

# Introduction

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The purpose of this document is to establish crisis communications procedures for use by the KCTCS System Office and to be adapted for use by all colleges. For the purpose of this plan a **crisis** is defined as any unplanned event that can cause deaths or significant harm to employees, students or the public; or that can shut down business, disrupt operations, cause physical or environmental damage, or threaten the institution's financial standing or public image. The **crisis** may take the form of an **emergency** requiring immediate action to save lives and protect property.

While our entire organization is dedicated to safe, responsible operations, nothing will test our public reputation more than our response to an emergency. During an emergency, our communications efforts will fulfill the following objectives:

- Maintaining focus on known facts and positive behavior.
- Representing KCTCS as responsible and caring.
- Maintaining stakeholder confidence in us.
- Communicating effectively with employees, students and the public, as well as the interests of other educational institutions.

## When to Use This Manual

This manual is designed to guide the public relations response to a crucial incident or other emergency that may affect or has affected the health, safety or the welfare of students, faculty, staff or campus visitors. Critical incidents require a timely and effective communications response, and include situations that:

- Result or may result in significant damage to facilities.
- Result or may result in death, injury or health or safety threats to our students, customers, the public or our employees.
- Disrupt operations.
- Call into question our workplace practices.
- Call into question the integrity of our organization, its people, or its products and services
- Result in activation of KCTCS' Crisis Management Team.

Because every situation is different, this manual should be considered as a guide. During a crisis, having sample messages, communication matrixes, etc., should help communicators make better decisions on how to respond even if the situation is somewhat different than those outlined in the manual.

## Policy

The Marketing and Communications Department bears primary responsibility for maintaining and safeguarding KCTCS' public image. All media inquiries during an emergency shall be directed to the office of Marketing & Communications, which shall adhere to these policies:

- To be an authoritative, reliable source of accurate information for news agencies and the public.
- In an emergency, to issue KCTCS' first news release within *one hour* after being notified of the

emergency and provide periodic updates to news agencies.

Coordinate and manage media briefings. The president of KCTCS or a designee will brief the news media early in the emergency, stating what is being done to address the emergency (and if appropriate, prevent therecurrence).

To distribute all information to employees at the same time, or before it is released to the public.

## **Crisis Communications Procedures**

Goal: To adopt a pre-emptive approach to external and internal communications during crisis situations that will maintain and possibly enhance the reputation of the institution.

### Crisis Communications Categories

- Active Shooter/Workplace Violence
- Bomb Threat
- Fire
- Inclement Weather
- Severe Weather
- Hazardous Materials/Gas Leak
- Explosion
- Accidents/Medical Emergencies
- Flood
- Civil Disturbance
- Earthquake
- Biological Threats
- Controversial Public Statement by Faculty/Staff
- Disgruntled Faculty/Staff
- Domestic Violence on KCTCS Property
- Employee Crime
- Employee Misconduct
- Faculty Academic Misconduct
- FERPA Violation
- Firing of President/Other Leader
- First Amendment Issues
- Health Issues/HIPPA Violations
- Illness/Death of President/Other Leader
- Leadership Misconduct
- Security Breach/Cyber Threat
- Social Media Harassment
- Social Media/Internet Abuse by Staff
- Student Cheating Scandal
- Student, Faculty, Staff Suicide
- Student Safety
- Website/Network Failure
- White Collar Crime

### General Procedures – foreseeable crisis

Immediately notify Marketing and Communications Department (MCD) of crisis situation.

Available MCD staff will confer with appropriate KCTCS officials to assess the nature

and severity of the crisis and develop a simple strategy to forestall the situation if possible.

If situation is complex and cannot be solved with a short-term strategy a crisis communication team will be formed to address the issue.

Formation of crisis communication team.

System Office/College Marketing and Communication Director (or designee) and college/system president (or designee) will assemble and chair a crisis team made up of the highest ranking officials available from the departments involved in the crisis.

The team's primary responsibilities include:

Gather as many details as possible.

Recommend, develop and execute strategies for internal and external communications.

Select appropriate spokesperson(s).

(College only) Using the guidelines in the attached Crisis Communication Matrix immediately contact the SO MCD to report incident and jointly develop a plan of action.

Follow steps outlined above.

General Procedures – sudden crises

When a sudden occurrence of a severe crisis precludes convening a crisis team, the following emergency procedures will take effect:

MCD will:

Be notified immediately of crisis.

Be apprised of all known facts/backgrounds.

Have direct access to college/system president or designee to develop a “first-wave” communication strategy.

MCD will implement the strategy immediately upon approval by college/system president or his designee.

A crisis communications team will be formed to develop on-going communication strategies.

(College only) Using the guidelines in the attached Crisis Communication Matrix immediately contact the SO MCD to report incident and jointly develop a plan of action.

General Lines of Communication

MCD will be authorized to gather and verify information in a crisis, and will be the only department authorized to release information.

A representative of the department impacted by the crisis will quickly supply MCD with all of the known details/facts.

All news media will be directed to the MCD.

Internal Communications

Whenever practical, MCD will attempt to inform all employees of crisis before details are released externally. This can be done using the following tools:

Special crisis communication e-mail.

Today's News.

Plasma screens.

Social Media.

SNAP.

Website.

Crisis Blind Sites.

Informing outside parties.

MCD will coordinate notification of outside parties likely to be affected by or strongly inter-

ested in the crisis (Board of Regents, Foundation Board, college board of directors, etc.)  
Whenever practical, attempts will be made to:

Inform affected parties of impending media calls.

Supply them with written information before it is distributed to the news media.

Notify them of any planned KCTCS news briefings.

The KCTCS official with the closest working relationship to the parties will handle the actual notification.

Releasing information to the media.

MCD will work to supply details to the news media as rapidly as possible. This may be done through personal contact, telephone, e-mail, news briefing, website, crisis blind sites, etc.

After releasing information, MCD will monitor the news coverage and quickly correct any errors that are made.

Evaluation and follow-up.

MCD will document the news coverage surrounding a crisis, including social media posts, AP stories, newspaper articles, radio and television broadcasts.

When the crisis is over, MCD will supply the crisis communication team with a summary of the news coverage.

Members of the team will review the report and evaluate KCTCS' performance under fire.

***Above All, Remember: When in Doubt, Over Communicate!***

# Initial Crisis Response/ Emergency Notifications

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In the event of an emergency, please call 911 and also call or designate someone to activate the KCTCS Crisis Management Team. One member of the team will answer the call and quickly send a SNAP message to all employees and other members of the Crisis Management Team via text, phone and e-mail.

## To Send SNAP Message Using VOIP Phone (System Office Instructions)

Press “**Services**” button located at right of keypad on VOIP phone

Select “**SNAP Emergency Broadcast**”

Enter User ID 63711 then push “**Down Arrow**”

Enter PASSWORD 859256 then push “**Submit**”

Select Appropriate SNAP message (You may have to hit “**Next**” to see appropriate message and then push “**Select**”.

Select Appropriate SNAP recipient group (“**SO-ALL**” for emergency) then push “**Select**”.

Message is sent.

## SNAP Message Using Informacast

Go to: <https://informacast.kctcs.edu:8444/InformaCast/admin>

If outside KCTCS network go to <https://snap.kctcs.edu>

ID: Normal KCTCS Login ID

Password: Normal KCTCS password

## SNAP Message Protocol

In extreme emergencies send predefined message for campus location **immediately** (Violent Incident, Tornado Warning, Lockdown, Evacuation, etc.). The VOIP phone is the preferred method for extreme emergencies. These messages do not require editing and can be sent in seconds.

Send follow-up messages with additional information and specific details as needed using editable production template, campus closing message, etc. (Ad-Hoc recordable phone message or Informacast Login required to edit message text).

SNAP message content should be mirrored on social media channels and college website as applicable.

**REMEMBER:** Once the situation has ended send an “All Clear” message to all groups who received original emergency messages.

*For detailed information on SNAP messages and procedures see see SNAP Section of plan.*

## KCTCS Crisis Communications Matrix

*(\*To be used by colleges experiencing a crisis)*

CRISIS TYPE	Notify KCTCS Immediately	Notify KCTCS as Soon as Possible	Contact KCTCS As Needed
<b>SUDDEN CRISIS</b>			
Campus Violence	X		
Potential Gun Violence on Campus	X		
Major Campus Crime	X		
Catastrophic Weather Damage	X		
Death on Campus	X		
Health Outbreak/Pandemic Flu		X	
Bomb Threat	X		
Standoff/Hostage Situation	X		
Environmental Hazard/Evacuation	X		
Fire Damage (Extensive)	X		
Security Breaches/ID Theft		X	
Social Media Crisis		X	
On Campus Accident Injuries/Death	X		

<b>POTENTIAL CRISIS</b>			
Negative Media Attention		X	
Media Open Records Request	X		
Employee Arrest/Misconduct		X	
Campus Crime Trend		X	
Legislative/Political Issues	X		
<b>SMOLDERING CRISIS</b>			
Disgruntled Employee/Student			X
Labor/Employment Issues		X	
Possible Legal Action	X* Contact KCTCS Legal	X	
Minor Crime			X
Social Media Issues - Negative Posts			X

## Role of KCTCS During a College Crisis

KCTCS Crisis Management Team will assemble to discuss college needs and KCTCS resources, staff deployment, etc.

KCTCS Crisis Communications Team is available to assist with external/internal message development/SNAP & KNECT, media requests, news reports and social media monitoring, media briefing/press conference coordination, use of statewide and national media databases and website coordination.

KCTCS Technology Solutions is available to assist with crisis blind sites, SNAP technical issues, network issues, etc.

KCTCS Crisis Team Coordinator is available to assist with compliance issues, Minger/Clery reporting, emergency response needs, etc.

## KCTCS Crisis Management Team Contacts

### KCTCS Crisis Team Coordinator

Curtis Liska      CrisisCoordinator@kctcs.edu      (859) 256-3323 (Office)      (859) 447-0906 (Cell)

**KCTCS Director of Marketing/Communications**

Terri Giltner      Terri.Giltner@kctcs.edu      (859) 256-3186 (Office)      (859) 227-8085 (Cell)

Mary Hemlepp      Mary.Hemlepp@kctcs.edu      (859) 256-3330 (Office)      (859) 753-8310 (Cell)

Jennifer Vlahos      Jennifer.Vlahos@kctcs.edu      (859) 256-3547 (Office)      859-753-8352 (Cell)

**KCTCS Office of General Counsel – Legal Services**

Pam Duncan      Pam.Duncan@kctcs.edu      (859) 256-3217 (Office)      (859)753-8048 (Cell)

**KCTCS Technology Solutions**

Paul Czarapata      Paul.Czarapata@kctcs.edu      (859) 256-3248 (Office)      (859) 312-0307 (Cell)

# Situation Report Form

*(See forms tabs to copy report)*

**USE: Remove and photocopy as necessary; return blank original to the Emergency Communication Plan manual.**

Source of information: \_\_\_\_\_

Type of incident: \_\_\_\_\_

What happened?

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

Where did it happen? \_\_\_\_\_

When did it happen? Time: \_\_\_\_\_ Date: \_\_\_\_\_

Are there deaths or injuries? \_\_\_\_\_

Number of casualties: \_\_\_\_\_



What is the situation now? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

What is KCTCS doing in response? \_\_\_\_\_  
\_\_\_\_\_

Other confirmed information:  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Prepared by: \_\_\_\_\_

Date: \_\_\_\_\_ Time: \_\_\_\_\_

## Media Holding Statement

*Until a formal news release or response statement can be prepared, we may want to use a holding statement to respond to inquiry from the media or other callers. Following are a variety of generic holding statements to use or adapt. See Crisis Situations and Procedures for additional holding statements for specific crises that might occur on a college campus.*

*Note: The following statements may need to be more personalized by using the Chancellor/President's name or the names of other individuals. The use of "we" instead of "KCTCS" is also more effective.*

**KCTCS is in the process of preparing a statement based on the information we have at this time. We expect this information to be issued shortly. I do not have an exact time but expect it to be in about one hour.**

**(If appropriate) KCTCS will also be scheduling a briefing for the media at \_\_\_\_\_ (insert location and directions if appropriate).**

**I'm sorry I don't have any additional information to give to you at this time. Thank you for calling.**

## **General Standby Statements**

*In response to questions about the cause of an accident:*

**It is much too early to talk about the cause of this incident. It may take days or weeks of investigation to determine why this happened so that we can prevent this kind of thing from ever happening again. The investigation will be conducted by the \_\_\_\_\_, and we will cooperate fully in the investigation. We will not speculate about what may have been the cause, and we encourage others not to speculate.**

*When KCTCS has no more information to release:*

**KCTCS has released all of the confirmed information that we have at this time. As soon as we have additional facts, we will share them with you.**

*In response to questions about victims:*

**Confirming identities of victims is one of the most difficult and sensitive matters we face after an incident like this. Officials at KCTCS are working as rapidly and as accurately as they can. This does not mean that we are ignoring the needs of the families; in fact, we are working closely with them. As names are confirmed, we will notify relatives first before releasing any names to the public. This can be a time-consuming process but we want to avoid errors. We know that this process appears slow, but we hope you will understand.**

*In response to safety concerns:*

**One of our top priorities is providing a safe and secure environment for our students and employees. We are cooperating fully in the investigation to ensure that such an accident never happens again.**

## **News Release Approval Form**

*This form should be used to obtain a document for each news release or prepared statement.*

Date: \_\_\_\_\_ Time: \_\_\_\_\_ Release# \_\_\_\_\_ Draft# \_\_\_\_\_

Headline: \_\_\_\_\_

To Be Released on (date) \_\_\_\_\_ at (time) \_\_\_\_\_

Source(s) of Information: Information in the attached news release was obtained from:

Name: \_\_\_\_\_

Name: \_\_\_\_\_

**Approved By:**

**OK:** \_\_\_\_\_ (initials)

President (or designate): \_\_\_\_\_

Chief Spokesperson: \_\_\_\_\_

Public Relations: \_\_\_\_\_

Other: \_\_\_\_\_

Other: \_\_\_\_\_

Legal (if necessary) : \_\_\_\_\_

Human Resources (employee information) : \_\_\_\_\_

Source(s) of information (see above) : \_\_\_\_\_

Name: \_\_\_\_\_

Name: \_\_\_\_\_

### **Additional Information**

	<b>Supplied By</b>	<b>Approved By</b>
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Picture(s)		
Drawing, Diagram, Map		
Charts, Tables		

*Attach this approval to the final news release and store for future reference.*

## Check List for Evaluating Message Components

Expression of empathy \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

Clarifying Facts/Call for Action

Who \_\_\_\_\_

What \_\_\_\_\_

Where \_\_\_\_\_

When \_\_\_\_\_

Why \_\_\_\_\_

How \_\_\_\_\_

What KCTCS does not know

\_\_\_\_\_

Process to get answers

\_\_\_\_\_

Statement of commitment

\_\_\_\_\_

Referrals

\_\_\_\_\_

For more information

\_\_\_\_\_

Next scheduled update

\_\_\_\_\_

Finally, check communication messages for the following:

Positive action steps	Avoid jargon
Honest/open tone	Avoid judgmental phrases
Test for clarity	Avoid humor
Simple words, short sentences	Avoid extreme speculation

# Emergency Checklist

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## Emergency Checklist- Day One

### Initial Response: The First Hour

Identify the facts about the emergency and issue notifications on all channels available: SNAP, website, social media, email, etc., as necessary

Designate spokesperson/people

Identify the following stakeholders:

- KCTCS Administration

- Media

- Board of Regents

- Foundation Board

- Government (local, state, federal)

- Local emergency services agencies (fire department, police department, hospitals, EMS, Red Cross, United Way, etc.)

- Students

- Faculty

- Staff

- Other

Create a matrix of the above stakeholders identifying the best methods for communicating with them and assigning a crisis team member to each responsibility.

Notify and Assemble Crisis Management Team (See Directories and Contacts section)

- Gather and distribute facts

- Assign specific tasks

- Launch a crisis website/blind site according to website communications matrix

Communicate Facts to Stakeholders

- Assess situation (identify who, what, when, where, why and how)

- Establish KCTCS as reliable source of information, thereby restore order and confidence

- Determine best methods for reaching each stakeholder group

- Set media briefings at regular intervals

Address Media with Initial Statement

- Distribute key information concerning crisis

- Respond to media inquiries

Monitor News Coverage (radio, television, print, websites, bloggers)

Monitor and moderate all active social media channels. Once source of college/system information is

established to continuously communicate with direct social media audiences to be the official source of updates and current information (website, crisis page, other agency, etc.)

## Key Activities

Organize a public relations response and issue an initial statement, when possible, within 60 minutes of the event. Otherwise, prepare a statement for use upon media inquiry.

Notify others of the emergency and continue monitoring wires, TV and radio news, websites, etc.

Monitor websites and social media for references to or discussions of the crisis.

Discuss and evaluate the situation to ensure our response is neither inadequate nor excessive: Is the situation a local emergency? Regional? National? The level of response should match the level of the emergency.

Activate crisis blind site as full site takeover, home page takeover or emergency notification banner –**See website matrix in Emergency Checklist Section** and publicize URL via TV/radio/print media and on all active social media channels. (Link college site to the KCTCS home Web page)

## Notification

Notify and assemble KCTCS Crisis Management Team

Use any internal communications vehicles available (SNAP, employee email communications, electronic distribution systems, Intranet, etc.)

Notify KCTCS Crisis Management Team to provide holding statements and media contact numbers

## Media Communications

*Address the media publicly only when new information is available and provide only facts that have been verified. If incorrect information is broadcast, provide correct information as soon as possible, first to the actual reporting agency and then to Associated Press or other wire services reporting the crisis.*

Limit the number of spokespeople to ensure the team is speaking with “one voice.” Remember that the president may not be the best choice in all situations. Assess the situation and determine who can best speak about it, if you want to distance the president from it and who is there/can be there to address audiences quickly.

Prepare first news release or response statement for use upon inquiry

Include only confirmed facts

Position KCTCS as responsible and responsive to situation

Activate holding statement for media calls

Begin compiling background information relevant to the event

Secure news release or statement approvals

Coordinate media briefing set-up, if needed

Conduct a media briefing

Provide periodic updates and/or interviews with media

Respond to incoming media inquiries in priority order as follows:

- Local broadcast
- Local print
- Wire services & state news agencies
- National news agencies

Consider activating PR Buddy System as an additional resource to process media inquiries (See PR Buddy Program list in Directories and Contacts section)

## KCTCS Website Communications

Activate Emergency Web Site (blind site) emergency notification using the following matrix:

Type of Emergency	Full Site Takeover	Home Page Takeover	Emergency Notifications
<b>Immediate/Severe Impact - Red</b>			
Mass Campus Shooting/Mass Casualties	X		
Natural Disaster/Devastating Damage/Indefinite Closure	X		
<b>Moderate Impact - Orange</b>			
Severe Campus Violence (Shooting, multiple injuries, death(s))		X	
Severe Weather/Fire Damage-Extended Closing		X	
Hazardous Materials/Extended Closing/Evacuation		X	
<b>Limited Impact - Yellow</b>			
Weather Related Closing, Delay, Service Interruption			X
Lockdown/Temporary Evacuation - Bomb Threat, Fire, etc.			X
Health and Safety Message (Widespread Illness, Chemical Spill, Traffic Detour, Clery Crime notification etc.)			X
Power Outage/Services Outage (Limited period)			X
Public Notice of Mock Crisis/Emergency Drill			X
Death of College president			X
High Profile Accidental Campus Death/Work Related			X



Fatality			
Security Breach (Widespread-impacting all students/staff)			X
Public Relations/Misinformation Crisis *To be determined by KCTCS PR Staff			X
<b>Usage</b>			
In the event there is an emergency/crisis that calls for the activation of a crisis blind site or emergency notification please use the above matrix as a guide.			
Contact KCTCS Marketing/PR Staff (Terri Giltner, Mary Hemlepp and Jennifer Vlahos) upon activation and with any questions or clarification			
Upon determination by college and KCTCS Crisis Management Team when the need has expired sites/banners will be immediately deactivated.			
<b>Definitions</b>			
Full Site Takeover - Any page under the college/KCTCS website would redirect to an emergency/crisis page			
Home Page Takeover - Only the home page of the college/KCTCS website would redirect to an emergency/crisis page			
Emergency Notification* - A banner will display on the home page of the college/KCTCS website with emergency information			
*This could possibly also link to a page on the site with additional information Ex: Banner expresses sympathy message for death of President, links memorial information.			

## KCTCS Website Communications

Activate link to college emergency site on KCTCS Home Page.

Notify media of website, distribute link as a source for updates and ongoing information.

Continually post link to crisis site with updated information to social media channels.

Notify KCTCS web services of any issues or problems with site.

Consult crisis management team to determine time for deactivation of site

Crisis sites should be de-escalated step by step following crisis. Move from full site takeover to home page takeover to emergency notification banner.

## **Student Communications**

Provide news releases or information from public statements, keeping messages consistent

Activate available methods for communicating to students

SNAP/School messenger

Post frequent updates to social media channels and respond to student questions as much as possible, directing students to official information sources

Notify student services team of important information and suggested response if calls are received at the 24/7 service center.

## **Social Media Communications**

Continuously monitor comments on all active social media channels

Respond to questions if feasible and counter misinformation with official statements and facts at this time

Post pertinent public announcements and updates on situation to college social media channels and provide links to college website, crisis pages, etc.

Identify additional social media team members if needed to handle demand.

## **Administrative Activities**

Set up a phone bank; answer phones and complete media inquiry log sheets.

Contact video monitoring vendor to arrange tapes or transcripts of coverage.

Distribute news releases.

Set up and monitor Google Alerts, monitor news coverage, document relevant information and provide key information to chief spokesperson.

Monitor news coverage (TV, wires, radio and Internet) for accuracy.

Monitor blog sites and social media.

Report inaccuracies from media reports or social media posts to Mary Hemlepp, Terri Giltner or Jennifer Vlahos.

Provide news releases or statements to call centers, if warranted.

## **Day One: Hour 2 and Beyond**

### **Key Activities:**

Continue to ensure KCTCS is speaking with one voice by limiting the number of spokespersons.

Evaluate the unfolding nature of the emergency to determine next steps; conduct an initial media briefing if the situation warrants.

Briefings may be in person or by telephone conference call. If a briefing is not warranted, provide periodic updates, interviews to the media and possibly conference calls. Monitor coverage and the origin of media inquiries to determine the extent of media coverage and whether and how communications should be adjusted.

## **Media Communications**

### **Media Inquiries**

Respond to media calls.

Write news release or statement No. 2, as development warrants.

Secure news release and statement approvals.

Issue news release No. 2 or use an updated statement in response to inquiries.

If no media briefing is warranted, arrange as needed:

Interviews with designated spokesperson(s)

Conference calls with media

Continue monitoring news reports/websites, TV and radio, blogs, etc.

Note significant inaccuracies and ask for corrections.

Immediately correct any erroneous information distributed or reported by the media.

Modify the work schedule for the Crisis Communications Team to handle demand of inquiries as necessary.

If not already in place consider activation of PR Buddy System as an additional resource to process inquiries.

### **Media Briefing**

*Media briefings may be in person, by SKYPE or by telephone conference call.*

Discuss and evaluate the need for media briefing.

Identify new information and key messages.

Establish a time (allow appropriate time for the media to travel and set up.)

Prepare media advisory regarding initial briefing. (See Forms section for Media Advisory Form)

Designate people to:

Prepare speaking points and messages for an opening statement.

Prepare brief for likely Q&A period and rehearse media interview techniques.

Open, supervise and end the media briefing.

Record telephone conference call on audio recorder.

## **Administrative Activities**

Order additional telephone lines and/or toll-free number, if necessary.

Contact back-up/alternate members of the Crisis Management Team; advise them of situation, provide information known, and request they be on stand-by.

Order additional cell phones, if needed

AT&T: 859-873-6939 (Versailles)  
T-mobile: 859-273-1205 (Lexington, Nicholasville Road)  
Sprint: 859-971-2000 (Lexington, Nicholasville Road)

Send news release(s) – via Cision distribution system.

Reserve the media briefing facility (Provide room diagram)

Prepare and issue briefing advisory.

Arrange audio/video documentation of briefing.

Assemble media kits for reporters.

Compile telephone log sheets; drafts and final versions of news releases and advisories in a file.

Order food and beverage for Crisis Communications Team, if warranted.

Pizza Hut: 859-873-1111 (Versailles)

Papa Johns: 859-873-9898 (Versailles)

Wallace Station: 859-846-5161 (Woodford County)

Three Peas in a Pod Catering (502) 320-6470 (Frankfort)

Provide news releases or statements to specialty established call centers, if any.

## **Communications Coordination**

Establish contact with public relations offices as warranted

### **Hospitals - Lexington**

#### **UK Hospital**

Public Relations: 859-327-1040, Monday through Friday, 8 a.m. to 5 p.m. After hours and on weekends, please call the PR staff member on call at 859-230-9086.

#### **UK Hospital PR Director**

Kristi Lopez

Office: 859-323-6363

Cell: 859-806-0445

#### **UK Executive Director - Public Relations & Marketing**

Jay Blanton

Office: 859-257-6605

Cell 859-699-0041

#### **St. Joseph Hospital/Kentucky One Health**

Jeff Murphy, Director of PR Office: 859-313-2017.

Main number: 859-313-1000

#### **Central Baptist/Baptist Health**

Ruth Ann Childers, Director, Marketing/PR

Marketing/PR

Phone: 859-260-6592

Main number: 859-260-6100

### **Frankfort Hospital**

**Frankfort Regional Medical Center**

Brad Wands

Phone: 502-226-7670

Fax: 502-209-2244

Diane Dominick

Phone: 502-226-7892

Fax: 502-209-2244

**Versailles Hospital**

**Bluegrass Community Hospital PIO/**

**Crisis Communications Contact: Tommy Haggard, CEO**

Phone: 859-873-3111

**Law Enforcement/Public Service Agencies**

Versailles Police Dept. 859-873-3126

**Primary Contact:**

Chief James Fugate

859-509-1273 (Cell)

110 Court Street

Versailles, Kentucky 40383

**Additional Contacts:**

Asst. Sgt. Matt Mitchell

859-509-1271 (Cell)

**Fire/EMS**

Chief Brian Wainscott

[bwainscott@versaillesky.com](mailto:bwainscott@versaillesky.com) Station #1 859-873-5829, Station #2 859-873-1199

**Other government agencies, regulators**

Mayor Brian Traugott

196 South Main Street Versailles, Kentucky 40383 (859) 873-4581 work

(859) 806-7743 cell [btraugott@cityhall.versaillesky.com](mailto:btraugott@cityhall.versaillesky.com) [btraugott@windstream.net](mailto:btraugott@windstream.net)

## Day Two

### Key Activities:

Ensure that the level of communications continues to match the level of the emergency: Is the System Office/college under-communicating? What does feedback to the college/system website, social media, blogs, media coverage etc. tell you about the types of information stakeholders want?

Evaluate media coverage to date for its impact on the college's reputation and credibility. Are businesses affected? Shift communications from reactive to proactive, emphasizing concern and efforts to resolve the situation; continue to respond to media inquiries and schedule briefings or interviews as developments warrant.

Messages should emphasize what has been done over time to try to prevent such an emergency from

happening or to keep such an occurrence from ever happening again.  
*Depending on how rapidly events are unfolding, consider adopting initiatives from the following checklist now and throughout the duration of the crisis.*

## **Media Communications**

- Review media coverage and plan communications accordingly, gather daily news clips.
- Provide media updates via news releases, statements, briefing or interviews as necessary.
- Respond to media calls in priority order.
- Monitor briefings and other communications by others involved in the emergency and prepare appropriate responses, if necessary.
- Contact reporters to correct any *significant* inaccuracies in media coverage.
- Schedule executive spokespeople for live TV and radio interviews, if appropriate.
  - Develop key messages for each target audience.
  - Identify and communicate any new information.
- Provide technical or health-related spokespeople to explain technical terms or health-related issues and subjects.
- Provide parking arrangements for the media.

## **Administrative Activities**

- Continue to answer and process media calls; complete media inquiry log sheets and forward to spokespeople.
- Continue to monitor media requests and activities on internet.
- Collect and maintain a file/binder of all media inquiry log sheets and all drafts and final versions of news releases and statements.
- Collect and maintain a file/binder of all media coverage.
- Ensure availability of food and beverages for extended work schedules.

## **Employee Communication**

- Provide additional communications or deploy additional communication tools to reach employees.

## **KCTCS Communications**

- Continue to provide critical information to KCTCS website and other community websites as appropriate; include important links (e.g. health information, identity theft, etc.)

## Student Communications

Provide additional communications or deploy additional communication tools to reach students.

## Web Communications

Continue to post pertinent information and updates on situation to the college website using home or full page takeover, notification banner, etc.

## Social Media Communications

Continue to monitor comments and post pertinent information and updates on situation to college social media channels and provide links to college website, crisis pages, etc. Identify additional social media team members if needed.

# Day Three and Beyond

## Key Activities:

Continue to update all communications with the media, employees, students, faculty and staff, and messaging on websites, social media, etc. as needed

Determine the extent of the adverse impact on KCTCS

Continue to gather and analyze news coverage/social media traffic and its real or potential impact on KCTCS' operations or reputation. Does the emergency appear to be passing? Is continued media coverage likely to extend it?

***This may be the most critical period because of the potential for follow-up activity by reporters and others, such as criticisms and attacks, finger pointing, blame-fixing, investigative reports, "trend" stories, legislative or regulatory action.***

Provide interviews and briefings as warranted

Identify solutions to any potential problem

Develop opportunities to place, positive stories with the media and consider longer-term initiatives (e.g., public or employee education programs) as warranted by the emergency

## Media/Social Media Communications

Review media coverage and plan communications accordingly:

Daily news clips –Cision, Google Alerts, etc.

Provide media updates via news releases, statements, briefings or interviews as necessary.

- Respond to media calls in priority order.
- Monitor briefings and other communications by others involved in the emergency.
  - Prepare appropriate responses, if necessary
- Contact reporters to correct any *significant* inaccuracies in media coverage.
- Proactively solicit media coverage casting the college/system in a positive light.
  - Offer “inside” stories or feature sidebars to show what is being done.
  - Identify what KCTCS has done in the past to try to prevent such an emergency (e.g., training, exercises, etc.) or to prepare for such an emergency.
  - Identify people not affiliated with KCTCS who can comment favorably.
- Hold a terminating news briefing when the situation is resolved, if warranted (Tab 6)
  - Include new information, messages.
  - Schedule media briefing.
  - Issue media advisory regarding briefing through Cision distribution system.
  - Prepare talking points and messages for spokesperson’s opening statement.
  - Prepare spokesperson for likely media questions; establish responses (Q&A).
  - Document the briefing (audio or video recording).
- Utilize social media as an ongoing communications channel for public and media, share and retweet favorable coverage and informative public interest/information stories.
- Continue to direct audiences to latest source of official information. (website, news conferences, etc.)

## **Administrative**

- Continue to answer and process media calls, complete media inquiry log sheets and forward to spokespeople.
- Continue requests for media monitoring.
- Work with video or conference call vendors regarding any additional briefings. (Tab 6)
- Maintain availability of food and beverage for extended work schedules.
- Collect and maintain a file of all media phone log sheets and all drafts and final versions of news releases.
- Collect and maintain files of all media coverage.

## **Proactive Activities to Consider**

### **Key Activities:**

- Demonstrate concern:
  - Key officials visiting victims and survivors at home or at hospitals
  - Sympathize with affected people.
- Consider other actions appropriate to the emergency that put a human face on KCTCS and demonstrate responsible citizenship:
  - Provide expressions of gratitude to community groups (i.e., volunteer fire department) that helped to resolve the emergency.
  - Announce any employment programs that may be appropriate. (grief counseling, security awareness, diversity training, etc.)



Establish toll-free hotline for affected individuals, if appropriate.

Establish appropriate funds:

- Emergency relief

- Victims Fund

- Memorial Fund

Expand hours of service to address problems or concerns of those who are affected by the incident.

- Consider security of the site and those who will be visiting the site.

Begin thinking about establishing an independent commission to investigate the cause of the crisis and recommend steps to ensure it never happens again.

## **After the Emergency**

### **Key Activities:**

- Document the role of the Crisis Management Team and others during the crisis in protecting KCTCS' reputation and operations.

- Share valuable information and insights into handling the public information requirements of the incident.

- Arrange for psychological counseling sessions for communications personnel.

## **Communications Activities**

- Conduct a debriefing of emergency participants.

- Prepare a written report on the emergency for use by senior management and other public relations offices that contains:

  - Quantity and nature of news coverage

  - Quantity and nature of communication activities and responses

- Copies of media coverage

  - Lessons learned

    - What worked?

    - What did not work?

- Tips, tactics and advice, future modifications and recommendations

  - Compile a video of TV coverage showing how the emergency played out (use the video monitoring clips, briefing footage)

  - Meet with vendors and volunteers and ask for feedback:

    - What worked the well for them?

    - Opportunities for improvement

  - What messages, timing and communication methods were effective/ineffective with each target audience?

  - Modify the Crisis Communication Plan as necessary.

# Preparation

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## Services

### News Release/Media Tracking Service

KCTCS may also distribute media materials directly to the news media via the news release service Cision. Create our distribution lists and supply them to our vendor before an emergency occurs. Cision also provides media tracking/monitoring services for KCTCS.

Vendor	Contact information and Number
Cision Login: Company – KCTCS User – MHemlepp PW – 1234Change Greg Hiles also has access to Cision, if additional help is needed.	Alex Gohl <a href="mailto:Alex.gohl@cision.com">Alex.gohl@cision.com</a> Support: 1-866-675-2525

### Media Monitoring

Resources necessary for monitoring media coverage of an emergency:

- Cable television and radio to monitor local and cable news broadcasts as they occur
- Video monitoring service to provide tapes/ transcripts of local, regional and national news broadcasts
- Daily news clips
- Internet access or service to monitor on-line communications

### Documentation

Record media briefings for purposes of documentation. Use digital audio recorder to record briefings via telephone conference calls, if any. Review the recordings later.

The need to have archival coverage of the emergency may require the use of alternative providers of video and photographic services.

Video recording services	Contact person	Telephone
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Primary: KCTCS		
Alt. 1: Media Library www.medialibraryinc.com	Brittney Johnson brittney@medialibraryinc.com	859-451-1007

<b>Photographic service</b>	<b>Contact person</b>	<b>Telephone</b>	<b>E-mail</b>
Primary:	Chris Witzke	502-295-4928	chris@witzke-studio.com

## Support Services

### Food Services

Food and beverages may be required during long, uninterrupted periods of work schedules, for both Crisis Management Team members and news agency representatives covering an event.

<b>Vendor</b>	<b>Contact Name and Number</b>
Alt. 1: Pizza Hut:	859-873-1111
Alt. 2: Papa Johns:	859-873-9898
Alt. 3: Three Peas in a Pod Catering:	502-320-6470
Alt. 4: Wallace Station:	859-846-5161

### Technical Equipment

In the event extra telecommunications equipment or phone lines, such as dedicated or toll-free numbers, are required, contact the individuals below.

<b>Extra batteries and power supply</b>	<b>Number</b>
Danah Easton	859-256-3369

Position copier close enough to the work area to minimize the amount of time required for making copies. It should be within a 30-second walk from the work area and should be reserved by the Crisis Communications Team use.

Use a speakerphone or audio device to conduct telephone conference calls with the news media. If one is unavailable, obtain from a source.

## Cell phones/Satellite Phones

Secure extra cellular phones (extra batteries and chargers) for off-site communications. Insert name and contact number here and include in the emergency checklist, Tab 1. *Remember: Cellular calls may not be secure.*

Cellular Phone Sources	Contact name and number
Danah Easton	859-256-3369

## Facilities

### Holding Area for Evacuated System Office Staff

Communicate areas identified in KCTCS Emergency Operations Plan (Neighboring businesses, schools, churches, etc.)

### Media Briefing Facility

In certain crises, KCTCS may not have access to our regular facilities and a nearby facility should be used for media briefings.

Therefore, our media briefing facility should be big enough to accommodate at least 25 people plus cameras, tripods, laptops, chairs and tables; it is better that the room be too large than too small.

**Possibilities:** Ruggles Signs, BCTC Newtown Campus, Falling Springs Center, Woodford County High School, City Hall, county courthouse, local schools, hotels. KBEMS/Fire Commission Office, etc. Hotel criteria:

Have experience in meeting audio-visual demands.

- Can provide parking for TV vans

- Can cater the briefing

- Have 24-hour a day, seven-days-a-week access

- Present no security or safety issues

It should be equipped with:

- A lectern on a riser

- One microphone with mult-box for TV and radio microphones, TV lighting

- Tables and chairs arranged classroom style

- A riser for television cameras
- Electrical outlets for cameras and computers
- Standing banners for backdrop behind the lectern
- Toilet(s) should be located at a nearby location

It is preferable to have two entrances to the briefing room. If there is only one, arrange the room so the spokesperson can leave the room without having to pass by or walk among the news media. Although we may wish to speak with reporters and respond to additional questions, we also should have the option of a clear departure.

## Emergency Kit Materials

These kits should be stored in a secure location that communication staff members may access with minimal difficulty. A minimum of one kit will be located in the Marketing/Communications department and Facilities Management. One person should be assigned the responsibility of taking inventory at the start of each semester, making any necessary replacements and/or updates (update this manual, insert new batteries, ensure contact lists still have correct information, appropriate identification tags are there, etc).

Each kit includes the following items:

- copy of current KCTCS crisis communications plan
- phone lists – KCTCS Emergency Management team and PR team
- 11 respirators (face mask)
- 3 thermal blankets
- 1 poncho
- 1 metal whistle with lanyard
- 2 12-hour light sticks
- 6 4 oz. water pouches
- 12 200-calorie food bars
- 2 first aid kits
- 6 moist towelettes
- 1 pair leather palmed work gloves
- 1 multifunction tool
- 1 roll duct tape
- 1 roll plastic sheeting
- 1 AM/FM radio with two sets of batteries
- 1 flashlight with two sets of batteries

3 toilet bags

2 biohazard bags

1 toilet paper roll

1 waterproof document pouch

2 writing tablets

5 pens

1 antiseptic hand gel

1 safety light

1 2.5 gallon emergency bag

*Contact Information:* Include copies of current media lists, both print and broadcast, including general phone numbers and email addresses for assignment desks and city desks and update once per semester or as new information becomes known.

## **Documents/Copying**

At the outset of an emergency event, copy the following pages from the tabs section of this manual as indicated and retain original for future use:

News release approval forms (15 copies)

Situation report (25 copies)

News media sign in sheets (10 copies)

Media inquiry log sheets (50 copies)

# Roles And Responsibilities

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## Crisis Communications Team

*Crisis Management Team attached – Section 8*

### Director and Manager of News and Information

Direct all activity involving news media; staff assignments and scheduling; ensure timely distribution and accuracy of news releases and advisories; gather information from Emergency Management team, and prepare opening statement for briefings. May respond to news agencies' requests for information.

<b>Name: Terri Giltner</b> Title: System Dir. for Marketing & Communications	Office Phone Number: 859-256-3186	Cell: 859-227-8085 Cell 2: 502-640-5823
<b>Name: Mary Hemlepp</b> Title: PR/crisis communications Manager	Office Phone Number: 859-256-3330	Cell: 859-753-8310
<b>Name: Jennifer Vlahos</b> Title: Director of Digital Strategy	Office Phone Number: 859- 256-3547	Cell: 859-753-8352

### Visual Documentation Group

Record and collect photographic and video images as necessary for archival and public-information purposes.

#### Primary

Name:	Office Phone Number	Cell:
Name: Angela Trevino	Office Phone Number 859-256-3368	Cell: 859-396-7378
Name: Shawna Merlin	Office Phone Number: 859-256-3485	Cell: 859-492-1059
Name: Karri Hermes	Office Phone Number:	

	859-256-3359	
Media Library, Inc.	502-451-1007	medialibraryinc.com

## KCTCS Website

Create, maintain, and update information on the college Website(s) as necessary

Jennifer Vlahos	Office Phone Number: 859- 256-3547	Cell: 859-753-8352
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## Graphic Artist

Create graphics and other images as required, including credentials, signage, maps and other visual materials for distribution and other publication, including online.

Name: Shawna Merlin Title: Creative Director	Office Phone Number: 859-256-3485	Cell: 859-492-1059
Name: Karri Hermes Title: Graphic Designer	Office Phone Number: 859-256-3359	

# Communication Team/PIO

## Roles and Responsibilities – at Scene

Receives all current information approved for release.

Provides all approved and confirmed information to the media at the site.

Coordinates information activities with other public relations personnel (fire, police, health department, etc.) at the site

Provides information to other communicators on events taking place at the site, and the tone and nature of media questioning.

Collects information released by others

Maintains contact with director and manager of communications. (Terri and Mary)

Educates the media on relevant issues.

Each state and federal government may have its own agency to conduct official investigations into certain types of incidents. Those agencies must also release information to the media about the situation, the investigation and any findings. The KCTCS representative at the site should not violate the investigating



agency's information policies but must protect KCTCS reputation and interests.

The investigating agency will usually brief the media or publish information about the investigation at least once a day. The on-site representative should attend these briefings to hear what is being released – and what questions are being asked. The tone and subject of the questions may indicate coverage harmful to KCTCS and should be reported to the director and/or manager of communications.

If an event occurs on private property, other officials may try to take control of media relations, and the on-site public relations representative may find it challenging to protect KCTCS' interests. A positive working relationship should be established with other public relations representatives at the site as early as possible.

At the site, information can be given in one-on-one interviews or at more formal briefings, if a briefing facility exists. The on-site public relations representative should be trained and prepared to do televised interviews, if necessary.

More than one public relations representative may be sent to any of the sites.

# Media Briefing

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*Guidelines for deciding whether to have a media briefing:* Media briefings are an effective and efficient way to give one set of answers to many questions and many reporters at one time; a briefing also conveys openness and accountability. It ensures all media outlets get the same information at the same time. In general, a media briefing should be considered only when:

- There has been a loss of life, serious injuries or significant property damage.
- There has been significant inconvenience to or endangerment of the public, employees, etc.
- There are damaging accusations or questions about the institution's integrity, workplace, practices, or citizenship, especially with respect to responding to the crisis situation.
- The situation depends on in-person response.
- The designated spokesperson has the skills and demeanor to conduct a briefing. KCTCS may conduct the media briefing in person, by television or by telephone conference call. A briefing should include ***new information*** about the situation as well as key messages.

Briefing	Location	Contact
In person	Primary: (System Office)	Terri Giltner Alternate Mary Hemlepp
Satellite television media conference		Terri Giltner Mary Hemlepp

## Conducting a Media Briefing

The KCTCS representative should open the briefing and:

- Bring the room or conference call to order.
- Give the speaker's name, spelling and title.
- Set any ground rules. (length of briefing, time for Q&A, etc.)
- Give TV crews time to prepare. (Ask if everyone is ready and wait for them.)
- Introduce the speaker.
- Supervise the briefing, and bring it to a close.

The spokesperson should begin with a prepared statement containing key messages.

The media briefing facility for in-person briefings should be equipped with:

- Lectern and one microphone with multi-box for TV and radio microphone
- TV lighting
- Table and chairs arranged classroom style
- Riser for television cameras

Electrical outlets for cameras and computers  
Telephones  
Neutral background curtain behind the lectern  
Snacks and beverages  
Restroom facilities should be available nearby.

## Media Briefing Room

Room should be located so that TV crews can run cable to vans and trucks in a parking area, if possible.

No signage or logos should be displayed.

Tables to allow the media to use laptops easily

The speaker should be able to exit the room without walking by or among the media. If there is only one door, place the lectern at that end of the room.

## Media Briefing Advisory Form

*Use copies of the form template in the tabs section to alert media of a briefing concerning the emergency.*

FOR IMMEDIATE RELEASE: \_\_\_\_\_ (insert time and date)

ATTN: \_\_\_\_\_ Assignment Editor: (insert appropriate others)

### KCTCS SCHEDULES MEDIA BRIEFING

To Discuss \_\_\_\_\_ (nature of emergency event)

WHAT \_\_\_\_\_ (Name of person and/ or KCTCS) will conduct a media briefing regarding today's (insert nature of event)

Follow an opening statement reporters will have a question and answer period.

WHO \_\_\_\_\_ (Name, title of briefer)

WHEN \_\_\_\_\_ (Time and Date)




# Media Inquiry Report

*USE: Make copies of the form template in the tabs section return blank original to manual.*

Date \_\_\_\_\_ Time \_\_\_\_\_ Taken By \_\_\_\_\_

Call Received From

Name \_\_\_\_\_ News Agency \_\_\_\_\_

Location \_\_\_\_\_ Phone \_\_\_\_\_

Email \_\_\_\_\_

Deadline \_\_\_\_\_

Message \_\_\_\_\_

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Call returned by \_\_\_\_\_ Date \_\_\_\_\_ Time \_\_\_\_\_

Priority

- Local (headquarters, site)
- Wire service/State
- National broadcast, newspaper, magazine

Forum

- Employee Base (campus Update and Faculty focus)
- International media
- Other

Notes \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Media Inquiry Log

*USE: Remove form template in the tabs section and make multiple copies of this form; return blank original to the Crisis Communication Plan manual. This form serves as a record of responses to calls on MEDIA INQUIRY REPORT forms (preceding page) and should be updated periodically throughout a prolonged crisis.*

Date	Time	Name, Agency	Contact	Response By



# References

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## Background Information

The KCTCS Mission:

The mission of KCTCS is to improve the employability and quality of life of Kentucky citizens as the primary provider of:

- College and Workforce Readiness.
- Transfer Education.
- Workforce Education and Training.

KCTCS System Leadership:

- Dr. Jay Box, President
- Dr. Paul Czarapata, Vice President
- Mr. Wendell Followell, Vice President
- Ms. Beth R. Hilliard, Senior Executive Assistant to the President
- Dr. Gloria McCall, Vice President
- Dr. Rhonda Tracy, Chancellor

Credentials Offered:

- 700 credit program options
- Associate degrees, diplomas, and certificates
- Associate degrees include transfer degrees and technical/professional degrees, many of which also transfer to four-year programs.
- To earn an associate degree, a student must successfully complete 60 to 76 credit hours, depending on the program.
- The diploma is designed to prepare students for employment in a specific technical field. To earn a diploma, a student must successfully complete 36 to 68 credit hours.
- The certificate is primarily offered in technical programs and can be earned in as little as one semester, depending on the program.

KCTCS Fact Books:

- [http://www.kctcs.edu/en/About\\_KCTCS/KCTCS\\_Factbook.aspx](http://www.kctcs.edu/en/About_KCTCS/KCTCS_Factbook.aspx)

Enrollment Trends – KCTCS Profile

Recommended background information to release to the media:

- A brief history of the institution: employment, enrollment, etc.
- Operating information that illustrates longer-term, normal operations
- What the institution is doing to help families and survivors
- Shelter locations and other important information of general use to the public and media



In addition, KCTCS will want to have other information to use as needed:

Past incidents similar in nature either at the KCTCS or elsewhere

Key phone numbers and other media contact information that may be useful

Portions of relevant emergency plans for faculty, staff, and students

KCTCS Crisis Management Materials:

[http://kctcs.edu/Faculty\\_and\\_Staff/Facilities\\_Management/Crisis\\_Management.aspx](http://kctcs.edu/Faculty_and_Staff/Facilities_Management/Crisis_Management.aspx)

[http://kctcs.edu/News\\_and\\_Events/Emergency\\_Preparedness.aspx](http://kctcs.edu/News_and_Events/Emergency_Preparedness.aspx)

SNAP/KNECT Access:

Website - <http://kctcs.edu/snap>

Informacast - <https://informacast.kctcs.edu:8444/InformaCast/admin> (Internal)

<https://snap.kctcs.edu> (External)

School Messenger - <https://asp.schoolmessenger.com/kctcs/index.php?logout=1>

KNECT - <https://asp.schoolmessenger.com/kentuckycommunity/>

# Directories and Contacts

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## KCTCS Crisis Management Team

<b>Name</b>	<b>Office #</b>	<b>Home #</b>	<b>Work Cell #</b>	<b>Personal Cell #</b>	<b>Department</b>
Amy Jennings	859-256-3290	859-263-0121	N/A	859-229-2153	President's Office
Beth Hilliard	859-256-3108	859-266-3998	859-492-9049	859-312-8370	President's Office
Curtis Liska	859-256-3323		859-447-0906	859-445-1966	Facilities Management
David Crowell	859-256-3244	859-873-6368	859-608-6154		Facilities Management
Jackie Cecil	859-256-3384		606-226-4541	606-424-4106	Human Resources
Keila Gatewood	859-256-3267	502-695-2641	N/A	502-395-3400	Facilities Management
Lucinda White	859-246-6200	859-873-7116	859-753-8632	859-351-2954	Student Affairs
Michael Poynter	859-256-3584	859-317-3238	859-753-8158	859-264-9145	KBEMS
Pam Duncan	859-256-3217		859-753-8048	859-806-1903	Legal
Ronnie Day	859-256-3478		859-608-4652	606-776-4075	Fire Commission
Terri Giltner	859-256-3186	502-722-5952	859-227-8085	502-640-5823	PR/Marketing
Danah Easton	859-256-3369	502-320-6003			TS
Mary Hemlepp	859-256-3330		859-753-8310	859-338-0204	PR/Marketing
Ken Marks	859-256-3594		859-753-7190		Facilities Management

# KCTCS Cabinet Members

Name	Office #	Home #	Work Cell #
Jay Box	859-256-3252		606-233-3399
Paul Czarapata	859-256-3248	859-514-2086	859-312-0307
Wendell Followell	859-256-3263	859-296-4351	859-312-1907
Beth Hilliard	859-256-3108	859-266-3998	859-492-9049
Gloria McCall	859-256-3551	859-296-1669	859-797-5497
Rhonda Tracy	859-256-3250	740-787-2756	304-834-9060

## College Crisis Management/ Communications Contacts

### Ashland Community & Technical College

Media Contact:  
Gayle Fritz  
(606) 326-2400  
Allison Goble  
(606) 326-2432

College Crisis Management Contact:  
John McGlone  
(606) 326-2400

### Big Sandy Community & Technical College

Media Contact:  
Joshua Ball  
(606) 889-4703

College Crisis Management Contact:  
John Herald  
(606) 886-3863 x67335

## **Bluegrass Community & Technical College**

Media Contact:  
Mark Manual  
(859) 246-6663

College Crisis Management Contact:  
Todd Gray  
(859) 246-6422

## **Elizabethtown Community & Technical College**

Media Contact:  
Mary Jo King  
(270) 706-8530

College Crisis Management Contact:  
Keith Johnson  
(270) 706-8413

## **Gateway Community & Technical College**

Media Contact:  
Michelle Sjogren  
(859) 442-1172

College Crisis Management Contact:  
Tim Chesser  
(859) 442-4129

## **Hazard Community & Technical College**

Media Contact:  
Evelyn Wood  
(606) 487-3141

College Crisis Management Contact:  
Stu Fugate  
606-487-3196

## **Henderson Community College**

Media Contact:  
Jennifer Preston  
(270) 831-9805

College Crisis Management Contact:  
Jerry Gentry  
(270) 831-9620

## **Hopkinsville Community College**

Media Contact:  
Rena Young  
(270) 707-3732

College Crisis Management Contact:  
Tina Spak  
(270) 707-3798

### **Jefferson Community & Technical College**

Media Contact:  
Emily Belwood  
(502) 213-2151

College Crisis Management Contact:  
Steve Martin  
(502) 213-2544

### **Madisonville Community College**

Media Contact:  
Joyce Riggs  
(270) 824-8581

College Crisis Management Contact:  
Eddie Marks  
270-824-1754

### **Maysville Community & Technical College**

Media Contact:  
Pam McGlone  
(606) 759-7141, ext. 66247

College Crisis Management Contact:  
Jeff Stevens  
(606) 759-7141, ext. 66357

### **Owensboro Community & Technical College**

Media Contact:  
Bernie Hale  
(270) 686-4506

College Crisis Management Contacts:  
Jeff Williams  
(270) 852-8977

### **Somerset Community College**

Media Contact:

Cindy Clouse  
(606) 451-6618

College Crisis Management Contacts:  
Kenneth Estep  
(606) 451-6938

### **Southcentral Kentucky Community & Technical College**

Media Contact:  
Mark Brooks  
(270) 901-1117

College Crisis Management Contact:  
Daniel Harris  
(270) 901-1154

### **Southeast Kentucky Community & Technical College**

Media Contacts:  
Tiffany Scott  
(606) 589-3198

College Crisis Management Contact:  
Ron Hayes  
(606) 589-3023

### **West Kentucky Community & Technical College**

Media Contact:  
Janett Blythe  
(270) 534-3079

College Crisis Management Contact:  
David Wallace  
270-534-3859

### **KCTCS (System Office: Versailles)**

Media Contact:  
Terri Giltner  
(859)256-3186  
Mary Hemlepp  
(859) 256-3330

System Office Crisis Management Contact:  
Curtis Liska  
(859) 256-3323

# KCTCS PR Buddy Program

## Objective

To have a KCTCS PR professional within driving distance who you can rely on for immediate support.

## Background

Since our college campuses are located across the state, it is hard for each of the PR Directors and System office staff to descend on a particular location should an emergency arise. Your PR Buddy would be located within driving distance (two hours max) and could react fast.

## Why do I need someone to assist me?

We all can use extra experienced PR professionals during an emergency situation. Your PR Buddy could help with media, direct college faculty and staff, write press releases/updates, etc. ...wherever *YOU* determine you need extra help. Your PR Buddy is not there to take over your duties, only to assist and make your job easier.

Below, each PR Director or key Crisis Communications Contact has been matched with a buddy according to size of college, distance and compatibility. This list is not set in stone. If you would like to suggest another buddy, let us know.

Gayle Fritz-Allison Goble/Ashland – Pam McGlone/Maysville

Michelle Sjogren /Gateway –Mark Manuel & Jennifer Tyson/Bluegrass

Josh Ball/Big Sandy – Evelyn Wood/Hazard

Mark Brooks/Bowling Green – Mary Jo King/Elizabethtown

Emily Belwood/Jefferson – Bernie Hale/Owensboro

Cindy Clouse/Somerset – Tiffany Scott/Southeast

Rena Young/Hopkinsville – Joyce Riggs/Madisonville

Jennifer Preston/ Henderson – Janett Blythe/West Kentucky

System Office PR Team (Terri/Mary) – College location as needed

## Media Directory

### Versailles

The Woodford Sun  
(859) 873-4131  
news@woodfordsun.com

### Lexington

WLEX-TV (NBC)  
859-299-2727  
news@lex18.com

WKYT-TV (CBS)

859-299-2727  
newstip@wkyt.com

WTVQ-TV (ABC)  
859-299-3636  
news36@wtvq.com

WDKY-TV (FOX)  
859-268-1234  
mbartlett@foxlexington.com

590 WKLY  
(859) 253-5900  
news@wvlkam.com

630 WLAP  
(859) 422-1000  
news@wlap.com

Lexington Herald-Leader  
(859) 231-3100  
lblackford@herald-leader.com

## **Frankfort**

The State Journal  
(502) 227-4556  
pcase@state-journal.com

## **Louisville**

WAVE-TV (NBC)  
newsrelease@wave3.com  
(502) 561-4150

WHAS-TV (ABC)  
assign@whas11.com  
(502) 582-7220

WLKY-TV (CBS)  
newstips@wlky.com  
(502) 893-7300

WDRB-TV (FOX)  
news@fox41.com  
(502) 585-0811

The Courier-Journal  
readerline@courier-journal.com  
(502) 582-4691

840 WHAS  
whasnews@iheartmedia.com



(502) 479-2210  
89.3 WFPL (NPR)  
news@wfpl.org  
(502) 814-6500

**Associated Press**

AP Louisville Bureau  
aplouisville@ap.org  
(502) 583-7718

# Crisis Situations and Their Procedures

## Active Shooter/Violent Incident

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### Active Shooter/Violent Incident

An active shooter or violent incidents are dynamic and unfold rapidly with little to no warning or notification. What you do in the first few minutes should be accomplished quickly and decisively. Campus community notifications are the first priority to communicate specific safety measures. Media attention will be rapid, intense and far reaching. Delivering clear, factual information to authorities, media and the public is crucial.

### Immediate Action

Should a violent incident occur, the following communications procedures should be followed:

CALL 911 if it is safe to do so! If you cannot speak, dial 911 and leave the phone on for the Police Dispatcher to hear what is going on.

Call or designate someone to call the SNAP line (**63711-System Office**)

Inform all employees/students of situation immediately via SNAP using the “XX-Violent incident” extreme emergency message and/or a campus specific lockdown message. In additional edited messages be sure to instruct them of where to go for safety... i.e. safe exits, in a classroom or office where the door locks, etc.

Use any and all layers of communication to communicate emergency procedures (SNAP, crisis website, desktop displays, speakers, message boards, social media, door-to-door announcements, signage, etc.)

Continue to provide updates on the situation via SNAP, website, social media, media statements, news releases, etc. (i.e. local police are searching, campus remains on lock down)

Send final “All Clear” message via SNAP once the event(s) is over and the threat has passed and communicate resolution of incident through all other communication channels used (web, social media, etc.)

### Organizational Response

KCTCS Crisis Management Team (CMT) will assist local officials as needed.

Once the notification has been received and all CMT members have safely evacuated the building,

they will reconvene at a pre-designated location to begin to handle response and recovery tasks. KCTCS Crisis Communications Team will issue first news release within one hour of the emergency and provide periodic updates to news agencies (the same information will also be released to all employees).

Crisis management/communications teams will coordinate any media briefings.

The president of KCTCS or a designee will brief the news media early in the emergency, stating what is being done to address the emergency (and if appropriate, prevent the reoccurrence).

CMT will observe the following Incident Command System (ICS) roles

<b>ICS Role</b>	<b>CMT Department Member</b>
College Incident Commandeer	Crisis Team Coordinator, Assistant Crisis Team Coordinator, KBEMS, Fire Commission
<b>Command Staff</b>	
Information Officer	Public Relations – Crisis Communications Manager
Safety Officer	Facilities Management, KBEMS, Fire Commission, Human Resources
Liaison Officer	Public Relations/Marketing
<b>General Staff</b>	
Operations Chief	Facilities Management, KBEMS, Fire Commission
Planning Chief	Facilities Management, Legal, KBEMS, Fire Commission, Human Resources
Logistics Chief	Facilities Management, Academic Affairs, Finance, Human Resources, Technology Solutions
Finance/Administration	Finance, President’s Office, Legal

# Active Shooter/Violent Incident

There are few if any crises that could occur on your campus that will receive more media attention and scrutiny than an active shooter situation or violent incident. The demand for information and statements will be instant and likely on a national scale. It is crucial for the college/system to respond as soon as possible with accurate information. Anticipate questions and prepare answers you can give, and plan a response to the questions you will not be able to address. **DO NOT SAY “No Comment”.**

Key questions you can expect from media to consider in preparing messages and talking points include:

- Is the campus currently secure, what security measures are being taken?
- How do family members connect with loved ones? Is there a reunification area or plan in place? Have students/employees been evacuated and where are they located now?
- Were there injuries/fatalities?
- Was the college/system, students and/or employees a specific target?
- Have police identified a suspect, is there a connection to the college?
- What information are we able to release on a possible suspect and/or victims?
- How are college operations impacted?
- Are the class schedule/business hours effected?
- How were students/employees notified of the emergency?
- How will updates on the situation be delivered?
- What are the next steps?
- Are there any measures the public can take to assist? (Staying away from campus, donating blood, etc.)
- What are the short and long term impacts of the incident?
- Did your safety measures work as designed?
- How does the college/system prepare for emergencies like this?
- How could this happen? Did something go wrong?
- Is someone to blame for a security failure?
- How will safety/security measures change following the incident?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately in a safe and secure location to gather information and plan a communications response for internal and external messages. Meetings should be scheduled at frequent intervals as the situation evolves. The following matrix should be used and adapted throughout the life cycle of the incident to identify message to various audiences. Additional audiences and communication vehicles should be frequently evaluated as the communications plan is implemented.

## Active Shooter/Violent Incident – Crisis Communications Matrix

Audience	Vehicle	Sender	Message	Timing
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Initial Communications at onset of incident:				<b><i>IMMEDIATELY AT ONSET OF INCIDENT</i></b>
Students, employees and SNAP subscribers	SNAP	SNAP User or Administrator	SNAP Violent Incident Message	IMMEDIATELY AND UPDATE AS NEEDED
Campus Community	Verbal announcements, signage, etc.	Crisis Team, Safety/Security	Emergency response procedures	IMMEDIATELY AND UPDATE AS NEEDED
College/System Crisis Team	Use all communication tools available, in person, by phone, text, email, etc.	Crisis Team Manager/Safety or Security Manager	Current status of incident, anything known at this time	IMMEDIATELY AND UPDATE REGULARLY
KCTCS Crisis & Crisis Communications Coordinators	Use any and all communication tools available	College Crisis or PR contacts	Current Status and information known at this time	IMMEDIATELY AND UPDATE REGULARLY
General Public	Social Media/College Website	Public Relations	Current Status and information known at this time	As soon as possible
Media Outlets	E-mail/Release of Statement, answer to phone inquiries.	Public Relations	Holding Statement	As soon as possible as inquiries are received.
Website Visitors	Home page or website takeover	IT/PR	Current Status and information known at this time	As soon as possible
<b>Initial Statements:</b>				<b>Within First Hour</b>
Media	E-mail Statement or Media Briefing	Public Relations	First Public Statement	Within one hour of incident
Faculty/Staff/Students	E-mail	President or Designee	First Public Statement	As soon as possible
Board of Regents	E-mail	President or Designee	First Public Statement	As soon as possible

Foundation Board	E-mail	President or Designee	First Public Statement	As soon as possible
Local/state officials *Consult with KCTCS Advancement for state officials	Preferred contact method (e-mail, phone, etc.)	President or Designee	First Public Statement	As soon as possible
<b>Incident Overview:</b>				<b>In first 1-3 hours if possible</b>
Students, employees and local community	SNAP	SNAP User or Administrator	Updates as needed (reopening of areas, classes cancelled, evacuation steps, etc.)	As Needed
Media	Media Briefing/Press Conference and/or News Release	Public Relations assisted by President and Crisis Team at any briefings	Overview of Situation	As soon as possible and release additional information as needed.
General Public	Social Media/Website	Public Relations/IT/ Web Team	Overview of Situation, Operations Impact, Reunification Plan	As soon as possible
KCTCS Crisis Management/ Communications Team	E-mail	Crisis team contacts	Current Status	Ongoing as incident develops
<b>Post Incident</b>				
Students, employees and local community	SNAP	SNAP User or Administrator	SNAP All Clear Message	As soon as campus is secured by law enforcement
Students/Employees	E-mail	President	Incident Overview, college impact, next steps, etc.	Following incident
Board of Regents	E-mail or	President or	Incident Overview,	Following incident

	conference call if needed	Designee	college impact, next steps, etc.	
Foundation Board	E-mail	President or Designee	Incident Overview, college impact, next steps, etc.	Following incident
Local/state officials *Consult with KCTCS Advancement for state officials	Preferred contact method (e-mail, phone, etc.)	President or Designee	Incident Overview, college impact, next steps, etc.	Following incident
KCTCS Crisis Management/ Communications Team	E-mail, meeting or conference call	College leadership/crisis team	Current needs/impact, Response evaluation, next steps, etc	Following incident

## Active Shooter/Violent Incident – Additional Communications

During and following a violent incident it may be determined additional communications are needed to a variety of audiences and stakeholders. Adjust the communications matrix and designate contact person as needed to communicate appropriate messages to the following groups:

- Victims/Victims’ Families
- Campus Neighbors
- Local Businesses
- First Responders
- Hospital Officials
- Vendors
- Professional Organizations
- Community Organizations
- Relief Organizations (Red Cross, Salvation Army, etc.)

## Active Shooter/Violent Incident – Sample Statements

**IMMEDIATE SNAP Message:**

VIOLENT INCIDENT- Use caution to evacuate safely or seek cover in locked room if possible.

**Initial Crisis Website Message:**

VIOLENT INCIDENT- Use caution to evacuate safely or seek cover in locked room if possible. Monitor SNAP messages and this website for the latest information and updates on the situation.

**Holding Statement:**

KCTCS is in the process of preparing a statement based on the information we have at this time. We expect this information to be issued shortly.

**Initial Statement:**

This is what we can confirm at this time:

At approximately \_\_\_\_\_ this morning/afternoon/evening, we experienced:

At this point we cannot provide you with the full details because members of our team are continuing to assess the situation. Our primary goal(s)is/are to ensure (the safety of everyone), (the security of the facility), (restoration of services)and to provide the most accurate information we can as quickly as possible.

At this time there is/are \_\_\_\_\_ known fatality(ies)/injuries. Our thoughts are with the victims, their families and our college community.

We ask members of the media to stay in touch with us to confirm all facts so the public is assured of the most accurate information we can provide. We will conduct another briefing as soon as possible to provide you with more information.

**Ongoing Statements:**

When KCTCS has no more information to release:

KCTCS has released all of the confirmed information that we have at this time. As soon as we have additional facts, we will share them with you.

In response to questions about victims:

Confirming identities of victims is one of the most difficult and sensitive matters KCTCS faces after an incident like this. Officials are working as rapidly and as accurately as they can. This does not mean that we are ignoring the needs of the families; in fact, KCTCS is working closely with them. As names are confirmed, KCTCS will notify relatives first before releasing any names to the public. This can be a time-consuming process but we want to avoid errors. We know that this process appears slow, but we hope you will understand.

In response to safety concerns:

One of our top priorities is providing a safe and secure environment for our students and employees. We are cooperating fully in the investigation to ensure that such an accident never happens again.

## **Workplace Violence or Disruption News Release**

For more information, contact: \_\_\_\_\_ (contact name and telephone number)

FOR IMMEDIATE RELEASE: \_\_\_\_\_ (insert day and date)



(NATURE OF EVENT) REPORTED AT \_\_\_\_\_ OFFICES \_\_\_\_\_

(DATELINE) (Number) people (killed-wounded-injured-taken hostage) today when (nature of event) took place at \_\_\_\_\_ offices (of: name of specific offices if appropriate) at (street address).

(All or Number) of those involved are \_\_\_\_\_ employees and the rest are (insert description).

Full details regarding the incident are not yet available.

We are shocked that such a horrible event could occur,” (President or Spokesperson) said of the incident, which began about (time) today. “The safety of our students, faculty, and staff is our first concern, and our thoughts are with them now.”

*If there are deaths*, “Our thoughts and our sympathy are with the families, and \_\_\_\_\_ is at work trying to help these family members in every way we can.”

(Name of spokesperson) added, “We are cooperating fully with the authorities. No one wants to know more than we do how such a terrible thing could occur at \_\_\_\_\_, and we will do whatever we can to prevent it or ever happening again.”

*Insert any other confirmed facts about the situation. For example:*

This particular \_\_\_\_\_ facility employs about (number) people who work in (kinds of work done at these offices).

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# Bomb Threat

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A bomb threat may come to the attention of the receiver in various ways. It is important to compile as much information as possible. Please **DO NOT** immediately attempt to notify or evacuate an entire building as this could consume valuable time that would be better used to gather important information. After getting as much information possible about the threat **DO** notify your immediate supervisor who will authorize the evacuation decision in consultation with the President. While it is KCTCS policy to evacuate in response to all bomb threats, keep in mind that the vast majority of threats are false and are primarily intended to elicit a response from the building occupants. In the case of a written threat, it is vital that the document be handled by as few people as possible as this is evidence that should be turned over to the local law enforcement agency having jurisdiction. If the threat should come via e-mail, make sure to save the information on your computer. Most bomb threats are transmitted over the telephone; thus, the following instructions will be provided with that assumption.

## Immediate Action for the Receiver of the Threat

Remain calm and immediately refer to the attached bomb threat checklist, if possible. If applicable, pay attention to your telephone display and record the information shown in the display window.

The objective is to keep the caller on the line as long as possible to attempt to gather as much information as possible. Try not to anger the caller at any time.

While engaging the caller, pay attention to any background noise and distinctive sounds (machinery, traffic, other voices, music, television, etc.).

Note any characteristics of the caller's voice (gender, age, education, accent, etc.).

Attempt to obtain information on the location of a device (building, floor, room, etc.).

Attempt to obtain information on the time of detonation and type of detonator.

**Immediately** after the caller has ended the call, notify immediate supervisor.

If the threat was left on voice mail, **do not erase**.

The supervisor (or call receiver in supervisor's absence) is to notify the President's Office and the Director of the Crisis Management Team.

The supervisor (or call receiver in supervisor's absence) will call 911 to report the threat.

The receiver of the threat shall remain available for interviews by investigating authorities.

## Evacuation Decision

It is the policy of the Kentucky Community and Technical College System that building evacuation is mandatory when a bomb threat is received. If the threat is for a specific building, only that building and any other building within close proximity should be evacuated. If the threat is non-building-specific, then all buildings on campus shall be evacuated. Evacuation should follow the established Evacuation Procedure.

# Evaluating and Documenting the Threat

The majority of the bomb threats received are crank calls. There is frequently a clue to the validity of the threat in the message itself or in the attitude and manner of the caller. That is why it is important to record the caller's message exactly as it was given. After receiving a threatening call, a Bomb Threat Checklist should be completed immediately after reporting the call.

A *bomber*, in placing the call, will usually prolong the call and furnish some detail as to the location of the device and reasons for planting it. The call is frequently repeated.

A *crank caller* tends to be abrupt and hurried. Seldom are details provided regarding the type of device, the location, and reasons. The crank caller repeats the call less frequently because of the fear of the call being traced.

## Subsequent Procedures

In the building search, staff can be of assistance to the Crisis Management Team in several ways. Staff will be more familiar with their work area than the team members. As the search is conducted, staff may be asked to identify boxes or objects in their work area. If a suspicious device, package, bag, etc. is discovered, it is to be left alone, DO NOT TOUCH IT! Note its location and report it to the Crisis Management Director or his designee. Once a bomb is discovered the building will be under the jurisdiction of the local law enforcement authority having jurisdiction. The decision to resume normal activities in the building will be made by the President or CEO in consultation with the Director of the Crisis Management Team and the local law enforcement authorities. The authorities will want to interview the person who received the threat.

### Letter and Bomb Recognition Points

The following are letter and parcel bomb recognition points.

- Foreign mail, air mail, and/or special delivery
- Restrictive markings, such as "confidential" or "personal"
- Excessive postage
- Hand written or poorly typed addresses
- Incorrect titles
- Titles but no names
- Misspellings of common words
- Oily stains or discolorations
- No return address
- Excessive weight
- Rigid envelope
- Lopsided or uneven envelope
- Protruding wires or tinfoil
- Excessive securing material, such as masking tape or string

Visual distractions

## Crisis Communications Plan-Bomb Threat

While the bomb threats are often hoaxes any potential threat and the action taken should be communicated with students, employees and the campus community. Depending on the level of response from law enforcement agencies bomb threats can occasionally attract media interest as well.

Key questions to consider in preparing messages include:

How/when was the bomb threat received?

What immediate actions were taken?

What is the KCTCS/college policy on responding to bomb threats?

What type of notification was issued?

What are the next steps? Is the college involved in an investigation?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately and remain in communication as needed to gather information and plan a communications response for internal and external messages.

### Bomb Threat – Crisis Communications Matrix

College Leadership/CMT	In-person/conference call	President or designee	Current Information	Immediately
Faculty/Staff	SNAP	SNAP User or Administrator	Bomb Threat evacuation	Immediately
Students	SNAP	SNAP User or Administrator	Bomb Threat evacuation	Immediately
Media	Statement	Public Relations	Facts at this time, actions taken, potential impact on campus services, classes, etc.	By request only
General Public	Website, social media	PR/Web Team	Facts at this time potential impact to campus	As soon as possible
Board	E-mail or conference call	President	Current information, college impact,	As needed

			action taken	
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## Bomb Threat– Sample Statements

### **SNAP Message:**

Evacuate campus and clear area until notified. Emergency personnel alerted.

All Clear message once police secure area and authorize return to buildings.

### **Crisis Website Message:**

(COLLEGE NAME) Bomb Threat received (date/time). Evacuate campus and clear area until notified. Emergency personnel are responding. Please stay away from the campus area until the all clear has been issued.

### **Holding Statement:**

Right now we are focused on the safety of our students and employees and the campus is currently \_\_\_\_\_ (evacuating/returning to regular operations, etc.). We are still gathering information and hope to have more details to share soon.

### **Initial Statement:**

At (time) the college received a bomb threat (explain circumstances) as a precaution the campus was evacuated. We are working with authorities as they investigate this threat. Police have searched the area and determined there is no safety threat to our students or employees and we look forward to resuming classes and college business.

### **Statement on action taken:**

KCTCS/college followed the procedure outlined in our crisis management plan for bomb threats. We were able to safely evacuate the campus and after (time frame) students were able to return to class and employees went back to work. We are cooperating fully with the investigating agency.

# Fire and Structural Damage

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A fire may include visible flames or strong odors of burning. The appropriate emergency action is for people to evacuate the building quickly and safely and notify the Fire Department by dialing 911.

## **Immediate Action:**

For the person discovering the fire:

- DIAL 911 to contact the Fire Department.
- Confine the fire by closing the doors.
- Pull the nearest fire alarm, if there is one.
- Alert others
- Designate someone to meet the Fire Department when they arrive.

## **For occupants of the building:**

- Close the doors to your immediate area.
- EVACUATE** the building via the nearest means of egress. Evacuation routes should be posted on each floor. Assist others in exiting the building.
- DO NOT** use elevators.
- Avoid smoke filled areas

## **For persons evacuating from the immediate fire area:**

- Feel door from top to bottom with the back of your hand. If it is hot DO NOT proceed; go back.
- If door is cool, crouch low to the side of the door and open the door slowly. Close door quickly if smoke is present so you do not inhale it.
- If no smoke is present, exit the building via the nearest stairwell or exit.
- If you encounter heavy smoke in a stairwell, go back and try another stairwell.

Occupants with disabilities will be evacuated using the Evacuation Procedures for Individuals with Disabilities.

AS REQUIRED BY THE MINGER ACT, ALL FIRES AND FALSE ALARMS MUST BE REPORTED IMMEDIATELY (WITHIN TWO HOURS) TO THE STATE FIRE MARSHALL'S OFFICE BY COLLEGE DESIGNEE USING THE FOLLOWING TELEPHONE NUMBERS:

- (502) 564-3626 during normal business hours, OR
- 1-(800) 255-2587 at night or on weekends

## **Crisis Communications Plan - Fire**

Fires provide great risk both to people and property. Immediate notifications should focus on safe evacuations, and ongoing messages should provide updates on damage to property and the potential impact on college operations.

Key questions to consider in preparing messages include:

- Was anyone injured/killed in the fire?
- How bad is the damage to facilities?

- Has the cause of the fire been determined?
- Who was in the building/area when the fire started?
- Was the fire a result of negligence or an intentional act? (refer to fire department for specific info)
- What is the impact on college operations?
- What is the relocation plan?
- How were students/employees alerted to the fire?
- Did the fire alarm sound properly?
- What are the college evacuation procedures, were they implemented correctly?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Crisis – Crisis Communications Matrix

Crisis Communications Matrix				
College Leadership/CMT	E-mail	President	Current Information	As soon as possible
Media	Statement	Public Relations	Facts at this time	Within first hour
Faculty/Staff/Students	E-mail	President or Designee	Facts at this time/college operations status	As soon as possible
General Public	Website/Social Media	PR/Web Team	Facts at this time/college operations status	As soon as possible
Boards	E-mail	President or Designee	Facts at this time/college operations status	Once campus is secure

## Crisis Type – Sample Statements

### SNAP Message:

XX- FIRE ALARM-MAIN Evacuate campus buildings now. Wait for all clear message.

### Crisis Website Message:

FIRE ALARM AT (LOCATION) Evacuate campus buildings now. Wait for all clear message. Check this website for the latest information and updates.

### Holding Statement:

At this point we cannot provide you with the full details because members of our team are continuing to assess the situation. Our primary goal(s)is/are to ensure (the safety of everyone), (the security of the facility), (restoration of services) and to provide the most accurate information we can as quickly as possible.

**Initial Statement:**

This is what we can confirm at this time:

At approximately \_\_\_\_\_ this morning/afternoon/evening, a fire was reported (location). We can confirm that damage has occurred to: We have requested assistance from: We can confirm \_\_\_\_\_ person(s) have been injured. At this time there is/are \_\_\_\_\_ known fatality(ies). We ask members of the media to stay in touch with us to confirm all facts so the public is assured of the most accurate information we can provide.

**Statement on action taken:**

(Evacuation details, agencies responding, college operations update, etc.)



# Inclement Weather

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## Tornado, Severe Thunderstorms, Severe Winds

*It is advised that several NOAA all-hazards weather radios be in use on campus. Identify locations on campus where these radios should be placed.*

### Watch Vs. Warning

Knowing the difference between a watch and a warning can be a lifesaver.

A watch means conditions are favorable for severe weather (severe thunderstorm or tornado) to form. Keep apprised of weather conditions and be ready to take shelter.

A warning means that severe weather (thunderstorm or tornado) has been spotted in the area. Take shelter immediately in case the weather event approaches your location.

Local radio stations and law enforcement agencies can also be contacted for weather conditions. Non-emergency numbers for local fire and police departments are as follows:

**Local Police Department:**     **859-873-3126**

**Local Fire Department:**       **859-873-1199**

### Immediate Action

All persons will be alerted to the emergency situation via SNAP.

All personnel shall go immediately to identified locations for the duration of the emergency, typically an interior hallway on the lowest level of the building away from doors or windows.

Once the emergency has passed evacuate the building if it has been damaged. Follow established evacuation procedures.

Call 911 if injuries are reported.

Render first aid, if necessary.

The President/CEO in consultation with the Director of the Crisis Management Team will direct any other actions as required and request assistance from other agencies, i.e., Disaster and Emergency Services, the Fire Department, Police Department, etc.

### Subsequent Procedures / Information

The Coordinator of the Crisis Management Team will coordinate with Facilities Management to determine the extent of damage, and to disconnect utility services, including water, electricity, and natural gas in the event that the building structure and/or services are damaged. If the structure is damaged, it should

not be re-occupied until it has been determined to be safe to enter.

## Crisis Communications Plan – Severe Weather

During severe weather immediate action is necessary when it is time to take shelter. The first phase of communications should focus on directing students/employees to safe areas. Remember to send an all clear message once the threat has passed and include any additional instructions needed to resume classes/operations. If severe weather damages your campus the next messages will provide the latest details on campus operations and any damage reported that could impact class or work schedules.

Key questions to consider in preparing messages include:

- What time was the weather alert issued and how did the college respond?
- How was the campus notified of the weather alert?
- Have there been any injuries/fatalities reported?
- Was there any damage to buildings? How extensive is the damage?
- Will this impact college operations, for how long?
- What are the plans for repairs, rebuilding, etc?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

### Crisis – Crisis Communications Matrix

College Leadership/CMT	E-mail	President	Current Information	As soon as possible
Media	Statement	Public Relations	Facts at this time	As soon as possible
Faculty/Staff/Students	E-mail	President or Designee	Facts at this time/college operations status	As soon as possible
General Public	Website/Social Media	PR/Web Team	Facts at this time/college operations status	As soon as possible
Faculty/Staff/Students	E-mail	President or Designee	Facts at this time/college operations status	As soon as possible
Boards	E-mail	President or	Facts at this	Once campus is

		Designee	time/college operations status	secure
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## Severe Weather – Sample Statements

### **Holding Statement:**

At this point we cannot provide you with the full details because members of our team are continuing to assess the situation. Our primary goal(s)is/are to ensure (the safety of everyone), (the security of the facility), (restoration of services)

### **Initial Statement:**

At approximately \_\_\_\_\_ this morning/afternoon/evening, (weather incident information) we can confirm that damage/no damage has occurred to: \_\_\_\_\_. We have requested assistance from: \_\_\_\_\_. We can confirm \_\_\_\_\_ person(s) have been injured. At this time there is/are \_\_\_\_\_ known fatality(ies). We ask members of the media to stay in touch with us to confirm all facts so the public is assured of the most accurate information we can provide.

### **Statement on action taken:**

Evacuation or shelter in place procedures, information on campus operations, relocation, etc.

### **SNAP Message: (Template message or N/A)**

XX- TORNADO WARNING (LOCATION) Seek shelter indoors in designated area. Do not travel.

### **Crisis Website Message:**

TORNADO WARNING sent (date/time/county) Seek shelter indoors in designated area. Do not travel. Check this website for college information and updates.

# Hazardous Materials/ Gas Leak

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The System office is located in proximity to highways, railways, and nearby various industries; therefore, exposure to hazardous materials from an unplanned release is a distinct possibility. A review of known hazardous materials in use at various locations has been made in conjunction with the local Fire Department and plans drawn up for any potential spills or releases of one of these known products and is provided as an attachment to this handbook. Any release of any known or unknown material off-site and its potential effects on occupants of the building will be made known to us by local Emergency officials.

The crisis management team coordinator will correspond directly with all appropriate local, state, and federal governmental agencies. Therefore, the response will be based on recommendations from these governmental agencies.

Employees, contractors, and visitors—all building occupants—will be notified and given the course of action to be initiated and the routes to use.

## IMMEDIATE Courses of Action

**General evacuation:** Announce evacuation routes to employees. Follow the General Evacuation Procedure. All employees and other building occupants will exit to a predetermined point of assembly.

**Staggered evacuations:** The location would be evacuated in sections. All building occupants would leave to a predetermined point of assembly.

**Designate restricted areas:** Contaminated areas of a location would be evacuated. Employees and other building occupants would be advised as to what areas are deemed “safe.”

**Isolate building:** If authorities order that people be sheltered in place, employees and building occupants would remain in the building. Outside air sources, such as fans and doors, would be shut down.

## On-Site Spill or Release of Hazardous Materials

### Spill or Air Release

While the risk of a hazardous spill or gas release on campus is low, steps should be in place to properly react. In the event there is a hazardous waste spill, natural gas leak, or other release of a hazardous material follow these steps:

Contact the CMT coordinator, the building Supervisor, and/or the Director of Facilities Management who will call the County Government’s Division of Environmental & Emergency Management, **Drew Chandler at 873-3170** to report the spill.

If possible contain the spill from entering drains.

If necessary, the CMT coordinator, in consultation with appropriate authorities will order the evacuation of building occupants using the General Evacuation Procedure.

### List of On-Site Hazardous Materials

Diesel Fuel (200 gal. tank)	Riley Oil Company	Loading Dock Area, In Generator Room
Propane (100 gal. tank)	Southern States	Exterior by Loading Dock
Gasoline (5 gal can)	Local	Maint. Storage Room by Dock

## Crisis Communications Plan – Hazardous Materials Spill

In the event of a hazardous materials spill it is important to quickly determine and communicate any potential risk to health or safety. Some spills can be quickly contained and may only impact a small area, while others require widespread evacuation. A crisis communications plan should be used for both an incident occurring on the campus and in the campus area if action is required to protect the college community. All messages should reflect the most current information and action required as supplied from the responding agencies (Fire, Police, EPA, etc.)

Key questions to consider in preparing messages include:

What kind of material was it and how large was the spill?

What are the potential health risks?

Were there any injuries/illnesses reported?

How will the college be impacted, short term/long term?

How were students/employees notified?

When will it be safe to return to the area, building, etc.

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately and as needed to gather information and plan a communications response for internal and external messages.

### Crisis – Crisis Communications Matrix

College Leadership/CMT	In-person, conference call, etc.	President or designee	Current Information	Immediately
Faculty/Staff	SNAP	SNAP User or	Shelter in place or	Immediately

		Administrator	evacuation	
Students	SNAP	SNAP User or Administrator	Shelter in place or evacuation	Immediately
Media	Statement	Public Relations	Facts at this time, actions taken, potential impact on campus services, classes, etc.	By request only
General Public	Website, social media	PR/IT	Facts at this time potential impact to campus	As soon as possible
Board	E-mail or conference call	President	Current information, college impact, action taken	As soon as possible

## **Hazardous Materials – Sample Statements**

### **Holding Statement:**

The (campus, specific building, etc.) has been evacuated/locked down following a hazardous materials spill. We ask anyone in the area to (stay away from the area/shelter in place) We are working with authorities to determine when we can resume college operations and hope to have more information soon.

### **Initial Statement:**

(Details on time, specifics of spill, leak, etc.) The campus/building was evacuated/initiated shelter-in-place procedures. (Current state-classes will resume (time), the campus/building will remain close until (time/date). The college is working with (responding agencies) to assess the damage, begin clean-up, etc. The safety of our students and employees is a top priority and we are taking the proper steps to assess the situation.

### **Statement on action taken:**

\*Offer details on cleanup, return to business, future state if closing is ongoing.

### **SNAP Message: There is a Haz Mat Evacuation and a Haz Mat Shelter Message:**

EVACUATION - Evacuate campus and clear area until notified.

SHELTER IN PLACE - Stay Indoors. Close doors and windows until notified.

### **Crisis Website Message:**

HAZ MAT INCIDENT – Hazardous Materials incident at (campus name). The campus has been (evacuated/shelter-in-place) Please stay away from the campus area until further notice. Emergency personnel have been notified.

# Explosion

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## Immediate Action

Get out of the building as quickly and calmly as possible. **Call 911.**

If items are falling off of bookshelves or from the ceiling, get under a sturdy table or desk.

If there is a fire, stay low to the floor and exit the building as quickly as possible.

If you are trapped in debris, tap on a pipe or wall so that rescuers can hear where you are.

Assist others in exiting the building and move to designated evacuation areas.

Keep streets and walkways clear for emergency vehicles and crews.

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

## Decision

The responding emergency unit will make decisions regarding the control and abatement of the incident, and issuing or not issuing the all clear for safe building re-entry and occupancy.

## Decision Makers

The responding emergency unit or agency in control will decide when to turn control of the scene back over to KCTCS. Depending on the nature of the incident, other public response and law enforcement agencies may be involved in decisions or control of the scene, e.g., criminal actions.

## Subsequent Procedures / Information

Depending on the nature and degree of the explosion incident, other support agencies and resource units may be brought in for services or assistance.

## Crisis Communications Plan – Explosion

In the event of an explosion it is important to quickly determine and communicate any potential risk to health or safety. All messages should reflect the most current information and action required as supplied from the responding agencies (Fire, Police, EPA, etc.). Questions will immediately arise related to the cause of the explosion (accidental, deliberate act, chemical, etc.)

Key questions to consider in preparing messages include:



What happened leading up to the explosion?

Was there an accident, malfunction, chemical spill, etc. related to the explosion?

Were there any bomb threats leading up to the explosion?

What are the potential safety risks?

Were there any injuries/fatalities reported?

How will the college be impacted, short term/long term?

How were students/employees notified?

When will it be safe to return to the area, building, etc.

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately and as needed to gather information and plan a communications response for internal and external messages.

## Explosion – Crisis Communications Matrix

College Leadership/CMT	In-person, conference call, etc.	President or designee	Current Information	Immediately
Faculty/Staff/Students	SNAP	SNAP User or Administrator	Evacuation or lockdown message as determined by situation.	Immediately
Media	Statement	Public Relations	Facts at this time, actions taken, potential impact on campus services, classes, etc.	Immediately
General Public	Website, social media	PR/Web team	Facts at this time potential impact to campus	As soon as possible
Board	E-mail or conference call	President	Current information, college impact, next steps.	Following incident

# Explosion – Sample Statements

## **Holding Statement:**

The (campus, specific building, etc.) has been evacuated/locked down following an explosion. We ask anyone in the area to (stay away from the area/shelter in place) We are working with authorities to determine when we can resume college operations and hope to have more information soon.

## **Initial Statement:**

(Details on time, specifics, etc.) The campus/building was evacuated/initiated shelter-in-place procedures. (Current state-classes will resume (time), the campus/building will remain close until (time/date). The college is working with (responding agencies) to assess the damage, begin clean-up, etc. The safety of our students and employees is a top priority and we are taking the proper steps to assess the situation.

## **Statement on action taken:**

Offer details on cleanup, return to business, future state if closing is ongoing.

## **SNAP Message: There is an Evacuation and a Lockdown Message available:**

EVACUATION - Evacuate campus and clear area until notified.

LOCKDOWN- Campus lockdown. Stay away from doors or windows until all clear.

## **Crisis Website Message:**

EXPLOSION REPORTED (CAMPUS) – The campus has been (evacuated/placed on lockdown) Please stay away from the campus area until further notice. Emergency personnel have been notified. Check this website for updates and the latest information.

# Accidents/Medical Emergencies

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All safety precautions should be taken to reduce the chances of infection when dealing with injured personnel. Faculty and staff should follow the universal precautions in handling body fluids as recommended by the Centers for Disease Control i.e.: wear rubber gloves or use protective barrier between you and the injured person.

## **ACCIDENTS (depending on the nature of the accident, you may need to)**

Call 911 if required – determine need for evacuation

Administer first aid/CPR or call the campus first aid provider. First aid should be rendered until emergency medical personnel arrive

Remove students/staff/faculty from immediate area

Determine involved parties; cause of the accident

Request assistance as required and inform campus administration including crisis management team

Remain in safe proximity to brief emergency personnel upon arrival

Complete KCTCS Accident Report form (FM84) and send to KCTCS Safety Office

## **Medical Emergencies;**

## **Medical Health Emergencies; Intoxication**

Such as: Heart Attack, Seizure, Cuts/Lacerations, Broken Bones, Asthma Attacks, and Burns

Call 911 after assessing the emergency

Attend to the individual; remain calm; administer first aid/CPR or call campus first aid provider.

First aid should be rendered until emergency medical personnel arrive

Notify campus administration and crisis management team

## **Death Notification or Homicide**

Call 911

Notify crisis management team

Secure the area

Isolate witnesses

Follow campus procedures in notifying family, in person if possible

Complete KCTCS Accident Report form (FM84) and send to KCTCS Safety Office

# Crisis Communications Plan – Accident/Medical Emergency

If there is an accident or medical emergency on a campus, media may get word of the situation and begin to inquire about what happened. If the incident is work related there will be greater interest. It is important to balance privacy issues with the requests for information.

What are we at liberty to disclose about the incident?

How many people were injured? Does it involve students, employees, visitors, etc.?

When and where did this happen? What is the impact of closing/not closing the office/college?

How did this happen?

Was this accident the result of negligence or not following proper procedures?

How can this be prevented in the future? Will additional safety procedures be put in place?

During a medical emergency – how were emergency crews notified?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Accidents/Medical Emergencies – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	Immediately
Media	Statement/Release	Public relations	Current information	By request
Faculty/Staff	Email	President or designee	Current information	As needed
Students	Email	President or designee	Current information	As needed
Board	Email	President	Current information	As needed

## Accident/Medical Emergency – Sample

# Statements

## **Holding Statement:**

As soon as this accident occurred, we called 911 for assistance. Campus security and first responders are working together to determine what the situation is right now. As soon as we know more, we'll let you know.

## **Initial Statement:**

At TIME today, ACCIDENT/MEDICAL EMERGENCY happened at the KCTCS System Office/on our campus. Thankfully there were no injuries and everyone is accounted for.

## **OR**

At TIME today, ACCIDENT/MEDICAL EMERGENCY happened at the KCTCS System Office/on our campus. There were XX people injured. We cannot release any more details about the injured, their injuries or the cause of the accident at this time, but will make that information available soon.

The campus/office will remain closed until further notice.

## **Statement on action taken:**

After a thorough investigation, authorities have determined all proper protocols were followed, but there was (a faulty switch, leak... whatever happened.) We are thankful that no one was injured and will continue to be vigilant with our equipment standards, processes and training.

## **OR**

We have very strict processes in place that for some reason did not work today. We are continuing to investigate how we can improve our protocols so that this never happens again.

If injuries: We are saddened by the injuries to our colleagues and wish them a speedy recovery.

**SNAP Message:** If evacuation is necessary, there is an evacuation and lockdown message available.

**EVACUATION** – Evacuate campus and clear area until notified.

**LOCKDOWN** – Campus lockdown. Stay away from doors or windows until all clear.

**Crisis Website Message:** If evacuation is necessary:

**(Type of Accident) reported** – The campus has been evacuated because of an accident. Please stay away from campus until further notice. Emergency personnel have been notified. Check this website for updates and the latest information.

# Flood

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## Situation Overview

In the event of a flood, all personnel will respond as outlined in this procedure to protect the employees and property of this facility.

## Emergency Communications

Have at your site a NOAA all-hazards radio with a warning alarm and battery backup. This needs to be monitored at all times during potential flooding conditions.

Establish a communications link with local emergency management authorities.

Update employee contact information (their home phone number and a phone number where they will evacuate to outside the flood area).

Distribute to employees primary and secondary facility contact phone numbers to call for reporting instructions after the flood.

## Local Emergency Management Contact

Primary Phone Number: 859-873-3170

Secondary Phone Number: 859-873-6393 (Home)

## Local Utility Contact Information:

Water Company: 859-873-5437

Electrical Company: Kentucky Utilities – 859-255-0394

Gas Company: Columbia Gas – 859-288-0215

Sewer Provider: 856-873-5437

City Street Department: 856-873-5437

## Flood Emergency Shutdown and Evacuation:

Management will determine when to issue the order to follow established shutdown procedures to secure and protect the facility from the effects of a flood.

Selected essential personnel will remain to complete these procedures as long as they are safely able

to do so. Transportation will need to be provided.

Nonessential personnel will be released to evacuate. Off-duty employees will be contacted not to come to work.

Flooded roads: Tell your employees never to enter floodwaters on foot or in a vehicle. Half of all flood-related deaths occur in vehicles. Vehicles become inoperable when water causes electrical system failure. Occupants may become trapped in the vehicle and drown. All downed power lines are to be avoided.

Utility considerations: If the building is subject to flood damage, gas, water, and electrical power should be isolated.

All fuel tanks and bottled gases need to be secured and isolated. Close space

Selected stay-behind crew will check the following systems: status of portable water pumps to remove floodwater, alternate power sources for generators, battery-powered emergency lighting systems, etc.

## **Food and Water Distribution**

Floodwater Contact: Food and drinking water that comes in contact with floodwater needs to be discarded. Boil all drinking water and eating utensils before use.

## **Red Cross Shelters and Services**

Your employees and their families may need temporary housing. The Director of Crisis Management will stay in contact with facility employees to keep them informed and determine their needs for temporary shelter. In the event of an emergency, contact the Red Cross to confirm the location of the open shelters in your area.

Other services the Red Cross provides include cleanup kits, mobile feeding, vouchers for food and clothing, critical stress debriefing, temporary shelters, damage estimates for FEMA, emergency structure repair, and incident debriefing.

**Local Red Cross Chapter Phone: 859-253-1331**

## **Crisis Communications Plan - Flood**

Floods can provide great risk both to people and property. Immediate notifications should focus on safe evacuations, and ongoing messages should provide updates on damage to property and the potential impact on college operations.

Key questions to consider in preparing messages include:

Was anyone injured/killed?

How bad is the damage to facilities?

When did the flooding pose a safety risk to the area?

Was an evacuation required?)

What is the impact on college operations?

What is the relocation plan?

How were students/employees alerted to evacuate?

What are the college evacuation procedures, were they implemented correctly?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Flood – Crisis Communications Matrix

College Leadership/CMT	E-mail	President	Current Information	As soon as possible
Media	Statement	Public Relations	Facts at this time	Within first hour
Faculty/Staff/Students	E-mail	President or Designee	Facts at this time/college operations status	As soon as possible
General Public	Website/Social Media	PR/Web Team	Facts at this time/college operations status	As soon as possible
Boards	E-mail	President or Designee	Facts at this time/college operations status	Once campus is secure

## Flood– Sample Statements

### **Holding Statement:**

At this point we cannot provide you with the full details because members of our team are continuing to assess the situation. Our primary goal(s)is/are to ensure (the safety of everyone), (the security of the facility), (restoration of services) and to provide the most accurate information we can as quickly as possible.

### **Initial Statement:**

This is what we can confirm at this time:

At approximately \_\_\_\_\_ this morning/afternoon/evening, flooding at (location) led to (evacuation or closing details). We can confirm that damage has occurred to: We have requested assistance from: We can confirm \_\_\_\_\_ person(s) have been injured. At this time there is/are \_\_\_\_\_ known fatality(ies). We ask members of the media to stay in touch with us to confirm all facts so the public is assured of the most accurate information we can provide.



**Statement on action taken:**

(Evacuation details, agencies responding, college operations update, etc.)

**SNAP Message:** (Template message or N/A)

XX- EVACUATION- Evacuate campus and clear area until notified.

**Crisis Website Message:**

FLOODING REPORTED AT (LOCATION) Evacuate campus buildings now. Wait for all clear message. Please stay away from campus. Check this website for the latest information and updates.

# Civil Disturbance

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A civil disturbance is a mass confrontation that disrupts planned or regular college operations, or that infringes upon the civil rights of non-participants.

Most campus demonstrations such as marches, meetings, picketing and rallies are peaceful and non-obstructive. A student or public demonstration should not be disrupted unless one or more of the following conditions exists as a result of the demonstration:

- Interference with the normal operations of the college
- Denial of access to an office, building, or other college facility
- Threat of physical harm to persons or damage to college facilities
- Disorderly conduct that disturbs the campus or community

## Immediate Action

If any of the conditions listed above exist, the President's Office should be notified and apprised of the situation. The President or his designee will be responsible for contacting the appropriate authorities.

Depending on the nature of the protest, the appropriate procedures listed below should be followed:

### Peaceful, Non-obstructive Protest

Generally, demonstrations of this kind should not be interrupted. Demonstrators should not be obstructed or provoked and efforts should be made to conduct College business as normally as possible.

If protestors are asked, at the President's or designee's request, to leave but refuse to leave by regular facility closing time:

Arrangements will be made by the College President or his designee to monitor the situation during non-business hours, or

Determination will be made to treat the violation of regular closing hours as a disruptive demonstration.

### Non-Violent Disruptive Protest

In the event that a demonstration blocks access to college facilities or interferes with the operation of the College:

Key college personnel will be asked by the President or his designee to go to the area and persuade the demonstrators to desist.

Demonstrators will be asked to cease the disruptive activity by the President or his/her designee.

If the demonstrators persist in the disruptive activity, they will be apprised that failure to desist the specified action within a determined length of time may result in disciplinary action, including

suspension or expulsion, or intervention by law enforcement authorities.

Efforts should be made to secure positive identification of demonstrators who are violating specific college, local, or state regulations to facilitate later testimony, including the use of photographs and/or videotapes.

After consultation with the appropriate college officials, the President or his designee will determine the need for an injunction and/or intervention by outside authorities.

If determination is made to seek the intervention of outside authorities, the demonstrators should be so informed. Upon the arrival of law enforcement authorities, the remaining demonstrators will be warned of the intention to arrest.

## **Violent, Disruptive Protests**

In the event that a violent protest in which injury to persons or property occurs or appears imminent:

The President or his designee will determine a strategy for responding to the incident. The strategy may range from the methods used for nonviolent demonstrations (See Section 2 above) to requesting the intervention of outside law enforcement authorities.

If the determination is made to seek the intervention of outside authorities, the demonstrators should be so informed, if possible. Upon arrival of the authorities, the remaining demonstrators will be informed of the intent to arrest.

Efforts should be made to secure positive identification of demonstrators in violation of a specific College, local, or state regulation, to facilitate later testimony, including the use of photographs and/or videotapes, if deemed advisable.

## **Evacuation Decision**

In the event of a major civil disturbance, College emergency plans will be activated and all faculty, staff and students will be instructed to remain indoors. Security patrols will be increased and emergency watches will be established on campus. All faculty, staff and students will be advised of emergency instructions and may be relocated depending on the circumstance.

Evacuation of a building, area or the entire campus may be necessary under certain conditions. The decision to evacuate shall be made by the President or his designee after a thorough evaluation of all available information as well as existing and anticipated circumstances.

## **Evacuation Procedures**

Once the evacuation order is issued, the building(s) will be evacuated following the General Evacuation Procedures and Evacuation Procedures for Individuals with Disabilities contained in this document.

## **Crisis Communications Plan – Civil Disturbance**

A protest or strike can create a huge media firestorm. If a person or group alleges that their rights are being denied or violated the SO/college must be prepared to respond quickly. Key questions to consider in preparing messages include:

Is the group protesting faculty, staff, or students?

What is the allegation/grievance(s)? Is there any substance to it?

How have we responded to the claims? Who has been involved in that?

Is the protest disrupting college operations? What is being done to adjust to the situation?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## **First Amendment Issues – Crisis Communications Matrix**

College Leadership/CMT	Email	President	Current situation, campus impact, next steps.	As soon as possible
Media	Statement	Public Relations	Current situation, campus impact	By request only
Faculty/Staff	Email	President	Current situation, campus impact	As soon as necessary
Students	TBD	TBD	TBD	TBD
Board	Email	Board President	Current situation, campus impact, next steps, board involvement?	As soon as possible

## **Civil Disturbance– Sample Statements**

### **Holding Statement:**

We are looking into a situation regarding a protest. We'll have more information after we gather all the facts.

## **Initial Statement:**

KCTCS takes an individual's right to free speech very seriously. In the specific alleged issue, (provide information on claims and or action taken)

## **Statement on action taken:**

Current state of operations, college impact

**SNAP Message:** (Template message or N/A) N/A

\*Only if leads to campus closing, evacuation, traffic issues, or class impact.

**Crisis Website Message:** N/A

\*Only if leads to campus closing, evacuation, traffic issues, or class impact.

# Earthquake

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Because earthquakes can strike without warning, the immediate need is to protect lives by taking the best available cover. Stay calm. If in a building, remain there. Take cover under a desk, table, or bench, or in a doorway, hallway along an interior wall. Stay away from windows or shelves containing heavy or breakable objects. If outside, move away from buildings and electrical lines. Once in the open, stay there until the shaking or tremors stop. If one is in a moving car, stop as quickly as possible, but remain in the vehicle.

## Immediate Action Following an Earthquake

Call 911 if communication avenues are available.

The President in consultation with the Director of the Crisis Management Team will take control of the situation.

Evacuate immediately following the established evacuation plan.

Provide first aid, if necessary.

Once at designated assembly areas, take roll to account for all staff and students.

Do not dismiss students or staff from premises until all are accounted for and it has been determined that conditions in the community are such that it is safe to do so.

No one is to be permitted to re-enter an evacuated building until it has been inspected and declared structurally sound.

If a building is unsafe to be reoccupied for a period of time, arrangements will have to be made to provide functions elsewhere.

## Crisis Communications Plan – Earthquake

An earthquake can pose a risk both to people and property. Immediate notifications should focus on safe evacuations or shelter in place procedures, and ongoing messages should provide updates on damage to property and the potential impact on college operations.

Key questions to consider in preparing messages include:

How was the college notified of the earthquake warning?

What are the earthquake procedures?

What are the potential safety risks?

Where were any injuries/fatalities reported?

How will the college be impacted, short term/long term?

How were students/employees notified?

When will it be safe to return to the area, building, etc.

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately and as needed to gather information and plan a communications response for internal and external messages.

# Earthquake – Crisis Communications Matrix

College Leadership/CM T	In-person, conference call, etc.	President or designee	Current Information	Immediately
Faculty/Staff/Students	SNAP	SNAP User or Administrator	Evacuation or lockdown message as determined by situation.	Immediately
Media	Statement	Public Relations	Facts at this time, actions taken, potential impact on campus services, classes, etc.	Immediately
General Public	Website, social media	PR/Web team	Facts at this time potential impact to campus	As soon as possible
Board	E-mail or conference call	President	Current information, college impact, next steps.	Following incident

## Earthquake – Sample Statements

### Holding Statement:

The (campus, specific building, etc.) has been evacuated/locked down following an earthquake. We ask anyone in the area to (stay away from the area/shelter in place) We are working with authorities to determine when we can resume college operations and hope to have more information soon.

### Initial Statement:

(Details on time, specifics, etc.) The campus/building was evacuated/initiated shelter-in-place procedures. (Current state-classes will resume (time), the campus/building will remain close until (time/date). The college is working with (responding agencies) to assess the damage, begin clean-up, etc. The safety of our students and employees is a top priority and we are taking the proper steps to assess the situation.

## **Statement on action taken:**

\*Offer details on cleanup, return to business, future state if closing is ongoing.

**SNAP Message:** There is an Evacuation and a Lockdown Message available:

EVACUATION - Evacuate campus and clear area until notified.

LOCKDOWN- Campus lockdown. Stay away from doors or windows until all clear.

**Crisis Website Message:**

EARTHQUAKE REPORTED (CAMPUS) – The campus has been (evacuated/placed on lockdown)  
Please stay away from the campus area until further notice. Emergency personnel have been notified.  
Check this website for updates and the latest information.



# Anthrax/Biological Agent Threats

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While anthrax or biological scares can be hoaxes any potential threat and the action taken should be communicated with students, employees and the campus community. Depending on the level of response from law enforcement agencies these situations attract media interest as well.

Key questions to consider in preparing messages include:

How/when was the threat received?

What type of substance was detected, when and by whom?

What immediate actions were taken?

What is the KCTCS/college policy on responding to these types of incidents?

What type of notification was issued?

What types of response are necessary? Evacuate, lockdown?

Was anyone sickened or injured?

What are the next steps? Is the college involved in an investigation?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet immediately and remain in communication as needed to gather information and plan a communications response for internal and external messages.

## Anthrax/Threat of Biological Agents – Crisis Communications Matrix

College Leadership/CMT	In-person/conference call	President or designee	Current Information	Immediately
Faculty/Staff/Students	SNAP	SNAP User or Administrator	Evacuation or lockdown message	Immediately
Media	Statement	Public Relations	Facts at this time, actions taken, potential impact on campus services, classes, etc.	By request only
General Public	Website, social media	PR/Web Team	Facts at this time potential impact to campus	As soon as possible
Board	E-mail or	President	Current	As needed

	conference call		information, college impact, action taken	
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## Anthrax/Biological Agent– Sample Statements

**Holding Statement:**

Right now we are focused on the safety of our students and employees and the campus is currently \_\_\_\_\_(evacuating/returning to regular operations, etc.). We are still gathering information and hope to have more details to share soon.

**Initial Statement:**

At (time) the college received a report of (explain circumstances) as a precaution the campus was evacuated/placed on lockdown. We are working with authorities as they investigate this threat. Police have searched the area and determined there is no safety threat to our students or employees and we look forward to resuming classes and college business.

**Statement on action taken:**

KCTCS/college followed the procedure outlined in our crisis management plan for this incident. We were able to safely evacuate/lockdown the campus and after (time frame) students were able to return to class and employees went back to work. We are cooperating fully with the investigating agency.

**SNAP Message:** There is an Evacuation and a Lockdown Message available:

EVACUATION - Evacuate campus and clear area until notified.

LOCKDOWN- Campus lockdown. Stay away from doors or windows until all clear.

**Crisis Website Message:**

LOCKDOWN/EVACUATION (CAMPUS) – The campus has been (evacuated/placed on lockdown) Please stay away from the campus area until further notice. Emergency personnel have been notified. Check this website for updates and the latest information.

# Controversial Public Statement by Faculty/Staff

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If a faculty or staff member makes a controversial statement that conflicts with the overall views or mission of KCTCS, damage should be minimized quickly. Key questions to consider in preparing messages include:

- What was the exact statement and who made it?
- Has anyone spoken with the faculty/staff member yet?
- Where was the statement made/how was it publicized?
- How much coverage did it receive? (Only local? Statewide? Any national coverage?)
- Is social media involved?
- What is the office environment like – supportive of staff member, negative comments?
- Has anything like this happened before? How was it handled?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Controversial Statement – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Release	Public relations	Current information	As soon as staff/students notified
Faculty/Staff	Email	President or designee	Current information	After leadership team
Board	Email	President	Current information	As soon as possible

# Controversial Statement – Sample Statements

**Holding Statement:** N/A

**Initial Statement:**

NAME, TITLE, recently made statements that conflict with the institution’s position on ISSUE. Although we vigorously defend his/her first amendment rights, we want to be clear that these opinions are NAME only and he/she does not speak for KCTCS.

**Statement on action taken:**

No action has been taken against this employee, but he/she has been cautioned to be clear in the future that his statements reflect his/her opinions and not those of KCTCS.

**SNAP Message:** (Template message or N/A)

**Crisis Website Message:**

# Disgruntled Faculty or Staff

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Employees are the most important KCTCS brand ambassadors. They need to be informed and engaged. If an employee becomes disgruntled and releases proprietary information or creates a hostile work environment, steps must be taken to correct the situation. Key questions to consider in preparing messages include:

Who is disgruntled?

What is he/she unhappy about? What is the issue?

Has the employee threatened violence?

Is there any validity to the employee's complaints?

Are other employees involved?

Who has spoken to the employee about this and tried to resolve it? What was the outcome of that meeting?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Disgruntled Employee – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Personnel situation. Little can be released	By request
Faculty/Staff	Email	President or designee	Current information that can be released	As soon as possible
Board	Email	President	Current information	When appropriate

# Disgruntled Faculty or Staff – Sample Statements

## **Holding Statement:**

N/A in this case

## **Initial Statement:**

NAME, TITLE, recently made statements that conflict with/were in error of KCTCS' position on ISSUE. Although we vigorously defend his/her first amendment rights, we want to be clear that these opinions are NAME only and he/she does not speak for KCTCS.

You may have heard various rumors about TOPIC. Here are the facts:

## **Statement on action taken:**

If you have questions about policies or any other aspect of KCTCS, please speak with your immediate supervisor. If you feel you can't speak with your supervisor, please seek counsel from Human Resources.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Domestic Violence on KCTCS Property

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This category is included in smoldering issues because there are times when friends, co-workers or supervisors may be aware of the potential for domestic violence that could occur in the workplace. Sometimes people keep quiet about it because they feel it's not their business, but if there's a possibility of a violent act on KCTCS property, staff must speak up. If violence occurs, key questions to consider in preparing messages include:

- Has anyone spoken with the student/faculty/staff member yet?
- Is she/he injured? Were there any other injuries/deaths?
- Do we know if the staff member had filed an emergency protective order?
- How can we ensure the safety of everyone on site?
- Do we have a holding area for media? Family members (preferably far away from media area)?
- Have the police issued a statement?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Domestic Violence – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public relations	Current information	By request
Faculty/Staff	Email	President or designee	Current information	As soon as possible
Students	SNAP/website	Marketing	Need to know info	As soon as possible
Board	Email	Board President	Current information	When appropriate

# **Domestic Violence on KCTCS Property – Sample Statements**

## **Holding Statement:**

A tragic event has occurred here today as the result of a domestic dispute. This is a difficult situation for all of us and we'll have more information soon.

## **Initial Statement:**

Give name of person/people injured or killed. Time of event. Any background that can be released. Refer to police for additional information.

## **Statement on action taken:**

Fine line between individual privacy and safety of the entire office/college. Staff encouraged to be aware of potential for violence and report it.

**SNAP Message:** (Template message or N/A)

**Crisis Website Message:**



# Employee Crime

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Once notified of a criminal charge, arrest or investigation of an employee (current or former) it is important to gain as much information as possible to prepare a communications response. Key questions to consider in preparing messages include:

Did any of the alleged crimes/activity occur on college property, during a work day/assignment or using college property?

Is the crime/activity a violation of any KCTCS police, code of conduct, etc.?

Is the college/KCTCS connected to the charges/activity in any way?

Is the accused a current or former employee? Is (was) the position supervisory or administrative?

Will public reports of the crime, arrest, etc. negatively impact the image of KCTCS/the college?

How is the college responding?

Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Employee Crime – Crisis Communications Matrix

Employee Crime – Crisis Communications Matrix				
College Leadership/CMT	E-mail	President	Current Information	As soon as possible
Media	Statement	Public Relations	Facts at this time	By request only
Employees/Students	E-mail, Face-to-Face, etc.	President or Designee	Impact to college operations.	As needed

## Employee Crime – Sample Statements

### Holding Statement:

At this point we are only able to confirm that (employee) has been employed as (title) since (hire date). Any questions related to the criminal charges should be directed to the law enforcement agency handling the investigation. We are still gathering information and have no other comment at this time.

### Initial Statement:

Following a criminal investigation of (employee), a (position) with the college, it has been determined

(any potential impact to college disclose or deny-i.e. funds were taken, student allegations, crime occurred on or off campus).

**Statement on action taken:**

(Employee) will/has been (employment status/action taken) . (College) takes allegations of criminal activity seriously and will take necessary action immediately.

**SNAP Message:** N/A

**Crisis Website:** N/A \* Unless it involves college president, CMT/PR to decide if web banner or content is needed.

# Employee Misconduct

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Examples that fall under this category include internal misconduct such as harassment and creating a hostile work environment, and external situations such as domestic violence involving charges by the police, DUI or other crime. Key questions to consider in preparing messages include:

How were we made aware of the situation?

Do we have both sides of the story?

Is this/will it become a police matter?

What are we required to release? What can't we release?

Does the act directly impact the college or is the only connection that it was committed by an employee?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Employee Misconduct – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Police investigation	As requested
Faculty/Staff	Email	President	Police investigation	Before media story runs/published

## Employee Misconduct – Sample Statements

### **Holding Statement:**

Depending on the scenario, a holding statement may not be needed. If an employee committed a crime and police are involved, issue the standard statement: We cannot comment on an ongoing police investigation. Please contact the police for information.

### **Initial Statement:**

What can legally be released?

**Statement on action taken:**

What can legally be released?

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Faculty Academic Misconduct

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If a faculty member has falsified records, inflated his or her background or committed other types of academic fraud, KCTCS must act quickly to protect the system's reputation. Key questions to consider in preparing messages include:

What can we say publicly?

If the faculty member has tenure, what recourse do we have? Can a tenured professor be let go?

Has the alleged fraud affected students in any way?

What process is used to authenticate a faculty or staff member's resume?

Was that process used when this person was hired? If not, why?

What can we do to increase the likelihood that this won't happen again?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Faculty Academic Misconduct – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Current information	As requested
Faculty/Staff	Email/meeting	President	Current information	As soon as possible
Students	Email	President	Current information	After internal comm.
Board	Email	Board President	Current information	As soon as possible

## Faculty Academic Misconduct – Sample

# Statements

## **Holding Statement:**

We are investigating the possibility of academic misconduct by one faculty member. We'll have no other comment until the investigation is complete.

## **Initial Statement:**

Academic integrity is a top priority for us and we are surprised and saddened to announce there is evidence that NAME, POSITION, fraudulently (fill in what was uncovered, if possible.)

OR

We have found no evidence of academic misconduct by any member of our faculty.

## **Statement on action taken:**

Because academic integrity has always been a source of pride for us, we are looking at our processes to determine how we can improve them. We have a thorough process in place to verify academic information provided by job candidates, but in this instance, somehow the system failed. In the future WHAT WILL BE DONE BETTER.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# FERPA Violation

When a FERPA infraction occurs, it is important to get the facts surrounding the situation and make sure correct information is disseminated. Key questions to consider in preparing messages include:

Who violated student privacy?

What type of information was released (grades, personal information, etc.)?

To whom or what organization was the information given?

What action will be taken against the person who disclosed information?

Have there been other instances of this at the college/system office?

Does there have to be a public disclosure of this violation of privacy?

Is this automatically a firing offense? If not, what action should be taken?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## FERPA Violation – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Facts that can be released/FERPA policy	By request only
Faculty/Staff	Email	President	Facts that can be released/FERPA policy	After situation resolved unless media get involved. Then, release before media story is public
Students	Email	President	Reassurance. FERPA policy	After situation resolved unless media get involved. Then, release before media story is public
Parents	Website	Admissions	Link to FERPA	After situation

			policy on Admissions intro page	resolved unless media get involved. Then, release before media story is public
Board	Email	President	Current information	As soon as possible

## FERPA Violation – Sample Statements

**Holding Statement:**

This is an ongoing investigation so we’re still gathering information.

**Initial Statement:**

We take violation of student privacy very seriously. We believe information about NUMBER students was released, and we are looking into the circumstances surrounding that.

**Statement on action taken:**

Although we provide training for staff, we believe this error in judgment happened because the employee was unclear on a specific part of the policy. The students involved understand this was not done intentionally and have been informed of the end result, which is additional training for all staff and a brief suspension of the employee who committed the violation.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

## Family Educational Rights and Privacy Act (FERPA)

The Family Educational Rights and Privacy Act (FERPA) of 1974, as amended, is a federal law that protects the privacy and confidentiality of personally identifiable information contained within student education records. Colleges in the Kentucky Community and Technical College System comply with FERPA’s confidentiality protections and adhere to procedures dealing with student education records and directory information recommended by the American Association of Collegiate Registrars and Admissions Officers.

In its discretion, a college or KCTCS as appropriate may provide Directory Information in accordance with the provisions of the Act [Family Educational Rights and Privacy Act of 1974] to include:

- student name address
- email address



telephone number  
date and place of birth  
major field of study  
dates of attendance  
degrees and awards received  
the most recent previous educational agency or institution attended by the student  
participation in officially recognized activities and sports

## **Privacy and Release of Student Records**

Students may withhold Directory Information by notifying designated officials at the college in writing within ten (10) calendar days from the first scheduled day of class of the fall term. All written requests for non-disclosure will be honored by the college for one (1) academic year. Requests to withhold Directory Information must be filed annually thereafter. A request for “non-disclosure” is commonly called a “privacy request”.

## **Student Records Maintenance**

This is to serve notice to all students of the KCTCS of the rights and restrictions regarding the maintenance, inspection, and release of student records contained in the Family Educational Rights and Privacy Act of 1974 (FERPA). The colleges of KCTCS offer a wide variety of services to students. Each college requires the maintenance of records concerning students enrolled in that particular college. The following is a list of the types of records that may be maintained by the College and/or the System Office for students:

- Academic records from schools previously attended
- Scores or results on various standardized tests and interest/attitude inventories
- Degrees awarded
- Current academic work completed
- Grades and other faculty evaluations
- Applications for admissions
- Applications and other data related to financial aid
- Applications for employment
- Class rosters
- Letters of recommendation
- Academic advisor notes
- Attendance data
- Biographical and identifying information (including name, social security number, sex, marital status, date of birth, residency and citizenship status, ethnic background, academic major, and military status)
- Medical data
- Current student status

Accounts relating to charges

Academic offenses

Disciplinary offenses

Counseling notes

The colleges are responsible for the maintenance of records in all categories.

In general, the records maintained by the college are available only to the student, to college personnel with legitimate educational interests, to other institutions where the student is seeking financial aid, and to authorized representatives of the Comptroller General of the U.S., the Secretary the U. S. Department of Education, or an administrative head of an education agency, in connection with an audit or evaluation of federally supported programs, and as provided by Section 164.283 of the Kentucky Revised Statutes. However, information may be released by the institution to appropriate persons in connection with an emergency if the knowledge of such information is necessary to protect the health or safety of a student or other persons. Records may be disclosed without consent to officials of another school in which a student seeks or intends to enroll.

Records may also be furnished in compliance with a judicial order or pursuant to a subpoena or with the consent of the student.

Students may inspect and review all records pertaining to them within forty-five (45) days of making requests for the same, except for 1) records created or maintained by a physician, psychiatrist, psychologist, or other recognized professional or paraprofessional acting or assisting in a professional capacity in connection with the treatment of the student (except that the student may have these records reviewed by a physician or appropriate professional designated by the student), 2) financial records of the parents, 3) confidential letters and recommendations put in the files prior to January 1, 1975, and 4) confidential recommendations relating to admission, application for employment, or honors, if the student waived his or her right to review such records. Where a particular record cannot be reviewed by a student without revealing confidential information relating to other students, the records custodian will inform the student, upon request, of the contents of the record pertaining to that student.

# Financial Aid Default Rates

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When contacted by media or investigative agency (state/federal), it is important to determine how much information they have, what additional information they want and to prepare for questions they will ask.

Key questions to consider in preparing messages include:

What is your current financial aid default rate?

How does that compare with other colleges in the System? Kentucky? Nationally?

Why is your rate so high? (So much higher?)

What are you doing to bring the rate down? How will you prevent this from happening in the future?

What information are students given about financial aid and their responsibility for paying back loans?

Who is the best person to serve as spokesperson on this issue?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Financial Aid Default Rates – Crisis Communications Matrix

College Leadership/CMT	Email	President	Situation, what we're doing	As soon as possible
Media (other reporters)	Release/fact sheet	Public Relations	Here's what we're doing	By request only
Faculty/Staff	Email	President	Situation, what we're doing	Before story is public
Students/Parents	Website	Financial Aid	Here's what we're doing	Before story is public
Board	Email	President	Situation, what we're doing	As soon as possible
Foundation Board	Email	VP Advancement	Impact on donations	As soon as possible

# Financial Aid Default Rates – Sample Statements

## **Holding Statement:**

We are gathering the additional information you've requested and will contact you before your deadline.

## **Initial Statement:**

Most college students receive some type of financial aid. At KCTCS, XX percent of our students find it necessary to receive financial aid so they can begin or continue their college careers. They are informed about federal financial aid regulations and the penalties for default. MORE INFORMATION ABOUT THIS.

## **Statement on action taken:**

To begin bringing down the financial aid default rate, we are INFORMATION ABOUT WHAT IS BEING DONE.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A Information will be posted in Financial Aid section, if needed

# Firing of President/Other Leader

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If a president or other person in a key leadership position is let go, rumors will be rampant. It's critical to release facts that can be made public in a timely manner. Key questions to consider in preparing messages include:

What can we say publicly?

What rumors have we heard? What's been done to quiet them?

Who will step in until a replacement is hired?

If the leader has committed a crime, what can be released about that, if anything?

Is the college or system being threatened with a law suit? By the president? By someone else? What could be done to head that off?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Firing of President or Other Key Leader – Crisis Communications Matrix

College Leadership/CMT	Email	TBD	Current information	As soon as possible
Media	Statement	Public Relations	Current information	After internal comm.
Faculty/Staff	Email	TBD	Current information	As soon as possible
Board	Email	Board President	Current information	As soon as possible
Donors	Email/letter	VP Advancement	Current information	After internal comm.
Foundation Board	Email	VP Advancement	Current information	As soon as possible

# **Firing of President or Other Leader – Sample Statements**

**Holding Statement: N/A**

**Initial Statement:**

NAME, POSITION, resigned today. He/she was POSITION at KCTCS/COLLEGE since DATE. Any other information that legally can be released.

**Statement on action taken:**

NAME, POSITION, will serve as interim POSITION until a new POSITION is hired. The search will begin immediately and is expected to take XX weeks.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# First Amendment Issues

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An allegation of a first amendment violation can create a huge media firestorm. If a person or group alleges that their right to free speech is under attack, the SO/college must be prepared to respond quickly. Key questions to consider in preparing messages include:

If this person is faculty/staff, what is his/her position? If a student, what information do we have about him/her? If a group, is it new to campus?

What is the allegation? Is there any substance to it?

How have we responded to the charges? Who has been involved in that?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## First Amendment Issues – Crisis Communications Matrix

College Leadership/CMT	Email	President	Outcome of investigation	As soon as possible
Media	Statement	Public Relations	Outcome of investigation	By request only
Faculty/Staff	Email	President	Outcome of investigation	As soon as necessary
Students	TBD	TBD	TBD	TBD
Board	Email	Board President	Outcome of investigation	As soon as possible

## First Amendment Issues – Sample Statements

**Holding Statement:**

We are looking into a situation regarding an alleged free speech issue. We'll have more information after we gather all the facts.

**Initial Statement:**

KCTCS takes an individual's right to free speech very seriously. In the specific alleged issue, (provide information on outcome of investigation)

**Statement on action taken:**

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A



# Hazardous Materials Spill

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Hazardous materials spills can occur when conducting scientific experiments or if there's an equipment malfunction in labs, classrooms or other college facilities. If such a spill were to occur, it is imperative to learn what happened and what could have been done to prevent it. Key questions to consider in preparing messages include:

- What specifically has been spilled?
- Has it been contained?
- How did it happen?
- How was the spill reported?
- Were first responders notified?
- What precautions are we taking to make sure this doesn't happen again?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Hazardous Materials Release – Crisis Communications Matrix

College Leadership/CMT	Email	President	Impact on operations	As soon as possible
Media	Statement	Public Relations	What happened/ what we're doing	By request only
Faculty/Staff	Email	President	Impact on colleges/students	As soon as possible
Students	Email			As soon as possible
Board	Email	President	Impact on operations	As soon as possible
Community	Letter	President	What happened/ what we're doing	As soon as possible

# Security Breach – Sample Statements

## **Holding Statement:**

Based on what we know now, this appears to be a minor incident. We are gathering the facts and will provide more information as soon as possible.

## **Initial Statement:**

A leak was reported today at TIME. Employees/students were immediately evacuated just as a precaution. Explain current situation – back in class, etc

## **Statement on action taken:**

Details on clean up procedures.

**SNAP Message:** (Template message or N/A)

**Crisis Website Message:**

# Health Issues

If a health issue becomes widespread or a danger to KCTCS employees/students, the office/college may be closed for a short time. Key questions to consider in preparing messages include:

What is the health issue? What do we know about it?

What is the local health department's policy on this illness?

How many people have missed work/classes so far because of it?

What is the impact of closing/not closing the office/college?

What has been done in the past?

If the office/college closes, how many days should it be closed?

Will a cleaning crew be brought in to disinfect the building(s)? What else is being done to make sure it's safe to come back?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## HIPAA Violation – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	Immediately
Media	Release	Public relations	Current information	As soon as staff/students notified
Faculty/Staff	Email	President or designee	Current information	Immediately
Students	Email	President or designee	Current information	Immediately
Board	Email	President	Current information	Immediately

# Health Issues – Sample Statements

**Holding Statement: N/A**

**Initial Statement:**

Due to the outbreak of HEALTH ISSUE, KCTCS is closing at TIME today and will be closed for the next XX days. NUMBER of people have missed work/class in the last XX days because of this. To prevent further spread of HEALTH ISSUE, we feel the best course of action is to shut down for a brief period.

**Statement on action taken:**

A crew has been brought in to disinfect the building(s).

**SNAP Message:** (Template message or N/A)

May I have your attention please? This is a KCTCS System Office SNAP Emergency. The System Office/Campus is closing at noon today and will remain closed for the next three days due to HEALTH ISSUE.

**Crisis Website Message:**

The System Office/Campus is closing at noon today and will remain closed for the next three days due to HEALTH ISSUE.

# HIPAA Violations

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Release of personal medical information is prohibited by the federal Health Insurance Portability and Accountability Act (HIPAA). It is a serious violation and could result in fines or even a jail sentence. Key questions to consider in preparing messages include:

Who released information?

How was the information released?

Who received it?

How many students, faculty and/or staff have had their information compromised?

How did we become aware of the HIPAA violation?

What have we done so far in response?

Do we have a legal obligation to report this?

Who is leading the response?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## HIPAA Violation – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Information that can be released	By request
Faculty/Staff	Email	President or designee	Information that can be released	As soon as possible
Students	Email – if student info involved	Student Services?	Information that can be released	When necessary
Board	Email	President	Current information	As soon as possible

# HIPAA Violations – Sample Statements

## **Holding Statement:**

We are investigating a possible compromise of health information. As you know this is a sensitive topic so we are making the investigation a top priority, but have nothing to release now.

## **Initial Statement:**

We have confirmed that some health information about NUMBER students/faculty/staff has been released in error. Because of the sensitive nature of this, we have no further comment other than to say we will be increasing staff training regarding HIPAA laws.

## **Statement on action taken:**

Everyone who has access to student records has undergone additional training regarding the request for and release of health information.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Illness/Death of President/ Other Leader

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If a president or other key leader leaves his/her position because of illness or death from an illness, KCTCS needs to get accurate information out as quickly as possible. Key questions to consider in preparing messages include:

What can we say publicly?

Who has been in touch with the family? What does the family want KCTCS to say/leave out?

What rumors have we heard? What's been done to quiet them?

Who will step in until a replacement is hired?

Who will gather information on his/her accomplishments at KCTCS and in the community?

Who from the community, board and/or faculty/staff should we ask to give us a quote for the release?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Illness/Death of President/Other Leader – Crisis Communications Matrix

College Leadership/CMT	Email	TBD	Current information	As soon as possible
Media	Release	Public Relations	Current information	After internal comm.
Faculty/Staff	Email	TBD	Current information	As soon as possible
Students	Website	Marketing/PR	Post news release	After internal comm.
Board	Email	Board President	Current information	As soon as possible

Donors	Email	VP Advancement	Current information	After internal comm.
Foundation Board	Email	VP Advancement	Current Information	As soon as possible

## **Illness/Death of President/Other Leader – Sample Statements**

**Holding Statement: N/A**

**Initial Statement:**

The KCTCS family is mourning the loss of NAME, POSITION. He/she was POSITION at KCTCS/COLLEGE since DATE. He/she was respected throughout KCTCS and the community and will be missed by many people. Any other positive information about this person ...

**Statement on action taken:**

The search will begin immediately for a new POSITION and is expected to take XX weeks. NAME, POSITION, will serve as interim POSITION.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A



# Leadership Misconduct

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When an accusation of harassment, discrimination, or other violation has been made, rumors will fly. It is important to get the facts surrounding the situation and make sure correct information is disseminated.

Key questions to consider in preparing messages include:

What is the person specifically accused of?

Who/how many people have made this accusation? Were they direct reports?

What is the job status of the accused? (Continues working, suspended ...)

What type of antidiscrimination and harassment training do college leaders, faculty and staff go through?

What is the investigation process for this type of complaint?

What messages will be used when speaking to the media?

Who is the best spokesperson for this issue?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Leadership Misconduct – Crisis Communications Matrix

Leadership Misconduct – Crisis Communications Matrix				
College Leadership/CMT	Email	President/or other if President is accused	Current information	As soon as possible
Media	Statement	Public Relations	Facts that can be released	By request only
Faculty/Staff	Email	President/or other if President is accused	Facts that can be released	After media request but before story is aired
Students	Email	President/ or other if President is accused	Facts that can be released	After media request but before story is aired

Board	Email/call	President/ or other if President is accused	Current information	As soon as possible
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## Leadership Misconduct – Sample Statements

**Holding Statement:**

This is an ongoing investigation so we’re still gathering information. There’s nothing else I can tell you at this point.

**Initial Statement:**

This is an internal, personnel matter, so legally, there’s very little that can be disclosed. Those who have made allegations wish to remain anonymous, and the specific allegations also are confidential during the investigation.

If reporter mentions open records, tell them the steps they must take.

**Statement on action taken:**

NAME has been placed on administrative leave/has been asked to resign/has resigned. Or: After a thorough investigation, it was determined no wrongdoing took place and NAME has been cleared to return to his position immediately.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Security Breach

Even with excellent security, cyber-attacks still happen. Several colleges and universities recently have had security breaches and KCTCS must be prepared in case such an attack happens to our computer system. Key questions to consider in preparing messages include:

What information has been compromised?

How was the breach detected?

How many people were affected? Students only or are donors and staff included?

Do we know who did this/how they did it?

What will we do next?

What additional precautions will be taken?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Security Breach – Crisis Communications Matrix

College Leadership/CMT	Email	President	Impact on colleges/students	As soon as possible
Media	Statement	Public Relations	What happened/ what we're doing	By request only
Faculty/Staff	Email	President	Impact on colleges/students	As soon as possible
Students/Parents	Letters, Possible Email directing to Website	President	Statement/FAQs on identity theft, procedures to follow	As soon as possible
Board	Email	President	Impact on operations	As soon as possible

Donors (if involved)	Email/letter	VP Advancement	What happened/ what we're doing	When necessary
Foundation Board	Email	VP Advancement	Impact on donations	As soon as possible

## Security Breach – Sample Statements

### **Holding Statement:**

We have discovered a cyber-attack/security breach on some of our confidential records. We are investigating how it happened and what has been compromised. We will make a statement when we know more.

### **Initial Statement:**

We have determined that our system has been hacked/there has been a security breach related to TOPIC. It appears that NUMBER of student, employee, etc. records have been compromised. This includes (names, addresses, SSN, etc.) Those affected are being contacted so they can take appropriate actions.

### **Statement on action taken:**

We are offering student, employee, etc. information on what they should be aware of pertaining to identity theft. We have posted that information on our website (include link) and are setting up meetings to speak one-on-one with anyone who needs additional help.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Social Media Threats/Harassment

---

Social media threats and/or harassment cannot be ignored. Key questions to consider in preparing messages include:

Who is doing the complaining/harassing?

What is the nature of the complaint?

Do you feel that anyone is in danger? If so, what is the concern? Should police be contacted?

Is the complaint/harassment picking up steam, i.e., are others now posting negative messages or has it gone viral?

What have we done so far in response? Does this deserve a response? Should we fight words with words or ignore it?

Who is leading the response?

Has anyone taken a screenshot or saved the post?

Do we need to report this to the social media channel?

What is the strategy to turn this around? How do we expect our students, faculty & staff to react?

Will they post positive messages, join the harasser or ignore it?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Social Media Threats/Harassment – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	When necessary
Media	Statement, if needed	Public Relations	Current information	By request
Faculty/Staff	Email	President	Current information	Before media publishes/airs
Students	TBD	TBD	TBD	If deemed necessary

# **Social Media Threats/Harassment – Sample Statements**

## **Holding Statement: on social media outlet involved**

This is Terri Giltner, KCTCS System Director of Marketing and Communications. I've read your posts and would appreciate an opportunity to talk with you. Please call me at NUMBER so that we can discuss your concerns.

## **Initial Statement: on social media outlet involved**

We have reached out to NAME hoping to have a conversation so that we can learn more about his concerns. He did not speak with us. KCTCS has decided that since NAME is not willing to try to resolve these matters, we will no longer accept his posts/tweets. (Or: We spoke with him at length and have resolved the issues he posted about.)

## **Statement on action taken: on social media outlet involved**

Post information regarding positive initiatives KCTCS has taken related to topic.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Social Media/Internet Abuse by Staff

---

Social media or Internet abuse by those who work at KCTCS cannot be ignored. In some cases the violation may be minor, but in the case of a major abuse, such as child pornography, hate speech, etc., immediate action must be taken. Key questions to consider in preparing messages include:

Who is abusing their privileges? What is the person's title?

What are they posting/viewing on KCTCS computers?

Should law enforcement be contacted?

What have we done so far in response?

Who is leading the response?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Social Media/Internet Abuse – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Social media policy	By request
Faculty/Staff	Email	President or designee	Social Media Policy	As soon as possible
Board	Email/call	President	Current information	As soon as possible

# **Social Media/Internet Abuse by Staff – Sample Statements**

## **Holding Statement: N/A**

A faculty/staff member is accused of using KCTCS equipment in an inappropriate manner. An investigation is underway, and we will make you aware of the findings.

## **Initial Statement:**

KCTCS has a policy on social media and Internet use by faculty and staff that was violated by a faculty/staff member. After a thorough investigation, the police department has confirmed the arrest of NAME, TITLE. Because this is a police matter, we will have no further comment.

## **Statement on action taken:**

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A



# Student Cheating Scandal

---

If a widespread student cheating scandal occurs, KCTCS must act quickly to mitigate damage to the college and system reputation. It is likely that a number of people would know about this before it becomes public. Key questions to consider in preparing messages include:

How many students were involved?

How were they cheating?

How was the cheating discovered?

Were any faculty involved?

What disciplinary action will be taken?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Student Cheating Scandal – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Current information	As requested
Faculty/Staff	Email/meeting	President	Current information	As soon as possible
Students	Email	President	Current information	As soon as possible
Board	Email	President	Current information	As soon as possible

## Student Cheating Scandal – Sample Statements

**Holding Statement:**

We are investigating the possibility of student misconduct. We'll have no other comment until the investigation is complete.

**Initial Statement:**

We have found evidence that XX students took part in cheating on WHATEVER HAPPENED at COLLEGE. This is disappointing and totally unacceptable. These students have violated the KCTCS student code of conduct and will face disciplinary action.

**Statement on action taken:**

Explain what will happen to students and how this event has changed the way some faculty members will

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Student, Faculty, Staff Suicide

---

Sometimes there are signs that someone is having trouble coping but friends and co-workers are hesitant to intervene. If the worst happens on our property, we must be prepared to communicate. Because of the sensitive situation, little can be said, but we still must gather information. Key questions to consider in preparing messages include:

If this person was faculty/staff, what was his/her position? If a student, can we do more than verify the person was a student?

Where on campus did this occur?

If there were witnesses, what should they be told regarding speaking about this tragedy?

If there were no witnesses, who found the body? Who will speak/has spoken to the witness? What should he/she be told about speaking about this?

Was there any incident(s) concerning KCTCS that would have led to this? (bullying, etc)

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Student/Faculty/Staff Suicide – Crisis Communications Matrix

College Leadership/CMT	Email	President	Mourning the loss	As soon as possible
Media	Statement	Public Relations	Mourning the loss	By request only
Faculty/Staff	Email	President	Mourning the loss	As soon as necessary
Students/Parents	Email	President	Mourning the loss	As soon as necessary
Board	Email	President	Mourning the loss	As soon as possible

# Student/Faculty/Staff Suicide – Sample Statements

## **Holding Statement:**

A tragedy has occurred on our campus/at our office involving the loss of life. I have no other details to share until next of kin have been notified.

## **Initial Statement:**

The KCTCS family is mourning the loss of NAME (TITLE if Faculty/Staff). He/she was employed here/was a student here XX YEARS/MONTHS. ANY INFORMATION ABOUT IMPACT THIS PERSON HAD ON CAMPUS/COMMUNITY. Our thoughts and prayers are with his/her family and friends.

## **Statement on action taken:**

**SNAP Message:** (Template message or N/A) N/A unless possibility of others being injured. See Active Shooter template.

**Crisis Website Message:** N/A unless possibility of others being injured. See Active Shooter template.

# Student Safety

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Even though precautions are taken, such as good lighting and campus security, bad things still can happen on campus. Assault, sexual assault and robbery are examples. Key questions to consider in preparing messages include:

What type of crime was committed?

Was anyone injured? How many? Who are they?

Where did the crime occur?

What is security like in that area? Have there been any other incidents there?

Are local police involved? Has the perpetrator been apprehended?

Was the perpetrator a student or employee?

What are we required to release? What can't we release?

How is the college assisting the victim(s)?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## Student Safety – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Current information	As requested
Faculty/Staff	Email	President	Current information	As soon as possible
Students	Email	President	Current information	As soon as possible
Board	Email	President	Current information	As soon as possible

# Student Safety – Sample Statements

## **Holding Statement:**

Campus security and local police are working together to determine what happened.

## **Initial Statement:**

At TIME today, a student was assaulted/robbed... on our campus. Condition of student if applicable. Police are looking for/have apprehended the suspect. Refer reporters to police for additional information about the suspect and crime.

## **Statement on action taken:**

Talk about what the college does to keep campus secure. Talk about steps students can take to lessen the possibility of being a victim of crime.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# Website/Network Failure

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Websites and internet services are frequently used by both students and employees. In the event of an outage or slowdown that lasts longer than 10-15 minutes users become frustrated and are quick to voice their complaints. The goal during an outage and service disruption is to communicate timely, accurate information using the communication channels available outside of websites or e-mail. If outages are intermittent during the periods when services are restored efforts should be made to communicate details on anticipated outages and/or service issues and direct users to possible workarounds, alternative access methods and points of contact. As information changes updated messages should be delivered using all available channels.

Key questions to consider in preparing messages include:

How long will the disruption last? (Be as specific as possible with the time range)

How far reaching is the impact? Is it a server problem, limited to certain pages or applications, wireless access only, etc?

How can students/employees still access the content/sites needed during the disruption?

What is being done to restore services? Are outside vendors involved?

Who will be impacted the most by the outage?

Are there essential applications or services that will be limited or unavailable without access to websites, internet, e-mail, etc.?

If we cannot communicate through websites or e-mail what other communication methods can we use?

**ACTION REQUIRED:** Representatives from the Crisis Communications Team, IT/TS and Student Services should meet early and as often as needed to gather information and plan a communications response for internal and external audiences.

## Crisis – Crisis Communications Matrix

Web Services/PR/Student Services Peer Teams	Email	TS/Web Services	Current Information	As soon as possible
Faculty/Staff	Text, e-mail if functional, Social Media	KCTCS PR	Current Information	As soon as possible

Students	KNECT (if available), Social Media	KCTCS PR	Current Information	As soon as possible
General Public	Social Media	KCTCS/College PR	Current Information	As soon as possible
Media	Statement	Public Relations	Facts at this time	By request only

## Website/Network Failure – Sample Statements

### Holding Statement:

KCTCS is responding to reports of a service interruption to websites/internet/etc. We are working to resolve the issue and will keep you updated when service will return to normal.

### Initial Statement:

KCTCS websites/internet/etc. are/is temporarily experiencing technical issues/outages We will be sure to let you know as soon as things are back up and running. We apologize for the inconvenience.

### Statement on action taken/needed:

Provide updated timeline and actions taken, predicted or planned outages or additional interruptions, alternative access methods (direct site links, phone access, in-person referrals, etc.)

### EXAMPLE:

Here are some direct links that you may find helpful while we continue to work to restore service to our websites:

Email: <https://outlook.com/kctcs.edu>

Blackboard: <http://elearning.kctcs.edu/>

Student Self-Service:<https://students.kctcs.edu/>

Thank you for your patience!

**SNAP Message:** (Template message or N/A)

N/A – \*KNECT is the preferred method for calls and e-mail unless approval to use SNAP Text messages is given

**Website Messaging:** (If websites/internet is temporarily operating)

### Emergency Notification Banner Examples:

KCTCS websites are temporarily having some issues including email access. If you cannot connect to the website please refresh your browser or revisit the site later.



It appears as if service is slowly returning to all KCTCS websites. Sites should be back up and running shortly.

KCTCS websites will be unavailable during scheduled maintenance (date/time period).....

# White Collar Crime

When you are notified that a person in leadership has committed a white collar crime, such as embezzlement, gather as much information as possible to prepare for media, staff/faculty and student questions. Key questions to consider in preparing messages include:

- How much money was taken?
- How was the discovery made?
- Will he/she be suspended until the investigation is complete?
- How was someone able to breach the system without being detected?
- How does this affect the organization's financial stability? Ability to conduct day-to-day operations?
- What will be done differently now that this gap in the system has come to light?

**ACTION REQUIRED:** Representatives from the Crisis Management Team covering HR, legal, PR/Communications, etc. should meet early and as needed to gather information and plan a communications response for internal and external messages as needed.

## White Collar Crime – Crisis Communications Matrix

College Leadership/CMT	Email	President	Current information	As soon as possible
Media	Statement	Public Relations	Facts that can be released	By request only
Faculty/Staff	Email	President	Facts that can be released	After media request but before story is public
Students	Email	President/designee	Facts that can be released	After media request but before story is public
Board	Email/call	Board President	Current information	As soon as possible
Foundation Board	Email	VP Advancement	Current information	As soon as possible

# White Collar Crime – Sample Statements

## **Holding Statement:**

This is an ongoing investigation and I have no statement at this time.

## **Initial Statement:**

(Name), (leadership position), has been charged by the local police department with embezzlement. Any additional information about the charges will come from the police and we can make no further comment about him/her.

## **Statement on action taken:**

Because of the recent situation at our college, new procedures have been introduced to make sure this cannot happen again. We can't discuss the steps we've taken but I can assure you we've taken this incident very seriously and taken appropriate measures.

**SNAP Message:** (Template message or N/A) N/A

**Crisis Website Message:** N/A

# KCTCS Emergency Communications Matrix

	Computer Display	Text	Email	Speaker	Digital Phone								
Immediate - Red													
Campus Violence Safety Threat	X	X	X	X	X		X	X	X		X	X	
Weather Emergency	X	X	X	X	X		X	X				X	
Environmental Hazards	X	X	X	X	X		X	X	X		X	X	X
Moderate - Orange													
Weather Delays	X	X	X			X		X	X		X	X	
Potential Minger Threats			X										
Operation Disruption/Utilities	X	X	X	X	X	X	X	X	X		X	X	
Potential - Yellow													
Weather Watch			X									X	
Health and Safety			X						X			X	

# KCTCS SNAP Emergency Notification Procedures

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## SNAP Quick Reference Guide

### Cheat Sheet for using VOIP Services Button for System Office

Press “**Services**” button located at right of keypad on VOIP phone

Select “**SNAP Emergency Broadcast**”

Enter User ID \_63711\_ then push “**Down Arrow**”

Enter PSWRD \_859256\_ then push “**Submit**”

Select Appropriate SNAP message (You may have to hit “**Next**” to see appropriate message and then push “**Select**”.

\*\*For Testing – Hit Next until you see message 5- “SO-X-SNAP Test”

Select Appropriate SNAP recipient group (“SO-ALL” for emergency, “SO-Test Group” for testing) then push “**Select**”.

Message is sent. *Send only once...*

### Cheat Sheet for using Web Browser

Go to: <https://informacast.kctcs.edu:8444/InformaCast/admin>

If outside KCTCS network go to <https://snap.kctcs.edu> and enter KCTCS log-in and password to be directed to InformaCast)

Login with your regular KCTCS log-in and password and KCTCS as Security Domain

Highlight “**Messages**” and Select “**Send or Edit Messages**”

Select Appropriate SNAP message (Testing Messages: SO-X-SNAP Test or SO-X-Ad Hoc Test) then choose “**Send**”.

If allowed... Edit as required

Select Appropriate SNAP recipient group (SO-ALL for emergency, For testing send to SO-Test Group)

Click “**Send**” at the bottom of the page

Message is sent. *Send only once...*

# User Training Tutorial for SNAP (Safety Notification Alert Process)

**This is a tutorial for SNAP to be used for all KCTCS Crisis Management Team Members.**

- Plan and Prepare
- Train and Retrain
- Test, Test and Retest
- Conduct Regular Drills and Exercises

## Step One: Plan and Prepare

### Know your Messages

**There are three types of typical Emergency Messages in SNAP.**

- Extreme Emergency
- Immediate Need
- Test Messages

### Extreme Emergencies

These are emergencies of extreme danger where lives are at stake and seconds count. Messages have been developed and setup for **EACH** College Campus location. The messages **DO NOT REQUIRE ANY** editing and **SHOULD NOT BE** edited by administrators. They have been setup to be sent out using the VOIP Services Button.

- “SNAP Emergency Broadcast” service is required on the phone.
- Must be setup on at least all CMT team extensions.
- Suggested for all staff/faculty phones.

They can also be sent out using a web browser.

- Requires computer on KCTCS network (or using SNAP Portal)
- Must have KCTCS login setup for SNAP
- Login to URL for InformaCast

**These Extreme Emergencies messages are predefined for EACH College Campus location:**

- XX- Tornado Warning (Campus Location)
- XX- Violent Incident (Campus Location)
- XX-Bomb Threat (Campus Location)

XX-Campus Lockdown (Campus Location)  
XX-Evacuation (Campus Location)  
XX-Fire Alarm (Campus Location)  
XX-HAZ MAT (Campus Location)  
XX-Power Outage (Campus Location) (Can also be edited when sent using the web browser)

### **These Extreme Emergencies messages are predefined for the College:**

XX-AdHocTXT Emergency (This is a “Live” recorded message which is recorded when there is no pre-defined emergency message. The text cannot be edited)  
XX-All Clear (To be used when emergency is passed)

### **Immediate Need**

These are emergencies of immediate need but not extreme danger and there is more time to respond.  
They are the highest percentage of SNAP messages  
Usually require leadership approval and thus allows more time to respond  
These messages are predefined **BUT REQUIRE SIMPLE** edits.  
These messages CANNOT be setup to be sent out using the VOIP Services Button.  
These messages require access to InformaCast.  
Requires computer on KCTCS network (or using SNAP Portal)  
Must have KCTCS login setup for SNAP  
Login to URL for InformaCast

### **These Immediate Need messages are predefined for EACH College Campus location:**

XX-Closing-(Campus Location)  
XX-Weather Closing (Campus Location)  
XX-Power Outage (Campus Location) (can also be sent using Services Button not edited)  
XX-Tornado Drill Clear (Requires Campus Location )  
XX-Tornado Drill (Requires Campus Location)  
XX-Production Template (Generic message that can be edited as needed when sent)

### **SNAP Test**

These are test messages for training and verifying that SNAP is functioning.  
SNAP requires a weekly test and either of these messages can be used.  
DO NOT use any other messages for training or testing.  
These messages CAN be sent out using the VOIP Services Button.  
They can also be sent out using a web browser  
Requires computer on KCTCS network (or using SNAP Portal)  
Must have KCTCS login setup for SNAP  
Login to URL for InformaCast

### **These SNAP Test messages are predefined for EACH College**

XX-X-AdHocTXT Test (This is a “Live” recorded message and the text can be edited and goes to Test Script)

XX-X-SNAP Test (can be edited as needed and go to Test Script)

XX-X-Production Test (To be used ONLY by IT administrators and goes to Production Script!!!)

## **Know your Procedures for your Messages**

Extreme Emergency

Preferred method VOIP Services Button

**Need to be sent in seconds without prior approval**

No editing allowed

All CMT need to know how to send and what the procedures for sending are.

Immediate Need

Cannot be sent using VOIP Services Button (Except Power Outage)

Must use Web Browser

Not an extreme danger and may require prior approval

Requires editing of message

Availability to send these messages usually limited to certain CMT members

Test Messages

XX-X-SNAP Test (This message can be edited but is not required)

XX-X-AdHocTXT Test (This is a “Live” recorded message which is recorded when there is no pre-defined emergency message. The text cannot be edited but is not required)

XX-X-Production Test (Is limited ONLY to IT administrators and goes to Production Script!!!)

## **Step Two: Train and Retrain**

### **Perform Required Training**

Required Training for CMT Personnel at least once a year

Information Technology

Crisis Management Director

Public Relations Director

Other Crisis Team Members

Training Levels

Administrator (Limited to IT Director or Designated IT Staff)

User

Training on Methods

VOIP Services Button

Web Browser

SNAP Portal

### **Training Sessions**

User Level Training Only (Once a year or as needed)

MUST USE TRAINING IDs for ALL Training

**DO NOT USE PRODUCTION IDs**

Training Groups can be setup for each college

Training on:

VOIP Services Button



Web Browser  
SNAP Portal

## Step Three: Test, Test and Retest

### Weekly Testing

**Test at least ONCE A WEEK TO A TEST GROUP THAT INCLUDES DEVICES AT ALL CAMPUSES**

Rotate Test to use all CMT members

Rotate Test using:

VOIP Services Button  
Web Browser  
SNAP Portal

### Understand Testing

For the VOIP Services Button

Prior to Testing notify CMT and SNAP Technical Staff of Testing

Use your college's VOIP Services button ID and ps wrd

**Use ONLY TEST MESSAGES FOR TESTING!**

XX-X-AdHocTXT Test (Records your voice does not convert to text)

XX-X-SNAP Test (Text is converted to voice)

These Messages be almost the LAST message in your college message list

**DO NOT USE ANY OTHER MESSAGE AS A TEST**

**Send Test Message to your XX-Test Group unless otherwise instructed**

For the Web Browser:

Prior to Testing notify CMT and SNAP Technical Staff of Testing

Use your KCTCS ID and ps wrd

**Use ONLY TEST MESSAGES FOR TESTING!**

XX-X-AdHocTXT Test (Records your voice does not convert to text)

XX-X-SNAP Test (Text can be edited and is converted to voice)

These Messages be almost the LAST message in your college message list

**DO NOT USE ANY OTHER MESSAGE AS A TEST**

**Send Test Message to your XX-Test Group unless otherwise instructed**

For the SNAP Portal

Test on multiple devices

Any device that can use a web browser

Includes smart phones and tablet devices that have web browsers...

Go to <http://snap.kctcs.edu>

Use your KCTCS ID and ps wrd

It will redirect you to the InformaCast server

Login as typical to InformaCast

### Reporting Testing Issues

Verify that your message was sent to Internal "Test Group" IC devices:

Did the selected internal VOIP phones, Desktops or other IC devices get the message short and display text?

Did the selected internal VOIP phones, Desktops or other IC devices get the audio message?  
Was the message clear or garbled?

Verify that your message was sent to External “Test Group” SM devices:

Did the selected external phones get the voice phone call? Was the voice message clear or garbled?

Did the selected external phones get the text message? Was the message completed or truncated?

Did the selected personnel get the email? Was the message complete?

If there are any issues then report any issues to your IT or SNAP Technical support and they are to verify and submit a ticket to CBTS ENOC.

## Step Four: Conduct Regular Drills and Exercises

### Production Test

Needs to be sent each semester (after registration is completed to test SNAP List for your college)

To be sent by designated SNAP support staff only in conjunction with CMT and PR.

Use the XX-X-SNAP Production Test Message for your college

Can be edited but is not needed

Needs to be sent to **ALL** InformaCast registered devices

VOIP Phones

InformaCast Speakers

Desktops

This message uses a script to send out a phone call, text message and email to all on your college SNAP List.

### Fire Alarm/ Evacuation

Needs to be an exercise each semester as determined by your CMT and PR. (after registration is completed to test SNAP List for your college)

To be sent by designated SNAP support staff only in conjunction with CMT and PR.

You can use the Fire Alarm for your campus or edit the XX-X-SNAP Production Template message for your college

**MUST be edited prior to sending to note that this is a drill**

Needs to be sent to ALL InformaCast registered devices

VOIP Phones

InformaCast Speakers

Desktops

This message uses a script to send out a phone call, text message and email to all on your college SNAP List.

### Disaster Drills/ Exercises

To be determined by CMT but needs to be done yearly

To be sent by designated SNAP support staff only in conjunction with CMT

Use the SNAP Template message for your college

**MUST** be edited prior to sending to note that this is a drill-exercise

Needs to be sent to ALL InformaCast registered devices (VOIP Phones, InformaCast Speakers, Desktops)

This message uses a script to send out a phone call, text message and email to all on your college SNAP List.

# KCTCS General Talking Points

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KCTCS was created by the Postsecondary Education Improvement Act of 1997.

KCTCS is the largest provider of workforce training, online education and postsecondary education in the state.

KCTCS is a statewide system of 16 community and technical colleges with more than 70 campuses.

KCTCS **is** where higher education begins, and where many Kentuckians turn for a quality education that is both accessible and affordable.

KCTCS continues to ensure the employability of Kentucky citizens and the global competitiveness of Kentucky business through workforce training, online learning, and transfer education.

From Ashland to Paducah, from Covington to Bowling Green, KCTCS colleges are strategically located to provide accessible education and workforce training that is relevant and responsive to the needs of Kentucky's students, business and industry leaders and the communities they serve.

The colleges of KCTCS confer five types of credentials — certificates, diplomas and three different associate degrees.

The single most popular area of study at KCTCS colleges is the transfer program, which allows a student to earn an associate degree at a KCTCS college and transfer those credits to a four-year Kentucky public or private institution.

KCTCS awards more than 30,000 credentials annually.

Since 1998, KCTCS has become a national model for community and technical colleges.

KCTCS' nursing and allied health programs rank in the top ten programs offered by our 16 colleges.

KCTCS educates and trains 82 percent of Kentucky's skilled trades workers, 80 percent of Kentucky-trained firefighters and 69 percent of the state's total allied health credentials.

KCTCS has increased enrollment by 30.5 percent since 2001-02.