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Emergency Operations Plan

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Authority and Succession

Authority

The SUNY Fredonia has developed the emergency management plan as authorized under the NYS Governor's Executive Order #26. The plan is consistent with the:

- Chautauqua County
- National Response Framework NRF
- National Incident Management System NIMS
- American Red Cross ARC
- State Emergency Management Organization SEMO
- SUNY Emergency Response Plan doc # 5606

Succession

During emergency situations, the line of succession for the SUNY Fredonia Campus is:

President

If the President is not available, the line of succession is:

VP of Academic Affairs

VP of Administration

VP of Student Affairs

VP of University Advancement

The Chautauqua County Office of Emergency Management has reviewed this plan for consistency.

Overview, Executive Summary

Introduction:

This plan is the result of the recognition that local government has the primary responsibility for managing emergency and disaster situations. It was further recognized that a comprehensive plan was needed that was compliant with the requirements of HSPD-5, including the National Incident Management System NIMS.

The plan must also be consistent with and closely linked to regional plans. The plan was prepared by SUNY Fredonia officials and has been approved by the governing body of the SUNY Fredonia and reviewed by Chautauqua County Office of Emergency Management. This plan is an integral part of the regional emergency management program. Authority to undertake this effort is provided by NYS Governor's Executive Order #26.

The SUNY Fredonia recognizes the need for a comprehensive emergency management plan. The plan outlines actions and activities to facilitate such a management capability.

The development of this plan is based on a realistic assessment of potential hazards that could affect our community, and an assessment of existing capabilities to respond to those situations.

This plan is patterned after the comprehensive plan adopted by Chautauqua County which, in an emergency or disaster, will be the first unit of government officially notified and to which requests for assistance are forwarded.

Comprehensive Approach

The concept of prevention, planning, response, recovery and mitigation, is acknowledged as the appropriate way of managing emergencies and disasters. This comprehensive approach can save lives and minimize damage related to the occurrence of an unusual event. This plan consists of sections dealing with the aspects of a comprehensive approach.

The plan assigns responsibilities for emergency management to existing SUNY Fredonia departments and agencies. The assignments are made within the framework of the existing management organization of the various departments. Each department maintains standard operating procedures for special situations and they are considered part of this plan.

The SUNY Fredonia has primary responsible for managing all phases of a disaster that occurs within the SUNY Fredonia. Chautauqua County is obligated to provide assistance to the SUNY Fredonia after resources are exhausted and the SUNY Fredonia is unable to cope with the disaster.

Management Responsibilities

The plan describes how centralized requests for assistance are to be handled and documented. The following emergency response plans are included as part of this plan by reference. They include:

- Haz Mat Plan
- Pandemic Flu Plan
- Building Evacuation Plan

The Emergency Manager will maintain a copy of these plans in the Emergency Operations Center (EOC).

Incident Classifications

Incidents are classified into four (4) levels. Authority is provided to a limited number of individuals to classify incidents. Certain automatic actions are initiated based on the incident classification. It is recognized that for an emergency plan to be successful, first responders must have authority to activate the response plan and initiate critical actions to manage the situation.

The incident classifications are:

Level 0 Non-Emergency/Administrative

Level I Monitor/Standby

Level II Alert

Level III Emergency

Incident Management System

All incidents will be managed using the Incident Command System (ICS) and the National Incident Management System NIMS outlined by federal and Chautauqua County agencies.

[Help see www.fema.gov/emergency/index.shtm] for the National Response Framework (NRF) and the National Incident Management System NIMS.

Conclusion

This plan is intended to provide general all-hazards management guidance, using existing organizations and lines of authority to allow the SUNY Fredonia to meet its responsibilities before, during, and after an emergency occurs.

Chapter 1. General Considerations and Planning Guidelines

[Help see www.fema.gov/emergency/index.shtm] for NIMS and National Response Plan documents.

[Help see www.fema.gov/business/index.shtm] for Business Planning Information.

[Help see www.fema.gov/government/index.shtm] for Government Planning Information.

1.1 Policy Regarding Comprehensive Emergency Management

1.1.1 A wide variety of emergencies caused by acts of nature or mankind result in loss of life, property, and income; disrupt the normal functions of government, critical institutions, business, communities, families; and cause human suffering.

1.1.2 Under the authority of Homeland Security Presidential Directive-5 and NYS Governor's Executive Order #26 , the SUNY Fredonia may develop a comprehensive emergency management program to prevent, plan, respond to, recover from and mitigate emergencies and disasters.

1.1.3 The SUNY Fredonia is responsible for providing the leadership and direction to prevent, plan for, respond to, recover from and mitigate the dangers and problems arising from such emergencies within the SUNY Fredonia

1.1.4 To meet this responsibility, the SUNY Fredonia has developed this comprehensive emergency management plan (comprehensive meaning all aspects of a situation; emergency meaning an extraordinary happening; and management meaning overall coordination, direction, and control).

1.1.5 The plan considers each management function from an all-hazards perspective.

1.1.6 Attachments that may be part of this plan will be hazard-specific.

1.1.7 This concept of comprehensive emergency management includes five interrelated stages, which interact in an ongoing cycle: Prevention, Planning, Response, Recovery and Mitigation.

1.1.8 Prevention

Prevention refers to those short or long-term activities that eliminate or reduce the number of occurrences of emergencies and disasters.

1.1.9 Planning

Planning refers to the periodic risk assessment of potential hazards in the community, plus a historical review of emergency situations in the area, leading to the development of an all-encompassing strategic

community response plan and an assessment of municipal department capabilities to meet the needs of the plan. The plan should also include contingency planning for critical services and incident recovery, including cleanup. In preparing the plan, cooperation, advice, and assistance should be sought from the jurisdiction(s) that would be called upon for support.

1. 1. 10 **Response**

Response operations may start before the emergency or disaster takes place, such as upon receipt of advisories that flooding, blizzards, or earthquakes could impact the jurisdiction. This increased readiness response phase may include such pre-impact operations and activities as:

Assessing and monitoring the hazard

Alerting and warning endangered populations

Alerting response forces to stand by

- Evacuating or special sheltering of threatened populations
- Dispensing and/or relocating critical equipment and resources

Most response activities follow the immediate impact of an emergency or disaster. Generally, they are designed to minimize casualties and protect property to the extent possible through emergency assistance. They also seek to reduce the probability of secondary damage and to speed recovery operations.

Assumptions of the response situation include:

The community is damaged or exposed in some way

- Evacuation of all or part of the community may be required because immediate and ensuing threats are uncontrollable

1.1.11 **Recovery**

Recovery activities are those following an emergency or disaster to correct adverse conditions, and to protect and return the quality of life to the community.

Recovery activities will include measures to:

- Prevent or mitigate a reoccurrence of the emergency responsible for the suffering of the community
- Implement contingency plans
- Provide psychological support

- Address public health needs
- Activate support services such as the American Red Cross (ARC)
- Reinstate public services
- Permanently restore private and public property
- Repopulate evacuated areas

1.1.12 **Mitigation**

Mitigation refers to all activities that reduce the effects of emergencies and disasters when they do occur. See Section 5 for additional information on prevention and mitigation.

1.2 Purpose and Objectives of the Plan

1.2.1 This comprehensive emergency management plan is intended to set forth the basic information required because of the occurrence of a natural or man-made emergency or disaster in the SUNY Fredonia.

The plan is not intended to replace an existing plan, but rather provide an overall plan for managing and coordinating efforts to resolve the incident. Existing plans may be referenced as part of this plan.

1.2.2 The information in the plan includes:

- Authority
- Alerting
- Monitoring
- Communication and warning
- Organizational structure for management
- Planning for identified hazards
- Response operating procedures
- Availability of human resources and material
- Remedial actions required for recovery
- Actions required for prevention and mitigation

1.2.3 The objectives of the plan are to:

- Identify, assess, and prioritize local vulnerabilities to emergencies or disasters and the resources available to prevent or mitigate, plan for, respond to, and recover from them.
- Indicate that necessary actions to prevent or mitigate the effects of emergencies or disasters and be prepared to respond to and recover from them when an emergency or disaster occurs.
- Provide for the utilization of all available public and private emergency resources to protect against and address an emergency or threatening situation.
- Provide for temporary essential services until the return of normal services.
- Request access to Chautauqua County and federal programs to assist victims of disasters and prioritize responding to the needs of the elderly, disabled, low income and other groups which may be especially affected.
- Provide for recovery from an emergency or disaster by contacting the Emergency Manager to request access to Chautauqua County and federal programs

1.3 Legal Authority

Legal authority to undertake the development of the emergency plan and subsequent actions in an emergency derive from the following:

1.3.1 NYS Governor's Executive Order #26

1.4 Concept of Operations

1.4.1 The primary responsibility for responding to emergencies in the SUNY Fredonia rests with emergency management, the SUNY Fredonia, the SUNY Fredonia governing body, and the chief executive President.

1.4.2 The local government and the emergency service organizations play an essential role as the first line of defense.

1.4.3 In responding to an emergency or disaster, the SUNY Fredonia is required to make full use of the facilities, equipment, supplies, personnel, and resources of private agencies.

1.4.4 When an emergency or disaster is beyond the local management capability of the SUNY Fredonia, and local resources are inadequate, the President may obtain assistance from other political subdivisions and the superior government agency.

1.4.5 The chief executive has the authority to direct and coordinate disaster operations and may delegate this authority to an Emergency Manager.

1.4.6 A request to Chautauqua County for assistance will be submitted through Chautauqua County Office of Emergency Management. They will request subsequent access to state and federal resources.

1.4.7 Incident Command is established when an authorized SUNY Fredonia individual or a Public Safety Official is on site and communicates his/her authority with all personnel involved.

There is one Incident Commander (IC) for an incident. When more than one agency (with jurisdiction and substantial committed resources) is involved, a Unified Command structure will be established. Command will function from a Command Post (CP).

When an Emergency Operations Center (EOC) is established, it will be staffed with general administrative personnel and assumes a policy, direction, and coordination role in the incident. The EOC will act as an umbrella organization that brings together all of the elements necessary to support the incident. In addition to the above maintaining critical organizational functions ("business continuity") is a major focus of the EOC.

Command will remain with the IC or Unified Command group.

The following represents typical incident types and the designated lead agency.

Incident Type	Lead Agency
Fire	Fredonia Fire Department
Hazardous materials Spill	Fredonia Fire Department/Chautauqua County
Hazardous Material Reaction	Hazardous Materials Team
Hazardous Material Vandalism	Fredonia Fire Department/Chautauqua County Hazardous Materials Team
Aircraft (off-site — not at an airport)	Fredonia Fire Department/Chautauqua County
Railroad	Hazardous Materials Team
Criminal Incident	Fredonia Fire Department
Terrorism Incident	Conrail
Mass Casualty Incident (MCI)	University Police
Weather/Nature	University Police
Facility utility failure	University Police
Health Related Outbreak	University Police
Research/Technology Accident	Facilities Services
Catastrophic Computer Failure	Health Center
Weapons of Mass Destruction (WMD)	Environmental Health and Safety Information Technology Systems/Administration University Police/Chautauqua County Emergency Management

1.4.8 Utilizing the ICS as the principle means of organizing and directing the effort to resolve the incident, trained individuals will work as a team to manage assets during the incident. The basic Incident Command structure includes the following:

- **Command Post (CP)** where overall direction and coordination of an incident is accomplished

- **Planning Section** where progressive action plans are developed

- **Operations Section** where incident tasks are implemented and overseen
- **Logistics Section** where incident related staff support, material supplies, and support services are managed
- **Finance/Administration Section** where incident costs, employee time records, and procurement costs are managed
- **Intelligence Section** where intelligence about the incident is gathered and analyzed

The SUNY Fredonia emergency management structure will assume similar functions in a coordination capacity and operate from the EOC. The EOC structure includes the following:

- **Executive Policy Group (EPG)** where overall policy and coordination of the community response is accomplished
- **Planning and Analysis Coordination Section** where community-wide intelligence, analysis, and planning actions occur and long-term recovery plans are prepared
- **Operations Coordination Section** who is responsible for accomplishing tasks in support of field operations
- **Resource Coordination Section** who is responsible for providing support to field logistical personnel
- **Finance/Administrative Section** responsible for all clerical, log keeping, fiscal, and records keeping functions

1.4.9 The IC or other designated individuals are tasked with activating the emergency plan by classifying the incident into one of four classification levels.

1.4.10 The classification levels are structured to trigger events and actions that initiate the activation and implementation of the emergency plan.

1.4.11 Operational guides and task assignment sheets assist key personnel in activating the emergency system, notifying proper personnel, and facilitating proper response to the incident.

1.4.12 During most Mass Casualty Incidents (MCI), the fire chief will function as Incident Command. The primary Emergency Medical Services (EMS) provider for the area will function as Medical Operations Officer. If the primary EMS provider is unavailable, the IC will designate a Medical Operations Officer.

1.4.13 In rare incidents where the management plan is activated, the CP and the EOC may co-exist. Generally the CP is located near the incident and the EOC is located in a pre-designated site that contains resources such as numerous phone lines, utility plans and multiple meeting sites.

This decision is based on incident/event circumstances, not necessarily a change in level (although this could also be a reason). When the emergency plan is activated, the IC and the Emergency Manager must assess the circumstances and decide the appropriate organizational structure.

Over time CP facilities and personnel may be converted to EOC activities as the incident moves into the recovery stage.

Chapter 2. Response

2.1 Emergency Response Organization, Assignment of Responsibilities and Concept of Operations

2.1.1 The nationally recognized Incident Command System (ICS) and the National Incident Management System NIMS will be utilized to manage emergency response at the SUNY Fredonia. Incidents will be classified into one of the following categories:

2.2 Threat Severity Levels

2.2.1 The emergency operations plan uses four threat severity levels to structure the Fredonia's response. Characteristics of each level are discussed below. Examples are also given, although they are not meant to be a complete listing of possible situations that could occur.

Level 0 — Non-Emergency/Administrative/Special Events

A Non-Emergency/Administrative/Special Events level represents a situation where no outside resources are needed, a defined area is involved, there are no injuries or anticipated threat of injuries, and the incident duration clearly defined. In essence, it is only slightly above normal operations. However there may be a need to use some limited aspects of the operational plan.

Examples of an Administrative Level include:

- An organized protest that does not involve employees, is off-property but in close proximity to Fredonia facilities and the subject of the protest is related to the organization
- A construction or renovation project that needs continuous monitoring (i.e. modifications to a main building entrance)
- A special event involving the organization
- Personnel Issue where "need to know" is involved

Level I - Monitor

A Monitor Level situation involves a minor event that is occurring or may occur that could negatively affect one or more Fredonia, customers, or employees. It is characterized by the following:

- No immediate danger or emergency exists, but the potential is present.
- A minor incident occurs that appears to be of short duration.
- The situation is limited in scope and can be managed by the appropriate administration.

Examples of a Monitor Level situation include:

- A severe storm watch issued by the National Weather Service
- A fire or hazardous materials incident within the district or within two (2) miles of a facility
- A minor building system problem
- A local power outage.

Level II--Standby

A Standby Level situation indicates a risk exists or a situation is about to occur that will impact one or more Fredonia facilities, customers, and/or employees. The presented risk requires that a preparatory status be adopted. A Standby Level situation is characterized by the following:

- The potential danger is real; Fredonia personnel should be prepared to react
- The situation has the potential for expanding beyond a specific area
- The situation may continue for an extended period
- Resolving the situation may require resources in excess of those available locally. Resolving the situation may require resources in excess of those available locally

Examples of a Level II situation include:

- A severe storm warning issued by the National Weather Service
- A major fire or hazardous materials incident within one-half (1/2) mile of a Fredonia facility, route, or service area
- A major building system failure
- An incident at a Fredonia facility that, although being handled by the appropriate administration, may need additional Fredonia resources such as personnel, vehicles, equipment, supplies, etc.
- Highway route closed for any reason; i.e. police incident, flooding, etc.

Level III--Emergency

- Emergency Level indicates that a situation is occurring and requires a response by the Fredonia. It is characterized by the following:
- Employees and customers are in danger and/or facilities and equipment are at risk. Immediate action is necessary.
- The incident is on Fredonia property, or it is off Fredonia property but close enough to affect a facility or involve Fredonia customers or personnel.
- The situation requires the coordination of Fredonia resources or coordination with outside agencies.

Examples of an Emergency Level III situation include:

- A fire or hazardous materials incident that is occurring at a Fredonia facility or service area
- A major storm or weather event that is causing or has caused injury/damage
- A traffic accident involving Fredonia vehicles and/or Fredonia personnel

- Notification by recognized competent authority that action is required because of a fire, hazardous materials incident or other emergency near a Fredonia facility, route, or service area

The National Homeland Security Color-Code Advisory System may equate to the above levels as follows:

- Green — No level
- Blue — No level
- Yellow — Level 0 or I *
- Orange — Level I or II *
- Red — Level II or III *
- Black — Level III

* The level classification is dependent on the specificity of the threat to the local system. At a minimum, a Fredonia planning team (IMT) would meet on a regular basis to assess conditions and determine if any additional protective actions are necessary

2.2.2 The initial IC in most situations will be an agency official directly related to the nature of the event or a command officer from either law enforcement (the University Police Department) or the fire department. (Size, Scope and Severity may dictate that there is a separation of CP and EOC) A coordination level will be added and the coordination role of the overall incident will shift to the EOC. Note: The IC for unique situations (major water leak, utility problem, or snow storm) may be the Facilities Supervisor.

2.2.3 The Chief Executive officer:

- Determines who will organize the emergency response when the situation report indicates the need for personal management and direction of the response and recovery operations
- Determines who will direct the use of resources and facilities for disaster response
- May declare a state of emergency in consultation with legal advice. May promulgate local emergency orders and may waive local laws, ordinances, and regulations
- May provide assistance at the request of other local governments
- Will make arrangements for safeguarding essential records for continuity of operations.
- May request assistance from Chautauqua County and neighboring jurisdictions when the situation escalates beyond the capability of the SUNY Fredonia

2.2.4 If the President is not available, the following line of succession is established to ensure continuity of local government:

- The VP of Academic Affairs will be responsible for operations until the appropriate manager is available

- If the President and VP of Academic Affairs are unavailable, then the chain of command and succession will be:

VP of Administration

VP of Student Affairs

VP of University Advancement

2.2.5 The Emergency Manager:

- Serves as the chief of staff to the chief executive (or substitute) to coordinate emergency response and recovery operations
- Establishes an EOC
- Recommends to the manager to declare a state of emergency based on the severity of the situation and the necessity to use additional resources
- Recommends de-escalation and de-mobilization based on reliable intelligence and information from Planning and Analysis Coordination and/or Operations Coordination.
- Establishes a Executive Policy Group (EPG). The policy group is located near the EOC, in the Executive Policy Group (EPG) and functions in an oversight or advisory capacity to the Emergency Manager. The policy group also resolves any policy issues or questions and inter-jurisdictional issues.

2.2.6 Primary Participants in the Emergency Management Organization are:

- Chautauqua County/EMT /VVMD/ HazMat/Health Department/ Sheriff's Department
- New York State/ Police/DEC/ENCON/Terrorism Office/Health Department
- Federal US Secret Service/FBI/

Private, Semi-Private, and Volunteer Agencies

- Red Cross
- Salvation Army

2.2.7 The Emergency Management Team may consist of the following:

- University Police/Environmental Health and Safety
- Administration/Facilities
- Health Center/Counseling Center/CERT
- Information Technology Services

2.2.8 Emergency response is organized around the ICS. In addition to establishing command and building a command organization, the IC is responsible for classifying the incident and initiating the proper notifications.

The following occur automatically when one of the incident classifications is declared:

Level 0 Non-Emergency/Administrative

- Activate appropriate notifications list for the situation
- Notify the President
- Notify the VP of Academic Affairs
- Notify the VP of Administration
- Notify the VP of Student Affairs

Level I Monitoring/Standby

- Activate the Incident Command System if not in place
- Establish an Incident Command Post, Emergency Operations Center and Executive Policy Group, if needed
- Notify the President
- Notify the VP of Academic Affairs
- Notify the VP of Administration
- Notify the VP of Student Affairs
- Notify the VP of University Advancement

Level II Alert

- Activate the Incident Command System if not in place
- Establish an Incident Command Post, Emergency Operations Center and Executive Policy Group, if needed
- Make Notifications
- Notify the President

- Notify the VP of Academic Affairs
- Notify the VP of Administration
- Notify the VP of Student Affairs
- Notify the VP of University Advancement
- Notify the University Police Chief
- Notify the Director of Environmental Health and Safety
- Incident management team to report to the EOC and accept assignments upon arrival

Level III Emergency

- Activate the Incident Command System if not in place
- Establish an Incident Command Post, Emergency Operations Center and Executive Policy Group, if needed
- Make Notifications
- Notify the President
- Notify the VP of Academic Affairs
- Notify the VP of Administration
- Notify the VP of Student Affairs
- Notify the VP of University Advancement
- Notify the University Police Chief
- Notify the Director of Environmental Health and Safety
- Notify the Director of Facilities Services
- Notify the Director of Facilities Planning
- Incident management team to report to the EOC and accept assignments upon arrival
- Emergency Manager to implement emergency declaration, if appropriate

2.2.9 Command decisions for each organization's field unit participating in the response remain with the organization's chief officer on the scene.

2.2.10 The IC is in overall command of the incident field operations.

2.3 Determining the Threat Severity Level

The process for determining the threat severity level for any incident will be as follows:

- The IC, upon being notified of an incident, or community condition, will determine the threat severity level
- The IC, either personally or through the Incident Management Team (IMT), will communicate the threat severity level to those who need to know.
- The IC may modify the threat severity level up or down as more information becomes available or as the situation changes.
- Any reclassification of the threat severity level will be communicated by the IC, either personally or through the IMT.

2.4 Direction, Control, and the Emergency Operations Center including the Executive Policy Group(EPG)

2.4.1 The emergency management response will be directed and controlled from the Emergency Operations Center (including the EPG) located at (client adds location)

2.4.2 If the primary EOC is rendered inoperable, an alternate EOC will be established at (client adds location)

2.4.3 EOC operations provide for centralized coordination of the emergency response and centralized coordination of community and private agency activities.

2.4.4 The Emergency Manager is responsible for managing the EOC operations during extended emergencies. For continuity of operations at the EOC, a line of command and succession will be established.

2.4.5 In the event of a Level III emergency situation, the EOC command structure will be organized into two teams to operate continuously on a 24 hour basis. Each team will be assigned to twelve-hour shifts to be designated by the Emergency Manager based on the conditions of the incident.

2.4.6 After consultation with the Executive Policy Group, the Incident Commander or Emergency Manager will immediately appoint a Public Information Officer who will be responsible for gathering and disseminating all information to the media.

2.4.7 The Emergency Manager will implement/order a staff tracking system for all assignments to maintain control of all personnel involved in emergency operations. Such a system will create a staff-to-supervisor ratio of no more than 7:1 (5:1 is ideal). Upon completion of an assigned task or periodically as directed by the Section Chief, the group supervisor will report to the management position of greater authority within the group's assigned section.

2.4.8 The ICS Logistics Section Chief and EOC Resource Coordinator will implement/order an assets control system to follow the distribution of materials used during the emergency. Such a system can be as simple as affixing a stick-on label or a color-coded label to identify the owner of materials. This system will assist in recovering materials upon termination of the event or upon deactivation or demobilization.

2.4.9 The Emergency Manager is responsible for providing security at the EOC. The Emergency Manager will adopt a system of documenting those people in the center and issuing passes.

2.5 Declaration of a State of Emergency

2.5.1 The President may issue a declaration of a local State of Emergency.

2.5.2 Should the emergency escalate beyond the capability of the SUNY Fredonia authority exists under NYS Governor's Executive Order #26 for local jurisdictions/organizations to obtain aid from other political subdivisions.

2.5.3 The Emergency Manager will be contacted if assistance is required from outside the SUNY Fredonia.

2.5.4 When seeking and accepting assistance from another subdivision, the chief executives of the requesting and assisting jurisdictions/organizations mutually agree to the terms and conditions of such assistance.

2.5.5 An organization offering assistance may provide any services, equipment, facilities, supplies, personnel, or other resources of the entity on terms and conditions mutually agreed to by the chief executives of the participating jurisdictions/organizations.

2.6 Evacuation as a Protective Action Response

2.6.1 The ICS Planning and Intelligence section, along with the EOC Planning and Analysis Coordination Section, will assess the need, then recommend and plan for protective action options. The Planning and Intelligence Section will prepare plans for the decided options.

2.6.2 Based on the on-scene assessment of the emergency characteristics (magnitude, intensity, time until onset and duration), the Incident Commander using a universally accepted and recognized decision tree, may:

- Determine if shelter-in-place is appropriate and issue an activation order
- Designate specific zones where the occupancy and use of buildings and the entry and exit of vehicles and persons may be prohibited or regulated
- Issue a planned evacuation order; the planning and analysis section will be tasked with determining the need and then developing and issuing a plan for evacuation

2.6.3 The decision to evacuate or shelter-in-place is a difficult one. Checklists, guides and forms are provided in under ICS forms in the Operational Planning area of the software. They should be downloaded,

printed, laminated and stocked in the EOC and CP. (Reference is the National Institute for Chemical Studies and appears in the document "Blueprint for Community Emergency Management, A Text for Managing Emergency Operations," produced and published by The Emergency Response Institute, pages 314-315).

2.6.4 The Emergency Manager will or be responsible for:

- Notify Chautauqua County of the evacuation order.
- Direct the coordination of the evacuation procedures for:
 - Warning and notifying the public within the disaster area
 - Defining evacuation routes with the planning/analysis and operations section
 - Informing the public about emergency conditions, evacuation routes, destination and other vital information
 - Determine the need to close schools and other public and private facilities
 - Coordinating the means of transportation
 - Notifying disaster management agencies of the need for food supplies
 - Providing security, law enforcement, and fire protection for the shelter areas
 - Providing operational support to the on-scene Incident Commander
 - Arranging support from surrounding jurisdictions and the county
 - Initiating an unrestricted return to evacuated areas
 - Initiating recovery
- In coordination with the IC:
 - Estimate the total number of persons to be evacuated; and the number of evacuees that need public transportation and shelter
 - Identify the number and type of vehicles required for the evacuation of persons without transportation
 - Notify the transportation coordinator of the transportation support requirements

2.6.5 The Emergency Manager will:

- Direct/order the immediate evacuation operations within the affected area depending on the scale of the emergency. The Emergency Manager may be assisted by the ICS operations section where an evacuation

coordinator will be assigned to carry out the many varied responsibilities involved in the operation, using a limited evacuation plan.

- Coordinate, through the EOC, public notification and warning of evacuation and public information
- If appropriate, stage the evacuation movement based on those in greatest danger along with logistical and transportation considerations
- Coordinate with appropriate officials, through the EOC, the evacuation movement to pre-determined shelters
- Coordinate with appropriate officials, for the provision of security, law enforcement, and fire protection for the evacuated areas

2.6.6 The Resource Coordinator will:

- Marshal and stage the required number and types of vehicles to evacuate the elderly, disabled, and persons without transportation
- Coordinate with the ICS operations section, through the EOC, to provide buses and designate bus pickup points
- Establish a dispatching system to control the movement of buses from the emergency zones to the shelters

2.6.7 Law enforcement will:

- Provide input for the planning of evacuation routes from the evacuation zones to the shelters
- Control the movement of all traffic on these routes by establishing traffic control points
- Coordinate road service support through the EGG with the public works department and contract towing services
- Provide security and law enforcement for the evacuated area and at shelters
- Provide emergency zone perimeter control and coordinate, through the EOC, with the IC
- Provide traffic control for return movement

2.7 In-Place Sheltering and Reception as a Protective Action Response

2.7.1 When the emergency situation does not require evacuation, or if time and circumstance render evacuation impractical, the citizens residing in or near a hazard area of the community may be directed to take protective action. This action may include taking shelter in their homes or other designated buildings, located within the hazard area.

2.7.2 The information will be communicated to the public using the most appropriate and expeditious means available.

2.7.3 The Red Cross chapter serving Chautauqua County has a primary legal responsibility to provide emergency reception and care services for individuals and families taking shelter in their designated facilities.

2.7.4 The SUNY Fredonia will coordinate with the Red Cross and Chautauqua County. Services and support operations are outlined in the Chautauqua County emergency plan.

2.8 Limited Options Rationale

2.8.1 The nature of any response taken by most employees of the Fredonia may be limited. This is because the ones who will be responsible for resolving the most serious incidents are police, fire, emergency medical personnel, emergency management personnel, and line utilities personnel. The Fredonia's primary responsibility is to protect employees, customers, and physical assets, plus address the consequences of the incident, prepare for the continuity of essential services, and support scene activities.

2.8.2 Response Options

There are six general response options available to the Fredonia in a critical incident. These options can be modified to fit the parameters of a particular event and the needs of a specific service area. The options are discussed individually on the next few pages, addressing issues, priorities, and procedures.

Cancel Normal Operations

Canceling operations prior to start means notifying employees and customers that routine services will not be available on a specific day. A variation of this option is to notify the public and personnel that services for a specific day have been modified. This option is available whenever conditions allow sufficient time for notifications. Procedures are as follows:

- University Police Chief will monitor situation
- University Police Chief will advise the President and Vice President of Student Affairs, the President will notify the Media
- As directed by the President, information will be dispersed via email, web, access TV, text, voice mail
- The university community should monitor campus website, local radio and television stations for announcements.

Emergency Dismissal

Emergency Dismissal refers to suspending routine service, or modifying services during normal operational periods. This option assumes there is a need to clear buildings, or suspend service because of an ongoing incident. The coordination of services needs will be addressed at a CP or an EOC under the direction

of the Incident Commander or Emergency Manager. This option should be used only when absolutely necessary and it is safe to do so. Employees should not be permitted to leave facilities if they will be exposed to more danger than they would if they remained under Fredonia Procedures are as follows:

- The IC, either personally or through the IMT, will notify employees that routine service is to be suspended and the time the suspension/ modification should or will take place
- The IC and/or IMT (Public Information team member) will notify local radio and television stations of the service suspension or modifications
- The IC and/or IMT will notify employees, local officials, and organizations of the service suspension or changes
- A 100% accounting of employees will be completed and verified prior to releasing them from duty

Shelter-in-Place

Shelter-in-place refers to protecting the public and employees within grounds or facilities. This option can be used in two types of situations. First, there is no immediate threat to the facility itself, so all people can remain safe by staying inside. Second, the threat is such that an attempt to move occupants would expose them to more danger than they would face by staying put. As an example, this option could be used during a hazardous materials incident, such when escaping gases or vapors could cause harm to those who inhale it. It might also be used if releasing occupants could interfere with law enforcement or fire fighting activity in the area.

- The IC or public safety authorities will direct on-site administration to implement the shelter-in-place option.
- On-site administrators will determine whether sheltering should take place in offices or pre-determined shelters within the confines of the buildings.
- Take steps to isolate personnel from the external environment during environmental or hazardous materials incidents. This should include closing all outside doors and windows and turning off A/C and air handling systems.
- All personnel and visitors should seek shelter by moving away from outside windows and doors as well as all air ducts and ventilation systems.
- A 100% accounting of occupants will be completed and verified.
- The IC or public safety authorities will notify on-site administrators when it is safe to resume normal operations.

Lockdown

Lockdown is protecting visitors and personnel from an internal or external threat, such as a violent person, by excluding or isolating that threat. This option requires the ability to quickly secure buildings, and interior and exterior doors of the physical plant. Movement of occupants should be limited and protective cover should be sought. Procedures are as follows:

- The IC or public safety authorities will order the lockdown, specifying the scope, i.e. exterior doors and windows only, offices only, specific sections, etc.
- On-site administrators will oversee the lockdown and notify the IC when the procedure is completed.
- All personnel and visitors should move into isolated sections of buildings and reduce exposure to outside windows and doors.
- A 100% accounting of occupants will be completed and verified.

- The IC and/or IMT will inform public safety authorities of the lockdown and ensure that appropriate public safety personnel have keys to access the secured areas.
- The IC or public safety authorities will notify on-site administrators when it is safe to resume normal operations..

Evacuation

Evacuation is the removal of all occupants from Fredonia facilities or service areas. Designated safe areas for each facility should be pre-established, with primary and secondary sites being identified. Routes to get to those designated safe areas should also be pre-established. Procedures are as follows:

- A directive to evacuate can be issued by the IC or public safety authorities.
- Evacuate personnel to the primary safe area unless directed to go to a secondary location or to a congregate care center established by public safety authorities.
- All persons will leave the facilities by moving along assigned routes.
- Remain calm and keep people as calm as possible.
- Close all doors behind you. DO NOT LOCK DOORS.
- A 100% accounting of personnel and visitors will be completed and verified.
- All occupants shall remain under the control and authority of the site administrators.
- All cars will be moved as necessary to allow the access of emergency equipment.
- All persons will remain in a safe area until receiving verbal notification from on-site administrators to return to the facility.

Relocation

Relocation is used in conjunction with evacuation in that it calls for vacating Fredonia facilities or service areas. Instead of dismissing personnel they are directed to a safe facility for sheltering. It could occur during an incident that does not directly threaten the facility or service area but where public safety authorities wish to use the site as an emergency center. Procedures are as follows:

- A directive to relocate can be issued by the IC only. (All public safety requests for relocation must go through the IC.)
- The IC will determine the location to where personnel will be moved.
- Moving procedures are the same as for evacuation. Please refer to your primary or secondary evacuation meeting site.

2.9 Initial Actions and Response

2.9.1 Initial Actions: "What to Do if You Discover an Incident"

Typically, incidents involving the Fredonia campus will come to the attention of an employee by observation or telephone notification. The first employee discovering or receiving information about an incident will do the following:

1. Call University Police Department, fire or EMS if needed. The local emergency number is 673-3333.
2. Activate the emergency system. Notify the IC, providing the following information:

- Your name
- Nature of incident
- Location of incident
- Severity of injuries or property damage
- Telephone number (as a call back)

3. Take action to protect personnel, visitors and property. This might include:

- Direct people to either primary or secondary meeting location
- Isolating and securing the area by setting perimeters
- Providing assistance as needed to the public and company personnel
- Directing public safety responders to the scene

The Fredonia recognizes that catastrophic events can occur with little or no warning. Events such as earthquakes, tornados and explosions may require taking action to protect lives prior to notifying the IC. Among the actions that might be taken is Duck & Cover.

Procedures for Duck & Cover

- If inside, use a desk or piece of furniture as a shield.
 - Drop to knees with your back to the window.
 - Make body as small as possible.
 - Bury face in arms.
 - Keep eyes closed and ears covered.
- If outside, try to get behind any solid object.
 - Lie prone with face away from source of event.
 - Cover head, face and as much skin surface as possible
 - Keep eyes closed and ears covered.

2.9.2 Executing Decisions of IC / Emergency Manager / IMT

The Fredonia has empowered and authorized the Incident Commander, Emergency Manager, and Incident Management Team to direct the Fredonia 's response to emergency situations involving the entire system.

The IC at the scene will classify the threat severity level for all wide-spread incidents and determine the appropriate actions based on the level assigned. On-site administrators may be notified of actions to take by either the IC or another member of the IMT, most likely the person serving as Operations Section Chief. Fredonia personnel will follow and execute all directions and orders from the IC and/or IMT.

2.10 Incident Commander

2.10.1 Authorized Personnel and Responsibilities

The following individuals are authorized to assume the position of Incident Commander.

Ann Burns

716-673-3333-W

716-410-7200-C

716-673-5930-H

Anne Podolak

716-673-3796-W

607-346-2443-C

The role of the Incident Commander (IC) is to manage and coordinate the Fredonia's response to incidents affecting customers and personnel. In that capacity, the IC may direct personnel, take actions and implement procedures as necessary to resolve issues related to the incident.

During a large incident, an EOC may be set up at a pre-designated site under the direction of an Emergency Manager to coordinate CP activities. The following individuals are authorized to assume the position of Emergency Manager:

- Primary Emergency Manager: -Vice President of Academic Affairs - manage campus educational process
- Backup Emergency Manager: -Vice President of University Advancement - assist with managing campus educational process

Once a person has assumed command of an incident, that person will remain the IC until relieved by choice or by a senior executive. The responsibilities of the IC are as follows:

- Assume command.
- Classify the threat severity level by matching situation facts to threat criteria.
- Take protective action to stabilize the scene.
- Select and establish an appropriate command post.
- Activate appropriate ICS functions.
- Establish a unified command structure with responding agencies, if necessary.
- Conduct initial briefing of the IMT.
- Set specific objectives and direct that incident action plans be developed.
- Brief all Command Post personnel on incident action plans.
- Continually review and update incident action plans with the IMT.
- Approve all incident information released to the news media.
- Set objectives and approve plans for returning to normal operations.

2.10.2 Initial Steps Upon Notification

Upon being notified of an incident, the IC will take the following initial actions:

1. Assume command.
 - State that you will serve as IC.
 - Gather all available information.

- Ensure that emergency notifications have been made.
- Ensure that initial protective actions have been taken.
- 2. Classify threat severity level by matching the situation facts to the threat criteria.
- 3. Direct additional actions based on threat severity level and enhance protective actions already taken.

2.10.3 Build and Maintain a Command Organization

As the incident continues and becomes more complex, the IC will need to delegate duties to others. This is done by activating the ICS functions that comprise the Incident Management Team. The functions activated and when that takes place will depend on the nature of the incident confronting the Fredonia. Specific actions to be taken by the IC are as follows:

1. Identify the Command Post (CP).
2. Notify the IMT, directing them to report to the CP.
3. Activate positions and assign duties as needed.
4. Evaluate initial response options.
5. Order and execute actions.
6. Develop and implement Incident Action Plans for incident resolution.

2.10.4 Change of Command Procedures

As stated earlier, once a person has assumed command of an incident, that person will remain as IC until he/she requests that another person take that role, directs that another Authority person will be assuming that role, or until a public safety official arrives and assumes command. Should either of those events occur, the change of command procedures for the Incident Commander will be as follows:

- The IC will remain in command until relieved, either by choice, by an executive level senior Fredonia administrator, or by a public safety official.
- The person being relieved will brief the person assuming command (face-to-face if possible) and address at least the following issues:
 - Incident conditions
 - Safety considerations
 - Status of incident action plans
 - Deployment of personnel and equipment
 - Progress toward completion of tactical objectives
 - Need for additional resources

2.10.5 Unified Command

The Fredonia recognizes the need to ensure direction and control for an incident involving more than one site or jurisdiction and involving multiple responding agencies. When such a situation exists, a Unified Command structure will be established. A Unified Command structure means that all agencies and organizations that have responsibility and authority at an incident will contribute to its resolution. The process for a Unified Command structure is as follows:

- All authorized response agencies and organizations will contribute to:
 - Determining overall response objectives
 - Selecting response strategies
 - Ensuring joint planning and application of tactical activities
 - Maximizing use of available resources
- There will be only one IC. When public safety agencies are on-scene, one will assume command. The Fredonia 's IC will brief public safety authorities in the same manner as a change of command.
- The Fredonia will be a valuable resource and will assist public safety authorities wherever possible.
- The Fredonia will retain authority over all customers, employees, and assets.

2.11 The Incident Management Team

2.11.1 Role of the Incident Management Team

The SUNY Fredonia Incident Management Team (IMT) will be responsible for carrying out the directives of the IC. The principal IMT functions are listed below, along with the contact numbers for the people pre-designated to fill them. When pre-designated individuals are not available, others will be selected and tasked with the necessary functions. The ICS Guides will serve as briefing sheets for all functions. Additional functions can be created and activated as needed.

- Operations

On duty University Police Lieutenant

716-673-3333

- Logistics

To Be Determined

716-673-3452-W 716- -H

716- -C

- Planning & Intelligence

Kevin Cloos

716-673-3488 -W

716-672-9421 -C

- Finance / Administration

To Be Determined

- Public Information Officer

Jeffery Woodward

- Safety Officer

Sarah Laurie

716-673-3796 -W

716-499 -1312 -C

- Liaison Officer

Jodi Rzepka

716-673-3435-W

716-680-2155 -C

- Incident Log / Scribe

Lori Johnson

716-673-3796-W

2.11.2 Operations Section

The Operations Section manages all tactical operations of the incident, directing the implementation of action plans and strategies developed by the IC and IMT. The responsibilities of Operations are as follows:

- Supervise and direct the activities of all personnel assigned to the Operations Section.
- Participate in planning sessions, concentrating on tactical objectives and operational strategies.
- Select or recommend perimeter assignments, staging area locations and resource requirements/availability to the IC.
- Advise the IC of the readiness for tactical deployment of resources.
- Issue operational orders to implement directives of the IC.
- Supervise and direct tactical operations, utilizing available resources as required.
- Make expedient changes to incident action plans based on field developments (with the concurrence of the IC.)
- Provide the IC with frequent incident status updates.
- Ensure an activity log is maintained and after-action reports are prepared and submitted.

Operations will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor

1. Get briefing from the IC.
2. Maintain a 10 minute response capability to the Command Post (CP).
3. Get periodic updates.

Level II -- Standby

1. Get briefing from the IC.
2. Report to the CP.
3. Provide input on operation needs of Incident Action Plans.
4. Be prepared to initiate tasks if directed by IC.

Level III -- Emergency

1. Get briefing from the IC.
2. Report to the CP.
3. Provide input on the evaluation of options.
4. Execute actions as directed by the IC.

2.11.3 Logistics Section

The Logistics Section provides personnel, facilities, services and other resources required for the incident. The responsibilities of Logistics Section are as follows:

- Supervise and direct the activities of all personnel assigned to the Logistics Section.
- Participate in planning sessions, concentrating on obtaining required resources and advising on their availability.
- Provide, maintain and control selected equipment, supplies, facilities and services required by the Operations Section.
- Establish and maintain communications.
- Stage resources so that they are readily available.
- Coordinate and process requests for additional resources.
- Assign security for the Command Post, staging areas and other sensitive areas as required.
- Maintain a visible (posted) chart of resources requested and advise the IC and Operations Section when resources are available for deployment.
- Direct that meals and refreshments are provided as needed for all incident personnel.
- Ensure an activity log is maintained and after-action reports are prepared and submitted.

Logistics will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the command post (CP).
 3. Get periodic updates.

- Level II -- Standby
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Check communications capabilities.
 4. Provide input on logistical issues of Incident Action Plans.
 5. Be prepared to initiate tasks if directed by IC.

- Level 111 -- Emergency
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Operationalize full emergency communications system.
 4. Stage resources.
 5. Call up resources as needed for tactical operations.

2.11.4 Planning & Intelligence Section

Planning & Intelligence collects, evaluates and disseminates the information needed to measure the size, scope and seriousness of the incident and to plan an appropriate response. The person serving in this function should be prepared to tap resources both inside and outside the school district. The responsibilities of Planning & Intelligence are as follows:

- Provide briefing on incident size and scope to all personnel.
- Deploy and supervise personnel as needed to gather and assess intelligence information.
- Participate in planning sessions, concentrating on obtaining the information needed for decision making
- Prepare estimates of incident escalation or de-escalation.
- Report to the Safety Officer any condition observed which may cause danger or be a safety hazard to responding personnel.
- Ensure an activity log is maintained and after-action reports are prepared and submitted.
- Planning & Intelligence will carry out these responsibilities by performing the following activities for each threat severity level:
 - Level 1—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the Command Post (CP).
 3. Get periodic updates.

 - Level 11—Standby
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Assess incident information.
 4. Be prepared to collect, evaluate and disseminate any additional information needed for Incident Action Planning.

- Level III—Emergency
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Activate all Planning (Intelligence, optional) functions.
 4. Collect, evaluate and disseminate information as the situation dictates.

2.11.5 Finance / Administration Section

Finance/Administration handles the cost and financial matters of the incident. This generally includes overseeing the Fredonia 's emergency procurement policy so that the essential resources for an effective response are available. It also encompasses managing the process of filing claims for loss, compensation, etc. The responsibilities of Finance/ Administration Section are as follows:

- Participate in planning sessions, concentrating on financial and cost analysis issues.
- Assist Logistics Section with procurement of equipment, supplies and other resources needed for incident resolution.
- Ensure that all personnel time records are maintained.
- Prepare incident-related cost analysis as requested by the IC.
- Respond to and evaluate incident-related compensation claim requests.
- Ensure an activity log is maintained and after-action reports are prepared and submitted.

Finance/Administration will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the Command Post (CP).
 3. Get periodic updates.
- Level II—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Assess potential cost/financial impact of Incident Action Plans.
- Level III—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Provide cost/financial input on the evaluation of option
 4. Document all procurement, compensation, claims and other costs of operations

2.11.6 Public Information Officer

The Public Information Officer is responsible for the formulation and release of information regarding the incident to the news media and other appropriate agencies and personnel. The person serving in this function will represent the Fredonia in the eyes of the public and should be the only one authorized to release information to the media. All information and briefing material should be approved by the IC prior to being released. The responsibilities of Public Information Officer are as follows:

- Establish a Media Information Center.
- Obtain copies of all media releases and post them in the CP for review.
- Prepare an information summary on media coverage for Command Post personnel.
- Obtain approval from the IC for release of information to the news media.
- Provide press briefings and news releases as appropriate.
- Arrange for meetings between news media and incident personnel as directed by the IC.
- Provide escort the media and other officials into controlled areas as necessary.
- Maintain a log of all activities.
- In large scale incidents involving the greater community, participate as part of the Joint Information Center usually operated by a local EOC.

Public Information Officer will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the command post (CP).
 3. Get periodic updates.

- Level II—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Assess information needs of the media and other appropriate agencies.
 4. Be prepared to release information as directed by IC.

- Level III—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Activate media information center.
 4. Prepare press releases.
 5. Coordinate and release information as directed by the IC.

2.11.7 Safety Officer

The Safety Officer's mission is to help prevent injuries from occurring to anyone involved in the response to the incident. The person serving in this function is the only person other than the IC who has the authority to stop an authorized plan from being put into action. Safety must be prepared to intercede to protect lives at any time, in whatever manner is necessary. The responsibilities of the Safety Officer are as follows:

- Participate in planning sessions, concentrating on issues of safety for both those caught up in the incident and those responding to it.
- Monitor operational activities to assess potential danger and unsafe conditions.
- Correct unsafe acts or conditions through regular lines of authority when possible.
- Invoke EMERGENCY AUTHORITY to immediately correct unsafe acts when time is of the essence.
- Monitor stress levels of personnel involved in the response.
- Safety will carry out these responsibilities by performing the following activities for each threat severity level:
 - Level I—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the Command Post (CP).
 3. Review applicable safety regulations and procedures.
 4. Get periodic updates.
 - Level II—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Be prepared to provide input on safety issues related to Incident Action Plans.
 - Level III—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Assist in formulation of incident action plans.
 4. Monitor activities, assessing potential danger and unsafe acts.
 5. Exercise EMERGENCY AUTHORITY to stop unsafe acts when necessary.

2.11.8 Liaison Officer

The Liaison Officer serves as the point of contact for responding agencies (law enforcement, fire, emergency medical, utilities, etc.) and other agencies that may be involved in the incident. This includes initiating and negotiating mutual aid agreements with these agencies. The Liaison Officer usually manages the Agency Representatives, coordinating personnel assigned to the Fredonia's Command Post by responding agencies. He/she also manages any Agency Representatives activated by the Fredonia and sent to other command/operations posts to coordinate activities there. The responsibilities of Liaison are as follows:

- Identify representatives from and maintain contact with each responding agency, including communication links and locations of all assisting personnel.
- Handle requests from Command Post personnel for inter-organizational contacts.

- Monitor operations to identify current/potential inter-organizational problems.
- Provide information to appropriate governmental agencies.
- Maintain an activity log.

The Liaison Officer will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor
 1. Get briefing from the IC.
 2. Maintain a 10 minute response capability to the command post (CP).
 3. Cross-check contact names and numbers of anticipated agencies that may respond.
 4. Get periodic updates.
- Level II—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Verify contact information as potential responding agencies are identified.
- Level III—Monitor
 1. Get briefing from the IC.
 2. Report to the CP.
 3. Identify agency representatives from each responding organization.
 4. Coordinate with IC and Operations on implementation of Incident Action Plans.
 5. Handle requests for inter-organizational contacts.
 6. Monitor operations to identify current/potential inter-organizational conflicts.

2.11.9 Incident Log/Scribe

The Incident Log/Scribe is charged with keeping a written log of all incident events and updating appropriate Command Post personnel on significant developments. This function is crucial as it serves as the basis of documenting the information needed to effectively manage an incident and to prepare the after-action reports and claims needed for the Fredonia to resume normal operations. The information captured by the Incident Log/Scribe also serves as the cornerstone for analysis and training that will aid the Fredonia's response to future events. The responsibilities of Incident Log/Scribe are as follows:

- Maintain a Command Post journal, including minutes from Command Post briefings.
- Periodically distribute "situation reports" to Command Post personnel.
- Refer pertinent information to the Public Information Officer.
- Maintain and display an updated map of the incident location(s).

Incident Log/Scribe will carry out these responsibilities by performing the following activities for each threat severity level:

- Level I—Monitor

1. Get briefing from the IC, recording initial assessment of situation and times.
2. Maintain a 10 minute response capability to the Command Post (CP).
3. Gather appropriate logs, forms and supplies that could be used.
4. Get periodic updates, recording current assessment, activities and times.

- Level II—Monitor

1. Get briefing from the IC.
2. Report to the CP.
3. Maintain a journal of significant events and decisions, including times and other important data.
4. Make pertinent information available to Command Post personnel as they arrive.

- Level III—Monitor

1. Get briefing from the IC.
2. Report to the CP.
3. Maintain a journal of significant events and decisions, including times and other important data.
4. Distribute a "situation report" at the direction of the IC to other CP personnel.
5. Refer pertinent information to Public Information.
6. Maintain custody of important documents and resources that are used in the CP.

2.11.10 Change of Command Procedures for IMT Command Staff and Section Chiefs

The change of command procedures for the Incident Management Team command staff and section chiefs will be as follows:

- A person serving in an IMT function will continue to do so until the IC directs a change of command.
- The person being relieved will brief the individual assuming command, face-to-face, if possible. This briefing should address at least the following issues:
 - Incident conditions
 - Safety conditions
 - Status of incident action plans
 - Assignment and deployment of personnel and equipment under the direction of that IMT function
 - Appraisal of need for additional resources
 - Any other issue applicable to that IMT function
 - Section Chiefs have the authority under ICS to activate appropriate branches and divisions as needed to manage their section

2.12 Executive Management Phase

2.12.1 This phase occurs when the size, scope, and seriousness of the incident exceeds the ability of the scene Command Post to manage the situation. Often multiple jurisdictions are involved in a widespread incident, and/or the incident creates consequences that need to be managed by the Fredonia. Incidents that move rapidly into this phase include natural disasters, major fires, nuclear power plant incidents, serious transportation-related accidents, a major IT failure, and major hazardous material accidents. The Executive

Management Phase may exist from several hours to a week or more. **During this phase, the Fredonia may establish an Emergency Operations Center (EOC) where the focus is managing the impact of the incident. This is a coordination function rather than a command function.**

2.12.2 Executive Management Phase Objectives, Strategies & Outcome

Objective — Consequence Management. Given the magnitude of incidents that reach this phase, the ultimate responsibility for resolving the incident (but not the consequences) will likely rest with the President and public safety agencies. The Fredonia will probably operate in a consequence management and scene support capacity. However, there could be an internal crisis (such as a major IT failure) that reaches the Executive Management Phase without the involvement of the emergency services. In this case, the Fredonia will be responsible for total management of the incident.

Strategies

1. **Organize a "decision-making team" to bring about a safe and successful resolution of the incident.** In addition to the Fredonia EOC, the emergency services ICS is expanded to include an umbrella coordination group, usually at a county or regional governmental level. For example, requests for community services or resources will be pooled under the NIMS concept to help reduce confusion and promote maximum efficiency.
2. **Implement a Unified Command structure that facilitates all agencies working together and communicating effectively.** This allows for a continuous re-evaluation of the situation and types of resources required for incident action plans. This also enables all agencies to provide effective support for field operations. Frequent actions include the invoking of local or Chautauqua County law to declare a "state of emergency" and the authorization of widespread evacuations. Again this will very likely involve activation of the National Incident Management System NIMS.
3. **Outcome - Incident is resolved.** Once in the Executive Management Phase, the incident will likely stay in this phase until the incident ends, and then moves to the Recovery Stage.

2.12.3 Emergency Operations Center (EOC)

The EOC represents the organizational response model for most incidents. The EOC is tasked with establishing policy and coordinating operational, resource and planning activities. The difference between "coordination" and "command" cannot be emphasized enough. The main focus of the EOC is managing the "impact" of the event, not the resolution of the specific incident. Secondly, the focus of an EOC is to provide support and guidance to the scene-based teams not micro-manage their activities.

The Executive Policy Group is a separate element of the EOC structure. This group is where top management personnel such as the organization C.E.O., C.O.O., Board President, etc. plus high ranking public officials, would come together to make major policy decisions. They also serve to insulate the Emergency Manager from high level outside inquiries into the incident, as people from all levels of government and the community will be calling for information. Working closely with the Public Information Office, they can field these inquiries and keep the appropriate people/organizations in the loop. If the Emergency Manager had to do this as part of his/her management of the incident, he/she would be overwhelmed and unable to manage the EOC.

The EOC is also essential for managing short and long term management of essential operations plus long term recovery efforts.

2.12.4 Role and Authority of the Emergency Manager and the Emergency Operations Center (EOC)

During a major incident involving multiple sites or direct Fredonia impact, an Emergency Operations Center is established at Administration Level under the direction of an Emergency Manager to oversee incident consequences, ensure continuity of operations, and provide support to the scene-based teams and Incident Commanders. The functional sections in the EOC are similar to the Command Post sections but are represented under distinct titles. The EOC will have an Emergency Manager with similar staff positions as the Command Post. The main Sections in the EOC will be **Operations Coordination, Planning and Analysis Coordination, Resource Coordination, Finance and Administration Coordination.**

2.12.5 EOC Responsibilities

EOC operations provide centralized direction and control of the emergency response operations and centralized coordination of all incident related activities, including management of incident consequences and continuation of essential services.

A Command Post (CP) is a scene-based location where the activities of the emergency responders are coordinated, resources are staged and distributed, and primary scene-based incident command functions are performed.

An **Executive Policy Group** is the location where the leadership of the organization responsible for managing business continuity and the incident-related leadership from the community gather to make policy decisions and decide critical impact issues.

If the incident is occurring at one or more of the subsidiaries the local subsidiary Emergency Manager or designee will establish a local Command Post. If necessary, the Fredonia will establish an EOC at the main administrative office to coordinate activities with the subsidiary Command Post personnel.

In the event of a Level III incident in the community, or if a Level II emergency has the potential to last more than twelve hours, the command structure will be organized into two teams to allow continuous operations on a twenty-four hour basis. Each team will be assigned to a twelve hour shift to be determined by the Emergency Manager.

If the incident is media worthy, the Emergency Manager will appoint a **Public Information Officer** who will be responsible for gathering and disseminating all incident-related information to the media and the staff within the EOC. No one else should speak to the media.

To maintain control of all personnel involved in the incident operations, the Emergency Manager will implement/order a **staff tracking system** for all assignments. This system will result in the appointment of Mission Units with a staff-to-supervisor ratio of no more than 5:1. Upon completion of an assigned task or periodically as directed by the Section Chief, the mission unit supervisor will report to the ICS position of greater authority within the Mission Unit's assigned Section.

The Resource Coordination Section Chief will implement/order an **asset control system** to follow the distribution of assets used during the emergency. An asset control system can be as simple as affixing a

stick-on label or a color-coded label to an item to identify the owner or resource provider. This system will assist in returning items to their rightful owner upon termination of the incident.

The Emergency Manager is responsible for providing **security** for the EOC and the Policy Group. To accomplish this need, each person in the EOC must display identification that documents his or her right to be at the EOC. EOC members will also identify themselves to the Section Log/Scribe for documentation and review purposes.

2.12.6 Business Continuity/Interruption

The Incident Management Team, under the direction of the Emergency Manager, will assess the situation and determine the damage and incident impact on the operations. Based on this appraisal, business continuity and business interruption contingency plans will be implemented.

All damage assessment activities will be administered from the EOC using standard documentation forms and accounting procedures.

The requests and utilization procedures for resources will be managed through the Resource Coordination Section.

The primary focus of a business continuity plan is the protection of lives and property and the continuation of essential services. If either lives or property are threatened, operations that may impact life safety or cause further damage to Fredonia property should be immediately suspended.

During event resolution, the Planning and Intelligence Coordination Section should be tasked with identifying business continuity and recovery issues and preparing a preliminary business continuity and recovery plan. Once the plan has been created and approved by the Emergency Manager, the Operations Coordination Section will implement the plan.

2.12.7 EOC Positions

2.12.7.1 Emergency Manager

Responsibilities:

- Oversees the activation, staffing, and operations of the EOC.
- Ensures a sufficient number of personnel are assigned to the command staff and general staff positions.
- Set specific objectives and request that Incident Action Plans be developed for review and approval.
- Brief all EOC personnel on Incident Action Plans.
- Continually review and update Incident Action Plans for consequence management, scene support, and the continuity of operations with the Incident Management Team.
- Authorize and approve all incident requests.
- Authorize and approve all incident information released to the news media.
- Set objectives and approve plans for the continuity of essential operations and the return to normal operations.
- Advise the Executive Policy Group of the need for policy decisions, operational decisions, and issues of political significance.

Deputy Emergency Manager (may be activated for major incidents)

Responsibilities:

- Obtain briefing from IC.
- Assume interim command when the IC is unavailable or absent from the EOC.
- Assist the Emergency Manager as directed or where appropriate.
- Verify execution of Emergency Manager's directives and compliance with Incident Action Plans.
- Serve as "systems manager".
 - Assure that all EOC personnel function within their specific assigned roles.
 - Assure the smooth flow of information throughout the EOC operation.
- Review status reports, journals and other data for accuracy and completeness.
- Ensure that all logs are submitted to the Emergency Manager in a timely manner.

Safety Officer

Responsibilities:

- Obtain briefing from the Emergency Manager.
- Review Incident Action Plans for safety related issues that could impact incident responders.
- Monitor operational plans to assess potentially dangerous acts or conditions.
- Correct unsafe acts or conditions impacting staff or responders through regular lines of authority.
- If necessary, exercise emergency authority to immediately stop or prevent unsafe acts or unsafe conditions.
- Monitor stress levels of EOC personnel involved in the response.

Public Information Officer

Responsibilities:

- Obtain briefing from the Emergency Manager.
- Establish a separate incident media information briefing center, if such a center is necessary.
- Initiate a Joint Information System (WS) to provide a mechanism for disseminating uniform, coordinated, and consistent information from government officials and first responders to the news media and the public.
- Coordinate with incident support agencies to detail how information will be exchanged and how their services will be coordinated with the public.
- Obtain copies of all media releases pertaining to the incident.
- Prepare an information summary on media coverage for the EOC staff.
- Obtain approval from the Emergency Manager for the release of information to the news media.
- Provide press briefings and news releases as appropriate.
- For review purposes, post all news releases in the EOC.
- As directed by the Emergency Manager, arrange for meetings between the news media and incident personnel.
- Escort the media and other officials into controlled areas as necessary.
- Maintain a log of all activities.
- Periodically update the Executive Policy Group on the important elements of the incident.

Liaison Officer

Responsibilities:

- Obtain briefing from IC.
- Provide a point of contact for assisting mutual aid agency representatives.
- Identify representatives from each responding agency, including a communications link and the location of all personnel assigned to assist with the incident.
- Handle requests from the Command Post and EOC personnel for inter-organizational contacts.
- Monitor incident action plans to identify current or potential inter-organizational conflicts or problems.
- Provide information to appropriate governmental agencies.
- Maintain contact with the Command Center to stay abreast of other agencies involved in the incident.
- Maintain an activity log.

Incident Log/Scribe

Responsibilities:

- Obtain a briefing from the IC.
- Maintain an Emergency Operations Center journal that will include time, activities, decisions, and actions taken.
- Periodically distribute a situation report to the Emergency Manager and the PIO.
- Gather incident related information from other EOC personnel for entry into the journal. © Refer pertinent information to the Public Information Officer.
- Maintain custody of all documents prepared for briefing the Emergency Manager; ensure that the date, time and persons in attendance for briefings are properly recorded.
- Maintain and display an updated map or overhead of the incident location for EOC personnel that will depict:
 - Affected areas.
 - Inner (IP) and outer (OP) perimeters set by responding agencies.
 - Command Post (CP) location.
 - Staging Areas (SA).
 - Evacuation Centers (EC).
 - Reunification Centers (RC).
 - Areas requiring evacuation or those already evacuated.

Operations Coordination

Responsibilities:

- Obtain a briefing from the Emergency Manager.
- Supervise and direct the activities of all assigned Operations Coordination Section personnel.
- Assist with the development of operational components of Incident Actions Plans.
- Prepare and recommend to the Emergency Manager, any changes and revisions to the Incident Action Plans.
- Issue operational orders necessary to implement the directives of the Emergency Manager.
- Select or recommend Staging Area locations and resource requirements/availability to field supervisors
- Assist in the development of Termination Plans.
- Ensure that appropriate operational personnel prepare after-action reports.

Planning & Analysis

Responsibilities:

- Obtain a briefing from Emergency Manager.
- In coordination with the scene, gather and assess incident-related intelligence information.
- Obtain or request photographs, sound, and video recordings of incident activities where appropriate to assist EOC personnel in developing Action Plans.
- Respond to requests for action plans from the Emergency Manager.
- Evaluate and plan for what should happen if certain conditions present themselves.
- At request of the Emergency Manager, predict incident escalation or de-escalation needs by communicating with the scene and performing the following analysis:
 - Identify high-risk locations
 - Identify asset needs (including personnel)
- Coordinate Termination Planning.
- Prepare a plan for re-population of evacuated areas where appropriate.
- Ensure that an activity log is maintained and after-action reports are prepared and submitted.

Resource Coordination

Responsibilities:

- Obtain a briefing from Emergency Manager.
- Plan and coordinate the activities of the Resource Coordination Section and supervise assigned personnel.
- Based on the initial action plan, plan necessary logistical support for field operations.
- Obtain, maintain, stage, and control personnel, equipment, supplies, facilities and services required by the Operations Coordination Section.
- Assign security for the EOC, Staging Area(s) and other sensitive areas as required
- Maintain a visible chart of requested resources and advise the Operations Coordination Section
- Chief of the arrival of resources ready for deployment. The logistical chart should display information as follows:
 - Resources requested (Available/Unavailable).
 - Time requested.
 - Estimated time of arrival.
 - Resource "staged" and available.
 - Description of resources, i.e., size, number, capabilities, etc.
Ownership of the resource
- Coordinate public and private donations, ensuring that all legal and safety issues have been addressed.
- Direct that meals and refreshments for all incident personnel be provided as needed.
- Direct that an activity log be maintained.

Finance/ Administration

Responsibilities:

- Obtain a briefing from the Emergency Manager.
- Provide input during the planning sessions on financial and cost-analysis matters. a Assist the Resource Coordination Section with the procurement of equipment, supplies and other resources needed for incident resolution.
- Ensure that all personnel time records are maintained and transmitted to agencies assisting with the incident.
- Activate necessary elements (Time Unit, Procurement Unit, Compensations Claims Unit and Cost Unit) to support Finance activities.

- Participate in termination planning sessions.
- Prepare an incident-related cost analysis as requested by the Emergency Manager.
- Respond to and evaluate incident-related compensation claim requests.
- Maintain an activity log.

2.12.8 Client Specific Positions

University Police Chief - oversee the activation, staffing and operations of the EOC.

Director of Environmental Health and Safety - Obtain briefing from IC

Chapter 3. Recovery

3.1 Damage Assessment

3.1.1 Responsibility for damage assessment lies with the SUNY Fredonia. The American Red Cross (ARC) also is tasked with this responsibility and can provide assistance in this area. The construction code enforcement officials, along with other individuals identified by the SUNY Fredonia, will team with the ARC to perform the initial damage assessment.

3.1.2 Persons tasked with conducting the damage assessment will utilize a standardized method of documenting, describing, and communicating damage observed. A systematic geographical system will be utilized to gather and disseminate the information to appropriate groups and agencies.

3.1.3 The damage assessment process will be managed and directed from the EOC. A damage assessment officer may be appointed to direct and control the effort. Duties of the damage assessment officer include:

- Direct all damage assessment activities and compile consolidated information
- Coordinate all damage assessment information with the Finance/Administrative Support section
- Utilize and request resources sufficient to conduct an assessment within the time parameters established
- Work closely with the ARC to coordinate assessment activities
- Maintain a close liaison with other government entities.
- Insure a standard reporting format is used when communicating information
- Coordinate all damage assessment activities with the IC and on-scene command personnel
- Establish a location to obtain information and forms for recovery and assistance.

3.1.4 The data will be gathered and reported on a standardized form.

3.1.5 Continuity Plans

- Determine the existing state of community service departments, the capability for the restoration of such services, and the time line for a return to normal operations
- Determine the state of critical private sector services such as grocery stores and pharmacies, the capability for the restoration of such services, and the time line for a return to normal operations

- Determine the current state of records, equipment, and supplies, the possibility of salvage, and the time line for completing salvage
- Based on the above information, decide if the implementation of continuity plans is necessary
- If implementation is necessary, appoint a "continuity plan implementation officer" to order and coordinate implementation of the plans
- All of the above determinations and coordination should be done at the EOC where intelligence, resources, and communications are available

3.2 Planning for Recovery and Re-Population

3.2.1 Recovery is defined as community development and redevelopment.

3.2.2 Development is based on a comprehensive development plan with technical assistance provided by Chautauqua County department of planning.

3.2.3 Comprehensive development plans are officially adopted by the SUNY Fredonia as the official policy.

3.2.4 The SUNY Fredonia will decide whether the recovery will be managed through existing organizations with planning and coordination skills or by a recovery task force.

3.2.5 The recovery and redevelopment plan will include, but not be limited to proposals for:

- Replacement, reconstruction, removal, or relocation of damaged or destroyed public facilities and infrastructures
- Establishment of priorities for emergency repairs to community facilities, buildings, and infrastructures
- Economic recovery and community development
- New or amended zoning ordinances, subdivision regulations, building and sanitary codes, and other land use management regulations as appropriate

3.2.6 The recovery and redevelopment plan will take into account and incorporate to the extent practical, relevant existing plans and policies.

3.2.7 Prevention and mitigation measures, such as those listed below, should be incorporated into all recovery planning whenever possible.

- Engineering solutions to reduce vulnerability to certain disaster types
- Land use management regulations

- Local ordinances that mitigate against disasters from natural and man-made hazards

3.2.8 Responsibilities for recovery are assigned to the SUNY Fredonia under NYS Governor's Executive Order #26, and depend on whether or not a gubernatorial disaster declaration was issued for a specific disaster.

3.2.9 If the governor declares a Chautauqua County disaster, then the SUNY Fredonia has the following responsibilities:

- Prepare damage assessments
- Review sections of the NYS Governor's Executive Order #26 for options

3.3 Reconstruction

3.3.1 Reconstruction consists of two phases.

Phase 1 - Short term reconstruction to return vital community life support systems to at least minimum operating levels.

- Short-term reconstruction includes activities such as:
 - Control contractors and insurance adjusters through registration and monitoring procedures. Also, establish procedures for verifying proper credentials (electrical, plumbing, etc.)
 - Review and monitor building materials for code compliance
 - Expedite the building permit process (consider on-site permitting to insure adequate building materials and an on-site liaison with insurance company adjusters)
 - Prepare copies of local building codes for insurance adjusters, contractors and homeowners

Phase 2 - Long-term reconstruction and redevelopment, which may continue for years after a disaster, will implement the officially adopted plans, policies, and program for redevelopment.

- Long-term reconstruction and recovery includes activities such as:
 - Scheduling the planning for redevelopment
 - Analyzing existing Chautauqua County and federal programs to determine how they may be modified or applied to reconstruction
 - Conducting public meetings and hearings
 - Providing temporary housing and public facilities

- Providing public assistance
- Coordinating Chautauqua County and federal recovery assistance
- Monitoring reconstruction progress
- Preparing periodic program reports to be submitted to the Chautauqua County

3.3.2 Reconstruction operations must conform to all existing Chautauqua County and federal laws and regulations concerning environmental impact.

3.3.3 Reconstruction operations in and around designated historical sites must conform to existing local, Chautauqua County, and SEMO guidelines.

3.4 Public Information on Recovery Assistance

3.4.1 The SUNY Fredonia will work closely with the county to disseminate information to the public on the availability of emergency public assistance, who will provide the assistance, who is eligible, etc.

Chapter 4. Prevention

4.1 Potential Hazards

Fire	Flooding	Hot Spells
Hurricanes	Ice Storm	Snow Storm
Tornadoes	Heavy rain	Wind Storm
Blizzard	Drought	Earthquake

4.1.2 Industrial related (including fixed site hazardous materials)

Water Supply Failure	Nuclear	Spills
Main Break	Fossil Fuel	Ethanol
Contamination at source		Bulk Fertilizer
Rationing		Rendering

4.1.3 Transportation related (including in-transit hazardous materials)

4.1.4 General Community Facilities

School Districts

Senior Centers

Same Day Surgery Centers

Highway	Fixed Site	Underground Gas Line
Air	Chemical Incident	Stationary Fuel Tank Truck
Ship/Ferry		Railroad Car Fire
Rail	Nuclear Spill	Hazardous Chemical Spill

Colleges/Universities	Day Care Centers	Detention Centers
Health Centers	Hospice Facilities	Hospitals Psychiatric
Nursing Homes	Prisons/Jails	Centers

Municipal officials have the responsibility to prevent situations, if possible, through careful review of past incidents, making a realistic assessment of the municipalities capabilities, and planning and acting strategically. The municipality should utilize resources based on the strategic plan to prevent the potential impact of emergencies.

The SUNY Fredonia recognizes the extensive work completed by Chautauqua County in the area of hazard identification. Building on this work, based on the history of emergency situations in the area, and assessing the changes to the area over the past several years, the following specific situations have been identified as examples.

[Help see www.disasters.org/emgoldd

4.1.5 Regional Impact

Vulnerability to hazards in neighboring jurisdictions

4.1.6 War and/or WMD/terrorist incident

4.1.7 Public health related problems

4.2 Hazard Analysis

Hazard Analysis and Establishment of Priorities for Planning [Help see www.fema.gov/plan/gaheop.shtm and www.mspemd.org].

4.2.1 All significant hazards that pose a potential threat to the area are considered in the emergency plan.

4.2.2 Maps identifying the location of potential hazards are located in the EOC.

4.3 Emergency Management Capability Assessment

4.3.1 Periodic assessment of the SUNY Fredonia 's capability to manage the emergencies caused by the hazards identified and analyzed is a critical part of the prevention and mitigation phase.

4.3.2 A capability assessment may be conducted with the assistance of the county Emergency Manager and used in the annual review of the emergency plan.

4.4 Multi-Year Development Plan

4.4.1 Based on the capability shortfalls identified in the capability assessment, the multi-year development plan (MYDP) will be prepared and jointly submitted to the SUNY Fredonia governing body and the Chautauqua County

4.4.2 The multi-year development plan may:

- Outline what needs to be done to achieve the desired management capability goals

Serve as a framework for improving capability over a five (5) year period with the emphasis on the first year

- Provide the basis for scheduling and funding the long-term programs, projects, and the establishment of priorities
- Suggest the plan be reviewed and updated annually

4.5 Identification, Location, and Management of Critical Resources

4.5.1 The Emergency Manager is responsible for mobilization and management of SUNY Fredonia resources.

4.5.2 The Emergency Manager will assist the President in the management of the resources.

4.5.3 Additional public safety and government resources can be accessed by the Emergency Manager through the normal emergency communications channels.

4.5.4 SUNY Fredonia department heads will maintain a resource inventory. During an emergency, the resource list will be made available to the Emergency Manager. At a minimum, the resource inventory will be updated annually and submitted to the Emergency Manager.

4.5.5 The President as director of resource management, is responsible for:

- Developing mechanisms to coordinate the use of local resources and manpower for service during and after disasters and to establish control and delivery procedures for providing requested assistance
- Drafting letters of understanding with private sector organizations and mutual aid agreements with neighboring jurisdictions for resource support

4.5.6 The Emergency Manager is responsible for:

- Identifying and maintaining an inventory of all available resources including personnel, equipment, and supplies that are under his/her control, or available to be marshaled when disaster threatens or strikes
- Developing a standard resource inventory format including: classification, quantity; location of resources; and names, addresses, and telephone numbers of persons to be contacted in the event that resources are required for support during an emergency
- Keeping the inventory lists of resources current, including maps and public building plans
- Developing a list of government agencies that can provide unique resources, including web sites and forms

- Assisting in the identification of resource requirements for personnel, equipment, and supplies during a disaster
- Coordinating resource identification with private sector organizations and volunteers to supplement public resources in order to maintain adequate reserves in the following categories:
 - Supplementary shelter facilities such as churches, schools, etc.
 - Special and heavy equipment
 - Emergency medical services and supplies
 - Food, fuel, building supplies
 - Transportation (buses and trucks)
 - Special engineering services
 - Utilities

4.6 Comprehensive Emergency Management Planning

Based upon hazard assessment and discovery that prevention or mitigation cannot be carried out in a realistic manner, specific plans must be established to meet any emergency associated with the assessed hazard. This may occur when the community has a business that handles large quantities of hazardous chemicals or there is a major highway within the jurisdiction that provides a means for vehicles to transport chemicals through the area

Contingency Planning - Whenever a community suffers a significant emergency, essential services and businesses are disrupted. When this occurs, contingency plans for both must be in place until recovery efforts have been completed. Critical community services such as social services must be continued and businesses, particularly those that provide basic community needs such as pharmacies and food stores, must have a plan to continue at least basic operations.

4.6.1 The preparation of comprehensive plans to deal with emergencies, caused by potential hazards, is a preventive and mitigation activity.

4.6.2 County law NYS Governor's Executive Order #26 authorizes SUNY Fredonia to prepare emergency management plans.

4.6.3 This plan, therefore, has been prepared to assist the SUNY Fredonia in preparing for, responding to, and recovering from disasters.

4.6.4 SUNY Fredonia departments and agencies are responsible for:

- Preparing plans and recommendations for improving prevention and mitigation capability
- Submitting the plans to the Emergency Manager for the review and coordination with other departments and governmental agencies.

4.6.5 The Emergency Manager will:

- Be responsible for the development and maintenance of the comprehensive emergency management plan
- In preparing the plan, when applicable seek cooperation, advice, and assistance from:
 - Chautauqua County
 - The Chautauqua County police
 - Local government officials and community services and agencies
 - The fire department, ambulance service and other medical providers
 - The University Police Department
 - Health Department
 - Regional and local planning agencies
 - Management of major private commercial and industrial enterprises
 - The general public
- Upon completion or revision of the comprehensive emergency plan, submit the plan to:
 - Selected SUNY Fredonia departments, agencies, and private sector organizations assigned emergency responsibilities for their review and concurrence
- Upon approval of the plan, distribute copies of the plan to all participating government and private sector organizations
- Maintain the plan by reviewing and updating it annually to reflect changes in government structure and technological changes, and by eliminating plan deficiencies identified by drills, exercises, and plan implementation
- Submit the plan to regional and Chautauqua County governments annually for review and comment
- Establish and maintain records on all supplemental emergency plans.
- Keep a current inventory of programs relevant to the prevention and mitigation of, response to, and recovery from disasters

CONTINUITY PLANNING

Chapter 5. Mitigation

5.1 Policies and Programs to Mitigate Disasters

5.1.1 SUNY Fredonia agencies/departments will:

- Prepare policies, programs, and regulations to prevent and/or mitigate disasters
- Develop compliance and enforcement programs to implement the policies 5.2

Land Use Management

5.2.1 The planning and zoning boards are responsible for land use management and can take subsequent preventive and mitigation action

5.2.2 Chautauqua County Laws enable local jurisdictions to manage and control land use in the community.

5.2.3 Land use management, among other things, may prevent loss and endangerment of human lives and private and public property because of disasters caused by flooding or erosion.

5.2.4 Through control of development and building in risk areas, disasters may be prevented or mitigated.

5.2.5 Zoning ordinances, building permits, building codes, subdivision regulations, and flood plain regulations are effective land use management tools to implement control of development in hazardous areas.

5.2.6 The National Flood Insurance Program (NFIP) is available to local communities with effective land use management programs, for mitigating the loss of or damage to private and public property through floods.

5.2.7 In order to participate in the NFIP, local flood plain management regulations should be consistent with section 60-3 (B) of the NFIP regulations.

5.3 Monitoring of Identified Risk Areas

5.3.1 The Emergency Manager will develop, with the assistance of SUNY Fredonia departments, the capability to monitor identified risk areas to detect a hazardous situation and protect the SUNY Fredonia population.

5.3.2 To assist with monitoring functions, resources from Chautauqua County, along with other public agencies and the private sector, will be identified.

5.4 Training of Emergency Personnel

5.4.1 The Emergency Manager has the responsibility to:

- Arrange and provide training for members of the emergency management team.

Insure training will:

- Include knowledge of characteristics of emergencies and disasters, their consequences, and implementation of emergency management programs. These programs should include information on protective measures, notification procedures, available support and resources, and technical skills required for emergency management, including the need to stay with assigned responsibilities and not freelance
- Provide a working knowledge of the umbrella NIMS and the ICS
- Provide emergency personnel with the variety of skills necessary to help reduce or eliminate the hazards of emergencies and increase their effectiveness to respond to and recover from emergencies of all types
- Conduct periodic, realistic exercises and drills to evaluate local capabilities and preparedness
- Consult with departments and agencies to develop training courses and exercises

5.4.2 All SUNY Fredonia departments and agencies assigned emergency functions are responsible to develop a training capability. Departments and agencies should train their employees in duties and responsibilities in prevention and mitigation of, planning for, response to, and recovery from emergencies and disasters.

5.4.3 Volunteers participating in emergency management, such as fire and rescue operations, ambulance services, first aid and other medical services, ARC, Radio Amateur Civil Emergency Service (RACES), Civil Air Patrol (CAP), will be trained by these services in accordance with established procedures and standards.

5.5 Education and Public Awareness

5.5.1 The Emergency Manager is responsible for:

- Providing education on agency emergency preparedness to the community. Resources for educational material include the county emergency management office, SEMO, and web sites.
- Making the public aware of existing hazards to the community from agency activities
- Familiarizing the public with the kind of protective measures the community has developed to respond to any emergency arising from the hazard

5.5.2 A well-educated public will be better prepared to follow and understand official instructions for protective actions.

5.5.3 The Emergency Manager will coordinate with Chautauqua County on at least an annual basis.

5.6 Planning

5.6.1 Based upon hazard assessment and mitigation efforts, the Emergency Manager will develop or adopt appropriate response plans for any exceptionally hazardous location. Such plans will include notification procedures (including the public), response procedures, evacuation procedures, recovery (including regulated cleanup), and mitigation of consequences.

5.6.2 Critical community services, such as schools, emergency management, garbage cleanup, social services, and tax collection should develop or adopt contingency plans under guidance of the Emergency Manager for the continuation of at least basic services until full service can be restored. The salvage of records, equipment, and supplies should be part of this plan.

Chapter 6. Appendices

6.1 Glossary

6.2 Review, Update, and Distribution

The emergency manager or designee shall review this community emergency management plan at least annually for the SUNY Fredonia. The review will occur during the fourth quarter of the year with the update complete by December 1.

As part of the review, the coordinator will seek input and recommendations from SUNY Fredonia departments and agencies participating in the plan, as well as the County Office of Emergency Management. If necessary, appropriate meetings will be conducted to assure critical issues are addressed, and that changes are appropriately implemented.

A copy of the plan will be distributed to the following people or locations:

President's Office

Vice President of Academic Affairs

Vice President of Administration

Vice President of Student Affairs

Vice President of University Advancement

University Police and Environmental Health and Safety

Fire Service

- Fredonia Fire Department
- Chautauqua County Emergency Management Office

Emergency Medical Services

- Brooks Hospital/ AllStar Ambulance
- Fredonia Fire Department
- Law Enforcement

- Fredonia Police Department
- New York State Police
- Chautauqua County Sheriff's Department
- Dunkirk Police

Emergency Preparedness, School, and Community Agencies

- Chautauqua County Office of Emergency Preparedness
- Chautauqua County Health Department
- Village of Fredonia Board of Trustees

6.3 Hazard Analysis

Hazard analysis maps for the SUNY Fredonia are on file in primary and secondary EOCs.

6.4 Emergency Public Information and Emergency Instructions

Emergency public information and emergency instructions are attached as examples. Local officials will contact local media and request a message to be broadcast using the EAS.

6.4.1 Emergency Broadcast Statement

- Emergency statement will be incident specific

6.4.2 Public Warning Statement

- Public Warning Statement will be incident specific

6.4.3 In-place Shelter Statement

- In-place Shelter Statement will be incident specific

6.4.4 Emergency Purchasing Policy

- Emergency Purchasing Policy is incident specific and managed by the Vice President of Administration.

6.5 Specific Powers and Authority

A summary of the NYS Governor's Executive Order #26 is attached for review.

6.6 - Communications Summary

Emergency Management Frequencies

- New York State 45.440
- Chautauqua County 45.560

Emergency Medical Frequencies

- Med 10 (WAC North) 462975
- Mercy Flight 155.715

Fire Frequencies

- Chautauqua County Fire 46,100
- Chautauqua County Fire Dispatch 46.140
- Fredonia Fire 45.600
- Dunkirk Fire 46.120

Highway

- Chautauqua County Highway 45.240
- Town and Village Highway North 151.130

Law Enforcement Frequencies

- Chautauqua County Sheriff's Department 156.210
- New York State Police 155.505
- New York State Thruway 453.425
- Hazardous Materials Team 853.0375
- U.S. Coast Guard 157.050

NOAA Weather Radio Broadcasts

- National Weather Service -Buffalo 162.550
- National Weather Service 162.425

[Help see: www.nws/noaa.gov]

6.7 Command Post (CP) and Emergency Operations Center (EOC) Supplies

SUNY Fredonia will maintain the following basic supplies for the CP or EOC.

Maps of the community

Portable battery-powered AM radio (with extra batteries)

Portable chalk/white board

Supplies (pencils, pens, paper, steno pads, scotch tape, masking tape, felt markers, stapler, staples, telephone message pads, legal pads, rubber bands, paper clips, binder clips, highlighter pens, rulers, post- it notes, three hole punch, three-ring binders, etc.)

Name tags

Easel with flip charts

Clipboards

Copy of the Community Emergency Management Plan

Copier w/copy paper

Fax machine

Folding tables

Telephones

Radios

Television set

Cellular telephone w/extra batteries and charger

Wall clock

6.8 Hazardous Materials Plan

Details of the Hazardous Materials Plan for SUNY Fredonia is included in the Integrated Contingency Plan. This plan can be viewed in its entity on ANGEL at <https://angel.fredonia.edu/frames.aspx> . Log onto ANGEL then click on Emergency Planning/Response and Pandemic Flu Task Force then **CONTENT** and then click on Integrated Contingency Plan July 2010 folder. Folder includes word document and PDF figure files.

6.9 Integrated Contingency Plan

6.9 The SUNY Campus Integrated Contingency Plan is located on the ANEL website. Log onto ANGEL then click on **Emergency Planning / Response and Pandemic Flu Task Force** then **CONTENT** and then click on **Integrated Contingency Plan May 2006** folder. Folder includes word document and PDF figure files.

Chapter 7. Functional Annexes

An Annex provides specific information and direction for comprehensive operational actions that pertain to an emergency incident. Annexes should clearly define and describe the policies, processes, roles and responsibilities inherent in the various functions before, during, and after any emergency period. Annexes are not hazard specific and should be generally applicable to all hazards, allowing the jurisdiction to cope with any emergency. They should not repeat information contained in the basic EOP but should provide the capability to expand on certain functions contained in the EOP.

The following Annexes have sample data to be used as a guide for completion

7.1 Direction and Control Function

Gregory Hall

7.1 The University will use NIMS/ICS to direct and control activities during emergency situations.

7.1.1 Purpose of the Direction & Control function.

SUNY Fredonia's emergency management response will be directed and controlled from an EOC located at Gregory Hall or at a designated alternate facility. EOC operations, using the Incident Command System as a management base, provide central direction and control of the emergency response effort, consequence management, continuity of operations, and centralized coordination of University activities.

7.1.2 Description of situations that trigger implementation of the Direction & Control function.

Situations that will trigger activation of an EOC include any Level II or Level III event, plus any Level I event that impacts University operations. In addition, any incident involving a disruption to University operations or in significant consequences **to the** University will result in the creation of an EOC.

7.1.3 A description of assumptions that apply to the Direction & Control function.

Assumptions that apply to direction and control include:

A disaster or major emergency may occur without warning.

- Local authorities will maintain operational control and responsibility for emergency incident management unless conditions warrant the involvement of regional, state, or federal officials.
- Local emergency services will have operational control over incidents where they respond as the primary agency.
- University personnel will have operational authority over non-emergency incidents where the emergency services respond as **support** agencies or where the incident is non-emergency in nature and, although there may be disruption to University operations, the University emergency management team can

resolve the incident with minimal outside resources.

- The extent of casualties and damage will reflect factors such as time of occurrence, severity of impact, advance warning capabilities, weather conditions, population density, building construction, and the possible triggering of secondary events such as fires and floods.
- Existing infrastructures and utility systems may fail because of incident conditions and age of components.
- Communication systems will be overwhelmed or of limited use because of heavy volume.

7.1.4 The concept of operations for the Direction & Control function.

The primary responsibility for responding to emergencies rests with the University and local emergency services.

During any disruptive incident, the University will initiate an EOC to oversee incident consequence management, support activities, continuity of operations, and disaster recovery operations.

- The University Emergency Manager has the authority and responsibility to direct and coordinate disaster consequence management, scene support functions, continuity of operations, and recovery operations for the University.

An Executive Policy Group will set policy and make operational decisions based on incident data provided by the Emergency Manager and scene management.

- The University will utilize the Incident Command System to manage all emergencies at all levels within SUNY Fredonia.

7.1.5 Assignment of responsibility for annex maintenance, review and updating.

- SUNY Fredonia's Emergency Manager, in addition to the Emergency Planning & Response/Pandemic Flu Preparedness Committee is responsible for maintaining and updating this plan.
- All University departments are responsible for conducting an annual review of their emergency response roles and procedures.
- The revised emergency plan and modifications to supplemental departmental plans will be reviewed and updated annually with revision distributed by January 2, of each year.

7.1.6 Direction and Control relationship of tasked organizations, including:

- The command structure — specifically who will be in charge during emergency response operations.
- The authorities of, and limitations of, key response personnel such as the on-scene Incident Commander.
- How emergency response teams and organizations will be notified when it is necessary to respond.

- University departments, if directly impacted, will implement departmental emergency plans in respect to evacuation; accountability; relocation; emergency staffing; salvage and restoration of files, equipment, and materials; continuity of operations; and recovery to full operational status.
- The means that will be used to obtain, analyze, and disseminate information (for decision making, requesting assistance, reporting, etc.).
- The relationship between the EOC and the Incident Command Post.

7.1.7 Listing of the organizations that are tasked with specific direction and control responsibilities and describe those responsibilities. Including the assignment of responsibility for:

- University Police/Security
- Environmental Health & Safety
- Facilities Supervision
- Information Technology
- Public Relations
- Human Resources
- Purchasing

- Local utility representatives
 - A) Reporting to the EOC when activated, or remaining available for consultation.
 - B) Coordinating press releases among response organizations.
 - C) Managing the primary and alternate EOCs.
 - D) Maintaining a significant events log.
 - E) Removing debris; assessing damage

7.2 Communications Function

7.2 Describes how information will be exchanged among responders in an emergency situation. *Emergency radios, telephones, PDA's, computers, and runners are examples of the possibilities. This section does not address communication with the public. That issue is addressed in 7.4*

7.2.1 Purpose of the Communications function.

The Communications Coordinator is responsible for the management of emergency communications systems within the University. The Communications Coordinator will:

- Develop communications procedures that will allow internal communications amongst University responders, responding emergency services and responding agencies.
- Provide training for those expected to use communication systems.
- Identify communications and warning resources available to the EOC.
- Identify private and public service agencies that can be used to augment the University's communications capabilities.
- Control the distribution and retrieval of radios and designate frequencies to be used during an incident.
- Maintain a log of all equipment used and manage communications assets.

7.2.2 Description of situations that trigger implementation of the Communications function.

- Response of outside agencies or services where interoperable communications are essential.
- Loss of normal communication systems.
- Internal incidents involving multiple departments and/or agencies that must interact to resolve the incident (Unified Command).

7.2.3 A description of assumptions that apply to the Communications function.

- Any emergency incident will last beyond the battery power life for individual devices.
- Emergency communications will overwhelm single channel portable radio systems, causing activation of multiple alternate channels for normal operations and for emergency operations.
- Untrained personnel will ultimately be provided with devices for which they have no understanding of operational protocols or physical operating features, resulting in a reassignment of personnel or the finding of an alternate communications medium.

7.2.4 The concept of operations for the Communications function.

The communications function will provide the University with the ability to effectively communicate with each other during emergencies.

7.2.5 Assignment of responsibility for annex maintenance, review and updating.

The maintenance of equipment, review of resources, and training of personnel expected to operate communications system will be the responsibility of the Communications Coordinator, typically associated with University Security.

7.2.6 The Communications Function shall also:

- Describe the total emergency communications system used for communication among all groups and individuals involved in the response to an emergency.
- Describe the primary and backup communication methods and personnel.
- Identify the personnel assigned to coordinate all communication activities.
- List the departments/ organizations that are tasked with specific communications responsibilities and describe those responsibilities.

7.3 Warning/Emergency System

7.3 Warning/Emergency System

How the University Community will be warned and instructed regarding actual or threatened hazards through the University communications systems or other means.

7.3.1 Purpose of the Warning/Emergency System function.

When it is necessary to implement protective action for University members, there must be a timely, reliable, and effective method to warn and inform the general populace. Such action is the responsibility of the EOC.

7.3.2 Description of situations that trigger implementation of the Warning/Emergency System function.

- Incidents that, based on historical data, may cause injury, death, and/or physical damage to University property.
- Information from trained, knowledgeable persons that an on-going incident could cause a disruption of University operations or injury, death, and/or physical damage to University members and property.
- Incidents identified during a hazard analysis that could result in injury, death, and/or physical damage to University property.

7.3.3 A description of assumptions that apply to the Warning/Emergency System function.

- Not all members of the community will be in a position to receive the emergency message, resulting in an assumption that they will be informed/misinformed by others or that they will *become* victims of the *incident*.

An incident may occur without warning, prohibiting the ability to activate the Warning System.

7.3.4 The concept of operations for the Warning/Emergency System function.

The Warning/Emergency System function allows the activation of an in-place warning system that will issue warnings or information to the University community. Methods that should be considered for this purpose include:

Notification/Calling Tree lists

- Group alerts such as pagers or group phone services (reverse 911)
- Voicemail or direct contact
- TTY systems
- E-mail to subscribers of the University IT services
- Emergency vehicle public address systems
- University and local News Media

7.3.5 Assignment of responsibility for annex maintenance, review and updating.

The maintenance of equipment, review of resources, and training of personnel expected to operate communications system will be the responsibility of the Communications Coordinator, typically a member of University Police/Security.

7.3.6 The Warning/Emergency System Function shall also:

- Identify the methods used to provide warning/emergency information for the general public and special populations.
- Identify the locations of outdoor warning/emergency information devices and define the geographical areas covered.
- Describe the specific warning/emergency information responsibilities assigned to the tasked individuals or organizations.
- Identify the department or agency responsible for activating public warning/emergency information systems.

7.4 Public Information

7.4 The means, organization and process by which a political subdivision will provide timely, accurate, and useful information and instructions to area residents throughout an emergency. It includes information disseminated to the public through the media and other information sources on what is happening, what the response the organization is doing, and what the public should do for its safety.

7.4.1 Purpose of the Public Information function.

7.4.2 Description of situations that trigger implementation of the Public Information function.

7.4.3 A description of assumptions that apply to the Public Information function.

7.4.4 The concept of operations for the Public Information function.

7.4.5 Assignment of responsibility for annex maintenance, review and updating.

7.4.6 The Public Information Function shall also:

- 1) Assign a person to be the public information officer (PIO) responsible for coordinating information gathering and production, rumor control, public inquiries, and media relations.
- 2) Designate a facility as the public information center.
- 3) List the organizations that are tasked with specific public information responsibilities and describe those responsibilities.
- 4) Assign a public information representative to report to the EOC when activated.

7.5 Disaster Intelligence/Damage Assessment

7.5 The means the political subdivision will use to identify, collect, analyze and disseminate information on the extent and impact of the disaster.

7.5.1 Purpose of the Disaster Intelligence/Damage Assessment function.

7.5.2 Description of situations that trigger implementation of the Disaster Intelligence/Damage Assessment function.

7.5.3 A description of assumptions that apply to the Disaster Intelligence/Damage Assessment function.

7.5.4 The concept of operations for the Disaster Intelligence/Damage Assessment function.

7.5.5 Assignment of responsibility for annex maintenance, review and updating.

7.5.6 The Disaster Intelligence/Damage Assessment Function shall also:

- 1) List the organizations that are tasked with specific disaster intelligence/damage assessment responsibilities and describe those responsibilities.
- 2) Assign a disaster intelligence/damage assessment representative to report to the EOC when activated.

7.6 Evacuation

7.6 The movement of people to a safe area from an area believed to be at risk, when emergency situations necessitate such action.

7.6.1 Purpose of the Evacuation function.

7.6.2 Description of situations that trigger implementation of the Evacuation function.

7.6.3 A description of assumptions that apply to the Evacuation function.

7.6.4 The concept of operations for the Evacuation function.

7.6.5 Assignment of responsibility for annex maintenance, review and updating.

7.6.6 The Evacuation Function shall also:

- 1) List the organizations that are tasked with specific evacuation responsibilities and describe those responsibilities.
- 2) Identify the department, agency or organization responsible for coordinating all transportation resources planned for use in an evacuation.

7.7 Mass Care

7.7 Actions taken to ensure appropriate services are provided at a mass care facility, including, but not limited to, providing temporary shelter, food, medical care, clothing and other essential life support needs to people displaced from their homes because of a disaster situation.

7.7.1 Purpose of the Mass Care function.

7.7.2 Description of situations that trigger implementation of the Mass Care function.

7.7.3 A description of assumptions that apply to the Mass Care function.

7.7.4 The concept of operations for the Mass Care function.

7.7.5 Assignment of responsibility for annex maintenance, review and updating.

7.7.6 The Mass Care Function shall also:

1) List the organizations that are tasked with specific mass care responsibilities and describe those responsibilities, including:

A) Identification of the department, agency, or organization responsible for determining the need to open shelter.

B) Identification of the department, agency, or organization responsible for emergency mass feeding operations.

C) Identification of the department, agency, or organization responsible for providing health and/or medical care at shelter and/or congregate care facilities.

2) Assign a mass care representative to report to the EOC when activated.

3) Identify the mass care representative who will coordinate press releases with the public information officer.

7.8 Health and Medical

7.8 The activities associated with providing health and medical services in emergencies and disasters, including emergency medical, hospital, public health, environmental health, mental health services.

7.8.1 Purpose of the Health and Medical function.

7.8.2 Description of situations that trigger implementation of the Health and Medical function.

7.8.3 A description of assumptions that apply to the Health and Medical function.

7.8.4 The concept of operations for the Health and Medical function.

7.8.5 Assignment of responsibility for annex maintenance, review and updating.

7.8.6 The Health and Medical Function shall also:

1) List the organizations and individuals that are tasked with responsibilities for providing emergency health and medical services and describe those responsibilities, including:

A) Identification of the department, agency, or organization responsible for arranging crisis counseling for emergency workers.

B) Identification of the department, agency, or organization responsible for sanitation services.

2) Assign a health and medical services representative to report to the EOC when activated.

7.9 Mortuary Services

7.9 Activities including the collection, identification, and care of human remains; determining the cause of death; inventorying and protecting deceased's personal effects; and locating and notifying the next of kin.

7.9.1 Purpose of the Mortuary Services function.

7.9.2 Description of situations that trigger implementation of the Mortuary Services function.

7.9.3 A description of assumptions that apply to the Mortuary Services function.

7.9.4 The concept of operations for the Mortuary Services function.

7.9.5 Assignment of responsibility for annex maintenance, review and updating.

7.9.6 The Mortuary Services Function shall also:

1) List the organizations and individuals that are tasked with mortuary services responsibilities and describe those responsibilities.

2) Describe how mortuary services will be expanded during a mass casualty incident, if necessary.

7.10 Resource Management

7.10 The process of managing people, equipment, facilities, supplies and other resources to satisfy the needs generated by a disaster.

7.10.1 Purpose of the Resource Management function.

7.10.2 Description of situations that trigger implementation of the Resource Management function.

7.10.3 A description of assumptions that apply to the Resource Management function.

7.10.4 The concept of operations for the Resource Management function.

7.10.5 Assignment of responsibility for annex maintenance, review and updating.

7.10.6 The Resource Management Function shall also:

1) List the organizations and individuals that are tasked with resource management responsibilities and describe those responsibilities. Include identification of who will organize, manage, coordinate, and distribute the donations of money, goods, and labor received from individual citizens and volunteer groups during an emergency.

2) Assign a resource management representative to report to the EOC when activated.