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## Action Project

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**Institution:** Lansing Community College  
**Submitted:** 2006-09-14                      **Contact:** Penny A. Denczek  
**Email:** denczep@lcc.edu                      **Telephone:** 517-483-1307

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### Timeline:

Planned project kickoff date: 01-01-2007

Target completion date: 01-01-2005

Actual completion date: --

A. Give this Action Project a short title in 10 words or fewer:

Emergency/Safety Action Plan

B. Describe this Action Project's goal in 100 words or fewer:

The college will provide a comprehensive, strategic approach to safety and emergency issue(s), through a college-wide approach.

C. Identify the single AQIP Category which the Action Project will most affect or impact:

Primary Category: Valuing People

D. Describe briefly your institution's reasons for taking on this Action Project now -- why the project and its goals are high among your current priorities:

The reason for this action project is to ensure the safety and security of our students, staff and faculty across the campus.

E. List the organizational areas - -institutional departments, programs, divisions, or units -- most affected by or involved in this Action Project:

All areas of the college will be affected by this project. Safety and security opportunities (training and the disbursement of safety manuals, but not limited, too) for all to learn will be available, through the Emergency Management and Safety Services Department.

F. Name and describe briefly the key organizational process(es) that you expect this Action Project to change or improve:

The key organizational process(es) that is expected to improve are the following: 1) Emergency Management, 2) Life Safety Systems, 3) Occupational Health and Safety, 4) Environmental Health and Safety, 5) Management of the College's Vehicle Fleet, and 6) Management of the College's Key and Core Operations.

G. Explain the rationale for the length of time planned for this Action Project (from kickoff to target completion):

No timetable or milestones have been identified yet.

H. Describe how you plan to monitor how successfully your efforts on this Action Project are progressing:

Provide centralized coordination of all safety, emergency preparedness and business continuity plans college-wide.

I. Describe the overall "outcome" measures or indicators that will tell you whether this Action Project has been a success or failure in achieving its goals:

It will be monitored by having in place tracked training programs using a comprehensive database - a number of college representatives (Deans, Administrators, Supervisors) will be given the responsibility to ensure that all staff within their respective Division and Departments have participated in this mandatory training program. Quarterly evaluations will be conducted on the employee's skill level and knowledge, develop emergency contact lists college-wide.

J. Other information (e.g., publicity, sponsor or champion, etc.):

The mission of the Emergency Management and Safety Services Department is for every college employee to know what their job is during an emergency. The President, Chief of Police and the Director of the Emergency Management and Safety Services Department, along with all LCC employees will champion this action project.

K. Project Leader and contact person:

Contact Name: Delicia N Lockhart, Coordinator, Performance Improvement Initiatives

Email: lockhad@lcc.edu

Phone: 5174835232 Ext.

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### **Annual Update: 2007-09-13**

A. Describe the past year's accomplishments and the current status of this Action Project.

Emergency Preparedness is a priority at Lansing Community College. The need for central coordination of the emergency preparedness effort was identified. A new department was created, blending the existing services of Safety, and Risk Management into the new area of Emergency Management. A strategic plan was drafted to guide the development of the department. Primary accomplishments include: • Hired Director Ken Jones March 29, 2007 • Formulated new Emergency Management & Safety Services (EMSS) Department by moving Safety Service, Fleet Operations and Key/Core Operations from Police Dept., and by moving the Risk Management Office from Business Office. • Oriented the new director to the unique nature of a community college and its relationship to the larger emergency management community through strategic planning sessions, meetings with members of the Executive Leadership Team, and with local emergency management officials • Orientation and Training Activities included the creation of a new Orientation Manual for the College President, an Emergency Management Reference Manual, Orientation training for the Executive Leadership (ELT), specific training on how to manage an emergency for ELT, identification of key staff and delivery of Orientation training for those members • Established contact with local emergency management agencies to develop a cooperative partnership to disaster response at LCC campuses • Established criteria for creation of an Emergency Coordination Center, including identification of alternate sites Using the Strategic Plan for the EMSS Department, developed overarching Mission/Goals: Effective Emergency Response; Disaster Resilient Campus; Building Community Partnerships. Then, specific Goal/Capability areas were identified for emergency management: Laws & Authorities; Hazard Identification & Risk Assessment; Capability Assessment; Hazard Management; Resource Management; Planning; Direction, Control, & Coordination; Communication & Warning; Operations & Procedures; Logistics & Facilities; Training; Exercises, Evaluations, & Corrective Actions; Crisis Communications, Public Information & Education; Finance & Administration. Initial action items in these areas include: • Legal orientation for Board & College counsel, drafting a resolution to adopt NIMS, and drafting a policy for emergency

management duties and powers. • Creation of a Capability Assessment for the Emergency Management Program • Inspection of high hazard areas on campus, and as a result, becoming a member of the Science Dept. Chemical Hygiene Committee • Meetings with the College's insurance broker to develop a risk assessment strategy • Developing a response capability to meet a specific hazard created by underground street construction: Building Evacuation Teams created in response to potential gas line breaks during City of Lansing's Washington Ave/Shiawassee St. construction project. o Formed a Communications and Warnings Workgroup • Formed a Crisis Communication/Public Information Officer workgroup: • Developed Management Models for LCC Emergency Management: • Responded to emergencies and conducted post-incident evaluation sessions: o July 20, 2007 Power Outage activities: o August 29, 2007 Power Outage at LCC East: • Emergency Response procedures for LCC Police dispatch, including purchase of Emergency Priority Dispatch system • Meeting with Extension and Community Education to develop emergency plans specific to their needs at sites where full Campus Police service is not available • Expanded LCC event planning and participation in Common Ground, a week-long music event that interfaces the College. • Hosted several "Emergency Management Information Sessions" during September for National Preparedness Month and provided public education on personal disaster preparation, and disaster planning in the employees department.

**Review (09-29-07):**

The institution is making reasonable progress. It is evident through your description of your accomplishments that your institution has initiated many worthwhile processes that affect the action project. The hiring of a director will help to promote active participation in this project. Your report also provides the reviewer knowledge of stakeholders who have been contacted and teams developed to assist with the project. Your commitment to strategic planning and educating the Executive Leadership Team are to be commended. It is important to have administrators knowledgeable and committed to the project. More education with employees and students will be necessary to meet the safety needs of your community. It might be helpful to develop a timeline for specific areas of your community to be educated about this project so full implementation can occur. In a short period of time much has been accomplished. Congratulations.

**B. Describe how the institution involved people in work on this Action Project.**

Employees were not formally assigned to perform planning duties with emergency management. However, as specific needs arose, employees enthusiastically participated in planning meetings and drills. Examples of this include the Building Evacuation Teams, where the employees wrote the response plan and conducted exercises to test and refine the plan, and the planning workgroups (Communications & Warning; Crisis Communications & Public Information).

**Review (09-29-07):**

The institution is making reasonable progress. From your annual report this reviewer can determine that gradually employees have become involved in this project. The challenge as mentioned was to obtain names of appropriate individuals to include in the project. The determination of access to stakeholders appropriate to the project has occurred through discovery. This makes the project more difficult to move forward at a good pace; however the committee members have persevered. More challenges will probably be presented in future endeavors. Involving the students through strategic planning and education will enable students to be active in this project. Leaders of student government organizations or other campus

organizations might be able to assist in communicating important safety concepts at student orientations. Involving many stakeholders will indeed demonstrate the AQIP criterion of Valuing People (Criterion four). Involving students will provide the organization knowledge of understanding student needs (Criterion three).

#### C. Describe your planned next steps for this Action Project.

Next steps include:

- Creating a foundation for emergency management: Legal resolution and policies, Planning teams, Physical facility for emergency operations, Community partnerships in emergency management, and identification of Key Staff as emergency response team members
- Engage in emergency preparedness efforts in three primary areas: Planning, Training, and Exercising
- Planning will be broad based and focus on many areas: “Physical” areas such as departments and buildings to protect people affected by the incident, “non-physical” planning such as College-wide incident response coordination and continuity of operations plans to guide overall College operations, and “incident responder” plans to guide the response of “field” teams, such as LCC Police, Physical Plant personnel, and Information Technology response team members
- Training will include orienting employees to emergency management concepts, NIMS (incident response) training, and instruction on the use of specific emergency management tools (E Team, M/A Com radio communications, Crisis/Consequence Emergency Management model)
- Exercises developed to teach team members the use of the emergency plans
- Within AQIP, develop projects based on the Capability Assessment categories described in question #1, including:
  - o Develop a Campus-Community Emergency Response Team (C-CERT) for LCC campuses
  - o Develop “physical location” emergency response Form
  - o Write planning documents to coordinate building emergency response
  - o Refine plan through use of exercises
  - o Building Emergency Response Teams (BERTs)
  - o Work with local emergency response agencies to integrate the LCC Building Emergency Response Plan with first responders plans and procedures
- Future plans include developing a capability assessment plan for Safety and Risk Management operations

#### **Review (09-29-07):**

The institution is making reasonable progress. As mentioned in the report planning, training, and exercising will indeed assist to move the project forward. There is mention in the report of a capability assessment plan for Safety and Risk Management operations which will be important. Other assessments will be necessary to demonstrate that goals of this project have been accomplished. With so many stakeholders involved this will be a huge task; however with the hiring of a director for this project, this will assist in accomplishing your goals. The building of teams will be important and your report mentions this necessity. The assessments will assist in not only examining and evaluating the operations of the college (Criterion six) but also the measuring of effectiveness (criterion seven).

#### D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

Effective Practices: Development of After Action Review (AAR) process based on the work of management expert Meg Wheatley and the US Army

- AAR process uses three questions: What happened?; What went well?; What should we do differently next time?
- AAR is conducted after every emergency incident
- AAR is used to create a “cycle of learning” to capture lessons learned and apply them to planning for future incidents

Development of Crisis/Consequence Planning Model

- Current emergency planning models fall into one of two distinct models: National Incident Management System (NIMS) incident command model; or a crisis team which is based on the organization hierarchical structure
- Crisis/Consequence Model blends both

models • Crisis model is based on NIMS and is used for immediate emergency/disaster incidents that require a high degree of resource & task coordination • Consequence model is used for the majority of incidents, which typically fall below the threshold of an emergency incident; consequence incidents are not time or task driven; instead, they are “problem-solving” groups who need to examine, discuss, and deliberately plan for incidents • Consequence model is also used for recovery, after the Crisis team is no longer needed (think demobilizing from crisis to recovery phase of incident) Identification of tools for Communications and Warning • Emergency communications are either one-way information messages to alert the student and employee population, or they are two-way communication between crisis team and policy makers • There is no communication tool that does all forms of communication • Workgroup developed matrix that matched communication tool to audience, which allows Crisis team to determine which tools would be most effective for a given message to deliver in time of emergency Building Evacuation Teams: Created plan, enlisted membership, and conducted drills with team members in collaboration with Lansing Fire Department • Building Evacuation Teams were developed for buildings with largest life safety population • See next steps: Current teams will be organized into Building Emergency Response Teams (BERT) and will be networked via the Emergency Operations Plan Special event planning with the City of Lansing, including full participation in the music festivals Common Ground Command Center operations • For the first time, the College was a functional member of the Command team

**Review (09-29-07):**

The institution is making reasonable progress. Using models that have been developed will be beneficial. The report mentions the U.S. Army and Meg Wheatley as providing guidelines in your After Action Reports. Also the use of the Crisis Consequence Model and the National Incident Management System guidelines will be valuable. The planning for communication to alert students and employees during events will be an ongoing process and having students involved in this action project will benefit so valuable information to students can occur during college and program orientations.

**E. What challenges, if any, are you still facing in regards to this Action Project?**

Limitations of creating the emergency management program include: • Institutional knowledge of who key resource providers, what they can provide, and how to access them • Difficulty with identification of key stakeholders who can assist in implementation of programs and projects Briefly describe strategy for overcoming these challenges: • Initially, executive staff was asked to supply names of key members who would be used to manage emergency/disaster response. There was no response. • After a brief training session using specific emergencies, executive staff was asked to provide 10-20 staff members from each Division would be needed to handle the problems provided in the scenarios. Using this method, a roster of key staff members were identified • Institutional knowledge of resource providers is an ongoing process. The solution to discovering who has requisite knowledge and ability to assist with emergency management functions is to ask “who can help me” with a small, specific task. This leads to discovery of another person who can assist with another step in the process, and so on.

**Review (09-29-07):**

The institution is making reasonable progress. The report provides an insight of project coordinators to actively engage administrators and other stakeholders in this endeavor. Other challenges will occur. One resource that might assist the committee members might be a wellness conference held in Wisconsin. This wellness conference is held yearly and provides

information to corporations and educational institutions about keeping stakeholders well. Here is the website. <http://www.nationalwellness.org/index.php>

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

**Review (09-29-07):**

Good luck with this project.