

April 21, 2026

MEMO TO: Members of the Budget, Finance, and Economic Development Committee

F R O M: Yuki Lei K. Sugimura, Chair *Yuki Lei K. Sugimura*  
Budget, Finance, and Economic Development Committee

SUBJECT: **WEST MAUI RESIDENCY AREA MEETING ON THE FISCAL YEAR 2027 BUDGET** (BFED-1)

On April 17, 2026, the Council's Budget, Finance, and Economic Development Committee held a public hearing at the Lahaina Civic Center Social Hall, Lahaina, on the proposed FY 2027 Budget. Present at the meeting were: Committee Chair Yuki Lei K. Sugimura, Committee Vice-Chair Kauanoe Batangan, and members Tom Cook, Alice Lee, Tamara Paltin, Keani N. W. Rawlins-Fernandez, and Shane M. Sinenci. The meeting was called to order at 6:00 p.m. and adjourned at 7:48 p.m.

The Committee received oral testimony from 19 individuals. Unless otherwise indicated, the following testimony was received in support of funding for the organization, program, or project:

1. Alyandro Ayala testified in support of Maui Economic Opportunity, Inc.'s Transportation Services, and in particular, its ADA Paratransit door-to-door services.
2. Linn Nishikawa, Founder and Board Vice President, Aloha Amplified, Inc., testified in support of Lights for Lahaina 2026. The free event has been expanded into a two-day experience this year. They are asking for \$40,000 in funding and will be applying for an OED grant.
3. Rhonda Alexander-Monkres, Executive Director, Ho'ōla Iā Mauiakama Disaster Long Term Recovery Group, expressed support for the organization. She noted that 245 families are in their care, with 160 more on a waitlist. They have a current grant with the Office of Recovery and would like funding to continue. She referenced a sum of \$500,000 meant to deal with faulty contractors and disaster case management.

4. Kelly Giso, Volunteer Coordinator, Ho'ōla Iā Mauiakama Disaster Long Term Recovery Group, also spoke in support of the nonprofit. She noted that in the last nine months, they mobilized over 427 volunteers, with over 27,000 volunteer hours.
5. Brandy Cajudoy, Construction Management Coordinator, Ho'ōla Iā Mauiakama Disaster Long Term Recovery Group, supported the organization and described some of the work by faulty contractors and the organization's process for fixing the faulty work.
6. Rick Nava, Executive Director, West Maui Taxpayers Association, expressed concerns about the \$60 million increase in the Mayor's Budget this year and said residents are struggling with the rising cost of living. He noted ongoing infrastructure concerns, including a sinkhole from the recent storm. He said maintaining roads, drainage, and flood control systems are not optional projects and requested funding for the following priority needs for West Maui: traffic safety improvements along Keawe Street to reduce speeding; pedestrian crosswalks and flashing red lights connecting Lahaina Gateway to nearby housing and shops; installation of flashing pedestrian warning lights on the Keawe Street crosswalk; safe playground equipment, basketball courts, and expanded bus shelters at Kelewea Mauka Park.
7. Joseph Pluta, President, President Emeritus & Treasurer, West Maui Taxpayers Association, testified in support of the West Maui Fire Station. He estimated the cost of the fire station to be about \$3 to \$4 million. He said health and safety need to be prioritized and that he is not satisfied with the way affordable housing is coming along. He added that permits are not being processed fast enough.
8. Theo Morrison, Executive Director, Lahaina Restoration Foundation, supported \$9 million in the Office of Recovery's budget to rebuild Old Lahaina Courthouse and Old Lahaina Prison. She noted LRF is restoring eight buildings in Lahaina and just received a \$4 million grant from the National Park Service for a seaman's hospital.
9. Mitch Kingsley, Project Director, Mennonite Disaster Service Long Term Recovery Group, noted the organization has brought several hundred volunteers to Maui, works with long-term recovery, and

builds houses. Funding for the organization is needed to support their work, including materials cost of about \$200 per square foot.

10. Alexandria Domingo supported MEO Head Start.
11. Michele Lincoln supported a park by Mala/Kahoma Village. She referred to a 2014 lawsuit on the Kahoma Village project. After the wildfires, they lost everything and pushed the effort to rebuild. In August 2025, four parcels were provided in the Mala area on which they will try to build a park. She asked that the Council inform the Department of Parks and Recreation that this is an important project.
12. Bheyjay Yadao supported Ho‘ōla Iā Mauiakama Disaster Long Term Recovery Group and thanked the organization for providing him with a home.
13. Lionel Pascual supported Kāne Connection. He said he lost his home in the wildfires and stayed at a hotel for nine months with help from American Red Cross. This month, he paid \$9,400 for rent plus \$3,000 for a mortgage. He is in a gap income group; his household earns \$14,000 per year more than what is needed to qualify for MEO rental assistance. He is disabled and wants to remain in Lahaina. He is not in a FEMA program and needs help.
14. Wilmont K. Kahaialii testified on behalf of Aloha Amplified and the Lights for Lahaina 2026 event. He also requested funding for the mental health of the community.
15. Kanani Higbee said to forget mental health and focus on houselessness. She noted HB2049-a conveyance tax measure-had died, but SB3028 is still alive. She said this funding is needed so Hawaiian Homes’ recipients can get the housing they need.
16. Mikey Burke, Board President, Lahaina Community Land Trust, supported funding for the organization, which helps to secure land for the community in perpetuity. She said the community has one to three years to meet the moment. Costs range from \$500,000 to \$700,000 per property. They are asking for \$6 million to be restored in the budget and to retain the \$2.4 million for vertical construction

in the Affordable Housing Fund. She also testified in support of MEO Transportation Services and MEO Head Start.

17. J. “Kamiki” Carter testified in support of Ho‘ōla Iā Mauiakama Disaster Long Term Recovery Group. She noted the need for more disaster case managers to work with.
18. Steve Fisher testified in support of addressing safety issues on Wahikuli and Fleming Roads. He lives in the fire zone at the top of Fleming Road and said he was the last one on the street to evacuate during the wildfires. He discussed fire prevention and noted pencil cactus on his property saved two-thirds of it from burning. He requested that serious issues with speeding coming down Wahikuli and Fleming Roads be addressed.
19. Carolyn Auwelo, Director of Operations, Lahaina Community Land Trust, asked that the original \$6 million they were anticipating in the budget be restored. LCLT believed they were already in the Mayor’s Budget for \$6 million and applied for an additional \$2.4 million from the Affordable Housing Fund. She also supported funding for agriculture.

Your Committee also received the attached written testimony.

For questions on the West Maui Residency Area meeting, please contact OCS staff (Carla Nakata at ext. 5519, or Yvette Bouthillier at ext. 7758).

If you have any questions relating to the FY 2027 Budget, please contact 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). Thank you for your cooperation.

bfed:2027bgt:Residency area meetings:260417WestMaui:cmn

Attachments

## FY27 West Maui Budget Items Included in the Mayor's Proposal

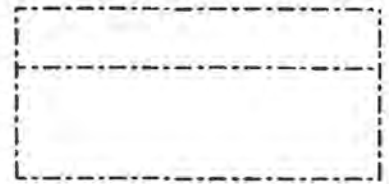
- Affordable Housing Fund:
  - Reclassification of a prior purchase of 14.99 acres from Open Space Fund in the amount **\$1,434,557** for the Kaiaulu O Napili Affordable Housing project. *(II.Special Purpose Revenues, Page 47)*
  - **Up to \$2,461,000** must be for a grant to Lahaina Community Land Trust for the From Ashes, 'Aina: LCLT Fire Recovery Vertical Construction Project. *(II.Special Purpose Revenues, Page 47)*
  - **Up to \$10,000,000** must be for a loan to A0746 Lahaina, L.P., for Kaiaulu O Napili 153 Project located in Napili, Maui, Hawai'i. The project will serve households at 30-120 percent of (AMI), thirty-three (33) homes (three and four bedroom) with rent-to-own options after fifteen years, seventy two (72) multifamily apartments (two to four bedroom), and forty eight senior apartments (one and two bedroom). TMK: (2)4-3-001:096 (portion). The loan will bear interest at a rate of 0.25 percent per year after repayment obligations to the rental housing revolving funds have been satisfied. *(II.Special Purpose Revenues, Page 50)*
- Hawaiian Cultural Restoration Revolving Fund (to become the Lahaina Royal Complex Restoration Revolving Fund) : Total- \$1,173,825
  - Must provide funds for the preservation and restoration of Lahaina Royal Complex sites and artifacts relating to Moku'ula and Mokuhinia, and Kamehameha III School and library areas makai of Front Street. *(II.Special Purpose Revenues, Page 52)*
- Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation Fund:
  - **Up to \$300,000** must be for debt service for the purchase of approximately 148 acres at Launiupoko, Maui, Hawai'i, TMK: (2) 4-7-001-030. *(II.Special Purpose Revenues, Page 56)*
  - **Up to \$741,125** must be for the Trust for Public Land for the acquisition of parcels totaling approximately 17.8 acres located at Kā'anapali, Honolua, Maui, Hawai'i, TMKs: (2) 4-1-001:006, 019, and 4-2-001:004 and 4-2-004:032. *(II.Special Purpose Revenues, Page 56)*
- Department of Environmental Management-Environmental Protection and Sustainability Program:
  - **Up to \$300,000** must be for West Maui Green Cycle LLC.
  - Go Green West Maui Recycling: \$240,000

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(West Maui)  
Submitted by Councilmember  
Palatin

- Department of Management-Office of Recovery:
  - **Up to \$9,790,000** must be for The Lahaina Restoration Foundation to rebuild the Old Lahaina Courthouse, the Old Lahaina Prison.
  - **Up to \$250,000** must be for Lahaina Town Action Committee for incubation of displaced businesses.
  - Grant to J. Walter Cameron Center West Maui: **\$180,000**
- Office of the Mayor- Grants Division Program
  - Grant to Lahainatown Action Committee: **\$75,000**
- Department of Parks and Recreation:
  - Grant to The Lahaina Restoration Foundation: **\$191,000**
- Department of Water Supply:
  - Grant for Honokōwai/Wahikuli Watershed: **\$126,000**
  - Grant for Pu'u Kukui Watershed Preserve: **\$500,000**
  - Grant for Mauna Kahālāwai Watershed: **\$1,235,535**
- **Capital Improvement Projects:**
  - West Maui Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation: **\$2,000,000**
  - Collection and Materials Management Infrastructure for Recycling in West Maui: **\$2,150,000**
    - *County will acquire two strategically located parcels on the upper West side and develop two collection centers for green waste, recyclables, and large and bulky items.*
  - Olowalu Fire Station Improvements: **\$200,000**
  - West Maui Land Acquisition Development and Infrastructure Improvements: **\$3,000,000**
  - Lahaina Aquatic Center Rehabilitation: **\$4,250,000**
  - New Lahaina Community Center: **\$1,200,000**
  - West Maui Transit Center: **\$ 800,000**



**COUNTY OF MAUI**  
**Office of the Mayor**  
**Fiscal Year 2027**  
**Community Budget Request**



PLEASE PRINT

Name: MAY LENH CANETE

Email Address: CANETEMAYLENH@YAHOO.COM

Phone: (808) 419-0811

Mailing Address: 148 IPUKULA WAY

City/Zip: LAHAINA HI. 96761

I Represent:  Myself  
 Organization MEO Head Start

Request/Issue: I want to express my sincerest appreciation to the County of Maui for funding MEO Headstart. It has been a huge help to families like ours to be able to bring our keikis to preschool, especially for those who cannot afford it. My child Zach Spade has been attending MEO Headstart for two (2) years now. Our lives have become easier since then. Not only do we have a place we can trust to care for our children while we work, but they also learn so much. It is a big help in shaping our children's characters and minds before they enter elementary school.

I am humbly requesting that the County of Maui keep funding this organization in hopes of continuing full-day / full-year services for our enrolled Head Start families.

Funding Request (if known): \$ \_\_\_\_\_

Responsible County Department: Human Concerns



April 17, 2026

SUBJECT: Maui County FY2024 Budget Testimony

Good evening, Council Chair Lee, Vice Chair Sugimura, and Members of the Maui County Council.

My name is Rick Nava, and I serve as Executive Director of the West Maui Taxpayers' Association.

The mayor's proposed budget of \$1.616 billion reflects an increase of \$60 million or 3.8% from previous fiscal year.

Residents of Maui County are already facing significant financial challenges, living in one of the most expensive State in the nation. Any additional cost on service fees and increase tax rates would place further pressure on our families. Many of us are struggling to keep up with the rising cost of living and many more have no choice but to leave families and friends behind and move out of Maui.

Gasoline prices have now surpassed \$5 per gallon, with no clear indication of a decrease, placing additional strain on our lives.

There's also State Bill 2694 that, if approved, would authorize *Young Brothers* to increase their shipping rates by 5% in each of the next two years, with the option to seek further rate adjustments before the PUC in the third year. These increased costs will ultimately be passed on to consumers—impacting all of us.

We cannot continue to absorb ongoing increases in annual budgets without experiencing significant impacts on our financial well-being. WMTA believes that the proposed budget increase will add more financial burden on all of us.

On another note, recently, my family and other residents of Kelaweia Mauka III were unable to leave our homes for 48 hours due to several sinkholes from the storms. This situation reflects ongoing infrastructure that has not been addressed for decades.

Maintaining roads, drainage, and flood control systems are not optional projects, they are fundamental obligations. Preventive maintenance is far more cost-effective than emergency repairs—and far less disruptive to our safety and lives.

According to the mayor's proposed budget, it includes \$79.5 million for the county's *Affordable Housing Fund* to support ten projects that will bring approximately six hundred new units. It would be helpful to know how many of these units will benefit the residents of Lahaina, and how these efforts align with the more than \$903 million in CDBG-DR housing funds.

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West Maui Taxpayers Association, Inc.

PO Box 10338, Lahaina, HI 96761 | WMTAinc@gmail.com | 808-661-7990 | www.westmaui.org



Also, mayor's proposed budget would establish a new hazard mitigation section within the MEMA, focused on wildfire risk reduction, infrastructure protection and more. Can these mitigations be supported through the \$214 million already set aside for mitigation under CDBG-DR?

In addition, we respectfully request funding for the following priority needs on West Maui:

- Traffic safety improvements along Keawe Street to reduce speeding and protect motorists and pedestrians.
- Pedestrian crosswalks with flashing pedestrian warning lights connecting Lahaina Gateway to nearby housing and shops across Keawe Street.
- Install flashing pedestrian warning lights at the Keawe Street crosswalk, parallel to Honoapiilani Highway, to improve motorists and pedestrians' safety.
- At Kelaweia Mauka Park, neighborhood children would benefit from the addition of safe, modern playground equipment and dedicated basketball courts to support recreation, physical activities, and community engagement.
- Additional or expanded bus shelters to support public transit.

These are essential community needs that directly impact the lives of West Maui residents.

\$25 million has been allocated for Public Services within the CDBG-DR program, which we believe is intended to support these improvements for our community. Accordingly, these items should not be included in the proposed County budget.

On behalf of WMTA, I respectfully appeal to all of you to take a close and careful look at opportunities to reduce County expenditure. We fully understand the importance of fiscal responsibility, especially during these challenging times.

However, we strongly believe that any cost-saving measures must be approached with great care. WMTA believes that HEALTH, SAFETY, and WELFARE of our residents are not just priorities, they are essential. These must never be compromised in the pursuit of budget reductions.

Mahalo for the opportunity to testify.

A handwritten signature in black ink, appearing to read 'Rick Nava', written in a cursive style.

Rick Nava  
Executive Director  
West Maui Taxpayers' Association



BUDGET ADVOCACY BRIEFING

# West Maui Budget Priorities

A taxpayer-centered case for fiscal discipline, essential infrastructure, infrastructure, and accountable recovery spending.

Adapted from testimony submitted on behalf of the West Maui Taxpayers' Association, with official Maui County recovery-funding context added for policy framing.

Decision focus: protect residents, fund essentials, and scrutinize spending overlap.



AFFORDABILITY FIRST

## Residents Are at the Breaking Point

The testimony anchors the budget debate in household reality: Maui families are already struggling, so new local cost pressure should face a very high burden of proof.

High

Residents are described as living in one of the nation's most expensive environments, with many already struggling to keep pace with daily costs.

>\$5

Gasoline prices had surpassed \$5 per gallon, adding immediate pressure to commuting, errands, and household budgets.

5% + 5%

The testimony also warns that proposed shipping-rate increases could be passed through to consumers, raising costs across the local economy.

Source: West Maui Taxpayers' Association testimony in provided PDF.

## A Bigger Budget Needs a Stronger Justification

The testimony does not argue against government itself. It argues that new budget growth should be defended against a simple standard: is it essential, and is it the best use of local dollars?

# \$1.616B

Proposed budget size cited in the testimony

A scale of spending large enough to demand sharper prioritization and public accountability.

# +\$60M

Year-over-year increase described in the testimony

Residents are asked to absorb the effects of a larger plan while already facing high living costs.

# +3.8%

Annual growth rate highlighted by WMTA

The advocacy question is whether that added burden is matched by indispensable community benefit.

**Bottom line:** if a spending increase cannot be tied to essential outcomes that are not otherwise fundable, it should face tougher scrutiny.

Source: West Maui Taxpayers' Association testimony in provided PDF.

# Federal Recovery Funds Change the Equation

When large recovery funding is available, the County's role is to match each need to the right source of money.

# \$1.6B

Maui County secured \$1.6 billion in CDBG-DR for long-term recovery and resilience.

## ELIGIBLE USES

CDBG-DR can support **housing, infrastructure, public services, mitigation, and economic recovery** tied to disaster impacts.

## PROGRAM RULE

Guidance says these dollars address **unmet needs** and supplement recovery rather than replace available federal capacity.

## BUDGET LENS

Not every local expense can shift to recovery funds; each budget request should be tested against what recovery funds may cover.

Sources: Maui County FY 2026 budget release and CDBG-DR overview (research notes).

# Do Not Charge Locals Twice

## LOCAL BURDEN

**Households are already carrying severe affordability pressure.**

When local government expands spending without clearly separating **essential unfunded needs** from already eligible recovery uses, taxpayers risk absorbing costs twice.

If federal dollars fit the purpose, reserve local dollars for true gaps.

## FEDERAL RECOVERY CAPACITY

**Official recovery guidance says CDBG-DR fills unmet needs and supports key recovery uses.**

Official County materials state CDBG-DR funds support **housing, infrastructure, public services, and mitigation**, and that overlap is the key policy test before using local funds.

The testimony's core question is whether Maui residents are being asked to finance needs that may already have an eligible federal recovery funding path.

**Policy implication:** the responsible path is disciplined funding alignment—use available recovery dollars first where eligible, and preserve County funds for needs that cannot be covered elsewhere.

# Fix the Basics Before Costs Become Crises

When core infrastructure is deferred, residents experience disruption, danger, and loss of mobility — not accounting entries.

## 48 hrs

Families in **Kelaweā Mauka III** could not leave home due to storm-related sinkholes.

### DEFERRED MAINTENANCE

Roads, drainage, and flood-control problems left unaddressed for decades turn routine upkeep into large liabilities.

### EMERGENCY DISRUPTION

When access fails, costs go beyond dollars — **safety, mobility, and daily life** are interrupted.

### POLICY TAKEAWAY

Preventive maintenance is far more cost-effective than emergency repair; basic infrastructure is a public obligation.

Source: West Maui Taxpayers' Association testimony.

#### ACCOUNTABILITY QUESTIONS

## Demand Clear Answers on Housing and Mitigation

The testimony asks for clearer proof of who benefits, how funding streams align, and whether local dollars go only where truly needed.

#### HOUSING ALLOCATION

**\$79.5M**

Affordable Housing Fund amount cited in the testimony.

**~600**

Approximate number of new housing units referenced.

### How many of those units will directly benefit Lahaina residents?

That is the key accountability question: not whether housing matters, but whether the County is transparent about **who benefits first** and how that aligns with Lahaina recovery needs.

**Bottom line:** before expanding local spending, decision-makers should show who benefits from housing investments, how Lahaina is prioritized, and why mitigation requires County dollars when significant recovery funding may already exist.

#### MITIGATION FUNDING

**\$214M**

Mitigation funding level the testimony says is set aside through CDBG-DR.

### If major mitigation dollars are already available, why should overlapping work default to local budget growth?

The testimony asks whether wildfire risk reduction and related work should be evaluated against recovery dollars already available for mitigation purposes.

## COMMUNITY PRIORITIES

# West Maui's Priority Needs Are Specific and Practical

The testimony does not ask for vague investment. It identifies visible, everyday improvements that directly shape how residents move, gather, and stay safe.

## MOBILITY SAFETY

### Traffic improvements on Keawe Street

The request calls for targeted safety measures to reduce speeding and improve conditions for **motorists and pedestrians** using this important corridor.

## YOUTH & RECREATION

### Kelaweā Mauka Park upgrades

Neighborhood children would benefit from **modern playground equipment** and dedicated basketball courts that support recreation, physical activity, and community connection.

**Why this matters:** these asks are concrete, limited, and resident-centered. They focus on safety, mobility, recreation, and basic quality of life—not abstract expansion for its own sake.

## PEDESTRIAN ACCESS

### Crosswalks and flashing warning lights

The testimony highlights safer crossings between Lahaina Gateway, nearby housing, and shops, including enhanced warning systems at the Keawe Street crossing near

Honoapiʻilani Highway.

## TRANSIT SUPPORT

### Additional or expanded bus shelters

Improved shelter capacity would strengthen the day-to-day usability of public transit and make waiting for service safer and more practical for local riders.

#### FUNDING MATCH

# Public-Service Funds Should Cover Eligible Community Improvements

The testimony argues that certain neighborhood improvements should not automatically flow into the County budget if an appropriate recovery funding pathway may already exist.

## \$25M

Public-services funding level cited in the testimony as part of the CDBG-DR framework.

#### NEED

West Maui priorities such as pedestrian safety, local recreation improvements, and transit-support amenities are framed as direct community needs with visible resident impact.

#### FUNDING LOGIC

If those improvements are **eligible under public-services recovery funding**, they should be evaluated there first rather than being automatically added to County spending growth.

#### DECISION STANDARD

The correct test is disciplined alignment: use the recovery source where lawful and suitable, and preserve local dollars for needs that truly require County funding.

**Policy takeaway:** better budgeting is not only about how much government spends. It is a funding source for the right public purpose.

Source: West Maui Taxpayers' Association testimony in provided PDF. This slide presents the testimony's funding argument as a policy-screening pr

## Cut Waste, Not Safety

### WASTE AND DUPLICATION

**Savings should come from overlap, lower-priority spending, and misaligned funding choices.**

The testimony asks decision-makers to take a close look at opportunities to **reduce County expenditure**, especially where recovery dollars may already support eligible needs.

That means disciplined scrutiny of duplicative spending, not broad reductions that ignore whether a service is essential to daily life.

**Bottom line:** prudent budgeting is not indiscriminate cutting. It is careful reprioritization—remove waste, align funding sources, and protect the services and infrastructure that residents rely on most.

The testimony supports careful savings—but warns that residents' health, safety, and welfare must never be compromised in the pursuit of lower spending.

### PROTECTED ESSENTIALS

**Health, safety, welfare, and basic infrastructure must remain non-negotiable.**

The testimony is explicit: community well-being is not a discretionary category. Roads, drainage, flood control, and core public protections are **fundamental obligations**.

Responsible budgeting protects essential services first and treats public safety as the floor beneath every savings decision.

CUT WASTE  
NOT SAFETY

FINAL RECOMMENDATION

# The Ask: Fund Essentials, Scrutinize Overlap, Protect Residents

This is the governing standard implied by the testimony: use discipline, not drift, to decide what belongs in the County budget and what should be funded elsewhere.

Maui decision-makers should **slow down automatic budget growth**, align each project with the right funding source, and reserve local taxpayer dollars for needs that are truly essential and not otherwise coverable.

AFFORDABILITY TEST

## Reconsider budget growth through the lens of household strain

Before approving added local spending, ask whether residents already under severe cost pressure can reasonably absorb its consequences.

FUNDING ALIGNMENT

## Use federal recovery dollars first where they are eligible

If recovery funds can lawfully support housing, infrastructure, public services, or mitigation needs, **do not default** to County budget growth.

ESSENTIAL CORE

## Preserve County dollars for true local essentials

Protect infrastructure, public safety, and other critical services that directly affect health, safety, welfare, and daily life.


**Bottom line:** show the public who benefits, what gets funded, why local dollars are necessary, and how each decision protects residents rather than simply enlarging the budget.

CLOSING REFLECTION

# Mahalo

For West Maui families, **fiscal responsibility** and **community well-being** must move together.

Protect residents from unnecessary burden, fund true essentials, and align every public dollar with the needs that matter most.



A stronger Maui requires disciplined budgets, safer infrastructure, and transparent recovery choices.

