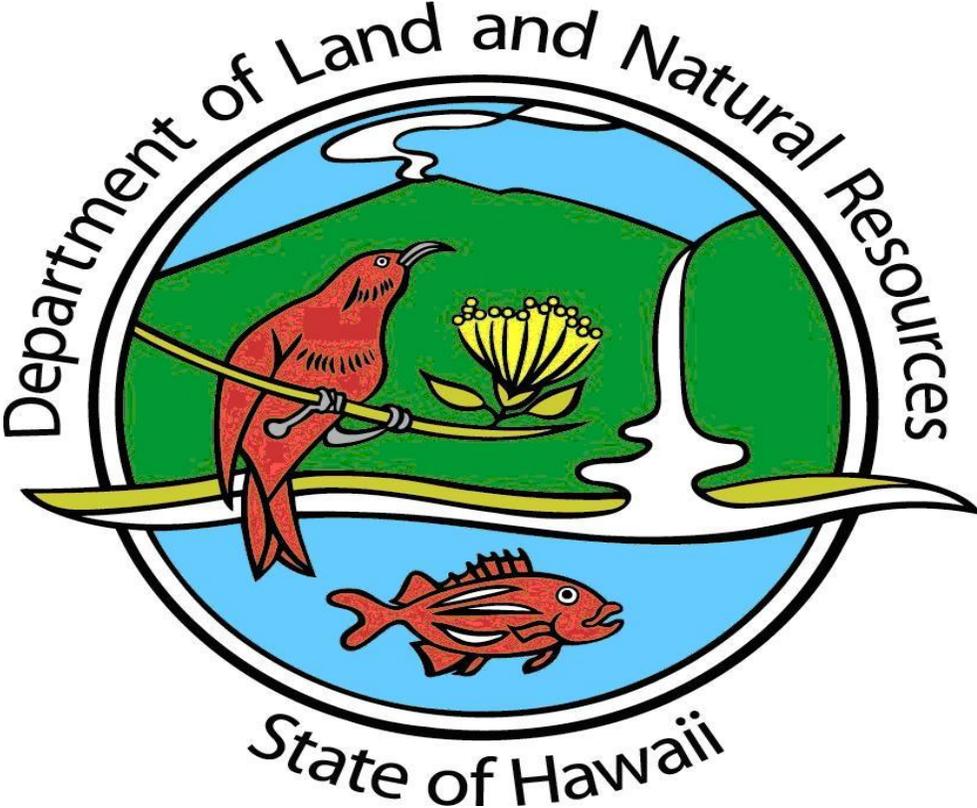


DEPARTMENT OF LAND AND NATURAL RESOURCES  
CONTINUITY OF OPERATIONS (COOP) PLAN



FOR OFFICIAL USE ONLY

### PROMULGATION STATEMENT:

This Continuity of Operations Plan (COOP) has been created for the State of Hawaii Department of Land and Natural Resources (DLNR). The Continuity of Operations Plan establishes policy and guidance to ensure the execution of the mission-essential functions for the DLNR in the event that an emergency threatens or incapacitates operations; and the relocation of selected personnel and functions of any essential facilities of the DLNR are required. Specifically, this COOP is designed to:

- Ensure that the DLNR is prepared to respond to emergencies, recover from them and mitigate against their impacts.
- Ensure that the DLNR is prepared to provide critical services in an environment that is threatened, diminished, or incapacitated.
- Provide timely direction, control, and coordination to the DLNR leadership and other critical customers before, during, and after an event or upon notification of a credible threat.
- Establish and enact time-phased implementation procedures to activate various components of the plan.
- Facilitate the return to normal operating conditions as soon as practical, based on circumstances and the threat environment.
- Ensure that the DLNR COOP Plan is viable and operational, and is compliant with all guidance documents.
- Ensure that the DLNR COOP Plan is fully capable of addressing all types of emergencies, or “all hazards” and that mission-essential functions are able to continue with minimal or no disruption during all types of emergencies.

### APPLICABILITY AND SCOPE:

The provisions of this document apply to the DLNR and its Divisions and offices. Support from other organizations as described herein will be coordinated with the Chairperson as applicable. This document applies to situations that require relocation of mission essential functions of the DLNR as determined by the Chairperson. The scope does not apply to temporary disruptions of service during short-term building evacuations or other situations where services are anticipated to be restored in the primary facility within a short period. The Chairperson will determine situations that require implementation of the COOP Plan.

### SUPERCESSION:

This document supersedes any previous COOP prepared for the Department of Land and Natural Resources. Upon adoption, this document will serve as the COOP for the Department of Land and Natural Resources, and will only be superseded when updated.

### AUTHORITY:

The legal authority for this plan is:

- State of Hawaii, Plan for Emergency Preparedness, Volume I, Operational Civil Defense and supplemental documents.
- State of Hawaii, Plan for Emergency Preparedness, Volume III, Disaster Response and Assistance, and supplemental documents.
- Chapter 26, Hawaii Revised Statutes (HRS), Executive and Administrative Departments.
- Chapter 127, HRS, Disaster Relief Act.
- Chapter, 128, HRS, Civil Defense and Emergency Act.
- Homeland Security Presidential Directive 5, February 5, 2003, Management of Domestic Incidents.
- Governor's Administrative Directive No. 15-01, dated August 11, 2015.



## **POLICY**

The Department of Land and Natural Resources recognizes and acknowledges that the protection of its assets and operations is a major responsibility to its employees and respective jurisdiction. Therefore, it is a policy of the Department of Land and Natural Resources that a viable COOP be established and maintained to ensure high levels of service quality and availability. It is also a policy of the Department of Land and Natural Resources to protect life, information, and property, in that order. To this end, procedures have been developed to support the resumption of time-sensitive department operations and functions in the event of their disruption. The Department of Land and Natural Resources is committed to supporting service resumption and recovery efforts at alternate facilities, if required. Likewise, the Department of Land and Natural Resources and its management are responsible for developing and maintaining a viable COOP plan that conforms to acceptable practices and is consistent with the provisions and direction of other State of Hawaii Emergency Management policy, plans, and procedures.

## **CONCEPT OF OPERATIONS**

The objective of this COOP plan is to ensure that a viable capability exists to continue essential DLNR functions across a wide range of potential emergencies, specifically when the primary facility is either threatened or inaccessible. The objectives of this Plan include:

- To ensure the continuous performance of essential functions/operations during an emergency.
- To protect essential facilities, equipment, records, and other assets.
- To reduce or mitigate disruptions to operations.
- To reduce loss of life, minimize damage and losses.
- To identify and designate key personnel and support staff to be relocated.
- To facilitate decision-making for execution of the Plan and the subsequent conduct of operations.
- To achieve a timely and orderly recovery from the emergency and resumption of full service to all customers.

## **PLANNING CONSIDERATIONS AND ASSUMPTIONS:**

The Department of Land and Natural Resources COOP capability:

- Must be maintained at a high-level of readiness.
- Must be capable of implementation, both with and without warning.
- Must be operational no later than 12 hours after activation.
- Must maintain sustained operations for extended periods of time.
- Should take maximum advantage of existing local, State, or federal government infrastructures.

### COOP EXECUTION:

This section outlines situations that can potentially lead to activation of the COOP Plan due to emergencies or potential emergencies that may affect the ability of the Department of Land and Natural Resources to perform its mission-essential functions from its primary and other essential facilities. This section also provides a general description of actions that will be taken by the Department of Land and Natural Resources to transition from normal operations to COOP activation.

### COOP ACTIVATION SCENARIOS:

The following scenarios would likely require the activation of the Department of Land and Natural Resources COOP Plan:

- The primary facility or any other essential facility of the Department of Land and Natural Resources is closed for normal business activities as a result of an event or credible threat of an event that would preclude access or use of the facility and the surrounding area.
- The area in which the primary facility or any other essential Department of Land and Natural Resources is located is closed for normal business activities as a result of a widespread utility failure, natural disaster, significant hazardous material incident, civil disturbance, or terrorist or military threat or attack. Under this scenario, there could be uncertainty regarding whether additional events such as secondary explosions or cascading utility failures could occur.

The following scenario would NOT require the activation of the Department of Land and Natural Resources COOP plan:

- The primary facility or any other essential facility is temporarily unavailable due to a sudden emergency such as a fire, bomb threat, or hazardous materials emergency that requires the evacuation of the facility, but only for a short duration that does not impact normal operations.

### COOP ACTIVATION:

The following measures may be taken in an event that interrupts normal operations, or if such an incident appears imminent and it would be prudent to evacuate the primary facility or any other essential facility as a precaution:

- The Chairperson may activate the COOP Plan to include activation of the alternate facility.

- The Chairperson will direct the Department Emergency Management Team to relocate to the alternate facility.
- The Department Emergency Management Team, and key personnel and support staff will relocate to the alternate facility site and will ensure that the mission-essential functions of the closed primary or other impacted facility are maintained and capable of being performed using the alternate facility and available resources, until full operations are re-established at the primary/impacted facility.
- The Department Emergency Management Team and key personnel will be responsible to continue the mission-essential functions of the Department of Land and Natural Resources within 12 hours and for an extended period of time pending regaining access to the affected facility or the occupation of the alternate facility.

Incidents could occur with or without warning and during duty or non-duty hours. Whatever the incident or threat, the Department of Land and Natural Resources COOP Plan will be executed in response to a full range of disasters and emergencies, to include natural disasters, terrorist threats and incidents, and technological disruptions and failures. In most cases, it is likely there will be a warning of at least a few hours prior to an incident. Under these circumstances, the process of activation would normally enable the partial, limited, or full activation of the COOP Plan with a complete and orderly alert, notification of all personnel, and activation of the Department Emergency Management Team.

Without warning, the process becomes less routine and potentially more serious and difficult. The ability to execute the COOP Plan following an incident that occurs with little or no warning will depend on the severity of the incident's impact on the physical facilities, and whether personnel are present in the affected facility or in the surrounding area. Positive personnel accountability throughout all phases of emergencies, including COOP Plan activation, is of utmost concern, especially if the emergency occurs without warning, during duty hours.

## TIME PHASED IMPLEMENTATION OF THE COOP PLAN:

Listed below is a general summary of the sequence of events that can be followed using time-phased implementation of the COOP Plan:

### **PHASE I – ACTIVATION (0 TO 12 HOURS)**

During this phase, alert and notification of all employees will take place. It is during this phase that the transition to alternate operations at the alternate facility begins. However, if events turn out to be less severe than initially anticipated, the time-phased COOP activation may terminate during this phase and a return to normal operations will take place.

### **PHASE II – ALTERNATE OPERATIONS (12 HOURS TO TERMINATION)**

During this phase, the transition to the alternate facility is complete and the performance of mission-essential functions should be underway. Also during this phase, plans should begin for transitioning back to normal operations at the primary facility or other designated facility.

### **PHASE III – RECONSTITUTION AND TERMINATION**

During this phase, all personnel, including those that are not involved in the COOP activation, will be informed that the threat or actual emergency no longer exists and instructions will be provided for resumption of normal operations.

## **DIRECTION AND CONTROL**

### LINES OF SUCCESSION:

Lines of succession are maintained by all Divisions and Offices, to ensure continuity of mission-essential functions.

Each Departmental Division and Office should pre-delegate authorities for making policy determinations and decisions. All such pre-delegations will specify what the authority covers, what limits may be placed upon exercising it, who will have the authority, and under what circumstances, if any, the authority may be delegated.

### VITAL RECORDS and DATABASES:

Vital records and databases identified as critical to supporting mission-essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating records will be made available to qualified personnel and will ensure backup for legal and financial records.

Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure offsite location:

- Emergency plans and directives
- Orders of succession
- Delegations of authority
- Staff roster
- Staffing assignments
- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Vital records critical to carrying out DLNR's essential legal and financial functions and activities:

- Accounts receivable
- Contracting and acquisition files
- Official personnel files
- Social Security
- Payroll
- Retirement
- Insurance records
- Property management and inventory records

## TELECOMMUNICATIONS AND INFORMATION TECHNOLOGY SERVICES SUPPORT:

Interoperable communications or the ability for the DLNR staff to communicate with individuals internal and external to the agency is critical during COOP emergencies, as during any other types of emergencies. The following are both internal and external communications systems identified for the Department of Land and Natural Resources:

- Landline Telephones
- Satellite Telephones
- Cellular Telephones
- Handheld Radios
- Laptop Computer
- Fax Machine
- Cable TV Access
- Internet Access
- Weather Radio

## ACTIVATION

### IN CASES WHERE COOP ACTIVATION IS ANTICIPATED, THE CHAIRPERSON or DESIGNEE:

- Notifies the Department Emergency Management Team to prepare for the relocation of the impacted facility and to prepare the appropriate alternate facility for operations.
- Issues a COOP alert to the Department Employees that relocation is anticipated. Key personnel are instructed to prepare for COOP activation.
- Notifies the appropriate Emergency Management agencies that an emergency relocation of the facility is anticipated.

### IN CASES WHERE COOP ACTIVATION IS ORDERED:

- The Chairperson or designee coordinates the immediate deployment of the Department Emergency Management Team to an assembly site or the designated alternate facility.
- The Chairperson or designee notifies the designated Division that manages the alternate facility to immediately initiate relocation efforts of the impacted facility and to prepare the appropriate alternate facility for operations.
- The Chairperson or designee provides instructions and guidance on operations and the location of the alternate facility.
- The Department Emergency Management Officer provides regular updates to the Director regarding the status of alternate facility activation/readiness.

### NOTIFICATION PROCEDURES FOR COOP PLAN ACTIVATION:

Upon activation of or notification to activate the DLNR COOP Plan, telephone, email, and other methods of communications designated by the Department can be used to notify its key staff and employees. The following are COOP notification procedures for the Department of Land and Natural Resources:

- The Chairperson or designee will notify the Department Emergency Management Team to activate the COOP Plan.
- Upon notification to activate the DLNR COOP Plan, the Department Emergency Management Officer will perform the following duties:

1. Notify the Division that manages the appropriate Alternate Facility of the activation of the Department's COOP Plan
  2. Notify the Appropriate Emergency Management Officials that an emergency activation or anticipated activation of the COOP Plan is expected or in progress.
  3. Report the progress of the notification process to the Chairperson
- Upon COOP activation, Division and Office Administrators will contact their key staff necessary to initiate this COOP Plan using the following procedures:
    1. Attempt to call each person in his or her chain and relay the information and guidance provided by the Department Emergency Management Team.
    2. Make a second attempt to contact those individuals who were not initially available. If this attempt is unsuccessful, they will leave a message, send a text or use any other method of communications available to make contact.
    3. Report status of cascade, including names of personnel not contacted, to the Department Emergency Management Team.
  - The Department Emergency Management Team members and key personnel report to an assembly site or deploy to the designated alternate facility to assume mission-essential functions.
  - All personnel assemble the documents and other assets as required for the performance of mission-essential functions and begin preparations for the movement of these resources. After preparation, movement of the resources commences immediately.
  - All personnel and sections of the impacted facility or facilities should implement normal security procedures for areas being vacated.

#### DEPLOYMENT PROCEDURES:

The Chairperson will determine whether a full or partial deployment of personnel and resources to the alternate facility are required to maintain the essential functions of the Department at the time of the COOP plan activation. This determination will be made based on the severity of the situation and the level of threat.

## CONTINUITY AND ALTERNATE SITE OPERATIONS

### EXECUTION OF MISSION ESSENTIAL FUNCTIONS:

Upon establishing operations at the Alternate Facility, the Department Emergency Team and key personnel will provide support for the following:

- Ensure that mission-essential functions are reestablished as soon as possible.
- Monitor and assess the situation that required the relocation.
- Monitor the status of personnel and resources.
- Establish and maintain contact with the appropriate Emergency Management Officials, or other designated personnel.
- Plan and prepare for the restoration of operations at the impacted facility or other long-term facility.

### ESTABLISHMENT OF COMMUNICATIONS:

The DLNR Information Technology Services Office will ensure all necessary and preplanned communications and information systems are established, adequate, and functioning properly and

- The Information Technology Services Office will service and correct any faulty or inadequate communications systems.
- The Information Technology Services Office personnel will ensure connectivity of information systems and will service any faulty or inadequate information systems.

### DEVELOPMENT OF PLANS FOR RECONSTITUTION:

The Department Emergency Team will develop Reconstitution and Termination Plans and Schedules to be presented to the Director that will direct an orderly transition of all mission essential functions, personnel, equipment, and records from the devolution organization to a new or restored facility. Plans and Schedules will include:

1. Whether the original primary facility is re-inhabitable. If not, the plans will include recommendations of primary facility options.
2. Construction needs for the primary facility re-occupancy, including remediation of safety issues.
3. Estimated costs associated with construction and occupancy. Plans to include options for funding.
4. Notification plans for COOP and Non-COOP staff.
5. Timeframe for construction completion and move-in.

The Chairperson will review and formally approve the plans and schedules. Upon approval, the Chairperson will issue a COOP Termination memo identifying the point of formal COOP Termination. The Chairperson or designee will oversee the Reconstitution and Termination process.

## RECONSTITUTION

As soon as possible (within 24 hours) following an emergency relocation, the Chairperson or designee will initiate operations to salvage, restore, and recover the impacted facility, pending approval from applicable local, state, and federal law enforcement and emergency service authorities. Reconstitution procedures will commence when the Chairperson determines that the emergency situation has ended and is unlikely to reoccur. Once this determination has been made, one or a combination of the following options may be implemented, depending on the situation:

- Continue to perform mission essential functions at the alternate facility for up to 30 days.
- Begin an orderly return to the impacted facility and reconstitute full normal operations.
- Begin to establish reconstitution of normal operations at a different primary facility location.

### PROCEDURES:

Upon a decision by the Chairperson or designee that the impacted facility can be reoccupied, or that a different location will be established as a new facility to resume normal operations, the following procedures will be followed:

- Division and Office Administrators will create and submit resumption plans for review and approval by the Chairperson.
- Upon approval, the Department Emergency Management Team will initiate and oversee the orderly transition of all mission essential functions, personnel, equipment, and records from the alternate facility to a new or restored facility.
- Employees will be notified by their respective Divisions or Offices that normal operations of the Department of Land and Natural Resources are resuming and that they should report back to work.

ANNEX A  
MISSION ESSENTIAL FUNCTIONS

MISSION ESSENTIAL FUNCTIONS  
DEPARTMENT OF LAND AND NATURAL RESOURCES

The Tier 1-Mission Essential Functions of the Department of Land and Natural Resources are designated as follows:

TYPE OF ESSENTIAL FUNCTION	RESPONSIBLE DIVISION OR OFFICE	EMPLOYEES RESPONSIBLE TO PERFORM THE FUNCTION
Law Enforcement	DOCARE	All DOCARE Officers
Geothermal Monitoring	Engineering Division	Designated ENG Staff
Information Technology Support	IT Services Office	Designated IT Staff
Facilities Management	State Parks and DOBOR	Designated SP/DOBOR Staff
Maintenance of Endangered Species in Captivity	Div. of Forestry and Wildlife	Designated DOFAW Staff
Burial Response	State Hist. Preservation Div.	Designated SHPD Staff
Public Information	Communications Office	Designated Comms Staff
Wildland Fire Response	Div. of Forestry and Wildlife	Designated DOFAW Staff
Fiscal Support	Administrative Services Office	Designated Fiscal Office Staff
Human Resources Support	Human Resources Office	Designated HR Office Staff
Anueneue Fisheries Marine Life Maintenance	Aquatic Resources	Designated DAR Staff

The Tier 2-Critical, but non-essential functions of the Department of Land and Natural Resources are designated as follows:

TYPE OF FUNCTION	RESPONSIBLE DIVISION OR OFFICE	EMPLOYEES RESPONSIBLE TO PERFORM THE FUNCTION
Engineering Project Monitoring	Engineering Division	Designated ENG Staff
Dam Safety	Engineering Division	Designated ENG Staff
SHPD Project Review	SHPD	Designated SHPD Staff
OCCL Project Review	OCCL	Designated OCCL Staff
CWRM Regulatory Functions	CWRM	Designated CWRM Staff
BOC Document Recording	Bureau of Conveyances	Designated BOC Staff

**ANNEX B**  
**ALTERNATE FACILITY INFORMATION**

**The following are designated as the Alternate Operating  
Facilities for the Department of Land and Natural Resources**

<b>Facility Type</b>	<b>Facility Name</b>	<b>Physical Address</b>	<b>Resources required to perform Essential Functions</b>	<b>Facility Point of Contact</b>
Primary-Oahu	DOFAW Makiki Baseyard	2135 Makiki Hgts. Drive Honolulu, HI 96822	Laptop Computer Satellite Phones Cell Phones Generators Internet Access Network Access Landlines Fax Machine Copy Machine	David Smith XXX-XXXX
Primary-Kauai	TBD	TBD	TBD	TBD
Primary-Maui	TBD	TBD	TBD	TBD
Primary-Hawaii	TBD	TBD	TBD	TBD

ANNEX C  
ORDERS FOR LEADERSHIP SUCCESSION

# ORDERS OF SUCCESSION FOR THE DEPARTMENT OF LAND AND NATURAL RESOURCES

## LEADERSHIP SUCCESSION FOR THE CHAIRPERSON:

**Primary:** Suzanne D. Case, Chairperson, Board of Land and Natural Resources

The following positions, listed by title in order of precedence, are the designated successors to the Chairperson:

1. Robert K. Masuda, First Deputy Director
2. M. Kaleo Manuel, Deputy Director- Water

## LEADERSHIP SUCCESSION FOR THE FIRST DEPUTY DIRECTOR:

**Primary:** Robert K. Masuda, First Deputy Director

The following positions, listed by title in order of precedence, are the designated successors to the First Deputy Director:

1. M. Kaleo Manuel, Deputy Director-Water

## LEADERSHIP SUCCESSION FOR THE DEPUTY DIRECTOR-WATER:

**Primary:** M. Kaleo Manuel, Deputy Director-Water

The following positions, listed by title in order of precedence, are the designated successors to the Deputy Director-Water:

1. W. Roy Hardy, Program Manager
2. Lenore Ohye, Program Manager

## LEADERSHIP SUCCESSION FOR THE DIVISION OF CONSERVATION & RESOURCES ENFORCEMENT:

**Primary:** Jason K. Redulla, Division Administrator-Enforcement Chief

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator-Enforcement Chief

1. Werner Taniguchi, Oahu Branch Chief
2. Henry B. Haina, Jr., Administrative Lieutenant

LEADERSHIP SUCCESSION FOR THE DIVISION OF FORESTRY AND WILDLIFE:

**Primary:** David Smith, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. TBD

LEADERSHIP SUCCESSION FOR THE DIVISION OF AQUATIC RESOURCES:

**Primary:** Brian Neilson, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Brian Kanenaka, Program Manager
2. David Sakoda, Program Manager
3. Ryan Okano, Program Manager

LEADERSHIP SUCCESSION FOR THE LAND DIVISION:

**Primary:** Russell Tsuji, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Kevin Moore, Assistant Administrator
2. Ian Hirokawa, Special Projects Coordinator

LEADERSHIP SUCCESSION FOR THE ENGINEERING DIVISION:

**Primary:** Carty Chang, Division Administrator-Chief Engineer

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Alyson Yim, Branch Chief
2. James Kurata, Branch Chief

LEADERSHIP SUCCESSION FOR BUREAU OF CONVEYANCES:

**Primary:** Leslie Kobata, Registrar

The following positions, listed by title in order of precedence, are the designated successors to the Registrar:

1. Mike Imanaka, Deputy Registrar
2. Kelsi Nishida, Administrative Assistant

LEADERSHIP SUCCESSION FOR THE DIVISION OF STATE PARKS:

**Primary:** Curt Cottrell, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Alan Carpenter, Assistant Division Administrator

LEADERSHIP SUCCESSION FOR THE STATE HISTORIC PRESERVATION DIVISION:

**Primary:** Alan Downer, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Susan Lebo, Archaeology Branch Chief

LEADERSHIP SUCCESSION FOR THE DIVISION OF BOATING AND OCEAN RECREATION:

**Primary:** Edward Underwood, Division Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Division Administrator:

1. Meghan Statts, Assistant Division Administrator
2. Kevin Yim, Boating Staff Officer

LEADERSHIP SUCCESSION FOR THE DEPARTMENT PERSONNEL OFFICE:

**Primary:** Alice Schutte, Department Personnel Officer

The following positions, listed by title in order of precedence, are the designated successors to the Department Personnel Officer:

1. Marissa Odo, Labor Relations Specialist
- 2.

LEADERSHIP SUCCESSION FOR THE INFORMATION TECHNOLOGY SERVICES OFFICE:

**Primary:** Lila Loos, Information Technology Services Manager

The following positions, listed by title in order of precedence, are the designated successors to the Information Technology Services Manager:

1. Steven Anicas, IT Specialist V
2. Frank Fujimoto, IT Specialist IV

LEADERSHIP SUCCESSION FOR THE ADMINISTRATIVE SERVICES OFFICE:

**Primary:** Cynthia Gomez, Administrative Services Officer

The following positions, listed by title in order of precedence, are the designated successors to the Administrative Services Officer:

1. Grace Teves, Accountant V

LEADERSHIP SUCCESSION FOR THE DEPARTMENT COMMUNICATIONS OFFICE:

**Primary:** Dan Dennison, Communications Manager

The following positions, listed by title in order of precedence, are the designated successors to the Communications Manager:

1. A.J. McWhorter, Public Information Specialist
2. Giovanni Parks, Public Information Specialist

LEADERSHIP SUCCESSION FOR THE OFFICE OF CONSERVATION AND COASTAL LANDS:

**Primary:** Sam Lemmo, Administrator

The following positions, listed by title in order of precedence, are the designated successors to the Administrator:

1. Kimberly "Tiger" Mills, Planner
2. Michael Cain, Planner

# ANNEX D

## VITAL RECORDS

### VITAL RECORDS and DATABASES:

Vital records and databases identified as critical to supporting mission-essential functions, both paper and electronic, have been identified and will be maintained, updated, and stored in secure offsite locations. In addition, procedures will be developed to ensure that records are maintained and updated regularly. Procedures will also identify how emergency operating

records will be made available to qualified personnel and will ensure backup for legal and financial records.

Vital records essential to the continued functioning or reconstitution of an organization during and after an emergency in a secure offsite location:

- Emergency plans and directives
- Orders of succession
- Delegations of authority
- Staff roster
- Staffing assignments
- Records of a policy or procedural nature that provide staff with guidance and information or resources necessary for conducting operations during any emergency and for resuming formal operations at its conclusion

Vital records critical to carrying out DLNR's essential legal and financial functions and activities:

- Accounts receivable
- Contracting and acquisition files
- Official personnel files
- Social Security
- Payroll
- Retirement
- Insurance records
- Property management and inventory records

## **GLOSSARY and KEY TERMS**

**After-Action Review (AAR):** The after action review process is a leadership and knowledge sharing tool that helps professionals within UHM to better understand incidents and important events. Through this process, leadership can identify aspects of planning, preparedness,

incident response, and incident management that may either be highlighted as worth sustaining or noted for corrective action.

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

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

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

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

**Command Staff:** The Command Staff consists of the Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an Assistant or Assistants, as needed.

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

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

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

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

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

**Emergency Management (EM):** A continuous process in which Local, State, Federal, non-governmental organizations, private sector agencies, and institutions of higher-education

conduct incident management and emergency preparedness activities focusing on mitigation, preparedness, response, and recovery periods.

**Emergency Operations Center (EOC):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction.

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

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

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

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

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

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

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

**Incident Commander (IC):** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

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

**Incident Command System (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by

jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

**Initial Response:** Resources initially committed to an incident.

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

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

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

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

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

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

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

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

**National Incident Management System (NIMS):** A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from,

and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

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

**Planning Section:** The section responsible for the collection, evaluation, and dissemination of information related to the incident, and for the preparation and documentation of Incident Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. 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 which begin once the disaster has been stabilized and which seek to restore lost functions.

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

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

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

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

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

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

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

**Standard Operating Procedure (SOP):** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

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

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

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