

# COVID-19 Incident Management Team Summary

LAST UPDATED: MAY 5, 2020

The University of Oregon (UO) fully activated its Incident Management Team (IMT) on February 28, 2020, to monitor and respond to an outbreak of a respiratory disease caused by a novel coronavirus. The virus has been named “SARS-CoV-2” and the disease it causes has been named “coronavirus disease 2019” (abbreviated “COVID-19”).

## University of Oregon - Incident Management Team

The IMT is a group of trained individuals from across campus who are tasked with managing the logistical, fiscal, planning, operational, safety, and campus issues related to any and all incidents/emergencies, including infections disease outbreaks and pandemics. In addition, the IMT manages all phases of an incident (e.g., response, mitigation, continuity, and recovery).

The UO follows the Incident Command System (ICS). ICS is the emergency management structure and framework established by the Federal Emergency Management Agency (FEMA) for emergency response. Using ICS at the UO allows the members of the IMT to coordinate across both academic and administrative units and departments, all schools and colleges, and the Eugene campus and satellite campuses through a common organizational structure. The hierarchical ICS system and chains of communication adapt to rapidly evolving incidents like COVID-19.

Part of the ICS protocol is to establish objectives for managing a particular situation or incident. For COVID-19, the UO IMT current objectives are:

1. Reduce the likelihood of COVID-19 illness among students, faculty, staff, and guests of the University of Oregon and develop mitigation plans for fall term to reduce the impact of potential illness on campus.
2. Develop comprehensive testing and contact tracing plans for the university in partnership with Lane County Public Health and Oregon Health Authority.
3. Keep the campus informed of new developments, Oregon Health Authority and CDC guidance, and action the university is taking to prepare, respond, and maintain operations.
4. Develop agile strategies and direct action to minimize the disruption to our students, faculty, and staff through effective communication, engagement, academic planning, research, and service.
5. Identify opportunities to inspire our students, faculty, and staff to actively engage in and accelerate the university's recovery and strengthen our mission.
6. Assess the financial impacts of the COVID-19 illness, develop financial scenarios and mitigation strategies to aid in the continuity and recovery efforts, and protect the long-term financial stability of the university.

As of this update, the IMT is now entering modes or phases related to (a) continuity and engagement, and (b) recovery. These phases or modes will utilize a more standard project management approach for activities as opposed to the traditional ICS structure used for the response mode. While the activities that formed the response phase were coordinated by operation section chief and deputy chiefs, the activities of the newer phases are coordinated through assigned project managers, who are part of the planning section within the IMT.

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## Key Activation Dates for the UO IMT:

- January 28, 2020, the IMT was partially activated for COVID-19 response. That team focused on issues around international travel and situational monitoring.
- February 27, 2020, the full IMT was activated and expanded beyond our normal structure to include over 150 people, some of whom are standing members of the IMT and others who have been added to lend their operational expertise to this particular response. This expanded team worked around the clock on preparedness, mitigation and response to the outbreak.
- March 27, 2020, the IMT added two new sections within the architecture to address ongoing continuity and recovery issues.
- April 24, 2020, the IMT revised the objectives to meet the new planning needs of the evolving situation.

## Current IMT Structure as of May 5, 2020:

- President's Policy Group
  - Chaired by the University of Oregon President
- IMT Command:
  - Incident Commander, Chief Resilience Office- AVP for Safety and Risk Services
  - Deputy Incident Commander, AVP for Research
- IMT/UO Communication
  - Vice President for Communications
- Planning Section Chief
  - Enterprise Risk Management, Project Manager
- Logistics Section Chief
  - University Chief Procurement Officer
- Finance Section Chief
  - University Controller
- Safety Officer
  - Director of Environmental Health & Safety
- Liaison Officers
  - Chief of Staff to President
  - Chief of Staff to Provost
  - Chiefs of Staff for Vice Presidents
  - Government relations staff covering local, state, and federal

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- Operations Section:
  - Section Chief, Associate Vice President Campus Services
  - Deputy Section Chief, Safety and Risk Services Director of Operations
    - Response & Continuity Branch
      - COVID-19 Case Management Group
      - Academic Continuity Group
      - Research Continuity Group
      - Facilities & Construction Group
      - Physical Security Group
    - Engagement Branch
      - COVID-19 Student Crisis Response
      - Student Engagement Group
      - Student Enrollment and Recruitment Group
      - Student Life Group
      - Equity and Inclusion Liaison
      - Global Engagement Liaison
      - Advancement Liaison
    - Planning Operations: Summer & Fall Term Branch
      - UO COVID-19 Surveillance Testing and Contact Tracing Group
      - UO COVID-19 Mitigation Strategies Team
      - Lane County Public Health Partnership
      - Regional Campus Coordination and Partnerships
- Community Recovery Section
  - Section Chief, Senior Director Community Relations
    - Institute for Policy Research & Engagement
    - Economic Development Administration University Center (EDAUC)
    - Oregon Partnership for Disaster Resilience (OPDR)
- Local, State-wide and National Coordination and Connections:
  - Local public health authorities (Eugene, Portland and Charleston)
  - Oregon Health Authority and Centers for Disease Control and Prevention
  - Higher Education Coordinating Commission
  - Oregon's Public Universities
  - Oregon State-wide Higher Education COVID-19 Virtual Coordination Center

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- National Disaster Resilient Universities (DRU) Network
- Other federal agencies and professional associations

IMTs use a set of well-developed core plans that provide the foundation for the team to address multiple complex and evolving situations. At UO, these plans include the Emergency Operations Plan (EOP) and, in the case of the COVID-19 outbreak, the Pandemic Plan (an annex to the EOP). The plans allow for flexible proactive and active postures in matters unforeseen and/or not covered by the elements of the plans.