

# Crisis Management Plan



## **St. Elizabeth Parish**

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Letter from  
Bishop Larry Silva:

# Crisis Management Plan

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# Summary Information

## **Crisis Team Members**

Father Arnold Ortiz, Pastor (aortiz@rcchawaii.org)  
Father Romple Emwalu, Parochial Vicar (remwalu@rcchawaii.org)  
Daniel Ford, HPD Retired (kalihifords@hawaiiantel.net)  
Robin Oania, Parish Council (Robinoania@yahoo.com)  
Reno Remigio, Parish Council (iamquirinoremigiojr@gmail.com)  
Jared and Amy Zick, CPR and AED training (jaredzick@gmail.com)  
Gilda Angle, RN (aieaangle@hawaiiantel.net)  
Terrence Fong, HFD (tjfong94@gmail.com)  
Jeffrey Chun, HPD (email address to be added)

The role of the Crisis Team is to ensure that our parish and its members are adequately prepared and trained to respond in the event of an emergency or crisis, either man-made or natural.

The duties of the Crisis Team are but not limited to:

- Actively partnering with local fire and police authorities in assessing potential emergency situations and prevention measures:
- Training ministry leaders, parishioners and others in crisis prevention and response;
- Working with Building and Planning Committee to ensure adequate safety measures related to emergencies;
- Serve as observers and responders in the case of an emergency;
- Call regular meetings for planning and training.

## **Crisis Team Ministry Member Duties**

Ministry Team Chair:

- Delegated by the Pastor, responsible for implementing this Plan;
- Recruit volunteer committee members;
- Members meet at least twice each year (prepares agenda, designated secretary (to record minutes), coordinates location, etc.
- Recommends short-term and long-term emergency preparedness goals to the Pastor;
- Works with volunteers

## **Ministry Volunteers**

• Trainers

Qualifications – background in law enforcement or first responder training.

Duties – coordinates training with local first responders, Catholic Mutual Group Insurance programs and other training related to safety and security for all ministries; provides training for parishioners attending Mass.

• Mass Safety Volunteers

Duties: Provide “eyes and ears” before, during and after Mass times to identify suspicious behavior, call authorities or first responders when necessary and direct parishioners during a crisis. Volunteers should participate fully in the liturgy unless they intend to participate in another Mass the same Saturday Vigil or Sunday.



## Summary Information (cont'd)

Qualifications: Must complete parish training regarding Mass emergencies. Must be physically able to carry up to 25lbs. and be able to assist others in case of emergency. Must consistently attend Mass as this volunteer will be scheduled for duty. Must carry a charged cell phone at all times.

### • Property and Safety Volunteers

Duties – Works with parish Building and Planning Committee to ensure all facilities are in working order regarding safety and security.

Qualifications: Preferable they have some knowledge about facility and building safety (construction, electrical); best practice is to have this responsibility assigned to the Building Committee.

### **Safety Training for Staff, Parishioners and Students**

Staff Training – includes violent visitor during non-Mass times, violent visitor during Mass, fire, earthquake and nuclear threat, medical emergency and bomb threat at least twice each year.

Parishioners – includes violent visitor during Mass, fire, earthquake and nuclear threat training at least twice a year at Mass.

Religious Education and Youth Ministry Leaders – includes violent visitor during non-Mass time, fire, earthquake and nuclear threat, medical emergency once a year and no later than the second meeting of the catechetical year.

Other ministry leaders – includes at least twice each year violent visitor during non-Mass time, fire, earthquake and nuclear threat, medical emergency.

St. Elizabeth Parish School – training based on Hawaii Catholic Schools Office manual and accreditation requirements.

### **Media Contact**

Media contact will be managed by a Diocesan representative or the pastor. Under no circumstances should any staff member or volunteer provide information to any representative of the media.

### **Communication Warning Systems**

Honolulu County Emergency Management: [www.honolulu.gov/dem](http://www.honolulu.gov/dem), (808) 723-8960.

National Weather Service: 808-973-5270

State Civil Defense: 808-733-4300

Oahu Civil Defense: 808-523-4121 (or 808-529-3399)

Hawaii County Civil Defense: 808-935-0031 (or 808-935-3311)

Radio: KINE-FM 105.1 (808-275-1000)

## Campus Map / Building Floor Plan

east

N  
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west

- 1 – Large parking lot (north east corner)
- 2 – Church (south central)
- 3 – Parish Offices (north central)
- 4 – School Administration (west campus)
- 5 – School Building (south-west campus)
- 6 – Parish House (vacant) (west corner)

It is critical that all members of St. Elizabeth Parish are familiar with the layout of the campus directionally and the floor plans of the buildings. All staff members and ministry and volunteer leaders should be familiar with areas that can be locked down and areas that are vulnerable in the event of an intruder. This information should be guarded and not available to the intruder.

See the Appendix for building floor plans.

## Clearly Marked Exits

Exits for evacuating people are a critical piece to an emergency plan for potential fire, intruder or other types of emergencies. All exit doors must remain unlocked from the inside whenever there is an assembly in the building.

Anticipate the fact that many people in attendance in the church, offices, classrooms or church halls may have never visited your location before. Review and consider improved signage in all buildings at exit doors and/or pathways to quickly evacuate people when necessary. Preventative measures should be taken such as ensuring your hallways and pathways to exit doors are not obstructed with tables, storage, etc. Hardware on doors should be inspected regularly to ensure that all door equipment including hinges, knobs, locks and panic bars are working properly and the door opens freely with minimal effort including sliding doors. Repair/replace doors or hardware immediately if they are not in working condition. Ensure all possible routes are clearly labeled, especially exits that are not always clearly visible. Consider large exit signs for improved visibility and signs that may illuminate at night. If breaking through church or other building windows as an exit is an option, ensure proper training on how to do so.

## Fire Emergency Procedure

Life safety is priority number one!

- Assign one person by name to call 911. Instruct them to give the full name of the church, the full street address and nearest cross streets. Tell the 911 operator there is a fire. This person should go to the main drive way and stand on the side to direct the fire department in. This person should remain on the phone until 911 hangs up.
- If the church is equipped with an alarm system activate alarm to help clear the building. Assist with the evacuation and clear the building as quickly and safely as possible. Ask people to gather in a place away from the involved building leaving the drive way clear for emergency responders. Assist those who may need help.
- If there is no alarm system, announce in a calm loud voice “please evacuate the building now.” Ask people to gather in a place away from the involved building, leaving the drive way clear for emergency responders. Assist those who may need help.

## Incident Stabilization

If the fire is small, less than two square feet, decide if you feel comfortable using a portable fire extinguisher (remember “P.A.S.S.” – Pull the pin, Aim at the base, Squeeze the handle to discharge, Sweep side to side). An adult can safely put out a fire this size. Anything larger should be left for the first responders. First responders should inspect the area to assure the fire has been extinguished.

Fire extinguishers are located in the following areas of the campus:

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- 
- 
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## Property Conservation

If the fire is in a dumpster or trash can and you can move it without injuring yourself, move it away from buildings or other flammable sources.

If electrical equipment or appliance is smoking, unplug it or disconnect the power at the circuit breaker. Have it checked by the fire department.

## **Medical Emergency Procedure**

Our first concern should be whether or not the scene is safe including body substance isolation for the rescuer. If the scene is safe, it is best to call for an ambulance to evaluate anyone in a medical situation. In Hawaii, there is no charge to have ambulance personnel evaluate the patient. The patient will only get a bill if they are transported.

1. Assign one person by name to call 911 and request an ambulance. Give the approximate age of the patient and if they are conscious or unconscious (responsive or unresponsive). This person should remain on the phone until 911 hangs up. (If the emergency is during mass, a Mass Safety Volunteer should take charge of these steps, including ensuring minimal disruption to the Mass celebration and only allowing individuals with medical expertise in the assistance).
2. Assign one person by name to go to the main driveway to direct the ambulance personnel to the patient.
3. Assign one person to get the first aid kit and the AED (Automatic External Defibrillator) if it is available. The first aid kit is located in the church sacristy.
4. Ask for volunteers with medical background to tend to the patient until first responders arrive. Volunteers should only render service to the level they are trained in order to be covered by the Good Samaritan Law.
  - If the patient is conscious, responsive and able, assist them to an area where they will have more privacy and easily accessible to ambulance personnel.
  - If the patient is unconscious or unresponsive, clear the people away from the area to give the patient privacy.
  - Remember to check the three key areas: airway, bleeding and shock.

## **Threat of Violence and Harm**

### **Firearms and Weapons**

If firearms or other weapons of any type are reported anywhere on the St. Elizabeth Parish or School campus, notify a parish representative immediately. 911 should be called and the police should determine the appropriate course of action. Do not approach the individual until law enforcement arrives, unless it is necessary for the safety of all involved.

### **Aggressive / Violent Visitor During Mass Times**

Mass Safety Volunteers and other designated individuals providing security assistance should be clearly identifiable and wear some type of visible insignia representing who they are. An example of this could be a name tag with the word "Welcome!" so that guests and parishioners may know that they may be called upon as a representative of the parish during Mass. It is a must that all Mass Safety Volunteers are equipped with cell phones to make an emergency call when necessary or to alert other Mass Safety Volunteers of any concerns. It may benefit to have Mass Safety Volunteers carry a loud horn that could be sounded if a threat turns real. Not only will this alert everyone in the congregation, it may also distract the intruder.

Example: If a Mass Safety Volunteer is outside the church and an individual is approaching (after Mass has started and looks/acts nervous/suspicious), a parishioner can immediately notify the Mass Safety Volunteers/staff. This may give an alert to contact emergency responders and activate the emergency plan in a timely manner.

### **Security Before, During and After Mass**

It is important to provide a reasonable level of security to the church before, during and after Mass:



Before Mass begins: Perimeter security before Mass may provide early detection of a threat and reduce the potential for harm to the congregation. This consists of having Mass Safety Volunteers frequently walk the exterior of the church including the parking lot. This is especially true if you have solid doors with no means of visual observations to the exterior.

During Mass: Mass Safety Volunteers should fully participate in Mass and also serve as observers of the church environment. Mass Safety Volunteers may have reserved seating area near exits or areas where there are “blind spots” to detect a potential intruder’s entryway. Mass Safety Volunteers should be trained in detecting and proper procedure for unauthorized individuals in Mass.

After Mass: Mass Safety Volunteers should remain after Mass to ensure the majority of parishioners and guests safely reach their vehicles.

### **Cell Phones**

Cell phones *must* be a part of your emergency response procedure. Every Mass Safety Volunteer and church staff should have on themselves a cell phone to immediately contact law enforcement in the event of a threat. No one person should be assigned to call 911. The call should be made by anyone available to do so. Cell phones should be programmed such that one single button dials 911 in an effort to expedite the call.

### **Threat and Course of Action**

It is important to understand there is no simple formula for survival in a threatening situation, although a survival mindset will give you a much stronger foundation upon which you can base your decisions and actions.

When a threat is identified, any and all Mass Safety Volunteers/staff that are available should call 911 immediately and give specific details to the event occurring. Examples include identification of the perpetrator(s); ethnicity, clothing, type of weapon(s), location of threat, etc.

When a person poses a minimal threat, it may be necessary to confront them if the situation allows. This should be done as a team approach whereas someone is already calling 911 to report their suspicion while someone else is assessing the situation. If you are uncertain whether or not to call 911, it’s better to call to let law enforcement be readily available and able to assess the threat level. When necessary, activate your plan for quick emergency egress from the church. Mass Safety Volunteers and staff should direct the people out of the building as quickly and safely as possible.

### **Aggressive/Violent Visitor On Property During Non-Mass Times**

If during office hours or when other parish activities are taking place, the behavior of a visitor becomes threatening and/or aggressive or shows a concerning change in behavior the staff member should:

- Inform the visitor that they must leave.
- Ensure the safety of all in the immediate vicinity by notifying them or removing them from the area. Secure the area if possible.
- Contact 911 if the situation warrants.

### **Lockdown**

If violence seems imminent, a member of the leadership team will announce two times, “Lockdown! Locks, lights, out of sight”.

- Run, hide or fight (see below)
- Move away from sight
- Maintain silence
- Do not open the door if indoors.
- If outdoors, run.

## **Run, Hide Fight**

If a situation arises where it would be appropriate for the safety and security of those involved to remain in a locked classroom, office or other area, a member of the staff or ministry leadership will announce a Lockdown.

The first directive is the “Run, Hide, Fight” process. Run, Hide, Fight is not a linear directive and does not necessarily follow order. Quickly assess the situation and determine which action is the safest to implement.

**RUN:** Choose to evacuate the area only if there is reason to believe movement can be done quickly and with presumed safety.

- Have an escape route and plan in mind;
- Leave your belongings behind;
- Keep your hands visible.

**HIDE:** Choose to hide if a presumably safe exit is not available and the danger is not actively present in the area.

- Hide in an area out of the threatening person/shooter’s view;
- Block entry to your hiding place and lock the doors;
- Silence your cell phone and/or pager.

**FIGHT:** Choose to fight if the danger is in the immediate area with no other course of action.

- As a last resort and only when your life is in imminent danger;
- Attempt to incapacitate the threatening person/shooter;
- Act with physical aggression and throw items at the threatening person/shooter.

## **Lockdown Procedure**

Whoever calls the Lockdown should immediately call 911.

- Remain calm and quiet;
- Check the surrounding area and, if clear, move to an area that can be locked down;
- Close hallway corridor doors as soon as the area is cleared;
- Close and lock all classroom/area doors;
- Move completely away from sight of door. Remain silent and stay on your feet.
- Close blinds and turn off lights, lamps, Smartboards, computer screens, etc. (anything that illuminates);
- If possible, move heavy furniture to block the door;
- Listen carefully to any announcements on the intercom or through alternative methods of communication.
- If the intruder gains entry to your area, do not remain in lockdown position. Attempt to distract or defend against the intruder and move to a safe area.

Remain in lockdown until otherwise notified by an announcement or until given direct instructions by an authorized person OR until released by a clearly identified public safety official. Ignore all bells and fire alarms during a lockdown unless notified by authorized personnel.

## **Lockdown Safe Areas**

All staff members are expected to know which areas of the campus are securable. If you are in an area that cannot be secured, move to the nearest securable area ensuring the safety of all involved. Instructions for lockdown areas in campus buildings:

Classrooms – Stay in classroom, lock doors;

Workrooms – Lock doors and move to area out of site of all windows;

Parish Hall – Evacuate immediately if time permits, otherwise shelter in place;

Church – Evacuate immediately to parking areas if time permits, otherwise move to floor, under the pews until further directions;

Parish and School Offices – Move to office area that can be locked.

Outdoor – If a group is outdoors during the initiation of a Lockdown Emergency, the group should move to a designated area, generally the nearest parking lot. Conditions such as weather, time of year or cause of the emergency can play a part in deciding what to do in an emergency while outside.

### **Bomb Threat Procedure**

In the case of a bomb threat during office hours, Mass or when other parish activities are taking place, the person who received the threat will take the following steps:

1. Gather as much information as possible, if available use Appendix 1 *Bomb Threat Protocol*.
2. Call 911 and provide any necessary information that was gathered.
3. Evacuate everyone following the plan for a fire emergency; move at least 50 yards from the building.
4. Contact the Pastor if not already notified.

A search will be made by the authorities. Volunteer parish representatives may assist in the search as requested by emergency authorities or law enforcement.

All staff members should be familiar with the Bomb Threat Protocol in the event they receive a threat by phone. (Appendix 1, *Bomb Threat Protocol*)

### **Nuclear Disaster-Procedure**

Notice will be given over the public address system to move to the designated safe areas.

All windows and doors should be closed.

All occupants must stay in the designated safe area until notified to leave.

## Imminent Natural Disasters

### Earthquake and Potential Resulting Tsunami Procedure

Earthquakes are unpredictable. They just happen. When they do happen, cannot determine if it is a single event or a small quake before a bigger one to come. The safest place to be in any earthquake is outside. If indoors and an earthquake occurs, when the shaking stops calmly evacuate the building. Assist those who need help to move to a place away from overhead power lines, masonry buildings or things that could fall on top of people.

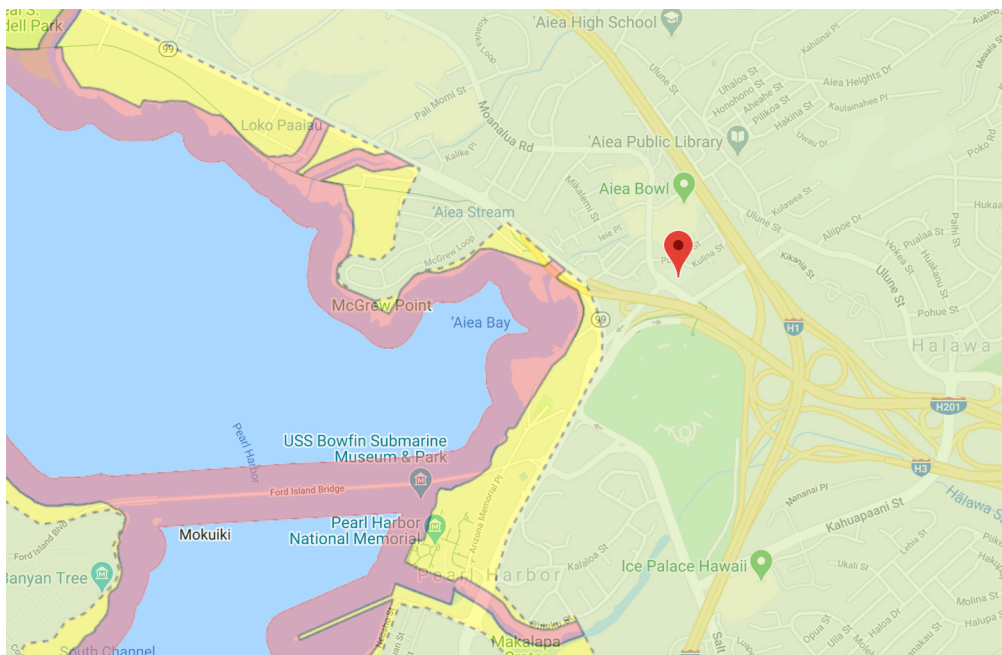
If the earthquake is violent (big enough to make it difficult to walk) there is a danger of a locally generated tsunami in tsunami prone areas. Know if your church, mission or school is in a tsunami zone. A locally generated tsunami can cause flooding in fifteen to twenty minutes so it is important to evacuate now! Know your area!

Two examples: Saint Michael's church in Kailua-Kona is a block away from high ground. Parishioners there should be instructed to leave their cars and walk out the gate on the side of the property and walk up one block. The Mission church in Puako is four miles from high ground on a narrow country road that only has one way out. People need to calmly and orderly get in their cars and drive out to the main highway.

When the earthquake is over: Turn off utilities. Do not re-enter a building until it has been inspected and declared safe by competent personnel. Inspection for the following safety components should be complete before re-entry:

- Structural soundness;
- Electrical system intact and properly operating;
- Oil, gas and other fuel systems intact and properly operating;
- Water distribution intact and properly operating with no risk of contamination.

Aiea is not in a tsunami zone (according to the National Oceanic and Atmospheric Administration).





## Appendix 1

### Bomb Threat Protocol

If you receive a bomb threat by telephone:

- Take the caller seriously
- Ask lots of questions (see below)
- Take notes on everything said and heard (background noises, voices, voice characteristics, etc.)
- Keep the caller on the line as long as possible
- Try to record the call if possible
- Note the display information
- Note which line the call is on
- Pay close attention to the EXACT words the caller is using
- If the caller hangs up, do not use the phone on which the threat was received
- Have someone call 911 immediately
- The crisis team in coordination with law enforcement will determine if an evacuation is needed

Questions to ask the caller:

When is the bomb going to explode?

Where is it right now?

What does it look like?

What kind of bomb is it?

What will cause it to explode?

Did you place the bomb? Why?

Where are you?

What is your name?

Caller ID information?

Listen for Background Sounds:

\_\_\_\_\_ Street noises

\_\_\_\_\_ Factory machines

\_\_\_\_\_ Animal sounds

\_\_\_\_\_ Voices

\_\_\_\_\_ Static

\_\_\_\_\_ Music

\_\_\_\_\_ Long distance

\_\_\_\_\_ Motor

\_\_\_\_\_ Office machinery

\_\_\_\_\_ House noises

## **Appendix 2**

### **Suspicious Package Protocol**

If a suspicious package is found: (even if a threat hasn't been received) follow these steps:

- Do not touch, tamper or move the item
- Ask to see if someone is aware of the item or its contents
- Ask if anyone is expecting anything that would be in the package
- Note any writing, names or addresses on the outside of the package

Characteristics of a suspicious package:

Origin – Postmark does not match the city of the return address, name of the sender is unusual or unknown, or no return address is given.

Balance – The letter is lopsided or unusually thick; the letter or package seems heavy for its size.

Contents – Stiffness or springiness; protruding wires or components; oily outer wrapping or envelope, feels like it contains a powdery substance.

Smell – Particularly almond or other suspicious odors.

Writing – Handwriting indicates a foreign style, not normally received, cut and paste letters or rub-on block letters are used; common words, titles or names are misspelled.

Contact anyone listed on the package to see if they are aware of what it is.

Contact 911 if the package cannot be identified.

