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Purpose
This University of Oregon Emergency Management & Continuity (UOEMC) annual report describes the tasks and products completed during the 2013-2014 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 made to restore water, power, communications, 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 nonstructural 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 there is to deal with during emergencies, decreasing the pressure on the response side and lowering recovery costs from future incidents. To integrate emergency management and business continuity activities into resources and departments effectively, 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 governments, neighboring citizens, and the private and nonprofit
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, 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 also actively engage partners throughout the UO campus. Through active partnership, the university can enhance disaster resilience and improve campus safety.

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.
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:

- **Create a culture around enterprise risk management** – Promote a risk-aware culture without creating a risk-averse climate by integrating risk awareness and reduction into existing trainings, processes, and programs; engaging campus clients or partners to help them understand their risks; and providing guidance, assistance, training and direction to campus clients and partners.

- **Assess risk and reduce losses** – Assess vulnerability and exposure and proactively reduce losses by developing and maintaining threat-hazard identification and vulnerability assessments, determining the appropriate or required controls to better manage risks, and work with campus leadership to identify high risk and reward areas and acceptable risk tolerance.

- **Protect the university** – Protect life, property, the environment, essential services, and mission critical facilities by performing inspections, testing, and exercises; supporting the use of the National Incident Management System and Incident Command System principles through the UO-Incident Management Team; and performing a resource review and inventory to ensure adequate equipment and materials for emergency response.

- **Ensure continuity** – Support quick resumption of university core mission and business systems by maintaining a planning process to develop pre-event, incident action, emergency operations and response, mitigation, and continuity plans; and supporting proactive training and exercising efforts for preparedness, response, and continuity.

- **Provide outreach and cooperation within and outside the campus** – Increase cooperation and communication within the community through the planning process, training, and exercising by increasing campus awareness of Enterprise Risk Services, its mission, and its capabilities; continuing to build and maintain campus, local, state, higher education, and national partnerships and coalitions; and identifying opportunities for institutionalizing and formalizing ERS involvement with the activity of other campus divisions or units to proactively mitigate or reduce losses.
Figures 2 and 3 provide a graphic representation of the UO Incident Management team structure and relationships.
UO-IMT
University of Oregon Incident Management Team by ICS position

ICS - Incident Command System

Purpose
ICS is a standardized, on-scene, all-hazard incident management approach, which allows its users to adopt an integrated organizational structure that matches the complexities and demands of incidents.

The use of ICS enables the UO to coordinate effectively with other jurisdictions involved in a response, such as the Eugene Police Department, the Eugene Fire/EMS Department, Lane County, and State Agencies.

All IMT members are working towards a FEMA Type 3 position specific training certification and completion of a position specific taskbook. * indicates staff with position specific training.

IMT Director
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Last Revised: 11/7/14

Policy Group
- Incident Commander
- Deputy Incident Commander

Liaison Officer
- UO Liaisons
  - President's Office
  - Provost
  - Student Affairs
  - Research
  - Finance and Administration
  - Government and Community Relations

Safety Officer

Public Information Officer
- Julie Brown *
- Kelly McIver
- Tobin Klinger

Operations Section Chief
- André Le Duc *
- Mike Eyster *
- George Hecht *
- Carolyn McDermid *
- Krista Dillon *

Planning Section Chief
- Greg McRitchie *
- Matt Roberts
- Moira Killey
- Mike Eyster
- Greg Shipe *

Logistics Section Chief
- Vida Strand *
- George Hecht
- Carolyn McDermid *
- Brett Rogers
- Tony Saxman *

Finance Section Chief
- André Le Duc *
- Krista Dillon *
- Emma Stocker *

Logistics Section Chief
- Vacant, filled by PSC

Finance Section Chief
- Kelly Wolfe
- Deb Denning
- Jon Marchetta

Resources/Technical Specialists
- Sandy Sheetz
- Allen Gilkey
- Ken Kato
- Sue Eveland
- Paul Shang
Assessing Enterprise-Wide Vulnerability

An important component of the five-year Enterprise Risk Services strategic and business plan is to conduct regular campus threat hazard identification and risk assessments (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 they relate 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 it 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 4 illustrates the THIRA model.
Assessing Department-Level Vulnerability: Campus Vulnerability Assessment Team (CVAT)

UOEMC works toward enterprise-wide resiliency. However, the university is a uniform entity 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 interdisciplinary Campus Vulnerability Assessment Team (CVAT). The CVAT is a collaborative, interdisciplinary effort led by the UOEMC; it includes representatives from Environmental Health and Safety, Geography’s InfoGraphics Lab, UO Police, Campus Planning & Real Estate, Campus Operations Lock Shop, and Enterprise Risk Services. 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 and protocols.
- Defining how department/division vulnerability and risk varies from overall campus vulnerability and risk.
- Identifying 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 often actions included in plans, policies, and procedures that support changes to operations, equipment, facilities, staffing, and training.
Objective 1: Create a culture around enterprise risk management.

- Maintained annual report process
  This annual report provides an overview of emergency management activities completed during the 2013-2014 academic year. The process began in the 2012-2013 academic year.
  
  **Products:**
  Create annual report for the 2013-2014 academic year.

- Held Emergency Management Advisory Committee (EMAC) meetings
  The EMAC met once 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 in October 2013. The EMAC has been incorporated into the IMT function.

- Conducted new employee orientation
  UOEMC staff coordinated with staff from Enterprise Risk Services and Environmental Health and Safety to produce a Powerpoint and tabletop display for inclusion in Human Resources’ bi-monthly new employee orientation.
  
  **Products:**
  October 1, 2013
  December 3, 2013
  February 6, 2014
  April 1, 2014
  June 3, 2014

- Conducted OSHA safety training
  UOEMC staff presented during OSHA safety trainings aimed at educating the campus community about on-the-job safety. One session was held this academic year.
  
  **Products:**
  April 13, 2014
Conducted ERS 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
- Harvard Executive Education Program: Crisis Leadership in Higher Education
- National Emergency Managers Leadership Academy
- NAFSA (National Association of Foreign Student Advisers) International Risk Workshop

Objective 2: Assess risk and reduce losses.

- **Managed Campus Vulnerability Assessment Team (CVAT)**
The team finalized an assessment of the Architecture and Allied Arts (AAA) Fine Arts program and facilities on the north side of Franklin Boulevard. The team also partnered with Enterprise Risk Services to do policy-specific assessments of all programs underneath the Erb Memorial Union (EMU).

**Products:**
Finalized AAA CVAT report
1 EMU policy review (February 2014)

- **Made Emergency Operations Plan updates**
UOEMC staff maintained the Basic Plan of the EOP and drafted functional annexes.

**Products:**
2014 EOP updates
Draft functional templates

- **Made Natural Hazard Mitigation Plan updates**
UOEMC updated several parts of the plan.

**Products:**
Updated Risk Assessment chapter
Incorporated success stories about NHMP
Updated campus profile in section 2

Objective 3: Protect the university.

- **Maintained UO Alert! text notification system**
The system was used for three incidents and two tests during the 2013-14 fiscal year:
• October 17, 2013 – system test  
  o Email, SMS, Smart Classroom, social media, digital displays  
• December 6, 2013 – winter weather  
  o Email, SMS, social media  
• February 3, 2014 – fire in Eslinger Hall  
  o Email, SMS, social media  
• February 6-11, 2014 – winter weather  
  o Email, SMS, social media  
• April 7, 2014 – system test  
  o Email, SMS, social media  

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

• **Held UO Incident Management Team (UO-IMT) meetings**  
The IMT met 10 times during the academic year and discussed a number of topics, including:  
  • Creating an emergency information page for parents  
  • SEIU strike planning  
  • Winter weather planning and debriefing  
  • Pandemic and communicable disease plan review  
  • Seasonal flu overview  
  • Threat-assessment training  
  • World Junior Championships planning  
  • IMT succession planning  
  • Preparedness fair  
  • Eugene SLEEPS (Safe Legally Entitled Emergency Places to Sleep) encampment  
  • Oregon Ready pilot  

**Products:**  

• **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 11 individuals participated in these trainings.  

**Products:**  
ICS training on August 6, 2013  
ICS training on August 7, 2013
Objective 4: Ensure continuity.

- **Maintained and updated business continuity plans**
  UOEMC implemented a customized plan called Oregon Ready, which is based on the Kuali online software tool. UOEMC moved its existing BCP plans to the Kuali tool. It ran pilot programs in spring 2014; the first solo groups ran through the program in August.

  **Products:**
  Implemented Kuali; ran pilot programs in spring 2014.

- **Developed Incident Action Plans (IAPs) for ESPN GameDay, SEIU strike planning, winter weather, World Juniors Championships, 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. 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:**
  ESPN GameDay IAP
  SEIU strike planning IAP
  Winter weather plans, December 2013 and February 2014 IAP
  World Juniors Championships IAP
  City of Eugene Marathon IAP
  Zebrafish International Research Center fire IAP

- **Developed and conducted football tabletop exercise in August 2013**
  The University of Oregon, City of Eugene, American Red Cross, and Crowd Management Services (CMS) participated in a multijurisdictional tabletop exercise to evaluate the ability of participating agency operations to guide key decision-making and to coordinate their communications in response to a stadium evacuation.

  **Products:**
  Completed football tabletop exercise

- **Developed and conducted housing tabletop exercise in August 2013**
  The University of Oregon and Campus Housing staff participated in a tabletop exercise to evaluate the ability of participating leaders to guide key decision-making and to coordinate their communications in response to a utility outage.

  **Products:**
  Completed housing tabletop exercise
• Developed and conducted World Junior Championships tabletop exercise in May 2014
UOEMC developed and facilitated a multijurisdictional tabletop exercise to evaluate the ability of participating agency operations to guide key decision-making and to coordinate their communications in response to an emergency during the World Junior Championships. Over 50 people participated in the exercise.

Products:
Completed World Junior Championships tabletop exercise

Objective 5: Provide outreach and cooperation within and outside the campus.

• Worked with local, state and national partnerships and coalitions
  • Lane Preparedness Coalition
    UOEMC's Business Continuity and Emergency Management Planner is the chair of the Lane Preparedness Coalition steering committee. The coalition is a group of public and private entities in Lane County that 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 is the past-president of the board of directors.
  
  • 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 give emergency managers from higher-education institutions a voice on a national and international scale to ensure that government and industry officials address their needs. The UO Emergency Management & Continuity Director serves as the chair, and the assistant director 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 Enterprise Risk Services executive 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 among 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 among the U.S. Department of Homeland Security Science & Technology Directorate, the International Association of Emergency Managers-Universities & Colleges Caucus, and the University of Oregon Emergency Management and Continuity Program.

**Products:**
- Lane Preparedness Coalition (LPC) member and chair
- Cascadia Region Earthquake Workgroup (CREW) membership
- Representation and leadership in the International Association of Emergency Managers Universities & Colleges Caucus
- Hosting and management of the Disaster Resilient Universities listserv with 800 institutional members
- Development of National Disaster Resilient Universities Communities of Practice
- Continued process of trademarking DRU

• **Held preparedness fair**
  UOEMC staff developed and implemented a preparedness fair in April 2014. Other campus 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, a preparedness movie, and an emergency kit cook-off.

**Products:**
- Developed and implemented preparedness fair event and preparedness sessions

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

Products:
- September 2013 – Housing resident advisors
- September 2013 – Housing food services staff
- February 2014 – ASUO student group leadership
- March 2014 – Table at housing fair
- May 2014 – Pi Beta Phi sorority leadership team meeting

Held violence-prevention trainings
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. Three sessions were held this academic year.

Products:
- August 16, 2013
- September 23, 2013
- April 24, 2013 – University Health Center Secure-in-Place drill