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Purpose
This University of Oregon Emergency Management & Continuity (UOEMC) Annual Report describes the tasks and products completed during the 2012-2013 academic year.

Overview
Emergency Management & Continuity Program at the University of Oregon is part of the Enterprise Risk Services Unit and addresses the five major elements of emergency management and business continuity: preparedness, response, continuity, recovery, and mitigation. The program’s objectives provide a comprehensive, cost-effective, and integrated approach to enhancing disaster safety and establishing 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).

Definitions
Preparedness, response, continuity, recovery and mitigation are mentioned frequently throughout the Annual Report. These terms are defined below as used by UO Emergency Management & Continuity.

- **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, staff, and visitors, or reviewing and improving current emergency procedures.

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

- **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** is 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.

An Integrated Approach
The UO Emergency Management & Continuity 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 five 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, policies, or procedures, the less overall exposure that will have to be dealt with during emergencies, decreasing the pressure on the response side and lowering recovery costs from future incidents. To effectively integrate emergency management and business continuity 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 & Continuity program is the use of standards defined by the National Fire Protection Association 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” using 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, increase the university’s capacity to prepare for, respond to, recover from, and mitigate against future disasters.

An integrated and coordinated Emergency Management and Continuity 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

**Oversight Structure**

To facilitate emergency management on the UO campus, the UO Emergency Management and Continuity Program has developed an oversight structure. Any oversight model must involve not only the emergency management staff, but must also actively engage partners throughout the UO campus. Through active partnership, the university will be able to enhance disaster resilience and improve campus safety.

The oversight structure is shown in the diagrams below. 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 page 9.

In the event of an emergency incident, the UO Incident Management Team (UO-IMT) is activated as described in the Emergency Operations Plan. The UO-IMT 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. At a minimum, members are asked to take advanced Incident Command System (ICS) courses; however, UOEMC is working to train members to the Type 3 all-hazard incident management team level. As of the end of this year, 11 members of UO-IMT had taken that level of training. See Figure on page 10.
Emergency Management and Continuity Program Objectives
The Emergency Management and Continuity Program has five main objectives that guided the tasks and programs of the past year. These objectives are:

- **Oversight** – The Emergency Management and Continuity Program held numerous oversight meetings with the Emergency Management Advisory Committee (EMAC) and the UO Incident Management Team (UO-IMT), 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 emergency notification plans and policies.

- **Business Continuity** – During this fiscal year, UOEMC completed business continuity plans for the Health Center, Housing, Budget and Resource Planning, and Enterprise Risk Services.

- **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 and Continuity Program continues 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 incident response and large campus events.

- **Service Learning** – The InfoGraphics Lab partnered with the Emergency Management and Continuity Program to foster service learning. The units have shared a Graduate Research Fellow for the past four years. The student helped in maintaining and improving the campus risk assessment for the university.
Emergency Management & Continuity
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University of Oregon
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.

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Assessing Enterprise-wide Vulnerability

An important component of the five-year Emergency Management strategic and business plan is to conduct regular campus threat hazard identification and risk assessment (THIRA) 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 THIRA include:

- Review and update the THIRA (Geographic Information Systems) 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 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.

Implementation of the THIRA 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. The THIRA has been supported by Institutional Graduate Teaching Fellows (GTFs) from the office of the Vice President for Research for the past four years. This GTF position is shared between UO Emergency Management & Continuity and the InfoGraphics Lab.

Figure 2: THIRA Model
Assessing Department Level Vulnerability: Campus Vulnerability Assessment Team (CVAT)

UOEMC works toward enterprise-wide resiliency. However, the university is a uniform entity, but perhaps most accurately described as a collection of interconnected organizations. Therefore, UOEMC has begun the process of guiding department, division, or functional groups through a series of planning phases to assess the vulnerability, risk, and resiliency unique to each.

The UOEMC comprehensive planning process begins with an all hazards risk assessment conducted by the inter-disciplinary Campus Vulnerability Assessment Team (CVAT). The CVAT is a collaborative interdisciplinary effort that is lead by UOEMC and includes representatives from Environmental Health and Safety, Geography’s InfoGraphics Lab, UO Police, Campus Planning & Real Estate, Campus Operations Lock Shop, and Risk Management. The Team conducts site specific assessments to identify hazards and risks, and to assess the vulnerability of people, property, operations and the environment. These site specific risk assessments are used to develop risk reduction plans and strategies tailored to the specific participating department or unit.

The CVAT process entails:

- Internal review and evaluation of existing procedures, protocols
- Defining how department / division vulnerability and risk varies from overall campus vulnerability and risk.
- The identification of issues, threats, vulnerabilities, and opportunities in:
  - Safety (e.g., fire, life safety, evacuation)
  - Security (e.g., personnel, property & IT, facilities)
  - Risk (e.g., liability, insurance, policies)
  - Vulnerability (e.g., structural, utility, content)

The outputs of the CVAT are suggested actions to be included in plans, policies and procedures that support changes to operations, equipment, facilities, staffing, and training.
2012-2013 Task and Products Summary
Below is a summary of the tasks and products completed in the past year. They are organized by Emergency Management and Continuity Program objectives.

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 2012-2013 academic year.

  **Products:**
  Developed an annual report for the 2012-2013 academic year.

- **Held Emergency Management Advisory Committee (EMAC) Meetings**
  The EMAC met twice during the academic year and discussed a number of topics including:
  - Review of EMC Annual Report
  - Review of ERS Strategic Plan
  - Outreach efforts
  - Demonstration of in-house response tool – Mongoose
  - Overview of Compliance Committee
  - Campus Emergency Management Needs

  **Products:**
  Meeting held on October 18, 2012 and April 24, 2013

- **Held Campus Incident Management Team (CIMT) Meetings**
  The CIMT met eight times during the academic year and discussed a number of topics including:
  - Planned Power Outage Planning
  - Olympic Trials After Action Report
  - Calling 911 v. 6-2919 from Campus
  - Emergency Operations Plan updates
  - Bomb Threat Protocol
  - Reviews of several incidents
  - Winter Weather
  - MetaLeadership
  - Flu Outreach
  - January Power Outage Debrief
  - Dalai Lama Planning

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1 The spring 2012 EMAC meeting was canceled.
• Compliance Committee Overview
• Executive Leadership Exercise

**Products:**
*Meetings held on August 20, 2012; September 17, 2012; November 19, 2012; December 17, 2012; January 14, 2013; February 18, 2013; March 18, 2013, and May 20, 2013.*

• Held Facility Managers Meetings
UOEMC invites dedicated facility managers from across campus to a bi-annual meeting. These meetings include introductory sessions to the offices of ERS as well as discussion of policy changes or procedural issues that impact facilities and/or the managers.

**Products:**
*Meeting held on November 20, 2012*
*Meeting held on May 1, 2013*

Objective 2: Employ an integrated all-hazards risk-based approach for mitigation, response, business continuity, recovery, and preparedness planning for campus.

• Situational Awareness Tool
UOEMC partnered with the UO Geography’s InfoGraphics Lab to develop a situational awareness tool (called Mongoose) that ties the VECC (Basecamp) into existing campus GIS and other institutional data to visualize campus activities and characteristics allowing campus leaders to track the impact of a disruption or emergency as well as progress of response to facilitate timely decision making to protect lives and property.

**Products:**
*A new version of Mongoose was made available in a beta version to EMC staff this year. Continued usage at UO home football games.*

• Business Continuity Plans
UOEMC completed BCP process for Enterprise Risk Services.

**Products:**
*Final BCP plan for Enterprise Risk Services, including: Emergency Management & Continuity, Environmental Health and Safety and Risk Management.*
• **Campus Vulnerability Assessment Team (CVAT)**
  The Team completed an assessment for the Moss Street Child Development Center and began an assessment with Architecture and Allied Arts (AAA)’s Fine Arts program and facilities on the north side of Franklin Boulevard. The Team also created a formal process for requests, training and maintenance of panic buttons. EMC and Risk Management partnered under the CVAT umbrella to do policy specific assessments of all programs underneath the Erb Memorial Union (EMU).

  **Products:**
  - Final Moss CVAT Report
  - Draft AAA CVAT Report
  - Formalized process for panic buttons on campus
  - 8 EMU policy reviews

• **Emergency Operations Plan Updates**
  UOEMC staff worked on annual updates to the Basic Plan of the EOP. Additional work is being done to update the hazard annex templates.

  **Products:**
  - 2013 EOP Updates
  - Draft Hazard Annex Templates

• **Natural Hazard Mitigation Plan Update**
  UOEMC held an annual meeting in Fall 2012 to document progress towards the 2016 plan update. UOEMC continued to work with staff from the Science Library to discuss options for retrofitting the library stacks in future remodels.

  **Products:**
  - Plan Steering Committee meeting – October 2012
Objective 3: Build local, higher education, state, and national partnerships and coalitions.

- **Received grant money to assist other Oregon University System campuses to develop Natural Hazard Mitigation Plans (NHMPs).**
  
  On behalf of the Oregon University System, UO Emergency Management wrote a proposal through FEMA’s Hazard Mitigation Grant Program to fund the development of natural hazard mitigation plans for OUS institutions. In August 2009, that funding was approved and awarded. Universities involved: Oregon Institute of Technology, Eastern Oregon University, Southern Oregon University, Western Oregon University, and Mount Hood Community College. UOEMC has been supporting the development of NHMPs on these campuses by providing templates and other material, providing two day long training sessions, and technical assistance via 1-on-1 meetings in person and over the phone.

  **Products:**
  - Final adopted and FEMA approved plans for: Southern Oregon University, Mount Hood Community College, Western Oregon University, Eastern Oregon University, and Oregon Institute of Technology.

- **Local, State and National Partnership and Coalitions**
  
  - **Lane Preparedness Coalition**
    
    UOEMC sits on the Lane Preparedness Coalition Steering Committee. The Coalition is a group of public and private entities in Lane County who are interested in working together to increase emergency preparedness county-wide. Participating agencies include local public safety agencies, the hospitals, schools, universities, utility providers, and private businesses.

  - **Cascadia Region Earthquake Workgroup (CREW)**
    
    The Cascadia Region Earthquake Workgroup (CREW) is a coalition of private and public representatives working together to improve the ability of communities throughout the Cascadia Region to reduce the effects of earthquakes and related hazards, such as tsunami. The University of Oregon is a postsecondary institution member of CREW and the UO Emergency Management Director currently serves as the past-president of the board of directors.

  - **Pacific Northwest Region UCC Summit**
    
    EMC staff planned and hosted a regional summit for emergency management practitioners at institutes of higher education in the Pacific Northwest in Portland in January 2013. Over 75 people participated.

  - **International Association of Emergency Managers Universities & Colleges Caucus (IAEM-UCC)**
    
    The mission of the International Association of Emergency Managers Universities & Colleges Caucus (IAEM-UCC) is to represent the emergency management issues surrounding college and university campuses. The purpose of this caucus is to provide emergency managers from higher education institutions a voice on a
national and international scale to ensure their needs are also being addressed by government and industry officials. The UO Emergency Management & Continuity Director serves as the chair and the Senior Planner serves as the Region 10 representative for the IAEM-UCC and the 2013 Symposium Work Group Chair.

- **International Association of Campus Law Enforcement Administrators (IACLEA)-Domestic Preparedness Committee**
  The UO Emergency Management & Continuity Director serves as the national emergency management representative for the IACLEA-DPC.

- **Disaster Resilient Universities listserv**
  The mission of the Disaster Resilient Universities (DRU) listserv is to facilitate open communication, discussion, and resource sharing between university/college emergency management practitioners charged with making our campuses more disaster resilient. The DRU Listserv was founded by and is hosted by the University of Oregon Emergency Management and Continuity Program.

- **Disaster Resilient Universities-Communities of Practice (CoP)**
  DRU (CoP) is a professional networking, collaboration and communication platform. Created by the U.S. Department of Homeland Security Science & Technology Directorate the site serves as a vetted community of members focused on emergency preparedness, response, recovery and other homeland security issues. The DRU-CoP has been established for university and/or college emergency management professionals to share information, technical resources (such as templates or examples, After Action reports, lessons learned, and best practices or case studies) and engage in discussions and dialogues related to the profession and emerging issues around campus emergency management. The DRU-CoP was developed through a collaborative between U.S. Department of Homeland Security Science & Technology Directorate, International Association of Emergency Managers-Universities & Colleges Caucus and University of Oregon Emergency Management and Continuity Program.

**Products:**
- Lane Preparedness Coalition (LPC) Member
- Cascadia Region Earthquake Workgroup (CREW) membership
- Representation and leadership in the International Association of Emergency Managers Universities & Colleges Caucus
- Regional EM Summit
- Hosting and management of the Disaster Resilient Universities Listserv with 800 institutional members
- Development of National Disaster Resilient Universities Communities of Practice
- Represented UO on planning group for a community active shooter exercise

- **Developed Incident Action Plans (IAPs) or Operations Plans, Planned Power Outages, Unplanned Power Outage, Commencement, ESPN Game Day, Eugene Marathon, and Dalai Lama, etc.**
  Numerous events on campus provided the opportunity to develop Incident Action Plans and Operations Plans. In addition, these events provided an opportunity to utilize ICS for event planning.

  **Products:**
  Numerous IAPs and Operations Plans

- **Developed After Action Report (AAR) for Incidents**
  UOEMC assisted in developing an AAR reports for the following incidents: unplanned power outage and Dunn Hall Fire. The AAR includes a summary of the direct and indirect costs associated with the response needed for the incident.

  **Products:**
  Two After Action Reports

- **Held Incident Command System (ICS) Trainings**
  UOEMC provided basic and advanced Incident Command System training for staff from Information Services and Campus Operations. This effort was funded through the Emergency Management for Higher Education grant. A total of 49 individuals participated in these trainings representing 16 different agencies and organizations, four of which traveled from out of state.

  **Products:**
  Held ICS 300/400 courses in August 2012 and April 2013.
  Held Policy Group training in February 2013

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

- **Developed and conducted Football Tabletop Exercise in August 2012**
  On August 24, 2012, the University of Oregon, City of Eugene, American Red Cross, and Crowd Management Services (CMS) staff participated in a multijurisdictional tabletop exercise to evaluate the ability of participating agency operations plans to guide key decision-making and to coordinate their communications in response to an incident during a football game. The scenario involved weather related injects.

  **Products:**
  Completed Football Tabletop Exercise
• Conducted Executive Leadership/Policy Group Table Top Exercise
  In April 2013, EMC staff ran the Executive Leadership Team through a Policy Group tabletop exercise to identify policy level issues and needs in responding to a prolonged power outage.

  **Products:**
  Completed Table Top Exercise and After Action Report

• Held First Preparedness Fair
  UOEMC staff developed and implemented a preparedness fair with a zombie theme in October 2012. Other ERS staff and departments assisted and staffed tables with various safety information. The Fair also included other activities throughout the week including the Great Shakeout earthquake drill, lunchtime preparedness seminars, a preparedness survey, and a preparedness movie.

  **Products:**
  Preparedness Fair event and three preparedness sessions
  Developed a basic emergency kit for purchase at the Duck Store

• Developed and Implemented Personal Preparedness Training
  UOEMC 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:**
  September 2012 – Student Rec Center Student Managers
  October 2012 – Open session as part of the Preparedness Fair
  February 2013 – For the staff of the Graduate School administration
  April 2013 – Open to all UO Faculty and staff, approx. 35 attended, co-hosted by Red Cross
  May 2013 – For students in the Bean Housing Complex
  May 2013 – As part of the Housing “Community Conversation” event series
  May 2013 – As part of training for Residence Hall Advisors

• New Employee Orientation
  UOEMC staff coordinated with staff from Risk Management and Environmental Health and Safety to produce a power point and table top display for inclusion in Human Resource’s bi-monthly New Employee Orientation.

  **Products:**
  December 2012
  February 2013
  April 2013
  June 2013
• **Reverse Vendor Fair**
  UOEMC staff coordinated with staff from Risk Management and Environmental Health and Safety to create a table top display for the Reverse Vendor Fair, an event hosted by UO Purchasing and Contracting. At the event, businesses attend to meet with department level agency purchasers at one time and in one location.

  **Products:**
  Enterprise Risk Services table at the February 2013 Annual Reverse Vendor Fair

• **Violence Prevention Training**
  UOEMC staff coordinated with UO Police and the Counseling and Testing Center to develop a violence prevention training aimed at educating the campus community about warning signs of violence, what to do in the event of a violent act, and what plans and resources are in place to respond. Nine sessions were held this academic year.

  **Products:**
  January 2013 – Enrollment Management
  February 2013 – Athletics
  March 2013 – Prince Lucien Campbell (PLC) building occupants (2 sessions)
  April 2013 – PLC building occupants (2 sessions) & Health Center staff
  June 2013 – PLC building occupants & 1600 Millrace occupants
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

- **Maintained UO Alert! text notification system**
  The system was used for five incidents and one test during 2012:

  - April 16, 2013 – System Test
    - Email, SMS, Smart Classroom, Alerts Page
  - January 7, 2013 – Power Outage Notice & Updates
    - Email, SMS, Alerts page
  - October 18, 2012 – System Test
    - Email, SMS, UO Homepage, Alerts page

  **Products:**
  Maintenance of the text notification system; successful test and use of system.
  Presentation on UO Alert! during new faculty orientation

Campus Outreach

UOEMC staff actively engaged the campus community in various outreach efforts during the academic year.

  **Products:**
  Tabled at the off-campus housing fair
  Ran an advertisement in the 2012 Student Handbook
  Wrote an article for inclusion in the Parent and Family newsletter
  Conducted earthquake awareness events with staff of Early Childhood Cares and Head Start
  Purchased three (3) standing banners for outreach (earthquake hazard; UOAlert; personal preparedness)
  Opened a UOEMC Facebook account to conduct informal outreach
  Published two (2) articles in “Around the O” (AED locations and Preparedness Fair)
Objective 7: Address sustainability considerations in all endeavors and ensure that strategies are measurable

- **UOEMC Staff Professional Development**
  Enhancing the capability of the UOEMC staff to plan for and respond to incidents ensures that the UOEMC remains proactive in anticipating hazards as well as mitigation and preparedness opportunities.

  **Products:**
  Participated in the following trainings:
  - International Association of Emergency Managers Disaster Resilient Universities workshop
  - National Emergency Management Executive Academy – National Emergency Management Institute
  - Earthquake Preparedness and Response – National Emergency Management Institute
  - Oregon Women in Higher Education Conference
  - Naval Postgraduate School & Emergency Management in the 21st Century
  - Department of Justice Public Disturbance National Focus Group
  - White House Event on Creating Model Emergency Management Plans
  - Science of Disaster: Integration into Emergency Management Policies and Decisions

  **Presented at:**
  - CSHEMA – July 2012 – Portland, OR
  - Global Leadership Institute – July 2012 – Eugene, OR
  - American Clearinghouse for Education Facilities video on football operations at Autzen
  - Oregon Emergency Management Association Annual Conference – October 2012 – Lincoln City, OR.
  - University of New Orleans Disaster Resilient University Conference – March 2013 – New Orleans, LA