



Emergency Management Plan

Kent State University – 2020

Ashtabula East Liverpool Geauga Kent Salem Stark Trumbull Tuscarawas

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Promulgation Statement

Kent State is committed to the safety, security, and well-being of the campus community as well as its property and facilities. This Kent State University Emergency Management Plan (KSU-EMP) has been developed to ensure that the Kent State University campuses are well prepared in the event of a serious threat, hazard, or emergency.

The KSU-EMP was prepared to maintain a viable all hazards response capability to address the five mission areas of emergency management effectively and efficiently:

1. **Prevention** – capabilities necessary to avoid, prevent, or stop an imminent act of terrorism
2. **Protection** – capabilities necessary to secure the University against acts of terrorism, and manmade or natural disasters
3. **Mitigation** – capabilities necessary to reduce the loss of life and property by eliminating or reducing the chance of occurrence and the effects of a disaster
4. **Response** – capabilities necessary to prevent the loss of lives, protect property and the environment and provide emergency assistance to meet our populations needs
5. **Recovery** – capabilities necessary to restore order and lifelines on a short term and long-term basis

In order to execute this plan effectively, all emergency response personnel must have knowledge and familiarity of the procedures set forth in this plan. Organizations and Department Heads having roles and responsibilities established by this plan are expected to develop plans and procedures in support of this plan. The plan is flexible and modular so that part of the plan or the entire plan may be activated based upon the nature and scope of the emergency.

The Director of Public Safety shall be responsible for plan oversight and coordination with Emergency Management Services and other applicable stakeholders. This KSU-EMP and its supporting contents are hereby approved and supersede all previous editions and are effective immediately upon the signing of all signature authorities noted below. This plan may be revised in any manner that does not significantly modify procedure or contravene existing University policy by the Director of Public Safety or his designee without invalidating this authority.

Approved:  Date: 20 January 2021
Todd Diacon, President

APPROVAL AND IMPLEMENTATION

The Kent State University Emergency Management Plan (KSU-EMP) serves as the foundational framework of emergency response to incidents and disasters at the university.


As an emergency operations plan, the KSU-EMP provides an all-hazards framework for emergency response that enables the implementation and application of emergency management best practices during emergency operations.

The plan is a scalable and comprehensive emergency operations plan that clearly defines the concept of operations, roles and responsibilities, emergency management functions, organizational structure, authority, and operationally specific approaches to addressing incidents and disasters at the university.

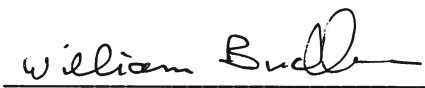
The KSU-EMP is an emergency operations plan that addresses the following key components:

1. Emergency Management as it relates to Kent State University and its Regional locations
2. KSU threats and hazards analysis
3. How KSU follows and implements NIMS and the ICS structure
4. Departmental Roles and Responsibilities
5. KSU's Emergency Response Team function
6. Maintenance and Revision of plan
7. Training
8. Functional Annexes and Regional Emergency Response Plans

The implementation of the KSU-EMP supersedes all previous emergency management plans and methodologies and serves as the updated emergency operations plan for all incidents and disasters at Kent State University.

Approved:  Date: 12/17/20

Dean Tondiglia, Director of Public Safety

Approved:  Date: 12/17/20

Bill Buckbee, Asst. Director of Public Safety


Approved:  Date: 12/17/2020

Shandra DeVoe, Emergency Management Coordinator

Request for Change, Revision and Distribution

Any individual that wishes to make changes to the KSU-EMP must submit them in writing to the Emergency Management Coordinator who will then meet with the Emergency Management Services to discuss its inclusion or removal. If necessary, Emergency Management Services will consult the Emergency Response Team for their opinion. The Director of Public Safety will make the final decision before any implementation and changes are made to the plan.

This plan may be distributed to those with roles and responsibilities within and outside of the University upon activation of this plan. Portions of the plan may be distributed upon request in writing to the public in accordance with applicable laws and regulations. The distribution list will be maintained by the Emergency Management Coordinator.

Approved:  Date: 12/17/20

Dean Tondiglia, Director of Public Safety

Purpose and Situation Overview

A. Purpose

One of Kent State University's goals is to make sure the faculty, staff, students, and all visitors feel welcome and safe on its campus. The Department of Public Safety, Emergency Management Services has been tasked with reviewing and updating this plan on an annual basis in order to keep up with any safety and security changes that may arise from year to year. We are making sure to enhance good relationships with all stakeholders in and out of the University.

It is critically important that Kent State University is prepared for any emergency situation that threatens the well-being of our greater community. Preparation requires the planning and teamwork of internal and external stakeholders, effective communications, and an environment of continuous improvement and leadership in preparing and responding to all emergency incidents.

The primary purpose of the Kent State University Emergency Management Plan (KSU-EMP) is to prevent, protect against, and mitigate, respond to, and recover from the impact on life or property from the effects of an emergency event. Many of these prevention and mitigation actions occur on a daily basis through the practices of University professionals in numerous departments. This concept is also facilitated by educational training, emergency exercises, evaluation of actual emergency events and meetings among stakeholders like the Emergency Response Team.

B. Scope

"Emergency" Defined

An "emergency" is any event or condition that presents an imminent risk of death, serious injury or illness to the University community, suspension or significant disruption of University operations, significant physical or environmental damage, or a significant threat to the University's financial well-being.

Rather than establishing rigid parameters for qualifying an event as an emergency, this definition is intended to emphasize the actual and potential catastrophic effect, the imminent threat, and seriousness inherent to emergencies. Other events may produce crises or harmful effects, but an emergency is distinguished by the severity of the threat and its effects, as well as the on-going threat, posed to the University community.

In the event of an emergency, this plan is to provide general guidance, organizational structure and specific direction on preparedness and response activities intended to preserve life and protect property.

This plan also establishes an emergency organization to integrate the resources of KSU and coordinate external resources in order to provide the most effective emergency response and recovery during an emergency. This plan is a framework that applies to all geographic areas of KSU property and KSU affiliated activities.

This KSU-EMP establishes direction for coordinating KSU in an emergency response. This plan also provides guidance in coordinating with external entities in complex emergencies that affect the greater community.

All stakeholders are to utilize all available resources when mitigating against, preparing for, responding to, and recovering from a natural or human caused emergency.

This plan may be activated or implemented by those with the assigned authority within this plan. This plan may be activated due to a disaster or local emergency at Kent or a regional campus or a national disaster or emergency or an act of terrorism at any and all levels.

C. Situation Overview

1. Population

- a. Kent State University (KSU) is a large institute of higher education located in Northeast Ohio in the city of Kent. It has approximately 24,000 students per year, about 17,000 full time and 7,000 part time. The daily population on campus could exceed 40,000 to include students, faculty, staff, and visitors. Special events may exceed that 40,000.
- b. The Kent campus has approximately 119 buildings to include residence halls, academic, administration, research facilities, labs, recreations centers, practice facilities and stadiums. Kent State also has a 219-acre airport in the city of Stow and a power plant on campus.
- c. Kent State has 7 other locations throughout Ohio in Ashtabula, East Liverpool, Geauga, Salem, Stark, Trumbull, and Tuscarawas, and worldwide in locations that include Florence, Italy, Geneva, Switzerland, Beijing, China, Brazil, and New Delhi, India.
- d. Kent State also includes locations in Cleveland, New York City, Twinsburg, and Columbus. There is also a hotel in Kent for the campus community and visitors.

2. Geography

- a. Kent State University, Kent Campus, is in west-central Portage County in the City of Kent, Ohio, (41.08.49 N and 81.20.36 W). It is bordered by Franklin Township on the
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- north and east, Brimfield Township on the south, and Stow on the west. Other nearby communities include Ravenna to the east and Sugar Bush Knolls and Streetsboro to the north. Neighboring counties include Summit County to the west, Geauga County to the north, Trumbull, and Mahoning Counties to the east and Stark County to the south. The total land area of the Kent campus is approximately 950 acres.
- b. Located on the western end of the Glaciated Allegheny Plateau, the topography of Kent includes rolling hills and varied terrain. The Cuyahoga River passes through the city, cutting a gorge with a drop of nearly 40 feet (10 m) adjacent to the downtown area. The United States Geological Survey lists the city's elevation at 1,056 feet (322 m) above sea level at a point near Kent's geographic center. Elevations vary slightly within the city limits with several buildings on the Kent State University campus at altitudes in excess of 1,160 feet (350 m) and points as high as 1,200 feet (370 m). According to the United States Census Bureau, as of 2010 the city has a total area of 9.28 square miles (24.04 km²), of which 9.17 square miles (23.75 km²) is land and 0.11 square miles (0.28 km²) is water.
 - c. Kent State main campus is located six miles off I-76 and is easily accessible from neighboring Akron/Canton and Cleveland airports. It is close to many parks, reserves, and recreation areas to include the Cleveland and Summit Metroparks. The City of Kent has much to offer in the way of dining, shopping, music, festivals, and events.
 - d. In addition to the Health Center on campus, there are several hospitals within 15-30 minutes to include Cleveland Clinic, Summa Health, Western Reserve and University Hospitals.
 - e. Kent's climate is classified as a humid continental climate meaning it typically has very warm, humid summers and cold, snowy winters with moderate and variable spring and autumn seasons. It receives an average of 36 in. of rain and 47 in of snow per year. July is normally the hottest month and January the coldest.

3. Threat and Hazard Identification and Risk Assessment (THIRA) Summary

- a. The THIRA will help Kent State understand their risks and determine the level of capability needed to address those risks. This should be reviewed and, if needed, revised every year, and should address the following questions:
 - i. What threats and hazards affect our campus?
 - ii. If they occur, what impacts would they have on our campus?
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- iii. Based on those impacts, what capabilities should we have?
- b. The KSU THIRA will organize the threats and hazards based on whether they are Natural or Technological hazards, and/or Human-caused incidents. We will then compare historical record, likelihood, and impact to rank the worst and most likely threats and hazards that may have a significant impact on the KSU Main Campus and its occupants.
- c. KSU will consider the following variables which will assist us in ranking the threats and hazards and overall vulnerability of the campus.
 - i. Type of Event
 - ii. Probability of Occurrence
 - iii. Human Impact
 - iv. Property Impact
 - v. Business Impact
 - vi. Preparedness
 - vii. Response capabilities
- d. KSU has already achieved one important step to improve our ability to prepare for and respond to hazardous weather. On May 28, 2020, KSU attained the StormReady recognition from the National Weather Service (NWS). This recognition shows we have the needed capabilities and plan (Hazardous Weather Plan) in place to be able to alert the campus community in a timely manner and through many different modes of communication. In addition, we have the necessary resources already in place to better our chances of response and recovery.

4. Incident/Disaster History

- Wind, tornado and winter storms are the most prevalent weather-related hazards, with more than 400 on record since the 1950's and more than \$300 million in damages, \$5.5 million in damages occurring from 2010-2014. Storms can cause power outages and technology interruption that would halt university operations impacting education, finances, and business operations. (<https://www.ncdc.noaa.gov/stormevents/>)
 - Hazardous materials (chemical, biological, radiological, nuclear, and explosive) may be transported and used at fixed facilities throughout campus or transported via adjacent roadways. Inventory is kept in the University's Chimera program.
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Buildings on all campuses that use chemicals include:

WMH	LCM/LCM-N	KTH	DHC	SN - Stark	MHS - Ashtabula
CAEST	LRH	SMH	MOU	TECH - Trumbull	MH - Ashtabula
CHA/CHH	MACC	ISB	EW-Stark	CA - Trumbull	RGA-Twins.
CRP	MCG	SRB	FA-Stark	SASSY – Tusc.	RSM-Salem

- Incidents such as fires, motor vehicle crashes (MVC), civil unrest, and building collapse may result in cases of mass casualties or mass fatalities, or both. Fires have broken out in residence halls and there have been numerous MVC's due to not only campus traffic, but local traffic as well.
- Public health emergencies present a significant threat to the well-being of KSU. Food-borne illness outbreaks, communicable disease, and pandemic illness to name a few can result in loss of life and interruption in delivery of goods and services with the potential of a tremendous economic loss to the entire community. The University hosts students, faculty, staff, and visitors from all over the world which broadens our risk for foreign strains of illnesses. As of 2019, measles has made a re-appearance in the U.S. with a confirmed case in Stark County, Ohio. As we see more and more individuals not being vaccinated, our risk at the University level is heightened.
- Terrorism is defined by the Department of Homeland Security as any *activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population; to influence the policy of a government by intimidation or coercion; or to affect the conduct of a government by mass destruction, assassination, or kidnapping.* KSU, just like any campus, is vulnerable due to the open atmosphere. The location, design, student population and the numbers and availability of police and security personnel could also pose a challenge.
- Violent criminal acts, such as an active shooter, can create a mass casualty event that creates significant long-term harm to the KSU population of students, faculty, and staff and to the surrounding communities and first responders. KSU has had a few minor incidents involving individuals with guns and has revised plans based on the investigation and outcome. Violent criminal acts could also include kidnapping, hostage situations, rape, and brutal attacks to name a few.

- Cyber security should be included as a viable threat to individuals' information and important research that is being conducted at KSU. Cyber-attacks are on the rise, targeting sensitive information that could cripple the business operations of the university.

5. Capabilities Assessment

- The capabilities assessment will analyze how current procedures and protocols function when tested against worst case scenario threats and hazards. KSU is responsible for its local response and resources before requesting outside assistance. KSU needs to have established partnerships, MOU's, and agreements with neighboring entities to make collaborating more efficient when needed.

6. Vulnerability Analysis

- Kent State Emergency Management Services will assess KSU's hazards and will rank them by their severity and likeliness to occur on our campuses. Factors may include population, time of day, building location, activities, and significance of the threats. Through the assessment of these factors, we will be able to identify areas of improvement needed in planning, training, and exercises. Prior to the THIRA's completion, the following hazards will be ranked by historical occurrence, monetary damage, and current viable threats.
 1. Severe Thunderstorms (Wind, Hail, Lightning)
 2. Winter Storms (Ice, cold, snow)
 3. Tornado
 4. Fire/Hazmat
 5. Power Outage/Electrical Failure
 6. Cyber Attack
 7. Bomb/Violence threat
 8. Active Shooter
 9. Civil Unrest
 10. Public Health – pandemic/epidemic
 11. Dam Failure – (nid.sec.usace.army.mil)
 - a. Lake Rockwell, Brimfield Lake, Hickory Hills Park Lake (HIGH)
 - b. Lake Hodgson, Springwater Park Lake (SIGNIFICANT)
 - c. Tucaway Lake Dam, Tucaway Lake Campground (HIGH)
 - d. Lake Quincy Dam, Private, (SIGNIFICANT)
 - e. Brimfield Lake Dam, Private, (HIGH)
 - f. Mogadore Reservoir Dam, City of Akron, (HIGH)

D. Assumptions

1. A disaster may occur with little or no warning; may escalate far more rapidly than KSU's first response capabilities; and could require outside assistance from other public sector/private sector/non-governmental agencies and organizations.
 2. KSU may be impacted by any selection or combination thereof, of hazards listed in the KSU Vulnerability Analysis (Future THIRA). These may be natural, technological, or manmade in nature.
 3. Disasters differ in character depending upon magnitude, duration, onset, distribution, area affected, frequency and probability.
 4. The KSU Emergency Management Services utilizes comprehensive emergency management principles to prepare for, respond to, mitigate against, and recover from disasters. This approach addresses all types of hazards and facilitates collaborative relationships across the university, to include the Regionals.
 5. Disasters may be local, regional, or nationally significant in nature.
 6. Disaster effects may extend beyond KSU's boundaries, and many areas including KSU may experience casualties, property loss, disruption of normal life support systems, and loss of critical infrastructures. Therefore, local, state, or federal assistance will not be available in a timely fashion.
 7. The University President is ultimately responsible for initiating a response to a threat to lives and property from an emergency; therefore, the President or designee is authorized to declare an emergency proclamation. (University Policy 5-14)
 8. The Director of Public Safety is authorized to implement the KSU-EMP during an emergency.
 9. The Regional Campus Dean is authorized to activate the plan for their campus. Once activated, the Dean has the responsibility and commensurate authority for the campus emergency management function.
 10. The Director of Public Safety and the Regional Campus Dean or his designees will mobilize resources and personnel as required by the situation.
 11. KSU will coordinate the development of the KSU-EMP with the guidance of local emergency management agencies.
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12. KSU will use the National Incident Management System (NIMS) implementation activities and the Incident Command System (ICS) before, during, and after all incidents/disasters on campus.
13. Any special facilities on the campus (e.g., animal lab, health center) are required to develop emergency plans in accordance with their licensing regulations, with support and assistance from Public Safety.
14. Preparedness is every student, staff, faculty, and visitor's responsibility as there may be delays in response due to time of day or coinciding incidents. All incidents will require full cooperation of the campus community.

E. Concept of Operations

The EMP is based upon the concept that all emergency operations will begin with the resources and response of KSU and that external assistance will be requested when an emergency exceeds institutional capabilities. All incidents within KSU begin with an initial level of response and then escalate in accordance with the requirements of the incident.

An emergency is managed by an Incident Commander (IC) utilizing the ICS. The ICS is the national best practice for first response and effective management of critical incidents. This effort is supported by emergency operations centers, both established by KSU and in some cases by local EMAs, and support at the executive and strategic level provided by the Executive Policy Group (EPG). These functions will be explained in detail throughout this plan.

Situations in which multiple localities are affected concurrently usually involve the county EMA and the state from the onset. If the state is overwhelmed, the Governor may request federal assistance. At each level, the government should officially declare an emergency in order to request assistance.

i. National Incident Management System

Emergency operations and related activities will utilize national standards and best practices of incident response and emergency management to include exclusive use of the National Incident Management System and Incident Command by all personnel employed by KSU who are assigned roles and responsibilities during emergency operations.

Public Safety personnel who respond to a critical incident are responsible for establishing an incident management system based on the ICS principles described elsewhere in this manual. The Chief of Police or his designee is primarily responsible for the establishment of an ICS or coordinating with an ICS that has jurisdiction over Kent State University.

The National Incident Management System (NIMS) is a comprehensive, nationwide approach to incident management that is applicable to all major emergencies. It provides a consistent nationwide template to enable all government, private-sector, and non-governmental organizations to work together during an emergency as well as other large incidents and events. Because of the necessity to operate seamlessly with external emergency response and management partners, the KSU-EMP adopts the NIMS system for emergency management. The ERT members receive awareness level NIMS training and can function comfortably in the NIMS environment.

ii. Five Mission Areas of NIMS

In its entirety, NIMS is rather complicated and provides considerable detail, necessarily so, in prescribing the structures, processes and responsibilities necessary for effective emergency management. Emergency preparedness focuses on five mission areas:

- ✓ **Prevention** means the capabilities to avoid, deter, or stop an imminent crime or threatened or actual mass casualty incident.
- ✓ **Protection** means the capabilities to secure the University against acts of terrorism and man-made or natural disasters.
- ✓ **Mitigation** means the capabilities to eliminate or reduce the loss of life and property damage by lessening the impact of an event or emergency.
- ✓ **Response** means the capabilities necessary to stabilize an emergency once it has already happened or is certain to happen in an unpreventable way; establish a safe and secure environment; save lives and property; and facilitate the transition to recovery.
- ✓ **Recovery** means the capabilities necessary to restore the University to normal operations following an event or emergency.

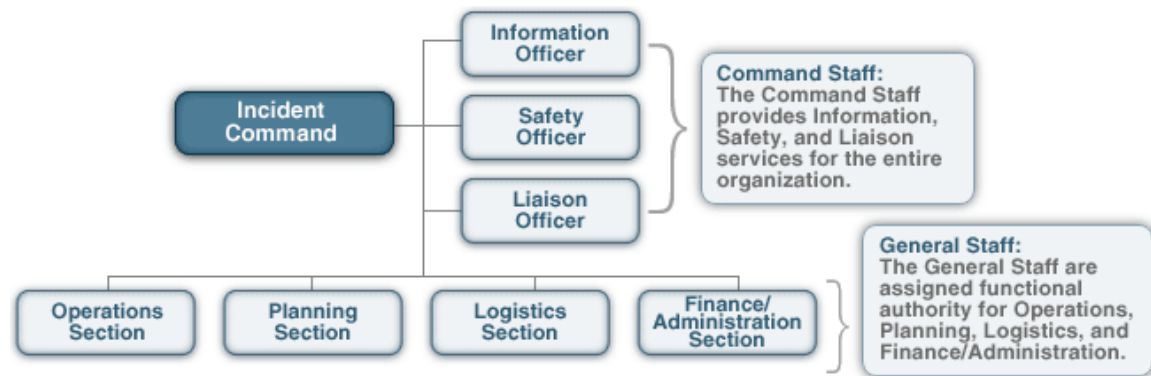
iii. Incident Command System (ICS)

The ICS is the standard, on-scene and all-hazard emergency management system adopted by Kent State University. It represents organizational “best practices” and has become the national standard for incident response. Under ICS, responsibility lies on the University first to handle on-scene tactical command and control of the incident. Support and coordination will come from the University EOC, local EOC’s and multiple surrounding agencies. The nature of the emergency will determine the position responsible for incident command.

An emergency affecting a large geographical area or one requiring a multi-disciplinary response may require the alternative method of Unified Command. In this case, each

discipline (i.e. Fire, Police, Medical, etc.) may have one person in-charge of executing the Incident Action Plan (IAP – defined below) as it relates to that person’s respective discipline.

The ICS consists of five functional components. The management of every emergency, incident or event includes these components. They are Command, Operations, Planning, Logistics, and Finance/Administration. (See Chart below)



KSU Emergency Management and Kent State University mandates the adoption and application of ICS concepts and operational constructs through training and collaboration with Local, State, and Federal partners among all first responders at KSU conducting emergency operations within the University EOC. In addition, concepts should be integrated into departmental Emergency Response Plans (ERP) and Regional ERPs planning documents to promote synchronization within this plan.

F. Organization and Responsibilities

Organization and Responsibilities will begin with the KSU campus and will remain until the incident or situation exceeds KSU resource capabilities. This section will outline the executive actions and lines of succession within KSU and it will discuss the emergency responsibilities of all organizations and agencies that may assist when KSU has surpassed its response and resource capabilities.

i. The Executive Policy Group (EPG)

The EPG provides guidance and direction for emergency management programs and for emergency response and recovery operations. The EPG is comprised of the President, Vice Presidents and includes senior level administrators at the discretion of the President.

The President may convene a cabinet meeting after the onset of an incident at which time attendees are thoroughly briefed on the status of the emergency. The initial meeting will be virtual, or at the discretion of the EPG, in-person locations will include the George Urban Board of Trustees Conference Room in the Library and/or Stewart Hall. Location or platform of meeting will be communicated at time of incident and may change depending on the incident status.

Divisional responsibilities as they relate to the emergency, as well as urgent matters, requiring immediate attention are discussed. Other responsibilities include:

- 1) Provide guidance and support for their functional areas based upon the specific needs identified as a result of an emergency. It is important to remember that the knowledge, skills, and abilities of many University employees will be utilized to manage and/or support an emergency operation and all the functional areas may be represented in an emergency operation.
 - 2) Establish objectives and priorities for the emergency management program and provide general policy guidance on the conduct of that program.
 - 3) Monitor the emergency response during disaster situations and provide direction where appropriate.
 - 4) Keep the University community informed during emergencies.
 - 5) Declare a University State of Emergency when necessary.
 - 6) Provide guidance and support to the Emergency Operations Center (EOC).
-

ii. The Emergency Response Team

The Emergency Response Team (ERT) is a group of KSU officials with responsibilities involving the five mission areas of emergency management at KSU. The ERT is a key factor in formulating and leading the campus response to an emergency. (University Policy 5-14.1)

ERT members form the core group of campus employees immediately assembled and collectively charged with assisting in providing necessary resources to the ICP. Unless otherwise engaged in emergency operations, members may be requested to sit in the EOC to assist in coordination efforts during the incident.

Kent State University ERT

Public Safety
Finance and Administration
Facilities Planning and Operations
Student Affairs
University Communications and Marketing
University Dining Services
Residence Services
University Health Services
Office of the Provost
Information Technology
Compliance and Risk Management
Human Resources
University Counsel

iii. ERT Activities

In conjunction with the Department of Public Safety, the ERT coordinates the emergency planning activities for KSU. Planning activities include:

- Meet no less than bi-annually to discuss issues and facilitate planning
- Impromptu meetings may need to be established based on emergency situations.
- Make recommendations to the Department of Public Safety for changes to the *KSU Emergency Management Plan, Emergency Guide and Building/Department Emergency Response Plans*
- Develop and maintain effective relationships with safety, health, and emergency management partners external to the campus
- Promote public awareness among students, faculty, and staff

iv. Regional Campus Emergency Response Teams

Emergency Response Teams (ERT) at the regional campuses are comprised of University officials with responsibilities involving the preparation and response phases of emergency management on their campus. The Regional ERTs are a key factor in formulating and leading a response to an emergency event. In conjunction with the KSU Department of Public Safety, regional campus emergency response teams coordinate emergency planning for their campus with responsibilities like that of the Main Campus Emergency Response Team. Due to the makeup of the regional campuses, Emergency Response Team members may also coordinate and/or assist with emergency actions (evacuation, shelter-in-place, lockdown) during the crisis phase of an emergency.

G. Incident Management

Incident management will always begin at the local level, in our case, Kent State University. Kent State utilizes the Incident Command System (ICS) and will use all facilities, equipment, personnel, and communications that fall in line with our policies and procedures. We are fortunate to have a wealth of resources at our disposal.

Initial notification will commonly go through the KSU dispatch center, which is our local public safety answering point (PSAP). From there, the following steps will occur:

- The first responding unit on scene will establish command until a more qualified, or higher-ranking officer arrives on scene. The first responding unit may also remain as the Incident Commander (IC).
 - The IC will establish and Incident Command Post (ICP) and identify location.
 - The Incident Command Post (ICP) is the location from which the Incident Commander manages all incident operations. The ICP may or may not be located on the campus depending upon the scope of the emergency. Only those individuals with direct authority and responsibility for managing the response to the emergency operate from the ICP.
 - The IC will begin setting up the IC structure and fill positions requesting additional resources as needed.
 - Depending on the nature and size of the incident, adjacent jurisdictions may need notified. The City of Kent Police and Fire may be notified immediately due to sharing resources.
 - If the incident exceeds Kent State's capabilities, and if the incident becomes multi-jurisdictional, a Unified Command (UC) or an Area Command (AC) will be applied.
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Direction and Control

The KSU-EMP is designed to provide for a centralized and coordinated response and the allocation of resources using a management structure that can adapt to changes in situation. Kent State University must be capable of responding to emergencies with existing resources and to coordinate other external resources that are available to assist.

Under Ohio Revised Code 5502, the local County EMA (Portage, Summit) will activate their EOC to coordinate County resources in the event of an emergency.

- a. An emergency is managed by the IC operating under the ICS.
- b. Support for the ICS is provided from the KSU-EOC and the County EOC established by the local EMA.
- c. The ERT can be activated to comprise the KSU EOC or act in support of it.
- d. The County EOC is responsible for coordinating support from other government entities.
- e. Strategic and policy support and guidance is provided by the Emergency Planning Group (EPG).

Unified Command structure is implemented for incidents involving multiple jurisdictions and an Area Command involves overseeing multiple incidents.

Incident management contains 14 essential features that runs the ICS, keeping all involved on the same page and able to work as one cohesive unit.

They include the following:

Common terminology	Modular organization
Management by objectives	Incident Action Plan
Chain of Command/Unity of Command	Unified Command
Manageable Span of Control	Pre-designated incident locations and facilities
Resource management	Information and Intelligence management
Integrated Communications	Transfer of Command
Accountability	Deployment

i. Activating the Emergency Management Plan

This plan will be implemented, either in full or partial, when an emergency has been declared by the University President or his designee, or an incident is considered imminent or probable and the implementation of the KSU-EMP is considered a prudent and proactive response to the incident.

The following have authority to activate the Emergency Management Plan (EMP):

- The Kent State University President or their designee
- The Provost or their designee
- The Sr. VP of Finance & Administration or their designee
- The Director of Public Safety or his designee
- The Assistant Director of Public Safety or his designee
- Police Services at the direction of the Director of Public Safety
- Deans at the Regional Campuses have the authority to activate their plans

Implementation of this plan, emergency response plans, emergency response guides and departmental policies and procedures are the responsibility of the Deans and Administrators, Departments, Regional Administration, and individual units. KSU Emergency Management Services will be available to activate and organize the University Emergency Operations Center (EOC) in order to assist, consult and help coordinate operations and acquire resources.

When the Director of Public Safety activates the KSU-EMP, he/she briefs the University President and the Senior Vice President for Finance and Administration on the circumstances giving rise to it.

ii. Emergency Levels

Emergency incidents are classified according to their severity and potential impact so that emergency response operations can be adjusted for actual conditions. Decisions will be made, and Levels may be adjusted based on the needs of the incident. The Level of Emergency will be determined by the Director of Public Safety or his designee.

Level of Emergency	Description	Examples	Activations
Level 1 - A minor, localized incident that is quickly resolved with existing University resources or limited outside help	A timely warning or a limited notification may be required depending upon the nature of the incident. A Level 1 emergency has little or no impact on personnel or normal operations outside the locally affected area.	<i>Examples: Odor complaint, localized chemical spill, small fire, localized power failure, plumbing failure or water leak, and police calls.</i>	Review KSU policies and procedures and the KSU-EMP
Level 2 - A major incident or potential threat that disrupts sizable portions of the campus community	Mass notification is mandatory but scaled based on incident type and geography. Level 2 emergencies may require assistance from external organizations. These events may escalate quickly and have serious consequences for mission-critical functions or may threaten life safety.	<i>Examples: Structure fire, structural collapse, significant hazardous materials release, extensive power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect University personnel or operations.</i>	KSU-EMP and the EOC.
Level 3 - A major disaster or imminent threat involving the entire campus and/or surrounding community	Mass notification is mandatory. Normal University operations are reduced or suspended. The effects of the emergency are wide-ranging and complex. A timely resolution of disaster conditions requires University-wide cooperation and extensive coordination with external agencies and jurisdictions.	<i>Examples: Major tornado, multi-structure fire or major explosion, major hazardous materials release, or a terrorism incident.</i>	KSU-EMP and the EOC

iii. Emergency Priorities

When conducting emergency operations at Kent State University, special considerations are given to the following priorities:

- Protecting life (highest priority), property, and environment.
- Meeting the immediate needs of students, staff, faculty, visitors, and those with special needs during an emergency at KSU to include rescue, evacuation, medical care, food, and shelter.
- Restoration of critical infrastructure and key resources that are essential to the health, safety, and welfare of all students, staff, faculty, and visitors (such as sanitation, health centers, water, electricity, building systems).
- Mitigating hazards to protect life, property, and the environment.
- Resumption of business processes and normal operations.

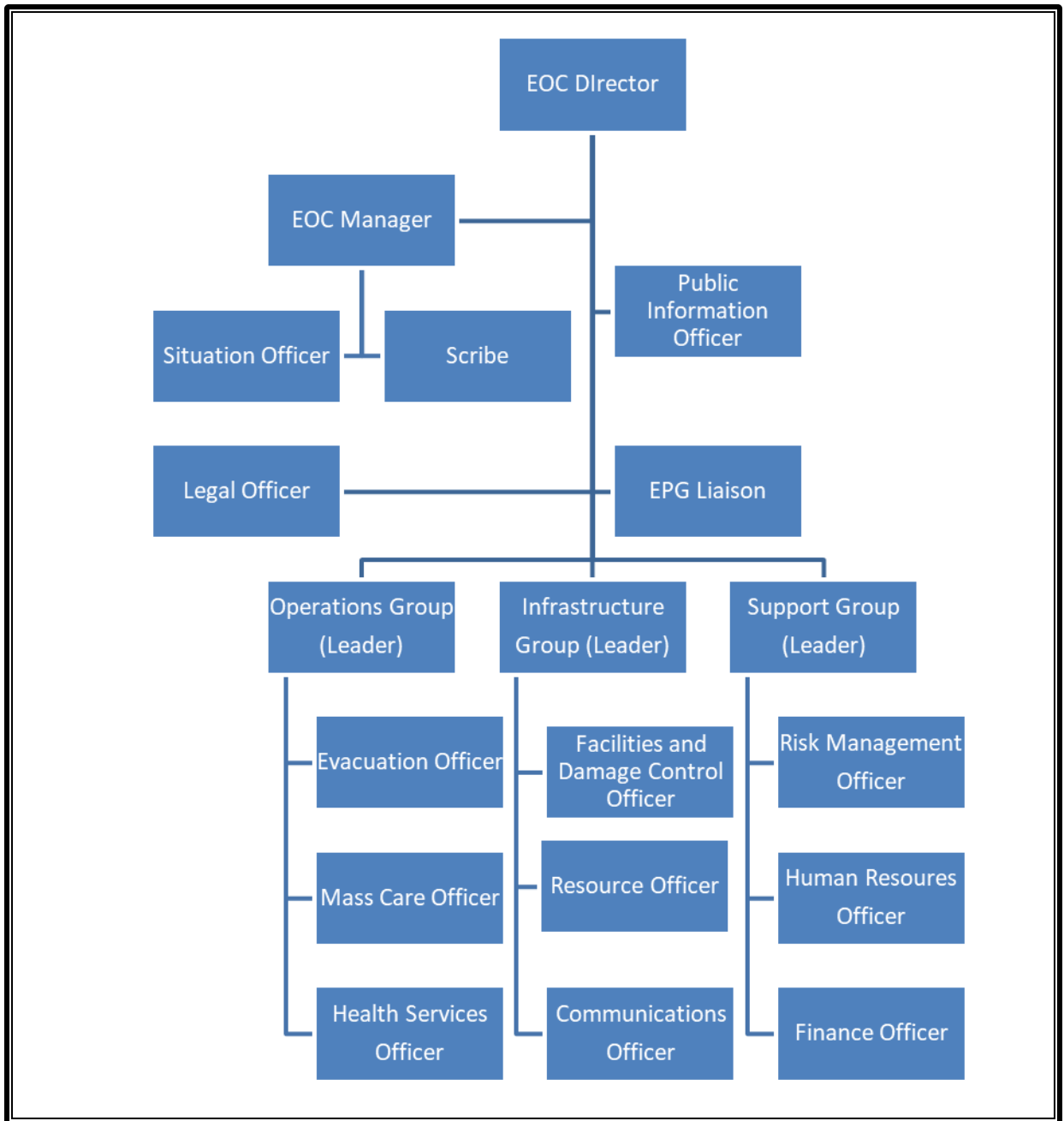
At the onset of an emergency, first responders' immediate objectives are to protect life and assess the nature and scope of the threat posed by the emergency. Their initial response represents the beginning of a continuing flow of people, equipment and supplies necessary to protect persons and property from the harmful effects of the emergency. This flow, or mobilization, continues until the challenges presented by the emergency are met and remain until the emergency has ended.

KSU has access to emergency resources countywide, statewide, and beyond. This access comes with the responsibility to plan, coordinate, and collaborate in the spirit of cooperation with the larger emergency management community. Doing so, facilitates the response, reduces confusion and conflict, and ultimately saves lives.

iv. The Emergency Operations Center (EOC)

The KSU EOC will be operated by the Department of Public Safety and Emergency Management Services. Coordination of activities will be the responsibility of the EOC Manager, whom could be the Emergency Management Coordinator, Emergency and Safety Specialist, or Assistant Director of Public Safety (Assistant Police Chief). Operations will follow the ICS structure and positions will rotate based on the operational periods and Incident Action Plan (IAP). Figure A is a template of how the KSU-EOC ICS structure may be organized. This structure can change at any time to fit the organization of the incident.

FIGURE A



1. The purpose of the EOC is to serve as the single focal point for the coordination of information, decision-making, and resource support and allocation in any incident that significantly affects University operations, recovery process and sharing of information with the EPG. The primary functions of the EOC are to:
 - Provide support to the Incident Commander
 - Recommend policy directions as needed (Executive Policy Group will operate separate but as part of EOC operations)
 - Provide resources needed by Operations
 - Provide direction and support to field activities
 - Deal with issues that are beyond resolution in the field
 - Provide a consistent voice in communicating emergency information to the public
 - Assess, gather, and analyze reports of damage or injury
 - Share information in a timely manner between Local, State and Federal entities
 - Recovery planning, short and long term
 2. The KSU EOC locations on campus will include Stockdale and DeWeese. Alternate locations off campus have been chosen and will be utilized if needed. Coordinating locations ahead of time is key during the preparedness stage.
 3. Decisions regarding EOC activation will be based on the emergency levels (EMP, Sec G. ii.), damage assessments, incident needs, type, and location, escalation potential, resource allocation factors, and complexity of situation to name a few as this list is not all encompassing.
 4. Incident demands can be a factor in activating the EOC, not just a Declaration of Emergency. EOC activation will be decided on to meet the demands of the incident and to support the operation of Incident Command (IC).
 5. All ERT members should be prepared to serve in a role or have designees that will be able to serve in their absence. They may have little to no warning, they need to show up prepared to represent their area of responsibility, and upon arrival should begin assessing the incident and determine if additional representation will be needed.
 - a. Notification to the ERT may be in the form of text or phone call.
 - b. ERT members will need to plan for staffing as there will be changes if incident goes beyond the initial operational period.
 6. Deactivation of the EOC will be under the authority of the Emergency Management Coordinator, Asst. Director of Public Safety, or the Director of Public Safety.
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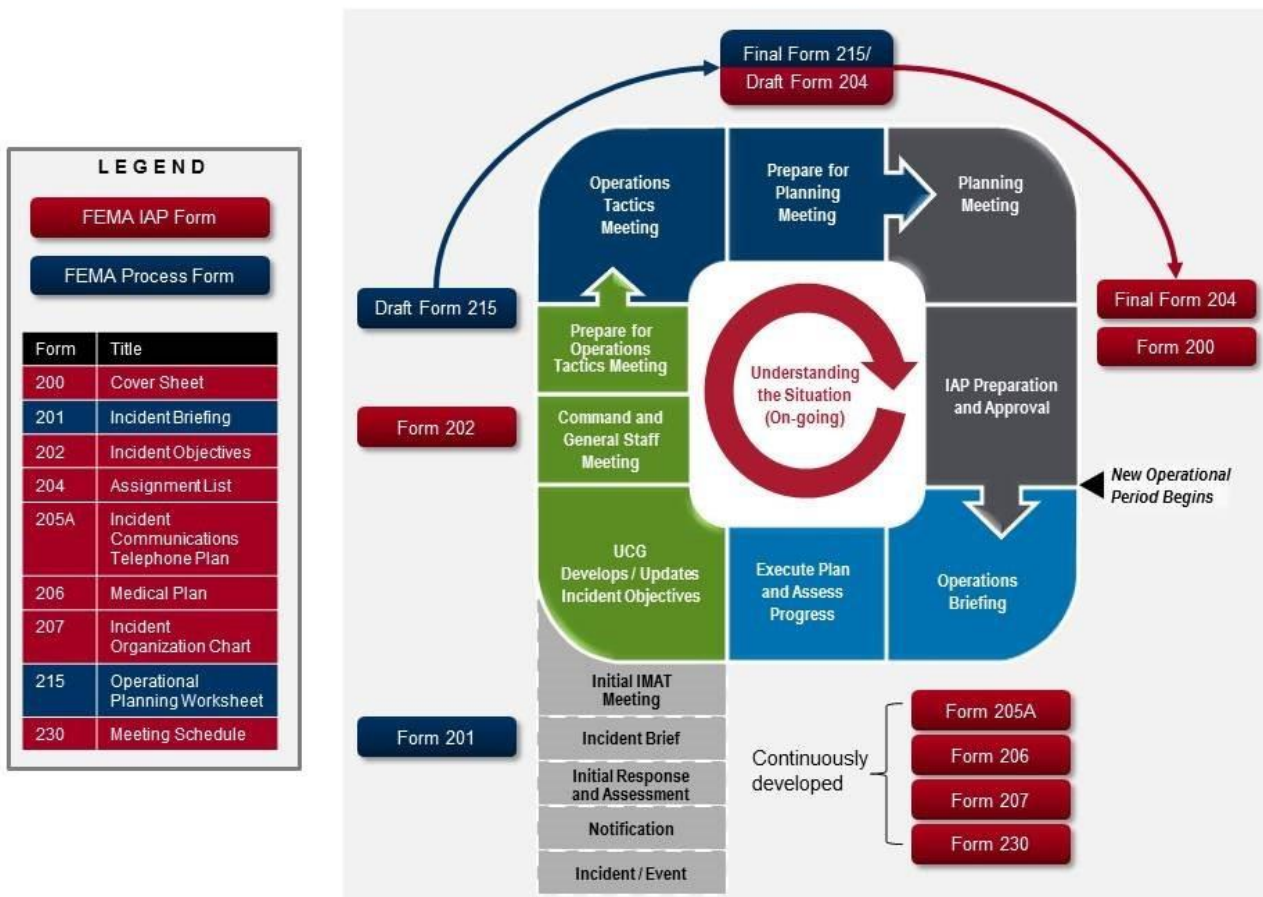
v. The Incident Action Plan

Every emergency must have a written Incident Action Plan (IAP). The purpose of the IAP is to provide a coherent means to identify and communicate the overall incident objectives to senior leadership and to guide first responders during an operational period. Essential elements of the IAP are: **(Figure B)**

- Identifies objectives appropriate to the overall incident
- A description of the ICS structure and persons responsible for each component
- A statement of strategies and tactics to be employed
- The identification of resources needed
- Information on Safety and Weather conditions
- Operational period timetable (not more than 24 hours)

FIGURE B

The Planning “P” shows the stages in the IAP process.



H. Emergency Notification and Response

During the crisis phase of an emergency it is imperative to alert the public to the dangers associated with that event. Kent State University employs a robust and multi-faceted mass notification system (General Order (GO) 46/007) to broadcast emergency notifications.

The University Mass Notification System (MNS) consists of the following mediums, which can be activated individually or in tandem depending upon the nature and scope of the event:

- Outdoor sirens (Kent campus)
- Outdoor speaker systems
- Indoor speaker systems (Fire speakers and Cisco phones)
- Text messaging (Flash Alerts)
- Mass email
- KSU website
- Print, broadcast, Social Media

In order to expedite the decision-making process and ensure timely notification, Kent State Police Services, located on the Kent campus, initiates emergency notifications. As the central repository for emergency information from federal, state, local and University sources, KSU Police Services can receive, assess, and initiate notification from its 24-hour staffed Communication Center. KSU Police Services facilitates notification through the activation of tornado sirens, voice messaging, Cisco phones and text messaging.

Regional campuses may differ in their ability to deliver emergency notifications in their facilities. The use of indoor speaker systems, emergency apps, word of mouth or other means of communication may be used. Regional campuses utilize *Flash ALERTS*, and the University text messaging system by contacting University Communications and Marketing (UCM).

University Communications and Marketing, in collaboration with KSU Department of Public Safety, facilitates emergency notification for all campuses through mass email, the University website, text messaging and the dissemination of information to the print and broadcast media.

In the early stages of an emergency, available information is often incomplete and conflicting but delaying the dissemination of information may be harmful. Balancing promptness with accuracy requires sound judgment and decisiveness as well as access to information as it becomes available. Toward this end, the University will promptly notify and update the public with information deemed accurate as it becomes available. Decisions regarding the content

and timeliness of notifications are made solely in the interest of protecting life and safety and will not be unreasonably delayed nor influenced by other considerations.

i. Damage Assessment

Immediately following an incident on campus that causes significant damage, a preliminary damage assessment will be conducted by the Department of Public Safety. The preliminary damage assessment will give the University an idea of the immediate situation enabling quick decisions to preserve life and property. This will include KSU police officers that are currently on the road conducting windshield surveys.

A windshield survey is normally done from a police cruiser or vehicle and is a quick way to assess damages and relay immediate issues back to the IC or EOC. In some cases, it may be necessary to exit the vehicle due to the inaccessibility of the roadways, however, safety remains priority and those individuals must be cautious of the many hazards, such as:

- Downed electrical lines
- Debris with unknown contents
- Chemical spills
- Standing water
- Ice, snow
- Building structure compromise
- On-going weather conditions (wind, lightning)

By conducting damage assessments, the University can collect incident information, reports of injury, physical damages, business disruption and the inaccessibility of roadways. This information enables response strategies to develop and resources to be acquired, coordinated, and prioritized.

Priority of initial assessments will be determined by what is considered critical infrastructure. Campus critical infrastructure includes those buildings and areas with the most significant possibility of loss of life and business operations. These areas will include:

- Academic Buildings
 - Residence Halls
 - KSU Power Plant
 - CDC during normal business hours
 - High rise structures (Library)
 - Chemical lab areas
-

- Athletic venues during events
- Other known occupied areas

Damage assessment reporting should include the following information:

- Life safety issues/needs
- Dates and times of assessments
- Location of assessment
- Degree of damage and amount of debris
- Take photos if possible

It is critical to keep track of those assigned to field operations and keep maintain situational awareness. Beyond the preliminary assessment, KSU PD will be handling other calls for service and other resources should be available to take over any further damage assessments. Damage assessments will continue throughout the incident and into the recovery phase.

ii. County Emergency Management Agencies (Portage and Summit)

The local county EMA serves as the single point of contact through which most emergency and support resources are summoned and coordinated. During an actual emergency, the county EMA establishes an EOC (hereafter referred to as the County EOC) to provide support and external resources for a significant emergency on campus and in the surrounding area. Effective planning requires building and maintaining relationships with local EMAs. In addition to County EMAs, a host of other emergency management and support organizations are available to render assistance in times of emergency. These include:

- Various police agencies at the local, state, and federal level
 - Local area fire departments
 - The Red Cross and Salvation Army
 - City and County health departments
 - Area transportation services (i.e. PARTA)
 - Hospitals, Urgent Care
 - Local mental health agencies
-

- Other support and service agencies

I. FUNCTIONAL ANNEXES

The annex structure was developed as part of the NIMS to organize and group common functions most frequently used to provide support in emergencies with the department, agencies, or individuals and resources that are tasked with the responsibilities of management of associated resources.

Each annex is managed by a primary department which may be assisted by several support agencies or departments. The annexes can provide a convenient mechanism to identify resources needed by the IC or EOC Director. The primary department will normally be responsible for coordinating specific requirements associated with the Annex. Support departments or agencies may be contacted to provide expertise and assistance, as needed. Finally, external departments and agencies may be needed if internal resources are overwhelmed and depleted.

ANNEXES

Annex A - Direction and Control

Annex B - Notification & Warning

Annex C - Emergency Public Information

Annex D - Emergency Communication

Annex E - Evacuation

Annex F - Shelter & Mass Care

Annex G - Resource Management

Annex H - Facilities and Infrastructure

Annex I - University Health Services

Annex J - Damage Assessment

Annex K - Human Resources

Annex L - Finance and Administration

Annex M - Regional Campuses

Annex N - Plan Revision and Review

EMERGENCY RESPONSE PLANS

Emergency Response Plans (ERPs) are developed for every facility and some departments on the Kent and Regional campuses. These plans are in support of the KSU Emergency Management Plan, are more specific to each facility or department, and should be reviewed, revised, and implemented by the Director, Dean, Business Manager, Emergency Manager, Building Curator, or their designee.

Implementation of Facility and Departmental Level Plans

Facility and Departmental level plans and other emergency response plans implementation will rely on information from direct observation, campus advisories, mass email and any other sources that may be used when making this decision. The nature and scope of an emergency and its effects on the campus population, or portion thereof, will help in determining the department's need for support during an emergency.

Special Needs Populations Planning

The National Response Framework (NRF) defines those with special needs as populations whose members may have additional needs before, during and after an emergency event including maintaining independence, communication, transportation, supervision, and medical care. Individuals potentially in need of additional assistance during emergencies may include those with intellectual, social, emotional, and physical disabilities; those from diverse cultures; those with limited English proficiency or are non-English speaking; and individuals who are transportation disadvantaged. The KSU-EMP addresses some of these issues in the Annexes.

Public Safety engages the Office of Student Accessibility Services (SAS), the Office of Global Education and Health Services to assess policies and procedures necessary to make emergency plans relevant and effective for special needs populations. The University Accessibility Committee also reviews and evaluates the requirements of special needs populations in daily University operations and in extraordinary circumstances. The University will follow the guidance from SAS and will recommend developing individual emergency and lockdown plans (IELP) to provide procedures and explicit instruction for needed supports.

Continuity of Operations Planning

Continuity of Operations Plans (COOP) ensures that the vital mission of the University is maintained during a wide range of emergencies. Many of these functions are performed following procedures and processes described in the KSU-EMP. Some other supplemental documents that outline COOP strategies are, The University Communicable Disease Plan, The University Power Plant Plan, The University Data Recovery Plan, and University Policy 2-04 Admin succession.

Plan Maintenance and Revisions

The Emergency Management Coordinator (EMC) is responsible for ensuring the changes and updates are prepared, coordinated and distributed to the Director and Assistant Director of Public Safety, KSU ERT and any other individuals that may be asked to have stake in its review. Upon all stakeholder review, the EMC will make the updates and publish the document.

Kent campus buildings and departments are tasked with reviewing and revising their specific Emergency Response Plan/Guide and submitting the changes to the EMC for final review and comments. Updates may be based on deficiencies identified from exercises, drills, changes in structure or actual events.

This plan will be updated to meet any State, Federal or Educational requirements put forth. This plan will be reviewed and revised annually unless emergency circumstances or other changes require immediate revisions.

A Record of Change page must be completed upon revisions to any KSU plan. Record of Change page can be found at the end of this document.

Training

Training is vital to the success of this plan. Primary stakeholders of the University, typically through the auspices of the Emergency Response Team, will take part in an exercise to test the plan through a tabletop, drill, functional exercise, or full-scale exercise no less than annually.

The level and degree of training required depends on the role of the individual. ERT members will receive training on NIMS and emergency operations through the following methods:

Seminar - Is an informal discussion-based exercise used to teach or orientate to new or existing plans, policies, or procedures.

Workshop - Is a formal discussion-based exercise used to develop new processes and procedures through coordinated activities, obtain consensus and collect or share information.

Tabletop Exercise -Involves key personnel in an informal group discussion centered on a hypothetical scenario with the goal to identify strengths and weaknesses, and test existing plans and procedures.

Drill – Is a supervised activity that tests a specific operation or function of a single agency or department. Drills test existing or new procedures, practice and maintain skills and prepare for more complex exercises.

Functional Exercise – Is a single or multi-agency activity designed to evaluate capabilities and multiple functions using a simulated response. Functional exercises help to evaluate management of emergency operations centers and command posts and assess the adequacy of response plans and resources.

Full-Scale Exercise – Is a multi-agency, multi-jurisdictional activity involving actual deployment of resources in a coordinated response as if a real incident had occurred. A full-scale exercise is intended to assess plans and procedures and evaluate coordinated responses under crisis conditions.

Legal Authority

Federal

- Homeland Security Presidential Directive (HSPD) 5, February 28, 2003, Management of Domestic Incidents.
- Federal Civil Defense Act of 1950, as amended Public Law 920-81st Congress (50 USC App. 2251-2297).
- The Disaster Mitigation Act of 2000 (DMA 2000) (P.L. 106-390).
- Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act; federal statute codified at 20 U.S.C. § 1092(f), with implementing regulations in the U.S. Code of Federal Regulations at 34 C.F.R. 668.46
- The Higher Education Opportunity Act (Public Law 110-315) (HEOA) was enacted on August 14, 2008, and reauthorizes the Higher Education Act of 1965, as amended (HEA)

Note: The ERT and activated EOC is staffed by a member of the Office of the General Counsel to review and advise on all issues of law and policy related to emergency management, including the Family Educational Rights and Privacy Act (FERPA), and the Health Insurance Portability and Accountability Act of 1996 (HIPAA).

State of Ohio

- Ohio Revised Code 3341.04 Powers of boards of trustees regarding president, professors, and other employees.
- Ohio Revised Code 3345.21 Board of trustees to maintain law and order on campus, administration, and enforcement of rules.
- Ohio Revised Code 3345.26 Board of trustees or president may declare state of emergency.
- Ohio Revised Code 5502.22 Emergency management agency.

Kent State University

- University Policy 5-14 University policy regarding emergency management plan.
- University Policy 5-14.1 Administrative policy on campus emergencies.

Clery Act

The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act) (20USC,1092(f)) requires universities and colleges to keep and disclose information about crime on and near their campuses. All institutions are required to publish their Annual Campus Security Report to all students and employees by October 1st of each year. This report must contain crime

stats, policies regarding safety and security, crime prevention programs, and investigation and prosecution procedures. Reportable crimes include murder, sex offenses, robbery, aggravated assault, burglary, motor vehicle theft, arson, arrest, alcohol, drug, and weapon offenses, and hate crimes. This is not an all comprehensive list.

- a. Clery Act Testing Regulations for Emergency Exercises – It must be a drill that is scheduled and will contain a follow up report to assess and evaluate current emergency plans. All the following criteria MUST be included in the test: (Ch.6 of the Clery Act)

1. It must be scheduled
2. It must contain a drill
3. It must contain exercises
4. It must contain follow-through activities
5. It must be designed for assessment of emergency plans and capabilities
6. It must be designed for evaluation of emergency plans and capabilities

- b. Required Documentation of the Clery Act Exercise

1. Description of exercise
 2. Date of exercise
 3. Time it started and ended
 4. Was it announced or unannounced?
 5. Must keep documentation for (7) years
-

Record of Change

#	Plan Section	Description of Change	Date
1	Table of Contents, p1	Changed with update of Plan	July 2020
2	Promulgation Statement, p2	Updated the key elements to include the addition of Prevention to align with NIMS	May 2020
3	Approval & Implementation, p3	Added for approval internally at Dept. of Public Safety and includes the key components of the plan	May 2020
4	Request for change, etc., p4	Added page 4 to account for any changes that want or need to be made.	May 2020
5	Record of Change page, p5	Added to keep all records of changes to plan, (Column labeled # is change number NOT page number)	May 2020
6	Record of Distribution, p6	Keeps track of who we have sent plan to for revisions and updates	May 2020
7	Purpose, p7	Added language to include keeping good relationships and being prepared by planning	May 2020
8	Scope, p7-8	Added more definition to "Emergency"	May 2020
9	Situation Overview, p8-12	Completely revised to add population, geography, history, vulnerabilities, and capabilities of the KSU Campus	June 2020
10	Assumptions, p12-13	Left the same, just added minor information and reorganized to flow better	June 2020
11	Concept of Operations, p14	Re-organized from several areas in the old plan to improve flow and group appropriate content, updated (ii.) Five Components of NIMS, Added ICS Chart for reference	June 2020

#	Plan Section	Description of Change	Date
12	Organization & Responsibilities, p16-18	Added to group all lines of succession and to better explain the leadership and organization of how any situation will be handled, (Content and Organization did NOT change)	June 2020
13	Incident Management, p18 EOC, p22-26	Groups together the management activities, who is responsible, and how and in what space they should be managed Added EOC purpose and specifications (also available in separate document)	June 2020
14	Emergency Notification and Response, p28	Renamed from Emergency Mass Notification – there is more to our notification than the MNS	June 2020
15	H. (i.) Damage Assessment, p29	Added as an integral part to our Response	June 2020
16	Emergency Response Plans, p32	Grouped all KSU plans that are supplemental to the EMP	June 2020
17	Plan Maintenance & Revisions, p33	Added more clarification of how this will be accomplished and who has responsibility	July 2020
18	Legal Authority – Clery Act, p35	Added Clery Act for execution of exercises	July 2020
19	Record of Change/Distribution	Moved to end of document (pgs. 34-36)	Aug. 2020
20	Pg. 14, (i.) EPG - paragraph 2	Add in language to include virtual meeting	Aug 2020
21	Various changes throughout plan	Changes made as a result of meeting with KSU PD Chief and Asst. Chief	Sept 2020
22	Minor grammatical and name changes	Changes as a result of meeting with Mark P.	Sept 2020

Record of Distribution

[illegible]