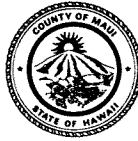


Council Chair  
Alice L. Lee

Vice-Chair  
Keani N.W. Rawlins-Fernandez

Presiding Officer Pro Tempore  
Tasha Kama

Councilmembers  
Gabe Johnson  
Kelly Takaya King  
Michael J. Molina  
Tamara Paltin  
Shane M. Sinenci  
Yuki Lei K. Sugimura



Director of Council Services  
Traci N. T. Fujita, Esq.

**COUNTY COUNCIL**  
COUNTY OF MAUI  
200 S. HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
[www.MauiCounty.us](http://www.MauiCounty.us)

April 2, 2021

Mr. Herman Andaya, Administrator  
Maui Emergency Management Agency  
County of Maui  
Wailuku, Hawaii 96793

Dear Mr. Andaya:

**SUBJECT: FISCAL YEAR ("FY") 2022 BUDGET** (EMA-1) (BFED-1)

May I please request you be prepared to answer the following questions at the BFED Committee meeting held via BlueJeans on **April 5, 2021**.<sup>\*</sup> This will enable the Committee to comprehensively review the FY 2022 Budget. Please also submit your answers in writing by the end of the day on **April 7, 2021**.

*<sup>\*</sup>Date subject to change without notice.*

**Overall**

1. If Council were to ask for an 11 percent cut in programs and activities funded by the General Fund to fully fund the recommendations proposed in the Comprehensive Affordable Housing Plan at \$57,000,000, without increasing real property tax revenue:
  - a. What programs or activities would you cut for your department? (TK)
  - b. What impact would the cuts have on residents? (TK)

**Salaries and Wages (Category "A")**

1. Please explain the difference between EM Specialist I and CD Staff Specialist and the reason for the change in classification. (Page 4-3, Budget Details, 912014A, P-31598) (TP)

2. A significant expansion in premium pay is requested. To decrease the use of premium pay, has the department considered hiring additional EPs? (Page 4-4, Budget Details, Index Code 912014A, Sub-Object Code 5215) (MM)

**Operations and Equipment (Categories “B” and “C”)**

1. Since the Ham Radio requested is a replacement, will the old equipment be retained or disposed? (Page 4-8, Budget Details, Index Code 912014C, Sub-Object Code 7030) (MM)
  - a. What is the estimated life expectancy or warranty on the requested new radio? (MM)
2. The Emergency Management Program, County Grant Subsidy, indicates a \$50,000 appropriation for a grant to the American Red Cross. Is the amount the result of a request from the American Red Cross or a limited appropriation recommended by the Mayor? If it is the result of a request, did they only ask for \$50,000? (Page 133, Program Budget) (TK)
  - a. Please provide a recent quarterly report for the American Red Cross grant showing how the money is being used. (Page 133, Program Budget) (TP)
3. Which entity are we consulting with to update Emergency Management Plans (shelter, pandemic, and debris management)? (Page 4-5, Budget Details, 912014B, 6132) (TP)
  - a. How long are these updates estimated to take? (TP)

**Activity Goals and Measures**

1. Has the Community Emergency Response Team (“CERT”) successfully met objectives for the number of district meetings, volunteer, trainings, and emergency exercises during this past year’s pandemic environment? (Page 131, Program Budget) (TP)
  - a. If these objectives are not met or are only partially met, will it impact the program’s grant funding? (TP)

Mr. Herman Andaya  
April 2, 2021  
Page 3

**Grant Funding**

1. How much of the Emergency Management Performance Grant from the Federal Emergency Management Agency is allocated for the Maui County CERT Program? (Page 135, Program Budget) (TP)
2. Please describe how the State Homeland Security Grant program money was used during this past year. (Page 135, Program Budget) (TP)
  - a. Is the Citizen Corps Program currently active in Maui County? (Page 135, Program Budget) (TP)

Thank you for your attention to this request. Should you have any questions, please contact me or the Committee staff (Lesley Milner at ext. 7886, Kasie Apo Takayama at ext. 7665, or Yvette Bouthillier at ext. 7758).

Sincerely,



KEANI N.W. RAWLINS-FERNANDEZ, Chair  
Budget, Finance, and Economic  
Development Committee

bfed:2022bgt:210402aema01:wal

cc: Mayor Michael P. Victorino  
Budget Director

## **BFED Committee**

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**From:** BFED Committee  
**Sent:** Saturday, April 3, 2021 11:00 AM  
**To:** Herman.Andaya@co.maui.hi.us  
**Cc:** BFED Committee; Michelle Santos; Zeke Kalua; michele.yoshimura@co.maui.hi.us  
**Subject:** PLEASE READ attach letter re: re: FISCAL YEAR ("FY") 2022 BUDGET (EMA-1) (BFED 1)  
**Attachments:** 210402aema01 signed 2.pdf

**Mr. Andaya:** Please refer to the attached letter from the Budget, Finance, and Economic Development (BFED) Committee Chair, dated April 2, 2021.

**Mayor's Office (attention: Michelle Santos and Zeke Kalua):** Please forward the attached letter to Mayor Victorino.

**Ms. Yoshimura:** FYI

Thank you,  
Yvette Bouthillier, Secretary  
BFED Committee

**MICHAEL P. VICTORINO**  
Mayor

**HERMAN ANDAYA**  
Administrator



County of Maui  
**MAUI EMERGENCY MANAGEMENT AGENCY**  
200 SOUTH HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
PHONE: (808) 270-7285  
FAX: (808) 270-7275  
emergency.management@mauicounty.gov

Ms. Michele M. Yoshimura *MNY*  
Budget Director, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

**APPROVED FOR TRANSMITTAL**

*Michael P. Victorino* 4/13/21  
\_\_\_\_\_  
Mayor Date

Honorable Michael P. Victorino  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Keani N.W. Rawlins-Fernandez, Chair  
Budget, Finance, and Economic Development Committee  
Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

**SUBJECT: FISCAL YEAR ("FY") 2022 BUDGET (EMA-1)(BFED-1)**

Dear Chair Rawlins-Fernandez:

This is in response to your letter date March 29, 2021, requesting to respond to the following questions/information:

**Overall**

**1. If Council were to ask for an 11 percent cut in programs and activities funded by the General Fund to fully fund the recommendations proposed in the Comprehensive Affordable Housing Plan at \$57,000,000, without increasing real property tax revenue:**

**a. What programs or activities would you cut for your department? (TK)**

*Response:* I must respectfully defer to the Mayor. This agency is a small department with very limited financial resources. The department has been able to sufficiently utilize its appropriations in addressing daily and emergency operations.

**b. What impact would the cuts have on residents? (TK)**

*Response:* A substantial budget cut would severely impact our ability to respond to an emergency. The community's ability to recover from an incident is dependent on the preparations that occur everyday in our agency. While this agency remains in the response phase of this pandemic (we are now in our 404<sup>th</sup> day that the EOC has been activated) and in the recovery phase from the Haiku floods, MEMA continues its daily preparations in the event of an emergency, including preparations for the upcoming hurricane season. A decrease in our budget would hamper this agency's ability to prepare, respond and recover from future emergencies.

**Salaries and Wages (Category "A")**

**1. Please explain the difference between EM Specialist I and CD Staff Specialist and the reason for the change in classification. (Page 4-3, Budget Details, 912014A, P-31598) (TP)**

*Response:* The classifications name change is non-substantive and was made to reflect the name change of the agency which was done through a charter amendment in 2016.

**2. A significant expansion in premium pay is requested. To decrease the use of premium pay, has the department considered hiring additional EPs? (Page 4-4, Budget Details, Index Code 910014A, Sub-Object Code 5215) (MM)**

*Response:* The premium pay is used for overtime pay incurred during an emergency which requires the activation of the Emergency Operations Center (EOC). In an activation, all MEMA staff assumes an Incident Command System (ICS) role and is expected to work the duration of the operational period. As such, MEMA staff will incur overtime pay, regardless whether additional EPs are hired.

In addition, MEMA staff are expected to be in the on-call rotation. Each week, an employee is designated as the "on-call" staff member who is responsible for receiving notifications from various agencies including emergency dispatch, police, fire and the Hawaii Emergency Management Agency. These individuals are responsible for pushing out emergency alerts and for activating the EOC when necessary. These individuals will incur premium pay and additional staff will not eliminate the need for overtime pay.

**Operations and Equipment (Categories "B" and "C")**

**1. Since the Ham Radio requested is a replacement, will the old equipment be retained or disposed? (Page 4-8, Budget Details, Index Code 912014C, Sub-Object Code 7030) (MM)**

*Response:* The "old equipment" will be placed in our reserve inventory (we currently have 2 desk unit Ham radios), for redundancy purposes.

**a. What is the estimated life expectancy or warranty on the requested new radio? (MM)**

*Response:* The Ham radio that we have now has been with the agency for over 20 years and so we expect future radios to have the same life expectancy. With respect to the warranty of the new radio, it is customary for this radio to have a 1-year warranty.





2. The Emergency Management Program, County Grant Subsidy, indicates a \$50,000 appropriation for a grant to the American Red Cross. Is the amount the result of a request from the American Red Cross or a limited appropriation recommended by the Mayor? If it is the result of the request, did they only ask for \$50,000? (Page 133, Program Budget) (TK)

- a. Please provide a recent quarterly report for the American Red Cross grant showing how the money is being used. (Page 133, Program Budget) (TP)

*Response:* Please find attached the quarterly report of the American Red Cross.

3. Which entity are we consulting with to update Emergency Management Plans (shelter, pandemic, and debris management)? (Page 4-5, Budget Details, 912014B, 6132) (TP)

*Response:* MEMA relies heavily on our partner agencies in creating a plan. The strength of our emergency management network is, in no small part, due to the collaborations developed with our partner agencies. Depending on the plan that is being developed or updated would determine the agency that we would consult with.

- a. How long are these updates estimated to take? (TP)

*Response:* The estimated time to complete a plan is dependent on the type of plan. For example, the hazard mitigation plans required consultation with agencies and public input and took about 10 months to develop.

#### **Activity Goals and Measures**

1. Has the Community Emergency Response Team ("CERT") successfully met objectives for the number of district meetings, volunteer, trainings, and emergency exercises during this past year's pandemic environment? (Page 131, Program Budget) (TP)

*Response:* The pandemic environment has hampered and even prevented some of our activities as it relates to CERT. One of our agency priorities is to grow and create a more robust CERT team for Maui County. Since COVID prevented this agency from having trainings (which has to be done in person and not virtually), I've asked staff to consider re-engaging those individuals who are already CERT trained (Councilmember Paltin are one of those that are already trained). Over the years, we have trained thousands of CERT volunteers and currently there are only 250 individuals who are considered active members of CERT.

- a. If these objectives are not met or are only partially met, will it impact the program's grant funding? (TP)

*Response:* Unmet objectives do not affect the program's grant funding.



**Grant Funding**

- 1. How much of the Emergency Management Performance Grant from the Federal Emergency Management Agency is allocated for the Maui County CERT Program (Page 135, Program Budget) (TP)**

*Response:* The CERT program receives no funding from the Emergency Management Performance Grant. EMPG is used primarily to pay for training expenses, utilities and services.

- 2. Please describe how the State Homeland Security Grant program money was used during this past year. (Page 135, Program Budget) (TP)**

*Response:* Please find attached a spreadsheet listing the agencies receiving the funds and the project that was approved. Please note that this grant has a 3-year performance period.

- a. Is the Citizen Corps Program currently active in Maui County? (Page 135, Program Budget ) (TP)**

*Response:* This agency is not currently utilizing the Citizen Corps Program. There is only one emergency management agency currently participating in the program (City and County of Honolulu). MEMA is considering participating in this program.

Should you have any questions, please feel free to contact me at extension no. 7825. Thank you for your consideration.

Sincerely,

  
HERMAN ANDAYA  
Administrator

Attachments





**The American National Red Cross  
Final Report to the Maui County Emergency Management Agency for FY2019-20 Funding  
Disaster Preparedness & Response in Maui County**

**Program Summary**

Funding received from the County of Maui was used to support the American Red Cross of Hawaii's Disaster Preparedness & Response Program in Maui County. The purpose of the program is to increase community resilience in the face of disaster. We fulfill this mission by providing food, shelter and comfort to individuals and families in need, as well as casework and recovery assistance for disaster survivors. In addition, volunteers provide individuals and communities with the knowledge and skills to better prepare themselves prior to a disaster occurring.

The American Red Cross' mission is to prevent and alleviate human suffering in the face of emergencies by mobilizing the power of volunteers and the generosity of donors. We are the only non-profit organization that responds to disasters 24/7, 365 days a year. In Hawaii, we respond every four days to disaster. All disaster assistance is provided to the public free of charge. Our services are essential and irreplaceable and help bridge the gap between disaster-caused hardship and hope. We greatly appreciate the continued support of the County of Maui.

Please note that because the grant contract was not fully executed until the Fourth Quarter, this will be the final and only report provided and metrics reported are inclusive of the whole year.

During FY20 YTD (7/1/19 to 6/30/20), the American Red Cross of Maui:

- Responded to 13 disasters
- Assisted 37 survivors
- Opened 8 shelters
- Sheltered 97 individuals (overnight population, 700 peak population)
- Maintained a base of 91 trained disaster volunteers.

<b>Deliverables</b>	<b># Served Goal</b>	<b>Total Achieved</b>
Disaster training certificates issued	200	N/A <sup>1</sup>
Number of disaster volunteers maintained	130	121 <sup>2</sup>
Number of individuals reached with disaster preparedness information	1,500	410 <sup>3</sup>
Number of disaster relief responses	unpredictable	13 <sup>4</sup>
Number of individuals assisted during a disaster relief response	unpredictable	37

<sup>1</sup> Data no longer tracked due to difficulty in collecting

<sup>2</sup> In December 2019, we embarked on a cleanup project to remove inactive volunteers from our database. The effort resulted in a decline in the overall number of volunteers to report, but now reflects a more dedicated base.

<sup>3</sup> The COVID-19 pandemic has prevented us from meeting planned outcomes. The number reported reflects Pillowcase Presentations from September through December 2019. The program was suspended in April due to COVID-19. Furthermore, this outcome was redefined during the grant period. Previously, we included the number of people reached at Community Disaster Education (CDE) events (Ex: individuals who stopped at the Red Cross table and picked up a flyer). We decided to discontinue tracking that number as we feel this statistic does not measure meaningful impact.

<sup>4</sup> Disaster Responses included:

- 9/20 – Wailuku MFF (9 clients)
- 11/1 – Makawao SFF (1 client)
- 11/7 – Wailuku MFF (5 clients)
- 11/24 – Kihei SFF (2 clients)
- 12/21 – Haiku SFF (2 clients)
- 12/25 – Lahaina Flooding Single Family (3 clients)
- 5/11 – Kahului MFF (4 clients)
- 6/10 – Lahaina MFF (11 clients)

#### Legend

##### Fires



##### Floods



##### Shelters



According to the U.S. Census Bureau, from 2014 to 2018, 8.6% of the County of Maui's population lived below the poverty level. Our records indicate that in FY20, at least 25% of the clients the American Red Cross of Hawaii served in the County of Maui during disaster response were also living in poverty. This population is particularly vulnerable to disasters and is dependent on Red Cross services during these especially challenging events.

The unexpected and unprecedented impact of COVID-19 has affected the delivery of our services. In general, our staff and volunteers' efforts had to be redirected to learning, coordinating, and implementing new safety procedures and assisting with new efforts such as assisting with meal delivery for people who were in isolation and quarantine to slow the spread of COVID-19. The potential for shelters to become hotspots of the outbreak has become a significant area of concern.



Due to COVID-19 quarantine restrictions, our disaster preparedness efforts were suspended in April 2020.

1. We were forced to cancel our annual Sound the Alarm National Signature Volunteer Event, during which we had planned to engage the employees of our corporate partners to install 1,000 fire alarms in April and May. 307 smoke alarms were installed prior to April 2020, however none of these were on Maui. When conditions allow, we will resume installing the smoke alarms in completion of the original project. We will continue to work with our contacts and property managers to install smoke alarms in condominiums and apartments.
2. Our Pillowcase Project presentations for Elementary-aged students were also scheduled to occur beginning in 2020. Due to school closures, we were unable to conduct any of these in-class events. We are currently transitioning to provide our Pillowcase Project Presentation virtually. We have already trained two staff and four new volunteers in these programs. Red Cross has also secured a WebEx Account as the virtual platform for live presentations which parents can sign up their kids to listen to.

### **Notable Disaster Responses in FY20**

#### **Maui Brushfires – July, October, November, December 2019**

Red Cross responded to five brushfires on Maui in 2019. Red Cross worked in coordination with Maui County Emergency Management to open evacuation shelters for the community. Collectively, these events affected thousands of people due to road closures and caused hundreds of people to evacuate their homes.

On July 11, a brush fire broke out in South Kihei that threatened homes, forced an evacuation of the Maui Humane Society and isolated Kihei. The Red Cross opened two shelters at Kamalii School and Maui War Memorial Complex. Within two hours, the shelter population grew to more than 600. The majority of the shelter clients were stranded tourists who were unable to leave because the Kahului Airport lost power and closed. The following evening, a shelter was opened for stranded passengers from a delayed American Airlines flight that had 400 passengers. Red Cross managed the dormitory operations at Maui High School. Over 25 volunteers assisted with this effort from logistics, lining up staff, coordinating with community and government partners, to shelter operations.

Additional Fires in 2019 included:

- 10/2 – West Maui Mountains Brushfire (2 shelters opened/95 clients)
- 10/22 – Kahana Brushfire (1 shelter opened/2 clients)
- 11/21 – Kahikinui Brushfire (1 shelter opened/0 clients)
- 12/14 – Paia Brushfire (1 shelter opened/0 clients)

#### **Maui Multiple Family Fire – May 2020**

Maui responded to its first Disaster Action Team call during COVID-19 on May 11. A multiple family fire in Kahului rendered two homes unlivable. A caseworker facilitated a health screening with the client over the phone to verify that the clients were okay. The families were provided accommodations in Kahului to help jumpstart their recovery. One of the families thought they were going to need to relocate to the mainland and live with family because they did not think that their income could

continue to support living in Maui. The family has since found a new rental and was referred to a community non-profit to apply for funding assistance.

### Financial Status Report

The funding provided by the County of Maui was used to support the partial salary of the only paid Red Cross staff person in Maui County, the Red Cross Maui County Director. This position is responsible for implementing the Disaster Preparedness & Response Program in Maui County, which is achieved by recruiting, training and retaining volunteers who can assist with the organization's efforts. Volunteers aid disaster victims and educate the public about the importance of disaster preparedness.

Expenses	Budget	Funding Used
Salary and Benefits	\$62,668	\$50,000
Buildings & Occupancy	\$16,465	\$0
Supplies, Program Materials & Equipment Maintenance and Rentals	\$1,002	\$0
Travel, Meetings & Meals	\$2,753	\$0
Disaster Relief Assistance	\$5,660	\$0
<b>TOTAL</b>	<b>\$88,548</b>	<b>\$50,000</b>

**HOMELAND SECURITY GRANT PROGRAM**  
**Federal Fiscal Year 2020, 2019 and 2018**

Type	Title	Description	Agency	Amount
(NP-1) National Priority Enhancing Cybersecurity	Elections Systems Security	Networking equipment to isolate elections infrastructure	DIT	\$ 100,000
(5) Emergency Communication Enhancements	Infer-RF Subsystem Interface (ISSI)	The ISSI Project provides the labor and software activation to connect the County of Maui's Public Safety Radio System (PSRS) with the State's Hawaii Wireless Interoperability Network (HiWIN).	MPD	\$ 94,000
(6) Law Enforcement Enhancements	Maui Information Analysis Center (MIAC)	(6) Ergonomic computer workstations (Computer / monitors / Software / Printer)	DIT	\$ 243,000
(6) Law Enforcement Enhancements	Cyber Threat Intelligence	Enterprise Site License - Annual Software Subscription	DIT	\$ 200,000
(6) Law Enforcement Enhancements	Joint Operations Canine Transport Vehicle	Custom type vehicle to transport canines	MPD	\$ 120,000

**2020 TOTAL: \$ 757,000**

(2) Law Enforcement	Criminal Intelligence Unit Equipment	Mobile IP cameras: (6) Hitchmount (8) Rapid deployable Camera System clamp style	MEMA-MPD	\$ 114,000
(3) IT, Networks, Cyber Security	Cyber Security Response Plan Phase II	Hire consultant to develop a cybersecurity Plan	MEMA-DIT	\$ 100,000
(5) Training and Exercise Program	All Hazard Incident Management Training	Hire consultant to develop a cybersecurity Plan	MEMA-MFD	\$ 25,000
(5) Training and Exercise Program	Rescue Systems 1 and 2	Courses: All Hazard O305 Class and Gap position specific Course Exercises: Maui County Fair Overtime	MEMA-MFD	\$ 25,000
(8) HAZMAT Enhancements and Responder Response Equipment	HAZMAT Detection Equipment	360 HAZMAT Identification Kit Upgrade: Upgrade includes: software and sensors. Left over funds will be used to purchase additional sensors	MEMA-MFD	\$ 50,000
(9) Critical Infrastructure	Generator Upgrade for Data Center	Propane Generator installed above the ground.	MEMA-DIT	\$ 350,000
(10) HLS Program and Project Support	Community Emergency Response Team (CERT) Training Program.	\$17k for CERT Kits PPE's (Vests, hard hats) for CERT graduates	MEMA-MFD	\$ 17,000
(10) HLS Program and Project Support	Community Emergency Response Team (CERT) Training Program.	\$23k CERT Basic Training / Overtime associated with the training	MEMA-MFD	\$ 23,000

**2019 TOTAL: \$ 704,000**



Type	Title	Description	Agency	Amount
(2) Law Enforcement Enhancements	Intelligence/Information Sharing for Maui County	Improving the intelligence collection, analysis and dissemination for the citizens for Maui County with trailer mounted cameras (mobile).	MPD	\$ 114,000
(3) Cybersecurity, Networks, and IT	Cybersecurity and Information System Resiliency	Project addressed the gap to monitor packet level network traffic and continuously scan network connected devices for vulnerabilities, malicious activity, policy violations, or detailed forensic information. Hardware and software.	DIT	\$ 325,404
(3) Cybersecurity, Networks, and IT	Cybersecurity and Information System Resiliency	Project addressed the gap to monitor packet level network traffic and continuously scan network connected devices for vulnerabilities, malicious activity, policy violations, or detailed forensic information. Hardware and software.	DIT	\$ 24,596
(4) Critical Infrastructure Enhancements	Emergency Operations Center Infrastructure Upgrade	Provide upgrades to the Maui Emergency Operations Center 4-2 Upgrade primary EOC, relocating equipment to two secondary EOC's (Lanai and Molokai), possibly at Molokai Fire Department; no construction required; only purchase of equipment for replacement of equipment sent to EOC	MEMA	\$ 153,803
(6) Training and Exercise Program	Training and Exercises	Re-instate IMT Steering Committee for All Hazards Training to build to Tier III Team for Maui; the committee will be responsible for distribution of any funds for the IMT Training 5-4	MEMA	\$ 25,000

**2018 TOTAL: \$ 642,803**

## **BFED Committee**

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**From:** Michele Yoshimura <Michele.Yoshimura@co.maui.hi.us>  
**Sent:** Wednesday, April 14, 2021 10:43 AM  
**To:** BFED Committee  
**Cc:** Melissa Agtunong  
**Subject:** EMA-1, BFED-1  
**Attachments:** (EMA-1) Response.pdf

Please see attached response from Emergency Management Agency