

# MAYOR'S PROPOSED BUDGET

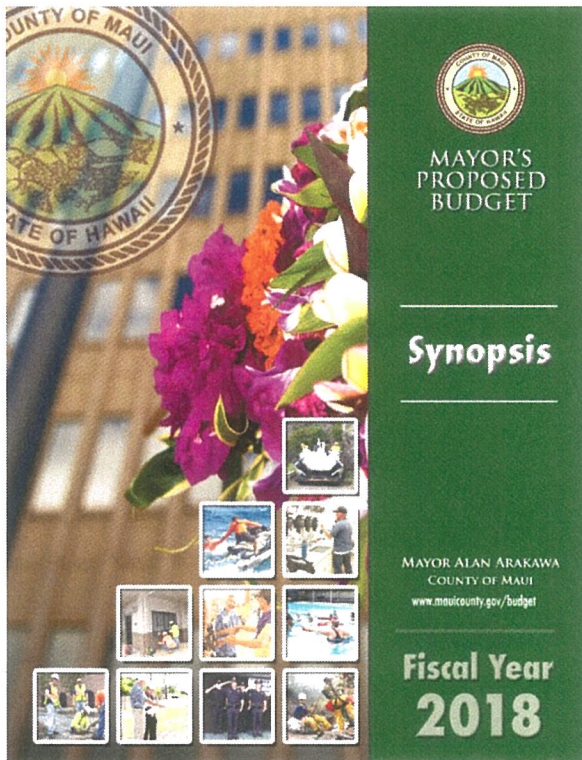
## Synopsis



MAYOR ALAN ARAKAWA  
COUNTY OF MAUI

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

# Fiscal Year 2018



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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.

\* \* \*

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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, 2015. 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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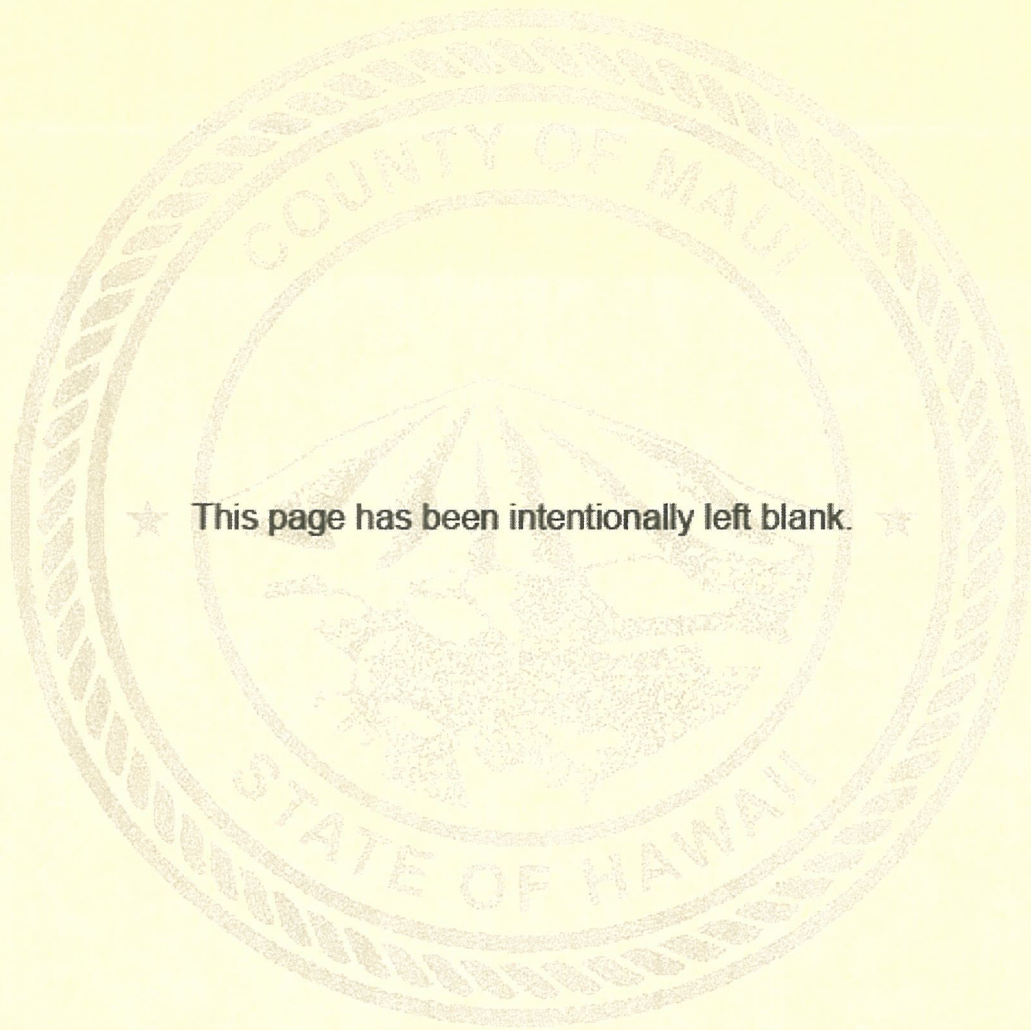
# INTRODUCTION

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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.

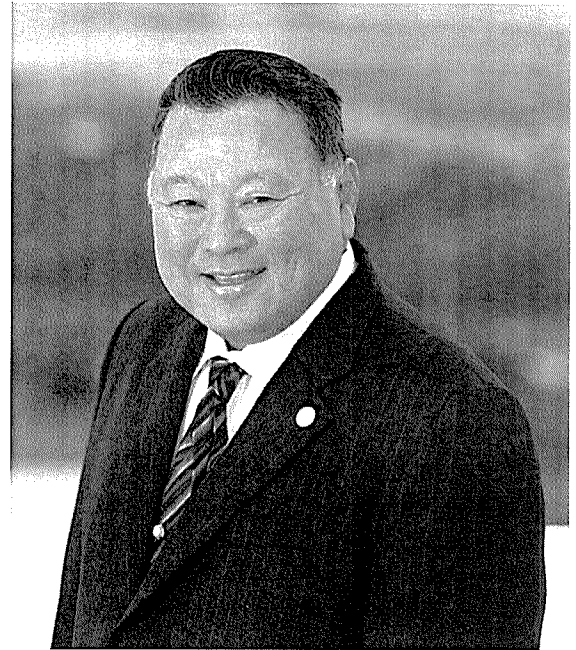
This budget proposal reinforces the overarching themes of performance-driven decision making, fiscal restraint while confronting our affordability challenges head on, and organizational efficiencies and the modernization of processes. It also reflects a great deal of effort on the part of our staff as 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) \$3.50 (Land) per net taxable value	\$2.75 (Bldg) \$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 AMOUNT	CHANGE PERCENT
	ADOPTED AS AMENDED*	FY 2018 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

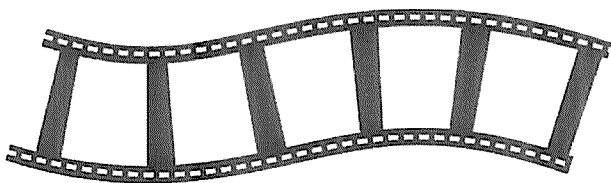
**140+ VENDORS**

*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**



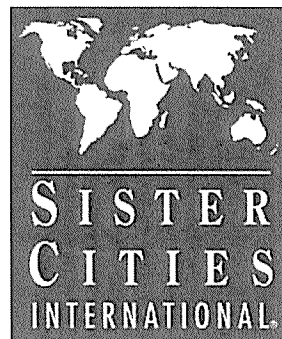
**56** *Film Projects in FY 2016 generating economic impact of \$12,030,000 to Maui County.*

**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.



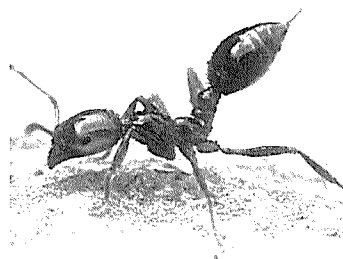
**78,923**  
*nutritious meals  
provided to frail &  
homebound seniors*

**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*

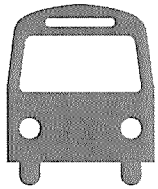


*MISC targeted 39 plant species, 5 vertebrates, 5 invertebrate pests, 1 plant disease, and 1 aquatic species, and controlled at least 28,002 plants, 1,000s of coqui frogs and little fire ants, and 3,531 banana trees for BBTV. Crews surveyed 34,082 acres and treated more than 587 acres. In all, work encompassed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

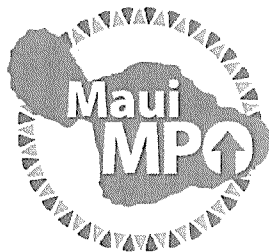
<sup>1</sup> Based on 4 open landfills, the county has 1,058 normally scheduled open days per year (4% x 1,058=42 days). Most partial closures are at Molokai, Lanai and Hana and are for 1.5 hrs only.



## 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.

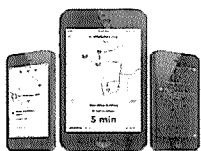


### Maui Metropolitan Planning Organization

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

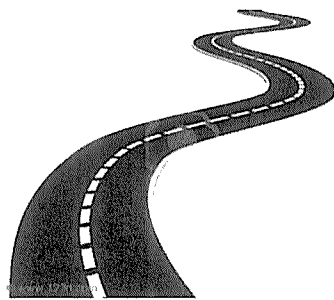
**10,566 different users**

**595,807 hits**



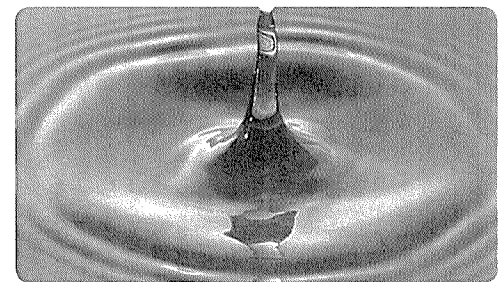
A new app that provides a real-time offline bus schedule, locates nearby bus stops, and provides zoomable transit route maps.

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

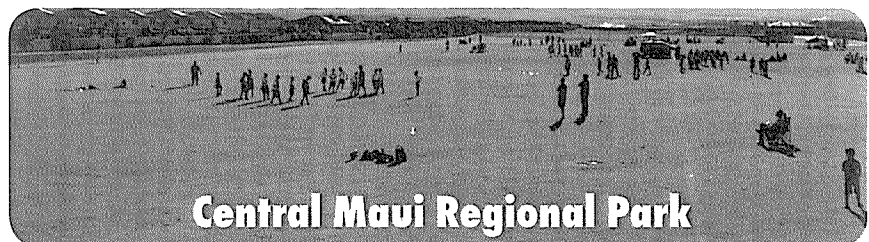


**25**

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.



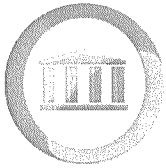
Central Maui Regional Park

**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+

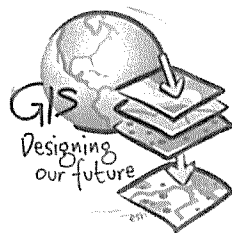
The county will continue to provide strong financial management. Our bond ratings from Standard and Poor’s, Moody’s and Fitch, continue to be excellent. They are currently rated AA+, Aa1 and AA+, respectively. Our conservative financial management and strong local economy were cited as significant contributors 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>5,369 electrical</b>	<b>permits</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**



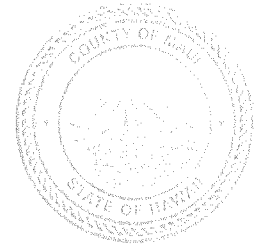
**KEITH REGAN**  
Managing Director



**ALAN ARAKAWA**  
Mayor



**HERMAN ANDAYA**  
Chief of Staff



**Department of CORPORATION COUNSEL**



**PATRICK WONG**  
Corporation Counsel



**ED KUSHI**  
First Deputy

**Department of ENVIRONMENTAL MANAGEMENT**



**STEWART STANT**  
Director



**MICHAEL MIYAMOTO**  
First Deputy

**Department of FINANCE**



**DANNY AGSALOG**  
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 SHISHIDO**  
Deputy Director

**Department of LIQUOR CONTROL**



**GLENN MUKAI**  
Director



**MARK HONDA**  
Deputy Director

**Department of PARKS & RECREATION**



**KA'ALA BURKONSEJO**  
Director



**BRIANNE 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 FAAUMU**  
Chief



**DEAN RICKARD**  
Deputy Chief

**Department of PROSECUTING ATTORNEY**



**JD KIM**  
Prosecuting Attorney



**ROBERT RIVERA**  
First Deputy

**Department of PUBLIC WORKS**



**DAVID GOODE**  
Director



**ROWENA DAGDAG-ANDAYA**  
Deputy Director

**Department of TRANSPORTATION**



**DON MEDEIROS**  
Director



**MARC TAKAMORI**  
Deputy Director

**Department of WATER SUPPLY**



**DAVID TAYLOR**  
Director



**GLADYS BAISA**  
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**  
COBG Coordinator



**ROB PARSONS**  
Environmental Coordinator



**RYAN PIROS**  
Assistant Communications Director



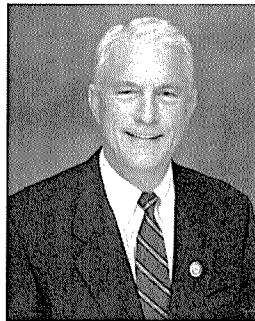
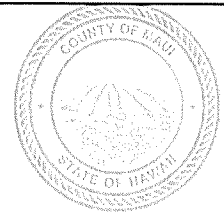
**LOIS WHITNEY**  
Assistant Communications Director



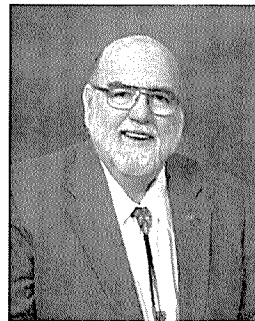
**ANNA FOUST**  
Emergency Management Officer



# INTRODUCTION MAUI COUNTY COUNCIL



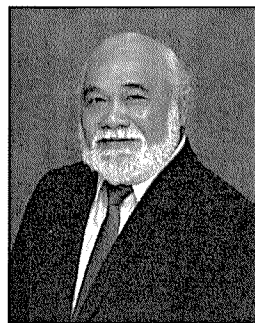
**MIKE WHITE**  
Council Chair



**ROBERT CARROLL**  
Vice-Council Chair



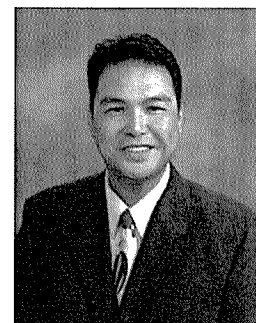
**STACY CRIVELLO**  
Presiding Officer Pro Tempore



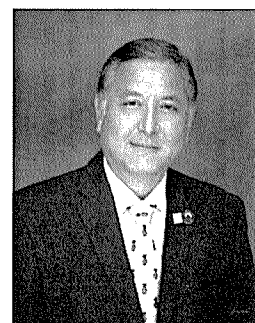
**ALIKA ATAY**  
Councilmember



**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**

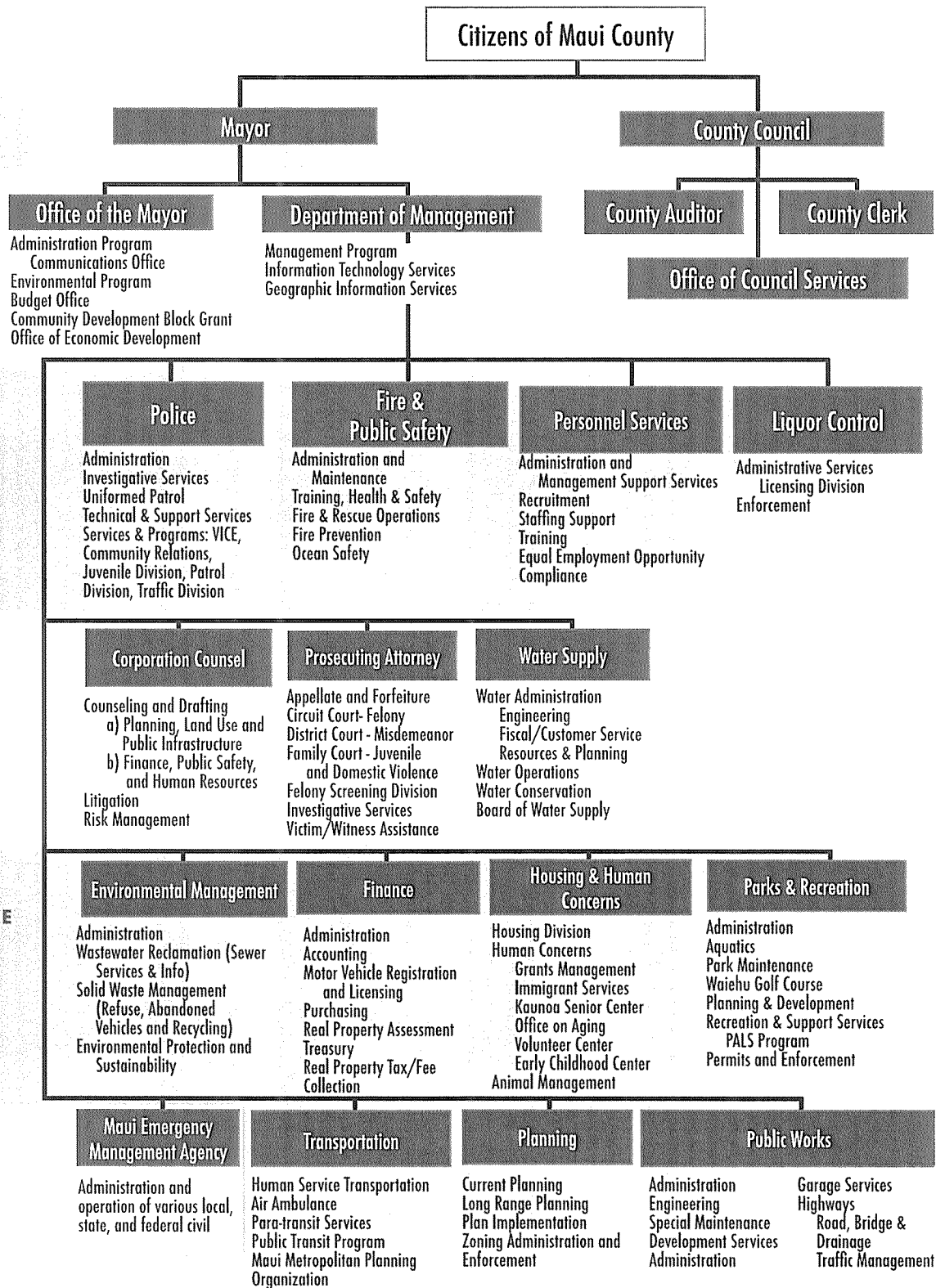
**ELECTED OFFICIALS**

**DEPARTMENTS WITH CITIZEN COMMISSIONS OR BOARDS**

**DEPARTMENTS WITH DIRECTORS APPOINTED BY THE MAYOR AND CONFIRMED BY THE COUNCIL**

**DEPARTMENTS WITH DIRECTORS APPOINTED BY THE MAYOR**

**AGENCY PERSONNEL (INCLUDING MANAGER) SELECTED THROUGH CIVIL SERVICE**



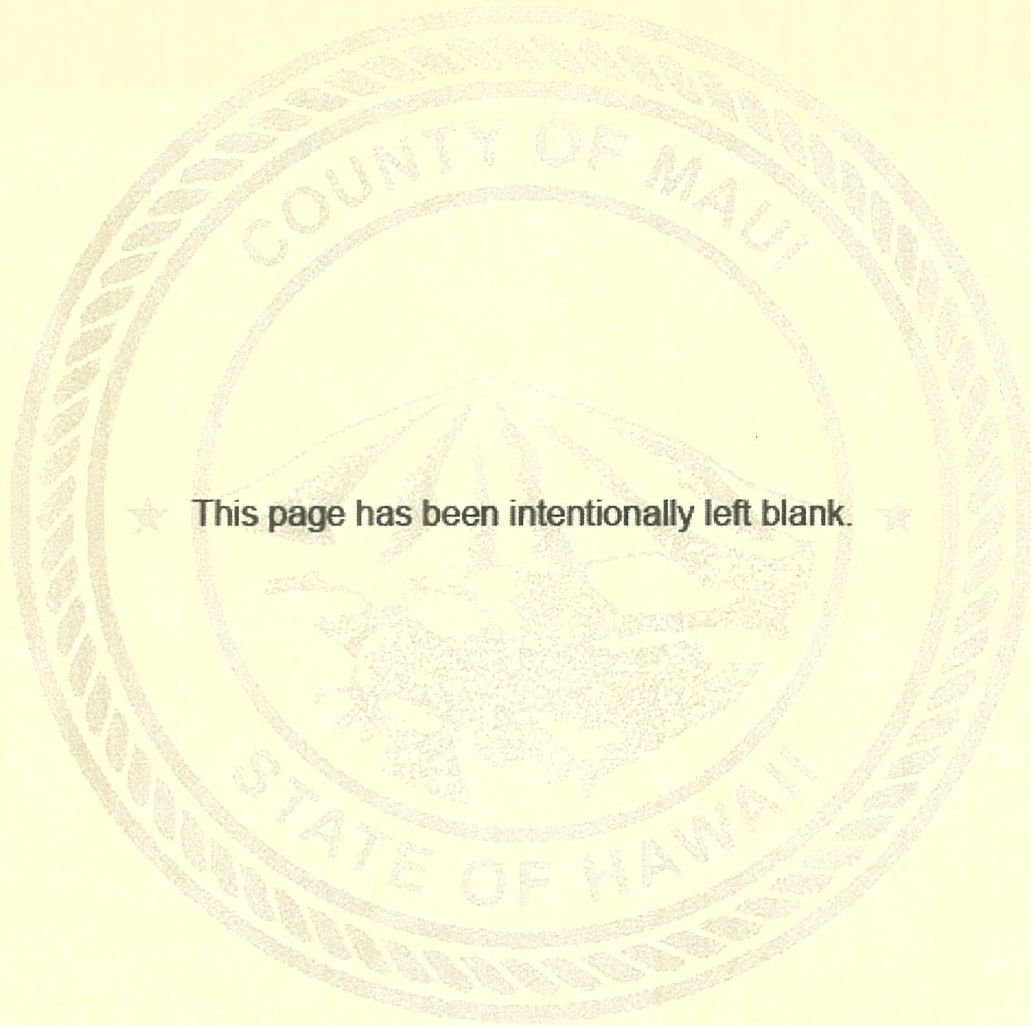
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# BUDGET OVERVIEW

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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.



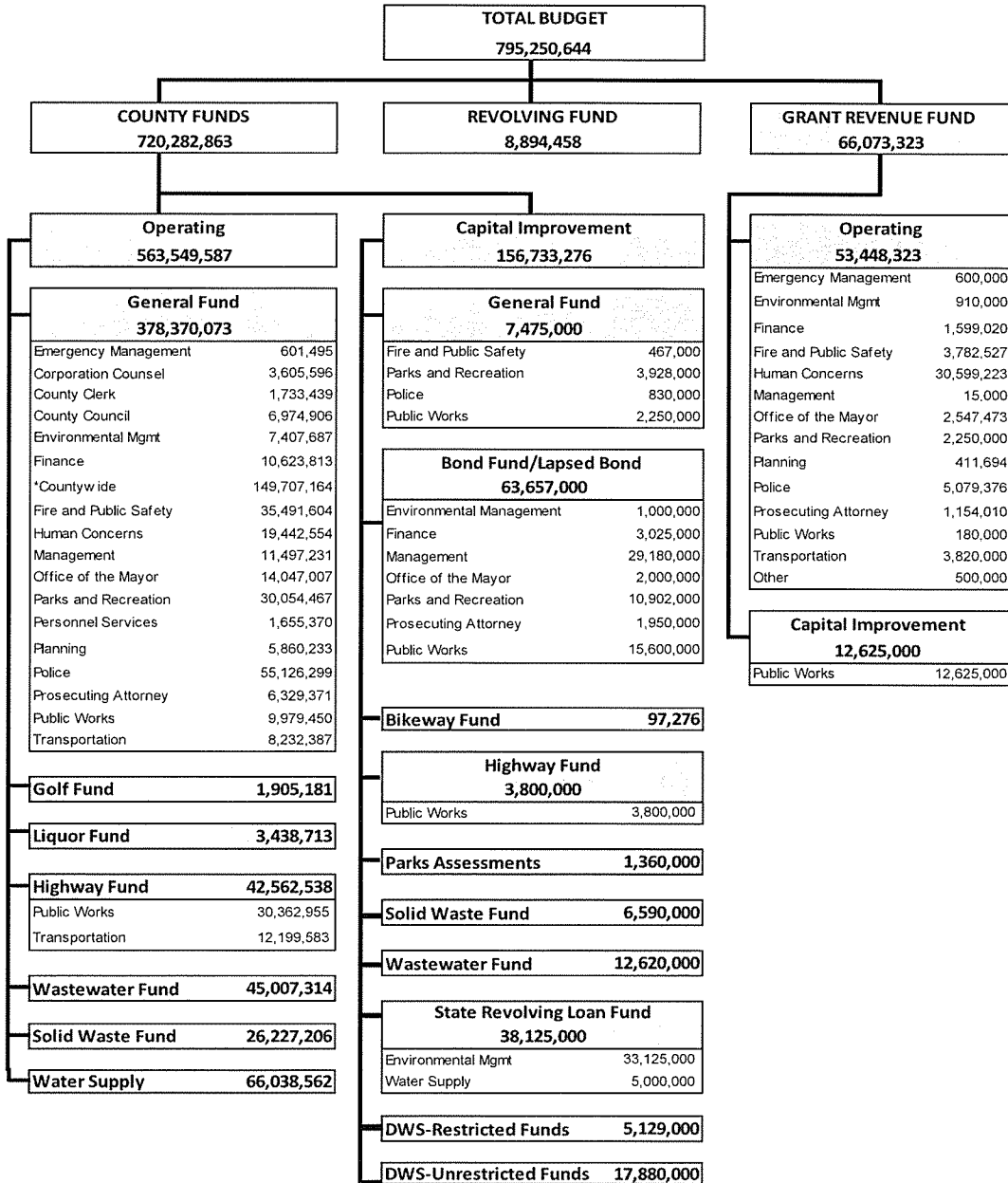
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# BUDGET OVERVIEW

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>



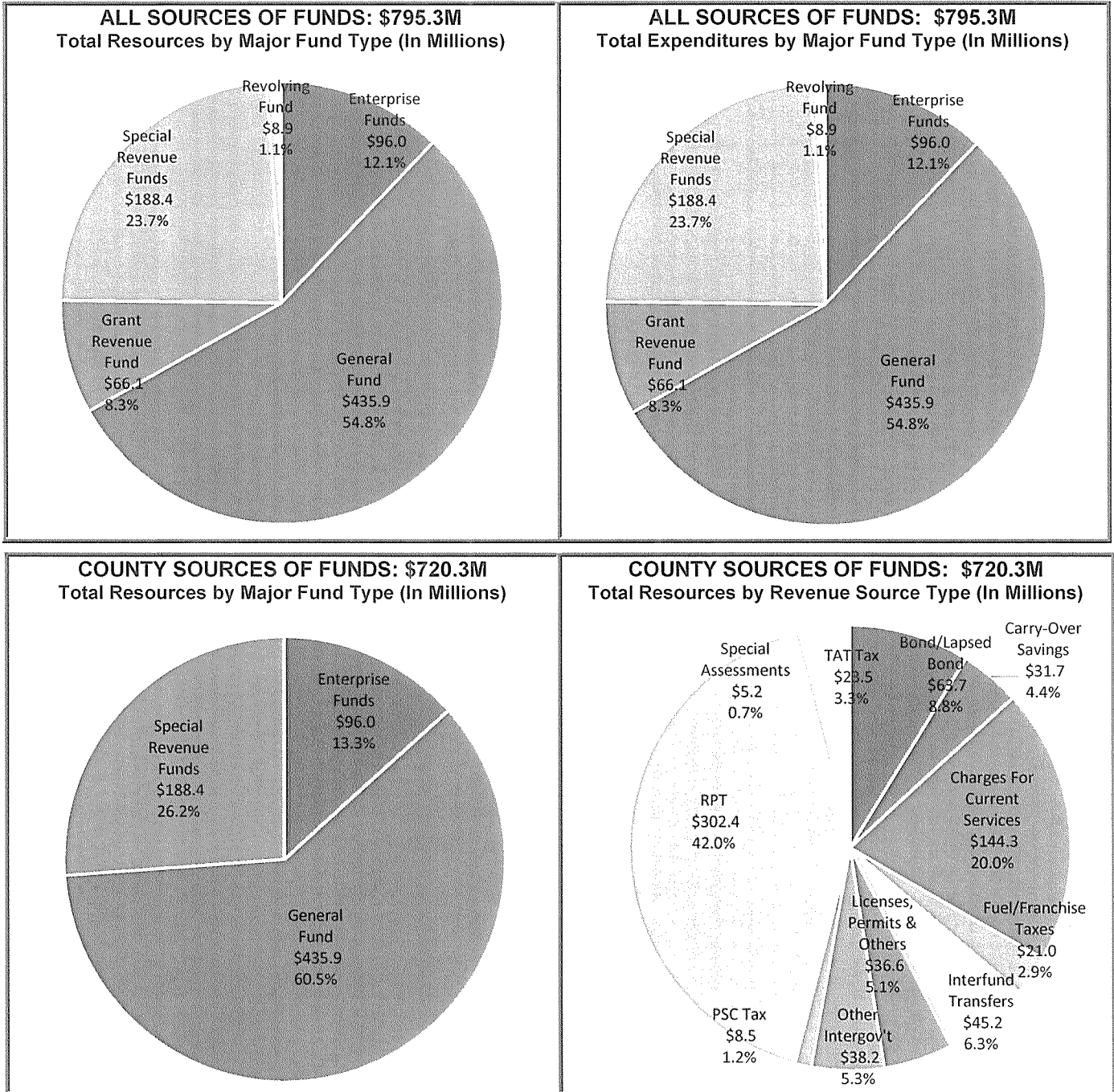
<sup>1</sup> In the county's financial statements, as reported in the Comprehensive Annual Financial Report (CAFR), the Grant Revenue Fund is presented as part of the Special Revenue Funds. However for budget illustration purposes, the fund is being categorized as a major fund type.

<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.

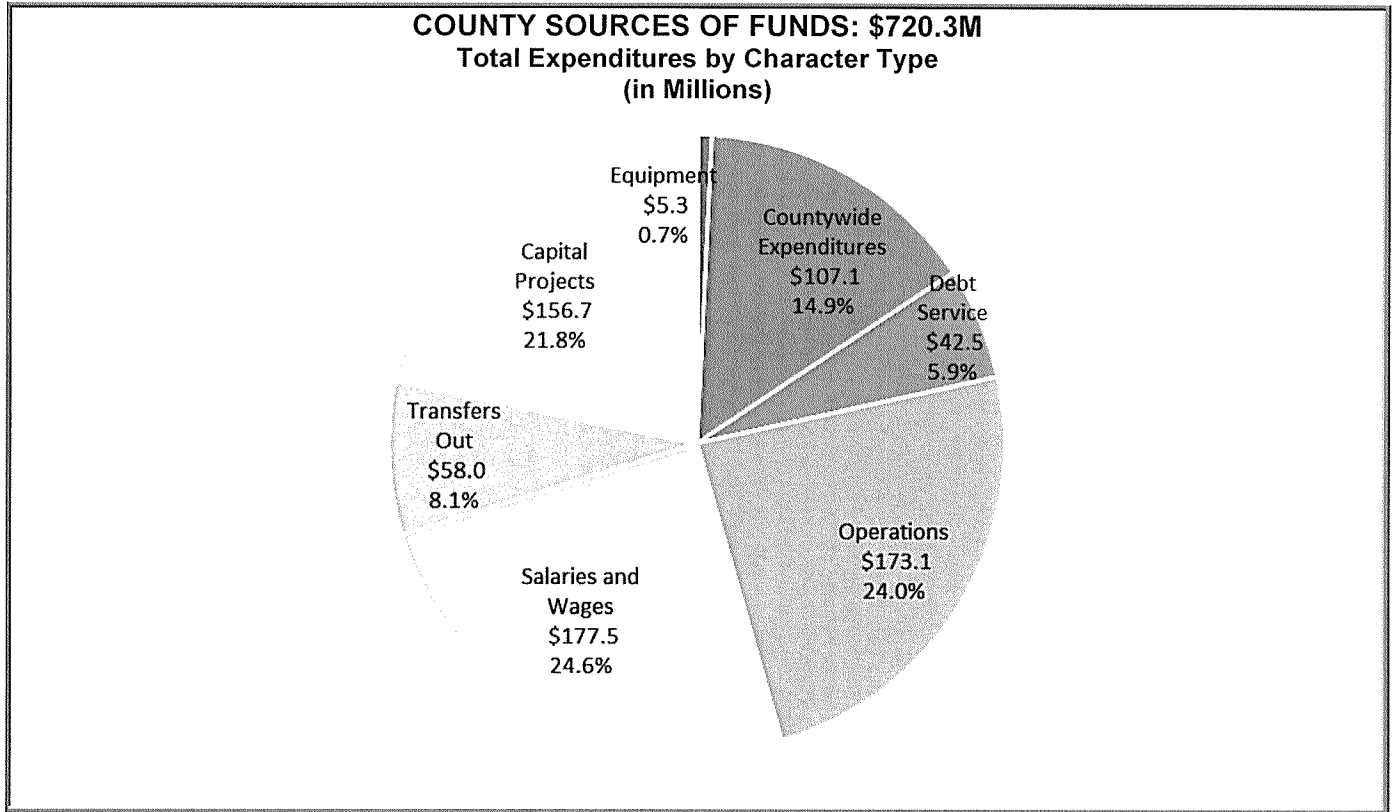




## FY 2018 REVENUES AND EXPENDITURES (CONT'D)

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 ACTUAL	FY 2016 ACTUAL	FY 2017 AS AMENDED*	FY 2018 PROPOSED	CHANGE AMOUNT	CHANGE 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>\$119,346.0</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>\$2,329.9</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>\$45,967.4</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>\$563,549.7</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 ADOPTED	FY 2016 ADOPTED	FY 2017 AS AMENDED	FY 2018 PROPOSED	CHANGE AMOUNT	CHANGE 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 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.

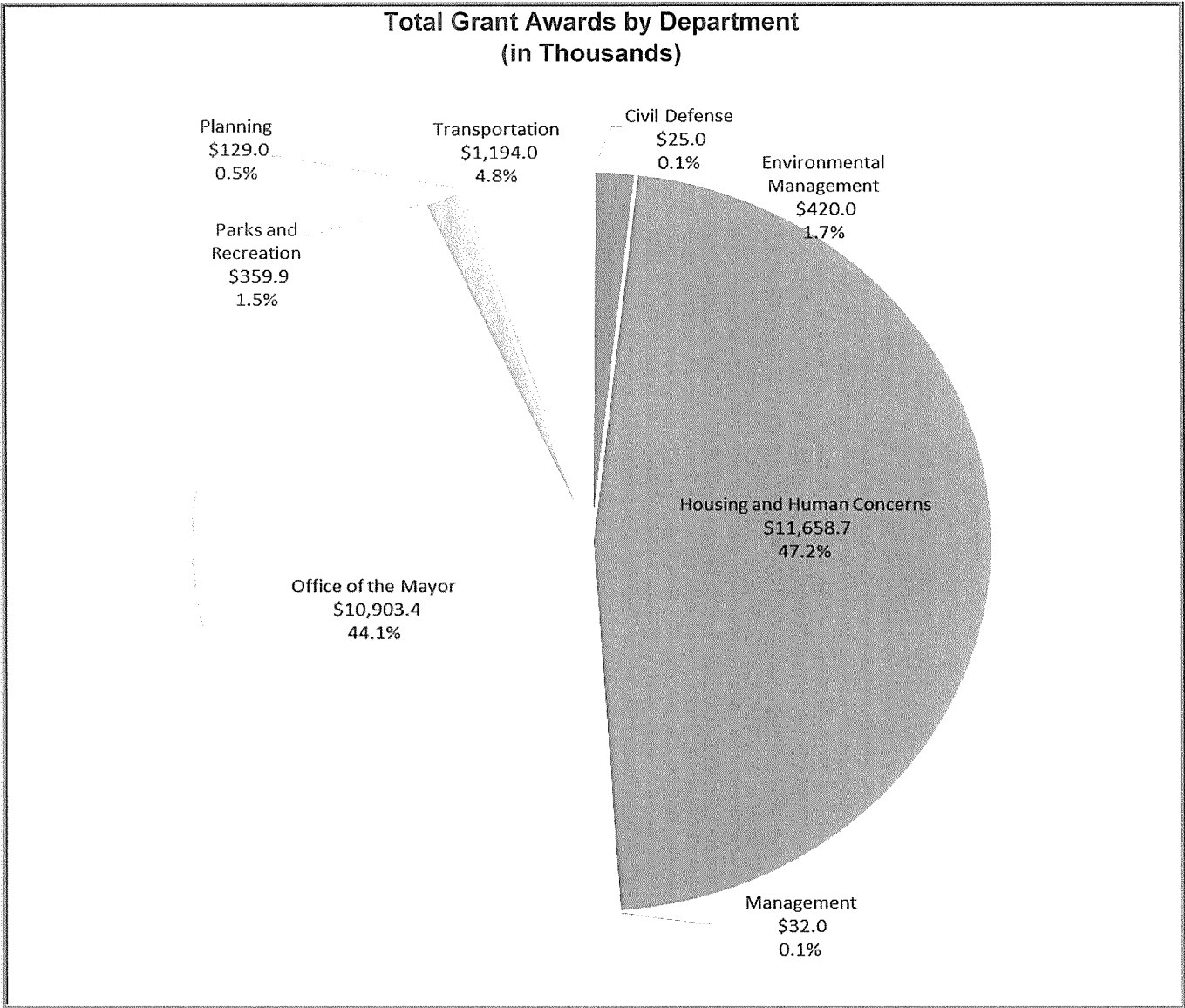
<sup>1</sup>As of 2/28/17, a budget amendment had passed first reading but not second reading. It is anticipated that it will pass final reading and as such, the E/P count for FY 2017 has been adjusted to reflect the addition of 6.0 E/P for Parks and Recreation.

<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

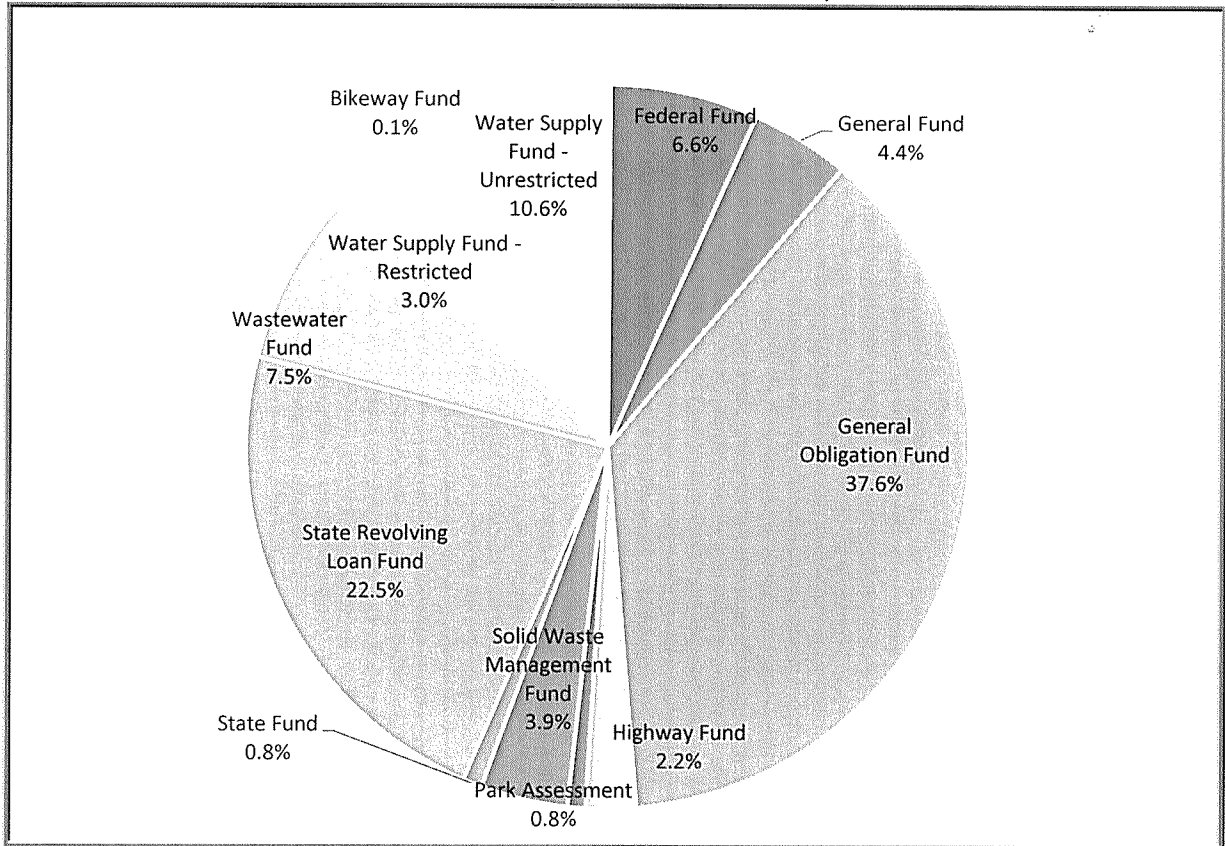
The prioritization method utilized by the County allows for a capital expenditure strategy that enables the county to provide appropriate facilities for its employees and customers and to manage future costs.

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.



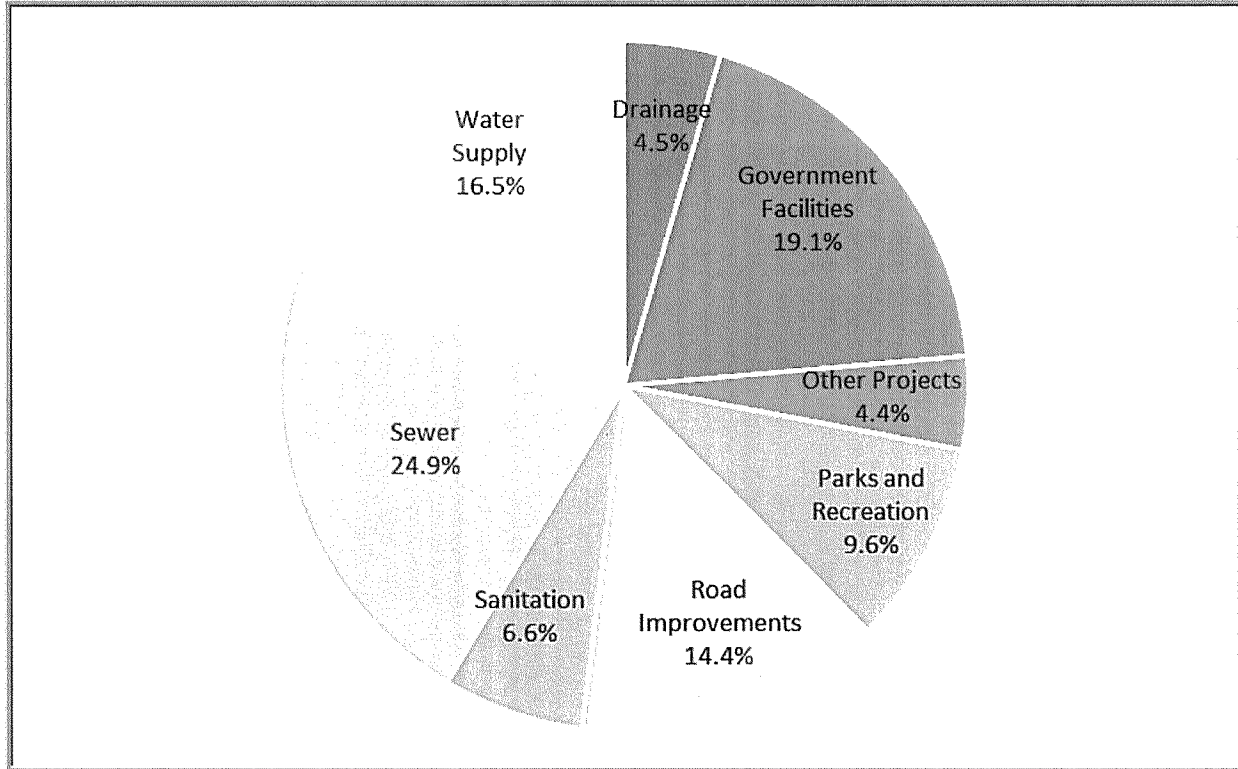
**FY 2018 Project Summary by Fund Type (in Thousands)**



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>



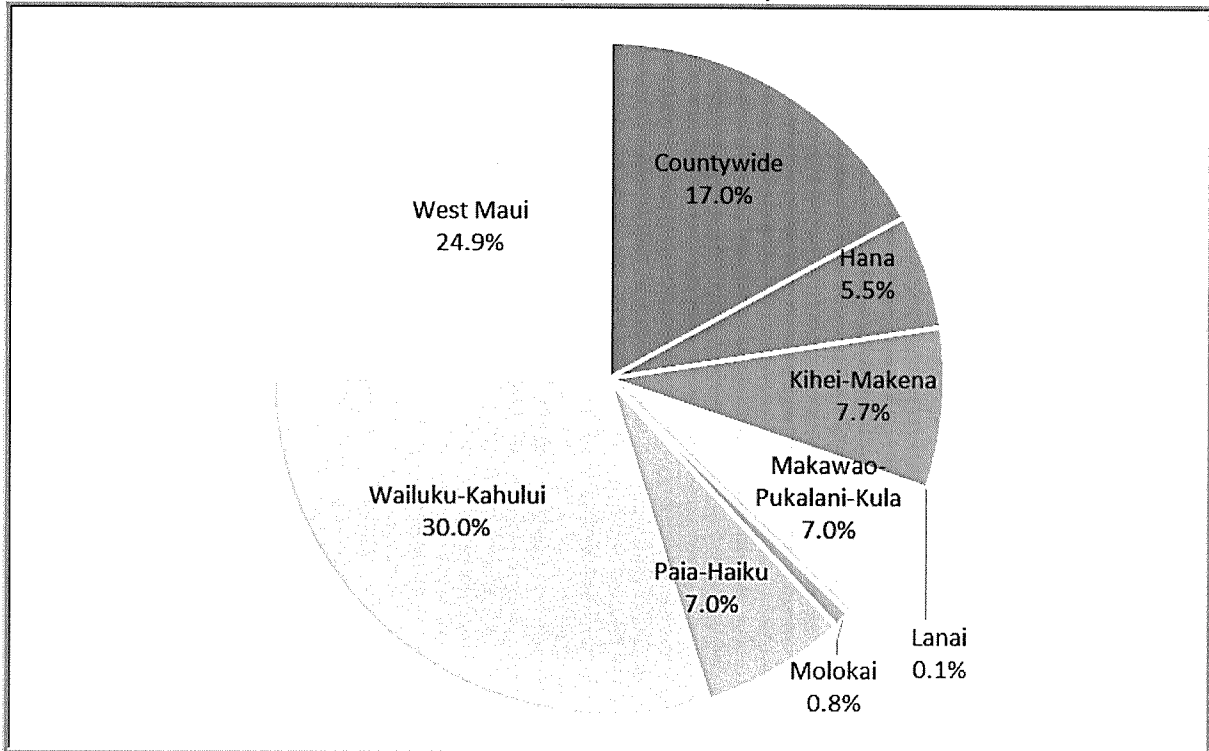
**FY 2018 Project Summary by Project Type (in Thousands)**



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>



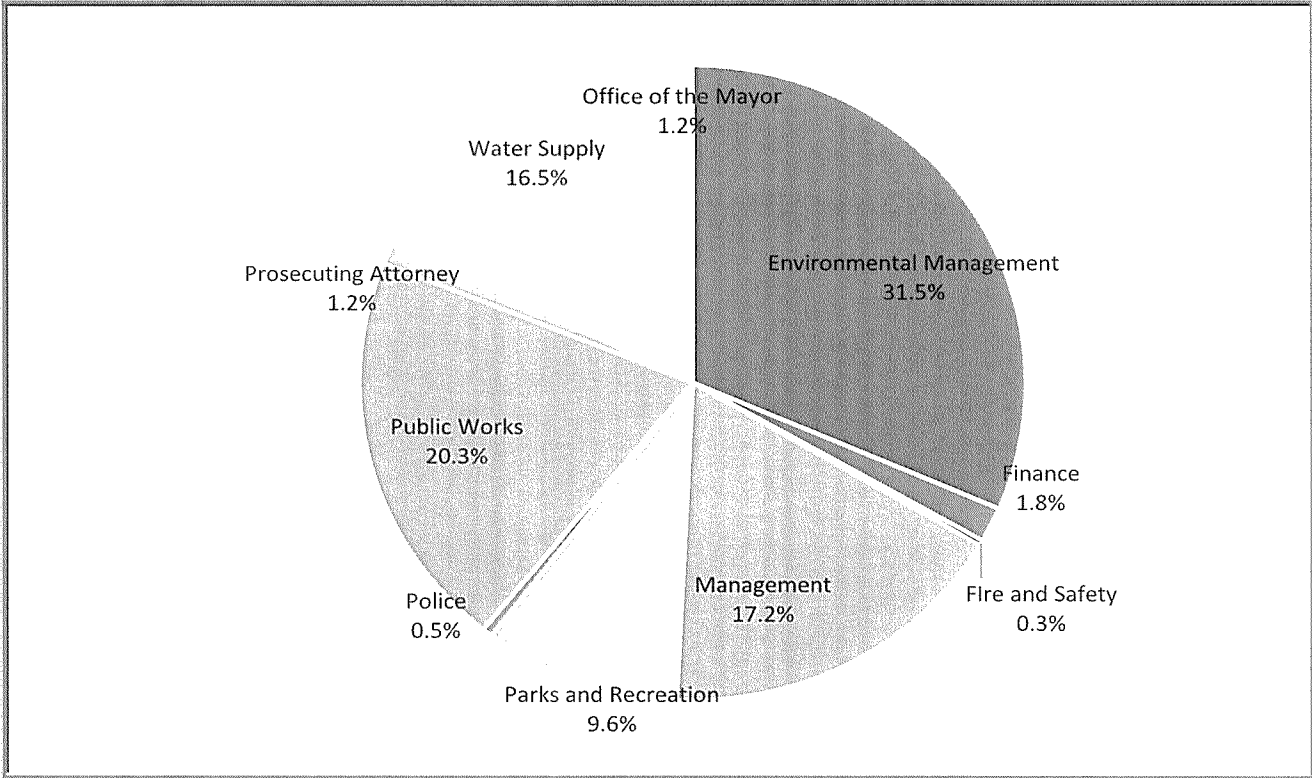
## FY 2018 Project Summary by District (in Thousands)



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 Fiscal Year		6-Yr Total				
					2018	2019- 2023					
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				
Hana	Sanitation	CBS-1132	Countywide Environmental Protection Agency (EPA) Compliance Projects	WF	500	2,500	3,000				
				CBS-1908	Hana Landfill Makai Berm Waste Removal	GB	0	3,000	3,000		
Kihei-Makena	Sewer	CBS-1160	South Maui Recycled Water System Expansion	SW	2,750	0	2,750				
				SRF	5,500	0	5,500				
				WF	1,000	0	1,000				
Makawao-Pukalani-Kula Molokai	Sanitation	CBS-3200	South Kihei Road Gravity System Capacity Upgrade	SRF	0	4,000	4,000				
				WF	500	0	500				
		CBS-2726	Makani Closed Landfill Remediation	SW	1,300	0	1,300				
Paia-Haiku	Sewer	CBS-2727	Kalamaula Closed Landfill Remediation	SW	230	0	230				
				CBS-4590	Kaunakakai WWRF Facility Plan	WF	200	0	200		
Wailuku-Kahului	Sewer	CBS-1183	Kuuu No. 3 Force Main Replacement	WF	60	630	690				
				CBS-1184	Kuuu No. 4 Force Main Replacement	WF	60	540	600		
				CBS-1095	Central Maui Landfill Phase VI-A	SRF	3,625	0	3,625		
	Sanitation	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				
West Maui	Sewer	CBS-1171	Wailuku-Kahului Recycled Water Force Main	WF	1,000	6,000	7,000				
				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		
						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		
						SRF	0	4,200	4,200		
				CBS-1179	Napili Wastewater Pump Station No. 3 Modifications	SRF	0	4,200	4,200		
						WF	400	0	400		
						SRF	0	3,800	3,800		
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

### 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	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

2019-

6-Yr

District	Project Type	CBS No	Project Name	Fund	2018	2023	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

2019-

6-Yr

Fund	2018	2023	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

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's Fiscal Year		
					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

Fund	\$ in 1000's Fiscal Year		
	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

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's Fiscal Year		
					2018	2023	Total
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>

## FUNDING SOURCE SUMMARY

Fund	\$ in 1000's Fiscal Year		
	2018	2019-2023	6-Yr Total
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

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's Fiscal Year		
					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

Fund	\$ in 1000's Fiscal Year		
	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
				GF	2,050	3,500	5,550
		CBS-2351	Central Maui Parks System	GB	500	0	500
				GF	3,150	0	3,150
West Maui	Parks and Recreation	CBS-2344	West Maui Parks System	PA	1,360	1,250	2,610
				GF	350	0	350
<b>Total: Department of Parks and Recreation</b>					<b>16,190</b>	<b>14,615</b>	<b>30,805</b>

### FUNDING SOURCE SUMMARY

Fund	\$ in 1000's Fiscal Year		
	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 POLICE

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's Fiscal Year		
					2018	2019-2023	6-Yr Total
Countywide	Government Facilities	CBS-1010	Countywide Police Facilities	GF	830	1,350	2,180
<b>Total: Department of Police</b>					<b>830</b>	<b>1,350</b>	<b>2,180</b>

### FUNDING SOURCE SUMMARY

Fund	\$ in 1000's Fiscal Year		
	2018	2019-2023	6-Yr Total
AH	0	0	0
BW	0	0	0
FD	0	0	0
GB	830	1,350	2,180
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>830</b>	<b>1,350</b>	<b>2,180</b>



## PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF THE PROSECUTING ATTORNEY

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's Fiscal Year		
					2018	2019-2023	6-Yr Total
Countywide	Government Facilities	CBS-4623	Acquisition of 2103 Wells Street Building	GB	1,950	0	1,950
<b>Total: Department of the Prosecuting Attorney</b>					<b>1,950</b>	<b>0</b>	<b>1,950</b>

## FUNDING SOURCE SUMMARY

Fund	\$ in 1000's Fiscal Year		
	2018	2019-2023	6-Yr Total
AH	0	0	0
BW	0	0	0
FD	0	0	0
GB	1,950	0	1,950
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>1,950</b>	<b>0</b>	<b>1,950</b>



# PROJECT DETAIL BY DEPARTMENT

## DEPARTMENT OF PUBLIC WORKS

\$ in 1000's  
Fiscal Year

District	Project Type	CBS No	Project Name	Fund	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
	CBS-2772	Safe Routes to School - State Appropriation	ST	225	675	900	
Hana	Drainage	CBS-4598	Waiopai 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	Keanae Road Safety Improvements	GB	1,500	0	1,500
Kihei-Makena	Road Improvements			ST	1,200	0	1,200
		CBS-1045	Kulanihakoi Bridge Replacement	FD	3,400	0	3,400
Makawao-Pukalani-Kula	Drainage	CBS-1045	Kulanihakoi Bridge Replacement	GB	1,250	0	1,250
		CBS-3187	Ditch Improvements at Waipoli Road	GB	800	0	800
	Other Projects	CBS-3188	Hiolani Street Drainage Improvements	GB	900	0	900
Paia-Haiku	Road Improvements	CBS-4625	Makani Closed Landfill Remediation	GF	1,750	0	1,750
		CBS-1066	Kaupakalua Road Pavement Reconstruction	FD	6,400	5,600	12,000
				GB	2,400	725	3,125
		CBS-1942	North Shore Greenway	HF	0	0	0
Wailuku-Kahului	Drainage			FD	1,400	0	1,400
				GB	350	0	350
		CBS-1070	Iao Stream Drainage	FD	0	29,000	29,000
	Road Improvements			GB	500	10,500	11,000
		CBS-3189	Central Maui Drainline Repairs	GB	700	0	700
	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

**FUNDING SOURCE SUMMARY**  
**\$ in 1000's**  
**Fiscal Year**

<b>Fund</b>	<b>2018</b>	<b>2019- 2023</b>	<b>6-Yr 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
		WR	2,255			0	2,255
		WU	3,855			29,250	33,105
		WU	500			2,500	3,000
		CBS-4615	Countywide Water System Modification	SRF	0	20,000	20,000
				WR	150	400	550
		Makawao-Pukalani-Kula	CBS-1106	Upcountry Reliable Capacity	WU	3,350	17,400
WU	500				4,200	4,700	
Molokai	CBS-1098	Molokai Reliable Capacity	WU	500	4,200	4,700	
Wailuku-Kahului			CBS-1102	Central Maui Reliable Capacity	WR	0	300
	WU	500			13,200	13,700	
	WR	2,450			0	2,450	
West Maui	CBS-4622	Kahului Tank II	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

Fund	\$ in 1000's Fiscal Year		
	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>