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ADMINISTRATIVE SUMMARY

Introduction:

Management of significant emergency incidents by the University at Buffalo is accomplished through implementation of a response framework as specified by Federal Emergency Management Agency (FEMA) using the Incident Command System (ICS). ICS is recognized as the standard for management of crisis incidents in the State of New York. This framework will enhance the University’s ability to respond successfully, resume the academic program, and maintain business continuity in an emergency. Since every scenario cannot be predicted, an emergency response plan must be able to quickly adapt to incidents as they unfold. The University at Buffalo, All Hazard Emergency Management Plan designates areas of responsibility and defines the administrative framework to respond to all emergency incidents. It is divided into four sections – Planning, Response, Recovery and Mitigation. In addition to this plan, it is imperative that individual departments develop departmental response plans under this framework for incidents that may develop under their purview. University-wide and individual unit responses need to be quick, professional, and supportive to meet the emerging demands of any emergency or crisis situation.

Comprehensive Approach:

To assure a safe learning environment for students, faculty, and staff during a disaster, the University at Buffalo is undertaking an all hazards approach. This will be accomplished by implementation of a Risk Reduction Program that assures a timely and effective response for every type of occurrence, while assuring an effective recovery, saving lives and minimizing property damage.

The Administration of the University at Buffalo, recognized the importance of risk reduction, response, and recovery, and appointed an Emergency Planning Oversight Committee to oversee the All Hazard Emergency Plan. The framework and implementation of this plan will be defined by the Policy Group.

The University intends to utilize the Incident Command System (ICS) to respond to all emergencies on campus. ICS is a management tool for command, control, coordination and demobilization of resources and personnel in an emergency situation. The Administration recognizes the interactions between off campus first response agencies and University departments. ICS is essential for an effective response. Under the guidance of ICS, the Incident Command position will be filled by the most senior administrator directly involved with response to the incident. As the incident expands or contracts, changes jurisdiction or becomes more or less complex, the incident command may change to meet the needs of the incident.

Along with ICS, the University recognizes the importance of the National Incident Management System (NIMS). The Administration will use NIMS as a guideline in implementation of this All Hazard Emergency Plan.

An Emergency Operations Center (EOC) will be established as the situation dictates. The Associate Vice President for University Facilities, Chief of University Police and/or the Director of Environment Health and Safety will oversee the activation of an EOC. The personnel requested to respond and the location of the EOC will be determined by Incident Command of the event.

Conclusion:

The University acknowledges the need to administer an All Hazard Management Plan, to meet the responsibilities before, during and after an emergency.
PART 1: PLANNING

GENERAL CONSIDERATIONS AND PLANNING GUIDELINES
Pre-Event

Policy Group

The Policy Group, consisting of senior administrative officers, will review the overall content of the All Hazard Emergency Plan to assure alignment with the business continuity plan for University at Buffalo. This governance will allow the University to respond with confidence, collaborate with community resources, and subsequently recover with minimum disruption of scheduled activities.

Oversight Committee

The Oversight Committee is made up of select representatives of specific departments at UB. This committee will convene minimally quarterly to review the plan, and as incidents require. Critical information referencing changes in staff and faculty will be monitored by the Emergency Planning Manager and updated as needed. This committee will oversee the development of departmental emergency response plans. The Oversight Committee will ensure that on a campus level, personnel are appropriately trained and participate in regular emergency exercises.

A review of each event will be conducted by the Emergency Planning Manager, under the direction of the Oversight Committee. An after-action report and summary will be distributed to participants of the event.

Extended Operations Group

The Extended Operations Group is a diverse group of campus leaders that serves as a planning group to consult and review the All Hazard Emergency Plan for content and completeness. This group will also populate the Branches of the Organization Chart during an emergency based on their expertise, and training as the emergency dictates. This guidance will assure all aspect of campus life and business are represented. This group is made up of leaders that are representatives of all sectors of the Organizational Chart found on Page 6 of this plan. These members will ensure that their staff is properly trained and ready for specific responses to their particular area.

Emergency Planning Manager

- Maintain All Hazard Emergency Plan
- Annual Review of All Hazard Plan will be conducted in July of each calendar year
- After reviewing All Hazard Plan, changes will be forwarded to SUNY University Police
- Implement and maintain a comprehensive emergency response network
- Facilitate the creation and ensure integration of all campus departmental emergency plans
- Coordinate campus emergency response plans and procedures
- Provide and conduct training in all aspects of emergency planning
- Provide direction and leadership to the University Administration
- Maintain a repository of all emergency plans specific to individual departments, units or locations
PART 2: RESPONSE

LEVELS OF RESPONSE

Emergency incidents vary in severity, thus the level of response will be dictated by each event. The scope of these incidents will be determined by the effect on students, faculty, staff, and visitors. Incidents will be evaluated by the first responders and communicated to the members of the Oversight Committee. The three levels of response are as follows:

Heightened Awareness:
A level of preparedness that occurs when there is a situation (on campus, local, nationally or global) that creates potential to escalate to a UB level 1, 2 or 3 Response as per the UB All Hazard Plan.

LEVEL 1 EMERGENCY
- A localized Incident that can be resolved with local and limited outside resources
- Emergency Operations Center - activation as required.

Examples:
- Small contained fire
- Chemical spill confined to a single lab
- Assault without further incident
- Short term power outage
- Interior building flood contained to limited number of rooms

LEVEL 2 EMERGENCY:
- Major emergency that impacts sizable portions of campus and/or outside community, multi hazardous incidents coordinating both the campus departments and outside resources,
- Emergency Operation Center - activation as required.

Examples:
- Heat plant failure
- Long term power outage with known remediation steps
- Major fire affecting a large building or several buildings
- Limited contagious disease outbreak, i.e. meningitis outbreak in dorms
- Bomb Threat in specific building
- Bias-related crimes

LEVEL 3 EMERGENCY
- Catastrophic emergency event involving the entire campus community and/or surrounding areas
- Emergency Operations Center - activated

Examples:
- Major blizzard or ice storm which curtails a significant number of University classes and incidents for extended periods of time
- Extended power outage without remediation plan
- Large fire involving personal injury
- Structural collapse involving personal injury
- Significant contagious disease outbreak, i.e. Pandemic Influenza
- Large scale terrorist event in the community or the United States
- Civil arrest in the surrounding community
- "Active shooter" incident
Emergency events are unpredictable. Administration and staff will be placed in sectors by the University Incident Commander in collaboration with the policy group as deemed appropriate. The following University Administrators or their designee, maybe asked to populate the appropriate sectors as the incident dictates.

**PUBLIC INFORMATION OFFICER**
- On-scene Incident Commander

**POLICY GROUP**
- President
- Provost
- Executive Vice President
- Vice President for Student Affairs
- Vice President of Health Sciences
- Vice President of External Affairs
- Vice President of Human Resources
- Vice President for Research

**OVERSIGHT COMMITTEE**
- Associate Vice President–Facilities
- Associate Vice President University Communications
- Information Security Officer
- Chief of University Police
- Director-Environment, Health and Safety
- Assistant Director- Environment, Health & Safety
- Emergency Planning Manager
- Director of Employee Assistance Program

**University INCIDENT COMMANDER**

**OPERATIONS**
- Assistant Vice President for Financial Services
- Assistant Vice President for News Services
- Assistant Vice President for Procurement
- Associate Vice President University Communications
- Associate Vice President and Controller
- Associate Vice President for Information Technology
- Associate Vice President of Facilities
- Associate Vice President, Resource Service
- Associate Vice President, Student Affairs
- Athletics Director

**PLANNING**
- Chief of Police
- Chief of Staff, External Affairs
- Chief of Staff, Health Sciences
- Chief of Staff, Provost
- Deans, Vice Presidents or Designee
- Director of Campus Dining and Shops
- Director of Counseling Services
- Director of Disability Services
- Director of Environment, Health and Safety
- Director of Facilities Operations

**LOGISTICS**
- Director of Facilities, Planning and Design
- Director of Human Resources
- Director of International Student and Scholar Services
- Director of Judicial Affairs/Ombudsman Services
- Director of Resident Life and Apartments
- Director of Special Events
- Director of Student Wellness
- Director of Transportation and Parking
- Emergency Planning Manager
- Information Security Officer, Chief Information Officer

**FINANCE**

**ALL HAZARDS ORGANIZATIONAL CHART**
TEAM FUNCTIONS DURING AN EMERGENCY EVENT

To respond to significant emergency incidents, the University may activate up to eight teams: Policy Group, Incident Commander, Public Information Officer, Oversight Committee, Operations Group, Planning Group, Logistics/Support Group and Finance Group.

(a) **Policy Group**
- Provides emergency response leadership
- Approves overall priorities and strategies
- Oversees financial issues and resources

(b) **Incident Commander**
- Provides situational leadership for incident response
- Delegates authority to others
- Takes general direction from Policy Group
- Approves all information that the Public Information Officer releases

(c) **Public Information Officer (PIO) / PIO Spokesperson**
- Initiates all emergency notification and updates to University Administration, faculty, staff and students
- Advises the Incident Commander on information dissemination and media relations
- Issues public information reports and instructions
- Obtains information from and provides information to the Planning Section
- Obtains information from and provides information to the community and media

(d) **Oversight Committee**
- Monitors overall emergency operations
- Assures continuity with All Hazard Emergency Plan
- Advises Policy Group and Incident Commander
- Makes recommendations for determining level of response

(e) **Operations Group**
- Gathers, confirms, and evaluates incident information
- Defines and implements tactics/actions to resolve specific priority situations
- Identifies resource needs and shortfalls
- Reassigns/deploy persons in support of critical needs
- Liaisons with governments and external organizations

(f) **Planning Group**
- Establishes Incident priorities
- Oversees resource availability
- Monitors supply levels
- Monitors mobilization and demobilization of resources
- Maintains a master inventory of materials, resources and personnel
- Provides resources for academic continuity

(g) **Logistics/Support Groups** (when required)
- Provides administrative support for Policy and Operations Groups
- Documents situation status and tracks resources
- Coordinates equipment and special installation
- Oversees demobilization of resources

(h) **Finance** (when required)
- Monitor contracts
- Controls costs
- Maintains records of finances and losses
EMERGENCY OPERATIONS CENTER

Activation of an Emergency Operations Center (EOC):

The Vice President of University Facilities, Chief of University Police and/or Director of Environment, Health and Safety will activate an Emergency Operation Center (EOC), as needed. These administrators will also determine involvement and notify essential personnel to respond. The EOC will serve as the workspace for the Policy Group, Incident Commander, Public Information Officer, Oversight Committee, Operations, Planning, Logistics/Support and a Finance Sectors. The severity of the incident will dictate the level of operations needed to safely coordinate response and recovery efforts.

The EOC can also be set up at many locations where necessary support facilities exist. The EOC (regardless of location) should have easy access to:

- Multiple phone lines
- Radio Access
- Multiple campus computer network connections and wireless capabilities
- Large-scale campus map
- Designated fax machine
- Television/radio broadcast monitoring capability

EOC location will be established by the Incident Commander.

The primary location of the EOC will be:
- North Campus: Beane Center - Room 116
- South Campus: 220 Winspear - Room 120
- Alternate site: Bissell Hall - Briefing Room

The Policy Group will meet in:
- North Campus: Beane Center – Room 149
- South Campus: 220 Winspear – Room 108
- Alternate site: Bissell Hall - Conference room

Planning, Logistics and Finance (if needed) will assemble at nearest available room.
KEY RESPONSE ROLES

Various University offices are expected to assume key roles, as outlined, to provide a coordinated response to an emergency. In some circumstances, it may be necessary to request faculty or staff to assume temporary roles outside the normal scope of their duties, taking into consideration their ability to carry out those temporary roles. It is understood that if any department does not have specific roles for their personnel to carry out, then those personnel should automatically become part of a “pool” of reserve personnel to assist, as assigned by those coordinating the specific emergency response (i.e., Career Planning, Admissions, Financial Aid). Personnel pool will be coordinated through EOC and Operations Group.

RESPONSE AREAS:

a. President, Vice Presidents, Provost, Identify and resolve instructional and research issues

b. Academic Deans and Department Chairs Coordinate necessary faculty resources
Coordinate interdepartmental communication
Reschedule classes

c. Facilities: Planning and Design Arrange for set-up of temporary quarters
Provide structural evaluations and repair estimates.

d. Athletics Coordinate use of the Alumni Arena, Stadium, and Clark Hall as a staging area, open temporary shelter, etc

e. Counseling Center Coordinate and deliver psychological services for employees, students, and others

f. Student Health Center Provide/coordinate medical care as appropriate

g. Print & Mail Provide courier services to policy and operations groups
Post signs and notices
Provide printed material as directed (letters to parents, posters, temporary procedures, etc.)

h. University Facilities Mitigate facility and grounds damages and restore to functional level
Assist University Police with creating a safety perimeter at the site of the emergency
Provide site and building information
Provide emergency power and fuel

i. University Police Law enforcement, crowd control, evacuation, site security, and mobile communications
Liaison with fire, medical, and police forward command personnel
Coordinate radio communication
j. Purchasing
   Obtain emergency goods and services; include pick-up and delivery to site of emergency

k. Residence Halls and Apartments
   Coordinate housing operations

l. Environment, Health and Safety
   Identify cause and scope of loss, conduct accident investigations, respond and consult to all hazardous material spills
   Establish and support emergency operation center
   Coordinate with local, county, state and federal regulatory authorities when necessary

m. University Communications
   Message Development and Distribution
   Notification of University Administration, Faculty, staff, students and the public
   645-News, 1620 AM, local broadcast media
   UB Homepage and My-UB
   E-mail and Text Message Alerts

n. Information Technology
   Coordinate temporary telephone, fax, and computer hookups and other communications: provide broadcast capability for phone mail.
   Arrange phone bank for necessary student call-outs to family
   Activate “800” number if necessary
   Provide essential information technology services in support of information dissemination, communications, and decision making

o. Transportation and Parking
   Provide transportation services as required
   Assist University Police Services with perimeter control and related functions

p. FSA - Dining and Shops
   Coordinate dining services
   Create temporary identification/access credentials as requested

q. Special Events
   Reschedule public events.
   Assist with sheltering and refuge centers

r. Human Resources
   Evaluate Employees status and accrual utilization.
RESPONSE FRAMEWORK

Direction and Coordination of Unpredicted Emergency
When an unpredicted emergency occurs or condition exists, it will be reported immediately to University Police (2222).

Police dispatcher will follow a defined sequence of responses. Some incidents may require a deviation from this sequence, but in all incidents full and complete communication with University Officials is required. The usual sequence to be followed is:

1. Dispatch police officers and make appropriate fire and/or medical rescue calls.

2. Notify the Chief of Police, or designee, who will determine whether or not to initiate their emergency notification telephone call list (located at police dispatch) or selectively notify individuals.

3. Responding Officer will assume the positions of Incident Commander establishing an on scene command post. This officer will remain in command until transfer of command to a ranking University Police officer, Fire, Emergency Medical Services or responsible university official has arrived on scene.

Crisis Prevention and Management Team Responses

1. **Response to Level 1 Emergency**

   Departments need to evaluate situations that they are capable to resolve on own or with limited outside assistance from the campus. Appropriate senior administrators should be advised of Level 1 responses for informational purposes and in the event that an apparently minor situation escalates in scope or severity.

2. **Response to Level 2 Emergency**

   The evaluation of a Level 2 incidents should be conducted at the Oversight Committee level. The key element in this process is the notification of individuals who can evaluate all facets and potential ramifications of a Level 2 situation. Certain incidents that emerge as minor have the potential to evolve into a major crisis if not appropriately handled. An example would be a simple assault that is later determined to be racially motivated. A variety of issues can become quite complex because of the varied institutional, student, and community responses that must be coordinated. Examples of situations that have the potential to become of a magnitude that the University and its community will suffer include assaults, sexual assaults, building/office occupation, bomb threats, controversial speakers, and bias-related crimes. This list is not all-inclusive; therefore if there is ever any question, appropriate Oversight committee members must be informed.
3. **Response to Level 3 Emergency**

When a Level 3 emergency has been declared, the Associate Vice President for University Facilities, Assistant Vice President of University Facilities, Director of Environment, Health and Safety and /or Chief of Police, shall notify the Operations Group and assemble them, as appropriate, to address the emergency.

Prior to the assembling of the Operations Group, on-scene responders are authorized to make necessary operational decisions, to coordinate resources to mitigate and control the crisis. University Police may request help from other departments on an emergency basis, including asking staff be pulled off less critical assignments to assist their officers.

**Direction and Coordination of Predicted Emergency**

When conditions permit and the impending emergency situation (example: Incoming major snow or ice storm) provides ample time, the Associate Vice President for University Facilities, Assistant Vice President of University Facilities, Director of Environment, Health and Safety and /or Chief of Police will assemble the Operations Group to formulate a plan of action for recommendation to the Policy Group, or if time is of the essence, to the most Senior Executive Officer available on campus.

**Declaration of Emergency Condition**

The President, Provost, Executive Vice President, Finance and Operations or Vice President for Student Affairs (in consultation or as individual senior leadership, depending upon availability) shall declare a University Level 3 emergency and recommend formation of the Emergency Operations Center. The Incident Commander will also activate the Operations Group as the situation dictates. The President, Provost, Executive Vice President, Finance and Operations, Vice President for Student Affairs, or their designees shall also decide an end to emergency condition when appropriate.

**Off-Campus Emergency Description**

In the event of an off-campus emergency (predicted or unpredicted), that significantly impacts the University’s ability to function, senior University leader(s) shall recommend formation of the Operations Group and the Policy Group, as appropriate.

The Operations and/or Policy Group may also be formed in response to off-campus emergencies that do not significantly impact University operations, but do significantly impact the surrounding municipalities and University support/response is needed or would be helpful.

**Demobilization of Resources**

Timely release of resources will be determined by the Incident Commander, in consultation with the Policy Group and Oversight Committee. Demobilization of local resources will occur at the transferring of command based on the incident response.

**PART 3: RECOVERY**
When disruption of campus / business continuity occurs due to an emergency, continuation of activities must be a priority after the situation is stabilized. Each department will be responsible for assessing their appropriate damages and losses while prioritizing the recovery efforts. These incidents will be reported to the EOC. The Policy Sector, in conjunction with the Planning Sector, will make determinations of incidents needed to continue normal operations.

The Office of the Vice President for External Affairs, the Director of Environment, Health and Safety and / or the Chief of Police are responsible for coordination with the surrounding communities, and monitoring their status. That includes coordination with the Town of Amherst, City of Buffalo, Erie County and State Emergency Management Offices. The Associate Vice President of Facilities, Assistant Vice President of University Facilities, the Director of Environment, Health and Safety and the Chief of Police will make recommendations to the Policy Group and Incident Commander when normal operations can resume.

University Police, University Facilities and Environment, Health and Safety will be responsible for securing unsafe buildings or the surrounding area.

Notification of the Associate Vice Provost for Student Academic Affairs in the event of rescheduling of academic space will be accomplished through the incident command structure.

Coordination of available reimbursement of losses will be handled by the Environment, Health and Safety Services (EH&S). This coordinated effort will be conducted by each individual department reporting losses to EH&S. EH&S will notify the State University of New York Administration, Office of Finance to research possible reimbursement. In the event of a construction emergency or building damage refer to Policy Appendix #2 “Construction Fund.”

PART 4: MITIGATION
University facilities will evaluate all losses that occurred during the event. This risk assessment will determine if preventive measures are cost effective in preventing future losses. This action will decrease time and recovery after future catastrophic incidents, by decreasing potential interruptions of service.

A list of mitigation projects and associated cost will be presented to the Policy Group and Planning Sector to evaluate the cost benefit ratio. Determination of available funding sources will be determined by the Finance Sector.

In the event of a Federal Declared Disaster, mitigation funding may be available thru the Federal Emergency Management Administration (FEMA) to reimburse losses that occurred during this specific event and prevent similar future losses. The EH&S Emergency Planning Manager will collect information associated with campus losses and will coordinate with SUNY Administration, Office of Finance, to ensure appropriate reimbursement of losses. Each individual campus department will be responsible for assembling information related to losses and providing the associated documentation to the EH&S Emergency Planning Program Manager.

A Final After-action Report will be published, listing all Response Actions, Issues/Problems/Concerns, Recovery Incidents, Mitigation Projects and Loss Recovery Efforts. This report will be distributed to the Policy Group and Oversight Committee, along with the affected Departments.