



Pandemic Influenza Plan

Pandemic Influenza Plan

October, 2006

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PLANNING OVERVIEW

The Office of the President of Kentucky and Community and Technical College System (KCTCS), having recognized the potential threat of a world-wide influenza pandemic, and the potential impact it could have on all KCTCS colleges instructed all KCTCS districts to develop a plan to respond to the effects such an outbreak would create.

In response to the request for the need to develop Pandemic Influenza Plans system-wide, the President/CEO of Bluegrass Community and Technical College (BCTC) created the Pandemic Influenza Planning (PIP) Committee. The PIP Committee was established to ensure that preparedness and pandemic response planning occurs. The PIP Committee has been identified as BCTC's authorities responsible for the activation of the Pandemic Influenza Plan.

- The PIP Committee will be responsible for the development of an Incident Command System within BCTC to manage the Pandemic Influenza Plan, collaborate with the local Emergency Manager, and then test the linkage with the local Incident Command System.
- The PIP Committee will include input from educational and business administration, employees representing operations and business, and student representatives, as appropriate.
- The PIP Committee collaborates with local emergency response and public health planners in the establishment and maintenance of the BCTC Pandemic Influenza Plan to insure coordination of response and communication with the representative agencies.
- The PIP Committee reviews the Pandemic Influenza Plan at least semi-annually to insure the response planning and program information is current and applicable.
- The PIP Committee considers the provision of sufficient and accessible infection prevention supplies (soap, alcohol based hand hygiene products, tissues and appropriate receptacles).
- The PIP Committee will monitor and communicate substantial increases in absenteeism among students and faculty at each campus location. In the event of notable increases in absenteeism, the PIP Committee will report the information to:
 - BCTC Office of the President
 - Local Public Health Services
 - The Office of the President of KCTCS

This Pandemic Influenza Plan was written specifically for Bluegrass Community and Technical College (**BCTC**) by the appointed Pandemic Influenza Planning Coordinator and reviewed by the PIP Committee and approved by the BCTC President and Leadership Executive Team. It is the intent of this plan to identify key important actions BCTC may need to undertake for the preparation of, and response to an influenza outbreak resulting in business interruption. Continued plan surveillance and updating will be required to ensure that the Pandemic Influenza Plan effectively addresses the unique needs of BCTC.

BACKGROUND

According to the World Health Organization (WHO), “An influenza pandemic occurs when a new influenza virus appears against which the human population has no immunity, resulting in several simultaneous epidemics worldwide with enormous numbers of deaths and illness. With the increase in global transport and communications, as well as urbanization and overcrowded conditions, epidemics due to the new influenza virus are likely to quickly take hold around the world.”

Influenza is a highly contagious respiratory virus that is responsible for annual epidemics in the United States and other countries. Each year an average of 200,000 people are hospitalized and 36,000 die in the U.S. from influenza infection or a secondary complication. During an influenza pandemic the level of illness and death from influenza will likely increase dramatically worldwide. The impact of an influenza pandemic on the local economy and business processes could be devastating. It is estimated that 15-35% of the population will be affected. There is a potential for high levels of illness and death, as well as significant disruption to society and our economy, making planning for the next influenza pandemic imperative.

ASSUMPTIONS

Predicted spread and severity:

- Over a several month period, illness rates for population: 15-35%
- Global spread in: 3 months
- Vaccine availability: 6 months after initial outbreak
- Anti-viral treatment: Likely to be in short supply and may not be effective

Potential Effects:

- Large percentages of the population may be unable to work for days to weeks during the pandemic.
- Diminished numbers of people and expertise available.
- Diminished emergency and essential services – fire, police, and medical.
- Potential for mandatory school closures.
- Delays in supplies shipments and mail delivery.
- Delays in outside service work.
- Disruption of utilities repairs and limited potential service losses.

College Operational Effects:

- Large numbers of staff absent, difficult to maintain school operations.
- Loss of services from suppliers (e.g. food service, other essential products).
- Large numbers of student absenteeism.
- Operational breakdowns of facility and services.

PLAN PURPOSE

The purpose of this plan is to assist in managing the impact of an Influenza Pandemic at BCTC. The key goal of this plan is based on three main strategies:

- I. Reducing spread of the virus within the BCTC facilities;
- II. Sustaining educational and activity functions ; and
- III. Sustaining facility operational functions.

The plan addresses the following management elements for Pandemic Influenza Plan response which include the following:

- Communication to BCTC from external sources regarding the pandemic virus, and internal communications within BCTC.
- Activities to reduce the spread of the virus:
 - Reducing risk of infected persons (students, staff, visitors) entering the facility.
 - Student spacing (reduce person to person interactions) i.e. postponing school events or activities. (also called “social distancing”)
 - Cleaning and disinfecting of facilities.
 - Educating students, faculty and staff to address concerns.
 - Handling students and employees who become ill at the college and those who may have been exposed to the virus at the college.
- Prevention/Treatment, related information regarding provision of and use of :

- Influenza vaccine
- Anti-viral medication, Antibiotics
- Continuance of essential educational functions:
 - Identification of essential staff and functions.
 - Planning for absenteeism of students and staff.
 - Communication with students/faculty/staff.
 - Pandemic Influenza education for students/faculty/staff.
- Maintenance of essential facility operational functions:
 - Identification of essential staff and functions.
 - Planning for absenteeism of custodial staff.
 - Planning for absenteeism of trade maintenance staff.
 - Planning for absenteeism of supervisory and administration staff.
 - Planning for absenteeism of payroll, human resources and support business functions.
 - Ordering and stocking of essential supplies and support services.
 - Planning for absenteeism of support service providers and contractors.
 - Planning for interruption and failure of critical equipment operation.
 - Communication with staff.
 - Pandemic Influenza education for employees.

COMMUNICATION

BCTC will follow the procedures outlined in the BCTC Crisis Communications Plan (AppendixD, page 19 - 25)

Pandemic Influenza Communication to BCTC Administration

- The BCTC Office of the President/CEO will disseminate Pandemic Influenza information received from the KCTCS President, State Agencies, and other governing authorities to the appropriate BCTC partner representatives. Information on Pandemic Influenza will be reviewed by the BCTC Pandemic Influenza Planning Committee for potential affect on BCTC operational planning and action.
- The Pandemic Influenza Planning Committee will advise the BCTC President/CEO of information regarding potential or existing Pandemic Influenza which can directly influence the operation of BCTC.
- The Pandemic Influenza Planning Committee will monitor information from national, State, and local public safety and health agencies, and will forward pertinent information to the BCTC President/CEO as determined to be appropriate by the Committee.

- The primary communication channels to be monitored by the Pandemic Influenza Planning Committee will be the public health websites.
 - * **Kentucky Department of Public Health**
<http://chfs.ky.gov/dph/epi/preparedness/pandemicinfluenza.htm>
 - * **U.S. Center for Disease Control**
<http://www.cdc.gov/> <http://www.cdc.gov/>

Communications to Public

- BCTC has identified a chain of command and established back ups to include an appropriate lead spokesperson.
- BCTC will follow business interruption and closure procedures utilizing outside communication resources to include:
 - Local Television News Services (Channel 18, 27, 36, & 56)
 - Local Radio Stations (98.1 The Bull, 100.1 WKQQ, 630 WLAP, 104.5 WLKT FM, 94.5 Mix WMXL, 105.5 Great Oldies, 1580 AM, 590 WVLC AM, K93 FM, Z103 FM, 101.5 FM, 102.5 FM, WUKY)
 - Local Newspaper
 - College Website: <http://www.bluegrass.kctcs.edu/>
 - College Switchboards: 859-246-6200
 1-866-774-4872
- Communications will be via the Internet website, a dedicated website, telephone system, or other communications systems that provide for the dissemination of information and advising employees, students, families and the general public as appropriate. Ensure that communications is language appropriate to reflect the needs of the diverse student body represented at the College.
- Create a Pandemic Influenza website linking to other local, state and federal agencies to create awareness and educate people on pandemic flu prevention and plans for the College.
- Develop procedures for communicating with the media. Conduct media briefings as necessary and in coordination with the Statewide Agency Service Continuation Communication system, County Public Health and other coordinating agencies.

Communications to Employees

- Communications to employees shall be managed per the BCTC operating procedures and the Pandemic Influenza Plan. BCTC will advise employees in advance where to find up-to-date and reliable information.
- Communications will be via the Internet website, a dedicated website, telephone system, or other communications systems that provide for the dissemination of information and advising employees, students, families and the general public as appropriate. Ensure that communications is language appropriate to reflect the needs of the diverse population represented at the College.
- Create a Pandemic Influenza website linking to other local, state and federal agencies to create awareness and educate people on pandemic flu prevention and plans for the College.
- Educational communications will be provided to encourage employees to acquire and maintain personal, regular healthcare services.
- Educational communications will be provided regarding school policies for employee's compensation and sick leave absences that may be unique to a pandemic.

Communications to Students

- Communications will be via the Internet website, a dedicated website, telephone system, or other communications systems that provide for the dissemination of information and advising employees, students, families and the general public as appropriate. Ensure that communications is language appropriate to reflect the needs of the diverse student body represented at the College.
- Create a Pandemic Influenza website linking to other local, state and federal agencies to create awareness and educate people on pandemic flu prevention and plans for the College.

BCTC will utilize nursing faculty and County Public Health Services to communicate and educate faculty/staff/students about effective hygiene habits before any outbreaks occur to protect everyone now (promotion of frequent hand washing, cough/sneeze etiquette) by:

- Disseminating information about the pandemic preparedness and response plan.

- Anticipating the potential fear and anxiety of students, (and employees) as a result of rumors and misinformation, and plan rapid and accurate communications accordingly.
- Disseminating information for student, faculty and staff who have families and dependents about the potential impact a pandemic influenza outbreak can have and how to prepare their families to respond to school and community service interruptions.

PREVENTION

- Upon notification that a potential outbreak of a pandemic influenza is occurring within the United States and or Canada, the PIP Committee will do the following:
 - Set up prominent notices at all entry points to instruct employees, students and visitors not to enter the building if they have symptoms of influenza.
 - Informational postings will be placed around the college (including entrances, notice boards, meeting rooms and restrooms) to educate employees, students, and visitors on how to stop the spread of the virus. Notices will contain information regarding hand hygiene, covering coughs and sneezes, and student spacing.
 - Ensure adequate supplies of tissues, hand sanitizing gels, disinfectant hand soaps and disinfectant cleaning supplies are available for employees and students.
 - Make available to employees and students a pandemic influenza fact sheet containing information regarding stopping the spread of the virus and performing effective student spacing.
 - Instruct that all shared work areas (such as desktops, tables, door knobs, stair rails, etc.) be cleaned with a disinfectant at least daily, and preferably more often if possible.
 - Consult with and prepare BCTC Administration and Maintenance to function with 30% of the workforce potentially absent.
 - Consult with, and prepare BCTC Administration to implement policies and procedures for containment measures (canceling events and other mass gatherings).
 - Consult with and prepare BCTC Administration to consider the implementation of alternative procedures to assure continuity of instruction, (i.e. distance learning methods (web-based, telephone trees, mailed lessons and assignments, instruction via local public radio or TV stations) in the event of large numbers of absenteeism or college closure.
 - Consult with and prepare BCTC Administration as a result of information received by local and state public health officials, and dependent upon the significance of the outbreak, considering if and/or when BCTC will close.

- Consult with and prepare BCTC Administration to implement Student Spacing protocols (social distancing). [*Student spacing refers distancing individuals and strategies to reduce the spread of the virus between people.*]
 - Education on student spacing should be distributed to all employees and students.
 - Student spacing strategies may include:
 - Space students' three (3) feet apart, in small pods or clusters.
 - Discourage prolonged congregation in hallways, cafeteria, etc.
 - Closure of TV, game and lounge rooms.
 - Limit or eliminate group activities and interaction.
 - Cancel school activities that place individuals in close proximity.

Maintenance and Cleaning

- Disinfection of shared work areas, counters, railings, door knobs and openers, stair rails, elevator buttons, and public telephones should be performed more frequently during the influenza pandemic.
- Filters of the HVAC systems should be cleaned and changed more frequently.
- Telephones should not be shared whenever possible. Shared phones should be cleaned frequently by the users.
- Computer keyboards and mice should not be shared whenever possible. Shared computer keyboards and mouse should be cleaned / disinfected between each user using recommended treated wipes. (NOTE: *Free liquids should not be used on electrical equipment. Use cleaning materials recommended by the equipment manufacturers.*)
- Where operationally possible, during the day increase ventilation to the facilities to decrease spread of disease. [It is recommended that during the night hours when the buildings are secured, rooms should be thoroughly ventilated by opening interior doors and turning up air conditioning/heating system air exchange units.

Educating Students/Staff to Eliminate Concern

- Recognizing that there will be anxiety regarding the pandemic influenza activities that may contribute to increased absenteeism and/or increased distress to staff, the PIP Committee will address this by:
 - Education of, and appropriate communication to, employees and students.
 - As more information becomes available, provide timely updates to employees and students.
 - As needed, communicate with local resources and local public health services the need to provide access to available support mechanisms, (for example: mental health, social services and faith based resources).

Managing Illness in Staff, Students or Visitors

- PIP Committee will post information on what to do if people get sick while at BCTC.
- PIP Committee will educate faculty, staff and students regarding symptoms of illness.
- If a person becomes ill, or if someone observes that another person is exhibiting symptoms of influenza at work/school; the ill person will be instructed to leave BCTC facilities as soon as possible.
- Ill persons should be encouraged to seek medical care.
- Student Services and/or Academic Affairs will report to the PIP Committee if influenza is likely present on the campus based on appropriate information or observation.
- Educate faculty, staff and students regarding standard baselines for staying home and when they may return to school.

TREATMENT

Influenza Vaccine

Public health officials will make the best use of available vaccine and will inform schools and the public on how any available vaccine will be used. It may take six months or more to manufacture the vaccine after the pandemic begins.

- BCTC will encourage employees and students, to obtain the annual seasonal influenza vaccines.
- The Kentucky Department of Public Health and Homeland Security and Emergency Management, and the Center for Disease Control will provide advice on priority groups for pandemic influenza immunization.

Anti-Viral Medication

Anti-viral medications may play an integral role in the treatment and prevention of pandemic influenza; however, their efficacy against a pandemic strain of influenza is currently unknown. Unlike the influenza vaccine, limited amounts of certain antiviral medications are already available, though there may be barriers in attempting to use them as a treatment and prevention tool in the event of pandemic influenza.

- The Kentucky Department of Public Health and the Center for Disease Control will provide recommendations of the use of anti-viral medication.

CONTINUITY OF OPERATIONS

- BCTC's Administration will ensure that core functions, people and skills have been identified and that strategies are in place to manage these prior to the pandemic.
- BCTC's Administration will maintain a process for maintaining the operations of the business office (including budget, payroll, and ongoing communications with employees and students)

PANDEMIC INFLUENZA PLAN MAINTENANCE

- The PIP Committee will do the following:
 - The plan will be reviewed and revised annually.
 - The plan will be exercised and tested annually.
 - The exercise results should be incorporated into the plan to improve effectiveness of procedures.

APPENDIX - A

WEB-SITE LINKS

For Pandemic Influenza information click on the following links:

<http://www.pandemicflu.gov/>

<http://chfs.ky.gov/dph/epi/preparedness/pandemicinfluenza.htm>

<http://www.cdc.gov/>

Pandemic preparedness and prevention:

<http://chfs.ky.gov/dph/epi/preparedness/pandemicinfluenza.htm>

<http://www.pandemicflu.gov/health/>

<http://www.ready.gov/>

Pandemic influenza and its potential impact:

<http://www.cdc.gov/flu/avian/index.htm>

http://www.who.int/csr/disease/avian_influenza/avian_faqs/en/index.html

<http://www.who.int/csr/disease/influenza/pandemic10things/en/index.html>

FEDERAL, STATE AND LOCAL PLANNING FOR PANDEMIC INFLUENZA

Pandemic influenza will take federal, state and local resources to respond. Roles vary at each level, with general guidance provided at the federal level with detailed operational plans at the state and local levels.

Federal Role

- The federal government provides general guidance and laboratory support to states, supports vaccine research and conducts national and international disease surveillance activities. In November, 2005, the US Department of Health and Human Services (DHHS) released its latest pandemic influenza plan which can be found at:

<http://www.hhs.gov/pandemicflu/plan/>

State Role

The state reviews federal guidance and develops plans for statewide implementation.

- The Kentucky Department of Public Health pandemic plans can be found at:

<http://chfs.ky.gov/dph/epi/preparedness/pandemicinfluenza.htm>

Local (City/County) Role

- Local Public Health Services include key components important to community response to pandemic influenza such as emergency communications and managing mass fatalities. In addition, the Public Health Services pandemic response includes:
 - Disease surveillance.
 - Distribution of limited supplies of antiviral drugs and flu vaccine.
 - Public information strategies including ways to reach non-English speaking communities.
 - Assuring that basic necessities are provided to those who may be quarantined at home.
- Key local activities:

- Communications
 - Epidemiological Surveillance
 - Community Disease Containment
 - Infection Control
 - Clinical and State Laboratory Issues
 - Healthcare Planning
 - Antivirals and Vaccines
 - Poultry Worker Health/Animal Health Collaboration
 - Care of the Deceased
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- This pandemic response plan focuses on the response activities.

APPENDIX - C

CONTACT LIST

BCTC Pandemic Influenza Planning Committee

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Debra Shambro	Campus Director of IT	W: 246-6705 W: 859-239-7030 x 56862 C: 859-559-2297	Debra.Shambro@kctcs.edu
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Natalie Webb	Student Activities Coordinator	C: 358-0329 W: 502-839-8488 x 56811 C: 502-598-9952	Natalie.webb@kctcs.edu
Rhonda Wheeler	Campus Liaison-- Lawrenceburg		Rhonda.wheeler@kctcs.edu

BCTC Administration Contacts List

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Palisa Rushin	VP - Student Development and Enrollment	W: 246-6522	Palisa.rushin@kctcs.edu
Charlene Walker	VP-Multicultural Affairs	W: 246-6438	Charlene.walker@kctcs.edu

BCTC Operations Contacts List

Michael Ball	Bldg. Superintendent	W: 509-4556	Michael.ball@kctcs.edu
Calvin Bowen	Asst. M&O Supervisor—Lawrenceburg	W: 859-239-7030 x 56844	Calvin.bowen@kctcs.edu
Randy Himes	Asst. M&O Supervisor—Leestown	W: 509-4557	Randy.himes@kctcs.edu

Keith Southerland	Asst. M&O Supervisor— Danville	W: 502-839- 8488 x 56886	Keith.southerland@kctcs.edu
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BCTC General Contacts List

J.W. Mills	Advisor—Greg Page Apartments—Cooper Campus	W: 509-0100	John.mills@kctcs.edu
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Area Contacts List

Greg Moore, MD	University of Kentucky Health Service	W: 323-5823 x 225	Grmoor2@email.uky.edu
	University of Kentucky Police Department	W: 257-1616	
Dana Sizemore	Lexington-Fayette Health Department - Environmental Health	W: 231-9791 x259	
Anthony Beatty	Lexington Police Dept.	W: 258-3600	
	Ephraim McDowell Regional Medical Center	W: 859-239- 1000	
Roger Trent	Boyle County Health Department	W: 859-236- 2053	
		W: 859-238- 1220	
	Danville Police Dept.	W: 859-238- 1123	
	Boyle County Sheriff Department	W: 502-839- 4551	
	Anderson County Health Department	W: 502-875- 5240	
	Frankfort Regional Medical Center		

APPENDIX - D

BCTC Crisis Communications Plan

Rationale and Purpose

Crises may take many forms - violent acts, natural disasters, mechanical breakdowns or student unrest, for example. Whatever the type of crisis, BCTC must be prepared to keep internal and external publics informed through clear, accurate, consistent and concise communications.

As a public institution, BCTC 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.

This plan, as a part of the broader BCTC Emergency and Crisis Response Plan offers policies and procedures for the coordination of communication within the BCTC family and between BCTC and external audiences, including the news media. The purpose of this document is to provide a flexible blueprint that BCTC will use to communicate during crises.

Objectives of crisis communications

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

Definition

Crisis communication is one component of overall crisis management. Communication is key to how BCTC handles a crisis. How BCTC communicates will have a lasting impact on the college's 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.

First steps

When an employee of BCTC identifies a crisis, his or her first responsibility is to determine the appropriate response to be taken in accordance with the Emergency Response Plan. The BCTC employee who discovers a crisis should first react in accordance with the Response Plan before taking steps to activate the Crisis Communications Plan.

As the next step — or as a first step in the absence of imminent danger to life or property — the employee should inform his or her supervisor of the crisis. In accordance with appropriate chain of command, the office of the President / CEO is notified. The president/CEO will make the decision on whether to appoint and activate the Crisis Management Team, including the appropriate Crisis Communications team. The team will convene in the OB 210 unless another meeting location is specified by the President.

The Crisis Communications Team may be an extension of the Crisis Management Team.

Communications protocols

The most important public of BCTC and its campuses is its students and employees. Our faculty and staff must be kept informed of the crisis and our response to maintain order and facilitate a quick recovery. It is important to remember that the words and actions of employees toward external audiences will have a lasting impact on the college's reputation.

Therefore, after emergency officials are notified of a crisis, employees may be the next target audience. Other key audiences that should be kept apprised of BCTC's crisis response:

- Parents and family members of affected students or employees
- Designated KCTCS crisis management team
- Board leadership (Board of Directors, Foundation Board)
- Political leadership (Governor's Office, key legislators, CPE, community leaders)
- News media
- Current student population

It is important that members of the Crisis Management Team can communicate with each other in a timely matter. The office of communications will create a wallet-size card that includes work, home and cell phone numbers of key personnel. Two-way radios should be made available where possible. The Office of Communications will develop a Crisis Action Checklist to ensure that all protocols are followed.

State and federal law affect dissemination of information about students. Crisis communications must consider applicable statutes and fundamental issues of fairness.

Methods of Communication

Different crises warrant different methods of communications with key constituencies.

Options include:

- One-on-one or small -group meetings with employees and students when possible
- Large assemblies of employees and students
- Use of email groups
- Use of voice mail messages
- Regular communication vehicles, such as newsletters
- Personal letters from the President/CEO to employees, friends
- Phone calls or visits to important external constituents, such as board members and political leadership
- Information posted on the web
- A telephone line established to provide assistance
- Counseling of employees and students

Media relations

Prompt and open communication is important when responding to a crisis. The actions of the college and how it interacts with the news media can critically shape the way the college is perceived. The news media performs a valid function by informing the public about what is happening at BCTC and its campuses. Below are steps the Crisis Management Team and the Office of Communications will follow to maintain effective media relations. Final approval of these strategies will rest with the College President or his designee.

- Determine the message by deciding on a few key points to make in each communication. When speaking with the news media, answer all questions, and return to the primary message(s) to ensure that the message is the continued focus.
- Select a spokesperson. The President, a member of the President's Executive Leadership Team, the Chief Communications Officer, a person designated by the President. It is advisable to use the same spokesperson to deliver any given message in a consistent manner. The spokesperson should be articulate, poised and have a strong grasp of the facts of the situation. The spokesperson will be briefed on what to expect from the news media and how to respond. As time allows, media training for the leadership team and board members may help improve the response to crises. During a crisis, no one is authorized to speak to the news media on behalf of BCTC other than spokesperson(s) designated by President.
- Stick to the facts. If the spokesperson does not know the answer to a question, don't guess or respond. The spokesperson should advise the media that they do not know and will find out the answer get back to them. Do not promise a certain timeline to respond. This leads back to the credibility of the person and the college if the answer is not provided when promised. It is important, however, that a response is given in a timely

fashion.

- Be open and honest. If an error by BCTC or an employee caused or exacerbated a crisis, admit that fact and move on.
- “No comment” is not an option when dealing with the media. There is always a way to answer questions in a manner consistent with the BCTC message.
- A time and venue will be set by the Office of Communications if a number of media outlets are interested in the story, by convening a news conference. This will ensure that all media outlets will receive the same message at the same time. For a small number of media outlets, briefings or one-on-one interviews may be considered. A media briefing center, or staging area, may be established and timely updates provided to the media at that location. In crises that involve major disruption to the college operations, it may become necessary to establish an emergency operations center into which and from which information will flow. In an ongoing event, information will be provided each day to ensure that the message continued to be same. The venue selected for the media briefings and or press conference will reflect the most positive aspects of the college.
- Written materials such as new releases and fact sheets will be developed to ensure accuracy and consistency. Reporters will be provided additional literature on the College and/or System
- The team will work with local authorities to control media access and maintain order if necessary. The College has a responsibility to maintain the integrity of any crime or accident scene and to ensure the privacy of its students, faculty and staff.
-

Community relations

An institution’s relationship with the community will influence its ability to protect personnel, property and reputation and return to normal operations. BCTC will maintain a dialogue with community leaders, first responders, government agencies, community organizations and utilities, including:

- Appointed and elected leaders
- Fire, police and emergency medical services personnel
- Emergency management directors
 - Public works department
 - American Red Cross
 - Hospitals
 - Telephone company
 - Electric utility
 - Neighborhood groups
 - System or college boards

Here are suggested ways to build community relations and ensure that your constituencies will support you in times of crisis:

- Have regular meetings with emergency personnel to review emergency

- plans and procedures.
- Talk about what you're doing to prepare for and prevent emergencies.
 - Explain your concern for the community's welfare.
 - Identify ways your facility could help time community in a community-wide emergency.
 - Look for common interests and concerns.
 - Identify opportunities for sharing resources and information.
 - Conduct confidence-building activities such as facility tours.
 - Do a facility walk-through with community response groups.
 - Involve community fire, police and emergency management personnel in drills and exercises.
 - Meet with your neighbors to determine how you could assist each other in an emergency.

Follow-up

The Crisis Communications Team should meet within two weeks of the crisis to review the actions taken to determine effectiveness and efficiency of the response. Information obtained during the critique should be incorporated into updates of the Crisis Communications Plan.

This plan includes ideas gleaned from crisis communications plans supplied by the following colleges and universities: Kentucky Community and Technical College, Western Kentucky University, Centre College, Northern Kentucky Technical College, Ashland Community College, Berea College and the University of Louisville.

BCTC has modified and adopted this plan for its Crisis Management Plan.

Crisis Action Checklist

Date: _____

Incident description:

Crisis Situation

A crisis is defined as any situation which:

- Requires immediate and coordinated action, and/or
- Will have a significant impact on the operation or the reputation of the College.

Crisis Assessment

President is notified of crisis

Office of Communications confers with appropriate BCTC Officers (the president or his designee in an emergency)

Crisis team convenes; reviews situation and communication issues

A designated crisis team member will coordinate information gathering from outside authorities

Determine if injuries and/or fatalities (not to be released to media)

Strategy Development

Office of Communications gathers information

Office of Communications will formulate the message

All media contacts directed to Office of Communications

Office of Communications recommends communications strategy

Communication

Inform switchboard to direct all media calls to the Office

Of Communications

Office of Communications prepares information for release

Office of Communications will verify all facts before releasing

Office of Communications releases information internally:

News bulletin

BCTC main web page

BCTC info line (recorded message)

Alert switchboard and media to time and location of press briefing

Office of Communications coordinates notification of outside people and/or groups

Office of Communications releases information to new media:
Personal contact

Telephone

FAX/E-mail

News briefing

Identify staging area if necessary

Monitoring

Office of Communications monitors news coverage

Office of Communications corrects news reports as needed

Advise media of significant new developments

Log all media contact

Crisis Management Team will evaluate and report findings
To President

Crisis Management team will revise plans as necessary