



Final

After-Action Report/Improvement Plan

Coordinating Group on Alien Species

The After-Action Report/Improvement Plan (AAR/IP) aligns exercise objectives with preparedness doctrine to include the National Preparedness Goal and related frameworks and guidance. Exercise information required for preparedness reporting and trend analysis is included; users are encouraged to add additional sections as needed to support their own organizational needs. Submitted November 8, 2013

TABLE OF CONTENTS:

Contents

After-Action Report/Improvement Plan.....	1
Table of Contents:.....	2
Exercise Overview.....	4
Executive Summary	6
Analysis of Core Capabilities.....	7
Table 1. Summary of Core Capability Performance.....	8
Objective 1	9
Core Capability	9
Strengths	9
Areas for Improvement	9
Objective 2	10
Core Capability	10
Strengths	10
Areas for Improvement	10
Objective 3	11
Core Capability	11
Strengths	11
Areas for Improvement	11
Objective 4	12
Core Capability	12
Strengths	12
Areas for Improvement	12
Objective 5	13
Core Capability	13
Strengths	13
Areas for Improvement	13
Objective 6	14
Core Capability	14
Strengths	14
Areas for Improvement	14

Objective 7	15
Core Capability	15
Strengths	15
Areas for Improvement	15
Appendix A: Improvement Plan	1
Appendix B: Exercise Participants.....	1
Appendix C: Participant / Observer Feedback <i>Summarized</i>.....	1
Strengths Noted;	1
Improvement Areas / Recommendations;	1
APPENDIX D: Acronyms.....	1

EXERCISE OVERVIEW

Exercise Name	Tabletop Exercise: Coordinating Group on Alien Species
Exercise Dates	6 November 2013
Scope	This exercise is a tabletop exercise planned for 4-6 hours at East-West Center, Asia Room; adjacent to the University of Hawaii's Manoa campus. Exercise play is limited to twelve (12) exercise partner representatives.
Mission Area(s)	Response
Core Capabilities	Planning & Operational Coordination
Objectives	<ul style="list-style-type: none"> ▪ <i>Define your role in interacting with a large, diverse team of professionals who must work together to address a complex and urgent response to a Plant/Pest incursion incident. Clearly stating your role and contribution to an emergency response incursion (Plant/Pest Health incident) in Hawaii.</i> ▪ <i>Demonstrate a working knowledge of the Hawaii Plant Health Emergency Response Plan (PHERP). Apply the step-by-step process used to investigate and respond to an incursion specifically including coordination actions and outlining jurisdictional authorities and resulting command structures.</i> ▪ <i>Identify appropriate agency/organization mandates, practices, and protocols for inclusion into the overall emergency response plan.</i> ▪ <i>Coordinate your efforts with other professionals engaged in the incident by identifying competing response activities to ensure they are closely coordinated.</i> ▪ <i>Use a collaborative approach to efficiently utilize the skills of each agency and discipline and identify proactive solutions.</i> ▪ <i>Understand the importance of internal and external communications and dialogue and have ideas about how to improve both in your organization.</i> ▪ <i>Identify, if any, other agencies/entities that should be involved in coordinating such a response.</i>
Threat or Hazard	Plant/Pest Incursion
Scenario	Confirmed positive incursion of coconut rhinoceros beetle at multiple sites on the island of Oahu. Incursion includes partner agencies and a decision to respond with the intent of containment and eradication of the species incursion.
Sponsor	Coordinating Group on Alien Pest Species (CGAPS)

**Participating
Organizations**

- Participants included all levels of government. Federal, State, County and City officials as well as the University of Hawaii.

<i>Hawaii Department of Agriculture</i>	<i>Department of Defense – Bellows Air Force Station & Marine Corps Training Area Bellows</i>
<i>USDA Animal Plant & Health Inspection Service</i>	<i>Oahu Invasive Species Committee</i>
<i>University of Hawaii - CTAHR</i>	<i>City, County & State Emergency Management</i>
<i>Hawaii Department of Land and Natural Resources</i>	<i>Honolulu City and County Officials</i>

- Observers included; Department of Defense, Hawaii State Civil Defense, USDA Animal Plant & Health Inspection Service Plant Protection and Quarantine branch, USDA Forest Service, USDA Farm Service Agency, US Department of Interior Fish & Wildlife Service, Maui & Kauai Invasive Species Committee Representatives, Hawaii Department of Agriculture, Hawaii Department of Land and Natural Resources, Hawaii Invasive Species Committee representatives, US Customs and Border Protection and subject matter experts on legal issues, military cooperation. (See APPENDIX “B” for complete listing)

Point of Contact

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EXECUTIVE SUMMARY

There are many aspects to the exercise and this is not intended to capture them all but to summarize the major issues and findings. A specific table of selected actions to be taken for improvement is located in Appendix A. There is further individual, more detailed, analysis and discussion following this section that deals with each objective of the exercise.

Overall strengths identified in this exercise can be summarized as follows:

- ✓ Decision makers from each entity were: available, in attendance and willingly discussed the complex issues that led to many of the proposals in the improvement plan. Excellent participation and collaboration was demonstrated.
- ✓ There was unanimous consensus on the primary agency having jurisdiction to take the lead during a response to an incursion - Hawaii Department of Agriculture.
- ✓ Of special note and commendation was the interaction with local Emergency Management & State Civil Defense. Sharing their processes, and willingness to support an incursion with, availability of resources, facilities, expertise and potential utilization of the Joint Information Center (JIC) was very beneficial to the entire group and contributed significantly to the success of the exercise.
- ✓ Many processes were not well understood by all and they were discussed and broadened the awareness of the time and complexities involved in their application. Example: Rules process and length of time needed for establishment.

Major areas of importance identified for action include:

- ✓ Establish a formal Multi-Agency Coordination Group (MAC Group) including standard operating guidelines for its operation and use.
- ✓ Development of criteria for, and a standard definition of what constitutes a Plant/Pest “emergency”.
- ✓ Establish an annual multi-agency training/ exercise plan; to include MAC /ICS/ NRF (Incident Command System & National Response Framework). Incorporate other entities as identified in this exercise into the future training/exercise deliveries. (examples: Shipping industry, USDA LPA, other private sector ..)
- ✓ Establish a formal Incident Management team for response to plant/pest incursions.
- ✓ MAC group determine which issues need written reciprocal agreements, mutual-aid, MOUs etc. for resource allocation and funding and especially sharing/utilization of collaborator resources in a response.
- ✓ Research and begin to implement appropriate available technology to allow collaborators to better communicate. Begin this communications as early as possible in the event of an incursion. Proactive vs Reactive.
- ✓ Identify and review legal and other processes that are areas of concern for possible streamlining or possible modification for improvement. Examples included: “improve ability to implement quarantine measures..., Act 76..”

ANALYSIS OF CORE CAPABILITIES

Aligning exercise objectives and core capabilities provides a consistent taxonomy for evaluation that transcends individual exercises to support preparedness reporting and trend analysis. Table 1 includes the exercise objectives, aligned core capabilities, and performance ratings for each core capability as observed during the exercise and determined by the evaluation team.

Objective	Core Capability(s)	Performed without Challenges (P)	Performed with Some Challenges (S)	Performed with Major Challenges (M)	Unable to be Performed (U)
Roles	Planning & Operational Coordination	X			
Knowledge of Response Plan "Draft" (PHERP)	Planning & Operational Coordination		X		
Agency practices, protocols to be included	Planning & Operational Coordination		X		
Coordination	Planning & Operational Coordination	X			
Collaborative approach to utilize skills available	Planning & Operational Coordination		X		
Internal / External Communications	Planning & Operational Coordination		X		
Identify other entities that should be involved	Planning & Operational Coordination	X			

Ratings Definitions:

- Performed without Challenges (P): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Performed with Some Challenges (S): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s) and did not negatively impact the performance of other activities. Performance of this activity did not contribute to additional health and/or safety risks for the public or for emergency workers, and it was conducted in accordance with applicable plans, policies, procedures, regulations, and laws. However, opportunities to enhance effectiveness and/or efficiency were identified.
- Performed with Major Challenges (M): The targets and critical tasks associated with the core capability were completed in a manner that achieved the objective(s), but some or all of the following were observed: demonstrated performance had a negative impact on the performance of other activities; contributed to additional health and/or safety risks for the public or for emergency workers; and/or was not conducted in accordance with applicable plans, policies, procedures, regulations, and laws.
- Unable to be Performed (U): The targets and critical tasks associated with the core capability were not performed in a manner that achieved the objective(s).

Table 1. Summary of Core Capability Performance

The following sections provide an overview of the performance related to each exercise objective and associated core capability, highlighting strengths and areas for improvement.

Objective 1

- ✓ Define your role in interacting with a large, diverse team of professionals who must work together to address a complex and urgent response to a Plant/Pest incursion incident. Clearly stating your role and contribution to an emergency response incursion (Plant/Pest Health incident) in Hawaii.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Participants demonstrated knowledge of their agencies policies and jurisdictional authorities will exhibiting a willingness to cooperate with a diverse team of professionals.

Strength 2: Unanimous consensus was easily reached on the lead agency having jurisdiction for the incursion scenario in this exercise.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: There currently is not a good understanding of the content and definitive purpose of the Hawaii Plant Health Emergency Response Plan (PHERP).

Reference: PHERP

Analysis: NOTE: The PHERP is in “draft” and is not formalized and to date has had limited review. While this is an area for improvement, this is not seen as problematic at this point due to the draft nature of the plan.

Objective 2

- ✓ Demonstrate a working knowledge of the Hawaii Plant Health Emergency Response Plan (PHERP). Apply the step-by-step process used to investigate and respond to an incursion specifically including coordination actions and outlining jurisdictional authorities and resulting command structures.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Participants demonstrated knowledge of their agencies policies and jurisdictional authorities, all of which are or will be incorporated into the PHERP. This is a validation of the reasoning behind the exercise.

Strength 2: Participants did demonstrate application of a step by step process used to investigate and respond. All agreed that the organizational structure at the tactical level would/should utilize the Incident Command System. There is a fairly clear understanding of jurisdictional authorities but some improvement here is noted as well.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: There is not a common, agreed upon, definition among the entities as to what criteria actually result in the definition of an “emergency”. e.g Plant emergency versus State Declaration of Emergency etc.

Reference:

Analysis: Participants varied in their discussions on an incursion as to what a true, urgent “emergency” was. They noted there should be a more uniform definition and set of criteria.

Area for Improvement 2: As indicated in Objective 1, there currently is not a good understanding of the content and definitive purpose of the Hawaii Plant Health Emergency Response Plan (PHERP).

Reference: PHERP

Analysis: NOTE: The PHERP is in “draft” and is not formalized and to date has had limited review. While this is an area for improvement, this is not seen as problematic at this point due to the draft nature of the plan. (NOTE: this will likely be applicable to all objectives but will not be repeated as it was understood and accepted as an area for improvement and was a driving force in having this tabletop exercise. It is not seen as a negative)

Area for Improvement 3: There is not consensus at this point on coordination actions and how they will occur. Additionally there are some areas of coordination authorities that are not clear at this point.

Reference: (POC for HDOA Civil Defense, operation and participation of Joint Information Center (JIC) etc.

Analysis: There is not a formal multi-agency coordination entity to deal with these issues currently prior to, or during a response.

Objective 3

- ✓ Identify appropriate agency/organization mandates, practices, and protocols for inclusion into the overall emergency response plan.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Through the willingness to openly discuss issues and gaps, several areas for further discussion and improvement were identified, while at the same time providing for a better understanding of each entity's mandates and limitations was gained by all participants.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Pre-designed Incident Management Teams. (IMT)

Reference: Discussions

Analysis: It was noted that a pre-established IMT, with proper training and equipment, could reduce response times and increase effectiveness of the overall response. Also of note was the capability to have an inter-agency IMT exists within the State.

Area for Improvement 2: There is a need for better understanding and ultimate incorporation into the PHERP, of the roles and benefits of Emergency Management and State Civil Defense.

Reference: Discussions

Analysis: Knowledge of both the general and specific roles that State Civil Defense and City & County Emergency Management could play in an incursion was not well understood by all participants.

Area for Improvement 3: Criteria and definition for "emergency". As it relates to an incursion.

Reference: Discussions: State Civil Defense definition versus PHERP definition.

Analysis: During discussions it was apparent that there are different understandings of what is meant by the term. Consequently, response action recommendations are different based on this understanding.

Area for Improvement 4: Consider adoption of common terminology as much as feasible.

Reference: Discussions:

Analysis: During discussions it was that not only the issues of “ICS” or “definition of an emergency” should be consistent but other items such as “Standard Operating Procedures” might be more accurate and well accepted among collaborators if they were termed “Standard Operating Guidelines”.

Area for Improvement 5: Policy/legal issues identified, such as delegation of authorities to enter private property if the agency having jurisdiction wishes to utilize non-agency personnel, need to be clarified.

Reference: Discussions:

Analysis: During discussions it was noted that currently there is some uncertainty to if that is possible, and what would be the standard operational guidelines to implement such an action.

Objective 4

- ✓ Coordinate your efforts with other professionals engaged in the incident by identifying competing response activities to ensure they are closely coordinated.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: Participants demonstrated knowledge of their agencies policies and jurisdictional authorities will exhibiting a willingness to cooperate with a diverse team of professionals.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: The coordination improvements noted are the same as listed in the above analysis Areas 1 through 5. (MAC Group, IMT, authorities, terminology etc.)

Reference:

Analysis:

Objective 5

- ✓ Use a collaborative approach to efficiently utilize the skills of each agency and discipline and identify proactive solutions.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: The willingness and desire, by all participants, to achieve the goal of control and/or eradication of a plant/pest incursion cannot be overstated.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Potential involvement of the private sector in planning, training, exercises and response should be outlined in the PHERP to help establish proactive solutions and alternatives.

Reference: Discussions and draft PHERP

Analysis: Participants generally felt that industry, including the shipping industry, should be involved in the outreach and education process as well as the response in order to use all the skills available.

Area for Improvement 2: Review of legal process that might assist in a more rapid response or other aspects of response. (also outlined in delegation of authorities above)

Reference: Discussions: “Act 76” mentioned by State Civil Defense

Analysis: -

Objective 6

- ✓ Understand the importance of internal and external communications and dialogue and have ideas about how to improve both in your organization.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: The overall strength can be summarized by the all partners willingness to improve internal and external communications. .

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: New communication “technology” is not currently being utilized to enhance early wide-ranging communications and information exchange between collaborators as well as the public

Reference: Discussions

Analysis: Use of social media, and other newer technology networks that can serve all collaborators is lacking.

Area for Improvement 2: As mentioned in other sections, definitive processes and options for utilization of the Joint Information Center, (State Civil Defense organization) need to be explored and documented in the PHERP.

Reference: Discussions + State Civil Defense standard operational guidelines

Analysis: Incorporation of messages, outreach and education for the general public and private entities as well as other State governmental agencies in an accelerated fashion could utilized this existing resource to enhance accomplishment of communication’s goals.

Objective 7

- ✓ Identify, if any, other agencies/entities that should be involved in coordinating such a response.

Core Capability

- Planning and Operational Coordination

Strengths

The capability level can be attributed to the following strengths:

Strength 1: With the diverse group there was a great effort and initiative to identify others who needed to be involved to help create a better product (plan) as well as a response. The participants were very open to additional entities being involved in all phases, including future training and exercise.

Areas for Improvement

The following areas require improvement to achieve the full capability level:

Area for Improvement 1: Consideration should be given to those entities identified as possible collaborators.

Reference:

Analysis: Examples included; Extension Service, Small Business Administration (disaster loans), Law Enforcement entities, Non-governmental entities that may have been overlooked, Power Company (equipment & situational awareness/surveillance).

APPENDIX A: IMPROVEMENT PLAN

This IP has been developed specifically for [Organization or Jurisdiction] as a result of the Tabletop Exercise (TTX) conducted on 6 November 2014 at the University of Hawaii, Manoa.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Core Capability 1: Planning & Operational Coordination	1 Multi-Agency Coordination	Formal establishment of a Multi-Agency Coordinating Group (MAC Group) with operational guidelines				
		Establish criteria & definition of “emergency” that includes expected response actions for incorporation into PHERP				
		Produce a multi-agency training / exercise plan to be reviewed and updated annually				
		MAC Group will identify needed agreements, MOUs etc. to utilize skills and resources of collaborators				
		Finalize, review and approve Hawaii Plant Health Emergency Response Plan (PHERP)				
Core						

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Capability 1: Planning & Operational Coordination		MAC Group will identify resource needs by type for State Civil Defense incorporation into their resource allocation database				
	2. Communication	Review legal processes for possible streamlining and modifications for emergencies (EAN etc)				
		Identify POC for JIC and establish Standard Operational Guidelines				
	3. Technology	Identify methods to be incorporated to improve and accelerate communications internally and externally (public & collaborators)				
	4. Incident Response	Establish an Incident Management Team; providing details to State CD for incorporation into their resource allocation database: This IMT should also be part of the annual training and exercise plan as is the MAC Group.				
		Identify protocols necessary to utilize other entity personnel on response under HDOA authority				

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization	Organization POC	Start Date	Completion Date

APPENDIX B: EXERCISE PARTICIPANTS

Participating Organizations	Individual Representative
USDA Animal Plant & Health Inspection Service	Stuart Stein
USDA Animal Plant & Health Inspection Service	James "Tony" Landers
Department of Defense – US Navy	Cory Campora
Hawaii Department of Agriculture Plant Industry	Neil Reimer
Hawaii Department of Agriculture Plant Industry	Darcy Oishi
Hawaii Department of Land & Natural Resources	David Smith
Hawaii Department of Land & Natural Resources	Joshua Atwood
Oahu Invasive Species Committee	Julia Parish
UH College of Tropical Ag. & Human Resources	Mike Melzer
State Civil Defense	Steven Yoshimura
Honolulu City/County Emergency Management	Melvin Kaku
Observers	
Plant Health Emergency Response Plan (writers)	Lloyd Loope & Andi Shluker
USDA Forest Service	Jodi Chew
C&C Honolulu Agriculture Liaison	Po-Yung Lai
Maui Invasive Species Committee	Teya Penniman (Module 2 Player/Participant)
Kauai Invasive Species Committee	Keren Gundersen
Hawaii Invasive Species Council	Emily Montgomery
Hawaii Conservation Alliance Foundation (HCAF)	Bryan Harry
CGAPS Legal Fellow	Melissa Miyashiro
CGAPS Legal Fellow	Jarrett Keohokalole
CGAPS	Christy Martin (Recorder – Evaluator)
USDA Farm Service Agency	Diane Ley
Hawaii Dept. of Land & Natural Resources DOFAW	Rob Hauff
Hawaii Dept. of Land & Natural Resources DOFAW	Ryan Peralta (Evaluator)
USDA Animal Plant & Health Inspection Agency PPQ	John Lightner (Evaluator)
USDA Animal Plant & Health Inspection Agency PPQ	Dorothy Alontaga
DOI USFWS	Joshua Fisher
DOI USFWS	Domingo Cravalho
UH College of Tropical Ag. & Human Resources	Susan Cabral
UH College of Tropical Ag. & Human Resources	Ruth Niino-DuPonte
UH Pacific Cooperative Studies Unit	Dave Duffy
DHS Customs & Border Protection	Jim Kosciuk
C&C Botanical Gardens	Joshlyn Sand
C&C DUF	Austin Braaten
HDOA PQ	Amy Takahashi
HDOA PPC	Becky Azama
Retired CBP	Creighton Goldsmith (Evaluator-recorder)
JER Consulting LLC	John E. Roberts (Facilitator)

APPENDIX C: PARTICIPANT / OBSERVER FEEDBACK SUMMARIZED

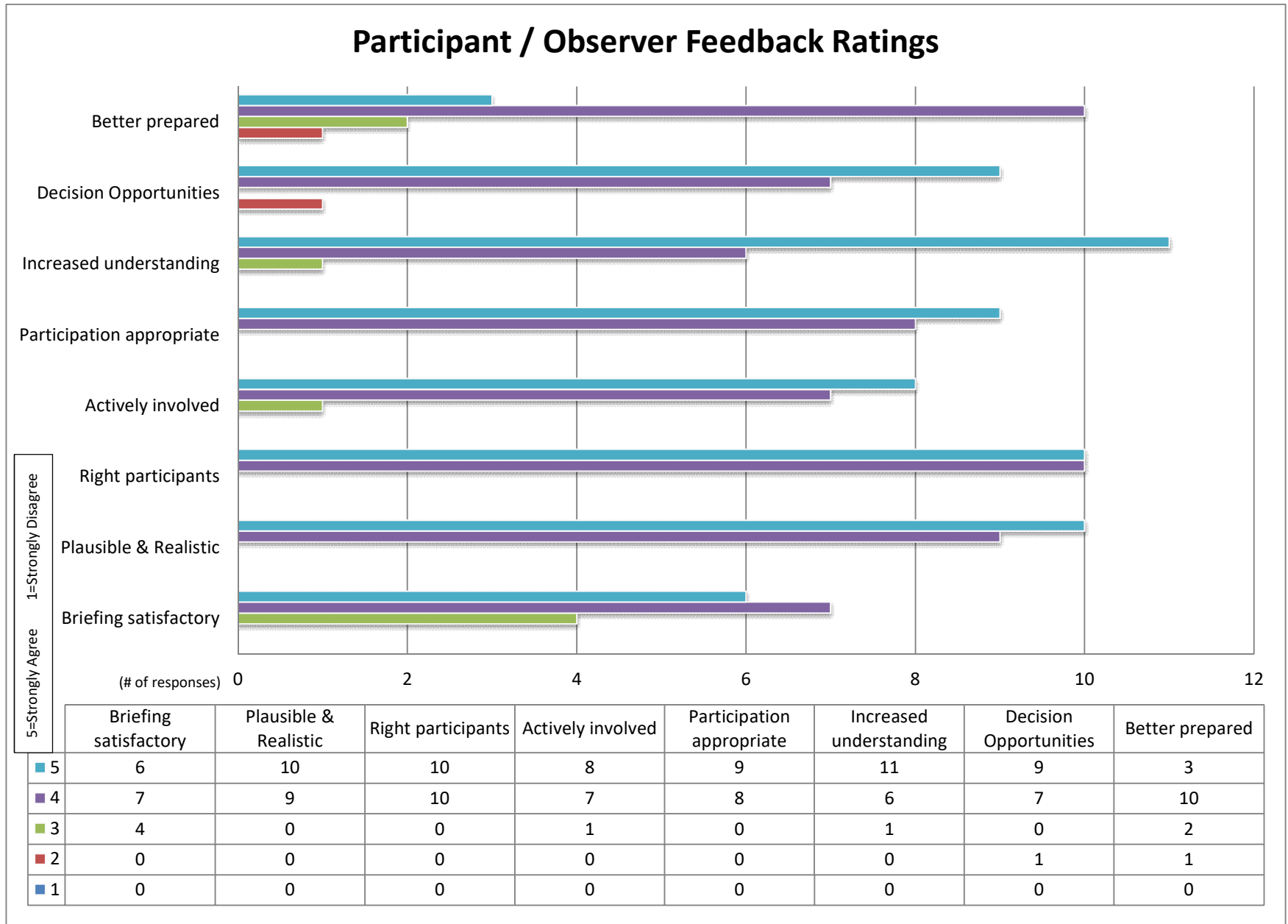
(NOTE: not ALL comments represented, major themes that were noted from multiple participants/observers)

Strengths Noted;

- ✓ Gathering of various agencies/entities together for problem solving and issue resolution.
- ✓ Excellent venue.
- ✓ Valuable interaction with local Emergency Management & State Civil Defense. Most notably use of the processes, availability of resources and potential utilization of the Joint Information Center (JIC).
- ✓ Invaluable sharing of information on resource availability and roles by all entities involved.
- ✓ There was unanimous consensus on the primary agency having jurisdiction to take the lead - Hawaii Department of Agriculture.
- ✓ Meeting participants, decision makers from other entities and learning about the specific role in a potential incursion, and how they might assist. Specific example: “great input from City/County & State Civil Defense.”
- ✓ Decision makers from each entity were: available, in attendance and willingly discussed the complex issues that led to many of the proposals in the improvement plan. Excellent participation.
- ✓ Many processes that were not well understood were discussed and broadened the awareness of the time and complexities involved in their application. Example: Rules process and length of time needed for establishment.
- ✓ Frank discussions on limitations, funding issues etc. that directly influence strategic and tactical options for response.

Improvement Areas / Recommendations;

- ✓ Establish a formal Multi-Agency Coordination Group (MAC Group)
- ✓ Establish a formal, inter-agency IMT for response
- ✓ There is a need for development of criteria that outline the standard definition of “emergency” for this Multi-Agency group.
- ✓ Annual multi-agency training/ exercises; to include MAC /ICS/ NRF (Incident Command System & National Response Framework)
- ✓ Consider involvement of Governor’s office, AG’s office and Legislative & Public Affairs from USDA APHIS.
- ✓ Consider involvement of the private sector; shipping industry & other industry partners in MAC and exercises.
- ✓ Consider written reciprocal agreements, mutual-aid, MOUs etc. for resource allocation and funding and especially sharing/utilization of collaborator resources in a response.
- ✓ Research and begin to implement appropriate available technology to allow collaborators to better communicate. Begin this communications as early as possible in the event of an incursion. Proactive vs Reactive.
- ✓ Identify and review legal and other processes that are areas of concern for possible streamlining or possible modification for improvement. Examples included: “improve ability to implement quarantine measures..”



APPENDIX D: ACRONYMS

TERM	DEFINITION AND/OR DISCUSSION
AAR	After Action Report
Agency Administrator or Executive	Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.
Area Command (Unified Area Command)	An organization established to oversee the management of (1) multiple incidents that are each being handled by an ICS organization, or (2) large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multijurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an Incident Command Post
CGAPS	Coordinating Group on Alien Pest Species
Coconut Rhinoceros Beetle (CRB)	. The coconut rhinoceros beetle, <i>Oryctes rhinoceros</i> (L.), has been a pest of coconuts and other palms in the South Pacific since its accidental introduction into Samoa from Sri Lanka in 1909. Rhinoceros beetle is mainly a pest of coconut and oil palms; but it also attacks other palm species.
Command	The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.
CTAHR	(University of Hawaii @ Manoa) College of Tropical Agriculture and Human Resources
Delegation of Authority	A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.
EOC	Emergency Operations Center. The physical location at which the <u>coordination</u> of information and resources to <u>support</u> domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by

TERM	DEFINITION AND/OR DISCUSSION
	major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.
ESF	Emergency Support Function. Provides the structure for coordinating Federal interagency support for a federal response to an incident. ESFs potentially relevant to this table top exercise include #5– Emergency Management; #6– Mass Care; #7– Logistics Management and Resource Support; #11– Agriculture and Natural Resources; #13– Public Safety and Security; and #14– Long-Term Community Recovery.
FBI	Federal Bureau of Investigation; Department of Justice
HISC	Hawaii Invasive Species Council
HDLNR	Hawaii Department of Land and Natural Resources
HDOA	Hawaii Department of Agriculture:
ICS	A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.
MAC Group	<p>Typically, Agency Administrators/Executives, or their designees, who are authorized to represent or commit agency resources and funds are brought together to form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the system. Personnel assigned to the EOC who meet the criteria for participation in a MAC Group may be asked to fulfill that role.</p> <p>A MAC Group does not have any direct incident involvement and will often be located some distance from the incident site(s). In many cases a MAC Group can function virtually to accomplish its assigned tasks.</p>
MACS	Multiagency Coordination Systems (MACS): Multiagency coordination systems provide the architecture to support coordination for incident

TERM	DEFINITION AND/OR DISCUSSION
	prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.
NIMS	National Incident Management System. Provides a systematic, proactive approach to guide departments and agencies, NGOs, and the private sector to prevent, protect against, respond to, recover from, and mitigate the effects of incidents.
NRF	National Response Framework. Establishes guiding principles for all response partners to be part of a comprehensive all-hazards approach to domestic incidents.
OIG	Office of the Inspector General (USDA)
POC	Point of Contact
PPQ	Plant Protection and Quarantine: Branch of USDA APHIS
PQ	Plant Quarantine; Branch of Hawaii Department of Agriculture Plant Industry
SitMan	Situation Manual
SME	Subject Matter Expert
SOP	Standard Operating Procedure
Unified Command	An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command, often the senior person from agencies and/or disciplines participating in the Unified Command, to establish a common set of objectives and strategies and a single Incident Action Plan.
USDA	US Department of Agriculture