



GROSSMONT-CUYAMACA COMMUNITY COLLEGE DISTRICT

Continuity of Operations Plan

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I. Executive Summary

The Grossmont-Cuyamaca Community College district is a large-sized higher education institution that serves more than 28,000 students, 2,500 employees and a diverse community in San Diego County. This plan, referred to as the COOP throughout this document, will provide guidance for the continuation of services to students and the community in the event of a large-scale incident that disrupts normal business operations.

II. Introduction

This COOP is necessary to address exceptional and adverse conditions such as localized threats or globalized threats. As part of the overall Emergency Operations Plan, the COOP includes a list of names and critical functions by districtwide employees who are responsible to perform them. This plan will focus on maintaining, resuming and recovering the critical functions of the campuses.

III. Purpose and Assumptions

A. Purpose

The purpose of the COOP is to ensure the continuity of mission-critical functions such as instruction to enrolled students, security and employee communications. The plan identifies recovery strategies for critical functions. Although the District recognizes many important functions, this plan covers those that are mission and time-critical.

An essential function is defined as a function that enables an organization to:

- A. Provide vital or mission-critical services;
- B. Maintain the safety of the general public, student and employees; and/or
- C. Maintain continuation of classes and education, principle goal.

B. Assumptions

Emergencies or threatened emergencies may adversely affect the District's ability to continue to support essential internal operations, and to provide to students and employees to support external agency interdependencies. Personnel, other resources from the colleges, other local agencies, or GCCCD partners not affected by the emergency or threat will be made available if required to continue essential operations.

IV. Applicability and Scope

A. Applicability

This COOP applies to the personnel/employees, registered students, and other groups within the District. This plan works in conjunction with all other campus plans, such as the Emergency Operations Plan and all other applicable policies and procedures.

B. Scope

The COOP strives to map out the restoration of normal operations and failed facilities or equipment with a skeletal crew and minimum resources needed to achieve the task. The focus of the planning efforts are based on the “worst-case-scenario,” which would include the inaccessibility or unavailability of the districtwide facilities and all contents necessary to support critical functions. Consideration has been given to the various services covered by this plan, and the anticipated response time to recover critical functions under emergency circumstances for the period of sustainment.

V. *Critical Functions*

Critical functions are prioritized based on level of criticality following a disaster, and they must be continued under any and all circumstances.

Critical Function Prioritization	
Level of Criticality	Description
Critical 1	Must be continued at normal or increased services load. Cannot pause, necessary to life, health, security.
Critical 2	Must be continued if at all possible, though perhaps in reduced mode. Pausing completely will have grave consequences.
Critical 3	May pause if forced to do so, but must resume in 30 days or sooner.
Deferrable	May pause; resume when conditions permit.

While all essential functions are important to the successful completion of the District’s mission, some are more time-critical than others. During an emergency that requires a COOP plan activation, some functions will be deferred to accommodate the more urgent functions. All functions will ultimately be continued as campus business returns to normal operations following the emergency event.

a. Risk Analysis

A risk analysis is the process of collecting and evaluating information on risks and hazards that may impact the campuses’ essential operations. Risk can typically be categorized into four groups:

1. Naturally-occurring event: flood, earthquake, fire, severe weather, and pandemic.
2. Human-related events: bomb threat, civil unrest, workplace violence.

3. Physical infrastructure and technological events: electrical failure, explosion, sewer system loss, fire.
4. Hazardous materials events: chemical exposure, terrorism chemical blast.

b. Vulnerability Assessment

The purpose of the risk analysis is to identify vulnerabilities in operations and takes steps to mitigate losses and/or develop recovery strategies. A hazard and vulnerability assessment was conducted in 2015 by Jeff Lehman the co-chair of the Emergency Preparedness Committee at Grossmont.

Below are the top six risks that were identified in the campus hazard and vulnerability assessment:

Hazard and Vulnerability Assessment		
Top Risk Events	Probability	Severity
Wildland Fire	High	High
Earthquake	High	Moderate
Bomb Threat	High	Moderate
Utility Disruption	Moderate	Moderate
Building Fire	Moderate	High
Air Plane Crash	Moderate	High
Extreme Weather	Low	Low
Large Scale Hazardous Materials Release	Low	Low
Public Health Emergency	Low	Moderate
Active Threat/Shooter	Low	Moderate
Civil Unrest	Low	High
Tsunami	Low	Moderate

c. Resource Requirements

Campus and District departments identified as having critical function responsibilities have been identified as:

1. Grounds, Maintenance, and Operations
2. CAPS and Campus Security (SDSO)
3. Business Services
4. Chancellor’s Cabinet
5. Dean’s offices
6. Communications (PIO)
7. Student Affairs Leaders
8. Instruction

d. Function Dependencies

Many of the District's critical functions may rely on the availability of resources or functions controlled by another organization, including other agencies. These relationships are called critical interdependencies.

The following departments are considered to have critical functions through interdependencies:

1. San Diego Sheriff's Organization
2. El Cajon Police Department
3. San Diego Police Department
4. California Highway Patrol
5. La Mesa Police Department
6. San Miguel Fire Protection District at Cuyamaca
7. Cal Fire at Cuyamaca
8. Heartland Fire & Rescue at Grossmont
9. San Diego Fire Department
10. Information Technology
11. LDS Church MOU for Childcare
12. Skyline Church MOU for Childcare
13. The American Red Cross MOU for critical care and supplies
14. SDG&E
15. Otay Water District
16. Padre Dam Municipal Water District
17. Gillespie Field Tower
18. Sharp Grossmont Hospital
19. Alvarado Hospital

VI. *Concept of Operations*

A. Phase I- Activation and Relocation

1. Decision Process

The COOP will be activated to a level appropriate to the scope of the disruption or emergency. See Section VII for team diagram. The COOP is officially activated by order of the Campus President or a designee Incident Commander. The key staff positions include the following teams comprised of administrators within the District and Campuses.

- Campus EOC Manager or Incident Commander
- Policy Group

- Resource Group
- Operations Group
- Coordination Group

As soon as practical following a disruption or major emergency, normal management of the campus will be restored. Disaster assistance for the affected persons will be coordinated through the operational area. If major damage has occurred, the recovery aspects of this plan will be implemented to coordinate planning and decision-making for recovery and reconstruction efforts.

2. Alert, Notification and Implementation Process

As information becomes available, the Public Information Officer (PIO) or a designee will determine the best methods of communication to the campus community. The following tools are available for mass communication regarding the status of the campus:

- Email messages to staff and students
- Text messaging to phones enrolled with alert service
- Voicemail messaging to phones enrolled with alert service
- Emergency banner on Website
- Outdoor Public Announcement System
- Message on district's emergency information phone line
- Public Address Systems or Megaphones
- Postings and signage in highly visible locations
- News releases
- Social Media Posts
- Other methods deemed necessary

3. Leadership

In the event the President is not available to delegate authority, the succession order will be according to the list below to activate the COOP:

Grossmont College Succession Order:

1. Grossmont President
2. Grossmont Vice President
3. Grossmont Vice President
4. Grossmont Vice President
5. Dean of Admissions and Records
6. Dean of English, Sociology and Behavioral Sciences
7. Senior Dean of College Planning and Institutional Effectiveness
8. Dean of Counseling Services
9. Dean of Career and Technical Education/Workforce Development

10. Dean of Student Affairs
11. Dean of the LTRC
12. Associate Dean of Athletics
13. Senior Dean of Allied Health & Nursing
14. Evening Administrators after 5:00 pm

Cuyamaca College Succession Order:

1. Cuyamaca President
2. Cuyamaca Vice President
3. Cuyamaca Vice President
4. Cuyamaca Vice President
5. Director of Communications and Public Information
6. Senior Director of Districtwide Facilities
7. Facilities Director
8. Senior Dean of Instructional Effectiveness
9. Evening Administrators after 5:00pm

4. Relocation

Relocation by critical function is available on an as-needed basis. The campus may explore class relocation to the campus not affected or improvise with temporary trailers.

B. Phase II- Alternate Facility Operations and Recovery Strategies

1. Alternate Locations

Alternate facilities will be identified. Departments may be responsible for developing strategies for the pre-positioning of supplies, mirroring computer systems and databases at the alternate facility, or putting service level agreements in place with key vendors. For any alternate facilities GCCCD does not own or lease, the departments are responsible for ensuring the contracts Director assists in developing a Memorandum of Understanding (MOU).

2. Mission Critical Systems

Departments responsible for the continuation of critical functions maintain individual procedures that specifically identify critical assets and the protection of them.

3. Vital Files, Records and Databases

All GCCCD employees who handle records/information are responsible for complying with the Records/Information Retention policy (Executive Order 1031). In addition, Departments must comply with the records/information retention and disposition schedules for their area per Executive Order 1031. Departments, responsible for the continuation of critical functions, maintain individual procedures that specifically identify vital records and protection plans for them.

4. Interoperable Communications

The Campus employs a variety of mission-critical communication systems necessary to perform critical functions and activities. Departments, responsible for the continuation of critical functions, maintain individual procedures that clearly describe their communications plan.

Aside from on-campus communications systems that include two-way radio systems for all facilities, custodial, and building marshals, our interoperable communication system exists primarily between CAPS and local law enforcement. CAPS specialists carry appropriate radios to maintain communication between campus entities and our local law enforcement partners.

5. Human Capital

As of 2015, employees are given disaster planning material and checklists at the new employee orientation in order to encourage and facilitate individual and family preparedness for emergencies. They are informed of the disaster service worker code and the need for them to have personal plans that coordinate with GCCCD plans. A building marshal program ensures ample opportunities are available for training throughout the campus.

6. Vendor and Other Agency Functions

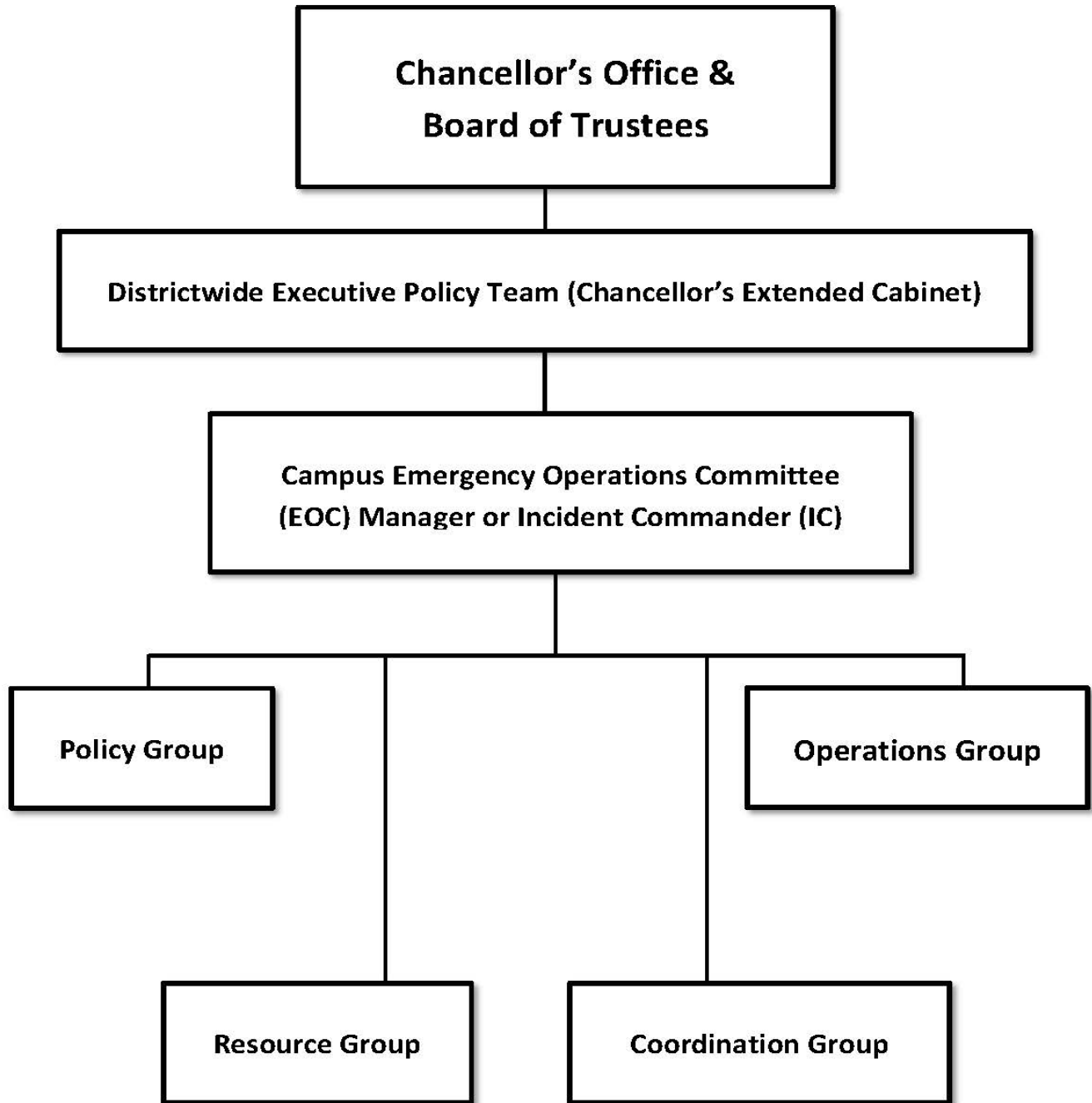
GCCCD has an agreement with the American Red Cross for major disaster recovery assistance. The MOU can be found in the "Shelter-in-Place & MOUs" tab of the Emergency Operations Binder. The campus should explore MOUs with other local agencies when possible.

C. Phase III- Reconstitution and Resumption Strategies

Departments are responsible for the continuation of critical functions and will maintain individual procedures to specifically identify reconstitution and resumption strategies.

VII. COOP Coordination and Responsibilities

The following organizational chart depicts the relationships and reporting requirements for GCCCD COOP Coordination.



COOP Team Overviews

The main objective of the COOP Executive Policy Team is to oversee the restoration of services to the campuses and continuation of critical functions following a disruption to the GCCCD mission, whether due to a natural disaster, human-caused emergency or technological failure. The Executive Team is responsible for overall decision-making at the policy level, especially when conflicts arise due to limited resources. The Executive Policy Team also serves as the main decision-making body for emergency response efforts, as described in the GCCCD Emergency Operations Plan (EOP).

Position	Districtwide Executive Policy Team (Chancellors Extended Cabinet)
Reports to:	Chancellor, Board of Trustees
Staffed by:	<ol style="list-style-type: none"> 1. Chancellor 2. Campus Presidents 3. Vice Chancellors 4. Vice Presidents
Duties	<p>The specific duties of the Executive Policy Team are:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Provide leadership throughout the business disruption; <input type="checkbox"/> Make executive policy-level decisions; <input type="checkbox"/> Provide situation updates to the Chancellor and Board of Trustees <input type="checkbox"/> Provide support for relocation needs identified by the EOC and <input type="checkbox"/> Ensure decisions on relocation facilities are communicated to all staff members.

Position	EOC Incident Commander or Manager
Reports to:	Districtwide Executive Policy Team (Extended Cabinet)
Staffed by:	Appointed Official or designee and immediate staff
Duties:	<ul style="list-style-type: none"> • Ensures the welfare and safety of incident personnel. • Supervise command and general staff • Obtain initial briefing from agency administrator or current IC. • Assess incident situation and determine the need for unified command staff. • Brief staff of summary, activities and determine time and location of all meetings. • Authorize release of information to the media. • Ensure command and general staff coordination and periodically check progress. • Keep Agency Administrator informed of updates.

Position	Policy Group
Reports to:	EOC Incident Commander or Manager
Staffed by:	Appointed Official or designee and immediate staff
Duties:	Focus on the overall strategy for the response (beyond the strategy developed by the Incident Commander at the scene).

Position	Resource Group
Reports to:	EOC Incident Commander or Manager
Staffed by:	Liaisons for MOU's and outside agencies and PIO
Duties:	Coordinates efforts between the campus and outside agencies with which the campus holds MOU's. Assists in purchasing resources as requested by the Operations Group. Communicates with local media and outlets demanding attention.

Position	Operations Group
Reports to:	EOC Incident Commander or Manager
Staffed by:	<ul style="list-style-type: none"> • Law Enforcement • CAPS • Operations, Grounds, Facilities and Maintenance
Duties:	<ul style="list-style-type: none"> • Assess life safety and scene security. • Evaluation of resources and carry out desired contingency plans. • Identify specialized tactical assignments. • Attend and plan meetings and requested.

Position	Coordination Group
Reports to:	EOC Incident Commander or Manager
Staffed by:	Appointed Official or designee and immediate staff
Duties:	Assist in collecting and analyzing data, including damage data and damage prediction data.

VIII. Logistics

Information about recovery logistics requirements is determined by Campus Departments identified as having critical function responsibilities.

A. Alternate Location

The Resource Group will identify alternate facilities based on the requirements for operations, operational risk, and advantages/disadvantages for each option. Performance of a risk assessment is vital in determining which alternate location will best satisfy a Department's requirements. Alternate facilities should provide:

1. Sufficient space and equipment;
2. Capability to perform critical function(s) within 12 hours and for up to 30 days (or other time frame as determined);
3. Reliable logistical support, services, and infrastructure systems;
4. Consideration of health, safety, and emotional well-being of personnel;
5. Interoperable communications; and,
6. Computer equipment and software

B. Critical Functions - Mission-Critical Systems and Equipment

Alternate systems and equipment will provide the Campuses with the ability to perform critical functions at the alternate facility, as well as to support the University's resumption of normal operations. Mission-critical systems and equipment will provide:

1. Capability commensurate with the Campuses critical functions;
2. Ability for personnel to access systems and equipment;
3. Ability to support COOP operational requirements; and,
4. Ability to operate at the alternate facility within 12 hours and for up to 30 days (or other time frame as determined).

C. Communication Plan - Interoperable Communications

The Campus will identify available and redundant critical communication systems for use at the alternate facilities if necessary. The existing systems provide redundancy and the ability to communicate within the Campus and outside the Campuses.

Interoperable communications will provide:

1. Capability to commensurate with the campus critical functions;
2. Ability to communicate with essential personnel;
3. Ability to communicate with other agencies, organizations, and customers;
4. Access to data and systems;
5. Communication systems for use in situations with and without warning;
6. Ability to support COOP operational requirements
7. Ability to operate at the alternate facility within 12 hours and for up to 30 days (or other time frame as determined); and,
8. Interoperability with existing field infrastructures

Departments maintain their own emergency contact information and plans for phone tree contacts. All employees have registered their contact information in the Human Resources systems in place, and are encouraged to register which can be used to notify employees of an emergency. Additional emergency communication systems include:

- Email messages
- Text messaging to phones enrolled with alert service
- Voicemail messaging to phones enrolled with alert service
- Messages through the college's computer network system
- Emergency Banner on Website
- Public Announcements
- Public Address Systems or Megaphones
- Postings and signage in highly visible locations
- News releases
- Social media posts
- Other methods deemed necessary

D. Personnel

Specialized personnel can be found in the GCCCD Emergency Operations Plan under the Building Marshal and Medical tabs. The identification of key personnel requires the consideration of the following circumstances:

- a. Specialized training or skills that are required to perform the critical function(s);
- b. The minimum number of personnel required to perform the critical function(s);
- c. Other personnel available with skills that are transferrable to support critical function(s); and
- d. Whether performance of the critical function(s) requires transfer of the personnel to an alternate site.

Vendor/Agency Contact Information

GCCCD has several MOUs for outside agency help in the event of a disaster. While the list addresses key issues, further exploration should continue each year to expand the list and address expired contracts.

The MOU listing is as follows:

1. American Red Cross Contact: 760-352-4541
2. San Diego City College, Mental Health Counseling Center. Contact: Leslie Easton - 619-388-3400
3. LDS Church near Grossmont College. Contact: Susan Baker - 619-464-7790
4. Skyline Church near Cuyamaca College. Contact: Mary Falduti - 619-660-5000

IX. Tests, Training and Exercises

Tests, Training, and Exercises (TT&E) familiarize staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate certain aspects of the EOP. Managers may be creative when it comes to EOP readiness and include power outages, server crashes, and other ad-hoc opportunities to assess preparedness.

To maximize the capabilities of potential responders, all employees should participate in the planning, implementation, and critique of exercises that test their EOP. Testing the EOP will validate the plans, policies, procedures and systems; identify deficiencies in the EOP, and allow for subsequent correction. The trainings should be identified as table top exercises or TTX.

A TTX should provide:

1. Individual and team training of campus personnel
2. Internal department testing and exercising of EOP and procedures
3. Testing of alert and notification procedures
4. Refresher orientation for EOC/COOP personnel
5. Joint interdepartmental exercising of EOP, if appropriate

The effectiveness of the training exercises should be documented in an After Action/Corrective Action Report in conjunction with the County and State Office of Emergency Services. The After Action Report shall be submitted to the HSEEP Department of Homeland Security Database at HSEEP@dhs.gov. The Cal OES liaison of record will ensure proper vetting of each Campus TTX.

Approval and Renewal

The Districtwide Public Safety and Emergency Preparedness Chair and CAPS Director will oversee review and conduct an annual review of the COOP. The signed plan page will identify year-to-year changes and updates beyond typo corrections. Responsible Departments will be contacted upon approval or if any revisions are necessary. The Campus Coordinator will contact responsible Departments approximately 60 days prior to the annual renewal date to initiate the individual BCP renewal process. Reports must be approved and signed-off by the campus Coordinator or the Executive Planning Committee.

Plan Testing

The Campus Coordinator will follow up with the Department manager responsible to test portions of their Business Continuity Plan. A portion of each plan must be tested annually, with the entire plan being tested once every 7 years.

X. Multi-Year Strategy, Program Management Plan and Budget

GCCCD's comprehensive COOP is the result of a layered development over time. This document is a work in progress and must be reviewed annually using the Attachment 2, Checklist.

Completion 2016:

Establishing a baseline of capability for meeting critical functions of individual department needs. Focus on drafting and approving the COOP which will encompass and guide the maintenance of the Emergency Operations Plan.

On-going maintenance after 2016:

EOP Workgroup members will document where there continues to be gaps/weaknesses in the Campuses preparedness and develop a plan/strategy for addressing them. Complete Attachment 2: Checklist for Yearly COOP Review.

This sheet should be completed each time the Continuity of Operations Plan (COOP) is reviewed and/or modified. The Continuity Coordinator is responsible to review and update this plan annually, or more frequently as needed.

Date Issued February 2018

Date Reviewed December 2020

Reviewed By Daryl Johnson

Name of Responsible Party

Signature and Date

Were changes made to the plan on this date? Yes

If changes were made, to which sections? (List) Replace Telecommute & Workstation Checklist

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- Long-term continuity goals and objectives are met.
- Annual and periodic Testing, Training, and Exercise plan execution have been completed.
- Implementation of improvements and corrective actions from exercise lessons completed.
- Annual review process for the COOP and all Department EOP maintenance including:
 - Update of most current information (e.g., emergency contacts, evacuation routes, contracts, alternate site arrangements).
 - Update of plan elements that may be affected by changes in unit structure or functions.
 - Communication of business continuity activities to the campus community.
 - Emergency contracts with vendors/stakeholders.

TELECOMMUTE SAFETY CHECKLIST

The following checklist provides guidance and best practices on completing a safety evaluation when telecommuting.

WORK ENVIRONMENT

- Emergency Exits are identified, and the path is reasonably direct and unobstructed.
- Lighting is sufficient for visual tasks to be completed without eyestrain. Greater illumination is generally needed for very fine visual tasks. Natural and artificial light sources should not create glare via reflection on the computer screen or working surface.
- Walkways are clear of clutter and trip hazards. The work area is segregated from other hazards in the home such as cooking surfaces in the kitchen.
- Sufficient ventilation and thermal comfort according to the season.
- Power outlets are not overloaded with double adapters and power boards.

WORK PRACTICES AND PHYSICAL ACTIVITY REQUIRED

- Find a quiet place to conduct your work, to help with concentration.
- Stand at least once per hour.
- Breaks involve stretching and changing posture.
- Long periods of continuous computer use (appx. 30 minutes) are broken-up by performing other tasks.
- Take your hands off the table and rest them in your lap periodically to allow your hands and forearms to relax.
- If you have a bar height table or counter, switch to standing for a few minutes each hour.
- Any repetitive actions are not continued for long periods without appropriate breaks.
- Hand is used to hold telephone receiver or headset is worn (no cradling).
- Any lifting, pushing, or carrying type task is well within the physical requirements as identified in the class specification.
- Carts or other mechanisms are used for moving heavy and awkward items.
- Go outside a couple times a day for fresh air and sunlight and to improve circulation.

WORKSTATION CHECKLIST

DESK

- Adequate leg spacing and clearance.
- Large flat surface that allows room for your computer equipment.

NOTE: If working on a couch or bed place a pillow behind your lower back and neck for extra support, set your laptop on a notebook binder or book to create a sturdy lap board, and limit yourself to 30 minutes before moving back to a dedicated desk or table.

CHAIR

- Chair should be raised so the desktop is at the same height as your elbows, when your arms are relaxed at your sides. If the chair will not go up high enough use a pillow to elevate your body to the correct height.
- Front of seat should not be pressing on the back of knees, keeping 2-3 fingers of space behind knees and seat pan.
- Armrest should be adjusted to comfortably support your resting forearms without raising your shoulders, if available. Armrests should be out of the way while typing but may provide support during other activities.
- Seatback should be adjusted to provide adequate lumbar support (place a small pillow or towel behind your back if needed).
- Sitting posture is upright with back slightly reclined.
- Feet should remain flat on the floor. Use a footrest or sturdy container if your feet are dangling.

MONITORS

- Monitors viewing distance is approximately arm's length away.
- Monitor height is adjusted so the top of the monitor is at eye level (may be needed to adjust for bifocals).
- Monitor placement is directly in front of user.
- Monitor is positioned to avoid glare from light sources.

KEYBOARD AND MOUSE

- Keyboard distance allows user to relax shoulders with elbows hanging close to body.
- Keyboarding posture has minimal bend in wrist and not supported on any surface while typing.
- Keyboards position is flat and secure.
- Mouse is directly next to keyboard.

Mouse is same level as keyboard.

SAFETY

Telephone or other suitable devices are readily available to allow effective communication in emergency situations.

Emergency contact numbers and details are posted or kept conveniently located.

Fire extinguisher is in working order and available. Employee is trained on how to use the fire extinguisher.

Smoke detector is in working condition and properly serviced.

First aid kit, or supplies, is available.

Work-related injuries incurred during agreed upon work hours are reported promptly to the supervisor, following District Workers' compensation procedures. <https://www.gcccd.edu/human-resources/workers-compensation.html>.

Other Safety Items

[Enter additional safety items if necessary]

Comments attached

Home office safety re-certification will be required on an annual basis for those telecommuting long term. Any questions in regard to the above best practices should be made to the Human Resources Offices.

I certify that I have reviewed the above checklist:

Employee Signature: _____

Date: _____

Supervisor Signature: _____

Date: _____

Submit this signed document to Human Resources: Cheryl Detwiler at cheryl.detwiler@gcccd.edu or Lorena Carpenter at Lorena.carpenter@gcccd.edu.