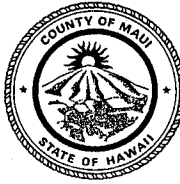


MICHAEL P VICTORINO
MAYOR



GET-1 (10)
MARC I TAKAMORI
Acting Director
MICHAEL B DU PONT
Deputy Director
Telephone (808) 270-7511

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OFFICE OF THE MAYOR

DEPARTMENT OF TRANSPORTATION

COUNTY OF MAUI
200 South High Street
Wailuku, Hawaii, USA 96793-2155

January 11, 2019

Honorable Michael P. Victorino
Mayor, County of Maui
200 South High Street
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Michael J. Molina, Chair
Government, Ethics, and Transparency Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

Michael P Victorino 1/18/19

Mayor Date

Dear Chair Molina:

SUBJECT: NOMINATION AS DIRECTOR OF TRANSPORTATION (GET-1)

This transmission is in receipt of the letter sent by Chair Kelly T. King dated January 10, 2019, requesting the following information be submitted to the Council's Government, Ethics, and Transparency Committee.

The Department of Transportation (DOT) hereby transmit the following responses:

Question: Why did you apply to serve as the Director of Transportation?

Response: The Maui Bus fixed route, ADA paratransit, and commuter service, human services transportation and the air ambulance programs that falls under the Department of Transportation are ones that the community relies on. With the County's investment in transit, it strengthens the economy, creates jobs, reduces traffic and allows individuals the freedom to get out and about in Maui County. Part of the reason I applied to serve as the Director of Transportation is that the department is at a critical point with the move of its transit hub from its current location at the Queen Ka'ahumanu Center to its new location on Vevau Street in

Kahului. The move is important and with the relocation, it is vital that a smooth transition is done so that there isn't a major negative impact to our transit riders.

The Maui Bus fixed route system has over 200 bus stops with 44 bus stop shelters that have been built. We will need to continue to monitor and maintain these shelters to provide a safe and shaded waiting space for our transit riders. Between the fixed route and ADA paratransit program, the county owns 62 buses that will also need to be maintained and eventually replaced. With the State of Hawaii's goal of transforming Hawaii's ground transportation to 100 percent renewable energy by 2045, it's an exciting time as the department is considering the use of electric buses.

Question: What do you perceive as the roles and responsibilities of the Director of Transportation?

Response: The Director of Transportation is responsible for the planning and implementation of transportation in Maui County, the planning and developing of an efficient program to facilitate the rapid, safe, and economic movement of people and goods in Maui County and to coordinate Maui County's transportation programs with other county departments and with agencies of the state and federal government. The Director of Transportation also needs to have good working relationships with the various county departments, Hawaii State Department of Transportation, Federal Transit Administration Region 9, and with our neighboring counties transit agencies.

Question: Given your understanding of the role and responsibilities of the Director of Transportation, why do you believe you are qualified for the position? Please include a brief statement of your skills, expertise, experiences, or knowledge that would aid in your decision-making ability as the Director of Transportation. Highlight three qualities you feel make you a highly qualified candidate.

Response: Since 2011, I've served as the Deputy Director in the department and most recently, as the Transportation System Analyst. I have a MBA degree through the University of Hawaii, Shidler College of Business. I'm both adept at and experienced in information technology and transportation systems.

When starting at the department 8 years ago, the Maui Bus system was approximately 6 years old. Overall, our bus system is very young and is the youngest in the State of Hawaii. Since the system grew, many of our data collection systems were done manually. With our goal of moving the system into the 21st century, one of tasks that I've been working on is moving our systems from a manual to electronic one. This allows for easier data reporting to the Federal Transit Administration's (FTA) National Transit Database (NTD), which is a key component in obtaining federal funds. We've also provided

improved information tracking systems on our fixed route buses allowing riders to see exactly where and when their bus will be arriving, including the ability to post announcements detailing unexpected detours or service route changes.

Following the 2010 Census, the population of the “urbanized area” of Kahului, Wailuku and Pa’ia exceeded 50,000 people thereby triggering the formation of a Metropolitan Planning Organization (MPO). I served as the interim executive director for the Maui MPO as we moved the MPO forward to its creation and through the policy board’s hiring of an executive director. The MPO acts as a decision making agency and receives federal funds to carry out the continuing, cooperative and comprehensive planning process between the State of Hawaii and the County of Maui on Maui Island. With the new urbanized area and the creation of the MPO, the department is now able to access urban funds where in the past, it’s just been rural funds.

My experience ranges from being responsible for the planning, design, implementation, coordination, recommendations, funding, all the way through to deployment and system support and maintenance of the transportation information technology systems. I’m also experienced in the oversight of management, compliance and performance of vendors and contractors. I have a good working relationship with our department, vendors, contractors, the Hawaii Department of Transportation (HDOT) and FTA region 9. I’m also in constant communications and have great working relationships with our neighboring counties transit agencies. I’ve attended numerous trainings with regards to the MPO, NTD reporting, FTA Procurement and Triennial Review. My peers would recognize me as a team player, an effective problem solver, and passionate about transit.

Question: Please identify one-short- and one long-term goal you would have as the Director of Transportation and how you would accomplish these during your term in service.

Response: One of my short-term goals is to review the performance and fiscal audit of the department. We will try to make way and accomplish the recommendations. While, not all recommendations will be achievable, it will be reviewed. By tying in the recommendations and the Maui Short Range Transit Plan, we will be able to move the department forward and provide requested additional services for the ridership. As discussed previously, one of my long-term goals is to make sure that the relocation of the Maui Bus Transit Hub is done as smoothly as possible to minimize any service impacts to the transit riders. We will make sure that the community and riders are informed well before the move is slated to occur. One of the on-going goals is to continuously re-evaluate the different transportation programs to see how they are performing and if there are any other potential changes that can be done to increase ridership without negatively impacting our

current riders. In order for this to be done, we will need to work closely with our contractors. Because our contractors are at the front lines, they are the ones who see and hear from the riders. We will also continue to solicit feedback from riders through surveys and mobile app feedback.

Question: Please discuss your plans relative to the development of a new transportation hub in Central Maui.

Response: The current Maui Bus Transit Hub license to occupy agreement at the Queen Ka'ahumanu Center will expire at the end of January 2020. While the department is moving the project forward as quickly as possible to meet that deadline, it is important that the new transit hub is built in a manner that incorporates a safe, clean, well lit, comfortable, and shaded area for our transit riders. It is the department's goal to build dignity into the transit experience. We have been working very closely with Hawaii Housing Finance and Development Corporation (HHFDC) and the State Department of Accounting and General Services (DAGS) in the relocation of our transit hub. The department has awarded the planning and design contract to Fukumoto Engineering who has experience in the build out of transit amenities. The new transit hub will be in an area that promotes transit oriented developments which connects housing, jobs, and services with transit. A neighborhood with transit oriented developments is also pedestrian and bicycle friendly. The transit hub will be in an area that will support transit opportunities for the Catholic Charities Hawaii Kahului Lani senior affordable housing rental project slated to provide 164 one-bedroom units, HHFDC's affordable rental project that could offer between 300 and 400 units, and is adjacent to the Waterfront Apartments at Kahului.

Question: Discuss how you will monitor ridership as a means to justify continuing existing routes and adding new routes.

Response: Utilizing the guidance of the department audit and the Maui Short Range Transit Plan, as well as community feedback, the different services will be monitored. The department will continue to re-evaluate and determine different modifications to better serve the ridership. Most recently, the department installed a new Computer Aided Dispatch/Automatic Vehicle Location on the Maui Bus fixed route buses. One of the features is the ability to track the buses and collect ridership boarding and alighting data. This data is useful to see how the riders are using the system and to see where certain routes are underutilized. While the department's audit pointed out that "the existing Fixed Route Service essentially provides a skeleton transit service for the County's population, focusing on coverage and access. The routes operated are the minimum required to meet passenger demand with the maximum headways required to provide regular service." One of the department's audit recommendations is to establish a formal program objective to govern the

overall program performance management with regards to service standards and performance. This is something the department will need to be working on as we move forward.

Question: Please address how you plan to implement the Department of Transportation audit recommendations.

Response: In the department's FY19 budget, \$30,000 was allocated for the assessment to satisfy 5.1 of the transportation audit. The department will need to seek clarification regarding 5.1 before a request for proposal can be developed to satisfy that recommendation. The department will request additional funds to seek transportation consultants who will be able to assist the department in implementing the recommendations as detailed in the audit.

Question: Can you foresee any possible conflicts of interests that could arise during your service in the Department of Transportation? How would you overcome any possible conflicts of interests?

Response: The foregoing response is provided with the assistance of corporation counsel as the question appears to involve the Code of Ethics, Article 10 of the Charter, Code of Ethics, Section 2.56 of the Maui County Code, and to Chapter 101 of the Administrative Rules for the Maui County Board of Ethics. Based on Section 04-101-3, Definitions, "conflict of interests" means:

a real or seeming incompatibility between one's private interests and one's public or fiduciary duties; it also has meanings as explained in past board opinions, that involve a two-part test and require interpretation of section 10-4.1.c. of the Charter, that no officer or employee of the County shall engage in any business transaction or activity or have a financial interest, direct or indirect, which is incompatible with the proper discharge of the officer's or which may tend to impair the officer's or employee's independence of judgment in the performance of the officer's or employee's official duties.

As your question specifically asks about the foreseeability of any possible "conflicts of interests" that could arise, and if one does arise how it may be overcome, we must look to the body of the Code of Ethics referenced above, inclusive of past board opinions. In doing so, however, we humbly respond that we are unable to speculate absent specific facts. Rest assured that any possible consideration of "conflicts of interests" will be immediately submitted to the Board of Ethics for its review and guidance.

Committee Chair Michael J. Molina
January 11, 2019
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Please let me know if you have any questions, or require additional information.

Sincerely,

A handwritten signature in black ink, appearing to be 'MT', with a stylized, flowing script.

Marc I. Takamori
Acting Director of Transportation