Emergency Management & Continuity Program
2010-2011 Annual Report
7/31/2012

Enterprise Risk Services | University of Oregon
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Purpose
This University of Oregon Emergency Management & Continuity (UOEMC) Annual Report describes the tasks and products completed during the 2011-2012 academic year.

Overview
Emergency Management & Continuity at the University of Oregon is an integrated program that addresses the five major elements of emergency management: 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).

During the past year, UOEMC was integrated with Environmental Health & Safety and the Office of Risk Management to form a new unit known as Enterprise Risk Services (ERS). The consolidation was a natural step given the high degree of alignment among the programs and objectives of the three offices. United by a shared mission, Enterprise Risk Services is designed to comprehensively address the complex needs of a major research university like the University of Oregon.

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 critical operations and business 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.

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**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 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, 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 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

Assessing Enterprise-wide Vulnerability

An important component of the five-year Emergency Management strategic and 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 (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.

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

Figure 2: CHIVRA Model
Assessing Department Level Vulnerability: Campus Vulnerability Assessment Team (C-VAT)

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 (C-VAT). The C-VAT is a collaborative interdisciplinary effort that is lead by UOEMCC and includes representatives from Environmental Health and Safety, Geography’s InfoGraphics Lab, Public Safety 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 C-VAT 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 C-VAT are suggested actions to be included in plans, policies and procedures that support changes to operations, equipment, facilities, staffing, and training.

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 and the surrounding community. 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 Campus Incident Management Team (CIMT) is activated as described in the Emergency Operations Plan. 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. 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, nine members of CIMT 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 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 emergency notification plans and policies.

- **Business Continuity**– During this fiscal year, UOEMC began a series of business continuity pilot projects for research units and the Business Affairs Office.

- **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 three years. The student helped in maintaining and improving the campus risk assessment for the university.
University of Oregon
Membership Diagrams of Standing Crisis / Emergency Management Groups

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.
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2011-2012 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 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 2011-2012 academic year.

  **Products:** Developed an annual report for the 2011-2012 academic year.

- **Held Emergency Management Advisory Committee (EMAC) Meetings**
  The EMAC met once times during the academic year\(^1\) and discussed a number of topics including:
  - Business continuity planning on campus
  - Campus natural hazard mitigation plan update
  - Development of an MOU to serve as a federal medical station
  - New UOEMC website roll out
  - Social Media in Disasters

  **Products:** Meeting held on August 2, 2011

- **Held Campus Incident Management Team (CIMT) Meetings**
  The CIMT met seven times during the academic year and discussed a number of topics including:
  - Internal Incident Notification Protocol
  - UOEMC Customer Service Survey
  - WMD Exercise on Campus
  - Gas Leak Debrief
  - Strike Planning
  - ICS Training
  - Huestis Explosion Debrief
  - Vigilant Guard Exercise
  - Emergency Operations Plan Updates
  - 2012 Olympic Track and Field Trials
  - March Snow Debrief
  - Campus Continuity during the Olympic Trials

\(^1\) The spring 2012 EMAC meeting was canceled.
Objective 2: Employ an integrated all-hazards risk based approach for mitigation, response, business continuity, recovery, and preparedness planning for campus.

- **Meningitis Debrief**
  
  **Products:**

- **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 progress of response to facilitate timely decision making to protect lives and property.

  **Products:**
  Developed Mongoose and conducted tests of the system during several incidents such as weather incidents and the Olympic Trials.

- **Business Continuity Plans**
  UOEMC completed BCP process for the University Health Center, University Housing, Budget and Resource Planning, Purchasing and Contracting Services, and Printing and Mailing Services. These efforts were funded through the Emergency Management for Higher Education grant. UOEMC also had an initial meeting with Campus Operations to gain a better understanding of the Central Power Plant and its role in providing critical service to campus.

  **Products:**
  Final BCP plans for the Business Affairs Office, University Health Center, University Housing, Budget and Resource Planning, Purchasing and Contracting Services, and Printing and Mailing Services.

- **DHS Vulnerability Assessment**
  UOEMC staff coordinated with the Department of Homeland Security to complete a Site Assistance Visit for Autzen Stadium and Hayward Field. A Site Assistance Visit (SAV) is a vulnerability assessment conducted to develop awareness of a facility’s physical vulnerabilities and systems connectivity, interdependency, and weaknesses. SAVs inform site owners and operators about security vulnerabilities and gaps as well as protective measures to increase preparedness for all hazards, including terrorist attack. The SAV also compares each site to comparable sites across the country to identify similar issues or to learn from best practices.

  **Products:**
  Reports for Autzen Stadium and Hayward Field
• Campus Vulnerability Assessment Team (C-VAT)
  The Team established a monthly meeting schedule and made further revisions to the C-VAT report template to better incorporate risk management concerns. Two C-VATS were completed during the academic year – the University Health Center and the Institute for Molecular Biology. This effort was funded through the Emergency Management for Higher Education grant. The Team also had several discussions with Campus Planning & Real Estate staff to identify ways to address safety and risk concerns in the design and build phase of construction rather than after the fact.

  **Products:**
  - Revised C-VAT process and report template
  - Final C-VAT report for the Health Center
  - Final C-VAT report for the Institute for Molecular Biology
  - Developed standing work sessions for CVAT team members

• Emergency Operations Plan Updates
  UOEMC staff began work on annual updates to the Basic Plan of the EOP. Additional work is being done to update the hazard annex templates. The Concept of Operations was significantly updated this time to add the concept of an Agency Administrator and better define the role of the CIMT in implementing the EOP. This effort was partially funded through the Emergency Management for Higher Education grant.

  **Products:**
  - 2012 EOP Updates
  - Draft Hazard Annex Templates

• Natural Hazard Mitigation Plan Update
  UOEMC updated the campus Natural Hazard Mitigation Plan. The plan addresses earthquakes, floods, and severe weather and outlines a series of actions to assist reduce vulnerability to those hazards before they occur. The plan was formally adopted and approved by FEMA in August 2011. Also, UOEMC staff met with staff from the Science Library to discuss moving forward on a grant application to secure the library stacks.

  **Products:**
  - 2011 Plan Update

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 and Mount Hood Community College.
Draft plans in various stages for Western Oregon University, Eastern Oregon University, and Oregon Institute of Technology.

- **Federal Medical Station Planning**
The Department of Health and Human Services (DHHS) and the Centers for Disease Control and Prevention are developing Federal Medical Stations (FMS) to meet public health needs during a national emergency. Federal Medical Stations have the ability to increase local healthcare in mass casualty incidents or potential public health threats. When operational, a FMS supports 250 non-acute patients for three days. UOEMC staff assisted Lane County Public Health in the identification of potential Federal Medical Station sites on campus and have developed a formal memorandum of understanding for an FMS on campus.

**Products:**
Signed and completed federal medical station MOU

- **Post-Disaster Damage Assessment Planning**
UOEMC staff worked with the City of Eugene Building Department to develop an MOU providing certain trained and certified staff at UO the authority to assess and post official damage assessment placards on university owned buildings following an earthquake. This relationship will speed up the universities recovery process and also free up City assessors to work on city owned infrastructure.

**Products:**
Signed and completed damage assessment MOU

- **Track Town 12 – Olympic Trials Planning**
The University of Oregon hosted the Olympic Track and Field Trials June 22 – July 1, 2012. UOEMC staff served on the Public Safety Committee which was tasked with the development of operations and incident action plans for the Trials. The Committee utilized ICS to plan for the Trials and UOEMC staff are filling the following roles: Planning Section Chief, Resource Unit Leader, and Situation Status Unit Leader. Additionally, UOEMC facilitated the set up for a Multi-Agency Coordination Center during the trials

**Products:**
Final TT12 Public Safety Operations Plan
Daily Incident Action Plans
• 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.

  • **State Interagency Hazard Mitigation Team (SIHMT)**
    
    UO Emergency Management serves as the postsecondary representative on the State Interagency Hazard Mitigation Team. SIHMT oversees the State of Oregon’s Natural Hazard Mitigation Plan and monitors statewide progress in mitigating the effects of natural hazards.

  • **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.

  • **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 Director serves as the chair and the Senior Planner serves as the Region 10 representative for the IAEM-UCC.

  • **Disaster Resilient University listserv**
    
    The mission of the Disaster Resilient University (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 University-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
- State Natural Hazard Mitigation IHMT
- 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 University Listserv with 800 institutional members
- Development of National Disaster Resilient University Communities of Practice

**Objective 4: Support campus understanding and utilization of the Incident Command System/National Incident Management System principles.**

- **Developed Incident Action Plans (IAPs) or Operations Plans, Occupy Eugene, Meningitis Case, Commencement, and the Olympic Track and Field Trials 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: Strike Planning, Occupy Eugene, Winter Weather, Meningitis Case, and the planning for and implementation of the TT12 Operations Plan. The AAR includes a summary of the direct and indirect costs associated with the response needed for the incident.

  **Products:**
  - Numerous 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 July 2011.
  - Held ICS 300/400 courses in October 2011.
  - Type III All-Hazard Operations Section Chief course in October 2011
  - Type III All-Hazard Incident Commander course in February 2012

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

• **Developed and conducted Football Tabletop Exercise in August 2011**
  On August 20, 2010, 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 Full-Scale “Operation High Jump” Exercise**
  In August 2011, UOEMC staff worked the Oregon National Guard’s (ORNG) Civil Support Team and City of Eugene on a WMD full-scale exercise. The exercise tested CST’s interactions with local first responders and the set up and implementation of a full decontamination set up. UOEMC staff served in the Unified Command structure.

  **Products:**
  - Completed Full-Scale Exercise and After Action Report

• **Conducted Olympic Trials Table Top Exercise**
  In December 2011, UOEMC staff worked with the City of Eugene to put on a table top exercise to prepare partners for the Olympic Track and Field Trials. UOEMC staff served in the Unified Command structure.

  **Products:**
  - Completed Table Top Exercise and After Action Report
• **Conducted Full-Scale Vigilant Guard Exercise**
  In May 2012, UOEMC staff worked with the Oregon National Guard (ORNG) on the Vigilant Guard full-scale exercise. The exercise tested the draft operations plan developed for the 2012 Olympic Track and Field Trials. The scenario focused on a bleacher collapse and involved the real world movement of patients using ORNG medical air evacuation resources. CIMT members participated as players and controllers in the exercise.

  **Products:**
  Completed Full-Scale Exercise and After Action Report

• **Maintained a Campus Community Emergency Response Team (C-CERT)**
  Since the development of the C-CERT program, approximately 50 staff members completed the training. UOEMC staff is working with C-CERT members to identify ways to incorporate the team into emergency plans as well as future trainings and exercises. This effort was funded through the Emergency Management for Higher Education grant.

  **Products:**
  Team maintenance and outreach on training opportunities

• **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:**
  July 2011 – Knight Library
  December 2011 – Johnson Hall staff

• **Linn Benton Community College Training**
  UOEMC staff was asked to provide broad emergency management training for leadership at Linn Benton Community College. The session included information on Emergency Management standards, Incident Command System basics, and an exercise.

  **Products:**
  Basic Emergency Management Training

• **Oregon Community College Risk Managers Information Session**
  UOEMC shared emergency management lessons learned with Risk Managers from many of the state’s community colleges in March 2012. Discussions focused on the development of campus incident management teams, ICS training, and business continuity planning.

  **Products:**
  Basic Emergency Management Information Share
• Cascade Occupational Health and Safety Conference
  UOEMC staff facilitated a breakout session on business continuity training.

  **Products:**
  *Business Continuity Presentation*

• Hosted FEMA L363 Multi-Hazard Emergency Planning for Higher Education
  UOEMC hosted FEMA’s L363 course through an offering provided through the DRU community. Several institutes of higher education from around the Pacific Northwest participated in the 3 day course. Participating institutions included: University of Oregon, Trinity Lutheran College, Oregon Institute of Technology, Linfield, and Marylhurst.

  **Products:**
  *Hosted FEMA L363 course in February 2012.*

• National Business Continuity Webinar
  UOEMC staff facilitated webinar training on business continuity for the US Department of Education’s REMS program in April 2012.

  **Products:**
  *Business Continuity Presentation*

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:

  • May 24, 2012 - Gas Leak Notice & All Clear
    o Email, SMS
  • May 7, 2012 - Gas Leak Notice & All Clear
    o Email, SMS
  • April 19, 2012 - Notice of May 2 Campus Exercise
    o Email
  • March 21, 2012 - Weather Alert, UO delayed opening
    o Email, SMS (4)
  • December 21, 2011 – Heustis Explosion Information
    o Email
  • November 29, 2011 – System Test
    o 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
Updated the SmartClassroom system

- **EOEMC webpage update**
  EOEMC has updated its website to include up-to-date information on trainings, schedules of events, alert systems, and more. The new interface is simpler and user-friendly.

  **Products:**
  New webpage – [http://em.uoregon.edu](http://em.uoregon.edu)

- **Campus Outreach**
  EOEMC staff actively engaged the campus community in various outreach efforts during the academic year.

  **Products:**
  Presentation to Campus Communicators group on emergency flipcharts and full-scale exercise
  Tabled at the off-campus housing fair
  Began discussions for a large scale preparedness fair in fall 2012
  Article in “Inside Oregon” about UO Alert
  Ran an advertisement in the 2011 Student Handbook

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

- **Enterprise Risk Services Strategic Plan**
  With the creation of the new Enterprise Risk Services unit, EOEMC staff began working on their portion of the Strategic Plan which will replace the Emergency Management Five Year Business Plan.

  **Products:**
  Draft ERS Strategic Plan

- **Development of program benchmarks**
  Using the balanced scorecard technique UO Emergency Management and Continuity developed a set of performance metrics. The balanced scorecard will serve a UO Emergency Management and Continuity updated strategic planning and management system used to align program activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

  **Products:**
  EOEMC balanced scorecard
• **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 University workshop
  - L-950 ICS All-Hazard Incident Commander Training
  - L-958 ICS All-Hazard Operations Section Chief Training
  - L-363 Emergency Management Planning for Higher Education
  - Social Media Training
  - InDesign Training
  - MOU’s and Government Assistance – Disaster Contract Training
  - Emergency Manager Executive Academy – National Emergency Management Institute