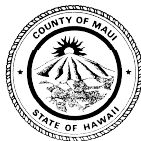


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Presiding Officer Pro Tempore
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Gabe Johnson
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Director of Council Services
David M. Raatz, Jr., Esq.

Deputy Director of Council Services
Richelle K. Kawasaki, Esq.

COUNTY COUNCIL
COUNTY OF MAUI
200 S. HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.MauiCounty.us

April 1, 2025

Mr. Amos Lonokailua-Hewett, Administrator
Maui County Emergency Management Agency
County of Maui
Wailuku, Hawaii 96793

Dear Mr. Lonokailua-Hewett:

SUBJECT: **FISCAL YEAR 2026 BUDGET** (BFED-1) (EMA-02)

May I please request you be prepared to answer the following questions at the BFED Committee Meeting on **April 7, 2025**.^{*} This will enable the Committee to comprehensively review the FY 2026 Budget. **Date subject to change without notice.*

May I further request that, after approval by the Office of the Mayor, you transmit your answers to bfed.committee@mauicounty.us by the end of the day on **April 8, 2025**.

Overall

1. The Agency's Goals and Objectives summary notes the importance of enhanced technology for situational awareness and information sharing. Provide details on the specific technological upgrades or systems the Agency is requesting for FY 2026. (Page 174, Program Budget) (NUH)
2. As it relates to the Agency's Emergency Operations Center manual update: (Page 174, Program Budget) (NUH)
 - a. Has the manual already been updated? If not, provide the estimated completion date.

- b. Explain how the updated manual will improve coordination and decision-making when the Agency activates. How will the Agency's staff and partners be trained on updated protocols?
- 3. As it relates to Goal #2: (Page 179, Program Budget) (TK)
 - a. Regarding item 1, explain how the Agency will achieve the FY 2026 Estimate of reaching 50,0000 community members through public awareness campaigns and education resources. What strategies will the Agency use to ensure outreach is effective and inclusive, particularly for vulnerable populations? (TK) (NUH)
 - b. Regarding item 2, explain the difference between "partner" and "new partner." (TK)
 - c. Regarding item 3, explain what "ICS/IMT" is. (TK)
 - d. Regarding item 4, identify who the underserved and at-risk groups are and explain how and where outreach activities will be conducted. (TK)
- 4. As it relates to Goal #3: (Page 180, Program Budget)
 - a. Regarding item 3, explain the logistics and coordination procedures in place to achieve the Agency's estimated average time to mobilize and deploy critical response resources during emergencies of four hours for FY 2026. How do you determine the four-hour response time? (NUH)
 - b. Regarding item 4: (SS)
 - i. Explain why the Department's FY 2026 Estimate for local government agencies achieving coordinated response efforts within 30 minutes is 75 percent.
 - ii. Explain what "multi-agency incidents managed with a unified command structure" means and explain why the FY 2026 Estimate is 75 percent.
- 5. As it relates to Goal #4: (Page 181, Program Budget)

- a. Explain how the Agency will track the effectiveness of public information campaigns and ensure the community is adequately prepared for emergencies. (NUH)
- b. Regarding item 4:
 - i. Are all sirens operational? If temporary sirens are being used, when will they be replaced with permanent ones? (TP)
 - ii. Explain whether there are different siren warnings for different emergencies. For example, is the siren for a tsunami different from one for a hurricane? (TK)
- 6. For FY 2025, has the Agency submitted any eligible costs to the Federal Emergency Management Agency for reimbursement? If so, provide the total costs reimbursed. (TP)
- 7. As it relates to active evacuations: (TP)
 - a. Explain the Agency's role and how it interacts with the Department of Police and the Department of Fire and Public Safety.
 - b. Explain how evacuation information is communicated and evacuation assistance is provided to the elderly, the disabled, the houseless, non-English speakers, paratransit users, and public transportation users.
 - c. Explain how the Agency addresses the community's needs and keeps the community informed when internet and telephone services are down.
 - d. The Agency awarded a four-year contract to Genasys Inc. for two software platforms: Genasys EVAC and TRAFFIC AI by Ladris. Explain how the information gathered and recommendations created with these platforms will be relayed to the community during an active evacuation if internet and telephone services are down.

8. Does the Agency support a medical needs registry, which is used in other jurisdictions? If the County were to have one, would the Agency lead its creation or should another County department take the lead? (TP)
9. As it relates to broadcasting information over radio: (TP)
 - a. What agreements does the Agency have with local radio stations to broadcast information during an emergency?
 - b. How is information broadcast on radio stations when a disc jockey is not live?
 - c. Does the Agency work with radio stations to do monthly testing? If so, can the Agency broadcast information following a test to provide the public with information, such as what to do during a real emergency, especially if no emergency sirens are audible?
10. Provide the status of the Community Emergency Response Team training. (TP)

Salaries (Category “A”)

1. Explain whether the Agency’s FY 2025 expansion positions have been filled. For those that are not filled: (Pages 6-3, Budget Details)
 - a. Explain why the positions are still vacant. (YLS)
 - b. Explain whether the positions have been posted for recruitment. (TP)
 - c. Explain whether the position description and minimum qualifications have been set. (TP)
 - d. Explain whether a reorganization is necessary, and if so, whether the reorganization has been completed. (TP)
2. As it relates to P-00577 Molokai Community Specialist, P-00578 Lanai Community Specialist, and P-00579 Hana Community Specialist, : (Page 6-3, Budget Details) (SS)

- a. Provide a copy of the job descriptions.
 - b. Explain how each of these positions interact and coordinate with their relevant community.
 - c. Explain whether each of these positions have offices in their relevant community.
3. For each position undergoing a position title change: (Page 6-5, Budget Details) (YLS)
 - a. Explain whether the change is complete.
 - b. Explain whether the change impacted the Agency's organizational change, and if so, whether the revised chart was approved.

Operations & Equipment (Category "B")

1. The Agency's travel budget is increasing by 388.5 percent from FY 2025. Explain the increase, including the training opportunities, conferences, and other events Agency staff will participate in using these funds. How will the travel enhance the Agency's operational capacity and regional collaboration? (Page 183, Program Budget) (NUH)
2. As it relates to the Agency's move to 60 South Church Street: (Page 6-7, Budget Details)
 - a. Provide a breakdown of the Agency's expenses relating to the move. (YLS)
 - b. In which month this summer does the Agency anticipate moving into the facility? (TP)
3. As it relates to Advertisement, Index Code 912014B, is the Agency planning to present educational materials at the Maui County Fair? If not, why not? (Page 6-7, Budget Details) (TP)
4. As it relates to Contractual Service, Index Code 912014B, explain what the additional funding for Reserve Core staff entails and how

Mr. Amos Lonokailua-Hewett
April 1, 2025
Page 6

the funding will be used. Are Reserve Core staff members County employees? (Page 6-7, Budget Details) (YLS)

5. As it relates to Rentals, Index Code 912014B, explain whether the Agency has preapproved contracts for dumpsters and portable toilets for emergencies. (Page 6-8, Budget Details) (TP)
6. The Department's total equipment budget has been reduced by 99.8 percent from FY 2025. What critical equipment purchases were made in FY 2025, and how will the lack of equipment funding in FY 2026 affect the Agency's operational readiness? (Page 183, Program Budget) (NUH)

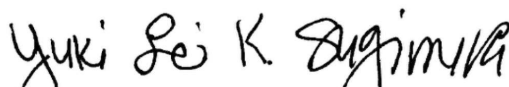
Appendix A, Part I

1. Provide the status of the grant awards the Agency anticipated receiving in FY 2025, including whether the Agency applied for the grant and the amount received. For the FY 2026 anticipated grant awards, explain whether any grants may be in jeopardy. (Page 40, Appendix A, Part I) (YLS)

Thank you for your attention to this request. To ensure efficient processing, please include the relevant Committee item number in the subject line of your response.

Should you have any questions, please contact me or the Committee staff (Kirsten Szabo at ext. 7662, James Krueger at ext. 7761, Jarret Pascual at ext. 7141, Clarissa MacDonald at ext. 7135, or Pauline Martins at ext. 8039).

Sincerely,



YUKI LEI K. SUGIMURA, Chair
Budget, Finance, and Economic
Development Committee

bfed:2026bgt:250331aema01:jgk

cc: Mayor Richard T. Bissen, Jr.
Budget Director

BFED Committee

From: BFED Committee
Sent: Tuesday, April 1, 2025 10:37 AM
To: Amos Lonokailua-Hewett
Cc: BFED Committee; 'Michelle Santos'; 'Zeke Kalua'; Lesley Milner;
kristina.cabbat@co.maui.hi.us; tiare.p.horner@co.maui.hi.us; Janina Agapay
Subject: FISCAL YEAR 2026 BUDGET (BFED-1) (EMA-02)
Attachments: 250331aema01 (EMA-02) signed.pdf

RICHARD T. BISSEN, JR.
Mayor

JOSIAH K. NISHITA
Managing Director

AMOS LONOKAILUA-HEWETT
Emergency Management Administrator



**MAUI EMERGENCY
MANAGEMENT AGENCY**
COUNTY OF MAUI
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.mauicounty.gov



April 7, 2025

Ms. Lesley Milner
Budget Director, County of Maui
200 South High Street
Wailuku, Hawaii 96793

Honorable Richard T. Bissen, Jr.
Mayor, County of Maui
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

A handwritten signature in black ink, appearing to read "Richard T. Bissen, Jr.", written over a green horizontal line. To the right of the signature, the date "4-8-25" is handwritten in black ink.
Mayor Date

For Transmittal to:
Honorable Yuki Lei K. Sugimura, Chair
Budget, Finance, and Economic Development Committee
and Honorable Members of the Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Honorable Yuki Lei K Sugimura:

SUBJECT: FISCAL YEAR 2026 BUDGET (BFED-1) (EMA-02)

Please see responses to the following questions below.

- 1. The Agency's Goals and Objectives summary notes the importance of enhanced technology for situational awareness and information sharing, Provide details on the specific technological upgrades or system the agency is requesting for FY2026.***

The Maui Emergency Management Agency (MEMA) has significantly enhanced its evacuation planning capabilities through the implementation of a dual-technology solution. This advanced system integrates Ladris AI Technology with real-time traffic monitoring to establish comprehensive situational awareness during hazard events.

Ladris AI Technology leverages detailed Geographic Information System (GIS) datasets, structuring location-based information such as building footprints and road networks into layered data architectures. This enables precise estimations of residential and vehicular density within defined areas, facilitating accurate projections of evacuation timelines.

Furthermore, Ladriss AI incorporates a "Live Traffic" feature that aggregates real-time GPS data from vehicles in transit. This dynamic analysis of traffic flow provides up-to-the-minute insights into vehicular movement, allowing for continuous refinement of evacuation strategies and ensuring optimized response times. Complementing Ladriss AI is the Genasys EVAC/PROTECT Technology, a zoned evacuation system designed to notify specific community zones of their individual status through an alert system.

This system facilitates a systematic evacuation approach, prioritizing zones closest to the impacted area. Zone statuses, including "Evacuation Order", "Evacuation Warning", "Advisory", and "Shelter in Place", are determined based on the hazard's impact on each zone. The integration of data from Ladriss Technology enables Genasys to more effectively support evacuation timelines, ensuring a more accurate and efficient process for each designated zone.

2. As it relates to the Agency's Emergency Operations Center manual update:

a. Has the manual already been updated? If not, provide the estimated completion date.

The framework of the Emergency Operations Center (EOC) manual is completed. It will be updated with accurate layouts and expected operational adjustments when we move to the new EOC in the Telecom building in the summer. Operational adjustments include but are not limited to the integration of technology and information management. Approved and filled staffing positions will play a critical role in the accurate completion of the EOC manual. We plan to be completed with the EOC updates and full adoption by October 1, 2025.

b. Explain how the updated manual will improve coordination and decision-making when the Agency activates. How will the Agency's staff and partners be trained on updated protocols?

The EOC manual improves the coordination and decision-making within the Emergency Operational Center by clearly defined roles, responsibilities, actions, and standards related to managing an emergency.

MEMA will update our EOC Essentials training course to reflect the new space. The EOC Essentials course will be offered 4 times a year to County Departments, Response Partners, and Community Networks.

3. As it relates to Goal #2

a. Regarding item 1, explain how the Agency will achieve the FY 2026 estimate of reaching 50,000 community members through public awareness campaigns and education resources. What strategies will the Agency use to ensure outreach is effective and inclusive, particularly for vulnerable populations?

The Maui Emergency Management Agency (MEMA) is strengthening its public information and education capabilities with the staffing of two out of three dedicated communications personnel. Collaborative efforts have commenced with key partners, including the Department of Transportation

Airports Division (HDOTA), the Department of Education (DOE), and visitor industry stakeholders, resulting in initial agreements for the dissemination of educational flyers regarding MEMA Alerts and Genasys Protect at airports, schools, and hotels.

Furthermore, MEMA is developing a comprehensive community resiliency workshop curriculum aimed at educating, preparing, and organizing diverse communities to enhance disaster resilience. The workshop will be part of an education campaign that will engage all of the communities in Maui County.

MEMA is scheduled for our Emergency Preparedness Expo on April 12 at Kaahumanu. We are also scheduled to attend the Molokai Resource Fair, Taro Festival, and the Pineapple Festival.

We are also pleased to announce the onboarding of our community outreach specialist on April 1st, which will significantly augment our initiatives to engage and support vulnerable populations. Initial discussions have been held with organizations such as Holomua Outreach and Maui Rapid Response to develop targeted strategies for the unsheltered. A meeting is scheduled with the Office on Aging, and plans are underway to engage with elderly care facilities to discuss and refine evacuation protocols. While considerable work remains in addressing the needs of vulnerable populations, we are confident that our expanded staffing will enable us to implement significant and effective improvements in this critical area.

b. Regarding item 2, explain the difference between “partner” and new “partner.”

MEMA's network of active response partners, who receive critical information during activations via email, has expanded to approximately 200 entities, an increase from approximately 178 since my initial involvement. MEMA actively seeks to cultivate collaborative relationships with any group, agency, or entity capable of contributing to a comprehensive whole-community response. For the purposes of partnership tracking, a "new partner" is defined as any entity with whom MEMA establishes a collaborative engagement through a project, agreement, memorandum of understanding, or contract, where no such formal relationship previously existed.

c. Regarding item 3, explain what “ICS/IMT” is.

ICS is a standardized on-scene management system providing a framework and principles for organizing incident response, regardless of size or complexity. Key features include standardized organization, common terminology, scalability, unity of command, span of control, an Incident Action Plan, and resource management. Think of ICS as the blueprint for incident management.

An IMT is a team of ICS-qualified personnel, including an Incident Commander and functional area leads, formed to manage an incident. IMTs apply ICS principles and procedures, are scalable, deployable, and can be single or multi-agency. Think of an IMT as the trained team that implements the ICS framework.

d. Regarding item 4, identify who the underserved and at-risk groups are and explain how and where outreach activities will be conducted.

The underserved and at-risk populations are those that do not have adequate access to resources and services and are more susceptible to negative outcomes as compared to the general population. Those groups include but are not limited to the elderly, individuals with disabilities, low-income households, individuals whose first language is not English, residents in rural areas, and the unsheltered.

MEMA is launching a comprehensive education campaign featuring a community resiliency workshop curriculum. This effort, designed to educate, prepare, and organize all communities, will be significantly enhanced by the recent onboarding of our community outreach specialist on April 1st and our public affairs officer-position soon to be established.

MEMA's strengthened community outreach capacity is enhancing our ability to develop and implement strategies for vulnerable populations. Ongoing engagement includes scheduled meetings with key agencies like the Office on Aging and proactive planning to collaborate with elderly care facilities on improved evacuation protocols. Our broader education campaign will encompass active participation in various community events and collaborative outreach initiatives with a range of partners to ensure wide-reaching impact. While recognizing the continuous effort needed to effectively support vulnerable populations, this enhanced focus will allow for more comprehensive and tailored approaches.

4. As it related to Goal #3:

- a. Regarding item 3, explain the logistics and coordination procedures in place to achieve the Agency's estimated average time to mobilize and deploy critical response resources during emergencies or four hours for FY 2026. How do you determine the four-hour response time?**

The initial four-hour response time represents a preliminary operational support goal for multiple impacted areas. This timeframe is an estimated benchmark for resource mobilization; however, it is anticipated that certain resources will be assembled and deployed more rapidly. Ongoing efforts to enhance the mobilization and deployment of critical resources are directly linked to pre-positioned contracts, Memoranda of Understanding (MOUs), Memoranda of Agreement (MOAs), and streamlined financial procedures for cost recovery. To further these objectives, MEMA has contracted with Tetra Tech, which is assisting in the development of MEMA's comprehensive Logistics, Facilities, and Resource Management Plan, as well as a detailed Cost Recovery Plan.

b. Regarding item 4:

- i. Explain why the Department's FY2026 estimate for local government agencies achieving coordinated response efforts within 30 minutes is 75%.**

The initial 30-minute timeframe to achieve 75% operational coordination represents an estimated preliminary response goal. This estimation is informed by past experiences within Maui County emergency response, knowledge of previous standards of cover goals for the Maui Fire Department, and experienced-based analysis within the Emergency Operations Center (EOC) regarding a reasonable target for initiating coordinated response efforts.

- ii. Explain what "multi-agency incidents managed with a unified command structure" means and explain why the FY2026 estimate is 75%.**

The FY2026 estimate of 75% for achieving this multi-agency incident response with a unified command structure within the initial 30-minute timeframe is an experience-based projection. This figure reflects the anticipated level of operational coordination achievable among key emergency response partners such as the Maui Fire Department, Maui Police Department, and American Medical Response, as well as other relevant agencies. This estimation takes into account past collaborative experiences, collective training exercises, and ongoing coordination efforts aimed at ensuring seamless integration during emergency responses within Maui County. It represents a reasonable and attainable initial goal for establishing effective interagency command and control in the early stages of an incident.

5. As it relates to Goal #4:

- a. Explain how the Agency will track the effectiveness of public information campaigns and ensure the community is adequately prepared for emergencies.*

Community-wide preparedness will be ultimately evaluated by the "whole community's" collective response and recovery efforts in the event of an emergency or disaster. However, specific metrics will indicate our progress in public information and education. These quantifiable measures include the number of subscribers to MEMA alerts, the number of subscribers to Genasys Protect, the number of active CERT members, the number of Hawaii Hazards Awareness and Resilience Program (HHARP) communities established, and the development and maintenance of effective Community Networks (COMNET). These indicators will provide tangible insights into the reach and effectiveness of our preparedness initiatives. Furthermore, the number of partners actively engaged in and for vulnerable populations should also be considered a key measure of our comprehensive preparedness efforts.

- b. Regarding item 4:*

- i. Are all sirens operational? If temporary sirens are being used, when will they be replaced with permanent ones?*

Currently, 14 of the 85 public sirens in Maui County are non-operational.

Addressing the siren infrastructure impacted by the Lahaina wildfire, four replacement sirens have been secured and have arrived on Maui. These units are now being transferred to a local contractor for installation, anticipated to occur within the coming months. MEMA is collaborating closely with the contractor, HIEMA (Hawaii Emergency Management Agency), and DAGS (Department of Accounting and General Services) to finalize the installation timeline for these four critical replacements.

Regarding the location of these four permanent replacement sirens, they are designated for: Kaanapali II (vicinity of Kaanapali Parkway and Honoapiilani Highway), Lahaina Cannery Mall (off Kapunakea Street), First Hawaiian Bank (intersection of Papalaua Street and Honoapiilani Highway), and Malu Ulu Olele Park.

- ii. *Explain whether there are different siren warnings for different emergencies. For example, is the siren for a tsunami different from one for a hurricane?*

The public siren system utilizes two distinct tones to indicate the nature of an emergency. A steady three-minute tone signals an impending or occurring natural disaster. Conversely, a wailing three-minute tone signifies a potential or actual man-made attack. Regardless of the siren tone activated, it is imperative to understand that official information and guidance will be disseminated through supplementary communication channels, including the Emergency Alert System (EAS) via television and radio, and Wireless Emergency Alerts (WEA) on cellular phones

6. **For FY2025, has the Agency submitted any eligible costs to the Federal Emergency Management Agency for reimbursement? If so provide the total costs reimbursed.**

Please see Table below

Department Name	Project Number	Category of Work	Initial Estimated Amount	Project Name	Obligated Amount	Expected Amount in FY2026
MEMA	CATZ004	Z	\$ 1,048,172.06	Direct Administrative Costs - Emergency Management	\$ -	\$ 1,048,172.06
MEMA	737311	B	\$ 1,517,315.57	MEMACDA - EOC Purchases-P01	\$ 1,021,977.17	\$ 1,021,977.17
MEMA	741030	B	\$ 114,673.08	MEMACDA - EOC FAL OT-P02	\$ 112,995.39	\$ 112,995.39
MEMA	746117	B	\$ 7,431,452.53	MEMACDA - Security Contract Cost_1 - August - March-P04	\$ 8,871,582.83	\$ 8,871,582.83
MEMA	746119	B	\$ 12,671,597.00	MEMACDA - Security Contract Cost_2 (dates 5/8/24 to 6/30/24)-P05	\$ 3,850,000.00	\$ 12,671,597.00

7. *As it relates to active evacuations:*

- a. *Explain the Agency's role and how it interacts with the Department of Police and the Department of Fire and Public Safety.*

Incident Command/Unified Command, which will include Fire and Police, initiates and guides the evacuation process. This includes but not limited to identifying the threat, determining the potential impacts, door-to-door notification when necessary, and traffic control. MEMA's role in active evacuations is to notify, alert, and warn the public of evacuation efforts. MEMA does also support IC/UC with information, resources, and overall operational coordination, this may include the identification and support of temporary evacuation points, reunification sites, and shelters.

- b. *Explain how evacuation information is communicated and evacuation assistance is provided to the elderly, the disabled, the houseless, non-english speakers, paratransit users, and public transportation users.*

Our evacuation communication and assistance for vulnerable populations utilizes a multi-layered approach. We employ door-to-door notification, PA systems, EAS, WEA, sirens, radio broadcasts (with over 20 EAS-participating stations listed on our website), and our primary platform, Genasys Protect.

Recognizing limitations in each method due to potential disruptions, this collective suite offers various means for public alerting.

While MEMA provides these tools and coordination, we strongly encourage personal preparedness, including owning a battery-powered radio. We are committed to continuous improvement and strong partnerships to ensure timely, accessible evacuation information and necessary assistance for all Maui County residents.

c. Explain how the Agency addresses the community's needs and keeps the community informed when internet and telephone services are down.

A cornerstone of our public education efforts is emphasizing the critical importance of owning and maintaining battery-powered NOAA weather radios and standard AM/FM radios. These devices serve as vital conduits for receiving essential emergency broadcasts via the Emergency Alert System (EAS) from our coordinated local radio broadcast partners. Recognizing their crucial role, we are actively strengthening these partnerships and exploring avenues to support our primary partner with generator resources. This support aims to ensure the continuity of public information sharing during emergencies when other communication channels may be disrupted. Furthermore, we are assessing the feasibility of establishing direct emergency message communication capabilities via radio from within the Emergency Operations Center (EOC). While the Public Siren system remains a valuable tool for alerting the community, its function is limited to an audible signal, necessitating the public's reliance on radio broadcasts for detailed updates and instructions.

Beyond broadcast media, our emergency responders serve as essential in-field information resources. Our ongoing development of Community Networks (COMNET) strategically leverages trusted community leaders to facilitate localized, non-digital information dissemination. MEMA is looking to equip the COMNET with public safety radios pre-incident to be able to coordinate with the EOC and or IMT's for response and recovery.

d. The Agency awarded a four-year contract to Genasys Inc, for two software platforms: Genasys EVAC and TRAFFIC AI by Ladris, Explain how the information gathered and recommendations created with these platforms will be relayed to the community during an active evacuation if internet and telephone services are down.

In the event of cellular and internet service disruptions, MEMA will leverage a multi-modal communication strategy to disseminate critical information to the public. This approach includes radio broadcasts, the public siren system, in-field personnel, and established community networks. MEMA is actively exploring grant funding opportunities to establish a community public safety radio program, which would significantly enhance the resilience and effectiveness of our community networks during communication outages. This initiative aligns with and supports the Maui Police Department's Community Outreach Organization Link (COOL) system initiative, which shares a similar objective of enhancing communication capabilities, albeit with a broader operational scope.

8. ***Does the Agency support a medical needs registry, which is used in other jurisdictions? If the County were to have one, would the Agency lead its creation or should another County department take the lead?***

The Maui Emergency Management Agency (MEMA) acknowledges the value and supports the establishment of a medical needs registry for the county. We recognize that the successful development and sustained operation of this vital system will necessitate the crucial expertise and collaborative engagement of Healthcare Providers, Disability and Advocacy Organizations, Aging and Senior Service Organizations, and Community and Social Service Organizations.

MEMA has engaged in preliminary discussions with partners, including the Office on Aging, regarding their existing database and potential challenges associated with maintaining data accuracy and ensuring timely updates. We also understand potential complexities related to participant comprehension of the registry's limitations.

While MEMA is receptive to the prospect of leading this initiative, we are currently evaluating our organizational capacity and determining the most appropriate entity to ensure its effective implementation and long-term management.

9. ***As it related to broadcasting information over radio:***

- a. ***What agreements does the Agency have with local radio stations to broadcast information during an emergency?***

While we have established verbal agreements and a general operational understanding regarding radio broadcasts for public information dissemination during emergencies, we are actively pursuing more formalized agreements to cultivate a stronger and more strategic partnership with our local broadcasting community. To enhance coordination efficiency and effectiveness, our objective is to identify a primary radio broadcast partner who can lead and streamline our radio broadcast efforts across all participating stations. As part of this commitment, we are exploring grant funding opportunities to support qualifying radio stations with alternate power sources, drawing upon the precedent set by Hawaii Civil Defense's similar initiative on the Big Island. To advance these goals, MEMA has engaged in discussions with Pacific Radio Media and Chris Leonard, President of the Hawaii Association of Broadcasters, to collaboratively identify solutions for improving our overall radio broadcast capabilities.

- b. ***How is information broadcast on radio stations when a disc jockey is not live?*** Establishing a primary radio broadcast partner and fortifying that relationship are key steps towards providing the public with live, real-time emergency information. Furthermore, we are developing an internal capability within the Emergency Operations Center (EOC) to record and disseminate crucial public information.

- c. ***Does the Agency work with radio stations to do monthly testing? If so, can the Agency broadcast information following a test to provide the public with information, such as what to do during a real emergency, especially if no emergency sirens are audible?***

On the first working day of each month at 11:15 AM, an Emergency Alert System (EAS) message is broadcast via radio and television concurrent with the public siren system test, providing general guidance

on appropriate actions upon hearing a siren. In a real-world emergency, a specific EAS and Wireless Emergency Alert (WEA) message, tailored in the Emergency Operations Center (EOC) to the incident, will follow the siren activation across radio, television, and cellular phones.

10. *Provide the status of the Community Emergency Response Team.*

MEMA recently onboarded a dedicated CERT Coordinator in early March, a position initially supported by the State Workforce Development program for eight months. Recognizing the crucial role of this full-time position in the robust development and sustained viability of our CERT program, which directly addresses past challenges related to inconsistent staffing, we hope for the County Council's support in securing its permanent funding. To significantly expand our active CERT roster, aiming for 10,000 trained individuals by July 1, 2028, MEMA is actively implementing a "Train the Trainer" initiative. Following our initial "Train the Trainer" session in the fall of 2024, we have scheduled multiple CERT courses and additional "Train the Trainer" sessions throughout Fiscal Years 2025 and 2026.

MEMA has an existing partnership with TEEN CERT program providers, utilizing their expertise as instructors and evaluators. Looking ahead, we plan to further develop the TEEN CERT program, potentially incorporating a competitive element within the Maui Interscholastic League or through a dedicated CERT competition. This initiative aims to provide youth with opportunities to cultivate essential leadership skills through their involvement in TEEN CERT.

Currently, MEMA utilizes Homeland Security grant funding, typically between \$20,000 and \$40,000 annually, to support wages, training, and equipment for the CERT program. We are continuously exploring additional funding avenues to ensure the long-term growth and impact of this vital community preparedness initiative.

Salaries (Category "A")

1. *Explain whether the Agency's FY 2025 expansion positions have been filled. For those that are not filled:*

Of the 15 funded positions for FY25, 11 are FILLED:

- Administrator
- Secretary
- Training Officer
- Hazard Mitigation Specialist
- Grants Specialist
- Staff Specialist – Operations
- Staff Specialist – Logistics
- Staff Specialist – Planning
- Staff Specialist – Lanai
- Staff Specialist – East Maui
- Staff Specialist – Communication Systems

4 of the 15 funded positions for FY25 are NOT FILLED:

- Executive Officer

- Public Affairs Officer
- Accounts Clerk – (qualified candidate on the list)
- Staff Specialist – Molokai (expected hire date May 15, 2025)

MEMA was able to fill or soon to fill 5 of the 7 unfunded positions:

- Community Outreach Specialist (4/1/25 Start Date)
- Information and Education Specialist (3/1/25 Start Date)
- Administrative Assistant (11/1/24 Start Date)
- GIS Analyst V (5/15/25 Start Date)
- Documentation Unit Leader (5/1/25 Start Date)

18 positions are expected to be filled by May 15, 2025.

The (4) positions that don't have a clear path include Executive Officer, Public Affairs Officer, Finance Coordination Section Chief, and Logistics Technician.

a. Explain why the positions are still vacant.

The Maui Emergency Management Agency (MEMA) and the Department of Personnel Services (DPS) have yet to reach an agreement on the execution and filling of critical remaining positions. DPS has indicated the need to formally "establish" the following positions:

- Executive Officer
- Public Affairs Officer
- Finance Coordination Section Chief

The Logistics Technician is currently being funded by the State Workforce Development Program. Hopefully, this position will be filled by the County when the current candidate in the position meets minimum qualifications.

b. Explain whether the positions have been posted for recruitment. The four remaining positions have not been posted for recruitment.

c. Explain whether the position description and minimum qualifications have been set. The Department of Personnel Services (DPS) has indicated that the position in question is not yet "established," despite the existence of related classifications, position descriptions, and minimum qualifications already established at the state level. The reasons for the protracted delays in establishing this position remain unclear to MEMA.

d. Explain whether the reorganization is necessary, and if so, whether the organization has been completed.

The proposed reorganization is deemed essential to optimize operational efficiency and ensure equitable compensation. Currently, personnel are undertaking the responsibilities and workload commensurate with Administrative Officer and Deputy Administrator roles, yet their compensation aligns with lower to mid-level pay grades. This discrepancy stems from the fact that the highest-level organizational positions have not yet been formally established. Specifically, all Coordination Section Chief positions within

Operations, Planning, and Logistics remain unestablished, preventing recruitment at appropriate and competitive salary levels. The proposed organizational structure is designed to foster development and continuity, featuring a Section Chief tier positioned above units managing preparedness, development, and execution performance within each section. The current organizational model, where all functions report directly to the Administrator, impedes effective operations during both routine and emergency work periods. We hope to come to terms before June 30, 2025.

2. *As it relates to P-00577 Molokai Community Specialist, P-00578 Lanai Community Specialist, and P-00579 Hana Specialist,:*

a. *Provide a copy of the job descriptions*

See attachment

b. *Explain how each of these positions interact and coordinate with their relevant community.*

MEMA is actively coordinating with the Hawaii Emergency Management Agency (HIEMA) to implement the Hawaii Hazard Awareness and Resilience Program (HHARP), a framework designed to enhance community resilience. The communities of Molokai, Lanai, and Hana have been identified as particularly well-suited for this program. Our dedicated staff specialists will spearhead the community engagement efforts required to achieve HHARP Community certification. Beyond providing a structured pathway to resilience, this certification offers the potential for State and Federal funding to further support these communities. These staff specialists will serve as on-the-ground experts for each of the four emergency management phases for MEMA: preparedness, response, recovery, and mitigation. During response and recovery operations, the plan includes integrating these specialists into the unified command structure for emergencies and disasters within their assigned communities, establishing them as the direct communication link between Unified Command and the Emergency Operations Center.

c. *Explain whether each of these positions have offices in their relevant community.* Currently, physical office spaces for these positions have not yet been established. To ensure operational continuity, our staff specialists are authorized to work remotely until suitable long-term office locations can be identified. Several potential opportunities for office spaces are currently under further exploration. Notably, Hana possesses a response vehicle equipped with the necessary technology to maintain remote connectivity with the agency. Furthermore, vehicles funded through Homeland Security grants have been ordered for Molokai and Lanai, enhancing their remote operational capabilities. MEMA is actively supporting the development of these three positions by providing ongoing guidance and necessary resources.

3. *For each position undergoing a position title change:*

a. *Explain whether the change is complete.* The change is not reflected on paper but used and identifiable within the agency.

b. *Explain whether the change impacted the Agency's organization change, and if so, whether the revised chart was approved.* Challenges related to position titles have presented obstacles to the planned organizational changes. Despite initial discussions with the Department of Personnel Services (DPS) at the beginning of Calendar Year 2025, which emphasized the primacy of classifications and duties over specific titles, we have encountered persistent confusion in our subsequent interactions with DPS. While

progress is being made in this area, these title-related issues have undeniably delayed our ability to effectively recruit and hire qualified candidates. A specific example involves the roles of Community Outreach Specialist, Public Affairs Officer, and Public Information Officer. We have reached an understanding that the classification of Information and Education Specialist aligns with these responsibilities, enabling us to onboard two personnel. However, the title of Public Affairs Officer, intended to denote the leader of our community engagement efforts, has proven problematic with DPS. We have informed DPS of the existence of a comparable Community Engagement Specialist role within the Hawaii Civil Defense, which aligns with our intended responsibilities and structure.

Operations and Equipment (Category “B”)

- 1. The Agency’s travel budget is increasing by 388.5% from FY2025. Explain the increase, including the training opportunities, conferences, and other events Agency staff will participate in using these funds. How will the travel enhance the Agency’s operational capacity and regional collaboration?*** The Maui Emergency Management Agency (MEMA) recognizes the critical need to provide comprehensive training to ensure our personnel can function effectively across all facets of emergency management. To this end, MEMA has identified four key training programs designed to prepare, train, and certify our staff, partners, and the community to achieve operational success. One of these programs encompasses MEMA staff required general training, including courses such as ICS 300, 400, G191, G2300, and G402. These courses are offered across the islands, necessitating inter-island travel for our staff. Furthermore, each position within MEMA requires additional position-specific training, which also often involves travel. While numerous foundational courses are available online and form part of our minimum training requirements, many advanced and specialized courses necessitate in-person attendance and travel. Additionally, effective statewide coordination, involving active participation in HIEMA's workshops, seminars, meetings, and exercises, is a critical aspect of our operational strategy and contributes to travel requirements. MEMA is strategically utilizing Homeland Security grant funding and professional services account to bring training courses to Maui, thereby mitigating travel costs. However, the evolving landscape of emergency management necessitates increased participation and continuous learning, which inherently involves increased training expenditures.
- 2. As it relates to the Agency move to 60 South Church Street:***
 - a. Provide a breakdown of the Agency’s expenses relating to the move.*** As of March 6, 2025, MEMA has contracted with Constant Technologies for the Audio-Visual System and Furniture Installation of the new Emergency Operations Center (EOC) located at 60 South Church Street, with a contract value of \$1,130,172.86. The initial contract scope was based on a projection of 9 to 12 office spaces for personnel. However, the revised operational vision now accommodates 25 permanently stationed individuals within the EOC, necessitating additional chairs and desktops to support this growth. We are currently engaged in a detailed review with the contractor to ascertain the precise capabilities of the installed audio-visual equipment and technologies. This process is expected to identify potential gaps that may require supplemental funding. These anticipated needs include provisions for traditional operational communication tools such as whiteboards, integrated radio broadcast capabilities, enhanced equipment to mitigate operational disruptions, and comprehensive security

measures. MEMA has allocated Homeland Security grant funds to address these identified additions and upgrades, ensuring the EOC is fully equipped to meet the evolving needs of emergency management operations.

- b. In which month this summer does the Agency anticipate moving into the facility?* We anticipate full occupancy of the new Emergency Operations Center no later than September 1, 2025. Constant Technologies has tentatively scheduled a three-day comprehensive training for MEMA staff commencing on August 6, 2025, marking the final phase of their contract. Our internal plan includes commencing the relocation of furniture, equipment, and essential supplies in mid-July. The installation timelines for the chiller unit and the Hawaii Emergency Management Agency (HIEMA) equipment are currently being coordinated, and specific dates will be provided as soon as they are finalized.
- 3. As it relates to Advertisement, Index Code 912014B, is the Agency planning to present educational materials at the Maui County Fair?* Yes. MEMA will be present at the Maui County Fair and will present educational materials.
- 4. As it relates to Contractual Service, Index Code 912014B, explain what the additional funding for Reserve Corps staff entails and how the funding will be used.* The proposal outlines the establishment of a nine-person Reserve Corps to provide critical staffing support during incidents escalating from a moderate threat level to severe and catastrophic events. This initiative necessitates the strategic deployment of personnel both within the Emergency Operations Center (EOC) and in the field to ensure operational stabilization for all of Maui County including East Maui, Molokai, and Lanai. The August 2023 Maui Wildfires serve as a stark example of the need for such a resource. The multiple large-scale fires overwhelmed county resources, compounded by a lack of readily available personnel with the requisite training and experience to assume crucial management roles in areas such as Point of Distribution (POD) management, sheltering, feeding, and other mass care operations. The extensive volunteer efforts of community members, including retirees who dedicated weeks to the response, while commendable, should not be considered a sustainable long-term solution. The proposed funding for the Reserve Corps will be dedicated to covering training time and wages for its members, ensuring a trained and readily deployable workforce for future emergencies.
- 5. As it relates to Rental, Index Code 912014B, explain whether the Agency has preapproved contracts for dumpsters and portable toilets for emergencies.* MEMA has identified vendors for essential services such as dumpster and toilet rentals; however, formal pre-approved contracts are not currently in place. Recognizing the critical role of pre-positioned contracts, Memoranda of Understanding (MOUs), and Memoranda of Agreement (MOAs) in effectively supporting emergency incidents and disasters, we are actively collaborating with our Tetra Tech consultant to develop the necessary processes and procedures for MEMA.
- 6. The Department's total equipment budget has been reduced by 99.8% from FY2025. What critical equipment purchases were made in FY 2025, and how will the lack of equipment funding in FY2026 affect the Agency's operational readiness?*

In FY2025, the critical purchases of computer equipment, office furniture and equipment, and a video wall for situational awareness were all purchased through a successful RFP process with Constant Technologies for

the furnishing of our new EOC which we are hoping to move into later this year. These purchases will be greatly improving our operational readiness, and due to the large amount of these purchases being made in FY2025, we are not anticipating additional needs for FY2026. MEMA also has grants funding available from Homeland Security that will be able to cover additional equipment to the EOC.

Appendix A, Part I

1. Provide the status of the grant awards the Agency anticipated receiving in FY2025, including whether the Agency applied for the grant and the amount received. For the FY2026 anticipated grant awards, explain whether any grants may be in jeopardy.

- Emergency Management Performance Grant (EMPG)
 - MEMA was awarded \$199,000 for FY23 and \$125,000 for FY24. EMPG funding for FY25 is uncertain but expected to be reduced
- Homeland Security Grant Program (HSGP)
 - The total grant award for FY24 was \$760,000. There are various recipients of the county for this award. This grant is expected to be impacted.
- Public Assistance (PA) - \$21,735,038.18 is expected. Additional amounts may be received for administrative costs that is capped at 5% of 21mil.
- MEMA also applied for the U.S. Department of Transportation's Promoting Resilient Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) Discretionary Grant Program - \$2,788,564

Me Ka' Ha'aha'a,



Amos Lonokailua-Hewett

Maui Emergency Management Agency

Civil Defense Staff Specialist III

P-XXXXX

Position is responsible for overseeing all emergency management activities in the isolated community of Hana. This role involves developing and implementing emergency preparedness plans, coordinating response efforts, and ensuring community resilience in the face of natural and human-made disasters. The specialist will work closely with local authorities, community organizations, and residents to promote safety and preparedness.

Essential Functions:

1. Emergency Preparedness Planning (20%): (a) (b)

- Develop and maintain comprehensive emergency management plans specific to Hana.
- Conduct risk assessments and vulnerability analyses for each community.
- Collaborate with local stakeholders to ensure emergency plans are culturally sensitive and community specific.
- Update emergency plans regularly to incorporate lessons learned from past incidents and new best practices.
- Ensure alignment of local emergency plans with state and federal guidelines and regulations.
- Attends and participates in meetings and conferences on emergency management and preparedness.

2. Response Coordination (20%): (a) (b)

- Coordinate emergency response efforts during incidents, ensuring timely and effective action.
- Serve as the primary point of contact for emergency operations in the assigned communities.
- Work with the MEMA Administrator, agency partners, and others, to mobilize resources and personnel as needed.
- Participates in the activation and staffing of the Emergency Operation Center (EOC).
- Conduct after-action reviews and create reports to improve future response efforts.

3. Community Engagement and Training (20%): (a) (b)

- Participates in community outreach programs to educate residents on emergency preparedness.
- Organize and lead training exercises and drills for local emergency responders and community members.
- Foster strong relationships with community leaders, agencies, organizations, and volunteers.
- Assists with the development of educational materials and resources tailored to the unique needs of each community.
- Develop and implement community feedback mechanisms to improve engagement and preparedness initiatives.

4. Resource Management (15%): (a) (b)

- Oversee the allocation and distribution of emergency supplies and equipment.
- Maintain an inventory of emergency resources and ensure their readiness for deployment.
- Coordinate with state and federal agencies to secure additional resources as needed.
- Develop and manage budgets for emergency management activities in the assigned communities.
- Establish agreements with local businesses and organizations for additional resources and support during emergencies.

5. Recovery and Resilience Building (10%): (a) (b)

- Support recovery efforts following emergencies, including damage assessments and resource distribution.
- Promote long-term community resilience through mitigation projects and public education initiatives.
- Assist in the development of policies and programs to enhance overall community safety and preparedness.
- Facilitate access to financial and technical assistance for community recovery and rebuilding efforts.
- Monitor and evaluate the effectiveness of resilience-building initiatives and make recommendations for improvement.

6. Communication and Reporting (10%): (a) (b)

- Provide regular updates to the MEMA Administrator and other relevant authorities.
- Prepare and submit reports on emergency management activities and incidents.
- Ensure effective communication channels are established and maintained during emergencies.

- Develop and maintain a public information strategy to keep the community informed during and after incidents.
- Utilize social media and other communication platforms to disseminate timely and accurate information.

7. Other Related Duties (5%):

- Performs other related duties as required.

Key:

- (a) Performance of this function is the reason that this job exists.
- (b) The number of other employees available to perform this function is limited.
- (c) This function is highly specialized and the employee is hired for special expertise or ability to perform this function.

Maui Emergency Management Agency

Civil Defense Staff Specialist III

P-XXXXX

Position is responsible for overseeing all emergency management activities in the isolated community of Lana'i. This role involves developing and implementing emergency preparedness plans, coordinating response efforts, and ensuring community resilience in the face of natural and human-made disasters. The specialist will work closely with local authorities, community organizations, and residents to promote safety and preparedness.

Essential Functions:

1. Emergency Preparedness Planning (20%): (a) (b)

- Develop and maintain comprehensive emergency management plans specific to Lana'i.
- Conduct risk assessments and vulnerability analyses for each community.
- Collaborate with local stakeholders to ensure emergency plans are culturally sensitive and community specific.
- Update emergency plans regularly to incorporate lessons learned from past incidents and new best practices.
- Ensure alignment of local emergency plans with state and federal guidelines and regulations.
- Attends and participates in meetings and conferences on emergency management and preparedness.

2. Response Coordination (20%): (a) (b)

- Coordinate emergency response efforts during incidents, ensuring timely and effective action.
- Serve as the primary point of contact for emergency operations in the assigned communities.
- Work with the MEMA Administrator, agency partners, and others, to mobilize resources and personnel as needed.
- Participates in the activation and staffing of the Emergency Operation Center (EOC).
- Conduct after-action reviews and create reports to improve future response efforts.

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 - Organize and lead training exercises and drills for local emergency responders and community members.
 - Foster strong relationships with community leaders, agencies, organizations, and volunteers.
 - Assists with the development of educational materials and resources tailored to the unique needs of each community.
 - Develop and implement community feedback mechanisms to improve engagement and preparedness initiatives.
- 4. Resource Management (15%): (a) (b)**
- Oversee the allocation and distribution of emergency supplies and equipment.
 - Maintain an inventory of emergency resources and ensure their readiness for deployment.
 - Coordinate with state and federal agencies to secure additional resources as needed.
 - Develop and manage budgets for emergency management activities in the assigned communities.
 - Establish agreements with local businesses and organizations for additional resources and support during emergencies.
- 5. Recovery and Resilience Building (10%): (a) (b)**
- Support recovery efforts following emergencies, including damage assessments and resource distribution.
 - Promote long-term community resilience through mitigation projects and public education initiatives.
 - Assist in the development of policies and programs to enhance overall community safety and preparedness.
 - Facilitate access to financial and technical assistance for community recovery and rebuilding efforts.
 - Monitor and evaluate the effectiveness of resilience-building initiatives and make recommendations for improvement.
- 6. Communication and Reporting (10%): (a) (b)**
- Provide regular updates to the MEMA Administrator and other relevant authorities.
 - Prepare and submit reports on emergency management activities and incidents.
 - Ensure effective communication channels are established and maintained during emergencies.

Civil Defense Staff Specialist III
Position Description

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- o Utilize social media and other communication platforms to disseminate timely and accurate information.

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- (b) The number of other employees available to perform this function is limited.
- (c) This function is highly specialized and the employee is hired for special expertise or ability to perform this function.

Maul Emergency Management Agency

Civil Defense Staff Specialist III

P-XXXXX

Position is responsible for overseeing all emergency management activities in the isolated community of Moloka'i. This role involves developing and implementing emergency preparedness plans, coordinating response efforts, and ensuring community resilience in the face of natural and human-made disasters. The specialist will work closely with local authorities, community organizations, and residents to promote safety and preparedness.

Essential Functions:

1. Emergency Preparedness Planning (20%): (a) (b)

- o Develop and maintain comprehensive emergency management plans specific to Moloka'i.
- o Conduct risk assessments and vulnerability analyses for each community.
- o Collaborate with local stakeholders to ensure emergency plans are culturally sensitive and community specific.
- o Update emergency plans regularly to incorporate lessons learned from past incidents and new best practices.
- o Ensure alignment of local emergency plans with state and federal guidelines and regulations.
- o Attends and participates in meetings and conferences on emergency management and preparedness.

2. Response Coordination (20%): (a) (b)

- o Coordinate emergency response efforts during incidents, ensuring timely and effective action.
- o Serve as the primary point of contact for emergency operations in the assigned communities.
- o Work with the MEMA Administrator, agency partners, and others, to mobilize resources and personnel as needed.
- o Participates in the activation and staffing of the Emergency Operation Center (EOC).
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- Foster strong relationships with community leaders, agencies, organizations, and volunteers.
- Assists with the development of educational materials and resources tailored to the unique needs of each community.
- Develop and implement community feedback mechanisms to improve engagement and preparedness initiatives.

4. Resource Management (15%): (a) (b)

- Oversee the allocation and distribution of emergency supplies and equipment.
- Maintain an inventory of emergency resources and ensure their readiness for deployment.
- Coordinate with state and federal agencies to secure additional resources as needed.
- Develop and manage budgets for emergency management activities in the assigned communities.
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- Monitor and evaluate the effectiveness of resilience-building initiatives and make recommendations for improvement.

6. Communication and Reporting (10%): (a) (b)

- Provide regular updates to the MEMA Administrator and other relevant authorities.
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Civil Defense Staff Specialist III
Position Description

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BFED Committee

From: Tiare P. Horner <Tiare.P.Horner@co.maui.hi.us>
Sent: Tuesday, April 8, 2025 10:40 AM
To: BFED Committee
Cc: Amos K. Lonokailua-Hewett; James Dineen; Nicole R. Amoral; Lesley J. Milner
Subject: (BFED-1)(EMA-02)
Attachments: (BFED-1)(EMA-02).pdf

Greetings BFED Committee –

Please see attached correspondence for (BFED-1)(EMA-02).

Mahalo,

Tiare P. Horner
Budget Specialist

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