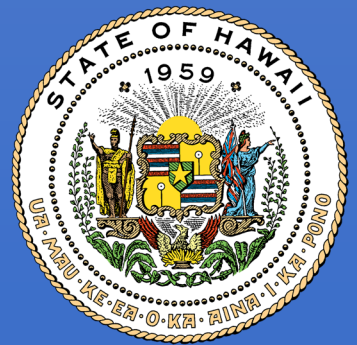


State of Hawai'i Recovery Operations Plan

May 2025



State of Hawai'i
Office of Recovery
and Resiliency



State of Hawai'i **Recovery Operations Plan**

Letter of Adoption

This document fulfills the need for a "Recovery" mission areas coordination framework under the State Comprehensive Emergency Management Plan, as called for in Hawai'i Revised Statutes (HRS) Chapter 127A – Emergency Management. It is complemented by the Damage Assessment Plan, Individual Assistance Plan, and Public Assistance Plan managed by the Hawai'i Emergency Management Agency (HI-EMA), as well as many other state agencies' plans.

This document recognizes the need for a whole government approach to providing disaster recovery support to impacted communities. No one agency's programs can enable a community to fully recover. By working together, we can ensure our communities thrive and emerge from disasters with a brighter, more resilient future ahead.

A special acknowledgement to the Hawai'i Office of Recovery and Resiliency Team, State Recovery Support Functions, and the Federal Emergency Management Agency partners that worked collaboratively to move the State of Hawai'i recovery foundation forward through this document.

A handwritten signature in black ink, appearing to be "L. Meyers", is positioned above a horizontal line.

Luke Meyers

Branch Chief
Office of Recovery and Resiliency

Date: May 13, 2025



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2 EXECUTIVE SUMMARY

2.1 Purpose

The Hawai'i Recovery Operations Plan (HI-ROP) describes the roles and responsibilities of entities within the State of Hawai'i (Hawai'i, the State, or State) in preparation for and during recovery operations. Disaster recovery operations focus on ensuring that the State can affect the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities impacted by an incident.

The Hawai'i Office of Recovery and Resiliency (HI-ORR) is the State's agency that coordinates recovery. HI-ORR develops and maintains the HI-ROP to provide guidance to the State for disaster recovery operations. HI-ORR also has other functions and mandates outside the scope of recovery that are not covered in this document, such as resilience, mitigation, and data science.

2.2 Mission Statement

The mission of recovery operations is to ensure the ability of the State of Hawai'i to recover from any incident that overwhelms the State or any of its counties by engaging all necessary governmental (i.e., state, inter-state, county, federal), non-governmental (i.e., voluntary, faith-based, and non-profit), and private sector entities to address the needs of Hawai'i's residents, visitors, and communities, as well as its commercial, cultural and environmental assets.

2.3 Scope

The HI-ROP is the recovery operations plan for the State. The State, while cognizant of its identified threats and hazards, conducts planning efforts in accordance with an all-hazards philosophy. The HI-ROP outlines processes that are to be followed for all-hazards, state-level disaster recovery efforts. The identified actions and activities in the HI-ROP are based on existing state agency statutory authorities. The scope of this document covers 4 phases:

- Phase 1: Preparedness.
- Phase 2: Incident Coordination.
- Phase 3: Recovery Operations.
- Phase 4: Project Tracking and After-Action Review.

While providing a structure with supporting documentation, at no time is the HI-ROP intended to inhibit the use of experience and common sense by the HI-ORR Team, State department or agency representatives, or organizations and businesses when determining the actions and resources needed to restore, strengthen, and revitalize infrastructure and housing; Hawai'i's economy; government, non-profit, and business operations; and the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic incident in the State. The details described herein may or may not apply to specific situations. State employees must use their discretion in each situation to determine the best course of action. Processes, guidelines, and procedures identified in this document serve as guidance but are not intended to replace the best judgment of those who are directly handling a specific disaster recovery-related task.



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2.4 Format and Structure

The HI-ROP describes the roles and responsibilities of state-level entities to effectively deliver recovery capabilities statewide in collaboration with governmental, non-governmental, and private sector partners. Common management and coordination processes that apply to all hazards via an all-hazards approach are used to meet the mission areas of the National Preparedness Goals (NPG) in addressing the State's risks, vulnerabilities, and consequences.

The structure of the document is as follows.

- **Overview & Framework**
 - [Section 2: Executive Summary](#) gives a broad overview of the Governor's disaster recovery authority, as delegated to HI-ORR and the State Disaster Recovery Coordinator (SDRC).
 - [Section 3: Preparedness, Resilience and Recovery: Concepts and Doctrine](#) highlights general emergency management and disaster recovery concepts and doctrine.
- **Operational Structure & Documentation**
 - [Section 4: Hawai'i Operational Structure](#) delineates disaster recovery roles, bodies, and processes and documents integration with county government operations.
 - [Section 5: Recovery Support Functions \(RSFs\)](#) defines the State's recovery functions.
 - [Section 6: Hawai'i \(ConOps\)](#) describes the four phases of Hawai'i State Disaster Recovery and the operations activities.
- **Supporting Agencies and Resources**
 - [Section 7: Integration With Federal Support](#) highlights support available to the counties and the State from Federal Emergency Management Agency (FEMA) and the Federal RSFs.
 - [Section 8 Resourcing the Recovery Operational Structure](#) details additional resources and tools that can be used across all four phases of recovery operations.
 - [Section 9: Document Maintenance](#) details the update schedule and processes for the HI-ROP and annexes.
- **Appendices**
 - [Appendix A: Glossary of Terms and Concepts](#)
 - [Appendix B: Acronyms](#)
 - [Appendix C: List of Figures & Tables](#)
 - [Appendix D: Toolkit](#) includes Standard Operating Procedural Guidelines (SOPGs), Checklists, Forms, and Products.
- **Annexes (Documents Attached)**
 - [Annexes A through G: RSF Annexes](#) that identify each RSF's missions, objectives, partners, resources, capabilities, and responsibilities throughout the disaster recovery process.
 - [Annex H: Recovery State Capability Annex](#) supplements information on Hawai'i's capabilities and the resources that are needed and available to support recovery functions.
 - [Annex I: Hawai'i Recovery DR4724-HI Documentation](#)



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Throughout the document, “Recovery Highlight” callouts have been included to identify important recovery processes, functions, and/or roles that were documented in DR-4724-HI that are important aspects for future recovery operations.

2.5 Hawai'i Recovery Authority

Per [Hawai'i Revised Statutes 127A-11](#), emergency management powers for the State are conferred upon the Governor of the State of Hawai'i (the Governor). The Governor may delegate certain powers to other individuals (e.g., SDRC), and governmental and/or non-governmental organizations, as necessary. The authority to implement the HI-ROP resides with the Governor, and with the Governor's State Disaster Recovery Coordinator. The SDRC determines whether the extent of the incident's impacts are severe enough to warrant support from the Recovery Coordination Group (RCG - [Section 4.1.2](#)) or the State's Recovery Support Functions (RSFs - [5](#)). During initial response operations, the SDRC may appoint a liaison to the State Coordinating Officer (SCO) to provide continuity between operational phases and to begin planning the long-term recovery support required to the impacted community.

2.6 Activation of State Recovery Operations

Assistance from the State may be provided once a counties' recovery resources are exhausted, or resources are needed that the jurisdiction does not possess. This means, when a disaster evolves such that the resources and/or coordination requirements exceed county capabilities, county authorities may request state recovery resources and assistance. State agencies providing vital services within the counties, such as healthcare, telecoms, highways, or broadband may also request additional state recovery support if they cannot independently manage recovery from an incident.

2.7 Recovery Objectives

The objectives throughout disaster recovery operations include the following:

- 1) Support local-level disaster recovery operations.

All emergencies are locally driven incidents, and it is the State of Hawai'i's role to aid the counties in the form of personnel, resources, technical assistance, and operational coordination at their request.

- 2) Coordinate and integrate activities in support of disaster recovery operations.

The HI-ROP supports a collaborative recovery effort between all state departments and agencies, county government, federal government, non-profit, faith-based, voluntary, and private organizations tasked with providing resources and executing mission assignments during disaster recovery operations. It describes the actions of the State to aid one or more affected counties, ensuring the fullest capabilities of all recovery partners are integrated and jointly working towards meeting the State and counties' leadership goals for the recovery effort.

- 3) Scale support to meet the needs of incidents of all hazards.



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Every disaster has different impacts and will require a unique approach to recovery. The HI-ROP is designed to meet the support requirements of any incident, including minor or catastrophic and all hazard types, that exceed county capacity to coordinate.

3 PREPAREDNESS, RESILIENCE, AND RECOVERY: CONCEPTS AND DOCTRINES

Section 2 provides a broad overview of emergency management and disaster recovery concepts within the preparedness doctrines of the U.S. federal government. For the largest of disasters, the capabilities and resources provided by federal agencies are vital for long-term recovery. Although federal resources may not be required for smaller incidents, it is important to understand how the State fits into the federal structure of disaster recovery. The federal documents and doctrines listed in this HI-ROP are accurate as of January 2025 and are subject to change by the federal government.

This HI-ROP is consistent with [Presidential Policy Directive 8 \(PPD-8\)](#), [Homeland Security Presidential Directive 5](#), and the [National Incident Management System \(NIMS\)](#) – the primary components of national preparedness doctrine. These support seamless coordination and integration of national (federal and other states') resources to supplement state and county resources during recovery operations. Together, the NPG, National Disaster Recovery Framework (NDRF), and NIMS present the guiding principles that enable all partners to recover from disasters of varying sizes and scope. This document was written in alignment to the Emergency Management Accreditation Program Standard and related elements for recovery functions, operations, plans, and procedures.

3.1 National Preparedness Goal¹

The NPG, established by PPD-8, aims to strengthen the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the Nation. The goal is: "A secure and resilient nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk."

The 2024 NDRF² further states, "The NPG outlines five mission areas: **prevention, protection, mitigation, response, and recovery**. It also describes the corresponding core capabilities necessary to achieve a secure and resilient nation. By incorporating principles of resilience, the NDRF enhances the coordination of disaster recovery efforts and strengthens community resilience ([Section 3.2](#)). Similarly, the NDRF underscores the importance of resilience throughout the disaster recovery process. This approach ensures effective recovery and contributes to broader preparedness for future disasters, to ultimately foster a more robust and adaptable national resilience."

Per the NDRF, **recovery** is defined as the capabilities necessary to assist communities affected by an incident to recover effectively; a process of restoring and revitalizing communities after a disaster. This includes

¹ Phases of Emergency Management are referred to as "[Mission Areas](#)" in [National Preparedness Goal](#), US Department of Homeland Security, Second Edition, September 2015

² [National Disaster Recovery Framework](#); Third Edition, 2024.



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rebuilding infrastructure, housing, and the economy, as well as addressing the social, cultural, and environmental impact of the event.

Recovery is a cyclical, interdependent process where communities can often engage in preparedness for, response to, rebuilding from, and mitigation of hazards simultaneously. While this document pertains solely to recovery operations, it is essential to thoughtfully consider how this may impact concurrent response and recovery operations. Figure 1 illustrates the relationship of the five mission areas to recovery and the documents discussed in this chapter.

Capabilities and activities involved in prevention, protection, mitigation, and response to disasters also greatly impact recovery operations. For example, mitigation activities reduce the impact and severity of a disaster and generate risk-based planning assumptions. When integrated with recovery, mitigation provides an opportunity to rebuild after disasters in a manner that reduces future risk.

Documents that Guide Disaster Recovery

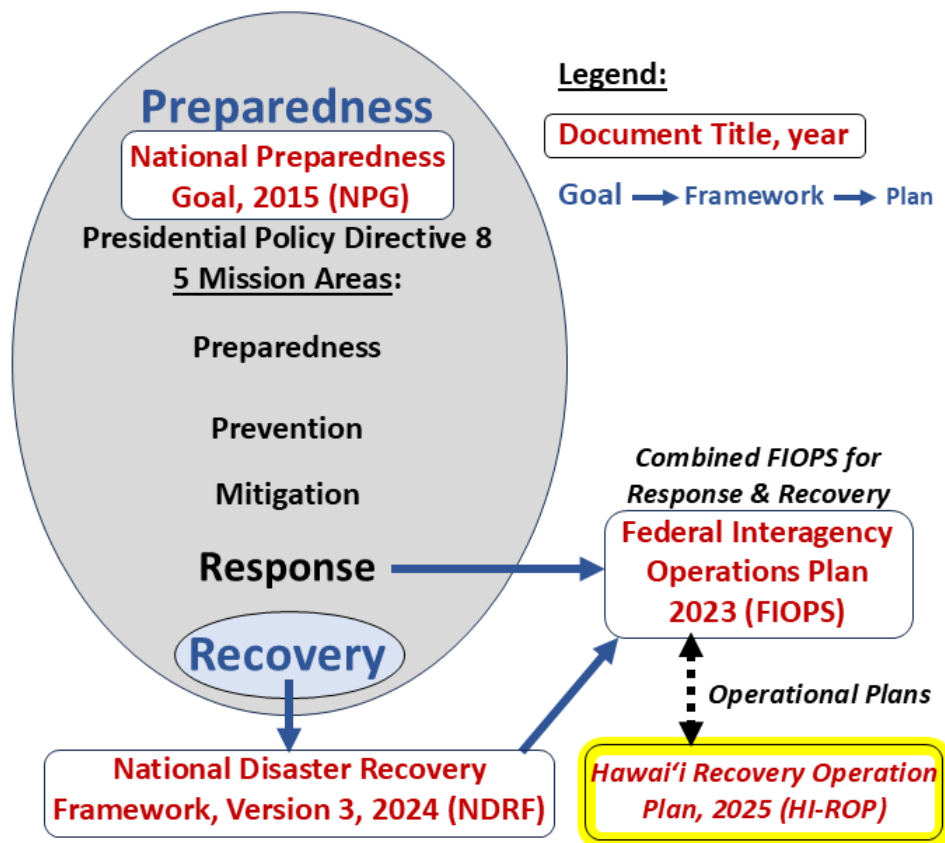


Figure 1: The relationships between documents that direct disaster recovery doctrine. This HI-ROP document has a similar recovery function for the State as the Federal FIOPS document.



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3.2 National Disaster Recovery Framework

The [National Disaster Recovery Framework \(NDRF\)](#) provides a national-level strategic plan for the disaster recovery mission area, as required by the NPG. The NDRF enables effective recovery support to disaster-impacted states, tribes, territorial and local jurisdictions. The Disaster Recovery Lifecycle (Figure 2) illustrates how some of the other mission areas fit into the bigger picture of recovery planning, both before and after a disaster. The NDRF provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. The NDRF focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental fabric of the community and build a more resilient nation. The HI-ROP is aligned with the coordinating structures and principles described in the NDRF, however the HI-ROP is more operational and less strategic in nature.

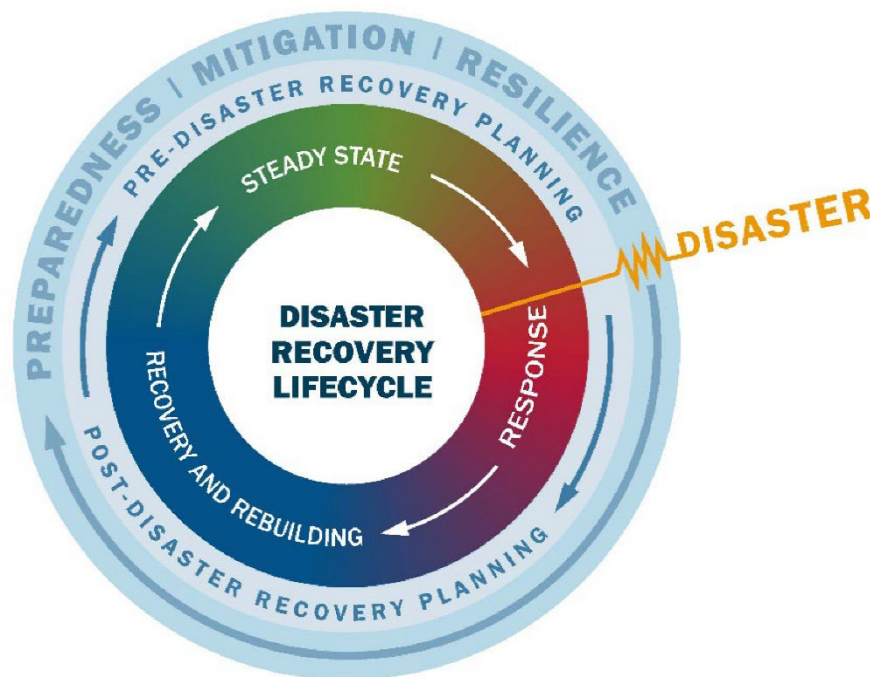


Figure 2: Disaster Recovery Lifecycle.

3.3 Federal Interagency Operations Plan

The Response and Recovery Federal Interagency Operational Plan (FIOP) describes how the federal government aligns resources and delivers core capabilities to implement the National Response Framework and NDRF. The FIOP provides a federal ConOps integrating and synchronizing national-level capabilities for response and recovery to support all levels of government. The HI-ROP provides a state-level counterpart to the FIOP and describes how the State aligns resources to support state and county-level disaster recovery needs through the RSF coordinating structure (Figure 1).



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The Hawai'i Recovery ConOps, as detailed in [Section 6](#) of this document, provides a strategic overview of how state and federal response and recovery support are integrated, synchronized, and phased, and references the Federal Response and Recovery ConOps. Federal response operations are designed to preserve life safety and stabilize infrastructure and services. Federal recovery operations are designed to achieve recovery objectives, as determined by the counties and the State.

4 HAWAI'I RECOVERY OPERATIONAL STRUCTURE

The State has adopted an organizational structure to provide and coordinate support to counties across State, federal, other states, and non-governmental partners.

During Phase 1: Preparedness, recovery planning and preparation is tasked to the HI-ORR. The HI-ORR Branch Chief and/or Deputy will determine the appropriate staffing and organizational structure. Recovery roles such as RSF Liaisons, and County Liaisons, are conducted during Phase 1 by the HI-ORR Branch Chief.

When an incident occurs, Phase 2: Incident Coordination, begins, and the SDRC is activated. Recovery operations in phase 2 are concurrent to response operations. Figure 3 illustrates the operational overlap of response with recovery. Oversight of the Emergency Support Functions (ESFs) to restore community lifelines lie with HI-EMA, while the RSFs operate under the SDRC in the Governor's Office. Figure 4 details the coordinating roles for both federal and state response and recovery. The role of SDRC resides with the Governor, while the SCO resides with HI-EMA. In Phase 2, the SDRC activates the RSFs ([Section 5](#)). To further support the state agencies and counties, the SDRC activates the RCG ([Section 4.1.2](#)), which may expand and contract as the recovery effort requires, under the direction of the SDRC, in coordination with the Governor. During Phase 2, the SDRC and RCG monitor response to identify unmet recovery needs in impacted counties.

During Phase 3: Recovery Operations, the SDRC, RSFs, and RCG produce a recovery implementation strategy with the Federal Disaster Recovery Coordinator and Interagency Recovery Coordination (IRC) to assist impacted counties.

As recovery enters Phase 4: Project Tracking & After-Action Review, the SDRC, RCG, and RSFs for that disaster will transition operations and recovery structures transition back to HI-ORR and State agencies.



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RESPONSE EMERGENCY SUPPORT FUNCTIONS (ESF)	LIFELINES	RECOVERY RECOVERY SUPPORT FUNCTIONS (RSF)
ESF 6-Mass Care, Emergency Assistance, Temporary Housing & Human Services		RSF-Housing
ESF 6-Mass Care, Emergency Assistance, Temporary Housing & Human Services ESF 8-Public Health & Medical Services	  	RSF-Public Health and Healthcare Services RSF-Social Services and Education RSF-Natural and Cultural Resources
ESF 1-Transportation ESF 12-Energy ESF 2-Communication ESF 3-Public Works & Engineering	 	RSF-Infrastructure Systems
ESF 10-Oil & Hazards Materials Response ESF 1-Agriculture & Natural Resources		RSF-Natural and Cultural Resources
ESF 4-Firefighting ESF 9-Search Rescue ESF 13-Public Safety & Security ESF 20-Military Support		
Supports all ESFs and RSFs* ESF 16-Finance EFS 7-Resources and Logistics Support ESF 5-Planning & Information RSF-Community Planning and Capacity Building EFF 15-External Affairs		

Figure 3: ESF / RSF Crosswalk, State Disaster Recovery Coordinator, 2024

Lead State & Federal Roles in Response and Recovery

<u>Response Coordination</u>	<u>Recovery Coordination</u>
State Coordinating Officer (SCO) <ul style="list-style-type: none"> Oversees state response and initial recovery efforts. Serves as the liaison between the state and the federal government, working closely with the FCO. Coordinates state agencies involved in disaster response. 	State Disaster Recovery Coordinator (SDRC) <ul style="list-style-type: none"> Appointed at the state level to manage and coordinate statewide recovery efforts. Serves as the state counterpart to the FDRC. Ensures state-level agencies and local governments are aligned in their recovery operations.
Federal Coordinating Officer (FCO) <ul style="list-style-type: none"> Appointed by the President to lead federal response and initial recovery operations in the affected state. Coordinates federal assistance and ensures that disaster relief efforts are conducted effectively. Works directly with the SCO. 	Federal Disaster Recovery Coordinator (FDRC) <ul style="list-style-type: none"> Appointed to coordinate federal interagency support to state and local recovery priorities Focus is on mid- to long-term recovery. Engages with the community and local officials to understand and address recovery challenges.

Figure 4: State and Federal Coordinating roles for response and recovery.



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4.1 Recovery Roles

4.1.1 State Disaster Recovery Coordinator

The SDRC is activated by and reports to the Governor, and is housed in the Office of the Governor. The Governor may activate the SDRC and HI-ROP at their discretion, regardless of the State Emergency Operations Center (EOC) activation level. The SDRC has the overall responsibility for carrying out the mission of recovery with administrative support provided through HI-ORR and the RCG.

The SDRC may request State resources to be assigned, as needed, and is also responsible for the following:

- Activating, leading, and facilitating the efforts of the RCG.
- Establishing and maintaining recovery priorities and strategies on behalf of the Governor.
- Engaging with the Governor, in consultation with HI-EMA, and with input from the SDRC, in requesting a federal disaster declaration by the President, which would activate FEMA and other federal resources.
- Convening and providing executive level coordination for governmental and non-governmental agencies and organizations working on disaster recovery programs and budgets.
- Facilitating the collaboration of disaster recovery efforts between governmental and non-governmental agencies and organizations.
- Serving as the primary point of contact between the State and applicable federal agencies and officers, including the appointed federal recovery coordinator and/or officer.
- Developing a budget and operating procedures to fulfill the duties of, and administering the RCG.
- Reviewing recovery plans, policies, procedures, and decisions as required.

Preferable skills and experience for SDRC: 1) experience managing large, complex, inter-departmental/agency projects; 2) knowledge of and/or experience with disaster recovery; and 3) an understanding of Hawai'i emergency operations and experience with local, state, and federal incident management structures.



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4.1.2 Recovery Coordination Group

The SDRC activates the RCG in Phase 2 and Phase 3 of the recovery. The RCG provides a convening structure to centralize and organize long-term disaster recovery efforts across the State, county, community-based, and federal (if applicable) levels, see Figure 5 for more details. The RCG will provide staff support to the SDRC, RSFs, and impacted counties.

RSFs are the primary coordinating mechanism for building, sustaining, and delivering the capabilities of the State to support communities' recoveries from the impacts of all types of hazards and disasters. RCG staff complement and support the RSFs and work across RSFs to help coordinate cross-cutting issues. These roles in the RCG can be filled by State government employees, contractors, or community groups within the private sector (i.e., subject matter experts (SMEs)) that are embedded in the RCG. If activated, the IRC and federal RSFs will also be embedded within the RCG. The coordination role of the SDRC in Phases 2 and Phase 3 is to direct the RCG as well as the RSFs and SMEs. In addition, some HI-ORR roles fall under the RCG structure to provide capacity and subject matter expertise.

DR-4724-HI Recovery Highlight **Local Disaster Recovery Manager**

Recommendation - pre-identify a county recovery principal (LDRM) prior to an incident to advise the SDRC and RCG on strategic direction and guidance. Establish operational coordination with the LDRM early to enable effective and unified recovery operations.



Organization	Phase 1: Preparation	Phase 2: Incident Coordination	Phase 3: Recovery Operations	Phase 4: Project Tracking & AAR			
County Coordination	LDRM	LDRM	LDRM	LDRM			
Governor's Office		SDRC, SCO	SDRC, SCO	SDRC, SCO remain activated or stand down at Governor's discretion			
HI-ORR Administration	Branch Chief	RCG Operations* <i>(Coordination under SDRC)</i>		RSFs Stand Down			
	Deputy Branch Chief				SDRO	SDRO	HI-ORR continues coordination
	County Liasons				County Liasons	County Liasons	Branch Chief/ Deputy
	RSF Liasons				RSF Liasons	RSF Liasons	County Liasons
State Agencies Administration		RSF Coordinators	RSF Coordinators	RSF Liasons			
Non-State (external)		RSF technical assistance	RSF technical assistance				
		Project/Program Managers	Project/Program Managers	Project/Program Managers			
		Advisor/SME	Advisor/SME	Advisor/SME			
		Contractor Technical Assistance	Contractor Technical Assistance	Contractor Technical Assistance			
Federal Coordination (If any)	FEMA Region IX or PAO	FDRC, FCO, IRC	FDRC, IRC	LTRO, Region IX, PAO			

Time



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4.1.3 Policy Coordination Group

Recovery operations often require coordination of information and policy recommendations from the Governor. When needed, this group will be coordinated by the SDRC and HI-ORR and, depending on the impacted county, the counties' mayor or their designee might be requested to attend this group's policy meetings. In previous incidents, this was in the form of a Recovery and Resiliency Executive Group or Senior Leader Policy Group.

4.1.4 State Disaster Recovery Officers

State Disaster Recovery Officers (SDROs) serve as an extension of the SDRC in coordinating recovery operations and resources. SDROs serve as the direct representative of the SDRC and coordinate recovery efforts at the incident or county level. The SDRC activates SDROs when circumstances exist that strain normal recovery operations; typically, during multiple incidents or multiple county response activities. Due to the State's geographic isolation, island-county political divisions, and its limited resources, the SDRC increases its span of coordination by activating SDRO(s) to provide direct recovery support to an incident or county. This allows for a SDRO presence at the incident level while providing the ability and flexibility to effectively coordinate and prioritize statewide recovery efforts and resources.

Regardless of the type or nature of the incident, SDRC and SDRO roles operate in the same manner. SDROs coordinate at the incident and/or county level with appropriate recovery leader entities to include the Federal Coordinating Officer (FCO) and Federal Disaster Recovery Coordinator (FDRC). This means, the SDRC is coordinating statewide recovery efforts through SDROs to the incident and bridging appropriate coordination with federal partners.

4.1.5 RSF Coordinators – State Agency

In Phase 2, The Director of the State's RSF Lead Agency or Department, in consultation with the Governor, will dedicate or designate a senior staff member as the RSF Coordinator. RSF Coordinators should be relatively high in the management structure of the lead agency (i.e., senior advisor, senior manager, or deputy director level). They speak on behalf of their agency/department with authority, coordinate with similar level officials at supporting organizations, and dedicate a significant portion of their time leading disaster recovery efforts to ensure that the objectives of the RSF are completed. While the RSF Coordinator is the day-to-day manager of the RSF's efforts, the RSF Lead Agency's executive or principle, typically the Director, will ultimately be responsible for the success of the RSF and should maintain an active role in supporting the RSF Coordinator.

DR-4724-HI Recovery Highlight **State Capabilities Assessment**

The State RPCB RSF worked with federal and state agencies to create a disaster-specific State Capabilities Annex (SCA). The SCA provides a comprehensive listing of recovery capabilities available to the state and counties and is integrated with the incident-specific FEMA Recovery Needs Assessment (RNA).

Recommendation - Annually maintain the SCA and incorporate its identified capabilities into the RSF Annexes.



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Within the structure of the RCG, RSF Coordinators work closely with the HI-ORR RSF Liaisons in Phase 2 to identify unmet needs in the areas that the RSF is responsible for, and to identify and implement recovery strategies in Phase 3. As recovery projects and programs are assigned project managers and are integrated with day-to-day operations at state agencies, the RSFs and RSFs coordinators will stand down and Phase 4 will begin. Refer to the RSF Annexes for more information about each RSF's mission and objectives.

4.1.6 RSF Liaisons – HI-ORR

HI-ORR RSF Liaisons in a Phase 1 or Phase 4 role will build relationships with the RSF lead agencies, as well as socialize, train, and update the HI-ROP and RSF Annexes with lead and supporting agencies.

As the recovery moves into Phase 2 and Phase 3, RSF Liaisons will be assigned to the RCG. RSF Liaisons will be RCG points of contact and backup for the RSF Coordinator at lead state agencies to assist coordinators with moving the RSF's mission forward. The RSF Liaisons RCG duties include the following:

- Helping RSF Coordinators understand the Governor's and SDRC's intent and priorities for recovery and identifying barriers to recovery progress.
- Guiding them through long-term recovery processes as quickly as possible.
- Assisting with coordinating delivery of the RSF's support to the impacted counties.
- Ensuring RSF's disaster-specific objectives fulfill state leadership's strategic goals.
- Helping RSF Coordinators and project leads set timelines for moving projects and recovery strategies forward (i.e., assisting with organizing and reviewing RSF products and documentation, transferring RSFs' information into RCG products, tracking progress towards deliverables and goals, and helping move recovery projects along to the point where they can be managed by the relevant agency without RSF coordination).
- Assisting with coordinating cross-cutting issues beyond the scope of any single RSF.
- Elevating issues up to the SDRC and SDRO(s) attention so state leadership can help troubleshoot and resolve barriers to recovery progress.

RSF Liaison roles may be filled by State employees from HI-ORR or any RSF agency, or auxiliary staff (such as contractors). During Phase 4, the RSF Liaisons will continue project tracking for any ongoing state recovery projects and/or programs with the project and/or program managers in the respective State agencies.

4.1.7 County Liaisons – HI-ORR

Each of the State's four counties are assigned a HI-ORR County Liaison. In Phase 1, County Liaisons will provide training and build relationships with leaders within local government agencies (i.e., mayor, recovery and resiliency, emergency management, planning department, public works, etc). At the county level, the County Liaison will socialize and train on the HI-ROP to relevant county officials and agencies. In the first days of Phase 2, the County Liaison for an impacted county may be tasked with some acting duties of the SDRC/SDRO until the SDRC/SDRO is activated. The County Liaison will also be instrumental in helping the SDRC/SDRO to get familiarized with county agencies and resources.



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Upon initiation of Phase 2 and Phase 3 operations, County Liaisons for the impacted counties may be moved under the RCG, as necessary. The County Liaison(s) will have valuable knowledge about the impacted county and have relationships with county officials and agencies that will be essential for operations of the RCG.

In Phase 4, the County Liaison will assist the RSF Liaisons with coordinating state recovery projects and programs that have interdependencies to the county - such as permitting, infrastructure, etc. The County Liaison will also coordinate with the county for any after-action reviews.

4.1.8 State Coordinating Officer

The HI-EMA Administrator acts in the role of SCO. This role is responsible for Stafford Act related program coordination and support with FEMA. Funding through these programs play an important role for recovery.

4.1.9 Liaison to State Coordinating Officer

During initial response operations, the SDRC may appoint a liaison to the State Coordinating Officer (SCO) to provide continuity between operational phases and begin planning the long-term recovery support required to the impacted community. This role might be physically and/or virtually deployed to the State Emergency Operations Center.

4.2 Recovery Functions

Recovery functions are important for meeting day-to-day operational needs. These functions may be assigned to a member of the HI-ORR team and/or the RCG staff.

4.2.1 Data Science

The Data Science function aids the disaster recovery process through a Data Scientist who uses data analysis techniques, data sharing coordination, machine learning, and statistical modeling. The Data Scientist analyzes historical data, geographical features, population density, and infrastructure vulnerabilities to identify high-risk areas, predict potential disaster occurrences, and optimize resource allocation. Their insights enhance preparedness and improve effective disaster response and mitigation strategies.

4.2.2 Access and Functional Needs

HI-ORR and the SDRC may require policy guidance to coordinate with the State agencies and departments serving individuals with disabilities and others with access and functional needs (AFN) to ensure people's needs are met. This AFN function advises on integrating access and functional needs into recovery planning and operations.

DR-4724-HI Recovery Highlight **Data Sharing and Visualizing**

Collecting and communicating data is critical to information recovery decisions and providing status to public. Having in house or contracted data and geographic information scientists provided timely and consistent.

Recommendation – develop DSAs and exercise the implementation of data sharing and visuals.



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4.2.3 Legislative

The Legislative function monitors congressional actions on impacted counties and state agencies and resources and looks for developing federal funding opportunities to help the State pursue grant and loan awards. This function may coordinate with the Governor's Policy Director and provide regular recovery updates on the State's recovery activities. The Legislative function is also responsible for tracking issues in the Hawai'i State Legislature related to recovery.

4.2.4 Permit Hui

The Permit Hui, facilitated and coordinated by HI-ORR, is a working group tasked with increasing the transparency of the permitting process of state agencies to streamline and expedite temporary and permanent construction after a disaster. There are multiple state permits such as historical preservation and wastewater required for the building of residential and commercial structures. In turn, each county also has its own sets of permits required for building. Each state or county agency has its own permitting process, and for property owners, these weeks to months long processes are normally completed one at a time in linear fashion, which can take over a year. The Permit Hui facilitates state agencies working together to expedite processes and process each permit simultaneously (in parallel).

The Permit Hui works specifically at the state level, but collaboration with counties becomes important during Phase 2 and Phase 3 to aid rebuilding in disaster impacted communities and counties. During Phase 1 and Phase 4, the

DR-4724-HI Recovery Highlight **Permit Hui**

Creation and implementation of this group provided an effective and efficient way to prioritize county, state, federal, and private temporary and/or permanent projects.

Recommendation – implement and produce routine reports, establish data sharing agreements, and create common visual tracker.

Permit Hui works statewide with state agencies to find and develop processes, rules, regulations and legislation that could be activated or executed in future disaster to expedite temporary and permanent construction.

4.2.5 Subject Matter Expert

When needed, Subject Matter Experts (SMEs) serve as points of contact for the operations-level organizations (i.e., community-based, such as from faith-based, private, or non-profit sector) that are engaged in recovery activities in impacted counties, see Figure 6.



Figure 6: Community Driven Recovery local communities at the center of any disaster recovery. Federal and non-



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federal partners organize their support around community needs and partners in the private structure can further fill gaps of knowledge or resources.

The SME function makes other resources available that can be called upon to provide resources above what the county or the State has available. The private sector must be a key partner in incident management and recovery, particularly in critical infrastructure protection, restoration, and addressing economic impacts. Private-sector entities are also called upon to contribute necessary items and services to the impacted area. These sources are important to aid in lifesaving and recovery efforts. The SDRC, State RSFs, and counties can coordinate with the private sector to effectively share information, formulate courses of action, and incorporate available resources to recover from incidents of various types.

The RCG may be assisted by SMEs, in a role to provide unique subject-matter expertise or insight into a particular issue of the recovery efforts that could not be found within the RCG or RSFs' partners. Where there are broad cross-cutting issues that impact multiple RSFs, it may be appropriate to find SMEs from outside of state agencies. Examples include the following:

- State and County Human Resources SME.
- Workforce Development SME.
- Permitting SME.
- Supply Chain & Logistics SME.
- Transportation Networks SME.
- Utilities and Telecom (grid-scale) SME.
- Housing (Rentals, Condos, Affordable Housing, etc.) SME.
- Floodplain Management and Flood Insurance SME.
- Sustainability SME.
- Philanthropic SME.
- Healthcare SME.
- Voluntary Agency SME.

4.2.6 Logistics and Administration

The HI-ORR and/or RCG staff will provide administration and logistics support to the SDRC and the RSFs. Logistics and administration support may involve organizing, scheduling, and facilitating meetings, coordinating pay and finances for operational activities, designating overtime policies, record keeping, coordinating travel, obtaining legal counsel, negotiating and managing contracts or agreements to bring in support services, and ensuring recovery operations conducted adhered to State policies, procedures, and regulations.

4.2.7 Communications

The SDRC will need communications support staff, which could take the form of a Communications Director or Public Information Officer, to assist with managing communications distributed to the public about the disaster recovery efforts. The communications role's scope will include publishing press releases,



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coordinating any other materials published for external audiences, coordinating with the media, and managing social media presence for the State's disaster recovery efforts. This role should coordinate with the Office of the Governor's Communications Director and with the FEMA External Affairs team, if federal support is activated.

4.3 Integration with County Government Recovery Partners

The role of the State in disaster recovery is to support the counties and manage any incoming federal support. The State RCG will coordinate closely with the impacted counties after they request for additional federal assistance to ensure they have a voice in the policy decisions that affect them, and to ensure the needs of impacted communities are met.

County integration is facilitated in the following ways:

- Incorporating a county recovery point of contact and/or designating a Local Disaster Recovery Manager (LDRM) into the State RCG to assist with advising on policy related to disaster recovery efforts impacting Counties.
- Ensuring communication between the SDRC and the county recovery point of contact and/or LDRM to assist with making policy decisions.
- Establishing working groups to distribute and share information between the county recovery point of contacts and/or LDRMs from impacted counties to the State. Depending on the disaster, working groups could be established through RSFs at the county and State levels.

DR-4724-HI Recovery Highlight **Joint Housing Taskforce**

The county, state, federal, and private partners in multiple phases of the incident participated in a Joint Housing Taskforce to support interim and long-term housing needs of displaced households. This group was led by County of Maui and State of Hawai'i at various times.

Recommendation – socialize, train, and exercise a Joint Housing Taskforce structure and pre-identify agencies at to participate.

Although the State does not dictate the actions that counties should take in an emergency, each local county should appoint an LDRM, or an equivalent role such as a county recovery point of contact, who can serve as a representative of the jurisdiction. Additionally, the State does not prescribe how membership in the county recovery organization should be structured, but the State must be available, upon request, to offer technical assistance in identifying appropriate stakeholders in a county recovery mission.

The county recovery point of contact and/or LDRM may also provide advice on State policy relating to the disaster recovery efforts. A county recovery point of contact and/or LDRM's responsibilities may include the following:

- Meeting with the SDRC and informing the RCG of the counties long-term recovery goals and objectives.
- Advising on policy matters and ensuring the counties have a voice in State policy decisions.
- Coordinating with county departments involved in managing recovery efforts.
- Maintaining transparency and accountability to the public on recovery efforts within their jurisdiction.



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- If appropriate, meeting with other impacted counties to understand their unmet needs.

4.3.1 Local Disaster Recovery Manager

The Local Disaster Recovery Manager (LDRM) is a point of contact appointed from the impacted county. This role provides a pathway for the State to coordinate with the impacted community more effectively and efficiently. The LDRM coordinates recovery efforts among the County RSFs and relevant county agencies and partners. Additionally, the LDRM is responsible for directing and executing recovery at the local level and is accountable to community stakeholders.

Potential LDRM candidates may include a county planner, county codes official, zoning representative, emergency management representative, county executive, or community leader (e.g., from a private, faith-based, voluntary, or nonprofit organization). The person selected to take on the role of LDRM should be able to think strategically, take a long-term view of recovery, and should understand the community's needs. Additionally, the LDRM may be a person who comes into the position organically, as the impacted area works to develop a county recovery organization. Or, the LDRM may have been identified prior to an incident and subsequent recovery effort, although this situation may not always be possible or sustainable. In addition to a primary LDRM, it may be desirable to have a backup person, such as an additional county recovery point of contact who can provide support or take control of managing the local recovery effort, if needed. The State RCG and RSFs work with the LDRM and County RSFs, once they have been identified, to coordinate disaster recovery efforts and the State's assistance.

4.4 Recovery Operational Structure Scalability

Counties are typically responsible for managing recovery activities within their impacted communities. However, due to Hawai'i's unique geographic position and composition, effective recovery requires extensive planning and coordination. Depending on the nature of the incident and where impacts have occurred, the State will need to manage its support to impacted communities differently. This Section on Recovery Operational Structure Scalability discusses multiple scenarios where one or multiple counties are impacted and when federal support is or is not available. Hawai'i's counties are depicted in Figure 7 below for reference. It is important to acknowledge that the State's four counties are islands, and two of the four counties are comprised of multiple islands.



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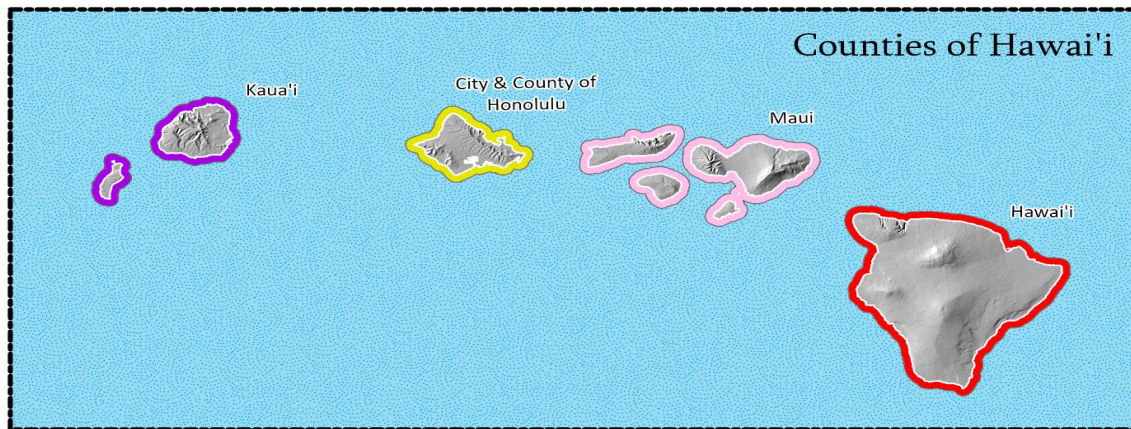


Figure 7: State of Hawai'i Counties

4.4.1 City and County of Honolulu

If the RCG structure is activated for an incident in the City and County of Honolulu (City) on the island of O'ahu, scaling and staffing may differ due to the City's role as the State government seat. Further, some of the State's agencies have local offices in other counties but not in the City, while other agencies lack offices outside of the City, requiring inter-island coordination with their main office.

4.4.2 Multiple Counties and/or Multiple Disaster Recoveries

If multiple counties are in disaster recovery, regardless of if recovery is for the same disaster or different disasters, the needs of the disaster will determine whether the SDRC stands up a separate RCG for each county or maintains one RCG for multiple counties. If only one RCG is stood up, regular travel to the other impacted counties should occur to engage directly with county officials and community leaders to understand their unmet needs.

4.4.2.1 State Support Absent a County Recovery Organization

If a county does not or cannot set up a local recovery organization and one is needed to coordinate and direct local recovery efforts, the State may step in to help coordinate and initiate the county recovery effort. For example, State assistance may come in the form of technical assistance to aid in establishing a county recovery organization. HI-ORR would coordinate this effort. Additionally, the level of the State's involvement depends on the severity of the incident and resources possessed by the county.

4.4.3 Federal Disaster Declaration Not Met

In the interim period after the Governor has requested a Major Disaster Declaration but the President of the United States has not yet approved or denied the Governor's request, or in the instance that no Federal Declaration has been requested, HI-ORR may be tasked by the Governor to lead recovery operations among state, county, and non-governmental partners. HI-ORR will communicate, coordinate, and collaborate with the Hawai'i Emergency Management Agency (HI-EMA) on any damage and impact assessment information



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or other situational awareness and collects and/or publishes. Recovery support will be provided primarily through State capacity and may be augmented by federal day-to-day programs ([Section 7.5.2](#)). HI-ORR may ask that the RCG and RSFs may be activated even if a federal disaster declaration is not received. Absent the tools and structures of the Stafford Act that activate with a federal disaster declaration, other federal resources such as Small Business Administration (SBA) loans or Federal Highway Administration funds may still be available to the State and counties. If the disaster is a large enough incident and it federally declared, FEMA structures to include the Long-Term Recovery Office (LTRO) and/or IRC should be co-located with the RCG. Doing so would create better opportunities for communication, coordination, collaboration, and cross-training.

4.4.4 Operational Coordination Mechanisms

As determined by the needs of recovery operations, the RCG could have field-based offices and representation on the impacted counties. Likewise, it is important there is a regular, predictable cadence for meetings and engagements among the RSFs and the impacted counties to facilitate the major processes and activities noted in any recovery ConOps ([Section 6](#)). Initially, RSFs will hold meetings with their partners to ensure that timely information on emerging needs can be passed on and addressed by supporting partners. More frequent meetings may be necessary if the incident is a catastrophic or multi-county incident. Recovery operations will move through its four Phases and, as such, the frequency of RSF meetings will change as the capacity needs of the recovery change; until recovery efforts can be met by normal day-to-day operations of a lead agency and/or its supporting organizations.



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5 HAWAI'I RECOVERY SUPPORT FUNCTIONS

Recovery operations are complex and have interdependencies and cascading effects across critical systems and state agencies; thereby, often exceeding the scope of operations and authority of a single agency or recovery entity. To address the complex nature of recovery, agencies and recovery entities are grouped under recovery categories known as Recovery Support Functions (RSFs). RSFs are the primary operational component of recovery operations. The collective organizations within each RSF will plan and execute the various recovery activities as directed by the State, county, federal, and private recovery leadership. The State's RSFs generally correlate to the federal RSF system as outlined in the NDRF. Currently, the State has seven RSFs and they are:

- Recovery Planning and Capacity Building.
- Economic Recovery.
- Public Health and Healthcare Services.
- Social Services and Education.
- Housing.
- Infrastructure Systems.
- Natural and Cultural Resources.

During disaster recovery operations, the State's departments and/or agencies operating within their RSF are coordinating activities within their respective RSFs. This means agencies may be performing RSF duties outside and in addition to the agency's normal duties. RSFs support several responsibilities and actions that are critical to ensuring impacted communities can fully recover from disasters.

Not all local recovery efforts requiring state-level support result in the activation of RSFs. As such, state departments and/or agencies acting under their own legal and regulatory authority may request the SDRC to activate relevant RSF support organizations to support their recovery operations.

5.1 Recovery Support Function – Lead Agency and Support Organizations

Each RSF identifies its lead agency and its support organizations. A support organization may be a state, federal, non-governmental organization, or a private sector organization. See Table 1 for further information.



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Recovery Planning and Capacity Building	
RSF Mission Statement	Support communities in planning and scaling recovery operations through state capabilities and allocation of resources while ensuring alignment of different community, county, state, and federal plans and strategies, including recovery and hazard mitigation plans.
Lead Agency	Hawai'i State Office of Planning and Sustainable Development (OPSD); Office of the Governor – Hawai'i Office of Recovery and Resiliency (HI-ORR).
Economic Recovery	
RSF Mission Statement	Assist state and county led efforts to work with the private sector to promote resilience of impacted communities by sustaining or rebuilding businesses, returning employees to work and developing economic opportunities.
Lead Agency	Department of Business, Economic Development and Tourism (DBEDT) – Director's Office
Public Health and Healthcare Services	
RSF Mission Statement	Assist state and county-led recovery efforts in the restoration of public health and medical services to promote the health and wellbeing of affected individuals and communities.
Lead Agency	Department of Health (DOH)
Social Services and Education	
RSF Mission Statement	Assist state and county-led recovery efforts in the restoration of social services to promote the resilience and wellbeing of affected individuals and communities.
Lead Agency	Department of Human Services (DHS)
Housing	
RSF Mission Statement	Restore state housing facilities, develop interim housing solutions, and coordinate a reconstruction environment that improves long-term access to and rapid construction of safe, accessible, and affordable permanent housing.
Lead Agency	DBEDT – Hawai'i Housing Finance and Development Corporation (HHFDC)
Infrastructure Systems	
RSF Mission Statement	Support the restoration and recovery of infrastructure systems and state-owned properties and facilities in the affected disaster area ensuring the incorporation of protective measures and mitigation techniques to support long-term community resilience and sustainability.
Lead Agency	Department of Transportation (DOT) Hawaii State Energy Office (HSEO)
Natural and Cultural Resources	
RSF Mission Statement	Assist state and local communities in recovery by addressing long-term natural and cultural resource needs.
Lead Agency	Department of Land & Natural Resources (DLNR)

Table 1: Hawai'i Recovery Support Function Lead Agencies.



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5.2 Recovery Support Function – Lead Agency Role

The role of the RSF lead agency is to provide leadership, guidance and coordination between the RSF and the federal, state, local, and private entities conducting recovery activities in accordance with the recovery objectives set forth by the SDRC or the State's RCG. The lead agency assignment is reserved to State agencies or departments in accordance with the statutory authorities. Additional selection criteria for a lead agency involves the original jurisdiction of the agency, which is closely matched to the RSF to enhance the agency's suitability to provide coordination, oversight, and subject matter expertise when executing the lead agency role. The management role of the lead agency is carried out through a "unified coordination" approach, as agreed upon collectively by the designated lead agency and, as appropriate, support organizations. Upon activation of the RSF, the lead agency is responsible for the following:

- Developing plans, procedures, and other products required to execute the RSF's duties.
- Providing a senior staff member to serve as the RSF Coordinator within the State RCG.
- Assessing long-term impacts.
- Assessing unmet needs in partnership with county and support organizations.
- Coordinating and requesting assistance from support organizations.
- Setting long-term recovery objectives priorities in accordance with state and county leadership.
- Reporting RSF operational priorities and activities.
- Supporting other RSFs as required.
- Coordinating with federal and county agency counterparts.
- Coordinating with private-sector organizations in accordance with recovery objectives.
- Executing department-specific readiness contracts.
- Procuring goods and services to fulfill the mission of the RSF.
- Managing mission assignments and coordinating with support organizations, appropriate state officials, operations centers, and other recovery operations entities.
- Maintaining situational awareness of RSF-related activities.

5.3 Recovery Support Function – Support Organizations' Roles

Support organizations are entities with specific capabilities or resources that support the lead agency in executing the mission of the RSF. RSF support organizations are responsible for the following.

- Supporting the RSF in all phases of recovery.
- Providing access to staff to serve as RSF support representatives in recovery operations.
- Ensuring readiness to execute recovery operations at the designated location.
- Participating in planning for operations and the development of supporting operational plans, procedures, guidelines, checklists, or other job aids.
- Conducting operations, when requested by the RSF lead agency.
- Acting as lead agency in the location of recovery operations in the absence of the lead agency .
- Acting on lead agency tasks, as applicable to the RSF function.
- Assisting in situational and damage assessments.



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6 RECOVERY CONCEPT OF OPERATIONS

The Recovery Concept of Operations (ConOps) is taken from FEMA's Guide for All-Hazard Emergency Operations Planning guidebook and outlines how the State shall execute disaster recovery operations. Recovery operations can begin as soon as an incident occurs. Although counties and state agencies are typically equipped to manage recovery operations internally for most incidents, there are situations where additional state assistance becomes essential.

The State has four Phases in its Recovery of Operations Plan ConOps (Figure 8):

- Phase 1: Preparedness.
- Phase 2: Incident Coordination.
- Phase 3: Recovery Operations.
- Phase 4: Project Tracking and After-Action Review.



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State of Hawai'i Recovery Operations Plan (HI-ROP): Concept of Operations (ConOps) Phases 1 - 4

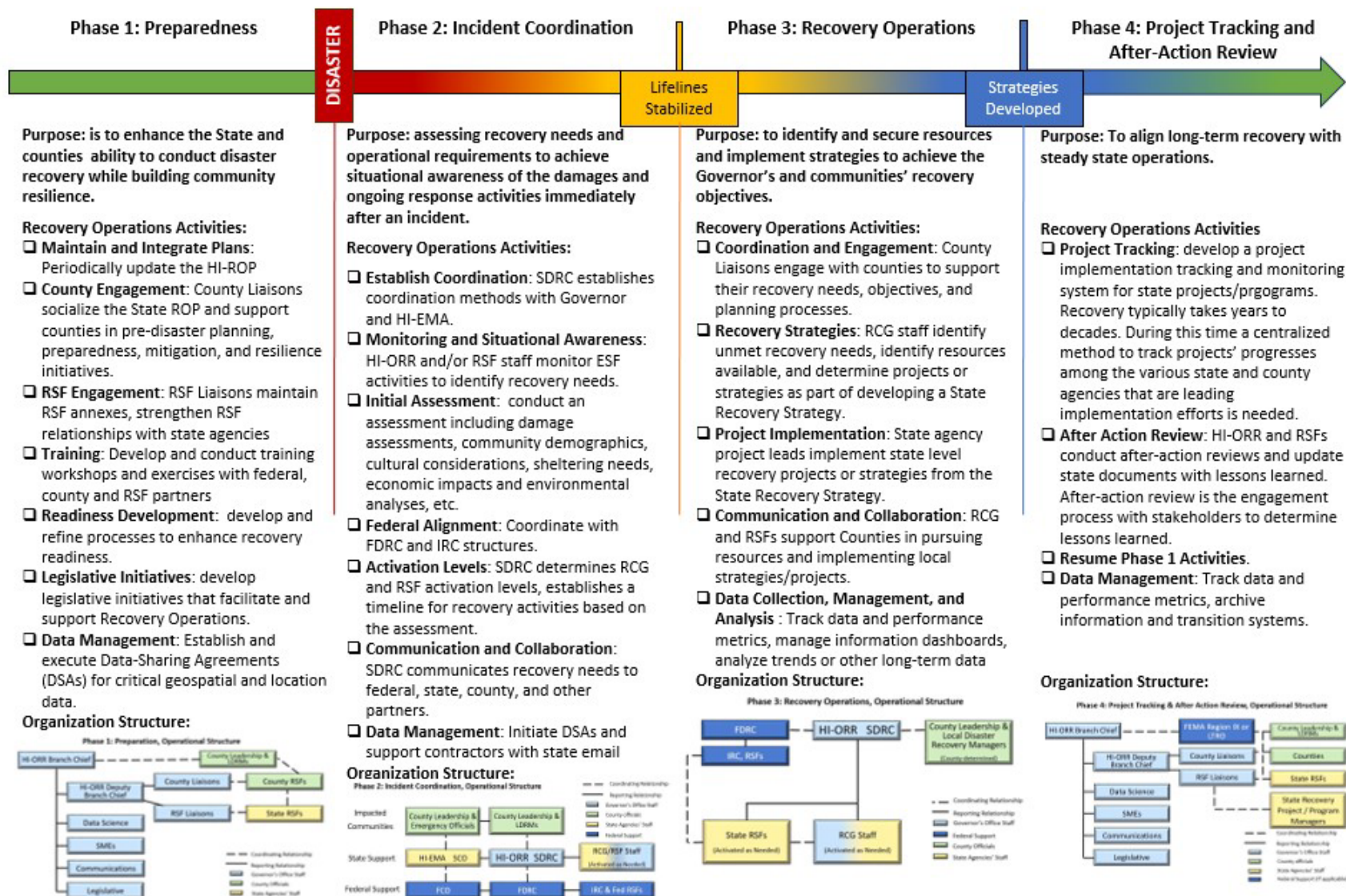


Figure 8: Hawai'i Recovery ConOps Phases. Overview of the 4 Phases over time. Each Phase has its own subsection (sections 6.3 through 6.6). The organizational structure diagram for each phase is individually displayed in figures 10 through 13.



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To start, after the Governor declares an emergency, the activation of the SDRC is coordinated with HI-ORR. This activation signals the need for state-level assistance to support recovery efforts. State operations of recovery can happen with or without a federal disaster declaration and federal resources.

Figure 9 illustrates that each of the 4 Phases is identical in structure and is depicted in five blue-colored descending tiers: 1) Purpose, 2) Order of Operations, 3) Administration, 4) Logistics, and 5) Coordinating Structure. The green tier at the bottom incorporates other operational details and essential support material that is included in [Appendix B: Toolkit](#), such as Standard Operating Procedural Guidelines (SOPGs), checklists, templates, and more.

Chapter 4: Concept of Operations *ConOps* Document Structure

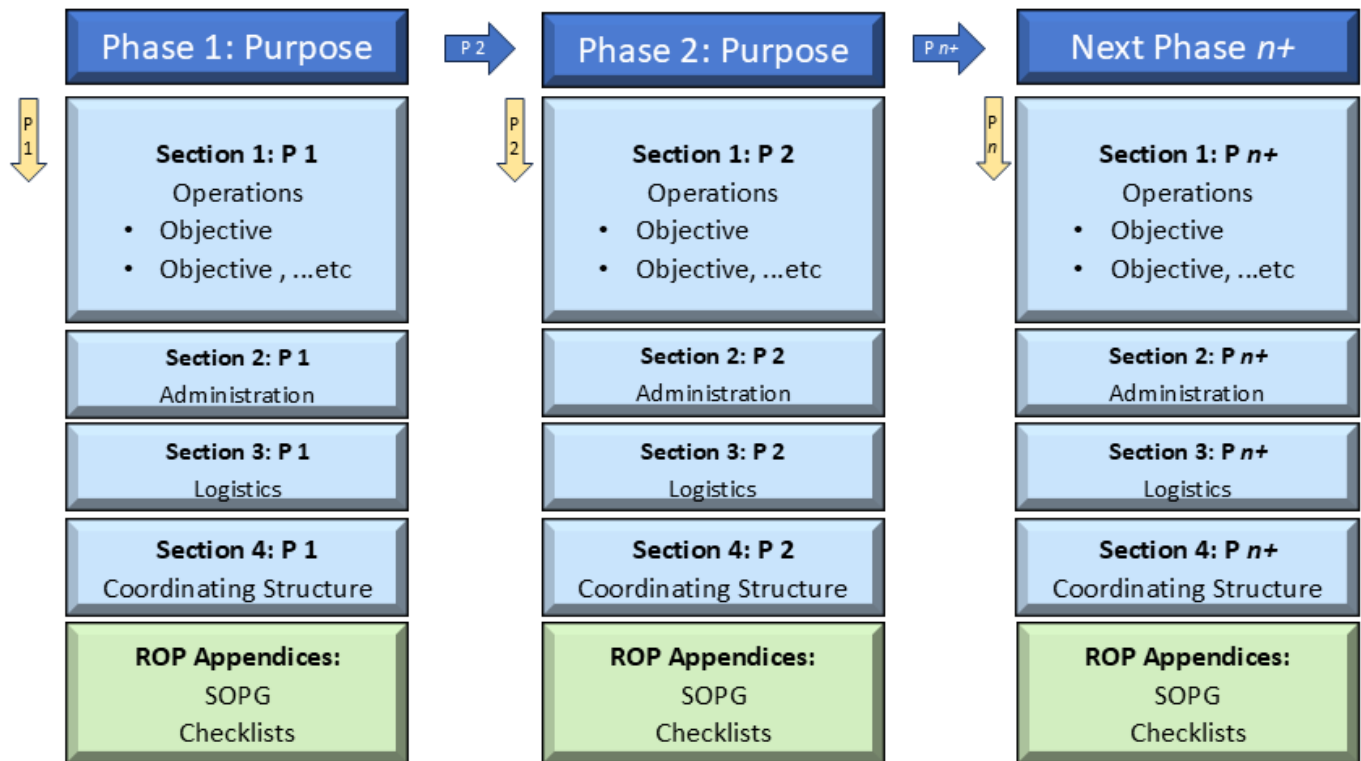


Figure 9: Document structure of Chapter 4: ConOps

The State, when activated, is responsible for assisting local recovery efforts by coordinating support operations. These activities include the coordination of state-level resources and securing additional resources from the federal government. The SDRC is the state role designated by the Governor to lead recovery coordination between counties and state departments and/or agencies, and liaisons when necessary with federal and private entities. These recovery activities are organized through RSFs, which serve as the coordinating structures that group resources and capabilities into functional areas commonly required during recovery. RSFs enhance the delivery of capabilities as outlined in Table 1 of [Section 5.1](#).



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When the State's resources are depleted, the State, through the HI-EMA, may request assistance from neighboring states through the Emergency Management Assistance Compact (EMAC), a federal mutual aid system. Federal assistance can be facilitated through agencies such as the FEMA, U.S. Department of Commerce, U.S. Department of Health and Human Services (HHS), U.S. Department of Housing and Urban Development, U.S. Army Corps of Engineers, and U.S. Department of Interior. Additionally, if the State, receives a Presidential Disaster Declaration, then access to another level of federal programs and resources becomes available.

Hawai'i is part of FEMA Region IX which includes regional partner states of Arizona, California, and Nevada. There is also a FEMA Pacific Area Office in Honolulu, Hawai'i for forward coordination between Hawai'i and the U.S. territories of Guam, American Samoa, Commonwealth of Northern Mariana Islands, Republic of Marshall Islands, and Federated States of Micronesia. Therefore, when the State's resources are depleted these interdependencies means that recovery operations are supported through pre-established partnerships through the EMAC.

6.1 Planning Facts and Assumptions

The State developed the HI-ROP to also address the recovery risks identified in the State's Mitigation Risk Assessment and leverages the State's Threat and Hazard Identification and Risk Assessment (THIRA), which are updated annually by the HI-EMA. These two assessments are created through statewide coordination and input from the State's four counties: 1) County of Hawai'i, 2) County of Maui, 3) County of Kaua'i, and 4) City and County of Honolulu. Therefore, to ground the Recovery Objectives outlined in [Section 2](#), this document built its framework for state-level recovery by considering the State's unique resources, and its threats and hazards. The following are some of the considerations:

- **Agile Hawai'i Recovery Operations Plan:** Every disaster poses unique challenges. The roles and responsibilities outlined in the HI-ROP reflect the full deployment of the State's recovery resources; however, not all functions may be necessary for each recovery operation.
- **County Recovery Plans:** Counties are responsible to develop their own plans and establish their own recovery organizations; however, the dexterity to execute plans may be challenged early depending on the disaster.
- **State Assistance:** It is assumed Hawai'i's departments and agencies shall provide timely and effective assistance within policy, regulatory, and financial constraints.
- **Staffing Capacity Challenges:** Counties may face staffing challenges during recovery operations, including difficulties finding sufficient qualified and/or experienced workforce members to fill vacancies or requiring existing staff to take on multiple roles during the initial response and recovery phases.
- **State Resources Commitment:** The State will deploy its full authority and resources to assist counties when recovery needs surpass local capabilities; however, the State can also be challenged when there are overlapping disasters or a disaster's impact crosses multiple counties.
- **Private and Non-Profit Organizations:** The State recognizes the importance of private and non-profit organizations in recovery efforts and actively supports their support.



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- **Inclusive Planning:** The State will integrate planning considerations for individuals with disabilities and those with access and functional needs into all emergency documentation.
- **Requesting Additional Support:** The State requests support from other states and requests federal assistance. When the State's capabilities to recover are insufficient or have been exhausted, it will seek support from other states such as EMAC and request federal assistance, including resources available under a Presidential Disaster Declaration for the State.
- **RCG Activation:** The State RCG can be activated by the SDRC with or without a Presidential Disaster Declaration. If federal assistance is available, it will be requested to be integrated into the RCG.
- **Federal Participation:** Participating federal entities, if applicable, align their recovery structures with the State Recovery Operational Structure established by this document.
- **State Authorities:** Existing state laws, regulations and authorities guide recovery efforts. Emergency Proclamations or other special authorities may be necessary to expedite recovery.
- **Concurrent Phases:** Recovery efforts may operate in multiple phases simultaneously. For example, the State might be coordinating Phase 1 activities with unaffected counties while other counties are progressing through Phases 2, 3, or 4.

6.2 Introduction to Phases of Recovery Operations

Each incident impacts the State in different ways, requiring varying amounts of time for each recovery phase. The physical separation of islands and counties in Hawai'i presents unique challenges to allocation of resources, especially during a disaster and through each phase of recovery. To provide flexibility, milestones are used to indicate the completion of each operational phase rather than timeframes which can be rigid. The purpose, activities, and coordination structures of these are discussed in Sections 6.3 through 6.6.

The **ConOps** includes agile coordinating structures designed to be tailored to the unique needs, scope, and scale of each disaster, as detailed in [Section 4.1: Recovery Operational Structure Scalability](#).

6.3 Phase 1: Preparedness

The purpose of Phase 1 is to enhance the State's ability to conduct disaster recovery while building community resilience. Phase 1 focuses on developing relationships, capacity, and preparedness with RSFs, across counties, federal agencies, non-governmental, and private partners.

Pre-disaster preparedness efforts are continuous. Key to this preparation is the continued development, improvement, training and exercising of the HI-ROP. They happen before, during, and after incidents. These efforts ensure the State is equipped to support recovery after a disaster. Establishing agreements and contracts with partner agencies and contractors during this phase is critical for enabling a rapid escalation of state capabilities in Phases 2 and 3. Therefore, Phase 1 is ongoing operating concurrently with other phases.

6.3.1 Recovery Operations Activities in Phase 1

- **Hawai'i Recovery Operations Plan Updates:** HI-ORR is responsible to periodically updating the HI-ROP and shall incorporate within it and/or integrate it with relevant state plans, policies, and procedures.



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- **County Engagement:** County Liaisons are responsible for socializing the HI-ROP and supporting counties in pre-disaster planning, preparedness, mitigation, and resilience initiatives.
- **RSF Engagement:** RSF Liaisons are responsible for maintaining RSF annexes, strengthening RSF relationships, and keeping state agencies involved and informed.
- **Training and Education:** HI-ORR is responsible for staying abreast of and developing and conducting training workshops and exercises for and sharing educational information that have a focus on recovery with RSF partners.
- **Readiness Development:** HI-ORR is responsible to develop and refine processes, documents, policies, procedures, and agreements to enhance recovery readiness. Key areas to include:
 - Emergency Codes or Permitting SOPGs.
 - Contingency Contracting.
 - Data-Sharing Agreement (DSA).
- **Legislative Initiatives:** In collaboration with RSF agencies and partners, HI-ORR is responsible for developing legislative initiatives that facilitate and support Recovery Operations, including:
 - Staffing plans for recovery and surge positions.
 - Enhancing survivor recovery assistance delivery.
 - Improving recovery management support to impacted counties.
- **Data Management:** HI-ORR is responsible for establishing and executing DSAs for critical geospatial and location data. Robust Geographic Information Systems (GIS) are essential for disaster response and recovery. GIS provides information to support damage assessments, infrastructure recovery and rebuilding, survivor locations and services, and provides other environmental data. Agreements and access permissions for data across agencies should be prearranged in Phase 1 to prevent recovery delays during disasters. Additional Data Management guidelines are included in the [Appendix B: Data Management SOPG](#).

6.3.2 Administration in Phase 1

In Phase 1, HI-ORR collaborates with state, county, federal, and non-governmental partners to familiarize them with the HI-ROP and State Capabilities Assessment (SCA), and establish agreements, contracts, and/or Memorandums of Understandings for future activations. Additional administration details for Phase 1 will be included in future updates of this document.

6.3.3 Logistics in Phase 1

Logistics for Phase 1 will be included in future updates of this document.

6.3.4 Coordinating Structure in Phase 1

In Phase 1, HI-ORR's designated liaisons regularly coordinate with counties and State RSFs ensuring a cohesive approach to disaster preparedness and recovery.



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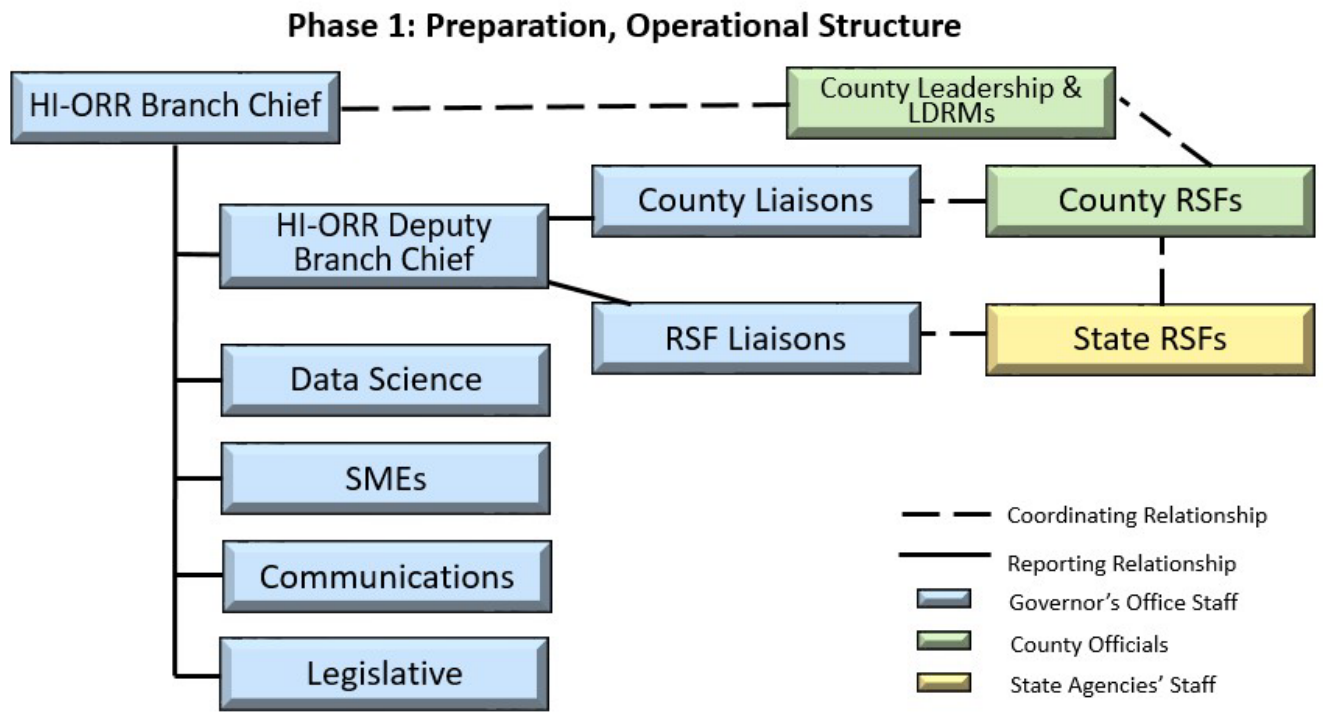


Figure 10: Phase 1 Recovery Organization Structure

6.4 Phase 2: Incident Coordination

The purpose of Phase 2 is to assess recovery needs and operational requirements to achieve situational awareness of the damages and ongoing response activities immediately after an incident.

During Phase 2, response operations and Emergency Support Functions (ESFs) focus on stabilizing critical community lifelines, such as public safety, healthcare, transportation, telecommunications, electricity, food, water, and shelter. HI-EMA leads these state response efforts and may invite or request for recovery leadership, including the SDRC/SDRO, HI-ORR staff, or RSF representatives, to join at the EOC. HI-ORR is responsible for staying cognizant of ongoing response efforts coordinated by HI-EMA regardless of an invitation. Doing so ensures recovery personnel are informed about response activities and are ready to continue recovery efforts seamlessly when response concludes.

Recovery activities in Phase 2 prioritize situational awareness and anticipation of recovery needs. RSF lead agencies and HI-ORR staff monitor ongoing ESFs and response efforts, while conducting initial assessments to establish recovery goals, staffing levels, and necessary resources. If required, the RCG is activated and the SDRC engages with FEMA's recovery leadership. If the Federal IRC is activated, the SDRC will request that it aligns with the state structure and the RCG.



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As response operations scale down recovery efforts and activities intensify. This means that by the end of Phase 2, recovery functions that restore essential services provided by the government, businesses, and utilities as well as community lifelines, are stabilized.

6.4.1 Recovery Operations Activities in Phase 2

- **Establish Coordination:** SDRC is responsible for establishing coordination methods with Governor of Hawai'i and HI-EMA.
- **Monitoring and Situational Awareness:** HI-ORR and/or RSF staff are responsible for monitoring ESF activities to identify recovery needs.
- **Initial Assessment:** SDRC, with support from the RCG and RSFs, is responsible for conducting recovery assessments including damage assessments, community demographics, cultural considerations, sheltering needs, economic impacts and environmental analyses, etc.
- **Federal Alignment:** HI-ORR is responsible for coordinating with FDRC and IRC structures.
- **Activation:** The SDRC is responsible for determining RCG and RSF activation and establishing a timeline for recovery activities based on the assessment.
- **Communication and Collaboration:** SDRC is responsible for communicating recovery structures, mission expectations, priorities, and recovery needs to federal, state, county, and other partners. This includes providing technical assistance and completing required reporting, such as Recovery SCA and FEMA's Recovery Needs Assessment (RNA).
- **Data Management:** HI-ORR is responsible for initiating data sharing agreements and support contractors with state email domains for public-facing communications. Additional Data Management guidelines are included in the [SOPG in Appendix B](#).

6.4.2 Administration in Phase 2

Administration required in Phase 2.

- Execution of contracting agreements.
- Hiring or mission assignment of additional RSF/RCC staff.
- Requesting and administering funds from the State Major Disaster Fund or other sources.
- Additional administration details will be included in future updates of this document.

6.4.3 Logistics in Phase 2

Logistics required in Phase 2 will include:

- Providing technological equipment (phone, laptop, etc.) to staff.
- Securing office or working space for staff with utilities, basic office supplies, and mobile phone contracts provisioned for new staff.
- Scheduling travel arrangements between counties.
- Additional logistics will be included in future updates of this document.



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6.4.4 Coordination Structure in Phase 2

During Phase 2, the coordinating structure ensures that during incident coordination, impacted county officials are primarily coordinating with the HI-EMA SCO to address immediate lifesaving, life-sustaining needs. Concurrently, the recovery coordinating structure led by the SDRC is activated to collaborate closely with the SCO and the FDRC, if federal support is involved. The SDRC is supported by the RCG, which may include assigned personnel from the Office of the Governor and from RSF agencies. This group would develop policy solutions – to enhance the long-term community resilience and recovery of the impacted areas.

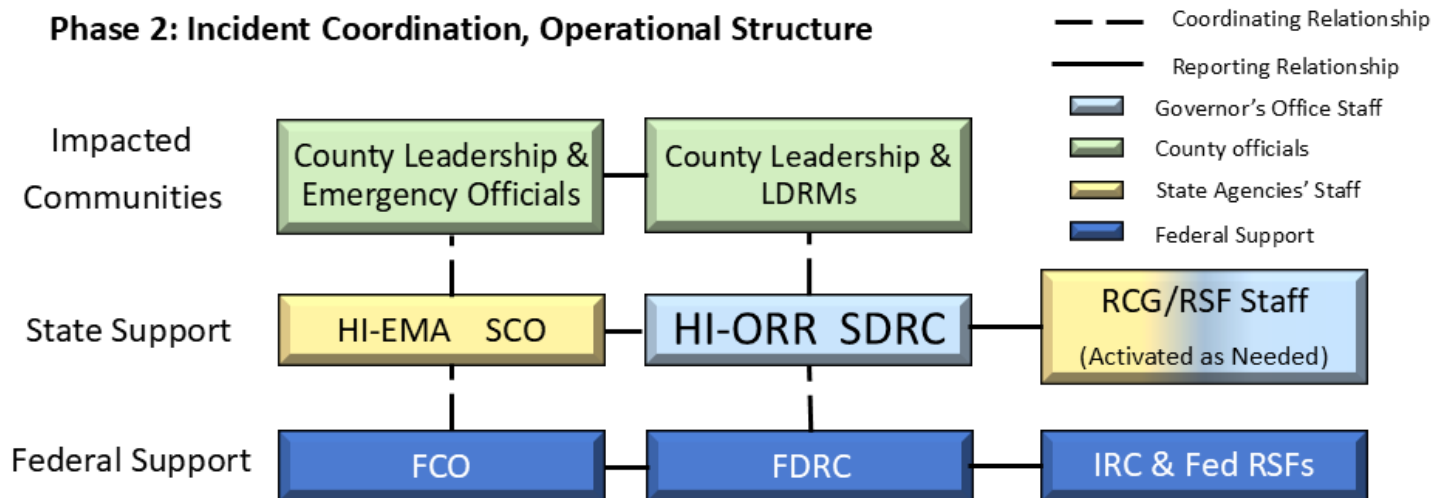


Figure 11: Phase 2 Recovery Organizational Structure

6.5 Phase 3: Recovery Operations

The purpose of Phase 3 is to identify and secure resources and implement strategies to achieve the Governor's and the counties' recovery objectives. During this phase, the SDRC, RCG, and RSFs closely coordinate with impacted communities to identify priorities and needs for short and long-term recovery.

The RCG and RSFs develop an assessment of recovery needs, identify resources available, and determine strategies or projects that will address unmet needs and issues as part of a State Recovery Strategy (SRS). The SRS is continuously updated as cascading impacts emerge, additional resources are identified, resources are secured, and projects are implemented. Recovery operations continue through the restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historical, and environmental fabric of communities impacted by a catastrophic disaster.

There is also an ad hoc reporting requirement to elected officials. Officials will need to be kept informed on how recovery operations are progressing at various stages. The SDRC may establish a policy coordination



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group to consult with the Governor and mayors. There also may be routine briefings for state legislative and congressional leadership and/or their teams.

Phase 3 recovery operations can take months or years depending on the nature and scale of an incident's impacts. During this period, coordination of the State's response and incident management operations by the HI-EMA Administrator and/or SCO will gradually decrease in necessity as the emergency concludes and community lifelines are stabilized. Coordination of the recovery efforts from the incident's impacts by the SDRC will continue to increase. Both response and recovery efforts are guided by the Governor of Hawai'i.

As implementation of recovery projects progress, workloads shift from State RSF coordinators to project managers within agencies or counties. As will be covered later, when the work can largely be accomplished by agencies or counties through work using normal day-to-day business processes without additional RSF coordination, the transition to Phase 4 can begin.

DR-4724-HI Recovery Highlight **Recovery Coordination Group**

The RCG, the state recovery structure, integrates with the LDRM and the FEMA IRC and provides a mechanism to support recovery efforts.

Recommendation – socialize, train, and exercise RCG and pre-identify LDRM and FEMA IRC integration opportunities.

6.5.1 Recovery Operations Activities in Phase 3

- **Coordination and Engagement:** HI-ORR County Liaisons are responsible for engaging with counties to support their recovery needs, objectives, and planning processes (in partnership with RSFs).
- **Recovery Strategies:** RCG staff are responsible for identifying unmet recovery needs, identifying resources available, and determining projects or strategies as part of developing a State Recovery Strategy.
- **Project Implementation:** State agency project leads are responsible for implementing state-level recovery projects or strategies from the [State Recovery Strategy](#).
- **Communication and Collaboration:** RCG and RSFs are responsible for supporting counties in pursuing resources and implementing local strategies/projects. Federal, state and county partners may require collaboration from SDRC and RCG/RSFs in technical assistance for products or processes that are required for reporting purposes to relevant regulatory bodies. One example in Phase 3 might be a Long-Term Recovery Plan by the counties.
- **Data Collection, Management, and Analysis:** HI-ORR is responsible for tracking data and performance metrics, manage information dashboards, analyze trends or other long-term data, and develop or activate data-sharing agreements, if needed. Additional Data Management guidelines are included in the [SOPG in Appendix B](#).



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6.5.2 Administration in Phase 3

Administration included in Phase 3 will include continued allocation of funds to support RSF and RCG staff. Preparations will be made for deactivating staff and contracting agreements as necessary in the transition to Phase 4. Additional administration will be included in future updates of this document.

6.5.3 Logistics in Phase 3

Logistics required in Phase 3 will include travel arrangements between counties. Preparations will be made to close and deactivate physical office spaces in the transition to Phase 4. Additionally, in the transition to Phase 4, technology equipment will be collected from exiting recovery staff and telecom contracts such as mobile phone and internet service will be terminated.

6.5.4 Coordinating Structure in Phase 3

During Phase 3: Recovery Operations, the RCG is fully activated by the SDRC with the relevant roles operating as needed. The State RSFs and County Liaisons are part of the RCG. If there is federal support, it is also integrated with the RCG.

Phase 3: Recovery Operations, Operational Structure

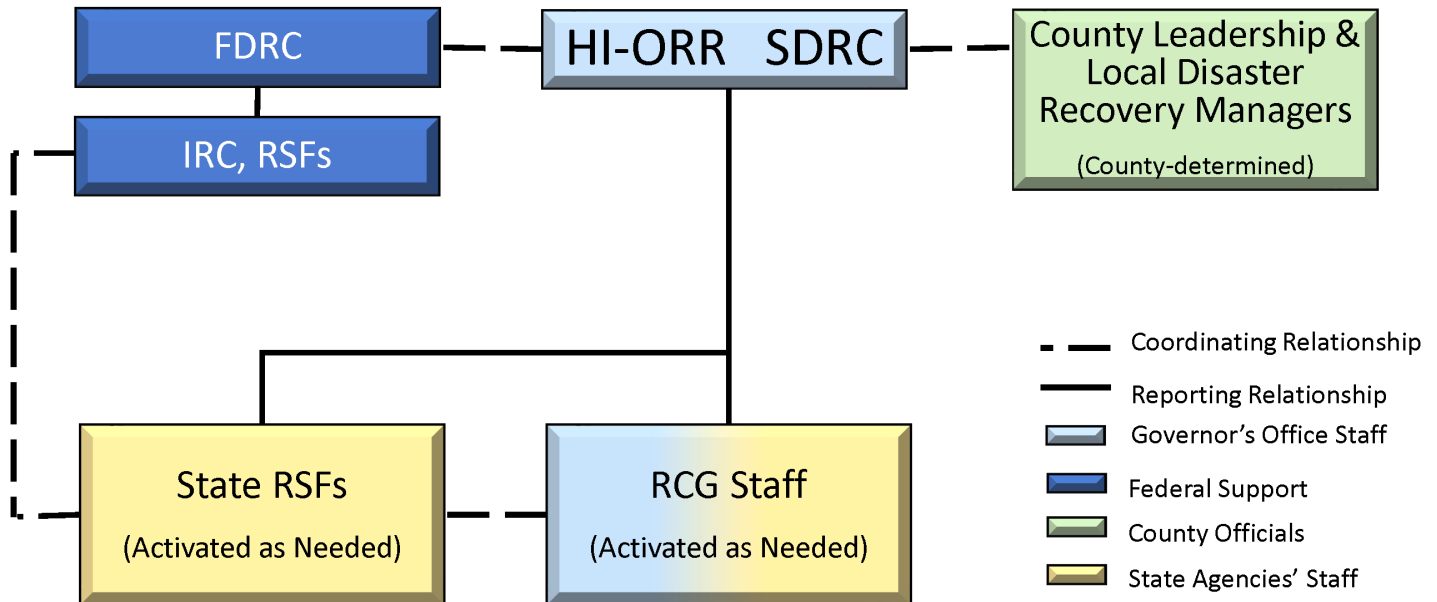


Figure 12: Phase 3 Recovery Organizational Structure



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6.6 Phase 4: Project Tracking and After-Action Review

The purpose of Phase 4 is to align long-term recovery with day-to-day operations of state agencies. During Phase 4, the RSF structure will scale down as recovery operations are absorbed into day-to-day normal agency operations or specific recovery project management.

The, the RCG deactivates and HI-ORR staff transitions to Phase 1 roles and duties while continuing to monitor progress and communicating results to required or interested partners. Based on the results of after-action reviews, State documentation is maintained to reflect new best practices and lessons learned.

6.6.1 Recovery Operations Activities in Phase 4

- **Project Tracking:** HI-ORR and impacted state agencies are responsible for developing a project implementation tracking and monitoring system. Implementing all the community restoration and rebuilding projects typically takes years to decades. During this time a centralized method to track projects' progresses among the various state and county agencies that are leading implementation efforts is needed. Staying abreast of project statuses aids grant management and provides the most up to date reporting to elected officials. The HI-ORR, in partnership with the state agencies, will develop and maintain a recovery project tracking mechanism.
- **After-Action Review:** HI-ORR and RSFs are responsible for conducting after-action reviews and updating The State's documents with lessons learned. After-action review is the engagement process with stakeholders to determine lessons learned. The product created from an after-action review is usually called an After-Action Report.
- **Resume Phase 1 Activities.**
- **Data Management:** HI-ORR is responsible for continuing to track data and performance metrics, archive information and transition systems. Management of the dashboards and performance metrics outlined in Phase 3 will also continue as appropriate in Phase 4 to document progress towards achieving the Governor's and counties' leaderships' goals as projects and strategies are executed. Additional Data Management guidelines are included in the [SOPG in Appendix](#) .

6.6.2 Administration in Phase 4

Administration will be included in future updates of this document.

6.6.3 Logistics in Phase 4

Logistics will be included in future updates of this document.

6.6.4 Coordinating Structure in Phase 4

Phase 4 mirrors Phase 1's operational structure as operations return to preparedness. The exception: In Phase 4, any active state recovery Project or Program managers will continue to implement and report on project or program execution in coordination with HI-ORR.



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Phase 4: Project Tracking & After Action Review, Operational Structure

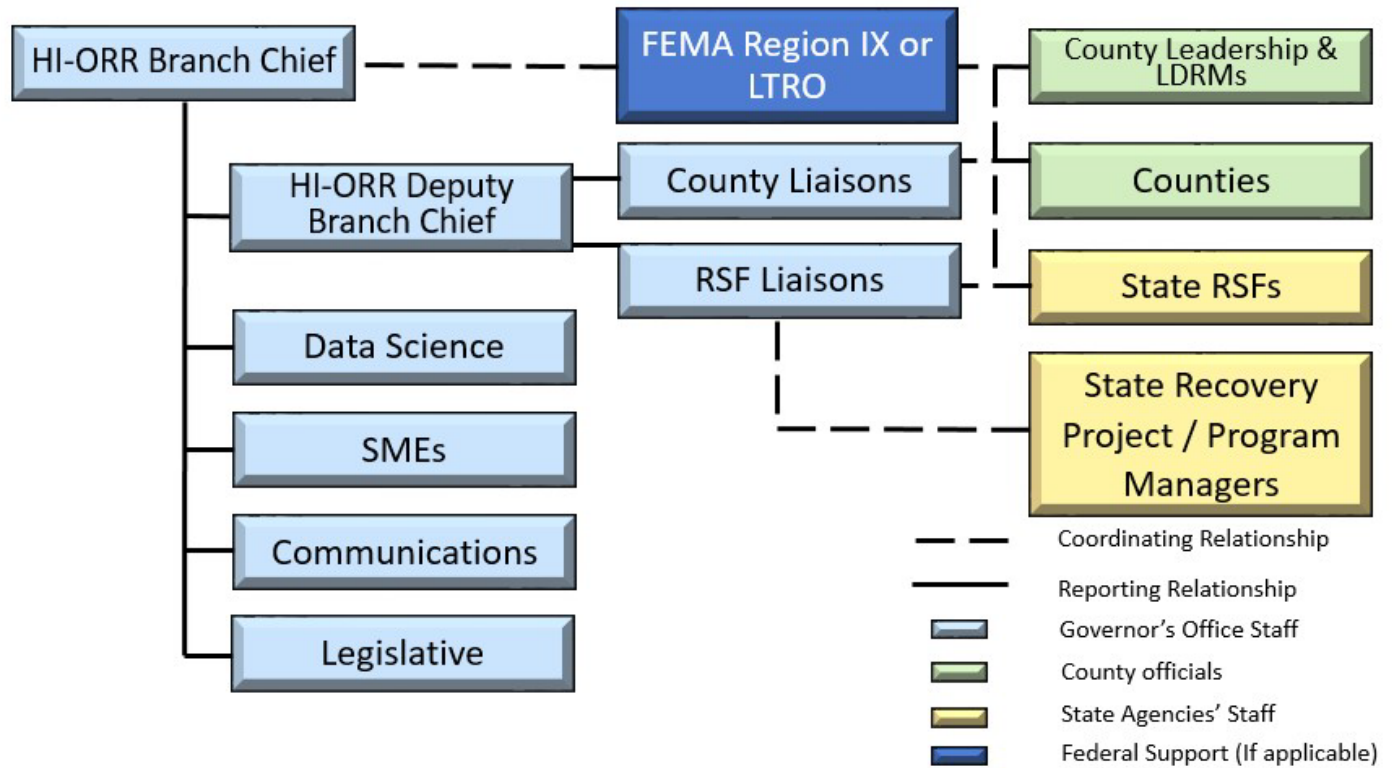


Figure 13: Phase 4 Recovery Organizational Structure



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7 INTEGRATION WITH FEDERAL SUPPORT

Federal disaster support can be requested by the Governor of Hawai'i when it is determined the impacts will exceed the State's capabilities. Accordingly, in the early stages of response the Governor will request an Emergency Declaration or a Major Disaster Declaration from the federal government in anticipation of the impacts.

Per FEMA, a major disaster declaration, under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, triggers a broader range of federal assistance for individuals, businesses, and public infrastructure, including both emergency and permanent work. An emergency declaration, on the other hand, focuses on immediate protective measures and may be requested in advance of a disaster to supplement state and local efforts, but the scope and amount of assistance may be more limited.

Upon approval of any declaration, federal support will be available to the State through coordination with FEMA Region IX. In addition to the Stafford Act assistance, other federal agencies may have authorities and programs to provide Disaster Supplemental Resources that may be leveraged directly by the State or counties during recovery phases such as Federal Highways Administration Funding, U.S. Department of Agriculture (DOA) funding, or the SBA. It is imperative for State RSFs to understand the composition of their Federal RSF counterparts and how they support recovery. As federal assistance serves at the request of the State, federal operations should align with the State's needs. If the State has preferences in delivery of federal resources, location of offices, etc. those requests should be made to the FCO and FDRC.

7.1 FEMA Federal Coordinating Officer (FCO) and Federal Disaster Recovery Coordinator (FDRC)

The FCO is appointed by the President and consults with the FEMA Region IX Regional Administrator. The FDRC is appointed by FEMA and is responsible for facilitating disaster recovery coordination and collaboration between the federal, State, and local governments, the private sector and voluntary, faith-based, and non-profit organizations.

7.2 Interagency Recovery Coordination (IRC)

Interagency Recovery Coordination (IRC) is a group that assists communities in identifying needs and implementation of recovery projects. The IRC process can be adjusted based on disaster specific impacts, partner capacity, and mission requirements. The IRC functions to identify community-specific recovery needs that can be met by other supporting state, federal, or private programs, that are not fully met by annual state or federal programs, such as Stafford Act programs such as Individual Assistance, Public Assistance, and Hazard Mitigation. FEMA's IRC may be able to arrange for direct technical assistance (see [Section 8.2](#)) from federal agencies to local or state agencies to assist in recovery operations or capacity building. Implementation of this technical assistance may range from contracting resources to assigning federal subject matter experts to local and state agencies for specific recovery projects.



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When the IRC is activated the FDRC and the SDRC will determine how to best align state and federal recovery coordination structures, based on local needs and preferences, coupled with the level and type of incident. The Federal RSF structure will often mirror the State RSF structure and work in close collaboration producing joint documents and strategies to support county recovery planning and implementation.

The State works with FEMA's Region IX IRC to acquire technical assistance and funding resources in Phase 1 to prepare for disaster recovery and strengthen its federal RSF partnerships.

7.3 Federal Recovery Support Functions (RSF)

The IRC group coordinates the support of Federal RSFs provided to the impacted state and communities. Each RSF has a federal agency responsible for leading coordination across federal departments and agencies for its respective function. The federal RSF structure will adapt to the state RSF structure when activated. The Federal RSFs and coordinating agency as identified below:

- Community Assistance: FEMA.
- Economic: Department of Commerce (DOC).
- Health, Education, and Human Services: Department of Health and Human Services (HHS).
- Housing: Department of Housing and Urban Development (HUD).
- Infrastructure Systems: United States Army Corps of Engineers (USACE).
- Natural and Cultural Resources: Department of the Interior (DOI).

7.4 Federal Facilities Support

FEMA and other federal resources may be physically located in different offices in different phases of response and recovery. FEMA will lease office space for these offices if no state or county space is provided. However, FEMA and federal agencies work to serve the response and recovery needs of the county and the State. If the State and/or counties have preferences for location or other logistical needs of these various federal offices, FEMA may be able to accommodate these kinds of requests made to the FCO or FDRC.

7.4.1 Joint Field Office (JFO)

A Joint Field Office is a temporary federal multiagency coordination center established near the disaster-impacted area to facilitate field-level domestic incident management activities after a Presidential Emergency or Disaster Declaration. It serves as the unified coordination center for the disaster. FEMA, State personnel, and other federal agencies are primarily located in the JFO. The JFO's physical location varies depending on the disaster. It is often set up in the State Capitol or located near disaster-impacted areas. The

DR-4724-HI Recovery Highlight **Federal Technical Assistance**

Recovery resources to support the impacted counties include Federal Technical Assistance through the FEMA IRC in coordination with the SDRC.

Recommendation – review previous examples of assistance, exercise requesting assistance, pre-identify potential assistance by function, hazard, and/or impact.



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JFO's composition, staffing and location are dependent on the size and scope of the disaster, as well as available supporting infrastructure such as electricity, water, communication networks and lodging.

7.4.2 Long-Term Recovery Office (LTRO)

In a large incident that will require many years of federal engagement, FEMA may open a Long-Term Recovery Office (LTRO) to provide dedicated, consistent support toward the implementation of recovery projects. The LTRO would include all FEMA programs applicable in long-term recovery and often serve as a location for federal, state, county, and non-governmental partners to collaborate.

7.5 Federal Resources to Support Recovery Operations

Federal resources approved by the U.S. Congress and managed by over 30 different federal agencies can be leveraged by states and county governments to support their recovery efforts. These resources change periodically dependent on Congressional support and its capacity to pass funding legislation. An up to date comprehensive list of all federal resources available for recovery and resilience is kept on both the [Recovery and Resilience Resource Library | FEMA.gov](#) and the [Recovery Resource Roadmap | FEMA.gov](#) websites. The Federal IRC team can assist state RSFs with navigating these resources to address unique needs that emerge after an incident. Agencies and partners are recommended to review these federal resources independently to identify opportunities that may be available to support impacts from incidents that are not declared.

7.5.1 FEMA Disaster Grant Programs

FEMA has three main disaster recovery grant programs providing support to community and individual recovery after a Major Disaster Declaration: 1) Individual Assistance (IA) Program, 2) Public Assistance (PA) Program, and 3) the Hazard Mitigation Grant Program (HMGP). These three grant programs are part of the federal disaster response offered by the Stafford Act and are coordinated in Hawai'i by HI-EMA. Although they are a part of the response assistance programs under the Stafford Act, these grant programs may take months or even years to be administered and as such, they often supplement recovery resources for the community, counties and state.

FEMA's Individual Assistance (IA) Program. This program helps individuals and households to recover after declared incidents. Within the IA Program, FEMA's IA Individuals and Households Program (IHP) provides financial assistance and direct services to eligible individuals and households affected by a disaster, who have uninsured or underinsured necessary expenses and serious needs. IHP Assistance may include: funds for temporary housing, such as rental assistance or reimbursement for hotel costs; funds to support the repair or replacement of owner-occupied homes that serve as the household's primary residence; a temporary housing unit; funds for hazard mitigation assistance to help eligible homeowners repair or rebuild stronger, more durable homes; funds for other uninsured or under-insured disaster-caused expenses and serious needs. Other IA programs include crisis counseling, disaster case management, sheltering/mass care, disaster legal services, disaster unemployment assistance, and referrals to voluntary organizations active in disasters' services.



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The FEMA's Public Assistance (PA) Program. This program provides supplemental grants to state, tribal, territorial, and local governments, and certain types of private non-profits so state and local jurisdictions can quickly respond to and initiate recovery from major disasters or emergencies. Through the program, jurisdictions can get help covering their costs for debris removal, life-saving emergency protective measures, and restoring public infrastructure and HI-EMA administers this program at the state level.

FEMA's Hazard Mitigation Grant Program (HMPG). The objective of this program is to protect damaged public facilities from future incidents by providing funding for hazard mitigation measures during the recovery process. Support for hazard mitigation can either be obtained through the PA program (authorized by Section 406 of the Stafford Act) or through the Hazard Mitigation Grant Program (HMGP) (authorized by Section 404 of the Stafford Act). HMGP provides funds to states and local communities to protect public or private property through various mitigation measures and HI-EMA administers this program at the state level.

7.5.2 U.S. Department of Housing and Urban Development (HUD)

The HUD administers the Community Development Block Grant Disaster Recovery program (CDBG-DR). These grant funds are provided by the U.S. Congress through a supplemental funding appropriation after catastrophic incidents and administered by HUD to help rebuild disaster-impacted areas and provide crucial seed money for the long-term recovery process. These flexible grants help communities recover from presidentially declared disasters, emphasizing assistance to restore community resources, services, housing, and jobs in low-moderate income communities. They cover a broader range of eligible activities that can help communities recover than most other single-funding sources. These funds are available for application after a special appropriation by Congress, typically becoming available to the community 24-36 months post incident. CDBG-DR funds in Hawai'i are administered directly through the counties.

7.5.3 Federal Annual Programs

Most of the federal RSF agency resources are from annual programs that can be accessed through the normal grant management process. For a full list of current FEMA annual programs, visit the [Recovery and Resilience Resource Library](#) (allows searching by RSF) or the [Recovery Resource Roadmap](#) (allows searching by eligible applicant, focus area topic, and type of resource.)



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8 RESOURCING THE RECOVERY OPERATIONAL STRUCTURE

There is a social and workforce expectation that personnel at the appropriate levels of government will dedicate time to assist with recovery efforts after any incident. The number of personnel resources that are needed to support incident recovery operations will depend on the size, scale, and nature of the incident's impacts and the level of support needed by communities.

8.1 Emergency Management Assistance Compact (EMAC)

The EMAC is the Nation's all-hazard mutual aid system. EMAC which was signed into law in 1996, helps during governor-declared states of emergency and/or disaster through a system that allows partnered states to send personnel, equipment, and commodities to assist with response and recovery efforts.

In Hawai'i, EMAC assistance is managed by the HI-EMA. HI-EMA requests for services online through "WebEOC" for resources that could augment the RCG or RSFs capabilities or staffing for short amounts of time. For example, EMAC could help provide other states' experienced employees with to help backfill HI-ORR and RSF lead agencies if they were coordinating a multi-county incident that required multiple dedicated personnel on multiple islands. Another example is requesting assistance with completing an economic impact assessment after a disaster impacts a communities' economic prospects. A third example is HI-ORR submitting an EMAC request through HI-EMA for assistance with an environmental analysis through remote sensing to determine the impacts of the disaster on an area's natural resources. These examples are not exhaustive and are determined by the unique needs of an incident.

8.2 Technical Assistance

Another resource for assistance is within county or state agencies. They may have resources and the workforce for implementation of recovery projects. However, the counties may lack the tools to thoroughly scope and scale recovery needs in Phase 2 and then plan multiple recovery projects simultaneously in Phase 3. In this case, direct technical assistance could come from the State agencies and from federal RSFs or outside SMEs and contractors. Figure 14 highlights different levels of technical assistance that can be provided depending on the needs of the recovery and the planning capacity at the local level. The IRC and the RCG as well as both state and federal RSF structures are designed to provide these varying levels of technical assistance to other county and state agencies until the agency can carry on the implementation within its normal day-to-day operations in Phase 4. The SCA document is a good example of the potential types of state assistance. The RNA for DR-4724-HI provided documented gaps and potential types of federal assistance. A high level of technical assistance for DR-4724-HI can be found in [Annex I](#).



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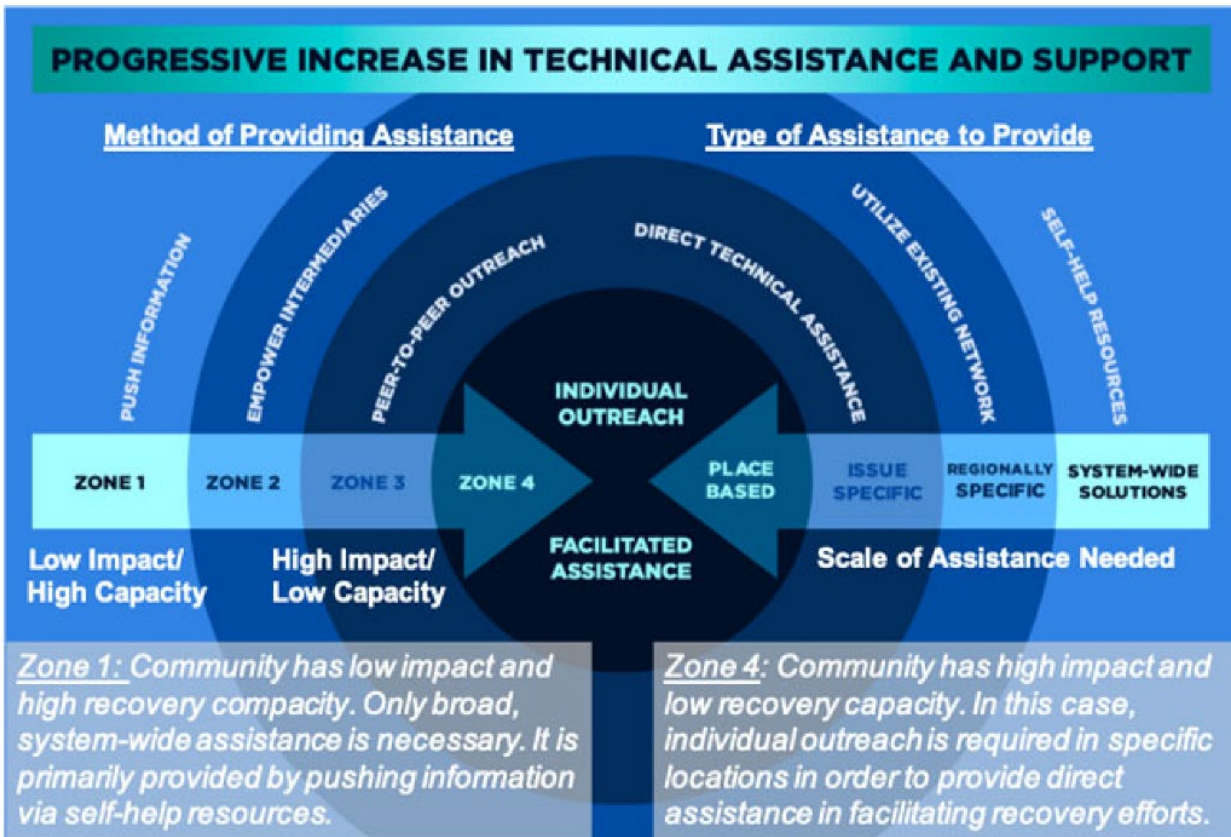


Figure 14: FEMA Technical Assistance. The form and scale of technical assistance an affected community receives is directly correlated with the community's recovery capacity and the level of impact endured.³

8.3 Hawai'i Voluntary Organizations Active in Disasters (VOAD)

The Hawai'i VOAD is comprised of relief agencies including governmental, faith-based, non-profit, and non-governmental organizations with the goal of enabling more effective response and recovery efforts through sharing information and resources. VOAD members can act independently, but the Hawai'i VOAD coordinates recovery activities with the State and the RSFs via the Hawai'i VOAD Executive Committee and HI-EMA.

To coordinate with the RCG, Hawai'i VOAD member organizations should assist the RSFs that align with the member organizations' functional expertise and core competencies related to a functional area.

8.4 Other Considerations for Staffing State RSFs and RCG

As RSFs look to staff their initial coordination and recovery operations requirements, it should be noted that some agencies also have response roles and authorities. In some cases, this may mean the same state

³ FEMA. IS-2905; Health and Social Services Recovery Training. 2024. FEMA Emergency Management Institute



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agency employee may temporarily be tasked with supporting both emergency response operations and initial recovery efforts simultaneously. For example, the DOH has statutory and regulatory responsibilities related to the protection of public health and the environment during response to public health emergencies or the release of hazardous materials (HAZMAT). Thus, DOH employees may simultaneously be required to coordinate State ESF #8 – Public Health and Medical, State ESF #10 – Oil Spill and HAZMAT response, the Public Health and Medical RSF, and the Social Services RSF, until the ESF #10 and ESF #8 close operations.

The use of GIS during a disaster is of the utmost importance and spans needs for immediate damage assessment, infrastructure recovery and rebuilding, survivor locations and services, and environmental concerns. Both the State and counties have dedicated staff and technical resources for day-to-day operations; however, enhancing the capabilities and capacity of these resources may be required to meet the additional demands during and after an incident. Federal resources as well as contractor resources are often a good supplement. The need and use of geospatial technology is a long-term requirement for response and recovery.

8.5 Building Capacity in Impacted Counties

There are a variety of resources and training available from federal and non-profit partners that can assist counties with building capacity to plan, prepare, and manage disaster recovery efforts. For example, the [Community Recovery Management Toolkit on FEMA.gov](#) provides resources that can help community leaders through the long-term disaster recovery process. The State can connect impacted counties with these resources and ensure they are aware of all the resources available to help them manage the recovery process.

8.6 Funding and Sequencing State and Federal Recovery Funds

It is important to understand the sequencing and availability of the different major funding sources available for the recovery. Some funding sources will not be available for two or three years after the incident. This may require drawing from other sources until funds become available. It is important to understand the timeframe for these funding sources and pre-plan as much as possible. For example, there can be project scoping and pre-planning done ahead of time so that when the funds are obligated, the project or program can begin right away. There is a more detailed list of capabilities in the SCA ([Annex H](#)). Table 2 lists major funding sources, time frame, availability and trigger to highlight the different time frames and time scales involved with accessing those funds.



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Funding Source Timeframe	Description	Availability / Trigger
FEMA IA (Implemented 1-4 months after federal declaration)	Assistance for individuals and families	Stafford Act, available to register within 60 days after federal major disaster declaration that includes IA. Some IA programs may require additional application process. Spending approval by FCO / SCO.
FEMA PA (Implemented 1-18 months after federal declaration)	Assistance for public (State, county, non-profit, churches, etc.) properties and services.	Stafford Act, available upon federal disaster declaration that includes PA. Must submit project proposals with cost estimates within 18 months. Spending approval by FCO and SCO.
State MDF (Upon State Emergency Proclamation)	State of Hawai'i Major Disaster Fund (MDF)	Upon state emergency proclamation, HI-EMA Administrator will request the legislature will appropriate up to \$10M for a MDF for (and an additional \$5M for federal matching funds). <i>(Hawaii HRS 127A-16-a)</i>
SBA (Implemented 1-4 months after federal declaration))	Low-interest, flexible disaster loans and grants for individuals, families, and businesses.	Up to 12 months to apply and another 12 months to take receipt of loans upon approval. Available upon federal declaration. Applications for various types of funds close in phases over the first 12 months.
FEMA HMGP (Implemented 12-24 months after federal declaration)	Hazard mitigation grants based upon a percentage of total FEMA spending on the disaster. Grants require a 25% match.	Applications for grants are due 12-18 months after disaster. Disbursement available at approx. 24 months. Grants must be spent within 5 years.
HUD CDBG - DR (Implemented 24 months after federal declaration)	CDBG -DR can be used for a variety of recovery activities, such as public housing, infrastructure, or capacity building to expedite housing. Grants can be used for 25% match required on HMGP.	CDBG requires action by US Congress. Funds would be allocated by Congress in timeframe of 15-25 months and available for use at 20-30 months.
HI Legislature (Jan-May Annually)	State of Hawai'i legislature can allocate funds from state general fund or the state rainy day fund.	Legislative session is January-May. Funds allocated will be available for Fiscal year beginning July 1. Preparation of bills and requests for legislative session begins in September. Option for special session as necessary.

Table 2: State and Federal Recovery Funds Sequencing



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8.7 Non-Governmental Partners

There are a variety of private for-profit and non-profit organizations that can provide critical support to recovery operations or have an important role in assisting communities' recoveries. For example, community foundations, professional associations, philanthropic organizations, voluntary organizations, community-based non-profits, faith-based organizations, and locally operated businesses might organize contributions, make donations, help fund, or provide manpower for recovery efforts that span all RSFs' mission areas. There are unlimited opportunities for non-governmental entities to support recovery efforts, but these should be coordinated, when possible, with a county or state to ensure the government has awareness of support already provided and does not duplicate support. Likewise, certain industries or large employers play a significant role providing for the daily needs of residents, including but not limited to agricultural producers, shipping companies, oil refineries, healthcare providers, energy providers, airlines, grocers, and others. If these large employers or critical industries are impacted, it will be critical for the State to coordinate with these types of organizations and ensure they are able to resume providing services to the impacted population as soon as possible.

DR-4724-HI Recovery Highlight **Maui Strong**

Local, state, and federal governments provide important resources to guide recovery, but it is important to include philanthropic and other private partners. The Hawai'i Community Foundation through the Maui Strong Fund has provided a pivotal role in supporting recovery needs that governments might not be able to address.

Recommendation – pre-identify philanthropic and private partners that need to be part of whole community recovery processes.

8.8 Data Collection, Management, and Analysis

The data collection, management, and analysis function of the RCG provides support for all the logistics of collecting and sharing data with the appropriate partners, analyzing results to inform leadership decision making, and storing required data in a secure manner. The RCG data function also ensures there is a common collaboration platform for the various state, county, and federal agencies, and private partners to collaborate on reports, progress metrics, work products, and reference materials. For example, the data management function may work across all RSFs, counties, federal support agencies, and private partners to pursue improving the survivor pathway and reducing the number of applications they need to fill out to receive the help they need through data sharing agreements. Detailed guidelines for data related activities by each phase of the ConOps is included as an [SOPG in Appendix B](#).

8.8.1 Improving the Survivor Pathway through Data Management

The importance of getting the survivor into shelters and receiving financial and medical services is critical immediately following a disaster and takes place during response. After the immediate needs of the survivor are met, then State programs get stood up to continue supporting survivors with programs to meet recovery



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needs. Programs like temporary fiscal assistance, rental housing, interim housing, worker training, workforce development and unemployment support are all programs run by various state departments.

In the past, each program required the survivor to apply to each program separately. The application process needs the survivor to start the application and upload personal information in the form of scanned documents that contain sensitive personal information. With a trauma informed care approach, a comprehensive approach to trauma-informed care must be adopted at both clinical and organizational levels.

A better experience is possible when Hi-ORR recognized how non-clinical staff, such as front desk workers and survivor navigators, often have significant interactions with patients and can be critical to ensuring that patients feel safe while still providing a comprehensive set of support services.

Capturing the important survivor information at the first two steps in the process and then sharing the information with the other program applications through data sharing agreements will greatly reduce duplicate efforts, retraumatizing the clients, and finding programs that the survivor may be eligible for but unaware of its existence. Storing the data in a centralized repository also reduces possible data breaches and is much more secure than a plethora of stand-alone database applications.

Improving the pathway for survivors can begin with working with the State's Enterprise Technology Services (ETS) and the various departments that need survivor data. Setting up data sharing agreements, defining the system architecture, and even creating the workflows and processes needed for the survivor pathway so it can be ready for operation before the incident is recommended. Having from the beginning a single unique ID for each survivor that progresses along the to the many programs along the course of recovery can be the result.

8.8.2 Managing Cyber Threats and Cybersecurity

The landscape of information technology is always progressing and adding new features and possibilities. Some of the new possibilities unfortunately have a negative impact and need to be mitigated for. There has been a rise in cyber-attacks on critical infrastructure and operations in recent years. Ransomware and denial of service attacks have become serious threats to the operations of governments and private sector industry equally. In addition, fraud, identity theft, and the stealing of personal information is a serious concern.

Beyond the criminal activities, there are rules for the use and sharing of personal information. Health Insurance Portability and Accountability Act (HIPAA) is one of the main set of rules and guidelines that is required to adhere to. The HIPAA Security Rule establishes national standards to protect individuals' electronic personal health information that is created, received, used, or maintained by a covered entity. The Security Rule requires appropriate administrative, physical and technical safeguards to ensure the confidentiality, integrity, and security of electronic protected health information. Working with State ETS and departmental resources is important from the initiation phase and through the post-disaster period.



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9 MAINTENANCE

The HI-ROP is maintained annually by the HI-ORR including its Appendices. Additionally, After-Action Reviews or Reports and Improvement Plans resulting from training, exercises, and/or incidents may identify the need for additional updates to this document. Annexes to this document will have a separate maintenance process.

9.1 Record of Changes

HI-ORR is responsible for the HI-ROP and is authorized to make changes. All maintenance to the document will be tracked and recorded in the following table to ensure the most recent version is disseminated and implemented.

Updates and changes that are administrative in nature may be approved by the HI-ORR Deputy Branch Chief or delegate. Substantial revisions must be approved by the HI-ORR Branch Chief.

Change Number	Date of Change	Section(s) Changed	Summary of Change
1	4/6/22	All	Fixed formatting & numbering issues Added “d. Authority”
2	5/13/25	All	Revised structure of document, added ConOps with Phases, added state, county, federal and private recovery roles, and added appendices and RSF Annexes.
TBD	TBD	TBD	TBD

Table 3: Record of Changes

Luke Meyers
HI-ORR Branch Chief



State of Hawai'i

Recovery Operations Plan

APPENDICES

- Appendix A. Figures and Tables
- Appendix B. Toolkit
- Appendix C. Glossary of Terms & Concepts
- Appendix D. Acronyms



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APPENDIX A. Figures and Tables

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APPENDIX B. Toolkit

- SOPGs
- Checklists
- Forms and Products



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SOPG - HI-ORR Liaisons to RSFs Role

Phase 1

- Learn about the structure and organization of the Lead RSF Agency, both statewide and in individual counties. (Example: OPSD does not have offices within each county).
- Build relationships with Lead RSF Agency and socialize the HI-ROP to prepare for future incidents.
- Train and exercise with Lead and Support Agencies.

Phase 2

- Assist the newly-assigned RSF Coordinators to understand their role and responsibilities (see Section 4.1.5 RSF Coordinator description and individual RSF Annexes). Of particular importance is the coordination with other agencies they may not have worked with before (local, state, federal). The RSF coordinator will also have to report periodically to the Governor, Congressional Delegation and/or legislature.
- Identify the survivor population for health, safety, and wellbeing of individuals and families.
- Size up: Determine and document the recovery needs of state properties/facilities damaged.
- Size up: If state provided services have been impacted, RSF Liaison will provide support to RSF Coordinator to determine steps needed to restore services.
- Consult with RSF agencies to determine recovery impacts of emergency proclamations and legislation.

Phase 3

- Implementation: As state recovery projects are assigned to individual project/program managers, continue to track and report on projects as the RSF structure will be phased out or stood down.
- Assess survivors' unmet needs and develop plans for how state agencies may address them.

Phase 4

- Continue project tracking and reporting as necessary.
- Participate with RSFs in after-action reporting to gauge effectiveness and incorporate lessons learned into updates of the HI-ROP and other documentation, SOPGs, etc.
- Socialize the HI-ROP with the counties and RSF agencies.
- Research best practices and collaborate with other state/county recovery offices to improve disaster readiness.



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SOPG - State Recovery Strategy (SRS) Development

Developing the SRS is a visionary process that identifies and documents the State's and counties' goals and priorities for recovery, analyzes the unmet needs/issues presenting a barrier to impacted communities' recoveries, identifies resources available that can help meet the needs, and outlines products and strategies that will achieve recovery goals and address unmet needs.

Development of the SRS will be overseen by the SDRC; and coordinated by the RSF Liaisons and RSF Coordinators with participation/input from counties, RSF supporting agencies, and community-based non-governmental partners.

Development of the SRS ultimately answers three (3) questions: 1) What are the remaining issues that need to be addressed for the impacted survivors, communities, and state-owned assets to fully recover and become more resilient? 2) What resources are available to support those issues and unmet needs? 3) What does the state/county want to do/leverage to address the issues?

Due to the dynamic nature of post-disaster operations (both response and recovery), it may take several months for all information to be available to produce a complete SRS product. Significant effort, by both State and County agencies, is expended when conducting the necessary long-term damage and impact assessments in communities. These inputs guide the development of the SRS and all other planning deliverables.

Concurrent to this state process, counties may be developing their own recovery plans and strategies. The counties' needs assessment, hazard mitigation plan, and climate adaptation/resilience objectives should inform the state's strategy. However, if the counties do not have the resources to conduct disaster recovery planning, resources will need to be identified and pursued to support them. It's important for the State's and counties' recovery strategy development to be coordinated so all parties aligned unmet needs, resources available, and strategies they may want to jointly pursue.

Further, different counties or RSFs may be at different levels of progress, signifying the importance of approaching the strategy as a living document. As issues are scoped out, resources are identified, and a strategy to address the issue decided on in partnership with counties, projects and strategies can iteratively begin.

It's important to note that the process of analyzing unmet needs and determining strategies to address them is more important than the exercise of producing a single SRS document. Although an SRS document template is included here, the SRS process may create multiple products or take other forms as new technologies emerge. While recovery operations stretch into the months and years following a disaster, the SRS process continues to reassess recovery needs and strategies as recovery milestones are achieved.



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SOPG - Data Management

Phase 1-Data Management

Establish and execute DSAs for critical geospatial and location data. Robust Geographic Information Systems are essential for disaster response and recovery, supporting damage assessments, infrastructure recovery and rebuilding, survivor locations and services, and environmental considerations. Agreements and access permissions should be prearranged in Phase 1 to prevent recovery delays during disasters.

Phase 2-Data Management

Initiate data sharing agreements and support contractors with state email domains for public-facing communications. Additional Phase 2 details included below.

Data Collection and Archiving

State, federal, county, and private agencies will collect and archive all disaster-related data and documents, including geospatial datasets, imagery, and environmental assessments. This data is critical for immediate response, long-term recovery planning and academic research. Disasters generate a lot of data. From the recording of the incident itself, and the immediate response, important information is gathered early on that may be required later in the post incident analysis and review.

During all phases there are important milestones and accomplishments that so generate data. The types of data vary with some of the geospatial datasets being very large. Items like air photo and satellite imagery, lidar, video, pictures can easily reach terabits of disk space requirements. This data is useful during the incident, but also later for the analysis and modeling that is needed to understand what happened, and the response to the disaster. As the land and terrain may have been significantly modified, new plans that include infrastructure improvements, repair, rebuilding, and potential hardening for future incidents need to be created. Access to such data will be across the levels of government and professional consultants. Once the data is collected and used for the response it should also be kept for archival purposes as it represents a unique incident in the history of the state and counties. The value of the data for research is critical in academia and long-term monitoring of environmental, economic, and healthcare realms.

Data Sharing Agreements

Data sharing agreements must be initiated as quickly as possible after a disaster. These agreements should be prepared and ready for implementation, ensuring data flows efficiently to the State of Hawai'i. Early access to this data allows the identification of the impacted individuals and survivors throughout their recovery. This process minimizes costs and duplicative applications to multiple state programs, which could negatively impact survivors. The DSA should include all state agencies, federal agencies, county agencies, and private agencies in recovery efforts. They should focus on enabling seamless support rather than targeting specific people, or programs, as survivors transition from shelters to benefits and interact with multiple state and federal agencies. This inclusivity ensures comprehensive assistance across all recovery touchpoints.



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Establishing a Common Collaboration Platform

The severity and magnitude of an incident often require various state agencies, county governments, and the federal government to collaborate on reports, data metrics, joint work products and reference materials. Effective collaboration and coordination depend on a unified system that all participants across different agencies and levels of government can use. It is not uncommon for each state or federal agencies to have a unique system of engagement.

Best practice is to have one system that can work for all the participants across the agencies and levels of government supporting the recovery effort. Whichever system gets agreed upon for use, it will require adding new users and granting permissions for all partners from all levels of government. This can be a challenge as each entity may have their own rules and ability to allocate permissions and sharing. Agreeing on which system to use, who will set up, manage the system, and be able to invite in users from across a wide range of organizations is critical to meeting the need starting early after an incident and will be coordinated by the RCG's.

Leveraging Contractors for Staffing Requirements

State services and programs established after a disaster often rely on contractors -to staff up and implement technologies managing post-disaster activities. Since these contractors interact directly with survivors and the public, it is essential that they receive and use State of Hawai'i emails and URLs for use in datasets and web applications. This ensures communications come from an authoritative state source, not unknown company addresses, which is crucial when requesting personal and sensitive information online.

Using email addresses tied to a Hawai'i domain is particularly important for autogenerated application responses. For example, after submitting an online application, users should receive a confirmation email stating their application was successfully submitted and queued. If an application is incomplete, an autogenerated email should request additional information from the survivor. These email communications must come from a trusted state of Hawai'i email addresses to maintain credibility and public confidence. Getting state email addresses is easy to do through departmental resources. It may have an associated cost that would be included in the contracting process. Web domain URLs are also created by departmental resources and with ETS.

Phase 3 Data Collection, Management, and Analysis

Track data and performance metrics, manage information dashboards, analyze trends or other long-term data, and develop or activate data-sharing agreements, if needed. Additional Phase 3 details included below.

Data and Performance Metrics Management

As the recovery projects and strategies are determined by the RSFs in Phase 3, the RCG Data Collection, Management, and Analysis function needs to establish a method of reporting progress on implementing those strategies and provide dashboards that track milestones towards execution of the Governor's goals for the recovery effort. During recovery Phase 3 and Phase 4 (and potentially Phase 2 if appropriate), data on key performance metrics need to be disseminated to internal governmental partners as well as to the



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public. The use of web-based dashboards and other online applications are commonly used to provide information in real time or in a summarized fashion as required by top governmental officials. Developing web sites with key performance indicators, important metrics, or location-based information on maps is the primary way the government transmits and disseminates information to the public. Areas that are deemed restricted or activities that are prohibited by geographic area need easy and timely access for safety or environmental concerns.

Both technical staff and technology need to be stood up or contracted out to perform these vital pieces of disaster recovery. Often existing staff are reallocated from prior duties with augmentation by contractors. The need to activate or create dashboards that have both security and authentic State of Hawai'i domains are crucial for public trust. Maintaining the site with up-to-date information during Phase 3 and Phase 4 is critical for communications.

The data that populates these recovery progress dashboards will likely come from many different sources, such as the federal government, state government and possibly from non-governmental organizations. The data can be in many formats and delivered in a variety of formats. Often the data is transmitted by email and may be embedded as a graphic or in a non-machine-readable format. Ideally arrangements and agreements can be instituted to automate the transfer of data so it can be directly ingested into the dashboard applications. The duration of the need for data is typically time limited. The need for shelter count data may last six months to a year. Many of the other survivor recovery metrics will not be needed until months after the disaster, showing how this activity is very dynamic and dependent on the life span of the recovery projects and/or strategies identified by the SDRC and RSFs.

Phase 4 Data Management

Track data and performance metrics, archive information and transition systems. Management of the dashboards and performance metrics outlined in Phase 3 will also continue as appropriate in Phase 4 to document progress towards achieving the Governor's and counties' leaderships' goals as projects and strategies are executed.



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Additional SOPGs are to be included in future updates of this document.

- SDRC
- SDRO
- HI-ORR Liaison to County
- HI-ORR Liaison to SCO

Checklists

Checklists to be included in future updates of this document.

- SDRC
- SDRO
- HI-ORR Liaison to County
- HI-ORR Liaison to SCO
- HI-ORR Liaison to RSFs

Forms and Products

Forms and Products to be included in future updates of this document.

- Incident Strategic Plan
- Recovery Support Strategy
- DR-4724-HI - State Disaster Housing Strategy
- DR-4724-HI - State RSF Coordination Meeting Packet
- DR-4724-HI - Recovery and Resiliency Group Meeting Packet
- DR-4724-HI - State Capability Assessment
- DR-4724-HI - Recovery Needs Assessment
- DR-4724-HI - HUD Housing Needs Assessment
- DR-4724-HI - State Recovery Strategy
- DR-4724-HI - A Community-Led Pathway Towards Maui's Economic Recovery & Future
- DR-4724-HI - Permit Hui Report
- DR-4724-HI - Interagency Recovery Coordination Technical Assistance Product List



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APPENDIX C. Glossary of Terms & Concepts

Access and Functional Needs – Individuals who may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional assistance may include those who have disabilities, live in institutionalized settings, are seniors, are children, are from diverse cultures, have Limited English Proficiency or are non-English speaking, or lack access to reliable transportation.

All-hazards – "All-hazards" refers to a comprehensive approach to risk assessment and mitigation that considers all potential threats, both natural and man-made, that could impact an area or organization. It's a broad term encompassing a wide range of potential dangers, including natural disasters (i.e., earthquakes, hurricanes, floods, wildfires, droughts), technological failures (i.e., industrial accidents, infrastructure breakdowns, cybersecurity breaches), and even deliberate acts (i.e., terrorism, intentional harm, chemical or biological releases).

Community Lifelines – Services that are essential to human health and safety or economic security and enable the continuous operation of critical government and business functions, such as, but not limited to, food, hydration, shelter, law enforcement, government services, medical care, power, communication, transportation, and wastewater management.

Community Resilience – The ability of a community to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions. Activities, such as disaster preparedness, which includes prevention, protection, mitigation, response and recovery—are key steps to community resilience.

Disaster – Any catastrophic incident that occurs, which causes damage of sufficient severity and magnitude to warrant the provision of assistance from the State or Federal government.

Disaster Supplemental Resources - Supplemental resources are those from federal agencies outside of FEMA that only become available after a Presidential Disaster Declaration.

Emergency Support Function – Provide the structure for coordinating Federal interagency support for a federal response to an incident. They are a way to group functions that provide federal support to states and federal-to-federal support, both for [Stafford Act](#) declared disasters and emergencies and for non-Stafford Act incidents. FEMA has 14 ESFs. HI-EMA has 20 State ESFs.

Federal Coordinating Officer – Appointed by the FEMA Administrator on behalf of the President to coordinate federal assistance following a declared disaster or emergency.

Federal Disaster Recovery Coordinator – In large-scale disasters and catastrophic incidents where a federal role may be necessary, the FDRC is responsible for facilitating disaster recovery coordination and collaboration between the Federal, State and local governments, business and industry, and voluntary, faith-based and community organizations.



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Local Disaster Recovery Manager – At the county level, serves as the central manager to organize, coordinate, and advance recovery for the jurisdiction, facilitating an effective and efficient local recovery. This position may be appointed for disaster recovery or permanently staffed to coordinate recovery activities through pre-disaster recovery planning and post-disaster recovery plan, partnership engagement, operational coordination, and resource identification. LDRMs may serve as the jurisdiction's primary point of contact with both government and nongovernment agencies and collaborate across partners to coordinate sustained financial support for recovery.

Non-Governmental Organizations – Organizations that are not affiliated with any government, including private for profit/businesses, private nonprofit, voluntary, philanthropic, faith-based, or other organizations.

Planning Assumptions – An assumption provides a supposition about the current situation or future course of events that is presumed to be true based on an assessment of available facts. Planning assumptions in this document represent what the State presumes to be true for the HI-ROP to be an executable concept.

Recovery – The process of assisting communities impacted by a disaster to recover effectively, including, but not limited to, rebuilding infrastructure systems; providing adequate interim and long-term housing for survivors; restoring health, social, and community services; promoting economic development; and restoring natural and cultural resources.

Recovery Coordination Group– The coordinating group under the SDRC in Phase 2 and Phase 3 of the recovery. The RCG may have been comprised of employees of HI-ORR and/or the RSF agencies as well as direct hires, SMEs and/or contractors, as determined by the SDRC in coordination with the Governor.

Recovery Support Functions – RSFs provide the coordinating structure at the state and federal levels for key areas of recovery assistance. They group state agencies together around a particular function of recovery assistance and designate a lead to coordinate among the supporting partners to deliver the assistance needed. Their purpose is to support county governments and State agencies by facilitating problem solving, improving access to resources, and fostering coordination among state and federal agencies, nongovernmental partners, and stakeholders. There are seven RSFs at the state-level and six at the federal level. The federal RSFs will align to the state structure when supporting the State of Hawai'i.

Response – The process of saving lives, protecting property and the environment, and meeting basic human needs during and after an incident has occurred.

State Disaster Recovery Coordinator – This position is appointed by the Governor to lead, organize, coordinate, and advance the recovery at the state-level. The SDRC works closely with local officials, particularly LDRM, to help communicate local recovery priorities and resources to federal officials (FDRC, IRC, etc.). The SDRC establishes and leads a state-wide structure for managing the recovery. The SDRC is the link between county recovery operations and the resources available at the state and federal levels. The SDRC is responsible for facilitating communication between federal and local efforts while also coordinating with other state agencies and private partners.



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Subject Matter Experts – High-level subject-matter specialists assigned to support a recovery mission with extensive knowledge of how their field's programs operate. Their expertise is brought in to provide expertise to the SDRC in decision making and to assist the State RSF Coordinators as needed.

State Recovery Support Function Coordinator – A senior-level manager designated to support the day-to-day coordination of their RSF in all four phases of the Recovery ConOps.

State Recovery Support Function Lead Agency – The main agency responsible for managing the State RSF and its participating agencies and organizations. Each RSF Lead Agency designates a senior-level manager to serve as the RSF Coordinator, provides significant engagement and management for the RSF, and encourages ongoing communication and coordination between the Lead Agency and supporting agencies and organizations.



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APPENDIX D. Acronyms

AFN	Access and Functional Needs
CDBG-DR	Community Development Block Grant Disaster Recovery
City	City and County of Honolulu
ConOps	Concept of Operations
DAGS	Department of Accounting & General Services
DBEDT	Department of Business, Economic Development & Tourism
DCCA	Department of Commerce & Consumer Affairs
DHHL	Department of Hawaiian Home Lands
DHS	Department of Human Services
DLIR	Department of Labor & Industrial Relations
DLNR	Department of Land & Natural Resources
DOA	Department of Agriculture
DEF	Department of Defense
DOE	Department of Education
DOH	Department of Health
DOT	Department of Transportation
DSA	Data-Sharing Agreement
EMAC	Emergency Management Assistance Compact
EOC	Emergency Operations Center
ESF	Emergency Support Function
ETS	Office of Enterprise Technology Services
FCO	Federal Coordinating Officer
FDRC	Federal Disaster Recovery Coordinator
FEMA	Federal Emergency Management Agency
FIOP	Federal Interagency Operational Plan
GIS	Geographic Information Systems
HAZMAT	Hazardous Materials
HEHS	Health, Education, and Human Services
HHS	Department of Health and Human Services (Federal)
HHFDC	Hawai'i Housing Finance and Development Corporation
HI-EMA	Hawai'i Emergency Management Agency
HI-ORR	Hawai'i Office of Recovery and Resiliency
HI-ROP	Hawai'i Recovery Operations Plan
HIPAA	Health Insurance Portability and Accountability Act
HMGP	Hazard Mitigation Grant Program
HPHA	Hawai'i Public Housing Authority
HRS	Hawai'i Revised Statutes
HSEO	Hawaii State Energy Office
HTA	Hawai'i Tourism Authority
HTDC	Hawai'i Technology Development Corporation
HUD	U.S. Department of Housing and Urban Development



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IA	Individual Assistance
IRC	Interagency Recovery Coordination
JFO	Joint Field Office
LDRM	Local Disaster Recovery Manager
LTRO	Long-Term Recovery Office
MDF	Major Disaster Fund
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NPG	National Preparedness Goal
OHA	Office of Hawaiian Affairs
OPSD	State of Hawai'i Office of Planning and Sustainable Development
PA	Public Assistance
PPD-8	Presidential Policy Directive 8
RCG	Recovery Coordination Group
RNA	Recovery Needs Assessment
RSF	Recovery Support Function
SBA	Small Business Administration (Federal)
SCA	State Capabilities Assessment
SCO	State Coordinating Officer
SDRC	State Disaster Recovery Coordinator
SDRO	State Disaster Recovery Officer
SME	Subject Matter Expert
SOPG	Standard Operating Procedural Guideline
SRS	State Recovery Strategy
THIRA	Threat and Hazard Identification and Risk Assessment
VOAD	Voluntary Organizations Active in Disasters



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RSF ANNEXES: FORMAT AND STRUCTURE (ANNEXES A – G)

The HI-ROP has annexes for each of the State 7 RSFs. This template shows the general format and structure of the RSF Annexes. The RSF annexes are to be further developed by HI-ORR and the RSF Lead Agency for future updates of this document.

DRAFT



State of Hawai'i Recovery Operations Plan

Mission Statement-Mission Statement for this Recovery Support Function

Recovery Focus Areas-Bullet points for each focus area for this RSF

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☒ Phase 1 Activities

Phase 2: Incident Coordination

- ☒ Phase 2 Activities

Phase 3: Recovery Operation

- ☒ Phase 3 Activities

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☒ Phase 4 Activities

RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
Lead Agency		
Supporting Agency		

County Partners

Kaua'i County, Honolulu City & County, Maui County (including Kalawao), Hawai'i County

Federal Partners

Federal RSF Coordinating Agency: FEMA

Supporting Agencies: Supporting Agencies

Non-Governmental Partners

- Supporting Foundations
- Supporting Private-Sector

Relevant Plans

- State Plans relevant to the RSF
- County Plans relevant to the RSF

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	EC O	PH HS	SSE	HO U	IS	NC R
Building Permits	X			X	X	X
Building Codes	X			X	X	X

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i Recovery Operations Plan

ANNEX A. RECOVERY PLANNING AND CAPACITY BUILDING RSF

Mission Statement

Support communities in planning and scaling of recovery operations through state capabilities and allocation of resources while ensuring alignment of different community, county, state, and federal plans and strategies, including recovery and hazard mitigation plans.

Recovery Focus Areas

Building Permits, Building Codes, Land Use, Special Management Areas, and zoning, Local recovery planning, Local recovery leadership and management, Community and sustainable development, Coastal Zone Management

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

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ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.

Phase 2: Incident Coordination

- ☑ Assess impacts to each Focus Area and other emerging impacts.

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy.
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Permitting)
 - Issue 1: County planning and building permit offices cannot handle the high volume of building permit requests, causing long waits for rebuilding to begin.
 - Issue 2: The permitting processes across state agencies are ad-hoc and uncoordinated causing rebuilding delays.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue.
- ☑ Identify available resources to address each issue.
- ☑ Determine the most viable support strategy that the State/County wants to pursue to address each issue.
- ☑ Support partners to implement selected recovery projects and strategies. State agencies should be able to assign project managers for projects within their department.

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex and other state plans/documents.



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RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
Office of the Governor - HI-ORR (L)	Coordinate recovery; Lead for Capacity Building	
DBEDT - Office of Planning & Sustainable Development (L)	Lead for Recovery Planning	
DBEDT - Hawai'i Housing Finance & Development Corporation (S)		
DBEDT - Hawai'i Community Development Authority (S)		
DBEDT - Hawai'i State Energy Office (S)		
DLNR - State Historic Preservation Division (S)	Key Permitting Agencies	
DLNR - Commission on Water Resource Management (S)		
DOH (S)		
DOT (S)		
DOE (S)		
DAGS - Building Code Council; DAGS (S)		
DOH - Water and Drinking Water Branches (S)	Key Permitting Agencies	
HHPHA (S)		
DOA (S)		
DCCA (S)		
OHA (S)		
DHHL(S)		
DHS (S)		
HI-EMA (S)		Planners
University of Hawai'i (S)		

County Partners

Kaua'i County, Honolulu City & County, Maui County (including Kalawao), Hawai'i County

Federal Partners

Federal RSF Coordinating Agency: FEMA

Supporting Agencies: American Red Cross, AmeriCorps, DOA, Department of Commerce, DOE, Department of Justice, HHS, Department of Homeland Security, Department of Housing and Urban Development, Department of the Interior, Department of Transportation, Environmental Protection Agency, General Services Administration, SBA, U.S. Access Board, U.S. Army Corps of Engineers



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Non-Governmental Partners

- Private Universities
- Hawai'i Community Foundation
- Aloha United Way
- Hawai'i Council for Native Hawaiian Advancement
- Child and Family Service
- Community Health Centers (funded through state)

Relevant Plans

- A Framework for Climate Change Adaptation in Hawai'i 2009
- State Housing Functional Plan 2017
- Hawai'i State Plan
- Hawai'i Coastal Zone Management Program
- Hawai'i Statewide Comprehensive Economic Development Strategy 2023-2027
- Hawai'i Economic Recovery & Resilience Project
- County and State Hazard Mitigation Plans
- General plans and community plans for each county/community

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	ECO	PHHS	SSE	HOU	IS	NCR
Building Permits	X			X	X	X
Building Codes	X			X	X	X
Land Use and zoning	X	X	X	X	X	X
Local recovery planning	X	X	X	X	X	X
Local recovery leadership and management	X	X	X	X	X	X
Community and sustainable development	X	X	X	X	X	X
Coastal Zone Management	X	X			X	X

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i **Recovery Operations Plan**

ANNEX B. ECONOMIC RSF

Mission Statement

Assist state and county led efforts to work with the private sector to promote resilience of impacted communities by sustaining or rebuilding businesses, returning employees to work and developing economic opportunities.

Recovery Focus Areas

Sustainable Tourism, Large Business, Small and Micro Business, Agriculture Business, Workforce Development, Resilience, Reintegration (including unemployment), Economic Development Planning, Economic Resilience

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

Recovery Operations Plan

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☒ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☒ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.
 - Pre-preparation for pop-up business (stalls) space and temporary business location (structure/warehouse) including identifying promising sites for temporary businesses
 - Identify locations/contingency contacts
 - Business Resiliency Training
 - Emergency Preparation Trainings for State Employees – including individual emergency plans for employees and training in response/recovery role
 - Prepare Position Descriptions for expanded Team
 - Identify lead and deputy Team Members and a full list of volunteers to deploy
 - Pre-prepared grant/loan programs
 - Pre-planning of data collection and public engagement
 - Prepare and document all available resources from across RSF partners

Phase 2: Incident Coordination

- ☒ Assess impacts to each Focus Area and other emerging impacts
 - Conduct broad economic impact assessment led by Research & Economic Analysis Division that includes GIS and Core Economic Data, with support from HTDC, DBEDT, Business Development & Support Division, HTA and Agribusiness Development Corporation, DOA if there are agricultural impacts and potentially DLIR, UH if there are workforce needs.
 - If needed: Conduct detailed survey of needs for businesses (sensitive timing considerations).

Phase 3: Recovery Operation

- ☒ Primary agency begin communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy
- ☒ Assess unmet needs and remaining issues and align within each Focus Area (Workforce development, resilience and reintegration).
 - Issue 1: The expertise or certifications needed in the rebuilding process cannot be met locally
 - Issue 2: Pre-disaster economy was overly reliant on tourism
 - ☒ Deploy pop-up/temporary business locations
 - ☒ Build upon the Core Economic Data Assessment to create a Comprehensive Economic Assessment
- Distribute grants/loans/aid
 - ☒ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
 - ☒ Identify available resources that could assist with addressing each issue
 - ☒ Determine the most viable support strategy(s) that the State/county wants to pursue to address each issue
 - ☒ Implement selected projects/strategies in collaboration with relevant partners



State of Hawai‘i Recovery Operations Plan

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex.

RSF State Agencies’ Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DBEDT - Director’s Office (L)	Deliver technical assistance to counties	
Office of the Governor - HI-ORR (S) Governor’s Representatives all Counties	Coordinate disaster recovery	
DBEDT - Agribusiness Development Corporation (S)	Agricultural loans and grants; technical assistance	
DBEDT - Office of Planning & Sustainable Development (S)	Economic planning & resilience; technical assistance	
DBEDT - Business Development and Support Division (S)	Loans and grants for businesses	Community Based Economic Development Grant Program
DBEDT - Research & Economic Analysis (S)	Analyses and assessments	
DBEDT - HTDC (S)	Loans, grants, temporary business spaces, and business centers. DBEDT-HTDC's "duties shall include... (6) Attracting resources from public and private sector organizations and agencies to develop a local qualified innovation research and technology workforce" [§206M-2(a)6]	INNOVATE Hawai‘i Grants; Hawai‘i Small Business Capital Program (HI-CAP); Business Spaces (sandbox location); Good Jobs Challenge: skills training in Hawai‘i’s high-demand sectors including: Healthcare, Technology, Clean energy/Skilled trades, and Creative industries
DBEDT - Hawai‘i Tourism Authority (S)	Tourism recovery (tourism will always drop post-disaster)	
DBEDT - Hawai‘i Housing Finance & Development Corporation (S)	Reestablishing workforce housing	
DBEDT - Broadband and Digital Equity Office (S)		
DOA (S)	Agricultural loans division offers loans to businesses; grants	Agricultural Loan Program, Aquaculture Loan Program; Wildfire Emergency Loan Program
DCCA (S)		



State of Hawai'i

Recovery Operations Plan

DBEDT - Hawai'i Community Development Authority (S)	Economic development support	
DBEDT - Creative Industries Division	Business spaces and funding	Business Spaces
DBEDT - Military and Community Relations Office (S)		
DOH (S)		
DLNR - Boating and Ocean Recreation (S)	Boating/harbors	
DLNR - Division of Forestry and Wildlife		
DLIR (S)	Workforce development & support	
DCCA (S)	Regulations on commerce and economy	
Hawai'i Green Infrastructure Authority (S)		HI-CAP
DOT - (Highways and Harbors) (S)	Harbors, business, and infrastructure	
HI-EMA (S)		Planners
University of Hawai'i/Community Colleges (S)		

County Partners

- ☒ Kaua'i County
 - Office of Economic Development
- ☒ Honolulu City & County
 - Office of Economic Revitalization
- ☒ Maui County (including Kalawao)
 - Maui Office of Economic Development
 - Maui Economic Opportunity
 - DOA
- ☒ Hawai'i County
 - Hawai'i County Department of Research and Development



State of Hawai'i

Recovery Operations Plan

Federal Partners

The Federal Economic Recovery RSF supports state and local governments to sustain and rebuild businesses and employment and develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.

Federal RSF Coordinating Agency: Department of Commerce – Economic Development Administration (EDA)

Supporting Agencies: AmeriCorps, DOA, Department of Energy, HHS, Department of Housing and Urban Development, Department of the Interior, Department of Labor, Department of Homeland Security, Department of the Treasury, Department of Transportation, Environmental Protection Agency, FEMA, and SBA

Non-Governmental Partners

- Large Private Industry
- Hawai'i Defense Alliance
- County Economic Development Boards
- Chambers of Commerce (state, island, ethnic, others)
- Aloha United Way
- Hawai'i Community Foundation
- Maui Economic Opportunity
- Pacific Basin Development Council
- Hawai'i Community-Based Economic Development Organizations
- Volunteer Organizations Active in Disasters
- Council for Native Hawai'ian Advancement

Relevant Plans

- [Statewide Comprehensive Outdoor Recreation Plan – 2021](#)
- [Hawai'i Tourism Authority Five-Year Strategic Plan 2020-2025](#)
- [Hawai'i Statewide Comprehensive Economic Development Strategy 2023-2027](#)
- Dept. of Labor and Industrial Relations Strategic Plan – 2008-2011
- [Hawai'i Digital Equity Plan, 2024](#)
- [Hawai'i State Workforce Development Unified Plan \(WIOA\) 2024-2027](#)
- [Hawai'i Workforce Development Council Strategic Plan 2020-2024](#)
- [County Comprehensive Economic Development Strategies, 2023](#)
- [Hawai'i Economic Recovery and Resilience Plan \(HIERR\)](#)
- [Natural Disaster Economic Recovery Strategy \(NDERS\) 2014](#)
- 2018 Community Planning for Economic Development (Participant Guide)



State of Hawai'i

Recovery Operations Plan

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	RPCB	PHHS	SSE	HOU	IS	NCR
Large business	X			X	X	
Small and micro business	X			X		
Agriculture business				X		X
Sustainable tourism	X					X
Workforce development, resilience, reintegration		X	X	X		
Economic Development Planning	X	X	X	X	X	X
Economic Resilience	X					

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i **Recovery Operations Plan**

ANNEX C. PUBLIC HEALTH AND HEALTHCARE SERVICES RSF

Mission Statement

Assist county-led recovery efforts and coordinate State-led recovery efforts in the restoration of public health and medical services to promote the health and wellbeing of affected individuals and communities.

Recovery Focus Areas

Mental and Behavioral Health, Public Health, Environmental Health, Healthcare Systems, *Infrastructure Related – Tied to Infrastructure RSF

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

Recovery Operations Plan

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR & coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.

Phase 2: Incident Coordination

- ☑ Assess impacts to each Focus Area and other emerging impacts

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Behavioral Health).
 - Issue 1: The local mental health care resources are overwhelmed and some of the most vulnerable community members do not have the resources and information to seek mental health care.
 - Issue 2: Substance abuse related calls to local authorities have increased by 60% since the disaster.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
- ☑ Identify available resources that could assist with addressing each issue
- ☑ Determine the most viable support strategy that the State/county wants to pursue to address each issue
- ☑ Implement selected projects/strategies in collaboration with relevant partners

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies .
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex and other state plans/documents.



State of Hawai'i

Recovery Operations Plan

RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DOH (L) Kaua'i, Honolulu, Maui, Hawai'i		
Office of the Governor - HI-ORR (S)	Coordinating Disaster Recovery	
DOH - Behavioral Health Administration (S) Honolulu, Maui	HRS Title 4, §26-13, (A) "...administer programs designed to protect, preserve, care for, and improve the physical and mental health of the people..."; HRS Title 19 §321C; HRS Title 19 §321D; HRS Title 19 §322h; HRS Title 19, §329E; HRS Title 19, §333 (E); HRS Title 19, §333 (F); HRS Title 19, §334; HRS Title 19, §334 (B); HRS Title 19, §334 (D); HRS Title 19, §334 (E); HRS Title 19, §335; HAR Title 11 Chapters 86-88; HAR Title 11 Chapters 140-147; HAR HAR Title 11, Chapter 193; Title 11, Chapters 172-179; HAR Title 11, Chapters 216-218; HAR Title 11, Chapter 401; HAR Title 16, Chapter 98	DOH-BHA administers U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) grant; behavioral health clinic services in communities
DOH - Health Resources Administration (S)	HRS Title 4, §26-13, (A); HRS Title 19 §321C; HRS Title 19 §321D; HRS Title 19 §322H; HRS Title 19 §323; HRS Title 19 §323B; HRS Title 19 §323D; HRS Title 19 §323F; HRS Title 19 §323G; HRS Title 19 §324; HRS Title 19 §325; HRS Title 19 §334D; HRS Title 19 §334D; HAR Title 11, Chapter 147; HAR Title 16, Chapter 88-110	Hawai'i Healthcare Education Loan Repayment Program; Public Health Infrastructure Grant; Good Jobs Hawai'i
DOH - Environmental Health Administration (S)		
DHS (S)		
DAGS(S)		
DLNR (S)		
DOA (S)		
DHHL (S)		
OHA (S)		
Office of Governor - Office of Wellness and Resilience (S)		
HI-EMA (S)		
Hawai'i State DOE (S)		On-site school health/mental health counselors
University of Hawai'i		



State of Hawai'i

Recovery Operations Plan

County Partners

County Environmental and/or Water Agencies, County District Health Offices (Kaua'i, Maui, Hawai'i)

Kaua'i County, Honolulu City & County, Maui County (including Kalawao), Hawai'i County

Federal Partners

The Federal RSF assists locally led recovery efforts to restore public health, health care, human services, education, and behavioral health networks to promote the resilience, health, and well-being of affected individuals and communities.

Federal RSF Coordinating Agency: HHS, Administration for Strategic Preparedness and Response (ASPR)

Supporting Agencies: Administration for Children and Families, Administration for Community Living, Agency for Toxic Substances and Disease Registry, AmeriCorps, Centers for Disease Control and Prevention, Centers for Medicare & Medicaid Services, DOA, DOE, Department of Veteran Affairs, Environmental Protection Agency, Food and Drug Administration, Health Resources and Services Administration, HHS Office of the Secretary, Indian Health Service, National Institutes of Health, Substance Abuse and Mental Health Services Administration

Non-Governmental

- Hawai'i Health Systems Corporation
- AANHPI Ohana Center of Excellence
- All Health Care Providers
- HHEM
- HQFCs
- CNHA
- HAH
- Private Water Systems
- American Red Cross



State of Hawai'i **Recovery Operations Plan**

Relevant Plans

- Hawai'i DOH Strategic Plan

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	RPCB	ECO	SSE	HOU	IS	NCR
Public Health		X	X			
Mental & Behavioral Health	X	X	X	X	X	
Healthcare Systems		X	X		X	
Environmental Health	X	X		X	X	X

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i **Recovery Operations Plan**

ANNEX D. SOCIAL SERVICES AND EDUCATION RSF

Mission Statement

Assist State and county-led recovery efforts in the restoration of social services to promote the resilience and wellbeing of affected individuals and communities.

Recovery Focus Areas

Child Welfare System, Adult Welfare System, Economic Benefits/Food Assistance (TANF, SNAP), Education & Childcare, Mental and Behavioral Health, Access to Public Health and Healthcare/Medicaid, Vulnerable Populations (youth, elderly, low income, non-native English speakers, disabilities, LGBTQ, recent immigrants/undocumented, etc.), Disaster Case Management Program, Homelessness

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

Recovery Operations Plan

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.

Phase 2: Incident Coordination

- ☑ Assess impacts to each Focus Area and other emerging impacts.
- ☑ Communicate emerging issues and support needs and keep RSF support agencies informed, as well as federal RSF partners if applicable

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Adult Welfare)
 - Issue 1: Individuals on the welfare system are displaced by the disaster and facing challenges accessing healthcare and stable housing.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
- ☑ Identify available resources that could assist with addressing each issue
- ☑ Determine the most viable support strategy that the State/county wants to pursue to address each issue
- ☑ Implement selected projects/strategies in collaboration with relevant partners

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex and other state plans/documents.



State of Hawai'i Recovery Operations Plan

RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DHS(L) Kaua'i, Honolulu, Maui, Hawai'i	Oversees child welfare and adult protective services, provides access to healthcare, provides funding for private non-profits to provide homelessness services and housing, manages survivor case management. Responsibility to ensure Divisions' normal 'safety net' services continue running. HRS §346-151 through §346-177 - DHS is responsible for licensing of Child Care facilities.	Food Assistance (WIC, Disaster SNAP, TANF), FEMA IA Disaster Case Management Program, Access/application to healthcare, mental health, behavioral healthcare providers, Child Care Subsidy Program, homelessness assistance - HPO and SOHHS
Office of the Governor - HI-ORR (S) Governor's representatives all counties	Coordinate disaster recovery.	
DOH - Health Resources (S)		
DOH - Behavioral Health Services Administration (S)		
DOH - Family and Health Services Division (S)		
HI-EMA (S)		Administers FEMA IA Program
Office of the Governor - Office of Wellness & Resiliency (S)		Provide mental healthcare in coordination with DOH
DOE (S) Kaua'i, Honolulu, Maui, Hawai'i	Provide K-12 education services and after school care to all Hawai'i residents.	Childcare
DLIR (S)	Workforce development and unemployment.	Disaster Unemployment Assistance
Department of Human Resources Development (S)	Mobilize workforce (all state employees are required to support disaster operations).	State employees' support
DBEDT - Hawai'i Housing Finance & Development Corporation (S)		
DCCA (S)	Insurance and licensing	
University of Hawai'i (S) Kaua'i, Honolulu, Maui, Hawai'i		



State of Hawai'i

Recovery Operations Plan

County Partners

A growth area for the State of Hawai'i is establishing social service entities in the county governments.

Kaua'i County, Honolulu City & County, Maui County (including Kalawao), Hawai'i County

Federal Partners

The Federal HEHS RSF assists locally led recovery efforts to restore public health, health care, human services, education, and behavioral health networks to promote the resilience, health, and well-being of affected individuals and communities.

Federal RSF Coordinating Agency: HHS, Administration for Strategic Preparedness and Response (ASPR)

Supporting Agencies: Administration for Children and Families (administers the Social Services Block Grant), Administration for Community Living, Agency for Healthcare Research and Quality, Agency for Toxic Substances and Disease Registry, American Red Cross, AmeriCorps, Centers for Disease Control and Prevention, Centers for Medicare & Medicaid Services, Commissioned Corps of the U.S. Public Health Service, DOA DOE, Department of Veteran Affairs, Environmental Protection Agency, Food and Drug Administration, Health Resources and Services Administration, HHS Office of the Secretary, Indian Health Service, National Institutes of Health, Substance Abuse and Mental Health Services Administration

Non-Governmental

- Kaiser Permanente
- Private Universities
- Hawai'i Health Systems Corporation
- AANHPI Ohana Center of Excellence
- Hawai'i Community Foundation (and other philanthropic organizations)
- Partners in Care
- Hawai'i Harm Reduction Center

Relevant Plans

- Hawai'i State Dept of Education and Board of Education Strategic Plan
- Every Student Succeeds Act 2023-2029 Strategic Plan and Implementation Plan



State of Hawai'i **Recovery Operations Plan**

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	RPCB	ECO	PHHS	HOU	IS	NCR
Child Welfare System	X	X	X	X		
Adult Welfare System	X	X	X	X		
Economic Benefits/Food Assistance		X	X			
Education & Childcare	X	X	X	X	X	
Mental & Behavioral Health		X	X			
Access to Public Health and Healthcare/Medicaid		X	X			
Vulnerable populations	X	X	X	X	X	X
Disaster Case Management			X	X		
Homelessness	X	X	X	X	X	

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i Recovery Operations Plan

ANNEX E. HOUSING RSF

Mission Statement

Restore State housing facilities, develop interim housing solutions, and coordinate a reconstruction environment that improves rapid construction of and long-term access to safe, accessible, and affordable permanent housing units.

Recovery Focus Areas

Affordable housing, Interim housing, Properties and ownership status, Rental housing, Homeownership, Housing financing, Mitigation measures, Housing unit repair, Permitting, Infrastructure hook ups (roads, water, power) (Infrastructure RSF is lead)

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

Recovery Operations Plan

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.
 - Pre- Approval of temporary structures
 - Contingency contracting

Phase 2: Incident Coordination

- ☑ Assess and track impacts to each Focus Area and other emerging impacts
- ☑ Assist in connecting agencies to resources.

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting agencies and counties to involve them throughout the process of developing the State Recovery Strategy
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Affordable Housing)
 - Issue 1: Pre-disaster housing supply shortage , coupled with the loss of housing from the disaster, exacerbates an existing shortage of affordable housing options for both homeowner and renter groups.
 - Issue 2: The disaster impacted one of the communities' most affordable neighborhoods.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
- ☑ Identify available resources that could assist with addressing each issue
- ☑ Determine the most viable support strategy that the State/county wants to pursue to address each issue
- ☑ Implement selected projects/strategies in collaboration with relevant partners

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-
- ☑ action review towards updating the RSF Annex and other state plans/documents.



State of Hawai‘i

Recovery Operations Plan

RSF State Agencies’ Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DBEDT - Hawai‘i Housing Finance & Development Corporation (L)		Dwelling Unit Revolving Loan Fund (DURF) Low-Income Housing Tax Credit (LIHTC)
Office of the Governor - HI-ORR (S)		
Governor’s Housing Crisis Task Force (CW) Coordinates with	Coordinates with Housing RSF to ensure taskforce’s activities support RSFs’ objectives and vice versa	
Office of the Governor - Statewide Office on Homelessness and Housing Solutions (S)		
DHHL (S)		
HPHA (S)		
DLNR - State Historic Preservation Division (S)		
DLNR - Commission on Water Resource Management (S)		
DBEDT - Office of Planning & Sustainable Development (S)		
Department of Transportation (S)		
DOH (S)		
HI-EMA (S)		Support FEMA IA Program
DHS - Main Department (S)		
DLIR (S)		
DCCA (S)		
Disability and Communication Access Board (S)		

County Partners

Kaua‘i County, Honolulu City & County, Maui County (including Kalawao), Hawai‘i County

Federal Partners

Federal RSF Coordinating Agency: Department of Housing and Urban Development (HUD)

Supporting Agencies: American Red Cross, AmeriCorps, Consumer Financial Protection Bureau, DOA, Department of Commerce, HHS, Department of Justice, Department of Veterans Affairs, Environmental Protection Agency, Federal Housing Finance Agency, FEMA, National VOA, SBA



State of Hawai'i

Recovery Operations Plan

Non-Governmental Partners

- Contractor's Association
- VOAD
- Building Industry Partners

Relevant Plans

- State Housing Functional Plan 2017

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	CPCB	ECO	PHHS	SSE	IS	NCR
Affordable housing	X	X	X	X	X	X
Homeownership	X	X			X	
Rental housing	X	X			X	
Housing financing		X				
Mitigation Measures	X	X	X		X	
Housing Unit Repair	X	X	X	X	X	
Permitting	X				X	X
Infrastructure Hook Ups (Roads, Water, Power)	X	X			X	X

Toolkit

SOPGs, Checklists, Forms



State of Hawai'i **Recovery Operations Plan**

ANNEX F. INFRASTRUCTURE SYSTEMS RSF

Mission Statement

Support the restoration and recovery of infrastructure systems and state-owned properties/facilities in the affected disaster area ensuring the incorporation of protective measures and mitigation techniques to support long-term community resilience and sustainability.

Recovery Focus Areas

Commercial Communications (Internet, Cell Phone, Landline), Transportation, Ports & Airports, Energy (Electricity, Natural Gas, Fuels), Water, Wastewater, Stormwater & Floodplain Management, Waste Management (Debris, Landfill, etc.), State-Owned Buildings & Facilities, First Response Facilities (Police, Fire, and EMS Stations), Permitting

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



State of Hawai'i

Recovery Operations Plan

ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations.
 - Develop recovery plans for critical infrastructure and key resources

Phase 2: Incident Coordination

- ☑ Assess impacts to each Focus Area and other emerging impacts
- ☑ Determine infrastructure focus area interdependencies which may delay recovery operations.
- ☑ Activate existing recovery plans IAW damage assessment and response operations.
- ☑ Develop recovery strategy for critical infrastructure
- ☑ Develop recovery action plans based on unique incident issues or in absence of deliberate plans

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Debris Management)
 - Issue 1: Local residents are concerned about the site location selected by the county/State for storing debris from the disaster as it is near some residences and a popular restaurant. County officials now want the site moved, but there are limited options and it will be expensive for the state to do so.
 - Issue 2: Hazardous materials clean up will require shipping materials from the Island of Hawai'i to Oahu for containment, but cannot be completed until ports are fully operational on both islands again. As a result, local property owners have not been able to access their residences and businesses two months after the disaster, slowing their recoveries.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
- ☑ Identify available resources that could assist with addressing each issue
- ☑ Determine the most viable support strategy that the State/County wants to pursue to address each issue
- ☑ Implement selected projects/strategies in collaboration with relevant partners

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex and other state plans/documents.



State of Hawai'i **Recovery Operations Plan**

RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DOT (L)		
Office of the Governor - HI-ORR (S)		
DBEDT - Hawai'i State Energy Office (S)		
DBEDT - Office of Planning & Sustainable Development (S)		
DOE (S)		
HI-EMA (S)		Supports FEMA PA Program
DAGS (S)	Manages most state-owned buildings and facilities	
DBEDT - Hawai'i Community Development Authority (S)		
DHHL (S)		
DOH (S)		
DLNR (S)		
Public Utilities Commission (S)		
Hawai'i State Public Library System (S)		
UH Sea Grant College (S)		

County Partners

Kaua'i County, Honolulu City & County, Maui County (including Kalawao), Hawai'i County

Federal partners

Federal RSF Coordinating Agency: U.S. Army Corps of Engineers

Supporting: Cybersecurity and Infrastructure Security Agency, Delta Regional Authority, DOA, Department of Commerce, Department of Defense

, Department of Energy, Department of Homeland Security, Department of Housing and Urban Development, Department of the Interior, Department of the Treasury, Department of Transportation, Environmental Protection Agency, Federal Communications Commission, FEMA, General Services Administration, Nuclear Regulatory Commission, Tennessee Valley Authority, U.S. Fire Administration

Non-Governmental Partners

- Private sector logistic operators (Matson, Young Brothers)
- Private sector fuel and energy operators
- Private sector communication operators



State of Hawai‘i Recovery Operations Plan

Relevant Plans

- Hawai‘i Clean Energy Initiative – 2014
- Hawai‘i Bioenergy Master Plan – 2009
- State Energy Security Plan
- Hawai‘i Intelligent Transportation System Strategic Plan – 2016-2025
- Hawai‘i Department of Transportation Climate Resilience Action Plan – 2021
- Statewide Federal-Aid Highways 2035 Transportation Plan
- Statewide Pedestrian Master Plan – 2013
- Port Restoration Plan
- Digital Equity Plan – 2023
- Bike Plan Hawai‘i Master Plan – 2003
- State Water Projects Plan – 2020
- Water Quality Plan – 2019
- Hawai‘ian Electric Company Grid Modernization Strategy – 2017

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	RPCB	ECO	PHHS	SSE	HOU	NCR
Communications (Internet, cell phone, landline)	X	X	X	X	X	
Green Infrastructure	X	X	X		X	X
Transportation	X	X	X	X	X	X
Ports & Airports	X	X				X
Energy	X	X	X	X	X	X
Water	X	X	X	X	X	X
Wastewater	X	X	X		X	X
Stormwater/Floodplain Management	X	X			X	X
Waste Management (Debris, Landfill, etc.)	X	X	X		X	X
State-Owned Buildings & Facilities	X	X			X	X
First Response Facilities (Police, Fire, EMS)	X		X	X		
Permitting	X	X			X	X

Toolkit

SOPGs, Checklists, Forms
CONOP Tool
Planning Matrix



State of Hawai‘i **Recovery Operations Plan**

ANNEX G. NATURAL AND CULTURAL RESOURCES RSF

Mission Statement

Assist state and local communities recover from incidents by addressing long-term natural and cultural resource needs.

Recovery Focus Areas

Invasive species, Historically and culturally significant sites, Coastal resources, Terrestrial ecosystem, Aquatic ecosystem, Parks and Recreation, Agriculture (Led by Economic RSF), Permitting

Department Director	Luke Meyers HI-ORR Branch Chief	David Lopez HI-ORR Deputy Branch Chief
Date:	Date:	Date:



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ConOps Implementation Activities

Phase 1: Preparedness Activities (HI-ORR coordination)

- ☑ HI-ORR to facilitate workshops, training, and events for and with RSF agencies and partners.
- ☑ HI-ORR coordinates with RSF agencies and other partners to develop processes, agreements, tools and legislation that can be utilized by the RSF for future disaster recovery operations

Phase 2: Incident Coordination

- ☑ Assess impacts to each Focus Area and other emerging impacts

Phase 3: Recovery Operation

- ☑ The lead agency initiates communications with supporting Agencies and Counties to involve them throughout the process of developing the State Recovery Strategy
- ☑ Assess unmet needs and remaining issues in alignment within each Focus Area (Coastal Resources)
 - Issue 1: Beaches and coral reefs have been heavily impacted.
 - Issue 2: Landslides along the coast are causing continuous runoff into the ocean.
- ☑ Identify relevant State Agency(s) with Statutory Requirements and Responsibilities, enabling statutes, grants, programs, etc. for each issue
- ☑ Identify available resources that could assist with addressing each issue
- ☑ Determine the most viable support strategy that the State/county wants to pursue to address each issue
- ☑ Implement selected projects/strategies in collaboration with relevant partners

Phase 4: Project Tracking and After-Action Review (HI-ORR & Project Managers)

- ☑ Project managers oversee recovery projects under day-to-day operations of state agencies.
- ☑ HI-ORR RSF Liaisons coordinate with project managers on a regular basis to report project and strategy implementation status and results to SDRC and the governor.
- ☑ HI-ORR & RSF Liaisons consult with RSF lead agency and partners for after-action review towards updating the RSF Annex and other state plans/documents.



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RSF State Agencies' Roles, Responsibilities, Available Resources

Agency (Lead – L / Supporting S) County Presence	Disaster Recovery Role / Responsibilities / Authorities	Available Resources
DLNR (L)	Provide recommendations on Emergency Proclamation & Emergency Rules implementation	1,100 employees, equipment, heavy equipment engineers, firefighters, police force, boats/vehicles
Office of the Governor - HI-ORR (S)	Coordinates disaster recovery	
DLNR - Division of Aquatic Resources (S)	Marine/boating permitting	
DLNR - Forestry and Wildlife (S)		
DLNR - State Historic Preservation Division (S)	Historic preservation permitting	
DLNR - Office of Conservation and Coastal Lands (S)	Coastal zone, near shore permitting	
DLNR - Commission on Water Resource Management (S)		
DEF - Human Resources Office (S)		
DOT (S)		
DBEDT - Office of Planning & Sustainable Development - Coastal Zone Management (S)		
DOH - Clean Water Branch (S)	Clean water and wastewater permitting	
DOA (S)		
DHHL (S)		
OSHA (S)	State Historic Preservation	
DAGS (S)	Supporting with building repair in parks, recreation, or cultural resource sites	
HI-EMA (S)	HRS 127A	Planners
University of Hawai'i (S)	Research; Technical assistance; help inform policy	



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County Partners

- Kaua'i County
- Honolulu City & County
- Maui County (including Kalawao)
 - Agriculture Department, Department of O'iwi Resources, Planning
- Hawai'i County
 - Planning, Parks & Recreation

Federal Partners

Federal RSF Coordinating Agency: Department of the Interior

Supporting Agencies: AmeriCorps, Council on Environmental Quality, Cybersecurity and Infrastructure Security Agency, DOA, Department of Commerce, DOE, Environmental Protection Agency, FEMA, General Services Administration, Heritage Emergency National Task Force, and U.S. Army Corps of Engineers

Non-Governmental Partners

- Hawai'i Wildfire Management Organization
- The Nature Conservancy
- Watershed Partnerships
- Outdoor Circle
- Hawai'i Community Foundation
- Bishop Museum
- Kupu
- Kua'aina Ulu 'Auamo (KUA)

Relevant Plans

- Hawai'i Dept. of Agriculture Strategic Plan
- Agribusiness Development Corporation Strategic Plan
- Division of Conservation and Resources Enforcement Strategic Plan
- Hawai'i Statewide Assessment of Forest Conditions and Trends – 2010
- Strategic Plan of Hawai'i's Natural Area Reserves System – 2008
- Natural Area Reserve Management Plans (DLNR, various)
- Hawai'i State Historic Preservation Plan 2012 – 2017
- Statewide Comprehensive Outdoor Recreation Plan – 2021
- Hawai'i Ocean Resources Management Plan – 2020
- Water Resources Protection Plan – 2019
- Agriculture Water Use and Development Plan – 2019
- Water Quality Plan – 2019



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- Hawai‘i’s State Wildlife Action Plan – 2015
- Hawai‘i’s Comprehensive Wildlife Conservation Strategy – 2005
- Hawai‘i Invasive Species Council and the Coordinating Group on Alien Past Species 2025 Joint Strategy
- Hawai‘i Interagency Biosecurity Plan – 2023 Progress Report
- Hawai‘i Bioenergy Master Plan – 2009

Potential Cross-Cutting Collaboration with Other RSFs

Focus Area	CBCB	ECO	PHHS	SSE	HOU	IS
Historically and culturally significant sites	X	X		X	X	X
Coastal resources	X	X	X			X
Terrestrial ecosystem	X	X	X		X	X
Aquatic ecosystem	X	X	X			X
Invasive species		X	X			X
Parks and Recreation	X	X	X	X	X	X
Agriculture	X	X	X	X	X	X

Toolkit

SOPGs, Checklists, Forms



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ANNEX H. HAWAI'I STATE CAPABILITIES ASSESSMENT (APRIL 2024)

Published separately.



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ANNEX I. HAWAI'I RECOVERY DR4724-HI DOCUMENTATION

- DR-4724-HI - State Disaster Housing Strategy
- DR-4724-HI - State RSF Coordination Meeting Packet
- DR-4724-HI - Recovery and Resiliency Group Meeting Packet
- DR-4724-HI - State Capability Assessment
- DR-4724-HI - Recovery Needs Assessment
- DR-4724-HI - HUD Housing Needs Assessment
- DR-4724-HI - State Recovery Strategy
- DR-4724-HI - A Community-Led Pathway Towards Maui's Economic Recovery & Future
- DR-4724-HI - Permit Hui Report
- DR-4724-HI - Interagency Recovery Coordination Technical Assistance Product List



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