



Oregon State
University

**CORVALLIS CAMPUS
EMERGENCY
OPERATION PLAN**

April 2018

Letter of Promulgation

Oregon State University (OSU) is committed to the continued delivery of world-class programs and graduates. The Oregon State University Emergency Operation Plan (EOP) guides OSU's all-hazards emergency response with the goal of minimizing the negative impacts an emergency may have on University operations.

This document provides a management framework for responding to incidents that may threaten the health and safety of the people of the Oregon State University community, or that disrupt its programs and operations. The plan also guides all phases of emergency management and coordination operations as OSU works to protect people and property, while maintaining the primary mission of the University.

This plan and the contents within shall apply to all University personnel participating in mitigation, preparedness, response, and recovery efforts. OSU expects individuals, Colleges, Departments, and other Work Units to develop their own plans to organize before, during, and after a disaster. Furthermore, organizations tasked with supporting EOP roles shall develop and maintain their own procedures/guidelines for preparation, response, and mitigations and actively participate in the training, exercise, and maintenance needed to support this plan.

The University will use the National Incident Management System (NIMS) principles to guide emergency planning response. As part of NIMS, the Incident Command System is OSU's basis for managing University-level responses and to provide a chain of command that establishes authority for response management and support.

This EOP is approved by senior administration and made available to all OSU partners, internal and external to the University.



Michael J. Green
Vice President for Finance and Administration



Date

Approval and Implementation

The OSU Emergency Operation Plan (EOP) was prepared to maintain a viable all-hazards response capability and to establish a comprehensive approach to emergency management across a spectrum of activities.

This plan applies to all University personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, the EOP may be applied to University-sponsored events, whether on or off campus, and to all public or private University-sanctioned activities.

The University's Vice President for Finance and Administration, acting through the Emergency Preparedness Manager, shall be responsible for plan oversight and coordination with applicable stakeholders. This EOP is based on the "all-hazards" concept, which plans for natural and man-made disasters and incidents while following the National Incident Management System (NIMS) guidance. The plan is flexible in that either specific parts or the entire plan may be activated, based on the emergency and decisions by University senior leadership.

This EOP supersedes and rescinds all previous editions. The EOP and its supporting contents are hereby approved, and the plan is effective immediately upon the signature of the authorities listed below.

Approved:



Michael J. Green
Vice President for Finance and Administration



Date

Record of Revisions

Date	Changes
1/2017	OSU EOP completely revised, to include incorporation of ESF functions
9/2017	EOP formatting change
4/2018	EOP SAT added, appendixes developed, flow charts and responsibilities modified, ESF details moved to EOC EOP, updated hazard analysis

Record of Distribution

Recipient	Version
OSU Emergency Preparedness Web Page - Plans	Electronic
OSU Emergency Operation Center	Paper + Electronic
OSU Mobile Emergency Operation Center	Paper
OSU EOC BOX	Electronic

Table of Contents

Letter of Promulgation	1
Approval and Implementation.....	2
Record of Revisions	3
Record of Distribution.....	4
INTRODUCTION.....	7
SECTION I: BASE PLAN	7
A. Purpose	7
B. Scope	7
C. Situation Overview.....	8
1. Hazard Analysis	8
2. Capability and Mitigation	9
D. Assumptions.....	9
E. Concept of Operations.....	10
F. Response Plan Priorities	11
G. Plan Activation.....	11
H. Outside Request for Assistance	13
I. Emergency Plan Authorization and Plan Succession	13
J. Response Organization	13
1. Policy Group and Executive Policy Group.....	13
2. Agency Administrator (AA).....	14
3. Vice President for Finance and Administration (VP F&A)	14
4. Situation Assessment Team (SAT)	14
5. Incident Management Team.....	14
6. University Colleges and Departments	15
7. Emergency Support Functions.....	15
8. Emergency Management Steering Committee.....	15
9. Incident Command System	16
K. University Position Roles and Expected Actions	16
1. Agency Administrator	16
2. Vice President for Finance and Administration.....	17
3. Emergency Operation Center Manager	17
4. University Relations and Marketing (URM)	17
5. Director of Public Safety.....	17
6. Director of Facilities Services.....	17
7. Director of University Housing and Dining Services.....	17

- 8. College Deans/Department Heads..... 18
- 9. All Supervisors 18
- 10. Incident Command Post 18
- L. Communication..... 18
 - 1. Notification and Warning 18
 - 2. Emergency Communications 18
 - 3. Emergency Public Information 19
 - 4. Call Center Communications..... 19
- M. Administration, Finance, and Logistics 20
 - 1. Business Affairs 20
 - 2. Funding and Tracking of Resources and Expenditures..... 20
- N. Plan Development and Maintenance 20
- O. Testing, Training, and Exercise 21
- P. Authorities and References 22
- Appendix A Glossary and Abbreviations..... 24
- Appendix B Hazard Analysis..... 27
- Appendix C Emergency Support Functions 30
- Appendix D NIMS and ICS 35

INTRODUCTION

The Emergency Operation Plan (EOP, or “the Plan”) outlines Oregon State University’s (referred to throughout as “OSU” and “the University”) approach for managing major incidents that may threaten the health and safety of the University community or disrupt its programs and operations.

OSU is exposed to a number of natural, manmade, and human caused hazards that can affect the people, property, and programs located on campus. This EOP and Incident Management Team (IMT) concept are used to guide response and recovery efforts to incidents that could occur on campus.

This plan implements the National Incident Management System (NIMS) and its Incident Command System (ICS) concepts as established by the Federal Emergency Management Agency (FEMA). The use of these concepts ensure effective coordination with jurisdictions (City of Corvallis, Benton County, and State of Oregon) supporting response on campus.

SECTION I: BASE PLAN

A. Purpose

The EOP outlines the management structure, responsibilities, procedures, and guiding policies to assist OSU when responding to incidents occurring to OSU.

The EOP directs response efforts when university departments and units’ Standard Operating Procedures (SOPs) are insufficient to handle an emergency.

Department specific plans and SOPs and this EOP are meant to compliment each other, with department plans providing more depth and specific detail regarding operations-level responses.

B. Scope

This EOP is a Corvallis campus level plan that guides response efforts of personnel and resources during an emergency.

This plan only applies to the Corvallis campus property operated by OSU and to the faculty, staff, students and visitors that are on campus property. Other OSU locations have separate response plans applicable to their operational area of responsibility.

This Plan uses an “all hazard” approach to address the range of hazards that could affect the OSU campus (people, property, research, resources).and thus applies to a broad range of emergency incidents. The EOP may be activated during:

- Earthquakes
- Hazardous material releases
- Floods
- Fires or explosions
- Extended power outages
- Mass casualty incidents
- Infectious disease incidents
- Hostile person incidents

Nothing in in this plan should be considered as restricting to the use of good judgment and common sense in matters not foreseen or covered by this plan.

Nothing in this plan is intended, or should be construed, as creating a duty on the part of OSU toward any party for the purpose of creating a potential tort liability.

C. Situation Overview

OSU's operations encompass faculty, staff and students of varying numbers engaged in a wide range of activities at numerous locations, as they support the mission of OSU. The University has a personnel presence in all 36 Oregon counties; at multiple campuses, and has landholdings throughout Oregon. Therefore, OSU has broad exposure to many hazards that can cause widespread damage or disruption of operations.

Adding to the complexity of emergency planning and response, OSU-related activities draw large numbers of the general community population onto campus for specific events or short periods of time (including athletic events, conferences, college and department events, workshops, summer youth activities, etc.).

OSU actively coordinates with local municipal emergency planning efforts, and has implemented the emergency management cycle of preparedness, protection, mitigation, response, and recovery in its emergency management efforts. These five principles are applied on a daily basis in planning and work implementation.

Areas of emergency management integration with local agencies include:

1. Hazard Analysis

For hazards facing OSU property locations, consultation with the respective county's Emergency Management Office is conducted. County plans typically include: a Natural Hazard Mitigation Plan, a Hazard Mitigation Plan, and/or a Hazard Analysis worksheet.

A summary hazard analysis for the Corvallis Campus reflects the top five hazards as:

- Earthquake/Tsunami
- Electrical Failure
- Loss of water
- IT Data Failure
- Aircraft collision with building

The summary of the OSU Corvallis Campus hazard analysis is located in Appendix B.

2. Capability and Mitigation

OSU works frequently with their local city and county jurisdictions to assess the response capabilities to the most likely hazards, and collaboratively develop response plans accordingly.

- University campuses and properties are dependent upon local agencies for fire and rescue, EMS, law enforcement, bomb squad, hazardous material response, and medical care. The OSU Corvallis Campus has contracted with the Oregon State Police to provide on-campus law enforcement and incident/event management.
- The University maintains a Hazardous Material Response capability at the Corvallis campus, which provides initial evaluation and response to campus incidents and also provides support to community HAZMAT response teams if the emergency exceeds OSU's capability.
- OSU maintains contracts and vendor lists to provide supplemental response capabilities in the event of incidents.

The University continually looks for opportunities to mitigate hazards through current and future infrastructure construction, conducting integrated team planning, conducting on-site drills/exercises, and participating in local agency and community planning/exercises.

D. Assumptions

The OSU Emergency Operation Plan is based on several planning assumptions and considerations:

- Incidents are managed at the lowest level of response possible.
- All departments and resources (staff, space, equipment) of OSU may be utilized during emergency operations if local resources are insufficient for response.
- The IMT and EOC may be activated to coordinate response actions and resources, if needed

- External resources may be requested to assist the University if the nature of the incident overwhelms local capability.
- Local non-OSU emergency response resources may not be available in emergency situations affecting the University.
- Many incidents may occur with little or no warning and the University may not be able to disseminate any warnings before or after the incident.
- University officials and representatives recognize their responsibilities for the safety and well-being of students, faculty, staff, and visitors, and assume their responsibilities in the implementation of this EOP.
- Fire departments will respond where support agreements or mutual aid agreements exist.
- Hazardous conditions may follow any major disaster thereby increasing the risk of injuries and death.
- Local medical treatment facilities will be able to receive patients.
- Other University agencies or system components operating on the campus shall coordinate their emergency actions with this EOP.
- For worst-case situations (e.g.: earthquake) facing OSU property/operations, the following assumptions are made:
 - Critical lifelines will be interrupted (water, power, natural gas, steam, communications, information systems, etc.);
 - Local and regional services will be delayed in response or not available for days;
 - Buildings and homes will be damaged;
 - A toxic environment may be present;
 - Normal suppliers may not be able to deliver materials and services;
 - Students and personnel on campus may be injured or displaced from their normal work location;
 - Contact with families and homes may be interrupted;
 - People may be stranded at the University, unable to leave or reach home;
 - OSU will need to conduct its own damage assessment;
 - OSU will need to coordinate and deploy on-site resources to conduct response and rescue operations;
 - Communication and information exchange will be the highest priority for the campus Emergency Operation Center.

E. Concept of Operations

Oregon State University's emergency response and EOP are designed to be flexible in response to all emergency incidents, whether on a day-to-day or catastrophic scale. Emergency functions of various Colleges/Departments/Work Units will generally parallel normal day-to-day functions or operations. To the maximum extent possible, the same personnel and material resources will be employed in both cases.

Day-to-day functions that do not contribute directly to the emergency response may be suspended for the duration of any emergency. The efforts that would normally be

required for those functions may be redirected to the accomplishment of emergency tasks by the department, division, or agency concerned.

OSU's Emergency Operation Plan is based on the "all hazards" approach, which identifies common response roles/functions to be implemented no matter the size, scope, complexity, or type of incident that occurs. The common response roles/functions are detailed as Emergency Support Functions, located in Appendix C. Other response plans are listed as Annexes to this EOP. In some cases throughout this document, references are made to existing plans. OSU determines the necessary resources and appropriate level of response to an incident by applying the Incident Command System, detailed in Appendix D.

F. Response Plan Priorities

In an emergency situation, the University has identified these general mission goals and priorities to guide responses. The Incident Commander (defined in section G below) is responsible for determining specific goals and priorities based upon the type of incident and its characteristics.

- Save and Protect lives
 - Responders
 - Students
 - Faculty/Staff/Visitors
 - Recovery workers
- Secure and preserve the University's assets
 - Animals
 - Research
 - Infrastructure
- Prevent damage to the environment, systems and property
 - Provide essential services
 - Temporarily assign University staff to perform emergency work
 - Invoke emergency authorization to procure and allocate resources
 - Activate and staff the physical or virtual Emergency Operation Center.
- Preserve and resume teaching and research programs

G. Plan Activation

Emergency or incident response begins when notification is received of an emergency. The OSU Department of Public Safety is the centralized contact point when an emergency or immediate threat to the OSU campus is imminent. If a call for assistance is received by the 9-1-1 Corvallis Regional Communication Center (CRCC), they will dispatch the appropriate City resource and notify the OSU Department of Public Safety of the incident. If another OSU help desk receives an emergency call (Facilities Services work order desk, Student Life, Information Services help desk, etc.), they forward the call or information to Public Safety for response.

The OSU Dispatcher will notify the affected area appropriate Point of Contact (POC), based on internal SOPs or guidance documents and the Director of Public Safety or OSU Emergency Manager. Either one will notify the Situation Assessment Team (SAT) to evaluate the information and decide if the OSU Incident Management Team (IMT) and/or Emergency Operation Center (EOC) need to be activated and which personnel need to be notified.

Depending upon the impact/extent of the emergency, a portion or all of the IMT can be activated. Activation can be virtual or at the Emergency Operation Center. An Incident Command Post (ICP) may be established at or nearby the incident scene by responding units. The ICP coordinates/communicates with deployed field personnel and then communicates with the OSU EOC, which ensures overall coordination to the university.

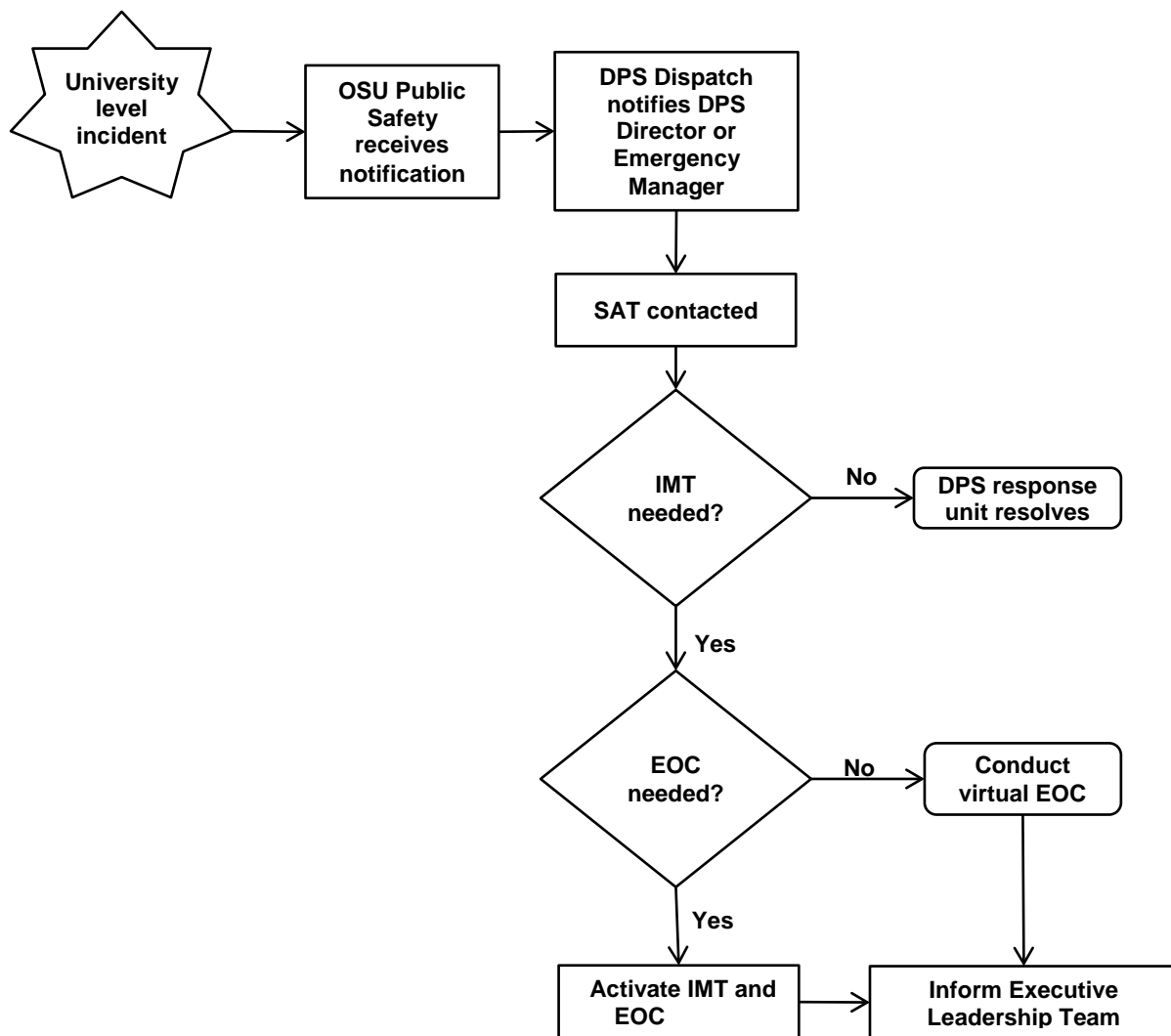


Figure 1 – Incident Response

H. Outside Request for Assistance

Requests to OSU for emergency support may be received from any number of entities.

- If the Emergency Operation Center is not activated, then requests will be routed to the OSU Emergency Manager or Director of Public Safety.
- If the Emergency Operation Center is activated, requests for support will be sent to it for processing and coordination. Depending upon the incident, the request may be forwarded to the Incident Command Post or Department Operation Center for processing.
- Requests for commitment of resources for the general community, such as food services, transportation, security, etc., may be granted only if excess capacity is available from OSU.

I. Emergency Plan Authorization and Plan Succession

The University's designated Emergency Management Director is the Vice President for Finance and Administration (VPFA) and is the responsible authority (Agency Administrator) for coordinating emergency measures. For day-to-day implementation, these responsibilities are delegated to OSU's Emergency Preparedness Manager. If the VPFA is not available during an incident, the order of succession is:

1. Provost
2. Vice President of University Relations and Marketing
3. Director of Public Safety

J. Response Organization

1. Policy Group and Executive Policy Group

Oregon State University's Policy Group is the OSU President's Cabinet. The Policy Group provides policy guidance, overall mission, strategic direction, and authority to the Emergency Operation Center, through the Agency Administrator.

The Executive Policy Group is a sub-unit of the Policy Group; it is empowered to make decisions for the University during incidents that do not require the full involvement of the Policy Group. The Executive Policy Group is the OSU Executive Leadership Team (consisting of the Provost and Executive Vice President, the Vice President for University Relations and Marketing, and the Vice President for Finance and Administration) plus appropriate staff as deemed necessary (Office of General Council, Research Office, etc...). During an incident, the Executive Policy Group will work with the President's Cabinet and community leaders to provide guidance and direction to the Emergency Operation Center Manager or Incident Commander.

The Policy Group and Executive Policy Group:

- Focus on the impact to the institution;
- Provide direction in implementing policies;
- Oversee and support the Incident Management Team;
- Inform stakeholders and college community members through notifications and updates.

2. Agency Administrator (AA)

OSU's Vice President for Finance and Administration is designated as the Agency Administrator to make decisions, provide direction, and interact directly with the Incident Commander on behalf of the OSU's Executive Policy Group

3. Vice President for Finance and Administration (VP F&A)

OSU's Vice President for Finance and Administration is responsible for the overall emergency management program and emergency operations for the University. Upon the activation of the Emergency Operation Center for a University incident, the VP F&A may either delegate or assume the role as Emergency Operation Center Manager or Incident Commander.

4. Situation Assessment Team (SAT)

A small team of key leaders that evaluate an emerging incident to identify the scope of response needed. Team is authorized to activate IMT and/or EOC.

Team consists of:

- Director of Public Safety
- Director of Facilities Services
- Emergency Preparedness Manager

5. Incident Management Team

The Incident Management Team is comprised of employees responsible for operational management during an emergency. Team members are trained in emergency preparedness and response using the Incident Command System (ICS). This team:

- Supports the Incident Commander;
- Establishes the Incident Command structure as appropriate for the incident;
- Gathers, confirms and evaluates incident information;
- Develops strategies using an action plan;
- Identifies and allocates resources.

6. University Colleges and Departments

University Colleges and Departments support emergency response operations through performance of their normal roles and responsibilities. When called upon, University Colleges/Departments will activate emergency personnel and implement appropriate response actions as identified in the Plan, or as directed by the Incident Commander, the Emergency Operation Center, or the VPFA.

7. Emergency Support Functions

Emergency Support Functions (ESFs) organize response planning, resources, and response capability for the Emergency Operation Center or field Incident Command Post for use during response operations. Emergency Support Functions are assigned to Departments, which are responsible for ensuring that ESF capability is developed and maintained. These functions, listed below, parallel State and Federal ESFs. At OSU, Emergency Support Functions are combined across different departments to create a comprehensive capability to achieve maximum support to the incident response. See Appendix C for more details.

- ESF #1 - Transportation
- ESF #2 - Communications Infrastructure
- ESF #3 - Facilities
- ESF #4 - Firefighting
- ESF #5 - Information & Planning
- ESF #6 - Mass Care
- ESF #7 - Resource Support
- ESF #8 - Health and Medical
- ESF #9 - Search and Rescue
- ESF #10 - Hazardous Materials
- ESF #11 - Food and Water
- ESF #12 - Energy
- ESF #13 - Military Support
- ESF #14 - Public Information
- ESF #15 - Volunteers & Donations
- ESF #16 - Law Enforcement
- ESF #17 - Agriculture & Animal Protection
- ESF #18 - Student and Academic Operations

8. Emergency Management Steering Committee

Members of the University Emergency Management Steering Committee (“Steering Committee”) review all plan documents annually, and meet regularly to provide general oversight for emergency response-related policies and procedures. The Steering Committee is comprised of, at a minimum, members of the Incident Management Team.

9. Incident Command System

The Incident Command System (detailed in Appendix D) is how the university organizes to manage incidents:

- The Incident Command System is implemented for small to mid-level incidents;
- The Incident Management Team fills specific positions;
- The Incident Management Team can add positions as needed to fill the Incident Command System structure;
- Only those portions of the Incident Command System needed for the size of the event will be implemented.

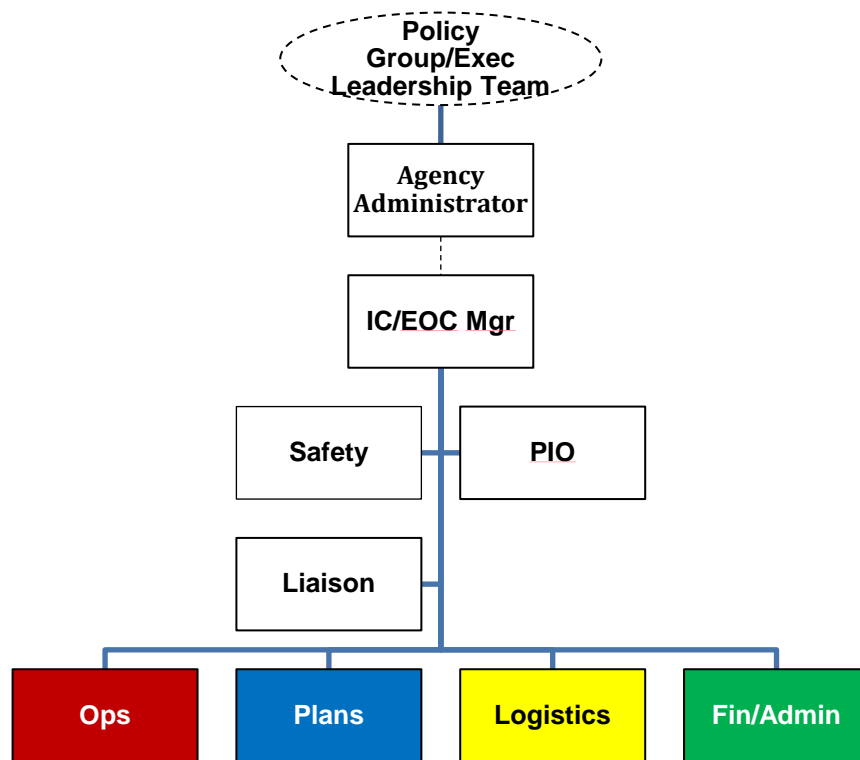


Figure 2: Incident Command System Structure

K. University Position Roles and Expected Actions

1. Agency Administrator

- The authority that works on behalf of the Executive Policy Group to make emergency response decisions.
- OSU's Vice President for Finance and Administration fulfills this role on behalf of the Executive Leadership Team

2. Vice President for Finance and Administration

- Serves as the University's Emergency Management Director, responsible for directing all emergency measures within the University.
- Fulfills the role of Agency Administrator
- Communicates with other members of the Executive Leadership Team and Policy Group/President's Council if necessary.
- If the situation warrants activation of the Emergency Operation Center (EOC), the University's Emergency Management Director may assume or delegate the role of the EOC Manager.

3. Emergency Operation Center Manager

The Emergency Operation Center Manager is responsible for coordinating and collaborating with local off-campus jurisdictions upon activation of the Emergency Operation Center.

4. University Relations and Marketing (URM)

- Serves as Public Information Officer (PIO) for the Incident Command System;
- Provides support and resources to the Incident Commander as requested;
- Assists with Emergency Operation Center readiness, if activated;
- Staffs positions in the Emergency Operation Center, as needed.

5. Director of Public Safety

- Member of the SAT team;
- Serves as Operations Section Chief for security incidents;
- Provides support and resources to the Incident Commander as requested;
- Assists with Emergency Operation Center readiness, if activated;
- Staffs positions in the Emergency Operation Center as needed.

6. Director of Facilities Services

- Member of the SAT team;
- Serves as Operations Section Chief for facility related incidents;
- Provide support and resources to the Incident Commander as requested;
- Assists with Emergency Operation Center readiness, if activated;
- Staffs positions in the Emergency Operation Center, as needed.

7. Director of University Housing and Dining Services

- Serves as Incident Commander for UHDS properties and incidents;
- Serves as Incident Commander of the OSU Incident Management Team, if needed;

- Provides support and resources to the Incident Commander as requested;
- Assists with Emergency Operation Center readiness, if activated;
- Staffs positions in the Emergency Operation Center as needed.

8. College Deans/Department Heads

- Support the activation of the OSU's Emergency Operation Plan, as appropriate, from the onset of notification of an incident;
- Retain administrative and policy control over their employees and equipment during emergency operations. However, personnel and equipment may be deployed to support the mission assignments directed by the Incident Commander, or the Emergency Operation Center;
- Upon activation of the Emergency Operation Center (EOC), Department Heads and work group managers assigned to the EOC will direct the efforts of their departments or units from within EOC (unless advised otherwise), acting in accordance with their respective Guidelines for Emergency Operations or Standard Operating Procedures (if applicable).

9. All Supervisors

- Supervisors at all levels must continually emphasize the safety of students, faculty, staff, visitors, and the public.

10. Incident Command Post

- For incidents where the Emergency Operation Center is not activated, requests for additional resources and coordination with other jurisdictions/agencies will be handled at the Incident Command Post, coordinating with University Public Safety Dispatch, Facilities Services or the Emergency Management Director, as appropriate.
- In the event of Emergency Operation Center activation, requests will be made in accordance with the EOC Guidelines.

L. Communication

1. Notification and Warning

Timely warnings of emergency conditions are essential to preserve the safety and security of the University community and are critical to an effective response and recovery. Detailed information on Notification and Warning may be found in the *OSU Crisis Communication Plan*.

2. Emergency Communications

Reliable and interoperable communications systems are essential to obtain the most complete information on emergency situations, and to direct and control the

resources responding to those incidents. OSU maintains a mix of capabilities to communicate with its responders: email, telephone, texting, social media, call center, and radios.

3. Emergency Public Information

The Division of University Relations and Marketing has primary responsibility for communications efforts during an emergency. Detailed information on emergency public information may be found in the *OSU Crisis Communication Plan*.

4. Call Center Communications

- During an incident, the University expects to receive a high volume of calls from concerned people seeking information as to the welfare of students, staff, and faculty. The surge in volume of calls to the University's main numbers may quickly exceed the system's capabilities.
- OSU will consider when to create and staff a call center to handle the anticipated volume of non-emergency calls related to the incident.
- Call centers may also be a resource in helping to control rumors.
- Call centers will only release information that has been approved by the Incident Commander and the Vice President for University Relations and Marketing.

M. Administration, Finance, and Logistics

1. Business Affairs

The Finance and Administration Section Chief will obtain/create an incident number (project number/activity code/etc..) for the incident response effort, and will disseminate the project number for use by all departments participating. This project number will be utilized in conjunction with the applicable accounting code to document all response and recovery costs associated with any disaster or emergency that requires a substantial response effort. Business Affairs will coordinate the preparation and/or submission of support documentation, such as, reimbursement costs, etc.

2. Funding and Tracking of Resources and Expenditures

Emergency operations may require significant resources. Tracking those resources is vital for several reasons:

- Knowing what resources are on hand and available;
- Anticipating what will be needed;
- Tracking resources and returning resources at the conclusion of the operation;
- Tracking costs as necessary for reimbursements.

Entities (responders, work units, departments, etc..) will follow established (either pre-established or established during the incident) daily tracking mechanisms or the project number that is assigned for the incident.

Beside actual expenditures, labor hours invested in the incident should be specifically tracked. While not reimbursable, the amount of hours worked in responding to incidents may be used to “match” requirements for federal aid. Supervisors, managers, and other OSU authorities will track time for paid (student, employees) and unpaid (volunteers, students) participants that contributed to the response effort.

N. Plan Development and Maintenance

The Emergency Operation Plan utilizes existing program expertise and personnel to provide prevention, protection, mitigation, preparedness, response and recovery efforts of post incident/emergency consequences. Structured as demonstrated in FEMA’s Comprehensive Planning Guidelines 101 (CPG 101) while also following the principles of the National Incident Management System (NIMS) and the Homeland Security Exercise and Evaluation Program (HSEEP), the OSU’s Emergency Operation Plan addresses response, training, exercises, equipment, evaluation, and corrective action practices.

The University's Emergency Preparedness Manager shall oversee and/or coordinate with applicable partners the following Emergency Operation Plan actions:

1. Annually review the Emergency Operation Plan and modify as necessary. Any changes to the EOP shall be reviewed and approved by OSU's Vice President for Finance & Administration. Substantive changes between annual review periods (such as changes in roles or responsibilities) will prompt notification to EOP stakeholders (Executive Leadership team, Steering Committee, etc.). Minor edits such as grammar or spelling changes will require no notification.
2. The plan will be promulgated every three years.
3. Appendices and Annexes will be reviewed as they are developed, and added to the plan when finalized. The updating or changing of an appendix or annex does not constitute a major base plan revision.
4. Each University unit or department identified as having a role in this Emergency Operation Plan is responsible for communicating the content of the EOP to their staff and ensuring key staff members have the opportunity to attend EOP training and exercise activities.

O. Testing, Training, and Exercise

Exercises compliant with the Homeland Security Exercise and Evaluation Program (HSEEP) shall be held periodically to train response personnel and evaluate the adequacy of the Emergency Operation Plan. For each exercise, HSEEP guidelines, an After Action Report, and an Improvement Plan (as appropriate) shall be developed and submitted to the Emergency Management Director.

AFTER ACTION REVIEWS

After Action Reviews of emergency responses can yield valuable feedback to the emergency planning process and enable OSU to improve future emergency responses. The scope of After Action Reviews will vary depending upon the complexity of the response and the number of departments and outside entities involved.

After Action Reviews shall be conducted when any of these events occur:

- Activation of the Emergency Operations Center;
- Death of an employee, student or visitor on campus;
- Significant release of a hazardous substance (e.g., natural gas release in occupied space, laboratory fire or explosion, environmental release of hazardous materials).
- Request for After Action Review by the Emergency Management Director, Emergency Manager, Chief Risk Officer, Department of Public Safety, Oregon State Police—OSU Detachment, Facilities Services, University Housing and Dining, and/or the Office of Student Affairs.

After Action Reviews are intended to be examinations of the emergency response effort and/or the ensuing recovery efforts. Investigations into the root cause of an incident are not the focus of this section. Input for the after action report may come from after action debriefings, follow-up meetings, and/or written comments provided by any person involved in or observing the emergency response action.

The Emergency Manager shall retain a copy of the report, including any recommendations for corrections or improvements, for a minimum of two years.

P. Authorities and References

The organizational and operational concepts set forth in these guidelines are promulgated under the following authorities:

1. Federal
 - Federal Civil Defense Act of 1950, PL 81-920 as amended.
 - The Disaster Relief Act of 1974, PL 93-288 as amended.
 - Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707
 - Emergency Management and Assistance, Code of Federal Regulations, Title 44.
 - Superfund Amendments and Reauthorization Act of 1986, PL 99-499 (Title III, “Emergency Planning and Community Right-to-Know Act of 1986”).
 - Comprehensive Environment Response Compensation and Liability Act of 1980, PL 96510 (CERCLA or “Superfund”).
 - Clean Water Act, (Section 311 of USC 1251).
 - Clean Air Act, (40 CFR Part 51).
 - Resource Conservation and Recovery Act (RCRA).
 - Public Health Security and Bioterrorism Preparedness and Response Act (42 CFR Part 73)
 - Agricultural Bioterrorism Protection Act of 2002; Possession, Use and Transfer of Biological Agents and Toxins (7 CFR Part 331 and 9 CFR Part 121)
 - Higher Education Act of 1965 as amended by the Higher Education Opportunity Act (HEOA) of 2008, Public Law 110-31
 - Homeland Security Act of 2002 (CIKR, Intro-2, CPG 101)
 - Homeland Security Presidential Directives: HSPD 3, 5 and 8
 - National Response Framework
 - National Protection Framework
2. State
 - Oregon Revised Statute (ORS) 401.305 through 401.335
3. Local
 - Standard Operating Guidelines—Emergency Operations Center (TBP)

- OSU Crisis Communication Plan.
- OSU Infectious Disease Response Plan

Appendix A Glossary and Abbreviations

Term/ Abbreviation		Definition
Annex		Usually a standalone document that offers additional information than contained in the main document.
Appendix		Contains data that cannot be placed in the main document and has references in the original copy or file. (phone number lists, hazard analysis, etc...)
Command Staff		Consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.
DOC	Department Operation Center	A College or Department command and control facility responsible for carrying out the principles of emergency preparedness and emergency management at a local level during an emergency, and ensuring the continuity of operation their organization.
EMD	Emergency Management Director	An agency leader responsible for conducting and developing a program that conducts planning and directing disaster response management activities for OSU
EMSC	Emergency Management Steering Committee	A committee to assist the Emergency Management program in developing emergency management policies and procedures to incidents for OSU.
EOC	Emergency Operation Center	The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An Emergency Operations Center may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

Term/ Abbreviation		Definition
EOP	Emergency Operation Plan	The ongoing plan for responding to a wide variety of potential hazards. It describes how people and property will be protected; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how all actions will be coordinated.
ESF	Emergency Support Function	The primary mechanism at the operational level to organize and provide assistance. Emergency Support Functions align categories of resources and provide strategic objectives for their use. Emergency Support Functions use standardized resource management concepts such as typing, inventorying, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident.
General Staff		A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.
HSEEP	Homeland Security Exercise and Evaluation Program	A national capabilities and performance-based exercise program which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning.
IC	Incident Commander	The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.
ICP	Incident Command Post	The field location at which the primary tactical-level, on-scene incident command functions are

Term/ Abbreviation		Definition
		performed. The ICP may be collocated with the incident base or other incident facilities
ICS	Incident Command System	A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. The Incident Command System is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure and designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small, as well as large and complex, incidents. The Incident Command System is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
IMT	Incident Management Team	The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.
NIMS	National Incident Management System	A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.
SAT	Situation Assessment Team	A team consisting of the Public Safety Director, Facilities Services Director and Emergency Manager that evaluates emergency calls escalated by Dispatch due to the call's complexity or meeting notification criteria. The team assess the situation and determines what level of response or advance involvement of other entities is needed to resolve the situation.

Appendix B Hazard Analysis

Occurred to department or has high potential to do so (5) annually, (4) last 2-5 yrs, (3) last 5-10 yrs, (2) last 10-25 yrs, (1) > 25 yrs	Effect the hazard has to the Health and Welfare majority of people within your institution (5) Life threatening, (4) Health/Safety threat, (3) Psychological Disruption, (2) Disruption of ability to do job 24 hrs, (1) Disruption of ability to do job <8 hrs	Vulnerability to research operations (3) High risk (2) Medium risk (1) Low risk	Vulnerability to academic operations (3) High risk (2) Medium risk (1) Low risk	Effect the hazard has to infrastructure within your institution (3) Disruption to most services > 12 hrs, (2) Disruption to some services 6-12 hrs, (1) Disruption to a few services < 6 hrs	University Reputation/ Public Perception (3) High risk (2) Medium risk (1) Low risk	Assessment Score = Occurrence * H&S * Research * Academic * Property* Reputation
---	--	--	--	---	--	--

	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score
Fire Emergencies							
Minor Fire—1 room							0
Major Fire	2	1	1	1	1	1	2
Explosion	2	1	1	1	1	1	2
Medical Emergencies							
Death	3	1	1	1	1	1	3
Injury	5	1	1	1	1	1	5
Food Poisoning	4	4	1	1	1	2	32
Mass Casualties	1	3	1	1	1	2	6
Disease Outbreak	1	4	2	2	1	3	48
Odors	1	1	1	1	1	1	1
Animal	1	1	1	1	1	1	1
Hazardous Materials							
Material Release (air)	1	3	1	1	1	3	9
Spill/Exposure	1	1	1	1	1	3	3
Radiation Exposure	1	4	3	3	1	3	108
Asbestos Release	1	1	1	1	1	2	2
Biological exposure	1	4	1	1	1	3	12
Transportation Accidents							
Automobile-Train Accident	1	1	1	1	1	1	1

	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score
Aircraft Collision with Building	1	3	1	1	1	1	3
Pedestrians/Bicyclists	1	1	1	1	1	1	1
Non-road vehicle (Tractor/farm)	1	1	1	1	1	1	1
Maritime/Aviation	1	1	1	1	1	1	1
Evacuation							
Sporting Events	1	1	1	1	1	1	1
Planned Events	1	1	1	1	1	1	1
Campus Evacuation	1	1	1	1	1	1	1
Shelter-in-place	1	1	1	1	1	1	1
Natural Hazard							
University Closure	5	1	2	2	2	1	40
Flooding	2	2	2	2	2	1	32
Ice/Snow Storm	4	2	2	2	2	1	64
High Wind/Tornado	1	2	2	2	2	1	16
Earthquake/Tsunami	1	5	3	3	3	1	135
Utilities/Infrastructure							
Telephone/Telecom Failure	3	1	1	1	1	1	3
Electrical Failure	4	2	3	2	3	2	288
Loss of Water Availability	3	2	2	3	2	1	72
HVAC Steam Plant Failure	3	2	2	1	2	1	24
Hood Ventilation Failure	not campus wide event						0
IT Failure - Data transmission	4	3	1	1	1	1	12
IT Server Hardware failure	2	1	1	1	1	1	2
Structural Failure	not campus wide event						0
Threat of Violence							
Bomb Threat (unconfirmed/unknown)	1	1	1	1	1	1	1
Bomb/Suspicious Object (credible)	1	3	1	1	1	1	3
Campus Violence/Suspicious Persons	1	4	1	2	2	2	32
Weapons	1	3	1	2	1	2	12
Vandalism	3	1	1	1	1	1	3
Hostage Situation	2	3	1	2	1	2	24
Active Threat/Lock Down	3	4	1	3	1	2	72
Bias/Racial tension	5	3	1	1	1	3	45
Terrorism							

	Occurrence Score	Estimated Impact on Health & Safety	Estimated Impact on Research	Estimated Impact on Academic Operations	Estimated Impact on Property & Environment	Reputation	Assessment Score
National/State Level	2	1	1	1	1	1	2
Local Level	2	1	1	2	1	3	12
Interpersonal Emergencies							
Sexual Assault							0
Stalking							0
Relationship/workplace Violence	none are campus wide						0
Missing Student/Staff							0
Study Abroad Incident							0
Suicide							0

Appendix C

Emergency Support Functions

ESF #1 - Transportation

- Develop transportation plan to support OSU emergency/disaster operations
- Obtain and coordinate transportation resources (internal and external to OSU) to support operational needs
- Develop traffic control plan and conduct traffic operations to ensure safe movement
- Provide maintenance, fuel and inspection support to vehicles used in OSU response operations
- Coordinate OSU transportation needs with external resources

ESF #2 - Communications

- Develop communications plan to support OSU emergency/disaster operations
- Obtain and coordinate communication resources (internal to OSU) to support operational needs
- Protection, restoration, and sustainment of University telecommunications services and information technology services
- Operate an Emergency Operation Center message center to support EOC operational communications.

ESF #3 - Facilities

- This ESF encompasses water, sewer, electrical, steam, roads, grounds, and building resources.
- Maintain, obtain and coordinate infrastructure and facility (internal and external to OSU) resources to support operational needs
- Protect infrastructure and critical facilities, conduct damage assessment and tracking of damage, campus emergency repair and restoration.
- Conduct/coordinate debris clearance, removal and disposal
- Provide maintenance of the buildings and grounds
- Provide engineering-related support to campus infrastructure

ESF #4 - Firefighting

- Protect students, visitors, staff, and faculty in the event of a fire affecting OSU campus
- Develop firefighting plan to support OSU emergency/disaster operations
- Obtain and coordinate firefighting resources (internal and external to OSU) to support operational needs
- Manage firefighting operations and support medical and hazardous materials response
- Detect and suppress fires

ESF #5 - Information and Planning

- Develop plan for University to staff and implement during emergency incidents
- Identify resources for alert, activation, and subsequent deployment for quick and effective response to incidents
- Plan for incident actions, coordinate operations, manage logistics, and provide direction and control during an incident
- Use mitigation and preparedness planning, as well as rapid coordination of first response efforts to effectively reduce the impact of an incident on University property
- Coordinate University departments during an incident in an effort to minimize any interruption to essential University functions

ESF #6 -Mass Care

- Provide food to OSU responders and emergency workers
- Provide food to shelter occupants
- Offer access to psychological first aid/counseling to mass care recipients
- Offer access to basic medical care to mass care recipients
- Manage temporary shelters and maintain shelter records
- Serve meals to displaced students
- Provide food/shelter support to others as identified (staff responders, family members, community members, etc...)
- Assist with reunification and/or status updates of persons within Mass Care System and for families

ESF #7 - Resource Support

- Provide centralized logistical (personnel and equipment, and resources) support to organizations during response operations
- Support departmental/Incident Command logistical requests for assistance
- Implement the Emergency Operation Center Logistics Section; manage all requests for resources and logistical support for the incident; and provide the coordination of specific requirements of resource support action and documentation.
- Provide personnel to support incident response operations
- Assess and implement the effort and activity necessary to evaluate, locate, procure, and provide essential material resources
- Continue resource support until the disposition of excess and surplus property, if any, is completed.

ESF #8 - Health and Medical Services

- Identify health hazards
- Disseminate public health information
- Conduct medical triage and providing treatment

- Obtain medicines, medical professionals, and/or supplies for an affected area
- Offer Psychological First Aid
- Organize medical disaster assistance teams
- Attend to victims' rights issues

ESF #9 - Search and Rescue

- Evacuate buildings and structures, as needed
- Conduct all search and rescue activities as required following natural or manmade disasters and catastrophic incidents
- Provide Search and Rescue (SAR) services, including distress monitoring, incident communications, location of distressed personnel, coordination and execution of rescue operations including extrication and/or evacuation

ESF #10 - Hazardous Materials

- Identify hazardous products and materials
- Suppress chemical fires
- Conduct soil tests and/or collect air samples
- Construct stabilizing berms or other barriers
- Apply fire- and chemical- retardant materials
- Collect concentrated supplies of hazardous materials
- Remove contaminated soil
- Decontaminate a site or individual

ESF #11 - Food and Water

- Identify governmental food programs and stockpiles
- Negotiate with food suppliers
- Develop a food procurement strategy
- Organize a food transportation plan
- Coordinate with private and volunteer groups
- Analyze staging sites
- Establish temporary food assistance program

ESF #12 - Energy

- Collect, evaluate, and share information on energy system damages, and estimate the impact of energy system outages within the affected areas
- Facilitate the restoration of energy systems when energy is lost to all or part of the University
 - The term "energy" includes producing, refining, transporting, generating, transmitting, conserving, building, distributing, maintaining, and controlling energy systems and system components. All energy systems are considered critical infrastructure

ESF #13 - Military Support

- Identify and define military mission requests
- Integrate military resources into response operation

ESF #14 - Public Information

- Formulate media statements
- Schedule and conduct press briefings
- Develop pre-scripted media statements
- Prepare press/media packages or develop emergency public announcements
- Coordinate release of information with other involved agencies
- Transmit timely messages to the various media outlets, through various communication pathways
- Establish a joint information center to consolidate media resource preparation and response
- Establish and staff a call center to centralize inquiries for information

ESF #15 - Volunteers and Donations

- Assess, prioritize, and coordinate requests for volunteers
- Manage recruitment, reception, and deployment of volunteers
- Manage offers of, reception, and distribution of goods
- Manage offers of, reception, and distribution of financial donations

ESF #16 - Law Enforcement

- Protect the safety and security of University students, faculty, staff, and visitors while on University property
- Protect critical infrastructure
- Plan security and provide technical assistance
- Offer general law enforcement assistance in both pre-incident and post-incident situations

ESF # 17 – Agriculture and Animal Protection

- Provide animal and plant emergency management and response throughout OSU, before, during, and after disasters
- Protecting University natural resources
- Provide sheltering and support for animals affected by the disaster

ESF #18 – Student and Academic Operations

- Coordinate issues related to OSU academic and student affairs/concerns during all phases of emergency management preparedness, response, recovery and mitigation in a sustained effort to reduce mitigate the effects of disasters, to efficiently utilize resources, and to expedite response and recovery of academic and business operations when a major disaster does occur.

- Conduct accountability of student status (present, missing, injured, etc.)
- Conduct accountability of staff and faculty (present, missing, injured, etc.)
- Integrate with Emergency Operations Center operations and planning to identify and address continuation of business issues during response phase

Appendix D NIMS and ICS

(Source: <https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf>)

The Incident Command System was established in the late 1970s and is part of the National Incident Management System (NIMS), established nationally per Homeland Security Presidential Directive (HSPD- 5, "Management of Domestic Incidents." To increase standardization, HSPD-5 required federal department and agencies to make adoption of NIMS (and it's ICS sub-component) as a requirement to receive Federal preparedness assistance grants and contracts.

The Incident Command System:

- Is a standardized management tool for meeting the demands of small or large emergency or nonemergency situations.
- Represents "best practices" and has become the standard for emergency management across the country.
- May be used for planned events, natural disasters, and acts of terrorism.
- Is a key feature of the National Incident Management System (NIMS)

The ICS is a management system designed to enable effective and efficient domestic incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to enable effective and efficient domestic incident management.

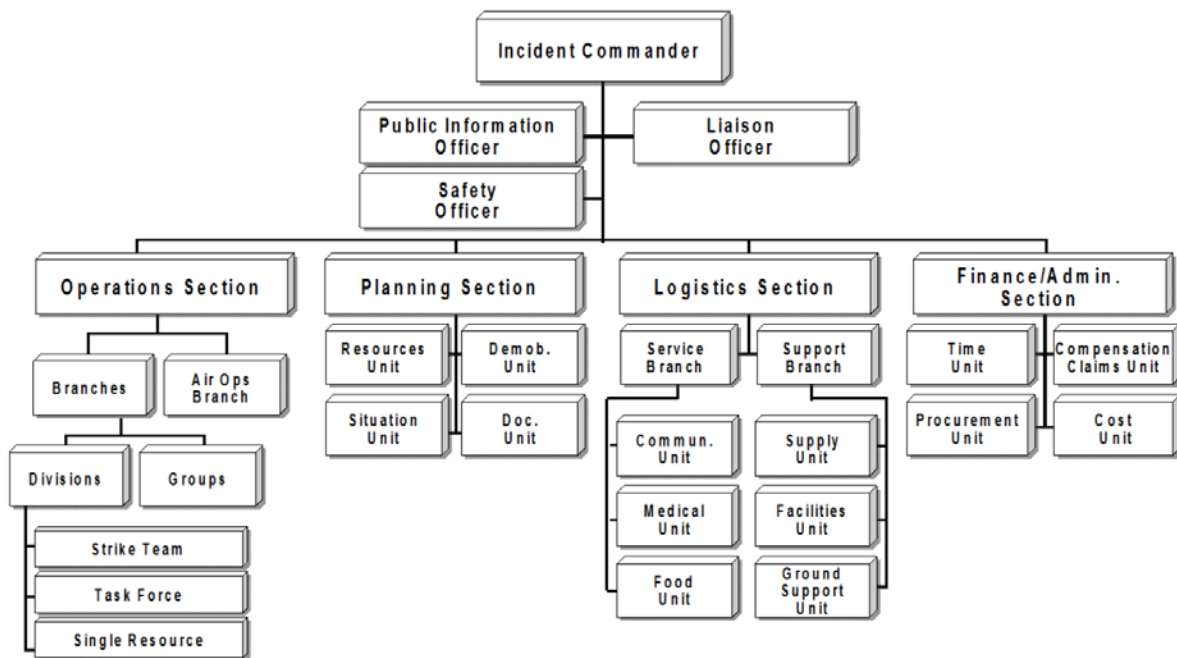
A basic premise of ICS is that it is widely applicable. It is used to organize both near-term and long-term field-level operations for a broad spectrum of emergencies, from small to complex incidents, both natural and manmade. ICS is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations. ICS is also applicable across disciplines. It is normally structured to facilitate activities in five major functional areas: command, operations, planning, logistics, and finance and administration.

There are 14 essential ICS features that contribute to its successful implementation:

- Standardization
 - Common terminology
- Command
 - Establishment and transfer of command
 - Chain of command and unity of command
 - Unified command
- Planning/Organizational Structure
 - Management by objectives
 - Incident Action Plan (IAP)
 - Modular organization
 - Manageable span of control

- Facilities and Resources
 - Comprehensive resource management
 - Incident locations and facilities
- Communications/Information Management
 - Integrated communications
 - Information and intelligence management
- Professionalism
 - Accountability
 - Dispatch/Deployment

The typical ICS organization consists of Command and General staff. Only the positions needed for incident resolution are staffed/activated. For the positions not staffed, the next higher position assumes responsibility for the position's tasks. The organization can be divided into units, based on the need for maintaining a span of control of 3-7 direct reports.



ICS Organization

- **Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander.
- **Section:** The organization level having functional responsibility for primary segments of incident management (Operations, Planning, Logistics, Finance/Administration). The Section level is organizationally between Branch and Incident Commander.

- Branch: That organizational level having functional, geographical, or jurisdictional responsibility for major parts of the incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals, by function, or by jurisdictional name.
- Division: That organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- Group: Groups are established to divide the incident into functional areas of operation. Groups are located between Branches (when activated) and Resources in the Operations Section.
- Unit: That organization element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.
- Task Force: A group of resources with common communications and a leader that may be pre-established and sent to an incident, or formed at an incident.
- Strike Team: Specified combinations of the same kind and type of resources, with common communications and a leader.
- Single Resource: An individual piece of equipment and its personnel complement, or an established crew or team of individuals with an identified work supervisor that can be used on an incident.

ICS Planning

It was recognized early in the development of the ICS that the critical factor of adequate planning for incident operations was often overlooked or not given enough emphasis. This resulted in poor use of resources, inappropriate strategies and tactics, safety problems, higher incident costs, and lower effectiveness.

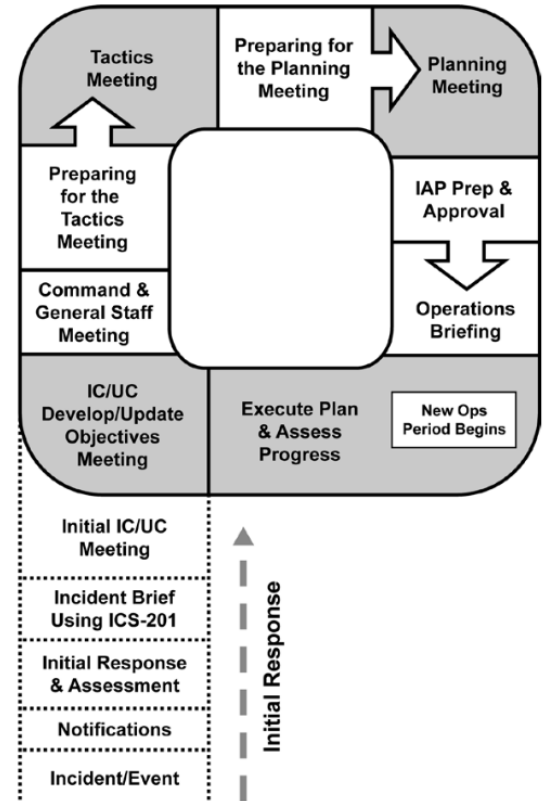
The planning process may begin with the scheduling of a planned event, the identification of a credible threat, or the initial response to an actual or impending event. The process continues with the implementation of the formalized steps and staffing required to develop a written Incident Action Plan (IAP).

The primary phases of the planning process are essentially the same for the Incident Commander who develops the initial plan, for the Incident Commander and Operations Section Chief revising the initial plan for extended operations, and for the incident management team developing a formal IAP, each following a similar process. During the initial stages of incident management, planners must develop a simple plan that can be communicated through concise verbal briefings. Frequently, this plan must be developed very quickly and with incomplete situation information. As the incident

management effort evolves over time, additional lead time, staff, information systems, and technologies enable more detailed planning and cataloging of events and “lessons learned.”

The Planning “P” is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period: Once the incident/event begins, the steps are Notifications, Initial Response & Assessment, Incident Briefing Using ICS 201, and Initial Incident Command (IC)/Unified Command (UC) Meeting.

- At the top of the leg of the “P” is the beginning of the first operational planning period cycle.
- In this circular sequence, the steps are IC/UC Develop/Update Objectives Meeting, Command and General Staff Meeting, Preparing for the Tactics Meeting, Tactics Meeting, Preparing for the Planning Meeting, Planning Meeting, IAP Prep & Approval, and Operations Briefing.
- At this point a new operational period begins. The next step is Execute Plan & Assess Progress, after which the cycle begins again



Additional resources to fully describe and learn about ICS are located at:

- <https://training.fema.gov/nims/>
- <https://training.fema.gov/emiweb/is/icsresource/assets/reviewmaterials.pdf>