



Emergency Management Agency

Fiscal Year 2024 Annual Report

July 1, 2023 – June 30, 2024

**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 2023 Actual	CFY 2024 Actual	CFY 2025 Appropriation/ Estimate
Equivalent Personnel (E/P)	27 (22 grant) @FY Start 11(7 grant) @FY End	13 (5 grant) @FY Start 11 (3 grant) @FY End	15 (3 grant)
Salaries & Wages	588,962	833,800	976,625
Operations	1,318,803	1,302,418	1,404,297
Equipment/Furniture	81,608	2	110,001
Vehicle	0	0	55,000
Program Total	1,989,373	2,136,220	2,545,923

V. ACCOMPLISHMENTS/EVALUATION

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

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 in FY23 to update the EOP. Significant work was performed in FY23, with phase 2 finalizing and annex work (Wildfire and Dam Safety) commencing in FY24, with final products expected by mid-FY25.
- **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
 - Red Flag 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;**
 - Expanded AHIMT-trained personnel and position-specific trained personnel by hosting or sending staff to appropriate training, as feasible.
 - These included KEMA-hosted ICS 300/400 prerequisite and the O-305 courses, along with hosting or supporting attendance at various position-specific training courses.
 - Utilized AHIMT for various events, such as EOC activations, pre-coordination for weather threats, large pre-planned event Incident Action Planning. Some activation examples included:
 - KEMA and our AHIMT deployed to Maui in the aftermath of their major wildfires incident (FEMA DR-4724-HI) with various AHIMT and KEMA staff assisting for varying periods of time on Maui.
 - Extended EOC activation for April 2024 storm/flooding/landslide event (FEMA DR-4793-HI)
 - Large wildfire events.
- **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 or upgraded various PC workstations in the EOC with newer models.

- **Continue skills development and enhancement via training and exercise participation.**
 - 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 FY24:
 - July 19, 2023: EOC at Level 3 Enhanced Steady State for Flood Watch
 - August 7-9, 2023: EOC at Level 3 Enhanced Steady State for Fire Weather Watch and High Wind Watch, maintaining Level 3 following NWS escalation to Wind Advisory and High Wind Warning then Red Flag Warning.
 - August 10-18, 2023: EOC escalated to Level 2 Partial Activation status (extended work hours but not 24/7) in support of Kauai/KEMA assets deployed to Maui.
 - August 30-31, 2023: EOC at Level 3 Enhanced Steady State for Fire Weather Watch, elevated to Level 2 Partial Activation for Red Flag Warning escalation.
 - October 22-23, 2023: EOC at Level 3 Enhanced Steady State for Flood Advisory.
 - November 5, 2023: EOC at Level 3 Enhanced Steady State for Fire Weather Watch, elevated to Level 2 Partial Activation for Red Flag Warning.
 - November 14, 2023: EOC at Level 2 Partial Activation for Red Flag Warning.
 - November 19, 2023: EOC at Level 3 Enhanced Steady State for Special Weather Statement, Marine Warnings (cold front/heavy showers/thunderstorms), and Flood Advisory.
 - November 28 – December 1, 2023: EOC at Level 3 Enhanced Steady State for Flood Watch, Flood Advisories, Special Weather Statements (strong thunderstorms).
 - December 13, 2023: EOC at Level 2 Partial Activation for Flash Flood Warning.
 - December 20, 2023: EOC at Level 3 Enhanced Steady State for Flood Advisory, elevated to Level 2 Partial Activation for Flash Flood Warning.
 - January 7-9, 2024: EOC at Level 3 Enhanced Steady State for Flood Watch (with multiple Special Marine Warnings).
 - January 11, 2024: EOC at Level 3 Enhanced Steady State for Flood Advisory.
 - January 29, 2024: EOC at Level 3 Enhanced Steady State for Flood Advisory.
 - April 11-12, 2024: EOC at Level 3 Enhanced Steady State for Flood Watch, with Special Marine Warnings, Flood Advisory, Special Weather Statements (strong thunderstorms), Severe

Thunderstorm Watch, and escalating to Level 2 Partial Activation for Flash Flood Warnings, Severe Thunderstorm Warning.

- April 14, 2024: EOC at Level 2 Partial Activation for Flash Flood Warning (Note that this and the prior bullet point encompassed a period that resulted in our RAIN24 (FEMA DR-4793 flood event).
- May 9-11, 2024: EOC at Level 3 Enhanced Steady State monitoring Special weather Statement, Flood Watch and Flood Advisory situations.
- May 15-17, 2024: EOC at Level 3 Enhanced Steady State monitoring Flood Watch, Flood Advisory.
- June 13, 2024: EOC at Level 2 Partial Activation supporting multiagency Waimea Canyon Drive fire response.

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

EVENT	DATE(S)
ICS 300/400 Courses (EOC)	July 10-14, 2023
Communications Unit Leader (COML) Training	August 1-4, 2023
REAL WORLD DEPOLYMENT – AHIMT Elements to Maui in support of Wildfire Response	August 10-18, 2023
Great American ShakeOut Earthquake Drill	October 19, 2023
EOC GIS User Workshop	October 24, 2023
HI-EMA Alert and Warning Seminar	October 27, 2023
National Weather Service Wet Season Outlook and Product Briefing Seminar	November 9, 2023
All Hazards Incident Management Team O-305 Training	January 8-12, 2024
Clear Path X (Federal DOE Exercise, Oahu)	January 30-31, 2024
Damage Assessment Ops Exercise	February 21, 2024
Kickoff Session – Hawaii Planning for Dam Emergencies (FEMA Collaborative Technical Assistance)	March 6, 2024
HI-EMA IPAWS Training	March 13, 2024
FEMA Dam Safety CTA Training Session 1	March 28, 2024
National Level Exercise Governor’s Hurricane TTX (Oahu)	April 4, 2024
ICS 300/400	April 15-19, 2024
FEMA Dam Safety CTA Training Session 2	April 15, 2024
93 rd Civil Support Team Exercise Week	May 6-10, 2024
FEMA Dam Safety CTA Training Session 3	May 14, 2024
FEMA Dam Safety CTA Training Session 4	June 4, 2024
FEMA NLE Recover Seminar	June 6, 2024
FEMA NLE Senior Leadership Engagement Brief	June 7 2024
Central Pacific Hurricane Center – Hurricane Season Briefing and product overview	June 17, 2024

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;**
 - KEMA participated in multiple outreach events such as:
 - VOAD Fair
 - Various community awareness/preparedness briefings
 - Organizational awareness/preparedness briefings such as to KIUC
 - Lihue Business Association panel discussions
 - **Continue to work with schools via outreach and readiness drills;**
 - KEMA participation in school drills and hosted DOE student visits to the EOC
 - **Continue to support and expand the CERT and HHARP programs;**
 - A CERT program reboot is still pending funding, though KFD and KEMA held an initial meeting with the Princeville community representatives to discuss a reboot. HHARP is being rebooted by our partners at HI-EMA, and any interested Kauai community will need to go through an application and selection process.
 - **Continue to regularly issue media releases relating to community awareness, preparedness and resilience.**
 - KEMA via our PIO team at the Mayor’s Office issued a high volume of products during the fiscal year. Examples included:
 - Event-specific Weather-related press releases
 - Tsunami information (including Tsunami Awareness Month)
 - Hurricane Season information
 - Information related to other areas such as public health issues, etc.
 - It should be noted that emergency management, public, media and organizational attention shifted to wildfire mitigation and response in the wake of the devastating Maui wildfires, and as such, significant material was pushed out in partnership with PIOs, KFD and other partners.

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 with more significant hardening scheduled for FY25.
 - **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.
- Our county migration to FirstNet continued, along with the acquisition of multiple satellite-based systems.
- 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.
- **Continue Siren Modernization/System Expansion**
 - Unfortunately, siren modernization and system expansion continued to be on hold, with the situation being out of KEMA’s hands at the State level.
 - State partner and system owner HI-EMA was able to continue their maintenance and repair support although the Maui wildfires resulted in early-FY concentration there.
 - KEMA continued to work with HI-EMA on a future Ni’ihau outdoor warning siren project, with completion targeted for late 2024.

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 2023 Homeland Security Grant funding.
- **Continue to leverage, implement and manage Emergency Management Performance Grant funding;**
 - KEMA secured and managed \$150,000 in FY 2023 Emergency Management Performance Grant funding.
- **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)

<ul style="list-style-type: none"> ▪ FEMA Public Assistance Program for Major Disaster Declaration, April 2024 floods (DR-4793) ▪ CARES funding ▪ American Rescue Plan Act funding ▪ Hazard Mitigation Grant Program applications ▪ 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 ultimately resulted in over \$1,000,000 in cost savings to the county in two primary areas: <ul style="list-style-type: none"> • 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 • FY24-25 projects, Planning Phase 2 and Best Available Refuge Area assessments, Phase 2, should see additional significant savings for the County. <ul style="list-style-type: none"> • Maintain appropriate agency staffing via county and grant funding. <ul style="list-style-type: none"> ○ KEMA was able to sustain all baseline KEMA positions, adding 4 part-time, on-demand Emergency Management Reserve Corps positions. ○ 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, two of these positions were phased out in the 2nd half of FY24.