



UNIVERSITY
of HAWAI'I®

MĀNOA



**COMPREHENSIVE EMERGENCY
MANAGEMENT PLAN**
Basic Plan

Working Revised Copy Dated: **30 NOV 2023**

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1.0 INTRODUCTION



UNIVERSITY
of HAWAII®
MĀNOA

Department of Public Safety

November 30, 2023

MEMORANDUM

TO: David Lassner, UH President
VIA: Jan Gouveia, UH Vice President for Administration
FROM: Andrew Black, Chief, UHM Department of Public Safety

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

SPECIFIC ACTION REQUESTED:

Please approve the updated revised final draft and support the 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 or 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 updated, revised, and modeled from guidance from Federal and State departments with National Incident Management System concepts and processes and State of Hawai'i processes. Its primary focus is on managing emergencies and other disasters that may affect the UHM campus and operations.

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

SIGNATURE

President:

Date Approved:

Attachment 1: the University of Hawai'i at Mānoa Comprehensive Emergency Management Plan

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1.2 PROMULGATION STATEMENT

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 or disasters.

This document is the underlying framework for the protection of the health, safety, and property of students, staff, faculty, and visitors during incidents 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:

- 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 that 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 UHM's most likely risks. Training is a critical component of UHM's preparedness actions. To execute this plan effectively, UHM units must be familiar with the procedures outlined in this plan. Within this strategy are several designated roles and responsibilities to be assigned within different units. It is expected that each of these units will develop its departmental plans and procedures in support of campus emergency efforts.

The University of Hawai'i 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 affect the campus. Revision of this plan and its promulgation will occur on a triennial basis.

SIGNATURE

David Lassner
President, University of Hawai'i

Date Approved:

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1.3 APPROVAL AND IMPLEMENTATION

This is a revision and update to the original 2015 and 2018 supplement to the University of Hawai'i at Mānoa Comprehensive Emergency Management Plan (CEMP). Due to the Global Pandemic of 2020, the 2021 CEMP triennial update was delayed. This updated plan has been revised to enhance the basic plan with updated guidance and process changes due to several factors including a campus reorganization, and supplemental guidance changes to further expand, develop, implement, and maintain a viable all-hazards response capability. This establishes a comprehensive approach to providing consistent, effective, and efficient coordination across a spectrum of activities.

The CEMP is an emergency operations plan comprised of three main sections; they include:

- 1. The Basic Plan:** This portion of the CEMP provides an overview of the university's preparedness and response strategies. It describes expected hazards, outlines departmental roles and responsibilities, and explains how this plan is maintained.
- 2. The Functional Support Annex(es):** These are specific functional support annexes that focus on key essential missions during emergency operations. It details how the university manages a specific function before, during, and after a disaster and identifies the key departments of those functions.
- 3. The Threat / Hazard-Specific Annex(es):** These annexes describe strategies for managing missions for a specific threat or hazard.

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 Hawai'i 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 FEMA "all-hazards – all community approach" concept, which plans for natural and man-made disasters and incidents.

This CEMP supersedes all previous editions and is effective immediately upon the signing of all signature authorities noted below. This plan is flexible in that either part of the plan or its entirety may be used based on the specific emergency as warranted.

Approved: _____ Date: _____

Andrew Black
Chief, UH Mānoa Department of Public Safety

Approved: _____ Date: _____

Jan Gouveia
UH Vice President for Administration

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1.4 PLAN REVISIONS

This plan shall be reviewed annually and updated every three years or when significant changes occur to business processes and functions. All changes should be recorded in the Record of Change area of this document.

Record of Changes

Plan Section:	
Date:	
Deletions	Additions
Rationale:	

Plan Section:	
Date:	
Deletions	Additions
Rationale:	

Plan Section:	
Date:	
Deletions	Additions
Rationale:	

Plan Section:	
Date:	
Deletions	Additions
Rationale:	

1.5 DISTRIBUTION

UHM DPS has the primary responsibility for maintaining and distributing the CEMP to the UHM Emergency Management Team (EMT) and select key UHM staff/departments identified within and supporting this plan.

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2.0 PURPOSE, SITUATION OVERVIEW, AND ASSUMPTIONS

2.1 PURPOSE

The Comprehensive Emergency Management Plan (CEMP) for the University of Hawai'i at Mānoa (UHM) establishes the structure within which an effective response to emergencies can occur while providing for the safety and well-being of students, faculty, and staff. This CEMP is designed to comply with applicable laws, codes, regulatory requirements, and commonly accepted standards of practice for emergency management, and is the basis on which emergency management plans are built. It is designed to accommodate a flexible response to a broad range of hazards.

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.

2.2 SITUATION OVERVIEW

Statewide Responsibilities

UH Mānoa falls under UH System authority and follows the guidance of established planning from the State of Hawai'i Emergency Management Agency (HI-EMA).

The State Warning Point (SWP) at HI-EMA maintains situational awareness of incidents that require monitoring or involvement of multiple state agencies. The SWP is continually staffed twenty-four (24) hours a day, seven (7) days a week to monitor broadcast and online media, weather forecasts and other warning systems to identify emerging threats.

In accordance with the HI-EOP, the SWP shall be notified by any county emergency management agency, state department or private sector or NGO partner identified in this plan when any of the following occurs:

1. Activation or deactivation of county EOCs.
2. Activation of a state department's DOC.
3. A disaster results in multiple casualties.
4. Opening or closing of airports, harbors or major highways.
5. Opening and closing of emergency shelters.
6. Degradation and restoration of critical infrastructure capabilities and systems (power, water, transportation, supply chain, IT and communications).
7. Death, serious, injury or hospitalization of any HI-EMA staff member, a county emergency management administrator or SERT member.
8. Any accident involving HI-EMA vehicles, equipment or facilities that results in the loss of, or serious damage to that equipment or property.
9. Any event, not captured above, that poses a significant and imminent threat to public health and safety, property or the environment. Life-threatening situations should first be reported to the local campus jurisdiction affected. Notification to the SWP is in addition to, and does not replace, other notifications required by established agency regulations.

Notifications to the SWP regarding incidents involving the department will be made by the EMO. During a

large-scale emergency, the HIDOE EMO ensures additional notifications are carried out to the department head and other employees as described within this EOP.

HI-EMA will notify department EMOs when an emergency is threatening or has occurred that requires monitoring or response by multiple state agencies. HI-EMA will stipulate which departments and positions are required to be physically present in the SEOC.

The EMO is responsible for notifying the UH System and UH Campuses affected.

UH Mānoa Campus

The UHM main campus is located in Honolulu on O’ahu and has multiple satellite facilities and resources statewide. As of Fall 2022, UHM’s enrollment was approximately 19,074 students, and it employs system wide over 10,000 full and part-time employees that are comprised of faculty, lecturers, staff, administrators, executives, and civil-service personnel.

Founded in 1907, the University of Hawai’i System includes three universities, seven community colleges, and community-based learning centers across Hawai’i. As the state’s only public system of higher education, UH offers opportunities as unique and diverse as our island home. UHM is the flagship campus and home to the UH System offices.

The President of the University of Hawai’i oversees the UH System Offices and the UH 10-campus system with campuses and facilities located statewide. The UH Vice President for Administration has been delegated the responsibility to provide UH system-level guidance, act as the UH system senior executive responsible for managing impending or in-progress incidents affecting multiple campuses, and lead coordination with State and Federal resources. Campus Chancellors/Provosts have the responsibility and authority to direct emergency preparations, operations, and recovery activities for their respective campuses.

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.

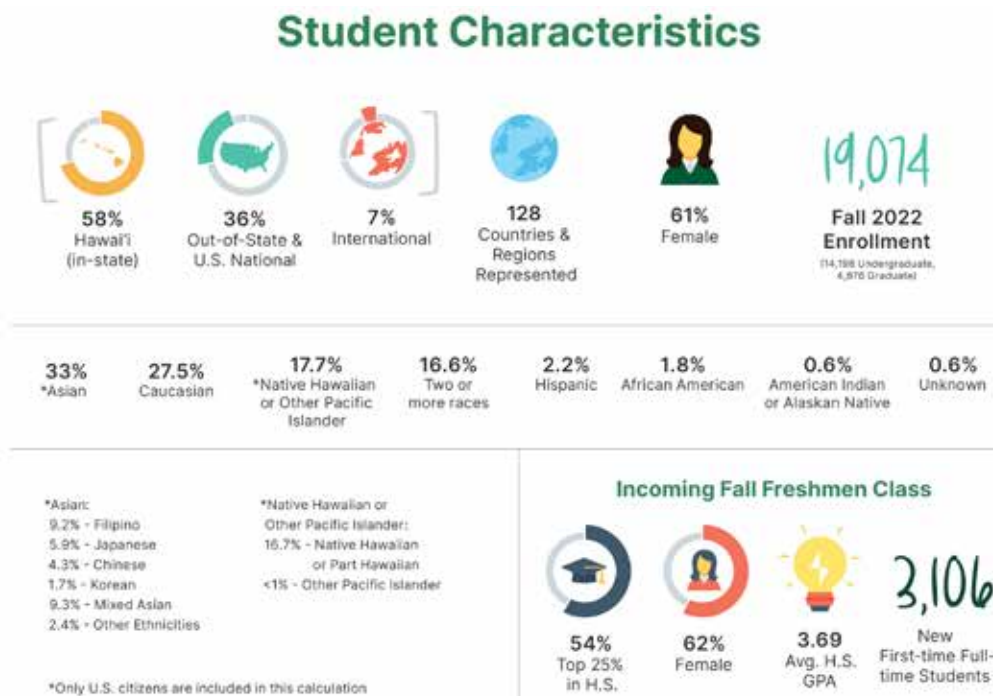


Figure 1 – Fast Facts about UH Mānoa

Situation

- UHM operates research, education, and outreach facilities elsewhere on O’ahu and elsewhere in the state, notably with but not limited to and at the following locations:
 - Cooperative Extension outreach farms facilities and agents with the College of Tropical Agriculture and Human Resources statewide.
 - Institute for Astronomy, Offices, and Observatories located on Oahu, and the summits of Maui and Hawai’i Island.
 - The John A. Burns Medical School, and UH Cancer Center located at Kaka’ako, Oahu
 - The Lyon Arboretum, located in the back of Mānoa Valley, Oahu.
 - A fleet of maritime research vessels assigned to the School of Ocean, Earth Science and Technology that routinely conducts research at ALOHA station, in the northern Hawaiian Islands archipelago, and throughout the Pacific and Oceania.
- Students reside on campus and elsewhere on O’ahu
- Multiple multi-year construction projects are planned or underway on campus.
- Sensitive materials are kept on-site on the Mānoa campus and elsewhere in the state.
- Hazardous chemicals are used and stored in specific buildings on the Mānoa campus and elsewhere in the state.
- Radiological materials are used and stored in specific buildings on the Mānoa campus and elsewhere in the state.
- Electric power is supplied by Hawaiian Electric Company, The Hawaiian Electric Companies - Hawaiian Electric, Maui Electric, and Hawai’i Electric Light - provide electricity for 95% of residents of the State of Hawai’i on the islands of Oahu, Maui, Molokai, Lanai, and Hawai’i Island.
- Generators are located in multiple buildings and services primarily life safety equipment and critical residence hall systems such as emergency lighting and limited elevator use.
- Select residence halls also have limited emergency generator power capabilities.
- Natural gas is provided by the Hawai’i Gas Company, the only franchised gas utility in the State of Hawai’i.
- Water service is provided by The Board of Water Supply (BWS), which manages Oahu’s municipal water resources and distribution system.
- Water service is controlled by pumping systems located throughout campus. Electric power is required for water service to function.
- The United States Export Controls govern some on-campus research.

2.3 PLANNING ASSUMPTIONS

- Emergencies that require a response by UHM will occur.
- Emergency response may require support from external response agencies.
- Life safety is the top priority in any emergency.
- An emergency or a disaster may occur at any time of the day, night, weekend, or holiday, with little or no warning.
- An emergency or a disaster may be declared in response to a known incident or anticipation of a potential incident.
- UHM may be considered a resource by the City & County of Honolulu and the State of Hawai’i and may be asked to provide shelter, staging areas, and/or other resources such as volunteers.
- The City & County of Honolulu may expect UHM to function independently for an indefinite period during a community-wide emergency.

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 either 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 establishes 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: Preparedness, Response, Recovery, and Mitigation, which are described in detail on the next two pages.

Phase 1: Preparedness

Preparedness activities will be conducted to develop the response capabilities needed in the event of an emergency. Preparedness is everyone's responsibility. Colleges, departments, and offices must develop plans and procedures to assist in the overall implementation and maintenance of emergency plans. Among the preparedness activities included in the emergency management program are:

- 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, including the CEMP, annex plans, Continuity of Operations (COOP) plans, checklists, and SOPs.
- Implementing ICS through integrated planning and training exercises, including collaborative efforts with other UH campuses and outside response agencies.

Phase 2: Response

The University of Hawai'i at Mānoa will respond to emergency situations effectively and efficiently. The focus of most of this plan and its annexes is on planning for the response to emergencies. Response operations are intended to resolve a situation while minimizing casualties and property damage. Response activities include:

- Determining the level of emergency.
- Following departmental SOPs where appropriate.
- Activating the UH System Alert in coordination with the UHM Department of Public Safety, the UHM Campus representative from the UH System Office of External Affairs.
- Activating the appropriate operations centers:
- **LEVEL 1:** Campus EOC for the county, state, and/or regional incidents. Coordination and liaison with federal, state, and county emergency responders.
- **LEVEL 2:** Multiple or Expanded Emergency Response with Full or Partial Activation of Campus Emergency Operations Center (EOC) for campus-wide or multi-departmental involved incidents.
- **LEVEL 3:** Same as above, but does not include the EOC activation, a Department Operations Center (DOC) activation may be warranted. Appropriate for campus-localized or multi-departmental involved incidents.
- **LEVEL 4:** Incident Command Post (if warranted), for a routine emergency response involving a localized incident.
- **ENHANCED WATCH / WATCH STEADY STATE:** Full or partial monitoring by UHM DPS.

Phase 3: Recovery

If a disaster occurs, The University of Hawai'i at Mānoa will carry out a recovery program that involves both short-term and long-term efforts. Short-term operations seek to restore vital services to the university community and provide for the basic needs of the public. Long-term recovery focuses on restoring the university to its normal state. The federal government, pursuant to the Stafford Act, provides the vast majority

of disaster recovery assistance. The recovery process includes assistance to individuals, businesses, the government and other public institutions.

Examples of recovery programs include temporary housing, restoration of university services, debris removal, restoration of utilities, disaster mental health services, and reconstruction of damaged roads and facilities. While departments such as the UHM Department of Public Safety, UHM Campus Operations & Facilities Office, University Health Services, and Environmental Health and Safety will undertake response activities to stabilize an emergency, most of the other campus department responses will pertain to unit-specific recovery operations. These may include:

- Activating COOP/disaster recovery plans.
- Moving classes to alternate classroom spaces or conducting them online.
- Providing appropriate communications to the campus community.
- Seeking recovery assistance under the Stafford Act through the federal government as eligible and as warranted.

Phase 4: Mitigation

Departments will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency situation, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency situation with the intent of avoiding repetition of the situation. Many mitigation steps may already be in place such as safely storing flammables or construction to avoid flooding. Mitigation actions to consider: Mitigation efforts are undertaken to eliminate, reduce the probability of, or lessen the consequences of unavoidable hazards and vulnerabilities. Mitigation efforts include:

- Conduct regular threat and vulnerability assessments
- Providing “Timely Warnings,” per Clery Act requirements
- Developing and implement proactive measures (e.g., flood control)

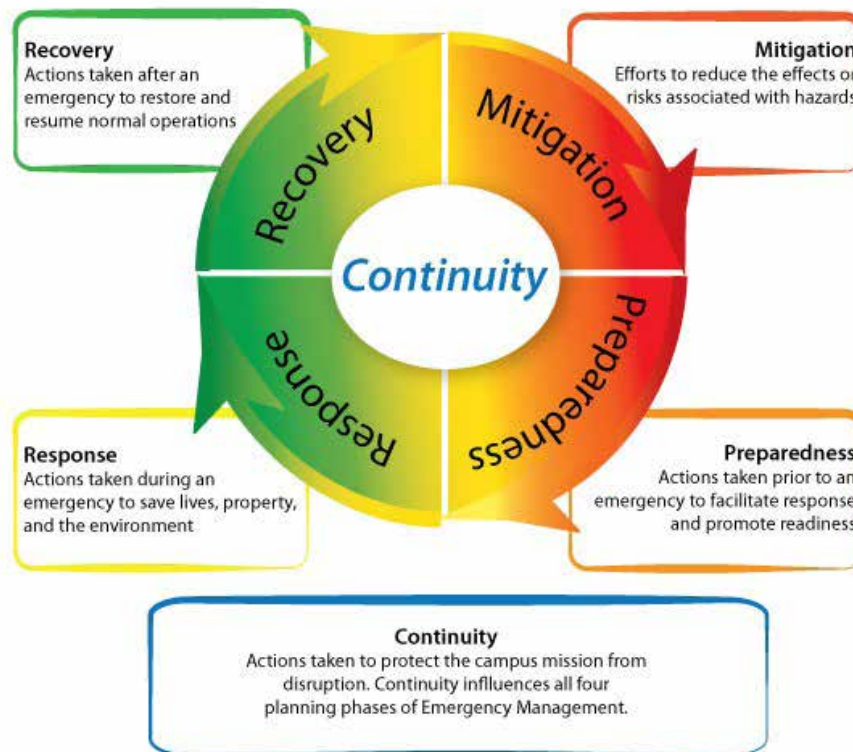


Figure 2 – Emergency Management Cycle

The **State of Hawai'i Multi-Hazard Mitigation Plan** contains a detailed profile of the various hazards that may impact Hawai'i and is considered the hazard assessment section of the EOP. The table below presents the ranking of risks by average annual loss by island. Note this list is not comprehensive.

Hazard	2023 SHMP	2018 SHMP	Local HMPs			
			County of Kaua'i (2021)	City and County of Honolulu (2020)	County of Maui (2020)	County of Hawai'i (2020)
Climate Change and Sea Level Rise	◆	◆	◆	◆	*	◆
Hazard	2023 SHMP	2018 SHMP	County of Kaua'i (2021)	City and County of Honolulu (2020)	County of Maui (2020)	County of Hawai'i (2020)
Chronic Coastal Flood	◆ Flood	◆	◆ High Surf, Coastal Flood, Erosion	◆ Coastal Erosion, High Surf	◆ Coastal Erosion, High Surf	◆ High Surf, Storm Surge, Coastal
Cyber Threat	◆					◆ Other Hazards of Interest
Dam Failure	◆ Infrastructure Failure	◆	◆	◆	◆ Dam and Reservoir Failure	◆
Drought	◆	◆	◆ Heat, Drought	◆	◆ Drought, Extreme Heat	◆
Earthquake	◆	◆	◆	◆	◆	◆
Event-Based Flood	◆ Flood	◆	◆ Inland Flooding	◆ Coastal, Inland	◆	◆
Extreme Cold					◆	
Hazardous Materials	◆	◆	**	◆	◆	
Health Risks	◆	◆	**		◆	◆ Other Hazards of Interest
High Wind Storms	◆	◆	◆ Tropical Cyclones, high winds combined	◆	◆	◆
Hurricane	◆	◆	◆ Tropical Cyclones, high winds combined	◆ Tropical Cyclones, Hurricane Storm Surge, Scour	◆ Hurricane, Tropical Storm, Kona Storms	◆ Tropical Cyclone
Infrastructure Failure	◆					
Landslide and Rockfall	◆	◆	◆ Landslide	◆ Landslide, Debris Flows, Rockfall	◆ Landslide, Mudflows, Rockfall, Slurry	◆
Tsunami	◆	◆	◆	◆	◆	◆
Terrorism	◆					◆ Other Hazards of Interest
Volcanic Hazards	◆	◆		◆ Vog	◆ Lava Flow, Debris Flow, Ash, Vog	◆
Wildfire	◆	◆	◆	◆	◆	◆

Figure 3 – Hazards of Concern Source: Sources: County of Kaua'i, 2021; City and County of Honolulu 2020; County of Maui 2020; County of Hawai'i 2020 The County of Maui did not include climate change as a stand-alone hazard; however, climate change impacts are discussed throughout the plan. * Hazardous materials and health and medical may have been included as critical facilities in the local HMPs.

3.0 CONCEPT OF OPERATIONS

In April 2019, the Board of Regents approved a new UHM campus reorganization. The President of the University of Hawai‘i resumed the leadership of the UH Mānoa campus as it did through most of the 1980s and into 2001. The previous UHM Vice Chancellor for Academic Affairs became the UH Mānoa Provost, who serves as the chief academic officer for the campus and deputy to the President in leading UH Mānoa.

Collectively, the UH President and Mānoa Provost shares the responsibility for emergency preparedness and response for UHM and shall be the Emergency Management Team (EMT) Executives. They are 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) as well as the coordination and implementation of unit and departmental emergency plans.

This revised and updated CEMP is based on a 4-level reverse pyramid 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 4* below.

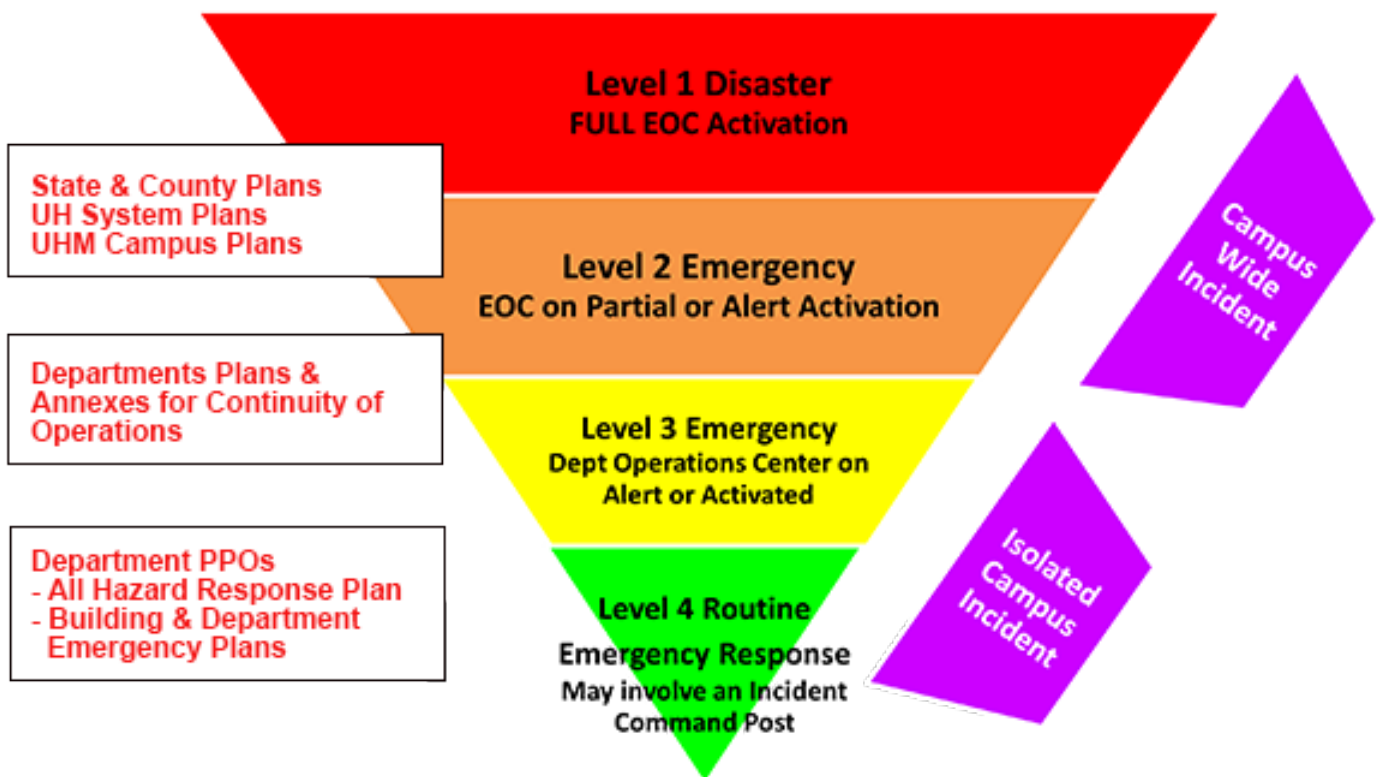


Figure 4 – Four Level Scale of Emergencies

3.1 CAMPUS PRIORITIES

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

Priority I – Protect life and safety

- a. Emergency response personnel
- b. At-risk people
- c. General public

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

- a. Facilities used for emergency response are high priority.
- b. Facilities necessary for the shelter and care of students are a high priority.
- c. Critical University records, collections, and research.
- d. Confine, contain or neutralize hazardous materials that may be released.

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

- a. Services necessary for emergency response are of high priority.
- b. Services critical to the well-being of students are of high priority.
- c. Services critical to the integrity of research projects and educational services

3.2 EMERGENCY RESPONSE CLASSIFICATIONS

Each emergency is classified by type according to its potential impact, severity, and response requirement.

3.2.1 Level 1: Disaster with UH System / UH Mānoa Campus EOC Full Activation

A large-scale emergency that seriously impairs or halts the operation of the University and potentially the surrounding community. Emergency services would most likely be needed. Major policy considerations and decisions would likely be warranted.

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 EMT Executives and a Full Activation of the EOC. State/county emergency management agencies are notified and communications are established. UHM EMT members and other key personnel are alerted to report to campus. In addition, the appropriate Department Operations Centers (DOCs) and units may be activated to assist with the incident.

Characteristics of a Level 1 Disaster response include:

- A large and complex emergency that could result in catastrophic consequences for some or all of the campus community
- Campus-wide resources, with support from the UH System and external entities, are needed
- May require the EMT to consider potential suspension of operations, partial or full shutdown, or campus closure

Examples of a Level 1 Disaster include, but are not limited to:

- Mass casualties
- A natural disaster such as a hurricane, tsunami, or earthquake
- Large-scale hazardous material spill

- Health emergency affecting or potentially affecting all persons (e.g., pandemic)
- Major weather emergency
- A terrorist attack on campus or in the community
- Active shooter situation

3.2.2 Level 2: Multiple or Expanded Emergency Response with Full or Partial Activation of the UH System / UH Mānoa Campus EOC

A situation that disrupts one or more operations of the University and that may affect mission-critical functions or life safety. Outside emergency services, as well as major efforts from campus support services, would be required. Major policy considerations and decisions would usually be required. An emergency is an unplanned event that can cause death or significant injuries to faculty, staff, students, or the public, which can disrupt operations, cause physical or environmental damage, or threaten the University's financial standing or public image.

In the event of multiple or expanded emergency responses, the UHM Department of Public Safety Chief or his/her designee shall determine if the incident warrants activation of the EOC, and shall assume the duties of the Emergency Operations Center Director (ED). The ED; if time permits, after consultation with the EMT Executives and Emergency Management Coordinator, shall determine the EOC activation level and its location. The UH Primary EOC located at the Information Technology Center, the Alternate EOC co-located within the DPS Department Operations Center, or a Virtual EOC may be activated. The ED shall establish and maintain communication with the Incident Commander.

As needed, the ED may request additional EOC personnel based on the specific emergency. Other members of the EMT, the President of the University of Hawai'i, and state/county emergency management agencies may be alerted depending on the nature and severity of the emergency.

Characteristics of a Level 2 Multiple or Expanded Emergency Response include incidents:

- That occurs at a single or multiple locations
- Requires non-routine response from multiple campus personnel and/or departments
- Typically involves outside agency assistance and emergency response

Examples of a level II emergency include, but are not limited to:

- | | |
|---------------------------|---|
| ◦ Hostage situation | ◦ Laboratory explosion |
| ◦ Major fire | ◦ Suicide |
| ◦ Civil disturbance | ◦ Death of a student, faculty, or staff member (depending on circumstances) |
| ◦ Widespread power outage | ◦ Assault/Rape |
| ◦ Bomb threat | |

3.2.3 Level 3: Multiple or Expanded Emergency Response – Possible DOC Activation.

Same as above, but does not include the EOC activation, a DOC activation may be warranted.

3.2.4 Level 4: Routine Emergency Response – May include an Incident Command Post

Routine emergency responses are handled at the department level. Responding personnel typically can handle the response, restore stability, and make appropriate notifications, including coordination with the UH System Office of Communications for communications with the media.

Characteristics of a Type 4 Routine Emergency Response may include incidents:

- Localized affecting a small area
- That may be quickly resolved with existing UHM resources or with limited external support
- That has little or no impact on personnel or normal operations outside the locally affected area

Examples of a Type 4 Emergency Response may include a personnel medical response, localized chemical spill, plumbing failure, water leak, etc.

EOC/DOC Activation Levels		
Level	Description	Minimum Staffing Requirements
Level 1 High Impact Incident	<ul style="list-style-type: none"> • Major event • Multiple sites • Regional Disaster • Multiple agencies involved • Extensive evacuations • Resource support required 	<ul style="list-style-type: none"> • Full EOC Activation • EOC Director • Policy Group • All EOC functions and positions (as required)
Level 2 Medium Impact Incident	<ul style="list-style-type: none"> • Moderate event • Two or more sites • Several agencies involved • Major scheduled event (e.g., conference or sporting event) • Limited evacuations • Resource support required 	<ul style="list-style-type: none"> • EOC on Alert or Partial Activation and DOC Activation if needed. • EOC Manager • Public Information Officer • Liaison Officer • Section Chiefs (as required) • Limited activation of other EOC staff (as required)
Level 3 Low Impact Incident	<ul style="list-style-type: none"> • Small incident or event • One site • Two or more agencies involved • The potential threat of escalation 	<ul style="list-style-type: none"> • Possible DOC Activation • Staff, as needed, may include Emergency Management Coordinator, Public Information Officer, Liaison Officer, and Operations Section Chief.
Level 4 Routine Ops	<ul style="list-style-type: none"> • Small incident or event • One site • Two or more agencies involved 	<ul style="list-style-type: none"> • DPS Watch Supervisor • DPS Captain Field Operations • DPS Lead Team on call
Enhanced Watch	<ul style="list-style-type: none"> • Possible incident or threat 	<ul style="list-style-type: none"> • The anticipation of a potential response to an incident.
Watch Steady State	<ul style="list-style-type: none"> • No event or incident anticipated • Maintain situation awareness 	<ul style="list-style-type: none"> • Normal DPS Daily Operations & Staffing

Figure 5 – EOC/DOC Activation Levels

Note that this example is illustrative only and is based on an EOC that is organized according to the principles of ICS. Minimum staffing levels may vary considerably based on the extent and method of EOC organization, the number, and types of high-risk, high-impact hazards, and other factors.

4.0 ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

4.1 ICS KEY PRINCIPLES

Management by Objectives

Incident Command develops response objectives and establishes the criteria necessary to meet these objectives. As objectives are met, elements within the Incident Command structure that are no longer needed are reassigned or demobilized.

Unity of Command

Each individual participating in the response reports to only one supervisor. This eliminates the potential for individuals to receive conflicting orders from multiple supervisors, thus increasing accountability, preventing confusion, improving the flow of information, helping with the coordination of operational efforts, and enhancing operational safety.

Span of Control

To limit the number of responsibilities and resources being managed by any one individual, ICS recommends that any single person's span of control should be between three and seven individuals, with five being ideal. If an individual is managing more than seven resources, they are being overloaded and the command structure needs to be expanded by delegating responsibilities (e.g., by defining new sections, divisions, or task forces). If fewer than three, then the position's authority can probably be absorbed by the next highest rung in the chain of command.

Interoperability

ICS uses a standardized organizational structure and plain language to promote effective communication between departments and with outside agencies.

Flexible and Modular Organization

ICS is organized in such a way as to expand and contract as needed by the incident scope, resources, and hazards. Command is established in a top-down fashion, with the most authoritative positions established first. Only positions that are required should be established.

Note: While this EOP identifies a specific emergency management structure and team, it does not supersede the administrative structure of the University, which operates under established guidance from the UH President, the UHM Provost, and the UH Board of Regents.

ORGANIZATION

The Emergency Management Team (EMT) is led by the Mānoa EMT Executives and is comprised of six incident management levels. These levels begin with the EMT Executives, the Senior Leadership Policy Team and extend downward cumulating with the individual schools and colleges, as shown below in *Figure 6*.

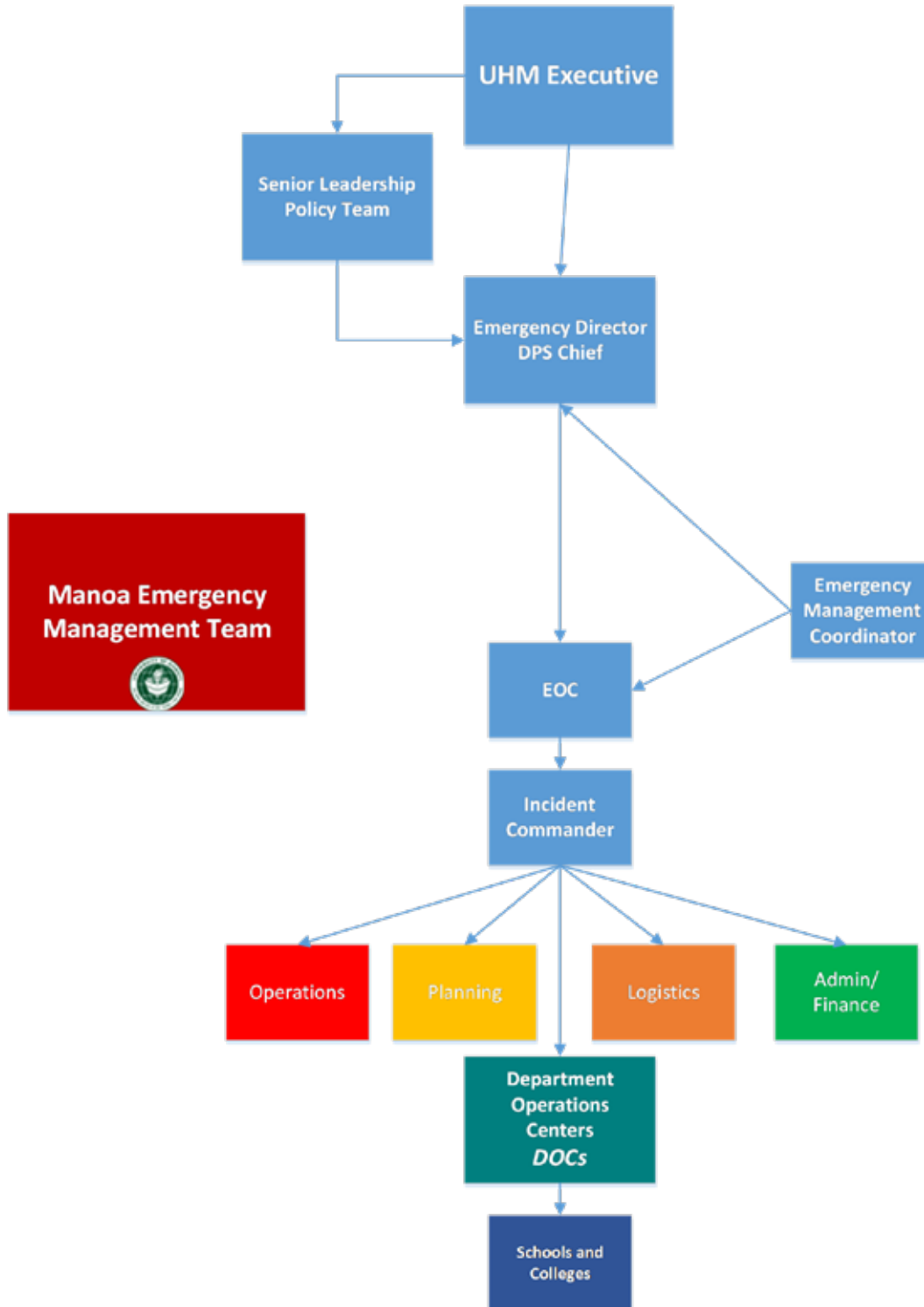


Figure 6 – UH Emergency Management Team (EMT)

4.2 ASSIGNMENT OF RESPONSIBILITIES

A. *EMT SENIOR LEADERSHIP POLICY TEAM RESPONSIBILITIES*

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

- **President/Provost:** Responsible for the overall safety of UHM during normal and emergency operations.

Other senior executives of the campus as needed currently include:

- Vice Provost for Academic Excellence
- Chief Business Officer
- Vice Provost for Research & Scholarship
- Vice Provost for Student Success
- Vice Provost for Enrollment Management
- Vice President for Administration
- Vice President for Information Technology

Additional coordination and participation with additional UH System Executives and units may occur during system-wide events as warranted.

The EMT's responsibilities may include the following actions while managing an incident:

Response:

- Provides leadership, motivation, and overall strategies for the campus
- Establishes and ensures focus on top priorities
- Ensures adequate staff and resources are available to meet the needs of the Incident Commander, Emergency Director, and the Emergency Management Team
- Declares campus emergency and/or orders 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
- Authorizes large expenditures, atypical purchasing activity, contingency contracts, and funding of emergency projects exceeding current funding levels
- Establishes and maintains communication and coordination with:
 - Campus constituents and stakeholders
 - Office of the President
 - Mānoa Executive Team
 - Emergency Management Team
 - Deans and Directors of Divisions

Policy-Level Decisions:

- Has 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 – has 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

B. EMT KEY STAFF AND DEPARTMENTAL SUPPORTING RESPONSIBILITIES

- **Emergency Director:** The DPS Chief serves as the senior public safety and emergency management officer for UH Mānoa; reports directly to the EMT Executives, advises the Senior Leadership, Policy Team and is assisted by the Campus Emergency Management Coordinator.
- **EOC:** Emergency Operations Center, located at the UH Information Technology Center
- **Department Operations Centers:** Specifically designated Departments (Such as DPS, Facilities, and Student Housing Services, with their department operations centers that support the EOC.
- **Virtual EOC/DOC:** A virtual EOC may be established in place of an in-person Operations Center where practical. This allows key staff participating to leverage the use of technology to participate via on-line meeting(s) and coordination
- **Hybrid In-person and Virtual EOC/DOC:** This is a mix of a physical location and virtual capability.
- **Schools and Colleges:** Individual colleges and schools shall report up through their normal reporting chain.

Select staff members from campus departments that are typically actively involved during incidents have been identified as EMT key staff. Based on the type and severity of the situation, they may also assume the role of the UHM Incident Commander (IC), serve as an ICS section chief, or work in a Department Operations Center. The IC is responsible for the management of all incident operations at the incident site, and the UHM Emergency Director (ED) manages the functions of the Campus EOC Dependent on the unique phase and nature of the incident, The UHM Incident Commander / EOC Director typically may be designated from one of the following:

- **PUBLIC SAFETY - 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.
- **FACILITIES - Director, UHM Campus Operations & Facilities or designee:** Oversees the UHM UH Campus Operations & Facilities Office that provides staff, equipment, and training necessary to respond to infrastructure-related emergencies. Typically, during the recovery and post-incident clean-up phase.
- **STUDENT HEALTH - Director, University Health Services Mānoa (UHSM):** Responds to emerging and actual threats from infectious diseases that may affect 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.

UNIVERSITY OF HAWAII AT MĀNOA COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

ORGANIZATION CHARTS FOR THE UH PRESIDENT AND UHM PROVOST

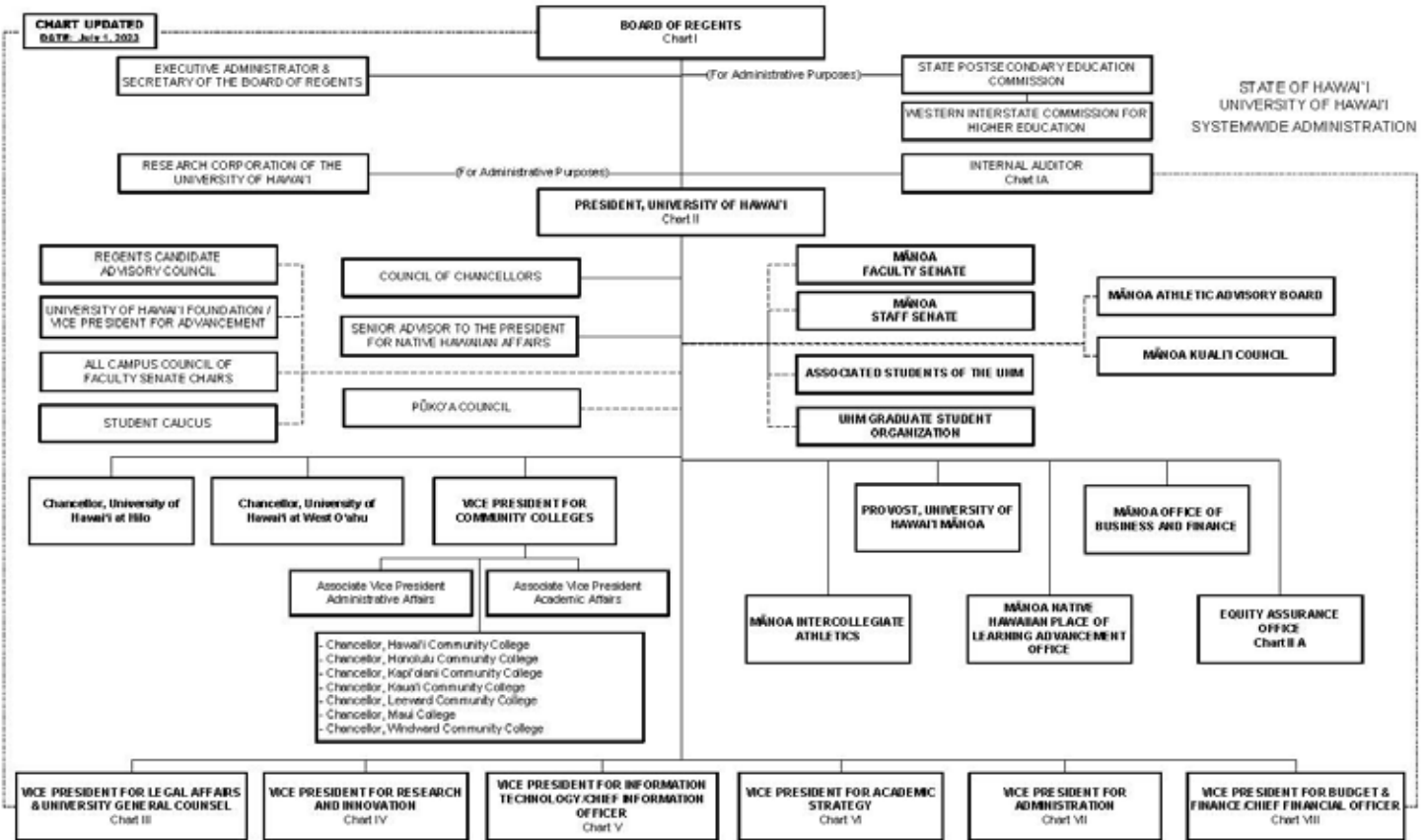


Figure 7 – UH President Org Chart

CHART UPDATED DATE: July 1, 2023

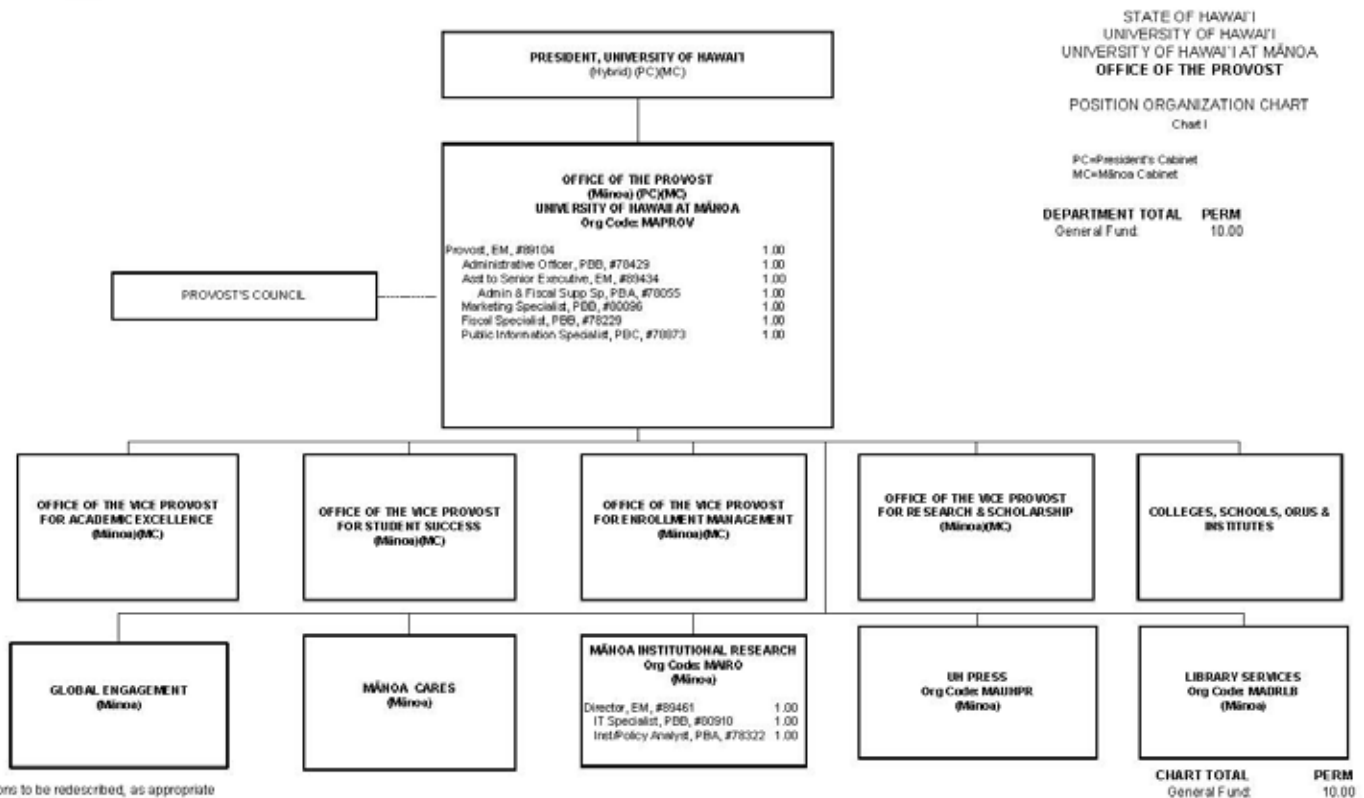


Figure 8 – UH Mānoa Provost Org Chart

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.

The Emergency Operation Center and the ICS structure serve as the central management point and contact point for UH Mānoa during a disaster or emergency. The purpose of the Mānoa ICS structure is to manage emergencies by supporting field operations, providing the necessary logistics, tracking and disseminating information, and maintaining administrative and financial responsibilities.

Benefits of adhering to the Incident Command System 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)

The Emergency Management Team led by the EMT Executive follows this structure, as reflected in “*Figure 5 – EOC/DOC Activation Levels*” on page 20.

5.2 CONTROL – INCIDENT COMMAND STRUCTURE

The Incident Command Structure (ICS) is a standardized set of management hierarchies and procedures designed to manage a temporary emergency incident. It is expandable from a single responder who is first on the scene to a full management structure working from an emergency operations center.

There are two classifications of incidents that may occur at UH Mānoa: those managed by an internal response and those requiring support with an external response. An internal response is any Mānoa campus incident that is handled primarily by on-campus resources. Examples include a major water leak in a residence hall, a power outage in parts of the campus, and campus traffic gridlock after a major event. An external response occurs typically when the campus lacks the immediate capability to manage the incident requiring an external agency response – such as the county police, or fire department called to assist the campus for an emergency.

During an internal response, the first campus representative at the scene will take charge until a person of greater rank/authority responds to replace them. The scene will be the primary responsibility of the department with direct responsibility for that function – for example, a traffic emergency would be handled by DPS, broken water main by Facilities, and a chemical spill by EHSO. If the incident requires additional resources, the campus EOC may be activated. As warranted, if the emergency requires external responders, the responding agency may designate its field Incident Commander (IC) who will command the personnel and resources at the scene. This will be a parallel management hierarchy to the Mānoa EOC ICS structure. An Mānoa DPS representative will serve as the liaison between the field Incident Commander and the Mānoa campus, thus establishing a unified command where operations between the external responders and Mānoa departments will be coordinated. This structure is shown in *Figure 9* below.

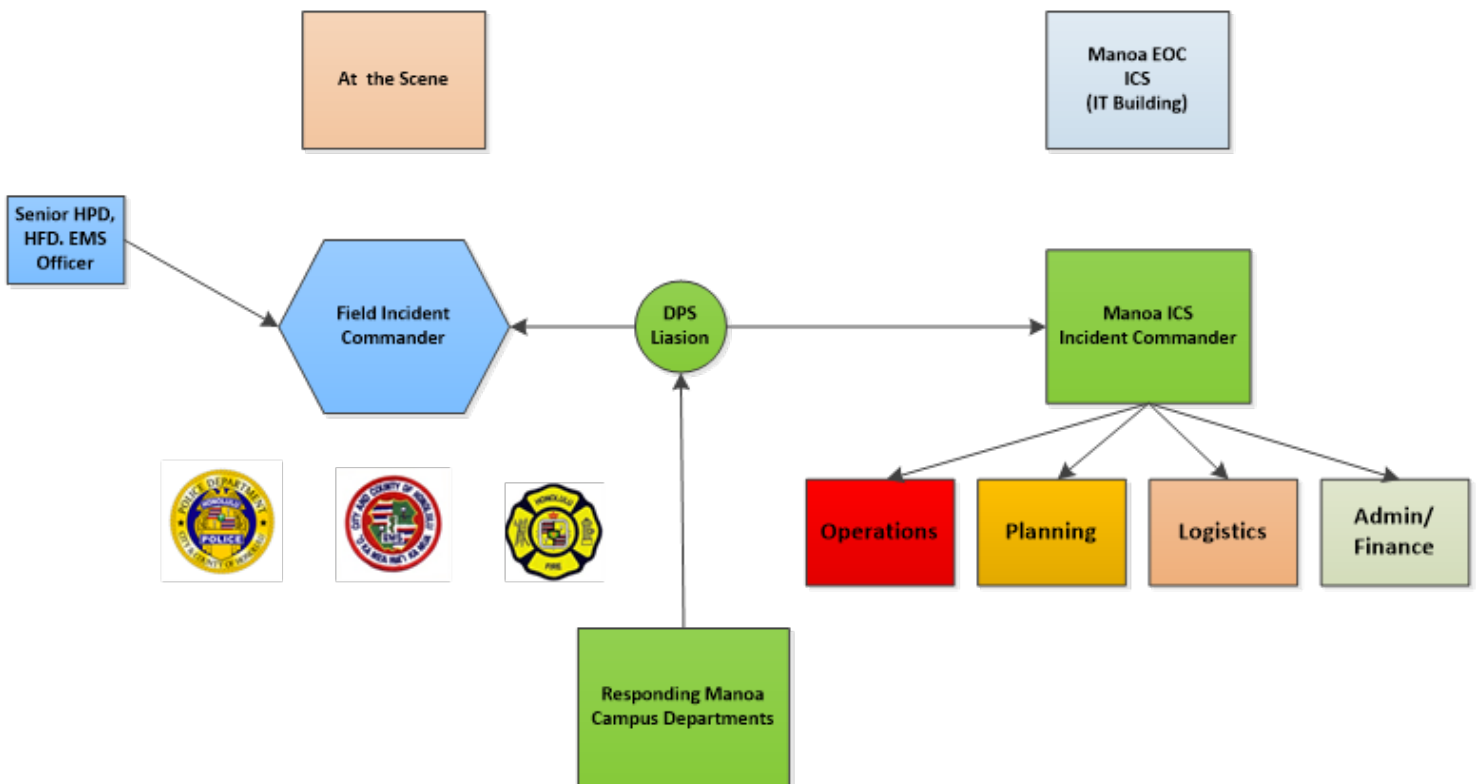


Figure 9 – Unified Command Structure with External Response

In the event of a large emergency response, the Incident Command Structure will be organized as follows in *Figure 10*. This modular structure of ICS as outlined by the National Incident Management System (NIMS) ensures a consistent response that can expand or contract 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 the judgment of the IC. **Most emergency responses at the campus will not require more than a few of these positions to be staffed.**

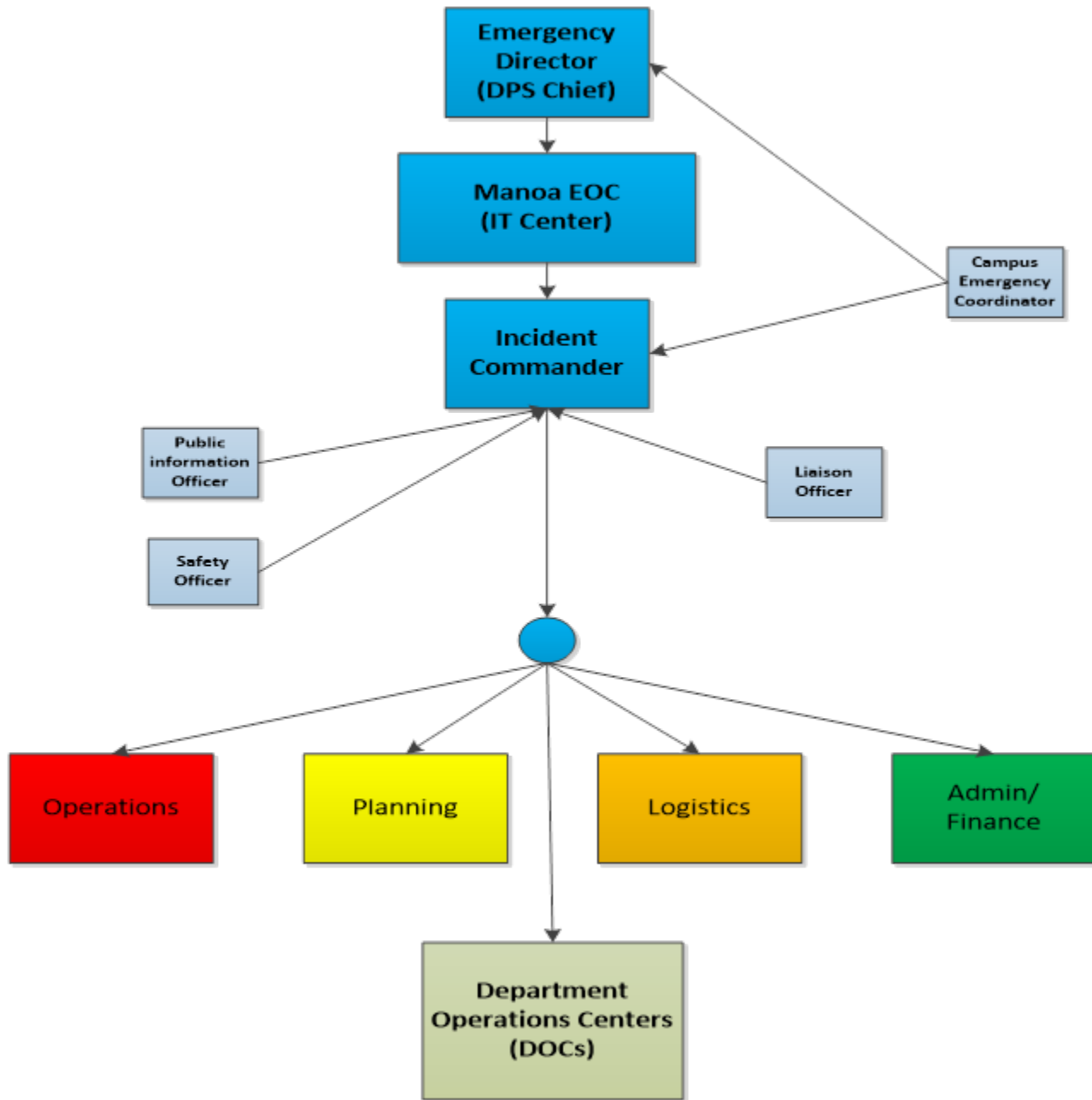


Figure 10 – Incident Command Structure for Expanded Response

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 by 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 the overall management of emergency activities and is supported by the EMT as warranted in the development, implementation, and review of strategic decisions, as well as post-event assessment. The IC has the authority to manage field operations and communicates closely with the Mānoa Emergency Director (DPS Chief) and the campus Emergency Management Coordinator.
- **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. It will typically be staffed by the DPS Community Program Manager or staff from the UH Office of Communications.
- **Safety Officer:** The Safety Officer monitors and evaluates all incident operations and recommends procedures for hazards and unsafe conditions to protect 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. A representative from EHSO will typically staff this position.
- **Liaison Officer:** Acts as a point of contact for outside organizations, including representatives of governmental agencies, non-governmental 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, issuance of evacuation orders, and issues regarding contractual obligations. A Medical Advisor may be assigned to the Command Staff as an advisor for incidents involving medical or mental health services, mass casualties, acute care, vector control, or any other medical issues.
- **Operations Section:** The Operations Section is responsible for managing operations at the incident site to contain the immediate hazard, protect lives and property, establish situation control, and restore normal conditions. The operational unit assigned to the response phase will typically staff this.
- **Logistics Section:** This section is responsible for providing facilities, services, personnel, equipment, and materials in support of the incident.
- **Planning Section:** This section is responsible for collecting, evaluating, and disseminating situational information about 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. It prepares and documents Incident Action Plans (IAP) and incident maps as well as gathers and disseminates information and intelligence critical to the incident.
- **Finance & Administration Section:** This 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. It collects, evaluates, and disseminates information to the IC (or unified command) and incident management personnel. This section is also responsible for preparing FEMA documentation and status reports as needed.

As part of NIMS, UH Mānoa is part of a relationship structure starting with the Federal Emergency Management Agency (FEMA) and extending to the State of Hawai'i, through the City/County of Honolulu, to the UH system, and terminating at UH Mānoa. This relationship is depicted in *Figure 11*.

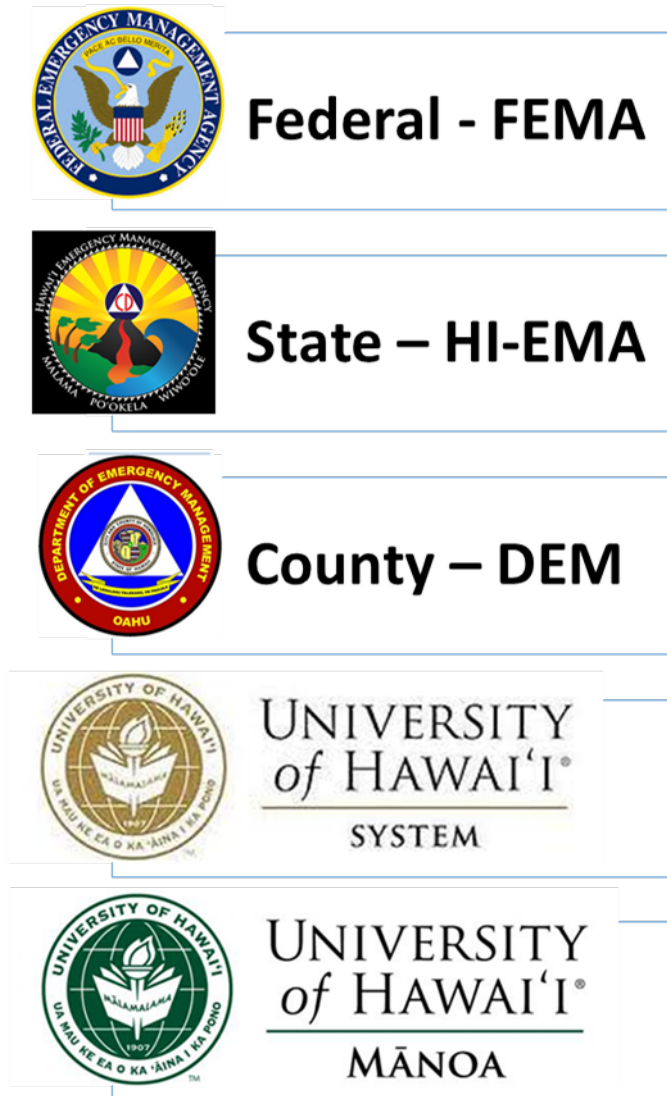


Figure 11 – Hawai'i NIMS Organizational Structure

5.3 COORDINATION

5.3.1 EMERGENCY OPERATIONS CENTERS AND DEPARTMENT OPERATIONS CENTERS

A. Campus Emergency Operations Center (EOC)

The EMT Executive or his/her designee may direct the activation of the EOC. The purpose of the campus EOC is as follows:

- Prepare for an emergency that is probable or imminent.
- Liaise with the campus, university system, 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 have been restored.

The EOC may be fully or partially activated by the direction of the EMT Executive 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:

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

B. Department Operation Centers (DOCs)

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 use the appropriate Department Operations Center (DOC). The purpose of the DOC is to provide management and organization similar to the EOC at the critical department level. Once the EOC has been activated and the individual DOCs are notified, the DOCs shall activate their emergency plan.

DOCs are required to have a contact person standing by a central phone who can transmit communications and inquiries from the EOC. The DOCs are responsible to modify their normal activities and operations and prioritize support for the EOC for the duration of the emergency.

The DOCs for UHM are as follows:

- | | | |
|---|--------------|----------------------------|
| 1. UHM Department of Public Safety DOC | Campus Svcs | 1951 East-West Road |
| 2. Office of Campus Operations & Facilities DOC | Facilities | 2002 East-West Road |
| 3. Mānoa Academic and Research Units DOC | Hawai'i Hall | 2500 Campus Road |
| 4. Student Residential Life DOC | Frear Hall | 2569 Dole Street |
| 5. Kaka'ako Campus DOC | JABSOM | 651 Ilalo St, Honolulu, HI |
| 6. Other Facilities/Units as applicable | | |

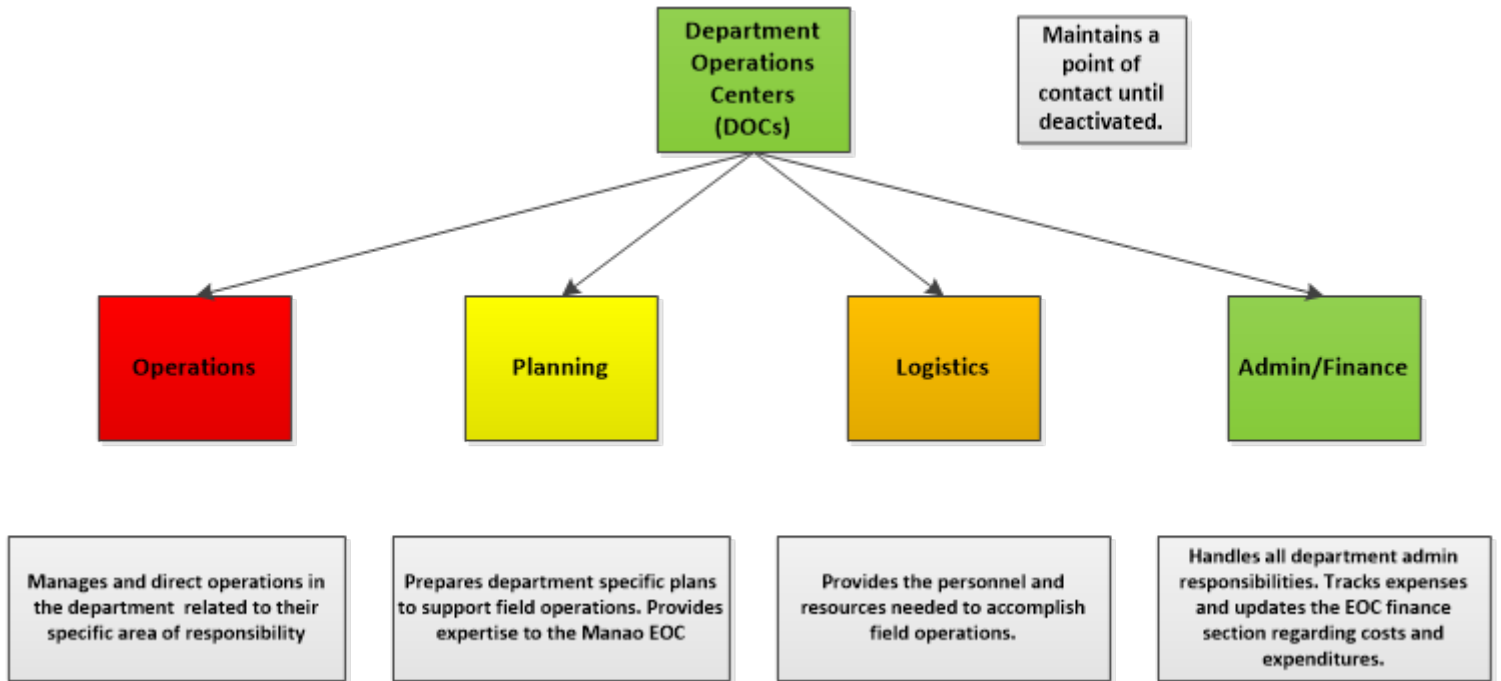


Figure 12 – Department Operations Centers Responsibilities

DOC Example:

The EOC is aware of several buildings where there is flooding due to broken pipes. The EOC Operations section calls the Facilities DOC to inform them of the flooding and direct them to respond. The Facilities DOC Planning Section assesses the extent of the flooding and develops a repair plan. The plan is turned over to the Operations Section, which manages the repairs. The Logistics Section is responsible to deliver any supplies or equipment the field operations team may need. The Admin/Finance Section tracks the costs and keeps the EOC Admin/Finance Section updated on expenditures.

6.0 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

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

- Provide mechanisms to report the 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 single system will fit every situation.

6.1 INFORMATION COLLECTION – INITIAL REPORTING OF AN INCIDENT

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

1. Emergencies occurring on campus property that require an emergency response by Police, Fire, or EMS should immediately be reported by dialing 911. All 911 calls will go directly to the Primary Safety Answer Point managed locally by 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, 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, if applicable
- Vehicle descriptions, if any
- Name and contact information of person reporting

6.2 INFORMATION ANALYSIS – EMERGENCY FIRST RESPONDER COMMUNICATION

UHM DPS dispatch and the City & County of Honolulu 911 dispatch are in regular communication and coordinate to meet the needs of emergency first responders. UHM DPS utilizes an internal radio system and can share dedicated channels with external responders via their vehicle mobile radios and/or portable carried radios. 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 that will be disseminated to those impacted by the emergency during the response using whatever means are available. These may be communicated through:

- Speaker systems in the building
- Person to person
- Public address capabilities
- If warranted, UH alert messaging may be implemented via email notifications, announcements, and

the media, and include the use of 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 will assist in notification to the affected campus entity. The process of notification and communication to the affected areas and senior administration depends upon the situation.

- **Emerging Issue:** A situation that has the 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.
- **Incident Response:** Incident 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. The 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.
- **Expanded Emergency Response:** An expanded emergency response is an occurrence that requires greater coordination or a response beyond routine to protect lives, health, property, and the environment. The expanded 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 that 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, decide on the level of notification to senior administration.

6.3.3 Campus Emergency and 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 this section, the following definitions apply:

- A. **Emergency Notification System (ENS)** (also known as the UH Alert process): 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; this process 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 that occur on or near the 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 of 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:** The primary method by which UHM disseminates emergency information using campus email and also SMS text alerts for UH community members who have opted-in to receive these SMS text alerts.

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.

- 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 coordinate and disseminate information appropriate for release. The information will be distributed through all appropriate channels such as press conferences, media, email, and/or the web.
- The UHM incident PIO or EMT will also 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 may 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 Notification 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 Communications, UH System ITS, 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 to an emergency or assist with recovery operations during that time. UHM-DPS shall maintain a copy of a confidential alert roster for after-hours contact information of the UHM EMT and key supporting department staff. These rosters contain sensitive contact information; they are for official use only and will not be publicly distributed.

7.0 TRAINING AND EXERCISES

Training, drills, and exercises are ongoing efforts at the University to enhance the 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 the Department of Education recommends that all “key personnel” involved in school emergency management and incident response be trained in the National Incident Management System (NIMS), Incident Command System (ICS), and the National Response Framework (NRF). Key personnel is organized into several categories:

1. **General Personnel:** Personnel with any role in emergency preparedness, incident management, or response. General personnel includes any staff that serves on the operations, planning, logistics, or finance/administration branches of the Incident Command System. They should take the following 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 role of incident commander, public information officer, safety officer, and liaison officer. This will vary depending upon the school or institution of higher education (IHE) campus. Critical personnel should take the following 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 campus in the absence of traditional incident response personnel. 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

4. **Executive Leaders:** Includes President, Provost, Vice-Provosts, and other members of the Campus and University Senior Executives.
 - ICS 100: An Introduction to ICS for Schools
 - IS-402 Incident Command System (ICS) Overview for executives and senior officials

Refer to this link to FEMA’s Emergency Management Institute for additional position-specific training and courses available: <http://training.fema.gov/emi/>.

7.2 EXERCISES

DEFINITION OF EXERCISES

Exercises will be conducted using the FEMA building block approach as defined below (Figure 13):

- **Workshop** is a formal discussion-based exercise used to build or achieve a product. Goals: Develop new ideas, processes, or procedures; develop written products as a group in coordinated activities; obtain consensus, and collect or share information.
- **Tabletop** involves senior staff, elected or appointed officials, or other key personnel in an informal group discussion centered on a hypothetical scenario. Goals: To identify strengths and weaknesses, and test existing plans and procedures without incurring the costs associated with deploying resources.
- **Game** is a simulation of operations using rules, data, and procedures designed to depict an actual or assumed real-life situation. Goals: Explore the processes and consequences of decision-making; conduct “what if” analyses of existing plans, and test existing and potential strategies.
- **Drill** is a supervised activity that tests a specific operation or function of a single agency. Goals: Gain training on new equipment; test new procedures; practice; maintain skills, and prepare for more complex exercises.
- **Functional Exercise** is a single or multi-agency activity designed to evaluate capabilities and multiple functions using simulated response. In the past, functional exercises have occasionally been referred to as Command Post exercises. Goals: Evaluate the management of emergency operations centers and command posts, and assess the adequacy of response plans and resources.
- **Full-Scale Exercise** is a high-stress multi-agency, a multi-jurisdictional activity involving the actual deployment of resources in a coordinated response as if a real incident had occurred. Goals: Assess plans and procedures under crisis conditions and evaluate coordinated responses under crisis conditions.
- Participants take part in a “**Hot Wash**” discussion after all exercises and/or real-time incidents to assess the strengths of the Plan and discover opportunities for further Plan improvement.

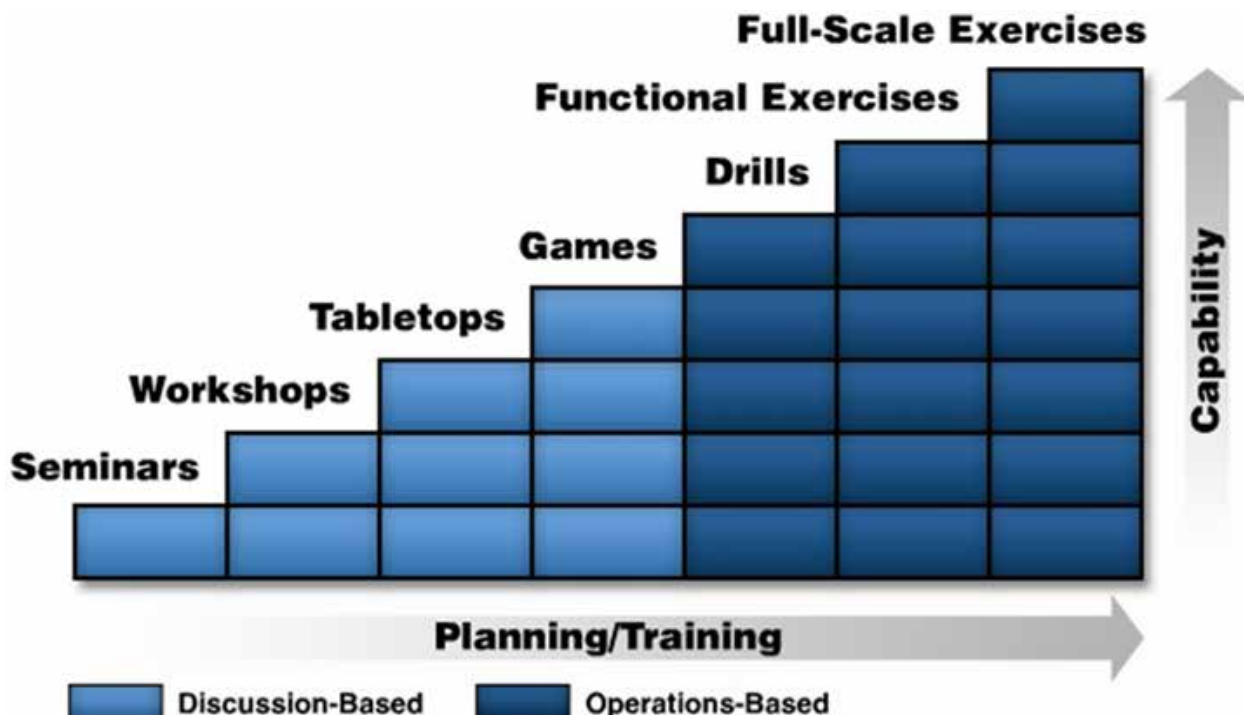


Figure 13 – Training Building Block Approach, source FEMA HSEEP.

8.0 ADMINISTRATION, FINANCE, AND LOGISTICS

8.1 ADMINISTRATION

OFFICE OF THE VICE PRESIDENT FOR ADMINISTRATION

The Office of the Vice President for Administration (OVPA) provides system-wide executive leadership in planning, organizing, directing, managing, and administering the University of Hawai'i's (University) programs relating to human resources; communications; procurement; risk management; systems integration; sustainability; Mānoa campus operations and facilities; project delivery; and facilities business administration.

8.2 FINANCE

MĀNOA OFFICE OF BUSINESS AND FINANCE

The Mānoa Office of Business and Finance provides leadership and executive management over campus budget and financial functions, management reporting and campus analytics, and administrative services for the UH Mānoa. The Chief Business Officer (CBO) serves as the senior business and financial officer and advisor to the President and Provost, and is a member of the Mānoa Cabinet and the Provost's Council.

The CBO has the authority to establish policy and procedures necessary to implement BOR and Executive Policies at the UH Mānoa as they pertain to campus financial management and administrative services. Established campus policies are endorsed by the Provost, approved by the President, and disseminated and published on the official Mānoa policies, procedures, and guidelines website.

The CBO consults the President, Provost, Vice-Provosts, deans, directors and governance representatives of the faculty, staff, student groups as appropriate in developing and implementing campus policies and procedures. In addition, the CBO coordinates with the offices of the President and with the Mānoa Cabinet, the Provost's Council, and the Mānoa Leadership Team on financial and administrative matters as appropriate.

8.3 LOGISTICS

Logistics handles the 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 unit 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, including the following:

- Knowing what resources are on hand and available, and anticipating what will be needed
- Returning resources at the conclusion of the operation and assessing 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 to maintain effectiveness. This plan has been developed following the traditional EOP Format and consists of the following: Basic Plan, Functional Annexes, and Threat or Hazard Specific Annexes.

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 sub-committees may be formed as needed to conduct additional research and focus on developing a final product.

The emergency planning process is a cycle of planning, training, exercise, and revision that continues throughout the four phases of emergency management (prevention/mitigation, preparedness, response, and recovery.) The main purpose of the planning process is to develop and maintain an up-to-date comprehensive emergency management plan. The planning process is explained in “Figure 12 – Department Operations Centers Responsibilities” on page 32.

9.2 PLAN MAINTENANCE

The CEMP shall be updated triennially with a copy submitted to the UH System Vice President for Administration. Minor changes that do not affect the roles, responsibilities, and overall response of the university, and that have been approved by the Chief of the UHM Department of Public Safety; will be incorporated into necessary updates of the CEMP. These revisions should be noted in section 1.0 “Record of Changes” on page 9.

Although this CEMP Basic Plan serves as a foundational document, circumstances change, requiring periodic updates. To remain current, OEM will conduct a thorough review of the plan every three years. Changes will also include lessons learned from campus exercises, real-world response events, and government and industry-established or recognized compliance standards and metrics.

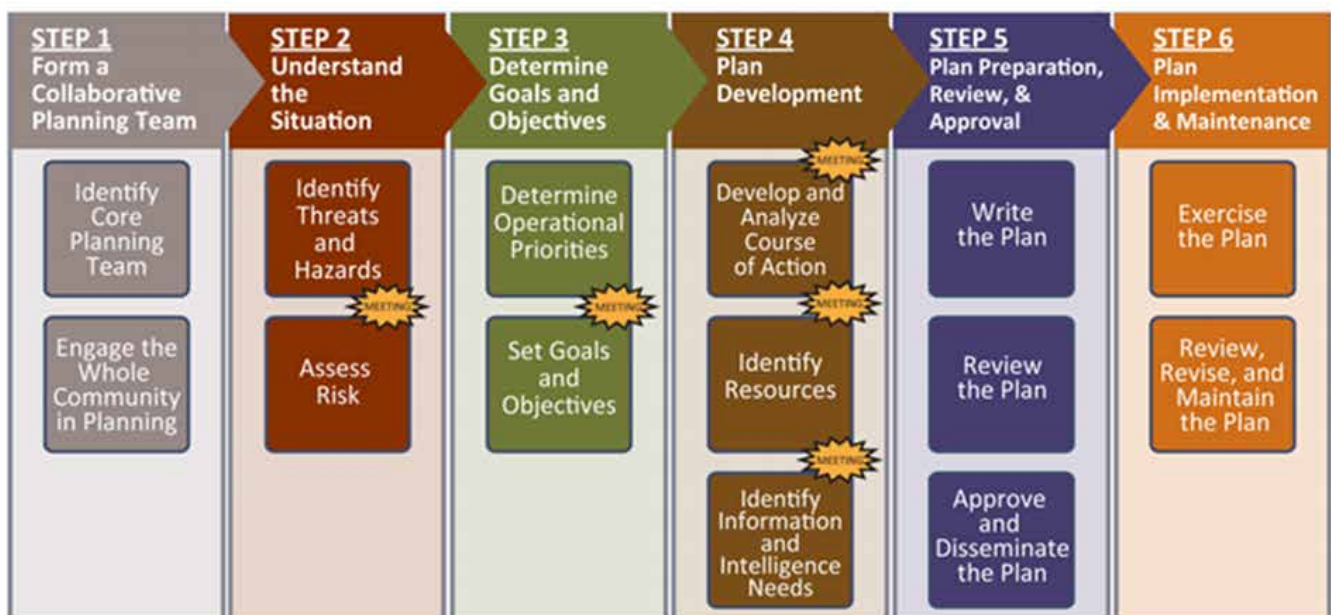


Figure 14 – FEMA Planning Process

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 Hawai'i

- 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. Hawai'i Revised Statutes (HRS) Chapter 127A

10.1.3 University of Hawai'i

- a. University of Hawai'i Executive Policy EP 2.201, System wide Policies and Procedures
- b. University of Hawai'i System Board of Regent Policies Section 2-2, Duties of the President
- c. University of Hawai'i System Board of Regent Policies 11-5, Public Health and Safety
- d. University of Hawai'i 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 Hawai'i Emergency Operations Plans and appropriate annexes

10.2.3 Local

- a. City & County of Honolulu Emergency Operations Plans and appropriate annexes

10.3 UHM CAMPUS MAP



Figure 15 - 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 are either 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 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 and may have an Assistant or Assistants, as needed.

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

Continuity of Operations Plan (COOP): 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: A 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 before assuming command on larger incidents.

Disaster: 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 by 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. The 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 ICS section is 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; 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): These are capabilities and performance-based exercise program guide 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, which 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. It 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): A school that awards a bachelor's degree that meets all 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 authorized to operate in that state.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities; 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 over 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; may have Assistants.

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

Logistics Section: The ICS 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, to reduce the loss of life or property and harm to the environment.

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

Planning Section: The ICS section responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. This section also maintains information on the current and forecasted situation and the status of resources assigned to the incident. It 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 that 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. They are described by kind and type and may be used in operational support or supervisory capacities at an incident or an EOC.

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

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

Risk Management: 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; 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; managed by the Operations Section.

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 several 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 with the senior person from each agency and/or discipline participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.

Virtual EOC/DOC: A virtual EOC is a web-based EOC that serves to monitor and host web-based communications for incident command and coordination while responding to a disaster.

10.5 ACRONYMS

Abbreviation	Meaning
AAR	After Action Report
BC	Building Coordinator
CEMP	Comprehensive Emergency Management Plan
CERT	Campus/Community Emergency Response Team
COF	Campus Operations & Facilities Office
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
FEMA	Federal Emergency Management Administration
Hazmat	Hazardous Material
HIEMA	Hawai'i Emergency Management Agency
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 Hawai'i at Mānoa Campus
UHM DPS	University of Hawai'i at Mānoa – Department of Public Safety
UHS	University Health Services

APPENDIX

APPENDIX A-1

UHM EMERGENCY MANAGEMENT TEAM (EMT)

Title/Office	Name	Email	Office Phone
UH President	David Lassner	david@hawaii.edu	956-7651
UHM Provost	Michael Bruno	mbruno2@hawaii.edu	956-8447
UH Vice President for Administration	Jan Gouveia	ygouveia@hawaii.edu	956-6405
UH Associate Vice President for Administration	Kevin Ishida	kevini@hawaii.edu	956-0768
UHM Vice Provost for Student Success	Katrina Olivera	katrinaa@hawaii.edu	956-3290
Director, UHM Campus Services	Kevin Ishida	kevini@hawaii.edu	956-0768
Chief, UHM Dept. of Public Safety (UHM DPS)	Andrew Black	ablack22@hawaii.edu	956-8310
Emergency Management Coordinator (UHM DPS)	Jimmy Lagunero	lagunero@hawaii.edu	956-0773
Director, UHM Campus Operations and Facilities	Blake Araki	blakea@hawaii.edu	956-4636
Director, Environmental Health & Safety (EHSO)	Emma Kennedy	ekennedy@hawaii.edu	956-3200

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

Title/Office	Name	Email	Office Phone
Director, Athletics	Craig Angelos	athdir@hawaii.edu	956-7651
Director, Office Research Compliance (ORC)	Victoria Rivera	riveravg@hawaii.edu	956-8447
Director, Risk Management	Darren Suzuki	dmsuzuki@hawaii.edu	956-6405
Director, University Health Services	Dr. Andrew Nichols	nicholsa@hawaii.edu	956-0768
Dean, UH Medical School	Dr. Lee Buenconsejo-Lum	lbuencon@hawaii.edu	956-3290

APPENDIX A-2**UH SYSTEM ALERT ROSTER**

Title/Office	Name	Email	Office Phone
UH President	David Lassner	david@hawaii.edu	956-7651
V.P. for Academic Strategy	Debora Halbert	halbert@hawaii.edu	956-9404
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	Erika Lacro	lacro@hawaii.edu	956-7038
Assoc. VP for Administration	Kevin Ishida	kevini@hawaii.edu	956-0768
UH System Risk Mgmt. Administrator	Darren Suzuki	dmsuzuki@hawaii.edu	956-7243
UH System Communications	Dan Meisenzahl	dmeisenz@hawaii.edu	348-4936

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BACK COVER