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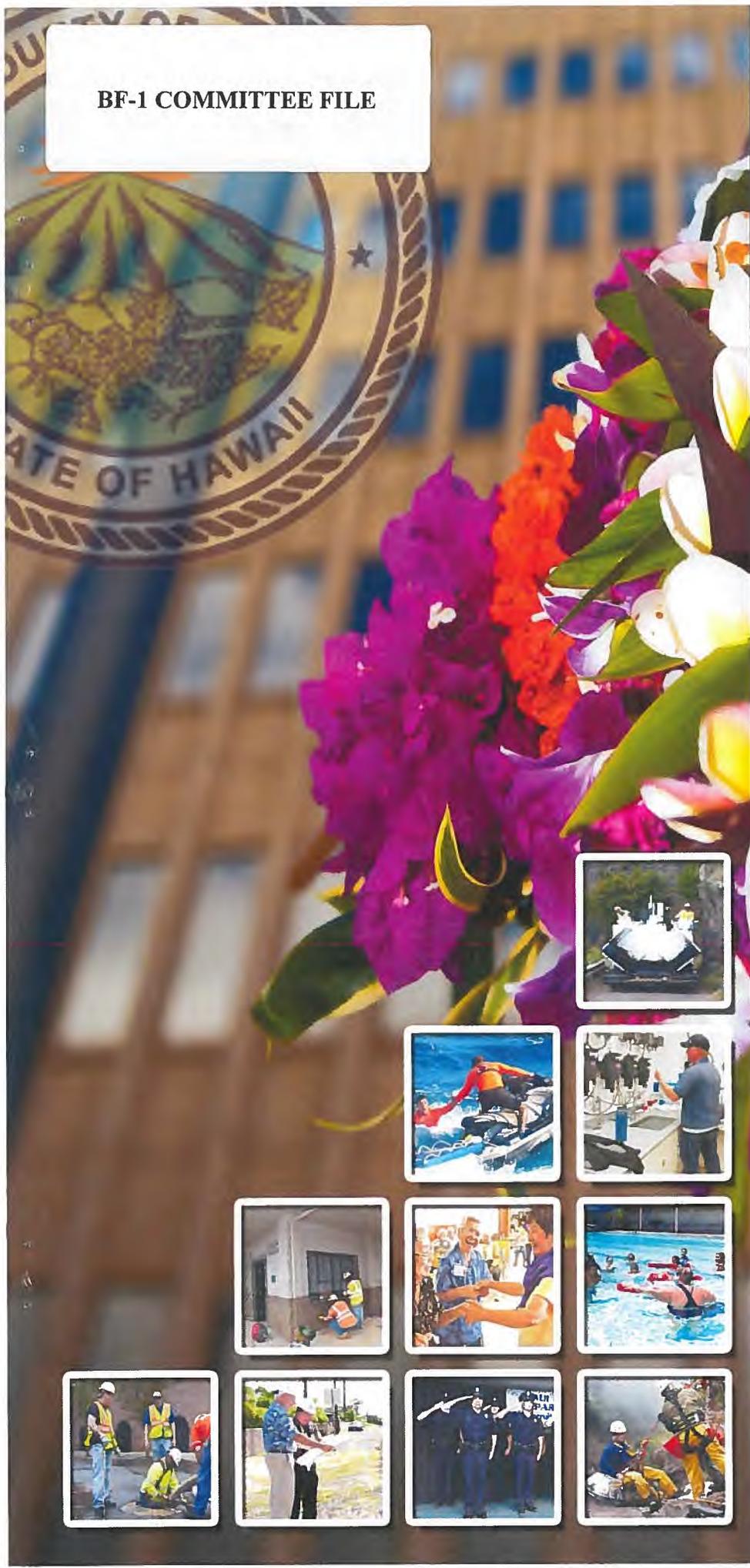
# MAYOR'S PROPOSED BUDGET

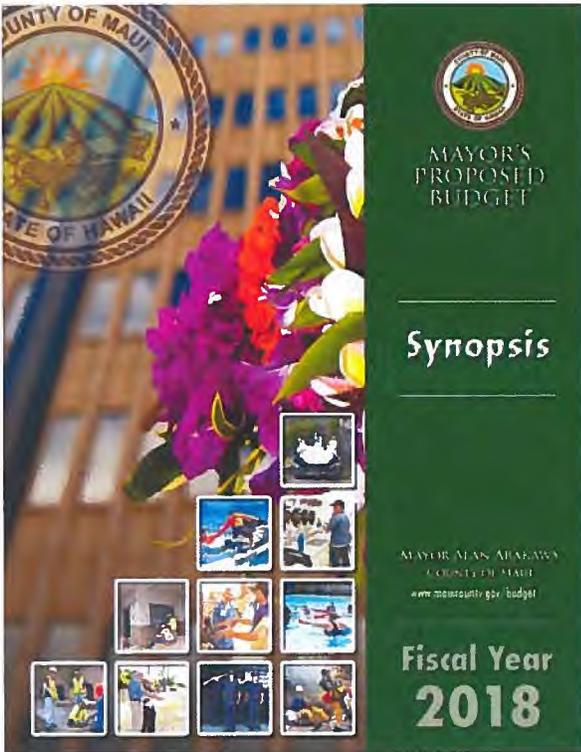
## Synopsis

MAYOR ALAN ARAKAWA  
COUNTY OF MAUI

[www.mauicounty.gov/budget](http://www.mauicounty.gov/budget)

# Fiscal Year 2018





## ACKNOWLEDGEMENTS

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### *On the Cover:*

The County of Maui continues to set the course into the next century, while serving and protecting our community. Our departments proudly work together to ensure that current and future generations can enjoy the best quality of life to which we aspire them to achieve.

\* \* \*

Cover photo: Ryan Piros  
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of Maui  
Hawaii**

For the Fiscal Year Beginning

**July 1, 2016**

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of Maui, Hawaii for its annual budget for the fiscal year beginning July 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.*

*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to the GFOA to determine its eligibility for another award.*

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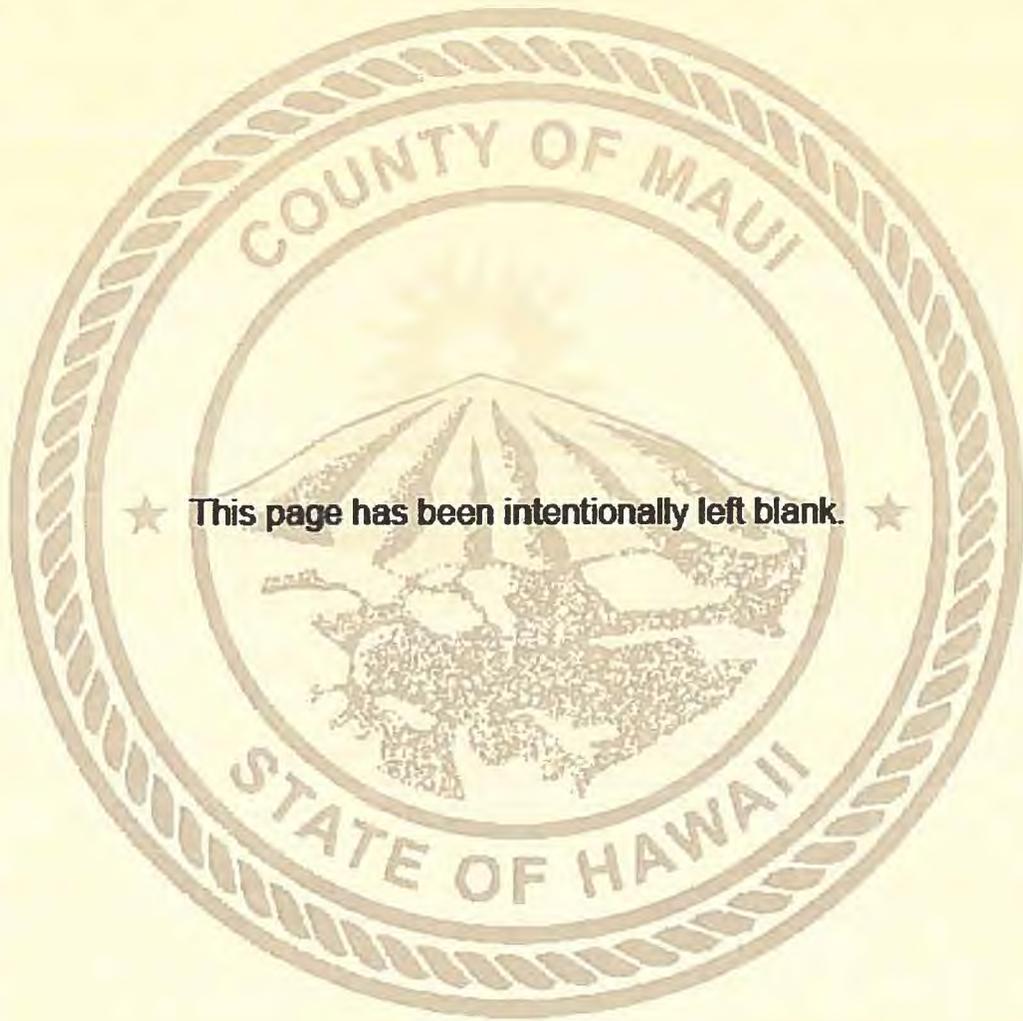
# INTRODUCTION

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The Maui County Film Office, a division of the Office of Economic Development, brings social and economic benefits to Maui County through the inception, retention, and thoughtful, meaningful growth of film, TV, and new media.

Produced by Stefan Schaefer, Malama Pono Productions, and Hawaii Cinema, the film, "Kuleana," hired a 92-member crew, with 98% from Maui. The film will be released theatrically in May 2017.



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# MAYOR'S MESSAGE

March 24, 2017

Honorable Mike White, Chair  
And Members of the County Council  
200 South High Street  
Wailuku, Maui, Hawaii 96793

Aloha Chair White and Members:

I am pleased to submit the Proposed Budget for the County of Maui for Fiscal Year 2018 beginning July 1, 2017. This budget was developed in accordance with the Maui County Charter and the County of Maui's budget and financial policies.

This is my eleventh budget as Mayor of Maui County. Each year, the County's budget represents a multitude of challenges and tough decisions required to sufficiently fund the level of services and programs to which our Maui Nui residents have grown accustomed; this year was no exception.

This budget proposal reinforces the overarching themes of performance-driven decision making, fiscal restraint while confronting our affordability challenges head on, and organizational efficiencies and the modernization of processes. It also reflects a great deal of effort on the part of our staff as well as input from our county departments and the community whom we have the pleasure to serve.

Over the past year, as in previous years, members of my administration and I met with residents on Maui, Moloka'i and Lana'i at community meetings to discuss budget priorities. We also worked closely and collaboratively with service providers and nonprofit organizations who are passionate and committed to Maui County's well-being and success. My staff thoroughly reviewed programs, reports, and each department's performance measurements to assess their effectiveness and what can be done to improve service delivery. My budget office also developed a budget simulator entitled "Balance Maui County" to encourage our Maui Nui residents to take a more active role in sharing their budget priorities and in understanding government spending. This simulator has allowed the public to be much more interactive than in previous years by allowing residents to set funding levels in the budget and determine how to pay for them.

## OVERALL FINANCIAL CONDITION

The County's overall financial condition is good. Through strong financial management, Maui County has maintained high-quality core services and is positioned to achieve the desired five-part strategic "SHARP" vision:

- S**trong & Diversified Economy
- H**ealthy & Sustainable Community
- A**ugment Public Infrastructure
- R**esponsive, Effective, & Efficient Government
- P**repared, Safe & Livable County





Our discussions with the community reinforce that the Maui Nui community supports these priorities and appreciates the quality of core services being provided. Additionally, Maui was named Conde Nast Traveler's best island in the U.S. for the 23rd consecutive year in the publication's 2016 Reader's Choice Awards; Hawaii Society of Professional Engineers, Maui Chapter, recently presented the Project of the Year Award to the Department of Public Works for the emergency work performed following the Wailuku River flooding; and the County continues to retain the strongest bond ratings among all counties in Hawai'i from Standard and Poor's, Moody's and Fitch (AA+, Aa1 and AA+, respectively), thanks to our conservative financial management and strong local economy.

Although the County's overall financial condition is good, it has also changed. The County continues to work hard to maintain high-quality core services and is more efficient and energy conscious by lowering recurring costs. However, complying with more extensive, costly federal and state regulations, as well as the increases in costs relating to operations, anticipated new bargaining unit contracts, mounting pension payments, and healthcare premiums require the County to: (1) tighten its purse strings in bringing expenditures into line with resources and setting priorities responsibly for what resources are available, (2) require either additional real property tax revenue, and/or (3) adjust service levels on a continuing basis to reduce costs in different areas. Also, deferred replacement of vehicles and equipment remain significant challenges.

The bottom line of this cost reality is that the County will be more financially constrained and will have less flexibility for major new initiatives/projects in FY 2018. Thus, the focus needs to remain on core priorities and service levels.

Our tourism-based economy continues to be strong in Maui County. The continued growth in popularity and in our population increases demand factors on County services, requiring additional staffing and increases in other annual operating costs in order to maintain established levels of service.

Figure 1-1 below provides a look at increases in some key level-of-service drivers as well as a comparison of the real property tax rate for the homeowner classification between FY 2006 and FY 2016:

FIGURE 1-1

| Key level-of-service driver      | FY 2006  | FY 2016  | Percentage Increase |
|----------------------------------|--|--|---------------------|
| Resident Population              | 139,995  | 164,637  | 17.6%               |
| De Facto Population              | 184,987  | 215,439  | 16.5%               |
| Estimated Visitors               | 2,346,480  | 2,663,319  | 13.5%               |
| Police calls                     | 52,153   | 122,165  | 134.2%              |
| Fire/EMS calls                   | 6,450  | 10,716   | 66.1%               |
| Homeowner Real Property Tax Rate | \$3.50 (Bldg)<br>\$3.50 (Land) per net taxable value | \$2.75 (Bldg)<br>\$2.75 (Land) per net taxable value | -21.4%              |
| Full-time county employees       | 2251.9   | 2496.1   | 10.8%               |

Source: Maui County Data Book



## EXECUTIVE SUMMARY

The County's total proposed budget for FY 2018 is \$795.3 million, an increase of 6.4% over last year, which includes transfers between funds within the county and revenue from sources outside the county. Total County Funds, including bond funds proposed for the FY 2018 budget are \$720.3 million, a \$60.8 million or 9.2% increase from the FY 2017 Council Adopted Budget of \$659.5 million. The increase for FY 2018 reflects the necessity of investing in County operations to meet the needs of a growing community while maintaining the levels of service Maui County residents and businesses expect.

The proposed revenues from County Funds of \$720.3 million will provide funding for an operating budget of \$563.5 million and a capital program budget of \$156.7 million. In comparison, the FY 2017 adopted budget revenue of \$659.5 million funded an operating budget of \$545.6 million and capital program budget of \$113.9 million.

Although the proposed budget reflects another year of increased real property values which is expected to increase the County's real property tax revenue by over \$7.0 million, we are at the crossroads and faced with hard choices: either reduce services or raise the additional revenues that the County needs to more accurately reflect the costs of certain activities and services as well as to close the gap between expenses and revenue, and to address and support a livable community with increased investment in affordable housing. After much deliberation and discussions, we are proposing a modest 7.5% across-the-board increase in real property tax rates for all ten classifications.

The proposed budget carries forward the County of Maui's conservative fiscal approach that earned its AA+ rating for general obligation bonds issued by the county, and provides needed resources to sustain operations during emergencies. This careful and prudent financial planning ensured the County had adequate reserves in its Emergency Fund when heavy flooding occurred in September 2016. For FY 2018, we continue to acknowledge the importance of taking a conservative fiscal approach in light of increased global economic volatility. The budget also recommends a number of proposed investments throughout the county to enhance good governance and a modest increase of 8.9 new County E/P (Equivalent Personnel) positions to meet the community's increased demand for services, maintenance, and protection.

## OPERATIONS BUDGET

The total appropriation for the proposed County funds operating budget for FY 2018 is \$563.5 million, as compared to \$545.6 million for FY 2017, which represents a 3.3% increase from FY 2017. The proposed budget continues the efforts of my administration over the last six years to evaluate programs and services to meet the needs and expectations of our growing community. We continue to take into account things that are achievable, effective, economical, practical, and beneficial to meet the requirements of the County of Maui Charter.

As indicated above, the budget proposes an addition of 8.9 new E/P positions to the County's workforce of 2648.6. These new positions proposed in the budget were carefully vetted to ensure that these positions were economically justifiable and of critical importance to improving the County's overall efficiency.

## CAPITAL IMPROVEMENT PROGRAM

The CIP budget proposes \$169.4 million in projects. This total includes capital projects funded through the County and Grant Revenue Funds. The FY 2018 CIP Budget funded by County Funds is \$156.7 million, an increase of



\$42.9 million from the FY 2017 Adopted Budget. Major CIP projects proposed in this budget include:

**New County Facility:** \$28.6 million for the New Service Center at the Maui Business Park with DMV (Division of Motor Vehicles), Real Property Tax, and Department of Housing & Human Concerns as occupants

**Infrastructure Improvements:** \$53.3 million for solid waste and wastewater system improvements, including \$24.0 million for modifications at the Lahaina Wastewater Reclamation Facility; \$34.4 million for various road and drainage projects; \$16.2 million for improvements to various parks & recreational facilities including the War Memorial Gym; \$33.0 million for water system upgrades and replacements

## REVENUES

The proposed budget for FY 2018 requires revenues totaling \$720.3 million, as compared to \$659.5 million required for FY 2017, a 9.2% increase. This \$60.8 million revenue increase is mainly due to an increase in real property tax rates, as well as an increase in revenue derived from increases in real property values and increases in the sewer and water service rates, landfill tipping fees and residential trash collection fees.

The estimated revenue from real property taxes is \$302.4 million which represents 69.4% of all General Fund revenues and 42.0% of all county revenues. Maui County's real property tax, the homeowner rate of which is presently the lowest in the nation<sup>1</sup>, is based on valuations of real property with tax rates assigned to each of the ten classifications. While departments made considerable efforts to reduce their operational costs and the efforts of the County's Cost Reduction Unit (CRU) have been underway to find areas to cut costs, my budget proposes a 7.5% increase in rates for all of the classifications of property to address the shortfall incurred by addressing our community's affordable housing needs and other priorities critical to our community wellbeing.

The proposed revenue from the Maui County's share of the Transient Accommodations Tax (TAT) for FY 2018 is estimated at \$23.5 million. While I was deeply concerned with the state legislature's proposal to phase out the allocation of TAT funds to the four counties over a period of three years, I am pleased and relieved that the bill did not move forward especially because the legislative intent behind the TAT was to generate revenue to offset the impacts that visitors have on our infrastructure, parks, and public safety, all of which the County provides.

After much deliberation and discussions, we are proposing a combination of spending cuts by the departments and other revenue enhancements to cover the shortfall. For example, rate increases of approximately 5.0% are proposed in the Water Supply Fund, and 22.2% in the Solid Waste Management Fund (\$81 to \$99 per ton for Municipal Solid Waste Management Fund). Furthermore, to influence decisions to recycle and how much to recycle, we are proposing a \$3 per truck/vehicle charge for residential refuse hauling at our landfills, the revenues for which could be used to offset costs to cleanup our roadways. Studies show that, where garbage disposal fees are higher, people have much more economic incentive to reduce their waste and recycle as much as possible. In an effort to make the Solid Waste Management Fund self-sufficient, the proposed budget also recommends a 25.0% increase in the refuse collection fee. Other significant increases in revenue are generated from bond proceeds and special assessments recognized for proposed capital improvement projects. Our investments have also seen an increase in returns and are expected to add an additional \$600,000.

For the County's FY 2018 Grant Revenue budget, the total grants from Federal, State, and private sources is estimated

<sup>1</sup> [http://www.corelogic.com/blog/authors/dominique-lalisse/2016/04/comparing-the-real-cost-of-owning-property-across-the-united-states.aspx#.WMTzYW\\_ytGo](http://www.corelogic.com/blog/authors/dominique-lalisse/2016/04/comparing-the-real-cost-of-owning-property-across-the-united-states.aspx#.WMTzYW_ytGo)



at \$66.0 million, approximately \$3.3 million more than FY 2017. The \$53.5 million in estimated operating grants is \$12.5 million more than FY 2017; however, the \$12.6 million in capital grants is \$9.3 million less.

The following table identifies projected revenue by type:

FIGURE 1-2

| REVENUE SOURCE                        | FY 2017                |                      | CHANGE<br>AMOUNT    | CHANGE<br>PERCENT |
|---------------------------------------|------------------------|----------------------|---------------------|-------------------|
|                                       | ADOPTED AS<br>AMENDED* | FY 2018<br>PROPOSED  |                     |                   |
| Real Property Taxes                   | \$273,887,388          | \$302,801,434        | \$28,914,046        | 10.6%             |
| Circuit Breaker Tax Credit            | -\$398,235             | -\$373,138           | \$25,097            | -6.3%             |
| Charges for Current Services          | \$136,035,737          | \$142,256,781        | \$6,221,044         | 4.6%              |
| Transient Accommodation Tax           | \$23,484,000           | \$23,484,000         | \$0                 | n/a               |
| Public Service Company Tax            | \$9,100,000            | \$8,500,000          | -\$600,000          | -6.6%             |
| Licenses and Permits                  | \$29,275,022           | \$30,526,286         | \$1,251,264         | 4.3%              |
| Fuel                                  | \$14,906,500           | \$14,000,000         | -\$906,500          | -6.1%             |
| Franchise Taxes                       | \$8,700,000            | \$7,000,000          | -\$1,700,000        | -19.5%            |
| Special Assessments                   | \$5,975,000            | \$5,239,000          | -\$736,000          | -12.3%            |
| Other Intergovernmental               | \$35,275,000           | \$40,200,000         | \$4,925,000         | 14.0%             |
| Fines, Forfeitures, Penalties         | \$1,900,000            | \$1,900,000          | \$0                 | n/a               |
| Use of Money & Property               | \$2,552,412            | \$3,150,000          | \$597,588           | 23.4%             |
| Miscellaneous**                       | \$1,442,720            | \$1,063,000          | -\$379,720          | -26.3%            |
| Bonds                                 | \$30,076,000           | \$63,657,000         | \$33,581,000        | 111.7%            |
| Lapsed Bond Proceeds                  | \$6,103,000            | \$0                  | -\$6,103,000        | -100.0%           |
| Carryover Savings                     | \$36,058,131           | \$31,655,611         | -\$4,402,520        | -12.2%            |
| Grant Revenue                         | \$63,894,734           | \$66,073,323         | \$2,178,589         | 3.4%              |
| Sub-Total                             | \$678,267,409          | \$741,133,297        | \$62,865,888        | 9.3%              |
| Interfund Transfers                   | \$45,967,103           | \$45,222,889         | -\$744,214          | -1.6%             |
| <b>Total Estimated Gross Revenues</b> | <b>\$724,234,512</b>   | <b>\$786,356,186</b> | <b>\$62,121,674</b> | <b>8.6%</b>       |

\*Includes FY 2017 approved budget amendments through February 28, 2017.

\*\*Includes revenue from sources not included in any of the categories detailed above.



FIGURE 1-3  
**County Sources of Funds: \$720.2M**  
**Total Expenditures by Functional Area**



## WAIEHU MUNICIPAL GOLF COURSE

In addition to proposing an increase in tax rates and fees as described above, the proposed FY 2018 budget proposes the closure of the Waiehu Municipal Golf Course by the end of December 2017. The course operates at nearly a \$3.0 million loss in taxpayer dollars annually, specifically \$16.1 million in the last 10 years. Although our golf personnel should be commended for substantial improvements made to the course, there is still more work to be done, including the need to renovate the clubhouse at an expected cost of up to \$5.0 million. Other additional costs would include the hiring of more golf personnel and the replacement of aging equipment.

The proposed closure of the golf course would not result in any layoffs. Due to the increased number of park acreage in Central Maui & South Maui and the Department of Parks & Recreation's need to hire additional personnel to operate and maintain these additional park spaces, we are proposing to transition the 20.9 golf personnel to operate and maintain other parks and recreational facilities by the end of December 2017. Consequently, while our proposed budget includes funding for golf operations only for the first six months of FY 2018, we are proposing funding for salaries for all golf personnel for the entire fiscal year.

As a lifelong resident of Maui, I realize that the Waiehu golf course has been a favorite gathering spot for locals and visitors for many decades now so, while I am proposing the closure of the golf course, I am proposing \$200,000 be appropriated to subsidize golf fees and programs for seniors and junior golfers to play at other golf courses throughout the island. This may not alleviate the concerns expressed by the golfing community, but we need to be responsible to the institution, to the government, and to the taxpayers, who expect us to be financially responsible.

## BUDGET HIGHLIGHTS

Through our discussions with and input from the community, this year's proposed budget aligns resources with community priorities. As an example, affordable housing remains the top issue affecting communities throughout our county. That is why addressing our community's affordability challenges is one of my top priorities, and the



proposed budget consequently includes \$9.1 million (3.0% of real property tax revenues) to be set aside for the Affordable Housing Fund to allow the County to acquire lands for affordable rental housing projects.

As elaborated in a subsequent section, the County has identified strategies that help define a successful and well-balanced community. They were also touchstones as we evaluated requests for funding and new county projects. While a complete list of funding initiatives for Fiscal Year 2018 is included in the Department Operating Program and Capital Program sections, I would like to share some highlights:

#### **Basic Services:**

- Replaces 24 police patrol vehicles;
- Replaces a 2002 ladder truck for Wailea Fire Station which is in constant need of repairs and incurs considerable amounts of down time.
- Replaces the county's outdated, deficient HR/payroll system. The new system will be fully integrated to manage levels and costs of staff resources throughout the organization;
- Replaces 4 of the oldest vehicles in the Department of Liquor Control's fleet. The new vehicles will have lower operating and maintenance cost and improve operations;
- Sponsors the 4th Annual Made in Maui County Festival and dozens of other economic development programs;
- Provides business development services through the Maui County Business Resource Center and Moloka'i's Kuhao Business Center to help local businesses begin and/or expand;
- Supports Maui Visitors Bureau's Maui County Visitor Growth Initiative in an effort to increase visitor arrivals, increase visitor length of stay and spending in international markets, support and promote our sports, signature, and major events;
- Funds the Clean & Safe program which provides homeless and mental health clients in Wailuku with jobs cleaning the streets;
- Provides \$3.0 million (1.0% of real property tax revenues) for the Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation Fund;
- Provides \$24.8 million in grant subsidies to support important social welfare programs, economic development initiatives, and veterans programs; and
- Provides \$34.1 million for drainage and road projects.

#### **Proposed New or Expanded Initiatives:**

- Provides \$100,000 to provide departments with a cash match for federal funding opportunities;
- Proposes \$9.1 million or 3.0% of real property tax revenue to address the lack of affordable rental units for persons of very low to gap income;
- Funds the construction of a new Service Center at the Maui Business Park with DMV (Division of Motor Vehicles), Real Property Tax, and Department of Housing & Human Concerns as anchor tenants;
- Supports retrofit street lighting throughout Maui County to bring streetlights into the 21st century with environmental friendly, high tech lighting that will save county taxpayers approximately \$700,000 per year. Additionally, the project will qualify for rebates from Hawaii Energy of approximately \$400,000;
- Reallocates positions to implement the Enterprise GIS System, the result of cross departmental collaboration and a foundation for Maui's Automated Planning and Permitting System (MAPPS). The Enterprise GIS System is the one source for GIS data for all County departments. By the start of FY 2018, a new ArcGIS Online site for Maui County will be launched to facilitate additional self service capabilities and easy access for employees, citizens and visitors;



- Funds the acquisition of the “Ueoka Building” at 2103 Wells Street, Wailuku, which is conveniently located to the courthouse and will be an efficient and effective response by the Department of the Prosecuting Attorney to our victims of violent crimes and child sexual assault; and
- Provides \$2 million for the expansion of Kula Agricultural Park to further promote the development of diversified agriculture by providing appropriately sized agricultural lots at reasonable rent with long-term tenure.

In summary, the Fiscal Year 2018 Proposed Budget is focused on delivering high-quality services and programs to our residents, retaining the employees who provide them, preserving amenities that make our community *no ka oi*, and assuring responsive service delivery into the future. These will continue to keep our community safe and clean, implement and complement strategic economic development, encourage tourism, and assure smooth traffic flow. In order to do so, trade-offs were necessary including increases to cost recovery

We live in the best community in the world, bar none. In order for Maui Nui families to prosper, they need Maui County to be a place that is safe and livable, that provides essential core services and suitable public infrastructure, and that invests back in our people, our 'aina, and our future. This budget does all of this, in fiscally prudent and innovative ways.

I look forward to working together to meet the challenges of the coming year.

Respectfully submitted,

Alan M. Arakawa  
Mayor, County of Maui



# STRATEGIC OUTCOMES

## THE CORNERSTONE OF BUDGET PLANNING

The County's Budget is the annual financial and operational plan resulting from strategic planning to achieve the County of Maui's vision by providing the services that residents want, need, and are willing to pay for. The creation of the budget involves an in-depth analysis of service priorities, policy review, and the creation of business plans for all of the County's departments.

The budget is based on the Maui County Charter, Countywide Policy Plan, and the Long-Range Financial Plan. These resources, which are described in the Budget & Financial Policies section, have become the foundation for budget decision-making, and the outcomes are intended to be inclusive of all other goals, and communicated in clear and simple terminology.

Each department function, project and program in the budget is also aligned to the five fundamentals of the County's short and long-term planning processes:

-  **S**trong & diversified economy
-  **H**ealthy & sustainable community
-  **A**ugment public infrastructure
-  **R**esponsive, effective and efficient government
-  **P**repared, safe & livable county

The County adopted portions of GFOA's budgeting for outcomes (BFO) method to more fully integrate budget to programs. BFO uses a practical approach that communicates why county government departments exist, what work is performed and how well, and the amount of resources that are devoted to services. County departments were required to document why they exist, show what they are striving to accomplish, and demonstrate results. The county's goal is for the departments' strategic plans to serve as the strategic foundation for departments' budget requests.

The county also continues to bring the goals, strategies, and budgets into alignment to shift resources from past trends to future-looking priorities. While much of the departments' goals and measures were overhauled in recent months, each departments is expected to continue to assess their goals to ensure that their future direction is transparent and aligned with their mission and outcomes and present an oral presentation to the Managing Director and to all other departments on a quarterly basis. The County hopes that by making this information more accessible and understandable, our Maui Nui community will be better informed about the effectiveness of some County programs, how tax revenues are being spent, and progress toward the County's goals.

The following pages describe the five-part strategic vision, highlighting key departmental goals and a few of the performance measurements related to each vision. All other performance measurements specific to the departments are provided in the Department Operating Program section.

Each measure includes a measure description, historical performance information, and tracking indicators. Targets take into account budgetary restrictions, past performance, and changes in the demand for County services. Given that the performance measures have recently been overhauled, departments display "N/A" where historical data is not yet available. As many of the measures are new and will guide future decision making and management, "N/A" denotes that they are in the process of development, rather than a data gap or measurement error.



## STRONG & DIVERSIFIED ECONOMY

To work towards a stronger, more diversified economy, the County works in partnership with community, business, and government sectors to strengthen and diversify the economy by supporting existing businesses and assists in the attraction, development, and expansion of new businesses and events that will in turn provide new jobs for our community. Efforts are guided by Maui County's Comprehensive Economic Development Strategy (CEDS), which is continually updated to meet changing conditions and opportunities.

Related Department/Program Goals: (1) Foster job creation within Maui County with new and expanding businesses; (2) Enhance Maui's international relations through utilization of Sister City relationships, visitor industry outreach, and business promotion through international opportunities; and (3) Expand film, television, and new media production

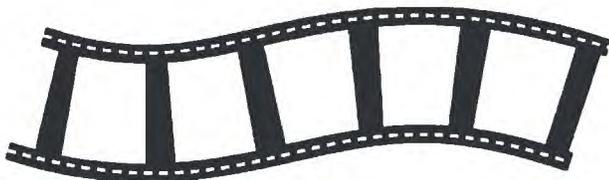
**140+ VENDORS**

*On November 4-5, 2016, 140+ vendors from Maui, Moloka'i, and Lana'i participated and 11,000+ people attended the 3rd Annual Made in Maui County Festival.*

**11,000 ATTENDEES**

**\$512,922 IN TOTAL PRODUCT SALES**

**335+ NEW WHOLESALE ACCOUNTS/ORDERS**



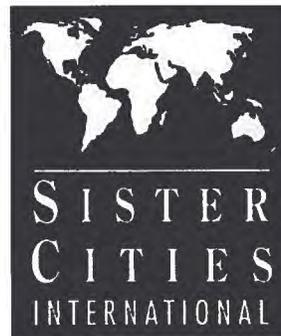
**56** *Film Projects in FY 2016 generating economic impact of \$12,030,000 to Maui County.*

**7,674**

*served at the Maui County Business Resource Center through workshops, meetings, business registrations, & consultations in FY 16.*

**1,200**

*served at the Moloka'i Kuha'o Business Center through workshops & consultations in FY 16.*



*26 Sister Cities & 1 Friendship City, increasing our visitor industry outreach, enhancing the county's international relations, and increasing*



| GOALS/OBJECTIVES   | KEY PERFORMANCE INDICATORS  | FY 2016 ACTUAL | FY 2017 ESTIMATE | FY 2018 ESTIMATE |
|--|---|----------------|------------------|------------------|
| Assist and advocate for businesses in Maui County  | # of consultations provided by OED Specialists                        | 262            | 275              | 285              |
| Create a comprehensive approach to attracting producers and projects   | # of in-county productions with county permits annually               | N/A            | N/A              | 50               |
|  | # of hotel room nights booked by productions                          | N/A            | N/A              | 4,000            |
|  | \$ spent on productions in-county                                     | N/A            | N/A              | \$5,000,000      |
| Provide further guidance and assistance, with oversight by the MCWIB, to WDD and the Ku'ina Program maximize services of WIOA programs | # of WIOA participants  | 112            | 116              | 120              |
|  | % of WIOA service providers' performance measures that are achieved   | 33%            | 67%              | 70%              |
|  | % of youth participants who attain a degree/credential                | 78%            | 68%              | 66%              |
|  | % of youth participants placed in employment or education             | 80%            | 63%              | 66%              |
| Assist and advocate for businesses in Maui County  | # of consultations provided by OED Specialists                        | 262            | 275              | 285              |
| Enhance communication with the public about the work of OED  | # of press releases produced for all major accomplishments            | 26             | 26               | 28               |
|  | # of speeches given to community groups about OED activities annually | 21             | 25               | 25               |
| Improve OED's grant program to require and ensure grantees' reporting deadlines are met  | % of grantees' who meet reporting deadlines                           | 80%            | 87%              | 90%              |



# HEALTHY & SUSTAINABLE COMMUNITY

The County of Maui has worked hard to position itself as a leader in environmental stewardship, open space preservation, water resources management, and social welfare in our growing community. This is the combined effort of many different departments and divisions and is a priority in planning sessions.

**Related Department/Program Goals:**

- Provide public health, safety, and environmental protection of Maui County’s air, land, and water through effective and sustainable waste management practices, resources and dedicated team.
- Initiate implementation of the Maui Island Plan and the community plans.
- Encourage, develop, and support the next generation of farmers.
- Protect the safety of the public and the environment through the collection, processing and disposal of abandoned vehicles, white goods, and related materials throughout the county.
- Provide funding to address invasive species.

**Highlights:**

- The Maui Island Water Use and Development Plan (WUDP) provides a plan for the protection, management and use of water resources on Maui by all water users over a 20-year period. The process was jump started in 2016 to gauge issues, options and strategies to address the wide ranging and often contentious community issues surrounding the water resources of Maui. An assessment of the WUDP is now online for review and education. The final draft of the WUDP will be available in May 2017.
- \* \$3.0 million or 1.0% of real property tax revenues is proposed for the Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation Fund to protect the natural beauty of Maui County.
- \* \$9.1 million or 3.0% of real property tax revenues is proposed for the Affordable Housing Fund to create additional affordable rental units that our residents can afford.



**78,923**  
*nutritious meals  
 provided to frail &  
 homebound seniors*

**183,885 tons**  
**trash collected**

**7,897** *health  
 & wellness classes,  
 activities and events at  
 senior centers and  
 congregate meal sites*



**15,089**  
*Water Quality Analyses for  
 Safe Drinking Water*



*MISC targeted 39 plant species, 5 vertebrates, 5 invertebrate pests, 1 plant disease, and 1 aquatic species, and controlled at least 28,002 plants, 1,000s of coqui frogs and little fire ants, and 3,531 banana trees for BBTV. Crews surveyed 34,082 acres and treated more than 587 acres. In all, work encompassed more than 13,202 hours, including 460 partner-contributed hours and 690 volunteer hours.*



| GOALS/OBJECTIVES   | KEY PERFORMANCE INDICATORS   | FY 2016 ACTUAL | FY 2017 ESTIMATE             | FY 2018 ESTIMATE |
|--|--|----------------|------------------------------|------------------|
| Maintain high level of service in landfill operations and recycling program  | Total tons landfilled per year (*includes 43,000 tons of C&D est. for FY 2017)                               | 185,157.01     | 234,000*                     | 192,000          |
|  | Total tons diverted/ recycled per year under county funded projects  | 59,145.35      | 60,000                       | 61,000           |
|  | Estimated total tons diverted/recycled per year under non-county funded projects                             | 44,000         | 50,000                       | 50,000           |
|  | Diversion rate (diversion rate dependent upon FY 2016 supplemental funding and FY 2017 funding availability) | 35.8%          | 32.9%<br>*Reduced due to C&D | 34%              |
| Maintain an acceptable # of days the landfills are open. Goal is to remain open 96% of the time <sup>1</sup>                                   | # of days where any of the 4 landfills experience a closure or partial closure                               | 178            | 55                           | 42               |
| Conduct timely Wastewater pretreatment inspections   | % of pretreatment inspections conducted on time  | 100%           | 100%                         | 100%             |
| Minimize wastewater impacts to the environment by minimizing the # of non-compliant regulatory days  | % of wastewater successfully transported to the treatment plants   | 99.99%         | 99.99%                       | 99.99%           |
| Administer the Section 8 Housing Choice Voucher Program in accordance with U.S. Department of Housing and Urban Development (HUD) requirements | % of vouchers utilized vs. total vouchers allocated to the county  | 94%            | 95%                          | 97%              |
|  | % of HUD's approved budget under the Section 8 Housing Choice Voucher Program                                | 95%            | 100%                         | 100%             |
| Monitor the # of people impacted by early childhood programs and services funded by Maui County  | # of people impacted by early childhood programs and services funded by Maui County                          | 458            | 450                          | 450              |
| Produce health and wellness classes, activities and events which appeal to seniors at senior centers and congregate meal sites.                | # of activities/sessions scheduled   | 7,897          | 8,000                        | 8,000            |
|  | Total senior attendance at activities/sessions scheduled   | 151,630        | 140,000                      | 140,000          |

<sup>1</sup> Based on 4 open landfills, the county has 1,058 normally scheduled open days per year (4% x 1,058=42 days). Most partial closures are at Molokai, Lanai and Hana and are for 1.5 hrs only.



## AUGMENT PUBLIC INFRASTRUCTURE

Providing suitable public infrastructure is a fundamental responsibility for county government, and Maui County recognizes its important contribution to Maui Nui's character and quality of life. The FY 2018 proposed budget continues funding for maintenance of streets, parks, utilities, facilities, traffic signs, and all of the equipment required to deliver these services, as well as the Maui Bus.

Having an efficient and effective government is critical especially when the county is challenged to provide more services with limited revenues. By assessing and streamlining operations, the administration has implemented programs and policies to ensure effectiveness and efficiency. In addition, action has been taken to ensure that local government is responsive to its citizens. The county works diligently to assure that it is open and accessible, and addresses the public's concerns in a timely manner.



### Maui Metropolitan Planning Organization

*Created the Maui Metropolitan Planning Organization (MMPO) which is responsible for coordinating a comprehensive, cooperative, and continuing (3-C) transportation planning process.*

**10,566 different users**  
**595,807 hits**



*A new app that provides a real-time offline bus*

*schedule, locates nearby bus stops, and provides zoomable transit route maps.*



**25**

*lane miles preserved/improved/renovated/resurfaced in FY 2016*



*The \$20 million Iao Water Treatment renovation & expansion is underway and is expected to be completed by the start of FY 2018. The project will substantially increase the reliable capacity available to serve the department's largest water supply district.*



### Central Maui Regional Park

**37** acres of park space added in FY 2017

**39.5** acres of park space being added



| GOALS/OBJECTIVES   | KEY PERFORMANCE INDICATORS  | FY 2016 ACTUAL | FY 2017 ESTIMATE | FY 2018 ESTIMATE |
|--|---|----------------|------------------|------------------|
| Complete deferred facility and parks maintenance projects  | % of parks with installed replacement chain-link fences                   | 75%            | 85%              | 95%              |
|  | % of restroom facilities renovated  | 45%            | 65%              | 85%              |
|  | % of parks with upgraded irrigation or water management systems installed | 50%            | 60%              | 70%              |
|  | % of work orders responded to within 48 hours                             | N/A            | 60%              | 80%              |
| Extend the lifespan of County streets and drainage facilities  | # of lane miles of roads seal coated in-house (countywide) annually       | 11             | 25               | 10               |
|  | # of lane miles of roads slurry sealed in-house (countywide) annually     | 17             | 15               | 5                |
|  | # of lane miles of roads resurfaced in-house (countywide) annually        | 4              | 2                | 4                |
| Increase alternative, non-motorized modes of transportation  | # of new sidewalks installed in lane feet (LF) annually                   | 2,300          | 3,500            | 2,500            |
|  | # of bike lanes/paths constructed in LF annually                          | 1,200          | 3,000            | 1,000            |
|  | # of wheelchair ramps installed annually                                  | 6              | 30               | 10               |
| Rehabilitate and maintain County road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure | # of lane miles reconstructed, rehabilitated and resurfaced annually      | 25             | 32               | 26               |
|  | # of lane miles preserved annually  | 0              | 1                | 25               |



## RESPONSIVE, EFFICIENT, AND EFFECTIVE GOVERNMENT

Having an efficient and effective government is critical especially when the county is challenged to provide more services with limited revenues. By assessing and streamlining operations, the administration has implemented programs and policies to ensure effectiveness and efficiency. In addition, action has been taken to ensure that local government is responsive to its citizens. The county works diligently to assure that it is open and accessible, and addresses the public’s concerns in a timely manner.

Prudent financial leadership will allow us to continue to meet community needs and maintain resident confidence as we uphold our commitment to manage cost growth with limited resources. Growing the revenue base through greater diversification of revenue sources will help Maui County to meet the needs of our residents as the community grows. While we will continually look for greater efficiency within the County organization, we will also explore opportunities to join with other counties to provide services more efficiently across the state.

While Maui County strives to incorporate these responsible values into all services, a number of FY 2018 initiatives are directly intended to reinforce and enhance the strategic outcomes in this area.

**Related Department/Program Goals:**

- Operate and maintain the collection, transmission, and processing infrastructure in an efficient manner to ensure that our customers receive the maximum useful life from their facility investment.
- Ensure facilities meet future needs.
- Provide timely maintenance of facilities and equipment for long-term efficiency.

**AA+**  
**Aa1 AA+**

*The county will continue to provide strong financial management. Our bond ratings from Standard and Poor’s, Moody’s and Fitch, continue to be excellent. They are currently rated AA+, Aa1 and AA+, respectively. Our conservative financial management and strong local economy were cited as significant contributors to this high rating, the highest among all counties in the state.*

*The proposed budget provides funding to replace the existing, outdated, deficient HR/ payroll system. The new system will be fully integrated to manage levels and costs of staff resources throughout the organization.*

|                         |                |                |
|-------------------------|----------------|----------------|
| <b>1,377 building</b>   | <b>FY 2016</b> | <b>permits</b> |
| <b>5,369 electrical</b> |                |                |
| <b>1,415 plumbing</b>   |                |                |

*Managing Director and employees from a range of departments recently formed a Cost Reduction Unit (CRU) to help facilitate innovation and improve effectiveness and efficiencies.*

|                             |                    |
|-----------------------------|--------------------|
| <b>7,372 building</b>       | <b>inspections</b> |
| <b>15,620 electrical</b>    |                    |
| <b>6,668 plumbing</b>       |                    |
| <b>completed in FY 2016</b> |                    |



*The budget proposes the reallocation of positions to implement the Enterprise GIS System, the one source for GIS data for all County departments. Before the start of FY 2018, a new ArcGIS Online site for Maui County will be launched to facilitate additional self service capabilities and easy access for employees, citizens and visitors.*



| GOALS/OBJECTIVES   | KEY PERFORMANCE INDICATORS   | FY 2016 ACTUAL         | FY 2017 ESTIMATE | FY 2018 ESTIMATE |
|--|--|------------------------|------------------|------------------|
| Provide assistance to constituents with concerns or issues relating to County government.  | # of correspondences (phone calls, letters, emails, etc.) Mayor's Office received from the public                          | N/A                    | 28,600           | 28,600           |
| Complete legal request for services submitted to the Counseling and Drafting section within 30 days  | # of legal requests for services received  | 4,173                  | 4,000            | 4,000            |
|  | # of legal requests for services completed   | 3,976                  | 4,000            | 4,000            |
|  | # of legal requests for services closed within 30 days   | 3,499                  | 3,000            | 3,000            |
| Actively defend and attempt to settle in county's best interest 2% of all civil and administrative litigated actions pending   | # of litigation actions (civil/administrative) pending against the county  | 324                    | 350              | 350              |
|  | % of civil/administrative litigated actions closed   | 39%                    | 10%              | 10%              |
| Complete on-time maintenance of existing wastewater mechanical equipment   | % of preventive mechanical maintenance activities completed on-time  | 97%                    | 100%             | 100%             |
| Complete on-time maintenance of existing electrical equipment  | % of preventive electrical maintenance activities completed on-time  | 99%                    | 100%             | 100%             |
| Complete on-time maintenance of existing collection system   | % of preventive maintenance completed on-time  | 80%                    | 100%             | 100%             |
| Provide responsive service and customer satisfaction by maintaining minimum acceptable missed or delayed pickups (Total # of routes per year: 3,952. Goal is 98% on scheduled collections) | # of missed or delayed routes due to the following:  |                        |                  |                  |
|  | Mechanical   | 5                      | 21               | 32               |
|  | Labor Shortage   | 24                     | 20               | 31               |
|  | Other  | N/A                    | 10               | 16               |
| Provide assistance with applications to obtain and/or maintain Permanent Resident Cards (Green Cards)  | # of times people were assisted with United States Citizenship and Immigration Services (USCIS) Forms I-90, I-485 or I-751 | 558                    | 735              | 620              |
| Efficiently allocate the provisioning of DMVL services between the main and satellite offices to improve service to major population centers   | % of total customers served by the main office   | n/a due to KSC closure | 44%              | 44%              |
|  | % of total customers served by satellite offices   | n/a due to KSC closure | 56%              | 44%              |



# PREPARED, SAFE & LIVABLE COUNTY

The county remains ever so committed to be a “prepared, safe and livable county.” The committed leadership and employees continue to uphold this commitment on a daily basis and in crisis. Whether it is handling a natural disaster, creating policies and plans for the future, or providing proper guidance and information to the general public, Maui County will do what is necessary to ensure safety and livability.

Public Safety accounts for 13.5% of the County’s budget and remains a top priority for the Mayor. Residents expect to live in a safe community with safe neighborhoods. Preventing and responding to emergencies quickly and reducing crime and other incidents are the expectations we have for our public safety departments. The FY 18 budget continues that emphasis and continues the County’s commitment to add critical vehicles and to replace those that are old and will be more costly in the long run to repair and maintain.

**Related Department/Program Goals:**

- Enhance the county’s response capacity and capabilities for All-Hazards
- Reduce crime and increase public safety with prevention methods
- Reduce the threat of fire, injury and property loss by conducting fire inspections at intervals consistent with applicable laws and department policies.
- Maintain and enhance safety in county beach parks and Maui County coastal waters

**Highlights:**

- MPD will continue to employ community policing strategies that emphasize proactive neighborhood engagement, prompt response to crime concerns of all seriousness, and youth engagement and education in compliance with accreditation standards. FY 2017 accomplishments include the deployment of a five-member solo bike detail to assist in enforcing speed limits and other traffic related issues and raising awareness about pedestrians. The ultimate goal of the Solo Bike Detail is to generate voluntary compliance.
- MFD has dedicated time and money to make sure their Firefighters are trained to the best of their abilities to give the community the highest quality first responders possible. Their continuous dedication to the preservation of life, environment, and property are our primary concern. The response to the fires in Kahikinui, Ukumehame, and Maalaea, as well as numerous rescues throughout the year, have shown that their preparation has paid off.
- Thanks to the Maui Redevelopment Agency, Wailuku’s Clean & Safe program began in August 2016, a “win-win” for the town, giving homeless and mental health clients jobs and cleaning the streets. Business owners report that the town’s atmosphere has improved and their safety concerns were alleviated.



*The CSI Camp is a 40-hour course hosted by the MPD for high school students interested in forensics and law enforcement. The goal of the Camp: to provide a proactive program which entices more students to pursue careers in law enforcement-related fields, while inspiring students to appreciate their continued studies in various science classes.*

Nearly  
**17,000**

*training hours logged in by Fire Line personnel in FY 16.*

Fire responded to  
**10,936**

*total alarms, utilized the helicopter in 171 incidents, 6,628 EMS/rescue responses, & 229 hazardous condition responses.*

Emergency Management issued  
**609**

*civil defense related notifications & activated emergency operations center 3 times in FY16.*



| GOALS/OBJECTIVES  | KEY PERFORMANCE INDICATORS  | FY 2016 ACTUAL | FY 2017 ESTIMATE | FY 2018 ESTIMATE |
|---|---|----------------|------------------|------------------|
| Maintain high quality lifeguard services  | # of public safety contacts   | 262,581        | 200,000          | 200,000          |
|   | # of preventive actions   | 158,684        | 100,000          | 100,000          |
| Provide 911 ocean rescue service along the coastal waters of Maui County as needed  | # of 911 calls responded to   | 240            | N/A              | 250              |
|   | # of non-911 assists responded to   | 394            | N/A              | 400              |
| Maintain and enhance Ocean Safety's community outreach educational programs   | # of students that participate in the Junior Lifeguard Program  | 200            | 200              | 200              |
|   | # of community events participated in   | 15             | 20               | 20               |
| Engage the private sector in building community preparedness and resiliency   | % of symposium attendees who have an increased knowledge of engagement opportunities in preparedness and resiliency | N/A            | N/A              | 90               |
| Provide accurate statistical breakdown of total incidents by category   | # of fire emergencies   | N/A            | N/A              | 865              |
|   | # of EMS/rescue emergencies   | N/A            | N/A              | 6,758            |
|   | # of other emergencies responded by the Department of Fire and Public Safety  | N/A            | N/A              | 3,830            |
| Continue to apply vertical prosecution method through a victim-centered approach for consistency through all phases of the judicial process and for positive prosecution outcomes on all sexual assault and homicide-related cases. This model ensures the safety of the victims, witnesses and the community | % of cases convicted using vertical prosecution method  | 83%            | 77%              | 80%              |



INTRODUCTION  
**MAYOR'S CABINET**



**KEITH REGAN**  
Managing Director



**ALAN ARAKAWA**  
Mayor



**HERMAN ANDAYA**  
Chief of Staff



**Department of CORPORATION COUNSEL**



**PATRICK WONG**  
Corporation Counsel



**ED KUSEL**  
First Deputy

**Department of ENVIRONMENTAL MANAGEMENT**



**STEWART STANT**  
Director



**MICHAEL BRYLAWSKI**  
First Deputy

**Department of FINANCE**



**DANNY ASSALOG**  
Director



**MARK WALKER**  
Deputy Director

**Department of FIRE & PUBLIC SAFETY**



**JEFF MURRAY**  
Chief



**ROBERT SHIMADA**  
Deputy Chief

**Department of HOUSING & HUMAN CONCERNS**



**CAROL REIMANN**  
Director



**JAN SUSENO**  
Deputy Director

**Department of LIQUOR CONTROL**



**GLENN BOUKAJ**  
Director



**MARK HONMA**  
Deputy Director

**Department of PARKS & RECREATION**



**KA ALA BURCHINAGA**  
Director



**DIANNE SAVAGE**  
Deputy Director

**Department of PERSONNEL SERVICES**



**DAVID UNDERWOOD**  
Director



**CYNTHIA RAZO-PORTER**  
Deputy Director

**Department of PLANNING**



**WILL SPENCE**  
Director



**MICHELE MCLEAN**  
Deputy Director

**Department of POLICE**



**TIVOLI FAAUNU**  
Chief



**DEAN RICKARD**  
Deputy Chief

**Department of PROSECUTING ATTORNEY**



**JD KIM**  
Prosecuting Attorney



**ROBERT RIVERA**  
First Deputy

**Department of PUBLIC WORKS**



**DAVID GOODE**  
Director



**DAWNNA BARBA-MENDEN**  
Deputy Director

**Department of TRANSPORTATION**



**DON MEDEIROS**  
Director



**MARC TAKAMORI**  
Deputy Director

**Department of WATER SUPPLY**



**DAVID TAYLOR**  
Director



**GLADYS BAGA**  
Deputy Director



**JOCK YAMAGUCHI**  
Deputy Managing Director



**LYNN ARAKI-REGAN**  
Budget Director



**ROD ANTONE**  
Communications Director



**TEENA RASMUSSEN**  
Director, Office of Economic Development



**JOE PONTANILLA**  
CDBG Coordinator



**ROB PARSONS**  
Environmental Coordinator



**RYAN PIROS**  
Assistant Communications Director



**LOIS WHITNEY**  
Assistant Communications Director



**ANNA FOUST**  
Emergency Management Officer



# INTRODUCTION MAUI COUNTY COUNCIL



**MIKE WHITE**  
Council Chair



**ROBERT CARROLL**  
Vice-Council Chair



**STACY CRIVELLO**  
Presiding Officer Pro Tempore



**ALIKA ATAY**  
Councilmember



**ELLE COCHRAN**  
Councilmember



**DON GUZMAN**  
Councilmember



**RIKI HOKAMA**  
Councilmember



**KELLY KING**  
Councilmember



**YUKI LEI SUGIMURA**  
Councilmember

OFFICE OF COUNCIL SERVICES

**Sandy Baz**  
Director

COUNTY AUDITOR

**Lance Taguchi**  
County Auditor

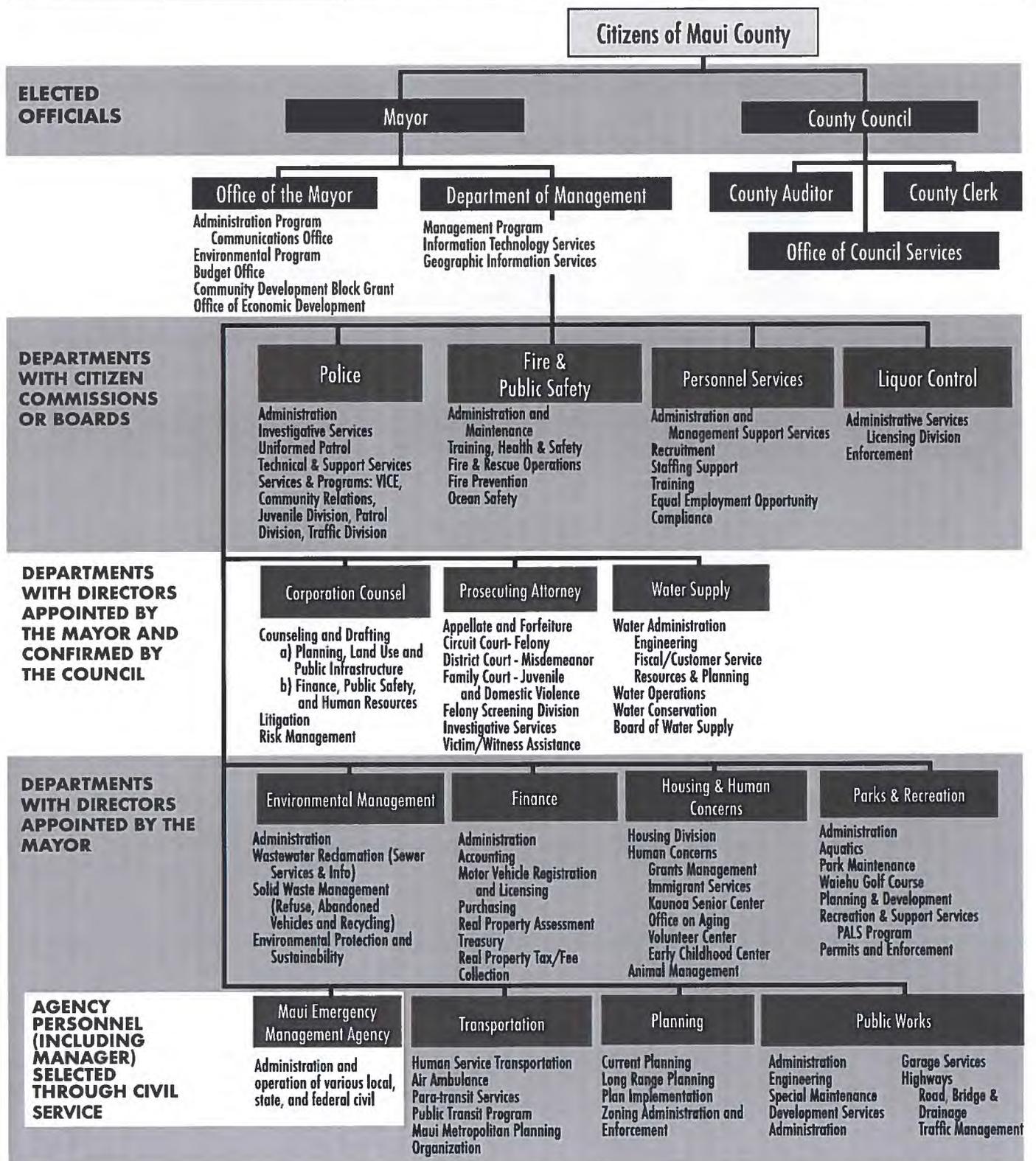
COUNTY CLERK

**Danny Mateo**  
County Clerk

**Josiah Nishita**  
Deputy County Clerk



INTRODUCTION  
**COUNTY ORGANIZATIONAL CHART**



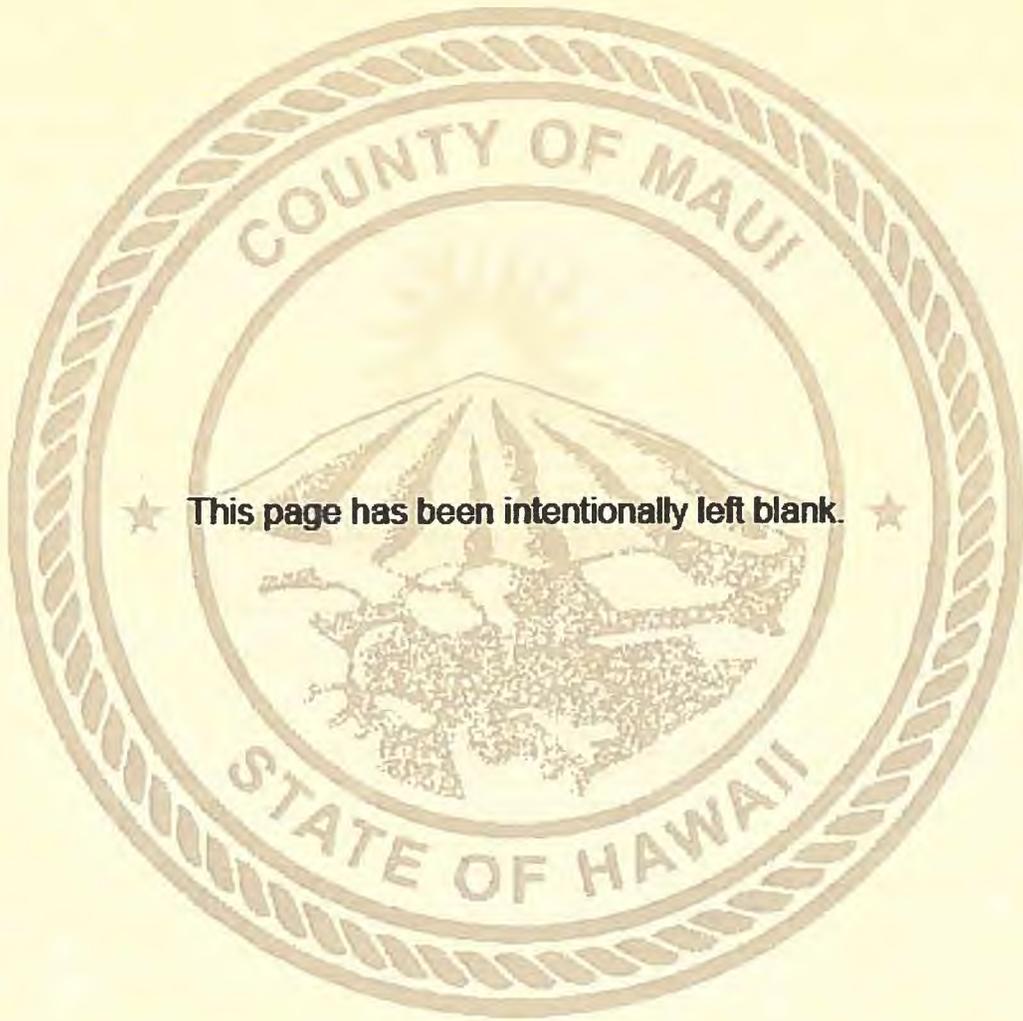
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# BUDGET OVERVIEW

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**The County of Maui's Department of Management and the Department of Housing and Human Concerns worked collaboratively in the development of the Kulamalu project, a 56-unit affordable housing project Upcountry, which is expected to be completed by end of Fiscal Year 2017.**



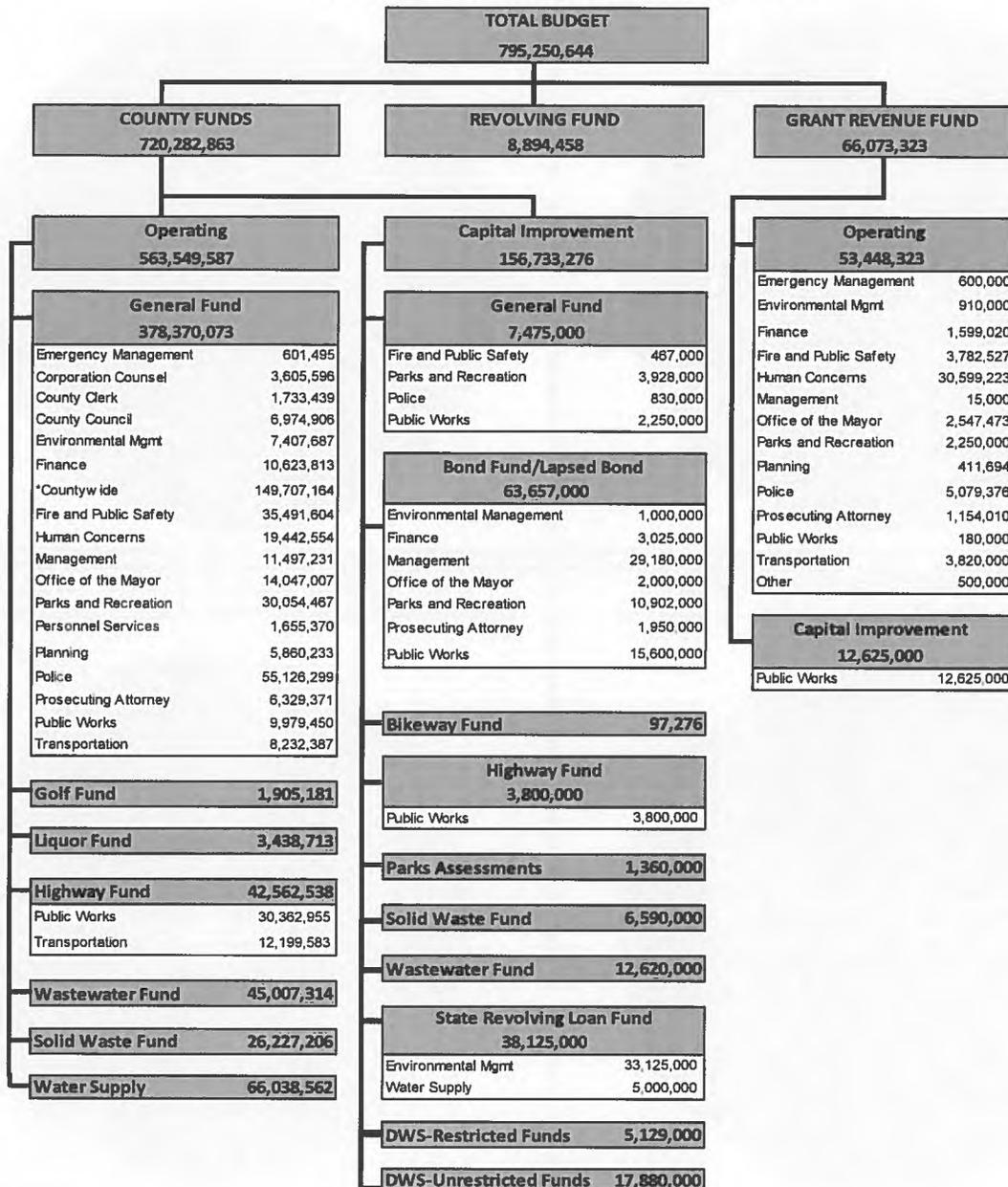
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# BUDGET OVERVIEW

This section provides a broad overview of the FY 2018 Proposed Budget. County Fund sources include General, Special Revenues and Enterprise Funds. The General Fund is of particular importance to our residents as it provides for the most basic services, such as police, fire and parks. Special Revenue Funds<sup>1</sup> include Liquor, Highway, Wastewater, and Solid Waste, and are restricted to specific uses. Enterprise Funds include Golf and Water Supply, and are supported by fees charged for the services provided. Detailed presentations of the county's historical and adopted revenues, expenditures, and equivalent personnel can be found in the Financial Summaries section of this book.

## BUDGET ORGANIZATION CHART<sup>2</sup>



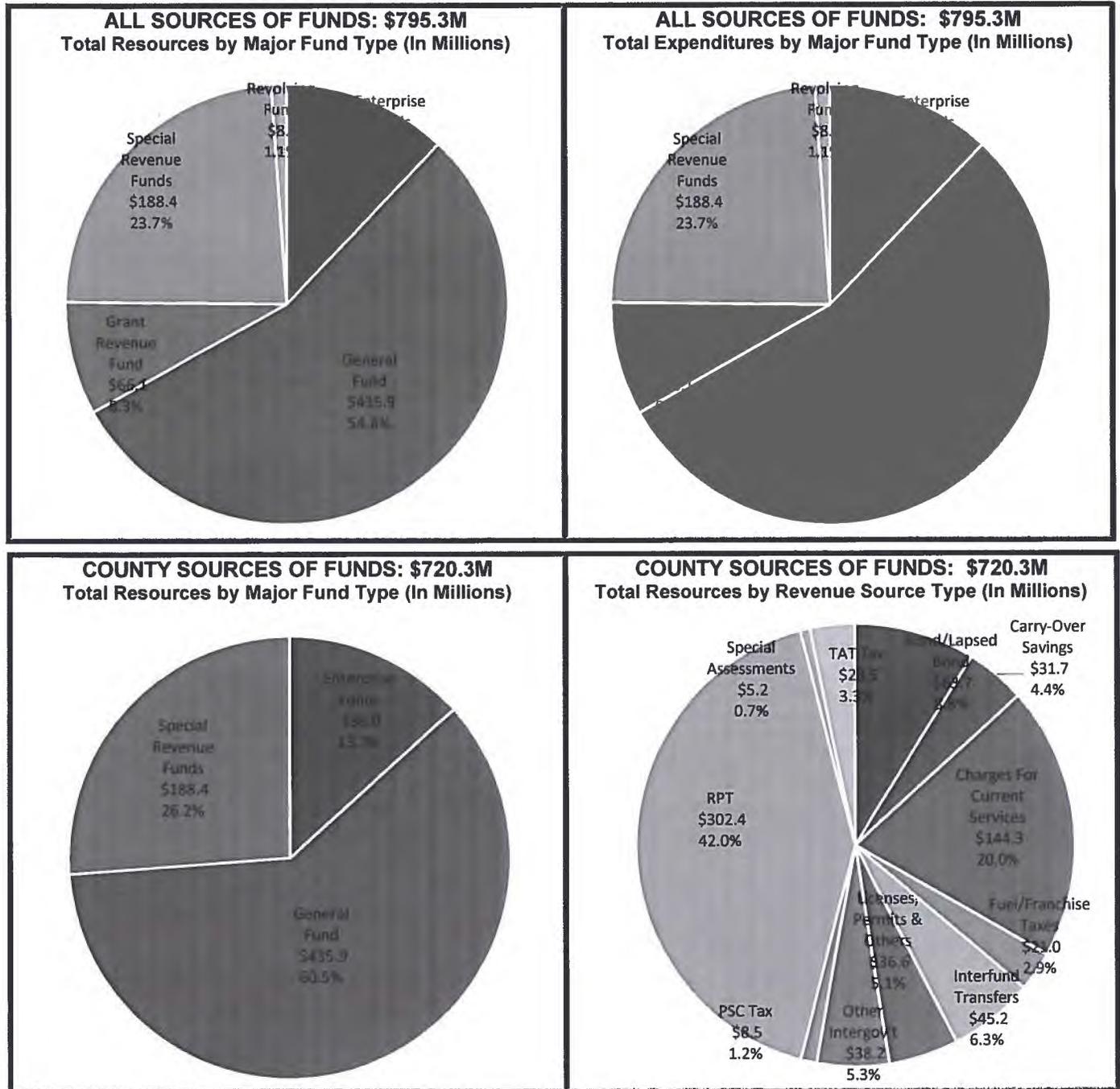
<sup>1</sup> In the county's financial statements, as reported in the Comprehensive Annual Financial Report (CAFR), the Grant Revenue Fund is presented as part of the Special Revenue Funds. However for budget illustration purposes, the fund is being categorized as a major fund type.

<sup>2</sup> The Revolving Fund is not presented in the CAFR, but included in this budget to provide an overview of the total funds from all sources.



# FY 2018 REVENUES AND EXPENDITURES

The County of Maui's FY 2018 proposed revenues and expenditures from all sources of funds total \$795.3 million, while proposed revenues and expenditures financed by county funds totals \$720.3 million. The charts below demonstrate that the FY 2018 budget proposed by the Mayor is balanced as required by the County Charter, defined as "estimated revenues, proposed expenditures and total appropriations for the ensuing fiscal year shall be equal in amount."<sup>3</sup>



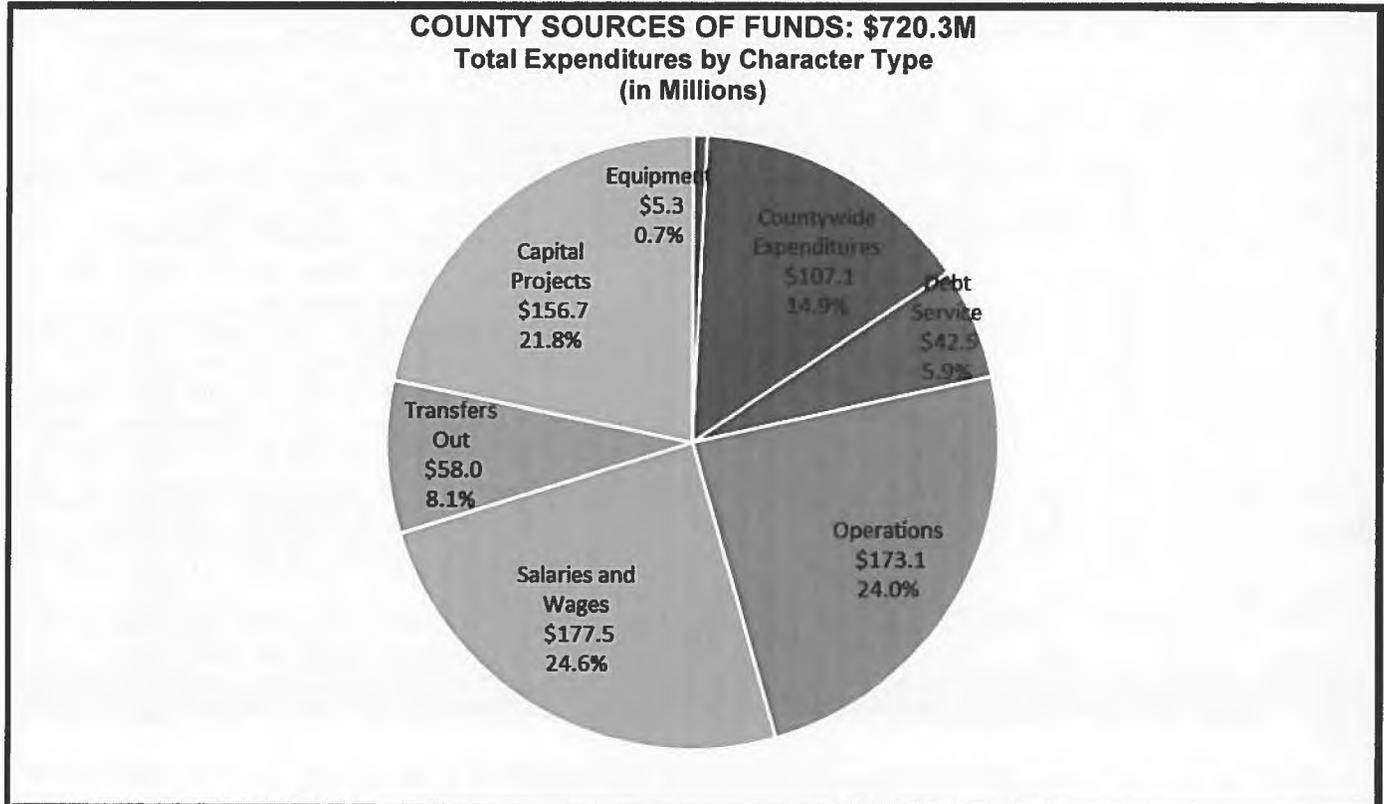
<sup>3</sup> Due to the accounting of the Grant and Revolving Fund, revenues reflect the expected expenditures for the ensuing fiscal year. Anticipated revenues shown in the Budget Ordinance, Appendix A may be different from estimates presented on the charts/tables in this budget book.



## FY 2018 REVENUES AND EXPENDITURES (CONT'D)

The Total Resources by Revenue Source on the previous page illustrates that the three largest sources of the county's revenue are derived from Real Property Taxes (RPT) at 42.0%, Charges for Current Services at 20.0% and Bond/Lapsed Bond at 8.8%.

### FY 2018 TOTAL EXPENDITURES



## SUMMARY OF ORGANIZATION CHANGES

As part of continued efforts to improve services to County of Maui citizens and visitors, the Mayor proposed a modest number of changes in the county's organizational structure beginning in FY 2018. These proposed changes and implementation of identified key service improvements are anticipated to assist the county in accomplishing the goal of providing the highest possible level of services in the most efficient and cost-effective manner.

Furthermore, these additional changes are anticipated to occur as part of the current administration's ongoing management review process to provide efficient delivery of service, reduce duplication of efforts, and to meet additional or expanded needs.

The FY 2018 Mayor's Proposed Budget also recommends moving the Golf Program to the other divisions within the Department of Parks & Recreation by December 31, 2017, and the reallocation of GIS-related personnel to the Department of Management.



**EXPLANATION OF ORGANIZATIONAL CHANGES**

| DEPARTMENT                        | FY 2017 AS AMENDED | FY 2018 PROPOSED | CHANGE NO. OF E/P | EXPLANATION OF CHANGES  |
|-----------------------------------|--------------------|------------------|-------------------|---|
| Environmental Management          | 224.0              | 224.0            | 0.0               | Proposed transfer of 3.0 positions from Environmental Protection and Sustainability Program under Solid Waste Fund to General Fund.   |
| Finance                           | 164.8              | 162.8            | -2.0              | Proposed transfer of 2.0 GIS Analysts from to the Department of Management - ITS Program.   |
| Fire and Public Safety            | 383.5              | 385.5            | 2.0               | Proposed expansion positions for 2.0 Fire Battalion Chiefs under Fire/Rescue Operations Program that were deleted by Council in FY 2017.  |
| Housing and Human Concerns        | 140.9              | 141.6            | 0.7               | Proposed expansion positions for 0.5 Nutrition Program Aide under the Human Concerns Program and 0.2 to make a Senior Services Program Assistant and a Nutrition Program Aide from part-time to half-time grant funded positions.   |
| Liquor                            | 26.0               | 27.0             | 1.0               | Proposed expansion position for 1.0 Account Clerk III.  |
| Management                        | 58.0               | 60.0             | 2.0               | Proposed transfer of 2.0 GIS Analysts from Department of Finance - Financial Services Program, and 2.0 GIS Analysts from Management - GIS Program.  |
| Parks and Recreation <sup>1</sup> | 405.2              | 410.2            | 5.0               | Proposed transfers between programs: 1.0 Contracts Manager from Parks Program, and 1.0 Assistant Parks Permit Officer from Recreation Program to Administration Program; 2.0 Nursery Workers and 1.0 Park Support Services Coordinator from Recreation, and 10.5 half year salary and E/P from Golf Course to Parks Program; and 3.0 Nursery Workers from Parks Beautification, 2.0 Electric Pump Maintenance Repairers from Parks Construction Maintenance and 1.0 Clerk from Administration to Recreation Program. Combine two .5 positions to make 1.0 Recreation Aide under Recreation Program. Proposed expansion positions in FY 2018 for 5.0 Security Guards in Administration Program in lieu of outsourcing Blue Protection. |
| Police                            | 529.0              | 529.2            | 0.2               | Proposed expansion position for 0.2 E/P for School Crossing Guard in Waihee.  |
| Prosecuting Attorney              | 83.0               | 82.0             | -1.0              | Deletion of 1.0 Deputy Prosecuting Attorney due to end of Edward Byrne Memorial Justice Assistant Grant.  |
| Public Works                      | 276.0              | 277.0            | 1.0               | Proposed expansion positions for 1.0 Highway Construction and Maintenance Supervisor for Lanai under Road Bridge and Drainage Maintenance Program.  |
| <b>TOTAL<sup>2</sup></b>          | <b>2,290.4</b>     | <b>2,299.3</b>   | <b>8.9</b>        |   |

**NOTE:**

<sup>1</sup> As of 2/28/17, a budget amendment had passed first reading but not second reading. It is anticipated that it will pass final reading and as such, the E/P count for FY 2017 has been adjusted to reflect the addition of 6.0 E/P for Parks and Recreation.

<sup>2</sup> Totals reflect those departments with organizational changes only, including Grant Revenue and Revolving Funds. For detailed summaries relating to E/P by department, please refer to the Financial Summaries section of this budget book.



## FOUR-YEAR COMPARATIVE OPERATING EXPENDITURES SCHEDULE BY MAJOR FUND (IN THOUSANDS)

| MAJOR USES                                   | FY 2015<br>ACTUAL  | FY 2016<br>ACTUAL  | FY 2017<br>AS AMENDED* | FY 2018<br>PROPOSED | CHANGE<br>AMOUNT  | CHANGE<br>PERCENT |
|--|--------------------|--------------------|------------------------|---------------------|-------------------|-------------------|
| <b>GENERAL FUND</b>                          |                    |                    |                        |                     |                   |                   |
| <b>OPERATING EXPENDITURES</b>                |                    |                    |                        |                     |                   |                   |
| <b>Culture and Recreation</b>                |                    |                    |                        |                     |                   |                   |
| Management                                   | \$0.0              | \$0.0              | \$400.0                | \$0.0               | -\$400.0          | -100.0%           |
| Parks and Recreation                         | \$29,196.8         | \$28,730.5         | \$29,474.5             | \$30,054.5          | \$580.0           | 2.0%              |
| <b>General Government</b>                    |                    |                    |                        |                     |                   |                   |
| Corporation Counsel                          | \$3,001.7          | \$2,886.6          | \$3,426.6              | \$3,605.6           | \$179.0           | 5.2%              |
| Environmental Management                     | \$741.8            | \$719.0            | \$821.9                | \$7,407.7           | \$6,585.8         | 801.3%            |
| Finance                                      | \$128,554.8        | \$126,314.9        | \$143,919.3            | \$160,331.0         | \$16,411.7        | 11.4%             |
| Management                                   | \$9,644.5          | \$10,662.7         | \$11,218.7             | \$11,497.2          | \$278.5           | 2.5%              |
| Office of the Mayor                          | \$11,922.0         | \$13,671.5         | \$14,241.8             | \$14,047.0          | -\$194.8          | -1.4%             |
| Personnel Services                           | \$1,339.0          | \$1,407.3          | \$1,579.8              | \$1,655.4           | \$75.6            | 4.8%              |
| Planning                                     | \$4,494.3          | \$4,812.2          | \$5,431.1              | \$5,860.2           | \$429.1           | 7.9%              |
| Public Works                                 | \$7,867.8          | \$8,468.1          | \$10,900.5             | \$9,979.5           | -\$921.0          | -8.4%             |
| <b>Highways, Streets, and Transportation</b> |                    |                    |                        |                     |                   |                   |
| Transportation                               | \$7,503.1          | \$8,168.1          | \$8,348.3              | \$8,232.4           | -\$115.9          | -1.4%             |
| <b>Legislative</b>                           |                    |                    |                        |                     |                   |                   |
| County Clerk                                 | \$1,062.9          | \$1,127.1          | \$1,744.4              | \$1,733.4           | -\$11.0           | -0.6%             |
| County Council                               | \$5,006.4          | \$5,397.7          | \$6,800.9              | \$6,974.9           | \$174.0           | 2.6%              |
| <b>Public Safety</b>                         |                    |                    |                        |                     |                   |                   |
| Civil Defense                                | \$498.9            | \$427.7            | \$675.5                | \$601.5             | -\$74.0           | -11.0%            |
| Fire and Public Safety                       | \$32,098.4         | \$32,093.9         | \$36,406.4             | \$35,491.6          | -\$914.8          | -2.5%             |
| Police                                       | \$47,053.7         | \$48,801.5         | \$54,313.6             | \$55,126.3          | \$812.7           | 1.5%              |
| Prosecuting Attorney                         | \$5,756.9          | \$5,538.2          | \$6,221.8              | \$6,329.4           | \$107.6           | 1.7%              |
| <b>Social Welfare</b>                        |                    |                    |                        |                     |                   |                   |
| Housing and Human Concerns                   | \$19,153.6         | \$18,118.0         | \$19,483.6             | \$19,442.6          | -\$41.0           | -0.2%             |
| <b>TOTAL GENERAL FUND</b>                    | <b>\$314,896.6</b> | <b>\$317,345.0</b> | <b>\$355,408.7</b>     | <b>\$378,370.2</b>  | <b>\$22,961.5</b> | <b>6.5%</b>       |
| <b>SPECIAL REVENUE FUNDS</b>                 |                    |                    |                        |                     |                   |                   |
| <b>OPERATING EXPENDITURES</b>                |                    |                    |                        |                     |                   |                   |
| <b>Highways, Streets, and Transportation</b> |                    |                    |                        |                     |                   |                   |
| Public Works                                 | \$25,459.7         | \$26,040.1         | \$27,835.0             | \$30,363.0          | \$2,528.0         | 9.1%              |
| Transportation                               | \$10,317.9         | \$10,300.2         | \$10,765.5             | \$12,199.6          | \$1,434.1         | 13.3%             |
| <b>Sanitation</b>                            |                    |                    |                        |                     |                   |                   |
| Environmental Management                     | \$70,921.3         | \$69,089.7         | \$77,565.6             | \$71,234.5          | -\$6,331.1        | -8.2%             |
| <b>Social Welfare</b>                        |                    |                    |                        |                     |                   |                   |
| Liquor Control                               | \$2,149.5          | \$2,188.5          | \$3,179.9              | \$3,438.7           | \$258.8           | 8.1%              |
| <b>TOTAL SPECIAL REVENUE FUNDS</b>           | <b>\$108,848.4</b> | <b>\$107,618.5</b> | <b>\$119,348.0</b>     | <b>\$117,235.8</b>  | <b>-\$2,110.2</b> | <b>-1.8%</b>      |
| <b>ENTERPRISE FUNDS</b>                      |                    |                    |                        |                     |                   |                   |
| <b>OPERATING EXPENDITURES</b>                |                    |                    |                        |                     |                   |                   |
| <b>Culture and Recreation</b>                |                    |                    |                        |                     |                   |                   |
| Parks and Recreation                         | \$3,547.1          | \$3,589.4          | \$4,228.5              | \$1,905.2           | -\$2,323.3        | -54.9%            |
| <b>Water Supply</b>                          |                    |                    |                        |                     |                   |                   |
| Water Supply                                 | \$55,391.7         | \$57,087.1         | \$66,886.5             | \$66,038.6          | -\$847.9          | -1.3%             |
| <b>TOTAL ENTERPRISE FUNDS</b>                | <b>\$58,938.8</b>  | <b>\$60,676.5</b>  | <b>\$71,115.0</b>      | <b>\$67,943.8</b>   | <b>-\$3,171.2</b> | <b>-4.5%</b>      |
| <b>TOTAL COUNTY FUNDS</b>                    | <b>\$482,683.8</b> | <b>\$485,640.0</b> | <b>\$545,869.7</b>     | <b>\$563,549.8</b>  | <b>\$17,680.1</b> | <b>3.2%</b>       |

Notes:

True sum may be different due to rounding.

\*Includes FY 2017 approved budget amendments through February 28, 2017.



**OPERATING EXPENDITURES BY CATEGORY MAJOR FUND (IN THOUSANDS)**

| DEPARTMENT                         | SALARIES AND WAGES | OPERATIONS         | GRANT AWARDS      | COUNTYWIDE EXPENDITURES | DEBT SERVICE      | TRANSFER OUT      | EQUIPMENT        | TOTAL PROPOSED BUDGET |
|------------------------------------|--------------------|--------------------|-------------------|-------------------------|-------------------|-------------------|------------------|-----------------------|
| <b>GENERAL FUND</b>                |                    |                    |                   |                         |                   |                   |                  |                       |
| Corporation Counsel                | \$3,172.7          | \$424.5            | \$0.0             | \$0.3                   | \$0.0             | \$0.0             | \$8.1            | \$3,605.6             |
| County Clerk                       | \$875.9            | \$847.1            | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$10.4           | \$1,733.4             |
| County Council                     | \$4,470.8          | \$2,466.8          | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$37.3           | \$6,974.9             |
| Emergency Management Agency        | \$410.4            | \$166.1            | \$25.0            | \$0.0                   | \$0.0             | \$0.0             | \$0.0            | \$601.5               |
| Environmental Management           | \$675.3            | \$5,980.1          | \$420.0           | \$0.0                   | \$0.0             | \$327.9           | \$4.5            | \$7,407.8             |
| Finance                            | \$7,334.1          | -\$21,720.6        | \$0.0             | \$107,063.8             | \$42,509.2        | \$25,129.3        | \$15.1           | \$160,330.9           |
| Fire and Public Safety             | \$30,883.3         | \$4,480.8          | \$0.0             | \$30.4                  | \$0.0             | \$0.0             | \$97.1           | \$35,491.6            |
| Housing and Human Concerns         | \$4,122.8          | \$3,594.0          | \$11,658.7        | \$0.0                   | \$0.0             | \$0.0             | \$67.0           | \$19,442.5            |
| Management                         | \$4,364.4          | \$6,700.8          | \$32.0            | \$0.0                   | \$0.0             | \$0.0             | \$400.0          | \$11,497.2            |
| Office of the Mayor                | \$2,560.8          | \$552.9            | \$10,903.4        | \$0.0                   | \$0.0             | \$0.0             | \$29.9           | \$14,047.0            |
| Parks and Recreation               | \$16,974.7         | \$12,276.1         | \$360.0           | \$0.0                   | \$0.0             | \$0.0             | \$443.7          | \$30,054.5            |
| Personnel Services                 | \$1,308.5          | \$339.0            | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$7.8            | \$1,655.3             |
| Planning                           | \$4,049.4          | \$1,649.8          | \$129.0           | \$0.0                   | \$0.0             | \$0.0             | \$32.0           | \$5,860.2             |
| Police                             | \$45,257.0         | \$8,825.7          | \$0.0             | \$33.7                  | \$0.0             | \$0.0             | \$1,010.0        | \$55,126.4            |
| Prosecuting Attorney               | \$5,866.8          | \$448.1            | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$14.5           | \$6,329.4             |
| Public Works                       | \$6,935.6          | \$2,818.9          | \$0.0             | \$0.0                   | \$0.0             | \$75.0            | \$150.0          | \$9,979.5             |
| Transportation                     | \$489.0            | \$6,546.7          | \$1,194.2         | \$0.0                   | \$0.0             | \$0.0             | \$2.5            | \$8,232.4             |
| <b>TOTAL GENERAL FUND</b>          | <b>\$139,751.5</b> | <b>\$36,396.8</b>  | <b>\$24,722.3</b> | <b>\$107,128.2</b>      | <b>\$42,509.2</b> | <b>\$25,532.2</b> | <b>\$2,328.9</b> | <b>\$378,370.1</b>    |
| <b>SPECIAL REVENUE FUNDS</b>       |                    |                    |                   |                         |                   |                   |                  |                       |
| Environmental Management           | \$13,484.0         | \$36,675.4         | \$0.0             | \$0.0                   | \$0.0             | \$20,078.5        | \$996.7          | \$71,234.6            |
| Liquor Control                     | \$1,682.9          | \$1,603.8          | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$152.0          | \$3,438.7             |
| Public Works                       | \$7,471.4          | \$15,824.1         | \$0.0             | \$0.0                   | \$0.0             | \$6,295.3         | \$772.2          | \$30,363.0            |
| Transportation                     | \$0.0              | \$11,899.6         | \$0.0             | \$0.0                   | \$0.0             | \$0.0             | \$300.0          | \$12,199.6            |
| <b>TOTAL SPECIAL REVENUE FUNDS</b> | <b>\$22,638.3</b>  | <b>\$66,002.9</b>  | <b>\$0.0</b>      | <b>\$0.0</b>            | <b>\$0.0</b>      | <b>\$26,373.8</b> | <b>\$2,220.9</b> | <b>\$117,235.9</b>    |
| <b>ENTERPRISE FUNDS</b>            |                    |                    |                   |                         |                   |                   |                  |                       |
| Parks and Recreation               | \$498.3            | \$1,291.3          | \$0.0             | \$0.0                   | \$0.0             | \$115.5           | \$0.0            | \$1,905.1             |
| Water Supply                       | \$14,615.0         | \$44,676.1         | \$0.0             | \$0.0                   | \$0.0             | \$6,000.0         | \$747.5          | \$66,038.6            |
| <b>TOTAL ENTERPRISE FUNDS</b>      | <b>\$15,113.3</b>  | <b>\$46,967.4</b>  | <b>\$0.0</b>      | <b>\$0.0</b>            | <b>\$0.0</b>      | <b>\$6,115.5</b>  | <b>\$747.5</b>   | <b>\$67,943.7</b>     |
| <b>TOTAL COUNTY FUNDS</b>          | <b>\$177,503.1</b> | <b>\$148,367.1</b> | <b>\$24,722.3</b> | <b>\$107,128.2</b>      | <b>\$42,509.2</b> | <b>\$58,021.5</b> | <b>\$5,298.3</b> | <b>\$663,649.7</b>    |

**EQUIVALENT PERSONNEL SUMMARY**

Maui County has collective bargaining agreements with the following union organizations: Hawaii Government Employees Association (HGEA), United Public Workers (UPW), State of Hawaii Organization of Police Officers (SHOPO), and Hawaii Fire Fighters Association (HFFA).

The Four- Year Comparative Operating Equivalent Personnel (E/P) Fund by Department schedule on the following page provides a breakdown of the total proposed E/P count by department. The County of Maui's FY 2018 proposed E/P count of 2,657.5 from all Sources of Funds is an increase of 8.9 E/P or 0.3% from the FY 2017 as amended E/P count of 2,648.6. The total E/P count funded by County Sources of Funds in FY 2018 is 2,532.4. This is an increase of 9.7 E/P or 0.4% from the FY 2017 as amended E/P of 2,522.7.



## FOUR-YEAR COMPARATIVE OPERATING EQUIVALENT PERSONNEL FUND BY DEPARTMENT

| FUND TYPE                                     | FY 2015<br>ADOPTED | FY 2016<br>ADOPTED | FY 2017<br>AS AMENDED | FY 2018<br>PROPOSED | CHANGE<br>AMOUNT | CHANGE<br>PERCENT |
|---|--------------------|--------------------|-----------------------|---------------------|------------------|-------------------|
| <b>GENERAL FUND</b>                           |                    |                    |                       |                     |                  |                   |
| Corporation Counsel                           | 34.5               | 34.5               | 37.5                  | 37.5                | 0.0              | n/a               |
| Emergency Management Agency                   | 6.0                | 6.0                | 6.8                   | 6.8                 | 0.0              | n/a               |
| Environmental Management                      | 5.0                | 5.0                | 5.0                   | 8.0                 | 3.0              | 60.0%             |
| Finance                                       | 142.8              | 145.8              | 147.5                 | 145.5               | -2.0             | -1.4%             |
| Fire and Public Safety                        | 318.0              | 319.0              | 368.0                 | 370.0               | 2.0              | 0.5%              |
| Housing & Human Concerns<br>Management        | 80.3               | 80.3               | 86.8                  | 87.3                | 0.5              | 0.6%              |
|   | 56.0               | 58.8               | 58.0                  | 60.0                | 2.0              | 3.4%              |
| Parks and Recreation <sup>1</sup>             | 426.3              | 426.8              | 384.3                 | 399.8               | 15.5             | 4.0%              |
| Personnel Services                            | 19.0               | 18.0               | 18.0                  | 18.0                | 0.0              | n/a               |
| Planning                                      | 62.0               | 62.0               | 64.0                  | 64.0                | 0.0              | n/a               |
| Police  | 518.5              | 520.0              | 524.0                 | 524.2               | 0.2              | 0.0%              |
| Prosecuting Attorney                          | 72.0               | 72.0               | 73.0                  | 73.0                | 0.0              | n/a               |
| Public Works                                  | 115.0              | 115.0              | 115.0                 | 115.0               | 0.0              | n/a               |
| Transportation                                | 6.0                | 6.0                | 6.0                   | 6.0                 | 0.0              | n/a               |
| <b>TOTAL GENERAL FUND</b>                     | <b>1,861.4</b>     | <b>1,869.2</b>     | <b>1,893.8</b>        | <b>1,915.0</b>      | <b>21.2</b>      | <b>1.1%</b>       |
| <b>SPECIAL REVENUE FUNDS</b>                  |                    |                    |                       |                     |                  |                   |
| <b>HIGHWAY FUND</b>                           |                    |                    |                       |                     |                  |                   |
| Public Works                                  | 143.0              | 145.0              | 145.0                 | 146.0               | 1.0              | 0.7%              |
| <b>LIQUOR FUND</b>                            |                    |                    |                       |                     |                  |                   |
| Liquor Control                                | 26.0               | 26.0               | 26.0                  | 27.0                | 1.0              | 3.8%              |
| <b>SEWER FUND</b>                             |                    |                    |                       |                     |                  |                   |
| Environmental Management-Wastewater Division  | 117.0              | 117.0              | 118.0                 | 118.0               | 0.0              | n/a               |
| <b>SOLID WASTE FUND</b>                       |                    |                    |                       |                     |                  |                   |
| Environmental Management-Solid Waste Division | 95.0               | 99.0               | 99.0                  | 96.0                | -3.0             | -3.0%             |
| <b>TOTAL SPECIAL REVENUE FUNDS</b>            | <b>381.0</b>       | <b>387.0</b>       | <b>388.0</b>          | <b>387.0</b>        | <b>-1.0</b>      | <b>-0.3%</b>      |
| <b>ENTERPRISE FUNDS</b>                       |                    |                    |                       |                     |                  |                   |
| <b>GOLF FUND</b>                              |                    |                    |                       |                     |                  |                   |
| Parks and Recreation                          | 20.9               | 20.9               | 20.9                  | 10.5                | -10.3            | -49.3%            |
| <b>WATER SUPPLY FUND</b>                      |                    |                    |                       |                     |                  |                   |
| Water   | 219.0              | 219.0              | 220.0                 | 220.0               | 0.0              | n/a               |
| <b>TOTAL ENTERPRISE FUNDS</b>                 | <b>239.9</b>       | <b>239.9</b>       | <b>240.9</b>          | <b>230.5</b>        | <b>-10.4</b>     | <b>-4.3%</b>      |
| <b>GRANT REVENUE FUND</b>                     |                    |                    |                       |                     |                  |                   |
| Finance                                       | 17.0               | 17.0               | 17.3                  | 17.3                | 0.0              | n/a               |
| Fire and Public Safety                        | 3.0                | 3.0                | 13.5                  | 13.5                | 0.0              | n/a               |
| Housing & Human Concerns                      | 66.9               | 68.1               | 54.1                  | 54.3                | 0.2              | 0.4%              |
| Office of the Mayor                           | 0.0                | 0.0                | 0.0                   | 0.0                 | 0.0              | n/a               |
| Parks and Recreation                          | 10.5               | 10.5               | 0.0                   | 0.0                 | 0.0              | n/a               |
| Planning                                      | 4.0                | 4.0                | 4.0                   | 4.0                 | 0.0              | n/a               |
| Police  | 6.5                | 5.0                | 5.0                   | 5.0                 | 0.0              | n/a               |
| Prosecuting Attorney                          | 11.0               | 12.2               | 10.0                  | 9.0                 | -1.0             | -10.0%            |
| Transportation                                | 0.0                | 0.0                | 2.0                   | 2.0                 | 0.0              | n/a               |
| <b>TOTAL GRANT REVENUE FUND</b>               | <b>118.9</b>       | <b>119.8</b>       | <b>105.9</b>          | <b>105.1</b>        | <b>-0.8</b>      | <b>-0.8%</b>      |
| <b>REVOLVING FUND</b>                         |                    |                    |                       |                     |                  |                   |
| Environmental Management                      | 2.0                | 2.0                | 2.0                   | 2.0                 | 0.0              | n/a               |
| Fire and Public Safety                        | 2.0                | 2.0                | 2.0                   | 2.0                 | 0.0              | n/a               |
| Public Works                                  | 14.0               | 14.0               | 16.0                  | 16.0                | 0.0              | n/a               |
| <b>TOTAL REVOLVING FUND</b>                   | <b>18.0</b>        | <b>18.0</b>        | <b>20.0</b>           | <b>20.0</b>         | <b>0.0</b>       | <b>n/a</b>        |
| <b>TOTAL EQUIVALENT PERSONNEL<sup>2</sup></b> | <b>2,619.2</b>     | <b>2,633.9</b>     | <b>2,648.6</b>        | <b>2,657.5</b>      | <b>8.9</b>       | <b>0.3%</b>       |

**NOTES:**

True sum may be different due to rounding.

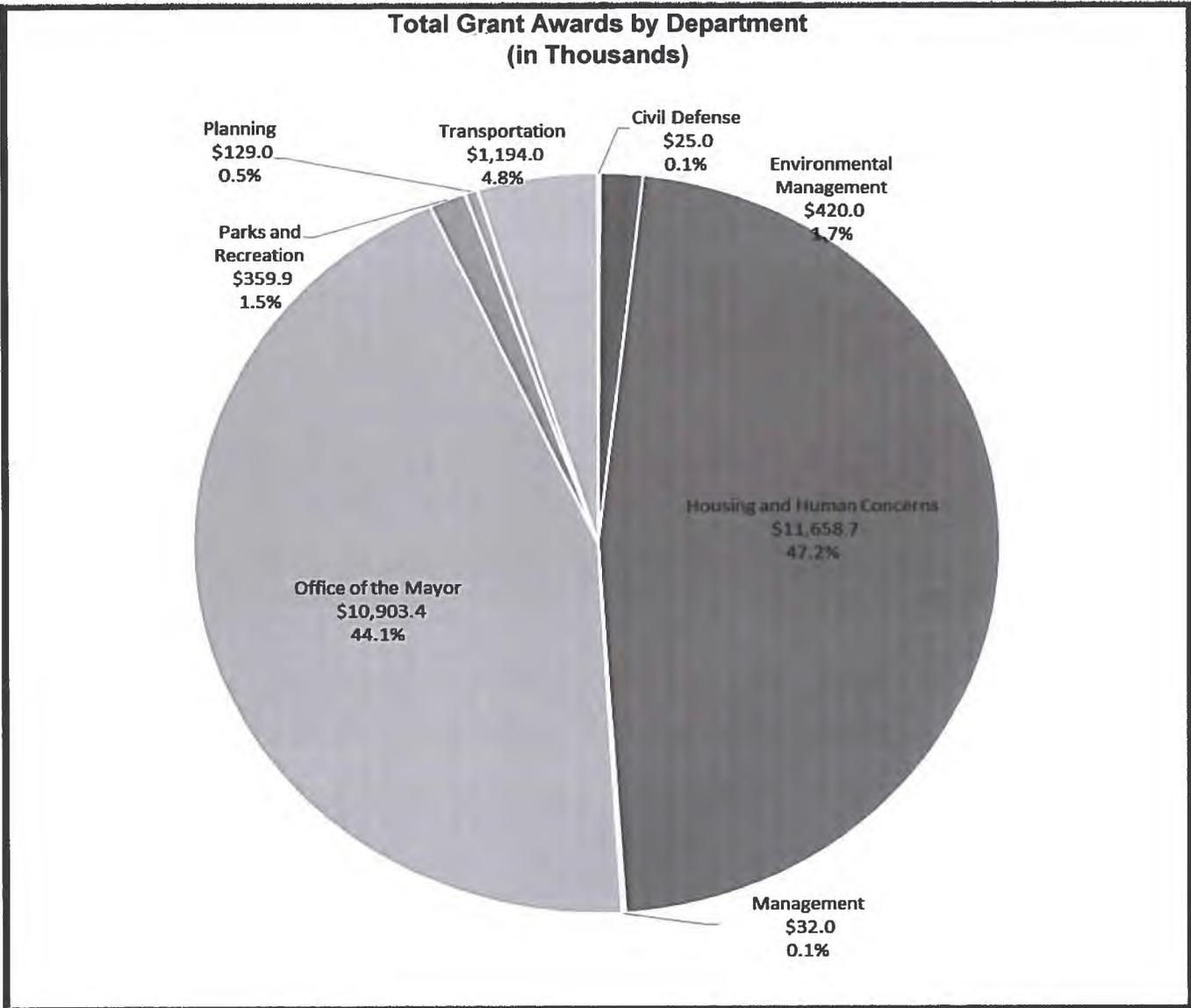
<sup>1</sup>As of 2/28/17, a budget amendment had passed first reading but not second reading. It is anticipated that it will pass final reading and as such, the E/P count for FY 2017 has been adjusted to reflect the addition of 6.0 E/P for Parks and Recreation.

<sup>2</sup>Does not include Council Services, County Clerk, and Office of the Mayor as these departments do not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the County's General Budget Provision.



### COUNTY GRANT AWARDS

Total Grant Awards by Department  
(in Thousands)



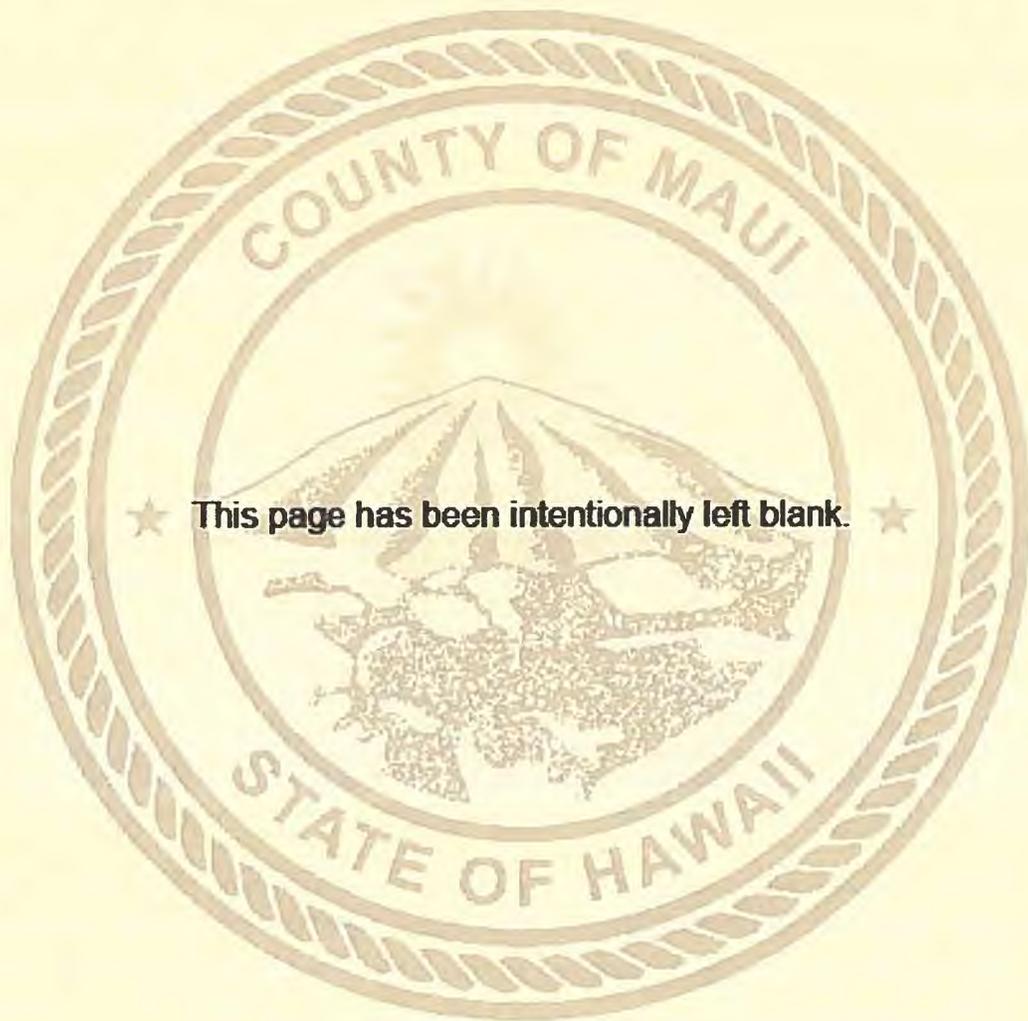
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# CAPITAL PROGRAM

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**The largest line item in the Mayor's Proposed FY 2018 CIP Budget is for the construction of the proposed new service center at the Maui Business Park Phase II. The proposed facility is expected to house the Department of Finance's Motor Vehicle Registration and Licensing and Real Property Assessment divisions, which are presently situated in the Maui Mall, as well as the Department of Housing & Human Concerns, and other County offices.**



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This section provides a description of the County of Maui's Capital Budget; summaries of the proposed FY 2018 Capital Budget by major fund, department, district, funding type and project type; six-year proposed Capital Improvement Program (CIP) plan, also referred to as "Capital Program" budget; impacts of the capital projects on the operating budget; and capital budget policies and guidelines. Detailed information relating to the capital projects with proposed funding in FY 2018 can be found in the Department Capital Project Sheets section of this budget book.

## DEFINITION OF CAPITAL PROGRAM AND CAPITAL PROJECT

The County of Maui's CIP plan is a six-year plan that outlines the public infrastructure needs of the community. The CIP plan provides the citizens of Maui County with a list of capital projects planned for the ensuing fiscal year and the next succeeding five years. While the CIP plan covers a 6-year planning horizon, the plan is updated annually to reflect ongoing changes as projects are added, existing projects are modified, completed, and/or withdrawn from the CIP plan. The County Council only appropriates funding for capital projects planned in the ensuing fiscal year.

Maui County Code Chapter 3.04.010 defines a capital improvement as "a permanent improvement or betterment as distinguished from ordinary repair or current maintenance." A capital project is a project to construct either new facilities; significant, long-term renovation to existing facilities; or purchase specialized, long-life equipment. Many grants made by non-county entities (i.e. state, federal, or private) to fund capital projects for the county are also included in the capital budget.

The County Charter and County Code do not provide provisions on a monetary threshold for projects to qualify as a capital project. However, there are many factors that affect how a capital project is funded and administered. Depending on its cost, size and scope, a project may be funded in the department's operating or capital budget. Bonds or loans may only be used to fund capital projects.

## IMPACT ON THE OPERATING BUDGET

Identifying the impact of the planned capital projects on the operating budget and quantifying the costs associated with funding capital projects is an integral part of the CIP plan. Incurring future operating expenses is expected of most capital projects. The total anticipated impact on the operating budget for FY 2018 is \$3.5 million and \$10.9 million for the next succeeding years. For FY 2018, capital projects for fire and public safety (55.0%), finance (\$20.0%), and management (16.4%) will incur the largest amount of operating expenses.

Debt service incurred by capital projects and the cost of financing capital project expenditures funded by G.O. Bonds significantly impacts the operating budget. In FY 2018, the county anticipates allocating 7.3% of the operating budget to pay for debt service requirements for capital projects funded in prior years. Additionally, the allocation of G.O. Bonds to individual projects is reflected in the Funding Details and Methods of Financing sections in the individual project sheets.

These operating impacts are presented in the CIP plan through the inclusion of anticipated impacts in the Operating Impact Narrative section of the individual project sheets, which can be found in the Department Capital Project Sheets section of the program budget. The operating budget may include costs associated with additional staffing, maintenance, other non-maintenance, and non-capital equipment.



## PROJECT PRIORITIZATION

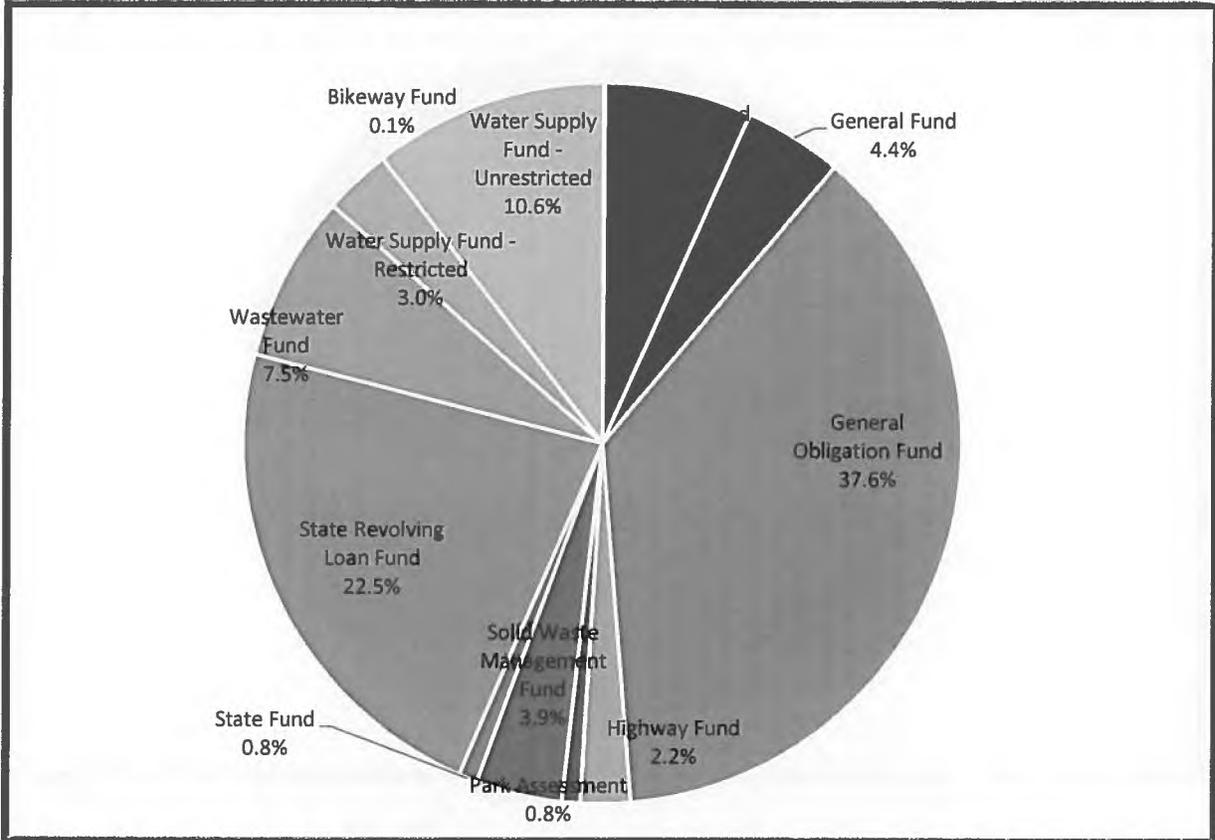
The prioritization method utilized by the County allows for a capital expenditure strategy that enables the county to provide appropriate facilities for its employees and customers and to manage future costs.

All capital projects recommended for inclusion in the six-year CIP plan are initially prioritized by the department. Once a master list has been compiled, the applicable Department Directors convene to discuss the County's project priorities based upon various criteria. A draft is submitted before being further analyzed by the Budget Office. This assessment is designed to measure both the overall need for a project, the relative urgency of a project and available funding sources and is not a substitute for the decision-making process undertaken by the Mayor and the County Council. It is, however, an attempt to define some basic evaluation criteria that can be applied against competing countywide requests and become one of the many factors in the overall decision-making process.

Pursuant to Section 8-8.3 of the Charter, the proposed capital improvement projects are also reviewed by the Planning Director in relation to the Maui Island Plan and community plans.



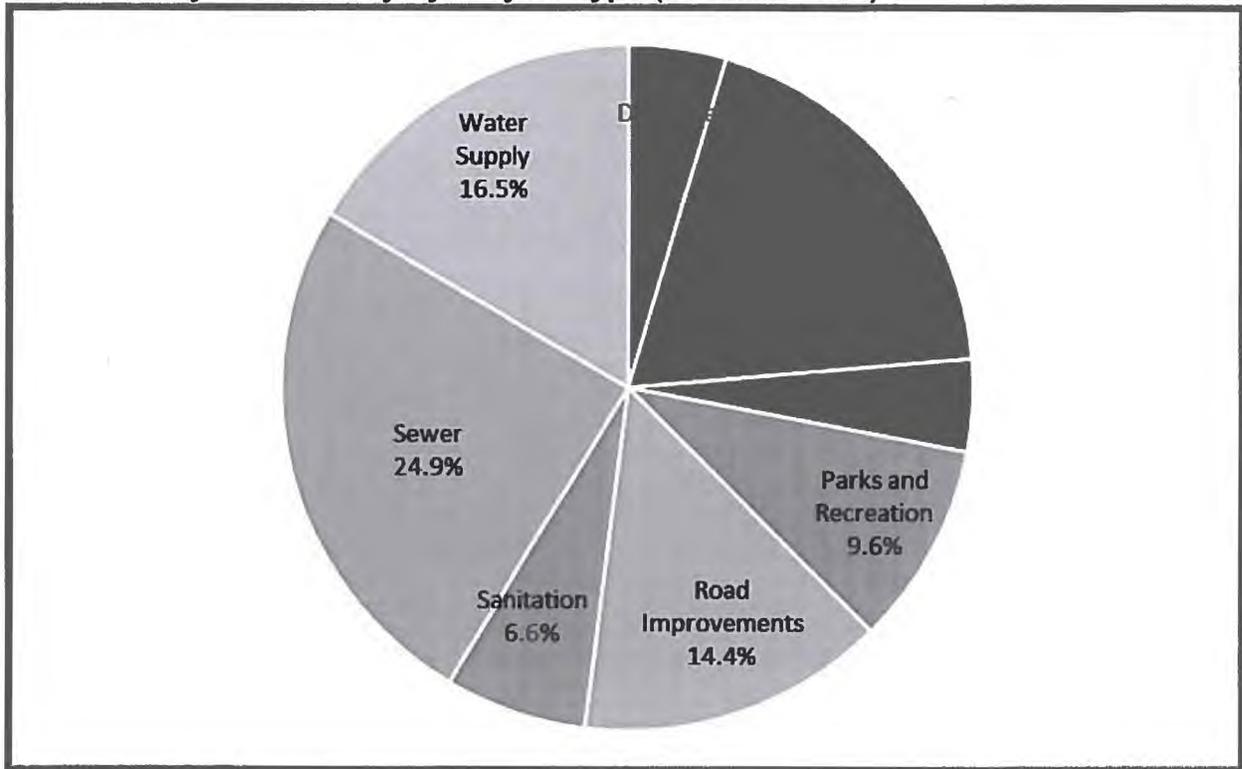
**FY 2018 Project Summary by Fund Type (in Thousands)**



| Fund Type                        | FY 2018 Proposed     |
|----------------------------------|----------------------|
| Bikeway Fund                     | \$97,276             |
| Federal Fund                     | \$11,200,000         |
| General Fund                     | \$7,475,000          |
| General Obligation Fund          | \$63,657,000         |
| Highway Fund                     | \$3,800,000          |
| Park Assessment                  | \$1,360,000          |
| Sewer Fund                       | \$12,620,000         |
| Solid Waste Management Fund      | \$6,590,000          |
| State Fund                       | \$1,425,000          |
| State Revolving Loan Fund        | \$38,125,000         |
| Water Supply Fund - Restricted   | \$5,129,000          |
| Water Supply Fund - Unrestricted | \$17,880,000         |
| <b>TOTAL</b>                     | <b>\$169,358,276</b> |



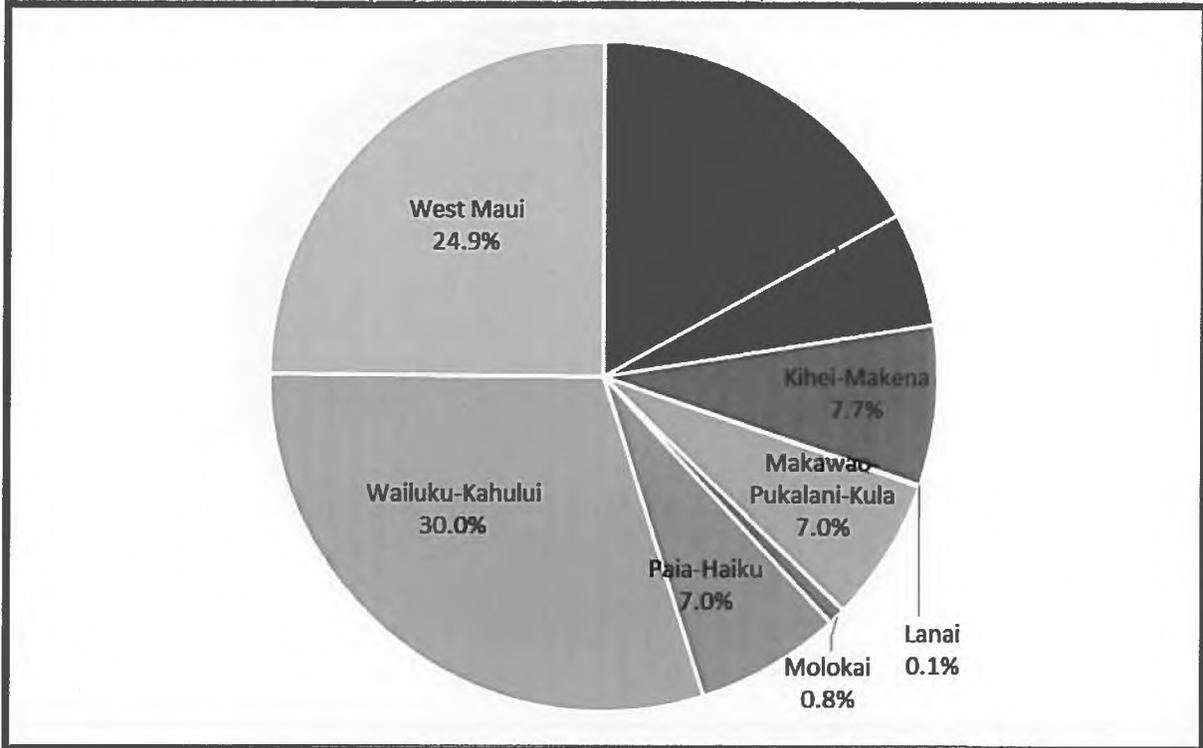
**FY 2018 Project Summary by Project Type (in Thousands)**



| Project Type          | FY 2018 Proposed     |
|-----------------------|----------------------|
| Drainage              | \$7,700,000          |
| Government Facilities | \$32,327,000         |
| Other Projects        | \$7,375,000          |
| Parks and Recreation  | \$16,190,000         |
| Road Improvements     | \$24,422,276         |
| Sanitation            | \$11,215,000         |
| Sewer                 | \$42,120,000         |
| Water Supply          | \$28,009,000         |
| <b>TOTAL</b>          | <b>\$169,358,276</b> |



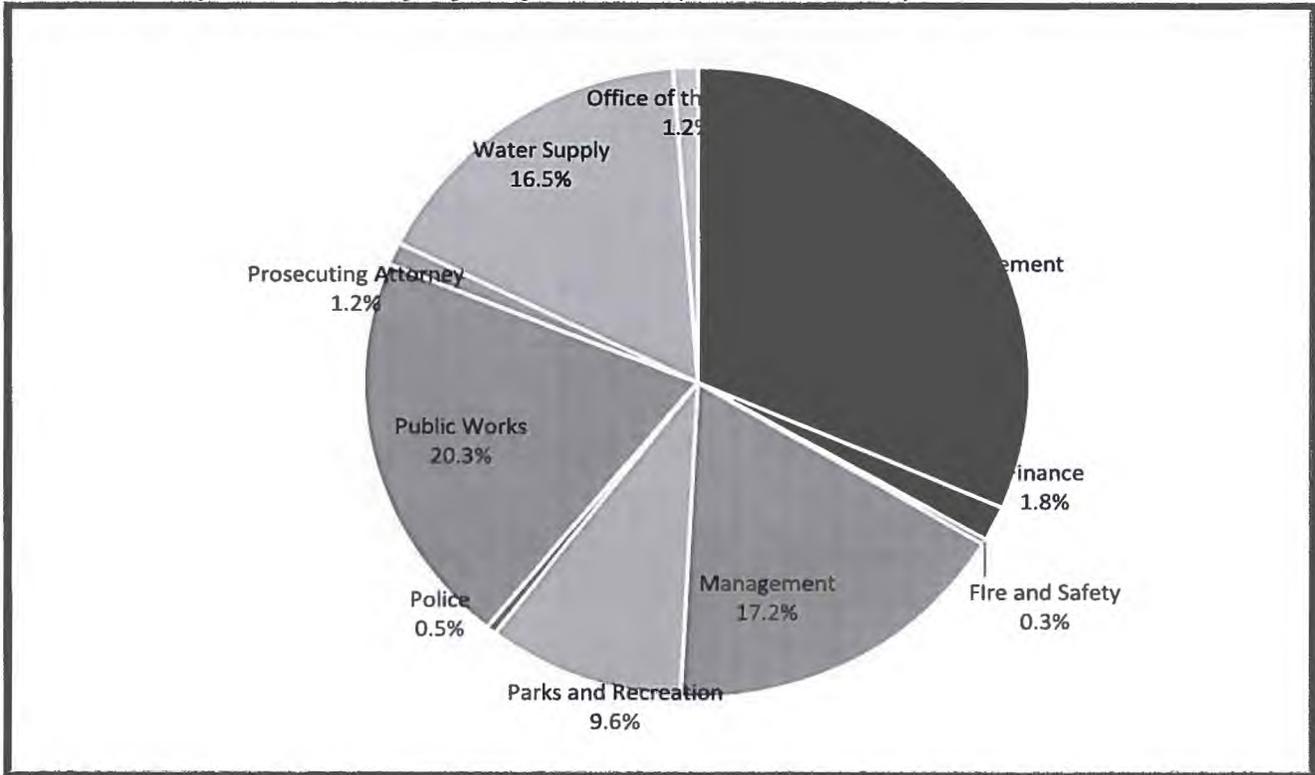
**FY 2018 Project Summary by District (in Thousands)**



| District              | FY 2018 Proposed     |
|-----------------------|----------------------|
| Countywide            | \$28,768,276         |
| Hana                  | \$9,322,000          |
| Kihei-Makena          | \$13,092,000         |
| Lanai                 | \$126,000            |
| Makawao-Pukalani-Kula | \$11,810,000         |
| Molokai               | \$1,395,000          |
| Paia-Haiku            | \$11,870,000         |
| Wailuku-Kahului       | \$50,865,000         |
| West Maui             | \$42,110,000         |
| <b>Total</b>          | <b>\$169,358,276</b> |



**FY 2018 Project Summary by Department (in Thousands)**



| Department                             | FY 2018 Proposed     |
|--|----------------------|
| Department of Environmental Management | \$53,335,000         |
| Department of Finance                  | \$3,025,000          |
| Department of Fire and Public Safety   | \$467,000            |
| Department of Management               | \$29,180,000         |
| Department of Parks and Recreation     | \$16,190,000         |
| Department of Police                   | \$830,000            |
| Department of Public Works             | \$34,372,276         |
| Department of the Prosecuting Attorney | \$1,950,000          |
| Department of Water Supply             | \$28,009,000         |
| Office of the Mayor                    | \$2,000,000          |
| <b>Total</b>                           | <b>\$169,358,276</b> |



# PROJECT DETAIL BY DEPARTMENT

## ENVIRONMENTAL MANAGEMENT

| District   | Project Type | CBS No   | Project Name  | Fund   | \$ in 1000's  |               |                |       |
|--|--------------|----------|---|--|---------------|---------------|----------------|-------|
|  |              |          |   |  | 2018          | 2019-2023     | 6-Yr Total     |       |
| Countywide   | Sewer        | CBS-1119 | Countywide Environmental Protection Agency (EPA) Compliance Wastewater Reclamation Facility | GB   | 0             | 10,000        | 10,000         |       |
|  |              |          |   | WF   | 2,000         | 0             | 2,000          |       |
|  |              | CBS-1128 | Countywide Wastewater System Modifications  | WF   | 1,000         | 5,000         | 6,000          |       |
|  |              | CBS-1132 | Countywide Environmental Protection Agency (EPA) Compliance Projects                        | WF   | 500           | 2,500         | 3,000          |       |
| Hana   | Sanitation   | CBS-1908 | Hana Landfill Makai Berm Waste Removal  | GB   | 0             | 3,000         | 3,000          |       |
|  |              |          |   | SW   | 2,750         | 0             | 2,750          |       |
| Kihei-Makena   | Sewer        | CBS-1160 | South Maui Recycled Water System Expansion  | SRF  | 5,500         | 0             | 5,500          |       |
|  |              |          |   | WF   | 1,000         | 0             | 1,000          |       |
|  |              | CBS-3200 | South Kihei Road Gravity System Capacity Upgrade  | SRF  | 0             | 4,000         | 4,000          |       |
|  |              |          |   | WF   | 500           | 0             | 500            |       |
| Makawao-Pukalani-Kula                                | Sanitation   | CBS-2726 | Makani Closed Landfill Remediation  | SW   | 1,300         | 0             | 1,300          |       |
| Molokai  |              | CBS-2727 | Kalamaula Closed Landfill Remediation   | SW   | 230           | 0             | 230            |       |
|  | Sewer        | CBS-4590 | Kaunakakai WWRF Facility Plan   | WF   | 200           | 0             | 200            |       |
| Paia-Haiku   | Sewer        | CBS-1183 | Kuau No. 3 Force Main Replacement   | WF   | 60            | 630           | 690            |       |
|  |              | CBS-1184 | Kuau No. 4 Force Main Replacement   | WF   | 60            | 540           | 600            |       |
| Wailuku-Kahului                                      | Sanitation   | CBS-1095 | Central Maui Landfill Phase VI-A  | SRF  | 3,625         | 0             | 3,625          |       |
|  |              | CBS-1901 | Central Maui Landfill Phases VI-B and VI-C Property Acquisition                             | GB   | 1,000         | 0             | 1,000          |       |
|  |              | CBS-2724 | Waikapu Closed Landfill Remediation   | SW   | 860           | 0             | 860            |       |
|  |              | CBS-3175 | Leachate Collection & Recovery and Electrical Distribution System Upgrades                  | SW   | 500           | 0             | 500            |       |
|  |              | CBS-1131 | Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation       | SRF  | 0             | 4,000         | 4,000          |       |
|  | Sewer        |          |   | WF   | 1,000         | 6,000         | 7,000          |       |
|  |              | CBS-1171 | Wailuku-Kahului Recycled Water Force Main   | SRF  | 0             | 6,200         | 6,200          |       |
|  |              |          |   | WF   | 500           | 0             | 500            |       |
| West Maui  | Sanitation   | CBS-2725 | Olowalu Closed Landfill Remediation   | SW   | 950           | 0             | 950            |       |
|  |              | CBS-1144 | Lahaina Wastewater Reclamation Facility (WWRF) Modifications, Stage IA                      | SRF  | 24,000        | 0             | 24,000         |       |
|  |              | Sewer    | CBS-1167  | Napili No. 1 Force Main Replacement                | SRF           | 0             | 2,700          | 2,700 |
|  |              |          |   |  | WF            | 300           | 0              | 300   |
|  |              |          | CBS-1168  | Napili No. 2 Force Main Replacement                | WF            | 100           | 1,000          | 1,100 |
|  |              |          | CBS-1179  | Napili Wastewater Pump Station No. 3 Modifications | SRF           | 0             | 4,200          | 4,200 |
|  |              |          |   |  | WF            | 400           | 0              | 400   |
|  |              |          | CBS-1180  | Napili Wastewater Pump Station No. 4 Modifications | SRF           | 0             | 3,800          | 3,800 |
|  |              |          |   | WF   | 400           | 0             | 400            |       |
|  |              | CBS-1181 | Napili Wastewater Pump Station No. 5 Modifications  | WF   | 2,300         | 0             | 2,300          |       |
|  |              | CBS-1182 | Napili Wastewater Pump Station No. 6 Modifications  | WF   | 2,300         | 0             | 2,300          |       |
| <b>Total: Department of Environmental Management</b> |              |          |   |  | <b>53,335</b> | <b>53,570</b> | <b>106,905</b> |       |



## PROJECT DETAIL BY DEPARTMENT (CONT'D)

### ENVIRONMENTAL MANAGEMENT

| <b>FUNDING SOURCE SUMMARY</b> |               |                  |                   |
|-------------------------------|---------------|------------------|-------------------|
| <b>\$ in 1000's</b>           |               |                  |                   |
| <b>Fiscal Year</b>            |               |                  |                   |
| <b>Fund</b>                   | <b>2018</b>   | <b>2019-2023</b> | <b>6-Yr Total</b> |
| AH                            | 0             | 0                | 0                 |
| BW                            | 0             | 0                | 0                 |
| FD                            | 0             | 0                | 0                 |
| GB                            | 1,000         | 13,000           | 14,000            |
| GF                            | 0             | 0                | 0                 |
| HF                            | 0             | 0                | 0                 |
| LBF                           | 0             | 0                | 0                 |
| LF                            | 0             | 0                | 0                 |
| OG                            | 0             | 0                | 0                 |
| OT                            | 0             | 0                | 0                 |
| PA                            | 0             | 0                | 0                 |
| RQ                            | 0             | 0                | 0                 |
| SRF                           | 33,125        | 24,900           | 58,025            |
| ST                            | 0             | 0                | 0                 |
| SW                            | 6,590         | 0                | 6,590             |
| US                            | 0             | 0                | 0                 |
| WF                            | 12,620        | 15,670           | 28,290            |
| WR                            | 0             | 0                | 0                 |
| WU                            | 0             | 0                | 0                 |
| <b>Total</b>                  | <b>53,335</b> | <b>53,570</b>    | <b>106,905</b>    |



## PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF FINANCE

|                                     |                |          |                      |      | \$ in 1000's |               |               |
|-------------------------------------|----------------|----------|----------------------|------|--------------|---------------|---------------|
|                                     |                |          |                      |      | Fiscal Year  |               |               |
| District                            | Project Type   | CBS No   | Project Name         | Fund | 2018         | 2019-2023     | 6-Yr Total    |
| Countywide                          | Other Projects | CBS-1218 | Countywide Equipment | GB   | 3,025        | 16,000        | 19,025        |
| <b>Total: Department of Finance</b> |                |          |                      |      | <b>3,025</b> | <b>16,000</b> | <b>19,025</b> |

| FUNDING SOURCE SUMMARY |              |               |               |
|------------------------|--------------|---------------|---------------|
| \$ in 1000's           |              |               |               |
| Fiscal Year            |              |               |               |
| Fund                   | 2018         | 2019-2023     | 6-Yr Total    |
| AH                     | 0            | 0             | 0             |
| BW                     | 0            | 0             | 0             |
| FD                     | 0            | 0             | 0             |
| GB                     | 3,025        | 16,000        | 19,025        |
| GF                     | 0            | 0             | 0             |
| HF                     | 0            | 0             | 0             |
| LBF                    | 0            | 0             | 0             |
| LF                     | 0            | 0             | 0             |
| OG                     | 0            | 0             | 0             |
| OT                     | 0            | 0             | 0             |
| PA                     | 0            | 0             | 0             |
| RQ                     | 0            | 0             | 0             |
| SRF                    | 0            | 0             | 0             |
| ST                     | 0            | 0             | 0             |
| SW                     | 0            | 0             | 0             |
| US                     | 0            | 0             | 0             |
| WF                     | 0            | 0             | 0             |
| WR                     | 0            | 0             | 0             |
| WU                     | 0            | 0             | 0             |
| <b>Total</b>           | <b>3,025</b> | <b>16,000</b> | <b>19,025</b> |



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF FIRE AND PUBLIC SAFETY

|  |                       |          |                               |      | \$ in 1000's |              |              |
|--|-----------------------|----------|-------------------------------|------|--------------|--------------|--------------|
|  |                       |          |                               |      | Fiscal Year  |              |              |
| District   | Project Type          | CBS No   | Project Name                  | Fund | 2018         | 2019-2023    | 6-Yr Total   |
| Countywide   | Government Facilities | CBS-1003 | Countywide Fire Facilities    | GF   | 432          | 1,500        | 1,932        |
| Molokai  | Government Facilities | CBS-4617 | Pukoo Fire Station Relocation | GF   | 35           | 3,420        | 3,455        |
| <b>Total: Department of Fire and Public Safety</b> |                       |          |                               |      | <b>467</b>   | <b>4,920</b> | <b>5,387</b> |

| FUNDING SOURCE SUMMARY |            |              |              |
|------------------------|------------|--------------|--------------|
| \$ in 1000's           |            |              |              |
| Fiscal Year            |            |              |              |
| Fund                   | 2018       | 2019-2023    | 6-Yr Total   |
| AH                     | 0          | 0            | 0            |
| BW                     | 0          | 0            | 0            |
| FD                     | 0          | 0            | 0            |
| GB                     | 467        | 4,920        | 5,387        |
| GF                     | 0          | 0            | 0            |
| HF                     | 0          | 0            | 0            |
| LBF                    | 0          | 0            | 0            |
| LF                     | 0          | 0            | 0            |
| OG                     | 0          | 0            | 0            |
| OT                     | 0          | 0            | 0            |
| PA                     | 0          | 0            | 0            |
| RQ                     | 0          | 0            | 0            |
| SRF                    | 0          | 0            | 0            |
| ST                     | 0          | 0            | 0            |
| SW                     | 0          | 0            | 0            |
| US                     | 0          | 0            | 0            |
| WF                     | 0          | 0            | 0            |
| WR                     | 0          | 0            | 0            |
| WU                     | 0          | 0            | 0            |
| <b>Total</b>           | <b>467</b> | <b>4,920</b> | <b>5,387</b> |



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF MANAGEMENT

|  |                       |               |  |             | <b>\$ in 1000's</b> |              |               |
|--|-----------------------|---------------|--|-------------|---------------------|--------------|---------------|
|  |                       |               |  |             | <b>Fiscal Year</b>  |              |               |
| <b>District</b>                        | <b>Project Type</b>   | <b>CBS No</b> | <b>Project Name</b>                    | <b>Fund</b> | <b>2018</b>         | <b>2023</b>  | <b>Total</b>  |
| Countywide                             | Other Projects        | CBS-1009      | Public Safety Radio System Replacement | GB          | 600                 | 2,835        | 3,435         |
| Wailuku-Kahului                        | Government Facilities | CBS-2324      | New County Service Center              | GB          | 28,580              | 0            | 28,580        |
| <b>Total: Department of Management</b> |                       |               |  |             | <b>29,180</b>       | <b>2,835</b> | <b>32,015</b> |

| <b>FUNDING SOURCE SUMMARY</b> |               |                  |                   |
|-------------------------------|---------------|------------------|-------------------|
| <b>\$ in 1000's</b>           |               |                  |                   |
| <b>Fiscal Year</b>            |               |                  |                   |
| <b>Fund</b>                   | <b>2018</b>   | <b>2019-2023</b> | <b>6-Yr Total</b> |
| AH                            | 0             | 0                | 0                 |
| BW                            | 0             | 0                | 0                 |
| FD                            | 0             | 0                | 0                 |
| GB                            | 29,180        | 2,835            | 32,015            |
| GF                            | 0             | 0                | 0                 |
| HF                            | 0             | 0                | 0                 |
| LBF                           | 0             | 0                | 0                 |
| LF                            | 0             | 0                | 0                 |
| OG                            | 0             | 0                | 0                 |
| OT                            | 0             | 0                | 0                 |
| PA                            | 0             | 0                | 0                 |
| RQ                            | 0             | 0                | 0                 |
| SRF                           | 0             | 0                | 0                 |
| ST                            | 0             | 0                | 0                 |
| SW                            | 0             | 0                | 0                 |
| US                            | 0             | 0                | 0                 |
| WF                            | 0             | 0                | 0                 |
| WR                            | 0             | 0                | 0                 |
| WU                            | 0             | 0                | 0                 |
| <b>Total</b>                  | <b>29,180</b> | <b>2,835</b>     | <b>32,015</b>     |



## PROJECT DETAIL BY DEPARTMENT

### OFFICE OF THE MAYOR

|                                   |                |          |                                  |      | \$ in 1000's |           |              |
|-----------------------------------|----------------|----------|----------------------------------|------|--------------|-----------|--------------|
|                                   |                |          |                                  |      | Fiscal Year  |           |              |
| District                          | Project Type   | CBS No   | Project Name                     | Fund | 2018         | 2019-2023 | 6-Yr Total   |
| Makawao-Pukalani-Kula             | Other Projects | CBS-4621 | Kula Agricultural Park Expansion | GB   | 2,000        | 0         | 2,000        |
| <b>Total: Office of the Mayor</b> |                |          |                                  |      | <b>2,000</b> | <b>0</b>  | <b>2,000</b> |

| FUNDING SOURCE SUMMARY |              |           |              |
|------------------------|--------------|-----------|--------------|
| \$ in 1000's           |              |           |              |
| Fiscal Year            |              |           |              |
| Fund                   | 2018         | 2019-2023 | 6-Yr Total   |
| AH                     | 0            | 0         | 0            |
| BW                     | 0            | 0         | 0            |
| FD                     | 0            | 0         | 0            |
| GB                     | 2,000        | 0         | 2,000        |
| GF                     | 0            | 0         | 0            |
| HF                     | 0            | 0         | 0            |
| LBF                    | 0            | 0         | 0            |
| LF                     | 0            | 0         | 0            |
| OG                     | 0            | 0         | 0            |
| OT                     | 0            | 0         | 0            |
| PA                     | 0            | 0         | 0            |
| RQ                     | 0            | 0         | 0            |
| SRF                    | 0            | 0         | 0            |
| ST                     | 0            | 0         | 0            |
| SW                     | 0            | 0         | 0            |
| US                     | 0            | 0         | 0            |
| WF                     | 0            | 0         | 0            |
| WR                     | 0            | 0         | 0            |
| WU                     | 0            | 0         | 0            |
| <b>Total</b>           | <b>2,000</b> | <b>0</b>  | <b>2,000</b> |



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF PARKS AND RECREATION

| District   | Project Type         | CBS No   | Project Name  | Fund | \$ in 1000's  |               |               |
|--|----------------------|----------|---|------|---------------|---------------|---------------|
|  |                      |          |   |      | Fiscal Year   |               |               |
|  |                      |          |   |      | 2018          | 2019-2023     | 6-Yr Total    |
| Countywide                                       | Parks and Recreation | CBS-1117 | Countywide Parks Americans with Disabilities Act (ADA) Improvements | GF   | 250           | 1,500         | 1,750         |
|  |                      | CBS-4613 | Countywide Light Ordinance Compliance                               | GF   | 500           | 3,600         | 4,100         |
| Hana   | Parks and Recreation | CBS-1971 | Helene Hall Improvements  | GB   | 550           | 0             | 550           |
|  |                      | CBS-2350 | Hana-Keanae-Kailua Parks System                                     | GF   | 122           | 350           | 472           |
| Kihei-Makena                                     | Parks and Recreation | CBS-2345 | South Maui Parks System   | GB   | 1,442         | 0             | 1,442         |
|  |                      |          |   | GF   | 0             | 920           | 920           |
| Lanai  | Parks and Recreation | CBS-2347 | Lanai Parks System  | GF   | 126           | 225           | 351           |
| Makawao-Pukalani-Kula                            | Parks and Recreation | CBS-2349 | Makawao-Pukalani-Kula-Ulupalakua Parks System                       | GB   | 1,160         | 0             | 1,160         |
|  |                      |          |   | GF   | 400           | 1,250         | 1,650         |
| Molokai  | Parks and Recreation | CBS-2346 | Molokai Parks System  | GB   | 350           | 0             | 350           |
|  |                      |          |   | GF   | 80            | 1,250         | 1,330         |
| Paia-Haiku                                       | Parks and Recreation | CBS-2348 | Paia-Haiku Parks System   | GB   | 1,150         | 0             | 1,150         |
|  |                      |          |   | GF   | 50            | 770           | 820           |
| Wailuku-Kahului                                  | Parks and Recreation | CBS-1209 | War Memorial Complex Paving Improvements                            | GB   | 2,600         | 0             | 2,600         |
|  |                      | CBS-2351 | Central Maui Parks System   | GB   | 500           | 0             | 500           |
|  |                      | CBS-4616 | War Memorial Gym Building Improvements                              | GF   | 2,050         | 3,500         | 5,550         |
|  |                      |          |   | GB   | 3,150         | 0             | 3,150         |
| West Maui  | Parks and Recreation | CBS-2344 | West Maui Parks System  | PA   | 1,360         | 1,250         | 2,610         |
|  |                      |          |   |      |               |               |               |
| <b>Total: Department of Parks and Recreation</b> |                      |          |   |      | <b>16,190</b> | <b>14,615</b> | <b>30,805</b> |

| FUNDING SOURCE SUMMARY |               |               |               |
|------------------------|---------------|---------------|---------------|
| \$ in 1000's           |               |               |               |
| Fiscal Year            |               |               |               |
| Fund                   | 2018          | 2019-2023     | 6-Yr Total    |
| AH                     | 0             | 0             | 0             |
| BW                     | 0             | 0             | 0             |
| FD                     | 0             | 0             | 0             |
| GB                     | 10,902        | 0             | 10,902        |
| GF                     | 3,928         | 13,365        | 17,293        |
| HF                     | 0             | 0             | 0             |
| LBF                    | 0             | 0             | 0             |
| LF                     | 0             | 0             | 0             |
| OG                     | 0             | 0             | 0             |
| OT                     | 0             | 0             | 0             |
| PA                     | 1,360         | 1,250         | 2,610         |
| RQ                     | 0             | 0             | 0             |
| SRF                    | 0             | 0             | 0             |
| ST                     | 0             | 0             | 0             |
| SW                     | 0             | 0             | 0             |
| US                     | 0             | 0             | 0             |
| WF                     | 0             | 0             | 0             |
| WR                     | 0             | 0             | 0             |
| WU                     | 0             | 0             | 0             |
| <b>Total</b>           | <b>16,190</b> | <b>14,615</b> | <b>30,805</b> |



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF PUBLIC WORKS

| District                                 | Project Type          | CBS No   | Project Name  | Fund | \$ in 1000's  |                |                |
|--|-----------------------|----------|---|------|---------------|----------------|----------------|
|  |                       |          |   |      | Fiscal Year   |                |                |
|  |                       |          |   |      | 2018          | 2019-2023      | 6-Yr Total     |
| Countywide                               | Drainage              | CBS-1027 | Countywide Drainage Improvements                      | GB   | 2,000         | 8,000          | 10,000         |
|  | Government Facilities | CBS-1032 | Countywide Facility Building Improvements             | GF   | 500           | 4,900          | 5,400          |
|  | Road Improvements     | CBS-1023 | Countywide Road Resurfacing and Pavement Preservation | HF   | 3,000         | 16,500         | 19,500         |
|  |                       | CBS-1024 | Countywide Safety Improvements                        | HF   | 500           | 5,000          | 5,500          |
|  |                       | CBS-1034 | Countywide Pavement Preservation                      | HF   | 300           | 1,500          | 1,800          |
|  |                       | CBS-1036 | Countywide Bikeway Improvements                       | BW   | 97            | 1,470          | 1,567          |
|  |                       |          |   | HF   | 0             | 980            | 980            |
|  |                       | CBS-2772 | Safe Routes to School - State Appropriation           | ST   | 225           | 675            | 900            |
| Hana                                     | Drainage              | CBS-4598 | Walopal Bridge Repairs                                | GB   | 1,500         | 0              | 1,500          |
|  |                       | CBS-4624 | Hana Highway Landslide Repairs near MP 42             | GB   | 1,300         | 0              | 1,300          |
|  | Road Improvements     | CBS-1049 | Lelekea Bridge Replacement                            | GB   | 400           | 0              | 400            |
|  |                       | CBS-2769 | Kearnae Road Safety Improvements                      | GB   | 1,500         | 0              | 1,500          |
|  |                       |          |   | ST   | 1,200         | 0              | 1,200          |
| Kihei-Makena                             | Road Improvements     | CBS-1045 | Kulanihakoi Bridge Replacement                        | FD   | 3,400         | 0              | 3,400          |
|  |                       |          |   | GB   | 1,250         | 0              | 1,250          |
| Makawao-Pukalani-Kula                    | Drainage              | CBS-3187 | Ditch Improvements at Waipoli Road                    | GB   | 800           | 0              | 800            |
|  |                       | CBS-3188 | Hiolani Street Drainage Improvements                  | GB   | 900           | 0              | 900            |
|  | Other Projects        | CBS-4625 | Makani Closed Landfill Remediation                    | GF   | 1,750         | 0              | 1,750          |
| Paia-Haiku                               | Road Improvements     | CBS-1066 | Kaupakalua Road Pavement Reconstruction               | FD   | 6,400         | 5,600          | 12,000         |
|  |                       |          |   | GB   | 2,400         | 725            | 3,125          |
|  |                       |          |   | HF   | 0             | 0              | 0              |
|  |                       | CBS-1942 | North Shore Greenway                                  | FD   | 1,400         | 0              | 1,400          |
|  |                       |          |   | GB   | 350           | 0              | 350            |
| Wailuku-Kahului                          | Drainage              | CBS-1070 | Iao Stream Drainage                                   | FD   | 0             | 29,000         | 29,000         |
|  |                       |          |   | GB   | 500           | 10,500         | 11,000         |
|  |                       | CBS-3189 | Central Maui Drainline Repairs                        | GB   | 700           | 0              | 700            |
|  | Road Improvements     | CBS-1069 | Waiale Road Extension                                 | GB   | 2,000         | 18,000         | 20,000         |
| <b>Total: Department of Public Works</b> |                       |          |   |      | <b>34,372</b> | <b>102,850</b> | <b>137,222</b> |



## PROJECT DETAIL BY DEPARTMENT (CONT'D)

## DEPARTMENT OF PUBLIC WORKS

| <b>FUNDING SOURCE SUMMARY</b> |               |                       |                       |
|-------------------------------|---------------|-----------------------|-----------------------|
| <b>\$ in 1000's</b>           |               |                       |                       |
| <b>Fiscal Year</b>            |               |                       |                       |
| <b>Fund</b>                   | <b>2018</b>   | <b>2019-<br/>2023</b> | <b>6-Yr<br/>Total</b> |
| AH                            | 0             | 0                     | 0                     |
| BW                            | 97            | 1,470                 | 1,567                 |
| FD                            | 11,200        | 34,600                | 45,800                |
| GB                            | 15,600        | 37,225                | 52,825                |
| GF                            | 2,250         | 4,900                 | 7,150                 |
| HF                            | 3,800         | 23,980                | 27,780                |
| LBF                           | 0             | 0                     | 0                     |
| LF                            | 0             | 0                     | 0                     |
| OG                            | 0             | 0                     | 0                     |
| OT                            | 0             | 0                     | 0                     |
| PA                            | 0             | 0                     | 0                     |
| RQ                            | 0             | 0                     | 0                     |
| SRF                           | 0             | 0                     | 0                     |
| ST                            | 1,425         | 675                   | 2,100                 |
| SW                            | 0             | 0                     | 0                     |
| US                            | 0             | 0                     | 0                     |
| WF                            | 0             | 0                     | 0                     |
| WR                            | 0             | 0                     | 0                     |
| WU                            | 0             | 0                     | 0                     |
| <b>Total</b>                  | <b>34,372</b> | <b>102,850</b>        | <b>137,222</b>        |



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF WATER SUPPLY

| District                                 | Project Type | CBS No   | Project Name                         | Fund | \$ in 1000's  |                |                |
|--|--------------|----------|--------------------------------------|------|---------------|----------------|----------------|
|  |              |          |                                      |      | Fiscal Year   |                |                |
|  |              |          |                                      |      | 2018          | 2019-2023      | 6-Yr Total     |
| Countywide                               | Water Supply | CBS-1075 | Countywide Facility Improvements     | WR   | 274           | 0              | 274            |
|  |              |          |                                      | WU   | 3,175         | 11,200         | 14,375         |
|  |              | CBS-1076 | Countywide Conservation Program      | WU   | 1,000         | 5,000          | 6,000          |
|  |              | CBS-2299 | Countywide Upgrades and Replacements | SRF  | 0             | 1,500          | 1,500          |
|  |              |          |                                      | WR   | 2,255         | 0              | 2,255          |
| WU                                       | 3,855        | 29,250   | 33,105                               |      |               |                |                |
|  |              | CBS-4615 | Countywide Water System Modification | WU   | 500           | 2,500          | 3,000          |
| Makawao-Pukalani-Kula                    |              | CBS-1106 | Upcountry Reliable Capacity          | SRF  | 0             | 20,000         | 20,000         |
|  |              |          |                                      | WR   | 150           | 400            | 550            |
|  |              |          |                                      | WU   | 3,350         | 17,400         | 20,750         |
| Molokai                                  |              | CBS-1098 | Molokai Reliable Capacity            | WU   | 500           | 4,200          | 4,700          |
| Wailuku-Kahului                          |              | CBS-1102 | Central Maui Reliable Capacity       | WR   | 0             | 300            | 300            |
|  |              |          |                                      | WU   | 500           | 13,200         | 13,700         |
|  |              |          |                                      | WR   | 2,450         | 0              | 2,450          |
| West Maui                                |              | CBS-1092 | West Maui Reliable Capacity          | SRF  | 5,000         | 10,000         | 15,000         |
|  |              |          |                                      | WR   | 0             | 100            | 100            |
|  |              |          |                                      | WU   | 5,000         | 10,900         | 15,900         |
| <b>Total: Department of Water Supply</b> |              |          |                                      |      | <b>28,009</b> | <b>125,950</b> | <b>153,959</b> |

| FUNDING SOURCE SUMMARY |               |                |                |
|------------------------|---------------|----------------|----------------|
| \$ in 1000's           |               |                |                |
| Fiscal Year            |               |                |                |
| Fund                   | 2018          | 2019-2023      | 6-Yr Total     |
| AH                     | 0             | 0              | 0              |
| BW                     | 0             | 0              | 0              |
| FD                     | 0             | 0              | 0              |
| GB                     | 0             | 0              | 0              |
| GF                     | 0             | 0              | 0              |
| HF                     | 0             | 0              | 0              |
| LBF                    | 0             | 0              | 0              |
| LF                     | 0             | 0              | 0              |
| OG                     | 0             | 0              | 0              |
| OT                     | 0             | 0              | 0              |
| PA                     | 0             | 0              | 0              |
| RQ                     | 0             | 0              | 0              |
| SRF                    | 5,000         | 31,500         | 36,500         |
| ST                     | 0             | 0              | 0              |
| SW                     | 0             | 0              | 0              |
| US                     | 0             | 0              | 0              |
| WF                     | 0             | 0              | 0              |
| WR                     | 5,129         | 800            | 5,929          |
| WU                     | 17,880        | 93,650         | 111,530        |
| <b>Total</b>           | <b>28,009</b> | <b>125,950</b> | <b>153,959</b> |

