

State of Hawaii Integrated Preparedness Plan (IPP)

2026-2028 (January 31, 2026)

State of Hawai‘i
Emergency
Management
Agency (HIEMA)





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Record of Changes

Change Number	Date of Change	Section Changed	Summary of Change
1	01-20-2023	IPP Planning Team contact information	Updated the IPP Planning Team contact names and email addresses.
2	01-20-2023	Threats, Hazards, and Risks	Hawaii Hazard Profile information has been updated to reflect the 2018 Hazard Mitigation Plan.
3	01-20-2023	Capability Assessments, Corrective Actions	Updated the Capability Assessments, Corrective Actions, and Improvement Plans narrative based on the latest reports.
4	01-20-2023	External Sources and Requirements	Removed the Hawaii Office of Homeland Security (OHS) grant requirements and added HIEMA Emergency Management Performance Grant (EMPG) requirements.
5	01-20-2023	Accreditation Standards and Regulations	Updated the Accreditation Standards statement.
6	01-20-2023	Preparedness Priorities	Updated the preparedness priorities to include Critical Transportation and removed all OHS priorities.
7	01-20-2023	Critical Transportation – Infrastructure Systems	Updated the order of the preparedness priorities. Added this new priority section, which covers port restoration and debris management.
8	01-20-2023	Logistics and Supply Chain Management	Updated the Logistics and Supply Chain Management priority section, based on the 2022 THIRA/SPR and After-Action Reports.
9	01-20-2023	Mass Care Services - Housing	Updated the Mass Care Services — Housing Priorities section, based on the 2022 THIRA/SPR and After-Action Reports.
10	01-20-2023	Planning – Operational Coordination	Updated the Planning — Operational Coordination Priorities section, based on the 2022 THIRA/SPR and After-Action Reports.
11	01-20-2023	Cybersecurity, Physical Protective Measures, and Risk Management priority sections	Removed the Cybersecurity, Physical Protective Measures, and Risk Management priority sections from the IPP based on OHS' differences on grant requirements.
12	01-20-2023	Multi-Year Integrated Preparedness Schedule	Updated the Multi-Year Integrated Preparedness Schedule and removed OHS' priorities from the calendar.
13	01-24-2024	IPP Planning Team contact information	Updated the IPP Planning Team contact names and email addresses.
14	01-24-2024	Purpose	Updated the purpose paragraph.
15	01-24-2024	Threats, Hazards, and Risks	Updated the Threats, Hazards, and Risks paragraph. Removed from the State of Hawaii All



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			Hazard Identification, Vulnerability, and Risk Assessment Table and added 2023 State of Hawaii and County Hazard Ranking Summary.
16	01-24-2024	Capabilities Assessment, Corrective Actions, and Improvement Plans	Updated the Capabilities Assessment, Corrective Actions, and Improvement Plans paragraph.
17	01-24-2024	Accreditation Standards and Regulations	Updated the Accreditation Standards and Regulations paragraph.
18	01-24-2024	Preparedness Priorities: Critical Transportation and Infrastructure Systems	Added an additional planning factor and updated the supporting exercises paragraph.
19	01-24-2024	Preparedness Priorities: Logistics and Supply Chain Management	Added an additional organization and equipment factor. Updated the rationale and supporting exercises paragraph.
20	01-24-2024	Preparedness Priorities: Mass Care Services and Housing	Updated the supporting exercises paragraph.
21	01-24-2024	Preparedness Priorities: Planning/Operational Coordination	Updated the rationale and the supporting exercises paragraph.
22	01-24-2024	Multi-Year Integrated Preparedness Schedule	Updated the Multi-Year Integrated Preparedness Schedule.
23	01-23-2025	Integrated Preparedness Planning Team	Updated the Integrated Preparedness Planning Team contact information.
24	01-23-2025	Purpose	Updated the purpose paragraph.
25	01-23-2025	Capabilities Assessment, Corrective Actions, and Improvement Plans	Updated the Capabilities Assessment, Corrective Actions, and Improvement Plans paragraph.
26	01-23-2025	Accreditation Standards and Regulations	Updated the Accreditation Standards and Regulations paragraph
27	01-23-2025	Preparedness Priorities: Critical Transportation and Infrastructure Systems	Updated the rationale, planning factors and supporting training courses and supporting exercises paragraphs.
28	01-23-2025	Preparedness Priorities: Logistics and Supply Chain Management	Updated the planning factors and supporting training courses and exercises paragraphs.
29	01-23-2025	Preparedness Priorities: Mass Care Services, Housing, and Community Resilience	Updated the priority, rationale, planning factors and supporting training courses and supporting exercises paragraphs.



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30	01-23-2025	Preparedness Priorities: Planning, Operational Coordination, and Operational Communications	Updated the priority, rationale, planning factors and supporting training courses and supporting exercises paragraphs.
31	01-23-2025	Multi-Year Integrated Preparedness Schedule	Updated the Multi-Year Integrated Preparedness Schedule.
32	01-29-2026	Preparedness Priority: Community Integration and Continuity of Government	Updated the priority, rationale, planning factors, and supporting training courses and exercises paragraphs.
33	01-29-2026	Preparedness Priority: Logistics and Supply Chain Management	Updated the priority, rationale, planning factors, and supporting training courses and exercises paragraphs.
34	01-29-2026	Preparedness Priority: Mass Care Services / Housing / Community Resilience	Updated the priority, rationale, planning factors, and supporting training courses and exercises paragraphs.
35	01-29-2026	Preparedness Priority: Planning, Operational Coordination, and Operational Communications	Updated the priority, rationale, planning factors, and supporting training courses and exercises paragraphs.
36	01-29-2026	Preparedness Priority: Infrastructure Systems – Lifeline Restoration Focus	Updated the priority, rationale, planning factors, and supporting training courses and exercises paragraphs.
37	01-29-2026	Multi-Year Integrated Preparedness Schedule	Updated and linked the Excel-based Multi-Year Integrated Preparedness Schedule (MY-IPS).

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HIEMA Administrator

Date: 01/30/2026

Donald S. Aweau
HIEMA Executive Officer

Date: 01/30/2026

Jack D. Lee
HIEMA Operations Chief

Date: 01/30/2026

The HIEMA Operations Branch is responsible for the *HIEMA Integrated Preparedness Plan* and is authorized to make changes. All updates to the *HIEMA IPP Plan* will be tracked and recorded in the following table to ensure the most recent version is disseminated and implemented. The *HIEMA IPP Plan* will be reviewed on an annual basis.

Updates and changes that are administrative in nature may be approved by the Operations Branch Chief. Substantial revisions must be approved by the Administrator of Emergency Management.



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Purpose

The State of Hawaii Integrated Preparedness Plan (IPP) contains preparedness priorities, outlining steps designed to increase agency and partner readiness, and to build and sustain capabilities while tailoring them to our counties' unique needs. As part of the state's emergency management performance grant (EMPG) requirements, the document provides our counties and community with direction, accountability, and coordination. The document's priorities encompass goals and objectives that rest primarily with the counties and state partners but include collaborative steps that recognize our shared responsibility to prepare, protect, support, and assist state and local governments, and the whole community.

The State of Hawaii Emergency Management (HIEMA) administers the IPP. All State counties, departments, and corresponding jurisdiction government offices follow the IPP. Private sector and volunteer organizations operating within state participated in the Integrated Preparedness Planning Workshop (IPPW) and contributed to the IPP.

This IPP lays out State of Hawaii's threats, hazards, and risks along with other internal and external factors which influence the preparedness priorities for calendar year (CY) 2026-2028. The preparedness priorities, corresponding capabilities, and rationale are included in the IPP with multi-year calendars outlining all preparedness activities.

The State of Hawaii IPP is designed to be a living document that will be updated and refined annually or as needed to inform the continuous improvement of our counties' ability to build, sustain, and deliver capabilities.

Preparedness Activity Considerations

The State of Hawaii Integrated Preparedness Plan (IPP) is a foundational document to guide successful preparedness activities related to the State's capabilities for responding to, recovering from, and mitigating the effects of the threats, hazards, and risks deemed the most applicable to the area. The IPP establishes priorities and goals that will guide the state efforts to build, improve, and sustain capabilities across a broad range of mission areas.

a. Threats, Hazards, and Risks

The State of Hawaii utilizes the Threat and Hazard Identification and Risk Assessment (THIRA) process to identify the most likely hazards that may affect the State of Hawaii, and the communities within the state. These are by no means the only possible incidents that could occur in the state. The Hawaii Emergency Management Agency conducts annual briefings with all state, county, and state departments employees on the potential hazards and vulnerable areas of the communities within the state. Modifications are made to the THIRA based on a continued assessment of risks statewide. Some hazardous events occur on an almost annual basis; others may not occur within a lifetime. Additionally, not every hazardous event occurs with notable damage or loss of life. For this reason, hazards are assessed by comparing the experienced frequency of the event versus the potential impact that may result. Planning begins with incidents that are expected to challenge current State capabilities the most, while also taking into account those that occur often and have potentially high impacts on life and property, followed by those with more moderate



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probabilities or moderate impacts.

Table F-89. 2023 State and County Hazard Ranking Summary

Hazard	Statewide	County of Kaua'i	City and County of Honolulu	County of Maui	County of Hawai'i
Climate Change and Sea Level Rise	High	High	High	High	High
Cyber Threat	Medium	Medium	Medium	Medium	Medium
Drought	Medium	Medium	Medium	Medium	Medium
Earthquake	High	Medium	High	High	High
Flood	Medium	Medium	High	High	Medium
Hazardous Materials	Low	Low	Low	Low	Low
Health Risks	High	High	High	High	High
Hurricane	High	High	High	High	High
Infrastructure Failure	Low	Low	Low	Medium	Low
Landslide and Rockfall	Medium	Medium	Medium	Medium	High
Terrorism	Low	Low	Low	Low	Low
Tsunami	High	High	High	High	High
Volcanic Hazards	Medium	Low	Low	Medium	High
Wildfire	Medium	High	High	High	High
Windstorm	Medium	Medium	Medium	Medium	Medium

Risk Factor Scores - High: > 4.0; Medium: 3.0 to 4.0; Low < 3.0

2023 State of Hawaii and County Hazard Ranking Summary.

b. Capability Assessments, Corrective Actions, and Improvement Plans

Utilizing the 2024 and 2025 THIRA results, the State of Hawaii performed a capabilities assessment to assess current capabilities against THIRA targets. Results from the Stakeholder Preparedness Review (SPR) identified key gaps for the following capabilities:

- Planning, Operational Coordination, Operational Communications, Public Information and Warning, Critical Transportation, Logistics and Supply Chain Management,
- Cybersecurity, Supply Chain Integrity and Security, Fatality Management Services, Fire Management and Suppression, Mass Care Services, Mass Search and Rescue Operations, Public Health, Infrastructure Systems, Housing and Community Resilience.

I In July 2025, a magnitude 8.8 earthquake off Russia's Kamchatka Peninsula generated a Pacific-wide tsunami, resulting in wave amplitudes of up to approximately 5.7 feet at Kahului Harbor. The event prompted statewide alerts, evacuations, and siren activations across Hawai'i, though only minimal damage was reported. During summer 2025, the state also experienced multiple Red Flag Warning periods, including July 31–August 2, presenting heightened wildfire risk and providing opportunities to validate interagency information sharing, coordination, and situational awareness. Concurrently, Hawai'i continues recovery operations from multiple real-world incidents, including the August 8, 2023 wildfires in Maui County, which remain in long-term recovery. Kauai experienced significant flooding from April 13–16, 2024, causing widespread impacts to infrastructure, housing, and access routes, with recovery, mitigation, and resilience-building efforts still ongoing. In addition, several federally supported wildfire responses occurred in 2025, including the Kunia Road Fire in Honolulu County (Fire Management Assistance Grant [FMAG]); Incident Period: August 19–23, 2025) and the Holomua Fire in Maui County (Fire Management Assistance Grant (FMAG); Incident Period: September 23–26, 2025), further underscoring the sustained operational tempo and need for coordinated preparedness, response, and recovery efforts statewide

The Corrective Action Program (CAP) Tracking Tool Improvement Plan matrix identified multiple capability gaps requiring focused planning, training, and exercise activities. The following improvement priorities are



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aligned with the National Preparedness Goal Core Capabilities and are intended to strengthen statewide preparedness and response through the Integrated Preparedness Cycle:

- Tsunami Response Plan Enhancements

- Core Capabilities:

- i. Public Information and Warning
 - ii. Operational Coordination
 - iii. Planning

Planned improvements will enhance early warning integration to ensure real-time alerts from NOAA and the Pacific Tsunami Warning Center are fully incorporated into state and local emergency management systems. Multi-channel public alerting will be expanded to include sirens, SMS, mobile applications, social media, and radio to ensure timely dissemination of protective action guidance.

Evacuation planning improvements will include updated evacuation maps, enhanced signage, ADA-compliant routes, and traffic flow modeling to reduce congestion and improve coordination across jurisdictions during evacuations.

- Red Flag (High Wind and Fire Weather) Plan Improvements

- Core Capabilities:

- i. Public Information and Warning
 - ii. Fire Management and Suppression
 - iii. Infrastructure Systems
 - iv. Operational Coordination

Enhancements will focus on prevention, preparedness, and response. Prevention measures include enforcement of burn bans and restrictions on spark-producing activities during Red Flag Warning periods, as well as coordination with utility providers regarding Public Safety Power Shutoffs (PSPS) in high-risk areas.

Preparedness activities will include fuel management exercises and expanded vegetation clearance programs near communities and critical infrastructure. Response capabilities will be strengthened through the pre-positioning of firefighting resources and water tenders in vulnerable areas. Public alerting will be enhanced through timely Red Flag Warning notifications that include clear protective action guidance.

- Hurricane Preparedness Plan Improvements



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- Core Capabilities:

- i. Planning
- ii. Mass Care Services
- iii. Infrastructure Systems
- iv. Operational Coordination

Planned actions include implementation of forecast-based action triggers with tiered response protocols based on storm intensity and proximity. Shelter and supply chain readiness efforts will ensure shelters are pre-stocked with food, water, and medical supplies prior to hurricane season and that backup power is secured for critical facilities.

Infrastructure hardening initiatives will focus on reinforcing roofs, windows, and utility systems to improve resilience to high winds. Evacuation and transportation planning will include pre-arranged support for individuals with access and functional needs. Post-storm recovery planning will include pre-established contracts for debris removal and utility restoration to support rapid stabilization.

- Core Capabilities:

- i. Planning
- ii. Public Information and Warning
- iii. Operational Coordination
- iv. Community Resilience
- v. Situational Assessment

Cross-hazard enhancements will include expanded use of GIS-based risk mapping to overlay tsunami inundation zones, wildfire-prone areas, and hurricane impact areas to support risk-informed decision-making and resource prioritization.

An integrated communications platform will be pursued to support alerting, resource tracking, and coordinated public messaging. Community engagement efforts will include expanded Community Emergency Response Team (CERT) training to strengthen local response capacity and improve community resilience.

After-Action Reviews (AARs) will be conducted following real-world incidents and exercises, with corrective actions tracked and incorporated into plan updates on an annual basis. Corrective actions will be prioritized, assigned, and implemented across all elements of the Integrated Preparedness Cycle.

State and local hazard mitigation plans are updated and approved. Any changes resulting from those efforts will be validated through training and exercise activities conducted during this multi-year IPP period.



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c. External Sources and Requirements

As recipient of grants under State's Emergency Management Performance Grant (EMPG) program, current requirements include four (4) priority areas:

- Critical Transportation – Infrastructure Systems
- Logistics and Supply Chain Management
- Mass Care Services – Housing – Community Resilience
- Planning – Operational Coordination – Operational Communications

d. Accreditation Standards and Regulations

In 2021–2022, the Hawaii Emergency Management Agency (HIEMA) initiated the Emergency Management Accreditation Program (EMAP). The EMAP accreditation standards and regulations assisted with the process of this multi-year cycle to prepare for the development of the preparedness priorities. After a programmatic pause, in 2025 HIEMA continued with the process, and by year's end had met 55 (out of 66) standards, or 83%. In 2026, EMAP will assess HIEMA to determine compliance and eligibility to receive accreditation.



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Preparedness Priorities

Based on the above-mentioned considerations, the HIEMA IPPW participants determined the following four priorities will be the focus for the multi-year cycle of preparedness for CY 2026-2028:

State of Hawaii CY 2026-2028 Preparedness Priorities

- Community Integration and Continuity of Government**
The State of Hawai'i will strengthen community-based preparedness and integration with state and county response structures to support continuity of government during catastrophic incidents. Efforts will focus on increasing awareness among all State Directors and Deputy Directors of the State of Hawai'i Catastrophic Hurricane Plan and reinforcing leadership understanding of roles and decision-making authorities. The state commits to exercising current preparedness and response plans to validate continuity, leadership coordination, and operational readiness.
- Logistics and Supply Chain Management**
The state will strengthen its capability to provide food and water to displaced residents and visitors following a major disaster.-Planning efforts will emphasize end-to-end contingency from ports of entry through points of distribution to community-level support, ensuring alignment among state, county, private-sector, and nonprofit partners.
- Mass Care Services/Housing/Community Resilience** – Validate the state's ability to effectively manage the evacuation and sheltering of survivors. Increase the state's capability for. Sustained housing for the resident population. Improve and increase the State's capacity to build community resilience in more remote areas and identify ten (10) community hubs that will be operational in 2027.
- Planning Operational Coordination and Operational Communications**
Strengthen and validate the State of Hawai'i's emergency operations plans to clearly define and operationalize the roles, responsibilities, and authorities of partner organizations involved in incident management. Enhance the state's ability to establish and sustain a common operating picture and execute timely situational awareness and information sharing across local, state, and federal levels to support coordinated decision making during complex incidents
- Infrastructure Systems – Lifeline Restoration Focus**
Infrastructure restoration priorities will focus on energy, water, and transportation systems, with particular emphasis on maritime transportation. The state will validate a Port Continuity Plan to restore seaport operations at the Port of Honolulu and ensure continuity of supply chains. In addition, the state will validate its Debris Management Operations Support Plan to support and integrate with county debris management efforts, enabling the timely clearance of critical infrastructure and transportation routes.



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Priority: Community Integration and Continuity of Government – The State of Hawai'i will strengthen community-based preparedness and integration with state and county response structures to support continuity of government during catastrophic incidents. Efforts will focus on increasing awareness among all State Directors and Deputy Directors of the State of Hawai'i Catastrophic Hurricane Plan and reinforcing leadership understanding of roles and decision-making authorities. The state commits to exercising current preparedness and response plans to validate continuity, leadership coordination, and operational readiness.

Severe storms, hurricanes, tsunamis, and man-made disasters in Hawai'i can disrupt facilities, communications, and leadership across multiple islands, delay outside assistance, and require uninterrupted government decision-making and strong community-level response. Prioritizing community integration and continuity of government ensures essential functions continue and Hawai'i's communities can act effectively during the most critical early phases of an incident.

Corresponding Capabilities:

- Operational Coordination
- Operational Communication
- Planning

Rationale:

In July 2025, Hawaii issued a statewide tsunami warning after a powerful 8.8-magnitude earthquake off the coast of Russia's Kamchatka Peninsula generated waves and ocean activity that reached the islands. Coastal sirens sounded, evacuation orders were issued for low-lying areas, major roadways became congested as residents moved inland, and emergency shelters were activated while officials coordinated a statewide response and public safety messaging. Although the warning was later downgraded and there were no major injuries, the incident revealed communication, coordination, and evacuation challenges and highlighted the importance of exercising continuity plans and integrated community response efforts when rapid, multi-island action is required.

Planning Factors:

- The State must clearly define and document leadership authorities, succession, and decision-making processes for catastrophic incidents to ensure continuity of government when facilities, communications, or personnel are disrupted.
- The State needs to review and align Continuity of Government and Continuity of Operations plans across all state departments to ensure consistency, interoperability, and executable procedures during multi-island incidents.



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- The State must improve integration with county response structures by aligning planning assumptions, evacuation decision thresholds, and coordination mechanisms to support unified action during time-sensitive events such as hurricanes and tsunamis.
- The State needs to intentionally incorporate community organizations, nonprofits, and private-sector partners into preparedness and response planning to support early life-safety actions and self-sustainment when state resources are delayed.
- The State must strengthen planning for coordination between State DOCs, County EOCs, the Business EOC, and functional partners to ensure reliable information flow and shared situational awareness during catastrophic incidents.
- The State needs to plan for sustained communications by strengthening and validating Primary, Alternate, Contingency, and Emergency communications pathways for leadership and operational coordination.
- The State must embed continuity of government and leadership coordination into routine training and exercises to ensure plans are understood, executable, and reinforced through repetition.
- The State needs to plan for long-duration incidents by addressing staffing, workspace displacement, remote operations, and logistical support required to maintain essential government functions over time.

Organization and Equipment Factors:

- Address significant equipment challenges, including aging communications infrastructure, limited redundancy across islands, and reliance on vulnerable power and connectivity systems.
- Formalize integration of community organizations, nonprofits, and private-sector partners into state response structures to support early life-safety actions and sustained operations when state capabilities are degraded.
- Equip alternate work locations and mobile operations with necessary devices, connectivity, and backup power to sustain continuity of government and emergency operations during prolonged outages.
- Strengthen coordination structures among State Department Operations Centers, County Emergency Operations Centers, the Business EOC, and functional partners to support unified decision-making and information sharing across multiple islands.

Supporting Training Courses:

- FEMA Emergency Operations Center Skillsets Courses
- HIEMA led State Emergency Operations Plan and Catastrophic Hurricane Plan training to increase awareness among State Directors and Deputy Directors.
- IS-1300 – Introduction to Continuity of Operations (COOP)
- E/L/K 1301 – Continuity Planning
- E/L/K 1302 – Continuity Program Management



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- E/L/G-0146 – Homeland Security Exercise and Evaluation Program (HSEEP)
- E/L-0601 – Emergency Operations Center (EOC) Management and Operations for State Departments and County EOCs

Supporting Exercises:

- Local Tsunami Drill - March 31, 2026
State and county participation to test rapid decision-making, evacuation coordination, public information, and continuity of government under compressed timelines.
- Makani Pahili 2026 (MP26)
Exercises catastrophic hurricane response, continuity of government leadership, coordination, multi-island operations, and sustained response.
- Quarterly State Department Operations Center DOC Activation Drills HIEMA led
Exercises COOP plans leadership roles succession communications and sustained DOC operations across State Departments.
- Vigilant Guard Exercise 2027 (VG27)
Validates continuity of government civil military coordination and integrated state county and federal response under catastrophic incidents.

Priority: Logistics and Supply Chain Management – The state will strengthen its capability to provide food and water to displaced residents and visitors following a major disaster. Planning efforts will emphasize end-to-end contingency from ports of entry through points of distribution to community-level support, ensuring alignment among state, county, private-sector, and nonprofit partners.

Hawaii's geographic isolation and heavy reliance on maritime and air transportation make the state uniquely vulnerable to supply chain disruptions following catastrophic natural and man-made disasters. Damage to ports, transportation corridors, or distribution systems can rapidly impact access to food and water for both residents and visitors. Strengthening logistics and supply chain management ensures life-sustaining commodities can be received, staged, distributed, and delivered to communities when external resupply may be delayed, and local inventories are limited.

Corresponding Capabilities:

- Logistics and Supply Chain Management
- Supply Chain Integrity and Security
- Mass Care Services
- Housing
- Community Resilience

Rationale:



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The 2023 Makani Pahili Distribution Management Discussion-Based Exercise identified an untapped resource gap within the private sector that can provide end-to-end services. Participants discussed Major retail distribution outlets as a viable option for staging and distribution due to their convenient access to the public and strategic population positioning. The state food service industry is familiar with working with those stores, but the counties and state are not. The counties and state identified developing Memorandums of Agreement (MOAs) with Public-Private Partnerships (P3) as an opportunity. Incorporating the private sector into distribution management plans is an opportunity to have ready-made and effective locations and services. Community outreach efforts in 2026-2027 will continue coordination with major retail and big-box partners to support the distribution of essential goods, including food and water, during disaster response operations.

Planning Factors:

- The State is in the process of updating the Distribution Management Plan (DMP) version 4 and awaiting final approval from the HIEMA Administrator.
- Formalize roles and responsibilities for private sector, nonprofit, and voluntary organizations supporting food and water distribution.
- Align state logistics plans with county mass care and distribution plans to ensure consistent assumptions and execution.
- The 2024 NLE Port Restoration TTX identified a need for the state to review the list of points of distribution (POD) for adequacy in supporting the volume of resupply of lifesaving and life-sustaining resources.

Organization and Equipment Factors:

- There is a need for a clearer and more accurate management plan that includes resource identification and resource inventory to support pre-incident distribution planning and placement.
- Address equipment challenges related to warehousing capacity, transportation assets, fuel availability, and material handling equipment.
- There are planning efforts to conduct a forum with the private sector entities that have not been included in the planning process.
- Strengthen coordination structures between State Departments, County EOCs, the Business EOC, port authorities, and logistics partners to support unified logistics operations.
- In 2025, HIEMA established the Business Emergency Operations Center (BEOC), which coordinates and enhances information-sharing among county and government partners and business, industry, and infrastructure organizations before, during, and after disasters.

Supporting Training Courses:

- IS-26-Guide to Points of Distribution
- IS-27-Orientation to FEMA Logistics
- L-967-AHPS Logistics Section Chief; Distribution Management Training



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- IS-558- Public Works and Disaster Operations
Supports logistics coordination related to debris clearance, transportation, and lifeline restoration.

Supporting Exercises:

- Makani Pahili 2026 and 2027 - Logistics and Distribution Management events
- Vigilant Guard - 2027
- Distant Tsunami Drill October 2026, 2027
- Points of Distribution Drill
 - Points of Distribution (POD) Drill - January 2026

Priority: Mass Care Services/Housing/Community Resilience – Validate the state’s ability to effectively manage the evacuation and sheltering of survivors. Increase the state’s capability for long-term housing for the resident population. Improve and increase the State’s capacity to build community resilience in more remote areas and identify ten (10) community hubs that will be operational in 2027.

Catastrophic hurricanes, wildfires, tsunamis, and man-made disasters can displace large numbers of residents and disrupt housing, transportation, and lifelines across multiple islands. Hawai‘i’s geographic isolation and limited short-notice external support increase the need for scalable sheltering, sustained mass care operations, and durable long-term housing solutions. Strengthening community resilience through operational community hubs improves life safety, reduces demand on government systems, and sustains response and recovery when communities are isolated or services are degraded.

Corresponding Capabilities:

- Mass Care Services
- Housing
- Community Resilience
- Logistics and Supply Chain Management
- Public Information and Warning

Rationale:

The Stakeholder Preparedness Review (SPR) identified gaps in Mass Care Services, Housing, and Community Resilience capabilities across the state. There are fewer on-hand resources available for widespread distribution than previously assumed. The state legislature is increasingly dependent upon HIEMA to standardize and describe the full recovery timeline from “temporary evacuation points” to “long-term recovery housing” and the associated resources of each. During two NLE 2024 events – the



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Hawai‘i Governor’s Tabletop Exercise and Resilience Seminar – vulnerabilities were revealed in the state’s ability to rapidly address long-term housing needs in post-disaster reconstruction efforts. Additionally, it was identified that resilience hubs are a valuable community resource currently under-developed in Hawaii.

Planning Factors:

- The state does not have the ability to quickly mobilize emergency shelter structures, nor the inventory for intermediate and long-term recovery housing.
- Identify ten community hubs with defined functions staffing models and sustainment requirements and integrate hubs into county and state plans by 2027.
- Incorporate access and functional needs planning and culturally appropriate approaches into sheltering and hub operations.
- Establish sheltering standards roles and responsibilities and coordination mechanisms with counties and mass care partners including VOAD and the private sector.

Organization and Equipment Factors:

- Agencies that will be required to support temporary housing are not identified or aware of their roles. Agency roles and responsibilities will be determined through planned workshops and tabletop exercises.
- The State of Hawaii currently lacks an established host state agreement to address both short-term and long-term housing needs for the population during the rebuilding process following a catastrophic incident. The State is unprepared to rapidly address long-term housing needs in post-disaster reconstruction efforts.
- There is insufficient safe evacuation shelter space statewide. Shelter facilities for temporary evacuation and life-sustaining support remain limited. The finalized GIS database will support gap identification and prioritization, and the state and counties will develop a standardized shelter resource list.
- Fuel, generators, emergency food, and water are essential resources that will rapidly become scarce and are not abundantly available on the Hawaiian Islands; the State resupply depends on the function of an operational port.

Supporting Training Courses:

- IS-0405a: Overview of Mass Care/Emergency Assistance
- IS-0368: Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations
- G 418 Mass Care/Emergency Assistance Planning and Operations
- Volunteer Management and Donations Management Trainings
- Medical Reserve Corps (MRC) Trainings



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- Cardiopulmonary Resuscitation (CPR) Training
- Identify and deliver relevant resilience hub training resources to State agencies annually ahead of hurricane season

Supporting Exercises:

- State Mass Care Workshop scheduled for February 11, 2026
- 2026 Makani Pahili Sheltering Workshop planned for April 29, 2026
- Vigilant Guard / Makani Pahili 2027

Priority: Planning/Operational Coordination/Operational Communications – Strengthen and validate the State of Hawai'i's emergency operations plans to clearly define and operationalize the roles, responsibilities, and authorities of partner organizations involved in incident management. Enhance the state's ability to establish and sustain a common operating picture and execute timely situational awareness and share information across local, state, and federal levels to support coordinated decision-making during complex incidents.

Recent real-world incidents in Hawai'i, including a tsunami threat, statewide flooding, isolated wildfires, and landslides, identified that many Departmental Emergency Operations Plans (DEOPs), Continuity of Operations Plans (COOPs), and supporting State Emergency Operations Plan annexes have not been developed, updated, or maintained for more than five years. Although an Administrative Directive requires all state agencies to maintain current DEOPs and COOPs, continuity planning remains inconsistent across departments. While progress has been made in developing Emergency Operations Plans, gaps in continuity planning, leadership succession, and operational sustainment continue to present significant risk during catastrophic incidents.

Corresponding Capabilities:

- Planning
- Operational Coordination
- Operational Communications

Rationale:

Recent real-world events exposed gaps in continuity planning and operational coordination across state agencies. While most state agencies have Continuity of Operations Plans, many have not been validated through proper training or exercises, increasing the risk of delayed decision-making, fragmented coordination, and loss of essential government functions. Conducting targeted training and exercises is necessary to validate existing plans, identify new gaps, and strengthen planning, operational coordination, and operational communications to ensure unified decision-making and sustained continuity of government during complex incidents



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Planning Factors:

- Updated relevant plans at the state, department, and county levels.
- Establish a recurring plan maintenance and validation cycle that includes training, exercises, and corrective action tracking.
- Standardize continuity planning requirements and planning assumptions across state agencies to ensure consistent execution during multi-island and catastrophic incidents.
- Review existing MOUs and MOAs; execute new MOUs and MOAs across all jurisdictions to enhance regional collaboration and foster a culture of whole community preparedness.
- The State Emergency Operations Center (SEOC) would need to undergo extensive vertical and horizontal expansion, which is prohibited by State Historical Preservation Office regulations. A plan must be drafted and executed to design, build, and fund a new facility. In its current configuration, the SEOC lacks the capacity to adequately accommodate all responding organizations and entities during incidents.

Organization and Equipment Factors:

- The State anticipates a severe staffing shortage, particularly within HIEMA and the JIC, before, during, and after a hurricane landfall.
- Multiple state departments and agencies lacked clarity regarding the department's Primary, Alternate, Contingency, and Emergency (PACE) communication capabilities and resources.
- Continue to utilize existing staff and contractor support.
- Continue to maintain existing equipment and attempt to remain current with new technologies and upgrade software to ensure operability.
- Align state plans with county, federal, private-sector, and nonprofit partner plans to ensure seamless coordination and information sharing.

Supporting Training Courses:

- FEMA Emergency Operations Center Skillsets Courses
- E/L-0449 – Incident Command System for Executives and Senior Officials
- E/L 0601 Emergency Operations Center Management and Operations
- E/L-0452 – ICS for Executives
- S-00288 – The Role of Voluntary Organizations in Emergency Management

Supporting Exercises:

- Annual DEOP Drill – 2026, 2027
- Quarterly Department Operations Centers (DOC) activations and monthly siren tests
- 2026 Makani Pahili SEOC Activation Functional Exercise (FE) - April 30 and May 5, 2026



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- Local Tsunami Drill - March 31, 2026
- Distant Tsunami Drill - 2026, 2027

Priorities: Infrastructure Systems – Lifeline Restoration Focus – Infrastructure restoration priorities will focus on energy, water, and transportation systems, with particular emphasis on maritime transportation. The state will develop and validate a Port Restoration Operations Support Plan to restore seaport operations at the Port of Honolulu and ensure continuity of supply chains. In addition, the state will validate its Debris Management Operations Support Plan to support and integrate with county debris management efforts, enabling the timely clearance of critical infrastructure and transportation routes.

Hawai‘i’s geographic isolation and reliance on maritime transportation make rapid restoration of lifeline infrastructure essential following catastrophic natural and man-made disasters. Disruptions to ports, energy, water, or transportation systems can quickly impact life safety, logistics, emergency response, and economic stability statewide. Strengthening lifeline restoration planning, port recovery operations, and debris management coordination ensures the state can sustain response operations, reestablish supply chains, and support community recovery when external assistance may be delayed.

Corresponding Capabilities:

- **Infrastructure Systems**
- **Critical Transportation**
- **Operational Coordination**

Rationale:

Recent incidents in Hawai‘i demonstrated that disruptions to energy, water, and transportation lifelines rapidly degrade the state’s ability to sustain response operations and maintain continuity of supply chains, particularly due to Hawai‘i’s reliance on maritime transportation. The 2025 Kamchatka earthquake generated a distant tsunami threat, prompting statewide port closures and a subsequent phased reopening, underscoring the need to validate port restoration decision criteria, coordinated maritime authorities, and existing restoration support plans. Ongoing debris removal and infrastructure restoration following the 2023 Maui wildfires have further highlighted gaps in debris management coordination and the critical role debris clearance plays in restoring transportation access, utility services, and logistics movement. Recurrent flooding and landslide events continue to disrupt roadways and lifelines, reinforcing the need for rapid clearance and prioritized restoration to support emergency response and commodity distribution. Collectively, these incidents demonstrate the necessity of validated port restoration and debris management operations support plans to enable timely infrastructure recovery, sustain logistics operations, and support statewide response during catastrophic incidents.



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Planning Factors:

- Validate and update the Port Restoration Operations Support Plan for the Port of Honolulu that defines authorities, decision criteria, sequencing, and coordination with federal, state, county, and private-sector maritime partners.
- Validate and integrate the State Debris Management Operations Support Plan with county debris management plans to ensure unified execution, prioritized clearance, and rapid restoration of transportation routes and lifeline infrastructure.
- Establish lifeline restoration priorities and sequencing energy, water, ports, and transportation systems based on life safety, logistics sustainment, and continuity of government requirements.
- Incorporate private-sector utilities, port operators, shipping companies, and logistics partners into restoration planning to ensure executable coordination and shared situational awareness.
- Integrate lessons learned from recent incidents and exercises into plan updates and establish a recurring validation and maintenance cycle through training, exercises, and corrective action tracking.
- Align infrastructure restoration planning with logistics, mass care, and emergency response plans to ensure supply chains and critical services are restored in support of response operations.

Organization and Equipment Factors:

- Strengthen coordination structures and staffing for port restoration and debris management operations; maintain scalable staffing models with lead and support agencies for sustained incidents.
- Establish and reinforce clear organizational roles, authorities, and coordination mechanisms among State Departments, County EOCs, port authorities, utilities, and private-sector partners to support unified lifeline restoration operations.
- Address equipment and resource gaps necessary for lifeline restoration, including heavy debris clearance equipment, port operations assets, fuel sustainment, and transportation support resources.
- Ensure availability of reliable, redundant communications and situational awareness systems to support infrastructure restoration decision-making under degraded conditions.
- Maintain access to mobile power generation, fuel, and logistics staging capabilities to support restoration of energy, water, ports, and transportation systems when primary infrastructure is disrupted.

Supporting Training Courses:

- FEMA Maritime Infrastructure Protection and Recovery Workshops
Focus on restoring port operations, continuity, sequencing, and coordination with maritime stakeholders.



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- U.S. Coast Guard Port Security and Recovery Training
Supports coordination with the Captain of the Port, port closures, reopenings, and maritime safety zones.
- IS 700.b National Incident Management System: An Introduction
Supports unified command coordination and resource management during port closure and restoration operations.
- IS 703. NIMS Resource Management
Covers resource ordering, tracking, and allocation, critical to port restoration and maritime logistics.
- HIEMA led Port Restoration and Maritime Coordination Training
State-specific training focused on the Port of Honolulu restoration authorities' roles, debris clearance coordination, and supply chain continuity.

Supporting Exercises:

- Contingency Port Tabletop Exercise – April 2026
- Honolulu Port Restoration Drill – May 2026
- Vigilant Guard - 2027



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Program Reporting

To continually monitor improvement actions, the State of Hawaii utilizes a quarterly reporting cycle to periodically examine capabilities for accuracy and effectiveness to plan and exercise against the threats, hazards, and risks facing the jurisdiction/agency, and can inform future Integrated Preparedness Cycle activities:

State of Hawaii jurisdictions and State Departments will use the following actions as a part of program reporting procedures:

- The HIEMA Corrective Action Program (CAP), managed by the agency's Exercise Officer and overseen by the HIEMA Administrator, will compile and record areas for improvement, lessons learned, and potential best practices identified from exercises and incidents.
- Identify which actions are needed to address areas for improvement using the following questions:
 - What changes need to be made to plans and procedures?
 - What changes need to be made to organizational structures?
 - What changes need to be made to equipment or resources that are needed?
 - What training can be leveraged to increase knowledge?
 - What exercises can be conducted to test those capabilities?
- Align actions to capabilities to allow for the measurement of the effect on corresponding capabilities;
- Prioritize and assign specific, measurable, achievable, relevant, and time-bound (SMART) corrective actions to one primary stakeholder to the greatest extent possible: and
- All corrective actions will be tracked and reported on in a summary report provided to State of Hawaii senior leaders and applicable stakeholders on a quarterly basis.

###

Multiyear Integrated Preparedness Schedule

A full list of planned training and exercise events can be accessed online here: [2026-2028 IPP Calendar](#)



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AAR	After Action Review/Report
AHPS	All-Hazards Position Specific
CAP	Corrective Action Program
COG	Continuity of Government
CEMP	Comprehensive Emergency Management Plan
COMMS	Communications
COOP	Continuity of Operations
CIP	Critical Infrastructure Protection
CPHC	Central Pacific Hurricane Center
CY	Calendar Year
DEOP	Department Emergency Operations Plan
DHS	Department of Homeland Security
DOD	Department of Defense
EOC	Emergency Operations Center
EMO	Emergency Management Officer
EMAC	Emergency Management Assistance Compact
EMPG	Emergency Management Performance Grant
EOP	Emergency Operations Plan
ERT/SERT	State Emergency Response Team
FEMA-RIX	FEMA Region Nine
GIS	Geographic Information Systems
HAZMAT	Hazardous Materials
HIEMA	Hawai'i Emergency Management Agency
HHEM	Hawai'i Healthcare Emergency Management
HSEEP	Homeland Security Exercise and Evaluation Program
HURREX	Hurricane Exercise
IPP	Integrated Preparedness Plan
IPPW	Integrated Preparedness Planning Workshop
JBPHH	Joint Base Pearl Harbor-Hickam
MOU/MOA	Memorandum of Understanding/Memorandum of Agreement
NEMAA	National Emergency Management Advanced Academy
NGO	Non-Governmental Organization/s
OHS	Office of Homeland Security
PACE	Primary, Alternate, Contingency, and Emergency
PELP	Pacific Executive Leaders Program
RFA/RFI	Request for Assistance/Request for Information
SEOC	State Emergency Operations Center
SERT	State Emergency Response Team
SESF	State Emergency Support Function
SPR	Stakeholder Preparedness Review
TEP	Training and Exercise Plan
THIRA	Threat Hazard Identification and Risk Assessment
TTX	Tabletop Exercise
USARC	United States Army Reserve Command
USARPAC	United States Army Pacific Command
USINDOPACOM	United States Indo-Pacific Command