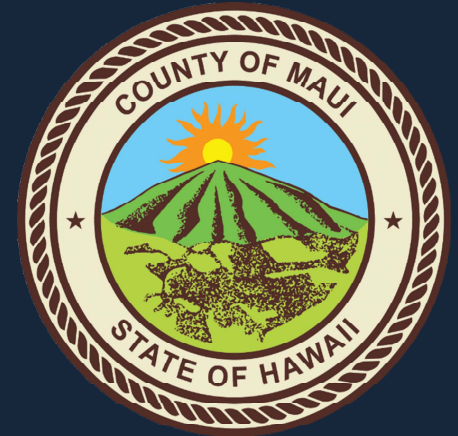
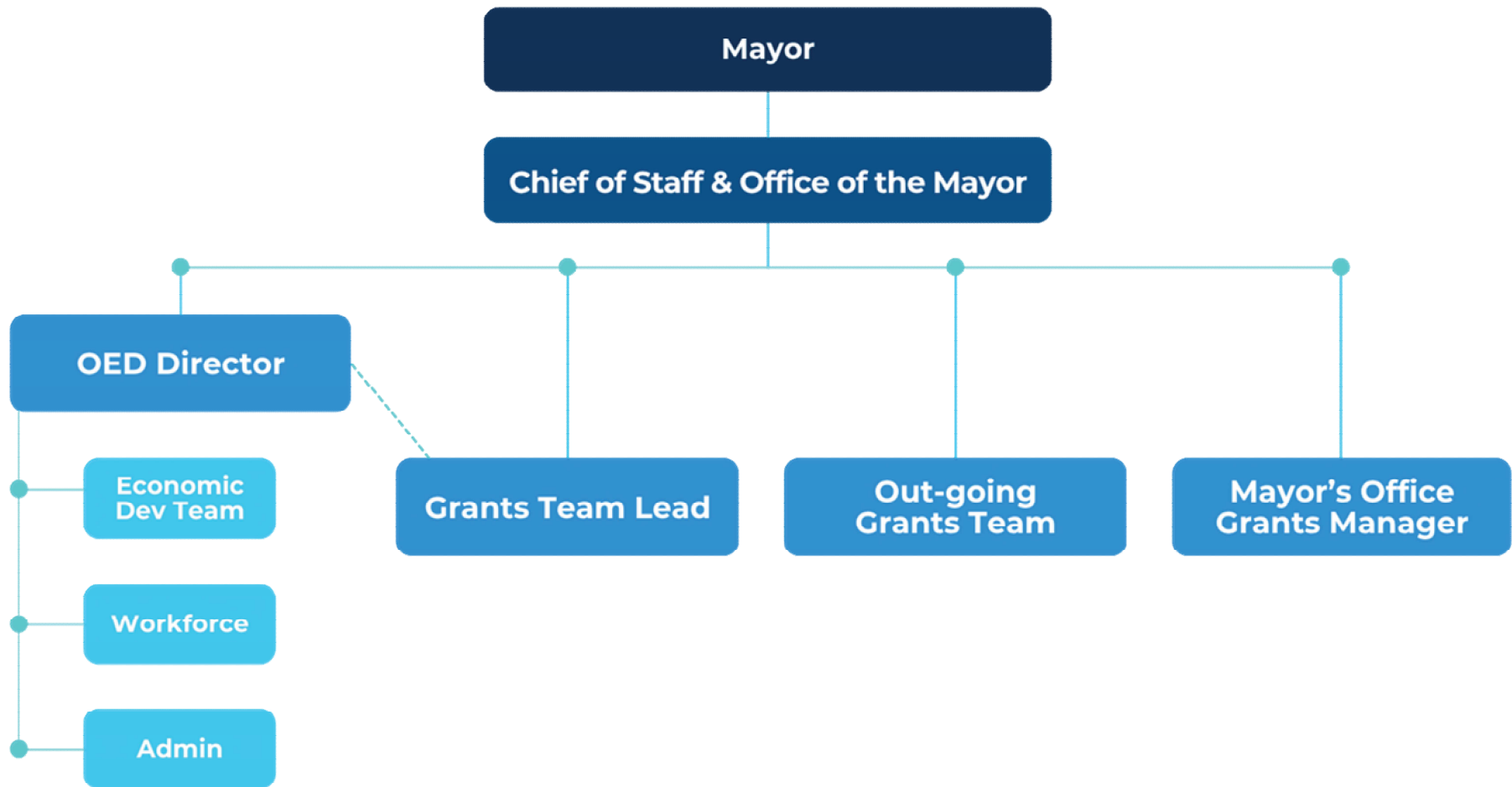


Office of Economic Development



2025 Strategic Framework
BFED Committee October 7, 2025

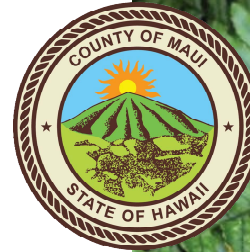




OED Strategic Framework

Jade Rojas-Letisi • Director • October 2025

Kama'āina Economy



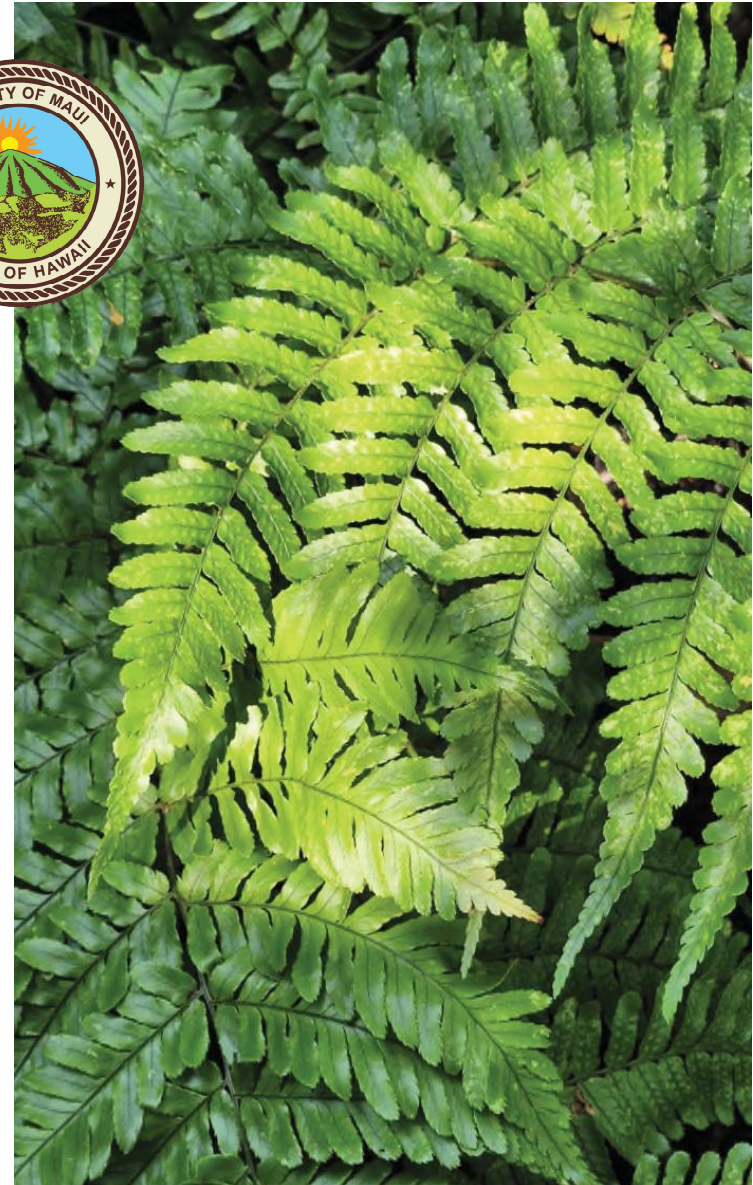
What is “Kama'āina Economy”?

The “Kama'āina Economy” is a strategic economic framework that strengthens Maui Nui’s local industries, workforce pipelines, and circular value chains to ensure long-term resilience and community wealth retention.

It shifts Maui Nui from dependency on volatile external sectors toward a diversified, innovation-driven economy grounded in local ownership and reinvestment.

• Key Objectives

- Diversify beyond tourism through strategic industry development
- Invest in local innovation, entrepreneurship, and workforce training
- Circulate capital locally to keep dollars in Maui Nui
- Sustain cultural and natural resources

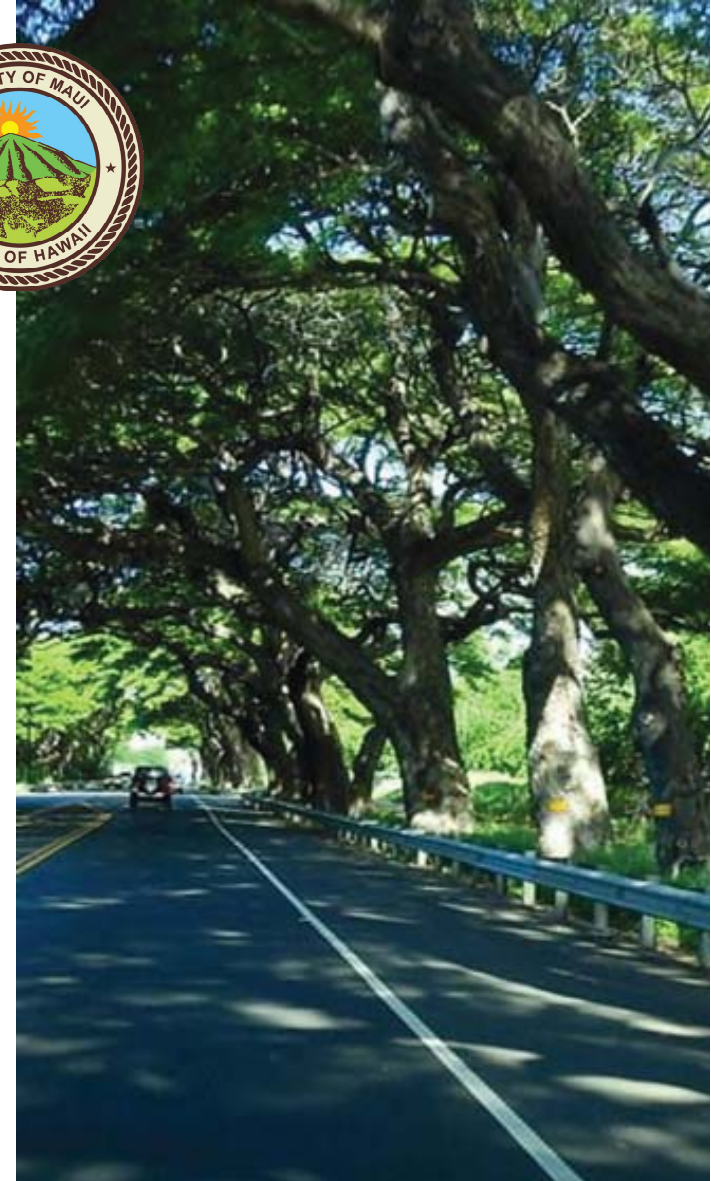
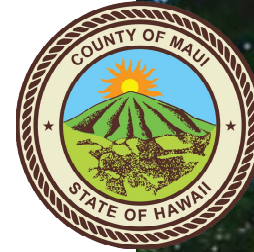


How were the Kama'āina Economy Industries identified?

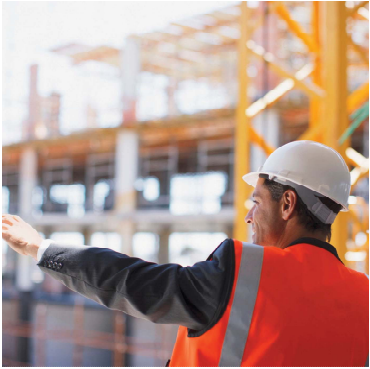
The industries within the Kama'āina Economy framework were selected through a data-driven, values-based, and collaborative process that reflects Maui County's unique strengths, community priorities, and future opportunities. Our goal was to identify sectors that not only diversify Maui Nui's economy but also advance self-reliance and resilience.

To guide this process, OED used three key criteria:

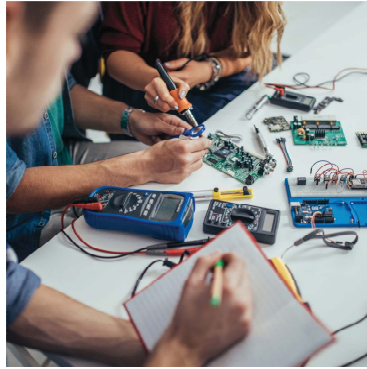
- Local Impact
- Economic Resilience
- Cultural & Environmental Alignment



Kama'āina Economy Industries



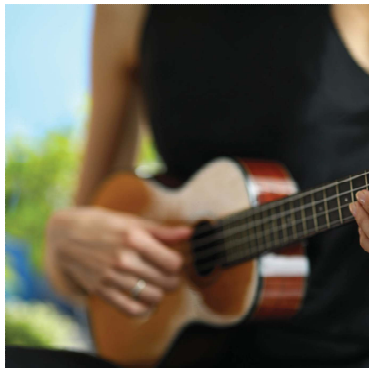
Construction



Tech



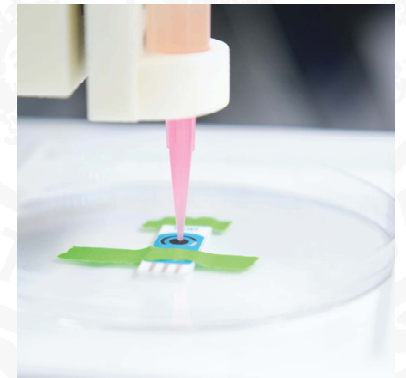
Healthcare



Creative Industries



Energy



Manufacturing

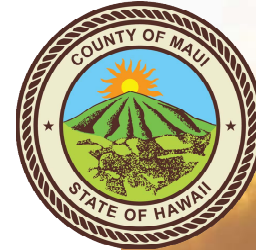
Economic Vision & Outcomes

“Empowering Maui Nui’s Economic Future Together”

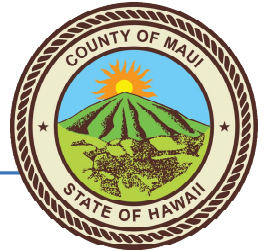
Vision: A Kama‘āina-centered economy where innovation, equity, and resilience power sustainable prosperity—and where local families thrive through access to housing, quality jobs, and community-driven growth.

Target Outcomes:

- Increase GDP contribution from diversified local industries
- Greater capital retention and local reinvestment
- Workforce readiness & youth career pathways
- Workforce housing supply linked to industry expansion
- Resilience through multi-sector collaboration



Office of Recovery



CDBG-DR Economic Revitalization

DIRECT IMPACT

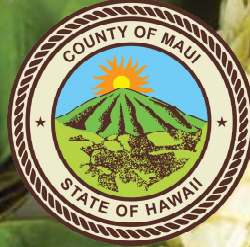
- **Ho'okumu Hou** - *Economic Revitalization Program*
 - \$15 million allocated
 - Projects anticipated to be identified in Summer of 2026
 - Anticipated activities will benefit workforce development in skilled trades, construction, hazard mitigation, and essential disaster services.

INDIRECT IMPACT

- **\$1.6 Billion in CDBG-DR Funds**
 - Contracted vendors support with local hires (approximately 26 to date)
 - Subcontracted construction services

TIMELINE

- **August 2025**
 - Single-Family Homeowner Reconstruction
 - First-Time Homebuyer Opportunity
- **December 2025**
 - Infrastructure & Public Facilities
 - Multi-Family Rental Housing Reconstruction
- **Early 2026**
 - Economic Revitalization Public Services
 - Single-Family & Multi-Family New Construction



*“The Kama‘āina Economy is Maui Nui’s blueprint for sustainable prosperity. We’re putting our STAMP on the future: So That **All May Prosper.**”*



Grants Team

Jillian Ugalino • Carrie Decoite • Team Leads

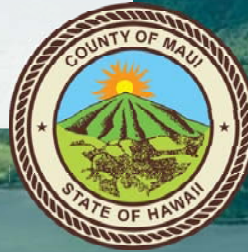
OED Grant Workshops

Eight (8) in-person grant readiness workshops were offered in Central Maui, and Molokai. (1) Virtual workshop offered for those not able to attend in-person.

A total of 135 participants

Evaluation Findings:

- Offering workshops at various times on multiple days allows for maximum in-person attendance
- Allocating time for questions and answers in smaller groups were impactful
- Provide in-person workshop for Lānaʻi residents or provide additional virtual session

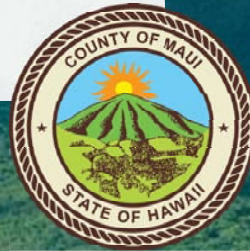


Data-Overall (FY25)

Applications Received: 190

Conditionally Awarded: 162

Executed: 150 (93%)



Data-Breakdown (FY25)

Line Items

- Allocated: 27
- Executed: 23 (85%)

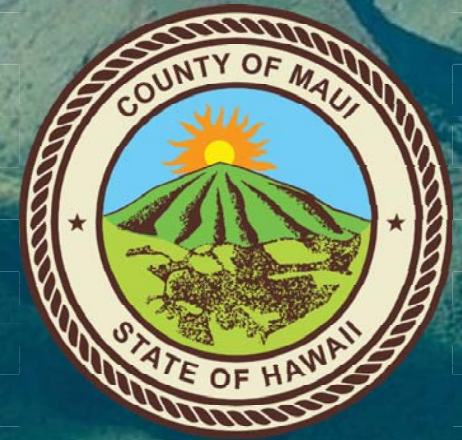
Residency Area Funds

- CM Allocations: 73
- Applications Received: 49
- Executed: 41 (56%)

Competitive Funds

- Executed: 86

Priority Target Areas: Culture & Arts, Sports & Events, Business in Technology, Workforce Development, Small Business Promotion, Economic Diversification, and Tourism Management



FY26 OED Grants Team

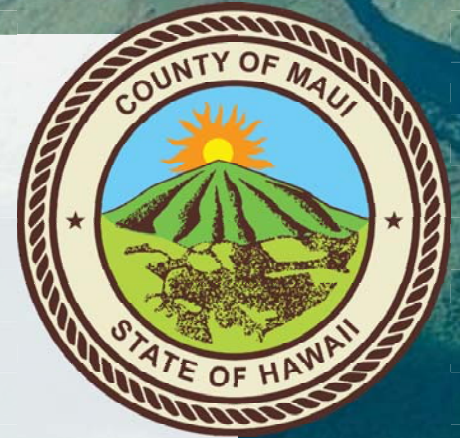
5- OED Grant Specialist

To date, total open grants: 258

Outstanding Expected Applications: 28

- Residency: 20
- Line Items: 8





OED Grant Timeline to Execution

Application Intake-Notification of Conditional Awarding- 4 weeks

Conditional Letter - Department Approval (Drafting)- 2 weeks

Drafting-Executed Grant Agreement - 6 weeks

Amendments fall under the same timeline

Reimbursement Timeline

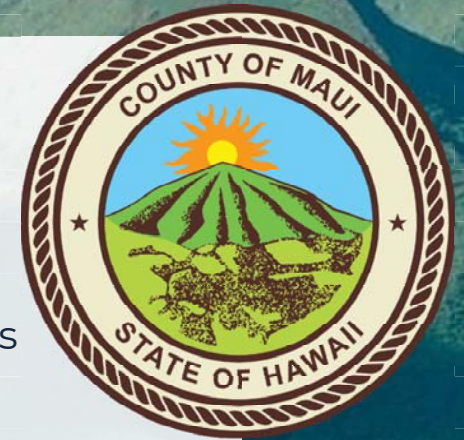
Complete package received-Grants specialist review (up to 30 days)

Finance review - acceptance/payment (2 weeks)

Please see supporting docs



Grant Working Groups



Group 1 (budget, mayor's office, OED, corp counsel, finance) Jan 2025

- standardizing systems and process in OED with finance and corp counsel
- begin discussions about standardizing countywide policy, increase usability for community, possible code amendments
- Website: Countywide Grants landing page and resources

Group 2 (Countywide grant writers & managers) July 9, 2025

- standard grant software
- recommendations for grantee readiness
- recommendations for grant systems and process
- grant writers' collaboration on one federal grant application

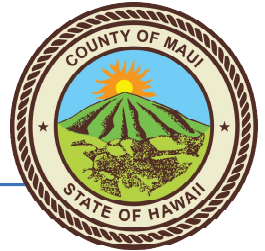
Group 3 (budget, finance, corp counsel) August 2025

- standardizing county wide grants system and process
- consideration of code changes



Working Groups Considerations

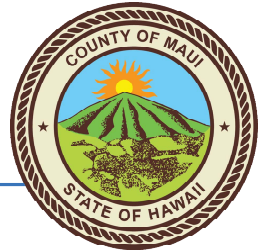
Grant Working Groups Highlights



Considerations:

1. Establish a standard process for incoming grants to ensure awards are tracked, accepted, utilized, and managed effectively (so no funding is left unclaimed).
2. Build and sustain a network of county grants staff across departments to continuously refine and improve the system.
3. Develop a micro-grants/small-grants program to support community events and ease administrative burden on small grantees.
4. Separate competitive grant funding buckets from line-item allocations for clarity and transparency.
5. Create a readiness checklist/filter to assess applicant capacity and readiness to partner with the County of Maui.
6. Provide examples of acceptable supporting documentation (in addition to county code) to help applicants meet requirements.
7. Expand grant writing resources for community organizations and businesses to pursue diversified funding in support of Maui County.

Grant Working Groups Highlights



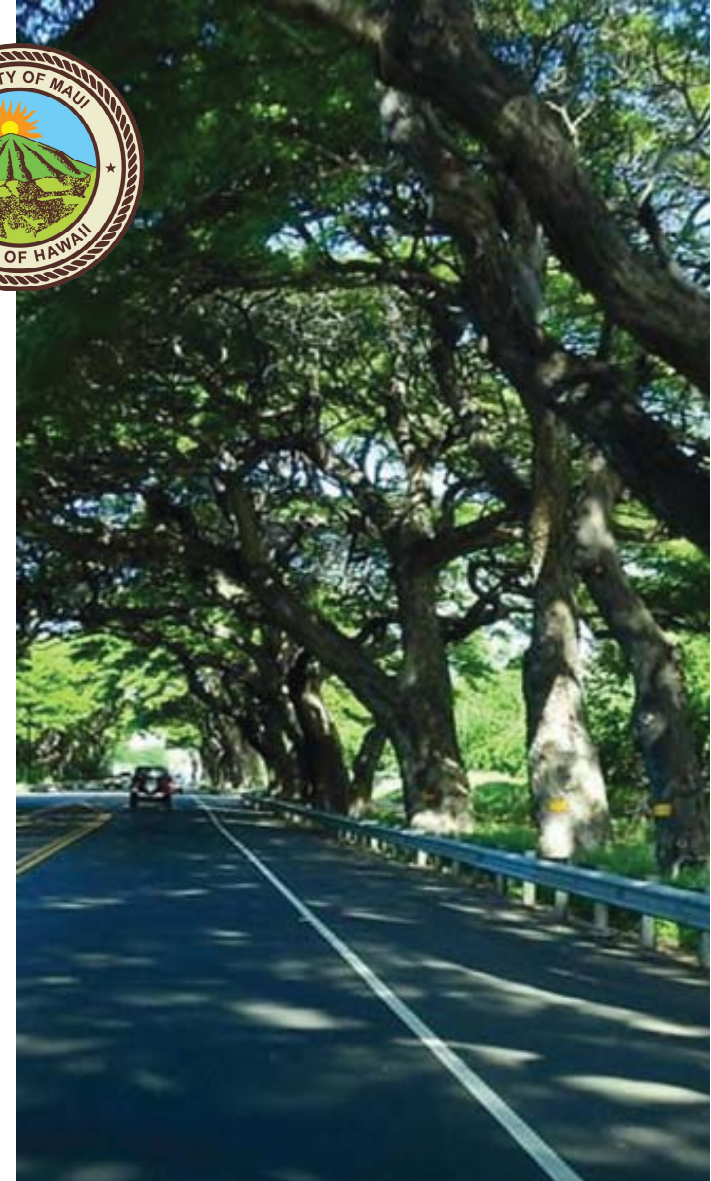
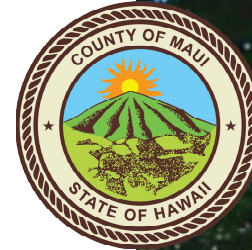
Considerations:

8. Assign a single Residency Area Funds Grant Manager and include Council Members (or their designees) in the vetting of grant applications and allocations.
9. Select and implement a common intake platform/software for consistency and efficiency.
10. Require administrative fees for all grant applications from County Departments.
11. Shift to multi year descending grants for the Office of Economic Development.
12. Consider adding other sources of funding/cost share as an evaluation criteria.
13. Do not line item grants for grantees that have outstanding issues on past grants.
14. Create criteria for grantee having an established history. For example, no grants to non-profits that have been created in the last two years unless a certain percentage of the board have history with established organizations.

Maui County Code

Considerations and recommendations

- **Up to 25% or more (upfront disbursement)**
 - Justification of need, a clear outline of what the funds will be spent on, supporting documents (quotes, invoices), this will be required prior to approval from Officer in Charge.
 - If upfront disbursement is approved it must be included in the grant agreement.
 - Per the grant general terms and conditions: within 30 days of an upfront disbursement, written documentation of the expenditure of funds must be provided to the County.
- **Grant Announcements: newspaper & website**
 - Amend Section 3.36.030 to delete “publish in the local newspaper” and insert “distribute to local media.”



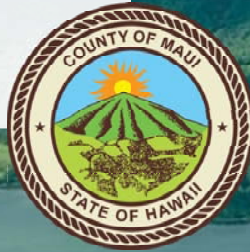
Grants Workshops-Pilot

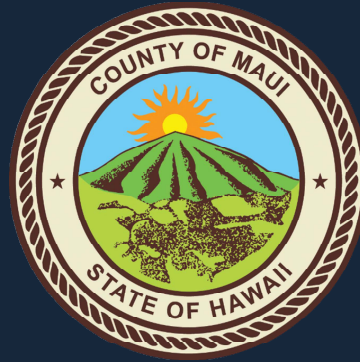
Five general grant writing workshops were offered in Central Maui, Hāna, Lānaʻi, and Molokai.

A total of 150 participants

Evaluation Findings:

- 2.5 hours was not enough time*
- More practice writing and peer review*
- Networking with like minded/focused orgs was incredibly valuable*
- Additional workshops were requested*





MAHALO