

GRCC

GRAND RAPIDS COMMUNITY COLLEGE

Critical Incident Management Plan

2022



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1 INTRODUCTION

A crisis or emergency can happen suddenly, creating a situation where day-to-day response and support activities are overwhelmed. During crises, the College implements special processes to address the needs of emergency response operations and recovery management. To address this need, Grand Rapids Community College has established this all-hazards Critical Incident Management Plan (CIMP) as a framework to manage the immediate actions and operations required to respond to an emergency, including initial recovery activities and responsibilities. The overall priorities of the College during a disaster are the protection of life, property, the community, and the environment. The objective is to respond to emergency conditions and manage the process of restoring College business, academic programs and services. The CIMP is intended to be sufficiently flexible to accommodate contingencies of all types, magnitude and duration.

1.1 PURPOSE

This plan is established to address the immediate requirements for an emergency in which normal operations are interrupted and special measures must be taken. The College will respond to an emergency situation in a safe, effective and timely manner. College personnel and equipment will be utilized to accomplish the following priorities:

- Priority 1: Protection of human life
- Priority 2: Protection of GRCC assets
- Priority 3: Maintenance of GRCC services
- Priority 4: Manage immediate communications and information regarding emergency response operations and campus safety.
- Priority 5: Assessment of damages
- Priority 5: Restoration of general campus operations

This plan does not supersede or replace the procedures for safety, hazardous materials response, or other procedures that are already in place at the College. It supplements those procedures with a temporary crisis management structure, which provides for the immediate focus of management on response operations and the early transition to recovery operations.

1.2 PLAN INSTRUCTIONS

This Plan is used to efficiently and effectively manage, respond to, plan, and recover from an incident that might affect the institution. The CIMP consists of the following:

- Base Plan-describes the roles and responsibilities of departments, functional groups and personnel during emergency situations.
- Appendices-Defines the terms and acronyms used throughout the base plan, and provides supporting maps, forms, etc.
- Hazard Specific Annexes – Outlines the scope of actions associated with specific emergencies.
- Support Annexes – Focuses on specific actions taken in support of emergency operations.

All departments and offices will be familiar with this CIMP and fulfill the assigned roles and responsibilities. Any update and changes to this plan should be directed and submitted to the Emergency Planning and Preparedness Team.

1.3 SCOPE

This plan outlines the preparations, response and recovery of college personnel and resources for emergency situations. The Critical Incident Management Plan is consistent with established practices relating to coordination of emergency response actions. This plan incorporates the use of the National Incident Management System (NIMS) to facilitate interagency coordination between responding agencies. The College will make every effort to cooperate with federal, state and local emergency management agencies and other responders in the implementation and execution of its emergency response efforts. Nothing in these guidelines shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or otherwise mentioned in this document.

1.4 ASSET PROTECTION

Grand Rapids Community College is located in Grand Rapids, Michigan, and also has a campus in Holland Township. GRCC's Main Grand Rapids campus encompasses an eight block area including the DeVos Campus which is located in the Historic Heritage Hill Neighborhood two blocks east. GRCC also offers courses at the Leslie M. Tassel MTEC and several off campus locations throughout Kent County.

GRCC facilities are designed to support both traditional academic, occupational, and work force development programs. Consequently, the college has numerous specialty labs, and equipment. GRCC is comprised of 24 buildings with an estimated replacement cost of \$477,800,000.

The Main campus is immediately contiguous to both Spectrum Health Hospital, a major medical service provider, which includes a level 1 trauma center, and helipad; as well as the VanAndel Institute which is an internationally recognized research institute.

GRCC's student enrollment is historically between 10,000 and 12,000 students annually, with a large percentage being part time. It is important to note, GRCC is a commuter campus with no residential housing. In addition to students, GRCC employs approximately 1240 employees, counting both full and part time employees which includes our adjunct faculty, temporary and student employees.

1.5 ASSUMPTIONS

This Critical Incident Management Plan is predicated on a realistic approach to the problems likely to be encountered during a major emergency or disaster. Hence, the following assumptions are made and should be used as general guidelines in such an event:

- An emergency or a disaster may occur at any time of the day or night, weekend, or holiday, with little or no warning.
- Major roads, bridge, and local streets may be damaged.

- People may be injured or displaced, including College emergency responders and leadership.
- Normal suppliers may not be available to deliver goods and services.
- People may become stranded on Campus for long periods of time.
- Disasters may be community-wide. Therefore, it is necessary for the College to prepare for and carry out disaster response and short-term recovery operations in conjunction with local resources.
- A local state of emergency or disaster may be declared for the College and its campus, in conjunction with the Mayor of the City of Grand Rapids, if information indicates that such conditions are developing or probable.
- The succession of events in an emergency or disaster are not predictable; therefore, published operational guidelines such as this should serve only as a guide and a checklist, and may require modifications in order to meet the requirements of the emergency.

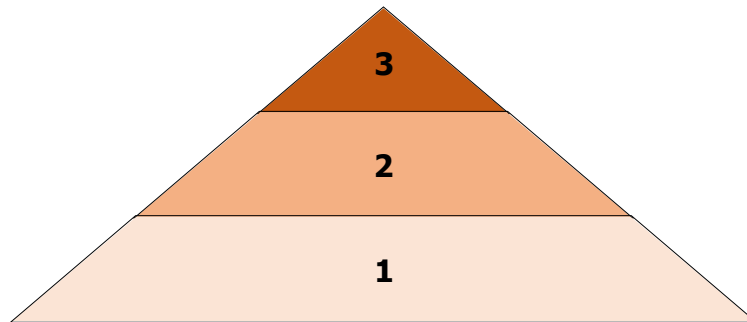
1.6 RESPONSE PROTOCOL

The operational aspect of the Grand Rapids Community College Critical Incident Management Plan is based upon the National Incident Management System (NIMS). NIMS is a modular emergency management system designed for all hazards and levels of emergency response. This system is used by the Department of Homeland Security and throughout the United States as the basis for emergency response management. Use of NIMS at the College facilitates the College's ability to communicate and coordinate response actions with other jurisdictions and external emergency response agencies.

Some of the kinds of incidents and events that may be managed through NIMS are listed below:

- Fires
- Hazardous materials
- Mass-casualty incidents
- Multi-jurisdiction and multi-agency disaster responses for incidents such as:
 - Natural disaster
 - Terrorism
 - Civil unrest
- Major planned events, such as:
 - Dignitary visits
 - Celebrations
 - Concerts

1.7 EMERGENCY CLASSIFICATION LEVELS



Emergency conditions vary with each incident and activation. As a guide, three levels of emergency are specified as follows, and the designated level may change as emergency conditions intensify or lessen:

LEVEL 1: A facilities-focused emergency having little impact on members of the campus community, other than those using the specific area where it occurred. Such emergencies can typically be resolved with internal resources or with limited assistance from outside agencies without activation of the Emergency Operation Center.

LEVEL 2: An emergency situation focused on a person or persons (as opposed to only College facilities), that can be resolved with internal resources or with assistance from local authorities. Level 2 incidents/events disrupt one or more operations of the College and may require a full or partial activation of the Emergency Management Team. Coordination between multiple campus resources and local responding agencies will be required for an effective response to the incident. Expect some participation in the Regional Emergency Operation Center. The incident may also result in major damage to college facilities.

LEVEL 3: A major, potentially catastrophic emergency, or imminent threat of such an emergency, impacting a sizeable portion of the campus and/or its surrounding community, which requires a response involving significant assistance from external emergency response agencies. Level 3 incidents or events are those in which conditions seriously impair or halt the operations of the College, prompting the activation of the Emergency Management Team and participation with the City Emergency Operations Center. The incident may result in major damage to multiple college facilities, mass casualties or severe injury to members of the GRCC community.

SPECIAL EVENTS: Special events are not emergencies, but a limited Incident Command System management structure may be activated to plan, control, manage, and recover from special events on campus. The Emergency Operation Center may be activated as a precaution against any security or other emergency threat or potential threat during special events.

Expected Impact

Scope	Level - 1	Level - 2	Level - 3
Examples	Localized/minor power outage, snowstorm	Widespread utility outage, cyber incident, hazardous material incident	Tornado with widespread damage, major fire, active shooter incident
College Operations	Minimal and localized. Most College activities not impacted.	Substantial damage of disruption to college activities. May only impact a portion of campus.	Emergency conditions are widespread. All College activities shut down for a period of time.
Faculty, Staff and Students	Site-specific localized impact. Injuries possible.	Site-specific or general impact with possible disruptions. Injuries possible.	General impact with probable disruptions. Injuries and possibly fatalities are a serious concern.
Media Coverage	None expected or limited local coverage	Local/regional coverage	Local, regional and possible national coverage.
Public and Government Concern	Limited	Potential government agencies may investigate prevention, response and recovery efforts.	Potential exists for government investigations or hearings.
Incident Response Team Involvement	Limited or None	Identified members consulted and involved as needed.	Consulted regularly and actively involved.
Emergency Management Team Involvement	Limited involvement	Most members actively involved	Full activation in coordination with local emergency responders. Participation in City EOC.

1.8 PLAN ACTIVATION

The primary responsibility for monitoring emergencies and events resides with the GRCC Police. Based on information obtained from the initial notification and response, the Incident Commander (as determined by Police Procedure) will initially determine the level of emergency. The appropriate campus leadership as well as local response agencies will be notified. The GRCC President, Vice President of Finance and Administration, GRCC Police Chief, or designees may confirm or change the level of emergency and activate the Critical Incident Management Plan to the extent necessary to control the situation.

Once activated, responding team members will be directed to the Emergency Operation Center (EOC). The Emergency Operation Center serves as the centralized location in which the Emergency Management and Response Teams may gather and assume their roles. Response activities and work assignments will be planned, coordinated and delegated from the EOC. A primary EOC will be identified and shared with team members, but not published, for safety reasons. If the primary Emergency Operation Center is unsuitable or unusable, based on the nature and location of the critical incident, an alternate location will be communicated.

The College President, or designee may make a request to the City of Grand Rapids Emergency Management Administrator, who will provide a recommendation to the City Manager who then provides a recommendation to the Mayor, who has the ultimate authority to declare a local emergency.

The CIMP may be activated to respond to any Level 1-3 emergency, including a major or special event. The CIMP may also be activated to manage requests for mutual aid and cooperative assistance to other jurisdictions that have requested assistance through the regional Emergency Operations Center in response to a major event or incident.

The parameters considered in determining whether to invoke a crisis response include:

- 1.8.1** Any imminent threat or hazard impact on Grounds that threatens or impedes the continuity of College operations.
- 1.8.2** The City Mayor, Governor of Michigan declares a state of emergency and the College is within the declared impact area.
- 1.8.3** Assessment by the College that an imminent hazard threat or actual hazard impact exists on Grounds and critical needs will exceed the capacity of response resources operating under baseline procedures. This assessment may determine that:
 - 1.8.3.1** The needs of the incident related to the risk of loss of life or substantial property damage are beyond the capacity of currently available response resources during routine operations.
 - 1.8.3.2** The scope of the emergency exceeds the baseline management capacity for effective management of the incident or scene(s).
 - 1.8.3.3** The incident response requires coordination with, or support from, additional departments, offices and other emergency organizations beyond routine working relationships and operating procedures, including financial compensation for services and supply expenditures.
 - 1.8.3.4** The operations response phase is expected to continue for an extended period of time, exceeding the resources availability for successive operational periods.

The CIMP may continue in operation beyond any emergency declaration, allowing an orderly incident response demobilization and transition to recovery management.

2 ROLES AND RESPONSIBILITY

The College's Critical Incident Management Plan consists of six major elements:

- Planning and Preparedness Team
- Emergency Management Team:
 - Policy Group
 - Operations Group
- Incident Response Team
- Building Coordinators
- Faculty, Staff and Students

2.1 Planning and Preparedness Team

The Planning and Preparedness Team is comprised of appointed employees, responsible for establishing the Critical Incident Management Plan and Communication Plan measures of success. These measures will provide the foundation for an annual review and evaluation to identify process improvements to ensure that the plans remain current and functional.

2.2 Emergency Management Team

The EMT is comprised of two groups with distinct roles during a crisis on campus: The Policy Group and the Operations Group. The EMT is activated based on the type and nature of the incident to manage. The overall duties supported by the collective body include:

- Responsibility for final plan approval and for final policy decisions.
- Allocate and direct distribution of college resources to reduce identified vulnerabilities.
- Allocate and direct distribution of college resources required to accomplish the purposes of this Critical Incident Management Plan.
- Request needed resources from outside organizations that are unavailable internally.
- Delegate necessary authorities for incident management, stabilization and protection of life and property.
- Review needs and allocate resources required in the 24-72 hour range to complete stabilization and commence the recovery process for a 30-day period.
- Determine long-term effects the incident may have on the College and how these can be managed.
- Monitor the recovery process to ensure the recovery is proceeding according to plan and to provide guidance/assistance as needed.
- Briefings with Incident/Unified Command and the College Board of Trustees.

Policy Group The Policy Group provides high level direction during an incident, relying on the Incident Commander, the Operations Group and the Incident Response Teams to execute the plan. The Vice President of Finance and Administration typically communicates with and coordinates the efforts of the Policy Group. The Policy Group has the following responsibilities:

- Provide policy decisions and guidance as required by the incident response and recovery actions.

- Delegate necessary authorities for incident stabilization and protection of life and property.
- Identify crucial business functions that must quickly be restored and maintained.
- Negotiate resolutions to conflicting incident priorities.
- Recommend the allocation of resources required to accomplish the incident management priorities.
- Negotiate critical business function maintenance and restoration.
- Monitor the recovery process to ensure recovery is proceeding according to plan and to provide guidance as needed.

The Policy Group Includes:

- GRCC President
- Vice President, Finance and Administration
- Provost and Exec VP, Academic and Student Affairs
- Vice President, College Advancement
- General Counsel
- Support-Executive Deputy to the President and Board Liaison
- Support-Executive Assistant to the President

Operations Group. The Operations group is responsible for the execution of the CIMP during an incident. Operations is comprised of personnel representing functional areas of the institution that are defined as having critical responsibilities. The Operations group includes both primary and alternate members, who must be available during crisis situations. Alternate members assume responsibilities in the absence of the primary member. All primary and alternate members must be knowledgeable of overall CIMP operations. The composition of the activated Emergency Operations group may vary depending on the type of emergency. The Operations Team has the following responsibilities:

- Assess the initial scope of an incident to determine the level of emergency
- Direct the College response
- Determine necessary internal and external communications.
- Ensure their functional area has Standard Operating Procedures (SOPs) and Business Continuity Plans
- Identify resources necessary to execute their plan
- Ensure coordination with external agencies and resource providers
- Provide Liaison to Regional EOC or Incident Command Center
- Provide updates to Policy Group as needed

The Operations Team Includes:

- Executive Director, Operational Planning
- Executive Director, Human Resources
- Executive Director, Facilities
- Chief Information Technology Officer
- Director of Budget and Business Services
- Communications Director
- Police Chief
- Police Lieutenant
- Dean of Student Success & Retention
- Dean of the School of Health Sciences

2.3 Incident Response Teams

The Incident Response Team members provide operational and tactical support for the College-wide response, as determined by the Critical Incident Management Plan, Incident/Unified Command and the Emergency Management Team. Depending on the scope of the emergency, team members may work closely with local, state or federal responding agencies to support the emergency operation. Members are appointed based on functional areas within the Grand Rapids Community College organization that have critical emergency management responsibilities. Most Incident Response Teams are led by members of the Emergency Management Team. The Incident Response Team includes both primary and alternate members. Alternate members direct and execute their role within the response framework in the absence/unavailability of the primary member. Team members will be identified at the beginning of each academic year. See Appendix A for a current list of teams and members.

The responsibilities of these teams include:

- All primary and alternate members must be knowledgeable of overall GRCC emergency response operations.
- All primary and alternate members must be prepared to be "Subject Matter Experts" within their functional group.
- Members must be available during a crisis situation.
- Evaluate information from various sources during an actual event and provide advisement to the Emergency Management Team on appropriate actions requiring their decision.
- Provide informational support for Incident/Unified Command at the Incident Command Post.

It should be noted that, for any given incident, it may not be necessary for all Incident Response Teams to be part of the response and recovery effort.

Incident Response Teams includes:

- Executive Leadership
- Campus Police
- Information Technology
- Facilities
- Risk Management
- Academic & Student Affairs
- Human Resources
- Finance and Administration
- Communications

2.4 Building Coordinators

Identified Building Coordinators have critical responsibilities during emergency situations. They are responsible for directing and assisting response actions for their assigned building, as determined by this Critical Incident Management Plan, Incident/Unified Command and the Emergency Management Team. They will be assisted by Facility Building Managers and Administrative personnel. Building Coordinators will be identified at the beginning of each academic year based on physical locations within each building. See Appendix B for a current list.

2.5 Faculty, Staff and Students

Students, staff and faculty shall familiarize themselves with applicable emergency plans and procedures. All Grand Rapids Community College faculty and staff should understand that students will look to them for leadership during an emergency. They should be prepared to assess situations quickly and use common sense in determining a course of action, following GRCC emergency response procedures and assisting/guiding students and campus visitors in these procedures.

All faculty and staff are responsible for emergency preparedness planning for their own work areas and securing their work areas when given warning of an impending emergency. This planning must be consistent with the guidance provided by the Institution. Designated essential employees must have plans in place for personal obligations, knowing they will be expected to work in emergency situations.

3 CONCEPT OF OPERATIONS

3.1 General

A primary goal of the College is to provide a safe environment for the students, faculty, staff and visitors. The CIMP will be utilized to manage the impact of the incident. If the incident exceeds the College's emergency response capabilities, outside assistance will be requested following established guidelines based on the resource type, and the entity the resource is being requested from. As referenced in section 1.3, the CIMP incorporates the use of the National Incident Management System (NIMS) to facilitate interagency coordination between responding agencies.

This management approach divides the incident into manageable tasks, while maintaining a coordinated focus. Members of the GRCC Emergency Management Team (Policy and Operations) must be familiar with NIMS to effectively respond to and support emergency operations.

3.2 Organization

Due to the urban location of the GRCC campus, any critical incident will likely involve incident response personnel from numerous external agencies (Police, Fire, State and Federal responders, EMT, etc.) and will result in activation of the City's Emergency Operations Center (EOC). Any major incident would require the College to operate within and in conjunction with the City's emergency management operations.

The EOC will implement a unified incident command structure based on the Incident Command System to manage, coordinate, and direct resources committed to an incident. This structure supports the effective coordination across personnel, facilities, equipment, and systems by maintaining a manageable span of control, staffing functional positions only when needed and ensuring personnel accountability.

Incident Management Structure

The five basic sections of the incident management structure are:

Command Staff – responsible for overall management of the incident, including assessment and establishment of incident priorities, assessing resource needs and orders, and coordinating with outside agencies. Public information, safety, technical specialists, and liaison duties are executed as part of the Command staff. A Deputy Incident Commander may be established to supervise and coordinate the efforts of the Command Staff.

General Staff – [expanded definition], which includes:

Operations Section – responsible for managing tactical operations to reduce immediate hazards, save lives and property, establish situation control and restore normal conditions. Depending on needs created by the emergency situation, Operations can include police, fire, and medical services, hazardous materials response, sheltering and feeding, mental health support, cultural and historical properties protection, and critical infrastructure sustainment efforts. The make-up of the Operations section will vary based on incident priorities.

Planning Section – responsible for collecting, evaluating, and disseminating information about the incident and the status of resources to create a shared understanding of the current situation and prepare alternative strategies to address incident priorities. Planning facilitates the planning process, with cooperation and input from the entire incident management team.

Logistic Section – responsible for providing facilities, services, and materials to support incident response. This includes providing and establishing all incident facilities, transportation, supplies, equipment maintenance and fueling, food service, communications and technology and medical services for incident personnel.

Administration and Finance Section – responsible for all financial and cost analysis aspects of the incident, including estimating, tracking and approving expenses, tracking personnel time, executing contracts, ensuring adherence to rules and laws, and handling compensation and claims.

This management approach divides the incident into manageable tasks, while maintaining a coordinated focus. The size and number of designated positions within each section can be expanded or contracted to meet requirements as an incident/event progresses and allows for maximum flexibility in meeting the unique requirements of each situation.

3.3 Sequence of actions

The college works through fluid, sometimes overlapping stages during an incident that could require different response actions, notifications, resource needs, and mobilization.

Preparedness

The College has made a strong commitment to preparedness, focusing on educating students, faculty, and staff on mitigation, preparedness, response, and recovery strategies. Key personnel from across the College are engaged in planning as well as training and exercising emergency response plans. These efforts are supported through collaboration with representatives from the City of Grand Rapids Emergency management Office, Grand Rapids Police and Fire and other local, regional, state, and federal agencies on emergency planning.

Incident Recognition

GRCC Police conduct an immediate incident assessment to determine the scope and impact of the incident, using information provided by facilities personnel and first responders. Input results in the decision to mobilize the Emergency Management Team and activate the CIMP to handle a crisis situation on campus or to support implementation of the City's EOC. The group also advises the President on the need to declare a campus emergency and request the City and/or County assistance.

Incident Notification

Once the decision to mobilize the EMT and activate the CIMP is made, GRCC Police Chief, Vice President of Finance and Administration, or designee notifies team members of the activation, provides a brief description of the situation, and initial priorities and instructions (e.g., "arrive at designated meeting location within 30 minutes for initial assessment"). Notification processes in the event of CIMP activation may occur through text message, e-mail, telephone call, in-person notification, or other notification methods. The full extent of the University's communications tools will be used to contact CIMT members.

The Campus community will be informed of emergency incidents as outlined in the college's emergency communications policy. Chief of Police, the Director of Communications, the Executive Director of Operational Planning, or available designees will determine the content of the notification and initiate the notification system, unless issuing a notification will compromise the efforts to assist victims or to contain, respond to, or otherwise mitigate the emergency. In such a case, notification may be delayed. The types of notification systems used, may vary by incident and are outlined in the emergency communications policy. These messages include a brief explanation of the emergency, protective actions to take.

Activation of the campus Emergency Command Center

The GRCC Emergency Management Team will coordinate the activation of the Emergency Command Center if the team, or a portion thereof, are required to convene in person. Activities include transporting equipment and supplies to the selected location(s), setting up workspaces, computers and telephones, and associated technology support.

Response

Once an incident occurs, priorities shift from prevention, preparedness, and mitigation, to immediate and short-term response activities to preserve life, property, and the environment. Response actions, managed through the previously defined incident management structure, are prioritized and implemented. These actions may include, but are not limited to:

- Immediate law enforcement, fire, and/or emergency medical services
- Evacuations
- Transportation system detours
- Emergency public information
- Actions to minimize additional damage
- Urban search and rescue
- Provision of public health and medical services, food, ice, water, and other emergency essentials
- Debris clearance
- Emergency restoration of critical infrastructure
- Control, containment, and removal of environmental contamination
- Protection of responder health and safety.

Response activities will be coordinated and supported by the Emergency Management Team, Incident Response teams and employees associated within the needed emergency support functions. Once immediate response missions and life-saving activities conclude, the emphasis shifts from response to recovery operations, and if applicable, hazard mitigation efforts.

Recovery

The College seeks to provide a safe work environment that supports people and the business of the College. In the event of damage to campus buildings and grounds, Facilities Management shall lead the damage assessment process with the goal of determining the extent of damage, recovery activities, relocation needs, and public information needs that are immediately required. If College operations are disrupted for an extended period, the following guidelines should be followed:

- Continuity of Operations Plans will be implemented to facilitate continuation of services to students, faculty, staff, and the public at alternate work locations.
- In those situations where work space is unsafe or uninhabitable due to loss of access to a facility; loss of services due to equipment or systems failure; or other incident-specific factor, the President or their designee will authorize the closing of college facilities.
- Individual schools and departments are not authorized to close or cancel classes without prior approval. The Provost shall make decisions on alternative class schedules, including cancellations and delays. Deans and Department Heads are responsible for monitoring the availability of the original workspace and for notifying staff and faculty when it is appropriate to return to the regular work area.
- To the extent possible, normal workflow should be maintained in the alternate location or through teleworking. If computers, phones, and other necessary equipment are not available, staff should engage in planning, evaluation, or training activities, which require staff presence but not operational equipment.

They also may be assigned other temporary duties to aid in the recovery, as appropriate.

- If none of the above options is feasible, staff may be required to utilize paid leave or unpaid leave, during periods of disruption. It is the College's intent to avoid this option if possible.
- The College will undertake all actions to return to normal operations as soon as feasibly possible, with consideration of mental health support for students, faculty and staff.

Mitigation

Moving through recovery, the College will take actions to reduce or eliminate long-term risk to people and property from recognized hazards and their side effects. Mitigation measures will be incorporated in the rebuilding of infrastructure damaged in the event.

Request For Assistance

All resources of the College, including people, facilities, and equipment, can be leveraged by the President of the College (or designee) to respond to an emergency on campus. Additional resources are available should the emergency exceed the College's emergency response capability. The College will work closely with the City, State and Federal agencies when necessary.

4 KEY POSITION GUIDES

POSITION	ROLES
President	<ul style="list-style-type: none"> • Provide liaison with Board of Trustees • Serve as the primary spokesperson for the College
Vice President, Finance and Administration	<ul style="list-style-type: none"> • Liaison between Policy and Operations • Coordinate necessary financial resources • Monitor financial and cost analysis of the incident
Provost and Executive Vice President, Student & Academic Affairs	<ul style="list-style-type: none"> • Coordinate assistance measures for students • Coordinate information for family members
General Counsel	<ul style="list-style-type: none"> • Provides advice to the President, Command Center Leader, and Emergency Management Team in all legal matters relating to the emergency, disaster or incident. • Assists the President and the Command Center Leader in declaring a local campus emergency and implementation of emergency powers necessary to effectively respond to the incident(s), maintain public order and/or maintain basic campus services.
Chief Information Technology Officer	<ul style="list-style-type: none"> • Coordinate technical support to the command center • Coordinate assessment of voice and data networks
Executive Director, Operational Planning	<ul style="list-style-type: none"> • Serve as the Command Center Coordinator • Coordinate Command Center setup • Provide overall Command Center direction and assist
Communications Director	<ul style="list-style-type: none"> • Gather and provide key information to identified groups • Assist in creating and disseminating public information and announcements
Executive Director, Facilities	<ul style="list-style-type: none"> • Manage damage assessment and engineering operations • Coordinate facilities emergency repairs • Coordinate recovery of facilities, utilities, and necessary infrastructure
Executive Director, Human Resources	<ul style="list-style-type: none"> • Coordinate with EMT to provide emergency services for employees • Plans for emergency transportation, housing or care and shelter of employees • Plans for emergency crisis counseling services for employees
Chief, Campus Police	<ul style="list-style-type: none"> • Manage emergency response operations • Direct Police resources & coordinate emergency notifications • Serve as the Command Center Leader with overall responsibility for the management of emergency response and recovery efforts.
Lieutenant, Campus Police	<ul style="list-style-type: none"> • Liaison between IC and Command Center • Serve as the Deputy Command Center Leader • Assist in directing Police resources

GRAND RAPIDS COMMUNITY COLLEGE PRESIDENT

Primary Responsibilities

Declare College emergencies and coordinate institution-wide policies in consultation with the activities of GRCC Emergency Command Center personnel.

Notify and inform key College constituents and stakeholders, including the Board of Trustees, the Grand Rapids City Manager's Office, and elected officials.

Issue directives regarding the overall status of the College Campus, programs and operations. Provide direction for the resumption of educational programs.

Consideration

	Assist the Emergency Management Team and Command Center staff in prioritizing and allocating resources.
	Ensure College resources are made available for response.
	Convene Board of Trustees as soon as practical for their participation in responding to the incident.
	Coordinate with the Communications Director to issue official emergency statements, orders and notices to support and manage the College's emergency response and recovery operations.
	Review and authorize the release of information given to the public via the Communications Director.
	Maintain liaison with local jurisdictions.
	Provide direction and vision to the College and the GRCC Emergency Command Center personnel for the recovery of programs and post-event plans of restoration.
	Issue executive policies/orders to direct and support the recovery of services and programs.
	Ensure After Action Report briefings are conducted to identify key lessons and learning's for the improvement of the College's Emergency Response Framework.

FINANCE AND ADMINISTRATION, VICE PRESIDENT

Primary Responsibilities

Responsible for engaging necessary resources to monitor all financial and cost analysis aspects of the incident.

Manages costs related to the incident, provides accounting, procurement, time recording and cost analysis.

Assists with the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain a briefing from the Command Center Leader.
	Activate Incident Response Team resources as desired.
	Assess communication needs for your position.
	If additional equipment is required, notify the Command Center Coordinator.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	Identify financial requirements for planned and expected operations.
	Determine any agreements currently in place for land use, facilities, equipment and utilities.
	Determine potential need for rental or contract services.
	Coordinate with the Human Resources Officer to determine the needs for employees.
	Coordinate with the Human Resources Officer to determine the need for temporary employees.
	Ensure that proper tax documentation is completed.
	Provide financial and cost analysis input to the Command Center Leader.
	Provide a financial summary on labor, materials and services.

FINANCE AND ADMINISTRATION, VICE PRESIDENT

Considerations (continued)

	Prepare forecasts on costs to complete operations.
	Work with the Director of Purchasing to identify necessary resources during the recovery period.
	Maintain a visible chart of resources requested and deployed, including estimated time of arrival or unavailability of resources.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.
	Activate necessary financial elements (e.g., payroll, Procurement, etc.)
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

Provost and Executive Vice President, Academic & Student Affairs

Primary Responsibilities

Assess the impact of the incident on core business, faculty, and students, immediately following the incident.

Assess and monitor the impact of the incident on the instructional /curriculum activities.

Assists with the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain a briefing from the Command Center Leader.
	Coordinate with Executive Communications Director to provide messaging for faculty and students.
	Assess communication needs for your position.
	Activate Incident Response Team resources as desired.
	If additional equipment is required, notify the Emergency Command Center leader.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	Establish coordination and communication plan with the Communications Director.
	Assess the status of all students, faculty, staff and visitors regarding number on campus and number of casualties.
	Coordinate with other campus and community agencies to identify and address the safety and security needs of students.
	Provide consultation to and coordinate student leadership and organizations regarding their participation in the mitigation of the emergency.
	Establish a briefing schedule with the Emergency Command Center Leader.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

GENERAL COUNSEL

Primary Responsibilities

Provides advice to the Emergency Command Center, the College President, and/or the Board of Trustees in all legal matters relating to the emergency, disaster or incident.

Assists in declaring a local campus emergency and implementation of emergency powers necessary to effectively respond to the incident(s), maintain public order and/or maintain basic campus services.

Consideration

	Obtain a briefing from the Command Center Leader.
	Activate Incident Response Team resources as desired.
	Assess communication needs for your position
	If additional equipment is required, notify the Command Center Coordinator.
	Obtain any required supplies from the Command Center bins
	Begin an Activity Log for your position.
	Advise on declaring an emergency and/or issuing special orders for the institution.
	Advise on the legality and or legal implications of contemplated emergency actions and policies.
	Advise the President, Emergency Management Team of civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.
	Monitor response effort and advise Finance/Administration Vice President regarding liability exposures and protection against such exposures.
	Prepare proclamations, emergency policies, and other legal documents as required by the Emergency Management Team, College President and/or the Board of Trustees.
	Commence civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

CHIEF INFORMATION TECHNOLOGY OFFICER

Primary Responsibilities

Coordinates IT and communications system support for the emergency response and support of the various communications technologies.

Provide status of network infrastructure for information/access to data/systems process capabilities.

Gather and provide key information to identified groups.

Assists with the strategic plan of recovery and resumption of normal operations.

Supports recovery of disrupted systems with priority to those needed in addressing the emergency.

Consideration

	Obtain a briefing from the Command Center Leader.
	Check availability of campus communications (email, land-based phones, cell phones, internet, etc.).
	Assess communication needs for your position.
	Obtain any required supplies from the Command Center bins.
	If additional equipment is required, notify the Emergency Command Center leader.
	Coordinate capabilities with Executive Director, Communications.
	Coordinate IT Group activation and support actions.
	Begin an Activity Log for your position.
	Contact all necessary personnel, including the College President and any other members of the Emergency Management Team that may need to assist.
	Establish a minimum of two (2) separate telephone lines: one for incoming media inquiry and one for secure internal communications.
	Confirm the plan with the Emergency Command Center Leader and ensure it is consistent with the identified strategy.
	Support Command Center Leader in ensuring systems support for Command Center positions.
	Ensure the Command Center Leader is aware of status of IT and communications systems and impacts of any disruptions on service and security.
	Prepare to support visitors to the campus supporting the emergency response.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

COMMUNICATIONS DIRECTOR

Primary Responsibilities

Serves as the College's representative for communication of information to and from internal and external stakeholders.

Coordinates press releases and statements. Coordinates communication to campus community.

Assists with the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain a briefing from the Command Center Leader.
	Assess communication needs for your position.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	Establish a briefing schedule with the Emergency Command Center Leader and the College President.
	Establish a separate information briefing center, with IT support, within the Emergency Command Center.
	Prepare a stakeholder analysis and communications plan, outlining message content, audience, mode of communication, and time of distribution.
	In coordination with the Emergency Command Center personnel, establish a means to communicate information to students, faculty and staff.
	Confirm the plan with the Emergency Command Center Leader and ensure it is consistent with the identified strategy.
	Monitor any inaccuracies that appear in print, radio, or television stories about emergency operations at and respond with a WRITTEN correction.
	Coordinate with local media outlets.
	Gather information from social media and other communication outlets.
	Prepare media and internal communication statements to be cleared for release by the EOC Leader and College President. Such statements should include the incident status, known damage assessment, and information to be broadcast as important public information.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

EXECUTIVE DIRECTOR, FACILITIES

Primary Responsibilities

Provide facility services analysis and intelligence to the Emergency Management Team for buildings, power and water, roadways and grounds.

Assists with the strategic plan of recovery and resumption of normal operations.

Coordinate damage inspection and assessment for campus facilities. Plan for the reoccupation of College buildings and facilities.

Develop a recovery plan for emergency repair jobs and emergency construction projects.

Consideration

	Obtain a briefing from the Command Center Leader.
	Assess communication needs for your position.
	Activate Incident Resource Group resources as desired.
	If additional equipment is required, notify the Command Center Leader.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	Determine potential need for rental or contract services.
	Ensure the Command Center Leader is aware of status of buildings, power and water, roadways and grounds and impacts of any disruptions on safety and security.
	Establish a briefing schedule with the Command Center Leader.
	Provide action plans for facility operations, including: Status and restoration of energy utilities on campus and the status of DTE and Consumers Energy; Status and response of water and waste water systems and services; General status of buildings and building control systems, including HVAC; General status of roadways and access; Plan for restoring utilities and services.
	Work with Incident/Unified Command and Risk Management to analyze and determine the overall hazards.
	Support the Finance and Administration Vice President with damage assessment information.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

EXECUTIVE DIRECTOR, HUMAN RESOURCES

Primary Responsibilities

Coordinate with Emergency Management Team to provide emergency services for employees who may be stranded

Plans for emergency transportation, housing or care and shelter for employees. Plans for emergency crisis counseling services for employees.

Assists with the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain a briefing from the Command Center Leader.
	Assess communication needs for your position.
	Activate Incident Resource Group resources as desired.
	If additional equipment is required, notify the Command Center Leader.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	If there are reports of employees stranded on site or needing specialized emergency care, plan for the necessary support.
	If other employee support services are needed, coordinate requests with the Emergency Management Team.
	Establish a briefing schedule with the Command Center Leader.
	Provide consultation to and coordinate employee leadership regarding their participation in the mitigation of the emergency.
	Work with Command Center personnel to coordinate maintenance of the following special files and logs: overtime card file, assignment file and schedule of personnel reassignment or release.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

EXECUTIVE DIRECTOR, OPERATIONAL PLANNING

Primary Responsibilities

Serve as the Emergency Command Center Coordinator.

Ensures the Emergency Command Center is operating efficiently and that information is communicated to necessary Command Center positions.

Issues status reports to the College President and Emergency Management Team members. Coordinates the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain an initial briefing of the incident from the first responding staff and/or the Campus Police Chief.
	Coordinate the activation of required Emergency Management Team members with the Campus Police Chief.
	Obtain any required supplies from the Command Center bins.
	Assess communication needs for your position.
	Identify a Scribe and begin an Activity Log for your position.
	Ensure that each Emergency Management Team member has a copy of the current Framework and Checklist, notepad, pen, and any other needed resources.
	Ensure Emergency Management Team members are aware of briefing and meeting times, locations and agendas.
	In conjunction with the Command Center leader, propose plan to the College President and Emergency Management Team of returning to normal operations.
	Ensure the activated Emergency Management Team members have complete and detailed Activity Logs.
	Provide support to the Emergency Command Center Leader as needed.
	Maintain an Activity Log of all messages, activities and reports generated while serving in this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

POLICE CHIEF

Primary Responsibilities

Assumes overall responsibility for management of emergency responses.
 Directs and coordinates all response effort. Preserve law, order and campus security.
 Interface and coordinate with local, county and state agencies
 Assists with the strategic plan of recovery and resumption of normal operations.

Consideration

	Obtain an initial briefing of the incident from the first responding staff and/or the Executive Director of Operational Planning.
	Coordinate the activation of required Emergency Management Team members with the Executive Director of Operational Planning.
	Assess communication needs for your position.
	Identify a Scribe and begin an Activity Log for your position.
	Brief the Emergency Management Team on the details of the incident, initial response objectives, initial operational period, and necessary actions.
	Establish a briefing schedule with the Campus Police Lieutenant and Executive Director of Operational Planning.
	Establish briefing schedules and give all Emergency Management Team members adequate notice to prepare summary of incident status and activities.
	Coordinate with Incident/Unified Command to analyze and determine the overall resource needs.
	Maintain contact with the College President for communication of Emergency Command Center activities, incident status, and strategic decisions.
	In conjunction with the Communications Director and the College President, approve the content and release of all emergency response messages.
	Work with the Finance and Administration Vice President for an extended response effort and determine necessary staffing requests and shift changes.
	Ensure security assessments and response plans are conducted and developed.

POLICE CHIEF

Considerations

	Ensure access to buildings and scene of the emergency/disaster is controlled.
	Interface and coordinate with local, county and state agencies.
	Verify the need for contact with other responding agencies (e.g., City of Grand Rapids, Kent County, State of Michigan, American Red Cross)
	In conjunction with the Executive Director of Operational Planning, propose plan to the College President and Emergency Management Team of returning to normal operations.
	Initiate After Action review process.
	Assign responsibilities and timetable for development and conduct of After Action Report and Brief.

POLICE LIEUTENANT

Primary Responsibilities

Coordinate between the Incident Command Post and the Emergency Command Center.
 Serve as the Deputy Emergency Command Center Leader.
 Provide police and law enforcement analysis and intelligence to the Emergency Management Team.
 Communicate Emergency Command Center priorities and operational information to Incident/Unified Command.

Consideration

	Obtain an initial briefing of the incident from the first responding staff and/or the Campus Police Chief.
	Provide a briefing to the Command Center Leader.
	Assess communication needs for your position.
	Activate Incident Response Team resources as desired.
	If additional equipment is required, notify the Command Center Leader.
	Obtain any required supplies from the Command Center bins.
	Begin an Activity Log for your position.
	Establish a briefing schedule with the Emergency Command Center Leader.
	Provide a report on Campus Police operations, indicating where police resources are deployed and how many units are available.
	Maintain an updated map of the incident location and response. Preferably have this map projected and visible to all.
	Coordinate with Incident/Unified Command to analyze and determine the overall resource needs.

POLICE LIEUTENANT

Considerations

	Ensure security assessments and response plans are conducted and developed.
	Control access to buildings and scene of the emergency/disaster.
	Interface and coordinate with local, county and state agencies.
	Maintain an Activity Log of all messages, activities and reports generated while serving this position in the Emergency Command Center. At deactivation of the Command Center, deliver all logs to the Command Center Scribe.

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Bomb Threat

A Bomb threat may come to the attention of the receiver in a variety of ways. It is important to compile as much information as possible. Do NOT attempt to notify or evacuate an entire building as this could consume valuable time that would be better used to gather information. Please keep in mind that the majority of bomb threats are false and intended to illicit a response from the building occupants. If the threat comes in the form of a written document, it should be handled by as few people as possible, and turned over the police as evidence. Most bomb threats come in the form of telephone call and the following instructions should be followed:

Initial response: The individual **receiving** the call should remain calm and:

- Keep the caller on the line as long as possible.
- Turn off all radios or other distracters (e.g. ipods, cell phones, etc.).
- Alert someone else to call the Campus Police at 4911 or 234-4911 on another line.
- Take notes, using as many exact words as possible, including background noise.
- If you have "caller ID", note any phone numbers.
- Sympathize with the caller. Don't antagonize.

Immediately call GRCC Police at 4911 from a campus telephone or 616-234-4911.

Provide details of the incident. The Police dispatcher will notify their officers immediately and will direct emergency responders to the scene. Stay on the phone with the police and answer all their questions.

Decision: The decision to evacuate a GRCC facility shall be made after a thorough evaluation of the information available, including but not limited to:

- Nature of the threat.
- Specificity.
- Circumstances relating to the threat (i.e. political climate, series of events, etc.).
- Discovery of a device and suspicious package.

Other actions to be completed immediately or soon after the call as possible:

- GRCC Police will organize a search.
- Staff and facilities personnel will assist in their respective areas (wait for instructions).
- Outside resources will be notified and request to stage.

If Evacuation is ordered:

- Evacuate employees/students to relocation points.
- Lock down the facility and communicate with Supervisors.
- Evacuating employees/students will take all personal belongings with them (purses, backpacks, etc.).
- GRPD or MSP Bomb Squad will be requested.

When the outside Police agency arrives, GRCC Police will provide the following:

- A location to setup their command post.
- Assign liaison to stay with a member of the outside agency.
- Detailed blueprints of facility utilities.
- Detailed location of doors and windows, and type of locks.

Concealed Weapon

It should be noted that just because a person is carrying a concealed weapon, they may not be violating the law. At this time, all weapons are prohibited by Campus Policy (except for law enforcement).

Initial response actions, if safe and possible:

- **Call GRCC Police at 4911 from a campus telephone or 616-234-4911.**
 - Provide the location and a description of the person with the weapon. If known, the name of the person must also be provided to GRCC Police.
 - Provide a description of the weapon.
 - Provide any other information as requested.
- Stay on the telephone line as requested.
- Police will respond.
- Do not contact the individual – Wait for Police.
- Do not attempt to take the weapon – Wait for Police.
- Do not attempt to restrain or talk to the individual.
- If the individual leaves your location, try to watch where they go and provide this information to GRCC Police.

Fire

IF YOU DISCOVER A FIRE OR SMOKE

- Remove anyone from immediate danger.
 - Confine the fire by closing doors as you leave the area.
 - Activate the closest fire alarm to alert building occupants.
 - **Call 9-1-1, GRCC Police at 4911 from a campus telephone, or 616-234-4911.**
 - Give the following information:
 - Building Name
 - Floor or Room Number
 - Your location
 - Size or type of fire
 - **ONLY** Attempt to put the fire out with a portable fire extinguisher when:
 - You have been properly trained
 - The fire is small (wastebasket size)
 - You are not alone
 - A safe escape route is present
- If this is not true, simply close the door and evacuate.

Evacuate by the nearest exit or exit stairwell. Do not block/wedge exit doors in an open position. The doors must remain closed to keep smoke out and keep stairwells safe for evacuation and fire personnel. Once assembled, help account for personnel and report to the emergency staff if any occupants are unaccounted for and may be still in the building.

IF YOU HEAR OR SEE A FIRE ALARM

- Never assume the fire alarm is a false alarm.
- Move to the safest exit or stairwell.
- Close doors as you leave the area.
- Exit the building, and gather across the street from the impacted building.
- Wait for further instructions from GRCC Police officers or the Fire Department.
- If you are in a laboratory and hear the fire alarm, shut down any hazardous equipment or processes as you exit, unless doing so presents a greater hazard.

IF TRAPPED INSIDE YOUR OFFICE OR AREA:

- Wedge cloth material along the bottom of a door to keep out smoke.
- Close as many doors as possible between you and the fire.
- Call 9-1-1 or Campus Police at 4911 and notify them of your situation.
- If windows are operable, and you must have air, open the window.
- Break windows as a last resort, as they cannot be closed if necessary.
- If necessary, signal through the window to let the Fire Department know your location.

Hazardous Material Spill or Release

In the event of a chemical spill or any other accident or emergency involving hazardous materials, individuals should be advised to:

- **Call GRCC Police at 4911 from the nearest campus telephone, (616) 234-4911, or 9-1-1. GRCC does not have a HazMat Team and will request GRFD.**
- Evacuate the area immediately and alert others nearby, assemble a safe distance away.
- Only trained personnel should handle minor or incidental spills and should follow the documented procedures for cleaning up the spill.
- Do not expose yourself to a dangerous situation.
- Personnel should not attempt to clean large spills or spills of extremely hazardous substances. The area should be evacuated and the GRCC Critical Incident Management Plan should immediately be implemented.
- Do not re-enter the contaminated area until given the all clear by Public Safety personnel.

If possible, personnel should be prepared to provide the following information when coordinating with emergency personnel:

- Name and quantity of the chemical/material spilled.
- Location of the spill (building name and room number).
- Information regarding anyone injured or otherwise contacted by the material.
- A description of any fire or explosion caused by or occurring nearby the spill.

Hostage Situation

Immediately call GRCC Police at 4911 from a campus telephone, (616) 234-4911, or 9-1-1. Campus Police will direct emergency responders to the scene. Hostage situations can end in any range of outcomes, from a peaceful surrender to violent extremes and can be extremely volatile. While no written quick response procedure can guarantee a favorable outcome to a hostage situation, the following guidelines may defuse the situation or delay violence until police arrive:

- Obey the suspect's commands. Don't argue, provoke or fight.
- Calm the suspect and listen to complaints or demands.
- Try to show genuine concern for the suspect's wellbeing.
- Attempt to keep everyone calm. Don't agitate the suspect.
- Encourage suspect to release everyone.
- Establish rapport. Use his/her first name. Encourage use of yours.
- If possible, send a runner to the nearest office to report the situation. Call 9-1-1 or 4911 and try to relay as much of the following information as possible:
 - Number, identification (if known) and description of assailant(s).
 - Exact location of assailant(s).
 - Type of weapon(s).
 - Any injuries.
 - Any demands the assailant has made.
 - Any other background information on the assailant(s).
 - Past problems with the assailant.
 - Assailant's demeanor.
 - Possible motives.
 - Known vendettas against Supervisors/Employees etc.
- If you cannot send a runner:
 - Stay where you are.
 - Try to call 9-1-1 or 234-4911 from a cell phone (or detail others to do so).
 - Activate the Code 2 feature on a GRCC telephone.
Remain on the line – there is no need to speak.
 - Others will become aware of the situation as time passes.
 - Be calm and patient and **wait for help**.
 - Sympathize with and calm the assailant.

Take any type of threat seriously. Report it the moment you hear of it.

Infrastructure Failure / Power Outage

An infrastructure failure such as a power outage, water main break, steam issue, telephone or computer failure can occur for a variety of reasons. GRCC will attempt to relocate classes and organizational functions in order to continue normal operations. When an infrastructure failure occurs, however, it is important that the response to the emergency maximize protection of employees and students while protecting property. There are two distinctly different responses - Personal and Organizational.

Personal Response:

- Immediately contact GRCC Police at 4911 from a campus telephone, or
- (616) 234-4911 and the Building Manager from an outside line to report a outage in any room, building, or area on campus.
- While it is important to report the outage, do not call GRCC Police to ask how the outage occurred or when utilities will be restored. For extended outages, information regarding alternate plans for classes or other contingency plans will be made known via GRCC communication methods.
- For those who have sufficient light to continue working safely, you may do so. If you don't have sufficient light to continue working safely or if you are instructed by GRCC Police, move to the nearest exit and wait outside for instructions.
- For those in a shop or a lab, turn off gas burners or equipment which, if unattended when power is suddenly restored, might pose a danger or a fire hazard.
- When leaving a work area or site, take essential personal possessions and lock offices and/or class rooms.
- Assist those requiring help. Elevators should not be used during a power emergency.
- If someone is in an elevator during a power outage, follow instructions posted in the cabin of the elevator. It is important to remain calm until someone can respond to provide assistance.
- Emergency lighting should provide minimal lighting to enable people to move to another location. Emergency lighting has battery backup and will generally provide only enough illumination to exit the immediate area. If the lighting is not sufficient, everyone should wait for an escort.
- Remain in the evacuation area until the GRCC Police, first responders, or other official indicates that it is permissible to return to the building.

Organizational Response:

- Once GRCC Police are notified of an infrastructure failure, the Executive Director of Facilities or Chief Information Officer will be notified based on the failure. That person will determine when to alert the Emergency Management Team
- GRCC Police and GRCC Facilities personnel will survey the facility to determine the extent of the issue and if possible to identify the source of the failure. Power outages can encompass the entire campus, a single building or an area within a building.

- Repairs will be made by the Facilities Department if it has the equipment and expertise to make the repair in a timely manner.
- If the source of the outage cannot be identified or if repairing the outage is beyond the scope and authority of the College's Maintenance Department, the Executive Director of Facilities will oversee notification of the appropriate utility company or the contractor.
- Executive Director of Facilities will update the Emergency Management Team of the extent of the outage, repairs as they progress, including revised estimates of the costs, the duration of the outage and the possible completion time/ date.
- Except in emergencies or situations requiring evacuation, only the Policy Team shall have the authority to cancel classes or adjust the times at which they end or resume. The Communications Director will communicate these decisions to students, staff, faculty, media and the community at large.

Medical Emergency

In the event of a medical emergency:

1. **Call GRCC Police at 4911 from a campus telephone, (616) 234-4911, or 9-1-1.**
2. Provide the following information:
 - Building name
 - Floor or room number
 - Nature of injury /condition
 - Symptoms being exhibited
 - Location of person
 - Age of person if known
 - Gender of the person
 - Any known medical history
3. Remain with the person with the medical emergency.
Do not move them unless they are in immediate danger of further injury.

NOTE: If the injured person is a college employee (including student workers), the supervisor and GRCC Police must both be notified.

Natural Gas Leak

If the odor of natural gas is detected, call GRCC Police at 4911 from a campus telephone, (616) 234-4911, or 9-1-1.

- Provide complete details about the location and circumstances of the incident, and inform everyone in the area/building. Immediately leave the area and advise everyone contacted to do the same.
- GRCC Police will notify the Facilities Building Manager who instruct facility personnel to turn off air handler units and disconnect electrical service and other utilities as deemed necessary and appropriate.
- GRCC Police will activate the Emergency Phone Alert System (EPAS) and RAVE through the Communications Department, if necessary, to announce evacuation if it is deemed necessary. The same notification methods will be used to announce the "all clear."
- Evacuation must be completed as quickly as possible and evacuees must be at least 50 yards from the location of the suspected leak. When exiting from buildings use the stairs, do not turn on/off any light or electrical switches, and do not activate the fire alarm. Leave the door(s) to the room(s) and/or building(s) open so that the gas can more easily disperse.
- GRCC Police on the scene will be responsible for making sure that no one enters the building(s) or room(s) until authorized to do so.
- Staff from Facilities will investigate the reported leak and either repair it or call the appropriate utility or contractor to repair the leak.
- In the event that local public safety agencies have responded to the notice of a gas leak, college personnel will defer any action until approved to do so by the Incident Commander. Once approved to do so, campus personnel from Facilities will perform repairs or place the appropriate calls.
- The Communications Director will be responsible for any communications with the media.

Severe Weather

GRCC is a commuter campus in Michigan and the likelihood of severe winter weather exists. The decision to delay or close campus is based on several factors. The following procedures will apply.

Procedures to Close the College

- GRCC Police and Facilities personnel assess campus and road conditions, including additional information from city, county and state resources as needed.
- The GRCC Chief of Police (or designee) contacts the College President (or designee) and a decision is made.
- If the decision to delay or close is made, the Communications Department is notified and communication procedures are implemented.
- When winter weather conditions seem imminent, the above listed areas will decide who the appointed contact people will be, in advance, to avoid confusion and duplication of efforts.

Communicating with Employees/Students

- The decision to delay or close GRCC (or specific locations) will be made as early as possible and communicated through standard communication methods — including, but not limited to, the college's Rave emergency notification system (email, phone and text message), grcc.edu and local news media outlets. Note: The College cannot control when the news media broadcasts information, so be aware of all communication methods in which you may be notified of delayed opening or campus closing information.
- If the college closes, employees need not report to work, with the exception of designated personnel who are necessary to keep the college operational and secure. Those individuals are identified in advance by their supervisors.
- If the college does not close in the morning, and winter weather conditions worsen throughout the day, a determination to close for evening activities will occur as soon as possible.
- If a particular campus is closed, all activities on that campus are canceled. Please read the specifics below.

Messaging

Kent County

- The message "GRCC – Delay" means morning classes and activities are canceled on the downtown Main and DeVos campuses, Lakeshore Campus, Tassell M-TEC and at Regional Sites.
 - GRCC Police and Custodial staff are to report as scheduled.
 - Faculty and Staff report at 10 a.m.
 - Classes that begin 11 a.m. or later will be held as scheduled.
 - Certain academic departments will need additional protocol to handle implications.
- The message "GRCC – Closed" means cancellation of all GRCC day and evening classes and activities on the downtown Main and DeVos campuses, Lakeshore Campus, Tassell M-TEC and Regional Sites.

- The message "GRCC Closed – DAY Classes" means cancellation of all GRCC day classes and activities on the downtown Main and DeVos campuses, Lakeshore campus, Tassell M-TEC and Regional Sites. The determination to open will be made by 2 p.m. and communication procedures will be implemented.
 - Second shift GRCC Police and Custodial staff report as scheduled.
 - Library staff report at 5 p.m.

Early/Middle College and Concurrent Enrollment Classes

Early/Middle College programs and Concurrent Enrollment site classes are dependent on the host high school and/or intermediate school district location. If the high school and/or ISD location is delayed or closed due to inclement weather, these programs and classes will not meet.

Ottawa County

The GRCC Lakeshore Campus is not always tied to the Grand Rapids campus for inclement weather closings.

- The message "GRCC Ottawa County – Weather Delay" means morning classes and activities are canceled at the GRCC Lakeshore Campus.
- Faculty and staff report at 10 a.m.
- Classes that begin 11 a.m. or later will be held as scheduled.
- The message "GRCC Ottawa County – Closed" means cancellation of all GRCC day and evening classes the message "GRCC Ottawa County – Closed – DAY Classes" means cancellation of all GRCC day classes and activities. Evening classes that begin 6 p.m. or later still could be held as scheduled.

Closing information will be communicated via:

- Phone message to land-line and mobile phones, and text message to mobile phones for all employees and students.
- Email to your GRCC email address.
- Website – grcc.edu
- A recorded phone message on the college's main phone line – [\(616\) 234-GRCC](tel:616234GRCC).
- Local news media.
- Emergency Phone Alert Systems (EPAS), if classes are in session when a decision to close is made.

Evening Closures

Evening closures will follow the same process and communications procedures as above, including the following additional steps:

- The GRCC Police, Deans and CEBA Building Managers will notify all classes and instructors on each particular campus that the College is closed.
- Office personnel will post the notification of College closure in and around their offices.

Tornado

A tornado is a violent windstorm characterized by a twisting, funnel-shaped cloud. It is spawned by a thunderstorm and sometimes a hurricane. Tornado season is generally March through August; however, they can occur at any time of year. They tend to occur in the afternoons and evenings. Tornadoes strike with incredible velocity. Wind speeds may approach 300 miles per hour. These winds can uproot trees and structures and turn harmless objects into deadly missiles, all in a matter of seconds. Normally a tornado will stay on the ground for no more than 20 minutes; however, one tornado can touch ground several times in different areas. Tornadoes are most destructive when they touch ground.

Tornado Watch

A tornado watch means that conditions are favorable for tornado formation. Remain alert and do the following:

- Review actions to take (below) should the situation change to a Tornado Warning, or if a tornado funnel is sighted.
- Ensure no physical restrictions exist that would prevent free movement to your nearest safe area. Clear any blocked doors, aisles, etc.

Tornado Warning

A tornado warning means a tornado has been sighted, or National Weather Service monitoring indicates a tornado is likely.

Do the following:

- Take cover. Proceed to the nearest safe area or shelter.
- Faculty members take class rosters, and close classroom doors
- Because of possible electrical failures, use the stairs, not the elevator.
- Stay away from windows and other glass.
- Avoid auditoriums and gymnasiums with large, long span-supported roofs.
- In multi-story buildings, move to the lowest level. Inner hallways are generally safe areas.
- Do not call GRCC Police for information. Keep telephone circuits clear for emergency messages.

The Kent County Civil Defense sirens will provide the primary warning of a tornado. GRCC will react when the sirens sound regardless of news and social media information on possible dangers. If the sirens sound, we will evacuate to shelter.

Sirens are tested at 12 noon on the first Friday of each month. The Communications Director or designee will notify the campus community of tornado warnings via RAVE, Emergency Phone Alert System, Emergency pedestals, and digital signs as needed. The community will also be notified in the same manner when the "all clear" is given.

Violent Incident / Active Shooter

Immediately call GRCC Police at 4911 from a campus telephone, (616) 234-4911, or 9-1-1. Provide details of the incident. GRCC Police will direct emergency responders to the scene.

An active shooter is a person or persons who are actively engaged in killing or attempting to kill or injure people, most often in populated areas. In most cases, active assailants use firearm(s). In some cases, improvised explosive devices have been used to cause additional victimization. Active assailant situations evolve rapidly, demanding immediate response by local authorities. It is essential to be prepared mentally and physically to do whatever necessary to protect yourself. Your actions during that time could be the difference of life and death.

GRCC encourages **Run, Hide, Fight** as a response to active assailant situations. These actions are not meant to be a sequential series of actions, and individuals must decide for themselves which actions is best given their specific circumstances. (Training is offered through the Employee Professional Development Office on a monthly basis.)

If you feel it is safe to leave the building/area:

- As you move away from the threat, notify anyone you may encounter and inform them of the danger.
- Leave the building immediately from the closest exit.
- While exiting, keep your hands available to police officers' sight.
- Seek a safe location away from the impacted building(s) and wait for the all clear
- Call GRCC Police at 4911 from a campus telephone, 616-234-4911, or 9-1-1 and give as much information as possible.
- Stay available for Police in order to provide information.
- Do not go into the parking ramps or try to drive away from campus.

If exiting the building is not possible or you do not feel it is safe to leave the building:

- Go to the nearest room or office, close, lock, and barricade the door.
- If the door does not lock, secure and barricade the door with as many heavy items as possible (desk, chairs, tables).
- Close shades/curtains on windows, turn off the lights and get down on the floor and seek protective cover. No one should be visible from outside. Conceal and cover yourself as much as possible.
- Keep quiet and keep your cell phone on silent.
- When you feel it is safe, call 911 and inform the dispatcher of your location and provide as much information as possible.
- Stay there until Police arrive or give an all-clear.

If you are not immediately impacted by the incident, please take the following action:

- Stay away from the building/area.
- Notify everyone around you to stay away from the area.
- Obey all verbal direction given by law enforcement/campus police officers.
- Take protective action and stay away from doors and windows.
- DO NOT come to campus if you hear about a developing situation.

Safety Issues:

- Do not attempt to move seriously injured persons unless they are in immediate danger of death or further injury, and only if it is safe for you to do so.
- If you find yourself in an open area, seek immediate protection.

GLOSSARY OF TERMS

CONTINUITY OF OPERATIONS PLAN (COOP)- A plan that identifies essential functions including staff, systems and procedures that ensure the continuation of the agency's ability to continue those operations.

CRITICAL INCIDENT - A situation with the potential to cause injury or loss of life to faculty, staff, students or the public; major disruptions of regular activities; or property or environmental damage or loss; or that can threaten the financial standing or public image of the University. Examples include fire, explosion, hazardous substance spill or other damage to University property requiring closure of the site temporarily or permanently, or a major demonstration that disrupts the University's regular functions.

DEPARTMENT OF HOMELAND SECURITY (DHS) – A Cabinet-level agency established within the federal government in 2002 to coordinate and report directly to the President on all issues related to domestic terrorism preparedness. The mission of the Department of Homeland Security is to oversee and coordinate a comprehensive national strategy to safeguard the country against terrorism and other homeland security threats, and to respond to any attacks that may occur.

DISASTER – An occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from a natural or human-made cause, including, but not limited to, fire, flood, snowstorm, ice storm, tornado, windstorm, wave action, oil spill, water contamination, utility failure, hazardous peacetime radiological incident, major transportation accident, hazardous materials incident, epidemic, air contamination, blight, drought, infestation, explosion, or hostile military or paramilitary action, or similar occurrences resulting from terrorist activities, riots, or civil disorders, as defined in 1976 PA 390, as amended.

EMERGENCY – Any occasion or instance in which assistance is needed to supplement efforts to save lives, protect property and the public health and safety, or to lessen or avert the threat of a disaster or catastrophe.

EMERGENCY COMMAND CENTER (ECC) – The site at which the coordination of information and resources to support incident management activities normally takes place. The ECC may be a temporary or permanent facility and may be organized by major functional disciplines (e.g., police, finance and administration, provost), by jurisdiction (e.g., federal, state, regional, county, city or tribal), or by some combination thereof

EMERGENCY MANAGEMENT AGENCIES – The basic emergency planning and operational entity at the local government level. Each county and the City of Grand Rapids has an appointed emergency manager and enabling legislation creating an emergency management program. In accordance with the provisions of 1976 PA 390, as amended, municipalities with a population of 10,000 or more may elect to also appoint an emergency manager and maintain a separate emergency management program from the county in which they are located.

EMERGENCY OPERATIONS CENTER (EOC) - the centralized location of emergency response and recovery support operations during incidents. While tactical on-scene operations are conducted from the ICP, the EOC supports and helps coordinate ICP operations and any other adjacent incident operations.

EMERGENCY OPERATIONS PLAN (EOP) – A document which provides for a preplanned and coordinated response in the event of an emergency or disaster situation.

EVACUATION – A population protection strategy that provides for the orderly movement of people away from an actual or potential hazard.

EXERCISE - An activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties, and demonstrate operational capability. There are three specific types of exercises: tabletop, functional, and full scale.

FIRST RESPONDER- Skilled personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence and the environment, such as government and non-governmental police, fire, emergency medical, search and rescue, emergency management, public health, public works and authorities.

HAZARDOUS MATERIALS- Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when used, transported, stored or disposed of, which may include materials which are solid, liquid, or gas. Hazardous materials may include toxic substances, flammable and ignitable materials, explosives, or corrosive materials, and radioactive materials.

INCIDENT – An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can include major disasters, emergencies, terrorist attacks and terrorist threats.

INCIDENT COMMAND POST (ICP) – The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be co-located with other incident facilities and is normally identified by a green rotating or flashing light.

INCIDENT COMMAND SYSTEM (ICS) – A standardized on-scene emergency management structure specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The ICS is the combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid in the management of resources during incidents. The ICS is used for all types of emergencies and is applicable to small as well as large and complex incidents

INCIDENT COMMANDER (IC) – The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (Note: Within the SEOC, the IC is normally the EMD/MSP commander or another designated senior official from the EMD/MSP.)

LOCAL GOVERNMENT - Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

LOCAL STATE OF EMERGENCY – A declaration by a county or municipality with an appointed emergency manager (pursuant to 1976 PA 390, as amended), when circumstances indicate that the occurrence or threat of widespread or severe damage, injury, or loss of life or property from natural or human-made cause exists.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) – A system mandated by Homeland Security Presidential Directive (HSPD)-5 that provides a consistent nationwide approach for federal, state, tribal, and local governments to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents (which includes terrorist attacks, major disasters, and other

emergencies), regardless of their cause, size or complexity. To provide for interoperability and compatibility among federal, state and local capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the incident command system; multi-agency coordination systems; unified command; training; identification and management of resources (including systems for classifying types of resources); qualifications and certifications; and the collection, tracking, and reporting of incident information and incident resources. (Note: the Incident Management System [IMS] for the State Emergency Operations Center, as described in the Direction and Control ESF of the MEMP, is compatible with the NIMS as currently developed.)

PREPAREDNESS – The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources.

RECOVERY – Recovery includes all types of emergency actions dedicated to the continued protection of the College or to promoting the resumption of normal activities in the affected area. Recovery involves the development, coordination, and execution of service- and site- restoration plans for impacted areas and the reconstitution of College operations and services through individual, private sector, non-governmental, and public assistance programs that: 1) identify needs and define resources; 2) provide housing and promote restoration; 3) address long-term care and treatment of affected persons; 4) implement additional measures for restoration; 5) incorporate mitigation measures and techniques, as feasible; and 6) evaluate the incident to identify lessons learned.

RESPONSE – Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities may include (but are not limited to): 1) applying intelligence and other information to lessen the effects or consequences of an incident; 2) increased security operations; 3) continuing investigations into the nature, source and magnitude of the threat; 4) ongoing public health and agricultural surveillance and testing processes; 5) immunizations, isolation or quarantine; 6) specific law enforcement operations aimed at saving lives, protecting property, isolating hazard areas, or preempting, interdicting, or disrupting illegal activity and apprehending actual perpetrators; 7) emergency medical activities; 8) fire control and suppression activities; 9) emergency protective measures such as stabilizing or blockading unsafe structures, taking expedient flood control measures, etc.; 10) search and rescue activities; and 11) providing for basic human needs through emergency sheltering and feeding operations.

RESPONSE AGENCIES – Local and nongovernmental police, fire, and emergency personnel who in the early stages of an incident are responsible for the protection and preservation of life, property, evidence, and the environment, including emergency response providers as defined in section 2 of the Homeland Security Act of 2002 (6 U.S.C. 101), as well as emergency management, public health, clinical care, public works, and other skilled support personnel (such as equipment operators) who provide immediate support services during prevention, response, and recovery operations. First responders may include personnel from federal, state, local, tribal and nongovernmental organizations.

UNIFIED COMMAND – An application of the Incident Command System (ICS) used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single Incident Command Post (ICP) and to establish a common set of objectives and strategies and a single Incident Action Plan (IAP)

APPENDIX A

Updated Oct. 18, 2022

Planning and Preparedness Team: responsible for establishing the Emergency Response Framework and Communication Plan measures of success. See CIMP for further definitions.

Planning and Preparedness Team	
Police Chief	Rebecca Whitman
Executive Director of Operations	Victoria Janowiak
Police Lieutenant	Bob Decker
Director of Communications	Dave Murray
Provost	Brian Knetl
Chief Information Tech. Officer	Debra Hintz
Executive Director of H.R.	Christine Coon
Executive Director of Facilities	Jim Van Dokkumburg
Program Director Counseling and Career Center	Melissa Ware
Director of Ford Fieldhouse	Whitney Marsh

Incident Response Teams-members provide operational and tactical support for college wide response. Members are appointed based on functional areas within GRCC and each have critical emergency management responsibilities. All members are considered "Subject Matter Experts."

Executive Leadership		
Juan Olivarez	Lisa Freiburger	Brian Knetl
Kathy Mullins	Misty McClure-Anderson	Debra Hintz
Amy Bennett		

Campus Police		
Rebecca Whitman	Bob Decker	Jesse Heard
All Police Officers	All Dispatchers	Karen Coen

Information Technology		
Debra Hintz	MaryJo Chisholm	Donovan Wallace
Dan Cook	Klaas Kwant	Nate Hamilton
Erich Flynn	Brandon Kaines	Darcy Swope
Bryan Vliem		

Facilities		
Jim Van Dokkumburg	Abbot Kastanek	Nick Elgersma
Pat Baldrige	Energy Manager	Isandro Rosa-Gomez
Gary Carpenter		
Building Managers		
Mike Rowe	Bob Green	Tom Vos
James Hanafin		
Trades Specialists		
Wes Casarez-HVAC	Ron Luyk-Carpentry	Jimmie Taylor-Electrician
Marty Devries-Plumbing		

Risk Management		
Nat Lloyd	Todd Hurley	Paula Gleason-Zeeff
Brett Meyer		

Academic and Student Affairs		
Brian Knetl	Sheila Jones	Eric Mullen
Jason Vinson	Kristi Haik	Lisa Radak
Dave Selmon	Pamela Miller	Grant Snider
Jonnathan Resendiz	Raynard Ross	Lori Cook
Ann Issacson	Julie Parks	

Human Resources		
Christine Coon	Laura Caulk	Becky Bailey
Nichole Dekker	Chris Allen	Maria Belmares-Herrera

Finance and Administration		
Lisa Freiburger	Nat Lloyd	Paula Gleason-Zeeff
Melissa Stasiak	Todd Hurley	Jennifer Kowalski

Communications		
Kathy Mullins	David Murray	Web Manager

APPENDIX B

Updated Oct. 18, 2022

Building Coordinators- these individuals are responsible for directing and assisting response actions for their assigned buildings.

KENT COUNTY/MAIN & DEVOS CAMPUS

Administration Building		
Diane Smith	Theresa Kent-Williams	Melissa Stasiak
Laura Caulk	Delicia Bonto	Misty McClure-Anderson
Amy Bennett		

ATC		
Marcia Arp	Bayard Brooks	Susan DelRaso
Kelly Daldos	Mike Kidder	Laura Porritt- FSU
Jocelyn Goheen-FSU	Werner Absenger (will respond to Spectrum in the case of an emergency)	

Bostwick Office Suites		
Amanda Kruzona	Denyse Benning	Jennifer Kelly

Calkins Science Center		
Janis Qualls	Traci Nichols	Mike Bell
Pam Scott	Amy Brandstatter	

College Park Plaza		
Kim Lodewyk	Sue Helmer	Laura DeVries
Bethany Tufflemire	Ell Simpson	

Cook Hall		
Colleen Copus	Brian Daily	Maria McKee
Deb Snider - Come from RJF	Christine Idsenda Come from RJF	Lisa Love - Come from RJF

Ford Fieldhouse		
Lauren Ferullo	Madeline Dyer	Tim Johnson
Sue Goeman	Brianna Greenough	

Library and Learning Commons

Dustin Bacon - Media	Brian Beecher	Erin Mieskowski
Kathy Schoen	Kevin Lee	Laurie Witczak
Don Van Oeveren	Nicole Nyenhuis	

Raleigh J. Finkelstein Hall

Melissa Polanco-Nunez	Lauren Odom	Lori Cook
Deb Dewent	Jason Schueller	Valerie Butterfield
Kristi Welling	Lakennya Gissendanner	Fransisco Ramirez

Albert P. Smith Music Center

Kevin Dobreff	Kelsee Brozek	
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Phyllis Fratzke Early Childhood Learning Laboratory

Melissa Boman	Jeanne Lacy	Kathleen Neumann
Classroom Staff		

Spectrum Theater

Jonathan Wheeler	Tom Kaechele	Werner Absenger (Will come from ATC)
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Snedden and White Hall

Rachel Crapo	Stacey Herrick	Rodney Brown - GRPS
Eric Johnson	Paul Herdegen	Rachel Bower
Jeffery VanderVeen	Steve Brozak	David Selmon
Robin Sterk	Erich Flynn	

Student Center

Keaton Krupa	Lina Blair	Ashley Fox
Sandy Gregory	Tyler Anderson	Jenna Hess
Marisol Blanco	Vicki Powers	Jessica Blandford
Patti Toth - Bookstore		

Tassell M-TEC		
John VanElst	Cheryl Cole	Scott Mattson
Deb Stout	Lorena Aguayo-Marquez	

Lakeshore Campus		
Miguel Espinoza	Danielle Nyland	Kerry Hayward
Greg Stoike	J Luis Giron	DK Security