COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

Revised: October 1, 2015

UNIVERSITY
of HAWAI'I*
MĀNOA

October 21, 2015

MEMORANDUM

TO: Robert Bley-Vroman
           Chancellor

VIA: Kathy Cutshaw *K D Cutshaw*
           Vice Chancellor for Administration, Finance and Operations

FROM: Deborah Huebler *Deborah D. Huebler*
           Director of Campus Services

SUBJECT: University of Hawai'i at Mānoa Comprehensive Emergency Management Plan

SPECIFIC ACTION REQUESTED:
It is requested that you approve the final draft and implementation of the University of Hawai'i at Mānoa Comprehensive Emergency Management Plan (attachment 1).

RECOMMENDED EFFECTIVE DATE:
Upon approval.

BACKGROUND:
This Comprehensive Emergency Management Plan (CEMP) addresses the University of Hawai'i at Mānoa (UHM) planned response to emergencies associated with natural, technological, and man-made incidents/disasters.

PURPOSE:
The University of Hawai'i at Mānoa Comprehensive Emergency Management Plan is a statement of policy regarding emergency management. It assigns roles and responsibilities to campus units and individuals. The plan has been modeled from National Incident Management System concepts and processes; its primary focus is on managing emergencies and other disasters that may impact the UHM campus and operations. Revision of this plan and its promulgation will commence on an annual basis.

ACTION RECOMMENDED:
It is recommended that you approve the final draft and implementation of the University of Hawai'i at Mānoa Comprehensive Emergency Management Plan (attachment 1).

(APPROVED) / DISAPPROVED:

Robert Bley-Vroman   *10/27/15*
Robert Bley-Vroman   Date
Chancellor

Attachment1: University of Hawai'i at Mānoa Comprehensive Emergency Management Plan

1.2 PROMULGATION

Promulgation Statement

This Comprehensive Emergency Management Plan (CEMP) addresses The University of Hawaiʻi at Mānoa (UHM) planned response to emergencies associated with natural, technological, and man-made incidents/disasters.

This document is the underlying framework for the protection of health, safety, and property of students, staff, faculty, and visitors during incidents/disasters at UHM and its managed off-campus satellite facilities and properties. It is intended to facilitate multiple-agency and jurisdiction coordination; specifically between the University and local, state, and federal governments operating under a national incident management framework.

The comprehensive approach integrates the four phases of emergency management which include:

1. **Preparedness:** Activities devised by organizations, departments, and individuals to save lives and minimize damage.
2. **Response:** Immediate actions to save lives, protect property, and meet basic human needs.
3. **Recovery:** Short and long term procedures which begin once the disaster has been stabilized and which seek to restore lost functions.
4. **Mitigation:** Sustained action to minimize the effects of hazards on people and property.

The scope of CEMP encompasses all types of hazards that provide specific guidance for some of UHM's most likely risks. Training is a critical component of UHM's preparedness actions. In order to execute this plan effectively, UHM units must be familiar with the procedures set forth in this plan. Within this strategy are several designated roles and responsibilities to be assigned within different organizations. It is expected that each of these organizations will develop their departmental plans and procedures in support of campus emergency efforts.

This University of Hawaiʻi at Mānoa Comprehensive Emergency Management Plan is a statement of policy regarding emergency management, and it assigns roles and responsibilities to campus units and individuals. The plan has been modeled from National Incident Management System concepts and processes, and the primary focus is on managing emergencies and other disasters that impact campus. Revision of this plan and its promulgation will commence on an annual basis.

Robert Bley-Vroman   *Oct. 27, 2015*
_____   _____
Dr. Robert Bley-Vroman   Date
CHANCELLOR (Interim),
University of Hawaiʻi at Mānoa
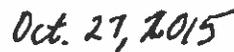
1.3 APPROVAL AND IMPLEMENTATION

This Comprehensive Emergency Management Plan (CEMP) was prepared by the University of Hawaiʻi at Mānoa to develop, implement, and maintain a viable all-hazards response capability and to establish a comprehensive approach to providing consistent, effective, and efficient coordination across a spectrum of activities.

This plan shall apply to all UHM personnel participating in mitigation, preparedness, response, and recovery efforts. Furthermore, the CEMP may be applied to all UHM sponsored events.

The University of Hawaiʻi at Mānoa Department of Public Safety (UHM DPS) shall be responsible for plan oversight and coordination with applicable stakeholders. This CEMP is based on the "all-hazards" concept which plans for natural and man-made disasters and incidents.

This CEMP and its supporting contents are hereby approved. This plan supersedes all previous editions formerly referred to as the UH Mānoa Emergency Response Plan, and is effective immediately upon the signing of all signature authorities noted below. The plan is flexible in that part of the plan or the entire plan may be used based on the specific emergency.
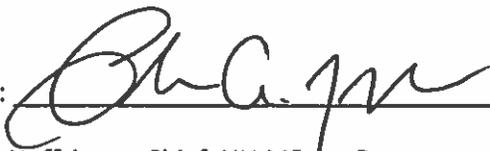
Approved: _____ Date: __10/16/2015__

Charles A. Noffsinger, Chief, UH Mānoa Department of Public Safety

Approved: _____ Date: __10/16/15__

Deborah Huebler, Director, UH Mānoa Campus Services
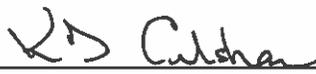
Approved: _____ Date: __10/23/2015__

Kathleen Cutshaw, Vice-Chancellor for Administration, Finance and Operations, UH Mānoa

1.4 Record of Changes

Change Number	Date of Change	Date Entered	Change Made By

1.5 Distribution:

UHM DPS has the primary responsibility for maintaining and distributing the CEMP to the UH Mānoa Emergency Management Team (EMT) and select key UH staff/departments.

1.6 TABLE OF CONTENTS

2.0 PURPOSE, SITUATION OVERVIEW AND ASSUMPTIONS

2.1 PURPOSE

The UHM Comprehensive Emergency Management Plan (CEMP) provides procedures for managing and responding to major emergencies that may threaten the health and safety of the UHM community or disrupt its programs and activities. The CEMP outlines necessary emergency preparedness requirements and identifies organizations and individual positions that are directly responsible for emergency preparedness, response, and recovery.

The UHM CEMP:

- Provides the organizational and procedural framework for the management of emergencies on campus.

- Integrates operations with local, state, and federal agencies involved in emergency management.

- Defines concepts, terminology, policies, and structure for managing public safety operations consistent with local, state, and federal partners.

- Identifies lines of authority and organizational relationships.

- Describes specific roles, responsibilities, and procedures for the UHM campus to ensure a coordinated emergency response effort.

2.2 SITUATION OVERVIEW

Statewide Responsibilities

The UHM CEMP falls under the UH System emergency plan; which falls under the guidance of established planning developed and managed by the State of Hawaiʻi Emergency Management Agency (HI-EMA), formally known as Hawaiʻi State Civil Defense (SCD).

The President of the University of Hawaiʻi oversees the UH System Offices and the UH 10-campus System with campuses and facilities located statewide. The UH Vice President for Administration or designee has been delegated the responsibility to provide for UH System level guidance; act as the UH System senior executive responsible for managing impending or in-progress incidents affecting multiple campuses; and provide lead coordination with State and Federal resources.

Campus Chancellors have the responsibility and authority to direct emergency preparations, operations, and recovery activities for their respective campus.

The UHM main campus is located in Honolulu on Oʻahu. UHM also has multiple satellite facilities and resources located statewide. This CEMP establishes the structure for command and control of UHM activities dealing with emergencies and events occurring at buildings and structures that are owned or leased by UHM. This CEMP also gives procedural guidance for specific incidents, emergencies, crises, and disasters, as well as general guidance for unanticipated events.

2.3 PLANNING ASSUMPTIONS

This plan is designed to provide an organized management protocol for UHM in the event of an emergency. The protocol has the flexibility to enact the entire plan, or just parts of the plan, as deemed appropriate to the situation. The UHM CEMP complies with the National Incident Management System (NIMS) of the U.S. Department of Homeland Security, which established the management structure of an Incident Command System (ICS). This plan assumes that the following actions will take place in an ongoing and overlapping cycle of the four phases of emergency management:

Phase 1: Preparedness
Preparedness efforts develop the response capabilities of UHM and include:
- Conducting a multi-year training and exercise plan based on common objectives and rooted in established standards such as the Homeland Security Exercise Evaluation Program (HSEEP) system for exercise development and improvement planning.
- Providing appropriate equipment for emergency response.
- Collaborative planning and testing of plans for response and recovery. This includes the CEMP, Annex plans, Continuity of Operations (COOP) plans, checklists, and SOPs.
- Implementing an Incident Command Systems (ICS) through integrated planning and training exercises, including collaborative efforts with other UH campuses and outside response agencies.

Phase 2: Response
Response activities are guided by the framework provided in this plan. They include:
- Determining level of emergency.
- Following departmental SOPs where appropriate.
- Activating the UH System Alert in coordination with the UHM Department of Public Safety, the UHM Chancellors Advancement Team (CAT) and/or the UH System Office of External Affairs.
- Activating the appropriate operations centers:
    - TYPE 1: Incident Command Post (if warranted)
    - TYPE 2: Appropriate Department Operations Center (DOC), or Campus Emergency Operations Center (EOC) for campus-wide or multi-departmental incidents.
    - TYPE 3: Campus EOC for county, state, and/or regional incidents. Coordination and liaison with federal, state, and county emergency responders.

Phase 3: Recovery
While departments such as the UHM Department of Public Safety, Facilities Management, University Health Services, and Environmental Health and Safety will undertake response activities to stabilize an emergency, most campus department responses will pertain to recovery operations. These include:
- Activating COOP/disaster recovery plans.
- Moving classes to alternate classroom space or conducting them online.
- Providing appropriate communications to the campus community.
- Seeking recovery assistance pursuant to the Stafford Act through the federal government.

Phase 4: Mitigation
Mitigation efforts are undertaken to eliminate, reduce the probability of, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation efforts include:
- Conducting regular threat and vulnerability assessments
- Providing "Timely Warnings," per Clery Act requirements

3.0 CONCEPT OF OPERATIONS

The Chancellor has the overall responsibility for emergency preparedness and response for UHM and shall be the Emergency Management Team (EMT) Executive. The Chancellor is also responsible for providing campus-level public safety and emergency operations guidelines ensuring the development and execution of the UHM Comprehensive Emergency Management Plan (CEMP); and the coordination and implementation of unit and departmental emergency plans.

UHM operational responsibilities for emergency preparedness include all on and off-campus facilities in terms of response and recovery.

This CEMP is based on a 3-level scale of emergencies with organizational assignments modeled on the DHS/FEMA National Incident Management System (NIMS), and the Incident Command System (ICS). (Refer to figure 1.)

Figure: 1: 3-Level Scale of Emergencies
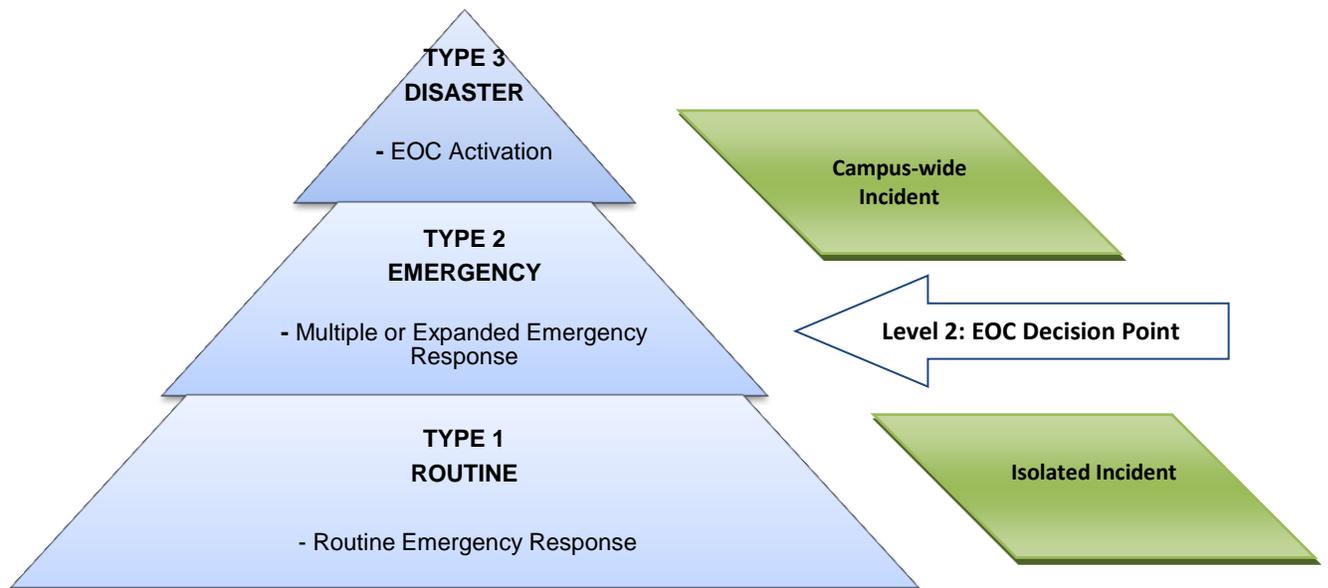
3.1 CAMPUS PRIORITIES

UHM emergency responders and designated staff shall respond to an emergency situation in an organized, safe, effective, and timely manner. UHM personnel and equipment will be utilized to accomplish the following priorities:

Priority I Protect life and safety

Priority II Protect, assess, and restore critical infrastructure and facilities

Priority III Restore/maintain campus operations and resume education/research programs

3.2 EMERGENCY RESPONSE CLASSIFICATIONS - Each incident will be classified by Type according to its potential impact, severity, and response requirement.

3.2.1 Type 1: Routine Emergency Response

Routine emergency responses are handled at the department level. Responding personnel typically are able to handle the response, restore stability, and make appropriate notifications, including coordination with the Chancellors Advancement Team for communications with the media.

Characteristics of a Type 1 Routine Emergency Response include:

- Localized or affects a small area
- Can be quickly resolved with existing UHM resources or with limited external support
- Has little or no impact on personnel or normal operations outside the locally affected area

    Examples: Personnel injury response, localized chemical spill, plumbing failure or water leak

3.2.2 Type 2 (Multiple or Expanded Emergency Response)

In the event of a multiple or expanded emergency response, the EMT Executive (Chancellor) or designee will receive a situation report from responding staff and will determine whether the Emergency Operations Center (EOC) or appropriate supporting Department Operations Center (DOC) will be activated.   Other members of the EMT, the President of the University of Hawaiʻi, and state/county emergency management agencies may be alerted depending on the nature and severity of the emergency.

Characteristics of a Type 2 Multiple or Expanded Emergency Response include:

- Occurs at a single or at multiple location(s)
- Requires non-routine response from multiple campus personnel and/or departments
- Typically involves outside agency assistance and emergency response

    Examples: Building fire or explosion, biological or terrorist threat, major chemical or hazardous material spill, severe windstorm or flooding, and extensive utility outage. Also includes external incidents which may affect safety for campus personnel or operations.

3.2.3 Type 3 (Disaster)

A disaster is an occurrence or threat of widespread or severe damage, injury, or loss of life or property. Disaster-type emergencies require notification of the Chancellor and possible activation of the EOC. State/county emergency management agencies and the UH President are notified and communications established. UHM EMT members and other key personnel are alerted to report to campus.   In addition, the appropriate lead Department Operations Center (DOC) and appropriate units may be activated to assist with the incident.

Characteristics of a Type 3 Disaster response include:

- Large and complex emergency situation that results in catastrophic consequences for some or all of the campus community,
- Involves campus wide resources, as well as support from UH System, and external entities.
- May require the EMT to consider potential suspension of operations, partial or full shutdown or campus closure.

    Examples: Tsunami, hurricane, hazardous materials incident, active shooter, pandemic, and fire that cannot be contained. In these instances, there is serious risk of death or injury.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 ORGANIZATION

The Emergency Management Team (EMT) is composed of two groups: UHM's senior leadership, and designated key staff/departments. (For the list of the EMT refer to section 4.2 and for contact information refer to Appendix A-1.) As needed, additional UH staff may be called to assist with an incident. As much as possible, emergency response and recovery are assigned to personnel based upon their normal work responsibilities.

The EMT may include the following actions during an incident:

Response:

- Provides the overall strategies for the campus
- Provides leadership and motivation
- Establishes and ensures focus on top priorities
- Ensures adequate staff and resources are available to meets the needs of the Incident Commander and the Emergency Management Team
- Declares campus emergency and/or orders of suspension/alteration of campus and academic operations
- Approves and issues official emergency policy statements, orders, and notices to support and manage the campus's emergency response

Communication and Coordination with:

- Campus constituents and stakeholders
- Office of the President
- Mānoa Executive Team
- Emergency Management Team
- Deans and Directors of Divisions, Departments and Schools

Financial:

- Authorizes large expenditures, atypical purchasing activity, contingency contracts, and funding of emergency projects exceeding current funding levels

Policy Level Decisions:

- Ultimate authority over any significant decisions that must be made during a crisis to avert or mitigate undesired consequences as soon as possible
- Approves waiving standard policies to facilitate response and recovery

Release of Information:

- Ultimate authority over public information releases

Recovery:

- Establishes the campus strategic plan and recovery priorities
- Provides direction and vision for program recovery and post-event restoration

4.2 ASSIGNMENT OF RESPONSIBILITIES (EMERGENCY MANAGEMENT TEAM - EMT)

A. EMT Senior Leadership Responsibilities

The following campus senior leaders have a level of responsibility during both normal campus operations and during emergencies affecting UHM:

- **Chancellor:** Responsible for overall safety of UHM constituencies during normal operations and during emergencies.
- **Vice Chancellor for Administration, Finance and Operations (VCAFO):** Oversees UHM administration, finance, and operations duties. During an emergency, VCAFO oversees campus personnel and financial and facility resources to support the incident response and recovery.
- **Vice Chancellor for Academic Affairs (VCAA):** Responsible for planning, developing, organizing, directing, and evaluating academic programs, policies, procedures, and guidelines. During an emergency, VCAA is responsible for overseeing the suspension or cancellation of academic courses and programs, and is responsible for managing the COOP for resuming operations.
- **Vice Chancellor for Research (VCR):** Provides for the safe conduct of research operations. During an emergency, VCR ensures conduct and support of research via resource management such as identification and provisioning for emergency supplies in support of critical or sensitive research projects, staff, and facilities susceptible to disruption due to potential damage or the loss of power.
Vice Chancellor of Student Affairs (VCS): Responsible for the direction and coordination of student services. During an emergency, VCS manages student services, with particular emphasis of the UHM campus residence life facilities and resources from the UHM Health Services, and Counseling and Student Development Center facilities.

B. EMT Leadership key staff and departmental supporting responsibilities

Select staff from campus departments typically actively involved during an incident has been identified as EMT key staff. Based on the type and severity of the situation, they may also assume the role as the UHM Incident Commander (IC). The IC is responsible for the management of all incident operations at the incident site.

The UHM Incident Commander may typically be designated from one of the following:

- **Assistant Vice Chancellor for Physical, Environmental, and Long Range Planning or designee:** Oversees the UHM Facilities Management Office which provides staff, equipment, and training necessary to respond to infrastructure related emergencies.
- **Chief, UHM Department of Public Safety (UHM DPS) or designee:** Provides public safety and security of the campus during emergency operations and in preparation for major events taking place at UHM. UHM DPS also assists the campus in its planning and training exercises for emergencies.
- **Director, UHM Environmental Health & Safety Office (EHSO) or designee:** Provides operational and research safety, and environmental protection of the campus as well as planning, training, and response to hazardous material incidents impacting the campus.
- **Director, University Health Services Mānoa (UHSM):** Provides response to emerging and actual threats from infectious disease that may impact campus faculty, staff or students.

When external agencies have been requested, the IC role may be assumed by the local emergency responding agency; the UHM IC role may then shift to being the incident UHM point of contact and a member of the responding agency Unified Command Staff.

5.0 DIRECTION, CONTROL AND COORDINATION

5.1 DIRECTION (INCIDENT COMMAND SYSTEM):

The Incident Command System (ICS) is used for a broad spectrum of incidents, from routine to complex, both naturally occurring and man-made, by all levels of government—federal, state, tribal, and local—as well as nongovernmental organizations (NGOs) and the private sector. It is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in incident management activities.

Some important transitional steps that are necessary to apply ICS at the incident scene include the following:

- Recognizing and anticipating the organizational elements that may be activated and taking the necessary steps to delegate authority.
- Establishing incident facilities as needed, strategically located to support field operations.
- Establishing the use of common terminology for organizational elements, position titles, facilities, and resources.
- Rapidly transitioning from oral direction to the procedures defined in the Incident Action Plan (IAP).

5.2 CONTROL (INCIDENT COMMAND STRUCTURE):

The Incident Command System (ICS) is established for an emergency response when the first responder arrives on scene. The first arriving emergency responder will immediately assume the role of Incident Commander (IC); however, the role may transition very quickly to another responder based on seniority or suitability for emergency response. In most emergency responses at UHM, UHM DPS is typically the first responder on the scene and typically would assume the initial role of the IC. During the recovery phase, the IC will typically be a senior member of the impacted unit, a member of the EMT, or an appointed campus official with expertise in implementing recovery actions.

Any emergency response at UHM that requires response from a non-campus agency working in conjunction with the campus will constitute a Unified Command (UC) structure under ICS. Agencies work together through designated members (generally the senior official on scene from each agency) to establish a common set of objectives and strategies for handling the emergency response. A single IC remains in charge; however, officials will collaborate in a unified manner. The IC may change depending on the most critical aspect of the emergency response (i.e. police to fire and vice versa).

Figure 2 (see pg. 13) represents the modular structure of ICS as outlined by the National Incident Management System (NIMS) to ensure consistent response that expands or contracts based on the size and scope of the emergency. Positions within the Command Staff and General Staff are dependent on the needs of the emergency and judgment of the IC. **Most emergency responses at the campus will not require more than a few of these positions**. The diagram represents how the ICS will be organized in the event of a large emergency response.

Figure: 2: Incident Command Structure

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        │   EMERGENCY OPERATIONS      │
        │         CENTER              │
        │ (Emergency Management Team) │
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        │     INCIDENT COMMANDER      │
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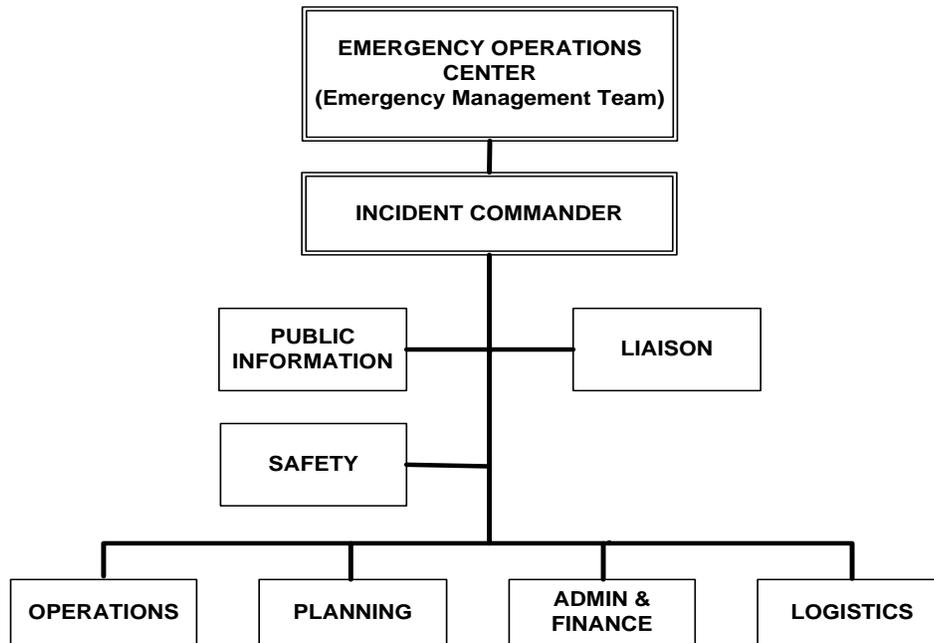
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) & INCIDENT COMMAND SYSTEM (ICS)

The responsibility for emergency planning and emergency operations at UHM is distributed throughout the organization to take advantage of levels of expertise not available in one central function. Listed below are the key staff and functional areas of the Incident Command Structure. When activated, and as needed, these functions will be staffed from internal UHM personnel that typically fill these roles in a non-emergency capacity. Since each situation is unique, the most appropriate and trained department/staff member will be identified from the resources available and will be assigned accordingly.

- **Incident Commander (IC):** The Incident Commander is responsible for overall management of emergency activities, and may be supported by the EMT in the development, implementation, and review of strategic decisions, as well as post-event assessment. The IC has the authority for directing all emergency response efforts. The IC communicates closely with the EMT.

- **Public Information Officer**: The Public Information Officer develops and implements an information strategy for faculty, staff, students, visitors, and the media. This position is always activated in a Level II or III emergency. (This will typically be staffed by UHM DPS Community Program Manager or staff from the UHM Chancellors Advancement Team.)

- **Safety Officer:** The Safety Officer monitors, evaluates, and recommends procedures for all incident operations for hazards and unsafe conditions, including the health and safety of emergency responder personnel. The Safety Officer is responsible for developing the site safety plan and safety instructions in the Incident Action Plan. (This will typically be staffed by a representative from EHSO).

- **Liaison Officer:** The Liaison Officer acts as a point of contact for outside organizations, including representatives of governmental agencies, nongovernmental organizations, and/or private entities.

- **Additional Command Staff:** Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the IC. For example, General Counsel may be assigned directly to the Command Staff to advise the IC on legal matters, such as emergency proclamations, legality of evacuation orders, and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff as an advisor for incidents involving medical and mental health services, mass casualty, acute care, vector control, and any other needed medical recommendations.

- **Operations Section:** The Operations Section is responsible for managing operations at the incident site in an effort to contain the immediate hazard, protect lives and property, establish situation control, and restore normal conditions. (This will typically be staffed by the operational unit assigned to the response phase.)

- **Logistics Section:** The Logistics Section is responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.

- **Planning Section:** The Planning Section is responsible for collecting, evaluating, and disseminating situational information pertaining to the incident. This section maintains information and intelligence on the current and forecasted situation, as well as the status of resources assigned to the incident. The Planning Section prepares and documents Incident Action Plans (IAP) and incident maps; and gathers and disseminates information and intelligence critical to the incident.

- **Finance & Administration Section:** The Finance & Administration Section is responsible for budgets and purchases relating to the response effort. This section documents expenditures, purchase authorizations, property damage, equipment usage, and vendor contracting. This section also collects, evaluates, and disseminates information to the IC or UC and incident management personnel. The Finance & Administration Section is also responsible for preparing FEMA documentation and status reports as needed.

5.3 COORDINATION

5.3.1 EMERGENCY OPERATIONS AND DEPARTMENT OPERATIONS CENTER

A. Campus Emergency Operations Center (EOC)

The EOC may be activated upon direction of the Chancellor or his/her designee. The purpose of the campus EOC is to:

- Prepare for an emergency that is probable or imminent.

- Liaise with city, county, state, and federal EOCs and agencies.

- Support an Incident Commander during emergency response.

- Manage and coordinate requests for campus resources.

- Act as the command center for managing the recovery phase of a major incident.

- Provide support to UH System, and/or other UH campuses as appropriate.

During the response phase, the EOC supports the on-scene Incident Commander. During the recovery phase, the EOC may become the command post and manage all aspects of the operation until campus operations can be restored to normal.

The EOC may be fully or partially activated by the direction of the Chancellor or his/her designee, at which time the EMT or their designees will report. In the event of an emergency, the EOC will function as follows:

1. The responsibility for coordinating the EOC is assigned to UHM DPS.
2. Facility and technical support for the EOC will be provided from the UH System Information Technology Center staff.
3. When the EOC is activated, the EMT or their designees will report to the EOC.
4. The EOC may also be used for emergency management training, meetings, and exercises.

B. DEPARTMENT OPERATION CENTER (DOC)

Emergency incidents are managed at the lowest response and operational level by the appropriate department, and as needed with the support of select key staff and departments. The Incident Commander may utilize the appropriate Department Operations Center (DOC).

- UHM Department of Public Safety DPS-DOC. Campus Services building: 1951 East West Road

- Environmental Health & Safety Office EHSO-DOC. EHSO portable offices: 2040 East West Road

- Facilities Management FMO-DOC. Facilities Management Office: 2002 East-West Road

- Student Residential Life RES-LIFE-DOC. Frear Hall: 2569 Dole Street

6.0 INFORMATION COLLECTION, ANALYSIS AND DISSEMINATION

During an emergency, campus communication efforts will work to fulfill the following objectives:

- Provide mechanisms to report initial discovery, disperse notification, coordinate response and recovery, and disseminate an all clear.

- Maintain focus on known facts and positive behavior.

- Represent the campus as responsible and caring.

- Maintain stakeholder confidence.

- Effectively communicate with faculty, staff, students, and the general public regarding the emergency and actions necessary to protect the public good.

Communication systems at the campus must be able to reach a variety of target audiences. To ensure workability there must be redundancy built into the systems – no one system will fit every situation.

6.1 INFORMATION COLLECTION (INITIAL REPORTING OF AN INCIDENT)

In the event of an emergency situation, witnesses must report the incident as follows:

1. Emergencies occurring on campus property which require an emergency response by Police, Fire, or EMS should immediately be reported by dialing **911.** All 911 calls will go directly to the City & County of Honolulu 911 Dispatch.

2. Notify (UHM DPS) at (808) 956-6911 or 6-6911 from campus phones. UHM DPS can also be contacted directly via any campus Emergency Call Box (ECB).

When reporting an incident or emergency situation, the caller should be prepared to provide the following:

- Location of the incident

- Type of incident

- Number of injured if any

- Suspect description and direction of travel

- Vehicle descriptions, if any

- Name and contact information of person reporting

6.2 INFORMATION ANALYSIS (EMERGENCY FIRST RESPONDER COMMUNICATION)

UHM DPS dispatch and City & County of Honolulu 911 dispatch are in regular communication and coordinate to meet the needs of emergency first responders.

- UHM DPS's primary communication mechanisms are vehicle mobile radios and/or portable carried radios. UHM DPS operates an internal radio system and has the capability to share dedicated channels with external responders. First responders may also use cell phones, email, and text messaging depending on the need and circumstances.

6.3 DISSEMINATION

6.3.1 EMERGENCY FIRST RESPONDER COMMUNICATION TO IMPACTED COMMUNITY MEMBERS

The IC will ensure communications, needed actions, and appropriate information will be disseminated to those impacted by the emergency during the response using whatever means is available.

This may be communicated through:

- Speaker systems in the building

- Person to person

- Public address capabilities

- If warranted, UH Alert messaging may be utilized via email alert, announcements, and the media, including social media.

- In situations where a prolonged response and/or recovery are required, the Liaison Officer or PIO will notify the appropriate EMT member for support.

6.3.2 COMMUNICATION WITH UNITS AND SENIOR ADMINISTRATION

UHM DPS Dispatch maintains a list of campus resources that could provide support for an incident. When notified of an incident, UHM DPS will initiate the notification protocol for internal and external support, and assist in the notification to the affected campus entity. The process of notification and communication to the affected areas and senior administration depends upon the situation. The process of notification and communication is shown in Figure 3 on page 18.

- **Emerging Issue:** A situation which has potential to escalate into a significant or serious matter for the campus community is considered an emerging issue. When notified of an incident via the UHM DPS Dispatch, the UHM DPS Shift Supervisor will determine the appropriate resource best suited to assist with the situation. The appropriate resource will then be notified.

- **Incidental Response:** Incidental response is an occurrence that may be handled by the unit or requires a limited response from other university staff to mitigate. Properly handled, an incidental response should not rise to the category of an emergency response. Incidental Response may require UHM DPS Dispatch to send a campus resource such as EHSO or FMO. Contact with these units can be via phone or radio.

- **Emergency Response:** An emergency response is an occurrence which requires increased coordination or response beyond the routine in order to protect life, health, property, and the environment. Emergency responses are usually controlled with campus resources and are typically limited in time and scope. An emergency response includes what is commonly considered a disaster where there may be widespread or severe injury or damage resulting in significant human and/or economic losses which demands a response beyond the scope of any single agency or service.

  - If the situation requires external emergency responder response (i.e. 911 – Police, Fire, EMS), UHM DPS will coordinate the notification and response with them.

  - If the situation warrants notification of senior campus administrators, the UHM DPS Shift Supervisor will contact the UHM DPS Field Operations Captain who will, in coordination with the Chief of UHM DPS, make a determination on the level of notification necessary to senior administration.

6.3.3 CAMPUS EMERGENCY & INCIDENT NOTIFICATION

Criteria and procedures have been established to notify the campus community and/or officials of critical or emergency incidents that occur on or near University owned or leased property.

For the purposes of this section, the following definitions apply.

A. **Emergency Notification System (ENS) (also known as the UH Alert process):** Is the process of immediate notification to the Mānoa campus community upon confirmation of a significant emergency or dangerous situation involving an immediate threat to the health and safety of persons within the community that is comprised of a variety of methods by which campus officials can notify students, faculty, and staff of an active campus emergency.
B. **Incident Notification:** The progressive process of notifying campus officials of serious incidents which occur on or near campus owned or leased property.
C. **Incident Confirmation:** The verification of a legitimate emergency or dangerous situation will be made by staff from the UHM DPS. Confirmation of an incident is made through the consideration of the totality of the variables presented and the consideration for the potential of the incident to imminently threaten the health and safety of the community. Confirmation does not require that all pertinent details are known.
D. **UH Alert:** Is the primary method by which UHM disseminates emergency information by means of campus email and also via SMS text alerts for the UH community that has opted in to receive these SMS text alerts.

EMERGENCY NOTIFICATIONS

A. EMERGENCY NOTIFICATION SYSTEM (ENS) – AUTHORIZATION FOR USE AND ACTIVATION
1. The following personnel have been designated as having the primary responsibility for the activation of the ENS:
   a. Chief of UHM DPS
   b. Captain for UHM DPS
   c. Emergency Management Coordinator, UHM DPS
   d. On-duty shift supervisors from UHM DPS
2. UHM DPS has the authority and responsibility to activate and issue components of an Emergency Alert upon the order of initiation by one of the above listed positions.
3. Staff from UHM DPS recognizes the goal of authorizing and activating an Emergency Alert lies with providing a safe and secure campus environment. Due to multiple variables, it is necessary to recognize that authorization and activation is directly linked to the situation presented. When able, collaboration with other campus officials is desired.

B. EMERGENCY NOTIFICATION SYSTEM – ACTIVATION CRITERIA
1. An Emergency Alert will be issued immediately ***upon confirmation*** for any critical incident that presents an ***imminent threat*** to health and/or safety. Emergencies that would qualify for an Emergency Alert include, but are not limited to the following ***confirmed*** emergencies:
   a. Large scale fire or explosion;
   b. Large scale HAZMAT incident;
   c. Credible bomb or terrorist threat;
   d. Hostage situation;
   e. Active shooter/terrorist or armed suspect at large on campus that is being actively searched for;
      (1) This does not include reports of possible shots fired or possible person with a weapon.

  f. Outbreak of meningitis, norovirus or other serious illness.

  g. Other imminent hazardous or dangerous situations such as: severe weather, earthquakes, gas leaks, chemical spills, biological or radiological hazards.

2. The Emergency Alert is activated as soon as the _**imminent threat is confirmed unless**_**:**
 a. The incident does not meet the established criteria; or
 b. If the incident is confirmed, but an emergency alert will compromise efforts to assist a victim or to contain, respond to or otherwise mitigate the emergency.

C. <u>ENS – Methods of Communication</u>
 1. The UH Alert System, once activated, will contact all registered users through email and text messaging.
 2. Other methods of communication options include:
  a. Public address systems and fire alarms in individual buildings;
  b. Public address systems in UHM DPS patrol vehicles;
  c. UHM and UHM DPS web alerts; social media websites such as Facebook and Twitter.

INCIDENT NOTIFICATIONS and EXTERNAL COMMUNICATIONS

A. <u>UHM INTERNAL INCIDENT NOTIFICATIONS</u>
 1. The Chief of UHM DPS, and/or his/her designee, shall have the responsibility for making the appropriate and timely incident notifications to other UHM offices; including, but not limited to:
  a. Campus Services Director, who will notify the Vice Chancellor for Administration, Finance and Operations as appropriate.
  b. UHM Chancellor's Advancement Team, who will notify the Chancellor and Vice Chancellors as appropriate.
  c. UHM Dean of Students

B. <u>EXTERNAL COMMUNICATIONS</u>
 1. The UHM Chancellor's Advancement Team shall have the responsibility to coordinate and provide follow-on and supplemental communications and media support via established means and methods, including, but not limited to:
  a. Official press releases
  b. Web page(s)
   1. UH Mānoa   http://manoa.hawaii.edu/
   2. UH System   http://hawaii.edu/emergency/
  c. Social media
   1. Twitter   https://twitter.com/UHManoaNews
   2. Facebook   https://www.facebook.com/uhmanoa

6.4 PUBLIC INFORMATION

UHM understands the need for communication during an emergency to provide timely and accurate information. It must be understood that, depending on the situation, the ability to share information quickly and accurately may be impeded by the emergency at hand. The IC or EMT will determine what public information can be shared and when it can be shared.

- The UHM incident PIO or EMT will coordinate and disseminate information appropriate for release. The information will be distributed through all appropriate channels such as press conferences, media, email and/or web.
- UHM is committed to sharing appropriate information with the campus and surrounding communities in a timely manner and ensuring that the information provided is as accurate as possible. It is understood that in a time of crisis, inaccurate information may be inadvertently circulated or only very limited information may be available.
- The UHM incident PIO or EMT will monitor the information released. Upon identification of incorrect information, they shall contact the appropriate agency to make the necessary corrections.

6.5 SPECIAL EVENTS COMMUNICATION

Depending on the size or nature of the event, a Unified Command may be established to coordinate a multiple agency response. The IC will continuously monitor emergency communications and make adjustments as necessary to ensure that all responders are sending and receiving communications as required. Additionally, UHM DPS Dispatch and the City and County of Honolulu 911 Dispatch are in regular communication and coordinate to meet the needs of emergency first responders and the incident management team.

- Communications during special events are primarily handled with portable and vehicle-mounted radios through the UHM DPS radio system. Dedicated radio channels can also be shared with assisting agencies.

- Cell phone and text messaging can occur depending on need, circumstance, and availability.

6.6 COMMUNICATION SYSTEM AND EMERGENCY CONTACT ROSTER

A core team of key staff from UHM and UH System manages the UH Emergency Alert system and evaluates other mass notification solutions and systems. This team meets monthly to address ongoing service needs and system testing. The core team consists of representatives from UH System External Affairs, UH System ITS, UHM Chancellors Advancement Team, UHM DPS, and representatives from the other UH Campuses.

Key departments are required to maintain current after hours contact information of key staff that may be tasked to respond after hours to an emergency situation or assist with recovery operations.

UHM –DPS shall maintain a copy of a confidential alert roster for after-hours contact information of the UHM EMT and key supporting departments' staff. These rosters contain sensitive contact information and are for official use only and will not be publicly distributed.

7.0 TRAINING AND EXERCISES

Training, drills, and exercises are an ongoing effort at the University to enhance preparedness of students, faculty, and staff.   Campus emergency responders receive regular training in first aid, emergency response, and departmental specific training unique to their roles during an incident. Other members of the campus community receive varying levels of awareness training appropriate to their positions.

7.1 TRAINING

Defining Key Personnel and Training Requirements

The U.S. Department of Homeland Security and Department of Education recommend that all "key personnel" involved in school emergency management and incident response are trained in the National Incident Management System (NIMS), Incident Command System (ICS), and the National Response Framework (NRF).   Key personnel are organized into three categories:

1. **General Personnel**: Personnel with any role in emergency preparedness, incident management, or response. General staff includes any staff that serves on the operations, planning, logistics, or finance/administration branches of the Incident Command System. General personnel should take the following TWO courses:

   - ICS 100: An Introduction to ICS for Schools

   - IS-700 NIMS: An Introduction

2. **Critical personnel**: Personnel with a critical role in response such as the Incident Commander, command staff, general staff, or member of another key campus emergency management team. Command staff typically refers to any staff that serves in the following role of incident commander, public information officer, safety officer, or liaison officer. This will vary depending upon the school or institution of higher education (IHE) campus. Critical personnel should take the following FOUR courses:

   - ICS 100: An Introduction to ICS for Schools

   - IS-700 NIMS: An Introduction

   - IS-/ICS-800.B National Response Framework, An Introduction

   - IS-/ICS-200 ICS for Single Resources

3. **Leadership Personnel**: Personnel with a leadership role are obligated to command and manage incidents that occur on the IHE campus in the absence of traditional incident response personnel (e.g., school or IHE Incident Commander). Leadership personnel also include those who would likely be integrated into a more advanced ICS role (Unified Command and management) should it become necessary. The following additional courses are recommended for leadership personnel:

   - ICS-300 Intermediate Incident Command System

   - ICS-400 Advanced Incident Command System

Training for key positions such as Public Information Officer has already been developed by FEMA. Other select key position trainings are being developed. Refer to this link to FEMA's Emergency Management Institute for available position-specific training and courses available: http://training.fema.gov/emi/ .

8.0 ADMINISTRATION, FINANCE AND LOGISTICS

The Office of the Vice Chancellor for Administration, Finance and Administration (OVCAFO) provides leadership and executive management over administrative functions and services, as well as campus operations, for the University of Hawai'i at Mānoa. OVCAFO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the University of Hawai'i at Mānoa as they pertain to campus financial management, physical planning and development, human resources, auxiliary services, and facilities management.

8.1 Administration:

Office of Human Resources – The Office of Human Resources is assigned campus-wide functional responsibility for human resources management, except for academic personnel matters. The office develops policies and procedures for the campus necessary to effectively implement Board of Regents (BOR) and Executive policies as they pertain to non-faculty employees of the Mānoa campus.

8.2 Finance:

Office of Financial Resources Management –The Office of Financial Resources Management has campus-wide responsibility for planning and management of campus finances, and the campus operating and CIP budgets. Functional responsibilities are assigned to sub-units as follows:

Mānoa Budget Office - Administers the campus biennial and supplemental budget process including preparation of campus budget instructions, preparation of budget testimonies to the legislature, and analysis of various versions of the budgets. Implements the annual campus operating budget including the allocation of appropriated funds; preparation of budget execution and instruction; position control; and the review of unfunded budget proposals.

Office of Finance and Accounting- Prepares and analyzes periodic operating statements in support of the Mānoa Chancellor's overall management of the campus. Prepares intermediate and long term financial projections in support of operating and CIP budgets and the University and campus strategic plans. Keeps abreast of University accounting policies and procedures and manages compliance of these among campus fiscal officers. The office also manages the Chancellor's Office budgets, and provides fiscal training to campus fiscal officers.

8.3 Funding and tracking of resources and expenditures:
All disaster or emergency related expenditures will be tracked for possible reimbursement. Individual Units are responsible for tracking all costs related to emergency response including force account work, force account equipment, materials and supplies, and contract work.

Emergency operations may require significant resources. Tracking those resources is vital for several reasons:
1. Knowing what resources are on hand and available
2. Anticipating what will be needed
3. Tracking resources and returning resources at the conclusion of the operation
4. Tracking costs as necessary for reimbursements

FEMA reimbursable expenditures should be tracked using FEMA forms, which can be found via the FEMA website at http://www.fema.gov.

9.0 PLAN DEVELOPMENT AND MAINTENANCE

9.1 Plan Development

The UHM CEMP and all supporting plans and procedures are "living documents" that will be updated as situations and circumstances arise. The CEMP needs to be maintained, kept current and regularly exercised in order to maintain effectiveness.

The Chief of UHM DPS has primary responsibility for maintaining the CEMP, although resources from other organizations are needed to contribute to its ongoing maintenance. To facilitate the development of plans, policies, and procedures, smaller subcommittees may be formed as needed to conduct additional research and focus on developing a final product.

9.2 Plan Maintenance

To maintain a current and functional plan, a review of the CEMP by the EMT will occur regularly. To provide practical experience to those having CEMP or EOC responsibilities, the CEMP will be activated at least once per year in the form of a simulated emergency drill or training exercise. The CEMP will be updated as necessary, based upon deficiencies identified by the drills and exercises, changes in organizational structure, facilities, and technological and other changes. Changes must be approved before they are incorporated into the plan.

10.0 AUTHORITIES AND REFERENCES

10.1 Authorities

10.1.1 Federal

a. Federal Civil Defense Act of 1950, Public Law (PL) 81-950 as amended.
b. The Disaster Relief Act of 1974, PL 93-288 as amended.
c. Robert T. Stafford Disaster Relief and Emergency Assistance Act.
d. Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance.
e. Executive Order (EO) 12148 of July 20, 1979, as amended, Federal Emergency Management.
f. EO 12656 of November 18, 1988, Assignment of Emergency Preparedness Responsibilities.
g. Homeland Security Presidential Directive 5, February 28, 2003, Management of Domestic Incidents
h. The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act

10.1.2 State of Hawaiʻi

a. Governor's Administrative Directive No. 87-8, dated December 11, 1987
b. Governor's Administrative Directive No.15-01, dated August 11, 2015
c. Hawaiʻi Revised Statutes (HRS) Chapter 127A

10.1.3 University of Hawaiʻi

a. University of Hawaiʻi at Mānoa Campus Chancellors Policy
b. University of Hawaiʻi at Mānoa Campus Chancellors Policy on Emergency Notification
c. University of Hawaiʻi System Board of Regent Policies Section 2-2, Duties of the President
d. University of Hawaiʻi System Board of Regent Policies 11-5, Public Health and Safety
e. University of Hawaiʻi System President's Executive Memorandum 13-12, on Revised Executive Policy E2.203

10.2 References

Include but are not limited to:

10.2.1 Federal

a. Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining State, Territorial, Tribal, and Local Government Emergency Plans, Federal Emergency Management Agency, March 2009.
b. Homeland Security Exercise and Evaluation Program (HSEEP), February 2007.
c. National Incident Management System (NIMS), Department of Homeland Security, December 2008.
d. National Response Framework, Federal Emergency Management Agency, January 2008.

10.2.2. State

a. State of Hawaiʻi Emergency Operations Plan

10.2.3. Local

a. City & County of Honolulu Emergency Operations Plan

10.3 UHM CAMPUS MAP
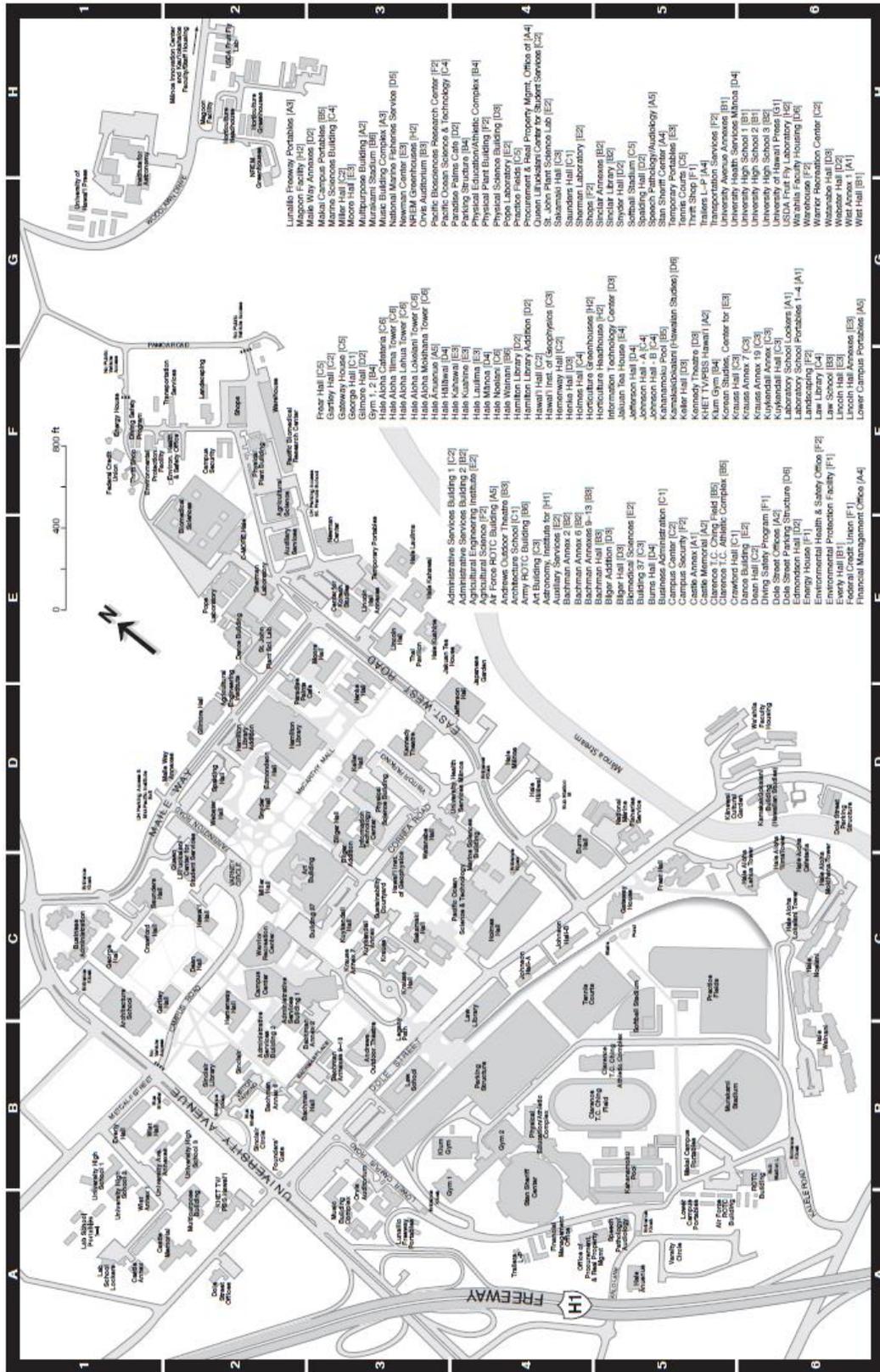
10.4 GLOSSARY / KEY TERMS

After-Action Review (AAR): The after action review process is a leadership and knowledge sharing tool that helps professionals within UHM to better understand incidents and important events. Through this process, leadership can identify aspects of planning, preparedness, incident response, and incident management that may either be highlighted as worth sustaining or noted for corrective action.

All-Risk: Any incident or event, natural or human-caused, that warrants action to protect life, property, environment, and public health and safety, and minimize disruption of governmental, social, and economic activities.

Appendix: A plan element attached to a functional annex to provide information on special approaches or requirements generated by unique characteristics of specified hazards identified as being of particular concern to the jurisdiction.

Chain of Command: A series of management positions in order of authority.

Command: The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

Command Staff: The 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.

Comprehensive Emergency Management Plan (CEMP): The compiled all-hazard plan maintained by UHM DPS Office of Emergency Management that details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available; and outlines how actions will be coordinated.

Continuity of Operations Plan (COOP):   Is a logistical plan for how an organization will recover and restore interrupted critical function(s) within a predetermined time after a disaster or extended disruption. This includes Business Continuity Plans, also known as University Continuity Plans (UCP), that primarily focus on identifying critical operations and continuing operations with limited resources.

Damage Assessment
The process used to appraise or determine the number of injuries and deaths, damage to public and private property, and status of key facilities from a man-made or natural disaster.

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

Disaster: Is an occurrence or threat of widespread or severe damage, injury, or loss of life or property resulting from a natural, technological, or human-made cause.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property.

Emergency Management (EM): A continuous process in which Local, State, Federal, non-governmental organizations, private sector agencies, and institutions of higher-education conduct incident management and emergency preparedness activities focusing on mitigation, preparedness, response, and recovery periods.

Emergency Management Coordinator (EMC): Currently staffed from UHM DPS, who assists with the functioning of the EOC as the EOC manager and liaison with internal and external responders and coordinates emergency management activities for the UHM emergency management program.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC 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.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Finance/Administration Section: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

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.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Homeland Security Exercise Evaluation Program (HSEEP): Is a capabilities- and performance-based exercise program that provides standardized policy, doctrine, and terminology for the design, development, conduct, and evaluation of homeland security exercises.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property.

Incident Action Plan (IAP): An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Initial Action: The actions taken by resources that are the first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Institution of Higher Education (IHE): Is a school that Awards a bachelor's degree that meets all three of the following criteria: Admits as regular students only persons with a high school diploma or equivalent; or admits as regular students persons who are beyond the age of compulsory school attendance, Public, Private, or Non-Profit, Accredited or pre accredited and is authorized to operate in that state

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should co-locate at the JIC.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison Officer (LNO): A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. The Liaison Officer may have Assistants.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The Section responsible for providing facilities, services, and materials for the incident.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: Sustained action to minimize the effects of hazards on people and property.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System (NIMS): 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.

Operations Section: The Section responsible for all tactical operations at the incident.

Planning Section: Responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resources, Documentation, and Demobilization Units, as well as Technical Specialists.

Preparedness: Activities devised by organizations, departments, and individuals to save lives and minimize damage.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Recovery: Short and long term procedures which begin once the disaster has been stabilized and which seek to restore lost functions.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Response: Immediate actions to save lives, protect property, and meet basic human needs.

Risk: Risk is a combination of the probability that an event will occur and the consequences of its occurrence.

Risk Management: Is the deliberate process of understanding "risk" – the likelihood that a threat will harm an asset with some severity of consequences – and deciding on and implementing actions to reduce it.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have Assistants.

Situation Report (SITREP)
Confirmed or verified information regarding the specific details relating to an incident.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single

function or a number of interrelated functions in a uniform manner.

Threat: An indication of possible violence, harm, or danger.

Threat and Hazard Identification and Risk Assessment (THIRA): The Threat and Hazard Identification and Risk Assessment is a tool that allows a jurisdiction to understand its threats and hazards and how the impacts may vary according to time of occurrence, season, location, and other community factors.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

10.4 ACRONYMS

AAR	After Action Report
BC	Building Coordinator
CEMP	Comprehensive Emergency Management Plan
CERT	Campus/Community Emergency Response Team
COOP	Continuity of Operations Plan
CSDC	Counseling and Student Development Center
DEM	Department of Emergency Management
DHS	Department of Homeland Security
DOC	Department Operations Center
DOH	Department of Health
EHSO	Environmental Health & Safety Office
EM	Emergency Management
EMC	Emergency Management Coordinator
EMS	Emergency Medical Services
EMT	Emergency Management Team
ENS	Emergency Notification System
EOC	Emergency Operations Center
FMO	Facilities Management Office
FEMA	Federal Emergency Management Administration
Hazmat	Hazardous Material
HSEEP	Homeland Security Exercise Evaluation Program
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IHE	Institution of Higher Education
NIMS	National Incident Management System
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
POD	Point of Distribution
SCD	State Civil Defense
SERT	State Emergency Response Team
SOPs	Standard Operating Procedures
UHM	University of Hawaiʻi at Mānoa Campus
UHM DPS	University of Hawaiʻi at Mānoa – Department of Public Safety
UHS	University Health Services

Appendix A-1

UHM EMERGENCY MANAGEMENT TEAM (EMT)

(listserv: uhm-emt@lists.hawaii.edu)

TITLE / OFFICE	NAME	EMAIL	OFFICE PHONE
Chancellor (interim)	Robert Bley-Vroman	vroman@hawaii.edu	956-7651
V.C. for Administration Finance & Operations	Kathy Cutshaw	cutshaw@hawaii.edu	956-9190
V.C. for Academic Affairs	Reed Dasenbrock	rdasenbr@hawaii.edu	956-8447
V.C. for Research (interim)	Brian Taylor	taylorb@hawaii.edu	956-7837
V.C. for Students	Lori Ideta	ideta@hawaii.edu	956-3290
Asst. V.C. for Phys, Env & Long Plng (interim)	Stephen Meder	smeder@hawaii.edu	956-4636
Chancellors Advancement Team	Miles Hakoda	mhakoda@hawaii.edu	956-3093
Chief, UHM Dept. of Public Safety (UHM DPS)	Charles Noffsinger	noff@hawaii.edu	956-8310
Emergency Management Coordinator (UHM DPS)	Jimmy Lagunero	lagunero@hawaii.edu	956-0773
Director, Environmental Health & Safety (EHSO)	Roy Takekawa	takekawa@hawaii.edu	956-3200

As necessary additional UHM Administrators (sample listed below), may also be contacted by the EMT or Incident Commander to assist with the incident response and/or recovery to a campus emergency.

TITLE / OFFICE	NAME	EMAIL	OFFICE
Director, Athletics	David Matlin	matlin@hawaii.edu	956-7301
Asst. V.C. for Office of Research Compliance (ORC)	John Galland	jgalland@hawaii.edu	956-9585
Director, University Health Services (UHSM)	Dr. Andrew Nichols	nicholsa@hawaii.edu	956-8965
Dean, UH Medical School (JABSOM)	Dr. Jerris Hedges	jerris@hawaii.edu	692-0881
Director, Cancer Research Center (UH-CRC)	Dr. Jerris Hedges	jerris@hawaii.edu	586-3013

Appendix A-2

UH SYSTEM ALERT ROSTER

(listserv: uhm-emtall@lists.hawaii.edu) includes Mānoa and System Teams

TITLE / OFFICE	NAME	EMAIL	OFFICE PHONE
President	David Lassner	david@hawaii.edu	956-8207
Executive Assistant to the President	David Lonborg	dlonborg@hawaii.edu	956-8436
V.P. for Academic Affairs	Risa Dickson	risad@hawaii.edu	956-6897
V.P. for Administration	Jan Gouveia	jgouveia@hawaii.edu	956-6405
V.P. for Budget & Finance/CFO	Kalbert Young	kalbert@hawaii.edu	956-8903
V.P. for Legal Affairs & UGC	Carrie K.S. Okinaga	carrieok@hawaii.edu	956-9901
V.P. for Information Technology & CIO	Garret Yoshimi	gyoshimi@hawaii.edu	956-3501
VP for Research and Innovation	Vassilis Syrmos	syrmos@hawaii.edu	956-5006
V.P. for Community Colleges	John Morton	jmorton@hawaii.edu	956-7038
Assoc. V.P. for Student Affairs (interim)	Jan Javinar	javinar@hawaii.edu	956-8753
Director, UH System Human Resources	Debra Ishii	debrai@hawaii.edu	956-6855
UH System Emergency Mgmt Administrator	John Hashimoto	johnhash@hawaii.edu	956-7243

==**FUNCTIONAL ANNEXES**==

A. **Accounting for All Persons**

B. **Communications and Notifications**

C. **Continuity of Operations (COOP)**

D. **Deny Entry or Closing**

E. **Emergency Operations and Department Operations Centers (EOC/DOC)**

F. **Evacuation**

G. **Public Health, Medical and Mental Health**

H. **Rapid Assessment**

I. **Recovery**

J. **Security**

K. **Shelter-in-Place or Secure-In-Place**

THREAT OR HAZARD-SPECIFIC ANNEXES

A. Active Shooter

B. Bomb Threat or Explosion

C. Climate Change

D. Cyber Attacks / Threat

E. Hazardous Materials Incident

F. Hurricane or Severe Storm with Flooding

G. Mass Casualty Incident

H. Pandemic or Disease Outbreak

I. Tsunami with Coastal Inundation

J. Utility Failure (Power/Water)