



Western Kentucky University Emergency Operations Plan

June 2026



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Letter of Promulgation

In keeping with the Western Kentucky University (WKU) mission, the University continuously strives to provide an environment that is conducive to learning, discovery, and engagement. The WKU Emergency Operations Plan (EOP) is designed to support the campus community of staff, faculty, and students by ensuring that as a collective group the University can build, sustain, and improve our capability to prepare for, protect against, respond to, recover from, and mitigate any hazard. The EOP identifies procedures and responsibilities to maintain a viable all-hazards response capability and to establish a comprehensive approach to emergency management across all University activities and operations. The EOP may be applied to any university emergency, university-sponsored event (whether on or off campus), or university-sponsored activity.

WKU expects colleges, departments, and other organizational units to develop, test, and maintain their own emergency response plans. Furthermore, entities tasked with supporting identified roles in the EOP should develop and maintain their own procedures/guidelines for mitigation, preparedness, response, and recovery and actively participate in the training, exercise, and maintenance needed to support this Plan.

WKU follows the National Incident Management System (NIMS) principles and utilizes the Incident Command System (ICS) as the basis for managing University-level responses and to provide a chain of command that establishes authority for response management and support.

This EOP supersedes and rescinds all previous editions. The Plan and its supporting contents are hereby approved, and the Plan is effective immediately upon the signature of the authorities listed below.

Dr. Timothy Caboni, President
Western Kentucky University

Date

Dr. David Oliver, Director
Environmental Health and Safety/
Emergency Manager
Western Kentucky University

Date

Approval and Implementation

This is the Western Kentucky University (WKU) Emergency Operations Plan (EOP). You have received a copy of this Plan because you will have important responsibilities during an emergency or disaster. Please read this document immediately and re-read it periodically, so that you are thoroughly familiar with the contents of the Plan and fully understand your specific role.

The Plan set forth in this document is designed to mobilize University resources (e.g., personnel, equipment, fiscal) rapidly and efficiently to meet an emergency that may impact WKU. The effectiveness of this Plan is dependent upon the full and rapid response of all personnel. If the University is faced with an emergency, the WKU Incident Commander, Emergency Manager, or designee, acting under the guidelines of this Plan, is authorized to implement those measures necessary to respond to an emergency to protect life; to minimize loss of property and assets; and to minimize disruption of normal activities. Each member of the University community who has a part in these important tasks shall give this matter their full and complete attention and support.

Dr. Timothy Caboni, President
Western Kentucky University

Approval Date

Plan Distribution

The full WKU Emergency Operations Plan (EOP) is distributed to key internal entities and external partners through electronic distribution and hard copy formats. Internal recipients are responsible for further dissemination (in whole or in part) to their subordinate organizational units as necessary.

Internal Distribution

- President (hard copy + electronic copy)
- Executive Vice President for Strategy, Operations, & Finance (hard copy + electronic copy)
- Provost & Vice President for Academic Affairs (hard copy + electronic copy)
- Primary Emergency Operations Center (EOC) – Jody Richards Hall (hard copy + electronic copy)
- Alternate Emergency Operations Center (EOC) (hard copy + electronic copy)
- Environmental Health & Safety/Emergency Management (hard copy + electronic copy)

External Distribution

- Warren County Emergency Management Agency (electronic copy-public version)

The Plan published on the WKU website at [Western Kentucky University Emergency Management Plan \(wku.edu\)](http://www.wku.edu/emergency-management) has been redacted to remove sensitive information. Both versions of the Plan are maintained by the WKU Department of Environmental Health & Safety/Emergency Management.

Record of Changes

The WKU Emergency Operations Plan (EOP) undergoes continuous, ongoing revision based on the results of actual incidents, post-exercise and event assessments, and input from departments and organizational components tasked within this plan. The revised plan shall be distributed to internal and external entities as identified in the Record of Distribution.

A public version of this plan can be found on the WKU Department of Environmental Health & Safety (EH&S) website at www.wku.edu/emergency/documents/eop.pdf. The full version, including applicable annexes, contact information, and more detailed information is available to authorized personnel via written request to the WKU Director of EH&S/Emergency Management.

Change Number	Date of Change	Page or Section Changed	Summary of Change	Person Authorizing Change
1.	10/1/2025	Appendix C, pg. 128	WKU Main Campus Evacuation Routes added	B. Dobbs
2.	5/21/2026	Appendix G, pg. 147	Emergency contact phone number for the BGPD updated	B. Dobbs
3.	6/8/2026	Entire Doc	Annual plan review and update completed	B. Dobbs
4.	6/26/2026	pg. 5	Venue capacities updated	B. Dobbs
5.	6/26/2026	pg. 23	Spelling correction (NASCAR)	B. Dobbs
6.	6/26/2026	pg. 26	Add reference to Appendix B - EMCT Membership	B. Dobbs
7.	7/13/2026	pg. 16	Update staff assignment for Planning Chief	B. Dobbs
8.	7/13/2026	All Appendices	Re-ordered to accommodate addition of Appendix B – EMCT Membership	B. Dobbs
9.	7/13/2026	Appendix G, pg. 148	Updated Role and Phone Number for Planning	B. Dobbs
10.	7/13/2026	Appendix G, pg. 151	Updated Title for Catherine LaRoche	B. Dobbs
11.	7/13/2026	Appendix G, pg. 151	Updated Contact, Title, and Cell Number for Regional Campuses	B. Dobbs
12.	7/13/2026	Appendix G, pg. 152	Updated Title and Cell Number for Tim Buchanan	B. Dobbs
13.	7/13/2026	Appendix G, pg. 152	Updated Title and Cell Number for William Rector	B. Dobbs
14.	7/13/2026	Appendix G, pg. 152	Deleted Contact, Title, and Cell number for Ronnie Pearson	B. Dobbs
15.	7/13/2026	Appendix G, pg. 152	Updated Title and Cell Number for Kevin Bailey	B. Dobbs
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17.				

Change Number	Date of Change	Page or Section Changed	Summary of Change	Person Authorizing Change
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Note: The Record of Changes is maintained electronically by WKU EH&S/EM.

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1.0 Basic Plan

1.1 Purpose, Scope, Situation Overview, and Assumptions

1.1.1 Purpose

The WKU Emergency Operations Plan (EOP) is intended to establish policies, procedures, and organizational structure for responding to emergencies that have the potential to cause significant disruption of the functioning of all or portions of the University. This Plan describes the roles and responsibilities of university components during emergency situations which are designed to protect lives, property, and the environment through the effective use of university and community resources. These procedures are designed to be flexible to accommodate contingencies of various types and magnitudes. The EOP is activated whenever an incident/declared emergency affecting the university reaches proportions where such a situation cannot be controlled by routine measures or for planned events that could result in emergency situations.

The purposes of the WKU EOP are to:

- Protect the lives and property of the WKU community and provide an orderly continuity of WKU functions through coordination between university components; local first responders; and local, state, and/or federal agencies as necessary.
- Establish a mutual understanding of authority, responsibilities, and operations of WKU personnel during Plan activation.
- Establish an emergency organization to direct and control operations during Plan activation by assigning roles and responsibilities to specific entities.
- Provide a basis for the conduct and coordination of emergency operations and the management of resources during Plan activation.

The EOP consists of the following components:

- **Basic Plan.** The basic plan provides an overview of WKU's approach to all phases of emergency management (e.g., prevention/mitigation, preparedness, response, recovery) and explains the policies, organization, and tasks involved in response and recovery operations.
- **Annexes.**
 - *Emergency Support Function (ESF) Annexes* identify the responsibilities, tasks, and actions required to support specific functions.
 - *Support Annexes* describe common processes and procedures applicable to any incident or event (e.g., donation management, evacuation, resource management, media relations).

- **Hazard-Specific Annexes** focus on special planning and response needs generated by the subject hazard be it natural, technological, or human-caused.
- **Appendices.** The appendices provide supplemental information (e.g., emergency contact information; supporting figures, maps, and forms; definition of terms; acronyms).

1.1.2 Scope

The WKU EOP is a campus-level plan covering property owned and operated by WKU and the faculty, staff, students, contractors, and visitors associated with the WKU campus. This Plan is designed to address a comprehensive range of natural, technological, and human-caused hazards that could affect the WKU campus and satellite locations. The Plan includes procedures for responding to a continuum of emergencies regardless of their size, type, or complexity. Internal and external support entities who have a role will have access to and should be knowledgeable of the Plan.

The WKU EOP applies to all University property and community, unless otherwise noted. Satellite locations or other properties, owned or leased by WKU, may have separate attachments/appendices that identify specific information related to those locations.

This version of the EOP supersedes and rescinds all previous editions of the Plan. If any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this Plan.

Nothing in this Plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this Plan.

Nothing in this Plan is intended, or should be construed, as creating a duty on the part of WKU toward any individual or group.

1.1.3 Situation Overview

1.1.3.1 University

WKU is in Bowling Green (Warren County), Kentucky. The main campus is approximately 200 acres. The major transportation routes near WKU are Interstate 65; U.S. Routes 31W, 68, and 231; and I-165 (previously known as the William H. Natcher Green River Parkway).

In addition to the main campus, WKU operates satellite locations in Bowling Green (South Campus, WKU Innovation Campus, and Agricultural Farm); regional campuses (Glasgow, Elizabethtown, Fort Knox, Owensboro, and Somerset); and the Green River Preserve (1600-acre conservation in Hart County).

The tables below identify the estimated number of faculty, staff, and students at a campus location based on course location by term¹.

Faculty Estimates

	Spring 2025	Summer 2025	Fall 2025	Spring 2026
Main Campus	842	523	872	868
Medical Center	30	30	30	31
South Campus	4	4	4	4
WKU - Elizabethtown/Ft. Knox	3	1	5	4
WKU - Glasgow	16	0	17	16
WKU - Owensboro	3	0	4	2
WKU Innovation Campus	0	0	0	0
Total Estimates	898	558	932	925

Staff Estimates

	Spring 2025	Summer 2025	Fall 2025	Spring 2026
WKU Innovation Campus	12	10	10	10
Main Campus	1,574	1,366	1,585	1,528
Medical Center	6	6	6	6
South Campus	16	16	17	17
University Farm	8	8	7	8
WKU - Elizabethtown/Ft. Knox	17	14	18	16
WKU - Glasgow	18	11	16	18
WKU - Owensboro	11	7	12	11
Total Estimates	1,662	1,438	1,671	1,614

Student Estimates

	Spring 2025	Summer 2025	Fall 2025	Spring 2026
Main Campus	10,347	620	10,945	9,957
WKU - Owensboro	89	0	82	103
WKU - Glasgow	315	0	340	350
Medical Center	426	60	417	380
WKU - Elizabethtown/Ft. Knox	103	0	94	90
South Campus	19	0	12	18
WKU - Somerset	32	0	34	34
Total Estimates¹	11,331	680	11,924	10,932

¹ Faculty and students may be counted in more than one location if they teach or are enrolled in courses at more than one location. Counts do not include students enrolled in web-based, dual-credit, or non-WKU campus location courses.

WKU hosts events that increase the population on campus at any given time. Larger venues include:

- Houchens Industries-L.T. Smith Stadium – an outdoor stadium used for football; capacity is at 22,113.
- E.A. Diddle Arena – an indoor arena used for basketball and volleyball events; seats 7,523
- Ivan Wilson Fine Arts Center Amphitheatre – an outdoor amphitheater; seats approximately 2,900.
- Nick Denes Field – an outdoor baseball field; capacity is nearly 1,500.
- WKU Soccer Complex – an outdoor soccer field; capacity of 1,500.
- Van Meter Hall – an indoor auditorium that seats up to 1,048.
- Downing Student Union – an indoor auditorium that seats up to 633.

1.1.3.2 Hazards

The University is exposed to natural, technological, and human-caused hazards that have the potential for disrupting normal operations, causing injuries and deaths, and damaging or destroying facilities. The results of the Barren River Area Development District (BRADD) risk assessment were used as the basis for developing WKU's hazard risk assessment. A summary of the most likely hazards is provided in the table below.

NATURAL	TECHNOLOGICAL	HUMAN-CAUSED
<i>Resulting from acts of nature to include public health emergencies</i>	<i>Involves incidents or failures of systems and structures to include transportation accidents and infrastructure failures</i>	<i>Caused by the intentional actions of an adversary</i>
<ul style="list-style-type: none"> • Disease Outbreak • Drought • Earthquake • Extreme Cold • Extreme Heat • Fire (Wildfire) • Flooding • High Winds/Tornado • Severe Thunderstorm • Sinkhole • Winter Storm 	<ul style="list-style-type: none"> • Aircraft Crash • Communications Failure • Fire (Structural) • Hazardous Materials Release • Train Derailment • Transportation Accident • Utility Failure 	<ul style="list-style-type: none"> • Active Shooter • Bomb Threat • Civil Disturbance • Criminal Activity/Sabotage • Cyber Incidents • Hostage Situation • Terrorist Act • Workplace Violence

The detailed WKU Hazard Risk Assessment containing risk scores is provided in Appendix A. Emergency procedures for specific hazards are provided in the Hazard-Specific Annexes of this Plan. A comprehensive Hazard Mitigation Plan has been developed which has been approved by the Kentucky Division of Emergency Management and the Federal Emergency Management Agency (FEMA).

1.1.4 Assumptions

- Severe weather, including flash flooding, tornadoes, high winds, heavy snow, ice storms, droughts, and other weather-related emergencies or natural disasters will continue to occur periodically in the Commonwealth of Kentucky.
- The resources of local and state government may not be readily available to WKU officials to cope with emergencies and disasters affecting WKU.
- The WKU Emergency Management infrastructure is adequate for coordinating University-wide emergency operations.
- WKU could be subjected to more than one disaster simultaneously.
- An emergency or disaster can occur at any time of the day or night, weekends, or holidays with little or no warning.
- Since the consequences of an emergency or disaster are not predictable, this Plan will serve only as a guide and may require modification to meet the requirements of the emergency or disaster.
- Basic services (e.g., power, water, natural gas, telecommunications, information systems) may be interrupted.
- Buildings, other structures, and equipment may be damaged or destroyed.
- Contracted suppliers may not be able to deliver goods and services in a timely manner.
- Incidents related to the transportation, storage, and use of hazardous materials will continue to be a threat.
- Incidents involving the release of hazardous materials may require the services of local emergency responders.
- Sabotage and criminal activity could disrupt response efforts.
- Civil unrest will require intervention by local and state agencies.
- This Plan will be reviewed, tested, revised, and reissued at least annually or as needed.

1.2 Concept of Operations

1.2.1 General

The WKU Emergency Operations Plan (EOP) is based on guidelines from the National Incident Management System (NIMS) and the National Response Framework (NRF) and is structured around the phases of emergency management:

- Prevention/Mitigation
- Preparedness
- Response
- Recovery

Prevention/Mitigation

Prevention/mitigation activities are intended to eliminate hazards and vulnerabilities, reduce the probability of hazards and vulnerabilities which may create an emergency, or lessen the consequences of unavoidable hazards and vulnerabilities. Prevention activities are centered around preventing, avoiding, or stopping an imminent, threatened, or actual act of terrorism. Mitigation activities focus on reducing the loss of life and property by lessening the effect of future disasters. Prevention/mitigation is typically a pre-disaster activity, although prevention/mitigation activities may also occur in the aftermath of an incident with the intent of avoiding repetition of the situation. Infrastructure and critical systems are routinely evaluated to ensure required performance during potential incidents. Prevention/mitigation activities are prioritized based on vulnerabilities identified in the Hazard Risk Assessment (see Appendix A). Examples of mitigation activities include:

Actions
Developing, implementing, and periodically reviewing and updating the FEMA-approved Hazard Mitigation Plan.
Working with Kentucky Emergency Management (KYEM) Mitigation Program and Bowling Green/Warren County Emergency Management to develop mitigation projects to address high-risk hazards.
Continue ongoing hazard mitigation efforts as identified in the WKU Hazard Mitigation Plan.
Identifying grant programs to support loss reduction measures (if available).
Conducting routine maintenance on equipment such as generators, fire extinguishers, and smoke and carbon monoxide detectors.
Identifying potential hazards and taking steps to remedy them (e.g., removing dead/rotting trees and branches in the vicinity of power lines, clearing storm drains, cleaning gutters and downspouts).
Identifying measures to minimize the likelihood of information technology system outages and vulnerabilities to cyberattacks.
Inspecting buildings routinely for structural defects.
Incorporating mitigation measures in the design of new infrastructure as well as the remodeling/upgrading of existing infrastructure.

Actions
Incorporating mitigation measures in the repair/rebuilding of infrastructure damaged in incidents.
Partnering with local medical and public health entities to monitor disease outbreaks and implementing prevention measures (e.g., education, testing, vaccination).
Evaluating University insurance policies (including scope of coverage and deductibles) to ensure proper coverage for identified hazards. Modifying/eliminating exclusions that could put the University at risk.

Preparedness

Preparedness activities are designed to build organizational resilience, capacity, and capabilities and to prepare the University for response and recovery operations. Preparedness activities include planning, policy and procedure development, resource stockpiling, training, and exercises. Preparedness activities are defined and prioritized based on vulnerabilities identified in the Hazard Risk Assessment (see Appendix A). Preparedness activities include:

Actions
Developing, reviewing, exercising, revising, and maintaining the WKU EOP.
Developing an annual training and exercise plan to test and improve emergency procedures and organizational response capabilities.
Ensuring University leadership participation in the identification and analysis of hazards, development of the EOP and response procedures, design and conduct of exercises, and evaluation and after-action reporting of incidents, events, and exercises.
Ensuring that senior leaders and key staff are trained in ICS concepts and their respective role during an incident or EOP activation.
Developing response and recovery procedures for high-risk hazards identified by the Hazard Risk Assessment which address communications, resource requirements, safety and security, staff responsibilities, infrastructure, and support activities.
Ensuring that emergency contact lists, resource lists, mutual aid agreements, and emergency contracts are developed, maintained, and current.
Providing public information and educational materials to students, faculty, staff, and visitors via newsletters, social media platforms, brochures, periodic training, websites, and other media.
Alerting emergency response personnel and developing a mobilization and staffing plan.
Identifying protective measures that need to be implemented in preparation for an impending situation.
Providing and maintaining emergency equipment, supplies, and facilities.
Identifying and procuring alternative means of communication and training key personnel in the use of these mechanisms.
Coordinating with non-University entities that are within proximity to WKU's critical infrastructure and developing a communications plan for informing each other of hazardous situations that may have an impact on the other (e.g., bomb threats, active shooter, HAZMAT release/spill).

Actions
Involving first responders, emergency management personnel, local officials, and volunteer groups who assist WKU during emergencies in training opportunities and exercises.
Conducting periodic drills and exercises to test emergency plans and procedures.

Response

Response consists of activities that address the short-term, direct effects of an incident or event. Response includes immediate actions to save lives, stabilize the incident, protect property and the environment, and meet basic human needs. Examples of response activities include:

Actions
Preserving life, stabilizing the incident, protecting property and the environment, and maintaining continuity of University operations.
Establishing communications. <ul style="list-style-type: none"> ▪ Assessing normal communication mechanisms for their viability and identifying service disruptions. ▪ Deploying alternative means of communication, as necessary.
Establishing command and control. <ul style="list-style-type: none"> ▪ Initial Command will be established by the ranking WKU police officer on duty. An Incident Command Post (ICP) will be established depending on the nature of the incident. The ICP will be unified with other response agencies such as Bowling Green Police Department, Bowling Green Fire Department, Medical Center EMS, and/or other responding agencies. ▪ If the scope of the incident or event warrants a higher level of control, the WKU Emergency Operations Center (EOC) may be activated. Command and control for all emergencies and disasters at WKU that exceed the initial command post level, will be the responsibility of the Incident Commander, WKU Emergency Manager, or their designee.
Maintaining situational awareness and adjusting response activities accordingly.
Notifying WKU emergency management personnel. <ul style="list-style-type: none"> ▪ The Incident Commander and/or the WKU Emergency Manager will be notified of any instance on WKU property which could result in the EOP being activated.
Notifying local emergency response agencies, as necessary. <ul style="list-style-type: none"> ▪ Contact information for these agencies can be found in Appendix B – Emergency Contacts.
Determining the course of action students, staff, and faculty impacted by the incident should take. <ul style="list-style-type: none"> ▪ WKU personnel shall take appropriate actions to ensure that all students, faculty, staff, and visitors remain safe.
Ensuring that any inquiry for information by a media source is directed to the designated WKU Public Information Officer (PIO).

Actions	
Providing support to students, personnel, and visitors that cannot care for themselves socially, economically, and or medically.	
Inspecting critical infrastructures regardless of their direct involvement in the incident/declared emergency.	
Planning and initiating demobilization and recovery activities.	

Recovery

WKU will plan and execute recovery activities that include both short-term and long-term efforts. Short-term operations seek to restore vital services to WKU and provide for the basic needs of the students, faculty, staff, and visitors. Long-term recovery focuses on restoring WKU to normal operations. While the Federal government, pursuant to the Stafford Act, provides the vast majority of disaster recovery assistance, WKU must be prepared to provide for a quick recovery to normal business operations. The long-term recovery process includes assistance to students, faculty, and staff. During the Recovery Phase, WKU may need to interact and coordinate recovery efforts with multiple external entities. Therefore, a single point of contact will be identified to interact with those officials to ensure a consistent recovery process. Examples of recovery actions include:

Actions	
Appointing a Recovery Team to coordinate and manage recovery efforts.	
Re-inspecting all infrastructure and initiating repairs.	
Developing a recovery plan that identifies and prioritizes recovery activities.	
Working with various internal and external entities to coordinate recovery efforts.	
Identifying available/potential funding streams for recovery activities.	
Conducting a hot-wash and after-action review and developing an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives.	
Implementing corrective actions, including changes to plans and procedures identified during the after-action review process.	
Restoring normal operations across the campus.	

1.2.2 Emergency Declaration and EOP Activation

The decision to declare the University in a state of emergency rests with the University President or their designee. Following the declaration of an emergency on campus, the Incident Commander, WKU Emergency Manager, or their designee activates the EOP at the appropriate level.

EOP Activation Levels

WKU defines five levels of emergency operations that coincide with the Bowling Green/Warren County Emergency Management activation structure. The WKU Incident Commander, Emergency Manager, or designee, will determine the magnitude of the incident using the following levels of activation and determine whether to physically and/or virtually activate the Emergency Operations Center (EOC).

- **Level 5:** This is the lowest level of incident or event that can generally be managed by the WKU Incident Commander, Emergency Manager, or designee and does not typically require the deployment of more than one WKU resource. The incident or event is of limited duration and will be closed out within one operational period (i.e., 24 hours).
- **Level 4:** This level of an incident or event will require a higher level of management than just the Incident Commander/Emergency Manager and one additional personnel. This level of incident or event will require multiple resources but is not a long-term event. A limited formal activation of the WKU EOC may be required but only to maintain situational awareness and adequately report actions taken by deployed assets. This level of EOC activation may be accomplished virtually rather than in a designated physical structure. The incident or event is of a limited duration and will be closed out within two operational periods.
- **Level 3:** This level of incident or event is of greater complexity than the previous two and requires immediate activation of the WKU EOC structure to manage multiple resources over an extended period to meet significant needs of local first responders and responding entities. This will require the development and implementation of an Incident/Event Action Plan and may have a significant impact on WKU operations. The incident is of an extended duration and will be managed through several operational periods.
- **Level 2:** This level of incident or event will require all actions taken under a Level 3 plus activation of all WKU EOC resources in a designated facility. Resources may be drawn from multiple assets across the University and may include local and state resources. The incident is of an extended duration and cannot be resolved within a clearly defined number of operational periods.
- **Level 1:** This incident or event may be catastrophic or high impact and require the full activation of all WKU, local, county, state, and federal assets as well as the full integration of the WKU EOC with the Bowling Green/Warren County EOC. This level of activation is characterized by the full integration of EOC operations as needed for long-term operations over many operational periods.

1.2.3 EOC Locations

The WKU Emergency Operations Center (EOC) is a physical location in which the coordination of information and resources to support incident response activities normally occurs. EOC operations may be accomplished virtually, in a temporary facility, or be in a more central or permanently established facility.

WKU's primary EOC is at Jody Richards Hall (Rooms 248 and 249) located at 1551 Normal Street. Alternate EOC locations may be utilized, if necessary, as determined by the size and magnitude of the incident and response operations. WKU has identified the following alternate EOC locations:

- Disaster Science Operations Center (DSOC) - located on State Street in the Environmental Science and Technology building, Room 344.
- Environmental Health & Safety office - located at 917 Park Street, behind the South Chestnut Street parking lot.
- South Campus/Knicely Conference Center - located at 2355 Nashville Rd. The Conference Room in the PTS Building was built with additional IT/power infrastructure and a generator to support emergency operations if needed.
- WKU Innovation Campus - located at 2314 Nashville Rd.
- Houchens/L.T. Smith Stadium East Side Athletic Success Center Computer Lab - typically used during athletic events and graduation activities.

The WKU Emergency Manager, or designee, will oversee activities within the WKU EOC. All WKU response activities will be monitored and/or coordinated by the WKU EOC or forward Incident Command Post (ICP). Requests for personnel, equipment, and supplies, regardless of the source, will flow through the WKU EOC to ensure a coordinated effort and to ensure the best use of the resources to manage the situation.

1.2.4 Campus/EOC Access

Access to the WKU campus and any designated WKU EOC facility will be approved on an as-needed basis. WKU personnel will be mobilized by the Incident Commander/EOC Manager based on the needs of the incident. Mobilized personnel will be notified and directed to a designated staging/entry point. Personnel will be admitted based on the access list provided to the WKU PD and the presence of the "WKU EM" tag on their WKU ID card. Access may be denied to any/all authorized personnel if the area is determined to be unsafe by the Incident Commander. To ensure the safety and accountability of personnel during an incident, self-deployment is discouraged. The approved access list and application of the "WKU EM" tags will be managed by WKU EH&S/Emergency Management.

1.3 Organization and Assignment of Responsibilities

1.3.1 Organization

The emergency management organizational structure for WKU consists of three groups, in hierarchical order, with the Policy Group (PG), led by the university president or his designee(s), the Emergency Operations Center (EOC), and an Incident Command or Unified Command Post (ICP/UCP).

Policy Group (PG)

The Policy Group consists of selected members of the WKU President's Cabinet who are responsible for making, establishing, and modifying policies affecting WKU response activities. The Policy Group is led by the President and facilitated by the Provost/Vice President of Academic Affairs and the Executive Vice President of Strategy, Operations, and Finance.

Additional members of the President's Cabinet may be activated as needed depending on the incident type and scope at the discretion of the President or senior Policy Group members.

Emergency Operations Center (EOC)

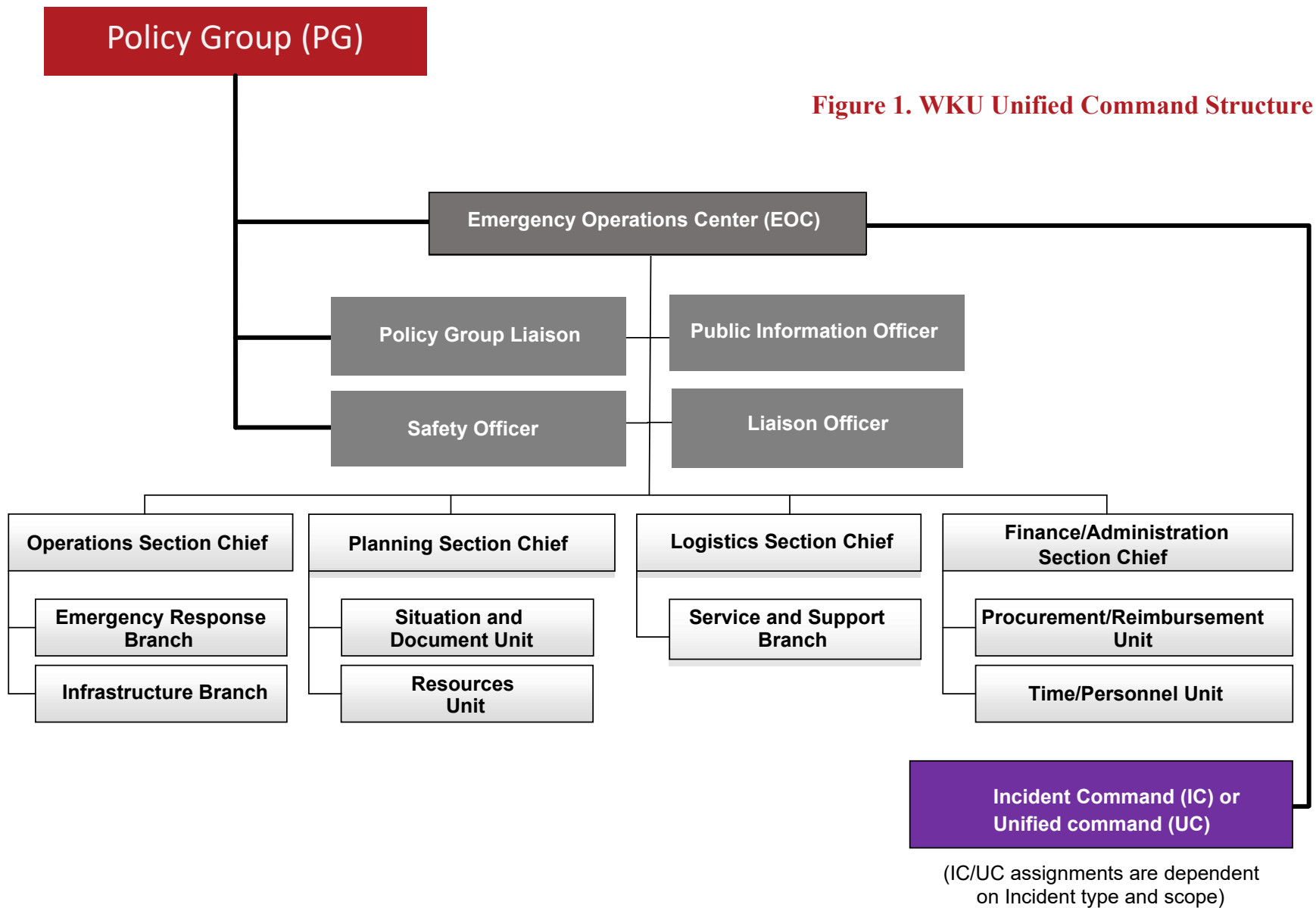
The Emergency Operations Center (EOC) staff consists of University officials who will make operational decisions necessary to support an incident/declared emergency. The EOC staff have the authority to assign University resources and make decisions to provide the most efficient response and recovery possible. These officials or their designees will report to the EOC as required for the duration of the EOC activation. Each position shall be assigned a primary and alternate representative.

Upon activation, the primary representatives of the EOC staff will report to the primary or designated alternate EOC. The team will work with the Incident Commander/Unified Command and external entities to provide the necessary information and resources to support incident response.

EOC Organizational Structure

The Incident Command System (ICS) and Emergency Support Functions (ESFs), as identified by National Incident Management System (NIMS) and National Response Framework (NRF), will be utilized for managing incidents on campus. ICS is a management system designed to enable effective and efficient domestic and international incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure. ESFs are grouped resources and capabilities that are most frequently needed in an emergency or disaster response.

WKU uses a Unified Command structure whenever possible. Figure 1. WKU Unified Command Structure depicts the typical ICS structure for WKU's response to an incident/declared emergency. Figure 2 depicts the emergency management staff assignments. The organizational structure of an incident is flexible and scalable depending on the situational needs.



WKU Emergency Management Staff Assignments				
ICS Position	Activation Category	Primary Assigned	Alternate 1	Alternate 2
Policy Group				
Policy Group Chair	Any Incident	University President	Provost & Vice President, Academic Affairs	Executive Vice President, Strategy, Operations, & Finance
Policy Group Operations Leads	Any Incident	Provost & Vice President, Academic Affairs	Associate Provost, Faculty, Academic Excellence, & Outreach	Provost Staff
	Any Incident	Executive Vice President, Strategy, Operations, & Finance	Associate Vice President, Strategy, Performance & Accountability	Assistant Vice President, Budget, Finance, Analytics
Policy Group Liaison	Any Incident	Assistant Vice President, Strategic Communications & Media Relations	Assistant Vice President, Marketing & Brand Management	Emergency Manager
Additional Alternate Policy Group Members	Incident-Specific	Assistant Vice President for Student Engagement		
		Dean of Students/Assistant Vice President for Student Life		
		Chief Facilities Officer		
		General Council		
		Athletics Director		
Command Staff				
EOC Manager	Any Incident	Emergency Manager	Assistant Vice President, Information Technology Services	Program Manager, Preparedness & Safety
Public Information (PIO)	Emergency Response	WKU Police PIO	Director, Media Relations	Assistant Director, Media Relations
Public Information (PIO)	University Other	Director, Media Relations	Assistant Director, Media Relations	WKU Police PIO
Public Information (PIO)	Residence Life/ Housing-Specific Incident	HRL Assistant Director, Marketing and Communications	Director, Media Relations	Assistant Director, Media Relations
Liaison Officer	Any Incident	Incident Dependent	Incident Dependent	Incident Dependent
Safety Officer	Any Incident	Assistant Director EHS	Manager, Workers Comp	EHS Staff
Intelligence	Incident-Specific	Incident Dependent	Incident Dependent	Incident Dependent

WKU Emergency Management Staff Assignments				
ICS Position	Activation Category	Primary Assigned	Alternate 1	Alternate 2
EOC Staff				
Operations Chief	Any Incident	Incident Dependent	Incident Dependent	Incident Dependent
Planning Chief	Any Incident	Assistant Director, Planning, Design, & Construction	Director, Infrastructure & Operations, Information Technology Services	Director, Facilities Management
Logistics Chief	Any Incident	Assistant Vice President, Business Services	Manager, Purchasing/Procurement	Business Services Staff
Finance/Admin Chief	Any Incident	Assistant Vice President, Budget, Finance, Analytics	Controller/Treasurer	Executive Director, Budget & Finance, & Planning
Facilities Branch Director	Any Incident	Director, Facilities Management	Assistant Director, Planning, Design, & Construction	Facilities Management Staff
Housing Branch Director	Any Incident	Assistant Vice President, Student Engagement - Executive Director, Housing & Dining	Director, Housing Operations	Assistant Director, Housing
Incident Command / Unified Command Staff				
Incident/Unified Command	Emergency Response	WKU Police / Internal/External	WKU Police / Internal/External	WKU Police / Internal/External
Incident/Unified Command	All Others	Incident Dependent	Incident Dependent	Incident Dependent

Figure 2. WKU Emergency Management Staff Assignments

WKU resources, and potentially those of external agencies, will be required to support response activities on-scene or within the EOC. During an EOC activation, the EOC will staff ESF positions required to assist with the incident/declared emergency. Each ESF representative will act as a liaison for their agency to coordinate information and resources through the EOC. See 2.0 ESF Annexes for detailed information on lead and support agency responsibilities for each ESF.

1.3.2 Assignments of Responsibilities

Incident Commander:

- Establishes an initial command post.
- Assesses the nature of the emergency.
- Implements on-scene ICS.
- Initiates initial emergency response activities until supported by local first response agencies.
- Transitions to Unified Command if appropriate.
- Coordinates information and activities with WKU Emergency Manager and/or WKU Police administration.

Emergency Manager/EOC Director:

- Determines the need for and level of EOP activation.
- Determines which elements of the EOP need to be activated.
- Identifies EOC staffing requirements.
- Facilitates operations within the EOC.
- Coordinates information and activities between the EOC and Incident Command, Policy Group, and other departments and agencies.

Policy Group Liaison:

- Coordinates with EOC Manager and Operations Section Chief to develop briefings for Policy Group.
- Submits requests for policy decisions and resources to Policy Group on behalf of the EOC.

Public Information Officer:

- Coordinates with the Operations Section Chief and Incident Command to coordinate all media and public relations activities during an incident/declared emergency.
- Determines University information to disseminate to the media.
- Determines media outlets for notification of University status to students and personnel.
- Coordinates public information releases.
- Acts or assigns an expert spokesperson as appropriate.
- Provides pertinent information to the Policy Group Liaison for obtaining approval for messaging.
- Works with local and regional Joint Information Centers (JIC) as appropriate.

Safety Officer:

- Ensures the health and safety of all emergency responders.
- Provides overall safety for operational activities.

Liaison Officer:

- Interfaces with internal and external agencies, organizations, and the private sector as needed to ensure that information relative to incident impacts on the University and community are conveyed.

Operations Section Chief:

- Coordinates and executes appropriate elements of the EOP.
- Provides information and resources to the Incident/Unified Command Post (ICP/UCP).
- Activates roles and assigns staff to Operations Section as needed.
- Sets response priorities in concert with IC/UC and Planning Section Chief and monitors the progress of implementation.

Planning Section Chief:

- Activates roles and assigns staff to Planning Section as needed.
- Collects, analyzes, and disseminates incident situational information; maintains a common operating picture (COP).
- Prepares situation summaries.
- Prepares the Incident Action Plan (IAP).
- Collects, records, and stores all documents relevant to the emergency/disaster.
- Develops projections and forecasts for future operational periods.
- Maintains the status of resources assigned to an incident.
- Ensures tracking of persons entering EOC via check in/out form.
- Maintains a log of major actions and decisions taken to resolve an incident.
- Displays situational information.
- Provides demobilization planning as necessary.

Logistics Section Chief:

- Activates roles and assigns staff to Logistics Section as needed.
- Provides overall management of resource and logistical support.
- Orders resources and provides facilities, transportation, supplies, equipment maintenance and fuel, food service, communications, and medical services for incident personnel.
- Orders, receives, processes, stores, inventories, and distributes incident-related resources and supplies.
- Monitors and records equipment use time.
- Sets up and maintains facilities used (e.g., staging areas, shelters, food service) to support the incident.

- Provides food and hydration, sleeping quarters, showers, and sanitation (e.g., additional portable toilets).
- Provides transportation and implements a traffic plan.
- Oversees the provision and documentation of medical care for incident personnel and students to include crisis counseling.

Finance/Administration Section Chief:

- Activates roles and assigns staff to Finance/Administration Section as needed.
- Oversees financial accounting, timekeeping, and tracking of expenditures throughout the incident/declared emergency.
- Estimates the short-term and long-term fiscal impact of the incident to the University.
- Maintains timesheets for activated emergency personnel.
- Tracks liability for insurance claims and compensation requests for human and animal/livestock injuries and damage to property/equipment.
- Administers all financial matters pertaining to vendor contracts and purchase/rental agreements.
- Coordinates with Logistics Section on injuries, damages, and procurement activities.
- Documents claims (e.g., witness statements, photos, video footage).

1.4 Direction, Control, and Coordination

The Chief of Police, Emergency Manager, Incident Commander, or designee is responsible for activating this Plan when an emergency occurs or the threat of an emergency/disaster is imminent.

- Should there be an occurrence(s) that affects only the University, emergency operations will take place under the direction of the Incident Command/Unified Command with city and county agencies supporting the operations through resource augmentation of manpower, equipment, and materials.
- Should there be an occurrence that affects the University as well as the City of Bowling Green or Warren County, emergency operations may take place under each jurisdiction's direction and control with the county-wide agency coordinating the operation and resources for all affected areas.

The EOP assumes that initial response activities will, to the maximum extent possible, be fulfilled by WKU resources or designated emergency response organizations. Additional assistance may be requested through existing mutual aid agreements with the City of Bowling Green, Warren County, private sector, non-governmental organizations (e.g., American Red Cross), and/or the Kentucky Division of Emergency Management.

1.5 Communications

1.5.1 Means of Communication

Reliable means of communication will be a priority during emergency response operations. Data and information are typically transmitted via land line telephones, cell phones, radios, and computers/networks. The EOC will use land line and cell phones as the primary means of communication unless they are rendered inoperable. Handheld radios are available if needed for emergency communications. The WKU Police Department and the WKU Facilities Management each have radios operating on multiple frequencies with repeaters supported by emergency generators. All communications will be transmitted in plain language (e.g., clear text) to ensure that information dissemination is understood by intended recipients.

1.5.2 Emergency Notifications

WKU employs a variety of methods to communicate with internal and external partners during an emergency, weather-related incident, or for anything that may cause disruptions to the normal campus operations. These communication methods include:

- Emergency text alerts to registered recipients
- Outdoor warning system (voice alerts and sirens)
- Building warning system (voice alerts and sirens)
- Mass e-mails to students, faculty, and staff
- Messages posted to WKU News: <https://www.wku.edu/news/>
- Messages posted to the WKU websites
- Messages posted to WKU social media pages (e.g., Facebook, Twitter, WKU News feed)
- Digital signage boards on campus
- Override of the campus cable television system
- Local news media (e.g., television, radio, online news feeds)

If a situation poses an immediate threat to the health or safety of the WKU community, the University will send out emergency notifications via the most appropriate method. The WKU Police Communications Center (a.k.a. Dispatch) has the primary responsibility to receive and disseminate alerts and warnings which affect any part of the University. The WKU Police Communications Center/Public Information Officer (PIO) will send initial messages through a mass alerting system.

WKU currently has three outdoor warning units: two on the main campus (Cherry Hall and Downing Student Union) and one at the South Campus. These units are controlled by the WKU Police Department and can broadcast an alert siren as well as voice messages.

Warren County utilizes an outdoor warning system consisting of sirens located at several places within the City of Bowling Green and Warren County. These sirens are activated when a severe weather, HAZMAT, local/national disaster, or presidential warning is issued for Warren County. The sirens are intended to be an alert for anyone outside; they are not meant to be heard inside buildings. The warning siren is an intermittent wail of 3-minute duration.

If an emergency is protracted, WKU Media Relations will assist the WKU Police Communications Center/PIO by sending follow-up messages via the most appropriate communication method. Depending on the situation, a phone call, uniformed officer, or automated message may be used to announce the “All Clear” message.

WKU Media Relations is responsible for disseminating information about all non-emergency situations (e.g., University closures, schedule alterations, incident updates) to the University community via the most appropriate method(s).

1.5.3 Weather-Related Notifications

Weather-related notifications will be based on data derived from multiple sources.

Television Stations

- WKYU – TV: WKU Public Television station
- WNKY – TV: NBC-affiliated station for South Central KY (also operates CBS)
- WBKO – TV: ABC-affiliated station for South Central Kentucky

Radio Stations

- WKYU – FM 88.9 Bowling Green
- WDNS – FM 93.3 Bowling Green
- WKCT – AM 930 Bowling Green

Social Media

- @WKUweather – White Squirrel Weather
- @WKUDisasterSci – Disaster Science Operations Center

Other radio and television markets may be utilized for extended campus coverage depending on the given situation.

The National Oceanic and Atmospheric Administration’s (NOAA) National Weather Service (NWS) weather radios and local radio and television stations provide additional sources for weather-related reports.

WKU Weather Programs

The WKU Meteorology Program faculty and students operate a dedicated campus and community weather forecast and decision-support service (White Squirrel Weather), a dedicated weather monitoring and prediction lab (College Heights Atmospheric Observatory for Students (CHAOS)) and an all-hazards monitoring, response, and outreach center (Disaster Science Operations Center (DSOC)). Each of these entities is supervised by the University Meteorologist.

The DSOC will provide:

- Routine weather forecasts of all weather, with a particular focus on severe and other disruptive weather (e.g., severe thunderstorms, floods, tornadoes, strong wind, hail, winter weather hazards, extreme temperatures).
- Scheduled and real-time weather communications via @WKUweather social media platforms.
- Critical weather monitoring, forecasting, and decision-support to various entities (e.g., NASCAR, Special Olympics, Chicago Marathon) across the United States.
- Situational awareness and intelligence gathering for rapidly developing hazardous conditions.
- Integration with first responder agencies to provide incident-specific critical hazard information.
- Liaison services to leverage university technical resources to aid disaster response operations.

The University Meteorologist will provide:

- Oversight of White Squirrel Weather, the CHAOS Lab, and the DSOC.
- Dissemination of weather intelligence to key decision-makers and community partners.
- Critical decision-support as it relates to campus and community events.

University-specific weather monitoring, prediction, and decision-support staff typically follow the academic calendar and are considered supplemental resources to the National Weather Service.

1.6 Administration and Finance

1.6.1 Incident Documentation

Activity logs, ICS forms, and Incident Action Plans (IAPs) will be maintained whenever the WKU EOC has been activated for an incident/declared emergency. ICS forms and IAPs will be utilized for purposes of operational continuity, tracking, and accountability of resources.

The WKU EOC shall maintain accurate logs and records for key emergency response activities that may include:

- Tasks assigned according to the needs of the incident.
- Resource allocations.
- Response requests to other local governments and to state and federal agencies.
- Internal cost of resources utilized or expended during the emergency response and recovery periods.
- Major commitments of resources or requests for additional resources from external sources.
- Damage assessments.
- Photos and video footage.

Records deemed essential will be identified, and procedures will be established for their maintenance and protection, including backing up electronic files. All documents of both public and private nature will be protected and preserved in accordance with applicable local, state, and federal laws.

1.6.2 Cost Accounting

Various records will be utilized to determine reimbursement; therefore, detailed documentation of resource usage is necessary. Procedures shall be in place to ensure all emergency costs can be easily identified and tracked.

The costs associated with the response and recovery must be accounted for from the outset of the incident/declared emergency. Cost centers will be established in advance to facilitate the capture and tracking of all response and recovery expenditures. All university departments and components shall maintain a detailed record of costs for emergency response and recovery operations to include:

- Personnel costs, especially overtime costs
- Equipment operation costs
- Costs for leased or rented equipment
- Costs for contracted services to support emergency operations
- Costs of specialized supplies expended for emergency operations

These records may be used to recover costs from the responsible party or insurers or as a basis for requesting financial assistance for certain allowable response and recovery costs from the state and/or federal governments.

Complete and accurate records will be maintained until all response and recovery operations are completed and the obligations and accounts have been closed. This includes keeping records of damages, expenses, time, mutual aid remuneration, and recovery. All financial documents will be protected and preserved in accordance with applicable local, state, and federal laws and directives.

1.7 Plan Development & Maintenance

WKU Environmental Health & Safety/Emergency Management (EH&S/EM) is responsible for reviewing and updating the EOP on an annual basis commencing one year from the approval date of this document or more often as necessary. The revised Plan shall be formally approved, implemented, and disseminated.

The WKU Emergency Manager, or designee, will coordinate with emergency response organizations and officials and key University personnel to ensure the development and maintenance of the EOP. The development and maintenance of an emergency plan is a group effort that relies heavily on university leadership and subject matter experts. The WKU Emergency Management Core Team (EMCT) is a standing committee that oversees emergency planning and response initiatives for the university. The EMCT is co-chaired by WKU EH&S/EM and WKU Police Department. The group is cross-functional including representation from environmental health and safety; facilities management; planning, design, and construction; student affairs; housing; meteorology; police; information systems; communications; legal; fire marshal; workers compensation; business services; academics; international studies; athletics; campus/community events; agriculture and research education center (farm); regional campuses; and human resources (see Appendix B).

The WKU Emergency Manager will ensure that this Plan is tested and exercised on a scheduled basis. After each drill, exercise, incident, or event, a Hot Wash and After-Action Review will take place. Any findings from these after-action reviews will be analyzed and documented in the form of an After-Action Report/Improvement Plan (AAR/IP). The EOP will be revised as necessary to incorporate implemented improvements.

1.8 Authorities and References

1.8.1 Federal

- 34 Code of Federal Regulations (C.F.R.), Part 668.
- 40 C.F.R.
- 49 C.F.R., Part 192, Paragraph 192.615 – Emergency Plans.
- Extension Disaster Education Network.
- Homeland Security Exercise and Evaluation Program (revised January 2020), available at <https://www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf>.
- Homeland Security Exercise and Evaluation Program (HSEEP), Volume I: HSEEP Overview and Exercise Program Management.
- Federal Crime Awareness and Campus Security Act.
- Federal Emergency Management Agency (FEMA)/Emergency Management Institute (EMI) ICS Review Material.
- Local and Tribal NIMS Integration: Integrating the National Incident Management System into Local and Tribal Emergency Operations Plans and Standard Operating Procedures, V. 1, Department of Homeland Security.
- National Disaster Housing Strategy.
- National Incident Management System (NIMS)
- 20 Years of the National Incident Management System (NIMS), report dated 2024, available at https://www.fema.gov/sites/default/files/documents/fema_npd-20-years-of-nims.pdf.
- National Response Framework (NRF), Fourth Edition, October 28, 2019, available at https://www.fema.gov/sites/default/files/documents/NRF_FINALApproved_2011028.pdf.
- National Weather Service (NWS) Weather Forecast Office.
- Occupational Safety and Health Administration (OSHA) 1910.120.
- The Center for Food Security and Public Health; All Hazards Preparedness for Rural Communities.
- The Homeland Security Act of 2002 (Public Law 107–296; approved November 25, 2002; as amended through P.L. 119–4, enacted March 15, 2025), available at https://www.dhs.gov/sites/default/files/2025-04/25_0315_HSA-2002-updated-through-Mar2025.pdf.pdf.
- The Resource Conservation and Recovery Act.
 - The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93–288, (Public Law 93–288; approved May 22, 1974; as amended through P.L. 118–44, enacted March 18, 2024), available at <https://www.govinfo.gov/content/pkg/COMPS-2977/pdf/COMPS-2977.pdf>.
- Title III of the SARA and the CERCLA.
- United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service.
- USDA, Pest Management in U.S. Agriculture.

1.8.2 State

- 902 Kentucky Administrative Regulations (KAR) 100.
- Kentucky Community Crisis Response Board.
- Kentucky Emergency Operations Plan.
- Kentucky Revised Statutes (KRS) 39.

1.8.3 Local

- Barren River Area Development District (BRADD) Natural Hazard Mitigation Plan.
- CSX Railroad System Map.
- Warren County Emergency Operations Plan (2026/2027).
- WKU Hazard Mitigation Plan (2026).
- WKU Emergency Procedures.
- WKU Groundwater Protection Plan.
- WKU Hazardous Waste Contingency Plan.
- WKU Library Security & Emergency Procedures Manual.
- WKU Police Department Annual Campus Security Report and Fire Safety Report.
- WKU Radiation Producing Machines Safety Manual
- WKU Radiation Safety Manual.
- WKU Spill Prevention Control and Countermeasures Plan.

2.0 ESF Annexes

WKU has adopted an Emergency Operations Plan (EOP) that utilizes the use of Emergency Support Functions (ESFs). During an incident/declared emergency, the Emergency Manager will determine which ESFs are needed to support the response. ESFs may be represented by one or more agencies that perform tasks or provide resources. Resources may be University-owned or derived from local, state, federal, non-governmental organizations, or the private sector. The matrix below provides an overview of who may be the primary agency in a response and who may be asked to provide support. This matrix is not a conclusive list; other entities may be asked to support response and recovery operations.

Emergency Support (ESF) Function Matrix															
P = Primary						S = Support									
Department/Agencies	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
WKU Parking and Transportation Services	P														
WKU Police Communications Section		P													
WKU Facilities Management			P				S								
Bowling Green Fire Department				P					P	P					
Warren County Fire Departments (x9)				S											
WKU Environmental Health & Safety/EM				S	P			S		S				S	
WKU Housing and Residence Life						F									
WKU Business Services-Purchasing							P								
WKU Student Engagement						S									
Medical Center EMS								P							

Emergency Support (ESF) Function Matrix																
P = Primary						S = Support										
Department/Agencies	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6-15										
						ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	
WKU Agriculture & Food Science											P					
WKU Facilities Management-Plant Operations												P				
WKU Police Department	S				S								P			
WKU Chief Facilities Officer														P		
WKU Media Relations															P	
WKU Information Technology Services		S														
WKU Planning, Design, and Construction			S													
Barren River District Health Department								P								
Warren County Emergency Management					S				S	S				S		
Kentucky Department of Agriculture											S					
Bowling Green Municipal Utilities												S				
Atmos Energy Corporation												S				
Bowling Green Police Department													S			

Emergency Support (ESF) Function Matrix															
P = Primary						S = Support									
Department/Agencies	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15
WKU Communications and Marketing		S													S
Warren County Coroner								P							

WKU departments are aligned with an ESF that shares similar mission tasks routinely performed. Some departments will be heavily involved, while others may only be asked to perform tasks on a limited basis or after the disaster response is complete. The following sections provide a general overview of the tasks that each ESF is responsible for or may be asked to support.

ESF #1 – Transportation

Purpose

ESF #1 provides for coordination, control, and allocation of transportation assets in support of the routing and movement of emergency resources and people, including the evacuation of people.

Concept of Operations

Primary: WKU Parking and Transportation Services

Support: WKU Police Department

WKU Parking and Transportation Services is the primary responsible department for providing transportation services during incidents but may require support from WKU Police Department. WKU Parking and Transportation Services will be responsible for providing resources during evacuations, route planning, and other transportation-related issues. WKU Police will assist in route planning and crowd/traffic control.

Mitigation and Preparedness

- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Develop and maintain a list of potential resources that could be requested in an emergency.
- Maintain a list of trained personnel to serve in the EOC during an emergency or disaster.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the Incident Commander and/or Emergency Manager.
- Monitor and report status of damage to the transportation system and infrastructure as a result of the incident and/or response activities.
- Process all transportation assistance requests and tasks received in the EOC.
- Coordinate the closing/blocking of roadways and debris removal.
- Monitor emergency vehicle access and coordinate general traffic control.
- Identify traffic signage needed and assist with directing traffic.
- Assist with evacuation and re-entry.
- Prioritize all transportation resources for the movement of people, materials, and services.
- Perform necessary actions to assist with response and recovery operations.
- Document costs and maintain records associated with response and recovery activities.

ESF #2 – Communications

Purpose

ESF #2 provides emergency warning, information, and guidance to the public and facilitates the requirements and resources needed to provide backup capability for all means of communications to include information technology, telecommunications, and network support.

Concept of Operations

Primary: WKU Police Communications Section (a.k.a. Dispatch)

Support: WKU Communications & Marketing/WKU Information Technology Services

WKU Police Communications Section (a.k.a. Dispatch) is responsible for providing emergency communication services during incidents which may require support from WKU Communications and Marketing. The WKU Police will primarily be relied upon for dispatch, text alerts, and other emergency response communications. WKU Communications and Marketing will assist in developing appropriate follow-up messaging to effectively communicate to the campus community. WKU Information Technology Services will ensure that information technology and network support remain operational or are returned to normal operating status.

Mitigation and Preparedness

- Plan and coordinate with departments and agencies to provide emergency/backup telecommunications.
- Provide information technology services and network support.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Establish policies, procedures, plans, and programs to effectively address information technology and telecommunication needs.
- Develop and maintain a list of resources that could be requested.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the Incident Commander.
- Recover core administrative and academic information technology systems.
- Expand the restored access to the network based on identified needs.
- Restore required information services, including the internet/intranet.
- Provide regular updates and situational information on the status of information technology systems to the EOC.
- Ensure police dispatch incoming and outgoing lines are operational and remain so.

- Confirm communications equipment (e.g., phones, fax, internet, email network access, television) is operational in EOC and that communications services throughout the campus remain functional.
- Assist in setting-up EOC communications in back-up location(s) as required.
- Where requested and technically possible, provide temporary hard-wired communications for the IC where needed.
- Assist with assuring that all campus two-way radio systems are operational and make repairs as needed.
- Document costs and maintain records associated with response and recovery activities.

ESF #3 – Public Works and Engineering

Purpose

ESF #3 provides and coordinates resources (e.g., personnel, equipment, facilities, materials, supplies) to support public works and infrastructure needs.

Concept of Operations

Primary: WKU Facilities Management

Support: WKU Planning, Design, and Construction

WKU Facilities Management is the primary responsible department for providing public works and engineering support during incidents/declared emergencies but may require support from WKU Planning, Design, and Construction. Facilities Management will be responsible for providing equipment, debris removal, and other facility-related support. WKU Planning, Design, and Construction will support building inspections.

Mitigation and Preparedness

- Plan and coordinate with associated departments and agencies.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Establish policies, procedures, plans, and programs to effectively address physical plant services to include equipment, transportation, and mechanical support.
- Develop and maintain a list of possible resources that could be requested.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Restore critical services (e.g., heat, power, water) and provide emergency repair of campus facilities.
- Operate and maintain emergency generators.
- Clear debris.
- Clear, repair, or support reconstruction of damaged emergency access routes necessary for the transportation of personnel, equipment, and supplies.
- Determine whether a building can be fully or partially occupied.
- Provide emergency demolition or stabilization of damaged structures and facilities designated as immediate hazards to public health and safety.
- Provide technical assistance and damage assessment.
- Document costs and maintain records associated with response and recovery activities.

ESF #4 – Firefighting

Purpose

ESF #4 provides and coordinates resources (e.g., personnel, equipment, facilities, materials, and supplies) to support firefighting activities and hazardous materials incidents.

Concept of Operations

Primary: Bowling Green Fire Department

**Support: Warren County Fire Departments/
WKU Environmental Health and Safety-Fire Marshal**

The Bowling Green Fire Department is the primary responsible department for firefighting services during incidents/declared emergencies but may require support from the nine Warren County Fire Departments and WKU Environmental Health and Safety-Fire Marshal. The Department of Environmental Health and Safety will be responsible for coordinating all firefighting mitigation, preparedness, and recovery activities. The WKU Fire Marshal shall ensure that all fire alarm and fire suppression systems are functional or that appropriate steps, such as a 24-hour fire watch, are enacted until systems are restored.

Mitigation and Preparedness

- Coordinate between departments and partnering agencies to mitigate, prepare for, respond to, and recover from a fire incident.
- Develop and maintain a list of possible resources that could be requested in an emergency.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Detect and suppress fires.
- Obtain, prioritize, and allocate available resources.
- Mobilize and coordinate personnel, equipment, and supplies.
- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Document costs and maintain records associated with response and recovery activities.

ESF #5 – Emergency Management

Purpose

ESF #5 provides for the overall management and coordination of university emergency operations; manages EOC operations; and compiles, analyzes, and disseminates critical information on response and recovery operations for decision making purposes.

Concept of Operations

Primary: WKU Environmental Health and Safety/Emergency Management

Support: WKU Police Department/Warren County Emergency Management Agency

WKU Environmental Health and Safety/Emergency Management is the primary responsible department for providing emergency management during incidents/declared emergencies but may require support from the WKU Police Department or the Warren County Emergency Management Agency. WKU Environmental Health and Safety/Emergency Management will be responsible for coordinating all emergency management functions and filling the role of Emergency Manager. Warren County Emergency Management Agency may support EOC operations, if necessary.

Mitigation and Preparedness

- Maintain the WKU Hazard Mitigation Plan to identify hazards and determine risks and vulnerabilities to the University.
- Maintain a comprehensive Emergency Operations Plan. Distribute copies and updates to essential personnel.
- Ensure that the necessary personnel are trained to the appropriate level of the NIMS ICS.
- Identify, classify, and maintain a current list of university resources and equipment to be used during an incident.
- Provide training opportunities on emergency preparedness and other emergency management related topics.
- Maintain the EOC and ensure that backup locations are maintained for use, if needed.
- Coordinate with partnering agencies to obtain additional resources as needed.
- Recruit and train personnel to serve in the EOC.
- Provide guidance and training (as needed) on incident management tools and activities.
- Work with university departments and supporting agencies to conduct training, drills, and exercises to evaluate specific elements of the EOP.
- Actively participate in drills and exercises.
- Plan for the use of various facilities during an incident.

Response and Recovery

- Activate, establish, and manage the EOC as needed.
- Operate within the scope of NIMS as directed by the IC.
- Coordinate information and ensure it is communicated to the appropriate individuals within the EOC or other entities.
- Coordinate warning information to the appropriate personnel for proper dissemination.
- Coordinate with partnering agencies.
- Coordinate resource requests both internally and externally.
- Maintain situational awareness.
- Provide timely situation reports to the Policy Group, EOC, and IC, and other pertinent entities.
- Provide requested information and EOC resources.
- Assist in establishing operational timelines and demobilization plans.
- Collect emergency or disaster response information from university components and develop After-Action Reports/Improvement Plans (AAR/IP).
- Coordinate recovery efforts.
- Document costs and maintain records associated with response and recovery activities.

ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services

Purpose

ESF #6 coordinates activities involved with the emergency provision of temporary shelters, emergency mass feeding, special human needs, and the bulk distribution of coordinated relief supplies.

Concept of Operations

Primary: WKU Housing and Residence Life (HRL)

Support: WKU Student Engagement

WKU Housing and Residence Life is the primary responsible department for providing mass care, emergency assistance, housing, and human services for the University community during incidents/declared emergencies but may require support from WKU ESE, American Red Cross, and/or other nongovernmental entities.

Mitigation and Preparedness

- Plan and coordinate with supporting departments and agencies to provide sheltering for students and employees who are required to remain on campus during an incident.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Develop and maintain a list of possible resources that could be requested.
- Maintain a list of on-campus shelter locations that describes available facilities services, capacity, contact information, and other pertinent information.
- Develop and maintain a security plan for each shelter location.
- Establish policies, procedures, plans, and programs to address sheltering needs during an incident/declared emergency.
- Establish guidelines to recognize and address the sheltering of individuals with special needs.
- Provide shelter operations training for personnel expected to operate a shelter.
- Develop and maintain plans to coordinate employee and student information and accountability.
- Maintain a list of trained personnel to serve in the EOC as requested.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Provide personnel to support the opening of shelters at the request of the Emergency Manager, IC, or other designee.
- Determine shelter location based on the incident and affected areas of campus. Shelter information and location shall be disseminated to the campus community.
- Operate within the scope of NIMS as directed by the IC.
- Coordinate emergency shelter and food service for individuals required to remain on campus.
- Assist in communicating information to employees as necessary.
- Coordinate employee information and accountability information (including communication with families as required).
- Provide housing and related services for impacted residential students as necessary.
- Assist in coordinating and accounting for residential students.
- Assist in operating an emergency shelter as necessary.
- Establish a family resource center, as needed.
- When using campus facilities, ensure that applicable fire and life safety codes for sheltering operations are being met.
- When using campus facilities, ensure proper health and safety standards for sheltering and feeding operations are being met.
- Document costs and maintain records associated with response and recovery activities.

ESF #7 – Logistics Management and Resource Support

Purpose

ESF #7 coordinates the acquisition of resources through mutual aid agreements and procurement procedures for all functional areas, as needed. Coordinates the warehousing, movement, and documentation of personnel, equipment, supplies, facilities, and services used during disaster response and relief operations.

Concept of Operations

Primary: WKU Business Services-Purchasing

Support: WKU Facilities Management

WKU Finance and Administration-Purchasing is the primary responsible department for providing logistics management and resource support for the university community during incidents/declared emergencies but may require support from WKU Facilities Management. WKU Finance and Administration-Purchasing will coordinate the purchasing of needed resources for the university to prepare for, respond to, and recover from emergencies on WKU campuses. WKU Facilities Management will be responsible for providing the infrastructure during an emergency response.

Mitigation and Preparedness

- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Maintain a list of trained personnel to serve in the EOC.
- Develop and maintain a list of possible resources that could be requested.
- Develop procedures to document costs for potential reimbursement.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Locate, procure, and issue resources, personnel, and equipment.
- Coordinate emergency purchases and funding.
- Coordinate with vendors as needed.
- Document costs and maintain records associated with response and recovery activities.

ESF #8 – Public Health and Medical Services

Purpose

ESF #8 coordinates the care and treatment for the ill and injured and supports public health and environmental sanitation services, disease and vector control, and the collection and protection of human remains.

Concept of Operations

Primary: Medical Center EMS/ Barren River District Health Department/Warren County Coroner

Support: WKU Environmental Health & Safety

Depending on the nature of the incident, Medical Center EMS, Barren River District Health Department, and Warren County Coroner Office share the primary responsibility for providing emergency medical services, public health guidance, and the collection/protection of human remains respectively but may require support from WKU Environmental Health and Safety.

Mitigation and Preparedness

- Coordinate between departments and partnering agencies to be prepared for evacuation of disabled students and the possibility of providing triage, emergency medical care, and psychological services.
- Develop and maintain a list of possible resources that could be requested.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Establish policies, procedures, plans, and protocols to address triage, treatment of minor injuries, and coordination of psychological services.
- Identify possible triage locations and develop policies and procedures to operate these locations.
- Prepare plans to manage a mass fatalities incident, including the establishment of morgue locations, as well as policies and procedures for managing these locations.
- Coordinate with support agencies for responding to public health emergencies (e.g., local disease outbreaks, epidemics, pandemics).
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Establish field triage locations as needed.
- Document and track resource requests.
- Ensure accountability of volunteer staff is maintained.
- Document costs and maintain records associated with response and recovery activities.

ESF #9 – Search and Rescue

Purpose

ESF #9 coordinates the search, rescue, and removal of missing persons or trapped persons from a stricken area, building, and other structure.

Concept of Operations

Primary: Bowling Green Fire Department

Support: Warren County Emergency Management

Bowling Green Fire Department is the primary responsible department for providing Search and Rescue capabilities for the University community during incidents/declared emergencies and may require support from Warren County Emergency Management and other entities.

Mitigation and Preparedness

- The WKU Emergency Manager, or designee, provides for coordination between departments and partnering agencies to prepare for, respond to, and recover from a search and rescue activity.
- Develop and maintain a list of possible resources that could be requested.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Maintain a list of trained personnel to serve in the EOC.
- Develop procedures to document costs for reimbursement.
- Participate in drills and exercises when requested.

Response and Recovery

- Search and locate missing persons.
- Obtain, prioritize, and allocate available resources.
- Mobilize and coordinate personnel, equipment, and supplies.
- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Document costs and maintain records associated with response and recovery activities.

ESF #10 – Hazardous Materials Response

Purpose

ESF #10 coordinates the response, containment, and cleanup of hazardous materials accidents or releases on WKU properties.

Concept of Operations

Primary: Bowling Green Fire Department

**Support: WKU Environmental Health and Safety/
Warren County Emergency Management Agency**

The Bowling Green Fire Department is the primary responsible department for providing hazardous materials response for the university community during incidents/declared emergencies but may require support from the WKU Environmental Health and Safety and/or the Warren County Emergency Management Agency. The Bowling Green Fire Department, WKU Environmental Health & Safety, and Warren County Emergency Management will establish a unified command structure to manage any incident involving hazardous materials.

Mitigation and Preparedness

- The WKU Emergency Manager, or designee, coordinates between departments and partnering agencies to mitigate, prepare for, respond to, and recover from a hazardous materials incident.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Ensure that appropriate personnel are trained in the use of Personal Protective Equipment (PPE) and hazardous materials.
- Establish policies, procedures, plans, and programs to address hazardous materials incidents.
- Establish plans and MOUs with partnering agencies to provide response and mitigation activities for hazardous materials incidents.
- Develop and maintain a list of possible resources that could be requested.
- Maintain a list of vendors to assist in the clean-up and disposal of hazardous materials and related waste.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Assess the hazardous materials incident. Provide pertinent information on the type of hazardous material(s) and critical health and life safety information.

- Determine the necessity for evacuation or sheltering in place and coordinate with the EOC to initiate the appropriate process.
- Coordinate and ensure the control of any secondary hazard, such as a fire.
- Ensure that the hazardous materials incident has been reported to appropriate agencies, as dictated by the incident size and scope.
- Establish site security as needed.
- Work with partnering agencies to determine the responsible party.
- Work with partnering agencies and the responsible party to coordinate the clean-up and disposal operations.
- Ensure that all applicable laws and regulations are being followed and provide documentation on each aspect of the response and recovery operations.
- Provide incident status information to the EOC or appropriate official (depending on incident size) for dissemination to the necessary individuals/organizations.
- Document costs and maintain records associated with response and recovery activities.

ESF #11 – Agriculture and Natural Resources

Purpose

ESF #11 identifies, procures, and arranges for the transport and distribution of food and water to university locations and will work in coordination with ESF #6 to deliver the necessary supplies. ESF #11 also provides coordination for dealing with WKU Farm animals or crops impacted by disaster or disease.

Concept of Operations

Primary: WKU Agriculture and Food Science

Support: Kentucky Department of Agriculture

WKU Agriculture and Food Science is the primary department responsible for providing agricultural support for the University community during incidents/declared emergencies and may require support from Kentucky Department of Agriculture.

Mitigation and Preparedness

- Maintain appropriate emergency procedures to address WKU Farm-specific needs and issues.
- Participate in drills and exercises when requested.
- Develop and maintain a list of possible resources that could be requested.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Maintain a list of trained personnel to serve in the EOC.
- Develop procedures to document costs for reimbursement.
- Monitor natural resources, animal, and plants for damage/injury, contamination, or disease.

Response and Recovery

- Determine the food and water needs for animals on the farms.
- Identify, procure, and arrange for the transport and distribution of food and water.
- Obtain, prioritize, and allocate available resources.
- Mobilize and coordinate personnel, equipment, and supplies.
- Coordinate animal and large animal rescue.
- Obtain veterinary care for animals as needed.
- As the situation dictates, identify specific evacuation routes for animals, provide transportation, and coordinate temporary shelter.
- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Document costs and maintain records associated with response and recovery activities.

ESF #12 – Energy

Purpose

ESF #12 coordinates the provision of power (to include electric power, distribution systems, fuel, and emergency generators) to support emergency response and recovery operations and restoring the normal supply of power to the University.

Concept of Operations

Primary: WKU Facilities Management-Plant Operations

Support: Atmos Energy/Bowling Green Municipal Utilities

WKU Facilities Management-Plant Operations is the primary department responsible for providing energy services for the university community but may require support from Atmos Energy and/or Bowling Green Municipal Utilities.

Mitigation and Preparedness

- Plan and coordinate with associated departments and agencies to provide energy services to WKU.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Establish policies, procedures, plans, and programs to effectively address required energy related services to include equipment, transportation, and mechanical support as needed.
- Develop and maintain a list of possible resources that could be requested.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Recover core plant operations that were disrupted or damaged.
- Restore and prioritize energy access.
- Restore normal power and operations.
- Provide regular updates and situational information on the status of power plant systems to the EOC.
- Document costs and maintain records associated with response and recovery activities.

ESF #13 – Public Safety and Security

Purpose

ESF #13 provides coordination for the protection of life and property by enforcing laws, orders, and regulations; making emergency notifications; and coordinating needed outside services such as law enforcement, fire, rescue, and Emergency Medical Services (EMS).

Concept of Operations

Primary: WKU Police Department

Support: Bowling Green Police Department

The WKU Police Department is the primary department responsible for providing public safety and security for the university community during incidents/declared emergencies but may require support from Bowling Green Police Department, Kentucky State Police, and/or other law enforcement agencies.

Mitigation and Preparedness

- Plan and coordinate with local agencies to provide public safety and security services.
- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Establish policies and procedures for responding to incidents and requesting assistance from external agencies.
- Maintain an inventory of WKU Police Department personnel and equipment.
- Maintain a list of trained personnel to serve in the EOC.
- Participate in drills and exercises when requested.
- Provide a system for the receipt and dissemination of information, data, and directives pertaining to law enforcement activities.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Evaluate the scene for the safety and security of responders.
- Determine the nature of the incident and identify the appropriate response agencies.
- Notify the appropriate emergency response agencies.
- Provide safety and security services or assist responding agencies as needed.
- Provide incident status information and situational updates to the EOC.
- Collect and disseminate information and intelligence to appropriate entities.
- Document costs and maintain records associated with response and recovery activities.

ESF #14 – Long-Term Recovery

Purpose

ESF #14 provides coordination and guidance for recovery operations to include the restoration of damaged or destroyed property, services, and assistance to those affected by the incident; coordinates damage assessment activities with local, state, and/or federal entities; facilitates damage assessment reports; and coordinates new and ongoing mitigation activities.

Concept of Operations

Primary: WKU Chief Facilities Officer

Support: WKU Emergency Management/Warren County Emergency Management

The WKU Chief Facilities Officer holds the primary responsibility for providing long term recovery for the university following an incident/declared emergency which may require support from Warren County Emergency Management.

Mitigation and Preparedness

- Develop a Recovery Plan as a separate document from this Plan.
- Identify grants to assist with recovery and mitigation.
- As funding allows, implement mitigation measures identified in the WKU Hazard Mitigation Plan.
- Participate in drills and exercises as requested.

Response and Recovery

- Activate the recovery plan as directed by the IC, Emergency Manager, or designee.
- Coordinate disaster recovery efforts following pre-established disaster recovery plans.
- Evaluate the recovery plan and WKU Hazard Mitigation Plan after each incident/declared emergency to determine their effectiveness and implement changes as necessary.
- Document costs and maintain records associated with recovery activities.

ESF #15 – External Affairs

Purpose

ESF #15 provides a central point for disseminating accurate, coordinated, and timely communications to affected individuals and groups, including the local government, media, private sector, and the local community. These communications may include instructions for protective actions, as well as guidance for response and recovery operations.

Concept of Operations

Primary: WKU Media Relations

Support: WKU Communications and Marketing

WKU Media Relations is the primary responsible department for providing external affairs for the university community during incidents/declared emergencies but may require support from WKU Communication and Marketing. WKU Media Relations will be responsible for developing and releasing timely news releases and news conferences during incident response and recovery.

Mitigation and Preparedness

- Ensure that the appropriate personnel are trained to the proper level of the NIMS ICS.
- Designate a primary and at least one alternate PIO.
- Maintain an updated media directory.
- Develop and maintain a communications plan.
- Develop protocols for departments and divisions to follow for communicating with the media during an incident/declared emergency.
- Support disaster awareness campaigns.
- Inform the campus community using various notification and alert systems.
- Participate in drills and exercises when requested.

Response and Recovery

- Provide personnel to the EOC when activated and requested.
- Operate within the scope of NIMS as directed by the IC.
- Coordinate all communications, including public and internal information.
- Coordinate the release of all information to the news media.
- Coordinate with WKU Police Department to send emergency notifications to the WKU community.
- If necessary, establish a Joint Information Center (JIC).
- In coordination with the WKU Police Department, provide emergency notification and warning to the campus community under the direction of the Incident Commander, WKU Police PIO, or Emergency Manager.
- Document costs and maintain records associated with response and recovery activities.

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3.0 Support Annexes

Support Annex A – Continuity of Operations (COOP)

Purpose

The purpose of a Continuity of Operations (COOP) Plan is to ensure there are procedures in place to maintain or rapidly resume essential operations within the University after an incident/declared emergency that results in a major disruption of normal activities or services.

Scope

Each WKU department/organizational entity (hereafter referred to as department) will develop and maintain its own COOP Plan. A sample Department COOP Plan outline is provided in Exhibit 1. WKU EH&S/Emergency Management is available for consultation and assistance upon request.

Key Functions

The key functions of a department's COOP Plan are to:

- Identify emergency delegations of authority and orderly lines of succession, as necessary.
- Plan for the best use of human resources during an emergency.
- Ensure the safekeeping of university resources, facilities, and vital records.
- Ensure the acquisition of resources necessary for business continuity and resumption of operations.
- Ensure the capability to perform critical functions remotely until the resumption of normal operations.

Process

The following activities should be accomplished in developing the department's COOP Plan:

1. Review the WKU Hazard Risk Assessment (see Appendix A)
 - a. Identify the hazards to which the University is most at risk (particularly the top five hazards).
 - b. Assess the impact of each risk on department operations.
 - c. Consider these hazards in the planning process.
2. Define the department's essential functions (e.g., those activities that must continue).

- a. Prioritize the essential functions.
 - b. Determine the dependencies and interdependencies of each essential function.
 - c. Establish staffing and resource requirements needed for each function.
 - d. Identify alternative approaches to providing each essential function.
 - e. Exhibit 2 may be used to guide this process.
3. Create orders of succession.
- a. Define who will assume an active leadership role when regular leadership is unavailable.
 - b. Provide at least two back-up personnel for each assigned individual.
 - c. Plan for an orderly and predefined transition of authority by ensuring that everyone is aware of the list and the names of alternates.
 - d. Exhibit 3 may be used to guide this process.
4. Create delegations of authority.
- a. Specify the scope of authority granted to individuals who step into a role during an emergency.
 - Identify what can and cannot be done by an acting leader based on their role or title.
 - Making critical decisions cannot be delayed because of confusion over authority and responsibility.
 - No one is irreplaceable. Therefore, a definitive plan of delegation should be in place.
 - Individuals with unique skills and knowledge associated with essential functions should be considered for specific roles.
 - Ensure the department's delegations of authority document has been reviewed by senior leaders and/or Legal Counsel to identify possible restrictions (e.g., state law, university policies).
 - b. Examples include:
 - Terminating or altering departmental services provided during the emergency.

- Making departmental policy changes.
- Making personnel management decisions.
- Signing contracts, authorizing procurement actions, and/or committing resources.

5. Identify alternate facilities and locations.

- a. Alternate locations may include on-campus buildings or off-campus facilities.
- b. Determine if a Memoranda of Understanding (MOUs) or Memoranda of Agreement (MOAs) with other entities is required.
- c. Identify IT infrastructure requirements for operating in an alternate location.
- d. Ensure that critical supplies and infrastructure (e.g., computers, communication systems, physical security) are available at the alternate location.
- e. Identify which essential functions need to be performed at a pre-designated alternate facility.
- f. Establish procedures for relocating operations to alternate facilities.
- g. Consider teleworking as an alternative to physical relocation to another operating facility.

6. Establish a communications plan.

- a. Identify alternative means of internal communication (e.g., within the University) and external communication (e.g., vendors, contractors, community partners) if the primary means of communication fails.
- b. Identify redundant capabilities (e.g., cell phones, satellite phones, text messaging, amateur radios, internet, social media) to ensure that connectivity is feasible even if the alternative method of communication fails.
- c. Periodically test the alternate communications methods.
- d. Establish an internal emergency notification system (e.g., departmental personnel re-call roster) and update it periodically.
 - Conduct a test recall at least quarterly to ensure that numbers provided are still accurate.

7. Plan for accessing and maintaining vital records during an emergency.
 - a. Identify the electronic/hardcopy documents and records (e.g., financial, personnel, payroll, insurance, contracts, student, educational) needed to perform essential functions.
 - b. Consider the types of vital records:
 - Static records—which change little, or not at all, over time.
 - Active records—which change constantly with circumstances, or as work is completed.
 - c. Create a plan for accessing and maintaining vital records.
 - Create duplicate hard copies that are readily accessible by leadership and available in alternate locations.
 - Encourage staff, faculty, and students to keep their own electronic copies of critical education documents.
 - Encourage faculty to keep back-up copies of key educational materials and grades.
 - Create portable electronic files on flash drives, external drives, CD-ROMs, or all three.
 - On a scheduled basis (e.g., daily, weekly, monthly), back-up and store vital electronic records and soft copies of the department's vital records on local servers and on servers in another location (e.g., cloud).
 - Make sure records (hard copy and electronic) can be accessed on-site and at a remote location.
 - Make advance provisions for emergency procurement procedures when establishing vendor contracts.
 - If available, use cloud computing to provide highly available systems and redundancy and to ensure alternative versions of files are available during and after an emergency.
8. Plan for human capital management.
 - a. Address considerations when assigning staff to essential functions.
 - b. Set expectations about human capital during an emergency.

- Staff should be clear about what they are expected to do in an emergency.
 - Faculty and students should be clear about continuity of instruction.
 - Provisions and accommodations should be provided for students who have disabilities or learning challenges.
 - c. Ensure staff have advanced training regarding their assigned essential functions.
 - After activating the department's COOP Plan, keep all staff informed about work expectations.
 - d. Review human resource policies for reassignment during declared emergencies.
9. Plan for devolution (in extreme situations).
- a. Devolution of control and direction is the transfer from a department's primary operating staff and facility to other employees and facilities for an extended period of time. Devolution involves:
 - The capability to transfer statutory authority and responsibility for essential functions.
 - A way of ensuring a continuity capability in the event essential personnel are unable to perform their mission or if the continuity facility is unavailable to support it.
 - b. It must be clear who will order the devolution and under what conditions.
 - Minimum staffing and key personnel must be identified for determining the "tipping point" for performance of essential functions.
 - c. Considerations should include:
 - Identifying the likely triggers that would activate devolution.
 - How many people would be required to perform essential functions.
 - Who has the authority to order devolution and under what conditions.
 - What resources would be required to support devolution.

10. Plan for reconstitution and the resumption of normal operations.

- a. Planning for reconstitution involves identifying the minimum requirements needed to return to partial/normal operations and restore the learning environment, to include the:
 - Resources (e.g., staff, supplies, facilities, infrastructure) necessary to return to pre-emergency operations.
 - Effective re-implementation of the general operations of the department in a timely and pre-designated manner.
- b. Departmental reconstitution will dovetail into the overall University recovery efforts.

Things to avoid when developing a department COOP Plan include:

- Planning for specific scenarios.
 - Instead of planning for what to do in a flood, fire, etc., plan for what to do if your normal building was inaccessible for any reason.
- Getting caught up in extremes.
 - It is unlikely that an emergency would result in a catastrophic loss of support. Try to divide the planning process into categories such as (1) loss of building/workspace, (2) loss of staff, and (3) loss of utilities/networking functions.
- Planning to the last emergency.
 - While it's important to pay attention to lessons learned from previous incidents, each incident is different, and planning should take a broader scope.
- Assuming the existing management hierarchy will be available.
 - It's important to remember that the normal decision-makers for a department may not be available in an emergency. Therefore, it is important to designate alternate decision-makers and ensure they are empowered to act, if necessary.

Plan Maintenance and Review

The Department is responsible for reviewing and updating its COOP Plan at least annually. The Department manager should ensure the plan is periodically tested to ensure it continues to meet the continuity needs of the department.

Exhibit 1 – Sample COOP Plan Outline

(Name of Department) Continuity of Operations (COOP) Plan

Purpose

Scope

Hazard Risk Assessment

Department Essential Functions

Orders of Succession

Delegations of Authority

Alternate Facilities/Locations

Communications Plan

Vital Records Access and Maintenance

Human Capital Management

Devolution

Reconstitution

Appendices

- 1. Department recall roster**
- 2. Contact information for key personnel and stakeholders**
- 3. Supporting documents (e.g., maps, diagrams, resource inventories)**
- 4. Relevant policies, procedures, and guidelines**

Exhibit 2 – Essential Functions

Essential Function	Assigned Staff	Communications & Info Technology	Alternate Facility Requirement	Resources Required	Alternative Approach

Exhibit 3 – Department Orders of Succession

Position	Successor 1	Successor 2	Successor 3

Support Annex B – Mutual Aid/Multi-Jurisdictional Coordination

WKU will assist in the coordination of mutual aid activities with city, state, federal, private sector, and volunteer agencies. WKU has mutual aid agreements in place with the City of Bowling Green and Warren County, whereas the city and county will assist WKU during a state of emergency and vice versa. WKU will coordinate requests for mutual aid and resources with Warren County Emergency Management.

The following agreement is on file in the WKU Environmental Health & Safety/Emergency Management office.

Attachment(s):

- 1) MOU Between Barren River District Health Department and WKU for Open and Closed Points of Dispensing (POD) for Mass Prophylaxis Clinics.

Attachment 1 – MOU with Barren River District Health Department**MEMORANDUM OF UNDERSTANDING BETWEEN
THE BARREN RIVER DISTRICT HEALTH DEPARTMENT, AND
WESTERN KENTUCKY UNIVERSITY
IN REGARD TO OPEN AND CLOSED POINT OF DISPENSING
MASS PROPHYLAXIS CLINICS**

THIS MEMORANDUM OF UNDERSTANDING, (hereinafter “agreement”) made and entered into on the date of the last signature hereto, between the Barren River District Health Department, and the Western Kentucky University, for their mutual benefit and the benefit of the public, hereby witnesseth, that:

WHEREAS, the Commonwealth of Kentucky is vulnerable to a variety of natural and technological hazards, including but not limited to infectious or contagious disease, the release or spill of hazardous materials and terrorism incidents involving biological, radiological, nuclear, incendiary, chemical, or explosive materials or other weapons of mass destruction; and

WHEREAS, the Barren River District Health Department (hereinafter “BRDHD”) recognizes the seriousness of these threats or hazards and the importance of responding in a coordinated and efficient fashion to protect public health and safety from the effects of the infectious or contagious disease, the release or spill of hazardous materials and terrorism incidents involving biological, radiological, nuclear, incendiary, chemical, or explosive materials or other weapons of mass destruction; and

WHEREAS, Western Kentucky University (hereinafter “WKU”) also recognizes the seriousness of the aforementioned threats to its students, faculty, and staff and the potential impact on university operations; and,

WHEREAS, both the BRDHD and WKU recognize and agree that effective response to these mutually understood threats absolutely and without question requires extremely rapid response that will by necessity involve large publicly accessible structures; and,

WHEREAS, KRS 65.240, (1) encourages joint exercise of power by state agencies with other public agencies and in (2) any two or more public agencies may enter into agreements one another for joint or cooperative action; and,

WHEREAS, the BRDHD through KRS 39A et seq., other State law and County ordinance, and the execution of local mutual aid agreements and cost -recovery ordinances enacted by various components of local and state government in the surrounding areas and State at large, has the duty to respond to threats to the health and well-being of its citizens; and,

WHEREAS, pursuant to KRS Chapter 212 the independent district boards and departments of health; the district health departments; and County health departments,

are all independent entities separate and distinct from the Commonwealth's State Health Department established by KRS Chapter 211; and,

WHEREAS, pursuant to KRS 212.230 (1) (f) the powers and duties of county, city, and district boards of health shall be used to perform all functions necessary to carry out the provisions of law and the regulations; and

WHEREAS, pursuant to KRS 212.240 (2) county health departments shall formulate, promote, establish and execute policies plans and programs to safeguard the health of the people of the county and establish, maintain, implement, promote and conduct facilities and services for the purpose of protecting the public health; and,

WHEREAS, pursuant to KRS 212.245 (5) a local health department may issue and execute such orders as it considers expedient to prevent the outbreak and spread of communicable diseases, and bring the infected population under prompt and proper treatment; and,

WHEREAS, KRS 214.020 provides in relevant part that BRDHD, when it "believes that there is a probability that any infectious or contagious disease will invade this state, it shall take such action and adopt and enforce such rules and regulations as it deems efficient in preventing the introduction or spread of such infectious or contagious disease or diseases within this state; and,

WHEREAS, KRS 214.020 further provides BRDHD the power to isolate and quarantine to stop the spread of disease and in the pertinent part states, "to accomplish these objects shall establish and strictly maintain a quarantine and isolation at such places it deems proper; and,

WHEREAS, WKU owns and operates facilities in the jurisdictional area of the BRDHD and both parties hereto agree and recognize that it is in the best interest of the students, citizens, employees and residents that WKU dedicate the temporary and full use of certain university building(s) to BRDHD; and,

WHEREAS, pursuant to KRS 212.715, no person may refuse or fail to obey a written order of any board of health, department of health, or health officer, issued pursuant to the provisions of law or regulation; and,

WHEREAS, the parties realize they may be subject at all times to disaster or emergency occurrences which can range from crises affecting limited areas to widespread catastrophic events, and that response to these occurrences is a fundamental responsibility of all government entities within the Commonwealth; so,

THEREFORE, it is the intent of the Parties hereto to establish and to support a local public health department and emergency operations plan to provide for adequate assessment and mitigation of, preparation for, response to, and recovery from, the

threats to public health and safety and the harmful effects or destruction resulting from all major hazards, including but not limited to: flood, flash flood, tornado, blizzard, ice storm, snow storm, wind storm, hail storm, or other severe storms; drought, extremes of temperature, earthquake, landslides, or other natural hazards; fire, forest fire, or other conflagration; enemy attack, **threats to public safety and health involving nuclear, chemical, or biological agents or weapons**; sabotage, riot, civil disorder or acts of terrorism, and other domestic or national security emergencies; explosion, power failure or energy shortages, major utility system failure, dam failure, building collapse, other infrastructure failures; transportation-related emergencies on, over, or through the highways, railways, air, land, and waters of the Commonwealth; emergencies caused by spill or release of hazardous materials or substances; mass-casualty or mass-fatality emergencies; other technological, biological, etiological, radiological, environmental, industrial, or agricultural hazards; or other disaster or emergency occurrences; or catastrophe; or other causes; and the potential, threatened, or impending occurrence of any of these events; and so,

THEREFORE the parties to this memorandum of understanding establish this writing and agree and also Order as follows:

SECTION 1. AGREEMENT

Closed PODS

1. The Closed POD Provider (WKU) Shall Agree To:

- a) Request medications according to the number of identified employees, and household family members, (as applicable).
- b) Assume responsibility of dispensing medications (mass prophylaxis) to those individuals identified above by the Provider's trained staff, under the direction of BRDHD medical director, at a Closed POD site chosen by the Provider.
- c) Utilize pharmaceuticals in accordance with the policies and procedures outlined in the BRDHD All-Hazards Plan.
- d) Dispense medications per established medical protocols/algorithms provided by BRDHD at time of the event under the supervision of licensed medical personnel under the direction of BRDHD medical director.
- e) Identify employees and provide that information (primarily "number of personnel") to BRDHD.
- f) Not charge individuals for medications or administration provided through this agreement, except as may be permitted by the State of Kentucky or the CDC.
- g) Participate in any BRDHD sponsored Closed POD training/education opportunities.
- h) Provide and update emergency point-of-contact information to ensure prompt notification of the Closed POD Provider (WKU) in the event of a public health emergency.
- i) Dispense medications and/or supplies in accordance with the guidance provided by BRDHD the State of Kentucky and CDC.

- a) Maintain accurate records of medications dispensed and then provide those records to BRDHD in a timely manner.
- b) Inventory and secure any unused medications until BRDHD can make arrangements for retrieval.
- c) Complete an After Event Summary Report with BRDHD identifying shortfalls and accomplishments of the Closed POD.

2. BRDHD SHALL AGREE FOR CLOSED PODS:

- a. Provide Mass Prophylaxis Dispensing/Closed POD specific training/education opportunities to identified staff of the Provider.
- b. Provide pre-event planning and technical assistance, including but not limited to supply lists, Closed POD layouts, fact sheets, dispensing algorithms, etc.
- c. Conditionally, ensure delivery/availability of the appropriate amount of medications in a reasonable, timely manner
- d. Provide coordination as outlined in the current BRDHD All-Hazards Plan to the Provider to the best of their ability.
- e. Provide the Provider with proper standing orders and medical protocols regarding dispensing activities including but not limited to, dosing, follow-up procedures, and releasable information regarding the public health emergency situation.
- f. Provide the Provider with consultation and assistance as needed, and available for the given public health emergency.
- g. Make arrangements to retrieve any unused medications as well as copies of all medical documentation.
- h. Provide an After Event Summary Report consultation with the Provider.

3. The PROVIDER AND BRDHD SHALL MUTUALLY AGREE FOR CLOSED PODS:

- a. The confidentiality of patients and patient information will be maintained as written and enforced by the Health Insurance Portability and Accountability Act (HIPAA).
- b. This Memorandum of Understanding will exist for 2-year term from date of signing and renewed 60 days prior to termination, if agreed upon by both parties.
- c. This Memorandum may be amended or terminated by mutual agreement of both parties at any time and may be terminated by either party upon 30 days notice in writing to the other party.
- d. This Memorandum shall not supersede any laws, rules or policies of either party.
- e. This Memorandum will go into effect **only** at the request and direction of BRDHD.
- f. The Provider would be considered a Closed POD in that it would not dispense medications to the "general public" but to identified employees, family members, students, contractors, and specific groups outlined in the Provider's Closed POD Plan or file with BRDHD and the BRDHD All-Hazards Plan.
- g. The Provider will follow the dispensing directives of BRDHD medical director during Closed POD Operations.
- h. It is understood that the Provider's participation is completely voluntary during a declared public health emergency and may not be available or utilized at the time of the emergency response. If so, the Provider would not be considered a Closed POD and

their employees, and/or specific groups would have the option to attend a Public/Open POD operated by BRDHD and not receive any preferential treatment.

Open PODS

1. **LOCATION:** If the need arises, the WKU and the BRDHD agree to utilize the identified facilities to serve the community. This decision was based on the following specific considerations:
 - a. The ease of public access to the buildings;
 - b. Crowd control and traffic flow management;
 - c. Extended stay capabilities for the staff including items such as food preparation and storage areas, toilets and sanitation, sleeping areas, shelter and climate control;
 - d. Patient treatment areas; and
 - e. Any other listed item deemed important by either party.
2. **TRIGGERING EVENTS FOR OPEN PODS:** In the event the BRDHD determines that there is an actual or potential threat to the health and safety of persons within its jurisdiction by any threat identified herein, the BRDHD shall communicate that threat to the WKU Environmental Health & Safety/Emergency Management or its designated authorized agent. This communication may be in any form initially, oral or written delivered in any fashion by any medium but must be followed by a written request within thirty (30) days.
3. The BRDHD has sole discretion in evaluating the validity, imminence, and seriousness of any actual or potential public health threat and the appropriateness and extent of the response to any actual or potential threat.
4. The BRDHD shall request the use of WKU facilities and WKU shall grant the use of the facility (-ies) identified without delay upon request.
5. WKU has sole discretion in the designation of which specific facilities identified above best meet the size and other requirements requested by BRDHD based upon its evaluation of the threat.
6. WKU and its personnel may have unlimited access to the POD facilities in accord with applicable privacy laws and necessary precautions to prevent the spread of disease or toxic agents.
7. WKU will not refuse to grant the use of WKU facilities and shall take immediate measures upon request, to render appropriate facilities open and ready for use by BRDHD.
8. The BRDHD assumes liability for physical damage to WKU facilities resulting directly or proximally from its use for the purposes of this agreement.
9. The BRDHD shall compensate WKU, the reasonable expenses for any supplies or other incidental materials utilized by the BRDHD during its occupancy.
10. The BRDHD shall have sole authority to control the movement and placement of furniture, equipment, persons, patients, materials, supplies and staff while in occupancy of WKU facilities.

11. The BRDHD will work diligently and rapidly to resolve the threat and occupy or utilize no more of WKU property than is necessary to effectively respond to the threat.
12. The BRDHD has the sole discretion of determining when the threat has been removed or resolved and the responsibility of removing BRDHD property and persons from the designated POD facilities.
13. The BRDHD shall notify WKU upon relinquishment of its occupancy.
14. Disputes arising from this agreement shall be noted in writing and resolved by mediation upon either the resolution of the threat or thirty (30) days of first occupancy of POD facilities.
15. WKU and the BRDHD shall provide a signed copy of this document to the Commonwealth's State Public Health Department.

SECTION II. MODIFICATIONS

This memorandum of understanding may be modified in writing at any time upon the mutual written consent of the signatories hereto provided that within thirty (30) days after such a modification a copy is provided to the Commonwealth's State Public Health Department.

SECTION III. DURATION, RENEWAL, AND TERMINATION

1. This memorandum of understanding shall be valid for two (2) year beginning March 5, 2025 but shall be deemed subject to automatic renewal absent express written termination by the signatories hereto.
2. Termination of this memorandum of understanding shall become effective immediately upon initial notification, which may be made verbally between the parties and substantiated in writing within thirty (30) calendar days following initial notification. Termination is not effective without written notification of such to the Commonwealth's State Public Health Department.

The parties to this memorandum of understanding establish this writing and agree to its terms as evidenced by their signatures hereto:

By:  3-5-2025
Date
David E. Oliver Ed.D., CSP, CEM
Director, Environmental Health & Safety/
Emergency Manager
Western Kentucky University

By: Matthew Hunt 3-3-25
Date

Dr. Matthew Hunt
Public Health Director
Barren River District
Health Department

By: Crystal Kingrey 3-5-25
Date

Crystal Kingrey
Preparedness Coordinator
Barren River District
Health Department

4.0 Hazard-Specific Annexes

4.1 Aircraft Crash

Purpose

To provide an effective and systematic means for WKU to assess and respond to aircraft crash-related incidents.

Situation

The Bowling Green-Warren County Regional Airport is between 2-3 miles line-of-sight from the University's main campus. In 1992, a single-engine Cessna plane crashed near Scottsville Road and the airport, leaving three fatalities. Though this specific incident occurred off campus, an aircraft crash could occur on or about the University which could result in damage, injuries, or deaths at the University.

Assumptions

- Most aircraft will not fly over the University, as the Federal Aviation Administration (FAA) bans flight paths from congested areas, but this cannot entirely be prevented (e.g., mechanical difficulties, terrorism)
- An aircraft crash will require the aid of Bowling Green Fire and Police Departments.
- In the event of an aircraft crash, University officials will base their initial response on lifesaving efforts and accounting for personnel on campus.
- Coordination, communication, and collaboration from University, local, state, and Federal officials will be required during the response and recovery efforts.
- The University will not assume incident command at any time. Local fire, EMS, and police will coordinate with state and Federal agencies to establish incident command.

Concept of Operations

Mitigation

Action	Complete
Work with local emergency management and aviation officials to determine if hazards exist with aircraft that routinely fly in the Bowling Green-Warren County Area.	☐

Preparedness

Action	Complete
Educate the campus community on what to do in the event of an aircraft incident.	☐

Action	Complete
Maintain updated hazard information on the EH&S web site.	☐
Participate in drills and exercises to test local responses to an aircraft incident.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and Federal officials to develop press releases. <ul style="list-style-type: none"> Support the establishment of a Joint Information Center (JIC). Participate in the development and delivery of coordinated press releases. Direct all media requests for information to the designated PIO. Assist in the development of public information plans. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐

Recovery

Action	Complete
Determine when to resume normal campus operations.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐

Action	Complete
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Remove debris following FAA approval.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.2 Drought/Extreme Heat

Purpose

To provide an effective and systematic means to assess and respond to drought and extreme heat conditions.

Situation

Drought occurs during a period of abnormally dry weather and can cause increased likelihood of fire. Extreme heat is often associated with conditions that lead to drought. Extreme heat may lead to heat stress within the WKU community. Extreme heat can cause excessive drain on power supplies, HVAC systems, and electronic equipment and can cause chemical canisters to explode.

Assumptions

- Drought conditions in Bowling Green and Warren County will have a similar impact on WKU.
- Drought conditions and the associated crop loss and water source vulnerabilities may significantly impact WKU agricultural operations.
- Except for WKU agricultural operations, drought is assumed to impact all WKU main campus buildings and structures equally.
- Extreme heat conditions in Bowling Green and Warren County will have a similar impact on WKU.
- Extreme heat is assumed to impact all WKU main campus buildings and structures equally.
- Local preparedness, community action, and cooperation will be necessary to cope with a water shortage.
- WKU will fully cooperate with water conservation recommendations made by the city of Bowling Green and Warren County.

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan.	☐
To the extent as possible, locate electronic equipment (especially telecommunications equipment) in cooler environments.	☐
Store chemical containers in areas within the temperature ranges identified on the Safety Data Sheets (SDSs).	☐
Assess all planted areas where irrigation is required. Replace water-dependent landscaping with drought-tolerant plants and/or hardscaping.	☐

Action	Complete
Monitor rainfall to ensure irrigation systems do not run unless needed.	☐

Preparedness

Action	Complete
Educate the campus community on the signs and symptoms of heat related injuries. <ul style="list-style-type: none"> Maintain updated information on the EH&S web site. 	☐
Enforce burn bans during times of extreme dryness.	☐
Ensure personnel have adequate shelter and work/rest cycles.	☐
Schedule outdoor work/activities during non-peak heat hours of the day, if possible.	☐
Coordinate with WKU health educators to encourage heat-related illness training across WKU campuses.	☐

Response

Action	Complete
Establish communication with applicable local and state entities, as necessary, to monitor the status of drought and extreme heat conditions.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Monitor weather alerts and drought conditions for up-to-date information. Communicate heat-related information to the campus community. 	☐
Determine the course of action for students and personnel impacted by the heat and drought. <ul style="list-style-type: none"> Monitor outdoor activities. Provide ice and water for those participating in outdoor activities. Encourage the adequate consumption of fluids. Make schedule changes as required. 	☐
Establish cooling centers on campus, as necessary.	☐
Report suspected heat-related injuries to WKU Health Services for treatment and tracking.	☐
Assess potential and current agriculture drought severity. <ul style="list-style-type: none"> Identify resources needed by WKU Agriculture Complex. 	☐
Assist in identifying and resolving conflicts that may arise when water availability is diminished by drought. <ul style="list-style-type: none"> Coordinate available water resources to potentially fill unmet needs. 	☐
Ensure athletic teams follow guidance on work/rest cycles and hold practice sessions in off hours of the day.	☐

Recovery

Action	Complete
Coordinate with local and state health departments for medical issues.	☐
Coordinate with local and state agriculture agencies for agricultural issues.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.3 Earthquake

Purpose

To provide an effective and systematic means for assessing and responding to the conditions that follow an earthquake.

Situation

An earthquake is the shaking or trembling of the earth's crust caused by the breaking and shifting of rock beneath the surface or underground volcanic forces. While scientists can measure the amount of energy that is building beneath the earth's surface, they are not able to predict exactly when an earthquake will occur. Therefore, earthquakes are unpredictable and can strike without warning. They can range in intensity from slight tremors to great shocks and can last from a few seconds to as long as five minutes. Earthquakes can either occur by themselves or in a series over a period of several days, or even months. However, they are almost always accompanied by aftershocks which can be equally as damaging as the quakes that follow.

Geologic faults in several regions of the Commonwealth increase the vulnerability to seismic disturbances. The highest seismic risk zone is in the western part of the state in an area affected by the New Madrid Fault. The Bowling Green area may also be affected by the Wabash Valley Seismic Zone. Due to the geologic make-up of the area, seismic activity presents a reasonable concern.

Assumptions

- The Commonwealth of Kentucky is vulnerable to a significant threat of damage from earthquakes in the New Madrid Seismic Zone that could affect the entire state.
- Earthquakes may occur in areas where faults have not yet been identified and could result in damage to property and injuries.
- A major earthquake would create extraordinary requirements for EMS response and support.
- Injuries serious enough to require hospitalization are estimated to be about four times greater than fatalities.
- Business and industry may not be prepared for adequate response to an earthquake.
- Should rubble and debris resulting from an earthquake prevent access to the affected area for a prolonged time, helicopters may be necessary to bring rescue teams in and remove casualties from the area.
- Food supply lines could be disrupted.
- Utilities and communications may be disrupted for a prolonged time.
- The first few hours following an earthquake are critical in saving the lives of people trapped in collapsed buildings. Therefore, the use of local resources during the initial response period will be essential until state and Federal support is available.

- It may be several hours before federal personnel and equipment can be mobilized and resources are deployed to affected areas. Therefore, state and local resources will be relied upon heavily in the period immediately following the earthquake.
- The earthquakes and aftershocks may trigger one or more secondary incidents such as utility disruptions, release of hazardous materials, flooding, and transportation disturbances.

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan. <ul style="list-style-type: none"> ▪ Identify structural and non-structural mitigation projects. ▪ Work with local and state emergency management officials to participate in mitigation grant projects. 	☐
Assess potential earthquake-related hazards across campus.	☐
Design current/new seismic requirements into new construction and major renovations.	☐
Inspect buildings for structural defects and vulnerabilities.	☐

Preparedness

Action	Complete
Educate the campus community on what to do in the event of an earthquake. <ul style="list-style-type: none"> ▪ Maintain updated information on the EH&S web site. 	☐
Participate in community earthquake training, drills, and exercises.	☐

Response

Action	Complete
Establish campus-level command until local entities arrive to assume command and control.	☐
Establish communications. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. 	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Assess the situation. Identify dangerous situations, down power lines, ruptured gas lines, and damage in and out of buildings.	☐

Action	Complete
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Make initial notifications to the campus community.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. Collect, communicate, and document relevant data. 	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and Federal officials to develop press releases.	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.4 Fire

Purpose

To provide an effective and systematic means for assessing and responding to a fire.

Situation

Fire spreads quickly; there is no time to gather valuables or make a phone call. In just two minutes, a fire can become life-threatening. In five minutes, a building can be engulfed in flames.

Heat and smoke from fire can be more dangerous than flames. Inhaling the super-hot air can sear lungs. Fire produces poisonous gases that cause disorientation and drowsiness. Instead of being awakened by a fire, someone may fall into a deeper sleep. Asphyxiation is the leading cause of fire deaths, exceeding burns by a three-to-one ratio.

Assumptions

- Local firefighting units will assume the role of incident command upon arriving on scene.
- The University will provide Safety Data Sheets (SDSs) to the responding fire department.
- WKU personnel will have limited capability for containing fires.
- Depending on the severity of the fire and locations involved, multiple alarms may be required.
- If arson is suspected, an investigation will be conducted which may delay recovery activities

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan.	☐
Provide information to the campus community about fire hazards and prevention.	☐
Routinely inspect buildings for potential fire hazards.	☐
Identify assembly areas for campus buildings (see Building Emergency Action Plans at BEAPs - EH&S Western Kentucky University (wku.edu)).	☐

Preparedness

Action	Complete
Conduct routine tests/checks on fire equipment (e.g., alarms, sprinklers, extinguishers) as specified by local/state code and maintain records.	☐
Conduct fire extinguisher training.	☐
Ensure all facilities and infrastructure follow required Fire Code regulations, standards, and best practices of recognized local, state, and Federal agencies.	☐
Maintain evacuation plans for all University buildings and rooms.	☐
Conduct fire evacuation drills.	☐
Conduct periodic checks to ensure relevant signage (e.g., evacuation, extinguisher use) is clearly posted in all campus facilities.	☐
Familiarize staff members regarding their roles and responsibilities.	☐

Response

Action	Complete
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. ▪ Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> ▪ Support the establishment of a Joint Information Center (JIC). ▪ Participate in the development and delivery of coordinated press releases. ▪ Direct all media requests for information to the designated PIO. ▪ Assist in the development of public information plans. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information to affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.5 Flooding

Purpose

To provide an effective and systematic means for assessing and responding to flooding-related hazards such as high water, river erosion, dam failure, and debris.

Situation

Flooding is one of the most common, and most costly, disasters. Preparing for flood situations can minimize injury or death and speed the recovery process. Floods are one of the leading causes of death from natural disasters in the United States. On average, more than 300,000 people are driven from their homes by floods, 200 flood-related fatalities occur, and \$6 billion in total flood damages are sustained each year. Flood situations are variable. The impact can be local, affecting a neighborhood or community, or very large, affecting entire river basins and multiple states. Some flooding develops slowly which allows time to prepare and evacuate. Other flooding (e.g., flash floods) can develop quickly, even within a few minutes, and without any visible signs of rain.

Assumptions

- Flooding can happen during any month of the year.
- Flooding can occur very rapidly depending on a number of variables.
- Flooding could hinder transportation in/out of WKU campus.
- Evacuations may be necessary due to flooding.
- Some areas of the campus are more prone to flooding.
- Response to flooding is a very dynamic response which could involve many response agencies.

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan. <ul style="list-style-type: none"> ▪ Work with local and state emergency management officials to develop mitigation grant projects. 	☐
Identify areas prone to flooding on and near campus. <ul style="list-style-type: none"> ▪ Maintain current flood zone maps. 	☐
Position electrical components and equipment above projected flood levels.	☐
Secure important documents in a flood proof safe or store in areas not prone to flooding.	☐
Clean storm drains and basins more frequently during rainy seasons.	☐

Action	Complete
Modify the topography around buildings to slope away from the building to prevent flooding and water damage to structures.	☐
Monitor facilities for water leaks during and after periods of heavy rain.	☐
Monitor grounds and parking lots for standing water during and after periods of heavy rain.	☐

Preparedness

Action	Complete
Provide information to the campus community about the dangers of flooding. <ul style="list-style-type: none"> Maintain updated hazard information on the EH&S web site. 	☐
Conduct or participate in flood-related training, drills, and exercises.	☐
Monitor local weather forecasts.	☐
Determine if the City of Bowling Green and/or Warren County are under a flood watch, warning, or evacuation order.	☐
Familiarize staff/faculty regarding their roles and responsibilities.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> Support the establishment of a Joint Information Center (JIC). Participate in the development and delivery of coordinated press releases. Direct all media requests for information to the designated PIO. Assist in the development of public information plans. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐

Action	Complete
If the city is under an evacuation order, issue evacuation instructions to the campus community. <ul style="list-style-type: none"> Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
If the city is not under an evacuation order, monitor any flooding across campus (e.g., roads, parking lots, buildings).	☐
Restrict access to affected area(s) on campus and provide traffic control as needed.	☐
Open shelters for displaced students, as necessary.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.6 Hazardous Material Incident

Purpose

To provide an effective and systematic means for responding to a hazardous materials spill, leak, or exposure.

Situation

Hazardous materials (e.g., chemical, radiological, biological, and explosive) are transported and used throughout campus, Bowling Green, and the Commonwealth of Kentucky. Transportation accidents involving hazardous materials may occur on highways and/or by railroad. Besides hazardous materials transported and stored across campus, the University also uses hazardous materials, including radioactive materials and radiation, in campus laboratories. The presence of hazardous materials on campus presents the risk of personnel, students, and visitors encountering these substances. In addition, the storage of hazardous materials on campus presents an area of interest for individuals who try to acquire these substances using illegal methods.

Hazardous Material: Any substance harmful or injurious to human and animal life, the environment, and/or public or private property.

- **Chemical:** Toxic, corrosive, or injurious substance because of inherent chemical properties (e.g., petroleum products, paints, plastics, acids, gases, caustics, industrial chemicals, poisons, solvents, pesticides, mineral fibers).
- **Radiological:** Any radioactive substance emitting ionizing radiation at a level that could produce a health hazard (e.g., radiopharmaceuticals, industrial radiographic equipment, uranium products involved in transportation accidents and nuclear weaponry).
- **Biological:** Micro-organisms or associated products which may cause disease in humans, animals, or economic crops including pathogenic waste from medical institutions, slaughterhouses, poultry processing plants.
- **Explosive:** Material capable of releasing energy with blast effect upon activation; the released energy usually damages or destroys objects near the blast and may produce shrapnel or other projectiles that can cause damage, injuries, or death.
- **Etiological:** Infectious materials; substances that contain disease-producing micro-organisms, including bacterial viruses and biological preparations of pathogenic organisms affecting humans, animal life, and plants.

Assumptions

- WKU maintains detailed plans that specifically addresses hazardous materials; appropriate personnel will be knowledgeable of those plans and procedures. These plans include:
 - Hazardous Waste Contingency Plan (*currently under development*)
 - Spill Prevention Control and Countermeasures Plan ([2010_final.pdf \(wku.edu\)](#))

- Groundwater Protection Plan ([Stormwater Management - EH&S | Western Kentucky University \(wku.edu\)](#))
- Radiological Accident Procedures ([Radiation Safety - EH&S | Western Kentucky University \(wku.edu\)](#))
- Chemical Hygiene Plan ([chemical_hygiene_plan_rev_051623.pdf \(wku.edu\)](#))
- WKU Radiation Producing Machines Safety Manual ([radiation_producing_machines_safety_manual.pdf \(wku.edu\)](#))
- The threat of an incident involving hazardous materials is constant and may be compounded by weather conditions, poor access to the scene, or the involvement of more than one hazardous substance.
- Actual or threatened releases of hazardous materials, oil spills, or other releases often require immediate response by a number of agencies.
- Local, state, and federal agencies will respond with technical expertise and resources upon request as resources are available.
- The City of Bowling Green Fire Department will respond to hazardous material incidents that are beyond the ability of WKU personnel to control.
- The Bowling Green Fire Department has personnel with enhanced training and equipment for response to a Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) incident with the capability to perform on-scene decontamination.
- Hospitals in the Warren County area have the capability to perform decontamination for both ambulatory and non-ambulatory casualties.
- WKU will post Safety Data Sheets (SDSs) within the location of stored hazardous materials.
- WKU personnel trained in handling hazardous materials will know how to interpret SDSs, know where sheets are located, know the health hazards associated with each substance, and know how to contain, confine, and dispose of the substance if a leak or spill occurs involving the hazardous materials stored/used by the University.
- All hazardous materials planning will be completed in conjunction with the requirements of Title III of the SARA of 1986, the CERCLA of 1980, 40 CFR, 902 KAR 100, OSHA, National Fire Protection Association (NFPA), and other local, state, and federal ordinances dealing with hazardous materials and will be overseen by WKU Environmental, Health, and Safety.

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan.	☐
Discourage storing unneeded hazardous materials by minimizing the types and quantities maintained.	☐
Ensure hazardous materials are properly stored in secure area(s).	☐

Action	Complete
Ensure SDSs are posted near the hazardous materials storage area(s) and maintain an additional set in a separate location.	☐
Visually inspect hazardous materials storage area(s) regularly for signs of tampering or illegal activity; report any missing sources immediately.	☐
Maintain maximum possible awareness of hazardous materials (including radiation equipment) on, passing through, or adjacent to the University.	☐

Preparedness

Action	Complete
Ensure staff and students who may handle hazardous materials are properly trained.	☐
Maintain inventory of personal protective equipment (PPE) and clean-up materials; ensure supplies are available and unexpired (e.g., breathing apparatus).	☐
Ensure rapid access to HAZMAT responder equipment (e.g., PPE) and facilities (e.g., decontamination shower, eye wash stations).	☐
Conduct periodic drills and exercises involving a hazardous materials release to test response activities.	☐

Response

Action	Complete
Ensure appropriate WKU EH&S staff have been notified of any on-campus hazardous material incident.	☐
Establish communications. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until BG Fire/HAZMAT arrives to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the affected area. 	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐

Action	Complete
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> Support the establishment of a Joint Information Center (JIC). Participate in the development and delivery of coordinated press releases. Direct all media requests for information to the designated PIO. Assist in the development of public information plans. 	☐
Ensure exposed individuals receive appropriate medical evaluation and treatment. <ul style="list-style-type: none"> Coordinate casualty transfers with EMS and destination hospitals. Ensure WKU Legal has been notified. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been exposed in the affected area(s).	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Complete and submit proper reporting procedures and form(s) as identified in WKU hazardous materials individual plans and report the incident to the Kentucky Department for Environmental Protection when hazardous materials of a specified quantity are spilled into waterways or wastewater areas.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information to affected individuals.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.7 Medical Emergency/Mass Casualty Incident

Purpose

To provide an effective and systematic means to assess and respond to an emergency medical situation that affects one or more WKU community members.

Situation

A medical emergency can occur at any time, and depending on the situation, may involve one or many individuals. A mass casualty incident (MCI) is an incident that produces or involves a large number of injured or ill people that exceeds available resources for emergency response or medical care. The Medical Center EMS will provide medical services during emergencies. WKU Police will respond to all medical emergencies to provide intermediate aid, gain access, and assist EMS.

For critical injuries requiring air transport, helicopter landing sites are located at the following locations:

- Practice football field
- Baseball field
- Track complex south street
- South Campus parking lot
- WKU Farm

Assumptions

- An incident/declared emergency may cause an immediate demand for health services in excess of typical demand.
- Should an MCI occur, Unified Command will be established with local responders to address issues that arise.
- Trained personnel can assist with minor injuries and may have access to an Automated External Defibrillator (AED).
- As resources are available, WKU Health Services, Medical Center Urgent Care, Greenwood Urgent Clinic, Medical Center Hospital, and Greenview Regional Hospital can provide medical services for WKU community members.

Concept of Operations

Mitigation

Action	Complete
Identify situations that could produce a potential mass casualty incident and take steps to mitigate or prepare for such an incident.	☐

Preparedness

Action	Complete
Familiarize staff/faculty regarding their roles and responsibilities during a medical emergency/mass casualty incident.	☐
Familiarize the campus community with the exact location of AEDs and first aid kits. <ul style="list-style-type: none"> Maintain current locations of AEDs and first aid kits on the EH&S web site. 	☐
Identify and communicate trending illnesses to local public health agencies.	☐
Participate in drills and exercises to test local responses to a medical emergency/mass casualty incident.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to establish casualty collection points, as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> Support the establishment of a Joint Information Center (JIC). Participate in the development and delivery of coordinated press releases. Direct all media requests for information to the designated PIO. Assist in the development of public information plans. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.8 Train Derailment

Purpose

To provide an effective and systematic means for assessing and responding to the conditions that follow a train derailment.

Situation

A CSX Rail Network railroad track runs along WKU's perimeter from a southwest to northeast direction and is parallel with University Blvd which is a four-lane highway. The track runs next to the Soccer Field, Softball Field, Nick Denes Field, and Diddle Arena, and between the Houchens Industries L.T. Smith Stadium and the Track and Field Complex. Additionally, the track runs less than one mile from the South Campus and WKU Farm.

Assumptions

- A train derailment on WKU's Campus may tax the normal resources of local law enforcement, campus officials, and fire personnel.
- A train derailment could lead to traffic disruption, personal injuries, and infrastructure damage.
- Any train derailment will require local emergency responders and support from state and federal governments and private sector.
- Train derailment may include explosion, fire, asphyxiation, poisoning, flying metal, corrosion or chemical reaction, and chemical or cold burns.
- A train may be carrying hazardous materials which may lead to campus evacuation and/or student and personnel decontamination.
- Depending on the contents of the railcars, hazardous materials or other response plans may need to be implemented.
- During the course of a derailment involving hazardous materials, wind shifts and other changes in weather conditions may require evacuations.
- A train derailment recovery operation could last several weeks depending on the extent of the damage and the contents of the railcars.

Concept of Operations

Mitigation

Action	Complete
Identify railroad and potential impacts of a train derailment in campus and local hazard identification and threat assessment process.	☐

Action	Complete
Work with local emergency management and railroad officials to identify the specific hazards that exist with trains that routinely run adjacent to the campus.	☐
Ensure that a system of warnings and alerts exists to notify WKU EM of potential hazards associated with nearby train movement.	☐

Preparedness

Action	Complete
Identify current and accurate emergency contact information for CSX railroad company representatives.	☐
Coordinate with the CSX representative for potential training opportunities and to take part in derailment exercises.	☐
Establish alternate transportation routes for the roads running near train tracks along University property should a derailment occur.	☐
Create evacuation procedures for University stadiums, sports facilities, and buildings that could be affected by a train derailment.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until local/state/federal authorities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> ▪ Support the establishment of a Joint Information Center (JIC). ▪ Participate in the development and delivery of coordinated press releases. ▪ Direct all media requests for information to the designated PIO. ▪ Assist in the development of public information plans. 	☐
Assist Incident Command with requests for information and resources.	☐

Action	Complete
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.9 Tornado/Severe Thunderstorm

Purpose

To provide an effective and systematic means for assessing and responding to storm-related hazards such as high winds, lightning, tornados, thunderstorms, and hailstorms.

Situation

Tornadoes are defined as a violently rotating column of air extending from a thunderstorm to the ground, often formed when warm and cold air masses clash. They are capable of tremendous destruction, creating damage paths more than one mile wide and 50 miles long. Tornadoes speed can vary from nearly stationary to up to 70 mph; however, the wind speed from these formations can exceed 250 mph. Tornadoes are classified using the Enhanced Fujita Scale. Most tornadoes (~88%) are considered weak (F0 or F1) and about 95% of all U.S. tornadoes are below F3 intensity.

Thunderstorms occur frequently throughout the Barren River Area. Thunderstorms may be accompanied by strong winds, hail, or other phenomena that can produce considerable damage too. Thunderstorms also present conditions for tornadoes.

Severe Thunderstorm/Tornado Watch

- A **Severe Thunderstorm Watch** means that severe weather is possible, but not imminent.
- A **Tornado Watch** indicates that conditions are right for a tornado to develop and is possible in the watch area.

Proceed with normal activity but continue to monitor weather-related reports. Listen to the local radio stations and for the WKU warning sirens to sound. If the approaching severe watch is deemed to pose an immediate threat to the area, the watch may be elevated to a severe thunderstorm or tornado warning.

Severe Thunderstorm/Tornado Warning

- A **Severe Thunderstorm Warning** is issued when severe weather has been reported or is being indicated by Doppler radar. Warnings indicate imminent danger.
- A **Tornado Warning** is issued when a tornado has been reported or is being indicated as possible by Doppler radar. WKU's outdoor warning sirens will be sounded.

Assumptions

- Severe weather/tornadoes can transpire at any time.
- Nothing can be done to prevent severe weather/tornadoes.

- Strong winds, rain, hail, and lightning often will accompany severe weather.
- Severe weather can uproot trees, blow down utility poles, and blow down buildings.
- Lighting can strike causing fires, electrocution, and damage equipment.
- Severe weather can last for several hours.
- The extremely high winds, flying debris, as well as the wreckage left behind, can cause personal injury or possibly death.
- Tornadoes are unpredictable and can cause major damage and destruction in seconds.

Concept of Operations

Mitigation

Action	Complete
Maintain the WKU Hazard Mitigation Plan. <ul style="list-style-type: none"> ▪ Identify structural and non-structural mitigation projects. ▪ Work with local and state emergency management officials to participate in mitigation grant projects. 	☐
Maintain NOAA Weather Alert Radios in key locations; maintain fresh batteries (if required).	☐
Ensure shelter-in-place and evacuation plans are posted in high traffic areas of University buildings.	☐
Suspend routine outdoor work and activities during tornado/high wind events.	☐
Secure or bring outdoor objects indoors.	☐
Move university vehicles to covered parking areas.	☐

Preparedness

Action	Complete
Monitor weather conditions (e.g., wind, lightning) and provide weather updates to the campus community.	☐
Ensure the campus community knows what actions to take when severe weather watches and warnings are issued. <ul style="list-style-type: none"> ▪ Maintain updated hazard information on the EH&S web site. 	☐
Familiarize staff/faculty regarding their roles and responsibilities.	☐
Conduct/participate in tornado training, drills, and exercises.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. 	☐

Action	Complete
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. <ul style="list-style-type: none"> Support the establishment of a Joint Information Center (JIC). Participate in the development and delivery of coordinated press releases. Direct all media requests for information to the designated PIO. Assist in the development of public information plans. 	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐

Action	Complete
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.10 Utility Failure

Purpose

To provide an effective and systematic means for assessing and responding to a utility failure that affects WKU infrastructure.

Situation

A utility failure can occur as an outcome of another hazard or as a standalone incident and may involve electricity, water, gas, and/or telephone disruptions.

- Primary energy sources required by the campus are electrical and natural gas. Energy resources are provided ultimately by outside sources. Coordination efforts are with Bowling Green Municipal Utilities, Warren Rural Electric, Tennessee Valley Authority, Western Kentucky Gas, and
- oil suppliers.
- Water is supplied to the University via the Bowling Green Municipal Utilities and the Warren County Water District.

Assumptions

- The University may experience a utility failure from within campus only or during a city utility failure.
- Depending on the situation, utilities may be restored within hours or may take several weeks/months.
- Clean water is necessary to sustain life.

Concept of Operations

Mitigation

Action	Complete
Conduct periodic inspections of on-campus utility systems to identify issues (e.g., pipes, water pressure, utility lines/trees) that could result in utility disruptions.	☐
Ensure that backup generators/power supplies are routinely tested and maintained.	☐
Conduct regular maintenance on campus infrastructure.	☐

Preparedness

Action	Complete
Ensure all campus buildings have emergency lighting.	☐
Maintain accurate documents/maps locating all energy resource distribution systems on campus (e.g., valves, meters, switch gear).	☐
Maintain accurate documents/maps locating all water lines and valves.	☐
Maintain a current list of emergency generators on campus.	☐
Train and conduct drills/exercises to test utility failure procedures.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. 	☐
Establish campus-level command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) if there are safety concerns.	☐
Communicate the course of actions students and personnel impacted by the incident should take.	☐
Coordinate response activities with utility providers, as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters, as necessary.	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with utility providers to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.11 Winter Storm

Purpose

To provide an effective and systematic means for assessing and responding to winter storm related hazards such as cold waves, snowfall, ice storms, and blizzards.

Situation

Typically, winters across Kentucky are mild. However, Kentucky was hit in 2009 with an ice storm that interrupted power and water for many. It was identified as the state's largest-ever natural disaster.

Severe winter storms can have a tremendous impact on individuals, animals, and communities. Winter storms can last for days. Accumulations of snow and ice can result in road closures or blockages – isolating homes and farms for days. Roofs may collapse due to heavy weight burden, and trees and power lines may be knocked down resulting in power outages and loss of heat in homes. Dangerous driving conditions can lead to travelers being stranded on the road. Prolonged exposure to low temperatures, wind or moisture can result in serious or life-threatening conditions, such as frost bite or hypothermia. Each year, dozens of Americans die due to cold-related illnesses with additional fatalities occurring from vehicle accidents, fires following the misuse of heaters, and other winter weather fatalities (e.g., carbon monoxide poisoning).

A winter storm has the potential for immobilizing the campus and preventing commuters from leaving the campus.

Assumptions

- Winter storms, ice storms, and cold waves will occur during the late fall through the early spring seasons.
 - Extreme cold temperatures can occur.
 - People are more susceptible to cold weather injuries during these months.
 - Fatalities can occur.
- Ice storms can break power lines, causing widespread blackouts.
- Water supply may be compromised due to frozen pipes and potential pipe burst.
- Large amounts of snow can lead to localized flooding when warmer temperatures melt the snow in a short period of time.
- Snow accumulation and/or heavy icicles can cause building roof collapse.

Concept of Operations

Mitigation

Action	Complete
Identify potential winter storm-related hazards across campus (e.g., ice).	☐
Ensure necessary equipment (e.g., snowplows, snow throwers) are serviced and supplies (e.g., deicers, snow shovels) are procured in advance.	☐
Monitor weather conditions and prepare for potential severe winter weather.	☐
Pretreat roads, sidewalks, and other surfaces as necessary.	☐

Preparedness

Action	Complete
Educate the campus community on what to do in preparation for a winter storm. <ul style="list-style-type: none"> Maintain updated hazard information on the EH&S web site. 	☐
Familiarize staff/faculty regarding their roles and responsibilities.	☐
Ensure that generators are functional, and fuel is available.	☐
Maintain an adequate amount of ice melting materials for use on sidewalks, steps, and campus streets and parking lots.	☐
Monitor weather forecasts and local regulations (e.g., road closures).	☐
Communicate weather updates electronically to the entire campus community (e.g., students, faculty, staff) via WKU Alert, phone, email, and/or text message and ensure that campus visitors and contractors are notified.	☐
Monitor buildings for structural integrity.	☐
Ensure warming facilities are available for University personnel and students, if needed.	☐
Participate in drills and exercises to test local responses to a winter storm.	☐

Response

Action	Complete
Establish communications. <ul style="list-style-type: none"> Activate the WKU EOC, as necessary. 	☐
Determine whether to maintain a normal schedule, delay the normal opening time, or close the University until conditions are safer.	☐
Notify personnel and students of delays, early dismissal, or University closing as soon as possible.	☐
Coordinate clearing of sidewalks and stairways on campus.	☐
Coordinate roadways to be cleared to the extent possible so that emergency vehicles can access buildings.	☐
Provide shelter, if necessary, for personnel and students.	☐

Action	Complete
Open warming shelters for those remaining on campus.	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Continue snow and ice removal operations, as necessary.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.12 Threat of Harm/Criminal Activity

Purpose

To provide an effective and systematic means for assessing and responding to criminal activity that could pose as a threat of imminent death or serious bodily injury to the WKU community.

Situation

Criminal activity such as threat of harm, burglary, theft, use of alcohol/narcotics, or simple assault is most likely to occur on campus.

Assumptions

- Should an incident/declared emergency threaten the WKU community, property, or infrastructure, WKU Police Department will respond with available resources and also determine additional resource requirements to effectively manage the incident.
- WKU Police Department will provide communication resources in support of emergency operation needs.

Concept of Operations

Mitigation

Action	Complete
Identify security vulnerabilities and develop a plan to minimize susceptibility to criminal activity.	☐
Develop/maintain an updated building floor plan for each University building.	☐
Take photographs of buildings and critical resources; maintain complete and current records.	☐
Monitor entrance areas and implement security measures for events held in University venues.	☐
Install surveillance cameras in strategic locations to monitor activities.	☐

Preparedness

Action	Complete
Ensure key personnel are familiar with University buildings and grounds; test/evaluate this knowledge during routine operations, drills, and exercises.	☐
Ensure the campus community knows what to do during a security-related incident. <ul style="list-style-type: none"> ▪ Maintain updated hazard information on the EH&S web site. 	☐
Conduct exercises periodically to test response actions for threats of harm/criminal activities.	☐

Response

Action	Complete
Establish communications. ▪ Activate the WKU EOC, as necessary.	☐
Establish campus-level command until local/state/federal entities arrive to assume command and control.	☐
Maintain situational awareness. ▪ Collect, communicate, and document relevant data.	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area.	☐
Coordinate with local/state entities to acquire additional resources as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open shelters and reunification areas as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. ▪ Support the establishment of a Joint Information Center (JIC). ▪ Participate in the development and delivery of coordinated press releases. ▪ Direct all media requests for information to the designated PIO. ▪ Assist in the development of public information plans.	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with applicable local, state, and Federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Assess damage to University property.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Restore University property to operational conditions.	☐

Action	Complete
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.13 Terrorist Threat/Terrorism

Purpose

To provide an effective and systematic means for assessing and responding to terrorist threats/terrorism that could pose as a threat of imminent death or serious bodily injury to the WKU community.

Situation

Terrorist Threats/Terrorism is less likely to occur than general criminal activities but must be planned for as they would have a significant impact to the WKU community.

Assumptions

- Should an incident/declared emergency threaten the WKU community, property, or infrastructure, WKU Police Department will respond with available resources and also determine additional resource requirements to effectively manage the incident.
- WKU Police Department will provide communication resources in support of emergency operation needs.

Concept of Operations

Mitigation

Action	Complete
Identify security vulnerabilities and develop a plan to minimize susceptibility to terrorist activity.	☐
Develop/maintain an updated building floor plan for each University building.	☐
Photograph buildings and critical resources; maintain complete and current records.	☐
Implement security measures for events held in University venues.	☐
Install surveillance cameras in strategic locations to monitor activities.	☐

Preparedness

Action	Complete
Ensure key personnel are familiar with University buildings and grounds; test/evaluate this knowledge during routine operations, drills, and exercises.	☐
Ensure the campus community knows what to do during a terrorism-related incident. <ul style="list-style-type: none"> ▪ Maintain updated hazard information on the EH&S web site. 	☐
Conduct exercises periodically to test response actions for threats of terrorist threats/terrorism.	☐

Response

Action	Complete
Establish communications. ▪ Activate the WKU EOC, as necessary.	☐
Establish campus-level command until local entities arrive to assume command and control.	☐
Maintain situational awareness. ▪ Collect, communicate, and document relevant data.	☐
Restrict access to affected area(s) until local responders and authorities arrive.	☐
Communicate the course of actions students and personnel impacted by the incident should take. ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area.	☐
Coordinate with local/state/federal entities to acquire additional resources, as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open on-campus facilities to support law enforcement activities, as necessary.	☐
Work with local, state, and/or Federal officials to develop press releases. ▪ Support the establishment of a Joint Information Center (JIC). ▪ Participate in the development and delivery of coordinated press releases. ▪ Direct all media requests for information to the designated PIO. ▪ Assist in the development of public information plans.	☐
To the extent possible, account for all personnel, students, and visitors that may have been on campus at the time of the incident.	☐
Assist Incident Command with requests for information and resources.	☐
Establish communication with applicable local/state/federal entities to monitor response operations and prepare for recovery activities.	☐

Recovery

Action	Complete
Support law enforcement investigation/follow-up activities, as requested.	☐
Assess when campus operations can be resumed.	☐
Document damage (e.g., photos, videos, drawings) to University property and inform Facilities Management.	☐
Assess damage to University property.	☐
Document costs and maintain accurate records for the incident.	☐

Action	Complete
Provide mental health services/information for affected individuals.	☐
Remove debris following approval from local/state/federal authorities.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.14 Bomb Threat

Purpose

To provide an effective and systematic means for assessing and responding to bomb threats that could pose a threat of imminent death or serious bodily injury to the WKU community.

Situation

Every bomb threat must be taken seriously to ensure the safety of all university students, faculty, staff, and visitors. Bomb threats are conveyed by various means, including but not limited to telephonic, electronic, (e-mail or social media), in writing, in person, or by rumor.

Assumptions

- Should an incident/declared emergency threaten the WKU community, property, or infrastructure, WKU Police Department will respond with available resources and determine additional resource requirements to effectively manage the incident.
- WKU Police Department will provide communication resources in support of emergency operation needs.

Concept of Operations

Mitigation

Action	Complete
Identify security vulnerabilities and develop a plan to minimize susceptibility to potential bombing.	☐
Develop/maintain an updated building floor plan for each University building.	☐
Photograph buildings and critical resources; maintain complete and current records.	☐
Implement security measures for events held in University venues.	☐
Install surveillance cameras in strategic locations to monitor activities.	☐

Preparedness

Action	Complete
Ensure key personnel are familiar with University buildings and grounds; test/evaluate this knowledge during routine operations, drills, and exercises.	☐
Ensure the campus community knows what to do in response to a bomb threat. <ul style="list-style-type: none"> ▪ Maintain updated hazard information on the EH&S web site. ▪ Make the Bomb Threat Checklist available. 	☐
Conduct exercises periodically to test response actions for bomb threats.	☐

Response

Action	Complete
Contact local law enforcement.	☐
Assess credibility of the threat to determine its level of risk.	☐
Determine and execute appropriate protective actions (e.g., search, full/partial evacuation).	☐
Establish communications. <ul style="list-style-type: none"> ▪ Activate the WKU EOC, as necessary. 	☐
Establish campus-level command until local/state/federal entities arrive to assume command and control.	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Collect, communicate, and document relevant data. 	☐
Restrict access to affected area(s) until they can be searched and cleared or secured.	☐
Communicate the course of actions students and personnel impacted by the incident should take. <ul style="list-style-type: none"> ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area. 	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Coordinate with Warren County Emergency Management to acquire additional resources as needed.	☐
Work with local, state, and/or Federal officials to develop press releases.	☐
Assist Incident Command with requests for information and resources.	☐

Recovery

Action	Complete
Assess when campus operations can be resumed.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Restore University property to operational conditions.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.15 Gunshots Heard/Hostage Situation

Purpose

To provide an effective and systematic means for assessing and responding to an active shooter or hostage situation that could pose a threat of imminent death or serious bodily injury to the WKU community.

Situation

Workplace violence may take many forms and may include the use of deadly weapons. Warning of violence in advance is unlikely.

Assumptions

- Should an active shooter or hostage situation occur on WKU property, WKU Police Department will respond with available resources and determine additional resource requirements to effectively manage the incident.
- WKU Police Department will provide communication resources in support of emergency operation needs.

Concept of Operations

Mitigation

Action	Complete
Identify security vulnerabilities and develop a plan to minimize susceptibility to criminal activity.	☐
Develop/maintain an updated building floor plan for each University building.	☐
Photograph buildings and critical resources; maintain complete and current records.	☐
Implement security measures for events held in University venues.	☐
Install surveillance cameras in strategic locations to monitor activities.	☐

Preparedness

Action	Complete
Ensure key personnel are familiar with University buildings and grounds; test/evaluate this knowledge during routine operations, drills, and exercises.	☐
Ensure the campus community knows what to do in response to a bomb threat. <ul style="list-style-type: none"> ▪ Maintain updated hazard information on the EH&S web site. 	☐
Conduct exercises periodically to test response actions for report of shots fired/hostage situation.	☐

Response

Action	Complete
Establish communications. ▪ Activate the WKU EOC, as necessary.	☐
Establish campus-level command and control.	☐
Maintain situational awareness. ▪ Collect, communicate, and document relevant data.	☐
Restrict access to affected area(s) until they are searched and cleared.	☐
Communicate the course of actions students and personnel impacted by the incident should take. ▪ Take appropriate action(s) to ensure that all students, personnel, and visitors remain safe until they can be evacuated from the area.	☐
Coordinate with local/state law enforcement to acquire additional resources, as needed.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
If warranted, work with local, state, and/or Federal officials to develop press releases.	☐
Assist Incident Command with requests for information and resources.	☐

Recovery

Action	Complete
Support law enforcement investigation/follow-up activities, as requested.	☐
Assess when campus operations can be resumed.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information for affected individuals.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.16 Disease Outbreak

Purpose

To provide an effective and systematic means for assessing and responding to a disease outbreak.

Situation

Infectious diseases are disorders caused by organisms such as bacteria, viruses, fungi, or parasites. Modes of transmission include inhalation, ingestion, direct contact, and bites by a contaminated vector.

Many infectious diseases can trigger an outbreak or epidemic. Therefore, identification, evaluation, and mitigation of infectious diseases are essential to protect the health of our students, employees, visitors, and the community.

Assumptions

- Outbreaks of infectious diseases may occur at any time of year, resulting in increased absenteeism among students, faculty, staff, and contractors.
- Actions taken by the University in preparation and/or response to occurrences of infectious diseases may well affect the financial wellbeing of the institution in addition to public perception.

Concept of Operations

Mitigation

Action	Complete
Periodically consult with local public health officials and healthcare providers to determine the emergence of infectious diseases and disease trends.	☐
In coordination with local/state health departments and WKU Health Services, promote vaccinations and other wellness and disease prevention activities.	☐
Consider increasing the frequency of disinfecting touchable surfaces throughout campus to reduce disease transmission.	☐
Provide KN-95 masks to individuals and groups, as requested, to reduce the transmission of airborne illnesses.	☐
Monitor CDC, WHO, and State Department travel recommendations during an infectious disease outbreak.	☐

Preparedness

Action	Complete
Ensure that all university departments/entities have a Continuity of Operations (COOP) Plan. The plan addresses: <ul style="list-style-type: none"> ▪ Mission-essential tasks. ▪ Alternative work arrangements. ▪ Delegations of authority. ▪ Succession planning. 	☐
Identify a public health coordinator and response team with pre-defined roles and responsibilities.	☐
Assess the impact of a widespread disease outbreak on the ability to provide campus services (e.g., student housing, academics, athletics, food services).	☐
Stockpile a cache of personal protective equipment (e.g., masks, gloves, sanitizers, cleaning supplies).	☐
Conduct exercises periodically to test response actions for a disease outbreak.	☐

Response

Action	Complete
Monitor infectious disease outbreaks occurring within campus populations or local community and determine if cancellation/suspension of classes, events, or activities is warranted.	☐
Assess communication needs for an infectious disease outbreak including regular review, testing, and updating of communications plans that link public health authorities and other key stakeholders.	☐
Establish a WKU policy group to monitor the overall effects of a disease outbreak on campus operations.	☐
Deploy a WKU public health response team, as necessary, to: <ul style="list-style-type: none"> ▪ Monitor disease transmission within the WKU community. ▪ Provide guidance and recommendations. ▪ Support contact tracing efforts in conjunction with local public health officials (if requested or deemed necessary). 	☐
Maintain situational awareness. <ul style="list-style-type: none"> ▪ Collect, communicate, and document relevant data. 	☐
Coordinate with Barren River District Health Department to obtain disease forecasting and information to support decision making.	☐
Make initial notifications to the campus community.	☐
Provide periodic updates to the campus community.	☐
Determine operational status of campus facilities and activities.	☐
Consider the need to open quarantine/isolation facilities, as necessary.	☐

Recovery

Action	Complete
Decommission quarantine/isolation facilities, if mobilized.	☐
Define responsibilities for social, psychological, and practical support to affected members of the campus community.	☐
Ask essential services to develop specific recovery plans for their organizations.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information to affected individuals.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.17 Emergencies Occurring During University-Related Travel

Purpose

To provide an effective and systematic framework for WKU to respond to emergencies that may impact faculty, staff, students, and/or others traveling for university business or university-sponsored programs conducted outside of the established university campuses.

Situation

The possibility of a variety of emergencies occurring that may significantly impact people travelling on behalf of the university individually or in groups necessitates proper planning and response.

Assumptions

“University-sponsored or University-related travel” means:

1. Any activities undertaken by WKU faculty, staff, or students on behalf of and/or with support from WKU, which may include but are not limited to teaching, presentations, research, recruiting, site visits, internships, athletic competitions, performances, or conferences.
 2. Any credit-bearing or non-credit-bearing experiences that are affiliated with or supported by WKU. Examples include but are not limited to traditional study abroad programs, e.g., faculty-led study abroad (FLSA) programs; internships or service-learning programs; research; athletic competitions; performances; and community service sponsored by a University-affiliated organization, including alternative spring break programs.
- All people travelling on university-sponsored or university-related travel must follow one or more of the following provisions:
 - For university-related business travel, provisions of University Travel Policy and Procedures.
 - For educational travel within the United States, provisions of Policy 1.4180 Course-Related Field Trip.
 - Policy 0.1020 International Travel Registration
 - Policy 0.1030: Faculty and Staff Travel to Countries under U.S. State Department Travel Warnings
 - See [WKU Policies](#) web page for all current policies.

Concept of Operations

Mitigation

Action	Complete
Monitor conditions (e.g., geopolitical, weather, disease outbreaks, transportation disruptions) in countries/regions where travel is being planned.	☐
Assess ability to modify transportation modes and schedules.	☐
Assess availability and access to healthcare during travel, if needed.	☐
Ensure that insurance policies have been reviewed and updated to address potential travel-related issues.	☐

Preparedness

Action	Complete
Ensure that all individuals have completed University-mandated processes for proposals, applications, and training prior to departure.	☐
Ensure that communication agreements and contacts between WKU Global and WKU Police are up-to-date and practiced.	☐
Determine under what circumstances WKU representatives should travel to site, who will travel, and how to cover expenses.	☐
Ensure all travelers are aware of the U.S. Department of State's Smart Traveler Enrollment Program (STEP); encourage all to register each trip.	☐
Ensure all travelers enroll in the International Travel Registry or through Terra Dotta student application, as appropriate.	☐

Response

Action	Complete
Ensure that appropriate action(s) are taken to ensure the safety and security of participants including securing medical care and relocation to safe environment.	☐
In coordination with WKU Global, assist faculty member(s), employee(s), and/or student(s) to connect with local resources, as needed, and depending on circumstances (e.g., police, physician, U.S. Embassy, consulate).	☐
Maintain situational awareness. <ul style="list-style-type: none"> Collect, communicate, and document relevant data. 	☐
Make initial notifications to the university leadership.	☐
Provide periodic updates to the university leadership.	☐
Assist WKU Global with requests for information and resources.	☐

Recovery

Action	Complete
Assist WKU Global with coordinating appropriate ongoing care, travel, financial, or other needs, as requested.	☐
Document damage (e.g., photos, videos, drawings) to University property.	☐
Document costs and maintain accurate records for the incident.	☐
Provide mental health services/information to affected individuals.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

4.18 Information System Failure/Cyber-Attack

Purpose

To provide an effective and systematic means for assessing and responding to a major information system failure or cyber-attack.

Situation

Cyberattacks continue to grow in number and sophistication across all business and financial sectors. Universities have experienced a surge in ransomware attacks which resulted in significant operational and financial costs. The operational diversity, partial decentralization, and propensity of universities to share openly and widely can make the institutions more susceptible to attacks. While some cybercriminals attack universities to steal intellectual property or research, others attack universities for the bragging rights about a successful hack on a high-profile institution. Ransomware criminals, on the other hand, are motivated by money. But that does not mean they always target the wealthiest institutions; many times, they attack wherever they can find and exploit vulnerabilities.

WKU has employed a comprehensive Disaster Recovery Plan (DRP) maintained by ITS in the WKU DRP documentation space hosted off-site. Its foremost objective is to establish a well-structured and efficient protocol for evaluating and responding to disaster incidents that may render our primary systems inoperable. In such dire circumstances, necessitating a temporary relocation of systems to alternate sites and the subsequent restoration of vital services is paramount. While the primary focus remains on the recovery of mass problems, the DRP also delineates procedures for the recovery of individual systems.

Assumptions

- Cyberattacks may be extremely costly for institutions and are becoming more frequent.
- The environment of information sharing and different computer systems across departments combine to make colleges and universities prime targets for cyber criminals.
- Varying levels of information system failures may warrant the activation of the DRP.
- The ITS DRP will require authorized personnel to activate at various levels of the University hierarchy.

Concept of Operations

Mitigation

Action	Complete
Routinely conduct security audits to identify potential vulnerabilities.	☐

Action	Complete
Identify security vulnerabilities and develop a plan to minimize opportunity for exploitation.	☐
Deploy redundant security mechanisms, collect system telemetry, and use that telemetry to detect anomalies.	☐
Maintain comprehensive backups of critical systems and data.	☐

Preparedness

Action	Complete
Install and maintain defenses against cyberattacks to the extent resources permit.	☐
Monitor infrastructure for suspicious activity.	☐
Educate users on their role in preventing cyber-attacks.	☐
Ensure key personnel are familiar with the ITS DRP and their roles during an event.	☐
Review access levels of users, with emphasis on high privilege users.	☐
Conduct exercises periodically to test preparedness level and response actions.	☐

Response

Action	Complete
Activate the ITS Disaster Recovery Plan, if necessary.	☐
Notify President, VP(SoF), AVP(ITS), Directors (ITS), as appropriate.	☐
Conduct an initial assessment of the incident and its effect on WKU data systems and data.	☐
Identify and implement remediation tasks.	☐
Notify the campus community of any altered data services.	☐
Conduct a damage assessment of the IT infrastructure.	☐
Assess when full IT functions can be resumed.	☐

Recovery

Action	Complete
Return the IT infrastructure to its pre-event capabilities and capacity.	☐
Conduct a Hot-Wash and after-action review; develop an After-Action Report/Improvement Plan (AAR/IP) to identify corrective actions and/or improvement initiatives; and modify plans and procedures accordingly.	☐

5.0 Appendices

Appendix A – WKU Hazard Risk Assessment

THREAT / HAZARD	PROBABILITY	SEVERITY = MAGNITUDE of IMPACTS						SEVERITY IMPACTS	UNMITIGATED RISK	PREPAREDNESS	RELATIVE RISK
		HUMAN IMPACT		FACILITIES IMPACT		INSTITUTIONAL IMPACT					
	<i>Relative likelihood this will occur</i>	<i>Potential deaths or injuries</i>		<i>Physical damage and costs</i>		<i>Interruption of research & teaching Impact reputation/image</i>		<i>Overall Impact (Average)</i>	<i>Probability x Severity Impacts</i>	<i>Level of Preparedness</i>	<i>Unmitigated Risk/Preparedness</i>
Hazards Natural Technological Human Caused	Likelihood	Extent	Number	Extent	Cost	Duration	Public Relations	Hazard	Unmitigated	Preparedness	To sort results, Unprotect sheet, GoTo (F5) "ResultSort" then use Sort function
Hazardous Materials	4.00	1.00	3.00	3.00	2.00	3.00	4.00	2.67	10.67	3.00	3.556
Tornado	4.00	1.00	5.00	4.00	4.00	5.00	2.00	3.50	14.00	4.00	3.500
Earthquake	3.00	1.00	5.00	4.00	4.00	4.00	1.00	3.17	9.50	3.00	3.167
Thunderstorm	5.00	1.00	2.00	2.00	2.00	2.00	2.00	1.83	9.17	3.00	3.056
Sinkhole	4.00	1.00	2.00	3.00	2.00	3.00	2.00	2.17	8.67	3.00	2.889
Winter Storm	4.00	1.00	2.00	2.00	1.00	2.00	2.00	1.67	6.67	3.00	2.222
Fire (Structural)	3.00	1.00	4.00	3.00	3.00	4.00	2.00	2.83	8.50	4.00	2.125
Aircraft Crash	2.00	1.00	5.00	4.00	4.00	4.00	1.00	3.17	6.33	3.00	2.111
Extreme Heat	4.00	1.00	2.00	1.00	1.00	2.00	1.00	1.33	5.33	3.00	1.778
Terrorist Act	2.00	1.00	4.00	4.00	2.00	2.00	3.00	2.67	5.33	3.00	1.778
Railroad Derailment	3.00	1.00	3.00	1.00	1.00	2.00	2.00	1.67	5.00	3.00	1.667
Active Shooter	3.00	1.00	5.00	1.00	1.00	1.00	4.00	2.17	6.50	4.00	1.625
Drought	4.00	1.00	1.00	1.00	1.00	2.00	1.00	1.17	4.67	3.00	1.556
Criminal Activity	3.00	1.00	2.00	2.00	1.00	1.00	2.00	1.50	4.50	3.00	1.500
Extreme Cold	3.00	1.00	2.00	2.00	1.00	2.00	1.00	1.50	4.50	3.00	1.500
Flooding	3.00	1.00	1.00	2.00	1.00	2.00	1.00	1.33	4.00	3.00	1.333
Utility Failure	3.00	1.00	1.00	2.00	1.00	1.00	2.00	1.33	4.00	3.00	1.333
Hostage Situation	2.00	1.00	3.00	1.00	1.00	1.00	4.00	1.83	3.67	3.00	1.222
Bomb Threat	3.00	1.00	1.00	1.00	1.00	1.00	2.00	1.17	3.50	3.00	1.167
Gunshots Heard	3.00	1.00	1.00	1.00	1.00	1.00	4.00	1.50	4.50	4.00	1.125
Epidemic/Pandemic	2.00	3.00	4.00	1.00	1.00	4.00	3.00	2.67	5.33	5.00	1.067
Fire (Wildfire)	2.00	1.00	2.00	2.00	1.00	2.00	1.00	1.50	3.00	3.00	1.000
Terrorist Threat	2.00	1.00	1.00	1.00	1.00	1.00	3.00	1.33	2.67	3.00	0.889
AVERAGE SCORE	3.09	1.09	2.65	2.09	1.65	2.26	2.17	1.99	6.09	3.26	1.88

WKU Hazard Risk Assessment Scoring Definitions

Probability – relative likelihood this will occur	
Likelihood	<p>P1. Consider the number of occurrences on your campus over the past 15 years, the number of similar incidents at other Universities, and any changes or trends that could affect the frequency of this hazard on your campus. Estimate the likelihood this hazard will occur in the next 15 years.</p> <ol style="list-style-type: none"> 1. Not applicable (will not occur) 2. Doubtful (not likely) 3. Possible (could occur) 4. Probable (very likely to occur) 5. Inevitable (will occur)
Human Impact – potential deaths or injuries	
Extent	<p>H1. If this hazard has occurred in the past on your campus, what was the extent of injuries and deaths that occurred?</p> <ol style="list-style-type: none"> 1. None, or this hazard has never occurred on campus 2. Few or minor injuries 3. Multiple minor injuries or a major injury 4. Multiple major injuries or a death 5. Multiple deaths and major injuries
Number	<p>H2. Consider the potential for injuries or deaths from this hazard on your campus or from similar incidents at other universities, and any changes or trends that would affect future injuries and deaths from this type of incident. Estimate the number of injuries and deaths that could result from this hazard:</p> <ol style="list-style-type: none"> 1. None 2. Few minor injuries 3. Multiple minor injuries or death 4. Multiple deaths and minor injuries 5. Multiple deaths and major injuries
Facilities Impact – Physical damage and costs	
Extent	<p>F1. Consider the vulnerability of your central campus facilities to this hazard. Estimate the extent of damage to campus-wide facilities:</p> <ol style="list-style-type: none"> 1. Little or no damage 2. Mild damage to several facilities 3. Moderate damage to multiple facilities 4. Severe damage to multiple facilities 5. Extensive damage to most facilities

Cost	<p>F2. Considering the extent of damage to the central campus facilities, estimate the total cost to respond to the incident and repair or replace all damaged facilities.</p> <ol style="list-style-type: none"> 1. Less than \$1 million 2. Between \$ 1 million and \$10 million 3. Between \$10 million and \$100 million 4. Between \$100 million and \$1billion 5. More than \$1 billion
Institutional Impact – interruption of research and teaching; impact on reputation/image	
Duration	<p>I1. If this incident were to/did occur on your campus, estimate the duration of interruption to campus-wide teaching and research activities, and business operations:</p> <ol style="list-style-type: none"> 1. Hours 2. Days 3. Weeks 4. Months 5. Years or longer
Public Relations	<p>I2. To what extent would this incident negatively impact the campus reputation or public image over the long term?</p> <ol style="list-style-type: none"> 1. None 2. Minor 3. Moderate 4. Significant 5. Severe
Preparedness – level of preparedness	
Preparedness	<p>R1. Consider what the level of preparedness is for each threat/hazard.</p> <ol style="list-style-type: none"> 1. None: Plan/Policy is not developed, and no training/exercises have occurred. 2. Poor: Plan/Policy is not developed, and no training/exercises have occurred. However, some resources have been expended/identified to start the process. 3. Fair: Plan/Policy is developed but needs to be updated or training/exercises need to occur to test the plan/policy. 4. Good: Plan/Policy is developed and training/exercises have occurred, but after-action items need to be addressed and minor improvements need to be made to the plan/policy. 5. Prepared: Plan/Policy is developed, written and current. Training and exercises are conducted on a routine basis to test the plan/policy. Plan/Policy is shared with stakeholders.

Appendix B – Evacuation Procedures

Purpose

This section is designed to reduce the possibility of death and injury to members of the campus community through an organized evacuation procedure.

Objectives

- To alert campus community that a hazard exists.
- To conduct an orderly and safe evacuation from the danger area via designated routes.
- To notify necessary departments to assure that the evacuation is conducted in an orderly and safe manner.
- To warn the campus population through the use of:
 - Public address systems.
 - E-mail, text message, WKU social media accounts.
 - Telephones, as available.
 - Building fire alarms.
 - Verbal direction from WKU Police, WKU Emergency Management personnel, and/or designated university personnel.

Evacuation

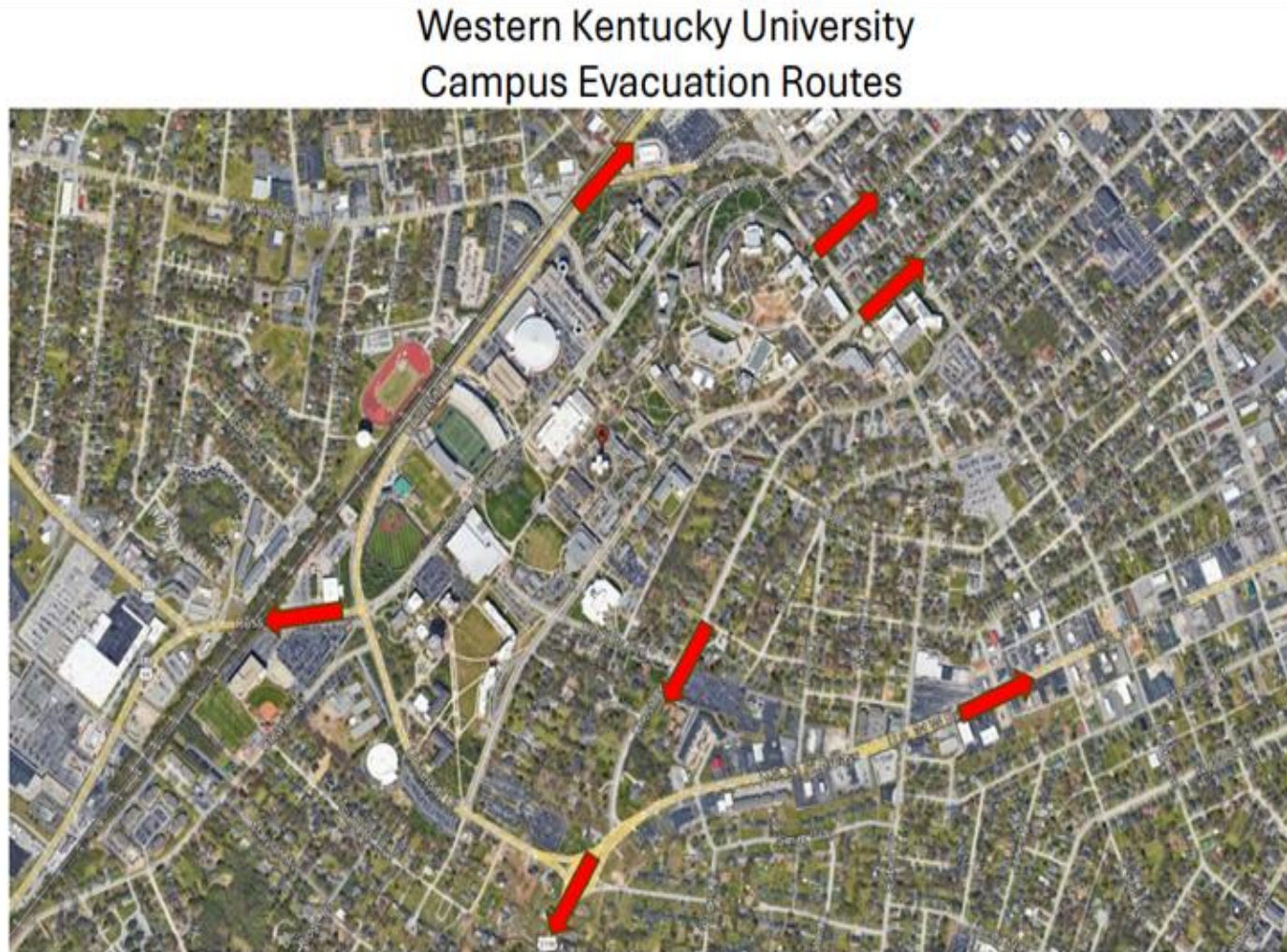
When evacuation is deemed necessary by the Incident Commander and/or the Emergency Management Director, occupants will leave their buildings immediately and in an orderly manner via the nearest designated exit.

Evacuation from Campus (Relocation)

If evacuation from campus becomes necessary, WKU Police and/or WKU Emergency Management personnel will coordinate the evacuation route with civil authorities. Once determined, this route and information about the evacuation will be disseminated to the campus community via pre-determined methods.

Primary vehicle evacuation routes from the WKU Main Campus are depicted in the figure below. WKU Transit Buses will be utilized to shuttle people without vehicle access from the various transit stops to the WKU Innovation Campus and/or WKU Farm.

WKU Main Campus Evacuation Routes



These are the primary vehicle evacuation routes from the WKU Main Campus
WKU Transit Buses will be employed to shuttle people without vehicle access from
the various transit stops to the WKU Innovation Campus and / or WKU Farm

Revision 9/29/2025

Building Evacuations

If it is determined that any building or buildings need to be evacuated, the following steps will be taken:

Action	Complete
WKU Police Department will activate the fire alarm or provide evacuation instructions.	☐
Instruct building occupants to: <ul style="list-style-type: none">▪ Take their personal items (e.g., backpacks, keys, and purses) with them.▪ Not stop to lock the doors.▪ Not operate electronic devices (e.g., light switches, cell phones).	☐

All Clear

An “All Clear” means it is safe to return to buildings.

Evacuation of the Physically Impaired

In cases of emergencies, those individuals with physical impairments may need assistance with building evacuation. Evacuation of people with disabilities will be given high priority in all emergencies.

Ambulatory Individuals

Ambulatory individuals are those with disabilities that may impair rapid building evacuation. Examples include those who are blind, deaf, or whose mobility is restricted to using walkers, scooters, or crutches. Assistance to ambulatory individuals can be provided by guiding them to a stairwell and helping them down the stairs to the designated meeting area.

Non-Ambulatory Individuals

Non-ambulatory individuals are those with disabilities that require the use of wheelchairs or other transport devices. To assist these individuals:

- Call WKU Police Department at 9-1-1 or 270-745-2548. Provide the dispatcher with as much information as possible, most importantly, the location of the individual.
- If there is no immediate danger within the vicinity of the stairs, move the impaired individual into the stairwell and await assistance.

Appendix C – Shelter-in-Place Procedures

Purpose

This section is designed to facilitate the sheltering-in-place of students, employees, family, and visitors following an emergency on campus or at a University-sponsored event. Depending on the situation, emergency responders may recommend for those impacted to shelter-in-place. This recommendation may last from a few minutes to a few hours depending on the severity of the emergency.

Situations that might require sheltering-in-place include:

- A public disturbance, such as a demonstration that has escalated to a violent level.
- Explosives, whether intentional or accidental.
- Chemical or biological contaminants released accidentally or intentionally into the air.
- Active shooter or report of shots fired.

Objectives

- To alert campus community of shelter-in-place procedures.
- To conduct an orderly and safe shelter-in-place during emergency via designated locations.
- To notify necessary departments to assure that the shelter-in-place process is conducted in an orderly and safe manner.

Shelter-in-Place

Some incidents may make evacuation more dangerous than staying indoors. In such a case, it may be safer to shelter-in-place rather than evacuating the area. Shelter-in-place announcements will be communicated via one or more means identified in section [1.5 Communications](#).

Action	Complete
Determine the need to shelter-in-place.	☐
Notify campus population to shelter-in-place.	☐
Direct individuals outside of buildings to enter the nearest building and proceed to a secure area.	☐
Direct individuals who are off campus to remain off campus.	☐
Direct individuals who are inside of buildings to remain in classrooms, labs, assigned offices, or office areas.	☐
Encourage students, staff, and visitors to remain indoors and not to panic.	☐
Determine resources needed for individuals with special needs and any service animals who will be Sheltered in Place.	☐
Direct building occupants to quickly lock interior doors and close windows.	☐

Action	Complete
In laboratories, direct occupants to close containers, close fume hoods, and turn off external venting.	☐
Instruct building occupants to NOT pull the fire alarm.	☐
If the shelter-in-place directive is issued because of a hazardous material release, instruct occupants to:	
<ul style="list-style-type: none">▪ Shut down any ventilation or exhaust systems that you can. If remotely controlled ventilation systems are not shutting down, call Facilities Management to shut down the ventilation systems.	☐
<ul style="list-style-type: none">▪ Seal off windows, doors, and air vents with plastic or tape, if available	☐
If the threat of an explosion exists, move everyone away from windows, door, and to the center of the building.	☐
Establish communication with emergency responders, if possible and safe to do so.	☐
Stay in sheltered until the “All Clear” is given.	☐

Appendix D – Notification/Reunification Procedures

Purpose

To facilitate the reunification of students, employees, family, friends, and visitors following an emergency on campus or at a University-sponsored event.

Objectives

- To alert the campus community of reunification procedures.
- To conduct an orderly and safe reunification following an emergency via designated locations.
- To notify necessary departments to ensure the reunification is conducted in an orderly and safe manner.
- To identify possible reunification locations on and off campus.
- To inform the campus population and families off campus of reunification locations and procedure through the use of:
 - E-mail, text, or social media
 - Call center
 - Radio and television
 - WKU Police, Emergency Management personnel, or university personnel

Notification

Notifications to the next of kin regarding the injury or death of a student, faculty, or staff will be carried out in accordance with established protocols as outlined in Attachments 1 and 2.

Reunification

When reunification is deemed necessary by the Incident Commander and/or the Emergency Management Director, individuals will be located at reunification locations based on the severity and location of the emergency. University personnel will be available to direct students, employees, faculty, and visitors to the designated reunification areas. Once established, the locations will be staffed by personnel that can register and track students, visitors, and employees. Accountability for individuals who are registered with the reunification center must be maintained in order to track resources and plan for demobilization.

On-Campus Reunification

If reunification on campus becomes necessary, the WKU Police or Emergency Management personnel will coordinate the reunification locations with university or local authorities. Once determined, these locations and information about the reunification process will be disseminated by WKU Emergency Management, WKU Communications, local news media, and/or electronic means (e.g., e-mail, text, social media). It is important that reunification procedures and

information be pushed to interested parties to prevent an influx of calls from or the spontaneous arrival of concerned parties.

Action	Complete
Determine if reunification area(s) should be established.	☐
Determine location of reunification area(s).	☐
Identify key staff members. Consider contacting volunteer organizations to help operate facilities.	☐
Establish a Call Center to answer questions from staff, students, families, and visitors.	☐
Establish registration area(s) and guidelines.	☐
Notify WKU Police of reunification area(s) to maintain crowd control and parking.	☐
Notify students, staff, and visitors of reunification area(s).	☐
Identify students, faculty, staff, or visitors who may have children located at the WKU Child Care Center to plan for reunification.	☐
Determine resource needs for reunification areas: <ul style="list-style-type: none"> ▪ Communication Equipment ▪ Food ▪ Water ▪ Medical supplies ▪ Cots ▪ Blankets ▪ Cooling tents ▪ Identify resources needed for WKU Child Care Center: <ul style="list-style-type: none"> ▪ Diapers ▪ Formula ▪ Baby Wipes 	☐
Disseminate location and reunification procedures to the public: <ul style="list-style-type: none"> ▪ Radio ▪ Television ▪ Social Media ▪ Call Center 	☐
Maintain accountability of students in the reunification area.	☐
Provide crowd control to keep media, citizens, and other people not impacted by the incident away from reunification area.	☐
Continue to disseminate information regarding reunification area.	☐
Demobilize reunification area.	☐
Conduct an after-action review of reunification operations.	☐

Off-Campus Reunification

If reunification off-campus becomes necessary, WKU Police or EOC personnel will coordinate the reunification locations with civil authorities. Once determined, these locations and information about the reunification will be disseminated by emergency personnel, university personnel, local news media, and social media. The operation of reunification will operate much like on campus reunification however the inclusion of civil authorities must be included. It is important that reunification procedures and information be pushed to interested parties to prevent an influx of concerned family and friends.

Action	Complete
Determine if reunification areas should be established off campus.	☐
Identify key staff members for operation of reunification area. Consider contacting Volunteer agencies to assist in operation of area.	☐
Determine resources needed to transport students, staff, and visitors to reunification areas.	☐
Determine location of reunification areas and secure agreement with location owner.	☐
Establish registration areas in high visibility areas.	☐
Notify WKU Police and Bowling Green Police of reunification area to maintain crowd control and parking.	☐
Notify students, staff, visitors, or reunification areas.	☐
Determine resources needs for reunification areas: <ul style="list-style-type: none"> ▪ Food ▪ Water ▪ Medical supplies ▪ Cots ▪ Blankets ▪ Cooling tents ▪ Identify resources needed for WKU Child Care Center <ul style="list-style-type: none"> ▪ Diapers ▪ Formula ▪ Baby Wipes 	☐
Disseminate location and reunification procedures to the public: <ul style="list-style-type: none"> ▪ Radio ▪ Television ▪ Social Media ▪ Call Center 	☐
Establish crowd control at reunification area.	☐
Maintain accountability of students in reunification area.	☐
Continue to disseminate information regarding reunification area to location owner and the general public.	☐

Action	Complete
Demobilize reunification area.	☐

Reunification of the Physically Impaired or Injured

Individuals with physical impairments may need assistance with reunification. Reunification of people with disabilities will be given a high priority. It is important to consider that individuals with disabilities may require further medical attention and every effort should be made to ensure that medical personnel are available at the reunification location. Additional resources such as cooling/warming supplies, chairs, cots, medical supplies, food, and water should be planned accordingly at these locations.

Ambulatory Individuals

Ambulatory individuals are those with disabilities that may impair reunification. Examples include those who are blind, deaf, or whose mobility is restricted to using canes, walkers, crutches, scooters, or other mobility devices.

Injured Individuals

Individuals who were injured during an emergency may require transport to a local medical treatment facility. Upon admittance, individuals will follow the reunification procedures of the medical treatment facility.

Action	Complete
Determine which individuals in the reunification area have special needs.	☐
Notify emergency personnel of individuals who have special needs.	☐
Determine if those needs can be met in the reunification area, if not arrange for location where needs can be met.	☐
Determine resources needed for individuals with special needs and any service animals who will be utilizing the reunification area.	☐
If injured individuals are transferred to medical treatment facility notify emergency contact designee to notify of transfer.	☐
Maintain accountability of individuals who have been transferred to a medical treatment facility and document to which medical treatment facility they were transported.	☐

Attachment 1 – WKU Student Death Procedure**Student Death Protocol and Procedure**

Steward: WKU Dean of Students

Category: Student Protocol

Effective Date: March 11, 2024

PURPOSE

The procedures outlined delineate the roles and responsibilities that should be assumed by faculty, staff, and students following the death of a currently enrolled Western Kentucky University student.

PROCEDURE**STEP ONE: WKU Student Death Notification Protocol**

In the event of the death of a currently enrolled student, it is the university's responsibility to respond in a timely and sensitive manner. The purpose of this document is to establish the responsibilities for notifications in an orderly, effective and sympathetic manner. Notification of the death of a student typically comes first to the office of the Dean of Students from a variety of sources, including police, family, friends or a campus faculty/staff member. Upon receiving notice of the death of a currently enrolled student, the Dean of Students is responsible for initiating the campus response.

Notification of a student death that occurs OFF CAMPUS

1. Response to any death occurring off campus will be handled by the appropriate local agency holding jurisdiction over the geographic area in which the death occurred. It is the responsibility of these agencies to notify the next of kin. In most cases, WKU Police will be notified if a local public safety agency or hospital is aware that the deceased is a WKU student.
2. If a member of the WKU Community is made aware of the recent death of a student, they should notify the Dean of Students and WKU Police immediately.
3. After enrollment is verified, the Dean of Students will notify the following:
 - The dean of the academic college(s) and academic department(s) on record
 - The University President
 - The Provost and Vice President of Academic Affairs
 - The Vice President of Enrollment and Student Experience
 - The Office of the Registrar
 - General Counsel

- Housing and Residence Life (if applicable)
 - The Director of the Gatton Academy of Mathematics and Science (if applicable)
 - The Billings Office
 - The Advising and Career Development Center
 - The Department of Student Financial Assistance
 - The Office of Student Conduct
 - Information Technology Services (ITS)
 - Parking and Transportation
 - Athletics (if applicable)
 - Associate Provost of Global Learning and International Affairs (if applicable)
 - Associate Provost for Faculty and Academic Excellence
 - The WKU Post Office
 - The Director of Media Relations
4. The Dean of Students will contact the deceased student's next of kin to provide condolences and procedural guidance within 24 hours of confirmed death (or at the most appropriate time as determined by the Dean of Students). In most instances, at the appropriate time as determined by the Dean of Students, the University President will also contact the deceased student's next of kin to offer condolences on behalf of the campus community.
 5. All faculty teaching courses in which the student was currently enrolled will receive notification from the Office of the Registrar (See "Registrar's Office Procedures"). The academic college in which the deceased student was enrolled will notify any additional faculty and staff within the college as deemed appropriate.
 6. In most instances, the University will not make a public announcement about the death of a student. In some cases, the academic college of record may elect to send or post a public notification, including an email to students within the department/college, a post on college social media accounts or information posted within the WKU website. Public notifications should not occur until after the Dean of Students provides confirmation that the university has permission from the deceased student's next of kin to publicly share information. These announcements should be respectful and sensitive and should only share details necessary to appropriately remember and honor the deceased, including memorial arrangements, if known. If an academic college is unsure of the appropriate channel or content of the announcement, it should consult with WKU Communications and Marketing.
 7. All media inquiries about the deceased student should be forwarded to the Director of Media Relations.
 8. WKU Communications and Marketing will monitor social media for posts regarding the student death and will forward those messages to the Director of Media Relations. Managers of social media accounts posting public notifications should continue to monitor posts and contact the Director of Media Relations if concerns arise.

Notification of a student death that occurs ON CAMPUS

1. Response to any death occurring on campus will be investigated by WKU Police. WKU Police are responsible for notifying the deceased student's next of kin.
2. Upon confirming the death of a student on campus, WKU Police will immediately notify the Dean of Students and the Director of Media Relations.
3. Upon receiving notification from WKU Police about the death of a student occurring on campus, the Dean of Students will notify the individuals and departments listed in Step 3 above (OFF Campus Notification Process) unless WKU Police indicate that doing so could impede an active investigation.
4. The Dean of Students will contact the deceased student's next of kin to provide condolences and procedural guidance within 24 hours of confirmed death (or at the most appropriate time as determined by the Dean of Students). In most instances, at the appropriate time as determined by the Dean of Students, the University President will also contact the deceased student's next of kin to offer condolences on behalf of the campus community.
5. All faculty teaching courses in which the student was currently enrolled will receive notification from the Office of the Registrar (See "Registrar's Office Procedures"). The academic college in which the deceased student was enrolled will notify any additional faculty and staff within the college as deemed appropriate.
6. The Director of Media Relations and the WKU Police Department's Public Information Officer (PIO) will confer to determine the most appropriate spokesperson to handle inquiries related to the student's death. These two individuals will work together to collect and disseminate information to the media upon request as appropriate.
7. It is important that no person involved in the campus response speculate as to the cause of death or make statements assigning responsibility for the death to any individual or group. WKU Communications and Marketing or WKU Police will disseminate media messaging to key members of WKU's leadership team –including the President, Provost and Vice President of Academic Affairs, Vice President of Enrollment and Student Experience, General Counsel and the Dean of Students - to ensure awareness and consistency of all messaging.
8. In some instances, WKU Communications and Marketing (or the most appropriate department/unit designated by WKU Communications and Marketing) may share information with the WKU campus community about the student's death. This communication would likely take the form of a campuswide email and/or social media post(s) on the institutional social media channels. Academic colleges may also elect to share information across their social media channels after the initial notification to the campus community is complete.

9. WKU Communications and Marketing will monitor social media for publicly available posts/messages of concern regarding the student death and will forward those messages to the Director of Media Relations.

Responding to a student death that occurs DURING A UNIVERSITY-SPONSORED TRIP OR STUDY ABOARD EXPERIENCE

1. After the appropriate local agencies have been notified, the faculty or staff member accompanying students on the trip (or the on-campus point of contact if no faculty/staff member is traveling with the students) should immediately contact the Dean of Students and the WKU Global Learning and International Affairs (if applicable). The Dean of Students will then initiate the processes outlined in the OFF-CAMPUS WKU Student Death Notification Protocol section of this document.
2. WKU Global Learning and International Affairs will work with the international insurance provider, faculty, on-site provider, and local authorities to navigate repatriation of remains and related details.

STEP TWO: WKU Post-Notification Student Death Protocol

The Office of the Vice President for Enrollment and Student Experience/Office of the Dean of Students

1. When appropriate, counseling or campus partners may offer services to classmates enrolled in the same courses as the deceased student and to any campus groups or student organizations who are affected by the loss.
2. The Office of the Dean of Students or designee (such as HRL) will serve as the campus contact to assist the deceased student's family.
3. The Office of the Dean of Students will provide the family members with information and guidance about university-related matters, including access to the student's residence hall, withdrawing from courses and more.

The Registrar's Office

The Registrar initiates procedures that close the student's academic record. Also, the student's academic record will be reviewed to determine initial eligibility for an earned or posthumous degree award. The Registrar is responsible for safeguarding the academic record unless permitted for release by federal regulation as defined below.

1. The Registrar will drop the student from current and future semesters and issue a 100% refund.
2. The Registrar places a "deceased" indicator on the deceased student's academic record and enters the date of death (this indicator will populate at the core data level and other WKU offices will see the indicator on the student's record).

3. The Registrar will work with the appropriate academic department to determine if an earned or posthumous degree is appropriate as directed by [WKU Policy 1.4151](#). It is possible that if a death occurs at the end of a semester, that student may have completed all necessary requirements for an official award.
4. The Registrar will work with the academic department and/or instructors to determine if grades have been earned for the current semester in the event the date of the death occurs during the end of the semester prior to dropping the student from the current semester.
5. Pertinent information on the student's academic record is updated, such as: a deceased indicator; addresses will be updated to prevent inadvertent or additional mailings; enrollment and matriculation will be updated to reflect the reason for the closure of the academic records.
6. The Registrar's office will report the student as deceased to the National Student Clearinghouse.
7. As noted by the Federal Educational Rights and Privacy Act (FERPA), the privacy interests of the individual are no longer in effect with the student's death. FERPA rights and the rights of privacy regarding the student's academic record end at death. As a matter of institutional policy, the following are the procedures regulating under what conditions the student's academic information should be disclosed to survivors or other third parties.
 - a. Western Kentucky University continues to treat the academic records of the deceased student the same as a living student in that only directory information may be released to third parties. Western Kentucky University requires documents that certify power of attorney or executor/executrix authorization to allow disclosure of information (other than directory) to survivors or other third parties. Either the parents or next of kin, with proper documentation, are considered the owner of the student's academic records.
 - b. Unless authorized by the executor/executrix, parent, or next of kin, the University does not permit release of the deceased student's educational record information for a period of 10 years after death.

Housing and Residence Life (HRL)

1. If a deceased person is discovered in the residence hall, staff should call 911 to notify local law enforcement of the student's death and immediately vacate the room and leave the site untouched.
2. The Assistance Vice President of Student Engagement will notify the Vice President of Enrollment and Student experience, who will notify Office of DOS of the student's death.
3. If necessary, the Housing and Residence Life on-call staff will take appropriate measures to assist with crowd control and secure the area while waiting for law enforcement.
4. The HRL Leadership Team Member on call will support law enforcement with information for their investigation. In addition, the HRL Leadership Team Member on call should attempt

to identify those individuals who will be most affected by the death (family members, significant others, roommates, work supervisors, close friends, etc.). The Director of Housing and Residence Life, the HRL Leadership Team Member on call and/or a Counselor will take appropriate action to console and support the victim's roommate and other impacted students.

5. The HRL Leadership Team Member on call will create a draft incident report to be reviewed by the Assistant Vice President of Student Engagement.
6. Housing and Residence Life staff may not release information about the death of a student to any other parties. Media inquiries should be referred to the Director of Media Relations.
7. If a residential student death occurs off campus, staff should notify the Assistant Vice President of Student Engagement immediately, who then notifies the Vice President of Enrollment and Student Experience and Dean of Students, who contacts local law enforcement to verify pertinent details surrounding the death.
8. The HRL Team Member on call will consult with the HRL staff and campus partners to determine whether psychological assistance is necessary for the residents in the environment where the student resides. This assistance could be extended to residents in other residential facilities as well.
9. The Assistant Vice President of Student Engagement and Directors of Housing and Residence Life will work with the HRL staff regarding packing the deceased resident's possessions at a time determined appropriate. Family members, roommate(s), and/or staff may pack the deceased resident's possessions. If it is determined that the roommate and/or staff will pack the deceased student's possessions, they must develop an itemized list of the student's belongings. The Director of Housing and Residence Life or designee will be responsible for arranging pick up or delivery of the items with the student's family.

The Department of Student Financial Assistance

1. The Director will coordinate the suspension of future disbursement of financial aid.
2. The Director will coordinate the return of financial aid funds to their appropriate sources after Business Services calculates the refund.
3. The Director will coordinate the suspension of future financial aid communication, including the current and future year.
4. If necessary, the end dates of the financial aid holds to the withdrawal date (date of death).
5. If the student incurred student loan debt, the Director or designee will inform the family member and/or next of kin of the type and amount of loan(s); name and contact information of the loan holder; and the procedure to discharge the loan debt due to the death of the borrower.

Office of Student Billing and Account Services

The Office of Student Billing and Account Services will place a billing code on the student's account, so no additional bills are created.

1. The Registrar's Office will determine enrollment based upon the date of death:
 - a. If the student's withdrawal state (date of death) is prior to the end of the drop/add period, a full refund of tuition and fees is processed; room and board charges are prorated for the days the student resided in the residence hall.
 - b. If the withdrawal date (date of death) is after the end of the add/drop period but prior to the 60th percent of the term and the student is a financial aid recipient, a Title IV prorated refund is calculated.
 - c. Refunds may be processed for a withdrawal (date of death) after the 60th percent of the term if approved by senior administration and financial aid funds are repaid to the source.
3. The Department of Student Financial Assistance will review the account and calculate financial aid eligibility in adherence with federal and state financial aid returns of funds regulations.
4. Housing, Meal, Parking and Bookstore charges are reviewed and adjusted by each individual department based upon their policies and proration rules.
5. The Office of Student Billing and Account Services will refund any overpayments once all departments have reviewed and adjusted their departmental charges to the student's next of kin as indicated on the official notice from university.

International Student Death

1. The Office Dean of Students and the Associate Provost of Global Learning and International Affairs will communicate with each other. The Associate Provost will contact the appropriate embassy to notify the next of kin of the student's death. In addition, the Associate Provost will continue to collect information related to the student's circumstances, such as insurance and designation of remains. As information is collected and confirmed, the Associate Provost will inform the Dean of Students.
2. The Principal-Designated School Official (PDSO) or designee will serve as the campus contact to assist family members throughout the repatriation process.
3. The PDSO will collaborate on all aforementioned procedures outlined in the event of an international student's death.

Attachment 2 – Notification of Employee Deaths

In the event that a faculty or staff member dies while actively employed, it is important that the campus community be notified in an appropriate manner.

It is generally most appropriate for the notification to be sent to faculty-all and staff-all email lists by the academic dean or the employee's senior divisional leader. If the divisional leader/dean prefers that the notification be sent by an employee who had a closer personal/professional relationship with the deceased individual, it is appropriate to defer the communication responsibility to someone else.

Contact with the deceased employee's family, where possible, should be made before sending any campus-wide communication. No official campus notification will be sent should such be requested by the family. Below are some considerations for drafting a notification to the campus community:

- Include the person's name and department
- If appropriate, include notable contributions to the WKU community
- If visitation or funeral arrangements are known, it is a good idea to include this information in the message

Exceptions or special circumstances:

- If the deceased individual was a contract employee, WKU will defer to the communication practices and notification process of the company for which the individual worked.
- Communications surrounding a death that occurs on campus should be coordinated with the Division of Communication & Marketing.
- In the event that a senior leader or college dean passes away, it will likely be most appropriate for the campus-wide notification to come from the Office of the President; college/divisional leaders should communicate with the Division of Communication & Marketing to coordinate a campus-wide notification.
- Departments, colleges, or administrative units should not communicate to campus regarding the death of a current student. The notification process for the death of a student is managed by the Office of the Dean of Students.

While this document was developed to guide notifications of death for actively-employed faculty and staff, departments or colleges may wish to notify the campus community when long-serving and well-known former faculty or staff members pass away. Those decisions may be made at the department level. Communication regarding the death of former senior leadership, including former WKU Presidents, should originate from the Office of the President and the Division of Communications & Marketing.

For questions or to seek additional information, please contact Human Resources at 270-745-5360 or the Division of Communications & Marketing at 270-745-4295.

Appendix E – Disease Outbreak

Purpose

This Appendix provides a general planning and response framework for WKU departments and units that are assigned to oversee critical functions in the response to a disease outbreak within the University community and/or in the surrounding area. There are several aspects of a disease outbreak emergency that differentiate it from other emergencies and that could require variation in planning, response, and recovery. The intention of this appendix is to provide guidance throughout an outbreak situation, but nothing in this document precludes the primary parties (WKU departments, senior leaders, employees, or key stakeholders) from modifying their actions to meet the unique conditions presented.

These unique actions and responses may be based on one or more of the following:

- The current threat of disease in the world, region, state, and local area
- The unique nature of the disease (e.g., incidence, morbidity, mortality)
- The novel nature of the disease pathogen, particularly whether it mutates rapidly, has high virulence, and/or spreads easily from person-to-person
- Mandates and/or orders by federal, state, or local public health or public safety authorities.

Concept of Operations

Key activities related to disease outbreak include:

1. Monitoring the disease burden among the local population to collect novel pathogen-related morbidity and mortality data that will be used to inform decision-making. This includes gathering real-time information from the BRDHD, KY DOH, federal, and international public health partners, as well as monitoring the disease burden on campus when feasible.
2. Communicating with the University community about the spread of disease, prevention actions individuals can take, and the operational status of the University during various levels of the pandemic is essential. The University will collaborate with local public health entities, as appropriate, to influence public behavior regarding basic infection-control measures (e.g., handwashing, sanitizing hand gel, respiratory etiquette, staying home when sick, and avoiding unnecessary contact with people who are ill).
3. Developing capabilities to implement public health prevention measures is essential to limit disease spread for:
 - Students living in on-campus residential housing and in off-campus shared housing
 - Students, faculty, and staff commuting to and between campuses
 - International students, faculty, and visitors
 - Staff and students in travel status

- Faculty and staff
 - Medical facilities
 - Visitors, contractors, vendors, and other non-campus individuals
4. Planning for business, academic, and research continuity by:
 - Determining essential staff and services in the event non-essential operations are suspended
 - Considering the provision of academic continuance through technology when feasible
 - Determining operational function at lower staffing levels
 - Implementing social distancing measures, when deemed necessary
 - Deciding when non-essential business travel to affected global areas is needed
 5. Coordinating with local and regional public health agencies (BRDHD, KY DOH) to plan for surveillance, reporting, mass vaccination, antiviral/antibiotic distribution, and isolation and quarantine.
 6. Planning for recovery, so normal operations can be resumed when feasible.

Refer to Hazard-Specific Annex 4.16 Disease Outbreak for planning assumptions and specific mitigation, preparedness, response, and recovery actions.

If appropriate, a Public Health Response Team (PHRT) will be activated to oversee and coordinate public health activities. Depending on the nature of the disease outbreak, the PHRT will be represented by the following:

- Barren River District Health Department (BRDHD)
- Environmental Health & Safety/Emergency Management (EH&S/EM)
- Health Services
- Office of the Provost
- Dean of Students
- Housing and Residence Life (Housing and Food Services)
- Facilities Management
- Business Services
- Information Technology Services
- Communications & Marketing/Media Relations
- Legal Department
- Operations & Finance
- Health & Human Services (Mental Health Services, Social Services)
- Police Department (as necessary)
- Athletics (as necessary)

- Global Learning (as necessary)
- KY Department of Health (as necessary)

The PHRT will be led by the most qualified individual to serve the affected constituents. The PHRT Lead may appoint a specific member(s) to coordinate various functions related to the disease outbreak with internal and/or external entities to eliminate confusion and avoid redundancy. The PHRT will meet as necessary (either in-person or remotely) to coordinate response and recovery functions. The PHRT Lead will keep the President and senior leadership informed of actions being taken and/or to seek approval for resources needed or policy deviations. EH&S/EM will support the PHRT in all matters related to emergency management functions to include conducting an after-action review and the development of an After-Action Report/Improvement Plan (AAR/IP) upon the termination of the incident.

Appendix F – Emergency Contacts

WKU Environmental Health & Safety/Emergency Management is responsible for maintaining emergency contact numbers. During activation of the WKU Emergency Operations Center, the EOC Director will ensure that an emergency notifications roster with 24-hour telephone numbers for all EOC staff is maintained and readily available.

Key Contacts

Contact	Phone Number(s)
ALL EMERGENCIES	9-1-1
Law Enforcement	
▪ WKU Police Department (non-emergency)	270-745-2548 270-745-2677
▪ Kentucky State Police	270-782.2010
▪ Warren County Sheriff's Office	270-842-1633
▪ Bowling Green Police Department	270-393-4000
Fire	
▪ Bowling Green Fire Department (non-emergency)	270-393-3702
▪ WKU Fire Marshal	270-745-2165
Emergency Medical Services	
▪ Medical Center EMS	270-745-1204
WKU Environmental Health & Safety	270-745-4181
WKU Facilities Management	270-745-3253
Med Center Health @ WKU Health Services	270-745-2273

WKU Emergency Operations Contacts

Role	Contact	Phone Number(s)
Policy Group	Timothy Caboni (President)	270-745-4346
	Andrea Anderson (General Counsel)	270-745-5398
	Bud Fischer (Provost & VP for Academic Affairs)	270-745-2297
	Susan Howarth (Exec VP, Operations and Finance)	270-745-5352
EOC Management	David Oliver (Director of Environmental Health & Safety/Emergency Management)	270-745-4181
	Laura Hale (Assistant Director, Environmental Health & Safety)	270-745-2236
	Jim Williams (Program Mgr, Safety & Preparedness)	270-745-2395
	Becky Dobbs (Emergency Management Specialist)	270-745-4790

Role	Contact	Phone Number(s)
PIO	Jace Lux (University PIO) Mitch Walker (WKU Police PIO)	270-745-4295 270-745-2548
Safety Officer	Laura Hale (Assistant Director, Environmental Health & Safety)	270-745-2236
Liaison Officer	Jennifer Smith (Special Assistant to the President for Government & Community Relations)	270-745-6824
Logistics	Jennifer Tougas (AVP, Business Services)	270-745-3931
Planning	Ben Johnson (Assistant Director, Planning, Design & Construction)	270-745-2075
Finance & Administration	Renaldo Domoney (AVP, Budget, Finance, & Analytics)	270-745-6375
Operations	WKU Police/other units based on incident	270-745-2548

ESF Contacts

Contact	Phone Number(s)
ESF #1- Transportation	
▪ WKU Parking and Transportation Services	270-745-2361
▪ WKU Police Department	270-745-2548/2677
ESF #2- Communications	
▪ WKU Police Communications	270-745-2548
▪ WKU Information Technology	270-745-7000
▪ WKU Communications and Marketing	270-745-7024
ESF #3- Public Works and Engineering	
▪ WKU Facilities Management	270-745-3253
▪ WKU Planning, Design, and Construction	270-745-8708
ESF #4- Firefighting	
▪ Bowling Green Fire Department	270-393-3702
▪ WKU Environmental Health & Safety (Fire Marshal)	270-745-2931
ESF #5- Emergency Management	
▪ WKU Environmental Health and Safety/Emergency Management	270-745-2395
▪ Warren County Emergency Management	270-781-8776
▪ WKU Police Department	270-745-2548/2677

Contact	Phone Number(s)
ESF #6- Mass Care, Emergency Assistance, Housing, and Human Services	
▪ WKU Housing and Residence Life	270-745-4359
▪ WKU Student Engagement	270-745-6169
ESF #7- Logistics Management and Resource Support	
▪ WKU Finance and Administration-Purchasing	270-745-3056
▪ WKU Facilities Management	270-745-3253
ESF #8- Public Health and Medical Services	
▪ Medical Center EMS	270-843-1174
▪ Barren River District Health Department	270-781-8039
▪ Warren County Coroner	270-843-3111
▪ WKU Environmental Health and Safety/Emergency Management	270-745-4181
ESF #9- Search and Rescue	
▪ Bowling Green Fire Department	270-393-3702
▪ Warren County Emergency Management	270-781-8776
ESF #10- Hazardous Materials Response	
▪ Bowling Green Fire Department	270-393-3702
▪ WKU Environmental Health and Safety/Emergency Management	270-745-4181
ESF #11- Agriculture and Natural Resources	
▪ WKU Agriculture and Food Science	270-745-3151
▪ Kentucky Department of Agriculture	502-564-3956
ESF #12- Energy	
▪ WKU Facilities Management - Plant Operations	270-745-6179
▪ Atmos Energy	888-286-6700
▪ Bowling Green Municipal Utilities	270-782-1200
ESF #13- Public Safety and Security	
▪ WKU Police Department	270-745-2548
▪ Bowling Green Police Department	270-393-2473
ESF #14- Long Term Recovery	
▪ WKU Chief Facilities Officer	270-745-5818
▪ WKU Environmental Health and Safety/Emergency Management	270-745-4181
▪ Warren County Emergency Management	270-781-8776

ESF #15- External Affairs	
▪ WKU Media Relations	270-745-4295
▪ WKU Communications & Marketing	270-745-4493

Additional Emergency Contacts

Contact	Phone Number(s)
Local Resources	
Warren County Sheriff's Office	270-842-1633
WKU Student Escort Services	270-745-3333
Warren County Fire Rescue	270-793-3030
Warren County Emergency Management	270-781-8776
Medical Center EMS	270-843-1174
Bowling Green Municipal Utilities	270-782-1200
Warren Rural Electric Cooperative Corporation	270-842-6541
Atmos Energy Corporation	888-286-6700
Warren County Water District	270-842-0052
Warren County Road Department	270-843-8328
Medical Center Urgent Care	270-781-3910
WKU Health Services	270-745-2273
Graves-Gilbert Clinic Urgent Care	270-781-5111
Greenwood Urgent Clinic	270-843-5662
Medical Center Hospital	270-745-1000
Greenview Regional Hospital	270-793-1000
State Resources	
Kentucky State Police	502-782-1800
Kentucky Office of Homeland Security	502-564-2081
Public Service Commission	502-564-3940
Kentucky Fire Commission	800-782-6823
Kentucky Fire Marshal's Office	502-564-3623
Kentucky Department of Agriculture	502-564-3956
Kentucky Transportation Cabinet Office of Highway Safety	502-564-1438
Kentucky Department of Natural Resources	502-564-6940
Kentucky Department of Environmental Protection	502-564-2380
Federal Resources	
US Environmental Protection Agency National Response Center	800-424-8802
Poison Control Center	800-222-1222
CSX – Railroad Emergency	800-232-0144

Additional Emergency Contacts (Confidential)

Contact	Title	Cell Number
Timothy Caboni	President	
Susan Howarth	Executive VP, Strategy, Operations & Finance	
Andrea Anderson	General Counsel	
Bud Fischer	Provost & VP for Academic Affairs	
Corinne Murphy	Dean, College of Education & Behavioral Science	
Tania Basta	Dean, College of Health & Human Services	
David Brown	Dean, Ogden College of Science & Engineering	
Terrance Brown	Dean, Potter College of Arts & Letters	
Evelyn Thrasher	Dean, Gordon Ford College of Business	
John-Mark Francis	Interim VP, Enrollment	
Catherine LaRoche	AVP and Executive Director, Housing & Residence Life	
Martha Sales	VP, Student Experience & Dean of Students	
Jennifer Tougas	AVP, Business Services	
Dereck Keeling	Director, Infrastructure and Operations, Information Technological Services	
Renaldo Domoney	AVP, Budget, Finance, & Analytics	
John-Mark Francis	AVP, Marketing & Brand Strategy	
Andrea Hales	AVP, Strategic Communications/Media Relations	
Jace Lux	Director, Media Relations/University PIO	
Mitch Walker	Chief, WKU Police Department	
Quentin Hughes	Deputy Chief, WKU Police Department	
Scott Harmon	Captain, WKU PD	
Ryan Petty	Captain, WKU PD	
Stephanie Prichard	Interim Director, Regional Campuses	
David Oliver	Director, Environmental Health & Safety/ Emergency Management	
Ken Branch	Director, Facilities Management	

Contact	Title	Cell Number
Josh Durkee	Director, Disaster Science Operations Center (DSOC)	
Les Forsythe	Sr. Assoc. Athletic Director, Facilities/Event Management - Athletics	
Bryan Russell	Chief Facilities Officer, Planning, Design & Construction	
Todd Stewart	Athletic Director	
Gina Stoll	Sr Assoc Athletic Director, Student Athlete Development	
Laura Hale	Assistant Director, Environmental Health & Safety	
Roy Long	University Fire Marshal	
Justin Pedigo	Deputy University Fire Marshal	
Jim Williams	Program Manager, Safety & Preparedness	
Becky Dobbs	Emergency Management Specialist	
BGFD Headquarters	BG Fire Department, Headquarters Operations	
Battalion Chief Vehicle	BG Fire Department, Battalion 1	
Justin Brooks	Chief, BG Fire Department	
Doug Morris	Deputy Chief, BG Fire Department	
Brett Smith	Deputy Chief, BG Fire Department	
Tim Buchanon	Department Fire Chief, Warren County Fire Department	
William Rector	Director, Warren County Department of Public Safety	
Kevin Bailey	Chief Deputy Director, Warren County Emergency Management	

Appendix G – Shelters

Various incidents/declared emergencies may create the need for short-term shelter for affected individuals. Sheltering may be required for a variety of reasons (e.g., severe weather emergency, hazardous condition, chemical release, utility disruption, criminal activity). When possible, displaced individuals will be encouraged to return home or identify appropriate accommodations off-campus. The University may provide reasonable accommodation for people requiring special assistance following an incident/disaster. Depending on the nature of the incident and availability, residential individuals may be relocated to other residential halls that have vacancies.

On-Campus Shelters

Shelter	Location
Bates Runner Hall	Located in the middle of campus across from the Downing Student Union.
Gilbert Hall	Located in an area of campus referred to as "The Valley" and is adjacent to McCormack, Hilltopper, and Rodes Harlin Halls.
McCormack Hall	Located in an area of campus referred to as "The Valley" and is adjacent to Gilbert, Hilltopper, and Rodes Harlin Halls.
McLean Hall	Located in the middle of campus next to Bates Runner Hall.
Meredith Hall	Located on the south end of campus.
Minton Hall	Located in the middle of campus across from the Downing Student Union.
Munday Hall	Located in the center of campus on the Charles Keown Plaza next to Centennial Mall.
Normal Hall	Located in the First Year Village on the south end of campus across from the Preston Health and Activities Center.
Pearce Ford Tower	Located on the south end of campus.
Regents Hall	Located in the First Year Village on the south end of campus across from the Preston Health and Activities Center.
Rodes Harlin Hall	Located in an area of campus referred to as "The Valley" and is adjacent to Gilbert, Hilltopper, and McCormack Halls.
Southwest Hall	Located in the center of the campus on the Charles Keown Plaza.
Zacharias Hall	Located on the south end of campus.

In addition to residence halls, the following University facilities may also be used as shelters:

- Diddle Arena
- Knicely Center
- South Campus
- WKU Innovation Campus

When planning for the needs of displaced individuals, the University must anticipate the needs of the population that will require shelter as well as other types of assistance (e.g., food, financial,

family support, mental health services). Refer to ESF #6 – Mass Care, Emergency Assistance, Housing, and Human Services for additional details.

Off-Campus Shelters

Should the need for shelters exceed the capacity supported by University resources, a request for shelter support will be submitted to Warren County Emergency Management who will identify community resources (e.g., American Red Cross) for shelter support.

The University will coordinate with Warren County Emergency Management to facilitate evacuation and shelter activities. Coordination will involve the exchange of information regarding decision-making, protective actions, resource requirements and coordination, special needs, and transportation.

Appendix H – Feeding Locations

WKU has three locations designated as feeding sites:

- Fresh Foods in the Downing Student Union is the primary designated location on the main campus.
- The cafeteria in the WKU Commons will serve as the backup site.
- The Knicely Conference Center located on South Campus will serve as an off-site feeding location.

If WKU feeding sites cannot be utilized, alternate feeding services will be coordinated through Warren County Emergency Management.

Appendix I – AED, Stop-the-Bleed, Narcan Locations

Building	Location
Academic Complex (3)	1 st floor lobby by PBS; 2 nd floor lobby; 3 rd floor near elevator
Agriculture Exposition Center	1 st floor lobby by concessions
Augenstein Alumni Center	1 st floor by information desk
Bates Runner Hall	By the front desk
Carol Knicely Conference Center	First floor by the remote annunciator
Center Hall	1 st floor by elevator
Chapel	By the West Entrance door
Cherry Hall	1 st floor by the fire alarm system
Clinical Education Complex	1 st floor front lobby
College High Hall	2 nd floor outside front office center
Commons At Helm Library	2 nd Floor next to Panda Express
Craig Administrative Center	2 nd floor multipurpose room
Cravens Library	4 th floor lobby by the Circulation Desk
Diddle Arena (2)	By room 1823 BB training; Stansbury Concourse
Downing Student Union	2 nd floor near the Information Desk
Engineering & Biological Sciences	1 st floor by remote annunciator
Environmental Health & Safety	On the shelf in the front office
Environmental Science & Technology	2 nd floor lobby near room 269
Facilities Management	Main Office level hallway near room 125
Faculty Center for Excellence in Teaching	By Fire Alarm Control Panel (FACP)
Faculty House	1 st floor by restroom
Felts Log House	None at this location; closest in the Kentucky Building
Florence Schneider Hall	Main Lobby
Gary Ransdell Hall (2)	1 st and 3 rd floors near the elevator
Gilbert Hall	By the front desk
Glasgow Campus (2)	1 st floor in the hallway near room 131; 2 nd floor hallway between rooms 265 and 267 Narcan: Front desk and 231
Golf/Tennis Facility	Inside main door from parking lot; AED only, no Narcan or STB
Gordon Ford College of Business	1 st floor by elevators
Gordon Wilson Hall	In the lobby by room 100
Grise Hall (2)	1 st floor main lobby; 4 th floor lobby by faculty restroom
Hardin Planetarium	By moon phases poster

Building	Location
Hazardous Waste Building	None at this location; closest is by Service and Supply front desk
Health Services	At the nurse's station
Heating Plant	None at this location; closest is in Facilities Management
Honors College (Mahurin)/International Center	Front lobby wall across from desk
Houchens LT Smith Stadium (4)	Ground floor by room 1063; in the Weight Room; Harbaugh Club; in the Training Room
Industrial Education Building	2 nd floor by room 202
Intramural Sports Complex (2)	Inside access corridor across from elevators; Intramural Field-Pelican Case
Ivan Wilson Fine Arts Center	By Fire Alarm Control Panel (FACP)
Jones Jagers Hall	Just inside the main entrance near room 123A and the gym
Journalism Building	Newsroom by room 109
Keen Hall	By the front desk
Kelly Thompson Hall	1 st floor by remote annunciator
Kentucky Building	1 st floor by the Front Desk
1350 Kentucky Street Apartments	1 st floor by the elevator
1355 Kentucky Street Apartments	1st floor by the elevator
Mass Media & Technology/ Jody Richards Hall (2)	1 st floor by lobby computers; 3 rd floor reception desk
McCormack Hall	By the front desk
McLean Hall	By the front desk
Meredith Hall	By the front desk
Minton Hall	By the front desk
Music Recital Hall	None at this location; closest Fine Arts Center by room 183
Normal Hall	By the front desk
Northeast Hall	By the front desk
Ogden College of Science & Engineering	By 1 st floor bathrooms
Owensboro Campus (2)	By front door; upstairs hallway
Parking & Transportation Services (PTS) (South Campus)	On the wall to the right of the front door
Pearce Ford Tower	By the front desk
Police Department (7)	In Annex for police cruisers (5); in Dispatch for WKU EMS (2).
Potter Hall	1 st floor by Accounts Payable Office
President's House	Kitchen
Preston Center (3)	Outside men's locker room; control desk in fitness center; 2nd floor by elevator
Regents Hall	By the front desk

Building	Location
Rodes Harlin Hall	By the front desk
Service & Supply Building	Main entrance
Snell Hall	1st floor hallway across from room 1106
Soccer/Softball Complex	Indoor Practice Area
South Campus (2)	Near room C132 (nursing wing); by info desk
Southwest Hall	By the front desk; Housing & Residence Life by main desk
Tim and Sarah Ford Fieldhouse	Inside glass doors from Lobby to turf area; AED only, no Narcan or STB
Track Complex	Track Complex
Van Meter Hall	1 st floor by Special Events office
Wetherby Administration Building	Ground floor by the elevator
WKU Innovation Campus/ISCET	Main hall near the Small Business Development Center
Zacharias Hall	By the front desk

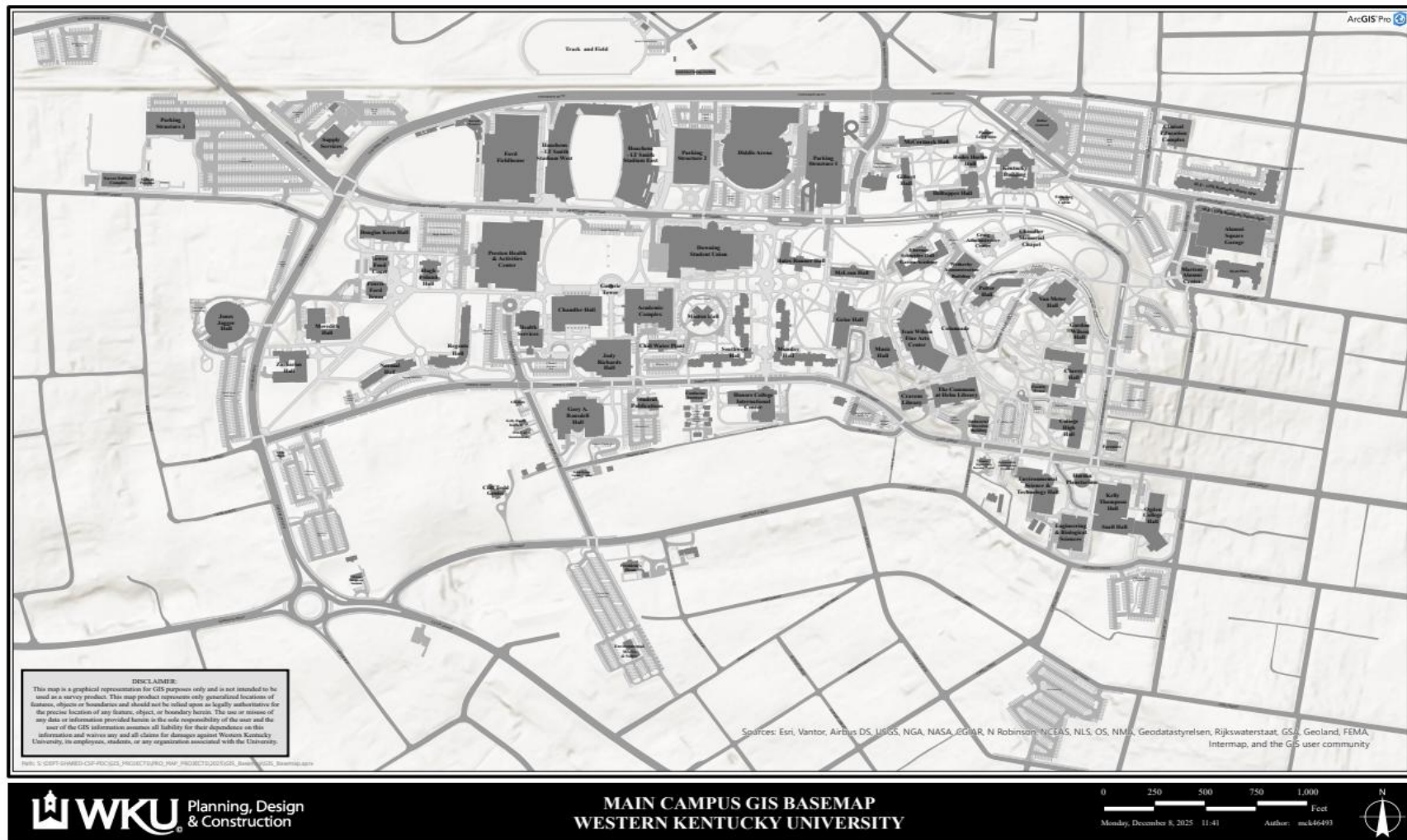
Appendix J – Checklists and Forms

Bomb Threat Checklist

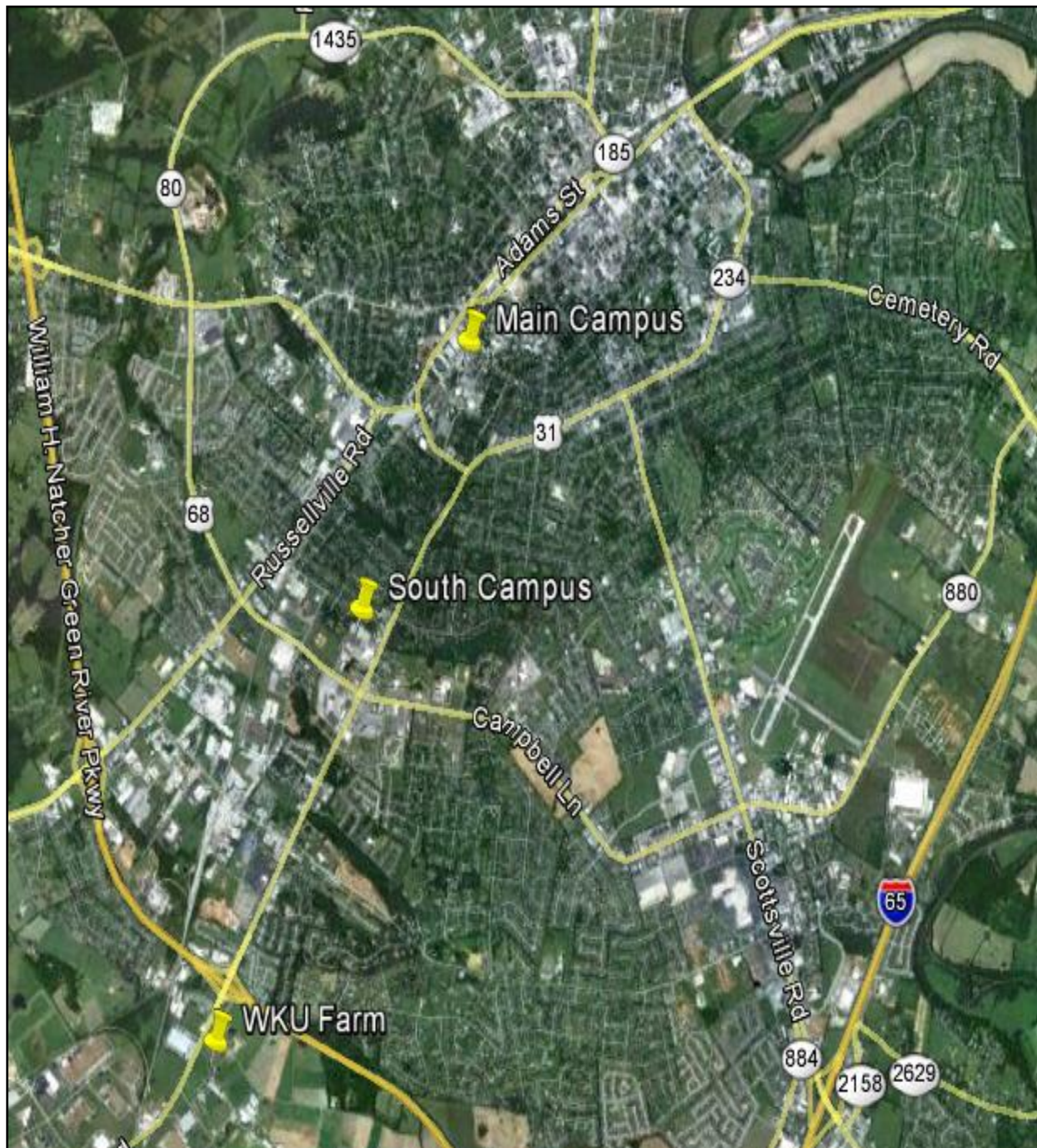
Date:	Time Call Received:	AM/PM	Time Call Concluded:	AM/PM
<ul style="list-style-type: none"> Remain calm, be courteous, LISTEN to, and do not interrupt the caller. DON'T HANG UP THE PHONE. Leave the line open. GET THE ATTENTION OF ANOTHER PERSON – Give them a note saying "BOMB THREAT – Call 9-1-1" 				
Write down what is displayed on your caller id:				
Write down the exact words of the caller and threat:				
KEEP THE CALLER ON THE PHONE AND TALKING BY ASKING THE FOLLOWING QUESTIONS:				
When is the bomb going to explode?		What kind of bomb is it?		
Where exactly is the bomb?		What will make the bomb explode?		
Which building? Which floor? Which room?		Who are you? What is your name?		
What does the bomb look like?		Where are you? What is your address?		
DESCRIPTION OF CALLER (check all that apply)				
☐ Male ☐ Female ☐ Unknown		Approximate Age: _____		
Voice	Speech	Language	Behavior	Background Noises
☐ Clear	☐ Deliberate	☐ Educated	☐ Agitated	☐ Airport
☐ Distorted	☐ Distinct	☐ Foul	☐ Angry	☐ Animals
☐ Loud	☐ Fast	☐ Intelligent	☐ Blaming	☐ Baby
☐ Muffled	☐ Hesitant	☐ Irrational	☐ Calm	☐ Birds
☐ Nasal	☐ Lisp	☐ Rational	☐ Fearful	☐ Gymnasium
☐ Pitch – High	☐ Slow	☐ Slang	☐ Laughing	☐ Machinery
☐ Pitch – Med	☐ Slurred	☐ Uneducated	☐ Nervous	☐ Music
☐ Pitch – Low	☐ Shuttered	☐ Unintelligible	☐ Righteous	☐ Quiet
☐ Pleasant	☐ Accented	☐ Foreign	☐ Whiney	☐ Restaurant/Bar
☐ Raspy	If Accented, Describe:	If Foreign, Describe:	☐ Other:	☐ Talking
☐ Recorded Message				☐ Television
☐ Smooth				☐ Traffic
☐ Soft				☐ Train
☐ Squeaky	☐ Other:	☐ Other:		☐ Typing
☐ Other:				☐ Water/Wind
				☐ Other:
Name of Person Receiving Call:				
Phone Number Threat was Received On:				
Name of Possible Suspect(s):				

Appendix K – Maps

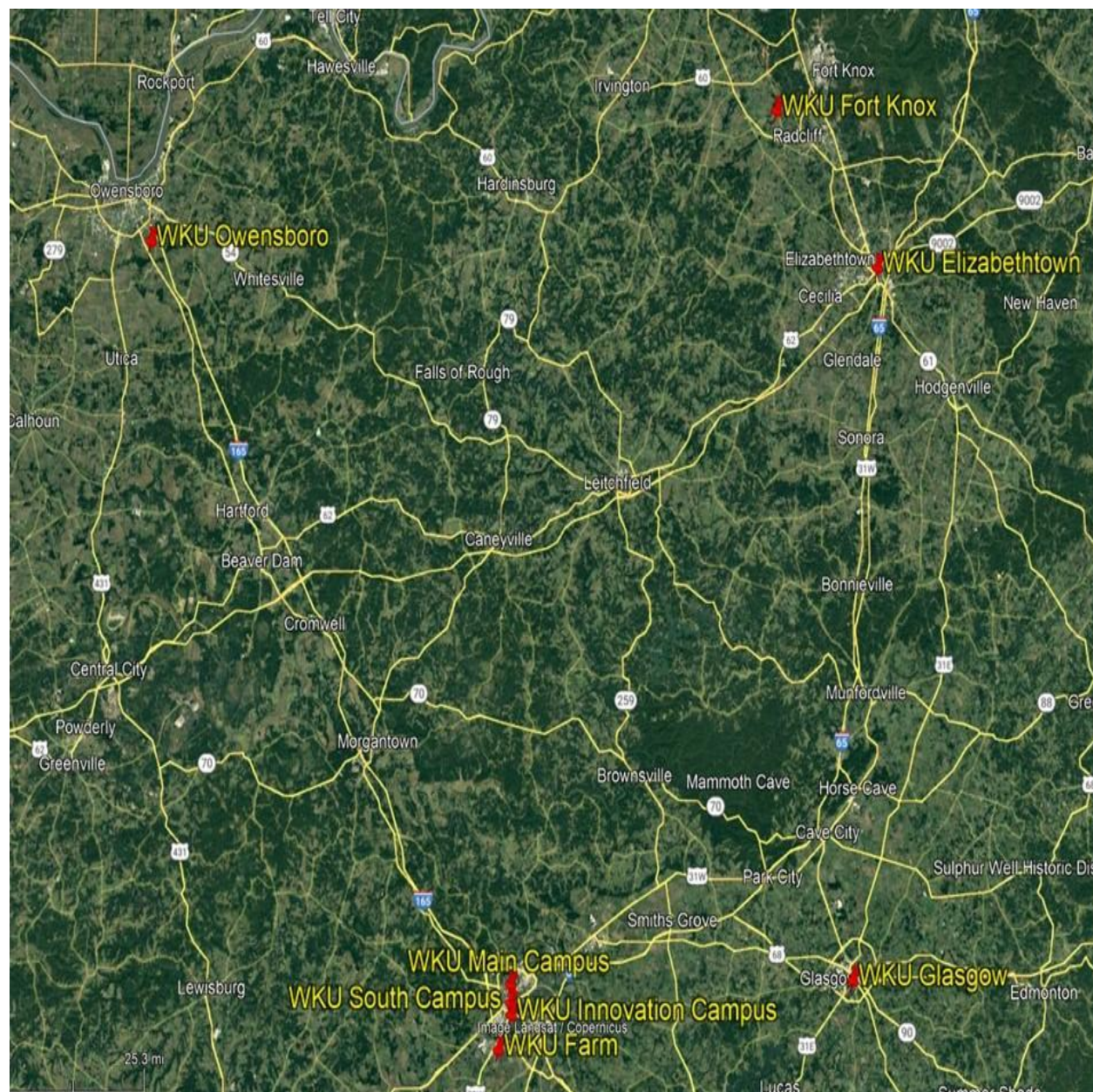
Main Campus Basemap



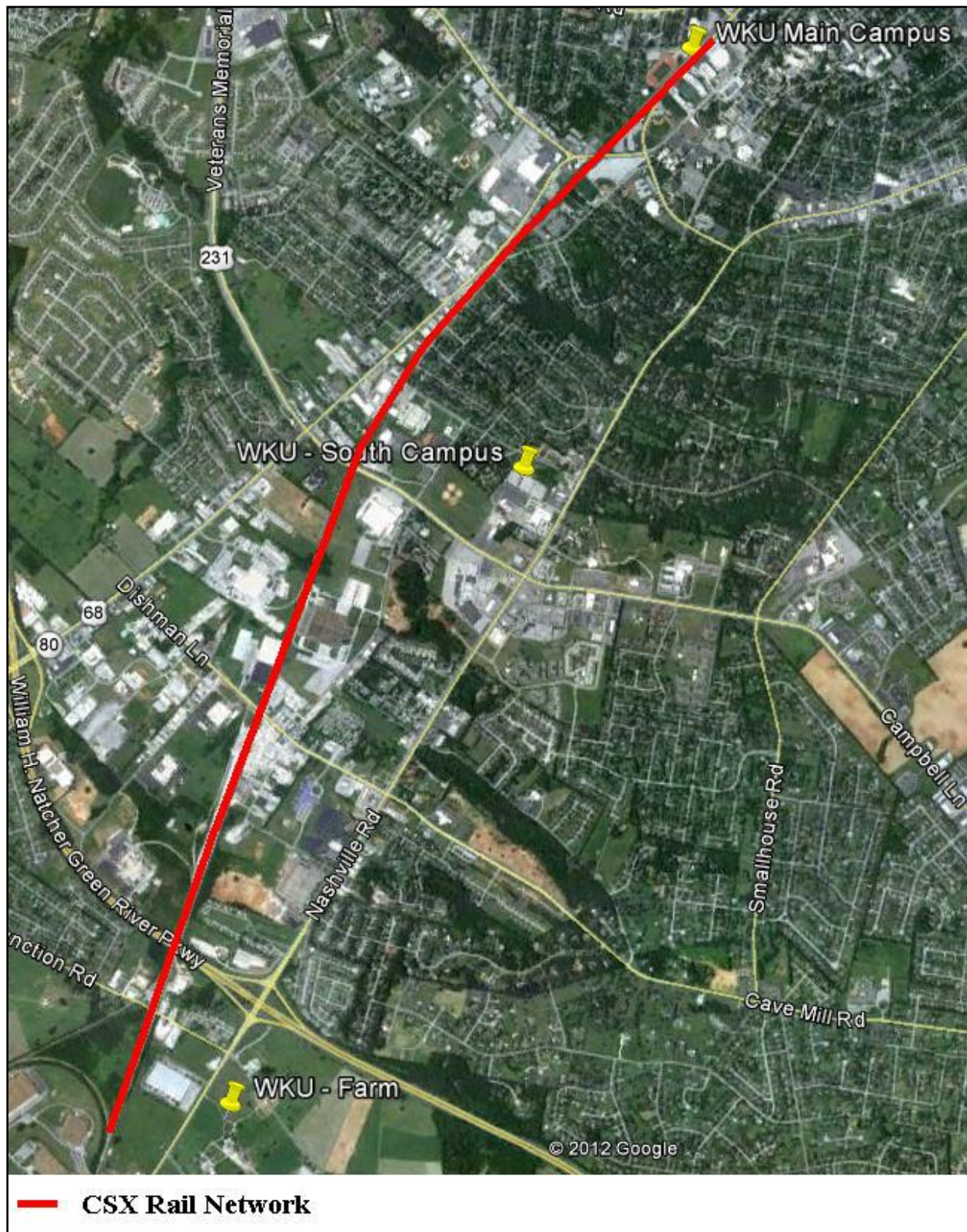
University Area Map - Bowling Green



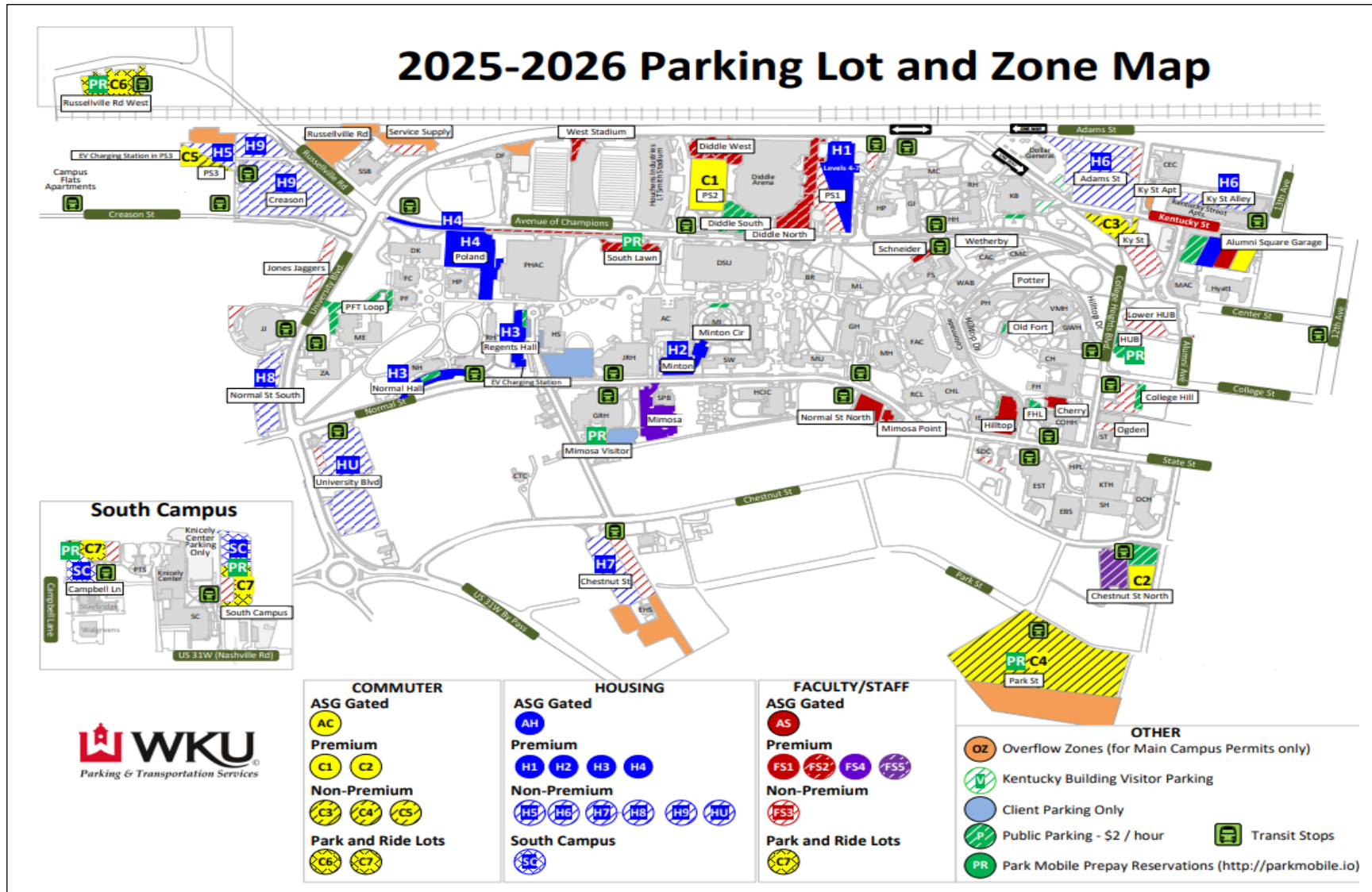
University Area Map – Regional Campuses



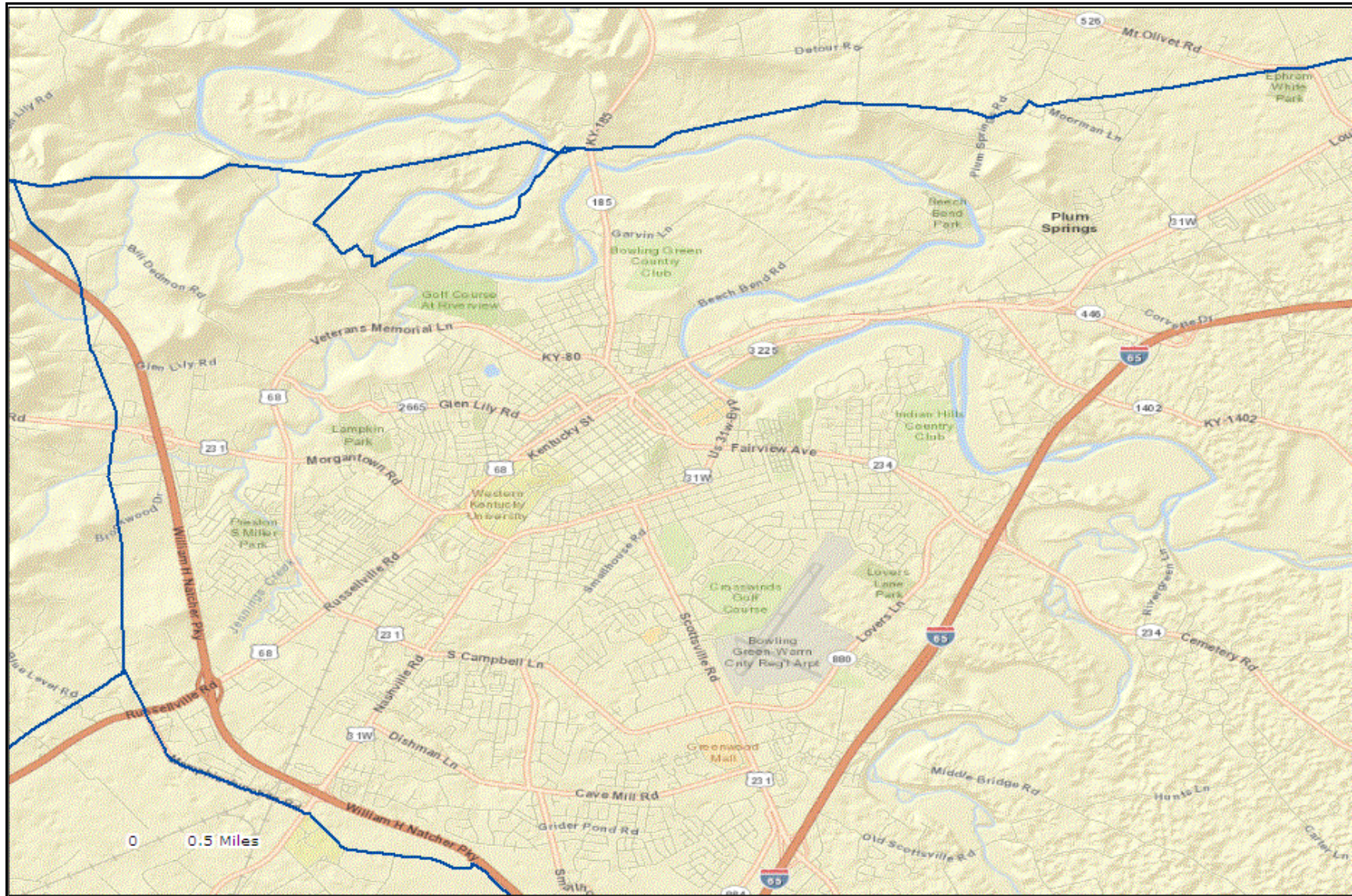
Railroad Track

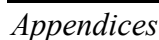


Campus Parking Map



Warren County and City of Bowling Green General Overview Maps





Appendix L – Training and Exercises

Trained and knowledgeable personnel are essential for the prompt and proper execution of this Plan. WKU Environmental Health & Safety will ensure that all personnel have a thorough understanding of their assigned responsibilities in a disaster or emergency, as well as how their role and responsibilities interface with the other response components of this Plan. All personnel will be provided with the necessary training to execute those responsibilities in an effective and responsible manner.

Training will be based on federal, state, and local guidance and conducted in accordance with HSEEP when possible. All training and exercises conducted will be documented. Training needs will be identified and records maintained for all personnel assigned emergency response duties in a disaster.

WKU Environmental Health & Safety will develop, plan, and conduct an emergency response exercise annually. These exercises will be designed to not only test the Plan, but to train all appropriate officials, emergency response personnel, and WKU personnel. Emergency response organizations, quasi-public, volunteer groups, and/or agencies will be encouraged to participate. Deficiencies identified by the exercise will be addressed immediately.

Recommended Training

The IS courses listed below are self-paced courses offered free of charge and are available online through [EMI](#). These courses are recommended for any WKU personnel, student, or volunteer that will assist in mitigating, planning, responding, and/or recovering from an incident.

Course ID	Course Title
IS-100.c	Introduction to Incident the Command System, ICS-100
IS-200.c	Basic Incident Command System for Initial Response, ICS-200
IS-700.b	An Introduction to the National Incident Management System
IS-800.d	National Response Framework, An Introduction

It is recommended that WKU senior leaders also take the following:

Course ID	Course Title
ICS-300	Intermediate Incident Command System
G-402/ICS-402	NIMS Overview for Senior Officials

Targeted training is conducted by WKU EH&S/EM based on needs identified through after-action analyses and identification of corrective actions.

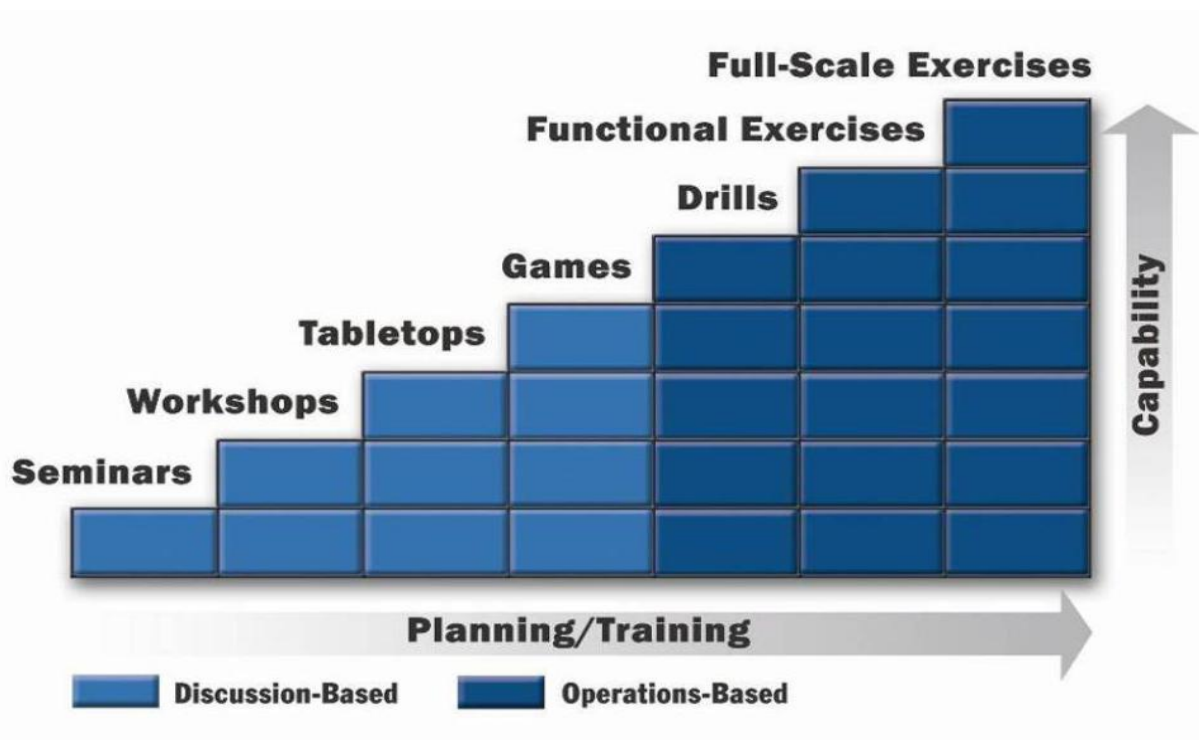
Exercises

Exercises are developed to test various components of the EOP and are generally scheduled at the beginning of each academic semester/term. Exercises enhance knowledge of plans, allow members to improve their own performance, and identify opportunities to improve capabilities to respond to incidents/declared emergencies.

Exercises are a way to:

- Evaluate the preparedness program
- Identify planning and procedural deficiencies
- Test or validate recently changed procedures or plans
- Clarify roles and responsibilities
- Obtain participant feedback and recommendations for program improvement
- Measure improvement compared to performance objectives
- Improve coordination between external organizations and internal entities
- Validate training and education
- Increase awareness and understanding of hazards and the potential impacts of hazards
- Assess the capabilities of existing resources and identify needed resources

There are different types of exercises that can be used to evaluate program plans, procedures, and capabilities:



Utility/Purpose		Type of Player Action	Duration	Real-Time Play?	Scope
Discussion-Based Exercises	Familiarize players with current plans, policies, agreements, and procedures; develop new plans, policies, agreements, and procedures	Notional; player actions are imaginary or hypothetical	Rarely exceeding 8 hours	No	Varies
Seminar	Provide overview of new or current plans, resources, strategies, concepts or ideas	N/A	2-5 hours	No	Multi- or Single-agency
Workshop	Achieve specific goal or build product (e.g., exercise objectives, SOPs, policies, plans)	N/A	3-8 hours	No	Multi-agency/ Single function
Tabletop Exercise (TTX)	Validate plans and procedures by utilizing a hypothetical scenario to drive participant discussions	Notional	4-8 hours	No	Multi-agency/ Multiple functions
Game	Explore decision-making process and examine consequences of those decisions	Notional	2-5 hours	No (though some simulations provide real- or near-real-time play)	Multi-agency/ Multiple functions
Operations-Based Exercises	Validate plans, policies, agreements, and procedures; clarify roles and responsibilities; identify resource gaps	Actual; player action mimics reaction, response, mobilization, and commitment of personnel and resources	May be hours, days, or weeks, depending on purpose, type, and scope of the exercise	Yes	Varies
Drill	Validate a single operation or function of an agency	Actual	2-4 hours	Yes	Single agency/ Single function
Functional Exercise (FE)	Evaluate capabilities, functions, plans, and staffs of Incident Command, Unified Command, intelligence centers, or other multi-agency coordination centers (e.g., EOCs)	Command staff actions are actual; movement of other personnel, equipment, or adversaries is simulated	4-8 hours or several days or weeks	Yes	Multiple functional areas/ Multiple functions
Full-Scale Exercise (FSE)	Validate plans, policies, procedures, and cooperative agreements developed in previous exercises through their actual implementation and execution during a simulated scenario; includes actual mobilization of resources, conduct of operations, and integrated elements of functional exercise play (e.g., EOCs, command posts)	Actual	One full day or several days or weeks	Yes	Multi-agency/ Multiple functions

Appendix M – Glossary of Key Terms

After Action Report/Improvement Plan

The main product of the evaluation and improvement planning process is the AAR/IP. The AAR/IP has two components: an After-Action Report which captures observations of an exercise and makes recommendations for post-exercise improvements; and an Improvement Plan which identifies specific corrective actions, assigns them to responsible parties, and establishes targets for their completion.

All-Hazards

Describing an incident, natural or human-caused, that warrants action to protect life, property, environment, public health, or safety and to minimize disruptions of government, social, or economic activities.

American Red Cross

A humanitarian organization led by volunteers who provides relief to victims of disasters and helps prevent, prepare for, and respond to emergencies. It does this through services that are consistent with its Congressional Charter and the Principles of the International Red Cross Movement.

Assessment

The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Authority Having Jurisdiction

An entity that has the authority and responsibility for developing, implementing, maintaining, and overseeing the qualification process within its organization or jurisdiction. This may be a state or Federal agency, training commission, NGO, private sector company, or a tribal or local agency (e.g., police, fire, public works). In some cases, the AHJ may provide support to multiple disciplines that collaborate as a part of a team (e.g., an IMT).

Bomb

A device capable of producing an explosion. Also known as an improvised explosive device (IED), its explosive effects can cause death or injuries. IEDs can vary in size and composition, making them easy to conceal and transport. The abbreviation “IED” or the term “device” is often used to refer to a bomb.

Bomb Threat

A communication about the possible presence of an explosive device. Threats can be conveyed by various means, including but not limited to, verbal communication in person or by telephone, e-mail, text, social networking sites, and hand-written.

Chief

The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command

The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Communications

The process of transmission of information through verbal, written, or symbolic means.

Continuity of Operations

An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Coordinate

To advance an analysis and exchange of information systematically among principals who have or may have a need-to-know certain information to carry out specific incident management responsibilities.

Critical Infrastructure

Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Decontamination

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing hazardous materials.

Drill

A drill is a coordinated, supervised activity usually employed to test a single specific operation or function within a single entity.

Emergency

Any incident, whether natural, technological, or human-caused, requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Alert System

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner to warn and inform the public of the protective actions needed.

Emergency Manager

The individual within each geopolitical subdivision having overall responsibility for jurisdiction emergency management. For cities and counties, this responsibility is commonly assigned by local ordinance.

Emergency Management/Response Personnel

Includes Federal, State, territorial, tribal, sub-state regional, and local governments, non-governmental organizations, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management or emergency responder role.

Emergency Operations Center

The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, state, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan

An ongoing plan for responding to a wide variety of potential hazards.

Emergency Support Function

A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and maintain public safety.

Enhanced Fujita Scale

A scale that classifies the severity of wind damage intensity based on the degree of destruction as it relates to the wind speed as well as path length and path width of the damage. It is normally used to identify the most intense damage exhibited by a tornado. Developed by T. Theodore Fujita and Allen Pearson.

Evacuation

The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event

A scheduled non-emergency activity (e.g., sporting event, concert, parade, training exercise, large convention, fair, large gathering).

Exercise

An instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment. Exercises can be used for: testing and validating policies, plans, procedures, training, equipment, and interagency agreements; clarifying and training personnel in roles and responsibilities; improving interagency coordination and communications; identifying gaps in resources; improving individual performance; and identifying opportunities for improvement. (Note: An exercise is also an excellent way to demonstrate community resolve to prepare for incidents/disasters).

Federal Disaster Assistance

Aid to disaster victims and/or state and local governments by Federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of (PL 93-288).

Hazardous Material

Substance or material (e.g., gas, solid, liquid) which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored, or disposed of. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, corrosive materials, and radioactive materials.

Homeland Security Exercise and Evaluation Program

HSEEP is a capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning.

Human-Caused Hazard

Human-caused hazards are intentionally caused by human intervention (e.g., civil disturbance, terrorism, active shooter, bomb threat).

Incident

An occurrence, natural or human-caused, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Command

The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander

The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command System

A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Jurisdiction

A range or sphere of authority. Public agencies have jurisdiction over an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, state, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Liaison

A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer

A member of the Command Staff at the field NIMS level responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Livestock

Cattle, equine (horses), sheep, goats, swine (pigs), poultry, and other animals designated by the State Department of Agriculture.

Local Emergency

The condition declared by the local governing body when, in its judgment, the threat or actual occurrence of a disaster is or threatens to be of sufficient severity and magnitude to warrant coordinated local government action to prevent, or alleviate loss of life, property damage, or

hardship. Only the Governor, upon petition of a local governing body, may declare a local emergency arising wholly or substantially out of a resource shortage when he deems the situation to be of sufficient magnitude to warrant coordinated local government action to prevent or alleviate, the hardship or suffering, threatened or caused thereby.

Local Emergency Planning Committee

Appointed representatives of local government, private industry, business, environmental groups, and emergency response organizations responsible for ensuring that the hazardous materials planning requirements of the Superfund Amendments and Reauthorization Act of 1986 (SARA Title III) are complied with.

Logistics

The process and procedure for providing resources and other services to support incident management.

Mitigation

Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

Mutual Aid Agreement or Assistance Agreement

Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National Incident Management System

A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, non-governmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity to reduce the loss of life or property and harm to the environment.

National Response Framework

A guide to how the Nation conducts all-hazards response.

National Weather Service

Federal agency that provides localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

Natural Hazard

Natural forces occurring in nature or the environment (e.g., severe thunderstorm, flood, hurricane, tornado, avalanche, blizzard, temperature extremes, drought, earthquake, volcano).

New Madrid Seismic Zone

The NMSZ is made up of several thrust faults that stretch from Marked Tree, Arkansas to Cairo, Illinois. Earthquakes in the central or eastern United States affect much larger areas than earthquakes of similar magnitude in the western United States.

Non-Governmental Organization

An entity with an association that is based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the American Red Cross. Non-governmental organizations, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. Non-governmental organizations and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Operational Period

Time period scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Preparedness

A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Prevention

Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector

Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol

A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information Officer

A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery

The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Reimbursement

A mechanism to recoup funds expended for incident-specific activities.

Resources

Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response

Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of Emergency Operations Plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer

A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Shelter-in-Place

Should a large chemical spill or a biological weapons attack occur, the safest course of action may be to shelter-in-place. Close all windows and doors, arrange to get heating, ventilation, and air conditioning systems shut down and remain in the indoor safe area until you receive further instructions.

State of Emergency

The condition declared by the Governor when, in his judgment, a threatened or actual disaster in any part of the state is of sufficient severity and magnitude, to warrant disaster assistance by the state, to supplement local efforts to prevent/alleviate loss of life and property damage.

Superfund Amendments and Reauthorization Act of 1986

Established Federal regulations for the handling of hazardous materials.

Suspicious Item

Anything (e.g., package, vehicle) reasonably believed to contain explosives, an IED, or other hazardous items that require a bomb technician to further evaluate. Potential indicators that an item is suspicious include threats, placement, and proximity of the item to people and valuable assets. Other indicators include unexplainable wires or electronics, other visible bomb-like components, unusual sounds, vapors, mists, or odors. Generally anything that is **H**idden, **O**bviously suspicious, and not **T**ypical (HOT) should be deemed suspicious.

Technological Hazard

Technological hazards are the result of accidents or failures involving processes or systems (e.g., transportation, utilities, telecommunications, critical systems).

Terrorism

As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat

Natural or human-caused occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Thunderstorm Warning

A forecast issued when severe weather has developed, is already occurring and reported, or is detected on radar. Warnings state a particular hazard or imminent danger, such as tornadoes, severe thunderstorms, flash and river floods, winter storms, heavy snows, etc.

Thunderstorm Watch

A forecast issued well in advance of severe weather to alert the public of the possibility of a particular hazard, such as tornadoes, severe thunderstorms, flash and river floods, winter storms, or heavy snows.

Tornado Warning

A tornado warning indicates a tornado has been sighted or is spotted on radar. Listen to local weather forecasts so that you know if you will be affected. You should be prepared to take cover immediately.

Tornado Watch

A tornado watch indicates that conditions are right for a tornado to develop. When a tornado watch is issued, you should prepare to take cover.

Unattended Item

Anything (e.g., bag, package, vehicle) of unknown origin and content where there are no obvious signs of being suspicious (i.e., no strange odor, wires, or signs of the item being altered). Facility search, lock-down, or evacuation is not necessary for unattended items unless the item is determined to be suspicious.

Unified Command

An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Volunteer

For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

Wabash Valley Fault

The Wabash Valley Seismic Zone is in Southeastern Illinois and Southwestern Indiana and can produce 'New Madrid' size earthquakes.

Appendix N – List of Acronyms

AAR/IP	After Action Report/Improvement Plan
AED	Automated External Defibrillator
AVP	Assistant Vice President
BEAP	Building Emergency Action Plan
BRADD	Barren River Area Development District
BRDHD	Barren River District Health Department
CEOC	Commonwealth Emergency Operations Center
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CFR	Code of Federal Regulations
CHAOS	College Heights Atmospheric Observatory for Students
COOP	Continuity of Operations
DRP	Disaster Response Plan
DSOC	Disaster Science Operations Center
EH&S	Environmental Health and Safety
EM	Emergency Management or Emergency Manager
EMCT	Emergency Management Core Team
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function

FAA	Federal Aviation Administration
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FLSA	Faculty-Led Study Abroad
HAZMAT	Hazardous Material
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander or Incident Command
ICP	Incident Command Post
ICS	Incident Command System
IED	Improvised Explosive Device
IS	Independent Study
ITS	Information Technology Services
JIC	Joint Information Center
KAR	Kentucky Administrative Regulations
KRS	Kentucky Revised Statutes
KY	Kentucky
KY DOH	Kentucky Department of Health
KYEM	Kentucky Emergency Management
MCI	Mass Casualty Incident
MOU	Memorandum of Understanding
NFPA	National Fire Protection Association
NGO	Non-Governmental Organization

NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Service
OSHA	Occupational Safety and Health Administration
PG	Policy Group
PIO	Public Information Officer
PL	Public Law
RSO	Radiation Safety Officer
SARA	Superfund Amendments and Reauthorization Act
SDS	Safety Data Sheet
STEP	Smart Traveler Enrollment Program
UC	Unified Command
UCP	Unified Command Post
USDA	United States Department of Agriculture
VP	Vice President
WKU	Western Kentucky University