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

March 20, 2025

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

Dear Mr. Lonokailua-Hewett:

SUBJECT: **FISCAL YEAR 2026 BUDGET** (BFED-1) (EMA-01)

May I please request you submit your response to the following questions by **March 31, 2025**. This will enable the Committee to comprehensively review the FY 2026 Budget.

1. Please outline the major changes in your Department's budget from FY 2025 to FY 2026. 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. Please include the job titles for the vacancies and indicate how long the positions have been vacant.
 - b. What is the anticipated timeline for filling these vacancies?
 - c. What are the consequences, if any, for removing funding for these vacant positions from the FY 2026 Budget?
3. If your Department had expansion positions in the FY 2025 Budget, how many of those positions were filled? If they have not been filled, are they included in the FY 2026 Budget? How many months of funding are being requested?

4. If your Department is proposing expansion positions in the FY 2026 Budget, how do you plan to fill those positions?
5. How many positions were filled in FY 2025 that were not expansion positions?
6. Describe your recruitment process.
 - a. How did your Department recruit to fill vacancies and what were the most effective methods for attracting candidates?
 - b. Does your Department take an active role in recruitment or is recruitment handled primarily by the Department of Personnel Services? Please explain.
7. The following questions are related to overtime payments:
 - a. How much in overtime has been paid to date in FY 2025 and what was the reason for the overtime?
 - b. Were any of these overtime costs attributed to the number of vacant positions in your Department?
 - c. Do you anticipate that overtime costs in FY 2026 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 2026:
 - a. Identify the programs and activities conducted by your Department because of a Federal or State mandate. Indicate for each program and activity 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 2025:

- a. Provide the current status of each CIP, if different from the information provided in the Fiscal Year 2025 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 CIPs for FY 2026:
 - a. Rank your proposed CIPs, by priority.
 - b. Will CIP funding included in the FY 2026 Budget be encumbered by June 30, 2026? If not, how much do you anticipate will be encumbered by that date?
11. If your Department manages a revolving fund:
 - a. Explain whether the revolving fund is still needed and why.
 - b. Provide the current balance.
12. If your Department manages grants:
 - a. 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.
 - b. Provide a breakdown of all grants that will be funded by your Department under Sub-object Code 6317, County grant subsidy.
 - c. Did your Department apply for any grant funding in FY 2025? If yes, how much grant funding was received?
13. Provide details on your Department's Carryover/Savings that were included in the FY 2026 Budget.
14. What are your top three Department priorities for FY 2026 and how does your Department's budget reflect that?

15. How much has your Department spent on Professional Services in FY 2025, and what projects and consultants were funded under this line item?
16. How much of your Department's expenditures in FY 2025 will be reimbursed by the Federal Emergency Management Agency in relation to the wildfires? What amount of FY 2026 expenditures are expected to be reimbursed?
17. If your Department is receiving Federal grants, including pass-through grants:
 - a. What amount is your Department receiving for routine operations?
 - b. What amount is your Department receiving for August 2023 Maui Wildfires disaster recovery?
 - c. Explain any factors that could jeopardize your receipt of Federal grants, including Federal policy changes, compliance requirements, or expiration dates.
 - d. Explain how your Department will adjust if it does not receive the anticipated Federal grant funding.
18. 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.

The Department is scheduled to present on **April 7, 2025**. The schedule is subject to change and Committee staff will reach out if there are any changes to the schedule.

Please be prepared to provide a ten-minute presentation on the changes in your Department's budget from FY 2025 to FY 2026, addressing the following:

- Operations
- CIPs, if any
- Grants awarded by the Department, if any

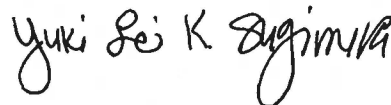
Mr. Amos Lonokailua-Hewett
March 20, 2025
Page 5

- 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 **March 31, 2025**. To ensure efficient processing, please include the Committee item number in the subject line. Please use a font size of at least 12 points for the response. This formatting allows Committee members and the community to clearly read the document once posted.

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

Sincerely,



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

bfed:2026bgt:253019aem01:kes

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

RICHARD T. BISSEN, JR.
Mayor


JOSIAH K. NISHITA
Managing Director

AMOS LONOKAILUA-HEWETT
Emergency Management Administrator




**MAUI EMERGENCY
MANAGEMENT AGENCY**
COUNTY OF MAUI
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April 2, 2025


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

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

APPROVED FOR TRANSMITTAL



Mayor Date

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

Dear Honorable Yuki Lei K Sugimura:

SUBJECT: FISCAL YEAR 2026 BUDGET (BFED-1) (EMA-01)

Please see responses to the following questions below.

- 1. Please outline the major changes in your department's budget from FY2025 to FY2026. If your budget will decrease, how will this impact your department's operations and ability to serve the public?***

The Maui Emergency Management Agency's (MEMA) Fiscal Year 2026 budget proposal demonstrates a resolute commitment to addressing public concerns and enhancing emergency management capabilities. A significant portion of the proposed budget increase is allocated to fully funding the 22 positions established in FY25, ensuring sustained operational capacity. Furthermore, the FY26 budget includes a request for three additional critical positions to strengthen MEMA's ability to execute essential functions.

MEMA is also seeking funding to establish a reserve corps, a cost-effective emergency call-back solution that allows the County of Maui to readily access experienced personnel during escalating incidents, without the ongoing expense of full-time salaries and benefits.

A substantial portion of the requested budget augmentation is dedicated to comprehensive training, certification, and exercise programs for MEMA staff, the reserve corps, and response partners, ensuring preparedness for high-severity events. This includes investments in professional services for advanced technologies such as Ladris AI

and Genasys Protect, as well as the engagement of training and emergency planning consultants to facilitate table-top, functional, and full-scale exercises.

Finally, the budget reflects a strong emphasis on community engagement, public information, education, preparedness, and resilience. Increased funding for advertising, contractual services, and professional services will support these crucial initiatives.

2. ***How many vacant positions currently exist within your department?***
 - a. ***Please include the job titles for the vacancies and indicate how long the positions have been vacant.***
 - b. ***What is the anticipated timeline for filling these vacancies?***
 - c. ***What are the consequences, if any, for removing funding for these vacant positions from the FY2026 Budget?***

MEMA has 15 funded positions for FY25 with the opportunity to fill 7 additional unfunded positions for a total of 22 by the end of FY25.

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

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

In addition, MEMA was able to utilize the State Workforce development program to hire a logistics technician position from 11/24 until 7/25.

I strongly believe that eliminating these funds would adversely affect MEMA's operational capacity and effectiveness. Each of the vacant positions plays a critical role in the development and continuity of our various sections and ongoing efforts. In my considered opinion, removing funding for these roles would create significant challenges in maintaining our essential services and fulfilling our responsibilities to the community.

3. ***If your department had expansion positions in the FY 2025 Budget, how many of those positions were filled? If they have not been filled, are they included in the FY2026 Budget? How many months of funding are being requested?***

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

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

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

- Executive Officer
- Public Affairs Officer
- Accounts Clerk
- Staff Specialist – Molokai

MEMA is requesting funding for 12 months for all 15 positions. In addition, we are hoping to fill the additional 7 unfunded positions by June 1, 2025. We are requesting for 12 months of funding for those 7 unfunded positions in FY26.

Despite the allocation of funding for 15 positions in Fiscal Year 2025, four critical roles remain unfilled: Executive Officer, Public Affairs Officer, Accounts Clerk, and Molokai Staff Specialist. While a promising candidate has been identified for the Molokai position, with a tentative start date of May 15, 2025, the recruitment process for the Accounts Clerk has proven challenging, yielding only one interview in the past eight months. The Executive Officer and Public Affairs Officer positions have not been established according to the Department of Personnel Services (DPS), which limits MEMA's ability to officially recruit for those positions. MEMA does have candidates for both the Executive Officer and Public Affairs Officer positions but have not been able to fill because of DPS process. We are pursuing emergency hire pathways to expedite the hiring of these positions.

4. *If your department is proposing expansion positions in the FY2026 Budget, how do you plan to fill those positions?*

MEMA is proposing the creation of three expansion positions to enhance agency capabilities: a CERT Coordinator, a Planning Technician, and an Operations Branch Director.

- **Planning Technician:** This entry-level position is designed to serve as a gateway to a career in Emergency Management. MEMA is actively cultivating partnerships with the University of Hawaii to establish internship programs, thereby creating a pipeline for future recruitment and talent development.
- **CERT Coordinator:** A candidate has already been secured through the State Workforce Development Program. Upon formal funding and establishment of this position, the individual will transition to the County employment system.
- **Operations Branch Director:** MEMA has identified a potential pool of qualified candidates for this position, drawing from previous Civil Defense Staff Specialist interviews.

5. *How many positions were filled in FY2025 that were not expansion positions?*

All the 9 original positions approved in FY24 were filled.

6. *Describe your recruitment process.*

- How did your Department recruit to fill vacancies and what were the most effective methods for attracting candidates?***
- Does your Department take an active role in recruitment or is recruitment handled primarily by the Department of Personnel Services?***

The Maui Emergency Management Agency (MEMA) has employed a multi-faceted recruitment strategy to attract qualified candidates. This strategy encompasses:

- **Strategic Partnerships:** Collaborating with industry professionals to leverage their networks.
- **Community Engagement:** Cultivating and utilizing trusted relationships within the community to disseminate information about employment opportunities.

- Targeted Outreach: Recruiting retirees from emergency response agencies and the military, capitalizing on their specialized expertise.
- Academic Collaboration: Implementing an internship program with the University of Hawaii to cultivate emerging talent.

These efforts have generated significant interest in MEMA's open positions.

Furthermore, MEMA has actively supported the Department of Personnel Services in streamlining recruitment processes. This support has included:

- Developing and submitting 28 comprehensive position descriptions.
- Providing detailed clarifications regarding emergency management responsibilities and the evolving nature of related career paths.
- Defining essential skill sets, position descriptions, and minimum qualifications.
- Facilitating interagency communication with County and State emergency management partners to ensure alignment in classification and organizational structures.

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

- a. How much in overtime has been paid to date in FY2025 and what was the reason for the overtime?***
- b. Were any of these overtime costs attributed to the number of vacant positions in your department?***
- c. Do you anticipate that overtime costs in FY2026 will increase or decrease and what are the reasons for your assumption?***

To date in Fiscal Year 2025, \$98,246 has been expended on overtime. This expenditure is directly attributable to the Maui wildfires of 2023, which have necessitated a significant shift in the Maui Emergency Management Agency's (MEMA) approach to emergency management. Specifically, the ongoing management of the Lahaina burn zone, including debris removal mission, security, and addressing community concerns, has required sustained operational attention. Furthermore, increased community engagement through meetings and emergency management presentations across Maui County has contributed to this overtime.

MEMA maintains a proactive approach to brush fire incidents, resulting in earlier, extended, and more frequent activations. The Crater Road fire serves as an example; despite its relatively small scale and lack of direct residential impact, it necessitated a four-day, 24/7 activation. This heightened response reflects the community's increased anxiety regarding wildfires and their demand for timely and comprehensive information. MEMA is committed to addressing these concerns effectively.

Effective partial activation of the Emergency Operations Center (EOC) requires a minimum of 10 personnel deployed per 12-hour operational period. Maintaining 24-hour operations necessitates an additional 10 personnel for the subsequent 12-hour shift. Therefore, extended activations spanning multiple days will inevitably result in increased overtime expenditures. Furthermore, full activations or incidents with widespread damage necessitate additional staffing to ensure effective EOC operations.

Historically, the Maui EOC and MEMA have operated below recommended staffing levels. While such staffing limitations may be unavoidable in certain circumstances, this practice is not advisable and is not a sustainable long-term operational model.

The agency is currently developing essential plans and procedures, as existing documentation was insufficient. This development, coupled with the need to enhance community preparedness through education and outreach, including resiliency workshops, training, and exercises, will continue to demand significant resources.

Additionally, the composition of the current MEMA staff, which includes personnel requiring foundational emergency management training, necessitates off-island training sessions, potentially incurring further overtime.

While a reduction in overtime is anticipated, the timing of this decrease remains uncertain. The scope of ongoing and planned initiatives, including community resiliency workshops, training, exercises, and plan development and maintenance, suggests that significant overtime may persist into Fiscal Year 2026.

8. ***The following questions are related to your department's program and activities for FY26:***
 - a. ***Identify the programs and activities conducted by your department because of Federal and State mandate. Indicate for each program and activity the amount of Federal and 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.***

A FEMA-approved Hazard Mitigation Program (HMP) is a prerequisite for Hazard Mitigation Grant Program (HMGP) and Public Assistance (PA) funding. The County of Maui's 5-year Multi-Hazard Mitigation Plan is currently going through an update before the plan expires at the end of 2025. A consultant is supporting MEMA with the update of the plan. MEMA is expected to receive \$24,684,177.80 in federal funding via HMGP and \$2,001,070.42 via HMGP-PF. \$21,735,038.18 is expected via Public Assistance.

Hawaii Revised Statutes (HRS) Chapter 127A mandates that each county's mayor is responsible for the organization and operation of a county emergency management agency, which must perform emergency management functions within the county's boundaries. These functions include preparedness, response, mitigation, and recovery, requiring close coordination with the state's Hawaii Emergency Management Agency (HI-EMA). Counties must establish and operate their emergency management agencies, enact necessary ordinances, and provide adequate financial resources, personnel, and facilities, including an emergency operations center. They are also required to develop and implement a comprehensive emergency management plan and ensure continuity of government during emergencies.

FEMA leverages its grant programs, particularly through NIMS, to effectively require adherence to both NIMS ICS and the National Qualification System (NQS) for agencies like the Maui Emergency Management Agency (MEMA). While neither is a strict legal mandate for every single action, the practical reality is that federal funding is often contingent upon their implementation. This creates a strong incentive, if not a de facto requirement, for agencies to adopt these systems. NIMS ICS ensures standardized incident command, while NQS promotes consistent qualifications among responders, both crucial for nationwide interoperability during emergencies. Therefore, through financial levers and the overarching goal of seamless national emergency response, FEMA ensures these systems are standard practice.

9. ***If your department had Capital Improvement Projects in FY 2025:***

MEMA does not have any CIP.

10. ***If your department has proposed CIP's for FY26.***

MEMA does not have any proposed CIP for FY26.

11. ***If your department manages a revolving fund:***

MEMA does not have a revolving fund.

12. *If your department manages grants:*

- a. *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.*
- b. *Provide a breakdown of all grants that will be funded by your department under sub-object code 6317, county grant subsidy.*
- c. *Did your department apply for any grant funding in FY2025? If yes, how much grant funding was received?*

MEMA wants to fund the following four entities. These entities provide critical support and enhance response and recovery capabilities.

- **American Red-Cross (ARC)** \$55,000
The American Red Cross provides disaster relief to the County of Maui by offering shelter, food, essential supplies, emotional support, health services, and damage assessments. They also focus on disaster preparedness through community education and training.
- **Volunteer Organizations Active in Disaster (VOAD)** \$10,000
Volunteer Organizations Active in Disaster (VOAD) coordinates disaster relief efforts in the County of Maui by facilitating communication and collaboration among volunteer organizations, preventing duplication and ensuring efficient resource use. They connect volunteer groups with community needs and government agencies, manage resource distribution, and coordinate volunteer deployment. VOAD member organizations also provide community support through emotional and spiritual care, assist with recovery, and participate in disaster preparedness education.
- **Civil Air Patrol (CAP)** \$10,000
The Civil Air Patrol (CAP) supports the County of Maui through emergency services, including search and rescue, disaster assessments, communications support, and aerial observation.
- **Maui Search and Rescue (MSAR)** \$10,000
Maui Search and Rescue, a non-profit, conducts ground search and rescue operations for lost or injured individuals, particularly in wilderness areas. Their volunteers possess specialized wilderness expertise and collaborate with agencies like the Maui Police and Fire Departments. They provide community service through volunteerism and education and augment the county's emergency services capabilities.
- MEMA did apply to the U.S. Department of Transportation's Promoting Resilience Operations for Transformative, Efficient, and Cost-Saving Transportation (PROTECT) program as part of the West Maui Disaster Preparedness Planning Initiative. The total project cost is \$2,788,564. Application submitted on February 21, 2025.

13. *Provide details on your department's carryover/savings that were included in the FY2026 budget.*

The carryover savings included in the FY 2026 Budget are from the unrestricted fund balance for FY 2024 reflected in the County's Annual Comprehensive Financial Report (ACFR) along with anticipated additional revenues based on the funds collected in the first half of FY 2025. Any carryover savings from FY 2025 will be recognized in the FY 2027 Budget.

14. *What are your top three Department priorities for FY 2026 and how does your department's budget reflect that?*

MEMA has identified 5 priorities for FY26 and those are captured on pages 6 and 7 of MEMA's Integrated Preparedness Plan (IPP). The top 3 priorities are:

- **Operational Coordination** – Establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.

- **Public Information and Warning** – Deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken, and the assistance being made available as appropriate.
- **Community Resilience** – Enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.

The budget reflects a commitment to operational coordination, public information and warning, and community resilience. Expansion positions within MEMA are designated to enhance operational coordination and establish a robust public information and education section. Professional services funding will facilitate technology upgrades and cover consulting fees for emergency planning and training. Contractual services funding is requested to bolster reserve corps capabilities, specifically for emergency call-back and training. Furthermore, community resilience is being prioritized through information and education initiatives, evidenced by a significant increase in the advertisement budget to support community resilience workshops.

15. How much has your department spent on Professional Services in FY2025, and what projects and consultants were funded under this line item?

MEMA has spent \$13,670,136.27 to date, primarily on 2023 wildfire recovery. Key expenditures include security for Lahaina, victim transportation, essential supplies, emergency planning, an after-action report, and real-time evacuation software.

- Aegeon LLC: \$11,696,691.62
- Polynesian Adventure Tours: \$375,585
- AC Disaster Consulting LLC: \$88,000
- Tetra Tech EM Inc: \$1,300,617.57
- Genasys Inc: \$55,100
- Alpha Inc: \$24,842.65
- Island Ice Company: \$69,705.87
- Geopliant Inc: \$11,263.50
- Examinetics Inc: \$381.88
- Security Resources Pacific: \$47,425.24
- Hawaii Veterinary Supply: \$523.56

16. How much of your department's expenditures in FY2025 will be reimbursed by the Federal Emergency Management Agency in relation to the wildfires? What amount of FY2026 expenditures are expected to be reimbursed?

a. Project 737311	\$1,517,315.57	MEMACDA-EOC Purchases
b. Project CATZ004	1,086,751.91	Direct Administrative Costs – Emergency Management
c. Project 741030	\$114,673.08	MEMAACDA – EOC FAL OT-P02
d. Project 746117	\$7,431,452.53	MEMAACDA – Security Contract Cost (August-March)
e. Project 746119	\$12,671,597.00	MEMAACDA – Security Contract Cost (5/8/24-6/30/24)

First security contract should be reimbursed within the next six months. The other projects could take closer to 9-12 months due to some delays and staffing limitations with HIEMA.

17. If your department is receiving Federal grants, including pass through grants:

17. If your department is receiving Federal grants, including pass through grants:

MEMA receives Federal grant monies through various ways:

- **Emergency Management Performance Grant (EMPG)**
MEMA was awarded \$199,000 for FY23 and \$125,000 for FY24. EMPG funding for FY25 is uncertain but expected to be reduced.
- **Homeland Security Grant Program (HSGP)** The total grant award for FY24 was \$760,000. There are various recipients of the county for this award. This grant is expected to be impacted.
- **Hazard Mitigation Grant Program (HMGP)- DR-4724** - \$24,684,177.80 in federal funding (75% of total project cost). Total project cost is 32,912,237. Maui County is responsible for 8.2 mil).
- **Hazard Mitigation Grant Program-Post Fire (HMGP-PF)** Post Fire fuels reduction grant – \$2,001,070.42 in federal funding (75% of total project cost). Total project cost is \$2,668,093.90. Maui County will be responsible for 667,023.47.
- **Public Assistance (PA)** - \$21,735,038.18 is expected. Additional amounts may be received for administrative costs that is capped at 5% of \$21mil

18. 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, provided the estimated cost and timeline for the repair or replacement.

MEMA did not have any equipment or structures destroyed in the wildfires.

Me Ka' Ha'aha'a,



Amos Lonokailua-Hewett

BFED Committee

From: Janina E. Agapay <Janina.E.Agapay@co.maui.hi.us>
Sent: Wednesday, April 2, 2025 4:27 PM
To: BFED Committee
Cc: Lesley J. Milner; Amos K. Lonokailua-Hewett; James Dineen; Nicole R. Amoral
Subject: (BFED-1)(EMA-01)
Attachments: (BFED-1)(EMA-01).pdf

Hello,

Please see attached correspondence (BFED-1)(EMA-01)

Thank you,

Janina Agapay

County of Maui | Budget Office

Phone: (808) 270-7836

Email: Janina.E.Agapay@co.maui.hi.us