

All Hazards Planning, including Risk Management Report

BACKGROUND

The Executive & Audit Committee annually reviews with university leadership top risks that may impact Oregon State University's ability to meet its mission and objectives. Each of the identified top risks are assigned to the various Board committees based on alignment with each committee's charter and workload. Through this process, the university identified All Hazards Planning as a top risk for the university. The Executive & Audit Committee provides oversight of the university's action plan for mitigating this risk.

STATUS UPDATE

Safety of the OSU community is a top priority. The university has worked diligently to mitigate risk and maintain a high state of readiness for response to a wide spectrum of hazards. This state of readiness is achieved through the Emergency Operations Plan and a trained and ready command structure to lead incident response and restore continuity of operations.

The Immediate Response Group (IRG) is made up of senior leaders who consult on high-level strategic decisions related to issues of immediate and pressing concern and advise the president accordingly. These decisions guide the Incident Management Team (IMT), which oversees the implementation of OSU's all-hazards plan to meet the operational and tactical needs of incident response. The IMT, operating under the [Incident Command System](#) (ICS) structure, consists of leadership from all aspects of university operations and meets to formulate a comprehensive response to evolving incidents and to reduce the consequences of the incident as the response is implemented.

Localized emergency operations plans and incident response structures/IMTs exist at OSU-Cascades in Bend and at the Hatfield Marine Science Center (HMSC) in Newport. Staff are trained on these plans and exercises are conducted to develop IMT skills and plan improvement.

Actions for the upcoming year include increasing the opportunity for in-person ICS 300 and 400 advanced training, so IMT members can fully complete their training, as well as scheduling in-person exercises in Corvallis, Bend, and Newport to continue building response and management team skills in incident response. On-site assistance visits are also being planned to discuss emergency management topics and capability development at OSU-Cascades, HMSC, the Portland Center, and other non-Corvallis university locations. These exercises and visits, which continue to grow in frequency and complexity, will advance OSU's readiness to respond to events that hopefully will never come.

To keep the university's leaders informed of the health of the emergency management program, metric indicators were developed and a dashboard built to display progress in the identified areas of interest as a part of the Division of Finance and Administration's Framework for Success.

NEXT STEPS

The Board of Trustees will be provided the annual report on All Hazards Planning at its May 2022 meeting, and additional discussions can be scheduled as requested by the Board. Routine updates are also provided to the university's Compliance Executive Committee.

**Oregon State University
Enterprise Risk Management
2022 Priorities
All Hazards Planning**

Risk Topic Oversight Summary						
Board Oversight Committee	Risk Topic	University Goal	Type(s) of Risks to be Prevented	Risk Owner(s)	Primary Risk Mitigation Strategy(ies) ¹	Risk Mitigation Team
Executive & Audit Committee	All Hazards Planning	Create a safe environment for the OSU community through preparedness and swift and effective response to emergencies	Operational (safety), Compliance, Financial, Reputational	Provost, VP for Finance and Administration (VPFA)	Reduce, Share/Insure, Accept	Senior Associate Vice President for Administration
Mitigation Plan						
Objective 1: Maintain and refine updated university Emergency Operations Plan (EOP)						
Actions to Satisfy Objective		Status Report				
Maintain and refine updated university Emergency Operations Plan (EOP)		1. Ensure implementation of EOP document <ul style="list-style-type: none"> a. Ongoing: The university’s updated EOP was approved in 2018. Changes incorporating the OSU police function within the Department of Public Safety and best practices from smoke and ash response have been completed. b. The plan and its updates have been reviewed and being submitted for signature. 				

¹ Definitions of mitigation strategies:

Avoid: Discontinue the activities that present unacceptable risk
 Share/Insure: Transfer the risk through insurance programs

Reduce: Implement controls, practices, programs to lessen the risk
 Accept: Proceed with the activity because the benefit outweighs the risk

	<ol style="list-style-type: none"> 2. Communicate effectively and continually about the EOP procedures via websites, training, and Annual Security Report (ASR) <ol style="list-style-type: none"> a. Continuing: An annual email is sent to all OSU email accounts with information about the EOP and how to access the plan. The EOP is also available on the OSU DPS/Emergency Management web site. Training is regularly offered and is available requested by units. 3. OSU-Cascades, Hatfield Marine Science Center, Portland Center EOPs are current, and OSU at Eastern Oregon University’s EOP has been created and is being reviewed.
<p>Continue training on emergency protocols</p>	<ol style="list-style-type: none"> 1. Maintain training proficiency of university emergency personnel and the OSU Incident Management Team (IMT). <ol style="list-style-type: none"> a. Ongoing: The training consists of FEMA Incident Command System (ICS) modules intended to meet the requirement to comply with National Incident Management System (NIMS) standards. Training completion is tracked every month at the IMT meeting. In-person classes have started, with several IMT members completing advanced ICS 300 and ICS 400 training. 2. Establish and implement outreach communications to inform all OSU staff and students of proper procedures in emergencies. <ol style="list-style-type: none"> a. Complete and ongoing: Communication systems and processes have been established to alert the university community of emergencies and imminent threats and provide just-in-time directions and protective measures. Additional communications address non-emergency information on life safety and security issues. Safety trainings encompassing active shooter/emergent threat survival with OSU safety updates have been and will continue to be scheduled into the upcoming year at all OSU locations.
<p>Implement and maintain effective emergency programs</p>	<ol style="list-style-type: none"> 1. Conduct emergency and non-emergency drills of university-level events at all OSU locations <ol style="list-style-type: none"> a. Complete and ongoing: In person drills have restarted. Fire/evacuation drills continue to be conducted by OSU’ Environmental Health and Safety - Fire and Life Safety program.
<p>Raise awareness of all relevant parties</p>	<ol style="list-style-type: none"> 1. Conduct survey of employees and students regarding plans, protocols, and training drills <ol style="list-style-type: none"> a. Continuing and Ongoing: A Winter 2021 survey was conducted to identify needs of OSU participants as they return to campus operations. 2. Distribute awareness notices to all Building Managers, College Communicators, and Emergency Preparedness contacts. <ol style="list-style-type: none"> a. Ongoing: Between December 2021 and May 2022, Emergency Management published 12 awareness notices (twice monthly) and special bulletin publications to increase awareness and individual response capability.

Performance Metrics		
METRIC 1: Number of OSU IMT trained.		
Goal	Results	Comments
85% of OSU IMT	85% of IMT are trained in FY2022	<p>The IMT is composed of key OSU personnel responsible for operational management during an emergency and reports situational status to OSU's executive administration.</p> <p>The IMT is composed of 28 members, losing 3 and gaining 1 between December 2021 and May 2022. Training can take up to one year and the loss of trained members is impactful. Members completed introductory web-based training to prepare for in-person trainings in FY2022, with a 96% completion of web-based training requirements.</p>
METRIC 2: Number of emergency drills and exercises conducted per major location.		
Goal	Results	Comments
Conduct one exercise at Bend and Corvallis campuses (tabletop or higher with leadership/IMT) in conjunction with one drill (evacuation, messaging, etc.)	The Corvallis campus has conducted at least one required drill in the 2021-2022 academic year	<p>Total exercises conducted:</p> <ul style="list-style-type: none"> • 2 exercises conducted in Corvallis. <ul style="list-style-type: none"> ○ 3 exercises scheduled for Corvallis before Sept 2022 • 1 exercise scheduled for OSU Cascades • HMSC did not conduct drills due to limited presence onsite. • 1 exercise scheduled in June – evacuation to the new vertical evacuation building • 1 drill conducted on Corvallis Campus since December