

## All Hazard Planning

### BACKGROUND

In March 2016, the Executive & Audit Committee approved a model for developing action plans to mitigate the top risks that may hinder OSU's ability to achieve the objectives outlined in Strategic Plan 3.0. Each of the identified top risks was assigned to a Board committee based on alignment with the committee charter and workload. Through this process, the university identified all hazard 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 safety of our community is Oregon State University's number one priority. We want to ensure that faculty, staff and students know what to do if they encounter an incident, which can range from a water outage to a snow closure to a hostile person/active shooter. Over the last few years, the Incident Management Team, led by the Emergency Manager, the Chief of Public Safety, and the Chief Risk Officer, has provided oversight for OSU's all-hazard planning. The Emergency Operations Plan (EOP), which was accepted and signed by the Vice President of Finance and Administration (VPFA) and the Provost on January 4, 2016, provides a broad framework and direction for the highly trained Incident Management Team (IMT).

The campus as a whole, however, found the specialized language confusing, leading the IMT to issue a version of the plan that advises the campus in plain language on how to respond to a wide range of events. This version of the plan was signed by the VPFA on April 24, 2018 and directs all campus departments, building managers, and other community members to directly contact the Department of Public Safety (DPS) for incidents/emergencies. This streamlines the response process and makes it possible for DPS to triage the incident. In the event of an emergency incident, DPS will direct and advise the Situational Assessment Team (SAT) to handle the incident in a timely and effective manner. If needed, this SAT will activate the IMT for a more comprehensive and complex response.

The Emergency Management office developed a baseline training program, which was approved by the IMT on June 22, 2017, for all IMT members to complete. The university continues to improve critical communication protocols and training of the various response teams across campus. The Emergency Management office also continues to deliver to the OSU community an Active Shooter/Emergent Threat Survival Training with continual safety updates. This training is available to students, staff, faculty and others.

### PROGRESS REPORT AND NEXT STEPS

At the May 2018 meeting, staff will highlight key actions over the past year to mitigate this risk and discuss focus areas for the coming year.

**Oregon State University  
University Risk Management  
2017-18 Priorities  
All Hazard Planning**

<b>Board Oversight Committee</b>	<b>Risk Topic</b>	<b>University Goal</b>	<b>Type(s) of Risks to be Prevented</b>	<b>Risk Owner(s)</b>	<b>Primary Risk Mitigation Strategy(ies)<sup>1</sup></b>	<b>Risk Mitigation Team</b>
Executive & Audit Committee	All Hazard 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	Emergency Manager, Chief Risk Officer, Chief of Public Safety, Vice President for Finance & Administration, Chief Compliance Officer
<b>Mitigation Plan</b>						
<b>Objectives to Achieve Goal</b>		<b>Actions to Satisfy Objectives</b>			<b>Status Report</b>	
1. Maintain and refine updated university Emergency Operations Plan (EOP)		a. Ensure implementation of EOP document			a. In progress. The university updated EOP was accepted and signed by the VPFA on April 24, 2018. Resources, including staffing levels, have been identified and budget has been committed. These resources will be in place by July 1, 2018.  b. Continuing. A communication protocol for the EOP has been developed and	

<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

	<p>b. Communicate effectively and continually about the EOP procedures via websites, training, and Annual Security Report (ASR).</p>	<p>was included as part of the annual security report. The EOP will also be linked through the OSU DPS website by August 1, 2018.</p>
<p>2. Continue training on emergency protocols</p>	<p>a. Establish and implement a list of baseline trainings for OSU emergency personnel and the OSU Incident Management Team (IMT).</p> <p>b. Establish and implement outreach communications to inform all OSU staff and students of proper procedures in emergencies.</p>	<p>a. Complete and ongoing. Emergency Management developed a baseline-training curriculum which was approved by the Incident Management Team on June 22, 2017. The training consists of FEMA Incident Command System (ICS) modules intended to meet the requirement to comply with National Incident Management System (NIMS) standards.</p> <p>b. Complete and ongoing. Communication systems and processes have been established to alert campus of emergencies and imminent threats. Additional communications have been developed to address non-emergency information on life safety and security issues. Safety trainings will continue to be scheduled into the upcoming year at all OSU locations.</p>
<p>3. Implement and maintain effective emergency programs</p>	<p>a. Conduct emergency and non-emergency drills of university level events at all OSU locations.</p>	<p>a. Complete and ongoing. Emergency Management has established a schedule of drills, including tabletop and live action exercises. Major exercises have been conducted at OSU locations including in Bend, Corvallis and Newport, and occur annually. Additional drills are conducted as identified or requested.</p>
<p>4. Raise awareness of all relevant parties</p>	<p>a. Conduct survey of employees and students regarding plans, protocols, and training drills.</p>	<p>a. Ongoing. An initial survey of the campus community was conducted in April 2017. Emergency Management is developing programs tailored to address issues revealed by the survey. For</p>

	<p>b. Distribute awareness notices to all Building Managers, College Communicators, and Emergency Preparedness contacts.</p>	<p>2018, we are working on additional awareness at the completion of the updated EOP, as well as the individual building EOPs, which should be finalized by August 2018.</p> <p>b. Emergency Management has published 16 awareness notices (twice monthly) and special bulletin publications as needed.</p>
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**Performance Metrics**

<b>Metric</b>	<b>Current Measure</b>	<b>Goal</b>	<b>Comments</b>
<p>1. Number of OSU emergency personnel and OSU IMT trained. (The IMT is composed of key OSU personnel responsible for operational management during an emergency and reports situational status to OSU executive administration)</p>	<p>Percentage of IMT trained</p>	<p>100%</p>	<ul style="list-style-type: none"> <li>• 76% of existing team</li> <li>• The IMT is composed of 30 members. We have lost 3 and gained 2 since October 2017. Training opportunities in Oregon have been scarce and tend to fill up fast, leaving our staff with few available options. The Emergency Manager will conduct an internal ICS training by October 2018 to increase our percentage of trained members.</li> </ul>
<p>2. Number of training drills</p>	<p>Meet requirement of one tabletop or higher emergency drill per year at Bend, Corvallis, and Newport</p>	<p>100%</p>	<p>Additional Drills Conducted:</p> <ul style="list-style-type: none"> <li>• 7 exercises conducted by Emergency Management Office</li> <li>• 1 exercise by Clery Compliance Manager</li> <li>• 43 evacuation/fire drills</li> </ul>
<p>3. Number and schedule of awareness notices distributed</p>	<p>Two per month</p>	<p>100%</p>	<p>Emergency Management has published 16 awareness notices (twice monthly) and special bulletin publications as needed.</p>

<b>Plan Review and Report Schedule</b>			
<b>Action</b>	<b>Oversight Group</b>	<b>Completion Date or Frequency of Action</b>	<b>Comments</b>
Provide Status Report	Campus Compliance Executive Committee	Annually	
Discuss annual progress report	Cabinet	Annually	
Review annual progress report; schedule educational and discussion items as identified in the committee's annual work plan	Executive & Audit Committee	Annually	