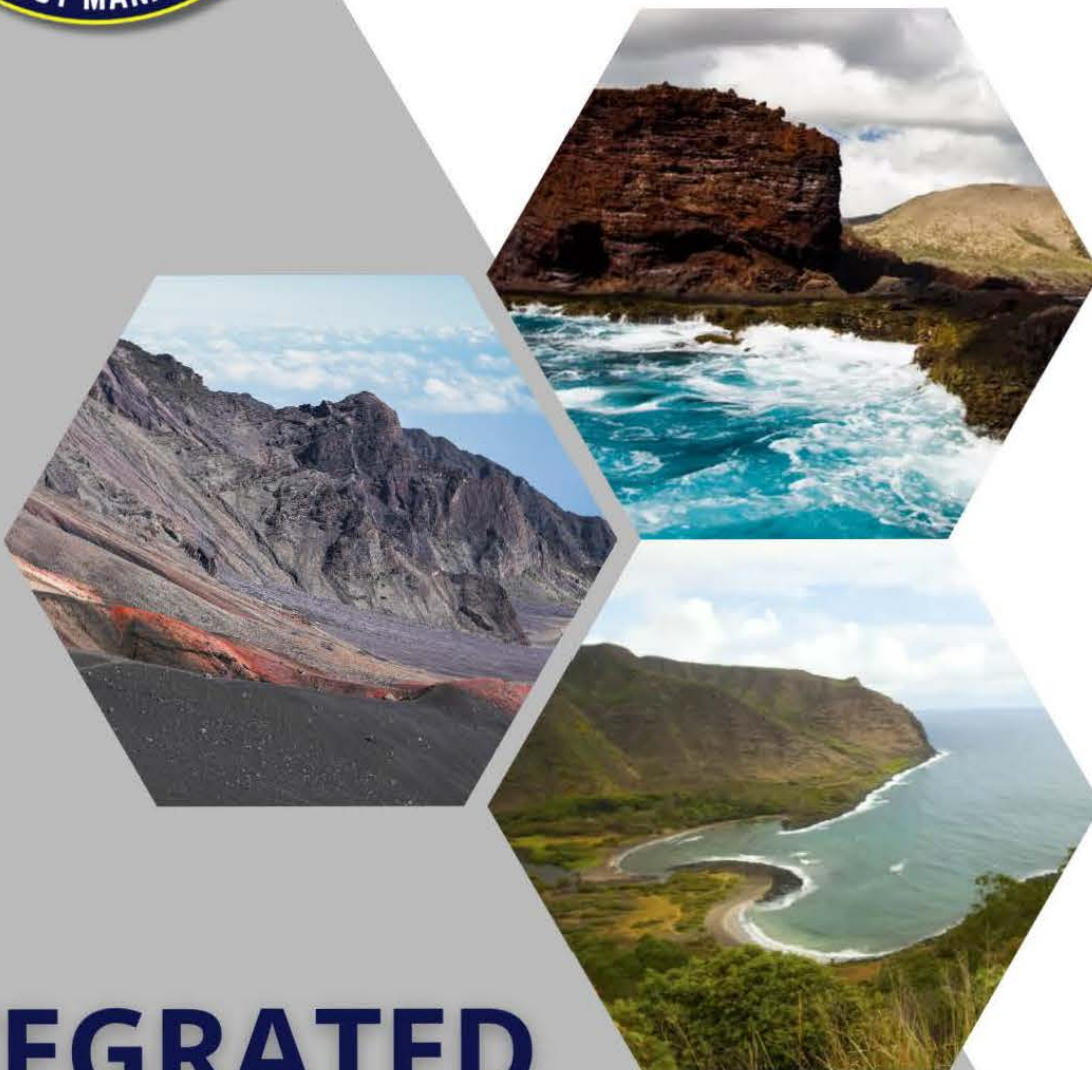


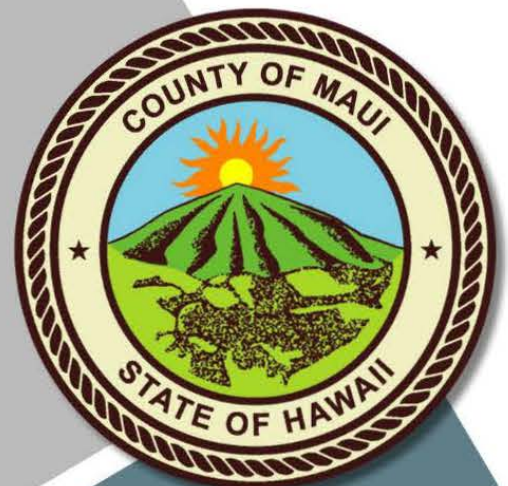
MAUI EMERGENCY MANAGEMENT AGENCY



INTEGRATED PREPAREDNESS PLAN (IPP)

2025-2027

(January 31, 2025)



Record of Changes

The Maui Emergency Management Agency's (MEMA) Administrator is ultimately responsible for any changes to MEMA's Integrated Preparedness Plan. As a practice, changes will be reviewed by the planning team as necessary but at least quarterly each year. These reviews may or may not result in a change to the plan.

The execution of written changes to the plan will be completed by the Planning Coordination Section Chief after authorization by the Administrator or Executive Officer.

Change Number	Date of Change	Section Changed	Summary of Changes
1			
2			
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5			
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11			

Signed by:



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Amos Lonokailua-Hewett
MEMA Administrator

Date: 1/22/25

Signed by:



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Peter "Kono" Davis
Operations Coordination
Section Chief
Date: 1/22/25

Signed by:



88457006AEB44AA...

Tara Sabado
Planning Coordination
Section Chief
Date: 1/22/25

Table of Contents

Record of Changes.....1

Table of Contents.....2

Integrate Preparedness Plan Team.....3

Purpose.....4

Preparedness Activity Considerations.....4

Preparedness Priorities.....6

Operational Coordination.....7

Public Information and Warning.....10

Situational Assessment.....12

Mass Care Services.....14

Community Resilience.....16

Program Reporting.....20

Training and Exercise Plan.....21

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Purpose

The purpose of the Maui Emergency Management Agency Integrated Preparedness Plan (IPP) is to provide a strategic framework that aligns planning, training, and exercise activities to enhance Maui County's readiness for responding to, recovering from, and mitigating the impacts of identified threats and hazards.

The Integrated Preparedness Plan (IPP) outlines **preparedness priorities and steps** to build and sustain capabilities tailored to Maui County's unique needs.

As part of the Emergency Management Performance Grant (EMPG) requirements, it provides direction, accountability, and coordination for government agencies, private sector partners, nonprofits, and the whole community.

Preparedness Activity Considerations

The Integrated Preparedness Plan for the Maui Emergency Management Agency (MEMA) is guided by a commitment to learning from past events to build a stronger, more resilient future for Maui Nui. Central to this effort is the analysis and integration of insights from comprehensive After-Action Reports (AARs) developed by MEMA and third-party experts. Additionally, the Hazard Mitigation Plan (2020-2025) and the Lahaina Long-Term Recovery Plan (2024), shaped with extensive community input, provide critical frameworks for addressing vulnerabilities and advancing long-term resilience.

These documents collectively offer a roadmap for assessing threats, addressing gaps, and identifying opportunities to enhance MEMA's emergency preparedness, response, and recovery capabilities. By incorporating lessons learned and community feedback, MEMA ensures that the Integrated Preparedness Plan reflects a collaborative and adaptive approach.

- **Hurricane Lane AAR (MEMA, 2018)** - Hurricane Lane, a Category 4 storm, impacted Maui County in August 2018, causing heavy rainfall, flooding, landslides, and wildfires. While the hurricane didn't directly hit Maui, it triggered widespread disruptions, including evacuations, power outages, and infrastructure damage:
<https://d1118ops95qbzp.cloudfront.net/wp-content/2023/10/25100557/maui-2018-lahaina-firehurricane-lane-after-action-report.pdf>
- **Lahaina Fire Incident Analysis Report (2024)** - The FSRI investigation into the Maui wildfires examines factors like dry conditions, high winds, and vegetation that fueled the rapid spread of wildfires in August of 2023. It also assesses the challenges faced by responders and the community. The findings aim to improve wildfire preparedness, response strategies, and policies to better protect Maui and similar areas in the future:
<https://ag.hawaii.gov/maui-wildfire-investigation-resources-page/>

- **MEMA AAR - AC Disaster (2024)** - In the fall of 2024, the Maui Emergency Management Agency (MEMA) engaged AC Disaster Consulting to conduct an After-Action Report on its response to the 2023 Maui wildfires. The report highlights key findings, observations, and recommendations for improvement: <https://www.mauicounty.gov/70/Emergency-Management-Agency>
- **Maui Police Department Internal AAR (2024)** - In February 2024, the Maui Police Department released a report on the 2023 wildfires, highlighting evacuation challenges, resource shortages, and communication failures. It outlined 32 recommendations to improve equipment, training, and coordination for future emergencies: https://www.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)** - In April 2024, the Maui Fire Department (MFD) released an After - Action Report (AAR) analyzing the August 2023 wildfires that devastated the island. The report, produced by the Western Fire Chiefs Association, offers a comprehensive review of MFD's preparation, response, and recovery efforts, and provides 111 recommendations for future improvements: <https://www.mauicounty.gov/1460/Fire-Public-Safety>
- **Lahaina Long Term Recovery Plan (2024)** - The Lahaina Long-Term Recovery Plan, finalized by Maui County in December 2024, outlines 40 key projects focused on rebuilding and revitalizing Lahaina after the 2023 wildfires. Developed with input from over 3,800 community members, the plan addresses areas such as housing, infrastructure, economic recovery, and natural and cultural resources: <https://www.mauirecovers.org/lahaina>
- **County Maui Hazard Mitigation Plan (2020-2025)** - The Maui County Multi-Hazard Mitigation Plan is a strategic framework aimed at reducing risks from natural hazards. It identifies potential threats, such as wildfires and tropical storms, and outlines targeted strategies to protect lives, property, and infrastructure. Developed with community input, the plan prioritizes resilience, regular updates, and proactive measures to enhance disaster preparedness and safeguard Maui's resources and residents: <https://www.mauicounty.gov/1832/Multi-Hazard-Mitigation-Plan>

Ranking of Hazards⁴

	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

Preparedness Priorities

Based on the various plans, reports, key findings, and recommendations, MEMA has identified the following priorities for its multi-year preparedness cycle spanning 2025 to 2027

County of Maui CY 2025-2027 Preparedness Priorities
<p>Operational Coordination - Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.</p>
<p>Public Information and Warning - Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.</p>

Situational Assessment - Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Mass Care Services - Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Community Resilience - Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents

- A. **Priority: Operational Coordination** - Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

Corresponding Capabilities:

• Public Information and Warning	• Mass Search and Rescue Operations
• Situational Assessment	• On-Scene Security, Protection, and Law Enforcement
• Critical Transportation	• Operational Communications
• Fire Management and Suppression	• Public Health, Healthcare, and Emergency Medical Services
• Mass Care Services	

Rationale:

A clear Incident Commander or unified command structure in the field is vital for effective communication with the Emergency Operations Center (EOC). This ensures timely dissemination of public information, appropriate use of alerts and warning tools, and efficient resource management. Accurate situational awareness of emergency impacts is critical to mobilizing county resources effectively, saving lives, and stabilizing incidents to transition into recovery.

The Maui wildfires underscored significant coordination challenges between Incident Command (IC) and the EOC. Delays in communication and inconsistent reporting disrupted situational awareness and decision-making processes. The reassignment of personnel to frontline duties further highlighted the need for clearer tactical coordination. It is essential to delineate the distinct roles of the Incident Command Post (ICP) and the EOC, allowing the EOC to concentrate on coordination and resource management. Regular training and exercises are crucial to strengthening collaboration

between the ICP and EOC, enhancing communication, decision-making, and the overall effectiveness of emergency response efforts.

Additionally, interviews revealed operational challenges within the EOC stemming from unfilled command roles and individuals multitasking across multiple positions. This led to confusion and delays in response coordination. Key tasks, such as developing the Incident Action Plan, were often postponed when sections were understaffed. Uncertainty regarding the Incident Commander and a lack of clear shift changes compounded communication issues and disrupted the chain of command. To address these inefficiencies, it is imperative to ensure that each command and general staff role is filled by a designated individual. This approach clarifies responsibilities, streamlines decision-making, and enhances the overall functionality of the EOC during emergencies.

Planning Factors:

- Incident Command: In the updated County CEMP, formalize the establishment of ICPs led by on-scene responders (i.e. FD, PD, and EMS) in the field to direct tactical response to all incidents. Separate this function from the EOC while clarifying the separate but complimentary roles of the ICP and EOC. Evaluate the coordination between ICPs and the EOC into regular exercises to normalize the command vs. coordination roles of the entities.
- Command and General Staff Organization: Implement a staffing plan to ensure all command and general staff roles are filled by distinct individuals that meet pre-established qualification standards.
- Operational Planning in the EOC: Establish clear operational periods appropriate for each response and role handover procedures to promote continuity and reduce fatigue, enabling staff to maintain focus on their designated responsibilities and improving operational efficiency across the EOC.
- Complete a Comprehensive Emergency Management Plan (CEMP) - A CEMP that ensures coordinated disaster response by defining roles, improving agency coordination, and standardizing procedures. It supports efficient resource management, emphasizes community preparedness, and is regularly updated to remain effective. The CEMP enables a quick, unified response, reducing impacts and speeding recovery.
- Update the Continuity of Operations Plan (COOP) for Maui County - A COOP ensures critical functions continue during disruptions. It identifies essential services, key personnel, and processes, minimizing downtime and enabling rapid recovery. A COOP helps maintain operations and public services, reducing the risk of interruptions during crises.
- MEMA has contracted to develop a Search and Rescue Plan.
- Emergency Operation Center Manual updated in December 2024.

- MEMA is utilizing Genasys Evac and Ladriz AI software along with Tetra Tech to develop a comprehensive Evacuation Plan for Maui County.

Organization and Equipment Factors:

- MEMA's reorganization from 9 to 22 positions is designed to ensure that each role is effectively managed, preventing staff from taking on multiple responsibilities. This restructuring supports the continuity of operations, especially during extended incidents, by allowing for the implementation of proper work-rest cycles, which are essential for maintaining efficiency and well-being.
- GIS analyst position is approved for FY25 and is presently being recruited.
- MEMA is incorporating advanced technologies like MESO West (weather stations), Alert West (AI-enabled cameras), and Genasys Evac (public-facing evacuation software) to improve situational awareness and enhance public messaging. These tools support better decision-making, real-time monitoring, and effective communication during emergencies.
- MEMA is working to establish a reserve core of 9 trained individuals to support EOC activations, Unified Command, and Incident Management Team (IMT) operations. This initiative aims to strengthen the agency's capacity and capabilities during incidents, ensuring efficient and scalable response efforts.
- MEMA is dedicated to restoring the Maui Incident Management Team by building a roster of 30-40 trained professionals from both government and non-government sectors. This team will play a crucial role in supporting large-scale, extended emergencies and disasters, strengthening the county's overall emergency response capabilities.
- Licenses for Ladriz AI, which is a traffic modeling software, was offered to Maui Police Department, Department of Planning, and Department of Public Works. MEMA also has licenses and will fulfill the primary role for evacuation coordination.

Supporting Training Courses:

<ul style="list-style-type: none">• ICS-300: Intermediate ICS for Expanding Incidents	<ul style="list-style-type: none">• ICS-400: Advanced ICS - Complex Incidents
<ul style="list-style-type: none">• G 191: ICS EOC Interface	<ul style="list-style-type: none">• G 2300: Intermediate Emergency Operations Center Functions
<ul style="list-style-type: none">• Type 3 All-Hazards Incident Management Team (O0305)	<ul style="list-style-type: none">• L958: Operations Section Chief
<ul style="list-style-type: none">• L950: Incident Commander	<ul style="list-style-type: none">• L962: Planning Section Chief
<ul style="list-style-type: none">• L967: Logistics Section Chief	<ul style="list-style-type: none">• G 402 ICS for Executives/Senior Officials

Supporting Exercises:

- 93rd CST CBRNE (Feb 2025) Full Scale Exercise
- USCG SAREX - (TBA 2025) Full Scale Exercise
- Makani Pahili (2025)
- Mass Violence/Mass Care (2025) TTX
- Mass Violence/Mass Care (2025) Full Scale

B. Priority: Public Information and Warning - Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Corresponding Capabilities:

• Situational Assessment	• Operational Communications
• Critical Transportation	• Infrastructure Systems
• Mass Care Services	• Mass Search and Rescue Operations
• Public Health, Healthcare, and Emergency Medical Services	

Rationale:

During the Maui wildfires, opportunities for improvement in public information management were identified, particularly related to coordination between MEMA,

County Communications, and other agencies. While the County Communications team took on the role of Public Information Officer (PIO) as per historical practice, the absence of a dedicated, full-time PIO within MEMA highlighted a gap in supporting emergency operations, coordinating Joint Information Center (JIC) planning, and establishing clear communication pathways with other departments.

Maui County's emergency alerting and notification systems face significant challenges, particularly in the areas of maintenance, training, and coordination. MEMA manages emergency alerts but lacks sufficient operational procedures and training for systems like the EAS and sirens. During the Maui wildfires, three out of four sirens in Lahaina were non-operational, highlighting the need for regular testing and maintenance. Additionally, many residents are not fully aware of the sirens' all-hazard purpose.

The loss of cell service and internet connectivity during the emergency further emphasized the need for redundant notification systems. Misinformation spread rapidly, complicating communication efforts. MEMA's response included a social media campaign to address myths, but disinformation on other platforms added challenges.

Planning Factors:

- Develop a Public Information and Crisis Communication Plan - A Public Information and Crisis Communication Plan ensures clear, timely communication during emergencies. It outlines the roles of a Public Information Officer (PIO) and team, using various platforms to deliver consistent messages, counter misinformation, and educate the public. The plan supports effective response and recovery efforts by coordinating information before, during, and after a crisis.
- An Alert and Warning Annex is a component of an emergency response plan that outlines the procedures, systems, and responsibilities for disseminating emergency alerts and warnings to the public. It defines how to communicate critical information quickly and effectively about imminent threats or ongoing emergencies, such as natural disasters, health crises, or security threats.
- MEMA is creating a Public Siren Reliability Plan to ensure all sirens are functional and equipped with reliable reporting controls. The plan includes semiannual physical inspections of all sirens. Additionally, MEMA and HIEMA are exploring options for communities to purchase and integrate their own sirens into HIEMA's system.
- Develop Joint Information System (JIS) Plan to demonstrate the structure of disaster public information, illustrate the hierarchy of information sharing, and align messaging across county departments for all emergencies.
- Notification Systems and Redundancy: Assess the redundancy of emergency notification systems on the island to ensure emergency messaging can be disseminated through primary, secondary, and tertiary means. Implement an opt-out public information application with public education program.

Organization and Equipment Factors:

- MEMA has three new positions approved that fulfill the information, public education, and community engagement functions of the agency. Those positions include the Public Affairs Officer (PAO), the Public Information Officer (PIO), and the Community Outreach Specialist. MEMA's PIO was filled in December of 2024.
- MEMA's social media accounts have been restored and reassigned.
- A public education campaign including a series of education videos, public service announcements (PSA), community meetings, and educational materials are being developed to implement early CY25.
- MEMA organizes various partners to inspect each siren twice a year.
- MEMA has an emergency management technician approved in FY25 budget, once filled, will be assigned to the logistics section. That position will be trained as an additional Communications Unit Leader (COML) for MEMA.

Supporting Training Courses:

<ul style="list-style-type: none"> • Crisis Communications: Major Incident Response for Public Officials 	<ul style="list-style-type: none"> • PER-343 Social Media Engagement Strategies
<ul style="list-style-type: none"> • MGT-318 Public Information in an All-Hazards Incident 	<ul style="list-style-type: none"> • E/L 0969 Communications Unit Leader
<ul style="list-style-type: none"> • ICS-300: Intermediate ICS for Expanding Incidents 	<ul style="list-style-type: none"> • ICS-400: Advanced ICS - Complex Incidents
<ul style="list-style-type: none"> • L952 All-Hazards Public Information Officer 	

Supporting Exercises:

- Mass Violence/Mass Care (2025) Full Scale
- Genasys Evac/MEMA TTX
- 93rd CST CBRNE (Feb 2025) Full Scale Exercise
- USCG SAREX - (TBA 2025) Full Scale Exercise
- Makani Pahili (2025)

C. Priority: Situational Assessment - Provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.

Corresponding Capabilities:

<ul style="list-style-type: none"> • Public Information and Warning 	<ul style="list-style-type: none"> • Operational Coordination
<ul style="list-style-type: none"> • Mass Care Services 	<ul style="list-style-type: none"> • Critical Transportation
<ul style="list-style-type: none"> • Public Health, Healthcare, and Emergency Medical Services 	<ul style="list-style-type: none"> • Fatality Management
<ul style="list-style-type: none"> • Fire Management and Suppression 	<ul style="list-style-type: none"> • Infrastructure Systems
<ul style="list-style-type: none"> • On-Scene Security, Protection, and Law Enforcement 	<ul style="list-style-type: none"> • Operational Communications

Rationale:

The response to the Maui wildfires revealed significant gaps in situational awareness within the Emergency Operations Center (EOC), critically impacting coordination and effectiveness. Key challenges included chaotic real-time information flow, delays in understanding wildfire progression, and fragmented reporting processes. Power outages, overwhelmed incident commanders, and inconsistent use of reporting tools compounded the difficulties.

These issues resulted in delays in issuing public alerts, mobilizing resources, and supporting field operations. Unorganized briefings and lack of real-time intelligence

further hindered decision-making. To improve future responses, the EOC must establish a unified reporting system, concise briefing protocols, and robust situational awareness tools, ensuring timely, accurate, and actionable information flow.

Planning Factors:

- Emergency Operation Center Manual updated in December 2024.
- EOC Situational Awareness: Assess and document critical information requirements to maintain near real-time situational awareness in the EOC. Integrate this process into the Planning P for each activation and share with ESF partners to clarify reporting expectations.
- Information Sharing: Implement technologies and reporting mechanisms with partners agencies to ensure information is shared horizontally and vertically on a predetermined schedule and as needed depending on severity of the event.
- Essential Elements of Information: Develop essential elements of information and situation report responsibilities across ESF partners on a regular and recurring basis for blue-sky and grey-sky situations. Establish reporting requirements that are supported by the administration.
- Community Lifelines: Develop a damage assessment framework that aligns with the Community Lifelines structure to efficiently communicate impact and resource needs horizontally and vertically.

Organization and Equipment Factors:

- The three staff specialists approved for Molokai, Lanai, and East Maui will offer more situational awareness for those isolated communities.
- A GIS analyst position is approved for FY25 and is presently being recruited.
- MEMA is incorporating advanced technologies like MESO West (weather stations), Alert West (AI-enabled cameras), and Genasys Evac (public-facing evacuation software) to improve situational awareness and enhance public messaging. These tools support better decision-making, real-time monitoring, and effective communication during emergencies.
- Improving the Computer Aided Dispatch (CAD) system will enhance real-time tracking, streamline resource allocation, and ensure more efficient communication between emergency responders and the EOC.
- Maui County is positioning 10 AI cameras on selected county facilities to improve situation awareness coverage of Maui County.
- MEMA is working to establish a reserve core of 9 trained individuals to support EOC activations, Unified Command, and Incident Management Team (IMT) operations. This initiative aims to strengthen the agency's capacity and capabilities during incidents, ensuring efficient and scalable response efforts.
- MEMA is dedicated to restoring the Maui Incident Management Team by building a roster of 30-40 trained professionals from both government and non-government sectors. This team will play a crucial role in supporting large-scale, extended

emergencies and disasters, strengthening the county's overall emergency response capabilities.

- Both the Maui Fire Department and the Police Department have drone programs. They have been effective in real-world incidents in providing situation reports.

Supporting Training Courses:

<ul style="list-style-type: none">• ICS-300: Intermediate ICS for Expanding Incidents	<ul style="list-style-type: none">• ICS-400: Advanced ICS - Complex Incidents
<ul style="list-style-type: none">• L964 Situation Unit Leader	

Supporting Exercises:

- Mass Violence/Mass Care (2025) TTX
- Mass Violence/Mass Care (2025) Full Scale
- Genasys Evac/MEMA TTX
- Situational Awareness/MEMA EOC Essentials
- 93rd CST CBRNE (Feb 2025) Full Scale Exercise
- USCG SAREX - (TBA 2025) Full Scale Exercise
- Makani Pahili (2025)

D. Priority: Mass Care Services - Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Corresponding Capabilities:

<ul style="list-style-type: none">• Situational Assessment	<ul style="list-style-type: none">• Operational Communications
<ul style="list-style-type: none">• Infrastructure Systems	<ul style="list-style-type: none">• Community Resilience
<ul style="list-style-type: none">• Logistics and Supply Chain Management	<ul style="list-style-type: none">• Critical Transportation
<ul style="list-style-type: none">• On-Scene Security, Protection, and Law Enforcement	<ul style="list-style-type: none">• Public Health, Healthcare, and Emergency Medical Services

Rationale:

The County of Maui's wildfire response faced challenges in coordinating feeding, distribution, and shelter efforts due to the lack of a unified plan. While feeding initiatives were impactful, the absence of centralized coordination led to some duplication and limited tracking, which created gaps in service delivery.

Despite these challenges, MEMA and the County demonstrated impressive agility in meeting immediate food needs. Within 24 hours, they mobilized a large-scale distribution

operation, leveraging partnerships with Hawai'i Food Service Alliance, Maui Food Bank, and community donations. Creative logistical solutions, including boats, helicopters, and Hawaiian Airlines, ensured timely delivery across the island. The operation's adaptability was evident as distribution hubs shifted to meet evolving needs, culminating in over a million pounds of food distributed in 48 hours.

Shelter operations also faced difficulties, particularly due to the limited availability of American Red Cross volunteers. As a result, other groups, like Department of Education staff, were tasked with shelter management, but without sufficient resources or preparation. Communication breakdowns and the absence of a clear shelter deployment plan added to the strain.

These challenges underscore the importance of centralized coordination, a cohesive strategy, and streamlined communication to improve disaster response and ensure more efficient resource deployment, better tracking, and more effective shelter management.

Planning Factors:

- Feeding Partners and Plan - MEMA is also collaborating with Volunteer Organizations Active in Disaster (VOAD), the Department of Agriculture, and the Maui Feeding Task Force (MFTF) to develop a comprehensive feeding plan. An After-Action Report (AAR) completed by the MFTF will serve as a critical resource in shaping this plan.
- MEMA has contracted to develop and or update the following plans and to be completed by CY2025:
 - Disability, Access, Functional Needs (DAFN) and Vulnerable Communities Plan
 - Family Reunification and Assistance Plan
 - Commodities Point of Distribution Plan
 - Volunteer and Donations Management Plan
 - Mass Care/Sheltering Plan
 - Logistics, Facilities, and Resource Management Annex

Organization and Equipment Factors:

- A Community Outreach Specialist position for MEMA is presently being recruited. That position will support the development and management of all plans related to vulnerable communities.
- An emergency management technician position has been filled in the logistics section by the state work force program. The temporary position will be filled by the county in CY2025.
- MEMA is seeking a POC to support the management of non-profit organizations and their integration into whole community response. There is a potential opportunity with HCF that is being explored.

Supporting Training Courses:

<ul style="list-style-type: none"> IS-405: Overview of Mass Care/Emergency Assistance 	<ul style="list-style-type: none"> IS-368.A: Including People with Disabilities in Disaster Operations
<ul style="list-style-type: none"> IS-288: The Role of Voluntary Organizations in Emergency Management 	<ul style="list-style-type: none"> CERT Basic Training Course
<ul style="list-style-type: none"> ELG-0288 Local Volunteer and Donations Management 	<ul style="list-style-type: none"> EG-0489 Management of Spontaneous Volunteers in Disasters
<ul style="list-style-type: none"> EG-0426 Building a Roadmap to Resilience: A Whole Community Training 	<ul style="list-style-type: none"> ELK 0490 Voluntary Agency Coordination in Disasters

Supporting Exercises:

- Mass Violence/Mass Care (2025) TTX
- Mass Violence/Mass Care (2025) Full Scale

E. Priority: Community Resilience - Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

Corresponding Capabilities

<ul style="list-style-type: none"> Natural and Cultural Resources 	<ul style="list-style-type: none"> Health and Social Services
<ul style="list-style-type: none"> Housing 	<ul style="list-style-type: none"> Operational Communications
<ul style="list-style-type: none"> Economic Recovery 	<ul style="list-style-type: none"> Infrastructure Systems
<ul style="list-style-type: none"> Situational Assessment 	<ul style="list-style-type: none"> Threats and Hazards Identification
<ul style="list-style-type: none"> Long-Term Vulnerability Reduction 	<ul style="list-style-type: none"> Risk and Disaster Resilience Assessment

Rationale:

An effective emergency plan for Maui requires the active involvement of the entire community. In an island state like Hawaii, with its diverse counties, community engagement is essential across all stages of emergency management. Building community resilience involves creating strong relationships in mitigation, preparedness, response, and recovery. In 2025, MEMA plans to engage with each community, strengthening these connections and improving resilience throughout the island.

Maui County's response to the Lahaina wildfire underscored the community's strong culture of volunteerism, but also highlighted areas for improvement in emergency management. While neighbors stepped up to assist with shelters and response efforts,

the lack of structured volunteer coordination limited the effectiveness of their contributions. To strengthen resilience, Maui County should formalize volunteer roles, enhance the CERT program, and create a Volunteer and Donation Management Annex to ensure proper training, coordination, and integration of volunteers into future response operations.

Additionally, logistical challenges, such as ad-hoc resource arrangements, the lack of on-call contracts for public works, and inefficiencies in resource tracking, hindered the response. The absence of pre-positioned resources and unclear responsibilities for maintaining emergency supplies caused further delays. To enhance preparedness, Maui County should implement formal Mutual Aid agreements, streamline resource request processes, and improve inventory management through real-time tracking. These efforts will strengthen Maui's ability to respond efficiently to future crises and foster a more resilient community.

Planning Factors:

- The County of Maui is going through the update of its Multi-Hazard Mitigation Plan for 2025-2030.
- HWMO is updating Community Wildfire Protection Plans for:
 - West Maui
 - Upcountry
 - South Maui
 - Leeward Haleakala
 - Molokai
- MEMA is initiating a community engagement campaign in early 2025 for the purpose of building community resilience. This engagement will focus on areas of:
 - Community threats, hazards, and risks
 - Hawaii Hazards Awareness and Resilience Program (HHARP)
 - Whole community response
 - Public education programs
 - Community Emergency Response Team (CERT)
 - Training and Exercise opportunities (ICS, IMT, etc)
- MEMA has contracted to develop and or update the following plans and to be completed by Cy2025:
 - Disability, Access, Functional Needs (DAFN) and Vulnerable Communities Plan
 - Family Reunification and Assistance Plan
 - Commodities Point of Distribution Plan
 - Volunteer and Donations Management Plan
 - Mass Care/Sheltering Plan
 - Logistics, Facilities, and Resource Management Annex
 - Critical Infrastructure/Key Resources Annex
 - Flood Plan
 - Tsunami Plan

- Hurricane Plan
- Feeding Plan
- Evacuation Plan
- Cost Recovery Plan

Organization and Equipment Factors:

- MEMA will work to establish a community response capability for Maui County by creating a leadership structure for the response and recovery phases of a disaster. HHARP will play a crucial role in developing the framework for this organizational structure.
- MEMA is seeking a POC to support the management of non-profit organizations and their integration into whole community response. There is a potential opportunity with HCF that is being explored.
- MEMA will align with HIEMA in the implementation of the Hawaii Hazards Awareness and Resilience Program (HHARP), which focuses on improving the state's preparedness and resilience to natural disasters. It promotes hazard awareness, community engagement, and strategies to reduce the impacts of disasters like hurricanes, floods, and wildfires through education and collaboration.
- MEMA has three new positions approved that fulfill the information, public education, and community engagement functions of the agency. Those positions include the Public Affairs Officer (PAO), the Public Information Officer (PIO), and the Community Outreach Specialist. MEMA's PIO was filled in December of 2024.
- The three staff specialists approved for Molokai, Lanai, and East Maui will offer more situational awareness for those isolated communities.

Supporting Training Courses:

• ICS 100: Introduction to Incident Command System (ICS)	• IS-800: National Response Framework (NRF)
• ICS 200: ICS for Single Resource and Initial Action Incidents	• IS-700: National Incident Management System (NIMS)
• ICS-300: Intermediate ICS for Expanding Incidents	• ICS-400: Advanced ICS - Complex Incidents
• G 191: ICS EOC Interface	• G 2300: Intermediate Emergency Operations Center Functions
• Type 3 All-Hazards Incident Management Team (O0305)	• L958: Operations Section Chief
• L950: Incident Commander	• L962: Planning Section Chief
• L967: Logistics Section Chief	• CERT Basic Training Course
• IS-288: The Role of Voluntary Organizations in Emergency Management	• IS-368.A: Including People with Disabilities in Disaster Operations

<ul style="list-style-type: none">• ELG-0288 Local Volunteer and Donations Management	<ul style="list-style-type: none">• EG-0489 Management of Spontaneous Volunteers in Disasters
<ul style="list-style-type: none">• EG-0426 Building a Roadmap to Resilience: A Whole Community Training	<ul style="list-style-type: none">• ELK 0490 Voluntary Agency Coordination in Disasters

Supporting Exercises:

- Mass Violence/Mass Care (2025) Full Scale
- Genasys Evac/MEMA TTX
- Makani Pahili (2025)

Program Reporting

As part of MEMA's Integrated Preparedness Plan (IPP), the Planning Team conducts quarterly reviews to evaluate progress on preparedness activities and address emerging challenges. These reviews involve assessing current initiatives, incorporating feedback from training exercises, and updating the plan as necessary to ensure alignment with Maui County's preparedness priorities and core capabilities.

Each quarterly review provides an opportunity to track advancements in operational coordination, public information, situational assessment, mass care services, and community resilience. Adjustments are made based on After-Action Reports, stakeholder input, and evolving threats or hazards.

In addition, a comprehensive annual review is conducted to evaluate the IPP's overall effectiveness in enhancing Maui's core capabilities. This process measures improvements against established preparedness priorities, identifies gaps, and sets actionable goals for the next year.

MEMA will utilize the following actions as part of the program reporting procedures:

- MEMA's Corrective Action Program (CAP) is administered by the Executive Officer, with support from the Planning Coordination Section Chief and oversight by the MEMA Administrator. The CAP is responsible for documenting and tracking areas for improvement, lessons learned, and potential best practices identified through training, exercises, and real-world incidents.
- Determine the necessary actions to address identified areas for improvement by considering the following:
 - a. What updates are required for plans and procedures?
 - b. What adjustments are needed to organizational structures?
 - c. What equipment or resources need modification or acquisition?
 - d. What training initiatives can enhance knowledge, skills, and abilities?
 - e. What exercises can be implemented to evaluate and strengthen capabilities?
- Align corrective actions with specific capabilities to enable measurable outcomes.
- Prioritize and assign each corrective action to a designated primary stakeholder.
- Track all corrective actions, summarize progress, and include updates in the agency's annual report.

Training Calendar CY2025

1st Quarter

	January	February	March
Courses	E/L 958 Operations Section Chief Jan 27-30 (MFD) G-191 EOC/ICS Interface Jan 28 (HIEMA) G-2300 Intermediate EOC Functions Jan 29-31 (HIEMA) MGT-303 Cybersecurity Vulnerability Assessment Jan 15-16 (OHS)	ICS 300 (MEMA) ICS 400 (MEMA)	E/L 957 Logistics Section Chief Mar 3-7 (KEMA) EOC Essentials Course (MEMA) E0452: Advanced II Mar 17-21 (HIEMA) MGT-343 Disaster Mgmt for Water & Wastewater Utilities - Mar 10-11 (OHS)
Training	Genasys Evac - Wildfire, Dam Failure (MEMACC) Ladriss AI - Wildfire, Dam Failure (MEMACC)	NWS Systems (MEMACC) PISTN Board (MEMACC) MEMA Activation (MEMACC) Search and Rescue (MEMACC)	Damage Assessment (MEMACC) Alerts and Warnings (MEMACC) SA Technology in the EOC (MEMACC) Sheltering Operations
Exercises		93 rd CST Exercise: Feb 24-28 USCG SAREX (Proposed Feb)	
Notes:			

2nd Quarter

	April	May	June
Courses	O-0305: Type 3 AHIMT (MEMA)	E/L 962 Planning Section Chief (MEMA) CERT Train the Trainer (MEMA) EOC Essentials (MEMA) G-191 EOC/ICS Interface Jan 28 (MEMA) MGT-318: Public Info in an All-Hazards Incident May 29-30 (USARC)	CERT Course (MEMA) E0453: Advanced III Jun 23-27 (HIEMA) G-2300 Intermediate EOC Functions (MEMA) PER-343: Social Media Engagement Strategies Jun 2 (USARC)
Training	Temporary Emergency Power (MEMACC) EOC Communication Systems (MEMACC) Tsunami Warning Systems (MEMACC)	EOC Emergency Services Branch TTX (MEMA) Public Information and Warning (MEMACC) Evacuation, Reception-entry, and Return (MEMACC) Restoration of Public Infrastructure (MEMACC)	Community Lifelines (MEMACC) EOC Organization/Layouts/ESF (MEMACC) Medical Transportation (MEMACC)
Exercises	Mass Violence/Mass Care Seminar (MEMA)		Makani Pahili Exercise: June 9-13 (ARNG)
Notes:			

3rd Quarter

	July	August	September
Courses	ICS 300 (MFD) ICS 400 (MFD) ICS 300 July 16-18 ICS 400 July 21-22 (Hawaii County)	L950: Incident Commander (MEMA) ICS 300 Aug12-14 (HIEMA) EOC Essentials Course (MEMA) MGT-317 Disaster Mgmt. for Public Services Aug 19- 20 (OHS) MGT-345 Disaster Mgmt. for Electrical Power Systems Aug 21-22 (OHS)	ICS 400 Sep 17-18 (HIEMA) G-191 EOC/ICS Interface Sep 19 (HIEMA) G-2300 Intermediate EOC Functions Sep 23-25 (HIEMA) E0454: Advanced IV Sep 8- 12 (HIEMA)
Training	Healthcare Systems Support (MEMACC) Debris Management (MEMACC) Fatality Management (MEMACC) Private Sector Coordination (MEMACC)	EOC Human Services Branch TTX (MEMA) Natural and Cultural Resource Protection and Restoration (MEMACC) Genasys Evac - Wildfire, Dam Failure (MEMACC) Ladris AI - Wildfire, Dam Failure (MEMACC)	NWS Systems (MEMACC) PISTN Board (MEMACC) MEMA Activation (MEMACC) Search and Rescue (MEMACC)
Exercises	Mass Violence/Mass Care Seminar (MEMA)		Mass Violence/Mass Care Seminar (MEMA)
Notes:			

4th Quarter

	October	November	December
Courses	G-191 EOC/ICS Interface (MEMA) CERT Train the Trainer (MEMA)	L967: Ops Section Chief (MEMA) G-2300 Intermediate EOC Functions (MEMA) EOC Essentials Course (MEMA) CERT Course (MEMA)	
Training	Damage Assessment (MEMACC) Alerts and Warnings (MEMACC) SA Technology in the EOC (MEMACC) Sheltering Operations	EOC Infrastructure Branch TTX (MEMA) Community Lifelines (MEMACC) EOC Organization/Layouts/ESF (MEMACC) Medical Transportation (MEMACC)	Temporary Emergency Power (MEMACC) EOC Communication Systems (MEMACC) Tsunami Warning Systems (MEMACC)
Exercises	Distant Tsunami (HIEMA)		
Notes: 			

Training and Exercise Plan CY2026

1st Quarter

	January	February	March
Courses	L967: Ops Section Chief		ICS 300: Intermediate ICS for Expanding Incidents ICS 400: Advanced ICS for Complex Incidents CERT Course CERT Train the Trainer
Training	Genasys Evac - Wildfire, Dam Failure (MEMACC) Ladris AI - Wildfire, Dam Failure (MEMACC) NWS Systems (MEMACC)	PISTN Board (MEMACC) MEMA Activation (MEMACC) Search and Rescue (MEMACC)	<u>EOC Essentials:</u> 1) County Dept heads 2) MPD/MFD heads 3) AMR/EOC Partners 4) Community Partners Damage Assessment (MEMACC) Alerts and Warnings (MEMACC)
Exercises		93 rd CST Exercise	
Notes:			

2nd Quarter

	April	May	June
Courses	G-191: EOC/ICS Interface G-2300: Intermediate EOC Functions O0305: Type 3 AHIMT	L962: Planning Section Chief G-402: ICS for Executives/Senior Officials	ICS 300: Intermediate ICS for Expanding Incidents ICS 400: Advanced ICS for Complex Incidents CERT Course CERT Train the Trainer
Training	<u>EOC Branch Tabletop Exercise:</u> 1) Emergency Services 2) Human Services 3) Comm. / Infrastructure SA Technology in the EOC (MEMACC) Sheltering Operations (MEMACC)	EOC Communication Systems (MEMACC) Tsunami Warning Systems (MEMACC) Public Information and Warning (MEMACC)	Evacuation, Reception entry and Return (MEMACC) Restoration of Public Infrastructure (MEMACC) EOC Organization, Layouts ESF (MEMACC)
Exercises	USCG SAREX	Makani Pahili Exercise	

Notes:

3rd Quarter

	July	August	September
Courses		L950: Incident Commander G-191: EOC/ICS Interface G-2300: Intermediate EOC Functions	ICS 300: Intermediate ICS for Expanding Incidents ICS 400: Advanced ICS for Complex Incidents
Training	Healthcare Systems Support (MEMACC) Debris Management (MEMACC)	Fatality Management (MEMACC) Natural and Cultural Resource Protection and Restoration (MEMACC)	EOC Forms (MEMACC) Emergency Repairs or Augmentation to Infrastructure (MEMACC)
Exercises	MEMA Hosted -TTX/Full-Scale Exercise		
Notes:			

4th Quarter

	October	November	December
Courses	O0305: Type 3 AHIMT CERT Course CERT Train the Trainer	L960: Logistics Section Chief (MEMA) G-402: ICS for Executives/Senior Officials	
Training	Temporary Housing (MEMACC) Temporary Emergency Power (MEMACC)	Hazardous Waste (MEMACC) Responder Security and Protection (MEMACC)	Medical Transportation (MEMACC) Private Sector Coordination (MEMACC)
Exercises			
Notes:			

DRIP Committee

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 4th.

Mahalo,

James Dineen
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220 S. High Street
Wailuku, HI 96793
Phone: 808-270-7285

