SUNY EMPIRE
STATE COLLEGE

Emergency Operations Plan

October 2020

EMERGENCY OPERATIONS PLAN
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Section V

To: SUNY Empire State College Community

From: Elizabeth Berlin, Officer-in-Charge

Date: October 20, 2020

Subject: Empire State College Emergency Operations Plan

In compliance with federal and state regulations, SUNY Empire State College (SUNY EMPIRE) maintains an Emergency Operations Plan (EOP). While this EOP is focused primarily on the response to any campus emergency, it also guides coordination of all phases of emergency management operations to minimize the impact of emergencies on campus operations, community members and property.

The campus EOP has recently been implemented and reflects current emergency management approaches. This EOP will change as emergency management technologies and approaches change, as new threats emerge and as campus emergency management officials change. The EOP can be found at www.suny.esc.edu.

Any questions regarding the EOP should be directed to Joseph L. Centanni, Director of Safety & Security at joseph.centanni@esc.edu or 518-587-2100 Ext. 2900.

Section I

Resolution of Adoption

By virtue of the authority vested in me by the **"State University of New York Board of Trustees"** as Officer-in-Charge of State University of New York Empire State College (SUNY EMPIRE) and as the administrator ultimately responsible for emergency management on campus, I hereby promulgate and issue the SUNY EMPIRE Emergency Operations Plan (EOP) dated October 20, 2020. The EOP provides for SUNY EMPIRE'S response to emergencies and disasters to save lives, protect public health, safety and property, restore essential services and enable and assist with economic recovery.

The EOP complies with the National Incident Management System (NIMS) as implemented in the National Response Framework.

The Officer-in-Charge or his/her designee may authorize the activation of the command post to direct and control SUNY EMPIRE'S emergency operations. Augmentation of the command post shall constitute implementation of the EOP.

Furthermore, SUNY EMPIRE'S Director of Safety and Security and Emergency Management or his/her designee is hereby authorized, in coordination with the Officer-in-Charge to amend the EOP as necessary to ensure the continued health and safety of the students, faculty, staff and property of SUNY EMPIRE.

The Officer-in-Charge shall appoint an Incident Management Team consisting of representatives of college departments and programs. The Incident Management Team shall be assigned the following responsibilities:

1. Coordinate with the emergency manager regarding emergency preparedness, response and recovery issues.
2. Prepare and maintain designated parts of the EOP for which the department or program is responsible.
3. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the EOP.
4. Ensure that persons identified on the SUNY EMPIRE'S Directory and Organizational chart are available for training, exercises and activations of the EOP.
5. Coordinate appropriate training for their department personnel assigned to disaster operations.
6. Prepare and maintain internal emergency preparedness, response and recovery plans for the department or program's resources (facilities, personnel and assets) that outline a comprehensive and effective program to ensure continuity of essential functions under all circumstances.
7. Demonstrate preparedness plans for its department's facilities that coordinate with applicable local emergency management agencies.

This promulgation shall be effective upon its signing and shall remain in effect until amended or rescinded by the SUNY EMPIRE Officer-in-Charge.

Given under my hand and under the Seal of SUNY EMPIRE on this 20th day of October 2020.

Egabeth R Berlin
_____

Officer-in-Charge Signature

Governor's Executive Order Number 26
State of New York
Executive Chamber
No. 26
EXECUTIVE ORDER

ESTABLISHING A MANAGEMENT
SYSTEM FOR EMERGENCY RESPONSE

WHEREAS, on occasion disasters occur that threaten the public health, safety and lives of the citizens of the State;

WHEREAS, it is necessary and desirable to ensure that all State and local emergency agencies and personnel coordinate their efforts to efficiently provide emergency relief and disaster recovery aid;

WHEREAS, to facilitate efficient and effective assistance to those impacted it is important that all State and local emergency response agencies and personnel utilize common terminology, integrated communications, consolidated action plans, unified command, modular organization, manageable span of control, comprehensive resource management and designated incident facilities during emergencies or disasters;

WHEREAS, the Incident Command System, as developed by the National Interagency Incident Management System, sets forth standardized procedures for managing personnel, communications, facilities and resources;

WHEREAS, the Incident Command System procedures are used by the Federal Emergency Management Agency, National Fire Academy, National Fire Protection Association, National Wildfire Coordinating Group and other states;

WHEREAS, the Incident Command System is an integral part of various emergency management training programs currently taught throughout the state;

WHEREAS, the Occupational Safety and Health Administration requires the establishment of a site-specific Incident Command System to handle emergency responses; and

WHEREAS, the Disaster Preparedness Commission Task Force on Command and Control and the state Emergency Response Commission endorse a standardized Incident Command System;

NOW, THEREFORE, I, GEORGE E. PATAKI, Governor of the State of New York, by the virtue of the authority vested in me by the Constitution and Laws of the State of New York, do hereby establish the National Interagency Incident Management System Incident Command System as the state standard command and control system during emergency operations.

GIVEN under my hand and the Privy Seal of the State in the City of Albany this fifth day of March in the year one thousand nine hundred ninety-six.

/s/ George E. Pataki
/s/ Bradford J. Race Jr.
Secretary to the Governor

Note: The above Executive Order was continued by Governor Andrew Cuomo on January 1, 2011 with the creation of Executive Order No. 2 (Review, Continuation and Expiration of Prior Executive Orders).

Record of EOP History/Chronology

CHANGE NUMBER	DATE OF ACTIVITY	PAGE OR SECTION	SUMMARY OF ACTIVITY	PERSON AUTHORIZING
1	10/20/20	New Emergency Operations Plan	Initial SUNY EMPIRE Emergency Operations Plan	Elizabeth Berlin, Officer-in-Charge

Record of EOP Distribution

The record of distribution is used to verify those tasked within the EOP have acknowledged receipt, reviewed and accepted the EOP. If it is distributed to the public, the EOP should be reviewed so as not to release sensitive or personal information.

SUNY EMPIRE:

Master Files (Stored on secure SUNY EMPIRE servers)

Office of the President

Provost/Executive Vice President for Academic Affairs

Executive Vice President for Administration and Chief Operating Officer

President's Chief of Staff

Director of Operations

Assistant Vice President for Human Resources

Director of Safety and Security and Emergency Management

SUNY System Administration - Office for Capital Facilities

SUNY System Administration - Commissioner of University PD

This EOP goes through continuous, ongoing changes based on the results of actual events, post-exercise drills and activities and input from departments tasked with this Emergency Operations Plan. It is updated at least annually by the Director of Safety and Security and Emergency Management in conjunction with the SUNY EMPIRE Executive Team. The EOP may be updated more frequently, as required. The Executive Team is responsible for evaluating the EOP and ensuring it is compliant with the National Incident Management System (NIMS) as well as any College, State and Federal regulations. The Federal Emergency Management Agency's annual NIMSCAST survey will be the method utilized to measure compliance with NIMS.

Record of EOP Revisions

DATE OF LAST REVISION	REVISED PAGES AND CONTENT
10/20/20	Initial SUNY EMPIRE Emergency Operations Plan

Section II

Introduction

A crisis or emergency can occur at any time and may impact one individual, a single building, or an entire college campus. This document is the SUNY EMPIRE Emergency Operations Plan (EOP). Emergencies can cause stress, confusion and panic. To minimize these effects, initial activation and implementation of the EOP should always be handled in a calm and consistent manner. Efficient implementation of the EOP will provide clear direction, responsibility and continuity for key officials and administrators. The basic idea to any well-constructed EOP is to minimize the possible threat to individuals and properties during an actual emergency. To minimize the threat of an emergency, annual evaluation and reviews of the EOP shall be completed.

SUNY EMPIRE has undertaken the necessary planning to protect people and property from unexpected emergencies, to maintain reasonable continuity of operation and facilitate expedient recovery and return to normal operating schedules. *It must be emphasized that this EOP is a guideline and cannot cover every minutia detail required for all eventualities.* This EOP may be utilized as a basis for more detailed planning when an actual emergency presents itself.

Purpose

The purpose of this EOP is to direct actions intended to preserve life and protect property from further destruction in the event of an emergency. This EOP establishes an emergency organization to direct and control responsive operations during an emergency by assigning responsibilities to specific groups. All essential entities are to utilize every available resource when mitigating against, preparing for, responding to, and recovering from a natural or manmade emergency.

This EOP consists of various plans, attachments and the emergency support function and incident appendices. It provides an overview of SUNY EMPIRE'S approach to emergency response and operations. It explains some of the policies, organizations and tasks that will be involved with the response to an emergency. The attachments identify responses to specific emergency situations, provide definitions to terms and acronyms used throughout this EOP, supporting figures and forms.

Scope

This EOP and its contents are all encompassing and apply to SUNY EMPIRE faculty, staff, students, volunteers and visitors at all property owned or operated throughout NYS. Specific emergencies may impact the surrounding community in addition to a campus. If this occurs, SUNY EMPIRE will make every effort to cooperate with local, state and federal officials in their delivery of emergency services.

Personnel or partners who have a role in the implementation and/or administration of this EOP will have access and will be knowledgeable of the EOP.

The SUNY EMPIRE EOP supersedes any previous EOPs and precludes employee actions not in concert with the intent of this EOP, or the emergency response organizations created by it. If any portion of this EOP is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of the EOP.

Nothing in this EOP shall be construed in a manner that limits the use of good judgement and common sense in matters not foreseen or covered by the elements of this EOP, or its attachments.

Nothing in this EOP is intended, or should be construed, as creating a duty on the part of SUNY EMPIRE toward any party for the purpose of creating a potential tort liability.

Authorities

This EOP is promulgated under the authority of the President of SUNY EMPIRE. The day-to-day management and implementation of this EOP is delegated to the Director of Safety and Security and Emergency Management. The Incident Management Team is made up of a variety of representatives from different college departments, along with certain members of the Executive Team.

Orders of Succession and Delegation of Authority

Continuity of emergency operations is critical to the successful execution of emergency operations. Therefore, SUNY EMPIRE has developed an Order of Succession for the transfer of decision-making authority and a process for delegation of authority that will determine succession and procedures for an orderly transfer of authority, if necessary. In the absence of the President, the following college officials will be designated to act on his/her behalf during an *emergency*:

1. Provost/Executive Vice President for Academic Affairs
2. Executive Vice President for Administration and Chief Operating Officer
3. President's Chief of Staff

Note: For criminal and civil disturbances only, the Director of Safety and Security, or in his/her absence, the Director of Operations, is delegated the authority to take all appropriate actions on behalf of the President.

In the absence of the President, the following college officials will be designated to act on his/her behalf during *normal business* operations:

1. Provost/Executive Vice President for Academic Affairs
2. Executive Vice President for Administration and Chief Operating Officer
3. President's Chief of Staff

Reporting an Emergency

It is the intention of SUNY EMPIRE to notify local community emergency response authorities (911 centers) immediately when the college becomes aware of a campus emergency. If an emergency is imminent, the first call should be to the 911 center in that area.

Once notified, the Office of Safety & Security will immediately notify the Director of Safety & Security. If the Office of Safety & Security is unable to contact the Director, Safety & Security will contact the Director of Operations. If the Director of Operations is unavailable, Safety & Security will contact the Safety and Security Coordinator.

- Saratoga Office of Safety & Security - 518-587-2100 Ext. 2800
- (After Hours) Emergency Incident Reporting Line - 518-587-2100 Ext. 2900

In the event of an emergency, the primary line of internal communication with faculty, staff and students will be the *SUNY Empire Alert System (Alert@esc.edu) (E-mail, Text, Website, RSS Feed).*

- Other examples of systems that are available to SUNY EMPIRE for alerting students, faculty and staff include:

    A. *Media Request*

The decision to use the *SUNY Empire Alert System* will be made by the Director of Safety & Security after verification of the emergency and in consultation with the President's Office, when possible. If the President is not available, then consultation will be made with the Vice President for Strategic Communications. If the Vice President for Strategic Communications is not available, consultation will be made with the President's Chief of Staff.

On the declaration of an emergency alert from the President, Director of Safety & Security, or the NYS Governor's Office, all relevant information that an action has been completed will be called in by the responsible administrator to the Command Post. If the telephone system is rendered inoperable, the secondary (backup) communication system will be the two-way radio system utilized by the Office of Safety & Security. Radios can utilize the *"Public Safety Repeater"* or *TA* channel to operate directly from radio to radio. Any other means of communication will be issued to personnel designated by the Director of Safety & Security.

When the above two systems (telephones, two-way radios) are not operable, then the means of communication will revert to a messenger/runner system. Administrators who are responsible for certain actions will ensure that a messenger is available to transmit the necessary information by foot to the Command Post.

Once community response resources are available on campus during an emergency, communications will be the priority. Any instructions or communications to faculty, staff, students, or visitors will be coordinated with local emergency officials on site.

Communicating an Emergency

Upon learning of a crisis or emergency, the Director of Safety & Security will notify the appropriate members of the Incident Management Team. In the absence of the Director of Safety & Security, the Director of Operations will notify the appropriate members of the Incident Management Team. If the Director of Operations is unavailable, the Safety and Security Coordinator will notify the appropriate members of the Incident Management Team. It will be the responsibility of the Chief of Staff to notify the President and the appropriate members of the Executive Team. It will be the responsibility of the Vice President of Strategic Communications, in consultation with the President's Office, to ascertain potential media involvement. News media will be alerted through an official college statement provided by the Public Information Officer/designee.

<u>Section III</u>

Overview of SUNY EMPIRE Locations

<u>Saratoga Springs</u>

The Coordinating Center for statewide operations of SUNY EMPIRE is in Saratoga Springs, NY. The Coordinating Center is approximately 10 acres in size and consists of six buildings located at 1,2,3 and 28 Union Ave. which are on the east side of the city and two buildings located at 111 and 113 West Ave. which are on the west side of the city.

The Union Avenue buildings are approximately .5 miles from the Saratoga Race Course. This results in a significant increase in visitor population during the months of July through the first week of September. There are approximately 450 faculty and staff that work in the SUNY EMPIRE Saratoga Springs buildings. Emergency services are provided by the City of Saratoga Springs which has a full-time police department, fire department and ambulance services. Saratoga Hospital is approximately 1.4 miles from the Union Avenue buildings.

The properties at 111 and 113 West Ave. consists of two buildings and has a Canadian Pacific Railway located in the rear of 111 West Ave. This railway is occasionally used to transport toxic and explosive material. Although the risk of a hazardous material incident remains low, this makes the location of the railway in comparison to the West Avenue buildings noteworthy. Saratoga Hospital is approximately 1.1 miles from the West Avenue buildings.

Although the Office of Safety and Security is physically located in the Saratoga Springs area, it is responsible for managing the safety and security for all 20 state-wide locations. The office has two full time employees, the Director of Safety and Security and the Office of Safety and Security Coordinator. The Office of Safety and Security is a non-law enforcement entity and serves primarily administrative functions. It is staffed during normal business hours and has an "after hours" emergency incident reporting line that is forwarded to the Director of Safety & Security.

Rochester (Brighton)

SUNY EMPIRE Rochester (Brighton) is located at 680 Westfall Rd., Rochester, NY 14620. There are approximately 34 faculty and staff assigned to the building. Police services are provided by the full-time Town of Brighton Police Department which is approximately 2.1 miles from the Brighton building. Fire services are provided by the full-time Rochester Fire Department which is approximately 3 miles from the Brighton building. There are two hospitals near the Brighton building. Strong Memorial Hospital located approximately 1.5 miles away and Highland Hospital located approximately 2.2 miles away.

Approximately four miles northwest of the Brighton building is the Greater Rochester International Airport. Due to the proximity to Strong Memorial Hospital and the Highland Hospital, medical helicopters often travel directly over the Brighton building. The Rochester Transit System (RTS) bus line has nine stops at the Brighton building during normal business hours.

Selden

SUNY EMPIRE Selden is located at 407 College Rd., Selden, NY 11784. There are approximately 12 faculty and staff assigned to the building. Police services are provided by the full-time Suffolk County Police Department which is approximately 2.8 miles from the Selden building. Fire services are provided by the full-time Selden Fire Department which is approximately 4.6 miles from the Selden building. There are three hospitals located near the Selden building. Long Island Community Hospital is approximately 2.3 miles from the Selden Building, Mather Hospital which is located approximately 3.4 miles from the Selden building and Stony Brook University Medical Center which is located approximately 4 miles from the Selden building.

Note: All other SUNY EMPIRE locations are occupied through rental/lease agreements. Emergencies that arise in those locations shall be reported to local police/fire departments, as applicable. The property owner/designee will notify the Office of Safety & Security regarding any matters that directly impact the SUNY EMPIRE leased/rented areas of a building.

Phases of College Emergencies

In most emergencies, it is the intention of SUNY EMPIRE to utilize local police, fire and other emergency resources to provide overall direction and control of the emergency. SUNY EMPIRE will develop and implement prevention and emergency response strategies for the initial response to the emergency and contact local emergency authorities at the earliest time in accordance with the details of this EOP. Once on the scene, SUNY EMPIRE will coordinate with and assist local authorities, as necessary to assure an appropriate response to the emergency.

Preparedness

SUNY EMPIRE will take the actions necessary to maximize preparation for emergency situations. The preparedness phase is inclusive of all pre-planning steps and will include:

1. Distribute the EOP and college directory to designated staff.
2. Develop, review, exercise and update the EOP, as required.
3. Annually test and maintain emergency resources and equipment.
4. Conduct training, drills and exercises with applicable staff.
5. Public information and educational materials will be provided to faculty, staff and students through delivery systems available to SUNY EMPIRE.
6. Maintain and annually review the emergency contact list.
7. Assure that all relevant Continuity of Operations Plans (CoOP) are up to date.

Incident Warning

These are some of the actions implemented if the SUNY EMPIRE President, Executive Team, or Director of Safety & Security receives notice of a potential emergency from the local, county, or state emergency management center, federal agencies, the National Weather Service, or other reliable sources.

Should a reliable emergency warning come to the attention of the President, Executive Team, Director of Safety & Security, or other SUNY EMPIRE staff, the following issues should be considered:

1. Method of communication and warning.
2. Public health and safety.
3. Responder health and safety.
4. Protection of property.
5. Possible evacuation or partial evacuation of SUNY EMPIRE, or portions thereof.
6. Possible shelter in place or partial shelter in place of SUNY EMPIRE, or portions thereof.

Response Phase

The following should be considered when responding to an emergency:

1. Notification of the Incident Management Team.
2. Notification of the Executive Team.
3. Notifications to faculty, staff, students and visitors regarding any applicable protective measures.
4. Notification of applicable law enforcement agencies and SUNY Administration per *Appendix G (Emergency Communication Protocols to SUNY System Administration).*
5. Appropriate aid to police and fire personnel as directed.
6. Evacuations will occur as directed by emergency personnel.
7. Dissemination of public information through SUNY EMPIRE'S Public Information Officer.

Response Actions

1. Implement the Incident Command System (ICS), if applicable.
2. Direct staff to the area designated as the Command Post.
3. Daily functions of SUNY EMPIRE that do not contribute directly to the emergency operation may be suspended for the duration of the emergency response.
4. Efforts and resources may be redirected to accomplish an emergency task.
5. Implement delegations of authority for emergency response activities.
6. Monitor the emergency and adjust response actions, as necessary.
7. Implement evacuation orders, as necessary.
8. Maintain security.
9. Close routes of ingress and egress, as necessary.
10. Designate and staff emergency shelters, as necessary.
11. Assure public information is accurate, appropriate and timely to all audiences. Designate a media briefing area, as necessary. Consider early designation of a Public Information Officer (PIO).
12. Assure all available resources are applied directly and effectively to the emergency response.
13. Monitor resource needs and request additional support, as necessary.
14. Accurately track financial costs utilizing prepared event cost-tracking system.

Recovery Phase

SUNY EMPIRE will take appropriate steps to evaluate and facilitate rapid and thorough recovery from an emergency to resume college functions as soon as practical.

The recovery phase will begin as soon as possible after the incident has concluded. Short-term recovery functions may consist of efforts to restore essential functions as they relate to life safety, property protection and environmental protections. Long-term recovery will include the rebuilding of all functions and facilities to the pre-emergency conditions and to establish normal college activities utilizing protocols listed in the CoOP *(Appendix O)*. During the recovery period, the following issues may be encountered:

1. Behavioral/mental health assessment.
2. Preliminary damage assessment.
3. Gradual resumption of normal college functions, including conducting classes and other in-person activities.

Recovery Actions

1. Provide traffic and crowd control to assure site security.
2. Provide up to date public information that is accurate and appropriate. Establish a media briefing location, if necessary.
3. Within 72 hours after an emergency, complete an Initial Damage Assessment Form and submit as determined by normal structure.

4. Assess the mental and behavioral health impacts to faculty, staff, students and responders. Set up a Family or Victim's Assistance Center to provide appropriate resources, if necessary.
5. Assist with local, state and federal investigations, if necessary.
6. Assist with identification of injured or deceased individuals, if necessary.
7. Assess infrastructure and determine viability for re-entry.
8. Begin immediate repairs to electric, water, and sewer lines and stations, if necessary.
9. Complete disaster-related expense records. Begin request for reimbursement through the state or federal public assistance program, if necessary.

Command and Control

The President of SUNY EMPIRE will direct the emergency response operations and preparations for emergencies that occur on SUNY EMPIRE owned properties including the canceling and reconvening of classes. The President will designate the Director of Safety & Security to all aspects of the EOP, including the planning, communicating, training and implementation of the EOP.

In accordance with paragraph one of this section, the President will designate the Director of Safety & Security to serve as the Emergency Manager for SUNY EMPIRE. The Emergency Manager will serve as the emergency preparedness coordinator for SUNY EMPIRE. In the event the Emergency Manager is not available, the Director of Operations will fill the Emergency Manager function.

Hazard Indices and Vulnerability Assessments

Hazard indices and vulnerability assessments are going to be developed within one year from the date of the EOP implementation for the buildings at the coordinating center in Saratoga Springs, Rochester (Brighton) and Selden campuses. The hazard indices will evaluate the extent to which the buildings are at risk from a hazard. The vulnerability assessments will estimate the potential impacts if a building were affected by a specific hazard.

The Incident Management Team is responsible for conducting capability assessments. Capability assessments indicate the strength and knowledge of faculty and staff in emergency procedures, the importance of the installed and tested emergency alert system throughout the campuses and reinforce the need to continue efforts to integrate campus responses with the locality's response plans.

Capability assessments composed of exercises and debriefings are going to be held throughout the year by the Emergency Manager and Incident Management Team.

Emergency Organization

This EOP identifies SUNY EMPIRE personnel that will participate in the emergency response and describes their roles. SUNY EMPIRE will use the Incident Command System (ICS) and the National Incident Management System (NIMS) that include the following structures:

1. Incident Commander (the SUNY EMPIRE Emergency Manager or his/her designee).
2. Unified Command (*Appendix K*).
3. Incident Command Posts, on-scene using of the ICS System.
4. Area Command, if required.
5. Local Director of Department of Emergency Services.

Roles and Responsibilities

The SUNY EMPIRE Emergency Management Program involves certain designated personnel to organize the EOP. The SUNY EMPIRE EOP requires participation by a wide variety of stakeholders, including college officials, departments, students, faculty, staff, private sector and other outside entities. The following are SUNY EMPIRE positions or organizations that have a role in the Emergency Management Program.

President

1. Coordinate with law enforcement, other emergency responders and the Emergency Manager to determine the need for evacuation, a shelter-in-place/lockdown, or a lockout of an endangered area.
2. In consultation with external and internal officials, consider the need to alter the normal business or class schedule of SUNY EMPIRE, including delayed openings, early closings, or total closings.
3. Designate the Emergency Manager to exercise direction and control during emergency operations.
4. Responsible for the maintaining, exercising and updating of the EOP.

Director of Safety & Security

1. Develop and maintain the Emergency Operations Plan (EOP) and oversee the preparation, gathering of information and implementation of the SUNY EMPIRE Continuity of Operations Plan (CoOP).
2. Assume the relevant duties as directed by the President/designee.
3. Develop and implement training exercises to ensure all parties involved in the emergency response and recovery are prepared to fulfill their tasks. A relevant exercise should be held at least annually.
4. Ensure the EOP is reviewed, revised and adopted annually.
5. Acting in concert with the President, coordinate with law enforcement, other emergency responders and external officials. Consider the need to alter the normal business or class schedule of SUNY EMPIRE, including delayed openings, early closings, or total closings.

6. Coordinate with local, state and federal departments of emergency services on emergency preparedness, response and recovery issues.
7. Prepare and maintain the EOP, along with other areas of emergency planning for which SUNY EMPIRE is responsible.
8. Prepare and maintain internal plans and procedures to fulfill the responsibilities designated in the EOP.
9. Maintain a roster of the SUNY EMPIRE faculty and staff to assist in emergency operations and ensure that they are accessible and available for training, exercises and activations of the EOP.
10. Manage the day-to-day activities of the Emergency Preparedness Programs.

In addition, the Emergency Manager will ensure that instructions are written and published to all personnel under his/her supervision, so they understand what action to take during an emergency.

Executive Team

The Executive Team, consisting of senior administrative staff, will review the overall content of the EOP to assure alignment with the Continuity of Operations Plan (CoOP) and other applicable policies. This governance will assist the college to properly respond to an emergency and recovery with reduced disruption of scheduled activities. They are responsible for developing broad objectives for assistance and resource management to the affected area and will receive reports from the Director of Safety & Security, the Incident Management Team and other administrators, as necessary. They ensure that short-term "emergency" recovery is coordinated to assist in the transition to full recovery operations.

Responsibilities:

- Charge sub-committees as necessary to respond to emergencies.
- Coordinate and allocate resources as priorities change.
- Determine essential college services and essential personnel in situations where operations are reduced.
- Ensure that incidents are properly managed and an effective communication plan is in place.
- Ensure that management objectives are met and do not conflict with each other or with other college policies.
- Ensure the protection of persons on campus and the property and assets of SUNY EMPIRE.
- Adopt and promulgate the Emergency Operations Plan.

The SUNY EMPIRE Executive Team consists of the following positions:

- President
- Provost/Executive Vice President for Academic Affairs
- Executive Vice President for Administration and Chief Operating Officer
- President's Chief of Staff
- Chief Financial Officer

- Vice President for Strategic Communications

Incident Management Team

The Incident Management Team consists of a variety of representatives from various departments within SUNY EMPIRE. The Incident Management Team, or portions thereof, will be designated to respond and assist to emergencies, as required.

Responsibilities:

- Coordinate with the Emergency Manager regarding emergency preparedness, response and recovery issues.
- Assist with developing designated parts of the EOP for which their department or program is responsible.
- Assist with developing internal plans and procedures to fulfill the responsibilities designated in the EOP.
- Ensure that persons identified on the SUNY EMPIRE Directory and Organizational chart are available for training, exercises and activations of the EOP.
- Assist with coordinating appropriate training for their department or program personnel assigned to emergency operations.
- Assist with preparing internal emergency preparedness and response and recovery plans for their department or programs.
- Assist in directing a response to an emergency.
- Respond to inquiries and questions from the media, if directed.
- Coordinate with local law enforcement and emergency services, if directed.
- Coordinate the response with SUNY System Administration.

The SUNY EMPIRE Incident Management Team consists of the following positions:

- Director of Safety and Security
- Director of Operations
- Safety & Security Coordinator
- President's Chief of Staff
- Vice President for Strategic Communications
- Director of Information Technology
- Deputy Chief of Staff
- Director of Risk Management
- Assistant Vice President for Human Resources
- Director of Facilities
- Director of Development

Emergency Operations/Emergency Reporting Flow Chart

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│  Emergency Operations/Emergency      │
│  Incident Reporting Flow Chart       │
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                  ▼
┌──────────────────────┐   ┌─────────────────────────────────────┐
│ Received by Chief of │   │        Office of Public Safety       │
│ Staff                │◄──│          518-587-2100 x2800          │
│                      │   │           Director/Designee          │
│ Notification To      │   ├─────────────────────────────────────┤
│ President            │   │   After Hours (Emergency Reporting)  │
└──────────────────────┘   │          518-587-2100 x2800          │
          │                ├─────────────────────────────────────┤
          ▼                │   Report to Activate the Incident    │
┌──────────────────────┐   │          Management Team             │
│ Notification to      │   │     (as appropriate) via email:      │
│ Executive Team       │   │   incidentmanagementteam@esc.edu     │
│ (as appropriate)     │   └─────────────────────────────────────┘
└──────────────────────┘                    │
                                             ▼
                           ┌─────────────────────────────────────┐
                           │ Activation of Emergency Notification │
                           │          System (RAVE)               │
                           └─────────────────────────────────────┘
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Notification to:
- Local Authorities
- Department of Health

Received by:
Communications and Government Relations PIO

Notification to:
- Media
- Update college website/RAVE as needed

Report Via Email to:
Emergency@suny.edu

Notification To:
Chancellor, System Administration, University Police, Communications & Government Relations, Provost, Student Affairs, Construction Fund, Capital Facilities, and Environmental Health & Safety

Section IV

Incident Command System (ICS)

This Emergency Operations Plan incorporates the Incident Command System (ICS). This system is a standardized, on-scene, all-hazards incident management approach that provides an organizational structure capable of responding to all levels of emergencies, from simple to complex. It also provides flexibility that promotes efficiency of response as an incident escalates in severity. ICS is applicable across disciplines and is normally structured to facilitate activities in five major functional areas: Command, Operations, Planning, Logistics, Finance and Administration.

The purpose of the ICS is to:

- Provide an organizational structure that can grow rapidly in response to the requirements of the emergency.
- Provide the Incident Commander with the control necessary to direct and coordinate all operations and all agencies responding to the incident.
- Assign employees with reasonable expertise and training to critical functions.
- Activate only those positions needed to manage an emergency or level of emergency.
- Maintain proper span of control and unity of command.

The organizational structure of the ICS may not resemble the typical day-to-day organizational structure of the college. Employees may be temporarily reassigned to other duties outside of their normal work assignments. Furthermore, as the severity of the incident increases, assignments may change within the ICS organizational structure. This means that an employee's position in the ICS may change during an emergency.

As incident management objectives are achieved and emergency response activities cease, the administrative control of the college will move from the Incident Command System (ICS) back to the normal SUNY EMPIRE organizational structure.

Command Authority and Reporting Structure

During an emergency, the first arriving emergency responders (Police, Fire, etc.), will establish incident command. The first arriving responder will continue to exercise incident command authority until relieved by the senior official having legal or assigned responsibility relative to the type of incident occurring.

For incidents where multi-disciplinary response is necessary, a Unified Command shall be established to ensure that the priorities of each discipline are represented in the Incident Action Plan.

The Incident Commander is responsible for all incident or event activities. Although other functions may be left unfilled in the command post, there will always be an Incident Commander.

The Incident Commander has the authority to request additional resources needed to help mitigate an on-campus emergency. Such resources typically consist of police officers, fire and rescue teams, hazardous materials teams, medical teams, search teams, equipment operators and other emergency response specialists, as required.

Incident Management Team – The IMT reports directly to the Incident Commander

a. Public Information Officer: The Public Information Officer (PIO) is the primary contact who provides information to the media, public, faculty, staff and students. The PIO will coordinate communications with the Incident Commander and Executive Team.

b. Safety Officer: The Safety Officer will be designated at incidents where ICS is activated. The Safety Officer will have the authority to bypass the chain of command and will be assigned at the discretion of the Incident Commander.

   ▪ Keeping the Incident Commander informed of present or potential risks.

   ▪ Reviewing plans for safety considerations with the Incident Commander.

c. Liaison Officer: The Liaison Officer assists the Incident Commander by serving as a point of contact for representatives from other response organizations.

   ▪ They provide briefings to personnel and supporting organizations.

   ▪ Respond to requests from incident personnel for contacts among the assisting and cooperation agencies.

General Staff

a. Operations Section: The Operations Section is responsible for directing tactical operations to meet incident objectives. It is usually one of the first organizations to be assigned to the incident.

   ▪ Develops and implements strategy and tactics to carry out the incident objectives.

   ▪ Organizes, assigns, and supervises all the tactical or response resources.

   ▪ Manages staging areas, if required.

b. Planning Section: The Planning Section is responsible for collecting, evaluating, and disseminating tactical information pertaining to an incident. Planning Section personnel maintain information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident.

   ▪ Works with the Incident Commander to prepare and document Incident Action Plans.

- Maintains incident documentation.
- Develops plans for demobilization.

c. <u>Logistics Section:</u> The Logistics Section is responsible for all services and support needs for the incident.

- Ordering, obtaining, maintaining and accounting for essential equipment and supplies
- Providing communication planning and resources.
- Organizing food services for responders.
- Organizing and maintaining incident facilities.
- Providing support transportation.
- Providing medical services to incident personnel.

d. <u>Finance/Administration Section:</u> The Finance/Administration Section is responsible for tracking incident-related costs and procuring additional resources to address the emergency.

- Contract-negotiation and monitoring.
- Timekeeping.
- Cost analysis.
- Recording incident-related expenses.
- Documenting injuries and liability issues or damage to property.
- Documentation of reimbursement.

Incident Action Plan

An Incident Action Plan (IAP) formally documents incident response goals, objectives and the overall response strategies defined by the incident command. The IAP serves as an outline of the general tactics used to achieve goals and objectives within the overall strategy, while providing important information about current conditions and response parameters. The IAP organizes critical information used to develop incident briefings and facilitate efficient transfer of command at the end of each response period.

The Incident Action Planning process consists of the following phases:

1. Understand the situation.

2. Establish objectives.

3. Develop a plan to achieve objectives.

4. Prepare and disseminate the Incident Action Plan.

5. Execute, evaluate and revise the Incident Action Plan, as required.

Incident Command Flow Chart

The following diagram is the SUNY EMPIRE organizational structure. It generally complies with the Incident Command System (ICS). In general, the emergency organization and command structure will be the initial internal response teams (Incident Management Team & Executive Team) that are empowered by the President to be responsible for planning, responding and implementing recovery actions during and after an emergency at SUNY EMPIRE. They are the first response groups. This command and control structure will directly link with the Command Post if it is set up to assist in response to an emergency. Not all emergencies will require the activation of a Command Post but all emergencies will require the response of the Incident Management Team even if multiple responsibilities are handled by a single individual.
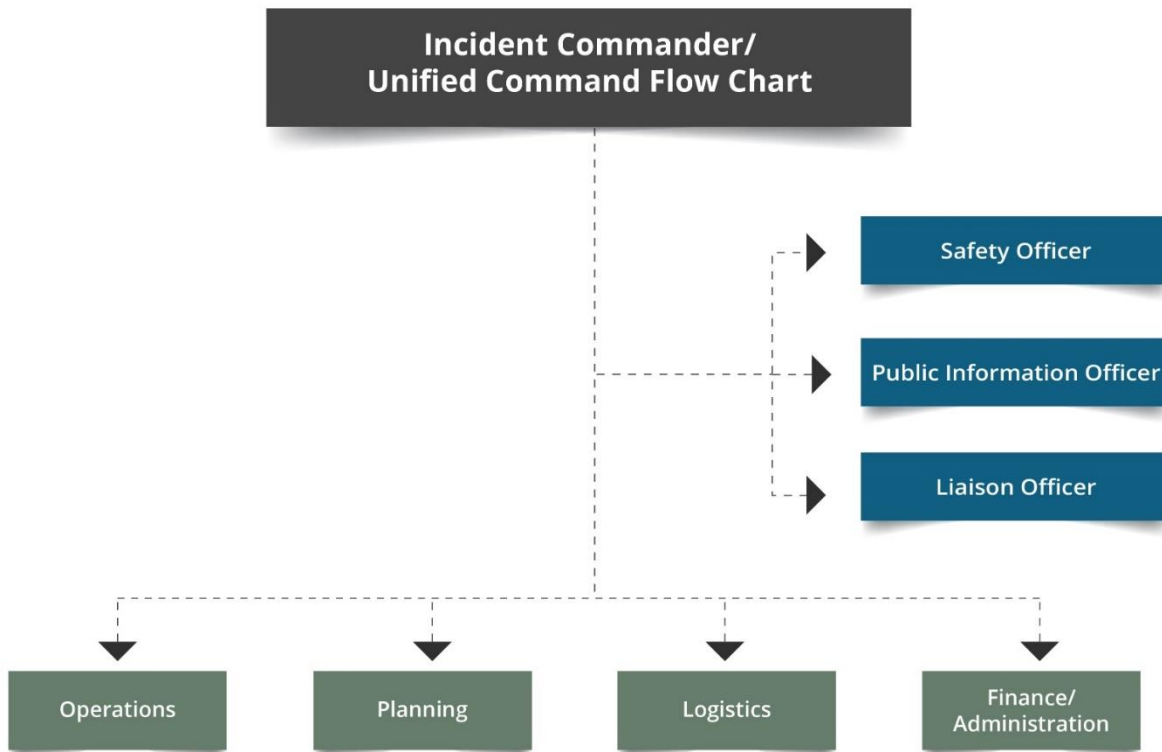
When the SUNY EMPIRE Command Post is activated, there will be coordination between the incident commander/unified command to ensure a coordinated response.

Command Post

The Command Post serves as the centralized location to manage sustained emergency operations. During an emergency, staff personnel designated to provide support to the Command Post shall report directly to the designated location. Other responding personnel should report to their normal work site or other area as directed.

The purpose of the Command Post is to provide:

- Centralized incident management based upon emergency needs.
- Coordination of responders and resources.
- Coordination of non-response related functions.

Activation of the Command Post

The President of SUNY EMPIRE or his/her designee may activate the Command Post, if applicable. Activation may occur when:

1. There is an imminent threat to public safety or health.
2. An extensive response and coordination will be required to respond, resolve and recover from the emergency event.
3. The emergency will affect not only SUNY EMPIRE but its surrounding jurisdictions which may utilize the same response resources.

Incident Termination

When an emergency no longer poses a threat to life, property and employees, the Incident Commander will terminate the emergency response phase of the incident. This decision may be based on input from outside emergency responders and SUNY EMPIRE personnel. When determining whether an emergency has concluded, the Incident Commander will consider:

- Any remaining threat to human life, property and the environment.
- If the incident has terminated or is under control.
- If it is safe for workers to enter evacuated areas.
- The presence or availability of restoration personnel.

Incident Termination Procedure

When the Incident Commander determines that an emergency has concluded, the following tasks shall be completed:

- Debriefing (Generally conducted shortly after demobilization from an emergency).
- After Action Meeting (Generally conducted a reasonable time after the emergency).
- After Action Report.

Debrief

Debriefings are usually conducted at the scene of the emergency as one of the first steps in the termination process. They begin a short time after the emergency has concluded. A checklist for the debriefing meeting includes:

1. The debriefing is conducted by one moderator.
2. Responders and other applicable entities should be present at the Debrief.
3. Conduct the Debrief in a climate comfortable, quiet location.
4. Discuss critical decisions made during the incident with the goal of developing solutions for future emergencies.
5. Inform responders about any future hazards they may encounter (chemical exposure effects, medical information, etc.).
6. Assign personnel to post-incident investigation tasks for the After Action meeting.
7. Identify lost, damaged, or contaminated equipment and supplies.
8. Summarize the activities of all involved departments/divisions and agencies.

After Action Meeting

This analysis is conducted by the Incident Commander. After Action Meetings are used to gather information and seek solutions to issues that occurred during the emergency. A checklist for the After Action Meeting includes:

1. Attendees should include, SUNY EMPIRE response personnel, responders from outside agencies and other designated personnel, as necessary. Attendees should be limited to those who were assigned with significant decision-making authority or oversight thereof.
2. Identify emergency response issues and specific personnel involved.
3. Assign personnel to information gathering and problem-solving responsibilities.
4. Reconstruct the emergency.
5. Determine financial responsibility, when applicable.
6. Develop information and documentation to be utilized for the After Action Report.
7. Be sure to discuss everyone's questions, concerns and ideas.
8. Objectively discuss response issues and actions and recommended corrective measures, where applicable.

After Action Report

Based on the results of the Debrief, After Action Meeting and any other relevant information, the Director of Safety & Security will complete an After Action Report that includes the following information:

1. Chronological description of events regarding the emergency.
2. A summary of the emergency analysis detailing the specific actions that require training, and/or, policy modifications that may assist with future similar emergencies.

3. A list of recommendations along with a schedule for the implementation of corrective action, if required.
4. Any recommendations regarding modifications to the EOP.

<u>Section V</u>

Levels of Emergency (Incident Typing)

Emergency conditions vary with each incident and activation. Incidents are typed under the federal National Incident Management System (NIMS) incident typing guidelines into one of the following five categories:

Type 1 and Type 2 Incidents

A Type 1 or Type 2 incident are the most complex requiring the response of resources out of area, including regional and/or national resources to effectively manage the operations, command and general staffing. Mostly all the Command and General Staff positions are filled. The incident extends beyond the capabilities for local control and the incident is expected to go into multiple operational periods. A written Incident Action Plan is required for each operational period. These incidents involve a full activation of the SUNY EMPIRE Command Post as well as coordination with federal, state, county and local agencies. These types of incidents will likely require a large-scale evacuation of SUNY EMPIRE, or portions thereof, for an extended period of time.

Examples

- Terrorist Attack
- Major Hurricane/Earthquake
- Structural Collapse
- Plane Crash
- Regional Flooding

Type 3 Incident

When capabilities exceed the initial response, the appropriate Incident Command System (ICS) positions should be added to match the complexity of the incident. Some or all of the Command and General Staff positions may be activated. The incident may extend into multiple operational periods. A written Incident Action Plan may be required for each operational period. In these incidents, SUNY EMPIRE must activate the Command Post to address immediate emergency response. Emergency conditions are widespread and SUNY EMPIRE must be self-sufficient for a period of hours to several days. The incident will likely require assistance from the other federal, state, county and local agencies. Localized evacuations are likely for extended periods of time.

Examples

- Hostage or Active Shooter Situation
- Large HAZ-MAT Release Incident
- Major Fire
- Water Main Break Impacting Multiple Buildings
- Large Scale Civil Unrest

Type 4 Incident

Command Staff and General Staff functions are activated only if needed. Several resources are required to mitigate the incident. The incident is usually limited to one operational period in the control phase. The Incident Commander will conduct briefings, as required. An Incident Action Plan is not required but can be utilized. A partial or full activation of the SUNY EMPIRE command post may be needed.

Examples

- Localized Structural Fire
- Multivehicle Accident with Fatalities/Critical Injuries

Type 5 Incident

The incident can be handled by one or two single resources with up to six personnel. Command and General Staff positions (other than the Incident Commander) are not activated. An Incident Action Plan is not required but can be utilized. The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. The incident is generally resolved as part of standard SUNY EMPIRE procedures. While there may be some damage and/or interruption, the conditions are localized and the Command Post is not required.

Examples

- Vehicle Fire
- Injured Person
- Police Traffic Stop
- Automatic Fire Alarm

Incident Specific Guidelines

The following incident guidelines are meant to be just that, guidelines. The incidents described within this section are not meant to encompass all of the events/incidents that SUNY EMPIRE'S Executive Team and Incident Management Team will address but to give a general overview of those most likely to occur or those most likely to create the greatest disruption to SUNY EMPIRE procedures. These guidelines should be adjusted based on the unique characteristics of each event. No two events are the same.

Airplane Crash

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to an airplane crash.

Definition: An Airplane Crash is defined as an incident in which any type of aircraft malfunctions and must make an emergency landing in an area within control of SUNY EMPIRE. This landing may be in an abnormal manner, causing severe damage.

Overall Incident Management:

- Full activation of the Incident Command System (ICS) and Command Post.
- These emergencies are likely to fall within federal jurisdiction and to involve the participation and support of multiple agencies. Control of Incident Management will likely be a function of an outside agency.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with traffic management, site security and incident investigation.

Environmental Health and Safety Group

- Liaison and assist with HazMat.

Facilities Group

- Liaison and assist as required.

Evacuation

- As necessary.

Blood, Body Fluid, Infectious Agent Exposure

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to Blood, Body Fluid, Infectious Agent Exposure.

Definition: The actual or likely exposure of any person to blood, body fluid or an infectious agent exposure in an area within the control of SUNY EMPIRE.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response and cleanup, as necessary.

Environmental Health and Safety Group

- Respond as directed.

Facilities Group

- Respond as directed.

Evacuation

- As necessary.

Civil Disturbance/Demonstration

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to Civil Disturbances/Demonstrations.

Definition: Civil disturbances present in various forms and may create a danger to the SUNY EMPIRE community. Most civil disturbances that occur are marches, rallies, picketing, etc. and are peaceful and non-obstructive. Civil disturbances can include events such as organized riots and demonstrations or spontaneous disturbances arising from various situations. In the event of a civil disturbance, it is the policy of SUNY EMPIRE to isolate and maintain control of the activities while protecting life and property.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Environmental Health and Safety Group

- Respond as directed.

Facilities Group

- Respond as directed.

Evacuation

- As necessary.

Confined Space Emergency

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Confined Space Emergency.

Definition: Confined Space Emergencies exist when non-entry rescue assistance is needed or when any entry rescue is required. A rescue would typically be required when injuries, collapse, engulfment, or entanglement are observed. The cause of the emergency may or may not be directly related to the hazards posed by the confined space.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Environmental Health and Safety Group

- Respond as directed.

Facilities Group

- Respond as directed.

Evacuation

- As necessary.

Note: These matters generally require a designated confined space rescue unit.

Criminal/Violent Behavior or Threat of Violence: General

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Criminal/Violent Behavior or Threats of Violence. More specific information may be found hereafter for the following specific criminal acts:

1. Active Shooter
2. Barricaded Person/Hostage
3. Anonymous Threats of Violence: Bomb Threat/Active Shooter Threat
4. Sexual Assault

5. Suspicious Package
6. Terrorism

Definition: The commission of a criminal act or other actions that are likely to place faculty, staff, students, or visitors at risk of physical harm in an area within control of SUNY EMPIRE.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications may be issued based on the incident.

Criminal/Violent Behavior: Active Shooter – Hostile Intruder

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to Criminal/Violent Behavior – Active Shooter incidents.

Definition: An Active Shooter incident is defined as any incident wherein one or more armed persons who display the intent to use deadly physical force against others and could take the lives of innocent people.

Overall Incident Management:

- Full activation of the Incident Command System (ICS) and Command Post.
- These emergencies may fall within federal jurisdiction and will likely involve the participation and support of multiple agencies. Control of Incident Management will likely be a function of an outside agency.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Criminal/Violent Behavior: Barricaded Person – Hostage

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Criminal/Violent Behavior – Barricaded/Hostage incident.

Definition: A Barricaded Person/Hostage incident is defined as any incident in which a person is in a location made inaccessible to law enforcement and that person is reasonably believed to have threatened suicide or threatened to inflict or has inflicted serious physical injury or death on hostages, law enforcement officers, or other persons.

Overall Incident Management:

- Full activation of the Incident Command System (ICS) and Command Post.
- These emergencies may fall within federal jurisdiction and will likely involve the participation and support of multiple agencies. Control of Incident Management will likely be a function of an outside agency

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Criminal/Violent Behavior: Anonymous Threat of Violence – Bomb Threat/Explosion – Active Shooter Threat

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to an Anonymous Threat of Violence – Bomb/Explosion/Active Shooter Threat against the college. This anonymous threat may be made through social media, telephone, written communication, etc.

Definition: A Bomb/Explosion/Active Shooter incident is one in which an anonymous threat is made, usually verbal or written, against SUNY EMPIRE to detonate an explosive or incendiary device to cause property damage, death, or injuries, whether or not such a device actually exists, or an incident in which a device has been located or detonated.

An Active Shooter threat is one in which an anonymous threat is made, usually written or verbal, that firearms will be used to harm members of the SUNY EMPIRE community.

Overall Incident Management:

- Full activation of the Incident Command System (ICS) and Command Post.
- These emergencies may fall within federal jurisdiction and to involve the participation and support of multiple agencies. Control of Incident Management will likely be a function of an outside agency.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Criminal/Violent Behavior: Sexual Assault

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to Sexual Assault. Please see *Appendix M (SUNY Empire's Sexual Violence Response Policy).*

Definition:

1. Sexual Assault: Any physical sexual act committed without consent.
2. Sexual Violence: The term sexual violence, as used throughout SUNY EMPIRE'S *Sexual Violence Response Policy,* includes sexual harassment, sexual assault, domestic violence, dating violence, intimate partner violence and stalking.
3. Sexual Harassment: Unwelcome, gender-based verbal or physical conduct that is sufficiently severe, persistent or pervasive that unreasonably interferes with, denies or limits someone's ability to participate in or to benefit from the SUNY EMPIRE educational program and/or activities and is based on power differentials, the creation of a hostile environment, or retaliation.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.
- Response will generally not include activation of the Incident Command System (ICS) but will involve implementation of the policies and procedures set forth in *SUNY EMPIRE'S Sexual Violence Response Policy. (Appendix M).*

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Considerations

- Ensure victim's safety.

Criminal/Violent Behavior: Suspicious Packages

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Suspicious Package incident.

Definition: A Suspicious Package incident is one in which an envelope or package is found, or reported, that is believed to contain a possible threat to life and/or property.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Criminal/Violent Behavior: Terrorism

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to an act of Terrorism.

Definition: Terrorism is defined in the Code of Federal Regulations as, "The unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives" (28 C.F.R. Section 0.85).

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Large Scale Evacuation

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a full or partial evacuation of the campus.

Definition: An evacuation is defined as the emptying of any occupied area and the transference of its occupants to an alternate location for reasons of safety and protection.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- Facilities department will assist, as required.
- Evacuation routes will be clearly defined.

Considerations

- Community notifications will be issued based on the incident.
- Transportation of persons and property may require mobilization of additional resources based on specific needs.

Fire

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to Fire incident.

Definition: A fire is defined as the destructive burning of any building, structure, room, town, forest, or other object.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Flood

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Flood incident.

Definition: A flood is defined as a general and temporary condition of partial or complete inundation of normally dry land area from: overflow of inland or tidal waters; or unusual and rapid accumulation or runoff of surface waters from any source or mudflow.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Hazardous Materials Incident

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Hazardous Materials Incident.

Definition: A Hazardous Materials Incident is defined as any accidental release or spill of a hazardous material with the potential to cause harm to human health or life, property, or the environment.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Information Technology Failure

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a major failure of the campus Information Technology system.

Definition: An Information Technology failure is defined as an unplanned loss or interruption of telephone service, internet service, two-way radio communications, or other college technology services.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- Information Technology Services Department – respond as required.

Considerations:

- Impact outage or interruption may have on the day-to-day activities of the college.

Medical Emergency/Accident

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Medical Emergency/Accident.

Definition: A Medical Emergency/Accident is any unexpected or unplanned event that may result in death, injury, property damage, or a combination of serious effects. The victim may or may not be directly involved in the cause of the accident.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Mental Health Emergency

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Mental Health Emergency.

Definition: Mental Health Emergencies may include attempted suicide, substance dependence, alcohol intoxication, acute depression, presence of delusions, violence, panic attacks and significant, rapid changes in behavior by members of the college community.

Overall Incident Management

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Public Health Emergency: General *(See Appendix N - Pandemic Response Policy)*

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Public Health Emergency.

Definition: A Public Health Emergency includes an acute event which poses a threat of loss of life or significant morbidity to a substantial portion of the campus community. Some risks include:

- Infectious disease
- Water & food borne
- Air borne (including Influenza)
- Environmental Hazards
- Toxins
- Acts of nuclear, chemical, or biological terrorism
- Radiological exposures
- Shootings, bombings with multiple injuries or deaths

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations:

- As necessary.

Considerations:

- College community notifications will be issued based on the incident.
- Impact on off-campus community may assist in determining certain SUNY EMPIRE strategies.

Shelter-in-Place

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Shelter-in-Place incident.

Definition: Shelter-in-Place refers to the action of seeking shelter indoors. It is used as an alternative to evacuation when the area outside is unsafe.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Considerations:

- College community notifications will be issued based on the incident.
- Specific notifications must be made to faculty, staff and students regarding locations to shelter-in-place and where to seek further information.
- An *all-clear* message must be sent upon termination.

Structural Collapse/Failure

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Structural Collapse/Failure incident.

Definition: A Structural Collapse/Failure incident is defined as the loss of structural integrity of a building or other structure that results in significant personal injury, death, or imposing economic loss.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations

- As necessary.

Considerations

- Community notifications will be issued based on the incident.

Utility Failure

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a Utility Failure incident.

Definition: A Utility Failure is defined as any interruptions of utility services including electric, gas, or water.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations:

- As necessary.

Considerations:

- Community notifications will be issued based on the incident.

Winter Storm

Objective: To establish guidelines and assign responsibility for the appropriate SUNY EMPIRE response to a major Winter Storm incident.

Definitions: General – Major Winter Storm

- Weather hazards associated with freezing or frozen precipitation (freezing rain, sleet, or snow) or combined effects of winter precipitation and strong winds.
- A blizzard is a severe snowstorm, characterized by strong winds in excess of 56 km/h (35 mph) with blowing or drifting snow which reduces visibility to 400 meters or ¼ mile or less and must last for a prolonged period of time - typically three hours or more.
- Freezing rain typically occurs when a layer of warm air hovers over a region but the ambient temperature is near 0 °C (32 °F) and the ground temperature is subfreezing. A storm in which only roads freeze is called a freezing rainstorm; one resulting in widespread icing of plants and infrastructure is called an ice storm.

Overall Incident Management:

- Activation of the Incident Command System (ICS) and Command Post, as necessary.

Responsibilities:

- SUNY EMPIRE - Liaison and assist with response, as necessary.

Evacuations:

- As necessary.

Considerations:

- Community notifications will be issued based on the incident.
- Cancellation of classes, as required.

Appendix A: SUNY EMPIRE Emergency Contact List 2020

Note: After hour contact information is confidential and is maintained by the Director of Safety & Security, the Director of Operations, the President's Chief of Staff and the Safety & Security Coordinator.

Group	Office	Preferred office #
Executive Team	President	518-587-2100 Ext. 2260
	Provost/Exec V.P. for Academic Affairs	518-587-2100 Ext. 2263
	Executive V.P. for Academic Affairs and Chief Operating Officer	518-587-2100 Ext. 2233
	President's Chief of Staff	518-587-2100 Ext. 2929
	Chief Financial Officer	518-587-2100 Ext. 2542
	V.P for Strategic Communications	518-587-2100 Ext. 2494
Incident Management Team	Director of Safety & Security	518-587-2100 Ext. 2900
	Director of Operations	518-587-2100 Ext. 2958
	Safety & Security Coordinator	518-587-2100 Ext 2800
	President's Chief of Staff	518-587-2100 Ext. 2929
	V.P for Strategic Communications	518-587-2100 Ext. 2494
	Director of Information Technology	518-580-2905
	Deputy Chief of Staff	518-587-2100 Ext. 2936
	Director of Risk Management	518-587-2100 Ext. 2945
	Asst. V.P. for Human Resources	518-587-2100 Ext. 2910
	Director of Facilities	518-581-2241
	Director of Development	518-587-2100 Ext. 2372

Appendix B: SUNY EMPIRE Landlord Emergency Contact List 2020

Location	Name	Email	Phone Number
Auburn	Daniel DoBell	ddobell@cayauga-cc.edu	217-649-3357
Brooklyn	Anthony Naglieri	anthony.naglieri@treelinecompanies.com	516-692-2265
Buffalo	Ricki Singer	rsinger@amcap.com	716-628-2622
Corning	Peter Krog	plkrog2@kroggrp.com	716-818-6700
Hartsdale	Jeff Stadtmauer	sas@stadtmauer.com	917-733-3906
Manhattan	Madeline Cancel	mcancel@lpc.com	
Queensbury	Frank Jelly	jellyf@sunyacc.edu	
Schenectady	Junior Hitall	junior@hodorowskigroup.com	518-935-3251
Staten Island	Helen Vitaliano	hvitaliano@rivercrestrealty.com	917-589-6975
Syracuse	Robin Young	ryoung@summitmanagementllc.com	315-442-2000
Olean	Karen Fuller	karenfuller@mail.sunyjcc.edu	716-397-3065
Latham	Joyce Fuller	joycef@britamerican.com	518-522-3911
Fort Drum	Joe Agresti	joseph.a.agresticiv.mail.mil	315-772-8580
Binghamton	Natalie Croinex	natalie.croinex@ogs.ny.gov	607-721-8770
Empire Plaza	Thomas Hatte	thomas.hotte@ogs.ny.gov	518-474-8860

Appendix C: SUNY EMPIRE EOP Training and Exercises

Date/Time	Event/Activity	Location(s)	Areas Tested

MEMORANDUM OF UNDERSTANDING BETWEEN THE
STATE UNIVERSITY OF NEW YORK EMPIRE STATE COLLEGE
AND
SARATOGA SPRINGS POLICE DEPARTMENT

This Memorandum of Understanding, entered into by and between SUNY Empire State College
and the Saratoga Springs Police Department, sets out the respective duties and obligations with
regard to the coordination of efforts between Empire State College and Saratoga Springs Police
Department, pursuant to Chapter 424 of the laws of 1998, State of New York.

The parties to this Memorandum of Understanding hereby agree as follows:

1. Empire State College will notify the Saratoga Springs Police Department of any incident
   or situation on any property owned, leased, or under the control of Empire State College
   that may affect the safety of the residents in the City of Saratoga Springs.

2. Empire State College will notify the Saratoga Springs Police Department of any incident
   or situation on any property within the jurisdiction of Saratoga Springs that may affect
   the safety of the staff and residents on any property owned, leased, or under the control of
   Empire State College.

3. For non-emergency events that will likely affect both communities, Empire State College
   Director of Safety & Security/designee will meet with a representative from the Saratoga
   Springs Police Department to discuss issues related to planning and scheduling for
   additional personnel, when applicable.

4. Empire State College and the Saratoga Springs Police Department may enter into more
   specific and detailed operational procedures and guidelines, as required.

5. If either party chooses to terminate this Agreement, they shall notify the other in writing
   and make every effort to do so 30 days prior to the date of termination.

For compliance with the Campus Safety Act/Suzanne's Law the following operational guidelines
and procedures are for agreement at state-operated campuses:

1. **Background**

   Chapter 22 of the Laws of 1999 of the State of New York establishes certain requirements for
   investigations of violent felonies and reporting of missing students on colleges campuses in
   New York State; and

Chapter 22 further requires colleges to enter into written agreements with appropriate local law enforcement agencies in order to provide for the prompt investigation of such crimes and reports; and

Pursuant to Chapter 424 of the Laws of 1998, commonly known as the University Police Bill, State-operated campuses and local police departments have entered into Memorandums of Understanding under which they have agreed on the manner in which they cooperate in carrying out official police activities on the campuses and in the surrounding communities; and provisions may be added to such MOUs specifically addressed to investigating and responding to violent felony offenses and reports of missing students.

Note: Chapter 22 of the Laws of 1998 defines a missing student as, "Any student of the College subject to the provisions of Section 355(17) of the New York State Education Law, who resides in a facility owned or operated by the College and who is reported to the College as missing from his or her residence." SUNY Empire State College doesn't have students "who reside in a facility owned or operated by the College." As a result, that provision doesn't apply to this MOU.

2. Definitions

Violent Felony Offense - a violent felony offense as defined in Section 70.02 (1) of the New York State Penal Law.

Response and Investigation

Violent Felony Offense: When any report of an on-campus violent felony offense is received by Empire State College, they will notify the Saratoga Springs Police Department. If the Saratoga Springs Police Department is the recipient of an on-campus violent felony offense complaint, they may notify or request assistance from Empire State College based on the circumstances of the investigation. In either event, the Saratoga Springs Police Department, or other law enforcement agency with jurisdiction, will conduct the criminal investigation.

In witness of which this Memorandum of Understanding has been executed on this _22nd_ day of _September 2020_ .
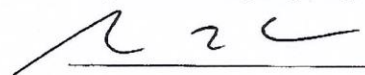
SUNY Empire State College

Signature

Joseph L. Centanni
Director of Safety & Security

City of Saratoga Springs

Signature

Shane Crooks
Saratoga Springs PD Chief of Police

Appendix E: Memorandum of Understanding between SUNY EMPIRE and the Brighton Police Department

MEMORANDUM OF UNDERSTANDING BETWEEN THE STATE UNIVERSITY OF NEW YORK EMPIRE STATE COLLEGE AND THE TOWN OF BRIGHTON POLICE DEPARTMENT

This Memorandum of Understanding, entered into by and between SUNY Empire State College and the Town of Brighton Police Department, sets out the respective duties and obligations with regard to the coordination of efforts between Empire State College and the Town of Brighton Police Department, pursuant to Chapter 424 of the laws of 1998, State of New York.

The parties to this Memorandum of Understanding hereby agree as follows:

1. Empire State College will notify the Town of Brighton Police Department of any incident or situation on any property owned, leased, or under the control of Empire State College that may affect the safety of the residents in the Town of Brighton.

2. Empire State College will notify the Town of Brighton Police Department of any incident or situation on any property within the jurisdiction of the Town of Brighton that may affect the safety of the staff and residents on any property owned, leased, or under the control of Empire State College.

3. For non-emergency events that will likely affect both communities, the Empire State College Director of Safety & Security/designee will meet with a representative from the Town of Brighton Police Department to discuss issues related to planning and scheduling for additional personnel, when applicable.

4. Empire State College and the Town of Brighton Police Department may enter into more specific and detailed operational procedures and guidelines, as required.

5. If either party chooses to terminate this Agreement, they shall notify the other in writing and make every effort to do so 30 days prior to the date of termination.

For compliance with the Campus Safety Act/Suzanne's Law the following operational guidelines and procedures are for agreement at state-operated campuses:

1. Background

Chapter 22 of the Laws of 1999 of the State of New York establishes certain requirements for investigations of violent felonies and reporting of missing students on colleges campuses in New York State; and

Chapter 22 further requires colleges to enter into written agreements with appropriate local law enforcement agencies in order to provide for the prompt investigation of such crimes and reports; and

Pursuant to Chapter 424 of the Laws of 1998, commonly known as the University Police Bill, State-operated campuses and local police departments have entered into Memorandums of Understanding under which they have agreed on the manner in which they cooperate in carrying out official police activities on the campuses and in the surrounding communities; and provisions may be added to such MOUs specifically addressed to investigating and responding to violent felony offenses and reports of missing students.

Note: Chapter 22 of the Laws of 1998 defines a missing student as, "Any student of the College subject to the provisions of Section 355(17) of the New York State Education Law, who resides in a facility owned or operated by the College and who is reported to the College as missing from his or her residence."

Note: SUNY Empire State College does not have students "who reside in a facility owned or operated by the College." As a result, that provision doesn't apply to this MOU.

2. Definitions
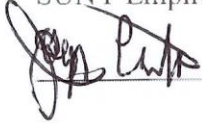
Violent Felony Offense - a violent felony offense as defined in Section 70.02 (1) of the New York State Penal Law.

Response and Investigation

Violent Felony Offense: When any report of an on-campus violent felony offense is received by Empire State College, they shall notify the Town of Brighton Police Department. If the Town of Brighton Police Department is the recipient of an on-campus violent felony offense complaint, they may notify or request assistance from Empire State College based on the circumstances of the investigation. In either event, the Town of Brighton Police Department, or other law enforcement agency with jurisdiction, will conduct the criminal investigation.

In witness of which this Memorandum of Understanding has been executed on this 16th day of
September 2020.
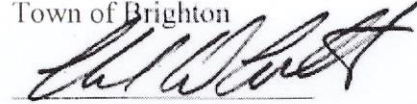
SUNY Empire State College

Signature

Joseph L. Centanni
Director of Safety & Security

Town of Brighton

Signature

David Catholdi
Chief of Police

Appendix F: Memorandum of Understanding between SUNY EMPIRE and the Suffolk County Police Department

An MOU between SUNY EMPIRE and the Suffolk County Police Department has not been finalized as of the implementation date of this EOP. Upon completion, it will be added on pages 51-53.

Appendix G: Emergency Communication Protocol to SUNY System Administration

In the event of a high profile event at SUNY EMPIRE, SUNY System Administration must be notified by email at emergency@suny.edu – The Campus Declaration of Emergency-Impairment of Facilities *(Appendix H)* should be completed.

Summary

The following establishes communication protocols from the campuses to System Administration during emergency situations. Consistent with current practices, campus officials are required to promptly notify the Chancellor of the State University of New York when a major unplanned event occurs on or near a college campus that could have a significant adverse impact on the campus community, campus property, or other component of the State University of New York.

Process

To streamline notifications, campuses are to inform the Chancellor and other key System Administration offices of such an event by sending an email to emergency@suny.edu – emails sent to this address will be routed to a number of offices at System Administration, including Communication and Government Relations, Provost and Student Affairs, Construction Fund, Capital Facilities and Environmental Health & Safety. The Communications Office will notify the Chancellor. Additional notifications and direct contact with specific offices may be appropriate as circumstances permit.

Types of Reportable Events

Campuses should exercise sound judgement in determining which specific events require notification to System Administration. Reportable potential adverse events could be related to the campus community, which includes students, faculty, staff, as well as those that impact the physical infrastructure or environment, or involve financial, legal, or reputational concerns. In all cases, campuses should take immediate action to address the matter. Events which would initiate notification often concern health & safety or public safety matters and include but are not limited to:

- Death or major injury to a member of the campus community, especially those that may present trauma to other campus community members.
- Facility evacuations or serious restrictions of use of operations and facilities.
- Significant fires or sudden environmental hazards, spills or similar incidents.
- Significant acts of violence.
- Off-campus events that have significant impact on many members of the local community.
- Outbreak of serious infectious disease/illness.
- Large scale civil disorder.

Notifications

The campus notification should include information such as type of emergency, when and where it occurred, affected areas and closed facilities, campus actions taken, name and contact information for the campus official who can provide additional information and any assistance requested by the college. The notification should be a summary of the event. It is understood that some of the details may not be accurate in the initial notification and additional updates may be necessary.

Additional Potential Notifications

In addition to notifying the Chancellor's Office, construction-related emergencies or capital emergencies at State-Operated facilities require a separate notification to the State University Construction Fund (SUCF) for non-residential buildings and to the SUNY Office of Capital Facilities (OCF) for residential buildings. These offices will assist with preparing Emergency Declarations, financing and repairs and seeking assistance from the Office of General Services for emergency services.

For State University Construction Fund (SUCF) information on Emergency Capital Procurement Procedures:
http://www.sucf.suny.edu/business/emerproc.cfm\

For SUNY Office for Capital Facilities emergency information:
http://system.suny.edu/capital-facilities/emergency-information/

Note: Nothing in this policy supersedes or negates the obligations placed on a college under the timely warning and emergency notification provisions of the Higher Education Act (Clery Act) or any other laws or regulations.

Additional Required Notifications

Within eight (8) hours after the death of any employee in the work place, regardless of the cause of the in-patient hospitalization of two (2) or more employees as a result of a work-related incident, the employer must orally report the fatality/multiple hospitalization by telephone or in person to the nearest office of the New York State Department of Labor, Division of Safety & Health (DOSH).

<ins>Campus Fire</ins>

The Office of Fire Prevention & Control (OFPC) must be notified within 24 hours of the occurrence or discovery of a fire by submission of a DOS 1660.

If a fire involves a death or injury, contact the OFPC in the appropriate area within one hour.

http://www.dhses.ny.gov/ofpc/documents/forms/ofpc1660.pdf

Appendix H: Campus Declaration of Emergency-Impairment of Facilities

Instructions:
Submit this completed declaration to the appropriate SUCF Campus Program Manager. For critical or serious emergencies, the following information should be faxed or phoned to the SUCF as soon as possible. In addition, documentation such as pictures, videos, witness statements, official reports, etc. should be maintained by campus. ***All "construction emergencies" requesting funding through the State University Construction Fund emergency program must be reported on this form.***

1. General Information

Campus Name:	Date of Report:
Campus Contact Person:	Campus Contact Phone:
SUCF Personnel Contacted:	Date SUCF Contacted:

2. Description of Emergency (Use attachments if necessary)

Date and Time Emergency Occurred:	
Campus Buildings and Facilities Affected (Please include building numbers):	
If Site Related, Where on Campus:	
Describe Nature and/or Type of Damages (include loss of electric, heating, cooling, water supply, sanitation, etc):	

3. Additional Information

Did Emergency Personnel Respond?	Yes ☐	No ☐	If Yes, Which Ones?
Did Any Personal Injury Occur?	Yes ☐	No ☐	If Yes, How Many? Were Individuals Taken to a Hospital or Treated on Site?
Were Facilities Evacuated?	Yes ☐	No ☐	

4. Other Individual/Agencies Contacted

Name of Agency or Individual	Contact Name	Title	Phone Number	Date and Time

5. Sign Below and Submit to the State University Construction Fund

Campus President or Designee	Date

To Be Completed By SUCF:
Date Report Received: _____   Emergency Funding Approval: Yes _____   No _____
Emergency Project Number and Title _____
Reviewed and Approved By _____
Basis for Rejection (See Attached

Appendix I: County Emergency Management Contact List

<u>*SUNY LOCATION: ALBANY (PLAZA OFFICE)*</u>

ALBANY County Emergency Management Unit

Name: Director Tom Remmert

Address: 58 Verda Ave.
               P.O. Box A
               New Scotland, NY 12041

Telephone: (518) 720-8025

Email: thomas.remmert@albanycounty.com

Name: Fire Coordinator Gerald E. Paris Jr.

Address: 58 Verda Ave.
               PO Box A
               Clarksville, NY12041

Telephone: 518-720-8028

Fax: 518-720-8031

Email: gerald.paris@albanycounty.com

<u>*SUNY LOCATION: BINGHAMTON*</u>

BROOME County Emergency Management Unit

Name: Director Michael Ponticello

Address: 153 Lt. VanWinkle Dr.
               Binghamton, NY 13905

Telephone: (607) 778-1208

Email: eoc@co.broome.ny.us

Name: Fire Coordinator Jeffrey L. Buckler

Address: 153 Lt. VanWinkle Dr.
               Binghamton, NY 13905

Telephone: 607-778-1208

Email: Jbuckler@co.broome.ny.us

SUNY LOCATION: OLEAN

CATTARAUGUS County Emergency Management Unit

Name: Director Chris Baker

Address: 303 Court St.
             Little Valley, NY 14755

Telephone: 716-938-2240

Fax: 716-938-9170

Email: cjbaker@cattco.org

Name: EMS Coordinator Michael Bechelli

             303 Court St.
             Little Valley, NY 14755

Telephone: 716-373-8050 Ext. 3419

Email: mjbechilli@cattco.org

SUNY LOCATION: AUBURN

CAYUGA County Emergency Management Unit

Name: Director Amy Russett

Address: County Office Building
             160 Genesee St.
             Auburn, NY 13021

Telephone: (315) 255-1161

Email: arussett@cayugacounty.us

Name: Fire Coordinator Larry Dygert

Address: 160 Genesee St.
             Auburn, NY 13021

Telephone: 315-255-1161

Fax: 315-253-1551

Email: cayugafireops@cayugacounty.us

SUNY LOCATION: BUFFALO (CHEEKTOWAGA)

ERIE County Emergency Management Unit

Name: Director Daniel J. Neaverth, Jr.

Address: 45 Elm St.
     Buffalo, NY 14203

Telephone: (716) 858-4909

Email: daniel.neaverth@erie.gov

Name: Fire Coordinator Christopher Couell

Address: 3359 Broadway
     Cheektowaga, NY 14227

Telephone: 716-681-6070

Fax: 716-858-7248

Email: christopher.couell@erie.gov

SUNY LOCATION: MANHATTAN, BROOKLYN & STATEN ISLAND

FDNY Emergency Management Unit

Name: Chief John Sudnick

Address: 9 Metrotech Center
     Brooklyn, NY 11201-5884

Telephone: 718-999-2010

Fax: 718-999-1671

Email: john.sudnick@fdny.nyc.gov

SUNY LOCATION: FORT DRUM

JEFFERSON County Emergency Management Unit

Name: Director Joseph Plummer

Address: 753 Waterman Dr.
               Watertown, NY 13601

Telephone: 315-786-2654

Fax: 315-786-2684

Email: josephp@co.jefferson.ny.us

SUNY LOCATION: ROCHESTER (BRIGHTON)

MONROE County Emergency Management Unit

Name: Director Tim Kohlmeier

Address: 1190 Scottsville Rd.
               Suite 200
               Rochester, NY 14624

Telephone: (585) 753-3810

Email: TimKohlmeier@monroecounty.gov

Name: Fire Coordinator Steven E. Schalabba

Address: 1190 Scottsville Rd.
               Suite 203
               Rochester, NY 14624

Telephone: 585-753-3751

Fax: 585-753-3867

Email: SSchalabba@monroecounty.gov

SUNY LOCATION: UTICA

ONEIDA County Emergency Management Unit

Name: Director Kevin Revere

Address: County Emergency Service
             120 Base Rd.
             Oriskany, NY 13424

Telephone: 315-765-2526

Fax: 315-765-2529

Email: krevere@ocgov.net

SUNY LOCATION: SYRACUSE

ONONDAGA County Emergency Management Unit

Name: Director Daniel Wears

Address: 421 Montgomery St.
             Syracuse, NY 13202

Telephone: (315) 435-2525

Email: danielwears@ongov.net

Name: Fire Coordinator Joseph Rinefierd

Address: 421 Montgomery St.
             Syracuse, NY 13202

Telephone: 315-435-2525

Fax: 315-435-3309

Email: jrinefierd@ongov.net

SUNY LOCATION: SARATOGA

SARATOGA County Emergency Management Unit

Name: Director Carl Zeilman

Address: 25 West High St.
            Ballston Spa, NY 12020

Telephone: (518) 885-2232

Email: czeilman@saratogacountyny.gov

Name: Fire Coordinator Edward Tremblay

Address: 25 West High St.
            Ballston Spa, NY 12020

Telephone: 518-885-2232

Fax: 518-884-4707

Email: etremblay@saratogacountyny.gov

SUNY LOCATION: SCHENECTADY

SCHENECTADY County Emergency Management Unit

Name: Director Scott Pike

Address: 531 Liberty St.
            Schenectady, NY 12305

Telephone: (518) 370-3113

Email: scott.pike@schenectadycounty.com

Name: Fire Coordinator Mark Laviolette

Address: 531 Liberty St.
            Schenectady, NY 12305

Telephone: (518) 370-3113

Email: scott.pike@Schenectadycounty.com

SUNY LOCATION: CORNING

STEUBEN County Emergency Management Unit

Name: Director Timothy D. Marshall

Address: 3 East Pulteney Square
Bath, NY 14810

Telephone: 607-664-2901

Fax: 607-776-3334

Email: tim@co.steuben.ny.us

SUNY LOCATION: QUEENSBURY (ADIRONDACK)

WARREN County Emergency Management Unit

Name: Director Brian LaFlure

Address: 1340 State Route 9
Lake George, NY 12845

Telephone: (518) 761-6537

Email: laflureb@warrencountyny.gov

WESTCHESTER County Emergency Management Unit

Name: Director John Cullen

Address: HVTMC

             200 Bradhurst Ave.
             Hawthorne, NY 10532

Telephone: (914) 231-1688

Email: jcullen@westchestergov.com

Name: Fire Coordinator William Dingee

Address: 4 Dana Rd.
             Valhalla, NY 10595

Telephone: 914-231-1679

Fax: 914-231-1697

Email: wrd1@westchestergov.com

Appendix J: NYS Law Enforcement Contact List

Location	Police Agency	Telephone Number
Auburn	Auburn Police Department	911 or 315-253-3231/Non-Emergency
Auburn	Cayuga Community College Public Safety	911 or 315-246-4708/Public Safety
Binghamton	Binghamton Police Department	911 or 607-723-5321/Non-Emergency
Brooklyn	NYPD – 84th Precinct	911 or 718-875-6811/Non-Emergency
Cheektowaga/Buffalo	Town of Cheektowaga Police Department	911 or 716-686-3500/Non-Emergency
Corning/Elmira	Corning Police Department	911 or 607-962-0340/Non-Emergency
Syracuse	Dewitt Police Department	911 or 315-449-3640/Non-Emergency
Fort Drum	Fort Drum Military Police	911 or 315-772-5156/Non-Emergency
Hartsdale	Greenburgh Police Department	911 or 914-682-5300/Non-Emergency
Ithaca	Ithaca Police Department	911 or 607-272-3245/Non-Emergency
Lockport	City of Lockport Police Department	911 or 716-443-7700/Non-Emergency
Manhattan	NYPD - 1st Precinct	911 or 212-334-0611/Non-Emergency
Olean	Olean Police Department	911 or 716-376-5678/Non-Emergency
Queensbury	Adirondack Community College Campus Security	911 or 518-743-2200/Non-Emergency
Rochester	Brighton Police Department	911 or 585-784-5150/Non-Emergency
Saratoga Springs	Saratoga Springs Police Department	911 or 518-584-1800/Non-Emergency
Schenectady	Schenectady Police Department	911 or 518-382-5200/Non-Emergency
Staten Island	NYPD – 122nd Precinct	911 or 718-667-2211/Non-Emergency
Utica	Utica Police Department	911 or 315-735-3301/Non-Emergency

Appendix K: Unified Command

Experience has proven that at incidents involving multi-agencies, there is a critical need for integrating management of resources into one operational organization that is managed and supported by one command structure. This is best established through an integrated, multidisciplinary organization. The Incident Command System (ICS), employing what is known as Unified Command, fills this critical need.

Unified Command is a team effort that allows all agencies with jurisdictional responsibility for an incident, either geographical or functional, to participate in the management of the incident. This participation is demonstrated by developing and implementing a common set of incident objectives and strategies that all can subscribe to, without losing or abdicating agency authority, responsibility or accountability. Those organizations that participate in Unified Command should have statutory responsibility for some portion of the incident or event.

Assisting and cooperating agencies with no statutory responsibility that nonetheless contribute resources to the incident should not function at the Unified Command level. These agencies should instead, assign Agency Representatives to effectively represent their agencies and resources through the Liaison Officer. In these ways, the principles that define Unified Command provide all of the necessary mechanisms for organizational representation and interagency management within a multi-agency incident response.

At a local level, frequent training and realistic exercises involving those agencies that may be represented at actual incidents should be considered a prerequisite for successful management of multi-agency incidents. These activities serve to familiarize each participating agency of their respective roles and responsibilities and clarify the capabilities and limitations of each agency. For example, a planned event such as a parade or air show may provide an opportunity for local, state and federal agencies to operate in a Unified Command structure.

A successfully managed multi-agency incident will occur only when the participating agencies' personnel have confidence in each other's competencies, authorities, responsibilities, and limitations as they relate to the incident. Beyond the associated processes, guidelines, and exercises is the requirement for an attitude of cooperation. Coordinated strategy, tactics, and resource utilization to accomplish incident control must be the focus of all agencies at the scene.

Within a Unified Command, one person is selected as spokesperson for the groups. Typically, the person representing the agency with the highest resource commitment or most visible activity on the incident is selected. In some cases, this task may simply be assigned to the person with the most experience.

Unified Command incorporates the following principles:

• One set of objectives is developed for the entire incident.

• A collective approach to developing strategies to achieve incident goals.

• Improved information flow and coordination between all jurisdictions and agencies involved in the incident.

• All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.

• No agency's authority or legal requirements will be compromised or neglected.

• Each agency is fully aware of the plans, actions and constraints of all others.

• The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.

• Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Appendix L: After Action Report

Immediately after the conclusion of an exercise or emergency operation, the Incident Commander/Emergency Manager shall oversee the preparation and publication of an After Action Report (AAR). All AAR documents and any other event/incident related documentation shall be submitted to the Office of Risk Management within 30 days of termination of operations. For most events/incidents, a draft AAR will be available 60 days post termination of operations.

The AAR shall detail all facts and circumstances known about the event/incident causation, the quality and nature of the response effort and the resolution. In addition, the AAR shall determine both strengths and improvements required and shall make recommendations about planning, training, equipment and operational needs for consideration to enhance the efficiency of future responses.

Upon completion of the AAR, an After Action Meeting shall be conducted to disseminate the document to all involved in the response. A final AAR shall be retained on file within the Offices of the Safety & Security and the Office of Risk Management.

Recovery

Plan Re-Assessment

Immediately following the cessation of Level 3 or Level 4 emergency operations, the Emergency Manager will conduct a survey of the Incident Management Team and Executive team to evaluate the effectiveness of the response. Survey results will help determine whether portions of the Emergency Operations Plan should be modified because of the emergency response. The Emergency Manager will prepare a written, "Post-Event Summary Report" detailing post-event observations and coordinate the appropriate Emergency Operations Plan revisions, when applicable.

Cost Recovery

One of the final actions after an emergency may be to appoint an "Emergency Cost Recovery Work Group." The composition of this group will be related to the nature and magnitude of the emergency but will include a core membership representing the following areas:

- Provost/Executive Vice President for Academic Affairs
- Executive Vice President for Administration and Chief Operating Officer
- President's Chief of Staff
- Director of Facilities
- Office of Risk Management
- Chief Financial Officer
- Office of General Counsel

The NYS Division of Homeland Security and Emergency Services (DHSES) Office of Emergency Management, FEMA, and/or other agencies will distribute additional materials and guidance documents as needed. Also, in the event of a disaster, DHSES Office of Emergency Management will coordinate any federal funds available.

Each department are required to maintain records of all personnel and costs they incur during an emergency situation.

Appendix M: SUNY EMPIRE Sexual Violence Response Policy

Purpose

Empire State College is committed to maintaining a safe environment that is supportive of its primary educational mission and free from all exploitation and intimidation. The college will not tolerate sexual harassment, sexual assault or any other form of nonconsensual sexual activity to include dating violence, domestic violence and/or stalking.

It is essential that students who are sexually assaulted receive support and medical treatment as soon as possible. This document outlines the policies and procedures that will allow members of the college community to be effective at referring victims of assault to medical, psychological and legal resources. The college's Student Code of Conduct provides additional information for students.

This policy reflects SUNY's Policies on Sexual Violence Prevention and Response and is in compliance with NYS law, chapter 75 of the laws of 2015.

Background Information

Definitions

Affirmative Consent: A knowing, voluntary, and mutual decision among all participants to engage in sexual activity. Consent can be given in words or actions, as long as those words or actions create clear permission regarding willingness to engage in the sexual activity. Silence or lack of resistance, in and of itself, does not demonstrate consent. The definition of consent does not vary based upon a participant's sex, sexual orientation, gender identity, or gender expression.

- Consent to any sexual act or prior consensual sexual activity with any party does not necessarily constitute consent to any other sexual act.

- Consent is required regardless of whether the person initiating the act is under the influence of drugs and/or alcohol.

- Consent may be withdrawn at any time.

- Consent cannot be given when a person is incapacitated, i.e., when he or she lacks the ability to knowingly choose to participate in sexual activity. Incapacitation may be caused by lack of consciousness or being asleep, being involuntarily restrained, or if an individual otherwise cannot consent. Depending on the degree of intoxication, someone under the influence of alcohol, drugs, or other intoxicants may be incapacitated and therefore unable to consent.

- Consent cannot be given under conditions of coercion, intimidation, force, or threat of harm.

- When consent is withdrawn, or can no longer be given, sexual activity must stop.

Bystander: A person who observes a crime, impending crime, conflict, potentially violent or violent behavior, or conduct that is in violation of rules or policies of the college.

Bystander Intervention: Involves developing the awareness, skills, and courage needed to intervene in a situation when another individual needs help. Bystander intervention allows individuals to send powerful messages about what is acceptable and expected behavior in our community.

Code of Conduct: The written policies adopted by the college governing student behavior, rights and responsibilities while at the college.

Confidentiality: May be offered by an individual who is not required by law to report known incidents of sexual assault or other crimes to college officials, in a manner consistent with state and federal law, including, but not limited to, 20 U.S.C. 1092(f) and 20 U.S.C. 1681(a). Licensed mental health counselors, medical providers and pastoral counselors are examples of individuals who may offer confidentiality. College faculty and staff are mandated to report known incidences of sexual assault or other crimes to appropriate college officials, but are considered private sources. See definition of "Privacy" below.

Dating Violence: Any act of violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim. The existence of the relationship shall be determined based on victim's statement with consideration of the type and length of the relationship and the frequency of interactions between the persons involved in the relationship. Such violent act may include, but are not limited to sexual or physical abuse or the threat of such abuse. Two people may be in a romantic or intimate relationship, regardless of whether the relationship is sexual in nature; however, neither a casual acquaintance nor ordinary fraternization between two individuals in a business or social context shall constitute a romantic or intimate relationship. This definition does not include acts covered under domestic violence.

Domestic Violence: Any violent felony or misdemeanor crime committed by a current or former spouse or intimate partner of the victim, a person sharing a child with the victim, or a person cohabitating with the victim as a spouse or intimate partner.

Preponderance of the Evidence: The standard of proof in sexual harassment and sexual assault cases, which asks whether it is "more likely than not" that the sexual harassment or sexual violence occurred. If the evidence presented meets this standard, the accused should be found responsible.

Privacy: May be offered by an individual when he or she is unable to offer confidentiality under the law, but shall not disclose information about a crime or incident learned from a reporting individual or bystander more than is necessary to comply with this and other applicable laws, including informing appropriate college officials.

Responsible Employee: An employee with the authority to redress sexual violence, who has been given the duty of reporting incidents of sexual violence or any other misconduct by students to the Title IX coordinator or other appropriate college official, or whom a student could reasonably believe has this authority or duty. If a responsible employee is aware of sexual violence, then the college is considered on notice of that sexual violence.

Reporting Individual: A victim, survivor, complainant, claimant, witness with victim status and any other term used by the college to reference an individual who brings forth a report of a violation.

Retaliation: Adverse action against another person for reporting a violation or for participating in any way in the investigation or conduct process. Retaliation includes harassment and intimidation, including but not limited to violence, threats of violence, property destruction, adverse educational or employment consequences and bullying.

Sex Discrimination: Includes all forms of sexual harassment, sexual assault, and other sexual violence by employees, students, or third parties against employees, students or third parties. Students, employees and third parties are prohibited from harassing others, whether or not the harassment occurs on a SUNY campus or during work hours. All acts of sex discrimination, including sexual harassment and sexual violence, are prohibited by Title IX.

Sexual Activity: Shall have the same meaning as "sexual act" and/or "sexual contact", per 18 U.S.C. 2246(2) and 19 U.S.C. 2246(3).

Sexual Assault: Physical sexual act(s) committed against another person without consent. Sexual assault is an extreme form of sexual harassment. Sexual assault includes what is commonly known as "rape" (including "date rape" and "acquaintance rape"), fondling, statutory rape and incest. For statutory rape, the age of consent in New York State is 17 years old.

Sexual Harassment: Unwelcome, gender-based verbal, non-verbal, or physical conduct that is sexual in nature and sufficiently severe, persistent, or pervasive that it unreasonably interferes with, denies or limits someone's ability to participate in or benefit from the college's educational program and/or activities, and based on power differentials, the creation of a hostile environment, or retaliation.

Sexual Violence: Physical sexual acts perpetrated against a person's will or perpetrated where a person is incapable of giving consent. A number of different acts fall into the category of sexual violence, including, dating violence, domestic violence and sexual assault (including rape).

Stalking**:** Intentionally engaging in a course of conduct, directed at a specific person, which is likely to cause a reasonable person to fear for his or her safety, or the safety of others, or causes that person to suffer substantial emotional damage. Examples include: repeatedly following such person(s), repeatedly committing acts that alarm, cause fear, or seriously annoy such person(s), and that serve no legitimate purpose, and repeatedly communicating, by any means, including electronic means, with such person(s) in a manner likely to intimidate, annoy or alarm him or her.

Title IX Coordinator: Title IX of the Education Amendments of 1972 (Title IX), 20 U.S.C. Sec., 1681, et seq., states that all students have equal educational opportunity free from sex discrimination, including sexual harassment and sexual assault. The Title IX coordinator is responsible for the college's compliance with this regulation including, but not limited to systematically monitoring and evaluating policy and procedures that effectively and efficiently respond to complaints of sex discrimination. Individuals with questions or concerns related to Title IX may contact the Title IX coordinator at 800-847-3000 ext. 1009. The Title IX coordinator is either the official coordinator and/or his or her designee or designees.

Policy Statements

Policy for Alcohol and/or Drug Use Amnesty in Sexual and Interpersonal Violence Cases

The health and safety of every student at the State University of New York and its state-operated and community colleges is of utmost importance. Empire State College recognizes that students who have been drinking and/or using drugs, whether voluntarily or involuntarily, at the time that violence, including, but not limited to domestic violence, dating violence, stalking or sexual assault, may be hesitant to report such incidents due to fear of potential consequences for their own conduct. Empire State College strongly encourages students to report incidents of domestic violence, dating violence, stalking, or sexual assault to college officials. A bystander or reporting individual acting in good faith, who discloses any incident of domestic violence, dating violence, stalking, or sexual assault to Empire State College officials or law enforcement, will not be subject to the college's code of conduct for violations of alcohol and/or drug use policies at or near the time of the commission of the domestic violence, dating violence, stalking, or sexual assault.

Students' Bill of Rights

The State University of New York and Empire State College are committed to providing options, support and assistance to victims/survivors of sexual assault, domestic violence, dating violence and/or stalking to ensure that they can continue to participate in collegewide and campus programs, activities and employment. All victims/survivors of these crimes and violations, regardless of race, color, national origin, religion, creed, age, disability, sex, gender identity or expression, sexual orientation, familial status, pregnancy, predisposing genetic characteristics, military status, domestic violence victim status, or criminal conviction, have the following rights, regardless of whether the crime or violation occurs on campus, off campus, or while studying abroad:

All students have the right to:

- Make a report to campus security, local law enforcement and/or state police;

- Have disclosures of domestic violence, dating violence, stalking, and sexual assault treated seriously;

- Make a decision about whether or not to disclose a crime or violation and participate in the judicial or conduct process and/or criminal justice process free from pressure from the institution;

- Participate in a process that is fair, impartial, and provides adequate notice and a meaningful opportunity to be heard;

- Be treated with dignity and to receive from the institution courteous, fair counseling services, where available;

- Be free from any suggestion that the reporting individual is at fault when these crimes and violations are committed, or should have acted in a different manner to avoid such crimes or violations;

- Describe the incident to as few institutional representatives as practicable and not to be required to unnecessarily repeat a description of the incident;

- Be free from retaliation by the institution, the accused, and/or the respondent, and/or their family, friends and acquaintances within the jurisdiction of the institution;

- Access to at least one level of appeal of a determination;

- Be accompanied by an advisor of choice who may assist and advise a reporting individual, accused, or respondent throughout the judicial or conduct process including during all meetings and hearings related to such process;

- Exercise civil rights and practice of religion without interference by the investigative, criminal justice, or judicial or conduct process of the College.

Sexual Violence Response Policy

In accordance with the Students' Bill of Rights, reporting individuals shall have the right to pursue more than one of the options below at the same time, or to choose not to participate in any of the options below:

I. Reporting

- Have emergency access to a Title IX Coordinator or other appropriate official trained in interviewing victims of sexual assault who shall be available upon the first instance of disclosure by a reporting individual to provide information regarding options to proceed, and, where applicable, the importance of preserving evidence and obtaining a sexual assault forensic examination as soon as possible, and detailing that the criminal justice process utilizes different standards of proof and evidence and that any questions about

whether a specific incident violated the penal law should be addressed to law enforcement or to the district attorney."

- To disclose an incident confidentially to the college's student counseling service (or EAP for employees): The college contracts with a private, third-party counseling service, Talk One-2-One. This service is a free 24 hour/7days a week confidential service, which provides licensed counselors for phone or face-to-face counseling. Contact Talk-One-to-One at, **https://www.advantageengagement.com/1112/login_company.php**; or call 1-800-756-3124.

- To disclose the incident and obtain confidential services from New York State, contact New York City or county hotlines at **http://www.opdv.ny.gov/help/dvhotlines.html**. Additional disclosure and assistance options are catalogued by the Office for the Prevention of Domestic Violence and presented in several languages by calling 1-800-942-4906 or going to **http://www.opdv.ny.gov/help/**.

- Assistance is also available through the following organizations:

    o SurvJustice: **http://survjustice.org/**

    o Legal Momentum: **https://www.legalmomentum.org**

    o NYSCASA: **http://nyscasa.org/**

    o NYSCADV: **http://www.nyscadv.org**

    o Pandora's Project: **https://pandys.org/forums/**

    o GLBTQ Domestic Violence Project: **https://www.bwjp.org/resource-center/resource-results/glbtq-domestic-violence-project.html**

    o RAINN: **https://www.rainn.org/get-help**

    o Safe Horizons: **http://www.safehorizon.org/**
    (Note: These hotlines are for crisis intervention, resources and referrals, and are not reporting mechanisms; disclosure during a call to a hotline does not provide information to the campus. Reporting individuals are encouraged to additionally contact a confidential campus or private resource, so that the college can take appropriate action).

- To disclose the incident to a college official, who can offer privacy and provide information about remedies, accommodations, evidence preservation and how to obtain resources. Those officials will also provide the information contained in the Students' Bill of Rights, including the right to choose when and where to report, to be protected by the college from retaliation and to receive assistance and resources from the college. Note, college officials will disclose that they are private and not confidential resources and may still be required by law and college policy to inform one or more college officials about the incident, including but not limited to the Title IX coordinator. They will notify reporting individuals that the criminal justice process uses different standards

of proof and evidence than internal procedures and that questions about the penal law or criminal process should be directed to law enforcement or district attorney:

- o Office of Campus Safety and Security, 518-587-2100, Ext. 2800, 2 Union Ave., Saratoga Springs, NY 12866; 8:00AM- 5:00PM, Monday – Friday.

- o Title IX coordinator, email: **TitleIX@esc.edu**, or call: 1-800-847-3000 Ext. 1009.

- o Local law enforcement office, listed at **https://en.wikipedia.org/wiki/List_of_United_States_state_and_local_law_enforcement_agencies**

- o State police 24-hour hotline to report sexual assault on a NY college campus, 1-844-845-7269.

- To receive assistance from the college Title IX coordinator in initiating legal proceedings in family court or civil court, email: **TitleIX@esc.edu**, or call: 1-800-847-3000 Ext. 1009.

- To file a report of sexual assault, domestic violence, dating violence and/or stalking, and/or talk to the Title IX coordinator for information and assistance. Reports will be investigated in accordance with college policy and the reporting individual's identity shall remain private at all times, if said reporting individual wishes to maintain privacy. If a reporting individual wishes to keep his/her identity private, he or she may call the Title IX Coordinator anonymously to discuss the situation and available options at 1-800-847-3000 Ext. 1009 or **TitleIX@esc.edu**.

- When the accused is an employee, a reporting individual also may report the incident to the Office of Human Resources, or may request that one of the above-referenced private employees assist in reporting to the Office of Human Resources (2 Union Ave., Saratoga Springs, NY 12866; 518-587-2100, Ext. 2240); all incidents will be shared with the Title IX coordinator. Disciplinary proceedings will be conducted in accordance with applicable collective bargaining agreements.

- When the accused is an employee, affiliated entity, or vendor to the college, college officials will, at the request of the reporting individual, assist in reporting to the appropriate office of the vendor or affiliated entity and, if the response of the vendor or affiliated entity is not sufficient, assist in obtaining a persona non grata letter, subject to legal requirements and college policy.

- The reporting individual may withdraw a complaint or involvement from the college process at any time.

II. Resources

- To obtain effective intervention services

    o Counseling Services: Talk One-2-One,
      at **https://www.advantageengagement.com/1112/login_company.php** or 1-
      800-756-3124. This is a free and confidential third-party, certified counseling
      service.

    o Sexual contact can transmit sexually transmitted infections and may result in
      pregnancy. Testing for STIs and emergency contraception is available at various
      external locations. For confidential, private, affordable same-day STI testing
      clinics in your local area, call 1-888-380-5571 (6 a.m.-10 p.m., 7 days a week).

    o Other applicable services are available from local hospitals and clinics. Please
      refer to resources identified in Section I-Reporting above.

    o Refer to SUNY's list of off-campus resources
      at: **http://www.suny.edu/violence-response** within 96 hours of an assault, you
      can get a sexual assault forensic examination (commonly referred to as a rape kit)
      at a hospital. While there should be no charge for a rape kit, there may be a charge
      for medical or counseling services off campus and, in some cases, insurance may
      be billed for services. You are encouraged to let hospital personnel know if you
      do not want your insurance policyholder to be notified about your access to these
      services. The New York State Office of Victim Services may be able to assist in
      compensating victims/survivors for health care and counseling services, including
      emergency funds. More information is at **http://www.ovs.ny.gov** or 1-800-247-
      8035.

    o To best preserve evidence, victims/survivors should avoid showering, washing,
      changing clothes, combing hair, drinking, eating, or doing anything to alter
      physical appearance until after a physical exam has been completed.

III. Protection and Accommodations

- When the accused is a student, they may request to have the college issue a "No Contact
  Order," consistent with college policy and procedure, meaning that continuing to contact
  the protected individual is a violation of college policy, and subject to additional conduct
  charges. If the accused and a protected person observe each other in a public place, it is
  the responsibility of the accused to leave the area immediately and without directly
  contacting the protected person. Both the accused/respondent and the reporting individual
  may request a prompt review of the need for and terms of a No Contact Order, consistent
  with college policy. Parties may submit evidence in support of their request.

- To be informed that a victim of any criminal sexual offense has legal recourse outside the
  College and can commence civil or criminal proceedings against the offending person(s),
  including but not limited to obtaining an Order of Protection or, outside of New York

state, an equivalent protective or restraining order. To initiate legal proceedings, please contact the local police department or District Attorney's office in the applicable jurisdiction. For more information from the Title IX coordinator, please contact: Title IX coordinator, 1-800-847-3000 Ext. 1009 or **TitleIX@esc.edu** or the Office of Campus Safety and Security 518-587-2100, Ext. 2800.

- To receive a copy of the Order of Protection or equivalent and have an opportunity to meet or speak with a college official who can explain the order and answer questions about it, including information from the order about the accused's responsibility to stay away from the protected person(s); that burden does not rest on the protected person(s).

- To an explanation of the consequences for violating these orders, including but not limited to arrest, additional conduct charges, and interim suspension.

- To have assistance from the Office of Campus Safety and Security when an individual violates an Order of Protection or to call on and assist local law enforcement in facilitating an arrest for violating such an order.

- When the accused is a student and presents a continuing threat to the health and safety of the community, to have the accused subjected to interim suspension, pending the outcome of a conduct process. Parties may request a prompt review of the need for and terms of an interim suspension and to submit evidence in support of such request.

- When the accused is not a student but is a member of the college community and presents a continuing threat to the health and safety of the community, to subject the accused to interim measures in accordance with applicable collective bargaining agreements, employee handbooks and Empire State College policies and rules.

- When the accused is not a member of the college community, to have assistance from the Office of Campus Safety and Security or other college officials in obtaining a persona-non-grata letter, subject to legal requirements and college policy.

- To obtain reasonable and available interim measures and accommodations that effect a change in academic, employment or other applicable arrangements, in order to ensure safety, prevent retaliation and avoid an ongoing hostile environment. Parties may request a prompt review of the need for and terms of any interim measures and accommodations that directly affect them. While reporting individuals may request accommodations through any of the offices referenced in this policy, the following office can assist with these measures:

  o Title IX coordinator, 1-800-847-3000 Ext. 1009; or email: **TitleIX@esc.edu**

  o Director of Collegewide Student Services, 1 Union Ave., Saratoga Springs, NY 12866; 518-587-2100, Ext. 2463, **CollegewideStudentServices@esc.edu**

IV. Student Conduct Process

- Refer to the Student Conduct Policies and Procedures to request that student conduct charges be filed against the accused. Conduct proceedings are governed by the procedures set forth in the Empire State College undergraduate and graduate catalogs at **http://www.esc.edu/academic-affairs/catalogs-guides**, as well as federal and New York state law, including the due process provisions of the United States and New York state constitutions.

- Throughout conduct proceedings, the respondent and the reporting individual will have:

  o The same opportunity to be accompanied by an advisor of their choice, who may assist and advise the parties throughout the conduct process and any related hearings or meetings. Participation of the advisor in any proceeding is governed by federal law and the Student Code of Conduct.

  o The right to a prompt response to any complaint and to have the complaint investigated and adjudicated in an impartial, timely and thorough manner by individuals who receive annual training in conducting investigations of sexual violence, the effects of trauma, impartiality, the rights of the respondent, including the right to a presumption that the respondent is "not responsible" until a finding of responsibility is made, and other issues related to sexual assault, domestic violence, dating violence and stalking.

  o The right to an investigation and process conducted in a manner that recognizes the legal and policy requirements of due process (including fairness, impartiality and a meaningful opportunity to be heard) and is not conducted by individuals with a conflict of interest.

  o The right to receive advance written or electronic notice of the date, time and location of any meeting or hearing he or she is required or eligible to attend. Accused individuals will be told the date, time, location and factual allegations concerning the violation, a reference to the specific code of conduct provisions alleged to have been violated and possible sanctions.

  o The right to due process concurrent with a criminal justice investigation and proceeding, except for temporary delays, as requested by external municipal entities, while law enforcement gathers evidence. Temporary delays should not last more than 10 days, except when law enforcement specifically requests and justifies a longer delay.

  o The right to offer evidence during an investigation and to review available relevant evidence in the case file, or otherwise held by the college.

  o The right to present evidence and testimony at a hearing, where appropriate.

- o The right to a range of options for providing testimony via alternative arrangements, including telephone/video conferencing, or testifying with a room partition.

- o The right to exclude prior sexual history with persons other than the other party in the conduct process, or their own mental health diagnosis or treatment that may determine responsibility. Past findings of domestic violence, dating violence, stalking or sexual assault may be admissible in the disciplinary stage that determines sanction.

- o The right to ask questions of the decision maker and, via the decision maker, indirectly request responses from other parties and any other witnesses present.

- o The right to make an impact statement during the point of the proceeding, where the decision maker is deliberating on appropriate sanctions.

- o The right to simultaneous (among the parties) written or electronic notification of the outcome of a conduct proceeding, including the decision, any sanctions and the rationale for the decision and sanctions.

- o The right to written or electronic notice about the sanction(s) that may be imposed on the accused, based upon the outcome of the conduct proceeding. For students found responsible for sexual assault, the available sanctions are suspension with additional requirements and expulsion/dismissal.

- o Access to at least one level of appeal of a determination before a panel, which may include one or more students, that is fair and impartial and does not include individuals with a conflict of interest.

- o The right to access to a full and fair record of a student conduct hearing, which shall be preserved and maintained for at least five years.

    - ▪ Office of Collegewide Student Services, 1 Union Ave., Saratoga Springs, NY 12866; **CollegewideStudentServices@esc.edu**, 518-587-2100, Ext. 2463

- o The right to choose whether to disclose or discuss the outcome of a conduct hearing.

- o The right to have all information obtained during the course of the conduct or judicial process be protected from public release, until the appeals panel makes a final determination, unless otherwise required by law.

Options for Confidentially Disclosing Sexual Violence

The State University of New York and Empire State College want students to get the information and support they need, regardless of whether they move forward with a report of sexual violence to college officials, or to police. Students are encouraged to talk with someone about something they have observed or experienced, even if they are unsure that the behavior constitutes sexual

violence. A conversation where questions can be answered is far superior to keeping something to yourself. Confidentiality varies, and this document is aimed at helping you understand how confidentiality applies to different resources that may be available to you.

Privileged and Confidential Resources

Individuals who are confidential resources will not report crimes to law enforcement or college officials without the victims permission, except for extreme circumstances, such as a health and/or safety emergency. At Empire State College, a confidential service includes an off-campus professional counseling service:

Talk One-2-One, at **https://www.advantageengagement.com/1112/login_company.php** or 1-800-756-3124. This is a free, confidential, third-party, certified confidential counseling service.

Off-campus options to disclose sexual violence confidentially include*

- Off-campus counselors and advocates**.

Crisis services offices will generally maintain confidentiality unless you request disclosure and sign a consent or waiver form. More information on an agency's policies on confidentiality may be obtained directly from the agency.

- o New York State Coalition against Sexual Assault at **http://nyscasa.org**

- o Sexual Assault Nurse Examiner (SANE) at local hospitals and programs

- o Refer to SUNY's list of off-campus resources at: **http://www.suny.edu/violence-response**

- o Off-campus healthcare providers

    - ▪ Medical office and insurance billing practices may reveal information to the insurance policyholder, including medication and/or examinations paid for or administered. The New York State Office of Victim Services may be able to assist in compensating victims/survivors for health care and counseling services, including emergency compensation. More information may be found at http://www.ovs.ny.gov/files/ovs_rights_of_cv_booklet.pdf or 800-247-8035. Options are explained at http://www.ovs.ny.gov/helpforcrimevictims.html.

* Note: These outside options do not provide any information to the campus.

** Note that even individuals who can typically maintain confidentiality are subject to exceptions under the law, including when an individual is a threat to him or herself or others and the mandatory reporting of child abuse.

Privacy Versus Confidentiality:

Even Empire State College offices and employees who cannot guarantee confidentiality will maintain your privacy to the greatest extent possible. The information you provide to a non-confidential resource will be relayed only as necessary for the Title IX Coordinator to investigate and/or seek a resolution. Empire State College will limit the disclosure as much as possible, even if the Title IX coordinator determines that the request for confidentiality cannot be honored.

Requesting Confidentiality: How Empire State College Will Weigh the Request and Respond

If a complainant or reporting individual wants to maintain confidentiality or does not consent to the College's interest in initiating an investigation when consulting with an Empire State College employee who is responsible for responding to or reporting sexual violence or sexual harassment, then the Title IX coordinator must weigh any request for confidentiality or inaction against the obligation of Empire State College administrators to provide a safe, non-discriminatory environment for all members of the College community, including the complainant or reporting individual.

The college will assist in making academic, employment and other reasonable and available accommodations, regardless of the reporting individuals reporting choices. While reporting individuals may request accommodations through various college offices, the following office serves as a primary point of contact to assist with these measures:

Title IX coordinator: 1-800-847-3000 Ext. 1009.

Email: **TitleIX@esc.edu**

The college may take proactive steps, such as training or awareness efforts, to combat sexual violence in a general way that does not identify the reporting individual or the situation they disclosed.

The college may seek consent from reporting individual prior to conducting an investigation. The reporting individual may decline to consent to an investigation, and that determination will be honored unless the college's failure to act does not adequately mitigate the risk of harm to you or other members of the college community. Honoring such request may limit the college's ability to meaningfully investigate and pursue action against an accused individual. If the college determines that an investigation is required, the reporting individual will be notified and immediate action will be taken, as necessary, to provide protection and assistance.

When the reporting individual discloses an incident to someone who is responsible for responding to or reporting sexual violence or sexual harassment, but wish to maintain confidentiality, Empire State College will consider many factors to determine whether to proceed despite that request. These factors include, but are not limited to:

- whether the accused has a history of violent behavior or is a repeat offender.

- whether the incident represents escalation, such as a situation that previously involved sustained stalking.

- the increased risk that the accused will commit additional acts of violence.

- whether the accused used a weapon or force.

- whether the reporting individual is a minor.

- whether we possess other means to obtain evidence such as security footage, and whether the report reveals a pattern of perpetration at a given location, or by a particular group.

If the college determines that it must move forward with an investigation, the reporting individual will be notified and the college will take immediate action, as necessary, to protect and assist him, her or them.

Public Awareness/Advocacy Events:

If an individual discloses a situation through a public awareness event, such as "Take Back the Night," candlelight vigils, protests through a student organization or other event or forum, or other public event, the college is not obligated to begin an investigation. Empire State College may use the information provided to inform the need for additional education and prevention efforts.

Anonymous Disclosure:

- New York State Hotline for Sexual Assault and Domestic Violence: 1-800-942-6906.

Institutional Crime Reporting

Reports of certain crimes occurring in certain geographic locations will be included anonymously in the college Clery Act Annual Security Report that neither identifies the specifics of the crime or the identity of the reporting individual. Contact information:

- Director of Campus Safety and Security, 518-587-2100 Ext. 2900

- Title IX coordinator, 1-800-847-3000, Ext. 1009 or **TitleIX@esc.edu**.

Empire State College is obligated to issue timely warnings of Clery Act crimes occurring within relevant geography that represent a serious or continuing threat to students and employees (subject to exceptions when potentially compromising law enforcement efforts and when the warning itself could potentially identify the reporting individual or victim/survivor). A reporting individual will never be identified in a timely warning.

The Family Educational Rights and Privacy Act allows institutions to share information with parents when (1) there is a health or safety emergency, or (2) when the student is a dependent on either parent's prior year federal income tax return. Generally, SUNY Empire will not share information about a report of sexual violence with parents without the permission of the reporting individual.

Applicable Legislation and Regulations

- SUNY Policies on Sexual Violence Prevention and Response; December 1, 2014
- **http://system.suny.edu/sexual-violence-prevention-workgroup/policies/**
- Governor Cuomo Announces SUNY Adopts Comprehensive System-wide Uniform Sexual Assault Policy; December 2, 2014
- **http://www.governor.ny.gov/news/governor-cuomo-announces-suny-adopts-comprehensive-system-wide-uniform-sexual-assault-policy**

Related References, Policies, Procedures, Forms and Appendices

No Contact Order Policy
Student Conduct Policy and Procedures

Appendix A

Policy Sponsor Title IX Coordinator

Policy Contact Title IX Coordinator

Policy Category Human Resources

Policy Number 900.016

Review/Effective Date 08/15/2015

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Appendix N: SUNY EMPIRE Pandemic Response Plan

SUNY EMPIRE'S contagious disease planning is based on a cooperative relationship with New York State, the Center for Disease Control (CDC), the World Health Organization (WHO) and all applicable County public health agency policies and protocols. The priority of SUNY EMPIRE is to provide for faculty, staff and student safety and coordinate the appropriate response to a contagious disease emergency consistent with all applicable public health guidelines.

SUNY EMPIRE will disseminate preparation and prevention information to faculty, staff and students regarding procedures for maintaining personal health. These procedures will create a knowledge campaign to raise awareness about illness prevention and give information about available services and resources.

If a contagious disease elevates to an epidemic level, SUNY EMPIRE will convene a strategic response group and appoint an incident commander to implement the SUNY EMPIRE'S Emergency Operations Plan (EOP), when applicable.

Communication with faculty, staff and students will be made through the Vice President for Strategic Communication, or his/her designee. If a national or global pandemic occurs, the Incident Command System (ICS) may be activated.

Response Level I - No Human to Human Transfer

SUNY EMPIRE will disseminate preparation and prevention information to faculty, staff and students regarding general health strategies based on information from New York State, the Center for Disease Control (CDC), the World Health Organization (WHO) and all applicable County public health agency policies and protocols. Members of SUNY EMPIRE'S Executive Team will develop plans regarding a possible closure of the college. SUNY EMPIRE'S web site will highlight a link(s) to the applicable information and to preparatory information regarding the status of the illness/infection.

Response Level II – Human to Human Contact

When cases of human to human transfer are identified internationally, the level of information transmission and preparedness at SUNY EMPIRE will be increased. Faculty, staff and students will be reminded to prepare for the likelihood of a period of restricted activity. Planning contingencies will be on-going and the Continuity of Operations Plan (CoOP) will be implemented, as required. An Incident Commander will be named by the President and directed to implement the Incident Command System (ICS), when applicable. Members of the executive team will meet with the president to review action plans regarding modifications to the operations and scheduling of college activities.

Response Level III – Human to Human Transfer

The intensity of the illness will dictate the implementation of the SUNY EMPIRE social distancing policy including the cancellation of classes, conferences and college social events to eliminate large gatherings. Staff designated by the President will organize and implement the CoOP, when applicable.

Response Level IV – Evacuation and Campus Closing

In the event of an increasing and sustained transmission of infection in the general population, SUNY EMPIRE will close in accordance with New York State guidelines. Faculty and staff will be guided by the CoOP. Access to campus will be closed except for essential employees and deliveries. Entry into the college will require prior authorization from the Director of Operations. All service contracts and construction will be suspended except for logistical contracts in place to deal with supplying essentials for the college.

Response Level V – College Re-open

Once all applicable government officials declare the pandemic under control and permit resumption of SUNY EMPIRE activities, preparation will begin to re-open the appropriate college buildings. Faculty, staff and students will be invited to return upon direction from the President.

Appendix O: SUNY EMPIRE Continuity of Operations Plan (CoOP)

Introduction
SUNY EMPIRE has a core mission of providing access to innovative, flexible and quality academic programs; the college has a commitment to supporting the individual goals of our students as a top priority. In the event an emergency disrupts the operations and daily activities of college, operations should be restored as quickly as possible once the health and safety of all students and employees has been considered. The Continuity of Operations Plan (CoOP) creates operational mechanisms to assure service to students and the continuity of their academic path. The CoOP is a component of the Emergency Operations Plan, designed to create a framework to resume operations based on the situation and the environment at the time of the event. This broad scale approach allows for the continuation of essential services at some capacity regardless of the type of disruption.

Purpose
The objective of the CoOP is to provide a documented process for fast reaction to a disruption in operations due to an emergency that mitigates operational, financial, and strategic risk while prioritizing mission critical activities of the college and deploying resources efficiently and effectively. The plan accomplishes this objective by providing a framework for continuity of mission critical activities, by defining the roles and responsibilities of each department, and by providing continuity of leadership by identifying key decision makers during a time of emergency. This plan defines a process for identifying and prioritizing mission critical activities and distribution of resources to continue those activities.

This plan is written in compliance with SUNY policy 5606: Emergency Response Plan Requirements.

Scope
The scope of the plan includes the administrative operations of the college as well as academic activities, including those performed online or from a distance. This plan is applicable to all departments, all locations and all types of emergencies and/or disasters. An example of activities that could occur day by day is provided in *Appendix A of the CoOP.*

Within this plan is a description of mission critical activities by department that will be maintained regularly *(Appendix B of the CoOP).* The plan describes a process that can be followed to activate continuity measures within 12 hours of an emergency or disaster. The mission critical activities are listed assuming a two week disruption and a 30-day disruption; as such this plan is applicable for short term and long term disruptions.

Plan Coordination and Leadership
The CoOP will be put into action upon the direction of the President of the college. The plan is maintained and updated by the director of risk management in coordination with the director of safety & security. The office of safety & security maintains an Emergency Operations Plan and coordinates the colleges' response to an emergency to provide a safe environment for working and learning. Throughout the lifecycle of an emergency, the office of safety & security plays a

coordinating role to integrate the efforts of the Executive Team, the Incident Management Team and the affected college departments and locations. The director of safety & security coordinates the personnel and resources required to implement the Emergency Operations Plan. The chief operations officer (COO) coordinates the personnel and resources required to implement the CoOP.

Implementation of the CoOP requires input and cooperation from leaders across the college. Every director or program leader has the responsibility to:

- determine mission critical activities specific to the emergency and provide details of the activities;
- determine mission critical and essential employees, specific to the emergency, necessary to continue the mission critical activities of their department;
- create processes in the new environment to implement tasks that have been considered mission critical;
- ensure all new processes have internal controls in place and maintain compliance with college policies, including record retention, and all information security policies;
- document expenses incurred as a direct result of responding to an emergency and implementing the CoOP;
- keeping an updated succession plan for the department/program at all times, and providing ongoing cross-training as part of a regular department function.

Risk Assessment

It is the goal of the enterprise risk management program to prevent interruptions in college operations by responding to risks before they rise to the level of an emergency. Impacts of an impending risk can be mitigated with prior planning and preventative strategies. The COO is the enterprise risk management officer for the college. The COO is responsible for continual risk assessment for all college operations including an external review of risks as well as risks that result from internal operations. Continual scans of the external and internal risk environments are conducted by the director of risk management in with support from SUNY system administration and college counsel. High risk situations are brought to the attention of the COO and consequently the leadership team for a thorough assessment of financial, operational, strategic, legal, reputational, and health and safety risks. Mitigation strategies are prioritized by considering both the impact and probability of occurrence, as well as the velocity in which the risk may occur. Emergency/disaster situations typically have very high impact and very high velocity. As such, the college deploys preventative measures to mitigate these risks such as keeping an up to date Emergency Operations Plan, regular drills and up to date communication methods.

The college may take measures to prevent or respond to risk differently across college locations or departments. For example, if one region of the state is experiencing a higher risk environment than another, operations may be curtailed in that region but not others. College locations outside of that region may be asked to respond by providing additional services to continue operations. Likewise, if one department is experiencing a high risk environment, operations may change and unaffected departments may be asked for support.

It is the responsibility of the director of risk management to assess activities of the CoOP to understand how they relate to existing policies and regulations to keep the college compliant while responding quickly.

Risk assessment is also an essential step in determining mission critical activities. This risk analysis process is described later in the plan.

The overall risk assessment for each MCA takes into account the continuity of student services. However, special attention to student services is provided by multiple focus groups given the central focus in the college's overall mission. Impacts to students may be a result of the emergency itself, or a result of changing modalities of learning, or a suspension of some type of service from the college. The office of academic affairs is primarily responsible for assessing the risks and impacts specific to students and relaying this information to the COO.

Times of emergency provide a high risk environment for the college's critical technology infrastructure. The office of information technology services (ITS) will assess and communicate IT risks to the COO specific to the emergency. ITS will inventory all IT resources affected by the emergency and ensure all IT infrastructure and environments are safe and secure.

Mission Critical Activities
Mission critical activities (MCA) are activities that cannot be stopped for the given time period. This includes any compliance reports or unique events. Examples may include the disbursement of financial aid, student academic services or the disbursement of employee paychecks. The COO coordinates the inventory of mission critical activities.

MCA are determined by directors and program leaders, and prioritized by the executive team. To make a determination if an activity is a MCA or not, the director or program leader should consider a risk analysis of the impacts to the college if the activity were to stop for the time period given. For assistance on a risk analysis directors and program leaders should refer to the college's internal risk webpage. Not all MCA's are high priority as they all have different impacts to the college. Directors and program leaders should report the specific impact of failure to implement the MCA so the executive team has the information to prioritize the MCA list.

Sometimes a MCA relies on an activity that occurs in another department or in their own department. In some cases, the other activity is not considered mission critical; and therefor resources are not provided to ensure it is implemented. If a MCA is reliant on another activity is should be reported, even if that activity is in a different department. An example of this is some payments cannot be received if the mail is not delivered and picked up.

Emergency situations can change over time. Some activities cannot be considered mission critical if left unaccomplished for two weeks, but the impacts become detrimental to the college if left unaccomplished for five weeks. Mission critical activities can be a regular and ongoing need (building management services, safety and security, IT, or mail services), or can be situation specific (peak periods of the year, academic semester, day of the week). A list of MCA's should reflect any possible scenarios over a given amount of time.

The COO holds a baseline list of MCA's for the college created in 2020 *(Appendix B of the CoOP).* When an emergency arises, the COO will facilitate an update of information so the executive team can make determinations of what activities need to continue in any given emergency scenario. Prioritization of resources is determined by the MCA list.

When an emergency arises:

1. Directors or program leaders (assistant directors, associate deans, deans and associate vice presidents) should review the current list the MCA's, including the required resources and activities it is reliant on. The list can be broken into 2 week and 30 day activities and prioritized from top (highest) to bottom (lowest). The current list is not in any order.
2. The list is submitted to the department's leadership team member (vice provost, associate vice president, CFO and chief of staff) for verification of priority. The department leader submits to the COO.
3. The COO presents the MCA to the executive team for determination of priorities and resource allocation. The executive team will review every department and agree on what activities are high priority, medium priority, or low priority.
4. Employees are categorized according to their relationship to the MCA's.
5. The AVP and human resources and AVP of technology provide the necessary support and resources for positioning the college for continuity of the highest priority MCA's first.

In situations such as widespread closure or prolonged closures resources may be implemented in phases determined by the category the MCA has been placed in. The communication department informs employees of the levels and/or categories of employees; and HR informs individual employees of their status and expectations. ITS will allocate resources to employees accordingly.

Academic Continuity
The vice provost for academic administration performs a risk analysis to determine the approach to academic continuity. The office of academic affairs will:

- assess what modalities of learning, at what locations, can continue without interruption given the emergency scenario and determine resource needs;
- determine on a case by case basis what academic offerings can continue in an adjusted format and determine what should be canceled;
- work with HR and ITS to support faculty in transitioning modalities;
- work with ITS and student services to support students transitioning modalities;

Depending on the nature of the risk and resources available in the surrounding areas, in-person academic activities may resume in nearby locations if a location needs to be closed, or an overall approach to moving all academic activities to a virtual format may be implemented at first to ensure continuity, with other options presented once consistent support and resources can be secured.

In the event the emergency has occurred at one of our international locations, the office of academic affairs will coordinate with our international partners to determine the best approach to provide academic continuity.

Continuity of Operations Plan Activities Communication
The director of safety & security is responsible for notifying college employees and students of an emergency. The director collaborates with the office of student affairs and the office of communication.

To implement the CoOP the Executive Team relies on the office of communication to provide communication and direction to the entire college community. Timing of communication and the direction given may be different by location and/or department given the nature of the emergency. However, the entire college community will stay informed of the status of operations and their role in the CoOP at all times. The office of communication will provide support and guidance to the office of student affairs to provide effective and timely communication to students. The office of communication will maintain communication with outside agencies including SUNY Administration and state and local public relations agencies, to distribute messages as appropriate.

Throughout the life cycle of the CoOP, the office of communication will provide an avenue of communication from employees to leadership and vice versa. The office will maintain communication with all employees in a manner that promulgates a cohesive college community regardless of location or situation.

Human Resources
For purposes of the CoOP and to prioritize IT resources, employees are divided into categories depending on their relationship and function to the MCA's. Directors and program leaders determine what employees are necessary to carry on the MCA of the department. The leadership team approves the assignment of the employee status. The department of human resources provides verification of the employees' eligibility to perform the role and supports the department by providing guidance and guidelines depending on union guidelines, state guidelines, and any special regulations given the nature and scope of the emergency. The office of human resources will:

- work with decision makers to document definition of mission critical employees and essential employees that is specific to the emergency; ensure alignment with bargaining unit;
- maintain and facilitate communication with bargaining units and employee relations at the state, SUNY and college level;
- monitor all executive orders or other policy/procedures/guidelines from SUNY, the state or local agencies that affect employees;
- work with supervisors to communicate expectations of employees according to the category and ensure expectations align with bargaining unit contracts;
- monitor and document any changes in employee expectations if it differs from current performance plan.

Additionally, the office of human resources is responsible for outreach and training. Any training required to perform the CoOP efficiently and effectively will be provided by the office. The office will provide activities and support to maintain morale and productivity throughout the lifecycle of the CoOP.

Critical Resources, Access, and Records
Resources required for a MCA include anything necessary to implement the activity. Resources can include human capital, as discussed above, to technology hardware (such as a computer or printer), access to technological applications (such as the constituent relationship management (CRM) or learning management system (LMS)), or access to paper records. Directors and program leaders should report all resources required to accomplish a MCA on the MCA worksheet. Resource allocation is determined by the executive team in concert with the priority of the MCA. The office of human resources supports MCAs as discussed above. The administration office supports MCAs in collaboration with the office of public safety to provide access to facilities and a safe environment for essential employees to perform their duties. This may include working with counsel to flex vendor contracts or add to contracts as needed to respond to the emergency and allow for contractors to follow SUNY EMPIRE protocols for response. The chief financial officer will support critical resources by ensuring a protocols for expenditures that can be expedited rapidly to respond to the specific emergency at hand; this includes making sure there is an accessible account with sufficient cash.

The office of information technology services provides employees and students with access to resources in a safe and secure manner to perform duties and accomplish academic goals. Resources and access are allocated through a risk analysis and with tight internal controls. The office is will:

- support MCAs by providing the necessary resources, including technical equipment, user access, internet access and/or acquire new resources as necessary and approved;
- inventory resources in other locations/departments that can be redistributed;
- maintain communication with directors and program leaders to support MCA's as the situation changes;
- work with equipment office to ensure college equipment and resources are distributed in accordance with policy and ensure internal controls,
- collaborate with the office of human resources, student affairs, and the communication office to support end users, including employees and students, in their new environment with their new equipment, access and/or processes.

Internal Controls
It is important to recognize that times of change are often a time of high institutional risk. Strong internal controls will be maintained throughout the lifecycle of the CoOP. Under a new environment, new processes for maintaining MCA will be set up with emphasis on internal controls where necessary. Controls may change with process, but they will not be removed. During the implementation of the CoOP leaders in the appropriate departments will:

- ensure protocols for college property and equipment are being followed to ensure tracking of equipment and compliance with state policies;
- ensure internal controls exist under new processes for expenditure; as created by the CFO;
- identify bills that are mission critical and those that can be extended;
- ensure a process for receivables to continue with proper internal controls;
- document all changes in process where controls are regulated by an outside agency;
- create protocols to respond to emerging requirements from SUNY, state and local agencies.

Directors and program leaders are responsible for verifying controls stay in place throughout the entire lifecycle of the CoOP. When normal operations have been restored, controls should be verified through the college's regular verification process. Attention should be paid to monitoring the transition of expenditures and receivables, and verifying all P-card transactions during the time of emergency and tracking all college property that was lent out to ensure it returns to the college. During times of wide-scale emergencies, such as a pandemic, unemployment fraud should be considered.

Alternate Facilities
SUNY EMPIRE is comprised of 20 locations in various levels of control by the college. The coordinating center is located in Saratoga Springs, New York and consists of 6 buildings owned and operated by the college. The college also owns 1 building in Selden, New York, and 1 in Rochester, New York. All other locations are leased, the use of the space is governed by the provisions in the agreement. Some emergencies may require one or more locations to close. Operations could resume with the assistance of a nearby location. The facilities department is responsible for maintaining an inventory of space at all times. The facilities director has the ability to access this information to assess excess capacity for space at all locations. This gives the college the option to move employees, and potentially student activities, to a temporary location to continue operations and services. If an alternate location does not fit the situation, the office of human resources can collaborate with the office of public safety and the COO to determine if telecommuting or a shift in work patterns is possible. Every situation will be different; the office of human resources will provide guidance on employee relations.

Returning to Normal
The lifecycle of this CoOP is considered to start once the Emergency Operation Plan has secured a safe environment and ends with a return to normal operations in a permanent environment. This lifecycle includes a phase in which most activities of the CoOP have been accomplished and essential operations have been resumed, but operations are not considered "regular" or the location is not the "normal" or permanent location. During this phase, the college focuses on increasing productivity and efficiency and solidifying internal controls. The office of human resources provides outreach and training; ITS provides technology resources, hardware and training to ensure staff are working in an optimal environment with efficient applications, and the director of risk management and controller are focused on verifying controls.

The return to normal phase of the plan begins after college leadership has established a baseline for a safe environment using consultation and direction from outside agencies; coordinated with the office of public safety. During the transition back to regular operations in the normal or permanent environment:

- ITS will collaborate with the equipment management office to create protocols for moving and returning any hardware that was removed from the normal location. User access will be reviewed for all applications if authorization had been given as a result of CoOP activities and typical restrictions will be restored.
- all directors and program leaders are responsible for verifying normal process, procedures and services are restored in their department. Directors and program leaders should take inventory of all departmental records and documents governed by information security policies.
- the COO will coordinate any new protocols that are required to comply with new regulations as a result of the emergency.
- the office of communication will distribute messages required to facilitate the transition for employees and students.

Activities during the return to normal phase should restore the operations of the college to normal with full services to students. A focus on the core mission of the college is restored and can be accomplished effectively and efficiently.

Appendix A of the CoOP: Step by Step Sample CoOP Activities

In this example scenario, the closure of locations is determined on a case by case basis but operations, and academic activities continue. Services to students are determined on a case by case basis. This example scenario affects both employees and students. An example emergency that may cause this type of scenario includes extreme weather such as flood, hurricane, snowstorm that may be local or regional; a widespread threat of safety such as a shooter at large; or the start of a pandemic.

Day 1-2

The start of the emergency response includes gathering the all the necessary, accurate information to make business decisions; putting those decisions into actions, and communicating them. This section will focus on immediate decision making to triage the situation and address mission critical activities.

Information and Decision Making
- ❖ Information on the emergency is relayed from locations and or departments to executive team (E-team).
- ❖ Information from students is relayed from student contacts to vice provost for student affairs.
- ❖ E-team makes a decision, informed by the MCA's that occur at the location/department/program according to the updated MCA list, to close a location or suspend operations and or/academic programming, including determining:
  - ✓ What general operations and student services will be suspended; what will continue
  - ✓ If employees will work from alternative locations or remotely – consulting capacity data from facilities department
  - ✓ What student activities will continue and/or change format – consulting information from student services
  - ✓ What events ESC events will continue – consulting information from college events team
  - ✓ What outside entities will be notified they will not be able to use college facilities – consulting information from facilities department

Mobilizing Change of Operations and Academic Programs
- ❖ The list of mission critical activities (MCA) should be referenced whether the emergency is targeted situation, affecting only a few locations, department or programs, or widespread. Regardless of the amount of interruption to operations or academic offerings, it is necessary to assess all critical activities to insure the integrity of the activity is unaffected. The e-team references the MCA list when determining what resources will be re-allocated towards the emergency. Supervisors and leaders refer to the MCA when determining what processes and procedures need to be adjusted and accounted for during the time of emergency, and what resources to request.
- ❖ Refer to emergency management plan for chain of command during a time of emergency.
- ❖ HR and ITS engage support as needed for change of operations- starts with an inventory of what is present and what is required. In targeted situations HR support is typically to provide

answers for questions regarding job performance, scope and fair treatment when determining if a new work location will exist or flexed working hours.

❖ Each department should have their own procedures as to how they implement logistical change of operations/environment due to an emergency.

Communication
❖ Communication first goes from E-team to Deans/Associate Deans, supervisors, and department heads to prepare.
❖ The communication department informs the total college community on the same day.
❖ Student Academic Services informs students.
❖ Document college-wide response activities and decisions.

Day 2-5

With the situation triaged and mission critical activities addressed, the college develops protocols to deal with the situation. Information continues to be gathered so a rolling risk assessment informs continued decision making about business decisions.

Responding to the Emergency-Situation Specific
❖ The department of public safety facilities the college's response to any emergency by overseeing the implementation of the college's emergency operations plan.
❖ Facilities department facilitates response to emergency with outside vendors if necessary, such as contractors or cleaners.
❖ Administration team facilities responses with landlord and/or financial/insurance institutions.
❖ Any changes to contracts or agreements is addressed.
❖ Security department facilities with outside agencies to protect location and facilities procedures as directed by state or local officials.
❖ Protocols are developed to respond to emergencies in accordance with state and local agencies – by appropriate department.

Continuing to Implement the Change of Operations and Academic Programs
❖ MCA are addressed in order of priority.
• Resources available to each department and the outstanding needs of each department should be known at this time and communicated to leadership through central communication chain.
• ITS continues to support the changing needs of departments as the situation progresses. ITS provides support to employees and students to get set up with new working situation. This may include one on one support of technicians for hardware and software and one-one support of instructors/faculty through instructional design technologists.
• Human Resources provides support for supervisor in setting expectations and provides support for internal controls and reporting.
• Internal operational protocols are developed to react to emergency, not response to outside agencies.

- Each department facilitates support for work efficiency and effectiveness given the new work environment.
- OAA continues to address changing student needs.
- College specific protocols are developed to address the emergency in accordance to federal, state and local regulations.

Continual Risk Assessment
- ❖ Information continues to flow through the established chain.
- ❖ E-team performs continual risk assessment of the developing situation and change response as appropriate; escalating or deescalating the response.
- ❖ Continual assessment of compliance with a change of response.

Communication
- ❖ Protocols that need to be followed college wide and/or process that are changing the affect the entire college community, are communicated through the communications department.
- ❖ Continued communication with students occurs through OAA.

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Day 5-10

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Protocols are amended as necessary to respond to the emergency and to address mission critical activities. There is a move from emergency response to planning for the future and thinking about efficiency and internal controls.

Responding to the Emergency-Situation Specific

- ❖ Compliance check to ensure the current protocols are still sufficient to meet requirements.
- ❖ Protocols created for use of support services and/or finances provided by outside agencies.

Continuing to Implement the Change of Operations and Academic Programs
- ❖ Administration facilitates a way for all departments to document costs incurred as a result of the emergency.
- ❖ Departments re-assess their needs for to consider long term solutions to their mission critical activities using the 30-MCA chart.
- ❖ Resources allocated 30-MCA chart and risk assessment.
- ❖ Human resources supports employees with professional development and opportunities for engagement that are aimed at maintaining efficiencies and productivity. This includes mental health resources.
- ❖ Student services responds to students with engagement opportunities and increased mental health support.

Continual Risk Assessment
- ❖ E-team implements a risk and opportunities analysis given potential long term scenarios, including:
  - ✓ financial analysis
  - ✓ student impact
  - ✓ enrollment analysis
  - ✓ long term operations
- ❖ Departments create plans to mitigate risks.

After day 10

Decision making shifts to plans for return to normal operations.

- ❖ Establish the baseline for a safe environment using consultation and direction from outside agencies.
- ❖ Create protocols for activities that must occur in order to meet the safe environment threshold. Considering all bargaining units and compliance regulations.
- ❖ Create repercussions if protocols are not followed for students and employees; the return to normal plan depends on people being accountable to the protocol for a safe environment.
- ❖ HR works with communication department to explain the safe environment and employee expectations.
- ❖ E-team makes decisions on a step by step basis as the scenario changes.
- ❖ Communication team makes a general statement of how/if/when.
- ❖ Reevaluates MCA and essential employees from a return to work scenario with input from directors.
- ❖ Human Resources provides consultation for fair treatment if process is implemented in phases.
- ❖ Human Resources and ITS provide support during the transition to trouble shoot any issues that arise getting situated to normal.
- ❖ Internal Control Considerations
- ✓ ITS works closely with equipment management office to ensure all equipment is returned and in good working order
- ✓ If user access to any resources was widened, limits are reset to a more narrow area
- ✓ Record managers take inventory of student records and information security to ensure all records are accounted for
- ✓ Separation of duties are reestablished to what they were, or if in return to normal phase is done in phases, separation of duties is considered in this ½ altered ½ normal phase

Appendix B of the CoOP: SUNY EMPIRE'S Mission Critical Activities Worksheet

Every director and program leader is asked to provide the information below to create a list of MCA's for SUNY Empire. The information is updated annually to provide for a quick response to emergencies. The updated files is held by the COO.

1. Please list your mission critical activities on per line. These should be activities that cannot be stopped for one month.
2. How often does this activity occur (daily, weekly)?
3. Please list the primary essential personnel required to implement.
4. Please list the home location of this person
5. Please list the union of this person, if applicable?
6. Please list a secondary essential personnel to implement (try to consider someone that is already considered essential for another task)?
7. What equipment is needed to perform this activity? Include access to any applications required as well as physical equipment.
8. Is there any equipment/records that you believe can ONLY be accessed by being in the office?
9. What is the worst case outcome to the college if this activity is not performed over one month?
10. Please list any requirements from other department in order to implement this activity.

Appendix P: List of Acronyms and Abbreviations

ARC	AMERICAN RED CROSS
COOP	CONTINUITY OF OPERATIONS PLAN
CP	COMMAND POST
EOC	EMERGENCY OPERATIONS CENTER
EOP	EMERGENCY OPERATIONS PLAN
ESC	EMPIRE STATE COLLEGE
ET	EXECUTVE TEAM
HAZMAT	HAZARDOUR MATERIALS
IAP	INCIDENT ACTION PLAN
IC	INCIDENT COMMANDER
ICS	INCIDENT COMMAND SYSTEM
IDA	INITIAL DAMAGE ASSESSMENT
IDAR	INITIAL DAMAGE ASSESSMENT REPORT
IMT	INCIDENT MANAGEMENT TEAM
MACC	MULTI-AGENCY COORDINATION CENTER
MACS	MULTI-AGENCY COORDINATION SYSTEM
MOU	MEMORANDUM OF UNDERSTANDING
NIMS	NATIONAL INCIDENT MANAGEMENT SYSTEM
NWS	NATIONAL WEATHER SERVICE
OSHA	OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION
PDA	PRELIMINARY DAMAGE ASSESSMENT
UC	UNIFIED COMMAND
NYSOEM	NEW YORK STATE OFFICE OF EMERGENCY MANAGEMENT
NYSEOC	NEW YORK STATE EMERGECNY OPERATIONS CENTER
NYSWC	NER YORK STATE WATCH CENTER

Appendix Q: List of Key Terms

ACCESSIBLE

Having the legally required features and/or qualities that ensure entrance, participation and usability of places, programs, services and activities by individuals with a wide variety of disabilities.

AGENCY

A division of business or government with a specific function offering a particular kind of assistance.

AMERICAN RED CROSS

An organization charged by statute and agreements with the responsibility of helping meet the human needs of disaster victims.

CATASTOPHIC INCIDENT

Any emergency, including acts of terrorism that results in extraordinary levels of mass casualties, injuries, damage or disruption severely affecting a population, infrastructure, environment, economy and government functions.

CHAIN OF COMMAND

The orderly line of authority within the ranks of the incident management organization.

COMMAND POST

That location at which primary Command functions are executed. Also referred to as the Incident Command Post.

COMMAND SYSTEM

The function of the command system is to direct, control, or order resources, including people and equipment.

CONTINUITY OF OPERATIONS PLAN (CoOP)

The Governor has required all executive branch agencies to complete and exercise a CoOP that identifies essential functions and provides the resources to ensure the agency's ability to continue those operations.

COORDINATION

The process of systematically analyzing a situation, developing relevant information and informing appropriate personnel of viable alternatives for selection of the most effective combination of resources to meet specific objectives.

CRISIS MANAGEMENT

A function that includes measures to identify, acquire and plan the use of resources needed to anticipate, prevent and resolve a threat or act of terrorism.

DECLARATION OF EMERGENCY

In the event the college President or his/her designee feels the safety and welfare of the SUNY EMPIRE community is in danger, he/she has the authority to exercise emergency measures.

DECONTAMINATION

The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, or removing Hazardous Materials/HAZMAT.

EMERGENCY

Any occurrence, or threat thereof, which results or may result in substantial injury or harm to persons or substantial damage or loss of property.

EMERGENCY ALERT SYSTEM (EAS)

A network of broadcast stations interconnecting facilities authorized by the Federal Communications Commission (FCC) to operate in a controlled manner, according to the State EAS Plan to inform the public of specific protective actions in the event of an emergency.

EMERGENCY MANAGER

An individual appointed by the college President who actively plans, trains and acts in the interest of protecting the SUNY EMPIRE community through coordination with various local, state and federal entities.

EMERGENCY MANAGEMENT

The preparation for and carrying out of functions to prevent, minimize and repair damage resulting from emergencies. These functions include fire-fighting, police, medical and health, rescue, warning, communications, evacuation, resource management, restoration of public utility services and other functions related to preserving public health and safety.

EMERGENCY OPERATIONS PLAN

A document which provides for a preplanned and coordinated response in the event of various emergencies.

EMERGENCY RESPONDER

Includes local, state, and federal emergency services such as public safety, law enforcement, emergency medical services, search and rescue, fire services and related personnel, agencies and authorities.

EMERGENCY SUPPORT FUNCTION

A function which takes various agencies to support and coordinate through specific resources in response to emergencies.

EXERCISE

An activity designed to evaluate emergency preparedness, test and review emergency operations plans, procedures, facilities and demonstrate operational capabilities.

FEDERAL DISASTER ASSISTANCE

Aid to disaster victims and/or state and local governments by federal agencies under provisions of the Robert T. Stafford Relief and Emergency Assistance Act of 1988.

FIRST RESPONDER

Personnel who are responsible for the protection and preservation of life, property, evidence and the environment.

HAZARDOUS MATERIALS

Substances or materials which may pose unreasonable risks to health, safety, property, or the environment when utilized, transported, stored, or disposed of improperly. These materials may include solids, liquids, or gas. They may be toxic, flammable, explosives, corrosive and radioactive.

INCIDENT

An occurrence or event that requires an emergency response to protect life and/or property.

INCIDENT ACTION PLAN (IAP)

An oral or written plan containing general objectives reflecting overall strategies for managing an emergency.

INCIDENT COMMAND SYSTEM (ICS)

A model for disaster response management that uses modular organization, integrated communications, unified command structure, action planning, manageable span of control, pre-designed facilities and comprehensive resource management. ICS is comprised of five functional elements: Command, Operations, Logistics, Planning and Finance/Administration.

INCIDENT COMMANDER

The individual responsible for the management of all incident operations.

INITIAL DAMAGE ASSESSMENT REPORT

A report that provides information regarding overall damage to public and private property, thereby providing a basis for emergency declaration and/or disaster assistance.

LOCKDOWN

A lockdown may be instructed during situations such as the presence of a hostile or armed intruder. A lockdown requires locking doors, windows and barricading persons to block entry to a campus facility, classroom, or office.

LOCKOUT

A lockout occurs when there is a possible threat outside of a SUNY EMPIRE location. All doors controlled by the college-wide locking system will be secured. Certain outdoor activities may be cancelled. Faculty, staff, students and visitors may be granted permission to access the building with proper identification.

MITIGATION

Activities that may eliminate or reduce the likelihood or effects of a disaster. Examples of mitigation measures include, but are not limited to, the development of zoning laws and land use ordinances, state building code provisions, regulations and licensing for handling and storage of hazardous materials and the inspection and enforcement of such ordinances, codes and regulations.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

A system mandated by the federal Homeland Security Presidential Directive (HSPD) #5 that provides a consistent, nationwide approach for government agencies and the private sector to work effectively and efficiently to prepare for, respond to, and recover from various emergency incidents.

PREPAREDNESS

The development of plans to ensure the most effective, efficient response to an emergency. Preparedness activities are designed to help save lives and minimize property damage by preparing specific personnel to appropriately respond to an emergency. Preparedness also includes establishing training, exercises and resources to achieve readiness for various hazards.

RECOVERY

Activities that address the short-term and long-term needs and necessary resources to assist, restore, strengthen and rebuild affected individuals and communities.

SHELTER-IN-PLACE

To seek immediate shelter and remain there during an emergency. This course of action may be necessary during severe weather, hazardous material spills, acts of violence, or other emergencies where exiting a location could be life-threatening.

STATE DISASTER EMERGENCY

Can be declared by the Governor and is used to mobilize state resources and assist designated communities.

UNIFIED COMMAND

Shared responsibility for overall incident management as a result of a multi-jurisdictional or multi-agency incident. There must be a clear line of authority for decision-making. Agencies contribute to unified command by determining overall goals and objectives, jointly planning for tactical activities, conducting integrated tactical operations and maximizing the use of several assigned resources.

UNITY OF COMMAND

Unity of command means that all individuals have a designated supervisor to whom they report to at an emergency incident. These principles provide specific reporting directives and eliminate the confusion frequently created by multiple, conflicting directives.