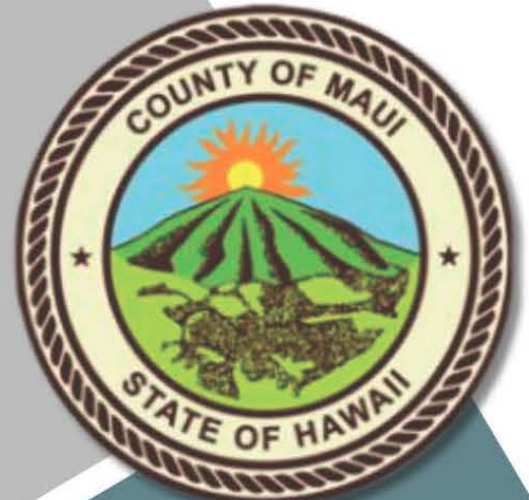


# MAUI EMERGENCY MANAGEMENT AGENCY



# STRATEGIC PLAN

## 2025-2030



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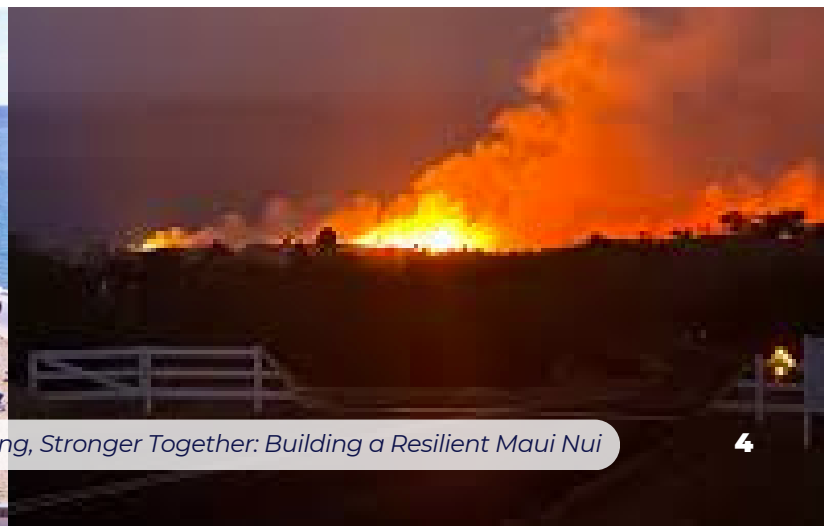
# Introduction



Reflecting on the challenges of the 2023 Maui wildfires, we recognize that Emergency Management for the County of Maui has become more complex and demanding. Our island community faces increased risks that require proactive, strategic approaches to ensure the safety and resilience of both residents and visitors. With four islands—three populated and uniquely isolated—we face distinct operational and logistical challenges that make self-sufficiency essential. The geographical separation of each island can delay response times, emphasizing the need for strong, localized emergency plans.

The tourism industry adds further complexity, particularly during peak seasons, straining resources and infrastructure. Ensuring safety for residents and visitors requires coordinated planning across sectors such as transportation, healthcare, and public safety. Additionally, our community includes vulnerable populations, such as the elderly, individuals with disabilities, low-income households, and non-English speakers, whose unique needs must be addressed in our emergency strategies.

This strategic plan for the Maui Emergency Management Agency (MEMA) aims to tackle these challenges through enhanced program management, modern technologies, and strong partnerships at the local, state, and federal levels. Our commitment to efficiency, collaboration, and innovation will strengthen our preparedness, response, recovery, and mitigation efforts. We strive to build a resilient Maui where every member, whether resident or visitor, feels safe and supported. This plan is our path to achieving that vision, ensuring a secure and prosperous future for all.





# Message from the Administrator



As the Administrator of the Maui Emergency Management Agency and a Native Hawaiian, I am honored to share our guiding principles for this strategic plan. Our approach to Emergency Management is deeply inspired by the values and traditions of Hawaiian culture, which provide a profound foundation for community resilience and our path forward.

At the heart of our philosophy is **Kuleana**, or responsibility. **Each of us has an individual kuleana to prepare ourselves and contribute to the resilience of our community.** This personal responsibility is the cornerstone of collective strength, as proactive preparation enhances our shared ability to face and overcome challenges.

Equally important is the concept of **‘Ohana**, or family. In Hawaiian culture, **‘ohana extends beyond traditional family ties to include friends, neighbors, and all those we hold dear.** Within Emergency Management, a strong ‘ohana fosters a network of mutual support and care, ensuring that we can rely on one another in times of need and reinforcing the foundation of community resilience.

The spirit of **Aloha**—love, compassion, and respect—is the essence of resilience. **Aloha binds us together, cultivating empathy, collaboration, and a sense of interconnectedness that is essential in navigating adversity.** By living with aloha, we build trust, prioritize the well-being of our most vulnerable, and work collectively to prepare for, respond to, and recover from emergencies. Aloha transforms resilience from merely enduring challenges to thriving together through unity and shared responsibility.

Together, by embracing these principles, we honor our cultural heritage and create a stronger, more resilient Maui for generations to come.



A handwritten signature in black ink that reads 'Amos Lonokailua-Hewett'.

**AMOS LONOKAILUA-HEWETT**

*Maui Emergency Management Agency Administrator*

# Message of Support from the Mayor

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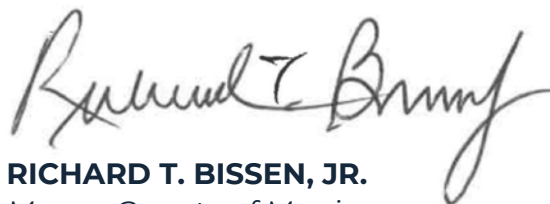


I am honored to express my full support for the Maui Emergency Management Agency's (MEMA) Strategic Plan, which serves as a vital blueprint for enhancing the safety, resilience, and preparedness of our communities in the face of emergencies and natural disasters. As the Mayor of Maui County, I recognize the urgent need for a comprehensive, coordinated approach to disaster response and recovery, and I commend MEMA for its dedication to strengthening our island's emergency management framework.

MEMA's mission is to ensure the safety and resilience of Maui Nui through collaboration, planning, and coordinated responses. MEMA envisions a resilient and unified Maui Nui, where all sectors of our community work together seamlessly to anticipate, prepare for, respond to, and recover from disasters. This Strategic Plan outlines critical initiatives that will improve disaster readiness, enhance interagency coordination, and ensure our residents and businesses are equipped with the necessary resources to respond effectively to emergencies. By prioritizing risk mitigation, community education, and response capabilities, this plan reflects our commitment to safeguarding the well-being of our people while fostering a culture of resilience.

Maui County has faced unprecedented challenges in recent years, underscoring the necessity of proactive planning and investment in emergency management infrastructure. I strongly support MEMA's ongoing efforts to implement this strategic plan and encourage our partners, stakeholders, and community members to collaborate in its execution. Together, we can strengthen our preparedness and response systems, ensuring a safer and more resilient future for all.

Mahalo for your commitment to the safety of our people and our community.

A handwritten signature in black ink, reading "Richard T. Bissen, Jr." in a cursive script.

**RICHARD T. BISSEN, JR.**  
*Mayor, County of Maui*

# About MEMA

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The Maui Emergency Management Agency (MEMA) is dedicated to ensuring the safety and resilience of Maui's communities through comprehensive emergency management efforts.

Operating under the framework of HRS 127A, MEMA leads initiatives in emergency preparedness, response, recovery, and mitigation to protect residents and visitors. The agency collaborates with state and federal partners to manage resources and create emergency plans tailored to the unique needs of Maui County while honoring its cultural and environmental context.

MEMA is responsible for developing and maintaining key plans, including hazard mitigation, disaster response, and continuity of operations. During emergencies, MEMA activates the Emergency Operations Center to coordinate local, state, and federal efforts, ensuring a swift and organized response. The agency also plays a vital role in disseminating critical information to the public through alerts, warnings, and media updates.

Beyond its response efforts, MEMA is committed to enhancing community preparedness. The agency provides outreach and education programs, as well as conducts regular training and exercises to strengthen the community's emergency response capabilities. MEMA also coordinates recovery operations after disasters, helping to ensure a smooth transition to normalcy.

To further its mission, MEMA is currently funded for 15 staff positions, with the opportunity to secure funding for an additional 7 positions in FY25. This expansion would increase MEMA's capacity to 22 positions, significantly enhancing its ability to address the critical areas of emergency management: preparedness, response, recovery, and mitigation. Through these ongoing efforts and growth, MEMA continues to foster a well-prepared and resilient Maui County.

# MEMA Logo: Symbols of Service

The MEMA logo is a carefully crafted visual representation of the agency's purpose. It utilizes a system of symbols to convey the agency's mission, the breadth of its responsibilities in emergency management, and its essential connection to the Maui County community.

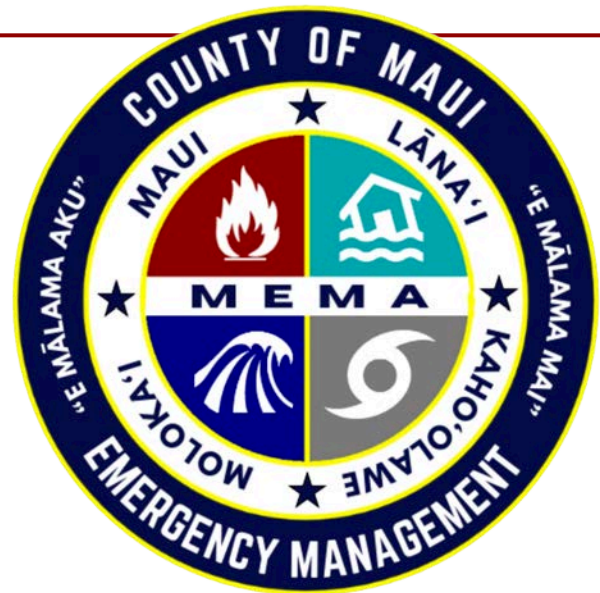
**Outer Circle:** The outer ring features “Maui County,” representing the community we serve, and “Emergency Management”, signifying our core responsibility.

**Central Design (Scramble):** The center of the patch illustrates the primary threats faced by Maui County—wildfires, hurricanes, flooding, and tsunamis. This section underscores the complexity and magnitude of emergency management responsibilities in our region.

**Inner White Circle:** This element symbolizes the “whole community” approach that MEMA embraces. It includes the names of the four islands that make up Maui County, representing unity and inclusivity.

**Five-Pointed Star:** The star represents the five mission areas of preparedness—Prevention, Protection, Mitigation, Response, and Recovery—reflecting the contemporary and comprehensive approach to emergency management.

**Four Stars within the White Circle:** The four inner stars symbolize the traditional framework of emergency management—Preparedness, Response, Recovery, and Mitigation—emphasizing the foundational principles that continue to guide our efforts.





**Connecting White Band:** The white band linking the circle highlights MEMA's role and commitment to bringing communities together to strengthen preparedness and resilience.

**Proverb “E Malama aku, E Malama mai”:** This Hawaiian saying translates to “To care for and be cared for,” emphasizing the reciprocal relationship of give and take. It reflects the foundation of strong families and communities.

**Navy Blue:** Represents authority, intelligence, dignity, and trust, reflecting the agency's responsibility and the principles guiding our work.

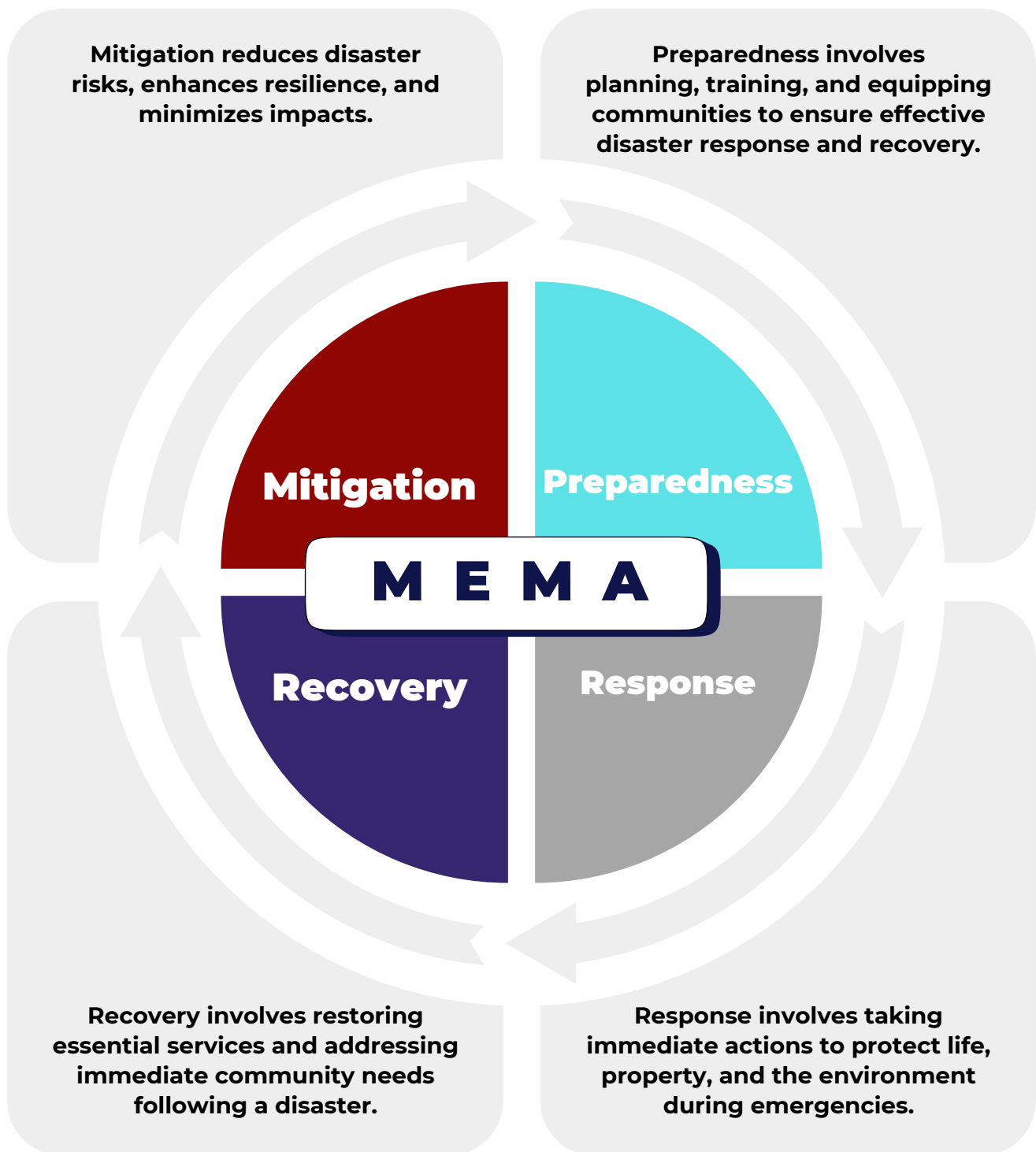
**White:** Stands for truth, integrity, and transparency, symbolizing our commitment to sharing accurate information and fostering trust within the community.

**Gold:** Denotes accomplishment, success, and prosperity, symbolizing the blessing and encouragement we place upon our agency as we strive to achieve our mission.



# Emergency Management Responsibilities

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# MEMA's Vision

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MEMA envisions a resilient and unified Maui Nui, where all sectors of our community work together seamlessly to anticipate, prepare for, respond to, and recover from disasters.



# MEMA's Mission

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MEMA's mission is to ensure the safety and resilience of Maui Nui through collaboration, planning, and coordinated responses.



# County Profile



Maui County, the second-largest county in Hawaii, encompasses the islands of Maui, Molokaʻi, Lānaʻi, and the uninhabited island of Kahoʻolawe. Covering approximately 2,400 square miles, Maui County is home to a population of about 168,000 residents according to the 2020 U.S. Census. The county is known for its breathtaking landscapes, that include volcanic craters, lush rainforests, arid plains, and beautiful coastlines that attract millions of visitors each year.

The economic backbone of Maui County is its thriving tourism industry, which draws over 3 million visitors annually, equating to approximately 8,200 tourists per day. This industry supports sectors such as hospitality, retail, and services, contributing significantly to the local economy. Agriculture also plays an important role, with crops like coffee, macadamia nuts, and specialty fruits providing a smaller, but vital component of the economy.

Maui County faces challenges such as housing affordability, traffic congestion, and the impact of climate change, particularly rising sea levels and increased storm activity. Efforts are being made to address these issues through sustainable development, conservation initiatives, and community-based programs. The county's future strategies emphasize the importance of preserving the cultural and natural resources that make Maui unique while fostering economic growth that benefits all residents.





# Historical Context

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Maui's history, from the era of King Kamehameha I to today, is a story of transformation, resilience, and cultural evolution. Kamehameha I unified the Hawaiian Islands in the late 18th century, establishing the Kingdom of Hawai'i and making Maui a key center for trade and agriculture. The nearby islands of Moloka'i and Lāna'i also played significant roles, with Moloka'i being known for its rich agricultural lands and Lāna'i becoming a major hub for the pineapple industry.

Following Kamehameha's death in 1819, the arrival of American missionaries brought new religious, educational, and social changes, influencing the cultures of Maui, Moloka'i, and Lāna'i. The 19th century saw the rise of the sugar and pineapple industries, which transformed Maui's economy and society and drew immigrants from Asia, Europe, and beyond. This multicultural mix became a defining feature of the islands.

The overthrow of Queen Lili'uokalani in 1893 and Hawaii's annexation by the U.S. in 1898 marked significant political shifts for Maui, Moloka'i, and Lāna'i. The islands faced new challenges and opportunities as they became part of the United States. World War II brought economic growth and a military presence to Maui, boosting the economy and leading to Hawaii's statehood in 1959. The boom in tourism in subsequent decades turned Maui into a world-renowned destination, with Moloka'i and Lāna'i also seeing varying degrees of tourism development. However, this growth raised challenges related to land use, sustainability, and cultural preservation.

In recent years, Maui, Moloka'i, and Lāna'i have faced environmental issues and the need for sustainable practices to protect their unique landscapes and ecosystems. The resurgence of cultural pride has helped protect historic sites and traditions, blending the islands' rich history with modern life. Today, Maui County stands as a place where the past and present coexist, maintaining the spirit of aloha and honoring the legacy of its people, while looking forward to a future where heritage, community, and sustainability are preserved and celebrated.

# Cultural Connections



Maui, known for its stunning landscapes and rich history, embodies the deep cultural roots of the Hawaiian people. From the lush Iao Valley, where King Kamehameha's battles echo, to the sacred Haleakalā Summit, where the demigod Māui lassoed the sun, every part of the island holds significance.

One of Maui's most important cultural sites is Moku'ula, an ancient 1-acre island in Lahaina that was once the site of King Kamehameha III's royal palace. It symbolizes Maui's spiritual and political heritage. The historic town of Lahaina, once the capital of the Hawaiian Kingdom, reinforces this legacy.

The Ke'anae Peninsula, with its ancient taro patches and stone walls, embodies Maui's agricultural roots and the traditional practices passed down through generations, highlighting the community's strong connection to the land and its natural resources.

Moloka'i, the "Friendly Isle," is home to the Halawa Valley, where ancient heiaus and ancestral taro farming reflect deep-rooted traditions. Kalaupapa National Historical Park on Moloka'i holds profound cultural significance as the site of the leprosy settlement and the legacy of Father Damien, symbolizing resilience, compassion, and the community's strength during difficult times.

Lāna'i, known for its agricultural and commercial history, has sites like Keanapapa and ancient settlements that speak to its cultural importance.

Maui, Moloka'i, and Lāna'i cultural sites are more than attractions; they preserve stories, traditions, and rituals vital to the Hawaiian worldview. Whether visiting Moku'ula, the Ke'anae Peninsula, the Halawa Valley, Kalaupapa, or Keanapapa, these sites foster pride and respect, ensuring that the heritage of the islands continues to inspire future generations.



# Threats



Maui County faces a complex array of hazards, both natural and human-made, that have the potential to significantly impact the community and its resources. Natural threats include hurricanes and tropical storms, which bring high winds, torrential rain, and storm surges that can damage infrastructure and disrupt daily life. Flooding, whether from rivers or flash floods following heavy rainfall, poses a major risk to public safety and property.

Droughts continue to challenge water availability and agriculture, while wildfires during dry periods threaten homes, communities, and natural habitats. Tsunamis, triggered by undersea seismic activity, remain a severe threat to coastal areas, while earthquakes, though less frequent, can still cause considerable structural damage.

## 2020 - Maui County Hazard Mitigation Plan

Ranking of Hazards<sup>4</sup>

	Hāna	Kīhei-Mākena	Lānaʻi	Makawao-Pukalani-Kula	Molokaʻi	Pāʻia-Haʻikū	Wailuku-Kahului	West Maui	Maui County
Coastal Erosion	Mod	High	Mod	Low	Mod	High	High	High	High
Dam and Reservoir Failure	Low	Low	Low	Mod	Mod	Mod	Mod	Mod	Mod
Drought	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod
Earthquake	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod
Extreme Cold	Low	Low	Low	Low	Low	Low	Low	Low	Low
Extreme Heat	Mod	High	Mod	Mod	Mod	High	High	High	Mod
Flood	High	High	High	High	High	High	High	High	High
High Windstorms	High	High	High	High	High	High	High	High	High
Hurricane	High	High	High	High	High	High	High	High	High
Landslides	High	Mod	Mod	Mod	Mod	Mod	High	Mod	High
Tsunami	Mod	High	Mod	Low	High	High	High	Mod	High
Volcanic Hazards	Mod	Mod	Low	Mod	Low	Mod	Mod	Mod	Mod
Wildfire	Mod	High	Mod	High	High	High	High	High	High
Hazardous Materials Incidents	Low	Mod	Low	Low	Mod	Low	Mod	Low	Low
Health risks	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod	Mod

Table 2: Ranking of Hazards

Rankings of Hazards	
High	High
Moderate	Mod
Low	Low



# Threats *continued...*



Landslides, often occurring in steep and rain-soaked areas, pose dangers to roads, homes, and residents. Coastal erosion, accelerated by rising sea levels and more frequent storms due to climate change, impacts both natural and developed areas, creating long-term environmental and economic challenges.

Compounding these natural risks are human-made threats such as cyberattacks, which can disrupt critical infrastructure such as water systems, energy grids, and emergency communications. These cyber threats have the potential to cripple response efforts during disasters or even independently threaten public safety and security. The increasing intersection of climate change with these risks—such as rising temperatures intensifying drought conditions or stronger storms overwhelming existing infrastructure—underscores the urgency of addressing them holistically.

Maui County is committed to proactive measures, including robust preparedness strategies, mitigation efforts, and community education, to address both traditional hazards and emerging challenges. By allocating resources effectively, integrating climate adaptation strategies, and bolstering cybersecurity defenses, the County seeks to safeguard its people, environment, and future prosperity.





# Building Resilience Through Lessons Learned

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The Maui Emergency Management Agency is dedicated to learning from past events to strengthen its emergency management capabilities and ensure a more resilient future for Maui Nui. To achieve this, MEMA is leveraging a series of comprehensive After-Action Reports (AARs) developed both internally and by third-party experts. These reports, which document key findings from recent disasters, serve as invaluable tools for assessing threats, identifying gaps, and exploring opportunities to enhance response and recovery efforts.

Key reports under review include:

- **Hurricane Lane AAR (2018)** - [d1l18ops95qbzp.cloudfront.net/wp-content/2023/10/25100557/maui-2018-lahaina-firehurricane-lane-after-action-report.pdf](https://d1l18ops95qbzp.cloudfront.net/wp-content/2023/10/25100557/maui-2018-lahaina-firehurricane-lane-after-action-report.pdf)
- **Lahaina Fire Incident Analysis Report (2024)** - [ag.hawaii.gov/maui-wildfire-investigation-resources-page/](https://ag.hawaii.gov/maui-wildfire-investigation-resources-page/)
- **MEMA AAR - AC Disaster (2024)** - [mauicounty.gov/70/Emergency-Management-Agency](https://mauicounty.gov/70/Emergency-Management-Agency)
- **Maui Police Department Internal AAR (2024)** - [mauipolice.com/uploads/1/3/1/2/131209824/pre\\_aar\\_master\\_copy\\_final\\_draft\\_1.23.24.pdf](https://mauipolice.com/uploads/1/3/1/2/131209824/pre_aar_master_copy_final_draft_1.23.24.pdf)
- **Maui Fire Department AAR - Western Fire Chiefs (2024)** - [mauicounty.gov/1460/Fire-Public-Safety](https://mauicounty.gov/1460/Fire-Public-Safety)
- **Lahaina Long Term Recovery Plan (2024)** - [mauirecovers.org/lahaina](https://mauirecovers.org/lahaina)

Each of these reports represents a critical step in understanding the complex challenges Maui County faces, ranging from natural disasters to community safety issues. By synthesizing findings across these reports and plans, MEMA is developing actionable strategies to address identified vulnerabilities and integrate lessons learned into future planning and training.

# Key Findings

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## Executive Direction and Interagency Roles

- There is a need for clearer guidance from the Administration regarding the roles and functions of each County department in supporting Emergency Management.
- The role of MEMA in coordinating and executing core Emergency Management functions should be more explicitly defined, ensuring alignment with the County Emergency Operations Plan (EOP) and Emergency Operations Center (EOC) responsibilities.

## Staffing and Training Deficiencies

- MEMA's staffing levels are currently below the ideal capacity to support essential functions, including EOC operations and strategic planning, which may impact the agency's ability to respond effectively in large-scale emergencies.
- Training across departments should be enhanced to ensure that all personnel are well-prepared to perform their roles in disaster management, with a focus on EOC stakeholders and key County departments.

## Predefined Planning Processes

- A more structured and inclusive planning process involving the community is needed to address preparedness, response, and recovery gaps effectively.
- There is an opportunity to further develop continuity of operations and continuity of government plans to ensure that Maui County can maintain critical services during and after a disaster.
- The transition from the Emergency Operations Plan (EOP) to a Comprehensive Emergency Management Plan (CEMP) needs to be completed to clarify roles, responsibilities, and hazard-specific mitigation strategies.

# Key Findings *Continued...*

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## **Operational Coordination and Resource Management**

- Clarification of roles, responsibilities, and protocols between field incident command, the EOC, and other departments is necessary to improve coordination during emergency responses.
- The resource request and tracking system would benefit from streamlining to improve the efficiency and timeliness of resource allocation during large-scale emergencies.
- Enhanced coordination with external partners, such as federal, state, and non-governmental agencies, will improve the overall response effort and ensure resources are appropriately managed.

## **Facilities and Technology Limitations**

- EOC facilities need upgrades to accommodate current and future operational demands, including more reliable power supply, communication infrastructure, and IT capabilities.
- Some technological tools and systems used for situational awareness, resource management, and public information may need improvement to support effective emergency operations.
- Real-time data sharing capabilities can be improved to ensure decision-makers have access to timely and accurate information.

## **Communication and Public Information**

- Current communication protocols and systems could be strengthened to ensure more timely and effective public messaging, particularly during emergencies.
- Redundancy in notification systems should be enhanced to ensure information reaches the public promptly and efficiently during critical incidents.
- Public Information Officers (PIOs) should have the resources and autonomy needed to provide clear and consistent messaging across all departments and agencies.

# Goal 1: Improve Administrative Programs and Processes

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Strengthen the administrative operations of the Maui Emergency Management Agency to enhance efficiency, accountability, and service delivery for the community.

## Objectives

- **1.1 Develop and Maintain a 5-year Strategic Plan:** Develop and maintain a strategic plan aligned with Emergency Management Accreditation Program (EMAP) standards.
- **1.2 Strengthen Financial Management:** Ensure robust financial management and accountability in the administration of MEMA programs.
- **1.3 Build Workforce Resilience:** Implementing a strategic reorganization focused on maximizing operational efficiency, workforce capability, and expanding workforce capacity.
- **1.4 Enhance Organizational Efficiency:** Streamline administrative processes and optimize resource utilization within MEMA.
- **1.5 Continuous Improvement and Adaptation:** Implement mechanisms for continuous improvement and adaptation of Emergency Management plans based on lessons learned, emerging threats, and evolving best practices.
- **1.6 Leverage Technology for Administrative Excellence:** Utilize advanced technologies to streamline administrative tasks and improve data-driven decision-making.





# Goal 2: Strengthen Whole Community Preparedness

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Cultivate a prepared and resilient Maui through inclusive community engagement, education, and collaboration, ensuring every resident and organization is equipped to mitigate, respond to, and recover from emergencies and disasters.

## Objectives

- **2.1 Enhance Public Awareness:** Develop and disseminate culturally relevant and accessible resources to educate the community about local threats, risks, and preparedness actions.
- **2.2 Promote Collaboration:** Foster partnerships among government agencies, non-profits, businesses, and community organizations to support coordinated preparedness initiatives.
- **2.3 Build Capacity:** Provide training and resources to individuals and groups to improve emergency readiness and response skills.
- **2.4 Engage Vulnerable Populations:** Tailor outreach efforts to include underserved and at-risk groups, ensuring equitable access to preparedness tools and information.
- **2.5 Test and Improve Preparedness:** Conduct regular drills, exercises, and assessments to evaluate and enhance community readiness.
- **2.6 Leverage Technology:** Use digital tools and platforms to share real-time information, preparedness tips, and emergency updates effectively.



# Goal 3: Enhance Emergency Response Capabilities

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Improve the County of Maui's emergency response phase by enhancing coordination, communication, and resource deployment to ensure timely and effective life-saving actions during disasters.

## Objectives

- **3.1 Emergency Operations Center:** Develop a fully functional operational space, enhance technology and infrastructure, and improve staff capacity to ensure operational readiness.
- **3.2 Real-Time Information Sharing:** Expand the use of real-time sharing technologies to enhance operational coordination.
- **3.3 Resource Management and Logistics:** Create and maintain an inventory of critical response resources, including personnel, equipment, and supplies. Develop logistic strategies for the efficient mobilization, deployment, and distribution of resources.
- **3.4 Incident Management:** Enhance the coordination and efficiency of emergency and disaster response efforts among all local government agencies, ensuring a unified, timely, and effective approach to managing incidents.
- **3.5 Advance Training, Development, and Competency:** Implement comprehensive training programs that enhance coordination, communication, and ensure core competencies for response.
- **3.6 Emergency Plans:** Maintain emergency plans that are current, practical, and effective.



# Goal 4: Enhance Public Information, Alerts, and Warning Systems

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Strengthen the County of Maui's ability to deliver timely, accurate, and accessible emergency information by modernizing alert systems, fostering public trust, and ensuring clear communication with all residents and visitors.

## Objectives

- **4.1 Effective Communication and Coordination:** Enhance the reliability, interoperability, and effectiveness of communication systems and infrastructure within the County of Maui to ensure seamless information flow and coordination.
- **4.2 Clear and Consistent Messaging:** Develop standardized templates and protocols for emergency alerts to ensure clear, concise, and consistent messaging. Use plain language and multiple languages to address the diverse needs of the community.
- **4.3 Public Education Campaigns:** Raise awareness about the alert and warning systems and how to respond to different types of alerts.
- **4.4 Public Siren System:** Enhance the functionality, coverage, and reliability of the public siren warning system across Maui County to ensure timely and effective dissemination of emergency alerts.
- **4.5 Establish a Multi-Faceted Alert System:** Utilize SMS text, email, social media, public sirens, radio, television, and mobile apps for alert dissemination; ensure redundancy in communication channels to maximize reach and reliability; develop partnerships with media organizations and telecommunication companies to enhance alert coverage.



# Goal 5: Strengthen Hazard Mitigation Strategies to Reduce Risk

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Enhance Maui County's resilience to both natural and human-caused hazards by identifying threats, implementing effective mitigation measures, and reducing overall risk.

## Objectives

- **5.1 Threat, Risk, and Vulnerability Identification and Evaluation:** Implement a comprehensive framework for the systematic identification, management, and mitigation of threats, risks, and vulnerabilities within Maui County.
- **5.2 Mitigation Planning:** Create and regularly update a multi-hazard mitigation plan that addresses identified risks and outlines specific mitigation actions.
- **5.3 Building Codes and Land Use Planning:** Advocate for the adoption and enforcement of building codes and land use policies that promote resilient construction and development practices.
- **5.4 Natural Resource Management:** Promote sustainable management of natural resources to mitigate hazard impacts, including implementing flood control measures and wildfire risk reduction practices; protect and restore natural buffers such as wetlands, reefs, and forests that can reduce the impact of natural disasters.





# Goal 6: Facilitate Timely and Inclusive Recovery Efforts

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Restore essential services, provide immediate support to affected individuals and families, and stabilize the community to lay the foundation for long-term recovery and resilience.

## Objectives

- **6.1 Immediate Shelter and Care:** Provide shelter, food, water, and life saving services to all displaced individuals within 72 hours of incident onset.
- **6.2 Initial Damage Assessment:** Conduct comprehensive assessments of impacted areas to prioritize resource allocation and address urgent needs within 12 hours of incident onset.
- **6.3 Disaster Assistance Recovery Center (DARC):** Develop the capacity to establish a Disaster Assistance Recovery Center (DARC) that centralizes access to recovery resources, information, and support for disaster-affected individuals.
- **6.4 Family Assistance Center (FAC):** Develop the capacity to establish a Family Assistance Center to provide centralized support, resources, and information for families impacted by the disaster.
- **6.5 Recovery Documentation:** Ensure thorough damage assessment documentation to establish eligibility for disaster assistance programs and support the recovery of emergency response and recovery costs.



The completion of these plans is a priority under MEMA's strategic objectives and is projected to be finalized by the end of calendar year 2025. Once completed, these documents will serve as foundational tools for coordinating response and recovery efforts among our partners, fostering a unified approach to managing emergencies and disasters. These plans will not only guide immediate operational responses but also enhance long-term recovery efforts, ensuring that MEMA and its partners are prepared to safeguard the lives, property, and well-being of our community.



# Deliverables



## **Comprehensive Emergency Management Plan (CEMP):**

A CEMP provides a framework for preparing for, responding to, recovering from, and mitigating emergencies. It defines roles, ensures coordination, supports public safety, and incorporates lessons learned to enhance community resilience and resource management

## **Continuity of Operations Plan (COOP):**

A plan that details how an individual organization will ensure it can continue to perform its essential functions during a wide range of events that affect normal operations

## **Integrated Preparedness Plan (IPP):**

An IPP is a tactical document that outlines MEMA's efforts in an annual preparedness cycle. It integrates planning, organization, equipment, training, and exercises into a coordinated action plan of preparedness priorities.

## **Emergency Operations Center (EOC) Manual:**

Provides EOC leaders and staff with a set of best practices, checklists, references, links, and essential guidance related to EOC operations and administration. It can also be used as a training device for EOC staff.

## **Mass Care/Shelter Plan:**

An organized way of providing safe havens for large numbers of people temporarily displaced from their dwellings by emergencies/disasters.



# Deliverables



## **Alert and Warning Annex:**

Outlines procedures for issuing timely and effective emergency notifications. It defines tools, roles, and communication channels to ensure clear, accessible, and actionable messages, including strategies for reaching diverse populations.

## **Feeding Plan:**

Identifies all feeding partners and vendor capabilities. It outlines how to provide meals and beverages in shelters, at fixed locations, or through emergency response vehicles for delivery. The goal is to protect and maximize the nutrition, health, and development of survivors.

## **Evacuation Management Plan:**

An Evacuation Management Plan is a strategic framework designed to ensure the safe and efficient relocation of individuals during emergencies. It leverages technologies such as Genasys Evac, which provides targeted, location-based alerts through multiple channels, and Ladrís AI, which uses real-time data to optimize evacuation routes and predict potential challenges. Together, these tools enhance communication, coordination, and planning to safeguard communities and streamline emergency responses.





# Deliverables



## **Volunteer and Donation Management Plan:**

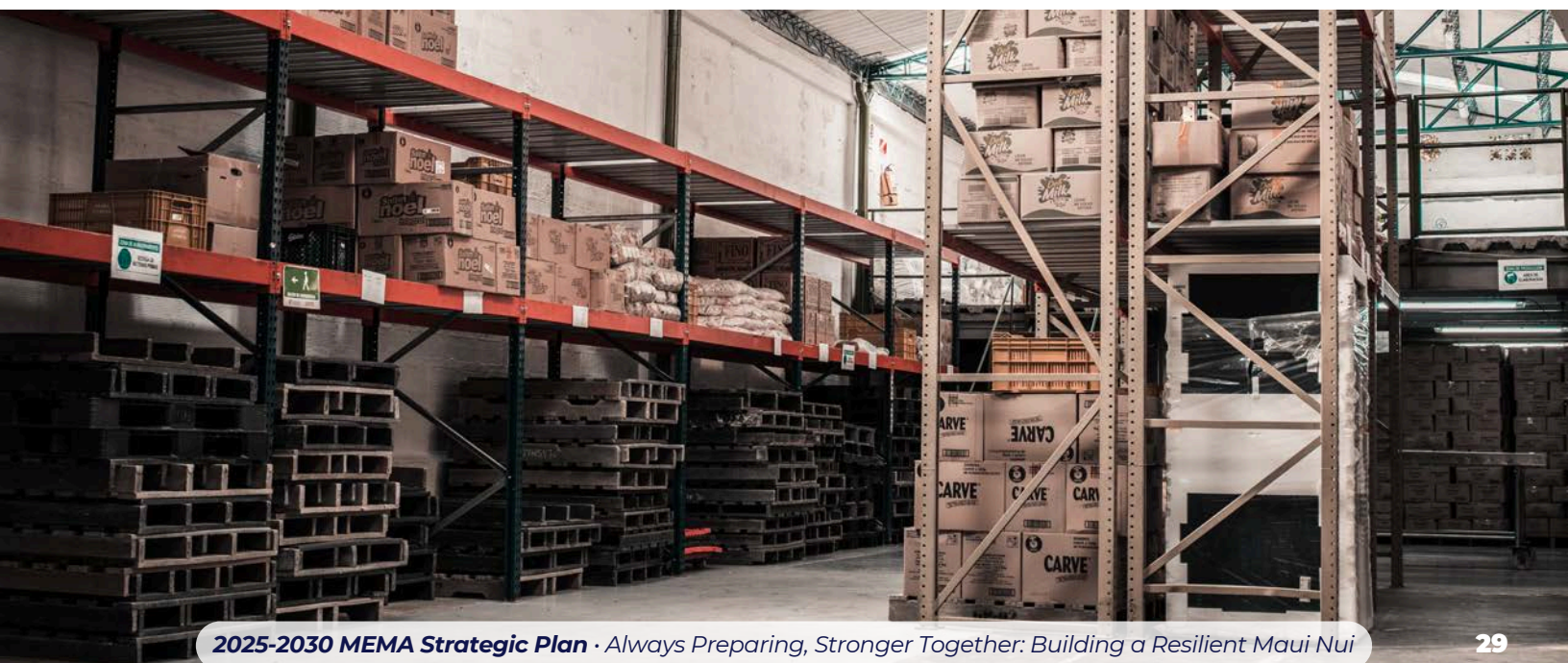
Outlines the procedures for coordinating and utilizing volunteers and donations during emergencies. It includes strategies for recruiting, training, and deploying volunteers, as well as managing the collection, storage, and distribution of donated goods. The plan ensures that resources and personnel are effectively integrated into response efforts, maximizing support while preventing logistical issues and ensuring accountability.

## **Commodities Points of Distribution (POD) Plan:**

Outlines the procedures for distributing essential supplies (such as food, water, medical supplies, and equipment) to affected populations during emergencies. It identifies strategic locations for PODs, coordination between agencies, and the logistics for efficiently managing the flow of commodities. The goal is to ensure timely and equitable distribution of resources to communities in need during a disaster.

## **Disability, Access, Functional Needs (DAFN)/Vulnerable Communities Plan:**

Ensures the safety and inclusion of individuals with disabilities or specific needs during emergencies. It addresses accessibility, communication, medical care, and sheltering to reduce barriers and provide equitable support in preparedness, response, recovery, and mitigation efforts.





# Deliverables



## **Flood Plan:**

Outlines actions to be taken before, during, and after a flood event to protect lives, property, and the environment. It includes flood risk assessments, evacuation routes, sheltering procedures, communication protocols, and resource management. The plan aims to mitigate flood impacts, ensure a timely response, and support recovery efforts in flood-prone areas.

## **Tsunami Plan:**

Outlines a strategy designed to prepare for, respond to, and recover from a tsunami event. It includes risk assessments, evacuation routes, safe zones, communication protocols, and coordination among agencies. The plan aims to protect lives and property by ensuring timely warnings, efficient evacuations, and effective recovery efforts in coastal areas at risk of tsunamis.

## **Hurricane Plan:**

Outlines actions to prepare for, respond to, and recover from a hurricane. It includes risk assessments, evacuation routes, shelter locations, communication protocols, and resource allocation. The plan aims to minimize damage, ensure public safety, and provide a coordinated response during and after a hurricane, focusing on timely evacuations, effective sheltering, and efficient recovery efforts.



# Appendix 1

## Performance Measures

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### GOAL 1: IMPROVE ADMINISTRATIVE PROGRAMS AND PROCESSES

#### **Objective 1.1: Develop and Maintain a 5-Year Strategic Plan for MEMA**

Measure: Percentage of goals and initiatives outlined in the strategic plan that are successfully completed.

#### **Objective 1.2: Strengthen Financial Management**

Measure: Percentage of budget allocations spent as planned, ensuring that financial resources are managed effectively and remain within approved limits

#### **Objective 1.3: Build Workforce Resilience**

Measure: Percentage of staff who complete specialized training and certifications to enhance operational efficiency and workforce capability.

#### **Objective 1.4: Enhance Organizational Efficiency**

Measure: Percentage of identified operational inefficiencies addressed through implemented process improvements within a fiscal year.

#### **Objective 1.5: Continuous Improvement and Adaptation**

Measure: Number of Emergency Management plans reviewed and updated annually based on lessons learned, emerging threats, and best practices to ensure ongoing relevance and effectiveness.

#### **Objective 1.6: Leverage Technology for Administrative Excellence**

Measure: Percentage of administrative tasks automated or streamlined using advanced technologies to enhance efficiency and support data-driven decision-making.

# Appendix 1

## Performance Measures

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### GOAL 2: STRENGTHEN WHOLE COMMUNITY PREPAREDNESS

#### Objective 2.1: Enhance Public Awareness

Measure: Number of community members reached through public awareness campaigns and educational resources provided.

#### Objective 2.2: Promote Collaboration

Measure: Number of partner meetings each year.

Measure: Number of community meetings each year.

Measure: Number of new partner meetings each year.

#### Objective 2.3: Build Capacity

Measure: Number of individuals trained in the Community Emergency Response Team (CERT) program.

Measure: Number of individuals trained in Incident Command System (ICS) and Incident Management Team (IMT) protocols.

#### Objective 2.4: Engage Vulnerable Populations

Measure: Number of outreach activities conducted for underserved and at-risk populations.

#### Objective 2.5: Test and Improve Preparedness

Measure: Number of community drills, exercises, and readiness assessments.

#### Objective 2.6: Leverage Technology

Measure: Percentage increase in user engagement with digital platforms for sharing real-time updates and preparedness information.

### GOAL 3: ENHANCE EMERGENCY RESPONSE CAPABILITIES

#### Objective 3.1: Emergency Operations Center

Measure: Number of EOC activations that meet operational readiness standards.

#### Objective 3.2: Real-Time Information Sharing

Measure: Percentage of response partners actively utilizing real-time sharing technology.

# Appendix 1

## Performance Measures

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### Objective 3.2: Real-Time Information Sharing

Measure: Percentage of response partners actively utilizing real-time sharing technology.

### Objective 3.3: Resource Management and Logistics

Measure: Average time taken to mobilize and deploy critical response resources during emergencies, with a target of less than 2 hours.

### Objective 3.4: Incident Management

Measure: Percentage of incidents in which local government agencies achieve coordinated response efforts within 30 minutes.

Measure: Percentage of multi-agency incidents managed under a unified command structure.

### Objective 3.5: Advance Training, Development, and Competency

Measure: Percentage of training plans that are maintained.

Measure: Number of community members participating in training exercises.

### Objective 3.6: Emergency Plans

Measure: Percentage of emergency plans that are reviewed and updated.

Measure: Percentage of identified gaps addressed and resolved within 30 days.

## GOAL 4: ENHANCE PUBLIC INFORMATION, ALERTS, AND WARNING SYSTEMS

### Objective 4.1: Provide Effective Communication and Coordination

Measure: Percentage of times the first alert is issued within 10 minutes of receiving accurate information.

Measure: Percentage of public information releases that are verified and accurate.



# Appendix 1

## Performance Measures

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### **Objective 4.2: Provide Clear and Consistent Messaging**

Measure: Percentage of emergency alerts that follow standardized templates and use plain language, including multiple languages.

### **Objective 4.3: Increase Public Education Campaigns**

Measure: Percentage increase in community engagement with MEMA alerts following public education campaigns.

Measure: Percentage increase in community engagement with the Genasys Evac system following public education campaigns.

### **Objective 4.4: Improve Public Siren System Reporting**

Measure: Percentage of functioning sirens reported as heard.

Measure: Percentage of sirens with multiple independent parties assigned.

### **Objective 4.5: Establish a Multi-Faceted Alert System**

Measure: Percentage of emergency alerts disseminated through multiple communication channels.

## **GOAL 5: STRENGTHEN HAZARD MITIGATION STRATEGIES TO REDUCE DISASTER RISK**

### **Objective 5.1: Threat, Risk, and Vulnerability Identification**

Measure: Percentage of identified threats, risks, and vulnerabilities systematically evaluated and documented to ensure comprehensive risk management.

### **Objective 5.2: Mitigation Planning**

Measure: Percentage of 10 mitigations that are implemented or advanced.

Measure: number of mitigation planning meetings held to review risks, evaluate progress on mitigations actions, and incorporate stakeholder feedback.

### **Objective 5.3: Building Codes and Land Use Planning**

Measure: Number of advocacy meetings with stakeholders to promote the adoption and enforcement of resilient building codes and land-use policies.



# Appendix 1

## Performance Measures

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### **Objective 5.4: Natural Resource Management**

Measure: Number of natural resource management projects supported and implemented.

## **GOAL 6: FACILITATE TIMELY AND INCLUSIVE RECOVERY EFFORTS**

### **Objective 6.1: Provide Immediate Shelter and Care**

Measure: Percentage of displaced individuals provided with shelter, food, water, and life-saving services within 24 hours.

Measure: Average time taken to set up and fully operationalize emergency shelters within 2 hours of a request.

### **Objective 6.2: Conduct Initial Damage Assessment**

Measure: Percentage of damage assessments completed for impacted areas within 12 hours of incident stabilization.

### **Objective 6.3: Establish Disaster Assistance Recovery Center (DARC)**

Measure: Number of individuals served through the DARC.

Measure: Percentage of time a DARC is operational within 72 hours of incident onset.

### **Objective 6.4: Establish Family Assistance Center**

Measure: Percentage of time a FAC is operational within 8 hours of a request.

### **Objective 6.5: Establish Recovery Documentation Process**

Measure: Percentage of damage assessment reports completed accurately and in compliance with disaster assistance program requirements.

# Closing Remarks



The Maui Emergency Management Agency's Strategic Plan for 2025–2030 reflects a shared vision of safety, resilience, and unity for Maui Nui. Through improved processes, whole community preparedness, enhanced response capabilities, and advanced public information systems, we are laying the groundwork for a more effective and responsive Emergency Management framework.

Our commitment to reducing disaster risks through stronger mitigation strategies and fostering inclusive recovery efforts underscores our dedication to protecting and uplifting our community. Rooted in the values of Kuleana, 'Ohana, and Aloha, this plan is both a roadmap and a promise to safeguard the well-being of our islands and people.

As we move forward together, we honor our past, address the challenges of today, and build a stronger future for generations to come.

**Mahalo nui loa for your trust, partnership, and shared commitment to a resilient Maui Nui.**

## Maui Emergency Management Agency Staff



# KULEANA

Kuleana represents responsibility, accountability, privilege, and the fulfillment of one's role. It encompasses the duty to care for oneself, family, and community. Kuleana emphasizes collective survival by prioritizing the needs of the community over the individual while recognizing that caring for oneself is essential to contributing effectively to the well-being of the whole.

# 'OHANA

Ohana means family, extending beyond blood ties to include friends, neighbors, and the community. Rooted in aloha, it emphasizes unity, mutual support, and shared responsibility for collective well-being and resilience.

# ALOHA

The spirit of Aloha—love, compassion, and respect—is the essence of resilience. Aloha binds us together, cultivating empathy, collaboration, and a sense of interconnectedness that is essential in navigating adversity.

## DRIP Committee

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**From:** James Dineen <James.Dineen@co.maui.hi.us>  
**Sent:** Thursday, May 29, 2025 2:27 PM  
**To:** Jarret P. Pascual; DRIP Committee  
**Cc:** Amos K. Lonokailua-Hewett  
**Subject:** DRIP Committee June 4 at 1:30 PM  
**Attachments:** MEMA Integrated Preparedness Plan 2025\_202504161237483514.pdf; MEMA Strategic Plan 2025-2030.pdf; CCM-Revised (002).pdf

You don't often get email from james.dineen@co.maui.hi.us. [Learn why this is important](#)

Aloha Jarret and DRIP Committee,

The digital copies of MEMA's Strategic Plan and Integrated Preparedness Plan are attached.

Please also find Amos's presentation attached. I had to send it as a PDF due to size limitations, but if you'd prefer I put the PowerPoint on a thumb drive and send via inter-office mail, just let me know!

Please let me know if you need anything else prior to June 4<sup>th</sup>.

Mahalo,

James Dineen  
Administrative Assistant  
**Maui Emergency Management Agency**  
220 S. High Street  
Wailuku, HI 96793  
Phone: 808-270-7285

