

### Appendix A: Risk Assessment for Divisions of DEM

Division	Essential Services	Vulnerability	Needs for Maintaining/Restoring Services
Administrative Adjudication	Administer legal appeal process	High Ineffective if Foundry or records inaccessible. No backup to paper case files	Director may authorize AAD to issue Immediate Compliance Orders, thereby bypassing the AAD appeal process for at least 45 days. Office space, computer, supplies Functioning telecommunications, ISP If files lost, attempt to reconstruct case files from computer records and parts to AAD cases.
Agriculture	Lead ER for zoonosis, insect abatement, farm, plant, and animal disasters Inspect and permit transport of Ag products Inspect and permit animal shelters, pounds, and care facilities License pesticide applicators Assess radiation in Ag products	Moderate Less effective if Foundry inaccessible, but field based. Less effective if Pawtuxet facility (pesticide supplies) inaccessible. Many health certification, disease prevention and control documents on paper only with no backup.	Functioning telecommunications (e.g., satellite comms) Open Roads May use alternate field office (2307 Hartford Avenue, Johnston)
Air Resources	Assess air quality Direct air monitoring and testing Forecast and publicize air quality Weather forecasting Access Risk Management Plans for 30 facilities that store HazMat.	Moderate Less effective if Foundry or records inaccessible Risk Management Plans are backed up and duplicates stored at regional EPA	Office space, computer, supplies Functioning telecommunications, ISP
Coastal Resources	Manage commercial fishing facilities at Galilee & Newport	Moderate Category 3+ Hurricane requiring evacuation of Galilee Office Records backed-up to Dept. of Agriculture mainframe in Providence	Temporarily relocate from Galilee Office to Fisherman's Campground Move records and computers to high ground

Communications & Media Resources	Communicate with public, primarily via press release	High Ineffective if Foundry or records inaccessible.	Office space, computer, supplies Functioning telecommunications, ISP, FAX
Compliance & Inspection	Respond to HazMat release Sample & analyze environmental conditions Monitor compliance of licensed/permitted processes	Moderate Less effective if Foundry or records inaccessible No back up or identification of vital records	Office space, computer, supplies Functioning telecommunications, ISP Open roads
Criminal Investigation	Investigate illegal activities that adversely affect human health and the environment First response for environmental emergencies and Homeland security where chemicals or HazMat are a concern.	Moderate Ineffective if travel and communications down.	Open roads Functioning telecommunications, ISP (e.g., to communicate with Attorney General's and U.S. Attorney's offices and courts) Field office support (e.g., State Police barracks).
Director's Office Environmental Protection Bureau Natural Resources Bureau Ombudsman Policy and Administration Bureau	Administer DEM Implement COOP	High Less effective if Foundry inaccessible	Office space, computer, supplies Functioning telecommunications, ISP

Emergency Response	Respond to environmental emergencies (e.g., oil spills, releases of hazardous materials, wastes, or other pollutants) Lead state response to incidents that entail exposure to hazardous substances (biological, chemical, radiological) Coordinate incident response with other response agencies.	Low Facilities are dispersed and field-oriented	Open roads Functioning telecommunications, ISP (e.g., to receive and transmit information about the incident and conditions that affect it)
Fish & Wildlife	Support of emergency responders via ICS participation and heavy equipment Monitoring and protection of state fisheries and wildlife Security of state properties	Low Facilities are dispersed (e.g., administration based at Stedman Government Center in Wakefield and operations are based at Great Swamp in West Kingston) Fiscal records are stored mainly at the Foundry (with some USFW copies); some are at Stedman Government Center.	Office space, computer, supplies Functioning telecommunications, ISP Relocate lost facilities to alternative F&W property
Forest Environment	Wildfire suppression Wildland search and rescue Tree clearing Snow plowing Security in state forests	Low Facilities are dispersed and employees primarily work outdoors In a major event, need first to secure state forests, especially if visitors present Computers are not on DEM Intranet and hence electronic records are inaccessible from other terminals Many records are paper and not backed up, but some are duplicated elsewhere	Functioning telecommunications Open roads

Human Resources	Track personnel Process payroll	Moderate Less effective if Foundry or records inaccessible. Personnel data backed up internally on CD and tape Personnel data backed up externally at Department of Administration and Office of Library Information Services. Laptops prepared for processing personnel off site	Office space, computer, supplies Functioning telecommunications, ISP Department of Administration office of Accounts and Control support to use computers for payroll purposes
Law Enforcement	Enforcement of environmental laws Hot-line Security patrol	Low Less effective if headquarters inaccessible If terrorism risk is severe, division is fully deployed to protect state waters (e.g., secure bridges and ports) Operations records are back up onto tape daily and kept in a fireproof safe (albeit kept in Park Street facility)	Office space, computer, supplies Functioning telecommunications, ISP If Park Street facility is inaccessible, move headquarters to Wickford or Goddard. If major incident, use Mobile Command Post with capability for dispatch and support of communications among emergency responders
Legal Services	File court actions Work with federal, local, and state jurisdictions (e.g, with Governor's office for Executive Orders and Emergency Decrees) Provide general counsel and advice for Dept. administration	High Less effective if Foundry or records inaccessible. Rules and regulations are secure internally in lockable, fire-proofed cabinets externally on-line at the DEM Website and with the Secretary of State. Records are archived in the basement of the Foundry and partially (though incompletely and unsystematically) back-up electronically	Office space (near Directors), computer, supplies Stock of forms, including TROs, Executive orders, and other emergency pleadings on diskette or at alternative location Functioning telecommunications, ISP Department of Administration support for space and resources.

Management Information Systems			
Management Services			
Narragansett Bay Estuary Program			
Parks & Recreation	Protect safety of visitors Secure parks and beaches Clear debris	Low Facilities are dispersed and employees primarily work outdoors In a major event, need first to secure state parks, especially if visitors present	Functioning telecommunications Open roads
Planning & Development			
Strategic Planning & Policy			
Sustainable Watersheds	Manage watershed action plans	Moderate Less effective if Foundry or records inaccessible, but interruptions tolerable. Copies of critical records likely also available from Contractors, grantees, and applicants have	Office space, computer, supplies Functioning telecommunications, ISP
Technical & Customer Assistance	Post information for the public on the DEM Website	Low Only need access to DEM Website	Office space, computer Functioning telecommunications, ISP
Waste Management	Support HazMat operation Oversee emergency cleanup, transport, and disposal operations Administer permits for hazardous, solid, and medical waste facilities Inspect facilities for hazards	Moderate Less effective if Foundry or records inaccessible, but field operations are less vulnerable	Notify EPA of potential interruption of services Suspend non-time-critical permitting, site investigations, and clean-up operations Suspend record maintenance Office space, computer Functioning telecommunications, ISP

Water Resources	Administer permits for surface water discharge, wetlands, ISDS, water quality certification, waste water treatment facility (WWTF) design and construction Implement shellfish closure Inspect WWTF Develop water quality restoration plans	Moderate Less effective if Foundry or records inaccessible, but field operations are less vulnerable	Office space, computer, supplies Access to files, including microfiche Functioning telecommunications, ISP
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