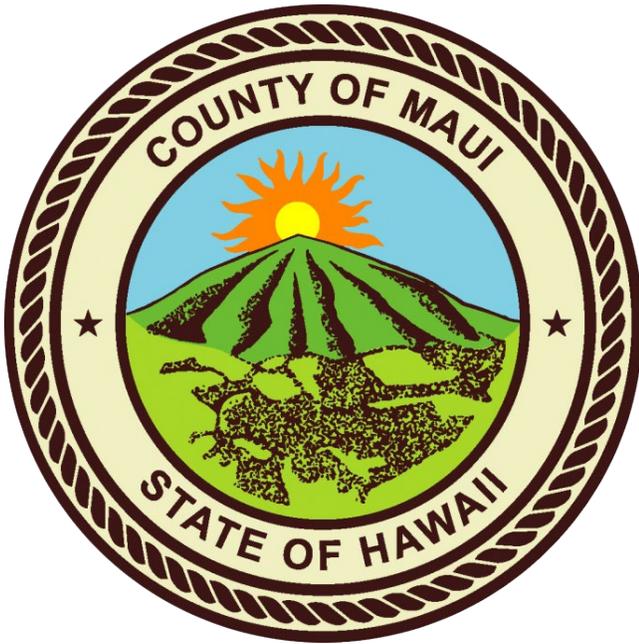


Great Committee

From: Susan Pcola-Davis <susanp60@yahoo.com>
Sent: Wednesday, November 1, 2023 4:06 PM
To: Great Committee; council.clerk@mauicounty.gov
Subject: Maui Recovery Framework
Attachments: County Council role in the Maui Recovery Framework.pdf

The attached document was part of eComments from the Office of Recovery Manager, Mr. Nikita on October 30, 2023

There are several responsibilities assigned to the Council in this document. See pages 5, 7, 8 I highlighted those parts.



MAUI COUNTY RECOVERY FRAMEWORK

Office of Recovery

Abstract

This document serves as the County of Maui Recovery Framework in response to the 2023 devastating fires and high winds impacting the Lahaina and Kula communities on August 7 and 8, 2023. Mayor Richard Bissen established the Office of Recovery within the Department of Management (DOM) to lead recovery efforts and best align the efforts of federal, state, county, and non-governmental organizations.

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Executive Summary

In response to the Maui wildfires, the Maui County Recovery Framework serves as a structured plan for organized recovery. This framework represents the County's dedication to reconstructing infrastructure, restoring community vitality, revitalizing the economy, and ensuring the well-being of its residents.

Guiding Principles: The Recovery Framework operates under seven guiding principles:

- Community Led, Government Supported
- Individual and Family
- Leadership and Local Primacy
- Engaged Partnerships and Inclusiveness
- Unity of Effort
- Resilience and Sustainability
- Psychological and Emotional Recovery

Providing guidance to recovery operations is the **Mayor's Advisory Council**, which provides a crucial bridge between community voices and the Mayor's office.

The **Office of Recovery** plays a pivotal role as the epicenter of all recovery operations. From overarching strategy formulation by the Recovery Manager to sector-specific initiatives through the Recovery Support Functions (RSFs), this office embodies the County's dedicated commitment to holistic recovery.

The **Executive Recovery Committee** acts as the linchpin, binding local intent with state, federal, and private sector capabilities.

Office of Recovery Staff: Efficient recovery hinges on robust administrative processes, proper information management, and documentation. Be it financial management, data analytics, or logistical support, the administrative teams ensure that recovery operations are streamlined, transparent, and effective.

Communication and Community Engagement: Open dialogue and community involvement lie at the heart of this framework. Through communication mechanisms and feedback channels, Maui County ensures that recovery is not a passive process for its residents but an active collaboration.

Recovery Process: Recovery is a cycle of analyzing impacts, identifying needs, crafting strategies, and implementing them. This cyclical approach ensures adaptability, allowing the recovery process to evolve with changing circumstances and new insights.

Recovery Support Functions (RSFs): These sector-specific units are the operational arms of the recovery process. From community planning to preserving natural & cultural resources, RSFs ensure that every facet of Maui's recovery receives the dedicated attention and expertise it deserves.

Coordination and Collaboration: By fostering intra-county coordination, engaging with external governmental bodies, and harnessing the strength of non-governmental organizations, the framework ensures a cohesive and holistic recovery approach.

In essence, the Maui County Recovery Framework is a testament to the County's resilience and determination. It captures a vision of a community that not only bounces back from adversity but rises stronger, more unified, and prepared for the future.

Guiding Principles

The Recovery Framework offers seven guiding principles that guide recovery core capability development and recovery support activities to achieve recovery success.

Community Led, Government Supported

Our recovery approach emphasizes a community-led initiative bolstered by governmental support. As such, the residents of Lahaina and Maui County are at the forefront of decision-making throughout the Recovery Process. The government plays a pivotal role by offering resources, expertise, and structural assistance, ensuring that community-driven decisions and vision are implemented effectively. This synergy between the community and the government ensures a recovery process that is not only efficient but also deeply rooted in the values and aspirations of Lahaina residents.

Individual and Family

Individual and Household level recovery from the impacts of the disaster will be key to a wholistic and community-wide recovery. As such, it is essential that community members have equal opportunity to participate in community recovery efforts in a meaningful way. Actions taken when implementing this framework will not exclude groups of people based on race, color, ethnicity, national origin (including limited English proficiency), religion, sex, sexual orientation, gender identity, age, or disability.

Leadership and Local Primacy

Recovery efforts require informed and coordinated leadership throughout all levels of government. Recovery efforts are coordinated through the County of Maui to ensure a unity of effort.

The Mayor will provide elected official coordination and request support/funding from local, state, and federal representatives, guide overall recovery policy direction, and appoint/designate the Office or Recovery Manager.

County Council will provide policy approval for funding support/allocation, approve appropriate motions, ordinances, or other required legislation to facilitate long-term recovery, and serve as recovery advocates with local, state, and federal elected leaders.

Engaged Partnerships and Inclusiveness

Recovery efforts must be locally driven and support engagement with the whole community to develop shared goals and align capabilities. Engaged partnerships can help ensure that clear, consistent, accessible, and culturally appropriate communication and information sharing is ongoing throughout the recovery process.

Unity of Effort

A unity of effort respects the authority and expertise of each participating organization while coordinating support of common recovery priorities and objectives.

Safety, Resilience and Sustainability

Resilience is the ability to withstand and recover from impacts. Recovery efforts should consider safety, sustainability and resiliency when weighing rebuilding opportunities.

Psychological and Emotional Recovery

Recovery efforts should address the full range of psychological, emotional, and behavioral health needs associated with the trauma of this event.

Office of Recovery

Organizational Structure

The organizational structure represents the foundation upon which the Maui County Recovery Framework stands. It is designed to streamline decision-making, foster collaboration, and ensure that every voice is heard. Clear roles and responsibilities allow for efficient resource allocation and avoid overlapping duties.



Figure 1.1 Office of Recovery Organizational Structure

Mayor's Advisory Council

Role: The Mayor's Advisory Council serves as an interface between the community and the mayor's office in the aftermath of the disaster. It acts as a channel through which concerns, suggestions, and feedback from the community members are conveyed directly to the county leadership.

Significance: The council plays a pivotal role in ensuring that recovery efforts are grounded in the realities and priorities of the affected community. By providing an avenue for key community leaders to provide direct input, the council ensures that recovery strategies align with the needs and desires of those most affected.

Members: The council comprises a diverse group of stakeholders, including:

- **Archie Kalepa** - 9th generation resident of Lahaina; inducted in 2012 to the Duke Kahanamoku Foundation's Hawaii Watermen Hall of Fame; crew member of Hokule'a and Hawaiioloa voyaging canoes; leader of Maui Ocean Rescue and Safety; renowned big wave surfer.
- **Kaliko Storer** - Area training and cultural advisor for Hyatt Resorts; Puu Kukui Watershed operations supervisor; Kula Kaiapuni parent.
- **Kim Ball** - Originally from Hawaii Island, where he was born and raised, founder and president of Hi-Tech Maui, Inc.; Lahainaluna High School wrestling coach since 1980.
- **Laurie DeGama** - Owner of Lahaina businesses No Ka Oi Deli; president of Lahainaluna PTSA; for two generations, her family owned and operated Hop Wo store and bakery in Lahaina.
- **Rick Nava** - U.S. Army veteran; president and owner of Lahaina-based MSI Maui; for board member and officer of West Maui Taxpayers Association and the Maui Chamber of Commerce; member of Rotary Club of Lahaina.

County Council and Other Elected Officials

The County Council, along with other elected officials, has a paramount role in the recovery framework due to their legislative and oversight capabilities.

Responsibilities: The primary responsibilities of the County Council include:

- Drafting, reviewing, and passing legislation relevant to recovery efforts.
- Allocating budgets and resources to various recovery projects and initiatives.
- Representing the specific needs and concerns of their respective constituencies in the larger recovery discussion.

Functions: Beyond the standard legislative functions, the County Council takes on a proactive role in the recovery phase:

- Supporting town hall meetings to gather community feedback.
- Collaborating with experts to inform policy decisions.
- Ensuring the timely disbursement of funds to critical recovery projects.

Collaboration with the Office of Recovery and Mayor's Office: Seamless collaboration between the County Council, the Office of Recovery, and the Mayor's Office is crucial for efficient recovery.

- The County Council collaborates with the Office of Recovery to understand recovery challenges and align legislation accordingly.
- Regular briefings are held between the Mayor's Office and the County Council to ensure that executive actions align with legislative intent and community needs.
- Joint task forces or committees may be formed to address specific recovery challenges, pooling resources, and expertise from both the legislative and executive branches.

Executive Recovery Committee

The Executive Recovery Committee acts as the linchpin, binding local intent with state, federal, and private sector capabilities. Through cohesive efforts, they ensure that Maui County's recovery journey is well-guided, well-resourced, and ultimately successful.

The Executive Recovery Committee may include representatives such as those from federal and state disaster recovery coordination, local emergency management leadership, philanthropic

recovery leadership, and other senior leaders from relevant external entities. This committee plays a crucial role in guiding and consolidating the recovery efforts. The members contribute a wide-ranging perspective, integrating local insights and the capabilities of nonprofit, state, and federal entities, to ensure that the county's recovery is both prompt and enduring.

Responsibilities: The primary mandates of the Executive Committee are:

- **Coordination:** Serve as the nexus between federal, state, and local recovery efforts, ensuring synchronization and mutual reinforcement of initiatives.
- **Guidance:** Provide strategic direction based on national best practices and state-level insights to shape recovery efforts optimally.
- **Resource Mobilization:** Leverage state, federal, and philanthropic resources, including funds, expertise, and labor capacity, to bolster local recovery initiatives.
- **Community Advocacy:** Represent the broader interests of the Maui community at the state and national levels, ensuring their needs and aspirations are consistently factored into larger recovery discourse.

The Role and Structure of the Office of Recovery

The Maui County's Office of Recovery stands as a centralized hub orchestrating and overseeing recovery operations. It's positioned not just to facilitate physical reconstruction, but also to revitalize the community, ensuring that the socio-economic fabric is restored, and strengthened.

Recovery Manager:

Role: The Recovery Manager is the top executive responsible for the overall direction, strategy, and efficacy of the recovery efforts.

- Overseeing the holistic recovery operation.
- Collaborating with local, state, and federal agencies.
- **Liaising with the Mayor's office, Mayor's Advisory Council, and the County Council, ensuring the alignment of strategies and actions.**
- Decision-making in critical areas of recovery, ensuring resources are allocated where they're most needed.
- Hold regular project review meetings to prioritize projects selected for development, ensure awareness of all relevant agencies, and communicate plans to the Mayor's Office.

Assistant Recovery Manager:

Role: Directly supporting the Recovery Manager, the Assistant Recovery Manager plays a critical role in operationalizing strategies and ensuring their effective execution.

- Assisting in the development and implementation of recovery strategies.
- Overseeing day-to-day operations and ensuring the effectiveness of Recovery Support Functions.

- Serving as a key liaison between the Office of Recovery Support Staff and the Recovery Manager.

Recovery Support Functions:

Role: Recovery Support Functions are specialized teams focusing on specific areas of recovery.

- Developing and implementing strategies tailored to their specific sector.
- Coordinating with external partners and stakeholders relevant to their function.
- Reporting progress, challenges, and resource needs to the Recovery Manager and Assistant Recovery Manager.

Office of Recovery Staff

Administrative support is essential to ensure a robust recovery effort. The processes, tasks, and responsibilities that fall under administration ensure that efforts are organized, coordinated, efficient, and transparent. With the right support, recovery can progress smoothly, ensuring that resources are utilized effectively, and goals are achieved in a timely manner.

Special Project Executive Assistants

- **Critical and Specialized proficiency:** Including roles of Liaison, Philanthropic Advisor, and expert administrators of Federal programs such as HUD's Community Block Development Grant.
- **Addressing Cross-Cutting Challenges:** Address and elevate large cross cutting issues that contain multi-layered challenges concerning rebuilding and recovery (e.g., permitting, housing, supply chain).
- **Engagement in Legislative Process and Policy:** Relay the concerns and needs of the affected populace to policymakers, suggesting improvements in recovery policies and strategies to better address the needs of the community.

Financial and Resource Management Team:

- **Budgeting and Financial Planning for Recovery:** Crafting detailed financial plans that align with recovery goals, ensure resource allocation is efficient and in line with priorities.
- **Seeking and Managing Grants or Technical Assistance:** Actively researching and applying for financial grants or technical assistance programs that can support recovery efforts and implement strategies and projects.
- **Financial Transparency and Accountability Measures:** Implementing systems to ensure that all financial transactions, allocations, and expenditures are transparent and can be audited.
- **Informing Budgetary Decisions (to Elected Officials):** Regularly updating elected officials on financial matters, ensuring they have the information needed for informed decision-making.

Communications and Public Information Team:

- **Communication Strategy:** Developing a comprehensive strategy that outlines communication goals, channels, frequency, and target audiences.

- **Public Relations:** Engaging with media, managing the county's public image during recovery, and ensuring consistent and positive messaging.
- **Engage Feedback:** Collaborating with staff in Administrative Support and the RSFs to ensure that there is a robust system for receiving and documenting community feedback.

Administrative Support Team:

- **Documentation/Reporting:** Consistently documenting recovery progress, challenges, decisions, and outcomes. Preparing regular reports for internal reviews and public consumption.
- **Scheduling and Coordination:** Managing schedules for recovery activities, meetings, and events. Coordinating among various teams and stakeholders to ensure smooth operations.

Data Analytics Team:

- **Data Collection:** Gathering relevant data from various sources, ensuring it's accurate, timely, and organized for analysis.
- **Geospatial Analysis:** Analyzing data in a spatial context, useful for infrastructure planning, housing projects, and community planning.
- **Data Visualization:** Transforming complex data sets into visual formats like charts, graphs, and maps, making it easier for stakeholders to understand and make decisions.

Performance Dashboards & Progress Reports: real-time tracking dashboard and regularly published documents detailing the achievements, challenges, and upcoming activities, providing transparency and accountability to stakeholders and the community.

Specialized Task Forces

To address specific challenges, nuances, or areas of focus during the recovery process, the Recovery Manager holds the authority to establish Specialized Task Forces. These task forces will be instrumental in streamlining efforts, harnessing expertise, and ensuring a targeted approach to various recovery aspects.

Purpose and Formation:

Specialized Task Forces are formed when there's a recognized need to delve deeper into specific issues, challenges, or areas that require concentrated attention. Their composition is designed to bring together subject-matter experts, community representatives, and relevant stakeholders to collaboratively address these niche areas.

Roles and Responsibilities:

1. **Research and Analysis:** Delve deep into the specific challenge or area of focus, understanding its intricacies and ramifications.
2. **Recommendation Development:** Based on their findings, the task force will develop strategic recommendations for the Recovery Manager and other relevant entities.
3. **Implementation Support:** While the main responsibility might be advisory, task forces can also play a role in guiding and supporting the implementation of their recommendations.

4. **Continuous Monitoring:** Once recommendations are executed, the task force can assist in monitoring the outcomes, making necessary adjustments, and ensuring the strategies' effectiveness.

Duration and Dissolution:

The duration of each Specialized Task Force will largely depend on the nature of the challenge they're addressing. Once their objectives are met, and their recommendations have been implemented and assessed, the Recovery Manager can choose to dissolve the task force.

Collaboration with Recovery Support Functions (RSFs):

While Specialized Task Forces operate with a specific focus, their work is interconnected with broader recovery efforts. They will maintain close collaboration with RSFs to ensure alignment in goals, resources, and strategies. This synergistic approach ensures that while the task force dives deep into issues, the overall recovery blueprint remains cohesive and unified.

The introduction of Specialized Task Forces under the discretion of the Recovery Manager adds a layer of agility and expertise to the recovery framework, ensuring that no challenge is too niche or complex to be effectively addressed.

Decision-making Structure for the Office of Recovery:

Hierarchical Structure:

- **Operational Level:** RSFs operate at the ground level, making decisions based on day-to-day operational needs.
- **Management Level:** Recovery management oversees all RSFs, ensuring coordination, providing guidance, and making higher-level decisions.
- **Executive Level:** The Mayor's office holds the highest authority in the decision-making process, intervening in critical situations and making overarching policy decisions.

Authority of RSF Leads:

- **Operational Autonomy:** RSF leads have the authority to make operational decisions within their domain. This includes coordination with their teams, stakeholder engagement, needs assessment, and action implementation.
- **Coordination:** RSF leads can engage with other RSFs for cross-functional efforts, information sharing, and collaborative strategies without necessarily seeking approval from the management level.
- **Recommendations:** RSF leads can put forth suggestions for policy changes, strategic shifts, or broader initiatives based on their field insights.

Escalation to Recovery Management:

- **Complex Decisions:** If a decision goes beyond the operational scope or could have implications on multiple RSFs, it should be elevated to recovery management.
- **Resource Allocation:** Since RSFs do not have a budget, any requirement for financial resources must be escalated to recovery management for allocation or fundraising efforts.
- **Policy Implications:** Any decision that might require a change in existing policies or the creation of new ones must be brought to the attention of the management.

- **Conflicts:** In case of disagreements or conflicts between different RSFs, recovery management intervenes to provide a resolution.

When Decisions Must be Elevated to the Mayor:

- **Strategic Direction:** Any decision impacting the overall strategic direction of the recovery process or the county's long-term vision must involve the Mayor.
- **Emergency Situations:** In scenarios where **immediate** executive intervention is required due to urgency or potential large-scale implications.
- **Legislative Changes:** If the recovery process requires legislative changes or interventions, the Mayor's office should be involved.
- **Public Communication:** Major announcements or press releases, especially those affecting the county's image or the public's perception, must be approved by the Mayor.

Communication & Community Outreach

At the heart of an effective recovery process lies transparent communication and genuine community engagement. By fostering open dialogues, Maui County ensures that its recovery strategies are in tune with the community's needs, values, and aspirations. A community that is informed and engaged is more resilient, cooperative, and supportive of recovery efforts.

The Communications and Public Information Team has the primary responsibility for providing information to the public on Recovery. It is the responsibility of those serving on the communications teams to develop a comprehensive public information plan and execute that plan.

Mechanisms for Ongoing Communication with the Public May Include:

1. **Public Information Hub:** A centralized digital platform, such as a website or app, dedicated to providing updates on recovery progress, future plans, and critical announcements.
2. **Town Hall Meetings:** Regularly scheduled in-person or virtual meetings where officials provide updates, and residents can ask questions and voice concerns.
3. **Community Bulletin Boards:** Physical boards placed in key community locations (like community centers, schools, and local businesses) displaying important updates and announcements.
4. **Social Media Channels:** Using platforms like Facebook, Twitter, and Instagram to disseminate information, share stories, and engage with the younger demographic.
5. **SMS & Email Alerts:** A system where residents can opt-in to receive real-time alerts and important announcements directly on their phones or in their email inboxes.
6. **Local Media Partnerships:** Collaborations with local radio, television, and newspapers to ensure wide-reaching and consistent messaging.

Community Feedback and Its Incorporation into the Recovery Process:

Solicitation of community feedback will be a shared responsibility of members of the Office of Recovery. The Communications and Public Information Team and the Community Planning RSF will

work collaboratively to lead community input processes. The Administrative Support Team will support efforts to document and disseminate outcomes of community feedback processes for incorporation into RSF activities. All recovery support functions will participate in the public input process based on the scope and needs determined by the Community Planning RSF.

1. **Feedback Portals:** Online platforms or mobile apps where residents can submit their feedback, suggestions, or concerns related to recovery efforts.
2. **Community Surveys:** Periodic digital and physical surveys distributed among residents to gauge their satisfaction with recovery efforts, gather their insights, and understand their evolving needs.
3. **Focus Group Discussions:** Engaging diverse groups of residents in detailed discussions about specific aspects of the recovery. This could include groups centered around business owners, parents, the elderly, or representatives from various neighborhoods.
4. **Public Comment Sessions:** Designated segments during town hall meetings or separate sessions where residents can provide feedback on proposed recovery strategies or projects.
5. **Feedback Review Committees:** Committees dedicated to regularly reviewing the feedback collected, identifying patterns or common issues, and translating them into actionable insights.
6. **Integration into Strategy Development:** Ensuring that feedback received directly informs the refinement of recovery strategies. For example, if a significant number of residents raise concerns about a specific housing project, the strategy would be reviewed and adjusted accordingly.
7. **Transparency in Feedback Utilization:** Providing updates back to the community about how their feedback was used, ensuring they feel heard and valued. This could be done through the Public Information Hub or during town hall meetings.

Recovery Process

The road to recovery post-disaster is not linear, but rather a cyclical and iterative process. As circumstances evolve and new challenges emerge, the recovery process revisits earlier stages to refine strategies, ensuring that the most up-to-date information and changing community needs are consistently incorporated.



Figure 2 Recovery Process

Recovery Phases:

1. Analysis of Disaster Impacts/Identification of Recovery Needs

- Conduct comprehensive assessments to understand the full extent of the disaster's impact on the community, infrastructure, economy, and environment and pinpoint specific needs across various sectors and demographics.

2. Development of Recovery Strategies/Projects/Actions:

- Formulate concrete strategies and action plans that address the identified needs, leveraging resources and expertise.

3. Prioritization of Recovery Strategies/Projects/Actions and Adopt Strategy:

- Rank strategies based on priorities and formalize chosen strategies, ensuring alignment with county goals, regulations, and community aspirations.

4. Implementation of Recovery Strategies:

- Begin the practical application of the strategies. Monitor progress, gather feedback, and adjust as necessary.

At around the **12-18 Month mark**, or as significant milestones are achieved, the process cycles back to re-assess impacts and re-evaluate needs, ensuring that evolving challenges are addressed, and new insights are incorporated into recovery strategies.

Continuous Monitoring and Improvement

Ensuring the success and adaptability of the recovery process necessitates ongoing scrutiny and refinement of strategies. A continuous cycle of monitoring, assessment, learning, and improvement ensures that the recovery effort remains relevant, efficient, and effective, adapting to new challenges and evolving needs as they arise. This iterative effort to evaluate processes and recommend changes will be led by the Recovery Manager with support from the Office of Recovery Administrative Support and Data Analytics Teams.

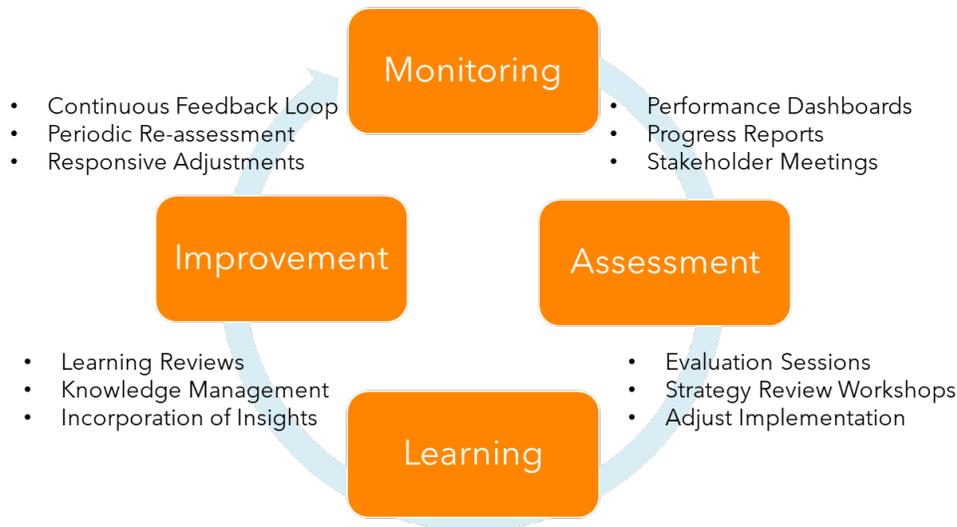


Figure 33 Continuous Monitoring & Improvement Cycle

Systems in Place for Reporting and to Track Recovery Progress May Include:

- **Performance Dashboards:** A real-time visual representation of key performance indicators and metrics to quickly understand the status and progress of recovery strategies.
- **Progress Reports:** Regularly published documents detailing the achievements, challenges, and upcoming activities, providing transparency and accountability to stakeholders and the community.
- **Stakeholder Meetings:** Routine meetings with involved entities and community representatives to discuss progress, share insights, and gather feedback.

Periodic Assessment and Adjustment of Recovery Strategies

- **Evaluation Sessions:** Regular sessions with key stakeholders to assess the effectiveness of ongoing strategies and to identify areas for improvement based on evolving needs and challenges.
- **Strategy Review Workshops:** Specific workshops aimed at reviewing and recalibrating recovery strategies, ensuring they align with changing circumstances and new information.
- **Adjustment Implementation:** Once refinements are identified, they are promptly incorporated into the recovery strategies and communicated to all relevant parties.

Incorporating Lessons Learned

- **Learning Reviews:** After the completion of significant milestones or projects, conducting reviews to understand what worked well and what could be improved, ensuring continuous learning.
- **Knowledge Management:** Creating repositories of knowledge and experiences gathered throughout the recovery process, serving as a valuable resource for future initiatives.

- **Incorporation of Insights:** The insights and lessons gathered are not just documented but are actively used to enhance future strategies and approaches.

Iterative Learning and Improvement Cycle

- **Continuous Feedback Loop:** Establishing mechanisms to continuously gather, analyze, and incorporate feedback and learnings into recovery strategies, creating a dynamic and responsive recovery process.
- **Periodic Re-assessment:** Regularly revisiting and reassessing recovery needs and strategies to ensure they remain relevant, effective, and aligned with community needs and aspirations.
- **Responsive Adjustments:** Proactively adjusting strategies and actions based on the continuous learning and feedback, ensuring the recovery process is always improving and adapting.

Recovery Support Functions (RSFs)

Definition and Importance of RSFs: Recovery Support Functions (RSFs) are sector-specific collaborations that facilitate the successful execution of recovery strategies post-disaster. Comprising of various stakeholders, including government agencies, private entities, and non-profit organizations, RSFs ensure that each sector's unique challenges are addressed holistically. They play an instrumental role in organizing and prioritizing recovery activities, leveraging expertise, resources, and partnerships to drive effective outcomes.

List of RSFs Identified for Maui County's Recovery:

- **Community Planning**
- **Economic Recovery**
- **Health & Social Services**
- **Housing**
- **Infrastructure**
- **Natural & Cultural Resources**

Required Activities for all RSFs:

RSFs carry out a series of structured activities that are critical for effective recovery:

- **Coordinate with Internal and External RSF Partners:** Building collaborations, sharing expertise, and leveraging resources to address sector-specific challenges.
- **Analyze Disaster Impact Data and Information:** Understanding the extent and nuances of the disaster's impact on their specific sector.
- **Identify Recovery Needs:** Pinpointing areas that require immediate attention, long-term interventions, and resource allocation.
- **Develop Strategies to Address Recovery Needs:** Crafting detailed, actionable plans to address identified needs.
- **Perform Actions to Implement Recovery Strategies:** Ensuring the execution of the formulated strategies, monitoring progress, and making necessary adjustments.
- **Inform Recovery Management of Resource Needs:** Communicating any additional resources, expertise, or support needed to successfully execute recovery plans.
- **Develop Staffing Plans:** Determining the human resources required and ensuring that the right expertise is available at the right time.
- **Identify Partnerships:** Recognizing potential collaborations that can drive more efficient and effective recovery outcomes.
- **Identify Crosscutting Issues:** Recognizing challenges or opportunities that span across multiple sectors and necessitate collaborative solutions.
- **Creation of Workgroups for Specific Recovery Needs/Topics:** Forming specialized teams that can address challenges or projects within the RSF.

- **Participate in Joint RSFs Meetings:** Collaborative sessions to share updates, align strategies, and identify collaborative opportunities.
- **Report on Activities and Progress:** Periodically updating recovery management and other stakeholders on progress, challenges, and future plans.
- **Communicate Shortfalls and Limitations to Recovery Management:** Being transparent about any challenges, resource gaps, or potential roadblocks, ensuring timely interventions.
- **Engage with the Community:** Ensuring that the affected community is informed, involved, and consulted during the recovery process.
- **Feedback Mechanism:** Support channels through which feedback, both internal and from the community, are gathered and integrated.

Coordination and Collaboration in RSF Internal Activities

The Recovery Support Function (RSF) represents a vital mechanism that facilitates collaborative and strategic recovery efforts post-disasters. Participation in RSF activities is categorized into distinct levels, each playing a crucial role in providing support, making decisions, and ensuring the smooth operation of the recovery process.

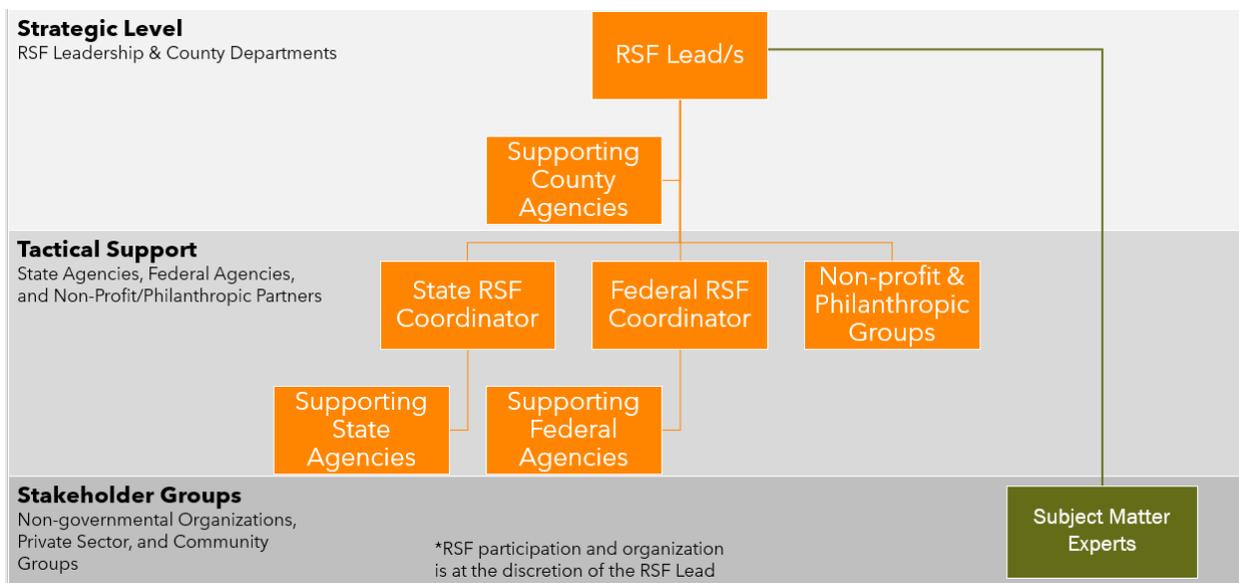


Figure 4 RSF Organizational Framework

1. Strategic Level - RSF Leadership and County Departments

The 1st level comprises the leadership core, steering the RSF in its goals, strategies, and decision-making. The leadership structure includes:

- **RSF Coordinator:** The primary individual responsible for coordinating all RSF activities, setting the direction, and ensuring the alignment of strategies and actions with recovery objectives.
- **Deputy Coordinator:** Assists the RSF Coordinator in overseeing RSF activities, stepping in during the coordinator's absence, and supporting various coordination roles.

In addition to the leadership, county departments play a critical role. These departments are directly engaged in RSF activities and work together with the leadership to:

- **Define strategic direction.** RSF and Deputy Coordinators with the support of county department leaders set the strategy for their taskforces, by setting overarching goals and process to achieve milestones.
- **Decision Making on Resources:** Make vital decisions related to resource allocation, priority-setting, and addressing challenges.
- **Engage and elevate projects and priorities:** Bring up prioritized projects to Recovery Managers during project review sessions.

Together, the RSF leadership and the county departments form the strategic backbone, ensuring that the RSF remains focused, agile, and effective in its recovery mission.

2. Tactical Support: State Agencies, Federal Agencies, and Non-Profit/Philanthropic Partners

The second level comprises a mix of state, federal, and non-governmental entities, each bringing a unique set of resources, expertise, and capabilities to the table:

- **State and Federal Agencies:** Contribute by aligning national and regional strategies with local recovery goals, facilitating financial and logistical support, and sharing expertise.

Multi-level Coordination: Local, State, and Federal Partners:

- **RSF Work Groups:** Creation of specialized teams that include representatives from local, state, and federal levels to address specific recovery challenges.
- **Resource Sharing:** Mechanisms in place for pooling resources and expertise from different governmental levels.
- **Policy Alignment:** Ensuring that local recovery efforts align with state and federal policies, regulations, and strategies.

3. Stakeholder Groups: Engagement with Non-governmental Organizations, Private Sector, and Community Groups

Engagement with Non-governmental Organizations, Private Sector, and Community Groups:

The stakeholder group encompasses a diverse array of entities, mostly from the private sector and specialized domains:

- **Private Firms:** Companies, especially local businesses, can offer resources, logistical support, and other services crucial to the recovery process.
- **Non-Profit and Philanthropic Partners:** Play a pivotal role in bridging gaps in services, funding recovery projects, mobilizing volunteers, and assisting with grassroots-level recovery efforts.
- **Subject Matter Experts (SMEs):** Individuals or entities possessing deep expertise in specific areas. They provide invaluable insights, innovative solutions, and technical assistance when faced with complex challenges.

While they might not be involved in day-to-day operations, the third level is kept informed and can be called upon to offer their expertise as needed by RSF leadership. In essence, each tier in the RSF participation structure serves a distinct but interconnected role. Together, they form a robust network that ensures the recovery process is comprehensive, inclusive, and effective.

- **Stakeholder Consultations:** Regular meetings with NGOs, businesses, and community representatives to gather feedback, suggestions, and insights.
- **Partnership Initiatives:** Collaborative projects that leverage the expertise, resources, and reach of non-governmental entities.
- **Community Engagement Programs:** Initiatives designed to ensure the community is informed, heard, and actively participating in recovery efforts. This can range from town hall meetings to community-led rebuilding projects.
- **Private Sector Involvement:** Engaging businesses not just as beneficiaries but as active contributors to the recovery process. This includes collaborations in infrastructure rebuilding, economic stimulus programs, and employment initiatives.

Recovery Support Function Collaboration:

Recovery in a comprehensive and integrated manner requires a seamless collaboration between various Recovery Support Functions (RSFs). Recognizing the interdependence and overlap of different recovery domains, fostering synergies among RSFs is imperative for an effective recovery process.

Inter-RSF Communication:

- **Regular Coordination Meetings:** RSFs will conduct frequent coordination meetings to share updates, discuss challenges, and align efforts.
- **Dedicated Communication Channels:** Specialized communication tools or platforms can be established to ensure real-time information sharing among RSFs.

Regular Project Review Discussions

- **Develop Projects Prioritization Protocol:** With input from the RSFs and the Stakeholder Engagement process, the Recovery Manager will develop a framework for prioritizing projects selected for development.
- **Participate in Regular Project Review Meetings:** RSFs will attend regular meetings to ensure that all other RSF leads, and relevant stakeholders are aware of projects selected for development and can provide input on dependencies or synergies that should be considered in developing project timelines.

Collaborative Planning and Strategy Development:

- **Joint Strategy Sessions:** Periodic joint sessions will allow RSFs to understand common goals and develop collaborative strategies.
- **Shared Resources and Expertise:** RSFs can share resources, databases, and expertise to avoid duplication and leverage collective knowledge.

Unified Response and Joint Initiatives:

- **Integrated Projects:** For overlapping recovery areas, RSFs can initiate joint projects, ensuring that efforts are not siloed and are addressed holistically.
- **Inter-RSF Task Teams:** Temporary task teams combining members from different RSFs can be set up to address specific challenges or to tap into multiple areas of expertise.

Feedback and Continuous Improvement:

- **Inter-RSF Peer Review:** Before finalizing strategies or plans, RSFs can seek feedback from other RSFs to ensure all perspectives are considered.
- **Joint Training and Workshops:** RSFs can participate in joint capacity-building exercises, fostering a deeper understanding of each other's roles and challenges.

Conflict Resolution:

- **Mediation Mechanism:** In cases of disagreements or conflicts among RSFs, recovery management will serve as a mediation mechanism to ensure decisions are in the best interest of the overall recovery effort.

Shared Reporting and Performance Metrics:

- **Unified Reporting System:** A shared reporting platform can ensure consistent and comprehensive reporting to the Recovery Manager and other oversight entities.
- **Collaborative Performance Metrics:** Performance indicators can be developed jointly to measure the effectiveness of inter-RSF collaborations.

Community Planning Recovery Support Function

Scope: The Community Planning RSF is responsible for identifying, assessing, and providing resources in support to post-disaster community planning and capacity building in the impacted areas. The Community Planning RSF is the lead community engagement team, designing the messaging and structure of engagement to ensure the community is informed, heard, and actively participating in recovery efforts. Along the recovery process, there will be varying aspects of community notification, of community input, and community engagement. The Communications Team will support the Community Planning RSF in the dispersion and outreach of communication to the various community partners.

Recovery Responsibilities:

1. Formulating a roadmap that highlights priority areas for redevelopment based on community needs, ecological considerations, and economic feasibility.
2. Ensuring the design of sustainable and resilient spaces that consider environmental changes and potential future challenges.
3. Incorporating innovative solutions that promote community well-being and economic vitality.
4. Organizing public meetings to discuss proposed redevelopment plans, gathering feedback, and answering queries.
5. Utilizing digital platforms for virtual consultations, ensuring wider accessibility and participation.
6. Engaging special interest groups, like the elderly, youth, or those with disabilities, to ensure all voices are heard and represented.
7. Hosting interactive workshops that bring together urban planners, community members, architects, and other stakeholders to collaboratively brainstorm and design recovery plans.
8. Promoting community-led design initiatives, ensuring grassroots level representation in planning processes.
9. Organizing specialized workshops focusing on specific areas like green spaces, public transport, or housing.

Operational Areas:

- Urban Planning
- Zoning
- Land Use
- Community Outreach, Input and Engagement

Recovery Support Function Lead/s	Agency
Garrett Smith	County of Maui Department of Planning
Supporting County Agencies	
County of Maui Department of Planning	
Maui Metropolitan Planning Organization	
Maui Emergency Management Agency	
Supporting State Agencies	
State of Hawaii Office of Planning and Sustainable Development	
Hawaii Community Development Authority	

Supporting Federal Agencies

U.S. Federal Emergency Management Agency
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U.S. Environmental Protection Agency

U.S. Housing and Urban Development

Potential Stakeholder Groups

University of Hawaii Department of Urban and Regional Planning
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Health & Social Services Recovery Support Function

Scope: The function oversees but is not limited to the assessment of medical/health needs, health surveillance, medical care personnel, medical/health equipment and supplies, food safety and security, all-hazard public health and medical consultation, technical assistance and support, behavior health care, public health and medical information, vector control, potable water, wastewater and solid waste management, mass fatality management, veterinary, and coroner/medical examiner.

Recovery Responsibilities:

1. Serving as the primary point of communication and coordination among public, private, and nonprofit organizations that support Maui County's health and social services.
2. Managing communications and information among social service providers and RSF partners, such as situational awareness.
3. Communicating clear, accessible recovery information regarding access to social services to the whole community.
4. Conducting assessments of a disaster's impact on public health and on local healthcare delivery systems.
5. Establishing criteria for prioritizing restoration of individual healthcare facilities based on conditions and anticipated community needs following a disaster.
6. Monitoring ongoing public health activities, including epidemiologic surveillance.
7. Promoting self-sufficiency of health and social services to impacted individuals and community.

Operational Areas:

- Environmental health and stability
- Food and nutrition
- Social services
- Disaster case management
- Crisis counseling
- Behavioral & Mental health
- Schools and education
- Primary healthcare
- Specialty healthcare (physical therapy, mental healthcare, cancer treatment, surgery)

Recovery Support Function Lead/s	Agency
Kaunanoë Batangan	County of Maui Department of Transportation
Chris Kish	County of Maui Department of Housing and Human Concerns
Supporting County Agencies	
County of Maui Department of Housing and Human Services	
County of Maui Corporation Counsel - Risk Management	
Supporting State Agencies	
State of Hawaii Department of Health	
Hawaii Health Systems Corporation	

State Department of Education
State Department of Social Services
State Department of Human Services

Supporting Federal Agencies

U.S. Department of Health and Human Services
U.S. Department of Education

Potential Stakeholder Groups

Kaiser Permanente
Hawaii Medical Service Association
Hale Mahaolu
Local health and urgent care centers
Private pharmacies
Maui United Way
Aloha House
Hawaii Community Foundation
Council For Native Hawaiian Advancement
American Red Cross
Volunteer Organizations Active in Disaster

Housing Recovery Support Function

Scope: The Housing RSF facilitates access to housing assistance and both interim and permanent housing solutions, by drawing on housing resources including the public and private sectors, as well as design construction, labor, materials, logistics, inspections, and financing. Decisions about the locations, types, and intended duration of housing solutions will impact access to jobs, infrastructure requirements, human services, and long-term land use planning, therefore coordination of housing strategies with other RSFs is vital to reaching recovery goals.

Recovery Responsibilities:

1. Conduct thorough and systematic assessments of the housing damage in Lahaina and throughout Maui County, categorizing them based on the level of damage and immediate needs.
2. Establish emergency shelters and temporary housing solutions for residents displaced by the wildfires, ensuring they have a safe and secure place to stay.
3. Facilitate the process of rebuilding homes that were completely destroyed and repairing those that sustained partial damage, ensuring compliance with safety and environmental standards.
4. Advocate for and implement building designs and materials that are more resistant to wildfires, ensuring future resilience in housing structures.
5. Collaborate with local, state, and federal agencies to pool resources, manpower, and funding required for housing recovery efforts.
6. Support efforts to engage affected residents in the decision-making process regarding housing recovery, ensuring their needs and preferences are taken into consideration.
7. Work with Community Planning RSF to support efforts to evaluate and, if necessary, adjust land use policies and zoning regulations to guide the rebuilding process and mitigate future risks.
8. Work with the Infrastructure RSF to ensure that reconstructed housing integrates well with restored or new infrastructure, such as roads, water supply, and utilities.

Operational Areas:

- Housing recovery planning including inventory analysis.
- Rebuilding and mitigation strategies
- Housing development
 - Housing developers
 - Affordable housing developers – 80% and below area median income (AMI)
 - Permanent and supportive housing

Recovery Support Function Lead/s	Agency
Saumalu Mataafa	County of Maui Department of Housing and Human Concerns
Wendy Taomoto	County of Maui Department of Public Works
Supporting County Agencies	
County of Maui Department of Housing and Human Concerns	

Supporting State Agencies

Hawaii Housing Finance and Development Corporation
State of Hawaii Department of Hawaiian Homelands
State Office of Planning and Sustainable Development
Hawaii Public Housing Authority

Supporting Federal Agencies

U.S. Housing and Urban Development
USDA – Rural Development

Potential Stakeholder Groups

Habitat for Humanity
Hawaii Community Foundation
Council for Native Hawaiian Advancement
Developers

Infrastructure Recovery Support Function

Scope: The Infrastructure RSF is responsible for overseeing the restoration of all infrastructure and utility systems. This RSF addresses energy and fuel systems, water supply, wastewater treatment, communications and information technology, transportation systems and services (roads, bridges, ports), and solid waste management. This RSF should be scalable to need for recovery operations and can be divided into subgroups to resolve specific systems as necessary.

Recovery Responsibilities:

1. Initiate a swift and thorough assessment to gauge the extent of damage to critical infrastructure components.
2. With the damage assessment in hand, prioritize restoration efforts, focusing first on lifesaving and life-sustaining services, and then on broader community needs.
3. Reestablish key transportation links, starting with primary roads and bridges, ensuring the community can move, emergency services can operate efficiently, and economic activities can resume.
4. Ensure the rapid restoration of utilities – water, electricity, gas, and telecommunications. This involves not just repair but also ensuring that utilities are resilient against future disasters.
5. Focus on rebuilding public facilities such as schools, hospitals, and community centers. These are vital not just for their primary functions but also act as community hubs, helping in the psychological recovery of the community.
6. As infrastructure is rebuilt, incorporate modern engineering practices and technologies to ensure resilience against future disasters. This might include elevated roadways, reinforced structures, and decentralized utilities.
7. Work closely with a wide array of stakeholders, from local community groups to federal agencies, ensuring alignment of goals, sharing of resources, and cohesion in action.
8. Work with Community Planning RSF to engage the community in decision-making, ensuring that the rebuilt infrastructure aligns with their needs, aspirations, and vision for the future.

Operational Areas:

- Transportation (all modes including land, water, and air)
- Communication
- Wastewater
- Water
- Energy
- Information systems
- Dams/levees
- Telecommunications
- Critical facilities (government, healthcare, education, etc.)
- Sanitation

Recovery Support Function Lead/s	Agency
Jordan Molina	County of Maui Department of Public Works
John Smith	County of Maui Department of Public Works
Supporting County Agencies	
County of Maui Department of Public Works County of Maui Department of Environmental Management County of Maui Department of Water Supply County of Maui Department of Management	
Supporting State Agencies	
State of Hawaii Department of Transportation State Department of Transportation Hawaii State Energy Office State Department of Energy State Department of Land and Natural Resources	
Supporting Federal Agencies	
U.S. Army Corps of Engineers Environmental Protection Agency Cyber Security and Infrastructure Security Agency U.S. Department of Transportation	
Potential Stakeholder Groups	
Spectrum Hawaiian Electric Hawaii Gas	

Natural & Cultural Resources Recovery Support Function

Scope: The Natural & Cultural Resources RSF oversees the protection, conservation rehabilitation, and restoration of cultural and natural resources. The RSF is a critical partner to infrastructure and utilities restoration for environmental permitting needs. Disaster recovery offers a unique opportunity to employ best practices and improved designs in infrastructure recovery to restore critical habitat, water quality, and ecological functions for both terrestrial and aquatic environments.

Cultural and historic resources are essential to maintaining community identity, quality of life, and traditions. It is vital that the Cultural and Natural Resources RSF ensures that vital cultural and historic artifacts, properties, documents, and other assets are preserved and restored throughout the recovery process.

Recovery Responsibilities:

1. Assist in the inventory and pre-disaster assessment of natural and cultural resources.
2. Assess natural and cultural resources for hazard vulnerability and determine how the damage or loss of those resources might impact the community.
3. Identify appropriate partnerships and funding sources to support recovery and restoration of affected resources, including those in the arts and cultural community.
4. Facilitate ongoing management of resources, including maintenance of natural systems in a state of health and resilience.
5. Establish protocols for maintaining the temporary and permanent safekeeping of cultural resources.

Operational Areas:

- Natural Resources
 - Agriculture
 - Forests
 - Groundwater; lakes and wetlands; rivers and estuaries
 - Animal, fish, and wildlife
 - Threatened and endangered species
- Cultural Resources/Assets
 - Historic properties, structures, and districts
 - Libraries, museums, and other cultural institutions
 - Archaeological sites
 - Arts/arts community
 - Faith-based communities
 - Environmental Assets and Hazards

Recovery Support Function Lead/s	Agency
Koa Hewahewa	County of Maui Department of Agriculture
Kaiea Mederios	Office of the Mayor
Supporting County Agencies	
County of Maui Department of Management	
County of Maui Department of Planning	
County of Maui Department of Parks and Recreation	
Supporting State Agencies	
State of Hawaii Department of Land and Natural Resources	

State Office of Hawaiian Affairs
State Department of Hawaiian Homelands

Supporting Federal Agencies

Environmental Protection Agency
Department of Interior
U.S. Army Corps of Engineers

Potential Stakeholder Groups

Lahaina Restoration Foundation
Hawaii Community Foundation
Council for Native Hawaiian Advancement

Economic Recovery Support Function

Scope: Economic recovery is a key link to restoring the necessities of jobs and housing. Economic RSF will need to develop strategies to restore economic activity, as well as the housing, services, and functions addressed in other RSFs.

Recovery Responsibilities:

1. Supporting development of local and private sector economic plans.
2. Providing or coordinating financial and technical assistance to businesses that have been impacted by the disaster.
3. Assisting in economic damage assessment.
4. Supporting individual economic recovery through workforce development activities

Operational Areas:

- Economic development
- Small businesses
- Major industry and business sectors
- Private Industry
- Workforce development
- Finance and insurance

Recovery Support Function Lead/s	Agency
Luana Mahi	County of Maui Office of Economic Development
Layne Silva	Liquor Control Commission
Supporting County Agencies	
Maui Chamber of Commerce Maui Economic Development Board	
Supporting State Agencies	
State Department of Agriculture Department of Commerce and Consumer Affairs Department of Labor and Industrial Relations Hawaii Tourism Authority State Department of Business, Economic Development & Tourism	
Supporting Federal Agencies	
Federal Funding Partners U.S. Economic Development Administration U.S. Small Business Administration	
Potential Stakeholder Groups	
University of Hawaii Maui College Hawaii Community Foundation Council for Native Hawaiian Advancement Maui Hotel and Lodging Association Banking Partners	