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

March 22, 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-01)**

May I please request you submit your response to the following questions by **April 6, 2026**. This will enable the Committee to comprehensively review the FY 2027 Budget.

Please restate each question followed by the corresponding response. Please also ensure the response is clear and legible using a minimum 12-point font, including any attachments or exhibits. This formatting allows Members and the community to clearly read the document once posted.

1. Please outline the major changes in your Department's budget from FYs 2026 to 2027. If your budget will decrease, how will this impact your Department's operations and ability to serve the public?
2. How many vacant positions currently exist within your Department?
 - a. For each vacancy, please include the position ID, job title, the date the position became vacant, and the anticipated hire date.
 - b. What are the consequences, if any, for removing funding for these vacant positions from the FY 2027 Budget?
 - c. Please use the following format to respond:

Position ID	Department	Program	Job Title	Date of Vacancy	Anticipated Hire Date	Impact of Removing or Reducing Funding
[insert]	[insert]	[insert]	[insert]	[insert]	[insert]	[insert]

3. If your Department’s FY 2026 Budget contained expansion positions, please provide the following:
 - a. A list of the expansion positions.
 - b. For each expansion position that has not been filled, please indicate whether the position is included in the FY 2027 Budget.
 - c. For each unfilled expansion position included in the FY 2027 Budget:
 - i. Please state how many months of funding are being requested.
 - ii. Please identify where the position is in the hiring process — position creation; Administration, Department of Personnel Services, or union review; recruitment; interview; or other stage.
 - d. Please use the following format to respond:

Position ID	Job Title	Department	Program	Filled?	Date Filled	Included in Fiscal Year 2027 Budget?	Months of Funding Requested in Fiscal Year 2027	Current Stage in Hiring Process
[insert]	[insert]	[insert]	[insert]	[Yes/No]	[insert or N/A]	[Yes/No]	[insert or N/A]	[insert]

4. If your Department is proposing expansion positions in the FY 2027 Budget, how do you plan to fill those positions? Please also identify whether there are any similar positions within the same division, section, or Department that are currently vacant. If so, please state how long each similar position has been vacant.
5. How many positions were filled in FY 2026 that were not expansion positions?
6. How did your Department recruit to fill vacancies and what were the most effective methods for attracting candidates?

7. The following questions are related to overtime payments:
 - a. How much OT has been paid in FY 2026, to date, and what was the reason for the overtime?
 - b. What is the Department's process for authorizing, approving, and reviewing OT worked and OT paid to employees?
 - c. Were any of these OT costs attributed to the number of vacant positions in your Department?
 - d. Do you anticipate that OT costs in FY 2027 will increase or decrease and what are the reasons for your assumption?

8. The following questions are related to your Department's program and activities for FY 2027:
 - a. Identify the programs and activities conducted by your Department because of a Federal or State mandate. Indicate the amount of Federal or State funding your Department anticipates receiving and the amount of County funding your Department is requesting.
 - b. Identify the programs and activities conducted solely because of a Maui County Code mandate and indicate the amount your Department is requesting.

9. If your Department had Capital Improvement Projects in FY 2026:
 - a. Provide the status of each CIP if it is different from the information provided in the FY 2026 2nd Quarter CIP Report.
 - b. Provide information on how much funding has been encumbered or expended to date for each project.

10. If your Department has proposed Capital Improvement Projects for FY 2027:
 - a. Rank your proposed CIPs, by priority.

- b. Will CIP funding included in the FY 2027 Budget be encumbered by June 30, 2027? If not, how much do you anticipate will be encumbered by that date?
11. How many contracts did your Department execute in FY 2026? Please provide the total number and total dollar value of contracts awarded through each of the following procurement methods:
 - a. Request for Proposals.
 - b. Invitation for Bids.
 - c. Sole-Source Procurement.
12. If your Department manages a revolving fund:
 - a. Explain whether the revolving fund is still needed and why.
 - b. Provide the current balance.
13. If your Department manages grants:
 - a. Please provide a master list of all executed grants and all grants held up in review, including the reason each is being held.
 - b. For each grant line item not designated for a specific recipient (e.g., Small Business Promotion; Youth Programs), provide a breakdown of the grants that will be funded by the line item.
 - c. Provide a breakdown of all grants that will be funded by your Department under Sub-object Code 6317, County grant subsidy.
14. What are your top three Department priorities for FY 2027? How does your Department's budget reflect those priorities?
15. Did your Department apply for any grant funding in FY 2026? If yes, how much was received?
16. How much has your Department spent on Professional Services in FY 2026? What projects and consultants were funded under this line item?

17. How much of your Department's expenditures in FY 2026 will be reimbursed by the Federal Emergency Management Agency for the August 2023 Maui Wildfires? What amount of FY 2027 expenditures are expected to be reimbursed?
18. If your Department is receiving Federal grants, including pass-through grants:
 - a. Provide the amount your Department is receiving for routine operations.
 - b. Provide the amount your Department is receiving for August 2023 Maui Wildfires disaster recovery.
 - c. Explain any factors that could jeopardize the receipt of Federal grants, including changes in Federal policies, compliance requirements, or expiration dates.
 - d. Explain whether any Federal grants your Department has received or anticipates receiving have been reduced, suspended, terminated, or otherwise cut by the awarding agency.
 - i. For each affected grant, provide the amount affected, the effective date, the stated reason, and the impact on your Department.
 - e. Explain how your Department will adjust if it does not receive the anticipated Federal grant funding.
19. If your Department received funding to repair or replace equipment, locations, and structures destroyed in the wildfires, provide the current status for each. If there are items still pending repair or replacement, provide the estimated cost and timeline for the repair or replacement.
20. If your Department is managing a Council-initiated condition or appropriation in FY 2026, explain any challenges your Department faced in implementing the condition or appropriation and what information would have assisted you.

Mr. Amos Lonokailua-Hewett
March 22, 2026
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The Department is scheduled to present on **April 10, 2026**. The schedule is subject to change and Committee staff will reach out if there are any changes to the schedule.

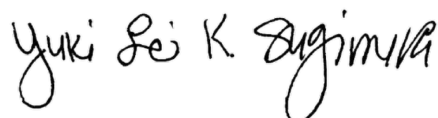
Please be prepared to give a presentation of up to 10 minutes on changes to your Department's budget from Fiscal Year 2026 to Fiscal Year 2027, addressing the following:

- Operations
- CIPs, if any
- Grants awarded by the Department, if any
- Grants received by the Department, if any
- Revolving funds, if any
- Rates and fees, including any estimated increase or decrease in revenue as a result of the changes

Please transmit your response to bfed.committee@mauicounty.us by **April 6, 2026**. To ensure efficient processing, please include the Committee item number in the subject line.

Should you have any questions, please contact me or the Committee staff (Kirsten Szabo at ext. 7662, James Krueger at ext. 7661, or Pauline Martins at ext. 8039).

Sincerely,



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

bfed:2027bgt:260319aema01:kes

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

BFED Committee

From: BFED Committee
Sent: Monday, March 23, 2026 10:28 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'; Janina Agapay; Nicole.R.Amoral@co.maui.hi.us
Subject: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-1)
Attachments: 260319aema01 (EMA-01).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.maui-county.gov

April 6, 2026

LM
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

Richard T. Bissen Jr 4-6-26

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: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1)
(EMA-01)**

Thank you for the opportunity to provide responses to your questions regarding the Department's FY 2027 budget. We appreciate the Committee's careful review and continued support of our programs and operations.

The following responses are submitted to provide clarification on our expenditures, grant funding, and program activities. We remain committed to transparency, fiscal responsibility, and ensuring that all resources are effectively aligned with the County's priorities and the needs of our community.

Please find our detailed responses below.

- 1. Please outline the major changes in your Department's budget from FYs 2026 to 2027. If your budget will decrease, how will this impact your Department's operations and ability to serve the public?***

The Department's FY 2027 budget reflects a strategic investment in building a sustainable emergency management capability for the County of Maui.

A major component of this increase is the establishment of a dedicated Hazard Mitigation Section, which represents a necessary expansion to ensure that mitigation work is not only planned, but actively implemented and sustained over time.

This section is focused on addressing three of the County’s most significant and recurring threats:

- Wildfire risk, driven by fallow lands and climate conditions
- Flooding, including coastal and stormwater impacts
- Emerging hazards, specifically electric vehicle (EV) battery incidents

These are not theoretical risks—they are active and ongoing threats that require continuous monitoring, coordination, and project execution. The addition of this section allows MEMA to move from a reactive posture to a proactive, risk-reduction model, which reduces long-term disaster costs and impacts.

In addition, the proposed six new positions support the Department’s ability to move toward 24/7 operational capability within the Maui Emergency Operations Center (MEOC).

This capability is critical to:

- Reduce response lag time and eliminate reliance on call-back systems during off-hours
- Strengthen coordination with first responders, providing real-time support to field operations
- Ensure consistent and timely public messaging, particularly during overnight and early morning incidents

The current reliance on personnel being on standby during late hours is not a sustainable or reliable operational model, especially given the increasing frequency and complexity of incidents.

Overall, the FY 2027 budget reflects a transition from a limited coordination function to a fully operational emergency management system, capable of sustained response, proactive mitigation, and continuous support to both responders and the public.

If this budget is reduced, the County will continue to face:

- Delayed coordination and response support during critical incidents
- Increased reliance on overtime and unsustainable staffing models
- Limited ability to execute mitigation projects that reduce future disaster costs

2. How many vacant positions currently exist within your Department?

- For each vacancy, please include the position ID, job title, the date the position became vacant, and the anticipated hire date.*
- What are the consequences, if any, for removing funding for these vacant positions from the FY 2027 Budget?*
- Please use the following format to respond:*

Position ID	Agency	Job Title	Date of Vacancy	Anticipated Hire Date	Impact of Removing or Reducing funding
P-28985	MEMA	Secretary I	3/16/26	5/15/26	Loss of major administrative function
P-29429L	MEMA	Emergency Management Specialist III	4/1/26	6/15/26	Will cause an increase in OT hours for department staff and Mayor Office staff due to support for MEOC Activations

3. *If your Department's FY 2026 Budget contained expansion positions, please provide the following:*
 - a. *A list of the expansion positions.*
 - b. *For each expansion position that has not been filled, please indicate whether the position is included in the FY 2027 Budget.*
 - c. *For each unfilled expansion position included in the FY 2027 Budget:*
 - i. *Please state how many months of funding are being requested.*
 - ii. *Please identify where the position is in the hiring process — position creation; Administration, Department of Personnel Services, or union review; recruitment; interview; or other stage.*
 - d. *Please use the following format to respond:*

Position ID	Agency	Job Title	Filled?	Date Filled	Included in Fiscal Year 2027 Budget?	Months of Funding Requested	Current Stage in Hiring Process
P-34697	MEMA	Emergency Management Technician I	Yes	10/15/2025	Yes	12	Hired
P-34710	MEMA	Emergency Management Specialist IV	Yes	03/02/2026	Yes	12	Hired
P-34702	MEMA	Emergency Management Specialist II	Yes	01/20/2026	Yes	12	Hired

4. *If your Department is proposing expansion positions in the FY 2027 Budget, how do you plan to fill those positions? Please also identify whether there are any similar positions within the same division, section, or Department that are currently vacant. If so, please state how long each similar position has been vacant.*

Maui Emergency Management Agency has six expansion positions proposed in our FY2027 budget. Two of those roles we aim to fill via Promotion without Exam (PWOE) and promote internally. One position is currently filled via a grant and we are hoping to retain the contractor in a full-time civil service capacity. The remaining three positions we are confident we will be able to recruit and fill these positions via DPS recruitment and with internal and external referrals. We have existing eligible lists with strong candidates that may be interested as well as will be posting for recruitment for new candidates.

5. *How many positions were filled in FY 2026 that were not expansion positions?*

The department filled six positions in FY2026 that were not expansion positions. P-31597 (Operations Coordination Section Chief), P-33619 (Hana Community Specialist), P-33971 (Information and Education Specialist), P-34682 (Public Information Officer), P-25478 (Logistics Coordination Section Chief), and P-34367 (Finance Coordination Section Chief).

6. *How did your Department recruit to fill vacancies and what were the most effective methods for attracting candidates?*

MEMA implemented several recruitment methods and strategies to fill vacancies; while these efforts involved challenges and constraints in coordination with the Department of Personnel Services (DPS), over time the

agency was able to identify and navigate viable recruitment pathways that enabled the successful filling of critical positions.

First, identifying the correct classification for each position was critical. Appropriate classification supports more efficient recruitment and ensures alignment with the professional standards of emergency management. This required deliberate coordination, as existing classification structures did not always reflect the scope, complexity, and evolving nature of the profession. In particular, there were instances where DPS attempted to broadly classify positions under “Emergency Management Specialist,” which was not appropriate in all cases. Functions such as finance and grant management, public information, and community outreach do not neatly align under a general emergency management classification. Considerable effort was required to explain this misalignment and to identify classifications that more accurately reflected the actual duties and qualifications of those positions.

Second, MEMA made repeated efforts to ensure that operational experience was appropriately recognized within recruitment criteria. From MEMA’s perspective, operational experience is as important as—if not more important than—formal education or administrative experience alone. Through continued coordination with DPS, a clearer understanding was reached that allowed for broader qualification criteria, ultimately expanding the candidate pool to include more individuals with relevant, real-world emergency management experience.

Third, establishing an appropriate pay structure tied to both classification and qualifications was essential to attracting qualified candidates. This includes accurately accounting for the scope and complexity of the work. When compared across the spectrum of emergency management and first responder agencies, emergency management positions in Hawai‘i are not compensated at a level commensurate with expectations. Emergency management professionals are required to understand and coordinate disaster operations across all sectors—government, private, and nonprofit—requiring a broad and complex body of knowledge that often exceeds that of single-discipline response agencies. At the same time, executive-level emergency management roles frequently require advanced degrees, whereas comparable leadership positions in fire and police agencies may not. Communicating these disparities and aligning compensation accordingly has been a challenge and remains an area that is not yet fully resolved.

Fourth, MEMA implemented active recruitment strategies, including direct outreach and leveraging professional networks. The agency focused on identifying individuals with strong work ethic, relevant experience, and a demonstrated commitment to public service.

Fifth, MEMA has prioritized the professionalization of the agency. By investing in training, setting clear performance expectations, and maintaining a high standard of accountability, MEMA has created an environment that attracts qualified, mission-driven individuals. Current staff also play a role in identifying and recommending candidates who align with this culture.

While additional work remains to further refine classifications, compensation structures, and minimum qualifications, MEMA has been successful in filling critical positions and is now better positioned to continue building a capable, sustainable, and professional emergency management workforce.

7. *The following questions are related to overtime payments:*

a. How much OT has been paid in FY 2026, to date, and what was the reason for the overtime?

In FY 2026, MEMA incurred a total of \$210,162 in overtime costs. These costs were necessary to support an increased number of activations, including the Holomua Fire response, as well as ongoing hazard mitigation projects at Ukumehame and Waiale.

A primary driver of overtime is the increased operational tempo and the establishment of a minimum staffing model required to effectively operate the Maui Emergency Operations Center (MEOC) at Activation Levels 3, 2, and 1. This minimum organizational structure—now clearly defined and implemented for the first time—ensures MEMA can fulfill its core mission of coordinating across all partner agencies during emergencies and disasters.

Maintaining this capability requires sufficient staffing across command, operations, planning, logistics, and information functions during extended operational periods.

Additionally, hazard mitigation projects such as those at Ukumehame and Waiale are large in scope and require sustained personnel engagement. Due to limited staffing capacity, these efforts have required overtime to maintain progress while continuing to support operational readiness.

MEMA has also expanded and strengthened its Alerts and Warnings capabilities, including the implementation and operational use of Genasys Protect and MEMA Alerts. This forward-leaning posture reflects a deliberate effort to meet community expectations following recent wildfire impacts, with an increased emphasis on timely, accurate public information and protective action messaging. These functions require continuous monitoring, coordination, and operational support, further contributing to overtime demand.

Overall, the increase in overtime reflects a necessary investment to meet operational requirements, maintain readiness, and deliver effective emergency management services to the community.

b. What is the Department's process for authorizing, approving, and reviewing OT worked and OT paid to employees?

All overtime is approved by the Administrator and reviewed by the Department Personnel Officer. For regular working hours, overtime is requested to the Administrator in writing and approved in writing. When the Emergency Operations Center is activated and staff is required to work overtime for operational purposes, overtime is verbally approved and is verified by Sign-in/Sign-Out sheets.

c. Were any of these OT costs attributed to the number of vacant positions in your Department?

Yes, a portion of the overtime costs can be attributed to vacant and unestablished positions within the department. The team structure required to support these projects has not yet been fully established, and the scope of work—particularly for hazard mitigation efforts—requires multiple personnel. As a result, existing staff have had to work overtime to meet operational and project demands.

d. Do you anticipate that OT costs in FY 2027 will increase or decrease and what are the reasons for your assumption?

Overtime costs in FY 2027 are anticipated to decrease, assuming the proposed expansion positions are approved and filled. With additional staffing in place, workload—particularly for large-scale projects and emergency response operations—can be more evenly distributed, reducing the need for existing personnel to work overtime.

8. The following questions are related to your Department's program and activities for FY 2027:

a. Identify the programs and activities conducted by your Department because of a Federal or State mandate. Indicate the amount of Federal or State funding your Department anticipates receiving and the amount of County funding your Department is requesting.

MEMA conducts programs and activities required to maintain compliance with Federal emergency management frameworks and to remain eligible for disaster funding and grants.

These include:

- Emergency coordination through the MEOC in alignment with the National Incident Management System

- Hazard Mitigation Planning and implementation in accordance with 44 CFR Part 201, including participation in the Hazard Mitigation Grant Program (HMGP) and HMGP Post-Fire initiatives
- Federal grant management and compliance under 2 CFR Part 200, which requires strict financial tracking, procurement standards, documentation, and reporting for all Federal funds
- Public alert and warning capability through FEMA's IPAWS/WEA system

For FY 2027, MEMA anticipates receiving approximately:

- \$125,000 (EMPG)
- \$760,000 (HSGP) (*MEMA serves as the County's sole subrecipient and is responsible for administering and coordinating the use of these funds across County programs and partners*)

Additionally, MEMA is managing approximately \$2.7 million in HMGP Post-Fire funding, representing the Federal share of wildfire mitigation initiatives administered in coordination with County departments and partners.

County funding supports the personnel and systems required to maintain compliance with Federal requirements, administer grant funding, and sustain eligibility for current and future funding.

b. Identify the programs and activities conducted solely because of a Maui County Code mandate and indicate the amount your Department is requesting.

The Maui Emergency Management Agency (MEMA) is authorized under the Maui County Code to protect public health, safety, and welfare through the coordination of emergency management functions. Accordingly, MEMA is required to maintain and operate a comprehensive emergency management program.

Mandated activities include:

- Emergency management administration and program oversight
- Operation of the Maui Emergency Operations Center (MEOC) for multi-agency coordination
- Alert and warning systems to deliver timely public information
- Emergency planning, including the Comprehensive Emergency Management Plan (CEMP), supporting annexes, and operational procedures
- Hazard mitigation planning and implementation, including the Hazard Mitigation Plan (HMP)
- Training and exercises to sustain operational readiness, including the Training and Exercise Program (TEP)

These responsibilities are operationalized through structured programs and frameworks, including the CEMP, HMP, and TEP, as well as hazard-specific annexes and operational guidance. This includes planning and coordination for emerging and evolving risks such as Public Safety Power Shutoff (PSPS) and extended power outages incidents, electric battery-related hazards, as well as hazard mitigation initiatives such as the Wildfire Risk Reduction Program and Flood Risk Reduction Program. While these programs and annexes are not individually prescribed by code, they are necessary to execute MEMA's mandated responsibilities and ensure the County maintains a comprehensive and adaptive emergency management capability.

9. If your Department had Capital Improvement Projects in FY 2026:
MEMA does not have any CIP.

10. If your Department has proposed Capital Improvement Projects for FY 2027:

MEMA does not have any proposed CIP for FY2027.

11. How many contracts did your Department execute in FY 2026? Please provide the total number and total dollar value of contracts awarded through each of the following procurement methods:

- a. Request for Proposals**
- b. Invitation for Bids**
- c. Sole-Source Procurement**

The Maui Emergency Management Agency (MEMA) executed contracts in FY 2026 in accordance with County procurement policies and applicable federal requirements.

The Department is currently compiling final FY 2026 procurement data in coordination with the Department of Finance and will provide the total number of contracts and associated dollar values for each procurement method as follows:

- Request for Proposals (RFP): One (1) contract is currently in development and is being finalized for posting. No contracts have been awarded yet; therefore, the total dollar value is not yet determined.
- Invitation for Bids (IFB): Three (3) Invitations for Bids were issued for pre-positioned contracts covering (1) drinking water and ice, (2) transportation, and (3) generators. However, no bids were received for these solicitations; therefore, no contracts were awarded and the total dollar value is \$0.
- Sole-Source Procurement: None

This information will be submitted to ensure accuracy and alignment with official County procurement records.

MEMA is actively strengthening its procurement strategy through the development of pre-positioned contracts, which are competitively procured in advance and activated during emergencies.

This approach:

- Improves response speed while maintaining full compliance with procurement requirements
- Controls costs through pre-negotiated, competitive pricing
- Reduces reliance on sole-source emergency procurement, which is more limited in competition and subject to greater audit scrutiny
- Supports FEMA reimbursement eligibility by aligning with federal procurement standards

Pre-positioned contracts allow MEMA to act quickly during disasters while maintaining transparency, fiscal responsibility, and compliance with County, State, and federal requirements.

MEMA will continue to prioritize competitive procurement methods wherever feasible and use emergency procurement authorities only when operationally necessary.

12. If your department manages a revolving fund:

MEMA does not have revolving funds.

13. If your Department manages grants:

- a. Please provide a master list of all executed grants and all grants held up in review, including the reason each is being held.**

Agency Name	Award Amount	Status
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American Red Cross	\$55,000.00	Application was not received
Civil Air Patrol	\$10,000.00	Application reviewed and will submit for grant agreement execution
Maui Search and Rescue	\$10,000.00	Non-compliant vendor and application was not received
Voluntary Organizations Active in Disaster (VOAD)	\$10,000.00	Application is under review
Hana Business Council	\$200,000.00	The application is currently under review. At this time, the program's purpose is not clearly articulated, and further clarification is needed. Additionally, budget allocations should be more clearly specified and aligned with the proposed activities to ensure consistency between the narrative and financial plan.
Living Pono Project	\$250,000.00	The application is currently under review. Revisions are needed to strengthen the narrative by more clearly defining the program's purpose. Additionally, budget allocations should be detailed and aligned with the proposed activities to ensure clarity and consistency.

b. For each grant line item not designated for a specific recipient (e.g., Small Business Promotion; Youth Programs), provide a breakdown of the grants that will be funded by the line item.

None.

c. Provide a breakdown of all grants that will be funded by your Department under Sub-object Code 6317, County Grant Subsidy.

This information is also provided in response to Question 13a.

14. What are your top three Department priorities for FY 2027? How does your Department's budget reflect those priorities:

MEMA's top priorities for FY 2027 are aligned with the County's Strategic Plan (2025–2030) and Integrated Preparedness Plan (IPP), focusing on strengthening: (1) operational coordination, (2) public information and warning and situational assessment, and (3) community resilience and hazard mitigation.

The Strategic Plan establishes MEMA's long-term direction, while the IPP serves as the execution framework that operationalizes these priorities through planning, training, exercises, and real-world incident coordination.

To support these priorities, the Department is proposing the addition of key positions within the Hazard Mitigation, Logistics, and Operations Sections to improve planning, coordination, and response effectiveness. These positions directly support MEOC operations, enhance situational awareness, and strengthen coordination across County departments and partners.

The budget also includes requests for critical vehicles necessary for both daily operations and emergency response, including support for isolated communities such as Lānaʻi and Molokaʻi, where sustained coordination and field-level support are essential.

Increases in salaries and operating costs reflect the expansion of staffing and the resources required to sustain a higher level of readiness. This includes investments in systems, equipment, and programs that support priority initiatives such as wildfire risk reduction, flood risk reduction, and emerging hazard planning, including electric vehicle (EV) battery response and Public Safety Power Shutoff (PSPS) coordination.

These investments are necessary to operationalize MEMA's core capabilities, maintain readiness across all activation levels, and ensure the County can effectively coordinate response, support life safety operations, and strengthen long-term community resilience.

15. Did your Department apply for any grant funding in FY 2026? If yes, how much was received?

Yes. MEMA applied for grant funding in FY 2026 through the Emergency Management Performance Grant (EMPG) and the Homeland Security Grant Program (HSGP). MEMA was awarded \$125,000 under EMPG and \$760,000 under HSGP.

16. How much has your Department spent on Professional Services in FY 2026? What projects and consultants were funded under this line item?

To date, MEMA has expended \$1,029,195.70 on Professional Services in FY 2026.

These expenditures supported key projects and consulting services, including:

- Genasys Protect and Ladris AI for alert and warning and evacuation planning capabilities
- Tetra Tech for development of core planning documents, including the Comprehensive Emergency Management Plan (CEMP), supporting annexes, and an After-Action Report (AAR) for the Kamchatka tsunami event
- Blue Cell for delivery of essential training courses, including ICS 300, ICS 400, G191, and G2300
- Specialized technical assistance for emerging hazards, including electric vehicle (EV) battery response and energy storage systems

Additional professional services supported the operationalization of plans through training, exercises, and partner coordination, as well as hazard mitigation efforts utilizing technical expertise and modeling tools such as flood and wildfire risk modeling.

17. How much of your Department's expenditures in FY 2026 will be reimbursed by the Federal Emergency Management Agency for the August 2023 Maui Wildfires? What amount of FY 2027 expenditures are expected to be reimbursed?

As of to date, the amount reimbursed by the Federal Emergency Management Agency (FEMA) for the August 2023 Maui Wildfires is \$1,946,515.37.

Based on information provided by MEMA's consultants, an additional \$20,314,088.84 is expected to be reimbursed during FY 2027, with payments anticipated through the end of calendar year 2026.

This would bring the total expected FEMA reimbursement to approximately \$22,260,604.21 for wildfire-related expenditures.

18. If your Department is receiving Federal grants, including pass-through grants:

a. Provide the amount your Department is receiving for routine operations.

The EMPG and HSGP awards funding for specific projects not for routine operations.

b. Provide the amount your Department is receiving for August 2023 Maui Wildfires disaster recovery.

The amount paid up to date is \$1,946,515.37 and this information was provided by MEMA consultants.

c. Explain any factors that could jeopardize the receipt of Federal grants, including changes in Federal policies, compliance requirements, or expiration dates.

Several factors could jeopardize the receipt and continued eligibility of Federal grants. MEMA must maintain full compliance with SAM.gov registration requirements, ensuring that its registration remains active and up to date at all times. Additionally, adherence to all reporting requirements in accordance with approved program budgets is critical; failure to submit accurate, timely financial and performance reports may result in funding delays or termination.

Changes in Federal policies, regulations, or compliance requirements may also impact eligibility, requiring MEMA to remain informed and adaptable to new guidance. Maintaining consistent and clear communication with grantors is essential to address any issues proactively and ensure alignment with grant expectations. Lastly, careful monitoring of grant period of performance and expiration dates is necessary to avoid lapses in funding or missed opportunities for renewal or extension. MEMA must be compliant with SAM.gov registration and be current with reporting following the approved program budgets. Must also maintain communication with the grantors.

d. Explain whether any Federal grants your Department has received or anticipates receiving have been reduced, suspended, terminated, or otherwise cut by the awarding agency.

i. For each affected grant, provide the amount affected, the effective date, the stated reason, and the impact on your Department.

No reduction on any of the awarded grants to MEMA.

e. Explain how your Department will adjust if it does not receive the anticipated Federal grant funding.

MEMA continuously receiving the EMPG and HSGP grants.

19. If your Department received funding to repair or replace equipment, locations, and structures destroyed in the wildfires, provide the current status for each. If there are items still pending repair or replacement, provide the estimated cost and timeline for the repair or replacement.

None

20. If your Department is managing a Council-initiated condition or appropriation in FY 2026, explain any challenges your Department faced in implementing the condition or appropriation and what information would have assisted you.

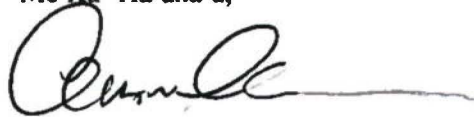
The Maui Emergency Management Agency (MEMA), as an agency within the Department of Management, did not encounter significant challenges in implementing Council-initiated conditions or appropriations in FY 2026.

One area that required additional coordination was the transfer of funding associated with Community Resilience Hubs from the Office of Economic Development (OED) to MEMA. MEMA understands and supports the intent of this transition; however, the program included pre-existing agreements with community partners that were established prior to MEMA's current administration and were developed under a different program framework. Some of these agreements were not fully documented, which required additional time and effort to reconcile and ensure that prior commitments were honored.

MEMA has taken a deliberate and good-faith approach in working with these partners while aligning the program with emergency management objectives. Moving forward, MEMA is pursuing a competitive procurement process to support strategic planning with nonprofit partners. This effort will help establish clear program goals, strengthen accountability, and ensure that Community Resilience Hubs are aligned with the County's emergency management mission and the needs of our community.

MEMA appreciates the Council's support and remains committed to transparent, coordinated, and effective implementation of all appropriations.

Me Ka' Ha'aha'a,

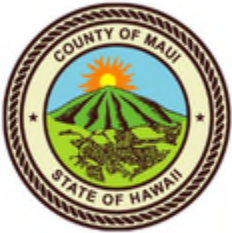
A handwritten signature in black ink, appearing to read 'Amos Lonokailua-Hewett', with a long horizontal flourish extending to the right.

Amos Lonokailua-Hewett

BFED Committee

From: Lesley J. Milner <Lesley.J.Milner@co.maui.hi.us>
Sent: Monday, April 6, 2026 6:56 PM
To: BFED Committee; Amos K. Lonokailua-Hewett
Cc: Michelle L. Santos; Ezekiel I. Kalua; Tiare P. Horner; Kristina Angeline C. Cabbat; Janina E. Agapay; James Dineen
Subject: RE: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-1)
Attachments: (BFED-1)(EMA-01).pdf

Aloha,
Please see attached correspondence. Thank you.
-Lesley



Lesley J.C. Milner

Budget Director

Office of the Mayor

808-270-8239

Lesley.j.milner@co.maui.hi.us

From: BFED Committee <BFED.Committee@mauicounty.us>
Sent: Monday, March 23, 2026 10:28 PM
To: Amos K. Lonokailua-Hewett <amos.lonokailua-hewett@co.maui.hi.us>
Cc: Michelle L. Santos <michelle.santos@co.maui.hi.us>; Ezekiel I. Kalua <Zeke.Kalua@co.maui.hi.us>; Lesley J. Milner <Lesley.J.Milner@co.maui.hi.us>; Tiare P. Horner <tiare.p.horner@co.maui.hi.us>; Kristina Angeline C. Cabbat <kristina.cabbat@co.maui.hi.us>; Janina E. Agapay <Janina.E.Agapay@co.maui.hi.us>; Nicole R. Amoral <nicole.r.amoral@co.maui.hi.us>
Subject: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (EMA-1)