Purpose
This memo contains the 2009-2010 Emergency Management Program Annual Report and reports on the tasks and products completed in the last academic year.

Overview
The Emergency Management Program is an integrated program that addresses the four major elements of emergency management: preparedness, response, recovery, and mitigation. The program has established objectives that provide a comprehensive, cost-effective, and integrated approach to enhance disaster safety and establish long-term risk and loss reduction strategies. These objectives are based on standards established by the National Fire Protection Association (NFPA) in NFPA 1600 and the Emergency Management Accreditation Program (EMAP).

In the past year, the University of Oregon Emergency Management Program has actively worked to improve and expand its enterprise-wide approach to increase the University’s overall disaster resilience. Efforts the Emergency Management Program completed include forward progress on UOEM’s Emergency Management for Higher Education grant tasks and projects.

This annual report provides an overview of the UO Emergency Management Program, and a summary report of all emergency management activities completed for the 2009-10 academic year.

Definitions
Preparedness, response, continuity, recovery and mitigation are mentioned frequently throughout the Annual Report. In order to be completely clear regarding what the Emergency Management Program means when using these terms, definitions are provided below.

- **Preparedness**: Preparedness refers to activities, programs, and systems developed in advance and designed to build and enhance capabilities to support response to, and recovery from, disasters. Example strategies might include developing awareness and outreach campaigns targeted to students, faculty and staff, and visitors, or reviewing and improving current emergency procedures.

- **Response**: Response begins as soon as a disaster event occurs. Response is the provision of search and rescue, medical services, access control, and repairing and restoring communication and data systems during a crisis. A coordinated response plan can help reduce casualties and damage as well as recovery time. Plans associated with response include emergency operations plans and business continuity plans. To be effective at the UO, these plans will also coordinate closely with the Standard Operating Procedures (SOPs) of different campus departments.

- **Continuity**: Continuity of Operations Planning or business continuity planning can be defined as an interdisciplinary systematic approach to planning how an organization will continue critical operations and business during and after a crisis or disaster.

- **Recovery**: Recovery operations provide for basic needs and restore the organization. There are two phases in the recovery phase. During the first phase, infrastructure is examined, and repairs are conducted to restore water, power, communication and other utilities. The second phase includes returning to normal functions and addressing future disasters.
• Mitigation: Hazard mitigation is defined as a method to reduce or eliminate loss of life and/or property and injuries resulting from natural hazards through short- and long-term activities. Effective mitigation activities have the potential to reduce the vulnerability and/or exposure to risk and impact of natural disasters. Example strategies include projects such as seismic retrofits of a building or non-structural retrofits of museum contents.

Figure 1 provides a graphic representation of the plans and policies associated with the various phases.

Figure 1: Planning Pyramid

An Integrated Approach
The UO Emergency Management Program goes beyond conventional emergency planning by taking an integrated systems approach. An integrated systems approach means that emergency management practices—i.e., those involving the four phases of the disaster cycle—are integrated into current and future campus plans and policies, as well as the decision-making processes of the University. This approach can also be thought of as a simple equation. The more risk or vulnerability the university mitigates today through plans or policies, the less overall exposure they will have to deal with during emergencies, decreasing the pressure on the response side and lowering recovery costs from future events. To effectively integrate emergency management activities into resources and departments, coordination across the entire University is needed. This involves coordinating efforts with students, faculty/researchers, and staff, as well as University partners—city, county, and state government, neighboring citizens, and the private and non-profit sectors. Only by
working emergency management into everyday UO processes can all elements of the disaster cycle be properly addressed.

Another defining feature of the UO Emergency Management Program is that it is based on the standards set forth by the National Fire Protection Association (NFPA) in NFPA 1600 and the Emergency Management Accreditation Program (EMAP). NFPA 1600 standards provide a “standardized basis for disaster/emergency management planning and business continuity programs in private and public sectors…” (NFPA 1600) NFPA accomplishes this through common program elements, techniques, and processes. EMAP is a standard-based voluntary assessment and accreditation process for government programs responsible for coordinating activities for natural and human-caused disasters. These standardized programs, together with the integrated approach, will increase the university’s capacity to prepare for, respond to, recover from, and mitigate against future disasters.

An integrated and coordinated emergency management program provides the campus with a number of benefits including:

- Reduced vulnerability and exposure to future crisis and disaster incidents
- Protection of life, property, research enterprise, essential services, and critical facilities
- Diminished post-disaster economic hardship for the campus and community
- Reduced short-term and long-term recovery and reconstruction costs
- Quicker resumption of University functions, including education, research, and business systems
- Increased cooperation and communication within the community through the planning process, training, and exercising

Assessing Vulnerability
An important component of the five-year Emergency Management business plan is to conduct regular campus hazard identification vulnerability and risk analysis (CHIVRA) to determine vulnerable areas on the UO campus. Awareness of campus vulnerabilities allows departments and University leaders to focus cost-effective mitigation, response, and recovery efforts to improve the campus’ overall resilience. The functions of CHIVRA include:

- Review and update the CHIVRA GIS model developed in part for the mitigation plan into the current campus GIS system.
- Continue to work with the University of Oregon InfoGraphics Lab to maintain, update, and improve campus GIS data for risk assessments as it relates to the vulnerability, sensitivity, and exposure of campus assets, mitigation, response, recovery, and preparedness.
- When possible, utilize real-time Campus Geographic Information Systems (GIS) data to design tabletop, functional, and full-scale exercises to prepare the UO.
- Develop CHIVRA models, methodologies, and best practices to be used in all phases (mitigation, response, recovery, and preparedness) of disaster resilient planning and training.
• Develop strategies and seek funding to build capacity to assist other OUS campuses in developing Hazard Identification and Vulnerability/Risk Assessments.

Implementation of the CHIVRA system will allow the campus to become more resilient to natural hazards and other potential emergencies, and is a necessary component of any effective integrated emergency management system.

**Oversight Structure**

Any oversight model must involve not only the emergency management staff, but must also actively engage partners throughout the UO Campus and the surrounding community. Through active partnership, the University will be able to enhance disaster resilience and improve campus safety and security.

To facilitate emergency management on the UO campus, the UO Emergency Management Program has developed an oversight structure, shown in the diagrams below. Ultimately responsible for the Emergency Management Program is the Policy Group, which provides executive leadership on all high level emergency management decisions.

The next oversight group, the Emergency Management Advisory Committee (EMAC), is a representative group of administrative and auxiliary units that provide oversight on all emergency management plans, policies, procedures, trainings, and exercising. The EMAC reports directly to the Vice President for Finance and Administration and the Policy Group. See Figure on following page.

In the event of an emergency incident, the Campus Incident Management Team (CIMT) is activated. The CIMT provides the command and control infrastructure that is required to manage the logistical, fiscal, planning, operational, safety and campus issues related to any and all incidents/emergencies. See figure on following page.
EMAC: Emergency Management Advisory Committee

Purpose: To advise on Emergency Management related issues and protect the University by facilitating the integration of all activities to build, sustain and improve the capability to mitigate against, prepare for, respond to, continue operations during and recover from disasters.

Meeting Frequency: Once per term

Meeting Time: 2 hours. Time varies.

Meeting Location: Rotates

Contact: André Le Duc, leduc@uoregon.edu (541) 346-5833

Academic Affairs: Ken Doxsee, doxsee@uoregon.edu
Athletics: Bob Beals, bbeals@uoregon.edu, Vicki Strand, vstrand@uoregon.edu
Budget & Resource Planning: Laura Hubbard, lhubbard@uoregon.edu
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Human Resources: Linda King, lking@uoregon.edu

InfoGraphics Lab: Ken Kato, kkato@uoregon.edu
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Public & Government Affairs: Greg Rikhoff, grikhoff@uoregon.edu
Office of Communications: Phil Weiler, pweiler@uoregon.edu
Public Safety: Carolyn McDermed, mcdermed@uoregon.edu, Doug Tripp, dtripp@uoregon.edu
Risk Management: Brandi Aston, baston@uoregon.edu
Student Affairs: Paul Shang, pshang@uoregon.edu, Mike Eyster, meyster@uoregon.edu
CIMT: Campus Incident Management Team

Purpose: To provide the command and control infrastructure that is required to manage the logistical, fiscal, planning, operational, safety and campus issues related to any and all incidents/emergencies.

Meeting Frequency: Once per month

Meeting Time: 12 - 1 p.m.

Meeting Location: Rotates

Team Contact: André Le Duc leduc@uoregon.edu

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Asst. Vice President: Tim Black timblack@uoregon.edu
Emergency Management Program Objectives

The Emergency Management Program has five main objectives that guided the tasks and programs of the past year. These objectives are:

- **Oversight** – The Emergency Management Program held numerous oversight meetings with the Emergency Management Advisory Committee (EMAC) and the Campus Incident Management Team (CIMT), as well as produced this Annual Report.

- **Emergency Communications** – The emergency management capabilities and the policy framework around them were further improved upon through testing of the UOAlert! text messaging system as well as the creation of draft emergency notification plans and policies.

- **Continuity of Operations** – With the advent of the novel flu virus H1N1, it was fortuitous that another task completed was the crafting of a Communicable Disease and Pandemic Response Plan. Equally serendipitous was a December 2008 pandemic tabletop exercise.

- **Incident Command System Integration** – A widely accepted best practice within emergency management states that the Incident Command System (ICS) is the most modular, flexible and effective way to deal with an emergency situation. That is why the Emergency Management Program tries to integrate ICS protocols more broadly and deeply into University operations. Recently, these efforts took the form of ICS-prescribed development of Incident Action Plans (IAPs) for Halloween 2008, H1N1 Flu, and 2009 USA Track and Field Championships.

- **Service Learning** – The Oregon Partnership for Disaster Resilience, the Community Planning Workshop (CPW), and the InfoGraphics lab partnered with the Emergency Management Program to foster service learning. CPW is a service-learning program that provides graduate students in the Planning, Public Policy, and Management program with professional experience, while giving a needed service to communities and regions in the State of Oregon. For 2009, a CPW team of four graduate students worked closely with Partnership for Disaster Resilience and Emergency Management Program staff. Graduate students and staff at the InfoGraphics lab have been integral in developing and implementing CHIRVA, a cornerstone of risk assessment for the University.

2009-2010 Task and Products Summary

Below is a summary of the tasks and products completed in the past year. They are organized by Emergency Management Program objective.

**Objective 1: Provide oversight, communication, and coordination of a broad and diverse group of campus partners**

- **Created Annual Report**
  This annual report provides an overview of emergency management activities completed during the 2009-2010 academic year.

  **Products:** Developed an annual report for the 2009-2010 academic year.

- **Held Emergency Management Advisory Committee (EMAC) Meetings**
  The EMAC met three times during the academic year and discussed a number of topics including:
• H1N1 Pandemic Response
• Emergency Management for Higher Education Grant
• Hazard Mitigation Grant Program Campus Mitigation Planning Initiative
• Knight Library Evacuation and Emergency Response Plan
• Campus Debris Management Plan
• UO Alert! Testing
• Halloween Weekend & ESPN Game Day
• Legislative Updates
• Continuity Planning Pilot Projects
• Campus CERT
• Earthquake Awareness Month
• Hazard/Threat Matrix

**Products:** Meetings held on July 22, 2009; October 26, 2009; January 27, 2010, and April 29, 2010

• **Held Campus Incident Management Team (CIMT) Meetings**
The CIMT met six times during the academic year and discussed a number of topics including:
  • H1N1 Updates
  • ICS Training
  • Halloween 2009 IAP
  • Meningitis AAR
  • Power Outage AAR
  • Winter Weather Outlook
  • UODPS Policing Legislation
  • C-CERT Training
  • Pacifica Forum
  • Hazard Annexes

**Products:**

• **Update of Draft 5-Year Strategic Business Plan for Continuity of Operations**
The Strategic Business Plan for Continuity of Operations describes a five-year process for development of continuity of operations plans that will enable departments to continue mission-critical functions during an emergency. The Strategic Plan identifies specific objectives with associated core functions for each objective.

**Products:**
Updated Continuity of Operations 5-year strategic/business plan
Objective 2: Employ an integrated all-hazards risk based approach for mitigation, response, continuity of operations, recovery, and preparedness planning for campus.

- **Re-Convened Campus Natural Hazard Mitigation Committee**
  The UO’s Natural Hazard Mitigation Plan is due for an update by 2011. UOEM staff re-convened the plan’s steering committee to begin the plan update process. This update will focus on bringing the mitigation plan into the Comprehensive Emergency Management Plan framework.

  **Products:**
  Draft UO Natural Hazard Mitigation Plan.

- **COOP Pilot Projects**
  In February 2010, UOEM kicked off a continuity of operations planning pilot project with six research units. By the end of the 09-10 academic year, COOP tours had been completed for the Zebrafish International Research Center (ZIRC), Huestis Fish Facility, Office of Veterinary Services and Animal Care (OVSAC), Lewis Center for Neuroimaging, and the Center for Advanced Material Center at Oregon (CAMCOR).

  **Products:**
  Final COOP plans for Lewis Center and Huestis Fish Facility. Draft COOP plans for ZIRC, OVSAC, and CAMCOR.

- **Safety, Security and Vulnerability Assessment for the Jordan Schnitzer Museum of Art (JSMA) and HEDCO Clinic**
  The Safety, Security and Vulnerability Team (SSV) met with staff from the JSMA and HEDCO clinic to discuss concerns ranging from earthquake safety to intruders to disgruntled clients/visitors to fire safety.

  **Products:**
  Draft SSV report for each facility.

- **Emergency Operations Plan Updates**
  UOEM staff completed basic annual updates to the Basic Plan of the EOP. Additional work has been done to update the hazard annex templates. UOEM staff also developed draft Debris Management and Damage Assessment annexes and are coordinating with the City of Eugene on those annexes.

  **Products:**
  2010 EOP Updates
  Draft Hazard Annex Template
  Draft Damage Assessment and Debris Management Functional Annexes
Objective 3: Build local, higher education, state, and national partnerships and coalitions.

- Coordinated and Held Oregon Post-Secondary Institutes’ Emergency Management Summit on H1N1
  UOEM staff coordinated, held and documented a higher education summit bringing together public, private and community colleges in Oregon to discuss impacts and lessons learned from the spring 2009 H1N1 pandemic.

  Products:
  Oregon Post-Secondary Education Institutions’ Emergency Management H1N1 Summit Report


- Developed Incident Action Plans (IAPs) for NCAA Track and Field Championships
  With the NCAA Track and Field Championships occurring on campus, the Emergency Management Program in concert with many on- and off-campus partners activated ICS to properly monitor and prepare for potential incidents during the event. This included having the Emergency Operations Center (EOC) in a “warm” status and developing daily Incident Action Plans (IAPs) to reflect the needs and issues of such an event.

  Products:
  Numerous IAPs

- Developed Incident Action Plans (IAPs) for Pacifica Forums
  The Pacific Forum is a controversial discussion group that holds its meetings on campus. Several sessions early on drew large numbers of protestors that resulted in increased security. Because of this, IAPs were developed each week to identify the key contacts in case the protests should escalate.

  Products:
  Numerous IAPs

- Developed After Action Report (AAR) for October 2009 Meningitis Case
  UOEM assisted in developing an AAR report for a Meningitis case on campus that identified gaps in response protocols and the availability of affordable ambulatory services.

  Products:
  October 2009 Meningitis AAR

- Developed After Action Report (AAR) for January 2010 Power Outages
  The university experienced a series of disruptive power outages the first week of the winter term. The outages resulted in significant equipment damages in the research enterprise. In addition, there were issues with the campus-wide communication shared about the incidents. UOEM worked with Campus Operations and the Office of Communication to develop an After Action Report to identify ways to improve the response and communication related to future power outages.
**Products:**
January 2010 power outage AAR

- **Activated ICS and Developed Incident Action Plans (IAPs) for H1N1**
The campus CIMT activated the ICS structure identified in the Pandemic plan and developed a series of IAPs to guide the university’s response to H1N1. The IAPs, along with situation reports, were developed on a weekly basis.

**Products:**
H1N1 activation letter
Incident Action Plans
Weekly Situation Reports

- **Held Incident Command System (ICS) Trainings**
UOEM provided basic and advanced Incident Command System training for staff from Information Services and Campus Operations.

**Products:**
Held ICS 100/200 courses in September 2009 and December 2009.
Held ICS 700/800 courses in December 2009 and May 2010.
Held 2 sessions of ICS 300/400 in August 2009.

**Objective 5: Enhance disaster preparedness capabilities through preparing, training, and exercising.**

- **Participated in Social Distancing Exercise**
UOEM staff participated in a social distancing exercise/workshop held by the Department of Justice.

**Products:**
Participant in Statewide exercise/workshop

- **Conducted Pandemic Tabletop Exercise in August 2009**
UOEM developed and facilitated a series of three tabletop exercises on the H1N1 pandemic in August 2009. One session focused on logistics related to potential quarantine, another on the Intelligence function, and the last on Command Staff roles and responsibilities.

**Products:**
Completed Pandemic Tabletop Exercise and After-Action Report

- **Developed a Campus Community Emergency Response Team (C-CERT)**
Utilizing funds from the Emergency Management for Higher Education grant, UOEM staff coordinated with the City of Eugene’s CERT program to host a training session for UO
faculty/staff. As a result, approximately 20 staff members completed the training. The C-CERT team has established a regular meeting schedule and meets quarterly. They will be involved in future training and exercises.

**Products:**

*Development of C-CERT Team*

- **Developed and Implemented Personal Preparedness Training**
  UOEM staff developed and implemented a personal preparedness training that covers: 1) the university’s emergency planning efforts, 2) family emergency planning that staff can do at home, 3) how to build an emergency kit, and 4) how to mitigate common hazards at home.

**Products:**

*Personal Preparedness Training announced across campus January 2010*

*Personal Preparedness Training for Human Resources staff July 2010*

**Objective 6: Strive for multi-dimensional communications (e.g. redundancy to ensure multiple modes of communications) and enhance education, awareness, and understanding of what to do before, during, and after crisis and disaster events among students, staff, and faculty**

- **Updated and tested UO Alert! text notification system**
  During the 09-10 academic year, the university switched the text notification system used to send emergency notifications. The new system was successfully tested in February 2010.

**Products:**

*New text notification system and successful test.*

- **Web Communication Redundancy**
  UOEM staff has been consulting with UO's Web Communication staff about the importance of a redundant web presence in case something happens to our web feed here in Eugene.

**Products:**

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**Objective 7: Address sustainability considerations in all endeavors and ensure that strategies are measurable**

- **Benchmarked Progress against Five-Year Strategic and Business Plan**
  The five-year business plan has undergone multiple edits and revisions but remains the foundation of the organization’s mission, objectives, and core actions. The department compares its core actions against its mission and objectives on a quarterly basis via cost-versus-budget reviews, performance evaluation, and interdepartmental assessments.

**Products:**

*University of Oregon Five-Year Strategic Plan*
• **Reviewed and Revised Five-Year Strategic and Business Plan**
  The five-year strategic and business plan is not a stagnant document. UOEM adapts and revises the document in response to changes in environmental, fiscal, human resource, or other elements. Updates flow through the document to the UOEM budget and work program.

  **Products:**
  University of Oregon Five-Year Strategic Plan
  FY 2010 Annual Work Program
  FY 2010/2011 Budget Projections and Budget Forecast