Table of Contents

To maintain the Cornell University Emergency Management Program, an all-hazards training, testing, and exercise program has been established. Major components of this program include:

- National Incident Management System (NIMS) and Incident Command System (ICS) training for response and incident management personnel.

- Training for personnel providing services and functions outlined in the Emergency Support Function section of the Emergency Operations Plan

- Training personnel in their business continuity responsibilities

- Conducting periodic exercises to test and improve plans, procedures, systems, and equipment

- Instituting a multiyear process to ensure continual plan updates in response to changing conditions.

The training, testing, and exercise program will ensure that employees are aware of their roles and responsibilities in the execution of the Emergency Management Program.

Regularly scheduled exercises are critical to ensuring that the Emergency Management Program can be executed in times of an emergency. Exercising is one of the most effective ways to discover and document necessary modifications. A training, testing, and exercise program should be progressive in nature, building from simple, individual tasks to complex, multi-organizational interactions. The program should contain activities that include build-on training and improve capabilities through a series of tests and exercises. Cornell University will coordinate these activities with guidance from Homeland Security Exercise & Evaluation Program (HSEEP) principles.

Testing of Emergency Management Program capabilities is essential to demonstrating and improving the ability of units to execute their Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP) responsibilities. Tests serve to validate or identify for subsequent correction specific aspects of the EOP and COOP plans, policies, procedures, systems, and facilities. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

1.1 National Incident Management System Training

The principles and concepts used to develop this Preparedness Plan are based on Incident Command System (ICS) and National Incident Management System (NIMS) principles and concepts. Training on these two programs will help to ensure a coordinated response to emergencies consistent with national practices. NIMS provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage incidents, regardless of their cause, size, location, or complexity. ICS is

a standardized, on-scene, all-hazard incident management concept. ICS allows its users to adopt an integrated local government structure to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries. Currently, training for key personnel is not mandated for implementation of the Emergency Management Program but is strongly recommended by the Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA).

As indicated above, key personnel are required to complete NIMS and ICS training as outlined in the NIMS Training Matrix in Appendix A of this document.

1.2 Testing Program

Testing is demonstrating the correct operation of all equipment, procedures, processes, and systems that support the campus's mission essential functions. Testing confirms that equipment and systems conform to specifications and operate in the required environments. Testing also validates that procedures and processes are viable.

Testing Emergency Management Program capabilities is essential to demonstrating and improving the ability to execute the Emergency Management Program. Tests validate or identify for correction specific aspects of Emergency Management Plans. Periodic testing also helps ensure that equipment and procedures are maintained in a constant state of readiness.

1.2.1 Testing Schedule

It is recommended that testing and exercise plans provide for the following elements:

- Testing of CornellALERT mass notification system at least twice a year; and
- Testing of CornellALERT operation procedures at least monthly.

1.3 Exercises

Individual and collective exercises will be conducted to validate elements of the Emergency Management Program. Exercises will realistically simulate an emergency so that individuals and departments can demonstrate fulfillment of tasks expected of them in a real event. These simulations will promote overall preparedness; improve response capabilities of individuals and departments; validate plans, policies, procedures, and systems; determine effectiveness of command, control, and communication functions; and evaluate preparation for event scene activities. The multi-year exercise plan will include exercises that vary in size and complexity according to different objectives.

Cornell University will coordinate Emergency Management Program exercises with guidance from Homeland Security Exercise & Evaluation Program (HSEEP) principles.

Environmental Health and Safety will at a minimum annually evaluate the campus's needs and develop and maintain an Emergency Management Program Exercise Plan.

1.3.1 Exercise Design and Conduct

Emergency Management Program exercise design and conduct will utilize guidance from the Homeland Security Exercise & Evaluation Program. Components such as exercise design teams, exercise control teams, and exercise evaluation teams will be used as appropriate to the individual exercises.

1.3.2 After Action Report

Each exercise activity or actual event will be evaluated and the results will be incorporated into a formal corrective action process. The results will be used as performance measurements to rate overall effectiveness of the Emergency Management Program.

The evaluation of the exercise or actual event will identify systemic weaknesses and suggest corrective actions that will enhance preparedness. Following the exercise or actual event, a comprehensive debriefing and after action report will be completed. All data collected will be incorporated into an improvement plan that provides input for annual Emergency Management Program revisions. For example, if a fire forces a department to relocate and the alternate site does not have the systems to support that department, then the unit's COOP plan should be revised with an alternate site that can accommodate the department.

Recommendations for changes to the Emergency Management Program will be developed and incorporated into the Emergency Management Program annual review process. Immediately following an exercise or actual event, recommendations that affect the alert and notification process, Emergency Operations Plan implementation process, Recovery Plan implementation process, and operational issues with the mobilization process will be developed and incorporated into the Emergency Management Program.

Ensuring a prepared community is integral to the success of Cornell's Emergency Management Program. Community members should have an understanding of the following:

- What to do in case of an emergency

- Where to find information related to current campus emergencies

- Where to find information related to personal preparedness

- How to obtain optional training to be better prepared in case of an emergency

The Cornell Emergency Web Site (http://emergency.cornell.edu) has been established as a campus resource for information on:

- What to do in emergency situations – Emergency Action Guide

- The CornellALERT emergency mass notification system

- Current campus emergencies

- Personal preparedness

- Emergency related resources

2.1 Preparedness Training

Emergency preparedness related training is available to all Cornell community members through a variety of sources including:

- New employee onboarding process

- Cornell University Environmental Health and Safety

- Cornell University Police

- Gannett Health Services

- Departmental training on department specific emergency procedures

2.1.1 New Employee Training

The University should train all new employees on the Emergency Action Guide on what to do in case of emergencies. Department should provide specific training on special department or building emergency procedures that differ from or supplement the campus Emergency Action Guide actions.

2.1.2 New Student Training and Communications

New student emergency preparedness is coordinated through the Division of Student and Academic Services and includes:

- Communications to students to update their emergency contact and emergency notification information
- Residence hall fire safety plan through orientation by Resident Advisors
- Safety awareness communications from the Dean of Students and Chief of Cornell Police

2.1.3 Annual Information Distribution

Annually all members of the Cornell community receive notification of the Cornell Police Campus Watch publication and Environmental Health and Safety Annual Fire Safety Report. The publications contain information regarding emergency procedures, notification systems, and resources.

2.2 Preparedness Resources

Cornell University maintains a variety of preparedness resources for the Cornell community. These resources include but are not limited to:

- Emergency Web Site at http://emergency.cornell.edu
- Departmental web sites including Environmental Health and Safety, Cornell Police, and Gannett Health Services.
- On-line and classroom training courses catalogued and available through the CU Learn training portal.
- Emergency preparedness information displays at various campus events.

Cornell University has established partnerships with local community emergency management and emergency services related organizations. These partnerships are designed to ensure clarity of roles and responsibilities during an emergency and outline any pre-determined information or resource sharing to support emergency response activities. Memoranda of Understanding (MOU) have been established between Cornell University and the following organizations:

- Ithaca Fire Department
- Cayuga Medical Center
- American Red Cross of Tompkins County

MOU's are maintained by Environmental Health and Safety and shall be reviewed annually to ensure that the information in them is current and correct.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

On February 28, 2003, President George W. Bush issued Homeland Security Presidential Directive #5 (HSPD-5), which established the National Incident Management System (NIMS) and mandated minimum training for all persons with roles and responsibilities during an emergency incident.

HSPD-5 serves to enhance the ability to manage incidents by establishing a single, standardized and comprehensive incident management system. Developed from the best practices of incident management, this management system is designed to cover the preparation for, response to and recovery from any incident, event or emergency, regardless of the size, nature duration, location, scope or complexity.

Cornell University utilizes the National Institute Management System (NIMS), as a requirement from the Department of Education to be eligible for federal funding. In order to meet these requirements the following table has been developed to identify required training for key personnel within the Cornell University Emergency Management Program.

The implementation of this system allows University personnel interoperability at all levels, and with external agencies and government at a local, state and federal level, efficiently and effectively using established concepts, principles, terminology and technologies. These include multi-agency coordination, unified command, training identification along with the management of resources and the dissemination of information.

Questions regarding this document and the guidance for training should be directed to the Emergency Manager at 607-255-8200 or email to dehs-mailbox@cornell.edu .

General Personnel

General Personnel is **any person with a role** in emergency preparedness, incident management or response.

General Personnel will complete the following two courses:

- o IS-100 HE – Introduction to Incident Command System (ICS) for Higher Education
- o IS-700a – NIMS, An Introduction

General Personnel includes;
- • Emergency Coordinators
- • Crisis Managers
- • Facilities Services
  - o Energy Management & Control System
  - o Shift Mechanics
  - o Transportation
- • Cornell Police
  - o Patrol Officers
  - o Telecommunication Officers
- • Environmental Health and Safety
- • Threat Assessment Team

Command Staff

Command Staff are personnel assigned to **lead** any key campus emergency management efforts, having designated roles and responsibilities.

Command Staff will complete the following four courses at a minimum:

- o IS-100 HE – Introduction to Incident Command System (ICS) for Higher Education
- o IS-200 ICS for Single Resources and Initial Action Incidents
- o IS-700a – NIMS, An Introduction
- o IS-800.B National Response Framework, An Introduction

Command Staff includes:
- • Emergency Responders
  - o Fire Services
  - o First Responders
  - o HAZMAT
  - o CUEMS
- • Cornell Emergency Support Function Team members

Incident Managers

Incident Managers are key personnel with a leadership role in the Incident Command System. These individuals are typically required to command or manage an incident.

Incident Managers will complete the following two courses, in addition to the Command Staff courses:

- o ICS-300 Intermediate ICS for Expanding Incidents
- o ICS-400 Advanced Incident Command

Incident Managers includes:

- • Cornell Police
  - o Chief
  - o Deputy Chiefs
  - o Lieutenants
  - o Sergeants
- • Environmental Health and Safety
  - o Associate Vice President
  - o Associate Directors
  - o Emergency Manager
  - o Continuity Manager
  - o Fire Protection & Emergency Services Manager
  - o University Fire Marshal

Executive Leaders

Executive Leaders will provide guidance on priorities and objectives based on situational needs and oversee coordination to support the Incident Management Team. **Executive Leaders** will complete:

- o G367- Emergency Planning for Campus Executives

Executive Leaders include:

- • President
- • Provost
- • Incident Executive Leadership Team members

9