

# Comprehensive Emergency Management Plan



**GRAND VALLEY  
STATE UNIVERSITY®**

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**October 2023**

## Promulgation

Grand Valley State University is committed to the protection of the health, safety, welfare and property of our faculty, staff, students and visitors. The Comprehensive Emergency Management Plan (CEMP) and contents serve as a guide as to how the University conducts its all hazards response. The CEMP will remain flexible and adaptable and will coordinate structures to align key roles and responsibilities. It is the University's intent to work in collaboration with our local, state and federal partners. This coordination, under a national incident management framework, assures the best response for the university community.

This CEMP addresses the University's planned response to emergencies associated with natural, technological and man-made incidents and events. It incorporates National Incident Management Systems (NIMS) concepts. This comprehensive plan recognizes the five mission areas from the Federal Emergency Management Agency (FEMA):

- Prevention
- Protection
- Mitigation
- Response
- Recovery

This CEMP will apply to all University personnel participating in preparedness, mitigation, response and recovery efforts. In order to effectively execute the plan, all members of the Grand Valley community need to remain vigilant in their knowledge of best practices regarding emergency management and in their roles set forth in this document.

Grand Valley's Director of Public Safety and the Emergency Manager will be responsible for plan oversight and coordination with appropriate staff and partners. The plan may be implemented in whole or in part by University executives based on the emergency situation and may be applied to any University sponsored event.

This CEMP identifies specific authorities and best practices for managing incidents of any size or scope. It was prepared by Grand Valley State University staff and is available at: [www.gvsu.edu/emergency](http://www.gvsu.edu/emergency).

This revised CEMP is approved and effective immediately.



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Philomena V. Mantella, President  
Grand Valley State University

10/4/23  
\_\_\_\_\_  
Date

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**1.0 RECORD OF CHANGE**

1.0.1 Each update or change to this CEMP must be documented in the Record of Change section below.

1.0.2 A person realizing the need to modify, add/subtract, or to establish a new or updated best practices into this CEMP shall submit their recommended changes in writing to the Grand Valley State University Police Department (GVPD) Emergency Manager.

1.0.3 Once a request has been received, the Emergency Manager will review the change and consider the revision. If the change is not implemented, the GVPD Emergency Manager will provide a written or verbal explanation to the individual who submitted the requested change. If the change is approved, details of the modification will be disseminated to appropriate individuals in the next update of the CEMP.

CHANGE #	DATE OF CHANGE	SECTION AFFECTED	DESCRIPTION OF CHANGE	UPDATED BY
1	July 2018	Various	Text change for GVSU to Grand Valley State University Department of Public Safety from Police Department. Chief vs. Director	W. O'Donnell
2	July 2018	2.2.2	Updated THIRA assessment	W. O'Donnell
3	July 2018	4.1	Changed Assistance Center to Assistance Services	W. O'Donnell
4	July 2018	4.1.2	Added Univ Communications and Grand Rapids Campuses Facilities to IMT	W. O'Donnell
5	July 2018	4.1.6.7	Updated GV-EMAC committee	W. O'Donnell
6	July 2018	7.1	Updated NIMS training	W. O'Donnell
7	November 2020	Various	Change references to President's Cabinet to Senior Leadership Team	W. O'Donnell
8	November 2020	4.1	Update Assistance Services to Mass Care	W. O'Donnell
9	November 2020	4.1.2	Update IMT to designate Chair and add Housing Director	W. O'Donnell
10	November 2020	4.1.6.7	Update GV-EMAC representation	W. O'Donnell
11	November 2020	4.1.8	Added language regarding use of Technical Advisory Groups	W. O'Donnell
12	November 2020	4.2	Fine-tuned roles and responsibilities section	W. O'Donnell
13	October 2023	4.1.6.7	Adjust titles and representatives of the GV-EMAC committee	W. O'Donnell
14	October 2023	4.2	Update and adjust roles and responsibilities lists	W. O'Donnell

## **SECTION 2.0 PURPOSE, SCOPE, SITUATION, ASSUMPTIONS**

### **2.0 PURPOSE**

2.0.1 This Comprehensive Emergency Management Plan (CEMP) documents and describes emergency management concepts and principles as an operational framework in which to respond to emergencies at Grand Valley State University in order to protect students, faculty, staff, and visitors of the University and its physical environment.

2.0.2 This CEMP outlines response roles and responsibilities for disaster prevention, preparedness, mitigation, response, and recovery strategies. It provides GVSU with a coordinating mechanism for collaboration with Local, State, and Federal emergency operations plans and frameworks during emergencies and disasters.

2.0.3 This CEMP provides an operational strategy for emergency response before, during, and after the impacts of a disaster.

2.0.4 This CEMP supports the development of departmental emergency plans which supplement objectives found within this plan.

### **2.1 SCOPE**

2.1.1 This CEMP is designed to address emergency operations at GVSU when standard response strategies and capabilities become overwhelmed and require higher levels of coordination, sustained response, and/or strategic and policy support.

2.1.2 This CEMP is an emergency response framework that applies to the geographic area of all Grand Valley State University properties and affiliated activities.

2.1.3 This CEMP applies to a wide range of events that includes fires, explosions, hazardous materials releases, extended power outages, floods, mass casualty events, and potential or actual terrorism events. GVSU's emergency management structure not only applies to campus incidents, but may also be invoked for emergencies in our communities that could affect our students, staff and programs.

2.1.4 Activation of this plan is at the discretion of those with the explicit assigned authority herein described and in a manner consistent with the response and recovery requirements or appropriate level of emergency operations.

2.1.5 This CEMP may be activated due to the presence of a localized disaster or local emergency at GVSU, presence of a regional disaster or emergency, nationally significant event or emergency, or upon any incidence of a terror attack at the local, state, or national level.

2.1.6 This CEMP may be activated upon any declaration of a University Emergency as defined in section 3.1.

2.1.7 Circumstances that may require this CEMP include pre-planned events, as well as rapidly evolving incidents. It is flexible in design such that sections may be used without full

implementation depending on the nature of the incident(s), but is designed to be effective in response to all hazards.

2.1.8 This CEMP is not intended to replace existing procedures for those pre-planned events (athletic events, commencement, etc.)

2.1.9 Normal emergency response operations will be conducted within the established framework of the GVSU Police Department’s Procedure Manual. The University’s Incident Management Team (IMT), further described in section 4.1.2, is responsible for enterprise-wide leadership and application of Emergency Management Principles, in conjunction with the Senior Leadership Team and other members of the university community. This responsibility is to prepare the University for any type of hazard or impact and to promulgate information prior to any type of incident, thereby facilitating a more effective response and recovery, when necessary.

**2.2 SITUATION OVERVIEW**

2.2.1 Grand Valley State University is exposed to many hazards, all of which have the potential for disrupting the community, causing casualties, and damaging or destroying university, public, and/or private property.

2.2.2 The identification of hazards, risks, and vulnerabilities is important to provide the University with the basis of preparedness, mitigation, response, and recovery activities. A Threat Hazard Identification and Risk Assessment (THIRA) is conducted by the Grand Valley Emergency Management Advisory Committee (GV-EMAC – section 4.1.6). The table below indicates the most recent Threat Hazard Identification and Risk Assessment items as determined by the GV-EMAC.

HAZARD
Active shooter / Person with a Weapon
Bomb Threat / Suspicious Device
CO / Gas leaks
Disgruntled Student / Workplace Violence
Fires
Flood
IT - Cyber Attack / Virus / Data Breach / Hack
Medical Emergencies / Death of Student or Staff
Power Outage
Riots / Activists Demonstration / Event Disruption
Severe Weather - Tornado / Lightning / Winter Storm / Ice
Structure Collapse / Mass Casualty Incident

SOURCE: Grand Valley Emergency Management Advisory Committee (GV-EMAC) July 2018

2.2.3 The Michigan State Hazard Mitigation Plan lists the top hazards that impact the State of Michigan. These hazards require mitigation at the state, local, and university level. Select Michigan State Hazards (in alphabetical order) include:

1. Building or Structure Collapse
2. Dam or Levee Failures
3. Drought
4. Earthquakes Flooding
5. Flooding
6. Geological (Sinkholes, Landslides/Debris Flows, Acidic and/or Expansive Soils)
7. Hazardous Material
8. Infectious Diseases/ Public Health Emergencies
9. Nuclear Release/ Radiological Incident
10. Tornadoes/Thunderstorms
11. Transportation Incidents
12. Wildfires
13. Severe Winter Weather

**2.3 ASSUMPTIONS**

2.3.1 This section outlines what was assumed to be true when the CEMP was developed.

2.3.2 The succession of events in an emergency are not necessarily predictable, hence, this CEMP will serve only as a guide, and may require modification in order to meet the exact needs of an emergency.

2.3.3 A disaster may occur with little or no warning; may escalate far more rapidly than GVSU's first response capabilities; and could require outside assistance from other public sector/private sector/non-governmental agencies and organizations.

2.3.4 GVSU may be impacted by any selection or combination of natural, technological, or man-made situations.

TYPES OF HAZARDS		
<p><b>Natural</b></p> <p>These events are emergencies caused by forces extraneous to man in elements of the natural environment. Natural hazards cannot be managed and are often interrelated. Natural hazards can occur and cause no damage to humans or the built environment; however, when a hazard and development intersect, significant damage to the built environment occurs, causing a natural disaster.</p>	<p><b>Technological</b></p> <p>These events are emergencies that involve materials created by man and that pose a unique hazard to the general public and environment. The jurisdiction needs to consider events that are caused by accident (e.g., mechanical failure, system or process breakdowns) or result from an emergency caused by another hazard (e.g., flood, storm) or are caused intentionally.</p>	<p><b>Adversarial or Human Caused</b></p> <p>These are disasters created by man, either intentionally or by accident. Examples of such hazards are acts of terrorism, school violence, and cyber events.</p>

2.3.5 Disasters differ in character depending upon magnitude, duration, onset, distribution, area affected, frequency and probability.

2.3.6 The GVSU Police and Security Department utilizes comprehensive emergency management principles found in the National Incident Management System (NIMS) to prepare for, respond to, mitigate against, and recover from disasters. This approach addresses all types of hazards, and facilitates collaborative relationships across the University and with local first response agencies. The National Incident Management System and Incident Command System will be the foundation of all emergency response activities before, during, and after incidents/disasters on campus.

2.3.7 Disasters may be local, regional, or nationally significant in nature.

2.3.8 Disaster effects may extend beyond GVSU's boundaries, and many areas including GVSU may experience casualties, property loss, disruption of normal life support systems, and loss of critical infrastructures.

2.3.9 In a large scale disaster, it could take up to 72 hours before GVSU receives assistance. If surrounding areas of GVSU are impacted, resources may be delayed or completely unavailable.

## **SECTION 3.0 CONCEPT OF OPERATIONS**

3.0.1 There are different levels of response to various types of emergencies. Before, during and after an emergency, the University may change its operational levels. These levels are separate from the campus alert system and are used to impart the imminence of a hazard or threat and its impact or potential impact on the University. These levels will be designated by the Chief of Police or designee, in consultation with the Incident Management Team and will be used both as an escalation of levels and for de-escalation as the hazard, impact, or response changes.

### **3.0.2 University Emergency**

3.0.3 A University Emergency is generally defined as any incident or event causing or potentially causing serious injury to persons, extensive property damage, loss of life, or disruption of university operations. The University recognizes that many emergency situations have potential for harm but do not necessarily require activation of all campus emergency resources.

### **3.1 Declaring a University Emergency**

3.1.1 The authority to declare a University Emergency on any GVSU campus rests with the President of the University or their designee. The Chief of Police or their designee shall consult with the President or designee regarding the need for declaring a University Emergency.

3.1.2 During a declared University Emergency, the Police Department shall place into immediate effect the appropriate procedures necessary to address the emergency and to safeguard persons and property.



### 3.2 County and State Level Declared State of Emergency

3.2.1 The University will work with the Ottawa County Sheriff’s Department Office of Emergency Management, the Kent County Sheriff’s Department Emergency Management Division, the City of Grand Rapids, as well as the Michigan Department of State Police and the State Emergency Operations Center (SEOC) during emergencies. The University does not have the authority under the Public Act 390 to “declare” an emergency to request state assistance. If an incident rises to that level, the Police Department will incorporate the local county Emergency Management Plan which will serve as the official request for state assistance.

### 3.3 Emergency Operations Center (EOC) Activation

3.3.1 The University will utilize the three FEMA recognized modes of operation in order to respond from an Emergency Operations Center (EOC) perspective; green, yellow, and red as listed in table 3.3.

3.3.2 The University will consider a range of variables to assess the level of response to an emergency based on the needs of each incident or event. A University Emergency is not required for an EOC activation. The decision to activate the EOC is based on the demands of an incident or event.

3.3.3 Decisions regarding EOC activation may take into account external resource needs and damage assessments. It is understood that many incidents may expand after an initial report. Situations that are complex may begin at one level and grow or shrink. All decisions regarding activation of the EOC are intended to support the needs of the incident command post.

3.3.4 It should be understood that a typical progression of an incident may include a moderate escalation period that precedes the decision to activate the EOC.

<b>MODE</b>	<b>SITUATION</b>	<b>EXAMPLES</b>
<b>GREEN Monitoring</b>	Minor emergencies handled by GVSU first responders Small incident / event not seriously affecting our community Evolving incidents	Severe Weather Small Fires / Gas Leak Chemical Spills Local Power Outage
<b>YELLOW Partial Activation</b>	Moderate incident causing disruption to operations Potential localized impact on health and safety Damage to university Incident involving media	Large Fires Campus Power Outage Severe Flooding Special Events Bomb Threat Mass Casualty Incident
<b>RED Full Activation</b>	Major incidents / events Overwhelms normal university response Multiple sites affected Threat of evacuations	Regional Disaster Emergency Declaration

**3.4 Mission Areas**

3.4.1 FEMA’s Comprehensive Preparedness Guide (CPG101) reinforces that emergency planning includes five mission areas involved in addressing any threat or hazard. Integrating these key areas as part of the overall planning effort allows GVSU to advance overall preparedness. The five key mission areas as noted in CPG101 are noted in table 3.4.

<b>TABLE 3.4 Five key mission areas</b>	
<b>Prevention</b>	Actions that reduce risk from human-caused incidents, primarily terrorism. Prevention planning can also help mitigate secondary or opportunistic incidents that may occur after the primary incident. Incorporating prevention methods into the comprehensive planning process also helps a jurisdiction identify information or intelligence requirements that support the overall planning process.
<b>Protection</b>	Reduces or eliminates a threat to people, property, and the environment. Primarily focused on adversarial incidents, the protection of critical infrastructure and key resources (CIKR) is vital to local jurisdictions, national security, public health and safety, and economic vitality. Protection planning safeguards citizens and their freedoms, critical infrastructure, property, and the economy from acts of terrorism, natural disasters, or other emergencies. It includes actions or measures taken to cover or shield assets from exposure, injury, or destruction. Protective actions may occur before, during, or after an incident and prevent, minimize, or contain the impact of an incident.
<b>Response</b>	Embodies the actions taken in the immediate aftermath of an incident to save and sustain lives, meet basic human needs, and reduce the loss of property and the effect on critical infrastructure and the environment. Following an incident, response operations reduce the physical, psychological, social, and economic effects of an incident. Response planning provides rapid and disciplined incident assessment to ensure a quickly scalable, adaptable, and flexible response. It incorporates national response doctrine as presented in the NRF, which defines basic roles and responsibilities for incident response across all levels of government and the private sector.
<b>Recovery</b>	Encompasses both short-term and long-term efforts for the rebuilding and revitalization of affected communities. Recovery planning builds stakeholder partnerships that lead to community restoration and future sustainability and resiliency. Recovery planning must provide for a near-seamless transition from response activities to short-term recovery operations—including restoration of interrupted utility services, reestablishment of transportation routes, and the provision of food and shelter to displaced persons. Planners should design long-term recovery plans to maximize results through the efficient use of resources and incorporate national recovery doctrine.
<b>Mitigation</b>	With its focus on the impact of a hazard, encompasses the structural and non-structural approaches taken to eliminate or limit a hazard’s presence; peoples’ exposure; or interactions with people, property, and the environment. The emphasis on sustained actions to reduce long-term risk differentiates mitigation from those tasks that are required to survive an emergency safely.

### **3.5 Demobilization**

3.5.1 Demobilization involves those actions that return responding units to their normal operational functions or duties. This may occur at the end of the incident, or may be in phases as a way to control size and cost of the response. When determining the appropriate level of demobilization, the Incident Management Team (IMT) will consider all of the factors at hand as well as the potential for the hazard to increase in scope. It is important to note that demobilization must be a structured de-escalation of resources; this allows for a more organized cleanup of equipment as well as reducing the traffic issues related to large scale responses.

3.5.2 As university resources (mainly personnel) are finished with their on-scene responsibilities, they must be told whether to return to their normal duties or to report to the EOC for a debriefing. If necessary, the Incident Commander may request all units to report to the command post for a verbal debriefing before re-deployment to their regular duties.

### **3.6 Recovery**

3.6.1 During response to an emergency, the Incident Management Team (IMT) will assist the Incident Commander in determining when the response phase of emergency operations can begin the transition into the recovery phase.

3.6.2 Recovery often overlaps some response operations. Response operations will gradually shift to assisting our community in meeting basic needs and self-sufficiency. Short term recovery will initially be coordinated with First Responders at their Incident Command Post via the GVSU EOC.

3.6.3 The Senior Leadership Team will determine a time to transition coordination of recovery activities to other areas outside of the Police Department.

### **3.7 After Action Reports (AAR)**

3.7.1 In any incident in which this CEMP is utilized, an After Action Report (AAR) should be prepared.

3.7.2 The After Action Report and subsequent review serve to document the response activities, identify problems and successes during the emergency response, and recommend suggestions for change. This brings the response full circle and will better prepare GVSU and individual departments for the next incident.

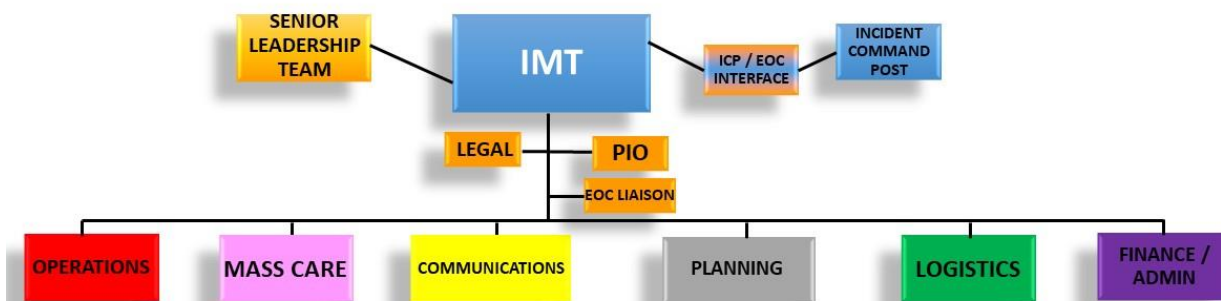
## SECTION 4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

### 4.0 Organization

4.0.1 Every member of our GVSU community plays an important role in emergency preparedness. Many responsibilities that are important to the management of emergency incidents have been pre-determined within this CEMP. This section covers an overview of the roles and responsibilities of various departments and personnel before, during, and after an emergency. Additional representatives from on or off campus resources may be added to a response as needed based on the type, size and scope of the hazard.

4.0.2 GVSU uses a number of personnel to prepare for, mitigate, respond to, and recover from an emergency. So as not to duplicate efforts, nor to cause confusion of responsibilities during an emergency, the organization and assignment of responsibilities of each group are listed here.

### 4.1 Emergency Management Structure



#### 4.1.1 SENIOR LEADERSHIP TEAM

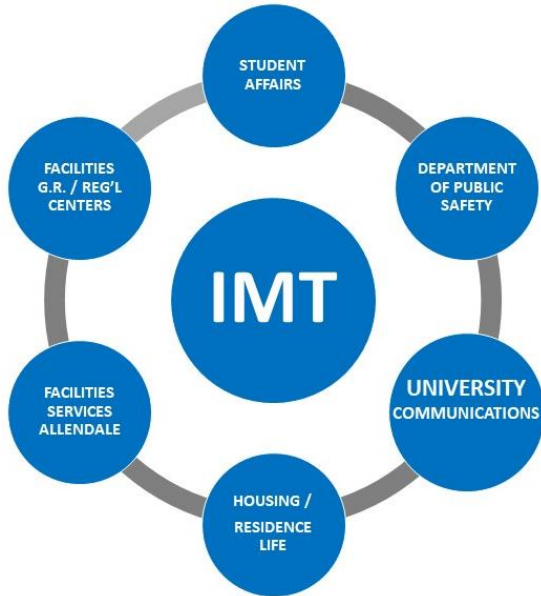
The Senior Leadership Team is responsible for the executive leadership and high level strategic vision and oversight of overall emergency planning and preparedness at GVSU. They act at the strategic policy group level during an emergency. The Senior Leadership Team delegates the authority of operational control to manage developing incidents to the Incident Management Team. The Senior Leadership Team provides a vital link between emergency response personnel and the campus community both during and after an event, incident or emergency. During a critical incident, the Senior Leadership Team supports emergency response to ensure proper coordination and effective use of university resources. This does not include tactical level decisions that need to be made expediently by the Incident Commander on the scene. The EOC will seek counsel from the Senior Leadership Team for intermediate to long range planning and strategic level issues.

4.1.1.1 The Senior Leadership Team assigns staff who may elect to be in the EOC during an activation.

#### 4.1.2 INCIDENT MANAGEMENT TEAM – (IMT)

The Incident Management Team is responsible for the direction and support of the University’s response before, during, and after an emergency. The IMT provides the supportive command and control infrastructure required to manage the logistical, fiscal, and planning resources

related to emergency incidents. IMT members activate and operate the University’s Emergency Operations Center (EOC) and are trained in the National Incident Management System (NIMS) standards through the Federal Emergency Management Agency’s all-hazards training. The team utilizes NIMS and the Incident Command System to manage the University’s response.



**INCIDENT MANAGEMENT TEAM**

- Director of Public Safety (CHAIR PERSON)
- AVP for Facilities Services Allendale
- AVP for Facilities Services Grand Rapids Campuses
- Director of Housing and Residence Life
- Vice Provost for Student Affairs and Dean of Students
- AVP for University Communications

**4.1.3 COMMUNICATIONS BRANCH**

The Communication Branch functions as a sub-section under the auspices of the Incident Management Team to provide a single point for the prompt and accurate dissemination of public information.

**4.1.4 EMERGENCY MANAGER**

The Emergency Manager develops, coordinates and implements this Comprehensive Emergency Management Plan and program. This position presents university-wide emergency preparedness best practices to the Chief of Police for approval and further presentation to the Senior Leadership Team for implementation consideration.

**4.1.5 INCIDENT COMMANDER**

The Incident Commander is responsible for the operational command and control of a response to an emergency. This is typically the highest level GVSU Police Department personnel working in conjunction with local, state, and federal emergency responders.

**4.1.6 EMERGENCY MANAGEMENT ADVISORY COMMITTEE (GV-EMAC)**

4.1.6.1 Under the authority of NFPA 1600, GVSU operates an advisory committee to oversee changes in best practices for emergency preparedness.

4.1.6.2 PURPOSE - The Grand Valley Emergency Management Advisory Committee (GV-EMAC) coordinates input into the development, evaluation, and maintenance of the University’s Emergency Management program. It is a multi-disciplinary, integrated, collaborative group of various university departments who provide strategic direction initiatives to enhance the emergency mitigation, planning, preparedness, and response priorities of GVSU.

4.1.6.3 AUTHORITY - The committee provides recommendations to maintain best practices across the University. It is advisory in nature and is not identified as having a functional role or responsibility during an actual event or incident. The overall authority and responsibility for University emergency preparedness rests with the Senior Leadership Team.

4.1.6.4 REPORTING STRUCTURE - The committee reports, through its chairperson, to the Director of Public Safety. The Director of Public Safety will bring recommendations forward to the Senior Leadership Team as necessary.

4.1.6.5 RESPONSIBILITIES - The committee is responsible for:

- Continually analyzing natural, technological, and human-caused risks in order to bi-annually review and update the University's Threat Hazard Identification and Risk Assessment (THIRA).
- Reviewing and recommending updates to the university's Comprehensive Emergency Management Plan (CEMP).
- Facilitating the creation of the academic and business continuity plans needed to guide the university's recovery from long-term disruption.
- Designing and conducting internal exercises.
- Reviewing the university's Emergency Management Program, and recommending updates.
- Reviewing university performance in emergency responses and exercises to identify gaps in preparedness and response.
- Record minutes and distribute to its membership.

4.1.6.6 MEETINGS - The EMAC will meet at least four times annually. The Chair will circulate a request for agenda items prior to each meeting. Minutes will be kept of each meeting and will be circulated to the members. The committee may appoint workgroups to assist in carrying out its mandate, and dissolve them as necessary.

4.1.6.7 REPRESENTATION - The following departments will be represented:

- Committee Chair – Emergency Manager GVPD
- Director of Athletic and Recreation Facilities
- Associate Director Counseling Center
- Associate Vice President for Student Affairs and Dean of Students
- Associate Vice President for Academic Affairs
- Associate Vice President for Facilities Planning
- Captain, GVPD
- Project Manager / Facilities Maintenance Supervisor
- Assistant Director Facilities Services Grand Rapids and Regional Centers
- Facilities Manager of Housing and Residence Life
- IT – Chief Information Security Officer
- Assistant Vice President for Risk Management
- University Libraries – Head of Operations and User Services
- Lab Safety Director
- Associate Director of Event Services
- University Communications – Associate Director of Publications

From time to time, the EMAC may call upon other subject matter experts from key functional areas either internal or external to Grand Valley State University to attend committee meetings.

#### 4.1.7 INTERNATIONAL / STUDY ABROAD EMERGENCY TEAM

The International Emergency Team meets occasionally to discuss scenarios involving study abroad groups or individuals, and/or involving emergencies relating to GVSU international students. These meetings help prepare the representatives from the various units to identify how they would best respond and collaborate in the event of such crises. The team involves a range of units from Academic and Student Affairs, Legal, Compliance, Risk Management Division, Office of University Counsel, Public Safety, and the Division of Inclusion and Equity. The group is chaired by the Chief International Officer, housed in the Padnos International Center.

#### 4.1.8 TECHNICAL ADVISORY GROUP(S)

The Incident Management Team (IMT) may occasionally invoke various members of the campus and local community to act as an advisory team to assist in the University's response. A technical advisory group will be made up of subject matter experts regarding the specific emergency. This team will act to ensure the IMT has up to date recommended standards, best practices, analysis, and information.

#### 4.1.9 DEPARTMENT EMERGENCY COORDINATORS

Department Emergency Coordinators are individuals within various agencies, units, or departments of the university who volunteer to help bring awareness of emergency response to their operational areas. They are responsible for coordinating their actions with the University's CEMP to apply all available resources to the overall preparedness efforts of the university.

### 4.2 **Roles and Responsibilities**

#### 4.2.0 President

- Overall leader of university and final arbiter for major decisions relating to the campus and university policy.

#### 4.2.1 Vice President for Finance and Administration

- Secure any funds necessary to assist in the emergency response and obtain emergency goods and services as needed.
- Oversee the documentation of finance and logistical information under section 8.

#### 4.2.2 Vice President and Chief Public Affairs and Communications Officer

- Advise the Senior Leadership Team and the Incident Management Team on all matters relating to communications with media, students, parents, faculty, and staff.
- Advise the Senior Leadership Team and the Incident Management Team on all matters relating to interaction with local government and private entities.
- Serve as or appoint a media spokesperson.
- Coordinate the creation of all media responses and updates.
- Recommend the location of the Media Staging Area and designate staff to facilitate media check in and provide a timeline for updates and statements.
- Oversee the Communications Branch in its preparation and dissemination of emergency public information.

#### 4.2.3 Provost and Executive Vice President for Academic Affairs

- Advise the Senior Leadership Team and the Incident Management Team on all matters

relating to identifying instructional and research concerns.

- Direct the securing of all on-going research projects, if necessary.
- Advise and participate in any communications with faculty, and coordinate any faculty response.

#### 4.2.4 Executive Associate to the President

- Assist liaising the Senior Leadership Team with the Incident Management Team in preparing information and reports on the incident.

#### 4.2.5 General Counsel

- Advise the Senior Leadership Team, Incident Management Team, and all other representatives of the University on matters relating to legal and statutory issues and requirements.

#### 4.2.6 Vice President for Inclusion and Equity

- Advise the Senior Leadership Team about Emergency Management resources specific to the communities served by this office.
- Provide staff to support and assist with sheltering / reunification / assistance center operations.

#### 4.2.7 Director of Public Safety

- Chair the Incident Management Team (IMT)
- Advise the Senior Leadership Team and the Incident Management Team on all matters relating to response and recovery actions and potential actions taken by first responder agencies.
- Initiate a response to the scene of emergencies.
- Activate the GVSUAlert! emergency notification system.
- Consider and coordinate both campus and off-campus resources that will be needed or notified about the incident.
- Establish an interface between the Incident Command Post and the Emergency Operations Center.
- Open the Emergency Operations Center when necessary.
- Consider necessity for evacuation or shelter in place protective actions.
- Provide training regarding roles/responsibilities regarding Incident Management.

#### 4.2.8 Associate Vice President for Facilities Services

- Advise the Senior Leadership Team and the Incident Management Team on all matters relating to University facilities, roadways, or grounds damage.
- Provide facility resources to assist the Emergency Operations Center.
- Assist the Emergency Operations Center with damage and structural assessments to university facilities and utilities including gas, electric, steam, water, and sewer services.
- Provide for any necessary transportation to support the response and recovery.

#### 4.2.9 Vice President for Student Affairs

- Assist in coordination of all non-academic needs of students including shelter, food, physical and mental health, religious needs, and transportation.
- Advise and participate in any communications with parents regarding the incident.
- Advise the Senior Leadership Team and the Incident Management Team on all matters relating to students, their location and movement from one part of campus to another or



off campus.

- Assist the Communications Branch with any communications with students.
- Prepare for an coordinate services such as emergency shelter / housing, Assistance Center, Reunification Center, and Family Support (Friends and Family Reception Center, Information Services, Family Assistance Center).
- Coordinate with the Emergency Operations Center in recommendations for the postponing / canceling of hosted events.

#### 4.2.10 Vice President for Enrollment Development & Educational Outreach

- Secure all necessary student records.
- Assist in coordination of student academic needs, including classes and registration.
- Provide staff to support and assist with sheltering / reunification / assistance center operations.

#### 4.2.11 Vice President for Information Technology and Chief Digital Officer

- Assist in coordination and continuity of University technology needs during an emergency.

## **SECTION 5.0 DIRECTION, CONTROL, AND COORDINATION**

### **5.1 Initial Report of Emergency**

5.1.1 The initial report of an emergency may come from a variety of sources, including a report to 911, a call into the Department of Public Safety, a police or security officer may directly witness an incident or emergency and begin a response, or an alarm may ring at the central receiving point.

5.1.2 As information about an incident is gathered and received, individuals within the Police Department will initially follow their individual department policies and procedures to begin a response. The Department of Public Safety's first arriving officer will assume responsibility for direction, control, and coordination of the situation and begin a response.

5.1.3 The Police Department's first arriving officer will initially assume the role of Incident Commander (IC). The Officer will remain the Incident Commander and will represent the university in a unified command structure with outside Public Safety Agencies until relieved.

### **5.2 Incident Command System**

5.2.1 Every incident, regardless of the scale, can be managed according to the principles of the Incident Command System (ICS). Incident Command is a management system that is a component of the National Incident Management System (NIMS).

5.2.2 There are five primary functions within the Incident Command System (ICS) management structure; Command, Operations, Planning, Logistics, and Administration and Finance. These functions are the components of a successful response, regardless of the type of hazard or incident. ICS provides the built-in capability for modular development, such that the structure can expand and collapse in order to correspond with the functional need. For example, not all five primary functions will need to be filled by separate people. As delineated below, the Incident Commander may be responsible for some or all of the critical functions depending on the severity

and nature of the incident. However, there always needs to be an established Incident Commander.

5.2.3 Incident Command is established when an authorized individual assumes, and then announces or communicates, his/her authority to all responding personnel. The Incident Commander (IC) needs to ensure that all responders are aware that command has been established and a specific person is in charge of the response. The Police Department's first arriving officer on scene will designate themselves as the IC until relieved by a higher ranking member.

5.2.4 Establish an Incident Command Post (ICP) – The Command Post is established between the inner and outer perimeters in the area of the incident to allow the IC to manage the response. Initially, it may be the Officer's vehicle and then expand as necessary depending on the size and duration of the incident. The ICP may move to a building or to a different vehicle based on the needs of unified command and additional resources that are required for the response.

5.2.5 Identify inner and outer perimeters which must be communicated clearly to all responders in order to maintain safety. The Hot Zone is the area directly affected by the hazard that constitutes a threat to GVSU persons or property. The size of the Hot Zone will depend on the type and scope of the hazard; only appropriately equipped responders are permitted in the hot zone. The inner perimeter is designed to provide a demarcation that separates response units with a direct responsibility from those who are either preparing for their assignments or just completing an assignment. Units who are conducting operations responding to the hazard are the only ones that should be inside of the inner perimeter. The outer perimeter is designed to separate the responders from the non-responders and allow them areas to prepare (stage) or to follow procedures upon completion of assignments. The outer perimeter requires traffic control and direction as well as pedestrian traffic control to ensure that people not already affected by the hazard do not enter into places that will place them at risk. Staging areas, the ICP, the Media staging area, and the triage and transport areas will all be located between the inner and outer perimeters. Perimeters are able to be adjusted or changed based on the size, scope, duration, and severity of the hazard.

5.2.6 Identify and Establish Staging Areas – A staging area is where response units will wait until given an assignment. Units should be informed of the location of said staging area (a parking lot is helpful, but not a requirement) and asked to check in with the individual responsible for managing the staging area.

5.2.7 Identify and Request Additional Resources – The IC will be responsible for identifying the type and number of additional resources that are needed for the response. The IC may designate someone to make contact with those resources or may make direct contact themselves.

## **SECTION 6.0 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION**

### **6.0 Public Information**

6.0.1 Depending upon the nature of the incident, the source of the information, and the level of detail provided by the initial report, the Police Department will use varying levels of verification

before initializing procedures to respond and notify the campus community of an emergency on campus.

6.0.2 The primary methods of emergency communication will be the GVSUAlert! emergency notification system and the university's emergency website.

6.0.3 The Incident Management Team, in coordination with the Communications Branch, will organize and disseminate information relating to any incident that is deemed necessary.

6.0.4 The Vice President for University Relations will serve as or appoint a media spokesperson to handle all requests for information from media outlets.

6.0.5 If media outlets are expected during an incident, the Incident Management Team may ask the Communications Branch to organize a media staging area and staff that area to facilitate these messages.

6.0.6 The Incident Management Team may ask Communications Branch to prepare written news releases regarding emergency incidents. These should not be viewed as an immediate source of information. Rather, they are useful for the purpose of supplementing information that has already been reported on the website.

6.0.7 In an emergency incident, various offices may become a point of contact for the public. For example, parents may call the Dean of Students or Housing and Residence Life offices for information relating to a dorm evacuation. Any department receiving a phone call should direct the caller to the emergency website for the most up to date information available. Only information included on the website may be shared with callers as the website will be the sole official source of all information.

## **6.1 Timely Warning Notices**

6.1.1 The University maintains a timely warning notice policy in its [Annual Security and Fire Safety Report](#). Timely Warnings are generally issued when there may be a serious or continuing ongoing threat to the health or safety of on-campus students, employees or visitors.

## **6.2 Emergency Notification**

6.2.1 The University maintains an Emergency Notification policy in its [Annual Security and Fire Safety Report](#). Emergency notifications are generally issued upon confirmation of a significant emergency or dangerous situation on campus involving an immediate threat to the health or safety of students or staff.

## **6.3 GVSUAlert! System:**

6.3.1 The Emergency Manager, in conjunction with the University Communications office, will maintain a list of brief message templates that identify potential emergency incidents and provide instructions detailing the intended response.

6.3.2 The university will use the GVSUAlert! system to send an initial emergency message to members of the Grand Valley State University community.

6.3.3 The University Communications Office may send follow-up information.

**6.4 University Emergency Website**

6.4.1 In the event of an emergency incident, the University Communications Office will place a conspicuous alert on the university’s home page. The University Communications Office may or may not elect to utilize social media based on each incident.

6.4.2 The Emergency Website shall have the ability to be updated, with previous messages remaining, in order with a time and date stamp.

6.4.3 Each alert will provide current information relating to the incident, instructions for any required response, and, when possible, the time when the next update may occur.

**SECTION 7.0 TRAINING AND EXERCISES**

**7.0 Exercising This Plan**

7.0.1 Grand Valley State University uses the Department of Homeland Security Exercise & Evaluation Program (HSEEP). The university exercises this plan and university responders in order to maintain best practices. The Police Department conducts an annual exercise in compliance with the Clery Act to include operations-based and discussion-based training regarding emergency incident management.

7.0.2 Exercises introduce university staff to scenario-based situations for discussion and problem solving. These drills are designed to exercise procedures, test the readiness of personnel and systems, and ensure the plan is correct and functional. The exercises are designed to ensure procedures are appropriate, understood and that the plan is operational.

**7.1 National Incident Management System Compliance**

7.1 The following matrix outlines NIMS compliance training for university personnel having responsibilities in Emergency response. NIMS compliance is determined at the local level based on the person’s potential assignment during an emergency. Responsibility for maintaining the training records lies with the GVPD Training Sergeant.

	POLICE OFFICERS	GVPD COMMAND	IMT	EOC STAFF / SLT
IS-100 Introduction to the Incident Command System	X	X	X	X
IS-700 National Incident Management System, An Introduction	X	X	X	
IS-800 National Response Framework, An Introduction		X		
ICS-200 ICS for Single Resources and Initial Action Incidents	X	X		
ICS-300 Intermediate ICS for Expanding Incidents		X		

ICS-400 Advanced ICS for Command and General Staff		X		
Medical First Responder	X	X		
Hazmat First Responder, Awareness Level	X	X		

**SECTION 8.0 ADMINISTRATION, FINANCE, AND LOGISTICS**

**8.0 Documentation Process**

8.0.1 Grand Valley State University will consider administrative and financial operations during an emergency incident in order to track costs associated with the response to the incident.

8.0.2 The National Incident Management System recognizes personnel, facilities, equipment, and supplies are all resources that can be supplemented by procurement, mutual aid, volunteer and donation management, and personnel reassignment.

8.0.3 Assets of the university, be it personnel, facilities, supplies, and/or equipment will become the purview of the GVSU Emergency Operations Center to direct in any way to respond to the incident or emergency.

**8.1 Tracking of Costs**

8.1.1 Administration and Finance operations are necessary to ensure costs are reconciled with funding sources. This is accomplished by tracking four main categories of expenses:

Compensation/Claims: Damage to property, injuries, or fatalities

Costs: Tracking costs, making estimates

Procurement: Vendor contracts

Time: Recording resource hours

8.1.2 Documentation of procurement is very important prior to, during, and after a response. Records will be utilized for reimbursement; therefore, detailed documentation is necessary. Personnel in the EOC will handle and document records in relation to damage, expenses, time, assistance and recovery.

8.1.3 In many cases, normal procurement and financial policies will remain in effect, but in extraordinary events, additional provisions must be followed to increase the speed of which these actions can take place. In emergency situations, rules regarding the formal university bidding process may be suspended.

**8.2 Outside Resources**

8.2.1 Should university resources prove to be inadequate during an emergency, GVSU may use outside companies to satisfy resource needs. If the resource is not available on campus, personnel within the EOC Logistics Branch will identify, request, and deliver the resource through procurement or mutual aid via coordination with other local, county, state, federal, and volunteer sources.

## SECTION 9.0 PLAN DEVELOPMENT AND MAINTENANCE

### 9.0 Development

9.0.1 This CEMP was initially developed with the assistance of a contracted subject matter expert in 2013. It was updated in 2016 by the Grand Valley Emergency Management Advisory Committee (GV-EMAC) to match current best practices recommended by the Federal Emergency Management Agency and the U.S. Department of Education. Using the *Guide for Developing High-Quality Emergency Operations Plans for Institutions of Higher Education*, as well as the *Comprehensive Preparedness Guide*, the plan was converted into a traditional basic plan. The framework of this updated CEMP synchronizes with the principles and guidance found within the National Incident Management System.

### 9.1 Review

9.1.1 Responsibility for the coordination of review and revision of this plan rests with the GVPD Emergency Manager.

9.1.2 The GVPD Emergency Manager will ensure updates to this CEMP are consistent with local, county, and state plans, applicable university policies and bylaws, and state and federal statutes, laws, and requirements.

9.1.3 This CEMP may be submitted for review or coordination with external public safety agencies at the local, state, and federal level of government as applicable.

9.1.4 To ensure that this plan remains current and functional, it will be reviewed on an annual basis by the Grand Valley Emergency Management Advisory Committee (GV-EMAC). This committee will be the primary planning, review and maintenance recommending body for updates to this CEMP.

9.1.5 An annual review should take into consideration:

- After Action Reports and Improvement Plans resulting from drills and exercises.
- Changes in organizational structure, facilities, and technology.
- Lessons learned from real-world events and incidents, both on and off campus.
- Policy changes at the federal, state and local level.
- Changes in threat hazards and risk assessment.
- Changes in the resources at the university.
- New best practices reflecting lessons learned in the evolving field of emergency management.

### 9.2 Plan updates

9.2.1 Minor changes that do not affect the roles, responsibilities, and overall response of the university, and that have been approved by the Director of Public Safety, will be incorporated into necessary updates to the CEMP. These revisions should be noted in section 1.0 Record of Change. The University President does not need to promulgate the plan update annually when only minor changes are made.

9.2.2 Major changes that affect an original response characteristic will cause a need for the CEMP to receive a new promulgation document from the President of the University. Major changes may require a planning workshop to review and orient personnel with changes prior to promulgation.

9.2.3 Any proposed changes to the plan shall be reviewed by the University's legal counsel who shall report his/her review to the President, Director of Public Safety and Emergency Manager.