University of Oregon
EMERGENCY OPERATIONS PLAN

January 2017

Letter of Promulgation

The University of Oregon's Emergency Operations Plan (EOP) is designed to provide the University with a management tool to facilitate a timely, effective, efficient, and coordinated emergency response. It is based on integrating University of Oregon emergency response resources with those of other government emergency response agencies. The EOP uses the National Incident Management System-Incident Command System (NIMS ICS) for managing response to emergencies and disaster events.

The plan recognizes that the University of Oregon and local governments (e.g., the City of Eugene and Lane County) have primary responsibility for emergency response and operations for emergencies that occur on the University of Oregon campus. Operations are designed to protect lives, stabilize the incident, minimize property damage, protect the environment, and provide for the continuation and restoration of critical services.

The EOP consists of a Base Plan, Appendices, Functional Annexes, and Hazard Specific Annexes. The Base Plan and subsequent appendices and annexes are based on an all-hazard approach and acknowledge that most responsibilities and functions performed during a major emergency are not hazard specific.

The EOP is a dynamic plan and will be reviewed, updated, and exercised annually.

The EOP is part of a larger integrated Emergency Management and Continuity Program at the UO that focuses on mitigation, continuity of operations, recovery, preparedness and response activities.

This Letter of Promulgation recognizes the 2014-2016 updates to Part I: Basic Plan, Part II: Appendices, and Part IV. Hazard Annexes of the University of Oregon's Emergency Operations Plan.

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Jamie Moffitt, Vice President for Finance and Administration   Date
University of Oregon

Part I. Basic Plan

SECTION 1
Overview

The University of Oregon (UO) is vulnerable to a number of natural and human-caused hazards that can affect university property and faculty, staff, students, and visitors that are present on campus. To effectively respond to these natural and human-caused hazards, the UO has adopted this Emergency Operations Plan (EOP) and Incident Management Team (IMT) structure to guide response, continuity and short-term recovery efforts. The priorities for this plan are to protect lives, stabilize the incident, protect the environment, protect university property, restore critical services, education, and research programs. This plan also strives to meet National Incident Management System-Incident Command System (NIMS ICS) requirements as established by the Federal Emergency Management Agency (FEMA). The use of NIMS ICS and IMT structure enables this response plan to coordinate effectively with other jurisdictions involved in a response, such as the City of Eugene, Lane County, and State agencies.

Purpose

The purpose of the University of Oregon's Emergency Operations Plan (EOP) is to outline the management structure, responsibilities, procedures, and guiding policies to assist the University of Oregon when responding to an emergency event. **The EOP directs response efforts when Standard Operating Procedures (SOPs) developed by university departments and units are insufficient to handle an emergency.** Department specific plans and SOPs are meant to complement and coordinate overall efforts while providing more depth and specific detail regarding department-level response.

Scope

The UO EOP is a campus-level plan covering property owned and operated by the UO and the faculty, staff, students, and visitors associated with the UO campus. This EOP is designed to address a comprehensive range of natural and manmade hazards that could affect the University of Oregon campus. The plan includes procedures for responding to a range of levels of emergency regardless of the size, type or complexity.

This plan only covers the University of Oregon's main Eugene campus. UO Portland has a separate response plan. Oregon Institute of Marine Biology and Pine Mountain Observatory have hazard specific annexes in place, and all-hazards plans are in development. UOEMC will provide guidance and additional resources to help satellite campuses develop additional plans.

UNIVERSITY OF OREGON

The UO EOP supersedes any previous plans and precludes employee actions not in concert with the intent of this plan, or the emergency response organizations created by it. This Plan supersedes and rescinds all previous editions of UO emergency plans. If any portion of this Plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this Plan.

Nothing in this plan should be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of this plan or its appendices.

Nothing in this plan is intended, or should be construed, as creating a duty on the part of the University of Oregon toward any party for the purpose of creating a potential tort liability.

Authorities

This plan is promulgated under the authority of the President, the Provost, and the Vice President for Finance and Administration of the University of Oregon.

Federal

1. Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended.
2. The Disaster Relief Act of 1974, PL 93-288 as amended.
3. Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 93-288, as amended by PL 100-707.
4. Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), PL 99-499 as amended.
5. Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance.
6. Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management.
7. EO 12472 of April 3, 1984, Assignment of National Security and Emergency Preparedness Telecommunications Functions
8. EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities.
9. Federal Preparedness Circular 8, June 22, 1989, Public Affairs in Emergencies.
10. Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents
11. Higher Education Opportunity Act (PL-110-315) August 14, 2008
12. The Family Educational Rights and Privacy Act (FERPA) (20 U.S.C. § 1232g; 34 CFR Part 99) January 3, 2012.

State

1. Oregon Revised Statutes (ORS) Chapter 401 and Chapter 433.
2. Executive Order of the Governor, No. 00-31, Oregon Showcase State Partnership for Natural Disaster Resistance and Resilience

UNIVERSITY OF OREGON

<u>University Policies</u>
1. IV.07.02 Facilities and Operations, Closure of[1]
2. 08.00.02 Safety[2]

Situation and Assumptions

The University of Oregon campus, students, staff, and visitors can be exposed to a number of hazards with the potential to disrupt the university, create damage, and cause casualties. The following situation and assumptions provide an overview of a potential emergency situation at the UO and the assumed operational conditions that provide a foundation for establishing protocols and procedures.

<u>Situation</u>

The University of Oregon can vary in the number of faculty, staff, and students located on campus depending on the time of day and event. The university has a student enrollment of approximately 24,000 and a staff of approximately 5,300 The majority of these students and staff may be on campus at a given time. In addition, the University of Oregon draws large gatherings for football games and special events at Autzen Stadium (58,000-person capacity), basketball games and special events at the Matthew Knight Arena (approximately 12,000-person capacity), and track meets at Hayward Field (10,000-person capacity at the time of this revision). The Erb Memorial Union (EMU) building can draw up to 10,000 people for social and cultural events on any given day.

A number of natural hazards can affect the University of Oregon campus. These include:

- Earthquake
- Flood
- Severe weather

In addition, threat of technological and biological hazards, those caused by human omission or error, such as transportation accidents, hazardous materials incidents, or utility failures are also possible. A civil disturbance or terrorism incident could also occur. The UO draws large crowds to Autzen Stadium, Hayward field and the Matthew Knight Arena which are potential targets for terrorist incidents. The global nature of University of Oregon business, programs, and travel to and from other continents elevates the risk of exposure to communicable diseases.

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[1] University of Oregon, Policy Library, http://policies.uoregon.edu/vol-4-finance-administration-infrastructure/ch-7-real-property-facilities-planning/facilities-and
[2] University of Oregon, Policy Library, http://policies.uoregon.edu/policy/by/1/08-health-and-safety/safety

Assumptions

In the event of a worst-case emergency situation, such as an earthquake, the University of Oregon will operate under a set of assumptions that are incorporated into this plan. The following assumptions could apply in an emergency earthquake situation:

- Critical lifeline utilities may be interrupted including water delivery, electrical power, natural gas, chilled water, steam, compressed air, telephone communications, microwave and repeater-based radio systems, cellular telephones and information systems.
- Regional and local services may not be available.
- Major roads, overpasses, bridges and local streets may be damaged.
- Buildings and structures, including homes, may be damaged.
- Unsafe conditions including structural and toxic environments may exist.
- Damage and shaking may cause injuries and displacement of people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded at the university – conditions may be unsafe to travel off campus.
- The university will need to conduct its own rapid damage assessment, situation analysis, and deployment of on-site resources and management of emergency operations on campus, using either the Virtual Emergency Coordination Center (VECC) or the campus Emergency Operations Center (EOC) while emergency conditions exist.
- Communication and exchange of information will be one of the highest priority operations at the VECC and/or EOC. The internet may be down.

Emergency Response Priorities

Priorities for all emergency response at the University of Oregon are as follows:

1. Protection of Life
   a. Emergency response personnel.
   b. At risk campus community members.
   c. General public.

2. Stabilization of the Incident
   a. Bring the situation to a point of order.
   b. Determine course of action.
   c. Prevent the incident from expanding.
   d. Isolate the scene and deny entry.

3. Protect the Environment
   a. Confine, contain or neutralize hazardous materials that may be released.

      b.   Ensure, to the extent practical, that emergency response efforts do not adversely impact the environment.

4.   Protect University Property
      a.   Facilities used for emergency response are high priority.
      b.   Facilities necessary for shelter and care of students are high priority.
      c.   Facilities used for education and operational purposes.
      d.   Critical university records, collections and research.

5.   Restoration of Critical Services, Education, and Research Programs
      a.   Services necessary for emergency response are high priority.
      b.   Services critical to the well being of students are high priority.
      c.   Services critical to the integrity of research projects and educational services.

National Incident Management System (NIMS), the Incident Command System (ICS) and Incident Management Team (IMT)

The UO EOP follows the requirements set forth by the National Incident Management System (NIMS). NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private sector nongovernmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents regardless of cause, size or complexity. Using NIMS enables the university to communicate and coordinate response actions with other jurisdictions and emergency response agencies.

The UO EOP also follows the Incident Command System (ICS) which is the emergency management structure used by NIMS for emergency response. Using ICS at the UO allows for improved coordination among individual departments/units and agencies as they respond to an incident.
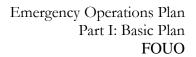
The benefits of the ICS process are:

1. **History**
      a.   Thirty-year history of successful implementation for emergency response management in the field.
      b.   Ten-year history as the international standard for Emergency Management organizations.

2. **Proven Best Practices in Emergency Management**
      a.   Flexibility in application – ICS allows for scale-up, scale-down and transition.
      b.   Team-based, bundled and linked processes and cross-functional efficiency within the organization.
      c.   Easy-to-understand for the users.
      d.   Action oriented – focuses on results and output.
      e.   Starts and stops – designed for rapid deployment and smooth de-activation.
      f.   Wide application to unique settings.

3. **Aligned with Adjacent and Contiguous Agencies**
   a. Standardized functions.
   b. Standardized processes.

Incident Management Team Overview

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. UO-IMT is made up of the individuals who would serve as the primary Incident Commanders and Command and General Staff. UO-IMT participants represent departments and units under all seven Vice Presidents. An incident's type and size will dictate whether all or some of the UO-IMT members are activated. All UO-IMT members are working towards a FEMA Type 3 position specific training certification and completion of a position specific task-book.

SECTION 2
Concept of Operations

Contents

Overview

The Concept of Operations section provides an overview of the University of Oregon emergency management structure and procedures for responding to an emergency situation that impact the university or university community.

The role of University departments/units involved in emergency response will generally parallel normal day-to-day functions, however, employees may be assigned to work in areas and perform duties outside their regular job assignments. Day-to-day functions that do not contribute directly to an emergency may be suspended for the duration of an emergency. Efforts that would typically be required for normal daily functions will be redirected to accomplish emergency tasks following the ICS system.

This plan is designed to be flexible, to be used in any emergency response situation regardless of the size, type, or complexity (e.g., infrastructure failure, fire, civil unrest, winter storms, wind storm, pandemic, earthquake, etc). The procedures outlined in this plan are based on a worst-case scenario. Part or all of the components of the plan can be activated as needed to respond to the emergency at hand.

More detailed information can be found in the appendices after the Basic Plan:

> **Appendix A** - Provides more detailed information about emergency response facilities including the Virtual Emergency Coordination Center (VECC) and Emergency Operations Center (EOC)

> **Appendix B** - Contains emergency contact information

> **Appendix C** - Includes Policy Group and Agency Administrator checklists

> **Appendix D** - Includes a sample Incident Action Plan

> **Appendix E** - Provides acronyms and glossary

> **Appendix F** – Emergency Communications Launch Guide

Emergency Operations Plan (EOP) Activation

This plan is activated whenever emergency conditions exist in which immediate action is required to:

- Save and protect lives.
- Stabilize the emergency.
- Prevent damage to the environment, systems and property.

UNIVERSITY OF OREGON

- Initiate Incident Command System (ICS) and develop an appropriate organizational structure to manage the incident.
- Coordinate communications.
- Provide essential services.
- Temporarily assign university staff to perform emergency work.
- Invoke emergency authorization to procure and allocate resources.
- Activate and staff the Emergency EOC and/or activate the VECC.

UNIVERSITY OF OREGON

Types of Incidents

Following the national model, there are five types of incidents (Types 1, 2, 3, 4, and 5), with Type 1 having the largest the scale of impacts, requiring the most resources and demanding the greatest coordination effort. Any given Incident Type may be bypassed if necessary (e.g. shifting an Incident from a Type 3 directly to a Type 1). As an incident progresses toward Type 1, the stated activities of previous incident types will continue to be performed (e.g. Type 1 Incidents include all activities of Type 2 Incidents, and so on).

- **Figure 2.1 highlights the Types of Incidents**

The Incident Type will be determined by the Incident Commander (IC) and the Agency Administrator (AA). In the absence of the Vice President for Finance and Administration, the succession of authority as listed on page 2-6 will apply.

In addition, the following diagrams highlight both general and event specific monitoring and response procedures for the UO in the event of an emergency.
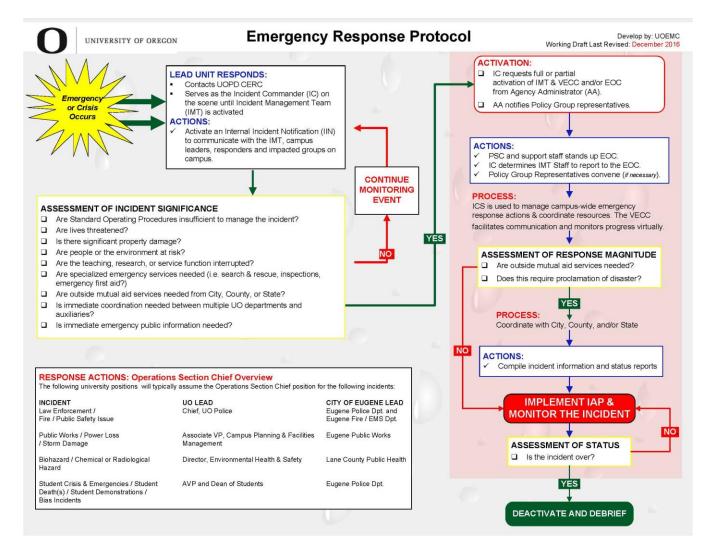
- **Figure 2.2: highlights the General Response Activation process**

Figure 2.1 Incident Types

EOC	Type	Definition	Action
ON-STANDBY	5	• Emergency incident that the lead responding department's Standard Operating Procedures can handle and will be resolved within one operational period. • While there may be some damage and/or interruption, the conditions are localized and the Incident Management Team (IMT) / EOC does not need to be activated.	• The onsite lead dept/unit handles the situation following the lead unit's Standard Operating Procedures. The lead unit responding to an incident designates an Incident Commander (IC). • If a situation requires additional resources, the IC contacts SRS Duty Admin to help monitor the situation and to provide additional guidance. • The IC may choose to open a Command Post / Department Operations Center (CP/DOC). • If the incident has the potential to grow, the IC will notify SRS Duty Admin. • The UO EOC is placed on stand-by mode and the VECC may be activated for communication, coordination and documentation.
ON-STANDBY	4	• Several resources are required to mitigate the incident. • Incident limited to one operational period.	• IMT Command and general staff functions activated only if needed.
PARTIAL/FULL ACTIVATION	3	• The emergency incident is severe and causes damage and/or interruption to the University of Oregon's operations. • Coordination of resources and campus services is needed to respond effectively. • The University of Oregon may be the only affected entity. • Incident may extend into multiple operational periods.	• The IC contacts the AA for the determination of whether to activate the UO EOC and VECC, an Incident Management Team (IMT), and the Policy Group. • The AA maintains the on-scene IC or may designate a new IC. • UOEMC staff sets up the EOC and VECC, and calls on support staff for assistance. • If activated, the Policy Group representatives convene at 1715 Franklin. • IC in communication with the AA and UOEMC, and determines if an EOC Manager and other necessary staff need to report to the CP/DOC and/or EOC. The Incident Command Post (ICP) will typically be co-located at the DOC. • Some operations and classes may be suspended. • Unified command with City of Eugene/Springfield Fire & EMS or Police personnel may be implemented. • A written IAP is typically developed.
FULL ACTIVATION	2	• Incident extends beyond the University's capabilities. • Incident extends into multiple operational periods.	• IMT is fully activated. • A written IAP is developed. • The EOP and EOC and VECC are fully activated. • Normal university operations may be suspended. • Staff vacations and planned leaves may be terminated. • The EOC coordinates efforts with the City, County, or State as needed. • Unified Command is typically used to manage incident response.
FULL ACTIVATION	1	• The emergency situation is a disaster condition, regionally or statewide, and the UO must fully activate the EOC and VECC to address an immediate emergency response. • Emergency conditions are widespread and the UO must be self-sufficient for a period of up to 72 hours. • The UO may request mutual assistance from the ESFD, EPD, Lane County, and/or State agencies.	• Unified Command will be used to manage incident response. • UO Liaison Officer may be sent to the City or County EOC. • UO may request assistance from an external incident management team to assist in managing the incident.

Figure 2.2 Emergency Response Protocol

Emergency Management Structure

Emergency response activities at the University of Oregon follow the National Incident Management System (NIMS) and the Incident Command System (ICS). The following describes the various components of the Emergency Management structure.   (See Appendix C for Policy Group checklist.)

UO Emergency Policy Group

The Policy Group provides direction in making strategic policy decisions for any incident that impacts the university's ability to meet its mission of teaching, research and public service. The Policy Group is made up of the following individuals:

- President
- Provost
- Vice President for Finance and Admin
- Vice President for Communications
- Vice President and General Counsel
- Vice President for Student Life
- Vice President for Enrollment Management
- President's Chief of Staff
- Provost's Chief of Staff

The **Policy Group convenes in the 1715 Franklin Boulevard Room 287** during Type 1, and 2 incidents, and as needed, often by telephone conference, for other incidents. The back-up meeting location in the event that 1715 Franklin is either unavailable or inconvenient will be the Central Power Station.

University President Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the University President is unavailable:

1. Senior Vice President and Provost
2. Vice President for Finance and Administration
3. Vice President for Research and Innovation
4. Vice President for Advancement
5. Vice President for Student Life
6. Vice President for Equity and Inclusion
7. Vice President for Enrollment Management
8. Vice President for Communications
9. Vice President and General Counsel

Vice President for Finance and Administration Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the Vice President for Finance and Administration is unavailable:

1. Chief Resilience Officer /Associate Vice President Safety and Risk Services
2. Assistant Vice President for Administration
3. Chief of Staff /Senior Advisor to President
4. Associate Vice President – Business Affairs and Controller

Agency Administrator (AA)

Per the President, the Vice President for Finance and Administration- Chief Financial Officer and/or Chief Resilience Officer - Associate Vice President Safety and Risk Services have been delegated the Agency Administrator duties and is the designated authority that works on behalf of the Policy Group to make emergency response decisions.
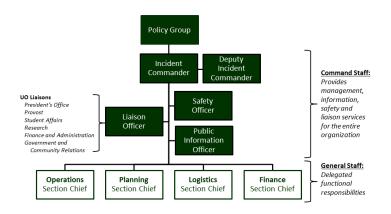
The AA has the following responsibilities:

- In consultation with IC, determines the Incident Type using the criteria outlined in Figure 2.1.
- If not predefined in standard operating procedures, the AA makes the final determination as to who is designated as the Incident Commander (IC) for each Type 4 or 5 Incident. The IMT is automatically activated for Type 1, 2 or 3 Incidents.
- Authorizes either partial or full activation of the IMT and/or EOC by issuing a written (paper or electronic) delegation of authority.
- Cancels planned leaves and vacations for Type 1 or 2 Incidents.
- Makes recommendations on canceling or delaying classes and university operations.
- For incidents in which the University's IMT is activated for non-campus incidents, the VPFA serves as the Agency Representative with the authority to make decisions on matters affecting that campus' participation at the incident.

UO Incident Command System Organization

This EOP follows the structure of the Incident Command System (ICS) for managing a response. There are three functional areas in the ICS structure: (1) Incident Commander (IC), (2) Command Staff, and (3) General Staff. The UO-IMT generally assumes all of the Command and General Staff positions. The Incident Commander supervises the Command Staff and General Staff and is responsible for all emergency response activities and efforts. (See Figure 2.3 for UO Incident Command System diagram.)

In most Type 1 and 2 Incidents, the Incident Commander, Command Staff, and Section Chiefs will report to the Command Post/Department Operations Center or the Emergency Operations Center if activated.

Figure. 2.3 UO Incident Command System (ICS)

Incident Management Team (IMT)

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. UO-IMT is made up of the individuals who would serve as the primary Incident Commanders and Command and General Staff. UO-IMT participants represent departments and units under all seven Vice Presidents. An incident's type and size will dictate whether all or some of the UO-IMT members are activated. All UO-IMT members are working towards a FEMA Type 3 position specific training certification and completion of a position specific taskbook.

Incident Commander

The Incident Commander (IC) manages all emergency activities, including development, implementation, and review of strategic decisions.

- The Incident Commander has the authority for all emergency response efforts and serves as supervisor to the Public Information Officer (PIO), Liaison Officer, Safety Officer, Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance & Administration Section Chief.
- The Incident Commander is responsible for the overall management of the incident and all activities/functions until the IC delegates and assigns them to Command or General Staff depending on the complexity of the event.
- The Incident Commander communicates closely with the Agency Administrator.
- The IC determines the location of the Command Post/Department Operations Center (CP/DOC). If the event continues to expand and the

Emergency Operations Center (EOC) is activated, then the IC and CP/DOC staff and functions would move to the EOC.

The Incident Commander is responsible for the following tasks:

- Providing overall leadership for incident response.
- Assessing incident situation.
- Establishing incident objectives.
- Developing the Incident Action Plan (in conjunction with General Staff Section Chiefs when General Staff is activated).
- Initiating Incident Command System: developing an appropriate organizational structure and delegating authority (e.g. ICS staffing) /functions to others.
- Authorize release of information to the news media and general campus community.
- Approve requests for additional resources.
- Keep Agency Administrator informed of incident status.
- Developing the ICS structure for any given event.
- Manages the Virtual Emergency Coordination Center (VECC) and Emergency Operations Center (EOC).

IC Succession of Authority

To maintain emergency management functions and an orderly continuation of leadership in an emergency situation, the following succession of authority applies if the Chief Resilience Officer / Associate Vice President Safety and Risk Services is unavailable:

1. Director of Operations, Safety and Risk Services
2. Associate Vice President for Research
3. Chief, UO Police Department

A Deputy Incident Commander[1] may be designated to:

- Perform specific tasks as requested by the Incident Commander.
- Perform the incident command function in a relief capacity.
- Serve as a technical expert on the incident if not trained to the level of an Incident Commander.
- Represent an assisting agency that shares jurisdiction.

Establishing an Incident Commander

The Incident Commander (IC) will vary depending on the situation at hand. The IC may not always be the highest ranking individual at the university but rather an individual with the specific skills, knowledge base, and training needed to respond to the specific situation. This person should be trained as a FEMA recognized Type 3 All- Hazard Incident Commander.

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[1] Note that if a deputy is assigned, he or she must be fully qualified to assume the Incident Commander's position.

When an incident occurs the initial Incident Commander will be established from the responding resources on-scene and communicated to SRS Duty Admin.   During a more complex incident, a person with higher qualifications may be identified by the Agency Administrator. The on-site University of Oregon IC will provide a situation status briefing to an incoming IC assuming command. Incident command may be carried out by a Unified Command established jointly by units and/or agencies that have direct functional or jurisdictional responsibility for the incident.

Command Staff

Command Staff report directly to the Incident Commander. Positions include the Public Information Officer, Liaison Officer, and Safety Officer. (See Appendix C: UO ICS Checklists for more details on the Command Staff). Current lines of succession are provided for each position.

Public Information Officer (PIO)
The PIO is responsible for relaying incident related information to the public and media and with other agencies. This position is always activated for Type 1, 2, and 3 Incidents, and as needed for Type 4 Incidents.
1. Communications Director, University Communications
2. Senior Director, Public Affairs and Communications
3. Communications Specialist, University Communications

Liaison Officers
The Liaison Officers are responsible for coordinating with **external** partners, such as city, county, state, or federal agencies, and public and private resources groups, as well as **internal** university groups such as the Portland campus and the Oregon Institute for Marine Biology campus.
1. Assistant VP for Administration/Chief of Staff
2. Chief of Staff /Senior Advisor to President
3. Assistant VP and Chief of Staff, Academic Affairs
4. Director, Government & Community Relations
5. Assistant VP for Research /Chief of Staff
6. Assistant VP & Dean of Students
7. Assistant VP, University Initiatives and Collaboration

Safety Officer
The Safety Officer monitors, evaluates and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Officer is responsible for developing the site safety plan and safety directions in the Incident Action Plan (IAP).
1. Assistant Director, Environmental Health & Safety
2. University Fire Marshal

General Staff

The General Staff is comprised of four sections: (1) Operations, (2) Planning, (3) Logistics, and (4) Finance and Administration. Each section is headed by a Section Chief and can be expanded to meet the resources and needs of the response. Section Chiefs report directly to the Incident Commander.

Operations Section

The Operations Section is responsible for managing all incident specific operations of an emergency response, including:

- o Developing operational components of the IAP.
- o Determine needs and request additional resources.
- o Report information about special activities, events, and occurrences to the IC.

The Incident Commander will designate the Operations Section Chief. This individual should have completed the FEMA All-hazard Type 3 Operations Section Chief training.

Operations Section Chiefs will be assigned based on the type of incident. The following is a general guideline for departments filling the Operations Section Chief position.

Law Enforcement / Fire / Public Safety Issue:	• University of Oregon: UO Police Department
Public Works / Power Loss / Storm Damage:	• University of Oregon: Campus Planning and Facilities Management
Biohazard / Chemical or Radiological Hazard:	• University of Oregon: Environmental Health & Safety
Student Crisis & Emergencies / Student Death(s) / Student Demonstrations / Bias Incidents	• University of Oregon: Student Life

Planning Section

> The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. They are responsible for the development, maintenance and distribution of the Incident Action Plan (IAP). UOEMC staff have been trained to the FEMA All-Hazard Type 3 Planning Section Chief and will serve as the Planning Section for any incident.

Logistics Section

> The Logistics Section is responsible for procuring supplies, personnel, and material support necessary to conduct the emergency response (e.g. personnel call-out, equipment acquisition, lodging, transportation, food, etc.). This individual should have completed the FEMA All-hazard Type 3 Operations Section Chief training.

> The Logistics Section Chief position is currently filled by the Purchasing and Contracts Manager, University Housing.

Finance Section

> The Finance Section is responsible for purchasing and cost accountability relating to the response effort. This section documents expenditures, purchase authorizations, damage to property, equipment usage, and vendor contracting, and develops FEMA documentation. This individual should have completed the FEMA All-hazard Type 3 Finance Section Chief training.

Emergency Operations Center (EOC)

Emergency situations that require extensive coordination of resources, personnel, and information sharing will be managed in part or in full from the Emergency Operations Center (EOC).

The Emergency Operations Center is the centralized facility where emergency response and recovery activities are planned, coordinated, and delegated. The EOC will operate on a 24 hour, 7-day basis during extended events with rotating shifts until the emergency is over. The Incident Commander determines when the incident no longer needs coordination from the EOC. Normal shift rotation is 12 hours on, 12 hours off. Detailed information about the EOC can be found in Appendix A: Emergency Response Facilities.

In addition to the Emergency Operations Center, the university has also developed a Virtual Emergency Coordination Center (VECC) which is an on-line system that allows responders and staff in the field and the EOC to quickly share information. The VECC *may* be activated during a Type 5 Incident and *will* be activated for all other Incident Types.

EOC Locations:

> PRIMARY: **1715 Franklin Room 271**
> SECONDARY: **Central Power Station**

EOC Activation

> The EOC will be activated during any situation that requires the immediate coordination of multiple university departments/units and auxiliaries.

> The Agency Administrator has the authority to activate the EOC. If the Agency Administrator is unavailable, the Succession of Authority on page 2-7 shall be used. The degree to which the EOC is activated depends on the need for coordination and communication between internal and external interest.

> Once the EOC is activated, the Planning Section Chief reports immediately to the EOC. Planning Section staff are responsible for preparing the EOC facility for operation and checking staff into the EOC.

> As a standard practice the Command Staff and General Staff Section Chiefs will report to the EOC to assume emergency response roles in a Type 1, 2 or 3 Incident (for more information on Incident Command Structure, pg 2-9). The IC will determine which University of Oregon staff report to the EOC and which staff report to their normal workstations to coordinate response efforts.

> Command Staff and General Staff are required to check-in with Planning Section staff upon arrival at the EOC. If a staff member is unavailable in an emergency, Planning

UNIVERSITY OF OREGON

Section staff will coordinate with the Incident Commander to designate alternate staff positions based on the need.

Unified Command (UC)

Unified Command is used when more than one agency within the incident jurisdiction or when multiple jurisdictions are working together to respond to an incident. In many emergency situations the university will work in a Unified Command with either multiple departments/units on campus, or with the City of Eugene.

In a Unified Command with the city, the Agency Administrator will determine who will serve as the Joint Incident Commander representing the University of Oregon.

Eugene-Springfield Fire/EMS Department will assume the role of Lead IC for any fire, special rescue, EMS, mass casualty incident, or hazardous materials event that requires their resources to respond. The City of Eugene Police Department will assume Unified IC along with the UO Police Department for any event that requires significant law enforcement response.

When both Eugene-Springfield Fire/EMS Department and the Eugene City Police Department respond to the same incident they will determine who IC is or if a Unified Command approach is needed. In these circumstances, a University official will serve as either Unified Commander or Agency Representative.

University of Oregon IMT members and other appropriate personnel and resources would be integrated into ICS positions under the Unified Command. At the very least the need for an Agency Representative and/or Liaison Officer from the University of Oregon should be anticipated, and under most circumstances, will be requested.
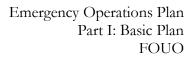
Transfer of Command

Transfer of command is the process of moving the responsibility for incident command from one Incident Commander to another. Transfer of command may take place for many reasons, including:

- A jurisdiction or agency is legally required to take command.
- Change of command is necessary for effectiveness or efficiency.
- Incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies (e.g., Incident Commander has a family emergency).
- Agency Administrator directs a change in command.

A main feature of ICS is a procedure to transfer command with minimal disruption to the incident. This procedure may be used any time personnel in supervisory positions change. The following three key procedures should be followed whenever possible:

- The transfer should take place face-to-face.

- The transfer should include a complete briefing.
- The effective time and date of the transfer should be communicated to all personnel who need to know, both at the scene and elsewhere.

The transfer of command briefing should always take place. The briefing should include the following essential elements of information:

- Situation status.
- Incident objectives and priorities based on the IAP.
- Current organization.
- Resource assignments.
- Resources ordered and en route.
- Incident facilities.
- Incident communications plan.
- Incident prognosis, concerns, and other issues.
- Introduction of Command and General Staff members.

Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident developed by the Incident Commander and Section Chiefs in the General Staff.

A written IAP is not required for smaller incidents. In those cases, the Incident Commander can verbally communicate response strategy to the UO-IMT and other responding resources.

In larger emergency situations a written IAP will be more effective. A written IAP should be considered when:

- Two or more jurisdictions are involved in the response.
- A number of ICS organizational elements are activated (typically when General Staff Sections are staffed).
- A HazMat incident is involved (required).

Developing an Incident Action Plan

In larger emergency situations the Incident Commander and Section Chiefs in the General Staff will meet immediately to develop the Incident Action Plan (IAP). The Planning Section Chief is responsible for the development, maintenance, and distribution of the IAP.

The Operations Chief will delineate the amount and type of resources needed to accomplish the plan. The Planning Section, Logistics Section, and Finance & Administration Section will have to work together to accommodate those needs.

The IAP will include standard forms and supporting documents that convey the Incident Commander's intent and the Operations Section's direction for the accomplishment of the plan. The Planning Section will communicate with other

sections Chiefs any materials and documentation needed to develop the plan. The Incident Commander approves the written IAP.

Copies of the IAP are distributed to the Policy Group and members of the IMT. The IAP should be conveyed to all resources on scene. A briefing prior to each shift should be held to communicate the IAP to everyone involved in the incident.

In a Unified Command situation, the unified Incident Commanders will work together and with Command and General Staff to develop the IAP.

Implementing the Plan

The Operations Section is in charge of implementing components of the IAP. The Operations Section Chief will meet with supervisors of tactical resources to brief them on the plan and delineate their respective assignments.

The Operations Section has the authority to make appropriate adjustments to the plan as needed to meet the plan objectives in the most efficient manner possible. Changes should be communicated to the Incident Commander and Planning Section Chief and documented in the ICS 214.

A series of forms found in the IAP will assist the IMT in documenting and communicating information related to the incident.
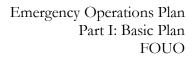
Incident Documentation

It is important that the incident be properly documented throughout the response effort. Forms for documenting information will be provided by the Planning Section with the Incident Action Plan (IAP). Thorough documentation will:

- Involve tracking key decisions and actions implemented and made as the incident progresses. When possible, these will be documented in the VECC.
- Ensure information is transferred accurately during shift changes.
- Inform the After Action Report (AAR) that will be compiled once the incident has been resolved.
- Assist in reimbursement measures taken after the incident has been resolved.

Media Relations

Members of the media will go to the designated media center (Location TBD). The Public Information Officer is responsible for the set-up, use, and breakdown of the Media Center. All press releases must be approved by the Incident Commander.

For information the media can contact the Office of Public Affairs and Communication or visit their website at http://uonews.uoregon.edu/. In large scale events this site may not be active but information may be available on the UO home page http://www.uoregon.edu/ .

Deactivation Process

The Incident Commander decides when the situation is under control and the UO Incident Management Team (UO-IMT) can be deactivated. Deactivation requires two key functions:

- Demobilization of Response Units (General Staff Sections).
- Documentation of Incident [i.e., After Action Report (AAR)].

The Planning Section oversees the preparation of demobilization planning and collection of incident documentation.

Demobilization of Response Units

The Incident Commander meets with Section Chiefs to develop a demobilization plan for the General Staff Sections. Section Chiefs are responsible for overseeing the demobilization of their respective sections.

Documentation of Incident

After the incident has been resolved, an After Action Report (AAR) will be compiled to include information about the incident, the response actions taken, and lessons learned.

The AAR is developed by the Planning Section. Information for the AAR will be gathered from the members of the IMT and other response team members. The AAR will serve as the official record describing the incident and the university's response efforts. The lessons learned will be used to update the EOP and will be incorporated in future university training exercises.

Additional documentation required for insurance, FEMA, and disaster assistance purposes will be organized by the Finance and Administration Section.

Campus Recovery

Some situations may cause the campus to cease some, or all, university operations. In situations when university operations have been shut down, the first step to recovery is to ensure that the campus is safe and secure. The second step will be to restore campus facilities and grounds. The third step will be for the Policy Group to determine when and how to return to normal campus operations.

The Chief Resilience Officer - Associate Vice President Safety and Risk Services will be responsible for starting the recovery process while emergency response activities are still being implemented. He/She works closely with the IMT, UO Policy Group and government agencies in the recovery process.

SECTION 3
Emergency Management Training

This section describes the University's efforts to develop a trained and competent staff able to operate and support the Emergency Operations Center (EOC) and fulfill the responsibilities identified in this Emergency Operations Plan (EOP). The EOP, together with a staffed and functional EOC, provides a critical element of the overall emergency management effort and the ability to provide acceptable levels of protection and assistance to the campus community.

The Vice President for Finance and Administration is responsible for ensuring that staff members involved in the University of Oregon Incident Command System are adequately trained. The Vice President for Finance and Administration has delegated the responsibility for developing and conducting appropriate training programs to the UO Emergency Management & Continuity (EMC) program.

The EMC program is guided by seven objectives related to preparedness, response, recovery and mitigation activities at the UO. Emergency management training is addressed through Objective 3b in the Safety and Risk Services Strategic Plan

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

The Associate Vice President of Safety and Risk Services (SRS) is responsible for the overall development and implementation of the program, but the SRS Director of Operations will be primarily tasked with the duties associated with Objective 5. EMC has a formal, documented training program composed of training needs assessment, curriculum, course evaluations and records of training. EMC will provide opportunities for campus personnel with response roles to receive training on the university's incident management system. Exercises and trainings address coordinating activities with all personnel with an emergency response role including superior, subordinate and lateral elements as well as neighboring jurisdictions. In addition, the SRS staff are available to provide individual preparedness training sessions directly to university departments and units upon request. EMC maintains records of current University Incident Management Team (IMT) members who have received emergency management related training, the types of past and proposed trainings, and the names and qualifications of trainers.

The following are guidelines for training and preparedness:

❑ Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Command and General staff positions complete FEMA's basic, intermediate, and advanced Incident Command System (ICS)

training as well as annual trainings on emergency management. Staff trained in ICS will receive a 1-hour refresher course every two years. Policy Group members receive basic ICS overview training.

❑ Staff designated for ICS positions (Incident Commander, Public Information Officer, Liaison Officer, Safety Officer, Operations Chief, Planning Chief, Logistics Chief, Finance Chief) will attend the FEMA Type 3 course for their designated position, or a similar training provided by the University of Oregon.

❑ ICS training is available to campus response personnel in two formats: 1) On-line through FEMA's Independent Study Program, or 2) in-person classes taught by SRS staff. The basic and intermediate ICS courses are offered approximately two times per year and the advanced ICS courses are offered once per year.

❑ An Emergency Management Specialist will ensure that the university EOC is kept in a state of readiness. The EOC will be assembled and tested a minimum of two times per year.

❑ Department Directors are responsible for ensuring that emergency response staff members in their respective departments receive appropriate levels of emergency management training.

❑ Department Directors are responsible for developing and maintaining appropriate emergency response Standard Operating Procedures (SOP) and appendices as necessary to support the EOP.

Exercises provide opportunities to evaluate the University's emergency response training and its ability to respond effectively to an emergency. They allow the University to identify weaknesses in policies, plans, procedures, facilities, equipment, training, and performance. Action items identified during post-exercise evaluations are recorded for potential incorporation into emergency plans, procedures, and training, as appropriate. The UO Emergency Management & Continuity program has overall responsibility for coordinating emergency exercises on campus.

There are five types of emergency management exercises. They are:
1. **Orientation Seminars**: These sessions allow participants to evaluate plans and procedures before beginning a drill or exercise. They provide a low stress environment in which to resolve questions of coordination and assignment of responsibilities.
2. **Drills**: Usually a single-function event. Drills are used to demonstrate, build or refresh skills learned in training. They are focused on organizational standard operating procedures, such as testing the EOC activation call-out procedure and successor list.
3. **Tabletop Exercises**: A scenario-driven exercise that focuses on the roles and responsibilities of the Incident Management Team members. Management personnel participate in a written scenario activity to affirm the process, identify problems, and/or bring light to incorrect assumptions. The tabletop exercise provides practice

of emergency management skills, identifies organizational or operational shortfalls and builds confidence in the overall Emergency Operations Center process.

4. **Functional Exercises**: A scenario-driven, real-time exercise used to practice specific parts of the Emergency Operations Plan. A functional exercise is a management- or activity-oriented exercise used to practice skills, build coordination and develop teamwork.

5. **Full-scale Exercises**: These exercises simulate an actual disaster in a "real time" setting. Depending on the level of the exercise, it may include the use of props, specialized equipment and special effects in some instances. A full-scale exercise requires a high degree of training, organization and planning, yet it allows the University to practice all aspects of the emergency operations plan and develop its relationships with external support agencies.

Each year the Emergency Management & Continuity program will conduct up to two table-top exercises for the IMT. In addition, every other year (or as timing and resources allow), the University will participate in either a functional or full scale exercise. The Basic EOP and/or one of its annexes will be used in at least one of the annual exercises. These exercises are considered an opportunity for specialized training related to the threats confronting campus. All exercises will include an after action report.
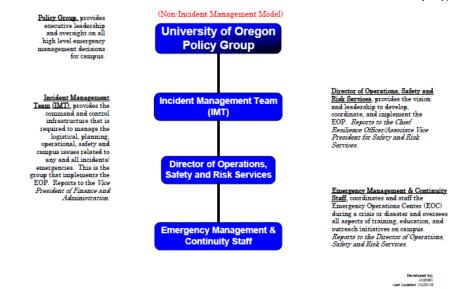
SECTION 4
Plan Development and Maintenance

The University of Oregon Emergency Operations Plan (EOP) is a living document that will change according to situations and circumstances at the university. To ensure that the EOP remains current and functional, the UO has developed an Emergency Management oversight structure for non-incident planning and policy development (Figure 4.1). This oversight structure is the primary plan development and maintenance structure for all emergency management planning activities at the UO.

The Associate Vice President for Safety and Risk Services is the EOP administrator and is the primary representative to the Policy Group. The university's Emergency Management & Continuity (EMC) program is ultimately responsible for developing and maintaining the University of Oregon EOP. EMC staff work closely with the campus Incident Management Team (IMT) to ensure the plan remains current. EMC and IMT provide guidance and oversight on all emergency operation plan policies and procedures.

EMC provides staff support in the development of emergency management plans and activities. The program is supported by 1.0 FTE: Emergency Management Specialist. When appropriate, the program will utilize graduate students to research, assess and develop emergency management activities at the university.

To facilitate the development of plans, policies and procedures, smaller subcommittees can be formed as needed to conduct additional research and focus on developing a final product.

Review of the Plan

To maintain a current and functional plan, a formal review of the EOP by the Incident Management Team will occur every other year. The University President has delegated the authority to promulgate the plan annually to the Vice President for Finance and Administration.

The EOP will be updated, as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, technological changes, etc. Approved changes will be incorporated into the EOP and forwarded to all departments and individuals identified as having possession of the plan. The Director of Operations for Safety and Risk Services will be responsible for providing appropriate training to those individuals expected to participate in the implementation of the EOP and participate in the Incident Command System.

The development and continued updating of all functional annexes is the responsibility of each of the lead departments identified in each annex. The Emergency Management Specialist will be responsible for coordinating completion of the functional annexes.