

# **Five Year Strategic Plan 2020 - 2025**



**Hawai'i Emergency Management Agency  
Department of Defense  
State of Hawai'i**


**November 2019**

Of all 50 states in the Country, Hawai‘i is unique in its emergency management situation. The remote and isolated locale in the northern Pacific Ocean presents a formidable challenge to the agencies, departments, and organizations tasked with addressing emergencies and disasters.

The Hawai‘i Emergency Management Agency (HI-EMA), situated within the State of Hawai‘i Department of Defense, is the State’s designated emergency management agency, charged with working with all levels of government, non-governmental organizations, and the private sector as they face emergency hazards that threaten Hawai‘i.

## Record of Approval

The Administrator of Emergency Management for the State of Hawai‘i authorizes changes to the **Five Year Strategic Plan 2020 - 2025**.

Approval #	Approval Date	Approval Authority	Type of Approval
1	November 2019	Administrator Travis	Initial Document
2	March 31, 2022	Administrator Meyers 	Update

## Our Plan – Table of Contents

Section 1. HI-EMA’s Primary Role and Responsibilities .....	Page 1
Section 2. Recent Incidents .....	Page 1
Section 3. Lessons Learned .....	Page 2
Section 4. Vision, Mission, Values .....	Page 4
Section 5. Strategic Goals and Objectives .....	Page 6
Section 6. Accountability and Maintenance .....	Page 18
Section 7. Conclusion .....	Page 19
Appendix A – Methodology .....	Page 20
Appendix B – 2022 Plan Update, 2020 and 2021 Years in Review.....	Page 23

## Section 1. HI-EMA's Primary Role and Responsibilities

As the State's emergency agency established under Chapter 127A HRS, HI-EMA's primary role is to maintain a comprehensive, coordinated, and cooperative emergency management program that prepares for, mitigates against, responds to, and recovers from emergencies and disasters that threaten or impact the State.

HI-EMA's primary responsibilities are to:

- Coordinate the activities of the agency with all county emergency management agencies, other State agencies, other states, or Federal agencies involved in emergency management activities,
- Perform emergency management functions within the territorial limits of the State,
- Support county emergency management agencies as requested and coordinate all resource support to the counties,
- Ensure that emergency management plans across the State are coordinated with each other and other State, Federal, local, and private organizations,
- Maintain a statewide system for detection, alert and warning, which includes operating a 24-hour, seven days a week, State Warning Point (SWP) and maintenance of the Statewide Outdoor Warning Siren System,
- Coordinate emergency and disaster response and recovery activities,
- Establish an emergency reserve corps comprising trained specialists to support State and County emergency or disaster requirements, and
- Perform other emergency management functions as assigned by the Governor.

It is a broad mandate that is further defined by other plans and directives, including among others, Governor directives, Legislative inquiry, the State Emergency Operating Plan and related planning efforts, and internal assessments. This document – HI-EMA's Five Year Strategic Plan – works to narrow the focus of the Agency for the period 2020-2025. This effort is not to dismiss the full range of responsibilities of HI-EMA, all of which are required of the Agency, but rather to focus energy and resources to maximize results.

## Section 2. Recent Incidents

Hawai'i faces all hazards both natural and human-caused. With evolving hazards such as climate change and cyberattacks, the HI-EMA is constantly monitoring the potential for these hazards to create incidents that can turn into emergencies and disasters.

Historically, Hawai'i's mid-oceanic location and active volcanism have always made the State vulnerable to disasters with numerous potential consequences and impacts. Hawai'i's potential emergencies and disasters include but are not limited to hurricanes, earthquakes, volcanic eruptions, storm surges, giant waves, torrential rains, wildfires, terrorism, infrastructure failure, biological related threats. Tsunamis and hurricanes, in particular, are persistent threats.

While the State of Hawai‘i has experienced numerous documented emergencies and disasters in its ancient and modern eras, two older examples stand out and serve as iconic signatures of ongoing potential exposure. In May 1960, a tsunami generated from a Chilean earthquake claimed 61 lives, 261 injuries, and caused \$23 million in damages. Affected most were citizens in Hilo and north along the Hamakua coast. It was an indelible and remembered moment.

Then, in September of 1992, Hurricane Iniki made direct landfall on the Island of Kaua‘i as a Category-4 storm. Residents and visitors evacuated to shelters as 1,421 dwellings were destroyed and about 515 dwellings were heavily damaged. Kaua‘i lost all power and telecommunications during the onset of the storm with 50% of the island’s telephone poles destroyed, and only 20% of the island regaining power after four weeks. Iniki caused over \$1.8 billion (1992 dollars) in damages.

The State’s long history of civil defense and emergency management keeps citizens loosely aware of vulnerabilities, but big crises tend to retreat from memory as communities stabilize and return to both normalcy and other competing public needs.

Last year, 2018 was a particularly difficult year, starting with a false missile alert on January 13<sup>th</sup>. This was followed by the more systemically challenging Kaua‘i and Oahu Flooding incidents, Kilauea’s Eruption, and tropical systems Lane and Olivia, which were more accurate and real-time tests of HI-EMA’s strengths, weaknesses, assets, and liabilities. From April to September 2018, the State experienced an unprecedented series of dangers and near misfortunes that resulted in three disaster declarations and one emergency declaration under the Stafford Act.

Previous to these local incidents, in another part of the world, the Category-5 Hurricane Maria stormed through the Caribbean islands of Dominica, Dominican Republic, Haiti, Guadeloupe, and others in September 2017. Hardest hit was Puerto Rico and the US Virgin Islands: 2,978 dead, 64 missing, and \$90 billion in damages. Hawai‘i has lessons to learn from the Puerto Rico experience. The island was insufficiently prepared, short term response was slow and disorganized, and mobilized recovery took longer than might be expected. Hurricane Maria and Hurricane Lane, which came extremely close to hitting Oahu in 2018, stand as real-world wakeup calls for the State of Hawai‘i.

## Section 3. Lessons Learned

Among the lessons learned from these storm incidents are the following:

- With the continually evolving climate situation throughout the world, but in the Pacific in particular, Hawai‘i has to model and plan around, a more severe storm incident. Internal HI-EMA discussions are moving toward the use of Hurricane Lane, a Category Five storm with sustained winds over 150 mph, as the central planning model for the State of Hawai‘i and the State’s “probable worst-case scenario”.
- Like Puerto Rico, Hawai‘i is likely unprepared for the probable worst-case scenario. Of particular concern are the effects on the following life cycle systems:
  - Medical response,

- Public shelters for those who cannot remain in their homes,
  - Food and water security,
  - The availability of fuel,
  - Communications,
  - The generation and transmission of electricity, and
  - The ability of ports and airports to receive assistance.
- The State and Counties, and many private companies and agencies have developed education programs to prepare the Public for an approaching hurricane. These programs will have to be stepped up to ensure that the public is prepared to care for their families over an extended period of time.
  - There are never enough trained emergency personnel, paid and volunteer, to meet the public's needs in a protracted period of response and recovery. But Puerto Rico has taught everyone, that without a commitment to a force multiplier program, recovery may last far longer than the public can manage.
  - The political reality is that it is difficult for the Legislature and the Administration to set aside the funds to fully prepare for storm systems that may not materialize in the near future. But without a greater commitment to trained emergency personnel and to basic emergency resources such as generators, water, shelters, and matching funds, Hawai'i may not be prepared for direct hit from a Category One, much less a Category Five hurricane.

It “takes a village” to respond and recover from storm incidents; all Agencies and organizations must be equipped to handle their part of the puzzle. But it also takes a coordinator to help everyone prepare and mitigate those impacts that can be anticipated, and to ensure that the system is prepared to respond and recover. This Five-Year Strategic Plan is HI-EMA's next step in meeting that role

## Section 4. Vision, Mission, Values

### **Our Vision**

A ready and resilient Hawai'i

### **Our Mission**

Lead and support Statewide efforts to prepare for, mitigate against, respond to, and recover from emergencies and disasters.

The Values which guide the team of HI-EMA are drawn from the cultural setting within which they live and work. Myron Thompson, one of the founders of the Polynesian Voyaging Society, said, "Our values steer our actions." HI-EMA's core values are steeped in, and explained through, the culture and language of Hawai'i.

### **Our Values**

#### **Mālama**

To *mālama* means to care for and protect. This value is at the core of our mission and purpose.

#### **Po'okela**

We strive to undertake every action with excellence and to ensure continuous improvement.

#### **Wiwo'ole**

We serve people of Hawai'i with courage and fearlessness.

#### **Laulima**

Our work requires positive interaction and collaboration amongst stakeholders. The value of *laulima*, meaning to cooperate, include, and work successfully with others, helps our organization to function effectively and efficiently in a culture of continuous improvement

#### **Kūpono**

To be honest and fair, transparent and open, is inherent in the idea of kūpono. We conduct our interactions, communications, and relationships in this fashion.

To focus its energy over the next five years and to move more efficiently in the accomplishment of its Mission, HI-EMA prioritizes the following Strategic Goals and Objectives.

*Strategic Goal 1:  
Enable a Statewide  
framework where  
stakeholders are  
prepared and ready*

- Fulfillment of AD15-01 ...
- Financial framework for gray sky spending ...
- A recovery framework ...
- Expanded training and exercise programs ...
- A Governor’s Emergency Management Plan ...
- Key MOU’s/MOA’s ...
- OHS merged into HI-EMA ...
- A cadre of trained volunteers and reserve personnel ...
- Certified EM personnel...
- Embedded HI-EMA staff in Counties and selected State agencies ...

*Strategic Goal 2:  
Support stakeholders  
as they prepare for  
and mitigate against,  
respond to and  
recover from  
catastrophic incidents*

- A Communications Plan ...
- A roadmap for providing Financial Support ...
- Education Outreach...
- Mitigation/Recovery Plans for Critical Infrastructure ...
- Mitigation/Recovery Plans for Mass Care ...

*Strategic Goal 3:  
Deliver quality  
emergency  
management  
services to the  
State*

- All critical positions filled ...
- Support that enables HI-EMA internal improvement ...
- Robust procurement capacity in Logistics ...
- Approval for a new SEOC ...
- EMAP Accreditation ...
- Internal training programs ...
- Outdoor Siren Capability ...
- State Warning Point ...
- EMAC Participation ...

## Section 5. Strategic Goals and Objectives

### Strategic Goal 1

Enable a Statewide framework where stakeholders are prepared and ready

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#### Objective 1.01

**Fulfillment of all Governor’s Advisory Directive 15-01 (AD15-01)** requirements by all State Departments and Agencies

In 2015, Governor required all State agencies to: 1) conduct an analysis of the agency’s essential functions, 2) prepare an Emergency Operating Plan for the Agency, 3) prepare a Continuity of Operating Plan, 4) designate an EMO and backup EMOs, 5) assign State Emergency Response Team members, 6) designate emergency workers, 7) notify designated emergency workers of their responsibilities at least three times a year, 8) participate with HI-EMA on training and exercises, and 9) update the pertinent plans annually. Approximately 50% of these requirements have been met. To maintain a responsive emergency framework requires that AD15-01 be satisfied by all State agencies on a regular basis. This is the most important outward facing objective of this Strategic Plan.

<b>Performance Measures:</b>	Percent fulfillment of all requirements of AD15-01 Quarterly report to the Governor on progress to date
<b>Prerequisite for Success:</b>	Executive level support from all State of Hawai‘i Functions

#### Objective 1.02

**A documented and specified financial framework** to deal with initial gray sky spending

Providing critical financial assistance during gray skies requires a financial framework agreed to before gray skies occur. Because of the complex relationships between HI-EMA, State DOD and State B&F, it is important that these three agencies sit down and re-examine the chain of approvals, the flow of finances during gray skies, and make the improvements necessary to ensure that funds flow responsibly, but efficiently.

<b>Performance Measures:</b>	Progress in achieving the following: Major Disaster Funds (MDF) are in place and accessible, spending authorities are specified and agreed to by all parties, and the respective roles of HI-EMA, State DOD financial, and State DB&F are specified.
<b>Prerequisites for Success:</b>	Commitments from DOD and DB&F Directors to achieve an agreement in a timely manner and have committed the expert personnel and time



### Objective 1.03

**A clear framework** detailing the roles and responsibilities of the State and Counties in emergency management

Unfortunately, under Chapter 127A HRS, there is ambiguity regarding the respective roles of the State and Counties in emergency management. This has led to uneven expectations and uncertainty; not acceptable in an environment that requires mutual support, close coordination, and quick decisive leadership. HI-EMA takes from Chapter 127A that its primary responsibilities are to “convene, facilitate and lead”, and the responsibility for performing detailed activities, especially during response and recovery, belongs to the other stakeholders within the framework.

<b>Performance Measures:</b>	Progress on detailing the framework Identification of a State Disaster Recovery Coordinator
<b>Prerequisite for Success:</b>	Support and Direction from the Governor and the four Mayors

### Objective 1.04

**Expanded training and exercise programs** for State, County, and NGO preparation and coordination

The Makani Pāhili exercise series have improved over the years and enjoy positive reviews by participants. All parties agree that more training is in order and that HI-EMA is the best able to deliver that training. The problem is the time and the personnel that must be dedicated to those efforts cannot be performed by a staff as small as HI-EMA’s. In addition, the resources to help prepare participants beforehand and to follow-up post training are non-existent. The risks of not training and preparing are high and justify an increased investment.

<b>Performance Measures:</b>	Progress on expanding training and exercise programs Quarterly assessments by the Preparedness Branch Chief with concurrence by the HI-EMA Leadership Team
<b>Prerequisite for Success:</b>	Budgetary resources available for pre- and post-training follow-up Increase in staff assigned to training and exercise programs in HI-EMA

### Objective 1.05

#### An approved **Governor’s Emergency Management Strategic Plan**

The HI-EMA Strategic Plan guides the priority efforts of HI-EMA itself over the next five years in support of the larger State emergency management efforts. However, this effort should not be confused with the need for a system wide strategic approach to statewide and federal emergency response, guiding all stakeholders over the immediate future. To be truly successful in such an effort, there has to be buy-in and implementation from all portions of Federal, State, County, and NGO’s. The best way to achieve that is to bring everyone to the table and to agree on a set of priority goals and objectives. The Governor should chair the effort and HI-EMA should guide and support the effort.

**Performance Measure:** Completion of the Governor’s Emergency Management Strategic Plan  
**Prerequisite for Success:** Authorization by the Governor; participation from the Counties & NGOs

### Objective 1.06

#### Key pre-event MOU’s/MOA’s prepared and in place

In the heat of emergency or disaster response, there is no time to determine protocols, procedures, and responsibilities, especially regards financial protocols. Both HI-EMA and the Counties have noted that there are outstanding areas where these details have yet to be agreed upon. Although the priority is on agreements between and among State and County agencies, they can also include agreements with non-government organizations and with Federal agencies.

**Performance Measure:** Percentage of key agreements completed and signed  
**Prerequisite for Success:** Key agreements identified and prioritized by HI-EMA and the Counties

### Objective 1.07

#### Office of Homeland Security successfully merged into HI-EMA

In 2012 the Office of Homeland Security (OHS) was spun out of HI-EMA to stand on its own as a Division within the State Department of Defense. OHS is a small office that suffers from understaffing. They have however, carved out significant niches in grants management and in education and training. For many efficiency reasons, it makes practical sense to re-merge OHS back into HI-EMA. The details have yet to be worked out, but the overall direction is wise.

**Performance Measure:** Progress in completing the merger  
**Prerequisite for Success:** Agreements by HI-EMA and OHS Administrators

### Objective 1.08

A cadre of trained, funded, and compensated **volunteers and contracted reserve personnel** who are available during blue sky and gray skies

During emergencies and disasters, many emergency workers are needed to ensure the safety of Hawai'i's people. Such service must be available 24/7 and can be extremely taxing on a team as small as HI-EMA's, despite their high level of dedication and willingness to work under extreme stress. This situation is also evident in County EOC's, in public shelters, and in other critical locations impacted by incidents. If pre-trained properly for assignment, volunteers and paid personnel on call are invaluable in expanding the capacity to respond. Recent changes to HRS Chapter 127A, provide support for these types of resources by creating an emergency management reserve corps that is funded for both blue sky and gray sky emergency management activities.

**Performance Measure:** Number of volunteers and contracted personnel trained and available  
Progress in developing compensation policy and procedures

### Objective 1.09

A statewide program for **certifying emergency management personnel**

Emergency managers have to trust that the people sitting beside them have been properly trained and know what they are doing. In addition, whether from out of State or from within State resources, the local managers have to understand the standard to which those assisting are trained. There is general agreement among the Counties and within HI-EMA that a certification program would address those issues and give everyone the confidence that emergency workers can do the job.

**Performance Measures:** Progress on implementing the program  
Number of State and County personnel meeting certification requirements

**Prerequisites for Success:** A mutual aid agreement among the Counties committing to the program  
Development of acceptable standards

Objective 1.10

**Embedded HI-EMA staff** in all Counties and in selected State Departments

The coordinator role that HI-EMA assumes requires a thorough understanding of the resources of the other agencies as well as the on-the ground procedures and protocols that determine how those resources are marshalled and utilized. A good way to gain that knowledge is to embed HI-EMA staff in other agencies for a period of time. This program has multiple benefits as it also provides HI-EMA staff who can help the Counties and the other State agencies in completing planning and procedural documents. This program will have special benefits reinforcing bonds with the Counties where HI-EMA has no daily presence and with the larger State departments (e.g. HDOT, DOE, DLNR, DAGS, DOH) where their functions are vast and complex.

<b>Performance Measures:</b>	Number of MOA’s signed between HI-EMA and other agencies
	Number of Staff Embedded
<b>Prerequisites for Success:</b>	Available and trained HI-EMA staff for assignment
	Funding to support Program

## Strategic Goal 2

Support stakeholders as they prepare for, mitigate against, respond to, and recover from catastrophic incidents

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### Objective 2.01

**A Communication Plan** outlining protocols and procedures: 1) to alert and warn the public and 2) to notify pertinent intra-state partners in all emergency incidents

The events of January 13, 2018 clearly identified gaps and errors in communication protocols and procedures. To a large extent those have been corrected. The State Warning Point, managed by HI-EMA, in fact, has multiple types and levels of warnings and alerts. All of their procedures have been reviewed and brought up to current standards. To ease concerns, these procedures and protocols have to be clearly articulated and communicated to people who need to know they exist.

**Performance Measure:**      Percent of documents complete  
Progress in disseminating the information

### Objective 2.02

**Upgraded financial procedures** that service partners

HI-EMA has the potential to provide significant State and Federal funding assistance to its partners. To be successful, the process of applying for and receiving that assistance has to be clear and efficient, especially during response and recovery when there is no time for delay. Although work has begun, the current processes must continue to be upgraded. With clear intent and effort, these critical processes (e.g. Public Assistance, Individual Assistance, NOAA, Emergency Management Performance Grant and Hazard Mitigation Grants) can be improved.

**Performance Measures:**      Stakeholder satisfaction with the process of receiving financial support from HI-EMA  
A clear roadmap of protocols and procedures for providing financial support to stakeholders  
Percent distribution of 2018 Public Assistance and Mitigation Grant funds

### Objective 2.03

An **Outreach Program to Educate** individuals and communities of opportunities and responsibilities to protect themselves, including, but not limited to: sheltering in place in their residence or at their workplace, family planning and preparation, and forming community response teams

As concerns emergency management, there is so much more that individuals and communities can do for themselves than government can do for them; resulting in greater resiliency and more successful recovery. In these efforts, agencies can play a significant role in educating, informing, convening, helping to overcome obstacles, changing laws, and so forth.

**Performance Measures:** Percent of households who are prepared for a major incident  
Percent of households who will shelter in place  
**Prerequisite for Success:** Agreements with Counties and NGOs as to roles and responsibilities

### Objective 2.04

**Coordination and support for State agencies and Counties** as they prepare Mitigation/Recovery Plans for **Critical Infrastructure**, including but not limited to: The Port of Honolulu and airports, Water, power and roadways, and Communications.

A significant lesson learned in Puerto Rico and in recent research and analysis is that the Port of Honolulu is the State's lifeline to the rest of the world and is very vulnerable to catastrophic incidents. In recent years, the Port has been closely examined as have the ramifications to the rest of the State if the Port were to be disabled. Planning has begun to mitigate where possible and to prepare for recovery. The same close examination must be performed on all critical infrastructure to ensure the short- and long-term recovery of the islands.

**Performance Measure:** Percent of plans completed  
**Prerequisite for Success:** Convening pertinent public and private agencies; agreements to fund the detailed research and analyses, and prepare the plans

Objective 2.05

**Coordination and support for State agencies and Counties** as they prepare Mitigation/Recovery Plans and Assistance Programs for critical **Mass Care elements**, including but not limited to: sheltering; food and feeding; family reunification; health, emotional, and spiritual care; emergency supplies, and Information.

As critical infrastructure must be closely examined, so must the critical Mass Care elements. ESF Annexes have just begun these discussions, but they have to be encouraged, supported, and funded to avoid a true catastrophe.

**Performance Measure:**

Percent of plans completed

**Prerequisite for Success:**

Convening pertinent ESF Annexes focusing on these Mass Care elements; agreements to fund the detailed research and analyses, and to prepare the plans

# Strategic Goal 3

## Deliver Quality Emergency Management Services to the State

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### Objective 3.01

#### All critical HI-EMA positions filled

Like many other State agencies HI-EMA has vacant staff positions. However, the problem intensifies in emergency management services when the unfilled positions are for personnel performing vital and crucial tasks to help prepare for and act during emergency and disaster conditions. These critical vacancies leave the entire State vulnerable. To help ensure Hawai'i is ready for emergencies all critical positions must be identified, recruited for, and filled.

**Performance Measure:** Percent of positions filled  
**Prerequisites for Success:** "Critical" positions identified by HI-EMA Administrator  
PDs for Critical positions updated and approved  
Salaries for critical positions up-graded commensurate with parallel positions in the State system

### Objective 3.02

#### Personnel, Financial, Grant Management support capability that enables HI-EMA internal improvement

Beyond filling vacancies, there are critical positions that need to be created and filled. Specifically, three support services staff are specifically needed in the Finance and Administration Branch to support efforts in personnel, finance and grants management.

**Performance Measure:** Progress in creating and filling the positions

### Objective 3.03

#### Robust procurement capability built into the HI-EMA Logistics Section

The Logistics Section is required to respond quickly and effectively during gray skies. If needed supplies or resources are not readily available, they must be procured. The current procurement capacity is dated and needs immediate upgrade in order to provide the State agencies and the Counties the assistance they depend on.

**Performance Measure:** Quarterly assessments by Logistics with concurrence by Assistant Administrator  
**Prerequisites for Success:** Review and identification of improvements needed by State Procurement Office



### Objective 3.04

#### Approval by the Legislature and the Governor for a new SEOC

Battery Birkhimer houses the State Emergency Operations Center (SEOC), HI-EMA's current home base. Built by the U.S. government in the early 1900's as one of five coastal defense emplacements, Birkhimer became the site of the then State Civil Defense in 1979 when it was converted to its current purpose. However, Birkhimer's 1300 square feet of operational space along with its three to six-foot thick reinforced concrete walls, challenge HI-EMA's technological modernization and significantly inhibit organizational efficacy.

The need for a new SEOC is urgent and has been mentioned in State emergency management plans for over ten years. The work and meeting spaces within are inefficient and complicate communication. The atmosphere is foreboding, leading to staff from other agencies resisting to come to meetings at Birkhimer. Its old and 21<sup>st</sup> century technology cannot make up for its inefficiencies. This is a can that cannot continue to be kicked down the road if the State intends to strengthen its capacity for vigilance and care for Hawai'i.

**Performance Measure:** Approval

**Prerequisite for Success:** Clear HI-EMA strategy to achieve

### Objective 3.05

#### EMAP Accreditation for the State Emergency Management Program

The State Civil Defense (SCD) became the Hawai'i Emergency Management Agency in 2015. Chapter 127A HRS updated the agency's purpose and authorities to better follow nationwide standards and best practices in emergency management. The Emergency Management Accreditation Program (EMAP) accreditation would continue advancing this process.

EMAP is a nationwide voluntary assessment and accreditation program that aims to promote continuous improvement and standardization in emergency management programs throughout the country. EMAP accreditation is an ambitious goal. In attaining EMAP accreditation, every aspect of the State Emergency Management Program's processes, procedures, and systems will be scrutinized and assessed to determine compliance with industry standards. This accreditation demonstrates the State's commitment to excellence, transparency, and accountability.

**Performance Measure:** Certification

**Prerequisite for Success:** Clear HI-EMA commitment and strategy to achieve

### Objective 3.06

A regularly-held HI-EMA internal training program for **general core competencies**

The organizational chain is only as strong as its weakest individual link. To have a strong emergency management system there must be strong emergency management personnel consistently trained and re-trained in the Agency's core competencies.

**Performance Measure:** Number of HI-EMA employees successfully completing the training

### Objective 3.07

A flexible, effective, and efficient all hazards outdoor siren capability

HI-EMA is responsible for one of the largest outdoor siren programs for alert and warning in the United States. With over 400 sirens in place, this infrastructure allows for emergency notification to the public for all hazards but is most notable for the tsunami hazard support. With such a large program, the maintenance and modernization of the infrastructure is vital in the changing landscape of alert and warning and the changing community profile in the State of Hawai'i.

**Performance Measures:** Number of legacy sirens upgraded  
Number of new sirens installed

### Objective 3.08

An appropriately staffed and resourced **State Warning Point** performing excellently

HI-EMA assumed responsibility for the State Warning Point (SWP) in 2007 from the Honolulu Police Department. The SWP continuously monitors, processes, and when necessary, disseminates intelligence and critical emergency alerts and warnings to government officials and the public. Programmatically, the SWP must provide alert and warning for all hazards (natural and human-caused) that can lead to emergencies and disasters. Staffing, again noted as an issue, is an urgent concern for the 24/7 operation. The appropriate number of staff, trained and optimized to perform at high levels, is mandatory to continue to provide the warning needed to prepare for emergency events.

**Performance Measures:** Continual progress in securing and training staff  
Quarterly updates by Ops Branch Chief with concurrence by Executive Officer

Objective 3.09

HI-EMA personnel are participants as **providers in EMAC**

Ratified and signed into law by the U.S. Congress in 1996, the Emergency Management Assistance Compact (EMAC), is a nationwide system of mutual aid agreement that allows states to provide support and resources to other states during disaster events. Hawai'i became a compact member in 2006 and has been a recipient of support as recently as the Kaua'i floods and Hawai'i Island lava events in 2018. Being in a position to reciprocate requires HI-EMA employees to be trained and prepared to meet the requirements of the nationwide compact. This service also provides the opportunity to continue to upgrade operations in Hawai'i as assigned members return with new experiences.

**Performance Measure:** Number of HI-EMA employees prepared to participate as providers in EMAC

**Prerequisites for Success:** Completion of the EM Certification program

## Section 6. Accountability and Maintenance

At the end of the day, the overall success of the HI-EMA 2020-2025 Strategic Plan belongs to the Administrator. But implementing the day-to-day strategies necessary to advance the Plan belongs to everyone at HI-EMA, from the Administrator to the most recently hired, lowest level employee. It will take leadership from those who are so assigned and commitment and effort from those who follow:

Overall Mission and Strategic Goals Pursuit	Administrator
Overall guidance and tracking of success	Assistant Administrator
Objective 1.01 AD15-01	Assistant Administrator
Objective 1.02 Financial Framework-	Fiscal and Personnel Function
Objective 1.03 Roles and Responsibilities	Assistant Administrator
Objective 1.04 Training and Exercise Programs	Preparedness Function
Objective 1.05 Governor’s EM Strategic Plan	Administrator
Objective 1.06 MOU’s/MOA’s	Logistics Function
Objective 1.07 Office of Homeland Security	Administrator
Objective 1.08 Volunteers & Contracted Personnel	Operations Function
Objective 1.09 Certification Program	Preparedness Function
Objective 1.10 Embedded HI-EMA Staff	Fiscal and Personnel Function
Objective 2.1 Communications Plan	External Affairs Function
Objective 2.2 Upgraded Financial Procedures	Fiscal and Personnel Function
Objective 2.3 Outreach Education Program	External Affairs Function
Objective 2.4 Critical Infrastructure	Mitigation Function
Objective 2.5 Mass Care	Mitigation Function
Objective 3.01 HI-EMA Positions	Assistant Administrator
Objective 3.02 Support Capability	Fiscal and Personnel Function
Objective 3.03 Logistics Procurement Capability	Assistant Administrator
Objective 3.04 New SEOC	Assistant Administrator
Objective 3.05 EMAP Certification	Assistant Administrator
Objective 3.6 Internal Training Program	Preparedness Function
Objective 3.7 All Hazards Outdoor Sirens	Telecommunications Function
Objective 3.8 State Warning Point	Operations Function
Objective 3.9 EMAC Participation	Operations Function

Accepting leadership responsibility is the first step of accountability. Detailing the workplans, implementing, and measuring results are the next. Those are the most critical next steps on the path to success, and the lead executives assigned to each objective will immediately begin detailing those workplans.

To ensure progress, HI-EMA will continually review its success against the Strategic Plan performance measures. For the most part, that review will happen at quarterly Agency wide meetings. All objectives

are not equally measured, so some reviews will occur less often. In this environment of constant change and adjustment, plans must have some flexibility built within them. For that reason, the HI-EMA Strategic Plan will be maintained through an annual evaluation and revision which will focus on whether the Strategic Goals and Objectives are still relevant or whether other priorities should be added to the mix. And in the fourth year, HI-EMA will engage in an in-depth review and re-write of a new five-year Strategic Plan.

## Section 7. Conclusion

This Strategic Plan sets an ambitious short-term course for HI-EMA as it strives to fulfill its mission to lead and support statewide emergency management efforts. Implementing the plan effectively will establish a strong, responsive framework; lead the statewide preparation in all critical aspects of emergency management and build the strong agency that HI-EMA needs to be to meet its responsibilities.

At the end of the day, the question is whether Hawai'i's families are ready for the emergencies and disasters that appear inevitable, and whether the State has the resilience necessary to get back on its feet following those incidents. It will require all partners working together through the coordination of HI-EMA and under the guidance of its political leadership. HI-EMA has prepared this Strategic Plan to assure that the pieces are in place. HI-EMA is prepared for its implementation.

## APPENDIX A -- METHODOLOGY

The 2020-2025 Hawai'i Emergency Management Agency Strategic Plan is primarily a product of intense internal conversations, culminating in five meetings conducted with the HI-EMA Strategic Plan Working Group. As preliminary input to those discussions, the consultants interviewed 50 individuals with knowledge and connection to the work of HI-EMA, from Government leaders to program administrators to CEO's of non-government organizations; reviewed numerous planning and strategy documents conducted by others in- and out-of-State; held discussion groups within HI-EMA and discussion groups with County stakeholders in each of the four Counties.

### Plans and Strategies

If there is anything that stands out about the field of Emergency Management, it is the significant preparation and planning that takes place in anticipation of emergencies and disasters. Among the many plans, strategies, reports that were reviewed, the most significant input are listed below.

- *Governor's Administrative Directive 15-01, 2015*
- *Chapter 127A Hawai'i Revised Statutes*
- *Chapter 128A Hawai'i Revised Statutes*
- *HI-EMA Strategic Plans from 2003-2011, that covered the periods from 2003-2016*
- *HI-EMA's Emergency Operations Plan, 2017*
- *All Hazards Preparedness Improvement Action Plan and Report, 2018*
- *HI-EMA's After Action Report, for the year 2018*
- *FEMA's Strategic Plan, 2018-2022*
- *FEMA's ESF Framework, 2008*
- *EMAP Standards, 2016*
- *City and County of Honolulu's Oahu Resiliency Strategy, 2019*
- *Florida, Division of Emergency Management Strategic Plan, 2014-2019*
- *California, Office of Emergency Services, Strategic Plan, 2014-2018*
- *New York City Emergency Management Strategic Plan, 2017-2021*
- *City of Bellevue Strategic Plan, 2012-2015*

## Interviews with Leadership Representatives

As noted, 40 in-person interviews were conducted with a range of leadership in the State, covering a wide scope of issues regarding emergency management. Additionally, individual interviews were conducted with 10 HI-EMA employees. The collective opinions, issues, advice were synopsized and presented to the HI-EMA Strategic Plan Working Group for their consideration. The interviewees came from the following organizations.

- *State of Hawai‘i Administration*
- *State Representatives and Senators*
- *State Department of Defense Administration*
- *County Mayors*
- *County Emergency Management/Civil Defense Directors*
- *Federal Agencies including:*
  - *US Pacific Command*
  - *Federal Emergency Management Agency*
  - *National Oceanic and Atmospheric Administration*
- *State Agencies including:*
  - *Accounting and General Services*
  - *State Procurement Office*
  - *Land and Natural Resources*
  - *Health*
  - *Human Services*
  - *Education*
  - *Transportation*
  - *Business and Economic Development and Tourism*
  - *Hawai‘i Tourism Authority*
  - *University of Hawai‘i*
- *Red Cross*
- *Hawai‘i Advisory Council on Emergency Management*
- *HI-EMA Administration*
- *Each HI-EMA Branch*

## Discussion Groups

In addition to the 10 employees from the leadership ranks, all HI-EMA employees were provided an opportunity to engage in discussion on the Agency’s strategic planning for the next five years. Two discussion groups were held to which all employees were invited to attend and contribute. Although the individual interviews were very valuable to the formation of the Strategic Plan, the group discussions were the more robust and instructive regarding the internal issues facing HI-EMA, and the more creative as to solutions and ideas.

HI-EMA deems the Counties as their primary partners in managing and recovering from emergencies and disasters. For that reason, group discussions were engaged with the Counties and any stakeholders the Counties deemed necessary to be at the table. Discussion groups were held in Kapa‘a, Wailuku, Hilo and Honolulu. As with the internal discussions, these County discussions were dynamic and clearly illustrated the amount of work needed in support and coordination between the State Agencies, the Counties and HI-EMA.

## HI-EMA Strategic Plan Working Group

The HI-EMA Strategic Plan Working Group met four times over two weeks to review input and to do the heavy work of shaping the Strategic Goals and Objectives of a Strategic Plan. Following those meetings, all the notes from those meetings, coupled with all preliminary input from research, interviews and group discussions were reviewed and a quasi-final effort was undertaken to further shape the Plan. The Working Group met once again to confer, re-discuss, struggle with and reshape the Strategic Plan. The body of this report represents the product of these discussions.

## Consultants on the Preparation of the Strategic Plan

To prepare the HI-EMA Strategic Plan, 2020-2025, Solutions Pacific was hired to collect and analyze background information, interview stakeholders, prepare white papers, manage the discussions, and help in preparation of the Plan. Although Solutions Pacific worked closely with the HI-EMA leadership at each step of the way, the content and direction reflected in the plan belong to the Team at HI-EMA.



## APPENDIX B -- 2022 Plan Update, 2020 and 2021 Years in Review

### Executive Summary

The first two plus years of the Strategic Plan have presented challenges and opportunities for the state's emergency management program. During this time, the Hawai'i Emergency Management Agency (HI-EMA) continued to be guided by core values: Malama – To care for or protect; Po'okela – Commitment to excellence; Laulima – Cooperation; and Wiwo'ole – Courage. These ethics and integrity provided Hawai'i the steady hand and strong support structure necessary to weather difficult times and safely navigate the future.

Most of this time the State has been preparing, responding, recovering, and mitigating against COVID-19 and a number of surges due to different variants. The COVID-19 Incident, FEMA-DR-4510-HI, with coordination and support by HI-EMA and other partners in the state, has been the longest disaster in state history, and lessons to be learned and corrective actions will follow as we move through 2022 into 2023 and beyond.

The State also had multiple incidents in the same time period that created federally declared disasters, taxing resources with concurrent coordination, response, and recovery. There also have been financial and administrative impacts on HI-EMA in this period, including restrictions on certain FEMA non-disaster grants in spring 2020 and a reduction in general funding and loss of personnel resources in summer of 2021.

HI-EMA has worked diligently with federal, state, local, and private partners to find opportunities through these challenges. These are highlighted in the Strategic Goals, Objects, Measurements, and Milestones Table.

### Update Process

As part of documentation maintenance, HI-EMA Leadership reviewed the original objectives and measurement, provided a status disposition, identified supportive documentation, aligned to current organizational structure, provided milestone dates, and added additional measurements. All objectives are considered in progress; some measurements have been completed and will be put on a maintenance routine. HI-EMA has also developed annual reports, published for the 2020 and the 2021 calendar years. These reports highlighting the state of organization and accomplishments are attached for reference.

## Accountability and Maintenance

To ensure progress, HI-EMA will continue to review its success against and progress against resources and partnerships. The table below was updated to reflect the current organization. Tasking for open objectives were reassigned.

Overall Mission and Strategic Goals Pursuit	Administrator / Executive Officer
Overall guidance and tracking of success	Administrator / Executive Officer
Objective 1.01 AD15-01	Administrator / Executive Officer
Objective 1.02 Financial Framework	Administration & Finance
Objective 1.03 Roles and Responsibilities	Administrator / Executive Officer
Objective 1.04 Training and Exercise Programs	Operations
Objective 1.05 Governor’s EM Strategic Plan	Administrator / Executive Officer
Objective 1.06 MOUs/MOAs	Operations, Logistics, Administration & Finance
Objective 1.07 Office of Homeland Security	Administrator / Executive Officer
Objective 1.08 Volunteers & Contracted Personnel	Operations, Logistics, Resilience
Objective 1.09 Certification Program	Operations
Objective 1.10 Embedded HI-EMA Staff	Operations, Administration & Finance
Objective 2.1 Communications Plan	Operations, Logistics, External Affairs
Objective 2.2 Upgraded Financial Procedures	Administration & Finance, Resilience
Objective 2.3 Outreach Education Program	External Affairs
Objective 2.4 Critical Infrastructure	Resilience
Objective 2.5 Mass Care	Resilience
Objective 3.01 HI-EMA Positions	Administrator / Executive Officer, Administration & Finance
Objective 3.02 Support Capability	Administration & Finance
Objective 3.03 Logistics Procurement Capability	Logistics
Objective 3.04 New SEOC	Administrator / Executive Officer
Objective 3.05 EMAP Certification	Administrator / Executive Officer
Objective 3.6 Internal Training Program	Operations
Objective 3.7 All Hazards Outdoor Sirens	Logistics
Objective 3.8 State Warning Point	Operations
Objective 3.9 EMAC Participation	Logistics, Operations, Resilience

## Progress

The Strategic Goals, Objects, Measurements, and Milestones Table on the following pages is an update on the goals, objectives, measurements, and milestones since 2020. Timelines have been included to adjust for the progress made building on lessons learned for the next several years.

The table attributes include: Objectives-Lead; Measurement; and Documentation/Milestones. Each of these attributes is defined below.

- Objectives: Objective supporting each strategic goal.
- Lead: The Lead in the HI-EMA Organization element (Administrator – A; Executive Officer – XO; Administration & Finance – A&F; External Affairs – EA; Operations – OPS; Logistics – LOGS; Resilience – RES)
- Measurement: Existing measurement supporting each objective.
- Documentation/Milestones: Documents that are identified to support the process and Key Milestones accomplished by month and year.

Each of these attributes is linked to one of the three strategic goals.

## Strategic Goals, Objects, Measurements, and Milestones Table

<b>OBJECTIVES-LEAD MEASUREMENT</b>	<b>DOCUMENTATION/MILESTONES</b>
<i>STRATEGIC GOAL 1: STATEWIDE FRAMEWORK</i>	
<p><i>Objective 1.01 AD15-01 A/XO</i></p> <p><i>% AD15-01 fulfilled Monthly Briefing to Governor</i></p>	<ul style="list-style-type: none"> <li>• EMO Meeting Documentation; Leadership Monthly Briefing Summaries</li> <li>• Oct. 2021-Initiated meetings Emergency Management Officers (EMOs)</li> <li>• Dec. 2021-Assessment AD-15-01 conducted; EMOs workplan implemented</li> <li>• Jan. 2022-Monthly Update with Governor established</li> <li>• Projected Qtr. 1, 2023-50% of AD15-01</li> </ul>
<p><i>Objective 1.02 Financial Framework A&amp;F</i></p> <p><i>Major Disaster Fund in place and accessible Spending authorities specified Roles HIEMA, DOD financial, DB&amp;F specified</i></p>	<ul style="list-style-type: none"> <li>• SESF 15</li> <li>• Jan. 2020-Major Disaster Fund (MDF) is identified under HRS-127A</li> <li>• Further work needed to address open items for business process</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 1.03 Roles and Responsibilities A/XO</i></p> <p><i>Progress on detailing the framework Identification State Disaster Recovery Coordinator</i></p>	<ul style="list-style-type: none"> <li>• Comprehensive Emergency Management Plan (CEMP); Position Advertisement</li> <li>• Oct. 2021-Initiated transition from EOP to CEMP</li> <li>• Feb. 2022-Stat CEMP transitioned from State EOP, Base Plan Approved</li> <li>• Feb. 2022-Annex documentation in progress</li> <li>• Feb. 2022-SDRC recruitment continues</li> <li>• Projected Qt. 2, 2023-Next Update</li> </ul>
<p><i>Objective 1.04 Training and Exercise Programs A/XO/OPS</i></p> <p><i>Progress in expanding T&amp;E Program ¼ assessment by OPS Chief w/ concurrence of XO</i></p>	<ul style="list-style-type: none"> <li>• IPP/TEP; WebEOC training; ¼ HI-EMA Training</li> <li>• HI-EMA Leadership expanded TE to additional partners</li> <li>• Projected Qtr. 4, 2022-Development Core Competencies / On Boarding training</li> <li>• Projected Qtr. 4, 2023-Next Update</li> </ul>
<p><i>Objective 1.05 Governor's EM Strategic Plan A/XO</i></p>	<ul style="list-style-type: none"> <li>• HI-EMA 2020-2205 Strategic Plan</li> </ul>

<p><i>Completion Governor's Strategic Plan</i></p>	<ul style="list-style-type: none"> <li>• Current plan includes broad functions / objectives</li> <li>• Projected Qtr. 4, 2023-Due to COVID-19, planning effort under review</li> </ul>
<p><i>Objective 1.06 MOU's/MOA's LOGS/A&amp;F</i></p> <p><i>% key agreements completed / signed (MOUs / MOAs)</i></p>	<ul style="list-style-type: none"> <li>• Stadium MOU; Airport MOU</li> <li>• OPS - Key agreements (approx. 50% signed)</li> <li>• Other private sector partners</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 1.07 Office of Homeland Security A/XO</i></p> <p><i>Progress in completing the merger</i></p> <p><i>Progress separation/HI-EMA as stand-alone agency</i></p>	<ul style="list-style-type: none"> <li>• Nothing identified</li> <li>• Qtr. 1, 2020-Several high-level conversations were conducted</li> <li>• Due to COVID-19, this effort was paused</li> <li>• State Leadership has decided to review in future years</li> <li>• Projected Qtr. 3, 2023-Next Update</li> </ul>
<p><i>Objective 1.08 Volunteers &amp; Contracted Personnel OPS/RES/LOGS</i></p> <p><i># volunteers - contracted personnel trained /available</i></p> <p><i># of RACES Members</i></p> <p><i>Annual Meeting of VOAD Partners</i></p> <p><i>Progress in developing compensation policy and procedures</i></p>	<ul style="list-style-type: none"> <li>• Training Records; Badges, Training; SESF 5 and SESF 6; Public Assistance SOP</li> <li>• Projected Qtr. 4, 2022-OPS Reviewing RACES info</li> <li>• Projected Qtr. 3, 2022-OPS Development training will include VOAD</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 1.09 Certification Program OPS</i></p> <p><i>Progress in program implementation</i></p> <p><i># county / state personnel meeting requirements</i></p>	<ul style="list-style-type: none"> <li>• SEOC Guide; SWP Guide; SWP checklists; WebEOC Guide</li> <li>• Oct. 2021-Restructuring of OPS</li> <li>• Dec. 2021-WebEOC Assessment</li> <li>• Projected Qtr. 3, 2022-Additional trainings TBD - virtually 1/4 basis</li> <li>• Projected Qtr. 1, 2023-Next Update</li> </ul>
<p><i>Objective 1.10 Embedded HI-EMA Staff A&amp;F/OPS</i></p> <p><i># MOAs with other agencies</i></p> <p><i># staff embedded</i></p>	<ul style="list-style-type: none"> <li>• 2021 HI-EMA Update Organization Chart</li> <li>• Projected Qtr. 4, 2023-Next Update</li> </ul>

<b>OBJECTIVES-LEAD</b>	<b>DOCUMENTATION/REMARKS</b>
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<b>MEASUREMENT</b>	
<b>STRATEGIC GOAL 2: STAKEHOLDER SUPPORT MITIGATION, RESPONSE, RECOVERY</b>	
<p><i>Objective 2.01 Communications Plan LOGS/EA/OPS</i></p> <p><i>% documentation completed Alert and warn the public Notification of intra-state partners</i></p> <p><i>Progress disseminating information</i></p>	<ul style="list-style-type: none"> <li>• SEOC Guide; SAWS Plan; Alert Sense; Comms Procedural Guide; JIC Guide</li> <li>• Oct. 2021-Processes in place to test communications with all partners</li> <li>• Projected Qtr. 2, 2023-Next Update</li> </ul>
<p><i>Objective 2.02 Upgraded Financial Procedures A&amp;F/RES</i></p> <p><i>Stakeholder satisfaction of HIEMA process of financial support</i></p> <p><i>Clear roadmap providing financial support</i></p> <p><i>% 2018 Disaster and Mitigation Funds are reimbursed to applicants in a timely manner</i></p>	<ul style="list-style-type: none"> <li>• Public Assistance SOP; Hazard Mitigation SOP; RES Monthly Business Reports; A&amp;F Monthly Business Data Reports</li> <li>• Oct. 2021-Reimbursements monitored and disbursed according to SOPs</li> <li>• Projected Qtr. 4, 2024-Next Update</li> </ul>
<p><i>Objective 2.03 Outreach Education Program EA</i></p> <p><i>% households prepared for major incident</i></p> <p><i>% households will shelter in place</i></p>	<ul style="list-style-type: none"> <li>• Preparedness Survey</li> <li>• Oct. 2021-Review of annual outreach campaigns, funding and planning with additional partners needed for 2022</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 2.04 Critical Infrastructure Mitigation &amp; Recovery Plans RES</i></p> <p><i>% plans completed</i></p>	<ul style="list-style-type: none"> <li>• Public Assistance SOP; Hazard Mitigation SOP; State Recovery Operations Plan; State Hazard Mitigation Plan</li> <li>• Oct.2021-Initiated State Hazard Mitigation Plan 2023 Update</li> <li>• Oct. 2021-Initiated transition from EOP to CEMP</li> <li>• Feb. 2022-Stat CEMP transitioned from State EOP, Base Plan Approved</li> <li>• Feb. 2022-Annex documentation in progress</li> <li>• Feb. 2022-Completed State Recovery Operations Plan</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>

<p><i>Objective 2.05 Mass Care Mitigation &amp; Recovery Plans RES</i></p> <p><i>% Mass Care plans completed</i></p>	<ul style="list-style-type: none"> <li>• Public Assistance SOP; Hazard Mitigation SOP; State Recovery Operations Plan; State Hazard Mitigation Plan</li> <li>• Oct.2021-Initiated State Hazard Mitigation Plan 2023 Update</li> <li>• Oct. 2021-Initiated transition from EOP to CEMP</li> <li>• Feb. 2022-Stat CEMP transitioned from State EOP, Base Plan Approved</li> <li>• Feb. 2022-Annex documentation in progress</li> <li>• Feb. 2022-Completed State Recovery Operations Plan</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
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<b>OBJECTIVES-LEAD MEASUREMENT</b>	<b>DOCUMENTATION/REMARKS</b>
<b>STRATEGIC GOAL 3: EMERGENCY MANAGEMENT SERVICE TO THE STATE</b>	
<p><i>Objective 3.01 HI-EMA Positions A/XO/A&amp;F</i></p> <p><i>% positions filled</i></p>	<ul style="list-style-type: none"> <li>• 2021 HI-EMA Update Organization Chart</li> <li>• Apr. 2021 HI-EMA Administrative Reorganization</li> <li>• Jul. 2021-HI-EMA key positions exempted post legislative session</li> <li>• Jul. 2021 Development of Classification Series - EM Specialists</li> <li>• Oct. 2021-HI-EMA Leadership Positions filled</li> <li>• Projected Qtr. 4, 2023-Next Update</li> </ul>
<p><i>Objective 3.02 Support Capability in HIEMA Admin &amp; Finance Branch A&amp;F</i></p> <p><i>Progress securing three new support staff positions specializing Personnel, Finance, Grants</i></p>	<ul style="list-style-type: none"> <li>• 2021 HI-EMA Update Organization Chart</li> <li>• Apr. 2021 HI-EMA Administrative Reorganization</li> <li>• Jul. 2021-HI-EMA key positions exempted post legislative session</li> <li>• Jul. 2021 Classification Series - EM Specialists</li> <li>• Oct. 2021-HI-EMA Leadership Positions filled</li> <li>• Projected Qtr. 4, 2023-Next Update</li> </ul>
<p><i>Objective 3.03 Logistics Procurement Capability LOGS</i></p> <p><i>Progress in building capacity 50%</i></p>	<ul style="list-style-type: none"> <li>• Logistic Plan; SESF 7; Resource and Logistics Procedural Guide</li> <li>• Oct. 2021-Initiated recruitment of key personnel</li> <li>• Projected Qtr. 1, 2024-Next Update</li> </ul>
<p><i>Objective 3.04 New SEOC A/XO</i></p> <p><i>Approval</i></p>	<ul style="list-style-type: none"> <li>• 2021 SEOC New Construction Grant</li> </ul>

	<ul style="list-style-type: none"> <li>• Feb. 2021- Participated in Meeting with First Responder Technology Campus Champions Group</li> <li>• Apr. 2021-Completed request for Design and Engineering funds</li> <li>• July 2021-Participated in Meeting with First Responder Technology Campus Champions Group</li> <li>• Oct 2021- Participated in Meeting with First Responder Technology Campus Champions Group Projected Qtr. 4, 2025-Next Update</li> </ul>
<p><i>Objective 3.05 EMAP Certification A/XO Certification</i></p>	<ul style="list-style-type: none"> <li>• Multiple Document in State Comprehensive Emergency Management Plan</li> <li>• Mar. 2021-Initiated EMAP Process for State of Hawaii</li> <li>• Projected Qtr. 2, 2023-Next Update</li> </ul>
<p><i>Objective 3.06 Internal Training Program OPS</i></p> <p><i># HI-EMA employees successfully completing training</i></p> <p><i>Developed Training Curriculum</i></p>	<ul style="list-style-type: none"> <li>• Training Records</li> <li>• Oct. 2021- Initiated development of training program</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 3.07 All Hazards Outdoor Sirens LOGS</i></p> <p><i># (%) legacy sirens upgraded</i></p> <p><i># new sirens installed (improve/gap in coverage)</i></p> <p><i>1/3<sup>rd</sup> sirens serviced / yr. (preventive maint.)</i></p> <p><i># sirens repaired to restore existing coverage</i></p>	<ul style="list-style-type: none"> <li>• Siren Modernization Plan; Preventive Maintenance Siren Plan; Corrective Maintenance Plan; LOGS Monthly Business Data Report</li> <li>• Jan. 2021-Initiated review of siren program</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>
<p><i>Objective 3.08 State Warning Point OPS</i></p> <p><i>Continual progress securing and training staff</i></p> <p><i>1/4<sup>th</sup> assessment by OPS Chief</i></p>	<ul style="list-style-type: none"> <li>• State Warning Point Procedural Guide</li> <li>• Oct. 2021-Initiated review of State Warning Staff and Documentation</li> <li>• Projected Qtr. 4, 2022-Next Update</li> </ul>



<p><i>Objective 3.09 EMAC Participation LOGS/OPS/RES</i></p> <p><i># (10%) HI-EMA employees prepared to participate in EMAC</i></p> <p><i>Increase # LOGS Personnel</i></p>	<ul style="list-style-type: none"> <li>• SESF 7; Resource and Logistics Procedural Guide</li> <li>• Oct. 2021- Initiated assessment of training requirement HI-EMA personnel</li> <li>• Projected Qtr. 2, 2023-Next Update</li> </ul>
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## Hawai'i Emergency Management Agency 2020 Year Review

The preceding year has brought great change to our state as well as to the Hawai'i Emergency Management Agency (HI-EMA). After many years of public service, Administrator Tom Travis transitioned into retirement and handed the reins of leadership off to his trusted Executive Officer, Luke Meyers, a veteran of emergency management. Under the strong leadership of now Administrator Meyers, and the drive of his appointed Executive Officer, Dave Lopez, HI-EMA has stood ever vigilant in continuing efforts to help the Hawai'i Ohana prepare for, mitigate against,



respond to, and recover from disasters and emergencies. Additionally, the drastic challenges presented by the arrival and spread of the COVID-19 pandemic made 2020 a year unlike any in state history. HI-EMA adapted and evolves. Employing measures to mitigate the disease, and to modify personal behavior to protect the people of Hawai'i while also maintaining readiness for incident response, added greatly to the weight of our mission, and continues to gauge the strength and integrity of our agency.

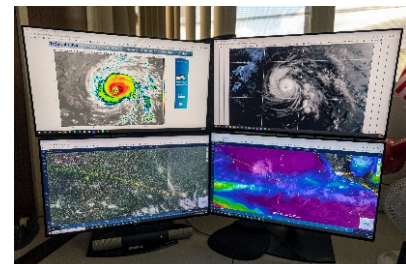
**Operations** led by Steve Sigler has been coordinating the state's monumental efforts while in COVID-19 activation for nearly a year, the longest period in agency history. Their work provides the framework for effective emergency response, regardless of challenges and on multiple fronts.



### EOC Activations

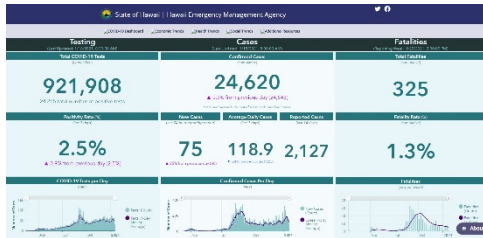
- January 2020 – High Surf Warning (Hawaii EOC partial activation); High Wind Warning (Hawaii EOC partial activation); High Surf Warning and Flood Watch (Hawaii EOC partial activation); Severe Weather/Flooding (Hawaii EOC partial activation, Maui EOC partial activation, State EOC partial activation); Shooting/Fire DH (Honolulu EOC partial activation)
- 01/24/20 – On going – COVID-19 (All EOCs partial activation)
- February 2020 – Great Aloha Run (Honolulu EOC partial activation); Kahoolawe Fire (Maui EOC partial activation); Kukaiao Ranch Fire (Hawaii EOC partial activation)
- March 2020 – EQ Kuril Islands/Tsunami Watch (All EOCs partial activation); Severe Weather/Flooding (Kauai EOC Full activation) 07/02/20 – Waianae Wildland Fire (Honolulu EOC partial activation)
- July 2020 – Halimaile Fire (Maui EOC full activation); Tropical Storm Douglas (All EOCs full activation)
- October 2020 – 7.5 Aleutian Islands EQ, Tsunami Advisory (All EOCs partial activation)
- November 2020 – General Election (All EOCs partial activation); Flash Flood Warning / Hanalei Bridge (Kauai EOC partial activation)
- County activations monitored or supported throughout the year = 17

The documentation for the 2020 COVID-19 Incident Response (on-going) produced **304 Situation Reports**, and **50 Incident Action Plans**. Another major undertaking achieved, in conjunction with Telecommunications Branch, was the relocation of the State Warning Point operations to building 303. This move provides a more efficient operation environment and accommodates the need for social distancing in accordance with the HI-EMA COVID-19 Safety Plan.





# Hawai'i Emergency Management Agency 2020 Year Review



Another significant achievement was the creation of the HI-EMA COVID-19 Dashboard which provides all partners as well as the public an aggregate collection of daily data points, trends, and pertinent information. Other operations created documentation ranging from EOC Standard Operating Procedures, SEOC COOP Plans and COVID-19 Safety, and Local Tsunami and Tropical Cyclones Checklists. Additionally, Ops

Branch supported multiple training exercises, drills and training, WebEOC administration and development, closed 28 Act 76 cases, and expanded professional development.

## State Warning Point Coordination

ACTIVITY	TOTALS
County Coordination Calls for Earthquake/Tsunamis	77
County Coordination Calls for Hurricane Watch/Warning	7
County Coordination Calls for Flash Flood Watch/Warning	65
County Coordination Calls for High Surf Watch/Warning	147
County Coordination Calls for High Wind Watch/Warning	8
County Coordination Calls for EOC/CWP Advisory	83
Coordination calls for Power Outages	11
Command Staff Coordination Calls	71
Coordination calls for State Emergency Management Officers	31



**Recovery** led by Lorinda Wong-Lau worked with FEMA and applicants to get three federally declared disasters approved for the State of Hawaii.

- *EM3529 for Hurricane Douglas (July 23-27, 2020)* was an emergency declaration for the reimbursement of mass care expenses including evacuation and shelter support. The City and County of Oahu was the only affected county.
- *DR4549 for the Kauai Rain event (March 27-28, 2020)* was a major declaration for emergency work and the repair or replacement of disaster-damaged facilities. The County of Kauai was the only affected county.
- *EM3431 was the initial emergency declaration and DR4510 was the major declaration for eligible COVID19 emergency protective measures.* All counties are eligible to claim expenses for this disaster.



The projects for three federally declared disasters were completed and HI-EMA submitted a request to FEMA for permission to close the disasters.

- *DR1743 was a storm event (December 4-7, 2007)* which affected the counties of Hawaii, Kauai, and Maui. FEMA approved disaster closeout in January 2020.
- *DR1814 was a storm event (December 10-16, 2008)* which affected the City & County of Honolulu. FEMA approved disaster closeout in July 2020.
- *FM5294 was a fire management grant for the fire event (October 22-24, 2019)* on Kahana Ridge in the County of Maui. HI-EMA submitted a request to FEMA to close the disaster in December 2020.



# Hawai'i Emergency Management Agency 2020 Year Review

The team is managing projects which collectively amounted to about **\$162,000,000** of reimbursement to State and county agencies for over 10 open disasters. The team also submitted 80 projects for project closeout, nearly doubling their output; a huge achievement accomplished by developing efficiencies while spending a significant percentage of work hours supporting HI-EMA's emergency activation for COVID19.

**Administration and Finance** was established and staffed to support HI-EMA, and in doing so completed an administrative reorganization of the agency within a six-month period.



Led by Kari Rachlin, administrative and fiscal policies and procedures were implemented to improve efficiency, effectiveness, consistency, and



accountability. EMPG grant areas of non-compliance were and continue to be addressed, improving the working relationship with FEMA toward our goal of having EMPG funds released from cash restrictions. Additionally, a General Grants Guidance resource was written and implemented along with a Subrecipient Monitoring Manual and a HI-EMA Fiscal Guide.

After requesting and receiving approval, positions were established and filled to support COVID-19 planning and response activities.

**Preparedness** led by Eulalio Medina began the annual 2020 Makani Pahili (MP 20) Exercise in February with the MP20 Debris Management Workshops that were conducted in Hawaii County, Kauai



County and Maui County. The MP20 Port Restorations (Port of Honolulu) successfully continued through virtual (MS Teams) workshops. Hurricane Douglas tested and validated the State Emergency Operations Center (SEOC) activation procedures in accordance with WebEOC Tropical Cyclone Response Checklist. In March a Tsunami Watch Message was sent from the National Weather Service Pacific Tsunami Warning Center that an earthquake with a preliminary magnitude of 7.5 occurred east of the Kuril Islands. This incident tested and validated the SEOC activation procedures in accordance with WebEOC Distance Tsunami Response Checklist, a week prior to the tsunami awareness month of April 2020. The following COVID-19 documents were drafted and implemented.

DOCUMENTATION	
COVID-19 Neighboring Counties HHS Surge Testing Plan (9 October 2020)	State of Hawaii Safe Travels (15 October 2020)
Medical Staff Surge Logistics Requirements Plan (Acute Care) (16 November 2020)	Medical Staff Surge Logistics Requirements Plan (Post-Acute Care) (27 November 2020)
Safe Travels Hawaii COVID-19 Follow-Up Testing Program Plan (1 December 2020)	State of Hawaii COVID-19 Hotels for Heroes 2.0 Program Plan (9 December 2020)
State of Hawaii Safe Travels (Version 2) ( <i>draft</i> )	Inter-County Critical Worker & Frequent Commercial Air Traveler COVID-19 Testing Protocol & Waiver Program Plan ( <i>draft</i> )
Sheltering Staff Support Plan ( <i>draft</i> )	



# Hawai'i Emergency Management Agency 2020 Year Review



**External Affairs** faced a year of ever-evolving information, urgent demands for vetted data, and professional turnover, and responded with pro-active creativity. In the midst of an overall restructuring during the pandemic activation, the Public Information



branch, helmed by Douglas Carroll, dove into building an entire channel of messaging and storytelling to bring essential health information and disaster preparedness to the people of Hawai'i. Among the litany of videos that debuted on **HI-EMA's YouTube Channel** ([https://www.youtube.com/channel/UCvTHgk3zo2ZEXm\\_iRnA0NwQ](https://www.youtube.com/channel/UCvTHgk3zo2ZEXm_iRnA0NwQ)) in 2020 is the COVID-19 series, 'FYI', business pivot stories, PSAs, the weekly Administrator's Video Message, the 'Laulima Series' profiling HI-EMA staff members, branch operational videos, and assorted promotional videos for our governmental partners. Content production continues to build this library.

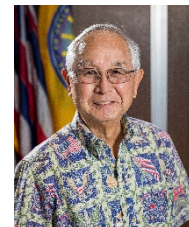


Suitably, our social media feeds (Facebook, Twitter, Instagram, LinkedIn) as well as the HI-EMA homepage, were crucial tools in battling



disinformation, and for delivering clear facts, resources and news releases. In addition, HI-EMA was an instrumental founder of the state COVID-19 JIC (Joint Information Center), working throughout this activation as a structural resource and content provider for departments and partners throughout Hawai'i.

**Mitigation** which has succeeded under the leadership of Larry Kanda for many years, is transitioning with a new hand at the helm, Theresa Woznick. Their staff more than doubled in 2020 and were thus able to manage grants in hazard mitigation and pre-disaster mitigation, totaling more than **\$15,000,000**.



They have also prepared and submitted applications to the Hazard Mitigation Grant Program (HMGP) for federal disaster assistance of nearly **\$7,500,000**.

The State Hazard Mitigation Forum convened several times to update members on the various mitigation grants. New BRIC (Building Resilient Infrastructure and Communities) applications are being assisted with totaling approximately **\$100,000,000**, and technical and planning assistance was provided to our county partners to update their Hazard Mitigation Plans.



# Hawai'i Emergency Management Agency 2020 Year Review

**Telecommunications** played a crucial role for the State in building and supporting the technical infrastructure necessary in battling the COVID-19 pandemic, as well as the siren and digital warning systems essential to alerting the people of Hawai'i of any hazards. Monthly tests on the Integrated Public Alert and Warning System (IPAWS) were consistently conducted during the year. Under the steady hand of branch chief, Ryan Hirae, Telecommunications were very productive on many fronts.

**COVID-19** VTC, Phone, MSTeams, and Goto Meeting support  
DAIS Planning, Logistics Supplemental, and WebEOC ESF-2 support

**IT/Radio Projects** PSB/FFMB Microwave Updates, State EOC COOP to b303 OSC, B303 BRC setup, JTMC Comms setup, VTC upgrade project, WebEOC upgrades, Hilo EOC COOP to KMR project

**Sirens** 263 cases of maintenance and repair, 10 new sirens installed, special projects including Wailua siren demo, lightning strike sirens, lava sirens, and developer sirens

**Training** FBI J-Card Training for AMBER Alerts, IS-247.B: IPAWS for Alert Originators, annual Cyber Security training



**Logistics** has been re-built by its chief, David Hafner, and has grown to include 6 full time, and temporary personnel. They provide day-to-day facilities support to HI-EMA, and are responsible for the accounting, tracking, and reporting of the SESF-7 mission for COVID-19. Logistics coordinates weekly with numerous State agencies and provide frequent support to Legislative Representatives.



In addition to establishing a PPE cache for vaccine distribution totaling over **\$100,000**, Logistics coordinated with the State Procurement Office and Budget and Finance to successfully obligate nearly **\$85,000,000** for COVID Testing, Personal Protective Equipment (PPE) and Industrial Hygiene (IH), under tight time constraints, to combat COVID-19 within the State of Hawaii. A statewide PPE distribution plan was then developed and managed by HI-EMA to mitigate the risks of COVID-19. This was the largest movement of medical supplies in the state of Hawai'i since World War II.



PPE Funding Allocations	
DOD 660	\$16,000,000 (\$15,300,000 obligated)
SB126	\$54,000,000 (\$54,000,000 obligated)
SB75	\$16,200,000 (\$14,200,000 obligated)
Total Appropriations	\$86,200,000 (\$83,500,000 obligated)



# Hawai'i Emergency Management Agency 2020 Year Review

## 2020 Administrator Awards

To recognize the hard work by the Team, Administrator Meyers continued the tradition of identifying Team members for the following awards: Malama (To care for or protect) Award – Hyniea Gardner; the Pookela (Commitment to excellence) Award – Kari Rachlin; and Wiwoole (Courage) Award – David Hafner. These were presented in late December at virtual all-hands meeting.



## Opportunities and Challenges

2020 presented the HI-EMA with its most challenging year since its inception. As the entire world grappled with the spread and dire effects of the COVID-19 virus, the State of Hawai'i employed methodical, science-based, practical measures, led by HI-EMA's team of experts and support staff. The fact that the Aloha State maintained some of the lowest case counts and morbidity rates in the entire country is clear evidence as to the effectiveness of the agency's broad endeavors. HI-EMA's coordination, resource planning, and financial assistance between all counties, departments, and partners were essential in mitigating spread of the disease on the islands. These significant efforts required agile thinking, great flexibility and a well of stamina from every member of every branch, while also remaining ever on guard in all hazard and disaster preparedness and response.

The Hawai'i Emergency Management Agency has always been guided by core values: Malama – To care for or protect, Po'okela – Commitment to excellence, Laulima – Cooperation, and Wiwo'ole – Courage. These ethics and the integrity of both leadership and HI-EMA personnel provide Hawai'i the steady hand and strong support structure necessary to weather these difficult times, and in safely navigating the future. As we move forward in 2021, the HI-EMA will build on lessons learned from 2020 and focus vision ahead back to the strategic items laid out the 2020-2025 Emergency Management Strategic Plan: <https://dod.hawaii.gov/hiema/files/2020/05/Final-2020-Strategic-Plan.pdf>.



## Hawai'i Emergency Management Agency 2021 Year in Review

The year 2021 offered challenges to Hawai'i and the Hawai'i Emergency Management Agency (HI-EMA), as the agency continued its unprecedented work coordinating the response to COVID-19 while also managing responses to a huge wildfire and multiple severe weather incidents.

At the same time, HI-EMA laid the groundwork for the future with new leadership, continued restructuring, and work to build a foundation for continuous improvement through the Emergency Management Accreditation Program (EMAP) process.

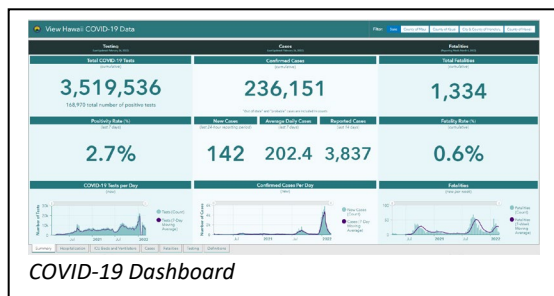
Administrator Luke Meyers, a veteran of emergency management, was promoted to the top leadership role in March 2020. The appointment came just two days after Governor David Ige proclaimed a statewide emergency for the COVID-19 pandemic and a few weeks before torrential rains caused flooding on Kaua'i.



*L-R: Hawai'i County Civil Defense Officer Joshua Black and Hawai'i Emergency Management Agency Administrator Luke Meyers survey the damage from the Mana Road Fire in Hawai'i County, Hawai'i, Aug. 8, 2021*

The twin challenges of natural disasters and the pandemic continued to shape HI-EMA's battle rhythm during 2021 as the Agency pursued its mission to help the Hawai'i 'ohana prepare for, mitigate against, respond to, and recover from disasters and emergencies.

At the same time, Meyers and Executive Officer David Lopez led the HI-EMA Team in developing emergency management plans to address some of the biggest threats faced by Hawai'i, including the daunting prospects of storms and tsunamis large enough to stop operations at the Port of Honolulu and Honolulu International Airport, creating statewide supply-chain disruptions for food and fuel.



But COVID-19 was a constant drumbeat behind HI-EMA's work, as it was throughout most aspects of our daily lives. During 2021, HI-EMA continued to manage its COVID-19 dashboard and Common Operating Picture report to assure that all partners involved in the COVID response shared a clear and reliable set of information to guide their actions.

HI-EMA began the year by coordinating with the Hawai'i State Department of Health to manage a statewide vaccination effort, and kept working as surges of the delta and omicron variants of COVID-19 required changes in the Safe Travels program, assistance from contracted medical personnel from the mainland, and fast action to combat a shortage of oxygen supplies across the state.

HI-EMA continued pursuing a long-term vision to build a new facility to support State-wide emergency management program activities. HI-EMA participated in multiple meetings for the First Responder Technology Campus (FRTC). Administrator Meyers acted as the Co-Chair of the FRTC Champions group representing HI-EMA for 2021. The Agency secured grant funding for initial design and engineering for facilities at the FRTC.





## Hawai'i Emergency Management Agency 2021 Year in Review

**OPERATIONS BRANCH:** Steve Sigler and Eulalio Medina led operations through more than a year of coordinating during COVID-19, the longest emergency activation in the agency's history. The new Operations Branch Chief, Matthew Wall, started work in October 2021 and faced immediate challenges, including the Kona Low Storm in early December 2021 and monitoring water contamination from the Red Hill fuel tanks.

The Operations Branch coordinated and executed an array of activities, both for direct emergency response and for near- to long-range planning, along with revising foundational documents to ensure accountability and continuity of operations.

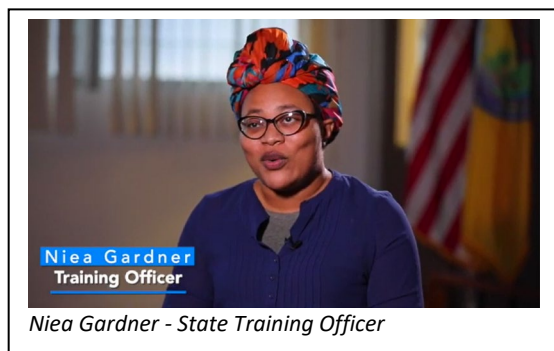
Two major efforts involved:

- HI-EMA's ongoing work in planning and coordinating changes in the Safe Travels Hawai'i program to limit the threat of infection from tourism, and
- Creation of a task force to ensure the state had sufficient medical oxygen supplies when the surge of patients suffering from the delta variant of COVID-19 strained the health care system.



*Matthew Wall – Operations  
Branch Chief*

A third, Agency-wide effort, led by Operations Branch, required compiling a comprehensive, consistent, and up-to-date set of governance documents to lay out how HI-EMA runs and guide its future operations. The standards will be reviewed in early 2022 as HI-EMA seeks accreditation by the Emergency Management Accreditation Program (EMAP).



**Niewa Gardner**  
Training Officer

*Niewa Gardner - State Training Officer*

The reorganized Operations Branch also absorbed the functions of the preparedness unit, still overseen by Eulalio Medina, and the training program under Niewa Gardner. Operations ran seven workshops and two tabletop exercises to test and refine elements of the emergency response system of the State and its partners, as well as two seminars and two planning sessions to identify additional training needs. In addition, planners developed and submitted a revised Integrated Preparedness Plan to the Federal

Emergency Management Agency and updated HI-EMA's Threat and Hazard Identification and Risk Assessment/Stakeholder Preparedness Review.

As part of the ongoing documentation for the COVID-19 Incident Response, Operations Branch produced 188 Situation Reports, 365 Common Operating Picture reports and 52 Incident Action Plans during 2021; that brought the total for the incident to 490 Situation Reports and 102 Incident Action Plans as of Dec. 31, 2021.



## Hawai'i Emergency Management Agency 2021 Year in Review

### EOC Activations

- Jan. 24, 2020 to Present – COVID-19 emergency (All EOCs partial activation)
- January 2021 – Flash Flood Warning (Kaua'i EOC partial activation)
- February 2021 – Flash Flood Warning (Hawai'i and Maui EOCs partial activation)
- March 2021 – Kermadec Islands Tsunami Watch (all EOCs activation); March 8-18 Severe Weather/Flooding (all EOCs full activation); Flash Flood Warning/Hanalei Bridge (Kaua'i EOC partial activation)
- May 2021 – Kaua'i Police search and rescue operations (Kaua'i EOC partial activation)
- June 2021 – Hamakua wildland fire (Hawai'i EOC partial activation)
- July 2021 – Kohala bush fire (Hawai'i EOC partial activation); Saddle Road Fire (Hawai'i EOC partial activation); Alaska earthquake and tsunami watch (all EOC activation); Mana Road Fire (Hawai'i EOC partial activation)
- August 2021 – Severe weather from remnants of Tropical Cyclone Linda (SEOC partial activation, Hawai'i EOC partial activation, Honolulu EOC enhanced steady state)
- October 2021 – 6.2 magnitude local earthquake (Hawai'i EOC partial activation); flood warning (Hawai'i EOC partial activation)
- November 2021 – Joint Base Pearl Harbor-Hickam housing water contamination (SEOC tracking); Kalihi Valley fire (Honolulu EOC partially activated)
- December 2021 – Severe weather related to "Kona Low" system (SEOC and all County EOCs partial activation); Honolulu Marathon (Honolulu EOC partially activated); Flood warnings (Maui EOC partially activated, Honolulu EOC partially activated, Kaua'i EOC partially activated, extending into January 2022)

**RESILIENCE BRANCH:** Led by Lorinda Wong-Lau, the branch worked with FEMA and applicants to get two federally declared disasters approved for the State of Hawai'i.

- *DR4604* for Severe Storms and Flooding (March 8-18, 2021) was a major declaration for emergency work and the repair or replacement of disaster-damaged facilities. Although the storms and flooding affected other areas, the County of Maui was the only county with enough damage to warrant a federal declaration.
- *FM5404* for the Mana Road Fire (August 1-3, 2021) was a fire management assistance grant for eligible emergency protective measures. The County of Hawai'i was the only affected county.



Lorinda Wong-Lau - Resilience  
Branch Chief

In addition, the Branch conducted damage assessments for the Kona Low incident that struck multiple islands beginning Dec. 5, 2021. The U.S. Small Business Administration declared a disaster in January 2022



## Hawai'i Emergency Management Agency 2021 Year in Review

in connection with the severe weather, flooding, and landslides, providing low-interest loan assistance for qualified renters, homeowners and businesses in the City and County of Honolulu, and Counties of Maui and Kalawao. Additional assistance requests were pending as of early February 2022.



*Members of the Hawai'i Emergency Management Agency Resilience Branch join Federal Emergency Management Agency and Maui County team members in conducting damage assessments following the December 2021 "Kona low" storm, Dec. 20, 2021*

The Public Assistance team is managing projects from more than 10 open disasters that total about \$209.8 million in reimbursement to State and county agencies and private non-profit agencies. The team submitted 61 projects for project closeout; no disaster grants were submitted for closeout in 2021.

The State received up to 15% of the obligated public assistance dollars for hazard mitigation grants under new disasters. Mitigation efforts involve the vital counterpart to assistance grants – supporting projects to prevent or reduce future damage from disasters. The new grants in 2021 were:

- \$1.5 million received for County of Maui projects related to March 2021 flooding and landslides.
- \$20 million received for projects throughout the state related to COVID-19.
- \$584,000 received for County of Hawaii projects related to the Mana Road Fire.

Within the Resilience Branch the hazard mitigation team, is managing projects which total more than \$8 million in eligible expenses to State and county agencies and private non-profit organization under eight grants.

The team also submitted two mitigation grants for closeout.

- PDM16, a 2016 pre-disaster mitigation grant for state and county planning projects, \$370,000 received.
- National Tsunami Hazard Mitigation Program 2019 grant for tsunami projects, \$575,000 received.

**LOGISTICS BRANCH:** With the re-brand of the Logistics Branch completed in April, Carlos Rowe joined HI-EMA in September as the new branch chief, overseeing both the logistical and telecommunications functions of the Agency. Logistics continued its critical role in supporting the statewide distribution of personal protective equipment during the COVID-19 response.

Managing assets not only in the HI-EMA warehouse inside Diamond Head crater but spread across multiple state facilities, Logistics branch distributed supplies and equipment from a cache valued at about \$85



*Carlos Rowe - Logistics Branch Chief*



## Hawai'i Emergency Management Agency 2021 Year in Review

million. The continuing distribution effort represents the largest movement of medical supplies in Hawai'i since World War II.

The newly reorganized Logistics Branch also incorporated the former telecommunications functions of HI-EMA, overseeing the physical, electronic and digital warning systems essential to notifying the people of Hawai'i about tsunamis and other threats. That role included monthly tests of the Integrated Public Alert and Warning System (IPAWS), as well as preventive maintenance and repair of one of the largest outdoor warning siren networks in the world.

Logistics also managed and maintained the facilities that support HI-EMA and its mission, including the World War I-era Birkhimer Battery that houses the State Emergency Operations Center, and the 24/7 monitoring post known as the State Warning Point.

**FINANCE AND ADMINISTRATION BRANCH:** Established and staffed to support HI-EMA, the branch led by Kari Rachlin followed its 2020 reorganization efforts with additional steps in 2021 to improve efficiency and effectiveness across the Agency.

Among its accomplishments in 2021, Finance and Administration Branch:



*Kari Rachlin - Finance and  
Administration Branch Chief*

- Won approval from the Legislature to convert HI-EMA leadership positions to exempt status which allowed for the successful recruitment and filling of five key leadership positions;
  - Established an Emergency Management Specialist Class within the personnel system;
  - Implemented internal controls and procedures across the organization to resolve 24 areas of concern previously raised by FEMA regarding handling of disaster and non-disaster grants, and providing clear documentation and accountability for grants in the future;
  - Approval of a special project by the Governor to bolster grants and project management throughout HI-EMA; and
- Timely submission and approval/award of four grant applications for formula and competitive grants:
    - Emergency Management Performance Grant (EMPG) 2021;
    - Emergency Management Performance Grant (EMPG) 2021-ARPA;
    - National Earthquake Hazards Reduction Program (NEHRP) 2021; and
    - Regional Catastrophic Preparedness Grant Program (RCPGP) 2021.

The HI-EMA grants team was able to secure nearly \$10 million dollars (\$18 million including match) in grant funding in just 90 days, including the highly competitive Regional Catastrophic Preparedness Grant Program awarded Aug. 31, 2021.

**EXTERNAL AFFAIRS BRANCH:** In a year that highlighted the need for accurate information, the External Affairs Branch issued or shared more than 85 news releases and other official communications to keep the



## Hawai'i Emergency Management Agency 2021 Year in Review

public informed. Social media also played a vital role, with the HI-EMA Team sharing information with more than 30,000 followers on Twitter, Facebook, and other platforms.

The team, led by Doug Carroll for much of the year and Communication Director Adam Weintraub starting in October, also crafted multiple public information outreach campaigns, including a widely seen animated public service announcement on tsunami awareness. The team also promoted a new "Know Your Hazards" map developed by the Operations Branch, and helped Hawai'i to prepare with their participation in hazard awareness/readiness events such as the Hurricane Season kickoff and the Great Shakeout for earthquake safety.



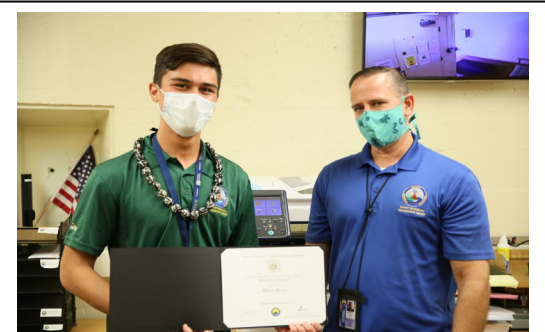
*Adam Weintraub -  
Communication Director*

External Affairs also coordinated requests for speakers (mostly via the Internet or videoconference during COVID) and preparedness materials to help HI-EMA fulfill its duty to help prepare Hawai'i to be ready if a natural or human-caused hazard threatens.

### **2021 ADMINISTRATOR AWARDS**

To recognize outstanding work by the HI-EMA Team, Administrator Meyers continued the tradition of honoring team members for actions that support core values of the Agency.

- Malama (to care for or protect) Award – Shaun Brown, of the Logistics Branch, for his steadfast efforts as a warehouse worker throughout the year to ensure the distribution of vital Personal Protective Equipment during the COVID-19 response.
- Po'okela (commitment to excellence) Award – A joint award to Savanna Holloway-Ledo, Trenna Sykes-Hebert, Kristy Carpio, Joanna Chang, and Ruth "Steph" Teraoka, of the Finance and Administration Branch, for their work to implement and improve a new system of processes and procedures to manage HI-EMA's finances and vital federal grants.
- Wiwo'ole (courage) Award – Kelsey Yamanaka, of the Resilience Branch, who was responsible for managing all open projects in the Hazard Mitigation Grant Program and Pre-Disaster Mitigation grant program, while also serving a vital role in the planning section of the State Emergency Operations Center.



*Shaun Brown and HI-EMA Administrator Luke Meyers - Malama Award*



*L-R: Joanna Chang, Kristy Carpio, Trenna Sykes-Hebert, Ruth "Steph" Teraoka, Savanna Holloway-Ledo, and HI-EMA Administrator Luke Meyers – Po'okela Award*



## Hawai'i Emergency Management Agency 2021 Year in Review

These awards were presented in January 2022 at a virtual all-hands meeting.

### **OPPORTUNITIES AND CHALLENGES:**

The Hawai'i Emergency Management Agency has always been guided by core values: Malama – To care for or protect, Po'okela – Commitment to excellence, Laulima – Cooperation, and Wiwo'ole – Courage. These ethics and the integrity of both leadership and HI-EMA Team provide Hawai'i with the steady hand and strong support structure necessary to weather difficult times, and to safely navigate the future.

2021 continued to challenge HI-EMA. State budget cuts and the loss of positions hampered capacities and capabilities, but HI-EMA compensated with federal grant funding and the agility to solve problems with the resources at hand.

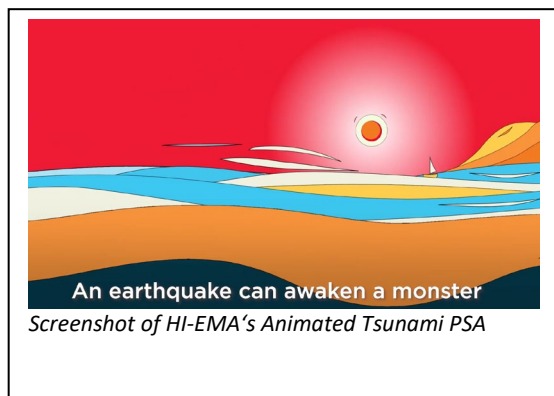
With a leadership reorganization, including recruitment and hiring, HI-EMA created stability for the road ahead and leveraged the opportunity to realign the organization. A measurement of the State Emergency Management Program started with a process through EMAP; though accreditation might not be on the immediate horizon, the value of the HI-EMA Team is being documented and a continuous improvement of the organization is part of the view ahead.

As we enter the third year of the COVID-19 virus, HI-EMA's experts and support staff are still coordinating, communicating, and collaborating. This vital work undoubtedly will be further complicated by other natural and human-caused incidents that will impact our State.

As we move forward in 2022, the HI-EMA will build on lessons learned from 2021 and focus our vision ahead clearly on the strategic items laid out the [2020-2025 Emergency Management Strategic Plan](#).



*Kelsey Yamanaka and HI-EMA Administrator Luke Meyers - Wiwo'ole Award*



*An earthquake can awaken a monster  
Screenshot of HI-EMA's Animated Tsunami PSA*



*Members of the Hawai'i National Guard work in the HI-EMA warehouse boxing personal protective equipment for statewide distribution*



## Hawai'i Emergency Management Agency 2021 Year in Review



*Rep. Tina Wildberger and Hawai'i Emergency Management Agency Administrator Luke Meyers survey flood damage on Ho'okipa Street, Maui, Hawai'i, Jan. 4, 2022*



*New generators at the Wilcox Medical Center on Kaua'i add redundant capability in case of power outages, Jan. 25, 2022*



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