



# UNIVERSITY *of* HAWAI'I®

---

## WEST O'AHU



# Emergency Operations Plan

Revised April 2023

This page intentionally left blank

## Letter of Promulgation



UNIVERSITY  
of HAWAII  
WEST O'AHU

Office of the Chancellor

November 9, 2017

TO: All UHWO faculty, staff, and students

FROM: Maenette Benham, Chancellor  
University of Hawai'i - West O'ahu

SUBJECT: Notice of Approval and Promulgation  
*UHWO 2017 Emergency Operations Plan*

The University of Hawai'i - West O'ahu (UHWO) has developed an emergency operations plan (EOP) for the campus community. The UHWO EOP sets forth guidelines relating to organizational and individual responsibilities associated with preparing for, mitigating, responding to, and recovering from critical incidents that may threaten the health and safety of the UHWO students, faculty and staff, disrupt UHWO operations, or damage UHWO facilities.

This plan is a comprehensive, all-hazards approach to managing critical incidents that occur on the West O'ahu campus. Through the guidance offered in this plan, it seeks to lessen the impact of critical incidents that occur on campus, raise our campus community's resilience to future critical incidents, and protect the lives, property, and environment of the UHWO community.

The UHWO EOP complies with the University of Hawai'i Executive Policy E2.203 Emergency Management, which requires each campus develop and implement their own specific comprehensive emergency operations plan. The UHWO Emergency Operations Plan is also consistent with the concepts and principles of the National Incident Management System (NIMS) and State and Local guidance pertaining to emergency management.

Together, we, the UHWO campus community can take part in our own preparedness, mitigation, response, and recovery from critical incidents as we seek to become a more resilient community.

Upon signing of this promulgation, the implementation of the UHWO EOP will be in effect.

Mahalo Nui! E nālama mae!

A handwritten signature in blue ink, appearing to read "Maenette K.P. Ah Nee - Benham".

Maenette K.P. Ah Nee - Benham  
Chancellor  
University of Hawai'i - West O'ahu

81-1051 Farrington Highway  
Kapolei, Hawaii 96707  
Telephone: (808) 989-2770  
Fax: (808) 989-2771

An Equal Opportunity/Affirmative Action Institution





## Table of Contents

Cover Page	i
Letter of Promulgation	iii
Distribution	iv
Record of Changes	v
Table of Contents	vi
<b>Section I: General Provisions of the Emergency Operations Plan</b>	<b>1</b>
A. Introduction	1
B. Purpose	1
C. Scope	2
D. Situation Overview	2
1. THIRA	2
2. Capabilities Assessment	3
E. Planning Assumptions	3
F. Limitations	4
<b>Section II: Concept of Operations</b>	<b>6</b>
A. General	6
Figure 1: Emergency Management Phases	6
B. Priorities/Objectives	7
C. Access and Functional Needs Population	8
D. Emergency Response Levels and Activation	8
Figure 2: Emergency Response Levels	9
E. Plan Activation	10
F. Emergency Authority	10
<b>Section III: Organization and Assignment of Responsibilities</b>	<b>11</b>
A. Policy Group	11
B. Emergency Operations Team	11
Figure 3: UHWO EOT/DOC Organizational Chart	12
C. Crisis Management Team (CMT)	13
D. Emergency Planning Committee	13
E. Support Groups	14
1. UHWO Behavioral Intervention Team (BIT)	14
F. External Partners	14
<b>Section IV: Direction, Control and Coordination</b>	<b>16</b>
A. Incident Command System	16
B. UHWO Department Operations Center	16
Figure 4: UHWO Primary DOC	18
Figure 5: UHWO Secondary DOC	19
C. Multi-Agency Coordination	20
<b>Section V: Information Collection, Analysis, and Dissemination</b>	<b>21</b>
A. Information/Intelligence Collection and Analysis	21
B. Dissemination	21

<b>Section VI: Communications</b>	<b>22</b>
A. Primary Communications Capabilities	22
1. UH Alert	22
2. Campus Radios	22
B. External Communications	22
<b>Section VII: Administration, Finance, and Logistics</b>	<b>23</b>
A. Administration	23
1. Documentation	23
2. After Action Report (AAR)	23
B. Finance	23
1. Incident Costs	23
2. Emergency Procurement	24
3. Employee Hours	24
4. Record Retention	24
C. Logistics	24
1. Resource Coordination and Management	24
2. Donations and Volunteer Management	25
<b>Section VIII: Plan Development and Maintenance</b>	<b>26</b>
A. Plan Development	26
B. Plan Maintenance	26
C. Plan Updates	26
D. Plan Revisions	27
E. Plan Distribution and Availability	28
<b>Section IX: Training and Exercises</b>	<b>29</b>
A. Training and Exercising the Plan	29
B. Training University Personnel	29
<b>Section X: Authorities and References</b>	<b>32</b>
A. Authorities	32
B. References	32
<b>Section XI: Glossary and Acronyms</b>	<b>33</b>
A. Glossary	33
B. Acronyms	42
<b>Functional Annexes (<i>Currently IN PROGRESS</i>)</b>	
Department Operations Center	
Continuity of Operations (COOP)/Academic Continuity	
Communications and Emergency Notification	
Evacuation	
Secure in Place	
Accounting for All Individuals	
Logistics Management and Resource Support	
Multi-Agency Coordination	
Recovery	

Public Health, Medical, and Mental Health	
Security	
<b>Threat and Hazard Specific Annexes (<i>Currently IN PROGRESS</i>)</b>	
Active Shooter/Active Threat	
Bomb Threat/Explosions	
Hazardous Material Spill/Release	
Civil Unrest	
Airplane/Helicopter Crash	
Hurricane/Severe Storm	
Fire	
Utility Failure/Power Outage	
Flooding	
Tsunami	
Earthquake	
Wildfire	

## Section I: General Provisions of the Emergency Operations Plan

### A. Introduction

The University of Hawai'i System is comprised of 10 campuses spread across the entire State of Hawai'i. Each campus has their own unique strengths and educational focus. West Oahu is one of those unique campuses within the University of Hawai'i System.

The University of Hawai'i - West O'ahu (UHWO) is located on the west side of the island of Oahu situated in a low lying area in a large open field. It is a public, four-year, student centered, indigenous-serving institution. UHWO is comprised of six buildings. UHWO supports an estimated enrollment of approximately 3,000 students (which includes on-line enrollment), and 265 employees (of which 121 are faculty members).

Due to UHWO's unique location and small but growing size, it faces unique challenges when considering its vulnerability and susceptibility to disasters and critical incidents. Critical incidents pose a threat to, and can ultimately disrupt the University's mission, operations, and reputation.

Taking into consideration the unique elements of UHWO, the Emergency Operations Plan (EOP) was developed to provide guidance, on and address UHWO's emergency preparedness through the five mission areas of prevention, protection, mitigation, response, and recovery. This plan is a comprehensive approach to address each of the mission areas to ensure the entire campus community is adequately prepared for and able to respond to critical incidents that occur on campus.

### B. Purpose

The UHWO EOP sets forth guidelines relating to organizational and individual responsibilities associated with preparing for, mitigating, responding to, and recovering from critical incidents that may threaten the health and safety of the UHWO students, faculty and staff, disrupt UHWO operations, or damage UHWO facilities.

The UHWO EOP is meant to serve as a comprehensive, all hazards approach to effectively and efficiently handle critical incidents that pose a threat to the campus community. It establishes policies and procedures and organizational structure and responsibilities.

The UHWO EOP does not supersede or replace pre-existing plans and procedures already employed at the University. It is to be used in conjunction with, and complements these existing plans and procedures.

## **C. Scope**

The UHWO EOP has been designed specifically for the UHWO campus. It is a flexible and scalable framework that encompasses all hazards. It serves as a guide for the management of an array of incidents that may adversely impact UHWO to include, but not limited to, hurricanes, severe weather, fires, traffic accidents, sick/injured individuals, and mass casualty incidents, and serves as a tool for communication and coordination with the UH System and other UH campuses.

The UHWO EOP may also be activated during incidents which affect our surrounding community but do not directly impact our physical facilities. During these situations, the University will coordinate with the local community and response agencies.

The UHWO EOP is based on the UH System Emergency Management Plan and aligns with UH Executive Policy E2.203: Emergency Management. Further, it has been designed to provide a management organization consistent with the Incident Command System (ICS) and National Incident Management System (NIMS).

## **D. Situation Overview**

UHWO has unique attributes that have been considered when developing this EOP. As such, emergency preparedness and response have become part of the university's culture. UHWO's EOP is a comprehensive, all hazards approach and considers all phases of an emergency. Included in this approach is conducting and maintaining a Threat and Hazard Identification and Risk Assessment (THIRA), and a capabilities assessment.

In addition to the aforementioned, UHWO has furnished campus maps, building diagrams and this EOP to the Honolulu Police Department for law enforcement purposes in the event of a critical incident. The Honolulu Fire Department has been furnished with building diagrams and campus diagrams. Further, a copy of this EOP has been furnished to the City and County of Honolulu Department of Emergency Management and the State of Hawaii Emergency Management Agency.

### **1. THIRA**

Due to UHWO's unique location on the island of Oahu, the campus is vulnerable to, and has been effected by different types of critical incidents requiring emergency response efforts. Depending on the critical incident, UHWO may experience minimal to extreme levels of operational disruption, loss of life, destruction of property, and/or environmental damage. The THIRA, although not required by federal mandate for

Institutions of Higher Education, is a way to capture the threats and hazards that UHWO is most vulnerable to, and how minimal or extreme the impacts of those threats and hazards would be on the university. Analysis of the THIRA provides an overall picture of UHWO's risk and can be used as a guide to implement changes to policies, plans and procedures, and improve campus capabilities. The THIRA will be held as a separate document and updated annually.

As of September 8, 2017, a THIRA (DHS Risk and Threat Assessment for Active Shooter) was conducted by Roger Strecker, CEO of Ternion Risk Management Group. Mr. Strecker is a Certified DHS Risk and Threat Assessor.

## 2. Capabilities Assessment

Every college campus has varying degrees of capabilities regarding emergency response and UHWO is no different. Assessing current capabilities identifies where gaps exist in and among the campus community.

UHWO seeks to align its emergency management practices with the five mission areas outlined in the National Preparedness Goal (NPG) (Prevention, Protection, Mitigation, Response, Recovery), and also the four phases of emergency management (Preparedness, Mitigation, Response, and Recovery). Contained within the National Preparedness Goal's five mission areas are thirty-two (32) core capabilities which are distinct critical elements needed to achieve a goal. Using the NPG as a reference, UHWO can assess whether or not gaps exist in its current capabilities.

A capabilities assessment can be conducted methodically and at a specified time, or through training and exercising. An after action report is one way to accurately capture strengths, weaknesses, and gaps in current capabilities. Once the assessment is completed, it can be used to improve current university practices, improve/update plans and procedures, and/or acquire additional resources to fill in the identified capability gaps.

Whenever an assessment is completed, whether it be through training and exercises, an after action report, or an annual review, the report(s) will be held as separate documents which can be referenced at any time.

## E. Planning Assumptions

Emergency planning consists of certain assumptions used for the development of a plan. These assumptions provide the foundation of UHWO's operational procedures and

conditions, and cover a wide range of critical incidents that have a potential to impact UHWO.

The UHWO EOP is based on the following planning assumptions and considerations:

- Critical incidents can occur with or without warning, quickly overwhelm UHWO's resources and capabilities, and may require the assistance of external resources from both the public and private sector.
- UHWO EOP is based on critical incidents most likely to impact the campus community.
- UHWO EOP must be scalable and flexible to account for, and function during an array of unanticipated, complex, and unique situations.
- For all critical incidents, the Incident Command System (ICS) and the National Incident Management System (NIMS) will serve as the foundation for emergency response activities at UHWO.
- UHWO's EOP considers the unique requirements of emergency response for access and functional needs individuals.
- Utility services such as water, electric, telecommunications, and other critical resources UHWO depends on may be impacted and/or interrupted.
- Infrastructure damage.
- Delivery of goods may be suspended.
- Access to and from UHWO may be compromised.
- Local, state and federal assistance may not be available.
- Proper implementation of this EOP through training and exercising will aid in reducing the impacts of critical incidents and increase UHWO's resilience.
- Departments tasked with specific responsibilities are aware of their roles and will fulfill these requirements during critical incidents utilizing their current capabilities according to their own policies and procedures.

## **F. Limitations**

Although the UHWO EOP is a comprehensive, all hazards approach to managing critical incidents, it is not intended to deal with every possible scenario that may occur during these types of incidents. Rather, it is intended to provide guidance on processes and outlines responsibilities for specific individuals within the campus community.

It is also noteworthy to mention that UHWO depends on external response agencies to assist in handling and managing critical incidents that occur on campus. However, UHWO must recognize that during critical incidents that effect our campus and the surrounding community, these external resources may be severely overwhelmed.

Response to critical incidents at UHWO may be limited due to:

- Lack of resources such as staff, equipment, food, water, medical supplies and shelter.
- Damage to facilities, buildings and roads.
- Damage to radio communications and other telecommunications capabilities.
- Lack of cellular telecommunication bandwidth servicing the area of UHWO as the campus lacks a cellular telecommunications repeater tower to provide 4GLTE and/or data service by cellular providers.

## Section II: Concept of Operations

### A. General

UHWO's EOP allows for an organized management system to be implemented during critical incidents. Further, the plan is flexible, allowing for partial or full activation of its parts depending on the size, scope, and complexity of the specific emergency or critical incident.

UHWO's EOP is designed to incorporate the four phases of emergency management (preparedness, mitigation, response, and recovery). Through these phases, UHWO can develop and maintain a comprehensive approach to critical incidents that have the potential to occur on campus. (Reference Figure 1)

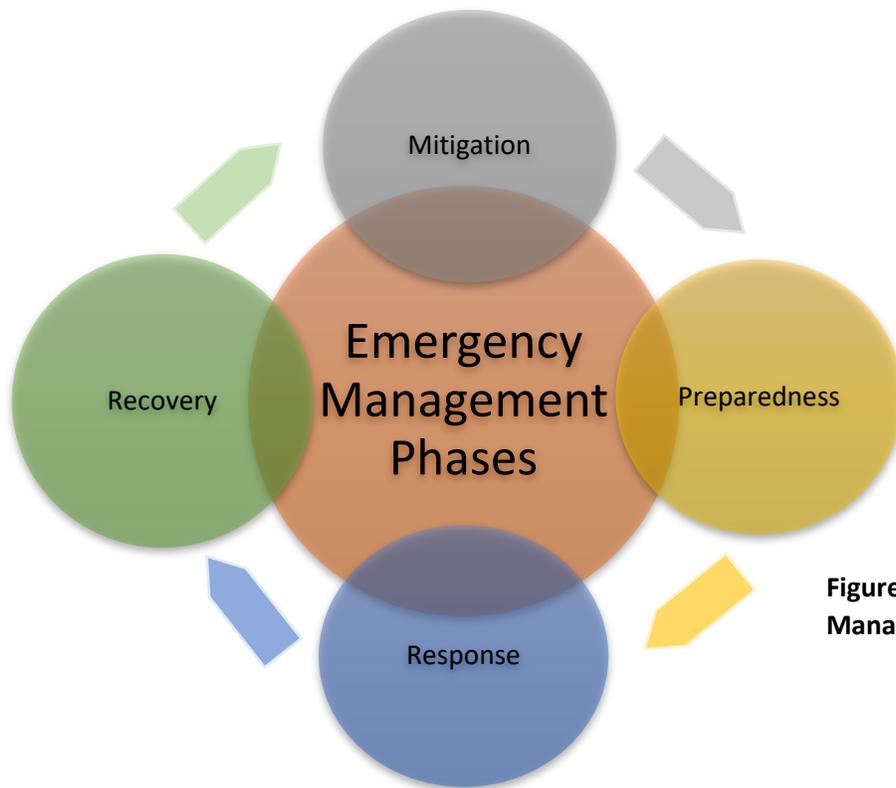


Figure 1: Emergency Management Phases

Emergency Management Phases:

**Mitigation (and Prevention)** – Mitigation refers to proactive measures and strategies that reduce risk and vulnerability, lessen the impact of a critical incident, and increase the resiliency of our campus community.

Key mitigation strategies at UHWO consist of:

- Conducting and maintaining a Campus THIRA.

- Continuous education of faculty, staff, and students in the areas of emergency preparedness and response.
- Maintaining and updating Building Emergency Plans.
- Conducting Security Assessments of UHWO buildings, departments, and offices.
- Incorporating Crime Prevention Through Environmental Design (CPTED) into security assessments and other crime prevention measures.

**Preparedness** – Preparedness refers to “a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response” (DHS/FEMA).

Preparedness at UHWO consists of:

- Developing and conducting exercises (table tops, drills, limited scale and full scale).
- Emergency planning, to include planning for special events such as graduation.
- Maintaining and revising the UHWO EOP.
- Establishing and maintaining partnerships with external stakeholders who assist UHWO during critical incidents.

**Response** – UHWO will respond to critical incidents in an effective and efficient manner. Response operations are intended to resolve and manage critical incidents as quickly as possible while minimizing the threat to life, property and the environment.

**Recovery** – Recovery involves returning the effected community back to normal operating conditions. Recovery efforts consist of developing short and long term goals. Short term recovery efforts focus on restoring critical services to UHWO such as water, electric, and other basic needs of students, faculty, and staff. Long term recovery efforts seek to restore UHWO to normal conditions.

## B. Priorities/Objectives

It is the mission of UHWO to respond to critical incidents in an organized, safe, effective, and timely manner. UHWO shall provide direction, control, and coordination and liaise with any and all outside agencies/entities, as is appropriate, and provide emergency information and direction to the occupants of the campus during and after any critical incident.

University personnel and equipment will be utilized to accomplish the following priorities:

**Priority I:** Protect life and safety

**Priority II:** Assess critical infrastructure and facilities

**Priority III:** Maintain/restore safe campus operations and educational/research programs.

UHWO will provide strong leadership, quick and efficient response to critical incidents and effective management throughout the critical incident lifecycle. UHWO will ensure it meets this objective through its comprehensive emergency management approach, partnering with local, state, federal, and private sector entities, continued education of the campus community on the EOP, and periodically exercising the EOP.

### **C. Access and Functional Needs Population**

UHWO recognizes that there are individuals on campus at any given time with access and functional needs. These needs are exacerbated during a critical incident. Those individuals within the campus community, including visitors to campus, who may have access and functional needs include:

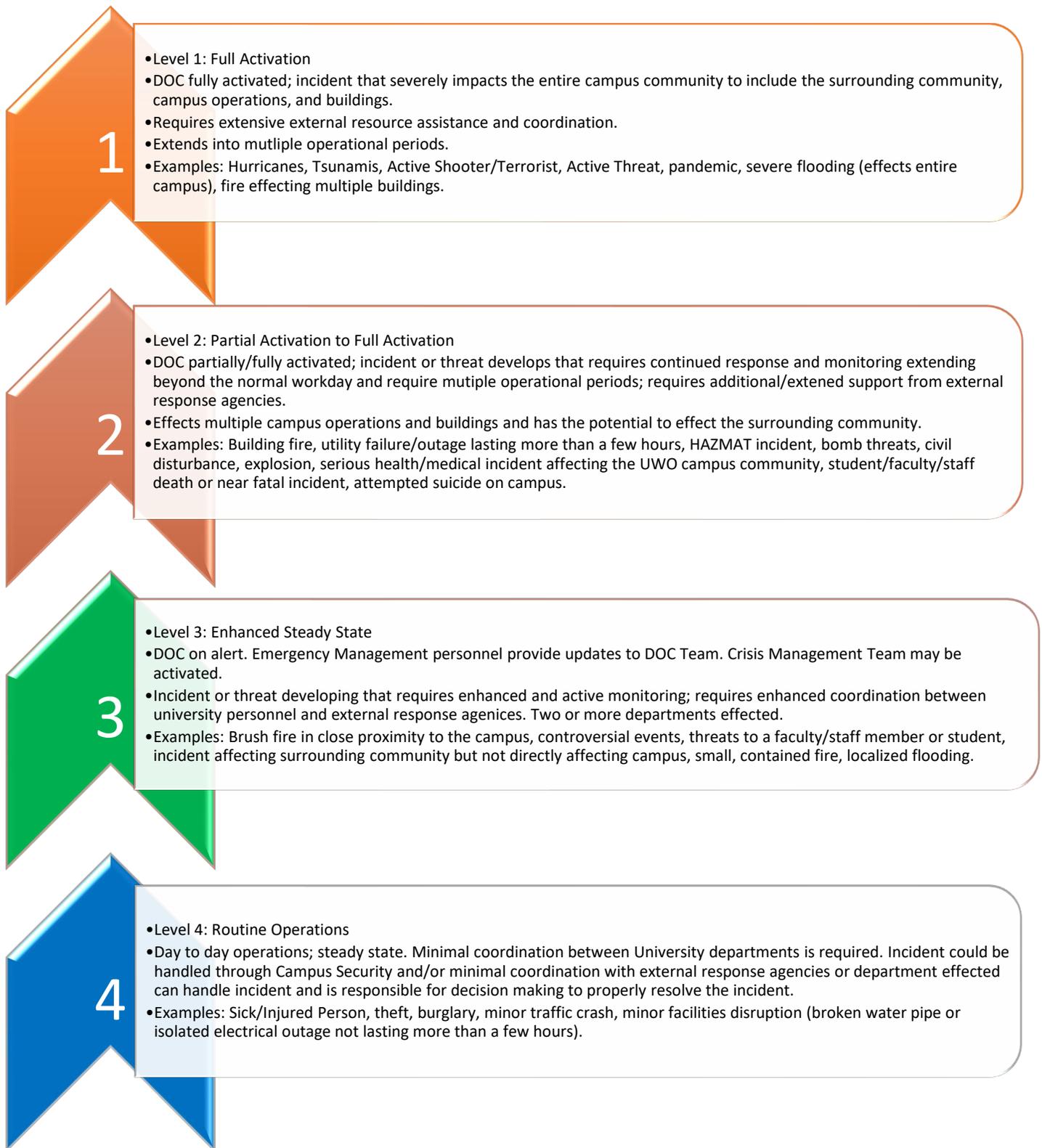
- Individuals with a disability
- Children
- Elderly
- Diverse cultures
- Limited or non-English speaking
- Limited or no transportation means
- Community members with service animals

Comprehensive emergency management is a process by which UHWO can ensure that this population is prepared and considered throughout all phases of emergency management; mitigation, preparedness, response, and recovery.

### **D. Emergency Response Levels and Activation**

In order to remain consistent with our partnering agencies and create a more effective response to critical incidents, UHWO adopts the State of Hawai'i emergency response levels and activation criteria. (Reference Figure 2).

**Figure 2: Emergency Response Levels**



## **E. Plan Activation**

This EOP is activated whenever an incident occurs in which normal operations are or will be severely impacted and immediate attention is required. UHWO's immediate goals and objectives are to:

- Protect life and safety
- Assess critical infrastructure and facilities
- Maintain/restore safe campus operations and educational/research programs
- Follow the standardized principles of the Incident Command System, when appropriate
- Activate and staff the DOC, where appropriate

## **F. Emergency Authority**

Emergency authority rests with the UHWO Chancellor to take all necessary and appropriate actions during a critical incident that effects or has the potential to effect the UHWO campus. Appropriate actions include lockdown, shelter-in-place, or evacuation orders. The Chancellor serves as the head of the Policy Group which may activate in person or virtually for a Level 2 or Level 1 DOC activation.

In the event the Chancellor is absent or unavailable, authority is hereby delegated to the following University personnel in the order listed below:

- Vice Chancellor for Administrative Affairs
- Vice Chancellor for Academic Affairs
- Vice Chancellor for Student Affairs
- Emergency Management Coordinator
- Director of Auxiliary Services
- Campus Security Sergeant
- Environmental Health and Safety Specialist
- Director of Information Technology

## Section III: Organization and Assignment of Responsibilities

UHWO's EOP is based on an organizational structure comprised of several components which include the policy group, emergency operations team (EOT), Crisis Management Team (CMT), Emergency Planning Committee, support groups, and external partners.

### A. Policy Group

UHWO's Policy Group is comprised of selected university executive leadership whose primary role is to provide policy guidance during a critical incident. When activated, UHWO's policy group will discuss the economic, legal, and administrative implications of both the critical incident and the ensuing response in order to determine the best possible approach. The policy group supports the EOT and advises the EOT on policy matters and legal issues.

UHWO's Policy Group is comprised of the following individuals:

- Chancellor
- Vice Chancellor for Administrative Affairs
- Vice Chancellor for Academic Affairs
- Vice Chancellor for Student Affairs
- UH System General Counsel (remote)
- UH System PIO (remote)

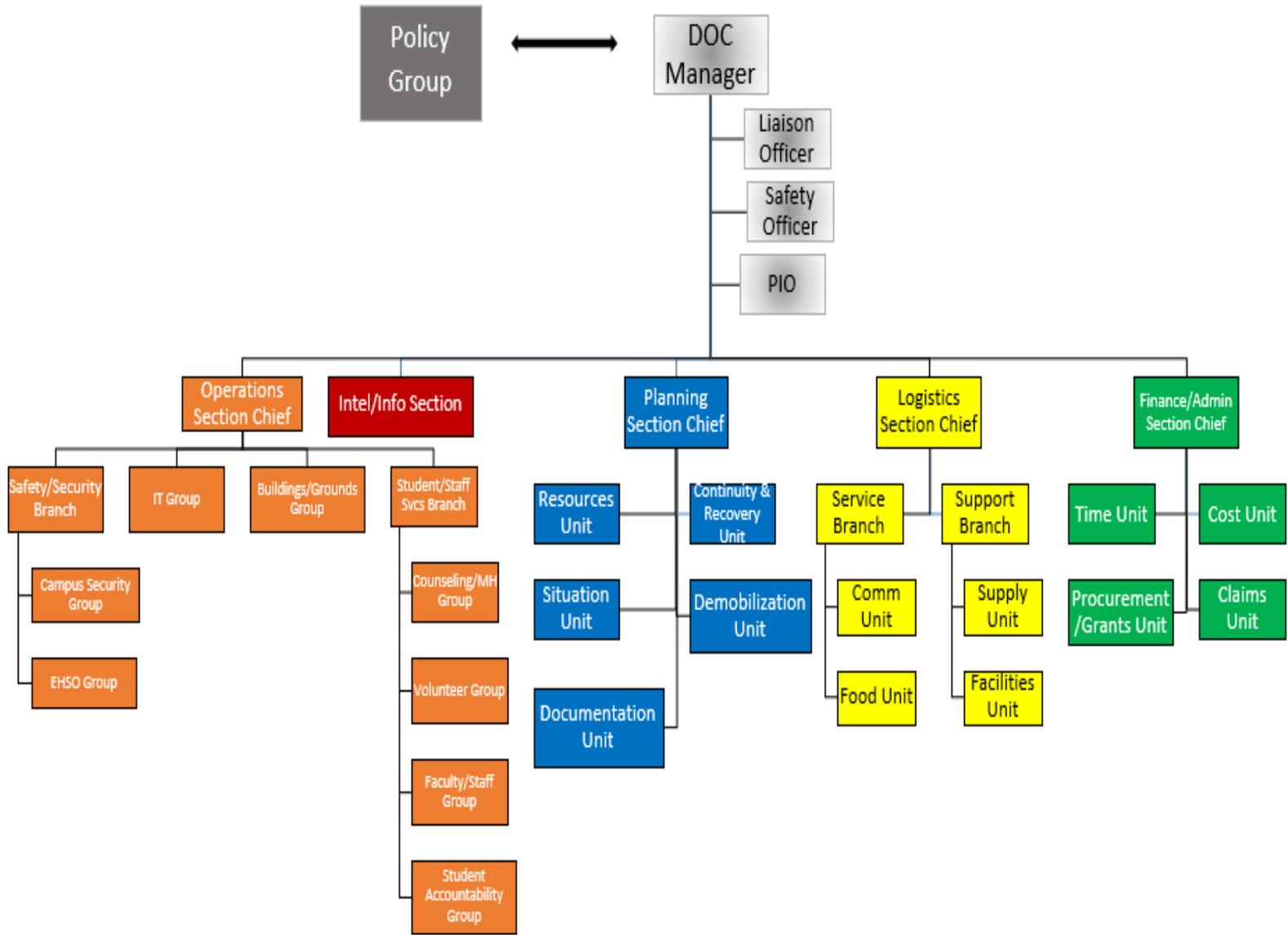
### B. Emergency Operations Team (EOT)

UHWO's EOT will report to and staff the department operations center (DOC) when activated. The EOT is responsible for coordination of response and recovery efforts above the field level. Further, the EOT will prioritize critical and competing resource demands in order to more effectively assist field level operations.

The EOT is led by the Emergency Management Coordinator and the Director of Auxiliary Services. The remaining members of the EOT comprise other command staff and general staff positions within the DOC (reference Figure 3).

It is important to note that not all components of the DOC organizational structure will be, or must be activated. Activation of each component will be dependent on the size, scope, and complexity of the critical incident. Component activation will be decided by the DOC Manager in consultation with the Policy Group.

Figure 3: UH West O’ahu EOT/DOC Organizational Chart



### **C. Crisis Management Team (CMT)**

UHWO's CMT is a critical component of emergency planning and preparedness. It was formed to address potentially volatile and threatening incidents that would adversely affect the campus. The CMT comes together to formulate and execute relevant plans to address the incident effecting the campus.

The CMT is comprised of key university personnel who meet quarterly to discuss and assess any upcoming events and/or emergency planning issues or concerns. The CMT will also be activated on an ad hoc basis when circumstances warrant their attention, i.e. a threatening event or an event that could overwhelm campus resources.

The CMT is comprised of the following campus personnel:

- Chancellor
- Vice Chancellor for Administrative Affairs
- Vice Chancellor for Academic Affairs
- Vice Chancellor for Student Affairs
- Emergency Management Coordinator
- Director of Auxiliary Services
- Campus Security Sergeant
- Environmental Health and Safety Specialist
- Director of Communications
- Director of Human Resources
- Director of Information Technology
- Campus Psychologist

### **D. Emergency Planning Committee (EPC)**

The UHWO's EPC was formed to discuss issues and concerns related to UHWO's emergency preparedness, protection, mitigation, response, and recovery efforts. It is comprised of a small group of campus personnel whose primary roles and responsibilities are related to emergency planning and preparedness. The EPC meets regularly to address any concerns or issues related to emergency management.

The following individuals comprise the EPC:

- Emergency Management Coordinator
- Director of Communications
- Director of Auxiliary Services

- Environmental Health and Safety Specialist
- Campus Security

## **E. Support Groups**

### **1. UHWO Behavioral Intervention Team (BIT)**

UHWO BIT is a vital part of the campus community. It was formed to address issues and concerns with individuals on campus. Depending on the critical incident, the BIT would be activated to serve as a support group offering their unique capability at assessing risks and threats to the campus community.

Members of the UHWO BIT may also be members of the EOT. The following functional areas comprise the UHWO BIT:

- Student Conduct
- Human Resources
- Counseling
- Campus Security
- Academics
- PR
- Information Technology
- Emergency Management

## **F. External Partners**

UHWO maintains coordination and communication with external partners. During a critical incident, UHWO may rely on our external partners for emergency response. External partners will be contacted as necessary during a critical incident.

UHWO's external partners include, but not limited to:

- State of Hawai'i Emergency Management Agency
- City and County of Honolulu Department of Emergency Management
- State of Hawai'i Fusion Center
- Department of Homeland Security – Protective Security Advisors (PSAs)
- Threat Team Oahu
- FBI Campus Liaisons
- Honolulu Police Department (Major Events Division)
- Honolulu Police Department
- Hawai'i State Sheriff's Department
- Honolulu Fire Department

- Hawai'i State Department of Education
- Local Emergency Planning Committee (LEPC)

## Section IV: Direction, Control, and Coordination

Critical incidents that effect UHWO must be managed in an effective and efficient manner. Ensuring that clear direction, control, and coordination are established prior to critical incidents will significantly reduce the impact that these incidents have on the campus community and increase our resilience. Critical incidents at UHWO will be managed through coordinated efforts by Incident Command (IC), the Department Operations Center (DOC), and multiagency coordination.

### A. Incident Command

When an incident occurs on campus, an incident command post (ICP) will be established. The Incident Command Post (ICP) will be located near the critical incident, taking into account the safety and security of responding personnel. UHWO emergency responders will follow the standardized principles of the Incident Command System (ICS). Personnel will be assigned, as needed, to the various ICS functions to include the following:

- Command Staff (Incident Commander, Safety Officer, Liaison Officer, and Public Information Officer)
- General Staff (Operations Section, Planning Section, Logistics Section, Intelligence/Investigation Section, and Finance/Administration Section)
- Branches and/or Units under the General Staff Sections

The incident will be managed from the ICP. All operations will be directed and controlled from the ICP in accordance with the established incident command system. The following are some of the responsibilities of the ICP:

- Manage, direct, and control on-scene operations of the critical incident
- Assigns Command and General Staff positions as deemed appropriate
- Maintains communication with the UHWO DOC and provides incident updates
- Maintains tactical and operational control of resources

It is important to recognize that UHWO emergency responders may set up the initial IC but due to the campus's non-sworn status, transfer of command to local law enforcement may be required. In this instance, a campus representative will remain at the IC and become part of the Unified Command (see C. Multiagency Coordination).

### B. UHWO Department Operations Center (DOC)

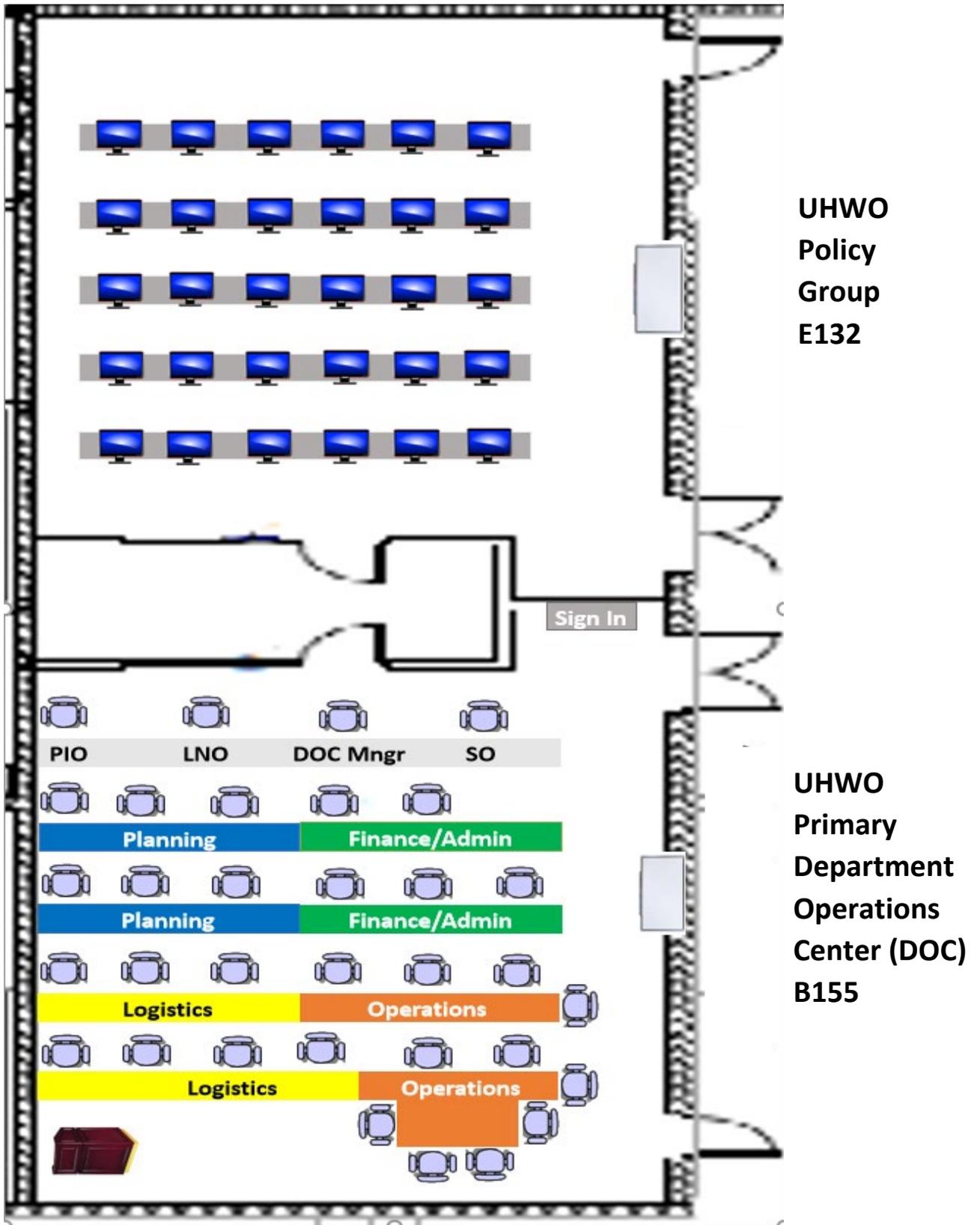
When a critical incident occurs and overwhelms the capabilities of the incident command post, or increases in size and complexity, the UHWO DOC will be activated. Activation of the DOC can be made by a request of the UHWO Chancellor, Vice Chancellor for Administrative Affairs, Vice Chancellor for Academic Affairs, Vice Chancellor for Student Affairs, Incident

Commander, Emergency Management Coordinator, the Director of Auxiliary Services, or Campus Security.

The UHWO DOC is a physical location used as a centralized location to coordinate information and resources during a critical incident. Upon activation of the DOC, the EOT will assemble at the DOC.

The primary location of the UHWO DOC is located in B155 (Library, exterior access) and E132 (Lab Building) (reference Figure 4).

Figure 4: UHWO Primary DOC



## Section V: Information Collection, Analysis, and Dissemination

### A. Information/Intelligence Collection and Analysis

Information collection and analysis before, during, and after a critical incident plays a vital role in the successful implementation of response and recovery actions. Information collected can provide critical details which will guide our institution's decisions and actions before, during, and after a critical incident.

Information/Intelligence is available from an array of sources such as local law enforcement, other emergency response agencies, stakeholders and support groups, media outlets, and other local, state, and federal subject matter experts.

The following are examples of the types of intelligence information most likely to be used by UHWO:

- Crime reports
- Student of Concern
- Employee of Concern
- Security threats
- Weather reports
- Public health information, announcement, or warnings

### B. Dissemination

After collection, intelligence information must be analyzed and passed to the appropriate university personnel such as the EOT and policy group as well as external stakeholders. Dissemination of this information occurs through communications and other briefings, which is then utilized to prepare for, respond to, and recover from critical incidents.

Depending on the type or potentially sensitive nature of the intelligence/information collected, extreme caution shall be taken when determining which internal and external entities it will be shared with.

## Section VI: Communications

### A. Primary Communications Capabilities

#### 1. UH Alert

UHWO is part of the UH Alert emergency notification system. When a critical incident occurs on campus, UHWO communications department will issue a UH Alert providing guidance and instructions to the campus community (who have opted-in to UH Alert) on how to respond during the incident. Procedures for emergency notification are outlined in the Communications and Emergency Notification Annex (currently IN PROGRESS). UHWO employs a variety of methods to communicate to the campus community such as Twitter, Facebook, and the website.

UHWO emergency notifications are consistent with policies found in the Higher Education Opportunity Act of 2008, the federal Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act).

#### 2. Campus Radios

Campus Security utilizes Kenwood radios. Other UHWO departments and personnel, such as Grounds, Custodial, Library staff, Information Technology, Environmental Health and Safety, and Special Events, utilize the same type of radios as Campus Security. In the event of a critical incident, Campus Security has the capability to go “all channels” to broadcast a message.

### B. External Communications

UHWO does not have interoperable capability with external response agencies. In the event of a critical incident, if a unified command were established, a representative from UHWO campus will become part of the unified command and be able to provide vital information to the UHWO DOC, utilizing campus radios, requesting radios from HPD, or through conventional telecommunications methods.

## Section VII: Administration, Finance, and Logistics

### A. Administration

#### 1. Documentation

UHWO will document the response to and recovery from any critical incident that occurs on campus. Accurate documentation is an essential component of emergency operations and is the responsibility of the EOT. Documentation is essential for creating historical records, developing mitigation strategies, cost recovery, and addressing insurance needs.

Documentation will consist of, but not limited to, on-scene response and recovery actions, resource tracking, expenditure logs, activity logs, and EOT actions within the DOC using standardized forms, WebEOC, or other appropriate means.

#### 2. After Action Report (AAR)

Once the critical incident has been resolved, it will be the responsibility of the Emergency Management Coordinator to complete an after action report (AAR). AARs are completed by utilizing the information contained in the incident documentation, and the information gathered during the incident debrief. AARs are required in order to review actions taken, highlight strengths, improve UHWO's operational readiness, identify organizational shortcomings, and capability gaps.

Included in the after action reports:

- Strengths and weaknesses of the incident response and recovery
- Identified gaps in UHWO capabilities
- Recommendations on how to address identified gaps
- Proposed policy, plan and/or procedural changes
- Proposed mitigation strategies
- Improvement plan with corrective actions

Original, signed AARs will be retained in the Emergency Management Office and copies will be provided to key university personnel, such as the Policy Group.

### B. Finance

#### 1. Incident Costs

A critical incident can incur extraordinary costs and overwhelm UHWO's fiscal condition. The UHWO Business Office is responsible for collecting, analyzing, and reporting the

costs associated with response operations and with damages incurred during the incident.

The State of Hawai'i, through the Department of Accounting and General Services (DAGS), administers the State Risk Management Revolving Fund. This fund provides coverage for loss of, or damage to State property during fires, theft, or other casualties (Administrative Procedure A8.400 Risk Management). As such, proper documentation and expenditure accountability are required when filing insurance claims and seeking State or Federal assistance.

## 2. Emergency Procurement

Fiscal administrators abide by the Administrative Procedure A8.260 Emergency Procurement. This procedure provides guidance and allows for procurement of goods and services during critical incidents.

## 3. Employee Hours

Human resources is responsible for collecting and recording time (regular and overtime) for all personnel working on incident activities. In the field or in the UHWO DOC, all time worked in preparation for, and in response to, a critical incident needs to be documented.

## 4. Record Retention

For record retention, the UHWO Business Office abides by the University Administrative Procedures section A8.450 which aligns with the State of Hawai'i Department of Accounting and General Services (DAGS) requirements. Hard copy documents are also maintained.

## **C. Logistics**

Due to its current state, UHWO relies heavily on external response agencies and their capabilities to manage a critical incident. In the event an individual on the UHWO campus contacts 911, the appropriate agency or agencies will respond, such as the Honolulu Police Department, Honolulu Fire Department, or Emergency Medical Services. If an individual contacts Campus Security, Campus Security will contact 911 if deemed necessary.

For internal UHWO logistics:

### 1. Resource Coordination and Management

In the event of a critical incident, supplies and equipment will be provided from current campus inventories. Departments across the university have the responsibility for managing, coordinating, and allocating their current resources during a critical incident.

Part of this responsibility is maintaining accurate logs of current resource capabilities, which resources will be needed during and after the critical incident, tracking the deployed resources, and where resources can be obtained.

## 2. Donations and Volunteer Management

There may be occasions where spontaneous volunteers and donations arrive on campus during a critical incident. The Volunteer Group under the Student/Staff Services Branch in Operations will be responsible for donations and volunteer management.

The Logistics Management and Resource Support Annex provides further information on resource coordination and management (Currently under revision and in draft form).

## Section VIII: Plan Development and Maintenance

The Emergency Management Coordinator will lead the development, coordination, and revision of the UHWO EOP.

### A. Plan Development

The following positions are required to participate in plan development and maintenance activities as part of the planning team:

- Chancellor
- Vice Chancellors
- Emergency Management Coordinator
- Director of Auxiliary Services
- Director of Communications
- Campus Security
- Environmental Health and Safety Specialist

Other university personnel may be invited to serve on the planning committee as required in addition to those positions listed above.

### B. Plan Maintenance

The UHWO EOP is designed to be continually updated and revised as needed to reflect the current structure and operations of the campus. The completion of trainings, exercises, after action reports, development of improvement plans, implementation or activation of this plan can all be factors in determining the need for changes or enhancements to this EOP. It is the responsibility of the Emergency Management Coordinator to ensure that maintenance of the EOP is taking place. Changes to the UHWO EOP will be documented on the Record of Changes on page V.

Additional plan maintenance responsibilities include:

- Maintaining a plan review and revision schedule
- Reviewing all plan components and proposed changes for consistency
- Obtaining approvals for changes from the appropriate approving authority
- Ensuring notifications of approved changes are made and disseminated
- Maintaining an accurate record of changes

### C. Plan Updates

A plan update is the inspection of a plan to identify and make minor revisions without the need for input from the larger stakeholder group or an extended review process.

Plan updates are coordinated and conducted annually by the Emergency Management Coordinator and may include input from each of the command and general staff section positions. Plan updates can also be made prior to the annual review of the EOP depending on the needed change or update.

Plan updates may involve the following:

- Administrative changes, such as position title changes, personnel changes, which does not impact the plan or change the responsibilities for actions within the plan.
- Addressing changes in departmental or university policies, procedures, or directives relevant to emergency planning and response, and ensuring those changes have not resulted in inconsistencies or conflicts within the UHWO EOP.
- Incorporation of lessons learned from exercises or actual events.
- In the event the plan review finds a significant policy conflict or changes to the operational environment has made the plan obsolete, a more detailed revision of the plan may be required.

Any update to the plan will be documented on the Record of Changes on page V. The Emergency Management Coordinator is authorized to make edits and enhancements to the UHWO EOP as needed.

#### **D. Plan Revisions**

A revision is a thorough and systematic examination of a plan to determine the degree to which stated policies and procedures need to be re-written.

The revision process attempts to:

- Ensure risk and vulnerability analysis, planning assumptions and situation reflect current realities.
- Address relevant changes in federal or state laws, university policies, procedures, or directives, and/or changes to structures, capabilities or other emergency management standards or best practices.
- Incorporate substantive lessons learned from exercises, incident analysis or program evaluations.

Input from stakeholders will be sought as part of the revision process. A typical revision process includes preplanning and review meetings with stakeholder groups.

Plan revisions are approved and promulgated by the UHWO Chancellor.

Major changes or full updates to the plan will be sent to the Director of Auxiliary Services, Director of Communications, Campus Security, and Environmental Health and Safety Specialist for review and concurrence prior to submitting the final revision of the plan to the UHWO Chancellor.

#### **E. Plan Distribution and Availability**

The current UHWO EOP and associated annexes will be maintained in the emergency management office and posted on the UHWO website for public access. The UHWO EOP will also be made available to our external partners which will be documented on the Distribution List on page IV.

## Section IX: Training and Exercises

### A. Training and Exercising the Plan

UHWO will conduct periodic training and exercising of its EOP consistent with the requirements of the Homeland Security Exercise and Evaluation Program (HSEEP). The Emergency Management Coordinator will lead the UHWO training and exercise program for the campus.

Training and exercises at UHWO will consist of the following:

Discussion Based Exercises	Operations Based Exercises
Seminars	Drills
Tabletops	Full Scale

After the conclusion of the training and/or exercise, a debrief/hot wash will be conducted in which comments will be captured to be used in the After Action Report. The Emergency Management Coordinator will complete an AAR for every exercise conducted at UHWO.

### B. Training University Personnel

In order to maintain compliance with NIMS, key university personnel must be trained in specific courses. It will be the responsibility of the identified university personnel to ensure that they are adequately trained in the incident command structure, the national incident management system, and position specific roles and responsibilities. University personnel will be assigned to either Training Level I, Level II, or Level III, depending on their functional area and level of responsibility during a critical incident:

- 1. Executive Leaders/Policy Group (Training Level III)** – University personnel responsible for making financial, administrative, and managerial decisions supporting the campus’s emergency management program; have high-level responsibilities before and after a critical incident.
  - Chancellor
  - Vice Chancellor for Administration
  - Vice Chancellor for Academic Affairs
  - Vice Chancellor for Student Affairs
- 2. General Personnel (Training Level III)** – University personnel with any role in emergency preparedness, incident management, or response.
  - Emergency Operations Team members
  - Psychologist, Counselors

- Behavioral Intervention Team members
- Campus Security
- Administrators
- Faculty
- Auxiliary Services personnel
- Buildings and Grounds personnel
- Information Technology Specialists
- Human Resources personnel

**3. Command Staff (Training Level II)** – University personnel assigned to lead any key campus emergency management effort; have specific roles within the ICS and DOC structure.

- Public Information Office
- Safety Officer
- Liaison Officer
- Any university personnel who have a designated role/position within the operations section, planning section, logistics section, finance/administration, or intelligence/information section of the ICS or DOC structure.

**4. Incident Managers (Training Level I)** – University personnel who have a leadership role in command; personnel who are typically obligated to command and manage incidents that occur on campus in the absence of traditional incident response personnel (local law enforcement or fire); personnel who would likely be integrated into an advanced ICS role (i.e. unified command).

- Campus Security Sergeant
- Director of Auxiliary Services
- Director of Communications
- Emergency Management Coordinator

Courses	Level I	Level II	Level III
ICS 100.HE	X	X	X
ICS 200	X	X	
ICS 300	X		
ICS 400	X		
ICS 700	X	X	X
ICS 800	X	X	

Additional recommended courses that are not required for compliance with NIMS, but would be beneficial to those assigned roles within the EOT are listed in the table below:  
*(Command Staff – Safety Officer, Liaison Officer, PIO)(General Staff – Operations, Logistics, Planning, and Finance/Administration)*

Courses	Positions					
	EOC Manager	Command Staff	PIO	General Staff	Policy Group	Campus Security
L0363 Multi Hazard Emergency Mgmt for Higher Education	X	X	X	X	X	X
MGT 318 Public Information in an All-Hazards Incident	X		X		X	
MGT 346 EOC Operations and Planning for All Hazards	X	X	X	X	X	X
IS 5.a An Introduction to Hazardous Materials						X
IS 15.b Special Events Contingency Planning, Training for Public Safety Agencies	X					X
IS 29 Public Information Officer Awareness			X			
IS 42 Social Media in Emergency Management	X		X			X
IS 201 Forms Used for the Development of the Incident Action Plan	X	X	X	X		X
IS 235.c Emergency Planning	X					
IS 360 Preparing for Mass Casualty Incidents	X					X
IS 702.a NIMS Public Information Systems	X		X			
IS 775 EOC Management and Operations	X				X	
IS 907 Active Shooter: What You Can Do	X	X	X	X	X	X
IS 908 Emergency Management for Senior Officials					X	

**Note:** Other independent study (IS) courses can be found at <https://training.fema.gov/is/>  
If there are questions regarding available trainings, university personnel can contact the UHWO Emergency Management Coordinator.

## Section X: Authorities and References

### A. Authorities

The UHWO EOP is developed and implemented under the authority of the President of the University of Hawai'i, the UHWO Chancellor, and UH Executive Policy E2.203: Emergency Management.

This EOP further aligns with and adheres to:

- The National Preparedness Goal
- Homeland Security Presidential Policy Directive 5 (PPD 5): Management of Domestic Incidents
- Homeland Security Presidential Policy Directive 8 (PPD 8): National Preparedness
- The Disaster Mitigation Act of 2000
- American Disabilities Act (ADA) of 1990
- Jeanne Clery Act

### B. References

- FEMA: Comprehensive Preparedness Guide (CPG) 101 Version 2
- FEMA: Guide for Developing High Quality Emergency Operations Plans for Institutions of Higher Education
- National Preparedness Goal 2<sup>nd</sup> Edition (2015)
- National Response Framework
- National Incident Management System
- State of Hawai'i Emergency Operations Plan
- City and County of Honolulu Emergency Operations plan
- University of Hawai'i System Emergency Management Plan

## Section XI: Glossary and Acronyms

### A. Glossary

**Active Shooter:** Individual(s) actively engaging in a random or systematic attack equipped with firearms. The individual(s) demonstrate a specific intent to inflict serious bodily injury or death with firearms or in combination with any other deadly weapon (i.e., knife, club, bow and arrow, explosives, etc.). Generally, there is no pattern or method to their selection of victims.

**Active Threat:** Any on-going act of violence which threatens the life and safety of a population and/or results in mass casualties/fatalities. Perpetrator(s) use firearms, knives, clubs, pipe bombs, improvised explosive device(s), vehicle(s), or other associated deadly weapon with the intent to cause serious bodily injury or death of an individual, group, or population.

**After Action Report (AAR):** Report documenting the timeline of an incident, strengths and weaknesses of actions taken during an incident and a capabilities assessment which addresses observed gaps. This report may also include an improvement plan (exercises). AARs should be completed for critical incidents, events, and exercises.

**All Hazards:** A threat or an incident, natural or manmade, that warrants action to protect life, property, the environment, and public health or safety, and to minimize disruptions of government, social, or economic activities. It includes natural disasters, cyber incidents, industrial accidents, pandemics, acts of terrorism, sabotage, and destructive criminal activity targeting critical infrastructure. This also includes the effects climate change has on the threats and hazards. (*National Preparedness Goal, September 2015*)

**Behavioral Intervention Team (BIT):** Consists of cross-campus representatives in the areas of Student Affairs (Mental Health Services/Clinical Psychologist), Administrative Affairs (Environmental, Health, and Safety; Campus Security; and Human Resources), and Communications, who meet regularly to discuss, create, and execute proactive strategies to support students who may display or experience behavioral concerns.

**Biological Weapon:** Infectious agents or toxins which are pathogenic to man, animal, or plants. These may include numerous naturally occurring viruses, bacteria, or genetically engineered organisms.

**Branch:** The organizational level of ICS having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and

units in the Logistics Section. Branches are identified by Roman numerals or by functional area.

**Building Emergency Plan:** A plan developed for a specific building on campus. Plan that addresses special requirements vital to a particular building's preparedness and mitigation efforts, as well as response actions. Further, it provides a detailed description of a building's capabilities, departments within, and contact information.

**Civil Disturbance:** An unlawful assembly that constitutes a breach of the peace or any assembly of persons where there is imminent danger of collective violence, destruction of property or other unlawful acts.

**Command Staff:** Part of the Incident Command System (ICS). Positions include the Safety Officer, Liaison Officer, and the Public Information Officer. These positions report directly to the Incident Commander (on-scene operations), or the EOC Manager (EOC operations).

**Continuity of Operations Plan (COOP):** A plan that addresses the continuity of critical business functions during operational disruptions and plans for restoration of normal operations.

**Crisis Management Team (CMT):** Comprised of key university personnel who meet quarterly to discuss and assess any upcoming events and/or emergency planning issues or concerns. Formed to address potentially volatile and threatening incidents that would adversely affect the campus. The CMT comes together to formulate and execute relevant plans to address the incident effecting the campus.

**Critical Incident:** An unusual, distressing and/or traumatic event which disrupts normal operations, evokes feelings of intense fear, anxiety and/or helplessness, and causes a great deal of inconvenience, damage, and or loss of life; has the potential to quickly overwhelm local response capabilities and requires immediate action ( i.e. Hurricanes, tsunamis, floods, active shooter/threat, explosion, fire, HAZMAT incident, utility failure).

**Department Operations Center (DOC):** A physical location on campus from which centralized management of the UHWO campus's emergency response is conducted. It is a pre-designated location on campus where members of the Campus Emergency Operations Team will meet during its activation.

**Department Operations Center Manager:** An individual assigned by the UHWO Executive Policy Group/Executive Management Team to serve as the single highest authority in the DOC during times of operation. Responsible for the operational readiness of the DOC,

staffing of the DOC, approving DOC documentation, displaying objectives in DOC and recommending resource priorities.

**Disaster:** An event (natural, human-caused, or technological) that may cause loss of life, human suffering, property damage, and severe economic and social disruption. May require response by all levels of government (federal, state, and local), industries, and volunteers to save lives and protect property.

**Emergency Evacuation:** The immediate and rapid movement of individuals away from the threat of or on-going critical incident. Examples include a single building evacuation, multiple building evacuations to campus wide evacuation. UHWO's evacuation plan can be found in UHWO's Emergency and Safety Procedures Guide.

**Emergency Operations Team (EOT):** A group of campus representatives who coordinate and provide recommendations regarding emergency operations/management policies and practices. The Emergency Operations Team convenes at the Department Operations Center, depending on the emergency response level designation. May also be referred to as the Emergency Management Team in other publications.

**Emergency Operations Center (EOC):** A central command and control facility designed to support emergency response and business continuity. Area from which key campus officials can gather information, make decisions and direct and coordinate response and recovery efforts. The University of Hawai'i System EOC is located on the Manoa campus.

**Emergency Operations Plan (EOP):** A comprehensive, all-hazards functional plan that describes UHWO's emergency organization and the means of coordination with other entities. It assigns functional responsibilities and details tasks to be carried out as accurately as permitted by the situation. The plan shall be modeled on the concepts and processes of the National Incident Management System (NIMS).

**Emergency Operations Center Manager:** An individual assigned by the UHWO Executive Policy Group/Executive Management Team to serve as the single highest authority in the EOC during times of operation. Responsible for the operational readiness of the EOC, staffing of the EOC, approving EOC documentation, displaying objectives in EOC and recommending resource priorities.

**Emergency Planning Committee:** A group of campus individuals (Director of Auxiliary Services, Campus Security, Emergency Management Coordinator, Director of Communications, and Environmental Health and Safety Specialist), who meet regularly to discuss issues and concerns related to UHWO's emergency preparedness, protection, mitigation, response, and recovery efforts.

**Emergency Procurement:** The need for the immediate purchase of materials, services or construction that cannot be met through normal procurement methods, the lack of which seriously threaten public health or safety, the preservation of property or the functioning of the organization.

**Emergency Response Levels (ERL):** Levels which define the appropriate degree of emergency response and EOP activation during an incident effecting UHWO.

**Executive Policy Group:** The UHWO Executive Policy Group (Chancellor, Vice Chancellor of Administration, Vice Chancellor of Student Affairs, Vice Chancellor of Academic Affairs, and UH System General Counsel) provides policy guidance on priorities and objectives based on situational needs and the Emergency Operations Plan but do not assume a command role over the on-scene incident operation. By virtue of their positions, these individuals have the authority to make decisions, commit resources, obligate funds, and command the resources necessary to protect the students, faculty, staff, and facilities.

**Exercise:** A planned event that is developed for the purpose of assessing a group's capabilities in preparation for, protection from, response to, mitigation of, and/or recovery from a scenario based on a realistic incident. The exercise provides a platform for intra-agency and/or interagency collaboration and coordination to demonstrate training and exercise plans in a risk-free environment.

**Finance/Administration Section:** Part of the incident command general staff. Responsible for time keeping, cost analysis, documentation for reimbursement, and other financial management issues associated with the incident.

**General Staff:** Part of the Incident Command System (ICS). Positions include the Operations Section, Planning Section, Logistics Section, Administration/Finance Section, and Intelligence/Information Section. These sections have functional responsibilities and report directly to the incident commander. The designated individual in charge of each section is called a Chief.

**Group:** Modular level within the incident command structure which describes a functional area of operation. Groups are assigned within the Operations Section. The individual in charge of a group is designated as a Supervisor. Examples, for purposes of this EOP, include Counseling/Mental Health Group, Volunteer Group, Faculty/Staff Group, and Student Accountability Group.

**Hazardous Materials:** Substances or materials that, because of their chemical, physical, or biological nature, pose a potential risk to life, health, or property if they are released.

Explosive substances, flammable or combustible substances, poison, and radioactive materials are all classified as hazardous materials.

**Homeland Security Exercise and Evaluation Program (HSEEP):** A capabilities and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises.

**Incident Action Plan (IAP):** Oral or written plan which outlines the objectives and strategies that will be employed to effectively manage an incident during a specified timeframe or operational period.

**Incident Command Post (ICP):** The physical location of tactical-level, on-scene operations. It is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations.

**Incident Command System (ICS):** A standardized, on-scene management construct designed to efficiently and effectively manage incidents through adoption of a modular organizational structure which allows for flexibility depending on the size, complexity, and scope of an incident. The incident command system includes personnel, facilities, resources, equipment, policies and procedures, and communications operating under a coordinated and integrated organizational structure.

**Incident Commander (IC):** The Incident Commander has overall responsibility for on-scene incident management through the development of objectives, strategies and tactics, and has the authority to order and release resources. The Incident Commander is the only position that is always staffed in Incident Command System (ICS) applications. Depending on the size and scope of the incident, the Incident Commander will assume the role of the Command and General Staff positions until he/she deems appropriate to delegate the various functions. In addition to incident management, he/she must keep the EOC informed and up to date on all important matters pertaining to the incident.

**Intelligence/Information Section:** Part of the incident command general staff. Responsible for collecting, analyzing and disseminating intelligence or information provided to the incident command or EOC during an incident. Serves as a conduit to provide vital information and support life safety operations, including the safety and security of all response personnel. Depending on the incident, this section may not be activated.

**Joint Information Center (JIC):** A central location that facilitates operation of the Joint Information System. It is a location where personnel with public information responsibilities perform critical emergency information functions and crisis communications. If possible, it

is advised to have location(s) identified that could be used as a JIC before an incident occurs; ideally, in close proximity to the EOC/DOC. It is important that these locations meet the working needs of the PIO function and allow easy access for the media. Once a JIC has been identified, it is recommended to have appropriate equipment and other resources available and operational. The Director of Communications/Public Information Officer should develop standard operating procedures on the actual use of the JIC and the equipment and staff that may be needed.

**Joint Information System (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Command; advising the Incident Commander concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the incident response effort.

**Lockdown:** Procedure put into effect to minimize accessibility to campus facilities, offices, and classrooms for the purpose of mitigating injury and/or danger to students, faculty, staff, and visitors.

**Logistics Section:** Part of the incident command general staff. Responsible for acquiring and deploying requested resources, setting up and maintaining incident facilities, providing support and services to incident personnel such as food, water, transportation, and medical services.

**Mass Casualty Incident (MCI):** Incident which overwhelms local first responder capabilities and resources, and culminates in the death and/or serious bodily injury of a large mass of individuals.

**Mitigation:** Any combination of activities and efforts in support of reducing loss of life and property by lessening the impact of critical incidents on a population and enhancing the resiliency of that population. Mitigation efforts may include proper maintenance and/or improvement of critical infrastructure, improvements to physical security, acquiring additional resources such as equipment or personnel.

**National Incident Management System (NIMS):** A comprehensive incident response system developed by Homeland Security. NIMS provides a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats

and hazards in order to reduce loss of life, property and harm to the environment. Mandated by Homeland Security Presidential Directive-5.

**National Preparedness Goal (NPG):** Defines what it means for the whole community to be prepared for all types of disasters and emergencies: “A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.”

**National Response Framework (NRF):** A guide to how the Nation conducts all hazards incident management intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

**Operational Period:** A designated timeframe for executing a specific set of operation actions, as specified in the incident action plan. Operational periods can be varied in length, but usually not more than 24 hours.

**Operations Section:** Part of the incident command general staff. Is responsible for all tactical level response operations during an incident.

**Planning Section:** Part of the incident command general staff. Is responsible for maintaining, collecting, evaluating and disseminating operational information related to the incident, developing the incident action plan, resource tracking, and developing the demobilization plan.

**Preparedness:** Actions taken in advance of a critical incident to develop operational capabilities and facilitate an effective response in the event a critical incident occurs. Preparedness measures include but are not limited to: continuity of operations plans, emergency alert systems, emergency communications, emergency operations centers, emergency operations plans, exercise of plans, mutual aid agreements, resource management, and training university personnel.

**Prevention:** The capabilities necessary to avoid, deter, or stop a threat or act of terrorism. As defined by President’s Policy Directive/PPD-8: National Preparedness, the term “prevention” refers to preventing imminent threats.

**Protection:** The capabilities necessary to secure the homeland/campus against acts of terrorism and human-caused or natural disasters.

**Public Information Officer (PIO):** A member of the command staff responsible for interfacing with the public and media during a critical incident. Provides incident-related information.

**Recovery:** The capabilities necessary to assist the UHWO community to recover from a critical incident effectively. Includes efforts utilized to return the campus community to normal, pre-incident conditions.

**Resilience:** The ability to adapt to changing conditions and withstand and rapidly recover from disruption due to critical incidents (*National Preparedness Goal, September 2015*).

**Resources:** A term used to define personnel, equipment, facilities, and supplies available for assignment to incident operations.

**Response:** Capabilities necessary to respond quickly and effectively to save lives, protect property and the environment, and meet basic human needs in the aftermath of a critical incident.

**Risk Assessment:** A product or process that collects information and assigns a value to risks for the purpose of informing priorities, developing or comparing courses of action, and informing decision making (*National Preparedness Goal, September 2015*).

**Section:** ICS organizational level with responsibility for a major functional area, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established).

**Shelter-in-place:** Process employed by UHWO to ensure immediate and rapid securing of faculty, students, staff, and visitors during a critical incident. Depending on the incident, the campus community will be instructed to seek shelter and remain in that location until advised that the affected area is safe.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

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

**Suspicious Package:** Any package, object or device that has indications of containing an explosive device.

**Terrorism:** Any activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, or influence or affect the policy or conduct of a government by mass destruction, assassination, or kidnapping (*Homeland Security Act of 2002*).

**Threat and Hazard Identification and Risk Assessment (THIRA):** A tool completed annually by the UHWO emergency planning committee that allows the campus 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 (UC):** A single incident command structure that utilizes a multi-jurisdictional or multi-agency approach. The need for a Unified Command occurs when an incident affects the statutory responsibility of more than one agency or jurisdiction. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Utility Failure:** A loss of an essential utility such as power, water, natural gas, or heat that has the potential to create a significant impact on university operations.

**Vulnerability:** Susceptibility of life, property, or the environment to damage in the event of a critical incident.

**Warning:** Announcement that threatening conditions (thunderstorm high winds, tornado, flooding, dam or levee failure) are occurring or are imminent, and are expected to have a harmful effect upon the area alerted. Persons within the area must take immediate steps to protect themselves.

**Watch:** Severe weather or flash flood Watch means that conditions are such that a storm or flood of significant magnitude is likely to occur. Persons within the area alerted should take precautionary steps.

**Weapons of Mass Destructions (WMD):** Any destructive device defined as explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than four ounces, or missiles having an explosive or incendiary charge of more than one quarter ounce. Designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemical or their precursors; weapon

involving a biological agent or toxin; weapon designed to release radioactive material or radiation at levels dangerous to human life (*Title 18 U.S.C. § 2332a*).

**WebEOC:** Web-based crisis management system designed to aid organizations in incident management. Supports organizations in emergency response by providing a platform to send and receive information and track incident progress.

**UH System Definitions** (adopted from EP 2.203: Emergency Management)

**Emergency Communicator:** The designated campus or System public information officer with overall responsibility for communication from the campus or System, including internal messages to faculty, staff, students, etc., media and external communication.

**Emergency Coordinator:** The designated person with responsibility for campus or System-wide emergency management activities.

**Emergency Management Program:** A management framework for responding to and recovering from emergencies that may threaten the health and safety of the campus community or disrupt its programs and operations.

**Emergency Worker:** All state and county officials, officers, and employees are considered emergency workers and shall perform functions as determined by their respective state or county department director during emergencies or disasters.

**System-level Emergency:** An emergency involving more than one campus or that has the potential to impact more than one campus, including but not limited to: natural disaster, cyber-attack, pandemic, widespread power failure, ongoing threat of violence.

## B. Acronyms

<b>AAR</b>	After action report
<b>ADA</b>	American Disabilities Act
<b>BEP</b>	Building Emergency Plan
<b>BIT</b>	Behavioral Intervention Team
<b>CMT</b>	Crisis Management Team
<b>COOP</b>	Continuity of Operations Plan
<b>DAGS</b>	Department of Accounting and General Services
<b>DEM</b>	Department of Emergency Management (City & County of Honolulu)
<b>DHS</b>	Department of Homeland Security
<b>DOC</b>	Department Operations Center
<b>EAA</b>	Evacuation Assembly Area

<b>EHSO</b>	Environmental Health and Safety Office
<b>EM</b>	Emergency Management
<b>EOC</b>	Emergency Operations Center
<b>EOP</b>	Emergency Operations Plan
<b>EOT</b>	Emergency Operations Team
<b>EPC</b>	Emergency Planning Committee
<b>ERL</b>	Emergency Response Level
<b>FBI</b>	Federal Bureau of Investigations
<b>FEMA</b>	Federal Emergency Management Agency
<b>HAZMAT</b>	Hazardous Materials
<b>HFD</b>	Honolulu Fire Department
<b>HI-EMA</b>	Hawaii Emergency Management Agency
<b>HPD</b>	Honolulu Police Department
<b>HSEEP</b>	Homeland Security Exercise and Evaluation Program
<b>HSFC</b>	Hawaii State Fusion Center
<b>HSPD</b>	Homeland Security Presidential Directive
<b>IAP</b>	Incident Action Plan
<b>IC</b>	Incident Commander
<b>ICP</b>	Incident Command Post
<b>ICS</b>	Incident Command System
<b>JIC</b>	Joint Information Center
<b>JIS</b>	Joint Information System
<b>LEPC</b>	Local Emergency Planning Committee
<b>LNO</b>	Liaison Officer
<b>MCI</b>	Mass Casualty Incident
<b>MOU</b>	Memorandum of Understanding
<b>NFPA</b>	National Fire Protection Agency
<b>NIMS</b>	National Incident Management System
<b>NOAA</b>	National Oceanic & Atmospheric Administration
<b>NPG</b>	National Preparedness Goal
<b>NRF</b>	National Response Framework
<b>PIO</b>	Public Information Officer
<b>PPD</b>	Presidential Policy Directive
<b>THIRA</b>	Threat and Hazard Identification and Risk Assessment
<b>UC</b>	Unified Command
<b>UHWO</b>	University of Hawai'i West Oahu
<b>U.S.C.</b>	United States Code
<b>WMD</b>	Weapons of Mass Destruction

**Human Caused Incident Annexes:**

- Active Shooter/Active Threat
- Bomb Threat/Explosion
- Civil Unrest
- Hazardous Materials Spill/Release
- Fire/Wildfire
- Utility Failure/Power Outage
- Airplane/Helicopter Crash
- Nuclear/Radiation Incident
- Influenza Pandemics

**Natural Disaster Incident Annexes:**

- Hurricane
- Flood
- Earthquake
- Tsunami