

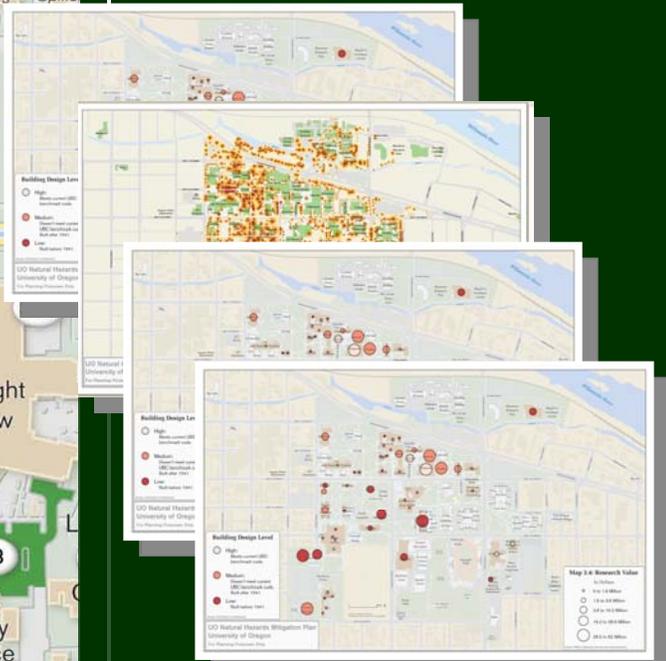
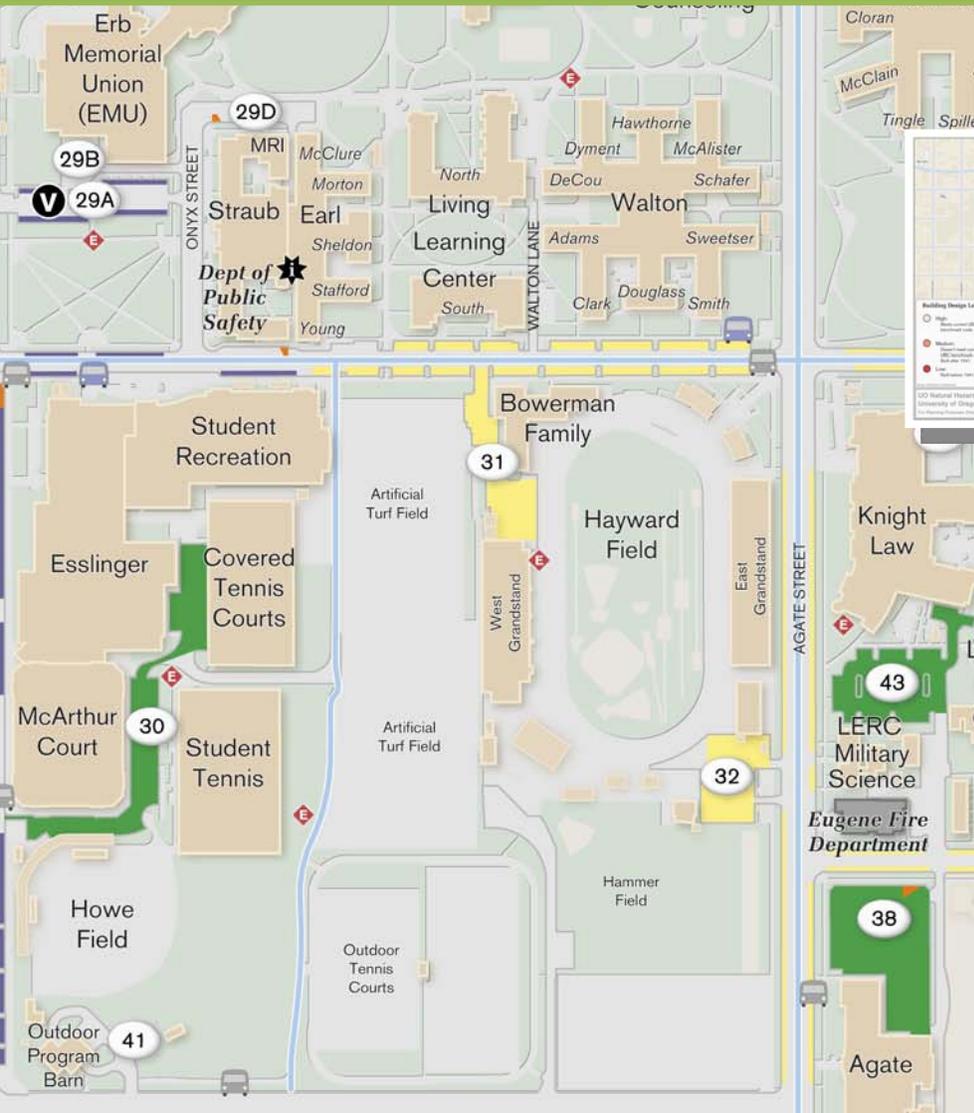


STRATEGIC PLAN 2007

Emergency MANAGEMENT PROGRAM



UNIVERSITY OF OREGON



<http://em.uoregon.edu>



Background

The University of Oregon functions like a small community with more than sixty major buildings on a 295 acre campus. It is a workplace for over 4000 faculty, researchers, and staff; a place of learning for over 20,000 students; and a hub of culture and learning for Eugene, Lane County and the State of Oregon. The University is a major public research university and a member of the prestigious Association of American Universities; one of only two such universities in the greater Northwest. In addition, the University is a crucial component of the state, county, and city economy. As the second largest employer in Lane County it generates hundreds of millions of dollars in direct spending in surrounding communities. If a major disaster causes significant damage to this critical economic, research and learning center, not only the county but the entire state will suffer as a result.

A crisis and disaster occurs when a stress or hazard negatively affects buildings, infrastructure and/or societal systems resulting in adverse conditions within the organization or community. Although it is not always possible to predict exactly when a crisis or disaster will occur or the extent to which it may affect an organization or community, we can minimize losses through deliberate planning and risk-based mitigation efforts.

Achieving organizational disaster resilience on a university campus is an exceedingly complex problem. It requires communication, coordination, cooperation, and focused effort from the entire University, including the executive leadership, faculty/researchers, staff, students and external partners ranging from city, county and state governments to private sector and non-profit organizations.

Overview

The University of Oregon Emergency Management Program (UOEM) serves as the administrative function charged with creating the framework within which the University can reduce vulnerability and sensitivity to hazards and cope with crisis and disasters. The following principles guide the University's approach to emergency management:

Comprehensive – consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.

Progressive – anticipate future disasters and take preventive and preparatory measures to build disaster-resilient campus.

Risk-driven – use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.

Integrated – ensure unity of effort among all levels of administration and all elements of the campus community.

Collaborative – create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

Coordinated – synchronize the activities of all relevant stakeholders to achieve a common purpose.

Flexible – use creative and innovative approaches in solving disaster challenges.

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The University of Oregon Emergency Management Program's integrated systems approach to emergency management and continuity of operations will assist the University not only in preparing to respond to crises and disasters, but in identifying opportunities to mitigate risk and prevent loss; and in establishing continuity of operations and recovery strategies for all types of events crisis or disaster – regardless of size and complexity.

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

- Reduced vulnerability and exposure to future crisis and disaster events;
- Protection of life, property, the environment, 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; and
- Increased cooperation and communication within the community through the planning process, training, and exercising.

To be successful, emergency management practices must be adequately staffed, coordinated, and integrated into current and future campus plans and policies, as well as the decision-making processes of campus. This integrated approach offers a model for increased communication, coordination, and collaboration between diverse partners – both campus and community based – that can be used to increase the capacity of the campus to prepare, respond, and ultimately reduce their risk to all types of crises and disasters. The fact is that an integrated emergency management approach provides a comprehensive, cost-effective method for a campus to bring together resources – both human and financial – to enhance campus safety and disaster resilience.

Purpose

This five-year strategic business plan proposes to establish a coordinated and collaborative program to systematically assess campus vulnerabilities and develop holistic and integrated solutions aimed at making the University of Oregon more disaster resilient. This program will build upon Oregon's successful and nationally recognized collaborative Partnership for Disaster Resilience: Oregon Showcase State program developed and coordinated by the UO Community Service Center. The model will employ an interdisciplinary approach to campus emergency management that leverages the University's human resources (faculty, staff, and students) to provide planning and technical assistance to help solve complex vulnerability issues, and improve overall safety and quality of life on campus.

This model will help make the University more disaster resilient and sustainable while providing the highest quality education and professional training to students, faculty, and staff involved in the campus emergency management activities. It will also serve as a national model on how to efficiently integrate service learning and applied research into all facets of campus emergency management. This effectively turns one of the campus' greatest concerns, the safety and wellbeing of it students, into its strongest asset for disaster resilience.

Vision and Mission

The UOEM works to ensure that the University can maintain and preserve its mission of academic inquiry, learning, and service after a crisis or disaster event. The following is the UOEM's vision and mission statement.

Vision

Create a disaster resilient university

Mission

To protect the University by facilitating the coordination and integration of all activities necessary to build, sustain, and improve the University's ability to mitigate against, prepare for, respond to, continue operations during, and recover from natural disasters, acts of terrorism, or other human-caused crises or disasters.

Objectives

1. Provide oversight, communication, and coordination of a broad and diverse group of campus partners.
2. Employ an integrated all-hazards risk based approach for mitigation, response, continuity of operations, recovery, and preparedness planning for campus.
3. Build local, higher education, state, and national partnerships and coalitions.
4. Support campus understanding and utilization of the Incident Command System/National Incident Management System principles.
5. Enhance disaster preparedness capabilities through preparing, training, and exercising.
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.
7. Address sustainability considerations in all endeavors and ensure that strategies are measurable.

Objectives and core functions:

There are seven program objectives will serve as the foundation and starting point for the multi-year initiative:

1. Provide oversight, communication, and coordination of a broad and diverse group of campus partners

Core Functions:

- 1.1. Develop a five-year strategic plan for the University's emergency management program and hold annual reviews with the Vice President for Finance and Administration and the UO Emergency Management Advisory Committee (EMAC).
- 1.2. The Emergency Management Program Director will oversee the EMAC, the University's multi-department, multi-discipline, non-emergency management oversight committee.
- 1.3. Advise administrators on emergency management policies and plans.
- 1.4. Provide annual briefings to the University policy group.
- 1.5. Provide staffing resources, communication, and facilitation to (and between) the EMAC and its core four functional sub-committees (i.e. mitigation, response, recovery, and preparedness).
- 1.6. Provide staffing resources, communication, and facilitation to ad-hoc and special subcommittees (i.e. communication, training, emergency operation center, etc.).
- 1.7. Establish an annual work plan to be approved by the vice president for finance and administration.

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

Core Functions:

General

- 2.1. Promote campus-wide disaster resilience.
- 2.2. Promote effective interagency and interdepartmental coordination and communication.
- 2.3. Evaluate, improve, and promote the University's comprehensive disaster planning efforts.

Mitigation

- 2.4. Maintain and update campus natural hazard mitigation plan as per FEMA requirements and as defined in the plan maintenance section (i.e. semi-annual sub-committee meetings and annual reviews with a five year update)
- 2.5. Seek Pre-Disaster Mitigation Program Grant funding to implement mitigation strategies as defined in the natural hazard mitigation plan.
- 2.6. Investigate seismic retrofit opportunities with OUS.

Response

- 2.7. Maintain and update campus base emergency operations plan (EOP) and functional annexes as defined in the EOP's plan maintenance section.
- 2.8. Evaluate locations on campus to serve as a primary Emergency Operations Center (EOC)
- 2.9. Assist in the development and/or updating of hazard specific annexes as needed and defined by the EMAC.

Continuity of Operations & Recovery

- 2.10. Explore the development of a Continuity of Operations program for key departments and functions.
- 2.11. Assist in the development of campus continuity of operations plan(s) for campus and key departments and research groups.
- 2.12. Assist in the development of a debris removal plan for windstorm, winter storm, and earthquake events.
- 2.13. Assist in the development of a long-term recovery and reconstruction strategy.
- 2.14. Advise on post-disaster business recovery.

Preparedness

- 2.15. Develop and implement campus preparedness strategies.
- 2.16. Update and distribute emergency procedures flip-chart poster.
- 2.17. Develop and maintain a campus UOEM web site to serve as a central site for emergency management and preparedness information and resources..

Campus Hazard Identification and Risk/Vulnerability Assessment (HIRVA)

- 2.18. Review, update, and integrate the winter 2006 HIRVA developed for the mitigation plan into current campus GIS system.
- 2.19. Work with 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.
- 2.20. When possible utilize real time Campus GIS data to design tabletop, functional, and full-scale exercises to prepare the UO.
- 2.21. Develop campus-based HIRVA models, methodologies and best practices to be used in all phases (mitigation, response, recovery, and preparedness) of disaster resilient planning and training.

3. Build local, higher education, state, and national partnerships and coalitions.

Core Functions:

- 3.1. Serve as the liaison to the City of Eugene and Lane County Emergency Management Agencies.
- 3.2. Develop collaborative partnership with local, state, and national public sector agencies and organizations to secure funding for risk reduction initiatives.
- 3.3. Develop and review policies, interagency agreements, and mutual aid agreements.
- 3.4. Serve as the liaison with the Oregon University System on Emergency Management related issues and concerns.
- 3.5. Serve on various Statewide Emergency Management and professional groups to provide input and assist in the development of new/revised statewide laws, regulations, and programs that impact emergency management programs at the UO and OUS.
- 3.6. Serve as the Region 10 representative to the International Association of Emergency Managers (IAEM) for Universities and Colleges Committee (UCC) empowered to nationally represent the interests as an emergency management practitioner at a higher education institution.
- 3.7. Explore the development of partnerships with Oregon University System and Community Colleges to develop a statewide Disaster Resilient University Service Center to leverage limited resources and assist all institutions of higher education in Oregon to become more disaster resilient. This concept is further defined in the following section labeled beyond campus.

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

Core Functions:

- 4.1. Promote a proactive approach in utilizing the Incident Command Systems and conducting incident command training.
- 4.2. Develop and implement comprehensive training outreach strategies and initiatives (including Building Managers, first responders, etc.).
- 4.3. Track and maintain logs of UO staff who have completed ICS training.
- 4.4. Work with campus emergency response coordinator/trainer to ensure readiness of the campus Emergency Operations Center.
- 4.5. Assist in preparing and submitting requisite documentation including forms, reports, and invoices for the recovery of funds from the State and Federal governments for disaster reimbursement.

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

Core Functions:

- 5.1. Coordinate or design and conduct tabletop, functional, and full-scale exercises to prepare UO staff for effective response to major emergencies and to test departmental and campus-wide preparedness.
- 5.2. Prepare and/or coordinate after-action reports following exercises and major emergencies including recommending improvements.

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.

Core Functions:

- 6.1. Implement a reliable emergency communications process to contact members of the campus community in the event of a pending or immediate campus emergency.
- 6.2. Analyze means and methods of communicating with City, County, and State OEM partners (interoperability) and recommend improvements to current systems.
- 6.3. Update and distribute EOC Call-up list (every 6-months).
- 6.4. Test EOC communications including phones, computers, and wireless (*every 6-months once we have the new EOC location determined and response coordinator/trainer in place*).

7. Address sustainability considerations in all endeavors and ensure that strategies are measurable.

Core Functions:

- 7.1. Research other campuses to determine best practices in campus emergency management programs and develop recommendations to enhance the UO's program.
- 7.2. Develop annual report on disaster resilience.
- 7.3. Research and develop grant applications.
- 7.4. Integrate disaster resilient practices into current businesses functions.
- 7.5. Develop annual Disaster Resilient University: Integrated Emergency Management Program budget.

Summary

If our goal is to make disaster resilience and sustainability an integral part of the University of Oregon's decision making process, thus making the campus safer—now and for generations to come. In order to do so, we must provide both human and financial resources necessary to accomplish this goal. We must establish a holistic model to assist the University of Oregon in collaboratively and systematically addressing vulnerabilities building our overall disaster resilience.

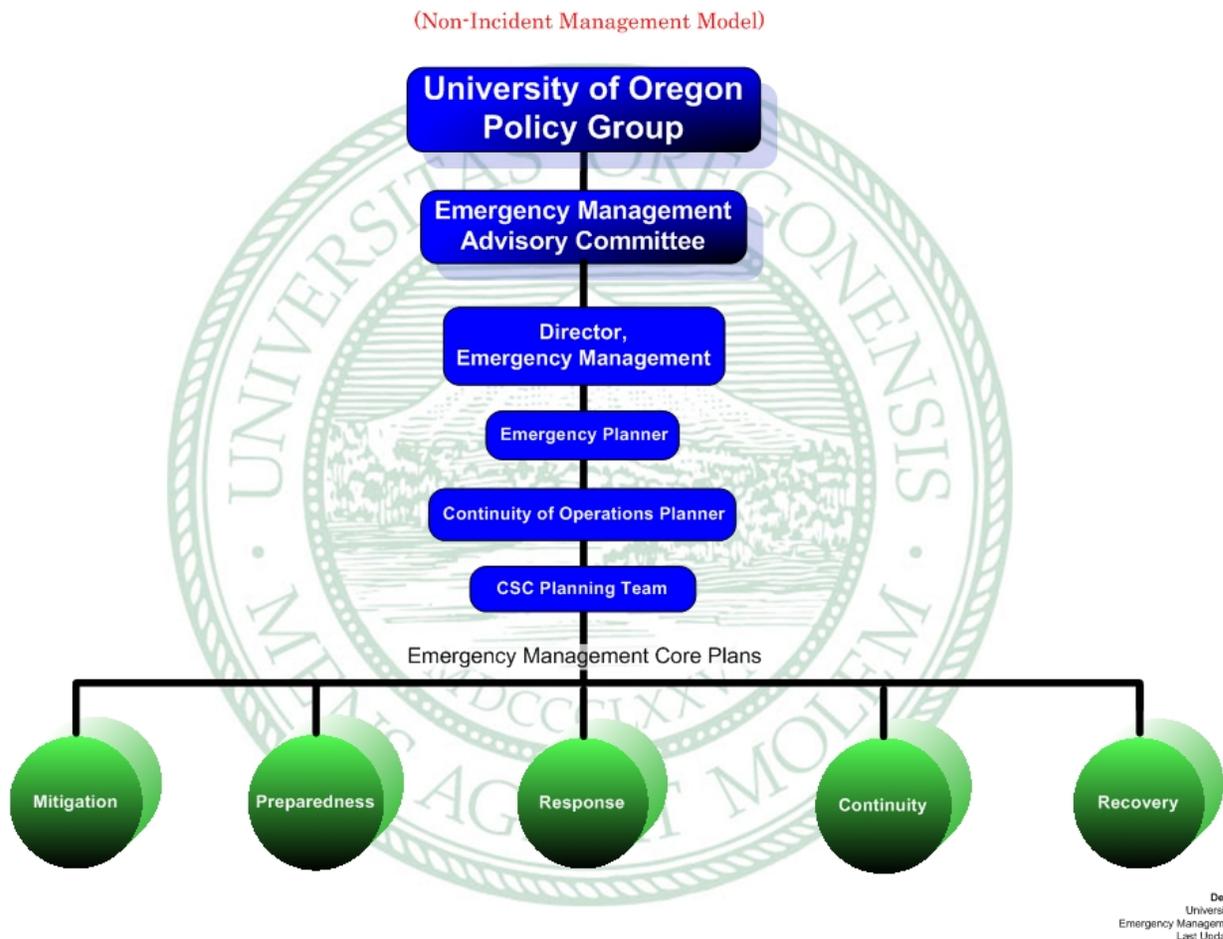
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Staffing and example duties:

The UO's Emergency Management staff will provide leadership and coordinate the UO's efforts in a manner that builds capacity while promoting economically, environmentally, and socially sustainable disaster resilience practices. The key to success is the development of a collaborative and cooperative environment where diverse partners can work toward the development of solutions to the emergency management-related problems facing the University of Oregon. In order to succeed, the model must *involve* not only the Emergency Management staff, but must also actively *engage* partners in preparedness throughout the UO Campus and the surrounding community. It is only through this active partnership that any of these ambitious plans will be accomplished!

The intent of this Strategic Plan is to provide a comprehensive, cost-effective approach over a five-year time period to build a program that brings together resources - both human and financial - to enhance disaster safety and establish long-term risk and loss reduction strategies. The Plan provides a starting point based upon a relatively small staff of about 3 FTE (Figure 1). Additionally, the program will use a service-learning model to leverage staff through student engagement. The University may not be able to accomplish everything, but we will do everything we can do to increase our disaster resilience, safety, and security.

Figure 1.
UO Integrated Emergency Management Program Oversight Structure



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UO Emergency Management Director

Position Description

The Director provides vision and leadership to develop, coordinate, and implement the Integrated Emergency Management Program at the University of Oregon. The Director oversees all emergency management staff and reports to the Vice President for Finance and Administration. Additionally the Director works with the UO Emergency Management Advisory Committee (EMAC) and Assistant Vice President for Administration, chair of the EMAC, to oversee the implementation of the five-year plan. Andre LeDuc will serve as the University of Oregon Emergency Management Director.

Examples of duties performed:

Oversees all seven program objectives and related core functions; develops annual workplans and budgets to address priority programmatic and core functions; develops and reviews policies, mutual-aid agreements, and interagency agreements; advises UO units on developing and updating their specific plans; serves as the senior advisor and faculty to the Community Service Center Planning Teams; coordinates emergency planning efforts with other state agencies and jurisdictions; cooperates closely with emergency management officials and emergency services personnel of other entities; serves as liaison between City of Eugene, Lane County, Oregon University System, and Oregon Emergency Management; assists in preparing and submitting requisite documentation including forms, reports, and invoices for the recovery of funds from the State and Federal governments; researches grant opportunities and assists in the coordination and administration of grant programs; assists in writing, editing, and reviewing grant applications; develops business models for state-wide OUS DRU service center concepts; and manages personnel and students involved in the Disaster Resilient University: Emergency Management Program.

Emergency Planner / Response Coordinator

Position Description

The Emergency Planner / Response Coordinator would coordinate and staff the Emergency Operations Center (EOC) during a crisis and oversee all aspects of planning, training, education, and outreach initiatives. He/she will work under the direction of the Emergency Management Program Director.

Examples of duties performed:

Oversees the implementation of program objectives 2, 3, 4, 5, and subsequent core functions; serves as EOC Coordinator and support staff during activation as defined in the University's Emergency Operations Plan; ensures readiness of the campus Emergency Operations Center; analyzes and inventories necessary operational gear for the campus EOC; acts as ICS and EOC operations advisor to the Incident Commander during EOC activations; develops and delivers program specific training and education; develops and provides training to campus staff in emergency preparedness and disaster response procedures including training in Emergency Operations Center procedures, the Incident Command System, (ICS), and the National Incident Management System (NIMS); works with the Director and CSC planning team to coordinate, design, and conduct tabletop, functional, and full-scale exercises to prepare campus staff for an effective response to major emergencies and to test departmental preparedness; and prepares or coordinates after action reports following exercises and major emergencies including recommending improvements.

Continuity of Operations Planner /Preparedness Coordinator

Position Description

The Continuity of Operations Planner would coordinate the establishment and promotion of continuity of operations/business continuity planning program. He/she will work under the direction of the Emergency Management Program Director.

Examples of duties performed:

Oversees the implementation of elements in objectives 2, 5, and 6 and subsequent core functions; Establish, oversee and promotes continuity of operations planning program; develops procedures to guide departmental all-hazard risk assessment, continuity planning and mitigation strategies; works with individual departments and units to establish departmental continuity of operations programs based on risk; provides training in use of on-line continuity of operations software; meets with individuals, groups and departments to discuss the purpose and benefits continuity of operations planning; identifies or develops learning opportunities related to continuity of operations planning; maintains appropriate materials, lists and records related to continuity of operations planning; works with units and departments to develop and conduct exercises to test continuity of operations plans; and provides quarterly and/or annual reports on continuity of operations planning at the UO.

CSC Plan Development Support Staff

Position Description:

The CSC Plan Development Support Staff would include but not be limited to Robert Parker, Adam Crawford, and Rick Rogers within the CSC depending on need and core functions addressed. They would oversee the CSC student planning team and work with the Director to execute the annual work plan.

Examples of duties performed:

Oversees the implementation of program objectives 2, 4, 5, 7, and subsequent core functions; provides technical support to planning processes for UO units developing and updating their specific plans; assists in facilitating EMAC meetings and four primary working groups; assists in preparing grant applications for various UO emergency management objectives; provides faculty oversight to Graduate Teaching Fellow and Student Planning Teams; assists with the development of tabletop, functional, and full-scale exercises; assists in preparing after action reports following exercises and major emergencies including lessons learned and recommended improvements; and oversees the development of the annual state of the campus benchmark report on disaster resilience.

Graduate Teaching Fellow and Student Planning Team

Position Description:

The Community Service Center's Planning Team is comprised of graduate students from the Planning, Public Policy, and Management Department and utilizes the Collaborative Service Learning Systems Approach.

Examples of duties performed:

Assists in the implementation of program objectives and subsequent core functions as defined in the annual work plan; assists with facilitation of EMAC meetings and documents meeting outcomes; assists with facilitation of EMAC sub-committees and work groups; researches best practices of other campus emergency management programs and develops recommendations to enhance UO's program; reviews and evaluates emergency management policies and plans under the direction of the Emergency Management Director and CSC staff; and assists in the development of the state of the campus annual report on disaster resilience.

Beyond Campus: Disaster Resilient University (DRU) – Service Center Concept.

The concept would be to, over time develop a Disaster Resilient University – Service Center in partnership with Oregon Post-secondary institutions and the Oregon Partnership for Disaster Resilience. This would be a true collaborative between campuses to link the skills, expertise, resources, and innovation of higher education, federal agencies, professional and trade organizations, and state agencies to reduce risk on Oregon campuses. It would follow the same collaborative systems approach and focus on five specific service areas geared to enhance and support emergency management and risk reduction efforts within higher education in Oregon.

The following five areas are based upon the Oregon Partnership for Disaster Resilience model developed by the Community Service Center (CSC) at the University of Oregon:

Core Functions:

- **Conduct State-wide Campus Needs Assessments:**
 - Identify and evaluate campus needs as they relate to social, technical, administrative, political, legal, economic, and environmental issues and opportunities for risk reduction and emergency management;
 - Utilize the finding of the needs assessment to develop a strategic plan that leverages limited financial and human resources to build capacity for Emergency Management systems on all Oregon post-secondary campuses.
- **Campus Disaster Planning Support:**
 - Provide professional technical support (e.g. training programs, workshops, and hands-on assistance) for all types of disaster plan development;
 - Utilize graduate level students on campuses to build campus capacity for planning and preparing for emergency and disaster; and
 - Align campus with state and federal partners to address risk reduction challenges (e.g. establish a support network among campus and communities).
- **Training Programs & Capacity Building:**
 - Develop new ‘state specific’ professional training programs that benefit campus, staff and partners involved in emergency management based upon needs assessment findings;
 - Deliver existing and implement new training programs that benefit communities, agencies, and partners involved in natural hazard risk reduction (e.g. IBHS’s Open for Business Toolkit, FEMA Benefit/Cost Analysis, Pre-Disaster Mitigation Planning series develop by CSC, and grant writing);
 - Leverage multi-objective programs that bring in resources (grants and human resources) for risk reduction efforts on campus.
- **Technical Resource Development & Applied Research:**
 - Develop, distribute, and provide trainings on new technical resources for disaster planning;
 - Develop campus base HIRVA 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 campuses in developing Hazard Identification and Risk/Vulnerability Assessments.
 - Collaborate with public, academic, and private partners to develop and distribute multidisciplinary tools and products aimed at risk reduction.
- **Develop and Maintain the Partnerships:**
 - Facilitate collaboration between agencies by providing networking opportunities at the training programs and outreach at professional conferences;
 - Maintain the Partnership’s strategic plan as part of the state’s natural hazard mitigation plan.

This concept is currently not funded. The intent is to explore opportunities to develop a state-wide service center as we develop the UO Emergency Management Program.