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

April 2, 2026

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

Dear Mr. Lonokailua-Hewett:

SUBJECT: **PROPOSED FISCAL YEAR 2027 BUDGET FOR THE
COUNTY OF MAUI** (BFED-1) (EMA-02)

May I please request you be prepared to answer the following questions at the Council's Budget, Finance, and Economic Development Committee meeting of **April 10, 2026***. This will enable the Committee to comprehensively review the FY 2027 Budget.

May I further request that you transmit your response to bfed.committee@mauicounty.us by 4:30 p.m. on **April 9, 2026**. **Date is subject to change without notice.*

Overall

1. What is meant by a "whole community" approach? What is "whole community preparedness?" How does the Agency implement these concepts? Please explain with examples. (Pages 181 to 183, Program Budget) (TC)
2. The Agency expects to relocate its emergency operations center in "early 2026." Does the Agency have a more precise estimate for the timing of its move? What has delayed the Agency from moving sooner? (Page 183, Program Budget) (TP)
3. The Agency "faces workforce challenges due to outdated Department of Personnel Services (DPS) qualifications standards, which limits recruitment and retention of experienced professionals with operational expertise and community connectivity." (Page 184, Program Budget)

- a. Please provide examples of “outdated DPS qualification standards.” (TP)
 - b. How has recruitment and retention of experienced professionals with operational expertise and community connectivity been limited? (TP)
 - c. What improvements is the Agency implementing in collaboration with the Department of Personnel Services to better recruit, retain employees, and prevent staffing shortages? (TP) (NUH)
 - d. How can the Council support the Agency with updating qualification standards? For example, should the Council consider an additional appropriation for the Agency to hire a consultant to update the standards? (KB)
4. During and after the recent Kona Low storms, many businesses assisted the County and the community. Has the Agency started to approach these businesses about joining the Maui Business Response Network? (Page 187, Program Budget) (TP)
 5. Does the Agency have a prioritized list of areas throughout Maui County with rankings of wildfire risk levels? If so, please provide a copy. (Page 187, Program Budget) (TP)
 6. Relating to the Emergency Management Program, Goal #1, item 1: (Page 188, Program Budget)
 - a. The FY 2026 Estimate for the percentage of goals and initiatives outlined in the strategic plan that will be successfully completed is 20 percent. In the FY 2026 Budget Implementation Report as of December 31, 2025, the current status of this success measurement is 0 percent. Please explain why. (NUH)
 - b. Has the Agency completed any goals or initiatives since December 31, 2025? If so, please list them. (TC)
 - c. Will the Agency be able to meet its FY 2026 Estimate by the end of FY 2026? (NUH)

- d. What goals and initiatives does the Agency plan to complete in FY 2027? (TC)
 - e. By Resolution 25-174, CD1, the Council adopted the County of Maui 2025 Hazard Mitigation Plan. The plan had several discrepancies that were overlooked because of an impending deadline. Have the discrepancies been corrected? (TP)
7. Relating to the Emergency Management Program, Goal #1, item 4, the FY 2026 Estimate for the number of identified operational inefficiencies that will be addressed through implemented process improvements is 10. The FY 2026 Budget Implementation Report as of December 31, 2025 states that the current status of this success measurement is N/A. Please explain why. How does the Department identify operational inefficiencies and will the Agency be able to meet its estimate by the end of FY 2026? (Page 188, Program Budget) (NUH)
8. Relating to the Emergency Management Program, Goal#1, item 5: (Page 188, Program Budget) (TP)
 - a. What lessons and best practices did the Agency learn during the first Kona Low storm in March that were applied during the second storm?
 - b. What lessons and best practices were learned from both events?
 - c. Will an After Action Report be generated? If no, why not? If yes, when will it be completed and a copy provided to the Council?
9. Relating to the Emergency Management Program, Goal #2, item 1: (Page 189, Program Budget)
 - a. What strategic plans are in place to ensure the Department is working to proactively increase the number of community members being reached through public awareness campaigns and educational resources? (TC)
 - b. How is the number of community members reached tracked? Are certain platforms or software used? Please explain. (TC) (NUH)

- c. How does the Department reach rural and outer island communities? Please explain, with examples, the forms of communications used, including those used during and after the recent Kona Low storms to inform Molokai, East Maui, and West Maui communities. (NUH)
10. Relating to the Emergency Management Program, Goal #2, item 2, what metrics are used to determine the success of partner and community meetings? (Page 189, Program Budget) (TC)
11. Relating to the Emergency Management Program, Goal #2, item 5, what metrics are used to determine the success of community drills, exercises, and readiness assessments? (Page 189, Program Budget) (TC)
12. Relating to the Emergency Management Program, Goal #3, item 2, during the recent Kona Low storms, the information being released seemed uncoordinated across the County's different communication platforms, such as social media and email. Is this what is measured by this goal? Please explain. (Page 189, Program Budget) (TP)
13. Relating to the Emergency Management Program, Goal #3, item 3, what is the unit of measurement being used for the average time taken to mobilize and deploy critical response resources during emergencies? For example, is it measured in minutes? (Page 190, Program Budget) (TC)
14. Relating to the Emergency Management Program, Goal #3, item 6: (Page 190, Program Budget) (YLS)
 - a. Provide a list of emergency plans that have been reviewed and updated.
 - b. Provide a list of emergency plans currently being reviewed and updated.
 - c. Provide a list of emergency plans that still need to be reviewed and updated. What is the timeline to complete these plans? What is the process and how much funding is needed to do the updates?

15. Relating to the Emergency Management Program, Goal #4, item 5, please provide a list of all communication channels used and proposed to be used for the multi-faceted alert system. (Page 191, Program Budget) (TC)
16. Relating to the Emergency Management Program, Goal #6, many of the unsheltered, kūpuna, and persons with disabilities need more advance notice and assistance than others. In events like the recent Kona Low storms, situations can change rapidly. How can the Agency and the County better accommodate these specific populations? (Page 192, Program Budget) (TP)
17. Relating to acronyms: (TP)
 - a. Why are the acronyms used by the Agency not in the acronym list? Is it because that list only applies to the capital budget? If so, should the acronym list be expanded to cover the entire Program Budget? (Pages 1047 and 1048, Program Budget)
 - b. Please confirm what each of the following acronyms stand for:
 - i. EMAP
 - ii. CEMP
 - iii. AAR
 - iv. COOP
 - v. EMPG
 - vi. HMGP
 - vii. HSGP
 - viii. ESF
 - ix. EGIS
 - c. Should the Agency refer to Community Resilience Hubs as “Hubs” instead of “CRH?” “Hubs” is the term the community is most familiar with based on their experiences with previous disasters and emergencies. The Agency should consider using commonly used language and define commonly used acronyms before using them in documents. Please comment. (Pages 182-184, Program Budget) (TP)
18. Does the Agency operate 24 hours a day, 7 days a week? If not, should it? Please explain. (YLS)

Salaries and Wages (Category “A”)

1. Does the Agency need a reorganization for the expansion positions proposed in FY 2027, including P-00797 Emergency Management Specialist III, which may be filled through a lateral transfer? Do the positions exist or do they need to be created? (Pages 6-3 to 6-5, Budget Details) (TP)
2. How does Executive Order 2025-02 provide authority for salary increases? (Pages 6-5 and 6-6, Budget Details) (TC)
3. What is the status of the proposed reallocations for each position? Do the reallocations trigger a reorganization of the Agency? (Pages 6-6 and 6-7, Budget Details) (YLS)
4. Relating to Premium Pay, Index Code 912014A, please elaborate on the factors driving this significant increase. Why is this level of additional funding necessary, particularly in light of the Agency's request for multiple expansion positions with funding? (Page 6-8, Budget Details) (NUH)

Operations and Equipment (Category "B")

1. Relating to Miscellaneous Supplies, Index Code 912014B: (Page 6-9, Budget Details) (NUH)
 - a. The Agency has a \$96,000 expansion request for promotional materials during public outreach and community engagements. What type of materials will be purchased for these public outreach and community engagements?
 - b. Which communities does the Agency conduct public outreach in? Please explain the outcomes of these community engagements and how the Agency tracks community needs and the success of these engagements.
2. Relating to Advertisement, Index Code 912014B, please provide a list of the Agency's current and proposed advertising initiatives. Please also provide the metrics used to measure the initiatives' success. (Page 6-9, Budget Details) (TC)

3. Relating to Professional Services, Index Code 912014B, what consulting services does the Agency intend to use? What professional services are needed and used when the Emergency Operations Center activates during an emergency response? (Page 196, Program Budget) (YLS)
4. Relating to Rental of machinery & equipment, Index Code 912014B, how does the Agency coordinate with the Department of Fire and Public Safety, Office of the Mayor, and the Department of Management on wildfire reduction projects? How does it ensure equipment rental is necessary and not possible with existing County resources and programs that could also address this need? (Page 196, Program Budget) (GJ)
5. Relating to Uniform Allowance, Index Code 912014B, what is the estimated cost per uniform? (Page 6-10, Budget Details) (TC)
6. Relating to County matching funds, Index Code 912014B, provide a breakdown of the matching funds for the Emergency Management Performance Grant and Hazard Mitigation Grant Program, respectively. (Page 196, Program Budget) (YLS)
7. Relating to Communication Equipment, Index Code 912014C: (Page 6-12, Budget Details) (TP)
 - a. What type of radios are being purchased and what is the radios' range?
 - b. Will the radios be able to communicate with radios used by other County departments such as Police, Fire and Public Safety, Public Works, and other non-County organizations?
 - c. Who will the radios be used by?
8. Relating to Motor Vehicles and Other Equipment, Index Code 912014C: (Page 196, Program Budget) (TP)
 - a. Where does the Agency intend to keep the box truck, additional truck, all terrain utility vehicle, and trailer? What security measures are or will be implemented at the intended location?
 - b. Is \$400,000 the correct amount needed for the box truck?

9. Does the Agency activate the American Red Cross, the Civil Air Patrol Kahului Squadron, Team Rubicon, and the Salvation Army during emergencies? Were these entities deployed for the recent Kona Low storms and the aftermath? If no, why not? (Page 197, Program Budget) (TP)
10. Relating to the Resiliency Hub Network: (Page 197, Program Budget)
 - a. What is the scope of work or planned deliverables? (GJ)
 - b. Is there an official County plan or strategy guiding the establishment of the Resiliency Hub Network? If so, please explain and provide a copy of the plan. (GJ)
 - c. Have Resiliency Hubs already been established? If so, what is the status on their establishment? (YLS)
 - d. Does the Agency work with other County agencies, like the Office of Recovery, and other organizations, like Hawaiian Council, on Resiliency Hub operations? If so, which County agencies and other organizations does the Agency coordinate with and how are these joint efforts coordinated? (GJ)

Appendix A, Part I

1. What are the Agency's alternative funding plans if it does not receive its proposed FY 2027 grant awards? (Page 199, Program Budget) (TP)

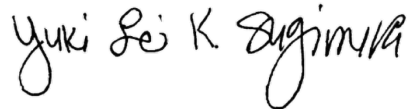
May I also request that you restate each question followed by your corresponding response. Include any attachments or exhibits. Please ensure your response is clear and legible by using a minimum 12-point font throughout so Committee members and the public can easily read the document once it is posted.

To ensure efficient processing, please duplicate the coding in the subject line above for easy reference.

Mr. Amos Lonokailua-Hewett
April 2, 2026
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Thank you for your attention to this request. 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,

A handwritten signature in black ink that reads "Yuki Lei K. Sugimura". The signature is written in a cursive style with a large, looped initial 'Y'.

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

bfed:2027bgt:260401aema01:jgk

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

BFED Committee

From: BFED Committee
Sent: Thursday, April 2, 2026 11:36 PM
To: 'Amos Lonokailua-Hewett'
Cc: 'Michelle Santos'; 'Zeke Kalua'; 'Lesley Milner'; 'tiare.p.horner@co.maui.hi.us'; 'kristina.cabbat@co.maui.hi.us'; Shirley Blackburn; 'Janina Agapay'; 'Nicole.R.Amoral@co.maui.hi.us'
Subject: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-2)
Attachments: (EMA-02) Correspondence to MEMA 04-02-2026.pdf