

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. Fiscal Year 2020-2021 started with the continuing efforts to combat COVID-19, supporting the health of our communities while delivering OSU's mission. In the midst of fall term preparations, the September 2020 wildfire season complicated these efforts with multiple days of poor air quality and ash deposition on OSU buildings. Facilities Services prevented HVAC ash breakthrough by replacing hundreds of ash-loaded filters in 48 hours, thereby avoiding ash intrusion into research buildings and affecting essential staff working onsite during COVID-19 and air quality work restrictions. Environmental Health and Safety (EH&S) conducted interior building air monitoring and contributed to the recommendation to close the Corvallis campus in order to protect people from an unhealthy work environment.

The IMT, at the request of Benton County, activated and developed an evacuee staging area plan for potential county evacuees escaping wildfire. The parking lot of Reser Stadium was prepared to receive evacuees and support them for 24 hours while they were processed to a final evacuation point within Benton County.

Lessons learned from this unprecedented air quality event have been captured by the IMT and are being incorporated into operations plans. To improve university monitoring and assessment capabilities, EH&S installed five air monitoring stations - three on the Corvallis campus and one each at both OSU-Cascades and the HMSC. This monitoring data, along with statewide data, is available on the [EH&S website](#) to provide real-time air quality. This monitoring tool assisted

OSU with knowing when to implement the new OR-OSHA air quality guidance for worker protection.

Throughout the year, the IMT continued to meet virtually and discuss issues facing OSU operations and to stay informed of the changing university environment as new health decisions were implemented and on-site staffing evolved. The Emergency Operation Plan (EOP) is under review with anticipated to incorporate lessons learned and expand on response processes. The All-Hazards Natural Mitigation Plan is also undergoing a semi-annual review to ensure alignment of mitigation strategies for natural hazard impacts are incorporated into future construction projects.

Actions for the upcoming year include modifying response plans for the Corvallis campus to incorporate the OSU Department of Public Safety in its police function as the lead agency and designated on-scene commander. With the anticipated increasing ability to conduct in-person events, the university is prioritizing 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.

NEXT STEPS

The Board of Trustees will be provided the annual report on All Hazards Planning at its December 10 meeting, and additional discussions can be scheduled as request by the Board. Routine updates are also provided to the Compliance Executive Committee.

**Oregon State University
Enterprise Risk Management
2021 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. Integrating OSU Police Department capability and the recently hired Emergency Planner into response planning and operations continues. b. The plan is currently under review to include lessons learned and after-action items from the university’s COVID-19 and 2020 smoke/ash responses. 				

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 offered during OSU Training Days and as requested by units.
<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. Due to COVID-19 restrictions, advanced in-person classes were not hosted but basic on-line courses were emphasized to assist IMT members in achieving their training requirements. 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. For FY2021, the trainings were modified and conducted remotely online.
<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: During FY2021, COVID-19 restrictions precluded the ability to host in-person exercises. However remote tabletop IMT exercises were conducted to improve response communication and coordination.
<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: In June 2020, an Emergency Preparedness survey was conducted. Responses have been reviewed and educational programs have been modified or created to support identified concerns. A Fall 2021 survey has been implemented to identify current 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 July 2020 and November 2021, Emergency Management published 30 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	79% of IMT was trained in FY2021	<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 6 and gaining 6 between July 2020 and November 2021. Training can take up to one year (2-3 years during COVID-19 restrictions) and the loss of trained members is impactful. In-person trainings were not available this year. 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 and Bend campuses conducted at least one required drill in the 2020-2021 academic year	<p>Total exercises conducted:</p> <ul style="list-style-type: none"> • 2 exercises conducted in Corvallis. • 2 exercises conducted at OSU-Cascades. • HMSC did not conduct drills due to limited presence onsite. • No evacuation/fire drills conducted due to the limited presence onsite.