

CONTINUITY OF OPERATIONS PLAN

County of Hawai'i



HAWAI'I FIRE DEPARTMENT

**County of Hawai'i
Hawai'i Fire Department
25 Aupuni St, Hilo, HI 96720
(808) 932-2900**

**Fire Chief
Kazuo Todd**

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**Updates Completed by:
HFD Safety Specialist**

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Distribution of the full version of this COOP Plan, which may contain sensitive information, will be restricted to essential personnel governed by a need-to-know basis.

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Copy Number	Plan Holder
1 & 2	Hawai'i County Fire Department Fire Administration and Haihai Station 3
3	Office of the Mayor
4	Hawai'i County Civil Defense Agency
5	Hawai'i County Police Department
6	Hawai'i County Department of Public Works

General distribution of select sections of the COOP Plan may be issued to all employees to ensure a high level of readiness. Distribution methods may be a combination of the HFD's instructional letters, employee bulletins, or other internal memoranda.

What is a COOP?

A Continuity of Operations Plan (COOP), as defined in the National Continuity Policy Implementation Plan (NCPPI) and the National Security Presidential Directive-51/Homeland Security Presidential Directive-20 (NSPD-51/HSPD-20), is an effort within individual departments and agencies to ensure that Essential Functions (EFs) continue to be performed during a wide range of emergencies, including localized acts of nature, accidents and technological or attack-related emergencies. The ultimate goal of continuity is the continuation of EFs. The response to a COOP event is in effect carrying on the “day job” of the agency, not a response to the incident per se. In order to achieve that goal, the objective for organizations is to identify their EFs and ensure that those functions can be continued throughout, or resumed rapidly after a disruption of normal activities.

This Continuity of Operations Plan is an effort by the Hawai'i County Fire Department (HFD) to ensure that Essential Functions can continue to be performed in the event that normal operating processes and/or agency infrastructure are compromised, primarily focused on the Fire Administration office. The County of Hawai'i has determined that it is imperative that each Department develop and maintain a COOP. This document is in fulfillment of that directive.

Promulgation Statement

This Continuity of Operations Plan (COOP) for HFD presents a management framework, establishes operational procedures to sustain essential activities if normal operations are not feasible, and guides the restoration of the HFD's full functions. Its main focus is on the maintenance of the administrative and operational essential functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic incident or an emergency affecting the HFD.

This COOP Plan was prepared with guidance from Homeland Security Continuity Guidance Circular (CGC) Dated February 2018. Recipients are requested to advise this department of any changes which might result in its improvement or an increase in its usefulness.

Approved: _____ [Chief]

Approved: _____ [Deputy Chief]

Approved: _____ [COOP Coordinator]

Printed copies of the plan will be available at Fire Administration and at Haihai Station 3, and an electronic copy will be posted on the internal HFD web site.

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Introduction

The key purpose of COOP planning is to reduce the consequences of a disruption or disaster to acceptable levels. Although when and how an incident will occur is not known, the fact that future incidents will happen is certain. A COOP plan is designed and implemented to establish preparedness, response, recovery, resumption, and restoration procedures.

Purpose

This COOP Plan for HFD presents a management framework, establishes operational procedures to sustain essential activities if normal operations are not feasible, and guides the restoration of the agency's full functions. The plan provides for attaining operational capability within 12 hours and sustaining operations for 30 days or longer in the event of a catastrophic event or an emergency affecting the County.

The primary objectives of this plan are to:

- Ensure the continuous performance of the essential functions during an emergency
- Protect personnel, essential facilities, equipment, vital records, and other assets
- Reduce or mitigate disruptions to essential functions
- Assess and minimize damage and losses
- Facilitate decision-making during an emergency
- Achieve a timely and orderly recovery from an emergency and resumption of full service to customers

The COOP planning program's characteristics are:

- Capable of being maintained at a high level of readiness
- Capable of implementation with or without warning
- Able to achieve operational status no later than 12 hours after activation
- Able to sustain essential functions for 30 days or more
- Designed to take maximum advantage of existing department infrastructure

Applicability and Scope

The departments/agencies/offices to which this COOP Plan applies are:

- Hawai'i County Fire Department
- Hawai'i County Mayor's Office
- Hawai'i County Civil Defense Agency
- Hawai'i County Police Department
- Hawai'i County Department of Public Works

The emergency conditions, events, and situations (sometimes referred to as triggers) under which this COOP Plan would be implemented include:

- County facilities are down but the rest of the facilities are functioning normally
- County facilities are down, and other critical services are down (e.g., electricity, water, etc.)
- All facilities are down due to natural causes
- All facilities are compromised due to man-made events (e.g., a terrorist attack)

Elements of a Viable Continuity Capability

There are ten elements of a viable continuity capability:

- **Essential Functions** – The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: National Essential Functions (NEFs), Primary Mission Essential Functions (PMEFs), and Mission Essential functions (MEFs).
- **Orders of Succession** – Provisions for the assumption of senior agency functions and responsibilities during an emergency in the event that any of those officials are unavailable to execute their legal duties.
- **Delegations of Authority** – Identification, by position, of the authorities for making policy determinations and decisions at HQ, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.
- **Continuity Facilities** – Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. Continuity Facilities, or “Alternate facilities”, refers to not only other locations, but also nontraditional options such as working at home. (“teleworking”), telecommuting, and mobile-office concepts.
- **Continuity Communications** – Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.
- **Vital Records Management** – The identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to **support essential functions during a continuity situation.**
- **Human Capital** – During a continuity event, emergency employees and other special categories of employees who are activated by an agency to perform assigned response duties.
- **Tests, Training, and Exercises (TT&E)** – Measures to ensure that an agency’s continuity plan is capable of supporting the continued execution of the agency’s essential functions throughout the duration of a continuity event.
- **Devolution of Control and Direction** – Capability to transfer statutory authority and responsibility for essential functions from an agency’s primary operating staff and facilities to other agency employees and facilities
- **Reconstitution** – The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

The Four Phases of COOP Activation:

Phase I - Readiness and Preparedness: the ability of each department/agency/office to respond to a continuity incident.

Phase II - Activation and Relocation: plans, procedures, and schedules to transfer activities, personnel, records, and equipment to alternate facilities are activated within 12 hours.

Phase III - Continuity Operations: full execution of essential operations at alternate operating facilities commences up to 30 days.

Phase IV - Reconstitution: operations at alternate facility are terminated and normal operations resume in either the original facility or a suitable replacement.

Under What Conditions will COOP be Activated?

The COOP could be activated in response to a wide range of events or situations – from a fire in the building; to a natural disaster; to the threat or occurrence of a terrorist attack. Any event that makes it impossible for employees to work in their regular facility could result in the activation of the Continuity Plan. Continuity planning is simply the good business practice of ensuring the execution of essential functions and a fundamental duty of public and private entities responsible to their stakeholders. The COOP will normally be activated by the Chief, or the highest-ranking senior agency official.

Continuity Facilities

The primary alternate location for HFD in the event that Fire Administration is compromised and/or not available is the Hawaii County Emergency Communications Center conference room. Depending on the exact nature of the incident and its effect on the Fire Administration office, CT members could be directed to work from Hawaii County Emergency Communications Center conference room, from home, or another location

COOP Coordinator:

The Safety Specialist serves as the COOP Coordinator. The COOP Coordinator has the overall responsibility for the COOP program under delegated authority from the Fire Chief. The COOP Coordinator has these responsibilities:

- Establishes and maintains the COOP plan. Conducts quarterly updates of COOP plan personnel and contact information. Logs updates in the COOP Revision Record and provides hard copies to those entities listed in the distribution table on page 2 of this plan. Ensures current versions of the plan are posted on the internal HFD site.
- Ensures vital records (hard copy and digital, see Appendix B) are stored at Hawaii County Emergency Communications Center conference room and are updated quarterly. Tests and ensures that connectivity and adequate bandwidth at Hawaii County Emergency Communications Center conference room can be maintained in a wide variety of emergencies. Tests Hawaii County Emergency Communications Center conference room IT equipment monthly.
- Orders and maintains adequate COOP administrative supplies and supplies to sustain the team for the first 12 hours including MREs and potable water.
- Establishes, executes and maintains the COOP Test, Training and Exercise (TT&E) program.
- Serves as the primary COOP point of contact for HFD and other department/agency COOP program managers.
- Recruits and manages a department-wide team to review and revise this plan every five years. Next revision date: January 2028.

COOP Team (CT):

Under the supervision of the Fire Chief and coordinated through the COOP Coordinator, the CT serves as HFD's primary entity to assess impacts on the agency's operational capabilities, and to determine and enact appropriate responses to ensure the continued capabilities of the HFD's response elements. The CT may have to work under extraordinary circumstances to meet the mission and should be physically and mentally prepared to do so. CT members should be issued or have access to a Government Emergency Telecommunications Service (GETS) card, Wireless Priority Service (WPS), Telecommunications Service Priority (TSP) or equivalents. Additionally, the CT monitors and assesses CT performance during training, testing, exercises, and actual activations to provide feedback to the COOP Coordinator to improve efficiency and effectiveness of COOP activities.

Responsibilities:

- Establish assessment and monitoring processes
- Address and resolve COOP policy issues
- Coordinate amongst other related plans, departments and agencies
- Establish response criteria for staffing, facility, alternative work issues
- Adjust and supplement procedures in response to conditions
- Ensure internal and external communication flows and links
- Monitor and report on employee conditions and concerns
- Identify and propose solutions to administrative and operational issues
- Identify and propose solutions to logistical and supply issues
- Evaluate work alternatives to ensure the continuity of work, while protecting staff
- Develop guidance documents/plans

CT Oversight Topic Areas for COOP Coordinator feedback:

- Program Management
- Activation
- Essential Functions
- Succession
- Delegation
- Continuity facilities, alternate location(s)
- Communications
- Essential records management
- Human Resources
- Reconstitution
- Training, Testing and Exercises
- Plan maintenance
- Other Issues as directed by the Fire Chief

Table 1 – HFD COOP Team

The COOP Team includes all personnel in the HFD Fire Administration Office. All CT members are considered essential workers.

HFD COOP TEAM					
Name	Title	Office	Cell	Email	Responsibilities
Kazuo Todd	Chief	808-932-2901	808-854-6059	kazuo.todd@Hawaiiicounty.gov	Initiate COOP, overall management
Daniel Volpe	Deputy Chief	808-932-2902	808-640-4352	daniel.volpe@hawaiiicounty.gov	Promulgate COOP activation, manage department resources
Vacant	Assistant Fire Chief	808-932-2906	808-557-4209		Emergency Operations
Ian Chadwick	Assistant Fire Chief	808-932-2907		ian.chadwick@Hawaiiicounty.gov	Support Services
Kilipaki Kanae	EMS1	808-932-2908		Kilipaki.kanae@Hawaiiicounty.gov	EMS Bureau
Royd Henderson	Prevention 1	808-932-2912	808-217-5772	Royd.henderson@hawaiiicounty.gov	Fire Prevention
Patrick Springer	Training 1	808-961-8772	808-345-3322	patrick.springer@Hawaiiicounty.gov	Training Services Branch
Matt Komata	FASO	808-961-8384	808-339-5882	Matthew.komata@hawaiiicounty.gov	Auxiliary Services
Stacy Domingo	EC1	808-961-8384	808-430-2828	Stacy.domingo@hawaiiicounty.gov	Emergency Comms
Lauren Williamson	Private Secretary	808-932-2900	808-765-3369	lauren.williamson@Hawaiiicounty.gov	Administrative functions
Jordyn Mantz	Clerk III	808-932-2900		Jordyn.mantz@hawaiiicounty.gov	Administrative functions
Dori Sugihara	Clerk III (Training)	808-961-8772		doriann.sugihara@hawaiiicounty.gov	Training Admin. functions
Nikol Lonokapu	Accountant IV	808-932-2921	808-896-2924	Nikolk.lonokapu@hawaiiicounty.gov	Fiscal Management
Monica Louie	HR Specialist II	808-932-2924	808-937-9052	Monica.louie@hawaiiicounty.gov	Human Resources
Noel AhChoy	HR Technician I	808-932-2917		Noel.ahchoy@hawaiiicounty.gov	Human Resources
Laura Casey	HR Assistant	808-932-2910		Laura.casey@hawaiiicounty.gov	Human Resources
Keiko Furukawa	Accountant III	808-932-2922	808-345-7304	Keiko.furukawa@hawaiiicounty.gov	Fiscal Management
Isabelle Fa'agata	Professional Trainee	808-932-2929		Isabelle.faagata@hawaiiicounty.gov	Fiscal Management
Nicole Konanui	Accountant I	808-932-2935	808-345-3635	Nicole.konanui@hawaiiicounty.gov	Fiscal Management
Makena Ahuna	Accountant I	808-932-2937	808-723-0684	Makena.Ahuna@hawaiiicounty.gov	Fiscal Management
Fredie Manzano	Senior Account Clerk	808-932-2909		Fredie.manzano@hawaiiicounty.gov	Fiscal management
Jamie Varize	Senior Account Clerk	808-932-2916		Jamie.varize@hawaiiicounty.gov	Fiscal management
Tanya Burian	Senior Account Clerk	808-932-2918		Tanya.burian@hawaiiicounty.gov	Fiscal management
Vacant	Account Clerk	808-932-2936			Fiscal management
Vacant	Account Clerk	808-932-2919			Fiscal management
Chris Sloman	Fire Safety Specialist	808-932-2905	808-657-9455	christopher.sloman@hawaiiicounty.gov	COOP Coordinator

Table 2 – COOP Team Task Table

COOP TEAM TASK TABLE		
Tasks Based on COOP Phase	Comments	Who is Responsible
PHASE I – Readiness and Preparedness		
A. Identify, pre-designate COOP Team (CT) members.	Notify CT of their membership, roles.	Chief
B. Review COOP Plan quarterly to ensure currency of material, compliance with County guidelines and priorities, contact information, and continued viability and availability of station alternate locations.	Use Analysis tools, Business Process Analysis (BPA), Business Impact Analysis (BIA), COOP Assessment Tool; Distribute Current COOP throughout the department.	COOP Coordinator
C. Declare all uniformed personnel as essential, determine and declare essential non-uniformed personnel.	Department memo.	Chief, HR Lead
D. Establish protocols for volunteer firefighters.	Department memo.	Chief
E. Establish 3-deep succession for command positions down through Battalion Chiefs and essential administrative CT positions.	Validate and update quarterly.	COOP Coordinator, Chief
F. Select and validate and plan for use of alternate site for Essential Function (EF) Administration and Management, revalidate yearly.	Primary relocation site will be Haihai Station 3.	Training Chief
G. Ensure sufficient equipment (especially cell phones, 2-way radios, and laptops) is available and operational for CT members and essential staff.	Hardware should either be stored at Haihai Station 3 or issued and taken home nightly. If insufficient quantities, prioritize acquisition.	Asst. Chief 2
H. Determine connectivity and ability for CT members and essential staff to communicate and access key files, applications and other vital records from alternate locations. Have hard copies of vital records that cannot be stored using electronic methods.	Coordinate with County Telecom and IT to ensure telecom, hardware and software connectivity for CT and essential staff from alternate locations, test quarterly. Determine essential records database, and ensure access for appropriate staff.	COOP Coordinator
I. Determine distribution of Government Emergency Telecom Service (GETS) cards, Wireless Priority Service (WPS) availability (or alternates).	Ensure distribution, support and protocols in place.	Asst. Chief 2, Chief
J. Establish emergency purchasing powers, process, and credit card limits, issue cards to the Captain level.	Check with Finance to ensure that logistics processes can continue if Finance cannot carry out their essential functions.	Accountant IV, Chief
K. Establish situational assessment process internally and externally.	Establish assessment process/cycle to include reporting and timing from field units to CT.	Chief, Deputy Chief
L. Establish process for daily staff accountability.	Automated computer email with accessible dashboard for CT and/or a call tree schedule.	Deputy Chief

M. Establish Internal communications process to keep all personnel informed.	Create daily email update newsletter template for use with entire department.	Deputy Chief
N. Verify contracts for vital services such as food services, mechanical, equipment, etc., are current and in place.	Validate quarterly.	COOP Coordinator
O. Procure and maintain one week supply of non-perishable food and potable water at each station.	Validate quarterly.	COOP Coordinator, FASO
P. Procure and maintain contracts for one satellite phone for each battalion and two satellite phones for Fire Administration.	Validate quarterly.	COOP Coordinator, Asst. Chief 2
Q. Establish and implement a test, training and exercise (TT&E) program.	Full CT participation.	COOP Coordinator, Chief
PHASE II – Activation and Relocation		
A. Chief declares a COOP incident and notifies personnel department-wide, other county agencies and cooperators.	Radio broadcast, phone, text, email.	Chief
B. Notify volunteer firefighters in change of status, notify dispatchers.	Radio broadcast, phone, text, email.	Chief, Dispatch
C. Determine alternate work sites and facilities, and direct CT members to them as with their communication devices as applicable by incident.	Alternate facilities include Haihai Station, home work sites and other stations TBD based upon type and severity of incident.	Chief
D. Verify CT members have connectivity from alternate locations and can communicate, access key files, applications and vital records.	Immediately after relocation.	COOP Coordinator
E. Continually confirm interagency communication links are viable.	Radio, phone, text, email.	CT
F. Confirm that response checklists are current and distributed.	Immediately after relocation.	COOP Coordinator
PHASE III – Continuity of Operations		
A. As needed, close public access to department facilities except for emergency walk-ins based on type and severity of incident.	Post signs at all facilities and notify public through the media and county emergency notification systems.	Chief, Captains to post
B. Conduct daily staff accountability survey.	Station captain and operations BC's responsibility if call tree used (includes off duty personnel), individual accountability if automated email system used.	Deputy Chief through Battalion Chiefs
C. Report station status daily to CT per established protocol and schedule.	Captain responsibility.	Captains through Battalion Chiefs
D. If staffing shortages become acute, shift to a two-platoon system and reassign personnel to maximize coverage.	CT determination.	Deputy Chief, Chief

E. If staffing shortages are so acute that a two-platoon system isn't feasible, close stations based on call volume and station geography per Table 6.	CT determination.	Deputy Chief, Chief
F. Determine, execute external communication linkages and processes.	CT Determination.	CT
G. Establish situational monitoring system, adjust taskings and work accordingly.	CT Determination.	Deputy Chief
PHASE IV – Reconstitution		
A. Chief declares incident over.	Depending on federal, state and local guidance.	Chief
B. When appropriate, initiate reconstitution process and priorities to return to normal operations.	Depending on federal, state and local guidance, consider reconstituting most critical functions last.	Chief, Deputy Chief
C. Conduct after-action evaluation of continuity process.	CT.	COOP Coordinator, Deputy Chief
OTHER		
A. Use of Incident Management Team.	Use for responses to incidents to alleviate pressure on Battalion Chiefs.	Deputy Chief, Chief
B. Determine when/how to deploy Lifeguards if beaches close.	CT Determination.	Deputy Chief, Chief
C. Look for support/funding/grants/reimbursements to address deficiencies – FEMA/Other Agencies.	Coordinate thru HIEMA, County Civil Defense and Mayor's office.	Deputy Chief, Chief

Essential Functions

HFD has identified the essential functions that enable it to provide vital services, exercise civil authority, maintain the safety and well-being of the general population, and sustain the industrial and economic base in an emergency. Essential functions provide the basis for COOP planning.

The essential functions are prioritized according to those activities that are pivotal to resuming operations when a catastrophic event occurs. Prioritization is determined by the following:

- Time criticality of each essential function
- Sequence for recovery of essential functions and their critical processes

An essential function's time criticality is related to the amount of time that function can be suspended before it adversely affects the department's/agency's/office's core mission. Time criticality can be measured by either recovery time or recovery point objectives specific to information systems.

Essential functions and their supporting processes and services are intricately connected. Each essential function has unique characteristics and resource requirements, without which the function could not be sustained. Those processes and services that are necessary to assure continuance of an essential function are considered critical. Often, the processes and services deemed critical vary depending upon the emergency or if they have a time or calendar component.

Table 3 lists the essential functions, supportive processes, agencies and recovery times.

Table 3 – Essential Functions

ESSENTIAL FUNCTIONS, DEPENDENCIES AND RECOVERY TIME OBJECTIVES				
Priority	Essential Function	Supportive Processes or Services / COOP Strategy	Supporting Departments/Agencies/Offices	Recovery Time Objective (RTO)
1	Critical Operational Elements	Fire Suppression		Immediately
		Emergency Medical Services	American Medical Response	Immediately
		Rescue		Immediately
		Hazardous Materials		Immediately
		Communications and Dispatch		Immediately
2	Administration and Management	Overall Oversight, Management		Immediately
		Administration		Immediately
		Finance/Fiscal/Purchasing	County Finance	Immediately
		HR/Personnel	County Human Resources	Immediately
3	Secondary Operational Elements	Training		1 Week
		Fire Investigation		1 Week
		Fire Code Enforcement		1 Week
		Beach Lifeguard Services		1 Week

Table 4 – Key Personnel

Note: The Phone Tree is kept internally

KEY POSITIONS / PERSONNEL			
Function	Name, Title	COOP Role	Contact Information
Administration	Lauren Williamson	Administrative Coordination	Cell: 808-756-3369 Office: 808-932-2900
Finance/Fiscal/Purchasing	Nikol Lonokapu, Accountant IV	Fiscal	Cell: 808-896-2924 Office: 808-932-2921
HR/Personnel	Jean Viernes, Specialist I	Human Resources	Cell: 808-937-9052 Office: 808-932-2924
Fire Suppression	Darwin Okinaka, Assistant Chief, Operations	Fire Suppression	Cell: 808-557-4209 Office: 808-932-2906
Emergency Medical Services	Chris Honda Battalion Chief	Emergency Medical Services	Cell: 808-430-8093 Office: 808-961-8520
Rescue	Richard Fong, Rescue Captain	Rescue	Cell: 808-443-4150 Office: 808-932-2908
Hazardous Material Response	Kaipo Parish, Hazmat Captain	Hazardous Material Response	Cell: 808-443-4150 Office: 808-932-2908
Communications and Dispatch	Vern Hara, Fire Auxiliary Services Battalion Chief	Communications and Dispatch	Cell: 808-339-5882 Office: 808-961-8384
Training	Pat Springer, Battalion Chief	COOP Coordinator, Facility Support - Haihai	Cell: 808-927-3512 Office: 808-932-2902
Fire Investigation	Palani Kurashige, Fire Prevention Battalion Chief	Fire Code Enforcement	Cell: 808-217-5772 Office: 808-932-2912
Fire Code Enforcement	Palani Kurashige, Fire Prevention Battalion Chief	Fire Code Enforcement	Cell: 808-217-5772 Office: 808-932-2912
Beach Lifeguard Services	Darwin Okinaka, Assistant Chief, Operations	Beach Lifeguard Services	Cell: 808-443-4150 Office: 808-932-2908

Orders of Succession

Succession planning ensures the continued effective performance of the department by making provisions for the replacement of people in key positions. Succession orders should be of sufficient depth to ensure the department's ability to manage, direct, and perform essential functions through any emergency. Geographical dispersion is encouraged, consistent with the principle of providing succession to HFD in emergencies of all types.

Table 5 lists the key positions by essential function, the successors for the position, and the conditions for succession.

Order of Succession for the Chief:

Should the Fire Chief become incapacitated or otherwise unable to fulfill the duties of the position, the Deputy Fire Chief would then assume all the roles and responsibilities of the Fire Chief.

Table 5 – Orders of Succession

ORDER OF SUCCESSION				
Key Position / Personnel	Successor 1	Successor 2	Successor 3	Condition for Succession
Function: Administration				
Lauren Williamson, Secretary to the Chief	Nikol Lonokapu, Accountant IV	Jean Viernes, HR Specialist I	Keiko Furukawa, Accountant III	Emergencies / Request by Fire Chief / Incumbent not available
Function: Finance/Fiscal/Purchasing				
Nikol Lonokapu, Accountant IV	Keiko Furukawa, Accountant III	Penny Andrade, Accountant I Ra	Nicole Konanui, Accountant I	Emergencies / Request by Fire Chief / Incumbent not available
Function: HR/Personnel				
Jean Viernes, Specialist I	Laura Casey, Technician I	Susan Moore, HR Assistant		Emergencies / Request by Fire Chief / Incumbent not available
Function: Fire Suppression				
Darwin Okinaka, Assistant Fire Chief	Michael Hayashida, Battalion Chief	Chad Toyomura, Battalion Chief	Keoki Brown, Battalion Chief	Emergencies / Request by Fire Chief / Incumbent not available
Function: Emergency Medical Services				
Chris Honda, Battalion Chief	Michael Lam, FMS III	Kilipaki Kanae, FMS III	Aaron Mitchell, FMS III	Emergencies / Request by Fire Chief / Incumbent not available
Function: Rescue				
Neil, Loyola Captain	Garrett Kim, Captain	Tad Fujii , Captain	Chad Sohriakoff Captain	Emergencies / Request by Fire Chief / Incumbent not available
Function: Hazardous Material Response				
Patrick Parish, Captain	James Pacheco, Captain	Michel Uchida, Captain	Jay Igawa, Captain	Emergencies / Request by Fire Chief / Incumbent not available
Function: Facility Support - Haihai				
Pat Springer, Battalion Chief	Keoni Roback, Captain	Tai Scarbrough, FEO		Emergencies / Request by Fire Chief / Incumbent not available
Function: Communications and Dispatch				
Vern Hara, Battalion Chief	Stacy Domingo, Captain	Karen Bugado, Supervisor	Tasha Kodani, Supervisor	Emergencies / Request by Fire Chief / Incumbent not available
Function: Fire Investigation				

Palani Kurashige, Battalion Chief	Clinton Baybayan, Captain	Royd Henderson, Captain	Edward Kawasaki, Inspector	Emergencies / Request by Fire Chief / Incumbent not available
Function: Fire Code Enforcement				
Palani Kurashige, Battalion Chief	Clinton Baybayan, Captain	Royd Henderson, Captain	Edward Kawasaki, Inspector	Emergencies / Request by Fire Chief / Incumbent not available
Function: Beach Lifeguard Services				
Darwin Okinaka, Assistant Fire Chief	WSO V	Ricky Alvarez, Captain	Robin Fasciano, WSO III	Emergencies / Request by Fire Chief / Incumbent not available

Station Importance Priorities and Fall-Back Alternatives

Although this plan is primarily for Fire Administration and its management responsibilities, it is prudent to plan alternative locations for fire stations should they be affected so that decisions don't have to be made on the fly during an emergency. County owned facilities are the best alternative locations when available, although privately owned facilities may be the only alternative in order to keep apparatus within a response district. It may be necessary to double up resources in existing functional stations. Alternate locations should be structurally sound and not in tsunami inundation zones. Each station must know their alternate location and have procedures in place if a move becomes necessary. In the case of an extreme staffing shortages, most likely during a pandemic, it may be necessary to alter work schedules to meet staffing needs. If staffing needs still cannot be met, it may be necessary to close stations until staffing can again be reestablished.

Table 6 lists stations in order of importance to remain open. The number 1 station is most important in terms of providing the greatest number of services to the largest number of the public, so the number 1 station would be the last to close and the number 21 station would be the first to close.

Table 6 – Station Importance Priorities and Fall-Back Alternatives

STATION IMPORTANCE AND FALL-BACK ALTERNATIVES		
Rank/Importance to Keep Open	Station Number and Location	COOP Alternative Location(s) and Addresses
1	Station 1 – Central (Medic)	Station 3: 385 Haihai St., Hilo 96720
2	Station 7 – Kailua (Rescue)	Station 21: 724077 Hawaii Belt Rd., Kailua-Kona, 96740
3	Station 4 – Kaumana (Hazmat)	Station 3: 385 Haihai St., Hilo 96720
4	Station 9 – Waimea (Medic)	Station 16: 681771 Puu Melia St., Waikoloa 96738
5	Station 11 – Pahala	Station 11A: 951163 Kaalaiki Rd., PO Box 481, Naalehu 96772
6	Station 11A – Na’alehu (Medic)	Station 11: 961145 Kamani St./PO Box 161, Pahala 96777
7	Station 5 – Kea’au (Medic)	Station 3: 385 Haihai St., Hilo 96720
8	Station 2 – Waikea (Rescue)	Station 3: 385 Haihai St., Hilo 96720
9	Station 21 – Makalei (Hazmat)	Station 7: 745537 Palani Rd., Kailua-Kona 96740
10	Station 6 – Captain Cook (Medic)	Station 12: 787159 Puuloa St., Kailua-Kona 96740
11	Station 10 – Pahoa (Medic)	Station 5: 160579 Old Volcano Rd./PO Box 215, Keaau 96749
12	Station 14 – South Kohala	Station 16: 681771 Puu Melia St., Waikoloa 96738
13	Station 15 – North Kohala	Station 14: 684550 Queen Kaahumanu Hwy., Kamuela 96743
14	Station 20 – Ocean View (Medic)	Station 11: 961145 Kamani St./PO Box 161, Pahala 96777
15	Station 8 – Honoka’a (Medic)	Station 9: 675175 Kamamalu St., Kamuela 96743
16	Station 3 – Haihai (Medic)	Station 1: 466 Kinoole St., Hilo 96720
17	Station 18 – Paradise Park	Station 10: 152605 Keaau-Pahoa Rd., Pahoa 96778
18	Station 12 – Keauhou (Medic)	Station 7: 745537 Palani Rd., Kailua-Kona 96740
19	Station 19 – Volcano (Medic)	Station 11: 961145 Kamani St./PO Box 161, Pahala 96777
20	Station 16 – Waikoloa (Medic)	Station 14: 684550 Queen Kaahumanu Hwy., Kamuela 96743
21	Station 17 – Laupahoehoe	Station 1: 466 Kinoole St., Hilo 96720

Delegations of Authority

Table 7 lists the position(s) being delegated and the specific authority or task(s) to be performed along with the types of authority being granted. Also listed in the table are:

- The activities or actions that would trigger a delegation of authority
- Rules governing the successor's ability to exercise authority
- Procedures that must be followed before successors exercise authority
- Any limitations of authority

Table 7 – Delegation of Authority

DELEGATION OF						
Successor Position	Authority	Authority Type	Triggering Conditions	Rules	Procedures	Contact Info
Function: Administration						
	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Finance/Fiscal/Purchasing						
	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: HR/Personnel						
	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Fire Suppression						
Michael Hayashida, Battalion Chief	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
William Bergin, Battalion Chief	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Chad Toyomura, Battalion Chief	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Emergency Medical Services						
Chris Honda, Battalion Chief	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Stacy Domingo, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Richard Fong, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Rescue						
Garrett Kim, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	

Tad Fujii, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Vacant, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Hazardous Material Response						
Patrick Parish, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
James Pacheco, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Michel Uchida, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Communication and Dispatch						
Karen Bugado, Supervisor	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Leanne Kapahu, Supervisor	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Fire Investigation						
Kyle Vares, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Clinton Baybayan, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Royd Henderson, Inspector	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Fire Code Enforcement						
Kyle Vares, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Clinton Baybayan, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	

Following transfer	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: Beach Lifeguard Services						
John Baehr, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Chris Stelfox, Captain	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Jason Nixon, WSO III	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	
Function: All of the Above						
Hawai'i Island Incident Management Team	Emergency	Full	COOP activation or incumbent unavailable	Following transfer of Command	Following transfer of Command	

Emergency Authority: Incident Management Team

In the event of COOP activation, the Fire Chief or his successor may opt to activate the Hawai'i Island Incident Management Team (HIIMT) to manage the executions of various functions performed by HFD.

Reconstitution

Reconstitution is conducted using a priority-based, phased approach in which the most essential functions are transferred last. Those functions that were discontinued because of the incident should be reconstituted first. All personnel will be informed when the necessity for the COOP no longer exists. Instructions for resumption of normal operations include supervising an orderly return to the normal operating facility, moving to another temporary facility, or moving to a new permanent facility. All departments will report their location status. The process of reconstitution will generally start immediately after an event concludes, and can run concurrently with the recovery process. Some of the activities involved with reconstitution include, but are not limited to:

- Assessing the status of affected facilities with the appropriate department/agency/office and personnel
- Determining how much time is needed to repair the affected facility and/or to acquire a new facility
- Supervising facility repairs with the appropriate department/agency/office and personnel
- Notifying decision makers of the status of repairs, including estimates of when the repairs will be completed
- Implementing a priority-based, phased approach to reconstitution

After-Action Review

There will be an after-action review of the effectiveness of COOP Plans and procedures as soon as possible, including an identification of aspects of the plans and procedures that need to be corrected or updated, followed by lessons learned and the development of a Corrective Action Plan (CAP). A CAP is the plan of action and schedule for correcting a process or procedure, thus eliminating the causes of an identified problem from recurring.

Maintaining COOP Readiness

Major components of the maintenance program are the training of all key personnel in the performance of their COOP responsibilities; the conducting of periodic exercises to test and improve COOP plans and procedures, systems, and equipment; and the institution of a process to ensure that the plan continues to be updated in response to changing conditions.

All personnel who will be involved in COOP activities will be trained and equipped to perform their emergency duties. Consideration will be given to “cross-training” team members to ensure that the team is prepared to deal with the unusual demands that may arise when emergency conditions must be faced by a reduced staff. COOP training will include the following:

- Individual and team training of COOP Team members and emergency personnel to ensure currency of knowledge and integration of skills necessary to implement the COOP Plan and carry out essential functions; team training will be conducted at least annually to ensure that COOP Team members are current on their respective COOP responsibilities
- Refresher orientation for the COOP Team as it arrives at a continuity operating facility; the orientation will cover the support and services available at the facility, including communications and information systems, and administrative matters, including supervision, security, and personnel policies
- Training courses and materials designed to improve knowledge and skills related to carrying out COOP responsibilities

Testing and Exercising the Plan

Testing and exercising of COOP capabilities are essential to demonstrate and improve the ability of the department/agency/office to execute its COOP Plan. They serve to validate, or identify for subsequent correction, specific aspects of COOP Plans, policies, procedures, systems, and facilities.

Scope of Exercises

An effective program will include a variety of exercise types, including tabletops, drills, and full-scale exercises. Full-scale exercises will simulate actual emergency conditions, and exercises may include the phase-down of continuity facility operations and return to normal operations. Following an exercise, a comprehensive debriefing and after-action report will be completed.

COOP Plan Maintenance

The plan will be reviewed and updated at least quarterly to reflect changes in the Hawai'i Fire Department, essential functions, procedures, or contact information. Changes to the plan will be noted in the Revision Record provided in the Foreword. The COOP Coordinator is responsible for ensuring that the plan is reviewed and updated.

Interoperable Communications

The communications component of a COOP Plan requires well-defined chains of communication with alternative means of communicating should the primary radio communications and/or telecommunications systems (i.e., telephones, faxes, Internet) not be functioning.

HFD will strive to maintain communications capabilities commensurate with the HFD's essential functions at all times. This COOP Plan facilitates communication between the COOP Coordinator, Fire Administration and field staff and provides for communication with other departments/agencies/offices. The plan also provides a means for notifying the community of the HFD relocation and procedures for contacting the HFD and conduction of business in an emergency.

Interoperable communications provide the following:

- Communications capability that adequately supports HFD essential functions and activities
- Ability to communicate with COOP Team and other organizational components
- Ability to communicate with other departments/agencies/offices and with emergency personnel
- Access to other data and systems necessary to conduct essential activities and functions
- Alternate methods or modes of communication if primary and alternate sources are unavailable

Appendix A: Checklists

Chief COOP Activation Checklist

√	Action	Remarks
	Notify the Deputy Chief, the Secretary to the Chief and the Training Chief of the emergency and time to report to the alternate site(s).	
	Notify the Mayor, County Council Chair, Police Chief, Civil Defense and Public Works Directors of COOP activation.	
	If time allows along with the Deputy Chief, gather CT members together for brief situation report and direction. If there is no time to gather or if after hours, notify CT members and inform them of the COOP activation.	
	Conduct review and analysis of what is known of the situation.	
	Assess situation/incident with input from on-duty Deputy Chief and Battalion Chiefs.	
	Monitor news coverage.	
	Consider worse case-scenario resource requirements.	
	With the Deputy Chief, initiate strategic planning process to establish priorities/concerns/issues.	
	Bring Go Bag, laptop, cell phone and radio to Haihai.	
	After arrival, initiate and maintain contact with Dispatch, Mayor's office, Civil Defense and HIEMA.	
	With Deputy Chief, schedule meeting with CT immediately following arrival at Haihai.	
	Consult COOP Plan pre-positioned at Haihai for further direction.	

Deputy Chief COOP Activation Checklist

√	Action	Remarks
	Receive Notification of an Emergency.	
	Determine if the building needs to be evacuated. If so, implement the Occupant Emergency Plan (OEP).	
	Notify HFD Dispatch (808-961-8336) of COOP activation and confirm their operational status. If Dispatch is inoperable in their normal location, direct them to relocate to their COOP site and notify when operational.	
	Have Dispatch: <ul style="list-style-type: none"> • Notify all on-duty units of COOP activation via radio, confirm receipt with each station and on-duty Battalion Chief via radio. • Send Everbridge alert Department-wide notifying all employees of COOP activation. • Send COOP activation information to the media and to the public through social media. 	

√	Action	Remarks
	Confirm with Training Battalion Chief that Haihai is ready for CT.	
	If time allows along with the Chief, gather CT members together for brief situation report and direction. If there is no time to gather or if after hours, notify CT members and inform them of the COOP activation.	
	Conduct review and analysis of what is known of the situation.	
	Assess situation/incident with input from on-duty Battalion Chiefs.	
	Monitor news coverage.	
	Notify Assistant Chief 1 to assist with additional staffing if requested by on-duty Battalion Chiefs.	
	Consider worse case-scenario resource requirements.	
	Consider mitigation actions to be taken.	
	Initiate strategic planning process to establish priority concerns/issues.	
	Direct the Chief's private secretary to initiate a recorded message on the main Fire Administration phone line indicating the COOP relocation and the main number to call at Haihai.	
	Ensure all personnel have left Fire Administration for Haihai.	
	Bring Go Bag, laptop, cell phone, radio and vital records to Haihai.	
	After arrival, account for all CT personnel.	
	After arrival, initiate and maintain contact with Dispatch, Mayor's office, Civil Defense and HIEMA.	
	Schedule meeting with CT immediately following arrival at Haihai.	
	Consult COOP Plan pre-positioned at Haihai for further direction.	

Secretary to the Chief COOP Activation Checklist

√	Action	Remarks
	Receive Notification of an Emergency.	
	Confirm Administrative Staff activation notice received, confirm their operational status and transportation. Arrange transportation for administrative staff if needed.	
	If time allows, ensure administrative CT members attend situational report and direction brief. If there is no time to gather or if after hours, confirm CT members and inform them of the COOP activation.	
	Conduct review and analysis of what is known of the situation for administrative functions.	
	Monitor news coverage.	
	Consider worse case-scenario resource requirements.	
	Consider what mitigation actions could be taken.	
	Initiate strategic administrative planning process to establish priority concerns/issues.	
	Record a message on the main Fire Administration phone line indicating the COOP relocation and the main number to call at Haihai.	

√	Action	Remarks
	Ensure all administrative personnel have left Fire Administration for Haihai.	
	Bring Go Bag, laptop, cell phone, radio and vital records to Haihai.	
	After arrival, account for all administrative CT personnel.	
	After arrival, relieve dispatch of social media posting responsibilities.	

Training Battalion Chief/COOP Coordinator COOP Activation Checklist

√	Action	Remarks
	Receive Notification of an Emergency.	
	Notify Haihai personnel of COOP activation, clear facilities of other personnel if necessary.	
	Ready Haihai facility to receive CT, test equipment as needed.	
	Procure additional initial deployment equipment and supplies as needed.	
	Monitor news coverage.	
	Establish check-in process for CT at Haihai, account for all CT personnel.	
	Bring Go Bag, laptop, cell phone, radio and vital records to Haihai.	
	Monitor Haihai facility, equipment and supplies during activation, take corrective actions and arrange for purchases and contracts as necessary throughout activation.	

CT Members COOP Activation Checklist

√	Action	Remarks
	Receive Notification of an Emergency.	
	Relocate to Haihai, home work area or other alternate location as directed.	
	Notify supervisor of transportation needs if any.	
	Check VPN connection and ability to reach vital records if working from home. Notify County IT Department if problems occur.	
	Check-in or notify supervisor when at alternate location.	
	Bring Go Bag, laptop, cell phone and radio to Haihai as directed.	
	Monitor news coverage.	

COOP Test, Training and Exercise (TT&E) Checklist

Event:		Event Date:		
No	Activity/Task	Lead	Status/Remarks	Date Completed
Event Development and Planning				
1.	Determine purpose, objectives, and concept (format).			
2.	Determine event location(s) and reserve space, as appropriate.			
3.	Develop detailed schedule/timeline with milestones.			
4.	Obtain management approval on concept and schedule.			
5.	Announce/distribute approved dates and location(s) to all personnel involved in effort.			
6.	Draft invitation/event announcement for participants and individuals involved in conduct of event. Include suspense date for attendees' names and required information.			
7.	Obtain management approval of invitation/event announcement and finalize announcement at least 1 month before the event.			
8.	Distribute invitation/event announcement at least 3 weeks before event.			
9.	Develop documentation/materials required to support event in accordance with approved schedule.			
10.	Coordinate with guest speakers and presenters, if applicable.			
11.	Confirm space and dates with training location point of contact (POC).			
Administration				
1.	Create attendee list/roster.			
2.	Distribute read-ahead materials to rostered attendees according to approved concept and/or schedule.			
3.	Prepare and pre-position sign-in sheet/ attendance roster for each day of the event.			
4.	Provide copy of the completed sign-in sheet to the individuals preparing the after-action report.			
5.	Identify individuals to serve as recorders (i.e., note takers) during the event.			
6.	Collect notes/comments from recorders at the end of the event; Forward these to the individual(s) preparing the after-action report.			

Site Logistics				
1.	Coordinate with building POC at event site/visit site before event.			
2.	Set-up for food service at the training site.			
IT/AV/Communications Support				
1.	Coordinate with IT/communications POC at event site. Provide list of IT/communications requirements based on event agenda and attendee list.			
2.	Designate individual with responsibility for ensuring that IT/AV and communications equipment is set up and operational on days of event.			

Appendix B: Reference Material

Interoperable Communications

Interoperable Communications				
Communication System Needed in Continuity Facilities	Current Provider	Alternative Provider	Alternative Mode 1	Alternative Mode 2
Voice Line	FirstNet Network		Cell phones	Text messaging
Fax Lines (In some Fire Stations)	FirstNet Network		E-mail	
Data Lines / Network Connectivity	Spectrum	Various		
Cell Phones	AT&T and Nextel	Various	Text messaging	
E-mail	Dept of Information Technology	Internet, Web mail	Cell phones	Text messaging
Internet Access	Dept of Information Technology	Public Internet	Cell phone	Text messaging
HFD Page on County Website	Dept of Information Technology			
Blackberry and Other PDAs	AT&T	Various, Verizon		
SMS/Text Messaging	AT&T	Various	Personal cell phones	Text messaging
Radio Communication Systems	Pacific Wireless			
Mobile Command Centers for HFD: Audio Control Unit (ACU) 1000 (ability to patch other networks to HFD); Tactical Communications Unit	HFD			
Satellite Phones (AC-1, BC-1 and BC-2)	Not Currently Active			
HAM Radio Sites	Hawaii Amateur Radio Emergency Service (ARES)			
VHF Marine Radios (Fire Boat)	VHF			
Air Operations Radios (C-1 and C-2)	VHF			
Personal Cell Phones	Various			
Social Media Accounts	Facebook			

Vital Records and Databases

Vital Records and Databases			
Vital Record and Databases	Form of Record (e.g., hard copy, electronic)	Pre-Positioned or Hand Carried	Storage Location(s)
Fire Suppression			
RMS Report	Electronic	Hand-Carried	At each worksite or Station
ICS Forms	Hard copy	Hand-Carried	At each worksite or Station
Incident/Accident Reports	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Emergency Medical Services			
RMS Report	Electronic	Hand-Carried	At each worksite or Station
Patient Care Report (PCR)	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Patient Refusal Form	Hard Copy	Hand-Carried	At each worksite or Station
ICS Forms	Hard copy	Hand-Carried	At each worksite or Station
Incident/Accident Reports	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Medicare Forms	Hard Copy	Hand-Carried	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Rescue			
RMS Report	Electronic	Hand-Carried	At each worksite or Station
ICS Forms	Hard copy	Hand-Carried	At each worksite or Station
Incident/Accident Reports	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Hand-Carried	At each worksite or Station
Hazardous Material Response			
RMS Report	Electronic	Pre-positioned	At each worksite or Station
ICS Forms	Hard copy	Pre-positioned	At each worksite or Station
Incident/Accident Reports	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Pre-positioned	At each worksite or Station

Vital Records and Databases			
Vital Record and Databases	Form of Record (e.g., hard copy, electronic)	Pre-Positioned or Hand Carried	Storage Location(s)
Communications; Dispatch			
RMS Report	Electronic	Pre-positioned	At each worksite or Station
ICS Forms	Hard copy	Pre-positioned	At each worksite or Station
Incident/Accident Reports	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Fire Investigation			
HFD Emergency Procedures Guide	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Fire Code Enforcement			
HFD Emergency Procedures Guide	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Beach Lifeguard Services			
Incident/Accident Reports	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
HFD Emergency Procedures Guide	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Devolution Packet	Electronic/Hard Copy	Pre-positioned	At each worksite or Station
Relocation Checklist	Electronic/Hard Copy	Pre-positioned	At each worksite or Station

Hazard Risk/Vulnerability Assessment

From *County of Hawai'i Multi-Hazard Mitigation Plan*, May 2020

Hazard Risk / Vulnerability Assessment for Hawai'i					
Priority	Hazards	Probability of Occurrence	Capabilities / Resources / Mitigation Efforts	Essential Functions Affected	Overall Impact
1.	Earthquake	Highly Likely	Earthquake hardened facilities	All	Catastrophic
2.	Tsunami – Distant	Likely	Pacific Tsunami Warning Center	All	Catastrophic
3.	Tsunami – Local	Likely	Pacific Tsunami Warning Center	All	Catastrophic
4.	Volcanic Activity	Likely	US Geological Survey (USGS)	All	Catastrophic
5.	Hurricane	Highly Likely	<ul style="list-style-type: none"> • NOAA • Newer facilities are wind shear hardened 	All	Catastrophic
6.	Droughts/Wildfire	Highly Likely	Public Education	All	Limited
7.	Rainfall Flooding	Highly Likely	<ul style="list-style-type: none"> • US Army Corp of Engineers • Canals 	All	Limited
8.	Pandemic	Likely	Education, PPE, isolation where applicable	All	Critical
9.	Terrorist Event	Moderate	HPD, National Guard, FBI	All	Limited
10.	Civil Disobedience	Moderate	HPD, National Guard	All	Limited

Glossary of Terms

Advance Team: A working group responsible for coordinating the activities associated with relocation planning and deployment of essential operations and positions during a COOP event.

After-Action Report: A narrative report that presents issues found during an exercise or an incident and recommendations on how those issues can be resolved.

Alternate Communications: Communication methods that provide the capability to perform minimum essential department or office functions until normal operations can be resumed.

Alternate Database/Records Access: The duplication and/or backup of vital resources and records, and the ability to access such resources and records in the event that the COOP plan is put into effect.

Alternate Facilities/Work Site: A location, other than the normal facility, used to conduct critical functions and/or process data in the event that the primary facility is inaccessible to damaged. The alternate site provides the capability to perform minimum essential department or office functions until normal operations can be resumed.

Application Recovery: The component of IT Disaster Recovery which deals specifically with the restoration of business system software and data, after the processing platform has been restored or replaced.

Assessment: The act of assessing; appraisal.

Backup: The practice of copying information, regardless of the media (paper, microfilm, audio or video tape, computer disks, etc.) to provide a duplicate copy.

Business Continuity Plan: Process of developing advance arrangements and procedures that enable an organization to respond to an event in such a manner that critical business functions continue with planned levels of interruption or essential change.

Business Impact Analysis: An evaluation of the strengths and weaknesses of an agency's disaster preparedness and the impact an interruption would have on agency business. This is a management level analysis by which an organization assesses the quantitative (financial) and qualitative (non-financial) impact and loss.

Business IT Recovery Process: The common critical path that all companies follow during a recovery effort. There are major nodes along the path, which are followed regardless of the organization. The process has seven stages:

1. Immediate response
2. Environmental restoration

3. Functional restoration
4. Data synchronization
5. Restore business functions
6. Interim site
7. Return home

Business Process Analysis: A systematic process that identifies and documents the activities and tasks that are performed within an organization. A BPA captures and maps the functional processes, workflows, activities, subject matter expertise, systems, resources, controls, data, and facilities required in the execution of a function or task. An effective BPA supports the development of detailed procedures that outline how an organization accomplishes its mission.

Call Tree: Cascading list of key agency personnel and outside emergency personnel in order of notification.

Chain of Communication: A list of names of agency personnel in the order that they will be notified in the event of an emergency; persons on the list may be responsible for communicating information to their subordinates in the agency and to those lower on the list.

Cold Site: A relocation site that is reserved for emergency use, but which requires the installation of equipment, etc., before it can support operation.

Communications: Voice, video, and data capabilities that enable the leadership and staff to conduct the mission essential functions (MEF) of the organization.

Continuity Coordinators: These are the senior representatives tasked with coordinating the organizations continuity program.

Continuity Guidance Circular: The guidance document provides direction to non-federal entities for developing continuity plans and programs.

Continuity of Government: The effort to ensure continued leadership, authorities, direction and control, and preservation of records, thereby maintaining a viable system of government.

Continuity of Operations: An internal effort within individual components of the government to assure that capability exists to continue essential component function across a wide range of potential emergencies through a planning document.

Continuity of Operations Event: Any event that causes an agency to relocate its operations to an alternate or other continuity site to assure continuance of its essential functions.

Continuity of Operations Plan: A COOP provides guidance on the system restoration for emergencies, disasters, mobilization, and for maintaining a state of

readiness to provide the necessary level of information processing support commensurate with the mission requirements/ priorities identified by the respective functional proponent.

Planning document which outlines *how* essential agency functions will continue across a wide range of potential emergencies.

Continuity Program Management Cycle: An ongoing, cyclical model of planning, training, evaluating, and implementing corrective actions for continuity capabilities.

COOP Plan Maintenance: Steps taken to ensure the COOP plan is reviewed annually and updated whenever major changes occur.

Cooperative Agreement: Any formal, legally binding contract between two or more parties whereby the parties to that agreement agree to either share an alternate facility.

Coordinate: To advance systematically an exchange of information among principals who have or may have a need- to-know certain information in order to carry out their role in a response.

Corrective Action Program: A web-based application that allows Federal, State, territorial, tribal, and local emergency response, and homeland security officials to track and analyze improvements in their continuity plans and programs.

Critical Infrastructure Protection: Risk management actions intended to prevent a threat or threat agent from attempting to, or succeeding at, destroying, or incapacitating critical infrastructures.

Critical Processes & Services: Activities, which could not be interrupted or unavailable without significantly jeopardizing operations of the organization.

Delegation of Authority: Pre-delegated authorities for making policy determinations and decisions at headquarters, field levels and other organizational locations, as appropriate.

Department of Homeland Security: The Cabinet department of the United States federal government with the primary responsibilities of protecting the territory of the U.S. from terrorist attacks and responding to natural disasters.

Devolution: The capability to transfer statutory authority and responsibility for essential functions from an organization's primary operating staff and facilities to other organization employees and facilities, and to sustain that operational capability for an extended period.

Disaster: Sudden event such as an accident or natural catastrophe that causes great damage or loss of life or overwhelms a government's or responding agency's resources and/or capabilities.

Disaster Recovery: Activities and programs designed to return the entity to an acceptable condition. The ability to respond to an interruption in services by implementing a disaster recovery plan to restore an organization's critical business functions.

Drive-away Kit: A kit prepared by, and for, an individual who expects to deploy to an alternate location during an emergency. The kit contains items needed to minimally satisfy an individual's personal and professional needs during deployment.

Emergency: A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building, to human, natural or technological events that damage, or threaten to damage local operations. An emergency could cause the temporary evacuation of personnel and equipment from the site to a new operating location environment.

Emergency Operating Records: Records (plans and directives, orders of succession and delegation of authority) essential to the continued functioning of an agency during and after an emergency to ensure continuity of operations.

Emergency Operations Center: The site from which government officials (municipal, county, State and Federal) exercise direction and control in an emergency.

Emergency Operations Plan: A plan that provides facility-wide procedures for emergency situations that generally includes personnel safety and evacuation procedures.

Emergency Relocation Group: Pre-designated staff who move to a relocation site to continue essential functions in the event that their normal work locations are threatened or have been incapacitated by an incident. The ERG is composed of an advance team plus emergency personnel.

ERG Member: A person who has been assigned responsibility to report to an alternate site, as required, to perform organizational essential functions or other tasks related to continuity of operations.

Essential Functions: Those functions that enable County agencies to provide vital services, exercise civil authority, maintain the safety and well-being of the citizens, sustain the industrial/economic base in an emergency.

Essential Positions or Personnel: Those positions required to be filled by the local government of deemed essential by the State or individuals whose absence would jeopardize the continuation of an organization's essential functions.

Essential Resources: Resources the support the organization's ability to provide vital services,

exercise civil authority, maintain the safety and well-being of the general public, and sustain industrial and economic bases during an emergency.

Evacuation: Organized, phased, and supervised dispersal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Facilities: Locations where an organization's leadership and staff operate. Facilities should be able to provide staff with survivable protection and should enable continued and enduring operations.

Federal Continuity Directive: A document developed and promulgated by Department of Homeland Security which directs Federal executive branch departments and agencies to carry out identified continuity planning requirements and assessment criteria.

Federal Emergency Management Agency: An agency of the U.S. Department of Homeland Security to coordinate the response to a disaster that has occurred in the United States and that overwhelms the resources of local and state authorities.

First Responder: Police, fire and rescue, and emergency medical personnel who first arrive on the scene of an incident and take action to save lives, protect property, and meet basic human needs.

For Official Use Only: A document designation used by Department of Defense and a number of other federal agencies to identify information or material which, although unclassified, may not be appropriate for public release.

Government Emergency Telecommunications Service: Supports Federal, State, local, and tribal government, industry, and non-governmental organization (NGO) personnel in performing their National Security and Emergency Preparedness missions. GETS provides emergency access and priority processing in the local and long-distance segments of the Public Switched Telephone Network (PSTN). It is intended to be used in an emergency or crisis situation when the PSTN is congested and the probability of completing a call over normal or alternate telecommunication means has significantly decreased.

Homeland Security Advisory System: A series of tools used by DHS that provide the public with guidance on the status of the Nation's homeland security. The system combines threat information with vulnerability assessments and communicates this information to public safety officials and the public.

Hot Site: A fully equipped facility, which includes stand-by computer equipment, environmental systems, communications capabilities, and other

equipment necessary to fully support an organization's immediate work and data processing requirements in the event of an emergency or a disaster.

Improvement Plan: A cycle of events that incorporates evaluations, AAR's and lessons learned into the development and implementation of an IP.

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

Incident Action Plan: Formally documents incident goals, operational period objectives, and the response strategy defined by Incident Command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters.

Incident Command System: A standardized, on-scene, all-hazards incident management approach that:

- _Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- _Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- _Establishes common processes for planning and managing resources.

Interagency agreements: A written agreement entered into between agencies that require specific goods or services to be furnished or tasks to be accomplished by one agency in support of the other.

Interoperability: The ability of a system or a product to work with other systems or products without special effort on the part of the user.

IT Disaster Recovery Plan: Plan that provides recovery and restoration procedures for mission-critical information technology (IT) components/systems that are necessary to perform mission-critical business functions. This plan does not provide contingency planning guidance for business processes. Business processes should be addressed in a business resumption or business continuity plan that is typically developed by non-IT staff.

Legal and Financial Records: Records (personnel records, social security records, payroll records, insurance records, contracts, etc.) essential to the protection of the legal and financial rights of an agency and of the individuals directly affected by the agency's activities.

Mission-critical Data: Information essential to supporting the execution of an organization's essential functions.

Mission Critical Functions: Activities, which could not be interrupted or unavailable without significantly jeopardizing operations of the organization.

Mission Essential Functions: The limited set of organization level functions that should be continued throughout, or resumed rapidly after, a disruption of normal activities.

Multiyear Strategy and Program Management

Plan: A process that ensures the maintenance and continued viability of continuity plans.

Non-critical Processes: Business processes or supporting information which could be interrupted or unavailable for a significantly jeopardizing the critical functions of an organization.

Non-vital Records: Records or documents which are important but if irretrievably lost or damaged will not materially impair the organization's ability to conduct business.

Normal Operations: Refers to broad functions undertaken by an organization when it is assigned responsibility for a given functional area; these functions include planning and execution of tasks throughout the range of operations.

Occupant Emergency Plan: A short-term emergency response program that establishes procedures for safeguarding lives and property.

Occupant Evacuation Plan: Provides facility- level procedures for occupants of a facility in the event of a situation posing a potential threat to the health and safety of personnel, the environment, or property.

This plan includes planning for personnel safety and evacuation. This plan is not an IT system functionality based plan and can therefore be implemented separately.

Orders of Succession: A list that specifies by position who will automatically fill a position once it is vacated during an emergency.

Plan: A proposed or intended method of getting from one set of circumstances to another. A plan is often used to move from the present situation towards the achievement of one or more objectives or goals.

Point of Contact: The coordinator of the COOP program and leader of the COOP team, who will implement COOP plan during an emergency.

Preventative Controls: Measures in place to prevent loss of function of systems and of data critical to an agency's essential functions.

Primary Facility: The site of normal, day-to-day operations.

Program: A group of related initiatives managed in a coordinated way, so as to obtain a level of control and benefits that would not be possible from the individual management of the initiatives. Programs

may include elements of related work outside the scope of the discrete initiatives in the program.

Rapid Recall List: Cascading list of key agency personnel and outside emergency personnel in order of notification.

Reconstitution: The process by which surviving and/or replacement personnel resume normal operations from the original or replacement primary operation facility.

Recovery: The implementation of prioritized actions required to return an organization's processes and support functions to operational stability following an interruption or disaster.

Recovery Point Objective: The point in time to which data must be restored in order to resume processing transactions. In an IT context, the amount of data that can be lost measured by a time index.

Recovery Time Objective: The period of time within which systems, applications, or functions must be recovered after an outage.

Relocation Site (Alternate Facility): The site where all or designated employees will report for work if required to move from the primary facility.

Risk Assessment/ Analysis: An evaluation of the probability that certain disruptions will occur and the controls to reduce organization exposure to such risk.

Staff: Those personnel, both senior and core, who provide the leadership, advice, recommendations, and functional support necessary to continue essential operations.

Staging Area: Temporary location for personnel, supplies, and/or equipment to enable positioning of, and accounting for, resources not immediately assigned.

Standard Operating Procedures: Protocol for the conduct of regular operations.

Survivable Communications: The establishment and maintenance of an assured end-to-end communications path during all phases of a nuclear event.

Telecommuting Locations: Those locations equipped with computers and telephones that enable employees to work at home or at a location closer to their home than their main office.

Telework: The ability to work at a location other than the official duty station, using portable computers, high-speed telecommunications links, and mobile communications devices.

Test, Training, and Exercise Program: Measures to ensure that an organization's continuity plan is capable of supporting the continued execution of the organization's essential functions throughout the duration of a continuity situation.

Virtual Offices: A location or environment where employees use portable information technologies and communication packages to do their work.

Vital Records and Systems: Records or documents, regardless of media (paper, microfilm, audio or video tape, computer disks, etc.) which, if damaged or destroyed, would disrupt business operations and information flows, and cause considerable inconvenience and require placement or re-creation at considerable expense.

Vulnerability Analysis: A process that defines, identifies, and classifies the susceptibility of a facility, computer, network, or communications infrastructure, to damage or destruction. In addition, a vulnerability analysis can forecast the effectiveness of proposed countermeasures and can evaluate their actual effectiveness after they are implemented.

Warm Site: An alternate processing site which is equipped with some hardware, and communications interfaces, electrical and environmental conditioning which is only capable of providing backup after additional provisioning, software or customization is performed.

Weapons of Mass Destruction: Weapons that are capable of killing a lot of people and/or causing a high-order magnitude of destruction, or weapons that are capable of being used in such a way as to cause mass casualties or create large-scale destruction. WMDs are generally considered to be nuclear, biological, chemical, and radiological devices, but WMDs can also be high-explosive devices.

Work-at-home: When employees carry out their work duties at their residence rather than their official duty station.

Acronyms

AAR - After-Action Report	Telecommunications Service
AC - Alternate Communications	HFD - Hawai'i Fire Department
AD/RA - Alternate Database/ Records Access	HPD - Hawai'i Police Department
AF/WS - Alternate Facilities/ Work Site	HR - Human Resources Department
AR - Application Recovery	IAP - Incident Action Plan
ARC - American Red Cross	ICS - Incident Command System
ASMT - Assessment	IAS - Integrated Assessment System
AT - Advance Team	IP - Improvement Plan
BCP - Business Continuity Plan	IT DRP - IT Disaster Recovery Plan
BIA - Business Impact Analysis	JPAC - Joint POW / MIA Accounting Command
BITRP - Business IT Recovery Process	MCF - Mission Critical Functions
CAP - Corrective Action Program	ME - Medical Examiner
BIA – Business Impact Analysis	MEF - Mission Essential Functions
BPA – Business Process Analysis	MEI - Medical Examiner Investigator
CC - Corporation Counsel	MTA - Mass Transit Agency
CGC - Continuity Guidance Circular	MYSPMP - Multiyear strategy and program management plan
CHRMS - Computerized Human Resources	NEF – National Essential Function
CIP - Critical infrastructure protection	NVR - Non-Vital Records
HIEMA - Hawai'i Emergency Management Agency	OA - Office on Aging
COC - Chain of Communication	OEP - Occupant Emergency Plan
COG - Continuity of Government	OH&CD - Office of Housing and Community Development
COO - Continuity of Operations	OM - Office of the Mayor
COOP - Continuity of Operations Plan	P&R - Department of Parks and Recreation
CT – COOP Team	PA - Office of the Prosecuting Attorney
DSD - Data Systems Department	PD - Planning Department
DMORT - Disaster Mortuary Operational Response Team	PMEF – Primary Mission Essential Function
DPW - Department of Public Works	POC - Point of Contact
DR - Disaster Recovery	R&D - Department of Research & Development
EDRS - Electronic Death Registration System	RA - Risk Assessment/ Analysis
EF - Essential Function	RPO - Recovery Point Objective
EFT - Electronic Funds Transfer	RRL - Rapid Recall List
EM - Department of Environmental Management	RTO - Recovery Time Objective
EOC - Emergency Operations Center	SA - Staging Area
EOP - Emergency Operations Plan	SDA - State Department of Health
EOR - Emergency Operating Records	SFDA - State Funeral Directors Association
ERG - Emergency Relocation Group	SOP - Standard Operating Procedures
FCD - Federal Continuity Directive	TT&E - Test, Training, and Exercise Program
FD - Finance Department	VRS - Vital Records and Systems
FEMA - Federal Emergency Management Agency	WMD - Weapons of Mass Destruction
FOUO - For Official Use Only	WS - Department of Water Supply
GETS - Government Emergency	

Authorities and References

- Homeland Security Presidential Directive 20
- National Security Presidential Directive 51
- Federal Continuity Directives 1 and 2
- Continuity Guidance Circular 1
- Chapter 127, Hawai'i Revised Statutes (HRS), Disaster Relief Act
- Chapter 128, Hawai'i Revised Statutes (HRS), Civil Defense and Emergency Act;
- Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135
- U.S. Code Title 42, Chapter 68, Robert T. Stafford Disaster Relief and Emergency Assistance Act P. L. 93-288, as amended by Public Law 107-136, January 24, 2002
- State of Hawai'i Plan for Emergency Preparedness, Volume I, Operational Civil Defense
- State of Hawai'i Plan for Emergency Preparedness, Volume III, Disaster Response and Assistance
- County of Hawai'i Charter, 2008
- The Hawai'i County Code, Chapter 7, 1983 (Revised and Republished 2005)
- Resolution 95-206, adopting the Operational Area Agreement, August 15, 1995
- Hawai'i County Multi-Hazard Mitigation Plan, May 2020

Hazard-specific COOP Considerations

Pandemic

A pandemic presents a unique set of challenges because other than possible facility contamination by the pathogen itself, it is not the facilities that are negatively affected, it is the personnel.

The focus should be on what has to change from normal operations.

The objectives are:

- Provide for the health and safety of HFD staff;
- Ensure that HFD will be able to maintain its essential functions and services in the face of significant pandemic influence;
- Ensure the continuity of the leadership of the HFD;
- Communicate pandemic preparedness and response guidance to all staff and stakeholders; and
- Achieve a timely and orderly recovery from a pandemic and resumption of functions and services while preparing for subsequent impacts

Pandemic Planning Assumptions:

- HFD will be operational during a pandemic outbreak.
- Alternate facilities may be activated for use during a pandemic. HFD may make its alternate facilities, along with other locations, available to be used as a precaution to separate staff i.e., implement physical distancing protocols. A pandemic event does not necessarily require the use of alternate facilities.
- Essential functions, HFD operations and support requirements will continue to be people-dependent. These activities require human interactions to be carried out, however some interactions may not require face-to-face contact or can be conducted with precautionary measures.
- Travel restrictions, such as limitations on mass transit, implemented at Federal, State, or County levels may affect the ability of staff to respond or to get to work.
- Insufficient staffing due to infected, or exposed/quarantined personnel.
- Loss of facilities due to contamination or insufficient staffing.
- Continuation of administrative and support functions including chain-of-command functions, establishing and maintaining internal and external communication links, maintaining payroll, purchasing needed material, ensuring logistical support, and ensuring the integrity of data and records.

COOP Team Pandemic Task Table

Note: these supplement tasks in the master COOP

COOP Team Pandemic Task Table		
Tasks Based on COOP Phase	Comments	Who is Responsible
PHASE I – Readiness and Preparedness		
A. Identify, pre-designate COOP Team (CT) members.	Notify COOP Team of their membership, roles.	Chief
B. Establish protocols for volunteer firefighters in pandemic situation.	Department memo.	Chief
C. Establish situational assessment process internally and externally.	Establish assessment process/cycle to include reporting and timing from field units to CT.	Chief, HR Lead
D. Establish process for daily staff accountability.	Automated computer email with accessible dashboard for CT and/or a call tree schedule.	Chief
E. Establish Internal communications process to keep all personnel informed.	Create daily email update newsletter template for use with entire department.	COOP Coordinator, Chief
PHASE II – Activation and Relocation		
A. Chief declares a pandemic COOP event and notifies personnel department-wide, other county agencies and cooperators.	Radio broadcast, phone, text, email.	Chief
B. Notify volunteer firefighters in change of status, notify dispatchers.	Radio broadcast, phone, text, email.	Chief, Dispatch
C. Determine alternate work sites and facilities, and direct CT members to them as applicable by event.	Alternate facilities include Haihai Station, home work sites and others TBD to maintain physical distancing or if facilities are contaminated.	Chief
D. Verify CT members have connectivity from alternate locations and can communicate, access key files, applications and vital records.	Immediately after relocation.	Training Chief
E. Review current infectious viral safety, possible exposure, testing, quarantine and decontamination protocols.	Update if applicable with DOH guidance and distribute department-wide via department memo.	CT
F. Continually confirm interagency communication links are viable.	Radio, phone, text, email.	COOP Coordinator
PHASE III – Continuity of Operations		
A. Close public access to department facilities except for emergency walk-ins.	Post signs at all facilities and notify public through the media and county emergency notification systems.	Chief, Captains to post
B. Initiate and continually review protocols for infectious viral safety, possible exposure, testing, quarantine and decontamination.	Notify all department personnel via department memo.	Deputy Chief through Battalion Chiefs

C. Conduct daily staff accountability survey.	Station captain and operations BC responsibility if call tree used (includes off duty personnel), individual accountability if automated email system used.	Captains through Battalion Chiefs
D. Report station status daily to CT per established protocol and schedule.	Captain responsibility.	Captains
E. If staffing shortages become acute, shift to a two-platoon system and reassign personnel to maximize coverage.	CT determination.	Chief, Deputy Chief
F. If staffing shortages are so acute that a two-platoon system isn't feasible, close stations based on call volume and station geography per COOP.	CT determination.	Chief, Deputy Chief
G. Determine, execute external communication linkages and processes.	CT Determination.	Chief, Deputy Chief
PHASE IV – Reconstitution		
A. Chief declares pandemic over or relaxed safety standards.	Depending on federal, state and local guidance.	Chief
B. When appropriate, initiate reconstitution process to return to normal operations.	Depending on federal, state and local guidance.	Chief, Deputy Chief
OTHER		
A. Use of department Incident Management Team.	Use for responses to other incidents during pandemic beyond normal responses to alleviate pressure on Battalion Chiefs.	Chief, Deputy Chief,

Pandemic Phases

Pandemic planning and response actions shall be appropriately linked to the stages of Federal Government response and the WHO’s pandemic phases. Figure 1 below identifies the specific triggers associated with key activities within each Federal response stage (stages 0 – 6) and corresponding WHO periods and levels.

Federal Government Response Stages	Triggers for Specific Activities	WHO Pandemic Period	WHO Level
Stage 0	New Domestic Animal Outbreak in At-Risk Country / Virus presents potential (limited) threat to humans (already occurred)	Inter-pandemic	1 or 2
	Suspected Human Outbreak Overseas / Virus appears in a country of possible travel (already occurred)		
Stages 1-2	Confirmed Human Outbreak / WHO raises pandemic alert level to 4	Pandemic Alert	3
	WHO raises pandemic alert level to 5		4
Stages 3 – 5	Widespread Human Outbreaks in Multiple Locations Overseas / WHO raises pandemic alert level to 6	Pandemic	5
	Travel bans are imposed or suggested by international agencies, destination countries, Dept of State, airlines, etc.		6
	First Human Case in North America / Confirmed human-to-human outbreaks of virus occur in NCR		6
	Human-to-human virus confirmed or suspected		6
	Spread throughout United States / Government quarantine, border closures, closure of assembly areas, etc.		6
Stage 6	Shutdown of public transportation, air travel, etc.		
	Recovery and Preparation for Subsequent Waves / Declaration of all-clear by health authorities		

Since a pandemic may span over several months with multiple waves of impact, many of these expectations and actions do not necessarily have a definitive beginning and end point. Many of the action items listed and categorized should be considered as an on-going process throughout the lifespan of the pandemic.

Earthquake

Immediately after an earthquake, all field apparatus should be moved outside in case bay doors become inoperable thereby trapping apparatus inside and rendering them unusable.

If indoors while earthquake is occurring seek refuge under solid table or in doorway and away from potential fall hazards and glass windows. If outdoors, stay clear of buildings or utility lines and poles.

If on duty during event, once earthquake has stopped and all shaking ceases, conduct a rapid personnel accountability check and determine if any injuries occurred. Conduct a rapid damage assessment and confirm operational status. All companies to notify Dispatch and/or Operations Battalion Commander of situation, injuries and damage. If station or facility cannot be safely occupied, secure all equipment and prepare for relocation. After ensuring the above, conduct a “windshield survey” of the response district starting with the primary roads, then secondary and tertiary roads. Use all vehicles available to cover more area in a timely manner. Assume that a tsunami may occur and keep all apparatus and personnel above inundation zones until notified otherwise. Report damage and road conditions to dispatch and in lieu of response calls, address needs as observed. Use the FEMA Structures/Hazard Marking system if structures are searched.

If off duty during event, once earthquake has stopped and all shaking ceases, conduct a rapid family accountability check and determine if any injuries occurred. Conduct a rapid damage assessment and confirm residence is safe to occupy and family is able to manage. Assist with immediate family needs. Execute family disaster plan. Contact normal assigned work location to see if assistance is needed. If no response, contact Fire Dispatch. If no response or all communications are out, report to nearest fire station with any available gear. Dress in jeans or other sturdy pants and covered (preferably safety) shoes if uniform is unavailable. If you are located in a tsunami inundation zone ASSUME A TSUNAMI HAS BEEN GENERATED until all clear declared by Civil Defense (see tsunami procedures).

Tsunami

These guidelines are to be executed upon issuance of a Tsunami Warning by Civil Defense AND/OR after having experienced an earthquake. Consider any earthquake registering 6.5 or higher on the Modified Mercalli Intensity (MMI) Scale as possibly triggering a tsunami.

If on duty during event, evacuate all coastal residents within assigned district. Maps of tsunami inundation zones are in the front section of the phonebook. Evacuate personnel to higher ground if imminent tsunami signs are present, such as rapid sea level changes. Prepare to relocate work station if located in inundation zone.

If off duty during event, if located in a tsunami inundation zone, relocate to higher ground immediately. If not located in a tsunami inundation zone, assist with immediate family needs. Execute family disaster plan if necessary. Contact normal assigned work location to see if assistance is needed. If no response, contact Fire Dispatch. If no response or all communications are out, report to nearest fire station with any available gear. Dress in jeans or other sturdy pants and covered (preferably safety) shoes if uniform is unavailable.

Volcanic Activity

USGS monitors seismic activity and warns of impending eruption incidents. If USGS forecasts lava flows that will directly impact or affect egress routes from a station, those personnel should relocate personnel and apparatus to their COOP location. If that location could potentially be impacted, relocate out of the area predicted to be affected and contact the on-duty battalion chief for further direction. Stay clear of volcanic emissions which can cause serious respiratory problems.

Severe Weather

Tropical cyclone and high winds are predictable to a fairly accurate degree of reliability thanks to National Weather Service forecasting. As such, we have time to prepare. Depending on the predicted wind speeds, it may

be prudent to relocate apparatus away from facilities that are not wind shear hardened so that equipment and attending personnel will be better protected and able to respond after the winds have subsided.

To minimize possible damage, secure loose objects, clear gutters and downspouts, and ensure all fuel storage, vehicles and equipment are filled to capacity. Ensure adequate medical supplies are on hand prior to landfall.

High and/or swift water is dangerous to equipment and personnel. If flooding has occurred or is impending, move personnel and equipment to higher ground and out of areas subject to flooding. This includes dips, low spots, drainage ditches, canyons, washes, etc. Avoid areas already flooded, especially if the water is flowing fast. Do not attempt to cross flowing streams. Road beds may be washed out and road conditions are not known under flood waters. Be especially cautious at night. Six inches of moving water can make you fall. If you have to walk in water, walk where the water is not moving. Use a stick to check the firmness of the ground in front of you. Six inches of water will reach the bottom of most passenger cars causing loss of control and possible stalling. A foot of water will float many vehicles. Two feet of rushing water can carry away most vehicles including sport utility vehicles and pick-ups. Wear personal flotation devices when working near swift water.