



Emergency Management Agency

Fiscal Year 2023 Annual Report

July 1, 2022 – June 30, 2023

**Elton Ushio
Administrator**

EMERGENCY MANAGEMENT AGENCY

I. MISSION STATEMENT

To protect lives and property in the County of Kaua'i by coordinating and integrating efforts among all levels of government and the private sector to mitigate against, prepare for, respond to and recover from natural disasters, acts of terrorism and other threats and hazards.

II. DEPARTMENT GOALS

Duties and Functions

- A. Maintain and improve the operating efficiency of the Emergency Operations Center (EOC).
- B. Maintain and enhance KEMA's training and exercise program, integrating the FEMA whole-community approach.
- C. Promote community awareness, preparedness and resilience through education and outreach, publications, media releases and other initiatives.
- D. Maintain and enhance the operational ready-status and efficacy of operational communications, redundant voice/data systems and emergency notification and warning systems.
- E. Leverage and manage grant funding to supplement KEMA's prevention, preparedness, response, recovery and mitigation efforts.

III. PROGRAM DESCRIPTION

- A. Program Objectives
 - 1. Continue phased updating of the County of Kaua'i Emergency Operations Plan (subject to availability of funding);
 - 2. Review and maintain other supporting plans, policies and procedures;
 - 3. Continue to develop and expand All-Hazards Incident Management Team capacity for EOC and field responders, refining policy and guidelines while also expanding incident action planning skillsets;
 - 4. Continue phased upgrading of EOC equipment, including the main and alternate EOC facilities;

5. Continue skills development and enhancement via training and exercise participation;
6. Provide prioritized training to develop and enhance the skills and abilities of staff, governmental, private-sector non-governmental and community-based emergency management partners;
7. Maintain skills and test plans and procedures by regularly hosting and/or supporting exercises;
8. Coordinate and support county-level participation in offsite training and exercise opportunities;
9. Continue community outreach efforts via regularly scheduled events;
10. Continue to work with schools via outreach and readiness drills;
11. Continue to support and expand the CERT and HHARP programs;
12. Continue to regularly issue media releases relating to community awareness, preparedness and resilience;
13. Maintain and enhance the 800 MHz P25 radio system;
14. Continue to expand and enhance redundant operational and interoperable communications capabilities;
15. Maintain notification and warning systems while expanding the number of trained user/operators;
16. Continue Siren Modernization/System Expansion
17. Continue to leverage, implement and manage Homeland Security Grant Program funding;
18. Continue to leverage, implement and manage Emergency Management Performance Grant funding;
19. Implement and manage other sources of grant funding, as feasible; and
20. Maintain appropriate agency staffing via county and grant funding.

IV. BUDGET

	CFY 2022 Actual	CFY 2023 Actual	CFY 2024 Appropriation/ Estimate
Equivalent Personnel (E/P)	26 (22 grant)	27 (22 grant) @FY Start 11(7 grant) @FY End	13 (5 grant)
Salaries & Wages	532,490	588,962	833,800
Operations	1,332,676	1,318,803	1,302,420
Equipment/Furniture	80,738	81,608	0
Vehicle	0	0	0
Program Total	1,976,829	1,989,373	2,163,220

V. ACCOMPLISHMENTS/EVALUATION

Goal 1: Maintain and improve the operating efficiency of the Emergency Operations Center (EOC).
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Objectives:

- **Continue phased updating of the County of Kaua'i Emergency Operations Plan (subject to availability of funding);**
 - KEMA secured and entered a partnership with the Department of Defense Innovative Readiness Training (IRT) program to update the EOP. Significant work was performed in FY23, with projected finalizing in the first quarter of FY24.

- **Review and maintain other supporting plans, policies and procedures;**
 - KEMA developed, updated, reviewed and/or enhanced various products:
 - Flash Flood Warning Quick Reference Checklist
 - Tsunami Advisory/Watch/Warning Quick Reference Checklist

- **Continue to develop and expand All-Hazards Incident Management Team capacity for EOC and field responders, refining policy and guidelines while also expanding incident action planning skillsets;**
 - Expanding AHIMT-trained personnel and position-specific trained personnel by sending personnel to position-specific training was put on hold due to the COVID-19 pandemic, but KEMA renewed efforts as the COVID emergency period came to a close.
 - KEMA's first ICS 300/400 prerequisite courses since pre-COVID were held, and the O-305 course and position-specific training should become more available henceforth.
 - Utilized AHIMT for various events, such as EOC activations, pre-coordination for weather threats, and large event Incident Action Planning.
 - With the overall lack of statewide training, KEMA has attempted to rotate staff into the EOC, to gain familiarity with the IMT and its functions, while working key staff in as training resumed.

- **Continue phased upgrading of EOC equipment, including the main and alternate EOC facilities;**
 - Performed preventive maintenance and equipment fine-tuning to various EOC components, such as battery backups, PCs, redundant communications systems, etc.
 - County IT replaced older PC workstations in the EOC with newer models.

- **Continue skills development and enhancement via training and exercise participation.**
 - As previously mentioned, the COVID-19 pandemic significantly reduced our training and exercise activities. However, real-world events/activations have provided on the job training and/or skills maintenance for our team and core partners.
 - KEMA planned and/or participated in a limited number of exercises and trainings during the fiscal year, such the items listed under Goal 2 below.

- **Effectively prepare for and respond to events and/or threats that require EOC activation.**
 - The following items indicate events where KEMA’s activation status was elevated above Level 4, Normal Operations/Steady State during FY13:
 - July 1, 2022 – December 31, 2022: EOC at Level 3 Enhanced Steady State for COVID-19, Operational Cell thereafter
 - July 15-16, 2022: EOC at Level 3, Enhanced Steady State for Hurricane/Tropical Storm Darby statewide and local coordination
 - July 17, 2022: EOC at Level 3, Enhanced Steady State for “historic” south swell event.
 - September 19, 2022: EOC at Level 3 Enhanced Steady State for Tsunami Information Statement event
 - October 2, 2022: EOC at Level 2, Partial Activation for Flash Flood Warning
 - November 21, 2022: EOC at Level 3 Enhanced Stead State for Red Flag Warning
 - November 22-23, 2022: EOC at Level 3 Enhanced Steady State for Special Weather Statement regarding strong NE winds and significant N swell
 - November 27-28, 2022: EOC at Level 3 Enhanced Steady State for Flood Watch
 - December 8-9, 2022: EOC at Level 3, Enhanced Steady State for Fire Weather Watch
 - December 16-18, 2022: EOC at Level 3, Enhanced Steady State for Special Weather Statement (cold front with strong SW winds and thunderstorms)
 - December 18-19, 2022: EOC at Level 3, Enhanced Steady State for Kona Low event, elevating to Level 2 Partial Activation for Severe Thunderstorm Warning on December 19 (plus overlapping Flood Watch, December 18-20, Severe Thunderstorm Watch December 19, and High Wind Warning, December 18-19)
 - January 24, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning
 - January 29-31: EOC at Level 3, Enhanced Steady State for Flood Watch
 - January 30, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning (2x in one day)
 - February 4, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning
 - February 15-19, 2023: EOC at Level 3, Enhanced Steady State for Kona low event statewide and local coordination (February 16-18 Flood Watch)
 - February 20-21, 2023: EOC at Level 3, Enhanced Steady State for Flood Wath

- February 18, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning
- February 20-21, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning
- March 23, 2023: EOC at Level 3, Enhanced Steady State for Special Weather Statement (strong thunderstorm)
- March 28-April 1, 2023: EOC at Level 3, Enhanced Steady State for Flood Watch
- March 29-April 1, 2023: EOC at Level 2, Partial Activation for Flash Flood Warning (also Special Weather Statement regarding strong thunderstorm)
- April 2, 2023: EOC at Level 3, Enhanced Steady State for Special Weather Statement regarding a strong thunderstorm
- April 18-19, 2023: EOC at Level 3, Enhanced Steady State for Flood Watch and 4/18 Special Weather Statement for potential strong thunderstorms
- April 29, 2023: False Flash Flood Warning (NWS HFO) – Started to mobilized then demobilized
- May 2-3, 2023: EOC at Level 3, Enhanced Steady State for Flood Watch
- May 18-19, 2023: EOC at Level 3, Enhanced Steady State for Flood Watch

Goal 2: Maintain KEMA’s training and exercise program to support the whole-community approach to emergency management.

EVENT	DATE(S)
93rd Civil Support Team (CST) Exercise	July 11-14, 2022
HI-EMA Debris Management Training (virtual)	August 12, 2022
Lights on Rice IAP Seminar	September 27, 2022
2022-2023 NOAA Wet Season Outlook and Product Briefing	October 21, 2022
Stop the Bleed Training	October 27, 2022
SCIP Workshop	October 27, 2023
Great American Shakeout (Earthquake Drill)	October 20, 2021
First Net COW Exercise (Vidinha)	November 7, 2022
FirstNet COW Exercise (Kokee)	November 10, 2022
ICS 300/400 Courses (EOC)	November 14-18, 2022
State Mass Care Training /Workshop (Virtual)	November 17, 2022
State Annual Integrated Preparedness Planning Workshop	January 11, 2023
USCG/KFD Hazmat Training (EOC)	March 1-4, 2023
USCG Multiagency Search and Rescue Exercise	March 22-24, 2023
Pacific Tsunami Warning Center Tsunami Awareness Trainings/Briefings (AM/PM)	April 12, 2023

Makani Pahili Hurricane Exercise SEOC Functional Exercise	May 4, 2023
Makani Pahili Hurricane Exercise Senior Leader Executive Seminar (Mayor, MD, KEMA Administrator)	May 8, 2023
Makani Pahili Debris Management Workshop and Tabletop Exercise	May 10, 2023
Makani Pahili Statewide Distribution Management Workshop and Tabletop Exercise	May 11, 2023
FEMA Virtual Debris Management Training	June 6-8, 2023
KFD/LEPC Lithium-Ion Battery Training	June 13, 2023
Central Pacific Hurricane Center – Hurricane Season Briefing and product overview	June 16, 2023

Goal 3: Promote community awareness, preparedness and resilience through education and outreach, publications, media releases, and other initiatives.

Objectives:

- **Continue community outreach efforts via regularly scheduled events;**
 - Due to the COVID-19 pandemic, normal all-hazards outreach was very limited, but KEMA slowly resumed after the end of the COVID emergency period.
- **Continue to work with schools via outreach and readiness drills;**
 - KEMA participation in school drills and outreach slowly resumed in FY23, particularly as the pandemic emergency period waned.
- **Continue to support and expand the CERT and HHARP programs;**
 - CERT and HHARP program support were also put on hold due to COVID-19. CERT program resumption will be discussed with the Kauai Fire Department in FY24, while HHARP is dependent on State/HI-EMA funding and community application and selection.
- **Continue to regularly issue media releases relating to community awareness, preparedness and resilience.**
 - KEMA experienced a rather inactive 2022 Central Pacific Hurricane Season, offset by a very active wet season, along with other severe weather events highlighted by the Kona Low. These resulted in numerous EOC activations and frequent media engagements. Examples include:
 - COVID-19 products
 - Weather-related press releases
 - Tsunami information (including Tsunami Awareness Month)
 - Hurricane Season information, including media engagements related to the 30th anniversary of Hurricane Iniki

Goal 4: Maintain and enhance the operational ready-status and efficacy of operational communications, interoperable communications, redundant voice/data systems, and emergency notification and warning systems.

Objectives:

- **Maintain and enhance the 800 MHz P25 radio system;**
 - KEMA completed infrastructure hardening, repairs and preventive maintenance.
 - KEMA completed KPD encryption cutover in FY23, and continued to work on associated projects.

- **Continue to expand and enhance redundant operational and interoperable communications capabilities;**
 - KEMA has continued to expand and enhance redundant and interoperable communications via equipment acquisition and system hardening.
 - In addition, KEMA engaged public safety partners via personnel assigned to operational and interoperable communications.

- **Maintain notification and warning systems while expanding the number of trained user/operators;**
 - KEMA maintained notification and warning systems , provided user/operator training, and participated in system testing and real-world use.
 - **Additional training and user/operator expansion is targeted for FY24.**

- **Continue Siren Modernization/System Expansion**
 - Unfortunately, siren modernization and system expansion continued to be on hold, mainly due to the ongoing COVID-19 and supply chain issues experienced by HI-EMA.
 - State partner and system owner HI-EMA was able to work on upgrades to satellite modems on Kauai sirens (satellite activation is a backup to the primary cellular activation mechanisms).
 - Planning and coordination were resumed for the future Ni’ihau outdoor warning siren project, but short-staffing and competing priorities on the State’s end have continued to delay the project. A site-visit was conducted in early FY2023.

Goal 5: Leverage and manage grant funding to supplement KEMA’s prevention, preparedness, response, recovery and mitigation efforts.

Objectives:

- **Continue to leverage, implement and manage Homeland Security Grant Program funding;**
 - KEMA secured **\$680,000** in FY 2022 Homeland Security Grant funding.

- **Continue to leverage, implement and manage Emergency Management Performance Grant funding;**
 - KEMA secured and managed **\$150,000** in FY 2022 Emergency Management Performance Grant funding

- KEMA utilized Emergency Management Performance Grant to continue to fund 2 staff positions.
- **Implement and manage other sources of grant funding, as feasible;**
 - KEMA staff supported:
 - The Local Emergency Planning Committee’s grant fiscal management
 - KPD’s E-911 via the Telecom Officer
 - FEMA Public Assistance Program for Major Disaster Declaration, April 2018 Flood (DR-4365)
 - FEMA Public Assistance Program for Major Disaster Declaration, Hurricane Lane (DR-4395)
 - FEMA Public Assistance Program for Major Disaster Declaration, March 2020 Flood (DR-4549)
 - CARES funding
 - American Rescue Plan Act funding
 - Hazard Mitigation Grant Program applications, related to DR-4365 and DR-4549
 - State Legislative additional funding for the April 2018 Flood (Act 35/9)
 - Although not a grant or grant-funded, per se, KEMA’s partnership with the Department of Defense Innovative Readiness Training Program will ultimately result in over \$1,000,000+ (final amount to be determined later) in cost savings to the county in two primary areas:
 - First, the aforementioned Emergency Operations Plan update; and
 - Second, “Best Available Refuge Area” assessments of various County/State/private shelter facilities by military structural engineers
- **Maintain appropriate agency staffing via county and grant funding.**
 - KEMA was able to sustain all existing baseline KEMA positions, adding an Accountant III position.
 - KEMA staffing continued to be augmented by positions relating to (1) Act 12/35/9 recovery funding supporting DR-4365 (April 2018 floods/landslides), and (2) federal funds supporting COVID-19 pandemic response.
 - However, through the course of FY23, staffing numbers were reduced with the discontinuation and/or phasing-out of COVID-19 operations and various supporting positions.