EMERGENCY RESPONSE PLAN

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SECTION 1.0 PURPOSE

The purpose of this document is to describe the response procedure for a Development Authority of the North Country (Authority) state of emergency (SOE). This plan identifies the necessary steps to ensure that the Authority responds effectively to an Authority-wide SOE by establishing centralized command and control and reporting procedures. This procedure may be implemented in emergency situations that are isolated such as loss of power or severe damage to a single Authority facility. The operational divisions have specific emergency response procedures that apply to these situations.

SECTION 2.0 EMERGENCY DECLARATION

The Executive Director (ED) may issue an Emergency Declaration in response to a natural or manmade disaster that affects Authority facilities or operations. The Emergency Declaration may duplicate an emergency declaration issued by a local or county government, the State of New York, or the federal government. An Emergency Declaration may also be a standalone order without reference to any other governmental declaration. The ED will consult with the Authority Board Chairperson prior to such Emergency Declaration and will provide status updates to the Board Chairperson of such Emergency Declaration and subsequent emergency operations.

SECTION 3.0 RESPONSIBILITIES

At the declaration of an Authority-wide SOE by the ED, the Emergency Response Command Center (ERCC) shall be established. This would typically occur if a State or Federal emergency is declared and several Authority facilities have stopped normal operation causing the likelihood that Authority customers will not be served for an extended period, or if there is an imminent threat to public health and/or the environment as a result of lack of service.

The ERCC shall be structured by a chain of command shown in Appendix A. The following is a description of the roles and responsibilities of the ERCC Team members:

- **Executive Director (ED)** – The ED will be responsible for initiating the startup of the ERCC. The ED will have the overall responsibility of coordinating with federal, state and local agencies as well as directing the Authority resources and operations towards an effective and efficient recovery and return to normal operations. The ED will also designate when the ERCC will disband and normal operations will resume.

- **Chief Operating Officer (COO)** – Reporting to the ED, the COO will be responsible for communicating action items to the Operating Divisions of the Authority and for assisting the operating divisions with execution of their site specific emergency response plans. Operating Divisions include Materials Management, Telecommunications, Engineering, and Water Quality. The COO will ensure completion of such action items by Division Directors and prepare an After Action Report (AAR) summarizing major events and the responses taken during the emergency. The AAR will include lessons learned and best management practices developed during the response which may result in modified procedures for future emergency actions.

  The COO shall have the full authority and responsibilities of the ED, upon the ED's designation, absence, or incapacitation.

- **Chief Financial Officer (CFO)** – Reporting to the ED, the CFO will be responsible for administrative support and documentation of communications, timelines, actions taken during emergency, etc. Administrative support will include assistance with the procurement of goods and/or services necessary to support staff and operations throughout the duration of the emergency. The CFO will maintain a record of the activities that have transpired over the course of the emergency and will designate administrative personnel to assist in this role, as necessary. The responsibilities may include maintaining an 'event tracking log', normal administrative activities such as

receiving/directing phone calls and maintaining records, and other responsibilities the situation warrants in order to assist Management to effectively perform ERCC operations. Administrative employees may be from one or multiple divisions, but while a part of the ERCC Team, will report directly to the divisions as assigned.

- **Director of Regional Development** (DRD) – Reporting to the ED, the DRD will assist the ED throughout the state of emergency. If the state of emergency is widespread and includes local or county government, the State of New York, or the federal government, the DRD shall develop options for Authority engagement to assist in relief efforts to be reviewed with the ED.

- **Director of Communications** (DC) – Reporting to the ED, the DC will be responsible for managing public relations and community outreach efforts during the emergency. The DC will ensure that accurate information is disseminated to the press and other affected entities that require updates regarding an emergency situation. The DC will also coordinate with state, county, and local Public Information officers (PIOs), as necessary.

- **Director of WQM, Materials Management and Telecom Divisions (DDs) [Division Directors]** – Reporting to the COO, DDs will have the responsibility of directing their division's personnel and equipment to achieve recovery and return to normal operations. This will include directing when and where their employees report to work and what responsibilities shall be assigned to them. These Managers will be responsible for giving status reports to the COO on their personnel, facilities, equipment, and recovery effort. These Managers will also recommend response and recovery priorities to the COO for incorporation into the AAR.

- **Director of Engineering** (DE) – Reporting to the COO, the DE will have the primary responsibility of providing engineering and environmental advice and direction to Division Directors and Executive Management. Due to the potentially unique and very challenging circumstances an Authority-wide SOE may pose, the focus of the DE's efforts will be to recommend actions to limit risks of damage to the environment and the Authority's facilities and equipment, and may also communicate directly with regulatory agencies regarding public health and environmental compliance matters. The DE will direct Engineering staff when and where they shall report to work and what responsibilities shall be assigned to them.

- **Director of Information Technology** (DIT) – Reporting to the CFO, the DIT will have the responsibility of directing technology personnel to restore systems, if any, affected by an Authority-wide SOE. DIT will work closely with the other Division Directors to identify their immediate technology needs and work with them to achieve their restoration goals. The DIT will provide a report to the CFO to include details of restoration operations and status of personnel.

- **Director of Human Resources** (DHR) – Reporting to the ED, the DHR will assist in ensuring that statutory personnel obligations are met during an emergency and for addressing personnel related questions that may arise during an emergency situation. The DHR will also assist the CFO as needed with administrative functions related to documentation of the emergency event.

- **Environmental Health & Safety Engineer** (EHSE) – Reporting the DE, the EHSE is responsible for overseeing staff safety during an Authority-wide SOE. The EHSE is available to deploy to different locations as needed to consult regarding safety measures for atypical tasks.

SECTION 4.0 RESPONSE PROCEDURES

4.1. General

When the ED declares a SOE, they will activate the ERCC and establish a time for which ERCC operations will begin. The ED will coordinate with the COO and the CFO to assemble the ERCC Team. The ERCC

Team shall assemble at a location to be determined by the ED to begin response efforts. The ERCC will serve as the centralized command and control center to direct Authority personnel and resources to most effectively respond to the emergency. The Dulles State Office Building will be the primary ERCC as the utilities serving this facility are primarily underground and the building is likely to maintain communication links during an emergency. Back-up locations will include the Warneck Pump Station, Materials Management Facility, and County command centers, or other location as deemed appropriate by the ED given the nature and extent of the emergency situation.

The primary goals of the emergency response shall be:

- **Determine the Scope of Damage:** Each division, at the direction of its Director, shall assess the extent of damage to its facilities, equipment, impact on operational capabilities, and environmental impacts. Timeliness of completing this is important so that emergency response priorities can be set.

- **Public Health and Environmental Protection:** The operational Division Directors shall eliminate or limit the risk of damage to public health and the environment. For example, an extended loss of power to the Warneck Pump Station, without the use of emergency back-up systems, would cause a major environmental problem and, consequently, a public health incident.

- **Sustain and Recover:** The Authority shall strive to sustain the services it is able to provide and work towards recovering service capability for those it has lost. Services that are vital to immediate public health and protection of the environment shall take priority.

4.2. Existing Emergency Response Plans

The Authority currently has several emergency response plans for its individual facilities and one for public health emergencies. Facility plans may be useful in an Authority-wide SOE as they give instruction on the recovery of specific facilities. Hard copies of the site-specific plans will be maintained at the respective facilities and Division Directors are encouraged to maintain copies of documents in a format that could be accessed in the event an emergency that prevents access to the Authority's network (i.e., hardcopy, flash drive, etc.). Additionally, Emergency Response Plans will be stored electronically. These plans will be reviewed annually and modified as warranted by changes in procedures, organization, etc. Plans are summarized below.

- **Open Access Telecom Network Plan**

  OATN Emergency Response Plan (Revised September 16, 2026): This plan was developed as a guideline for the OATN staff to utilize in the event of an emergency. The primary purpose for developing the plan is to minimize disruption of service to Authority customers in the event of an emergency. Proper documentation and planning will help minimize customer downtime.

- **Information Technology Plan**

  Information Technology Emergency Response Plan (Revised September 22, 2026): This plan was developed as a guideline for the Information Technology (IT) staff to utilize in the event of an emergency. The primary purpose for developing the plan is to minimize disruption of IT services to the Authority in the event of an emergency. Proper planning and documentation will best prepare IT for the unknown.

- **Materials Management Facility Plans**

  Solid Waste Management Facility Manual (Revised February 12, 2026): This plan is required by the Facility's Part 360 Permit and includes specific procedures that will be taken by the

Materials Management Facility to various types of emergency situations that could occur at the landfill or as a result of hauling of leachate to offsite wastewater treatment facilities.

- **Water Quality Plans**

- Authority-Owned Facility ERPs

Army Sewer Line - Sewer Collapse and Overflow Response Plan (SCORP) (Revised September 18, 2026: This plan was developed as a guideline for the Authority by O'Brien & Gere to minimize disruption to customers and provide environmental and public health protection and safety in the event of a sewer collapse or overflow.

Army Water Line Emergency Response Plan (Revised September 11, 2026): This plan was developed as a guideline for Authority personnel to respond to potential emergencies that could impact the City of Watertown to Fort Drum Waterline. The plan includes specific Department of Health requirements for notification of emergency, current spare parts that may be needed during an emergency, contact information during a public health emergency, etc.

Western Jefferson County Regional Water Line Emergency Response Plan (Revised September 18, 2026): This plan was developed as a guideline for Authority personnel to respond to potential emergencies that could impact the Regional Waterline. The plan includes specific Department of Health requirements for notification of emergency, current spare parts that may be needed during an emergency, contact information during a public health emergency, etc.

- Contract Operated Facility ERPs

- City of Ogdensburg Wastewater Emergency Responses Plan (Revised August 31, 2026)
- City of Ogdensburg Water Emergency Response Plan (Revised August 31, 2026)
- Route 3 Sewer Corridor Emergency Response Plan (Revised September 18, 2026)
- Town Clifton - Newton Falls WWTP Emergency Response Plan (Revised July 28, 2026)
- Village of Carthage Wastewater Emergency Response Plan (Revised September 3, 2026)
- Village of Clayton Wastewater Emergency Response Plan (Revised August 20, 2026)
- Village of Clayton Water Emergency Response Plan (Revised August 27, 2026)
- Village of Heuvelton Water Emergency Response Plan (Revised September 18, 2026)
- Town of LeRay Water District #2/4 Emergency Response Plan (Revised September 18, 2026)
- Village of Malone Wastewater Emergency Response Plan (Revised August 27, 2026)
- Village of Malone Water Emergency Response Plan (Revised August 27, 2026)

- NYS Public Employer Health Emergency Plan

This plan is required by the amended New York State Labor Law 27-C. This plan is intended to provide guidance for operations in the event of a declared public health emergency involving a communicable disease. The plan includes the identification of essential positions, facilitation of remote work for non-essential positions, provisions of personal protective equipment, and protocols for supporting contact tracing. This plan is reviewed and updated annually in conjunction with the Authority-wide Emergency Response Plan.

4.3. Employee Accountability Reporting

An Authority-wide SOE may require that previously approved vacations be rescinded, employees work more or less hours, or even different hours than would be the case for normal operations. Furthermore, during a SOE the ED may waive or supersede Authority policy for the period of the declaration.

Supervisors are responsible for ensuring that statutory obligations are met for their employees and records of the employee work hours are maintained throughout the emergency. Division Managers may determine their own procedures; however, the key is adequate training of personnel prior to an emergency situation. Division Directors shall ensure that updated employee contact lists are made available via hard copy at their facilities and disseminated to key personnel.

SECTION 5.0 END OF EMERGENCY OPERATIONS

The ED may declare an end to the Authority-wide SOE at his or her own discretion. At that point, Managers will transition their personnel to normal operations.

SECTION 6.0 ANNUAL EMERGENCY RESPONSE DRILL

On an annual basis, the EHSE or their designee shall conduct an emergency response drill to ensure preparedness for various emergency types. Such drill shall ensure that Authority staff understand their roles and responsibilities during an emergency situation and will help to identify any training or resource gaps related to emergencies.

SECTION 7.0 PLAN UPDATES

Change Number	Subject	Date Authorized
0	Document Created	09/13/2011 Resolution 2011-09-05
1	All Authority Plans updated –new dates added.	03/21/2013 Resolution 2011-03-14
2	All Authority Plans updated –new dates added. Non-substantive edits not requiring Board Resolution	10/31/2014
3	All Authority Plans updated –new dates added. Non-substantive edits not requiring Board Resolution	11/19/2015
4	All Authority Plans updated –new dates added. Non-substantive edits not requiring Board Resolution.	11/04/2016
5	All Authority Plans updated –4.2-new contract operated facilities ERP added for Clayton water. All other plans were updated and dates added.	12/08/2017
6	All Authority Plans updated –new dates added. Non-substantive edits not requiring Board Resolution.	11/08/18
7	All Authority Plans updated –new dates added; Section 4.2 – new contract operated facility added for City of Ogdensburg wastewater; position of Deputy CEO added; Organization Chart in Appendix A update; Non-substantive edits not requiring Board Resolution.	12/06/19
8	All Authority Plans updated – new dates added to division plans; command structure updated to remove Deputy CEO and add Chief Operating Officer; replace Chief Executive Officer with Executive Director; Organization Chart in Appendix A updated; annual drill added.	12/18/2020
9	Added reference to the NYS Public Employer Health Emergency Plan.	3/25/21 Resolution 2021-03-54
10	Updated document revision dates and employee titles.	2/23/23
11	Updated document revision dates; updated org chart to show EHSM reporting to MMF Division Director.	10/31/23
12	Updated division/facility specific ERP revision dates; updated org chart to show EHSE reporting to Director of Engineering.	10/24/24
13	Updated job titles and division/facility specific ERP revision dates, revised name and description of State of Emergency Drills to reflect actual practice	10/30/25
14	Updated division/facility specific ERP revision dates; added EHSE to org chart	9/25/26

APPENDIX A

Emergency Response Command Center (ERCC)

