Central Michigan University
Crisis Response Team
Emergency Response
Checklist & Guide

COMMAND CENTER
COPY
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# Section 1: Acronyms/Definitions

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
<th>Definition</th>
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<tr>
<td>CERT</td>
<td>Community Emergency Response Team</td>
<td>The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help</td>
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<td>CCG</td>
<td>Core Crisis Group</td>
<td>A small group of key leaders that may assemble all or select members of the CRT as appropriate.</td>
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<td>CMCH</td>
<td>Central Michigan Community Hospital</td>
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<td>CMDHD</td>
<td>Central Michigan District Health Department</td>
<td>Local County Health Department (covering Arenac, Clare, Gladwin, Isabella, Osceola &amp; Roscommon counties)</td>
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<td>CRT</td>
<td>Crisis Response Team</td>
<td>CMU’s Crisis Response Team</td>
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<tr>
<td>MDOT</td>
<td>Michigan Department of Transportation</td>
<td>State of Michigan Regulatory agency tasked with transportation laws</td>
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<td>EM</td>
<td>Emergency Manager/Management</td>
<td>Isabella County Emergency Manager – Marc Griffis</td>
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<td>EMS</td>
<td>Emergency Medical Services</td>
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<tr>
<td>EOC</td>
<td>Emergency Operation Center</td>
<td>Isabella County EOC located at the corner of Isabella &amp; Preston</td>
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<tr>
<td>FCO</td>
<td>Field Communications Officer</td>
<td>Communications link between the Incident Commander at the scene of the incident and the Crisis Response Team</td>
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<tr>
<td>First Responders</td>
<td>First arriving, police, fire &amp; emergency medical services units at the scene of the incident</td>
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<td>FD</td>
<td>Fire Department</td>
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<tr>
<td>Hazmat</td>
<td>Hazardous Materials</td>
<td>Materials that may be toxic, corrosive, ignitable or reactive either by themselves or mixed.</td>
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<td>HVAC</td>
<td>Heating Ventilation &amp; Air Conditioning</td>
<td>Building system that supplies heated or cooled air.</td>
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<td>IC</td>
<td>Incident Commander</td>
<td>The <strong>Incident Commander (at the scene of the incident)</strong> is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing all incident operations, application of resources as well as responsibility for all persons involved. The Incident Commander sets priorities and defines the organization of the incident response teams and the overall Incident Action Plan. The role of Incident Commander is assumed by the first arriving personnel (police or fire). Command may be assumed by senior or higher qualified personnel upon their arrival or as the situation dictates. Even if subordinate positions are not assigned, the Incident Commander position will always be designated or assumed.</td>
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<td>ICHMRT</td>
<td>Isabella County Hazardous Materials Response Team</td>
<td>A group of Isabella County firefighters that are tasked with responding to hazardous materials releases/incidents. The ICHMRT may only be activated by the responding fire department.</td>
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<td>IT</td>
<td>Information Technology</td>
<td>CMU Information Technology</td>
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<td>LEPC</td>
<td>Local Emergency Planning Committee</td>
<td>Industries or agricultural sites that use, produce or store extremely hazardous substances at or above established quantities are required by law to plan for emergencies. Local Emergency Planning Committees (LEPC) ensure that this law is enforced. The LEPC program is also known as SARA (Superfund Amendment Reauthorization Act) or EPCRA (Emergency Planning and Community Right-to-Know). Title III is the section of federal law that outlines the program. In Michigan, each county is designated as a Local Emergency Planning district.</td>
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<td>MMR</td>
<td>Mobile Medical Response</td>
<td>EMS units (ambulance) in Isabella, Clare &amp; Gratiot Counties</td>
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<td>MDNRE</td>
<td>Michigan Department of Natural Resources &amp; Environment</td>
<td>State of Michigan Regulatory agency tasked with protecting the environment</td>
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<td>MIOSHA</td>
<td>Michigan Occupational Safety &amp; Health Administration</td>
<td>State of Michigan Regulatory agency tasked with worker safety</td>
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<td>Acronym</td>
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<tr>
<td>NRC</td>
<td>National Response Center</td>
<td>The primary function of the National Response Center is to serve as the sole national point of contact for reporting all oil, chemical, radiological, biological, and etiological discharges into the environment anywhere in the United States and its territories. In addition to gathering and distributing spill data for Federal On-Scene Coordinators and serving as the communications and operations center for the National Response Team. NRC maintains agreements with a variety of federal entities to make additional notifications regarding incidents meeting established trigger criteria.</td>
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<tr>
<td>PAR</td>
<td>Personal Accountability Report</td>
<td>An incident update that accounts for all personnel and gives a briefing of the incident on average every ten minutes to a group of assembled leaders.</td>
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<td>PD</td>
<td>Police Department</td>
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<td>PEAS</td>
<td>Pollution Emergency Alerting System</td>
<td>Part of the Michigan Department of Natural Resources &amp; Environment, the PEAS line must be contacted in the event of a release of a hazardous material(s) above the reporting quantity (RQ) for that hazardous material in the “list of lists.”</td>
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<tr>
<td>PIO</td>
<td>Public Information Officer</td>
<td>A member of the Crisis Response Team responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Public Information Officer per incident. The Public Information Officer may have Assistant PIOs.</td>
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<tr>
<td>SERC</td>
<td>State Emergency Response Commission</td>
<td>The SERC is required under Section 301 of SARA Title III. There are specific duties that the SERC is required to perform under SARA Title III. The Commission was created as an advisory body within the Department of State Police.</td>
</tr>
<tr>
<td>Scribe</td>
<td>Person assigned to document known information regarding the incident.</td>
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</tr>
<tr>
<td>Crisis Response Team Coordinator</td>
<td>Team Coordinator</td>
<td>CMU staff member at the Command Center in charge of managing CMU’s response to the incident.</td>
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</table>
Section 2: Room Set-Up for Foust 024C

☐ All phones are set up and plugged in and operational. A “test” call is made to verify operability.
☐ Fax machine is turned on and plugged into telephone jack labeled 7907.
☐ Tables are set up in a “square” configuration in the center of the room.
☐ Tables are set up along the west wall (opposite from entry door) & east wall (as necessary) for phones.
☐ Computers are operational.
☐ Televisions are turned on and tuned to local news channel(s).
☐ A Crisis Response Team Coordinator has been identified & their name has been placed on the white board. (Team Coordinator will be identified by a brightly colored vest)
☐ Status board to track information regarding the incident is set up and a “scribe” has been assigned.
☐ FCO’s have been assigned to gather information at the scene. Their name(s) & phone number(s) have been posted on the whiteboard.
☐ Maps are in place on the back wall. (Maps are stored in the closet.)
☐ Take a breath, slow down & assess the situation.

Room Diagram

Key:
7907 = phone number assigned to the corresponding phone jack. It is assumed that phones will be plugged into these jacks and placed on the tables for use.
Section 2: Room Set- Up for Foust 024C – TV & Computer Setup Sheet

Podium computer:
1. Power computer on.
2. **Switch User** button → **Other User** option → log in with Global ID and password.

Display computer desktop on large TV:
1. Power TV on.
2. Power visualizer on.
3. Select **RGB1** input.
4. If computer desktop does not display, use remote to select **PC** input setting on TV.

**General cable TV operation** (applies to all three TVs in room):
1. Power TV on.
2. Set display input to **C** (for “cable”).
3. Use remote or TV controls to change volume and/or channel.

**TV notes:**
- Single remote works for all three TVs in room.
- Use remote to cycle through TV display input options (e.g. PC, C, etc.)
- Basic TV control panel (Figure 1) located on bottom right-hand side of TVs. Power, volume up/down, channel up/down buttons available.

**Visualizer notes:**
- Visualizer is white device on top of podium (Figure 2).
- Gray on/off switch located at top right of device.
- Visualizer display input settings located on the blue strip at the bottom/front of device.)
**Section 3: CRT Phone Numbers**

Telephone numbers within the Command Center (Foust 024C):

- 774-7907 - Outgoing phone line (east wall)
- 774-7908 – all-purpose phone line (east wall)
- 774-7909 – Fax Line (if necessary) or all-purpose line (west wall)
- 774-7910 – CRT Team Members Line to call in on (west wall)
- 774-7911 – Field Communications Officer number (west wall)
- 774-7913 – Field Communications Officer number (west wall)

**CRT Members:**

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<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
<th>Office</th>
<th>Cellular</th>
<th>Home</th>
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<tbody>
<tr>
<td><strong>Burdette, David</strong></td>
<td>(primary) Vice President, Finance &amp; Administrative</td>
<td>3334</td>
<td>(716) 863-2914</td>
<td>(989) 317-0220</td>
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<tr>
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<td>Services</td>
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<tr>
<td><strong>Fisher, John</strong></td>
<td>(primary) Associate Vice President, Residence &amp;</td>
<td>7472</td>
<td>(989) 289-7040</td>
<td>(989) 772-5288</td>
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<td></td>
<td>Auxiliary Services</td>
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<tr>
<td>Gaken, Daniel</td>
<td>(FCO) Coordinator, Student Leadership Development,</td>
<td>2698</td>
<td>(989) 621-0709</td>
<td>(989) 621-0709</td>
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<tr>
<td></td>
<td>Leadership Institute</td>
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<tr>
<td><strong>Green, Denise</strong></td>
<td>(primary) Associate Vice President, Institutional</td>
<td>3737</td>
<td>(989) 954-5062</td>
<td>(989) 317-0122</td>
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<td>Diversity</td>
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<tr>
<td>Guinn, Traci</td>
<td>(alternate) Director, Minority Student Services</td>
<td>3945</td>
<td>(989) 400-3661</td>
<td>(989) 772-6441</td>
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<tr>
<td>Harris, Fred</td>
<td>(alternate) Associate Director, Police</td>
<td>7394</td>
<td>(989) 289-2013</td>
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<tr>
<td>Hella, Lori</td>
<td>(primary) Interim Associate Vice President, Human</td>
<td>7180</td>
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<td>(989) 433-5701</td>
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<td>Resources</td>
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<tr>
<td>Holtgreive, Shaun</td>
<td>(alternate) Associate Director, Residence Life</td>
<td>3705</td>
<td>(989) 400-2704</td>
<td>(989) 773-3106</td>
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<tr>
<td>Howard, Michelle</td>
<td>(alternate) Asst Dean &amp; Director, Academic Advising</td>
<td>7506</td>
<td>(989) 621-8278</td>
<td>(989) 772-0859</td>
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<td></td>
<td>&amp; Assistance</td>
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<td>Idema, Tom</td>
<td>(alternate) Assistant Director, Student Life</td>
<td>3016</td>
<td>(989) 621-8461</td>
<td>(989) 775-0853</td>
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<td>Name</td>
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<td>Kahn, Jay (alternate)</td>
<td>Director of Facilities Operations, Facilities Management</td>
<td>6553</td>
<td>(989) 944-0596</td>
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<tr>
<td>Kalloch, Aaron (primary)</td>
<td>Chairperson, Military Science</td>
<td>7682</td>
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<td>Kujat, Jon (primary)</td>
<td>Manager, Risk Management, Environmental Health &amp; Safety/Emergency Management</td>
<td>3154</td>
<td>(989) 954-5301</td>
<td>(989) 772-8924</td>
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<tr>
<td>Latoski, John (FCO)</td>
<td>Project Manager, Facilities Management</td>
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<tr>
<td>Lawrence, Stephen (primary)</td>
<td>Associate Vice President, Facilities Management</td>
<td>7473</td>
<td>(989) 798-1980</td>
<td>(989) 686-1277</td>
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<td>Leib, Derek (Information Technology Support)</td>
<td>Asst. Mgr/Help Desk, Information Tech.</td>
<td>1120</td>
<td>(586) 945-7074</td>
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<td>Lyons, Dan (alternate)</td>
<td>Environmental Administrator, Environmental Health &amp; Safety</td>
<td>2770</td>
<td>(517) 775-5172</td>
<td>(517) 347-7128</td>
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<tr>
<td>Mark McDonald (alternate)</td>
<td>Director, Networks, Information Technology</td>
<td>4800</td>
<td>(989) 330-8012</td>
<td>(989) 773-3879</td>
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<tr>
<td>Otteman, Marcie (FCO)</td>
<td>Executive Director of Alumni Relations</td>
<td>7263</td>
<td>(989) 621-2241</td>
<td>(989) 773-5511</td>
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<tr>
<td>Rapaport, Ross (primary)</td>
<td>Director, Counseling Center</td>
<td>3381</td>
<td>(989) 289-7598</td>
<td>(989) 772-4509</td>
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<tr>
<td>Rehm, Roger (primary)</td>
<td>Vice President &amp; CIO, Information Technology</td>
<td>1474</td>
<td>(989) 400-0467</td>
<td>(989) 775-2001</td>
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<td>Roscoe, Bruce (primary)</td>
<td>Dean of Students</td>
<td>3346</td>
<td>(989) 289-2868</td>
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<td>Seelye, Cal (FCO)</td>
<td>Director, Events and Conference Services</td>
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<td>(989) 954-0525</td>
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<td>Smart, Kevin (alternate)</td>
<td>Director, Employee Relations &amp; Technology, Human Resources</td>
<td>6447</td>
<td>(989) 330-2196</td>
<td>(989) 779-1964</td>
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<td>Smith, Angela (alternate)</td>
<td>Assistant Director/Business Services, University Health Services</td>
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<td>Name</td>
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<td><strong>Smith, Steve</strong></td>
<td>Director, Public Relations, University Communications</td>
<td>7328</td>
<td>(989) 854-0031</td>
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<tr>
<td><strong>Swinglehurst, Krystal</strong></td>
<td>Office Manager, CMU Police</td>
<td>3084</td>
<td>(989) 330-1323</td>
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<td><strong>Tilmann, Sharon</strong></td>
<td>Faculty, Counseling Center</td>
<td>3381</td>
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<td><strong>Trionfi, Jan</strong></td>
<td>Director, Risk Management, Environmental Health &amp; Safety/Emergency Management</td>
<td>3581</td>
<td>(989) 330-4551</td>
<td>(989) 772-0683</td>
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<td><strong>Trionfi, Tom</strong></td>
<td>Director, Contracting &amp; Purchasing Services/University Health Services</td>
<td>3166</td>
<td>(989) 621-7501</td>
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<td><strong>Voisin, Tony</strong></td>
<td>Assistant Dean &amp; Director, Student Life</td>
<td>1345</td>
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<td><strong>Walker, Renee</strong></td>
<td>Associate Vice President, University Communications</td>
<td>6107</td>
<td>(989) 330-1945</td>
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<td><strong>Walton, Jennifer</strong></td>
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<td>4189</td>
<td>(989) 621-0785</td>
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<td><strong>Yeagley, Bill</strong></td>
<td>Chief of Police, Police</td>
<td>6465</td>
<td>(989) 330-3802</td>
<td>(989) 772-4389</td>
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Section 4: Emergency Response Checklist & Flowchart

The overall purpose to responding to critical incidents is to help with the emotional, physical and financial impact that will undoubtedly follow. In times of high intensity staying focused can be a challenge. In these times, it can prove helpful to have a checklist to refer to. This checklist is contained on the following pages is categorized into two sections: the initial response and after the initial response.

The University’s goals when a crisis occurs are to:

- Protect the human, physical and financial assets of the university.
- Respond quickly to immediate threats to the well-being of students, faculty, staff and visitors.
- Respond to the emotional, as well as physical impacts of a crisis on survivors, family members, and the greater university community.
- Communicate openly, honestly and proactively with the university’s constituents, recognizing the importance of avoiding panic, speaking with one voice, and balancing individuals’ legal rights to privacy with the public’s need to know about the situation.
- Demonstrate through its management of the crisis that the university is maintaining responsible control of the situation, viewing each crisis as an opportunity to establish trust and build the university’s credibility and reputation.
- Coordinate the university’s crisis response with local, state, and national resources as appropriate.
- Initiate internal review of the crisis situation as appropriate.
- Ensure appropriate follow-through on commitments made during the crisis and, after the crisis has subsided, evaluate the university’s response in order to improve procedures.

Please note that not all points listed here are relevant to every incident. Also, some items may be tabled for a second or third meeting of the Crisis Response Team rather than at the initial meeting of the team. This crisis response checklist has been categorized into two sections: the initial response and after the initial response. In reality things may not always occur in the order presented on the following pages.
**Initial Response**

- Crisis Response Team is activated via Central Alert message
- Assemble the Crisis Response Team
- Assign a Crisis Response Team Coordinator
- Assign someone to document the actions of the Crisis Response Team (i.e., “scribe”)
- Gather and VERIFY the facts:
  - When did the incident occur (e.g., date, time, etc.)?
  - Where did the incident occur (e.g., building, room, etc.)?
  - How did the incident happen (e.g., accidental, intentional, expected)?
  - What type of incident occurred (hazardous material, fire, water line break, workplace violence, environmental release)?
  - Has the building been evacuated (if applicable)?
  - Has everyone been accounted for?
  - Estimated impact the incident has on the building (e.g., one floor, two floor, total loss).
  - What is the likelihood of further damage?
  - What activities were taking place in the building (e.g., science experiments, play practice)?
  - What activities are taking place in the surrounding buildings/areas (e.g., sports camp, band practice, cheerleading camp)?
  - How many students or staff are affected by the incident?
  - Which students and staff are affected (e.g., class, athletic team)?
  - Are there any injuries or deaths as a result of the incident?
  - How are university personnel responding?
  - What outside agencies are responding (police, fire, EMS)?
  - How are students and staff being indirectly affected (e.g., siblings/friends, classes in other buildings)?
  - What activities are currently being conducted on campus (e.g., athletic camps, band camps, orientations, etc.)?
  - In the case of a workplace violence incident, has the perpetrator been identified/apprehended?
- Contact relevant parties through University Vice Presidents if available (e.g., President, Board of Trustees, General Counsel, Alumni, Survivors, Families, Community members, etc.)
- What university policies, procedures, or educational programs are in place to address the issues (e.g., student code or conduct, sexual assault awareness programs)?
- Write a statement for phone inquiries
  - What will the CMU switchboard tell people who phone with questions?
- Staff considerations
  - Which staff need to be relieved of responsibilities in order to help with the incident?
  - Which staff may not be in a position to carry on normal duties?
    - What will be the impact on the university functions?
☐ Deal with media issues
  o If the event will bring the media, what statement will be made?
    ▪ Consider confidentiality, family wishes, liability of erroneous information.
  o Has a news conference been called?
  o Where will media gather to receive information?
  o Have regulatory agencies been notified (if applicable)?
  o Designate a spokesperson.
  o Designate an alternate spokesperson.
☐ Communication with the University Community (how will information about the incident be relayed)?
  o Announcement to students and staff.
  o Assembly in a lecture hall.
  o E-mail to students and staff.
  o Posting on the CMU website.
  o Announcement on local TV/radio.
☐ Ensure Building Security
☐ Determine if additional support will be needed (e.g., human (psychologists, structural engineers, etc.) and materials (freezers, building material, etc.)).
☐ Volunteer surge
  o Where will volunteers be instructed to meet for assignments?
  o How will volunteers (those who show up to “help”) be utilized?
  o Who will be in charge of volunteers?
☐ Should the University Close?
  o Should the University cancel events (e.g., athletic contests, band concerts, plays)?
☐ Has grief counseling been established (if applicable)?
  o Where is the location of the grief counseling center?
  o Who is in charge of the counseling center?
☐ Are basic needs of the campus community being met (e.g., food, clothing, shelter, phone calls home, etc.)?
☐ Debriefing
  o Review the events of the “day”.
  o Revise the response plan (e.g., plan for upcoming days).
  o Monitor reactions of the crisis team members (e.g., take care of the response teams needs, physical, emotional, etc.).
  o When will the Crisis Response Team meet again?
After the initial response (following the incident)

- Crisis Response Team to tour incident area (if safe to do so).
- Develop a response plan for the incident and who the key individuals are to carry out the plan.
  - Identify high-risk individuals (if applicable).
    - Who will follow up with high-risk individuals?
  - Will classes have to be relocated?
  - Will students have to be relocated to different living arrangements?
    - Have special housing arrangements been made?
  - Will memorials be planned (if applicable)?
  - Are there building, structural, mechanical issues?
  - Develop preventive measures to ensure the incident does not happen again.
- Communication
  - What will be communicated to the university?
  - What will be the frequency of the communication (e.g., as new information is obtained, hourly, daily, weekly)?
  - How will information be communicated (town hall meetings, e-mail, letters to parents, TV/radio, phone hotline)?
  - Have letters been sent to students families, staff, alumni, donors, etc. informing them of the incident and response actions (if applicable)?
- Evaluate and debrief response
  - Spend time evaluating the team’s response and debriefing the experience.
- Determine when the Crisis Response Team will meet again.
- Manage additional issues
  - Unexpected issues may arise for the team.

Note: Remember the first responders (CMU and external) will handle the immediate crisis or incident. We at the command center want to focus on support, providing resources & long term effects of the crisis or incident.
Crisis/Critical Incident Response Flowchart

CRISIS / INCIDENT

FIRST RESPONDERS (Police/Fire)
- HANDLE CRISIS/INCIDENT

CMU
- INCIDENT COMMANDER (At the Scene)
  - RESPONSIBLE FOR CRISIS/INCIDENT
  - EMERGENCY RESPONSE

FIELD COMMUNICATION OFFICER (FCO)
- COMMUNICATES WITH CRT

CRT PUBLIC INFORMATION OFFICE (PIO)
- EXTERNAL COMMUNICATION SPOKESPERSON

CRISIS RESPONSE TEAM (CRT)
- COMMAND CENTER
  - FOUST 024C
- GATHER INFORMATION,
  PROVIDE SUPPORT, RESOURCES, PLAN TO ADDRESS
  SHORT & LONG TERM EFFECTS OF CRISIS/INCIDENT

CRISIS RESPONSE TEAM COORDINATOR
- COORDINATES CRT ACTIONS
Section 5: Field Communication Officer (FCO) Roles & Responsibilities

The Field Communication Officer (FCO) is the main point of contact between the University Incident Commander (located at the incident) and the University Command Center (located in Foust 24C). The FCO is responsible for gathering information at the incident at the request of the Command Center staff and reporting back to the Command Center any information gathered. The FCO may also be asked to relay information from the Command Center to the Incident Commander.

The task of communicating to command center from the incident and vice versa will primarily fall to the University Emergency Manager (Jon Kujat), however in his absence; the following personnel will be responsible for that role:

- Dan Gaken
- John Latoski
- Marci Otteman
- Cal Seeley

Following the initial call out to respond to the Command Center, the FCO will be either dispatched to the incident or given duties at the Command Center.

For ease of understanding, the following flowchart has been prepared for a visual representation of the communications from the incident to the Command Center.
DEFINITION

A crisis, for the purposes of this response overview, is a significant event that threatens the well-being of one or more individuals or the University as a whole. A crisis may include (but is not limited to) a natural disaster (fire, flood, tornado), a violent crime (such as an abduction/hostage situation, homicide, physical assault, sexual assault, armed robbery, bombing or bomb threat, stalking), health threat (communicable disease outbreak, chemical spill, radiological threat, or sudden contamination), civil disturbance, sudden or unexplained death (suicide, suspicious circumstances, accidental death), or other circumstances directly affecting the campus community (natural gas explosion, plane crash, train derailment).

GOALS

The University’s goals when a crisis occurs are to:

- Protect the human, physical and financial assets of the University.
- Respond quickly to immediate threats to the well-being of students, faculty, staff and visitors.
- Respond to the emotional, as well as physical impacts of a crisis on survivors, family members, and the greater University community.
- Communicate openly, honestly and proactively with the University’s constituents, recognizing the importance of avoiding panic, speaking with one voice, and balancing individuals’ legal rights to privacy with the public’s need to know about the situation.
- Demonstrate through its management of the crisis that the University is maintaining responsible control of the situation, viewing each crisis as an opportunity to establish trust and build the University’s credibility and reputation.
- Coordinate the University’s crisis response with local, state, and national resources as appropriate.
- Initiate internal review of the crisis situation as appropriate.
- Ensure appropriate follow-through on commitments made during the crisis and, after the crisis has subsided, evaluate the University’s response in order to improve procedures.

CRISIS RESPONSE TEAM AND CORE CRISIS GROUP

The University has established a Crisis Response Team (CRT) that may be called together to develop and manage the institution’s response to a crisis. In addition, a Core Crisis Group (CCG), made up of a limited number of members of the CRT, also has been established.

The Associate Vice President for University Communications is responsible for coordinating the institutional response; however, any senior officer, or any other member of the CRT may call upon any member of the CCG to call the team together if a crisis occurs. The CCG will determine which members from the CRT will be called upon to aid in the University’s response. Members of the team are considered to be on-call as needed. They are:
Core Crisis Group (CCG)

<table>
<thead>
<tr>
<th><strong>Primaries</strong></th>
<th><strong>Alternates</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>VP/Finance and Administrative Services, CCG&amp; CRT Chair</td>
<td></td>
</tr>
<tr>
<td>Chief of Police/CMU Police</td>
<td>Associate Director, Police</td>
</tr>
<tr>
<td>AVP/University Communications</td>
<td>Director, Public Relations, University Communications</td>
</tr>
<tr>
<td>Dean of Students</td>
<td>Asst Dean &amp; Director, Academic Advising &amp; Assistance</td>
</tr>
</tbody>
</table>

Crisis Response Team (CRT)

<table>
<thead>
<tr>
<th><strong>Primaries</strong></th>
<th><strong>Alternates</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>VP/Technology/CIO</td>
<td>Director, Networks, Information Technology</td>
</tr>
<tr>
<td>AVP/Facilities Management</td>
<td>Director of Facilities Operations, Facilities Management</td>
</tr>
<tr>
<td>AVP/ Institutional Diversity</td>
<td>Director, Minority Student Services</td>
</tr>
<tr>
<td>AVP/Residences and Auxiliary Service</td>
<td>Associate Director, Residence Life</td>
</tr>
<tr>
<td>AVP/Human Resources</td>
<td>Director, Employee Relations &amp; Technology, Human Resources</td>
</tr>
<tr>
<td>Asst Dean/Director/Student Life</td>
<td>Assistant Director, Student Life</td>
</tr>
<tr>
<td>Director/Counseling Center</td>
<td>Faculty, Counseling Center</td>
</tr>
<tr>
<td>Director/Health Services</td>
<td>Assistant Director/Business Services, University Health Services</td>
</tr>
<tr>
<td>Director/Risk Management, EHS</td>
<td>Manager, Risk Management, Environmental Health &amp; Safety/Lab Safety</td>
</tr>
<tr>
<td>Manager, EHS, Emergency Management</td>
<td>Environmental Administrator, Environmental Health &amp; Safety</td>
</tr>
<tr>
<td>Chairperson, Military Science</td>
<td></td>
</tr>
<tr>
<td>Others as appropriate (e.g., legal counsel)</td>
<td></td>
</tr>
</tbody>
</table>

**CRISIS RESPONSE**

**Policies and procedures:** The University has a number of policies and procedures in place to respond to specific crisis situations as they occur. For example, the University has developed a Closing Policy as well as emergency action plans. Specific departments have emergency action plans. CMU Police has procedures to respond to reports of crime, the Counseling Center has procedures for responding to students in emotional distress, Facilities Management has a disaster plan for responding to natural disasters, and Residence Life has plans for responding to events in residence halls. While most of these plans outline procedures for immediate responses to events, they should be viewed as part of a larger, coordinated University response to a crisis. In
addition, the University is in the process of developing a business continuation plan to deal with the after effects of a crisis.

**Assembling the response team:** As a crisis occurs, offices will use existing plans to provide immediate response to protect the well-being of students, faculty, staff and visitors. A member of the campus community or CRT will contact a CCG member as soon as he or she becomes aware of the crisis. The CCG will convene and together they will determine the need to assemble the CRT. (The first response to a crisis, aside from initial emergency aide, should be to consult with others before initiating a response.)

The CCG chair will assemble the CRT as necessary. Responsibilities of the team are outlined on the following page:

- Designate a Crisis Coordinator as appropriate. The coordinator will work closely with the CCG to respond to the situation or will assume full responsibility for the coordination of services and activities.
- Notify the President, Provost, appropriate Vice Presidents and/or Deans as soon as possible and keep them informed. The President is responsible for communicating with the Board of Trustees if deemed necessary.
- Convene meetings to coordinate services and facilitate communications so that all needs are met efficiently as practical.
- Convene a meeting of pertinent individuals to evaluate the adequacy of response to the crisis.
- Manage communication about the crisis with University constituencies in accordance with University Communications emergency communications plan.

**Team responsibilities:** The assembled CRT will:

- Gather and share information about the event.
- Separate and clarify issues; define terms; identify additional information needed.
- Solicit opinions from members and discuss openly and honestly all points of view.
- Determine overall University responses/positions to the event.
- Identify individuals or groups affected by the event.
- Plan appropriate responses for each group.
- Assign responsibility for carrying out plans.
- Recommend initiation of internal investigation of incident.
- Reconvene following the crisis to assess the adequacy of the University response.

A **crisis response considerations sheet** outlining examples of these activities is included in this document. This list is intended to provide focus for discussion during a highly pressurized situation and should not be considered a limit to potential responses. Some members of the team will automatically assume certain responsibilities based upon the nature of their positions. The Dean of Students, for example, will oversee the direct care and service to students and families who are closely involved in a crisis.
Related Websites: The University has created a consolidated website with information on all information related to crisis and emergency preparedness at Central Michigan University. That website can be found at:

http://www.cmich.edu/emergencyprep (Emergency Preparedness)
Crisis Response Consideration Sheet

Gather information. Define, for example:

- Nature of event
- Names, ages, phone numbers, addresses, status (i.e. student, staff) of those involved, including witnesses
- Date, time and location of event
- Nature/number of injuries
- Property damage/estimate of loss/nature of insurance
- Nature of immediate response (what has already happened)

Define issues. Does the situation involve, for example:

- Controlled substances
- Racial/ethnic intimidation
- International incident
- Sexual orientation
- Gender identity/gender expression
- Hate speech
- Guns
- Fire
- Severe Weather
- Chemical Release
- Arson
- Security
- Safety
- Sexual/other assault
- Prominent individual
- Homicide
- Accidental Death
- Communicable Disease

Determine additional information needed. For example:

- What policies, procedures, educational programs (training) are in place to address the issues (e.g., student code, sexual assault awareness programs)?

Determine the need to assemble the CRT. For example:

- CCG and CRT member(s) will consult and determine the need to assemble the CRT
- Assemble CRT
Designate a Crisis Coordinator
Include local, state and federal representation, if appropriate
Define overall institutional response
Prepare statement if appropriate

Identify affected groups and groups needing information. For example:

- Survivors
- Survivors’ family, friends, roommates
- Enrolled students, parents
- Faculty and staff
- Community members
- Media
- Prospective students, families
- Legislators, local, state and federal government agencies
- Trustees
- Alumni and donors
- Vendors, contractors, service providers

Define response actions and assign responsibilities. For example:

- Organize triage
- Request Crisis Communication Assistance
- Closing facilities
- Cancellation of events
- Increased security
- Ensure basic needs are met
- Special housing arrangements
- Contact survivor(s)
- Contact survivors’ family, friends, roommates
- Free phone calls home
- News conference
- Rumor-control hotline
- Extension of academic and fee deadlines
- Expanded escort service on and off campus
- Meeting with registered student organizations
- Grief counseling
- Letters to families/alumni/donors
- File Insurance Claim

Other considerations. For example:

- Use of call list established with University’s emergency closing policy
- Sites for managing crisis and meeting with media in relation to crisis scene
• Special security, telecommunications, computer or equipment needs
• Coordinate with local, state and federal agencies, if appropriate
Section 7: Individual Specific Information
### Section 8: Emergency Preparedness Coordinator List

Updated 9/20/10

<table>
<thead>
<tr>
<th>Building</th>
<th>Emergency Coordinator</th>
<th>Back-up Emergency Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alumni House</td>
<td>Dave Bunting *</td>
<td></td>
</tr>
<tr>
<td>Anspach Hall</td>
<td>Rick Kurtz*</td>
<td></td>
</tr>
<tr>
<td>Brooks Hall/Greenhouse</td>
<td>Tom Schultz</td>
<td></td>
</tr>
<tr>
<td>Central Energy Facility</td>
<td>Leroy Barnes*</td>
<td>Mark Blanzy</td>
</tr>
<tr>
<td>CHIP Facility</td>
<td>Tammy Griffin *</td>
<td></td>
</tr>
<tr>
<td>Combined Services Building</td>
<td>Jay Kahn *</td>
<td></td>
</tr>
<tr>
<td>Dow Science Complex</td>
<td>David Ash</td>
<td></td>
</tr>
<tr>
<td>Education &amp; Human Services Building</td>
<td>Jill Ley*</td>
<td></td>
</tr>
<tr>
<td>Finch Fieldhouse</td>
<td>MSG Joe Postler</td>
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<tr>
<td>Foust Hall</td>
<td>Roger Coles</td>
<td>Eric Lorenz</td>
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<tr>
<td>Grawn Hall</td>
<td>Dan Vetter</td>
<td>Stan Pope</td>
</tr>
<tr>
<td>Health Professions Building</td>
<td>Carrie Appold *</td>
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<tr>
<td>ET Building</td>
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<tr>
<td>Indoor Athletic Complex</td>
<td>Greg Kigar</td>
<td></td>
</tr>
<tr>
<td>Moore Hall</td>
<td>Neil Vanderpool</td>
<td>Sandi Wilson*</td>
</tr>
<tr>
<td>Music Building</td>
<td>Dan Koefoed *</td>
<td>Randi L’hommideau</td>
</tr>
<tr>
<td>North Art Studio</td>
<td>Ryan Flescher*</td>
<td></td>
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<tr>
<td>Park Library</td>
<td>Gerry Edgar *</td>
<td>Diane Thomas</td>
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<tr>
<td>Pearce Hall</td>
<td>Susan Knight*</td>
<td></td>
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<tr>
<td>Powers Hall</td>
<td>Tim Hall</td>
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<tr>
<td>Prof-Ed North</td>
<td>Dan Rademacher</td>
<td>Shelli Haut</td>
</tr>
<tr>
<td>Public Broadcasting</td>
<td>Shannon Peak</td>
<td></td>
</tr>
<tr>
<td>Ronan</td>
<td></td>
<td></td>
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<tr>
<td>Rose/SAC</td>
<td>Stan Shingles*</td>
<td>Demond Pryor</td>
</tr>
<tr>
<td>Rowe Hall</td>
<td>Lori Hella</td>
<td>Kevin Smart</td>
</tr>
<tr>
<td>Satellite Energy Facility</td>
<td>Leroy Barnes</td>
<td>Mike Walton</td>
</tr>
<tr>
<td>Sloan Hall</td>
<td>Hajime Otani*</td>
<td>Barb Houghton</td>
</tr>
<tr>
<td>Smith Hall</td>
<td>Jon Kujat *</td>
<td>Dan Lyons</td>
</tr>
<tr>
<td>Special Olympics</td>
<td>Heidi Alexander *</td>
<td>Stephanie Graham</td>
</tr>
<tr>
<td>University Art Gallery</td>
<td>Al Wildey</td>
<td></td>
</tr>
<tr>
<td>University Attorney/Events Building</td>
<td>Keith Voeks*</td>
<td></td>
</tr>
<tr>
<td>University Center</td>
<td>Jim Burke *</td>
<td></td>
</tr>
<tr>
<td>Warriner Hall</td>
<td>Teri Rau*</td>
<td></td>
</tr>
<tr>
<td>West Hall</td>
<td>Robert Barclay*</td>
<td></td>
</tr>
<tr>
<td>Wightman Hall</td>
<td>Allen Widley, Phame Camarena*</td>
<td></td>
</tr>
<tr>
<td>Woldt Computer Lab</td>
<td>Ryan Laus</td>
<td></td>
</tr>
</tbody>
</table>

*Indicates Dual Responsibilities for Building Coordinator/Emergency Preparedness Coordinator

This list does not include Prof-Ed site throughout Michigan/United States
Section 9: Department Locations within Buildings

Anspach
- CARRS
- ELI
- English
- HSBS
- Philosophy & Religion
- Political Science
- Social Work
- Sociology, Anthropology, & Social Work
- Women’s Studies
- Writing Center

Art Gallery
- University Art Gallery

Bovee University Center
- Academic Advising
- Academic Senate
- Campus Dining
- Campus ID Office
- Career Services
- Catering Services and Programming
- Central Box Office
- CMU Bookstore
- Conference Center
- Copy Center
- Government Relations
- Independent Bank
- International Education
- Media Graphics
- Minority Student Services
- Multicultural Education Center
- Native American Programs
- Non-Traditional Students Services
- Office of Dean of Students
- Orientation
- Receivable Accounting
- Residence and Auxiliary Services
- Residence Life
- Scholarships and Financial Aid
- Student Life
- Student Services
- Volunteer Center

Brooks
- Biology
- Geology

Carlin Alumni House
- Chippewa Club
- Development and Alumni Relations

Combined Services Building
- Central Mail Room
- CMU Police
- Educational Materials Center
- Facilities Management
- Printing Services
- University Store/Warehouse Operations

Dow
- Chemistry
- Geography
- Michigan Geographic Alliance
- Physics

Educational & Human Services Building
- Center for Excellence in Education
- Child Development Learning Laboratory
- Counseling & Special Education
- Education & Human Services
- Education Central
- Educational Leadership
- EHS Center for Student Services
- Gerontology
- Human Development Clinic
- Instructional Materials Production
- Media Production Area of IMC
- Opportunities for Talent Development
- Science and Math Technology Center
- Student Teaching

Engineering and Technology
- CST Dean’s Office
- Engineering & Technology Dept.
- Meteorology Division of Geology and Meteorology Dept.

Finch
• Center for Leisure Services  
• Recreation, Parks, and Leisure Services  
• ROTC/Military Science

Foust
• Advanced Technologies  
• Computer Operations  
• Counseling Center  
• Graduate Studies  
• Office of Research & Sponsored Programs  
• SAP  
• University Health Services

Grawn
• Accounting  
• Business Administration  
• Business Information Systems  
• Business Student Services  
• CBA Technology Services  
• Institute for Management Consulting  
• LaBelle Entrepreneurial Center  
• MBA Program  
• Schools of Banking

Health Professions Building
• Carls Center for Clinical Care and Education  
  o Audiology  
  o Early Childhood Center  
  o Fall and Balance  
  o Hands for Health  
  o Physical Therapy  
  o Psychology  
  o Speech Language Pathology  
• CHP Admissions and Enrollment  
• CHP Dean  
• CHP Development  
• CHP Technology  
• CHP Vivarium  
• Clinical Psychology  
• Communication Disorders  
• Driver Evaluation, Education and Research  
• Health Professions General  
• Health Sciences  
• Java City  
• Neuroscience  
• Physical Education and Sport  
  o Athletic Training
Physical Therapy
Physician Assistant
Summer Specialty Clinic
General Counsel/ University Events
General Counsel
University Events
IAC
Athletics/Academics
Athletics/Compliance
Athletics/Facilities
Athletics/Sports Camps
Athletics/Strength and Conditioning
Football
Track and Field
Moore
Broadcasting and Cinematic Arts (MHTV, WMHW)
CM Life (Student Publication)
Communication and Dramatic Arts
Communication and Fine Arts
Journalism
Music Building
Music Department
North Art Studio
Department of Art & Design, Ceramic & Sculpture
Park Library
Affirmative Action Office
FaCIT
Help Desk
Java City Coffee House
Media Services
Michigan Historical Review
Student Disability Services
University Libraries
Writing Center
Pearce
Computer Science
Foreign Languages, Literature & Cultures
Mathematics
Powers
History
Honors Program
Leadership
Rose Arena
Athletics
Physical Education & Sport
Rowe
- College of Medicine
- Human Resources/ Associate Vice President’s Office
- Human Resources/ Benefits & Wellness
- Human Resources/ Employee Relations & Technology
- Human Resources/ Employee Relations & Training
- Human Resources/ Employment and Compensation
- Master of Science in Administration
- Museum of Cultural & Natural History

Satellite Energy Facility
- Facilities Management

Sloan
- Economics
- Finance & Law
- Psychology

Smith
- Marketing and Hospitality
- Risk Management, Environmental Health & Safety

Student Activity Center
- Men & Women’s Basketball
- Physical Education & Sport
- Student Activity Center
- University Recreation

Warriner
- Academic Administration
- Academic Affairs
- Accounting Services
- Admissions
- Board of Trustees
- Contracting & Purchasing Services
- Controller’s Office
- Editor University Bulletin
- Faculty Personnel Services
- Finance & Administrative Services
- Financial Information Systems
- Financial Planning & Budgets
- Financial Services & Reporting
- Ger Up
- Grant Accounting
- Information Technology
- Institutional Diversity & International Education
- Institutional Research
- Internal Audit
- Loan Accounting
- Payable Accounting
- Payroll & Travel
- President’s Office
- Provost’s Office
- Registrar’s Office
- Scholarship & Financial Aid
- Student Account Services & University Billing
- Student Ombuds Officer
- Undergraduate Academic Services
- Veterans Programs

Powerhouse/ Central Energy Facility
- Facilities Management

Public Broadcasting
- Public Broadcasting

Special Olympics Building
- Special Olympics Michigan

West
- University Communications

Wightman
- Art
- Gerontology
- Human Environmental Studies
- Human Growth & Development Lab

Woldt
- Technical Area – Service Center
- Technical Support
- Telecommunications
- Woldt Computer Lab