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Volume #2:

Castellani Art Museum Emergency Preparedness Plan – March 2021
Niagara University Library Emergency Preparedness Plan – March 2021
Vaughan Campus Ontario Emergency Response Plan – April 2022
Department of Intercollegiate Athletics, Sports Medicine Emergency Plan –
July 2022
Pandemic Emergency Preparedness Plan – March 2020
Chemical Hygiene Plan – March 2020
Spill Prevention, Control, and Countermeasure (SPCC) Plan – April 2021

June 2011 (Draft)
October 2012 (Revised Draft)
September 2015 (Revised Draft)
September 2018 (Revised Draft)
December 2018 (Revised Draft)
April 2021 (Revised Draft)
March 2022 (Revised Draft)
June 2023 (Revised Draft)

Plan Summary

Introduction

Dealing with emergencies is an ongoing and complex undertaking. Implementation of **Preparedness** measures before an emergency or disaster occurs ensures timely and effective **Response** during an actual occurrence. Coupled with provisions for both short- and long-term **Recovery** assistance after the occurrence of an emergency and/or disaster, lives can be saved and property damage minimized.

Comprehensive Approach

Comprehensive Emergency Management emphasizes the interrelationship of activities, functions, and expertise necessary to mitigate emergencies. Niagara University's Emergency Response Plan contains separate sections, appendices and annexes addressing each part of the process to ensure a safe learning environment for students and the campus community.

Niagara University created an Emergency Preparedness Planning Team with a cross section of administrators, management and staff, whose interest is establishing policies and procedures to reduce risks, provide timely and effective response, minimize property damage and maintain business continuity.

The development of this plan included an evaluation of potential hazards that could affect the campus community. This plan also includes assessment information of existing campus capabilities including local community resources necessary to mitigate an All-Hazards Event.

Management Responsibilities

Niagara University management roles and responsibilities are outlined in this plan. Assignments are made within the framework of the present administration's Committee on Crisis Management, and Crisis Response Team. The Niagara University Committee on Crisis Management and Crisis Response teams have been designated the responsible authorities of determining and implementing all appropriate measures when responding to, mitigation of and recovery from an emergency that may affect the University. The Committee on Crisis Management will meet at least annually to review and adopt proposed changes associated with Niagara University's Emergency Response Plan. The Building Safety Team will assist in the execution of the plan as requested and within their training.

Niagara University is responsible for managing all phases of an incident. Once the university and local resources have been fully committed and are still unable to mitigate the incident, local first responders may request additional resources from Niagara County and then New York State Office of Emergency Management. The plan describes in detail the centralized direction of requests for assistance.

Conclusion

This plan provides an all-hazards approach, using existing departments and organizations, to allow the university to meet its responsibilities before, during and after an Emergency / All-Hazard Event.

In addition to the Emergency Response Plan, separate appendices are attached, specific to emergency management guidance related to mitigation of an emergency and/or All-Hazards Event. The Emergency Response Plan appendices include personal contact information, detailed tactical operations, technical information and resources which are considered confidential, therefore are not available to the general public.

The Niagara University Emergency Response Plan, except for the appendices is available to the campus community and to the public online. www.niagara.edu/emergencypreparedness

Administration

General Considerations & Planning Guidelines

Policy Regarding Comprehensive Emergency Management

Niagara University considers the safety and welfare of its entire university community of utmost importance. Niagara University continually addresses opportunities to maximize the safety of its student and affiliated population through enhanced preparedness, protective measures, response capability and ability to efficiently and effectively recover should an incident occur. To accomplish this goal, Niagara University has been diligently developing the Niagara University Emergency Response Plan.

The Niagara University Emergency Response Plan meets Homeland Security Presidential Directive thereby fulfilling the National Incident Management System (NIMS) compliance requirements. Management of significant emergency incidents is accomplished through the National Response Framework guidance, as specified by Federal Emergency Management Agency in accordance with NIMS. NIMS, is recognized as the standard for management of crisis incidents in the State of New York. This framework enhances the University's ability to respond successfully, resume academic programs, and maintain business continuity during an emergency. Niagara University coordinates its efforts with the emergency response community at large and utilizes an "All-Hazards" approach to address the full range of hazards that threaten or may threaten the campus. The University participates in various training and exercises to augment the successful outcome of an emergency and/or event.

Authorities, Regulations, Laws

The Emergency Response Plan, in whole or in part, may rely upon the following resources for the guidance and/or authority necessary for its development and implementation:

- Niagara University Charter and By-Laws
- New York State Executive Law, Article II-B Section 23
- Governor Executive Order # 26 requires use of Incident Command System
- NYS Department of Health Policy and Procedure Directives
- Niagara County Department of Health Policy and Procedure Directives
- Town of Lewiston (Building Codes)
- United States Department of Education's Action Guide for Emergency Management at Institutions of Higher Education (2009).
- Homeland Security Presidential Directive NIMS Compliance Standards
- Federal Robert T. Stafford Disaster Relief and Emergency Assistance Act
- The Jeanne Clery Disclosure of Campus Safety Policy and Campus Crime Statistics Act. 20 U.S.C. Section 1092 (f)

Scope

Under authority of the New York State Executive Law, Article II-B Section 23, colleges and universities are authorized to develop a Comprehensive Emergency Management Plan to prevent, mitigate, respond to and recover from emergencies and disasters. To meet this responsibility, Niagara University has developed this Emergency Response Plan. The scope of the plan addresses the following:

- A wide variety of emergencies, natural or manmade, that could result in loss of life, property and income, disrupt the normal functions of education, communities and families, and cause human suffering.
- Niagara University Administrators must provide leadership and direction to prevent, mitigate, respond to, and recover from dangers and problems arising from emergencies on campus. The concept of the Niagara University Emergency Response Plan includes three phases:
 - Preparedness
 - Response
 - Recovery

Plan Approval

The Crisis Response Team is responsible for annual review and /or revision to the ERP. All requests for procedural changes, suggestions or recommendations shall be submitted in writing to the Committee on Crisis Management for their consideration prior to being forwarded to the President for final approval.

The Emergency Response Plan for Niagara University has been developed with the following assumptions:

- Changes to the physical site will be reflected and updated in the plan.
- There is no significant increase or decrease in student population.
- The Emergency Response Plan is considered a “living document” and is subject to modifications and periodic updates.
- The Emergency Response Plan will remain intact regardless of changes in administration.
- The University will uphold the responsibilities and follow through with activities outlined within the Emergency Response Plan (i.e. training and exercises).

Purpose and Objectives

This Plan sets forth the basic requirements for managing emergencies at Niagara University related to the following objectives:

- Identify, assess and prioritize local and regional vulnerabilities to emergencies or disasters and the resources available to prevent or mitigate, respond to, and recover from them.
- To outline short, medium and long-range measures to improve the University's capability to manage hazards.
- To provide the guidance necessary for Niagara University, the Town of Lewiston, City of Niagara Falls, Niagara County and New York State to take appropriate response and recovery actions when an emergency or disaster occurs.
- To provide for the efficient utilization of all available resources during an emergency.

Emergency Response Goals and Objectives

- Effective and timely response to every level of incident or emergency that is paramount for the protection and life safety of students, faculty, staff and visitors.

- Withstand local and/or national review of Niagara University's response to an emergency via the compliance measures set-forth from Federal Emergency Management Agency, Department of Homeland Security, U.S. Department of Education and other regulatory agencies.
- Protection of Niagara University property and assets.
- Enhance protection measures from negligence and potential resulting litigation.
- Collaboration and communication with responding agencies, including first responders.
- Provide necessary resources, training and exercises to support an effective response.
- To mitigate emergencies or the need for incident intervention.

Preparedness

- Preparedness refers to those short- or long-term activities that eliminate or reduce the occurrence of emergencies and mitigate risk associated with them.
- Niagara University Crisis Response Team will meet annually to identify and rate potential hazards which could impact the campus and or surrounding area, based on the most recent Niagara County All-Hazards Analysis conducted. The following chart, identifies probable impact individual hazards could have on people and property.
- A member of the Crisis Response Team will present annually to the Enterprise Risk Management Committee any identified risks that are reflected in the enterprise risk management system as well as in the risk assessment & planning.
- In the event University and local response agencies are unable to adequately mitigate the incident, Niagara County Emergency Services may request additional County and State resources.
- Mitigation refers to all activities which reduce the effects of the emergency or disaster when they do occur.

Current Hazard Analysis Chart

HAZARD	IMPACT/SEVERITY			PROBABILITY / RISK		
	Low	Medium	High	Low	Medium	High
Winter Storm (Blizzard)			X			X
Fire (Major Building Loss)			X	X		
Ice Storm	X				X	
Radiological Incident		X		X		
Water Supply Failure		X			X	
Hazardous Materials (Fixed Site)	X				X	
Hazardous Materials (In Transit)		X			X	
Flooding (Dam Failure)			X	X		
Power Failure - Local		X			X	
Power Failure – Regional			X		X	
Earthquake			X	X		
Active Shooter (Campus)			X		X	
Terrorism (Domestic)	X			X		
Pandemic (Flu/ Epidemic)			X		X	

Response Operations

May start before the emergency materializes, for example, on receipt of advisories, a severe weather event is approaching and/or pending, increased readiness response may include various pre-impact operations:

- Detecting, monitoring, and assessment of the hazard.
- Alerting and warning of endangered populations.
- Protective actions for the public.
- Allocating/distributing of equipment/resources.
- Most response activities follow the immediate impact of an emergency. Generally, they are designed to minimize casualties and protect property to the extent possible through emergency assistance. These actions can assist and/or reduce the probability of secondary damage, plus speed recovery operations.
- Response operations in the affected area are the responsibility of and controlled by the University or in conjunction with Lewiston Police Department, Upper Mountain Fire Company and supported by Niagara County Emergency Services as appropriate.

Policies and Programs to Prevent and Mitigate Hazards

Niagara University personnel and students will have available Emergency Preparedness Reference Guide, appropriate training materials, training classes, including Homeland Security Exercise and Evaluation Program compliant exercises to ensure the best possible outcome to any emergency. The Executive Vice President, in absence of, the Provost and VP of Academic Affairs or, in absence of, the Chief Financial and Innovation Officer or his/her designee will appoint a training coordinator to administer NU's training plan. The plan may include a series of training workshops, plus testing various plan components by conducting actual exercises. The training coordinator will submit any changes to the three (3) year training plan to the Crisis Response Team and Committee on Crisis Management for their review and approval.

Operations

Concept of Operations

The University intends to utilize the Incident Command System to respond to all emergencies on campus. Incident Command System is a management tool used for command, control, coordination and demobilization of resources and personnel before, during and post emergency. University Administration, recognize the interactions between off campus first response agencies and University departments must be a singular coordinated effort. Following NIMS guidance, the Incident Command position will be filled by one of the University's Emergency Coordinators directly involved with response to the incident.

The Incident Command Structure may change as the incident expands or contracts, changes jurisdiction, or becomes more or less complex. The following Incident Command Structure diagram is flexible by design and may be used with a variety of organizational structures, including:

- Single jurisdiction / agency involvement
- Single jurisdiction with multi-agency involvement
- Multi-jurisdiction / multi-agency involvement
- In conjunction with an Emergency Operations Center

Roles and Responsibilities

Committee on Crisis Management

The Committee on Crisis Management has the primary responsibility for development, maintenance, oversight and review of a comprehensive emergency management program for the university, including risk reduction, prevention, mitigation, response and recovery. The CCM provides executive leadership, advice and counsel to the President on high level management and recovery decisions for the University.

The Committee on Crisis Management is responsible for, and has the authority to establish new policy and/or amend existing emergency plan procedures, in order to effectively mitigate the emergency, while maintaining National Incident Management System compliancy. The Committee on Crisis Management has authority to approve budget requests for relevant material and fiscal resource needs, as required to mitigate the incident. The Emergency Director, Executive Vice President or, in absence of, the Provost and VP of Academic Affairs or, in absence of, the Chief Financial and Innovation Officer will serve as liaison between the Committee on Crisis Management and the Crisis Response Team. The Committee on Crisis Management will meet at least annually and/or upon request of the Crisis Response Team to review the overall Emergency Response Plan, individual plan annexes and to evaluate training and emergency notification procedures. The Committee on Crisis Management will be chaired by Niagara University's Executive Vice President.

Committee on Crisis Management Members

President, Rev. James J. Maher C.M.

Executive Vice President, Dr. Debra Colley (Chair)

Provost and VP for Academic Affairs, Dr. Timothy Ireland

Chief Financial and Innovation Officer, Robert Morreale

Vice President for Student Affairs, Christopher Sheffield

General Counsel, Jeremy Colby

Director of Campus Safety, John Barker

Director of Recreation, Intramural and Club Sports, Derek Puff

CCM Resource Team

The CCM Resource Team provides leadership, advice and counsel to the Committee on Crisis Management on management and recovery decisions for the University.

The team is comprised of university faculty and administrators with specific and operational knowledge of university departments and systems. They are considered an authority on certain topics and work collaboratively with CCM for emergency planning, mitigation, response and recovery.

CCM Resource Team Members – See Appendix A

Emergency Director

The University's Executive Vice President or, in absence of, Provost and VP of Academic Affairs or, in absence of, the Chief Financial and Innovation Officer, serves as the overall emergency director during any major emergency or disaster. The emergency director is responsible for:

- Overall mitigation of the University emergency.
- Communicates with the Emergency Coordinator and others in assessing the emergency and preparing the university's specific response.
- Declares and ends, when appropriate, the campus state of emergency.
- Serves as liaison between Committee on Crisis Management and Crisis Response Team.
- Chair of the Crisis Response Team during non-emergencies.

Declaration of Campus State of Emergency

The authority to declare a campus state of emergency rests, in consultation with the President, with the Emergency Director, in the following order: Executive Vice President,

Provost and VP of Academic Affairs, Chief Financial and Innovation Officer or their designee.

Crisis Response Team

The Crisis Response Team will be composed of management level members from the university who will have the responsibility and authority of determining and implementing all appropriate measures to respond to any emergency or disaster that may affect the university. The CRT is responsible for the maintenance and updates for the Niagara University Emergency Response Plan. The Executive Vice President or, in absence of, the Provost and VP of Academic Affairs or, in absence of, the Chief Financial and Innovation Officer (Emergency Director) will chair the Crisis Response Team and the vice chair will be the Director of Campus Safety (Emergency Coordinator) who will have the authority to convene the Crisis Response Team. When convened in response to an actual or perceived crisis, the Crisis Response Team will have decision-making power regarding the University response. CRT members, Group/Unit Supervisors or subject matter experts from the community will fill roles in the operations, planning, logistics and finance sections and participate in the threat assessment team.

Crisis Response Team Members

- Executive Vice President, Dr. Debra Colley (Chair)
- Director of Campus Safety, John Barker (Emergency Coordinator)
- Director of Recreation, Intramural & Club Sports, Derek Puff (Alternate Emergency Coordinator)
- Environmental Health and Safety Manager, Melanie Sandquist (Alternate Emergency Coordinator)
- Director of Facility Services, Dan McMann (Alternate Emergency Coordinator)
- Assoc. Professor of Criminology & Criminal Justice, Dr. David Taylor (Alternate Emergency Coordinator)
- Interim Director of Student Health & Wellness, Julie Stefik (Alternate Emergency Coordinator)
- Executive Assistant to Director of Athletics, Renee Peunic (Assistant to the CRT)

Groups and Units

Groups are established to divide incident emergency planning and response into functional areas of operation while Units are organized to have functional responsibilities. Members of groups and units are proficient in the understanding and use of NIMS and ICS structures and the Niagara University Emergency Response Plan. Groups and Units are comprised of university staff, faculty and administrators with specific and operational knowledge of university departments and systems.

Each group or unit will maintain group supervision consisting of one primary and two alternate supervisors and a number of members. They will participate in emergency planning, mitigation, response and recovery as needed with CCM and CRT. Group and Unit supervisors will be members of the threat assessment team.

Group and unit supervisors will maintain a state of operational readiness within the group at all times to ensure the ability to efficiently deploy, operate, and perform the designated functions.

Groups and Units Members – See Appendix A

Subject Matter Experts

A subject matter expert is a person who has specialized skills or knowledge on a particular job or topic. They have a deep knowledge of specific process, function, or technology. SME's are considered an authority on certain topics and are educated on the topic and work collaboratively with CRT and CCM for emergency planning, mitigation, response and recovery.

Subject Matter Experts Members – See Appendix A

Building Safety Team

Building Safety Teams are comprised of university staff, faculty and administrators. One or more BST members are selected for each building on campus. They are liaison between the university and building occupants regarding building operations, emergency preparation, prevention, training, and communications.

Building Safety Team members will assist in the distribution of campus notifications and other communications. They attend regular meetings and training and recommend building specific safety and security enhancements

Building Safety Team Members – See Appendix A

Response

Emergency Notification Procedures: Emergency and non-emergency calls are received by the Campus Safety Officer who will provide initial emergency notification to University personnel responsible for the mitigation of the incident, per (Incident Level matrix). The Campus Safety Officer will provide status of incident and/or situation to the Crisis Response Team and will initiate all incident level notification.

Incident Level / Notification Response Matrix

INCIDENT LEVEL 1:	Campus Safety Officer notifies as needed:
Routine Situation Incident is considered a normal daily occurrence. Incident is reported to the primary department responsible for managing relevant day to day operations and is addressed through normal operating procedures.	<ul style="list-style-type: none"> ● Facility Services x 8430 ● Campus Safety x 8111 ● Health Services x 8390 ● Residence Life x 8566
INCIDENT LEVEL 2:	Campus Safety Officer notifies Emergency Coordinator:
Damage and/or interruption to normal daily operations. Likely requires assistance from outside the primary department however incident notification and activities are still conducted through the primary department using its internal plans.	Emergency Coordinator, or designee notifies (notify only): <ul style="list-style-type: none"> ● Emergency Director ● Crisis Response Team ● Committee on Crisis Management
INCIDENT LEVEL 3:	Campus Safety Officer notifies Emergency Coordinator:
Incident causes Extensive damage and/or interruption(s) to daily operations. A partial or full activation of the Emergency Operation Center is REQUIRED.	Emergency Coordinator notifies: <ul style="list-style-type: none"> ● Emergency Director Emergency Director notifies: <ul style="list-style-type: none"> ● Committee on Crisis Management to report to Alumni Hall Emergency Coordinator notifies: <ul style="list-style-type: none"> ● Crisis Response Team to report to Emergency Operation Center Campus Safety Officer or Crisis Response Team member: Implement required Clery Act Notifications
INCIDENT LEVEL 4:	Campus Safety Officer notifies Emergency Coordinator:
Level 4: A disaster or potential disaster that involves the entire campus. REQUIRES full activation of the Emergency Operation Center	Same as level 3

An incident requiring specific emergency instructions to the campus community, may result in some element(s) of the activation of Niagara University's Mass Notification Network by the Campus Safety Officer or a member of the Crisis Response Team to announce a prepared emergency message to all affected areas of the campus community.

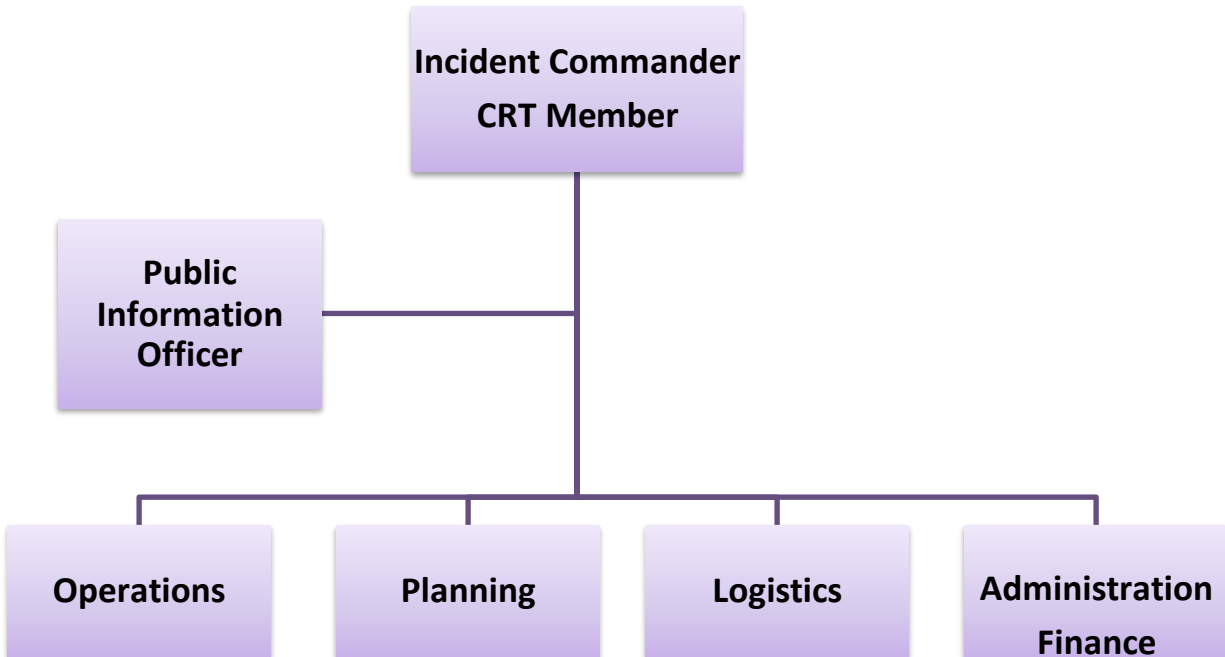
Declaration of Campus State of Emergency

The authority to declare a campus state of emergency rests, in consultation with the President, with the Emergency Director, in the following order: the Executive Vice President, Provost and VP of Academic Affairs, Chief Financial and Innovation Officer or their designee.

During any emergency on campus:

- The Emergency Coordinator or designee shall implement procedures to address the situation, safeguard persons and property, and maintain educational facilities.
- The Emergency Coordinator shall immediately consult with the Emergency Director regarding the emergency and the possible need for a declaration of a campus state of emergency.
- When the declaration is made, the Emergency Director appoints the Incident Commander for the incident. The University may allow registered students, faculty, staff, visitor and affiliates (i.e., persons required by employment) to be present on campus. Unauthorized persons remaining on campus may be subject to arrest in accordance with the penal code. Local police, fire and emergency medical services will have full access to the campus.
- In addition, only those faculty and staff members who have been assigned emergency team duties or issued an "emergency pass" by Campus Safety, will be allowed to enter the immediate disaster site.

Incident Command Structure



Incident Command Responsibilities

Incident Commander: Responsible for overall management of the incident.

Public Information Officer: Provides incident-related information to public and news media organizations.

Operations: Manages all tactical operations related to the incident.

Planning: Collects incident information, evaluates, conducts planning meetings and develops daily Incident Action Plans.

Logistics: Coordinates all support need requests related to the incident.

Finance / Administration: Manages all financial aspects of the incident plus provides guidance to the Incident Commander regarding financial issues that may have impact on incident operations.

Administrative Coordinator: Responsible for documentation of CRT meetings and action items. Provide support and guidance to the CRT relevant to the coordinator role.

Emergency Operations Center: When an emergency reaches a Level 3 incident or is imminent, the Emergency Coordinator and/or Incident Commander will be responsible for establishing the Emergency Operation Center at the facility services building. The Emergency Coordinator will select an alternate location in the event the primary Emergency Operation Center location is unavailable. At least two Crisis Response Team

members will staff the Emergency Operations Center at all times until the emergency situation ends. Additional Crisis Response Team members, Group and Unit Supervisors and/or Subject Matter Experts will be requested, as needed to support operations, logistics, planning and administrative/finance sections.

Emergency Operation Center (Incident Objective) check list for consideration

- Life Safety (Human Needs)
- Scene Stabilization
- Environmental Issues
- Building Access Control measures (security and/or lockdown)
- Develop Incident Action Plan Power restoration, estimated time line building will be out-of-service
- Rental of portable generator
- Cold Weather (no heat in building)
- Student retrieval of essential items from residence hall
- On-campus Kiernan Center Shelter accommodations (72 hours)
- Shelter food and water supply
- Outside electronic communication for shelter
- Security at shelter during hours of operation
- Relocation of students to off-site housing
- Transportation needs
- Relocation of office staff and electronic equipment
- Proper disposal of spoiled food from residence hall
- Prepare Demobilization Plan
- Identify staging area for incoming media

Committee on Crisis Management

During a declared campus state of emergency, the Committee on Crisis Management will provide leadership, policy guidance and fiscal resources in support of the CRT and the university's emergency response. The Committee on Crisis Management in conjunction with the Crisis Response Team will assemble, immediately following a level 3 or 4 incident for a "hot-wash" meeting and request representation from each agency and/or department involved with the incident. Individuals, attending, should be prepared to discuss mitigation activities associated with the incident, overall response, individual participant's roles and responses, accommodations plus identify corrective action measures for existing plan improvements.

Crisis Response Team

- Contact Emergency Director to obtain a Declaration of Emergency.
- Maintain the readiness of the institution for emergency management.
- Assure crisis management plans are NIMS Compliant.
- Provide consultation and have prepared plans to provide all divisions and functional units.
- Open and staff Emergency Operations Center according to Incident Command Structure.

- Assist with establishment of Incident Command Post.
- Prepare daily Incident Action Plan.
- Coordinate all recovery / restoration requests related to emergency.
- Develop demobilization plan for release of internal / external resources.
- Collect and record daily field incident reports and logs.
- Immediately following level 3 or 4 Incident a “hot-wash” meeting will be conducted. The Emergency Coordinator and/or Incident Commander will request representation from each agency and/or department involved with the incident, to attend. Individuals attending should be prepared to discuss mitigation activities associated with the incident, overall response, individual participant’s roles and responses, accommodations plus identify areas related for plan improvements.
- Prepare After Action Report / Improvement Plan for all Level 3 and/or Level 4 incidents.
- Convey relevant risks identified to the Executive Vice President in Risk Assessment & Planning Database.
- Members appointed to the team will be required to have the appropriate level of NIMS required training in accordance with their assigned roles.
- Oversee Building Safety Team training activities.

Crisis Response Team Members Responsibilities

All CRT members are available year-round to provide 24 hour a day response to campus emergencies and are considered essential personnel, as such they may be required to report to the university when the University is closed or in emergency situations. They participate in regular meetings and activities for planning, mitigation, response, training, and recovery regarding emergency situations on campus.

When an emergency notification is received from Campus Safety, the emergency coordinator will initiate immediate contact with the Emergency Director to provide an assessment of the incident and University’s condition.

Upon declaration of emergency, the Emergency Director will appoint one of the members of the CRT Team to function as the Incident Commander.

Incident Commander

Notifies Campus Safety to contact members of the Crisis Response Team, advises them of the nature of the emergency.

- Determines the type and magnitude of the emergency and establishes the Incident Command Post and/or Emergency Operations Center.
- Establish the appropriate incident ICS organization and assigns responsibilities for operations, planning, logistics and finance section chiefs and coordinates with the Emergency Director for the public information officer position.
- Responsible for the overall coordination of the university emergency response, mitigation and recovery operations.

- Determine incident objectives and strategies and establish immediate priorities.
- Coordinates damage assessment activities to buildings, property and/or utility infrastructure at the campus during and following an emergency.
- Authority to request emergency assistance from the Town of Lewiston, Niagara County and/or New York State.
- Establishes a long-term emergency operations center staffing plan for the duration of the incident.
- Maintains communication and coordination with the Emergency Director and Committee on Crisis Management.

Alternate Emergency Coordinators

Director of Recreation, Intramural & Club Sports, Derek Puff
 Environmental Health and Safety Manager, Melanie Sandquist

Director of Student Health & Wellness, (VACANT)
 Director of Facilities, Dan McMann
 Assoc. Professor of Criminology & Criminal Justice, Dr. David Taylor

Upon notification of a campus emergency, alternate emergency coordinators will report to campus and the university's emergency operations center as necessary.

Alternate emergency coordinators will be assigned by the Incident Commander, to a section based on their knowledge and expertise as it relates to the incident.

Operations Section Chief

Responsible for the overall management of all operations directly applicable to the primary mission. Brief Incident Commander on all incident-related operations issues. Activate and supervise groups in accordance with incident action plan. Ensure the safety of all section personnel.

Planning Section Chief

Responsible to evaluate the development of the incident and status of resources. Understand the current situation, predict probable cause of incident events, prepare alternate strategies and control operations of the incident. Responsible for facilitating the incident planning process. Brief Incident Commander on all incident-related planning issues. Activate and supervise units in accordance with incident action plan. Ensure the safety of all section personnel.

Logistics Section Chief

Responsible for providing facilities, services and material in support of the incident. Participates in development and implementation of the incident action plan. Brief Incident commander on all incident-related logistics issues. Activate and supervise units in accordance with the incident action plan. Ensure the safety of all section personnel.

Finance/Administration Section Chief

Manages all financial and cost aspects of the incident. Ensure that all personnel time records are accurately complete. Ensure notification to insurance carriers as appropriate. Brief Incident Commander on all incident-related financial issues. Activate and supervise units in accordance with incident action plan. Ensure the safety of all section personnel.

Groups and Units

During an emergency, groups and units will be activated by the Incident Commander, as needed, depending upon the type and scope of the emergency. They will function under the direction of the section chief for operations, planning, logistics or finance. When activated they may be required to function in a 24-hour a day response capability throughout the duration of the emergency. Each group or unit will utilize existing group/unit plans to carry out the objectives within the incident action plan, objectives and strategies. Groups and units will maintain proficiency in the understanding and use of NIMS and ICS structures referenced in this document

Group and Unit Responsibilities:

Academic Affairs:

- Communicate with and account for faculty in an emergency situation.
- Identify alternative facilities where instructional activities can be conducted.
- Identify and prioritize critical support services and systems.
- Identify and help ensure recovery of critical assets and information.
- Participate in the Threat Assessment Team.

Counseling Group:

- Monitor individuals impacted by the emergency, who appear to be demonstrating emotional and/or physical stress.
- Provide developmentally and culturally appropriate mental health services to individuals affected by the incident.
- Provide information on available resources and common reactions to trauma.
- Identify students, faculty and staff showing early warning signs of individuals who pose a potential danger.
- Assemble and train recovery teams.
- Coordinate services with both internal and external partners as needed for the provision of services.
- Participate in the threat assessment team.

Facilities Group:

Under the direction of the Incident Commander of appropriate section chief, perform damage control assistance for the following service requests.

- Coordinate with the Incident Commander for damage assessment activities to buildings, property and/or utility infrastructure at the campus during and following an emergency.
- Provide equipment and personnel to perform shutdown procedures, hazardous area control, barricades, damage assessment, debris clearance, emergency repairs, and equipment protection.
- Provide vehicles, equipment and operators for movement of personnel and supplies; assign vehicles as required to the emergency response team for emergency use.
- Obtain the assistance of the utility companies as required for emergency operations.
- Furnish emergency power and lighting systems as requested.
- Survey habitable space and relocate essential services and functions.
- Provides fuel, for emergency generators and other assigned equipment.
- Provide storage of vital records at an alternate site support.
- Spill prevention control.
- Provide floor plans for all campus buildings.
- Identify sources for facilities related (external assistance) agreements and assistance (contractors and vendors).
- Participate in the threat assessment team.

Food Group:

- Identify possible threats and mitigation strategies relating to food safety.
- Develop procedures for providing food to students, staff, faculty and community partners during a major emergency.
- Provide food and beverage services to students and others affected by the emergency.
- Initiate mutual aid agreements for obtaining, preparing and distributing food as needed.

Housing Group:

- Supervise and monitor all Residence Life and housing operation activities.
- Coordinates Graduate Residence Director (Lead Community Advisor, Community Advisor and mobilize staff as appropriate.
- Maintain an on-call staffing system to ensure staff are available at all times.
- Communicates with students requesting personal assistance.
- Maintains housing occupancy list, including name, student ID number, room assignment, gender, and e-mail address including internal/external contact information.
- Coordinate the need for on campus housing, temporary shelters, and temporary off-campus housing locations.
- Implement procedures for student personnel accountability for resident students, in general, and at assembly areas, staging areas and temporary shelter.
- Coordinate with others for checking residential facilities and equipment.
- Understanding / Knowledge of approved off campus (non-athletic) student travel
- Participate in the threat assessment team.

Medical Group:

- Monitor, record and report all disease and/or illness outbreaks.
- Coordinates and/or directs all operations associated with a Pandemic or infectious disease event.
- Coordinates all activities associated with a Point of Distribution Site.
- Authorized to request medical resources and personnel assistance from Niagara County Health Department and /or New York State Department of Health.
- Develop procedures to determine if there are adequate supplies and equipment to triage for an emergency and to support community health partners.
- Mobilize medical response personnel on campus as appropriate.
- Develop procedures for developing mutual aid agreements.
- Coordinate with local and state public health partners.
- Participate in the threat assessment team.

Security Group:

- Maintains the Campus Safety office in a state of constant readiness.
- Notifies university community of major emergencies.
- Takes immediate and appropriate action to protect life, property, and to safeguard students and employees.
- Provides 24/7 physical security control for the campus.
- Provides emergency passes for individuals during campus closings.
- Maintains internal / external contact information list specific to responsibilities.
- Regularly test the Mass Notification Network including speaker notifications, telephone, intercom and blue light phones.
- Mobilize department of Campus Safety personnel as appropriate.
- Establish communication and coordinate efforts with the NU Emergency Operations Center. Including activation of CRT contact list.
- Participate in the threat assessment team.

Shelter Group:

Manages and coordinates Shelter Operations, including request from the local community.

- Understanding/knowledge in off campus sports team travel including Division I Sports.
- Monitor and coordinate (training) for Building Safety Team personnel.
- Maintains Shelter Operations Plan, including internal/external contact information list specific to responsibilities.

Technology Group:

- Responsible for the University's cyber network.
- Coordinate and maintain all cyber network infrastructure work.
- Maintains Voice Over Internet Protocol and emergency (blue light) phone system.
- Maintains Data Disaster Recovery and Continuity Plan and Data Mutual Aid Agreements.
- Maintains internal / external contact information list specific to responsibilities.

- Check critical information and alert systems to disseminate emergency information through the Niagara University mass notification network
- Identify Information and technology resources needed to support the emergency operations of all campus departments and provided necessary support.

Finance/Cost Unit:

- Develop procedures for tracking employees' time,
- Ensure the ability to issue paychecks during disaster operations.
- Coordinate and document all financial costs of emergency response and recovery operations.

Insurance Unit:

- Contacts the University's insurance company at the onset of an emergency.
- Communicates special instructions as directed by the insurance company to the Incident Commander and/or Emergency Operations Center.
- Secures required waivers from the insurance company to commence clean up or repair needed throughout the emergency.
- Arranges inspection site visits requested by insurance company.
- Continually updates the emergency coordinator on insurance proceedings.
- Process all claims related to the emergency through the business services office.
- Maintains internal/external contact information list specific to responsibilities.

Procurement Unit:

- Develop procedures for procuring emergency resources for responding to and recovering from emergencies.
- Assist all components of Niagara University's ICS system and emergency operations center in the procurement of necessary materials, supplies and equipment.

Subject Matter Experts

Subject Matter Experts are definitive sources of knowledge who contribute their expertise to enhance emergency preparedness, mitigation response and recovery. They evaluate organizational needs, determine suitable technical solutions, and ensure that defined requirements are met.

In general, the responsibility of the subject matter expert is to ensure the facts and details related to the incident are correct and meet the needs of the Niagara University Emergency Operations Center and related emergency response.

Depending on the incident level, the Incident Commander may request additional assistance from the following personnel who are considered Subject Matter Experts in their field.

When called upon subject matter experts will support incident response, objectives and strategies and to provide tactical direction.

Subject Matter Expert Responsibilities

Dean of Students

- Develop reunification procedures in collaboration with community reunification efforts.
- Develop procedures for checking student affairs facilities and equipment, including those relating to on campus recreation, student organizations, student government.
- Participate in the threat assessment team.

Vice President of Human Resources

- Develop plans to maintain the continuity of payroll with the business office during an emergency.
- Maintain employee benefit services during an emergency.
- Develop plans to hire or replace staff with temporary employees if needed.
- Develop plans to serve as liaison or organizer of volunteer assistance in the event of an emergency.
- Assess staff and faculty availability, appropriation of personnel, and assisting employees with work recovery needs (psych help, time off for personal needs)
- Develop a process to account for personnel during and after an event

AVP for Public, External and Government Relations.

Serves as the official spokesperson for the University. Should a change in that practice be necessary or desirable, the Executive Vice President or, in absence of, the Provost and VP of Academic Affairs or, in the absence of, the Chief Financial and Innovation Officer in consultation with the Crisis Response Team will determine who will serve in that capacity.

- The Public Information Officer will be the sole spokesperson for the university.
- Implements established procedure for notifying the media about campus emergencies.
- Arranges for photographic and audio-visual services.
- Advises the Crisis Policy Team of all news coverage.
- Prepares news releases on the emergency for the media.
- Designates a room or staging area for use by media.
- Maintains internal / external contact information list specific to responsibilities.
- Activates the Social Media Team.

Environmental Health and Safety Manager

- Oversight of campus universal and hazardous waste management.
- Serves as campus Chemical Hygiene Officer (CHO); oversee compliance with University Chemical Hygiene Plan; providing overall leadership and direction of personnel.
- Coordinate and guide departments to be compliant with EPA, OSHA, Federal, State and local agencies regarding environmental health, occupational safety and loss

control maintaining positive working relations with all regulatory agency personnel and various outside auditors.

- Liaison between the University and first responders dealing with chemical storage and environmental issues.
- Monitor all environmental health and safety reports related to the University's Chemical Hygiene Plan.
- Contribute to and provide information regarding environmental health and safety.

Building Safety Team

In the event of an emergency, that requires the University to either secure or evacuate a building, Building Safety Team personnel may be called upon to help individuals requiring and/or requesting assistance.

- Building Safety Team personnel serve as liaisons between the university and building occupants.
- Building Safety Team personnel will inform all students, staff and faculty to conform to building evacuation guidelines during any emergency, according to information contained in Niagara University's Emergency Preparedness Reference Guide.
- Assist in the distribution of campus notifications and other communications.
- Building Safety Teams will be assigned by the Incident Commander, to a section based on their knowledge and expertise as it relates to the incident.
- Assist in personnel accountability during an emergency

Faculty and Staff

Each faculty member, staff and administrator has the following responsibility to:

- Educate students and/or employees university emergency procedures, as well as evacuation procedures for their building and/or activity.
- Review Emergency Preparedness Reference Guide containing evacuation procedures should be conducted the first class of each semester.
- Inform students and/or staff of an emergency and initiate emergency procedures as outlined in this guide.
- Report all safety hazards to facility services. Work requests/orders to reduce hazards and to minimize accidents should be promptly submitted to facility services at Ext. 8430.
- Faculty and staff will be assigned by the Incident Commander, accordingly, to a section based on their knowledge and expertise as it relates to the incident.

External Resources

In the event, University and local response agencies are unable to adequately mitigate the incident. The Niagara County Emergency Services Director or his/her designee may request State resources.

External resources will be assigned by the Incident Commander, accordingly, to a section based on their knowledge and expertise as it relates to the incident.

Recovery

Once immediate lifesaving activities are complete, the focus shifts to assisting individuals, critical infrastructure and business in meeting basic needs and returning to self-sufficiency. Even as the immediate imperatives for response to an incident are being addressed, the need to begin recovery operations emerges. The emphasis upon response will gradually give way to recovery operations. Depending on the complexity of this phase, recovery and cleanup efforts may involve significant contributions from all sectors of our society.

- Short-term recovery is immediate and overlaps with response. It includes actions such as providing public health and safety services, restoring interrupted utility and other essential services, re-establishing transportation routes, and providing food and shelter for those displaced by the incident. Although called “short term”, some of these activities may last for several weeks.
- Long-term recovery, which is outside the scope of the initial framework, may involve some of the same actions however may continue for a number of months or years, depending on the severity and extent of the damage sustained. For example, long-term recovery may include the complete redevelopment of damaged areas.

Recovery from an incident is unique, depending on personal impact, amount and kind of damage caused by the incident and resources available. The Incident Commander along with Crisis Response Team personnel need to assure the following areas have been addressed.

- Identify human needs and available mental health counseling resources.
- Address care and treatment of affected persons.
- Provide accessible housing and promote restoration.
- Inform campus community of restoration activities, to prevent unrealistic expectations.
- Incorporate mitigation measures and techniques, as feasible.

Damage Assessment Team:

- The Crisis Response Team will assemble internal and external Subject Matter Experts based on incident type.
- Subject Matter Experts report per NIMS through appropriate Section Chief as determined by type of incident.

When disruption of campus / business continuity occurs due to an emergency, and until the situation is stabilized, continuation of activities must be a priority. Department(s) impacted may be requested to assist Niagara University’s Damage Assessment Team in determining their appropriate damages and losses, in order to prioritize recovery efforts. If damage appears to be criminal in nature which may warrant further investigation, the

designated Campus Safety Officer in charge and/or Incident Commander will communicate and collaborate with local police, state and/or Federal Law Enforcement officials having jurisdiction for further assistance.

All damage assessment reports will be submitted to the Emergency Operations Center and/or Incident Commander for evaluation. In order to determine actions required to continue normal operations, an evaluation of damages (assessing building safety and securing unsafe buildings) must be conducted prior to building reopening. In the event a building where classes are held is declared unsafe, the Provost/Vice President of Academic Affairs will assist with identifying and rescheduling of academic space.

Damage reimbursement cost will be based on final damage assessment reports. Coordination of available reimbursement cost will be reviewed by subject matter experts and authorized by the Chief Financial and Innovation Officer.

Emergency Coordinator will be responsible for:

- Development and over-site of the damage assessment program.
- Coordinating damage assessment activities at the campus during and following an emergency.
- Designate a Damage Assessment Officer, who will be best suited for conducting the assessment based on his/her knowledge regarding the situation at hand.

Crisis Response Team members, affected departments, as well as the local municipality, (Town of Lewiston Fire Marshall), will cooperate fully with Niagara University's Emergency Coordinator in damage assessment activities including:

Information Systems Team: Director of Information Technology is responsible for the overall coordination of all vital records systems.

Data Recovery Team: Depending on the incident the Emergency Director will designate and assign a Data Recovery Team.

Emergency Payroll Operations: Niagara University contracts with Automatic Data Processing, a third-party administrator that handles paycheck processing. In the event of a crisis that prevented the Buffalo office from processing Niagara University's data to meet payroll, another Automatic Data Processing office would handle the work and pay would be prepared on time.

Unless there is a driving ban, Automatic Data Processing does not close. Therefore, drivers would still be available to make deliveries and pick-ups, as scheduled, to meet pay cycles. In the event a driving ban prevented Automatic Data Processing from delivering payroll checks to Niagara University, Automatic Data Processing would mail them.

In all likelihood, the Niagara University payroll office would not close unless a driving ban prohibiting travel were in effect or the university has closed due to inclement weather.

If a disaster at Niagara makes it impossible to process payroll, Automatic Data Processing can prepare paychecks based on the previous pay record for permanent employees. Temporary employees and federal work study students work various hours and would not be paid until approved timesheets are completed and received. If timesheets are not available, hours could be listed in an email and sent to the payroll processor. Federal guidance will be followed for any non-worked emergency pay. It is also possible for the appropriate University personnel to go to Automatic Data Processing's Buffalo office to process the payroll or individual has capability to process from home.

If the University closes on a payday, a payroll processor will come in to get the payroll deposit stubs and checks to the post office for mailing. If they cannot come in to the office, paychecks will be mailed as soon as possible. (Since most employees have direct deposit, this will not be a hardship for the majority of faculty and staff.) In emergency situations, the only guarantee of being paid on payday is direct deposit.

Reconstruction

In the event of a Federal Declared Disaster, mitigation funding may be available thru Federal Emergency Management Agency to reimburse losses that occurred during this disaster including pre-mitigation actions that may be beneficial in preventing future losses to buildings and/or areas.

The Incident Commander in conjunction with the Chief Financial and Innovation Officer will be responsible for compiling all resource expenditure information and additional costs associated with reconstruction or facility repairs, including temporary housing or academic expenses. Expenses are to be recorded and sent to the appropriate State or Federal disaster relief agency for reimbursement via forms made available from these agencies.

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