hospital) will provide guidance in pandemic situations, together with advisories and mandates from Duke University. The Crisis Manager will alert and consult the Nicholas School Dean in such an event.

**Severe Weather/Hurricanes:** Highlights of the Severe Weather/Hurricane policies are on the web.

<https://nicholas.duke.edu/marinelab/about/hurricanes>

In the event of severe weather, the Crisis Manager will decide on closings, the Associate Director will notify the Marine Lab alert services pathways and Nicholas School personnel (radio, television, email, Nicholas School Dean and Business Manager, web master, communications director). The Marine Laboratory has established Service Categories (Essential Service, Reserve Service and Delayed Service), as per Duke's guidelines. These categories are reviewed when extreme weather conditions are forecast and are tailored to provide necessary services (i.e., meals for dorm students).

The Management Team closely monitors tropical storms and hurricanes. The same communications networks established for Severe Weather are notified in case of evacuation. Each manager oversees preparations in their unit. Key departments have detailed preparedness checklists. Auxiliaries and Academic Services is responsible for evacuation of students and communications with Duke to provide essential services – dorms, parking, meals, card office, Dean of Students. FMD secures the physical plant. IT backup computers and assist in securing computers and servers and Marine Operations secures docks and vessels. Visiting groups are alerted and lists of individuals, contact information and location during evacuation are acquired.

Prior to returning to the ML after the weather event is no longer a threat, the Crisis Manager, Associate Director, the FMD supervisor and the Campus Services manager will make the first assessment of damages and take steps to mitigate any safety concerns prior to alerting the communications networks as to when the Lab will reopen.

**Review and Mitigation:** Each crisis and its associated damages are assessed by the Crisis Manager and members of the Management Team as soon as possible. Steps are implemented to make emergency repairs and contract for permanent repairs to the physical plant, and to modify safety and response standards as indicated. Damages are reported to FMD and to Administrative Services for insurance claims. If needed, FMD personnel from Durham are dispatched to the Marine Lab to assist. Housekeeping Services begin cleanup if needed. Faculty and staff return their assigned spaces to full function as soon as possible, sometimes having to relocate offices.

Duke's Psychological and Counseling Services will dispatch counselors if requested for both students and staff in the event of emotional trauma as a result of any crisis event.

Each event is reviewed by the Management Team and is used as a tool to refine emergency procedures.

**Homeland Security Alerts:** When Homeland Security requires Federal offices to lock down, the Marine Lab follows the guidance provided by Homeland Security to the neighboring NOAA facility. The ingress and egress easement to the Duke property on Pivers Island runs through the NOAA property and the shared gate. When Homeland Security mandates access to Federal property, the Marine Lab is required to follow those mandates. The 9/11 lock down was accomplished quickly with minimal disruption for the majority of the ML population. The cooperation and established relationship between NOAA and the ML provides a rapid communication pathway and the diverse expertise of the Management Team provides the ability to respond quickly in crisis.

**Marine Operations:** The point of contact for all emergencies involving R/V Barber or other Marine Lab vessels is the Captain, John Wilson (office 252-504-7506; cell 252-723-7428). He will be responsible for notifying the Crisis Manager or assignee. In the event that Captain Wilson can't be reached, the Crisis Manager (or alternates) should be contacted at the numbers previously listed.

In regard to oil events, the following notifications must be made in the event of a drill, threatened discharge of oil or discharge of oil. This is a prioritized list.

<b>Organization to be Called</b>	<b>Contact</b>
Atlantic Coast Marine Group	252-728-5088 919-303-1669
<i>USCG National Response Center</i>	202-267-2675 800-424-8802
<i>State Environmental Agency</i>	800-858-0368
<i>Oil Spill Removal Organization National Response Center</i>	800-391-4869
<i>Local USCG MSO</i>	910-362-4015

***Test of Emergency Response and Evacuation Procedures***

Fire drills for all dorms are scheduled during each semester. Yearly testing of the emergency response and evacuation procedures will be considered complete if there is a whole island evacuation in advance of a hurricane. Otherwise, all other campus buildings will have one fire drill exercise per year.