



- **Environmental Health & Safety** Immediate response to an environmental health, HAZMAT, or 911 medical call
- **Facilities Services** Immediate response to facilities calls

As first responsible university official on the scene, the CU incident commander (or designee) is empowered to take all reasonable measures deemed necessary to preserve health & safety including:

- Deploy appropriate resources to the scene
- Call in other agencies as needed
- Apply immediate remedies as necessary
- Communicate with stakeholders on the scene or potentially at risk
- Notify Press Relations Office, the SAS Crisis Manager (student) and/or the Human Resources Crisis Manager (staff).
- Notify key campus officials including senior executives as appropriate

### **Preparedness Units:**

#### **Office of Emergency Planning and Recovery**

The Office of Emergency Planning and Recovery (OEPR) will provide central coordination of emergency planning/management activities for the University. Prior to an emergency this office oversees the process for creating and maintaining central and college/unit emergency plans and ensures that appropriate emergency and incident training is provided to senior leadership and the CEMC. When necessary, the OEPR will review and recommend changes regarding new or revised emergency management policies and procedures. During an emergency, this office provides staff and coordination support to the CU Incident Commander, the CEMC and the Emergency Operations Center as needed.

#### **Cornell Emergency Management Committee**

The purpose of the Cornell Emergency Management Committee is to:

- 1) provide coordination for the promotion of activities, services and resources that reduce or eliminate risk to people and property from incidents or events and their effect,
- 2) adequately lead the University in its preparedness efforts by providing guidance and support to the Office of Emergency Planning and Recovery in its planning (central services, unit and business continuity planning) and training efforts, and
- 3) conduct after-incident debriefings for the purpose of reviewing what went well, and identifying gaps that must be addressed to assure adequate University preparedness.

The members of CEMC represent key essential units that may provide a service during an emergency. These groups are critical in running segments of the campus during normal operation. This committee will meet to review the reliability of these functions during emergencies, and their ability to continue providing services to ensure business continuity and recovery to key areas on campus as soon as possible. This committee may suggest to the University that sub-committees be formed to develop strategies for emergency planning, such

as H1N1, Emergency Mass Notification, and may appoint designees and resources for essential units to meet the needs of the University for preparedness and emergencies.

The CEMC actions are guided by Cornell's desire to protect the following in priority order:

1. People
2. Research animals and plants and intellectual property
3. Equipment, facilities, and other property

### **Designated Campus Essential Services Units**

There are ten campus units that may be required to provide essential services and aid to the campus during an emergency. For more information about specific essential unit responsibilities, please consult the Cornell Emergency Plan. [www.epr.cornell.edu/central\\_plan](http://www.epr.cornell.edu/central_plan).

- Campus Life
- Cornell Information Technologies
- Cornell Police
- Environmental Health and Safety
- Facilities Services
- Gannett Health Services
- Human Resources
- Supply Management
- Risk Management and Insurance
- University Communications

These units have developed two emergency plans:

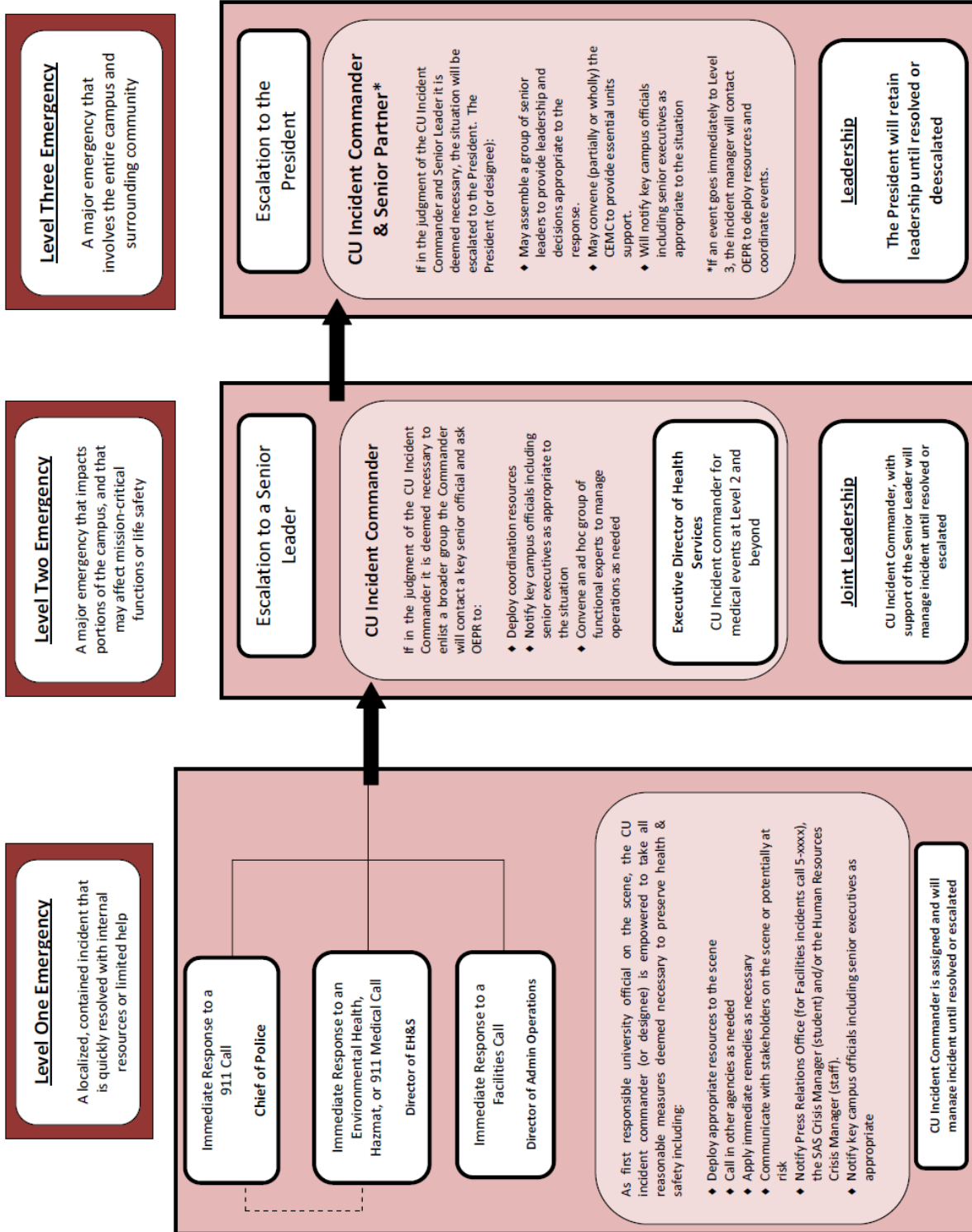
- 1) An addendum to the Central Plan that describes the services they will provide for the campus during an emergency, and
- 2) a unit emergency plan that outlines important information to assist the unit's business continuity and recovery efforts.

The former is incorporated into the University's Central Emergency Plan. Each of these units is represented on the Cornell Emergency Management Committee. The representatives are trained and certified in the Incident Command Structure (ICS) and the National Incident Management System (NIMS). In the event of an emergency, these representatives' report and work in the University's emergency operations center (EOC).

The following three charts depict:

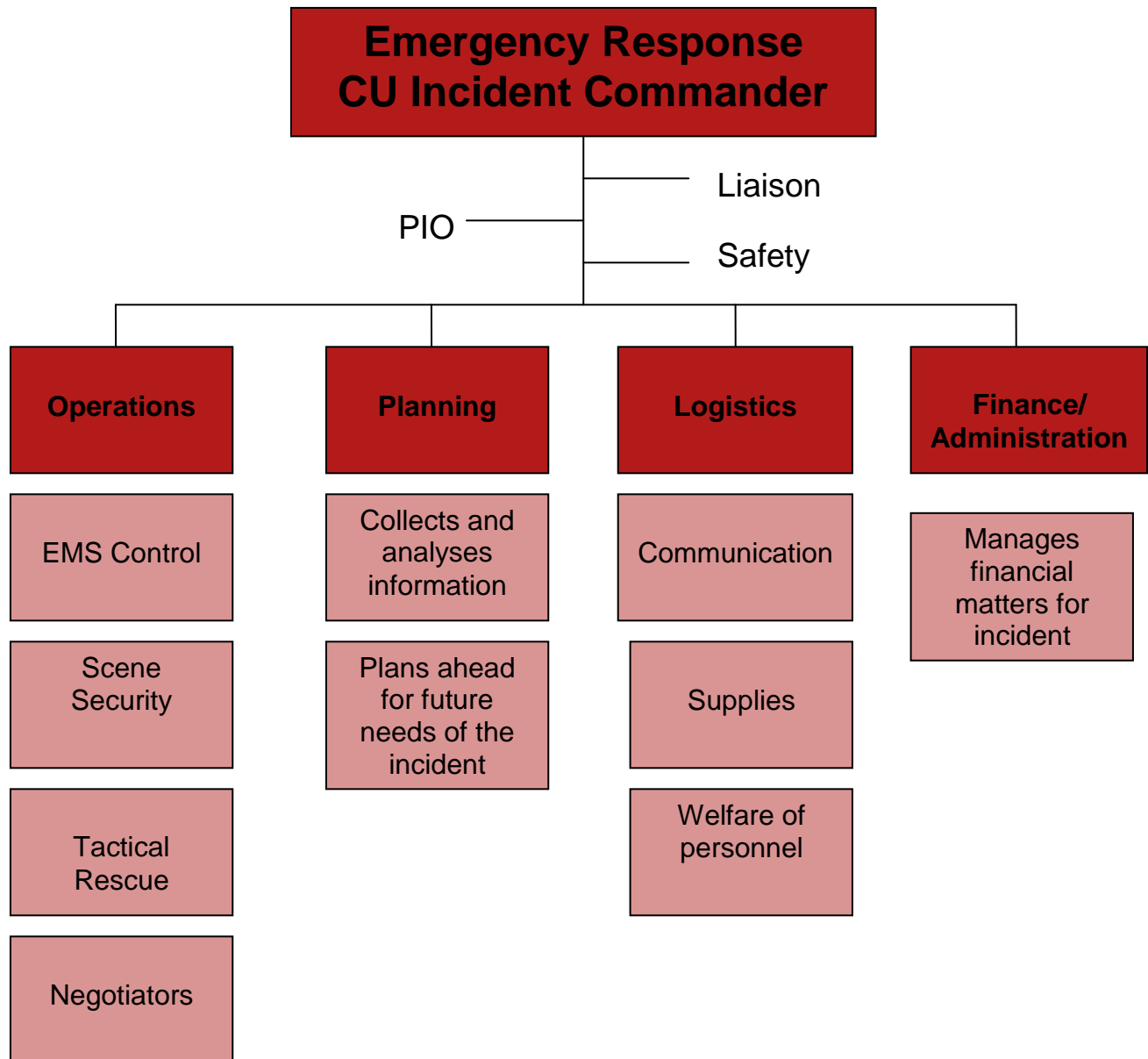
- 1) Cornell's escalation procedures,
- 2) the ICS structure, and
- 3) how ICS is applied at Cornell University during an emergency event.

# Cornell University Incident Escalation Procedures

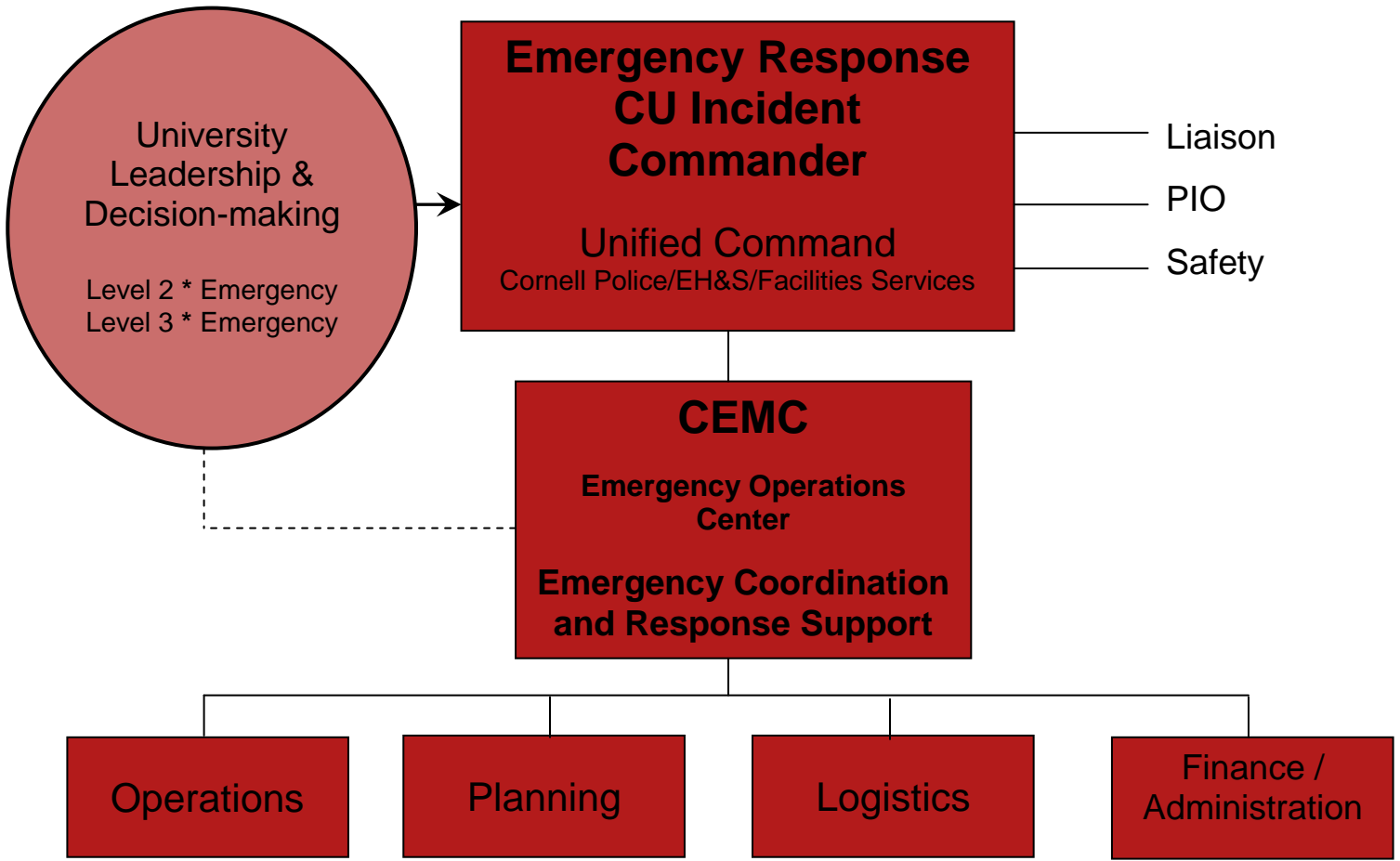


12.22.09

# National Incident Management Structure (NIMS) Incident Command System (ICS)



# Applying ICS to Cornell



## University Assignments

- Student and staff accountability
- Diagrams, floor plans, maps
- Personal and medical records
- Class schedules
- Hospital liaison
- Parental management
- Intelligence gathering

- Counseling services
- Internet/Telecom management & technical support
- Legal counsel
- Student Life representative
- OBR / Governor liaison
- Library representative
- Recorder / Information manager

\* <1% of incidents have escalated to Level 3  
 \* <2% of incidents have escalated to Level 2

## **Emergency Communications**

### **General information**

Emergency procedures are in place that allow us to quickly notify authorities and the campus population when an emergency situation is underway and then provide instructions on how to respond. These communications will be carried out through the use of e-mail, SMS (text messaging) and voice messaging, and sirens/public address systems.

Once an emergency has progressed past the initial response period, communications will be developed based on information provided by on-scene responders to the CU Incident Commander and/or Senior Leadership. These groups have the responsibility of deciding when and what should be communicated to the Cornell community, surrounding communities, and the media. University Communications has responsibility for communicating outward to these groups.

### **Campus-wide Emergency**

In the event of an emergency that poses an immediate threat to the campus population, emergency mass notification systems will be activated. Redundant high and low tech solutions have been developed for these situations. The Cornell community has been advised what to do when people receive a SMS (text message) or voice message, an email or sirens have sounded. [Promptly follow the directions given in the message, go to a safe location, and monitor the University website]

University communications is responsible for keeping timely updates about the emergency on the operating status and emergency web sites. [www.cornell.edu/about/status/](http://www.cornell.edu/about/status/)

### **Weather Emergency**

In the event of an adverse weather condition such as a blizzard or ice storm, the Cornell community is advised to check the Operating Status web page: <http://www.cornell.edu/about/status/> for status of University operations. Condition updates such as delayed university openings, road closings, and university closings will be available on this site, by phone 255-3377 (24 hrs), and through subsequent e-mails and local media as necessary.

### **On-going Communications During a Campus Emergency**

It is expected that during an emergency College and Administrative Unit leaders are responsible for ensuring that life-safety emergencies are reported by:

- Calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone
- Accounting for the safety of unit faculty, staff and students.
- Contacting appropriate Cornell emergency response units for safety or repairs assistance (e.g., EH&S, Utilities).
- Delivering critical University information and instructions to their constituents.
- If the CEMC is used:
  - Units should forward emergency impact reports to their respective Dean or Vice President at their College/Unit Emergency Operations Center;
  - College/Unit Communications Leaders should forward report/data to the University Communications lead in the University EOC
  - Disseminate any emergency instructions from the University EOC or College/Unit Emergency Operations Center

## **Unit Emergency Planning**

### **Emergency Preparedness**

#### **Getting Organized**

The first step in building unit preparedness is to assemble appropriate human and physical resources to do the job. Emergency preparedness involves a series of actions, each of which contributes to a unit's ability to respond promptly and properly when an emergency occurs. Many of the actions that need to be taken must conform to the specific needs of the unit. Your unique unit emergency plan needs to consider a variety of factors including:

- the number of faculty, staff and students involved;
- their physical distribution and location;
- the nature of the unit's teaching, research and extension activities;
- the unit's critical functions and processes;
- personnel required to perform mission critical functions even when the University suspends operations;
- available routes for evacuation; and
- Site-specific circumstances.

Activities to be accomplished in advance include:

- Appointment of Emergency Coordinators and unit contacts
- Creation of the Unit Emergency Preparedness Team
- Development of a Unit communications structure and tools (intra web site, notification )
- Development of evacuation plans (including the evacuation of persons with disabilities) and safe shutdown and start up procedures for unit specific teaching and research.

#### **Emergency Coordinators**

The College/Unit Emergency Coordinator should be a full-time member of the administrative team, and preferably an experienced employee who is thoroughly familiar with College/Unit and University procedures. This person will coordinate their College's/Unit's emergency plan as well as oversee that the College's/Unit each prepares a unit emergency plan. Each College/ Unit leader (e.g. Dean or Vice President) is responsible for designating an Emergency Coordinator. This person is responsible for gathering and communicating emergency information, coordinating and assisting in evacuations, maintaining emergency response forms and other emergency plan materials.

The Emergency Coordinator must be familiar with the programs and physical facilities, and should be a person with the management experience and authority to:

- Collaborate with departments to develop and maintain the information in the College/Unit Emergency Plan.
- Recruit a core Emergency Preparedness Team that represents staff, faculty, and principal investigators from the unit's major sub-divisions or locations.
- Arrange related staff safety education and training.
- Coordinate resources for emergency preparedness and recovery.
- Purchase emergency supplies and equipment.
- Be ready to support managers during an emergency incident (and be called back to Cornell if necessary).
- Be ready to help prepare post-emergency impact summaries and insurance claims.

Emergency Coordinators whose supervisors serve on the Cornell Emergency Management Committee will also act as "Information Coordinator" for their area and provide information as needed to emergency staff and the University Press Relations Office. Some units already have individuals assigned to coordinate safety functions and many already have broad-based Safety Committees. These units can readily incorporate emergency preparedness planning into their programs.

## **Emergency Preparedness**

Having a well-organized College/ Unit Emergency Preparedness Team will positively impact a unit's ability to successfully respond promptly and properly when an emergency occurs. This team's main purpose is to lead the unit through the incident, focusing on the key tasks within the unit that must be accomplished.

Individuals that should be part of this team are key unit leaders, the emergency coordinator, and unit directors with functional expertise in areas such as IT, Human Resources, Communications, Facilities/Bldg mgt. Activities for this group may be:

- **Business continuity:** disseminating emergency instructions, assisting evacuations and security, and dealing with immediate issues raised by response units..
- **Recovery:** preparing documentation on the effects of the emergency, coordinating facility and program restoration according to priorities identified by the Unit leader.

During the annual plan review process, each unit should review their critical functions, and the employees assigned supporting roles. Most important, units need to verify those staff identified as performing roles in critical functions that must continue even in the event that the University suspends operations (e.g. inclement weather). These staff must be reported as essential personnel and supervisors must notify these employees of the expectations and responsibilities during an emergency event.

## **College/ Unit Emergency Operations Center and Alternate Location**

Each College/ Unit should designate an on-site and off-site area to be used as an emergency operations center for their emergency management staff. The Emergency Operations Center staff should have paper copies of the Unit's Emergency Plan and the [Cornell Emergency Plan](#) both at work and at home.

## **Emergency Response**

### **University Response Units:**

- **Cornell University Police** Immediate response to 911 calls
- **Environmental Health & Safety** Immediate response to an environmental health, HAZMAT, or 911 medical call
- **Facilities Services** Immediate response to facilities calls

### **Overview**

Everyone in a Cornell facility – students, faculty, staff, and visitors – must take appropriate and deliberate action when an emergency strikes a building, a portion of the campus, or the entire Cornell community.

Decisive leadership is essential. Follow these important steps when there is an emergency:

- Confirm and evaluate the condition
- Report the incident immediately **dial 911** from any campus phone (Or 255-1111 from cell phone)
- Follow instructions from emergency response staff precisely
- Depending on the nature and severity of the event the college/unit may choose to activate the:
  - College/Unit EOC
  - Unit Emergency Preparedness Team
- In conjunction with University Communications, issue clear and consistent college/unit messages using pre-established communication tools.
  - If there is no power or telephone systems are not functioning, emergency communications methods will be profoundly restricted; Cornell will use messengers, radios and cellular phones.
- Coordinate with the Cornell Incident Commander (on-scene) during emergencies.

**\*\*NOTE:** Please see college/unit response templates at the end of the document

### **Emergency Occurrence After Hours**

There is a significant chance an emergency may occur outside regular Cornell office hours. While the structure of this plan remains precisely the same, its implementation may vary depending upon available resources and manpower until the proper officials can be notified. Until that time, however, the individuals assuming the most responsibility will be those officials/individuals of highest rank who are available at the time. These individuals should seek to follow as nearly as possible, the guidelines of the plan while simultaneously making an effort to notify Cornell officers of the situation so as to obtain verification or advice on their actions.

### **Reporting a Problem**

A 911 emergency is one that requires immediate response to preserve life or property, such as – but not limited to – fires, chemical spills, injuries, illnesses, crimes in progress, unknown odors. **Call 911** (or 255-1111 from cell phone) to report police, fire, medical or health & safety emergencies at Cornell. Do not dial 5-911 or 9-911--**Just 911**. Emergencies can also be reported to Cornell Police by picking up any Blue Light telephone located in many areas on campus and emergency phones located in various campus buildings. Try to know where they are.

- Call from a safe location, if possible.
  - Remain calm.
  - Speak slowly and clearly.
  - Do not hang up the phone until the dispatcher tells you to, or hangs up.

When reporting a 911 emergency, be prepared to give:

- Location of the emergency – building, room, directions.
- Type and severity of the emergency.

For example:

- Fire – type and size of fire.
- Medical – type of illness or injury, cause, number of patients.
- Police – type of crime, description of suspects and direction of travel.
- Chemical – chemicals involved quantity, hazards and injuries.
- When the incident occurred.
- Your name, location and phone number so responder can find you.

## **Emergency Evacuation Procedures**

### **General Introduction**

The need to mobilize and account for staff members during an emergency situation in an orderly way is crucial for a safe and effective evacuation; particularly when the response requires some type of evacuation or movement of people from one place to another.

Each unit, as part of their emergency plan, **must** have evacuation procedures accompanied with a building floor plan for egress. To document this information you can access the **Evacuation Procedures template** from the reference page under the guidance box in the Emergency Planning & Recovery (EPR) system tool. There is a specific place on the evacuation screen, Step 1b, to attach this information.

Additionally, it is the responsibility of each unit to have evacuation procedures within their unit emergency plan for each and every person with a known disability. To document this information you can access the **Disability Evacuation Procedures template** from the reference page under the guidance box in the Emergency Planning & Recovery (EPR) system tool. There is a specific place on the evacuation screen, Step 1b, to attach this information.

**A building evacuation is mandatory whenever a fire alarm sounds.** Building occupants should exit immediately, putting the unit evacuation plan into effect. After the building has been evacuated, occupants must wait for a safety inspection before re-entry.

Each unit should identify evacuation meeting locations and an evacuation coordinator. In the event of an evacuation, the Evacuation Coordinator and/or a member of the Emergency Response Team should have a Sign-In form; staff members will be asked to report in. The Evacuation Coordinator will report any missing person(s), to the emergency responders.

If a complete campus evacuation and closure is necessary during an emergency, it will be announced and coordinated by the Cornell Emergency Management Committee from the University Emergency Operations Center. Campus evacuations will be sequential to maintain safety and avoid traffic gridlock.

Note that it may or may not be necessary to vacate a specific area during an emergency incident. Occupants in the area may simply be directed to remain on-site and shut down systems, or they may be asked to move to other sectors of their floor or building. In some events (such as extended power outages), evacuations are not necessary unless the incident has generated a hazardous materials incident or immediate health and safety risk. In limited emergencies, wait for evacuation instructions and engage the unit's Emergency Response Team to communicate the information throughout the unit.

### **To Implement an Evacuation**

- 1) Remain calm.
- 2) Alert Emergency Response Team to assist with evacuation.
- 3) Communicate clearly and succinctly.
  - a. *Example:*
  - b. *We have a \_\_\_\_\_ type of emergency.*
  - c. *Evacuate to \_\_\_\_\_.*
  - d. *Take your belongings.*
  - e. **DO NOT** use the elevators.
- 4) Take personal items.
- 5) Assist persons with disabilities.
- 6) Check offices, classrooms, and restrooms, as you exit.
- 7) Turn equipment off, if possible.
- 8) Close doors, but do not lock them.
- 9) Take emergency supplies, rosters.
- 10) Keep exiting groups together.
- 11) Instructors assist students.
- 12) Gather at the evacuation meeting site.
- 13) Account for faculty, staff and students.
- 14) Await further instructions.

### **Actual Evacuation Procedures**

Evacuation is required any time the fire alarm sounds, an evacuation announcement is made, or a university official orders you to evacuate.

- 1) Turn equipment off, if possible
- 2) Quickly, safely shutdown any hazardous operations or processes and render them safe. Critical emergency coordination staff must follow the unit emergency plan. All emergency plans for critical operations must be reviewed and approved by Environmental Health & Safety. Without prior review and approval, staff members may not remain in a building once an evacuation signal or order has been given.
- 3) Notify others in the area of the alarm if they did not hear it.
- 4) Take emergency supplies and staff rosters, if possible.
  - Exit the room
  - Take jackets or other clothing needed for protection from the weather.
  - Close windows and close, but do not lock doors as you leave.
  - Leave room lights on.
  - If you are away from the unit's room when the alarm sounds you should exit the building immediately and not return to the unit's room.

#### **If you are unable to leave the building due to a physical disability:**

- Go to the nearest area where there are no hazards.
  - Use a telephone to call Cornell Police at 911 from any campus phone (or 255-1111 from cell phone), or use other means to advise them of the unit's situation.
  - Be sure to give them the room number so they can send help to you.
  - If possible, signal out the window to on-site emergency responders.
  - One person may remain with you if they wish to assist you.
- 5) Exit the building via the nearest safe exit route. Walk, do not run. **Do not** use elevators to exit.

- 6) Move away from the building, report to the unit's designated evacuation meeting site and report to the Evacuation Coordinator; meet with other persons from the unit or building. Report any missing or trapped people.
- 7) Keep existing groups together.
- 8) Account for faculty, staff and students and sign in at evacuation meeting site.
- 9) Wait at evacuation meeting site for further directions
- 10) Do not reenter the building until emergency staff gives the "all clear" signal. The silencing of the building fire alarm system is *normally* used as the "all clear" signal. In some cases the fire alarm will be silenced and staff members placed at building entrances to keep people out until the incident has been resolved.

### **Evacuation of Persons with Disabilities**

Be aware that faculty, staff and students with "hidden" disabilities (arthritis, cardiac conditions, back problems, learning disabilities, etc.) may also need individual assistance. Use the following list to assist both helpers and disabled persons. Use a "buddy system" naming who is responsible for whom.

#### **To Assist Visually Impaired Persons**

- Announce the type of emergency
- Offer your arm for guidance
- Tell the person where you are going, obstacles you encounter
- When you reach safety, ask if further help is needed

#### **To Alert People with Hearing Limitations**

- Turn lights on/off to gain the person's attention, or
- Indicate directions with gestures, or
- Write a note with evacuation directions

#### **To Evacuate People Using Crutches, Canes, or Walkers**

- Evacuate these individuals as injured persons
- Assist and accompany to evacuation site if possible, or
- Use a sturdy chair (or one with wheels) to move the person, or
- Help carry individual

#### **To Evacuate Wheel Chair Users**

- Non-ambulatory persons' needs and preferences vary.
- Individuals at ground floor locations may be able to exit without help.
- Others have minimal ability to move – lifting may be dangerous.
- Some non-ambulatory persons have respiratory complications.
- Remove them from smoke and vapors immediately.
- Wheelchair users with electrical respirators get priority assistance.
- Most wheelchairs are too heavy to take down stairs.
- Consult with the person to determine best carry options.
- Reunite the person with the chair as soon as it is safe to do so.
- Notify emergency responders of the location, nature and size of the fire once you are outside.

## **Emergency Action Plan**

### **Medical Emergency Procedure**

- 1) Protect victim from further injury by removing any persistent threat to the victim. Do not move the victim unnecessarily. Do not delay in obtaining trained medical assistance.
- 2) Notify Cornell Police of the location, nature and extent of the injury by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone.  
Always call from a safe location.
- 3) Provide first aid until help arrives if you have appropriate training and equipment and it is safe to do so.
- 4) Send someone outside to escort emergency responders to the appropriate location, if possible.

### **Fire or Explosion Emergency Procedure**

- 1) Alert people in the immediate area of the fire and evacuate the room.
- 2) Confine the fire by closing doors as you leave the room.
- 3) Activate the building fire alarm system by pulling the handle on a local fire alarm box.
- 4) Notify Cornell Police of the location and size of the fire by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone. Always call from a safe location.
- 5) Evacuate the building using the established Emergency Evacuation Procedure. Once outside, notify emergency responders of the location, nature and size of the fire.
- 6) If you have been trained and it is safe to do so, you may attempt to extinguish the fire with a portable fire extinguisher. If you have not been trained to use a fire extinguisher you must evacuate the area.

### **Hazardous Materials Emergency Procedure**

A Hazardous Materials Emergency exists when:

- 1) cleanup of a spill of a hazardous material is beyond the level of knowledge, training or ability of the staff in the immediate spill area or
- 2) the spill creates a situation that is immediately dangerous to the life and health of persons in the spill area or facility.

**Environmental Health and Safety is equipped to respond to and clean up Hazardous Material Spills - dial 911 from any campus phone (or 255-1111 from cell phone).**

- 1) Alert people in the immediate area of the spill and evacuate the room. If an explosion hazard is present, take care not to create sparks by turning on or off electrical equipment.
- 2) Confine the hazard by closing doors as you leave the room.
- 3) Use eyewash or safety showers as needed to rinse spilled chemicals off people.
- 4) Evacuate any nearby rooms that may be affected. If the hazard will affect the entire building evacuate the entire building. **If there is a chance of explosion from the chemical spill do not activate the building fire alarm.** Evacuate the building manually by alerting others by voice. Take care not to turn electrical equipment on or off or otherwise cause sparks. If there is no chance of explosion, activate the building fire alarm system by pulling the handle on a local fire alarm box.
- 5) Notify Cornell Police of the chemical, location and size of the spill by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone. Always call from a safe location. Be prepared to spell chemical names.
- 6) If building evacuation is required, evacuate the building using the Emergency Evacuation Procedure presented in this guide. Once outside, notify emergency responders of the location, nature and size of the spill.
- 7) Isolate contaminated persons. Avoid contamination or chemical exposure.

## **Power Outage Procedure**

Assess the extent of the outage in the unit's area.

- 1) Report the outage to Cornell Customer Service Center at 255-5322.
- 2) Assist other building occupants to move to safe locations. Loss of power to fume hoods may require the evacuation of laboratories and surrounding areas.
- 3) Implement the unit's power outage plan. Evaluate the unit's work areas for hazards created by power outage. Secure hazardous materials. Take actions to preserve human and animal safety and health. Take actions to preserve research.
- 4) Turn off and/or unplug non-essential electrical equipment, computer equipment and appliances. Keep refrigerators and freezers closed throughout the outage to help keep them cold.
- 5) If needed, open windows (in mild weather) for additional light and ventilation.
- 6) Release of faculty, staff and students during an extended power outage is decided on by the EEMT (policy decision will determine).

## **Criminal Activity or Violence Emergency Procedure**

- 1) Attempt to remove yourself from any danger.
- 2) Notify Cornell Police by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone. Try to call from a safe location if possible.
- 3) If possible, provide the police with the following information:
  - a. Location of crime
  - b. Nature of crime and specifics (number of people involved, any weapons, etc.)
  - c. Any injuries
  - d. Description of suspect(s) (height, weight, sex, race, clothing, hair color etc.)
  - e. Direction of travel of suspects
  - f. Description of any vehicles involved in the crime
- 4) DO NOT pursue or attempt to detain suspects.

## **Bomb Threat Procedure**

Remain calm and obtain as much information as possible from the caller. Try to write down the caller's exact words. Ask for and try to obtain the following information:

- When is the bomb going to explode?
- Where is the bomb located right now?
- What does the bomb look like?
- What kind of bomb is it?
- What will cause the bomb to explode?
- Did you place the bomb?
- Why?
- What your address?
- What is your name?
- Also record the following information:
  - Exact time the call is received
  - Information about caller including:
    - Sex            - Education
    - Age            - Background noise            - Location of caller
    - Accent        - Speech impediments or traits - Caller's attitude
  - Immediately notify Cornell Police by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone. Always call from a safe location. Provide the police with the context of the threat, telephone number on which it was received, your name, room number and telephone number where you can be reached.

- Take no other action unless directed to by Cornell Police.

### **Suspicious Package Procedure**

If you receive or observe a suspicious letter or package that is unexpected or unknown with the following characteristics:

- Excessive postage
- Misspellings of common words
- Excessive weight
- Rigid envelope
- Foreign mail, air mail or special delivery
- Hand written or poorly typed address
- Restrictive markings such as confidential, personal, etc.
- An excessive amount of securing material used, such as masking tape, string, etc.
- Incorrect titles
- Oily stains or discoloration
- Visual distractions
- Lopsided or uneven
- Titles but no names
- No return address
- Protruding wires or tinfoil

### **Immediately:**

- 1) Notify Cornell Police immediately by calling 911 from any campus phone (or 255-1111 from cell phone) or using a Blue Light or Emergency Telephone. Always call from a safe location.
- 2) Move people away from the package.
- 3) DO NOT move or open the package.
- 4) DO NOT investigate too closely.

**DO NOT** cover, insulate or place the package into a cabinet or drawer.

## **Business Continuity**

Business continuity is the second phase of an emergency incident, and often begins while the initial emergency response actions are still being completed. During business continuity, the Unit Emergency Preparedness team, assesses facility damages, program disruptions and other issues that may be disrupted due to the emergency. As the assessment emerges, Senior Leaders, with advice provided by the CU Incident Commander, members of the CEMC, and in conjunction with colleges/units may make decisions about the continuance of mission critical functions that may impact colleges/units operations or the University as a whole.

## **Recovery Process**

### **Introduction**

After an emergency, the focus should be on the recovery of the people associated with the unit and the recovery of the unit's operational processes. Once the safety and security of people in the unit has been assured, and emergency conditions have abated, assemble the Emergency Recovery Team to begin the restoration process for the unit programs. Employees will need prompt and accurate answers to their questions about the department operational status, safety of the premises, and access. Your best efforts to provide this information in as many ways as possible will better facilitate the recovery effort.

Thorough documentation is the most important factor in assuring that Cornell achieves the maximum cost recovery possible from federal and state sources.

It will be important to begin a timely and comprehensive assessment of the emergency's physical and operational effects. The information provided in the unit planning process will be the foundation for this process. All of the documentation on emergency impacts should be coordinated with the Emergency Operations Center.

Be aware that:

- The University will need ongoing status reports from the College/Unit during the emergency to understand which programs can be fully operational. You will need to identify special facility, equipment, and personnel issues or resources that will speed business resumption.
- The University may need detailed data from the unit to estimate temporary space reallocation needs and strategies.
- Most insurance and FEMA assistance claims require extensive documentation of damaged facilities, lost equipment and resources, and special personnel expenses. Workers' Compensation claims may arise if there are injuries in the unit.
- Take note that you should plan to photograph or videotape facility or equipment damage to provide a visual supplement to the written impact data.
- It is very important that the unit record the emergency's physical effects before cleaning the areas or make repairs.

### **Specific Recovery Procedures**

- 1) Assess the emergency's impact on the physical plant and operations. Gather the following information:

- Extent of physical damage to buildings and equipment; Photographs or videotape should be taken of the facility and equipment damage before any repairs are made or areas are cleaned.
  - Personnel issues
  - Your need for facilities, equipment, personnel, or other resources that will speed the business resumption. This may include detailed data for the unit to estimate temporary space needs and strategies.
- 2) Report to Dean/Vice President on the units' status with ongoing reports. Refer to the Operational Status Report form in the Recovery Forms section of this guide. This form is designed for use at the College/Administrative Unit level, but can be used at the Unit level. Assess operational status of all areas in the unit.
  - 3) Document the extent of damage. Most insurance or FEMA claims require extensive documentation of damaged facilities, lost equipment and resources and special expenses.
  - 4) It is recommended that you contact the Division of Financial Affairs to see if a special account for recovery expenses will be required.
  - 5) Notify clean up resources and agencies, such as, Planning Design and Construction (PDC), Building Care and Grounds and/or other outside agencies.

The College/Administrative Unit should prepare unit specific recovery plans indicating plans for resuming partial and eventually full operation. Include possible alternative sites for office relocation.

### **Support Services and Resources**

Emergencies are likely to affect students, faculty, and staff, and the unit may need to offer some scheduling flexibility or other help in order to achieve resumption of daily activities.

Cornell and the Ithaca community have numerous resources available for counseling and aiding individuals. You can find assistance at [www.hr.cornell.edu/life/](http://www.hr.cornell.edu/life/) and [www.gannett.cornell.edu](http://www.gannett.cornell.edu) .

# ***Emergency Coordinator's Toolbox***

## ***College/Unit Emergency Response Flowchart Templates***

At the request of several college/units, the Office of Emergency Planning and Recovery developed the enclosed templates (series of 4) for use by Colleges/Units in their organizations for communicating the university levels of emergency and who, within their organizations, should be contacted and have assigned responsibilities during an incident. The templates have been developed in conjunction with Policy 8.3 – Emergency Planning and the University's escalation and emergency management practices.

The documents have been created in MSWord. The intent is for college/units to incorporate their own contact information, and modify *college/unit* roles and communications information as it pertains to that specific organization. The university information (e.g. levels of emergency, incident management processes, examples) is consistent with policy and should not be modified. You can access an electronic version of these documents for your use at <http://www.epr.cornell.edu/ec/default.cfm>. If you need help in filling out these templates, please call or email Peggy Matta (5-4393/mem25) or Daneen Phillips (5-4300/dp338).

## (College/Unit) Emergency Response Flowchart

### **MINOR BUILDING INCIDENTS/NON-EMERGENCY**

- Localized, contained incident that is quickly resolved with internal resources or limited help
- Technology or telephone failures, power outages, minor flooding, plumbing mishaps, etc.

### **Faculty, Staff and Student Response:**

Report the problem(s) to the Lead Emergency and Facility Coordinator(s): 255-\_\_\_\_\_ or 255-\_\_\_\_\_. If no one is available, or the emergency happens after hours, call the Cornell Facilities Customer Service: 255-5322, or Cornell Police at 255-1111. If the incident is technology related, contact the Technology Manager at 255-\_\_\_\_\_ or 255-\_\_\_\_\_. Validate that your message was received.

### **Building Incident**

#### **Lead Emergency or Facility Coordinator**

- Inform the Technology/ IT Manager
- Manage the incident
- Coordinate with Facilities Customer Service or other response agency
- Inform senior leaders as appropriate

### **Technology/IT Incident**

#### **Technology/IT Manager**

- Inform the Emergency/ Facility Coordinator
- Manage the incident
- Call NOC – 255-9900 or Customer Service – 255-5322 as warranted
- Record a message/ communicate operating status to unit
- Post status info on unit website



### **College/Unit Communications:**

Communications will be developed by the party managing the incident. If the incident requires evacuation of areas of the building, the Emergency and/or Facility Coordinator will oversee evacuation procedures. Information will be communicated by (email, phone, website) to the Emergency Response team, then to the building as appropriate.

### **Examples of Minor Building Incidents/Non-Emergency - Responsibilities**

Power Outage	Utilities Disruption	Technology Disruption
<ul style="list-style-type: none"> <li>• Report the problem</li> <li>• Evaluate the work areas for hazards created by the power outage. Take necessary precautions to preserve human safety &amp; health.</li> <li>• Turn off and/ or unplug non-essential equipment.</li> </ul> <p style="color: blue; font-style: italic;">NOTE: Generator – if/when it kicks in, only emergency lighting in the hallways and elevators will be operational. No heat or chilled water will be available.</p>	<ul style="list-style-type: none"> <li>• Report the problem</li> <li>• In the case of flooding or plumbing mishaps, do not enter areas where there is submerged electrical equipment</li> <li>• Evaluate the work areas for hazards created by the disruption. Take necessary precautions to preserve human safety &amp; health. Take precautions to preserve critical data as much as possible.</li> <li>• A shutdown will only be administered if the entire facility is affected which includes restrooms, heating/ air conditioning or if the work place is deemed hazardous</li> </ul> <p style="color: blue; font-style: italic;">NOTE: Heat and chilled water are supplied centrally by Facilities Services; conversion, circulation and controls are located in ...</p>	<p>If warranted:</p> <ul style="list-style-type: none"> <li>• Switch data lines to short-term locations; contact the NOC (Network Operations Center)</li> <li>• Contact Help Desk Operations for support, including scheduling, temporary computer with access to internet and printer</li> <li>• Consult the Technology Emergency/ continuity plan in the event of simultaneous outages</li> </ul> <p style="color: blue; font-style: italic;">NOTE: In the event of an emergency warranting a shutdown, data lines will be switched to a short-term location. The technology manager will contact the NOC and evoke the Technology emergency plan.</p>

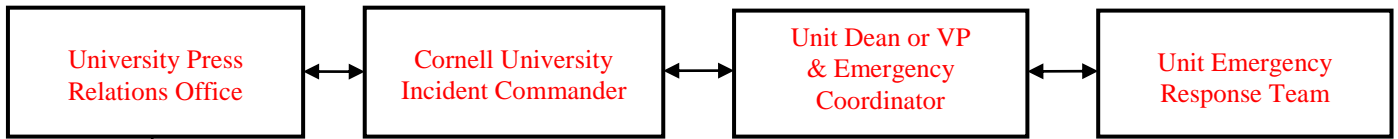
## (College/Unit) Emergency Response Flowchart

### LEVEL ONE (1) EMERGENCY

- Localized, contained incident that may affect mission-critical functions or life safety
- Only involves (building) but does require external resources: EH&S, Fire Department, etc.
- Health related situations e.g. severe fall, unconsciousness, heart failure, localized fire, etc.

### Faculty, Staff and Student Response:

Immediately report the problem(s) to Cornell Police by calling 911 from your desk or 255-1111 from your cell phone. Then, contact the Lead Emergency Coordinator(s) at 255-\_\_\_\_\_ or 255-\_\_\_\_\_ and Crisis Manager (if applicable) at \_\_\_\_\_ If the emergency is technology related, contact the Technology Manager at 255-\_\_\_\_\_ or 255-\_\_\_\_\_.



### College/Unit Communications:

Unit communications will be developed by the Unit's Emergency Preparedness Team in conjunction with University Communications. Information will be communicated by (email, phone, website) to the building as appropriate. In the case of building evacuation (e.g. fire, bomb threat), students, faculty, & staff should evacuate to \_\_\_\_\_. Additional information will be communicated by the unit evacuation coordinator.

### Examples of Level One (1) Emergencies - Responsibilities

Localized Fire	Hazardous Material Release	Health Related
<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Alert people in immediate area</li> <li>• Activate the alarm</li> <li>• Invoke evacuation plans for building and people with disabilities</li> <li>• Evacuate the building</li> <li>• Report to the Evacuation Coordinator at the Evacuation site</li> </ul>	<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Alert people in immediate area and evacuate the room</li> <li>• Confine the hazard by closing door to the room as you leave</li> <li>• Use eyewash or safety showers as needed to wash off spilled chemicals. Report any personal contamination to emergency responders. Seek medical attention as required.</li> <li>• Evacuate nearby rooms that may be affected. If the hazard will affect the entire building, evacuate the entire building.</li> <li>• Outside, identify yourself to emergency responders and report the location, nature and size of the incident. Provide any additional information you believe would be helpful.</li> </ul>	<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Protect the victim</li> <li>• Do not move the victim</li> <li>• Provide First Aid, CPR, or AED, if trained</li> <li>• Send someone to escort Emergency Responders to the victim</li> </ul>

**Note: A complete building evacuation is mandatory whenever a Fire Alarm sounds, an evacuation announcement is made, or a university official orders you to evacuate.**

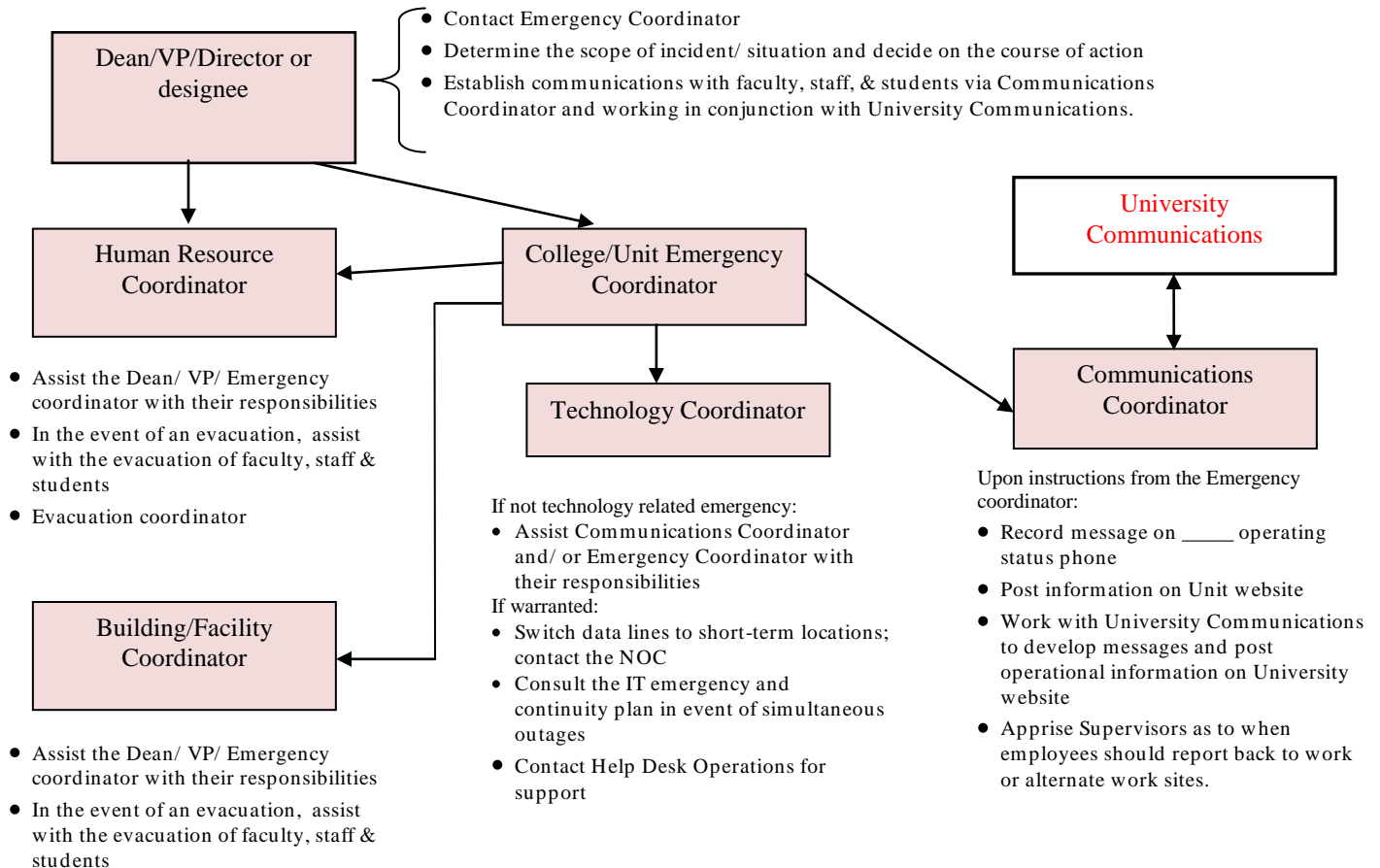
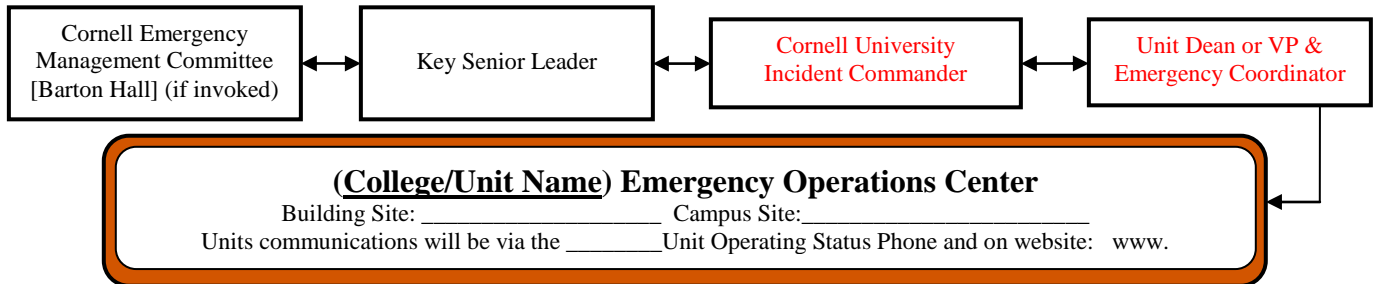
## (College/Unit) Emergency Response Flowchart

### LEVEL TWO (2) EMERGENCY

- A major emergency that impacts portions of the campus, and may affect mission-critical functions or life safety.
- Criminal activity or violence, building explosion/ fire, bomb threat, widespread utility disruption, suspicious package etc.

### Faculty, Staff and Student Response:

Immediately report the problem(s) to Cornell Police by calling 911 from your desk or 255-1111 from your cell phone. Then, contact the Lead Emergency Coordinator(s) at 255-\_\_\_\_\_ or 255-\_\_\_\_\_ and Crisis Manager (if applicable) at \_\_\_\_\_ If the emergency is technology related, contact the Technology Manager at 255-\_\_\_\_\_ or 255-\_\_\_\_\_.  
Validate that your message is received.



## Examples of Level Two (2) Emergencies – Responsibilities

Bomb Threat	Criminal Activity	Suspicious Package
<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Remain calm</li> <li>• Provide as much information as possible to the Cornell Police</li> <li>• Follow directions of the Cornell Police. Do not create panic. If you are told to evacuate, follow your unit's evacuation procedure.</li> </ul>	<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Attempt to remove yourself from danger</li> <li>• Do not try to pursue or attempt to contain the suspect</li> <li>• Provide as much information as you can to the Cornell Police.</li> </ul>	<ul style="list-style-type: none"> <li>• Call 911</li> <li>• Move people away from the package</li> <li>• Do not move or try to cover the package</li> <li>• Be prepared to give the location of the item, what you've observed, &amp; your name/ phone number.</li> <li>• Follow directions of the Cornell Police. Do not create panic. If you are told to evacuate, follow your unit's evacuation procedure.</li> </ul>

**Note: A complete building evacuation is mandatory whenever a Fire Alarm sounds, an evacuation announcement is made, or a university official orders you to evacuate.**

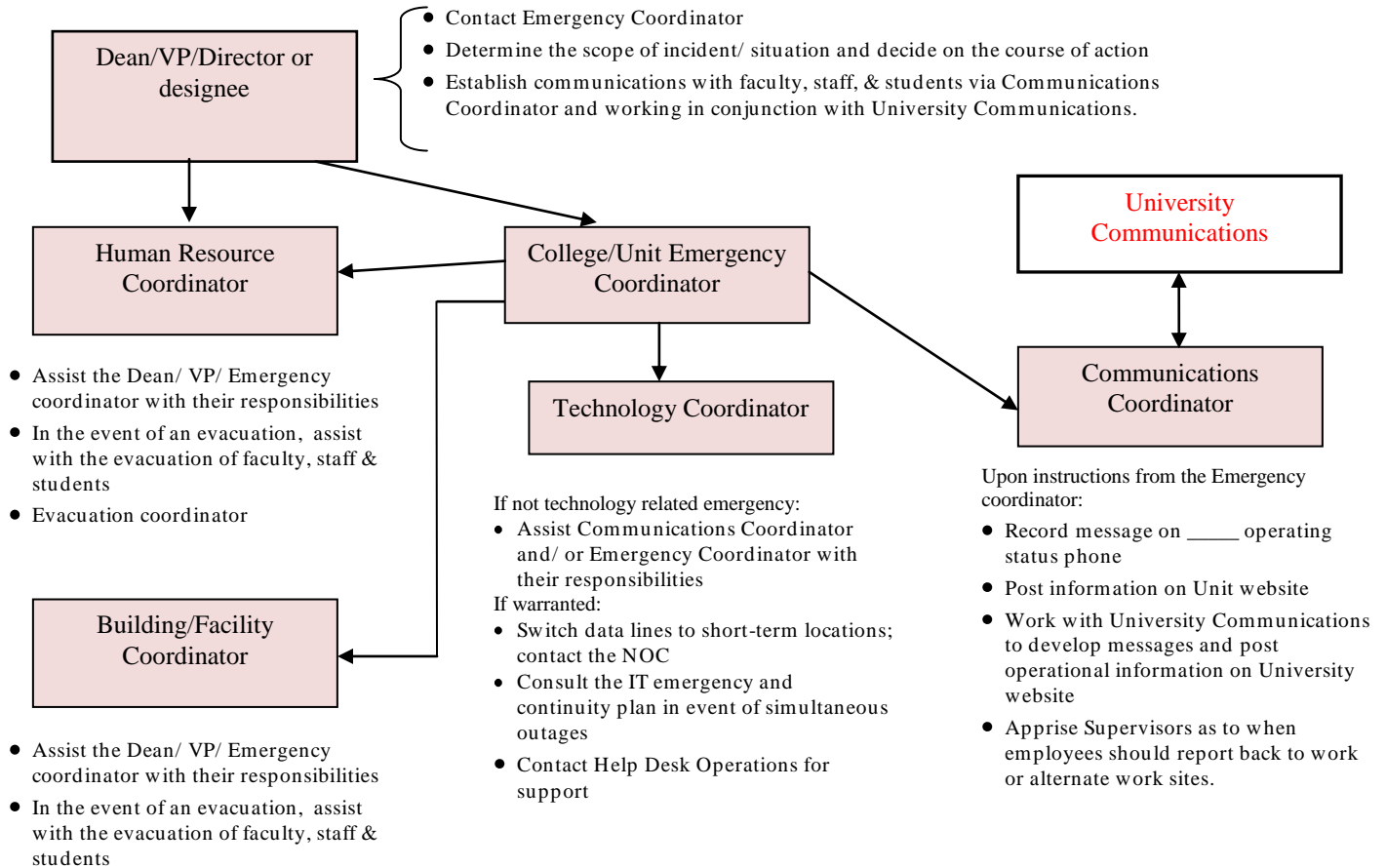
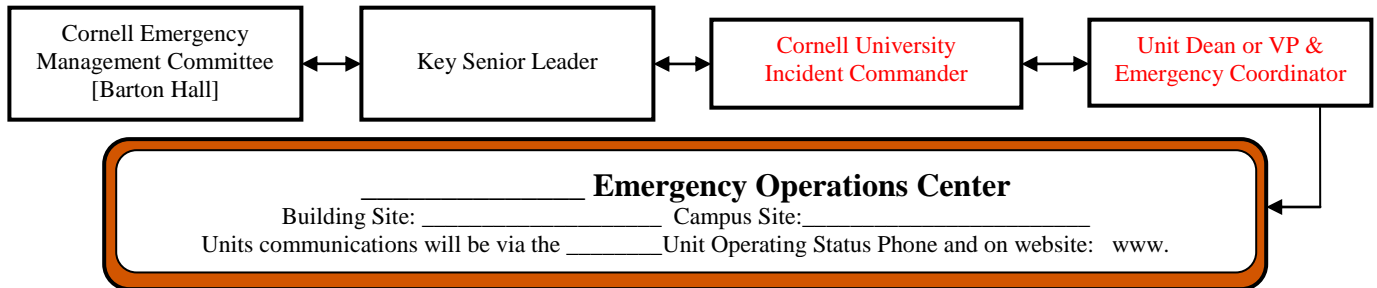
## (College/Unit) Emergency Response Flowchart

### LEVEL THREE (3) EMERGENCY

- A major emergency that impacts all of the campus, and possibly the surrounding communities.
- Major catastrophe, Pandemic Influenza, SARS, Tornado, Ice Storm etc.
- Renders (Unit and or building(s)) inaccessible for a period of time.

### Faculty, Staff and Student Response:

Immediately report the problem(s) to Cornell Police by calling 911 from your desk or 255-1111 from your cell phone. Then, contact the Lead Emergency Coordinator(s) at 255-\_\_\_\_\_ or 255-\_\_\_\_\_ and Crisis Manager (if applicable) at \_\_\_\_\_ If the emergency is technology related, contact the Technology Manager at 255-\_\_\_\_\_ or 255-\_\_\_\_\_.  
Validate that your message is received.



## Examples of Level Three (3) Emergencies

Tornado	Pandemic Influenza	Ice Storm
<p data-bbox="558 329 1081 361" style="text-align: center;"><b>In the Event of a University-wide Emergency:</b></p> <ul data-bbox="233 363 1455 478" style="list-style-type: none"><li data-bbox="391 363 1299 394">• If you have web access, check <a href="http://www.cornell.edu/about/status/index.cfm">http://www.cornell.edu/about/status/index.cfm</a></li><li data-bbox="233 394 1455 426">• If no web access is available, call the University Operating Status &amp; Inclement Weather Phone at (607) 255-3377<ul data-bbox="293 426 1398 478" style="list-style-type: none"><li data-bbox="293 426 1398 457">• Cornell computer network status may be checked at: <a href="http://noclog.cit.cornell.edu/open-cgi/status">http://noclog.cit.cornell.edu/open-cgi/status</a></li></ul></li></ul> <p data-bbox="680 457 959 478" style="text-align: center;">Tune into local radio stations</p>		

## **12 Frequently Asked Questions about the Emergency Planning and Recovery System Tool**

These questions and their answers can also be found under "FAQs" in the Guidance Box on the online tool.  
[www.epr.cornell.edu](http://www.epr.cornell.edu)

### **1. Does the campus have an emergency planning goal?**

**Yes.** The goal of emergency planning at Cornell University is to be fully prepared for immediate and effective response to, and recovery from emergencies. These efforts are guided by Cornell's desire to protect the following, in priority order:

- People,
- Research animals and plants and intellectual property, and
- Equipment and facilities.

It is our goal to have teaching and research to be "back in business" within 30 days of any interruption. Clearly, the most severe disasters might make this goal unattainable, but top campus leadership regards fast recovery as essential to the preservation of Cornell's eminence. A long interruption in teaching and research is unacceptable. Closure for a semester could have long-term consequences.

### **2. Who should do emergency planning?**

The effectiveness of emergency planning is dependent upon the development of a comprehensive central plan and individual unit plans. All colleges, schools, departments, and other units that conduct teaching, research, or service **must** have an emergency plan. *Campus Essential Services Units* who provide essential services to the campus community must also have an emergency plan. If a function performed by your unit would contribute significantly to restarting of teaching, research, or public service during the month or two following a major disaster, you must have an emergency plan.

### **3. Should we appoint a departmental Emergency Coordinator?**

University Policy 8.3 establishes authority and responsibilities of campus officials and staff members, and requires that colleges and major administrative units designate emergency coordinators with the authority to make modifications in emergency procedures and to oversee the coordination of resources for emergency preparedness, response and recovery, as necessary.

### **4. How long does it take to create an emergency plan?**

Think of this as roughly a three-month project. Our experience is that longer time frames do not produce better plans. Most of the three months will be "white space" waiting for meetings to happen and people to come to agreements on priorities and action items. For units that have previously prepared emergency response and recovery information, the timeline should be somewhat shorter.

### **5. Who should be in the emergency planning group?**

Your emergency planning group should be comprised of people that have the knowledge, expertise and authority to plan for and oversee response to and recovery from an emergency (e.g. Upper and middle managers, assistant deans, assistant directors, HR managers, IT managers, key functional managers, emergency and facility coordinators). These are people who have access to the unit leaders and who understand how the organization operates. Keep the group size manageable.

If your unit is an academic or research department, faculty/researcher input is essential. Try to enlist at least a couple of faculty members into your group.

## 6. How does the emergency planning group operate?

The group will typically meet & discuss, with little-or-no "homework." In many cases, the emergency coordinator and/or a unit designee will use Cornell's on-line emergency response and recovery planning tool (usually apart from the meetings), providing the planning group with printed materials when needed for review or discussion. In some areas, it may be more appropriate to have the unit manager, research, or faculty member enter their specific information. The emergency coordinator or designee may interview key people for information. There is no single "right way" to use this tool. It really will depend upon each unit. Even the coordinator's role should not require a heavy time commitment. Cornell's approach to emergency planning asks for your thoughtful consideration of issues, not for detailed research or leg-work.

For discussion purposes, Cornell's on-line emergency response and recovery planning tool can be brought "live" into the meetings (using a data projector) and filled out as the group discusses. This has been done successfully, but requires a cohesive, focused group.

## 7. How detailed & complete does our plan need to be?

Your emergency plan will never be "complete" because you can't know what disaster you're planning for. Cornell's on-line emergency response and recovery planning tool will prompt you for the appropriate level of detail, and most of those details will be things that your group easily knows or can figure out.

Successful recovery from disaster will hinge largely on the ingenuity and energy of the folks on the spot. Your job in planning for emergencies is to help them by gathering data, identifying resources, and developing some possible strategies. If you find yourself puzzling whether an answer is thorough enough, declare victory and move on!

## 8. Should we do a plan for an entire college or school, or a plan for each unit within it?

It is the responsibility of each college and major administrative unit to develop and maintain unit emergency plan(s) consistent with the Cornell Emergency Plan and Policy 8.3. This requirement ensures that critical information and resource data will be collected for each department, thus ensuring effective, efficient business resumption in case of an emergency. This same data will be **very important** in the event that a unit must make decisions around shutting down operations, or prioritizing critical functions. The EPR system has the flexibility to create plans for sub-departments.

## 9. What assumptions can we make about what the campus will do for us after an emergency?

As part of the central Cornell Emergency Plan, the University has designated several key units that have the responsibility for providing essential services needed during an emergency event. Those units are: Campus Life, Cornell Information Technologies, Cornell Police, Environmental Health and Safety, Facilities Services, Gannett Health Services, Human Resources, Supply Management, Risk Management and Insurance and University Communications. These units have developed two emergency plans: one that describes the services they will provide for the campus community during an emergency, and a second that describes the emergency plan for their specific organization.

### **Here are some reasonable assumptions:**

- **Access to buildings.** If campus officials have reason to suspect that a building is hazardous to enter, they will immediately close the building and call in trained EH&S inspectors. In the worst case (a major incident with many buildings damaged), the response and inspection process alone could take weeks, with hazmat cleanup and repairs taking much longer. *You may be unable to enter your building for an extended period of time.*
- **Locating temporary space.** This will be a huge challenge for the campus, *so any arrangements you have made ahead of time will serve you well.* For example, make an agreement with another

department in a separate building or with colleagues in another institution. *Anything you can do within your own unit will be to your benefit, such as sharing labs and offices that remain accessible.*

- **Computing infrastructure.** Restoration of our many centrally-supported IT applications and administrative systems will be of highest priority after any disruption. Examples would be email, internet connectivity, PeopleSoft HR/Payroll, as well as the physical campus data network. Many resources continue to be directed toward hardening our IT systems to minimize damage and aid quick recovery. Definite predictions, of course, are not possible. *Within your unit, you should be working with your IT Manager to take steps to back-up data and make plans for restarting your own servers and applications.*
- **Communication protocol.** General communications with students, faculty, staff and the public will be handled by University Communications, and will be tightly managed so that messages are consistent. *As your unit resumes functioning, communications of an operational nature will be your responsibility.*
- **Contacting your staff.** Each unit should keep a list of staff. The PeopleSoft HR/Payroll system serves as the repository employee contact information. Departments should be maintaining staff emergency contact lists. *This will be a departmental responsibility.*
- **Care of staff.** Many staff issues arise during disaster recovery: pay, temporary leave, and temporary alterations of assignment, safety, benefits, layoffs, work-at-home, stress, and family issues. You should assume that the Office of Human Resources will be available with guidance and mechanisms to assist departments in these complex areas. Conversely, departments should seek guidance from OHR when uncertain how to act in these matters - both before a disaster and after it.
- **Temporary staffing.** Mechanisms will be available (operated by OHR) for hiring temporary staff and for redeploying existing staff. Available staff less-critical to your operation may be redeployed elsewhere.

## 10. What help and money can we expect from the state and federal governments?

Outside assistance for disaster recovery will be forthcoming from both state and federal governments, but it is impossible to say before any disaster exactly what form it will take. It is important to know that the federal government never ADVANCES funds to institutions like ours for disaster recovery. Reimbursement is the path, and it is always a long one.

Cornell will be reimbursed for repairs and reconstruction costs, but it will take years of negotiating with the state and federal governments. Many real losses may not be reimbursed. So the more capable we are, individually and collectively, of taking care of ourselves, the better off we will be.

## 11. The instruction says to identify our critical functions, not processes. What's the difference?

Processes are the steps needed to accomplish a *function*. For example, the function "provide meals for residents of university housing" is accomplished through the *processes* of "food buying, food storage, cooking, serving, and cleanup". We focus on major functions because processes are too specific and detailed for our level of planning.

## 12. How can we craft a plan to handle unknown circumstances?

The methodology that we employ for emergency planning mostly avoids discussion of particular causal events that could interrupt our mission. All such causal events (inclement weather, fire, pandemic, human sabotage) will affect our functioning in similar ways: temporarily prevent us from using resources to which we have become accustomed.

### These resources include:

- space (our classrooms, labs and offices)
- infrastructure (power, water, sewer, networks, phones)

- people (our staff)
- equipment (libraries, computers, etc.)
- funds (our income stream).

**Our planning focuses on:**

- identifying the resources that are critical
- safeguarding critical resources against loss (*backup of systems & data, safe storage of research items*)
- actions that will lessen the impact of losses (*pre-arrangements with other departments, schools, or sister campuses for mutual aid*)
- replacing resources quickly (*contracts with vendors*)
- performing critical functions without some of those resources (*teaching via distance learning technology*)
- providing our people with the information they will need, post-disaster, to get the campus back in action.

At best, an emergency plan is not a step-by-step cookbook, but rather a jumping-off point for ingenuity. In addition to capturing essential information about critical functions and resources, planning is about establishing contacts and relationships.

*When an emergency event happens, what's on paper will not be as important as the processes, conversations, and relationships developed during the emergency planning process.*