

# **KENNESAW STATE UNIVERSITY**

# **EMERGENCY OPERATIONS PLAN**

## **2019-2020**



**KENNESAW STATE  
UNIVERSITY**

DEPARTMENT OF PUBLIC SAFETY  
AND UNIVERSITY POLICE

*Office of Emergency Management*

**Table of Contents**

- [Table of Contents](#) ..... 1
- [Security Disclosure Statement](#) ..... 1
- [Preface](#) ..... 5
- [Purpose of the Emergency Operations Plan \(EOP\)](#) ..... 6
- [Scope of the Emergency Operations Plan](#) ..... 7
- [Authority](#) ..... 8
- [Log of Revisions](#) ..... 9
- [Kennesaw State History and Demographics](#) ..... 10
- [Plan Distribution and Maintenance](#) ..... 13
- [KSU Resources and Contacts](#) ..... 14
- [Emergency Management System](#) ..... 15
- [The National Incident Management System \(NIMS\)](#) ..... 18
- [Situation Overview](#) ..... 20
- [Concept of Operations](#) ..... 22
- [Plan Activation](#) ..... 24
- [Emergency Notification System](#) ..... 34
- [Executive Notifications](#) ..... 35
- [Drills and Exercises](#) ..... 36
- [Mutual Aid Agreements](#) ..... 37
- [Emergency Evacuation Plan](#) ..... 37
- [Shelter-In Plan](#) ..... 40
- [Acts of Violence Plan](#) ..... 42
- [Appendix A](#) ..... 43
- [Hazard-Response Annexes](#) ..... 43
- [Acts of Violence](#) ..... 43
- [Psychological Crisis](#) ..... 47
- [Bomb Threat/Suspicious Package](#) ..... 48
- [Civil Disturbance/Protest](#) ..... 52

[Medical Emergencies](#) ..... 54

[Natural Disasters](#) ..... 56

[Fire](#) ..... 62

[Aircraft Down On Campus](#) ..... 62

[Hazardous Materials Incident](#) ..... 64

[Natural Gas Leak](#) ..... 70

[Utility Failure](#) ..... 72

[Appendix B](#) ..... 74

[NIMS/ICS Structure and Requirements](#) ..... 74

[Appendix C](#) ..... 83

[Emergency Notification System Standard Operating Procedure](#) ..... 83

[Appendix D](#) ..... 93

[Recovery Annex](#) ..... 93

[Appendix E](#) ..... 95

[Continuity of Operations Planning](#) ..... 95

[Appendix F](#) ..... 97

[Board of Regents Emergency Notification Plan](#) ..... 97

[Appendix G](#) ..... 102

[Pandemic Flu/Public Health Response Plan](#) ..... 102

[Appendix H](#) ..... 106

[Crisis Counseling Plan](#) ..... 106

[Appendix I](#) ..... 107

[Off Site Locations and Emergency Information](#) ..... 107

[Appendix J](#) ..... 109

[Crisis Communications Plan](#) ..... 109

[Appendix K](#) ..... **Error! Bookmark not defined.**

[Educational Abroad Emergency Communication and Response Plan](#) ..... 113

[Appendix L](#)..... 114

[Memorandums of Understanding](#) ..... 114

[Appendix M](#)..... 116

[Open Closed Delay Flier](#) ..... 116

[Appendix N](#)..... 117

[Severe Weather Triggers](#) ..... 117

[Appendix O](#)..... 125

[Campus Maps](#)..... 125

[Appendix P](#) ..... 127

[Bomb Threat Checklist](#) ..... 127

[Appendix Q](#)..... 128

[Kennesaw State University Crisis Coordinator Program](#)..... 128

[Appendix R](#) ..... 130

[Emergency Quick Reference](#)..... 130

[Appendix S](#) ..... 131

[Other Standalone Plans](#) ..... 131

[Appendix T](#) ..... 132

[Glossary of Key Emergency Management Terms](#) ..... 132

[Appendix U](#)..... 136

[Acronym List and Emergency Operations Plan Definitions](#) ..... 136

[Appendix V](#)..... 139

[References](#) ..... 139

## Security Disclosure Statement

*Records, the disclosure of which would compromise security against sabotage or criminal or terrorist acts and the nondisclosure of which is necessary for the protection of life, safety, or public property, will not be released to members of the public and/or in response to Open Records Requests. O.C.G.A. § 50-18-72(a) (15) (A).*

*Sections of this emergency operations plan would compromise the safety and/or security of Kennesaw State University, if released.*

*The disclosure of information in this plan could potentially compromise the security of critical resources, services, and systems of Kennesaw State University or otherwise impair Kennesaw State University's ability to carry out essential emergency response or recovery processes.*

*Distribution of the Kennesaw State Emergency Operations Plan in its entirety is limited to Kennesaw State University personnel who need to know the information in order to successfully activate and implement the Emergency Operations Plan.*

*Portions of this plan contain information that raises personal privacy or other concerns, and those portions may be exempt from mandatory disclosure under the Freedom of Information Act. See 5 U.S.C. §552, 41 C.F.R. Part 105-60.*

*Any decision to disclose information in this plan outside Kennesaw State University or to withhold information located within this plan from a non-institution requester must be coordinated with the Kennesaw State University Office of Emergency Management (OEM), a division of the Department of Public Safety.*

*Personnel must maintain the physical security of this plan whether in printed or electronic form. Dissemination of certain sections of the Kennesaw State Emergency Operations Plan is prohibited unless prior approval is received from the Office of Emergency Management.*

**Preface**

The Kennesaw State University (KSU) Emergency Operations Plan (EOP) is designed to be a resource for KSU administrators, personnel, faculty, and students to assist with information and provide guidelines for crisis planning and response. While the EOP does not cover every conceivable contingency situation, it does supply the basic administrative guidelines necessary to cope with most campus emergencies. The EOP will provide base line information for specific Incident Action Plans (IAPs).

All campus administrators, especially those whose responsibilities and authority include the operational areas specified in this manual, must adhere to the guidelines set forth in the KSU EOP. Only those University administrators responsible for directing and/or coordinating emergency operations may approve exceptions to these crisis management procedures.

The Office of Emergency Management, a division of the Department of Public Safety, will be responsible for annual review of these procedures with input from the Director of Environmental Health and Safety (EH&S), Department of Public Safety and University Police, and other stakeholders on campus.

**Purpose of the Emergency Operations Plan (EOP)**

The Kennesaw State University EOP has the purpose of establishing policies and procedures, roles and responsibilities, and organizational structure for the University's response to a major incident or disaster. The EOP incorporates best practices in emergency management for Institutions of Higher Education as well as the National Incident Management System (NIMS) and Incident Command System (ICS).

The purpose of this plan is to facilitate emergency response to a wide range of potential situations that could occur on the Kennesaw State University campuses. This plan provides guidelines and procedures to address the mitigation of, preparation for, response to, and recovery from emergency situations.

The KSU EOP covers many natural, technological, and manmade hazards that could affect the Kennesaw State University campus and population. Portions of this plan may be activated in response to local, regional, or national emergencies affecting the University System of Georgia, the Metro Atlanta or North Georgia regions, or the State of Georgia.

If an emergency reaches the stage that it cannot be handled by campus resources, the President of the University may declare a State of Emergency. Additional discussion of the Presidential State of Emergency is found in the Authority Section of this plan.

**Scope of the Emergency Operations Plan**

The Kennesaw State University EOP is a campus-level response plan for KSU employees, students, and resources during a disaster or major emergency situation. The 2019-2020 iteration of this plan supersedes all previous versions of the KSU EOP, which covers the geographic areas of the Kennesaw Campus, the Marietta Campus, and the KSU Stadium and Sports Park.

The EOP is designed to assist KSU employees and students in successfully coping with campus emergency situations. As such, an all-hazards approach has been taken during the planning process to allow this plan to be implemented for many different types of emergency situations on campus. All four phases of the emergency management system – mitigation, preparedness, response, and recovery – were considered during the development of the Emergency Operations Plan.

## **Authority**

This Emergency Operations Plan is promulgated under the authority of the President of Kennesaw State University. Primary responsibility for the development of this plan rests with the Office of Emergency Management, under the direction of the Assistant Vice President for Public Safety/Chief of Police, including all updates, distribution, and implementation activities. Leadership and overview for the Assistant Vice President for Public Safety/Chief of Police, and subsequently the EOP, is provided by the Chief Legal Officer.

## **Succession of Authority**

While the President of Kennesaw State University normally has overall operational authority for the whole University, a succession of authority has been established to maintain continuity of operations in the President's absence during extended emergency response operations. This succession also allows for clear lines of operational authority during extended emergency response activities that require multiple operational periods. The succession is listed below:

1. President
2. Provost
3. Vice President of Administration
4. Chief Legal Affairs Officer

## **Campus State of Emergency**

Under normal circumstances, a Campus State of Emergency can only be declared in writing by the President of Kennesaw State University. In their absence, however, the authority to declare a Campus State of Emergency follows the same Succession of Authority listed above.



## Kennesaw State History and Demographics

### History

Kennesaw State University (KSU) is the third-largest university in Georgia with more than 35,000 undergraduate and graduate students representing over 130 countries. Kennesaw State was originally established by the University System of Georgia in 1963 as Kennesaw Junior College serving 1,000 students. The college became a four-year institution in 1976 and was named Kennesaw College in 1977. In 1988, it was named Kennesaw State College and in 1996 became Kennesaw State University.

KSU is located just northwest of Atlanta in Cobb County near historic Kennesaw Mountain; allowing students to experience the best of Atlanta while enjoying the serenity of two campuses. The Kennesaw Campus is situated on a 380-acre beautifully landscaped campus near Kennesaw, Georgia. The Marietta Campus, formerly Southern Polytechnic State University, is a beautiful 280-acre campus located in the City of Marietta.

Accredited by the Southern Association of Colleges and Schools (SACS), KSU offers over 150 bachelors, masters, and doctorate degree programs in 13 colleges. The University's national reputation continues to gain steam -- recognized for its first-year experience program for ten consecutive years and as one of the top universities in the region by U.S. News & World Report in its America's Best Colleges issue. Kennesaw State has also been ranked among only 19 universities in the country that scored an A by the American Council of Trustees and Alumni in its "What Will They Learn?" guide. KSU is a Carnegie-designated doctoral research institution (R2), placing it in a group of only six-percent of U.S. colleges and universities with an R1 or R2 status.

In addition, Kennesaw State's nursing program is the largest nursing program in Georgia. The University's nursing students have one of the highest passing rates on the statewide licensing exam and are highly sought-after in the medical community. The College of Education is the second-largest preparer of teachers in the state. The Executive MBA program, housed in the Michael J. Coles College of Business, is recognized among the best in the world by CEO Magazine.

The university has committed itself to expanding the global experience of students, faculty, and staff since 2009. Kennesaw State has awarded Global Engagement Certifications to graduate and undergraduate students. This certification recognizes students' achievements in learning global perspectives and developing intercultural skills.

As a destination campus, the University offers students plenty of opportunities to experience campus life by participating in more than 150 student groups and organizations, including student government, sororities and fraternities, club and intramural sports, social and special-interest organizations, student publications, and honor societies.

On January 6, 2015, the Board of Regents of the University System of Georgia approved the consolidation of Kennesaw State and Southern Polytechnic State University. The new Kennesaw State University combines the best from two of Georgia's most respected institutions in higher education. A comprehensive university, Kennesaw State is a destination campus offering students a broad spectrum of quality academics, a growing and vibrant campus life, award-winning dining facilities, and a wide array of athletic offerings. With nationally ranked degrees in business, engineering and first-year programs, as well as premier teaching, nursing, architecture, science and math programs, the new Kennesaw State University is poised to become Georgia's next world-class institution.

Since becoming a member of the NCAA Division I, competing in the Atlantic Sun Conference, the Kennesaw State Owls have won 12 conference championships with the men's golf team making a national championship appearance in 2011. During the transition from 2005-2009, Kennesaw State teams won six Atlantic Sun Conference crowns in five sports, including men's indoor and outdoor track, women's soccer, softball, and cross-country.





**Plan Distribution and Maintenance**

The EOP is uploaded to the Office of Emergency Management web page ([oem.kennesaw.edu](http://oem.kennesaw.edu)) and distributed to the following non-campus groups:

- Cobb County Emergency Management Agency
- Cobb-Douglas Public Health
- Cobb County Police Department
- Kennesaw Police Department
- Marietta Fire Department
- Marietta Police Department
- Cobb County Fire Department
- Georgia State Patrol
- Georgia Emergency Management Agency
- University System of Georgia Safety and Security Department

The KSU EOP and all applicable procedures herein will be updated on an annual basis to adhere to best practices, state and federal guidelines, and lessons learned during live emergency situations and training drills/exercises.

**KSU Resources and Contacts**

Emergency Resource	Contact Information	Purpose and Responsibilities
<p><b>Office of Emergency Management (OEM)</b></p>	<p>Chastain Pointe Suite 312 Kennesaw Campus</p> <p>Norton Hall Marietta Campus</p> <p><b>470-578-6985</b></p>	<p>OEM conducts mitigation, preparedness, response, and recovery programs for both campuses of KSU, which includes developing community response programs for natural and manmade disasters, first aid certification, and NIMS certification. Establishes and operates KSU Emergency Notification Systems.</p>
<p><b>Emergency Operations Center (EOC)</b></p>	<p>KSU Center Burruss Institute</p> <p><b>470-578-6985</b></p>	<p>At the direction of enumerated authorities at Kennesaw State University, the Early Warning Notifications and Emergency Operations Center of OEM will be manned and operated during crisis situations. Alternate EOC sites are located on both campuses. These locations are Chastain Point 312 (Kennesaw) and Norton Hall (Marietta).</p>
<p><b>Department of Public Safety and University Police</b></p>	<p>Police Emergency <b>470-578-6666</b> Non-Emergency <b>470-578-6206</b></p> <p>Police Building # 20 Kennesaw Campus Administration and Special Operations Building 624 Big Shanty Road</p> <p>Norton Hall #R2 Marietta Campus</p>	<p>Responds to all calls for service including but not limited to: fire and medical emergencies, hazardous material spills, and motor vehicle accidents. Pursuant to NIMS protocol, the Incident Commander, in consultation with the KSU executive leadership, will decide on the use of available resources as well as communicating with outside agencies and authorities. The Emergency Communication Center (i.e., “Dispatch”) falls under the Public Safety System’s Division of the department.</p>
<p><b>Strategic Communications and Marketing</b></p>	<p>Town Point Office Complex Kennesaw Campus</p> <p><b>470-578-6203</b></p>	<p>Serves as the point of contact between the media and members of the University community. Provides Public Information Officer support as part of the ICS.</p>
<p><b>Environmental Health and Safety</b></p>	<p>Chastain Pointe Kennesaw Campus</p> <p><b>470-578-3321</b></p>	<p>Provides support, training, and consultation for building emergencies. Ensures environmental guideline compliance for hazardous waste management, fire, life and safety, biological safety, industrial hygiene, and recycling operations.</p>
<p><b>Facilities Services</b></p>	<p>Chastain Pointe Kennesaw Campus</p> <p><b>470-578-6224</b></p>	<p>Facilities Services maintains buildings, facilities, vehicles, grounds, and responds to fire, HVAC system, plumbing, electrical, and utilities emergencies. After hours and holiday issues should be addressed to Public Safety.</p>

## Emergency Management System

### National Preparedness Goals

The National Preparedness Goal emphasizes that individual and community preparedness is fundamental to our success. The federal government defines success as a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk. Kennesaw State University strives to achieve this level of success for the entire campus community. To accomplish this goal, KSU encourages a collaborative, unified community approach to preparedness.

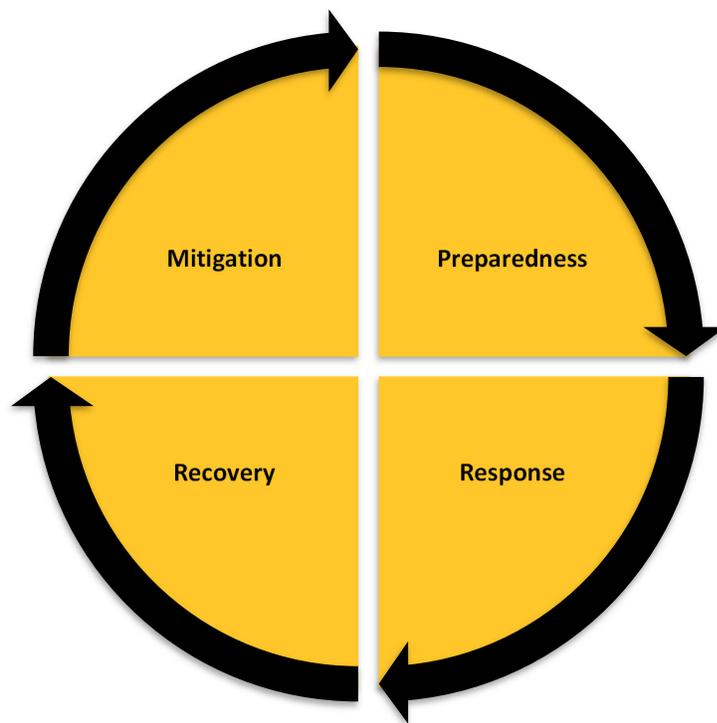
To reach these lofty goals, Kennesaw State applies the direction provided in the National Preparedness goal by incorporating threat, hazard identification, and risk assessment (THIRA) elements into key emergency planning activities. The THIRA considers all potential threats and hazards that may impact our community and then evaluates our vulnerability to each. The result is a quantitative measure of KSU's risk to the identified hazard or threat. This measure allows for an objective look at the capabilities that KSU should develop or attain to mitigate our risk to a given threat or hazard.

When determining overall vulnerability, Kennesaw State will consider many factors, including, but not limited to, probability, impact, spatial extent, warning time, and duration. KSU will strive to have an All-Hazards view of emergency planning. This approach allows the University community to address common response activities for an event in a general plan instead of multiple times in multiple plans. For example, evacuation is a common response to many types of emergency incidents. Instead of listing the evacuation protocols for each of these multiple events multiple times, the all-hazards approach allows KSU to determine a single evacuation plan and apply it to multiple emergency event types.

## Emergency Management

The Kennesaw State University Office of Emergency Management, a division of the Department of Public Safety, has the primary responsibility of the emergency management function at KSU. It is important to understand what functions and responsibilities are associated with that designation.

Emergency Management is broken up into four core functions or phases: **Mitigation, Preparedness, Response, and Recovery**. Each phase makes up an integral aspect of the overall Emergency Management System. The four phases are generally identified as a cycle, as shown in the below diagram.



**Mitigation:** Mitigation involves activities taken before an emergency occurs to lessen the impacts and losses associated with that emergency. At Kennesaw State, many steps have been taken to lessen the impacts of emergencies of all kinds. These include the installation of outdoor warning sirens, hardening of safe sheltering locations in some buildings, and the implementation of building construction codes. Kennesaw State has a Natural Hazard Mitigation Plan that was created in 2007 as part of the Disaster Resilient University program.

**Preparedness:** Preparedness activities also occur before an emergency. Unlike mitigation activities, which are generally physical in nature, preparedness activities involve informing the Kennesaw State campus of the hazards that face our campus, how to be ready if they were to occur,

and planning on what actions and resources to pull from in the event an emergency happens. This Emergency Operations Plan is a prime example of the preparedness activities undertaken by KSU.

**Response:** Response involves the actions taken immediately prior to, during, and after an emergency to protect life, property, and the environment. Response actions are carried out by many members of the Kennesaw State University community. This plan outlines the proper responses associated with specific hazards that could impact Kennesaw State University.

**Recovery:** Recovery efforts begin shortly after response. These actions involve returning the KSU Campuses to a sense of normalcy. This can include counseling the population, clearing debris from the emergency, or rebuilding the damaged area. Recovery also involves reviewing the actions that were taken during the response phase to see what lessons can be learned and what best practices should be adopted as the mitigation and preparedness phases begin again. Kennesaw State University has developed a Continuity of Operations Plan (COOP) to allow for a quicker and more complete recovery of the campus community from an emergency or disaster situation.

Emergency management is a never-ending process. To coincide with operating KSU's emergency management function, the Office of Emergency Management will monitor best practices in the University emergency management community; remain abreast of changes in policy and procedure guidelines from the United States Department of Education, NFPA, Department of Homeland Security, and Federal Emergency Management Agency; and be diligent in mitigating against, preparing for, responding to, and recovering from all potential disasters and emergency situations threatening the Kennesaw State campuses.

The Kennesaw State University Office of Emergency Management adheres to the emergency management concept of best practices, which allows for constant innovation based upon the successes and failures of other emergency management programs nationwide. A major source of best practice information adhered to by Kennesaw State's OEM is the Emergency Management Accreditation Program (EMAP). EMAP is a voluntary accreditation process for federal, state, territorial, tribal and local government, and Institutions of Higher Education emergency management programs. EMAP has established the Emergency Management Standard, which is a document that emergency managers can use to "grade" their program against the accepted national best practices in all four phases of emergency management. This standard has been approved by both the National Emergency Management Association (NEMA) and the International Association of Emergency Managers (IAEM). EMAP holds all emergency management programs to this same standard. EMAP has developed a document to provide special guidance to Institutions of Higher Education regarding the emergency management standard.

## **The National Incident Management System (NIMS)**

Kennesaw State University has adopted the National Incident Management System (NIMS) and Incident Command System (ICS) in response to Homeland Security Presidential Directive 5 (HSPD-5) issued in 2003, which requires all federal preparedness grant applicants at the state, tribal, and local level to adopt NIMS as a condition of assistance.

The National Incident Management System is a core set of concepts, principles, procedures, processes, standards, and technology integrated into emergency management practices. The application of NIMS across all local incident response disciplines creates a common operating picture, promotes mutual goals and responsibilities, and improves the efficiency and effectiveness of response services.

The NIMS structure features six integrated components that are the foundation of its systematic approach for responding to incidents: Command and Management, Preparedness; Resource Management, Communications and Information Management, Supporting Technologies, and Ongoing Management and Maintenance. The NIMS framework forms the basis for interoperability and compatibility for all agencies with a key role in emergency management. Through joint planning, exercises, training, and evaluation activities, NIMS enables a diverse set of public and private organizations to conduct well-integrated and effective incident response operations.

The Incident Command System is a standardized, on-scene, all-hazards incident management approach that allows for integration of many parts into a single organizational structure, promotes coordination among multiple jurisdictions, multiple disciplines and functional agencies, and establishes common processes for planning and resource management. ICS is used by all levels of government as well as many nongovernmental organizations and the private sector for emergency response.

During an emergency, the Incident Command System should be established as soon as possible, even in potential or threatening situations. The Incident Commander is identified as the individual who manages and leads the incident response system. The Incident Commander should possess specialized knowledge, training, skills, and/or immediate access to resources appropriate for the specified event. The Incident Commander (IC) designates section chiefs as needed. In the event that the incident changes from a response to a recovery operation, or otherwise necessitated, command may be transferred to a more appropriate Incident Commander to continue the response/recovery efforts.

In all situations, the Incident Commander has primary responsibility for:

1. Ensuring incident safety
2. Providing information services to internal and external stakeholders
3. Establishing and maintaining liaison with other agencies participating in the incident.

The Incident Commander also assigns personnel to additional ICS roles as needed. Personnel assigned by the IC have the authority of their assigned positions, regardless of the rank they hold within their respective agencies, according to FEMA NIMS regulations.

A full description of the NIMS/ICS structure for Kennesaw State can be found in Appendix B.

## Situation Overview

### Emergency Operations Center (EOC)

The Emergency Operations Center (EOC) serves as a primary operations center for information management, resource allocation and support, and decision making to support the Incident Commander and on-scene operations during the response and recovery phases of emergency management. Activation of the EOC will be determined by the Incident Commander, Chief of Police, or the Director of Emergency Management.

#### EOC Locations:

- **Primary EOC:** Burruss Institute, KSU Center, Room 310
- **Alternate EOC:** Kennesaw Campus, Chastain Pointe 312
- **Alternate EOC:** Marietta Campus, Norton Hall (R2), Room R2-005
- **Executive EOC:** President's Conference Room in Kennesaw Hall

The primary Emergency Operations Center contains access to phone lines, multiple analog and digital radios, network communications, and cable television. The EOC can monitor the campus cameras, activate the Emergency Outdoor Warning Sirens, the Emergency Notification System, and monitor the situation occurring at other University System facilities and Cobb County. The Alternate EOC will be activated in the event that the EOC is not operational due to damage or other circumstances. The Alternate EOC may serve as the primary location for partial EOCs activation involving minimal staff beyond the Office of Emergency Management. When activated, the Director of Emergency Management, or their designee, will notify both Cobb County EMA and the Georgia Emergency Management Agency of the EOC activation.

The EOC will be staffed by each Emergency Support Function Coordinator, or their designee, with decision-making authority during a full activation. During a partial activation, designees of the involved agencies and departments who have decision-making authority will staff the EOC. During monitoring-only activities, the Office of Emergency Management will staff the Alternate EOC.

**Crisis Coordinators and CERT**

The Office of Emergency Management, a division of the Department of Public Safety, has trained personnel from across campus to be crisis coordinators for the buildings they occupy. The crisis coordinators serve as a point of contact in the emergency response initiative for Kennesaw State University. Each building on campus should designate a crisis coordinator to serve as the point of contact to the Office of Emergency Management for emergency information and response.

Crisis coordinators have been trained in basic incident response protocols applicable to Kennesaw State University, fire extinguisher use, active shooter response, and CPR/AED. Their responsibilities include:

- Assist with decision-making, communication flow, and operational response
- Attend training sessions on emergency response, preparedness, and mitigation
- Hold training sessions, team meetings, and drills that may include any of the incident response protocols outlined in the hazard-response annexes of this EOP

Each building will designate a lead crisis coordinator who has the additional following duties:

- Act as the emergency management building coordinator during an emergency
- Serves as a conduit for information between the Office of Emergency Management and the crisis coordinators in their buildings
- Maintain order and discipline during an emergency
- Lead evacuation and/or shelter-in-place initiatives in their building

Communication between the Office of Emergency Management and the crisis coordinators is handled in two main ways. KSU email is used as a notification of potential situations, particularly with regard to weather. In the event of an emergency, radio communication is used, either initiated by the Office of Emergency Management to the crisis coordinators or vice versa.

Kennesaw State University also has a Campus Emergency Response Team (CERT) contingent. While most CERT members are also crisis coordinators, some students and other staff members have also joined the team and attended training sessions. CERTs are trained for many of the same situations as crisis coordinators, but with more in-depth training regarding first aid, search and rescue, personal preparedness, and team building.

## Concept of Operations

This Emergency Operations Plan provides for an organized management system during and immediately following the development of an emergency situation. It is designed as a flexible system in which part or the entire plan may be activated, as appropriate to the situation. It is based on a worst-case scenario and provides for the critical operational functions and roles of Kennesaw State University during a response and prepares for an effective transition to short- and long-term recovery efforts.

The Kennesaw State all-hazard EOP is considered a management tool, in that it provides an overall organization and general procedures for the management of information, activities, and operations during an emergency. The planning is based on the Department of Homeland Security's National Incident Management System (NIMS), the Federal Emergency Management Agency's Comprehensive Preparedness Guide (CPG) 101, and the Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education, a joint venture between the Departments of Education, Justice, and Homeland Security. These planning foundations allow for the application of proven best practices in emergency management and align Kennesaw State University with the planning initiatives of both contiguous agencies and other institutes of higher education nationwide.

Kennesaw State University makes many assumptions when developing an operational approach to emergency situations in the Emergency Operations Plan. These general assumptions are:

### *Emergencies can occur at any time*

Emergencies can occur during, after, or before normal business hours. As such, emergency planning must take all times of day into consideration.

### *Most incidents are handled locally and outside resources could be delayed*

Almost all incidents are handled locally. KSU Police will almost always be the first responder on scene to any kind of emergency. It is important that they immediately establish the Seven Critical Tasks in Response:

1. Assess the Situation and Establish Communications & Control
2. Identify the "Hot Zone" (danger zone)
3. Establish Inner Perimeter
4. Establish Outer Perimeter
5. Establish Incident Command Post (call into Communication Center)
6. Establish Staging Area (possibly press staging area)
7. Identify and Request Additional Resources

However, some incident may require assistance from outside resources, including those of city, county, state, or federal government entities, and private or non-governmental entities. However, if KSU is not the only area affected by the incident, those resources may be delayed due to other priorities. Therefore, KSU will anticipate delays in outside assistance for up to 72 hours.

***Plans must be flexible***

The events of an emergency cannot be fully anticipated. Therefore, it is necessary for all emergency plans to be flexible and adaptable for the situation as it unfolds.

***Operational response must consider sustainability issues***

Some emergencies may require long, protracted responses that could exceed 24 hours. As a result, shifts may be assigned to essential personnel for the duration of the response. Emergency response activities may also necessitate cancellation of leave and/or holidays to complete critically required work.

***Communication links will likely fail or be disrupted***

Due to the large nature of natural and manmade emergencies, it is likely that communication systems will be interrupted for an unknown duration due to infrastructure damage both on and off campus. Prior Wireless Priority Service (WPS) agreements with cellular companies should be discussed to provide secure and usable operating channels during an emergency.

***Declaration of a Campus State of Emergency***

The decision to declare a Campus State of Emergency falls solely to the President of Kennesaw State University or designee.

***All media inquiries are to be directed to the Public Information Officer***

To ensure a coordinated and consistent message from the University community, all media inquiries are to be directed to the Public Information Officer (PIO) for the event. Typically, the PIO function at KSU falls within Strategic Communications and Marketing. If the incident involves assistance from outside agencies, all public information releases should be coordinated between the responding entities.

## Plan Activation

The Kennesaw State Emergency Action Plan can be implemented by the President, the Chief of Police, the Director of Emergency Management, or their designees.

For planning purposes, Kennesaw State University has identified three levels of potential campus emergencies. These levels are identified below:

- **Level I:** A minor, localized incident that can be handled using University resources and limited outside assistance. These incidents cause little to no disruption of services and do not require the activation of the Emergency Notification System or Emergency Operations Center. Limited activation of the Emergency Operations Plan may be required. Examples include:
  - Small, localized chemical spills or fires
  - Localized utility issues
  - Minor medical emergencies
  
- **Level II:** A major incident, emergency, or potential threat that affects a large proportion of the campus community. These incidents may require additional assistance from external organizations and could potentially lead to casualties, property damage, or environmental damage if not properly mitigated. These events would require the activation of the Emergency Notification System, Emergency Operations Plan, and, potentially, the Emergency Operations Center. Incident Command protocols identified in this plan would be implemented during this level of emergency. Examples include:
  - Large structure fire
  - Widespread utility failure
  - Structural collapse
  - Significant hazardous materials release
  - Severe weather warnings
  - Multi-fatality incidents
  
- **Level III:** A major disaster event impacting the entire campus, or campuses, and the surrounding areas. These events would require additional assistance from external organizations and likely include casualties, damage to property, and environmental damage. These events are wide-ranging, complex, and require multi-agency coordination efforts. The Emergency Operations Plan, Emergency Notification System, and Emergency Operations Center would all be activated as part of this type of event. Incident Command protocols identified in this plan would be implemented during this level of emergency. Examples include:
  - Active shooter situations

- Severe weather events with significant damage
- Large-scale hazardous materials release

During Level II or Level III events, the President or Chief Legal Officer would be directly notified and kept abreast of the situation by the Chief of Police, Director of Emergency Management, or their designee. It is the responsibility of the Chief Legal Officer to gather needed information during this notification and advise the President of the University and the rest of the Executive Cabinet.

Normally, only the President of Kennesaw State University can declare a Campus State of Emergency. In cases where the President is not available or is incapacitated, the Order of Succession is followed for Campus State of Emergency declarations. The Order of Succession can be found in the Authority Section of this Plan.

### Division of Operational Responsibility

Kennesaw State University has adopted the Emergency Support Function (ESF) model. This model is part of the Federal Emergency Management Agency's National Response Framework. This model has also been adopted by both the Georgia Emergency Management Agency and the Cobb County Emergency Management Agency, two agencies who would be direct supporters of the Kennesaw State emergency management mission during a disaster situation. Due to the differences in both mission and structure between a state or local EMA and Kennesaw State, adjustments were made to the National ESFs. Two ESFs (#16 Academics and Research; #17 Athletics) were added to the 15 ESFs found in the National Response Framework to accommodate the unique needs of the University setting while maintaining the structure and integrity of the Emergency Management System.

During an emergency, the ESF Coordinators, which are representatives of each ESF with decision-making authority, will meet in the Emergency Operations Center or via conference call to coordinate emergency response activities. Decisions regarding the incident will be made by using the Unified Command model of the National Incident Management System. Unified Command is discussed further in Appendix B. ***Any department or ESF representative (or their designee) not participating in the Unified Command structure will relinquish their decision-making authority to the Unified Command and their department or ESF will adhere to the decisions made by Unified Command.*** This avoids duplication of effort and provides greater efficiency and flexibility in regard to resource allocation.

**It must also be understood that University executives will be involved in strategic, and at times, operational decisions.**

During a Level II or Level III emergency, it may be necessary for the President of the University to assemble the President's Cabinet. This decision falls solely to the President or their designee. This assemblage would provide executive level leadership to the emergency's operational response. The Chief of Police or designee would serve as the direct liaison to the President's Cabinet during an emergency event. The President's Cabinet Includes:

- President
- Vice President for Government Relations
- Vice President for Advancement and CEO of the KSU Foundation
- Vice President for Administration
- Vice President for Research
- Vice President of Information Technology and Chief Information Officer
- Vice President for External Affairs and Chief of Staff
- Chief Institutional Auditor
- Vice President and Chief Legal Officer
- Director of Athletics

- Vice President of Finance
- Provost and Senior Vice President of Academic Affairs
- Vice President of Enrollment Services
- Vice President for Student Affairs

**ESF Responsibilities****ESF #1 – Transportation**

ESF 1 is tasked with coordinating transportation assets to support emergency operations. This includes: mass transportation of student, faculty, staff, and visitors during an emergency/evacuation and the transportation of emergency personnel, equipment, and supplies as dictated by emergency operations.

- Department of Parking and Transportation
- Department of Public Safety and University Police

**ESF #2 – Communications and Information Technology**

ESF 2 is tasked with providing coordination of local actions to be taken to assure the provision of required communications and information technology support to emergency operations. This ESF will establish procedures to provide information and guidance concerning acquisition and deployment of communication and information technology equipment, personnel, and resources to support disaster response and recovery operations, notifications, and public information considerations.

- UITS
- Department of Public Safety and University Police
- Office of Emergency Management
- Diversified Electronics (Motorola)
- Verizon Wireless
- AT&T

**ESF #3 – Public Works/Engineering**

ESF 3 provides coordination of engineering, public works activities, roads, and infrastructure. This includes emergency construction, demolition, repair, operation and management of water, sanitary sewer/storm drains and roadways, the inspection of facilities for structural condition and safety, and the coordination of heavy equipment resources to support emergency operations.

- Facilities Services
- Environmental Health and Safety

**ESF #4 – Fire Safety and Operations**

ESF 4 supports fire suppression and control, emergency medical care, and immediate life safety services.

- Cobb County Fire Services
- Marietta Fire Department
- Environmental Health and Safety
- Department of Public Safety and University Police
- Office of Emergency Management

**ESF #5 – Emergency Management**

ESF 5 involves directing and coordinating of all four phases of emergency management: mitigation, preparedness, response, and recovery. This includes compiling, analyzing, and coordinating the overall information and planning activities in the KSU EOC in support of disaster response and recovery operations.

- Office of Emergency Management
- Department of Public Safety and University Police
- Cobb County Emergency Management Agency
- Georgia Emergency Management Agency

**ESF #6 – Mass Care/Housing/Human Assistance**

ESF 6 is tasked with coordinating activities involved in emergency sheltering, feeding, and first aid at mass care facilities and/or designated site, and family reunification.

- KSU Housing and Residence Life
- Student Sports and Recreation
- Wellstar Student Health Services
- KSU Dining Services
- Wellstar School of Nursing
- American Red Cross

**ESF #7 – Logistics, Resource Support, and Finance**

ESF 7 encompasses purchasing/procurement activities supporting response agencies while working in an emergency or disaster. Resource support also includes the provision of personnel, equipment or facilities support to support the emergency management system. This ESF addresses the necessity to evaluate, locate, procure, and provide essential materials and resources.

- Central Receiving and Distribution
- Procurement
- Human Resources
- UITS
- Office of Emergency Management

**ESF #8 – Public Health and Medical**

ESF 8 consists of health and medical services and resources. This includes Medical Care (EMS, pharmaceutical, medical personnel and facilities), Epidemiology (personnel and supplies essential to prevent communicable diseases, develop and monitor health information, and disease vector and epidemic control and investigation), and Environmental Health (staff and supplies to prevent communicable disease and contamination of food and water supplies, develop and monitor health information, inspection and control of sanitation measure, inspection of individual water supplies, facility and shelter inspections)

- Cobb-Douglas Public Health
- Metro Ambulance
- Wellstar School of Nursing
- Wellstar Student Health Services
- Office of Emergency Management
- Environmental Health and Safety

**ESF #9 – Search and Rescue**

ESF 9 is tasked with searching for and locating victims of natural and/or manmade disasters and the emergency rescue of those victims. These include air, ground, and water searches for lost or missing persons and rescue of endangered, sick, or injured people.

- Cobb County Fire Services
- Georgia Search and Rescue (GSAR) Team
- Office of Emergency Management
- Department of Public Safety and University Police
- CERT

**ESF #10 – Hazardous Materials**

ESF 10 includes substances (Chemical, Biological, Radiological, Nuclear, and Explosives or CBRNE) that pose an immediate threat to life and safety. This includes releases from fixed facilities, roadways, or railways.

- Cobb County Fire Services
- Marietta Fire Department
- Environmental Health and Safety
- Office of Emergency Management

**ESF #11 – Agriculture/Natural Resources**

ESF 11 is tasked with identifying, procuring, and distributing food, bottled beverages, and supplies; supporting the provision for sanitary food storage, distribution, and preparation during emergency operations; addresses provisions for nutrition assistance, control/eradication of contagious or economically devastating animal disease, infective exotic plant disease, or pest infestations; protection of natural or cultural resources and historic properties prior to, during, or after an incident.

- KSU Dining Services
- Georgia Department of Agriculture

**ESF #12 – Utilities**

ESF 12 is tasked with coordinating of emergency power to support emergency response and recovery operations and to normalize campus functions. This includes addressing power services, natural gas sources, and arranging for temporary sources of electrical power. This function is also responsible for fuel and distribution of emergency generators.

- Facilities Services
- Cobb EMC
- Georgia Power
- Marietta Power
- Marietta Water
- Atlanta Gas Light
- Gas South

**ESF #13 – Public Safety/Security**

ESF 13 includes enforcement of laws, traffic control, investigation of crimes and other public safety activities, such as security, victim recovery and investigation, and deceased identification.

- Department of Public Safety and University Police
- Marietta Police
- Georgia State Patrol
- Cobb County Police
- Cobb County Medical Examiner
- Office of Emergency Management

**ESF #14 – Long Term Recovery**

ESF 14 includes debris removal, repair or replacement of damaged facilities, protective measures for public health, and property improvement. This includes mitigation, which is an ongoing process including development of plans and projects that will reduce or eliminate hazard exposure, thereby reducing potential damages to life and property.

- Business Office
- Risk Management
- Office of Emergency Management
- Facilities Services
- Campus Services
- Continuity of Operations Plan
- Hazard Mitigation Plan

**ESF # 15 – External Affairs**

ESF 15 includes direction, policies, responsibilities, and procedures for disseminating timely, accurate, and easily understood information to the public before, during, and after a disaster or emergency situation. A primary goal is to be ready to respond to all requests from media and the public for life-saving information and instructions. This will include providing accurate, coordinated, and timely information to affected audiences, including media, government, and the private sector.

- Strategic Communications and Marketing
- Department of Public Safety and University Police
- Office of Emergency Management

**ESF #16 – Research and Academics**

ESF 16 includes direction, policies, and responsibilities for maintaining research initiatives and academics during emergency situations. This ESF will attempt to maintain campus academic normalcy to the greatest extent possible immediately following a disaster, particularly in regards to academic research requiring specialized care and/or attention. In conjunction with ESF #14, this ESF will focus on resuming normal operations as part of the campus recovery.

- Academic Affairs
- Office of Research
- Academic Departments

**ESF #17 –Athletics**

ESF 17 includes direction, policies, and responsibilities regarding athletic issues. This ESF will work to assist with the use of Athletic facilities for emergency functions, the reorganization of athletic plans and timelines, student athlete volunteer efforts and the continued operation of the athletic programs during disaster situations.

- Department of Athletics
- Department of Event and Venue Management

*\*\* Each Emergency Support Function should have an ESF Coordinator who holds decision-making authority \*\**

## Emergency Notification System

Kennesaw State University takes a layered approach to the emergency notification of its population before, during, and after an emergency. This layered approach allows KSU to saturate the campus audience and consists of the following products:

- Outdoor Warning Sirens
- Mass Notification System
- KSU Campus Advisory webpage
- Social Media
- KSU Emergency Desktop Alert Notification

All of these systems can be activated by the Office of Emergency Management in accordance with Emergency Notification Standard Operating Procedures (SOPs), located in Appendix N. Below is a description of each notification product.

### Warning Sirens

Kennesaw State University has six (6) sirens to notify the campus community of an immediate threat: three (3) on the Kennesaw Campus, one (1) at KSU Center, and two (2) at the Sports Park/Stadium area. These sirens can be activated by a variety of means by the Department of Public Safety and Office of Emergency Management. Cobb County EMA has one siren serving the Kennesaw Campus and two sirens serving Marietta Campus and all three are activated by Cobb County EMA. The warning sirens operated by Kennesaw State are omnidirectional sirens that have a prerecorded message to indicate the type of emergency situation that is occurring on campus. The siren warning system is only used for situations that require the KSU community to take shelter indoors immediately from an imminent threat. This system is tested on the first Wednesday of every month. The warning siren system is intended to be used for only the following situations:

- Active Shooter/Violent Incident on campus
- Hazardous Materials Release
- Tornado Warning

Cobb County operated sirens will only be activated for a Tornado Warning.

### Mass Notification System

The Mass Notification system is designed to send rapid emails, text messages, and/or phone message announcements to all faculty, staff, and students. Unlike many other universities nationwide, the system at Kennesaw State is an “opt out” system. This means that faculty, staff,

and student data is automatically uploaded into the system and does not require the receiver to register for the system. The system has the ability to send text, email, and voice calls as well as push information out to social media outlets. Currently, Kennesaw State deploys Rave Alert as its mass notification system. This system is tested annually.

### **KSU Campus Advisory Page**

The Campus Advisory page can be used for emergency or non-emergency messages and is linked directly to the front page of the Kennesaw State website. This page can be accessed at [www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories). This advisory is also populated on the main KSU webpage.

### **Social Media**

Kennesaw State University Department of Public Safety and University Police maintains a Facebook™ page ([www.facebook.com/KSU.police1](http://www.facebook.com/KSU.police1)) and the Office of Emergency Management maintains a Facebook™ page ([www.facebook.com/kennesawstateOEM](http://www.facebook.com/kennesawstateOEM)) and Twitter™ (@ksuoem) account. These social media accounts are maintained to provide daily valuable information to the Kennesaw State community. This includes weather updates, preparedness tips, and event announcements. The social media platforms are also used during emergency situations as a means of notification. Emergency notifications through social media would also be pushed to the main Kennesaw State Facebook page and Twitter feeds.

### **KSU Emergency Desktop Alert Notification System**

When activated, an emergency notification message window will pop-up and be displayed on all computer monitors campus wide. This message will remain on all computer screens until cancelled by the original sender. The system also populates the scrolling marquee and digital signage across campus and is tested on the first Wednesday of every month. Currently, Kennesaw State deploys Alertus as its Emergency Desktop Alert Notification System.

### **Executive Notifications**

During Emergency situations requiring the activation of the Emergency Notification System of Kennesaw State University, the President, Vice President of Finance, and/or Chief Legal Officer will be directly notified by the Chief of Police, Director of Emergency Management, or their designee. The President will notify additional Cabinet members as needed.

## Drills and Exercises

To maintain operational readiness, Kennesaw State University conducts and participates in drills and exercises. The Office of Emergency Management uses exercises to validate and update plans, while serving as an excellent means to train personnel. Fire drills led by EHS Fire Safety Office are conducted each semester in student housing, in accordance with state and federal codes and regulations. All buildings and departments are encouraged to conduct localized drills, such as a severe weather drill.

Beyond the scope of localized drills, many Kennesaw State departments, such as the Department of Public Safety and University Police and the Office of Emergency Management, regularly participate in tabletop and emergency exercises on and off campus in conjunction with community partners. Kennesaw State periodically conducts a full-scale live simulation every two years to assess response capabilities and to test the applicability of the Emergency Operation Plan. During the design of these drills, KSU reaches out to community partners for assistance and best practices. KSU also recruits volunteers from both community partners and the campus community to serve as victims and role players during the exercise. KSU also designs and conducts tabletop exercises and functional exercises on a smaller scale, such as with the President's Cabinet, building clusters, or colleges on campus to test policies procedures, plans, and response actions of specific groups.

Emergency Notification Drills are conducted throughout the year to ensure emergency information can be disseminated in a timely matter to all KSU students, faculty, and staff. The Emergency Desktop Alert System, Siren System, and Crisis Coordinator radio system are tested on the first Wednesday of each month. The Mass Notification System is tested twice annually – in September and February.

Kennesaw State conducts After Action Reviews (AARs) of all exercises and actual events to determine best practices, areas of strength, and areas of corrective action for future events.

## **Mutual Aid Agreements**

Kennesaw State University has mutual aid agreements with the following agencies and departments:

- Cobb-Douglas Public Health
- Cobb County Police
- Cobb County Fire Services
- Marietta Police
- Marietta Fire Department
- Cobb County Emergency Management
- Cobb International Airport

## **Emergency Evacuation Plan**

Emergencies such as fire, explosion, chemical spill, bomb threat or criminal behavior may require building occupants, including students, faculty, staff, and visitors, to evacuate the affected building(s) for personal safety. When a call for emergency evacuation is made, whether via audible alarm, verbal announcements, or any other means, it is imperative that people heed the call to evacuate the building. During such evacuation, it is imperative that everyone cooperate and evacuate in an orderly and safe manner.

In the event of an evacuation order, each person should follow the following guidelines:

1. Remain calm
2. Leave your work area/classroom immediately and proceed to the nearest exit and leave the building
3. Do NOT use elevators. Proceed down the stairs on the right hand side
4. If it is safe to do so, assist anyone who is physically impaired. If he/she is unable to exit the building without using the elevator, assist that person to a safe area in or near a stairwell and immediately notify first responders (such as KSU Police or the fire department) of the person's location.
5. Proceed to an area at least 300 feet away from the building and keep roads and walkways clear for emergency vehicle access
6. Do not re-enter the building

Follow the directions of the crisis coordinators and public safety personnel. Being familiar with your building's emergency evacuation procedure is critical to orderly and safe evacuation and to minimizing the risk to life and property.

After an evacuation, individuals in leadership positions should account for students, faculty, staff, and visitors who were under their supervision at the time of the evacuation. If anyone is unaccounted for, notify public safety personnel or a crisis coordinator. If you know the person's last known location, provide that information as well.

In the unlikely event of a campus wide evacuation, people will be provided additional instructions through Rave alerts and social media. Depending on the nature and possible location of the threat, campus personnel will likely be instructed to "walk off campus." This assumes that there are no inherent dangers moving persons in those directions.

### Provisions for Specific Situations

#### Fire

If the evacuation is the result of a fire and you are the first one to recognize the situation, pull the fire alarm pull station, evacuate the building, and call the Department of Public Safety and University Police at 470-578-6666.

If the building has no fire alarm, notify other occupants by knocking on doors and shouting "FIRE" as you leave the building.

As you exit the building, close doors behind you. REMEMBER - do not use the elevator

Take personal belongings with you that can be gathered and carried quickly.

#### Bomb Threat

Time permitting, take personal belongings.

Leave the area just as it is. This includes lights and doors.

Turn off your cellphone and/or radio before exiting the building.

Proceed to an area 1000 feet from the building.

#### Hazardous Materials Incident

Evacuees should proceed uphill and upwind of the evacuated area.

Anyone with a known exposure should be isolated and emergency personnel should be notified.

### Assisting People with Disabilities

#### Visually

1. Explain the nature of the emergency
2. Offer your arm for guidance and lead the person to the nearest safe exit
3. Provide further assistance as necessary

**Hearing**

1. Gain the person's attention with light signals or hand gestures to provide directions
2. Explain the nature of the emergency by facing the person and speaking slowly and clearly, through writing, or by using American Sign Language, or hand gestures
3. Guide the person to the nearest safe exit
4. Provide further assistance as necessary

**Mobility**

1. Never transport a person down the stairs in a wheelchair
2. Assist the person to the nearest safe exit or stairwell
3. If the person cannot be fully evacuated from the location, notify public safety personnel
4. Remain with the person only if it is safe to do so

## Shelter-In Plan

Many emergency situations will require students, faculty, staff, and visitors to take shelter within the buildings they are currently occupying. Some of these situations include violent incidents, severe weather, and hazardous material releases outside the building. Response to acts of violence will be covered extensively in the next section, so this plan is focused on non-violent incidents.

Here are a few general guidelines for hazardous, non-violent events requiring shelter-in response:

1. Remain calm
2. Proceed to an interior area of your building, away from windows and doors
3. Take direction from the Crisis Coordinators and emergency response personnel as to the best place to shelter in your building
4. If it is safe to do so, assist anyone who is physically impaired
5. Remain in your shelter location until the all clear is given or you are advised to move by emergency response personnel

## Provisions for Specific Situations

### Hazardous Materials

If possible, shut off the HVAC system to prevent outside air from being drawn into the ventilation system or call the Department of Public Safety and University Police at 470-578-6666 and inform them that the HVAC should be turned off. They will call Facilities to coordinate the HVAC shut down.

If possible, use plastic sheeting to seal off windows and doors from outside air

If anyone has been exposed, they should be isolated and emergency response personnel should be notified immediately

If possible, protect any storm drains or other water structures near the hazardous material to prevent the material from entering any waterways

### Severe Weather

Shelter locations should be away from glass, exterior walls, high roofs, and wide-span roofs

Monitor weather outlets via smartphone, computer, or television if available in the shelter-in location

**Assisting People with Disabilities****Visually**

1. Explain the nature of the emergency
2. Offer your arm for guidance and lead the person to the nearest shelter location
3. Provide further assistance as necessary

**Hearing**

1. Gain the person's attention with light signals or hand gestures to provide directions
2. Explain the nature of the emergency by facing the person and speaking slowly and clearly, through writing, or by using American Sign Language
3. Guide the person to the nearest shelter location
4. Provide further assistance as necessary

**Mobility**

1. Never transport a person down the stairs in a wheelchair
2. Assist the person to the nearest shelter location
3. If the person cannot be fully evacuated from the location, notify public safety personnel
4. Remain with the person only if it is safe to do so

## Acts of Violence Plan

Acts of violence on campus pose a direct and devastating threat to the Kennesaw State University community. These incidents can happen anywhere and without warning. They are unpredictable and evolve quickly. Any action taken during this type of incident must be performed quickly and decisively.

In general, an individual has three response options when faced with an active shooter or other type of violence. Your response will depend on many variables (location of the shooter, ability to quickly find an adequate space to hide/barricade, police response, etc.). Consider:

### 1. Evacuate (Run)

- a. Remain calm
- b. If you decide to evacuate, have a route in mind
- c. Do not wait for others to decide whether or not to evacuate
- d. Leave belongings behind
- e. Help others, if possible
- f. Notify others who may be attempting to enter the area you are evacuating
- g. Follow the directions of any emergency responders you encounter
- h. Notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666, if possible. Consider using the LiveSafe App.

### 2. Hide (Barricade)

- a. Remain calm
- b. If you choose to hide, find a location that offers both cover (strong, sturdy walls and doors) and concealment (out of sight)
- c. Lock the door, if possible, and **barricade the door** if it opens inward to deny entry
- d. Silence cellphones or other noise-making devices
- e. Remain quiet
- f. Notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 if it can be done quietly, otherwise, send a LiveSafe tip.

### 3. Take Action (Fight)

- a. If your life is in imminent danger, you can choose to try and disrupt or incapacitate the shooter

See Appendix A for more information.

## Appendix A

### Hazard-Response Annexes

#### Acts of Violence

Kennesaw State University is committed to the protection of its students, staff, and faculty against acts of violence. Acts of violence could include, but are not limited to, active shooter situations, hostage situations, work place violence, and terrorism. Such acts of violence have occurred on multiple campuses and multiple types of campuses across the nation. These incidents have happened with little or no warning on campus or in close proximity to campus. Violent situations are oftentimes dynamic and evolve rapidly, demanding immediate notification of first responders and quick responses to protect the innocent.

#### *Active Shooter*

An active shooter event is one or more people actively engaged in killing or attempting to kill people in a confined and populated area. Active shooter situations are highly fluid and dangerous. Oftentimes, it takes law enforcement intervention before the situation ends.

It is important to understand the following:

- No “profile” exists for an active shooter
- Active shooter situations are rarely impulsive acts
- Usually, these type of events are well planned and thought out
- Oftentimes, other people have been aware prior to an active shooter event but failed to notify anyone
- Common goals of an active shooter include retribution for some kind of grievance
- In many cases, other people were involved in the attack in some capacity

***If anyone believes that a threat exists on campus, immediately contact the Kennesaw State Department of Public Safety and University Police at 470-578-6666 or extension 6666.*** If you have concern about a student or faculty member, you can access the Red Flag reporting system at <http://www.kennesaw.edu/brt/> .

In the event of an active shooter situation, the following protocols will be implemented:

1. The Office of Emergency Management will initiate the mass notification procedure for an active shooter situation, which includes:
  - a. Rave Alert mass notification system, including text, email and phone calls
  - b. Early Warning Sirens
  - c. Crisis Coordinator radio communication
  - d. Kennesaw State Alertus Emergency Desktop Alert System

- e. Direct notification of the President and/or CLO
2. The Department of Public Safety and University Police will respond to the incident and activate mutual aid from surrounding jurisdictions and agencies, as needed

For individuals on campus, follow these procedures:

1. Remain as calm as possible
2. Determine your course of action. The best way to survive an active shooter incident is not be where the shooter is and to not go where he or she can see you. You have two choices:
  - a. Evacuate (Run)
    - i. Exit the building immediately, if it is safe to do so
    - ii. Move quickly to a safe location away from the shooter
    - iii. Leave belongings behind that will slow you down
    - iv. When you see police vehicles, move toward them when it is safe to do so with your hands on your head and presenting no threat to them
    - v. Follow the directions of any emergency responders you encounter
  - b. Secure-in-Place (Hide)
    - vi. Go to the nearest room or office
    - vii. Close, lock, and **barricade the door** with any heavy furniture possible
    - viii. Cover windows, if possible
    - ix. Turn out the lights, if possible
    - x. Silence all noise producing sources, including your cell phones
    - xi. If you can provide any valuable information to the responding units, such as the whereabouts of the shooter, call 470-578-6666 or extension 6666
3. If you are faced with the shooter, you have a choice to make and only you can make the choice. A moving target is much harder to hit than a stationary one and the last thing the shooter will expect is to be attacked by an unarmed person. Choosing to “fight” is a personal choice that requires commitment and decisive action. Any option you choose may still result in a negative response.
4. Provide first aid to others if you can without endangering yourself

### ***Hostage Situation***

A hostage situation involves a person or persons taking control over another person or group of people, demanding some type of action, and not allowing the person or group of people to leave. In hostage situations, the hostage taker or takers are not actively shooting or injuring people. Instead, they are holding people against their will. Each hostage situation is different depending on the specific circumstances of the encounter.

For a hostage situation, follow these procedures:

1. Try to remain calm

2. It is recommended that you follow the directions of the hostage taker(s)
3. Remain alert
4. Keep a low-key, non-provocative posture towards the hostage taker(s)
5. Personalize/humanize yourself
6. Say as little as possible, if questioned
7. Be determined to survive the situation

Any other survival techniques are situation-dependent and must be applied carefully and at your own discretion.

All negotiation operations will be handled by the Kennesaw State Department of Public Safety and University Police and any outside agency they defer to for assistance.

### ***Work Place Violence***

Work place violence is defined as any physical assault, threatening behavior, or verbal abuse occurring in the workplace setting, which includes the campus and immediate surrounding area. Workplace violence should be reported promptly to the appropriate authorities. Faculty, staff, and students are encouraged to report any behavior that they reasonably believe poses a potential workplace violence threat as described above. It is important for all members of the Kennesaw State University community to take the responsibility to report such behavior seriously to maintain a safe and secure working and learning environment.

Anyone experiencing or witnessing anyone in imminent danger or actual violence involving weapons or personnel injury should immediately contact the Department of Public Safety and University Police at 470-578-6666 or extension 6666. This includes, but is not limited to: physical assault and/or threat; stalking or continuous harassment that causes fear, worry, or intimidation; actions intended to disrupt or sabotage operations; and indirect threats, such as “I know where you live.”

If there is a threat without the accompanied apparent ability to carry out the threat, notify the Department of Public Safety and University Police and your supervisor.

### ***Terrorism***

The Federal Bureau of Investigation defines terrorism as the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.

Terrorism is usually referenced as being premeditated and politically motivated.

Terrorist acts are, by their very nature, designed and carried out with the intention of inflicting mass casualties and extensive property damage. When an act of terrorism occurs on a college

campus, it will likely be necessary to implement multiple parts of the emergency management system and summon additional resources to respond to the incident.

Due to the unknown nature of implementation of a terrorist event, the appropriate response protocol for the incident, such as hazardous material release, bomb detonation, or active shooter, should be implemented and followed.

To help ensure the safety of the campus community, Kennesaw State University encourages all faculty, staff, students, and visitors to implement the Department of Homeland Security's "***See Something, Say Something***" approach to identifying potential terroristic threats. If anyone sees anything that is out of the ordinary, they are encouraged to report it to the Department of Public Safety and University Police at 470-578-6666 or extension 6666.

## Psychological Crisis

A Psychological Crisis exists when an individual is threatening to harm himself/herself or another person, or is out of touch with reality, exhibiting uncontrollable behavior or hallucinations. Persons in this condition may also exhibit radical changes in their demeanor with little or no warning.

For the safety and well-being of the individual, it is recommended that transportation to a medical facility be conducted under the supervision of emergency medical personnel and with the aid of the Kennesaw State Department of Public Safety and University Police, if necessary. This is largely because emergency medical personnel are trained in handling and transporting persons undergoing psychological distress.

Kennesaw State University has established a *Behavior Response Team* at both campuses to assist in identifying and providing assistance to those who exhibit distressing behavior. The Behavior Response Team is utilized for non-crisis intervention situations.

If you observe a person undergoing psychological distress, notify the Department of Public Safety and University Police immediately at 470-578-6666 or extension 6666. Be prepared to provide the following information:

1. Your name and the name of the person suffering distress, if known
2. Location
3. Observed behaviors or symptoms

Do not confront or attempt to detain the individual as this may exacerbate the situation. If you are unsure whether the person poses an immediate threat to yourself or others use extreme caution. Your protection and the protection of those around you are the first priority.

See Appendix H for Crisis Counseling Plan.

**Bomb Threat/Suspicious Package**

Every bomb threat is unique and should be handled in accordance with the needs of the facility. Bomb threats should be treated with the utmost concern. Threats can be received by phone, in any written form (note, email, graffiti, etc.), in person, or by discovering a suspicious package. Any person receiving a bomb threat by phone should remain calm and obtain as much information as possible from the caller. The KSU Department of Public Safety and University Police should be contacted immediately and will initiate appropriate responses. Each threat or discovered suspicious package should be considered individually as every situation is different and requires different responses from both public safety authorities and the KSU campus community. Each threat will be properly analyzed to determine the best course of action for the particular situation.

***Bomb Threat Received***

If you receive a bomb threat via telephone, follow these procedures:

1. DO NOT HANG UP. Leave the line the call came in on open to allow police to trace the call. (Note: For an email threat or on social media, take screen shot of the threat and leave the computer open)
2. Remain calm
3. Use the Bomb Threat Call Procedures Checklist (Appendix Q) while the caller is still on the line.
4. If your phone is equipped with caller ID, write down the caller's number
5. Attempt to have another nearby person to listen to the call with you to capture additional information.
6. As soon as possible, contact or have someone else contact the Department of Public Safety and University Police at 470-578-6666 or extension 6666 to notify them of the threat
7. Provide the communications officers with as much information as possible, including the following:
  - a. Information about the caller's voice
  - b. All information provided by the caller, including the location of the device, the detonation method, when the device will detonate, why the device was placed on campus, etc.
  - c. Name and address of caller, if known
  - d. Possible gender and/or age of the caller
  - e. Number the threat was received on
  - f. Length of the call
  - g. Identifying background noises
8. Decisions regarding searches for potential explosive devices or evacuations will be made by the Department of Public Safety in conjunction with the building administrators.

Note: Office workers are encouraged to view the video on the follow web page:  
<https://www.dhs.gov/what-to-do-bomb-threat>

### *Suspicious Package*

A suspicious package or device discovered on campus poses a direct, immediate threat to the life safety of the campus population. However, packages may be delivered through normal means and may not immediately seem suspicious. Before opening any packages, carefully examine the item for anything unusual. Any of the following characteristics could indicate a suspicious package:

- Powder or liquid being emitted by the package
- Oily stains or discolorations
- Excessive tape or strings
- Strange odors
- Misspelled words
- Unusually lopsided or uneven packages
- Excessive postage
- No return address

If a suspicious package or device is located, follow these procedures:

1. Do not move, jar, or touch the package
2. Notify the Department of Public Safety and University Police immediately at 470-578-6666 or extension 6666 and be prepared to provide the following information:
  - a. What makes the package suspicious?
  - b. Are there any liquids leaking from the package?
  - c. Are there any oily stains on the package?
  - d. Are there any odors coming from the package?
  - e. Are there any wires protruding from the package?
  - f. How long has the package been there?
3. Alert others in your area and begin an evacuation of the building
4. Do not use cell phones or radios near the suspicious package or device
5. Notify the crisis coordinator in your building to assist with the evacuation
6. Attempt to prevent others from entering the area near the suspicious package or device, if possible
7. Proceed to a safe evacuation area from the center of the building
8. Any further decisions regarding the package will be made by the Department of Public Safety and University Police in conjunction with any additional emergency response agencies

### *Evacuation*

Evacuation decisions will be made by the Department of Public Safety and University Police, building administrators and other involved emergency response agencies. If the decision is made to evacuate the building, follow these procedures:

1. Remain calm and follow the directions from public safety
2. Check your work area for any unfamiliar items as you evacuate. ***Do not touch anything suspicious, but report it to emergency responders.***
3. If time allows, unlock desks, lockers, file cabinets and doors to public access areas. Do not unlock doors that are already locked for secured areas or non-public places.
4. If time permits, take all personal items (bags, purses, mail, food containers, etc.) with you
5. Do not use cell phones
6. Leave doors and windows as they are and leave light switches as they are
7. Proceed to an area 1000 feet from the center of the affected building
8. Attempt to stay with your office/department staff for improved accountability
9. Other buildings may need to be evacuated

### *Explosion/Detonation*

If an explosion or detonation of an explosive device occurs, follow these procedures:

1. Immediately evacuate the area
2. Help others evacuate, as needed
3. Notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 as soon as possible and advise them of the situation
4. Move to a safe location, preferably away from potential travel routes of emergency response vehicles
5. Avoid using a cell phone or radio
6. Assist any injured persons up to, but do not exceed, your level of training
7. Follow any directions provided by emergency responders

### *Suspicious Substances and Letters*

Anyone exposed to a suspicious substance should call KSU Public Safety. Never remove the substance from the area where discovered, and do not expose others. If an unknown substance is discovered after opening a letter, take the following immediate actions:

1. Put the letter down;
2. Do not leave the immediate area if an unknown substances gets on you;
3. Call KSU Police.

**First responders will provide additional guidance.** Suspicious substances and unknown powders may be screened for explosive hazards. The threat posed by reports of suspicious letters, and unknown substances ranges from none to credible, and no set of guidelines can cover every possible variation. Even if a credible biological threat does not exist, there may be threat posed

by other radiological, chemical and/or nuclear materials. These incidents must be coordinated on a case-by-case basis with the FBI WMD Coordinator. If the threat is deemed credible, the following should be notified by KSU Public Safety:

1. Cobb or Marietta Fire
2. FBI WMD Coordinator
3. Cobb-Douglas Public Health
4. Cobb County Emergency Management
5. Georgia Department of Public Health Office

**Civil Disturbance/Protest**

*Statement on Free Speech and Assembly: Freedom of thought, inquiry, speech, and lawful assembly are fundamental rights of all persons. These rights include the freedom to express opinions; to hear, express, and debate various views, no matter how unpopular; and to voice criticism. Free speech is uniquely important to the University setting as it brings about a free interchange of ideas integral to the University's fundamental mission of teaching, research, and public service. However, civil disobedience is not protected speech under the Constitution. The Constitution does not guarantee any right to engage in civil disobedience – which, by its very definition, involves the violation of laws or regulations – without incurring consequences. Civil disobedience may have a negative effect on the protected interests of others and may interfere with University business or threaten public safety or University assets, in ways that may require the University to act to protect those other interests.*

*Kennesaw State University has identified Public Forum Areas on both campuses. At the Kennesaw Campus, the public forum area is located just off the Campus Green between the Carmichael Student Center and the Burruss Building. On the Marietta Campus, it is located between The Globe and the flagpoles in front of the J. Mack Wilson Student Center.*

Civil disturbances or protests can be peaceful and non-obstructive, or disruptive and violent situations. This section will focus on disruptive or peaceful/non-obstructive incidents. For violent civil disturbances, please refer to the acts of violence section of this annex.

Most campus demonstrations, such as marches, meetings, picketing, and rallies, are peaceful and non-obstructive situations. Generally, these types of demonstrations should not be interrupted and the demonstrators should not be obstructed or provoked and normal Kennesaw State business operations should continue. If one of the following situations exist, then it may be necessary to disrupt the demonstration:

- Interference with normal operations of the University
- Blocking of access to offices, buildings, or other University facilities
- Threat of physical harm to persons or damage to University facilities/property
- Failure to vacate the premises of a closed University facility

If any of the above conditions are met, the Department of Public Safety and University Police should be notified immediately at 470-578-6666, or extension 6666, who will then respond appropriately to the situation.

During a civil disturbance situation, follow these procedures:

1. Avoid the disturbance area, if possible

2. Avoid provoking or obstructing demonstrators
3. If the disturbance is outside, remain indoors and stay away from windows and doors
4. Secure your area(s) by locking all doors and continue normal operations as much as possible
5. Prepare for an evacuation or relocation
6. Any decision regarding an evacuation or relocation will be made by the Department of Public Safety and University Police and building administrators
7. If a decision to evacuate or relocate is made, log off and shut down all computers to protect files and vital records, and secure all doors as you exit.

## Medical Emergencies

A medical emergency is any situation in which a person or persons become ill or injured and require immediate medical attention.

In the event of a medical emergency perform the following actions:

1. Immediately call the Department of Public Safety and University Police at 470-578-6666 or extension 6666 to activate emergency response personnel. Provide the Department of Public Safety and University Police with all available information regarding the patient and situation including the following:
  - a. Your name
  - b. Nature of the emergency
  - c. Location of the ill or injured person
  - d. Condition of the ill or injured person
  - e. Any existing dangerous conditions
2. If you are comfortable doing so, administer medical assistance up to the level of your training. *Never exceed your level of training in a medical situation.* You may do more harm than good if you exceed your level of training.
3. If possible, obtain the following information from the patient:
  - a. Name
  - b. Any medical information about their current condition
  - c. Allergies
  - d. Medications they are currently taking
  - e. Any additional information regarding their current situation
4. Do not attempt to move a person who has fallen or appears to be in pain unless absolutely necessary to do so for their safety
5. Help keep the person as comfortable as possible
6. Never transport someone who is ill or injured in your personal or university vehicle
7. **If possible, have someone outside the building ready to meet emergency responders and direct them to the correct location**
8. If possible, have someone meet the ambulance at the nearest gated parking lot entrance to ensure quick access
9. Remain at the scene after emergency personnel have arrived to provide additional information as needed

During a Medical Emergency, the Department of Public Safety and University Police will serve as the primary conduit of information to the medical responders. The Department of Public Safety will provide the following functions in a medical emergency:

1. Upon receiving information regarding a medical emergency on campus, the Department of Public Safety and University Police Communications Center will notify Cobb County's designated EMS service to initiate emergency response
2. The Communications Center will notify on duty police personnel, who will respond to the scene of the incident
3. Upon arrival on scene, the responding officer will establish contact with the patient and original reporter of the incident
4. Incident Command will be established by the first responding officer, as necessary
5. The officer(s) on scene will acquire as much information regarding the nature of the incident, signs and symptoms, and other applicable information to relay to emergency medical personnel
6. If possible, an employee of the Department of Public Safety and University Police will ensure access to the appropriate closest parking lot
7. If possible and/or if necessary, an employee of the Department of Public Safety and University Police will provide an escort for the emergency medical personnel to the incident scene
8. If the involved party is a student, the Department of Public Safety and University Police will notify the Dean of Students.
9. If the situation is life threatening, Strategic Communications and Marketing should also be called.
10. Department of Public Safety and University Police personnel will remain with the emergency medical personnel until the patient is transported or released from care on scene

## Natural Disasters

### *Severe Weather/Tornado*

Severe weather is a continuous, active threat in Georgia. Severe weather can include, but is not limited to, hail, lightning, heavy rain, high winds, and tornadoes. When preparing for severe weather, it is important to know the difference between a **Watch** and a **Warning**.

**Watch:** Conditions are favorable for the development of the severe weather indicated by the watch. For example, if a flash flood watch is in effect, then conditions are favorable for the development of a flash flooding incident. Preparations for a warning should commence, if they have not already.

**Warning:** A warning is issued when the identified severe weather condition has been indicated on radar, reported by trained weather spotters, or reported by public safety agencies. For example, a tornado warning means a tornado has been spotted or indicated by radar and an immediate response is necessary.

The Kennesaw State University Office of Emergency Management will maintain situational awareness regarding potential weather and brief campus “partners” accordingly. The National Weather Service in Peachtree City will be the official source of weather information, including forecasts and potential impact analysis.

### *Severe Thunderstorm*

A Severe Thunderstorm is a thunderstorm that produces winds of at least 58 mph and/or hail at least 1 inch in diameter. These storms can sometimes produce winds stronger than weak tornadoes. Torrential rain and cloud-to-ground lightning are also possible with Severe Thunderstorms.

If a Severe Thunderstorm Warning is issued, the following steps will be taken:

1. The Office of Emergency Management will monitor the conditions to determine if any additional actions are required
2. If possible, individuals should remain indoors until the storm passes
3. Individuals should stay away from large glass windows, if possible
4. Individuals should prepare to take appropriate shelter if conditions dictate

### *Tornado*

A Tornado is defined as a violently rotating column of air touching the ground, usually attached to the base of a thunderstorm at the wall cloud. Tornadoes are nature’s most violent storms. Winds produced by a tornado can exceed 300 mph. Damage paths from tornadoes have been measured at over one mile in width.

If a Tornado Warning is issued, the following steps will be taken:

1. The Department of Public Safety and Office of Emergency Management will initiate the mass notification procedure for a Tornado Warning, which includes the following activations:
  - a. Mass notification text, email, and phone call
  - b. Warning Sirens
  - c. Crisis Coordinator radios
  - d. Alertus Emergency Desktop Override System
2. All individuals outside when the warning is issued should take cover in the nearest building
3. All individuals inside when the warning is issued should remain indoors
4. Individuals should take appropriate shelter on the lowest possible floor in interior rooms away from windows and doors. When determining the best shelter area, consider the following guidelines:
  - a. Avoid areas near glass
  - b. Avoid areas near exterior walls
  - c. Avoid areas with high roofs
  - d. Avoid areas with wide-span roofs
  - e. Avoid non-structural hazards, such as heavy equipment on shelving
  - f. Do not enter elevators during a tornado warning
5. Help direct special needs populations and visitors to safe sheltering areas
6. Take direction from Crisis Coordinators in the building in which you are sheltering
7. Crouch close to the ground, if possible, and cover the back of your head and neck with your hands
8. Remain in your sheltering location until the all clear is issued from the Department of Public Safety and Office of Emergency Management.

### ***Flooding***

Flooding is the temporary inundation of a normally dry area caused by rising water in an existing waterway or by the ponding of water at or near the point where the rain fell. The National Weather Service identifies three types of flooding for which they will issue a warning: Flash Flooding, Areal Flooding, and River Flooding.

- *Flash Flood:* A rapid or extreme flow of high water in a normally dry area due to intense rainfall or dam failure
- *Areal Flood:* Gradually flooding from prolonged and persistent moderate to heavy rainfall
- *River Flood:* Flooding of an area due to a nearby waterway's flow rate exceeding its capacity

Kennesaw State University has a relatively low risk of flooding due to the lack of nearby waterways. The areas most at risk are the Houses along Campus Loop Road and the areas surrounding 5/3 Bank Stadium. However, there are areas on the periphery of the Kennesaw State campus that could be impacted by River Flooding. Additionally, flash flooding and areal flooding of low-lying areas on campus is a concern.

For a flooding event, evacuation of the affected area is the most prudent response. This evacuation can be accomplished in two ways.

1. Evacuation of the building using the identified evacuation plan and relocation to an adjacent building on higher ground
  - a. Adhere to the evacuation plan guidelines
  - b. Move to an area uphill from the affected building
2. Vertical evacuation within the building
  - a. Move all persons from the lower floors affected by flooding to the upper floors

### ***Inclement Winter Weather Process***

For this document, inclement weather is defined as weather conditions that are forecasted to occur that could lead to a campus delayed opening or closure. This includes, but is not limited to, winter weather, tropical cyclones, and extreme temperatures. Winter weather is the most likely threat to KSU as categorized as “inclement” weather. Continuous communication is a key ingredient in the preparation and response of winter weather, especially as it relates to possible campus closures.

For inclement weather, the Office of Emergency Management will perform a detailed hazardous weather analysis of the situation with guidance from the National Weather Service, Cobb County Emergency Management Agency, and the Georgia Emergency Management Agency. This analysis will include forecasted weather conditions, expected onset and duration of conditions, and expected travel impacts and considerations. This information will be relayed the President and/or Vice President of Administration for a decision regarding the closing of campus or delaying campus activities. **All attempts will be made to make the decision by 5:00 a.m., and, when at all possible, the night before.** The following options will all be considered when determining appropriate action:

1. Closure of campus
2. Suspension of classes
3. Suspension of campus events
4. Delayed opening of campus
5. Remain open with no changes to scheduled normal operations

Decisions made by the President or Vice President of Administration, under the advised analysis of the Chief of Police and the Director of Emergency Management, will be made and relayed to

the Department of Public Safety and University Police for immediate dissemination. Dissemination of information will follow all emergency notification protocols.

Kennesaw State University faculty, staff and students will be notified through the following mediums:

1. Mass notification system, including text, email, and/or phone call
2. Alertus Emergency Desktop Override System (if during business hours)
3. Local and regional radio and television networks (Strategic Communications)
4. Campus website
5. Official Social Media accounts

When determining campus closure decisions overnight, the Department of Public Safety and University Police will monitor road conditions, along with conditions in the parking lots and parking decks, and be prepared to relay that information to the Chief of Police and the Director of Emergency Management. Closure decisions will be relayed to the Assistant Vice President of Strategic Communications, the Vice President of Student Affairs, the Director of Facilities, the Department of Public Safety and University Police, and the appropriate Finance and Business offices.

If inclement weather develops during the day, the same processes will be utilized to decide campus closures, early dismissal of employees, cancellation of classes, and cancellation of events.

Departments with responsibility for critical, 24/7 operations should develop prearranged plans for staffing needs during periods of inclement weather to maintain essential services, operations, and infrastructure.

It is important to remember that forecasts in general, but especially winter weather forecasts, have marginal accuracy beyond 72 hours. Forecasts of 5-7 days should be used as a general guide for potential “interesting weather” but are certainly not accurate enough to act as firm triggers. It is also important for University community members to understand that they should communicate with their supervisor if they do not feel safe to come to work based on road conditions in their neighborhood or on their commute route.

Official NWS advisories for the North Georgia region, including Cobb County, can be located at [www.weather.gov/atlanta](http://www.weather.gov/atlanta) or [www.srh.noaa.gov/ffc](http://www.srh.noaa.gov/ffc).

When a Winter Storm Advisory is issued by the National Weather Service, the Office of Emergency Management will notify key campus stakeholders, and utilize direct KSU email capabilities and social media to notify the campus community.

When a Winter Storm Watch or Warning is issued by the NWS, the Office of Emergency Management will notify the campus through direct email and social media. Furthermore, when a Winter Storm Watch is issued, essential personnel must make plans to accomplish critical functions in the event of a campus closure. When a Winter Storm Warning is issued by the NWS, essential personnel must action their plans to maintain critical functions.

This document is to be used as a guideline for winter weather procedures for determining potential closings or delayed openings of Kennesaw State University.

4:00am-4:30am – Office of Emergency Managements will:

- Check weather forecasts (National Weather Service and local weather media outlets)
- Call KSU Patrol for status check of KSU roadways/parking lots
- Contact other Metro Atlanta Institutions of Higher Education

Other Considerations for the Office of Emergency Management:

- Contact National Weather Service in Peachtree City for Weather Information
- Contact Cobb, Paulding, and Cherokee County Public Schools for status
- Contact Cobb County EMA for updates
- Contact Cobb County DOT for status on roads (770-528-1600) and visit [www.cobbcounty.org/transportation/traffic/live-traffic-cameras](http://www.cobbcounty.org/transportation/traffic/live-traffic-cameras) to view traffic cameras
- Contact GSP Troop for status on interstate and state roads (404-624-6077)

5am – Contact President or Vice President of Administration at home with status and recommendations

- When time permits, also email Cobb County EMA, Cobb Public Safety, Cobb Public Schools, and GEMA.

Continue to monitor weather and campus conditions and provide updates to President or Vice President of Administration.

## **Earthquakes**

While the State of Georgia is not generally known for having earthquakes, they do occur within the State's borders. According to Georgia Tech's School of Earth and Atmospheric Sciences, 15% of the world's earthquakes occur in areas without clearly defined active faults. Cobb County lies just south of an area of Northwest Georgia which is considered to be at a greater risk of earthquakes. This is due to the proximity to the Eastern Tennessee Seismic Zone, which runs along the western Appalachian Mountains from West Virginia to Alabama.

Earthquakes have the ability to cause significant impacts, particularly in areas where building codes are not written to include earthquake-proof construction practices. Earthquakes are caused by a sudden slip on a fault, resulting in a release of energy that travels away from the fault surface as seismic waves.

The following are procedures to follow during and after an earthquake:

1. Remain calm
2. If you are indoors, drop to the ground, cover your head and neck with your arms, and hold on to any sturdy shelter, such as a desk or table, until the shaking stops
3. Stay clear of exterior walls, glass, heavy furniture, and appliances
4. DO NOT get in a doorway
5. If you are outside, get into the open and stay clear of buildings, street lights, and power lines
6. Once in the open, drop to the ground and cover your head and neck with your hands
7. After the earthquake is over, initiate evacuation protocols
8. Assist others with evacuation, if possible
9. Follow the directions of your Crisis Coordinators and any emergency response personnel
10. Do not re-enter the building until it has been deemed safe by emergency response personnel

**Fire**

Any person discovering a fire or smoky conditions should immediately locate the closest fire alarm pull station and activate the fire alarm to provide the building occupants the greatest amount of time to evacuate. Immediate notification of any fire or smoky conditions should be made to the Department of Public Safety and University Police at 470-578-6666 or extension 6666.

During a fire alarm activation, follow these procedures:

1. Evacuate the building immediately by using the nearest safe exit
2. If there is smoke in the building, remain below the smoke by staying close to the ground and even crawling to exit the building if necessary. ***Most fatalities related to fires are due to smoke inhalation.***
3. Try to remain calm and assist others when evacuating
4. Close and secure all doors as you exit
5. If possible, evacuate with your department or office personnel for better accountability
6. Proceed to an area at least 300 feet from the building
7. Do not block access routes to the building that may be utilized by emergency responders
8. Await further instructions
9. ***Just because the alarm stops sounding does not mean it is safe to re-enter the building***
10. **Decisions regarding re-entry into the building will normally be made by the responding fire department.**
11. If it is safe to do so, you know where the fire is, and you have been trained on the proper use of a fire extinguisher, locate the nearest fire extinguisher and attempt to extinguish any small fires. Remember to implement the PASS (**P**ull, **A**im, **S**queeze, **S**weep) technique when using a fire extinguisher.
12. If your first attempt to extinguish the fire using a fire extinguisher fails, exit the building immediately
13. Never re-enter a building once evacuated, unless emergency response personnel advise it is safe to do so.
14. First responders should continue to communicate with evacuated personnel to keep them abreast of the situation.

### Aircraft Down On Campus

KSU's close proximity to Cobb Airport and Dobbins Air Reserve Base increases the risk of an aircraft accident on campus. Furthermore, with Unmanned Aerial Systems (UAS) more prominent, there's always a chance for a UAS accident on campus. This short protocol primarily focuses on aircraft other than UAS due to the size, possible damage, potential casualties and additional fire concern due to the aircraft fuel. Like all response protocols on campus, the Incident Command System will be a key ingredient in the response, and will quickly evolve into a Unified Command. The basic protocol includes:

- Call KSU Public Safety, who will dispatch police, fire and EMS
- KSU Public Safety will conduct a size up, and then set up an Incident Command Post
- Depending on the size and scope of the accident, a Staging Area may need established
- KSU Public Safety will send out a Rave Supervisory Notification to Command Staff
- Assist with any needed evacuations depending on the size of the aircraft, hazardous materials concerns, fire, etc.
- If needed, KSU Public Safety along with Cobb and/or Marietta Fire will establish a casualty collection point and assist with triage
- Restrict access to the site
- KSU Media Relations will work with other responding agencies, including the National Safety Transportation Board (NTSB), to handle media inquiries
- The NTSB will likely dispatch a "Go Team" that will remain as long as necessary at the accident scene. Safety recommendations may be issued at any time during the course of an investigation.

Special considerations and extended evacuations must be considered with the likelihood of jet fuel as part of the accident scene. Furthermore, and although life safety will continue to be the priority, it is important to maintain scene integrity for follow up investigators. Like most other critical responses, establishing a Unified Command will be very important.

## Hazardous Materials Incident

Hazardous materials incidents involve the release of a product that is hazardous to human health, animal health, or the environment. Hazardous materials can be broken down into three main response sections: **Chemical, Biological, and Radiological**. Each of these three main response sections can be additionally divided into **interior and exterior** releases.

Incidents involving a hazardous materials leak or spill can present dangerous and sometimes uncertain situations to those in the immediate area of the spill as well as first responders to the scene. Oftentimes, the danger associated with the substance is unknown at first. Sometimes, the identification of the substance itself is also unknown, making it difficult to properly assess the danger it poses. When a substance is present or suspected to be hazardous and appears to not be properly contained, a presumption of danger shall be made. Extreme caution will be exercised. Immediate efforts will be made to identify the substance and render the substance and/or the scene safe by personnel who are in proper personal protective equipment and have received proper training.

There are a series of priorities when responding to hazardous materials incidents. Those priorities are:

1. Prevention of harm to individuals
2. Treatment of injuries
3. Stabilization of the situation
4. Decontamination
5. Return to normal facility operations
6. After Action Review

There are several general guidelines which should be observed with hazardous materials.

1. Never assume that gases and/or vapors are harmless because they lack odor and/or color
2. Avoid the inhalation of all gases, fumes, and smoke, even if no hazardous materials are involved
3. Direct contact with any spilled hazardous material should be avoided, even with proper protective equipment.
4. If chemicals are not identified and the hazards are unknown, treat the chemicals as if they are hazardous
5. Be prepared to move in the event circumstances change, such as a change in wind direction or a change in precautionary directions from public safety officials
6. Hazardous materials should not be washed into drains, particularly those materials that are known to be flammable and/or toxic in nature

### *Chemical*

Chemical spills are one of the most likely hazardous materials incidents to be faced by Kennesaw State University. Large quantities of chemicals are housed at multiple locations across each KSU campus. In addition, the proximity of Interstate 75 to the KSU campuses increases the likelihood of a transportation incident involving a chemical release.

Exact chemical emergency response actions are dependent on many variables including, but not limited to, the chemical involved, the size of the spill, the location of the spill, and current weather conditions. Ultimately, emergency response personnel have the final say in proper emergency response actions.

### *Interior*

If there is a chemical spill inside a building, follow these procedures:

1. Evacuate the spill site immediately and proceed to a safe location
2. Assist others with evacuation, if necessary
3. Alert others of the spill and notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 and Environmental Health and Safety at 470-578-3321 (day) or 678-449-7693 (after hours)
  - a. When calling the Department of Public Safety and University Police or Environmental Health and Safety, be prepared to provide the following information:
    - i. Your name and phone number
    - ii. Location of the spill
    - iii. Nature of the spill (what was spilled, how much)
    - iv. Extent of injuries, if any
    - v. Your assessment of the danger resulting from the spill
4. Confine the hazardous material by closing any doors or windows as you leave the area, if it safe to do so and contact can be avoided with the spilled materials
5. If anyone has been exposed to the chemical, use eyewash stations and/or emergency showers to rinse the exposed areas, limit their contact with others, and seek immediate medical attention
6. Follow the directions of emergency response personnel regarding additional evacuation decisions
7. If it is decided to evacuate the building, move to an area uphill and upwind from the spill
8. Do not re-enter the building until the “all clear” has been given by emergency response personnel

*Exterior*

If there is a chemical spill outside the building, follow these procedures:

1. Initiate shelter-in protocols
2. Proceed to an interior room of the building
3. Assist others with moving to shelter-in locations, if possible
4. Shut down the HVAC system, if possible
5. Seal air access from all windows and doors
6. Alert others of the spill and notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 and Environmental Health and Safety at 470-578-3321 (day) or 678-449-7693 (after hours)
7. Inform the Department of Public Safety that the HVAC should be shut down so that they can contact the Facilities HVAC Department to facilitate the shutdown procedures.
8. Follow the direction of the Crisis Coordinators and emergency response personnel
9. If emergency response personnel advise to evacuate, proceed to an area uphill and upwind of the spill, or to a specific area as directed by emergency responders
10. Assist others with evacuation, if possible
11. If anyone has been exposed to the chemical, use eyewash stations and/or emergency showers to rinse the exposed areas, limit their contact with others, seek immediate medical attention, and notify emergency responders

***Special Protocol for Mercury Spill***

Mercury may be found on campus in various mercury-containing devices including thermometers, switches, thermostats, instruments, and bulbs, among other. While Mercury Spills are uncommon at KSU, there is always a possibility that a mercury-containing device will break and release mercury in a lab or other settings. Most such spills are likely to be small in scale (less than 2 tablespoons) and can be handled internally by the lab or EHS personnel, using established protocol for handling small mercury spills.

However, Lab E-206 in the Crawford building on the Marietta Campus has a wall-mounted barometer that contains significant quantity of mercury (more than 1 lb). A spill involving this amount of mercury would constitute a release above the EPA Reportable Quantity (RQ) for mercury. Therefore, spill of the mercury in the barometer would require mandatory immediate notification (within 15 minutes) to the Georgia Department of National Resources (DNR) Environmental Protection Division (EPD) Emergency Operations Center (800-241-4113). In addition, this quantity of Mercury would require a full HazMat response.

In the event of spill of mercury from the Barometer, it is essential that people evacuate the immediate area. In addition, because of the proximity of the barometer to the HVAC room, the area served by the HVAC unit should be evacuated as well. Contact Public Safety and EHS

immediately. Incident Command will be set up to determine the likely additional responses that may include:

- Marietta Fire Department
- Decontaminating personnel
- Requesting an outside clean up

It is very important for the PI to report to the Incident Command Post, and to account for everyone that was in the lab that may have been exposed.

### ***Radiological***

Radiological incidents, while rare, can cause damage ranging from very minor to catastrophic. Every day, we come into contact with items and areas with miniscule amounts of radioactivity. Often, these amounts are not harmful and our bodies are generally protected by just our outer layers of skin. However, some radioactive material can be very powerful and radioactive waves can penetrate deep within our bodies and the buildings on campus. To protect against this possibility, the transport and storage of highly radioactive materials is closely guarded and carefully regulated.

In general terms, the three best protections from radiological incidents are time, distance and shielding.

#### *Time*

The time aspect of radiological incident protection involves limiting the time a person is in the exposure area. As radioactivity saturates an area, that area becomes increasingly toxic. To avoid increased danger, a person should avoid the area as much as possible and limit their exposure.

#### *Distance*

Distance involves getting away from the radioactive material. In general terms, it is a good idea to get as far as you can as quickly as you can to protect yourself from radioactive exposure. The further away you can get from the radioactive material, the safer you will be from any potential radioactive impacts.

#### *Shielding*

Shielding involves protecting the body or other areas from radioactivity. For some radiation, our exterior layers of skin and clothes provide adequate protection. However, for other types of radiation, much stronger materials, such as lead, are needed to provide adequate protection.

When combined, these three protection techniques result in a simple approach to a radiological incident: *Get as far away as you can, for as long as you can, with as much shielding between you and the radioactive material as you can.*

Additionally, anyone who has been contaminated with the radioactive material should be isolated and emergency response personnel should be notified of the exposure immediately. Avoid contact with or close proximity to an exposed individual, as radioactive material still on a person can inflict others.

### ***Biological***

Due to the Wellstar College of Nursing, the College of Science and Mathematics, and the scientific research performed at Kennesaw State University, there exists a potential for exposure to hazardous biological material. In addition, terrorist groups could potentially use biological agents, such as Ricin or Anthrax, to inflict mass casualties.

Due to differences in response recommendations, the biological response protocols have been split into interior and exterior responses. With any biological response, anyone who has potentially been exposed should be monitored in accordance with recommendations from the Georgia Department of Public Health guidelines for the particular biological agent.

### ***Interior***

Follow these procedures if a biological release occurs within a building:

1. Evacuate the spill site immediately and proceed to a safe location
2. Assist others with evacuation, if necessary
3. Alert others of the spill and notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 and Environmental Health and Safety at 470-578-3321 (day) or 678-449-7693 (after hours)
4. Inform the Department of Public Safety that the HVAC should be shut down so that they can contact the Facilities HVAC Department to facilitate the shutdown procedures.
5. Confine the biological material by closing any doors or windows as you leave the area, if it is safe to do so without further exposure.
6. Shut down the HVAC system, if possible, to prevent additional spread of the biological material.
7. If anyone has been exposed to the biological agent, use eyewash stations and/or emergency showers to rinse the exposed areas and seek immediate medical attention.
8. Follow the directions of emergency response personnel regarding additional evacuation decision.
9. If it is decided to evacuate the building, move to an area uphill and upwind from the spill.
10. Do not re-enter the building until the “all clear” has been given by emergency response personnel
11. Isolate anyone who has been exposed to the agent to prevent additional contamination of individuals

*Exterior*

If there is a biological agent spill outside the building, follow these procedures:

1. Initiate shelter-in protocols
2. Proceed to an interior room of the building
3. Assist others with moving to shelter-in locations, if possible
4. Shut down the HVAC system, if possible
5. Seal air access from all windows and doors
6. Alert others of the spill and notify the Department of Public Safety and University Police at 470-578-6666 or extension 6666 and Environmental Health and Safety at 460-578-3321 (day) or 678-449-7693 (after hours)
7. Inform the Department of Public Safety that the HVAC should be shut down so that they can contact the Facilities HVAC Department to facilitate the shutdown procedures
8. Follow the direction of the Crisis Coordinators and emergency response personnel
9. If emergency response personnel advise to evacuate, proceed to an area uphill and upwind of the spill and assist others with evacuation, if possible
10. If anyone becomes exposed to the involved biological agent, immediately notify emergency responders and isolate the exposed personnel

## Natural Gas Leak

The smell of natural gas is not uncommon due to roadwork, construction and equipment failures. Regardless, anyone smelling Natural Gas should report it to the KSU Public Safety at 470-578-6666. KSU Police will investigate and determine if additional assets are required. If indeed the smell is considered potentially hazardous, the following protocol includes:

- KSU Public Safety Communication's Center will dispatch additional public safety personnel, fire, facility operations, EHS and Atlanta Gas, and send a Rave *Supervisory* Notification to Command Staff
- Initial officers will conduct a size up and make initial evacuation determinations, and then set up an Incident Command Post
- Additional public safety personnel will assist with traffic control and restricting people from the hazardous area
- Upon arrival of additional assets, Unified Command may increase the evacuation distance and order facility evacuation within the area of concern
- Facility operations will consider emergency shut down and HVAC procedures

Anyone reporting a gas leak that is outside the building will be informed to:

1. Not operate equipment in the area
2. Leave the area immediately

If the leak is reported inside the building, the caller should be instructed to:

- Not turn on or off any electrical switches
- Not use telephones
- Not start engines or other mechanical devices
- Extinguish all open flames (if trained and safe to do so)
- Evacuate the building to a safe distance

Facility Operations will consider contacting State regulatory officials at 1-800-424-8802.

Depending on the location, timing and size of the leak, other response actions may include:

- Emergency Notification – if the leak is hazardous to a large area
- Internal communications to people effected by the leak
- Ventilate building(s)
- Class cancelations
- Building closures
- Alternative work locations
- Alternative bus routes
- Crisis Coordinator support to assist with restricting access to relevant buildings or areas

Note: All internal and external responders should report to the Incident Command, and no one should enter a building without notifying Incident Command.

## Utility Failure

Utility failures can have significant primary and secondary impacts on the ability of the university to operate. As such, it is important that all utility failure incidents be reported immediately so that response and recovery operations can be conducted promptly. Many campus buildings have backup power generators to allow for the immediate restoration of critical infrastructure, such as emergency lighting. However, not all campus buildings have generators in place.

### *Power*

Power outages on the Kennesaw State campuses are usually a result of off-campus issues. All power supplies at Kennesaw State are buried underground, and are therefore not affected by falling trees that may occur on campus. However, during a major disaster event, it is likely that power failure will occur due to the surrounding areas being impacted. Emergency lighting in each building should activate during a power failure. However, these lights will only remain operational for 15-30 minutes. In the event of a power failure:

1. Immediately report the outage to the Kennesaw State Department of Public Safety and University Police at 470-578-6666 who will handle notification for Plant Operations personnel to respond
2. If the power is out for more than five (5) minutes, and if emergency lighting does not work, initiate an evacuation of the building
3. Follow the evacuation protocol and assist others, as needed
4. Never try to “fix” any electrical problems on your own
5. If there is inclement weather preventing the evacuation of the building, proceed to the lowest level of the building
6. If the inclement weather is severe, implement severe weather sheltering protocols

### *Gas*

Gas lines at Kennesaw State are owned by Atlanta Gas Light. Anyone who believes they smell gas should:

1. Immediately report the smell to the Kennesaw State Department of Public Safety and University Police at 470-578-6666
2. Follow evacuation protocols for chemical agents listed in the Hazardous Materials Hazard-Response section
3. Evacuations should be uphill and upwind of the affected area

### *Water*

Water utility failures will be handled on a case-by-case basis depending on the expected duration and extent of the failure. Failures of the water system may require an evacuation or the initiation of a Fire Watch for the affected buildings. Water utility failures will likely cause plumbing issues (i.e. no flushing), which can become a critical issue in the residence halls. All

decisions regarding proper response will be made jointly by the Department of Public Safety and Plant Operations personnel.

## Appendix B

### NIMS/ICS Structure and Requirements

In the event of a large-scale incident involving the Kennesaw State University campus or resources, the National Incident Management System (NIMS) becomes a critical piece in facilitating effective and appropriate assistance based on the size and complexity of the incident.

#### Benefits of Incident Command System

The Incident Command System (ICS) allows KSU personnel and outside responders to meld rapidly into a common management structure to respond to an emergency situation. Incident command allows for management by best practices and helps to ensure the safety of responders, students, faculty, staff, and others. The achievement by objectives process outlined in the ICS structure allows for the efficient use of resources to support the incident response operations.

#### Training

Training requirements associated with NIMS and ICS are based on roles and responsibilities in incident response and the emergency management structure. The U.S. Department of Homeland Security and the U.S. Department of Education recommend all “key personnel” involved in emergency management and incident response take the appropriate NIMS training courses and support the implementation of NIMS.

All key personnel are required to complete four courses in order for Kennesaw State to be considered NIMS compliant. Key personnel are identified as those with a critical role in response, such as the Incident Commander, command staff, general staff, or member of any campus emergency management team. These four courses are:

- ICS-100.c: *Introduction to the Incident Command System*
- ICS-300: *Intermediate Incident Command System*
- ICS-400: *Advanced Incident Command System*
- ICS-700: *NIMS, An Introduction*

Each of these classes can be taught in a classroom setting and are also available online at [training.fema.gov](http://training.fema.gov), with the exception of ICS-300 and ICS-400, which are only available in a classroom setting.

Personnel with a role in emergency preparedness take ICS-100.c, at a minimum, including Crisis Coordinators.

In addition to the requirements for key personnel, leadership personnel who could potentially be in the position to command or manage an incident at Kennesaw State University are recommended to take the following additional NIMS courses:

- ICS-200: *ICS for Single Resources and Initial Action Incidents*
- ICS-800: *National Response Framework, An Introduction*

These courses are only available online.

Finally, it is recommended that Senior and Executive Staff members of Kennesaw State University take ICS-402: *Incident Command System Overview for Executives and Senior Officials*.

### **Structural Components of ICS: Unified Command**

Unified Command is, perhaps, the most important aspect of the Incident Command System for Kennesaw State University. Unified Command enables agencies with different legal, geographical, and functional responsibilities to coordinate, plan, and interact efficiently to appropriately respond to an emergency. Incident commanders from each representative response agency or department will make joint decisions within the Unified Command structure and speak with one voice. As the incident evolves, the lead Incident Commander would change within the Unified Command to match the needs of the incident. For example, as an incident switched from a law enforcement centered response to an active shooter to a medical centered response to deal with the patients, the decisions made by Unified Command would lean more towards law enforcement representatives for the first part and medical representatives for the second.

Under Unified Command, unity of command, which is where each responder reports to only one supervisor, would remain intact. Each agency or department would maintain their own incident command structure, but overarching decisions would be made by the Unified Command and decisions would then be filtered down through the ICS structure. There would be a single set of general staff and/or command staff positions. These positions should be filled by the most qualified and experienced persons available. Decisions on who should fill these positions must be agreed upon by the Unified Command. For example, for a response operation requiring emergency response from fire personnel, law enforcement personnel, and plant operations personnel, there would be a single Operations Section Chief directing all of the tactical operations. There would then be a Branch Director over each of the three emergency response groups to direct their operations.

A Unified Command results in a shared understanding of priorities and restrictions, as well as a single set of incident objectives for all agencies. This allows for collaborative strategies and improved informational flow, both internally and externally. By having all response agencies

following the same strategies and objectives, duplication of effort is decreased and the efficient use of resources increases.

Unified Command allows for a single planning process that produces one Incident Action Plan (IAP) for the incident, instead of each department of agency having their own IAP. Along with coordinated planning activities, logistics and resource ordering can also be coordinated to decrease logistical duplication and increase potential cost saving.

**It must also be understood that University executives will be involved in strategic, and at times, operational decisions.**

During a Level II or Level III emergency, it may be necessary for the President of the University to assemble the President's Cabinet. This decision falls solely to the President or their designee. This assemblage would provide executive level leadership to the emergency's operational response. The Chief of Police or their designee would serve as the direct liaison to the President's Cabinet until during an emergency event. The President's Cabinet Includes:

- President
- Vice President for Government Relations
- Vice President for Advancement and CEO of the KSU Foundation
- Vice President for Administration
- Vice President for Research
- Vice President of Information Technology and Chief Information Officer
- Vice President for External Affairs and Chief of Staff
- Chief Institutional Auditor
- Vice President and Chief Legal Officer
- Director of Athletics
- Vice President of Finance
- Provost and Senior Vice President of Academic Affairs
- Vice President of Enrollment Services
- Vice President for Student Affairs

### **Structural Components of ICS: Command Staff**

The Incident Commander (IC) is the person with overall responsibility for managing the incident by objectives, planning strategies, and implementing tactics. Depending on the severity of the situation, the IC may require the services of Command Staff personnel, which includes a Safety Officer, a Liaison Officer, and/or a Public Information Officer.

- *Safety Officer*: ensures the safety of all on-scene personnel
- *Liaison Officer*: primary contact for supporting agencies and is generally only required during a multi-agency, multi-jurisdictional response

- *Public Information Officer*: responsible for sharing information with University constituencies and the media in reference to the incident. This position will maintain the Executive Cabinet's situational awareness by providing the Cabinet with information updates

### **Structural Components of ICS: General Staff**

Depending on the severity of the incident, the Incident Commander may assign Section Chiefs to direct major functional areas of the incident response. The four major functional areas are: Operations, Logistics, Planning, and Finance/Administration

#### ***Operations***

The Operations Section is responsible for directing and coordinating all incident tactical operations. Generally, the Operations Section Chief is the person with the greatest technical and tactical expertise in dealing with the situation. This section generally expands to include additional layers of supervision as more resources are deployed to maintain a manageable 3-7 person "span of control," which is the number of people that can be effectively supervised by a single person.

As an incident grows larger, the Operations Section may be split based upon function or geography, as the situation dictates. Each situation is different and could require vastly different operational solutions and resources.

#### ***Logistics***

The Logistics Section is responsible for all of the resource and facility support requirements for the incident. Some of the tasks the logistics section may include, but are not limited to: ordering, obtaining, maintaining and accounting for essential personnel, equipment and supplies; providing communication planning and resources; setting up food services for responders; providing support transportation; and providing medical services to incident personnel.

Logistics can be split into Service and Support Branches. The Service Branch includes Communications, Medical, and Food units. The Support Branch includes Supply, Facilities, and Ground Support units. Each of these units provides valuable support to the overall incident operations.

The Communications Unit prepares and implements the Incident Communications Plan, distributes and maintains communications equipment, supervises the Incident Communications Center, and establishes adequate communications over the incident. The Medical Unit develops a medical plan, provides first aid and light medical treatment for personnel assigned to the incident, and prepares procedures for a major medical emergency. The Food Unit supplies the food and potable water for all incident facilities and personnel, and obtains the necessary equipment and supplies to operate food service facilities at Bases and Camps.

The Supply Unit determines the type and amount of supplies needed to support the incident. It is also responsible for ordering, receiving, storing and distributing those supplies, as well as maintaining proper inventory and accountability of supplies and equipment. The Facilities Unit sets up and maintains required facilities to support the incident. This unit is also responsible for facility security and maintenance needs, including sanitation, lighting, and cleanup. The Ground Support Unit prepares the incident Transportation Plan. This unit is also responsible for fueling, maintenance, and repair of ground resources as well as supplying transportation for all personnel, supplies, and food.

### ***Planning***

The Planning Section is responsible for the incident action planning process and information collection and analysis. The planning section is also responsible for tracking resources assigned to an incident, maintaining all incident documentation, and developing demobilization plans and procedures.

The Planning Section can be staffed by four additional units. They are the Resources, Situation, Documentation, and Demobilization units. In addition to these units, any technical specialists or subject-matter experts would be placed in the planning section to aid in proper Incident Action Plan development.

The Resources Unit conducts all check-in activities and maintains the status of all incident resources. This unit plays a significant role in the development of the Incident Action Plan. The Situation Unit collects and analyzes information on the current situation, prepares situation displays and summaries, and develops maps and projections. The Documentation Unit provides duplication services, including the written IAP, and maintains incident-related documentation. The Demobilization Unit assists in ensuring that all resources are released from the incident in an orderly, safe, and cost-effective manner.

### ***Finance/Administration***

The Finance/Administration Section monitors costs associated with the response and provides cost analysis, as needed. This section is involved in contract negotiating and monitoring, timekeeping, damage or injury compensation, and documentation for reimbursement. The Finance Section can be split into four units: Procurement, Time, Cost, and Compensations/Claims.

The Procurement Unit is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements. The Time Unit is responsible for all incident personnel time-recording needs. The Cost Unit is responsible for collecting all cost data, performing cost-effectiveness analysis, providing cost estimates, and making cost-saving recommendations. The Compensation/Claims Unit is responsible for the overall management and direction of all

administrative matters pertaining to compensation for injury-related and claims-related activities kept for the incident.

These structures would be assigned by the Incident Commander in incidents where the IC could not appropriately handle all four aspects due to incident size or complexity.

### **Pre-Determined Incident Commanders**

Although it's understood that the first arriving first responder (likely a KSU Police Officer) will start off as incident commander, in an attempt to alleviate confusion as to which incident response agency/department is expected to take the lead during emergency situations, the following list of potential hazardous incidents identifies an associated agency or department to take the lead. As with any emergency situation, it is important to remember that mitigating circumstances can supersede this list.

*Acts of Violence* – Chief of Police or designee

*Utility Outage* – Assistant Vice President of Facilities Services or designee

*Hazardous Materials Spill* – Director of Environmental Health and Safety or designee

*Hazardous/Inclement Weather* – Director of Emergency Management or designee

*Earthquake* – Director of Emergency Management or designee

*Medical Emergency* – Metro Ambulance (Chief of Police or designee until Metro Ambulance or Cobb County Fire personnel arrive)

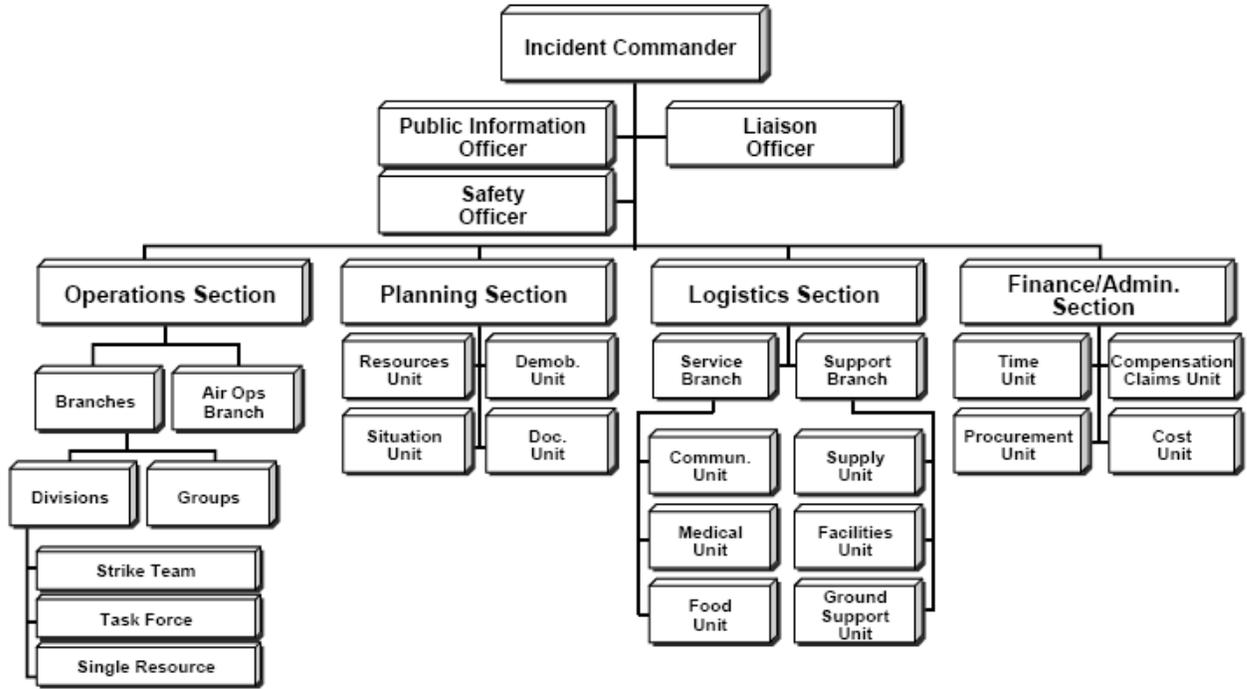
*Fire* – Cobb County or Marietta Fire (Chief of Police or designee until Fire personnel arrive)

*Pandemic* – Director of WellStar Student Health Services or designee

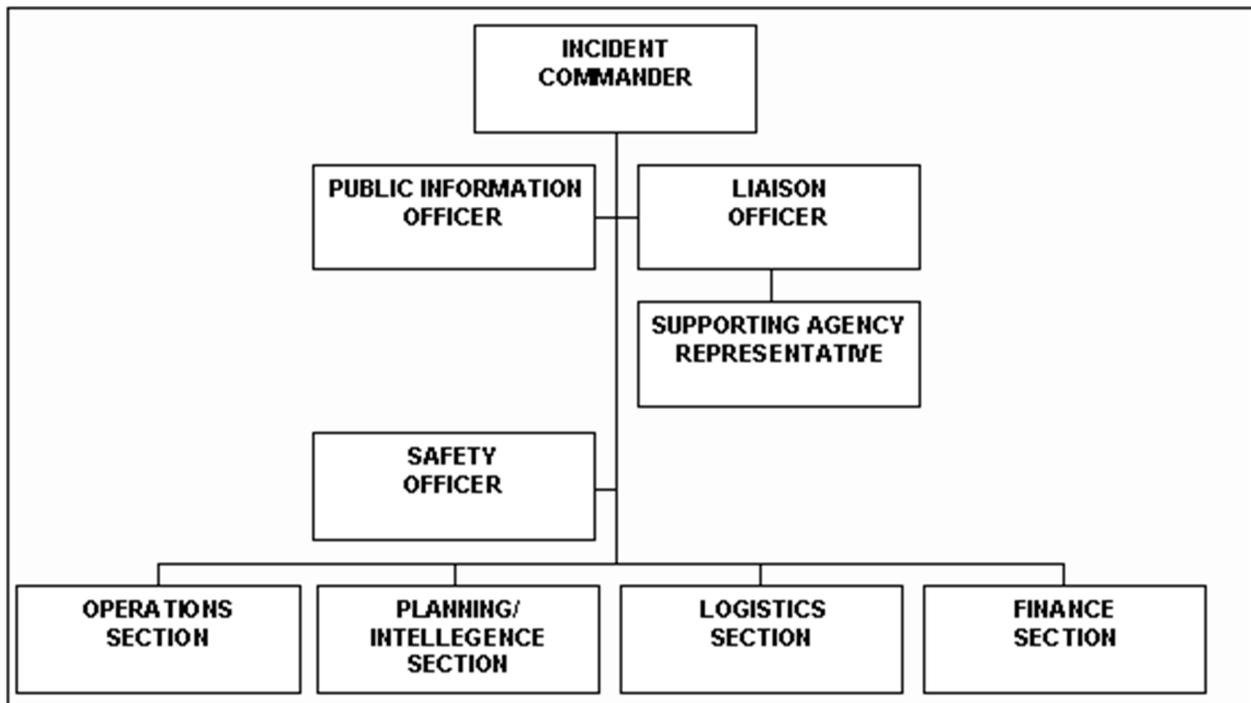
**It must also be understood that University executives will be involved in strategic, and at times, operational decisions. The Vice President of Operations will serve as the senior university executive for incidents that occur on campus.**

**Incident Command Charts**

*Full ICS Structure*



*Incident Command General and Command Staff Only*



## **Incident Command Forms**

Most incidents require record-keeping techniques to allow for proper documentation of the event. The requirements for each event, like the events themselves, will vary depending upon the agencies involved and the nature of the incident. To allow for a streamlined approach to documentation, 21 ICS forms have been made available by the Department of Homeland Security. For KSU's purposes, the following ten forms are the most likely to be implemented during any large-scale event or emergency at Kennesaw State University.

### *ICS 201 – Incident Briefing Form*

This form provides the incident command/unified command and general staff with basic information regarding the incident situation and the resources allocated to the incident. This form also serves a permanent record of the initial response to an incident.

### *ICS 202 – Incident Objectives*

This form serves as the first page of a written Incident Action Plan (IAP) and describes the basic strategy and objectives for use during each operational period.

### *ICS 203 – Organizational Assignment List*

This form, typically used as the second page of the IAP, provides information on the response organization and personnel staffing of the incident.

### *ICS 204 – Division/Group Assignment List*

This form is used to inform personnel of their assignments after the objectives are approved by incident command/unified command.

### *ICS 205 – Incident Communications Plan*

This form provides a single location for all communications equipment assignments for each operational period.

### *ICS 206 – Incident Medical Plan*

This form provides information on incident medical aid stations, ambulances, hospitals, and medical emergency procedures.

### *ICS 207 – Incident Organization Chart*

This form allows for a visual wall chart depicting the ICS organization position assignments for the incident.

*ICS 209 – Incident Status Summary*

This form can be utilized as a situational report to give an overall view of the most recently completed operational period accomplishments and needs for the next operational period.

*ICS 211 – Check-in List*

This form is used to check in personnel and equipment arriving at or departing from the incident.

*ICS 214 – Activity Log*

This form records details of notable activities and events. It provides a basic documentation of incident activity to be used as a reference for after-action reports (AARs).

## Appendix C

### Emergency Notification System Standard Operating Procedure

#### *Purpose*

The Kennesaw State University Emergency Notification System Standard Operating Procedure (SOP) provides guidelines regarding the activation of the multi-faceted Emergency Notification System deployed to inform all KSU faculty, students, and staff of an emergency situation on or close to campus. All KSU faculty, students, and staff should become knowledgeable of the University's emergency notification procedures and ensure their personal information remains updated in OneUSG (for faculty and staff) and Owl Express (for students).

Activation of the Emergency Notification System will typically be initiated by the Public Safety Communication Center or the Office of Emergency Management.

#### *Concept of Operations*

The Kennesaw State University Emergency Notification system can be activated for any emergency event affecting a large area of either the Kennesaw or Marietta campus. The following individuals can authorize the activation of the Emergency Notification System:

- *President*
- *Vice President of Finance*
- *Vice President of Administration*
- *Chief Legal Officer*
- *Chief of Police*
- *Director of Emergency Management*
- *Deputy Chief of Police*
- *Assistant Director of Emergency Management*
- *Emergency Management Coordinators*
- *Communications Center Manager*
- *Any Department of Public Safety Command Staff member*
- *Patrol Officer in Charge*

The Chief of Police and Director of Emergency Management should be notified of any event necessitating the activation or partial activation of the Emergency Notification System, regardless of time, situation, location, or severity.

### *Operational Guidelines*

The Emergency Notification System is to be used for emergency messages only. Routine notifications should not be broadcast to the entire faculty, student, and staff population except in extraordinary circumstances. A routine broadcast to the entire faculty, student, and staff populations must be approved by the Chief of Police or the Department of Strategic Communications and Marketing.

The following methods may be deployed as part of the Emergency Notification System:

- Emergency Outdoor Warning Sirens
- Mass Notification System (Rave Alert)
- Alertus Emergency Desktop Alert System
- Campus Advisory Webpage
- Social Media
- KSU MotoTRBO UHF Radio System

A notification may require only a partial activation of the Emergency Notification System. Three types of events would necessitate a full activation:

1. Active Shooter/Act of Violence in progress on or near campus
2. Tornado Warning
3. Major Hazardous Materials release on or near campus

The Special Event Incident Command has the authority to active the sirens nearest to the special event, especially at the Stadium.

These three types of events pose the greatest threat to the greatest portion of the Kennesaw State University campuses. Beyond these three major emergency events, smaller emergencies may necessitate activation of part of the Emergency Notification System.

Each potential hazard is listed below with the recommended notification methods:

*Active Shooter/Act of Violence in progress on or near campus – ALL*

*Tornado Warning – ALL*

*Major Hazardous Materials release on or near campus – ALL*

*Bomb Threat – Method of deployment will be determined by Incident Command*

*Civil Disturbance – Social Media, KSU MotoTRBO UHF Radio System, others as determined by Incident Command*

*Medical Emergency* – KSU MotoTRBO Radio System

*Severe Weather Watches* – KSU MotoTRBO Radio System, Social Media

*Severe Thunderstorm Warning* – KSU MotoTRBO Radio System, Social Media

*Inclement Weather (Campus Closure)* – Mass Notification System, Campus Advisory Webpage, Social Media, Alertus Emergency Desktop Alert (if closure is announced during the day)

*Earthquakes* – Typically, self-announced with no prior warning

*Fire or Fire Alarm* – KSU MotoTRBO Radio System

*Utility Failure* – The location(s), severity, and impact of the utility failure will determine the notification protocol to be implemented

All other events will be at the discretion of the Chief of Police, Deputy Chief of Police, or Director of Emergency Management, or their designee.

During an emergency, update notifications should be sent every 8-10 minutes to continually inform the Kennesaw State population of the most accurate information and response guidelines. These updates can include a reaffirmation that the event is ongoing and to maintain response actions, additional information relevant to the emergency that was not immediately available at the initial broadcast, or changes in the recommended response actions. At the conclusion of an emergency event, the campus population will be notified by an “all clear” broadcast.

### **Special Considerations for a Tornado Warning**

Since a Tornado Warning is issued by the National Weather Service and uses Common Alerting Protocol (CAP) standards, Kennesaw State University has leveraged available technologies to automatically generate Tornado Warning notifications through Rave Alert. This means that Rave Alert will automatically send out a text, email, and voice call message to all persons in the Rave Alert system, notifying them that a Tornado Warning has been issued for Cobb County and to seek shelter immediately. The Rave Alert system will also automatically activate the Alertus Desktop Override System during a Tornado Warning and broadcast the message to all KSU Desktop computers. This automatic activation allows for the quickest possible deployment of the Tornado Warning information to the general public and allows for the greatest amount of time to find safe sheltering.

**If the Communication Specialists on duty in Kennesaw State University’s Public Safety Communications Center does not receive the RAVE Alert within 90 seconds, the Communications Center should manually activate the RAVE Alert system.**

## *Notification Methods*

### *Emergency Warning Sirens*

Kennesaw State University has six (6) sirens to notify the campus community of an immediate threat: three (3) on the Kennesaw Campus, one (1) at KSU Center, and two (2) at the Sports Park/Stadium area. These sirens can be activated by a variety of means by the Department of Public Safety and University Police and Office of Emergency Management. Cobb County EMA has one siren serving the Kennesaw Campus and two sirens serving the Marietta Campus. All three are activated by Cobb County EMA. The warning sirens at the Kennesaw Campus are omnidirectional sirens that have prerecorded messages to indicate the type of emergency situation that is occurring on campus. The siren warning system is only used for situations that require the KSU community to take shelter indoors immediately from an imminent threat. This system is tested on the first Wednesday of every month.

### *Mass Notification System*

The Mass Notification system is designed to send rapid emails, text messages, and/or phone message announcements to all faculty, staff, and students. Unlike many other universities nationwide, the system at Kennesaw State is an “opt out” system. This means that faculty, staff, and student data is automatically uploaded into the system and does not require the receiver to register for the system. The system has the ability to send text, email, and voice calls as well as push information out to social media platforms. Currently, Kennesaw State deploys Rave Alert as its mass notification system. This system is tested bi-annually in September and February.

In the Rave Alert system, template messages have been created to allow for quick deployment of the mass notification system. These messages are subject to character limitations for text messages, but are not limited for email and voice notifications. All messages should attempt to inform the receiver what is going on and what action(s) should be taken to immediately provide for their personal safety.

Follow-up messages should be sent every 5-8 minutes during an event to provide adequate updates.

### *Alertus Emergency Desktop Override System*

When activated, an emergency notification message window will pop-up and be displayed on all computer monitors campus-wide. This message will remain on all computer screens until cancelled by original sender. This system also populates the scrolling marquee and digital signage across campus with the same message. This system is tested on the first Wednesday of every month.

### *Campus Advisory Page*

The Campus Advisory page can be used for emergency or non-emergency messages and is linked directly to the front page of the Kennesaw State website. This page can be accessed at [www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories). Additionally, Kennesaw State University has activated a Health Advisories page, which can be accessed at [www.kennesaw.edu/healthadvisory](http://www.kennesaw.edu/healthadvisory).

### *Social Media*

Kennesaw State University Department of Public Safety and University Police maintains a Facebook™ page ([www.facebook.com/KSU.police1](http://www.facebook.com/KSU.police1)) and the Office of Emergency Management maintains a Facebook™ page ([www.facebook.com/kennesawstateOEM](http://www.facebook.com/kennesawstateOEM)) and Twitter™ (@KSU\_Safety) account. These social media accounts are maintained to provide daily valuable information to the Kennesaw State community. This includes weather updates, preparedness tips, and event announcements. The social media platforms are also used during emergency situations as a means of notification. Emergency notifications through social media would also be pushed to the main Kennesaw State Facebook page and Twitter feeds.

### *KSU MotoTRBO Radio System*

While not traditionally considered part of the Emergency Notification System, the KSU MotoTRBO Radio System would be activated during an emergency situation to notify the crisis coordinators, who are trained to initiate emergency response protocols in their buildings. This radio system serves as a conduit of information to these trained responders and provides situational awareness and follow-up information during a crisis.

### *Other Notification Methods*

There are some other notification methods that can be implemented in response to an emergency event. Some of these methods include, but are not limited to: Code Red System (through Cobb County EMA), HAM Radio System, and Fire Alarm Public Address Systems (in some buildings). These methods would be implemented on an as-needed basis.

Additionally, media outlets will be provided information during certain situations, such as a campus closure, to provide additional community notification. These decisions will be made by the Department of Strategic Communications and Marketing with input from the President, Chief of Police, the Director of Emergency Management, or their designee. All media releases will be coordinated with assisting jurisdictions and public safety agencies.

All notification activations involving the Mass Notification System, Emergency Desktop Alert System, KSU MotoTRBO Radio System, and Social Media must also have an “all clear” message at the conclusion of an emergency event to initiate a return to normal operations.

### *Keys to Successful Emergency Notification*

To provide for the most successful deployment of the Kennesaw State Emergency Notification System, the following items should be kept in mind during all activations.

- Decisions to alert should be made quickly to provide the faculty, students, and staff of KSU the greatest amount of time to respond to the emergency or threat
- Messages should be descriptive and provide action recommendations, while staying within the character limitations of the message
- Use templates, when applicable, for efficiency
- Provide follow up information for any emergency notification system activation

### *Mass Notification System Templates*

Kennesaw State University Office of Emergency Management has established templates for use in the mass notification system during an emergency. These templates have been created for use on both the Marietta and Kennesaw campuses.

*Note: Templates have been created that pre-populate the [insert campus] notation in these templates*

#### *Armed Intruder*

*Text:* KSU Alert: [insert campus]: Armed Intruder reported at Kennesaw State. Seek shelter in a secure location until further notice. Lock all doors and windows.

*Email:* KSU Alert: This is an Alert from the Kennesaw State University Department of Public Safety and Office of Emergency Management. An armed intruder has been reported on the Kennesaw State University [insert campus]. Immediately seek shelter in a secure location and remain there until further notice. Lock all doors and windows. If you are outdoors, seek shelter in the nearest secure location. If you are off campus, do not enter the [insert campus]. All campus streets are closed.

For more information, visit [www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories).

*Voice:* KSU Alert: [insert campus]: An armed intruder has been reported on the Kennesaw State University [insert campus]. Seek shelter immediately in a secure location and remain there until further notice. Lock all windows and doors. If you are outdoors, seek shelter in the nearest secure location. If you are off campus, do not enter the [insert campus].

### Campus Closure – Inclement Weather

*Text:* KSU Alert: Kennesaw State University will be closed on (day/date) due to inclement weather. Refer to your KSU email for more details.

*Email:* KSU Alert: This is an emergency alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. Kennesaw State University will be closed on (day/date) due to inclement weather. Continue to follow local media or visit [kennesaw.edu/advisories](http://kennesaw.edu/advisories) for additional information.

*Note:* *Campus Closure messages will likely require additional, incident-specific crafting for clarity. The above messages are only the framework for the overall message.*

### Civil Disturbance

*Text:* KSU Alert: [insert campus]: Shelter indoors immediately due to a campus emergency situation on the Kennesaw State Kennesaw campus. Lock all doors and windows.

*Email:* KSU Alert: This is an emergency alert from the Kennesaw State University Department of Public Safety and Office of Emergency Management. Seek shelter indoors immediately and remain sheltered until further notice due to a campus emergency situation on the [insert campus]. If you are outdoors, seek shelter immediately in the nearest location. Lock and secure doors and windows. Contact the Department of Public Safety at 470-578-6666 to report any suspicious or dangerous behavior.

For more information, visit [www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories).

*Voice:* KSU Alert: This is an emergency alert from the Kennesaw State University Department of Public Safety and Office of Emergency Management. Seek shelter indoors immediately and remain sheltered until further notice due to a campus emergency situation on the [insert campus]. If you are outdoors, seek shelter immediately in the nearest building. Lock and secure doors and windows. Contact the Department of Public Safety at four seven zero five seven eight six six six six to report and suspicious or dangerous behavior.

### Evacuation

*Text:* KSU Alert: [insert campus]: Kennesaw State is ordering the immediate evacuation of campus. Leave campus quickly and orderly on foot. More information to come.

*Email:* KSU Alert: [insert campus]: This is an Alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. Kennesaw State is ordering the immediate evacuation of the [insert campus]. Please leave the campus quickly in an orderly fashion. To expedite this evacuation, please evacuate by foot or bicycle away from the Kennesaw State [insert campus]. Local law enforcement will help direct you to safe areas off campus.

*Voice:* KSU Alert: [insert campus]: This is an Alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. Kennesaw State is ordering the immediate evacuation of the [insert campus]. Please leave the campus quickly in an orderly fashion. To expedite this evacuation, please evacuate by foot or bicycle away from the Kennesaw State [insert campus]. Local law enforcement will help direct you to safe areas off campus.

### Hazardous Materials

*Text:* KSU Alert: [insert campus]: Shelter indoors immediately away from windows and doors due to a Hazardous Materials release near the Kennesaw State Kennesaw campus

*Email:* KSU Alert: This is an alert from the Kennesaw State University Department of Public Safety and Office of Emergency Management. Seek shelter indoors immediately and remain sheltered until further notice due to a Hazardous Materials release on or near the [insert campus]. If you are outdoors, seek shelter immediately in the nearest building. Shelter in an interior room away from windows and doors.

For more information, visit [www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories)

*Voice:* KSU Alert: [insert campus]: This is an alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. Seek shelter indoors immediately and remain sheltered until further notice due to a hazardous materials release on or near the [insert campus]. If you are outdoors, seek shelter immediately in the nearest building. Shelter in an interior room away from windows and doors.

KSU Test Alert

*Text:* KSU Alert: This is a test of the Kennesaw State University emergency alert system. This is only a test.

*Email:* The Kennesaw State University Department of Public Safety and Office of Emergency Management has partnered with Rave Mobile Safety to provide an emergency alert system to notify you via text message, email, and phone about a possible emergency situation that could affect lives or property on both the Kennesaw and Marietta campuses. Examples of emergency messages include crime alerts and alerts of potentially dangerous weather events.

Emails will be sent to your official Kennesaw State University email address, and text and phone notifications will be sent to the telephone number on record with KSU. If you are a student, you may update your contact information in Owl Express. If you are an employee, you may update your contact information within OneUSG Connect. If your affiliation with the university is as a student and an employee, the contact information in Owl Express and OneUSG Connect must be updated to accurately receive alert messages.

Owl Express: <https://owlexpress.kennesaw.edu>

OneUSG Connect: <https://oneusgconnect.usg.edu>

Language preferences and opt-out options may be set within the Rave console. You may log in to the Rave console using your NetID and password at <https://www.getrave.com/login/kennesaw>.

For questions about accessing the Rave console, please contact the KSU Service Desk.

Students: by Phone: 470-578-3555 or by e-mail: [studenthelpdesk@kennesaw.edu](mailto:studenthelpdesk@kennesaw.edu)

Faculty/Staff: by Phone: 470-578-6999 or by e-mail: [service@kennesaw.edu](mailto:service@kennesaw.edu)

For any questions regarding the Kennesaw State University Emergency Alert System, please contact the Office of Emergency Management at [oem@kennesaw.edu](mailto:oem@kennesaw.edu)

Sincerely,

KSU Department of Public Safety and Office of Emergency Management

*Voice:* KSU Alert: This is a test of the Kennesaw State University emergency alert system. This is only a test. If this had been an actual emergency, this message would have been accompanied by a description of the type and location of emergency and emergency response recommendations. This is only a test.

### Tornado Warning

*Text:* KSU Alert: The National Weather Service has issued a Tornado Warning for Cobb County. Seek shelter indoors immediately!

*Email:* KSU Alert: This is an emergency alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. The National Weather Service has issued a Tornado Warning for Cobb County. Seek shelter immediately in the interior of a building, away from windows and doors. If you are outdoors or in a vehicle, get inside a building immediately. This is a dangerous situation. Again, Cobb County is under a Tornado Warning. Immediately, seek shelter in the interior of the building away from windows and doors.

*Voice:* KSU Alert: The National Weather Service has issued a Tornado Warning for Cobb County. Seek shelter immediately in the interior of a building away from windows and doors. If you are outside or in a vehicle, seek shelter indoors immediately. This is a dangerous situation. Again, the National Weather Service has issued a Tornado Warning for Cobb County. Seek shelter indoors immediately.

### Tornado “All Clear”

*Text:* KSU Alert: The National Weather Service has discontinued the tornado warning for the Kennesaw State campuses. Resume normal activities

*Email:* KSU Alert: This is an emergency alert from the Kennesaw State Department of Public Safety and Office of Emergency Management. The National Weather Service has discontinued the tornado warning for both Kennesaw State Campus areas. Be cautious in returning to your normal activities. Call the KSU Department of Public Safety at 470-578-6666 to report any injuries, gas or chemical smells, or damage to your building.

*Voice:* KSU Alert: The National Weather Service has discontinued the Tornado Warning for both Kennesaw State Campus areas. Be cautious as you return to your normal activities. Call the Kennesaw State Department of Public Safety at 470-578-6666 to report any injuries, gas or chemical smells, or damage to your building.

## Appendix D

### Recovery Annex

#### *Purpose*

Emergency situations may require the immediate response of contractors to strengthen facilities, start immediate actions to prevent further damage to facilities and property, and conduct assessments of damage. This appendix establishes procedures for using pre-qualified contractors that were identified through a University System of Georgia qualifications-based selection process as having the requisite abilities to respond to emergency situations that may occur on campus.

#### *Discussion*

Pre-qualified contractors have been identified through a qualifications based selection process. This process focuses on qualifications and not necessarily pricing. Kennesaw State University is responsible for monitoring contractor activities to ensure the best use of fiscal resources. Furthermore, Kennesaw State University will develop additional relationships and vendor arrangements for continuity of operations needs specifically to meet the mission of the university.

#### *Authorities*

Only the following KSU personnel (or their designee, in their absence) have the authority to initiate a contractor response for immediate disaster recovery purposes:

- a. Vice President of Administration
- b. Vice President of Finance
- c. Director of Environmental Health and Safety
- d. Associate Vice President of Facility Services
- e. Assistant Vice President for Public Safety and Chief of Police
- f. Director of Emergency Management
- g. Director of Housing (residence halls)

#### *Pre-Qualified Vendors*

- a. University System of Georgia Pre-Qualified Vendors can be found on their Disaster Recovery Services page at
- b. [http://www.usg.edu/safetysecurity/disaster\\_recovery](http://www.usg.edu/safetysecurity/disaster_recovery)
- c. Additional vendors that may be used for KSU are:
  - a. Local Generator Company
  - b. Local Equipment Agency
  - c. Fencing, Temporary Shelter, Port-o-Potty, etc

- d. Other vendors as part of the emergency recovery process can be used without going through the standard procurement process if approved by the Vice President of Finance.

### *Procedure*

#### *Request for Contractor Response*

1. Authorizing official will contact a pre-qualified vendor providing available information such as: type of event, visible damage, specific location of facility and damaged area, location of any hazard materials that may interfere with the response, and where to report to when arriving on campus.
2. Contractor(s) should be selected from the pre-qualified contractor list and contacted using the information provided.

#### *Initial Assessment/Estimate*

1. Contractor will conduct an initial assessment of the grounds and/or facility to determine elements of a response.
2. Projected costs for stabilization activities will be obtained from the contractor within 24 hours to include initial scope of activities.
3. The NON-EXCLUSIVE FACILITY DISASTER RESTORATION AND RECOVERY SERVICES CONTRACT has been developed for use in such situations. Pre-qualified vendors have agreed to sign the contract as required. Authorizing official will request a price list from vendor for services to be provided. NOTE: this does not prohibit the institution from negotiating pricing, etc. with vendors.

#### *Information and Updates*

Contractors may request information about the institution and/or conduct a site visit to gather information about the institution.

Updated vendor lists will be periodically received from the Board of Regents office and will be attached to this appendix.

## Appendix E

### Continuity of Operations Planning

Emergency planning, including continuity of operations planning, is a critical function for the University. In addition, it is good business practice. Kennesaw State University (KSU) must have the capability to conduct critical operations during an emergency and to resume others rapidly and efficiently once the immediate crisis has passed. While the impact of an emergency cannot be predicted, planning for operating under such conditions can mitigate impacts on our people, our facilities, and our mission.

The purpose of the Continuity of Operations Plan (COOP) is to ensure continued operation of critical functions in the event of an emergency that requires continued operations and to ensure a rapid response to any emergency situation requiring continuity plan implementation.

The COOP contains administrative and academic department plans that allow them, and their respective sub-departments, to define their critical assets and functions. KSU uses QualiReady to capture departmental plans; **Departmental plans are the backbone of the University COOP Plan.** Not only will departmental plans ensure that critical functions are met during a disaster, but the planning process itself will strengthen the resiliency of the various departments on campus. Information gathered from the departmental plans is used to update the University's comprehensive COOP, focusing on strategic and potentially business-halting critical functions and solutions.

The University's COOP is a companion to and consistent with the campus Emergency Operations Plan, which delineates the policies and procedures related to the response and management of an emergency.

A wide variety of disruptive events may cause the need for a COOP to be implemented. It could be a disaster that is wide in scope (terrorist bombing, wildfire across campus) or localized (fire in your building, or long-term network outage in your building). It could be anticipated with plenty of warning (ice storm) or happen quite suddenly (explosion). Additionally, it would not be unusual for more than one event to happen simultaneously.

Other examples include:

- Sustained power outage
- Major damage to buildings on campus (fire, earthquake, weather)
- Biotxin/Investigation
- Pandemic infections disease causing loss of personnel
- Sustained closure for severe winter weather

- Significant water damage to an area
- Sudden loss of key personnel and/or system(s)

The goal of continuity planning is to enable the University to continue its mission despite these events. Some departments – the health center or police department, for example – may be expected not only to continue, but to expand their services during these times.

The COOP is designed to address the activities necessary in the immediate aftermath of a disaster, as well as short-term and long-term plans (up to 30 days) with focus on continuing essential functions. The plan would become extremely important in the event of a catastrophic event that would disable a building or system for an extended time period.

The COOP should cover all University operations, colleges, departments, and service areas, including contracted operations. Using an all-hazards approach, the COOP plan ensures that regardless of the event, critical functions will continue to operate and services will continue to be provided, to the extent possible, to faculty, staff, and students. This approach anticipates the full range of potential emergencies, from those that cause the temporary interruption of a single function to the shutdown of the entire campus or region requiring the suspension of all non-critical functions and the relocation of critical functions to an alternative site for an extended period of time.

A Critical Function is an activity that is essential to the core mission of the organization. For disaster planning, **a Critical Function is one that must be continued throughout disaster, or resumed soon after a disaster event, to ensure either the viability of the department, or its ability to serve its customers.**

The methodology used in this planning tool defines **four levels of criticality**:

- **Critical 1:** Must be continued at normal or increased service load. Cannot pause. Necessary to life, health, security. (Examples: inpatient care, police services).
- **Critical 2:** Must be continued if at all possible, perhaps in reduced mode. Pausing completely will have grave consequences. (Examples: health services for students, functioning of data networks, at-risk research)
- **Critical 3:** May pause if forced to do so, but must resume in 30 days or sooner. (Examples: classroom instruction, research, payroll, student advising)
- **Deferrable:** May pause; resume when conditions permit. (Examples: routine building maintenance, training, marketing).

For more information on Kennesaw State University's Continuity of Operations program, see the Kennesaw State University Continuity of Operations Plan, which is separate from this document.

**Appendix F**

**Board of Regents Emergency Notification Plan**

BOARD OF REGENTS OF THE  
UNIVERSITY SYSTEM OF GEORGIA

**EMERGENCY  
NOTIFICATION PLAN**

*Revised January 2017*

University System of Georgia  
Emergency Notification Plan

Rev. January 2017

## **Part I. Purpose, Scope & Authority**

### **A. Purpose**

To establish procedures for University System of Georgia (USG) Unit(s), University System Office Departments/Divisions to notify University System Office core personnel of incidents or emergency situations.

### **B. Scope**

This Emergency Notification Plan applies to all USG Unit(s) and USO Departments/Divisions.

### **C. Authority**

This plan is developed under the authority of the Chancellor for the Board of Regents of the University System of Georgia.

### **D. Responsibility**

1. The USO Safety and Security office will be responsible for conducting an annual review of the Emergency Notification Plan, completing revisions as required.
2. USG Units are responsible for maintaining accurate, up-to-date contact information for core personnel and providing the information to the USG Chief of Police.
3. USG Chief of Police/Alternate, Vice Chancellor for Communications and Governmental Affairs/designee and Executive Vice Chancellor for Administration will coordinate notifications to the Board of Regents, and/or other agencies as required.

### **E. Distribution**

This plan will be disseminated to:

1. Core USO personnel identified in Part II.
2. Core USG Unit personnel identified in Part II.
3. Copy of this plan will be included in each institution Emergency Action/Operations Plan as an appendix or annex.

### **F. Requests for USG Resources**

1. Each institution will complete and submit a critical resource inventory when requested by the USG Chief of Police for inclusion in the USG Coordination Plan. NOTE: dependent upon specific situations or needs, the USG Chief of Police may request inventory updates or resource information apart from GEMA requests.
2. Requests received from, or in response to Georgia Emergency Management Agency requests:

## University System of Georgia Emergency Notification Plan

Rev. January 2017

In the event USG resources, personnel and/or equipment are requested by the Georgia Emergency Management Agency, the USG Chief of Police will be notified and will coordinate the response to the request.

3. Requests received by USG Unit(s) by local agencies, or in response to localized emergency:

The USG Unit will coordinate requests received by USG Unit (s) in response to local mutual aid response agreements. USG units will direct requests for resources beyond their capability to the USG Chief of Police.

### G. Notification Procedure

Institutions and USO personnel will notify the USG Chief of Police as defined in Parts II & III, and/or when a request is received for resources in response to an emergency as noted in F above as follows:

1. Bruce Holmes, USG Chief of Police  
Cell 678-561-4745  
Cell 404-831-2959  
Office 404-962-3157  
Email [bruce.holmes@usg.edu](mailto:bruce.holmes@usg.edu)

In the event the Chief cannot be contacted:

2. Lacey Kondracki, Inspector  
Cell 404-416-0049  
Office 404-962-3189  
Email [Lacey.kondracki@usg.edu](mailto:Lacey.kondracki@usg.edu)
3. Sandra Neuse, Associate Vice Chancellor for Development & Administration  
Office 404-962-3162  
Cell 404-831-2961  
Email [Sandra.Neuse@usg.edu](mailto:Sandra.Neuse@usg.edu)

### F. USO Notifications

Dependent upon situation reported, the USG Chief of Police/alternate may notify:

1. Chancellor
2. Executive Vice Chancellor of Administration
3. Vice Chancellor for Communications and Governmental Affairs
4. Others as required by situation/incident

University System of Georgia  
Emergency Notification Plan

Rev. January 2017

## **Part II. Definitions**

### **A. Situation Definitions**

For the purposes of this Emergency Notification Plan, situations are defined as follows:

1. **Disaster** – Any event or occurrence that seriously impairs or halts the core operations of the USG Unit or USO Department/Division. Event could have occurred contiguous to the USG Unit or USO Department/Division requiring the Unit or Department/Division to respond. In some cases, mass casualties and severe property damage may be sustained.
2. **Emergency** – Any incident, potential or actual, which negatively impacts an entire building or buildings, or human life or well-being, and which disrupts the overall operation of the Unit or Department/Division.
3. **Emergency Conditions** – Conditions that are developing, or have the potential to develop, that could threaten the safety/security of the Unit or Department/Division personnel and facilities.
4. **Incident** – Any situation or event that may result in the temporary disruption of operations; impair the use of facilities; or place the institution or System at greater risk. The primary threat to the institution may have ended or been greatly reduced.

### **B. USG Unit Core Personnel**

1. President
2. Chief Business Officer
3. Chief Information Officer
4. Chief Academic Officer
5. Emergency Coordinator
6. Physical Plant Director
7. Chief of Police
8. Media Relations

### **C. USO Core Personnel**

1. Chancellor
2. Executive Vice Chancellor of Administration
3. Vice Chancellor for Communications and Governmental Affairs
4. Vice Chancellor of Legal Affairs
5. Vice Chancellors – as required
6. USG Chief of Police

University System of Georgia  
Emergency Notification Plan

Rev. January 2017

**Part III. General Responses/Notifications**  
USG Unit(s)

The following diagram provides general guidance for USG Unit(s) and USO in notifying the Director of Safety & Security, USO.

	Event			
	Incident	Emergency Conditions	Emergency	Disaster
<b>Definition</b>	Any situation or event that may result in the temporary disruption of operations; impair the use of facilities; or place the institution or System at greater risk. The primary threat to the institution may have ended or been greatly reduced.	Conditions that are developing, or have the potential to develop, that could threaten the safety/security of the Unit or Department/Division personnel and facilities.	Any incident, potential or actual, which negatively impacts an entire building or buildings, or human life or well being, and which disrupts the overall operation of the Unit or Department/Division.	Any event or occurrence that seriously impairs or halts the core operations of the USG Unit or USO Department/Division. Event could have occurred contiguous to the USG Unit or USO Department/Division requiring the Unit or Department/Division to respond. In some cases, mass casualties and severe property damage may be sustained.
<b>Operations</b>	No disruption to minor disruption	Minor temporary disruption	Medium to severe interruption	Full interruption of operations
<b>Duration</b>	Generally event has concluded prior to being reported	Predictable amount of time, generally not exceeding 48 hours	Extended period of time in the response and recovery from the event.	Extended period of time to allow for recovery
<b>Response</b>	Limited to standard USG Unit, USO response(s)	USG Unit/USO, or local services responses	Low to high response required from USG Unit, USO and/or off-campus personnel.	Significant response from local, state and/or federal agencies, as well as other USG Unit(s) or USO personnel.
<b>Notification</b>	USG Chief of Police is notified as soon as practicable to allow for timely System office notifications and mitigation of risk.	USG Chief of Police is notified as soon as possible.	USG Chief of Police is notified as soon as possible.	USG Chief of Police is notified as soon as possible.
<b>Examples</b>	Serious crimes, such as felonies, involving students, on or off campus; facility evacuations due to fires or threats of violence.	Threats of violence or harm to others have been received; Confirmed case of Pandemic type flu	Long-term power outages, other than routine maintenance/repairs; structure failures.	Severe flooding, and/or facility damage, injuries, from severe weather event.

## Appendix G

### Pandemic Flu/Public Health Response Plan

It is important to be prepared for any kind of public health issue. Kennesaw State University takes an all-hazards approach including health services planning efforts.

#### *Concept of Operations*

The keys to public health response include:

- Quick response from health services, university leadership, and local public health
- Confirming the threat
- Identifying those exposed and/or at risk
- Effective communication plan
- Treatment

The initial response includes:

#### *Notification of Executive Leadership*

1. The Medical Director of Health Services may request to convene a meeting with members of the President's Cabinet to discuss the situation and/or request that the group be alerted to prepare for coordination of the University's response.
2. Health Services, Dean of Students, Human Resources and/or Provost will collaborate to determine target individuals who may be at risk.
3. The Medical Director of Health Services will collaborate with, provide on-going situational updates to, and serve as the primary medical/health resource for executive leadership.
4. The Medical Director of Health Services will notify Cobb & Douglas Douglas Public (CDPH) Health. Note: Cobb & Douglas Public Health Epidemiology Department's first action will be to confirm the case. Additional actions at campus level (such as prophylaxis) do not need to happen until/unless case is confirmed by either hospital or Public Health lab confirmation
5. The Medical Director of Health Services will notify the Dean of Students and Director of Emergency Management; the Office of Emergency Management will provide logistical

support to Health Services, and the Office of the Dean of Students will assist with any needed student support/coordination and parent/family services.

### ***Priority Actions/Decisions***

#### **A. Health Services**

- The Medical Director of Health Services (or Health Services' designee) will be responsible for coordinating the efforts of Health Services and for preparation of the clinic office, facilities, and staff to respond to inquiries and administer preventive treatment.
- As part of a coordinated response, Health Services will collaborate closely with the Office of Health Promotion and Wellness in the preparation of educational materials for distribution to patients as they arrive at Health Services. These materials will also be distributed as needed to educate specific groups of people (or the community in general).
- The Medical Director will contact Cobb Douglas Public Health to notify them of the situation and to initiate a collaboration of Public/Community Health and campus efforts.
- Any suspect case being sent to healthcare facility (or KSU medical director or CDPH) needs to inform either the hospital ED or health department BEFORE arrival for masking/isolation of patient before they sit in the waiting room potentially infecting others. The Medical Director will contact local hospitals/ERs within Cobb County and Kennesaw.

#### **B. Identification and treatment of possible at-risk individuals/groups**

Individuals/groups who may be “at-risk” for exposure will be identified and notified in collaboration with the Medical Director of Health Services, the Dean of Students, and Strategic Communications and Marketing. KSU Human Resources, and possibly Academic Deans, Department Chairs and Faculty may also be included in this communication.

#### **C. Notification of “at-risk” individuals/groups**

Once target individuals/groups have been identified, it will be necessary to have a specific briefing with representatives from the groups that would be responsible for contacting students who may have been exposed to the index case; for example the coach of a sports team, an RA or other Housing/Residence Life staff member, or representatives for a student club or organization. A designated member of Health Services will be responsible for speaking with these group representatives. They should be provided with a summary of what has occurred, what needs to be done, and the need to contact students who may be potential secondary cases. These representatives may be asked to contact individuals and direct them to report to Health Services.

**D. Communications**

Strategic Communications and the Office of the President will be the primary contacts for on- and off-campus communication of important information related to a public health incident in the Kennesaw State University community. Communications developed in coordination with their offices and Health Services will be used throughout the crisis to educate the community about the situation and what steps are being taken. The Associate Vice President for Strategic Communications will work closely with CDPH Public Information Officer (PIO) to coordinate information to the media.

Depending on the situation, other student groups, campus departments, or faculty/staff will be briefed about the incident and related procedures. For example, a special briefing could be held in the residence hall of the index case if the person lives on campus. Information shared would be helpful in providing correct information, alleviating rumors, and dispelling potentially needless worry.

**E. Collaboration with local and State Public Health Agencies**

CDPH will collaborate with KSU in determining whether campus-wide/community mass immunization/chemoprophylaxis is indicated, and in decisions regarding other possible community-based considerations such as: quarantine, cancellation of classes and/or community/athletic events, restriction of public/visitor access to campus, campus “closure”, required to prevent further outbreak.” etc. The Georgia Board of Regents, and by extension the University, does not have the legal authority to designate a quarantine order. The Georgia Department of Public Health, and by extension Cobb Douglas Public Health, is the only entity that has legal authority in Georgia to issue and execute a quarantine order.

If mass vaccination and/or prophylaxis is recommended, Health Services will work with the Office of Emergency Management staff to coordinate a Point of Distribution site or sites with Cobb Douglas Public Health Emergency Preparedness and Response Officials.

**F. Other Important Considerations**

If relevant, arrangements should be made for additional cleaning and disinfection of impacted facilities, such as residence hall room(s). All potentially contaminated materials should be removed and the impacted facilities thoroughly cleaned and disinfected. Housekeeping personnel responsible for the cleaning and disinfection process should utilize appropriate personal protective equipment (PPE) provided by the University. If the student was seen in Health Services, the same procedures should be followed for the Health Services office.

Identify students on campus who have not provided proof of immunization for the concern (including new, transfer, online) and plan to immunize, quarantine, or exclude from campus.

Educate the campus community about the risk factors related to the concern. Reassure those individuals who are not at risk.

Have coordinated plans for communicating with and/or responding to family members, and for addressing the use and roles that social media play in spreading information (and misinformation).

Prepare for second and/or further cases.

Although there are a variety of public health threats, including some more likely on a university campus, the overall concept of operation serves a means to take immediate action. **With the recent measles cases, additional information is provided in the 2019-2020 plan.** The following infectious diseases will likely include additional actions and precautions:

- BACTERIAL MENINGITIS
- MEASLES, MUMPS, RUBELLA (MMR)
- VARICELLA
- TUBERCULOSIS
- PANDEMIC PLAN

## Appendix H

### Crisis Counseling Plan

Kennesaw State University must be prepared to assist if a sudden need for crisis counseling arises. Although unlikely, an event like the 2006 Virginia Tech shooting or the Marshall University plane crash in 1970, would not only result in mass casualties, but the immediate and sustained need for crisis counseling for the campus community.

If there is a need for immediate and sustained crisis counseling services, the following will take place:

1. Director of Emergency Management will confer with Counseling and Psychological Services
2. The AVP/Chief of Police will notify the President and/or VICE PRESIDENT OF FINANCE
3. Director of Emergency Management will contact the:
  - a. Executive Director of Counseling and Psychological Services
  - b. Dean of Students
  - c. Chief of Police
  - d. KSU Center Director or Facility Director
4. The Executive Director of Counseling and Psychological Services will determine the number of counselors that are immediately needed for basic crisis triage and begin considering the needs beyond the first few hours. Counseling services will be considered from:
  - a. KSU Counseling and Psychological Services
    - i. 15 – Kennesaw Campus
    - ii. 5 – Marietta Campus
  - b. 3-5 – other licensed mental health clinicians among administrators and faculty
  - c. University System of Georgia Counseling Director's Association (CDA) crisis response network
  - d. Off-campus Counseling Partners (e.g., Red Cross Disaster Mental Health)
5. A member of the Office of Emergency Management will meet with the Executive Director (or designee) at the KSU Center to set up the counseling operation.

## Appendix I

### Off Site Locations and Emergency Information

Although Kennesaw State University main campuses reside in Cobb County (Kennesaw Campus and Marietta Campus), there are smaller sites that primarily rely on local public safety officials for response efforts. Special events with advanced planning may utilize Kennesaw State University Public Safety and Police resources; critical events would likely include delayed and supportive response from KSU Public Safety and Police.

#### Paulding Site

Point of Contact:

Dr. Anita VanBrackle	770-313-1404
Dalton Lemelle	678-947-1044

Address Henry Winn Building, 125 E. Memorial Drive, Dallas, GA 30132

- Police: Dallas Police Department, 911 or 770-443-8100
- Fire Department: Paulding Fire Rescue Department, 911 or 770-222-1160
- Paulding County Emergency Management  
EMA Director, Chief Joey Pelfrey, [770-222-1160](tel:770-222-1160) ext.207  
EMA Deputy Director, Stephen Dooley, [678-988-4801](tel:678-988-4801)  
EMA Coordinator, Eve Cogsdale, [678-576-0417](tel:678-576-0417)

#### Hickory Grove Farm

Point of Contact

Address: 1800 Hickory Grove Road, Kennesaw, GA 30144

- Police: Cobb County Police, 911
- Fire: Cobb County Fire, 911
- Cobb County Emergency Management  
EMA Director, Cassie Reece, 770-499-4567  
Public Programs Coordinator, Bernard King, 770-499-4568

#### Cora Harris Property (In the Valley)

Point of Contact

Address: 591 Mt. Pleasant Road, Rydal, GA 30171

- Police: Bartow County Sheriff's Office, 770-382-5050
- Fire: Bartow County Fire Department
- Bartow County Emergency Management  
Director, Paul Cuprowski, 770-387-5089

**Tanyard Creek Property**

Point of Contact

Address: Tanyard Creek Road, Acworth, GA 30102

- Police: Bartow County Sheriff's Office, 770-382-5050
- Fire: Bartow County Fire Department
- Bartow County Emergency Management  
Director, Paul Cuprowski, 770-387-5089

## Appendix J

### Crisis Communications Plan

#### *Using the Crisis Communications Plan*

##### **Introduction**

In a higher education environment, there are bound to be any number of issues that will arise during the course of regular operation—Kennesaw State is no exception. At times, these issues will attract external attention and potential media interest. The purpose of this plan is to provide a foundation from which to effectively manage communications in these situations and to enable KSU communicators to quickly provide the public with critical information and manage the public narrative.

As a general rule, this plan should be distributed to all members of the crisis team and other senior leaders. They should be briefed on its use and purpose. For core members of the communications team, a copy of this should be kept in hard copy in their offices and an electronic version should always be in their possession.

This guide isn't meant to provide all of the answers. Its most critical function is to offer a roadmap and process for how to identify, engage, manage and evaluate the work of the team in dealing with difficult issues. For this plan to be effective, the team must actively make it a part of their work and decision-making process. The first two sections of this document outline those elements—who, what and how—to the effective engagement of the team during moments of challenge.

##### **Members of the Crisis Communication Team**

Establishing a consistent, core group to gather and manage all issues is essential to consistency and the efficiency of institutional responses. While additional folks may be engaged as needed on specific issues, the group of individuals below should be gathered and engaged on all issues from the outset. This group is intended to be the group responsible for managing the gathering of information, development of communications and active response. In addition to the core group, a chair, who is responsible for setting the agenda and convening the group needs to be established. The chair will be responsible for briefing additional decision-makers and ensuring proper process is followed. The chair should be supported by a dedicated scribe/project manager who will have the responsibility of capturing and managing the activities and workflow following group meetings.

The following roles should be part of every crisis communication response:

- **President – Pamela Whitten**
- **Vice President and Chief Legal Affairs Officer - Nwakaego Nkumeh**
- **Chief of Staff/Vice President of External Affairs – Alex McGee** (*Chair of Issues Management Team*) *Responsibility: To manage agenda, coordinate group calls and direct activities.*
- **Assistant Vice President for Communications – Tammy DeMel** (Communications & Project Manager) *Responsibility: Capturing deliverables/assignments from the meetings; gathering information and cataloging it in a single place; and ensuring all materials are developed and approved.*

While the core group above should be mobilized at the outset of any crisis/issues management situation, it is likely that additional insight and team members will be necessary. For every situation, it's critical that the individuals with the greatest knowledge be present in the room—depending upon the situation these individuals are likely to vary. It will be incumbent on the group to identify those persons most knowledgeable in their initial meeting. At the same time, the core group should clarify any members of the group who are unnecessary due to the facts of the present situation and can drop off. Allowing these individuals to resume their work is essential to business continuity. Based on the issue, the additional team members are:

***Additional Core Crisis Communications Team (after provost titles listed alphabetically)***

- **Provost and SVPA – Kat Schwaig**
- **Associate Vice President for Government Affairs – Julia Ayers**
- **Associate Vice President for Strategic Communications and Marketing – Alice Wheelwright**
- **Chief Diversity Officer – Sylvia Carey-Butler**
- **Chief of Police – Edward Stephens**
- **Dean of Students – Michael Sanseviro**
- **Director of Athletics – Milton Overton**
- **Director of Emergency Management – Andy Altizer**
- **Director of Health Services – Megan Bowles, MD**
- **Vice President for Administration – Trisha Chastain**
- **Vice President for Advancement – Lance Burchett**
- **Vice President for Business Affairs – Julie Peterson**
- **Vice President for Enrollment Services - Brenda Stopher**
- **Vice President of IT, CIO – Jeff Delaney**
- **Vice President for Student Affairs – K.C. White**

***Communications Team:***

- **Assistant Director, Media – Tiffany Capuano**
- **Crisis Communication Coordinator – Paul Floeckher**

- **Internal Communications Manager** – Thomas Dale
- **Social Media Specialist** – Christa Robbins
- **Social Media Specialist** – David Johnson

### Expectation of Individual Incident Plan Content

The content of the plan is not intended to provide a 100 percent complete or accurate set of communications tools for managing a situation. Rather, it is meant to be a guideline and basic set of materials for the most likely situations that might occur on a college campus. As a rule, these materials should be reviewed and modified to reflect the specific elements of the particular situation.

For each of the potential scenarios outlined in this plan, a series of information has been uniquely tailored to assist in responding. Of most significance, each scenario contains a list of immediate actions and information that needs to be gathered, as well as a short-term set of actions that should be taken. Following these steps will help to ensure that accurate and timely information is provided, while also giving clear opportunity to close out public communications following an incident.

Beyond the checklists of information, each scenario also includes:

- ***Crisis Response Team***: The players responsible for all communications decisions in a crisis.
- ***24-hour Rapid Response Actions***: A breakdown of the information and steps to be followed in the first 24 hours.
- ***Subsequent Actions***: A list of information and steps to follow to help close the loop on a crisis situation.
- ***Impacted Audience Guide***: A list of audiences and their priority for receiving communication.
- ***Key Messages***: A set of core messages aimed at providing a platform for building necessary communication materials.
- ***Sample Statement***: A baseline initial statement for informing external audiences about a particular crisis.
- ***Sample Website Copy***: A draft website post for crises that require overt posting to the KSU site.
- ***Sample Social Media Posts***: A series of platform-specific social media posts for crises that require a specific social media presence.

**NOTE ON SPOKESPEOPLE:** In general, should a situation require a spokesperson, it is preferable that the spokesperson be the individual with the most authority on the topic. The choice of the spokesperson conveys a tone about the situation, as a result it's important to make

that choice actively. As a rule, the use of a spokesperson should be fairly limited. A spokesperson guide is included in the resources section.

### **Overview of Shared Materials**

Beyond the specific incident materials, a set of shared materials is included in this plan. These shared resources are intended to provide the means for communicating quickly across various channels. Many of these resources are lists of media and community stakeholders, which should be updated at least annually. The shared resource list includes:

- Crisis Team Key Contacts List
- First Responder Key Contacts List
- Community Stakeholder List
- Communication Channel Login & Distribution Matrix
- Spokesperson/Expert Guide

### **Testing, Preparation & Regular Plan Management**

- The successful implementation of this plan is only possible through actively testing and preparing for crisis situations. A bi-annual test should be conducted using one of the prepared scenarios. The intention of these drills will be to test the ability of the team to respond and the validity of the information contained in the plan. The output of these practice drills should be updates to the crisis protocol and this plan.

**Appendix K****Educational Abroad Emergency Communication and Response Plan**

The Faculty Director traveling with the group is primarily responsible for an immediate and appropriate response to any incident occurring in an education abroad program. The general rule in all crisis situations is to remain calm and act as would a responsible person under the circumstances and document actions, and contact the KSU Police at the first available opportunity to report that an incident has occurred. Their emergency response team will respond to the call and triage concerns to the Office of International Safety and Security and other campus units appropriate. When necessary, the Senior Director of International Programs will escalate the response by contacting senior University administration and arrange a critical incident team to respond to all ramifications of the incident.

KSU's Division of Global Affairs/Educational Abroad Security and Risk Management Protocol provides detailed information for students, and accompanying faculty. For the purpose of EOP, faculty or students traveling abroad through sanction programs should contact the KSU Public Safety Communications Center for emergencies.

## Appendix L

### Memorandums of Understanding

#### Memorandum of Understanding

This Memorandum of Understanding (hereinafter referred to as "MOU") is entered into on the 1st of August, 2019 by and between the **The Board of Regents of the University of System of Georgia by and on behalf of Kennesaw State University** and Cobb County, Georgia, acting by and through the Cobb County Emergency Management Agency are hereinafter collectively referred to as "Party" or "Parties." This agreement incorporates by reference standards contained in O.C.G.A. § 36-69-1 *et seq.*, including subsequent amendments thereto.

#### I. Purpose

WHEREAS, responses to emergency or special circumstances may exceed the immediate resources, skill, and equipment capacities of either Party's law enforcement agency, the **County** and the **University** may request that the other Party provide certified police officers to assist in providing law enforcement services.

WHEREAS, pursuant to O.C.G.A. § 36-69-1 *et seq.*, **Kennesaw State University** is authorized to furnish assistance extraterritorially to **Cobb County** upon the approval of Board of Regents for the University System of Georgia and the President of **Kennesaw State University** with this MOU.

WHEREAS, pursuant to O.C.G.A. § 36-69-1 *et seq.*, **County** is authorized to furnish assistance extraterritorially to **Kennesaw State University** with the approval of the President of **Kennesaw State University**, as well as the governing body for the local political subdivision or county sheriff, as applicable.

NOW, THEREFORE, the parties agree as follows:

1. **Purpose:** The purpose of this MOU is to permit each Party to assist in emergency management response and recovery to the other in **Cobb County** or on the **Kennesaw State University** campus as requested by the law enforcement agencies of the Parties. In accordance with O.C.G.A. § 36-69-8, nothing in this MOU shall be construed as creating a duty on the part of the Parties to respond to a request for assistance, or to stay at the scene of a local emergency for any length of time.
2. **Requests:** Requests for assistance may be made by the Cobb County Director of Emergency Management Agency or Kennesaw State University Director of Emergency Management in a local emergency.
3. **Authorities:** The senior officer of the requesting Party shall be in command of the local emergency as to strategy, tactics, and overall direction of the operations.
4. **Powers and Duties of Responding Personnel:** In accordance with O.C.G.A. § 36-69-4, responding employees of either Party "*shall have the same powers, duties, rights, privileges, and immunities as if they were performing their duties in the political subdivision or on the campus of the institution in which they are normally employed.*" Duties and responsibilities may include providing resource support.

5. **Responsibility for Expenses and Compensation of Employees:** Parties responding to requests in conformance with this MOU shall pay any expense for furnishing of their own equipment, loss or damage to such equipment, and costs incurred in operation and maintenance of their equipment.

Responding Party shall compensate responding employees during the time they are rendering aid and defray actual travel expenses of employees. Compensation shall include compensation due to personal injury or death while employees are rendering aid. (O.C.G.A. § 36-69-5.)

II. Effective Date

This agreement shall take effect upon execution and approval by the hereinafter named officials, including the Board of Regents for the University System of Georgia, and shall continue in full force and effect unless terminated by any or all of the parties herein.

WHEREFORE, the parties hereto cause these presents to be signed in the \_\_\_ day of \_\_\_\_\_, 2019.

COBB COUNTY GOVERNMENT

\_\_\_\_\_  
Mr. Mike Boyce, Commission Chairman  
Cobb County

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Pamela S. Whitten, President  
Kennesaw State University

\_\_\_\_\_  
Signature

Presented to and approved by the Board of Regents:

\_\_\_\_\_  
Secretary to the Board Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Secretary to the Board, Printed

**Appendix M**

**Open Closed Delay Flier**



**HOW WILL I KNOW IF CAMPUS IS OPEN,  
CLOSED OR DELAYED?**

Check the following resources to determine whether the University is open, closed or delayed due to inclement weather.

Web:

[www.kennesaw.edu](http://www.kennesaw.edu)  
[oem.kennesaw.edu](http://oem.kennesaw.edu)

The Campus Advisory Page

[www.kennesaw.edu/advisories](http://www.kennesaw.edu/advisories)

Twitter

[www.twitter.com/kennesawstate](http://www.twitter.com/kennesawstate)  
[www.twitter.com/ksuoem](http://www.twitter.com/ksuoem)

Facebook

[www.facebook.com/KennesawStateUniversity](http://www.facebook.com/KennesawStateUniversity)  
[www.facebook.com/kennesawstateOEM](http://www.facebook.com/kennesawstateOEM)

Local Media Outlets

[www.cbs46.com](http://www.cbs46.com)  
[www.wsbtv.com](http://www.wsbtv.com)

On Campus emergencies call: (470) 578-6666

Off Campus emergencies call: 911

Non-emergencies call: (470) 578-6206

*Personal safety should always be #1. If you do not feel safe to travel, don't.*

**Kennesaw State University  
Office of Emergency Management**

Phone: (470) 578-6985 | Web: [oem.kennesaw.edu](http://oem.kennesaw.edu) | Email: [oem@kennesaw.edu](mailto:oem@kennesaw.edu)

**Appendix N**

**Severe Weather Triggers**

To be better prepared to respond to a severe weather event, the Office of Emergency Management has developed the following protocols and triggers based upon information provided by the Storm Prediction Center and the National Weather Service local office.

**Storm Prediction Center Information**

The Storm Prediction Center issues a convective outlook for potential severe weather as much as seven days in advance. This information is provided as a Day 1 Outlook, a Day 2 Outlook, a Day 3 Outlook, and a Day 4-8 Outlook. The Storm Prediction Center issues risk based upon a five-level scale to provide a general idea of the threat of severe weather. Below is a graphic of this scale and a definition of each level:

Understanding Severe Thunderstorm Risk Categories					
THUNDERSTORMS (no label)	<b>1 - MARGINAL (MRGL)</b>	<b>2 - SLIGHT (SLGT)</b>	<b>3 - ENHANCED (ENH)</b>	<b>4 - MODERATE (MDT)</b>	<b>5 - HIGH (HIGH)</b>
No severe* thunderstorms expected	Isolated severe thunderstorms possible	Scattered severe storms possible	Numerous severe storms possible	Widespread severe storms likely	Widespread severe storms expected
Lightning/flooding threats exist with all thunderstorms	Limited in duration and/or coverage and/or intensity	Short-lived and/or not widespread, isolated intense storms possible	More persistent and/or widespread, a few intense	Long-lived, widespread and intense	Long-lived, very widespread and particularly intense
					
<ul style="list-style-type: none"> <li>Winds to 40 mph</li> <li>Small hail</li> </ul>	<ul style="list-style-type: none"> <li>Winds 40-60 mph</li> <li>Hail up to 1"</li> <li>Low tornado risk</li> </ul>	<ul style="list-style-type: none"> <li>One or two tornadoes</li> <li>Reports of strong winds/wind damage</li> <li>Hail ~1", isolated 2"</li> </ul>	<ul style="list-style-type: none"> <li>A few tornadoes</li> <li>Several reports of wind damage</li> <li>Damaging hail, 1 - 2"</li> </ul>	<ul style="list-style-type: none"> <li>Strong tornadoes</li> <li>Widespread wind damage</li> <li>Destructive hail, 2" +</li> </ul>	<ul style="list-style-type: none"> <li>Tornado outbreak</li> <li>Derecho</li> </ul>
<small>* NWS defines a severe thunderstorm as measured wind gusts to at least 58 mph, and/or hail to at least one inch in diameter, and/or a tornado. All thunderstorm categories imply lightning and the potential for flooding. Categories are also tied to the probability of a severe weather event within 25 miles of your location.</small>					
			<p>National Weather Service</p> <p><a href="http://www.spc.noaa.gov">www.spc.noaa.gov</a></p>		

For each definition level, the Office of Emergency Management will have a subsequent reaction designed to provide the most comprehensive monitoring. These actions are listed below:

**Marginal**

*Definition: 2% chance of a Tornado and/or a 5-10% of 58+ mph winds and/or hail up to 1 inch within 25 miles of the designated area*

**Office of Emergency Management personnel will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness

**The Communications Center will:**

- Monitor the weather conditions

**Slight**

*Definition: 5% chance of a Tornado and/or a 15-30% of 58+ mph winds and/or hail from 1-2 inches within 25 miles of the designated area*

**Office of Emergency Management personnel will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify all Department of Public Safety personnel of the threat of severe weather
- Prepare a staffing plan for non-business hours monitoring of weather conditions
- Notify the campus community of the threat of severe weather via Social Media
- Review University events for outside activities

**The Communications Center will:**

- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Patrol Captain or designee will:**

- Review the backup siren activation protocols

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

**Enhanced**

**Definition:** 10% chance of a Tornado and/or a 30-45% of 58+ mph winds and/or hail from 1-2 inches within 25 miles of the designated area

**Office of Emergency Management personnel will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify all Department of Public Safety personnel of the threat of severe weather
- Prepare and implement a staffing plan for non-business hour monitoring of weather conditions
- Stand up Alternate Emergency Operations Center for monitoring status only
- Notify the campus community of the threat of severe weather via Social Media
- Review University events for outside activities

**The Communications Center will:**

- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Communications Manager and Supervisors will:**

- Discuss staffing plans for the Communications Center during anticipated severe weather windows

**The Patrol Captain or designee will:**

- Take the Outdoor Warning Siren radio out of the cradle
- Review the backup siren activation protocols

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

**Moderate**

*Definition: 15-30% chance of a Tornado and/or a 45-60% of 58+ mph winds and/or hail of two inches or greater within 25 miles of the designated area*

**Office of Emergency Management personnel will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify all Department of Public Safety personnel of the threat of severe weather
- Review University events for outside activities
- Prepare and implement a staffing plan for non-business hour monitoring of weather conditions, including on-site monitoring of weather conditions during non-business hours
- Stand up Alternate Emergency Operations Center for monitoring status only
- Notify the campus community of the threat of severe weather via direct email and Social Media
- Prepare the Emergency Operations Center for full activation

**The Director of Emergency Management will:**

- Directly notify the Chief of Police of the impending threat of severe weather, who will notify the Vice President of Administration

**The Communications Center will:**

- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Communications Manager and Supervisors will:**

- Implement staffing plans for the Communications Center during anticipated severe weather windows
- Consider adding a third communication specialist

**The Patrol Captain or designee will:**

- Take the Outdoor Warning Siren radio out of the cradle
- Review siren activation protocols

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

**High**

**Definition:** 30+% chance of a Tornado and/or a 60+% of 58+ mph winds and/or hail of 2 inches or greater within 25 miles of the designated area

**Office of Emergency Management personnel will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify all Department of Public Safety personnel of the threat of severe weather
- Recommend the cancellation of all outdoor events
- Prepare and implement a staffing plan for non-business hour monitoring of weather conditions, including on-site monitoring of weather conditions during non-business hours
- Stand up Alternate Emergency Operations Center for monitoring status only
- Notify the campus community of the threat via direct email and Social Media
- Prepare the Emergency Operations Center for full activation

**The Director of Emergency Management will:**

- Directly notify the Chief of Police, who will notify the President and/or Vice President of Administration

**The Communications Center will:**

- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Communications Manager and Supervisors will:**

- Implement staffing plans for the Communications Center during anticipated severe weather windows

**The Patrol Captain or designee will:**

- Take the Outdoor Warning Siren radio out of the cradle
- Review siren activation protocols

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

**NOTE: The Vice President of Administration is the decision-maker for all decisions regarding the closure of campus in anticipation of a severe weather outbreak**

In addition to the Convective Outlooks issued by the Storm Prediction Center, Kennesaw State University will also take specific actions as a result of severe weather watches and warnings issued by the National Weather Service.

**Severe Thunderstorm Watch****The Office of Emergency Management will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify the Communications Center of the Watch
- Notify the campus community of the Watch via direct email and Social Media

**The Communications Center will:**

- Notify all units of the watch via the 800MHz radio system
- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness

**Tornado Watch****The Office of Emergency Management will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Notify the Communications Center of the Watch
- Notify the campus community of the Watch via direct email and Social Media
- Consider adding an Advisory to the KSU Web Page
- Prepare and implement a staffing plan for the monitoring of weather conditions during non-business hours

**The Communications Center will:**

- Notify all units of the watch via the 800MHz radio system
- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Patrol Captain or their designee will:**

- Take the Outdoor Warning Siren radio out of the cradle
- Review siren activation protocols

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

**Severe Thunderstorm Warning****The Office of Emergency Management will:**

- Monitor weather conditions
- Review emergency notification protocols
- Check all emergency notification devices to ensure mission readiness
- Ensure the Communications Center is aware of the Warning
- Notify the campus community of the Warning via direct email, Social Media and Crisis Coordinator UHF radio system during business hours and Social Media during non-business hours

**The Communications Center will:**

- Notify all units of the warning via the 800MHz radio system
- Monitor weather conditions
- Review emergency notification protocols
- Review siren activation protocols
- Check all emergency notification devices to ensure mission readiness

**The Patrol Captain or their designee will:**

- Take the Outdoor Warning Siren radio out of the cradle
- Review siren activation protocols
- Notify all patrol officers to limit traffic stops to only those that are necessary for the safety of the public due to weather conditions

*Note: When the Patrol Captain is not available, these duties fall to the Officer in Charge. The person assigned to this task will remain on the Kennesaw Campus*

*Note: The person assigned to this task will remain on the Kennesaw Campus*

**Tornado Warning**

***In a Tornado Warning, the Kennesaw State Emergency Notification System will be fully activated, including:***

- **RAVE Alert (Common Alerting Protocol)**
- **Alertus Emergency Desktop Override System**
- **Emergency Outdoor Warning Siren**
- **800MHz radio system**
- **Crisis Coordinator UHF Radio System**
- **KSU Web Page Advisory (time permitting)**

## Appendix O

### Campus Maps

#### Kennesaw Campus



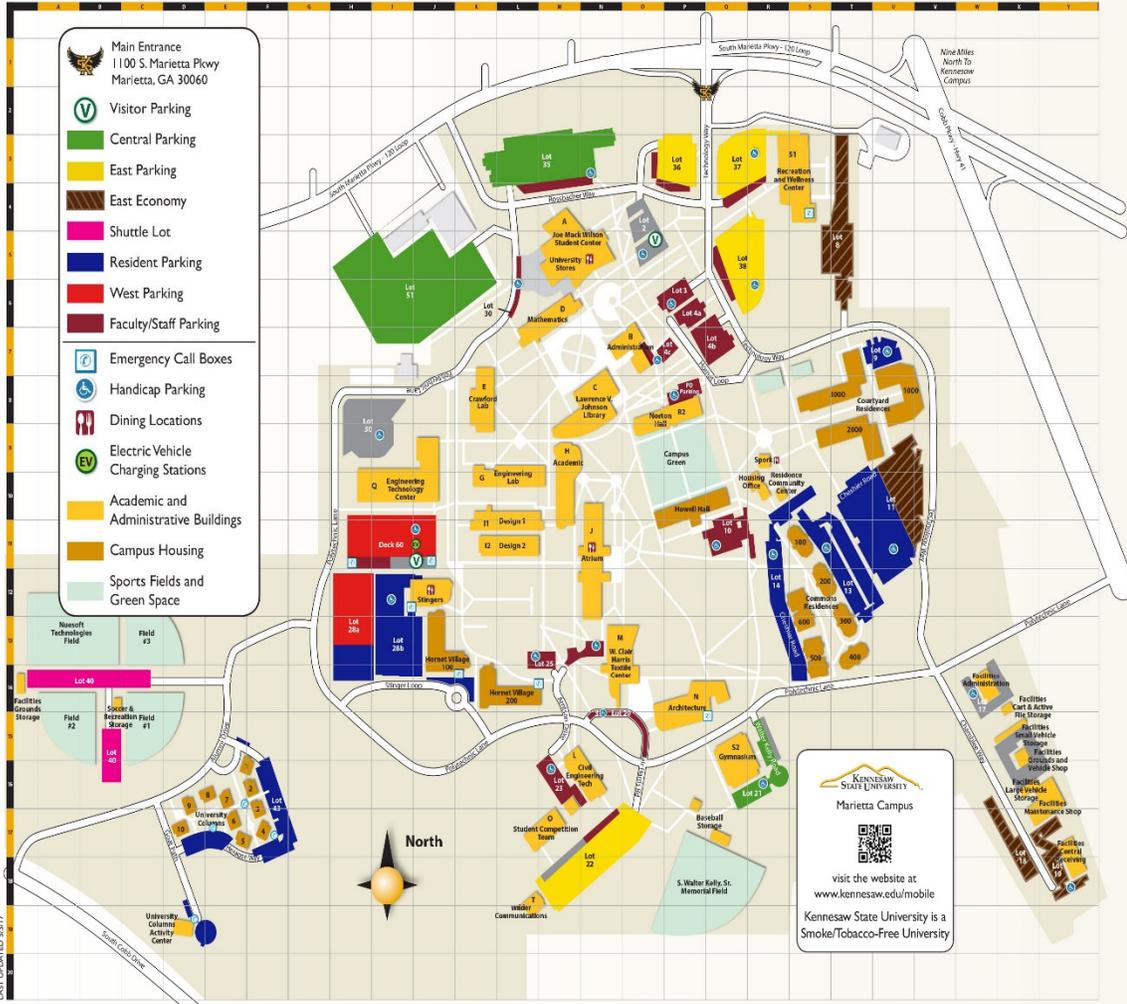
CAMPUS HOUSING	GRID	BLDG#
Austin Residence Complex	B, C, D, 14, 15	
KSU Plaza Apartments	B, C	1, 2, 3
University Village Apartments	C, D, 4, 5	
University Village Suites	D, 4	
PARKING DECKS/LOTS	GRID	BLDG#
Central Deck	F, 5, 6	
East Deck	F, 11	
East Economy	G, 12, 13	
North Deck	B, 3	
Shuttle Lot	B, 15	
Town Point Economy	E, 18	
Visitor Parking	D, 10, 7	
West Deck	A, 9	
West Economy	A, 12	
ACADEMIC BUILDINGS	GRID	BLDG#
ATOMS Center	B-16	3201
Bagwell Education Building	E, F, 8	580
Bayley Performance Center	PH, C-7	488
Buruss Building	B, 8	560
CETL - Center for Excellence in Teaching & Learning	B-15	3211

Chastain Pointe	CP	A-18	1200
Clemens Building	CL	C-12	275
Convocation Center	CC	F-10	590
Distance Learning Center	B-16	3203	
English Building	EB	C-8	440
Hospitality House	A-14	3217	
Katz Music and Entertainment Business Program	F-9	3209	
Kennesaw Hall	KH	F-9	585
KSU Center	KC	I-15	3333
Math & Statistics	MS	D-7	365
Music Building	MU	D-7	491
Plicher Building	PS	B-9	375
Phillman Health Sciences	HS	E-7	520
Science Building	SC	C-11	370
Science Laboratory	SL	C-12	105
Siegel Student Recreation & Activities Center	SE	E-10, 11	290
Social Sciences Building	SO	A-9	402
String Library	SL	C-9	385
Town Point	TP	E-17	3391
University College	UC	C-9	430
University Village	UV	C, D, 4, 5	1074
Visual Arts	VA	B-7	411
Willingham Hall	WH	B-9	420

Wilson Annex	WA	C-7	462
Wilson Building	WB	C-7	471
ADMINISTRATIVE BUILDINGS	GRID	BLDG#	
Alumni Affairs	A-15	3207	
Auxiliary Services and Programs	B-15	3213	
CASA and Center for Election	B-16	3205	
Kennesaw Hall	F-9	585	
Chastain Pointe	B-19	1200	
Cox Family Enterprise Center	A-11	3495	
Human Resources	B-10	361	
Parking and Transportation	A-11	3499	
Public Safety	B-9	351	
Tech Annex	B-10	361	
Technology Services	B-4	1075	
Town Point	E-17	3391	
SPECIAL EVENT FACILITIES	GRID	BLDG#	
Bayley Athletic Complex	E-13	220	
Bayley Performance Center	C-7	488	
Baseball Field	E-14	208	
Campus Green	E-9	208	
Convocation Center	F-10	590	
Fifth Third Bank Stadium at KSU	K-15	3200	

Jolly Lodge	B-6	1055
KSU Center	I-15	3333
KSU Football Offices and Suites	G-17	3380
Legacy Gambo	B-8	410
Oxyx Theater @ Wilson Annex	C-7	462
Softball Field	E-13	250
Stillwell Theater @ Wilson Building	D-7	471
Zuckerman Museum of Art	C-6	492
STUDENT SERVICES	GRID	BLDG#
Carmichael Student Center	D-9	335
Owls Nest	F-15	3220
Siegel Student Recreation & Activities Center	E-10, 11	290
String Library	C-9	385
Sports & Recreation Park (The Perch)	I-15	390
Student Athlete Success Services (B.C.I.B.)	F-8	1150
The Commons	E-8	540
University Stores	D-10	395
Health Clinic - Campus Loop Rd.	A-14	3215
Health Clinic - University Village	D-5	5000

## Marietta Campus



<b>CAMPUS HOUSING</b> ..... GRID	Commons.....S-12
Community Center.....R-10	Courtyard.....F-8
Hornet Village.....K-14	Housing Office.....R-10
Howell Hall.....P-10	University Columns.....E-17
<b>PARKING DECKS/LOTS</b> ..... GRID	Central Parking.....I-6,M-3,R-16
East Parking.....N-18,F-3,Q-3,Q-5	East Economy.....U-18
PSD Parking Deck.....H-11,J-11	Shuttle Lot.....B-14
Visitor Parking.....J-11	West Lot.....H-12
<b>ACADEMIC BUILDINGS</b> ..... GRID..... BLDG#	Academic Building (H).....M-9,10.....850
Architecture (N).....P-14,15.....640	Attrium Building (I).....N-11,12.....680
Civil Engineering Technology (LN).....L-16.....655	Crawford Lab Building (E).....K-8.....846
Design 1 Building (I).....L-11.....824	Design 2 Building (I).....L-11.....820
Engineering Lab Building (G).....L-10.....834	Engineering Technology Center (Q).....J-10.....840
Lawrence V. Johnson Library (C).....N-8.....910	Mathematics Building (D).....M-6.....850
Norton Hall (R).....P-8.....920	W. Clair Harris Textile Center (M).....O-13,14.....650
Wildier Communications Center (T).....L-18.....643	<b>ADMINISTRATIVE BUILDINGS</b> ..... GRID..... BLDG#
Facilities Administration (F1).....W-14.....601	Facilities - Small Vehicle Storage (F3).....X-15.....605
Facilities - Grounds and Vehicle Shop (F4).....X-16.....609	Facilities - Large Vehicle Storage (F6) and Maintenance.....Y-16.....613
Shop (F7).....Y-16.....613	Facilities - Central Receiving (F8).....Y-17.....617
Facilities - Grounds Storage Building.....A-14.....780	Administration Building (B).....O-7.....900
Norton Hall (R).....P-8.....920	<b>SPECIAL EVENT FACILITIES</b> ..... GRID..... BLDG#
Field 1.....B-15	Field 2.....A-15
Field 3.....C-13	Cyranus (S).....Q-15,16.....635
Nuesoft Technologies Field.....A-13	S. Walter Kelly Memorial Field.....0-18
<b>STUDENT SERVICES</b> ..... GRID..... BLDG#	Joe Mack Wilson Student Center (A).....M-5860
Lawrence V. Johnson Library (C).....N-8.....910	Recreation and Wellness Center (S).....S-3,4.....955
Sport.....R-9.....630	Stingers Dining Hall (X).....J-12.....806
Student Competition Team Building (O).....M-17.....659	University Stores.....M-5.....860
Health Clinic - Marietta.....S-3,4.....955	

**Appendix P**

**Bomb Threat Checklist**



Department of the Treasury  
Bureau of Alcohol, Tobacco & Firearms  
**BOMB THREAT CHECKLIST**



1. When is the bomb going to explode?
2. Where is the bomb right now?
3. What does the bomb look like?
4. What kind of bomb is it?
5. What will cause the bomb to explode?
6. Did you place the bomb?
7. Why?
8. What is address?
9. What is your name?

EXACT WORDING OF BOMB THREAT:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Sex of caller: \_\_\_\_\_ Race: \_\_\_\_\_

Age: \_\_\_\_\_ Length of call: \_\_\_\_\_

Telephone number at which call is received: \_\_\_\_\_

Time call received: \_\_\_\_\_

Date call received: \_\_\_\_\_

**CALLER'S VOICE**

- |                                   |                                   |
|-----------------------------------|-----------------------------------|
| <input type="checkbox"/> Calm     | <input type="checkbox"/> Nasal    |
| <input type="checkbox"/> Soft     | <input type="checkbox"/> Angry    |
| <input type="checkbox"/> Stutter  | <input type="checkbox"/> Loud     |
| <input type="checkbox"/> Excited  | <input type="checkbox"/> Lisp     |
| <input type="checkbox"/> Laughter | <input type="checkbox"/> Slow     |
| <input type="checkbox"/> Rasp     | <input type="checkbox"/> Crying   |
| <input type="checkbox"/> Rapid    | <input type="checkbox"/> Deep     |
| <input type="checkbox"/> Normal   | <input type="checkbox"/> Distinct |

- |  |  |
|--|--|
| <input type="checkbox"/> Slurred   | <input type="checkbox"/> Whispered       |
| <input type="checkbox"/> Ragged  | <input type="checkbox"/> Clearing Throat |
| <input type="checkbox"/> Deep Breathing  | <input type="checkbox"/> Cracking Voice  |
| <input type="checkbox"/> Disguised   | <input type="checkbox"/> Accent          |
| <input type="checkbox"/> Familiar (If voice is familiar, who did it sound like?) _____ |  |

**BACKGROUND SOUNDS:**

- |  |   |
|--|---|
| <input type="checkbox"/> Street noises | <input type="checkbox"/> Factory machinery            |
| <input type="checkbox"/> Voices        | <input type="checkbox"/> Crockery                     |
| <input type="checkbox"/> Animal noises | <input type="checkbox"/> Clear                        |
| <input type="checkbox"/> PA System     | <input type="checkbox"/> Static                       |
| <input type="checkbox"/> Music         | <input type="checkbox"/> House noises                 |
| <input type="checkbox"/> Long distance | <input type="checkbox"/> Local                        |
| <input type="checkbox"/> Motor         | <input type="checkbox"/> Office machinery             |
| <input type="checkbox"/> Booth         | <input type="checkbox"/> Other (Please specify) _____ |

**BOMB THREAT LANGUAGE:**

- |  |   |
|--|---|
| <input type="checkbox"/> Well spoken (education) | <input type="checkbox"/> Incoherent                   |
| <input type="checkbox"/> Foul                    | <input type="checkbox"/> Message read by threat maker |
| <input type="checkbox"/> Taped                   | <input type="checkbox"/> Irrational                   |

REMARKS:

\_\_\_\_\_

\_\_\_\_\_

Your name:

\_\_\_\_\_

Your position:

\_\_\_\_\_

Your telephone number:

\_\_\_\_\_

Date checklist completed: \_\_\_\_\_

## Appendix Q

### Kennesaw State University Crisis Coordinator Program

The concept of the Crisis Coordinator program at Kennesaw State University is to grow and develop an ever-expanding culture of campus-wide situational awareness and crisis preparedness through voluntary commitment and individual training.

Originally staffed by 35 volunteers, the Kennesaw State University Crisis Coordinator program has grown to 200+ volunteers. All personnel are trained in emergency preparedness, emergency response, crisis mitigation, recovery techniques. Crisis Coordinators act as immediate responders to many critical incidents, most commonly fire alarms and medical incidents. Crisis Coordinators are trained to mitigate the on-site situation pending the arrival of trained first responders, such as law enforcement, fire, and/or emergency medical personnel. In this way, immediate assistance is rendered during the critical first few minutes of a crisis.

The Crisis Coordinator Program is a volunteer program supported by the administration of Kennesaw State University. All Crisis Coordinators perform regular daily tasks in support of normal campus functions. In times of crisis, Crisis Coordinators serve, within the limits of their individual training, to mitigate the immediate situation and provide continuing assistance upon the arrival of professional first responders to include police, emergency medical and fire personnel with the overall objective of ensuring a safe and secure environment for students, staff, faculty and visitors.

Typical events where Crisis Coordinators may activate include:

- Medical Emergency: Render first aid and summon medical care
- Building Fire Alarm Activation: Evacuate building
- Internal Chemical Spill or Gas Leak: Evacuate building
- External Hazardous Material Threat: Shelter in place
- Severe Weather Warnings: Shelter in Place
- Violent Intruder/Active Shooter Incident: Secure in place
- Campus Wide Crisis: Crowd control

#### Organizational Structure

The Office of Emergency Management is responsible for recruiting, training, equipping, and supervising the all-volunteer Crisis Coordinator program. These civilian volunteers provide on call, critical, trained manpower needed by the Department of Public Safety and University Police without drawing down its limited resources.

To ensure comprehensive coverage throughout both campuses of the University, each building has a Lead Crisis Coordinator who serves as the primary point of contact. He or she is responsible for organizing their team, maintaining effective radio communication within the building, encouraging continued individual skills improvement by taking advantage of free, programmed training opportunities as well as providing personal, on-site leadership during a crisis event.

### **Training**

Once an individual has decided to make a commitment to the Crisis Coordinator Program, he or she should make an appointment with the Office of Emergency Management for formal orientation. This meeting will provide detailed insight into the program as well as provide an opportunity for equipment familiarization and a Q&A session. Upon completion of orientation, the new volunteer should enroll in the Crisis Coordinator Basic Certification training regimen. The earlier an individual can get into these basic classes and completed the more confident they will feel in their ability to contribute successfully in a crisis.

In addition to the Basic Certification, other levels of training achievement include “Advanced” and “Master” certifications. These levels and individual course descriptions can be found on the following web site: <http://oem.kennesaw.edu/training.php>

To reiterate: the Crisis Coordinator Program at KSU is purely voluntary and the level of expertise desired is a personal decision. However, within that dynamic it is, perhaps, important to remember that the more skill sets you acquire the more effective you are.

**Appendix R**

**Emergency Quick Reference**



**EMERGENCY  
QUICK REFERENCE GUIDE**

**CALL: X6666 OR 470-578-6666 OR TEXT 770-356-3866**

**FIRE**

- When a fire alarm sounds, **EVACUATE**
- Gather your personal belongings, if time permits (coats, keys, purse, etc.), and exit the building
- Do **NOT** use elevators
- Use stairs to reach ground level
- Follow all instructions given by Crisis Coordinators wearing orange vests and/or black and gold KSU I.D. badges

**EVACUATION**

- When evacuation is ordered, follow the directions of Crisis Coordinators, Public Safety, and Campus Administrators.
- Take personal belongings if time permits
  - Evacuate in a safe, orderly manner via the closest exit
  - Help direct people with special needs to a safe place
  - Do **NOT** use elevators to transport people
  - Do not re-enter the building until Campus Administrators issue the "ALL CLEAR" message

**TORNADO WARNING**

- You will receive a message via KSU's mass notification system
- Shelter in place
  - Select an interior room closest to ground level
  - Stay away from exterior doors and windows
  - If in residence halls, move to the lowest level
  - Remain sheltered in place until Campus Administrators give the "ALL CLEAR" message

**SHELTER-IN-PLACE**

- If outside, seek shelter indoors immediately
- Remain inside for your own safety
- Select interior rooms closest to ground floor
- Stay away from exterior doors and windows
- Do not exit building until Campus Administrators issue the "ALL CLEAR" message

**ACTIVE SHOOTER**

- Run, hide, or fight
- **DO NOT** activate fire alarms
- Help direct people with special needs to a safe place
- Go to the nearest room or office
- Close, lock, & barricade doors and cover windows
- Silence cell phones
- **DO NOT** answer the door
- Remain calm, quiet and patient
- Remain in a secure location until Campus Administrators issue the "ALL CLEAR" message

**SECURE-IN PLACE**

- Remain indoors for your own personal safety
  - Lock exterior doors
  - **DO NOT** exit the building
  - Remain in a secure location until Campus Administrators issue the "ALL CLEAR" message
- If outside:
- Seek shelter inside the building closest to you
  - Stay indoors
  - Go directly to an enclosed, windowless area
  - Help direct people with special needs to a safe place

For small fires, and if trained, use a fire extinguisher and remember P.A.S.S. "Pull, Aim, Squeeze, Sweep"  
**Pull** the pin, **aim** at base of fire, **squeeze** the handle, **sweep** from side to side

## Appendix S

### Other Standalone Plans

KSU has several standalone plans not included in the EOP due to sensitivity and/or space considerations. These plans are available through the Office of Emergency Management:

- Public Health Plan
- Point of Dispensing (POD) Plan
- Stadium Emergency Operations Plan
- Convocation Center Emergency Operations Plan
- Residence Life Protocols
- KSU Student Handbook, which includes information on Public Forum areas and monitoring protocols.
- Division of Global Affairs/Educational Abroad Security and Risk Management Protocol
- Special Event Incident Action Plans (IAPs)
- KSU Public Safety and Police General Orders
- KSU Hazard Mitigation Plan
- Continuity of Operation Plan (COOP)
- Community Resources and Assistance Plan

The EOP and standalone plans are often the starting point for developing specific IAPs.

## Appendix T

### Glossary of Key Emergency Management Terms

#### **After Action Review**

The main product of the evaluation and improvement planning process is the After Action Report. This document is created after an actual emergency event or an exercise to capture observations, make recommendations, identify strengths, and identify corrective actions to improve future planning and response initiatives.

#### **All-Hazards**

An approach to emergency planning that creates response protocols that can be applied to multiple hazard events. This planning approach attempts to incorporate all potential hazards a jurisdiction may face into an emergency plan.

#### **Command**

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

#### **Continuity of Operations Plan (COOP)**

A planning initiative to ensure that primary mission critical functions continue to be performed during and after an emergency with as little interruption as possible.

#### **Coordinate**

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

#### **Emergency**

Any incident, whether natural or manmade, that requires response actions to protect life, property, and/or the environment.

#### **Emergency Management**

The managerial function charged with creating the framework within which communities reduce vulnerability to hazards and cope with disasters. This is accomplished through mitigation, preparedness, response, and recovery operations and initiatives.

**Emergency Operations Center**

The physical location at which the coordination of information and resources to support incident management activities normally takes place.

**Emergency Support Function**

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

**Evacuation**

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

**Exercise**

An instrument to train for, assess, practice, and improve performance in prevention, protection, response, and recovery capabilities in a risk-free environment.

**Hazardous Materials**

Substances or materials which may pose unreasonable risks to health, safety, property, and/or the environment when used, transported, stored, or disposed of.

**Incident Command**

The organizational element responsible for overall management of the incident and consisting of the Incident Commander 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.

**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.

**Logistics**

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

**Mitigation**

Activities providing a critical foundation in the effort to reduce the loss of life and property from a natural and/or manmade disaster by avoiding or lessening the impact of a disaster and providing value to the public by creating a safer community.

**Mutual Aid Agreement**

Written 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.

**National Incident Management System**

A set of principles that provide 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 against the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life, damage to property, and harm to the environment.

**National Weather Service**

The federal agency tasked with providing localized weather information to the population, and during a weather-related emergency, to state and local emergency management officials.

**Preparedness**

A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response.

**Recovery**

The development, coordination, and execution of service and site restoration plans; the reconstitution of operations and services; 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.

**Response**

Activities that address the short-term, direct effects of an incident. This includes immediate actions to save lives, protect property, and meet basic human needs.

**Secure-in-Place**

The application of locks, barricades, and other protective measures to secure one's self from an active, violent situation.

**Shelter-in-Place**

The initiation of protective measures against a chemical release or severe weather event.

**State of Emergency**

The condition declared by the University President when, in his or her judgment, a threatened or actual disaster is of sufficient severity and magnitude to warrant disaster assistance from other state organizations and institutions.

**Terrorism**

Any 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 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 government by mass destruction, assassination, or kidnapping.

**Unified Command**

An Incident Management System application used when more than one agency or department has incident jurisdiction or when incidents cross political jurisdictions. Department work together through the designated members of the Unified Command, often the senior person from departments participating in the Unified command, to establish a common set of objectives and strategies and a single Incident Action Plan.

**Appendix U****Acronym List and Emergency Operations Plan Definitions**

**AAR** – *After Action Report*

**AED** – *Automated External Defibrillator*

**AI** – *Avian Influenza*

**AVP** – *Assistant Vice President*

**CBRNE** – *Chemical, Biological, Radiological, Nuclear, and Explosives*

**CDC** – *Center for Disease Control*

**CEM** – *Certified Emergency Manager*

**CERT** – *Community Emergency Response Team*

**CLO** – *Chief Legal Officer*

**COOP** – *Continuity Operations Plan(ning)*

**CPG** – *Comprehensive Preparedness Guide*

**CPR** – *Cardiopulmonary Resuscitation*

**DHS** – *Department of Homeland Security*

**DOCS** – *Department Operating Centers*

**DPS** – *Department of Public Safety*

**EAP** – *Emergency Action Plan*

**EH&S/EHS** – *Environmental Health and Safety*

**EMA** – *Emergency Management Agency*

**EMAP** – *Emergency Management Accreditation Program*

**EMC** – *Electric Membership Corporation*

**EMS** – *Emergency Medical Service*

**EOC** – *Emergency Operations Center*

**EOP** – *Emergency Operations Plan*

**ESF** – *Emergency Support Function*

**FEMA** – *Federal Emergency Management Agency*

**FEOC** – *Forward Emergency Operations Center*

**GEMA** – *Georgia Emergency Management Agency*

**GSAR** – *Georgia Search and Rescue*

**HHS** – *Health and Human Services*

**HPAI** – *Highly Pathogenic Avian Influenza*

**HVAC** – *Heating, Ventilation, and Air Conditioning*

**IAEM** – *International Association of Emergency Managers*

**IAP** – *Incident Action Plan*

**IC** – *Incident Command*

**ICS** – *Incident Command System*

**JIC** – *Joint Information Center*

**KSU** – *Kennesaw State University*

**NCAA** – *National Collegiate Athletic Association*

**NEMA** – *National Emergency Management Association*

**NFPA** – *National Fire Protection Administration*

**NIMS** – *National Incident Management System*

**NRF** – *National Response Framework*

**O.C.G.A.** – *Official Code of the State of Georgia*

**OEM** – *Office of Emergency Management*

**PIO** – *Public Information Officer*

**POD** – *Point of Dispensing*

**PPE** – *Personal Protective Equipment*

**Q&A** – *Questions and Answers*

**RAs** – *Resident Assistants*

**SACS** – *Southern Association of Colleges and Schools*

**SHS** – *Student Health Services*

**THIRA** – *Threat Hazard Identification and Risk Assessment*

**UC** – *Unified Command*

**UITS** – *University Information Technology Services*

**USG** – *University System of Georgia*

**USO** – *University System Office*

**WHO** – *World Health Organization*

**Appendix V****References**

Comprehensive Preparedness Guide 101 (2010)

DHS National Incident Management System (2009)

EMAP IHE Assessment Guide (2010)

Georgia Emergency Management Agency State Hazard Mitigation Plan (2014)

Georgia Southern Public Health Plan (2019)

Georgia Tech Emergency Action Plan (2016)

Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education (2013)

Kennesaw State Emergency Action Plan (2015)

OwlReady (Kuali Ready) (2016)

Penn State Comprehensive Emergency Management Plan (2012)

Southern Polytechnic State University Emergency Operations Plan (2013)

Virginia Tech Community Assistance Plan (2016)

University of California – Santa Cruz Labor Strike Plan (2014)

University of Georgia Emergency Operations Plan (2013)

University of Vermont Emergency Support Functions (2013)