

Henderson Community College

EMERGENCY OPERATIONS PLAN

DIVISION OF SECURITY AND CRISIS MANAGEMENT



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KENTUCKY COMMUNITY & TECHNICAL COLLEGE SYSTEM

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REPORTING EMERGENCIES - PHONE NUMBERS

For police, fire, or ambulance: dial 911. Stay calm; carefully explain the problem and location. Stay on the phone with 911 Dispatch if possible to direct them to the correct campus location.

Campus Emergency Phone Number: Dial x 19616 (or 270-831-9616) and tell the Help Desk operator the nature of the emergency so they can notify administration (please do this even if the 911 was a misdial). After 4:30 p.m., call Dial Maintenance and Operations staff at (270) 823-3350.

FOR SPECIFIC CRISIS RESPONSES – See CRISIS MANAGEMENT PLAN BOOKLET in each classroom and office space on the campuses.



1.1 Introduction, Purpose, Scope, Situation Overview, and Assumptions

1.1.1 Introduction and Purpose

This Emergency Operations Plan (EOP) is designed to provide Henderson Community College (HCC) with a management tool to facilitate a timely, effective, efficient, and coordinated response to any emergency, regardless of size, scope, and complexity.

This plan is built upon scalable, flexible, and adaptable coordinating structures to align key college officials roles and responsibilities with local jurisdictions, non-government organizations, and other external response partners. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The development of this EOP was guided by the principles of the National Incident Management System (NIMS) and Incident Command System (ICS). Using the standard command and control principles of NIMS and ICS enables the HCC Crisis Management Team to integrate this EOP with the plans of local response agencies, and ensures effective coordination between all responding agencies. The same principals are used to respond to both daily occurrences and incidents that may require a coordinated federal response.

The organizational structure of the ICS may not resemble the day-to-day organization of the System. Employees may report to other employees to whom they do not usually have a reporting relationship. Furthermore, as the severity of the incident increases, employee assignments may change in the ICS organizational structure. This means that an employee's position in the ICS structure may change during the course of a single incident.

The EOP is presented in three sections:

1. The *Basic Plan* provides a summary/overview of the HCC hazard analysis and capabilities assessment; states the major assumptions made for response planning purposes; and establishes the overall concept of operations, organization and assignment of responsibilities, direction, control and coordination, administration, finance, and logistics, and development and maintenance regarding this EOP.
2. *Support Annexes* are individual chapters that focus on common capabilities need to respond to a wide variety of emergencies (e.g., communications mutual aid). These annexes describe the actions, roles, and responsibilities of participating organizations and provides guidance for managing the function before, during, and after the emergency. *Please note the Support Annexes are available in a separate format and are not part of the public portion of this document.*
3. *Hazard-Specific Annexes* are plans that describe the unique aspects of how HCC will respond to eight broad incident categories (e.g., severe weather, public health

emergencies, and violence/threat of violence). Each Annex describes the concept of operations to address specific contingency or hazard situations.

1.1.2 Purpose

This EOP is designed to provide a framework for the HCC Crisis Management Team to respond to any emergency in order to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of essential services. It is designed to align with local agency plans, policies, and procedures. It is scalable and flexible to meet the demands and complexity of any emergency regardless of size, scope, or severity. This EOP assigns functional responsibilities and establishes the concept of operations based on the resources and capabilities of HCC, its local jurisdictions, and other external partners that may assist with any incident, from initial notification through recovery and demobilization.

1.1.3 Scope

This EOP provides a framework for emergency preparation, response and recovery efforts and is applicable to Henderson Community College. Although elements of this plan will be used to address emergency operations at non-contiguous owned facilities, those locations will not be specifically addressed in this document. As resources and capabilities allow, HCC will provide emergency response and short-term recovery support to the surrounding community.

The EOP is always in effect and elements can be implemented as needed on a flexible, scalable basis to improve any HCC emergency response or recovery effort. The term “response” as used in this document includes immediate actions to save lives, meet basic human needs, and protect property and the environment. Response also includes the execution of emergency plans and actions to support short-term recovery.

Emergency Operation Plans and procedures are continuous, evolving instruments of anticipated actions that maximize opportunities and guide response operations. Since planning is an ongoing process, written plans and procedures are interim products based on information and understanding at the moment and are subject to revision. Developing, maintaining and exercising the EOP will empower campus responders and the college community during an incident to act quickly, knowledgeably and with confidence. This EOP outlines the roles and responsibilities for the HCC Crisis Management Team during an incident. Various aspects of this EOP should be continuously tested and updated through coordinated exercises.

Given the nature of some emergencies, Unified Command or the Incident Commander may alter the plan for more effective response or to accomplish strategic priorities. This EOP and organization shall be subordinate to State or Federal plans during a disaster declaration by those authorities.

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

1.1.4 Situation Overview

Henderson Community College (HCC) is a two-year community college in the state of Kentucky. Our mission, as a member of the Kentucky Community and Technical College System, is to provide excellence in teaching and learning. Through comprehensive and responsive programs and services, the college sustains a strong partnership with our communities to improve economic vitality and quality of life in the region.

Henderson Community College offers daytime, evening and weekend classes at four locations in Henderson and Union Counties, KY, along with online courses.

The HCC EOP has been created to help the HCC community respond to the following threats and hazards as identified in the KCTCS Hazard Mitigation Plan. HCC is vulnerable to a wide array of hazards, which threaten life and property. This plan is designed to provide a framework to prepare for, respond to, and recover from the natural and man-made hazards that pose a threat to Kentucky.

1.1.4.1 Hazard Analysis Summary

Earthquakes

- Fault lines run through much of Kentucky. A number of these systems have remained geologically inactive for significant amounts of time, but some scientists believe they are overdue for a surge in activity. There are three seismic zones most likely to put Kentucky at risk. They are centered outside of the state but pose a very real threat to the Commonwealth's citizens. They include: The Eastern Tennessee Seismic Zone, The Wabash Valley Seismic Zone, and the New Madrid Seismic Zone. The New Madrid Seismic Zone poses the greatest threat to Kentucky as earthquakes in this region of the country are felt for longer distances due to ground and soil composition.
- Earthquake is a hazard that is a possible threat to the region, yet historical frequency and damage data do not suggest that it is among the most significant. Scientists estimate that the probability of a magnitude 6.0 or larger earthquake occurring in the New Madrid seismic zone within any 50-year period is 25% to 40%. Such an earthquake could hit the Mississippi Valley at any time.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the risk and vulnerability assessment as **High** for both Henderson and Union Counties. The future probability of a 5.0 magnitude or greater in a 50 year period is 4-8% for Henderson and 6-10% for Union.
- The KCTCS Hazard Mitigation Plan lists all HCC buildings as Moderate for Earthquake vulnerability.

Floods

- According to the Kentucky State Hazard Mitigation Plan, flooding is probably the most significant natural hazard in Kentucky. Major flooding occurs within the state almost every year and it is not unusual for several floods to occur in a single year. The two most common types of flooding that occur in Kentucky are flash floods and river or riverine floods.
- The State of KY Hazard Mitigation Plan lists the probability of a flood occurring within a year in the state of Kentucky as 5.39.
- The KCTCS Hazard Mitigation Plan identifies 5 HCC buildings as **High**, 1 **Moderate**, and 3 as **Low** for flooding incident vulnerability.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the risk assessment as **High** for Henderson and Union County. The probability of future events is 1 event every year for Henderson and Union County.

Hail

- Hail is commonly associated with severe storms. Storms which produce hail are more frequent during the late spring and early summer months. The state of Kentucky as a whole is at risk of Hail.
- Hail is a hazard that is a possible threat to the region, yet historical frequency and damage data do not suggest that it is among the most significant. From the KCTCS Hazard Mitigation Plan, all HCC buildings were rated as **Low** for hail incident vulnerability.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the risk and vulnerability as **Moderate** for both Henderson and Union Counties. The probability of future hail events is 1 event every year for Henderson and Union Counties.

Karst/Sinkhole

- Karst refers to a terrain with distinctive landforms and hydrology created from the dissolution of soluble rock – such as limestone – and is characterized by springs, caves, sinkholes, and a unique hydrology. Kentucky contains one of the world’s largest karst-ridden topographies. About 38% of the state has sinkholes which are recognizable on topographic maps, and 25% has obvious and well-developed karst features. There has been considerable damage throughout the state from Karst/Sinkhole hazards, including on KCTCS Campuses.
- The KCTCS Hazard Mitigation Plan, HCC identifies 1 building as **High** and the rest as **Low** for Karst/Sinkhole incident vulnerability.

Landslide

- A landslide is the downslope of movement of rock, soil, or artificial fill under the influences of gravity and are most often activated by storms and rapid snow melt. Eastern Kentucky is at the greatest risk to landslides. However, a major seismic event in the New Madrid Seismic Zone could trigger significant landslides in western Kentucky, as recorded during the 1811-1812 New Madrid series of earthquakes.
- The KCTCS Hazard Mitigation Plan identifies all HCC buildings as **High** but 1 which was assessed as **Low** potential for Landslide incident vulnerability.

Severe Storms

- The entire state of Kentucky is at risk to severe storms. Kentucky is affected every year by severe thunderstorm systems which move across the region. Severe storms can also create the following conditions:
 - Flash flooding can occur in surrounding areas. Floods are the number one cause of deaths associated with thunderstorms and are of concern to travelers to and from HCC campuses.
 - Hail falls at speeds faster than 100 miles per hour and can cause considerable property damage.
 - Lightning occurs in all thunderstorms and can result in injuries, fatalities, property damage, and fires.
 - Straight-line winds are responsible for most thunderstorm wind damage that can be equivalent to a strong tornado.
 - Tornadoes, although associated with severe thunderstorms, can occur any time of the year. Injuries or deaths and damage to property are possible.
- The State of KY Hazard Mitigation Plan lists the probability of a Severe Storm occurring in the state of Kentucky within a year as 1.45.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the risk and vulnerability as **High** for both Henderson and Union Counties. The probability of future Wind events is 1 event every 2 years for Henderson and 1 event every year for Union Counties. The probability of future Lightning events is 1 event every 2 years for Henderson and 1 event every 3 years for Union Counties.
- The KCTCS Hazard Mitigation Plan identifies 2 HCC buildings as **High**, 2 as **Moderate**, the rest as **Low** potential for Severe Storm incident vulnerability.

Severe Winter Storms

- A winter storm can range from moderate snow over a few hours to blizzard conditions with blinding wind-driven snow, sleet and/or ice that lasts several days. Blizzards and ice storms are the two most common severe winter storms. Power outages, extreme cold, flooding, and snow accumulation can cause hazardous conditions and hidden problems. The entire state of Kentucky is at risk to severe winter storms. Kentucky's location makes it vulnerable to heavy snowfall. Its proximity to the Gulf of Mexico provides a necessary moisture source for precipitation all year. Kentucky is also north enough to be influenced by polar air masses. Depending on atmospheric conditions during the winter, Kentucky can have cool, wet winter or suffer the ill effects of heavy snow fall and ice accumulation.
- The State of KY Hazard Mitigation Plan lists the probability of a Severe Winter Storm occurring in the state of KY within a year as .96.
- The KCTCS Hazard Mitigation Plan identifies 1 HCC building as **High** potential for Severe Storm incident vulnerability and the rest as **Moderate**.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the Henderson and Union area risk and vulnerability ratings as **Moderate** for Severe Winter Storms. The probability of future events for Henderson and Union County is 3 events per year.

Tornado

- According to the Kentucky State Hazard Mitigation Plan, tornadoes are somewhat common throughout Kentucky and have occurred in every month of the year. Unfortunately, the occurrence of a tornado is highly unpredictable. 487 tornados have been reported in Kentucky since 1950, and average about 7.9 per year, according to NOAA. The State's Hazard Mitigation Plan also notes that 95% of Kentucky is located in the most severe wind zone (Zone IV 250 mph). This signifies that most of HCC's facilities are also located in the most severe wind zone.
- The State of KY Hazard Mitigation Plan lists the probability of a Tornado occurring in the state of KY within a year as 4.05.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the Henderson and Union area risk and vulnerability ratings as **High**. The probability of future events for Henderson County is 1 event every 3 years and for Union it is 1 event every 5 years.
- The KCTCS Hazard Mitigation Plan identifies all HCC buildings as a **Low** potential for Tornado incident vulnerability.

Extreme Heat/Drought

- KCTCS Hazard Mitigation Plan lists all HCC buildings as **Moderate** for incident vulnerability.
- The Green River Area Development District (GRADD) Hazard Mitigation Plan lists the Henderson and Union area risk and vulnerability ratings as **Moderate**. The probability of future Extreme Heat/Drought events for Henderson and Union Counties is 1 event in 12 months.

Hazardous Materials

- HCC is in close proximity to major interstate and commercial rail traffic increasing the risk of a short-term business interruption to human casualties from a hazardous materials release.
- On-Campus: Various quantities of chemical, radioactive, and biological hazards are used for teaching and research, facilities maintenance, academic support, and general campus operations. On-campus materials present a risk of a release that could result in a short-term business interruption to human casualties. Hazardous materials on campus also include:
 - Blasting caps, and explosive chemical compounds.
 - Extreme hazardous substances in small quantities for research purposes.
 - Fuels with bulk storage in underground tanks.
 - Hazardous, radioactive, and infectious waste.
 - Pressurized gases.

Structural Fire

- Conflagrations are a common but serious threat. Over half of Kentucky's land is forested. Currently, there are no occurrences reported that have affected any KCTCS facilities.

Utility Failure

- The loss of utilities in a building can disrupt day-to-day operations and activities. A wide spread failure of longer duration can significantly interrupt the HCC mission.

Civil Disturbance, Violence, and Terrorism

- HCC maintains campuses that are open and inviting to the public. Rioting, civil disorder, protesting, shooting, bomb threat, suspicious package, or other acts of violence are possible threats.

1.1.4.2 Capability Assessment and Mitigation Overview

KCTCS has developed and implemented a system-wide Kentucky Community and Technical College System Hazard Mitigation Plan (KCTCSHMP). Each KCTCS College participated in the hazard assessment process, utilizing various methods to calculate threat and risk for their college and surrounding community. HCC has assessed their capabilities and limits to respond to the most likely hazards and developed a strategic plan to address those hazards as part of the KCTCSHMP. This plan demonstrates HCC's commitment to reducing the risks from all hazards, and should serve as a guide for all levels of HCC decision makers. The KCTCSHMP details how each college will address planning for all hazards and the prioritization of resources that they are committing to mitigate the risk of those hazards.

Each college is reliant on the local municipalities for fire and rescue services, major hazardous material response capabilities, EMS, bomb squad response, police tactical response, and assistance in emergency operations staffing and support.

1.1.5 Assumptions

The EOP is based on incidents that are likely to occur. Severe weather, including flash floods, tornadoes, high winds, heavy snow, ice storms, droughts, and other weather related emergencies or natural disasters will continue to occur annually in the Commonwealth of Kentucky.

1. Most incidents will occur with little or no warning.
2. Planning activities and incident responses may require the cooperation or coordination of HCC personnel and external agencies/jurisdictions.
3. Basic lifeline services including electrical power, water, sewer, gas, telecommunications, and transportation may be interrupted.
4. Emergency communications capabilities among HCC response and support personnel vary from campus to campus.
5. Communications interoperability between HCC and external agencies is minimal and could deter response activities during an incident.
6. Departments tasked by this EOP will identify personnel and resources and will develop unit-specific procedures to ensure that their roles and responsibilities can be met during an incident.
7. The resources of local and state government may not be readily available to HCC officials to cope with emergencies and disasters affecting HCC.
8. Emergencies may occur that will exhaust college resources and capabilities.

9. Buildings, other structures, and equipment may be damaged.
10. Disasters are always managed at the most local level until those resources are exhausted.
11. The College President or designee has the power to make changes to policies and procedures to provide for an effective and efficient response to an emergency.
12. This Plan will be staffed, revised, exercised, readopted, and reissued annually or as needed.

1.2 Concept of Operations

1.2.1 General

The Basic Plan, in conjunction with the Support Annexes and Hazard-Specific Annexes, describe the processes and administrative requirements necessary to ensure an effective implementation of this EOP. This EOP provides guidance on the primary actions to be taken in response to an emergency in order to minimize the impact on life and property. This EOP also provides guidance on the primary actions to recover from an emergencies actual impact on life and property.

When an addition, deletion, or correction is made to the EOP, the Record of Change protocol will be followed. Changes made to the EOP will be distributed through the departments responsible for crisis management via an electronic format.

1.2.2 Phases of Emergency Management

KCTCS Administrative Policy 3.3.17 formally adopts NIMS/ICS as its system-wide emergency response organizational model. It requires each College to develop an Emergency Operations Plan that is applicable and consistent across the System. HCC administers this requirement.

The EOP is based on NIMS concepts and principles which addresses all phases of emergency management:

- Prevention/Mitigation
- Preparedness
- Response
- Recovery

Prevention/Mitigation

HCC will conduct mitigation activities as an integral part of the emergency management program. Mitigation may be defined as any action taken to eliminate the threat or reduce the degree of long-term risk to life or property from any type of hazard. It is a pre-disaster activity, although it may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Federal mitigation grant money for large projects is typically available following a Presidential disaster declaration for the county your facility is located. HCC will work with the colleges to implement the mitigation strategies contained within the KCTCS Hazard Mitigation Plan developed in partnership with the University of Louisville's Center for Hazards Research and Policy Development (CHR).

Examples of mitigation activities include:

Action
Work to implement the mitigation strategies outlined in the KCTCS Hazard Mitigation Plan.
Identify grant programs for loss reduction measures (if available).
Work with Kentucky Emergency Management (KYEM) Mitigation Program to develop mitigation grant projects to assist in areas most at risk.
Conduct routine maintenance on equipment such as generators, fire extinguishers, and smoke and carbon monoxide detectors.
Identify potential hazards and take steps to remedy them (e.g., remove dead/rotting trees and branches, fasten shelves securely to walls, etc.).
Post shelter in place and evacuation plans in high traffic areas of College buildings.
Limit chemical storage areas to the minimum needed and post signs.
Inspect buildings for structural defects.
Implement mitigation measures in the rebuilding of infrastructure damaged in incidents.

Preparedness

HCC will conduct Preparedness activities to develop the response capabilities needed in the event of an emergency. Preparedness may be defined as any action taken in advance of an emergency that eliminates the hazard or threat and facilitates the implementation of a coordinated response. Examples of preparedness activities include:

Action
Provide public information and educational materials to students, faculty, and visitors via newsletters, brochures, yearly training, websites, and other media.
Develop, review, exercise, and maintain the EOP.
Develop an annual Multi-Year Training and Exercise Workshop to schedule training and exercises for three years out.
Assure the viability and accuracy of emergency contact lists, resource lists, and mutual aid agreements/emergency contracts.
Build relationships with local first responders.
Determine any protective action measures that need to be implemented in preparation for the situation.
Provide emergency equipment and facilities.
Coordinate with non-HCC facilities that are within close proximity to HCC's critical infrastructure and develop a communications plan for informing each other of hazardous situations that may have an impact on the other (e.g., bomb threats, active shooter, etc.).
Involve emergency responders, emergency management personnel, other local officials, and volunteer groups who assist HCC during emergencies in training opportunities.
Conduct periodic exercises to test emergency plans.
Complete an After Action Report/Improvement Plan (AAR/IP) after exercises to provide the basis for a continuous improvement of this EOP.

Response

Response consists of actions taken immediately before and after an emergency that saves lives, minimizes property damage, meets basic human needs, and enhances an effective recovery. Response activities are contingent upon the situation and requires the collection and application of intelligence and other information to lessen the effects or consequences of an incident.

Examples of response activities include:

Action
Preserve life, property, the environment, and the social, economic, and political structure of the community.
Notify local emergency response agencies. <ul style="list-style-type: none"> • Upon learning of an accident or emergency on HCC property, personnel shall contact appropriate local emergency response agencies. The numbers to these agencies can be found below. CLICK to EMERGENCY CRISIS PHONE CONTACT LIST
Notify HCC crisis management personnel. <ul style="list-style-type: none"> • The HCC President and Chief Business Officer / Chief Academic Officer / Chief Business Officer should be notified of any instance on HCC property which could result in this EOP being implemented. CLICK to EMERGENCY CRISIS PHONE CONTACT LIST
Establish communications. <ul style="list-style-type: none"> ▪ Normal methods of communication may not exist. In some disasters cell phone and land line service is disrupted. ▪ Alternative means of communication must be developed in order to fill this void.
Establish command and control. <ul style="list-style-type: none"> ▪ Command and control for all emergencies and disasters at HCC will be the responsibility of the HCC President and the Chief Business Officer.
Gain situational awareness. <ul style="list-style-type: none"> ▪ Situational awareness must come from on-scene reports from first responders. ▪ This information is then sent to the HCC Emergency Operations Center (EOC) for personnel to analyze.
Determine the course of action students and personnel, impacted by the incident, should take. <ul style="list-style-type: none"> ▪ HCC personnel shall take appropriate action to ensure that all students, personnel, and visitors remain safe while the emergency situation is being corrected.
Any inquiry for information by media sources shall be directed to contact the HCC Crisis Manager or the Public Information Officer (PIO) that has been identified. If a Unified Command is used, ensure that HCC and all local agencies speak with ONE Voice.
Support students, personnel, and visitors that cannot care for themselves socially, economically, and or medically.
Inspect critical infrastructures; all infrastructures shall be inspected following a disaster even if it is not believed to have been involved in the disaster itself.
Continue to support the response effort.
Resume normal day to day activities.

Recovery

The primary purpose of actions after an emergency is to recover from the impact on life and/or property. If a disaster occurs HCC will carry out a recovery program that involves both short-term and long-term effects. Short-term recovery operations to return vital systems to minimum operating standards will overlap response actions. Long-term actions are designed to return HCC to normal or improved conditions. These operations may include the activation of the Continuity of Operations Plan. Examples of recovery actions include:

Action
Repair damaged infrastructure and facilities to their previous state or a safer and more efficient state.
Conduct a hot wash after actual emergencies to provide the basis for continuous improvement of this Plan.
Implement any corrective actions, including changes to Plans, which are identified during the hot wash.

1.2.3 Emergency Declarations and Plan Activation

Activation Authority

The decision to declare HCC is in a state of emergency rests with the President and the Executive Policy Group. Following a declaration of an emergency on campus the President, Chief Academic Officer / Chief Student Officer / Chief Business Officer or designee activates the EOP.

Emergency Classification Levels

HCC defines 3 EOC Emergency Classification Levels. Levels are to be used to the extent possible. The President or Emergency Operations Commander (Chief Academic, Student, Officer or Information Technology Officer) determines the type and magnitude of the emergency using the levels of activation. Additionally, it is ultimately the discretion of the President or designee to identify the need to activate the EOC and to what extent.

The EOC may be partially or fully activated, depending upon the demands of the situation. For a partial activation, only those sections of the EOC determined to be necessary will be staffed. In a full activation, all EOC sections will be staffed.

HCC will employ the three levels to assist in communicating the severity and level of response to an incident. An Emergency Classification is a description of conditions which indicate a level of risk to HCC campus communities. The Emergency Classification Levels are:

Level 1 (Minor Incident): A Level 1 incident is any incident, potential or actual, that will not seriously affect the overall functional capacity of HCC. These would be campus emergencies that can be resolved with existing HCC resources or limited outside help. Examples include minor chemical spills, low-level acts of violence, and weather related situations such as winter storm closures. The EOC is not activated, but appropriate EOC personnel are informed and placed on alert status.

Level 2 (Emergency/Partial Activation): A Level 2 incident is any incident, potential or actual, Examples include minor chemical spills, low-level acts of violence, and weather-related situations such as winter storm closures that affects an entire building or buildings, and which may disrupt the overall operations of HCC. These would be campus emergencies that require a coordinated response beyond normal operating channels. Outside emergency services will probably be required, as well as major efforts from campus support services. These situations are those that are likely to affect some community members (e.g., extended power outages, or fire).

The Emergency Operations Coordinator (Chief Academic, Student, Officer or Information Technology Officer) and the President are to be notified. The EOC may be partially or fully activated. Some, but not all positions may be filled to coordinate and support the response to the incident. The local Emergency Management Agency of the affected campus will be alerted to the nature and severity of the emergency.

Level 3 (Disaster/Full Activation): A Level 3 incident is any event or incident that has the potential or does seriously impair or halt HCC operations. In some cases, death of personnel and severe property damage may be sustained. Such major campus disasters require a coordinated response by all campus resources and outside emergency services would be essential. These situations include disasters such as tornadoes, earthquakes, major chemical incidents and major fires. In all cases, an Emergency Operations Center will be activated, and the appropriate support and operational plans implemented.

The Emergency Operations Coordinator (Chief Academic, Student, Officer or Information Technology Officer) and the President are to be notified. All EOC positions are activated. HCC will notify local Emergency Management Agencies and first responders. HCC may need support from the local Emergency Operations Center.

1.2.4 Emergency Operations Center (EOC) Locations

Emergency Operations Centers have been located on the Henderson Campus and Herron Center Site. Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed from the Emergency Operations Center (EOC) to ensure the best use resources needed to handle the emergency situation. The Emergency Operations Coordinator (Chief Academic, Student, Officer or Information Technology Officer) will oversee operations within the EOC.

The Emergency Operations Center is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will operate on a 24 hour, 7-day basis during extended events with rotating operational periods (shifts) until the EOC Manager determines the incident no longer needs coordination from the EOC. Normal shift rotation is 12 hours on, 12 hours off.

1.3 Organization and Assignment of Responsibilities

1.3.1 Organizational Overview

The organizational structure for HCC consists of a Crisis Management Team and Executive Policy Group.

Executive Policy Group

The Executive Policy Group consists of members of HCC senior management who are responsible for communicating prior to, during, and after emergencies/disasters to make decisions regarding canceling classes, closing the campus, etc. Responsibilities include, but are not limited to, approval of temporary changes to business procedures/policy, resolution of conflicting procedures/policies, approval of public information releases, authorization of emergency expenditures, and making changes to the academic calendar. This Group may be comprised of:

- HCC President
- Chief Academic Officer
- Chief Student Officer
- Chief Business Officer
- Chief Information Technology Officer
- Chief Advancement Officer
- Legal, Staff Attorney (KCTCS)

The HCC President will provide direction and call the Executive Policy Group Meetings. If the President is unavailable, the line of succession is:

- Chief Academic Officer
- Chief Student Officer
- Chief Business Officer
- Chief Information Technology Officer

Crisis Management Team

The Crisis Management Team consist of officials who will make strategic operational decisions necessary to support an emergency or disaster. Members will provide staffing in the Emergency Operations Center (EOC) to represent the primary departments of HCC. The Crisis Management Team has the authority to assign HCC resources and make decisions to provide the most efficient response and recovery possible. These officials or representatives will report to the EOC as required by the nature of the emergency. Each position shall be assigned a primary representative and designated alternate.

Immediately upon notification that the EOC is active due to an emergency or disaster, the primary representatives of the Crisis Management Team will report to the designated EOC. The team will coordinate with the Incident Commander (IC) (determined by incident) and external resources,

provide information to the Executive Policy Group, and maintain continuous operations until the emergency or incident is terminated.

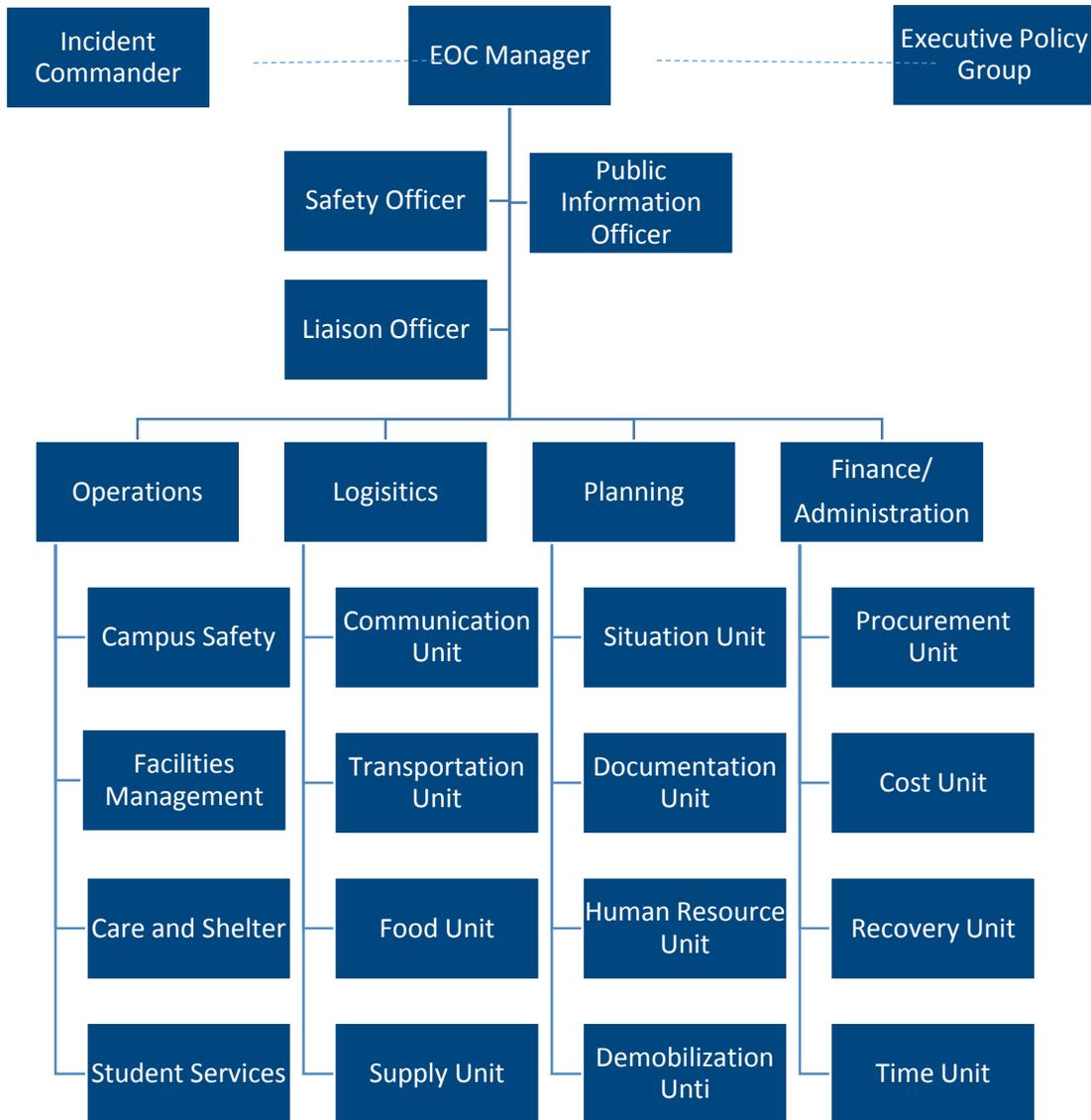
1.3.2 Organizational Roles

Incident Commander(s) and Command Staff Incident Commander will be situational		Executive Policy Group	
EOC	Paul Kasenow/Keith Sayles/ Jerry Gentry / Kim Conley HC – Shannon Clements	Member	Dr. Kris Williams
Safety Officer	Lance Conyers/Jerry Gentry HC – Demetrius Griffin	Member	Paul Kasenow
Public Info (PIO)	Jennifer Preston/Kim Conley	Member	Keith Sayles
Liaison Officer	Jerry Gentry/Lance Conyers	Member	Jerry Gentry
		Member	Kim Conley
		Member	Jennifer Preston
Operations Sections		Logistics Section	
Chief	Gentry/Kasenow/Sayles	Chief	Eric Ahlbrand/Jerry Gentry
Campus Safety	Debbie Whitaker/Lance Conyers	Communications Unit	Joe Heerdink/Jonas Hunziker
Care and Shelter	Bill Dixon/Pam Wilson	Transportation Unit	Lance Conyers/Sheri Williams
Facilities Mgmt	Lance Conyers/Sheri Williams	Food Unit	N/A
Student Services	Cary Conley/Keith Sayles	Supply Unit	Diane Houston/Penny Hahn
Planning Section		Finance/Administration Section	
Chief	Brian McMurtry	Chief	Penny Hahn/Jerry Gentry
Situation Unit	Malinda Hudson/Selena Miller	Procurement Unit	Diane Houston/Penny Hahn
Documentation Unit	Malinda Hudson/Selena Miller	Recovery Unit	Penny Hahn/Jerry Gentry/Kim Conley
Demobilization Unit	N/A	Cost Unit	Diane Houston/Penny Hahn
HR Unit	Doris Lake/Debra Priest	Time Unit	Doris Lake/Debra Priest
Technical Specialists	N/A		

HC – Herron Center

Emergency Operations Center Organizational Structure

The Figure below depicts an example ICS organizational structure for HCC EOC during an emergency/disaster. During incidents where the EOC is not active, the Executive Policy Group and the Crisis Management Team may be working directly with the Incident Commander. The organizational structure of an incident is flexible and scalable depending on the situational needs or emergency classification level.



1.3.3 Assignment of Responsibilities

Executive Policy Group, Crisis Management Team, Faculty, Students, Families, First Responders, Local EMA, and Community Partners

EOC Manager

- Serves as the Crisis Management Team Coordinator.
- Determines the type and magnitude of the emergency.
- Determines the mobilization point – Incident Command Post (ICP)
- Serves as the liaison with other agencies.
- Establishes basic policies which govern the College’s emergency organization.
- Responsible for the overall coordination and execution of this EOP.
- Determines emergency situation levels and activates the EOC.
- Determines the appropriate location of the EOC.
- Notifies the Crisis Management Team to respond to the EOC.
- Ensures notification of additional staff to operate the EOC is made.
- Provides critical information and advice regarding emergencies to the Executive Policy Group to aid in decision making.
- Determines scope of incidents and reduces staffing in the EOC based on situational needs.
- When the emergency/crisis is over and the campus is deemed safe, implements the “All Clear” signal.

Incident Commander

- Establishes a “hot zone”, inner and outer perimeters to protect responders and members of the HCC college community.
- Assesses the nature of the emergency.
- Implements ICS on site and delegates initial emergency response activities until supported by local first responders.
- Coordinates information and activities with the EOC Manager.

Public Information Officer

- Coordinates and oversees all media and public relations activities during an incident.
- After approval from the Executive Policy Group and Incident Commander, disseminates HCC information to the media, incident personnel, private sector, and agency partners.
- Determines proper media outlet for notification of HCC status to students and personnel.
- Acts or assigns an expert spokesperson as appropriate.
- Provides pertinent information to the Executive Policy Group and Planning Section for decision making.

Safety Officer

- Works with Operations to ensure the health and safety of the emergency response personnel.
- Provides overall safety authorization for operational activities.
- Completes ICS form 215A of IAP for every operational period.

Liaison Officer

- Provides Incident Commander/EOC Manager with input on HCC policies and standard operating procedures.
- Interfaces with external agencies, organizations, and the private sector as needed.
- Assists Incident Commander by serving as a point of contact for representatives from other response organizations.

Operations Section Chief

- Identifies, maintains a roster, and calls staff needed to support responsibilities of the Operation Section.
- Oversees coordination of resources needed for incident.
- Directs and coordinates the tactical field response.

Planning Section Chief

- Identifies, maintains a roster, and calls staff needed to support Planning activities.
- Collects, analyzes, displays, and disseminates situational incident information.
- Prepares the Incident Action Plan (IAP).
- Collects, records, and stores all relevant documents and major actions/decisions made to resolve the incident.
- Develop projections and forecasts of future events.
- Maintains status of resources assigned to an incident, (ICS 203) and persons entering EOC via check in/out form. (ICS 211)
- Provides demobilization planning as necessary.

Logistics Section Chief

- Identifies, maintains a roster, and calls staff needed to support Logistics activities.
- Provides overall management of resource and logistical support.
- Orders, receives, processes, stores, inventories, and distributes incident-related resources and supplies.
- Monitors and records equipment use time.
- Sets up and maintains and secures facilities used (shelters, sanitation, food service areas, etc.)
- Develops the Incident Communications Plan (ICS 205)
- Oversees paperwork and provisioning of medical care for incident personnel and students; including crisis counseling.

Finance/Administration Section Chief

- Identifies, maintains a roster, and calls staff needed to support Finance/Administration activities.
- Responsible for financial accounting, timekeeping, and tracking expenditures throughout the incident or emergency.
- Estimates the short and long-term fiscal impact of the emergency to the College.
- Facilitates the payment of personnel and equipment.
- Tracks liability for insurance claims and compensation requests for human injuries or damage to property/equipment.
- Administers all financial matters pertaining to vendor contracts and rental agreements.

- Coordinates with Logistics Section on injuries, damages, and procurement activities.
- Documents claims (witness statements, pictures, etc.)

Private Sector and External Partners

HCC can request the private sector for emergency assistance. The private sector may consist of the following:

- Private owners of critical infrastructure (either a facility that could be impacted by a disaster or used as a resource).
- A response organization (e.g. private ambulance services, environmental clean-up services).
- A regulated or responsible party: owner operators of certain regulated facilities may have responsibility under law to prepare for and prevent incidents from occurring.
- A local emergency organization member.

Government agencies and non-governmental organizations will be considered for a role as a Primary or Support Agency if specific criteria are met. The external partner must:

- Have a unique set of resources, expertise, information, skills or assets that are not available from the College, local or state agency.
- Be a known and accepted provider of a set of resources, expertise, information, skills or assets that is needed/called at HCC.
- Be able to demonstrate/assure that they are capable of fulfilling the assignments of responsibility that are assigned to them.
- Have the authority to provide a support function in a HCC EOP-related role.
- Possesses or have timely access to the resources for providing adequate services at HCC

1.4 Direction, Control, and Coordination

The President and/ Emergency Operations Commander (Chief Academic, Student, Officer or Information Technology Officer) or designees are ultimately responsible for activating this EOP when an emergency is declared or when the threat of an emergency/disaster is imminent.

The manner in which an emergency is managed will determine the overall effectiveness of a response or recovery operation. An effective response operation, particularly during a significant emergency or disaster, can reduce negative impact to the mission of HCC.

With some exceptions, HCC is similar in operation to a municipality. Regardless of the size or significance of any given emergency, pre-defined command and management structures will effectively provide direction and control at the scene or coordination for and support to emergency responders. Those structures are in the form of plans and procedures that align with local and state response agencies and organizations in an effort to rapidly and effectively address adverse physical, social, psychological, economic or political challenges presented by the emergency. Furthermore, application of standard concepts and conventions add considerable value to our emergency response capabilities.

This EOP is based on the assumption that initial emergency management response will, to the maximum extent possible, be by HCC personnel. Assistance that is needed will be requested by executing existing mutual aid agreements with the City, County, private sector, non-governmental agencies, and as needed with the Kentucky Division of Emergency Management.

Incident Command System

The Incident Command System (ICS) is used to organize on-scene operations for a broad spectrum of emergencies from a localized incident to federally declared disasters.

As a system, ICS provides a common organizational structure for incident management while guiding the process for planning, expanding, adapting, and contracting that structure.

Based on anticipated emergencies, a person from one of the following departments will likely establish command at the scene of an incident:

- Local Fire Department;
- Police;
- Crisis Management; or
- Facilities Management

The first responder on scene with an understanding of ICS should establish command. That individual would then be designated the Incident Commander until a more qualified responder arrives.

The role of HCC responders within the ICS structure may be defined by whether the Incident Commander is internal or external to HCC or if Unified Command is established to include HCC personnel.

The application of ICS will add value to HCC emergency response capabilities by:

- Serving to integrate response capabilities and available resources with those of the local community or region.
- Instituting a common language and response framework that has been adopted by local jurisdictions as well as state and federal agencies.
- Establishing a mutual understanding with local jurisdictions regarding critical needs and organizational roles and responsibilities during an emergency.
- Reducing the risk to lives and property with assistance that can be offered or received efficiently and expeditiously.

Crisis Management Team

A CMT is intended to provide direction and control or support and coordination to response or recovery actions for small scale and/or short duration events, incidents, or anticipated threats.

Convening a CMT begins with the recognition of an anticipated or actual event, incident, or incident that requires a coordinated response involving multiple departments but not of sufficient size to justify activation of the Emergency Operations Center.

Membership of the CMT is predefined. The members represent the various departments of HCC. Personnel are trained annually on NIMS/ICS components.

A CMT may activate one or more command positions to assist in an emergency response or recovery effort.

A CMT can assist prevention-related focus groups and other department functions should a case escalate beyond their mission capabilities (such as behavior assessment groups).

A CMT may be convened to assist in response and recovery efforts involving other Colleges.

The Emergency Operations Center and a CMT are mutually exclusive. If a CMT is convened, members will serve as the transition team to the Emergency Operations Center, when activated.

Emergency Operations Center

The EOC is a central location from which executive/strategic level decision-making and interdepartmental coordination are carried out in support of an incident response or recovery effort.

The role of an EOC member is to coordinate and support an incident mission based on their role. As a Command Staff leader, their role is to provide team leadership to coordinate activities within a functional area, providing access to HCC and external agency/organization capabilities regardless of which department or organization manages those capabilities.

The EOC may be activated to assist in response and recovery efforts involving other Colleges.

Critical support to an on-scene response from the EOC will include, but not be limited to, the following activities:

- Acquiring, allocating, and tracking resources.
- Managing, documenting and sharing information.
- Establishing response priorities among multiple incidents.
- Providing legal and financial support.
- Acting as a liaison with local jurisdictions, external partners, Board of Regents, etc.

The EOC will help meet critical incident needs by:

- Establishing policy, modifying policy, or resolving conflicting policies.
- Providing communication/messaging support.
- Providing and prioritizing resource allocation.
- Managing public information issues and media requests.
- Authorizing emergency expenditures.
- Establishing and maintaining a common operating picture.

Emergency powers held by the President, designee, or members of the Emergency Operations Center with delegated authority include, but are not limited to:

- Temporarily suspend or modify policies and business procedures.
- Utilize College resources in an emergency operation.
- Transfer personnel or alter functions of departments to support emergency operation.
- Procure vital supplies through direct purchasing.
- Request assistance from and provide resources to non-HCC entities.
- Suspend or limit sales on campus.
- Direct and compel relocation of campus population.
- Prescribe and modify on-campus evacuation routes.
- Control access to disaster area.
- Relocation of EOC to alternate location.

1.5 Information Collection, Analysis and Dissemination

Information regarding an incident will be collected and disseminated by HCC first responders through the chain of command to senior administration. If Incident Command has been established, the Public Information Officer will disseminate information to senior administration, to the Crisis Management Team if convened, or to the EOC if activated.

Notifications and warnings that alert and inform the HCC community of an anticipated or actual emergency will be disseminated using HCC SNAP Alert, an emergency notification system with push (e.g., pre-scripted campus wide public address messages, mobile device text messages) and pull (e.g., official emails, HCC homepage override) capabilities.

Information will be collected from the Incident Command Post (ICP) and analyzed by the Crisis Management Team's Emergency Operations Center (EOC). That information will be shared via the Crisis Management Group on the KCTCS Intranet.

Prior to the public release of data, information must be vetted by the Executive Policy Group; particularly criminal activity.

Information regarding an incident is to be released only on a need to know basis.

1.6 Communications

1.6.1 Means of Communications

Crisis communication is one component of overall crisis management. Communication is key to how HCC handles a crisis. How HCC communicates will have a lasting impact on its reputation with various constituencies, including students, faculty, staff, alumni, parents, the community and the news media. An effective communications plan, coupled with the early involvement of communication professionals, will help limit the negative impact of the crisis and allow those charged with mitigating the crisis to fulfill their responsibilities.

HCC strives to be forthright and timely in communications. Decisions regarding communications during a crisis will be guided by the commitment to public disclosure and the public's legitimate right to be informed, balanced by a concern for the right of the individual for privacy and personal security. Also to be considered is the effect that immediate public disclosure could have on impending investigations or legal actions. HCC Crisis Management Team is on call 24/7 to provide assistance to the organization during any incident.

Objectives of crisis communications

- To factually assess the crisis and to determine whether a communication response is warranted.
- To assemble a Crisis Communication Team that will determine appropriate messages and actions.
- To identify constituencies that should be informed; communicate facts about the crisis; minimize rumors; and restore order and confidence.

Media relations

Prompt and open communications to the news media are key to responding to a crisis and protect the reputation of the institution. The news media perform a valid function in informing the public about what is happening at HCC and its colleges.

Emergency Notification

In order provide the safest environment for our students, faculty, staff, and visitors, HCC has chosen a mass notification system to ensure their safety and well-being during the unlikely event of an emergency.

Safety Notification Alert Process (SNAP)

SNAP is an emergency response system that provides information on emergencies throughout the state of Kentucky. Students, faculty and staff are advised to sign-up and receive text messages regarding emergency situations that may arise.

Examples of when SNAP is used:

- To notify if classes are cancelled or delayed due to weather, power outages or other unexpected events impacting campus.
- Alert individuals about severe weather and when to take shelter should a storm hit.
- Receive emergency messages when something or someone could be a threat to your personal safety.

1.7 Administration, Finance, and Logistics

All assets (human resources, facility, and equipment resources) of HCC will become the purview of the Crisis Management Team (CMT) and Executive Policy Group (EPG) to direct in any way to respond to an emergency.

Incident Command, or Unified Command in the field will be instrumental in monitoring and documenting needs and requests to the EOC.

Administration and Finance operations will be established to track the acquisition of resources, personnel time, contractual obligations with vendors, and the costs associated with used, borrowed, or damaged equipment.

Documentation of records is vital prior to, during, and after an incident. Records will be utilized to determine reimbursement; therefore, detailed documentation of assets is necessary. Records deemed essential should be identified, and procedures should be established for their maintenance and protection; this includes backing up electronic files. These operations are critical to ensure costs are reconciled with funding sources and tracking. The following are two main categories of expenses to be tracked:

- **Recovery/Compensation/Claims:** financial concerns resulting from damage to property, injuries, or fatalities at the incident
- **Time/Cost:** tracking and analyzing cost data, making estimates, and recommending cost saving measures and recording time for incident personnel and hired equipment
- **Procurement:** financial matters concerning vendors contracts

The Logistics Unit will manage resources and will work with Finance/Administration Unit to identify, obtain, and deliver needed resources to the operation. At the determination of the Incident Commander, all resources can be supplemented by procurement, mutual aid, volunteer and donation management, and personnel reassignment during an incident. The Logistics Section will be responsible for satisfying resources requests. If the resource is not available on scene, logistics personnel within the EOC will obtain the resource through procurement or mutual aid.

1.8 Plan Development and Maintenance

Process

This plan was developed by the HCC Crisis Management Team and in collaboration from staff serving in a similar capacity at the other KCTCS colleges, with support of HCC Senior Administrators, and, where applicable, external organizations including local jurisdictions, state and federal agencies. It will be maintained in accordance with the planning approach outlined in the Federal Emergency Management Agency's (FEMAs) *Comprehensive Preparedness Guide (CPG) 101*. The comprehensive approach to planning educates and trains personnel, exercises the plan to develop and enhance organizational capabilities, and identifies and implements correctives action to update, maintain, and improve plans.

Responsibility

To maintain a current and functional plan, a formal review of the EOP by the Crisis Management Team will occur annually. The HCC President will promulgate the plan update annually. Revisions may be made on operational and regulatory changes, best practices, and corrective actions identified through exercises, emergency activations and assessment processes.

Training and Exercising

The Plan will be updated, as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the EOP and made available. The Crisis Management Team will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the EOP.

Each year the HCC will conduct, at minimum, one table-top exercise for the CMT. In addition, every other year, HCC will participate in a functional exercise. The Basic EOP and/or one of its annexes will be used in at least one of the annual exercises. These exercises are considered an opportunity for specialized training related to the threats confronting the campus. Ultimately, these exercises will lead to a full scale every third year. Communication and coordination with local entities to participate and/or assist with emergency exercises will be encouraged. All exercises will include an after-action report.

1.9 Authorities and References

Federal

1. The Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C. Sections 5121, et seq.
2. Homeland Security Presidential Directive/HSPD-5, Management of Domestic Incidents, 2003.
3. Homeland Security Presidential Directive/HSPD-8, National Preparedness, 2003.
4. Action Guide for Emergency Management at Institutions of Higher Learning, U.S. Department of Education, 2009.
5. NFPA Standard 1600, National Standard on Disaster/Emergency Management and Business Continuity Programs, 2010 edition, National Fire Protection Association.
6. National Response Framework, U.S. Department of Homeland Security, 2008.
7. National Incident Management System, U.S. Department of Homeland Security, 2008.

State

1. Kentucky Emergency Operations Plan
2. Kentucky State Hazard Mitigation Plan
3. Kentucky Revised Statutes (KRS), Chapter 039A, Department of Emergency Management

Other

1. Emergency Management Glossary of Terms, The George Washington University, Institute for Crisis, Disaster, and Risk Management, 2007.
2. Guide to Emergency Management and Related Terms, Definitions, Concepts, Acronyms, Organizations, Programs, Guidance, Executive Orders & Legislation – A Tutorial on Emergency Management, Broadly Defined, Past and Present, B. Wayne Blanchard, 2008.
3. KCTCS Hazard Mitigation Plan, 2012.
4. Green River Area Development District (GRADD) Hazard Mitigation Plan, 2011.

2.0 Emergency Crisis Communications Numbers

REPORTING EMERGENCIES - PHONE NUMBERS

For police, fire, or ambulance: dial 911. Stay calm; carefully explain the problem and location. Stay on the phone with 911 Dispatch if possible to direct them to the correct campus location.

Campus Emergency Phone Number: Dial x 19616 (or 270-831-9616) and tell the Help Desk operator the nature of the emergency so they can notify administration (please do this even if the 911 was a misdial). After 4:30 p.m., call Dial Maintenance and Operations staff at (270) 823-3350.

EMERGENCY RESPONSE/RECOVERY INFORMATION			
Outside resources to contact during or after event. Use 24-hour live line phone numbers.			
Company	Service Provided	Contact Name	Contact Phone/ Pager Number
GREEN RIVER DISTRICT HEALTH DEPT.	PANDEMIC COORD.	ANGELA WOOSLEY	270-852-5480
HENDERSON CO. HEALTH DEPT		JEANIE HARDY	270-826-3951
METHODIST HOSPITAL			270-827-7700
KCTCS FACILITIES MANAGEMENT		DAVID CROWELL	859-256-3244/ CELL 859-608-6154
EMERGENCY AGENCIES FOR RESPONSE/RECOVERY			
Agency	Service Provided	Contact Name	Contact Phone/ Pager Number
LOCAL			
	FIRE, POLICE, AMBULANCE		911
POLICE	NON-EMERGENCY		270-831-1295
FIRE DEPARTMENT	NON-EMERGENCY		270-831-1270
DISPATCH CENTER	DIRECT LINE-HENDERSON		270-827-8700
DIRECTOR EMERGENCY MANAGEMENT AGENCY	DISASTER ASSISTANCE	LARRY KOERBER	270-831-1235 CELL 860-5078 HOME 827-0538
HAZARDOUS MATERIALS COORD.		ANDY CLEMENTS	270-830-1242
STATE			
REPORT FIRE ALARMS	REPORT ALL FIRE ALARMS		800-255-2587
ENVIRONMENTAL RESPONSE COORD.			502-564-2380
DIVISION OF WATER			502-564-3410
REVIEWER'S SIGN-OFF*			
Reviewed By	Title		Date
Malinda Hudson	Executive Assistant		10-30-2015
* This contact data should be reviewed and updated annually.			