

Five Year Strategic Plan 2020 - 2025



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

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

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

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

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

HI-EMA's primary responsibilities are to:

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

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

Section 2. Recent Incidents

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

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

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

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

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

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

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

Section 3. Lessons Learned

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

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

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

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

Section 4. Vision, Mission, Values

Our Vision

A ready and resilient Hawai'i

Our Mission

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

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

Our Values

Mālama

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

Po'okela

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

Wiwo'ole

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

Laulima

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

Kūpono

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

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

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

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

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

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

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

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

Section 5. Strategic Goals and Objectives

Strategic Goal 1

Enable a Statewide framework where stakeholders are prepared and ready

Objective 1.01

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

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

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

Objective 1.02

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

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

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

Objective 1.03

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

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

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

Objective 1.04

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

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

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

Objective 1.05

An approved **Governor's Emergency Management Strategic Plan**

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

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

Objective 1.06

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

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

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

Objective 1.07

Office of Homeland Security successfully merged into HI-EMA

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

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

Objective 1.08

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

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

Performance Measure:	Number of volunteers and contracted personnel trained and available Progress in developing compensation policy and procedures
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Objective 1.09

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

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

Performance Measures:	Progress on implementing the program Number of State and County personnel meeting certification requirements
Prerequisites for Success:	A mutual aid agreement among the Counties committing to the program Development of acceptable standards

Objective 1.10

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

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

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

Strategic Goal 2

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

Objective 2.01

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

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

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

Objective 2.02

Upgraded financial procedures that service partners

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

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

Objective 2.03

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

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

Performance Measures: Percent of households who are prepared for a major incident

Prerequisite for Success: Percent of households who will shelter in place
Agreements with Counties and NGOs as to roles and responsibilities

Objective 2.04

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

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

Performance Measure: Percent of plans completed

Prerequisite for Success: Convening pertinent public and private agencies; agreements to fund the detailed research and analyses, and prepare the plans

Objective 2.05

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

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

Performance Measure:

Percent of plans completed

Prerequisite for Success:

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

Strategic Goal 3

Deliver Quality Emergency Management Services to the State

Objective 3.01

All critical HI-EMA positions filled

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

Performance Measure: Percent of positions filled

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

Objective 3.02

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

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

Performance Measure: Progress in creating and filling the positions

Objective 3.03

Robust procurement capability built into the HI-EMA Logistics Section

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

Performance Measure: Quarterly assessments by Logistics with concurrence by Assistant Administrator

Prerequisites for Success: Review and identification of improvements needed by State Procurement Office

Objective 3.04

Approval by the Legislature and the Governor for a new SEOC

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

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

Performance Measure: Approval

Prerequisite for Success: Clear HI-EMA strategy to achieve

Objective 3.05

EMAP Accreditation for the State Emergency Management Program

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

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

Performance Measure: Certification

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

Objective 3.06

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

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

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

Objective 3.07

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

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

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

Objective 3.08

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

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

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

Objective 3.09

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

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

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

Prerequisites for Success: Completion of the EM Certification program

Section 6. Accountability and Maintenance

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

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

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

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

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

Section 7. Conclusion

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

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

APPENDIX A -- METHODOLOGY

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

Plans and Strategies

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

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

Interviews with Leadership Representatives

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

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

Discussion Groups

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

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

HI-EMA Strategic Plan Working Group

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

Consultants on the Preparation of the Strategic Plan

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



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