

## EMERGENCY MANAGEMENT

### 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

1. Maintain and improve the operating efficiency of the Emergency Operations Center (EOC).
2. Adapt KEMA’s training and exercise program to address the whole-community approach to emergency management.
3. Promote community awareness, preparedness and resilience through education and outreach, publications, media releases, the Community Emergency Response Team (CERT) program and other initiatives.
4. Maintain and enhance the operational ready-status and efficacy of operational communications, redundant voice/data systems and emergency notification and warning systems.
5. Leverage grant funding to supplement KEMA’s prevention, preparedness, response, recovery and mitigation efforts.

### III. Program Description

#### 1. Objectives

- A. Updating of the County of Kaua‘i Emergency Operations Plan;
- B. Review and maintain other supporting plans, policies and procedures;
- C. Continue to develop and expand All-Hazards Incident Management Team capacity for EOC and field responders;
- D. Implement phased upgrading of EOC equipment, including the main and alternate EOC facilities;
- E. Continue skills development and enhancement via training and exercise participation;
- F. Provide prioritized training to develop and enhance the skills and abilities of staff, governmental, private-sector non-governmental and community-based emergency management partners;
- G. Maintain skills and test plans and procedures by regularly hosting and/or supporting exercises;
- H. Coordinate and support county-level participation in offsite training and exercise opportunities.
- I. Continue community outreach efforts via regularly-scheduled events;
- J. Continue to work with schools via outreach and readiness drills;
- K. Continue to support and expand the CERT program;
- L. Produce quarterly media releases relating to community awareness, preparedness and resilience.

- M. Commence and complete funded portions of Phase III of the 800 MHz P25 Maintenance Upgrade project;
- N. Continue to expand and enhance redundant operational and interoperable communications capabilities;
- O. Maintain notification and warning systems while expanding the number of trained user/operators.
- P. Continue to leverage, implement and manage Homeland Security Grant Program funding;
- Q. Continue to leverage, implement and manage Emergency Management Performance Grant funding;
- R. Implement and manage other sources of grant funding, as feasible.

## 2. Highlights

- A. Filled Plans and Operations Officer and Grant Fiscal Specialist positions.
- B. Developed and/or enhanced various Incident Action Plans and planning products.
- C. Maintained EOC operational readiness and County/State/Federal/NGO engagement and coordination.
- D. Maintained and enhanced the skills and abilities of staff, governmental, private-sector non-governmental and community-based emergency management partners via a robust training and exercise program.
- E. Managed \$1,949,221 in open grants.
- F. Encountered new, emerging and/or evolving issues and threats: Hepatitis A outbreak, Rat lungworm, King Tides, Mumps outbreak and the North Korea missile threat.
- G. 800 MHz public safety radio system Phase III maintenance upgrade project completed.

## 3. Activities

- A. Operations – Consists of various aspects of Emergency Management operations, such as but not limited to:
  - i. Agency administration;
  - ii. Federal/State/County/non-governmental interface/operational coordination;
  - iii. Public information and warning;
  - iv. Public shelters/mass-care;
  - v. Emergency Operations Center (EOC) and alternate EOC systems readiness;
  - vi. EOC management and activation;
  - vii. Special projects, such as, but not limited to:
    - Siren Modernization Project and Ni‘ihau outdoor warning siren
    - EOC upgrades
    - Other County and statewide initiatives/groups/committees;
- B. Training and Exercises – Consists of planning, coordination, funding and/or hosting of FEMA/Homeland Security and related courses and

Homeland Security-compliant exercises targeting first-responders and emergency management partners at all levels of government and the private sector, so that all can prepare for, respond to and recover from a full, all-hazards spectrum of emergencies, hazards and disaster events.

- C. Planning – Consists of plan development, validation and maintenance and related initiatives, such as but not limited to:
  - i. County Emergency Operations Plan;
  - ii. Multi-Hazard Mitigation and Resilience Plan;
  - iii. Explosive Device/Ordinance Quick Reference Checklist
  - iv. Mass Casualty Incident Response Plan
  - v. Evacuation Shelter Response Plan
  - vi. Local Emergency Planning Committee (LEPC) support;
  - vii. Tsunami and Dam Safety evacuation zone planning;
  - viii. Threat and Hazard Identification and Risk Assessment (THIRA);
- D. Grant Management – Consists of all-aspect management of various grants, such as:
  - i. State Homeland Security Grant Program;
  - ii. Emergency Management Performance Grant;
  - iii. Environmental Response Revolving Fund;
  - iv. Hazard Mitigation Grant Program;
  - v. Pre-Disaster Mitigation Grant Program
- E. Community outreach/education – Consists of community and partner education, outreach to schools and community groups, information dissemination at public events, preparedness seminars, etc.
- F. Telecommunications – Consists of management and maintenance of various primary, interoperable and redundant communications systems and participation in related preparedness and response activities, such as but not limited to:
  - i. County’s 800 MHz trunked radio system, plus ongoing maintenance and upgrades;
  - ii. Interoperable communications packages – ACU-2000 systems;
  - iii. Transportable Repeaters for Interoperable Communications (TRIC) packages;
  - iv. Daniels portable repeater packages;
  - v. Satellite-based systems
    - Broadband Global Area Network (BGAN) packages;
    - Fixed satellite systems;
  - vi. Statewide Communications Interoperability Plan support;
  - vii. Tactical Interoperable Communications Plan (local TICP);
  - viii. Military/partner interface;
  - ix. Support of KPD Dispatch/911; etc.

#### IV. Program Measures – Accomplishments/Evaluation

<b>Goal 1: Maintain and improve the operating efficiency of the Emergency Operations Center (EOC).</b>
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## Objectives:

- **Updating of the County of Kaua‘i Emergency Operations Plan (subject to availability of funding);**
  - Kaua‘i Emergency Management Agency (KEMA) was unable to secure sufficient funding for a complete EOP update. However, staff was able to develop and/or update products that will serve as functional annexes in a phased update.
  - An internal update of the EOP basic plan will be performed in FY18, using agency staff in place of a costly external contractor.
  
- **Review and maintain other supporting plans, policies and procedures;**
  - KEMA developed, updated and/or enhanced various products:
    - Tropical Cyclone Pre-Impact Incident Action Plan
    - Tropical Cyclone Immediate Post-Impact Incident Action Plan
    - Mosquito-Borne Disease Outbreak Incident Action Plan
    - Lights on Rice Incident Action Plan
    - Waimea Town Parade Incident Action Plan
    - Flash Flood Warning Quick Reference Checklist
    - Tsunami Advisory/Watch/Warning Quick Reference Checklist
    - Mass-Casualty Incident Quick Reference Checklist
    - Explosive Device/Ordinance Quick Reference Checklist
    - CHEMPACK Response Quick Reference Checklist
    - Mass Casualty Incident Response Plan
    - Evacuation Shelter Response Plan
    - EOC activation level updates
  
- **Continue to develop and expand All-Hazards Incident Management Team capacity for EOC and field responders, finalizing guidelines and expanding Incident Action Plan development;**
  - Expanded AHIMT-trained personnel and position-specific trained personnel via hosting of the AHIMT O-305 course and sending personnel to position-specific training.
  - Utilized AHIMT for various events, such as EOC activations, large event Incident Action Planning and Dengue/Zika response planning
  - Guideline development continues, as KEMA has been comparing and coordinating with other jurisdictions to ensure statewide consistency
  
- **Implement phased upgrading of EOC equipment, including the main and alternate EOC facilities;**
  - Performed maintenance and equipment upgrades to various EOC components, such as battery backups, PCs, redundant communications systems, projector bulb replacements, etc.
  - FY 2015 Homeland Security Grant Program (HSGP) funding is being used to replace the 13 year-old EOC projectors and screens.
  - KEMA is proposing to utilize FY 2017 HSGP funding to continue and finalize the updates.

- **Continue skills development and enhancement via training and exercise participation.**
  - KEMA accomplished this on the agency and stakeholder levels, via various training and/or exercise opportunities in addition to real-world events/activations. This ties in with Goal 2 below, which provides additional details.

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

**Objectives:**

- **Provide prioritized training to develop and enhance the skills and abilities of staff, governmental, private-sector non-governmental and community-based emergency management partners;**

KEMA met this goal and associated objectives by planning and maintaining a very robust training and exercise program. Coordinated/hosted various trainings such as: Search and Rescue for Community Disaster, All-Hazard Incident Management Team training, Office of Bombing Prevention trainings, Incident Command System 300/400 and more. Exercises included: CHEMPACK, Mass Casualty Incident, Hurricane Shelter, and more

As an example, we offer the following summary of FY17:

EVENT	DATE(S)
Makani Pahili 2016 – Annual Hurricane Exercise	
EOC Responder Seminar (2)	July 11, 2016
Incident Management Team Workshop (Pre-Impact)	July 12, 2016
Incident Management Team Workshop (Post-Impact)	July 13, 2016
Mass Care Hurricane Sheltering Workshop	July 14, 2016
Communications Full Scale Exercise	July 15, 2016
American Red Cross Sheltering Exercise	July 16, 2016
MGT 340 Crisis Leadership and Decision Making Seminar	July 29, 2016
93 <sup>rd</sup> Civil Support Team (CST) Annual Exercise	
Preparatory Drills	August 8, 2016
Tabletop Exercise	August 9, 2016
Full Scale Warrant Exercise	August 10, 2016
Full Scale Active Shooter Exercise	August 11, 2016
Search and Rescue for Community Disaster	August 9 – 11, 2016
CHEMPACK Tabletop Exercise	November 30, 2016

All-Hazards Incident Management Team O305 Training	January 30 – February 3, 2017
Mass Casualty Incident Tabletop Exercise	February 6, 2017
DHS OBP Trainings	February 21 – 24, 2017
Protective Measures Course	February 21, 2017
Surveillance Detection for Law Enforcement and Security Professionals	February 22 – 24, 2017
WebEOC Training	March 9, 2017
Tsunami Observer Program Training	March 25, 2017
ICS 300 & 400 Intermediate and Advanced ICS	April 4 – 7, 2017
MGT 346 – EOC Operations and Planning for All-Hazards	April 18 – 20, 2017
Makani Pahili 2017 – Annual Hurricane Exercise	
EOC Responder Seminar	May 15, 2017
Vistor Industry Seminar (2)	May 16, 2017
Hurricane Evacuation Shelter Seminar	May 17, 2017
Communications Functional Exercise	May 18, 2017
RACES EOC Seminar	May 19, 2017
CERT Refresher (EOC and Damage Assessment Seminars)	May 20, 2017
MGT 343 – Disaster Management for Water and Wastewater Utilities	June 26 – 27, 2017

- **Maintain skills and test plans and procedures by regularly hosting and/or supporting exercises;**
- **Coordinate and support county-level participation in offsite training and exercise opportunities.**

EVENT	DATE(S)	Venue
Medical Management of CBRNE Events	July 18 – 19, 2016	O‘ahu
Rope Rescue Technician	July 25 – 29, 2016	O‘ahu
National CERT Conference	September 6 – 11, 2016	California
Communication Assets Survey & Mapping Tool	October 12 – 13, 2016	O‘ahu
All-Hazard Incident Management Team – Operations Section Chief	November 14 – 17, 2016	Maui
All-Hazard Incident Management Team – Incident Commander	November 28 – December 2, 2016	Maui

Rescue Systems 1	December 5 – 9, 2016	Maui
All-Hazard Incident Management Team – Public Information Officer	March 28 – 31, 2017	O‘ahu
Active Shooter Preparedness Workshop	June 26, 2017	O‘ahu

**Goal 3: Promote community awareness, preparedness and resilience through education and outreach, publications, media releases, the Community Emergency Response Team (CERT) program and other initiatives.**

**Objectives:**

- **Continue community outreach efforts via regularly-scheduled events;**
  - Performed outreach with emergency management partners, community associations/groups, visitor industry partners, etc. throughout the year on issues such as hurricane preparedness, tsunami and overall community hazard awareness and resiliency.
  - Working with the Hawai‘i Emergency Management Agency and the Hanapēpē/‘Ele‘ele Community, initiated and supported implementation of the Hawai‘i Hazards Awareness and Resilience Program (HHARP) in the community (ongoing).
  - Working with Hanalei Watershed Hui on development of an area evacuation plan for the Hanalei/Haena community.
  
- **Continue to work with schools via outreach and readiness drills;**
  - Conducted and/or participated in student education/outreach, site visits, drills, career day events, PMRF Earth Day, etc.
  
- **Continue to support and expand the CERT program;**
  - Supported continued grant funding of the CERT program and participated in CERT meetings/graduations.
  - Supporting the update of CERT plans, policies, and procedures.
  
- **Produce quarterly media releases relating to community awareness, preparedness and resilience.**
  - Another active Central Pacific Hurricane Season in 2016, along with numerous EOC activations and media engagements resulted in KEMA exceeding the quarterly release objective. Examples include:
    - Hepatitis-A Outbreak information
    - Weather-related press releases
    - Agency name change/Charter Amendment information
    - Tsunami information
    - Emergency Management-related contributions to Mayor’s Public Broadcasting System “Insights” show appearance
    - Mosquito-borne disease awareness/information
    - Hazmat/WMD exercise awareness/information
    - King Tide information
    - Hurricane Season information

**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:**

- **Commence and complete Phase III of the 800 MHz P25 Maintenance Upgrade project;**
  - KEMA completed Phase III of the 800 MHz P25 Upgrade in March of 2017.
- **Continue to expand and enhance redundant operational and interoperable communications capabilities;**
  - KEMA has continued to expand and enhance redundant and interoperable communications via training, exercises, planning and hardening.
- **Maintain notification and warning systems while expanding the number of trained user/operators;**
  - KEMA maintained notification and warning systems, trained additional users/operators and worked with the State to expand/modernize outdoor warning sirens via Phase III of the Siren Modernization Project.
- **Complete Phase III+ of the Siren Modernization Project.**
  - Unfortunately, due to State contractor issues, Phase III has yet to be completed and will require additional procurement actions by the State.
  - In the interim, KEMA is coordinating with our State partners to perform controller and solar upgrades to 15 older “MCMCP” sirens, commencing in FY17 and concluding in FY18.

**Goal 5: Leverage 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 **\$570,000** in FY 2016 Homeland Security Grant funding
  - KEMA managed approximately **\$1,819,221** in open Homeland Security Grant funding
- **Continue to leverage, implement and manage Emergency Management Performance Grant funding;**
  - KEMA secured and managed **\$130,000** in FY 2016 Emergency Management Performance Grant funding
  - KEMA utilized Emergency Management Performance Grant funding to fill the Plans and Operations Officer position as of September 1, 2016.
- **Implement and manage other sources of grant funding, as feasible;**
  - An active 2016 Central Pacific Hurricane Season and lean staffing until the latter part of 2016 limited additional grant efforts.
  - KEMA staff supported:



- The Local Emergency Planning Committee’s grant fiscal management via the Grant Coordinator;
  - KPD’s E-911 via the Telecom Officer;
  - Management and implementation of State CIP funding toward Phase III of the 800 MHz project (Telecom Officer and Grant Coordinator); and
  - Ongoing application and anticipated awards to support a Hanakāpī‘ai Stream Gage and Shelter Hardening initiatives via the FEMA Hazard Mitigation Grant Program (Grant Coordinator as lead)
  - Assisting with KPD grant management
- **Fill vacant grant-support position with Homeland Security Grant funding.**
    - KEMA hired a Grant Fiscal Specialist, funded by Homeland Security Grant funding on September 16, 2016.

V. Budget

	CFY 2016 Actual	CFY 2017 Actual	CFY 2018 Appropriation
Equivalent Personnel (E/P)	4 (1 part grant funded)	6 (2 grant)	6 (2 grant)
Salaries & Wages	361,145	509,760	519,490
Operations	1,269,989	833,081	1,005,752
Equipment/Furniture	70	0	64,937
Vehicle	24,350	12,150	0
Program Total	1,655,554	1,354,991	1,590,179

VI. Statistics

	CFY 2016 Actual	CFY 2017 Actual	CFY 2018 Estimated
Total Sirens & Simulators Installed	53 (+1 out of commission/slated for replacement)	53 (+1 out of commission/slated for replacement)	59+
Total Sirens Upgraded (or New)	9	0	6 (additional units pending)
EOC Activations	6 (Flash Flood Warnings) + 1 Tsunami Watch/Advisory	3 (Flash Flood Warnings) + 1 Tropical Storm Warning	10
Disaster Threats Monitored (New Event products & Individual Storms)	133: 17 Central Pacific Tropical Cyclones 75 High Surf 31 Rain/Flood	110: 7 Central Pacific Tropical Cyclones 69 High Surf 25 Rain/Flood	125

	7 Wind 1 Heat/Humidity 2 Tsunami (Watch & Advisory)	8 Wind 1 Tsunami	
CD Exercises	9	12	5
CD Training Sessions	20	20	10
Total Estimated Personnel Trained (includes exercises)	400	400	400
CD Public Presentations	25: 14 NGO/Mixed/ Community-based 5 DOE 4 Other Gov't 2 Radio Media	19 15 NGO/Mixed/ Community-based 3 DOE 1 Local TV	20
Blackboard Emergency Mass-Notification Messages	6 KEMA (30 DoW)	4 KEMA (27 DoW)	11 (No estimate for Department of Water)
Blackboard Persons/Contacts Notified	147,467 KEMA (16,708 DoW)	96,591 KEMA (17,144 DoW)	200,000 KEMA (No estimate for Department of Water)
Number of Public Shelters	17	17	17
Disaster Publications	20 - Flash Flood Information 3 - Tsunami Watch/Advisory 8 - Outreach/ Information/ Education	15 - Flash Flood Information 1 - Tsunami Awareness 7 - Hurricane/Tropical Cyclone Info/Awareness 1 - Exercise 2- King Tide Info	20

VII. Holo Holo 2020 Projects & Status