

## 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. Maintain and enhance KEMA’s training and exercise program, integrating the FEMA whole-community approach.
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. Continue phased updating of the County of Kaua‘i Emergency Operations Plan (subject to availability of funding);
- 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, finalizing guidelines and expanding Incident Action Plan development;
- D. Continue 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. Continue to regularly issue media releases relating to community awareness, preparedness and resilience;
- M. Maintain and enhance the 800 MHz P25 radio system;
- 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. Complete Phase III+ of the Siren Modernization Project.
- Q. Continue to leverage, implement and manage Homeland Security Grant Program funding;
- R. Continue to leverage, implement and manage Emergency Management Performance Grant funding;
- S. Implement and manage other sources of grant funding, as feasible.
- T. Maintain Plans and Operations Officer and Grant Fiscal Specialist positions via Emergency Management Performance Grant and State Homeland Security Grant Program funding.

## 2. Highlights

- A. Engaged media in reports associated with the 25<sup>th</sup> anniversary of Hurricane Iniki.
- B. Experienced and managed an active wet season, the 2<sup>nd</sup> wettest in 30 years, including a pending US record for rainfall in a 24-hour period (49.69 inches at Waipa).
- C. Responded to and at the fiscal year's end continued to be fully-engaged in the ongoing recovery processes associated with our historic FEMA Major Disaster, [DR-4365 Hawai'i Severe Storms, Flooding, Landslides and Mudslides](#), including Public Assistance, Individual Assistance and Hazard Mitigation Grant programs.
- D. Developed and/or enhanced various Incident Action Plans and planning products.
- E. Maintained EOC operational readiness and County/State/Federal/NGO engagement and coordination.
- F. 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.
- G. Managed over \$4,336,000 in open grants.

## 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 network upgrades 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;
  - vi. State CIP funding;
  - vii. FEMA Public Assistance
- 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

<p><b>Goal 1: Maintain and improve the operating efficiency of the Emergency Operations Center (EOC).</b></p>
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• <b>Continue phased updating of the County of Kaua‘i Emergency Operations Plan (subject to availability of funding);</b> <ul style="list-style-type: none"> <li>• The internal update of the EOP basic plan was limited to a draft basic plan in FY18, using agency staff in place of a costly external contractor.</li> <li>• Kaua‘i Emergency Management Agency (KEMA) was unable to proceed beyond this, due to nearly half of of FY18 being dedicated to work associated with the aftermath of the ballistic missile false alarm event and the historic April flood/landslide FEMA Major Disaster, DR-4365, on top of an active rainy season.</li> </ul> </li> <li>• <b>Review and maintain other supporting plans, policies and procedures;</b> <ul style="list-style-type: none"> <li>• KEMA developed, updated and/or enhanced various products: <ul style="list-style-type: none"> <li>○ Tropical Cyclone Pre-Impact Incident Action Plan</li> <li>○ Tropical Cyclone Immediate Post-Impact Incident Action Plan</li> <li>○ Lights on Rice Incident Action Plan</li> <li>○ Waimea Town Parade Incident Action Plan</li> <li>○ Flash Flood Warning Quick Reference Checklist</li> <li>○ Tsunami Advisory/Watch/Warning Quick Reference Checklist</li> <li>○ Mass-Casualty Incident Quick Reference Checklist</li> <li>○ Explosive Device/Ordinance Quick Reference Checklist</li> <li>○ CHEMPACK Response Quick Reference Checklist</li> <li>○ Mass Casualty Incident Response Plan</li> <li>○ Evacuation Shelter Response Plan</li> <li>○ EOC activation level updates</li> </ul> </li> </ul> </li> <li>• <b>Continue to develop and expand All-Hazards Incident Management Team capacity for EOC and field responders, finalizing guidelines and expanding Incident Action Plan development;</b> <ul style="list-style-type: none"> <li>○ Expanded AHIMT-trained personnel and position-specific trained personnel by sending personnel to position-specific training.</li> <li>○ Utilized AHIMT for various events, such as EOC activations, large event Incident Action Planning and exercises.</li> <li>○ Guideline development continues, but is currently awaiting statewide standardization and consultation relating to certifications and mutual aid.</li> </ul> </li> </ul>

- **Continue 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.
  - Homeland Security Grant Program (HSGP) funded-procurement was near completion at the end of FY18, and was completed just after the end of the fiscal year. Renovations/upgrades were scheduled for FY19, delayed by the month-long EOC activation, FEMA Public Assistance and Individual Assistance declarations and ongoing recover following the April flood/landslide disaster.
- **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; <see below>**
- **Maintain skills and test plans and procedures by regularly hosting and/or supporting exercises; <see below>**
- **Coordinate and support county-level participation in offsite training and exercise opportunities.**

Despite significant response and recovery work associated with an active wet season and the April flood/landslide disaster, KEMA met this goal and associated objectives by planning and maintaining a robust training and exercise program. Coordinated/hosted various trainings included: Ballistic Missile Awareness Train-the-Trainer, Blackboard mass-notification system refresher training, ICS 300/400, and more. Exercises included the 93<sup>rd</sup> Civil Support Team Exercise (multiple components), the annual Makani Pahili hurricane exercise (multiple components) and more. Please see the following summary for FY18:

EVENT	DATE(S)
Blackboard Refresher Training	July 21, 2017
93 <sup>rd</sup> Civil Support Team Annual Exercise	
KFD Drills, KPD Fit Testing/Training	August 28, 2017
Barricaded Subject Full Scale Exercise	August 29, 2017
HazMat/Alternate EOC Full Scale Exercise	August 30, 2017

Poisoning/Pesticide Incident Workshop	October 4, 2017
Ballistic Missile Train-the-Trainer	November 8, 2017
Incident Command System (ICS) 300/400	April 3-6, 2018

<b>EVENT</b>	<b>DATE(S)</b>	<b>Venue</b>
Makani Pahili 2017 – Annual Hurricane Exercise		
Port Restoration Tabletop Exercise	July 11, 2017	O‘ahu
Shelter Resourcing Workshop	July 12, 2017	O‘ahu
Generator Request & Prioritization Tabletop Exercise	July 13, 2017	O‘ahu
Visitor Industry Workshop	July 14, 2017	O‘ahu
Radio Operator (RADO) Training	September 6-7, 2017	O‘ahu
Intel & Law Enforcement Training Seminar (INLETS)	September 11-15, 2017	O‘ahu
Communications Unit Technician (COMT) Training	September 25-29, 2017	O‘ahu
Environmental & Historical Preservation (EHP) Training	October 24-25, 2017	O‘ahu
Benefit-Cost Analysis (BCA) Training	October 30 – November 1, 2017	O‘ahu
Communications Unit Leader (COML) Training	November 28-30, 2017	O‘ahu
Coordinated & Collaborative Response to Terrorism & Mass Violence Crimes Symposium	October 23-24, 2017	O‘ahu
Lessons Learned: 2017 Visitor Industry Disaster Impacts to Operations	January 17, 2018	O‘ahu
Lessons Learned: 2017 Atlantic Hurricane Season	January 26, 2018	O‘ahu
Pacific Executive Leaders Program – Port Focus	February 5-8, 2018	O‘ahu
Communications Exercise	February 14-15, 2018	O‘ahu
All-Hazards Incident Management Team – Public Information Officer Training	February 15-16, 2018	Maui
Auxiliary Communications (AUXCOMM) Training	February 17-18, 2018	O‘ahu
Mitigation Workshop	February 21-22, 2018	Oahu
Maturing Public-Private Partnership Workshop	March 1-2, 2018	O‘ahu

Pacific Executive Leaders Program	March 5-9, 2018	Hilo
<p><b>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.</b></p>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• <b>Continue community outreach efforts via regularly-scheduled events;</b> <ul style="list-style-type: none"> <li>○ Performed outreach with emergency management partners, community associations/groups, visitor industry partners, etc. throughout the year on issues such as hurricane preparedness, tsunamis, ballistic missile and all-hazards community hazard awareness and resiliency.</li> <li>○ Working with the Hawai'i Emergency Management Agency and the Hanapēpē/ʻEleʻele Community, supported the implementation of the Hawai'i Hazards Awareness and Resilience Program (HHARP) in the community (ongoing).</li> </ul> </li> <li>• <b>Continue to work with schools via outreach and readiness drills;</b> <ul style="list-style-type: none"> <li>○ Conducted and/or participated in student education/outreach, site visits, drills, career day events, etc.</li> </ul> </li> <li>• <b>Continue to support and expand the CERT program;</b> <ul style="list-style-type: none"> <li>○ Supported continued grant funding of the CERT program and participated in CERT meetings/graduations.</li> <li>○ Supporting the update of CERT plans, policies, and procedures.</li> <li>○ Activated and utilized CERT as part of the April flood/landslide disaster response.</li> </ul> </li> <li>• <b>Continue to regularly issue media releases relating to community awareness, preparedness and resilience.</b> <ul style="list-style-type: none"> <li>○ Despite a rather inactive 2017 Central Pacific Hurricane Season, an exceptionally active wet season, along with numerous EOC activations and media engagements resulted in an excessive number of KEMA media releases/products. Examples include: <ul style="list-style-type: none"> <li>▪ Weather-related press releases</li> <li>▪ Tsunami information</li> <li>▪ Hurricane Iniki 25<sup>th</sup> anniversary media coverage</li> <li>▪ Mayor's Ballistic Missile and All-Hazards Hoike TV production</li> <li>▪ Hurricane Season information, and more (see Section VI)</li> </ul> </li> </ul> </li> </ul>		
<p><b>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.</b></p>		
<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• <b>Maintain and enhance the 800 MHz P25 radio system;</b></li> </ul>		

- KEMA successfully renewed/updated 800 MHz Radio System site leases for Kukuiohono and Kalepa repeater sites.
- Radio fleet updates/additions continued.
- **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 and trained additional users/operators.
- **Complete Phase III+ of the Siren Modernization Project.**
  - Unfortunately, due to State contractor issues, Phase III has yet to be completed. Given subsequent contracting actions by the State, 6 new sirens should be completed within the next fiscal year.
  - The Ni‘ihau outdoor warning siren project is underway, with estimated completion within the fiscal year, with a slight delay, given multiple ongoing statewide Major Disaster Declarations.

**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 **\$745,000** in FY 2017 Homeland Security Grant funding
  - KEMA managed approximately **\$2,034,550** in open Homeland Security Grant funding
- **Continue to leverage, implement and manage Emergency Management Performance Grant funding;**
  - KEMA secured and managed **\$150,000** in FY 2017 Emergency Management Performance Grant funding
  - KEMA utilized Emergency Management Performance Grant continue funding the Plans and Operations Officer position.
- **Implement and manage other sources of grant funding, as feasible;**
  - KEMA staff supported:
    - The Local Emergency Planning Committee’s grant fiscal management, approximately **\$68,000** via the Grant Coordinator;
    - KPD’s E-911 via the Telecom Officer;
    - Management and implementation of State CIP funding, **\$2,082,898**, toward Phase III of the 800 MHz project (Telecom Officer and Grant Coordinator);



- Ongoing application and anticipated awards to support a Hanakāpī‘ai Stream Gage via the FEMA Hazard Mitigation Grant Program (Grant Coordinator as lead)
  - Application for the Pre-Disaster Mitigation Grant to fund the update of the County of Kaua‘i Multi-Hazard Mitigation and Resilience Plan (Grant Coordinator as lead)
  - Shelter hardening for Kalāheo Gymnasium via State of Hawai‘i funding (Grant Coordinator as lead)
  - FEMA Public Assistance Program for Major Disaster Declaration (DR-4365) (Grant Coordinator as lead)
- **Maintain Plans and Operations Officer and Grant Fiscal Specialist positions via Emergency Management Performance Grant and State Homeland Security Grant Program funding.**
    - KEMA maintained the Plans and Operations Officer and Grant Fiscal Specialist positions through the entire fiscal year, each funded by federal grants.

V. Budget

	CFY 2017 Actual	CFY 2018 Actual	CFY 2019 Appropriation/ Estimate
Equivalent Personnel (E/P)	6 (2 grant)	6 (2 grant funded)	6 (2 grant)
Salaries & Wages	509,760	505,309 (NOTE: Does not include full accounting of RAIN18 expenses – Pending)	528,938
Operations	833,081	914,377	1,191,488
Equipment/Furniture	0	34,526	55,000
Vehicle	12,150	0	0
Program Total	1,354,991	1,454,212	1,775,426

VI. Statistics

	CFY 2017 Actual	CFY 2018 Actual	CFY 2019 Estimated
Total Sirens & Simulators +Installed	53	53 (+1 – Wailua HS Park recommissioned)	54

Total Sirens Upgraded (or New)	0		7
EOC Activations	3 (Flash Flood Warnings) + 1 Tropical Storm Warning	13 Flash Flood Warnings	6
Disaster Threats Monitored (New Event products & Individual Storms)	110: 7 Central Pacific Tropical Cyclones 69 High Surf 25 Rain/Flood 8 Wind 1 Tsunami	146: 1 Central Pacific Tropical Cyclone 60 High Surf 60 Rain/Flood 8 Wind 2 Tsunami 1 Severe Thunderstorm 14 Special Weather Conditions	TBD 100 estimated
CD Exercises	12	8	6
CD Training Sessions	20	14	12
Total Estimated Personnel Trained (includes exercises)	400	300	300
CD Public Presentations	19 15 NGO/Mixed/Community-based 3 DOE 1 Local TV	32 11 NGO/Mixed/Community-based 17 Ballistic Missile Preparedness 3 DOE 1 Hoike PSA	20
Blackboard Emergency Mass-Notification Messages	4 KEMA (27 DoW)	15 KEMA (39 DoW)	12
Blackboard Persons/Contacts Notified	96,591 KEMA (17,144 DoW)	394,102 KEMA (4,159 DoW)	100,000
Number of Public Shelters	17	17	17

Disaster Publications	15 – Flash Flood Information 1 – Tsunami Awareness 7 – Hurricane/Tropical Cyclone Info/Awareness 1 – Exercise 2- King Tide Info	33 – Flash Flood Information (+15 media updates) 63 – April Flooding (+15 media updates) 1 – Tsunami Awareness 1 – Hurricane/Tropical Cyclone Info/Awareness 2 – Siren Updates 1 – CASPER	12
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VII. Holo Holo 2020 Projects & Status