

## 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

The university addresses risks with the philosophy that the safety of the OSU community is a top priority.

Such efforts begin with university leadership. In 2019, President Ray formally established the OSU Crisis Advisory Group, identifying and charging a group of senior leaders with the responsibility to consult on high-level strategic decisions related to issues of immediate and pressing concern and advise the president accordingly. The crisis advisory group helps guide the university through crises as they occur, interfacing with operational teams and engaging other leaders and experts as needed and depending on the issue.

Operational and emergency response teams maintain responsibility for managing tactical-level activities during a crisis. The university's Incident Management Team (IMT), led by the university's Emergency Manager within the Department of Public Safety, serves as the tactical response team charged with overseeing OSU's all-hazards planning. An update on these planning efforts is provided in the annual progress report in Attachment 1.

In addition to these designated groups, the preparedness of the broader university community is critical, and education and prevention are important components of the university's approach to addressing and minimizing risk. For example, faculty, staff, and students should know what to do if they encounter a localized or university-level risk incident. Such events may range from a water outage to an inclement weather closure to a hostile person or active shooter.

The university's Emergency Operations Plan (EOP), approved in 2018, guides OSU's all-hazards emergency response with the goal of minimizing the negative impacts an emergency may have on university operations. The plan provides a management framework aligned to the National Incident Management System (NIMS) for responding to incidents that may threaten the health and safety of the university community or that may disrupt OSU's programs and operations. The plan also guides all phases of emergency management and coordinates operations as OSU works to protect people and property, while maintaining the primary mission of the university. This plan applies to all university personnel participating in mitigation, preparedness, and response and recovery efforts. Beyond periodic updates, the EOP is reviewed following major events and exercises to incorporate after-action review items and lessons learned. Such a review will be conducted in the near future related to the university's COVID-19 response and planning for pandemic events.

Localized emergency operations plans exist at OSU-Cascades in Bend and at the Hatfield Marine Science Center in Newport. Meanwhile, University Relations and Marketing staff have developed an extensive communications plan that is implemented during emergencies.

### **NEXT STEPS**

At the May 29, 2020, meeting, the Executive & Audit committee will review the risk management report with staff and may identify additional follow-up, as needed. In addition to the report to the Committee, routine updates will be provided to the Compliance Executive Committee (CEC), chaired by the Provost.

**Oregon State University  
Enterprise Risk Management  
2020 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) <sup>1</sup>	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				

<sup>1</sup> 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

	<ul style="list-style-type: none"> <li>a. Ongoing: The university’s updated EOP was approved in 2018. Needs and resources, including budget for staffing levels in Public Safety to have 24/7 response from DPS supervisory group were budgeted to ensure implementation of the plan as of May 1, 2019.</li> <li>b. The plan is scheduled for review and update in 2021, which will include lessons learned and after-action items from the university’s COVID-19 response.</li> </ul> <ul style="list-style-type: none"> <li>2. Communicate effectively and continually about the EOP procedures via websites, training, and Annual Security Report (ASR) <ul style="list-style-type: none"> <li>a. Continuing: Annually, an 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 Training Days and as requested by units.</li> <li>b. Ongoing: The president established the Crisis Advisory Group (CAG), a team of senior leaders responsible for consulting with the tactical response teams on high-level strategic decisions and communications related to immediate issues, and advising the president on such matters.</li> </ul> </li> </ul>
<p>Continue training on emergency protocols</p>	<ul style="list-style-type: none"> <li>1. Maintain training proficiency of OSU emergency personnel and the OSU Incident Management Team (IMT). <ul style="list-style-type: none"> <li>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 and OSU Emergency Management hosts or conducts local classes to assist IMT members in achieving their training requirements.</li> </ul> </li> <li>2. Establish and implement outreach communications to inform all OSU staff and students of proper procedures in emergencies. <ul style="list-style-type: none"> <li>a. Complete and ongoing: Communication systems and processes have been established to alert campus 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 scheduled and will continue to be scheduled into the upcoming year at all OSU locations.</li> </ul> </li> </ul>
<p>Implement and maintain effective emergency programs</p>	<ul style="list-style-type: none"> <li>1. Conduct emergency and non-emergency drills of university-level events at all OSU locations <ul style="list-style-type: none"> <li>a. Complete and ongoing: Emergency Management has established a schedule of drills, including tabletop and full-scale exercises. Major exercises have been conducted at OSU locations including Bend, Corvallis, and Newport, and occur annually. Additional drills are conducted as identified or requested. IMT drills are conducted quarterly for Corvallis and OSU-Cascades campus, and semi-annually with HMSC. Due to CoVid19, in-person drills have been put on hold temporarily.</li> </ul> </li> </ul>

<p>Raise awareness of all relevant parties</p>	<ol style="list-style-type: none"> <li>1. Conduct survey of employees and students regarding plans, protocols, and training drills             <ol style="list-style-type: none"> <li>a. Continuing and Ongoing: In June 2019, an Emergency Preparedness and Public Safety survey was conducted. Responses have been reviewed and educational programs have been modified or created to support identified concerns.</li> </ol> </li>   <li>2. Distribute awareness notices to all Building Managers, College Communicators, and Emergency Preparedness contacts.             <ol style="list-style-type: none"> <li>a. Ongoing: Since July 2019, Emergency Management has published 24 awareness notices (twice monthly) and special bulletin publications to increase awareness and individual response capability.</li> </ol> </li> </ol>
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**Performance Metrics**

<b>METRIC 1:</b> Number of OSU IMT trained.		
<b>Goal</b>	<b>Results</b>	<b>Comments</b>
<p>85% of OSU IMT</p>	<p>78% of IMT has been trained in FY2020</p>	<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 2 between July 2019 and May 2020. Training can take up to one year and the loss of trained members is impactful. Local training opportunities in Oregon were created for members to attend and this increased completion. The Emergency Manager periodically conducts the 3-day ICS training course to increase training opportunities for IMT members.</p>

<b>METRIC 2: Number of emergency drills and exercises conducted per major location.</b>		
<b>Goal</b>	<b>Results</b>	<b>Comments</b>
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 2019-2020 academic year.	Total exercises conducted: <ul style="list-style-type: none"> <li>• 8 exercises conducted by Emergency Management Office</li> <li>• 25 evacuation/fire drills</li> <li>• Hatfield Marine Science Center conducted tsunami two evacuation drills.</li> <li>• Drills and exercises have been cancelled since March 2020 due to COVID-19 restrictions and IMT members were focused on COVID-19 response and planning.</li> </ul>