



University of Oregon EMERGENCY OPERATIONS PLAN

November 2023



UNIVERSITY OF OREGON

Emergency MANAGEMENT
AND CONTINUITY



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.

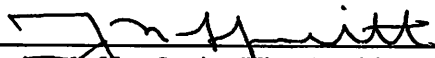
The plan recognizes that the University of Oregon and local governments (e.g., the City of Eugene and Lane County) have primary responsibility for emergency response and operations for emergencies that occur on the University of Oregon campus. Operations are designed to protect lives, stabilize the incident, 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 2023 updates to Part I: Basic Plan, Part II: Appendices, Part III: Functional Annexes and Part IV. Hazard Annexes of the University of Oregon's Emergency Operations Plan.



Janice Moffatt, Senior Vice President for Finance and Administration
University of Oregon

11/1/23

Date



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 who are present on campus. To respond to these natural and human-caused hazards effectively, 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, and to restore critical services, education, and research programs. This plan also strives to meet National Incident Management System Incident Command System (NIMS ICS) requirements established by the Federal Emergency Management Agency (FEMA). The use of NIMS ICS and the IMT structure enables the University of Oregon to coordinate effectively with other jurisdictions involved in a response, such as the City of Eugene, Lane County, and State of Oregon 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 the faculty, staff, students, and visitors associated with the UO campus, as well as property owned and operated by the UO. This EOP is designed to address a comprehensive range of natural and human-caused 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 and Oregon Institute of Marine Biology are developing separate response plans. Pine Mountain Observatory has basic response procedures. The University of Oregon Emergency Management and Continuity program (UOEM) will provide guidance and additional resources to help satellite campuses develop additional plans.



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 Senior 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. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act or Clery Act (20 U.S.C. § 1092(f), with implementing regulations in the U.S. Code of Federal Regulations at 34 CFR 668.46) 1990.
11. Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents.
12. Higher Education Opportunity Act (PL-110-315) August 14, 2008.
13. 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.



University Policies

1. IV.07.02 Facilities and Operations, Closure of.¹
2. IV.05.03 Safety - Physical and Environmental Security.²

Situation and Assumptions

The University of Oregon campus, students, staff, and visitors can be exposed to a number of hazards that have 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.

Situation

The number of faculty, staff, and students on the University of Oregon campus varies 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 (12,500-person capacity), and track meets at Hayward Field (12,500-person capacity). 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
- Wildfire and wildfire smoke

In addition, the threat of technological and biological hazards 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.

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:

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, <https://policies.uoregon.edu/vol-4-finance-administration-infrastructure/ch-5-public-safety-risk-services/physical-and>



- Critical lifeline utilities may be interrupted, including water, electricity, natural gas, chilled water, steam, compressed air, telephone service, microwave and repeater-based radio systems, cellular service, 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 hazards and toxic environments may exist.
- Incidents may injure and displace people.
- Normal suppliers may not be able to deliver materials.
- Contact with family and homes may be interrupted.
- People may become stranded – conditions may be unsafe to travel off campus or to campus.
- The university will need to conduct its own rapid damage assessment, situation analysis, 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
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 affect 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 the 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 NIMS uses 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. The ICS process has a nearly 50-year history of successful implementation for emergency response management in the field.
- b. The ICS process has a 20-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. ICS facilitates team-based, bundled, and linked processes, as well as cross-functional efficiency within the organization.
- c. ICS is easy to understand for users.
- d. Action-oriented: ICS focuses on results and output.
- e. Starts and stops: ICS is designed for rapid deployment and smooth deactivation.
- f. ICS allows for wide application to unique settings.

3. Aligned with Adjacent and Contiguous Agencies

- a. ICS has standardized functions.
- b. ICS has standardized processes.



Incident Management Team Overview

The UO Incident Management team (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, Command Staff, and General Staff. UO-IMT participants represent departments and units from nearly all 14 Vice Presidents. An incident's type and size will dictate whether all or some of the UO-IMT members are activated. Command Staff and General Staff UO-IMT members are working toward a FEMA Type 3 position-specific training certification and completion of a position-specific task book.



Section 2

Concept of Operations

Contents

Overview	2
Emergency Operations Plan (EOP) Activation.....	2
Types of Incidents	3
Emergency Management Structure	7
UO Emergency Policy Group	7
Agency Administrator (AA)	8
UO Incident Command System Organization.....	9
Incident Management Team (IMT).....	11
Command Staff	12
General Staff	13
Incident Assessment Team.....	14
Emergency Operations Center (EOC).....	15
EOC Locations:.....	15
EOC Activation.....	15
Virtual Emergency Coordination Center (VECC)	16
Unified Command (UC).....	16
Transfer of Command.....	17
Incident Action Plan	17
Developing an Incident Action Plan	18
Implementing the Plan	18
Incident Documentation.....	19
Media Relations.....	19
Deactivation Process.....	19
Demobilization of Response Units.....	19
Documentation of Incident.....	19
Campus Recovery.....	20



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 affects 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 assist in responding to the emergency may be suspended for the duration of an emergency. Efforts typically required for normal daily functions will be redirected to accomplish emergency tasks following the Incident Command System (ICS).

This plan is designed to be flexible. It is designed to be used in any emergency response situation regardless of the size, type, or complexity (e.g., infrastructure failure, fire, civil unrest, winter storms, windstorm, 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 is in the appendices after the Basic Plan:

Appendix A – Detailed information about emergency response facilities, including the Virtual Emergency Coordination Center (VECC) and the Emergency Operations Center (EOC)

Appendix B – Sample Incident Management Team checklists

Appendix C – Sample Incident Action Plan

Appendix D – Acronyms and glossary

Appendix E – 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/or property.
- Initiate the 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 EOC and/or activate the VECC.



Depending on the situation, a variety of functional and/or hazard annexes will also be activated. Functional annexes focus on critical operational functions and the courses of action developed to carry them out. Hazard annexes describe the courses of action unique to particular threats and hazards. Courses of action already outlined in a functional annex need not be repeated in a threat- or hazard-specific annex. Hazard annexes include specific crisis communications sections describing critical communication actions.

Types of Incidents

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

- **Figure 2.1: Incident Types**

If necessary, the Incident Commander (IC) and the Agency Administrator (AA) may determine the incident type. In the absence of the Senior Vice President for Finance and Administration, the succession of authority listed on pages 2-8 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: Emergency Response Protocol**



Figure 2.1 Incident Types

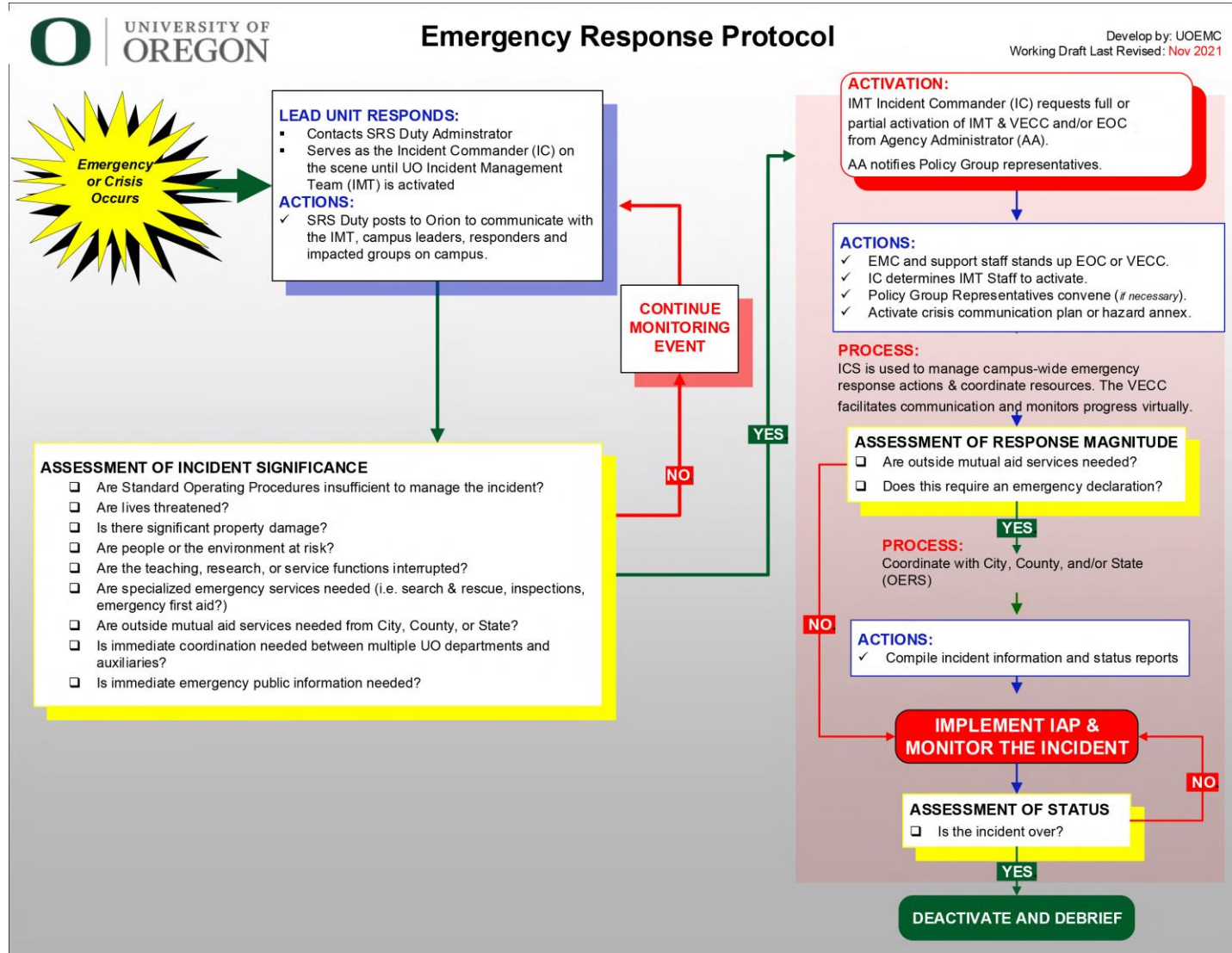
EOC	Type	Definition	Action
ON STANDBY	5	<ul style="list-style-type: none"> Emergency incident that the lead responding department's Standard Operating Procedures can handle and that will be resolved within one operational period. Although there may be some damage and/or interruption, the conditions are localized and the Incident Management Team (IMT) / Emergency Operations Center (EOC) does not need to be activated. 	<ul style="list-style-type: none"> The onsite lead department/unit handles the situation following the lead unit's Standard Operating Procedures. The lead unit responding to an incident may designate an Incident Commander (IC). Crisis communication plan may be activated. If a situation requires additional resources, the department contacts the Safety and Risk Services (SRS) Duty Administrator to help monitor the situation and to provide additional guidance. The SRS Duty Administrator will consult with the IC. The department may choose to open a Command Post / Department Operations Center (CP/DOC). If the incident has the potential to grow, the department will notify the SRS Duty Administrator. The EOC is placed on stand-by mode and the Virtual Emergency Communications Center (VECC) may be activated for communication, coordination, and documentation.
	4	<ul style="list-style-type: none"> Several resources are required to mitigate the incident. Incident limited to one operational period. 	<ul style="list-style-type: none"> Crisis communication work plan activated. IMT Command Staff and General Staff functions activated only if needed.
PARTIAL/FULL ACTIVATION	3	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> The IC notifies the Agency Administrator (AA) if the EOC, VECC, IMT, and/or the Policy Group are activated. The AA maintains the on-scene IC or may designate a new IC. SRS staff sets up the EOC and VECC, and it calls on support staff for assistance. If activated, the Policy Group representatives convene. The IC is in communication with the AA and determines if an IMT staff member needs to report to the CP/DOC and/or EOC. The Incident Command Post (ICP) will typically be co-located at the DOC. Crisis communication plan or hazard annex activated. Some operations and classes may be suspended. Unified command with Eugene Springfield Fire or Police personnel may be implemented. A written Incident Action Plan (IAP) is typically developed.



EOC	Type	Definition	Action
	2	<ul style="list-style-type: none"> Incident extends beyond the university’s capabilities. Incident extends into multiple operational periods. 	<ul style="list-style-type: none"> IMT is fully activated. Crisis communication plan or hazard annex activated. A written IAP is developed. The Emergency Operations Plan (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	<ul style="list-style-type: none"> The emergency situation is a disaster condition, regionally or statewide, and the UO must fully activate the EOC and VECC to provide an immediate emergency response. Emergency conditions are widespread and the UO must be self-sufficient for 72 hours or more. The UO may request mutual assistance from the Eugene Springfield Fire Department (ESFD), Eugene Police Department (EPD), Lane County, and/or state agencies. 	<ul style="list-style-type: none"> 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 or through the National Intercollegiate Mutual Aid Agreement (NIMAA) to assist in managing the incident. Crisis communication plan or hazard annex activated.



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 the IMT checklist.)

UO Emergency Policy Group

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

- President
- Senior Vice President / Provost
- Senior Vice President for Finance and Administration
- Vice President for Safety and Risk Services
- Vice President and General Counsel
- Vice President for University Communications
- Vice President for Government and Community Relations / University Secretary
- President's Chief of Staff

Other vice presidents, vice provosts, deans, or university senior leadership are invited to the UO Emergency Policy Group as needed, depending on the incident or situation, and at the president's discretion.

The **Policy Group convenes at 1715 Franklin Boulevard, room 287** during Type 1 and Type 2 incidents. It convenes as needed, often by video conference, for other incidents. The back-up meeting location, in the event that 1715 Franklin is either unavailable or inconvenient, is the Johnson Hall Conference Room.

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. Interim Executive Vice President / Provost
2. Senior Vice President for Finance and Administration (VPFA)
3. Vice President for Research and Innovation

Senior 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 Senior Vice President for Finance and Administration is unavailable:

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



Agency Administrator (AA)

Per the President, the Senior Vice President for Finance and Administration - Chief Financial Officer and/or the Chief Resilience Officer - Associate Vice President Safety and Risk Services has Agency Administrator (AA) duties and is the designated authority who works on behalf of the policy group to make emergency response decisions.

If not predefined in standard operating procedures, the AA makes the final determination as to who is the Incident Commander (IC) for each incident. The AA authorizes either partial or full activation of the IMT by issuing a written (paper or electronic) delegation of emergency and cancels planned leaves and vacations for Type 1 or 2 Incidents.

The AA also 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.

Agency Administrator 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 Senior Vice President for Finance and Administration is unavailable:

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



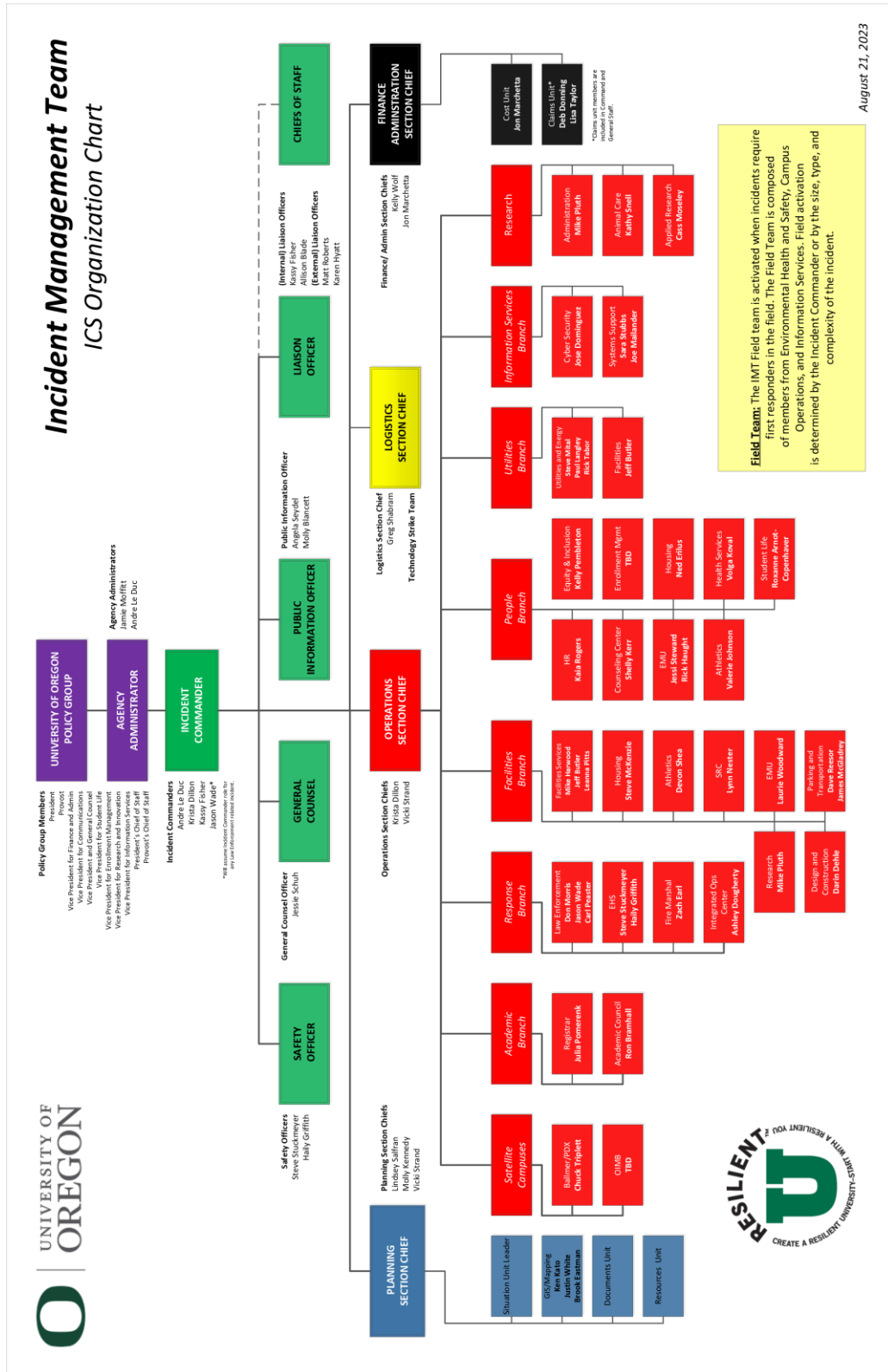
UO Incident Command System Organization

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 IC supervises the Command Staff and General Staff and is responsible for all emergency response activities and efforts. (See figure 2.3.)

In most large, complex 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 Management Team (IMT)





Incident Management Team (IMT)

The UO-IMT provides the command-and-control infrastructure 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, Command Staff, and General Staff. UO-IMT participants represent departments and units under most of the university's Vice Presidents. An incident's type and size dictate whether all or some of the UO-IMT members are activated. All Command Staff and General Staff IMT members are working toward a FEMA Type 3 position-specific training certification and completion of a position-specific task book.

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 supervises 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 move to the EOC.

The Incident Commander is responsible for the following tasks:

- Providing overall leadership for incident response.
- Assessing the incident situation.
- Establishing incident objectives.
- Initiating the Incident Command System, including developing an appropriate organizational structure and delegating authority (e.g., ICS staffing) and /or functions.
- Authorizing the release of information to the news media and general campus community.
- Approving requests for additional resources.
- Keeping the Agency Administrator informed of the incident status.
- Managing 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. Chief of Staff / Senior Director of Operations, Safety and Risk Services
2. Chief, UO Police Department

The IC may designate a Deputy Incident Commander to:¹

- Step in for the Incident Commander should they need to leave the incident or EOC.
- Perform specific tasks as requested by the Incident Commander.
- Perform the Incident Command function in a relief capacity.
- Serve as a technical expert if not trained to the level of 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; it may be an individual with the specific skills, knowledge, and training needed to respond to the specific situation. This person should be trained as a FEMA-recognized Type 3 All-Hazard Incident Commander.

When an incident occurs, the responding on-scene resources will establish the initial Incident Commander and communicate that information to the SRS Duty Admin. During a more complex incident, the Agency Administrator may select a person with higher qualifications.

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 Public Information Officer, Liaison Officer, and Safety Officer. (See appendix C). 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, the media, and to other agencies. This position is always activated for Type 1, 2, and 3 incidents, and as needed for Type 4 Incidents.

1. Director of Issues Management
2. Media Relations Manager

¹ Deputy Incident Commanders must be fully qualified to assume the Incident Commander position.



The University Communications team is the lead for developing and maintaining the Crisis Communication Plan, which is a functional annex to this plan and spells out how the team expands for significant incidents.

Liaison Officers

Liaison Officers are responsible for coordinating with **external** partners, such as city, county, state, or federal agencies, as well as public or private resource groups, **internal** university groups such as the Portland campus and the Oregon Institute for Marine Biology campus, and the various Vice President portfolios.

External

1. Assistant Vice President for Community Relations
2. Director for Intergovernmental Relations

Internal

1. Chief of Staff /Senior Advisor to President
2. Associate Vice Provost for Academic Administration and Chief of Staff

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. Director, Environmental Health & Safety
2. Occupational Health & Safety Manager

General Staff

The General Staff comprises 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:

- Developing operational components of the IAP.
- Determining needs and requesting additional resources.
- Reporting 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.

- Chief of Staff / Senior Director, Safety and Risk Services



- Continuity & Emergency Manager

The Operations section includes the Academics, Response, Facilities, People, Utilities, Information Services, and Research branches. Branches will be activated based on the incident.

Planning Section

The Planning Section is responsible for collecting, monitoring, evaluating, and disseminating information relating to the response effort. It is also responsible for developing, maintaining, and distributing the Incident Action Plan (IAP).

The Planning Section Chiefs have completed the FEMA All-Hazard Type 3 Operations Section Chief training.

- Executive Assistance / IMT Planning Chief
- Safety & Risk Services Campus Relations Coordinator

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.).

The Logistics Section Chief has completed the FEMA All-Hazard Type 3 Operations Section Chief training.

- Chief Procurement Officer

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. The Finance Section also develops FEMA documentation.

The Logistics Section Chiefs have completed the FEMA All-Hazard Type 3 Operations Section Chief training.

- Assistant Vice President for Business Affairs
- Assistant Vice President for Finance and Administrative Shared Services

Field Team

The Field Team includes individuals whose response roles are out in the field. An incident's type and size dictate whether all or some IMT members are activated. The Field Team includes Environmental Health and Safety, Transportation, and Campus Planning and Facilities Management, as well as other campus operations department staff.

Incident Assessment Team

The Incident Assessment Team is a subgroup of the Incident Management Team. Its role is to determine the level of response required when an incident exceeds the criteria in the



Emergency Response Protocol (figure 2.2) as the incident is occurring or immediately afterwards. Members include:

- Vice President / Chief Resilience Officer
 - and/or Chief of Staff / Senior Director of Safety and Risk Services
- Director of Issues Management
 - and/or Media Relations Manager
- Assistant Director UO Police Department – Security Operations Center
- Safety and Risk Services Duty Administrator
- Departments responding to the incident (e.g., Campus Planning and Facilities Management, Environmental Health & Safety, UO Police Department, Housing, Student Life)

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 can operate on a 24-hour, seven-days-a-week 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. Detailed information about the EOC is in appendix A.

The university has also developed a Virtual Emergency Coordination Center (VECC), which is an online 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 Room 109**

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 for the VPFA on pages 2-8 shall be used. The degree to which the EOC is activated depends on the need for coordination and communication between internal and external interests.



Once the EOC is activated, the Planning Section Chief reports immediately to the EOC. Planning Section and SRS Administrative 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. 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 Section staff will coordinate with the Incident Commander to designate alternate staff positions based on the need.

Virtual Emergency Coordination Center (VECC)

The university has developed a Virtual Emergency Coordination Center (VECC). Orion (orion.uoregon.edu) is an online system that allows responders and staff in the field and the EOC to quickly share information. EMC staff manages access and allows both UO staff and external partners to participate as needed.

Unified Command (UC)

Unified Command is used when multiple agencies within the incident jurisdiction are working together to respond to an incident 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 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 Unified Incident Commander representing the University of Oregon.

Eugene Springfield Fire Department will serve in Unified Command with the appropriate UO Environment Health and Safety lead for any fire, special rescue, EMS, mass casualty incident, or hazardous materials event that requires their resources to respond. The UO Police Department will assume Unified Command along with the City of Eugene Police Department for any event that requires significant law enforcement response.

When both Eugene Springfield Fire Department and the Eugene City Police Department respond to the same incident, they will determine who the 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 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.
- A change of command is necessary for effectiveness or efficiency.
- The incident complexity changes.
- There is a need to relieve personnel on incidents of extended duration.
- Personal emergencies occur (e.g., Incident Commander has a family emergency).
- The 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:

- 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 Staff and General Staff members.

Incident Action Plan

An Incident Action Plan (IAP) is a written or verbal strategy for responding to the incident. The Planning Section develops the IAP.

A written IAP is not required for smaller incidents. In those cases, the Incident Commander can verbally communicate the 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.

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 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 accomplishing the goals in the plan. The Planning Section will ask other Section Chiefs for any materials and documentation needed to develop the plan. The Incident Commander approves the written IAP.

The Planning Section distributes copies of the IAP 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 Staff 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 Activity Log – form 214.

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



Incident Documentation

It is important to document the incident properly throughout the response effort. The Planning Section will provide forms for documenting information with the Incident Action Plan (IAP).

Thorough documentation will:

- Involve tracking key decisions and actions 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 joint information center (Location TBD). The Public Information Officer is responsible for the set-up, use, and breakdown of the Joint Information Center. All press releases must be approved by the Incident Commander or designee.

For information, the media can contact the Office of Media Relations or visit <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 when to deactivate the UO Incident Management Team (UO-IMT). Deactivation requires two key functions:

- Demobilization of response units (General Staff sections).
- Documentation of incident via an After Action Report (AAR).

The Planning Section oversees the demobilization planning and the 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, the Planning Section develops an After Action Report (AAR) that includes information about the incident, the response, and lessons learned.

The Planning Section will gather information for the AAR from the members of the IMT and other response team members. The AAR will serve as the official record of 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.

The Finance & Administration Section will organize additional documentation required for insurance, FEMA, and disaster assistance purposes.

Campus Recovery

Some situations may cause the campus to cease some or all university operations. 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 - Vice President Safety and Risk Services will be responsible for starting the recovery process while emergency response activities are still occurring. They work 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 university's overall emergency management effort and its ability to provide acceptable levels of protection and assistance to the campus community.

The Chief Resilience Officer / Vice President of Safety and Risk Services (SRS) is responsible for the overall development and implementation of the program, but the Continuity and Emergency Manager will be primarily tasked with implementing the training program.

The Emergency Management and Continuity program (EMC) annually assesses training needs and maintains training records. 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 in 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 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 Staff and General Staff 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 one-hour refresher course every two years. Policy Group members receive basic ICS overview training.
- ❑ Staff designated for ICS command 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 positions or a similar training provided by the University of Oregon.
- ❑ ICS training is available to campus response personnel in two formats: 1) Online through FEMA's Independent Study Program, or 2) in-person classes taught by SRS staff or contractors brought in by the university, county, or state. The in-person advanced ICS courses are offered once per year.



- ❑ EMC staff 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 areas of improvement 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. EMC has overall responsibility for coordinating emergency exercises on campus.

There are five types of emergency management exercises.

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 an opportunity to practice emergency management skills, identify organizational or operational shortfalls, and build confidence in the overall Emergency Operations Center process.
4. **Functional Exercises:** A scenario-driven, real-time exercise to practice specific parts of the Emergency Operations Plan. A functional exercise is also a management- or activity-oriented exercise 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 exercise, it may include the use of props, specialized equipment, and special effects. 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 relationships with external support agencies.

Each year EMC 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 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 nonincident planning and policy development. This oversight structure is the primary plan development and maintenance structure for all emergency management planning activities at the UO.

The Chief Resilience Officer / 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 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 directly supported by 1.0 FTE: Continuity and Emergency Management Manager with support from other SRS staff. 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, the IMT will conduct a formal review of the EOP every other year. The University President has delegated the authority to promulgate the plan annually to the Senior 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 Continuity and Emergency Manager will be responsible for managing the training program for 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 are the responsibility of each of the lead departments identified in each annex. The Continuity and Emergency Manager will be responsible for coordinating completion of the functional and hazard annexes.