

Secretary, Economic Development and  
Budget Committee

Program Budget

# BUDGET P FY 2020



**MICHAEL P. VICTORINO**  
MAYOR  
COUNTY OF MAUI





**MICHAEL P. VICTORINO**  
**MAYOR**  
**COUNTY OF MAUI**

**ON THE COVER:**

***"We Are One"***

*Today we are embarking upon a new day by bridging our shared values in unity for our future. While we are a diverse county and have different opinions, we must treat each other with civility, kindness and respect. These qualities are the foundation of "Aloha" and they should guide us in the days ahead as we work together toward building a stronger and more equitable future for Maui County.*

*It is our kuleana as leaders in the community to take the necessary steps and make every effort toward a sustainable Maui County. We must know who we are, what needs to be done, where we are going and how to get there. I believe collectively and through collaboration, we can achieve this. Our families deserve it, our children deserve it and our future generations deserve it!*

*This is an attainable vision, which I promise to always strive toward.*

Cover Photos: Ryan Piros and Chris Sugidono

**ACKNOWLEDGMENTS**

***Mayor's Budget Office:***

Michele Yoshimura, Budget Director   Shirley Blackburn, Budget Specialist   Arthur Suyama, Grants Specialist  
Wendy Nathan, Budget Specialist   Candace Baisa, Budget Specialist

***With Generous Assistance From:***

The Department of Finance, the Department of Management and all county departments' employees who developed the department proposed budgets.

**BUDGET PROPOSAL FY 2020**

**200 SOUTH HIGH STREET, 9TH FLOOR  
WAILUKU, HAWAI'I 96793**

**TEL. (808) 270-7855 | FAX (808) 270-7870**



**BUDGET.OFFICE@MAUICOUNTY.GOV**



**WWW.MAUCOUNTY.GOV/BUDGET**



# Table of Contents

<b>Mayor's Budget Message .....</b>	<b>vi</b>
<i>Mayor's Budget Message to the County Council provides an in-depth look at the Mayor's priorities, significant features of the proposed budget, and the outlook for the upcoming fiscal year.</i>	

## INTRODUCTION

<b>Reader's Guide to the Budget.....</b>	<b>1</b>
<i>This section provides a description of each section of this document along with the information contained herein. An explanation of standard forms used in sections showing departmental budgets is also presented.</i>	
<b>County's Strategic Vision .....</b>	<b>13</b>
<i>Presents the County of Maui's vision and mission statements, and strategic goals and objectives.</i>	
<b>Long Term Financial Plan .....</b>	<b>17</b>
<i>Includes the County's long-term financial plan and revenue forecasts for major revenue sources.</i>	
<b>Directory of County Officials .....</b>	<b>25</b>
<i>A list of County of Maui's Department/Agency Administrators, Directors and Deputy Directors, and members of the County Council.</i>	
<b>County Organization Chart .....</b>	<b>27</b>
<i>Chart showing the Fiscal Year 2020 organization chart by department.</i>	
<b>County Profile .....</b>	<b>29</b>
<i>An overview of the geography, demographic make up and government of the County of Maui.</i>	

## BUDGET OVERVIEW

*Provides a broad overview of the County's budget for Fiscal Year 2020.*

<b>FY 2020 Budget Organization Chart .....</b>	<b>39</b>
<b>FY 2020 Revenues and Expenditures .....</b>	<b>40</b>
<b>FY 2020 Equivalent Personnel .....</b>	<b>42</b>
<b>Summary of Organization Changes.....</b>	<b>43</b>

## BUDGET AND FINANCIAL POLICIES

*This section highlights the budget guidelines and financial policies of the County of Maui.*

<b>FY 2020 Budget Guidelines .....</b>	<b>49</b>
<b>Budgetary Process .....</b>	<b>50</b>
<b>Budget Process Calendar .....</b>	<b>52</b>
<b>A Balanced Budget is Required .....</b>	<b>53</b>
<b>Budget Control.....</b>	<b>53</b>
<b>Budgetary Basis .....</b>	<b>53</b>
<b>Amending the Budget .....</b>	<b>53</b>
<b>Budget Implementation Reports .....</b>	<b>54</b>
<b>Surplus and Reserves .....</b>	<b>54</b>
<b>Fund Balance Policy.....</b>	<b>54</b>
<b>Audit of Accounts .....</b>	<b>55</b>
<b>Budgetary Fund Structure .....</b>	<b>55</b>
<b>Governmental Funds.....</b>	<b>56</b>
<b>Proprietary Funds.....</b>	<b>57</b>
<b>Fiduciary Funds .....</b>	<b>58</b>
<b>Capital Budget Policy.....</b>	<b>58</b>
<b>Capital Budget Process .....</b>	<b>59</b>



# Table of Contents

## BUDGET AND FINANCIAL POLICIES (CONTINUED)

Capital Budget Review and Approval Process.....	59
Capital Budget Cycle.....	60
Financing/Sources of Funds .....	60
Capital Projects Long-Term Financial Plan .....	62
Debt Policy .....	62
General Intent of Debt Policy .....	62
Debt Limit .....	63
Debt Structuring Practices .....	63
Debt Issuance Practices .....	63
Debt Management Practices.....	64
Debt Administration .....	65
Legal Debt Margin as of June 30, 2018 .....	66
Investment Policy .....	68

## FINANCIAL SUMMARIES

*This section includes summaries of County funds' historical and adopted revenues and expenditures, ensuing fiscal year's operating budget by department, changes in fund balance, summaries of major revenue sources, summaries of equivalent personnel, and long-term financial plan.*

<b>Revenue and Expenditure Summary .....</b>	<b>73</b>
<i>Includes a consolidated estimated revenues and expenditures schedule, details of revenue estimates by major sources and expenditures by major use, four-year comparative revenue schedules by major fund and sub-fund, four-year comparative operating expenditure schedules by major fund, and explanation of budget functional areas.</i>	
<b>Fund Balance .....</b>	<b>79</b>
<i>Includes FY 2020 fund summary (County funds) by major fund, and comparative analysis of carryover savings.</i>	
<b>Revenue Overview.....</b>	<b>85</b>
<i>Contains a general economic overview and explanation of the major sources of County fund revenues: Real Property Tax, Transient Accommodations Tax, Public Service Tax, Fuel Tax, Public Transit Fare, Franchise Tax, Weight Tax, and Charges for Sewer, Cesspools, Landfill Disposal, Refuse Collection, and Water Service Fees.</i>	
<b>Equivalent Personnel Summary.....</b>	<b>91</b>
<i>Includes equivalent personnel summaries for County fund and all sources of funds, and summaries by fund and functional area.</i>	

## DEPARTMENT PROGRAM SUMMARIES

*Department Program Summaries are presented in alphabetical order. This section includes organization charts for each department for the purpose of detailing the department's structure as well as the Department Summaries and Program Narratives, Goals and Objectives (as highlighted in the Reader's Guide Section).*

Corporation Counsel .....	97
County Clerk .....	109
County Council .....	121
Emergency Management.....	137
Environmental Management.....	153
Finance .....	195
Finance-Countywide Costs .....	229
Fire and Public Safety .....	231
Housing and Human Concerns .....	271
Liquor.....	343



## Table of Contents

**DEPARTMENT PROGRAM SUMMARIES (CONTINUED)**

Management.....	353
Mayor .....	383
Parks and Recreation .....	429
Personnel .....	459
Planning.....	471
Police .....	485
Prosecuting Attorney .....	529
Public Works .....	547
Transportation .....	593
Water Supply.....	625

**CAPITAL PROGRAM**

*Includes overview of the FY 2020 Capital Budget; summaries by department, district, fund type, and project type; six-year capital improvement plan; impact on operating budget; project prioritization; and capital improvement projects by departments. The capital project sheets are arranged in alphabetical order by department and project type.*

Definition of Capital Program and Capital Project.....	649
FY 2020 Capital Budget Overview.....	649
FY 2020 Capital Budget Summary by Department.....	650
FY 2020 Capital Budget Summary by District .....	651
FY 2020 Capital Budget Summary by Fund Type.....	652
FY 2020 Capital Budget by Project Type.....	653
Six-Year Capital Budget Summaries .....	654
Impact on Operating Budget .....	655
Project Prioritization.....	655
Environmental Management.....	657
Finance .....	717
Fire and Public Safety .....	721
Management.....	733
Parks and Recreation.....	737
Police .....	775
Public Works .....	781
Transportation .....	855
Water Supply.....	861

**GLOSSARY**

*Definitions of the terms used throughout the budget document are presented in the glossary. If you have any questions, need further clarification of a concept or term, or desire more detailed information about items contained in this document, please contact the Budget Office.*

Glossary.....	877
Acronyms List.....	890



# Table of Contents

## LIST OF FIGURES

Figure 1-1. Projected Revenue by Source.....	vi
Figure 1-2. Maui County Real Property Assessment Gross Assessed Value .....	19
Figure 1-3. Maui County Real Property Assessment Property Tax Revenue.....	19
Figure 1-4. Transient Accommodation Tax Revenues (General Fund).....	20
Figure 1-5. Public Service Tax Revenues (General Fund).....	20
Figure 1-6. Fuel Tax Revenue (Highway Fund).....	21
Figure 1-7. Franchise Tax (Highway Fund) .....	21
Figure 1-8. Sewer, Cesspool, Septic and Reclaim Fees Revenues (Sewer Fund) .....	22
Figure 1-9. Refuse Collection and Landfill Tipping Fee Revenues (Solid Waste Fund).....	22
Figure 1-10. Water Service Fees .....	23
Figure 1-11. County of Maui Demographic Characteristics .....	29
Figure 1-12. Maui County Population .....	30
Figure 1-13. Principal Private Employers in Maui County .....	31
Figure 1-14. Median Sales Price, Maui County .....	35
Figure 2-1. FY 2020 Budget Organization Chart.....	40
Figure 2-2. All Sources of Funds: Total Resources by Major Fund Type.....	41
Figure 2-3. All Sources of Funds: Total Expenditures by Major Fund Type .....	41
Figure 2-4. County Sources of Funds: Total Resources by Major Fund Type .....	41
Figure 2-5. County Sources of Funds: Total Resources by Revenue Source.....	41
Figure 2-6. County Sources of Funds: Total Expenditures by Character Type .....	42
Figure 2-7. County Sources of Funds: Total Expenditures by Functional Area .....	42
Figure 2-8. Operating Expenditures by Character Type .....	43
Figure 2-9. All Sources of Funds: Total E/P by Major Fund Type.....	44
Figure 2-10. County Sources of Funds: Total E/P by Major Fund Type.....	44
Figure 2-11. All Sources of Funds: Total E/P by Functional Area .....	44
Figure 2-12. County Sources of Funds: Total E/P by Functional Area .....	44
Figure 2-13. Explanation of Organization Changes Related to Personnel .....	45
Figure 3-1. FY 2020 Budget Process Calendar .....	52
Figure 3-2. Budgetary Fund Structure.....	56
Figure 3-3. Capital Budget Cycle .....	60
Figure 3-4. Outstanding Long-Term Debt Table.....	65
Figure 3-5. Schedule of Debt Service Requirements to Maturity for County's General Long-Term Debt as of June 30, 2018 .....	66
Figure 3-6. Schedule of Debt Service Requirements to Maturity for Water Supply's General Long-Term Debt as of June 30, 2018 .....	67
Figure 4-1. 4-Year Comparison: Consolidated Schedule of Revenues and Expenditures .....	73
Figure 4-2. Estimated Revenues by Major Source .....	73
Figure 4-3. Expenditures and Other Uses .....	73
Figure 4-4. 4-Year Comparison: Revenue Schedule by Major Fund .....	74
Figure 4-5. 4-Year Comparison: Special Revenue Funds Schedule by Sub-Fund .....	75
Figure 4-6. 4-Year Comparison: Enterprise Revenue Funds Schedule by Sub-Fund .....	76
Figure 4-7. 4-Year Comparison: Operating Expenditures Schedule by Major Fund .....	77
Figure 4-8. Explanation of Budget Functional Areas .....	78
Figure 4-9. FY 2020 Fund Summary: Consolidated Schedule .....	79
Figure 4-10. FY 2020 Fund Summary by Major Fund: General Fund Schedule .....	80



# Table of Contents

Figure 4-11. FY 2020 Fund Summary by Major Fund: Special Revenue Funds Schedule.....	81
Figure 4-12. FY 2020 Fund Summary by Major Fund: Enterprise Fund Schedule.....	82
Figure 4-13. 4-Year Comparison: Carryover Savings Summary by Sub-Fund.....	83
Figure 4-14. 4-Year Comparison: Carryover Savings Chart by Sub-Fund.....	83
Figure 4-15. Real Property Tax Revenue Budget and Actual Trends.....	85
Figure 4-16. Transient Accommodations Tax Revenue Budget and Actual Trends .....	86
Figure 4-17. Public Service Company Tax Revenue Budget and Actual Trends .....	86
Figure 4-18. Fuel Tax Revenue Budget and Actual Trends.....	87
Figure 4-19. Public Transit Bus Fares Revenue Budget and Actual Trends.....	87
Figure 4-20. Franchise Tax Revenue Budget and Actual Trends.....	87
Figure 4-21. Street Use Weight Tax Revenue Budget and Actual Trends.....	88
Figure 4-22. Sewer, Cesspool, Septic & Reclaim Fees Revenue Budget and Actual Trends.....	88
Figure 4-23. Landfill Tipping and Permit Fees Revenue Budget and Actual Trends.....	89
Figure 4-24. Refuse Collection Fees Revenue Budget and Actual Trends.....	89
Figure 4-25. Water Service Fees Revenue Budget and Actual Trends .....	89
Figure 4-26. Equivalent Personnel Summary (All Sources of Funds).....	91
Figure 4-27. Equivalent Personnel Summary (County Sources of Funds).....	91
Figure 4-28. All Sources of Funds: Percent Change in Equivalent Personnel .....	92
Figure 4-29. County Sources of Funds: Percent Change in Equivalent Personnel.....	92
Figure 4-30. Equivalent Personnel Schedule by Fund (All Sources of Funds) .....	93
Figure 4-31. Equivalent Personnel Schedule by Fund and Functional Area (County Sources of Funds) .....	94
Figure 5-1. All Sources of Funds: Total Capital Projects by Major Fund Type .....	649
Figure 5-2. County Sources of Funds: Total Capital Projects by Major Fund Type .....	649
Figure 5-3. FY 2020 Capital Budget Summary Chart by Department .....	650
Figure 5-4. FY 2020 Capital Budget Summary Table by Department .....	650
Figure 5-5. FY 2020 Capital Budget Summary Chart by District .....	651
Figure 5-6. FY 2020 Capital Budget Summary Table by District .....	651
Figure 5-7. FY 2020 Capital Budget Summary Chart by Fund Type .....	652
Figure 5-8. FY 2020 Capital Budget Summary Table by Fund Type .....	652
Figure 5-9. FY 2020 Capital Budget Summary Chart by Project Type .....	653
Figure 5-10. FY 2020 Capital Budget Summary Table by Project Type .....	653
Figure 5-11. All Sources of Funds: 6-Year Total Capital Projects by Major Fund Type .....	654
Figure 5-12. County Sources of Funds: 6-Year Total Capital Projects by Major Fund Type .....	654
Figure 5-13. All Sources of Funds: 6-Year Total Capital Projects by Fiscal Year .....	654
Figure 5-14. County Sources of Funds: 6-Year Total Capital Projects by Fiscal Year .....	654
Figure 5-15. Capital Improvement Impact on the Operating Budget .....	655



Michael P. Victorino  
Mayor



**OFFICE OF THE MAYOR**  
COUNTY OF MAUI  
200 S. HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
[www.mauicounty.gov](http://www.mauicounty.gov)

March 25, 2019

Honorable Kelly T. King, Chair  
and Members of the Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

Dear Chair King and Members:

My administration's first budget submission mirrors the values we share as a community. We value families, so we invest in attainable housing and social service programs that support them. We value excellent public service, so we make sure our roads, parks, water, and wastewater systems are well maintained and upgraded to meet growing demands. We value public safety, so we invest in our police, fire and other emergency services to be on scene when lives and property hang in the balance.

In short, we recognize a need and meet it – for our residents and visitors now and for generations to come. It is our *kuleana* to take the necessary steps and through our budgeting initiatives we commit to improve, strengthen and add to what makes Maui County special without losing our culture, character, and sense of community.

My proposed budget embodies the strategic vision that government works for the current needs of our residents and visitors and it looks ahead to anticipate future priorities as laid out in the Maui County General Plan, the Countywide Policy Plan, Maui Island Plan, and Community Plans.

Maui County's strong fiscal management has earned Maui County ratings of AA+ and Aa1 from the three qualified bond rating agencies, Standard and Poor's, Moody's and Fitch. Our



county has a sound track record of conservative fiscal management backed by a robust local economy, fueled by our visitor industry.

### **EXECUTIVE SUMMARY**

Remaining focused on customer service and community needs, my key initiatives center on attainable housing and homeless services, ground transportation and infrastructure improvements (roadways, bus service, bikeways and pedestrian paths), improvements and maintenance to our park facilities, and being responsible stewards in protecting our environment and ensuring sustainability. My Fiscal Year 2020 Budget Proposal focuses on making Maui County a place where all our 'ohana can live and thrive together, with a promise of protecting our tri-isle island home for future generations.

The proposed budget for FY 2020 totals \$869.5 million, including revolving and special funds, transfers between funds within the county, and expected grant revenue and other revenue from sources outside the county. Total county funds, including bond funds proposed for the FY 2020 are estimated at \$780.8 million, a \$22.5 million increase, or three percent, from the FY 2019 Council Adopted budget of \$758.3 million.

The proposed revenues from county funds of \$780.8 million will provide funding for an estimated operating budget of \$648.1 million and estimated capital improvement budget of \$132.7 million. In comparison, the FY 2019 adopted budget revenue of \$758.3 million funded an operating budget of \$599.1 million and a capital program of \$159.2 million.

My proposed budget is fiscally responsible and balanced. Our spending priorities include operational costs for health, safety and public service, completion of ongoing projects, and fulfilling our obligations to our employees – current and retired – with health and retirement benefits.

Highlights of my proposed budget align with our shared values and priorities:

- A commitment to attainable housing - with three percent of Real Property Tax revenues earmarked to the Affordable Housing Fund, an additional \$3.37 million over the required two percent.
- A dedication to social services to meet the needs of our community.
- Focus on our environment – with \$4.0 million for coqui frog eradication and environmental protection.
- An investment in the Arts and Education for our residents and especially our keiki - with funding for needed improvements and upkeep of the Maui Arts & Cultural Center, King Kekaulike Performing Arts Center, and the Hui No'eau Visual Arts Center.



- Improving our existing infrastructure and facilities, and providing supplemental funding to complete ongoing projects. Key projects include reconstructing the War Memorial Stadium parking lot and installing photo voltaic solar panels, Kaupakalua Road pavement reconstruction, and other countywide roadwork improvement projects amount to \$35.7 million.
- Responsible stewardship of our islands through the Open Space Fund, including a \$2.25 million-purchase of Maka'ala'e and Mokae in Hana for conservation, recreation, ecological, historical, cultural and aesthetic value.
- Providing affordable housing through appropriations from the Affordable Housing Fund for the Hale Mahaolu Ewalu Senior Housing project, Lanai Affordable Housing project, Ka Hale A Ke Ola Homeless Resource Center improvements, and rental apartments in West Maui.

### **OPERATIONS**

The total appropriation of county funds for the proposed FY 2020 operations budget is \$648.1 million. This is an increase of \$49.0 million, or 8.2 percent, from the current fiscal year. The FY 2020 proposed budget aims to meet the needs and expectations of Maui County residents and visitors. Our goal is to achieve outstanding customer service in ways that are achievable, effective, economical, practical, and beneficial while meeting the requirements of the Maui County Charter. We have also balanced funding for debt service and employee benefits to assure our fixed and operational expenses are covered.

We have approximately 2,700 County of Maui employees working to provide excellent customer service and public safety. The proposed budget calls for an increase of 54.5 equivalent personnel. As we reinvest in our future generations, the proposed budget includes reinstatement of the Cadet Program for the Department of Police, interns for the Department of the Prosecuting Attorney, and an Economic Development Specialist in the field of technology.

Additional manpower is critical to provide appropriate upkeep and maintenance as we expand our park facilities, which includes the opening of the South Maui Recreational Facility. Expansions in the Department of Environmental Management also are critical to address areas in wastewater, landfill, and environmental protection.

A detailed summary of organizational changes can be found in Figure 2-13 in the Budget Overview section of this report.

As provided by the Maui County Charter, one percent, or \$3.37 million of real property tax revenue, will be added to the Open Space, Natural Resources, Cultural Resources and Scenic Views Preservation Fund. The Charter also stipulates a two percent contribution, however, my proposal includes a three percent, or \$10.1 million, of the real property tax revenues be set aside



for the Affordable Housing Fund. These funds protect and preserve the natural beauty of Maui County and provide critical funding to create attainable housing for our residents.

We also support our community through grants to our nonprofit partners. These include organizations that make sure there's a safety net for our residents who need the assistance, including our homeless. This proposed budget calls for spending \$22.1 million in social services; \$26.9 million in housing assistance, which includes Section 8; and \$14.6 million in other grants. Social Services grants alone represents 5.1 percent of the County's operating budget.

My proposed budget provides funding to replace outdated, irreparable equipment. By replacing these equipment, our employees will be better able to do their job and better serve our community.

A significant impact to the County's fixed costs is the salary increases resulting from Collective Bargaining Agreements that are factored into the FY 2020 proposed budget. Including an estimate of those bargaining units still in negotiation, the proposed FY 2020 budget projects an additional cost of \$5.9 million in salary increases and related fringe benefit costs.

Debt allows our county government to invest in long-term infrastructure. This year, the amount required to service our debt payments amounts to \$64.4 million, which is 9.9 percent of County Fund operating expenditures. We have a self-imposed policy of limiting our debt services to ten percent of expenditures of county funds. The Department of Finance and Budget Office continue to work diligently to ensure our finances are in order. As mentioned, our bond ratings continue to reflect the strength of our fiscal management and are the best ratings in the State.

These ratings have allowed Maui County bonds to be issued at the best interest rates possible and taxpayers then can realize savings when bidding for capital projects over the next 20 years.

### **CAPITAL IMPROVEMENT PROGRAM**

My proposed Capital Improvement Budget is \$132.7 million. Much of the Capital Improvement Program is dedicated to the completion of ongoing projects. This total includes capital projects funded through the county, grants and other revenue funds. The FY 2020 CIP budget includes borrowing \$64.9 million, a decrease of \$6.8 million (9.4 percent) from the FY 2019 adopted budget.

The FY 2020 proposed capital improvement program includes the following critical projects:

- West Maui Recycled Water System Expansion - \$11,078,290



- Countywide Road Resurfacing and Pavement Preservation - \$5,676,267
- War Memorial Complex Paving Improvements - \$2,750,000
- Kaupakalua Road Pavement Reconstruction - \$2,247,000
- South Kihei Road Sidewalks Improvements - \$1,900,000
- Haiku Park Restroom - \$510,000
- Molokai Community Improvements - \$3,100,000
- Lanai Community Improvements - \$2,462,000
- Hana Community Improvements - \$1,600,000

### **REVENUE**

The total estimated revenues from county funds proposed for FY 2020 is \$780.8 million, a \$22.5 million, or three percent increase from the FY 2019 adopted budget. A real property tax revenue increase of \$15.7 million is attributed to property valuation increases and new inventory throughout various classifications.

The estimated revenue from real property tax is \$337.2 million, which represents 53.7 percent of the total estimated General Fund revenue, and 43.2 percent of estimated total county revenue. Real property tax revenue is based on valuations of real property with tax rates assigned to each classification. For FY 2019, the County Council created a new tax classification that separated short-term rental units from hotels and resorts. My proposal for the rate structure includes nominal increases to the following classifications: Commercial by \$0.14, Industrial by \$0.03, Hotel & Resort by \$0.23, and Short Term Rental by \$0.27; and a decrease of 9.6 percent or \$1.48 for Timeshare.

Proposed Changes to Rates and Fees include:

- Solid Waste Landfill tipping fee – from \$97 per ton to \$103 per ton
- Residential Refuse Collection – \$1 increase from \$32 to \$33 per month
- Wastewater-Sewer Fees – Increase average of 6 percent per month
- Water – Increase average of 3 percent per month
- Biodiesel Fuel Tax – Tax of \$0.12 per gallon in fairness to all vehicle owners and users of our roadways. In FY 2019, a Highway improvement fee was imposed on electric and hybrid vehicles.

The following table identifies projected revenue by type:

Figure 1.1 Projected Revenue By Source



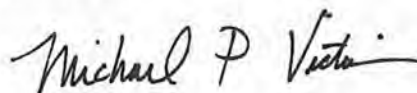
# COUNTY OF MAUI

## Mayor's Budget Message

REVENUE SOURCE	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Real Property Taxes	\$321,907,576	\$337,622,553	\$15,714,977	4.9%
Circuit Breaker Tax Credit	(421,854)	(430,000)	(\$8,146)	1.9%
Charges for Current Services	\$149,631,691	\$162,200,196	\$12,568,505	8.4%
Transient Accommodation Tax	\$23,484,000	\$23,484,000	\$0	n/a
Public Service Company Tax	\$7,500,000	\$7,000,000	-\$500,000	-6.7%
Licenses and Permits	\$32,854,587	\$34,552,327	\$1,697,740	5.2%
Fuel	\$16,311,000	\$15,800,000	-\$511,000	-3.1%
Franchise Taxes	\$8,000,000	\$8,500,000	\$500,000	6.3%
Special Assessments	\$7,602,000	\$20,930,000	\$13,328,000	175.3%
Other Intergovernmental	\$18,425,000	\$9,653,290	-\$8,771,710	-47.6%
Fines, Forfeitures, Penalties	\$2,000,000	\$2,000,000	\$0	n/a
Use of Money & Property	\$3,583,412	\$5,413,494	\$1,830,082	51.1%
Miscellaneous**	\$1,063,000	\$763,000	-\$300,000	-28.2%
Bonds	\$69,560,000	\$64,607,000	-\$4,953,000	-7.1%
Lapsed Bond Proceeds	\$2,195,000	\$382,411	-\$1,812,589	-82.6%
Carryover Savings	\$56,111,700	\$46,216,915	-\$9,894,785	-17.6%
Grant Revenue	\$72,315,942	\$73,107,953	\$792,011	1.1%
Sub-Total	\$792,123,054	\$811,803,139	\$19,680,085	2.5%
Interfund Transfers	\$12,029,185	\$5,917,584	-\$6,111,601	-50.8%
<b>Total Estimated Gross Revenues</b>	<b>\$804,152,239</b>	<b>\$817,720,723</b>	<b>\$13,568,484</b>	<b>1.7%</b>

Councilmembers, I look forward to our partnership in working together to achieve our strategic goals for our community and bridging our shared values in unity for our future - collectively and through collaboration. These include an efficient, effective and customer service-oriented government; a healthy, safe, and livable community that balances strong environmental stewardship with attainable housing and sustainable economic development; reliable, community-focused public infrastructure; and a county administration that strives for win-win solutions for our County and with our State, Federal, private sector and nonprofit partners.

Sincerely,



MICHAEL P. VICTORINO  
Maui County Mayor



## Reader's Guide to the Budget

Welcome! The Mayor's Proposed Budget for Fiscal Year 2020, begins on July 1, 2019 and ends on June 30, 2020. This document has been prepared to help you, the reader, learn about the issues affecting the Maui County community, how Mayor Victorino and his administration propose to meet the communities' needs, and to provide information necessary for our policymakers, the members of the Maui County Council, to make important resource decisions.

The budget document is organized into several sections. Each section and its contents are described below:

**Introduction** – The introduction includes the Mayor's Budget Message, which succinctly communicates the administration's priorities in driving the budget process and highlights major changes and key initiatives included in the FY 2020 budget. This section also includes a list of the administration's goals and corresponding icons which appear throughout the document to illustrate how our various departmental objectives and capital improvement projects align with the Mayor's broader goals for Maui County, the County's long-term financial plan, directory of county officials, the organization chart, and county profile.

**Budget Overview** – The Budget Overview section provides a broad overview of the FY 2020 Proposed Budget and a summary of organization changes.

**Budget and Financial Policies** – This section highlights the budget guidelines and financial policies of the County of Maui.

**Financial Summaries** – This section includes summaries of County funds' historical and adopted revenues and expenditures, ensuing fiscal year's operating budget by department, changes in fund balance, summaries of major revenue sources, and a summary of equivalent personnel.

**Department Program Summaries** are presented in alphabetical order. This section includes organization charts for each department for the purpose of detailing the department's structure as well as the Department Summaries and Program Narratives, Goals and Objectives, and Performance Measurements.

**Capital Improvement Program (CIP)** - This section represents the County of Maui's financial plan and planned expenditures for the County's capital projects including descriptions, justifications for projects, as well as future anticipated operations and maintenance costs that should be planned for.

**Glossary and Abbreviations** - This section contains a glossary of budget-related terms, a useful acronym table, and an index.

The following pages explain the layout of a department's operating budget overview in Section 5 (Department Program Summaries) and a capital project page in Section 6 Capital Improvement Program (CIP).

The county's budget is comprised of many different funds, of which, the General Fund is the most notable. The General Fund includes the operating funds for the majority of county departments including, Fire and Public Safety, Housing and Human Concerns, Police, Parks and Recreation, and a portion of Public Works. This fund also provides funding for capital projects and supplemental transfers to the Environmental Protection and Sustainability Funds.



## Reader's Guide to the Budget

Presented within the County of Maui operating budget are details of each department budget as well as program summaries. The program summary for each department includes the following sections:

- **Department Summary:** Includes an organizational chart, strategies to accomplish the department/agency's mission or purpose and the links to each countywide outcome, description of the department/agency's purpose, charts of ensuing fiscal year expenditures and equivalent personnel, summary of equivalent personnel by program, strategies to accomplish the department/agency's mission or purpose, and a description of the external factors impacting the department/agency's operations.
- **Program Narratives:** Includes a brief statement of the program's purpose or function, countywide outcome(s), population served, services provided, key activity goals and measures, detailed expenditures summary by character and object, equivalent personnel summary by position title, significant funding changes from the current fiscal year's budget, and grant subsidy detail, if applicable. A program may be funded by more than one type of fund. The type of funding for the program described is indicated in the titles of the summaries. Programs that are funded through Grant Revenue Fund and Revolving Funds are also presented. Adjustments due to inflationary factors were determined by the following rates and assumptions:

**Continuation Budget Changes from FY 2019 Adopted Budget:** Includes a brief explanation of changes for items with increases and/or decreases of \$10,000 or more from the FY 2019 Adopted Budget, at the object level. The **Continuation Budget Changes** table includes the Mayor's allowable adjustments that are generally categorized as either inflationary adjustments or other allowable budget adjustments for the following purposes:

1. **Personnel Related Items** – Funds required for longevity pay based on the most current bargaining unit contracts.
2. **Annualization of Programs and New Facilities** – Increases to annualize programs or new facilities that were funded only for a portion of FY 2019.
3. **Operating Reserves** – Operating costs to make facilities operational and functional are allowed in the continuation budget for authorized capital projects scheduled for completion during FY 2020.
4. **Nonrecurring Items** – Nonrecurring or one-time items approved by the County Council that may be removed from the continuation budget, including equipment and vehicle purchases included in the FY 2019 Adopted Budget.
5. **Statutorily Established Salary Increases** – Salary increases required by statutes for specified position classifications.
6. **Equipment – On-Going Lease** – Increases relating to on-going leased equipment such as copy machines.
7. **Salary Adjustments** – The salary related amounts based on the authorized budget for FY 2019 plus any necessary annualizing of positions.
8. **Allowable Inflationary Adjustments** - Departments use allowable inflationary adjustment rates as provided by the Budget Office to accurately project budgetary needs created by inflation for FY 2020. The rates are used to develop increases and/or decreases in those items subject to the inflationary factors. Requests for increases and/or decreases in funding related to inflation are considered for Water, Sewer, Electricity, Propane, Gasoline and Diesel Fuel. Below is the Schedule of Inflationary Factor that was provided to the departments in order to calculate these adjustments:



## Reader's Guide to the Budget

<u>Item</u>	<u>Sub-Object Code</u>	<u>FY 2020</u>	
<u>Water</u>	6178	0.05	*
<u>Sewer</u>	6150	0.05	*
<u>Electricity</u>	6120	0.12	*
<u>Propane</u>	6022	0.05	*
<u>Gasoline and Diesel Fuel</u>	6022/6023	0.20	*

\*Inflationary factors are applied to the average of FY 2017 and FY 2018 actual expenditures. Reductions should be reflected for energy savings measures. Increases other than inflation need to be presented as an expansion.

In addition to the allowable continuation items mentioned above, departmental proposals to change a program by redirecting funds from one program to another are also reflected as part of the Continuation Budget Request.

- **Expansion Budget Requests from FY 2019 Adopted Budget** - Includes the following items: increase in salaries and premium pay, including equivalent personnel; additional operating funds above those allowed in the continuation budget, including new and/or pilot programs; equipment purchases; funds to replace grant awards no longer provided to the county; and any expansion request that is related to information technology.
- **County Grant Subsidy Detail** - Includes the name of grantee/program, prior fiscal years' actual amounts, current fiscal year's appropriation amount, and ensuing fiscal year's proposed amount for each line item grant. It also includes a description of each county grant subsidy program. This section is presented as applicable to the department.



# Reader's Guide to the Budget

Examples of the detailed expenditures summary by character and object, equivalent personnel summary by position title, continuation and expansion budget changes from current fiscal year's budget, and county grant subsidy detail are presented on the next few pages with descriptions to help readers gain a better understanding of the information provided.

## Expenditures Summary by Character & Object

Represents the different types of account codes within the county's budget. <b>See table below for detailed descriptions of Character Types and Object Descriptions.</b>		Actual expenditures recorded in the Integrated Financial Accounting System (IFAS) for FY 2017 and FY 2018.		Budget adopted by the Council for FY 2019.		Mayor's Proposed Budget for FY 2020.	
Program/ Character		FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	Change Amount	Change Percent
<b>Emergency Management Program</b>							
Salaries and Wages		\$356,528	\$354,276	\$439,406	\$466,544	\$27,138	6.2%
Operations		\$160,332	\$93,326	\$191,577	\$216,577	\$25,000	13.0%
Equipment		\$0	\$0	\$0	\$0		
<b>Program Total</b>		<b>\$516,860</b>	<b>\$447,602</b>	<b>\$630,983</b>	<b>\$683,121</b>	Indicates the change in dollars and percent from FY 2019 Adopted to FY 2020 Proposed.	
<b>Program Total - E/P</b>		<b>6.75</b>	<b>6.75</b>	<b>6.0</b>	<b>7.0</b>		
<b>FUND TOTAL</b>		<b>\$516,860</b>	<b>\$447,602</b>	<b>\$630,983</b>	<b>\$683,121</b>	<b>\$52,138</b>	<b>8.3%</b>
Salaries and Wages		\$356,528	\$354,276	\$439,406	\$466,544	\$27,138	6.2%
Operations		\$160,332	\$93,326	\$191,577	\$216,577	\$25,000	13.0%
Equipment		\$0	\$0	\$0	\$0	\$0	N/A
<b>FUND TOTAL - E/P</b>		<b>6.75</b>	<b>6.75</b>	<b>6.0</b>	<b>7.0</b>	<b>1.0</b>	<b>16.7%</b>
		Total sum of all character types.					

The budget details provide the account type at the object level. The Object Descriptions found within each Character Type are listed in the table below.

Character Type	Object Description <sup>1</sup>
<b>Salaries and Wages</b>	Wages and Salaries, Other Premium Pay and Fringes
<b>Countywide Expenditures</b>	Fringe Benefits and Employee Welfare, Pensions, Other Employee Welfare, Other Costs, Materials and Supplies, and Services
<b>Operations</b>	Materials and Supplies, Services, Utilities, Other Costs, Budgeted Expenditures, Interest Expense, Debt Service, Interfund Cost Reclassification, Non-Operating Expenses, Non-Operating Grant Expenses, Amortization of Debt Expense, Non-Budget Expenditures, and Special Projects
<b>Debt Service</b>	Debt Service, Interest and Issuance Costs and Principal Costs
<b>Transfers Out</b>	Transfers out to General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, Other Governmental Funds, Proprietary Funds, and Full Accrual Fund
<b>Transfers In</b>	Transfers in to General Fund, Special Revenue Funds, and Other Governmental Funds

<sup>1</sup> Each object type consists of various sub-object codes. The sub-object code is the county's lowest level of account detail. For a list of sub-object descriptions under each object type, please contact the Budget Office.



# Reader's Guide to the Budget

Character Type	Object Description
Equipment or Capital Outlays	Land, Buildings, Leasehold Improvements, Machinery and Equipment, Lease Purchases, Asset Disposal, Transferred to Fixed Assets, and Capital Improvement Program (CIP) Expenditure

Provides the title of each position.

Provides the E/P count per position title as adopted by County Council for FY 2016, FY 2017 and FY 2018.

Mayor's Proposed E/P count for FY 2019.

Indicates the change in E/P count and percentage from FY 2018 Adopted to FY 2019 Proposed.

Equivalent Personnel by Position Title

POSITION DESCRIPTION FY20 PROPOSED	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Emergency Management Officer	1.0	1.0	1.0	1.0	0.0	N/A
CD Staff Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
CD Plans & Operations Officer	1.0	1.0	1.0	1.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
CD Staff Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
CD Staff Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
Emergency Management Specialist I	1.0	1.0	1.0	1.0	0.0	N/A
Civil Defense District Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Civil Defense District Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Civil Defense District Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Program Total	10.0	10.0	10.0	10.0	0.0	N/A

Provides the total E/P count by program for each fiscal year.

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
908012A95101 Regular Wagers: Adjustments in salaries base bargaining increases, positions filled at lower pay scales and t Staff Specialist IV to a CD Staff Specialist Trainee	-\$10,000	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
908012b-6060 Small Equipment - under \$1000: Deletion of one-time appropriation for replacement of conference room table and chairs.	-\$5,000	
<b>Equipment</b>		
None	\$0	

Items are presented by index code along with explanations of changes from FY 2019 Adopted to FY 2020 Proposed.

Reflects the FY 2019 change in E/P count, if any.

**NOTE:** The total amount of Continuation Budget Changes is purposely omitted since amounts presented include only those that are +/- \$10,000 from the FY 2019 Adopted Budget.



Reader's Guide to the Budget

Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	A description of the change(s) and additional appropriation amount adopted in the fiscal year.	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>			
912014A-5101 Regular Wages: Funding for proposed ex Emergency Specialist I.		\$27,288	1.0
<b>Operations</b>			
912061B-6317 County Grant Subsidy: Increase funding for the grant to American Red Cross.		\$25,000	
<b>Equipment</b>			
None	Total Expansion Budget in both dollar and E/P amounts, if any, for FY 2020.	\$0	
<b>TOTAL EXPANSION BUDGET</b>		<b>\$52,288</b>	<b>1.0</b>

County Grant Subsidy Detail

Name of Grantee/Program	FY 2016 Actual	FY 2017 Actual	FY 2018 Adopted	FY 2019 Proposed
Development Impact Fee Study	\$0	-\$3,095	\$0	\$0
Small Town Planning	-\$19,885	\$0	\$0	\$0
University of Hawaii Maui College Sea Grant	\$93,650	\$83,916	\$104,000	\$104,000
Wailuku First Friday Events	\$0	\$25,000	\$0	\$0
<b>TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION &amp; PLANNING PROGRAM</b>	<b>\$73,765</b>	<b>\$105,821</b>	<b>\$104,000</b>	<b>\$104,000</b>

County Grant Subsidy Program Description  
**University of Hawaii Maui College Sea Grant**

Provides a description of the grant award program.

Grant funding provides 80% of the salary, 35% employee fringe and nominal indirect costs (3.5%) for the University of Hawaii Maui College Sea Grant extension agent on Maui, who essentially works full-time with the Planning Department's shoreline planners and assists with the county's compliance with State Coastal Zone Management Law (Chapter 205A, HRS).



# Reader's Guide to the Budget

## Guidelines to the Capital Project Sheet

Listed below are the terminologies and abbreviations used in capital project sheets. Project sheets provide detailed information about the proposed capital project, its relevance to strategic plans, and financial information.

Each project sheet contains the following components:

**Project Name:** This is a descriptive name that provides the reader with some basic information about the project.

**CBS No.:** This is a unique identification number assigned to the project for tracking and Capital Budget System (CBS) purposes.

**Department Name:** Name of the department responsible for managing the capital project.

**District:** One of eight community districts within Maui County: Hana, Paia-Haiku, Makawao-Pukalani-Kula, Wailuku-Kahului, Kihei-Makena, West Maui, Lanai and Molokai. A designation of Countywide indicates the project benefits or is used in more than one district.

CBS No: CBS-2177

Project Name: Bridge Inspection and Evaluation of Various County Bridges  
Department: Department of Public Works  
District: Countywide  
Project Type: Other Projects  
Anticipated Life: 2 years



Prior Years	Appr	Estimating	Subsequent Years					Total
Expend/Each	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	6-Year
\$0.000	0	300,000	300,000	0	0	0	0	\$600,000

### PROJECT DESCRIPTION

Bridge inspections will be done in accordance with the requirements of the FHWA National Bridge Inspection Standards and the American Association of State Highway and Transportation Officials (AASHTO) Manual for Condition Evaluation of Bridges. Reports for each bridge shall include inspection findings, recommendations for repair, and cost estimates.

### PROJECT JUSTIFICATION

The bridge inspections are a pre-requisite for qualification into the FHWA bridge replacement/rehabilitation program. This program prioritizes bridges for replacement/rehabilitation, making them eligible for 80% Federal funding.

### STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maintain lifespan of such infrastructure.	A. Substantive Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Usable County

### Operating Impact Narrative

No direct impact on operations.

### FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
Other	GF	0	300,000	300,000	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Other	07/01/2020	12/31/2021	\$600,000	Federal Fund	3
Total Capital Project Costs			\$600,000	General Fund	\$600,000
Total Capital Costs			3	Highway Fund	3
Total Capital & Operating Costs			\$600,000	Total Funding Requirements	\$600,000

**Project Type:** Maui County has eight different project types:

- Drainage:** projects include road drainage and gulch improvements and drainage master plans.
- Government Facilities:** projects include construction, improvements, or repairs to facilities such as fire and police stations, youth centers, base yards, historic sites and other general government facilities.
- Other Project:** include capital projects for the county that are not classified project types and for capital equipment related projects.



## Reader's Guide to the Budget

4. **Parks and Recreation:** projects include playing field construction, gym improvements, swimming pool construction and repair, and court resurfacing.
5. **Road Improvements:** projects include new construction, resurfacing, safety improvements, bikeways, sidewalks, and bridge repair and maintenance.
6. **Sanitation:** projects include landfill facility expansion, closure and composting/recycling projects.
7. **Wastewater:** projects include pump station improvements, facility upgrades and transmission system improvements.
8. **Water Supply:** projects include construction, repair and maintenance of facilities and infrastructure of water utility.

**Anticipated Life Cycle:** The projected useful life (number of years) of a capital project.

**Project Description:** Briefly describes the capital project, type and scope of work that will be done and other relevant information regarding the project.

**Project Justification:** Justifies the need for the project and describes the major benefits or reasons why this project is required. It may include information such as relieving current inadequacies, meeting new and/or increase service demands, benefits to the environment, health and safety issues, etc.

**Strategic Plan Alignment:** Identifies the capital project's relevance to the department's strategic plan, the Countywide Priority Results, and the County's General Plan or Island Plans.

**Operating Impact Narrative:** Defines the project's impact on the annual operating budget for the departments. It includes items such as changes in staffing levels, anticipated expenses for salaries, operations, maintenance, and utility.

**Start/End Date:** Dates each project phase is anticipated to start and be completed.

**Project Phase:** Each capital project includes estimated project costs in the following phases:

1. **Acquisition-Land or Building:** Covers all aspects of the project associated with or incidental to the acquisition of any interest in land or building required in connection with the project, including appraisal necessary for the acquisition.
2. **Planning:** Includes feasibility studies, environmental assessments/impact statements, and permitting.
3. **Design:** Includes topographic surveys, development of plans and specifications, and preparation of cost estimates.
4. **New Construction:** A new construction project is a single undertaking involving construction of one or more facilities. Included in the project are: all work necessary to accomplish a specific purpose and produce a complete and usable new structure; the equipment installed and made part of the facility; and site development. New construction includes:
  - Construction of or site work for a new plant, including erection, installation, or assembly of a new building, structure, or utility system.
  - Any addition, expansion, or extension to a structure that adds to its overall exterior dimensions.
  - Complete replacement of a facility that, because of age, hazardous conditions, obsolescence, structural and building safety conditions or other causes, is beyond the point

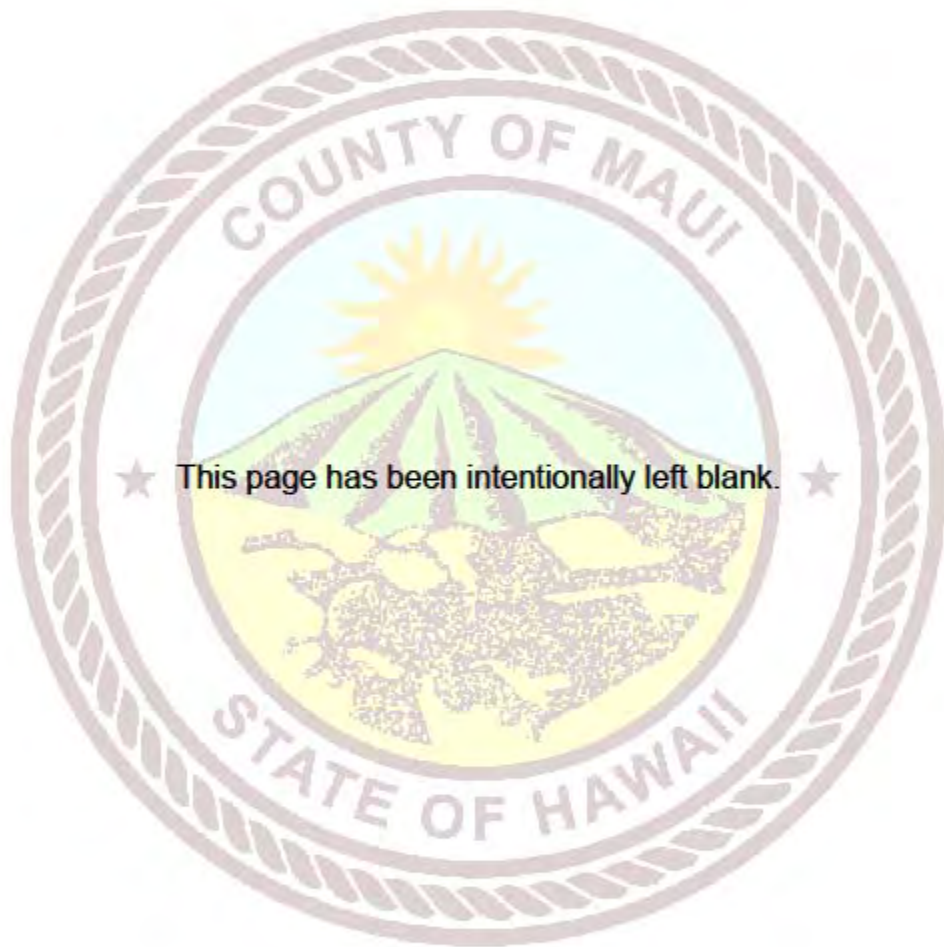
## Reader's Guide to the Budget

- where it may be economically repaired or renovated and can no longer be used for its designated purpose.
- 5. **Renovations:** Renovations include:
  - Alteration of interior space arrangement and other physical characteristics, such as utilities, so that a structure may be more effectively used for its present designated functional purpose.
  - Conversion of interior arrangement and other physical characteristics, such as utilities and fix equipment installed on and made a part of the facility or structure, so that an existing structure may be effectively utilized for a new functional purpose.
  - Renovation of most or all of a facility or structure or an existing mechanical system to comply with current building code requirements or to modernize it so that it may be more effectively used for its designated functional purpose.
  - Restoration of a facility or structure to the maximum extent possible to its former or original state (historic property).
  - Relocation from one site to another of a facility or structure either by moving it intact or by disassembling it and subsequently reassembling it.
  - Major repair to restore a facility, mechanical system, or utility system to a condition that allows it to continue to be appropriately used, including the reprocessing or replacement of parts or materials that have deteriorated by action of the elements or "wear and tear" in use.
- 6. **Furniture, Fixture, and Equipment:** Equipment is a tangible resource of a permanent or long-term nature used in an operation or activity.
- 7. **Other:** Any additional costs (i.e. construction management services) associated with this project, which do not fit one of the preceding categories.

**Funding Code:** Project funding is identified as potential sources for capital projects for planning purposes. The source codes on each of a project sheet indicates the following:

<b>AH</b>	Affordable Housing Fund
<b>BW</b>	Bikeway Fund
<b>GB</b>	General Obligation Bond issues secured by the county's General Fund
<b>GF</b>	General Fund
<b>FD</b>	Federal funds, usually related to highway and public transportation system projects. Generally, federal funds are provided at the rate of \$4 to \$1 county match for the construction portion of qualifying projects
<b>HF</b>	Highway Fund
<b>LBF</b>	Lapsed Bond funds are proceeds from the issuance of general obligation bonds that lapse six months after the end of the fiscal year
<b>LF</b>	Liquor Control Fund
<b>OG</b>	Other grant fund sources not identified in other funding codes
<b>PA</b>	Park assessment is land, or funds in lieu of land, that is dedicated or paid to the county as a condition of the approval of a subdivision. The funds may be used for the purpose of providing parks and playgrounds
<b>SRF</b>	State Revolving Loan Fund for Water and Wastewater projects
<b>ST</b>	State funded projects
<b>SW</b>	Solid Waste Fund
<b>WF</b>	Wastewater Fund
<b>WR</b>	Restricted Water Fund
<b>WU</b>	Unrestricted Water Fund





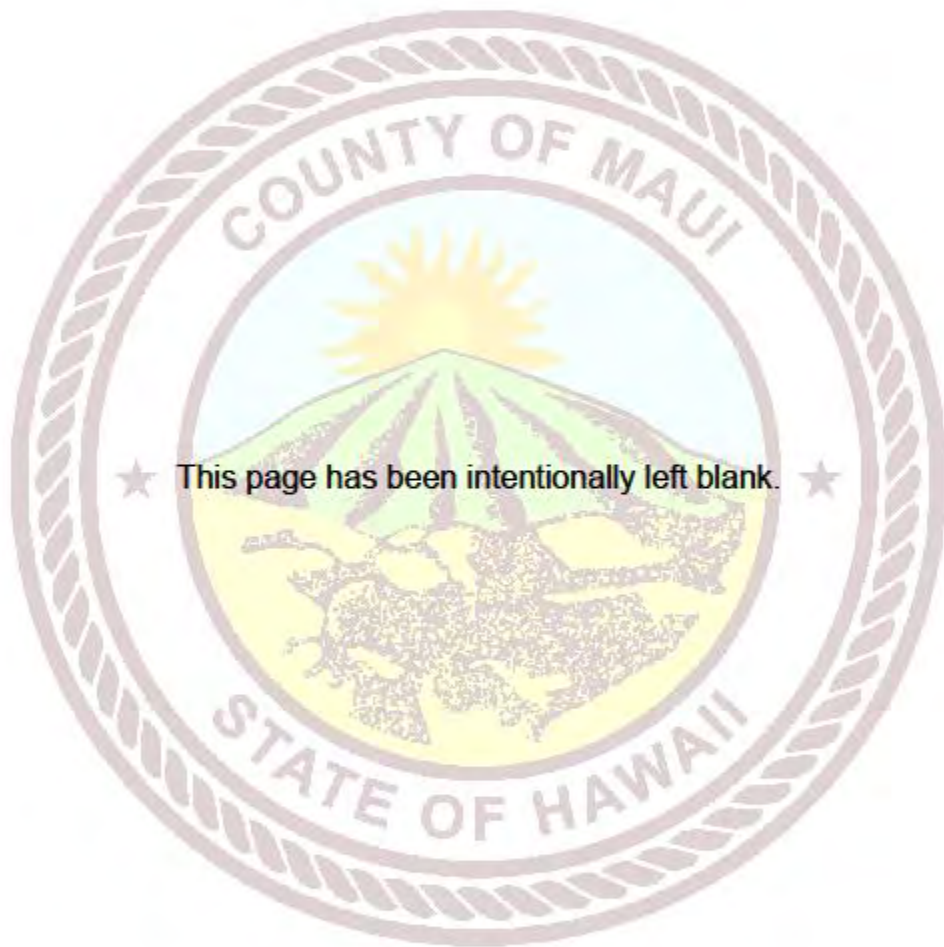
★ This page has been intentionally left blank. ★



# Introduction







★ This page has been intentionally left blank. ★

The strategic vision of the County of Maui stems from the conviction that government exists to serve the residents and visitors of Maui, Molokai and Lanai. Government works for the public by providing outstanding customer service now and anticipating future needs as detailed in the Maui County General Plan, the Countywide Policy Plan, Maui Island Plan and Community Plans.

Countywide outcomes are a five-part strategic vision, including: **an efficient, effective and customer-service-oriented government; a healthy community that balances strong environmental stewardship with attainable housing and sustainable economic development; a reliable, community-focused public infrastructure, including roads, water, and wastewater systems; a healthy, safe and livable community; and a county administration that strives for win-win collaborations with the County Council, State, Federal, private sector, and nonprofit partners.**

The Maui County Charter establishes the structure and organization of the government. It is a constitutional document, drafted in accordance with the will of the people. It defines local government responsibilities. The Charter is available at [www.mauicounty.gov/charter](http://www.mauicounty.gov/charter)

Section 1-1 of the Charter states, in part: "The people of the County of Maui, as a basis for incorporation, confirm the equal worth and dignity of every individual, and by this charter shall be and continue as a body politic and corporate by the name of "County of Maui."

The declared policy of the County in Section 3-9 of the Charter was amended by voters in 2012 and reads "to promote economy, efficiency and improved service in the transaction of the public business in the legislative and executive branches of the county by:

1. Limiting expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions.
2. Eliminating duplication and overlapping of services, activities, and functions.
3. Consolidating services, activities, and functions of a similar nature.
4. Abolishing services, activities, and functions not necessary to the efficient conduct of government.

The Countywide Policy Plan provides broad goals, objectives, policies, and implementing actions that set the course of the county's future. It includes, in part, identification of guiding principles and a list of countywide goals, objectives, policies, and implementing actions related to the following core themes:

- Protect the natural environment
- Preserve local cultures and traditions
- Improve education
- Strengthen social and healthcare services
- Expand housing opportunities for residents
- Strengthen the local economy
- Improve parks and public facilities
- Strive for good governance

The Countywide Policy Plan provided the policy framework for the development of the Maui Island Plan adopted December 28, 2012, and the nine Community Plans. The Countywide Policy Plan is available at [www.mauicounty.gov/index.aspx?NID=420](http://www.mauicounty.gov/index.aspx?NID=420)

The development of each department's vision and mission stems the Charter, Countywide Policy Plan and five-part Strategic Vision. The goals, objectives and strategies of each program help the county achieve the desired outcomes.



### ***An Efficient, Effective and Customer-Service-Oriented Government***

An efficient and effective government meets the challenge of providing 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 that it addresses the public's concerns in a timely manner.



#### **Related Department/Program Goals:**

- Using appropriate accounting procedures; preparing timely, reliable, accurate, and user-friendly financial reports/documents; and employing best-recognized accounting principles and standards.
- Effectively managing, controlling and decreasing the county's total cost of risk.
- Continuously reviewing, revising and developing all rules, regulations, standard operating procedures and standard operating guidelines.
- Improving operational effectiveness for each department, agency, board and commission through strategic management as assigned by the Mayor.
- Decreasing county facilities energy usage by leading by example with an integrated "Reduce Before You Produce" approach.



### ***A Healthy Community that Balances Strong Environmental Stewardship with Attainable Housing and Sustainable Economic Development***

The county continues to provide leadership in strong environmental stewardship that's balanced with economic development and attainable housing. New and ventures are encouraged and developed. The county's main economic engine is tourism, although it provides income and jobs to our working residents, we continue ongoing efforts in managing its growth and impacts. While supporting existing businesses, the county aims to be innovative in a global, hyper-connected global community.

#### **Related Department/Program Goals:**

- Fostering job creation within Maui County with new and expanding businesses.
- Enhancing Maui's international relations through Sister City relationships, visitor industry outreach and business promotion through international opportunities.
- Improve parks and public facilities
- Expanding film, television and new media production.

### ***Reliable, Community-focused Infrastructure***

Public infrastructure is often overlooked or unappreciated until it is deficient or needing repair. Infrastructure owned and/or managed by the county for public use must meet the community's current and future needs. Thus, systems such as water, sewer and drainage, roadways, government facilities, parks, and other facilities must be developed and maintained on a regular basis. Despite the challenges, maintaining suitable public infrastructure is essential to our communities and the county is dedicated to making it a priority.



#### **Related Department/Program Goals:**

- Economically producing the highest quality potable water that meets or exceeds all State and Federal water quality standards in sufficient quantity to meet the needs of the customers.
- Operating and maintaining infrastructure in an efficient manner to ensure that customers receive the maximum useful life from their facility investment.
- Ensuring facilities meet future needs.
- Providing timely maintenance of facilities and equipment for long-term efficiency.

### ***A Healthy, Safe and Livable Community***

The county has committed to and made it a priority to be a “prepared, safe, and livable county.” The hardworking leadership and employees in many areas of the county, including public works, police, fire and emergency management 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 public, Maui County is committed to do what it takes to ensure safety and livability.



#### **Related Department/Program Goals:**

- Enhancing the county's response capacity and capabilities for all hazards.
- Reducing crime and increasing public safety with prevention methods.
- Reducing the threat of fire, injury and property loss by conducting fire inspections at intervals consistent with applicable laws and department policies.
- Maintaining and enhancing safety in county beach parks and Maui County coastal waters.



***A Collaborative Administration***

As Mayor Victorino has said: “It’s not about me; it’s about we.”

To this end, the Administration has supported ongoing collaborative initiatives for the betterment of the Maui County community. These include partnerships for attainable low-income and senior housing; improvements in the delivery of motor vehicle registrations; and collaborative work in law enforcement and the management of emergencies, homelessness, agriculture and the environment.

Mayor Victorino’s vision is for his administration to be good stewards of Maui County for our residents and visitors – and for future generations to come.

### Long-Term Financial Plan

The Government Finance Officers Association (GFOA) states that long-term financial planning is used to identify future financial challenges and opportunities through financial forecasting and analysis, and then, based on that information, to devise strategies to achieve financial sustainability.

The county adopted portions of GFOA's budgeting for outcomes (BFO) method to more fully integrate budget to programs. BFO uses a practical and common sense 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. During preparation of this budget, BFO has preceded the development of the continuation budget—to encourage departments to develop deeper analysis of their work, and to inform the budget development process by strengthening decision-making. The first step that the county has undertaken towards its goal to fully transition into BFO is the development of the departments' strategic plans, key activities, goals and measures. 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.

Allocating resources based on what was done in the past no longer stands as adequate justification for budgetary decisions. The alignment of the county's budget to a more priority and BFO approach leads the budget staff and the various departments to prioritize and evaluate programs and operational requirements to assure effective and efficient operations. Budgetary decisions were made aligned with a forward-looking, strategic direction. This is not only led by ongoing financial constraints but also this administration's focused priority of an "efficient, effective and responsive government," as outlined in the strategic vision.

The implementation of this method is not a one-time event. Putting BFO into practice is undertaken gradually and in a very coherent manner. The county continues to bring the goals, strategies, and budgets into alignment to shift resources from past trends to future-looking priorities. Since most of the departments' goals and measures were new, the departments will continue to assess their goals, whether new or existing, and ensure that their future direction is transparent and aligned with their mission and outcomes.

In consideration of the county's current and future needs, strategic and long-range plans are being developed and continue to be reviewed and modified as required. Many factors are evaluated in development of the long-range plans, including revenue forecasting, growth, inflationary factors, debt levels and cost, aging infrastructure replacement and community needs.

The county has a history of being financially sound with a price of government lower than many comparable municipalities. In an effort to maintain financial stability in times of natural, man-made or economic emergencies, an Emergency Fund was created that has been diligently funded. In 2012, a policy was established to increase the Emergency Fund to 20% of General Fund operating expenditures as a part of a prudent reserve strategy. This is based on the Government Finance Officers Association's best practice recommendation to have at least 2 months' worth of funds available in reserves. This will be accomplished by prudent management of our fiscal resources and appropriation of approximately \$4.0 million or more per year until that goal is reached. The county's bond ratings from Moody's, Standard & Poor's and Fitch of Aa1/AA+/AA+ also reflect the prudent financial plan in use. The plan requires a review of economic conditions and forecasts, which will guide the administration in its decision-making process.



**Long-Term Financial Plan (Cont'd)****1. To optimize cash flow**

- A. Short Term
  - i. Plan for and obtain funds (revenue includes taxes, fees, grant, etc.) in a fair and timely manner.
  - ii. Manage the use of funds (operating expenditures) through internal control policies and procedures.
- B. Long Term
  - i. Provide policies for managing revenues and maximizing credit.
  - ii. Understand and account for the effect of new capital improvements on the operating budget and debt.
- C. Minimize general fund subsidies to special revenues and enterprise funds.
- D. Maximize funding leverage through grants.

**2. To provide sound general management**

- A. Maximize the organization's value.
- B. Maintain an optimal organization size.
- C. Maintain optimal growth of the organization.
- D. Operate efficiently and effectively.
- E. Balance risk and reward.

**3. To assure a sound reporting system**

- A. Maintain good internal controls.
- B. Provide timely accounting reports including the audited Comprehensive Annual Financial Report.
- C. Ensure the financial management personnel are technically trained and qualified.

**4. To manage assets and liabilities**

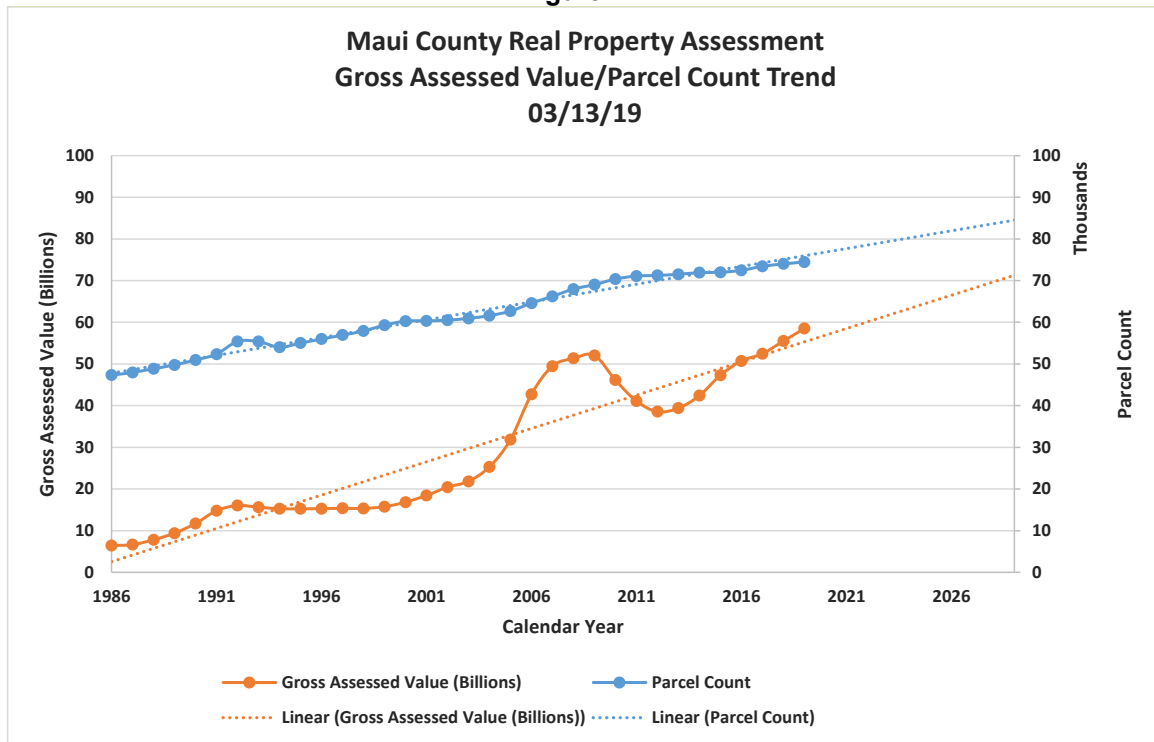
- A. Be conservative in all projections of revenues so that slight changes in these estimates will not trigger budgetary emergencies.
- B. Present a budget in which recurring operating costs are within recurring revenues.
- C. Present a budget in which debt service is fully funded.
- D. Develop and update a six-year capital improvement program on an annual basis.
- E. Integrate planning of capital improvements and debt structure.
- F. Coordinate operating costs associated with new capital improvements with the development of the operating budget.
- G. Forecast future operating costs associated with new capital improvements to show their impact on future operating budgets.

**Revenue Forecast**

The Department of Finance and the Budget Office are currently working to provide limited scope forecasts for certain revenue streams. Information provided is meant to assist in reviewing historical data in relation to possible trends in revenue. These forecasts are estimates and are subject to variation and change. These and other forecasts are used for long-range financial planning. Real property assessment gross assessed value and property tax revenue forecasts are provided by the County's Real Property Assessment (RPA) Division of the Department of Finance.

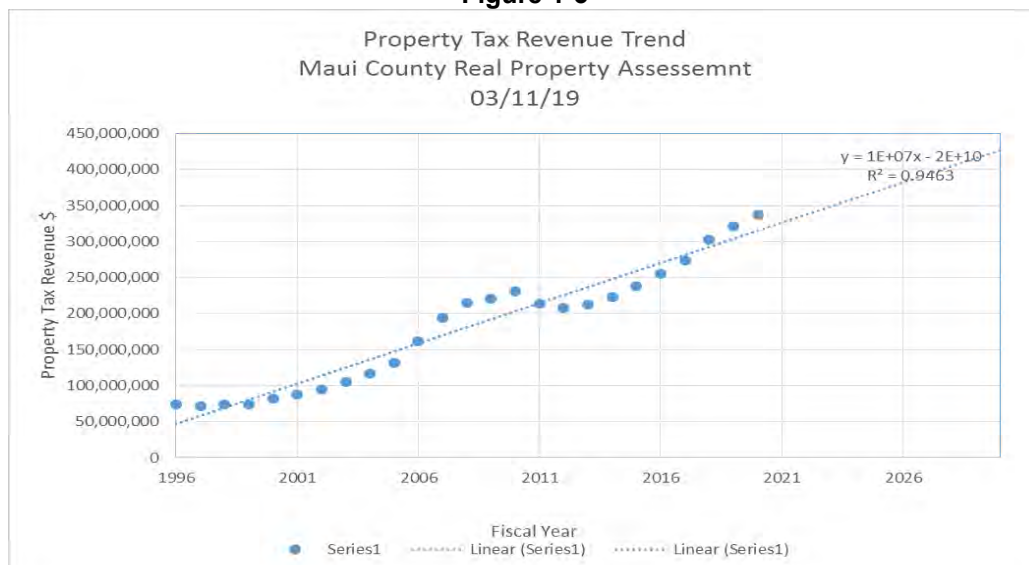
Real Property Tax

Figure 1-2



Data derived using Real Property Assessment (RPA) gross assessed values from assessment years 1986-2019. Years 2020-2029 were derived using a linear regression. Based on the historical data and Figure 1-2 above, parcel count is expected to increase 15.1% from 2019 to 2029, or 1.4% per year and gross assessed values are expected to increase 105.5% from 2019 to 2029, or 7.5% per year.

Figure 1-3





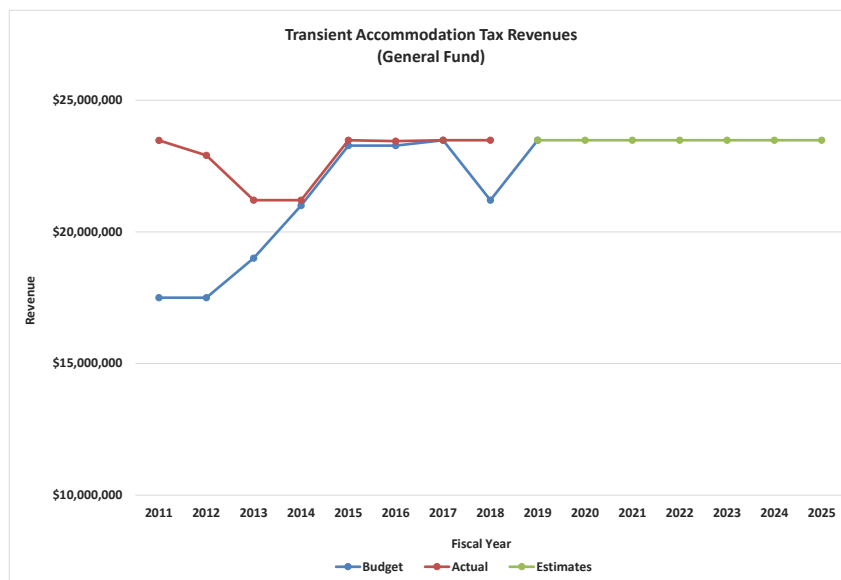
### Real Property Tax (Cont'd)

Data derived using RPA revenues from fiscal years 1996-2020. Years 2021-2030 were derived using linear regression. Based on the historical data and Figure 1-3 on the previous page, revenues are expected to increase 26.0% from 2020 to 2030, or 2.6% per year.

### Transient Accommodations Tax

The Transient Accommodation Tax (TAT) is charged and collected by the state on transient accommodations like hotels. The state has capped the portion of the tax provided to the counties at \$103 million. Maui County receives 22.8% or \$23.4 million.

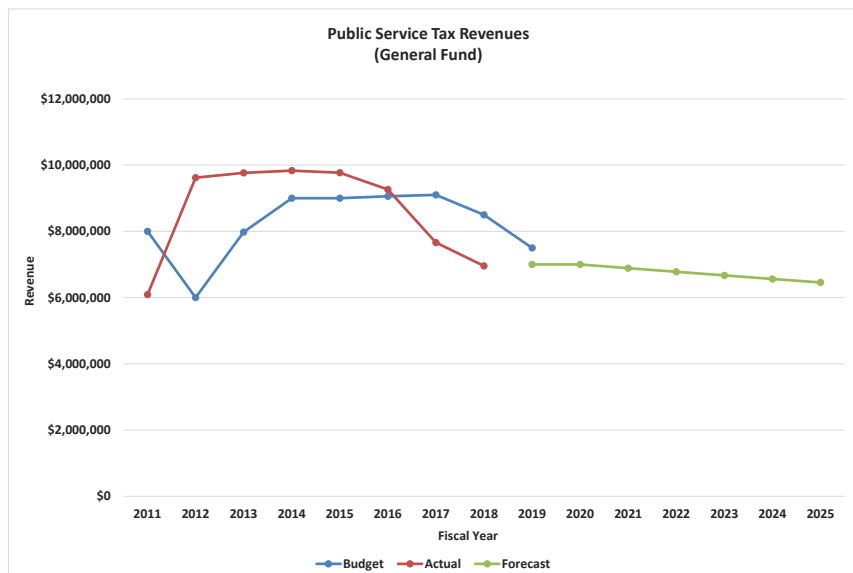
Figure 1-4



### Public Service Tax

The counties within the State of Hawaii receive a portion of the public service company tax levied on public service utilities operating within the county in lieu of assessing real property tax. During the recent recession, revenues declined sharply but immediately rebounded. Based on the last 5-year historical data, the average rate of decrease in the County's revenue is approximately 6.3%.

Figure 1-5



### Fuel Tax

County fuel tax is a levy on gas, diesel, ethanol, methanol, liquid petroleum gas and bio-diesel. The last increase in fuel tax was in FY 2017. Growth in revenue had been based on increased consumption which peaked in 2006. Since then, as shown in Figure 1-6, actual revenue has declined slightly at an average rate of 1.5%. Then, bounced back in 2016 and continued to increase at average rate of 14.6%. The forecasted increase in revenue, at an average rate of 2.7% is based on the annual increase to the tax rates for all of the classifications, starting in FY 2018.

Figure 1-6

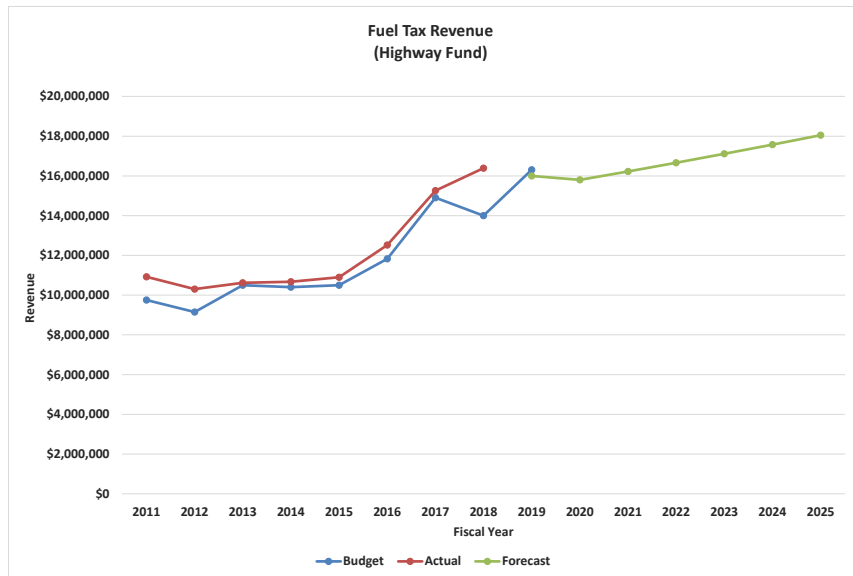
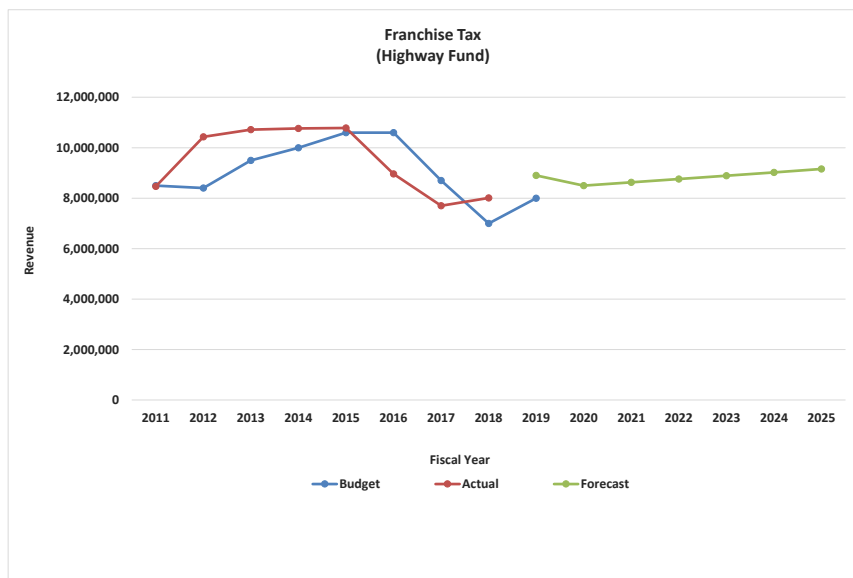


Figure 1-7

### Franchise Tax

For the exclusive ability to provide electricity to the public a franchise tax of 2.5% of the gross receipts of the electric company for Maui County, Maui Electric Co. is imposed by HRS 240. Gross receipts include fuel surcharges on electricity bills and with recent decrease in fuel prices, revenues have correspondingly decreased. With fuel prices leveling off, the revenue from the franchise tax is expected to increase 1.5%. The tax rate has not changed since 1985.

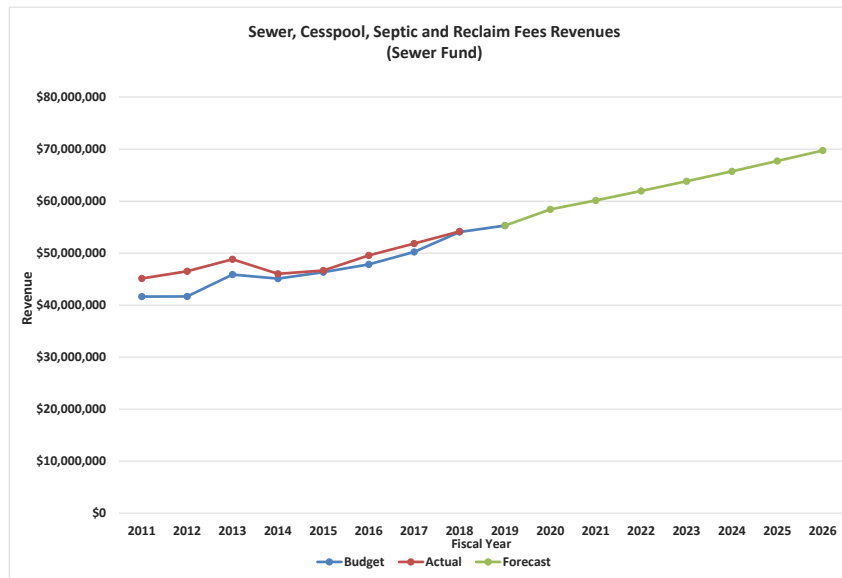


### Sewer, Cesspool, Septic and Reclaim Fees

The sewer fund revenue is made up of fees charged to customers connected to the county's sewer system, fees for users of reclaimed water and other fees related to septic system and cesspool pumping. The increase in revenue is related to an increase in customers and an increase in rates. For FY 2020, the increased revenue comes from the proposed 6.0% rate increase for sewer customers. The forecast of an average increase of 3.0% is based on historical data.



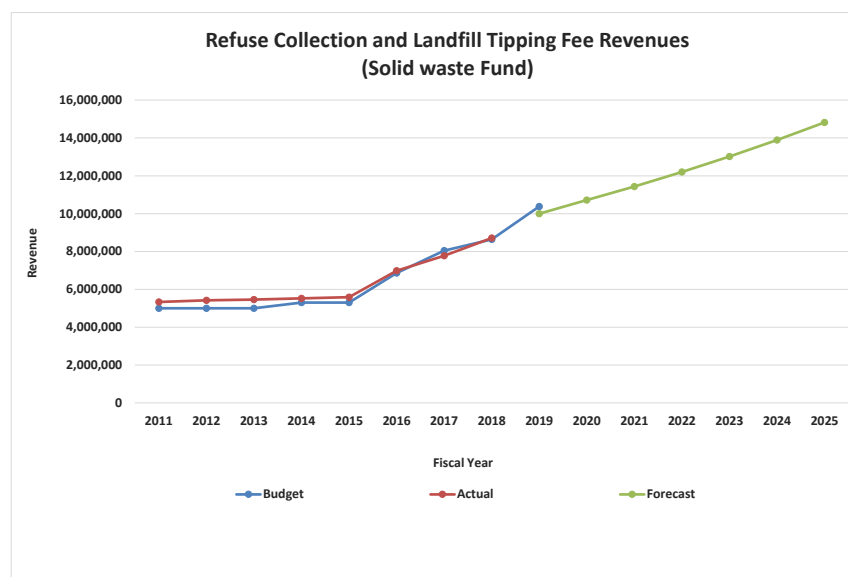
Figure 1-8



## Refuse Collection and Landfill Tipping Fees

Most of the revenue in the solid waste fund comes from landfill tipping and related fees and residential refuse collection accounts. The trend for growth of these revenues is 6.7%. The growth is mainly due to increased landfilling and increased refuse collection accounts combined with fee increases. Historically, the fees collected were insufficient to pay for the operations of the solid waste division and are supplemented by General Funds. An increase of the landfill tipping fee from \$97 to \$103 and residential refuse collections from \$32 to \$33 per month is proposed for FY 2020.

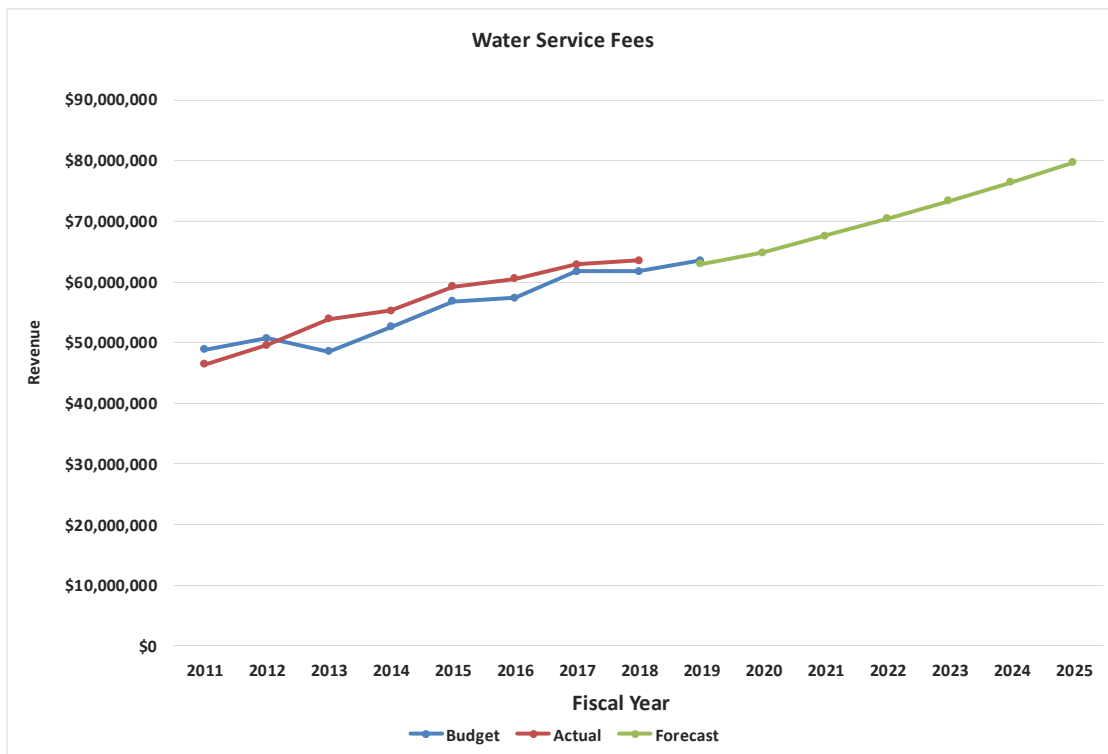
Figure 1-9



### Water Service Fees

The majority of water service fees are generated by charging the county's water department customers based on their use. The historical trend shows an increase of 4.2% is based on increases in rates and new customers offset by continued water conservation efforts. For FY 2020, there are a proposed rate increase of 3% for water service fees.

Figure 1-10







★ This page has been intentionally left blank. ★



**MICHAEL P. VICTORINO**  
MAYOR



**SANANDA BAZ**  
Managing Director



**TYSON MIYAKE**  
Deputy Managing  
Director



**DIEDRE TEGARDEN**  
Chief of Staff



**MICHELE YOSHIMURA**  
Budget Director



**KAY FUKUMOTO**  
Economic Development  
Director



**JOSEPH PONTANILLA**  
CDBG Coordinator



**BRIAN PERRY**  
Communications Director



**HERMAN ANDAYA**  
Emergency Management  
Officer

### Department of the Corporation Counsel



**PATRICK WONG**  
Corporation Counsel

### Department of Environmental Management



**MICHAEL MIYAMOTO**  
Director

### Department of Finance



**SCOTT TERUYA**  
Director

### Department of Fire and Public Safety



**DAVID THYNE**  
Fire Chief

### Department of Housing and Human Concerns



**LORI TSUHAKO**  
Acting Director

### Department of Liquor Control



**GLEN MUKAI**  
Director

### Department of Parks and Recreation



**KARLA PETERS**  
Director



**EDWARD KUSHI, JR.**  
First Deputy



**SHAYNE AGAWA**  
Deputy Director



**MAY-ANNE ALIBIN**  
Deputy Director



**BRADFORD VENTURA**  
Deputy Fire Chief



**LINDA MUNSELL**  
Acting Deputy Director



**GEORGETTE TYAU**  
Deputy Director



**JOHN BUCK**  
Deputy Director

### Department of Personnel Services



**DAVID UNDERWOOD**  
Director

### Department of Planning



**MICHELE MCLEAN**  
Director

### Department of Police



**TIVOLI FAAUMUI**  
Police Chief

### Department of the Prosecuting Attorney



**DON GUZMAN**  
Acting Prosecutor

### Department of Public Works



**DAVID GOODE**  
Interim Director

### Department of Transportation



**MARC TAKAMORI**  
Director

### Department of Water Supply



**JEFFREY PEARSON**  
Director



**CYNTHIA RAZO-  
PORTER**  
Deputy Director



**JORDAN HART**  
Deputy Director



**DEAN RICKARD**  
Deputy Police Chief



**ROBERT RIVERA**  
First Deputy



**ROWENA DAGDAG-  
ANDAYA**  
Deputy Director



**MICHAEL DUPONT**  
Deputy Director



**HELENE KAU**  
Deputy Director



KELLY T. KING  
COUNCIL CHAIR  
SOUTH MAUI DISTRICT



KEANI N. W. RAWLINS-FERNANDEZ  
VICE CHAIR  
MOLOKAI DISTRICT



TASHA KAMA  
PRESIDING OFFICER PRO TEMPORE  
KAHULUI DISTRICT



RIKI HOKAMA  
COUNCILMEMBER  
LANAI DISTRICT



ALICE L. LEE  
COUNCILMEMBER  
WAILUKU DISTRICT



MICHAEL J. MOLINA  
COUNCILMEMBER  
MAKAWAO-PAIA-HAIKU DISTRICT



TAMARA PALTIN  
COUNCILMEMBER  
WEST MAUI DISTRICT



SHANE M. SINENCI  
COUNCILMEMBER  
EAST MAUI DISTRICT



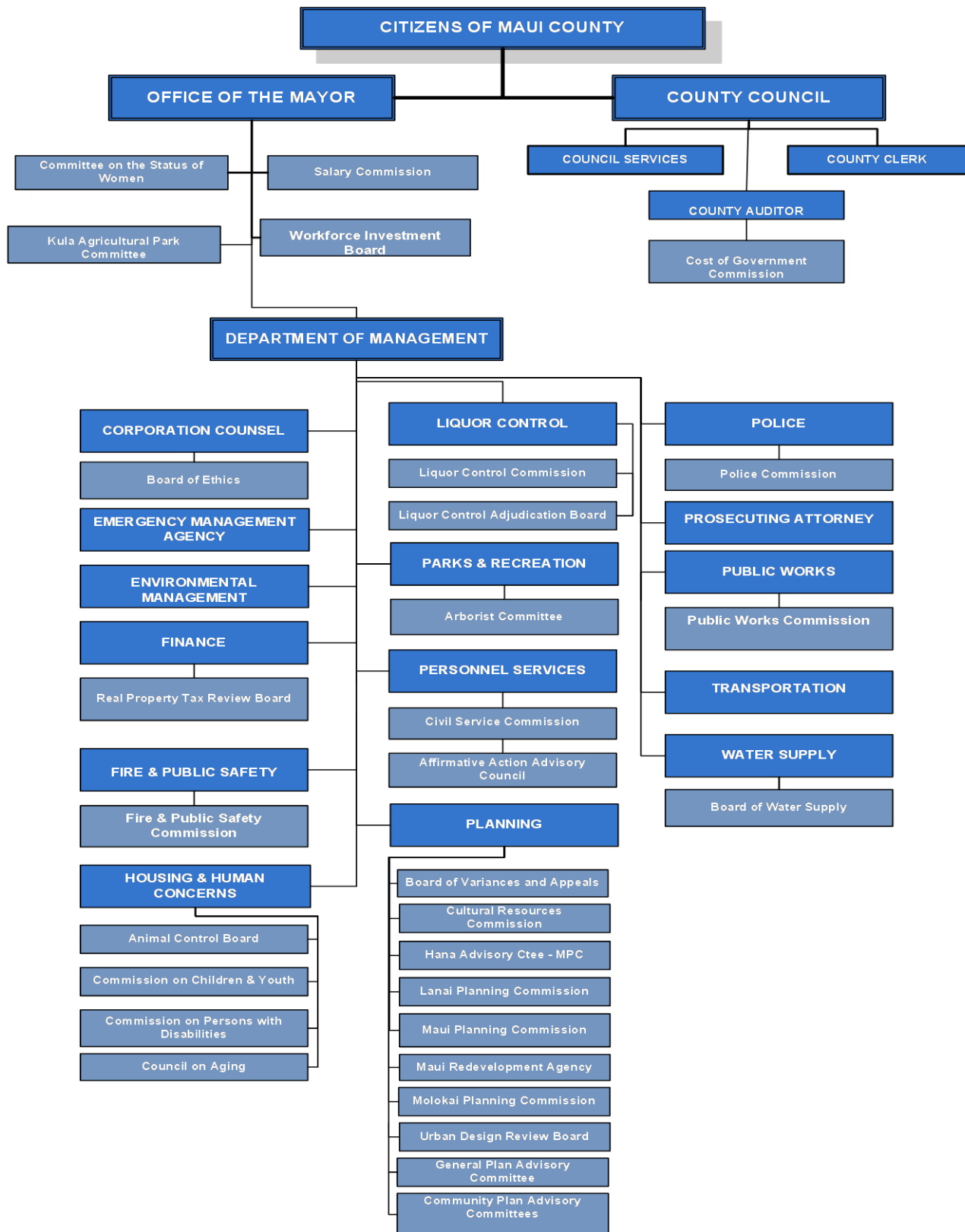
YUKI LEI K. SUGIMURA  
COUNCILMEMBER  
PUKALANI-KULA-ULUPALAKUA DISTRICT

OFFICE OF COUNCIL SERVICES  
Maria Zielinski, Director  
David Raatz, Supervising Legislative Attorney

OFFICE OF THE COUNTY AUDITOR  
Lance Taguchi, County Auditor

OFFICE OF THE COUNTY CLERK  
Josiah Nishita, County Clerk  
Margaret Clark, Deputy County Clerk

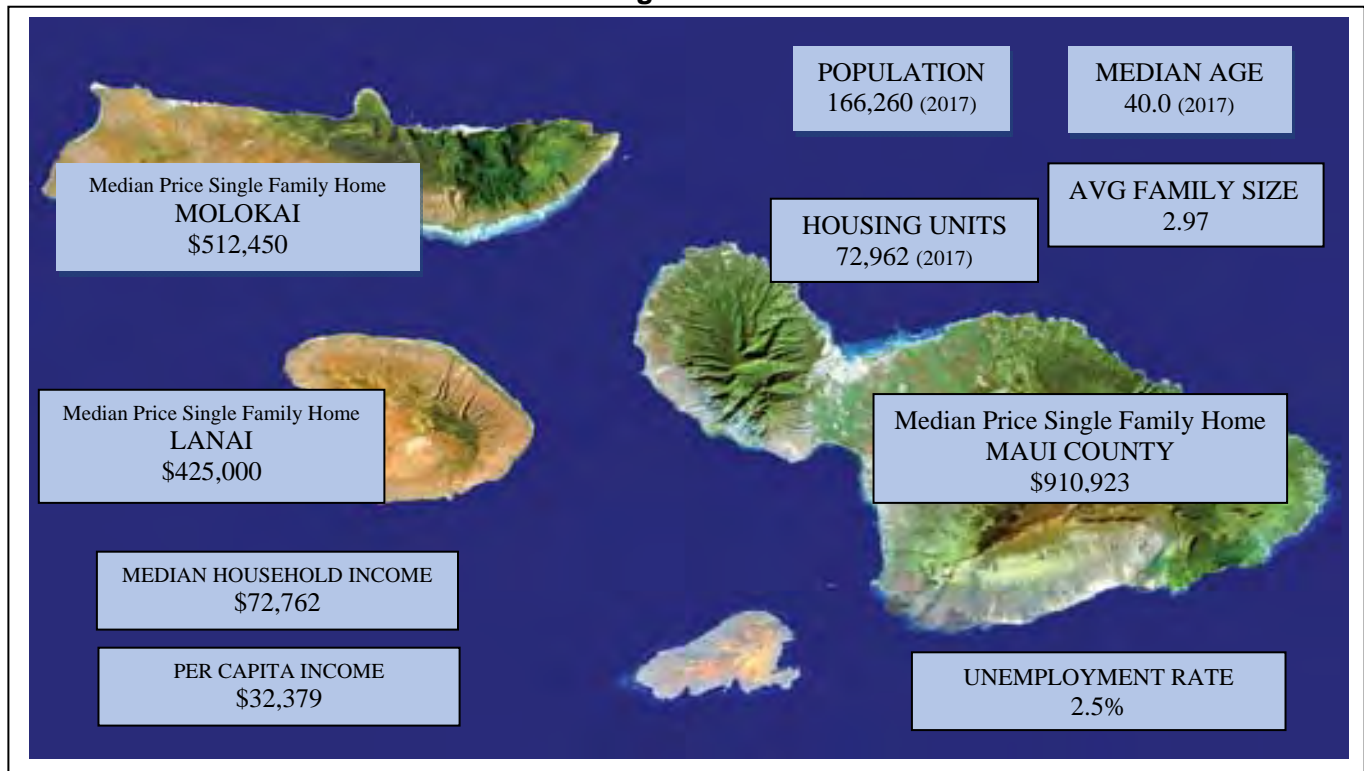






## COUNTY OF MAUI

Figure 1-11



**Demographic Characteristics** (2018, unless marked with \* indicating Dec. 2017). Source: U.S. Census Bureau; State of Hawaii Dept. of Labor & Industrial Relations; State of Hawaii DBEDT; Realtors Association of Maui; County Map Source: Arc GIS

## GEOGRAPHY

The County of Maui is the second largest county by land area in the State of Hawai'i. It consists of four main islands: Maui, Moloka'i, Lāna'i, and Kaho'olawe. The combined area of these islands is 1,171 square miles, including over 9 square miles of inland water; the island of Maui is the largest, with 734.5 square miles, and the islands have a total coastline of 210 statute miles.

Kalawao County, a state- managed hospital community (Kalaupapa), is situated on the island of Moloka'i. The island of Kaho'olawe is uninhabited and is in the process of being restored from a military practice site to a cultural reserve.

The island of Maui, known as the "Valley Isle," is the second largest in the Hawaiian archipelago. It has a land area of 735 square miles, is 48 miles long and 26 miles wide. It is the economic center and home to most of the County's residents and businesses. The town of Wailuku is the seat of county government and the contiguous town of Kahului is the primary commercial center.

The island of Lana'i has historically been called the "Pineapple Isle" because for many years most of its 141 square miles were devoted to pineapple production; cultivation of the crop has since been phased out. Larry Ellison, the present owner of approximately 98% of the land on Lanai, is in the process of renovating the 102-room resort, The Four Seasons Resort Lana'i Lodge at Koele, which is scheduled to



reopen in early 2020 with a mix of hotel rooms and a spa and wellness concept. The property has been closed since 2015 and began a \$75 million dollar makeover in 2017.

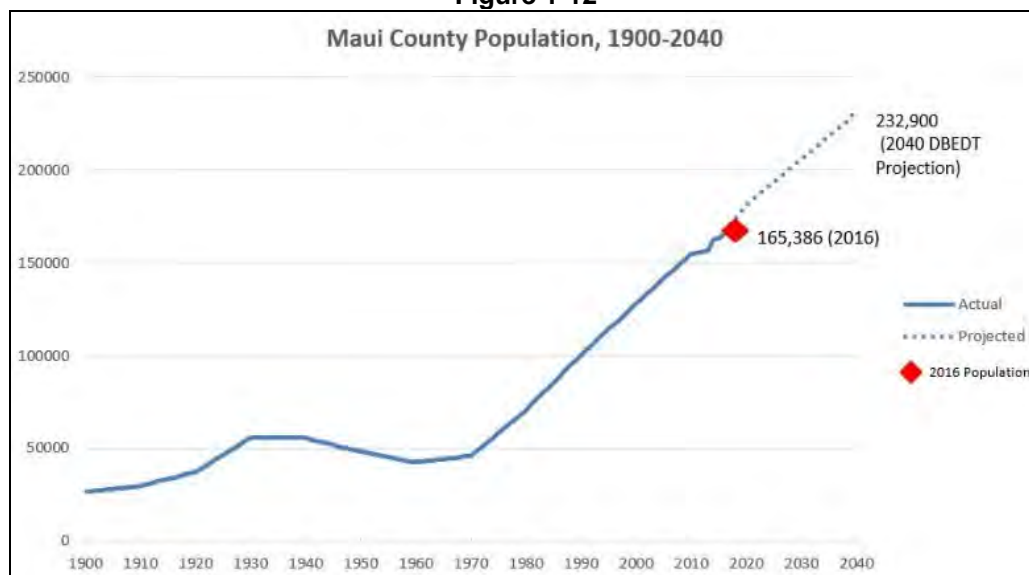
## GOVERNMENT

Uniquely, the Counties in the State of Hawai'i are legally established by the State Constitution and there are no subordinate or separate municipal entities. The state government administers the school system, airports, harbors, hospitals, judicial system and the state highway system. Most non-federal taxes are administered and collected by the State of Hawai'i; the major sources of state revenue are corporate and personal income taxes and the General Excise Tax (GET). The County of Maui provides a broad range of services including public safety (including police and fire services), sanitation, social services, culture and recreation, transportation, planning and zoning, and the construction and maintenance of streets and highways.

Maui County is governed by the County Charter, originally adopted by the electorate in September 1967 and last amended in 2019. Like the other counties in Hawai'i, the County of Maui operates under the Mayor-County Council form of government. All elections for county office are non-partisan. The executive branch of the County is headed by the Mayor who is elected for a four-year term. As the chief executive officer of the County, the Mayor is responsible for appointing the heads of the 11 executive County Departments. The respective Commissions are responsible for appointing the head of the Department of Personnel Services, Fire and Public Safety, Police, and Liquor Control. The Mayor establishes and directs basic management guidelines for the Departments and serves as a liaison between the County Council, Departments, and agencies.

The legislative branch -- the County Council -- is comprised of nine members who are elected at-large, to serve two-year terms. As the policy-making body, the County Council appoints the County Clerk, County Auditor, and the staff of the Office of Council Services. Each of the nine council members has residency requirements, one each from the islands of Lana'i and Moloka'i, and seven from the various districts on the island of Maui. The Council legislates taxes, rates, fees, assessments, borrowing and appropriations for County purposes (County Budget) by ordinance.

**Figure 1-12**



### GENERAL ECONOMIC BACKGROUND

For more than a century, dating back to the mid-1800s, large-scale plantation agriculture – sugar, together with pineapple from the 1920s – dominated the economy of Maui County. By the 1980s, Maui's traditional economic driver was in serious decline as falling global prices, the high cost of equipment and labor and periodic droughts adversely affected profitability. Shortly after Hawai'i became the 50<sup>th</sup> State in 1959, the first Boeing 707 jet landed in Honolulu, signaling the advent of large-scale tourism and resort development. In the early 1960s, Ka'anapali in West Maui was developed as the first premier, master-planned resort in the state and tourism began to supplant agriculture as the dominant economic force in the islands. With development and the influx of supporting industries and services, the County's population grew from 42,000 in 1960 to 70,000 by 1980 and 128,000 by 2000.

In the early 1980s, business and community leaders and elected officials recognized the need to diversify the economy in order to minimize the uncertainties of external economic conditions and events. A direct outcome was the founding of the Maui Economic Development Board (MEDB), charged with a mission of broadening the economic base of the County and encouraging a wider spectrum of economic opportunities for residents. In addition, the Maui Research and Technology Park in Kihei was created for the same purpose.

### ECONOMIC OVERVIEW

Maui's economic outlook remains strong primarily driven by increases in tourist volume, the commencement of new construction projects, and a robust employment environment. In fact, the low unemployment figures could potentially slow Maui's economic expansion while simultaneously applying pressure on employers to raise wages. Nevertheless, the near-term future of Maui's economic well-being appears very healthy.

**Figure 1-13**  
**Principal Private Employers in Maui County**



Source: Pacific Business News, Book of Lists, 2017-18

**VISITOR INDUSTRY**

The tourism sector continued to grow as visitor arrivals reached a record 2.79 million in 2017, a 4.1% increase over the 2016 results; however, total air seats declined slightly (-0.2%). Visitors arriving from the U.S. west coast continued to dominate Maui's visitor industry with a 49.6% market share followed by those coming from the east coast with 27.3%. All other departure points had less than a 10% share with Canada leading those markets at 9.6%. Noteworthy was the growth in east coast visitors increasing 6.8% versus 3.6% for west coast visitors. Maui's visitor industry exceeded expectations and continued its robust growth in 2017 despite forecasts indicating slower growth in 2017 due to mid-year statistics indicating lower visitor arrivals than experienced in the first half of 2016.

The Hawaii Tourism Authority estimates that visitor spending on Maui Island increased 3.4% in 2017 to \$4.68 billion or \$212 per visitor per day. The daily expenditure on Maui per visitor exceeded Oahu by \$14.00. Maui's average hotel room rate remained the highest in the state in 2017, increasing 6.2% to \$353, while occupancy rates increased to 77.1% from 75.8%. In 2017, Maui's daily census of visitors grew 3.3% to 66,506 while visitor days increased 2.9% to 22.58 million second only to Oahu.

**AGRICULTURE**

While the December 2016 closure of the 36,000-acre HC&S sugar operation added uncertainty to Maui's economy, the County is optimistic that the repurposing of agricultural lands will enable the expansion of small farms, as well as the expansion of Kula Agricultural Park, and facilitate a variety of uses including energy crops, food crops, and grazing lands to support the local cattle industry. There is consensus that these developments will be important in increasing Maui's sustainability and resilience.

The growth of the seed industry (especially seed corn) has likewise contributed significantly to the existing agricultural economy.

**CONSTRUCTION**

After a significant decline in activity in 2016, private (commercial & residential) building authorizations on Maui reached \$478 million, an increase of some \$92.8 million or 24.1 percent in 2017. The growth in the construction sector was largely due to the expansion of residential construction but also benefitted from improving numbers in the commercial sector. In 2016, 315 or 26.7% of the 1,178 permits issued resulted in 477 residential units. In 2017, 546 permits representing 40.5% of the total permits issued resulted in 863 residential units indicating a shift toward multi-unit dwellings. Continued growth in the construction industry is projected in 2018 as mid 2018 figures show construction authorizations in the first two quarters grew by more than \$48 million or 17.8% over the same period in 2017.

The visitor industry projects 4,272 planned additional units in all categories. Of this total 200 units were estimated to be completed in 2017, 150 units in 2018, and another 388 units in 2019. The types of units include: 778 Timeshare, 217 Condo, 150 Hotel/Condo, 626 Hotel, 125 Bed and Breakfast, 207 Short-term Rentals, 12 Transient Vacation Rentals, 699 Mixed Use, and 308 Mixed Use/Hotel. The projects are spread out among the major visitor industry destinations on Maui with Kihei and Wailea benefitting the most with 2,699 units or 63.2% of the total. With the large number of visitor units planned, the construction industry can expect demand for new visitor accommodations and related construction activities to continue well into the future. As these projects come to fruition and require more employees, the residential construction sector should enjoy continued strong demand to meet the housing needs for employees of the visitor industry.

Construction of the Consolidated Rent-A-Car (Conrac) facility at the Kahului Airport was scheduled for completion in December 2018; however, the car rental firms have until May 2019 to complete their



tenant improvements. In addition to the rental car company offices and visitor rental counters, the three level facility will have 3,800 rental cars stalls and 700 employee vehicle stalls. The facility will generate more than 500 jobs with up to 200 people on site. The project also upgrades the outdoor general parking area with new light poles, lighting fixtures, and improved drainage. Additionally, the State legislature approved \$24.5 million in other improvements to the terminal, baggage handling system, and an environmental impact statement for the Kahului Airport.

Elsewhere in the County, the State also provided additional funding of \$28.8 million for runway repaving and highway improvements to the main access road leading to the Lanai Airport. The Hana Airport received \$1.5 million for baseyard building improvement. The Kapalua Airport received \$1.5 million for a water tank and other improvements. The Molokai Airport received \$6.2 million for terminal improvements. The Kalaupapa Airport received \$4.5 million for a new air rescue and fire-fighting garage and other terminal improvements.

Other State legislature funded projects on Maui worth mentioning included: \$34.6 million for land acquisition and improvements at Kahului Harbor, \$14.5 million for land acquisition for the Kula Forest Reserve, \$9.3 million of sand replenishment at Kaanapali Beach, \$9.2 million for bridge preservation, road repairs, and rock fall mitigation on the Hana Highway, \$7.5 million for improvements of the Honoapiilani Highway, \$6 million for repairs and upgrades for the Maui Health System, to name a few.

In April 2018, Governor Ige released \$92.5 million for the construction of the Kihei high school. The school will be sited on 77 acres mauka of the intersection of Piilani Highway and Kulanihakoi Street and is scheduled to begin its phased opening in 2020.

The construction of the 2.87 megawatt Kuia Solar project on 12 acres near Lahainaluna School was completed in early 2018. A second 2.87 megawatt solar project, South Maui Renewable Resources, is planned for Kihei at the Maui Research and Technology Park. Due to construction delays both projects failed to meet their planned scheduled to begin operations that was originally established for December 2016. As a result of the delayed commissioning, MECO has been levying daily charges for each project in the amount of \$318.90 per project per day.

The County of Maui has broken ground at the Maui Business Park II for its new Maui County Service Center in late November 2018. The new center is located at the intersection of Hookele and Alaihi Streets in Kahului and is located on 4 acres. The complex will have 60,000 square feet of office space and 360 parking stalls for the 200 employees and visitors. The project has a budgeted cost of \$25 million and an estimated construction period of 18 months with a completion date target of May 2020.

## **JOBS**

Maui's labor market remained robust in 2018 as construction and tourism continue to provide ample opportunities for employment. Changes in Maui's civilian work force mirrored the evolution of Hawaii's overall employment environment. Between 2016 and 2017, the civilian workforce in the State grew by 1,250 people to 685,400 while the number of employed increased by 5,200 to 669,250. Simultaneously unemployment fell 19.60% to 16,200. The U3 unemployment statistic for the state dropped 17.24% to 2.4% which was the lowest U3 value in the United States and the lowest U3 unemployment rate the state has experienced since 1990 when the U3 was 2.7%.

Similarly between 2016 and 2017, Maui's civilian workforce grew by 700 (0.815%) to 86,550 with employment increasing 1,150 to 84,350 for an impressive one-year growth rate of 1.38%. The number of unemployed decreased by 450 to 2,200 equating to a 16.98% decrease. Maui County's U3

unemployment rate declined 19.35% to 2.5% equaling the 2006 rate; both unmatched going back to 1990 when the U3 was 4.6%, the highest in the state.

Per capita income in Maui continued to grow rising to \$44, 478 in 2016, a 3.9% increase over 2015. During the same period, household income increased 3.5% to \$68,777. These figures indicate the increasing purchasing power of Maui County residents. Statewide wage projections for all jobs in Hawaii indicate a 3.1% increase over 2016 while for the private sector alone the growth rate estimated was 3.3%. It should be noted that the average U.S. wages for 2016 was \$53,621 for a 3.3% growth rate. The income differential indicates the continued willingness of the workforce to accept lower wages than their counter parts on the mainland in order to live in Hawaii (2017 per capita data was unavailable at the time of this report).

### REAL ESTATE

According to the Realtors Association of Maui, total sales of single family homes on Maui as of June 2018 increased by \$38.9 million over the year-to-date sales figures for 2017. Total value as of June 2018 reached \$606.3 million, a 6.9% increase. Year-to-date sales volume increased by 28 units to 575 units with the average selling price increasing \$17,092 over the average price for the first half of 2017. The midyear 2018 average selling price grew to \$1,054,362; however, the median price single family house price declined \$15,000 to \$690,000. This data indicates an increase in the number of below median priced home sales while simultaneously indicating a sharp rise in price for the above median priced homes causing the average selling price to increase on a year-to-year basis. The average length of time a unit was offered for sale in the first half of 2018 rose by 6 days reaching 148 days; however, for the month of June 2018, the number of days a unit was on the market was 8 days less than in the same month in 2017.

At midyear 2018, Maui's condominium total sales were \$143.1 million greater than in the first half of 2017. The rate of sales growth was an impressive 29.5% and reached \$627.6 million in total sales dollars. Mirroring the rate of growth in sales dollars was the rate of growth of condominium units sold in the first half of 2018, increasing by 22.0% reaching a total of 713 units, a 157 unit increase over the same time period in 2017. Average selling price increased \$41,846 or 6.2% in a year-to-year comparison reaching \$721,323 per unit. The median priced unit followed a similar pattern as the average price increased \$20,000 or 4.2% to \$495,000 per condo in midyear 2018.

There has been some noteworthy movement in the number of new housing units, affordable and market, on Maui in fiscal year 2018. In December 2017, the first eight of 16 affordable single family homes developed by Lokahi Pacific became available in Happy Valley (Wailuku) with the remaining units being completed in February 2018. Also in February 2018, the Kaiwahine Village project in Kihei switched from a fee-simple housing project to a 100% affordable rental project. The project will include 120 two- and three-bedroom multifamily units. In August 2018, the Maui Planning Commission unanimously recommended a community plan amendment and changes in zoning to move the Waikapu Country Town project forward. The Waikapu Country Town will consist of 1,000 single-family homes, 433 multifamily homes, 146 ohana units, 200,000 square feet of commercial and business space, and a 12-acre elementary school, park, and open space. The Waikapu Country Town will sit on 500 acres and wrap around Maui Tropical Plantation just south of Waikapu. In September 2018, Armstrong Development announced that it had placed the roofs on its Kalama Kai condominium project in Kihei. The Kalama Kai project will have 39 three-bedroom units and 1 one-bedroom unit and is scheduled for completion in April 2019. In November 2018, the County Council approved a resolution to fast track a 324 unit affordable housing project in Wailuku adjacent to the Longs Drugs in Kehalani on Waiale Drive.

### AFFORDABLE HOUSING

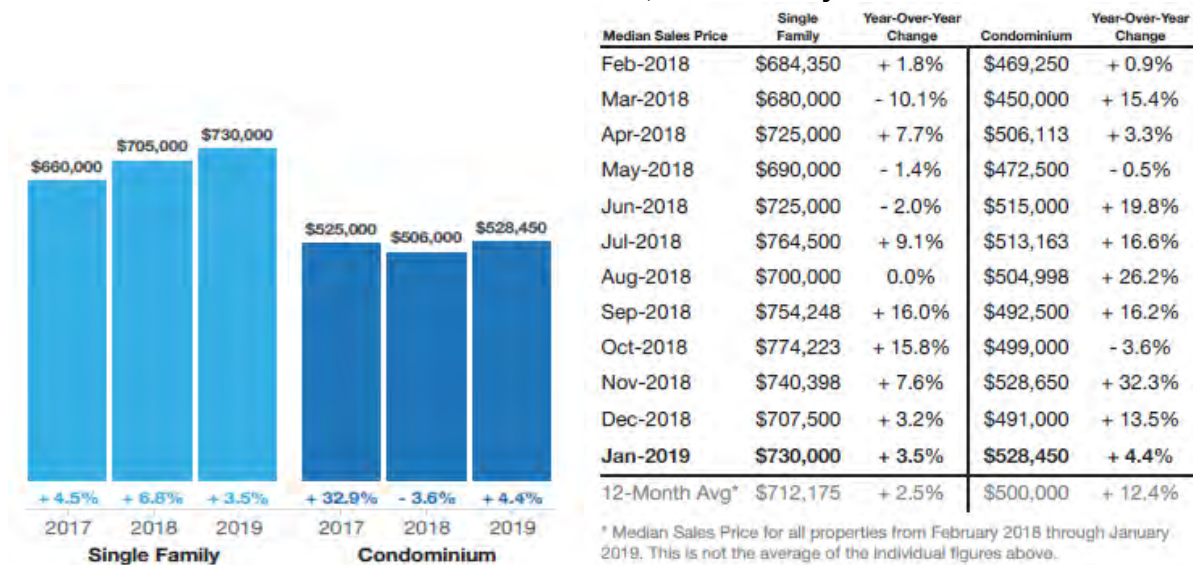
State and County analyses indicate Maui County will need to produce approximately 12,500 housing units by 2025 to meet the needs of the Maui County's workforce. The County appropriates 2 percent of the annual revenue from real property taxes to address Maui County's housing shortage.

The county owns several parcels of land suitable for the development of affordable housing units. One project in Kahului includes renovating structures on county owned land which is currently leased to the University of Hawaii, for affordable housing purposes.

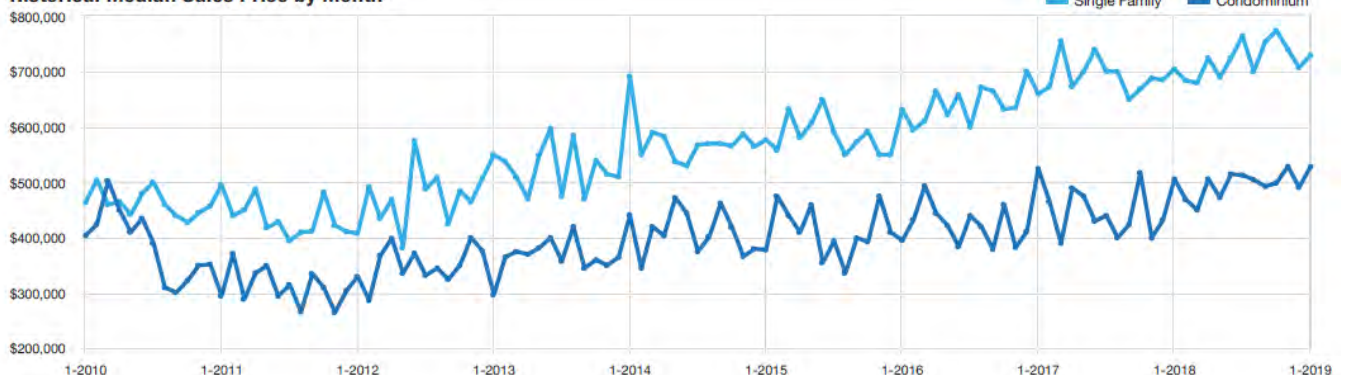
Figure 1-14

The chart below shows recent real estate data to year-end 2018.

#### Median Sales Price, Maui County



#### Historical Median Sales Price by Month



Current as of January, 2019. Source: REALTORS® Association of Maui, Inc. Report ©2019



**TECHNOLOGY**

"Enormous potential exists for the high technology industry in Maui due to the intellectually stimulating atmosphere created by Maui's beauty and lifestyle, Hawaii's vast and growing high-technology support infrastructure, and the state's geographic position, making it a natural portal between the US and Asian high technology markets." - Lynn Gordon Butterfield, Chief Operations Officer of the Wayne Brown Institute.

Investment in Technology to diversify the economy and further develop the technology sector has been a key factor for the Office of Economic Development and the Maui Economic Development Board. Science, Technology, Engineering, and Math (STEM) initiatives prepare residents to compete for 21st century careers by improving Maui County's capacity to educate, train, and provide skill-based experiences, and to improve the quality of life by encouraging our keiki to enter higher-paying technology occupations.

MEDB's High Tech Maui program has been a driving force in attracting technology business to Maui and helping retain businesses through networking, leveraging existing relationships, creating partnerships, attending industry events, offering individualized consultation, and running workshops.

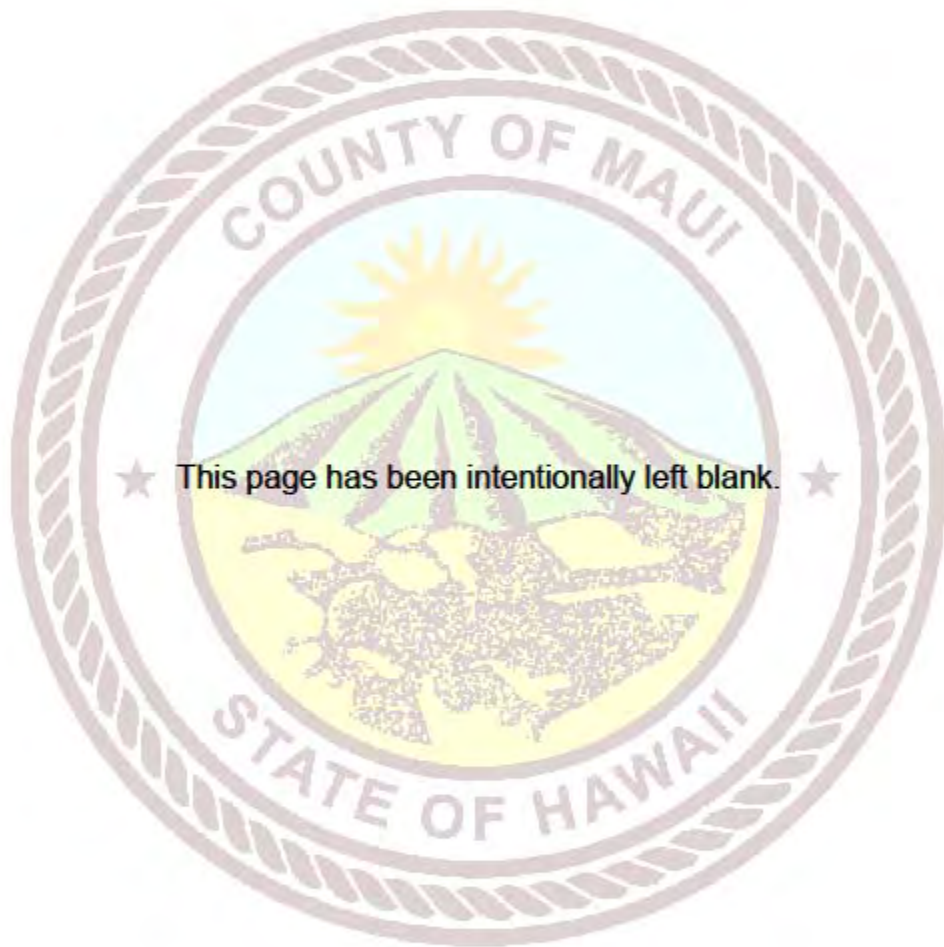
**ENERGY**

Energy is an important and growing cluster in Maui County, and the county is a national leader in renewable energy grid penetration. In 2016, renewable energy accounted for 37% of total energy generation sales. Renewable energy rapidly emerged as a growth sector with great potential in Maui County over the last decade with the implementation of a number of renewable energy projects, most notably wind and solar. Lana'i led the county in utility-scale solar, with a facility that opened in 2011, and a large-scale project opened in Lahaina in January 2018. Other large projects are planned for Kihei and Moloka'i. The current State goal is for 100% renewable energy by 2045.



# Budget Overview





★ This page has been intentionally left blank. ★

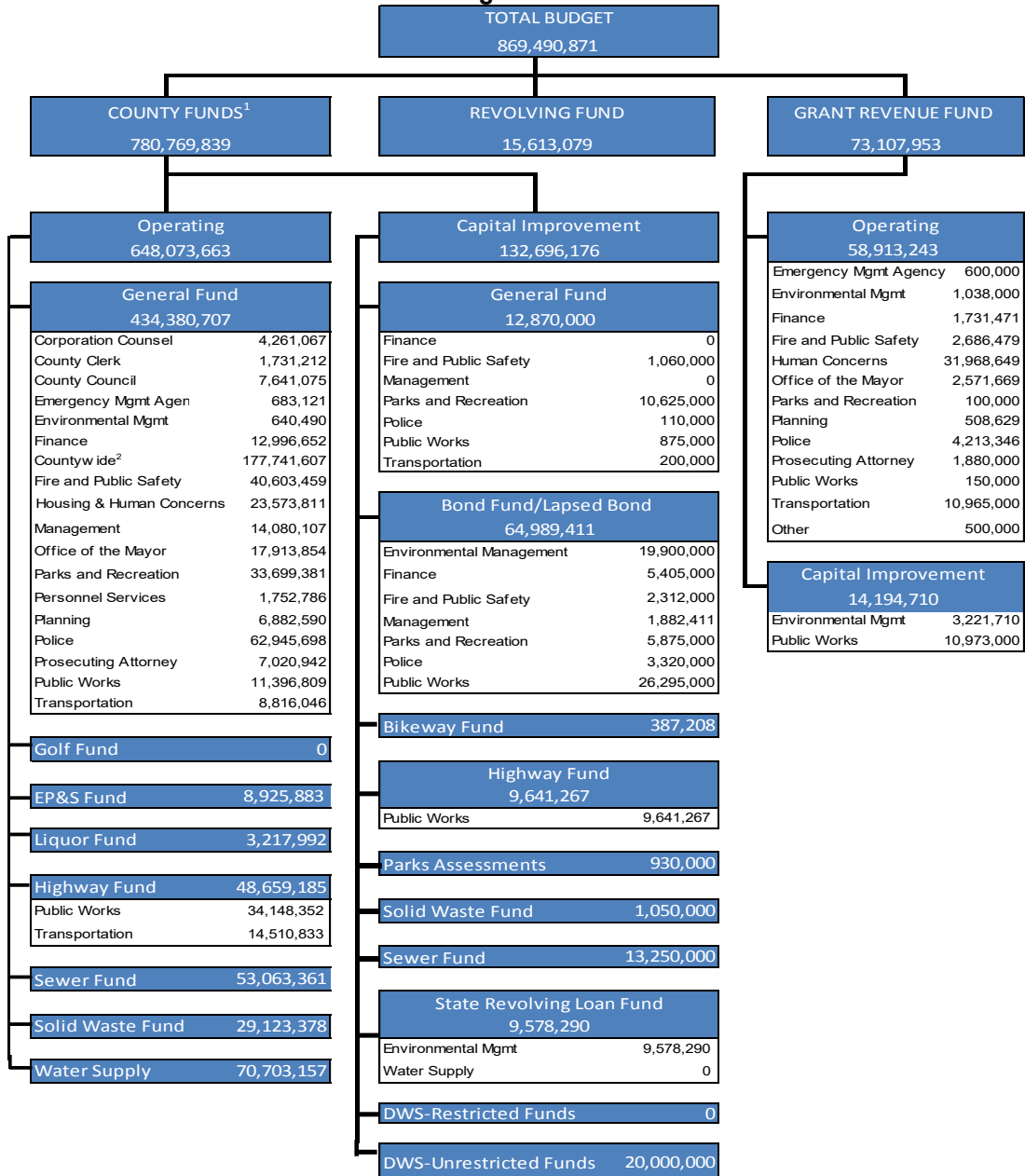


## Budget Overview

This section provides a broad overview of the FY 2020 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 include Liquor, Highway, Wastewater, and Solid Waste, and are restricted to specific uses. Water Supply, an enterprise fund, is 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.

**FY 2020 Budget Organization Chart<sup>1</sup>**

**Figure 2-1**



**NOTES:**

<sup>1</sup> True sum may be different due to rounding.

<sup>2</sup> The budget for Countywide includes insurance, debt service payments, interdepartmental transfers and unreimbursed employee benefits.

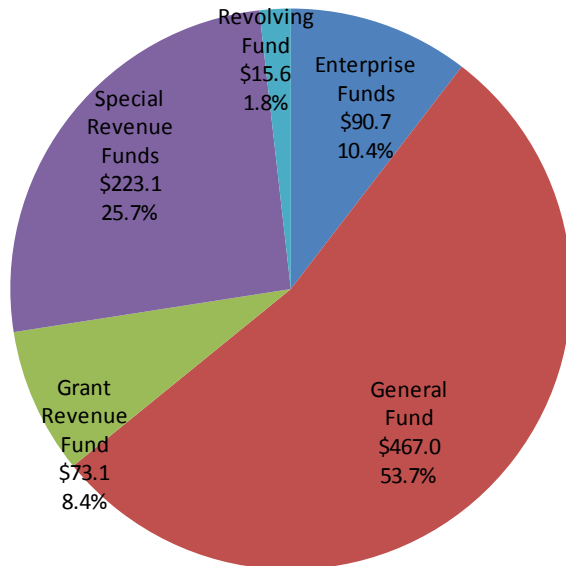
<sup>1</sup> The Revolving fund is not presented in CAFR but included in this budget to provide an overview of the total funds from all sources.

## Budget Overview

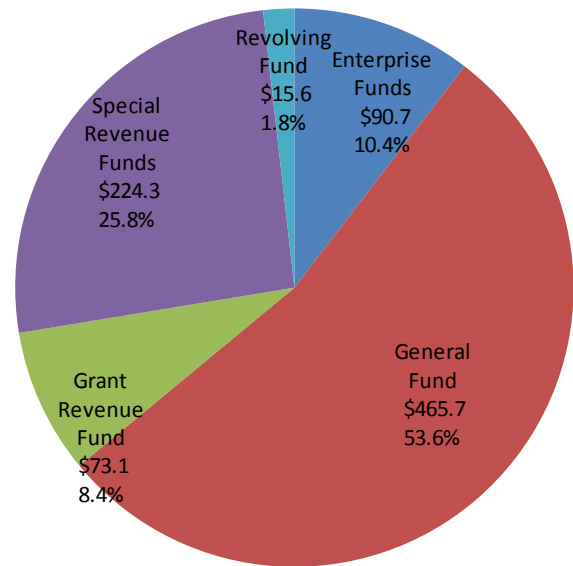
### FY 2020 Revenues and Expenditures

The County of Maui's FY 2020 proposed revenues and expenditures from all sources of funds total \$869.5 million, while proposed revenues and expenditures financed by county funds totals \$780.8 million. The charts below demonstrate that the FY 2020 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>2</sup>

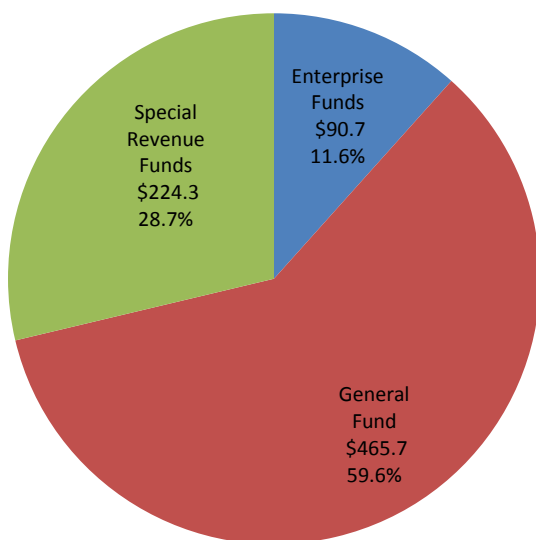
**ALL SOURCES OF FUNDS: \$869.5M**  
Total Resources by Major Fund Type  
Figure 2-2 (in Millions)



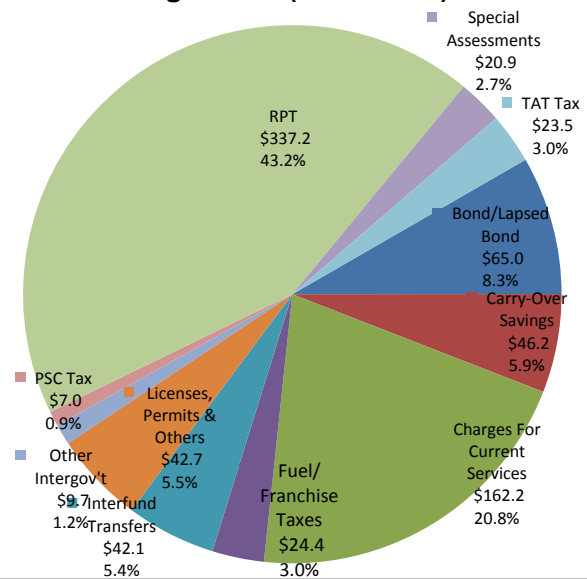
**ALL SOURCES OF FUNDS: \$869.5M**  
Total Expenditures by Major Fund Type  
Figure 2-3 (in Millions)



**COUNTY SOURCES OF FUNDS: \$780.8M**  
Total Resources by Major Fund Type  
Figure 2-4 (in Millions)



**COUNTY SOURCES OF FUNDS: \$780.8M**  
Total Resources by Revenue Source  
Figure 2-5 (in Millions)

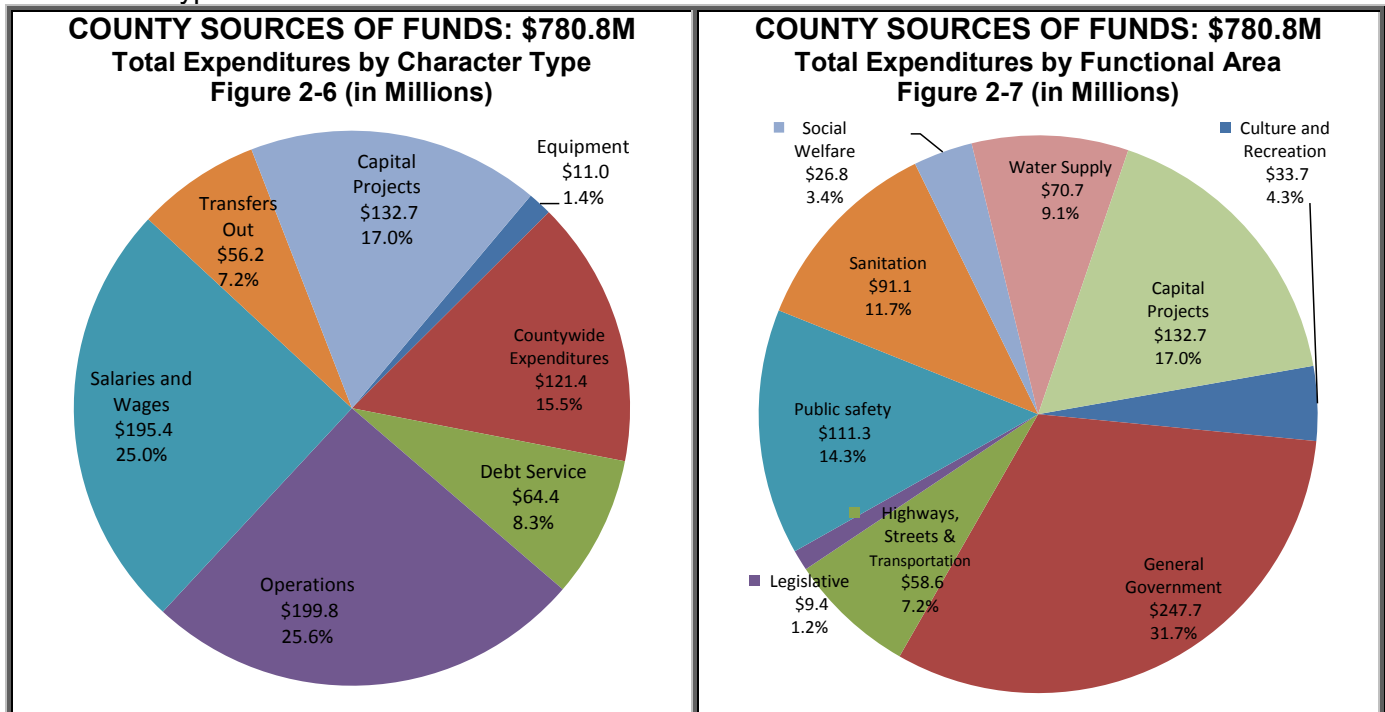


<sup>2</sup> Due to the accounting of the Grant and Revolving Fund, revenues reflect the expected expenditures for the ensuing fiscal year. Anticipated revenues shown in the Budget Ordinance, Appendix A may be different from estimates presented on the charts/tables in this budget book.

## Budget Overview

Figure 2-5 on the prior page, Total Resources by Revenue Source, illustrates that the four largest sources of the county's revenue are derived from Real Property Taxes (RPT) at 43.2% Charges for Current Services at 20.8% Bond/Lapsed Bond at 8.3% and Carryover Savings at 5.9%. For detailed discussion on revenues, please refer to the Revenue Overview in the Financial Summaries section of this budget book.

The pie charts below outline the distribution of County Fund sources according to Total Expenditures by Character Type and Functional Area.



As shown in the Total Expenditures by Character Type pie chart above, Operations, Salaries and Wages, and Capital Improvement Projects make up the largest portions of the county's total budget at 25.6%, 25.0%, and 17.0% of the total, respectively. Salaries and Wages, Operations and Equipment are part of ongoing costs of delivering county services. Countywide Expenditures, Debt Service and Transfers Out are categorized as part of special operations costs. The table on the next page provides the Operating Expenditures by Character Type, at the department level.

The Total Expenditures by Functional Area pie chart shows that the largest expenditures belong to the General Government, Capital Improvement Projects, and Public Safety functional areas at 31.7%, 17.0%, and 14.3%, respectively. The General Government functional area includes the following departments: Corporation Counsel, Environmental Management's Administration, Finance, Management, Office of the Mayor, Personnel, Planning, and Public Works' Administration, Engineering, Special Maintenance and Development Services Administration programs. The Public Safety functional area includes the following: Emergency Management Agency, Fire and Public Safety, Police, and Prosecuting Attorney. For an explanation of other functional areas, please refer to the Financial Summaries section of this book. Some departments and agencies encompass programs and activities that could be assigned to more than one functional area. Therefore, some of the assignments do not follow strict budget schedule groupings but instead reflect primary mission or purpose of a department or agency.



**Budget Overview****FY 2020 Revenues and Expenditures (Cont'd)****Operating Expenditures by Character Type  
(in Thousands)****Figure 2-8**

DEPARTMENT	SALARIES AND WAGES	OPERATIONS	COUNTYWIDE EXPENDITURES	DEBT SERVICE	TRANSFERS OUT	EQUIPMENT	TOTAL
Corporation Counsel	\$3.5	\$0.7	\$0.0	\$0.0	\$0.0	\$0.1	\$4.3
County Clerk	\$1.0	\$0.7	\$0.0	\$0.0	\$0.0	\$0.0	\$1.7
County Council	\$4.7	\$2.8	\$0.0	\$0.0	\$0.0	\$0.1	\$7.6
Emergency Management Agency	\$0.5	\$0.2	\$0.0	\$0.0	\$0.0	\$0.0	\$0.7
Environmental Management	\$16.3	\$49.5	\$0.0	\$0.0	\$24.6	\$1.4	\$91.8
Finance	\$8.2	\$4.8	\$0.0	\$0.0	\$0.0	\$0.1	\$13.0
Finance-Countywide <sup>1</sup>	\$0.0	-\$22.5	\$121.3	\$55.8	\$23.2	\$0.0	\$177.7
Fire and Public Safety	\$33.9	\$5.9	\$0.0	\$0.0	\$0.0	\$0.8	\$40.6
Housing and Human Concerns	\$4.6	\$18.8	\$0.0	\$0.0	\$0.0	\$0.2	\$23.6
Liquor Control	\$1.6	\$1.6	\$0.0	\$0.0	\$0.0	\$0.0	\$3.2
Management	\$4.8	\$8.5	\$0.0	\$0.0	\$0.0	\$0.8	\$14.1
Office of the Mayor	\$2.8	\$15.1	\$0.0	\$0.0	\$0.0	\$0.0	\$17.9
Parks and Recreation	\$18.9	\$14.2	\$0.0	\$0.0	\$0.0	\$0.6	\$33.7
Personnel Services	\$1.3	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0	\$1.8
Planning	\$4.6	\$2.2	\$0.0	\$0.0	\$0.0	\$0.1	\$6.9
Police	\$50.4	\$10.5	\$0.0	\$0.0	\$0.0	\$2.0	\$62.9
Prosecuting Attorney	\$6.6	\$0.4	\$0.0	\$0.0	\$0.0	\$0.0	\$7.0
Public Works	\$16.2	\$18.3	\$0.0	\$0.0	\$8.4	\$2.6	\$45.5
Transportation	\$0.5	\$22.8	\$0.0	\$0.0	\$0.0	\$0.0	\$23.3
Water Supply	\$15.0	\$44.8	\$0.0	\$8.7	\$0.0	\$2.2	\$70.7
<b>Total Expenditures<sup>2</sup></b>	<b>\$195.4</b>	<b>\$199.8</b>	<b>\$121.4</b>	<b>\$64.4</b>	<b>\$56.2</b>	<b>\$11.0</b>	<b>\$648.1</b>

**NOTES:**

<sup>1</sup> The budget for Countywide Costs includes insurance, debt service payments including Water Supply, inter-departmental transfers and unreimbursed employee benefits.

<sup>2</sup> Total amount does not include budgeted expenditures for the Capital Projects, Grant Revenues, and Revolving Fund.

**FY 2020 Equivalent Personnel<sup>3</sup>**

The County of Maui's FY 2020 proposed E/P from all sources of funds totals 2,750.9. As shown in Figure 2-9 on the next page, the total E/P by major fund type is detailed as follows: General Fund 72.0%; Special Revenue Fund 14.9%; Enterprise Fund 8.1%; Grant Revenue Fund 3.9%, and Revolving Fund 1.1%. The proposed E/P count of 2,750.9 is an increase of 54.5 or 2.0% from the FY 2019 adopted E/P count of 2,696.4.

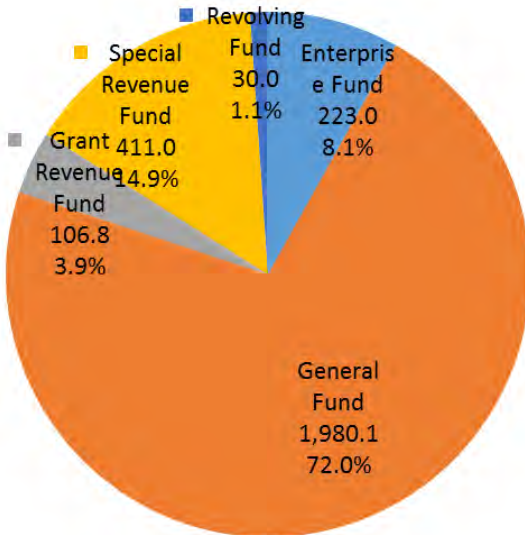
The FY 2020 proposed total E/P from County Fund sources is 2,614.1. As shown in Figure 2-10 on the next page, the General Fund makes up 75.7% of the total County Fund E/P; Special Revenue Fund, 15.7%; and the Enterprise Fund, 8.5% of the total. The total E/P count funded by County Fund sources for FY 2020 as proposed is an increase of 53.3 or 2.1% from the FY 2019 adopted E/P of 2,560.9. Please refer to the FY 2020 Summary of Organizational Changes section starting on the next page for brief explanations of the changes in the E/P count by department.

<sup>3</sup> Total 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.

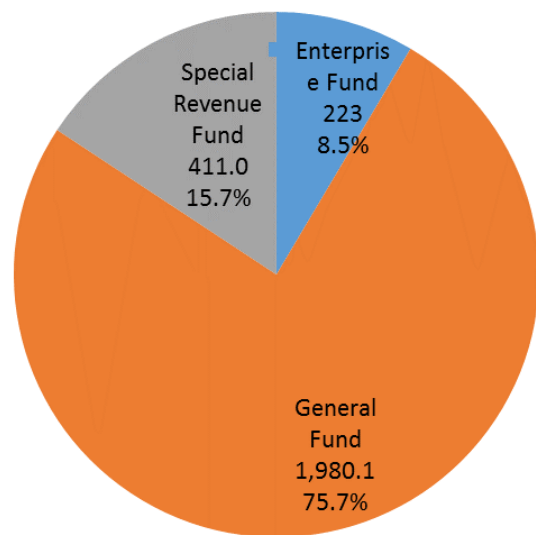
## Budget Overview

### FY 2020 Equivalent Personnel (Cont'd)

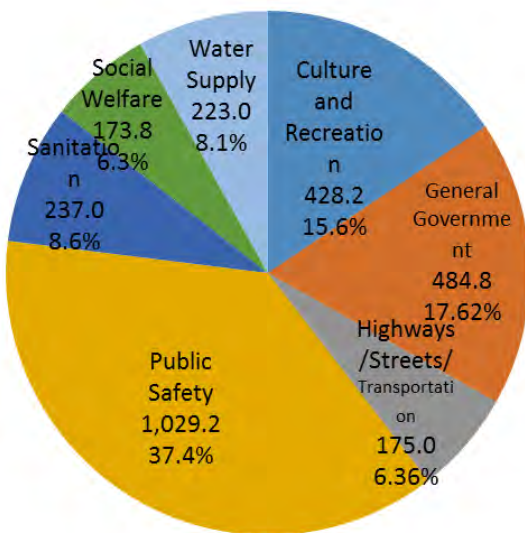
**ALL SOURCES OF FUNDS: 2,750.9**  
Total E/P by Major Fund Type  
Figure 2-9



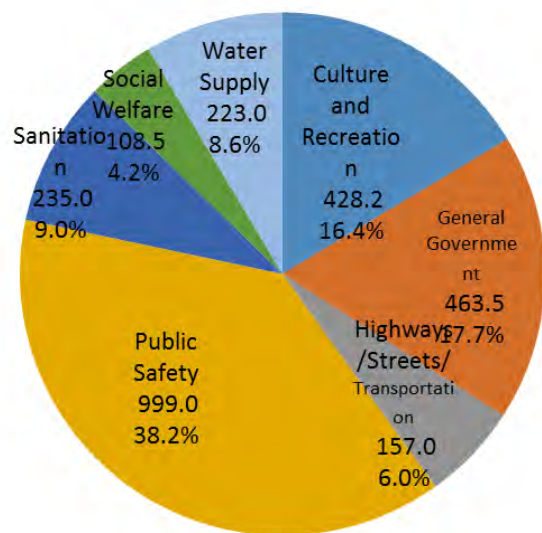
**COUNTY SOURCES OF FUNDS: 2,614.1**  
Total E/P by Major Fund Type  
Figure 2-10



**ALL SOURCES OF FUNDS: 2,750.9**  
Total E/P by Functional Area  
Figure 2-11



**COUNTY SOURCES OF FUNDS: 2,614.1**  
Total E/P by Functional Area  
Figure 2-12



### 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 2020. 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.

# Budget Overview

## Summary of Organization Changes (Cont'd)

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.

## Explanation of Organization Changes Related to Personnel

Figure 2-13

DEPARTMENT	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE NO. OF E/P	EXPLANATION OF CHANGES
Emergency Management Agency	6.0	7.0	1.0	Expansion position for 1.0 Emergency Specialist I under Emergency Management Program.
Environmental Management	230.0	242.0	12.0	Expansion positions for 1.0 Civil Engineer under Wastewater Administration Program, 3.0 Landfill Operators, 2.0 Landfill Attendants, and 4.0 Laborer I under Solid Waste Operations Program, and 1.0 Environmental Program Specialist and 1.0 Office Operations Assistant II under EP&S Program.
Finance	164.8	170.8	6.0	Expansion positions for 1.0 Real Property Manager I under Administration Program, 1.0 Revenue Manager under Treasury Program, and 4.0 Limited Term Appointment for Service Representative under Financial Services Program. Transfer of 1.0 Real Property Manager from Financial Services Program to Administration Program.
Fire and Public Safety	384.5	387.5	3.0	Expansion positions for 1.0 Information/Communications Manager and 1.0 Officer Operations Assistant II under Administration/Maintenance Program, 1.0 SCBA Technician under Training Program. Transfer of 1.0 Fire Fighter IV from Revolving Fund to General Fund - Prevention Program.
Housing & Human Concerns	148.3	148.8	0.5	Transfers of 0.5 Senior Services Program Aid (HT-Lanai) and 1.0 Senior Services Program Assistant II (Lanai) from Grant Revenue Fund to General Fund under Human Concerns Program. Increase 0.5 for an existing position Park Caretaker I under Human Concerns Program.
Management	60.5	61.0	0.5	Increase 0.5 for an existing position Executive Assistant I under Management Program.
Parks and Recreation	417.7	428.2	10.5	Transfers of 1.0 Planner VI from Parks Program to Administration Program and 20.9 EP from Waiehu Golf Course, Golf Fund to General Fund - Parks Program. Expansion positions for 1.0 Parks Permit Clerk I and increase Parks Permit Support Clerk from 0.5 to 1.0 EP under Administration Program, 1.0 Computer Applications Support Technical II and increase Power Mower Repairer from 0.5 EP to 1.0 EP under Parks Program, and 6.0 Park Caretaker I and increase Recreation Aide from 0.5 EP to 1.0 EP under Recreation & Support Services Program.
Planning	71.0	73.5	2.5	Expansion positions for 2.0 Planner III and 1.0 Planner IV under Administration & Planning Program.
Police	535.2	548.2	13.0	Expansion positions for 18 Police Cadets (0.5 EP each) and 5 Police Sergeant (.25 EP each) under General Fund & (.75 EP) under Grant Revenue Fund for Technical & Support Services Program.
Prosecuting Attorney	85.0	86.5	1.5	Expansion positions for two Limited Term Appointment Internship Law Clerk (.25 E/P each) under Administration Program, and 1.0 Office Operations Assistant II under General Prosecution Program.



**Budget Overview**

**Summary of Organization Changes (Cont'd)**

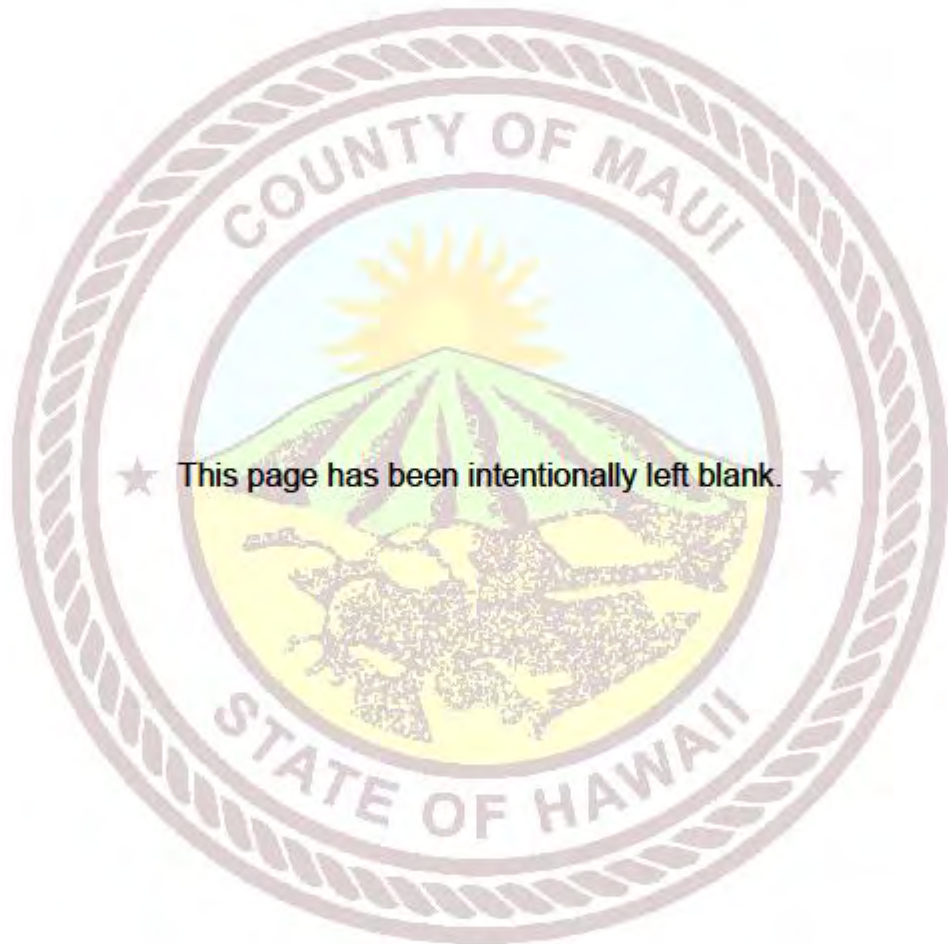
**Explanation of Organization Changes Related to Personnel (Cont'd)**

**Figure 2-13**

DEPARTMENT	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE NO. OF E/P	EXPLANATION OF CHANGES
Public Works	285.0	286.0	1.0	Transfers of 1.0 Civil Engineering V & 1.0 Engineering Support Technical II from Engineering Program (MS4 Program) to Special Maintenance Program. Transfers of 1.0 Construction Equipment, 1.0 Highway Construction & Maintenance Supervisor I, 1.0 Highway Construction & Maintenance Supervisor II, 2.0 Equipment Operator IV, and 1.0 Laborer II from General Fund - Special Maintenance Program (Pavement Preservation) to Highway Fund - Road, Bridge & Drainage Maintenance Program. Expansion position for 1.0 Construction Equipment Mechanic II under Special Maintenance Program.
Water	220.0	223.0	3.0	Expansion positions for 2.0 Pipefitter Helper and 1.0 Pipefitter I under Water Operations Program.
<b>TOTAL<sup>1</sup></b>	<b>2,607.9</b>	<b>2,662.4</b>	<b>54.5</b>	

**NOTE:**

<sup>1</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.



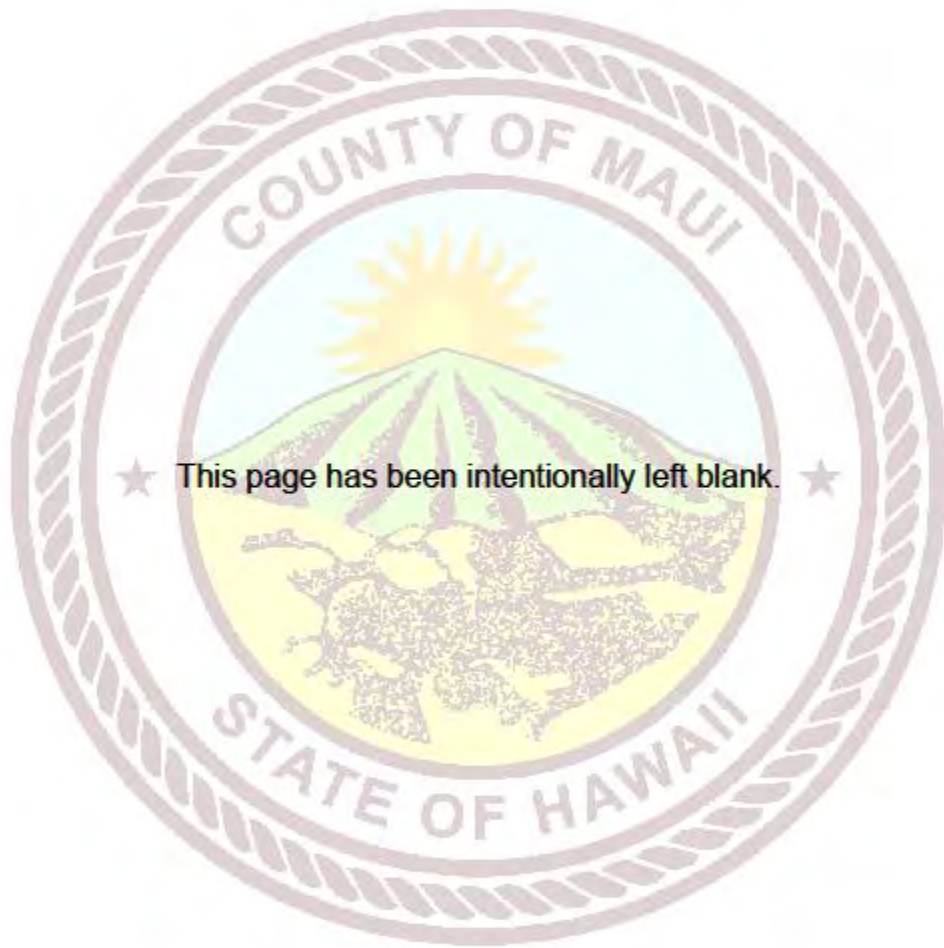
★ This page has been intentionally left blank. ★



# Budget and Financial Policies







★ This page has been intentionally left blank. ★

## Budget and Financial Policies

The Declaration of Policy in Section 3-9 of the Charter of the County of Maui states: “It is declared to be the policy of the county to promote economy, efficiency and improved service in the transaction of the public business in the legislative and executive branches of the county by:

1. Limiting expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions.
2. Eliminating duplication and overlapping of services, activities, and functions.
3. Consolidating services, activities, and functions of similar nature.
4. Abolishing services, activities, and functions not necessary to the efficient conduct of government.”

The Declaration of Policy, along with the following laws and standards apply to the County of Maui's budget formation and reporting:

- Generally Accepted Accounting Principles (GAAP)
- Government Finance Officers Association (GFOA)
- Criteria for Distinguished Budget Award
- GFOA's Best Practices
- Constitution of the State of Hawaii
- Hawaii Revised Statutes (HRS)
- Maui County Code
- County of Maui Charter

### Budget Guidelines

The development of the FY 2020 Operating and Capital Budgets was guided by five core principles:

- Public Involvement
- Long-Range Planning
- Efficient and Effective Operations
- Partnerships
- Capital Investments

Administration officials gave the public the opportunity to be involved in the development of budget priorities through countywide public meetings held in eight community plan areas on three islands during September and October 2018 to discuss budget priorities.

With input from the citizens of Maui County, the overall vision, mission statement and long-term goals, which become the guidelines for all governmental units (departments, offices and agencies) in setting their mission, long-term goals and objectives for managing programs. The County of Maui's long-range planning decisions are based on the community plan for each of the eight districts of the county.

The FY 2020 budget continues to focus on performance measures and the alignment of department strategies and program activities with the Strategic Vision. The objectives and measures outlined in the department's program descriptions state the specific contributions each department will make toward accomplishing its mission and goals for the ensuing fiscal year. Program goals and objectives are reviewed and updated annually in response to changing community needs and the availability of resources. Performance measures gauge the progress of each program towards reaching its objectives and will be discussed in quarterly performance measurement meetings with the Mayor & Managing Director Strategic Planning and performance measures will be updated and reviewed by the New Administration.

## Budget and Financial Policies

### Budget Guidelines (Cont'd)

The administration continues to extend its resources through partnerships with public agencies and private organizations. The county has a long history of partnering with non-profit and community organizations to provide essential services to its citizens. This is not only cost-effective, but also promotes cooperative functionality and leveraging of resources between the county, non-profit and community partners. The county also looks to partnerships with other government agencies through grant agreements and regulatory assistance to accomplish its goals.

Supporting prioritized capital improvement projects(CIP) was the final core principal used to develop the FY2020 Budget. The County CIP Coordinator, Budget Director and Department personnel reviewed the various projects and rated them on various criteria including: alignment with strategic plan, critical replacement or needed expansion, expected useful life, effect on operating and maintenance costs, effect on revenue, department's priority schedule, availability of non-county funds, and the ability to be completed before lapsing of appropriated funds.

### Budgetary Process

The fundamental purpose of the County's budget is to link the County's goals for the community with the resources necessary to accomplish them. The budget process also establishes objectives, reasonable timeframes and organizational responsibility for achieving them, and resource allocation for programs and projects. To this end, the budget serves four roles:

- Policy Document. Sets forth goals and objectives to be accomplished and the fundamental fiscal principles upon which the budget is prepared.
- Fiscal Plan. Identifies and appropriates the resources necessary to accomplish objectives and deliver services and ensures that the County's fiscal health is maintained.
- Operational Plan. Describes the organizational units and activities of the County. The County is made up of departments and departments' subunits are called divisions. The budget describes each department and division, including a mission, description of services, goals/objectives, performance measures.
- Communications Tool. Provides the public with a blueprint of how public resources are being used and how these allocations were made.

The fiscal year begins on the first day of July and ends on the thirtieth day of June but the budget process is a year-round continual process. The Budget Office prepares and submits instructions for development of the next fiscal year's department proposed budgets shortly after the beginning of the current fiscal year. Budget hearings are conducted throughout the county to garner input from the public during the administration's preparation of the budget. County departments review program priorities and submit their proposed program budgets to the Mayor.

The Budget Office is responsible for reviewing, analyzing, coordinating all departmental budgetary requests and presenting these requests to the Mayor for final decisions. By Charter, the Mayor's budget proposal must be submitted to the County Council on or before the twenty-fifth day of March.

In accordance with Article 9 of the Charter, "The budget shall present a complete financial plan for the operations of the county and its departments for the ensuing fiscal year, showing all County funds on hand whether encumbered or unencumbered and estimated reserves and revenues. It shall be set up as provided by the Council after consultation with the Mayor. The estimated revenues, proposed expenditures and total appropriations for the ensuing fiscal year shall be equal in amount. The Mayor's message shall explain the budget both in fiscal terms and in terms of work to be done. It shall outline



## Budget and Financial Policies

the proposed financial policies of the County for the ensuing fiscal year and describe the most important features of the budget plan. It shall indicate any major changes in financial policies and in expenditures, appropriations and revenues as compared with the fiscal year currently ending, and shall set forth the reasons for the changes. The message shall include a list of pending and proposed capital projects together with the Mayor's comments on such list. The message shall also include such other supporting or explanatory material as the Mayor deems desirable. The Mayor must submit an operating budget, including an executive operating budget and a legislative operating budget, a Capital Improvement Program, and an accompanying message."

A public hearing must be held by the County Council on the proposed budget and Capital Improvement Program no sooner than the first day of April and no later than the thirtieth day of April of the year of submission. At this hearing, all attendees interested in testifying shall have an opportunity to be heard. At least two weeks before the hearing, the County Council must publish in a newspaper of general circulation in the county general summaries of the budget and Capital Improvement Program and a notice setting out the time and place for public hearing.

After the public hearing, the County Council may pass the budget with or without an amendment. If amending, it may add new items or increase items in the budget. It may decrease or delete items, except for appropriations required by law and appropriations to pay any indebtedness. In all cases, the estimated revenues, proposed expenditures and total appropriations for the ensuing fiscal year must be equal in amount.

The County Charter provides that the Council must pass the budget on or before the tenth day of June of the fiscal year currently ending. If it fails to do so, the budget submitted by the Mayor will be deemed enacted as the budget for the ensuing fiscal year. The budget is controlled by a budget ordinance and a Capital Improvement Program ordinance. The enacted budget will be in effect on or after the first day of the fiscal year to which it applies. By virtue of the adoption of the budget, the several amounts listed in the budget column entitled "Appropriations" must be appropriated to the specific departments and programs.

# Budget and Financial Policies

## Budget Process Calendar

The County Charter provides that the Council must pass the budget on or before the tenth day of June of the fiscal year currently ending. If it fails to do so, the budget submitted by the Mayor will be deemed enacted as the budget for the ensuing fiscal year. The budget is controlled by a budget ordinance and a Capital Improvement Program ordinance. The enacted budget will be in effect on and after the first day of the fiscal year to which it applies. By virtue of the adoption of the budget, the several amounts listed in the budget column entitled "Appropriations" must be appropriated to the specified departments and programs.

Figure 3-1

### FY 2020 Budget Process Calendar

1-31 Budget Office Preparation of Budget Instructions	AUGUST '19							SEPTEMBER '19							4 Central Maui Community Meeting 6 East Maui Community Meeting 17 Part C Capital Budget distributed 17 Upcountry Community Meeting 18 Paia Community Meeting 31 Part A and Part B Instructions distributed
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
	4	5	6	7	8	9	10	1	2	3	4	5	6	7	
	11	12	13	14	15	16	17	8	9	10	11	12	13	14	
	18	19	20	21	22	23	24	15	16	17	18	19	20	21	
	25	26	27	28	29	30	31	22	23	24	25	26	27	28	
								29	30						
1 West Maui Community Meeting 2 South Community Meeting 11 Lanai Community Meeting 18 Molokai Community Meeting 26 Part A - budget Narrative and Part B - Operating Budget due to Budget	OCTOBER '19							NOVEMBER '19							15 Part C Capital Budget due to Budget
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
				1	2	3	4	5					1	2	
	6	7	8	9	10	11	12	3	4	5	6	7	8	9	
	13	14	15	16	17	18	19	10	11	12	13	14	15	16	
	20	21	22	23	24	25	26	17	18	19	20	21	22	23	
	27	28	29	30	31			24	25	26	27	28	29	30	
1-31 Department Meetings with Budget Director and Managing Director 1-31 Capital Budget Meetings with Department 31 County Revolving Funds Due	DECEMBER '19							JANUARY '20							15-31 Department Meetings with Budget Director and Managing Director 30 Preliminary Revenue Projections
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
	1	2	3	4	5	6	7				1	2	3	4	
	8	9	10	11	12	13	14	5	6	7	8	9	10	11	
	15	16	17	18	19	20	21	12	13	14	15	16	17	18	
	22	23	24	25	26	27	28	19	20	21	22	23	24	25	
	29	30	31					26	27	28	29	30	31		
1-28 Department Meetings with Budget Director and Managing Director 5 Capital Budget Review with CIP Coordinator and Departments 28 Finalize Revenue Projections	FEBRUARY '20							MARCH '20							25 Mayor Proposed Budget due to County Council 29 County Council Community District meetings
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
							1	1	2	3	4	5	6	7	
	2	3	4	5	6	7	8	8	9	10	11	12	13	14	
	9	10	11	12	13	14	15	15	16	17	18	19	20	21	
	16	17	18	19	20	21	22	22	23	24	25	26	27	28	
	23	24	25	26	27	28	29	29	30	31					
1-30 County Council Budget Deliberations 1,4,5,9 County Council Community Meetings 10,11,15 District meetings 17 County Council Public Hearing 19 Real Property Tax Certification 24 Real Property Tax Intial Hearing	APRIL '20							MAY '20							10 Public Hearings-Fuel Tax, Vehicle Weight Tax, Real Property Tax 17 3-Member Public Hearing, First Reading of Budget 28 Final Reading of Budget
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
					1	2	3	4					1	2	
	5	6	7	8	9	10	11	3	4	5	6	7	8	9	
	12	13	14	15	16	17	18	10	11	12	13	14	15	16	
	19	20	21	22	23	24	25	17	18	19	20	21	22	23	
	26	27	28	29	30			24	25	26	27	28	29	30	
								31							
10 Last Day for County Council to Pass Budget * 10 Days After Council Passes Budget, Mayor Signs or Veto	JUNE '20							JULY '20							1 Fiscal Year 2021 Begins
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
		1	2	3	4	5	6				1	2	3	4	
	7	8	9	10	11	12	13	5	6	7	8	9	10	11	
	14	15	16	17	18	19	20	12	13	14	15	16	17	18	
	21	22	23	24	25	26	27	19	20	21	22	23	24	25	
	28	29	30					26	27	28	29	30	31		

## Budget and Financial Policies

### A Balanced Budget is Required

As required by County Charter, the Mayor must submit and the County Council must adopt, a balanced budget. The County Charter defines a balanced budget as “the total estimated revenues (from taxes, fees and assessments, and other sources) shall equal the total appropriations (operating and capital expenditures).”

### Budget Control

Budgets are monitored at varying levels of classification detail. However, as a budgetary control policy expenditures cannot exceed total appropriations at the program and category levels for budgeted funds. The budget is controlled at the following levels:

- County Council must authorize by resolution any transfer of appropriations from one category to another and/or one program to another within the department.
- County Council must authorize all budget amendments that alter the total appropriations of a particular program or line-item.

By Charter provision, every appropriation, except an appropriation for capital improvement, lapses at the close of the fiscal year unless it is expended or encumbered by a written contract. Appropriations for capital improvements lapse six months after the close of the fiscal year to the extent that they have not been expended or encumbered by a written contract.

Various controls are in place to assure adherence to budgetary limitations. These include approval requirements from the Mayor, Managing Director, and Budget Director on various requests from departments/agencies. Stricter monitoring and approvals are in place for expenditures in the areas of out-of-state travel, unbudgeted equipment purchases over \$1,000, grant subsidies and personnel actions such as recruiting for vacant positions and reallocation of existing positions.

### Budgetary Basis of Accounting

The basis of budgeting is the method used to determine when revenues and expenditures are recognized for budgetary purposes.

The County of Maui's budget is adopted on a modified accrual basis consistent with Generally Accepted Accounting Principles (GAAP), except that encumbrances are treated as budgeted expenditures in the year commitments are made. Accordingly, the actual expenditures on a non-GAAP budgetary basis presented in the fund financial statements represent the current year's expenditures as recorded using the modified accrual basis, plus encumbrances at the year-end, less expenditure related to amounts encumbered in the prior year. With the modified accrual basis of accounting, revenues are recognized when they become available and measurable and expenditures as they are made. In comparison, the government-wide and proprietary fund type financial statements in the Comprehensive Annual Financial Report (CAFR) must be recorded on a full accrual basis. Under this method, revenues are recognized when earned and expenses are recognized when goods or services have been received or a liability has been incurred.

### Amending the Budget

The adopted budget may be amended at any time within a fiscal year. The Mayor or the Council may initiate changes to their respective operating budgets. Sections 9-9 and 9-10 of the Charter control the amendment procedures.



## Budget and Financial Policies

The Mayor may propose to amend the budget for that year as follows:

### ➤ **Supplemental Appropriation**

A supplemental appropriation may be submitted up to the amount of the additional certified revenues. The Mayor must certify that there are available revenues/funds for appropriation: (a) revenues received from sources not anticipated in the budget for that year, or (b) revenues received from anticipated sources but in excess of the budget estimates, or (c) estimated revenue to be reimbursed by federal or state agencies to the county.

### ➤ **Reduction of Appropriation**

If it appears probable that the revenues available will be insufficient to meet the amount appropriated, a bill must be passed to reduce one or more appropriations; but no appropriation to pay any indebtedness may be reduced, and no appropriation may be reduced by more than the amount of the unencumbered balance or below any amount required by law to be appropriated.

### ➤ **Transfer of Appropriation**

Unencumbered appropriation balances may be transferred within a department by resolution or from one department to another by ordinance. No transfer will be made from an appropriation to pay any indebtedness, and no appropriation may be reduced below any amount required by law to be appropriated.

### ➤ **Permission to Exceed Budget**

An emergency appropriation may be passed in cases of public emergency threatening life, health or property. If there are no available unappropriated revenues, the county may authorize the issuance of emergency notes, which must be paid not later than the last day of the fiscal year next succeeding in which the appropriation was made. The total of emergency appropriations in any fiscal year must not exceed one percent (1%) of the total operating appropriations (excluding the debt service) made in the operating budget for that year.

## **Budget Implementation Reports**

A budget implementation report must be transmitted by each county agency/department within thirty days after the end of each quarter of the fiscal year. The implementation report must include: a report of each position vacant for ninety days or more as of the end of the report period; a status report of each agency/department's program objectives and performance measures; and a status report of all active capital improvement projects. The budget implementation reports were overhauled in Fiscal Year 2013 and are now transmitted to the Maui County Council on a quarterly basis separate from the quarterly reports submitted by the Department of Finance.

## **Surplus and Reserves**

Any unappropriated surplus and any unencumbered balances of any appropriations in any fund at the end of any fiscal year will be available for appropriation for the succeeding fiscal years. All or a portion of the surplus may be transferred to any emergency fund or to a capital improvement reserve fund. No amounts transferred into an emergency reserve fund or a capital improvement reserve fund shall be deducted from amounts to be raised by taxes for ensuing years.

## **Fund Balance Policy**

Fund balance is the difference between assets and liabilities reported in a governmental fund at the end of the fiscal year. Governmental entities seek to maintain adequate levels to mitigate current and future risks, to ensure stable tax rates and for long-term planning. Bond-rating agencies carefully monitor

## Budget and Financial Policies

levels of reserved and unreserved fund balances in a government's general fund to evaluate the entity's creditworthiness.

The County of Maui shall strive to maintain certain fund balances at 5% - 15% of fund revenues to provide financial stability to county operations. These funds make-up the unassigned fund balance which combined with the Emergency Fund, provide a prudent level of financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures.

The Emergency Fund was initially established in Fiscal Year 2005 with a \$4 million appropriation from the General Fund for the purpose of funding a public emergency threatening life, health, or property. The Emergency Fund Balance does not lapse and can be appropriated by County Council through an ordinance pursuant to Section 9-9 of the County of Maui Charter. In 2012, a policy to increase the Emergency Fund to 20% of General Fund revenue was implemented as a part of a prudent reserve strategy. This is based on GFOA's best practice recommendation to have at least two months' worth of funds available in reserves. The Emergency Fund balance as of June 30, 2019 is expected to be \$35.3 million.

The County defines the Reserved Balances in accordance with GASB 54 as follows:

- **Restricted Reserves:** These reserves are not available for spending and are legally restricted by outside parties for a specific purpose. These may be contractual obligations, prepaid expenses, debt reserve requirements or statutory restrictions.
- **Committed Reserves:** Amounts that can only be used for specific purposes pursuant to constraints imposed by formal County Council action. These may include an authorization to use certain revenues for a specific purpose.
- **Assigned Reserves:** Amounts intended to be used for a specific purpose. These reserves may be released by either Council action or by results of operations.
- **Unrestricted or Unassigned:** Amounts may be used for expenditures as appropriated by Council.

### Audit of Accounts

Within six months after the beginning of each fiscal year, the County Council shall provide for an independent audit of the accounts and other evidences of financial transactions of the county and of all operations for which the county is responsible. In 2017, licensed independent auditors from the Oahu-based firm, N&K CPAs, Inc. audited the financial statements and found that they "present fairly, in all material respects, the respective financial position of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information of the County of Maui as of June 30, 2017, and the respective changes in financial position and, where applicable, cash flows thereof for the fiscal year then ended in accordance with accounting principles generally accepted in the United States of America."

### Budgetary Fund Structure

A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The county's fund can be divided into three categories, which are Governmental, Proprietary and Fiduciary; however, both the county's budget and financial statements do not reflect the use of Fiduciary Funds. As such, the county's budget presented is categorized into two fund groups

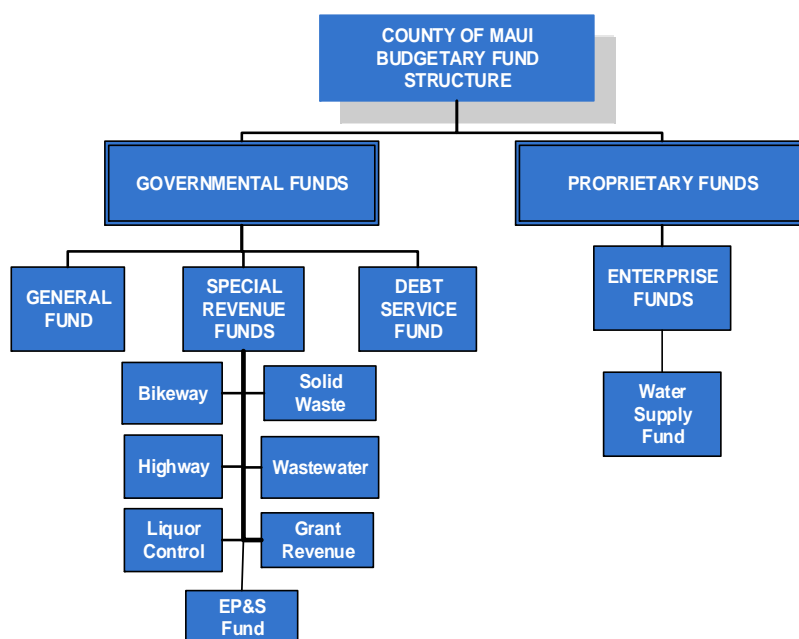
## Budget and Financial Policies

### 1. *Governmental*

### 2. *Proprietary*

All planned uses for these fund types are subject to appropriation in the annual budget. Fiduciary funds, which are described later in this section, are not included in the annual budget.

**Figure 3-2**



### Governmental Funds

Governmental Funds are those through which most governmental functions of the county are financed. This fund is accounted for using a current financial resources measurement focus. The primary revenue sources are real property tax, Transient Accommodations Tax (TAT), public service company tax, fuel and franchise taxes, rents and concessions, sewer charges, landfill usage charges, grants and interest from investments.

The following is a brief summary of the county's Governmental Funds, by fund types: General and Special Revenue Funds.

- **GENERAL FUND** The General Fund is the largest of the county's funds. The following is a brief summary of the county's General Fund:
  - **General Fund** – The General Fund accounts for all financial resources except those required to be accounted for in another fund. These revenues come from four major sources: Real Property Taxes, Transient Accommodations Taxes (TAT), Public Service Company Taxes, intergovernmental revenue and other revenues. General funds are used to provide the most basic of county services: police, fire, parks, culture, economic development, and general government.
- **SPECIAL REVENUE FUNDS** The Special Revenue Funds were established to account for the proceeds of specific revenue sources that are legally restricted or committed to expenditure for specified purposes. The following is a brief summary of the county's Special Revenue Funds:



## Budget and Financial Policies

- **Highway Fund** – The Highway Fund was established to deposit fuel taxes, public utility franchise taxes, public transit fares, and motor vehicle weight taxes. These revenues are used to account for acquisition, design, construction, improvement, repair and maintenance of county highways, streets, street lights, public transit, and storm drains and bridges. Revenues are also used for purposes and functions connected with mass transit.
  - **Sewer Fund** – The Sewer Fund, was established to receive all revenue derived from the monthly sewer charges, assessments and service charges for pumping of cesspools, septic tanks, etc. Revenue is expended for the repair, operation, and maintenance of the wastewater facilities/sewer systems, including debt service.
  - **Grant Revenue Fund** – The Grant Revenue Fund is legally restricted to expenditures for specific purposes and provides a cost-sharing alternative for programs and projects. The major programs for this fund include Community Development Block Grant funds, Section 8 Rental Subsidy Program, other public housing funds, human services funds and various other smaller grant allocations. Although this fund is not part of the appropriation, the county recognizes the amount of resources that this fund provides. As such, a separate section is presented in this budget document.
  - **Liquor Control Fund** – The Liquor Control Fund receives revenue from all liquor license fees. Fund revenues are expended for the operation and administration of the Liquor Control Commission, Liquor Control Adjudication Board, and the Department of Liquor Control. The county's Integrated Financial Accounting System reports this fund type as part of the General Fund. However, for budgetary purposes, the practice has always been that this fund type is included as part of the Special Revenue Funds.
  - **Bikeway Fund** – The Bikeway Fund was established to collect revenue from bicycle licenses. The revenue is expended for bikeway construction and maintenance.
  - **Solid Waste Management Fund** – The Solid Waste Management Fund was established to receive all refuse collection fees and landfill disposal charges. The fund is used for the operation and maintenance of the county's collections and disposal program.
  - **Environmental Protection and Sustainability (EP&S) Fund** – The EP&S Fund was established for the purpose of funding efforts of the Department of Environmental Management, EP&S Program to optimize opportunities for environmental and natural resource protection, sustainability, conservation, and restoration.
- **DEBT SERVICE FUND** The Debt Service Fund accounts for the accumulation of resources necessary to pay principal and interest payments on general long-term debt obligations and is shown in the county's financial statements.
- **REVOLVING FUND** The Revolving Fund, except for the Housing, Interim Financing, and Buy-Back Revolving Fund is not presented as part of the financial statements but it is shown in this budget document for informational purposes. SEE Section 14 of GBP (page 40). The Balance remaining in each ...Appendix A.11. of the annual budget ordinance.
- **Proprietary Funds** Proprietary Funds are accounted for using the "economic resources" measurement focus and the accrual basis of accounting. Operating revenue in the Proprietary Fund are those revenues that are generated from the primary operations of the fund. The Enterprise Fund is the only existing County Fund classified as Proprietary Funds.

## Budget and Financial Policies

### ➤ **ENTERPRISE FUND**

- **Water Fund** – The Water Fund was established to receive revenue for water sources collected by the Department of Water Supply. The department was created to develop adequate water sources, storage and transmission for both general consumer and agricultural uses for the county. The revenue is expended for the operation, maintenance and capital improvement projects of the Department of Water Supply.
- **Golf Fund** – The Golf Fund was ordinance 4952, Bill 144 (2018) repealed Section 13.16.040, Maui County Code, relating to the Golf Course Special Fund.

### **Fiduciary Funds**

Fiduciary Funds account for money received, held and disbursed in a trustee capacity or as an agent for individuals, other governmental units, and other funds. As mentioned earlier, Fiduciary Funds are not reflected in the county's budget and financial statements; however, this type of fund is discussed in this section for informational purposes only.

The county's Fiduciary Funds represent Refundable Deposits Fund and Agency Funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results or operations. Agency Funds are accounted for under the accrual basis of accounting. Also, reserves and expenditures for Fiduciary Funds are not presented in the CAFR. However, the year-end balances held in Fiduciary Funds are provided in the CAFR. Fiduciary Funds of the county include the following:

- **Refundable Deposits Fund** – This fund is used to account for the bid bond, performance and payment bond, and subdivision bond monies held by the county until the purpose for which the bond was posted is completed.
- **Agency Funds** – These funds are used to account for other monies collected in an agency capacity and include motor vehicle registration fees collected on behalf of the State of Hawaii and taxes withheld from employee pay.

### **Capital Budget Policy**

The capital program includes detailed budget requests for the ensuing fiscal year and a plan of projects for the subsequent five years. The capital budget includes the estimated cost of each improvement and the anticipated method of financing it. Each capital improvement project shall include a forecast of the effect the project will have on future year's operating budgets in terms of staffing and maintenance costs. The Capital Improvement Program is reviewed by the Department of Planning to ensure coordination with the county's community plans.

1. The Maui County Charter, Section 9-6, requires that the capital program contain at least the following:
  - a. A simple, clear general summary of the detailed contents of the program.
  - b. The capital improvements pending or proposed to be undertaken within the ensuing fiscal year, together with the estimated cost of each improvement and the pending or proposed method of financing it.
  - c. The capital improvements proposed for the five (5) years next succeeding the ensuing fiscal year, together with the estimated cost of each improvement and the proposed method of financing it.

## Budget and Financial Policies

2. Capital expenditures to be financed from current revenues in the ensuing fiscal year shall be included in the budget as well as in the capital program. Appropriations for such expenditures shall be included in the budget.
3. After the public hearing on the capital program, the Council may pass the program with or without amendment.
4. The Council shall pass the capital program on or before the tenth day of June of the fiscal year currently ending. If it fails to do so, the program submitted by the Mayor shall be deemed enacted as the program for the ensuing fiscal year. The enacted program shall be in effect on and after the first day of that fiscal year.
5. At any time during a fiscal year the capital program may be amended by ordinance.

### Capital Budget Process

The baseline for the department's FY 2020 capital budget requests was the FY 2019 – FY 2024 CIP plan as adopted by the County Council. Capital projects that were proposed by the departments with appropriation requests in FY 2019 and not approved by the Mayor or County Council may be re-evaluated and included in future budgets requests.

County departments collected and updated relevant information pertaining to the current CIP plan. Community meetings were held in September and October 2018 to gather public input regarding the county's capital needs. Any capital projects with appropriations in the FY 2018 budget and anticipated to be unexpended, unencumbered or not completed prior to December 30, 2018 were reported to the Budget Office. Capital projects that no longer needed to be included in the FY 2020 – FY 2025 CIP plan were not promoted to the next approval level and remain at the department level for historical purposes.

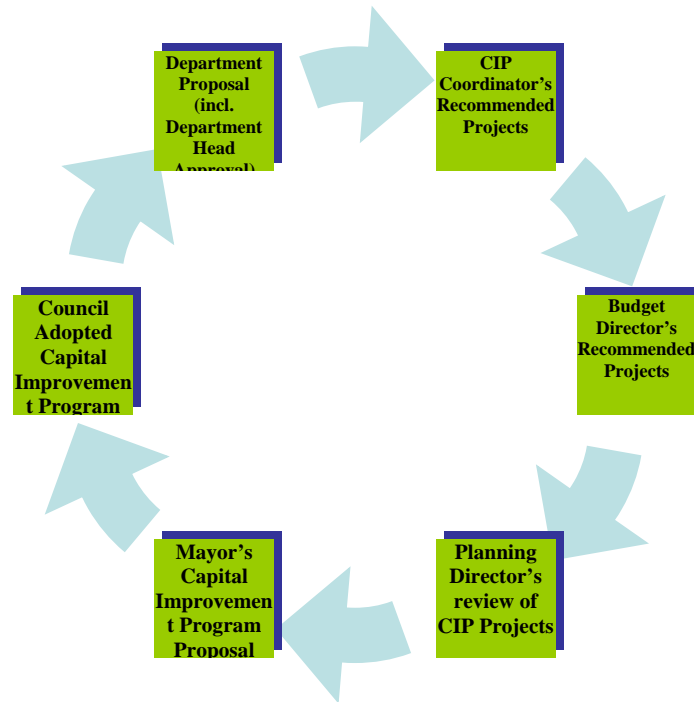
### Capital Budget Review and Approval Process

The CIP coordinator and Budget Director review all capital projects requested for funding in the ensuing fiscal year and next five years succeeding the ensuing year. The CIP Coordinator and Budget Director, along with the applicable Department Directors, meet to prioritize the proposed projects based on need, safety, readiness and timeframes. The list is then submitted to the Budget Office where the projects are reviewed and prioritized based on funding requirement and constraints. Once completed, the Planning Director reviews the list of proposed capital improvement projects contemplated and recommends the order of their priority to the Mayor for approval.



## Budget and Financial Policies

Capital Budget Cycle  
Figure 3-3



### Financing/Source of Funds

Capital projects are usually funded by sources specifically set aside for capital purposes, such as highway and other dedicated funds, and the proceeds of bond sales or other long-term financing contracts. Unencumbered appropriations for capital improvement projects lapse six months after the close of the fiscal year.

The capital budget requests are submitted with the amount to be expended from each source (general, special revenues or bond funds) for each fiscal year. The total funding in each fiscal year from the various sources is equal to the planned costs to be incurred in that fiscal year. A single capital project can have multiple funding sources. The following are the sources of funds that can be used for each capital project. The funding source is assigned based on the criteria described.

1. **Bikeway Fund:** All fees collected under HRS 249-14 and 249-14.5 are used for the following purposes:
  - a. Acquisition, design, construction, improvement, repair and maintenance of bikeways, including the installation and repair of storm drains and bridges;
  - b. Installation, maintenance and repair of bikeway lights and power, including replacement of old bikeway lights;
  - c. Purposes and functions connected with traffic control and preservation of safety upon bikeways;
  - d. Payment of interest on and redemption of bonds issued to finance bikeway construction and improvements; and
  - e. Promotion of bicycling transportation and recreation.

## Budget and Financial Policies

2. **General Obligation Bond Fund:** A traditional form of government debt financing for major construction projects. General obligation bonds are subject to the county's debt limit.
3. **General Fund:** Also known as Cash CIP, derived from General Fund revenues.
4. **Federal Funds:** Usually related to highway and public transportation system projects. Generally, federal funds are provided at the rate of \$4 to \$1 county match for the construction portion of qualifying projects.
5. **Highway Fund:** Funding is provided by the county's fuel tax, public utility franchise tax, the motor vehicle weight tax, and public transit fares. These taxes may be used for highway or public transportation-related projects and/or operating expenditures.
6. **Lapsed Bond Fund:** Proceeds from the issuance of general obligation bonds that have lapsed. Normally, this type of fund is assigned by the Budget Office based on the calculations from Department of Finance on the bonds that were issued but not completely expended.
7. **Other Grant Fund:** Other grant fund sources not identified in other funding sources.
8. **Park Assessment Fund:** Derived from park assessment in lieu of land, that is dedicated or paid to the county as a condition of the approval of a subdivision. The funds may be used for the purpose of providing parks and playgrounds to the specific community district that the fund derived from.
9. **State Revolving Loan Fund:** Funding available from the State Revolving Fund (SRF) program administered by the State of Hawaii Department of Health. The SRF program provides low-interest loans to fund construction of drinking water and wastewater infrastructure projects to achieve or maintain compliance.
10. **State Fund:** Funding received from state agencies as grant awards.
11. **Solid Waste Management Fund:** Funding is provided by fees associated with landfill disposal and refuse collection and can only be used for Solid Waste operations and/or capital projects.
12. **Sewer Fund:** All revenues, including but not limited to, service charges, surcharges and other charges set forth in the annual budget is deposited into the sewer fund and can only be used for Wastewater system operations and/or capital projects.
13. **Restricted Water Fund:** This fund was established for the water system development fees collected from new users. This is a fee imposed on applicants for new services to fund a portion of costs to construct water system improvements or to recover the cost of existing water systems made in anticipation of additional demand on the systems. The fees collected are used for projects which will provide additional source capacity, additional transmission pipeline capacity or additional storage tank capacity for any of the county's water systems.
14. **Unrestricted Water Fund:** This fund was established to set aside water revenues for services provided to fund system repairs, maintenance, and facility replacements.

## Budget and Financial Policies

### Capital Projects Long-Term Financial Plan

The CIP budget considers the Maui County General Plan, Maui Island Plan, and Community Plans. A capital project must be linked to both the county and department's strategic plans. These linkages are identified in the individual project sheets. Additionally, the CIP implements the General Plan of the County of Maui to the extent practicable. The General Plan is a term for a series of planning documents that will guide future growth and policy creation in the county.

- The Countywide Policy Plan acts as an over-arching values statement and is an umbrella policy document for the Island and Community Plans.
- The Maui Island Plan includes significant and far-reaching policy directives specific to Maui Island and includes a directed growth strategy to focus future urban land uses towards appropriate areas of Maui.
- The Community Plans will reflect the unique characteristics of each Community Plan area and enable residents and stakeholders within those areas to address location-specific challenges. These plans are more detailed than the Maui Island Plan, and will include a form-based strategy to define the scope and type of development that will occur in each of these areas.

### Debt Policy

The debt management policy includes guidelines and restrictions that affect the amount and type of debt issued by the county, the issuance process, and the management of a debt portfolio. The debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to the debt management policy signals to rating agencies and the capital markets that a government is well-managed and should meet its obligations in a timely manner. Debt levels and their related annual costs are important long-term obligations that must be managed within available resources.

The creation of general debt by the counties in the State of Hawaii is governed by the Constitution of the State, the applicable provisions of the Hawaii Revised Statutes and the County Charter. Chapter 47, Hawaii Revised Statutes, is the general law for the issuance of general obligation bonds of counties, and sets forth the provisions relating to the issuance and sale of general obligation bonds, inclusive of details such as method of authorization, maximum maturities, maximum interest rates, denominations, method of sale, form and execution of such bonds, prior redemptions, refunding, and other matters.

### General Intent of Debt Policy

Debt is only to be incurred when necessary. The county will confine long-term borrowing to capital assets or equipment that cannot be financed from current financial resources. In an effort to conserve debt capacity, the county shall borrow only when necessary and utilize pay-as-you go financing to the extent possible. Debt is not to be used for operational needs.

Debt financing can include general obligation bonds, revenue bonds, lease/purchase agreements, special obligation bonds, or any other financing instrument allowed under Hawaii Statutes. The county will seek to utilize the least costly and most appropriate form of financing for its capital project needs.



## Budget and Financial Policies

### Debt Limit

**Financial limits:** The county will use an objective, analytical approach to determine the amount of debt to be considered for authorization and issuance through the use of key debt ratios. This process involves the comparison of generally accepted standards of affordability to the current county values.

- **Ratio of Annual Debt Service to Operational Expenditures of County Funds** is desired not to exceed 10% of County Fund operating expenditures. The ratio of annual debt in Fiscal Year 2019 is 5.7%.
- **Ratio of Net Bonded Debt to Assessed Property Value** shall not exceed 15% of real property value in accordance with state law. For Fiscal Year 2020, the ratio of net bonded debt to assessed property value is 0.76%. As of 6/30/2018, 15% of the assessed valuation is equivalent to \$6.89 billion and the county's debt is \$369.3 million.
- **Net Bonded Debt Per Capita** should not exceed \$2,500 per capita. The current net bonded debt per capital is \$2,233.

### Debt Structuring Practices

The Constitution of the State provides that all general obligation bonds shall be in serial form maturing in substantially equal installments of principal, or maturing in substantially equal installments of both principal and interest. The first installment of principal must mature not later than five years from the date of issue of such series, and the last installment must mature not later than twenty-five years from the date of such issue; except that the last installment on general obligation bonds sold to the federal government, on reimbursable general obligation bonds, and on bonds constituting instruments of indebtedness under which a county incurs a contingent liability as a guarantor, must mature not later than thirty-five years from the date of issue of such bonds.

The time of the sale will be determined based on legal requirements, existing cash balances from previous financings, acquisition and construction cash draw down requirements, and expectations of needs for new projects to be funded by the financing.

### Debt Issuance Practices

#### ➤ Method of Sale

The county shall select a method of sale that shall maximize the financial benefit to the county. Such sales can be competitive or negotiated unless otherwise limited by state law, depending upon the project and market conditions. The selected method of sale shall be the option which is expected to result in the lowest cost and most favorable terms given the financial structure used, market conditions and prior experience. For the past two bond sales, the county has used the competitive method.

#### ➤ Refunding of Outstanding Debt

The county may consider refunding outstanding debt when financially feasible and consistent with all applicable laws and statutes. A net present value debt savings of at least 3% or greater must be realized before a refunding process begins.

#### ➤ Selection and Use of Professional Service Providers

The county will provide for a solicitation and selection process for securing all professional services required in connection with any debt issues. This selection will be done on an issue-by-issue basis,

## Budget and Financial Policies

will focus on the particular experience and expertise necessary for that issue, and will be made in order to secure such services at competitive prices to the county.

### ➤ **Use of Bond Ratings and Credit Enhancements**

The county shall maintain good communications with bond rating agencies to ensure complete and clear understanding of the credit worthiness of the county and will follow a policy of full disclosure on every financial report and offering statement. The county strives to maintain an AA+ or better bond rating and does not use credit enhancements such as municipal bond insurance.

### **Debt Management Practices**

This section of the policy provides guidance for ongoing administrative activities including:

***Investment of Bond Proceeds*** - The county will invest bond proceeds in accordance with the Hawaii Revised Statutes 46-50. Funds will be invested in instruments that will provide the liquidity required to meet the cash flow needs of each project funded.

***Arbitrage Rebate and Secondary Market Disclosure Requirements*** - The county will comply with all arbitrage rebate requirements as established by the Internal Revenue Service and all secondary market disclosure requirements established by the Securities and Exchange Commission.

***Maintaining and Investor Relations Program*** - The county will provide annual financial, operating and other significant information in a timely manner consistent with federal and state.

***Reporting, Monitoring, and Assessment of Policy Implementation*** - The Director of Finance is responsible for the administration and issuance of debt including the completion of specific tasks and responsibilities included in this policy.

The Department of Finance, Treasury Division will prepare and release an Annual Debt Report no later than May 31 of each year. Such report will pertain to the prior fiscal year and will include the following elements:

- Calculations of the appropriate ratios and measurements necessary to evaluate the county's credit, and that of its various Enterprise Systems, as compared with acceptable municipal rating agency standards (those identified in the Debt Policy and any other such ratios and measurements as management shall deem appropriate).
- Information related to any significant events affecting outstanding debt.
- An evaluation of savings related to any refinancing activity.
- A summary of any changes in federal or state laws affecting the county's debt program.
- A summary statement as to the overall status of the county's debt obligations and debt management activities.

## Budget and Financial Policies

### Debt Administration

General Obligation Bonds payable and State Revolving Fund Loans payable for the County of Maui and the Department of Water Supply (DWS) at June 30, 2018 are comprised of the following issues:

Figure 3-4

Year	Description	Interest Rates	Original Issue Amount	Final Maturity	Outstanding Balance June 30, 2017
<b>General Obligation Bonds:</b>					
2006	Series B,C GO and Refunding	4.00%-5.00%	\$ 25,190,000	2022	\$ 12,515,000
2008	Series A GO	3.50%-5.00%	34,000,000	2028	1,686,542
2010	Series A GO	0.53%-5.95%	23,375,000	2030	16,675,000
2010	Series B GO	3.00%-5.00%	46,300,000	2021	18,839,278
2012	Series A,B, and D GO and Refunding	2.00%-5.00%	56,885,000	2032	44,264,273
2014	Series A,B,D and E GO and Refunding	2.00%-5.00%	61,875,000	2034	51,205,000
2015	Series A,B,C and D GO and Refunding	3.00%-5.00%	60,155,000	2036	50,815,523
	Total general obligation bonds		\$ 307,780,000		196,000,616
	Unamortized premium				13,577,263
	Net general obligation bonds outstanding				\$ 209,577,879
Year	Description	Loan Number	Original Issue Amount	Final Maturity	Outstanding Balance June 30, 2018
<b>State Revolving Fund Loans:</b>					
2004	Lahaina Pump Station Nos. 5 & 6	C150054-12	3,300,000	2026	1,408,730
2006	Lahaina Pump Station No. 4	C150054-09	1,700,000	2027	823,841
2008	Wailuku-Kahului Wastewater Pump Station	C150052-19	9,931,786	2028	5,246,684
2009	Wailuku-Kahului Wastewater Reclamation	C150052-32	2,000,000	2028	1,099,556
2009	Lahaina Wastewater Pump Station No.1	C150054-06	7,050,000	2028	3,929,688
2009	Central Maui Landfill Gas Collection	NPS0052-39	3,502,173	2028	1,931,270
2009	Islandwide EPA Consent Decree	C150052-31	8,438,770	2028	4,682,765
2009	Molokai Integrated Solid Waste Facility	NPS0041-07	3,241,038	2029	1,898,261
2010	Front Street Sewer Line Rehabilitation	C150054-11	447,454	2029	270,686
2010	Hyatt/Kaanapali Force Main Replacements	C150054-25	1,737,541	2030	1,087,679
2010	Countywide Pump Station Renovations	C150052-28	928,608	2028	582,916
2011	Kihei No. 2 Force Main Replacement	C150077-20	984,673	2031	689,374
2013	Alamaha Force Main Replacement	C150052-40	1,128,000	2032	848,411
2013	West Maui Recycled Water	C150054-23	1,205,090	2033	967,630
2012	Wailuku-Kahului Force Main Replacement	C150052-35	3,621,040	2033	2,924,879
2012	Countywide Pump Station Renovations	C150054-34	4,023,751	2033	3,448,511
2010	Central Operations and Maintenance Facility	C150052-33	500,000	2033	399,595
2013	Lahaina No. 3 Force Main Replacement	C150054-28	4,719,007	2033	3,800,257
2013	Lahaina Wastewater Pump Station No.2	C150054-10	3,758,886	2034	3,333,217
2013	South Maui Recycled Water Distribution	C150077-17	2,543,970	2034	2,167,281
2015	Paia Force Main Replacement	C150052-48	1,734,738	2036	1,611,911
2014	Kihei #10 Force Main Replacement	C150077-22	1,620,000	2036	1,506,070
2016	Wailuku-Kahului Wastewater Reclamation	C50052-61	4,594,179	2036	4,379,403
2017	Central Maui Landfill Phase V Gas Collection	NPS0052-62	1,683,238	2036	1,611,806
2015	Waiehu WW Pump Station Force Main	C150052-50	827,136	2037	807,726
2016	Lahaina WW Reclamation Fac Modification	C150054-22	7,759,837	2039	7,759,837
2016	Hawaiian Homes Force Main Replacement	C150054-31	1,975,691	2037	1,929,503
2017	Kulanihakoi Street Recycled Water Line Ext	C150077-25	997,776	2037	974,336
	TOTAL		\$ 85,954,382		\$ 62,121,823

## Budget and Financial Policies

### Legal Debt Margin as of June 30, 2018

As stated earlier, the Constitution of the State of Hawaii sets the debt limit of the county at 15% of the net taxable assessed valuation of real property in the County of Maui. The assessment roll for the fiscal year ended June 30, 2018 was at \$46.3 billion giving the county a legal debt margin of approximately \$6.61 billion. With an outstanding debt, as of 6/30/18, \$316.3 million, the county is significantly below its legal debt limit.

**Figure 3-5**  
**Schedule of Debt Service Requirements to Maturity for County's**  
**General Long-Term Debt at June 30, 2018**

<u>Year Ending June 30,</u>	<u>Governmental Activities General Obligation Bonds</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 21,486,102	\$ 7,125,003	\$ 28,611,105
2020	22,479,292	6,115,950	28,595,242
2021	18,817,303	5,142,116	23,959,419
2022	12,860,816	4,287,523	17,148,339
2023	11,353,258	3,701,660	15,054,918
2024-2028	52,878,239	11,234,757	64,112,996
2029-2033	30,232,963	3,418,346	33,651,309
2034-2039	5,465,000	222,431	5,687,431
Total	<u>\$ 175,572,972</u>	<u>\$ 41,247,785</u>	<u>\$ 216,820,757</u>

<u>Year Ending June 30,</u>	<u>Governmental Activities - State Revolving Fund Loans</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	3,997,572	542,690	4,540,262
2020	4,199,006	509,176	4,708,182
2021	4,403,671	472,384	4,876,055
2022	4,428,338	434,847	4,863,185
2023	4,453,295	396,972	4,850,267
2024-2028	22,186,533	1,411,190	23,597,723
2029-2033	12,518,970	609,761	13,128,731
2034-2039	5,934,437	143,913	6,078,350
Total	<u>\$ 62,121,822</u>	<u>\$ 4,520,932</u>	<u>\$ 66,642,754</u>



Budget and Financial Policies

Legal Debt Margin as of June 30, 2018

Figure 3-6  
Schedule of Debt Service Requirements to Maturity for Water Supply's  
General Long-Term Debt at June 30, 2018

<u>Fiscal Year Ending June 30,</u>	<u>Business-Type Activities General Obligation Bonds</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 2,578,898	\$ 807,512	\$ 3,386,410
2020	2,705,708	681,528	\$ 3,387,236
2021	2,232,697	564,404	\$ 2,797,101
2022	1,889,184	456,711	\$ 2,345,895
2023	1,986,742	361,817	\$ 2,348,559
2024-2028	4,616,761	1,000,021	\$ 5,616,782
2029-2033	3,197,037	363,548	\$ 3,560,585
2034-2039	465,000	15,113	\$ 480,113
Total	<u>\$ 19,672,027</u>	<u>\$ 4,250,654</u>	<u>\$ 23,922,681</u>

<u>Fiscal Year Ending June 30,</u>	<u>Business-Type Activities Note Payable</u>		
	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2019	\$ 1,602,385	\$ 693,543	\$ 2,295,928
2020	2,125,517	664,210	2,789,727
2021	2,554,530	625,008	3,179,538
2022	2,574,298	583,699	3,157,997
2023	2,594,378	542,008	3,136,386
2024-2028	13,281,410	2,073,835	15,355,245
2029-2033	12,928,828	1,016,221	13,945,049
2034-2039	8,461,737	296,047	8,757,784
Totals	<u>\$ 46,123,083</u>	<u>\$ 6,494,571</u>	<u>\$ 52,617,654</u>

## Budget and Financial Policies

### Investment Policy

Significant portions of the county's investment policy are provided herein. A copy of the complete policy is available upon request to the Budget Office.

The purpose of the Investment Policy is to establish cash management and investment guidelines for the County Treasurer, who is responsible for the stewardship of Maui County's Investment Fund. Each transaction and the entire portfolio must comply with Hawaii Revised Statute Chapter 46 Section 5 and this policy. All portfolio activities will be judged by the standards of the policy and ranking of objectives.

This investment policy applies to all financial assets of the County of Maui (County). These funds are accounted for in the County's Comprehensive Financial Annual Report and include:

- General Fund
- Special Revenue Funds
- Capital Improvement Project Funds
- Enterprise Funds
- Trust and Agency Funds
- Debt Service Funds
- Any new fund unless specifically exempted

This investment policy applies to all transactions involving financial assets and related activity of all the foregoing funds. The investment policy does not apply to the Employee Retirement System nor employee deferred compensation funds which are organized and administered separately by the State of Hawaii. Except for cash in certain restricted and special funds, the County of Maui will consolidate cash balances from all funds to maximize earnings. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

### Investment Policy Objectives

The primary objectives, in priority order, of investment activities shall be safety, liquidity and yield:

#### Safety

Safety of principal is the foremost objective of the County. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

Credit risk, the risk of loss due to the failure of the security issuer, will be minimized by:

- Limiting investments to the safest types of securities.
- Prequalifying the financial institutions, broker/dealers, intermediaries, and advisors.
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

Interest rate risk, the risk that market value securities in the portfolio will fall due to changes in general interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in shorter-term securities, money market mutual funds, or similar investment pools.

## Budget and Financial Policies

### Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist largely of securities with active secondary or resale markets (dynamic liquidity).

Liquidity shall be further defined as having sufficient cash on hand to meet the reoccurring and anticipated operational outlays of the County for a minimum of 45 days. Furthermore, liquidity will be enhanced by scheduling maturities to occur in each month and as evenly as possible given the cash flow requirements of the County of Maui.

### Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risks constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal.
- A security swap would improve the quality, yield, or target duration in the portfolio.
- Liquidity needs of the portfolio require that the security be sold.

### Program Measure

The investment portfolio of the County shall be designed with the objective to meet or exceed the U.S. Treasury Note constant maturity of more than one year. This index is considered a benchmark and a minimum standard for the portfolio's rate of return. The investment program shall seek to augment returns above these thresholds consistent with risk limitations identified herein and prudent investment principles.

### Investment Committee

The County's Investment Committee is composed of the Director of Finance, the Deputy Director of Finance, the Managing Director, the Budget Director and the Accounting System Administrator. The Investment Committee shall meet at least annually to recommend general strategies and monitor results. The Director of Finance will adopt strategies. The Investment Committee shall include in its deliberations such topics as: economic outlook, portfolio diversification and maturity structure, liquidity needs, potential risks to the County of Maui, authorized depositories, brokers and dealers, and the target rate of return on the investment portfolio.

Written investment procedures will be recommended by the Investment Committee. The Director of Finance will approve investment procedures. The committee members shall review quarterly investment reports. Any two members of the committee may request a special meeting, and three members shall constitute a quorum. The committee shall establish its own rules of procedure. The Director of Finance shall chair the Investment Committee meetings, produce agendas, minutes and any necessary reports. The Treasurer or his/her representative shall act as the committee secretary recording minutes and performing other duties as directed.

## Budget and Financial Policies

All participants in the investment process shall seek to act responsibly as custodians of the public trust. Investment officials shall avoid any transaction that might impair public confidence in the County's ability to govern effectively.

Sections of the investment policy not included but available are:

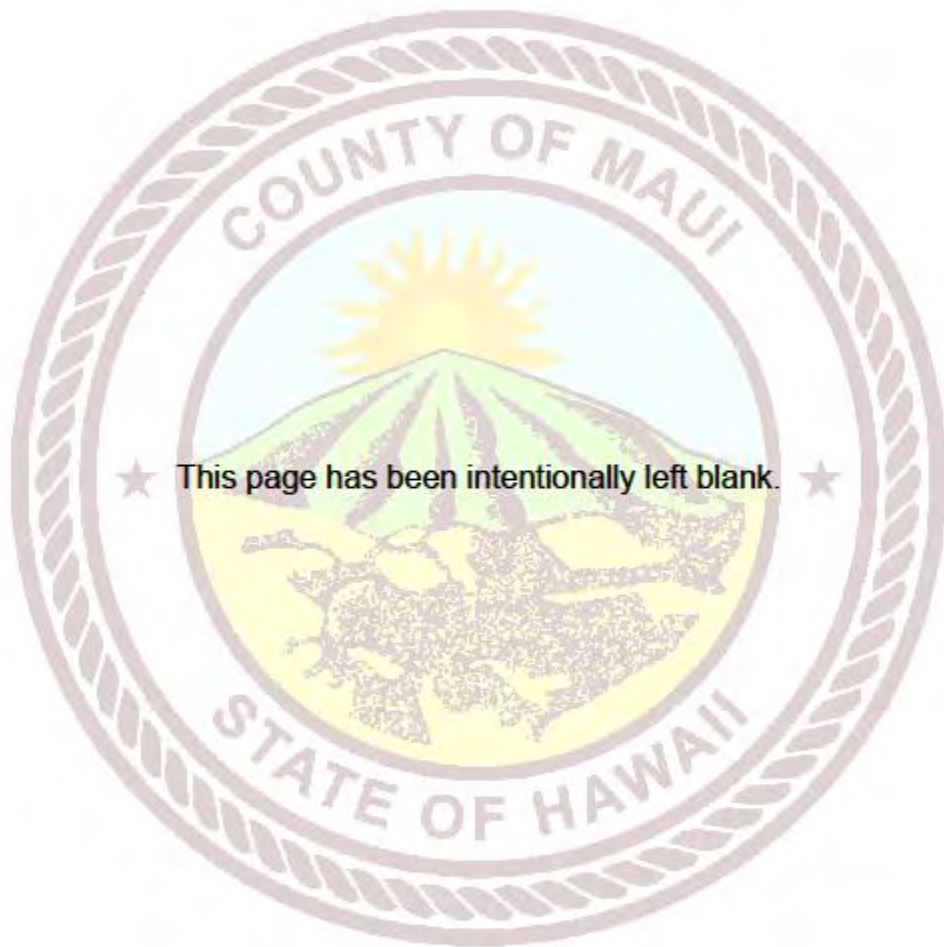
- Reporting: Interim and Annual
- Instruments: Maturities, Diversification, and Risk
- Authorized Financial Dealers and Institutions
- Limits on Honoraria, Gifts, and Gratuities
- Delegation and Authority, Prudence, and Ethics
- Safekeeping
- Internal Controls





# Financial Summaries





★ This page has been intentionally left blank. ★

## Financial Summaries

## Revenue and Expenditure Summary

The Financial Summaries section includes summaries about County funds' historical, adopted and proposed revenues and expenditures, operating budget, changes in fund balance, summaries of major revenue sources, and summaries of equivalent personnel.

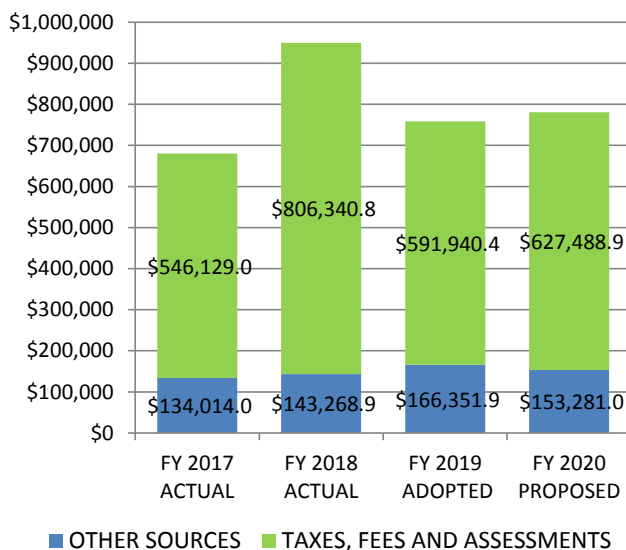
### 4-Year Comparison: Consolidated Schedule (in Thousands)

Figure 4-1

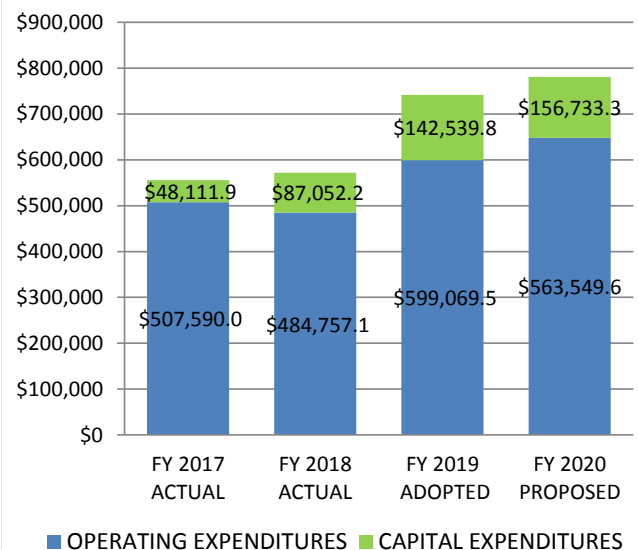
MAJOR SOURCES/USES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>ESTIMATED REVENUES</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$141,334.0	\$147,026.8	\$149,631.7	\$162,200.2	\$12,568.5	8.4%
FUEL & FRANCHISE TAXES	\$23,402.4	\$24,396.7	\$24,311.0	\$24,300.0	-\$11.0	0.0%
LICENSES, PERMITS & OTHERS	\$41,845.7	\$44,958.0	\$39,501.0	\$42,728.8	\$3,227.8	8.2%
OTHER INTERGOVERNMENTAL	\$18,807.4	\$23,977.3	\$18,425.0	\$9,653.3	-\$8,771.7	-47.6%
PUBLIC SERVICE COMPANY TAX	\$7,662.1	\$6,958.0	\$7,500.0	\$7,000.0	-\$500.0	-6.7%
REAL PROPERTY TAXES	\$272,988.7	\$311,302.2	\$321,485.7	\$337,192.6	\$15,706.8	4.9%
SPECIAL ASSESSMENTS	\$16,604.6	\$12,881.9	\$7,602.0	\$20,930.0	\$13,328.0	175.3%
TRANSIENT ACCOMMODATIONS TAX	\$23,484.0	\$234,840.0	\$23,484.0	\$23,484.0	\$0.0	0.0%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$1,291.8	\$2,564.5	\$71,755.0	\$64,989.4	-\$6,765.6	-9.4%
CARRY-OVER SAVINGS	\$83,657.6	\$89,554.1	\$56,111.7	\$46,216.9	-\$9,894.8	-17.6%
INTERFUND TRANSFERS	\$49,064.6	\$51,150.3	\$38,485.2	\$42,074.7	\$3,589.4	9.3%
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$680,143.0</b>	<b>\$949,609.7</b>	<b>\$758,292.3</b>	<b>\$780,769.8</b>	<b>\$22,477.5</b>	<b>3.0%</b>
<b>EXPENDITURES AND OTHER USES</b>						
<b>OPERATING EXPENDITURES</b>						
CULTURE AND RECREATION	\$32,058.9	\$30,165.1	\$36,022.4	\$33,699.4	-\$2,323.0	-6.4%
GENERAL GOVERNMENT	\$176,923.8	\$153,626.3	\$219,910.9	\$247,666.0	\$27,755.0	12.6%
HIGHWAYS, STREETS, AND TRANSPORTATION	\$45,558.2	\$47,910.6	\$55,948.1	\$57,475.2	\$1,527.1	2.7%
LEGISLATIVE	\$6,669.2	\$6,856.2	\$9,738.4	\$9,372.3	-\$366.1	-3.8%
PUBLIC SAFETY	\$94,690.4	\$96,534.9	\$106,461.4	\$111,253.2	\$4,791.9	4.5%
SANITATION	\$75,106.7	\$75,512.8	\$82,187.3	\$91,112.6	\$8,925.3	10.9%
SOCIAL WELFARE	\$20,928.6	\$20,673.4	\$25,568.6	\$26,791.8	\$1,223.2	4.8%
WATER SUPPLY	\$55,654.3	\$53,477.8	\$63,232.5	\$70,703.2	\$7,470.7	11.8%
<b>CAPITAL EXPENDITURES</b>	<b>\$48,111.9</b>	<b>\$87,052.2</b>	<b>\$142,539.8</b>	<b>\$132,696.2</b>	<b>-\$9,843.6</b>	<b>-6.9%</b>
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$555,701.9</b>	<b>\$571,809.4</b>	<b>\$741,609.3</b>	<b>\$780,769.8</b>	<b>\$39,160.5</b>	<b>5.3%</b>

Note: True sum may be different due to rounding.

**Estimated Revenues By Major Source**  
(in Thousands)  
Figure 4-2



**Expenditures and Other Uses**  
(in Thousands)  
Figure 4-3



Financial Summaries

Revenue and Expenditure Summary

4-Year Comparison: Revenue Schedule by Major Fund (in Thousands)

Figure 4-4

MAJOR SOURCES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>GENERAL FUND</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$2,482.8	\$2,730.0	\$1,517.7	\$4,400.0	\$2,882.3	189.9%
FINES, FORFEITS & PENALTIES	\$2,149.1	\$2,277.6	\$2,000.0	\$2,000.0	\$0.0	0.0%
LICENSES & PERMITS	\$8,066.8	\$9,122.8	\$7,522.0	\$8,022.0	\$500.0	6.6%
MISCELLANEOUS	\$1,336.4	\$683.2	\$1,000.0	\$700.0	-\$300.0	-30.0%
OTHER INTERGOVERNMENTAL	\$91.4	\$141.0	\$75.0	\$75.0	\$0.0	0.0%
PUBLIC SERVICE COMPANY TAX	\$7,662.1	\$6,958.0	\$7,500.0	\$7,000.0	-\$500.0	-6.7%
REAL PROPERTY TAXES	\$272,988.7	\$311,302.2	\$321,485.7	\$337,192.6	\$15,706.8	4.9%
SPECIAL ASSESSMENTS	\$500.0	\$842.5	\$2,802.0	\$930.0	-\$1,872.0	-66.8%
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$234,840.0	\$23,484.0	\$23,484.0	\$0.0	0.0%
USE OF MONEY & PROPERTY	\$3,072.8	\$4,362.5	\$3,100.0	\$5,013.5	\$1,913.5	61.7%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$1,291.8	\$2,564.5	\$50,290.0	\$17,544.4	-\$32,745.6	-65.1%
CARRY-OVER SAVINGS	\$24,562.4	\$42,458.3	\$19,654.4	\$22,483.5	\$2,829.0	14.4%
INTERFUND CHARGES	\$28,387.9	\$28,407.9	\$26,116.0	\$35,817.1	\$9,701.0	37.1%
INTERFUND TRANSFERS	\$1,805.9	\$1,916.3	\$1,063.1	\$1,063.1	\$0.0	0.0%
<b>TOTAL GENERAL FUND</b>	<b>\$377,882.2</b>	<b>\$648,606.7</b>	<b>\$467,610.0</b>	<b>\$465,725.1</b>	<b>-\$1,884.9</b>	<b>-0.4%</b>
<b>SPECIAL REVENUE FUNDS</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$74,418.8	\$79,878.8	\$84,348.1	\$92,910.2	\$8,562.0	10.2%
FUEL & FRANCHISE TAXES	\$23,402.4	\$24,396.7	\$24,311.0	\$24,300.0	-\$11.0	0.0%
LICENSES & PERMITS	\$23,850.8	\$26,427.6	\$25,332.6	\$26,530.3	\$1,197.7	4.7%
MISCELLANEOUS	\$65.1	\$29.3	\$40.0	\$40.0	\$0.0	0.0%
OTHER INTERGOVERNMENTAL	\$9,666.6	\$5,483.8	\$10,100.0	\$9,578.3	-\$521.7	-5.2%
SPECIAL ASSESSMENTS	\$743.6	\$406.3	\$0.0	\$0.0	\$0.0	0.0%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$0.0	\$0.0	\$21,465.0	\$47,445.0	\$25,980.0	121.0%
CARRY-OVER SAVINGS	\$22,450.9	\$34,971.1	\$18,652.4	\$19,371.1	\$718.7	3.9%
INTERFUND CHARGES	\$1,090.0	\$340.0	\$340.0	\$340.0	\$0.0	0.0%
INTERFUND TRANSFERS	\$14,314.3	\$17,495.7	\$6,945.6	\$3,826.7	-\$3,119.0	-44.9%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$170,002.5</b>	<b>\$189,429.4</b>	<b>\$191,534.8</b>	<b>\$224,341.6</b>	<b>\$32,806.8</b>	<b>17.1%</b>
<b>ENTERPRISE FUNDS</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$64,432.4	\$64,418.0	\$63,765.8	\$64,890.0	\$1,124.2	1.8%
MISCELLANEOUS	\$2,210.6	\$640.4	\$23.0	\$23.0	\$0.0	100.0%
OTHER INTERGOVERNMENTAL	\$9,049.4	\$18,352.5	\$8,250.0	\$0.0	-\$8,250.0	-100.0%
SPECIAL ASSESSMENTS	\$15,361.1	\$11,633.1	\$4,800.0	\$20,000.0	\$15,200.0	316.7%
USE OF MONEY & PROPERTY	\$1,094.0	\$1,414.6	\$483.4	\$400.0	-\$83.4	-17.3%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	0.0%
CARRY-OVER SAVINGS	\$36,644.3	\$12,124.7	\$17,804.9	\$4,362.4	-\$13,442.6	-75.5%
INTERFUND TRANSFERS	\$3,466.6	\$2,990.4	\$4,020.4	\$1,027.8	-\$2,992.6	-74.4%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$132,258.3</b>	<b>\$111,573.6</b>	<b>\$99,147.6</b>	<b>\$90,703.2</b>	<b>-\$8,444.4</b>	<b>-8.5%</b>
<b>TOTAL COUNTY FUNDS</b>	<b>\$680,143.0</b>	<b>\$949,609.7</b>	<b>\$758,292.3</b>	<b>\$780,769.8</b>	<b>\$22,477.5</b>	<b>3.0%</b>



## Financial Summaries

## Revenue and Expenditure Summary

## 4-Year Comparison: Special Revenue Funds Schedule by Sub-Fund (in Thousands)

Figure 4-5

MAJOR SOURCES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>BIKEWAY FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
LICENSES & PERMITS	\$61.8	\$82.1	\$50.0	\$0.0	-\$50.0	-100.0%
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$59.0	\$398.9	\$11.7	\$387.2	\$375.5	3200.2%
INTERFUND TRANSFERS	\$87.9	\$0.0	\$78.3	\$0.0	-\$78.3	-100.0%
<b>TOTAL BIKEWAY FUND</b>	<b>\$208.7</b>	<b>\$481.0</b>	<b>\$140.0</b>	<b>\$387.2</b>	<b>\$247.2</b>	<b>176.6%</b>
<b>EP&amp;S FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$0.0	\$0.0	\$1,212.3	\$4,300.0	\$3,087.7	254.7%
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$0.0	\$0.0	\$0.0	\$2,587.7	\$2,587.7	n/a
INTERFUND TRANSFERS	\$0.0	\$0.0	\$3,937.4	\$2,038.2	-\$1,899.2	-48.2%
<b>TOTAL EP&amp;S FUND</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$5,149.7</b>	<b>\$8,925.9</b>	<b>\$3,776.2</b>	<b>73.3%</b>
<b>HIGHWAY FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$2,540.2	\$2,478.2	\$2,700.0	\$2,400.0	-\$300.0	-11.1%
FUEL & FRANCHISE TAXES	\$23,402.4	\$24,396.7	\$24,311.0	\$24,300.0	-\$11.0	0.0%
LICENSES & PERMITS	\$21,388.8	\$24,039.1	\$23,000.0	\$23,999.4	\$999.4	4.3%
MISCELLANEOUS	\$0.5	\$0.0	\$0.0	\$0.0	\$0.0	n/a
SPECIAL ASSESSMENTS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$18,215.0	\$24,145.0	\$5,930.0	32.6%
CARRY-OVER SAVINGS	\$8,863.0	\$16,443.6	\$10,318.7	\$7,261.0	-\$3,057.7	-29.6%
INTERFUND CHARGES	\$1,090.0	\$340.0	\$340.0	\$340.0	\$0.0	n/a
<b>TOTAL HIGHWAY FUND</b>	<b>\$57,284.9</b>	<b>\$67,697.5</b>	<b>\$78,884.7</b>	<b>\$82,445.5</b>	<b>\$3,560.7</b>	<b>4.5%</b>
<b>LIQUOR FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
LICENSES & PERMITS	\$2,400.2	\$2,306.5	\$2,282.6	\$2,530.9	\$248.3	10.9%
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$1,667.3	\$1,614.9	\$945.2	\$687.1	-\$258.1	-27.3%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
<b>TOTAL LIQUOR FUND</b>	<b>\$4,067.4</b>	<b>\$3,921.3</b>	<b>\$3,227.8</b>	<b>\$3,218.0</b>	<b>-\$9.8</b>	<b>-0.3%</b>
<b>SOLID WASTE FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$19,887.8	\$23,225.7	\$25,309.9	\$27,815.0	\$2,505.1	9.9%
MISCELLANEOUS	\$29.4	\$7.6	\$0.0	\$0.0	\$0.0	n/a
OTHER INTERGOVERNMENTAL	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$2,750.0	\$18,800.0	\$16,050.0	583.6%
CARRY-OVER SAVINGS	\$2,597.4	\$4,315.5	\$3,135.8	\$569.9	-\$2,565.9	-81.8%
INTERFUND TRANSFERS	\$14,226.3	\$17,495.7	\$2,930.0	\$1,788.5	-\$1,141.5	-39.0%
<b>TOTAL SOLID WASTE FUND</b>	<b>\$36,741.0</b>	<b>\$45,044.5</b>	<b>\$34,125.7</b>	<b>\$48,973.4</b>	<b>\$14,847.7</b>	<b>43.5%</b>
<b>WASTEWATER FUND:</b>						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$51,990.8	\$54,174.9	\$55,126.0	\$58,395.2	\$3,269.2	5.9%
MISCELLANEOUS	\$35.2	\$21.7	\$40.0	\$40.0	\$0.0	n/a
OTHER INTERGOVERNMENTAL	\$9,666.6	\$5,483.8	\$10,100.0	\$9,578.3	-\$521.7	-5.2%
SPECIAL ASSESSMENTS	\$743.6	\$406.3	\$0.0	\$0.0	\$0.0	n/a
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$500.0	\$4,500.0	\$4,000.0	800.0%
CARRY-OVER SAVINGS	\$9,264.2	\$12,198.2	\$4,241.0	\$7,878.2	\$3,637.2	85.8%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
<b>TOTAL WASTEWATER FUND</b>	<b>\$71,700.5</b>	<b>\$72,285.0</b>	<b>\$70,007.0</b>	<b>\$80,391.7</b>	<b>\$10,384.7</b>	<b>14.8%</b>
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$170,002.5</b>	<b>\$189,429.4</b>	<b>\$191,534.8</b>	<b>\$224,341.6</b>	<b>\$32,806.8</b>	<b>17.1%</b>

Note: True sum may be different due to rounding.

## Financial Summaries

## Revenue and Expenditure Summary

## 4-Year Comparison: Enterprise Revenue Funds Schedule by Sub-Fund (in Thousands)

Figure 4-6

MAJOR SOURCES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>GOLF FUND:</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$799.2	\$826.2	\$240.0	\$0.0	-\$240.0	-100.0%
USE OF MONEY & PROPERTY	\$308.4	\$244.7	\$83.4	\$0.0	-\$83.4	-100.0%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
CARRY-OVER SAVINGS	\$782.9	\$0.0	\$419.5	\$0.0	-\$419.5	-100.0%
INTERFUND TRANSFERS	\$2,797.3	\$2,263.4	\$3,172.2	\$0.0	-\$3,172.2	-100.0%
<b>TOTAL GOLF FUND</b>	<b>\$4,687.9</b>	<b>\$3,334.4</b>	<b>\$3,915.1</b>	<b>\$0.0</b>	<b>-\$3,915.1</b>	<b>-100.0%</b>
<b>WATER SUPPLY FUND:</b>						
<b>FROM TAXES, FEES AND ASSESSMENTS</b>						
CHARGES FOR CURRENT SERVICES	\$63,633.2	\$63,591.8	\$63,525.8	\$64,890.0	\$1,364.2	2.1%
MISCELLANEOUS	\$2,210.6	\$640.4	\$23.0	\$23.0	\$0.0	0.0%
OTHER INTERGOVERNMENTAL	\$9,049.4	\$18,352.5	\$8,250.0	\$0.0	-\$8,250.0	-100.0%
SPECIAL ASSESSMENTS <sup>1</sup>	\$15,361.1	\$11,633.1	\$4,800.0	\$20,000.0	\$15,200.0	316.7%
USE OF MONEY & PROPERTY	\$785.6	\$1,169.9	\$400.0	\$400.0	\$0.0	0.0%
<b>FROM OTHER SOURCES</b>						
BOND/LAPSED BOND	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
CARRY-OVER SAVINGS	\$35,861.3	\$12,124.7	\$17,385.4	\$4,362.4	-\$13,023.0	-74.9%
INTERFUND TRANSFERS	\$669.2	\$727.0	\$848.2	\$1,027.8	\$179.6	21.2%
<b>TOTAL WATER SUPPLY FUND</b>	<b>\$127,570.4</b>	<b>\$108,239.3</b>	<b>\$95,232.5</b>	<b>\$90,703.2</b>	<b>-\$4,529.3</b>	<b>-4.8%</b>
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$132,258.3</b>	<b>\$111,573.6</b>	<b>\$99,147.6</b>	<b>\$90,703.2</b>	<b>-\$8,444.4</b>	<b>-8.5%</b>

Note: True sum may be different due to rounding.

Financial Summaries

Revenue and Expenditure Summary

4-Year Comparison: Operating Expenditures Schedule by Major Fund (in Thousands)

Figure 4-7

MAJOR USES	FY 2017 ACTUAL	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>GENERAL FUND</b>						
<b>OPERATING EXPENDITURES</b>						
<b>Culture and Recreation</b>						
Parks and Recreation	\$27,588.8	\$26,540.2	\$32,107.3	\$33,699.4	\$1,592.1	5.0%
<b>General Government</b>						
Corporation Counsel	\$3,146.9	\$3,732.2	\$4,525.3	\$4,261.1	-\$264.2	-5.8%
Environmental Management	\$784.3	\$575.9	\$628.7	\$640.5	\$11.8	1.9%
Finance	\$133,012.8	\$108,677.4	\$165,612.2	\$190,738.3	\$25,126.1	15.2%
Management	\$10,569.8	\$10,485.3	\$13,679.6	\$14,080.1	\$400.5	2.9%
Office of the Mayor	\$13,850.9	\$14,096.3	\$15,128.9	\$17,913.9	\$2,784.9	18.4%
Personnel Services	\$1,480.5	\$1,443.1	\$1,780.1	\$1,752.8	-\$27.3	-1.5%
Planning	\$4,903.8	\$5,472.3	\$6,538.6	\$6,882.6	\$344.0	5.3%
Public Works	\$9,174.8	\$9,143.8	\$12,017.5	\$11,396.8	-\$620.7	-5.2%
<b>Highways, Streets, and Transportation</b>						
Transportation	\$8,351.5	\$7,963.4	\$8,395.2	\$8,816.0	\$420.8	5.0%
<b>Legislative</b>						
County Clerk	\$1,314.7	\$983.6	\$1,925.1	\$1,731.2	-\$193.9	-10.1%
County Council	\$5,354.5	\$5,872.7	\$7,813.3	\$7,641.1	-\$172.2	-2.2%
<b>Public Safety</b>						
Emergency Management Agency	\$516.9	\$447.6	\$631.0	\$683.1	\$52.1	8.3%
Fire and Public Safety	\$37,271.8	\$36,593.5	\$39,689.3	\$40,603.5	\$914.1	2.3%
Police	\$51,017.8	\$52,886.1	\$59,104.7	\$62,945.7	\$3,841.0	6.5%
Prosecuting Attorney	\$5,884.0	\$6,607.7	\$7,036.4	\$7,020.9	-\$15.4	-0.2%
<b>Sanitation</b>						
Environmental Management	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
<b>Social Welfare</b>						
Housing and Human Concerns	\$18,675.6	\$18,314.6	\$22,340.9	\$23,573.8	\$1,233.0	5.5%
<b>TOTAL GENERAL FUND</b>	<b>\$332,899.4</b>	<b>\$309,835.6</b>	<b>\$398,954.0</b>	<b>\$434,380.7</b>	<b>\$35,426.7</b>	<b>8.9%</b>
<b>SPECIAL REVENUE FUNDS</b>						
<b>OPERATING EXPENDITURES</b>						
<b>Culture and Recreation</b>						
Office of the Mayor	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
Parks and Recreation	\$500.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
<b>Highways, Streets, and Transportation</b>						
Public Works	\$26,455.3	\$29,496.8	\$34,185.4	\$34,148.4	-\$37.0	-0.1%
Transportation	\$10,751.4	\$10,450.4	\$13,367.5	\$14,510.8	\$1,143.3	8.6%
<b>Sanitation</b>						
Environmental Management	\$75,106.7	\$75,512.8	\$82,187.3	\$91,112.6	\$8,925.3	10.9%
<b>Social Welfare</b>						
Liquor Control	\$2,252.9	\$2,358.9	\$3,227.8	\$3,218.0	-\$9.8	-0.3%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>\$115,066.2</b>	<b>\$117,818.8</b>	<b>\$132,968.0</b>	<b>\$142,989.8</b>	<b>\$10,021.8</b>	<b>7.5%</b>
<b>ENTERPRISE FUNDS</b>						
<b>OPERATING EXPENDITURES</b>						
<b>Culture and Recreation</b>						
Parks and Recreation	\$3,970.1	\$3,624.9	\$3,915.1	\$0.0	-\$3,915.1	-100.0%
<b>Water Supply</b>						
Water Supply	\$55,654.3	\$53,477.8	\$63,232.5	\$70,703.2	\$7,470.7	11.8%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>\$59,624.4</b>	<b>\$57,102.7</b>	<b>\$67,147.6</b>	<b>\$70,703.2</b>	<b>\$3,555.6</b>	<b>5.3%</b>
<b>TOTAL COUNTY FUNDS</b>	<b>\$507,590.0</b>	<b>\$484,757.1</b>	<b>\$599,069.5</b>	<b>\$648,073.7</b>	<b>\$49,004.1</b>	<b>8.2%</b>

Note: True sum may be different due to rounding.

Financial Summaries

Revenue and Expenditure Summary

Explanation of Budget Functional Areas<sup>1</sup>

Figure 4-8

Functional Area	Department/Agency
Culture and Recreation	Parks and Recreation including Waiehu Golf Course
General Government	Corporation Counsel, Environmental Management (Administration Program), Finance, Management, Office of the Mayor, Personnel, Planning, and Public Works (Administration, Engineering, Special Maintenance, and Development Services Administration Programs)
Highways, Streets, and Transportation	Environmental Management (Highway Beautification and Disposal of Abandoned Vehicles Revolving Fund), Public Works (Highways Administration, Road, Bridge, and Drainage Maintenance, Traffic Management, and Garage Services Programs) and Transportation
Legislative	County Council, County Auditor and Office of the County Clerk
Public Safety	Emergency Management Agency, Fire and Public Safety, Police, and Prosecuting Attorney
Sanitation	Environmental Management (Wastewater Administration, Wastewater Operations, Solid Waste Administration, Solid Waste Operations, and Environmental Protection and Sustainability Programs)
Social Welfare	Housing and Human Concerns and Liquor Control
Water Supply	Water Supply

<sup>1</sup> The functional area is assigned in the County's financial system when an index code is created. However, for budgetary purposes, there are some departments/programs/activities that have been re-assigned with different functional areas to be consistent with prior years' budget reports.



Financial Summaries

Fund Balance

FY 2020 Fund Summary (County Funds)

Consolidated Schedule (in Thousands)  
Figure 4-9

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUNDS	TOTAL FUNDS
<b>BEGINNING FUND BALANCE</b>	\$42,458.3	\$34,971.1	\$12,124.7	\$89,554.1
<b>TRANSFERRED TO ESTIMATED REVENUES</b>	-\$42,458.3	-\$34,971.1	-\$12,124.7	-\$89,554.1
<b>ESTIMATED REVENUES</b>				
<b>FROM TAXES, FEES AND ASSESSMENTS</b>				
CHARGES FOR CURRENT SERVICES	\$4,400.0	\$92,910.2	\$64,890.0	\$162,200.2
FUEL & FRANCHISE TAXES	\$0.0	\$24,300.0	\$0.0	\$24,300.0
LICENSES, PERMITS & OTHERS	\$15,735.5	\$26,570.3	\$423.0	\$42,728.8
OTHER INTERGOVERNMENTAL	\$75.0	\$9,578.3	\$0.0	\$9,653.3
PUBLIC SERVICE COMPANY TAX	\$7,000.0	\$0.0	\$0.0	\$7,000.0
REAL PROPERTY TAXES	\$337,192.6	\$0.0	\$0.0	\$337,192.6
SPECIAL ASSESSMENTS	\$930.0	\$0.0	\$20,000.0	\$20,930.0
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$0.0	\$0.0	\$23,484.0
<b>FROM OTHER SOURCES</b>				
BOND/LAPSED BOND	\$17,544.4	\$47,445.0	\$0.0	\$64,989.4
CARRY-OVER SAVINGS	\$22,483.5	\$19,371.1	\$4,362.4	\$46,216.9
INTERFUND TRANSFERS	\$36,880.2	\$4,166.7	\$1,027.8	\$42,074.7
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$465,725.1</b>	<b>\$224,341.6</b>	<b>\$90,703.2</b>	<b>\$780,769.8</b>
<b>EXPENDITURES AND OTHER USES</b>				
<b>OPERATING EXPENDITURES</b>				
CULTURE AND RECREATION	\$33,699.4	\$0.0	\$0.0	\$33,699.4
GENERAL GOVERNMENT	\$247,666.0	\$0.0	\$0.0	\$247,666.0
HIGHWAYS, STREETS, AND TRANSPORTATION	\$8,816.0	\$48,659.2	\$0.0	\$57,475.2
LEGISLATIVE	\$9,372.3	\$0.0	\$0.0	\$9,372.3
PUBLIC SAFETY	\$111,253.2	\$0.0	\$0.0	\$111,253.2
SANITATION	\$0.0	\$91,112.6	\$0.0	\$91,112.6
SOCIAL WELFARE	\$23,573.8	\$3,218.0	\$0.0	\$26,791.8
WATER SUPPLY	\$0.0	\$0.0	\$70,703.2	\$70,703.2
<b>CAPITAL EXPENDITURES</b>	\$31,344.4	\$81,351.8	\$20,000.0	\$132,696.2
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$465,725.1</b>	<b>\$224,341.6</b>	<b>\$90,703.2</b>	<b>\$780,769.8</b>
<b>ENDING FUND BALANCE</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$0.0</b>

Note: True sum may be different due to rounding.

## Financial Summaries

## Fund Balance

## FY 2020 Fund Summary by Major Fund (General Fund)

## General Fund Schedule (in Thousands)

Figure 4-10

	GENERAL FUND	TOTAL GENERAL FUND
<b>BEGINNING FUND BALANCE</b>	\$42,458.3	\$42,458.3
<b>TRANSFERRED TO ESTIMATED REVENUES</b>	-\$42,458.3	-\$42,458.3
<b>ESTIMATED REVENUES</b>		
<b>FROM TAXES, FEES AND ASSESSMENTS</b>		
CHARGES FOR CURRENT SERVICES	\$4,400.0	\$4,400.0
FUEL & FRANCHISE TAXES	\$0.0	\$0.0
LICENSES, PERMITS & OTHERS	\$15,735.5	\$15,735.5
OTHER INTERGOVERNMENTAL	\$75.0	\$75.0
PUBLIC SERVICE COMPANY TAX	\$7,000.0	\$7,000.0
REAL PROPERTY TAXES	\$337,192.6	\$337,192.6
SPECIAL ASSESSMENTS	\$930.0	\$930.0
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$23,484.0
<b>FROM OTHER SOURCES</b>		
BOND/LAPSED BOND	\$17,544.4	\$17,544.4
CARRY-OVER SAVINGS	\$22,483.5	\$22,483.5
INTERFUND TRANSFERS	\$36,880.2	\$36,880.2
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$465,725.1</b>	<b>\$465,725.1</b>
<b>EXPENDITURES AND OTHER USES</b>		
<b>OPERATING EXPENDITURES</b>		
CULTURE AND RECREATION	\$33,699.4	\$33,699.4
GENERAL GOVERNMENT	\$247,666.0	\$247,666.0
HIGHWAYS, STREETS, AND TRANSPORTATION	\$8,816.0	\$8,816.0
LEGISLATIVE	\$9,372.3	\$9,372.3
PUBLIC SAFETY	\$111,253.2	\$111,253.2
SANITATION	\$0.0	\$0.0
SOCIAL WELFARE	\$23,573.8	\$23,573.8
WATER SUPPLY	\$0.0	\$0.0
<b>CAPITAL EXPENDITURES</b>	\$31,344.4	\$31,344.4
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$465,725.1</b>	<b>\$465,725.1</b>
<b>ENDING FUND BALANCE</b>	<b>\$0.0</b>	<b>\$0.0</b>

Note: True sum may be different due to rounding.

Financial Summaries

Fund Balance

FY 2020 Fund Summary by Major Fund (Non-General Fund)

Special Revenue Funds Schedule (in Thousands)

Figure 4-11

	BIKEWAY FUND	EP&S FUND	HIGHWAY FUND	LIQUOR FUND	SOLID WASTE FUND	WASTEWATER FUND	TOTAL SPECIAL REVENUE FUNDS
BEGINNING FUND BALANCE	\$398.9	\$0.0	\$16,443.6	\$1,614.9	\$4,315.5	\$12,198.2	\$34,971.1
TRANSFERRED TO ESTIMATED REVENUES	-\$398.9	\$0.0	-\$16,443.6	-\$1,614.9	-\$4,315.5	-\$12,198.2	-\$34,971.1
ESTIMATED REVENUES							
FROM TAXES, FEES AND ASSESSMENTS							
CHARGES FOR CURRENT SERVICES	\$0.0	\$4,300.0	\$2,400.0	\$0.0	\$27,815.0	\$58,395.2	\$92,910.2
FUEL & FRANCHISE TAXES	\$0.0	\$0.0	\$24,300.0	\$0.0	\$0.0	\$0.0	\$24,300.0
LICENSES, PERMITS & OTHERS	\$0.0	\$0.0	\$23,999.4	\$2,530.9	\$0.0	\$40.0	\$26,570.3
OTHER INTERGOVERNMENTAL	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$9,578.3	\$9,578.3
SPECIAL ASSESSMENTS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
FROM OTHER SOURCES							
BOND/LAPSED BOND	\$0.0	\$0.0	\$24,145.0	\$0.0	\$18,800.0	\$4,500.0	\$47,445.0
CARRY-OVER SAVINGS	\$387.2	\$2,587.7	\$7,261.0	\$687.1	\$569.9	\$7,878.2	\$19,371.1
INTERFUND TRANSFERS	\$0.0	\$2,038.2	\$340.0	\$0.0	\$1,788.5	\$0.0	\$4,166.7
TOTAL ESTIMATED REVENUES	\$387.2	\$8,925.9	\$82,445.5	\$3,218.0	\$48,973.4	\$80,391.7	\$224,341.6
EXPENDITURES AND OTHER USES							
OPERATING EXPENDITURES							
HIGHWAYS, STREETS, AND TRANSPORTATION	\$0.0	\$0.0	\$48,659.2	\$0.0	\$0.0	\$0.0	\$48,659.2
SANITATION	\$0.0	\$8,925.9	\$0.0	\$0.0	\$29,123.4	\$53,063.4	\$91,112.6
SOCIAL WELFARE	\$0.0	\$0.0	\$0.0	\$3,218.0	\$0.0	\$0.0	\$3,218.0
CAPITAL EXPENDITURES	\$387.2	\$0.0	\$33,786.3	\$0.0	\$19,850.0	\$27,328.3	\$81,351.8
TOTAL EXPENDITURES AND OTHER USES	\$387.2	\$8,925.9	\$82,445.5	\$3,218.0	\$48,973.4	\$80,391.7	\$224,341.6
ENDING FUND BALANCE	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0

Note: True sum may be different due to rounding.

## Financial Summaries

## Fund Balance

## FY 2020 Fund Summary by Major Fund (Non-General Fund)

## Enterprise Fund Schedule (in Thousands)

Figure 4-12

	GOLF FUND	WATER SUPPLY FUND	TOTAL ENTERPRISE FUNDS
<b>BEGINNING FUND BALANCE</b>	\$782.9	\$35,861.3	\$36,644.3
<b>TRANSFERRED TO ESTIMATED REVENUES</b>	-\$782.9	-\$35,861.3	-\$36,644.3
<b>ESTIMATED REVENUES</b>			
<b>FROM TAXES, FEES AND ASSESSMENTS</b>			
CHARGES FOR CURRENT SERVICES	\$0.0	\$64,890.0	\$64,325.8
LICENSES, PERMITS & OTHERS	\$0.0	\$423.0	\$701.4
OTHER INTERGOVERNMENTAL	\$0.0	\$0.0	\$4,250.0
SPECIAL ASSESSMENTS	\$0.0	\$20,000.0	\$4,800.0
<b>FROM OTHER SOURCES</b>			
BOND/LAPSED BOND	\$0.0	\$0.0	\$2,750.0
CARRY-OVER SAVINGS	\$0.0	\$4,362.4	\$17,804.9
INTERFUND TRANSFERS	\$0.0	\$1,027.8	\$3,265.4
<b>TOTAL ESTIMATED REVENUES</b>	<b>\$0.0</b>	<b>\$90,703.2</b>	<b>\$97,897.6</b>
<b>EXPENDITURES AND OTHER USES</b>			
<b>OPERATING EXPENDITURES</b>			
CULTURE AND RECREATION	\$0.0	\$0.0	\$0.0
WATER SUPPLY	\$0.0	\$70,703.2	\$70,703.2
<b>CAPITAL EXPENDITURES</b>	\$0.0	\$20,000.0	\$20,000.0
<b>TOTAL EXPENDITURES AND OTHER USES</b>	<b>\$0.0</b>	<b>\$90,703.2</b>	<b>\$90,703.2</b>
<b>ENDING FUND BALANCE</b>	<b>\$0.0</b>	<b>\$0.0</b>	<b>\$7,194.4</b>

Note: True sum may be different due to rounding.



Financial Summaries

Fund Balance

**Carryover Savings Comparative Analysis**

For purposes of this analysis, carryover savings available for the ensuing budget year represents the unassigned fund balance as identified in the Consolidated Annual Financial Report (CAFR) from the prior fiscal year (as of June 30<sup>th</sup>) less any prior appropriation. Unassigned Fund Balances and the Emergency Fund provide necessary reserves that are part of a sound financial position as reviewed by the bond rating agencies to maintain our high ratings.

**4-Year Comparison: Carryover Savings Summary by Sub-Fund  
(in Thousands)**

Figure 4-13

FUND TYPE	FY 2018 ACTUAL	FY 2019 ADOPTED	FY 2019 ESTIMATED	FY 2020 PROPOSED
General Fund	\$42,458.3	\$19,654.4	\$42,458.3	\$22,483.5
Sewer Fund	\$12,198.2	\$4,241.0	\$12,198.2	\$7,878.2
Highway Fund	\$16,443.6	\$10,318.7	\$16,443.6	\$7,261.0
Solid Waste Fund	\$4,315.5	\$3,135.8	\$4,315.5	\$569.9
Golf Course Fund	\$0.0	\$419.5	\$0.0	\$0.0
Liquor Control Fund	\$1,614.9	\$945.2	\$1,614.9	\$687.1
Bikeway Fund	\$398.9	\$11.7	\$398.9	\$387.2
EP&S Fund	\$0.0	\$0.0	\$0.0	\$2,587.7
Water Supply Fund	\$12,124.7	\$17,385.4	\$12,124.7	\$4,362.4
<b>TOTAL</b>	<b>\$89,554.1</b>	<b>\$56,111.7</b>	<b>\$89,554.1</b>	<b>\$46,216.9</b>

**Notes:**

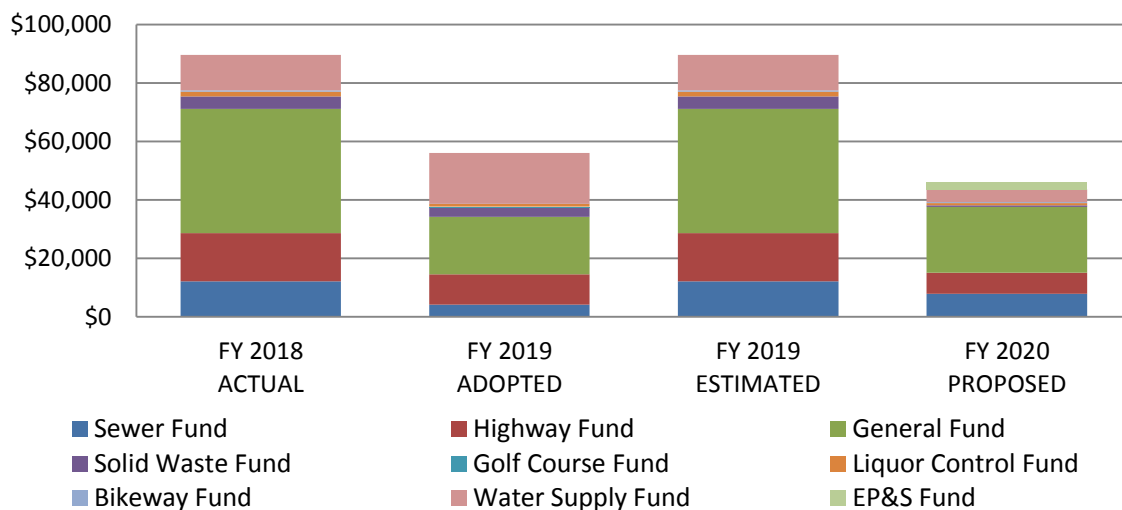
*True sum may be different due to rounding.*

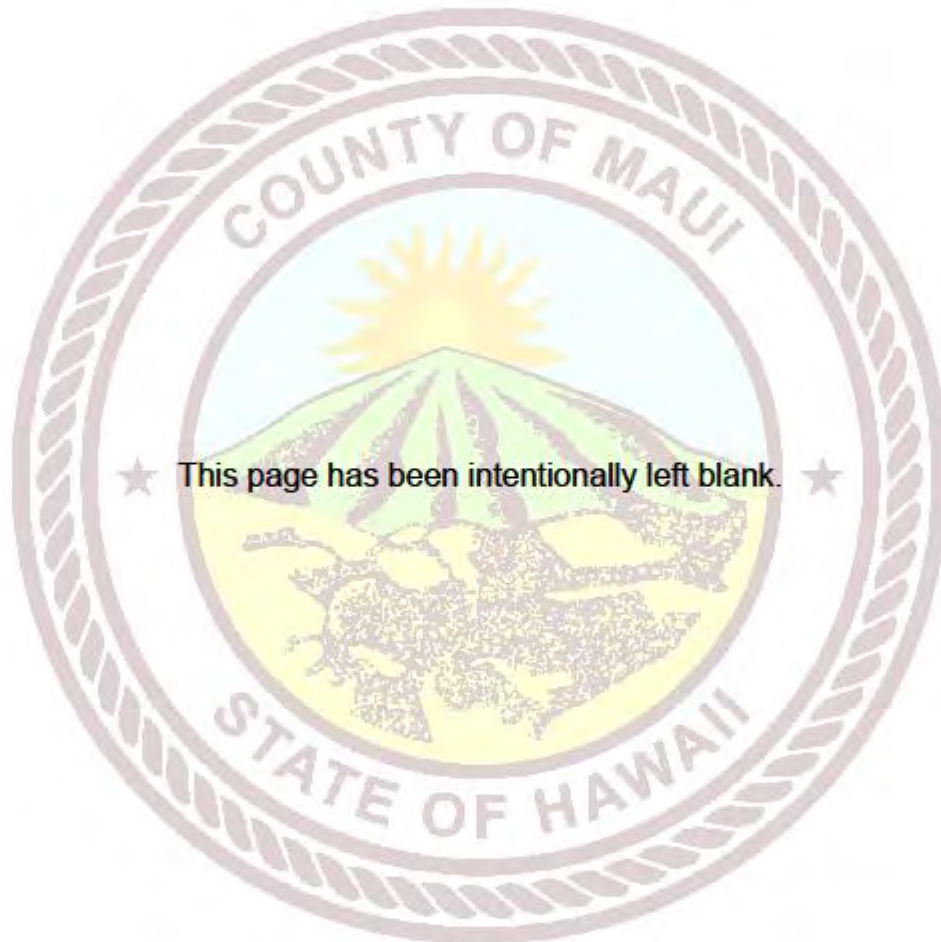
*FY 2018 Actual as of June 30, 2018 as reported in the CAFR.*

*FY 2019 Estimated as of June 30, 2019.*

**4-Year Comparison: Carryover Savings Chart by Sub-Fund  
(in Thousands)**

Figure 4-14





There are a multitude of factors used to assess and monitor financial condition. One of the primary factors influencing financial condition is revenue. The following provides a part of the financial picture for determining the County of Maui's overall financial condition. Under ideal conditions, revenues grow at a rate equal to or greater than the combined effects of inflation and expenditures, and should be flexible to allow for adjustments to changing conditions.

The FY 2020 total estimated revenues from county sources is \$780.8 million, an increase of \$17.0 million or 2.2% from the FY 2019 Adopted Budget. Estimates presented in this section exclude the revenues derived from Bond/Lapsed Bond Funds. Estimated revenues provide the funds for government operations and capital improvement projects. The major source of operating revenue for the County of Maui comes from taxes which include Real Property Tax, Transient Accommodations Tax, Public Service Tax, Fuel Tax, Franchise Tax, Weight Tax, and charges for services for Sewer and Cesspool, Landfill Disposal, Refuse Collection, Public Transit fares, and Water Service fee. The estimated revenues from these major sources are collected by the General Fund, Highway Fund, Sewer Fund, Solid Waste Fund and Water Supply Fund.

### General Fund

The estimated revenues in FY 2020 for the General Fund, the main operating fund of the County of Maui, are approximately \$383.4 million, which comprises approximately 58.1% of the total estimated revenues from County Funds. General Fund revenue is estimated to increase by \$16.6 million from FY 2018. The increase in General Fund revenue for Fiscal Year 2020 is mainly due to anticipated increases in Real Property Taxes and charges for current services, and offset by a decrease in Carryover/Savings and fuel & franchise taxes estimated at the end of FY 2019.

The General Fund estimated revenues consist of the following major revenue sources: Real Property Tax, Transient Accommodations Tax, and Public Service Company Tax.

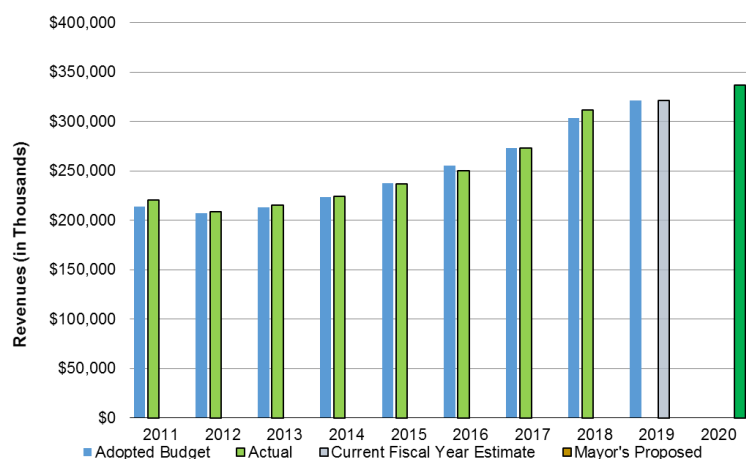
### Real Property Tax

Real Property Tax revenue is the most significant revenue source for the county and is the largest revenue component of the General Fund. Unlike many other states, Hawai'i State law allows for the counties to retain 100% of the real property tax levied in their jurisdiction. Real Property Tax revenue is based on valuations applied to real property with tax rates assigned to each of the eleven classifications.

The estimated real property tax revenue for FY 2020 is based on the projected certified values of real property of

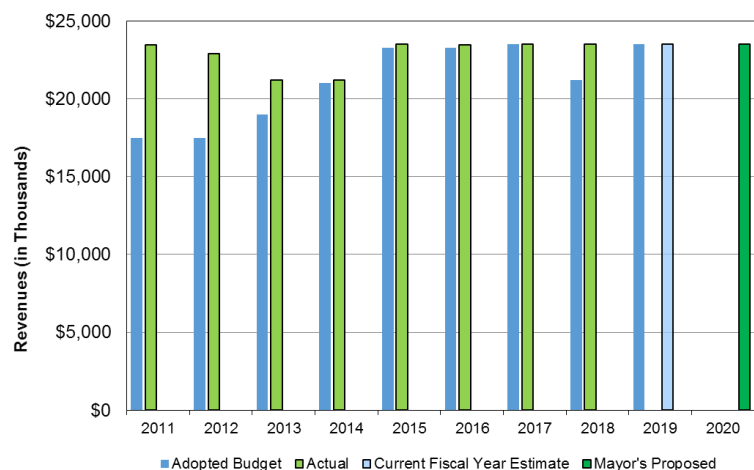
approximately \$48.7 billion – up 6.1% from FY 2018. Real Property Tax revenue continues to show strong and steady gains due to a combination of factors, including rising property values, higher volumes of sales transactions, and the addition of new buildings to the County's property tax roll. Values were established by analyzing sales that occurred between July 1, 2017 and June 30, 2018.

Figure 4-15  
Real Property Tax



For FY 2020, the estimated revenue on the proposed real property taxes is \$332.0 million, which represents 63.6% of all General Fund revenues, and 40.4% of all county revenues. The estimated real property tax revenues (net of estimated Circuit Breaker credits) for FY 2020 reflects an increase of \$28.4 million or 9.4% from the Fiscal Year 2019 Adopted Real Property Tax Revenue of \$303.2 million. The FY 2020 net estimated revenue of \$331.6 million is based on the proposed rate structure as shown in figure 4-16. The revenue also incorporates the Council created classification of short term rental properties. A majority of these properties were formally classified as hotel/resort, with relatively few in the commercial class. The rate set for this new class is a blended rate that reflects what the levy for properties would have been if they remained in their original classification. The estimated revenue also includes an adjustment for the Circuit Breaker Tax Credit Program. This program provides qualified homeowners a credit to their real property tax bill equal to the amount their bill exceeds 2.0% of their adjusted gross income. The circuit breaker program is anticipated to reduce real property tax revenue by approximately \$440,000 in FY 2020.

**Figure 4-16**  
**Transient Accommodations Tax**



### **Transient Accommodations Tax**

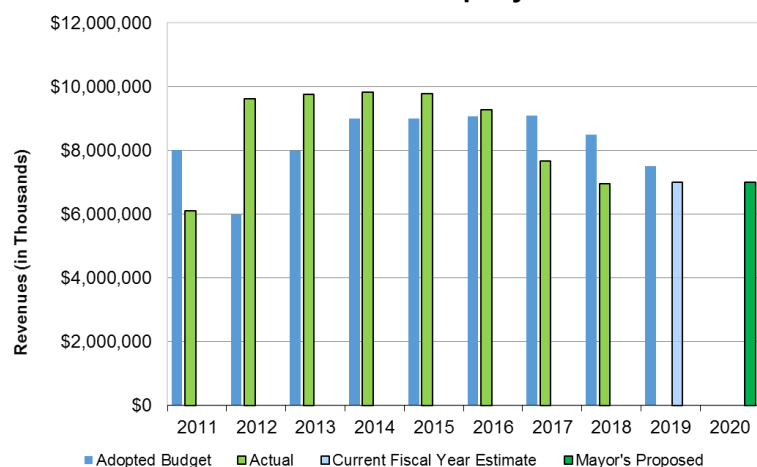
The Transient Accommodations Tax (TAT) is levied by the State of Hawai'i upon every operator and plan manager on the gross rental or gross rental proceeds derived from furnishing transient accommodations such as hotels. The TAT collected by the State of Hawai'i, is distributed amongst the state and the counties. As controlled by the State Legislature, the County of Maui receives 22.8% or \$23.5 million of the total \$103 million distributed to the counties.

### **Public Service Company Tax**

Included in the taxes category for the General Fund is the Public Service Company (PSC) Tax established by state statute. This tax, which is levied against public utilities, provides for a tax of 1.885% of the gross income in lieu of real property tax. Collections of the PSC tax started in FY 2002.

The estimated PSC Tax revenue is \$7.0 million for FY 2020; no change from the FY 2019 Adopted Budget. This is based on continued decreased in sales of electricity.

**Figure 4-17**  
**Public Service Company Tax**



### **Highway Fund**

The estimated \$50.1 million in revenue for the Highway Fund for FY 2020 represents 7.3% of the estimated revenues from county sources. Revenue for the Highway Fund is derived from fuel, weight and franchise taxes as well as public transit fares.



### Fuel Tax

Fuel Tax collection in FY 2020 is estimated to contribute \$15.8 million in revenue to the Highway Fund, making up 31.9% of all Highway Fund revenue. The Fuel Tax is based on the number of gallons of fuel purchased. In FY 2020, the Fuel Tax is estimated to decrease slightly by \$200,000 or 0.09% from the FY 2019 Approved Budget. The biodiesel fuel tax is based on a 370,000 gallons.

### Public Transit Fare

Public transit fare collection is estimated to contribute \$2.4 million to the Highway

Fund in FY 2020. There are four types of monthly passes available to the public: General Boarding at \$45 per month for Fixed and Commuter routes; \$25 per month for passengers 55 years and older on fixed routes; \$30 for passengers 55 years and older on paratransit routes; and \$45 for students with valid ID on fixed and paratransit routes. In addition to monthly passes, daily passes for all routes are available for \$4 and one-way rates are \$2 per boarding.

The estimated revenue of \$2.4 million from public transit bus fare collection is a slight decrease from the FY 2019 Adopted revenues with no fare increase proposed. The Public Transit Fare is anticipated to contribute 5.4% in revenue to the Highway Fund.

### Franchise Tax

The Franchise Tax is collected from a tax on 2.5% of annual gross receipts from electric and gas companies operating as public utilities in the County of Maui. Similar to the Public Service Company Tax, fluctuations in Franchise Tax collections may be due to the increased cost of fuel and energy conservation measures.

The estimated revenue from the Franchise Tax for FY 2020 is \$8.5 million, a slight

Figure 4-18  
Fuel Tax

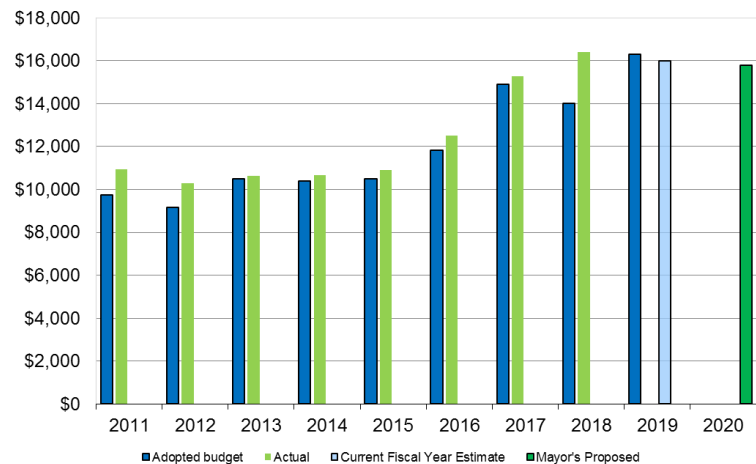


Figure 4-19  
Public Transit Bus Fares

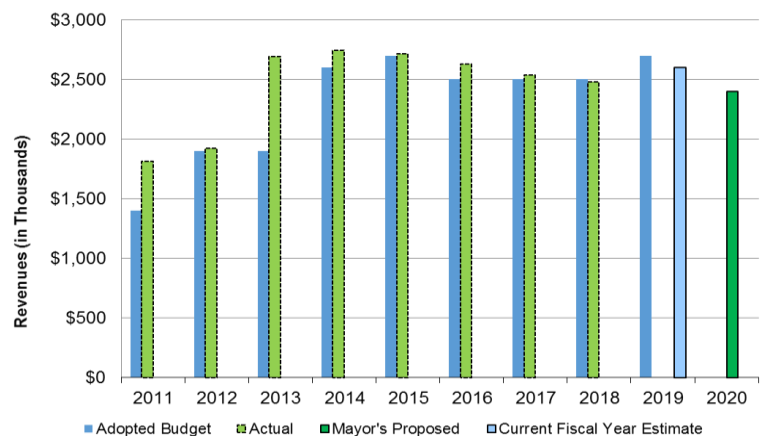
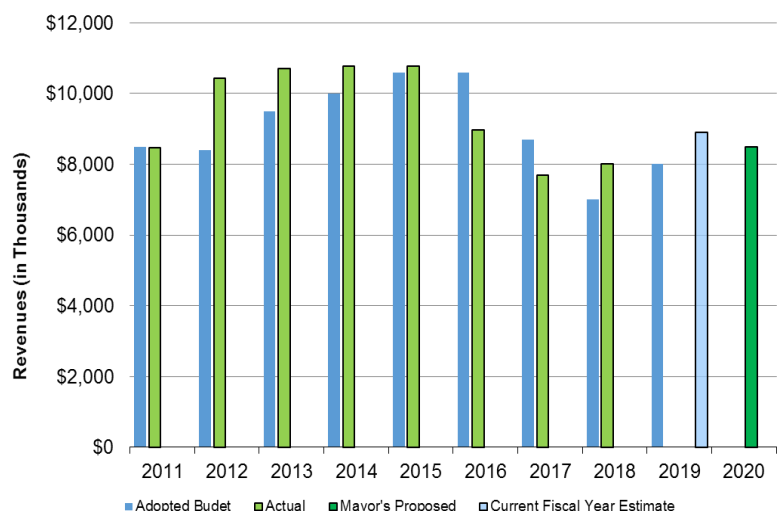


Figure 4-20  
Franchise Tax



increase of \$500,000 due to higher collections from Maui Electric. The Franchise Tax represents 15.9% of the total Highway Fund revenues.

### Weight Tax

The FY 2020 estimated revenue of \$24.0 million for the Weight Tax is an increase of \$1.0 million from the FY 2019 Adopted Budget. At this level, the Weight Tax will contribute approximately 45.9% of the estimated FY 2020 Highway Fund revenue.

### Sewer Fund

Sewer Fund's FY 2020 estimated revenue is \$55.1 million, an increase of \$1.1 million from the FY 2019 Adopted Budget. This fund represents 6.7% of the county's total estimated revenues. This fund's main source of revenue is derived from sewer and recycled water fees. Wastewater billing is directly tied to Water Supply billing.

Sewer fees are collected as charges for current services and used to fund the operations and capital improvement projects of the Department of Environmental Management, Wastewater Division. Residential users are charged a monthly base charge and a water usage charge per dwelling unit in accordance with amounts set in the annual budget. Non-residential wastewater system service charges are also charged a monthly base charge, plus a variable charge based on the total amount of water used each billing period.

The \$58.4 million in estimated revenue from sewer user fees for FY 2020 is an increase of \$3.4 million or 6.0% from the FY 2019 Adopted Budget. The sewer user fees will contribute to approximately 62.3% of the estimated FY 2019 Sewer Fund revenue and 8.2% of the county's total revenue.

### Solid Waste Management Fund

The FY 2020 estimated revenue for the Solid Waste Management Fund is \$25.3 million, which represents 3.1% of the county's total estimated revenues. Fees associated with landfill disposal and refuse collection are the major sources of revenue for this fund.

Figure 4-21  
Street Use Weight Tax

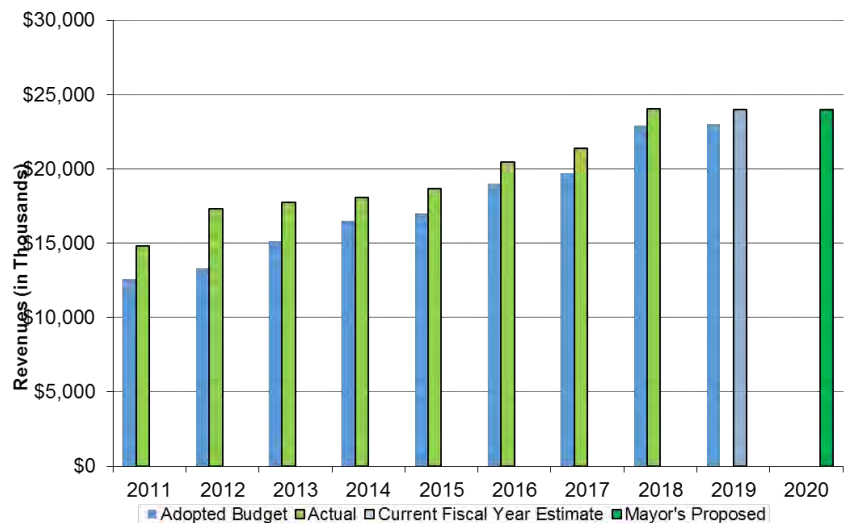
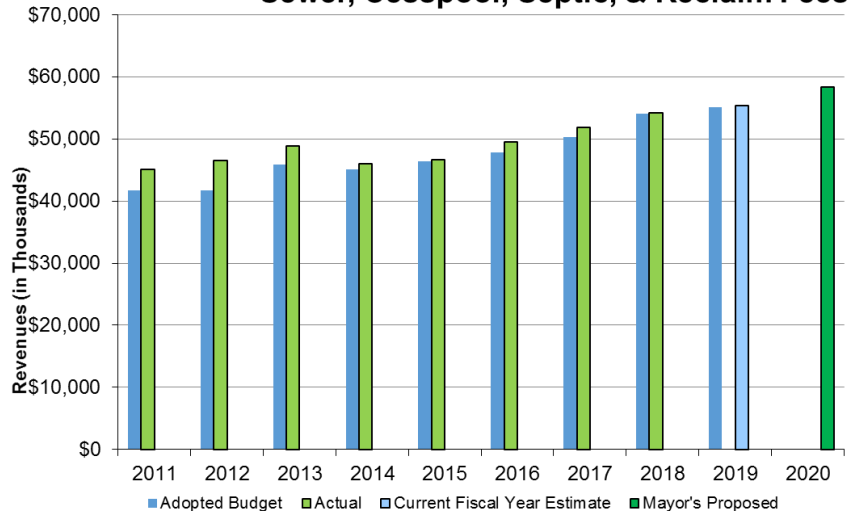


Figure 4-22  
Sewer, Cesspool, Septic, & Reclaim Fees



### Landfill Disposal Fees

Landfill disposal fees (landfill tipping and permit fees) are collected as charges for current services. The estimated revenue of \$16.1 million in FY 2020 for landfill disposal fees is an increase of \$1.2 million or a 7.9% increase from the FY 2019 Adopted Budget.

The projected increase in landfill disposal fee revenue is mainly due to the increase in the commercial tipping fee from \$97 to \$103 per ton.

### Refuse Collection Fees

Refuse collection fees are collected as charges for current services. In FY2020, the proposed rate for this service increases from \$32 to \$33 per refuse collection unit per month on the islands of Maui and Moloka'i, where once-a-week manual or twice-a-week automated service is provided. On the island of Lana'i, the proposed rate increased from \$16 to \$18 per refuse collection unit per month, where only once-a-week services is provided.

This service is projected to generate \$10.0 million in annual revenue in FY 2020, a slight decrease of \$0.4 million from the FY2019 Adopted Budget. The refuse collection fees generate 41.1% of the total Solid Waste Fund's revenue.

### Water Supply Fund

The estimated revenue for the Water Supply Fund from all sources for FY 2020 is \$91.2 million, which funds Water Supply operations and capital improvement projects. This represents 11.1% of the county's total estimated revenues.

Figure 4-23  
Landfill Tipping and Permit Fees

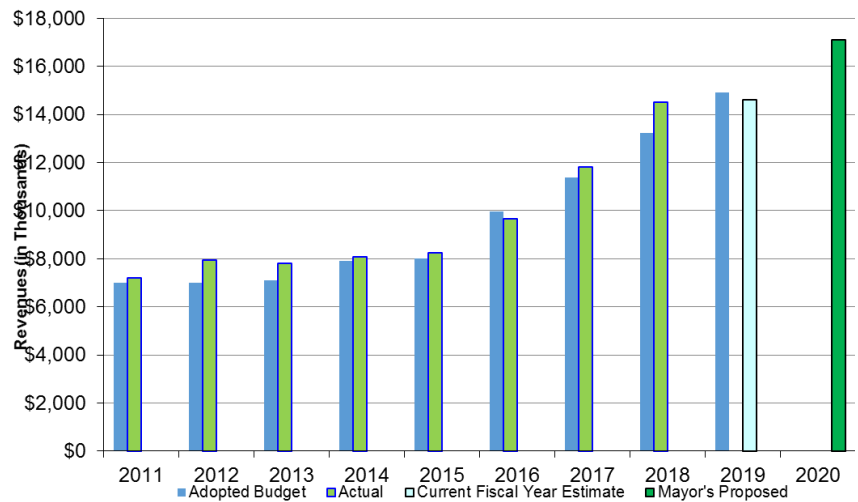


Figure 4-24  
Refuse Collection Fees

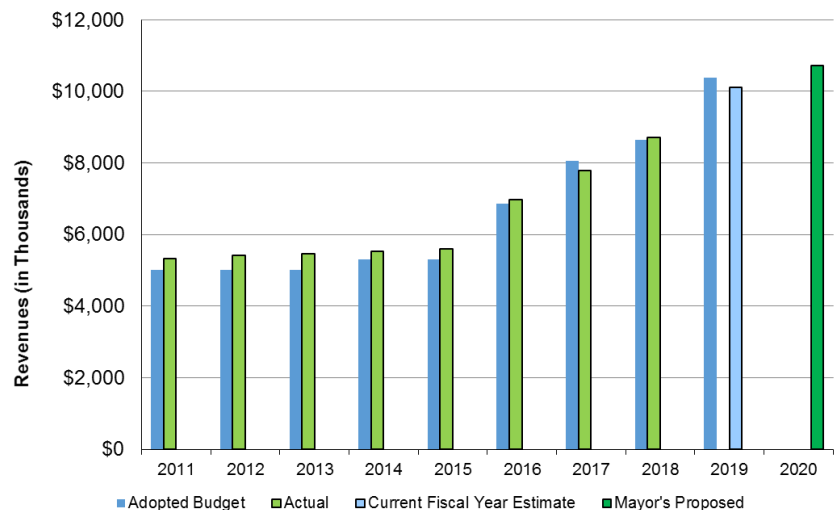
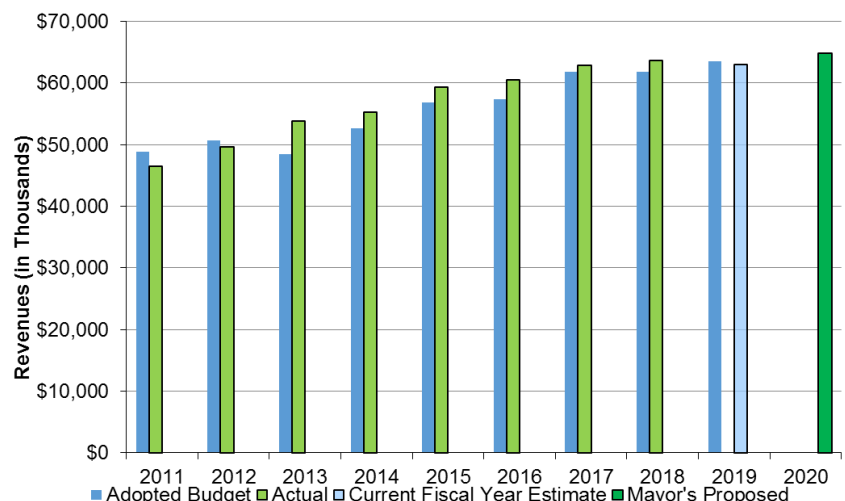


Figure 4-25  
Water Service Fees



***Water Service Fees***

Water service fees are the primary source of revenue for the Department of Water Supply. Water service fees are proposed to generate \$64.9 million for FY 2020. A 2% increase is proposed in the water service fee for FY 2020. The fee is charged to customers on a monthly basis (formerly bi-monthly) for water usage. An accrual for unbilled water revenue is made based on the estimated usage from the meter reading date nearest June 30th to the end of the fiscal period.



## Financial Summaries

## Equivalent Personnel Summary

Equivalent personnel or E/P is the decimal equivalent of a full-time position, that is, a position that is equal to 2,080 scheduled work hours in a year. The County of Maui's FY 2020 proposed E/P of 2,750.9 from all sources of funds is an increase of 54.5 E/P or 2.0% from the FY 2019 Adopted Budget. The FY 2020 proposed E/P count from County Funds is 2,614.1, an increase of 53.3 E/P or 2.1% from the FY 2019 Adopted Budget.

The tables below provide E/P counts by fund type for the last three fiscal years as adopted by the County Council and ensuing fiscal year as adopted by the County Council for All Sources of Funds and County Funds.

## Equivalent Personnel Summary (All Sources of Funds)

Figure 4-26

FUND	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
General Fund	1,886.8	1,896.8	1,927.0	1,980.1	53.2	2.8%
Grant Revenue Fund	106.9	105.1	104.6	106.8	2.3	2.2%
Special Revenue Fund	388.0	388.0	393.0	411.0	18.0	4.6%
Revolving Fund	20.0	20.0	31.0	30.0	-1.0	-3.2%
Enterprise Fund	240.9	239.4	240.9	223.0	-17.9	-7.4%
<b>Total</b>	<b>2,642.6</b>	<b>2,649.2</b>	<b>2,696.4</b>	<b>2,750.9</b>	<b>54.5</b>	<b>2.0%</b>

## Equivalent Personnel Summary (County Sources of Funds)

Figure 4-27

FUND	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Enterprise Fund	240.9	239.4	240.9	223.0	-17.9	-7.4%
General Fund	1,886.8	1,896.8	1,927.0	1,980.1	53.2	2.8%
Special Revenue Fund	388.0	388.0	393.0	411.0	18.0	4.6%
<b>Grand Total</b>	<b>2,515.7</b>	<b>2,524.2</b>	<b>2,560.9</b>	<b>2,614.1</b>	<b>53.3</b>	<b>2.1%</b>

The FY 2020 Mayor's Proposed Budget includes an overall increase of 53.2 E/P under the General Fund, which include the following changes: 1.0 E/P under the Emergency Management, 6.0 E/P under the Department of Finance, 4.0 E/P under the Department of Fire and Public Safety, 2.0 E/P under the Department of Housing & Human Concerns, 0.5 E/P under the Department of Management, 31.4 E/P under the Department of Parks, 2.5 E/P under the Department of Planning and 9.3 E/P under the Department of Police, 1.5 E/P under the Prosecuting Attorney; offset by a decrease of 5.0 E/P under the Department of Public Works.

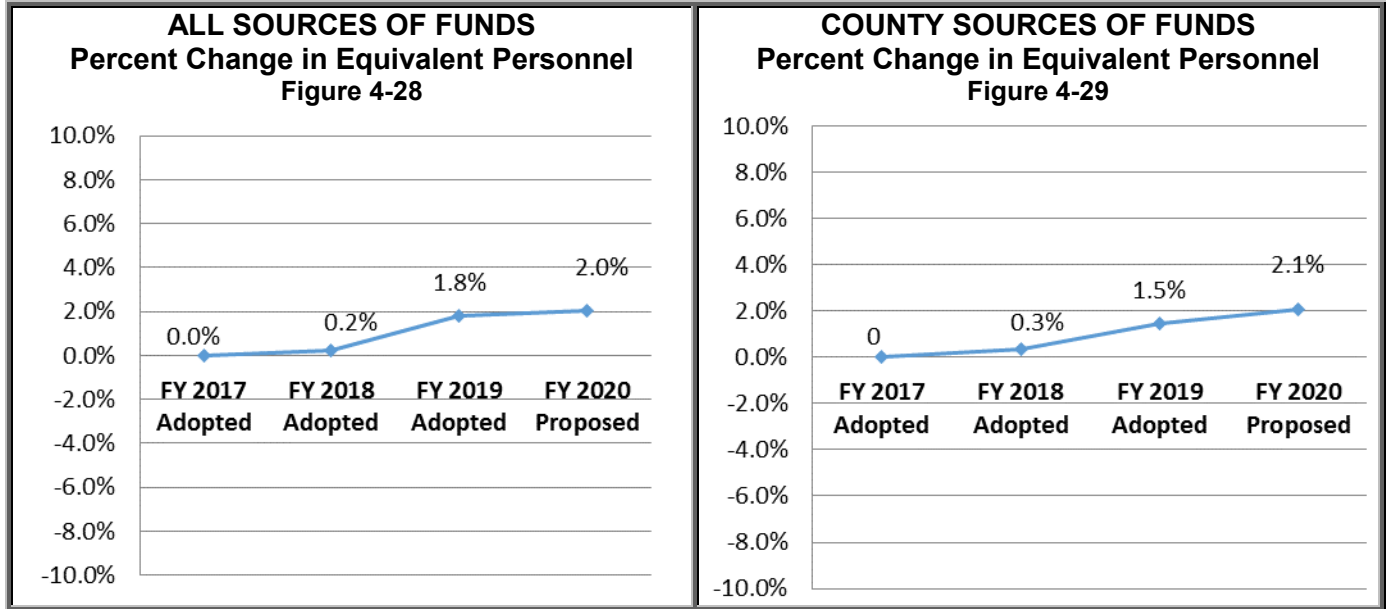
The increase in E/P for the Special Revenue Fund includes the following changes: 6.0 E/P under the Department of Public Works, 1.0 E/P under the Department of Environmental Management, Wastewater Division, 9.0 E/P under the Department of Environmental Management, Solid Waste Division, and 2.0 E/P under the Environmental Management, EP&S Division.

The decrease in E/P for the Enterprise Fund of 20.8 E/P under the Department of Parks & Recreation is due to the abolishment of the Waiehu Golf Course Fund effective July 1, 2019. The positions relating to Waiehu Golf Course were transferred to the General Fund. The decrease in Golf Course Fund was offset by an increase of 3.0 E/P under the Department of Water Supply.

Financial Summaries

Equivalent Personnel Summary

Figures 4-28 and 4-29 below present the year-over-year percentage change in the adopted equivalent personnel from FY 2017 through FY 2019 and FY 2020 proposed for All Sources of Funds and County Fund Sources.



Financial Summaries

Equivalent Personnel Summary

Equivalent Personnel Schedule by Fund (All Sources of Funds)

Figure 4-30

FUND TYPE	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>GENERAL FUND</b>						
Corporation Counsel	36.5	37.5	37.5	37.5	0.0	n/a
Council Services <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
County Clerk <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
Emergency Management	6.8	6.8	6.0	7.0	1.0	16.7%
Environmental Management	5.0	5.0	5.0	5.0	0.0	n/a
Finance	147.5	145.5	147.5	153.5	6.0	4.1%
Fire and Public Safety	368.0	370.0	372.0	376.0	4.0	1.1%
Housing & Human Concerns	86.8	87.5	81.5	83.5	2.0	2.5%
Management	58.0	56.0	60.5	61.0	0.5	0.8%
Office of the Mayor <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
Parks and Recreation	378.3	390.3	396.8	428.2	31.4	7.9%
Personnel Services	18.0	18.0	18.0	18.0	0.0	n/a
Planning	64.0	64.0	67.0	69.5	2.5	3.7%
Police	524.0	522.2	530.2	539.5	9.3	1.7%
Prosecuting Attorney	73.0	73.0	75.0	76.5	1.5	2.0%
Public Works	115.0	115.0	124.0	119.0	-5.0	-4.0%
Transportation	6.0	6.0	6.0	6.0	0.0	n/a
<b>TOTAL GENERAL FUND</b>	<b>1,886.8</b>	<b>1,896.8</b>	<b>1,927.0</b>	<b>1,980.1</b>	<b>53.2</b>	<b>2.8%</b>
<b>SPECIAL REVENUE FUNDS</b>						
<b>HIGHWAY FUND</b>						
Public Works	145.0	146.0	145.0	151.0	6.0	4.1%
<b>LIQUOR FUND</b>						
Liquor Control	26.0	25.0	25.0	25.0	0.0	n/a
<b>SEWER FUND</b>						
Environmental Management-Wastewater Division	118.0	118.0	120.0	121.0	1.0	0.8%
<b>SOLID WASTE FUND</b>						
Environmental Management-Solid Waste Division	99.0	99.0	99.0	108.0	9.0	9.1%
<b>ENVIRONMENTAL PROTECTION AND SUSTAINABILITY FUND</b>						
Environmental Management-EP&S Division	0.0	0.0	4.0	6.0	2.0	50.0%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>388.0</b>	<b>388.0</b>	<b>393.0</b>	<b>411.0</b>	<b>18.0</b>	<b>4.6%</b>
<b>ENTERPRISE FUNDS</b>						
<b>GOLF FUND</b>						
Parks and Recreation	20.9	19.4	20.9	0.0	-20.8	-99.5%
<b>WATER SUPPLY FUND</b>						
Water	220.0	220.0	220.0	223.0	3.0	1.4%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>240.9</b>	<b>239.4</b>	<b>240.9</b>	<b>223.0</b>	<b>-17.9</b>	<b>-7.4%</b>
<b>GRANT REVENUE FUND</b>						
Finance	17.3	17.3	17.3	17.3	0.0	n/a
Fire and Public Safety	13.5	13.5	10.5	10.5	0.0	n/a
Housing & Human Concerns	55.1	54.3	55.8	54.3	-1.5	-2.7%
Office of the Mayor <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
Planning	4.0	4.0	4.0	4.0	0.0	n/a
Police	5.0	5.0	5.0	8.8	3.8	75.0%
Prosecuting Attorney	10.0	9.0	10.0	10.0	0.0	n/a
Transportation	2.0	2.0	2.0	2.0	0.0	n/a
<b>TOTAL GRANT REVENUE FUND</b>	<b>106.9</b>	<b>105.1</b>	<b>104.6</b>	<b>106.8</b>	<b>2.3</b>	<b>2.2%</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	1.0	-1.0	-50.0%
Housing & Human Concerns	0.0	0.0	11.0	11.0	0.0	n/a
Public Works	16.0	16.0	16.0	16.0	0.0	n/a
<b>TOTAL REVOLVING FUND</b>	<b>20.0</b>	<b>20.0</b>	<b>31.0</b>	<b>30.0</b>	<b>-1.0</b>	<b>-3.2%</b>
<b>TOTAL EQUIVALENT PERSONNEL<sup>1</sup></b>	<b>2,642.6</b>	<b>2,649.2</b>	<b>2,696.4</b>	<b>2,750.9</b>	<b>54.5</b>	<b>2.0%</b>

NOTES:

True sum may be different due to rounding.

<sup>1</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.

## Financial Summaries

## Equivalent Personnel Summary

## Equivalent Personnel Schedule by Fund and Functional Area (County Sources of Funds)

Figure 4-31

EQUIVALENT PERSONNEL	FY 2017 ADOPTED	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>GENERAL FUND</b>						
<b>Culture and Recreation</b>						
Parks and Recreation	378.3	390.3	396.8	428.2	31.4	7.9%
<b>General Government</b>						
Corporation Counsel	36.5	37.5	37.5	37.5	0.0	n/a
Environmental Management	5.0	5.0	5.0	5.0	0.0	n/a
Finance	147.5	145.5	147.5	153.5	6.0	4.1%
Management	58.0	56.0	60.5	61.0	0.5	0.8%
Office of the Mayor <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
Personnel Services	18.0	18.0	18.0	18.0	0.0	n/a
Planning	64.0	64.0	67.0	69.5	2.5	3.7%
Public Works	115.0	115.0	124.0	119.0	-5.0	-4.0%
<b>Highways, Streets, and Transportation</b>						
Transportation	6.0	6.0	6.0	6.0	0.0	n/a
<b>Legislative</b>						
Council Services <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
County Clerk <sup>1</sup>	0.0	0.0	0.0	0.0	0.0	n/a
<b>Public Safety</b>						
Emergency Management Agency	6.8	6.8	6.0	7.0	1.0	16.7%
Fire and Public Safety	368.0	370.0	372.0	376.0	4.0	1.1%
Police	524.0	522.2	530.2	539.5	9.3	1.7%
Prosecuting Attorney	73.0	73.0	75.0	76.5	1.5	2.0%
<b>Social Welfare</b>						
Housing & Human Concerns	86.8	87.5	81.5	83.5	2.0	2.5%
<b>TOTAL GENERAL FUND</b>	<b>1,886.8</b>	<b>1,896.8</b>	<b>1,927.0</b>	<b>1,980.1</b>	<b>53.2</b>	<b>2.8%</b>
<b>SPECIAL REVENUE FUNDS</b>						
<b>Highways, Streets, and Transportation</b>						
Public Works	145.0	146.0	145.0	151.0	6.0	4.1%
<b>Sanitation</b>						
Environmental Management-Wastewater	118.0	118.0	120.0	121.0	1.0	0.8%
Environmental Management-Solid Waste	99.0	99.0	99.0	108.0	9.0	9.1%
Environmental Management-EP&S	0.0	0.0	4.0	6.0	2.0	50.0%
<b>Social Welfare</b>						
Liquor Control	26.0	25.0	25.0	25.0	0.0	n/a
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>388.0</b>	<b>388.0</b>	<b>393.0</b>	<b>411.0</b>	<b>18.0</b>	<b>4.6%</b>
<b>ENTERPRISE FUNDS</b>						
<b>Culture and Recreation</b>						
Parks and Recreation	20.9	19.4	20.9	0.0	-20.9	-100.0%
<b>Water Supply</b>						
Water	220.0	220.0	220.0	223.0	3.0	1.4%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>240.9</b>	<b>239.4</b>	<b>240.9</b>	<b>223.0</b>	<b>-17.9</b>	<b>-7.4%</b>
<b>TOTAL EQUIVALENT PERSONNEL COUNTY FUNDS</b>	<b>2,515.7</b>	<b>2,524.2</b>	<b>2,560.9</b>	<b>2,614.1</b>	<b>53.4</b>	<b>2.1%</b>

## NOTE:

True sum may be different due to rounding.

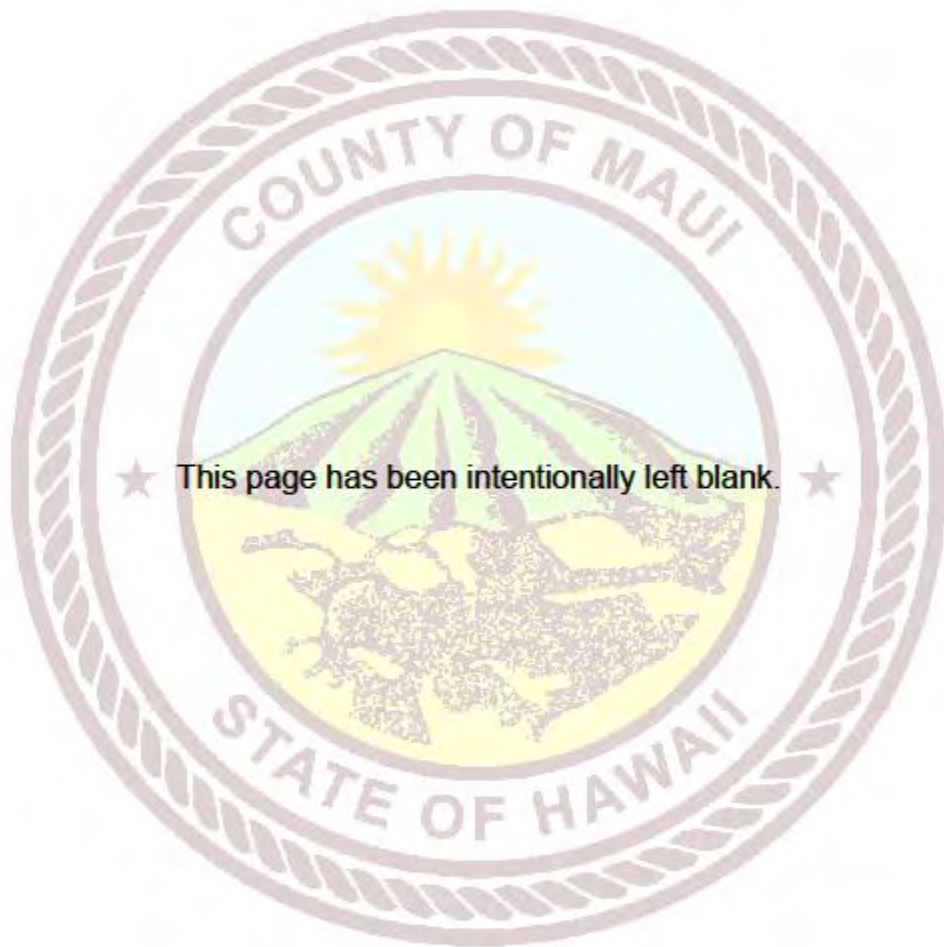
<sup>1</sup>Does not include Council Services, County Clerk, and Office of the Mayor as these departments do not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the County's General Budget Provision.



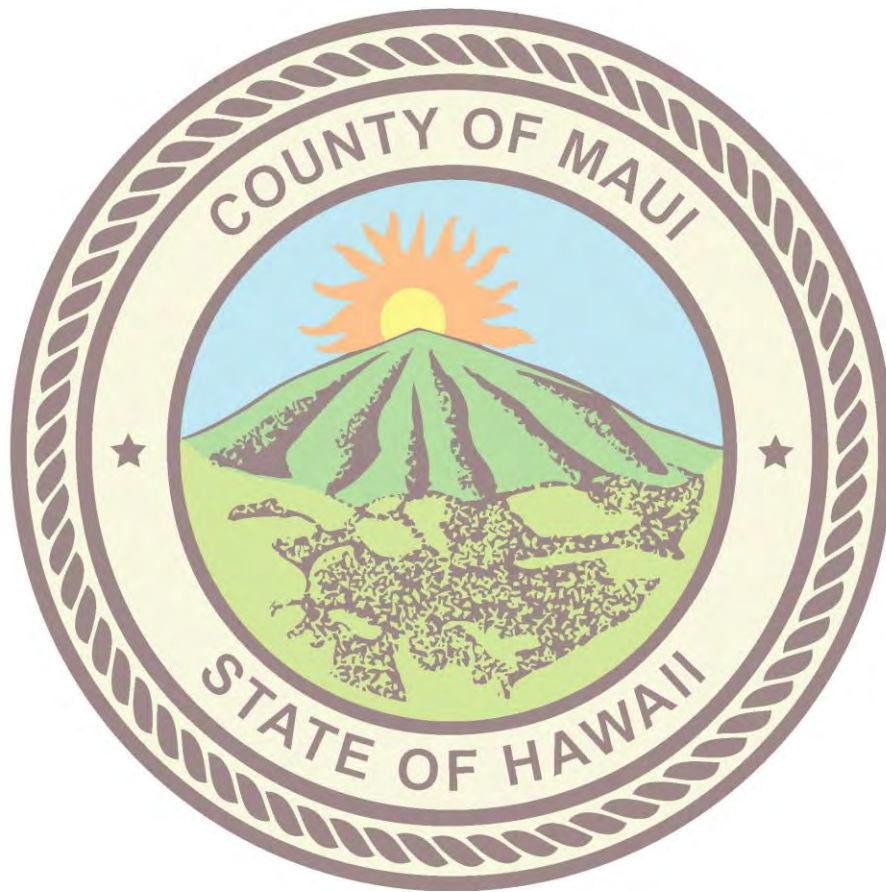


# Department Operating Program





★ This page has been intentionally left blank. ★



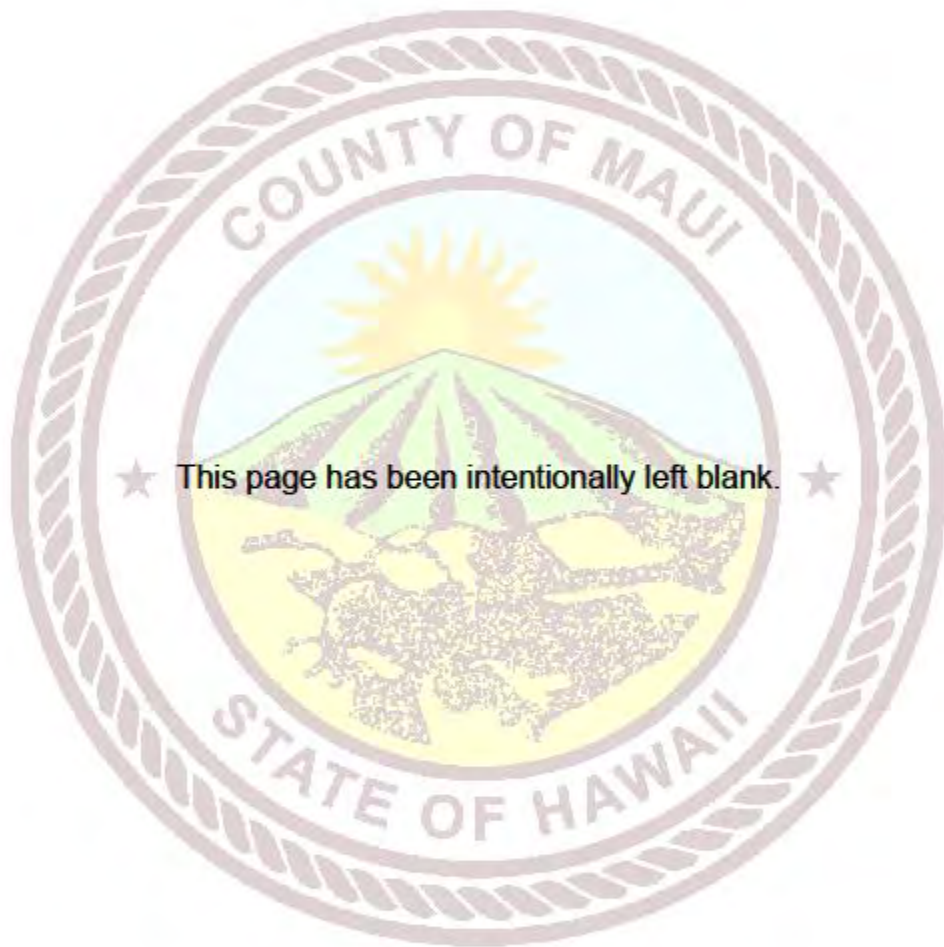
*Corporation*

---

# *Corporation Counsel*

---





★ This page has been intentionally left blank. ★



## Department Summary

### Mission

The mission of the Department of the Corporation Counsel is to support county government by providing legal advice and representation that promotes the public interest and countywide strategic priorities.

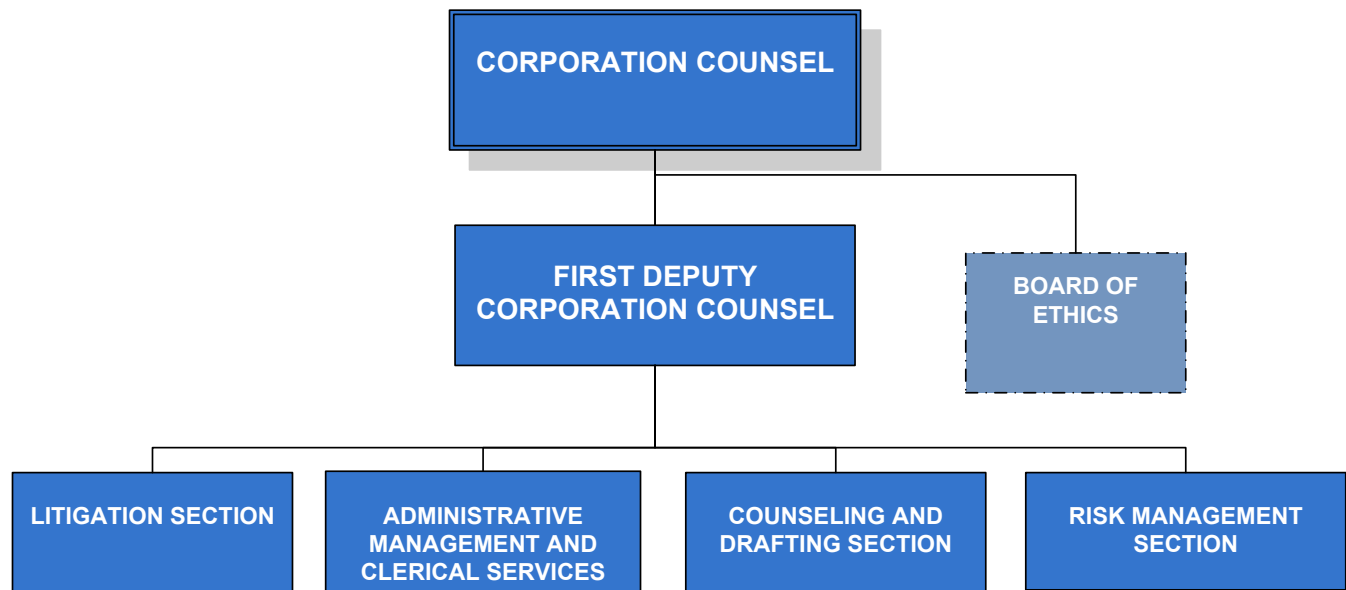
### Countywide Outcome(s)

The Department of the Corporation Counsel supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

The Department also supports the core themes of the Countywide Policy Plan.

### Organization Chart



### Strategies

The department is committed to serving the County of Maui with the best possible legal advice; knowledge, representation and education; and to foster relationships of trust and confidence between the department and the clients it serves. The department strives to provide legal advice to its clients that helps guide, promote and strengthen the overall countywide strategic priorities of an efficient, effective and responsive government; suitable public infrastructure; prepared, safe and livable county; and a healthy and sustainable community.

**Department Summary****Operations**

The department is the county's general practice civil law firm with the task of providing quality, cost-effective legal services in a timely, knowledgeable and professional manner. A key function implicit in all duties and responsibilities is the legal oversight of county operations which enables the protection of county assets, property and personnel from suits and action in a complex legal environment.

The department is divided into four divisions: Counseling and Drafting, Litigation, Risk Management, and Administrative Management and Clerical Services. The Corporation Counsel oversees all divisions.

The Counseling and Drafting Division is staffed by nine deputy positions, including the First Deputy Corporation Counsel, it provides a wide variety of legal counseling and drafting services, including, but not limited to:

- Services relating generally to planning, land use, public works, environmental management, water, and public infrastructure matters; and
- Services relating to finance, public safety, human resources, and other matters.

The Litigation Division is staffed by eight deputy positions and provides the following litigation services:

- Represents the county, its officers and employees, in labor-related and tort litigation cases as well as land, water, environmental, and complex litigation cases; and
- Conducts internal personnel and employment-related investigations.

The Risk Management Division is staffed by a Risk Management Officer, a Loss Control Specialist, two Safety Specialist III, one Safety Specialist II, and an Insurance and Claims Assistant II. It is responsible for protecting the county's human and physical assets through a mix of loss control, risk retention, and risk financing activities that cost-effectively respond to exposures identified, ranked, and analyzed in the risk management process. Risk services include:

- Employee training in health and safety best practices, regulatory compliance, and emergency management;
- Administration of worker's compensation, third-party general liability claims and temporary disability insurance (TDI) claims;
- Insurance procurement/portfolio management in accordance with chapter 3.64, Maui County Code; and
- County campus security and camera installation and maintenance program.

The Administrative Management and Clerical Services Division is staffed by an Administrative Assistant II, two Law Technicians II, six Law Technicians I, and one Legal Clerk III. Services include:

- Management of departmental clerical support operations;
- Budget formulation and implementation; and
- Providing clerical support for 17 deputies representing the Litigation, and Counseling and Drafting Divisions.

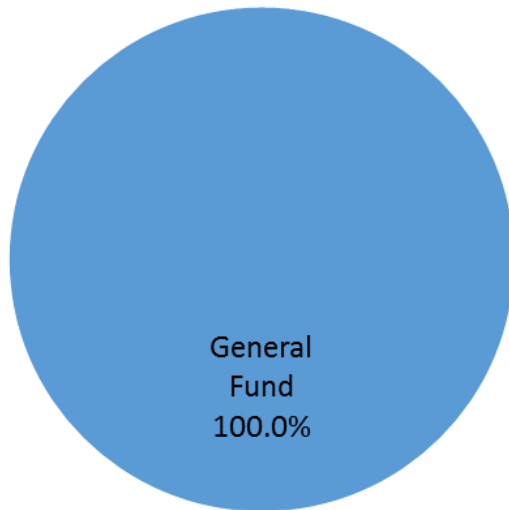
**External Factors Description**

The department is in an era where the anticipated demand for legal services is increasing. During recessionary times, legal advice from clients is sought more frequently in an effort to avoid costly errors and claims. Although the department cannot control the amount of claims or lawsuits it receives, we employ best practices to improve the department's ability to achieve its goals of cost containment, reduction in risk, improvement in safety and security protocols, and ultimately saving county funds while minimizing exposure.

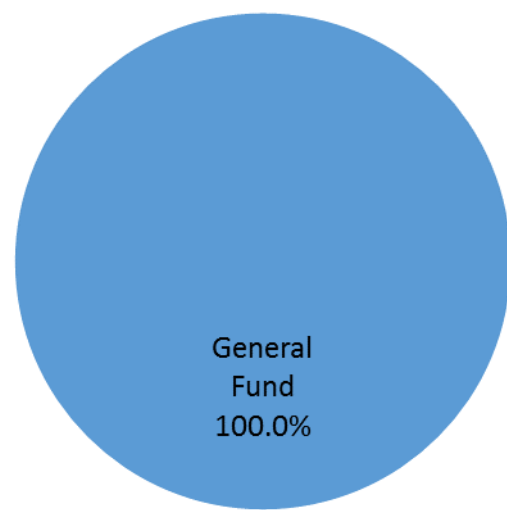
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

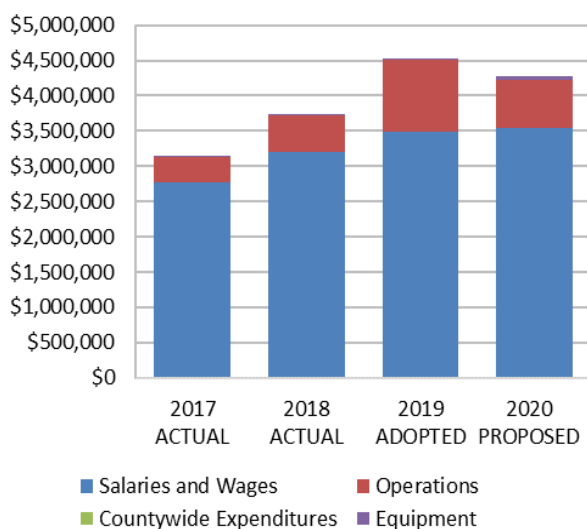


FY 2020 Total Equivalent Personnel

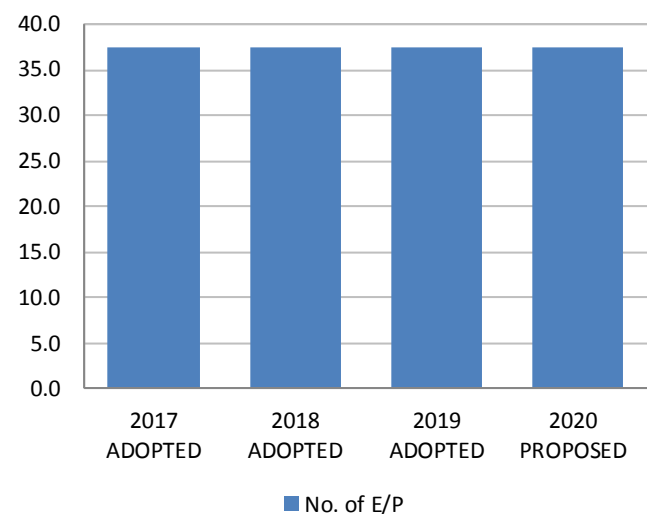


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$16,961	\$5,135	\$9,490	\$7,840	-\$1,650	-17.4%
WAGES & SALARIES	\$2,762,509	\$3,203,501	\$3,476,870	\$3,464,291	-\$12,579	-0.4%
<b>Salaries and Wages Total</b>	<b>\$2,779,470</b>	<b>\$3,208,636</b>	<b>\$3,486,360</b>	<b>\$3,472,131</b>	<b>-\$14,229</b>	<b>-0.4%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$41,964	\$34,205	\$61,370	\$61,370	\$0	N/A
OTHER COSTS	\$137,757	\$144,679	\$693,196	\$348,196	-\$345,000	-49.8%
SERVICES	\$109,279	\$229,000	\$178,150	\$178,150	\$0	N/A
TRAVEL	\$58,643	\$101,621	\$88,775	\$88,775	\$0	N/A
UTILITIES	\$7,416	\$5,957	\$9,000	\$9,000	\$0	N/A
<b>Operations Total</b>	<b>\$355,059</b>	<b>\$515,462</b>	<b>\$1,030,491</b>	<b>\$685,491</b>	<b>-\$345,000</b>	<b>-33.5%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$358	\$0	\$300	\$300	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$358</b>	<b>\$0</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$8,144	\$8,144	\$8,145	\$8,145	\$0	N/A
MACHINERY & EQUIPMENT	\$3,891	\$0	\$0	\$95,000	\$95,000	N/A
<b>Equipment Total</b>	<b>\$12,035</b>	<b>\$8,144</b>	<b>\$8,145</b>	<b>\$103,145</b>	<b>\$95,000</b>	<b>1166.4%</b>
<b>Department Total</b>	<b>\$3,146,922</b>	<b>\$3,732,243</b>	<b>\$4,525,296</b>	<b>\$4,261,067</b>	<b>-\$264,229</b>	<b>-5.8%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Legal Services Program	37.5	37.5	37.5	37.5	0.0	N/A
<b>Department Total</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>0.0</b>	<b>N/A</b>



## Legal Services Program

### Program Description

The Corporation Counsel serves as legal adviser and legal representative for the County of Maui, the Council, the Mayor, all departments, all Boards and Commissions, and all county officials and employees in matters relating to their official duties. It also oversees the Legal Services Program of the department. A key function of the program is the legal oversight of county operations, protection of county assets, property, and personnel from suits and actions in a complex-legal environment. In 2012, the Risk Management Division transferred from the Department of Finance and is a logical addition to the program. The Risk Management Division works in tandem with both the Counseling and Drafting Division and the Litigation Division to provide technical advice and assistance to all departments aimed at protecting assets and lowering the county's total cost of risk.

### Population Served

The Legal Services Program serves the county departments, including the Mayor and County Council, all Boards and Commissions, all county officials and employees, and county government as a whole.

### Services Provided

The Legal Services Program provides legal advice, legal representation and risk management services.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Effectively manage, control, and decrease county's total cost of risk.</i>				
1. Raise safety awareness by providing annual training and education to personnel countywide	% of all employees trained by Risk Management Division annually	14%	10%	10%
2. Close a minimum of one claim for every new claim filed; ratio of 1:1 or better	# of closed claims equal to or greater than # of new claims filed in period	1.20:1	1:4	1:4
3. Lower the median duration of General Liability (GL) and Auto Liability (AU) claims	GL reduction in median days open	72 days	30 days	30 days
	AU reduction in median days open	154 days	30 days	30 days
4. Validate savings of FAST TRACK (F/T) on General Liability (GL) and Auto Liability (AU) program fees	GL/AU reduction in program fees with F/T compared to without F/T	\$13,365	\$5,000	\$5,000

## Legal Services Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2017 ESTIMATE/ ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Continue to maintain and minimize the need for costly outside assistance with claims and legal proceedings against the county.</i>				
1. Reduce the cost of fees aid to special counsel by maintaining the # of contracted special counsel to no more than five per year	# of contracted special counsel per year	3	5	5
<i>Goal #3: Provide statistics relating to counseling and drafting and litigation services accurately and in a timely manner to track the workload and performance of these divisions.</i>				
1. Complete request for legal services submitted to the Counseling and Drafting section within 30 days	# of requests for legal services received	3,977	4,000	4,000
	# of requests for legal services completed	3,798	4,000	4,000
	# of requests for legal services closed within 30 days	3,499	3,500	3,500
2. Actively defend and attempt to settle in county's best interest a minimum of 2% of all civil and administrative litigated actions pending	# of litigation actions (civil/administrative) pending against the county	275	340	340
	% of civil/administrative litigated actions closed	37%	10%	10%
<i>Goal #4: Educate clients and the public to improve communication and minimize legal actions brought against the county.</i>				
1. Conduct a minimum of two outreach workshops for the public on access to information annually	# of annual outreach workshops conducted for the public	1	2	2
<i>Goal #5: Improve the current information technology (IT) and database technology available to the department to meet the changes in operations of the department, to provide for portability and mobility to support the management of cases and services, and to provide analytical and statistical data to support the department's needs.</i>				
1. Implementation of Phase II - Portal via the Intranet for electronic submittal of all documentation and requests from departments	% of completion of customized Portal via the Intranet	15%	100%	100%

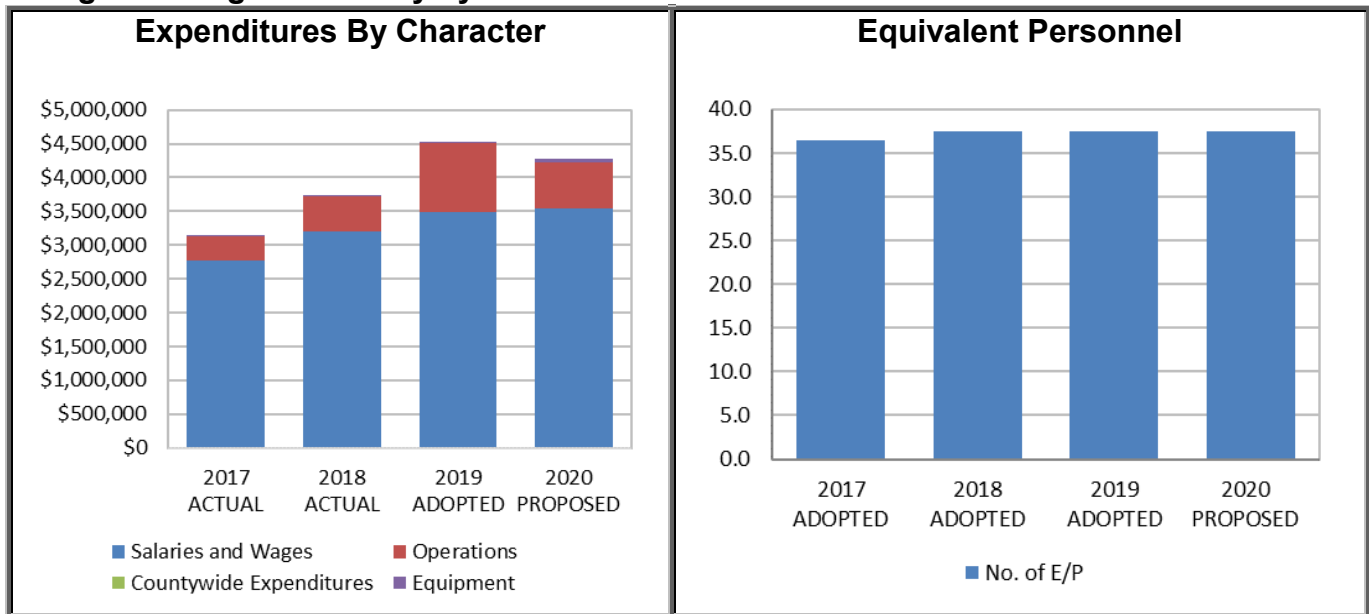
## Legal Services Program

## Key Activity Goals &amp; Measures (Cont'd)

*Goal #6: Improving campus security by enhancing physical access control of County facilities and expansion of video surveillance.*

1. Secure high value county assets and facilities through access control and video surveillance	% of high value county assets secured	N/A	N/A	65%
<i>Goal #7: Improving the County's personnel investigation process to streamline investigations, decrease costs, and improve workplace morale.</i>				
1. All Directors, Deputy Directors, DPOS, and investigators complete training with Investipro	% of trainings completed	N/A	N/A	100%
2. All Departments utilize Investipro to conduct personnel investigations	# of Departments who utilize Investipro for personnel investigations	N/A	N/A	17

## Program Budget Summary by Fiscal Year



## Legal Services Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$16,961	\$5,135	\$9,490	\$7,840	-\$1,650	-17.4%
WAGES & SALARIES	\$2,762,509	\$3,203,501	\$3,476,870	\$3,464,291	-\$12,579	-0.4%
<b>Salaries and Wages Total</b>	<b>\$2,779,470</b>	<b>\$3,208,636</b>	<b>\$3,486,360</b>	<b>\$3,472,131</b>	<b>-\$14,229</b>	<b>-0.4%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$41,964	\$34,205	\$61,370	\$61,370	\$0	N/A
OTHER COSTS	\$137,757	\$144,679	\$693,196	\$348,196	-\$345,000	-49.8%
SERVICES	\$109,279	\$229,000	\$178,150	\$178,150	\$0	N/A
TRAVEL	\$58,643	\$101,621	\$88,775	\$88,775	\$0	N/A
UTILITIES	\$7,416	\$5,957	\$9,000	\$9,000	\$0	N/A
<b>Operations Total</b>	<b>\$355,059</b>	<b>\$515,462</b>	<b>\$1,030,491</b>	<b>\$685,491</b>	<b>-\$345,000</b>	<b>-33.5%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$358	\$0	\$300	\$300	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$358</b>	<b>\$0</b>	<b>\$300</b>	<b>\$300</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$8,144	\$8,144	\$8,145	\$8,145	\$0	N/A
MACHINERY & EQUIPMENT	\$3,891	\$0	\$0	\$95,000	\$95,000	N/A
<b>Equipment Total</b>	<b>\$12,035</b>	<b>\$8,144</b>	<b>\$8,145</b>	<b>\$103,145</b>	<b>\$95,000</b>	<b>1166.4%</b>
<b>Program Total</b>	<b>\$3,146,922</b>	<b>\$3,732,243</b>	<b>\$4,525,296</b>	<b>\$4,261,067</b>	<b>-\$264,229</b>	<b>-5.8%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Corporation Counsel	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Corporation Counsel	16.0	16.0	16.0	16.0	0.0	N/A
First Deputy Corporation Counsel	1.0	1.0	1.0	1.0	0.0	N/A
Insurance & Claims Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Investigator V	1.0	1.0	1.0	1.0	0.0	N/A
Law Technician I	6.0	6.0	6.0	6.0	0.0	N/A
Law Technician II	2.0	2.0	2.0	2.0	0.0	N/A
Legal Assistant	1.5	1.5	1.5	1.5	0.0	N/A
Legal Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Loss Control Specialist	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Risk Management Officer	1.0	1.0	1.0	1.0	0.0	N/A
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Safety Specialist III	2.0	2.0	2.0	2.0	0.0	N/A
<b>Program Total</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>37.5</b>	<b>0.0</b>	<b>N/A</b>



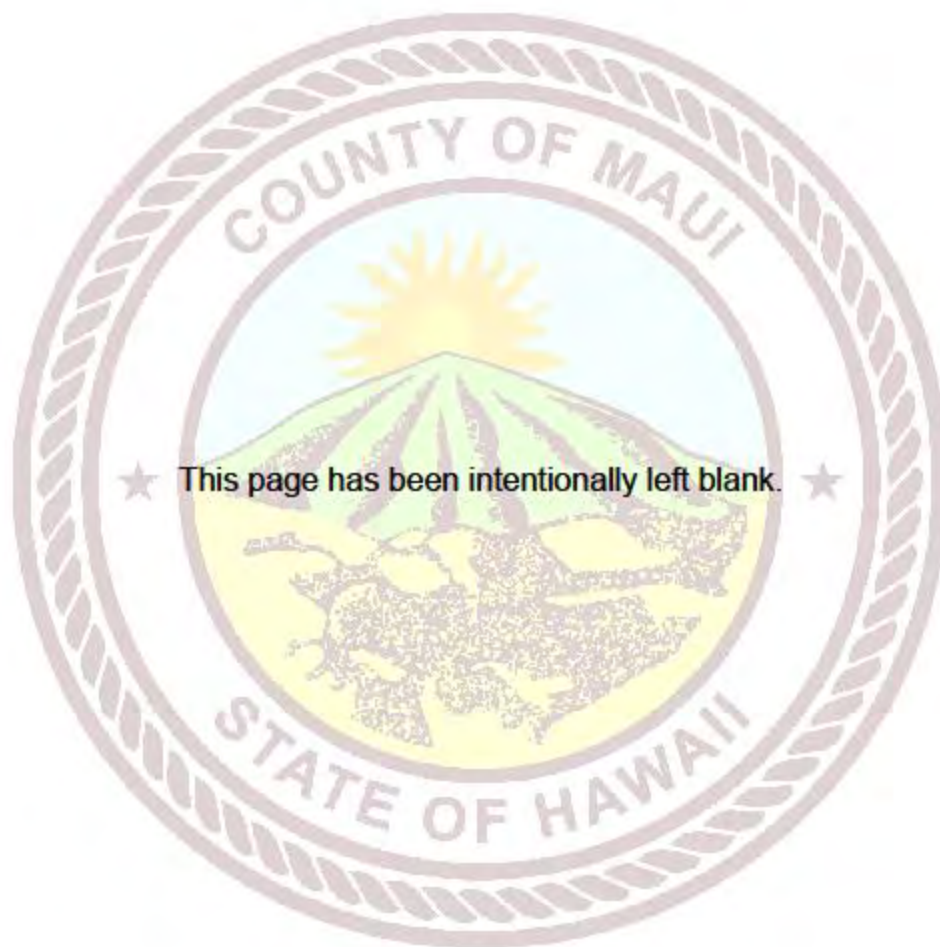
## Legal Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

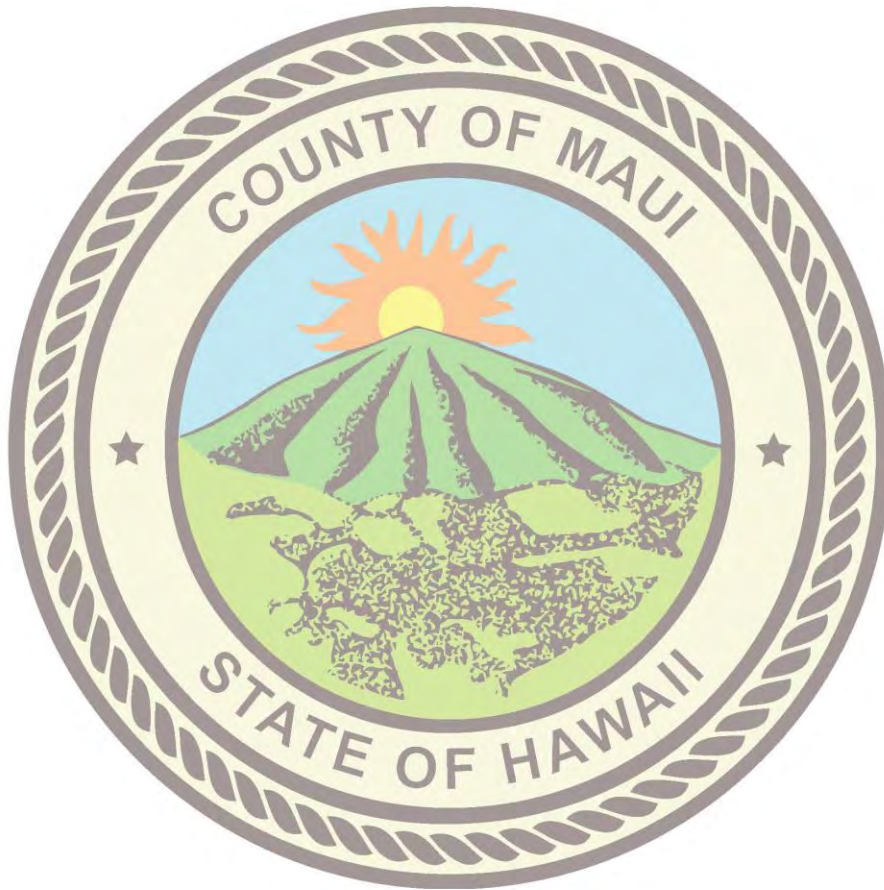
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
905018A-CP-0006 Regular Wages: Incumbent took a voluntary demotion from CP-005 at a higher SR and step. CP-0011 Incumbent promoted from a lower SR, CP-0025 Incumbent voluntarily demoted to CP-006. New hire eff 11/16/18 at Step B	-\$20,904	0.0
905125A- CP-0001 and CP- 0010 3% Cost of Living Adjustment per Salary Commission	\$8,325	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
905022B-6112 Contractual Service: Deletion of FY 2018 Council added appropriation to conduct a surveillance study.	-\$345,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL CONTINUATION BUDGET CHANGES</b>	<b>-\$357,579</b>	<b>0.0</b>

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
905018C-7031 Computer Equipment: Purchase of 18 Surface Pro Tablet or Similar with Jet Pak @ \$2,500 each.	\$45,000	
905310C-7051 Security Equipment: Purchase of one Card Access System @ \$50,000.	\$50,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$95,000</b>	<b>0.0</b>



★ This page has been intentionally left blank. ★

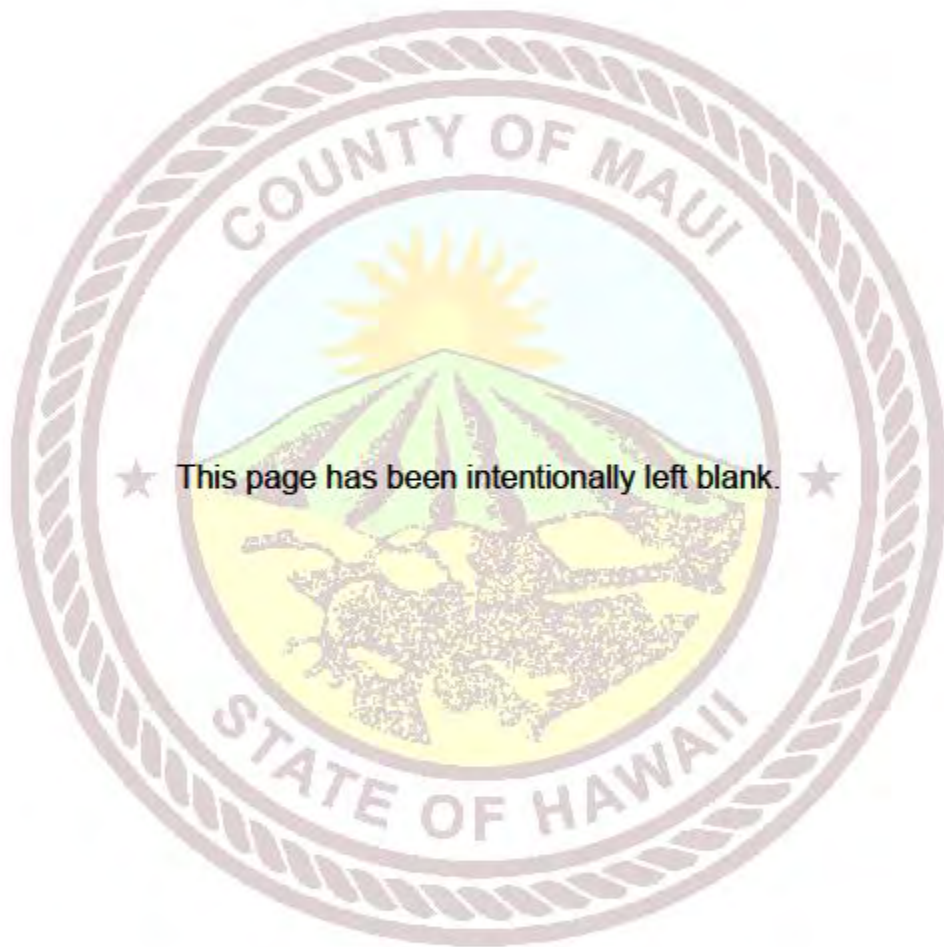


*County Clerk*

---

*County Clerk*

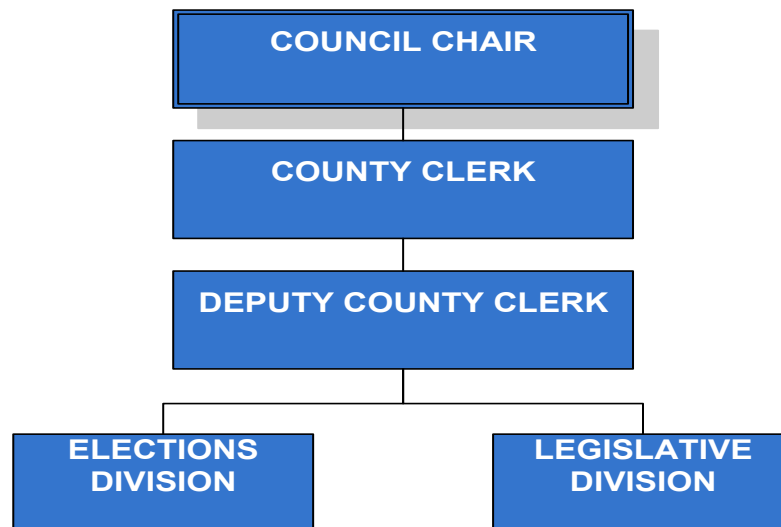
---





**Department Summary****Mission**

The purpose of the Office of the County Clerk is to undertake legislative and election functions in a lawful, fair, open, and efficient manner on behalf of the people of the County of Maui.

**Organization Chart****Strategies**

- Legislative Function: The Office of the County Clerk provides services that enable the County Council to consider and enact legislative proposals through a lawful, reasonable, and efficient process
- Election Function: The Office of the County Clerk provides election services to the public that are governed by applicable provisions of federal, state and county law.

**Operations**

- The Office of the County Clerk Prepares County Council meeting and public hearing agendas, staffs Council meetings and public hearings, codifies ordinances, and maintains the County Council's legislative history; and
- Provides election services to the public which include candidate filing, voter registration, absentee-mail and absentee-walk-in voting services, and polling election operations.

**External Factors Description**

The Office of the County Clerk no longer has the physical space to house and maintain records that it is legally responsible to keep in perpetuity. The Office of the County Clerk is shifting its records retention to an electronic platform and housing documents off-site.

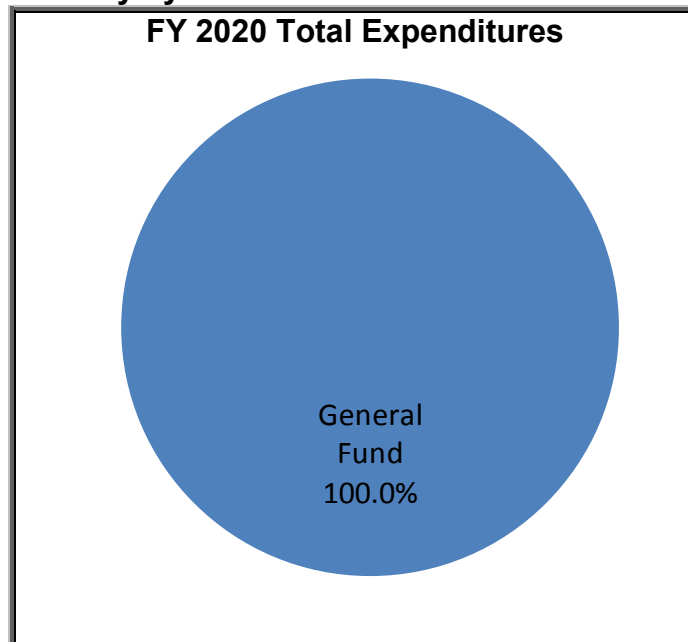
Federal and state laws, along with County Charter provisions, constitute the legal framework for elections and the numerous operations related to elections. Changes in federal and state laws have resulted in additional cost to be borne by the county.

**Department Summary****External Factors Description (Cont'd)**

For example, the Help America Vote Act of 2002 established standards for all voting systems. The requirements include, but are not limited to, voting systems that allow a voter, before casting his or her ballot, to verify the votes selected; that allow a voter to change his or her ballot before casting a ballot; and that notify voters that they have over-voted a contest. Act 5 (2006), Hawaii State Legislature, (see Hawaii Revised Statutes §§ 16-41 and 16-42), requires that electronic voting systems used in the State of Hawaii generate a voter-verifiable paper audit trail that a voter can review before casting his or her ballot. These features and others, have increased the cost of voting systems used by the state and the counties.

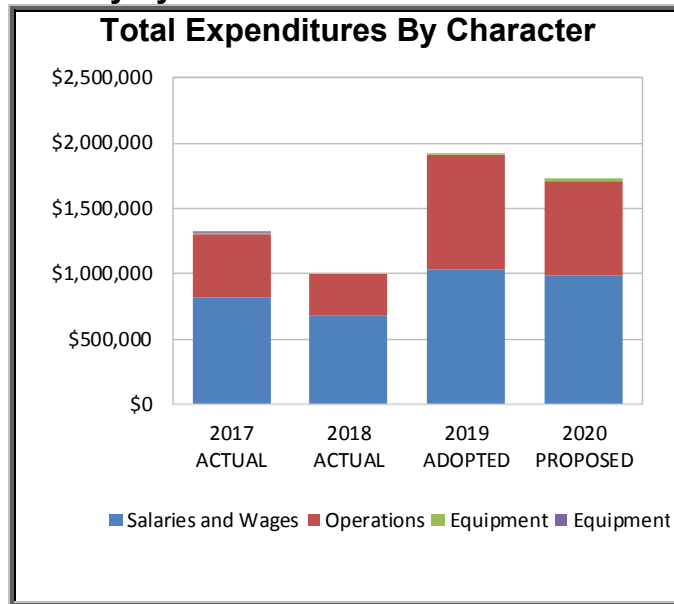
For the past several sessions, the State Legislature has considered measures that do away with or severely limit polling place-based elections in favor of all-mail elections. In 2020, the County of Kauai will conduct their elections by mail as a pilot project for the State.

Under current law, the cost of conducting county elections by mail is borne by the counties. Although past proposals have split the cost between the state and counties, to varying extents, it remains to be seen what the state will be willing to pay for if all elections are conducted primarily or solely by mail.

**Department Budget Summary by Fund<sup>1</sup>**

<sup>1 1</sup> The Department's Total Equivalent Personnel charts have been purposely omitted as the Office of the County Clerk does not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## Department Summary

Department Budget Summary by Fiscal Year<sup>2</sup>

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$123,986	\$22,904	\$142,788	\$142,788	\$0	N/A
WAGES & SALARIES	\$695,574	\$657,253	\$893,384	\$842,824	-\$50,560	-5.7%
<b>Salaries and Wages Total</b>	<b>\$819,561</b>	<b>\$680,156</b>	<b>\$1,036,172</b>	<b>\$985,612</b>	<b>-\$50,560</b>	<b>-4.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$60,085	\$56,238	\$75,200	\$75,200	\$0	N/A
OTHER COSTS	\$37,631	\$12,450	\$73,200	\$31,200	-\$42,000	-57.4%
SERVICES	\$366,808	\$234,172	\$450,200	\$335,200	-\$115,000	-25.5%
TRAVEL	\$11,829	\$12,098	\$28,000	\$23,000	-\$5,000	-17.9%
UTILITIES	\$2,401	\$2,324	\$2,500	\$2,500	\$0	N/A
BUDGETED EXPENDITURES			\$250,000	\$250,000	\$0	N/A
<b>Operations Total</b>	<b>\$478,754</b>	<b>\$317,283</b>	<b>\$879,100</b>	<b>\$717,100</b>	<b>-\$162,000</b>	<b>-18.4%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$16,410	-\$13,885	\$9,800	28,500	\$18,700	190.8%
<b>Equipment Total</b>	<b>\$16,410</b>	<b>-\$13,885</b>	<b>\$9,800</b>	<b>\$28,500</b>	<b>\$18,700</b>	<b>190.8%</b>
<b>Department Total</b>	<b>\$1,314,725</b>	<b>\$983,554</b>	<b>\$1,925,072</b>	<b>\$1,731,212</b>	<b>-\$193,860</b>	<b>-10.1%</b>

<sup>2 2</sup> The Department's Total Equivalent Personnel charts have been purposely omitted as the Office of the County Clerk does not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## County Clerk Program

**Program Description**

The program budget for the Office of the County Clerk ("Clerk's Office") includes funds for legislative and elections functions, as well as other duties assigned by law or the Council.

**Population Served**

The Legislative Division of the Clerk's Office performs tasks for the Maui County Council relative to the conduct of Council meetings and public hearings, and the adoption of legislation.

The Election Division of the Clerk's Office serves the general population of Maui County by offering voter registration and candidate filing services to the general public.

**Services Provided**

The Legislative Division of the Clerk's Office: supports the legislative activities of the Maui County Council; Assists the chair of the County Council in the management of the County Council's meeting schedule and calendar; Prepares Council meeting and public hearing agendas and the relevant legislative materials to be considered at each meeting or public hearing, and prepares Council meeting and public hearing minutes and appropriate follow-up correspondence; Procures services and administers the codification of ordinances and the publication of the Maui County Code; and Indexes, retains, and retrieves official documents of the County as required by law.

The Election Division of the Clerk's Office: Registers voters in the County of Maui; In partnership with the state, administers and operates all federal, state, and county elections conducted within the county; Oversees the maintenance, storage, and operation of voting equipment; Resolves questions related to the election process; Processes, indexes, and retains all voter registration affidavits; Conducts programs and activities to increase voter registration; Issues absentee ballots for Primary, General, and Special elections; Tallies and reports election results; and Issues certificates of elections.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Support the Council's legislative function in an effective, efficient, and legally proper manner.</i>				
1. Enable the Council, as the legislative body of the county, to consider and enact legislation in accordance with all legal requirements	# of committee reports processed and uploaded in a digital format within one week	191	150	150
	% of committee reports processed and uploaded in a digital format within one week	100%	100%	100%
	# of ordinances processed and uploaded onto the county website within one week	106	100	100



## County Clerk Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Support the Council's legislative function in an effective, efficient, and legally proper manner (Cont'd).</i>				
1. Enable the Council, as the legislative body of the county, to consider and enact legislation in accordance with all legal requirements (Cont'd)	% of ordinances processed and uploaded onto the county website within one week	100%	100%	100%
	# of resolutions processed and uploaded onto the county website within one week	183	150	150
	% of resolutions processed and uploaded onto the county website within one week	100%	100%	100%
	# of Council meetings held, for which meeting notices and written minutes were required	31	30	30
	% of written meeting minutes issued, that comply with all legal requirements	100%	100%	100%
	# of draft minutes finalized	29	30	25
	% of draft minutes finalized	100%	100%	100%
	# of first and final reading publications by legal deadline	213	200	200
	% of first and final reading publications by legal deadline	100%	100%	100%
<i>Goal #2: Accomplish the legislative record keeping responsibility of the Clerk's Office in an effective, efficient, and legally proper manner.</i>				
1. Reduce the required current and future legislative records storage space of the Clerk's Office	Archive prior years' committee reports in a digital format	14.5 years	5 years	5 years
	% of prior committee reports archived	100%	100%	100%

## County Clerk Program

## Key Activity Goals &amp; Measures (Cont'd)

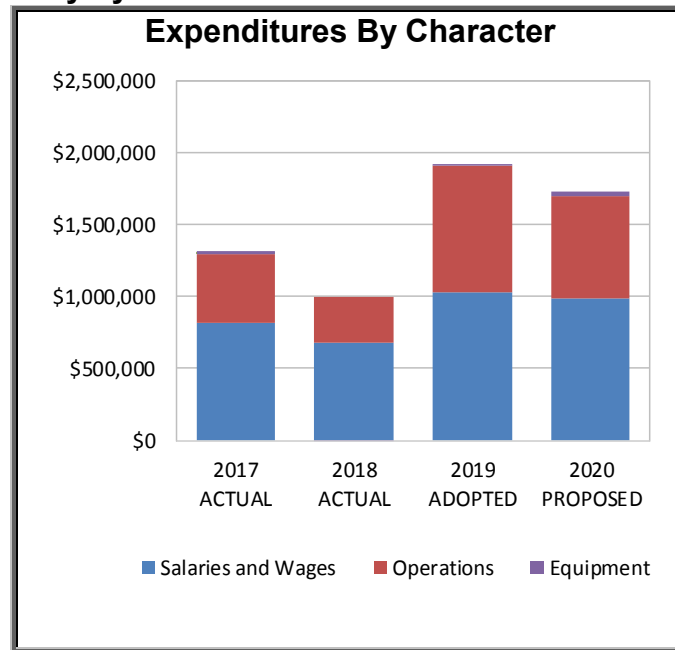
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Accomplish the legislative record-keeping responsibility of the Clerk's Office in an effective, efficient, and legally proper manner (Cont'd).</i>				
1. Reduce the required current and future legislative records storage space of the Clerk's Office (Cont'd)	Archive prior years' resolutions onto the county website	4 years	6 years	4 years
	% of prior resolutions archived	66%	100%	100%
2. Receive, maintain, disseminate and dispose of records filed in the Clerk's Office	# of claims processed and distributed within 3 working days	78	80	80
	% of claims processed within 3 working days	100%	100%	100%
	# of documents affixed with the county seal within 2 working days	1,476	1,500	1,500
	% of documents affixed with the county seal within 2 working days	100%	100%	100%
3. Provide legislative documents to government agencies and the public upon request	# of records provided within 10 days	330	200	200
	% of records provided by legal deadlines	100%	100%	100%
<i>Goal #3: Conduct all county, state, and federal elections held within the county in an effective, efficient and legally proper manner.</i>				
1. Register voters in the County of Maui and maintain the County of Maui voter registry	# of Affidavits on Application for Voter Registration entered into the State Voter Registration System	15,537	10,000	10,000
	# of voter registration declinations received and processed	0	0	0
	# of voter registration follow-up letters issued	1,578	600	600
	# of address confirmation cards mailed in compliance with legal requirements	87,615	8,000	88,000
	# of National Voter Registration Act notices mailed in compliance with legal requirements	5,257	0	6,000

## County Clerk Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ESTIMATE	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Conduct all county, state and federal elections held within the county in an effective, efficient and legally proper manner (Cont'd).</i>				
2. Operate polling places in the County of Maui during the absentee-voting period and on Primary and General election days	# of election volunteers required	481	300	300
	% of election volunteers recruited	100%	100%	100%
	# of election day official training sessions scheduled	7	12	6
	% of training sessions conducted	100%	100%	100%
3. Operate two early voting sites	# of absentee walk-in voters served during the early voting period	0	6,500	0
<i>Goal #4: Accomplish the election record-keeping responsibility of the Clerk's Office in an effective, efficient, and legally proper manner.</i>				
1. Reduce the required and current and future election records storage space of the Clerk's Office	# of pages converted to digital records	23,337	8,000	10,000
	# of pages converted to microfilm	0	50,000	0
2. Provide documents to government agencies, political organizations and the public upon request	# of records provided by legal deadline	250	125	125
	% of records provided by legal deadline	100%	100%	100%

## County Clerk Program

Program Budget Summary by Fiscal Year<sup>3</sup>

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$123,986	\$22,904	\$142,788	\$142,788	\$0	N/A
WAGES & SALARIES	\$695,574	\$657,253	\$893,384	\$842,824	-\$50,560	-5.7%
<b>Salaries and Wages Total</b>	<b>\$819,561</b>	<b>\$680,156</b>	<b>\$1,036,172</b>	<b>\$985,612</b>	<b>-\$50,560</b>	<b>-4.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$60,085	\$56,238	\$75,200	\$75,200	\$0	N/A
OTHER COSTS	\$37,631	\$12,450	\$73,200	\$31,200	-\$42,000	-57.4%
SERVICES	\$366,808	\$234,172	\$450,200	\$335,200	-\$115,000	-25.5%
TRAVEL	\$11,829	\$12,098	\$28,000	\$23,000	-\$5,000	-17.9%
UTILITIES	\$2,401	\$2,324	\$2,500	\$2,500	\$0	N/A
BUDGETED EXPENDITURES	\$0	\$0	\$250,000	\$250,000	\$0	N/A
<b>Operations Total</b>	<b>\$478,754</b>	<b>\$317,283</b>	<b>\$879,100</b>	<b>\$717,100</b>	<b>-\$162,000</b>	<b>-18.4%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$16,410	-\$13,885	\$9,800	\$28,500	\$18,700	190.8%
<b>Equipment Total</b>	<b>\$16,410</b>	<b>-\$13,885</b>	<b>\$9,800</b>	<b>\$28,500</b>	<b>\$18,700</b>	<b>190.8%</b>
<b>Program Total</b>	<b>\$1,314,725</b>	<b>\$983,554</b>	<b>\$1,925,072</b>	<b>\$1,731,212</b>	<b>-\$193,860</b>	<b>-10.1%</b>

<sup>3</sup> The Equivalent Personnel chart has been purposely omitted as the Office of County Clerk does not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.



## County Clerk Program

Personnel Summary by Position Title<sup>4</sup> - General Fund

POSITION TITLE	2020 PROPOSED
Administrative Assistant II	1 Position
Assistant Clerk to the Council	1 Position
Clerk to the Council	1 Position
Council Information & Reference Technician	1 Position
County Clerk	1 Position
Deputy County Clerk	1 Position
Elections Administrator	1 Position
Elections Clerk II	2 Positions
Senior Elections Clerk	2 Positions
Temporary Election Clerk (2 months)	11 Positions
Temporary Election Clerk (5 months)	6 Positions
Temporary Election Clerk (6 months)	1 Position
Temporary Election Clerk (8 months)	1 Position
Temporary Election Clerk (12 months)	1 Position

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

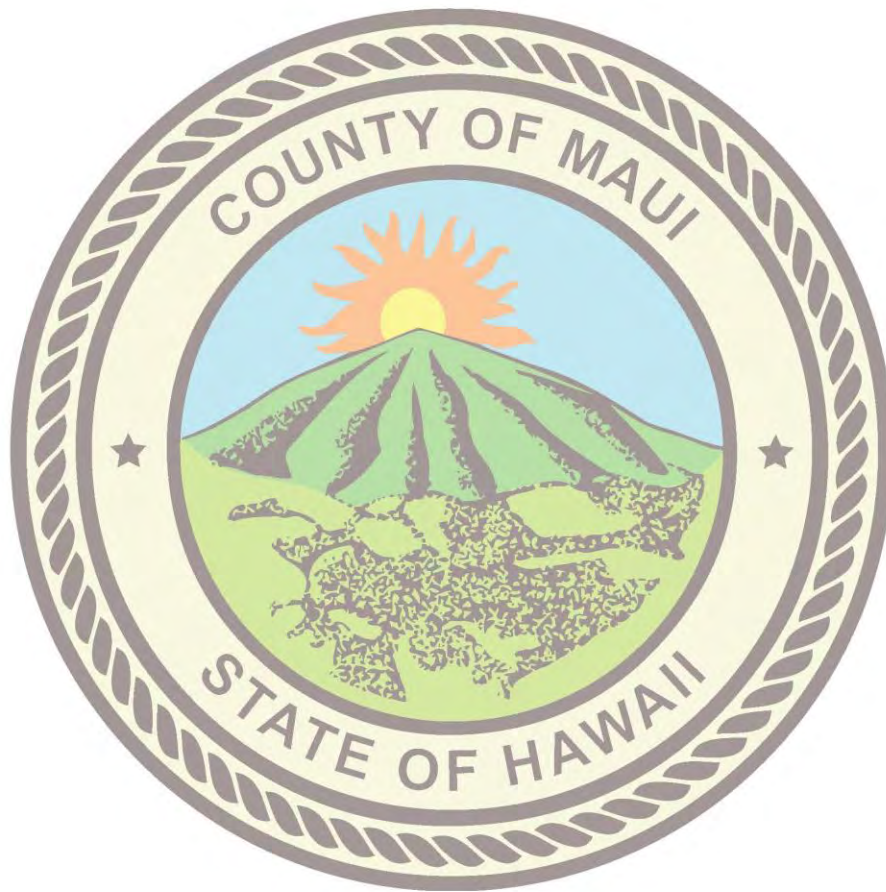
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
902015A-5101 Regular Wages: Increase in salaries for County Clerk and Deputy County Clerk pursuant to Reso 19-6 & 19-8, reallocation of Election Warehouse Technician to Election Clerk II and Office Operations Assistant II to Administrative Assistant II.	\$20,266	N/A
902056A-5101 Regular Wages: Decrease in salaries from 4 1/2 months to 2 months for eleven Temporary Election Clerks.	-\$70,826	N/A
<b>Operations</b>		
<b>SERVICES:</b>		
902015B-6132 Professional Services: Deletion of one-time appropriation for Council Chamber improvements.	-\$100,000	
902056B-6122 Freight and Hauling: Deletion of additional appropriation due to election year.	-\$22,000	
<b>OTHER COSTS:</b>		
902056B-6233 Rental of Machinery & Election: Deletion of additional appropriation due to election year.	-\$34,000	
<b>Equipment</b>		
None	\$0	

<sup>4</sup> The Office of the County Clerk does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provision.

## County Clerk Program

## Expansion Budget Request from FY 2019 Adopted Budget

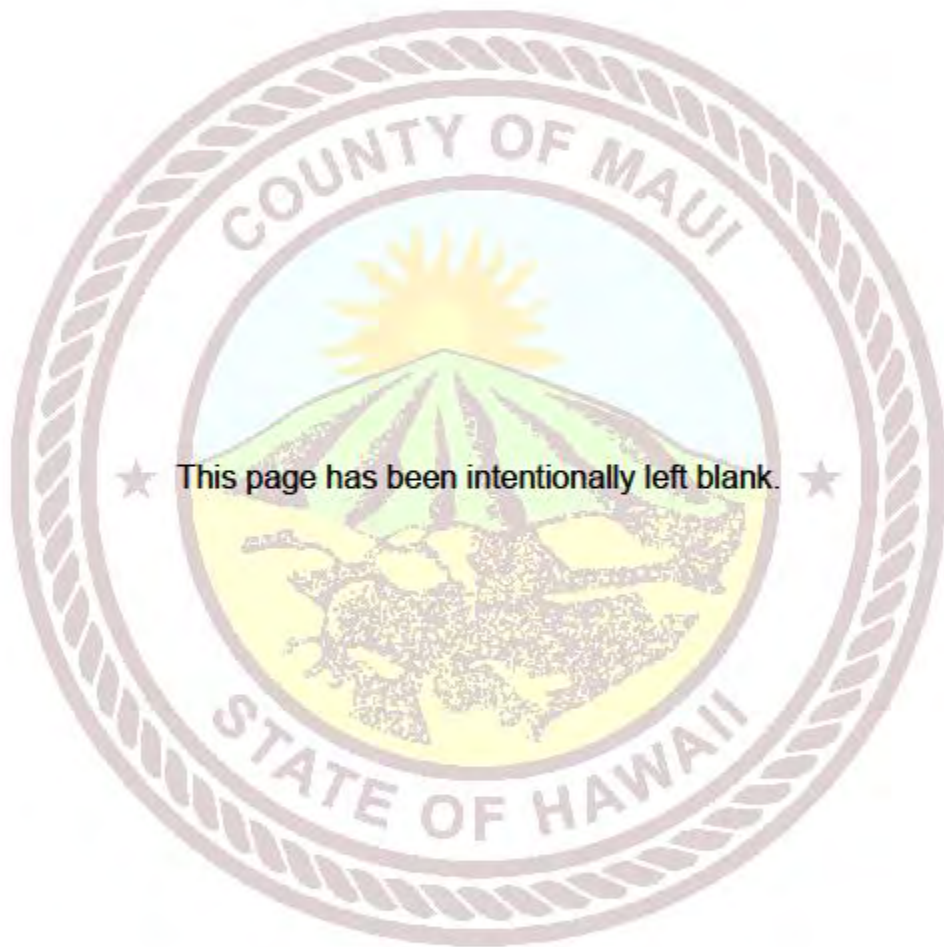
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	N/A
<b>Operations</b>		
<b>SERVICES:</b>		
902015B-6132 Professional Services: Increase for document imaging activities.	\$15,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
902015C-7044 Other Equipment: Audio and Multimedia equipment for future needs of Council Chambers, Office of Council Services and District Offices.	\$5,000	
902056C-7044 Other Equipment: One floor fan for election warehouse and absentee walk-in voting operations.	\$11,500	
902056C-7031 Computer Equipment: Legislative Branch Transition to Microsoft Surface from desktop/ipad (6 @ \$2,000 each).	\$12,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$43,500</b>	<b>N/A</b>



*County Council*

# County Council

---



★ This page has been intentionally left blank. ★

## Department Summary

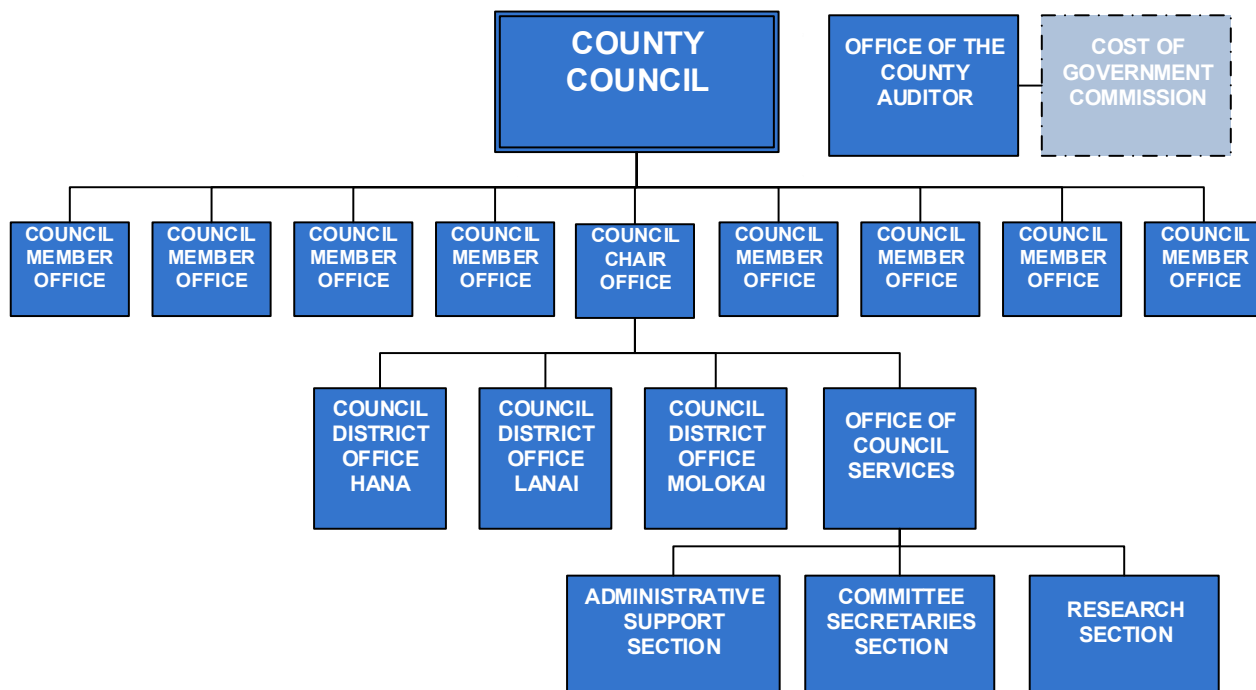
### Mission (Office of Council Services and County Council)

The purpose of the County Council is to make legislative decisions in a fair and efficient manner, on behalf of the people of the County of Maui.

### Mission (Office of the County Auditor)

Improve government accountability through independent analysis.

### Organization Chart



### Strategies

- The County Council consists of nine Councilmembers. Each Councilmember's office focuses on that Councilmember's legislative priorities and constituencies.
- The Office of Council Services focuses on providing services that enable the Council to decide legislative issues through a process that is lawful, reasonable, and efficient.
- The Office of the County Auditor will:
  - Serve as a catalyst for positive change in county government through focused independent audits and examination;
  - Advocate for the efficient and appropriate use of public resources; and
  - Increase government transparency for the purpose of bringing a higher quality of life to the citizens of Maui County.



**Department Summary****Operations**

County Council:

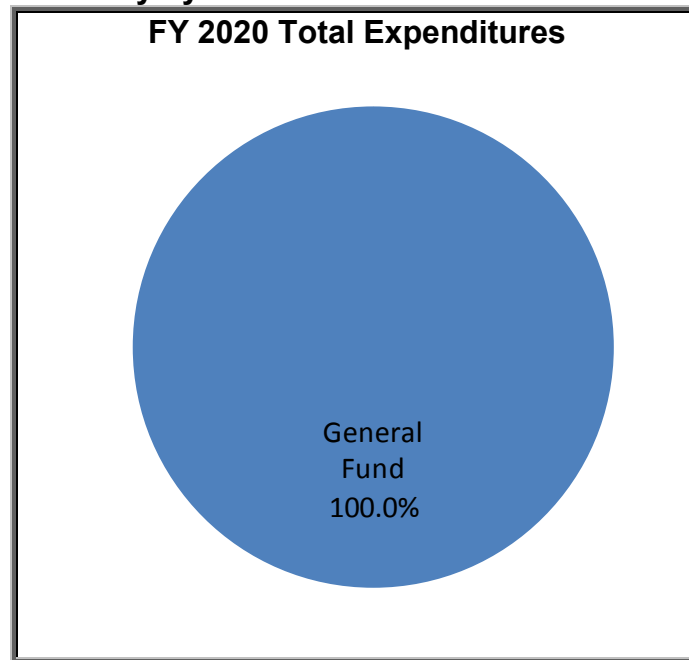
- The Councilmembers are provided flexibility in staffing and managing their offices. Their offices have equal annual allocations, and their operations are subject to pertinent legal and ethical requirements.
- The district offices in Hana, Lanai, and Molokai give residents of those areas access to the legislative process, and provide district-related assistance to Councilmembers, the Council and other legislative agencies.
- The Office of Council Services functions as a central support agency providing research, clerical, and logistical support to the Council's committees and Councilmembers in the performance of their official legislative duties.

The Office of the County Auditor ("OCA") is administratively divided into two functions: Administrative Support, and Audit and Analysis.

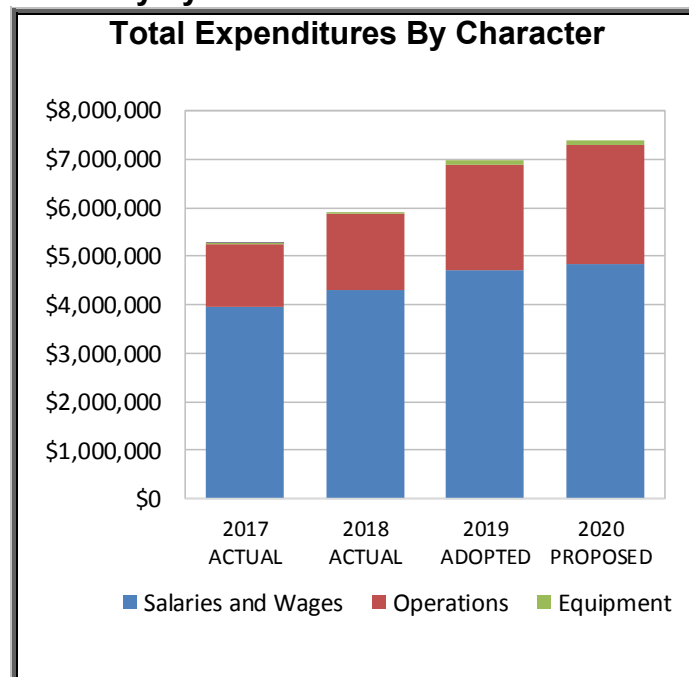
- **Administrative Support.** Work in coordination with others to carry out the functions of the OCA. Responsible for the day-to-day administrative services of the office, with some delegated authority to act for the County Auditor in select administrative matters. Provide administrative support in matters relating to personnel management, budget administration, financial records, audit report compilation, and general correspondence. Coordinates staff travel, training, and procurement of office equipment when required.
- **Audit and Analysis.** To the extent practicable, audits shall be conducted in accordance with generally accepted government auditing standards ("GAGAS") issued by the Comptroller General of the United States, Government Accountability Office. The application of GAGAS will provide OCA with a framework for conducting high-quality audits with competency, integrity, objectivity, and independence. As a requirement of GAGAS, audit staff shall maintain high levels of professional competency and skepticism through the completion of 80-hours continuing professional education every two years. In addition, the quality of the work product of OCA shall be examined through an external quality control "peer review" by an entity independent of the County of Maui at least once every three years.

## Department Summary

## Department Budget Summary by Fund



## Department Budget Summary by Fiscal Year



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$174,426	\$191,606	\$259,533	\$212,918	-\$46,615	-18.0%
WAGES & SALARIES	\$3,916,943	\$3,898,834	\$4,286,880	\$4,509,523	\$222,643	5.2%
<b>Salaries and Wages Total</b>	<b>\$4,091,369</b>	<b>\$4,090,440</b>	<b>\$4,546,413</b>	<b>\$4,722,441</b>	<b>\$176,028</b>	<b>3.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$68,777	\$36,434	\$52,885	\$56,535	\$3,650	6.9%
OTHER COSTS	\$180,355	\$175,992	\$368,183	\$442,354	\$74,171	20.1%
SERVICES	\$750,629	\$1,311,616	\$2,507,390	\$2,030,424	-\$476,966	-19.0%
TRAVEL	\$200,248	\$211,283	\$221,166	\$272,915	\$51,749	23.4%
UTILITIES	\$29,533	\$26,442	\$38,761	\$37,561	-\$1,200	-3.1%
<b>Operations Total</b>	<b>\$1,229,542</b>	<b>\$1,761,767</b>	<b>\$3,188,385</b>	<b>\$2,839,789</b>	<b>-\$348,596</b>	<b>-10.9%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$12,097	\$12,269	\$14,119	\$14,245	\$126	0.9%
MACHINERY & EQUIPMENT	\$21,493	\$8,198	\$64,400	\$64,600	\$200	0.3%
<b>Equipment Total</b>	<b>\$33,590</b>	<b>\$20,467</b>	<b>\$78,519</b>	<b>\$78,845</b>	<b>\$326</b>	<b>0.4%</b>
<b>Department Total</b>	<b>\$5,354,501</b>	<b>\$5,872,674</b>	<b>\$7,813,317</b>	<b>\$7,641,075</b>	<b>-\$172,242</b>	<b>-2.2%</b>

**Council Services Program****Program Description**

The program budget for the Office of Council Services (OCS) includes funds for centralized legislative costs as well as the nine Councilmembers' offices, and the three district offices of the County Council located in Hana, Lanai, and Molokai.

Generally, OCS provides research, clerical, and logistical support to the committees of the County Council and to Councilmembers in the performance of their official legislative duties. Each Councilmember's office is assigned an equal portion of the budget in an effort to provide all Councilmembers with enough flexibility and independence to pursue their own legislative priorities.

The district offices are managed by the Council Chair on behalf of all Councilmembers, and are intended to provide residents of these areas – which are geographically remote from the Council seat of Wailuku – with better access to Councilmembers and to legislative services in general.

**Population Served**

Each Councilmember represents and is accountable for all residents of the entire county, regardless of the Councilmember's residency area. Other personnel in the legislative branch serve the community indirectly by enabling the County Council, its committees, and its members to undertake their legislative responsibilities.

**Services Provided**

Councilmembers make legislative decisions for the community. As legislative officials, they are selected by majority vote and are directly accountable to the electorate. The legislative process is subject to many stringent and complex legal requirements. Councilmembers also spend considerable time meeting with advocates, gathering and evaluating information on issues, and considering the community's long-term needs.

Councilmembers have flexibility in staffing and operating their offices within an annual allotment so they can pursue their legislative priorities independently. Their offices work on constituent requests and legislative research, especially on matters requiring privacy and confidentiality. The offices also assist Councilmembers with scheduling, communications, and documents.

The Office of Council Services primarily supports the legislative activities of the County Council and its committees. The office provides the services necessary to enable Councilmembers to consider legislative issues in committee meetings. The office also provides or coordinates the legislative branch's general operations such as facilities, equipment, supplies, office technology, payroll, benefits, accounting, and workforce policies.

## Council Services Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: To undertake the county's legislative function in an effective, efficient, and legally proper manner.</i>				
1. To enable Council members, as elected representatives of the community, to consider and decide legislative issues in accordance with all legal requirements	# of committee reports issued	220	245	245
	# of ordinances enacted	104	135	135
	# of resolutions adopted by Council, excluding ceremonial resolutions	154	205	205
	# of committee meetings held for which meeting notices and written minutes were required	192	192	192
	% of meeting minutes issued that complied with all legal requirements	100%	100%	100%
	# of documents issued by committees	1,981	1,500	2,080
	% of documents issued that complied with established standards, without errors requiring corrective action	100%	100%	100%
	# of received documents that are processed by committees	4,674	3,000	4,900
	% of received documents processed that complied with established standards, without errors requiring corrective action	100%	100%	100%
	# of financial transactions processed	1,056	1,220	1,220
	% of financial transactions processed properly by accepted deadlines and not requiring corrective actions	99%	100%	100%
	# of personnel, payroll and procurement approvals processed	1,656	1,475	1,740
	% of personnel, payroll and procurement approvals processed properly by accepted deadlines and not requiring corrective actions	100%	100%	100%

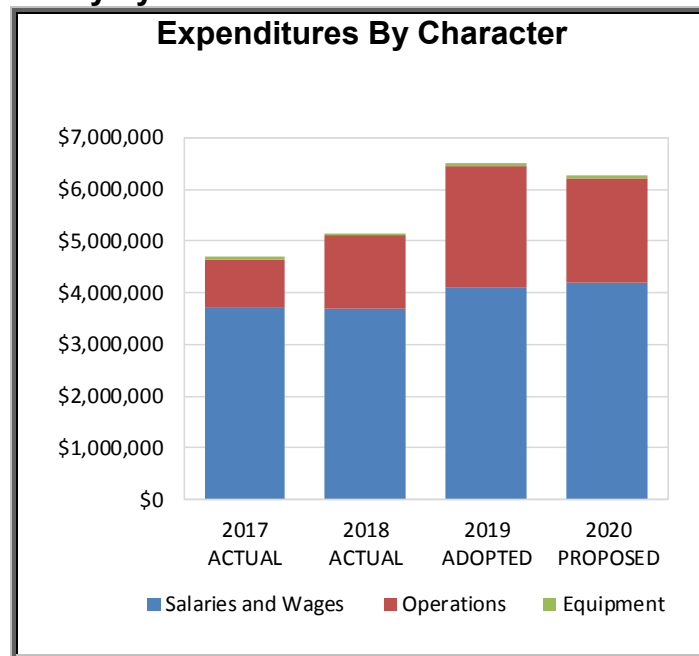


## Council Services Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: To undertake the county's legislative function in an effective, efficient, and legally proper manner (Cont'd).</i>				
2. To provide legislative documents to government agencies and the public	# of information requests requiring research or retrieval of records	331	160	350
	% of records provided by legal deadlines and established standards	100%	100%	100%
<i>Goal #2: Retain, develop, and recruit a capable, motivated, and diverse workforce.</i>				
1. Develop, improve, or maintain the professional skills of all employees at a high level through such activities as attendance at workshops, seminars, conferences, and in-house training	# of hours employees spend for improving skills and expertise that are necessary for operations	1,566	1,584	1,584

## Program Budget Summary by Fiscal Year – General Fund



## Council Services Program

## Expenditures Summary by Character and Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$174,426	\$188,920	\$244,388	\$196,082	-\$48,306	-19.8%
WAGES & SALARIES	\$3,551,992	\$3,497,079	\$3,848,330	\$4,010,106	\$161,776	4.2%
<b>Salaries and Wages Total</b>	<b>\$3,726,418</b>	<b>\$3,685,999</b>	<b>\$4,092,718</b>	<b>\$4,206,188</b>	<b>\$113,470</b>	<b>2.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$66,274	\$34,879	\$45,885	\$49,535	\$3,650	8.0%
OTHER COSTS	\$111,791	\$101,129	\$243,983	\$307,154	\$63,171	25.9%
SERVICES	\$529,211	\$1,069,165	\$1,825,384	\$1,346,824	-\$478,560	-26.2%
TRAVEL	\$193,821	\$202,671	\$221,166	\$272,915	\$51,749	23.4%
UTILITIES	\$26,030	\$22,326	\$31,428	\$30,228	-\$1,200	-3.8%
<b>Operations Total</b>	<b>\$927,128</b>	<b>\$1,430,170</b>	<b>\$2,367,846</b>	<b>\$2,006,656</b>	<b>-\$361,190</b>	<b>-15.3%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$10,119	\$10,119	\$10,119	\$10,245	\$126	1.2%
MACHINERY & EQUIPMENT	\$21,493	\$8,198	\$46,900	\$49,600	\$2,700	5.8%
<b>Equipment Total</b>	<b>\$31,612</b>	<b>\$18,317</b>	<b>\$57,019</b>	<b>\$59,845</b>	<b>\$2,826</b>	<b>5.0%</b>
<b>Program Total</b>	<b>\$4,685,158</b>	<b>\$5,134,486</b>	<b>\$6,517,583</b>	<b>\$6,272,689</b>	<b>-\$244,894</b>	<b>-3.8%</b>

Personnel Summary by Position Title<sup>1</sup> - General Fund

POSITION TITLE	FY 2020 PROPOSED
Budget Committee Analyst	1 Position
Budget Committee Secretary	1 Position
Committee Secretary	5 Positions
Council Aides - Hana, Lanai and Molokai	1 Position
Council Chair (1)	1 Position
Council Services Assistants	1 Position
Council Services Clerk	1 Position
Council Services Clerk (Administrative Personnel Specialist)	1 Position
Council Services Clerk (Department Purchasing Specials)	1 Position
Council Services Supervisor	1 Position
Council Services Technician	1 Position
Councilmember Executive Assistants	9 Positions
Councilmembers (8)	1 Position
Director of Council Services	1 Position
Legislative Analyst	6 Positions

<sup>1</sup> The Office of Council Services is not covered by civil service requirements or equivalent personnel counts. The position titles listed on this table are for informational purposes. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## Council Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
901041A-5101 Regular Wages: Increase in salaries due to incentive raises and step movements to retain existing personnel In the Office of Council Services	\$137,776	N/A
<b>OTHER PREMIUM PAY:</b>		
901041A-5215 Premium Pay: Decreased based on anticipated overtime hours.	-\$15,000	N/A
901041A-5250 Salary Adjustments: Deletion of one-time FY 2019 appropriation for salary adjustments and reduction to premium pay based on anticipated overtime hours	-\$94,388	N/A
<b>Operations</b>		
<b>SERVICES:</b>		
901041B-6110 Computer Services: Deletion of software licenses paid every 3 years.	-\$18,775	
901041B-6112 Contractual Services: Reduction of transcription services	-\$107,990	
901041B-6130 Printing & Binding: Reduction of the number committee mailers	-\$47,731	
901042B-6103 Audit Services: Deletion of one-time appropriation and reduction of program audits	-\$108,676	
901042B-6132 Professional Services: Deletion of one-time appropriation for public education on real property tax, reduction of litigation contingency, deletion of performance audits, and reduction of program audits	-\$488,958	
<b>MACHINERY &amp; EQUIPMENT:</b>		
901041C-7031 Computer Equipment: Deletion of one-time FY 2019 appropriation.	-\$39,900	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
901041A-5101 Regular Wages: Increase for additional part-time Council Services Assistant position in FY 2020.	\$24,000	N/A
<b>OTHER PREMIUM PAY:</b>		
901041A-5250 Salary Adjustments: One-time appropriation for anticipated salary increases.	\$61,082	N/A
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
901041B-6060 Small Equipment - under \$1000: Additional funding for docking stations for new tablets.	\$3,650	
<b>SERVICES:</b>		
901042B-6132 Professional Services: Additional funding for video production and broadcasting services and live broadcasting of off-site committee meeting and public hearings	\$40,570	
901402B-6129 Other Services: Additional funding for off-site storage for committee reports and OCS documents.	\$3,000	
901042B-6132 Professional Services: Additional funding for anticipated audit of the Community Plan Review Process.	\$250,000	

## Council Services Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>TRAVEL:</b>		
901041B-6201 Airfare, Transportation: Additional funding for anticipated travel to attend HSAC Conference and off-island committee meetings and public hearings.	\$20,938	
901041B-6222 Per Diem Non-Reportable: Additional funding for anticipated travel to attend HSAC Conference and off-island committee meetings and public hearings	\$30,125	
901041B-6254 Excess Mileage Reimbursement: Additional funding based on increased mileage rate.	\$686	
<b>OTHER COSTS:</b>		
901090B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$544	
901400B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901401B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901402B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901403B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901404B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901405B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901406B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901407B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
901408B-6221 Miscellaneous Other Costs: Additional funding for anticipated increased costs.	\$7,368	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
901041C-7031 Computer Equipment: Additional funding to purchase 18 Surface tablets at \$1,700 each; 2 iPad tablets at \$1,000 each; \$5,000 for testing and evaluation equipment; and \$5,000 for unexpected equipment failures.	\$42,600	
901400C-7031 Computer Equipment: Computer equipment for Makawao Council Member.	\$2,000	
901404C-7031 Computer Equipment: Computer equipment for Lanai Council Member.	\$3,000	
901405C-7031 Computer Equipment: Computer equipment for Upcountry Council Member.	\$1,000	
901406C-7031 Computer Equipment: Computer equipment for East Maui Council Member.	\$1,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$550,507</b>	<b>N/A</b>

**County Auditor Program****Program Description**

Pursuant to Section 3-9 of the Charter, it is declared to be the policy of the county to promote economic efficiency and improved service in the transaction of public business, in the legislative and executive branches of the county by:

1. Limiting expenditures to the lowest amount consistent with the efficient performance of essential services, activities, and functions;
2. Eliminating duplication and overlapping of services, activities, and functions;
3. Consolidating services, activities, and functions of a similar nature; and
4. Abolishing services, activities, and functions not necessary to the efficient conduct of government.

Pursuant to Section 3-9.3 of the Charter, the Cost of Government Commission shall be advisory to the County Auditor.

**Population Served**

The Office of the County Auditor serves the citizens of the county by promoting economic efficiency and improved service in the transaction of public business in the legislative and executive branches.

**Services Provided**

1. The County Auditor shall have the duty and power to conduct or cause to be conducted:
  - a) The independent annual financial audit of the county, as authorized by Section 9-13 of the Charter;
  - b) Other program, financial, or performance audits or evaluations regarding county organizations, operations, and regulations; and
  - c) Performance or financial audits of the funds, programs or activities of any agency or function of the county as the County Auditor deems warranted provided that before each fiscal year, the auditor shall transmit a plan of audits proposed to be conducted during the fiscal year to the Mayor and the Council for review and comment, but not approval.
2. Audit findings and recommendations shall be set forth in written reports of the County Auditor, a copy of which shall be transmitted to the Mayor and to the Council. Such copy shall be public records, except as provided by law.
3. For the purposes of carrying out any audit, the County Auditor shall have full, free, and unrestricted access to any county officer or employee; shall be authorized to examine and inspect any record of any agency or operation of the county; to administer oaths and subpoena witnesses; and compel the production of records pertinent thereto. If any person subpoenaed as a witness or compelled to produce records shall fail or refuse to respond thereto, the proper court, upon request of the County Auditor, shall have the power to compel obedience to any process of the County Auditor and to punish, as contempt of the court, any refusal to comply therewith without good cause. Notwithstanding Section 3-6.6 of the Charter, the County Auditor may, without Council approval, retain special counsel to represent the County Auditor in implementing these powers.
4. The County Auditor shall submit its budget to the Council, and its budget shall include the Cost of Government Commission's budget subject to Article 9, Section 9-2.1 of the Charter.



## County Auditor Program

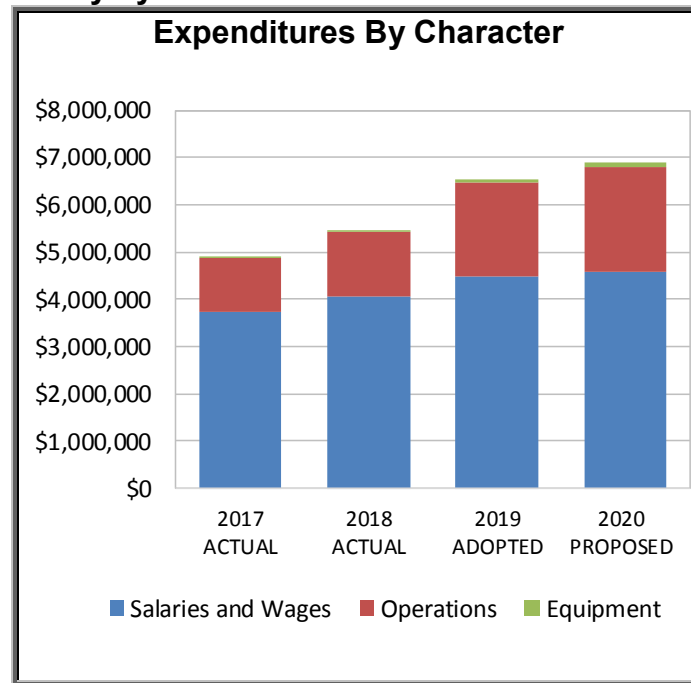
## Key Activity Goals &amp; Measures

GOALS/ OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: To perform the duties of the Office of the County Auditor as required by the Charter in an effective, efficient, and legally proper manner.</i>				
1. Procure and oversee Charter-mandated independent financial audits of the county	# of financial audits completed	4	3	3
2. Transmit a plan of audits to be conducted during the next fiscal year to the Mayor and Council	# of plans transmitted	1	1	1
3. Conduct self-initiated program, financial, or performance audits or evaluations	# of audits or evaluations initiated	0	2	2
4. Conduct follow-ups	# of follow-ups performed on implementation of recommendations made in previous OCA or audit contractor reports	N/A	2	2
<i>Goal #2: Attract, retain, and develop capable and motivated employees.</i>				
1. Develop, improve, and maintain professional skills of all employees	Average # of continuing professional education credits hours earned by each auditor <sup>2</sup>	59	40	40
	# of hours employees spend on improving skills and expertise that are necessary for operations	2	30	20
	# of professional organizations to which employees are affiliated	11	11	9

<sup>2</sup> The term "auditor" as defined by paragraph 1.07(a), Government Auditing Standards (2011).

## County Auditor Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$2,685	\$15,145	\$16,836	\$1,691	11.2%
WAGES & SALARIES	\$364,951	\$401,755	\$438,550	\$499,417	\$60,867	13.9%
<b>Salaries and Wages Total</b>	<b>\$364,951</b>	<b>\$404,441</b>	<b>\$453,695</b>	<b>\$516,253</b>	<b>\$62,558</b>	<b>13.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$2,503	\$1,555	\$7,000	\$7,000	\$0	N/A
OTHER COSTS	\$68,563	\$74,863	\$124,200	\$135,200	\$11,000	8.9%
SERVICES	\$221,418	\$242,451	\$682,006	\$683,600	\$1,594	0.2%
TRAVEL	\$6,427	\$8,612	\$0	\$0	\$0	N/A
UTILITIES	\$3,503	\$4,116	\$7,333	\$7,333	\$0	N/A
<b>Operations Total</b>	<b>\$302,415</b>	<b>\$331,597</b>	<b>\$820,539</b>	<b>\$833,133</b>	<b>\$12,594</b>	<b>1.5%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$1,978	\$2,150	\$4,000	\$4,000	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$17,500	\$15,000	-\$2,500	-14.3%
<b>Equipment Total</b>	<b>\$1,978</b>	<b>\$2,150</b>	<b>\$21,500</b>	<b>\$19,000</b>	<b>-\$2,500</b>	<b>-11.6%</b>
<b>Program Total</b>	<b>\$669,344</b>	<b>\$738,188</b>	<b>\$1,295,734</b>	<b>\$1,368,386</b>	<b>\$72,652</b>	<b>5.6%</b>

## County Auditor Program

Equivalent Personnel Summary by Position Title<sup>3</sup> - General Fund

POSITION TITLE	FY 2020 PROPOSED
Administrative Officer	1 Position
Analyst	1 Position
County Auditor	1 Position
Office Support Clerk	1 Position
Senior Analyst	2 Positions

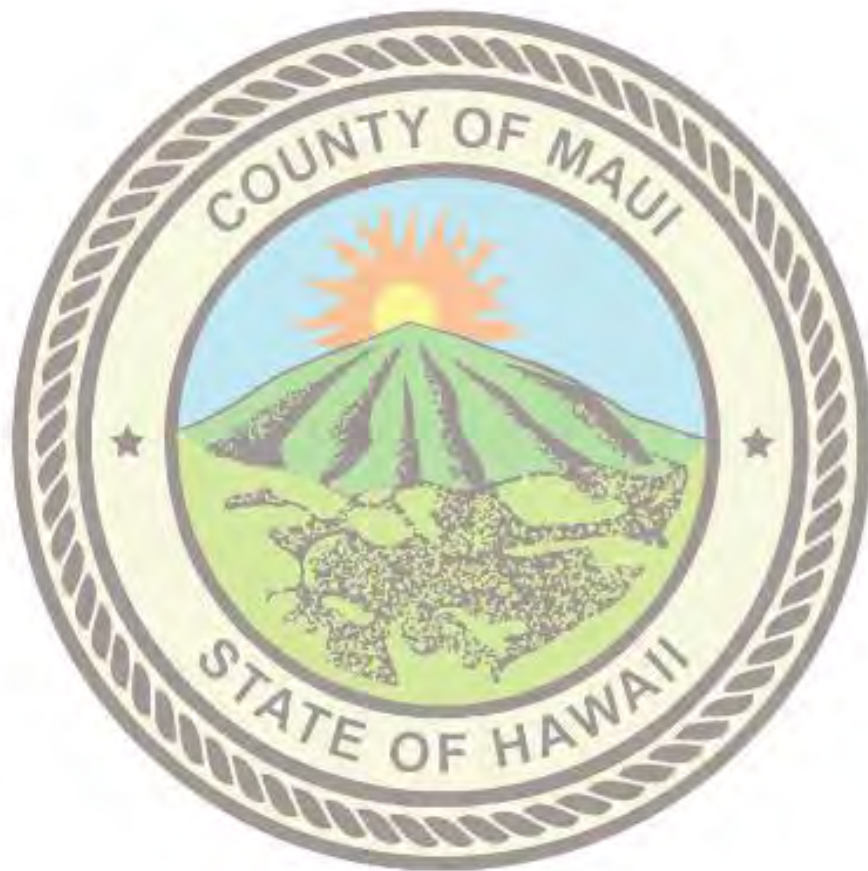
## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>SALARIES AND WAGES:</b>		
901013A-5101 Regular Wages: 3% increase per Salary Commission for the Auditor; Salary adjustment for staff approved in FY 2019; increase to full year salary for Auditor position approved in FY 2019.	\$38,218	N/A
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

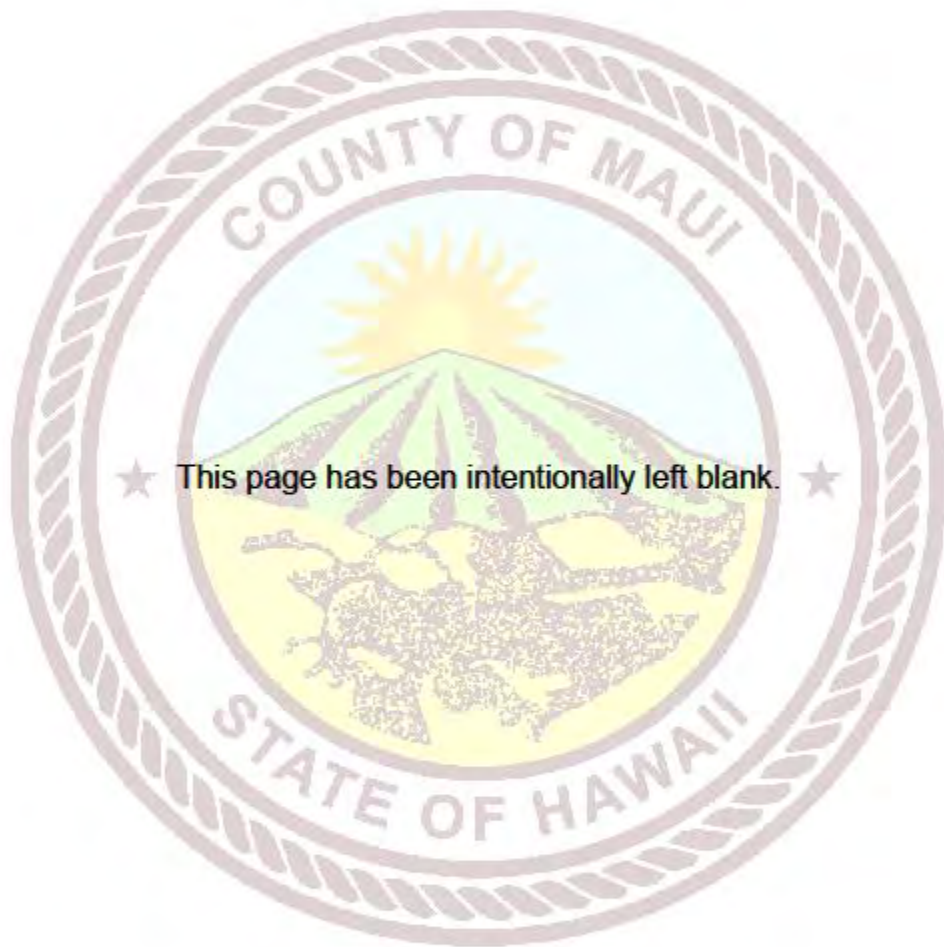
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>SALARIES AND WAGES:</b>		
901013A-5250 Regular Wages: Proposed expansion part-time position Office Support Clerk to assist with the Cost of Government Commission and Office of the Auditor functions.	\$22,649	N/A
<b>Operations</b>		
<b>OTHER COSTS:</b>		
901015B-6246 Board Costs: Increase for Technical Writer Contract.	\$6,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
901013C-7031 Computer Equipment: For the proposed expansion position Office Support Clerk.	\$3,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$31,649</b>	<b>N/A</b>

<sup>3</sup> The Office of the County Auditor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.



*Emergency*

*Emergency Management Agency*



★ This page has been intentionally left blank. ★



## Department Summary

### Mission

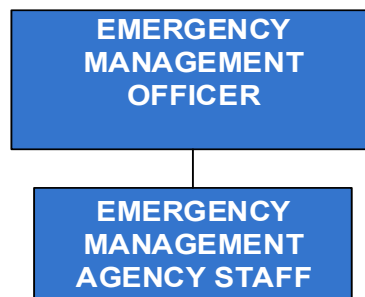
Utilizing emergency management principles, we protect all persons within the County of Maui to achieve whole community resiliency.

### Countywide Outcome(s)

The Civil Defense Agency supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

The Maui Emergency Management Agency (MEMA) staff promotes readiness through training aimed at familiarization with emergency management (“EM”) concepts and testing our capabilities through exercises. MEMA will provide training opportunities to staff, emergency operation center (“EOC”) partners and non-government organizations (“NGO”). Oversee training and exercise program to validate and update standard operating guidelines, plans and procedures. Strengthen the EOCs functionality and efficiency in managing emergencies through situational awareness leading to a common operating picture for all agencies involved. Foster community resiliency through public engagements and assist in coordinating recovery efforts after an emergency.

### Operations

MEMA is the local coordinating agency for administering and operating various local, state, and federal emergency management programs for the county. This includes planning, preparing, and coordinating emergency management operations in meeting disaster situations and coordinating post-disaster recovery operations. To accomplish this, MEMA will:

- Develop a well-trained and responsive staff;
- Enhance the county’s capabilities and response capacity for All-Hazards;

**Department Summary****Operations (Cont'd)**

- Utilize a Whole Community Approach to engage individuals and the private sector in emergency planning and preparedness;
- Identify and implement the use of appropriate technology during all phases of emergency management; and
- Enhance community resilience through the implementation of a coordinated and sustainable mitigation program.

**External Factors Description**

In this last year there has been great interest in emergency management, particularly after the false missile alert, flash floodings and Hurricanes Lane and Olivia. The agency has only 6 employees to manage the day-to-day operations and during an emergency. We are fortunate to have partners from local, state and federal governments as well as non-government organizations to assist. From these events MEMA learned the need for greater coordination of local resources to assist in the recovery efforts.

Training remains an essential component in ensuring the readiness of our agency in confronting emergencies. County staff have traveled to Kauai for the Wainiha floods and to the Big Island for the lava flow, to provide EOC support and to receive real world experience in dealing with disasters. The agency continues to provide training opportunities to fire, police, and County of Maui employees on the incident management system and on various topics relating to emergencies.

The County of Maui continues to receive grants from the Department of Homeland Security(DHS). MEMA administers the DHS and provides grant opportunities to various agencies including the Maui Fire Department and Maui Police Department. MEMA also administers the Emergency Management Performance Grant ("EMPG") which is used to fund a variety of activities including training expenses for individuals from various partner agencies.

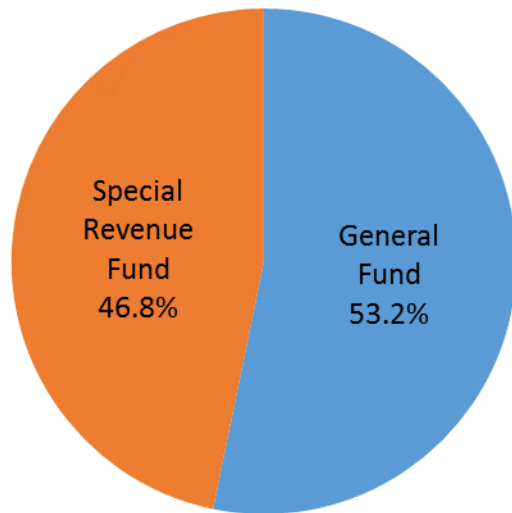
MEMA supports the "whole community approach" and "community resilience" which serve to empower communities to prepare for emergencies. The strengthening and resiliency of the local community to handle both natural and man-made disasters starts at the individual level, continue through to the family, and then to the larger community.

Limited infrastructure that is suitable for evacuation during various events continues to pose a challenge to the mission of the agency. This, coupled with an increasing population, will strain the ability of the county to sustain long-term support for persons displaced from their homes during a large-scale event. As more residents relocate to Maui, the collective knowledge of local hazards as well as local civil defense and emergency management programs become diluted, creating an increasing challenge.

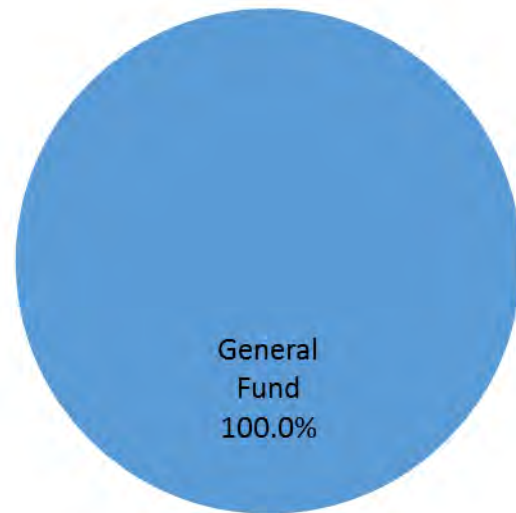
## Department Summary

### Department Budget Summary by Fund

**FY 2020 Total Expenditures**

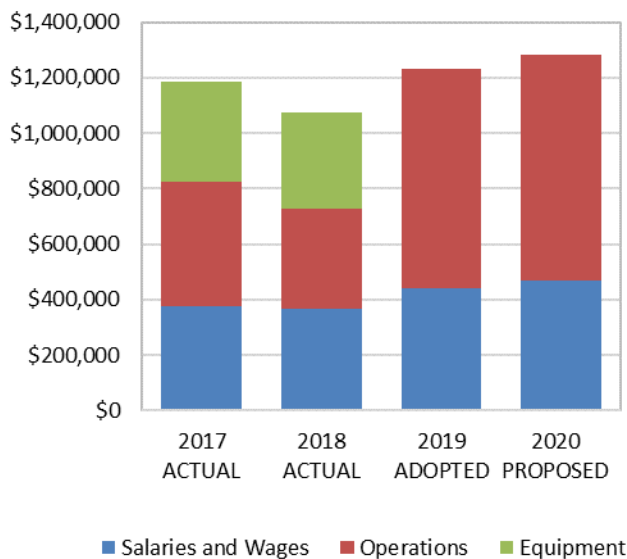


**FY 2020 Total Equivalent Personnel**

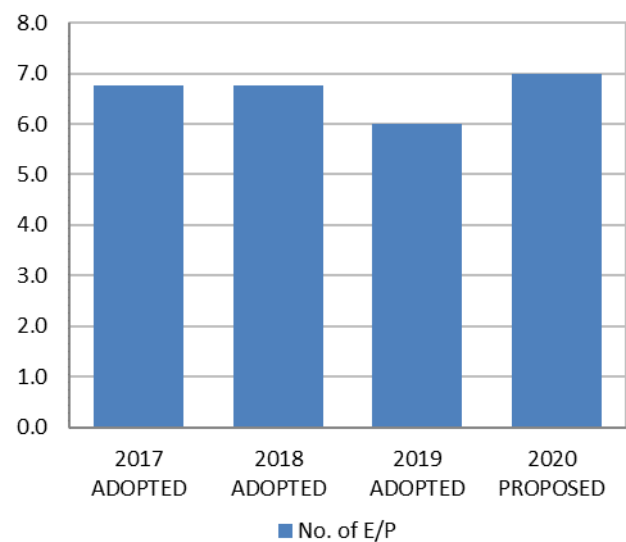


### Department Budget Summary by Fiscal Year

**Total Expenditures By Character**



**Total Equivalent Personnel**



# MAUI EMERGENCY MANAGEMENT AGENCY

# COUNTY OF MAUI

## Department Summary

### Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$72,385	\$63,177	\$50,150	\$50,000	-\$150	-0.3%
WAGES & SALARIES	\$302,191	\$304,874	\$389,256	\$416,544	\$27,288	7.0%
<b>Salaries and Wages Total</b>	<b>\$374,576</b>	<b>\$368,051</b>	<b>\$439,406</b>	<b>\$466,544</b>	<b>\$27,138</b>	<b>6.2%</b>
<b>Operations</b>						
INTERFUND COST RECLASSIFICATION	\$13,279	\$0	\$0	\$0	\$0	N/A
MATERIALS & SUPPLIES	\$18,167	\$21,467	\$18,200	\$18,200	\$0	N/A
OTHER COSTS	\$120,645	\$175,946	\$42,400	\$67,400	\$25,000	59.0%
SERVICES	\$227,277	\$101,213	\$72,000	\$72,000	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$600,000	\$600,000	\$0	N/A
TRAVEL	\$23,389	\$20,327	\$12,380	\$12,380	\$0	N/A
UTILITIES	\$45,570	\$42,191	\$46,597	\$46,597	\$0	N/A
<b>Operations Total</b>	<b>\$448,327</b>	<b>\$361,144</b>	<b>\$791,577</b>	<b>\$816,577</b>	<b>\$25,000</b>	<b>3.2%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$364,470	\$344,594	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$364,470</b>	<b>\$344,594</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Department Total</b>	<b>\$1,187,373</b>	<b>\$1,073,789</b>	<b>\$1,230,983</b>	<b>\$1,283,121</b>	<b>\$52,138</b>	<b>4.2%</b>

### Equivalent Personnel Summary by Program

	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Emergency Management Program	6.8	6.8	6.00	7.00	1.0	16.7%

**Emergency Management Program**

**Program Description**

The Emergency Management Program administers and operates various local, state, and federal emergency management programs. This includes prevention, planning, mitigation, preparedness, and coordinating emergency management response and recovery operations in disaster situations.

**Countywide Outcome(s)**

The Civil Defense Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Emergency Management Program serves all county employees, residents, and visitors.

**Services Provided**

The Emergency Management Program provides emergency management services.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Development and retention of a well-trained and responsive staff.</i>				
1. Conduct employee training activities based on training plans developed for each employee annually	# of training activities conducted	37	12	12
	% of staff who agree or strongly agree that they have necessary tools, training & skills to perform their jobs	75%	100%	100%
<i>Goal #2: Enhance the county's response capacity and capabilities for All-Hazards.</i>				
1. Exercise Emergency Operations Center (EOC) roles and responsibilities annually	# of Homeland Security Exercise and Evaluation Program compliant tabletop exercises conducted	12	2	2
	% of exercise objectives related to After-Action Reviews/Implementation Plans	100%	50%	50%
2. Annually identify and develop personnel to staff EOC roles	# of position-specific training sessions conducted	4	4	4



**Emergency Management Program**

**Key Activity Goals & Measures (Cont'd)**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Enhance the county's response capacity and capabilities for All-Hazards (Cont'd).</i>				
2. Annually identify and develop personnel to staff EOC roles (Cont'd)	% of EOC positions with at least three (3) people trained	N/A	50%	50%
	% of trained personnel who agree or strongly agree that they have skills necessary to complete their EOC function	44%	80%	80%
3. Update and maintain a comprehensive training and exercise program plan by March 2020	Multi-Year Training and Exercise Plan updated	Yes	Yes	Yes
	% of training offerings directly related to After-Action Review/Improvement Plans	100%	50%	50%
4. Work with partner agencies to establish pre-event contracts	# of executed contracts	0	2	2
5. Strengthen Mass Care Capabilities	# of County staff trained in shelter operations	0	100	100
<i>Goal #3: Utilize a Whole Community Approach to engage individuals and the private sector in emergency planning and preparedness.</i>				
1. Exercise roles and responsibilities of self-identified and naturally occurring community-based groups (non-government organizations, faith-based groups)	# of non-governmental groups participating in annual tabletop exercise (TTX)	28	10	10
	% of participants who agree or strongly agree that the TTX helped better prepare them for an event	84%	100%	100%

**Emergency Management Program**

**Key Activity Goals & Measures (Cont'd)**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Utilize a Whole Community Approach to engage individuals and the private sector in Emergency planning and preparedness (Cont'd).</i>				
2. Increase the effectiveness of Community Emergency Response Team (CERT) volunteers within each district	# of supplemental training modules implemented to enhance CERT skills by June 2017	0	2	2
	# of CERT members who completed a supplemental module	0	50	50
	% of participants who agree or strongly agree that the supplemental training enhanced their engagement opportunities	N/A	100%	100%
	YTD # of volunteers who completed CERT training			
	South	N/A	10	10
	Central	11	10	10
	Upcountry	3	10	10
	East	N/A	5	5
	West	23	10	10
	Lanai	N/A	5	5
	Molokai	N/A	5	5
	TOTAL # CERT-trained volunteers that reside in district			
	South	N/A	30	30
	Central	N/A	30	30
	Upcountry	N/A	30	30
	East	N/A	10	10
	West	N/A	25	25
	Lanai	N/A	10	10
	Molokai	N/A	10	10
	% of volunteers who complete CERT training and become active branch members	N/A	75%	75%

**Emergency Management Program**

**Key Activity Goals & Measures (Cont'd)**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Utilize a Whole Community Approach to engage individuals and the private sector in Emergency planning and preparedness (Cont'd).</i>				
3. Engage the Private Sector in building community preparedness and resiliency	Host a Public/Private Partnership symposium to share information, ideas, and best practices in disaster preparedness and emergency management	No	Yes	Yes
	% of symposium attendees who have an increased knowledge of engagement opportunities in preparedness and resiliency	N/A	90%	90%
4. Conduct community outreach and facilitate community based resiliency planning	# of communities implementing the 18 month Hawaii Hazard Awareness and Reduction Program (HHARP)	1	2	2
	# of milestones reached toward HHARP certification	26	5	5
	# of outreach events aimed at:			
	General Public	14	6	6
	Elderly	10	2	2
	Youth	4	2	2
	Service Organizations	27	2	2
<i>Goal #4: Identify and implement the use of appropriate technology during all phases of Emergency management.</i>				
1. Maintain connectivity between EOC and remote locations in Molokai, Lanai, Hana, and Lahaina annually	# of successful exercises to test user groups and status boards	8	4	4

**Emergency Management Program**

**Key Activity Goals & Measures (Cont'd)**

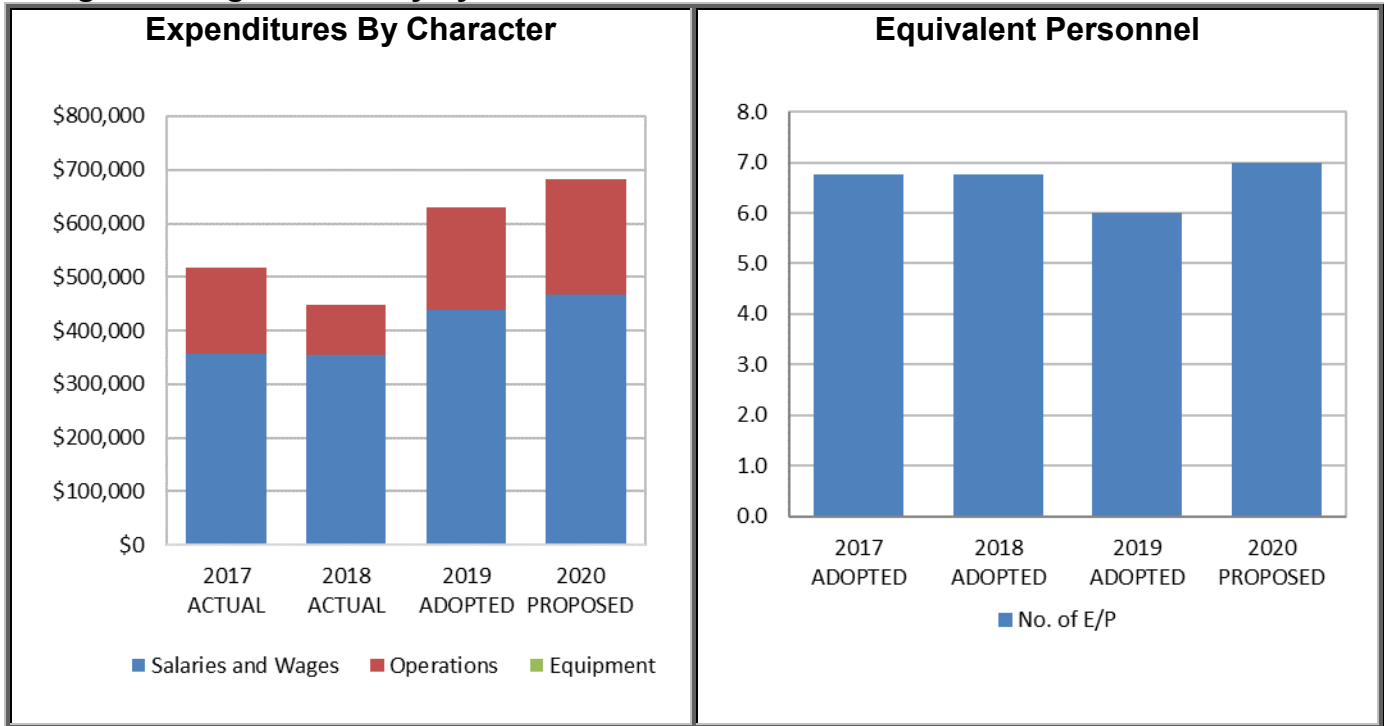
<b>GOALS/OBJECTIVES</b>	<b>SUCCESS MEASUREMENTS</b>	<b>FY 2018 ACTUAL</b>	<b>FY 2019 ESTIMATE</b>	<b>FY 2020 ESTIMATE</b>
<i>Goal #4: Identify and implement the use of appropriate technology during all phases of Emergency management (Cont'd).</i>				
2. Update and maintain automated call-back for EOC activation and siren verification	# of successful siren test call-outs conducted	12	12	12
	Siren test completion call rate	90%	95%	95%
	# EOC activation tests	0	2	2
	% of activation list that respond within 15 minutes	0%	90%	90%
<i>Goal #5: Enhance community resilience through the implementation of a coordinated and Sustainable mitigation program</i>				
1. Integrate appropriate jurisdictional plans and programs into the Hazard Mitigation Plan	Review relevant plans and identify areas of crossover by December 2019	Yes	Yes	Yes
2. Develop policy positions regarding land use, building codes	Draft positions for review by March 2020	Yes	Yes	Yes

# MAUI EMERGENCY MANAGEMENT AGENCY

COUNTY OF MAUI

## Emergency Management Program

### Program Budget Summary by Fiscal Year – General Fund



### Expenditures Summary by Character & Object – General Fund

General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$54,338	\$49,402	\$50,150	\$50,000	-\$150	-0.3%
WAGES & SALARIES	\$302,191	\$304,874	\$389,256	\$416,544	\$27,288	7.0%
<b>Salaries and Wages Total</b>	<b>\$356,529</b>	<b>\$354,277</b>	<b>\$439,406</b>	<b>\$466,544</b>	<b>\$27,138</b>	<b>6.2%</b>
<b>Operations</b>						
INTERFUND COST RECLASSIFICATION	\$13,279	\$0	\$0	\$0	\$0	N/A
MATERIALS & SUPPLIES	\$3,210	\$3,002	\$18,200	\$18,200	\$0	N/A
OTHER COSTS	\$32,042	\$32,749	\$42,400	\$67,400	\$25,000	59.0%
SERVICES	\$102,781	\$29,438	\$72,000	\$72,000	\$0	N/A
TRAVEL	\$5,441	\$13,678	\$12,380	\$12,380	\$0	N/A
UTILITIES	\$3,579	\$14,459	\$46,597	\$46,597	\$0	N/A
OPERATING EXPENSE	\$0	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$160,331</b>	<b>\$93,325</b>	<b>\$191,577</b>	<b>\$216,577</b>	<b>\$25,000</b>	<b>13.0%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>



# MAUI EMERGENCY MANAGEMENT AGENCY

COUNTY OF MAUI

## Emergency Management Program

### Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
CD Plans & Operations Officer	1.0	1.0	1.0	1.0	0.0	N/A
CD Staff Specialist III	2.0	2.0	2.0	2.0	0.0	N/A
CD Staff Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
Civil Defense District Coordinator	0.8	0.8	0.0	0.0	0.0	N/A
Emergency Management Officer	1.0	1.0	1.00	1.00	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
EM Specialist I	0.0	0.0	0.0	1.0	1.0	N/A
<b>Program Total</b>	<b>6.8</b>	<b>6.8</b>	<b>6.00</b>	<b>7.00</b>	<b>1.0</b>	<b>16.7%</b>

### Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
	\$0	
<b>TOTAL CONTINUATION BUDGET CHANGES</b>	<b>\$0</b>	<b>0.0</b>

**Emergency Management Program**

**Expansion Budget Request from FY 2019 Adopted Budget**

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
912014A-5101 Regular Wages: Funding for proposed expansion position for an Emergency Specialist I.	\$27,288	1.0
<b>Operations</b>		
912061B-6317 County Grant Subsidy: Increase funding for the grant to American Red Cross.	\$25,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$52,288</b>	<b>1.0</b>

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
American Red Cross	\$25,000	\$25,000	\$25,000	\$25,000
<b>TOTAL COUNTY GRANT SUBSIDY – CIVIL DEFENSE PROGRAM</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>

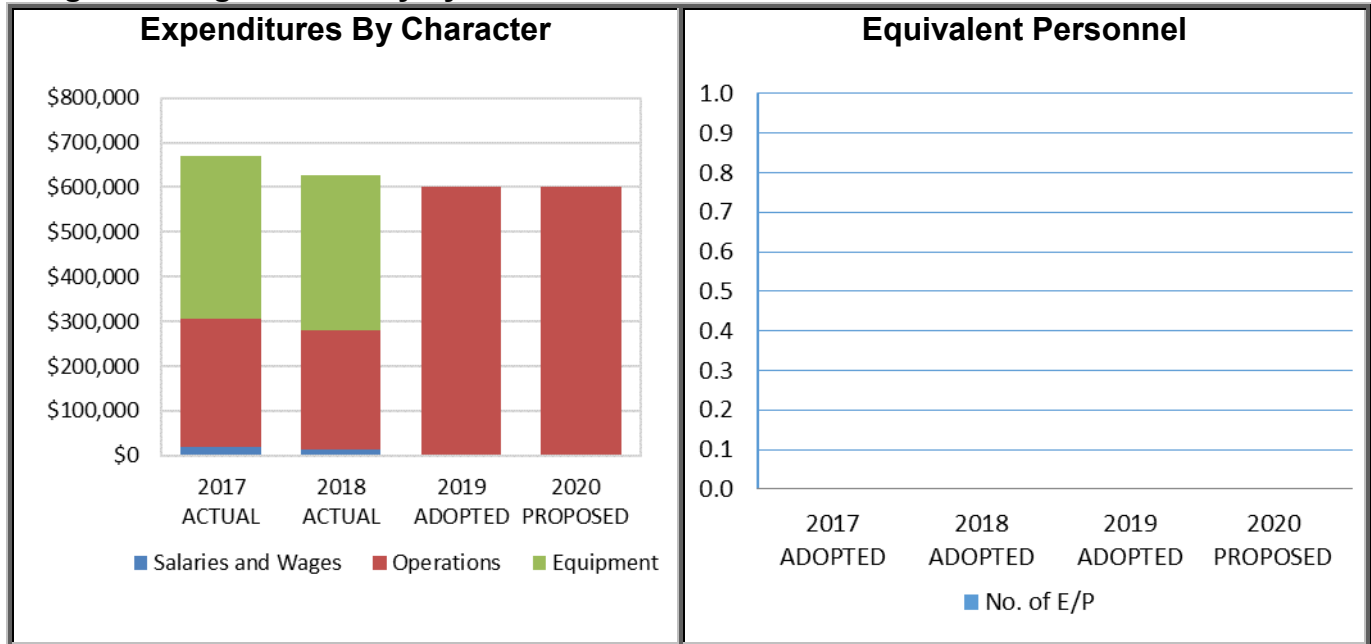
**County Grant Subsidy Program Description**

**American Red Cross**

Establish a strong network of trained volunteers and partners to ensure communities are prepared for disasters and to provide mass care, shelter, feeding, health, and mental health services to those affected by disaster.

## Emergency Management Program

### Program Budget Summary by Fiscal Year – Grant Revenue Fund



### Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$18,047	\$13,774		\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$18,047</b>	<b>\$13,774</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$14,957	\$18,466		\$0	\$0	N/A
OTHER COSTS	\$88,603	\$143,198		\$0	\$0	N/A
SERVICES	\$124,497	\$71,775		\$0	\$0	N/A
SPECIAL PROJECTS			\$600,000	\$600,000	\$0	N/A
TRAVEL	\$17,948	\$6,649		\$0	\$0	N/A
UTILITIES	\$41,991	\$27,732		\$0	\$0	N/A
<b>Operations Total</b>	<b>\$287,996</b>	<b>\$267,820</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
CIP EXPENDITURE	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$364,470	\$344,594		\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$364,470</b>	<b>\$344,594</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$670,513</b>	<b>\$626,188</b>	<b>\$600,000</b>	<b>\$600,000</b>	<b>\$0</b>	<b>N/A</b>

**Emergency Management Program**

**Equivalent Personnel Summary by Position Title – Grant Revenue Fund**

The Emergency Management Program does not have equivalent personnel funded through the Grant Revenue Fund.

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Emergency Management Performance Grant (EMPG)	No	Yes/50%	\$100,000	\$100,000	\$100,000	\$100,000
State Homeland Security Grant (SHSG) Program	No	No	\$500,000	\$590,000	\$500,000	\$500,000
<b>TOTAL</b>			<b>\$600,000</b>	<b>\$690,000</b>	<b>\$600,000</b>	<b>\$600,000</b>

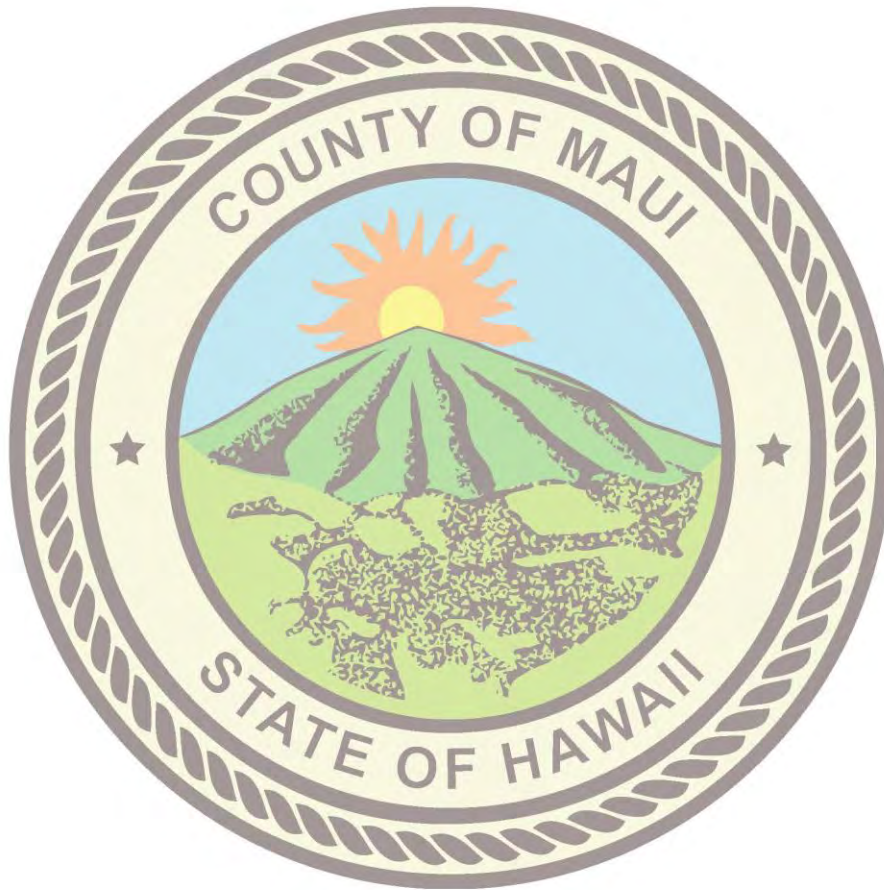
**Grant Award Description**

**Emergency Management Performance Grant Program**

Emergency Management Performance Grant Program is a Federal Emergency Management Agency (FEMA) grant to sustain and enhance All-Hazards emergency management capabilities at the state and local government level.

**State Homeland Security Grant Program**

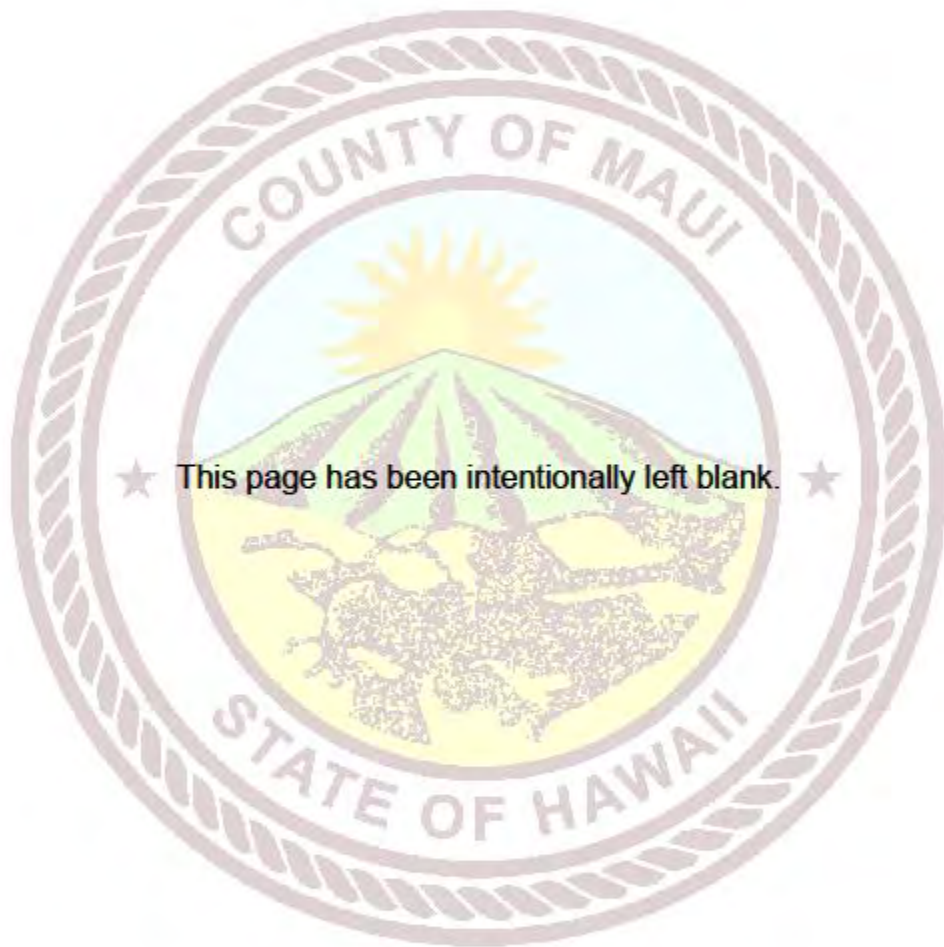
The Homeland Security Grant Program (HSGP) provides a primary funding mechanism for building and sustaining national preparedness capabilities. The County of Maui receives funds from two of the five interconnected grant programs that comprise the HSGP: State Homeland Security Program and the Citizen Corps Program.



# *Environmental Management*

---





★ This page has been intentionally left blank. ★

## Department Summary

### Mission

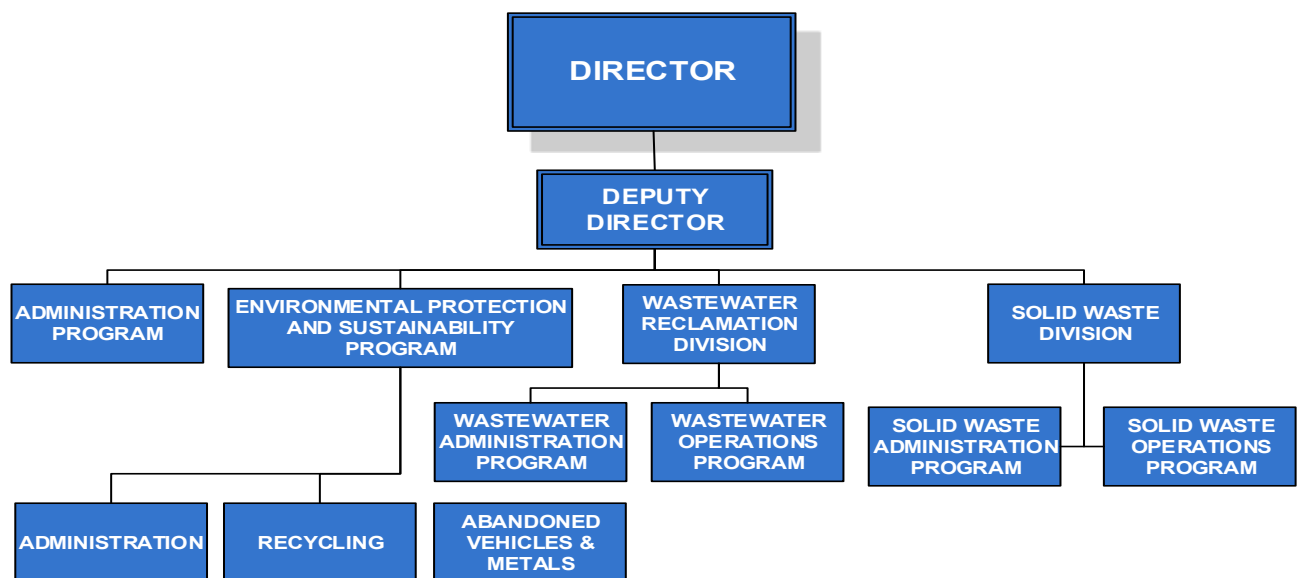
The Department of Environmental Management directs and oversees three operating divisions: Environmental Protection and Sustainability; Solid Waste Management; and Wastewater Reclamation. These divisions provide direct service to the public and also protect the environment. The Department of Environmental Management's mission is to ensure public health and safety, and environmental sustainability. This is accomplished by providing support and guidance to our divisions to continue effective, efficient, and compliant operations.

### Countywide Outcome(s)

The Department of Environmental Management supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

- Plan and implement the necessary infrastructure investments to support a healthy and sustainable community.
- Review and modify procedures to deliver services to the public that meet the expectations and demands of a livable community.

### Operations

The Administration Program meets with the department's divisions to plan and implement their capital improvement program, discuss daily activities, and personnel matters.

The Solid Waste Division supports sections including administration, compliance, planning, engineering, fiscal, refuse collections, landfill operations, safety and training programs, 99 employees, capital

**Department Summary****Operations (Cont'd)**

improvement projects, and permit reviews. The Division operates 4 county owned landfills, 6 closed landfills, provides residential refuse collection to > 26,700 accounts and 2,600 routes/year, manages 19 permits and related regulatory compliance countywide, landfills 200,000 tons/year, and currently processes >20,000 tons/year of construction and demolition (C&D) material.

The Environmental Protection and Sustainability Division is expanding to fulfill the 2012 charter mandate that the department “guide efforts to optimize opportunities for environmental, natural resource protection, sustainability, conservation, and restoration.” Existing programs include waste reduction and diversion of waste that would otherwise be landfilled including general recyclables, scrap metals, electronics, household hazardous waste, and abandoned vehicles, as well as litter control and other waste reduction programs. Program expansions include an environmental grant program, sustainability education, and development of partnerships with environmental agencies and organizations.

The Wastewater Reclamation Division operates and maintains the county’s wastewater reclamation facilities which include numerous wastewater pump stations. The division maintains over 220 miles of gravity and force main wastewater collection pipelines, and monitors and enforces the grease trap interceptor program for restaurants. The division also provides almost 4 million gallons of reclaimed water each day for agricultural and landscaping maintenance through almost 9 miles of reclaimed water lines.

**External Factors Description**

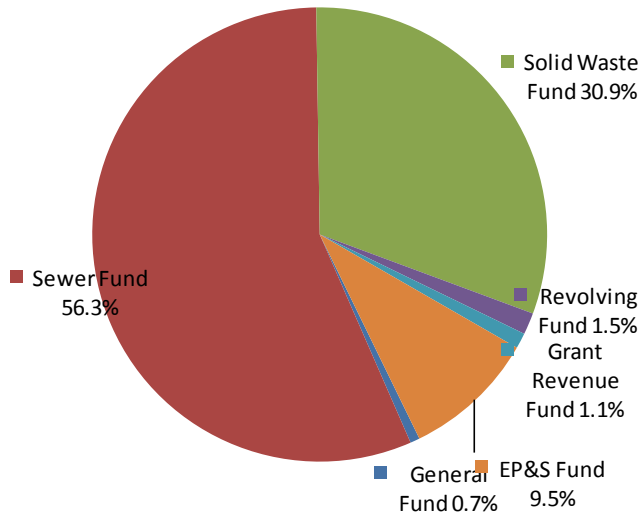
The Solid Waste and Wastewater Divisions are heavily regulated by both state and federal agencies. State and federal agencies’ rules and regulations dictate how the Divisions operate their facilities. The department continues to work with those agencies to weigh the impacts of these rules and regulations on the operational cost.

Public perception impacts the Divisions’ ability to operate its facilities. Despite being in compliance with all applicable requirements, negative assumptions often are made as to the manner in which facilities are being operated. This forces the Divisions to operate their facilities above and beyond applicable requirements to combat any negative perception.

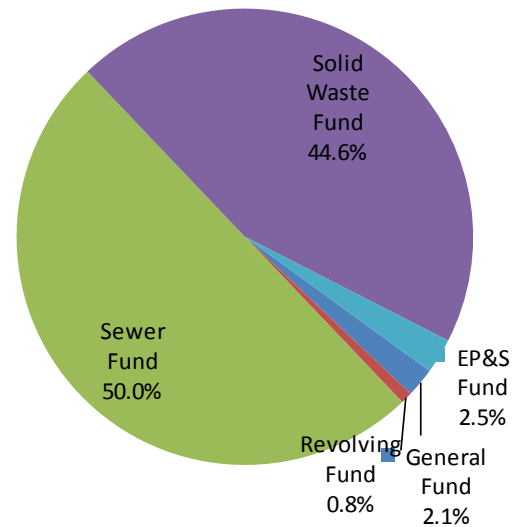
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

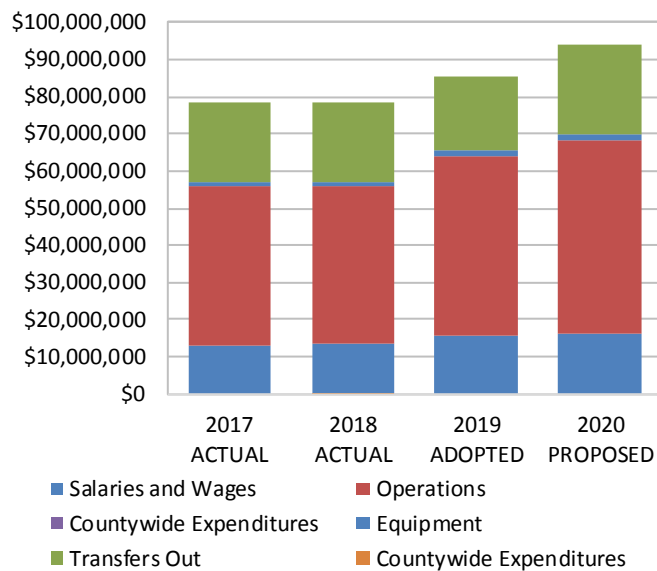


FY 2020 Total Equivalent Personnel

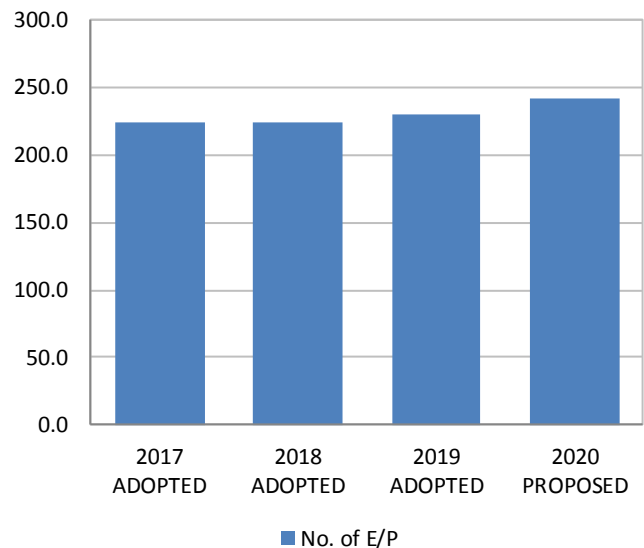


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Department Summary

## Expenditure Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$11,401,932	\$12,078,383	\$13,877,889	\$14,557,415	\$679,526	4.9%
OTHER PREMIUM PAY	\$1,658,811	\$1,526,729	\$1,688,094	\$1,831,321	\$143,227	8.5%
SALARY ADJUSTMENTS	\$0	\$0	\$0	\$7,258	\$7,258	N/A
<b>Salaries and Wages Total</b>	<b>\$13,060,743</b>	<b>\$13,605,112</b>	<b>\$15,565,983</b>	<b>\$16,395,994</b>	<b>\$830,011</b>	<b>5.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$4,580,953	\$5,936,602	\$6,798,952	\$7,427,764	\$628,812	9.2%
SERVICES	\$14,081,643	\$12,048,571	\$13,413,867	\$14,171,771	\$757,904	5.7%
UTILITIES	\$4,846,163	\$5,028,988	\$5,709,315	\$5,712,892	\$3,577	0.1%
TRAVEL	\$110,340	\$89,887	\$122,873	\$124,873	\$2,000	1.6%
OTHER COSTS	\$4,528,015	\$3,891,762	\$4,614,230	\$4,807,698	\$193,468	4.2%
SPECIAL PROJECTS	\$0	\$200	\$504,600	\$618,600	\$114,000	22.6%
Special Revenue Funds	\$0	\$0	\$0	\$627,217	\$627,217	N/A
Interfund Cost Reclassificatio	\$14,924,521	\$15,229,301	\$17,344,037	\$18,390,423	\$1,046,386	6.0%
Non-Operating Expenses	\$0	\$250	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$43,071,635</b>	<b>\$42,225,561</b>	<b>\$48,507,874</b>	<b>\$51,881,238</b>	<b>\$3,373,364</b>	<b>7.0%</b>
<b>Transfers Out</b>						
Other Governmental Funds	\$6,528,804	\$5,281,400	\$0	\$0	\$0	N/A
Special Revenue Funds	\$340,000	\$192,981	\$6,057,458	\$4,753,047	-\$1,304,411	-21.5%
General Fund	\$14,819,570	\$15,751,208	\$13,706,373	\$19,839,217	\$6,132,844	44.7%
<b>Transfers Out Total</b>	<b>\$21,688,374</b>	<b>\$21,225,589</b>	<b>\$19,763,831</b>	<b>\$24,592,264</b>	<b>\$4,828,433</b>	<b>24.4%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$0	-\$2,761	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$0</b>	<b>-\$2,761</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$844,589	\$1,161,557	\$1,326,000	\$1,348,200	\$22,200	1.7%
LEASE PURCHASES	\$15,195	\$19,696	\$31,290	\$31,290	\$0	N/A
<b>Equipment Total</b>	<b>\$859,784</b>	<b>\$1,181,253</b>	<b>\$1,357,290</b>	<b>\$1,379,490</b>	<b>\$22,200</b>	<b>1.6%</b>
<b>Department Total</b>	<b>\$78,680,536</b>	<b>\$78,234,755</b>	<b>\$85,194,978</b>	<b>\$94,248,986</b>	<b>\$9,054,008</b>	<b>10.6%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	5.0	5.0	5.0	5.0	0.0	N/A
Environmental Protection & Sustainability Program	5.0	5.8	6.0	8.0	2.0	33.3%
Solid Waste Administration Program	14.0	13.3	13.0	13.00	0.0	N/A
Solid Waste Operations Program	82.0	82.0	86.0	95.0	9.0	10.5%
Wastewater Administration Program	18.0	18.0	19.0	20.0	1.0	5.3%
Wastewater Operations Program	100.0	100.0	101.0	101.0	0.0	N/A
<b>Department Total</b>	<b>224.0</b>	<b>224.0</b>	<b>230.0</b>	<b>242.0</b>	<b>12.0</b>	<b>5.2%</b>



**Administration Program****Program Description**

The Administration Program meets with the department's Divisions to plan and implement the departments' capital improvement program, and discuss daily activities and personnel matters. Based on the addition to Section 8-15.3 of the County Charter, the FY 2016 budget includes the creation of a new program to address the additional responsibilities of the department to "guide efforts to optimize opportunities for environmental, natural resource protection, sustainability, conservation, and restoration."

The Wastewater Reclamation Division operates and maintains the county's wastewater reclamation facilities which include 42 wastewater pump stations. The division maintains over 220 miles of gravity and force main wastewater collection pipelines, and monitors and enforces the grease trap interceptor program for restaurants. The Division also provides almost 4 million gallons of reclaimed water each day for agricultural and landscaping maintenance through almost 9 miles of reclaimed water lines.

The Solid Waste Division supports sections including administration, compliance, planning, engineering, fiscal, refuse collections, landfill operations, safety and training programs, 99 employees, capital improvement projects, and permit reviews. The Division operates 4 county-owned landfills, 6 closed landfills, provides residential refuse collection to > 26,700 accounts and 2,600 routes/year, manages 19 permits and related regulatory compliance countywide, landfills 210,000 tons/year, and currently processes > 20,000 tons/year of construction and demolition (C&D) material.

The Environmental Protection & Sustainability Division is expanding to fulfill the 2012 charter mandate that the department "guide efforts to optimize opportunities for environmental, natural resource protection, sustainability, conservation, and restoration." Existing programs include waste reduction and diversion of waste that would otherwise be landfilled including general recyclables, scrap metals, household hazardous waste, and abandoned vehicles, as well as litter control and other waste reduction programs. Program expansions include an environmental grant program and development of partnerships with environmental agencies and organizations.

**Countywide Outcome(s)**

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Administration Program oversees the Environmental Protection and Sustainability, Wastewater Reclamation, and Solid Waste Divisions. The Wastewater Reclamation Division serves sewer and water reuse customers in the County of Maui. There are over 45,000 residential and 1,700 non-residential customers. The Solid Waste Division serves the entire population within the County of Maui with its landfills. The refuse section serves over 26,700 residential refuse collection accounts and the landfill section serves over 1,000 commercial accounts. The Environmental Protection & Sustainability Division serves the entire population within the County of Maui.

**Services Provided**

The Administration Program provides management services to the Solid Waste Management, Wastewater Reclamation, and Environmental Protection & Sustainability Divisions.

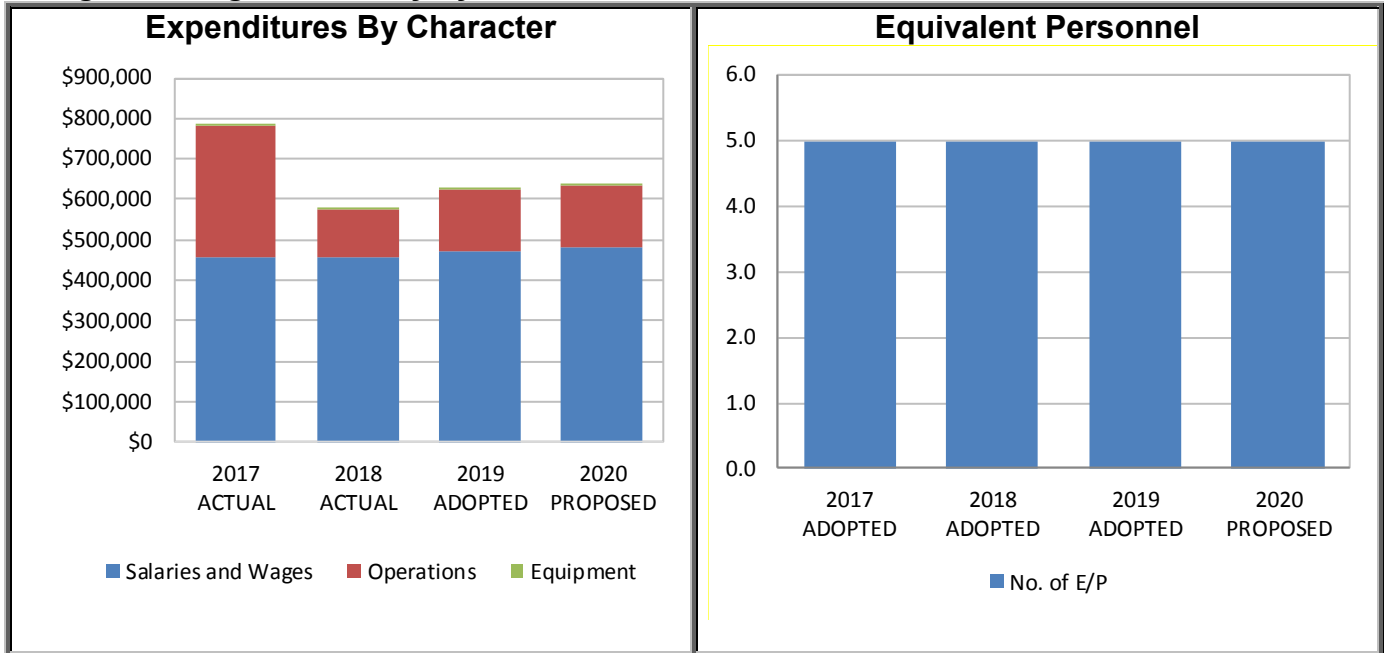
## Administration Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide effective management of departmental projects and programs.</i>				
1. Conduct meetings with Divisions to ensure mid- and long-term goals are progressing	# of meetings conducted per year	13	12	12
2. Initiate new programs to promote sustainability	# of programs initiated per year	0	1	1
3. Resolve outstanding regulatory issues	# of outstanding issues resolved per year	0	1	1
<i>Goal #2: Provide effective department fiscal management.</i>				
1. Conduct meetings with Divisions to review and evaluate fiscal management of projects and programs annually	# of meetings conducted per year	13	12	12
2. Review current procedures and initiate new procedures to promote efficiency annually	# of new procedures initiated per year	0	1	1
<i>Goal #3: Provide effective department personnel management.</i>				
1. Conduct meetings with Divisions to review and update personnel needs and actions annually	# of meetings conducted per year	13	12	12
2. Conduct meetings with Departmental Personnel Officer (DPO) to prioritize actions	# of meetings conducted per year to prioritize actions	20	24	24
3. Develop & conduct supervisor leadership and communication development training program designed to improve leadership and communication skills, and promote overall employee job satisfaction and commitment.	# of leadership development sessions annually	4	4	4
	Supervisor attendance at leadership trainings	95%	100%	100%
	# of DEM workers comp claims	4	0	0
	# of fraudulent workers comp claims	0	0	0
	# of DEM leave without pay man days	63	50	25
	# of DEM grievances	N/A	0	0

## Administration Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object - General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$454,903	\$452,083	\$469,286	\$475,266	-\$2,400	-0.5%
OTHER PREMIUM PAY	\$1,744	\$5,423	\$2,800	\$8,584	\$32,453	1159.0%
<b>Salaries and Wages Total</b>	<b>\$456,648</b>	<b>\$457,506</b>	<b>\$472,086</b>	<b>\$483,850</b>	<b>\$11,764</b>	<b>2.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$4,353	\$2,755	\$3,650	\$3,650	\$0	N/A
SERVICES	\$11,555	\$2,235	\$9,000	\$9,000	\$0	N/A
UTILITIES	\$5,924	\$7,243	\$8,640	\$8,640	\$0	N/A
TRAVEL	\$13,264	\$8,707	\$21,500	\$21,500	\$0	N/A
OTHER COSTS	\$289,491	\$94,366	\$108,750	\$108,750	\$0	N/A
SPECIAL PROJECTS		\$200	\$600	\$600	\$0	N/A
<b>Operations Total</b>	<b>\$324,587</b>	<b>\$115,505</b>	<b>\$152,140</b>	<b>\$152,140</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$3,028	\$2,907	\$4,500	\$4,500	\$0	N/A
<b>Equipment Total</b>	<b>\$3,028</b>	<b>\$2,907</b>	<b>\$4,500</b>	<b>\$4,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$784,263</b>	<b>\$575,919</b>	<b>\$628,726</b>	<b>\$640,490</b>	<b>\$11,764</b>	<b>1.9%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>N/A</b>

## Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
91900A-5250 Salary Adjustments: Anticipated salary increase for Collective Bargaining	\$6,084	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$6,084</b>	<b>0.0</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Community Work Day Program	\$205,050	\$0	\$0	\$0
<b>TOTAL COUNTY GRANT SUBSIDY - ADMINISTRATION PROGRAM</b>	<b>\$205,050</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Wastewater Administration Program

### Program Description

The Wastewater Reclamation Division is composed of two major organizational elements-administration and operations. These two elements work in unison with overlapping responsibilities but shared objectives. Wastewater Administration is responsible for managing the overall objectives of the Division, expenditures and revenues, and administering the wastewater user charge system. It monitors compliance with county, state, and federal regulations regarding treatment, quality, and discharges; provides permitting, monitoring and enforcement support for regulated discharges from commercial and industrial users; issues grease interceptors and hauler discharge permits; and maintains the county-wide KIVA database relating to these permits. The program also identifies, plans, and constructs wastewater and recycled water infrastructure to support community plans.

### Countywide Outcome(s)

The Wastewater Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The Wastewater Administration Program serves sewer and water reuse customers in the County of Maui.

### Services Provided

The Wastewater Administration Program provides wastewater reclamation services in Central, South, and West Maui; Kaunakakai, Molokai; and Lanai City.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide effective Division management.</i>				
1. Maintain efficient fiscal management	Total cost per 1,000 gallons collected, transported, treated, and disposed	\$5.36	\$5.20	\$5.36
2. Maximize throughput efficiency	Power (in kWh) per 1,000 gallons treated	\$3.46	3.79	\$3.54
3. Conduct timely pretreatment inspections	% of pretreatment inspections conducted on time	100%	100%	100%
4. Minimize adverse impacts to environment	# of grease-related spills	1	3	3
<i>Goal #2: Sustain reliable wastewater infrastructure.</i>				
1. Complete CIP projects within schedule	% of CIP design & construction projects on schedule	100%	100%	100%

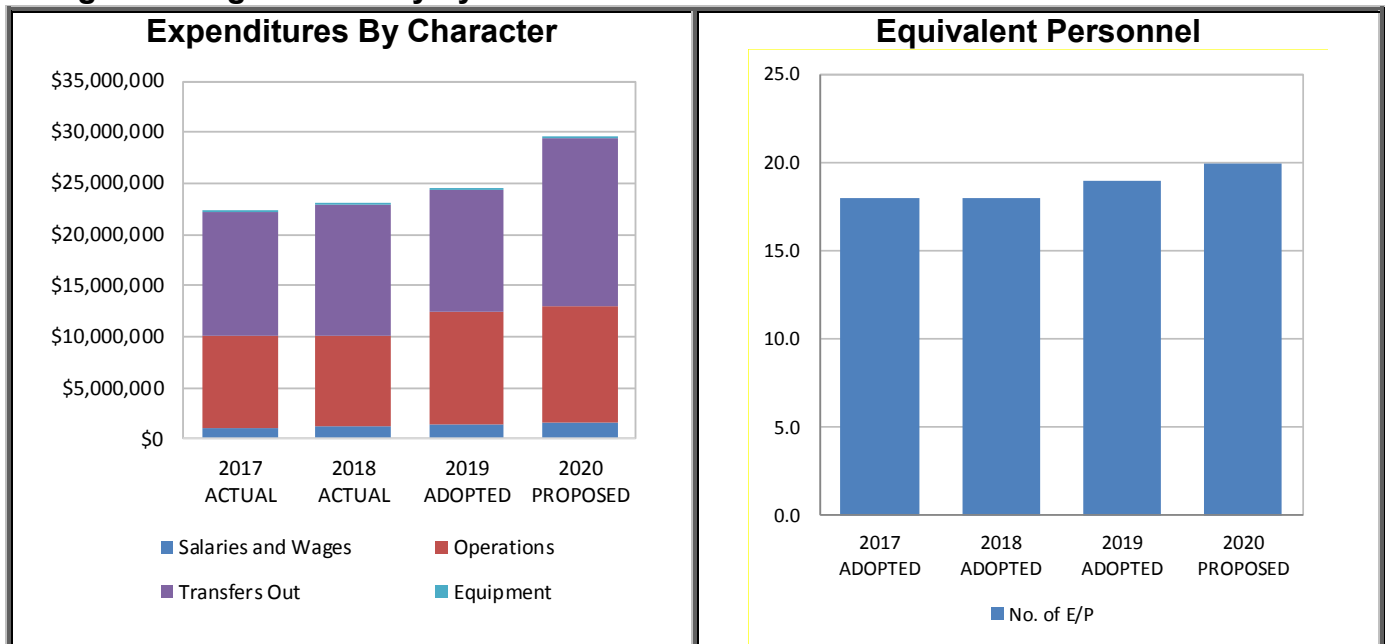


## Wastewater Administration Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Sustain reliable wastewater infrastructure.</i>				
2. Develop needs assessment for infrastructure improvements to decrease the # of unplanned infrastructure replacement projects greater than \$100,000	# of unplanned infrastructure replacement projects with a value greater than \$100,000	0	0	0
3. Maintain public awareness by conducting public presentations annually	# of public presentations conducted	10	10	10
4. Minimize adverse impacts to wastewater system from non-county activities	# of public information requests	1252	1,300	1300
5. Monitor capacity to meet demands on existing facilities	# of planning and building permits denied due to lack of sewer capacity	0	0	0
6. Provide timely review of permit applications	% of permit applications reviewed within 45 days	99%	100%	98%

## Program Budget Summary by Fiscal Year – Sewer Fund



## Wastewater Administration Program

## Expenditures Summary by Character &amp; Object – Sewer Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$1,073,432	\$1,202,299	\$1,399,762	\$1,449,612	\$49,850	3.6%
OTHER PREMIUM PAY	\$62,986	\$92,518	\$46,160	\$137,786	\$91,626	198.5%
<b>Salaries and Wages Total</b>	<b>\$1,136,418</b>	<b>\$1,294,817</b>	<b>\$1,445,922</b>	<b>\$1,587,398</b>	<b>\$141,476</b>	<b>9.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$14,605	\$31,467	\$34,726	\$37,026	\$2,300	6.6%
SERVICES	\$1,092,375	\$869,531	\$864,456	\$1,016,169	\$151,713	17.6%
UTILITIES	\$8,328	\$9,225	\$12,500	\$12,500	\$0	N/A
TRAVEL	\$29,868	\$14,898	\$16,150	\$16,150	\$0	N/A
OTHER COSTS	\$357,037	\$270,637	\$328,500	\$333,500	\$5,000	1.5%
INTERFUND COST RECLASSIFICATION	\$7,378,001	\$7,661,787	\$9,724,024	\$9,986,968	\$262,944	2.7%
<b>Operations Total</b>	<b>\$8,880,215</b>	<b>\$8,857,545</b>	<b>\$10,980,356</b>	<b>\$11,402,313</b>	<b>\$421,957</b>	<b>3.8%</b>
<b>Transfers Out</b>						
OTHER GOVERNMENTAL FUNDS	\$2,678,431	\$1,659,979	\$0	\$0	\$0	N/A
SPECIAL REVENUE FUNDS	\$0	\$0	\$2,787,458	\$1,483,047	-\$1,304,411	-46.8%
GENERAL FUND	\$9,437,639	\$11,040,846	\$9,174,453	\$14,869,211	\$5,694,758	62.1%
<b>Transfers Out Total</b>	<b>\$12,116,070</b>	<b>\$12,700,825</b>	<b>\$11,961,911</b>	<b>\$16,352,258</b>	<b>\$4,390,347</b>	<b>36.7%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$2,292	\$33,000	\$66,000	\$33,000	100.0%
LEASE PURCHASES	\$2,342	\$2,342	\$6,000	\$6,000	\$0	N/A
<b>Equipment Total</b>	<b>\$2,342</b>	<b>\$4,633</b>	<b>\$39,000</b>	<b>\$72,000</b>	<b>\$33,000</b>	<b>84.6%</b>
<b>Program Total</b>	<b>\$22,135,044</b>	<b>\$22,857,821</b>	<b>\$24,427,189</b>	<b>\$29,413,969</b>	<b>\$4,986,780</b>	<b>20.4%</b>

\*\*Note: Expenditures include fringe benefits, overhead, and debt service costs.

## Equivalent Personnel Summary by Position Title – Sewer Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant IV	1.0	1.0	1.0	1.0	0.0	N/A
CIP Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer I	0.0	0.0	0.0	1.0	1.0	N/A
Civil Engineer II	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer III	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer IV	2.0	2.0	2.0	2.0	0.0	N/A
Civil Engineer V	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer VI	2.0	2.0	2.0	2.0	0.0	N/A
Construction Inspector II	1.0	1.0	1.0	1.0	0.0	N/A
Customer Service Representative II	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst I	0.0	0.0	1.0	1.0	0.0	N/A
GIS Analyst III	1.0	1.0	1.0	1.0	0.0	N/A
Mechanical Engineer I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Operations Training Officer	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Pretreatment Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Reclamation Division Chief	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Source Control Technician	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>18.0</b>	<b>18.0</b>	<b>19.0</b>	<b>20.0</b>	<b>1.0</b>	<b>5.3%</b>

## Wastewater Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
None		
<b>Operations</b>		
<b>SERVICES:</b>		
919005B-6110 Computer Services: Increase in CC&B Water/Sewer billing	\$50,843	
<b>INTERFUND COST RECLASSIFICATION:</b>		
919011B-6314 Social Security - FICA: Based on CY2019 Employee Fringe Benefit Rates issued by Finance, 11/1/2018.	-\$36,079	
919011B-6370 Retirement System Charges: Adjusted due to ERS spiking bills, same as prior year.	\$105,018	
919013B-6320 Hawaii Employer-Union Trust Fd: Anticipated increase in EUTF premiums; same as prior year.	\$41,386	
919017B-6350 Overhead Charges/Admin Cost: Based on cost allocation plan, Matrix, 7/20/2017	\$161,606	
<b>Transfer Out</b>		
<b>SPECIAL REVENUE FUNDS:</b>		
919002B-7511 Special Revenue Funds: Moved to various subobjects for funding.	-\$1,304,411	
919015B-7510 General Fund: Increase funding for debt service payment.	\$5,694,758	
<b>Equipment</b>		
919005C-7036 Furniture/Fixtures: Deletion of one-time FY19 appropriation.	-\$3,000	
919005C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$25,000	
919005C-7031 Computer Equipment: Deletion of one-time FY19 appropriation.	-\$5,000	

## Expansion Budget Request from FY 2019 Adopted Budget

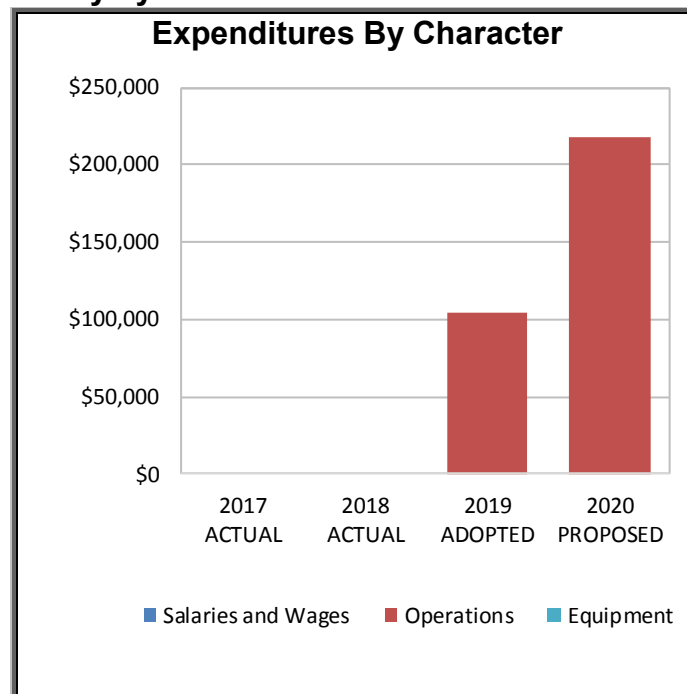
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919005A-5101 Regular Wages: Proposed expansion position for a Civil Engineer I	\$42,040	1.0
919005A-5215 Premium Pay: Increase in overtime due to rise in workload.	\$50,000	0.0
919005A-5250 Salary Adjustments: Anticipated salary increase for Collective Bargaining Contracts	\$34,471	0.0
919007A-5250 Salary Adjustments: Anticipated salary increase for Collective Bargaining Contracts	\$5,108	0.0
919009A-5250 Salary Adjustments: Anticipated salary increase for Collective Bargaining Contracts	\$2,647	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
919005B-6031 Repairs & Maintenance Supplies: Partitions to create workspace for Civil Engineer I expansion position.	\$2,000	
919005B-6060 Small Equipment: Related operations cost for Civil Engineer I expansion position (office chair).	\$300	
<b>SERVICES:</b>		
919005B-6132 Professional Services: Increase needed for funding of Geotechnical/Materials Testing, Permit Compliance, Archaeological Services, & Construction Management.	\$100,000	

## Wastewater Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>OTHER COSTS:</b>		
919005B-6244 Computer Software: Related operations cost for Civil Engineer I expansion position.	\$5,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
919005C-7040 Motor Vehicles: Purchase a 4WD truck to replace 2004 Ford Ranger w/ 117,750 miles.	\$30,000	
919005C-7040 Motor Vehicles: Purchase 4-door vehicle to replace 1999 Ford Escort w/ 46,403 miles.	\$30,000	
919005C-7036 Furniture/Fixtures: Purchase desk and \$2,000 for partitions for Civil Engineer I expansion position.	\$1,000	
919005C-7031 Computer Equipment: Purchase computer for Civil Engineer I expansion position.	\$5,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$307,566</b>	<b>1.0</b>

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Wastewater Administration Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$0	\$0	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$104,000	\$218,000	\$114,000	109.6%
<b>Operations Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,000</b>	<b>\$218,000</b>	<b>\$114,000</b>	<b>109.6%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$104,000</b>	<b>\$218,000</b>	<b>\$114,000</b>	<b>109.6%</b>

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Department of Health West Maui Public Outreach Grant	No	No	\$50,000	\$50,000	\$0	\$0
State Department of Health 604b Grant Program	Yes	No	\$0	\$0	\$104,000	\$218,000
<b>TOTAL</b>			<b>\$50,000</b>	<b>\$50,000</b>	<b>\$104,000</b>	<b>\$218,000</b>

## Grant Award Description

State Department of Health 604b Grant Program

The 604b grants are available for regional public comprehensive planning organizations to carry out water quality management planning activities that protect water quality in the State of Hawaii. Projects must address water quality issues. Grant funds can be used to determine the nature, extent, and causes of point and nonpoint source water pollution; develop water quality management plans; develop technical and administrative guidance tools for water pollution control; develop preliminary designs for best management practices (BMPs) to address water quality problems; implement administrative water pollution controls; and educate the public about the impact and importance of water pollution control.



## Wastewater Operations Program

### Program Description

The Wastewater Operations Program is responsible for the management, operation, and repair of county wastewater collection, transportation and processing infrastructure and related facilities. Activities include process control, safety and training, solids management, production of high quality effluent for recycling, regulatory reporting and compliance, laboratory analysis, preventive maintenance, and efficient operation. With the recent completion of the reorganization for the Division, a Central Maintenance Section was created under the Wastewater Operations Program. This section will allow the Division to prioritize and allocate the necessary resources to maintain, rehabilitate and/or replace equipment required for a reliable and efficient wastewater system.

This program also operates and maintains the Naval Air Station Kahului Airport (NASKA) wastewater pump station for the State of Hawaii Department of Transportation. A revolving repair account is funded by the state for the repair of the pump station. The budget summaries for the NASKA Wastewater Pump Station Revolving Fund are not presented in this document due to the nature of this revolving account. There are no budget appropriations in FY 2019 for this revolving fund.

### Countywide Outcome(s)

The Wastewater Operations Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The Wastewater Operations Program serves sewer and water reuse customers in the County of Maui.

### Services Provided

The Wastewater Administration Program provides wastewater reclamation services in Central, South and West Maui; Kaunakakai, Molokai; and Lanai City.

### Key Activity Goals & Measures

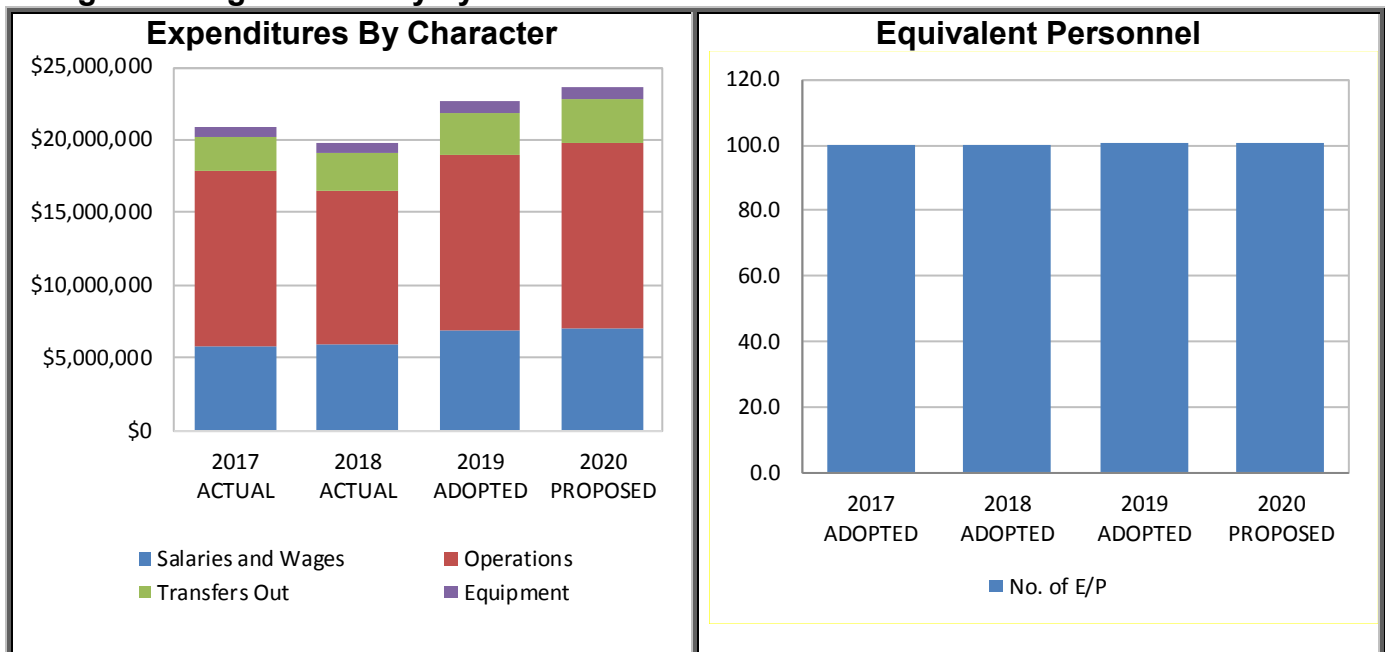
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide reliable wastewater service.</i>				
1. Minimize wastewater impacts to the environment by minimizing the # of non-compliant regulatory days	% of wastewater successfully transported to the treatment plants	99.9917%	99.99%	99.99%
2. Satisfy regulatory requirements for treatment plants	# of non-compliance days	21	12	12
3. Satisfy regulatory requirements for reclaimed water	% of R-1 compliance days	99.9%	96%	96

## Wastewater Operations Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Provide timely maintenance of facilities and equipment for long-term efficiency.</i>				
1. Complete on-time maintenance of existing mechanical equipment	% of preventive mechanical maintenance activities completed on-time	97%	100%	100%
2. Complete on-time maintenance of existing electrical equipment	% of preventive electrical maintenance activities completed on-time	98%	100%	100%
3. Complete on-time maintenance of existing collection system	% of preventive maintenance completed on-time	90%	100%	100%
<i>Goal #3: Encourage employee productivity and morale by developing employee skills and abilities and minimizing workplace injuries.</i>				
1. Conduct professional development sessions for each employee annually	# of professional development sessions per employee annually	2.66	12	12
2. Conduct safety training classes to each employee annually	# of safety training classes per employee annually	2.30	12	12

## Program Budget Summary by Fiscal Year – Sewer Fund



## Wastewater Operations Program

## Expenditures Summary by Character &amp; Object – Sewer Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$5,011,565	\$5,199,660	\$6,076,679	\$6,177,480	\$100,801	1.7%
OTHER PREMIUM PAY	\$727,714	\$676,066	\$834,522	\$783,792	-\$50,730	-6.1%
SALARY ADJUSTMENTS	\$0	\$0	\$0	\$7,258	\$7,258	N/A
<b>Salaries and Wages Total</b>	<b>\$5,739,278</b>	<b>\$5,875,726</b>	<b>\$6,911,201</b>	<b>\$6,968,530</b>	<b>\$57,329</b>	<b>0.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$3,064,640	\$4,401,250	\$4,889,015	\$5,289,015	\$400,000	8.2%
SERVICES	\$4,155,187	\$1,188,090	\$1,508,024	\$1,958,024	\$450,000	29.8%
UTILITIES	\$4,712,878	\$4,903,474	\$5,557,400	\$5,560,473	\$3,073	0.1%
TRAVEL	\$35,991	\$32,380	\$38,250	\$38,250	\$0	N/A
OTHER COSTS	\$102,521	\$130,817	\$36,500	\$36,500	\$0	N/A
NON-OPERATING EXPENSES	\$0	\$250	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$12,071,217</b>	<b>\$10,656,260</b>	<b>\$12,029,189</b>	<b>\$12,882,262</b>	<b>\$853,073</b>	<b>7.1%</b>
<b>Transfers Out</b>						
OTHER GOVERNMENTAL FUNDS	\$2,398,274	\$2,542,992	\$0	\$0	\$0	N/A
SPECIAL REVENUE FUNDS	\$0	\$0	\$2,930,000	\$2,930,000	\$0	N/A
<b>Transfers Out Total</b>	<b>\$2,398,274</b>	<b>\$2,542,992</b>	<b>\$2,930,000</b>	<b>\$2,930,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$719,280	\$657,525	\$757,000	\$861,200	\$104,200	13.8%
LEASE PURCHASES	\$2,652	\$3,347	\$7,400	\$7,400	\$0	N/A
<b>Equipment Total</b>	<b>\$721,933</b>	<b>\$660,873</b>	<b>\$764,400</b>	<b>\$868,600</b>	<b>\$104,200</b>	<b>13.6%</b>
<b>Program Total</b>	<b>\$20,930,702</b>	<b>\$19,735,849</b>	<b>\$22,634,790</b>	<b>\$23,649,392</b>	<b>\$1,014,602</b>	<b>4.5%</b>

## Equivalent Personnel Summary by Position Title – Sewer Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk II	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Wastewater Treatment Operator	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Wastewater Treatment Plant Operations/Maintenance Supervisor IV	2.0	2.0	2.0	2.0	0.0	N/A
Assistant Wastewater Treatment Plant Operator	21.0	21.0	21.0	21.0	0.0	N/A
Assistant Wastewater Treatment Plant Operator/Maintenance Supervisor IV	1.0	1.0	1.0	1.0	0.0	N/A
Building Maintenance Repairer I	0.0	0.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Electronic Technician I	3.0	3.0	3.0	3.0	0.0	N/A
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Equipment Operator III	4.0	4.0	4.0	4.0	0.0	N/A
Molokai Wastewater System Operator/Maintenance Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Painter I	1.0	1.0	1.0	1.0	0.0	N/A
Plant Electrical/Electronics Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A
Plant Electrician/Electronics Repairer I	4.0	4.0	4.0	4.0	0.0	N/A
Plant Electrician/Electronics Repairer II	1.0	1.0	1.0	1.0	0.0	N/A
Sanitary Chemist	3.0	3.0	3.0	3.0	0.0	N/A
Sewer Maintenance Repairer I	10.0	10.0	10.0	10.0	0.0	N/A
Sewer Maintenance Repairer II	3.0	3.0	3.0	3.0	0.0	N/A
Sewer Maintenance Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Sanitary Chemist	1.0	1.0	1.0	1.0	0.0	N/A

## Wastewater Operations Program

## Equivalent Personnel Summary by Position Title – Sewer Fund (Cont'd)

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Supervising Wastewater Treatment Plant Maintenance Mechanic	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Collection System Superintendent	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Maintenance Carpenter	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Operations Program Superintendent	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Tech Support Engineer	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Operations/Maintenance Supervisor IV	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Maintenance Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Maintenance Manager	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Maintenance Mechanic I	9.0	9.0	9.0	9.0	0.0	N/A
Wastewater Treatment Plant Maintenance Mechanic II	3.0	3.0	3.0	3.0	0.0	N/A
Wastewater Treatment Plant Operations Manager	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Operations/Maintenance Supervisor IV	2.0	2.0	2.0	2.0	0.0	N/A
Wastewater Treatment Plant Operator	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Operator I	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Operator III	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Operator IV	2.0	2.0	2.0	2.0	0.0	N/A
Wastewater Treatment Plant Operator Trainee	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Truck Driver	3.0	3.0	3.0	3.0	0.0	N/A
Wastewater Treatment Plant Truck Driver Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Wastewater Treatment Plant Worker	4.0	4.0	4.0	4.0	0.0	N/A
<b>Program Total</b>	<b>100.0</b>	<b>100.0</b>	<b>101.0</b>	<b>101.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919021A-5101 Regular Wages: Anticipated salary increase and hiring of WWTP Operations Manager position at a higher level.	\$30,372	
919023A-5101 Regular Wages: Reallocation of positions effective 2/2/18.	-\$29,040	
919029A-5101 Regular Wages: Increase per collective bargaining agreement.	\$19,656	
919033A-5101 Regular Wages: Increase per collective bargaining agreement	\$15,120	
919035A-5101 Regular Wages: Increase per collective bargaining agreement	\$10,644	
919044A-5101 Regular Wages: Increase per collective bargaining agreement and correction of steps for various positions.	\$56,401	
<b>OTHER PREMIUM PAY:</b>		
919029A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$17,300	

## Wastewater Operations Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>OTHER PREMIUM PAY (CONT'D):</b>		
919033A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$10,000	
919035A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$10,000	
919037A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$10,000	
919039A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$2,000	
919041A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$3,000	
919044A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$26,150	
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
919044B-6016 Electrical parts & supplies: Increase to reflect recent expenditures.	\$400,000	
<b>SERVICES:</b>		
919046B-6132 Professional Services: Deletion of one-time FY19 appropriation.	-\$100,000	
919048B-6132 Professional Services: Deletion of one-time FY19 appropriation.	-\$50,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
919029C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$10,000	
919033C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$435,000	
919033C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$30,000	
919035C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$5,000	
919035C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$30,000	
919035C-7044 Other Equipment: Deletion of one-time FY19 appropriation.	-\$60,000	
919037C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$5,000	
919039C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$5,000	
919041C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$2,000	
919044C-7039 Maintenance & Repair Equipment: Deletion of one-time FY19 appropriation.	-\$25,000	
919044C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$150,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919029A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$5,501	



## Wastewater Operations Program

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919044A-5101 Regular Wages: Approved expansion position in FY 2019 for a Building Maintenance Repairer I.	\$37,163	1.0
<b>Operations</b>		
<b>SERVICES:</b>		
919046B-6132 Professional Services: Council added appropriation for a pump station inundation study.	\$100,000	
919048B-6132 Professional Services: Council added appropriation for an injection well alternative study.	\$50,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
919029C-7039 Maintenance & Repair Equip: Replacement of mechanical & electrical equipment.	\$10,000	
919033C-7039 Maintenance & Repair Equip: Purchase of \$80,000 wash press conveyor, \$125,000 aluminum generator housing, \$5,000 mechanical & electrical equipment, and \$225,000 for three generators.	\$435,000	
919033C-7040 Motor Vehicles: Purchase of Ford F250 truck.	\$30,000	

**Solid Waste Administration Program****Program Description**

The Department of Environmental Management, Solid Waste Division (SWD) is responsible for the overall management and support of the Residential Refuse Collection and Landfill Operations sections. In addition, the Administration section manages capital improvement projects, Operations engineering, regulatory compliance support, permit review processing, all fiscal activities, billing and collection of residential and commercial refuse accounts, and the Division's safety and training objectives.

Our mission is "To Provide Public Health, Safety and Environmental Protection of Maui County's Air, Land and Water Through Effective and Sustainable Solid Waste Management Practices, Resources and Dedicated Team".

SWD utilizes the following priorities for management of allotted resources:

**1<sup>st</sup> Safety**

- Employee safety
- Public and environmental safety
- Facility, equipment, and infrastructure safety

**2<sup>nd</sup> Regulatory Compliance/Environmental Protection**

- Meet all state, federal, and county regulatory requirements, permits, mandates, and procedures

**3<sup>rd</sup> Resource Management**

- Meet resource management needs for personnel, budget, equipment, and infrastructure to build and maintain reliability, sustainability, and efficiency

**4<sup>th</sup> Non-Safety, Non-Compliant Related Services/Programs**

- Expansion of services and programs, refuse collections on non-county roads, non-critical programs, beautification, landscaping, etc.

**Countywide Outcome(s)**

The Solid Waste Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Solid Waste Administration Program serves division personnel and all residents of Maui County.

**Services Provided**

The Solid Waste Division supports sections including administration, compliance, planning, engineering, fiscal, refuse collections, landfill operations, safety and training programs, 99 employees, capital improvement projects, and permit reviews. The Division operates 4 county owned landfills, 6 closed landfills, provides residential refuse collection to > 26,700 accounts and 2,600 routes/year, manages 19 permits and related regulatory compliance countywide, landfills 200,000 tons/year, and currently processes > 20,000 tons/ year of construction and demolition (C&D) material.

## Solid Waste Administration Program

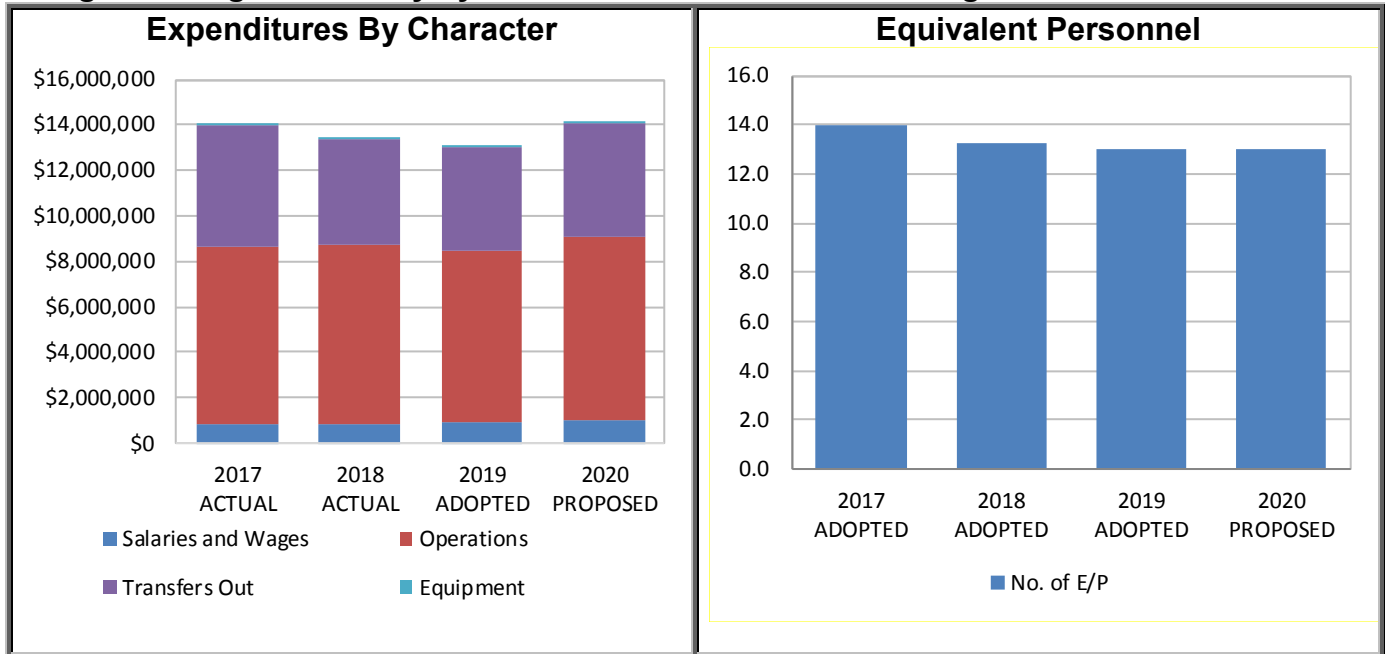
## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide cost effective Division management.</i>				
1. Maintain efficient fiscal management <sup>1</sup>	Total cost per ton processed at each landfill (Tonnage data utilized includes landfilled tonnages that are not charged a tipping fee, such as residential self-haul, County residential collection, landfill waivers, and other County entities)	Central: \$56	\$61	\$60
		Hana: \$1,613	\$1,957	\$1,731
		Molokai: \$449	\$466	\$482
		Lanai: \$310	\$321	\$333
	Weighted average cost of all landfills	\$79	\$82	\$85
	Cost/month for refuse collection only, per account	\$27	\$28	\$29
	Total cost/month for refuse collection and associated landfilling (1.8 tons/account/year)	\$39	\$41	\$42
<i>Goal #2: Provide sustainable Solid Waste Division infrastructure.</i>				
1. Maintain and adhere to the SWD CIP plan	% of CIP design and construction projects on schedule	100%	100%	100%
<i>Goal #3: Provide a safe workplace environment.</i>				
1. Provide safety training to Division employees annually	# of safety training classes per employee annually	56	56	56

<sup>1</sup>FY 2019 Estimate and FY 2020 Goal are based upon 3.6% inflation factor provided by US Bureau of Labor Statistics- FY 2018

## Solid Waste Administration Program

## Program Budget Summary by Fiscal Year – Solid Waste Management Fund



## Expenditures Summary by Character &amp; Object – Solid Waste Management Fund

SW-Admin

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$753,039	\$797,384	\$921,540	\$921,600	\$60	0.0%
OTHER PREMIUM PAY	\$64,757	\$38,977	\$45,600	\$72,648	\$27,048	59.3%
<b>Salaries and Wages Total</b>	<b>\$817,796</b>	<b>\$836,361</b>	<b>\$967,140</b>	<b>\$994,248</b>	<b>\$27,108</b>	<b>2.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$29,181	\$11,658	\$19,816	\$19,816	\$0	N/A
SERVICES	\$3,104	\$10,066	\$18,500	\$18,500	\$0	N/A
UTILITIES	\$6,199	\$5,228	\$2,958	\$2,958	\$0	N/A
TRAVEL	\$3,607	\$3,980	\$8,055	\$8,055	\$0	N/A
OTHER COSTS	\$248,385	\$257,663	\$261,565	\$261,565	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$7,546,520	\$7,567,514	\$7,217,697	7,808,802	\$591,105	8.2%
<b>Operations Total</b>	<b>\$7,836,997</b>	<b>\$7,856,109</b>	<b>\$7,528,591</b>	<b>\$8,119,696</b>	<b>\$591,105</b>	<b>7.9%</b>
<b>Transfers Out</b>						
GENERAL FUND	\$5,381,931	\$4,710,362	\$4,531,920	\$4,970,006	\$438,086	9.7%
<b>Transfers Out Total</b>	<b>\$5,381,931</b>	<b>\$4,710,362</b>	<b>\$4,531,920</b>	<b>\$4,970,006</b>	<b>\$438,086</b>	<b>9.7%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$34,946	\$29,000	\$28,000	-\$1,000	-3.4%
LEASE PURCHASES	\$7,173	\$9,100	\$9,530	\$9,530	\$0	N/A
<b>Equipment Total</b>	<b>\$7,173</b>	<b>\$44,046</b>	<b>\$38,530</b>	<b>\$37,530</b>	<b>-\$1,000</b>	<b>-2.6%</b>
<b>Program Total</b>	<b>\$14,043,897</b>	<b>\$13,446,878</b>	<b>\$13,066,181</b>	<b>\$14,121,480</b>	<b>\$1,055,299</b>	<b>8.1%</b>

\*\*Note: Expenditures include fringe benefits, overhead, and debt service costs.

## Solid Waste Administration Program

## Equivalent Personnel Summary by Position Title – Solid Waste Management Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant III	1.0	1.0	1.0	1.0	0.0	N/A
Accountant IV	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Division Chief	1.0	1.0	1.0	0.0	-1.0	-100.0%
Civil Engineer IV	2.0	2.0	2.0	2.0	0.0	N/A
Civil Engineer V	1.0	0.3	0.0	0.0	0.0	N/A
Civil Engineer VI	1.0	1.0	1.00	1.0	0.00	N/A
Customer Service Representative II	2.0	2.0	2.0	2.0	0.0	N/A
Environmental Compliance Specialist	1.0	1.0	1.0	1.0	0.0	N/A
Mechanical Engineer III	0.0	0.0	0.0	1.0	1.0	N/A
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Safety Specialist I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Solid Waste Division Chief	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>14.0</b>	<b>13.3</b>	<b>13.00</b>	<b>13.0</b>	<b>0.00</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919509A-5101 Regular Wages: Position transferred to Solid Waste Operations Program (919509A) and from Solid Waste Operations Program (919509A) due to reorg; reallocated position from Operations Program Manager, SR-28K to Mechanical Engineer III, SR-22M due to reorg.	-\$14,016	0.0
<b>Operations</b>		
<b>INTERFUND COST RECLASSIFICATION:</b>		
919505B-7510 General Fund: Increase due to debt service payment.	\$438,086	
919501B-6314 Social Security - FICA: Based on CY2019 Employee Fringe Benefit Rates issued by Finance, 11/1/2018.	\$51,950	
919501B-6370 Retirement System Charges: Adjusted due to ERS spiking bills, same as prior year.	\$110,517	
919503B-6320 Hawaii Employer-Union Trust Fd: Anticipated increase in EUTF premiums; same as prior year.	\$98,901	
919507B-6350 Overhead Charges/Admin Cost: Based on cost allocation plan, Matrix, 7/20/2017	\$305,128	
919535B-6383 OPEB Contributions: Based on CY2019 Employee Fringe Benefit Rates issued by Finance, 11/1/2018.	\$24,609	
<b>Equipment</b>		
919500C-7030 Communication Equipment: Deletion of one-time FY19 appropriation.	-\$15,000	
919500C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$14,000	



## Solid Waste Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
919500A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$27,648	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
919500C-7030 Communication Equipment: Purchase Motorola Handheld Communication Radios	\$28,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$55,648</b>	<b>0.0</b>

## Solid Waste Operations Program

**Program Description**

The Department of Environmental Management, Solid Waste Division Operations is responsible for residential refuse collection, the management and operation of four active sanitary landfills (Hana, Molokai, Lanai and Central Maui), one convenience center (refuse/recycling transfer station) in Olowalu, one convenience center at the Hana Landfill, one convenience center at the Central Maui Landfill, and six closed landfills (Kalamaula, Olowalu, Waikapu, Makani, and CML Phase I & II).

**Countywide Outcome(s)**

The Solid Waste Operations Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Healthy and Sustainable Community

**Population Served**

The Solid Waste Operations Program serves all residents and commercial entities within Maui County.

**Services Provided**

Solid Waste Operation supports 82 employees, operates 4 county owned landfills, 6 closed landfills, provides residential refuse collection to > 26,700 accounts and 2,600 routes/year, manages > 20 permits and related regulatory compliance countywide, landfills 200,000 tons/year, and currently processes > 20,000 tons/year of construction and demolition (C&D) material.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Maintain a minimum landfill capacity and ensure that all landfills are maintained and operated in accordance with local, state, and federal solid waste regulations.</i>				
1. Maintain capacity for disposal	Total tons landfilled/ year (not including construction & demolition (C&D) tons listed below)	194,448	198,000	202,000
	Total C&D tonnage estimated to be added to CML	\$23,427	21,000	20,000
2. Perform annual landfill surveys and capacity studies	Central remaining years	2	3.5	2.5
	Hana remaining years (Est. 8 years conversion to transfer station)	58.5	45	44
	Molokai remaining years	5.5	4.5	3.5
	Lanai remaining years	12.1	18	17
3. Maintain acceptable levels of regulatory compliance within approved resources	# of Department of Health (DOH) notice of violations due to non-compliance	0	0	0

## Solid Waste Operations Program

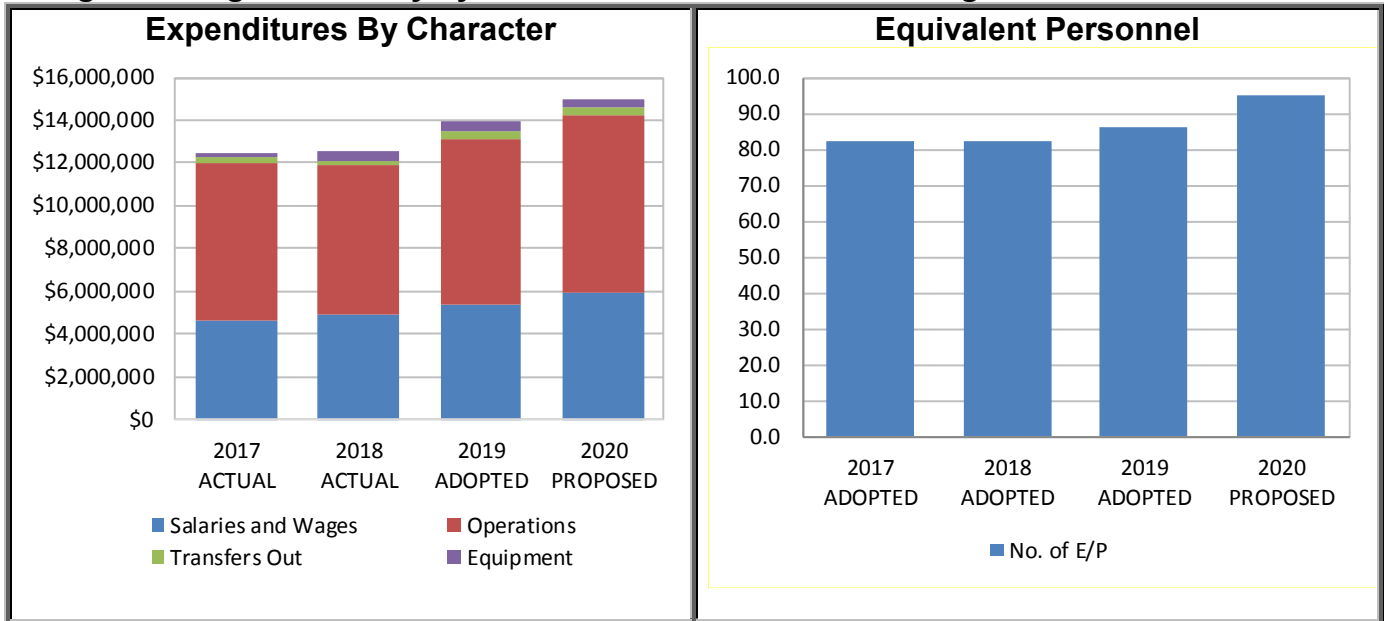
## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Maintain a minimum landfill capacity and ensure that all landfills are maintained and operated in accordance with local, state, and federal solid waste regulations (Cont'd).</i>				
4. Maintain an acceptable # of days the landfills are open. Goal is to remain open 98% of the time	# of days where any of the 4 landfills experience a full day closure	0	0	0
	# of days where any of the 4 landfills experience a partial day closure <sup>1</sup>	24	21	21
<i>Goal #2: Generate and utilize renewable energy at all active landfills.</i>				
1. Maintain existing and develop new renewable energy facilities at the SWD landfills	Total # of alternative energy and PV lighting installed	5	5	5
<i>Goal #3: Collect and landfill residential solid waste safely &amp; efficiently, and provide responsive service to all residents.</i>				
1. Provide responsive service and customer satisfaction by maintaining minimum acceptable rescheduled pickups (Total # of routes per year: 3,952. Goal is 99% on scheduled collections)	# of rescheduled routes due to the following:			
	Mechanical	13	13	13
	Labor Shortage	27	27	27
	Other (e.g., emergencies, storm/hurricane, landfill closure, road closure, unsafe conditions, etc.)	0	46	0

<sup>1</sup>Based on 4 open landfills, the county has 1,058 normally scheduled open days per year (2% x 1,058=21 days). Most partial closures are at Molokai, Lanai and Hana and are for 1.5 hours only.

## Solid Waste Operations Program

## Program Budget Summary by Fiscal Year – Solid Waste Management Fund



## Expenditures Summary by Character &amp; Object – Solid Waste Management Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$3,875,474	\$4,195,589	\$4,615,150	\$5,110,122	\$494,972	10.7%
OTHER PREMIUM PAY	\$790,017	\$701,182	\$739,762	\$787,599	\$47,837	6.5%
<b>Salaries and Wages Total</b>	<b>\$4,665,490</b>	<b>\$4,896,771</b>	<b>\$5,354,912</b>	<b>\$5,897,721</b>	<b>\$542,809</b>	<b>10.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,424,980	\$1,448,088	\$1,770,132	\$1,996,644	\$226,512	12.8%
SERVICES	\$3,093,763	\$3,491,486	\$3,355,331	\$3,511,522	\$156,191	4.7%
UTILITIES	\$105,690	\$97,213	\$119,451	\$119,898	\$447	0.4%
TRAVEL	\$24,189	\$27,304	\$32,340	\$34,340	\$2,000	6.2%
OTHER COSTS	\$2,644,532	\$1,918,666	\$2,524,445	\$2,712,913	\$188,468	7.5%
<b>Operations Total</b>	<b>\$7,293,154</b>	<b>\$6,982,758</b>	<b>\$7,801,699</b>	<b>\$8,375,317</b>	<b>\$573,618</b>	<b>7.4%</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$340,000	\$192,981	\$340,000	\$340,000	\$0	N/A
<b>Transfers Out Total</b>	<b>\$340,000</b>	<b>\$192,981</b>	<b>\$340,000</b>	<b>\$340,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$124,190	\$465,706	\$481,000	\$387,000	-\$94,000	-19.5%
LEASE PURCHASES	\$0	\$2,000	\$1,860	\$1,860	\$0	N/A
<b>Equipment Total</b>	<b>\$124,190</b>	<b>\$467,706</b>	<b>\$482,860</b>	<b>\$388,860</b>	<b>-\$94,000</b>	<b>-19.5%</b>
<b>Program Total</b>	<b>\$12,422,834</b>	<b>\$12,540,216</b>	<b>\$13,979,471</b>	<b>\$15,001,898</b>	<b>\$1,022,427</b>	<b>7.3%</b>

## Equivalent Personnel Summary by Position Title – Solid Waste Management Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Cashier I	4.0	4.0	4.0	4.0	0.0	N/A
Clerk III	2.0	2.0	2.0	2.0	0.0	N/A
Laborer I	0.0	0.0	3.0	7.0	4.0	133.3%
Landfill Attendant	12.0	12.0	12.0	14.0	2.0	16.7%
Landfill Equipment Operator I	12.0	12.0	12.0	12.0	0.0	N/A

## Solid Waste Operations Program

Equivalent Personnel Summary by Position Title – Solid Waste Management Fund  
(Cont'd)

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Landfill Equipment Operator II	4.0	4.0	5.0	5.0	0.0	N/A
Landfill Operations Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Landfill Worksite Supervisor I	1.0	1.0	1.0	1.0	0.0	N/A
Maintenance Coordinator	0.0	0.0	0.0	0.0	0.0	N/A
Mechanical Engineer III	1.0	1.0	1.0	0.0	-1.0	-100.0%
Operations Program Superintendant	0.0	0.0	0.0	1.0	1.0	N/A
Refuse Collection Crew Leader II	6.0	6.0	6.0	6.0	0.0	N/A
Refuse Collection Equipment Operator	18.0	18.0	18.0	18.0	0.0	N/A
Refuse Collector	15.0	15.0	15.0	15.0	0.0	N/A
Solid Waste Collection Superintendent	1.0	1.0	1.0	1.0	0.0	N/A
Solid Waste Collection Supervisor I	3.0	3.0	3.0	3.0	0.0	N/A
Solid Waste Operations Manager	1.0	1.0	1.0	1.0	0.0	N/A
Landfill Operator	0.0	0.0	0.0	3.0	3.0	N/A
<b>Program Total</b>	<b>82.0</b>	<b>82.0</b>	<b>86.0</b>	<b>95.0</b>	<b>9.0</b>	<b>10.5%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919509A-5101 Regular Wages: Increase per collective bargaining agreement, increase Laborer I and Landfill Equipment Operator II to full-year salary and position transferred to Solid Waste Admin Program (919500A) and from Solid Waste Admin Program (919500A) and reallocated from Assistant Division Chief, EM-05 to Operations Program Superintendant, due to reorg.	\$79,982	0.0
919521A-5101 Regular Wages: Position transfer, redescription of positions and increase per collective bargaining agreement	\$24,264	0.0
919523A-5101 Regular Wages: Position transfer to Wailuku, position reallocation; offset by salary increase per collective bargaining agreement	-\$12,072	-1.0
<b>OTHER PREMIUM PAY:</b>		
919509A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$16,750	
919521A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$18,300	
919523A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$14,150	
919524A-5250 Salary Adjustments: Deletion of one-time lump sum payments for BU 01 and 03/04.	-\$7,000	
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
919511B-6057 Tires & Tubes: Based on historical expenses	-\$10,000	
919521B-6035 Miscellaneous Supplies: Deletion of one-time appropriation for cart replacements (FY19)	-\$41,500	
<b>SERVICES:</b>		
919521B-6132 Professional Services: Deletion of one-time appropriation for iNovah project	-\$97,000	



## Solid Waste Operations Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
919509C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$15,000	
919509C-7044 Other Equipment: Deletion of one-time FY19 appropriation.	-\$36,000	
919513C-7044 Other Equipment: Deletion of one-time FY19 appropriation.	-\$25,000	
919515C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$55,000	
919523C-7044 Other Equipment: Deletion of one-time FY19 appropriation.	-\$350,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919509A-5101 Regular Wages: Proposed expansion positions, 3.0 E/P Landfill Operators, 2.0 E/P Landfill Attendants, and 4.0 E/P Laborer I	\$159,080	9.0
<b>OTHER PREMIUM PAY:</b>		
919509A-5215 Premium Pay: Expansion for Sunday Landfill	\$30,000	
919509A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$12,799	
919509A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$2,997	
919521A-5215 Premium Pay: Based on historical expenses	\$50,000	
919521A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$6,513	
919523A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$1,939	
919524A-5215 Premium Pay: Based on historical expenses	\$10,000	
919524A-5250 Salary Adjustments: Anticipated salary increase per Collective Bargaining	\$1,939	
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
919509B-6022 Gasoline, Diesel, Oil, etc.: Expansion for Sunday Landfill	\$6,549	
919509B-6034 Medical & Safety Supplies: Expansion positions, Uniform, PPE	\$18,000	
919509B-6057 Tires & Tubes: Expansion for Sunday Landfill	\$963	
919509B-6059 Traffic Signs: Expansion for Sunday Landfill	\$1,000	
919521B-6035 Miscellaneous Supplies: Continue replacement of carts that are well past their warranty period (FY20). 3,00 new carts for the 3 expansion automated routes at est. \$70/cart (FY20)	\$251,500	
<b>SERVICES:</b>		
919509B-6112 Contractual Service: Based on historical expenses avg for last 3 years	\$90,000	
919509B-6132 Professional Services:	\$23,000	
919509B-6138 R&M - Services/Contracts: Expansion for Sunday Landfill	\$9,379	
919509B-6139 Repairs & Maintenance - Others: Expansion for Sunday Landfill	\$5,968	
919511B-6112 Contractual Service: Operation of the expansion wood chipper	\$50,000	

## Solid Waste Operations Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations</b>		
<b>SERVICES:</b>		
919511B-6138 R&M - Services/Contracts: Based on historical expenses.	\$16,000	
919511B-6139 Repairs & Maintenance: Based on historical expenses.	\$27,000	
919513B-6127 Laboratory Services: Permit required environmental laboratory testing for leachate and stormwater.	\$5,000	
919513B-6135 Repairs & Maintenance: One-time trailer repairs. Repairing interior paneling and fix shower stall.	\$8,800	
919521B-6112 Contractual Service: Lockbox services	\$3,000	
919521B-6132 Professional Services: Based on historical expenses	\$25,000	
<b>TRAVEL:</b>		
919513B-6204 Mileage & Allow Rptble Non-Tax: Based on historical expenses	\$2,000	
<b>OTHER COSTS:</b>		
919509B-6212 Dues: Solid Waste Surcharge paid to DOH. Tonnages have increased.	\$8,500	
919509B-6255 Uniform Allowance: Uniform maintenance allowance per Unit 1. Also four new employees will be hired in FY19.	\$5,500	
919509B-6276 Landfill Cover Costs: Expansion for Sunday Landfill	\$84,868	
919511B-6255 Uniform Allowance: Uniform maintenance allowance per Unit 1.	\$1,000	
919513B-6255 Uniform Allowance: Uniform maintenance allowance per Unit 1.	\$1,600	
919513B-6276 Landfill Cover Costs: Cover soil contract increase from \$17/ton to \$21 ton.	\$43,000	
919515B-6255 Uniform Allowance: Uniform maintenance allowance per Unit 1.	\$1,000	
919521B-6250 Training Fees/Seminars: \$18K for refuse collection safety training program; \$25K for refuse operations training	\$43,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
919509C-7040 Motor Vehicles: Replace ATVs (3).	\$54,000	
919509C-7044 Other Equipment: 40 CY Roll off container	\$170,000	
919511C-7044 Other Equipment: \$21,000 Refurbished, Painted, Storage container (3); \$70,000 diesel, trailer mounted, wood chiffer	\$91,000	
919513C-7044 Other Equipment: 20" Refurbished, Painted, Storage Container	\$7,000	
919521C-7040 Motor Vehicles: Flatbed Truck with lift gate	\$65,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$1,393,894</b>	<b>9.0</b>

## Environmental Protection and Sustainability Program

**Program Description**

The Environmental Protection and Sustainability Division (EP&S) is responsible for protecting the environment and promoting sustainability throughout the county. The EP&S includes diversion operations previously managed by the Solid Waste Division. The Landfill Diversion section works to divert waste from being landfilled through recycling programs and other waste reduction and diversion efforts. Expanded programing includes focus on mandated efforts to “guide efforts to optimize opportunities for environmental, natural resource protection, sustainability, conservation, and restoration.”

**Countywide Outcome(s)**

The Sustainability Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Environmental Protection and Sustainability Division serves the entire population of Maui County through its promotion of environmental protection and sustainability.

**Services Provided**

The Environmental Protection and Sustainability Division currently supports waste reduction, litter control, and various methods of materials recycling and diversion of waste that would otherwise be landfilled such as plastics, glass, newspaper, cardboard, metals, green waste, abandoned vehicles, and household hazardous waste. Intended expansions include development and management of programs which may include promotion of environmental issues, sustainability education, a community sustainability initiatives grant program, and partnerships with other governmental agencies and organizations.

**Key Activity Goals & Measures**

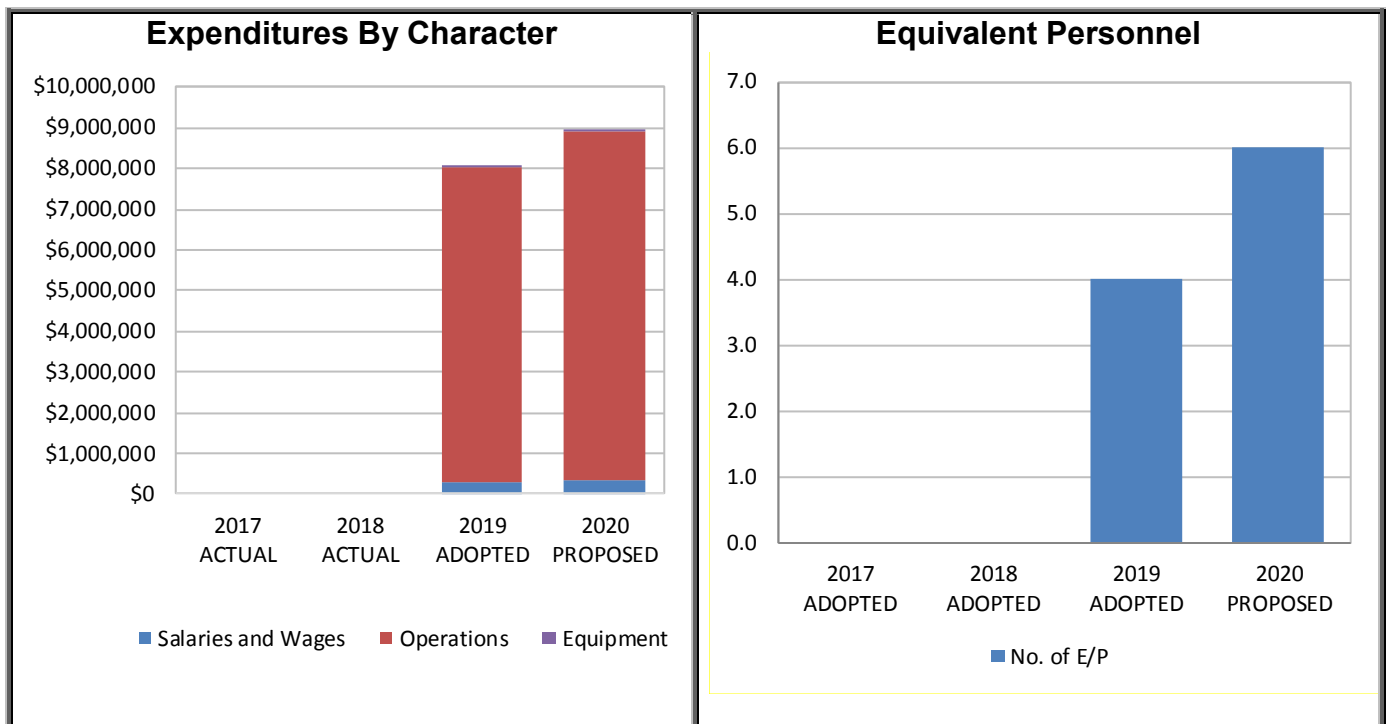
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide cost effective division management.</i>				
1. Maintain efficient fiscal management	Total tons diverted/ recycled per year under county funded projects (212,000 total tons est. to be landfilled in FY18)	64,850	65,000	65,000
	Estimated total tons diverted/recycled per year under non-county funded projects	50,000	50,000	50,000
	Diversion rate (diversion rate dependent upon FY 2019 funding availability)	37.1%	35%	35%

## Environmental Protection and Sustainability Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Protect the safety of the public and the environment through the collection, processing, and disposal of abandoned vehicles, white goods, scrap metals, and related materials throughout the county.</i>				
1. Remove abandoned vehicles within two business days from the time the police report is received	Average # of business days needed to remove abandoned vehicles from the time the police report is received	2.3	2	2
2. Coordinate the collection and recycling of white goods, tires, batteries, and vehicles on Lanai	# of events conducted annually on Lanai	2	2	2
3. Coordinate the collection and recycling of white goods, tires and batteries in Hana	# of events conducted annually in Hana	3	3	3
4. Maintain efficient fiscal management	% of paid accounts from total # of outstanding accounts	N/A	30%	30%

## Program Budget Summary by Fiscal Year – Environmental Protection and Sustainability Fund



## Environmental Protection and Sustainability Program

## Expenditure Summary by Character &amp; Object – Environmental Protection and Sustainability Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$0	\$0	\$293,424	\$321,287	\$27,863	9.5%
OTHER PREMIUM PAY	\$0	\$0	\$7,500	\$26,251	\$18,751	250.0%
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$300,924</b>	<b>\$347,538</b>	<b>\$46,614</b>	<b>15.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$66,813	\$66,813	\$0	N/A
SERVICES	\$0	\$0	\$6,558,449	\$6,558,449	\$0	N/A
UTILITIES	\$0	\$0	\$5,958	\$6,015	\$57	1.0%
TRAVEL	\$0	\$0	\$4,478	\$4,478	\$0	N/A
OTHER COSTS	\$0	\$0	\$712,720	\$712,720	\$0	N/A
Special Revenue Funds	\$0	\$0	\$0	\$627,217	\$627,217	N/A
Interfund Cost Reclassificatio	\$0	\$0	\$402,316	\$594,653	\$192,337	47.8%
<b>Operations Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$7,750,734</b>	<b>\$8,570,345</b>	<b>\$819,611</b>	<b>10.6%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$26,000	\$6,000	-\$20,000	-76.9%
LEASE PURCHASES	\$0	\$0	\$2,000	\$2,000	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$28,000</b>	<b>\$8,000</b>	<b>-\$20,000</b>	<b>-71.4%</b>
<b>Program Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,079,658</b>	<b>\$8,925,883</b>	<b>\$846,225</b>	<b>N/A</b>

## Equivalent Personnel Summary by Position Title – Environmental Protection and Sustainability Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Environmental Program Specialist	0.0	0.0	0.0	1.0	1.0	N/A
Office Operations Assistant II	0.0	0.0	0.0	1.0	1.0	N/A
Recycling Program Coordinator	0.0	0.0	1.0	1.0	0.0	N/A
Recycling Specialist II	0.0	0.0	1.0	1.0	0.0	N/A
Recycling Specialist IV	0.0	0.0	2.0	2.0	0.0	N/A
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>6.0</b>	<b>2.0</b>	<b>50.0%</b>



## Environmental Protection and Sustainability Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919725A-5101 Regular Wages: Filled position at a lower step and anticipated step movement.	-\$25,704	0.0
<b>OTHER PREMIUM PAY:</b>		
919730A-5215 Premium Pay:	\$12,372	
<b>Operations</b>		
<b>INTERFUND COST RECLASSIFICATION:</b>		
919750B-6314 Social Security - FICA: Based on CY2019 Employee Fringe Benefit Rates issued by Finance, 11/1/2018.	\$33,886	
919750B-6370 Retirement System Charges: Adjusted due to ERS spiking bills, same as prior year.	\$23,122	
919752B-6320 Hawaii Employer-Union Trust Fd: Anticipated increase in EUTF premiums; same as prior year.	\$36,584	
919754B-6350 Overhead Charges/Admin Cost: Based on cost allocation plan, Matrix, 7/20/2017	\$82,124	
919756B-6383 OPEB Contributions: Based on CY2019 Employee Fringe Benefit Rates issued by Finance, 11/1/2018.	\$16,621	
<b>Equipment</b>		
919730C-7044 Other Equipment: Deletion of one-time FY19 appropriation.	-\$26,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
919725A-5101 Regular Wages: Proposed expansion positions for an Environmental Program Specialist and Office Operations Assistant II.	\$57,743	2.0
<b>OTHER PREMIUM PAY:</b>		
919725A-5215 Premium Pay: Anticipated increase in bargaining unit agreement.	\$2,092	
919730A-5215 Premium Pay: Anticipated increase in bargaining unit agreement.	\$4,287	
<b>Operations</b>		
<b>INTERFUND COST RECLASSIFICATION:</b>		
919757B-7511 Special Revenue Funds: For services to be provided by Solidwaste	\$627,217	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
919725C-7031 Computer Equipment: For expansion positions.	\$3,000	
919725C-7036 Furniture/Fixtures: For expansion positions.	\$3,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$697,339</b>	<b>2.0</b>

## Environmental Protection and Sustainability Program

## County Grant Subsidy Detail - Environmental Protection and Sustainability Fund

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Malama Maui Nui	\$0	\$0	\$155,500	\$205,000
Go Green West Maui Recycling	\$0	\$0	\$57,310	\$57,310
Community Work Day	\$0	\$0	\$216,000	\$216,000
<b>TOTAL GRANT SUBSIDY</b>	<b>\$0</b>	<b>\$0</b>	<b>\$428,810</b>	<b>\$478,310</b>

**County Grant Subsidy Program Description****Malama Maui Nui/Community Work Day, Keep Maui Beautiful Grant**

This portion of grant funds serves to fund general and operational expenses including a portion of administrative staff salaries as well as IT, office supplies, and equipment maintenance.

**Malama Maui Nui/Community Work Day, Go Green West Maui Recycling Grant**

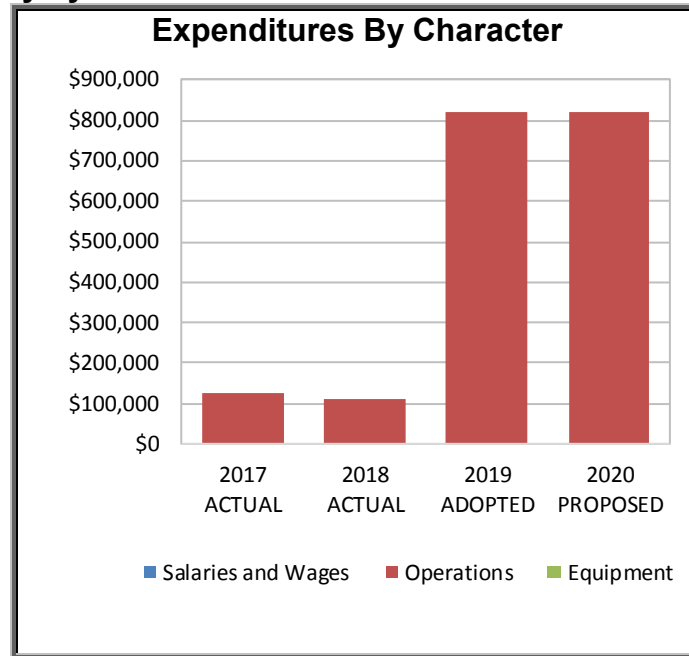
Previously a proviso, this grant provides for a monthly comprehensive recycling event for the community of West Maui. The event, held at the Lahaina Cannery Mall, provides collection of a large range of recyclable items, from glass, plastics and paper to appliances, bicycles, electronics, tires (for a fee), and scrap metal. The organization leverages several community partnerships to be able to conduct these events at a low cost.

**Community Work Day/Malama Maui Nui, Keep Maui Beautiful Grant**

This portion of the grant funds educational and outreach work to create behavioral change, as well as a portion of salaries for administrative staff and field crew. This includes school and community presentations, plastics reduction initiatives, community beautification events such as beach clean-ups, litter prevention outreach such as the "Uncovered Truck Law" educational event at the Central Maui Landfill.

## Environmental Protection and Sustainability Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditure Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$126,184	\$109,390	\$420,000	\$420,000	\$0	N/A
SPECIAL PROJECTS			\$400,000	\$400,000	\$0	N/A
<b>Operations Total</b>	<b>\$126,184</b>	<b>\$109,390</b>	<b>\$820,000</b>	<b>\$820,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$126,184</b>	<b>\$109,390</b>	<b>\$820,000</b>	<b>\$820,000</b>	<b>\$0</b>	<b>N/A</b>

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Electronics Program	No	No	\$0	\$400,000	\$400,000	\$400,000
Deposit Beverage Container Program	No	No	\$0	\$50,000	\$0	\$0
Glass Recovery Program	No	No	\$99,100	\$110,000	\$120,000	\$160,000

## Environmental Protection and Sustainability Program

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Recycling Program – Landfill Diversion	No	No	\$300,000	\$300,000	\$300,000	\$300,000
Used Motor Oil Collection Program	No	No	\$0	\$0	\$0	\$0
<b>TOTAL</b>			<b>\$399,100</b>	<b>\$860,000</b>	<b>\$820,000</b>	<b>\$860,000]</b>

**Grant Award Description****Electronic Program**

The State of Hawaii passed the Electronic Device Recycling Act SB 2843 in 2008. The purpose of this Act is to encourage recycling of electronic devices sold within the State. Manufacturers of covered electronic devices (CED's) and televisions (CTV's) are required to register and pay an annual fee of \$5,000 to the Department of Health. The intent of the law is to support County electronic recycling programs, and Maui County receives approximately \$100,000 per year from the State Department of Health to provide the Maui, Molokai, and Lanai communities with electronics collection and recycling services.

**Glass Recovery Program**

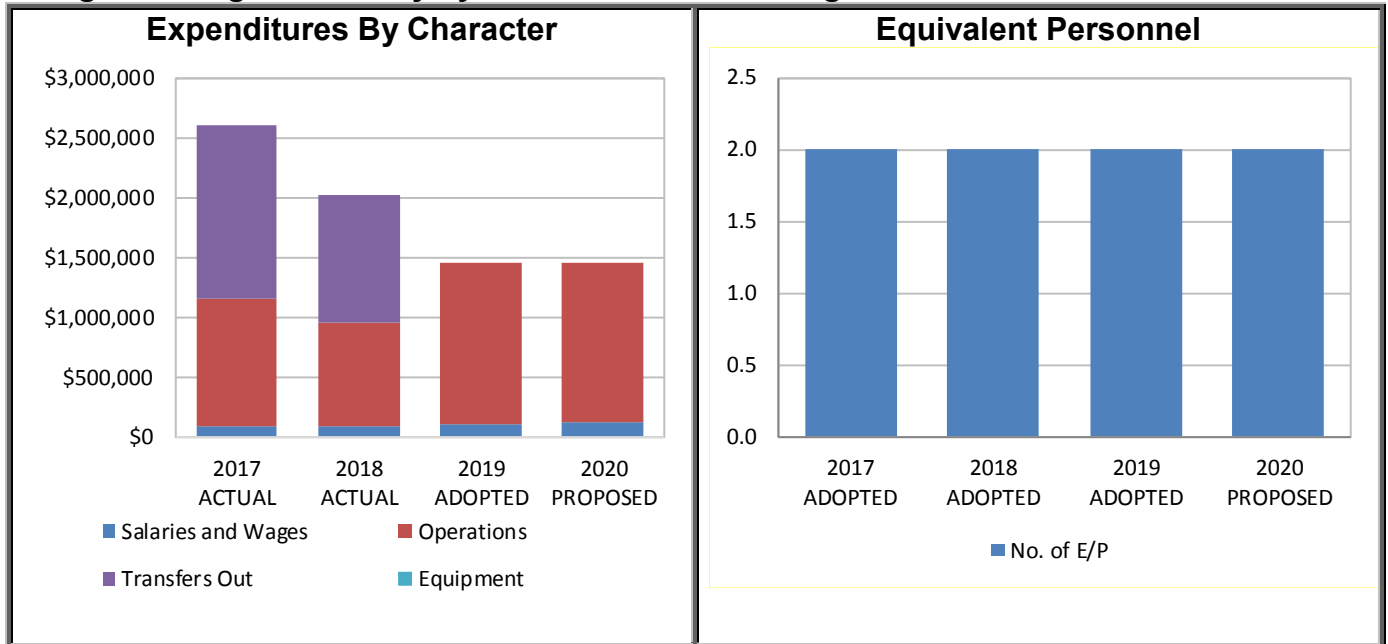
Act 201-94 of the State of Hawaii Revised Statutes imposes an Advance Disposal Fee (ADF) of 1 ½ cents per container on all non HI5 glass containers imported into the State which is collected and put into a fund. The money collected is distributed to the counties to implement a glass recovery program to divert glass from the landfill.

**Recycling Program - Landfill Diversion**

Projects discussed with the State are: working on getting past-due reimbursements from the State Department of Health for management and funding of the on-going E-cycling Program. There is no guarantee of state grant funds.

## Environmental Protection and Sustainability Program

## Program Budget Summary by Fiscal Year – Revolving Fund



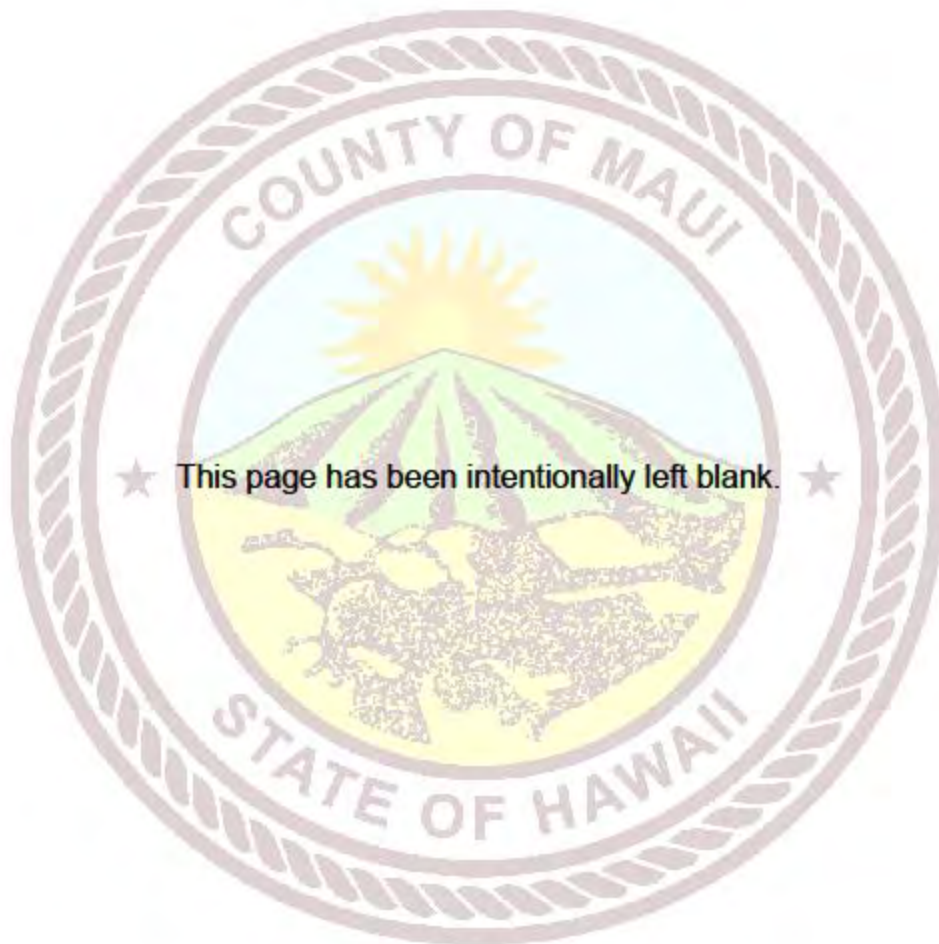
## Expenditure Summary by Character &amp; Object – Revolving Fund

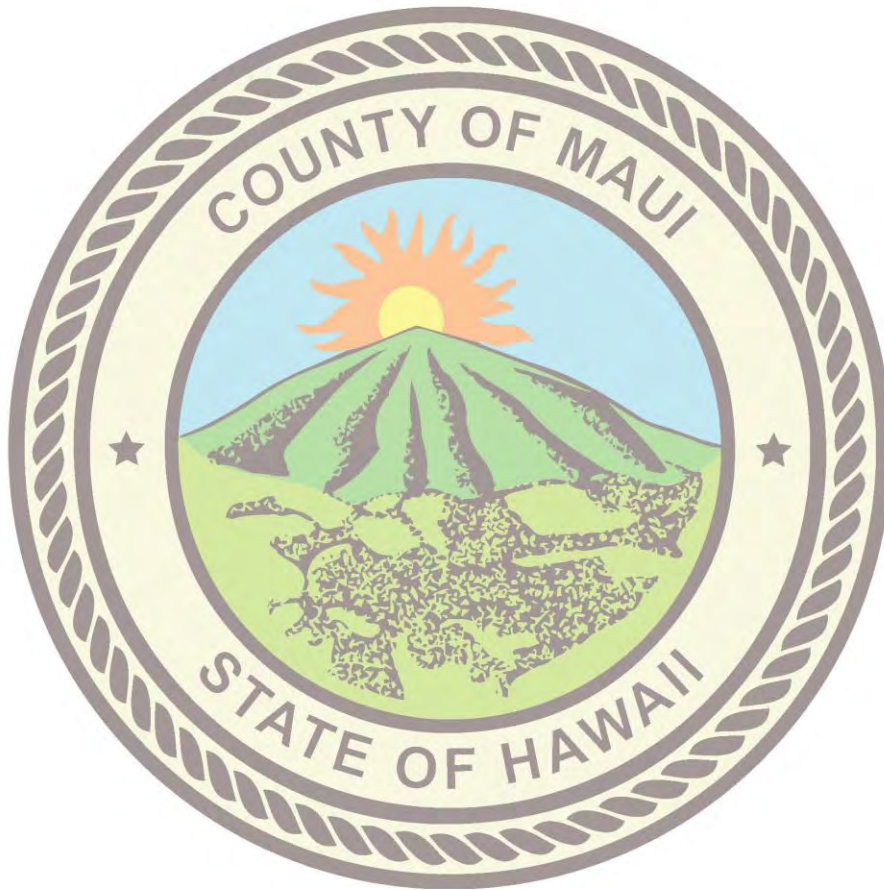
CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$88,788	\$87,170	\$102,048	\$102,048	\$0	N/A
OTHER PREMIUM PAY	\$7,634	\$4,546	\$11,750	\$14,661	\$2,911	24.8%
<b>Salaries and Wages Total</b>	<b>\$96,422</b>	<b>\$91,716</b>	<b>\$113,798</b>	<b>\$116,709</b>	<b>\$2,911</b>	<b>2.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$6,035	\$2,238	\$14,800	\$14,800	\$0	N/A
SERVICES	\$643,829	\$666,018	\$1,100,107	\$1,100,107	\$0	N/A
UTILITIES	\$2,206	\$2,956	\$2,408	\$2,408	\$0	N/A
TRAVEL	\$193		\$2,100	\$2,100	\$0	N/A
OTHER COSTS	\$411,545	\$195,331	\$221,750	\$221,750	\$0	N/A
<b>Operations Total</b>	<b>\$1,063,807</b>	<b>\$866,543</b>	<b>\$1,341,165</b>	<b>\$1,341,165</b>	<b>\$0</b>	<b>N/A</b>
<b>Transfers Out</b>						
Other Governmental Funds	\$1,452,099	\$1,078,430	\$0	\$0	\$0	N/A
<b>Transfers Out Total</b>	<b>\$1,452,099</b>	<b>\$1,078,430</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$2,612,328</b>	<b>\$2,036,689</b>	<b>\$1,454,963</b>	<b>\$1,457,874</b>	<b>\$2,911</b>	<b>0.2%</b>

## Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Recycling Program Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Recycling Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>N/A</b>







*Finance*

---

# *Finance*

---



★ This page has been intentionally left blank. ★

## Department Summary

### Mission

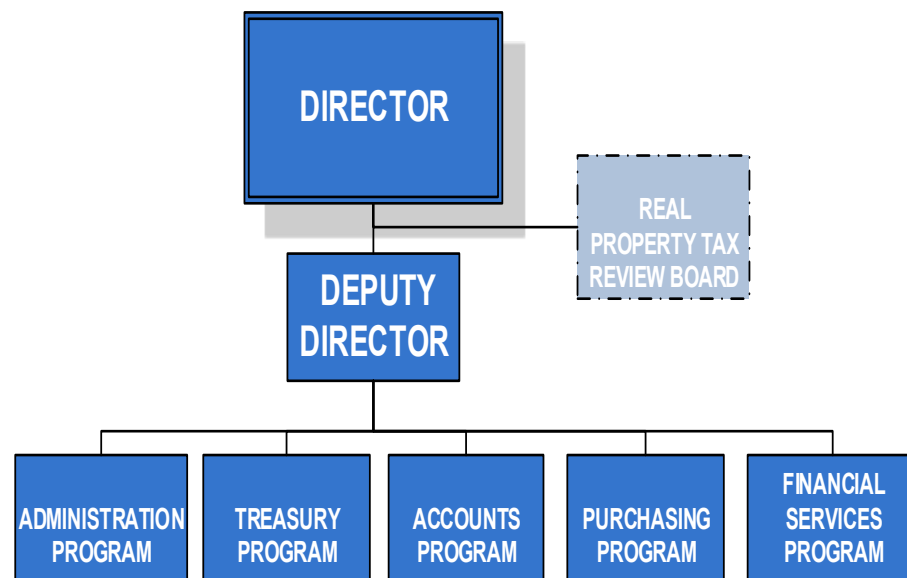
The Department of Finance is responsible for the overall financial administration of all county departments. Its mission is to continuously strive toward excellence in managing the county's financial and physical resources by providing quality financial services.

### Countywide Outcome(s)

The Department of Finance supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy

### Organization Chart



### Strategies

The Department of Finance's strategic goals include:

- To provide timely, accurate and comprehensive financial reporting
- To promote the professionalism and skills of our employees
- To protect county assets and maintain effective internal controls
- To improve efficiency throughout the department

### Operations

The Department of Finance's operations include the following:

- The Director's Office Division under the Administration Program establishes policy and provides oversight, direction and support for the implementation and review of policies and procedures for all of the five operating divisions. It also provides a wide range of other types of interdepartmental support, including: fiscal control, budgeting, economic and strategic planning, internal auditing, internal controls and financial analysis.

**Department Summary****Operations (Cont'd)**

- The Accounts Program provides the centralized accounting and financial reporting for all county operations. Additionally, this program administers the county's accounts payable, fixed assets, and payroll responsibilities.
- The Financial Services Program is comprised of two divisions: The Division of Motor Vehicles and Licensing (DMVL), and the Real Property Assessment (RPA) Division. The DMVL issues new and renewal driver licenses, new and renewal State IDs, motor vehicle registrations, various county business licenses, disabled parking placards, taxi drivers permits, and dog and bicycle licenses. DMVL has seven service centers located throughout the County of Maui. The RPA Division is responsible for appraising and assessing all real properties in the county. The RPA Division also maintains property ownership records, administers various exemption programs, maintains the county's Geographic Information Systems (GIS) base map, and establishes Tax Map Keys (TMK) for parcels that are designated on the GIS maps. The Department of Planning relies on this information for zoning and permit planning purposes. The RPA Division has two service locations throughout the county.
- The Purchasing Program administers all purchasing and contracting activities for goods and services for the county. Also, this program provides technical assistance and advice relating to purchasing and contracting to all departments.
- The Treasury Program is comprised of two sections: Banking & Investments and Real Property Tax & Fee Collection. The Treasurer's Office is charged with the design of an effective cash management, investment, and debt management program. Other activities include preparing, mailing, and collecting real property tax bills.

**External Factors**

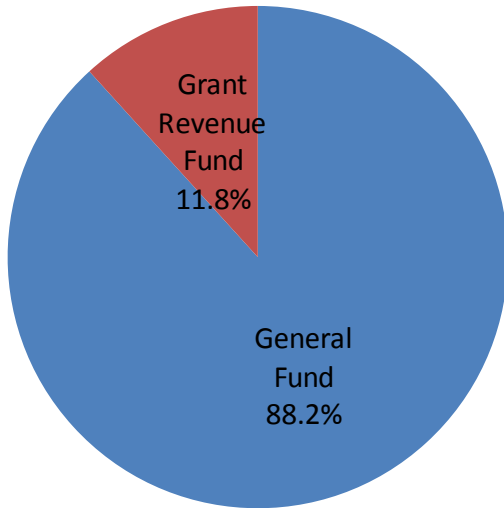
The near-term outlook for Maui's economy looks promising based on the strength of an unexpected surge in the tourism sector. The real estate market is within sight of pre-recession levels and rising property values have helped the County of Maui increase real property tax revenues to near all-time highs. There has been a gradual improvement in the overall construction industry amid signs that residential construction activity is poised to accelerate. Interest rates continue to remain low, enhancing the county's ability to finance capital improvement projects.



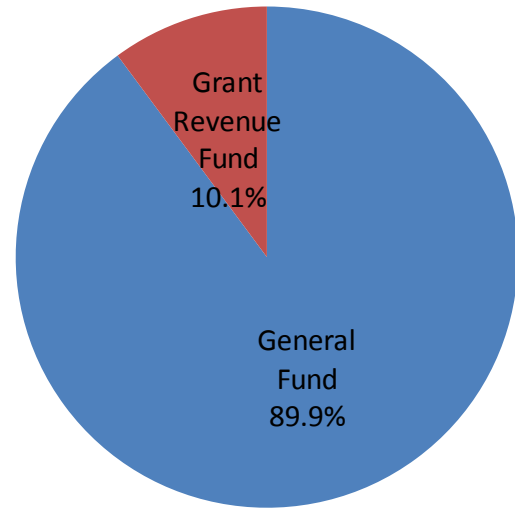
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

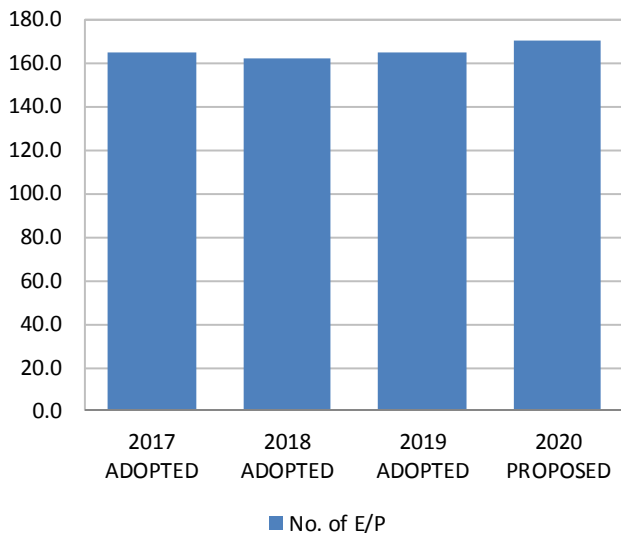


FY 2020 Total Equivalent Personnel

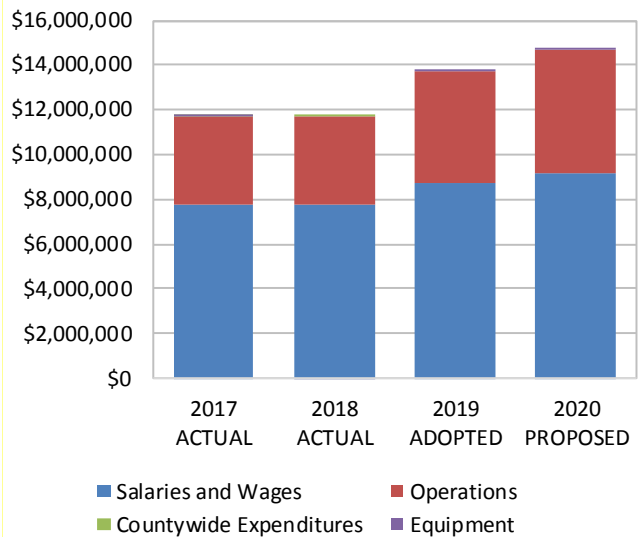


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$186,511	\$123,309	\$318,695	\$294,351	-\$24,344	-7.6%
WAGES & SALARIES	\$7,622,424	\$7,609,345	\$8,392,866	\$8,834,507	\$441,641	5.3%
<b>Salaries and Wages Total</b>	<b>\$7,808,935</b>	<b>\$7,732,653</b>	<b>\$8,711,561</b>	<b>\$9,128,858</b>	<b>\$417,297</b>	<b>4.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$295,640	\$348,108	\$433,118	\$457,995	\$24,877	5.7%
OTHER COSTS	\$692,961	\$1,111,385	\$1,361,451	\$1,409,308	\$47,857	3.5%
SERVICES	\$2,060,862	\$1,704,033	\$2,372,560	\$2,862,381	\$489,821	20.6%
SPECIAL PROJECTS	\$0	\$15	\$0	\$0	\$0	N/A
TRAVEL	\$92,812	\$90,962	\$98,257	\$107,357	\$9,100	9.3%
UTILITIES	\$40,015	\$37,524	\$48,154	\$47,154	-\$1,000	-2.1%
INTERFUND COST RECLASSIFICATION	\$695,055	\$728,684	\$715,633	\$653,970	-\$61,663	-8.6%
<b>Operations Total</b>	<b>\$3,877,345</b>	<b>\$4,020,711</b>	<b>\$5,029,173</b>	<b>\$5,538,165</b>	<b>\$508,992</b>	<b>10.1%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$1,830	\$4,927	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$1,830</b>	<b>\$4,927</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$7,600	\$7,600	\$0	N/A
MACHINERY & EQUIPMENT	\$12,038	-\$12,570	\$22,830	\$53,500	\$30,670	134.3%
<b>Equipment Total</b>	<b>\$12,038</b>	<b>-\$12,570</b>	<b>\$30,430</b>	<b>\$61,100</b>	<b>\$30,670</b>	<b>100.8%</b>
<b>Department Total</b>	<b>\$11,700,149</b>	<b>\$11,745,721</b>	<b>\$13,771,164</b>	<b>\$14,728,123</b>	<b>\$956,959</b>	<b>6.9%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accounts Program	18.0	17.0	18.0	18.0	0.0	N/A
Administration Program	9.8	8.8	8.8	10.8	2.0	22.7%
Financial Services Program	116.0	116.0	117.0	120.0	3.0	2.6%
Purchasing Program	7.0	7.0	7.0	7.0	0.0	N/A
Treasury Program	14.0	14.0	14.0	15.0	1.0	7.1%
<b>Department Total</b>	<b>164.8</b>	<b>162.8</b>	<b>164.8</b>	<b>170.8</b>	<b>6.0</b>	<b>3.6%</b>

## Administration Program

### Program Description

The Administration Program consists of the Administration Division or Director's Office. The Director's Office is responsible for the overall financial administration of all county operations and has financial oversight responsibilities. It provides a wide range of countywide support activities designed to ensure fiscal responsibility. Activities include internal audits and monitoring the adequacy of internal controls. It also provides both administrative and personnel support to the department.

### Countywide Outcome(s)

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy

### Population Served

The Administration Program serves the citizens and employees of Maui County.

### Services Provided

Services provided by the Administration Program include the following:

- Comprehensive financial reporting;
- Accountability for county assets;
- Implementation of countywide fiscal controls;
- Internal audits and reviews of internal controls;
- Countywide financial strategic planning; and
- Countywide support for mailroom services.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Enable all divisions within the department to provide timely, accurate, and comprehensive financial reporting.</i>				
1. Provide timely and accurate financial reports	% of reports distributed on-time	100%	100%	100%
2. Submit timely and complete information to meet external audit requirements	Single Audit completed on-time	Yes	Yes	Yes
	Single Audit completed with no material findings	No	Yes	Yes
<i>Goal #2: Strengthen and support the professionalism and skills of our workforce.</i>				
1. Improve employee satisfaction	Improvement in "% satisfied" results on annual Employee Satisfaction Survey	Yes	Yes	Yes
2. Conduct department-wide employee training	Hold annual department-wide employee training workshop	Yes	Yes	Yes

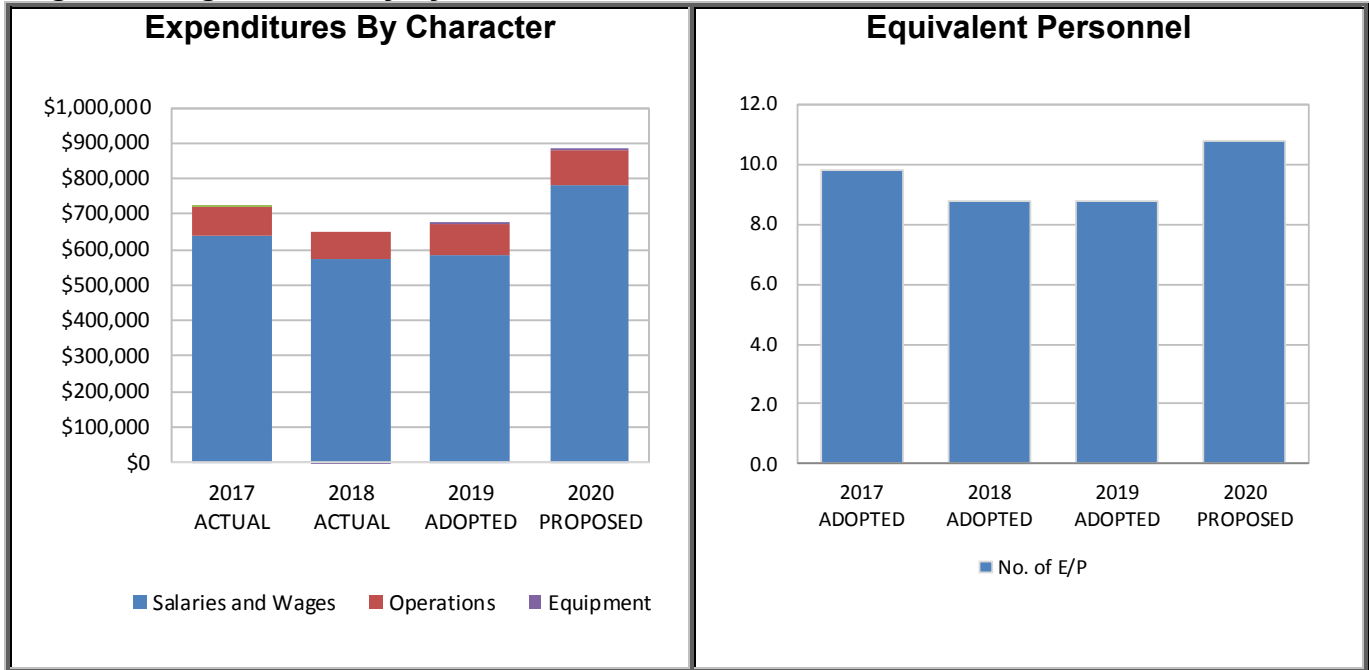
## Administration Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Protect the county's assets by ensuring that effective internal controls are in place through building understanding and awareness, and by identifying &amp; strengthening the effectiveness of internal control systems.</i>				
1. Identify and assess high risk processes at department and activity levels	Create and maintain a dynamic list of top high risk processes	Yes	Yes	Yes
2. Develop/Implement an ongoing internal control review schedule	Complete scheduled internal control reviews per schedule	Yes	Yes	Yes
3. Review FY Comprehensive Annual Financial Report (CAFR) findings and assist departments, where necessary, to minimize repeat findings	Meet with affected departments to review CAFR findings & assist in improving internal processes	Yes	Yes	Yes
<i>Goal #4: Effectively manage county assets through preparation and maintenance of perpetual inventory of all owned, leased, rented, or county-controlled lands and equipment.</i>				
1. Input and reconcile all real property in the county's database systems	% of real property inputted into the county's database systems	90%	90%	90%
	Complete real property reconciliation annually	Yes	Yes	Yes
2. Obtain and scan all supporting real property documentation (i.e. leases, deeds, executive orders, etc.) into the county's database system	% of documents scanned into system	85%	85%	90%

## Administration Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$38,459	\$5,795	\$5,530	\$4,960	-\$570	-10.3%
WAGES & SALARIES	\$602,495	\$568,069	\$578,224	\$774,270	\$196,046	33.9%
<b>Salaries and Wages Total</b>	<b>\$640,954</b>	<b>\$573,864</b>	<b>\$583,754</b>	<b>\$779,230</b>	<b>\$195,476</b>	<b>33.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$6,412	\$6,412	\$9,862	\$9,862	\$0	N/A
OTHER COSTS	\$14,079	\$12,235	\$14,600	\$17,600	\$3,000	20.5%
SERVICES	\$42,950	\$45,181	\$50,350	\$50,350	\$0	N/A
TRAVEL	\$16,463	\$10,511	\$12,500	\$20,500	\$8,000	64.0%
UTILITIES	\$2,552	\$1,988	\$3,300	\$3,300	\$0	N/A
<b>Operations Total</b>	<b>\$82,455</b>	<b>\$76,327</b>	<b>\$90,612</b>	<b>\$101,612</b>	<b>\$11,000</b>	<b>12.1%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$1,500	\$1,500	\$0	N/A
MACHINERY & EQUIPMENT	\$0	-\$1,500	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>-\$1,500</b>	<b>\$1,500</b>	<b>\$1,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$723,409</b>	<b>\$648,690</b>	<b>\$675,866</b>	<b>\$882,342</b>	<b>\$206,476</b>	<b>30.5%</b>



## Administration Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Clerk I	0.8	0.8	0.8	0.8	0.0	N/A
Clerk II	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Internal Control Analyst I	1.0	1.0	1.0	1.0	0.0	N/A
Internal Control Officer	1.0	0.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Manager	1.0	1.0	0.0	1.0	1.0	N/A
Real Property Manager I	0.0	0.0	0.0	1.0	1.0	N/A
<b>Program Total</b>	<b>9.8</b>	<b>8.8</b>	<b>8.8</b>	<b>10.8</b>	<b>2.0</b>	<b>22.7%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
907014A-5101 Regular Wages: Adjustments in salaries based on 3% increase for Director and Deputy Director per Salary Commission, step movement for Internal Control Analyst, lower step for the Private Secretary, transferred of the Real Property Manager from RPA and restored funding for the Internal Control Officer position.	\$164,654	2.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
907014A-5101 Regular Wages: Proposed expansion position in FY 2020 for a Real Property Manager I.	\$31,392	1.0
<b>Operations</b>		
<b>TRAVEL:</b>		
907014B-6201 Airfare, Transportation: Training for Internal Control Officer and Real Property Manager.	\$4,000	
907014B-6222 Per Diem Non-Reportable: Training for Internal Control Officer and Real Property Manager.	\$3,000	
907014B-6223: Training for Internal Control Officer and Real Property Manager.	\$1,000	
<b>OTHER COSTS:</b>		
907014B-6250 Training Fees/Seminars: Provide additional training and seminars for Internal Control Officer and Real Property Manager.	\$3,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$42,392</b>	<b>1.0</b>

## Accounts Program

### Program Description

This program consists of the Accounts Division, which is responsible for processing accounts payable, payroll functions, managing the financial reporting for the county, and for the preparation of the Comprehensive Annual Financial Report (CAFR).

### Countywide Outcome(s)

The Accounts Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy

### Population Served

The Accounts Program serves county vendors, employees, citizens of the County of Maui, county bondholders, and banking institutions.

### Services Provided

The Accounts Program provides centralized accounting and financial reporting for all county operations, accounts payable, fixed assets, and payroll processing and administration.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Using appropriate accounting procedures, prepare timely, reliable, accurate, and user-friendly financial reports/documents employing best-recognized accounting principles and standards.</i>				
1. Prepare the CAFR consistent with the criteria established by the GFOA for its Certificate of Achievement for Excellence in Financial Reporting Program	Receive the Certification of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
	Complete annual CAFR by December 31 <sup>st</sup>	Yes	Yes	Yes
2. Ensure that the CAFR accurately reports the financial condition of the County of Maui	Receive a "clean" auditor opinion on the CAFR	Yes	Yes	Yes
	# of findings of "material weakness" in the annual CAFR	0	0	0
3. Timely completion of the Single Audit Report	Single Audit Report completed by March 31 <sup>st</sup>	Yes	Yes	Yes
4. No "material weaknesses" found in the Auditor's findings on the Single Audit Report	# of "material weaknesses" found in the Single Audit Report	1	0	0

## Accounts Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Maintain the integrity of the county accounting system to ensure that accurate and timely financial and accounting information is provided to all county departments.</i>				
1. Complete the monthly closing process within ten business days of month-end	% of monthly closing processes completed within ten business days of month-end	100%	100%	100%
	% of month-end financial reports completed and accessible within ten business days of month end	100%	100%	100%
3. Reconcile all bank accounts (excluding payroll), including identifying and resolving all general ledger reconciliation discrepancies within 30 days from completion of the bank reconciliation report	% of bank accounts reconciled within a month from receipt of bank statement	90%	100%	100%
4. Transmit quarterly reports to the County Council by the deadlines set by the Maui County Code (MCC) Chapter 3.08	% of quarterly reports completed and transmitted within the deadlines set by the MCC	100%	100%	100%
<i>Goal #3: Enhance the internal control processes of the payroll system to ensure accuracy and reliability of payroll records.</i>				
1. Process payroll by established pay dates while reducing payroll transaction error rates	% of payroll processed within the established pay dates	100%	100%	100%
	% of payroll checks processed annually with error (voided checks)	≤1%	≤1%	≤1%
2. Reconcile payroll bank account within 30 days from receipt of the bank statement	% of payroll bank account reconciled within 30 days from receipt of bank statement	85%	100%	100%

## Accounts Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Enhance the internal control processes of the payroll system to ensure accuracy and reliability of payroll records (Cont'd).</i>				
3. Process payroll checks accurately by reducing payroll transaction error rate and manual payroll payments generated	% of payroll overpayment checks processed annually	<1%	<1%	<1%
	% of manual checks cut vs. system-generated checks	<1%	<1%	<1%
4. Conduct department-wide payroll audits	% of departments audited annually	100%	100%	100%
5. Timely processing of worker compensation claims	Average # of claims processed per month	45	30	40
<i>Goal #4: Ensure timely, accurate, and efficient disbursement of payments, maintenance of payment archival records &amp; inventory system, and preparation and filing of year-end tax information returns.</i>				
1. Maintain the % of accounts payable transactions processed within 14 calendar days from the date of receipt	% of accounts payable transactions processed within 14 calendar days from date of receipt	100%	100%	100%
2. Prepare and file year-end tax information returns timely	% of 1099-Misc/Interest Forms completed prior to due date	100%	100%	100%
3. Reconcile all fixed assets in the county's database system	Complete fixed asset reconciliation annually	Yes	Yes	Yes
<i>Goal #5: Improve customer satisfaction through strengthened delivery of accounting and payroll services.</i>				
1. Conduct departmental payroll "Super User" meetings quarterly	# of quarterly "Super User" meetings held	4	4	4
2. Respond to customer inquiries and complaints timely	% of payroll inquiries and/or complaints resolved within two business days	90%	100%	100%
	% of accounts payable inquiries and/or complaints resolved within an average of three business days	100%	100%	100%
	% of general ledger inquiries and/or complaints resolved within two business days	100%	100%	100%

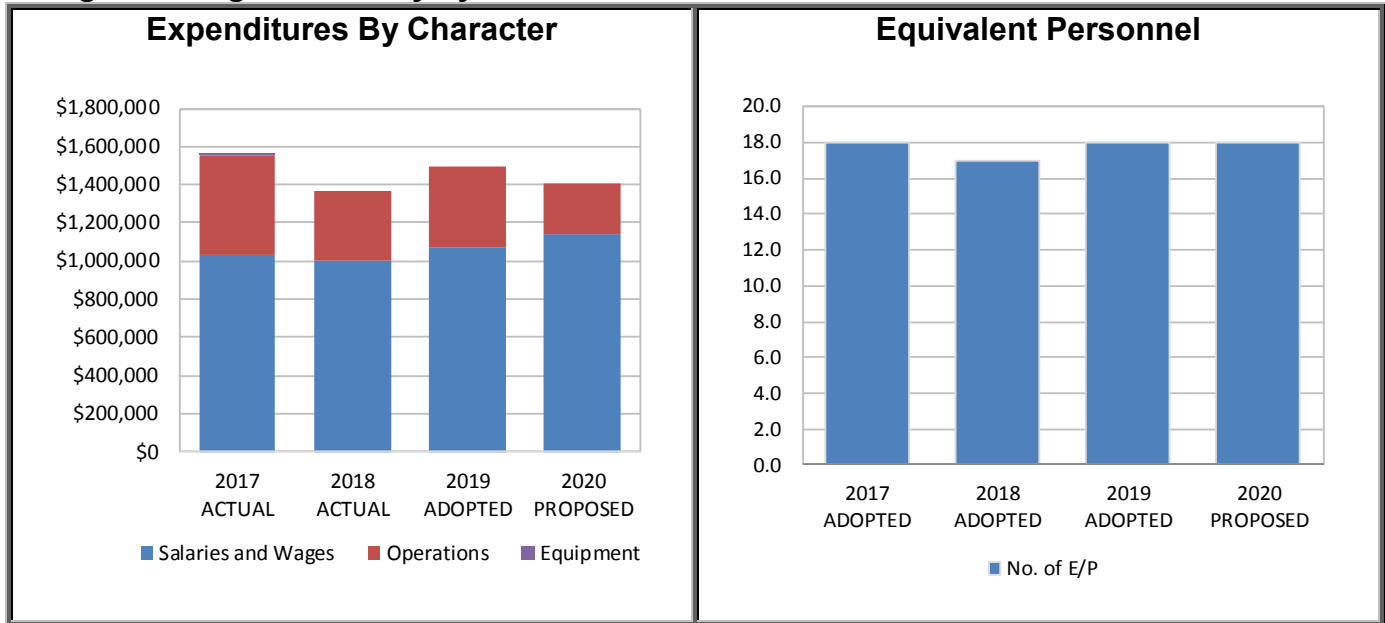
## Accounts Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #5: Improve customer satisfaction through strengthened delivery of accounting and payroll services (Cont'd)</i>				
3. Increase timeliness of turn-around time for contract/grant certifications	Average # of days for processing of contract/grant certifications	≤ 5	≤ 5	≤ 5
<i>Goal #6: Develop and advocate policies, procedures, standards, and practices that promote improved countywide fiscal management.</i>				
1. Provide departments with training on fiscal, accounting compliance, and internal controls to improve and promote sound business practices	Provide quarterly departmental training sessions	0	2	2
2. Provide departments and agencies with access to financial management, accounting guidelines and regulations	# of accounting policies and procedures published in the county's Intranet annually	0	2	2
3. Review divisional staff workload/processes to identify areas where strategic changes can be implemented to reduce overtime	# of process areas identified for improvement annually	1	3	3
<i>Goal #7: Focus on recruiting, training, and retaining a diverse workforce of employees to work in a welcoming environment that promotes trust, recognition, and accountability.</i>				
1. Reduce the annual employee turnover rate	Divisional employee turnover rate	< 5%	< 5%	< 5%
2. Improve efficiency by annually evaluating staffing levels and positions	% of position descriptions reviewed annually	0	100%	100%
3. Increase employee satisfaction through enhanced employee recognition program	Improvement in "satisfied" results on annual Employee Satisfaction Survey	Yes	Yes	Yes
4. Ensure that all employee performance appraisals are current	% of employees for whom performance appraisals are current	40%	100%	100%

## Accounts Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$96,902	\$80,267	\$76,950	\$46,050	-\$30,900	-40.2%
WAGES & SALARIES	\$931,005	\$924,205	\$994,599	\$1,092,697	\$98,098	9.9%
<b>Salaries and Wages Total</b>	<b>\$1,027,907</b>	<b>\$1,004,472</b>	<b>\$1,071,549</b>	<b>\$1,138,747</b>	<b>\$67,198</b>	<b>6.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$8,841	\$8,902	\$15,850	\$15,850	\$0	N/A
OTHER COSTS	\$22,508	\$16,801	\$27,450	\$27,450	\$0	N/A
SERVICES	\$487,352	\$323,549	\$365,200	\$215,200	-\$150,000	-41.1%
TRAVEL	\$2,042	\$11,464	\$12,600	\$12,600	\$0	N/A
UTILITIES	\$1,188	\$915	\$2,000	\$1,000	-\$1,000	-50.0%
<b>Operations Total</b>	<b>\$521,931</b>	<b>\$361,631</b>	<b>\$423,100</b>	<b>\$272,100</b>	<b>-\$151,000</b>	<b>-35.7%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$2,529	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$2,529</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,552,367</b>	<b>\$1,366,103</b>	<b>\$1,494,649</b>	<b>\$1,410,847</b>	<b>-\$83,802</b>	<b>-5.6%</b>



## Accounts Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant I	3.0	3.0	3.0	3.0	0.0	N/A
Accountant II	1.0	1.0	1.0	1.0	0.0	N/A
Accountant III	3.0	3.0	3.0	3.0	0.0	N/A
Accountant V	1.0	1.0	1.0	1.0	0.0	N/A
Accounting System Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Accounts System Administrator	1.0	0.0	1.0	1.0	0.0	N/A
Control Accounts Clerk	2.0	2.0	2.0	2.0	0.0	N/A
Financial System Analyst	1.0	1.0	1.0	1.0	0.0	N/A
Payroll Manager	1.0	1.0	1.0	1.0	0.0	N/A
Pre-Audit Clerk I	1.0	1.0	1.0	1.0	0.0	N/A
Pre-Audit Clerk II	3.0	3.0	3.0	3.0	0.0	N/A
<b>Program Total</b>	<b>18.0</b>	<b>17.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
907022A-5101 Regular Wages: Adjustments in salaries due to step movement, reallocations, position filled at lower salary, and restored funding for the Assistant Accounting System Administrator.	\$98,098	0.0
<b>OTHER PREMIUM PAY:</b>		
907022A-5205 Overtime: Decrease due to anticipated filling of Assistant Accounting System Administrator.	-\$30,000	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
907022B-6132 Professional Services: Decrease funding.	-\$225,000	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	
<b>Operations</b>		
<b>SERVICES:</b>		
907022B-6132 Professional Services: Extension of ADP etime and Pay Force services due to postponed time tracking deployment offset by decrease in maintenance charges for Workday included in ITSD budget effective 7/1/19.	\$75,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$75,000</b>	<b>0.0</b>

## Financial Services Program – RPT

**Program Description**

The Real Property Assessment (RPA) Division is funded under the Financial Services Program. The RPA Division is responsible for assessing all real property in the County of Maui. The RPA Division also maintains property ownership records, administers various exemptions and use programs, maintains the county's GIS base map, and establishes TMK for parcels that are designated on the county's GIS maps. The Department of Planning relies on information from RPA for zoning and permit planning purposes. The RPA has two service locations throughout the County of Maui.

**Population Served**

The RPA Division serves approximately 155,000 residents and non-residents of Maui County.

**Services Provided**

The RPA Division provides property assessments, exemptions, and GIS base layer and mapping.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Increase public awareness by providing educational seminars and enhanced notices.</i>				
1. Conduct at least four public sessions annually to educate the public about services provided	# of public sessions conducted annually	5	8	4
2. Provide excellent customer service at the Service Center	% of satisfaction survey results returned as useful	100%	100%	100%
3. Convert all forms to online fillable forms by June 2019	% of online fillable forms completed	50%	100%	100%
<i>Goal #2: Improve the efficiency and accuracy of assessments.</i>				
1. Meet IAAO standard for assessment accuracy by maintaining a median ratio between 90% - 110%.	Annual sales ratio study median ratio = assessed value to sales price	N/A	Yes	Yes
2. Complete residential sales comparison approach models for the 2020 assessment	Posted values meet IAAO standards for accuracy (median ratio between 90% and 110%) and uniformity (coefficient of dispersion of less than 16)	N/A	N/A	4
<i>Goal #3: Strengthen and support the professionalism and skills of our workforce by providing educational and training opportunities.</i>				
1. Provide staff with IAAO continuing education classes	% who complete IAAO continuing education classes	89%	100%	100%

## Financial Services Program – RPT

## Key Activity Goals &amp; Measures(Con't)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Strengthen and support the professionalism and skills of our workforce by providing educational and training opportunities (Cont'd)</i>				
2. Provide staff with at least eight (8) "in-house" training sessions annually	# of training sessions completed	17	8	12
	Number of training hours (5 day course with exam)	N/A	N/A	35
3. Provide staff with continuing education courses to maintain their IAAO designations (14 hours per year)	# of course hours completed per employee	28	28	28
<i>Goal #4: Focus on enforcement and compliance efforts for home exemption and condominium use programs, agricultural dedication, and agricultural use.</i>				
1. Increase the rate of compliance reviews for the home exemption program	Amount of enforcement revenue	\$915,101	\$200,000	\$200,000
2. Meet rules and regulations requirement for all parcels receiving an agricultural dedication to be inspected each year	% of 535 parcels that are inspected	99%	100%	100%
3. Meet IAAO standard for property characteristics verification of agricultural parcels that receive "agricultural use" which is at least once every six (6) years	% of 666 parcels that are inspected	100%	100%	100%

## Financial Services Program – DMVL

**Program Description**

The Division of Motor Vehicle and Licensing (DMVL) is funded under the Financial Services Program. DMVL provides direct service to the citizens of Maui County by issuing new and renewal driver licenses, motor vehicle registrations, various county business licenses, disabled parking placards, taxi drivers' permits, and dog and bicycle licenses. DMVL collects payments on behalf of the Department of Water Supply and Department of Environmental Management for water and sewer fees, respectively. Administered on behalf of the State of Hawaii are commercial driver licensing, periodic motor vehicle inspection, state identification issuance, issuance of disabled person's parking placards, and the collection of motor vehicle registration fees and weight taxes.

**Population Served**

The DMVL serves the general and driving public, vehicle dealerships, bicycle and moped dealers, car rental agencies, various federal agencies, and other state and local government entities.

**Services Provided**

The DMVL administers motor vehicle and licensing laws.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Strengthen and support the professionalism and skills of our workforce.</i>				
1. Increase the rate of trainings conducted annually	% of supervisory developmental training plans completed	100%	100%	100%
	% of employee's developmental training plans completed	100%	100%	100%
<i>Goal #2: Improve services to major population centers by efficiently allocating the provisioning of DMVL services between the main and other satellite offices, and providing convenient portals for citizens to access DMVL services.</i>				
1. 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	47%	44%	45%
	% of total customers served by satellite offices	53%	56%	55%
2. Increase the rate of vehicle registrations completed through alternative service portals	% of vehicle registrations completed using self-service terminals	N/A	40%	40%
	% of online vehicle registration transactions	16%	15%	15%

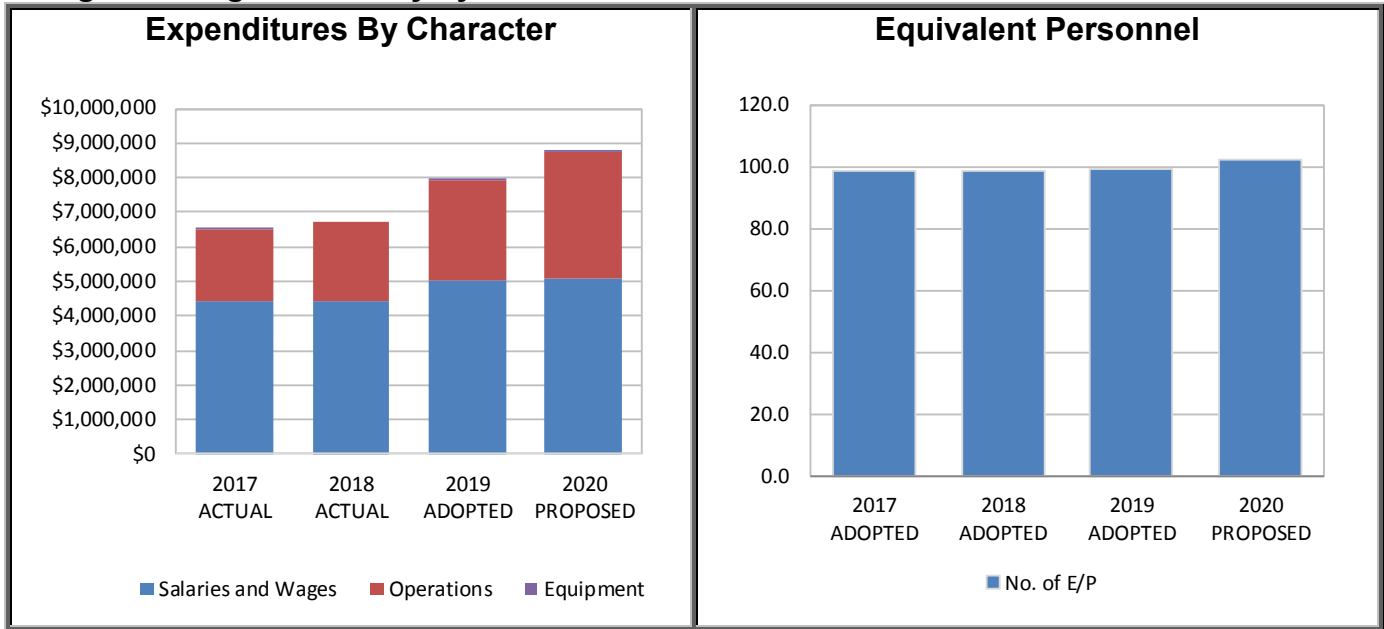
## Financial Services Program – DMVL

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Ensure that vehicle documents and driver credentials are issued in an accurate, secure, and efficient manner through proper verification of applicant identities, authentication of documents, and employees completion of annual fraudulent document recognition training (Cont'd).</i>				
1. Increase the # of applicant identities verified through the Identity Management System (IMS) annually	# of applicant identities verified through the Identity Management System (IMS)	42,114	75,000	75,000
2. Maintain the rate of employees who completed the annual fraudulent document recognition training at 100%	% of employees who completed the annual fraudulent document recognition training	100%	100%	100%
<i>Goal #4: Enhance the delivery of services to our customers.</i>				
1. Reduce customer wait times	Achieve the proper balance of force & process efficiency to load to implement a 30-minute average wait time (AWT) standard at all DMVL locations			
	Service Center	38 min AWT	30 min AWT	30 min AWT
	Kihei	22 min AWT	25 min AWT	25 in AWT
	Lahaina	17 min AWT	15 min AWT	15 min AWT
	Pukalani	41 min AWT	25 min AWT	25 min AWT
<i>Goal #5: Strengthen security and safety measures at all DMVL offices through safety awareness training and compliance with the Social Security Administration (SSA) and privacy requirements and safeguards.</i>				
1. Complete Safety Awareness training annually	% of employees who completed the annual Safety Awareness training	100%	100%	100%
2. Comply with Department of Transportation (DOT) "Access Control Standards"	% of offices in compliance with DOT "Access Controls Standards"	100%	100%	100%
<i>Goal #6: Promote traffic safety by ensuring new drivers are qualified and competent to operate motor vehicles on public roadways.</i>				
1. Increase the # of new driver licenses issued annually based on knowledge and road skills tests	# of new driver licenses issued annually	8,458	9,000	9,000

## Financial Services Program - DMVL

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$28,028	\$26,625	\$60,905	\$50,000	-\$10,905	-17.9%
WAGES & SALARIES	\$4,418,325	\$4,392,130	\$4,956,371	\$5,041,486	\$85,115	1.7%
<b>Salaries and Wages Total</b>	<b>\$4,446,353</b>	<b>\$4,418,755</b>	<b>\$5,017,276</b>	<b>\$5,091,486</b>	<b>\$74,210</b>	<b>1.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$224,776	\$269,716	\$346,058	\$370,535	\$24,477	7.1%
OTHER COSTS	\$584,734	\$1,006,824	\$1,224,490	\$1,272,497	\$48,007	3.9%
SERVICES	\$1,137,140	\$939,097	\$1,265,362	\$1,908,933	\$643,571	50.9%
TRAVEL	\$56,400	\$59,933	\$46,243	\$46,243	\$0	N/A
UTILITIES	\$32,397	\$29,484	\$37,358	\$37,358	\$0	N/A
<b>Operations Total</b>	<b>\$2,035,447</b>	<b>\$2,305,054</b>	<b>\$2,919,511</b>	<b>\$3,635,566</b>	<b>\$716,055</b>	<b>24.5%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$4,539	-\$13,570	\$11,000	\$52,000	\$41,000	372.7%
<b>Equipment Total</b>	<b>\$4,539</b>	<b>-\$13,570</b>	<b>\$11,000</b>	<b>\$52,000</b>	<b>\$41,000</b>	<b>372.7%</b>
<b>Program Total</b>	<b>\$6,486,339</b>	<b>\$6,710,239</b>	<b>\$7,947,787</b>	<b>\$8,779,052</b>	<b>\$831,265</b>	<b>10.5%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant MVL Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Operations Supervisor (F/O)	2.0	2.0	2.0	2.0	0.0	N/A
Assistant Real Property Assessment Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	5.0	5.0	5.0	5.0	0.0	N/A
Commission Support Clerk	1.0	1.0	1.0	1.0	0.0	N/A
County Real Property Tax Administrator	1.0	1.0	1.0	1.0	0.0	N/A

## Equivalent Personnel Summary by Position Title – General Fund (Cont'd)



## Financial Services Program - DMVL

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
DMVL Assistant Operations Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
DMVL Operations Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Driver License Examiner I	6.0	6.0	6.0	6.0	0.0	N/A
Driver License Examiner Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst III	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst V	1.0	1.0	1.0	1.0	0.0	N/A
Motor Vehicle and Licensing Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Property Valuation Analyst V	3.0	3.0	3.0	3.0	0.0	N/A
Real Property Appraisal Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Appraiser II	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Appraiser III	5.0	5.0	5.0	5.0	0.0	N/A
Real Property Appraiser IV	3.0	3.0	3.0	3.0	0.0	N/A
Real Property Appraiser V	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Appraiser VI	2.0	2.0	2.0	2.0	0.0	N/A
Real Property Compliance Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Compliance Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Compliance Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
Real Property Manager	0.0	0.0	1.0	0.0	-1.0	-100.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Senior County Real Property Tech Officer	1.0	1.0	1.0	1.0	0.0	N/A
Service Representative I	1.0	1.0	1.0	1.0	0.0	N/A
Service Representative I	2.0	2.0	2.0	2.0	0.0	N/A
Service Representative II	26.7	26.7	26.7	30.7	4.0	15.0%
Service Representative III	8.0	8.0	8.0	8.0	0.0	N/A
Supervising Real Property Tax Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Tax Clerk I	4.0	4.0	4.0	4.0	0.0	N/A
Tax Clerk I	2.0	2.0	2.0	2.0	0.0	N/A
Tax Clerk II	1.0	1.0	1.0	1.0	0.0	N/A
Tax Maps & Records Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A
Tax Maps & Records Technician I	2.0	2.0	2.0	2.0	0.0	N/A
Tax Maps & Records Technician II	2.0	2.0	2.0	2.0	0.0	N/A
Tax Maps & Records Technician III	2.0	2.0	2.0	2.0	0.0	N/A
Valuation Analyst IV	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>98.7</b>	<b>98.7</b>	<b>99.7</b>	<b>102.7</b>	<b>3.0</b>	<b>3.0%</b>

## Financial Services Program - DMVL

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

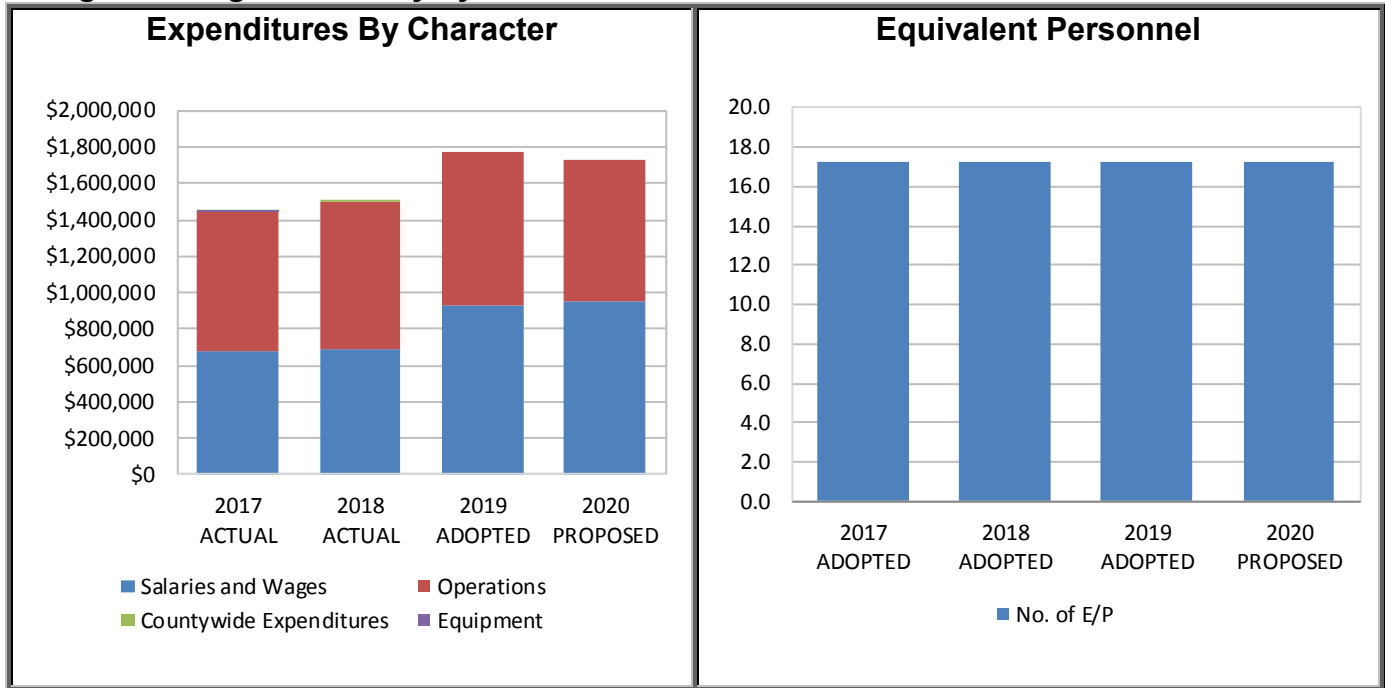
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
907063A-5101 Regular Wages: Adjustment based on position reallocations, positions filled at higher/lower pay scales and transfer of Real Property Manager back to Administration program.	-\$57,200	-1.0
<b>Operations</b>		
<b>OTHER COSTS:</b>		
907036B-6235 Rentals: Anticipated 5% increase for CAM effective 01/01/2020.	\$42,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
907063C-7031 Computer Equipment: Deletion of one-time FY 2019 appropriation.	-\$11,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES:</b>		
907039A-5101 Regular Wages: Proposed expansion positions for Service Representative for Limited Term Appointment.	\$146,928	4.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
907039B-6006 Auto Plates & Tags: Increase order of passenger license.	\$4,595	
907039B-6040 Postage: Increase due to volume increase in driver license production.	\$19,882	
<b>SERVICES:</b>		
907039B-6110 Computer Services: Increase due to \$82,200 MVR Transaction Charges, \$45,600 DL Transaction Charges, \$286,518 Plastic Driver License Production, and \$5,297 Temporary Driver License.	\$419,615	
907039B-6124 Janitorial Services: Increase due to Janitorial Contract costs for DMVL office, Service Center \$12,816, Kihei \$4,680, Pukalani \$3,600 & Lahaina \$1,200, Pest Control increase by \$220.	\$22,516	
907039B-6126 Maintenance Contracts: Increase in maintenance contract for Service Center Copier.	\$1,440	
907063B-6132 Professional Services: Additional funding for tiered rate assessment.	\$200,000	
<b>OTHER COSTS:</b>		
907039B-6235 Rentals: Increase due to CAM (\$1220), Base rent (\$4,548) and Tax (\$239).	\$6,007	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
907039C-7044 Other Equipment: Replacement of one Neopost DS85 Inserter @ \$22,000.	\$22,000	
907039C-7040 Motor Vehicle: Replacement of one 4-Door Sedan @ \$30,000.	\$30,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$872,983</b>	<b>4.0</b>

## Financial Services Program - DMVL

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$1,148	\$2,057	\$169,260	\$189,541	\$20,281	12.0%
WAGES & SALARIES	\$678,460	\$684,325	\$765,988	\$765,988	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$679,608</b>	<b>\$686,382</b>	<b>\$935,248</b>	<b>\$955,529</b>	<b>\$20,281</b>	<b>2.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$4,172	\$12,282	\$7,450	\$7,450	\$0	N/A
OTHER COSTS	\$20,316	\$19,645	\$24,940	\$25,240	\$300	1.2%
SERVICES	\$46,163	\$45,685	\$75,698	\$75,948	\$250	0.3%
SPECIAL PROJECTS	\$0	\$0	\$0	\$0	\$0	N/A
TRAVEL	\$1,687	\$2,419	\$11,414	\$11,414	\$0	N/A
UTILITIES	\$1,564	\$1,768	\$1,920	\$1,920	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$695,055	\$728,684	\$715,633	\$653,970	-\$61,663	-8.6%
<b>Operations Total</b>	<b>\$768,956</b>	<b>\$810,484</b>	<b>\$837,055</b>	<b>\$775,942</b>	<b>-\$61,113</b>	<b>-7.3%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$1,830	\$4,927	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$1,830</b>	<b>\$4,927</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$3,350	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$3,350</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,453,745</b>	<b>\$1,501,792</b>	<b>\$1,772,303</b>	<b>\$1,731,471</b>	<b>-\$40,832</b>	<b>-2.3%</b>

## Financial Services Program - DMVL

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Clerk III	0.3	0.3	0.3	0.3	0.0	N/A
Driver License Examiner II	2.0	2.0	2.0	2.0	0.0	N/A
Motor Vehicle Control Inspector	2.0	2.0	2.0	2.0	0.0	N/A
Service Representative I	1.0	1.0	1.0	1.0		
Service Representative II	8.0	8.0	8.0	8.0	0.0	N/A
Service Representative II (FRS)	2.0	2.0	2.0	2.0	0.0	N/A
Service Representative III	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Motor Vehicle Control Inspector	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>	<b>17.3</b>	<b>0.0</b>	<b>N/A</b>

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and Match \$ or %	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Commercial Driver's License (CDL) Program	No	No	\$550,347	\$548,321	\$625,342	\$602,401
Periodic Motor Vehicle Inspection Program	No	No	\$507,769	\$478,028	\$538,819	\$517,624
State Disability and Communications Access Board (DCAB) Program	Yes	No	\$11,504	\$12,038	\$11,170	\$20,533
State Identification (SID) Program	No	No	\$218,051	\$212,445	\$236,502	\$230,001
State Motor Vehicle Registration Program	No	No	\$361,082	\$348,188	\$360,470	\$360,912
<b>TOTAL</b>			<b>\$1,648,753</b>	<b>\$1,599,020</b>	<b>\$1,772,303</b>	<b>\$1,731,471</b>

## Grant Award Description

**Commercial Driver's License Program**

The Commercial Driver's License (CDL) Program is funded by the State Department of Transportation to provide assistance to CDL applicants and to administer required proficiency tests for the operation of commercial motor vehicles (large trucks and buses) in conformance with federal standards.

**Periodic Motor Vehicle Inspection Program**

The Periodic Motor Vehicle Inspection Program is funded by the State Department of Transportation to provide supervision and oversight of the passenger motor vehicle inspection stations.

**State Disability and Communications Access Board (DCAB) Program**

Reimbursement received from the State of Hawaii, Department of Health, Disability and Communications Access Board for the Statewide Program on Parking for Persons with Disabilities. A fee is not charged to the customer for a long-term parking placard.

**Financial Services Program - DMVL****Grant Award Description (Cont'd)****State Identification Program**

The State Identification (SID) Program is funded by the State Department of Transportation to provide assistance to applicants wishing to obtain civil identification.

**State Motor Vehicle Registration Program**

The State Motor Vehicle Registration Program provides state-mandated services and assistance in the collection of state funds.

## Purchasing Program

### Program Description

The Purchasing Program administers construction bids and procures goods and services for the County of Maui.

### Countywide Outcome(s)

The Purchasing Program supports the following Countywide Outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy

### Population Served

The Purchasing Program serves all county departments and contractors bidding and procuring goods and services.

### Services Provided

The Purchasing Program provides procurement services.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide excellent customer service to our internal customers through efficiency.</i>				
1. Maintain rate of total requisitions completed within two days from receipt date	% of total requisitions completed within two days	99%	99%	99%
2. Maintain rate of contract documents processed within two days from receipt date	% of contract documents processed within two days of receipt date	99%	99%	99%
3. Develop and bid additional emergency contracts and vendor lists in coordination with MEMA	# of emergency contracts implemented in a year in coordination with MEMA	N/A	N/A	5
<i>Goal #2: Improve efficiency in processing bids and procurement of goods and services.</i>				
1. Investigate using State E-Procurement System to improve purchasing efficiency and transparency	Complete investigation. If decision is to join, measurement will be % of bids using the state platform	N/A	N/A	100%
<i>Goal #3: Strengthen and support the professionalism and skills of our workforce.</i>				
1. Cross training of all new staff	% of workload that can be completed by at least 2 personnel within the division	80%	90%	100%
2. Provide initial and/or annual pCard training	% of pCard holders and administrators who receive refresher training	0%	100%	100%



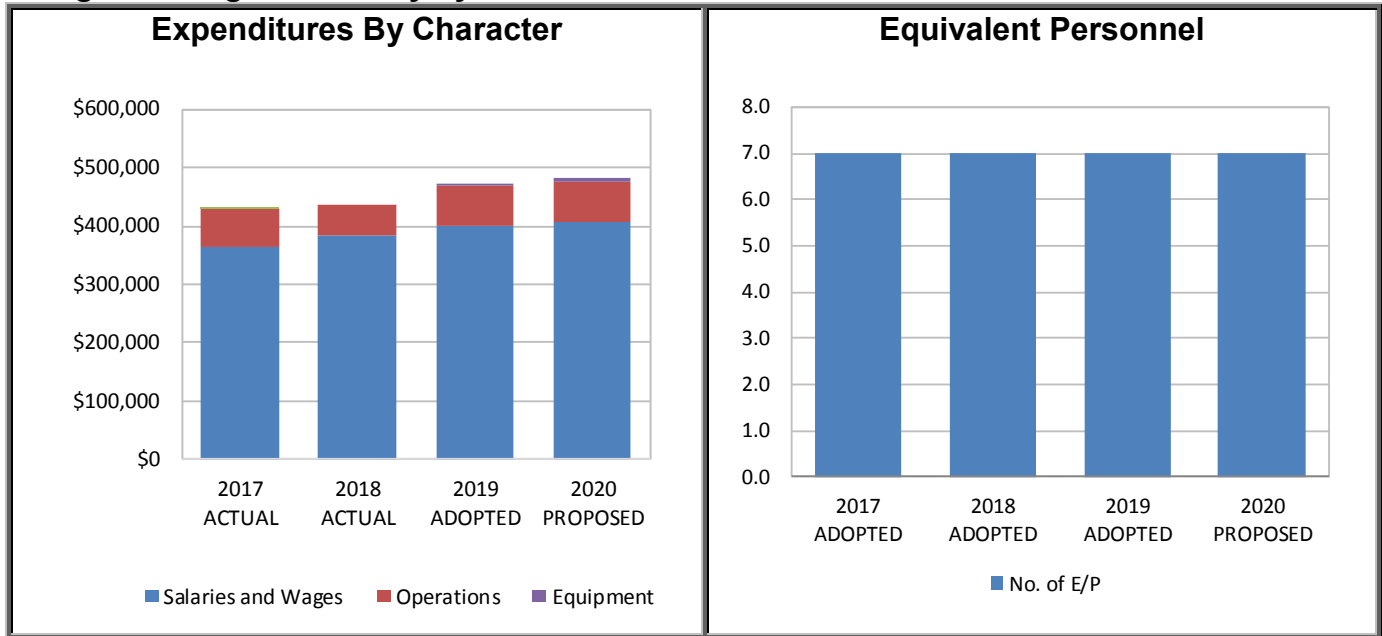
## Purchasing Program

## Key Activity Goals &amp; Measures(Cont'd)

*Goal #3: Strengthen and support the professionalism and skills of our workforce.*

3. Implement updated travel procedures and forms & provide training to departmental staff	% of implementation of new procedures, forms and staff training	90%	100%	N/A
---	---	-----	------	-----

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$3,439	\$99	\$1,400	\$800	-\$600	-42.9%
WAGES & SALARIES	\$361,814	\$382,446	\$399,048	\$406,476	\$7,428	1.9%
<b>Salaries and Wages Total</b>	<b>\$365,252</b>	<b>\$382,545</b>	<b>\$400,448</b>	<b>\$407,276</b>	<b>\$6,828</b>	<b>1.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$3,174	\$1,139	\$4,534	\$4,534	\$0	N/A
OTHER COSTS	\$42,452	\$42,506	\$50,971	\$50,971	\$0	N/A
SERVICES	\$11,142	\$7,290	\$6,500	\$6,500	\$0	N/A
TRAVEL	\$4,413	\$378	\$4,800	\$4,800	\$0	N/A
UTILITIES	\$2,074	\$2,462	\$3,276	\$3,276	\$0	N/A
<b>Operations Total</b>	<b>\$63,255</b>	<b>\$53,775</b>	<b>\$70,081</b>	<b>\$70,081</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$3,600	\$3,600	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,600</b>	<b>\$3,600</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$428,508</b>	<b>\$436,320</b>	<b>\$474,129</b>	<b>\$480,957</b>	<b>\$6,828</b>	<b>1.4%</b>

## Purchasing Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Buyer I	1.0	1.0	1.0	1.0	0.0	N/A
Central Purchasing Agent	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Contracts Clerk	2.0	2.0	2.0	2.0	0.0	N/A
Purchasing Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Purchasing Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

## Treasury Program

### Program Description

The Treasury Division consists of two sections: (a) Investment and Banking section, which provides the centralized management & investment of the county's cash, Ensures the County's investments are secure and adequately collateralized; Responsible debt management; and Billing and collecting for various county charges, (b) Real Property Tax (RPT) & Fee Collections section, which collects all real property taxes and fees, Administers the tax relief program; and Oversees the tax sale of properties with delinquent taxes.

### Population Served

The Treasury Program serves the county departments and the citizens of the County of Maui.

### Services Provided

The Treasury Program manages county funds by providing banking, debt management, non RPT revenue collection, real property taxes and fees collection, processing of circuit tax breaker applications, and management of delinquent property tax sales.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Manage the County's investments to ensure safety, liquidity, and yield in conformance with the County's Investment Policy.</i>				
1. Maintain safety of county funds	% of funds invested to ensure the preservation of principle	100%	100%	100%
	% of investments in collateralized CD's, U.S. Treasuries, and U.S. Agency Bonds	100%	100%	100%
	No single investment type exceeds 30% (portfolio diversification)	Yes	Yes	Yes
2. Maintain fund requests being met within 30 days from the date of request	% of fund requests met within 30 days of the request	100%	100%	100%
3. Maintain an average rate of return of $\geq$ 5 year running avg. of US Treasury bill rate	Average return on County's investment portfolio is $\geq$ 5 year running avg. of US Treasury bill rate	N/A	N/A	Yes

## Treasury Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Manage the County's cash in the most efficient and cost-effective manner for collections and payments.</i>				
1. Centralize the payment activities countywide using iNovah as the enterprise cashiering platform	% of County agencies converted its cashiering system into iNovah (total of 22) who are accepting payments	N/A	N/A	75%
2. Continue to increase the percentage of electronic deposits	# of County agencies participating in electronic check deposits	9	12	12
	% of armored car deposits picked-up on schedule	100%	90%	99%
<i>Goal #3: Maintain prudent and conservative debt management practices.</i>				
1. All debt service payments paid when due	% of General Obligation (G.O.) Bonds debt paid on time	100%	100%	100%
	% of State Revolving Fund (SRF) and/or USDA debt paid on time	100%	100%	100%
2. Meet all statutory requirements and deadlines	Continuing Disclosure Reports are submitted to DAC on or before February 11th	Yes	Yes	Yes
	Short-term Investments Quarterly Reports submitted on or before deadlines	Yes	Yes	Yes
	Summary of Total Funded Indebtedness Report submitted on or before July 1st	Yes	Yes	Yes
3. Assess timing of next G.O. Bond Issuance	Monitor amount of General Fund loaned to capital improvement projects is ≤ \$55 million	Yes	Yes	Yes
	Monitor "Placed In Service" dates for CIP projects	N/A	N/A	Yes

## Treasury Program

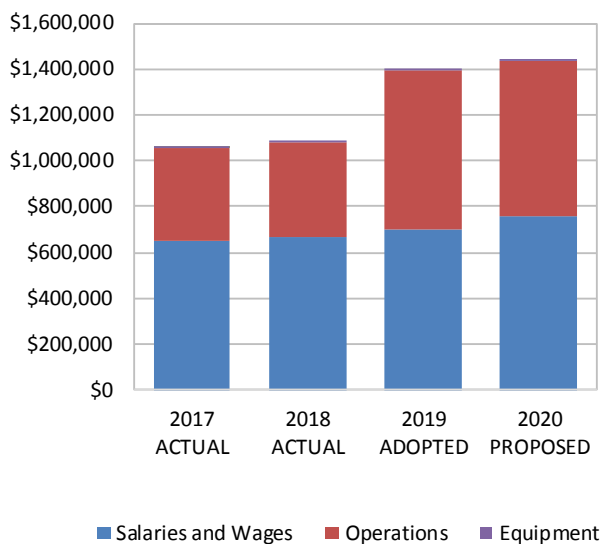
## Key Activity Goals &amp; Measures (Cont'd)

*Goal #4: Provide for efficient collection of real property tax revenues.*

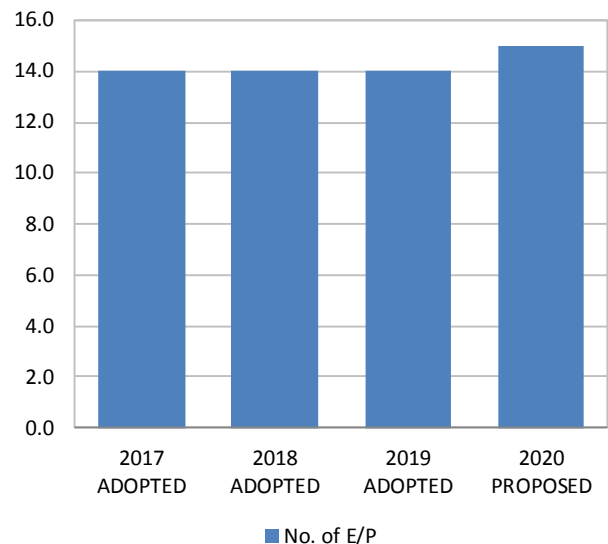
1. Maintain the rate of real property taxes collected, within the same fiscal year as billed, at 90% or higher	% of revenues collected within the same fiscal year as billed	99%	99%	99%
2. Maintain the rate of real property taxes recorded within one day from receipt date at 100%	% of real property tax revenues recorded within one day from the date of receipt	100%	100%	100%
3. Increase the rate of delinquent taxes collected within one year of original billing date	% of delinquent taxes collected within one year of original billing date	90%	85%	90%

## Program Budget Summary by Fiscal Year – General Fund

Expenditures By Character



Equivalent Personnel



## Treasury Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$18,536	\$8,466	\$4,650	\$3,000	-\$1,650	-35.5%
WAGES & SALARIES	\$630,326	\$658,169	\$698,636	\$753,590	\$54,954	7.9%
<b>Salaries and Wages Total</b>	<b>\$648,862</b>	<b>\$666,636</b>	<b>\$703,286</b>	<b>\$756,590</b>	<b>\$53,304</b>	<b>7.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$48,265	\$49,656	\$49,364	\$49,764	\$400	0.8%
OTHER COSTS	\$8,872	\$13,373	\$19,000	\$15,550	-\$3,450	-18.2%
SERVICES	\$336,116	\$343,231	\$609,450	\$605,450	-\$4,000	-0.7%
SPECIAL PROJECTS	\$0	\$15	\$0	\$0	\$0	N/A
TRAVEL	\$11,807	\$6,257	\$10,700	\$11,800	\$1,100	10.3%
UTILITIES	\$240	\$907	\$300	\$300	\$0	N/A
<b>Operations Total</b>	<b>\$405,300</b>	<b>\$413,440</b>	<b>\$688,814</b>	<b>\$682,864</b>	<b>-\$5,950</b>	<b>-0.9%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$1,620	\$2,500	\$11,830	\$1,500	-\$10,330	-87.3%
<b>Equipment Total</b>	<b>\$1,620</b>	<b>\$2,500</b>	<b>\$14,330</b>	<b>\$4,000</b>	<b>-\$10,330</b>	<b>-72.1%</b>
<b>Program Total</b>	<b>\$1,055,782</b>	<b>\$1,082,576</b>	<b>\$1,406,430</b>	<b>\$1,443,454</b>	<b>\$37,024</b>	<b>2.6%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	3.0	3.0	3.0	3.0	0.0	N/A
Accountant II	2.0	2.0	2.0	2.0	0.0	N/A
Accountant III	1.0	1.0	1.0	1.0	0.0	N/A
Cashier II	4.0	4.0	4.0	4.0	0.0	N/A
Delinquent Tax Collection Assistant I	2.0	2.0	2.0	2.0	0.0	N/A
Delinquent Tax Collection Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Revenue Manager				1.0	1.0	N/A
Treasurer	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>14.0</b>	<b>14.0</b>	<b>14.0</b>	<b>15.0</b>	<b>1.0</b>	<b>7.1%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
907075B-6138 R & M - Services/Contracts: Deletion of one-time appropriation for conversion of cashiering system to iNovah.	-\$20,000	
<b>Equipment</b>		
907075C-7042 Office Equipment: Deletion of one-time FY 2019 appropriation.	-\$11,830	



## Treasury Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
907074A-5101 Regular Wages: Proposed expansion position in FY 2020 a Revenue Manager.	\$49,566	1.0
<b>Operations</b>		
<b>SERVICES:</b>		
907074B-6109 Collection Fees: Increase based on actual expenditures.	\$10,000	
907074B-6146 Security Services: Increase based on actual expenditures.	\$6,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT</b>		
907074C-7036 Furniture/Fixtures: Workstation for Revenue Manager expansion position.	\$1,500	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$67,066</b>	<b>1.0</b>

## Countywide Cost Program

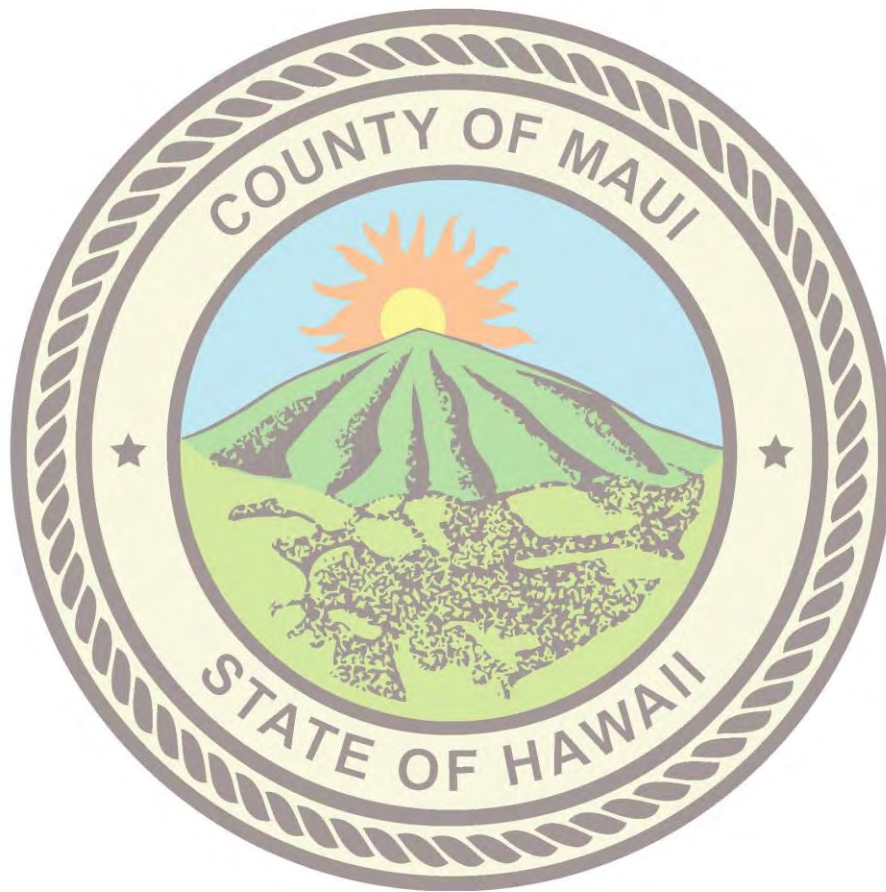
## Expenditures Summary

Program/ Character	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed	Change Amount	Change Percent
<b>Countywide Costs</b>						
Fringe Benefits	\$57,001,258	\$87,658,814	\$96,048,913	\$107,845,097	\$11,796,184	12.3%
Fringe Benefits Reimbursements	\$0	-\$19,248,458	-\$20,683,536	-\$20,796,402	-\$112,866	0.5%
Bond Issuance & Debt Service	\$35,386,801	\$87,046	\$40,395,403	\$55,854,195	\$15,458,792	38.3%
Supplemental Transfers	\$14,595,395	\$17,216,116	\$7,109,552	\$3,199,433	-\$3,910,119	-55.0%
Insurance Programs & Self Insurance	\$7,152,592	\$6,281,317	\$14,245,384	\$12,365,000	-\$1,880,384	-13.2%
Open Space, Natural, Cultural Resources & Scenic Views Preservation Fund	\$2,734,892	\$3,031,757	\$3,214,857	\$3,371,926	\$157,069	4.9%
Affordable Housing Fund	\$5,469,783	\$6,063,514	\$6,429,714	\$10,115,777	\$3,686,063	57.3%
General Costs	\$893,116	\$774,512	\$1,254,458	\$1,112,000	-\$142,458	-11.4%
Overhead Reimbursements	-\$20,639,468	-\$20,830,435	-\$19,401,799	-\$19,192,625	\$209,174	-1.1%
Emergency Fund	\$4,000,000	\$0	\$6,500,000	\$6,500,000	\$0	N/A
Post-Employment Obligations Fund	\$16,172,000	\$17,000,000	\$18,126,930	\$17,000,000	-\$1,126,930	-6.2%
One Main Plaza Lease	\$0	\$399,259	\$373,451	\$367,206	-\$6,245	-1.7%
<b>Program Total</b>	<b>\$122,766,369</b>	<b>\$98,433,442</b>	<b>\$153,613,327</b>	<b>\$177,741,607</b>	<b>\$24,128,280</b>	<b>15.7%</b>
<b>FUND TOTAL</b>	<b>\$122,766,369</b>	<b>\$98,433,442</b>	<b>\$153,613,327</b>	<b>\$177,741,607</b>	<b>\$24,128,280</b>	<b>15.7%</b>

Note: True sum may be different due to rounding.



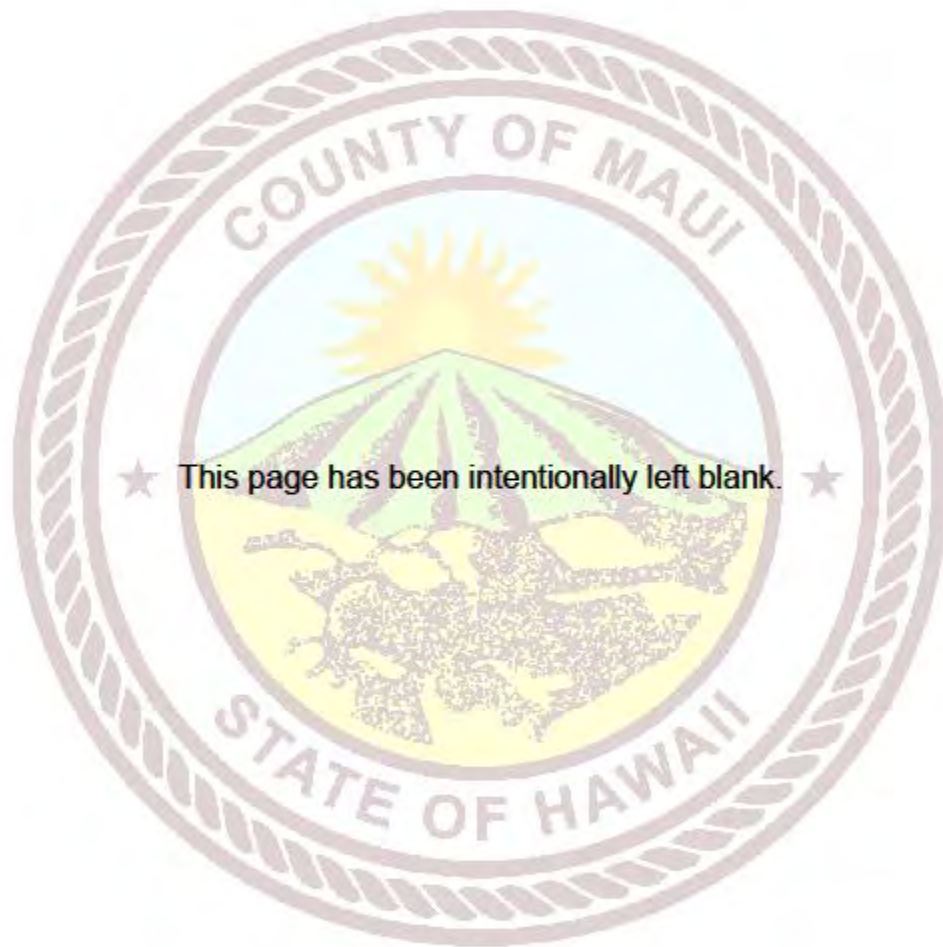
★ This page has been intentionally left blank. ★



---

# *Fire & Public Safety*

---



★ This page has been intentionally left blank. ★

## Department Summary

### Mission

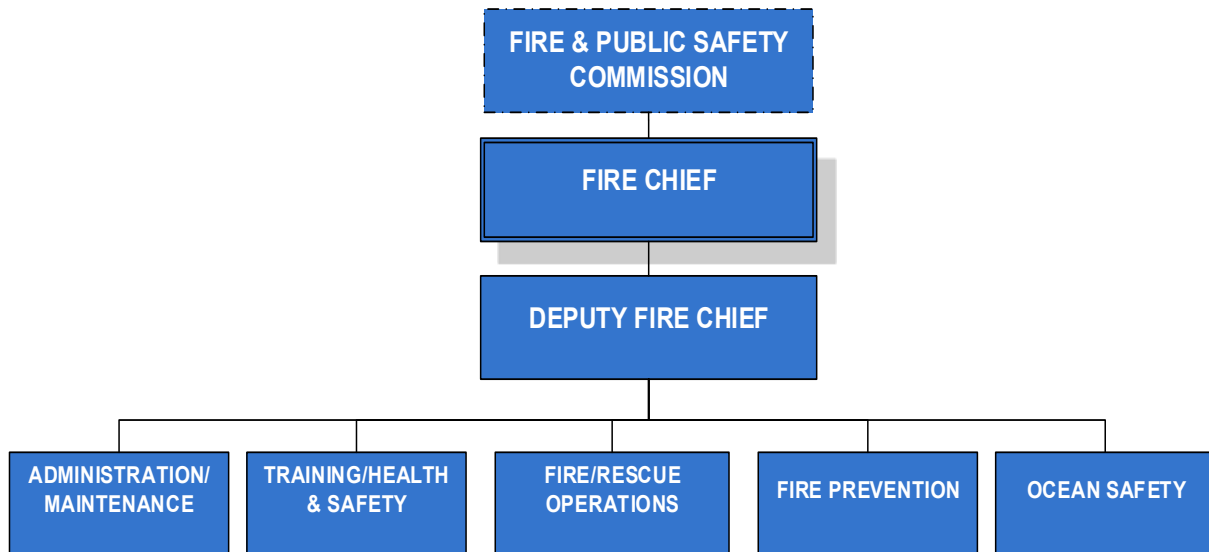
The Department of Fire and Public Safety is dedicated to protect and preserve life, environment, and property.

### Countywide Outcome(s)

The Department of Fire and Public Safety supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

The Department has core values that it uses as a guide to accomplish its mission. The pursuit of excellence and demonstrating high professional standards are critical to ensure the best possible service for the community. There is a commitment to be involved in the community and be accountable for honest and ethical behavior. Providing effective and responsive means of communication throughout the organization and the community is essential. The best health and safety programs are provided for the employees' well-being and operational readiness. Teamwork and shared leadership are integral to this organization. Seeking out and implementing innovative and progressive thinking to address change effectively will benefit those that are served by this department.

### Operations

The Department has ten fire stations on Maui, three on Molokai, and one on Lanai. In addition, there are twelve Ocean Safety lifeguard towers on various beaches on Maui. These stations and towers, along with the Fire Prevention, Training, and Health and Safety Bureaus, Mechanic Shop and Administrative Services, all work together to provide the necessary services for the residents and visitors of Maui County. The Fire and Public Safety Commission reviews the operations of the Department of Fire and Public Safety, and makes recommendations for changes.



## Department Summary

### External Factors Description

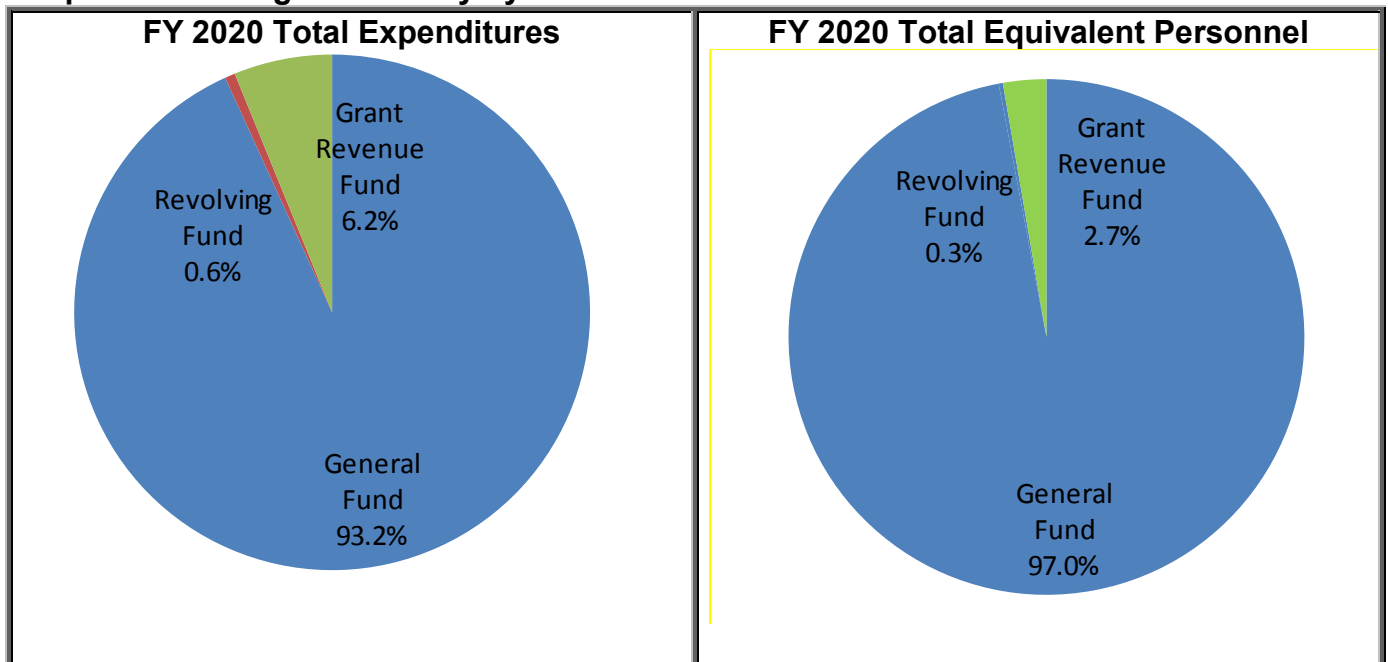
Departmental opportunities include the following:

- Grant funding opportunities;
- Be guided by the fire accreditation process;
- Promote collaborative relationships with collective bargaining;
- Build Positive community relations;
- Develop Large pool of in-house trainers;
- Develop and Collaborative relationship with the Fire and Public Safety Commission and other government entities; and
- Instill Cooperation from private businesses and other county departments during large brushfires.

Departmental threats include the following:

- Risk of lawsuits and legal liabilities as a result of departmental actions (negligence, variance from professional standards, negligent supervision, personnel practice liability, etc.);
- Community growth that exceeds the department's service delivery capabilities;
- Effect of natural and man-made disasters and threats (loss of infrastructure, staffing shortages, terrorism, etc.) and other environmental factors;
- Economic shortfalls that affect the fire department's budget resources;
- Cost of living outpacing worker income; and
- Substance abuse, stress and personal relationships that distract from job performance.

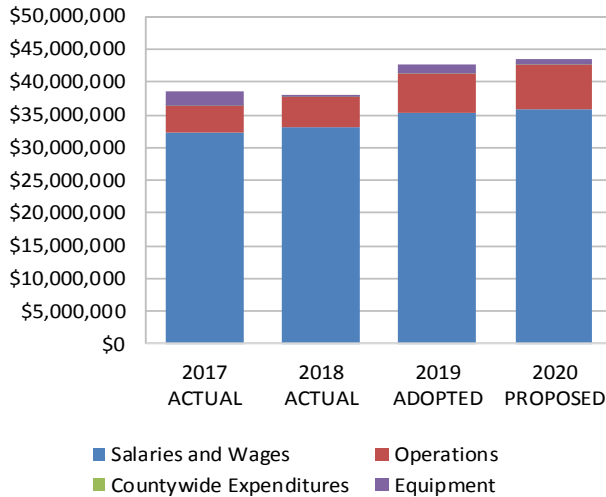
### Department Budget Summary by Fund



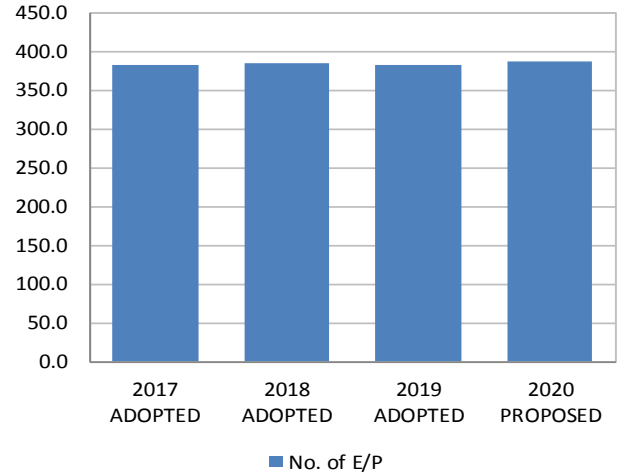
## Department Summary

## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$27,604,959	\$27,931,285	\$29,631,131	\$29,452,890	-\$178,241	-0.6%
OTHER PREMIUM PAY	\$4,610,168	\$5,130,411	\$5,641,303	\$6,381,724	\$740,421	13.1%
<b>Salaries and Wages Total</b>	<b>\$32,215,128</b>	<b>\$33,061,695</b>	<b>\$35,272,434</b>	<b>\$35,834,614</b>	<b>\$562,180</b>	<b>1.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$849,302	\$1,110,141	\$1,229,796	\$1,325,696	\$95,900	7.8%
SERVICES	\$1,645,663	\$1,621,561	\$2,171,638	\$2,779,013	\$607,375	28.0%
UTILITIES	\$731,468	\$737,892	\$836,959	\$858,895	\$21,936	2.6%
TRAVEL	\$197,917	\$255,331	\$280,833	\$286,833	\$6,000	2.1%
OTHER COSTS	\$683,071	\$624,968	\$1,084,263	\$1,143,263	\$59,000	5.4%
SPECIAL PROJECTS	\$1,500	\$0	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$95,138	\$395,576	\$548,053	\$495,218	-\$52,835	-9.6%
<b>Operations Total</b>	<b>\$4,204,059</b>	<b>\$4,745,469</b>	<b>\$6,151,542</b>	<b>\$6,888,918</b>	<b>\$737,376</b>	<b>12.0%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$31,746	\$32,478	\$32,400	\$32,400	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$31,746</b>	<b>\$32,478</b>	<b>\$32,400</b>	<b>\$32,400</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$2,218,557	\$158,135	\$1,320,000	\$806,700	-\$513,300	-38.9%
LEASE PURCHASES	\$5,281	\$5,281	\$5,282	\$5,282	\$0	N/A
<b>Equipment Total</b>	<b>\$2,223,838</b>	<b>\$163,416</b>	<b>\$1,325,282</b>	<b>\$811,982</b>	<b>-\$513,300</b>	<b>-38.7%</b>
<b>Department Total</b>	<b>\$38,674,771</b>	<b>\$38,003,058</b>	<b>\$42,781,658</b>	<b>\$43,567,914</b>	<b>\$786,256</b>	<b>1.8%</b>

## Department Summary

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration/Maintenance Program	20.0	15.0	16.0	18.0	2.0	12.5%
Fire Prevention Program	11.0	11.0	11.0	11.0	0.0	N/A
Fire/Rescue Operations Program	283.0	289.0	287.0	287.0	0.0	N/A
Training Program	8.0	8.0	8.0	9.0	1.0	12.5%
Ocean Safety Program	61.5	62.5	62.5	62.5	0.0	N/A
<b>Department Total</b>	<b>383.5</b>	<b>385.5</b>	<b>384.5</b>	<b>387.5</b>	<b>3.0</b>	<b>0.8%</b>

**Administration/Maintenance Program****Program Description**

The Administration Program includes the administrative section. It reviews recommendations from the Fire and Public Safety Commission.

**Countywide Outcome(s)**

The Administration/Maintenance Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

This program provides services to department personnel and the Fire and Public Safety Commission.

**Services Provided**

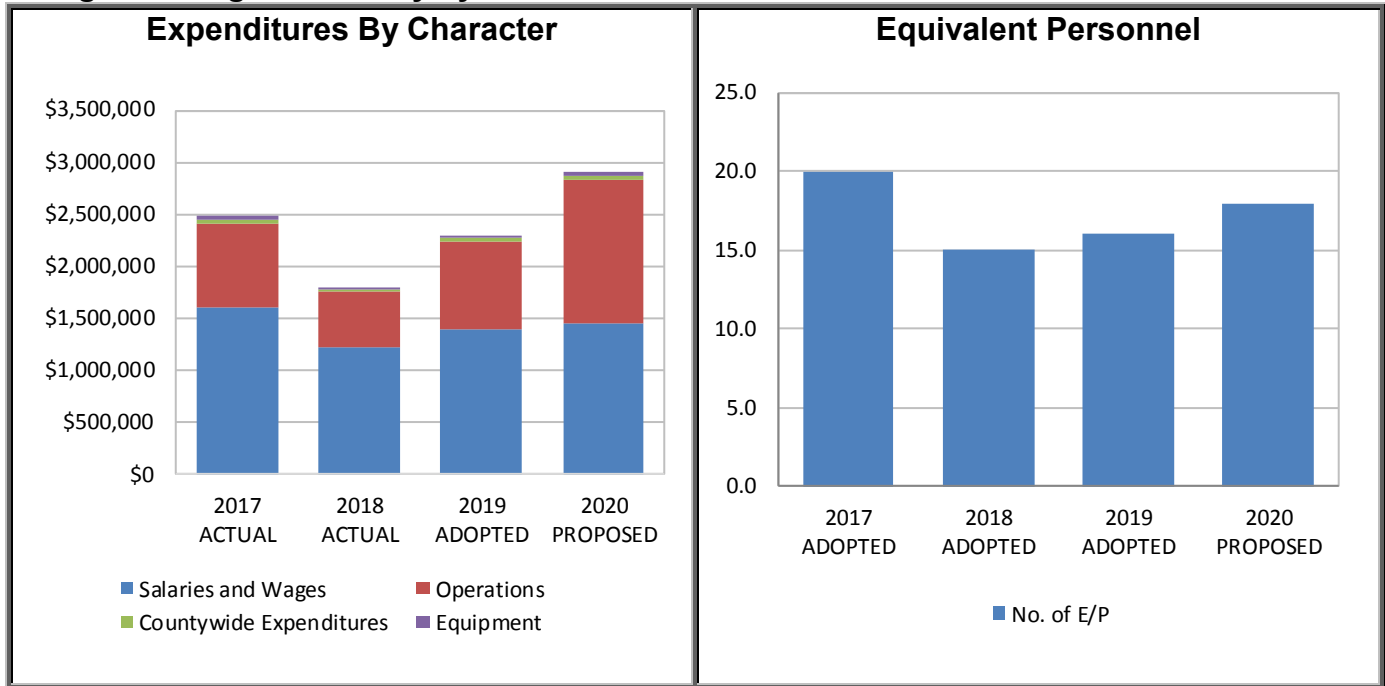
The program provides administrative assistance for all department programs, maintains the supplies and equipment inventories, ensures that all personnel matters are addressed, and that all department rules and regulations are enforced. It also develops and manages the department's annual budget.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: To achieve Fire Service Accreditation via the Center for Public Safety Excellence.</i>				
1. Address 8 core competency shortcomings identified by accreditation report	# of core competencies resolved	NA	1	1
<i>Goal #2: Be a leader in sustainable energy within the County of Maui.</i>				
1. Reduce the amount of energy needed to operate facilities	Overall % decrease of energy consumption for the Department	NA	2%	2%

## Administration/Maintenance Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$107,742	\$53,672	\$81,050	\$80,000	-\$1,050	-1.3%
WAGES & SALARIES	\$1,500,946	\$1,157,693	\$1,307,194	\$1,373,337	\$66,143	5.1%
<b>Salaries and Wages Total</b>	<b>\$1,608,688</b>	<b>\$1,211,365</b>	<b>\$1,388,244</b>	<b>\$1,453,337</b>	<b>\$65,093</b>	<b>4.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$297,081	\$45,364	\$55,504	\$60,504	\$5,000	9.0%
SERVICES	\$117,488	\$106,010	\$361,811	\$867,819	\$506,008	139.9%
UTILITIES	\$293,504	\$296,161	\$307,411	\$316,949	\$9,538	3.1%
TRAVEL	\$58,225	\$66,669	\$50,303	\$51,303	\$1,000	2.0%
OTHER COSTS	\$42,135	\$26,726	\$70,775	\$81,775	\$11,000	15.5%
<b>Operations Total</b>	<b>\$808,433</b>	<b>\$540,930</b>	<b>\$845,804</b>	<b>\$1,378,350</b>	<b>\$532,546</b>	<b>63.0%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$30,929	\$31,551	\$32,400	\$32,400	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$30,929</b>	<b>\$31,551</b>	<b>\$32,400</b>	<b>\$32,400</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,570	\$2,570	\$2,570	\$2,570	\$0	N/A
MACHINERY & EQUIPMENT	\$40,796	\$0	\$0	\$33,000	\$33,000	N/A
<b>Equipment Total</b>	<b>\$43,366</b>	<b>\$2,570</b>	<b>\$2,570</b>	<b>\$35,570</b>	<b>\$33,000</b>	<b>1284.0%</b>
<b>Program Total</b>	<b>\$2,491,417</b>	<b>\$1,786,416</b>	<b>\$2,269,018</b>	<b>\$2,899,657</b>	<b>\$630,639</b>	<b>27.8%</b>

## Administration/Maintenance Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Fire Chief	2.0	2.0	2.0	2.0	0.0	N/A
Battalion Chief (Ocean Safety)	1.0	0.0	0.0	0.0	0.0	N/A
Building Maintenance Repairer	0.0	0.0	1.0	1.0	0.0	N/A
Business Administrator I	1.0	1.0	1.0	1.0	0.0	N/A
Department Personnel Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Fire Chief	1.0	1.0	1.0	1.0	0.0	N/A
Fire Chief	1.0	1.0	1.0	1.0	0.0	N/A
Fire Equipment Mechanic	2.0	0.0	0.0	0.0	0.0	N/A
Fire Equipment Mechanic I	1.0	0.0	0.0	0.0	0.0	N/A
Fire Internal Affairs Officer	1.0	1.0	1.0	1.0	0.0	N/A
Fire Services Officer	1.0	1.0	1.0	1.0	0.0	N/A
Information/Communications Manager			0.0	1.0	1.0	N/A
Lead Fire Equipment Mechanic	1.0	0.0	0.0	0.0	0.0	N/A
Office Operations Assistant II	2.0	2.0	2.0	3.0	1.0	50.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Secretary III	1.0	1.0	1.0	1.0	0.0	N/A
Storekeeper	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>20.0</b>	<b>15.0</b>	<b>16.0</b>	<b>18.0</b>	<b>2.0</b>	<b>12.5%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
911008B-6129 Other Services: Deletion of Council added appropriations for implementation of performance audit recommendations.	-\$250,000	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911008A-5101 Regular Wages: Proposed expansion positions in FY 2020 for a Information/Communications Manager and Office Operations Assistant II.	\$59,408	2.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
911008B-6060 Small Equipment - Under \$1000: Related operation costs for the proposed Information/Communication Manager and Office Operations Assistant II expansion positions.	\$5,000	



## Administration/Maintenance Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>SERVICES:</b>		
911008B-6138 R & M - Services/Contracts: Additional funding for interior/exterior painting at various facilities.	\$600,000	
911008B-6132 Professional Services: Additional funding assessment for Haiku Fire Station.	\$150,000	
911206B-6132 Professional Services: Additional funding meeting minutes.	\$6,000	
<b>UTILITIES:</b>		
911008B-6152 Cellular Telephone: Related operation costs for the proposed Information/Communications Manager expansion position.	\$500	
<b>OTHER COSTS:</b>		
911008B-6230 Registration/Training Fees: Additional funding for misconduct investigations training for Chiefs & Fire Officers.	\$11,000	
<b>TRAVEL:</b>		
911206B-6201 Airfare, Transportation: Additional funding for airfare.	\$6,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
911008C-7031 Computer Equipment: Purchase of two desktop computer for the proposed Office Operations Assistant II and Information/Communications Manager expansion positions @ \$1,500 each.	\$3,000	
911008C-7040 Motor Vehicles: Replacement of one Sedan used daily by Administrative Services.	\$30,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$870,908</b>	<b>2.0</b>

## Training Program

### Program Description

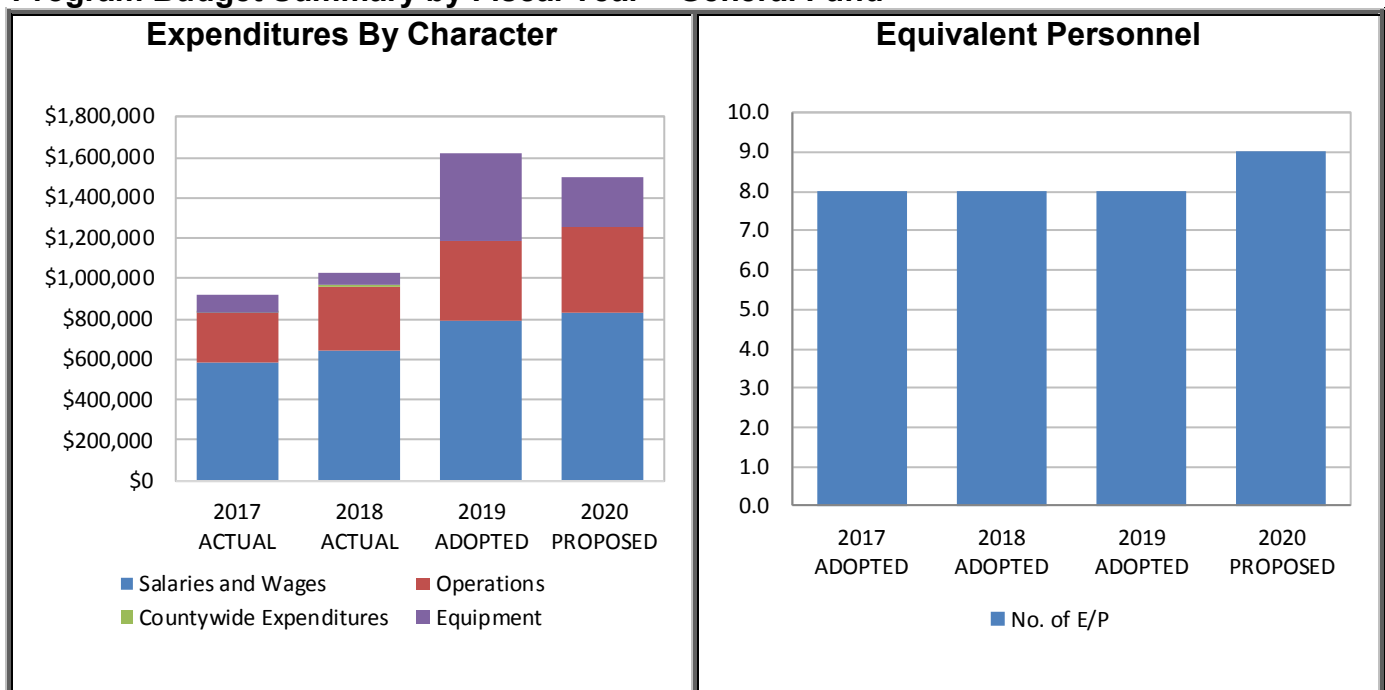
The Training Program consists of the Training Bureau and the Health and Safety Bureau. The program description, population served, services provided, and key activity goals and measures for each bureau are presented separately on the following pages.

### Countywide Outcome(s)

The Training Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Program Budget Summary by Fiscal Year – General Fund



## Training Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$21,760	\$40,623	\$40,150	\$100,000	\$59,850	149.1%
WAGES & SALARIES	\$562,537	\$607,308	\$754,212	\$727,348	-\$26,864	-3.6%
<b>Salaries and Wages Total</b>	<b>\$584,297</b>	<b>\$647,931</b>	<b>\$794,362</b>	<b>\$827,348</b>	<b>\$32,986</b>	<b>4.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$112,144	\$144,004	\$185,102	\$221,702	\$36,600	19.8%
SERVICES	\$74,149	\$103,902	\$77,763	\$77,763	\$0	N/A
UTILITIES	\$5,957	\$4,568	\$5,525	\$5,525	\$0	N/A
TRAVEL	\$20,812	\$37,990	\$83,750	\$83,750	\$0	N/A
OTHER COSTS	\$32,705	\$25,787	\$38,123	\$38,123	\$0	N/A
<b>Operations Total</b>	<b>\$245,767</b>	<b>\$316,251</b>	<b>\$390,263</b>	<b>\$426,863</b>	<b>\$36,600</b>	<b>9.4%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$360	\$426	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$360</b>	<b>\$426</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$1,553	\$1,553	\$1,553	\$1,553	\$0	N/A
MACHINERY & EQUIPMENT	\$84,689	\$60,619	\$429,500	\$249,900	-\$179,600	-41.8%
<b>Equipment Total</b>	<b>\$86,242</b>	<b>\$62,172</b>	<b>\$431,053</b>	<b>\$251,453</b>	<b>-\$179,600</b>	<b>-41.7%</b>
<b>Program Total</b>	<b>\$916,666</b>	<b>\$1,026,780</b>	<b>\$1,615,678</b>	<b>\$1,505,664</b>	<b>-\$110,014</b>	<b>-6.8%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Captain	2.0	2.0	2.0	2.0	0.0	N/A
Fire Fighter III	4.0	4.0	4.0	4.0	0.0	N/A
Fire Fighter III (Medical Specialist)	1.0	1.0	1.0	1.0	0.0	N/A
Program Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
SCBA Technician	0.0	0.0	0.0	1.0	1.0	N/A
<b>Program Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>9.0</b>	<b>1.0</b>	<b>12.5%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911420A-5101 Regular Wages: Adjustment based on remove of excess BOBI and positions filled at higher/lower pay scales.	-\$52,344	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
911420B-6012 Construction Materials: Deletion of one-time appropriation for joint training center props.	-\$10,000	
911420B-6034 Medical & Safety Supplies: Deletion of one-time appropriation for recruit safety equipment.	-\$10,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
911255C-7035 Fire Equipment: Deletion of one-time FY 2019 appropriation.	-\$105,000	
911255C-7044 Other Equipment: Deletion of one-time FY 2019 appropriation.	-\$324,500	

## Training Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911420A-5101 Regular Wages: Proposed expansion position in FY 2020 for a SCBA Technician.	\$25,480	1.0
<b>OTHER PREMIUM PAY:</b>		
911420A-5206 Standby: Increase for department personnel required to be available for callout to incidents that require medical monitoring & rehabilitation on on-scene personnel.	\$50,000	
911420A-5215 Premium Pay: Increase for anticipated recruit class training.	\$10,000	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
911255B-6034 Medical & Safety Supplies: Additional funding for Nomex hoods.	\$48,000	
911420B-6060 Small Equipment - Under \$1000: \$2,500 Related operation cost for the proposed SCBA Technician expansion position and \$6,100 for Rope Cadre equipment.	\$8,600	
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
911255C-7035 Fire Equipment: Replacement of 20 turnouts @ \$2,100 each, replacement of 10 1.5" Nozzle @ \$1,500 each, replacement 10 1" Nozzle @ \$1,000 each.	\$67,000	
911255C-7044 Other Equipment: Purchase of eight SCBA Bottles @ \$1,300 each, purchase of eight SCBA Packs @ \$5,500 each and replacement of 30 bedding/mattress \$1,000 each.	\$84,400	
911420C-7031 Computer Equipment: Purchase of one Desktop Computer for the proposed SCBA Technician expansion position.	\$1,500	
911420C-7032 Software Programs: Additional funding for compliance/training based software to asset with mandatory training, compliance, record keeping & notifications.	\$30,000	
911420C-7033 Education/Instructional Equipment: Replacement of six CPR Mannequins @ \$2,000 each.	\$12,000	
911420C-7044 Other Equipment: Purchase of one Cascade System for joint training center.	\$55,000	

## Training Program – Training Bureau

### Program Description

Under the Training Program, the Training Bureau's main purpose is to coordinate all training activities for the department, from new recruits to chief officers. Training programs focus on emergency response preparation for suppression, technical rescue, emergency medical service, and hazardous material incidents, as well as support and promotion of professional development for all personnel.

### Population Served

The Training Bureau serves department personnel, other county and state departments, and agencies.

### Services Provided

The Training Bureau provides training for firefighting, emergency medical response, technical rescue, and hazardous materials emergency response; researches and evaluates tools and equipment for effectiveness; certifies personnel at appropriate levels; conducts command and control training; provides facilities, apparatus, and props for realistic training; and evaluates the effectiveness of each.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide training to increase competencies for task, tactical and strategic positions within all emergency response capabilities.</i>				
1. Complete quarterly task level (drill schedule) training for all emergency response disciplines for a total of 11,000 employee hours	# of employee hours completed of drill schedule	NA	11,000	11,000
2. Conduct Department-wide large incident drills for suppression, hazardous materials and technical rescue	# of drills conducted annually	0	3	3
3. Conduct realistic training opportunities by providing access to facilities and props via 250 training sessions annually	# of training sessions utilizing training facility and props	143	250	250
<i>Goal #2: Standardize training levels department-wide for suppression, hazardous materials, and technical rescue.</i>				
1. Maintain proficiency and consistency in firefighting and rescue disciplines by conducting 12 topic-specific cadre-led trainings annually	# of trainings annually	NA	12	12

## Training Program – Training Bureau

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Provide appropriate position-specific certification for suppression, hazardous materials, and technical rescue response.</i>				
1. Promote Professional Development by conducting 250 new certification trainings annually	# of trainings annually	NA	250	250
<i>Goal #4: Ensure that employees provide an appropriate standard of care (within their defined scope of practice) to ill and/or injured members of our community calling for our assistance while protecting their own health and safety.</i>				
1. Complete certification of the Emergency Medical Responder (EMR) level through the National Registry of Emergency Medical Technicians (NREMT), including a valid Basic Life Support (BLS) level for healthcare providers including Cardiopulmonary Resuscitation (CPR) certificate from the American Heart Association (AHA) for all uniformed personnel by June 30, 2019	% of uniformed personnel achieving or maintaining NREMT certification at the EMR level or above	43%	50%	58%



## Training Program – Health and Safety Bureau

**Program Description**

Under the Training Program, the Health and Safety Bureau is responsible for the well-being of department personnel, along with the purchase and distribution of emergency medical service supplies.

**Population Served**

The Health and Safety Bureau serves the department's personnel.

**Services Provided**

The Health and Safety Bureau provides the supplies necessary to perform emergency medical functions effectively and safely; issues, maintains, and provides training for respiratory and other personal protective equipment; manages the fitness program; provides rehabilitation and medical monitoring during large and/or prolonged incidents; and administers critical incident stress management.

**Key Activity Goals & Measures**

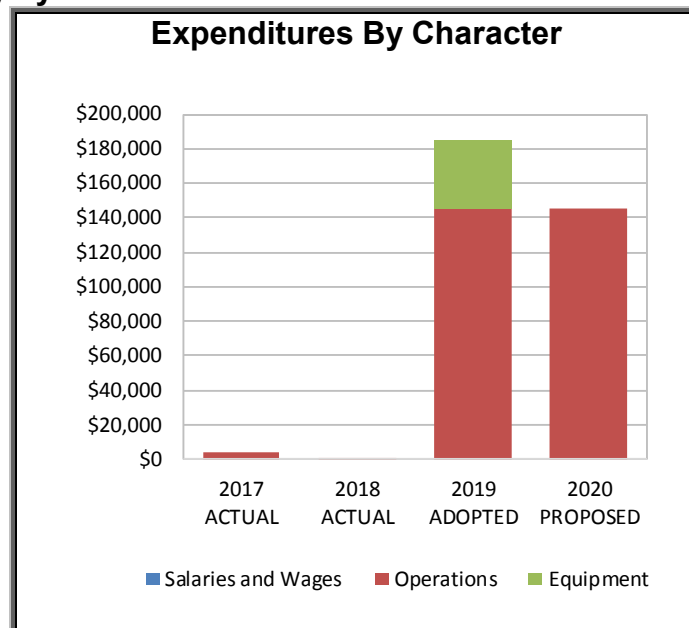
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Ensure compliance with Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard.</i>				
1. Maintain HIOSH compliance with respirator fit testing	% of uniformed personnel completing fit testing	95%	90%	95%
2. Complete annual flow testing of all Self Contained Breathing Apparatus (SCBA) units	% of SCBA units in service for which flow testing was performed, per year	90%	100%	100%
3. Provide quality compressed breathing air for Firefighters by conducting 16 required air sample tests annually	# of required air sample tests completed	16	16	16
<i>Goal #2: Enhance the overall health and wellness of all department staff.</i>				
1. Provide annual physical exam to all 309 uniformed employees and mechanics	# of personnel completing physical exams annually	209	277	309
2. Provide four articles annually to keep all members up-to-date on relevant health/fitness education	# of articles made available to personnel	NA	4	4

## Training Program – Health and Safety Bureau

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Reduce the incidence/likelihood of occupational injuries and deaths due to poor fitness, while enhancing the efficiency of our members in the performance of physically demanding job tasks to provide more effective and safe emergency services to the public.</i>				
1. Maintain the rate of uniformed personnel receiving a position-appropriate (Hazmat) medical exam and fitness assessment at 100% per year	% of uniformed personnel receiving a position-appropriate medical exam and fitness assessment per year	0%	100%	100%
2. Provide personnel with a fitness regimen, along with equipment and instruction necessary to follow it safely and effectively while on duty	% of personnel per year prescribed and instructed in an individualized fitness regimen that can be performed on duty	0%	100%	100%
3. Track work-related injuries to incorporate applicable exercises into the fitness routine	# of 304 uniformed personnel incurring work comp injuries	27	30	29

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Training Program – Health and Safety Bureau

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$100,000	\$100,000	\$0	N/A
TRAVEL	\$914	\$1,477	\$45,000	\$45,000	\$0	N/A
OTHER COSTS	\$2,048	-\$508	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$1,500	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$4,462</b>	<b>\$969</b>	<b>\$145,000</b>	<b>\$145,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$40,000	\$0	-\$40,000	-100.0%
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>-\$40,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$4,462</b>	<b>\$969</b>	<b>\$185,000</b>	<b>\$145,000</b>	<b>-\$40,000</b>	<b>-21.6%</b>

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and Match \$ or %	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Department of Interior Rural Fire Assistance Program	No	Yes	\$25,000	\$25,000	\$0	\$0
Hazardous Materials Emergency Preparedness (HMEP) Program	No	No	\$25,000	\$25,000	\$25,000	\$25,000
National Fire Academy Training Program	No	No	\$20,000	\$20,000	\$20,000	\$20,000
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program- Operations and Safety Program	No	Yes/10%	\$75,000	\$75,000	\$100,000	\$100,000
Hawaii Medical Service Association (HMSA) Foundation Grant	Yes	No	\$0	\$40,000	\$40,000	\$0
<b>TOTAL</b>			<b>\$145,000</b>	<b>\$185,000</b>	<b>\$185,000</b>	<b>\$145,000</b>

**Training Program – Health and Safety Bureau****Grant Award Description****Hazardous Materials Emergency Preparedness (HMEP) Program**

The purpose of this grant program is to increase local effectiveness in handling hazardous material accidents and incidents safely and efficiently, and to encourage a comprehensive approach to emergency training and planning by incorporating the unique challenges of responses to transportation situations.

**National Fire Academy Training Program**

Grant revenue funds are utilized for reimbursement of airfare and lodging expenses to send fire personnel to the National Fire Academy for training.

**United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program-Operations and Safety Program**

The purpose of the U.S. DHS FEMA Assistance to Firefighters Program is to protect the health and safety of the public and firefighting personnel against fire and fire-related hazards.

**Hawaii Medical Service Association (HMSA) Foundation Grant**

This program promotes healthy lifestyles and disease prevention through safety/injury prevention, clinical prevention services, quality improvement programs, physical activity promotion, and nutrition education.

## Fire/Rescue Operations Program

### Program Description

The Fire/Rescue Operations Program includes all uniformed personnel that are assigned to line positions at the stations.

### Countywide Outcome(s)

The Fire/Rescue Operations Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents and visitors of Maui County.

### Services Provided

This program provides firefighting, rescue, and first-responder emergency services in order to save lives and property from fires and other emergencies arising on land, sea, and hazardous terrain, including the mitigation and stabilization of hazardous materials and incidents relating to the same.

### Key Activity Goals & Measures

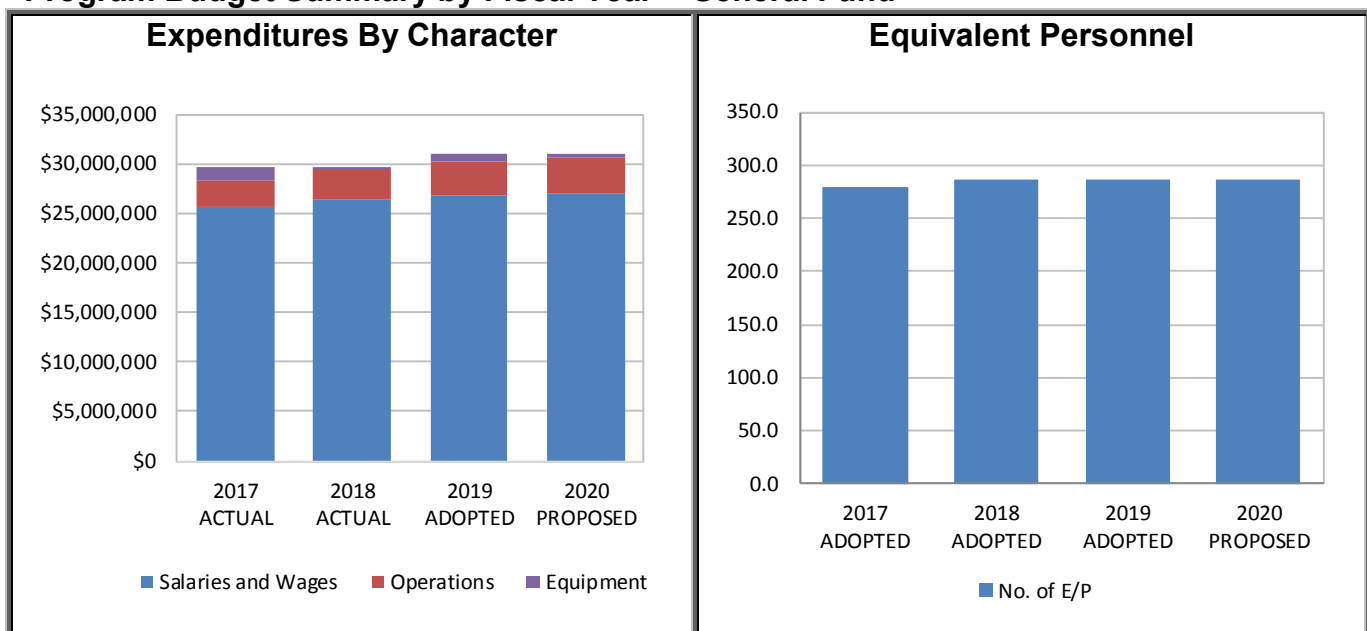
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Manage the tracking system effectively and efficiently to provide accurate data on department calls for services and responses to emergencies.</i>				
1. Provide data and stats on helicopter usage for fires, ocean rescues, mountain rescues, residents, and visitors	# of helicopter incidents for fires	NA	50	50
	# of helicopter incidents for ocean rescues	NA	30	30
	# of helicopter incidents for mountain rescues	NA	30	32
	# of helicopter incidents for residents	NA	50	50
	# of helicopter incidents for visitors	NA	60	55
2. Provide accurate statistical breakdown of total incidents by category	# of fire emergencies	597	700	704
	# of medical emergencies	7896	6,900	7868
	# of other emergencies	3674	4,400	3976
	# of deaths	NA	0	0
3. Provide accurate statistical data of the % of incidents involving residents vs. visitors	% of residents vs. % of visitors involved in incidents	82% vs 18%	75% vs 25%	82% vs 18%

## Fire/Rescue Operations Program

## Key Activity Goals &amp; Measures (Con't)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Improve the department's turnout time and travel time to NFPA 1710 benchmark.</i>				
1. Provide accurate statistical data for initial response turnout times to fire suppression and EMS incidents	% of initial response turnout times within 60 seconds for EMS incidents and 80 seconds for fire suppression incidents	16%	50%	18%
2. Provide accurate statistical data for first arriving unit's travel time to fire suppression and EMS incidents	% of fire suppression and EMS incidents where first arriving company arrived on scene within 240 seconds	74%	75%	75%
<i>Goal #3: Provide the department with safe and operational vehicles and equipment.</i>				
1. Ensure that the Department's fleet has high availability and repairs are made in a timely manner	Total # of vehicles in fleet	NA	197	196
	# of vehicles in service per technician	NA	65	61
	% of vehicles available	95%	95%	93%
	% of work orders completed within 24 hours	75%	3.5%	60%

## Program Budget Summary by Fiscal Year – General Fund





## Fire/Rescue Operations Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$4,076,001	\$4,415,469	\$3,886,350	\$4,500,000	\$613,650	15.8%
WAGES & SALARIES	\$21,554,365	\$22,082,312	\$22,976,112	\$22,612,511	-\$363,601	-1.6%
<b>Salaries and Wages Total</b>	<b>\$25,630,366</b>	<b>\$26,497,780</b>	<b>\$26,862,462</b>	<b>\$27,112,511</b>	<b>\$250,049</b>	<b>0.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$332,820	\$739,489	\$784,205	\$838,505	\$54,300	6.9%
SERVICES	\$1,355,720	\$1,283,446	\$1,574,552	\$1,600,919	\$26,367	1.7%
UTILITIES	\$382,756	\$390,904	\$460,253	\$472,651	\$12,398	2.7%
TRAVEL	\$75,922	\$109,922	\$52,500	\$57,500	\$5,000	9.5%
OTHER COSTS	\$547,417	\$514,852	\$645,665	\$653,665	\$8,000	1.2%
<b>Operations Total</b>	<b>\$2,694,635</b>	<b>\$3,038,613</b>	<b>\$3,517,175</b>	<b>\$3,623,240</b>	<b>\$106,065</b>	<b>3.0%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$1,400,817	\$72,686	\$698,000	\$375,800	-\$322,200	-46.2%
<b>Equipment Total</b>	<b>\$1,400,817</b>	<b>\$72,686</b>	<b>\$698,000</b>	<b>\$375,800</b>	<b>-\$322,200</b>	<b>-46.2%</b>
<b>Program Total</b>	<b>\$29,725,818</b>	<b>\$29,609,079</b>	<b>\$31,077,637</b>	<b>\$31,111,551</b>	<b>\$33,914</b>	<b>0.1%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Battalion Chief	4.0	6.0	6.0	6.0	0.0	N/A
Fire Captain	51.0	51.0	51.0	51.0	0.0	N/A
Fire Equipment Mechanic	0.0	3.0	4.0	4.0	0.0	N/A
Fire Fighter I	138.0	138.0	138.0	138.0	0.0	N/A
Fire Fighter II	18.0	18.0	18.0	18.0	0.0	N/A
Fire Fighter III	69.0	69.0	69.0	69.0	0.0	N/A
Lead Fire Equipment Mechanic	0.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>280.0</b>	<b>286.0</b>	<b>287.0</b>	<b>287.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

<i>Continuation Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911024A-5101 Regular Wages: Adjustment based on positions filled at lower pay scales.	-\$16,416	0.0
911026A-5101 Regular Wages: Adjustment due to increase to full year funding for Fire Equipment Mechanic FY 2019 expansion position.	\$28,604	0.0
911040A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales.	-\$50,628	0.0
911057A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales, catch up step movements and a salary correction.	-\$22,536	0.0
911073A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and catch up step movements	-\$33,004	0.0

## Fire/Rescue Operations Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (cont'd)

911075A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and a salary correction.	-\$46,212	0.0
911081A-5101 Regular Wages: Adjustment based on positions filled at lower pay scale and a salary correction.	-\$61,596	0.0
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Salaries and Wages (cont'd)</b>		
<b>WAGES AND SALARIES:</b>		
911099A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales.	-\$52,392	0.0
911107A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and a salary correction.	-\$39,027	0.0
911123A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and a salary correction.	-\$39,396	0.0
911131A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales.	-\$23,544	0.0
911142A-5101 Regular Wages: Adjustment based on positions filled at lower pay scales and catch up step movement.	-\$11,100	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
911076B-6035 Miscellaneous Supplies: Deletion of one-time appropriation in FY 2019 for radio bank chargers, radio desk chargers, radio remote speaker microphones and portable radio batteries.	-\$62,700	
<b>SERVICES:</b>		
911076B-6129 Other Services: Decrease based on anticipated expenditures.	-\$10,800	
911123B-6138 R&M - Services/Contracts: Deletion of one-time appropriation in FY 2019 to paint facility exterior.	-\$40,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
911032C-7044 Other Equipment: Deletion of one-time FY 2019 appropriation.	-\$65,000	
911040C-7044 Motor Vehicles: Deletion of one-time FY 2019 appropriation.	-\$150,000	
911099C-7044 Other Equipment: Deletion of one-time FY 2019 appropriation.	-\$83,000	

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

<i>Expansion Budget</i>		
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
911024A-5215 Premium Pay: Increase based on anticipated need.	\$57,510	0.0
911026A-5215 Premium Pay: Increase based on anticipated need.	\$22,510	0.0
911032A-5215 Premium Pay: Increase based on anticipated need.	\$2,510	0.0
911040A-5215 Premium Pay: Increase based on anticipated need.	\$22,510	0.0
911057A-5215 Premium Pay: Increase based on anticipated need.	\$22,510	0.0
911065A-5215 Premium Pay: Increase based on anticipated need.	\$32,510	0.0
911073A-5215 Premium Pay: Increase based on anticipated need.	\$42,510	0.0
911075A-5215 Premium Pay: Increase based on anticipated need.	\$2,510	0.0
911076A-5215 Premium Pay: Increase based on anticipated need.	\$87,510	0.0

## Fire/Rescue Operations Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

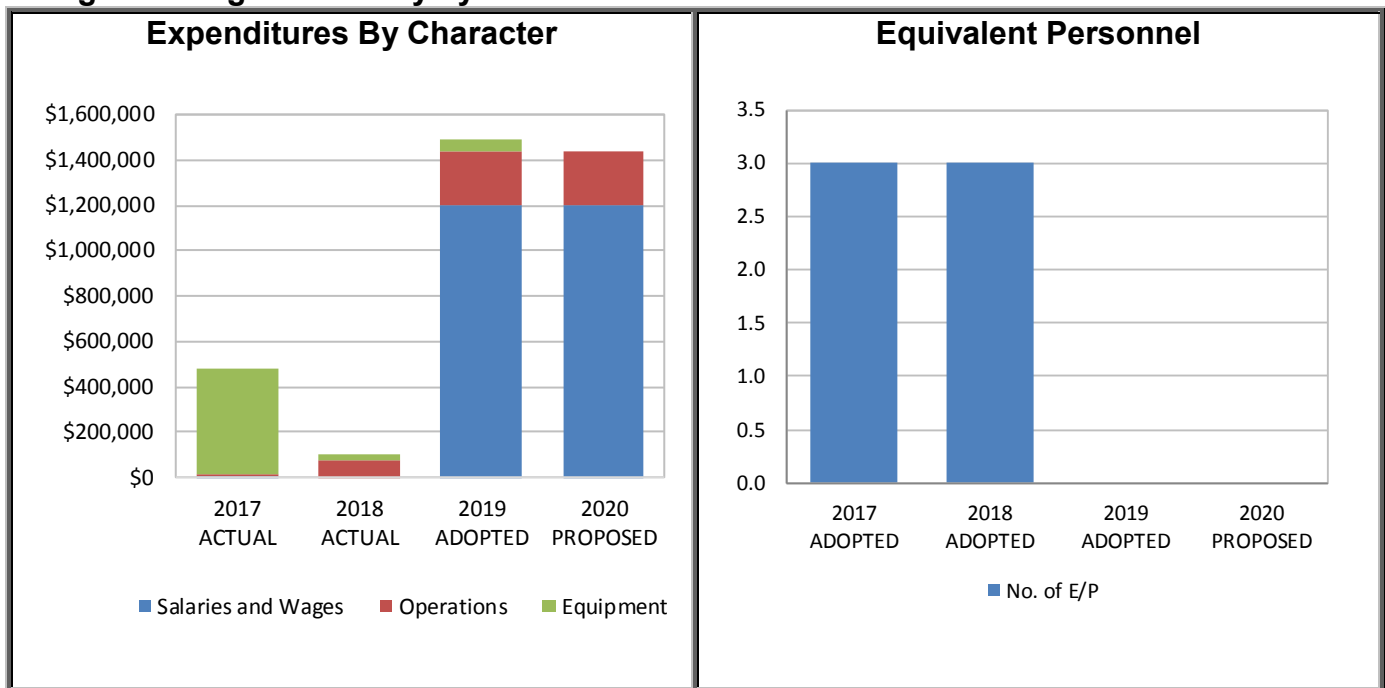
911081A-5215 Premium Pay: Increase based on anticipated need.	\$2,510	0.0
911099A-5215 Premium Pay: Increase based on anticipated need.	\$12,510	0.0
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Salaries and Wages (cont'd)</b>		
<b>OTHER PREMIUM PAY:</b>		
911107A-5215 Premium Pay: Increase based on anticipated need.	\$212,510	0.0
911123A-5215 Premium Pay: Increase based on anticipated need.	\$2,510	0.0
911131A-5215 Premium Pay: Increase based on anticipated need.	\$57,510	0.0
911142A-5215 Premium Pay: Increase based on anticipated need.	\$37,510	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
911026B-6005 Auto Parts: Increase based on FY 2018 actuals.	\$45,000	
911026B-6031 Repairs & Maintenance Supplies: Increase based on FY 2018 actuals.	\$29,000	
911026B-6035 Miscellaneous Supplies: Increase based on FY 2018 actuals.	\$10,500	
911026B-6052 Small Tools: Increase based on FY 2018 actuals.	\$23,500	
911107B-6060 Small Equipment - under \$1000: Additional funding for Wetsuits for Rescue Crew.	\$6,000	
<b>SERVICES:</b>		
911026B-6138 R & M - Services/Contracts: Increase based on FY 2018 actuals.	\$25,000	
911131B-6138 R & M - Service/Contracts: Additional funding to repair trip hazard.	\$10,000	
911140B-6112 Contractual Service: Additional funding due to increase in contract cost.	\$50,000	
<b>OTHER COSTS:</b>		
911026B-6250 Training Fees/Seminars: Additional funding for watercraft repair training.	\$2,000	
<b>TRAVEL:</b>		
911026B-6201 Airfare, Transportation: Additional funding for watercraft repair training.	\$5,000	
<b>UTILITIES:</b>		
911076B-6152 Cellular Telephone: Additional funding for Wifi access for tablets.	\$10,800	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
911024C-7044 Other Equipment: Replacement of 15 Interior Station Lockers @ \$1,000 each.	\$15,000	
911032C-7044 Other Equipment: Replacement of one Locker for Turnout Gear @ \$5,000.	\$5,000	
911032C-7048 Rescue Equipment: Replacement of 2 Piece Titanium Folding Stokes Basket @ \$3,500.	\$3,500	
911040C-7044 Other Equipment: Replacement of Gas range/oven @ \$5,000 each.	\$5,000	
911057C-7044 Other Equipment: Replacement of a Portable fuel trailer for Pukoo Station @ \$15,000.	\$15,000	

## Fire/Rescue Operations Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment (cont'd)</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
911076C-7044 Other Equipment: Replacement of one Confined Space Equipment @ \$7,500 and purchase of 23 Rapid Intervention Team air packs due to changeover to new SCBA manufacturer @ \$5,600 each.	\$136,300	
911081C-7044 Other Equipment: Replacement of one dorm lockers for crew turnout gear @ \$15,000.	\$15,000	
911099C-7044 Other Equipment: Purchase of one Flammable liquor storage cabinet to store combustible liquids for safety requirements @ \$1,500.	\$1,500	
911107C-7030 Communication Equipment: Replacement of one PA system speakers that send out emergency messages from Police dispatch to the station has become worn over time @ \$30,000.	\$30,000	
911107C-7048 Rescue Equipment: Purchase of one Hydraulic Extraction Tool R10 @ \$11,500 each.	\$11,500	
911131C-7048 Rescue Equipment: Replacement of 2 Piece Titanium Folding Stokes Basket @ \$3,500.	\$3,500	
911142C-7040 Motor Vehicles: Replacement of one 4WD Diesel Crew Cab Truck @ \$95,000.	\$95,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$1,210,250</b>	<b>0.0</b>

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Fire/Rescue Operations Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$1,200,000	\$1,200,000	\$0	N/A
WAGES & SALARIES	\$1,973	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$1,973</b>	<b>\$0</b>	<b>\$1,200,000</b>	<b>\$1,200,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$775	\$62,448	\$700	\$700	\$0	N/A
SERVICES	\$1,528	\$963		\$0	\$0	N/A
TRAVEL	\$3,326	\$9,104	\$6,800	\$6,800	\$0	N/A
OTHER COSTS	\$2,251	\$788	\$232,500	\$232,500	\$0	N/A
<b>Operations Total</b>	<b>\$7,880</b>	<b>\$73,303</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$469,497	\$24,830	\$50,000	\$0	-\$50,000	-100.0%
<b>Equipment Total</b>	<b>\$469,497</b>	<b>\$24,830</b>	<b>\$50,000</b>	<b>\$0</b>	<b>-\$50,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$479,349</b>	<b>\$98,132</b>	<b>\$1,490,000</b>	<b>\$1,440,000</b>	<b>-\$50,000</b>	<b>-3.4%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Fighter Trainee	3.0	3.0	0.0	0.0	0.0	N/A
<b>Program Total</b>	<b>3.0</b>	<b>3.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>N/A</b>

## Fire/Rescue Operations Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant	No	No	\$700,000	\$700,000	\$700,000	\$700,000
Federal Emergency Management Agency (FEMA) Public Assistance Grant	No	Yes/10%	\$250,000	\$500,000	\$500,000	\$500,000
Local Emergency Planning Committee (LEPC)	No	No	\$20,000	\$20,000	\$20,000	\$20,000
Monsanto "US Seed Site"	No	No	\$20,000	\$20,000	\$0	\$0
National Highway Transportation Safety Administration (NHTSA) Highway Safety Grant	No	No	\$50,000	\$50,000	\$0	\$0
Private Donations	No	No	\$30,000	\$30,000	\$30,000	\$0
State Farm Insurance Safety Grant	No	No	\$10,000	\$20,000	\$0	\$0
State of Hawaii Department of Transportation Highway Safety Grants	No	No	\$0	\$0	\$20,000	\$0
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Fire Prevention and Safety Grant	No	No	\$75,000	\$75,000	\$0	\$0
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Staffing for Adequate Fire and Emergency Response Grant (SAFER)	No	No	\$250,000	\$277,786	\$0	\$0



## Fire/Rescue Operations Program

## Summary by Grant Award (Cont'd)

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program- Operations and Safety Program	No	Yes/20%	\$200,000	\$600,000	\$200,000	\$200,000
Verizon Foundation Grant	No	No	\$10,000	\$10,000	\$0	\$0
USDA Wildland Urban Interface	Yes	Yes/50%	\$0	\$50,000	\$0	\$0
Hazardous Materials Emergency Preparedness (HMEP) Planning & Training Grant	Yes	Yes/20%	\$0	\$40,000	\$20,000	\$20,000
<b>TOTAL</b>			<b>\$1,615,000</b>	<b>\$2,392,786</b>	<b>\$1,490,000</b>	<b>\$1,440,000</b>

**Grant Award Description****Federal Emergency Management Agency (FEMA) Fire Management Assistance Grant**

This grant is a reimbursement of funds expended for responses to major fire incidents that meet the criteria for federal and state disaster declaration. This is a 75% reimbursement of all related expenses that includes equipment use, premium and overtime pay, contractual services, materials, meals, and damaged equipment.

**Federal Emergency Management Agency (FEMA) Public Assistance Grant**

This grant is a reimbursement of funds expended for responses to major disasters and any facility damage repair expenses as a result of such disasters.

**Local Emergency Planning Committee (LEPC)**

A Local Emergency Planning Committee (LEPC) has been established to obtain chemical inventory reports from private industry and government agencies that store, use, or manufacture hazardous or extremely hazardous substances. The LEPC also maintains and reviews the local hazardous materials emergency response plan and serves as a forum for government and private industry to address matters regarding the use, storage, manufacture, and transportation of hazardous substances.

**Private Donations**

Throughout the year, the department often receives private contributions from the general public for the special services provided by the firefighters at an incident. Donations are sometimes received as equipment for fire personnel at a particular station. Other donations are received from charitable foundations.

**Fire/Rescue Operations Program****Grant Award Description (Cont'd)****State of Hawaii Department of Transportation Highway Safety Grants**

This grant will allow the department to purchase specialized vehicle extrication equipment to assist with saving the lives of those involved in motor vehicle accidents.

**United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program - Operations and Safety Program**

The purpose of the Assistance to Firefighters Program is to protect the health and safety of the public and firefighting personnel against fire and fire-related hazards.

**Hazardous Materials Emergency Preparedness (HMEP) Planning & Training Grant**

This State of Hawaii funded grant is used to assist in training members of the Department in becoming Hazardous Material Technicians. The education classes include chemistry and hands-on training.

## Fire Prevention Program

### Program Description

The Fire Prevention Program is essential to abate fires and life-safety hazards before they can cause injury and property damage.

### Countywide Outcome(s)

The Fire Prevention Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents and visitors of Maui County.

### Services Provided

Inspect all schools, hospitals, and commercial buildings and seek the correction of any hazards found; educate residents in fire prevention practices; review plans for commercial buildings to ensure all fire safety features are included before the building is built; review, update and enforce the State and County Fire Code; investigate fires to determine their origin and cause, use the information for future fire hazard awareness and for the prosecution of arson cases; and maintains inspection records and reports to measure results.

### Key Activity Goals & Measures

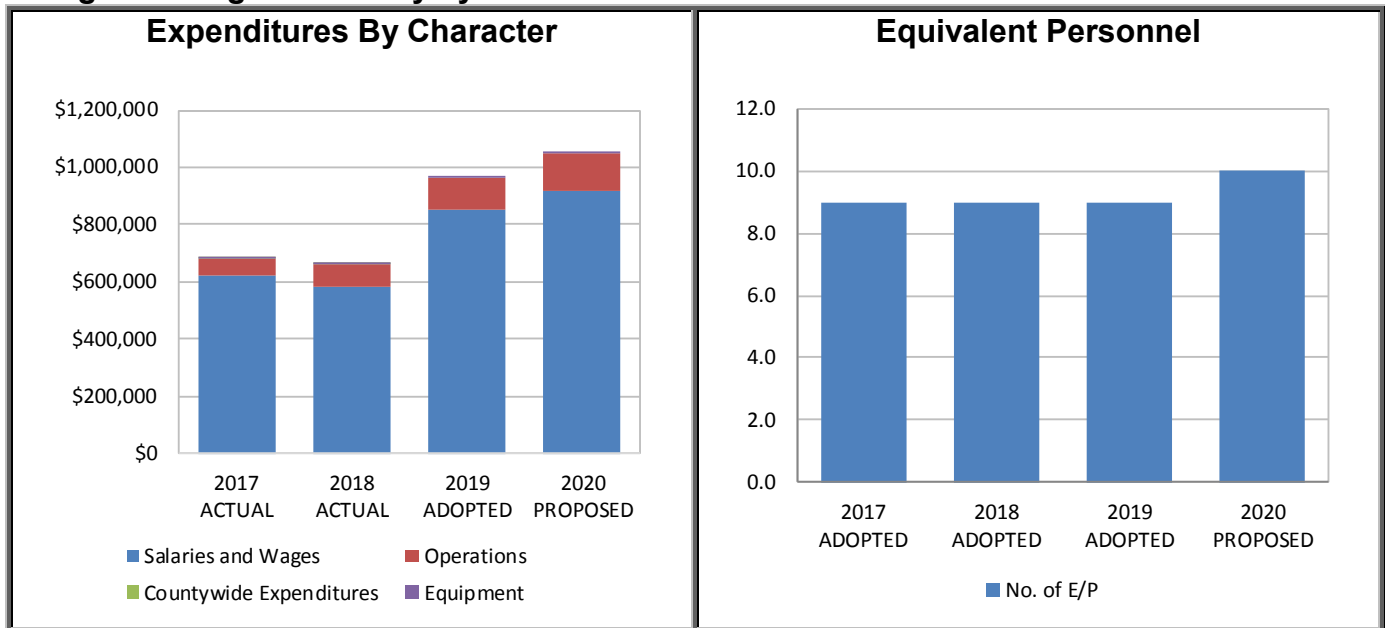
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Reduce the threat of fire, injury and property loss by conducting fire inspections at intervals consistent with applicable laws and department policies.</i>				
1. Complete inspection of establishments and facilities	# of establishments or facilities inspected	357	500	500
2. Complete brush and weed abatement inspections	# of brush and weed abatement inspections completed annually	122	100	208
3. Complete inspection of all 33 public schools	# of public schools, K-12, inspected	27	33	33
4. Maintain fire and life safety systems to provide a safe community	# of fire and life safety protection systems inspected	NA	200	216
5. Reduce flammable vegetation from lots and other potential fire hazards from designated properties with County funds	# of lots cleared	0	3	1

## Fire Prevention Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Provide quality fire education programs for the citizens of Maui County and promote fire prevention and public safety education programs.</i>				
1. Conduct fire safety presentations annually	# of fire safety presentations conducted annually	219	150	175
2. Provide portable fire extinguisher training	# of persons provided portable fire extinguisher training	1141	1,000	1288
3. Distribute Fire Fighter Safety guides to elementary students annually	# of Fire Fighter Safety guides distributed to elementary students	13,200	13,200	13,200
4. Provide safety training utilizing the fire safety house to elementary students	# of students that participate in the fire safety house training	NA	1,000	1,000
<i>Goal #3: Conduct thorough fire investigations.</i>				
1. Conduct fire investigations	# of in-depth fire investigations conducted	33	40	44
2. Decrease the # of fires classified as undetermined	# of fires classified as undetermined	NA	25	20

## Program Budget Summary by Fiscal Year – General Fund



## Fire Prevention Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$60,389	\$62,546	\$65,300	\$80,925	\$15,625	23.9%
WAGES & SALARIES	\$561,495	\$520,287	\$789,108	\$837,492	\$48,384	6.1%
<b>Salaries and Wages Total</b>	<b>\$621,884</b>	<b>\$582,833</b>	<b>\$854,408</b>	<b>\$918,417</b>	<b>\$64,009</b>	<b>7.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$13,944	\$27,313	\$29,657	\$29,657	\$0	N/A
SERVICES	\$13,828	\$25,619	\$20,212	\$20,212	\$0	N/A
UTILITIES	\$18,539	\$20,875	\$28,253	\$28,253	\$0	N/A
TRAVEL	\$0	\$106	\$260	\$260	\$0	N/A
OTHER COSTS	\$12,012	\$6,404	\$31,600	\$51,600	\$20,000	63.3%
<b>Operations Total</b>	<b>\$58,322</b>	<b>\$80,317</b>	<b>\$109,982</b>	<b>\$129,982</b>	<b>\$20,000</b>	<b>18.2%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$457	\$500	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$457</b>	<b>\$500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$1,159	\$1,159	\$1,159	\$1,159	\$0	N/A
MACHINERY & EQUIPMENT	\$5,060	\$0	\$5,000	\$0	-\$5,000	-100.0%
<b>Equipment Total</b>	<b>\$6,219</b>	<b>\$1,159</b>	<b>\$6,159</b>	<b>\$1,159</b>	<b>-\$5,000</b>	<b>-81.2%</b>
<b>Program Total</b>	<b>\$686,883</b>	<b>\$664,809</b>	<b>\$970,549</b>	<b>\$1,049,558</b>	<b>\$79,009</b>	<b>8.1%</b>

## Equivalent Personnel Summary by Position Title – General Fund

Program Total	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Fire Captain	1.0	1.0	1.0	1.0	0.0	N/A
Fire Fighter III	6.0	6.0	6.0	6.0	0.0	N/A
Fire Fighter IV	0.0	0.0	0.0	1.0	1.0	N/A
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>9.0</b>	<b>9.0</b>	<b>9.0</b>	<b>10.0</b>	<b>1.0</b>	<b>11.1%</b>

## Fire Prevention Program

## Prevention Program

<i>Continuation Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911412A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and the removal of excess BOBI.	-\$47,532	0.0
<b>Operations</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

<i>Expansion Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911412A-5101 Regular Wages: Transferred EP and salary for Fire Fighter IV from Revolving fund.	\$95,916	1.0
<b>OTHER PREMIUM PAY:</b>		
911412A-5204 Night Differential: Transferred from Revolving Fund (101075A).	\$35	0.0
911412A-5205 Overtime: Transferred from Revolving Fund (101075A).	\$4,500	0.0
911412A-5206 Standby: Transferred from Revolving Fund (101075A).	\$5,000	0.0
911412A-5207 Temporary assignment: Transferred from Revolving Fund (101075A).	\$1,500	0.0
911412A-5250 Salary Adjustment: Transferred from Revolving Fund (101075A).	\$4,890	0.0
<b>Operations</b>		
<b>OTHER COSTS:</b>		
911412B-6225 Publications & Subscriptions: Additional to purchase resource materials, updated code books, and fire safety brochures.	\$20,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		



## Fire Prevention Program

### Program Description

The Plan Review, Processing, and Inspection Revolving Fund was established and created for the collection of fees for the review of plans and specifications submitted under section 132-9, Hawaii Revised Statutes. Funds may be expended for salaries (no more than two plan reviewers), contracts, materials, supplies, equipment, payment of overtime, travel expenses, and training that will facilitate plan review, public education, fire investigation, permit processing, and inspections.

The Fire Hazard Removal Revolving Fund is appropriated annually during the budget process, which provides funding to pay for the clearing of brush and debris from parcels that have been deemed as a fire hazard.

### Countywide Outcome(s)

The Fire Prevention Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents and businesses of Maui County.

### Services Provided

Review plans for new construction and renovation projects quickly and efficiently. Ensure that required fire and life safety provisions are met for the public as well as first responders. Provide fire and life safety comments for special-use permits.

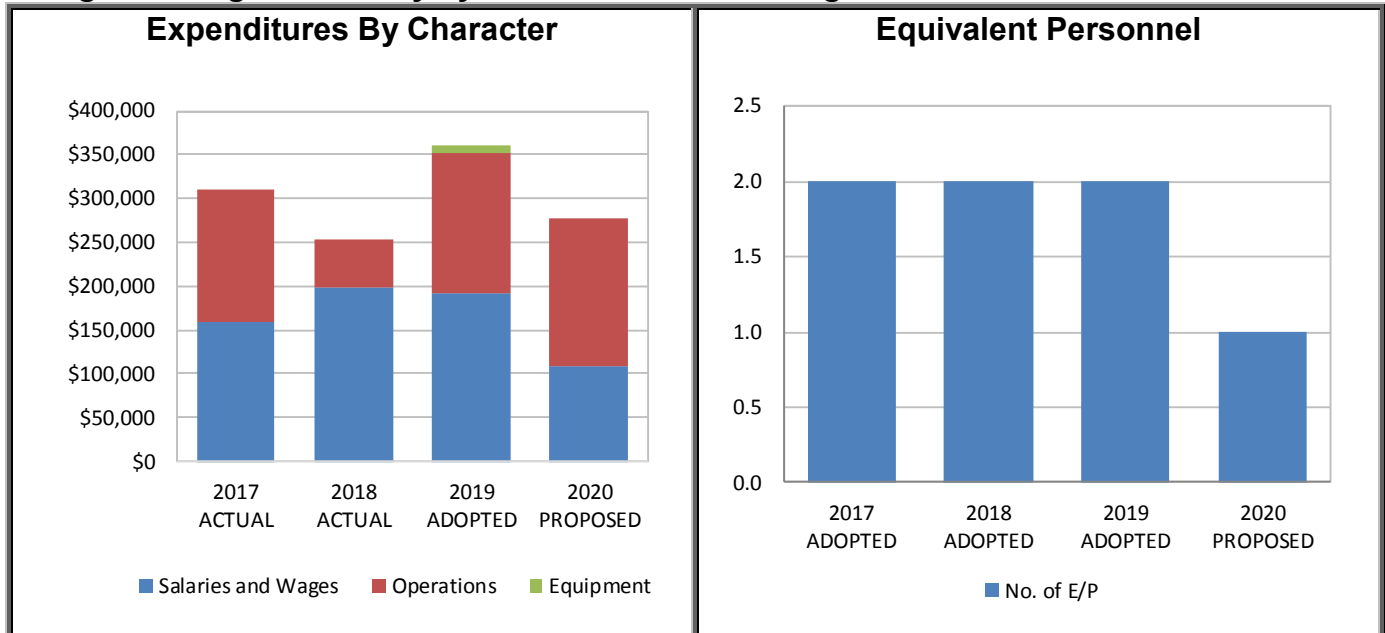
The Fire Hazard Removal Revolving Fund also provides services to deal with overgrown parcels. If no corrections are made to address the fire hazard situation after proper notification of the owners, this fund is used by the Fire Chief to clear the hazard. The cost of the clearing is then placed as a lien on the property for collection.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide timely and quality customer service to permit applicants during the plans review process.</i>				
1. Maintain the rate of plans reviewed within 30 days from application at 100%	# of plans reviewed	2310	2,000	2252
	% of plans reviewed within 30 days from application date	49%	100%	80%

## Fire Prevention Program

## Program Budget Summary by Fiscal Year – Revolving Fund



## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$20,081	\$29,386	\$28,303	\$12,378	-\$15,925	-56.3%
WAGES & SALARIES	\$139,059	\$168,853	\$163,385	\$95,916	-\$67,469	-41.3%
<b>Salaries and Wages Total</b>	<b>\$159,140</b>	<b>\$198,239</b>	<b>\$191,688</b>	<b>\$108,294</b>	<b>-\$83,394</b>	<b>-43.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,948	\$0	\$2,700	\$2,700	\$0	N/A
SERVICES	\$9,200	\$13,341	\$2,500	\$2,500	\$0	N/A
UTILITIES	\$13,125	\$11,696	\$16,150	\$16,150	\$0	N/A
TRAVEL	\$29,889	\$22,195	\$35,250	\$35,250	\$0	N/A
OTHER COSTS	\$11,167	\$8,887	\$26,900	\$46,900	\$20,000	74.3%
INTERFUND COST RECLASSIFICATION	\$85,008	\$0	\$76,080	\$66,182	-\$9,898	-13.0%
<b>Operations Total</b>	<b>\$150,337</b>	<b>\$56,119</b>	<b>\$159,580</b>	<b>\$169,682</b>	<b>\$10,102</b>	<b>6.3%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	-\$147	\$0	\$10,000	\$0	-\$10,000	-100.0%
<b>Equipment Total</b>	<b>-\$147</b>	<b>\$0</b>	<b>\$10,000</b>	<b>\$0</b>	<b>-\$10,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$309,331</b>	<b>\$254,358</b>	<b>\$361,268</b>	<b>\$277,976</b>	<b>-\$83,292</b>	<b>-23.1%</b>

## Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Fighter IV	2.0	2.0	2.0	1.0	-1.0	-50.0%
<b>Program Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>1.0</b>	<b>-1.0</b>	<b>-50.0%</b>

## Ocean Safety Program

### Program Description

This program provides lifeguard services such as responding to rescues, providing first aid, and providing water safety educational outreach programs countywide. The program also conducts in-service training for Ocean Safety Officers to keep water safety skills and certifications up-to-date, including the State of Hawaii Makena Lifeguard Service Program. The Ocean Safety Program was transferred to the Department of Fire and Public Safety from the Department of Parks and Recreation in FY2017 due to the 2012 amendment to the County Charter, Section 8-7.4.

### Countywide Outcome(s)

The Ocean Safety Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents and visitors of Maui County.

### Services Provided

This program provides lifeguard services at eight county beaches, Makena State Park, and offshore coastal waters as needed for 911 emergencies. Prevention and education outreach and training are high priorities in keeping residents and visitors safe in the aquatic environment.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Maintain and enhance safety in county beach parks and Maui County coastal waters.</i>				
1. Provide prevention and education information at county beach parks	# of public safety contacts	356,917	300,000	355,776
	# of preventable actions	234,622	200,000	240,340
2. Provide 911 ocean rescue service along the coastal waters of Maui County as needed	# of 911 calls responded to	123	120	175
	# of non-911 assists responded to	365	240	350
3. Maintain and enhance Ocean Safety's community outreach educational programs	# of students that participate in the Junior Lifeguard Program	414	200	400
	# of community events participated in	48	20	25

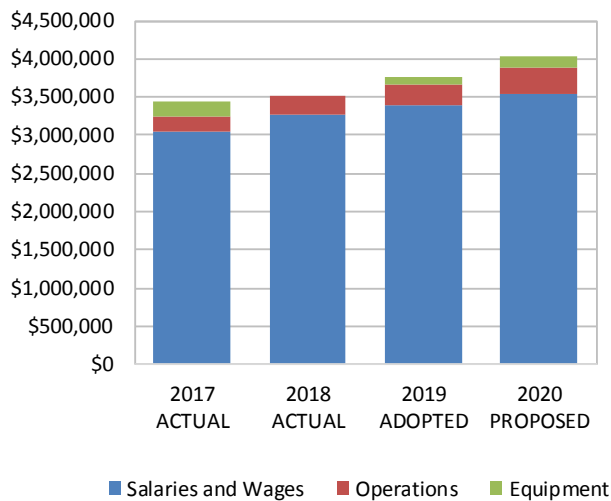
## Ocean Safety Program

## Key Activity Goals &amp; Measures (Cont'd)

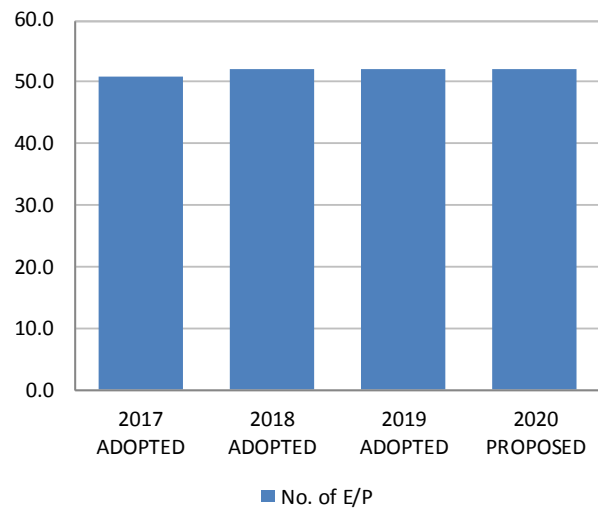
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Maintain and enhance safety in county beach parks and Maui County coastal waters (Cont'd).</i>				
4. Maintain minimum staffing at all 12 lifeguard towers	% of towers staffed below optimal level	NA	25%	24%
5. Help reduce ocean drownings	# of drownings	NA	19	28

## Program Budget Summary by Fiscal Year – General Fund

Expenditures By Character



Equivalent Personnel



## Ocean Safety Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$289,300	\$443,981	\$300,150	\$350,000	\$49,850	16.6%
WAGES & SALARIES	\$2,763,806	\$2,818,897	\$3,097,034	\$3,192,264	\$95,230	3.1%
<b>Salaries and Wages Total</b>	<b>\$3,053,106</b>	<b>\$3,262,878</b>	<b>\$3,397,184</b>	<b>\$3,542,264</b>	<b>\$145,080</b>	<b>4.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$81,071	\$91,524	\$171,928	\$171,928	\$0	N/A
SERVICES	\$67,120	\$88,279	\$34,800	\$109,800	\$75,000	215.5%
UTILITIES	\$15,573	\$13,813	\$19,367	\$19,367	\$0	N/A
TRAVEL	\$8,829	\$7,869	\$6,970	\$6,970	\$0	N/A
OTHER COSTS	\$25,491	\$42,032	\$38,700	\$38,700	\$0	N/A
<b>Operations Total</b>	<b>\$198,084</b>	<b>\$243,518</b>	<b>\$271,765</b>	<b>\$346,765</b>	<b>\$75,000</b>	<b>27.6%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$199,796		\$87,500	\$148,000	\$60,500	69.1%
<b>Equipment Total</b>	<b>\$199,796</b>	<b>\$0</b>	<b>\$87,500</b>	<b>\$148,000</b>	<b>\$60,500</b>	<b>69.1%</b>
<b>Program Total</b>	<b>\$3,450,986</b>	<b>\$3,506,395</b>	<b>\$3,756,449</b>	<b>\$4,037,029</b>	<b>\$280,580</b>	<b>7.5%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Battalion Chief (Ocean Safety)	0.0	1.0	1.0	1.0	0.0	N/A
Ocean Safety Officer II	36.0	36.0	36.0	36.0	0.0	N/A
Ocean Safety Officer III	9.0	9.0	9.0	9.0	0.0	N/A
Ocean Safety Officer IV	3.0	3.0	3.0	3.0	0.0	N/A
Ocean Safety Officer IV Training Captain	1.0	1.0	1.0	1.0	0.0	N/A
Ocean Safety Operations Manager	1.0	1.0	1.0	1.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>51.0</b>	<b>52.0</b>	<b>52.0</b>	<b>52.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

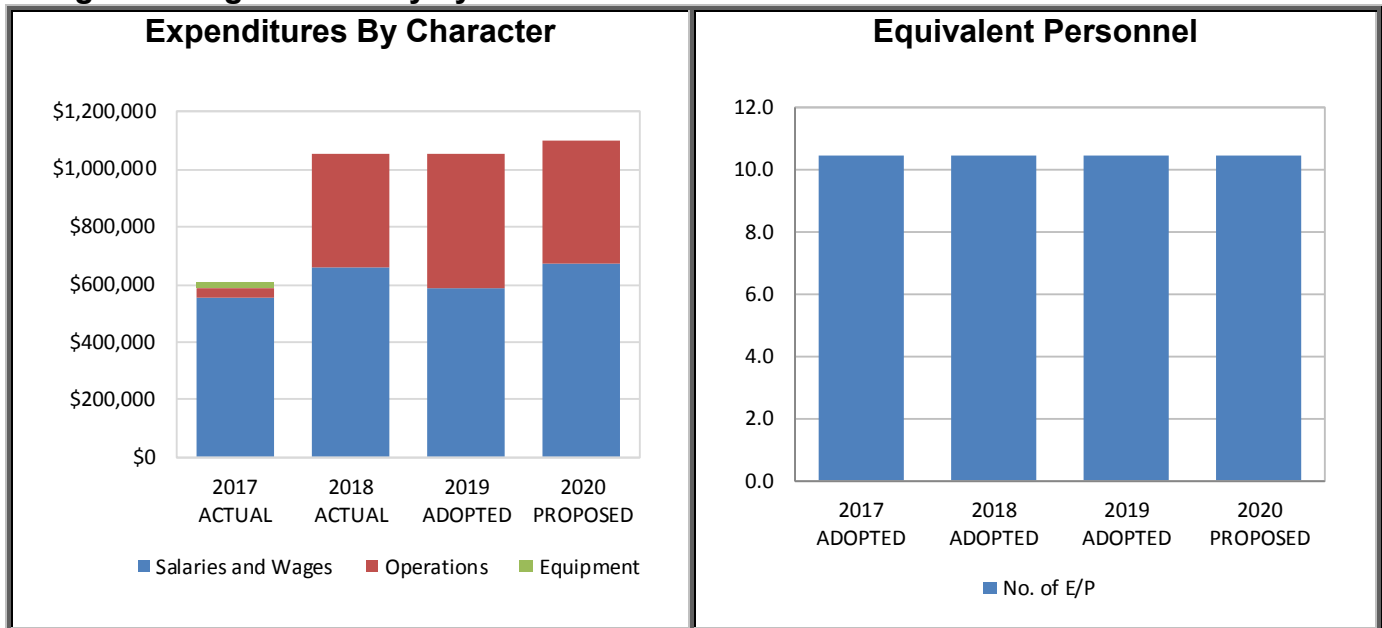
<i>Continuation Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
911777A-5101 Regular Wages: Adjustment due to collective bargaining increases not budgeted in FY19 and positions filled at higher/lower pay scales.	\$95,230	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
911777C-7044 Other Equipment: Deletion of one-time FY 2019 appropriation.	-\$25,000	

## Ocean Safety Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
911777A-5215 Premium Pay: Increase based on historical amounts.	\$50,000	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
911777B-6138 R & M - Services/Contracts: Additional funding to repair towers at Hookipa (2), Baldwin (1), Kanaha (2), Kamaole (3), DT Fleming (1), Hanakao (1) and Makena (2).	\$75,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
911777C-7030 Communication Equipment: Replacement of four Portable Radios @ \$4,000 each.	\$16,000	
911777C-7044 Other Equipment: Replacement of five AEDs @ \$1,500 each.	\$7,500	
911777C-7048 Rescue Equipment: Replacement of four ATV Quads @ \$15,000 each and replacement of five Rescue Boards @ \$1,500 each.	\$67,500	
911777C-7055 Vessel and Marine Equipment: Replacement of three Rescue Water Craft with trailer and rescue sled @ \$19,000 each.	\$57,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$273,000</b>	<b>0.0</b>

## Program Budget Summary by Fiscal Year – Grant Revenue Fund





## Ocean Safety Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$34,895	\$84,734	\$40,000	\$58,421	\$18,421	46.1%
WAGES & SALARIES	\$520,778	\$575,936	\$544,086	\$614,022	\$69,936	12.9%
<b>Salaries and Wages Total</b>	<b>\$555,673</b>	<b>\$660,670</b>	<b>\$584,086</b>	<b>\$672,443</b>	<b>\$88,357</b>	<b>15.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$9,520			\$0	\$0	N/A
SERVICES	\$6,630			\$0	\$0	N/A
UTILITIES	\$2,013	-\$126		\$0	\$0	N/A
OTHER COSTS	\$4,392			\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$10,130	\$395,576	\$471,973	\$429,036	-\$42,937	-9.1%
<b>Operations Total</b>	<b>\$32,686</b>	<b>\$395,450</b>	<b>\$471,973</b>	<b>\$429,036</b>	<b>-\$42,937</b>	<b>-9.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$18,049	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$18,049</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$606,408</b>	<b>\$1,056,120</b>	<b>\$1,056,059</b>	<b>\$1,101,479</b>	<b>\$45,420</b>	<b>4.3%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Ocean Safety Officer II	9.0	9.0	9.0	9.0	0.0	N/A
Ocean Safety Officer II, HT	0.5	0.5	0.5	0.5	0.0	N/A
Ocean Safety Officer IV	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>10.5</b>	<b>0.0</b>	<b>N/A</b>

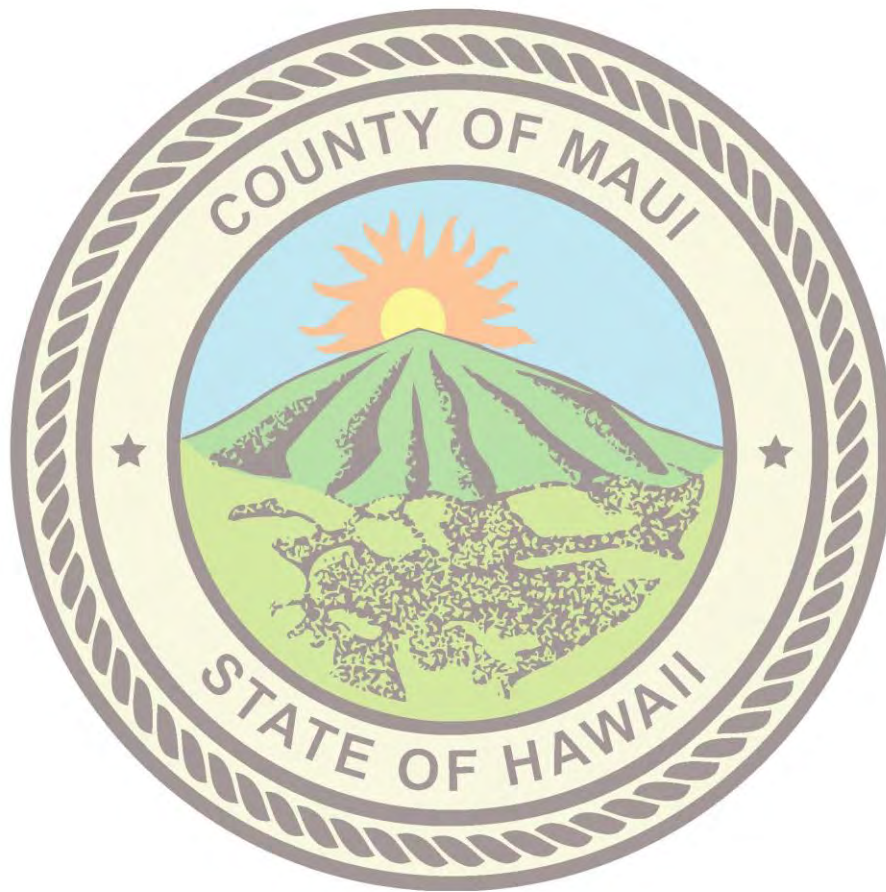
## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
State of Hawaii Makena Lifeguard Services	No	No	\$1,090,242	\$1,204,741	\$1,056,059	\$1,092,161
<b>TOTAL</b>			<b>\$1,090,242</b>	<b>\$1,204,741</b>	<b>\$1,056,059</b>	<b>\$1,101,479</b>

## Grant Award Description

State of Hawaii Makena Lifeguard Services

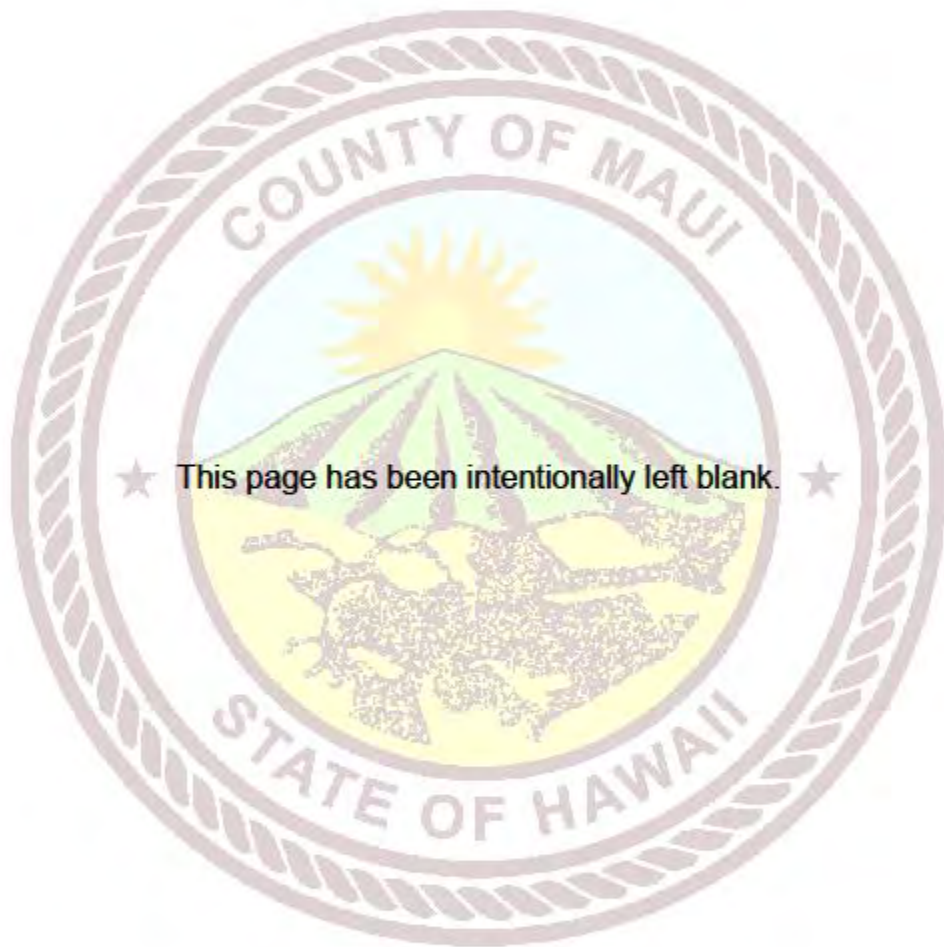
This State of Hawaii grant that was previously awarded to the Department of Parks and Recreation will continue to provide funding for lifeguard services at the Makena State Beach Park. The 10.5 E/P Ocean Safety Officers will provide daily lifeguard services to Makena's "Big Beach," including weekends and holidays. The hours of operation will be consistent with the current lifeguard operational services provided to County of Maui beach parks.



*Housing & C*

## *Housing & Human Concerns*

---



★ This page has been intentionally left blank. ★

## Department Summary

### Mission

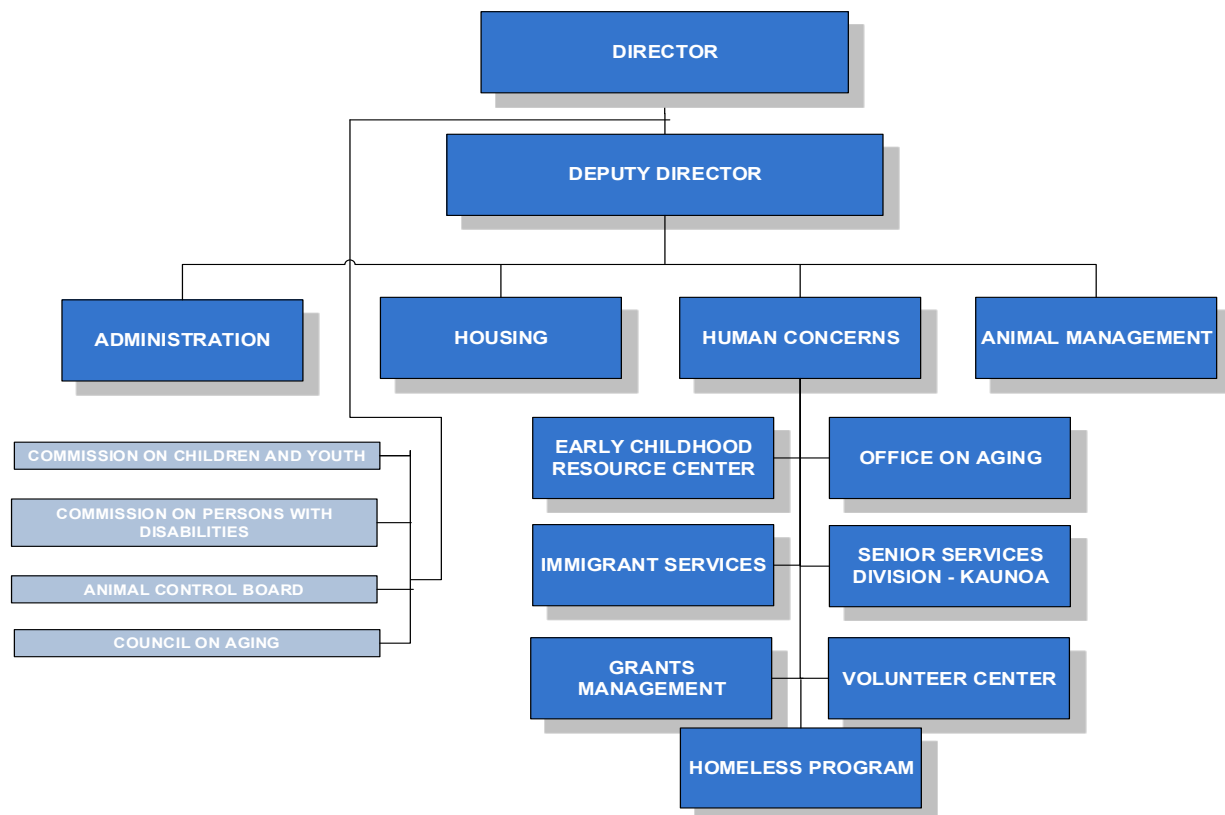
To support and enhance the social well-being of the citizens of Maui County.

### Countywide Outcome(s)

The Department of Housing and Human Concerns supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

The Department of Housing and Human Concerns (DHHC) is highly cognizant of the fiscal accountability and program compliance of county-funded programs. As such, it insures fiscal responsibility to the citizens of Maui County. DHHC continually improves and promotes opportunities which support families, service providers, businesses, policy makers and the general public.

In addition, DHHC provides housing assistance to the residents of Maui County by facilitating the development of affordable housing, homeownership assistance and affordable rental programs. DHHC assists immigrants with the necessary tools needed to become tax-paying citizens of the United States

**Department Summary****Strategies (Cont'd)**

of America. DHHC has been instrumental in compassionate responses and in assisting our homeless individuals and families connect with agencies to house them and provide wrap-around services. DHHC is also able to facilitate a roadmap for community volunteerism.

As part of Hawaii's Aging and Disability Resource Center (ADRC), DHHC is able to provide services to all persons, regardless of age, income or disability at a highly visible place where they will be able to find information on the full range of long-term support options. The Older Americans Act of 1965, through the Office on Aging/ADRC, funds programs such as Meals on Wheels, Assisted Transportation and Congregate Meals facilitated by Kaunoa Senior Services. Maui County enables our seniors to experience their later years as the "best years".

**Operations**

The Department of Housing and Human Concerns works in collaboration with various federal, state and county agencies to accomplish its mission. DHHC is an active participant in statewide initiatives, meetings and dialogue groups such as the Early Learning Council, State Homeless Continuum of Care-Bridging the Gap (BTG), Hawaii Interagency Homeless Council (HICH), the Executive Office on Aging, Housing Directors' and Administrators' Council, United States Citizenship and Immigration Services (USCIS) and State Department of Health - Alcohol and Drug Abuse Division (ADAD).

**External Factors Description**

The demographics of Maui County continue to be a challenge, as we embrace and always keep in mind not only Maui island, but Molokai and Lanai as well. We are also cognizant of our Hana community that has unique needs.

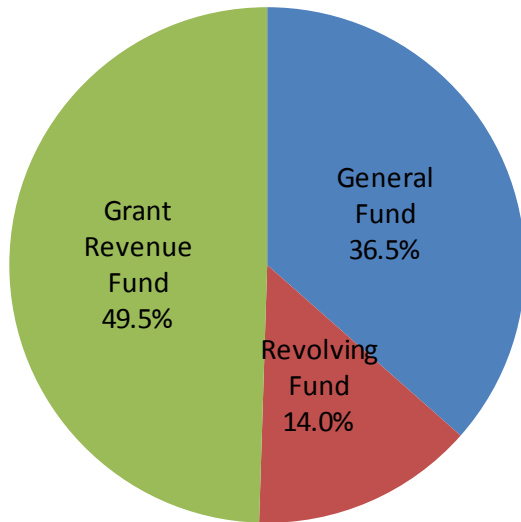
The department continues to be up against economic constraints as federal and state funds are being cut, deliverables/programs are faced with increasing costs, and travel costs continue to rise.

The department's priorities for funding human service needs are food, shelter and safety. As non-profits continue to seek more county support, they are encouraged to collaborate with other funding sources to strive for the sustainability of their various programs.

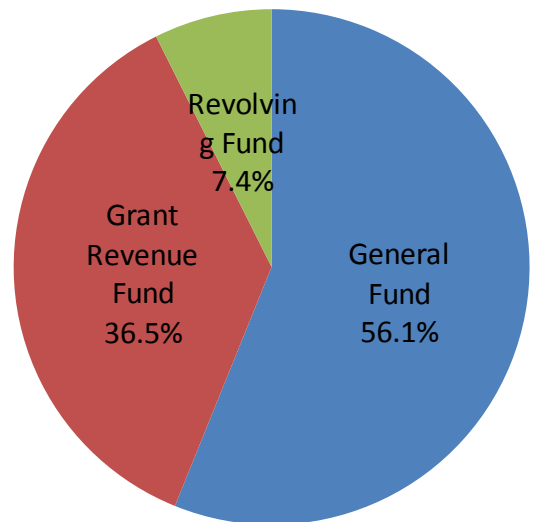
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

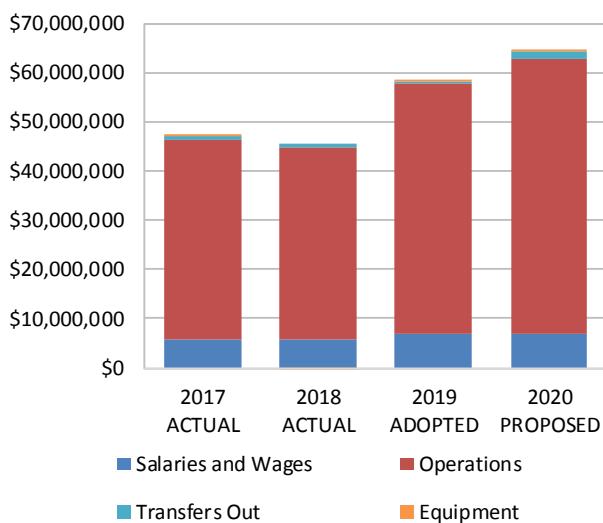


FY 2020 Total Equivalent Personnel

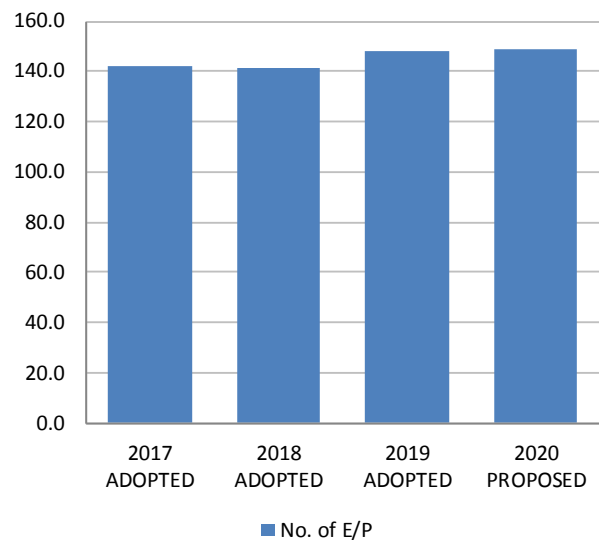


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel





## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$56,731	\$65,754	\$51,478	\$116,616	\$65,138	126.5%
WAGES & SALARIES	\$5,895,389	\$5,720,768	\$6,877,632	\$6,977,807	\$100,175	1.5%
<b>Salaries and Wages Total</b>	<b>\$5,952,119</b>	<b>\$5,786,522</b>	<b>\$6,929,110</b>	<b>\$7,094,423</b>	<b>\$165,313</b>	<b>2.4%</b>
<b>Operations</b>						
BUDGETED EXPENDITURES	\$380		\$17,000	\$0	-\$17,000	-100.0%
INTERFUND COST RECLASSIFICATION		\$457,594	\$527,098	\$831,470	\$304,372	57.7%
MATERIALS & SUPPLIES	\$215,434	\$197,638	\$263,376	\$224,032	-\$39,344	-14.9%
OTHER COSTS	\$37,937,812	\$35,927,119	\$45,481,582	\$48,554,163	\$3,072,581	6.8%
SERVICES	\$1,828,125	\$1,897,332	\$4,143,153	\$5,425,054	\$1,281,901	30.9%
SPECIAL PROJECTS	\$10,050	\$52,153	\$50,000	\$141,000	\$91,000	182.0%
TRAVEL	\$239,141	\$239,570	\$196,526	\$208,534	\$12,008	6.1%
UTILITIES	\$198,584	\$194,622	\$335,155	\$289,737	-\$45,418	-13.6%
<b>Operations Total</b>	<b>\$40,429,525</b>	<b>\$38,966,027</b>	<b>\$51,013,890</b>	<b>\$55,673,990</b>	<b>\$4,660,100</b>	<b>9.1%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$595	\$620	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$595</b>	<b>\$620</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$918,989	\$1,069,821	\$450,000	\$1,648,076	\$1,198,076	266.2%
<b>Transfers Out Total</b>	<b>\$918,989</b>	<b>\$1,069,821</b>	<b>\$450,000</b>	<b>\$1,648,076</b>	<b>\$1,198,076</b>	<b>266.2%</b>
<b>Equipment</b>						
CAPITAL OUTLAY	\$36,269	-\$306,494	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$19,323	\$17,329	\$18,140	\$12,984	-\$5,156	-28.4%
MACHINERY & EQUIPMENT	\$185,635	\$172,019	\$316,240	\$154,240	-\$162,000	-51.2%
<b>Equipment Total</b>	<b>\$241,227</b>	<b>-\$117,147</b>	<b>\$334,380</b>	<b>\$167,224</b>	<b>-\$167,156</b>	<b>-50.0%</b>
<b>Department Total</b>	<b>\$47,542,455</b>	<b>\$45,705,844</b>	<b>\$58,727,380</b>	<b>\$64,583,713</b>	<b>\$5,856,333</b>	<b>10.0%</b>

## Equivalent Personnel Summary by Program

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	5.0	5.0	5.0	5.0	0.0	N/A
Housing Program	31.0	30.0	30.0	30.0	0.0	N/A
Human Concerns Program	105.9	106.8	113.3	113.8	0.5	0.4%
<b>Department Total</b>	<b>141.9</b>	<b>141.8</b>	<b>148.3</b>	<b>148.8</b>	<b>0.5</b>	<b>0.3%</b>

## Administration Program

### Program Description

The Administration Program is responsible for the overall process of organizing, directing and overseeing of department's resources effectively to ensure high performance and morale within the department. The Administration is responsible for representing the department at all official County Council meetings and manages the department in accordance with approved operating and capital budgets.

### Countywide Outcome(s)

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the Housing and Human Concerns Divisions as well as the Animal Management Program.

### Services Provided

The Administration acts as the liaison between the Mayor's Office and its eight divisions, as well as providing oversight to the Animal Management Program. It provides strong guidance through necessary policies, procedures, personnel directives and other actions to ensure quality services within its overall operations. Administration manages the ever-changing landscape of housing and human concerns pro-actively and collaborates with the State of Hawaii on pertinent initiatives and measures. The Administration acts as an advisor to divisions' leadership regarding employee disciplinary actions. Administration is the final signatory on all grants impacting the divisions operations and therefore is cognizant of all budgetary matters relating to the department.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Develop strategies relating to short- and long-term community concerns under the purview of the department by establishing clear directions and priorities, and identifying and monitoring capacity and resources within the department.</i>				
1. Conduct Division Head meetings to strategize and establish clear priorities within the department	# of bi-monthly meetings held in a year with all division heads, focusing on collaborative efforts on resources, trainings and policies and procedures	6	6	6

## Administration Program

## Key Activity Goals &amp; Measures (Cont'd)

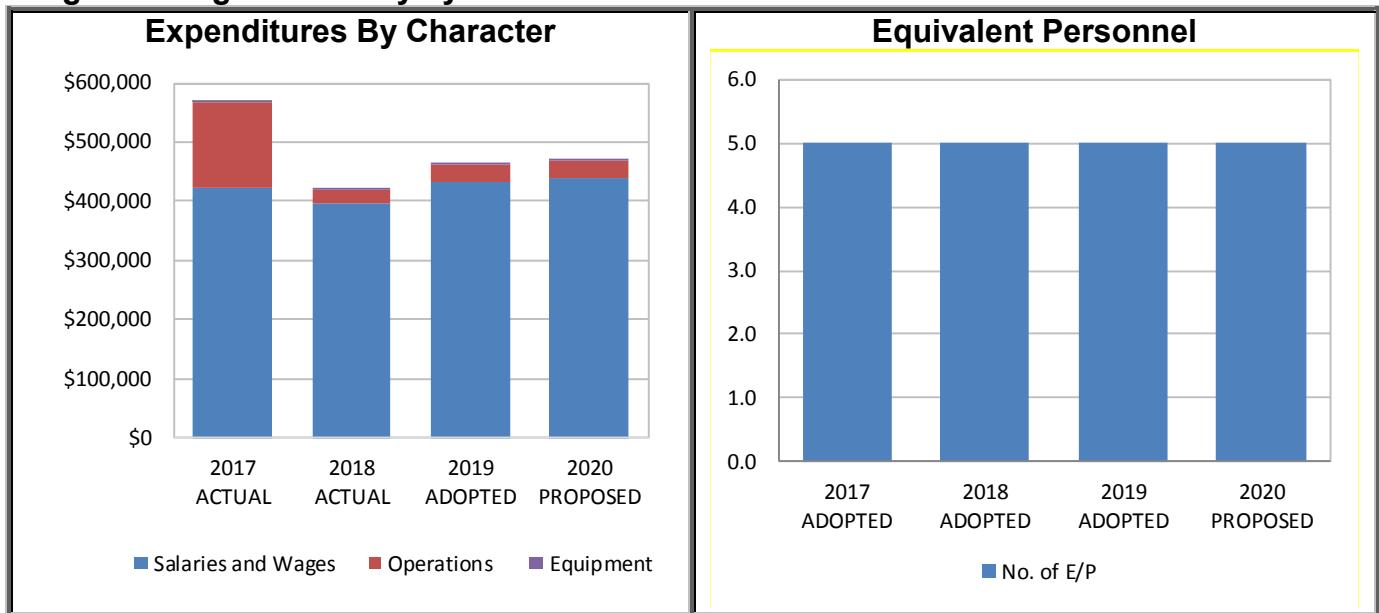
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
Goal #1: Develop strategies relating to short and long-term community concerns under the purview of the department by establishing clear directions and priorities, and identifying and monitoring capacity and resources within the department (Cont'd).				
2. Submittal of bi-weekly reports on all Division activities to increase internal awareness and communications	% of bi-weekly division reports reviewed annually by Administration and shared with DHHC staff, for all divisions to have a working knowledge of the department	90%	90%	90%
<i>Goal #2: Promote collaboration with other departments and various community groups to provide the technical assistance to the community.</i>				
1. Conduct meetings, trainings and activities with human services providers within the community	# of meetings, trainings and activities conducted annually with human services providers within the community	17	20	20
2. Resolve technical assistance (TA) requests to ensure transparency, streamline communication and assist our community	# of TA requests resolved annually	56	50	50
<i>Goal #3: Facilitate and coordinate inter-agency and inter-departmental events and meetings on an on-going basis, and provide staff trainings and recognize employees' accomplishments to promote efficiency and continuity within the department.</i>				
1. Collaborate with Departments and Agencies to enrich the community and strengthen leadership positioning	# of inter-agency/inter-departmental collaborations for shared team efforts of success	35	25	25
2. Advise staff of training opportunities	# of training sessions attended annually	30	30	30
3. Conduct staff recognition events to enhance staff morale and showcase successes	# of staff recognition events conducted annually	16	6	6

## Key Activity Goals &amp; Measures (Cont'd)

## Administration Program

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #4: Support and encourage Maui County's presence on statewide initiatives related to aging, housing, early childhood development and other human concern issues.</i>				
1. Increase the # meetings, events and trainings relating to statewide initiatives attended by staff	# of statewide initiatives with direct Maui County representation	20	20	20
2. Maintain active participation in statewide coalitions	# of statewide coalitions with department's active participation	33	22	20

## Program Budget Summary by Fiscal Year – General Fund



## Administration Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$4	\$0	\$300	\$0	-\$300	-100.0%
WAGES & SALARIES	\$421,740	\$397,811	\$433,357	\$438,888	\$5,531	1.3%
<b>Salaries and Wages Total</b>	<b>\$421,744</b>	<b>\$397,811</b>	<b>\$433,657</b>	<b>\$438,888</b>	<b>\$5,231</b>	<b>1.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$2,983	\$1,973	\$4,695	\$3,995	-\$700	-14.9%
SERVICES	\$127,255	\$2,467	\$5,650	\$5,850	\$200	3.5%
OTHER COSTS	\$3,032	\$1,770	\$2,650	\$2,950	\$300	11.3%
UTILITIES	\$10,092	\$12,248	\$14,000	\$14,200	\$200	1.4%
TRAVEL	\$2,095	\$1,963	\$2,500	\$2,500	\$0	N/A
<b>Operations Total</b>	<b>\$145,457</b>	<b>\$20,422</b>	<b>\$29,495</b>	<b>\$29,495</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,981	\$3,256	\$3,600	\$2,000	-\$1,600	-44.4%
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$2,981</b>	<b>\$3,256</b>	<b>\$3,600</b>	<b>\$2,000</b>	<b>-\$1,600</b>	<b>-44.4%</b>
<b>Program Total</b>	<b>\$570,182</b>	<b>\$421,490</b>	<b>\$466,752</b>	<b>\$470,383</b>	<b>\$3,631</b>	<b>0.8%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Secretary III	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

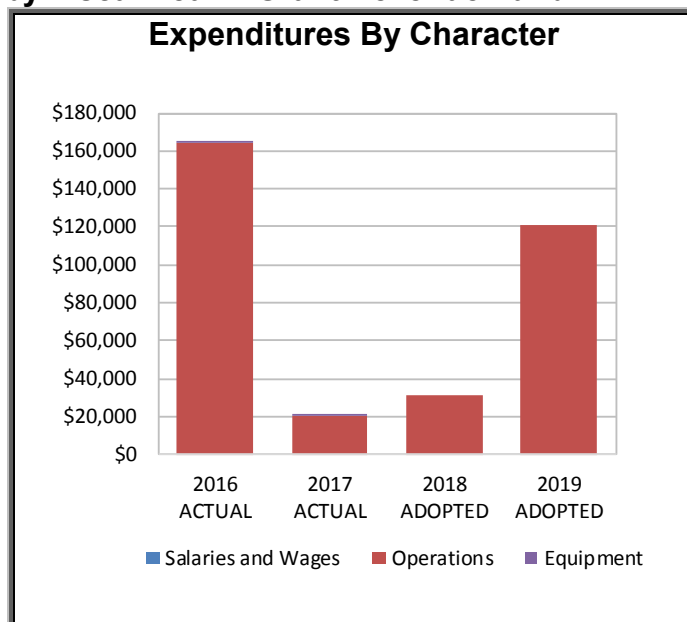
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

## Administration Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ADOPTED	2019 ADOPTED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$150,155	\$11,054		\$0	\$0	N/A
SERVICES			\$30,725	\$120,725	\$90,000	292.9%
TRAVEL	\$14,016	\$9,504		\$0	\$0	N/A
<b>Operations Total</b>	<b>\$164,171</b>	<b>\$20,558</b>	<b>\$30,725</b>	<b>\$120,725</b>	<b>\$90,000</b>	<b>292.9%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$619	\$120	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$619</b>	<b>\$120</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$164,790</b>	<b>\$20,678</b>	<b>\$30,725</b>	<b>\$120,725</b>	<b>\$90,000</b>	<b>292.9%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Administration Program does not have equivalent personnel funded through the Grant Revenue Fund.



## Administration Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Strategic Prevention Framework Partnerships for Success	No	No	\$110,000	\$10,000	\$10,000	\$100,000
State Department of Health Alcohol and Drug Abuse Division, Substance Abuse Prevention	No	No	\$0	\$0	\$20,725	\$20,725
<b>TOTAL</b>			<b>\$110,000</b>	<b>\$10,000</b>	<b>\$30,725</b>	<b>\$120,725</b>

## Grant Award Description

**Strategic Prevention Framework Partnership for Success**

Funds to be used to coordinate county prevention services that will build capacity to enhance the substance abuse prevention system within the county and statewide to address underage drinking.

## Housing Program

### Program Description

The Housing Program is responsible for the administration and oversight of grants provided to the county by the U.S. Department of Housing and Urban Development (HUD), including Section 8 Housing Choice Voucher Program (Section 8 Program), Section 8 Homeownership Option Program, Section 8 Family Self-Sufficiency Program, the HOME Investment Partnerships Program and the National Housing Trust Fund. In addition, Housing administers and provides oversight for the county Affordable Housing Fund Program and several other county-funded grants, as well as oversight of two county-owned rental projects. The Housing Program is also responsible for monitoring the affordable housing conditions/requirements imposed by the county, providing technical and financial assistance in the development of affordable housing projects, and promoting fair housing.

This program also consists of the following activities funded by Revolving Fund:

- Affordable Housing Fund

### Countywide Outcome(s)

The Housing Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

Extremely low-income families to above-moderate-income families; special needs groups that include the elderly.

### Services Provided

Rental/homeownership assistance; process, administer and monitor grants or loans to developers developing affordable housing units or agencies providing assistance in an affordable housing program; process and monitor affordable housing agreements; and monitor affordable housing units for safety, security and sanitary conditions.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Assist very low and low-income families under the Section 8 Housing Choice Voucher Program by providing financial assistance for rent, utility payments, mortgage loan payments or down-payment assistance.</i>				
1. 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	88%	90%	90%
	% of HUD's approved budget under the Section 8 Housing Choice Voucher Program	100%	92%	95%

## Housing Program

## Key Activity Goals &amp; Measures (Cont'd)

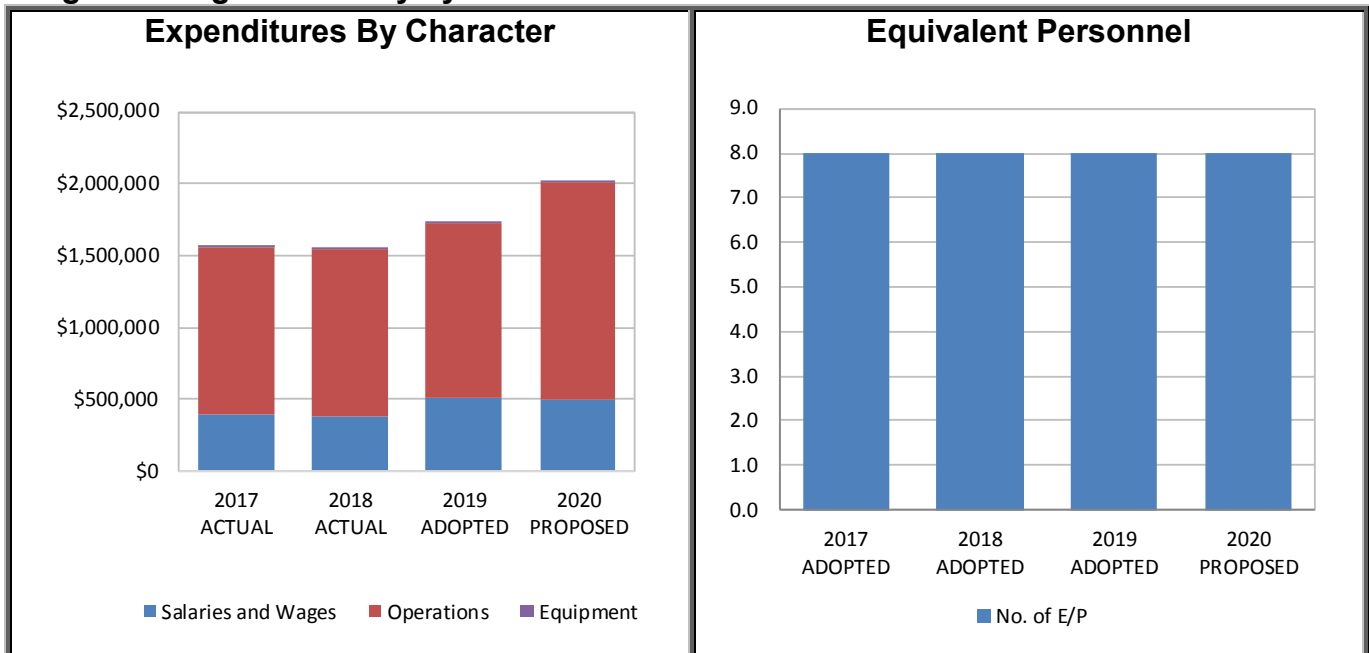
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Assist very low and low-income families under the Section 8 Housing Choice Voucher Program by providing financial assistance for rent, utility payments, mortgage loan payments or down-payment assistance (Cont'd).</i>				
2. Maintain a rating as a high-performer in Section 8 Management Assessment Program rating	Section 8 Management Assessment Program rating of 75 or higher from HUD (60-89 = Standard; 90 = High-Performer)	N/A	90	95
3. Obtain a high performance rating on Housing Quality Standards(HQS) quality control inspections	% of HQS cases sampled showing corrected deficiencies within HUD/PHA time requirements	98%	98%	98%
<i>Goal #2: Improve affordable housing opportunities provided to the community.</i>				
1. Increase the county's inventory of affordable housing units	# of affordable housing units approved by the County Council, pursuant to Section 201H-038, HRS	49	150	175
	# of affordable housing units to be developed using county funds (funding, in-lieu fees, land)	56	60	60
	# of permits submitted to Housing for review processed within 30 day time limit	98%	100%	100%
<i>Goal #3: Promote fair and equal housing opportunities for all residents, and provide services and activities in a nondiscriminatory manner.</i>				
1. Increase public participation in County's Fair Housing Seminar	# of participants in Federal Housing/ Hawaii Residential Landlord-Tenant Code workshops 201H-038, HRS	75	150	150

## Housing Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Promote fair and equal housing opportunities for all residents, and provide services and activities in a nondiscriminatory manner (Cont'd).</i>				
2. Increase the assistance provided to persons with fair housing and/or landlord- tenant code questions, concerns or issues annually	# of persons assisted with fair housing and/or landlord- tenant code questions, concerns or issues mediated annually	181	200	200

## Program Budget Summary by Fiscal Year – General Fund



## Housing Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$14,477	\$9,420	\$8,300	\$8,000	-\$300	-3.6%
WAGES & SALARIES	\$376,492	\$365,842	\$505,452	\$482,880	-\$22,572	-4.5%
<b>Salaries and Wages Total</b>	<b>\$390,968</b>	<b>\$375,262</b>	<b>\$513,752</b>	<b>\$490,880</b>	<b>-\$22,872</b>	<b>-4.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$3,668	\$3,427	\$4,300	\$4,400	\$100	2.3%
SERVICES	\$1,139,345	\$1,145,679	\$1,148,650	\$1,219,150	\$70,500	6.1%
OTHER COSTS	\$4,460	\$8,164	\$30,450	\$268,090	\$237,640	780.4%
UTILITIES	\$9,145	\$7,951	\$8,700	\$9,700	\$1,000	11.5%
TRAVEL	\$9,682	\$8,329	\$13,831	\$18,103	\$4,272	30.9%
<b>Operations Total</b>	<b>\$1,166,300</b>	<b>\$1,173,549</b>	<b>\$1,205,931</b>	<b>\$1,519,443</b>	<b>\$313,512</b>	<b>26.0%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$1,496	\$1,632	\$2,410	\$2,410	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$2,000	\$0	-\$2,000	-100.0%
<b>Equipment Total</b>	<b>\$1,496</b>	<b>\$1,632</b>	<b>\$4,410</b>	<b>\$2,410</b>	<b>-\$2,000</b>	<b>-45.4%</b>
<b>Program Total</b>	<b>\$1,558,764</b>	<b>\$1,550,442</b>	<b>\$1,724,093</b>	<b>\$2,012,733</b>	<b>\$288,640</b>	<b>16.7%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Housing Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Development Project Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Housing Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Housing Program Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
Housing Program Specialist IV	2.0	2.0	2.0	2.0	0.0	N/A
Housing Program Technician	1.0	1.0	1.0	1.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
914127A-5101 Regular Wages: Adjustments in salaries due to positions filled at the lower step and revised classification for Development Project Coordinator.	-\$22,572	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Housing Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
914127B-6071 Copier Supplies: Increase based on projected use.	\$100	
<b>SERVICES:</b>		
914127B-6124 Janitorial Services: Increase based on new office estimate.	\$2,240	
914127B-6129 Other Services: Increase based on anticipated need.	\$400	
914457B-6112 Contractual Service: \$60,000 Additional funding for analysis of impediments and \$50,000 for tree and lot maintenance.	\$60,000	
914457B-6132 Professional Services: Additional funding for 3 new existing parcel studies @ \$60,000 each.	\$175,000	
<b>TRAVEL:</b>		
914127B-6201 Airfare, Transportation: Increase for new staff to attend training.	\$1,000	
<b>OTHER COSTS:</b>		
914127B-6212 Dues: Increase for new staff to join organizations.	\$100	
914129B-6317 County Grant Subsidy: Additional appropriation for Hale Mahaolu Homeownership/Housing.	\$70,000	
<b>UTILITIES:</b>		
914127B-6120 Electricity: Increase based on new office estimate.	\$4,272	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$313,112</b>	<b>0.0</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b>Grants for Housing Program</b>				
Affordable Rental Housing Programs	\$996,847	\$1,000,000	\$1,000,000	\$1,000,000
Hale Mahaolu for Homeowners and Housing Counseling Program	\$80,000	\$80,000	\$80,000	\$80,000
<b>TOTAL HOUSING PROGRAM</b>	<b>\$1,076,847</b>	<b>\$1,080,000</b>	<b>\$1,080,000</b>	<b>\$1,080,000</b>



## Housing Program

### County Grant Subsidy Program Description Affordable Rental Housing Programs

#### ***Family Life Center, Inc.***

Provide housing assistance and rental supports for low income, needy and/or homeless persons in Maui County.

#### ***Ka Hale A Ke Ola HL Resource Centers, Inc.***

Provides direct rental assistance payments, supplemented by counseling and case management to individuals and families moving from emergency shelter or transitional housing to permanent housing.

#### ***Maui Economic Opportunity, Inc.***

Provide rental assistance to families to prevent homelessness.

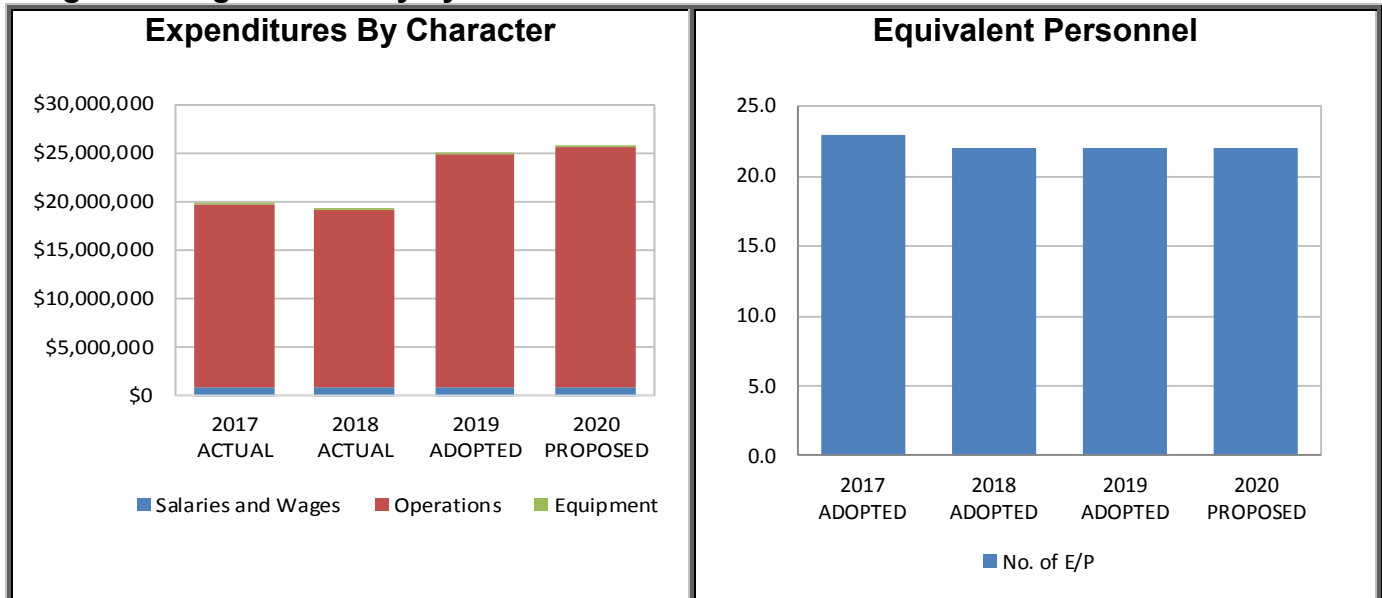
#### ***Women Helping Women***

Support victims of domestic violence in Maui County by providing one-time rental assistance, back rent, subsidized rent, security deposits and utilities assistance.

### **Hale Mahaolu for Homeowners and Housing Counseling Program**

Assists Maui County residents with counseling, education and homebuyer classes for first-time homebuyers; those seeking foreclosure prevention aid or assistance applying for loan modifications; and Department of Hawaiian Home Lands' lessees facing lease cancellations.

### Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Housing Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$339	\$4,675	\$5,900	\$31,395	\$25,495	432.1%
WAGES & SALARIES	\$929,816	\$815,839	\$860,724	\$869,832	\$9,108	1.1%
<b>Salaries and Wages Total</b>	<b>\$930,154</b>	<b>\$820,514</b>	<b>\$866,624</b>	<b>\$901,227</b>	<b>\$34,603</b>	<b>4.0%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$16,855	\$10,886	\$32,515	\$26,355	-\$6,160	-18.9%
SERVICES	\$18,614,814	\$18,222,588	\$22,918,599	\$23,337,550	\$418,951	1.8%
OTHER COSTS	\$94,693	\$35,881	\$715,331	\$649,725	-\$65,606	-9.2%
UTILITIES	\$5,753	\$52,153	\$50,000	\$81,000	\$31,000	62.0%
TRAVEL	\$13,239	\$16,124	\$29,350	\$31,350	\$2,000	6.8%
SPECIAL PROJECTS	\$35,924	\$31,406	\$110,640	\$107,200	-\$3,440	-3.1%
INTERFUND COST RECLASSIFICATION	\$0	\$0	\$200,000	\$552,272	\$352,272	176.1%
<b>Operations Total</b>	<b>\$18,781,279</b>	<b>\$18,369,038</b>	<b>\$24,056,435</b>	<b>\$24,785,452</b>	<b>\$729,017</b>	<b>3.0%</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$404,231	\$501,502	\$450,000	\$1,170,800	\$720,800	160.2%
<b>Transfers Out Total</b>	<b>\$404,231</b>	<b>\$501,502</b>	<b>\$450,000</b>	<b>\$1,170,800</b>	<b>\$720,800</b>	<b>160.2%</b>
<b>Equipment</b>						
CAPITAL OUTLAY	\$21,161	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$676	\$804	\$0	\$804	\$804	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$48,240	\$6,240	-\$42,000	-87.1%
<b>Equipment Total</b>	<b>\$21,837</b>	<b>\$804</b>	<b>\$48,240</b>	<b>\$7,044</b>	<b>-\$41,196</b>	<b>-85.4%</b>
<b>Program Total</b>	<b>\$20,137,501</b>	<b>\$19,691,858</b>	<b>\$25,421,299</b>	<b>\$26,864,523</b>	<b>\$1,443,224</b>	<b>5.7%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Housing Choice Voucher Program Accountant	1.0	1.0	1.0	1.0	0.0	N/A
Housing Choice Voucher Program Manager	1.0	1.0	1.0	1.0	0.0	N/A
Housing Choice Voucher Program Supervisor	2.0	2.0	2.0	2.0	0.0	N/A
Housing Clerk	3.0	3.0	3.0	3.0	0.0	N/A
Housing Inspector	2.0	2.0	2.0	2.0	0.0	N/A
Housing Program Specialist III	1.0	-	0.0	0.0	0.0	N/A
Housing Program Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
Housing Program Technician	1.0	1.0	1.0	1.0	0.0	N/A
Housing Specialist	9.0	9.0	9.0	9.0	0.0	N/A
Office Operations Assistant	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>23.0</b>	<b>22.0</b>	<b>22.0</b>	<b>22.0</b>	<b>0.0</b>	<b>N/A</b>

**Housing Program****Summary by Grant Award**

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
HOME Investment Partnership Program	No	Yes/25%	\$0	\$3,000,000	\$0	\$0
National Housing Trust Fund	No	No	\$0	\$1,500,000	\$0	\$0
Komohana Hale Apartments Program	No	No	\$172,217	\$240,124	\$232,425	\$215,000
Kulamalu Hale Apartment Program	Yes	No	\$0	\$0	\$508,227	\$521,000
Section 8 Housing Program	No	No	\$16,957,496	\$22,480,292	\$24,680,647	\$26,128,523
<b>TOTAL</b>			<b>\$17,129,173</b>	<b>\$27,220,416</b>	<b>\$25,421,299</b>	<b>\$26,864,523</b>

**Grant Award Description****Komohana Hale Apartments Program**

Komohana Hale Apartments is a 20-unit (one bedroom) rental project in Lahaina that was developed by the county with monies contributed by two hotel developers to increase the inventory of affordable housing units in West Maui.

**Kulamalu Hale Apartments**

Kulamalu Hale Apartments is a 56-unit (one and two bedroom) rental project in Pukalani which was developed by the County using Maui County Affordable Housing Fund grant and a U. S. Department of Housing and Urban Development HOME Investment Partnerships Program grant.

**Section 8 Housing Program**

The Section 8 Housing Assistance Payments Program is a rental assistance program funded by HUD. Under an annual contributions contract with HUD, the County of Maui is authorized to issue vouchers for approximately 1,464 very low income families in Maui County or 100% of budget authority to assist with their rent payments.

**Housing Program****Program Description**

The Affordable Housing Fund was established and created through the Maui County Code (MCC) Chapter 3.35.

**Purpose of the Fund:**

- A. There shall be deposited into the affordable housing fund all monies paid to the county in lieu of providing residential workforce housing units, any Council appropriations to the fund, and all monies donated to the county for affordable housing projects. The revenues and unencumbered balance in the fund shall be used for the provision, protection, and expansion of affordable housing and suitable living environments for residents of very low to gap income, including the rehabilitation of existing structures, land purchase or other acquisition of land or property entitlements, planning, design, and construction.
- B. In adopting fiscal years 2008 through 2021 annual operating budgets and capital improvement programs, the Council shall appropriate a minimum of two percent of the certified real property tax revenues to the affordable housing fund. Any appropriations to this fund shall not substitute, but shall be in addition to, those appropriations historically made for the purposes stated in MCC Chapter 3.35.
- C. The revenues and unencumbered balance in this fund shall not be used for any purpose except those defined in MCC Chapter 3.35.
- D. On an annual basis, no more than three percent of this fund shall be used for administrative expenses.

**Administration of the Fund:**

- A. The Director of Finance shall establish a separate account to record revenues and supplemental transfers credited to, and expenditures made from, the fund.
- B. Any unencumbered balance in the fund at the end of each fiscal year shall not lapse, but shall remain in the fund, accumulating from year to year.
- C. The Director of Housing and Human Concerns shall administer the fund.
- D. The Director of Housing and Human Concerns and the Director of Finance may adopt administrative rules necessary to carry out the purposes of MCC Chapter 3.35.
- E. Revenues received from a developer to partner with a nonprofit organization or community land trust are deemed appropriated upon receipt and are authorized to be expended for the purposes of the fund.

**Use of Fund:**

The Council may make appropriations from the affordable housing fund for the following:

- A. To increase the supply of affordable, rental, and owner-occupied housing;
- B. To acquire interests in real property for purposes set forth in MCC Chapter 3.35;
- C. For planning, design, or construction of affordable rental or owner-occupied housing for residents within income-qualified groups;
- D. To provide housing for elderly, disabled, and homeless residents lacking a permanent home;
- E. To provide grants or loans to any nonprofit or community land trust that complies with Section 501(c) of the Internal Revenue Code and any other requirement under federal, state, and county law regulating the conduct of charitable or nonprofit organizations, provided that the purpose of any grant or loan shall be for the purposes set forth in section 3.35.010 of MCC;

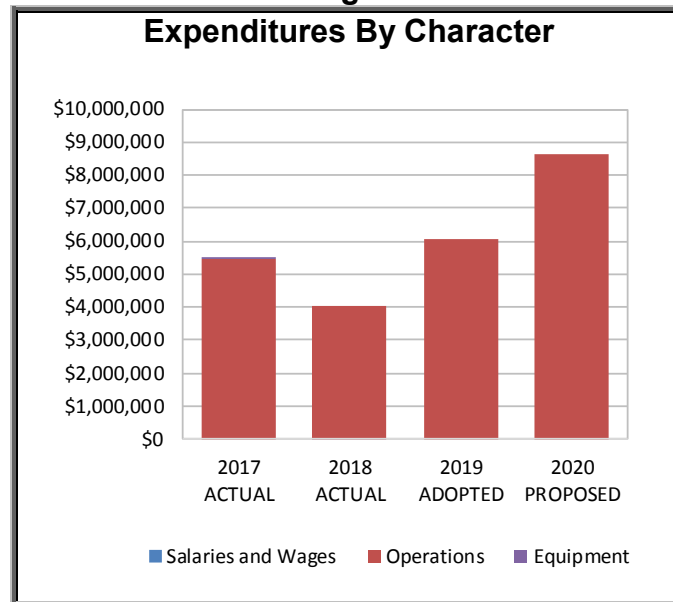
## Housing Program

### Program Description (Cont'd)

- F. To leverage funds provided by federal, state, nonprofit, or for-profit organizations and other non-county entities to further expand affordable housing opportunities;
- G. To acquire existing housing or cooperative units for rehabilitation as affordable rental or owner-occupied housing, or both; or
- H. To increase investment in public infrastructure in connection with related affordable housing projects.

For information relating to the selection of grant or loan proposals, grant or loan requirements, the affordable housing fund annual plan, annual report and project expenses, please refer to the Maui County Code website: <http://library.municode.com/index.aspx?clientId=16289>.

### Program Budget Summary by Fiscal Year – Revolving Fund



### Expenditures Summary by Character & Object – Revolving Fund

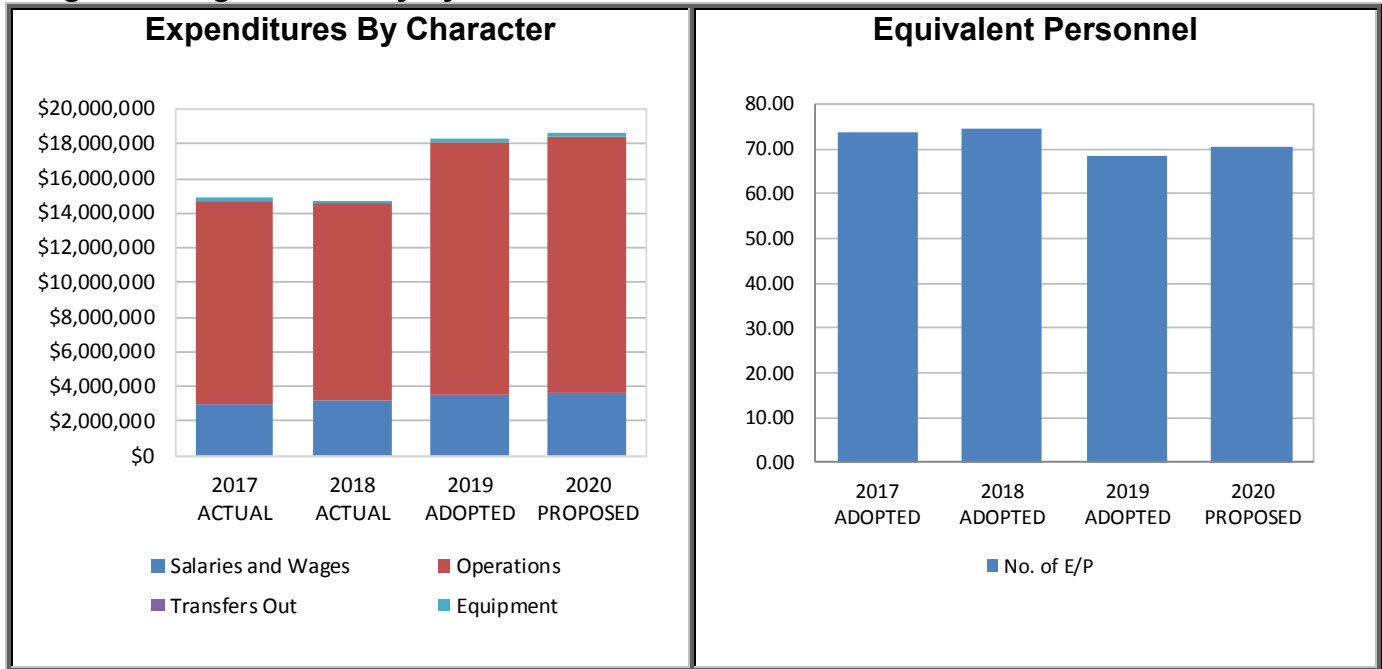
CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$5,400,430	\$3,995,028	\$6,000,000	\$8,561,253	\$2,561,253	42.7%
SERVICES	\$46,579	\$60,126	\$68,910	\$68,910	\$0	N/A
TRAVEL	\$488		\$590	\$590	\$0	N/A
UTILITIES	\$377	\$316	\$500	\$500	\$0	N/A
<b>Operations Total</b>	<b>\$5,447,875</b>	<b>\$4,055,471</b>	<b>\$6,070,000</b>	<b>\$8,631,253</b>	<b>\$2,561,253</b>	<b>42.2%</b>
<b>Equipment</b>						
CAPITAL OUTLAY	\$15,108	-\$306,494	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$15,108</b>	<b>-\$306,494</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$5,462,982</b>	<b>\$3,748,976</b>	<b>\$6,070,000</b>	<b>\$8,631,253</b>	<b>\$2,561,253</b>	<b>42.2%</b>

## Human Concerns Program

## Program Description

Human Concerns Program consists of the Early Childhood Resource Program, Grants Management, Homeless Program, Immigrant Services, Senior Services Division, Office on Aging and Volunteer Center. The program description, populations served, services provided and key activity goals and measures for each division are presented separately in the following pages.

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$30,538	\$37,320	\$33,940	\$34,665	\$725	2.1%
WAGES & SALARIES	\$2,969,901	\$3,098,083	\$3,500,678	\$3,617,690	\$117,012	3.3%
<b>Salaries and Wages Total</b>	<b>\$3,000,439</b>	<b>\$3,135,403</b>	<b>\$3,534,618</b>	<b>\$3,652,355</b>	<b>\$117,737</b>	<b>3.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$147,967	\$162,799	\$164,252	\$164,032	-\$220	-0.1%
SERVICES	\$10,376,950	\$10,263,997	\$13,919,105	\$14,191,326	\$272,221	2.0%
OTHER COSTS	\$929,783	\$778,942	\$168,704	\$169,304	\$600	0.4%
UTILITIES	\$74,493	\$77,640	\$92,809	\$103,987	\$11,178	12.0%
TRAVEL	\$133,440	\$138,234	\$156,658	\$158,284	\$1,626	1.0%
BUDGETED EXPENDITURES	\$380	\$0	\$17,000	\$0	-\$17,000	-100.0%
<b>Operations Total</b>	<b>\$11,663,014</b>	<b>\$11,421,613</b>	<b>\$14,518,528</b>	<b>\$14,786,933</b>	<b>\$268,405</b>	<b>1.8%</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$52,906	\$10,000	\$0	\$0	\$0	N/A
<b>Transfers Out Total</b>	<b>\$52,906</b>	<b>\$10,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$13,551	\$11,517	\$12,130	\$7,770	-\$4,360	-35.9%
MACHINERY & EQUIPMENT	\$133,703	\$39,575	\$198,000	\$148,000	-\$50,000	-25.3%
<b>Equipment Total</b>	<b>\$147,254</b>	<b>\$51,092</b>	<b>\$210,130</b>	<b>\$155,770</b>	<b>-\$54,360</b>	<b>-25.9%</b>
<b>Program Total</b>	<b>\$14,863,613</b>	<b>\$14,618,108</b>	<b>\$18,263,276</b>	<b>\$18,595,058</b>	<b>\$331,782</b>	<b>1.8%</b>



## Human Concerns Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant III	2.0	2.0	2.0	2.0	0.0	N/A
Aging and Disability Program Specialist II	3.0	3.0	3.0	3.0	0.0	N/A
Aging and Disability Services Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist IV	2.0	2.0	2.0	2.0	0.0	N/A
Aging and Disability Services Specialist V	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Executive on Aging				0.0	0.0	N/A
Assistant Senior Services Division	1.0	1.0	1.0	1.0	0.0	N/A
Computer Applications Support Technician	1.0	1.0	1.0	1.0	0.0	N/A
County Executive on Aging	1.0	1.0	1.0	1.0	0.0	N/A
Enhance Fitness Instructor (8 hrs/week)	0.0	0.0	4.0	4.0	0.0	N/A
Grants Management Program Manager	1.0	1.0	1.0	1.0	0.0	N/A
Grants Management Program Specialist I	1.0	1.0	1.0	1.0	0.0	N/A
Grants Management Program Specialist IV	2.0	2.0	2.0	2.0	0.0	N/A
Immigrant Services Assistant I (Lanai)	0.8	1.0	1.0	1.0	0.0	N/A
Immigrant Services Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Immigrant Services Assistant II - Molokai	1.0	1.0	1.0	1.0	0.0	N/A
Immigrant Services Program Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Immigrant Services Specialist I	1.0	1.0	1.0	1.0	0.0	N/A
Immigrant Services Specialist III	2.0	2.0	2.0	2.0	0.0	N/A
Information/Publicity Technician (H/T)	0.5	0.5	0.5	0.5	0.0	N/A
Leisure Program Instructor (6 hrs/week)	11.0	11.0	0.0	0.0	0.0	N/A
Nutrition Program Aide	0.0	0.5	0.5	0.5	0.0	N/A
Nutrition Program Aide (HT)	5.0	5.0	5.0	5.0	0.0	N/A
Office Operations Assistant II	3.0	3.0	3.0	3.0	0.0	N/A
Office Operations Assistant II (HT Molokai)	0.5	0.5	0.5	0.5	0.0	N/A
Park Caretaker I	2.0	2.0	2.0	2.0	0.0	N/A
Park Caretaker II	2.0	2.0	2.0	2.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Aide II				1.0	1.0	N/A
Senior Services Aide II (HT)	0.5	0.5	0.5	0.5	0.0	N/A
Senior Services Division Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant I (HT)	1.5	1.5	1.5	1.5	0.0	N/A
Senior Services Program Assistant II	2.0	2.0	2.0	2.0	0.0	N/A
Senior Services Program Assistant III	4.0	4.0	5.0	5.0	0.0	N/A
Senior Services Program Specialist III	3.0	3.0	3.0	3.0	0.0	N/A
Senior Services Program Specialist IV	2.0	2.0	2.0	2.0	0.0	N/A
Senior Services Transit Aide II	5.0	5.0	5.0	5.0	0.0	N/A
Volunteer Center Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Park Caretaker I (H/T)	0.5	0.5	0.5	1.0	0.5	100.0%
Park Caretaker I	0.5	0.5	0.5	0.5	0.0	N/A
Homeless Program Specialist	1.0	1.0	1.0	1.0	0.0	N/A
Homeless Program Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Early Childhood Resource Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant II HT (Lanai)				0.5	0.5	N/A
<b>Program Total</b>	<b>73.75</b>	<b>74.50</b>	<b>68.5</b>	<b>70.5</b>	<b>2.0</b>	<b>2.9%</b>

## Human Concerns Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
914150A-5101 Regular Wages: Adjustment in salaries due to correction on salaries and proposed reallocation.	\$12,504	0.0
914325A-5101 Regular Wages: Adjustment in salaries based on Collective Bargaining Agreement, positions filled to higher/lower pay scales, proposed reallocations, and increase full year salary for expansion position approved in FY 2019.	\$42,244	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
914366B-6112 Contractual Service: \$8,000 Budget transferred to 914366B-6130, \$3,000 to 914366B-6136, \$10,000 to 914366B-6138, \$7,000 to 914366B-6145, and \$1,755 to 914366B-6146.	-\$29,755	
914366B-6130 Printing & Binding: \$8,000 Budget transferred from 914366B-6112 and \$2,000 from 914366B-6132.	\$10,000	
914366B-6138 R&M - Services/Contracts: Budget transferred from 914366B-6112.	\$10,000	
<b>BUDGETED EXPENDITURES:</b>		
914374B-6316 County Matching Funds: Deletion of one-time appropriation for matching funds in FY 2019.	-\$17,000	
<b>OTHER COSTS:</b>		
914150B-6235 Rentals: Increase of rent for Cameron Center.	\$15,000	
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	-\$1,487,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
914150C-7040 Motor Vehicles: Deletion one-time appropriation in FY 2019.	-\$60,000	
914358C-7040 Motor Vehicles: Deletion one-time appropriation in FY 2019.	-\$30,000	
914374C-7040 Motor Vehicles: Deletion one-time appropriation in FY 2019.	-\$100,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
914150A-5101 Regular Wages: Increase salaries for Enhance Fitness Instructor due to increase in program services.	\$24,000	0.0
914325A-5101 Regular Wages: Proposed expansion positions for one Senior Services Aide II and Senior Services Program Assistant II (Lanai).	\$40,820	2.0
<b>OTHER PREMIUM PAY:</b>		
914325A-5205 Overtime: Additional funding to reflect actual costs.	\$9,500	

## Human Concerns Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
914143B-6037 Office Supplies: Additional funding to accommodate Lanai Office now operating at full time.	\$300	
914143B-6071 Copier Supplies: Additional funding to accommodate Lanai Office now operating at full time.	\$380	
<b>TRAVEL:</b>		
914143B-6201 Airfare, Transportation: Increase attendance at immigration related trainings only held out-of-state.	\$5,038	
914143B-6223 Per Diem Reportable Non-taxable: Increase attendance at immigration related trainings only held out-of-state.	\$6,000	
<b>OTHER COSTS:</b>		
914143B-6230 Registration/Training Fees: Increase attendance at immigration related trainings only held out-of-state.	\$2,255	
914325B-6218 Meal Allowance: Additional funding based on Collective Bargaining Agreement language provides for meals for OT worked.	\$3,160	
915358B-6219 Meals Program: Increase in meal prep prices by the State Department of Education and Hale Mahaolu and increased demand for meal services.	\$150,000	
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	\$1,587,808	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
914150C-7040 Motor Vehicles: Replacement of two vehicles for Office on Aging @ \$30,000 each.	\$60,000	
914358C-7040 Motor Vehicles: Replacement of one 2020 Sport Utility Vehicle Hybrid @ \$35,000.	\$35,000	
914366C-7036 Furniture/Fixtures: Replacement of one Split A/C Unit @ \$8,300 and purchase of one WMSC Side/Back Fencing @ \$5,700.	\$14,000	
914366C-7040 Motor Vehicles: Purchase of one 2019 Pick up Truck 4x2 V6 @ \$36,000.	\$39,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$1,977,261</b>	<b>2.0</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b>Food, Shelter and Safety Grants (Formerly Community Partnership Grants)</b>				
Food, Shelter and Safety Grants	\$855,450	\$800,000	\$888,637	\$959,711
Community Partnership Grants	-\$10,095	-\$18,750	\$0	\$0
<b>TOTAL FOOD, SHELTER AND SAFETY GRANTS</b>	<b>\$845,355</b>	<b>\$781,250</b>	<b>\$888,637</b>	<b>\$959,711</b>

**Human Concerns Program****County Grant Subsidy Program Description****Food, Shelter and Safety Grants*****Aloha House, Inc. - Residential Substance Abuse Treatment***

To prevent or reduce the severity and disabling effects related to alcohol and other drug use, abuse and dependence by providing effective, accessible evidence-based treatment services designed to empower individuals and communities to make health-enhancing choices regarding the use of alcohol and other drugs.

***Child and Family Service – MSAC Prevention & Education Services***

Provide sexual assault prevention activities to school-age children in Maui County to enhance personal safety, increase awareness and reduce the potential negative long-term effects related to this issue.

***Ka Hale Pomaikai – Co-occurring Disorder/Substance Abuse Treatment***

Provide services to individuals suffering from both mental health disorders and substance abuse.

***Malama Na Makua A Keiki - Substance Abuse Services for Women***

To prevent or reduce the severity and disabling effects related to alcohol and other drug use, abuse and dependence for women, pregnant and parenting women and their children.

***Maui AIDS Foundation, Inc. - HIV/HCV/STI Rapid Testing Prevention and Counseling Program***

To find, test, educate and counsel Maui County residents at risk of HIV, HCV and STI and then move into care those found to be infected.

***Maui Economic Opportunity – Independent Living for Persons with Disabilities***

Provide outreach services to disabled individuals to remove barriers and empower persons with disabilities to be fully engaged in all aspects of life and live independently.

***Mediation Services of Maui, Inc. - Mediation Services Conflict Resolution and Training***

Provide mediation services and community education that includes core services provided by MSM, which are mediation by volunteers, Case Management by staff, Conflict Resolution & Youth Trainings by consultants and staff.

***Molokai Community Service Council, Inc. - Hale Ho`omalua Domestic Violence Shelter***

Provides safe housing for victims of domestic violence as well as supportive services including assistance with petitions for TRO's, case management and group sessions.

***Molokai Community Service Council, Inc. - Kapili Umbrella Program***

Provides fiscal and managerial support for the Friendly Isle United Fund, fiscal sponsorship for non-profit projects that need a 501(c)(3) tax exemption to raise funds, and technical support to other non-profit organizations on Molokai.

## Human Concerns Program

**County Grant Subsidy Program Description**  
**Food, Shelter and Safety Grants (Cont'd)**
**Molokai Community Service Council, Inc. - Maurice Thompson Drop-In Center**

Provides day program services to adults with chronic mental illnesses. Services include skill-building activities, group sessions, and support for compliance with medical regimens.

**Molokai General Hospital – Women’s Health Center**

The Molokai General Hospital Women’s Health Center program will reduce the risk of harm to women, pregnant women and their unborn children on the medically under-served island of Molokai by providing well-women exams and prenatal support services.

**Parents and Children Together - Maui Programs**

Provides domestic violence intervention and support services for survivors, adult offenders, and youth involved in juvenile justice or exposed to domestic violence. The Center helps them develop skills, knowledge, and behaviors necessary for a violence-free life.

**Roman Catholic Church of the State of Hawaii – Hale Kau Kau**

Free hot evening meals to men, women and children who do not have the resources to meet their basic need for food, deliver free evening meals to the elderly, sick, and disabled of South Maui; and help provide free emergency food supplies to the families and individuals who are in need of assistance.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b>Grants and Disbursements for Early Childhood</b>				
Early Childhood Programs	\$106,090	\$170,195	\$195,443	\$354,193
E Malama I Na Keiki O Lanai Preschool	\$82,876	\$86,335	\$86,335	\$86,335
Imua Family Services	\$36,050	\$36,050	\$39,655	\$39,655
Maui Economic Opportunity, Inc., for Head Start Afterschool Programs	\$245,040	\$245,040	\$257,295	\$257,295
Maui Economic Opportunity, Inc., for Head Start Summer Programs	\$180,250	\$180,250	\$180,250	\$180,250
Maui Economic Opportunity, Inc., for Infant/Toddler Care Program	\$97,850	\$97,850	\$102,745	\$102,745
Maui Family Support Services, Inc.	\$65,564	\$65,564	\$115,000	\$115,000
Partners in Development Foundation	\$0	\$0	\$40,000	\$40,000
<b>TOTAL EARLY CHILDHOOD</b>	<b>\$813,720</b>	<b>\$881,284</b>	<b>\$1,016,723</b>	<b>\$1,175,473</b>

**County Grant Subsidy Program Description**

**Human Concerns Program****Early Childhood Programs*****Maui Family Support Services - Maui Childcare Subsidy***

Provide assistance to Maui County families with children ages birth to 5 years old through accessing financial aid for child care, providing subsidies to eligible gap group families who demonstrate financial need however do not meet the requirements of other subsidy programs or do not qualify for sufficient aid from other subsidy programs to make the cost of licensed child care affordable.

**People Attentive to Children- Licensed Childcare Recruitment, and Retention Program**

Provide a training and technical assistance program to improve the health and safety practices of those caring for young children, to expand the capacity of child care programs in Maui County, to foster a family childcare professional development and support network and assist providers in effectively and efficiently meeting licensing regulations and retaining licensure.

**Imua Family Services – Teddy Bear Corner Program (Molokai)**

To promote protective factors within the community which have shown to prevent child abuse and neglect as well as to contribute to positive outcomes for the island's youngest children. Through its various activities, the program will promote knowledge of parenting and of child and youth development, parental resilience, social connections, concrete supports for parents, and social and emotional competence of children.

**Imua Family Services - Early Childhood Development Program**

Provide services to children 0-6 years' old who do not meet the age-appropriate developmental milestones and fall outside the scope of Early Intervention Services or DOE special education services. The needs of each child are met through professional therapeutic services to help them thrive.

**Early Childhood Accreditation Coach Mentor Program (NEW)**

Provide support, technical assistance, professional development and on-site coaching for programs and or childcare providers seeking National Association for the Education of Young Children (NAEYC) and or National Association of Family Child Care (NAFCC) accreditation.

**Early Childhood Family Literacy Program (NEW)**

Develop and implement a family literacy program that will stimulate the interest in shared family reading and support young readers, and increase the number of children ages 0-5 in Maui County that have access to quality developmentally-appropriate books. The program that is designed will have the ultimate goal to improve children's development, strengthen families and attachment, school readiness and improve the academic achievement of young children and their parents. Additionally, the organization implementing the family literacy program will secure funding from other private and public sources in order to implement the Dolly Parton Imagination Library, through which each child in Maui County could receive a developmentally-appropriate book every month until they turn 5 years old at no cost to the child or family. Finally, in partnership with Action Strategies, the Family Literacy program will pilot the Words Matter initiative and position Maui County to be the first county in the state to join the campaign for the grade-level reading communities network.



**Human Concerns Program****County Grant Subsidy Program Description (cont'd)****E Malama I Na Keiki O Lanai Preschool**

Provide a learning and care program that attends to the whole child and seeks to enrich each enrolled child's experience for children on the island of Lanai at little cost to families that demonstrate need through providing subsidy assistance.

**Imua Family Services – Inclusion Preschool**

Provide a preschool program for children with developmental concerns and special needs together with typically developing children in an inclusive classroom environment that meets all the children's needs at a reduced rate or little cost to families that demonstrate need through subsidy assistance.

**Maui Economic Opportunity, Inc., for Head Start Afterschool Programs**

Provide full day wrap-around services for Head Start families (155 children) so their parents can work, go to school or attend training. Provide extended day services which enhance school readiness skills and transition success into kindergarten.

**Maui Economic Opportunity, Inc., for Head Start Summer Programs**

Provide summer session for Head Start children so families can work, go to school or attend training while their children experience continuity of care. The program targets focusing on strengthening the social and emotional foundations young children need in order to have an optimal early learning experience.

**Maui Economic Opportunity, Inc., for Infant/Toddler Care Program**

Provide full-day infant and toddler center-based care to 15 children of working parents or parents attending school, at a reduced rate or little cost to families that demonstrate need through subsidy assistance.

**Maui Family Support Services, Inc.****Early Head Start Program**

Provide year-round home visiting and center-based services to income-eligible families or children 6 weeks to 36 months old and expectant mothers. The program promotes school readiness by enhancing the child's cognitive, social and emotional development and through family services targeting health, educational, nutritional, social and other services that are determined based on a family needs assessment to be necessary.

**Kane Connection Early Childhood Fatherhood Involvement Program**

Provide support for fathers and father figures who have children under the age of 6. The fatherhood involvement program will promote responsible fatherhood and healthy relationships through parenting education and skill-building, knowledge of child development, support groups and resource referral and utilize an evidence-based curriculum. It also provides male-centered case management and care coordination. Men can get support, develop practical and effective parenting skills, learn how to enhance their child's development and share important resources while learning successful strategies for navigating the social service system. Male involvement especially in the early years, sets a solid foundation for lifelong learning and success.

## Human Concerns Program

**County Grant Subsidy Program Description (cont'd)****Partners in Development Foundation**

Due to the high cost of living as well as child care in Hawai'i, many families turn to the grandparents for child care or one parent will quit their job to stay at home and care for their keiki because the salary that they earn would only go to pay for child care. Families understand that an early childhood education is critical to prepare their keiki for kindergarten and life success; however, there are not many resources that they can turn to. The Tutu and Me Traveling Preschool (Tutu and Me), a program of Partners in Development Foundation (PIDF), is one proven solution. Since 2001, Tutu and Me has touched the lives of over 30,000 keiki and their caregivers by preparing keiki to be ready for school and equipping caregivers to be their keiki's first and foremost teacher with assessment results that have demonstrated their effectiveness.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Substance Abuse Prevention and Treatment</i></b>				
Kumpang Lanai for Coalition for a Drug Free Lanai	\$43,272	\$43,272	\$50,000	\$50,000
Maui Economic Opportunity, Inc. for MEO BEST Reintegration Program	\$106,090	\$100,000	\$103,000	\$106,090
Maui Economic Opportunity, Inc. for MEO Underage Drinking Prevention Campaign	\$51,500	\$50,000	\$51,250	\$52,790
Ohana Makamae, Inc.	\$81,636	\$81,636	\$103,207	\$103,207
Substance Abuse Programs	\$502,272	\$500,000	\$617,332	\$601,567
Youth Alcohol Education Awareness Programs	\$84,370	\$93,928	\$158,377	\$158,377
<b>TOTAL SUBSTANCE ABUSE PREVENTION AND TREATMENT</b>	<b>\$969,140</b>	<b>\$868,836</b>	<b>\$1,083,166</b>	<b>\$1,072,031</b>

**County Grant Subsidy Program Description****Kumpang Lanai - Coalition for a Drug Free Lanai**

Seeking to reduce the risk factors and increase protective factors for substance use and misuse in 80% of the program participants.

**Maui Economic Opportunity, Inc. - MEO Best Reintegration Program**

Provide services to persons who are presently or formerly incarcerated, addressing challenges faced in returning to the community.

**Maui Economic Opportunity, Inc. - MEO Underage Drinking Prevention Campaign**

Intended to delay the age when youth begin drinking, and to reduce alcohol use among young people. Program activities and curriculum embrace various cultures and target youth ages 12-17.

**Human Concerns Program****County Grant Subsidy Program Description (Cont'd)****Ohana Makamae, Inc.**

Substance abuse counseling, treatment and prevention, life skills training, health and nutrition, and mentoring for young pregnant women and/or mothers with children ages 3 and under.

**Substance Abuse Program****Aloha House, Inc. - Medically Monitored Detoxification Program**

To safely withdraw people from substances on which they are physically dependent which then facilitates assisting them to enter treatment to further recovery from substance dependence.

**Community Clinic of Maui, Inc. - Substance Abuse Program**

Provides substance abuse treatment services to under-served Maui residents unable to access services elsewhere due to ineligibility, service unavailability (long wait lists, sobriety required or non-existent) or cost. The purpose of the program is to help Maui residents in all stages of substance use recovery.

**Ka Hale Pomaika' - Reducing Addiction through Food, Shelter and Safety for Molokai**

To reduce the severity and harmful effects related to alcohol and other drug use, abuse and dependence within the Molokai Community using a culturally respectful approach to improve total wellness by having a continuum of treatment service modalities and/or harm-reducing prevention strategies available on Molokai.

**Maui Youth and Family Services – Substance Abuse Treatment for Adolescents**

To provide services to eliminate or reduce substance abuse among Maui's youth. Provide outpatient care for adolescents struggling with substance abuse issues.

**Mental Health Kokua - Homeless Outreach for Mental Health Empowerment and Psychosocial Rehabilitation**

To provide drug/alcohol services, case management, social welfare and crisis services for homeless individuals with severe and persistent mental illness and to provide drop-in service Monday through Friday for homeless adults with mental illness. Activities include: breakfast and lunch; daily living skills; assistance with recovery; connection with health care; access to social services and mutual social support.

**Ohana Makamae, Inc. – Mental Health Services**

Provide an array of accessible mental health services such as counseling (individual and family), crisis intervention and family intervention in a relevant, professional and culturally competent manner.

**Tri-Isle RC&DC, Inc. – Ho'oulu Na Kamali'i Program**

Provide Hawaiian cultural program, agriculture and supplemental education program for kids and youth to assist with the development of necessary skills to become productive students and avoid the pitfalls of substance use and misuse.

## Human Concerns Program

**County Grant Subsidy Program Description (Cont'd)****Youth Alcohol Education Awareness**

Program is for the Prevention of Underage Drinking. Building on a community-based risk and protective factors approach to prevention, the focus is not only on reducing the risk and limiting access, but also fostering positive youth development and changing social norms to discourage underage drinking.

**Hawaii Public Health Institute– Maui Coalition for Drug-Free Youth**

To develop and facilitate a Maui-wide coalition of interested and committed persons to build partnership, assess the issue of underage drinking and apply best practices and strategies to address the issues and reduce underage drinking in Maui County. (The Coalition has changed fiscal sponsors. Previously with Maui Youth and Family Services, the Coalition used to be called Underage Drinking Prevention Coalition.)

**Paia Youth Council, Inc. – Paia Youth & Cultural Center Malama Pono Project Venture**

Implementing outdoors adventure-based experiential activities while relying on Hawaiian culture and traditional values to help youth develop positive self-concepts, effective social skills, a community service ethic, internal locus of control and increased decision-making and problem-solving skills needed to avoid peer pressure and substance abuse.

**Boys and Girls Club of Maui – Teen Expo**

Host an alternative alcohol and drug-free event for youth to attend. Service providers have the opportunity to interact with youth, and collect survey data. Promote a lifestyle free from the negative effects of alcohol and drug use.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b><i>Grants and Disbursements for Health, Human Services and Education</i></b>				
Feed My Sheep	\$75,000	\$100,000	\$100,000	\$100,000
Habitat for Humanity Maui	\$0	\$0	\$0	\$250,000
Hale Mahaolu Personal Care Program	-\$51,500	-\$93	\$103,000	\$103,000
Hale Makua	\$200,000	\$200,000	\$200,000	\$200,000
Homeless Program	\$1,000,000	\$1,000,000	\$1,624,417	\$1,685,364
Hui Laulima O Hana for Hana Dialysis Home Program	\$76,282	\$76,624	\$94,887	\$99,486
Hui Malama Learning Center	\$282,843	\$282,843	\$297,616	\$297,616
Lanai Community Health Center	\$82,610	\$82,610	\$82,610	\$82,610

## Human Concerns Program

## County Grant Subsidy Detail (Cont'd)

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Maui Adult Daycare Center for Senior Citizens and Disabled, Inc.	\$358,440	\$358,440	\$358,440	\$358,440
Maui Academy of Performing Arts	\$15,450	\$15,000	\$25,000	\$25,000
Maui Food Bank, Inc.	\$355,000	\$400,000	\$400,000	\$400,000
Maui Economic Opportunity, Inc. for Enlace Hispano Program	\$98,417	\$95,464	\$100,235	\$103,240
Maui Economic Opportunity, Inc., for Planning & Coordinating Senior Coordinator	\$85,490	\$82,925	\$82,925	\$87,550
The Maui Farm, Inc.	\$242,573	\$240,000	\$247,200	\$247,200
Mental Health Association in Hawaii	\$65,207	\$50,000	\$65,000	\$65,000
Mental Health Kokua	\$100,000	\$100,000	\$125,000	\$192,337
Molokai Child Abuse Prevention Pathways	\$0	\$0	\$95,000	\$95,000
National Kidney Foundation of Hawaii	\$25,000	\$25,000	\$25,000	\$25,000
The Salvation Army	\$142,000	\$140,000	\$140,000	\$140,000
Self-Sufficiency Programs	\$85,566	\$94,349	\$95,000	\$95,000
Grant for Services to the Frail and Elderly	\$661,728	\$715,752	\$861,739	\$861,739
Special Olympics Hawaii, Inc.	\$38,247	\$35,000	\$35,000	\$35,000
Women Helping Women	\$220,850	\$220,000	\$220,000	\$220,000
<b>TOTAL HEALTH, HUMAN SERVICES AND EDUCATION</b>	<b>\$4,468,101</b>	<b>\$4,313,221</b>	<b>\$6,817,069</b>	<b>\$5,768,582</b>

## County Grant Subsidy Program Description

**Feed My Sheep**

Provide a healthy, balanced diet of good quality food which includes protein, carbohydrates and fresh produce.

**Habitat for Humanity Maui – Home Accessibility & Critical Repair Program**

Provide home retrofitting and critical repairs to eligible Maui County residents who have demonstrated a need for service due to substandard living conditions. Home repairs will enable elderly residents the ability to age in place.

## Human Concerns Program

### County Grant Subsidy Program Description (cont'd)

#### Hale Mahaolu Personal Care Program

Provide in-home personal care services to frail elderly, disabled and chronically ill adults (18 years of age and older), including cognitive and/or emotional problems, which impair the individual's ability to perform activities of daily living (ADLs) and/or instrumental activities of daily living (IADLs).

#### Hale Makua Health Services – Physician Services

Provides a physician who is able to admit patients to and attend patients at Hale Makua nursing homes when the patient does not have a physician in the community.

#### Homeless Program

##### ***Community Work Day dba Malama Maui Nui – Homeless Solid Waste Removal***

Provide cleanup services in collaboration with Department of Housing and Human Concerns, Maui Police Department and Department of Public Works for homeless sites and encampments.

##### ***Family Life Center, Inc. – Case Management***

Provide case management services to homeless individuals that access Family Life Center's Emergency Shelter Services or Shelter Plus Care Program.

##### ***Family Life Center, Inc. – Emergency Operations Program***

To provide outreach and engagement services to unsheltered homeless individuals on the island of Maui.

##### ***Ka Hale A Ke Ola Homeless Resource Centers - Central & West Operations***

Operating (2) homeless service facilities on Maui in which the development and operation of these facilities involves transitioning homeless families and individuals from structured emergency shelter and transitional housing to independent permanent housing by providing intensive case management coupled with supportive services and programs aimed at eliminating barriers to self-sufficiency and housing security.

##### ***Ka Hale A Ke Ola Homeless Resource Center, Inc.–Puuhonua: Homeless Remedial Respite and Drop-In Center***

Providing service and a drop-in center for homeless individuals in South Maui to initiate contact and begin services program.

##### ***Legal Aid Society of Hawaii – Holistic Legal Services for Maui County's Most Vulnerable***

Provide legal services to individuals in need of court documents for custody of minors, landlord-tenant issues, and those vulnerable to unfavorable outcomes due to lack of legal advice.

##### ***Lokahi Ohana Maui – Sustainable Affordable Housing Solutions (Program description pending)***

#### Hui Laulima O Hana - Hana Dialysis Home

Provides a lifesaving service for members of the East Maui Community suffering from renal failure.



**Human Concerns Program****County Grant Subsidy Program Description (cont'd)****Hui Malama - Personal Pathways to Enable Youth to be High Performers**

Maui Hui Malama supports at-risk youth to successfully transition to adulthood through customized personal pathways for youth, and families to develop character, discipline, work ethic and self-reliance as community contributors. Hui Malama provides intensive assessment, connections to resources and services, on-going coaching/assessment activities both internally and through close private/public partnership to break the intergenerational patterns of poverty, crime, homelessness and other social dysfunction.

**Lanai Community Health Center(LCHC) – Integrated Behavioral Health(BH) Program**

To provide comprehensive BH services to the entire community, including routine screening of LCHC patients for depression and substance abuse (with a focus on alcohol and tobacco) in order to better identify and refer patients in need of BH services and to provide early preventive and treatment services.

**Maui Adult Day Care Center for Senior Citizens and Disabled, Inc.- Maui Adult Day Care Centers and Hale Hulo Mamo**

Provides a social memory care, therapeutic/respite daytime program for frail, elderly individuals with Alzheimer's/ Dementia and adults who are physically and mentally impaired as well as providing support and training to client's families/caregivers.

**Maui Academy of Performing Arts – Youth Educational Performing Arts Program**

Giving youth (3-18 years old) multiple opportunities for sustained participation in performing arts in school, after school and during school breaks in a safe, positive and stimulating environment.

**Maui Food Bank, Inc.- Hunger Relief**

Collects and distributes, with the help of community partners, food to needy residents in all Maui County communities, including Hana, Molokai and Lanai.

**Maui Economic Opportunity, Inc.- MEO Enlace Hispano Program**

To provide resources and education to the Hispanic community.

**Maui Economic Opportunity, Inc. MEO Planning & Coordinating Senior Coordinator**

To promote, coordinate, organize and support over 40 senior clubs throughout Maui County

**The Maui Farm, Inc. – Family Strengthening Program**

Provide transitional housing and essential services for families who are homeless or at-risk of homelessness due to domestic violence and economic challenges, and collaborates with community-based partner agencies to support families in making a successful transition to self-sufficient living.

**Mental Health Association in Hawaii, Inc. – Mental Health Substance Abuse Education, Advocacy, and Family Support**

Provide education, advocacy, intervention and family support while collaborating with other agencies in order to alleviate the chronic emotional pain, suffering and stigma of mental illness and substance abuse throughout Maui County including the rural area of Hana, and the islands of Lanai and Molokai.

## Human Concerns Program

### **County Grant Subsidy Program Description (cont'd)**

#### **Mental Health Kokua**

Funds will be used for the Maui Safe Haven program which provides shelter to homeless adults with mental illness who may have untreated psychiatric, psychotic symptoms and would otherwise be a burden to local businesses, police and emergency rooms. Maui Safe Haven provides psychiatric services helping homeless adults transition to stable housing.

#### **Molokai Child Abuse Prevention Pathways**

Provide services to children and family to prevent childhood abuse and neglect.

#### **National Kidney Foundation of Hawaii – Maui County Chronic Kidney Disease (CKD) Epidemic Prevention, Intervention and Eradication**

To increase efforts to end the silent, deadly and spiraling CKD epidemic which impacts more than 50% of Maui County's residents. This effort will include major CKD public awareness and outreach campaign; free public early CKD detection screenings, prevention and intervention education workshops, and CKD classroom training for youth, grades 3-6, to help Maui County residents avoid, stop or slow the progression of CKD to reduce kidney failure, dialysis and death.

#### **The Salvation Army – Homeless Outreach Program**

A front-line provider working with the homeless population of Maui County to provide an avenue of hope and change leading to greater stability, self-sufficiency and housing.

### **Self Sufficiency Programs**

#### ***Maui Family Support Services - Child Care Subsidy***

Provide childcare subsidy funds to "gap group" families. Also provide resource and parenting information for quality early childhood care.

#### ***The Maui Farm, Inc. – Stipend Program***

Provide stipends to families enabling them to work at The Maui Farm site and engage in more program services and be closer to family.

### **Grant for Services to the Frail and Elderly**

#### ***Hale Mahaolu - Maui Adult Day Care – Ho`okele Caregivers Maui – Care Resource Hawaii- Personal Care***

Provide personal assistance such as grooming and bathing to ensure safety.

#### ***Maui Adult Day Care - Na Pu'uwai - Adult Day Care***

Personalized care for dependent elders in a supervised, protective and congregate setting during some portion of the day.

#### ***Maui Adult Day Care - Adult Day Care Respite***

Respite for caregivers of dependent elders in a supervised, protective and congregate setting.

#### ***Grandparents Raising Grandchildren Respite – Agency TBD by RFP***

Respite for Grandparents who have assumed full-time care of grandchildren in a licensed, supervised, protective and congregate setting.

**Human Concerns Program****County Grant Subsidy Program Description (cont'd)****Grant for Services to the Frail and Elderly (cont'd)*****Maui Adult Day Care - Family Caregiver Support***

Services offered to assist caregivers in making decisions and solving problems relating to their care-giving roles.

***Hale Mahaolu, Inc. -Ho`okele Caregivers Maui- Homemaker***

Provide assistance such as routine housework, preparing simple meals and shopping for personal items.

***Hale Mahaolu, Inc. - Chore***

Provide assistance with heavy cleaning needs such as apartment/house cleaning to maintain safe and sanitary living conditions.

***Na Hoaloha - Friendly Visiting***

Provide planned one-on-one visits on a regularly scheduled basis to persons' age 60 and over living at home to reduce feelings of loneliness and isolation.

***Na Hoaloha - Telephone Reassurance***

Provide phoning on a regularly scheduled basis in order to provide comfort or help, and/or check on the well- being and safety of an older adult who may be homebound, lives alone or is temporarily alone.

***Na Hoaloha - Hale Mahaolu - Ho`okele Caregivers Maui******-Na Pu'uwai (Molokai) In-Home Respite***

Provide services which temporarily substitute support or living arrangement for care recipient in order to provide brief period of relief or rest for caregivers.

***Kaunoa Senior Services - Assisted Transportation***

Provide escort or personal assistance to an individual who has difficulties using regular transportation.

***EnhanceFitness®***

EnhanceFitness® is an exercise program that improves cardiovascular fitness, strength, flexibility and balance. The program helps build relationships among participating seniors and creates an exercise environment that is fun and friendly. Moreover, it has been scientifically-tested and has been shown to improve health and reduce health care costs among regular participants.

***Hale Kau Kau – Home Delivered Meals***

Provide nutritious home-delivered meals to frail elders living outside of Kaunoa Home-Delivered Meals Program service delivery boundaries.

## Human Concerns Program

**County Grant Subsidy Program Description (cont'd)****Special Olympics Hawaii, Inc. – Special Olympics Maui County**

Provide year-round sports training and athletic competition for children and adults with intellectual disabilities, giving them opportunities to develop physical fitness, demonstrate courage and participate in the sharing of skills and social interaction with other Special Olympics athletes, families and the community.

**Women Helping Women (WHW) – Emergency Shelter, Hotline & Support Programs**

Provides emergency shelter and support programs for victims of domestic violence (hotline, direct services following a crisis, assistance with transition into non-abusive living environments). WHW seeks to end domestic violence through advocacy, education and prevention.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Youth Centers and Programs</i></b>				
Best Buddies International for Best Buddies Program	\$85,000	\$85,000	\$85,000	\$85,000
Big Brothers/Big Sisters of Maui, Inc.	\$105,892	\$105,892	\$138,000	\$141,586
Boys & Girls Club of Maui for Central, Haiku, Lahaina, Makawao, Paukukalo and Kahekili Terrace Clubhouses	\$1,026,910	\$1,026,910	\$1,078,255	\$1,078,255
Hana Youth Center, Inc.	\$145,678	\$147,041	\$147,041	\$147,741
Hawaiian Kamalii, Inc.	\$18,672	\$18,672	\$18,672	\$18,672
Kihei Youth Center, Inc.	\$243,328	\$245,285	\$276,054	\$279,054
Lahaina Tutoring Project	\$11,000	\$11,000	\$11,000	\$11,000
Lanai Youth Center, Inc.	\$172,086	\$172,086	\$202,817	\$202,817
Maui Economic Opportunity, Inc., for MEO Youth Services	\$195,418	\$200,850	\$206,785	\$213,080
Maui Family Support Services, Inc. Teen Voices Program	\$42,629	\$42,630	\$42,630	\$42,630
Molokai Community Service Council, Inc. - Molokai Youth Center	\$257,500	\$257,500	\$296,125	\$296,125
Paia Youth Council, Inc.	\$230,978	\$230,978	\$270,978	\$270,978
Project Graduation	\$47,741	\$47,741	\$47,741	\$47,741
Youth Programs	\$100,095	\$60,572	\$89,833	\$94,177
<b>TOTAL YOUTH CENTERS AND PROGRAMS</b>	<b>\$2,832,927</b>	<b>\$2,827,157</b>	<b>\$2,910,931</b>	<b>\$2,928,856</b>

## Human Concerns Program

### County Grant Subsidy Program Description

#### **Best Buddies International – Maui County Inclusion Project**

Matching intermediate and high school students with intellectual and developmental disabilities (IDD) in one-to-one friendships with their typical peers. Friendships formed as a result of Best Buddies programs represent an important step towards promoting lifelong acceptance of people with disabilities and their inclusion in all aspects of society.

#### **Big Brothers/Big Sisters of Hawaii Maui, Inc. - Maui Community School-Based Mentoring Program**

Maintain services matching at-risk children and youth with positive role models on Maui through Community-Based Mentoring, School-Based Mentoring to expand services to youth in the Hale Makana neighborhood through the Mentor Center program. Goals are to help youth avoid risky behaviors, embrace higher aspirations and succeed in school.

#### **Boys & Girls Club of Maui – Central, Haiku, Upcountry, Paukukalo, Kahekili Terrace, West Maui Clubhouses**

The Boys & Girls Clubs of Maui, Central Club, provides a safe, secure, nurturing, supervised and supportive environment where youth members can be themselves, learn, have self-esteem-building experiences and have fun!

#### **Hana Youth Center, Inc. – Hana Youth Center**

Provides programs and activities that are fun and that develop and improve health, moral and social habits of Hana youth, inspiring them to make wise choices now and into their future.

#### **Hawaiian Kamali`i, Inc. – Hawaiian Kamali`i Program**

Provide youth with an environment rooted in traditional Hawaiian values that promotes personal growth, character development and achievement in physical fitness.

#### **Kihei Youth Center, Inc.- Kihei Youth Center Services, Inc.**

Provide a comprehensive range of age-appropriate integrated youth development programs and activities aimed at promoting and supporting positive protection factors that address negative at-risk behaviors for youth between the ages of 8 and 18 years old throughout the year.

#### **Lahaina Intermediate School Education Foundation – Lahaina Tutoring Project**

Lahaina Complex after-school enrichment tutor project serving four public schools in grades 3-11.

#### **Lana`i Youth Center, Inc.- Lana`i Youth Center**

Provides activities that offer youth the opportunity to achieve proficiency in basic educational skills, promote healthy lifestyle choices (including alcohol, tobacco, and other drug prevention education), help to increase youth awareness, have appreciation for Lana`i's and Hawaii's diverse culture and provide alternative recreational activities.

#### **Maui Economic Opportunity, Inc., for Youth Services**

Provide after-school/out-of-school positive youth development activities for youth 6<sup>th</sup> to 12<sup>th</sup> grade.

### County Grant Subsidy Program Description (cont'd)

## Human Concerns Program

**Maui Family Support Services, Inc. - Teen Voices Program**

Teen Voices is a primary prevention and early intervention service and support to help teens avoid teen pregnancy and challenges of effectively parenting as teen parents. The objective of the program is to prevent child abuse and neglect.

**Molokai Community Service Council, Inc. - Molokai Youth Center**

Provides a safe and nurturing place for children ages 8 to 17. The Center's programs include recreation, leadership and community service activities, and help with homework.

**Paia Youth Council, Inc. - Paia Youth & Culture Center**

To keep open and maintain a safe and nurturing drop-in center where young people (9 to 18 years old) can socialize, play, learn and participate in program activities.

**Project Graduation**

Support high school graduation programs to provide fun, safe, drug-free and alcohol-free post-graduation celebrations for students in Maui County.

**Youth Programs*****Tri-Isle Resource Conservation & Development Council, Inc. - Teens-on-Call***

Provides meaningful hands-on work and life skills training including the promotion of good character values in a variety of trades to at-risk teens ages 13 to 19 years old.

TOTAL COUNTY GRANT SUBSIDY – HUMAN CONCERNS PROGRAM <sup>1</sup>	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
	\$9,929,243	\$9,671,748	\$12,716,526	\$11,904,653

<sup>1</sup> Includes actual expenditures for grant subsidies that are no longer funded in the current and/or proposed fiscal years.



**Human Concerns Program – Early Childhood Resource Program****Program Description**

The Early Childhood Resource Program guides and supports the development and implementation of a coordinated system of early childhood services for young children from birth to eight years old in Maui County. The mission of the Early Childhood Resource Program is to coordinate, support, mobilize and leverage partnerships and funding, including early childhood grants as appropriate; and identify, provide and share resources for families and professionals, moving toward implementing a coordinated system of early childhood services for your children from prenatal to kindergarten entry in Maui County.

**Population Served**

This program serves providers and families engaged in meeting the needs in early childhood care and learning in Maui County, specifically for children ages prenatal to kindergarten entry.

**Services Provided****For Families:**

- Identify opportunities and provide support and guidance around childcare subsidy assistance programs, specifically the Maui County Childcare Subsidy program and the Quality Care for Hawaii's Keiki
- Sponsor/co-sponsor parent education workshops topics including accessing financial assistance; teaching positive behaviors and the importance of play
- Address the needs of families with young children through understanding, and use for planning the results of parent surveys designed to determine the needs for childcare and parenting support services and the extent to which parents report being aware of and able to access the care and services they need
- Provide resource and referral
- Contribute to the Action Strategy initiatives and plan implementation especially ensuring that the online resource platform Keiki Central is accurate and inclusive of the services available in Maui County
- Maintain and promote resource lending library that includes a section dedicated to parenting.

**For Professionals:**

- Partner and encourage networking opportunities to early childhood education and care professionals
- Support early childhood education and care professionals with information and financial assistance to participate in professional development
- Maintain and promote resource lending library.

**For Programs & Agency Service Providers:**

- Engage in Early Learning Board activities
- Contribute to the Action Strategy initiatives and plan implementation
- Provide resources to improve the quality of early childhood services
- Provide technical assistance and oversight for early childhood specific grants
- Support the Early Childhood Comprehensive Systems Impact Grant Maui implementation.

**For the Community:**

- Participate in community events including Month of the Young Child celebration activity
- Participate in efforts to increase public awareness of how early learning improves outcomes for young children
- Serve as a liaison, create feedback loops, facilitate partnerships and distribute information to keep the community connected with key early childhood statewide initiatives.

## Human Concerns Program – Early Childhood Resource Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Promote the development of a coordinated early learning and care system in Maui County by identifying and promoting shared goals, partnerships and resources to maximize accessibility and affordability of early childhood care and education services in the community.</i>				
1. Continue and improve resource-sharing through mobilization and coordination of partners	# of partners engaged in early childhood activities	30	30	30
2. Develop assessments and plans that reflect and respond to state or federal mandates and local needs	Utilize / Develop comprehensive community reports, demographic profiles and / or asset maps through sharing and collecting information (such as basic census, number of clients served program budgets, wait lists, parent surveys, workforce surveys, resource and referral data and focus group discussions)	4	4	4
	# of countywide meetings/programs focusing on the discussion of joint issues/challenges and successes within a year	32	30	30
3. Monitor early childhood programs/services funded by the county	# of meetings/ monitoring activities related to all early childhood programs funded by Maui County	41	40	40
4. Monitor the number 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	506	500	
5. Maintain community partners' active participation with engaging in Maui County Early Childhood Resource Center initiatives	# of community partners actively engaged in Maui County Early Childhood Resource Center community initiatives	18	17	18

## Human Concerns Program – Early Childhood Resource Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Improve, promote and assist Maui County's early childhood service community by providing accessible technical assistance, resource development and sharing.</i>				
1. Improve quality of childcare and learning services through existing and emerging quality improvement initiatives	# of providers that participate in early childhood quality improvement initiatives	7	7	7
2. Ensure early childhood professional development opportunities are accessible	# of providers reached, informed and encouraged to participate in professional development opportunities	86	75	75
3. Ensure early childhood professional development opportunities are affordable	# of scholarships (travel/registration and professional development opportunities) and trainings supported or funded to reduce cost for early childhood practitioners	35	35	35
4. Ensure early childhood programs have access to technical assistance and resource linkage	# of providers accessing technical assistance and resource linkage through the Maui County Early Childhood Resource Center	35	35	35
<i>Goal #3: Identify specific message to ensure that the local community understands the importance of early childhood and children's development, the nature of quality of services and benefits to local children of system work.</i>				
1. Identify/participate in the development of early childhood initiatives/campaigns/ community fairs that will increase public engagement and awareness around early childhood	Increased engagement and utilization of the early childhood resource center	78	75	75
	# of outreach, public initiatives/ campaigns affected/coordinated annually	6	6	6

## Human Concerns Program – Early Childhood Resource Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #4: Promote and influence affordable childcare and education opportunities that impact families economic self-sufficiency by ensuring access to affordable, quality care and education.</i>				
1. Monitor and track the capacity of affordable care and learning opportunities and subsidy assistance provided	% of capacity enrolled in early childhood home visiting programs	100%	90%	90%
	% of capacity enrolled in licensed family childcare	90%	90%	90%
	# of families receiving subsidy assistance (from the County)	162	125	150
	# of families using the extended day/ year program	173	175	175

## Human Concerns Program – Grants Management

**Program Description**

The Grants Management Division (GMD) is responsible for the administration of DHHC grants appropriated for a wide range of community social service programs. Effective grants management services provide critical collaboration and support for organizations receiving grant funding and ensures an appropriate level of accountability for public funds.

**Population Served**

This program serves members of the community in need of core social service programs through the administration of grant agreements with contracted community service organizations.

**Services Provided**

GMD provides technical assistance, information and administrative oversight for organizations funded under line-item grant appropriations. The GMD administers approximately \$8 million dollars of county grant revenues, which fund social service programs provided by private non-profit organizations to address a variety of critical community areas of need.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Effectively administer funds appropriated by the County Council.</i>				
1. Conduct extensive reviews to ensure grant applications clearly describe reasonable, effective funding, community need, program implementation and expected outcomes	% of grant applications reviewed	N/A	N/A	100%
2. Provide educational opportunities for staff to maintain a high level of grants management competency	# of workshops/trainings attended by staff related to grant administration	4	6	4
3. Conduct meetings to review and update grant management processes and procedures	# of specific meetings conducted related to reviewing divisions processes and procedures	6	6	6
<i>Goal #2: Support grantees in providing effective community programs to enhance the quality of life of Maui residents. (Con't)</i>				
1. Provide educational opportunities to grantees to improve delivery of community programs	# of financial and programmatic workshops/trainings provided to grantees	2	4	4

## Human Concerns Program – Grants Management

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Support grantees in providing effective community programs to enhance the quality of life of Maui residents.</i>				
2. Provide technical assistance to grantees to overcome problems both programmatically and fiscally	# meetings, communications strings and articles provided to assist challenges among grantees	N/A	N/A	150
<i>Goal #3: Review, evaluate and monitor grantee program performance, contract compliance, and fiscal accountability.</i>				
1. Achieve quarterly reporting compliance by all grantees	% of accurate quarterly reports	N/A	N/A	100%
2. Increase on-site monitoring visits to ensure grantee's full compliance with Maui County Grants Program	# of on-site monitoring visits conducted during the fiscal year	19	100	60
3. Conduct evaluation of every grant appropriated during the fiscal year	% of grants evaluated	N/A	N/A	100%



**Human Concerns Program – Homeless Program****Program Description**

In collaboration with service providers, Federal, State, and County Agencies, the Homeless Program will continually develop ongoing strategies to end homelessness adhering to the Continuum of Care mission. By developing, utilizing, and maintaining the Maui County Coordinated Entry System (CES) along with the utilization of the Homeless Management Information System (HMIS), the Homeless Program will act as the County's key coordinator for the planning and implementation of Federal Department of Housing and Urban Development (HUD) funding and its designations. The Homeless Program will also research, assess, and make recommendations of new programs which address housing needs and gaps relating to the assistance for the homeless. The Homeless Program will act as the point of contact between county and state departments, law enforcement, and social service agencies in addressing homelessness issues within the county. In addition, the Program will address homeless impacts, prevention and educate the public on homeless issues.

**Population Served**

This program serves the County's homeless population and those that are at-risk of becoming homeless. For the general public, the program will conduct outreach and education and address concerns pertaining to health and safety-related issues on homeless topics.

**Services Provided**

In support of the Housing First approach adopted by HUD that utilizes the CES, the Homeless Program will serve as the central point for participating service providers and agencies to assess and prioritize the acuity of qualified clientele for receiving services with the focus on attaining and maintaining permanent housing. The Homeless Program works in close collaboration with partnering agencies who are contracted to perform direct services to the homeless population.

The Program will provide strategic planning, coordination, and interagency communication and collaboration to improve services for the homeless; to support the development of permanent supportive housing to decrease homelessness; to coordinate and implement compassionate response to homeless in key areas where public health and safety are concerned; and to provide outreach and information to the general public regarding issues related to homelessness.

## Human Concerns Program – Homeless Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Develop, incorporate, and maintain the Maui County Homeless CES to address the homeless population which prioritizes each individual and/or family by level of need and vulnerability, utilizing the Homeless Management Information System (HMIS) database.</i>				
1. Work closely with partner agencies and assist with increasing the number of homeless in CES	# of homeless individuals/families in the CES	N/A	300	350
2. Housing the most vulnerable homeless individuals that are in the CES	# of individuals housed by priority of vulnerability	N/A	250	250
3. Housing the most vulnerable family households, by priority, that are in the CES	# of family households housed by priority through the CES	N/A	N/A	40
4. Housing the most vulnerable Veterans, by priority, that are in the CES	# of Veterans housed by priority through the CES	N/A	N/A	20
<i>Goal #2: Act as the Maui County representative and/or board member in homeless statewide initiatives, policies, and actions in groups such as the Hawaii Interagency Council on Homelessness (HICH), Bridging the Gap-Continuum of Care (BTG), and the Maui Homeless Alliance.</i>				
1. Attend, participate, and provide feedback at meetings involving Statewide and County partnering agencies in addressing homelessness solutions	# of meetings and forums attended	N/A	24	24
<i>Goal #3: As the point of contact between various County/State agencies, law enforcement, and social service agencies, the Homeless Program will coordinate “compassionate responses” and clean-up efforts of illegal homeless encampments and small trouble spots.</i>				
1. Be the point of contact and the coordinator between agencies for our compassionate responses	# of compassionate responses/clean-ups	N/A	15	20
2. Ensure public health and safety which includes recreational areas	# of areas, including public recreational areas, made clean and safe for the public	N/A	15	20

## Human Concerns Program – Homeless Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #4: Provide information and education to the general public related to homelessness.</i>				
1. Participate in the Maui Continuum of Care-Bridging and the Gap/Maui Homeless Alliance to gain and share knowledge regarding current homeless issues	# of meetings participated and engaged in	29	20	30
2. Provide outreach and education to the public via meetings and media to improve the understanding of homelessness and the County's efforts in addressing such issues	# of persons gaining information on homelessness issues	3,300	5,000	5,000

## Human Concerns Program – Immigrant Services

**Program Description**

The Immigrant Services Division provides a broad spectrum of assistance to immigrants, migrants and citizens, including employment eligibility, citizenship, family-based petitions and referrals to other services.

**Population Served**

This division serves citizens, lawful permanent residents, non-immigrants, visitors and Compact of Free Association (COFA) migrants of all ages and income levels.

**Services Provided**

Provides assistance in obtaining immigration benefits, applying for citizenship, maintaining lawful permanent residence, employment eligibility, family reunification, finding interpretation and translation services, reducing impediments to integration, deferring action for childhood arrivals and making referrals to community-based organizations. Also offer assistance with complex matters in a broad range of areas integral to status, individual, family and community safety.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Assist in preventing unlawful immigration status by providing renewal and replacement of Permanent Resident Cards, adjustment of status, removing of conditional status, and maintaining employment eligibility.</i>				
1. 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	730	700	650
2. Provide assistance to qualified non-immigrants to maintain their employment eligibility	# of times people were assisted with replacing Dept. of Homeland Security Form 1-94, USCIS Form 1-102, and/or USCIS Form I-765	82	100	100
<i>Goal #2: Ensure that immigrants, including non-citizens, participate in county governance by providing assistance for the immigrants to obtain citizenship status and advocate for the right to vote.</i>				
1. Increase the # of people provided assistance with application for naturalization	# of times people were assisted with application for naturalization (USCIS Form N-400)	350	500	400
2. Increase the # of people provided with preparation assistance in tests and interviews	# of people who received test preparation assistance	30	250	175

## Human Concerns Program – Immigrant Services

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Promote community membership and civic participation by immigrant communities.</i>				
1. Provide assistance with initial applications for petitioning of relatives	# of times people were assisted with USCIS Form I-130 or Form I-129F	551	550	550
2. Assist with affidavits of support to show that sponsor can provide for intending immigrant	# of times people assisted with USCIS Form I-864	718	900	825
3. Assist petitioners with visa applications	# of times people were assisted with Dept. of State Form DS 260 visa applications	310	400	350
<i>Goal #4: Promote access to immigration services being offered to immigrant communities, increase public awareness about immigration issues, and signal support for immigrants.</i>				
1. Increase # of individuals served	# of individuals receiving assistance at any one of the Immigrant Services Division service sites	2,816	3,300	3,000
2. Conduct outreach and education programs to targeted immigrant communities	# of outreaches conducted to immigrant communities annually	16	15	15
3. Conduct outreach programs to broader communities about immigration issues and dispel misconceptions through print or radio advertisements	# of print or radio advertisements annually	7	10	10
4. Increase the # of community events participated in annually	# of events participated in annually	13	14	14
5. Assist qualified applicants with fee waivers and/or biometric appearance based on financial and/or medical factors	# of times people were assisted with USCIS Form I-912 fee waiver and request for biometric waiver	72	100	75
6. Maintain 95% rate of client satisfaction	% of satisfied clients as measured with client satisfaction survey	96%	95%	95%

## Human Concerns Program – Senior Services

**Program Description**

Senior Services Division provides a wide spectrum of programs and services for well, active, frail and homebound senior citizens of Maui County to enable them to remain in their homes as they age and to experience their later years as the “best years.”

The Human Concerns Program’s Senior Services is also funded by the Kaunoa Senior Services Leisure Program Activities Revolving Fund, which enables Kaunoa Senior Services to collect fees from participants to help recover the costs for certain special events, activities and excursions.

**Population Served**

Programs funded by the Older Americans Act of 1965 (The Assisted Transportation, Congregate Meals and Home-Delivered Meals Programs) serve adults 60 and older. Leisure/Wellness and the Retired & Senior Volunteer Programs serve older adults 55 and older.

**Services Provided**

Services provided include Assisted Transportation Services, Congregate Meals, Home-Delivered Meals, Leisure/ Wellness classes, activities, events, nutrition lectures and exercise sessions, social and fellowship activities, Retired & Senior Volunteer Opportunities, and safety checks on the well-being of homebound citizens.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide a variety of opportunities for our senior participants to learn new ideas, remain socially engaged, physically and mentally active and healthy, and live independent, productive lives.</i>				
1. Produce health and wellness classes, activities and events which appeal to seniors at senior centers and congregate meal sites	# of activities/sessions scheduled	8,206	8,000	8,000
	Total senior attendance at activities/sessions scheduled	141,006	142,000	142,000
	% of participants who agree that the Leisure/Wellness and Congregate Programs play an important role in maintaining their overall health and independence	90%	90%	90%
1. Produce activities and events through the Leisure/Wellness and Congregate Programs which encourage social interaction and reduce isolation	% of total senior attendance at activities/ events scheduled which encourage social interaction	96%	95%	95%



## Human Concerns Program – Senior Services

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide a variety of opportunities for our senior participants to learn new ideas, remain socially engaged, physically and mentally active and healthy, and live independent, productive lives (Cont'd).</i>				
1. Produce activities and events through the Leisure/Wellness and Congregate Programs which encourage social interaction and reduce isolation (Cont'd)	% of participants who agree that the Leisure/Wellness and Congregate Programs reduce loneliness and help to prevent isolation	95%	90%	90%
2. Provide Nutrition Education to senior participants to increase their overall health	# of meals served in a group setting which promote healthy diets and proper nutrition	72,252	80,000	80,000
	% of Congregate participants who have learned better eating habits through Nutrition Education at their sites	90%	90%	90%
<i>Goal #2: Provide volunteer opportunities through Kaunoa's Volunteer Programs, including the Retired &amp; Senior Volunteer Program for our senior participants to utilize their talents and abilities, and remain engaged in their communities.</i>				
1. Provide volunteer opportunities that are in compliance with the RSVP Impact Focus Areas which help to support the community	# of volunteers at work stations addressing RSVP Impact Focus Areas	203	250	250
	\$ value of volunteers' services provided to work stations	\$1,221,595	\$1,200,000	\$1,200,000
	# of new volunteer work stations enrolled each quarter	3	3	3
2. Maintain 95% rate of participant satisfaction	% of satisfied volunteer stations	100%	95%	95%
	% of satisfied senior volunteers	99%	95%	95%
<i>Goal #3: Provide services to our frail and homebound participants to enable safe, healthy aging, reduce isolation, and promote independence to continue living in their own homes.</i>				
1. Provide nutritious meals which support good health for the homebound	# of meals served	127,731	110,000	125,000
	# of individuals provided a meal	931	1,000	1,000

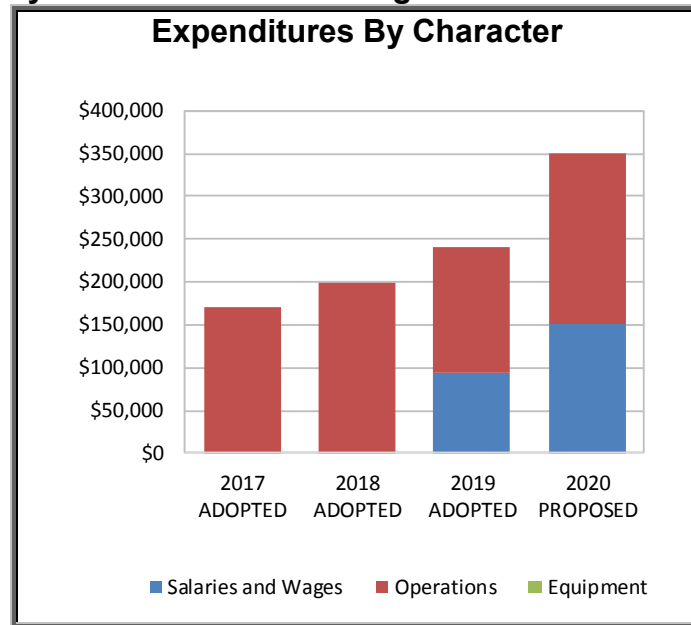
## Human Concerns Program – Senior Services

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Provide services to our frail and homebound participants to enable safe, healthy aging, reduce isolation, and promote independence to continue living in their own homes (Cont'd).</i>				
1. Provide nutritious meals which support good health for the homebound (Cont'd)	% of clients who agree that home-delivered meals are important to maintaining their health	97%	90%	90%
2. Provide transportation which supports independence for the homebound	# one-way rides	11,620	12,000	12,000
	# of individuals provided one-way rides	280	300	300
	# of last minute rides	613	700	700
	% of clients who agree that Kaunoa Transportation gives them a greater sense of independence	94%	90%	90%
3. Provide services which support safe aging for the homebound	# of client referrals made for additional services	484	700	700
	# of face-to-face safety/wellness checks made	102,834	100,000	100,000
	# of safety concerns identified and addressed	556	900	900
4. Provide activities which promote social contact, reduce isolation and improve quality of life	# of face-to-face Feed the Spirit outings and at-home experiences	2,633	2,000	2,300
	# of individuals participating in face-to-face Feed the Spirit outings and at-home experiences	773	750	750
	% of clients who agree that their quality of life has improved with Kaunoa's services for the homebound	99%	90%	90%

## Human Concerns Program – Senior Services

## Program Budget Summary by Fiscal Year – Revolving Fund



## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$0	\$0	\$94,578	\$150,000	\$55,422	58.6%
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$94,578</b>	<b>\$150,000</b>	<b>\$55,422</b>	<b>58.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$8,772	\$11,687	\$5,500	\$5,500	\$0	N/A
OTHER COSTS	\$75,181	\$71,408	\$35,365	\$72,135	\$36,770	104.0%
SERVICES	\$74,402	\$92,417	\$75,000	\$91,578	\$16,578	22.1%
TRAVEL	\$12,337	\$23,182	\$29,557	\$30,787	\$1,230	4.2%
<b>Operations Total</b>	<b>\$170,692</b>	<b>\$198,693</b>	<b>\$145,422</b>	<b>\$200,000</b>	<b>\$54,578</b>	<b>37.5%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$170,692</b>	<b>\$198,693</b>	<b>\$240,000</b>	<b>\$350,000</b>	<b>\$110,000</b>	<b>45.8%</b>

## Expenditures Summary by Character &amp; Object – Revolving Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Leisure Program Instructor (6 hrs/week)	0.0	0.0	11.0	11.0	0.0	N/A
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>11.0</b>	<b>11.0</b>	<b>0.0</b>	<b>N/A</b>

## Human Concerns Program - Office on Aging

**Program Description**

The mission of the Office on Aging is to promote and protect the well-being of older adults in Maui County to ensure that Maui's older adults are able to live independently in their homes for as long as possible. The Maui County Office on Aging (MCOA) serves as Maui County's federally-designated Area Agency on Aging, as mandated by the Older Americans Act. MCOA has made significant progress towards re-balancing the long term supports and services framework in order to achieve status as a fully functioning Aging and Disability Resource Center, thereby more efficiently assisting not only older adults, but also individuals of all ages with disabilities.

**Population Served**

MCOA provides a full array of home- and community-based services to older adults, grandparents raising grandchildren, family and informal caregivers, and a limited offering of home- and community-based services to persons of all ages with disabilities.

**Services Provided**

MCOA provides through direct service and through contracted service providers the following: Information and Referral, Assistance, and Outreach; Public Education; In-home Assessments; Case Management; Transportation; Assisted Transportation; Chore; Homemaker; Friendly Visiting; Telephone Reassurance; Personal Care; Home-Delivered Meals; Congregate Meals; Legal Assistance; Family Caregiver Support Groups; Family Caregiver Counseling; Medication Management; Nutritional Counseling; Adult Day Care; Adult Day Care Respite; In-home Family Caregiver Respite; Money Management Assistance; Health Education/Promotion; EnhanceFitness™; Chronic Disease Self-Management (Better Choices, Better Health--BCBH); Powerful Tools for Caregivers (PTC); Community Living Program; and Veterans-Directed Home and Community-Based Services.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Empower older adults to stay healthy, active and socially engaged by providing direct services, public education and outreach programs.</i>				
1. Meet or exceed National Standards of improvement for EnhanceFitness™ (EF) program participants as evidenced by scheduled fitness measurements in the areas of strength, stretching and flexibility, aerobic stamina, and balance	A minimum of 75% of EF participants will demonstrate maintenance or improvement as evidenced by routine fitness checks	82%	80%	80%
2. Provide high-quality, relevant information that meets immediate needs of seniors during outreach events and public education sessions	A minimum of eight of ten seniors surveyed will support relevance and applicability of informational and outreach material	94%	85%	90%

## Human Concerns Program - Office on Aging

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Enable older adults to remain in their homes with a high quality of life through the provision of home- and community-based services, including support for family caregivers.</i>				
1. Older Adults who wish to do so will be able to live at home with appropriate levels of informal and formal supports after initial determination of being At-Risk for Institutionalization	Older Adults actively receiving services will remain in their homes for an average of twelve months after scoring At-Risk for Institutionalization	12 Months	15 Months	18 Months
2. Family caregivers will experience reduced levels of day-to-day caregiving stress as a result of services and supports received	Eight of ten caregivers will report reduced stress upon annual reassessment.	85%	85%	90%
<i>Goal #3: Develop Hawaii's Aging and Disability Resource Center (ADRC) to its fully functioning capacity to serve as a highly visible and trusted place where all persons regardless of age, income and disability can find information on the full range of long-term support options.</i>				
1. Demonstrate effectiveness of the ADRC by maintaining satisfaction with ADRC services as reported by individuals and family caregivers	Nine of ten recipients of ADRC services will indicate a positive overall perception of assistance received	94%	90%	90%
2. Demonstrate financial effectiveness of the ADRC by effectively serving individuals At- Risk for Institutionalization at a much lower cost than institutionalization	Average per person monthly costs will result in a minimum of 80% cost savings as compared to the average monthly cost of institutionalization	100%	80%	90%

## Human Concerns Program – Volunteer Center

**Program Description**

The Volunteer Center mobilizes volunteers to meet community needs, builds capacity of organizations to effectively engage volunteers, and inspires support for community service. Additionally, the Volunteer Center is a resource for volunteer leaders and managers to increase their knowledge of volunteer management best practices. We are a partner with the HandsOn Network, an enterprise of Points of Light Foundation, the largest network of 250 volunteer centers that extends to 16 countries around the world.

**Population Served**

This program serves residents, visitors, non-profit agencies, community organizations, corporations, schools and government agencies.

**Services Provided**

The Volunteer Center coordinates programs that increase public awareness of the importance of volunteering; plans and implements publications, events, and projects to assist agencies with their volunteer programs; administers and acts as a virtual Volunteer Center for hundreds of agencies and individuals; provides capacity-building trainings throughout the year for community agencies; and maintains and promotes an online directory of volunteer opportunities. The Volunteer Center encourages community recognition of volunteers with an Annual Recognition Celebration. Additionally, we assist individuals to find quality volunteer opportunities.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Promote public awareness and engage in volunteerism.</i>				
1. Increase public awareness via social media	# of social post views	69,291	265,000	75,000
2. Increase public awareness via HandsOnMaui.com	# of Maui site sessions	11,907	20,000	15,000
3. Increase public awareness via GetConnected	# of opportunity views	23,541	32,000	30,000
<i>Goal #2: Implement current and innovative strategies that focus on Volunteer Leadership and Management education</i>				
1. Informational blog posting rate	# of blog posts	18	26	26
2. Number of agency newsletters	# of agency newsletters	18	24	24
3. Number of agency webinars	# of agency webinars	3	4	2
4. Volunteer Leadership trainings	# of trainings	2	2	2
5. Number of Volunteer Leaders who attend trainings	# of leaders trained	44	110	120
6. 90% of training attendees will report they were satisfied with their learning experience	# of attendees satisfied with training	N/A	90%	90%



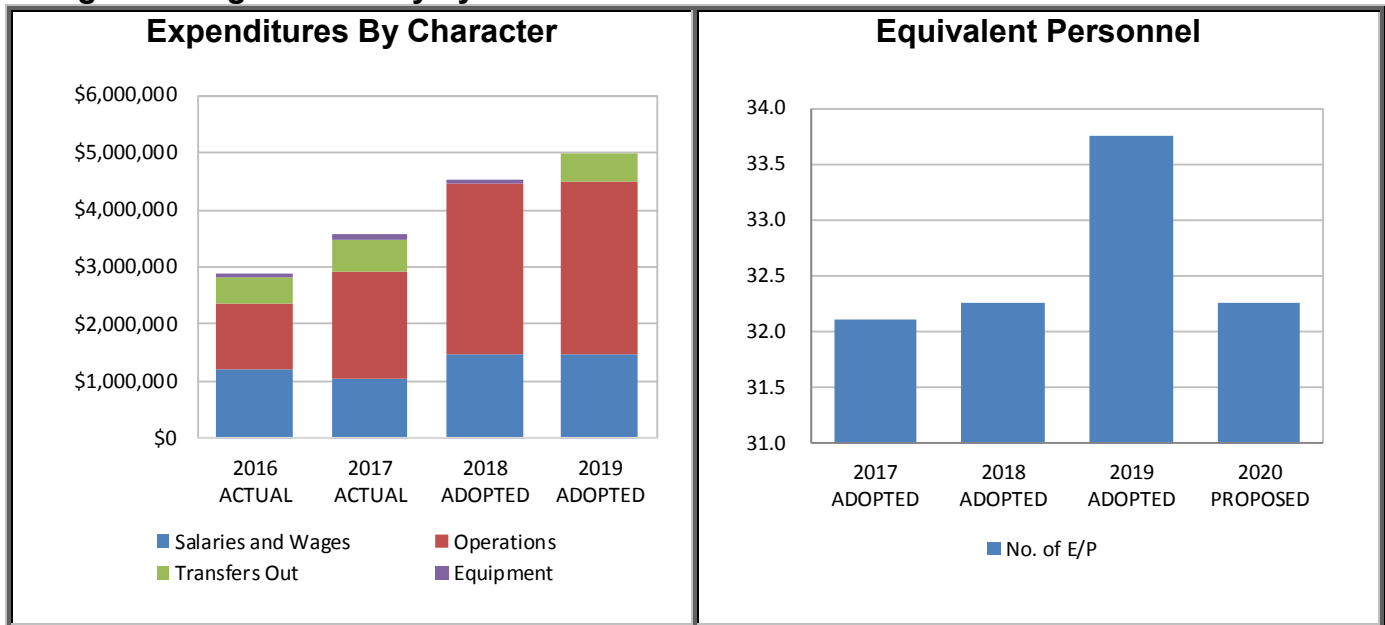
## Human Concerns Program – Volunteer Center

### Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal # 3: Participate in mobilizing volunteer engagement in the community</i>				
1. Increase GetConnected volunteer opportunity responses	# of volunteer opportunity responses	240	400	275
2. Increase # of volunteers in GetConnected	# of registered GetConnected volunteers	2,174	2,100	3,000
3. Increase # of agencies in GetConnected	# of registered partner agencies	125	110	135
4. Increase volunteer opportunities in GetConnected	# of volunteer opportunities	182	150	200
5. Increase social media engagement	# of followers in social media	2,434	2,500	2,600
6. Expand creative outreach methods to cultivate, promote and grow citizen involvement in community volunteering	# of outreach methods	N/A	8	4
<i>Goal #4: Recognize Partner Agency Volunteer Programs and their volunteers</i>				
1. Maintain visibility and number of highlights in the Annual Volunteer Hero Program	# of Volunteer Heroes	19	15	20

## Human Concerns Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ADOPTED	2019 ADOPTED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$11,373	\$14,339	\$3,038	\$42,556	\$39,518	1300.8%
WAGES & SALARIES	\$1,197,441	\$1,043,193	\$1,482,843	\$1,418,517	-\$64,326	-4.3%
<b>Salaries and Wages Total</b>	<b>\$1,208,814</b>	<b>\$1,057,532</b>	<b>\$1,485,881</b>	<b>\$1,461,073</b>	<b>-\$24,808</b>	<b>-1.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$35,188	\$6,866	\$52,114	\$19,750	-\$32,364	-62.1%
SERVICES	\$323,892	\$377,141	\$1,109,279	\$929,265	-\$180,014	-16.2%
OTHER COSTS	\$675,174	\$920,031	\$1,402,287	\$1,795,769	\$393,482	28.1%
UTILITIES	\$105,330	\$92,921	\$21,520	\$17,920	-\$3,600	-16.7%
TRAVEL	\$17,065	\$14,374	\$51,026	\$3,150	-\$47,876	-93.8%
INTERFUND COST RECLASSIFICATION		\$457,594	\$327,098	\$279,198	-\$47,900	-14.6%
<b>Operations Total</b>	<b>\$1,156,650</b>	<b>\$1,868,926</b>	<b>\$2,963,324</b>	<b>\$3,045,052</b>	<b>\$81,728</b>	<b>2.8%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$595	\$620	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$595</b>	<b>\$620</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$461,852	\$558,319		\$477,276	\$477,276	N/A
<b>Transfers Out Total</b>	<b>\$461,852</b>	<b>\$558,319</b>	<b>\$0</b>	<b>\$477,276</b>	<b>\$477,276</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES				\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$51,932	\$97,736	\$68,000	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$51,932</b>	<b>\$97,736</b>	<b>\$68,000</b>	<b>\$0</b>	<b>-\$68,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$2,879,842</b>	<b>\$3,583,134</b>	<b>\$4,517,205</b>	<b>\$4,983,401</b>	<b>\$466,196</b>	<b>10.3%</b>

## Human Concerns Program

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Aging and Disability Program Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist I	0.0	0.0	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist II	2.0	2.0	2.0	2.0	0.0	N/A
Aging and Disability Services Specialist III	3.0	3.0	3.0	3.0	0.0	N/A
Aging and Disability Services Specialist III (Hana)	0.5	0.5	0.5	0.5	0.0	N/A
Aging and Disability Services Specialist III (Lanai)	0.5	0.5	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist IV	1.0	1.0	0.0	0.0	0.0	N/A
Aging and Disability Services Specialist IV (Maui)	1.0	1.0	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist V	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	2.0	2.0	2.0	2.0	0.0	N/A
Office Operations Assistant II	2.0	2.0	2.0	2.0	0.0	N/A
Senior Services Program Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant I (HT)	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant III	4.0	4.0	4.0	4.0	0.0	N/A
Senior Services Program Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Transit Aid II (HT - Lanai)	0.5	0.5	0.5	0.0	-0.5	-100.0%
Senior Services Transit Aid II	2.0	2.0	2.0	2.0	0.0	N/A
Senior Services Transit Aid II (HT)	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant II, HT	1.0	1.0	1.0	0.0	-1.0	-100.0%
Senior Services Program Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Senior Services Program Assistant I (Hana)	0.8	0.8	0.8	0.8	0.0	N/A
Senior Services Program Assistant I (HT)	0.4	0.5	0.5	0.50	0.00	N/A
Nutrition Program Aid (HT)	2.9	3.0	3.0	3.0	0.0	N/A
Nutrition Program Aid (HT - Molokai)	0.5	0.5	0.5	0.5	0.0	N/A
Aging and Disability Services Specialist IV (Maui, Molokai, Lanai)	0.0	0.0	1.0	1.0	0.0	N/A
Aging and Disability Services Specialist II (Molokai)	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>32.1</b>	<b>32.3</b>	<b>33.8</b>	<b>32.25</b>	<b>-1.50</b>	<b>-4.4%</b>

## Human Concerns Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Aging & Disability Resource Center (ADRC) Expansion	No	No	\$563,299	\$568,821	\$750,000	\$800,000
A&B Kokua Giving Contribution	No	No	\$20,000	\$20,000	\$20,000	\$20,000
Assisted Transportation Program	No	No	\$20,232	\$14,106	\$28,041	\$11,496
Care Transition Program	No	No	\$94,394	\$12,700	\$12,700	\$50,000
Congregate Meals Program	No	No	\$128,394	\$102,184	\$123,582	\$106,383
Elder Abuse Prevention	No	No	\$26,492	\$26,492	\$26,492	\$26,492
Federal Transit Administration (FTA) Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Yes	Yes/20%	\$0	\$0	\$68,000	\$0
Healthy Aging Partnership-Empowering Elders	No	No	\$160,332	\$172,000	\$256,836	\$284,826
Home-Delivered Meals Program	No	No	\$86,480	\$58,052	\$55,793	\$90,000
Kaiser Foundation Health Plan	No	No	\$7,500	\$0	\$0	\$0
Kupuna Care Program	No	No	\$1,053,081	\$1,300,000	\$1,300,000	\$1,500,000
Kupuna Caregivers Program	No	No	\$0	\$0	\$300,000	\$400,000
Leisure Program	No	No	\$122,202	\$121,602	\$122,277	\$0
Matson Foundation Contribution	No	No	\$0	\$0	\$0	\$0
Medicaid Administrative Federal Financial Participation	No	No	\$1,000	\$450,000	\$450,000	\$450,000
Medicare Improvements for Patients and Providers Act	No	No	\$1,000	\$1,000	\$0	\$0
Nutrition Services Incentive Program (NSIP)	No	No	\$117,784	\$120,000	\$120,000	\$135,871
Private/Matson Donations	No	No	\$1,000	\$1,000	\$1,000	\$1,000
Retired Senior Volunteer Program	No	No	\$67,050	\$65,850	\$65,850	\$67,333

## Human Concerns Program

## Summary by Grant Award (Con't)

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
State Health Insurance Assistance Program (SHIP)	No	No	\$5,000	\$5,000	\$40,000	\$40,000
Title III Programs	No	No	\$750,000	\$750,000	\$750,000	\$850,000
Veteran-Directed Home Community Based System	No	No	\$50,000	\$50,000	\$25,000	\$25,000
Volunteer Center Program	No	No	\$10,000	\$10,000	\$10,000	\$10,000
Voluntary Contributions	No	No	\$20,000	\$20,000	\$0	\$80,000
<b>TOTAL</b>			<b>\$3,305,240</b>	<b>\$3,868,807</b>	<b>\$4,525,571</b>	<b>\$4,983,401</b>

**Grant Award Description****Aging & Disability Resource Center (ADRC) Expansion**

The State Department of Health will provide funding to establish a highly visible, trustworthy and fully functioning ADRC that is easily accessible to the public and responsive to their needs for information and linkages to long term-care options.

**A&B Kokua Giving Contribution**

Through the A&B Kokua Giving Contribution, Alexander and Baldwin provides support to Kaunoa Senior Services' Congregate Nutrition Program to assist with operating expenses.

**Assisted Transportation Program**

The Assisted Transportation Program provides one-on-one assistance to older Americans (ages 60 and older) whose physical, mental or other disability or language barrier restricts their use of buses or taxis, or who lack access to alternative transportation, including personal or family resources. Due to their limitations, they require help negotiating stairways and ramps, as well as needing close supervision, advocacy and individualized attention.

**Care Transition Program**

The Care Transition Program ensures that individuals with long-term support needs are offered services and support to return home safely from a hospitalization and avoid preventable re-hospitalizations. The primary target group includes individuals that are at least 60 years of age, including Medicaid enrollees and persons not enrolled in Medicaid.

**Congregate Meals Program**

The Congregate Meals Program provides older Americans (ages 60 and older) with nutritionally balanced meals in culturally appropriate settings that encourage rewarding, enriching experiences and socialization. Health and wellness education and related activities are regularly promoted at the sites. There are 19 congregate meal sites located throughout the County of Maui.

**Human Concerns Program****Grant Award Description(Con't)****Elder Abuse Prevention**

The State Department of Health will provide funding for services to older adults (ages 60 and older) and their caregivers who reside in the County of Maui, live in their own home or with family, friends and relatives and are currently or potentially at risk for elder abuse.

**Healthy Aging Partnership – Empowering Elders**

The funds for this program are provided by the State Department of Health to implement the State's project entitled "Empowering Older People to Take More Control of their Health, Evidenced-Based Prevention" through embedding and replicating the Stanford Chronic Disease Self-Management Program and EnhanceFitness®

**Home-Delivered Meals Program**

The Meals on Wheels Program provides hot, nutritious noon meals to frail and homebound elderly ages 60 and older. These meals assist older Americans in retaining their dignity by remaining independent in their own homes. It helps delay institutionalization of those unable to shop or to prepare their own meals due to debilitating health. Meals on Wheels will provide a daily check on the well-being of its clientele and is an important source of social contact that reduces the isolation that may come with living alone.

**Kupuna Care Program**

Kupuna Care is a state-sponsored program that meets the needs of frail older adults who cannot live at home without adequate help from family and/or formal services.

**Kupuna Caregivers Program**

Kupuna Caregivers Program is a state-sponsored program that meets the needs of working caregivers and enables them to remain in the workforce by providing necessary home and community-based services to their loved ones.

**Leisure Program**

The Leisure Program plans, develops and implements a variety of classes and activities to educate, enrich and enhance the quality of life for older Americans (ages 55 and older).

**Matson Foundation Contribution**

Through the Matson Foundation Contribution, Matson provides support to Kaunoha Senior Services Congregate Meals (Nutrition) Program to assist with operating expenses.

**Medicaid Administrative Federal Financial Participation**

This grant allows the Area Agency on Aging to receive federal financial participation from the federal government for costs associated with the efficient and effective administration of the Medicaid program. It is expected to reimburse up to 28% of the operating costs for administering Medicaid administration activities, which includes outreach and enrollment, case management, provider monitoring, planning and development, network development, auditing and quality improvement activities.

**Nutrition Services Incentive Program (NSIP)**

The NSIP provides subsidy reimbursement for each meal served to eligible participants. These funds are used by the area agency and its subcontractor to purchase U.S. agriculture commodities and other foods for their nutrition projects.



**Human Concerns Program****Grant Award Description(Con't)****Private Donations**

Throughout the year, the department often receives private contributions from businesses, organizations and foundations. Donations may be in the form of cash, services, supplies or equipment.

**Retired Senior Volunteer Program**

The Retired Senior Volunteer Program (RSVP) provides senior citizens ages 55 and older with high-quality volunteer experiences, with a priority placed on volunteer projects and placements that address community problems and needs in Maui County.

**State Health Insurance Assistance Program (SHIP)**

SHIP is a program that offers one-to-one counseling and assistance to people with Medicare and their families via telephone calls, face-to-face meetings and public education presentations and programs.

**Title III Programs**

The grant revenues for Title III Programs of the Federal Older Americans Act (OAA) provides administrative and program funds to be expended for the well-being of older Americans (ages 60 and older) through the Maui County Office on Aging. In recent years, the OAA has required that services be targeted to frail older adults who are homebound, have low income and are minority persons. The Year 2000 amendments to the OAA established a new program, the National Family Caregiver Support Program, designed to assist the increasing number of family members caring for older loved ones who are ill or have disabilities.

**Veteran-Directed Home Community-Based System**

The Veterans Administration will provide funding to assist veterans to access the participant-directed options of the Hawaii Community Living Program.

**Voluntary Contributions**

Throughout the year, the department often receives voluntary contributions from the general public for the special services provided by the department. Voluntary contributions may be for a specific purpose or for a specific element of the department. The voluntary contributions may be in the form of cash. Voluntary contributions are required by Federal Title III regulations to be re-programmed into the service for which they were collected.

**Volunteer Center Program**

The Volunteer Center Program supports and promotes the engagement of all residents and visitors in volunteerism to enhance the community. The Center initiates and/or supports a variety of community-based volunteer activities, including National Make A Difference Day, Volunteer Leadership Trainings and Volunteer Recognition events. Grant revenues are generally in the form of donations from businesses and organizations to support specific projects such as a National Day of Service or Volunteer Recruitment Fair.

## Animal Management Program

### Program Description

The Animal Management Program is managed by the Maui Humane Society which operates an open admission (accepts all unwanted and stray domestic animals) animal shelter and adoption center and enforces laws and regulations governing animal control and animal management. This program also provides assistance, education and other programs and services that assist with the goals related to animal management.

### Countywide Outcome(s)

The Animal Management Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents, visitors and domesticated animals on the island of Maui.

### Services Provided

Sheltering of stray and surrendered animals; adoptions; reclaims; dog licensing; investigation and enforcement of animal-related laws; pick up of deceased animals; responding to injured animals and animal-related emergencies; humane education; and other public assistance and community service programs, including spay/neuter, disaster preparedness and first response, humane trap loan program, and end of life services for the community, including cremation and low cost euthanasia.

### Key Activity Goals & Measures

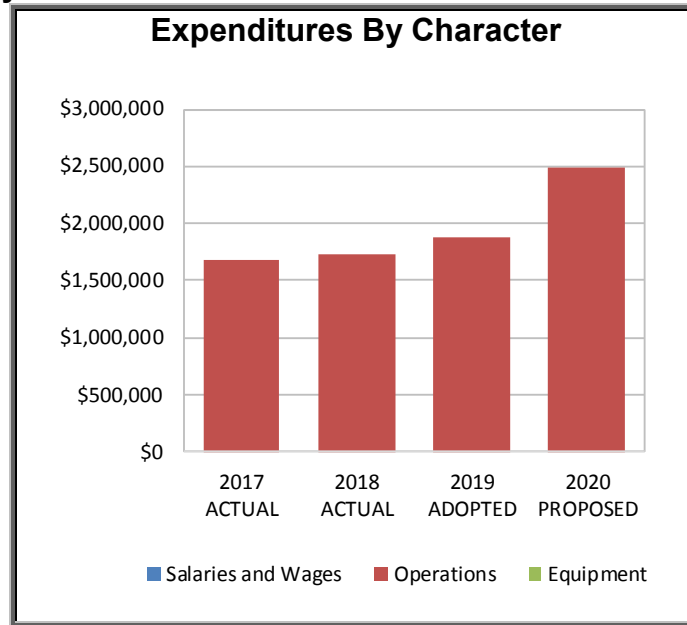
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Find homes for all healthy and treatable pets by exploring new strategies and creating/expanding programs to increase adoptions, reclaims, and transfer options.</i>				
1. Achieve at least a 90% Live Release Rate (LRR) for dogs and a 75% LRR for cats	% of live released dogs and cats via increased adoptions, reclaims and/or transfers	95% Dogs 82% Tame Cats	90% Dogs 75% Tame Cats	90% Dogs 80% Tame Cats
<i>Goal #2: Promote responsible pet ownership through community outreach and education and provide spay/neuter programs to assist pet owners with preventing unwanted litters.</i>				
1. Continue our expanded efforts to reach people with educational messaging via our Cause for Paws newsletter	# of people reached	N/A	N/A	12,000
2. Educate our community's children through Animal Camp programs	# of children served	N/A	N/A	90
3. Provide support for the animal management program by maintaining a robust volunteer program.	# of volunteer hours accrued annually	N/A	N/A	18,000

**Animal Management Program****Key Activity Goals & Measures(Con't)**

4. Decrease unwanted animal pregnancies on Maui through an increase in pet sterilization	# of spay/neuter surgeries each year	N/A	N/A	6,300
<i>Goal #3: Provide assistance and support to the community including investigation and enforcement of animal-related issues, and promote proper identification for all dogs.</i>				
1. Keep the community and roadway safe by responding to reports of stray animals needing assistance	# of stray animals picked up and transported by Humane Enforcement Officers	N/A	N/A	720
2. Respond to all requests for assistance from the public and provide education on the humane treatment of all animals	# of calls officers are dispatched to	N/A	N/A	4,000
3. Increase the # of dog licenses sold annually	# of dog licenses sold annually	3,988	4,300	4,350
4. Maintain a strong presence in the community through officer-initiated patrols and services	# of officer-initiated (proactive) patrols in neighborhoods, parks and beaches	N/A	N/A	6,600

## Animal Management Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
SERVICES	\$1,683,090	\$1,724,517	\$237,634	\$237,634	\$0	N/A
OTHER COSTS	\$0	\$0	\$1,649,096	\$2,258,003	\$608,907	36.9%
<b>Operations Total</b>	<b>\$1,683,090</b>	<b>\$1,724,517</b>	<b>\$1,886,730</b>	<b>\$2,495,637</b>	<b>\$608,907</b>	<b>32.3%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,683,090</b>	<b>\$1,724,517</b>	<b>\$1,886,730</b>	<b>\$2,495,637</b>	<b>\$608,907</b>	<b>32.3%</b>

**Animal Management Program****Equivalent Personnel Summary by Position Title – General Fund**

The Animal Management Program does not have equivalent personnel funded through the General Fund.

**Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget**

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

**Expansion Budget Request from FY 2019 Adopted Budget**

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
914101B-6112 Contractual Service: Additional funding for Maui Humane Society for Animal Sheltering Program.	\$400,000	
914806B-6112 Contractual Service: Additional funding for Maui Humane Society Animal Enforcement Program.	\$208,907	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$608,907</b>	<b>0.0</b>

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b>Grants for Animal Management</b>				
Maui Humane Society for Animal Sheltering Program	\$863,255	\$929,302	\$994,353	\$1,394,353
Animal Enforcement Program	\$569,057	\$562,881	\$654,743	\$813,650
Molokai Humane Society	\$135,778	\$137,634	\$137,634	\$137,634
Spay Neuter Program	\$100,000	\$89,700	\$100,000	\$100,000
<b>TOTAL ANIMAL MANAGEMENT</b>	<b>\$1,683,090</b>	<b>\$1,724,517</b>	<b>\$1,886,730</b>	<b>\$2,445,637</b>

## Animal Management Program

## County Grant Subsidy Program Description

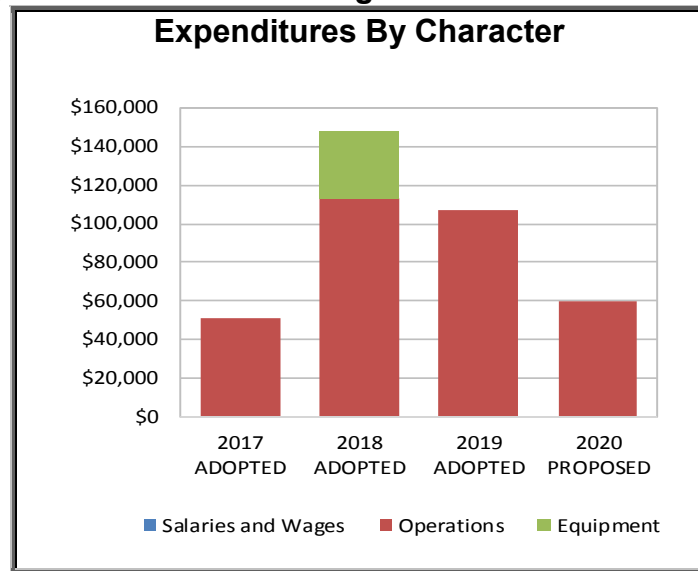
**Maui Humane Society**

Administration of the Animal Management Program for the island of Maui, including managing and responding to animal-related issues, investigation and enforcement of animal-related laws and the operation of Maui's only open admission animal shelter.

**Molokai Humane Society**

The Molokai Humane Society is committed to strengthening the bonds between the people of Molokai and animals through education, advocacy and the humane sheltering and veterinary care of animals. Molokai's large stray and feral population as well as domestic pets and farm animals are one of the major challenges facing the organization's limited resources.

## Program Budget Summary by Fiscal Year – Revolving Fund



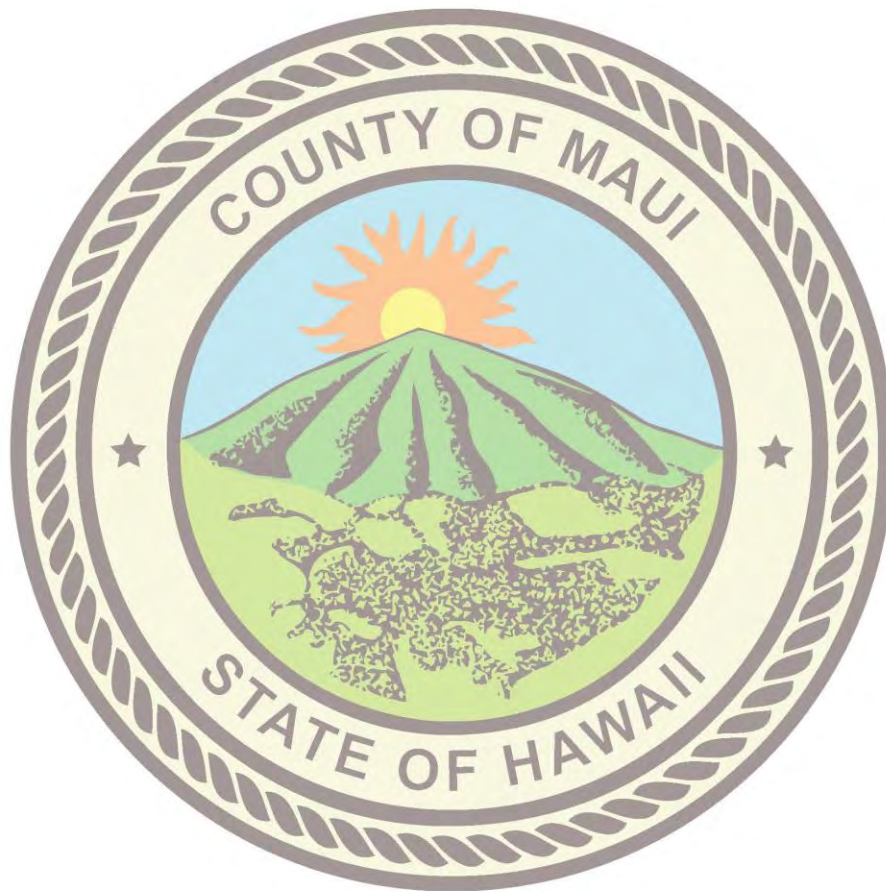
## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$46,700	\$113,240	\$107,300	\$0	-\$107,300	-100.0%
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$4,298	\$0	\$0	\$60,000	\$60,000	N/A
<b>Operations Total</b>	<b>\$50,998</b>	<b>\$113,240</b>	<b>\$107,300</b>	<b>\$60,000</b>	<b>-\$47,300</b>	<b>-44.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$34,708	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$34,708</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$50,998</b>	<b>\$147,948</b>	<b>\$107,300</b>	<b>\$60,000</b>	<b>-\$47,300</b>	<b>-44.1%</b>



**Animal Management Program****Equivalent Personnel Summary – Revolving Fund**

The Animal Management Program does not have equivalent personnel funded through the Revolving Fund.

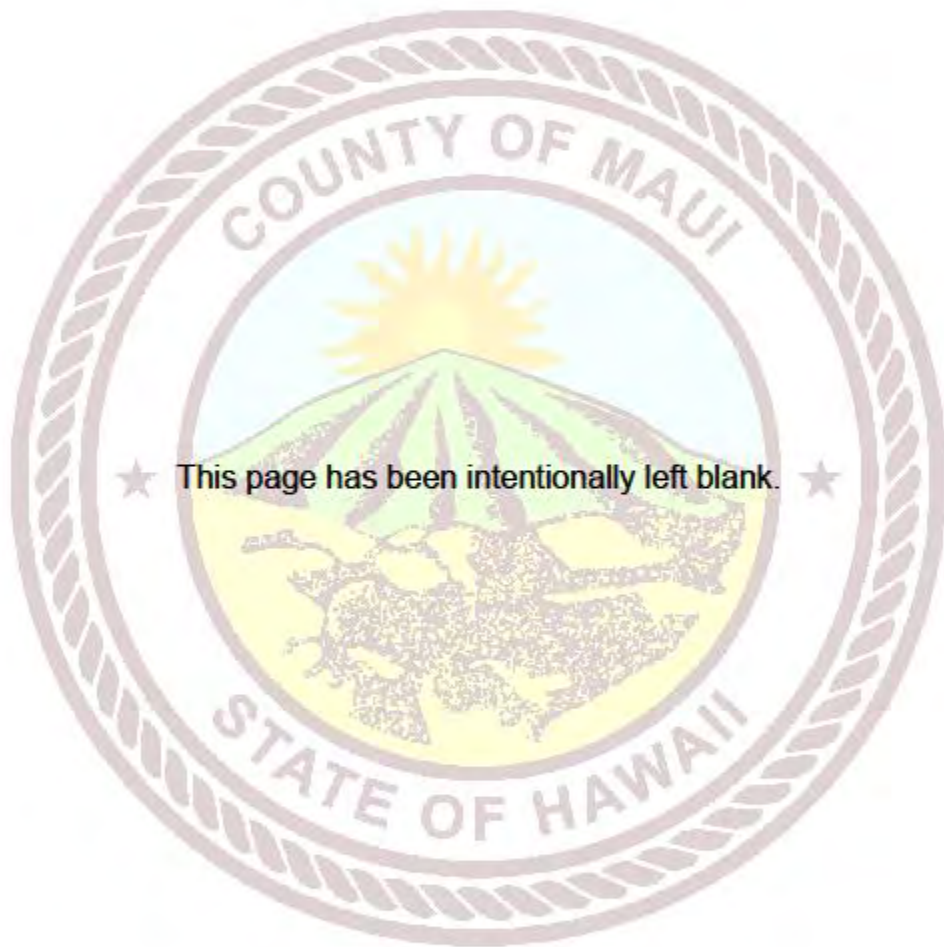


*Liquor Control*

---

# *Liquor Control*

---



★ This page has been intentionally left blank. ★

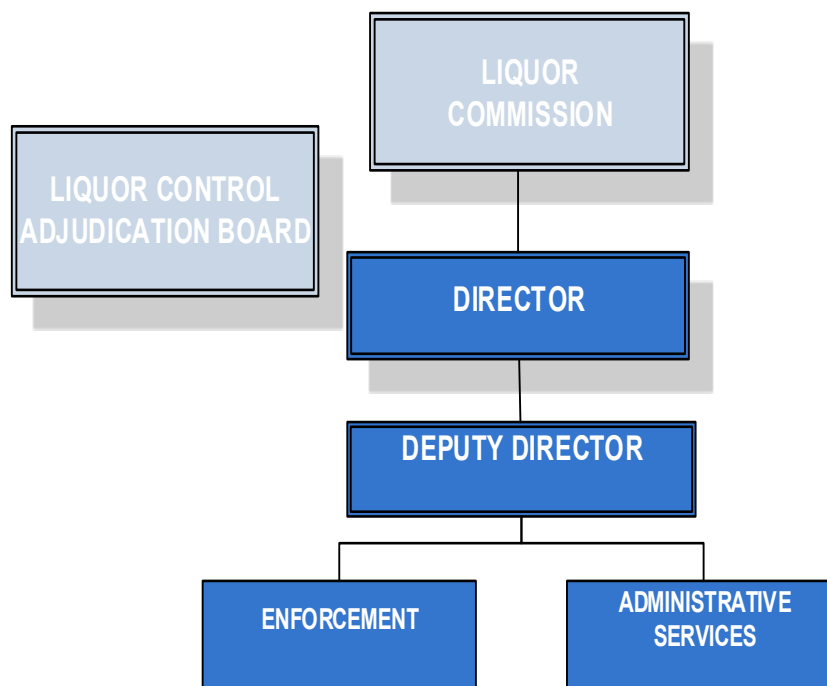
**Department Summary****Mission**

The mission of the Department of Liquor Control is to protect the health, safety, and welfare of the general public by regulating and controlling the liquor industry in the importation, manufacture, sale, and service of alcoholic beverages, and to provide a safe and healthy environment for the people of Maui County.

**Countywide Outcome(s)**

The Department of Liquor Control supports the following countywide outcome(s):

- A Prepared, Safe, and Livable County

**Organization Chart****Strategies**

The Department of Liquor Control is responsible for the regulation and control of the importation, manufacture, sale, and service of alcoholic beverages by providing services in liquor license and permit applications, licensees' education, and enforcement of liquor laws and rules.

**Operations**

The Liquor Commission, County of Maui, consists of nine members appointed by the Mayor and confirmed by the County Council. The Commission has the authority to grant, refuse, suspend, and revoke any license for the manufacture, importation, and sale of liquors in the County of Maui. The Commission also has the responsibility of requesting annual appropriations for the operation of the department, promulgating rules and regulations for the administration of liquor control, and appointing a Director.

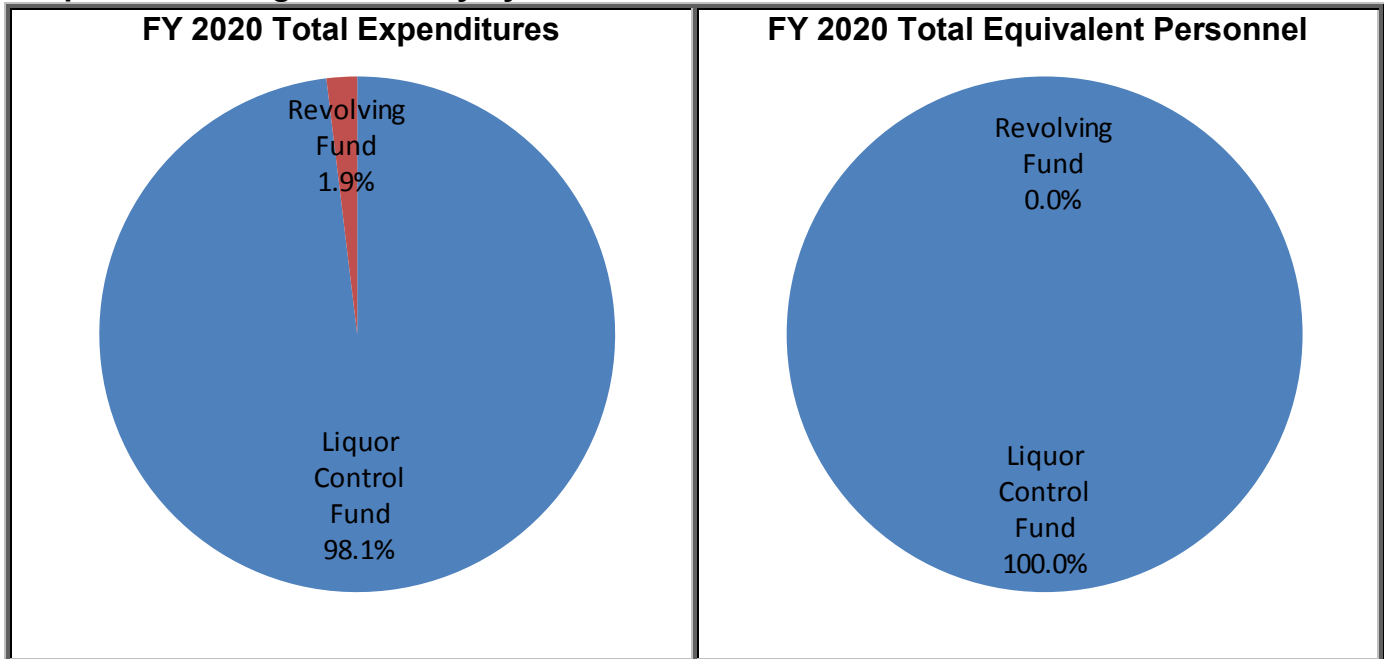
**Department Summary****Operations (Cont'd)**

The Liquor Control Adjudication Board consists of nine members appointed by the Mayor and confirmed by the County Council. The Board functions as a quasi-judicial body whose primary responsibility is to hear administrative complaints of the Director regarding violations of liquor laws and rules, and to impose penalties for violations thereof as may be provided by law.

The Director is the administrative head of the department and is responsible for administering the day-to-day operations of the department and provides the necessary administrative support services to the Commission and Board. The Director appoints the Deputy Director. Whenever the Director is not available, the Deputy Director serves as the administrative head, ensuring the continuity of the department's mission, goals, and objectives.

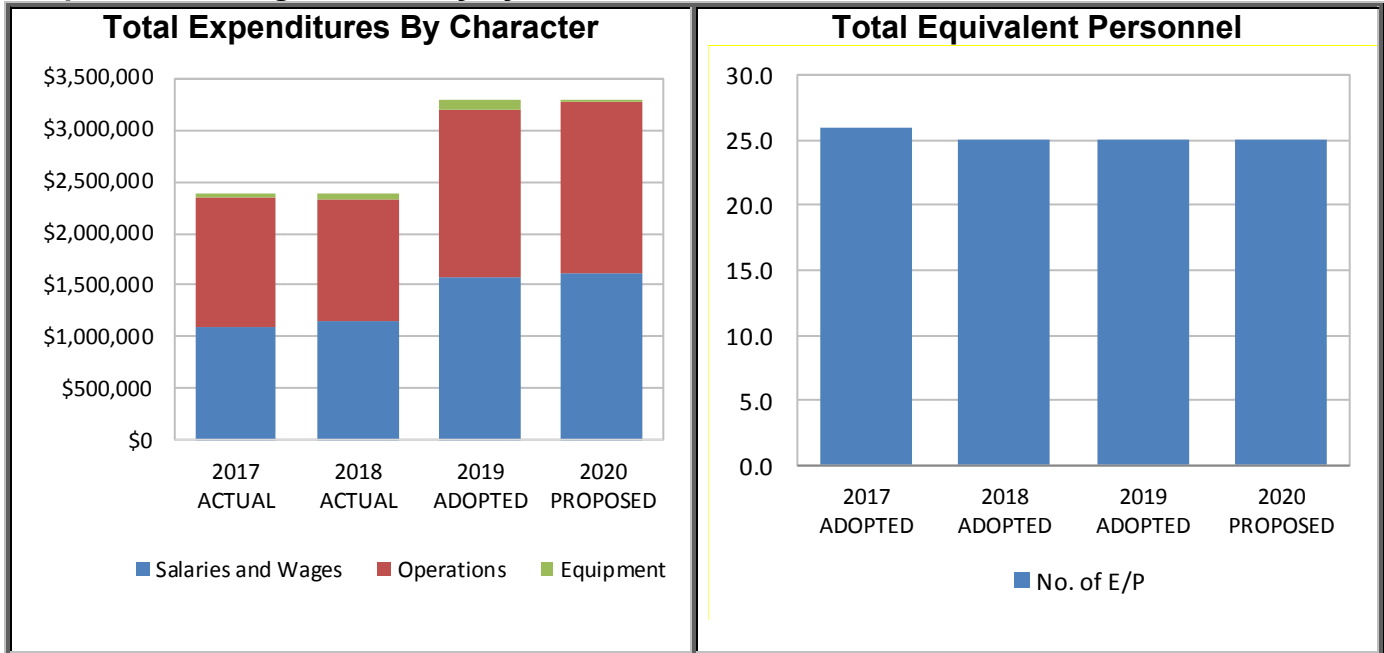
**External Factors Description**

The system of licensing procedures and controls over those licensed to conduct business in the liquor industry must always be in place to assure the public receives the highest standards of integrity and responsibility set forth in the Hawaii Revised Statutes and Rules of the Liquor Commission, County of Maui, to ensure the health, safety, and welfare of the community we serve.

**Department Budget Summary by Fund**

## Department Summary

## Department Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$24,830	\$28,611	\$33,150	\$68,872	\$35,722	107.8%
WAGES & SALARIES	\$1,077,901	\$1,123,385	\$1,549,324	\$1,554,893	\$5,569	0.4%
<b>Salaries and Wages Total</b>	<b>\$1,102,731</b>	<b>\$1,151,996</b>	<b>\$1,582,474</b>	<b>\$1,623,765</b>	<b>\$41,291</b>	<b>2.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$85,782	\$45,564	\$64,088	\$64,088	\$0	N/A
OTHER COSTS	\$268,478	\$203,473	\$270,675	\$270,675	\$0	N/A
SERVICES	\$42,211	\$60,291	\$52,140	\$52,140	\$0	N/A
TRAVEL	\$71,259	\$48,198	\$102,255	\$102,255	\$0	N/A
UTILITIES	\$13,555	\$11,121	\$15,066	\$15,066	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$768,285	\$804,524	\$1,107,732	\$1,136,635	\$28,903	2.6%
<b>Operations Total</b>	<b>\$1,249,570</b>	<b>\$1,173,170</b>	<b>\$1,611,956</b>	<b>\$1,640,859</b>	<b>\$28,903</b>	<b>1.8%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$4,366	\$1,699	\$6,000	\$2,500	-\$3,500	-58.3%
MACHINERY & EQUIPMENT	\$33,743	\$60,220	\$90,000	\$13,548	-\$76,452	-84.9%
<b>Equipment Total</b>	<b>\$38,109</b>	<b>\$61,919</b>	<b>\$96,000</b>	<b>\$16,048</b>	<b>-\$79,952</b>	<b>-83.3%</b>
<b>Department Total</b>	<b>\$2,390,411</b>	<b>\$2,387,085</b>	<b>\$3,290,430</b>	<b>\$3,280,672</b>	<b>-\$9,758</b>	<b>-0.3%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Liquor Control Program	26.0	25.0	25.0	25.0	0.0	N/A
<b>Department Total</b>	<b>26.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>0.0</b>	<b>N/A</b>



## Liquor Control Program

### Program Description

The Department of Liquor Control consists of one program only. The Liquor Control Program is mandated by HRS 281. This program's core functions are regulating and controlling the liquor industry in the importation, manufacture, sale, and service of alcoholic beverages to provide a safe and healthy environment for the people of Maui County. All funding for the Department is derived solely from liquor license fees. This program also consists of the Liquor Education Revolving Fund, which is mandated by HRS 281-16, 281-17(2), and 281-17(3). Revenues are derived from fines assessed and collected from liquor licensees.

### Countywide Outcome(s)

The Liquor Control Program supports the following countywide outcome(s):

- A Prepared, Safe, and Livable County

### Population Served

This program serves the liquor licensees, associations representing licensees, neighborhood boards, other governmental agencies, and the public. It addresses and resolves various concerns while ensuring the health, safety, and welfare of the public.

### Services Provided

The Liquor Control Program provides services in liquor license and permit applications, licensees' education, and the enforcement of liquor laws and rules.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide and ensure a safe and healthy environment within the liquor industry and for the general public through enforcement of the Hawaii Revised Statutes and the rules established by the Liquor Commission.</i>				
1. Inspect premises, conduct minor decoy operations and respond to concerns of the general public and other law enforcement agencies	# of premises inspected	11,868	10,000	10,000
	# of case reports on premises inspected	686	1,000	1,000
	# of case reports to respond to public concerns, potential violations resulting from police reports/ investigations and public complaints	568	450	450
	# of minor decoy operations conducted	185	120	120
	% of compliance-licensees who refuse to sell or serve to minors	94%	100%	100%

## Liquor Control Program

## Key Activity Goals &amp; Measures (Cont'd)

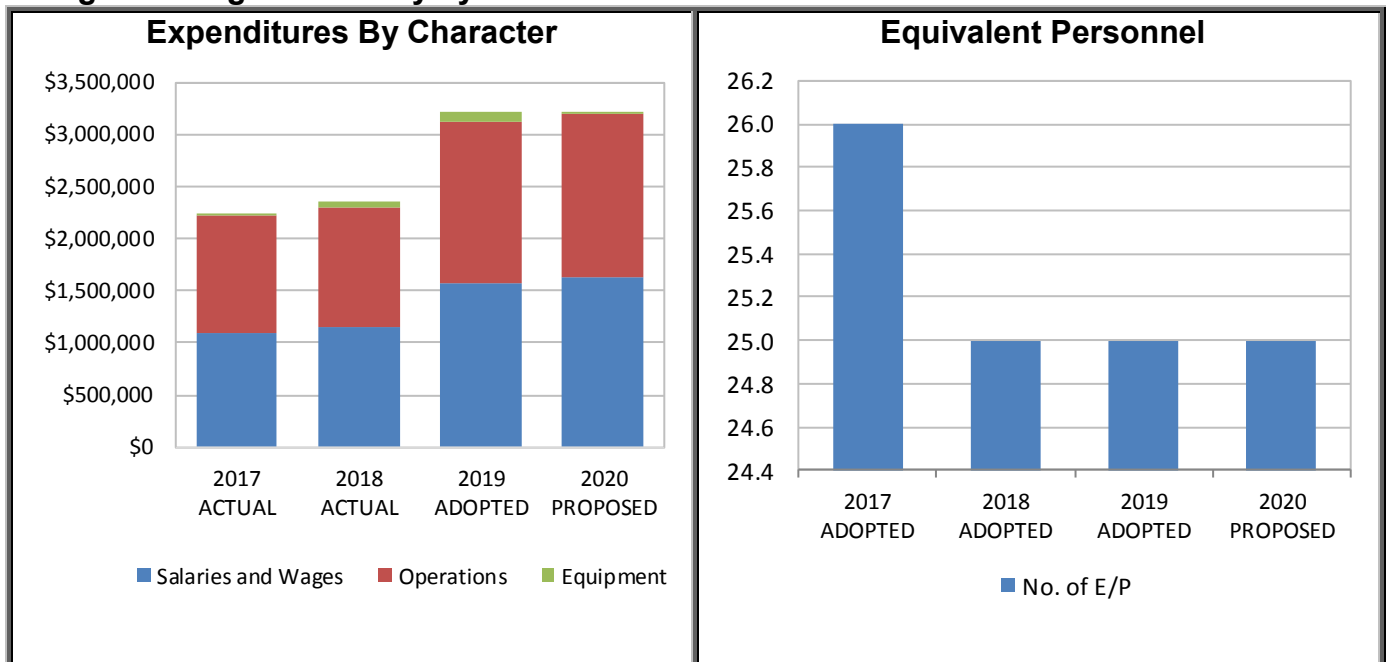
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Promote liquor control by providing liquor education and certification classes.</i>				
1. Provide liquor education and certification by conducting certification/educational classes	# of certification/educational classes	151	168	150
	# of certification exams administered	2,377	2,340	2,350
	# of certification cards issued to persons versed in the Liquor Rules and Laws	1,945	2,106	2,100
<i>Goal #3: Control the conditions associated with the importation, manufacture, sale, and service of alcoholic beverages by providing a fair and efficient licensing and permitting process.</i>				
1. Provide a fair and efficient licensing and permit process	Total # of permits issued	797	850	850
	% of permits issued to Licensed Premises	46%	49%	49%
	% of permits issued for Importation of Liquor	0%	.25%	.25%
	% of permits issued for Alcohol Purchase	.3%	.25%	.25%
	% of permits issued for Direct Shipment of Wine	54%	50%	50%
	% of permits issued for Solicitors	.3%	.50%	.50%
	# of registration cards issued for minors under the age of 18 to work on liquor-licensed premises	156	150	150
	# of registration cards issued for Class 5, Category D employees-premises on which employees are compensated to sit with patrons	106	140	140
	Total license applications processed	671	650	650

## Liquor Control Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Control the conditions associated with the importation, manufacture, sale, and service of alcoholic beverages by providing a fair and efficient licensing and permitting process (Cont'd).</i>				
2. Provide the necessary staff and services to assist the Liquor Commission and Liquor Control Adjudication Board in carrying out their responsibilities as set forth within the Hawaii Revised Statutes and the Charter of the County of Maui	# of gross liquor sales reports processed	514	500	500
	% of administrative actions per total violations	79%	70%	70%
	% of violations adjudicated per total violations	21%	30%	30%

## Program Budget Summary by Fiscal Year



## Liquor Control Program

## Expenditures Summary by Character &amp; Object – Liquor Control Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$24,830	\$28,611	\$33,150	\$68,872	\$35,722	107.8%
WAGES & SALARIES	\$1,077,901	\$1,123,385	\$1,549,324	\$1,554,893	\$5,569	0.4%
<b>Salaries and Wages Total</b>	<b>\$1,102,731</b>	<b>\$1,151,996</b>	<b>\$1,582,474</b>	<b>\$1,623,765</b>	<b>\$41,291</b>	<b>2.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$54,480	\$41,874	\$56,588	\$56,588	\$0	N/A
OTHER COSTS	\$229,608	\$187,120	\$237,175	\$237,175	\$0	N/A
SERVICES	\$31,130	\$53,145	\$40,140	\$40,140	\$0	N/A
TRAVEL	\$36,033	\$47,184	\$92,575	\$92,575	\$0	N/A
UTILITIES	\$13,555	\$11,121	\$15,066	\$15,066	\$0	N/A
INTERFUND COST RECLASSIFICATION	768,285	804,524	1,107,732	1,136,635	\$28,903	2.6%
<b>Operations Total</b>	<b>\$1,133,091</b>	<b>\$1,144,967</b>	<b>\$1,549,276</b>	<b>\$1,578,179</b>	<b>\$28,903</b>	<b>1.9%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$4,366	\$1,699	\$6,000	\$2,500	-\$3,500	-58.3%
MACHINERY & EQUIPMENT	\$12,714	\$60,220	\$90,000	\$13,548	-\$76,452	-84.9%
<b>Equipment Total</b>	<b>\$17,080</b>	<b>\$61,919</b>	<b>\$96,000</b>	<b>\$16,048</b>	<b>-\$79,952</b>	<b>-83.3%</b>
<b>Program Total</b>	<b>\$2,252,903</b>	<b>\$2,358,883</b>	<b>\$3,227,750</b>	<b>\$3,217,992</b>	<b>-\$9,758</b>	<b>-0.3%</b>

## Equivalent Personnel Summary by Position Title – Liquor Control Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Chief Liquor Control Officer	1.0	0.0	0.0	0.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Liquor Control Auditor II	1.0	1.0	1.0	1.0	0.0	N/A
Liquor Control Officer II	8.0	8.0	8.0	8.0	0.0	N/A
Liquor Control Officer III	7.0	7.0	7.0	7.0	0.0	N/A
Liquor Control Officer IV	3.0	3.0	3.0	3.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Secretary to Boards/Commissions II	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>26.0</b>	<b>25.0</b>	<b>25.0</b>	<b>25.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
913012C-7040 Motor Vehicles: Deletion of FY 2019 one-time appropriation for (3) electric vehicle.	-\$75,000	
913012C-7044 Other Equipment: Deletion of FY 2019 one-time appropriation for a audio recording system.	-\$15,000	

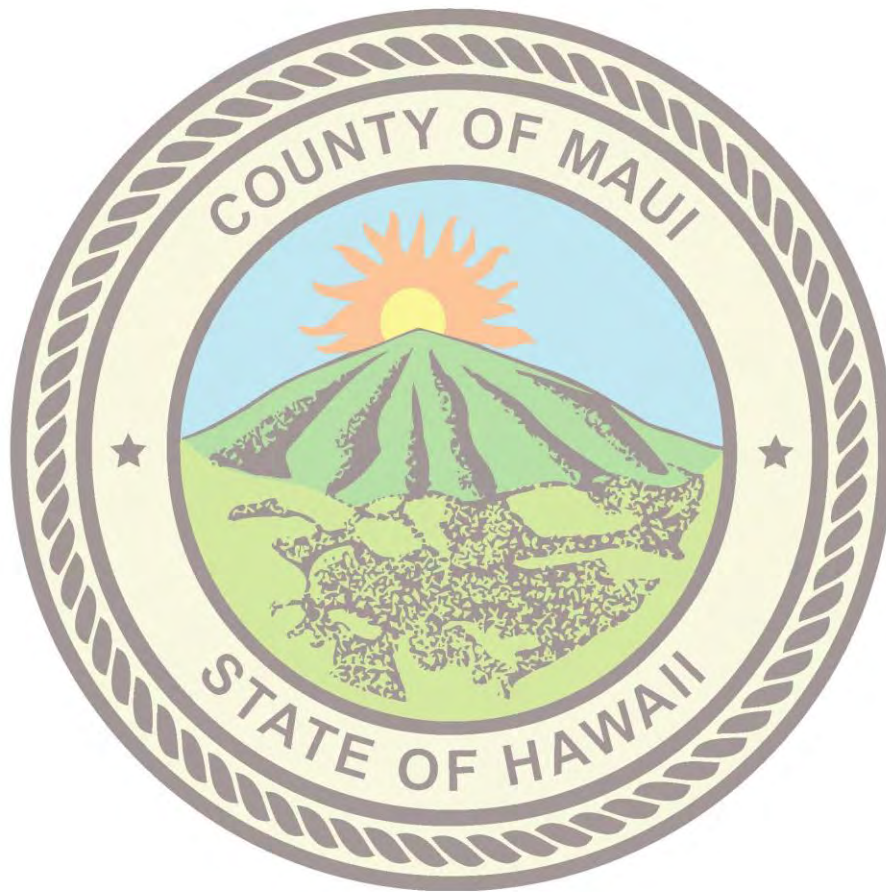
## Liquor Control Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
913012A-5250 Salary Adjustments: Increase due to Collective Bargaining Adjustments.	\$38,872	
<b>Operations</b>		
<b>INTERFUND COST RECLASSIFICATION:</b>		
913020B-6350 Overhead Charges/Admin Cost: Increase due to the Collective Bargaining Adjustments.	\$27,210	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
913012C-7044 Other Equipment: Replacement of (3) Sound Level Meters @ \$4,516 each, which are unable to be updated and serviced.	\$13,548	

## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$31,302	\$3,689	\$7,500	\$7,500	\$0	N/A
OTHER COSTS	\$38,870	\$16,354	\$33,500	\$33,500	\$0	N/A
SERVICES	\$11,081	\$7,146	\$12,000	\$12,000	\$0	N/A
TRAVEL	\$35,226	\$1,013	\$9,680	\$9,680	\$0	N/A
<b>Operations Total</b>	<b>\$116,479</b>	<b>\$28,203</b>	<b>\$62,680</b>	<b>\$62,680</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$21,029	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$21,029</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$137,508</b>	<b>\$28,203</b>	<b>\$62,680</b>	<b>\$62,680</b>	<b>\$0</b>	<b>N/A</b>



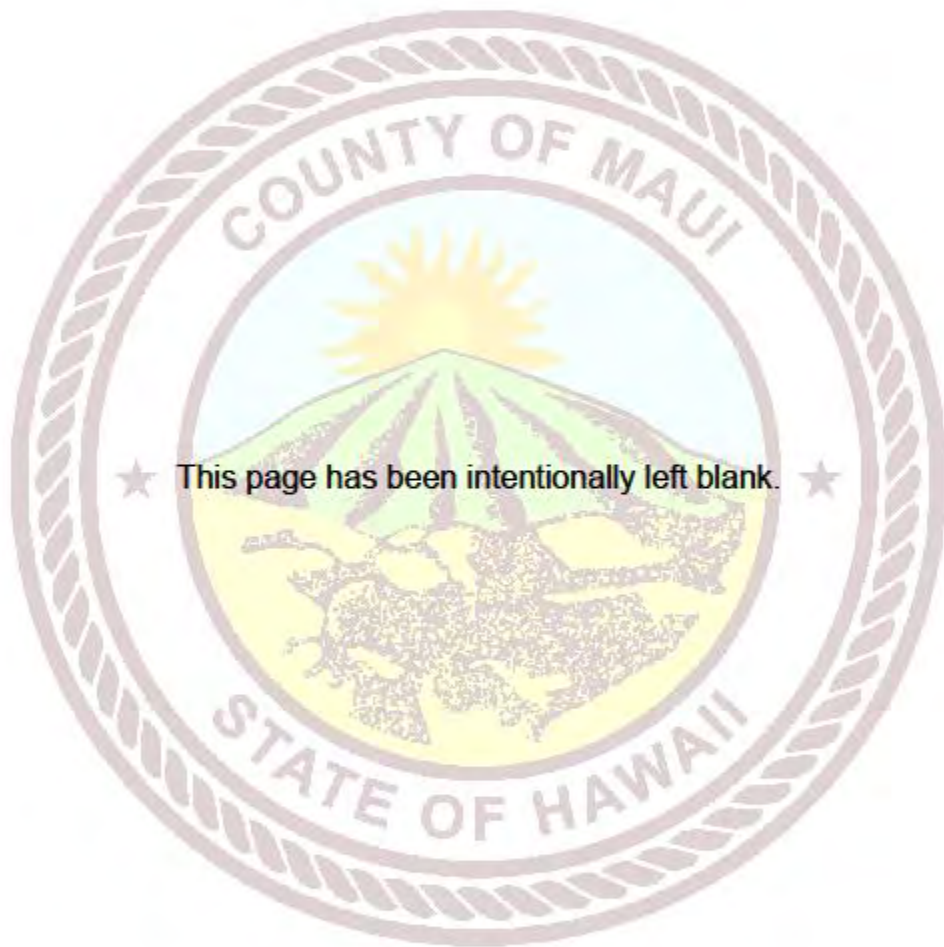
*Managemen*

---

# Management

---





★ This page has been intentionally left blank. ★

## Department Summary

### Mission

The Maui County Charter, Section 8-1.3, provides specific mandates for the Department of Management to follow. It states that the managing director shall:

1. Act as the principal management aid to the mayor.
2. Supervise the administrative functions of those agencies, departments, boards and commissions assigned by the mayor.
3. Evaluate the management and performance of each agency.
4. Prescribe standards of administrative practice to be followed by all agencies under his or her supervision.
5. Supervise and coordinate those functions described in Subsections 7-5.6, 7-5.7, and 7-5.8.
6. Perform all other duties and functions required by this charter or assigned by the mayor.

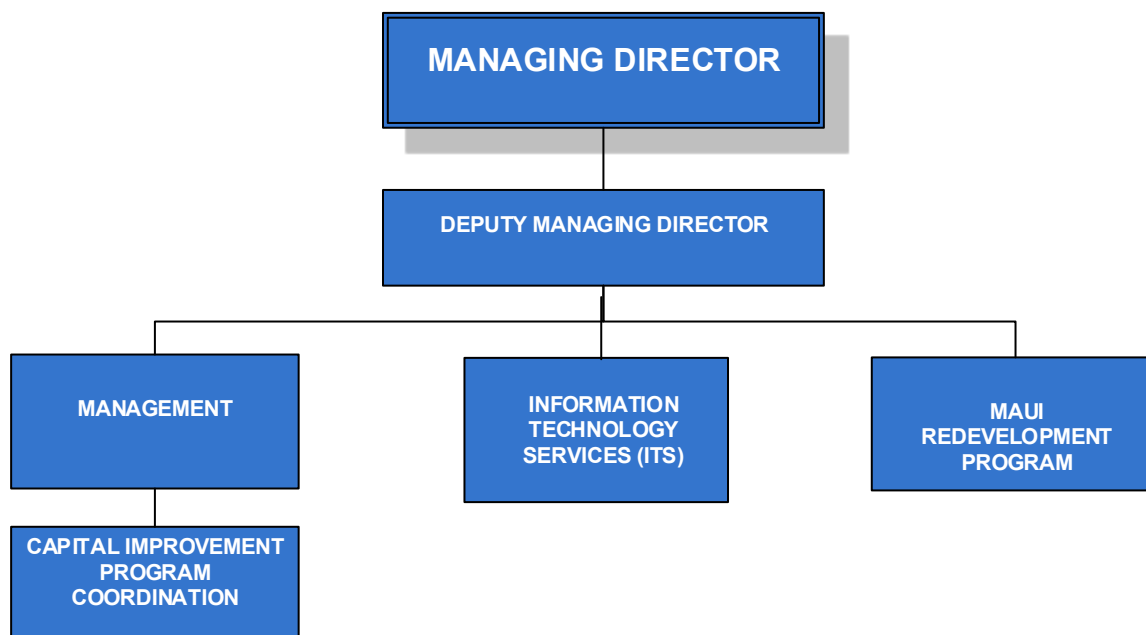
Guided by these mandates the department's mission is to: develop an effective and responsive county government that aims to create a strong and diversified economy; continue to focus on providing suitable public infrastructure and core services for our residents and visitors; ensure that our communities are prepared, safe, and livable; and, protect our future by creating a healthy and sustainable Maui County.

### Countywide Outcome(s)

The Department of Management supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Organization Chart



**Department Summary****Strategies**

The Department of Management uses a variety of accepted management practices to assure that all operating departments are fulfilling their Charter-mandated responsibilities safely and responsibly; and, providing core services to the public in the most efficient and cost-effective way possible. These strategies include:

- Establishing and maintaining effective working relationships and communication with department heads, deputies, employees, boards, commissions, and other agencies.
- Identifying, developing or upgrading, and implementing necessary organizational policies and procedures.
- Monitoring and evaluating the overall effectiveness and efficiency of the departments.
- Utilizing a performance-based form of management to promote efficiency, accountability, transparency, and productivity in county government.

**Operations**

In keeping with the Charter mandates, the Department of Management's primary operational objective is to manage and provide management support and oversight for all county departments and agencies through actions that are measured and tracked. Management's secondary operational objective focuses on implementing the Mayor's vision and priorities through the departments while also assuring compliance with budgetary requirements.

The department, in striving to provide direct services to the county, also oversees and manages the following programs and activities:

- Americans with Disabilities Act (ADA)
- Annual Community Satisfaction Survey
- Capital Improvement Projects (CIP)
- Equal Employment Opportunity/Affirmative Action (EEO/AA) Compliance
- Fleet Management System
- Information Technology (IT) Services (ITSD) Division
- Geospatial Data Services through Enterprise GIS Section
- Performance Management Program Administration
- Vehicle Use Policy Administration
- Violence in the Workplace Action Plan Administration

Providing a comprehensive and detailed description of the Department of Management's operations and program would be time-consuming and constrained by page-limits. However, a summary of key actions, projects, and initiatives undertaken during the fiscal year include:

**Accountability, Effectiveness and Efficiency**

- **Management.** Management works closely with department directors, deputies and their staff, in managing the day-to-day operations of county departments. This includes facilitating inter-departmental operations and communication to foster cooperation between departments in working together towards common goals, and managing in a way that promotes responsiveness, effectiveness and efficiency through accountability and collaboration initiatives.

**Department Summary****Operations (Cont'd)**

- **Performance-based management.** Management's efforts on performance measures and performance-based management resulted in the County of Maui being one of only 19 jurisdictions awarded the prestigious Certificate of Achievement by the International City/County Management Association (ICMA). As part of its ongoing assessment of process and procedures, management:
  - Continued working with departments on updating and implementing performance measures.
  - Commenced quarterly departmental performance management review meetings (COMSTAT) where departments were required to present statistics, explain results achieved or not achieved, and shared management strategies to a panel in front of their peers.
- **Resolution of Single Audit Findings.** In FY 2017, Management became directly involved with assisting the Department of Finance with the financial audit of Maui County by external auditors N&K CPAs, Inc. Specifically, Management staff was assigned to help resolve the findings identified in the single audit report after the audit reported twelve significant deficiencies of which nine (75%) findings had been reported in prior years' audits. A closer review revealed a disturbing pattern:
  - 2 findings were reported in the past 5 consecutive years since FY 2012;
  - 2 were reported annually in the past 4 consecutive years since FY 2013;
  - 3 findings were repeated annually over the past 3 consecutive years since FY 2014; and,
  - 2 significant deficiencies were reported over the past 2 consecutive years since FY 2015.

The audit noted that the corrective action plan developed and presented by Finance had remained the same despite the steady increase in significant findings being reported.

Management found this unacceptable and despite being short-staffed dedicated resources to meet with the external auditors, identify specific issues and internal control weaknesses, and to work with the relevant departments to resolve these findings. At the close of the FY 2017 financial audit, N&K CPAs Inc. concluded in the Single Audit Report for Fiscal Year Ended June 30, 2017, that the corrective actions for 8 of the 12 FY 2016 findings (67%) have been successfully accomplished. This was the most audit findings resolved in a fiscal year since FY 2012.

Additionally, Management provides support to departments undergoing independent audits to ensure the integrity of the audit process, and to help facilitate the progress of the audit by clarifying audit steps and resolve preliminary issues that arises during the course of field work. In FY2018, the Management provided audit support to the Departments of Transportation and Liquor Control.

- **Annual Organizational/Functional Reviews.** Review of organizational and functional charts of all 16 departments in the Executive Branch (as enumerated in Article 8 of the County Charter) are performed annually by Management and approved by the Managing Director. These charts:
  - Provide a diagram and description of the structure of operations at position-level detail relating to the functional distribution of responsibilities, reporting hierarchy and relationships among positions within each County department;

**Department Summary**

- Serve as a critical administrative tool to both management and employees by helping the departments meet their operational missions and objectives as defined by the Charter, and ensuring that resources are efficiently and effectively deployed pursuant to the Council-approved budget details; and,

**Department Summary****Operations (Cont'd)**

- Communicate structural and functional relationships to enable the visualization of a complete organization, while preserving historical record for future review and analysis.

During FY 2018, Management completed its annual review and approval of FY 2017 organizational and functional charts and commenced its annual review of FY 2018. As of January 31, 2019, 15 departments' FY 2018 charts have been reviewed and approved, with only one department's chart pending further review. Review of FY 2019 charts have commenced for which 3 have been reviewed and approved to-date.

- **Reorganization Proposals - Evaluation and Approval.** Management is responsible for closely examining all proposed changes to the approved organizational structure, including position placement and reporting hierarchy, and any changes must be approved by the Managing Director. Written guidelines were established by Management to ensure that organizational charts and re-organizational proposals are complete, consistently prepared, and address critical factors for decision-making. Management's review includes:
  - Conceptually evaluating all requested reorganizational proposals for their alignment and fulfillment of the countywide priorities and the department's mission and objectives.
  - Consideration of the relevancy and reasonableness of its justification; whether it would improve operational economy, effectiveness and efficiency in the performance of the department's objectives; and, whether it reflects sound management practices warranting changes to the approved organizational structure.

Requests for reorganization from departments continue to increase. In FY 2018, 24 reorganization requests were received, an increase of 85% compared to previous year FY2017. Of the 24 proposals received, 16 were reviewed with 10 approved and 6 returned for further study or retracted by the requesting department after receiving Management's review comments. Comparatively, 13 proposals were received and examined in FY2017 and 11 in FY2016. For FY19, as of January 31, 2019, 25 reorganization requests have been received and 18 proposals have been reviewed with 16 approved and 2 returned to the requesting department

- **Vehicle Use Evaluation and Management.** The Department of Management is responsible for monitoring and enforcing the County's Motor Vehicle Policy. Implemented county-wide in 2012, this policy sets guidelines and procedures for the allowable uses of County vehicles, eligible operators and types of assignments of County and non-County vehicles to conduct official county business. It also addresses the acquisition, replacement and disposal, and record-keeping of County vehicles.
- **Fleet Management System.** In 2013, the Department of Management contracted with Networkfleet Inc. to more effectively and efficiently manage its vehicle fleet. The fleet management system (FMS) has enhanced the County's operations by providing technology to better manage and protect County assets. The FMS maximizes the utilization of vehicles, reduces fuel consumption, limits the need to purchase new vehicles, enhances management oversight, monitors "wear-and-tear" on vehicles, and notifies appropriate personnel when items need to be replaced along with manufacturer recalls. In the event a problem occurs, a Roadside Service Assistance Plan is provided to include jump starts, tire changing, locksmith services, fuel delivery and towing.



**Department Summary****Operations (Cont'd)**

In FY 2017, 565 vehicles had GPS units installed and departments established 183 “geofences” to help monitor vehicle activity. Management does not anticipate expanding the program in FY18 as our efforts will focus on removing units from damaged vehicles or vehicles that are out of service for extended major repair and placing them in active vehicles that do not have GPS.

**Cost Savings**

- Management’s Cost Reduction Unit was established to identify ways to reduce government spending and increase efficiency. A few of the key areas identified for continued evaluation and follow-through include:
  - **Travel.** Management continues to work closely with the Department of Finance’s Purchasing Division since including travel as a focus point for cost reduction. As part of our efforts, we have: (a) overhauled the existing travel policy and made significant revisions to it; (b) revised and updated the travel request form; and, (c) developed and implemented a travel review committee to scrutinize all out-of-state travel requests.
  - **Overtime.** Management worked closely with the Mayor to develop and issue an organization-wide “overtime directive” which requires that: (a) overtime be pre-approved; (b) departments maintain records of all overtime; and, (c) directors provide monthly notification to the Finance Director and Managing Director of all employees accruing eight or more hours of overtime in any week.
  - **pCard Policy and Procedures.** After the pCard Audit Report was released on June 14, 2017, the Department of Management formed a working group to research and review existing policies and procedures for the use and administration of the pCard program administered by the Department of Finance. After thoroughly analyzing the program, we implemented a number of policy and procedural changes including the requirement that departments review and reduce the number of pCardholders and administrators, and determine if training had been received. In addition, we worked with the Department of Finance to update the Maui County PCard Policy and Procedures, and developed an online training video which was subsequently used to retrain all cardholders and administrators.

**Technology**

- Consistently searching for ways to reduce cost while improving the delivery of services to our internal and external customers through technology. Ongoing projects include:
  - Maui’s Automated Permitting and Planning System (MAPPS) - cross-departmental, enterprise-wide replacement project for the existing KIVA land use and permitting system. Includes enhancements to permit processing, review procedures, GIS and other segments of the organization.
  - HR/Payroll System Replacement – an enterprise-wide replacement for the existing antiquated, non-intuitive, and inflexible system with an easy-to-use, intuitive, and flexible system that will meet the needs of the county well into the future.
  - Computer Aided Dispatch/Records Management System (CAD/RMS) - replacement of an existing system that no longer meets the needs of the organization. This project involves all segments of public safety and aims to improve user’s ability to perform day-to-day first responder-related tasks.

## Department Summary

### County CIP Coordination

- **CIP Coordination Committee.** Management developed and launched the County CIP Coordination Committee which is responsible for the review and coordination of capital improvement projects across all departments. Meeting quarterly, this committee reviews ongoing and proposed CIP as a way to increase awareness, reduce conflict, and improve accountability among departments.

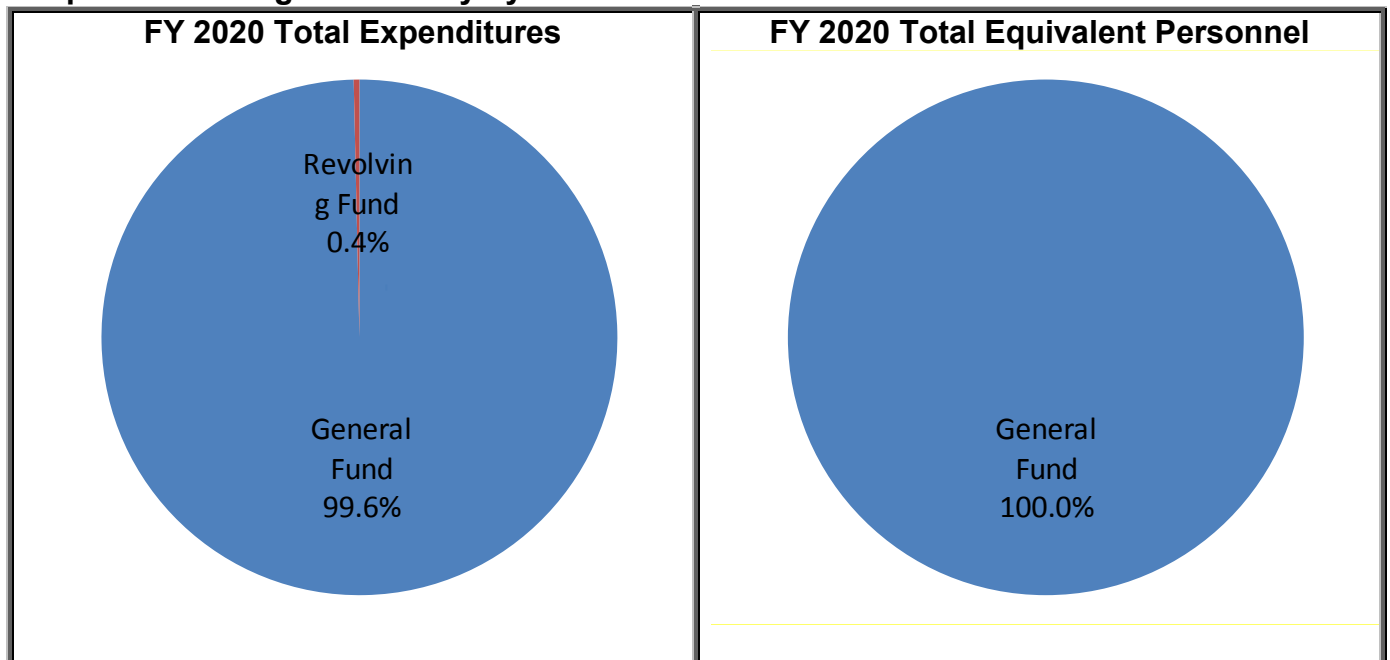
### Operations (Cont'd)

- **Kulamalu Hale.** Completed the 56-unit affordable rental project known as “Kulamalu Hale” in conjunction with the Department of Housing and Human Concerns. The \$14M project was designed and constructed within budget and on time. The facility is currently managed through a contract with Hale Mahaolu and the units are being rented to individuals with Area Median Incomes of between 50% and 120%.
- **Service Center.** The planning and design of the County’s new Service Center has progressed according to plans and is set to go out to bid for construction in mid-2018. This project will provide 56,000 square feet of space for current and future County operations. Currently, the service center will house three departmental operations.

### External Factors Description

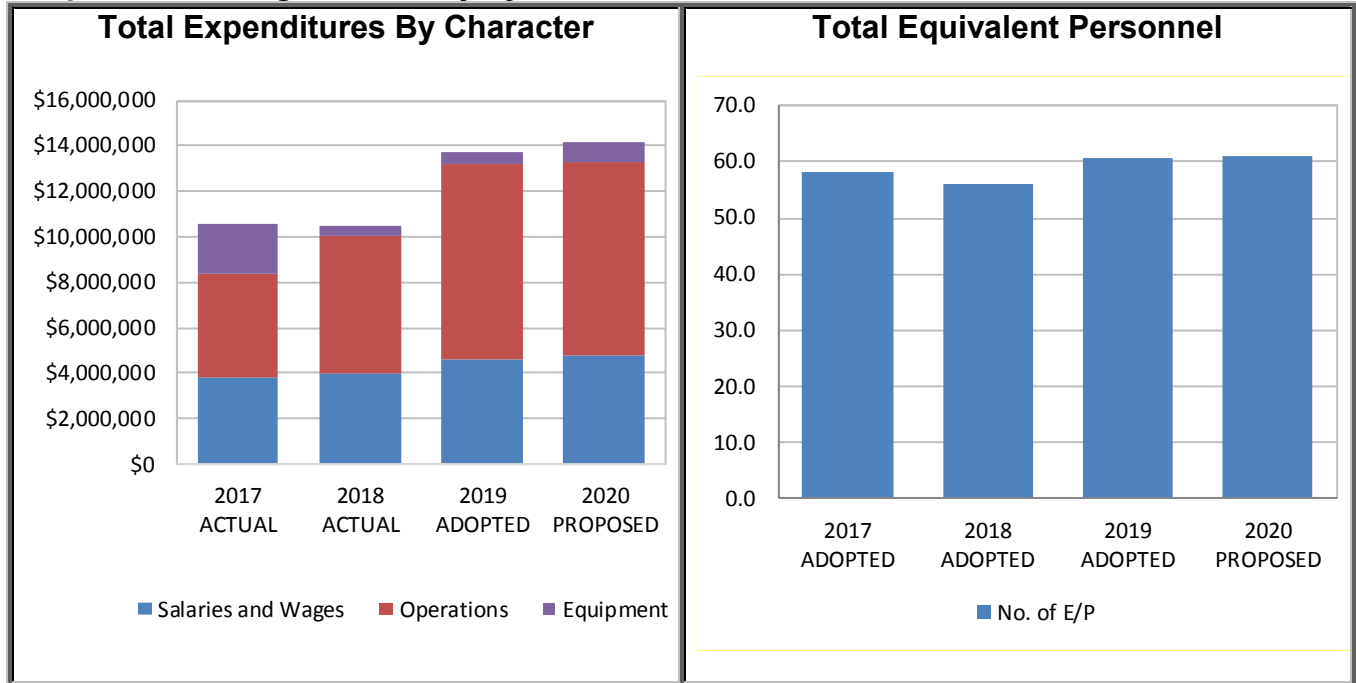
There are a number of external factors that impact our operations. However, the primary external factor that has affected, and continues to affect the Department of Management is the reduction in staff. Over the last few years, the Council’s decision to reduce critical Management staff has made it a challenge to provide the degree of management, oversight, and support to county departments and agencies necessary to address efficiency, effectiveness, and cost-saving opportunities that may exist throughout the organization.

### Department Budget Summary by Fund



## Department Summary

## Department Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$93,204	\$103,261	\$51,150	\$94,000	\$42,850	83.8%
WAGES & SALARIES	\$3,740,329	\$3,905,482	\$4,533,237	\$4,705,266	\$172,029	3.8%
<b>Salaries and Wages Total</b>	<b>\$3,833,532</b>	<b>\$4,008,742</b>	<b>\$4,584,387</b>	<b>\$4,799,266</b>	<b>\$214,879</b>	<b>4.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$152,833	\$107,945	\$174,500	\$196,000	\$21,500	12.3%
OTHER COSTS	\$810,331	\$1,826,520	\$2,953,138	\$552,638	-\$2,400,500	-81.3%
SERVICES	\$3,490,127	\$4,068,284	\$5,358,500	\$7,662,758	\$2,304,258	43.0%
TRAVEL	\$78,762	\$63,427	\$100,700	\$105,700	\$5,000	5.0%
UTILITIES	\$16,093	\$10,636	\$15,500	\$15,500	\$0	N/A
<b>Operations Total</b>	<b>\$4,548,147</b>	<b>\$6,076,811</b>	<b>\$8,602,338</b>	<b>\$8,532,596</b>	<b>-\$69,742</b>	<b>-0.8%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$2,188,125	\$399,752	\$542,900	\$798,245	\$255,345	47.0%
<b>Equipment Total</b>	<b>\$2,188,125</b>	<b>\$399,752</b>	<b>\$542,900</b>	<b>\$798,245</b>	<b>\$255,345</b>	<b>47.0%</b>
<b>Department Total</b>	<b>\$10,569,804</b>	<b>\$10,485,305</b>	<b>\$13,729,625</b>	<b>\$14,130,107</b>	<b>\$400,482</b>	<b>2.9%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Management Program	11.0	9.0	8.5	9.0	0.5	5.9%
Information Technology Services Program	43.0	47.0	48.0	48.0	0.0	N/A
Geographic Information Systems Program	4.0	0.0	0.0	0.0	0.0	N/A
Maui Redevelopment Program	0.0	0.0	4.0	4.0	0.0	N/A
<b>Department Total</b>	<b>58.0</b>	<b>56.0</b>	<b>60.5</b>	<b>61.0</b>	<b>0.5</b>	<b>0.8%</b>

## Management Program

### Program Description

The Management Program provides executive-level management and oversight to the operating departments, agencies, boards and commissions of the County of Maui as assigned by the Mayor. The Managing Director provides direct supervision and sets the course for each county operating unit through the appropriate Department Director and Deputy. Using both internal and external resources, the Managing Director ensures that all non-legislative county entities comply with the Maui County Charter, Maui County Code, Hawaii Revised Statutes, and U.S Federal statutes.

### Countywide Outcome(s)

The Management Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy, and Sustainable Community

### Population Served

This program manages all non-legislative aspects of county operating departments, agencies, boards and commissions as assigned by the Mayor. This program also provides direct support to county operations through its Informational Technology Services Program (ITS), Capital Improvement Project Coordination, energy and countywide security services regardless of governing authority.

### Services Provided

The Department of Management provides organizational and operational oversight and coordination, strategic management and direction, budgetary oversight and coordination, Capital Improvement Program coordination, EEO/AA and safety compliance, ADA Compliance, countywide security, economic and community development, and administration of countywide policies & procedures through the Managing Director and staff in the Management Program.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Evaluate the management, and performance of each agency.</i>				
1. Conduct evaluations on the management and performance of each agency on an annual basis	% of departments evaluated during the fiscal year	N/A	90%	90%
	% of directors that feel that performance management can help them achieve their goals, missions and objectives	100%	90%	90%
	% of directors present at quarterly performance management meetings	75%	100%	100%

## Management Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Evaluate the management and performance of each agency. (Cont'd)</i>				
2. Determine if the departments are being effectively managed	Combined average grade of 90% or greater for all agencies	N/A	90%	90%
	% of directors and deputy directors holding professional organization memberships	90%	90%	90%
<i>Goal #2: Provide strategic management, and improve operational effectiveness for each department, agency, board and commission as assigned by the Mayor.</i>				
1. Improve executive management capacity by providing advanced management training to all directors and deputies each fiscal year	% of directors and deputies provided with at least one advanced executive-level training course within the fiscal year	100%	100%	100%
	% of management attending at least one webinar or web-based training per year	90%	90%	90%
2. Project executive management to all levels of county operations by doing random on-site visits at county operating facilities and operations locations	% of county facilities and job sites assessed	53%	80%	90%
3. Ensure clear and effective communication between executive level and all operational units	% of bi-weekly reports received and reviewed	N/A	80%	80%
	% of directors and deputy directors that feel bi-weekly meetings help maintain effective communication with Management	90%	90%	90%
	% of directors and deputy directors that feel bi-weekly reports are effectively utilized by Management to address departmental issues and concerns	90%	90%	90%

## Management Program

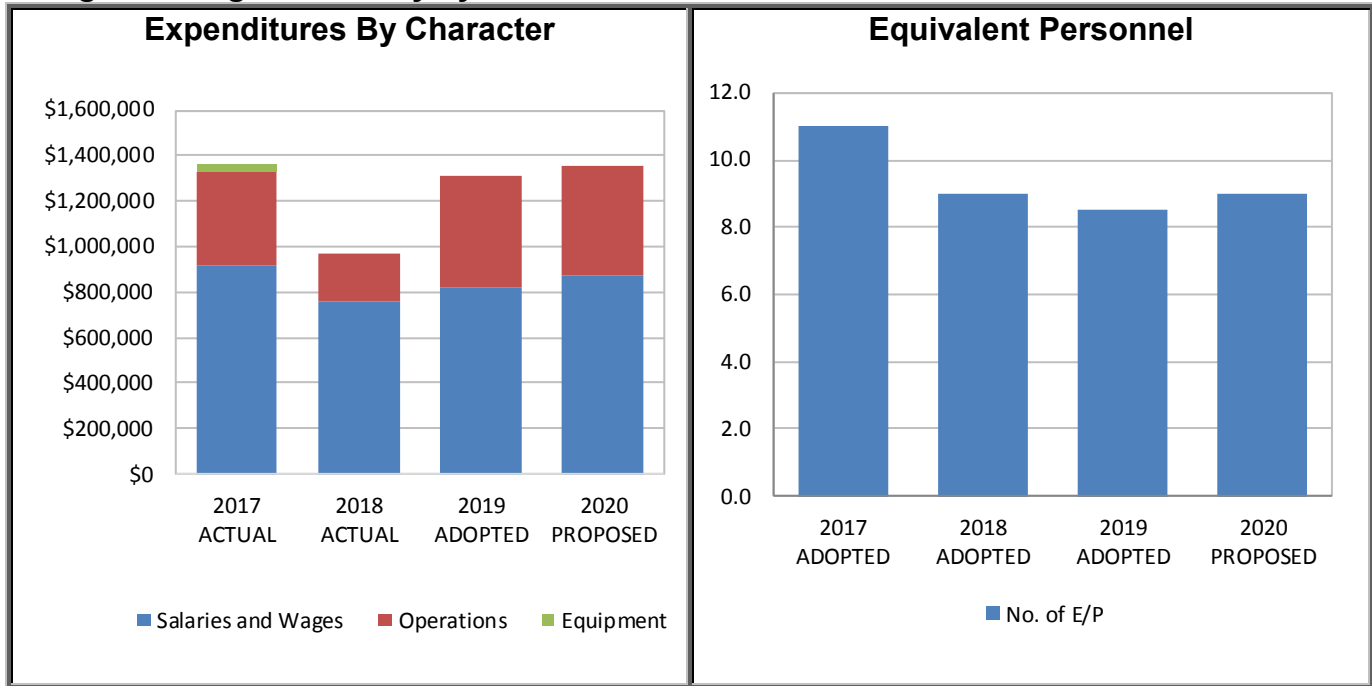
## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Provide oversight of adopted budget for operational departments, agencies, boards and commissions as assigned by the Mayor.</i>				
1. All operating departments, agencies, boards and commissions effectively functioning within authorized budget parameters	% of authorized operating budget programs within the adopted fiscal budget	N/A	90%	90%
2. All operating department agencies effectively functioning within stated performance goals	% of operating departments meeting or exceeding their performance goals	N/A	80%	80%
<i>Goal #4: Oversight of workplace safety.</i>				
1. Improve workplace safety by increasing the level of organizational safety awareness through safety trainings to all county employees on a regular basis	% of employees trained on at least one safety training course per fiscal year	14%	80%	80%
2. Improve workplace safety by reducing instances of injuries in the workplace	Ratio of recordable injuries per 100 employees	5	3	3
3. Improve workplace safety and security by ensuring county facilities are fitted with video surveillance	% of county facilities fitted with video surveillance	42%	50%	50%



## Management Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$368	\$0	\$7,500	\$7,500	N/A
WAGES & SALARIES	\$914,041	\$756,518	\$817,707	\$868,099	\$50,392	6.2%
<b>Salaries and Wages Total</b>	<b>\$914,041</b>	<b>\$756,887</b>	<b>\$817,707</b>	<b>\$875,599</b>	<b>\$57,892</b>	<b>7.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$13,851	\$1,050	\$5,500	\$5,500	\$0	N/A
OTHER COSTS	\$229,741	\$42,657	\$84,000	\$63,500	-\$20,500	-24.4%
SERVICES	\$148,273	\$148,330	\$375,000	\$375,000	\$0	N/A
TRAVEL	\$21,851	\$14,737	\$26,500	\$31,500	\$5,000	18.9%
UTILITIES	\$3,670	\$2,438	\$5,500	\$5,500	\$0	N/A
<b>Operations Total</b>	<b>\$417,386</b>	<b>\$209,211</b>	<b>\$496,500</b>	<b>\$481,000</b>	<b>-\$15,500</b>	<b>-3.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$35,988	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$35,988</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,367,416</b>	<b>\$966,098</b>	<b>\$1,314,207</b>	<b>\$1,356,599</b>	<b>\$42,392</b>	<b>3.2%</b>

## Management Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
CIP Project Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer VI	1.0	1.0	0.0	0.0	0.0	N/A
Countywide CIP Coordinator	1.0	0.0	0.0	0.0	0.0	N/A
Deputy Managing Director	1.0	1.0	1.0	1.0	0.0	N/A
Energy/Countywide CIP Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Equal Employment Opportunity Specialist	1.0	1.0	1.0	1.0	0.0	N/A
Executive Assistant I	1.0	0.0	0.5	1.0	0.5	100.0%
Executive Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Managing Director	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Secretary to the Managing Director	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>11.0</b>	<b>9.0</b>	<b>8.5</b>	<b>9.0</b>	<b>0.5</b>	<b>5.9%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
904011A-5101 Regular Wages: Adjustments in salaries based 3% increase for Managing Director and Deputy Managing Director per Salary Commission, salary adjustment for Secretary to the Managing Director and Energy/Countywide CIP Coordinator, and increase Executive Assistant position to a full year salary.	\$50,392	0.5
<b>Operations</b>		
<b>SERVICES:</b>		
904023B-6112 Contractual Service: Deletion of one-time Council added appropriation.	-\$100,000	
904025B-6112 Contractual Service: Deletion of one-time Council added appropriation.	-\$100,000	
<b>OTHER COSTS:</b>		
904043B-6317 Contractual Service: Deletion of one-time appropriation for photovoltaic.	-\$25,000	

## Management Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
904011A-5205 Overtime: Additional funding due to Workday Implementation and MRP assistance.	\$7,500	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
904011B-6132 Professional Services: \$50,000 Additional funding Countywide Management Training, \$75,000 Operational Audits, \$75,000 Performance Management Alignment, \$15,000 for SeeClickFix (work management software).	\$200,000	
<b>TRAVEL:</b>		
904011B-6201 Airfare, Transportation: Increase for additional training.	\$3,500	
904011B-6222 Per Diem Non-Reportable: Increase for additional training.	\$750	
904011B-6223 Per Diem Reportable Non-Taxable: Increase for additional training.	\$750	
<b>OTHER COSTS:</b>		
904011B-6230 Registration/Training Fees: Increase for additional training.	\$4,500	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$217,000</b>	<b>0.0</b>

## County Grant Subsidy Detail – General Fund

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Maui County Veterans Council	\$18,000	\$18,000	\$20,000	\$20,000
Molokai Veterans Caring for Veterans	\$9,000	\$10,000	\$35,000	\$10,000
West Maui Veterans Club	\$4,000	\$4,000	\$5,000	\$5,000
<b>TOTAL COUNTY GRANT SUBSIDY – MANAGEMENT PROGRAM</b>	<b>\$31,000</b>	<b>\$32,000</b>	<b>\$60,000</b>	<b>\$35,000</b>

## County Grant Subsidy Program Description

**Maui County Veterans Council**

Funds to support veteran events and activities throughout Maui County.

**Molokai Veterans Caring for Veterans**

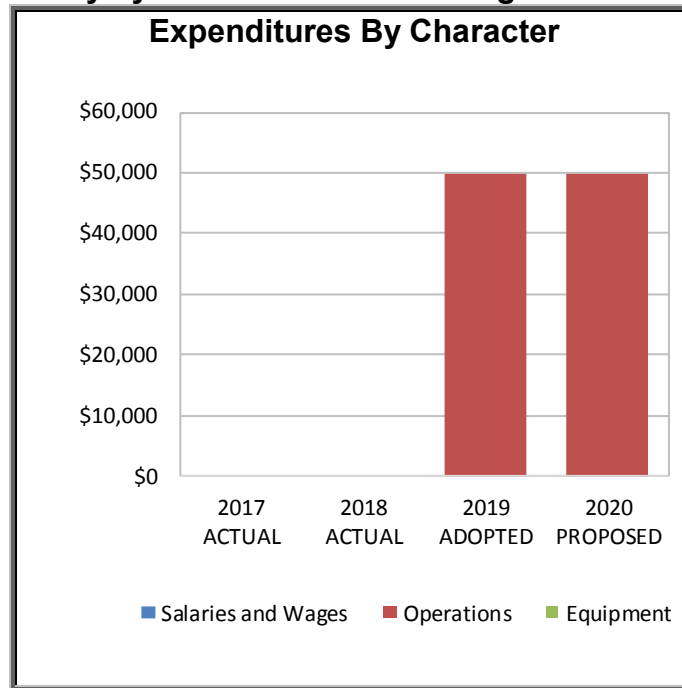
Funds to subsidize utility and maintenance costs of Molokai Veterans Center.

**West Maui Veterans Club**

Funding will be used for upkeep of Hanakoo Cemetery in Lahaina.

## Management Program

## Program Budget Summary by Fiscal Year – Revolving Fund



## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$0	\$0	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$50,000	\$50,000	\$0	N/A
<b>Operations Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$50,000</b>	<b>\$0</b>	<b>N/A</b>

**Information Technology Services Division****Program Description**

The mission of the ITS Division is to serve the goals and objectives of the County of Maui through a focus on IT Service excellence.

The Program's Vision:

*"The Information Technology Services Division provides outstanding IT services in support of the County of Maui's goals and objectives. ITSD works closely with its business partners to deliver services that enable the County of Maui to improve services and enhance its customer perception through consistent and timely identification, selection, implementation and sustainment of appropriate technologies.*

*ITSD achieves this goal guided by the principles of collaboration and transparency, stability and innovation and efficient use of resources."*

**Countywide Outcome(s)**

The Information Technology Services Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Focus on Outstanding Customer Service

**Population Served**

The ITS Program provides a catalog of 32 business-focused services to 2,400 customers in the County of Maui and many more in the general public.

**Services Provided**

The ITS Services Catalog is organized in three primary categories: Corporate Application Support Services, ITS Technical Services and ITS Professional Support Services. Details about the ITS Services Catalog can be found on the County of Maui Intranet. These Information Technology (IT) Services are delivered by ITS staff organized in 7 major sections: Customer Services and Support, Application and Information Management Services, Technology Operation Services, Public Safety Support Services, Information Security Services, Enterprise Geographic Services, and Service Assurance Support. In 2018, close to 14,300 requests tickets were opened. 52% of those were for new services or equipment, 43% for fixes, and 5% for system changes. In addition, the Division has a workload of over 100 active and requested projects.

**Key Activity Goals & Measures**

The 2018 update of the 2013 IT Strategic Assessment created a refocused Strategic Plan to implement the future vision for IT. The Plan's Strategic Roadmap has the Division, in the near term (one to two years), focus on improving engagement with its Business (Departmental) Partners (Initiative 1A), improving IT Governance (1B), and achieving a balance of Supply and Demand (3B); those efforts go hand-in-hand.

Furthermore, the Division's Service Management and Accountability (2A), and the maturity of its Organizational Capabilities (3A) will be increased. Ongoing efforts to Modernize Applications (2B) will continue in Fiscal Year 2020, as will the Division's efforts to expand Financial Management and Valuation Capabilities (4A).

## Information Technology Services Division

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Deliver mature and effective IT Services in alignment with organizational initiatives.</i>				
1. Improve engagement with County's Lines of Business (1A)	% Creation of formal Business Relationship Management program supported by BRM Specialist expansion position By June 30, 2020	N/A	N/A	60%
	%Completion of semi-annual IT Service "Check In" program with the business stakeholders, supported by BRM Specialist expansion position by December 31, 2019	N/A	100%	100%
	% Completion of department cyber liaison program, supported by Cyber Security Analyst expansion position by June 30, 2020	N/A	50%	100%
	% Completion of user friendly Customer Portal for managing customer requests by June 30, 2020	N/A	75%	100%
2. Increase IT Governance Maturity (1B)	% Creation of IT Governance Framework, supported by Deputy CTO expansion position, by June 30, 2020	N/A	N/A	75%
<i>Goal #2: Provide operational excellence.</i>				
1. Expand Service Management and Accountability (2A)	% Increase in cyber security rating maturity level, supported by Cyber Security Analyst expansion position, by March 31, 2020	N/A	N/A	15%
	% Utilization of user friendly Customer Portal for managing customer requests by June 30, 2020	N/A	100%	75%



## Information Technology Services Division

	% Implementation of end point configuration manager SCCM by June 30, 2020	N/A	N/A	100%
	%Implementation of Access/Identity Services Program supported by Access Service Manager expansion position by June 30, 2020	N/A	N/A	100%
2. Application Modernization (2B)	% completion of migration to MS Exchange by June 30, 2020	10%	100%	100%
	%completion of MAPPS project by June 30, 2020	40%	100%	80%
	%completion of upgrade of MPD CAD/RMS system by June 30, 2020	15%	70%	100%
	% implementation of electronic signature/approval system by June 30, 2020	0%	60%	100%

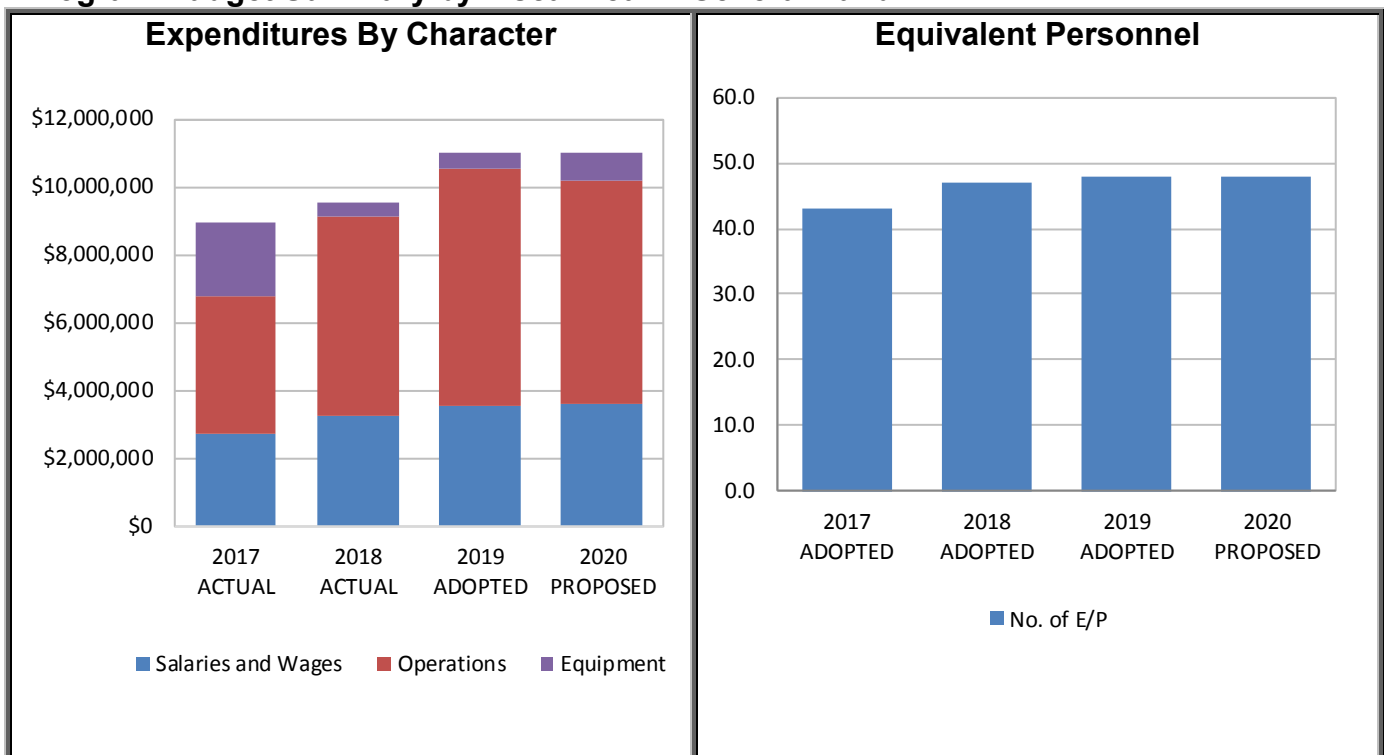
## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
Goal #3: Develop and Organize Staff focused on Service Strategy				
1. Increase IT Organizational Capabilities Maturity (3A)	% Completion of Staff Training Plan by December 31, 2019	N/A	100%	100%
2. Balance Supply and Demand (3B)	% Organization of Project Portfolio Management Section by December 31, 2019	N/A	100%	100%
	% Completion of customer service delivery staffing and performance benchmarks, enable by Senior Customer Services Analyst expansion position by June 30, 2020	N/A	N/A	100%
	% Completion of application support	N/A	N/A	100%

## Information Technology Services Division

	service delivery staffing and performance benchmarks enabled by application support analyst expansion position by June 30, 2020			
	Number of new ArcGIS Online applications enabled by expansion Geographic Analyst position developed by June 30, 2020	N/A	3	3
<b>Goal #4: Increase breadth and transparency of sustainable funding model</b>				
1. Expand IT Financial Management and Valuation Capabilities (4A)	Amount of reduction of direct costs to Maui County for IT initiatives by June 30, 2019	\$360,000	\$325,000	\$300,000
2. Implement IT Service valuation model	% Completion of IT infrastructure spending analysis by March 31, 2019	N/A	100%	100%

## Program Budget Summary by Fiscal Year – General Fund



## Information Technology Services Division

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$93,241	\$102,892	\$51,150	\$86,500	\$35,350	69.1%
WAGES & SALARIES	\$2,603,006	\$3,155,753	\$3,454,967	\$3,516,959	\$61,992	1.8%
<b>Salaries and Wages Total</b>	<b>\$2,696,246</b>	<b>\$3,258,645</b>	<b>\$3,506,117</b>	<b>\$3,603,459</b>	<b>\$97,342</b>	<b>2.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$137,879	\$106,895	\$163,000	\$184,500	\$21,500	13.2%
OTHER COSTS	\$554,163	\$1,783,863	\$2,836,638	\$456,638	-\$2,380,000	-83.9%
SERVICES	\$3,341,854	\$3,919,954	\$3,930,000	\$5,875,000	\$1,945,000	49.5%
TRAVEL	\$56,911	\$48,690	\$56,200	\$56,200	\$0	N/A
UTILITIES	\$8,617	\$8,198	\$10,000	\$10,000	\$0	N/A
<b>Operations Total</b>	<b>\$4,099,425</b>	<b>\$5,867,600</b>	<b>\$6,995,838</b>	<b>\$6,582,338</b>	<b>-\$413,500</b>	<b>-5.9%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$2,152,137	\$399,752	\$526,700	\$798,245	\$271,545	51.6%
<b>Equipment Total</b>	<b>\$2,152,137</b>	<b>\$399,752</b>	<b>\$526,700</b>	<b>\$798,245</b>	<b>\$271,545</b>	<b>51.6%</b>
<b>Program Total</b>	<b>\$8,947,808</b>	<b>\$9,525,997</b>	<b>\$11,028,655</b>	<b>\$10,984,042</b>	<b>-\$44,613</b>	<b>-0.4%</b>

\*In FY 2018, E/P, salaries and operational costs were transferred from the Geographic Information Systems Program to the Information Technology Services Program.

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Buyer I	1.0	1.0	1.0	1.0	0.0	N/A
Chief Technology Officer	1.0	1.0	1.0	1.0	0.0	N/A
Geographic Information Systems Analyst III	0.0	1.0	1.0	1.0	0.0	N/A
Geographic Information Systems Analyst IV	0.0	1.0	1.0	1.0	0.0	N/A
Geographic Information Systems Analyst V	0.0	1.0	1.0	1.0	0.0	N/A
Geographic Services Manager	0.0	1.0	1.0	1.0	0.0	N/A
Information Systems Analyst III	5.0	5.0	5.0	5.0	0.0	N/A
Information Systems Analyst IV	6.0	6.0	7.0	7.0	0.0	N/A
Information Systems Analyst V	20.0	20.0	20.0	20.0	0.0	N/A
Information Systems Analyst VI	4.0	4.0	4.0	4.0	0.0	N/A
ITSD Section Head	4.0	4.0	4.0	4.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>43.0</b>	<b>47.0</b>	<b>48.0</b>	<b>48.0</b>	<b>0.0</b>	<b>0.0%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
904015A-5101 Regular Wages: Adjustments in salaries based on collective bargaining increases, position filled at lower step, correction on salaries, increase full year funding for Information System Analyst IV.	\$61,992	0.0
<b>OTHER PREMIUM PAY:</b>		
904015A-5205 Overtime: Budget transferred from 904015A-5215.	\$60,000	
904015A-5215 Premium Pay: Budget transferred to 904015A-5205.	-\$50,700	
904015A-5206 Standby by: Additional funding based on prior actuals.	\$26,000	

## Information Technology Services Division

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations</b>		
<b>SERVICES:</b>		
904015B-6132 Professional Services: Deletion of one-time appropriation to complete Active Directory integration; integration of Exchange into multiple enterprise applications and to update 2013 IT comprehensive Assessment.	-\$105,000	
<b>OTHER COSTS:</b>		
904015B-6244 Computer Software: Deletion of one-time appropriation for second year of HR Project \$2,250,000 and \$250,000 MAPPS software implementation costs for additional permit workflows.	-\$2,500,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
904015C-7031 Computer Equipment: Deletion of one-time FY 2019 appropriation.	-\$447,700	
904015C-7032 Software Programs: Deletion of one-time FY 2019 appropriation.	-\$10,000	
904015C-7040 Motor Vehicles: Deletion of one-time FY 2019 appropriation.	-\$28,000	
904015C-7043 Office Furniture: Deletion of one-time FY 2019 appropriation.	-\$20,000	
904017C-7032 Software Programs: Deletion of one-time FY 2019 appropriation.	-\$21,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
904015B-6060 Small Equipment - under \$1000: Additional funding for the completion of WiFi build out at County facilities.	\$20,000	
<b>SERVICES:</b>		
904015B-6132 Professional Services: Additional funding for \$250,000 Win10 desktop migration planning, \$50,000 applications extender interface for MAPPS, \$50,000 IASWorld interface for MAPPS, \$30,000 post go live consulting for HR/Payroll, \$250,000 PM/OCM consulting in no expansion position to implement 1A+3B from Strategic Plan Update.	\$630,000	
904017B-6138 R & M - Services/Contracts: Additional funding for the newly implemented technology support, \$500,000 Workday, \$15,000 InvestiPR for Corporation Counsel, \$30,000 Bomgar (cypher), \$155,000 Cloud IAS World, \$12,000 Thales (cyber), \$70,000 Mobile Device Management, \$68,000 Project Portfolio Management, \$150,000 Exchange Cloud, \$20,000 SQL Sever Software Assurance (required per Audit), and annual support contract cost increase at 10% \$400,000.	\$1,420,000	
<b>OTHER COSTS:</b>		
904015B-6230 Registration/Training Fees: Additional specific training needs, \$20,000 for Workday IT Administration, \$15,000 Ivani IT Service Management System Upgrade Training, \$10,000 EneGov Advanced System Administration Training, and \$45,000 Cyber Security Training.	\$90,000	
904015B-6235 Rentals: Additional funding for continuing need for OMP 502 project room.	\$30,000	

## Information Technology Services Division

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
904015C-7031 Computer Equipment: \$295,000 Lifecycle replacement of computer equipment, \$88,000 mobile display terminals for MFD apparatus (22 @ \$4,000 each), \$4,000 CPU Keyboard, monitors, telephone) for two DMVL Service Representative II proposed expansion positions, \$4,000 Canon scanner, Journal printer, Laser printer for two DMVL Service Representative II proposed expansion positions, \$2,500 Computer hardware/software for Revenue Manager (Treasury) proposed expansion positions, \$84,000 for 911 Dispatch Computer Stations (21 @ \$4,000 each), purchase of a CSOC Video Display @ \$12,000, purchase computer hardware/software for Planner expansion positions in Planning @ \$1,900, purchase of computer hardware/software & scanner for Office Operations expansion position in Prosecuting Attorney @ \$3,850, and purchase of computer equipment for South Maui Gym @ \$2,000.	\$497,250	
904015C-7032 Software Programs: \$165,000 Lifecycle replacement software licenses, \$80,000 Fire Module for CAD Dispatch software, \$1,500 Microsoft Office, Access Database software for two DMVL Service Representative II proposed expansion positions, \$2,995 Pathfinder Office for GPS devices, and \$50,000 NetMRI Network Automation and Analysis.	\$300,995	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$2,988,245</b>	<b>0.0</b>

## Maui Redevelopment Program

The Maui Redevelopment Program is established to correct and prevent slum, blight and disinvestment conditions that can create economic or social liabilities to the County. The Redevelopment Program's work includes strategic land use planning, development, property acquisition, and program coordination

### Countywide Outcome(s)

The Maui Redevelopment Program supports the following countywide outcome(s):

- A Strong Diversified Economy
- A Healthy, and Sustainable Community
- A Prepared, Safe, and Livable Community
- Suitable Public Infrastructure

### Population Served

The current focus of the Maui Redevelopment Program is centered on Wailuku Town which is the seat of government and effectively services the entire population of Maui County.

### Services Provided

The Maui Redevelopment Program will provide long range and strategic planning for the redevelopment areas including development packaging, infrastructure coordination, propose policy and legislative amendments and encourage private sector investment. The agency will be responsible for the maintenance, security and programming of the public facilities and amenities in the district. The program will staff the Maui Redevelopment Agency, review development projects and facilitate permitting. The program will coordinate the development of the Wailuku Civic Hub project and all communications and mitigating programs associated its construction.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Orchestrate key infrastructure projects that catalyze the private sector to reinvest.</i>				
1. Redevelop the Wailuku municipal parking lot with opportunities for mixed-use development that will create an activity generator	% complete with Design and Construction	33%	45%	75%
2. Install storm water facilities where flooding is recurring and problematic	% complete of Vineyard Street storm water project	50%	75%	90%
	% complete Church Street storm water project	50%	75%	90%
3. Improve parking and circulation in Wailuku	Double the # of parking stalls at the municipal lot	33%	45%	75%
	Improve pedestrian connections on Vineyard and Church	50%	75%	90%



## Maui Redevelopment Program

## Key Activity Goals &amp; Measures (Cont'd)

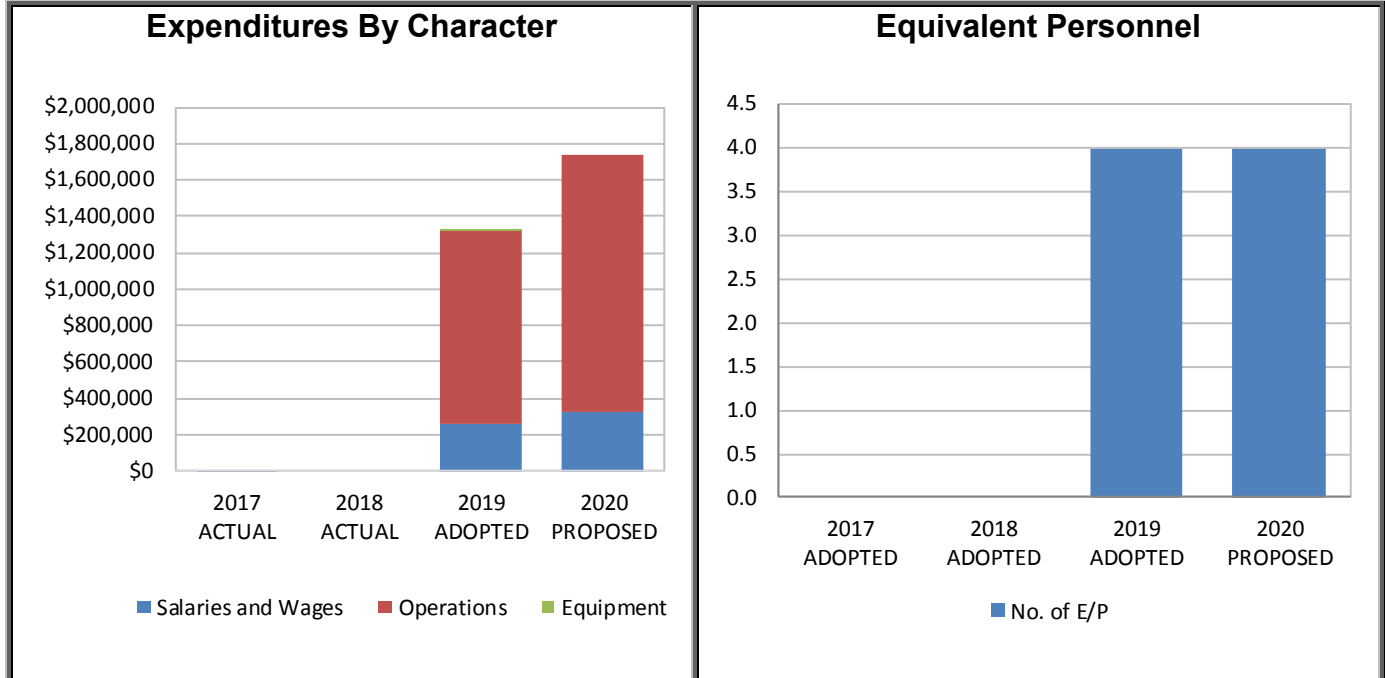
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Orchestrate key infrastructure projects that catalyze the private sector to reinvest (Cont'd).</i>				
3. Improve parking and circulation in Wailuku (Cont'd)	Develop a downtown shuttle service	0%	100%	100%
	Install way-finding and signage to direct visitors to parking and key destinations	30%	100%	100%
	Manage County owned on-street and off-street parking facilities and develop a fee structure	20%	80%	80%
4. Monitor reinvestment in the neighborhood	# of building permits	15	25	25
	# storefront vacancies	N/A	4	4
	Increase in assessed values in the district	\$26,320,000	\$80,899,200	\$85,622,400
<i>Goal #2: Mitigate the construction impacts to neighborhood businesses and users.</i>				
1. Protect property owner and County interests throughout construction	# of unilateral agreements, easement dedications and pro rata share agreements executed	0	20	7
	# of private property owners that improved lateral connections to services	2	15	10
2. Connect business owners with assistance programs offered by partner organizations	# workshops focused on construction	12	12	12
	# participants involved in workshops	470	265	75
	# businesses connected to grants or loans	0	0	15
3. Provide consistent information about construction impacts	# monthly website updates and social media	6	12	50
	# of users registered to receive updates to website	41	2,500	2,500
	# of direct mailings	1	1	1
	# radio & print ads and news stories	12	18	24

## Maui Redevelopment Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Mitigate the construction impacts to neighborhood businesses and users (Cont'd).</i>				
4. Provide new reasons for people to visit Wailuku during the construction	# of community events	12	12	18
	# private non-profit events and programs hosted in Wailuku	N/A	5	N/A
	# must see installations	1	7	
<i>Goal #3: Manage publicly owned spaces.</i>				
1. Expand the cleaning services in the Clean and Safe Program	# lineal feet of maintenance and trash collection	1,150	3,300	4,900
2. Ensure the neighborhood is well lit during evening hours	# service requests for lighting installation/replacement	2	4	5
	# new street lights installed	0	64	25
3. Landscaping maintenance	# hours of landscape and tree maintenance per month	8	8	16

## Program Budget Summary by Fiscal Year – General Fund



## Maui Redevelopment Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$260,563	\$320,208	\$59,645	22.9%
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$260,563</b>	<b>\$320,208</b>	<b>\$59,645</b>	<b>22.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$6,000	\$6,000	\$0	N/A
OTHER COSTS	\$0	\$0	\$32,500	\$32,500	\$0	N/A
SERVICES	\$0	\$0	\$1,003,500	\$1,362,758	\$359,258	35.8%
TRAVEL	\$0	\$0	\$18,000	\$18,000	\$0	N/A
<b>Operations Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,060,000</b>	<b>\$1,419,258</b>	<b>\$359,258</b>	<b>33.9%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$16,200	\$0	-\$16,200	-100.0%
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$16,200</b>	<b>\$0</b>	<b>-\$16,200</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,336,763</b>	<b>\$1,739,466</b>	<b>\$402,703</b>	<b>30.1%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer VI	0.0	0.0	1.0	1.0	0.0	N/A
Planner VI	0.0	0.0	1.0	1.0	0.0	N/A
Account Clerk II	0.0	0.0	1.0	1.0	0.0	N/A
Civil Engineer IV	0.0	0.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>0.0</b>	<b>0.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>	<b>N/A</b>

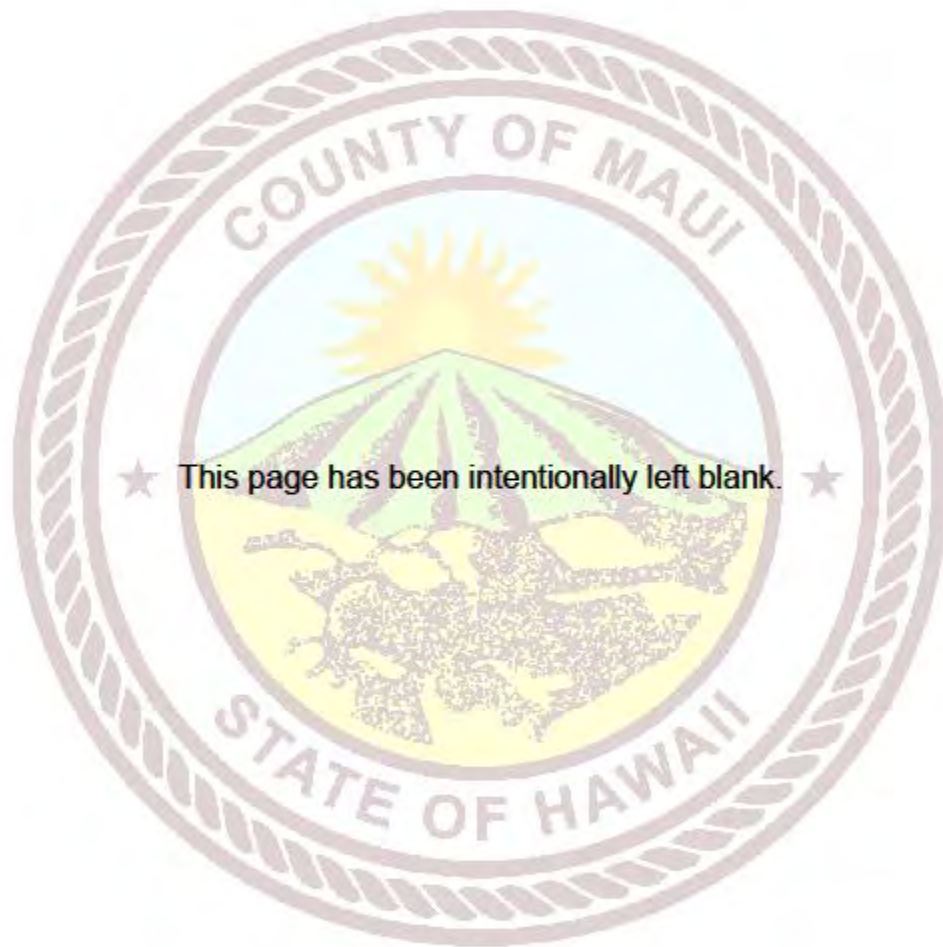
## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

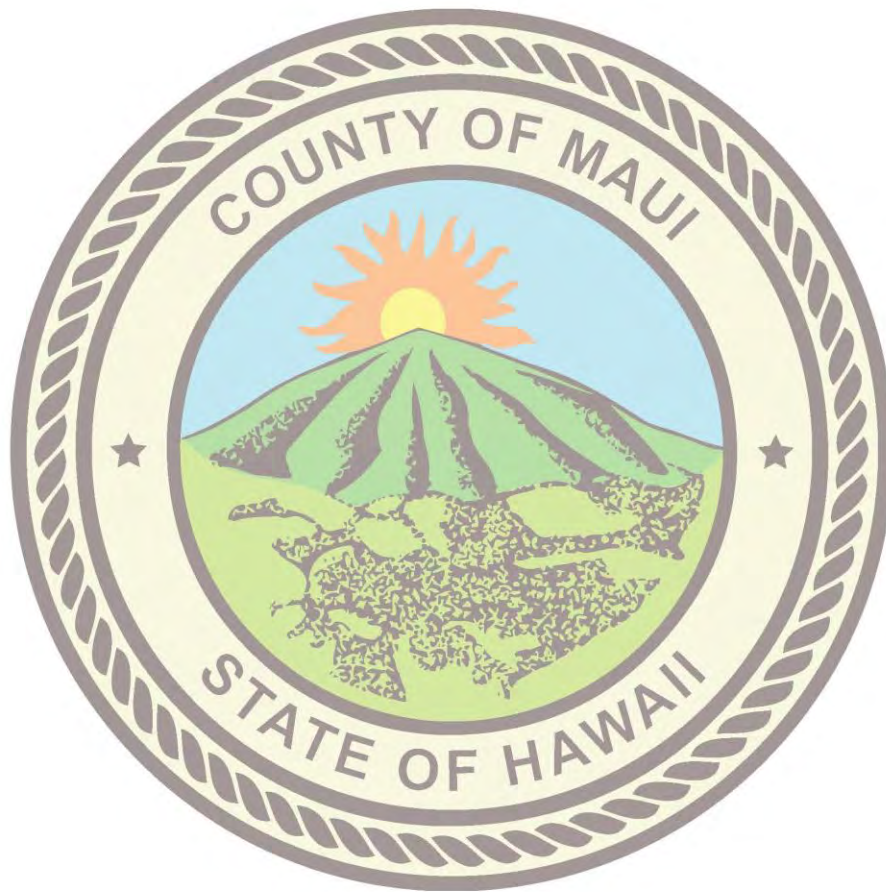
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
904029A-5101 Regular Wages: Adjustment to salaries based on position reallocations.	\$59,645	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Maui Redevelopment Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
904029B-6112 Contractual Service: New construction mitigation program and parking equipment installation.	\$289,258	
<b>SERVICES:</b>		
904029B-6112 Contractual Service: Additional funding for WRAZDC update.	\$70,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$359,258</b>	<b>0.0</b>

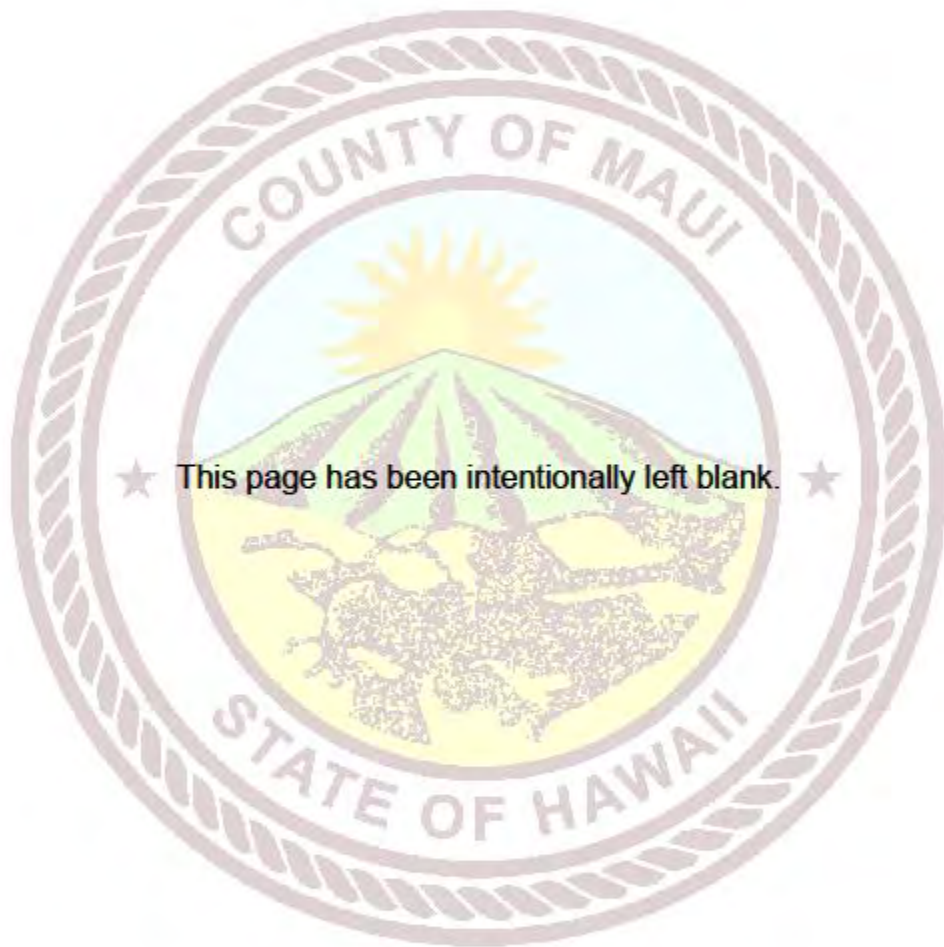




*Office of the*

# *Office of the Mayor*





★ This page has been intentionally left blank. ★

## Department Summary

### Mission

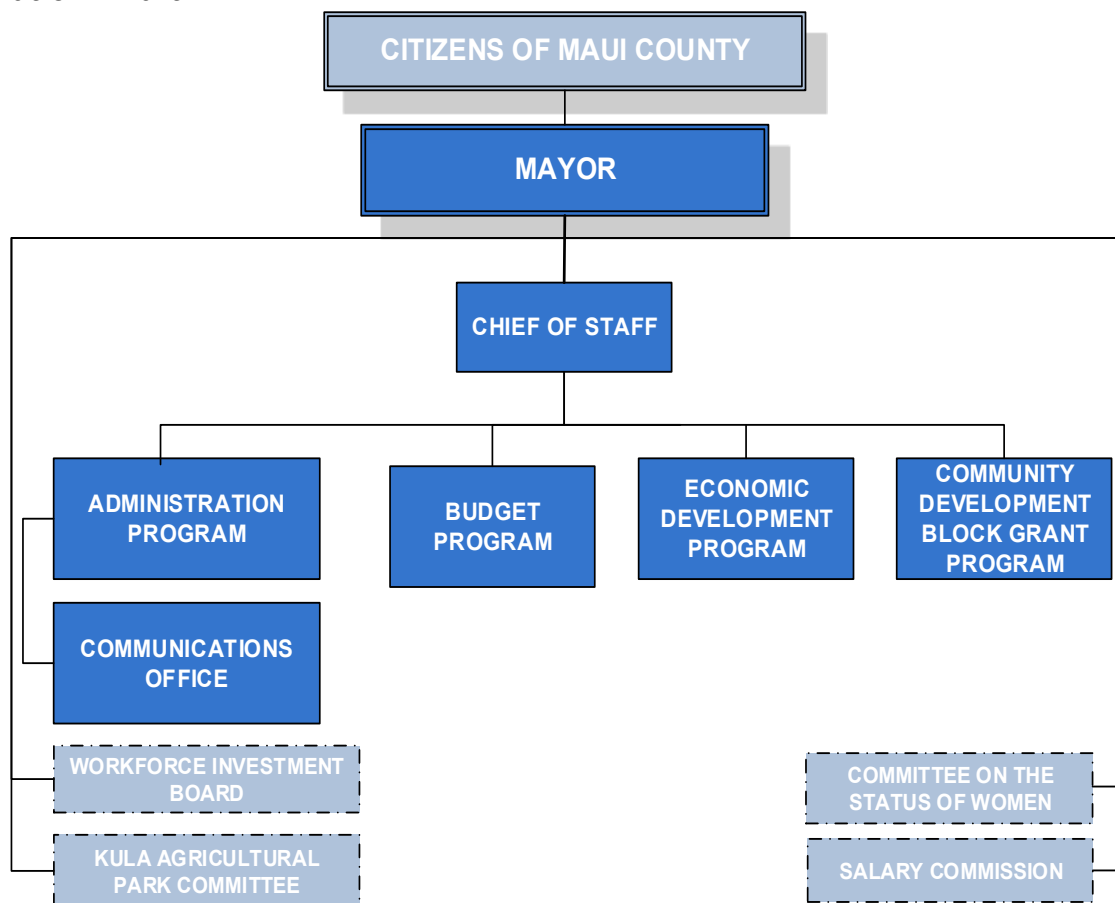
The Office of the Mayor is comprised of four programs: the Administration, Office of Economic Development (OED), Community Development Block Grant (CDBG) programs and the Budget Office. The Administration is comprised of the Mayor's Community Liaisons, Communications Office, and Administrative and Clerical Support Staff and provides executive level management to OED, CDBG and Budget programs. Primarily, the Office of the Mayor serves as the community's immediate liaison to county government.

### Countywide Outcome(s)

The Office of the Mayor supports the following countywide outcome(s):

- An Efficient, Effective customer service-oriented Government
- A healthy community that balances strong environmental stewardship with development of attainable housing and sustainable economic development
- A reliable, community-focused public infrastructure, including roads, water and wastewater systems
- A Healthy, Safe and livable community
- A county administration that strives for win-win collaboration with County Council, State, Federal private sector and non-profit partners

### Organization Chart



**Department Summary****Strategies**

- The Office of the Mayor continues to adhere to its “open door” policy ensuring its constituents’ ability to communicate their issues or complaints as it relates to County government. Staff members are available to receive, address and resolve concerns submitted by constituents.
- The Office of the Mayor provides constituents accessibility to County government by accommodating the public with various modes of communication to the Mayor. This includes Instagram but not limited to, walk-in visits, phone calls, emails, Facebook posts, tweets and regular mail.
- The Mayor’s Chief of Staff provides oversight to the Office of the Mayor and regularly meets with program directors and staff to provide support and direction, as prescribed by the Mayor.
- The Office will coordinate the Mayor’s (or his designee’s) participation at various community meetings, events and social events.
- In order to maintain an open and transparent government, the Office of the Mayor will continue to disseminate information to the general public on issues relating to County government. This will be done through various news agencies, radio, TV, social media, and other means of mass communication that will reach a large portion of our constituents.

**Operations**

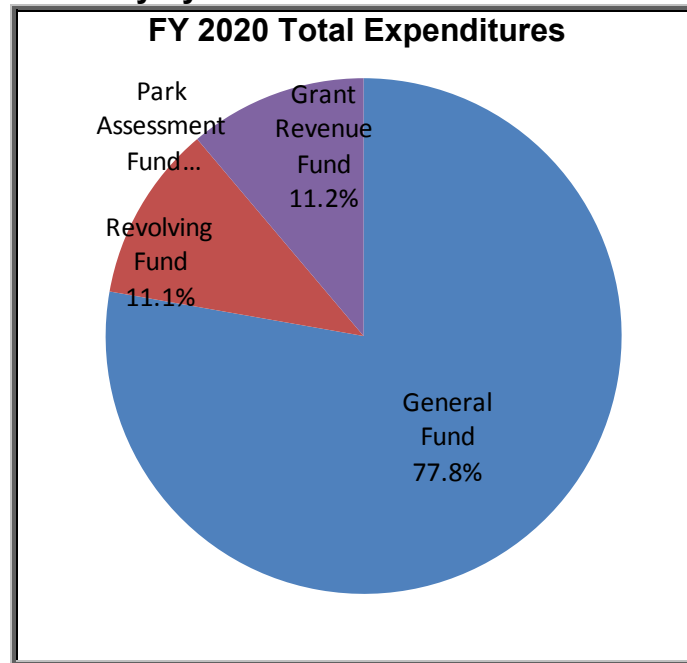
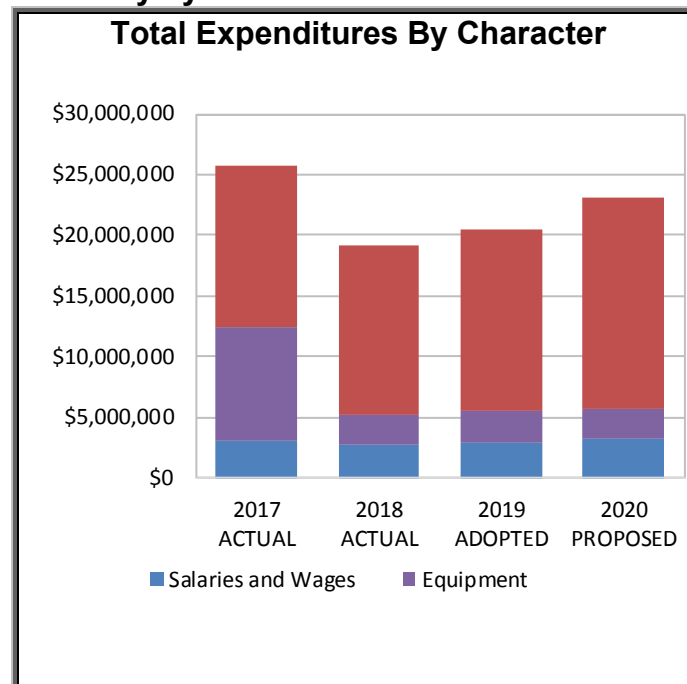
The Office of the Mayor’s primary objective is to gather information from the community, identify the problem, research possible solutions and make recommendations to the Mayor, the Managing Director and departmental heads. The Mayor provides direction, led by the Chief of Staff, to the Community Liaisons and Communications personnel who directly interact with the members of the public and assigned departmental heads. The Support Team, which consists of the Office Manager and the secretarial and clerical pools, makes sure day-to-day operations are handled in an efficient and timely manner. The Chief of Staff regularly meets with the Office of Economic Development Director and CDBG Program Manager to constantly realign goals and objectives of the office.

**External Factors**

The primary external factors that affect the Office of the Mayor include changes to operational mandates by the County Council or other legislative action, changes demanded by formal public action such as an initiative or recall, and major community challenges that directly impact governmental operations.

## Department Summary

## Department Budget Summary by Fund

Department Budget Summary by Fiscal Year <sup>1</sup>

<sup>1</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$49,396	\$18,510	-\$1,437	\$17,500	\$18,937	-1317.8%
WAGES & SALARIES	\$2,936,880	\$2,769,417	\$2,910,616	\$3,156,638	\$246,022	8.5%
<b>Salaries and Wages Total</b>	<b>\$2,986,275</b>	<b>\$2,787,927</b>	<b>\$2,909,179</b>	<b>\$3,174,138</b>	<b>\$264,959</b>	<b>9.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$36,601	\$39,875	\$40,440	\$45,440	\$5,000	12.4%
OTHER COSTS	\$11,950,850	\$12,719,738	\$12,336,899	\$14,707,199	\$2,370,300	19.2%
SERVICES	\$807,422	\$850,900	\$498,890	\$486,922	-\$11,968	-2.4%
SPECIAL PROJECTS	-\$2,183	\$0	\$1,558,035	\$1,540,535	-\$17,500	-1.1%
TRAVEL	\$233,662	\$179,331	\$101,013	\$223,033	\$122,020	120.8%
UTILITIES	\$37,665	\$29,756	\$41,113	\$41,142	\$29	0.1%
INTERFUND COST RECLASSIFICATION	\$230,557	\$226,327	\$290,268	\$244,573	-\$45,695	-15.7%
<b>Operations Total</b>	<b>\$13,294,573</b>	<b>\$14,045,927</b>	<b>\$14,866,658</b>	<b>\$17,288,844</b>	<b>\$2,422,186</b>	<b>16.3%</b>
<b>Equipment</b>						
LAND	\$9,495,000	\$2,350,000	\$2,610,000	\$2,550,000	-\$60,000	-2.3%
LEASE PURCHASES	\$17,857	\$16,684	\$22,421	\$22,541	\$120	0.5%
MACHINERY & EQUIPMENT	-\$10	\$5,744	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$9,512,846</b>	<b>\$2,372,428</b>	<b>\$2,632,421</b>	<b>\$2,572,541</b>	<b>-\$59,880</b>	<b>-2.3%</b>
<b>Department Total</b>	<b>\$25,793,695</b>	<b>\$19,206,282</b>	<b>\$20,408,258</b>	<b>\$23,035,523</b>	<b>\$2,627,265</b>	<b>12.9%</b>

**Administration Program****Program Description**

The Administration Program provides assistance to Mayor Michael Victorino in carrying out many of his duties. The Mayor's Community Liaisons assist the Mayor by receiving communications from the public requesting varying degrees of assistance -- ranging from simple information to more complex issues, conducting investigations on the matter, and communicating with departments. All of them play a critical role in their fast-paced and extremely high-pressure environment, while serving as an advisor to the Mayor. The Mayor's administrative staff also review and processes all documents that require the Mayor's approval. Meetings and events occurring within and outside the Mayor's office are coordinated through the Mayor's executive staff.

Appointments to Boards and Commissions are handled through this program by recruiting potential appointees, vetting and selecting qualified individuals, and preparing Council resolutions for their consideration of the Mayor's selection. The Administration Program is also responsible for disseminating information to the general public on matters concerning the County of Maui.

**Countywide Outcome(s)**

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective and Customer service-oriented government
- A healthy community that balances strong environmental stewardship with development of attainable housing and sustainable economic development
- A reliable, community-focused public infrastructure, including roads, water and wastewater systems
- A Healthy and Sustainable Community
- A County Administration that strives for a win-win collaborations with County Council, State, Federal, private sector and nonprofit partners

**Population Served**

As the liaison between the public and county government, the Administration Program serves all facets of our community. Any individual may call the Mayor's office for assistance on a particular matter and if the Mayor is not able to take their call or answer an email or social media post, at the very least, one of the Mayor's CL's will respond to the constituent. In addition, mass communications are conveyed to the general community through mainstream and social media.

**Services Provided**

The Administration provides leadership and organizational guidance to departmental operations in conjunction with the Department of Management. It identifies the key objectives, vision, mission and goals that streamline the creation of the county budget, and day-to-day operations that range from basic to complex.

The Administration plans and executes programs that are in line with its goals and objectives, such as economic events that benefit the community, public forums and venues to receive input and concerns, and communication systems that keep the public up-to-date and well-informed of county issues. The program provides representation for the County of Maui in local arenas, state, federal and international.



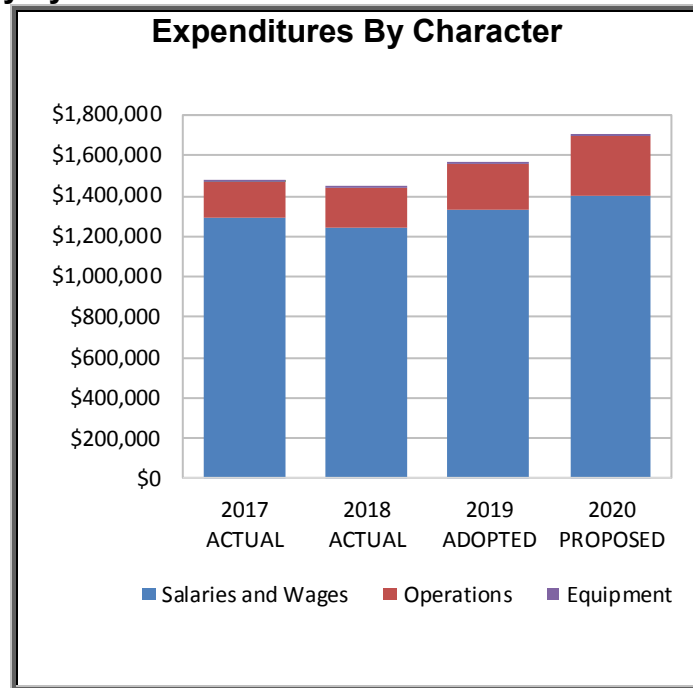
## Administration Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Encourage public accessibility to County government.</i>				
1. Provide assistance to constituents with concerns or issues relating to County government	# of correspondences (phone calls, letters, emails, etc.) from the public	32,160	28,600	[Type Text]
<i>Goal #2: Effectively disseminate accurate and relevant information to the public.</i>				
1. Develop a working relationship with news agencies and providing them information for dissemination.	# of press releases drafted and submitted to news agencies	373	1,000	400
	# of media engagements	246	100	350
	# of online Maui County News Center interactions	16,169	1,500	16,450
	# of social media reach (Facebook, Twitter, Instagram COM Connect)	9,154-Facebook/ 10,072-Twitter/ Instagram/ 258-COM Connect	2,000	24,000
	# of constituents outreach (email, phone calls, Ask the Mayor)	514	300	500
<i>Goal #3: Recruiting and vetting qualified individuals to become members of various boards and commissions.</i>				
1. Recruit and attract individuals to serve on boards & commissions	# of individuals who applied to become potential members of boards & commissions	71	120	80
2. Conduct a comprehensive review of applicants for qualifications and ability to fulfill their duties as board members & commissioners	# of appointees transmitted to the Maui County Council	86	52	35
	# of mayoral appointees confirmed by the Maui County Council	73	52	35
	% of Mayoral appointees successfully confirmed by the Maui County Council	100%	100%	[Type Text]
<i>Goal #4: Maintain relationships with other governmental entities (local, state, federal and international governments).</i>				
1. Foster relationships with government entities.	# of communications with domestic government entities	84	100	95
	# of communications with sister cities and other international governments	57	100	60

## Administration Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$1,939	\$1,165	-\$13,137	\$0	\$13,137	-100.0%
WAGES & SALARIES	\$1,284,908	\$1,244,599	\$1,341,582	\$1,402,862	\$61,280	4.6%
<b>Salaries and Wages Total</b>	<b>\$1,286,847</b>	<b>\$1,245,764</b>	<b>\$1,328,445</b>	<b>\$1,402,862</b>	<b>\$74,417</b>	<b>5.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$12,421	\$6,748	\$17,000	\$17,000	\$0	N/A
OTHER COSTS	\$89,638	\$112,997	\$122,450	\$134,000	\$11,550	9.4%
SERVICES	\$14,223	\$16,261	\$12,000	\$12,000	\$0	N/A
TRAVEL	\$53,885	\$45,692	\$60,390	\$113,910	\$53,520	88.6%
UTILITIES	\$12,674	\$9,816	\$17,800	\$17,800	\$0	N/A
<b>Operations Total</b>	<b>\$182,842</b>	<b>\$191,513</b>	<b>\$229,640</b>	<b>\$294,710</b>	<b>\$65,070</b>	<b>28.3%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$13,333	\$12,160	\$9,945	\$9,945	\$0	N/A
MACHINERY & EQUIPMENT	-\$10	\$400	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$13,323</b>	<b>\$12,560</b>	<b>\$9,945</b>	<b>\$9,945</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,483,012</b>	<b>\$1,449,837</b>	<b>\$1,568,030</b>	<b>\$1,707,517</b>	<b>\$139,487</b>	<b>8.9%</b>

## Administration Program

Personnel Summary by Position Title<sup>2</sup> – General Fund

POSITION TITLE	FY 2020 PROPOSED
Administrative Assistant I	3 Positions
Administrative Assistant I	2 Positions
Administrative Assistant II	4 Positions
Administrative Assistant II	2 Positions
Administrative Assistant II (0.5 FTE)	1 Position
Clerk Stenographer III	1 Position
Executive Assistant I	1 Position
Executive Assistant II	1 Position
Executive Secretary to the Mayor	1 Position
Mayor	1 Position
Office Operations Assistant I	1 Position
Secretary I (.75 FTE)	1 Position
Office Operations Assistant II (0.5 FTE)	1 Position
Secretary I (0.75 FTE)	1 Position
Administrative Assistant I (0.5 FTE)	1 Position

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	N/A
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

<sup>2</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
903013A-5101 Regular Wages: Proposed expansion position in FY 2020 for Administrative Assistant II.	\$64,476	N/A
<b>OTHER PREMIUM PAY:</b>		
903013B-5250 Salary Adjustments: Restore funding due to Council cut.	\$13,137	N/A
<b>Operations</b>		
<b>TRAVEL:</b>		
903013B-6201 Airfare, transportation: Additional funding for training.	\$38,400	
903013B-6222 Per Diem Non-Reportable: Additional funding for training.	\$10,000	
903013B-6223 Per Diem Reportable Non-taxable: Additional funding for training.	\$5,120	
<b>OTHER COSTS:</b>		
903013B-6221 Miscellaneous Other Costs: Additional funding based on anticipated expenditures.	\$6,000	
903013B-6230 Registration/Training Fees: Additional funding based on anticipated expenditures.	\$5,000	
903025B-6221 Miscellaneous Other Costs: Additional funding based on anticipated expenditures.	\$550	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$142,683</b>	<b>N/A</b>

## County Grant Subsidy Detail – General Fund

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grant and Disbursements for Akaku Boards &amp; Commission Meetings</i></b>				
Akaku Boards & Commission Meetings	\$64,968	\$65,000	\$80,000	\$80,000
<b>TOTAL AKAKU BOARDS &amp; COMMISSIONS</b>	<b>\$64,968</b>	<b>\$65,000</b>	<b>\$80,000</b>	<b>\$80,000</b>

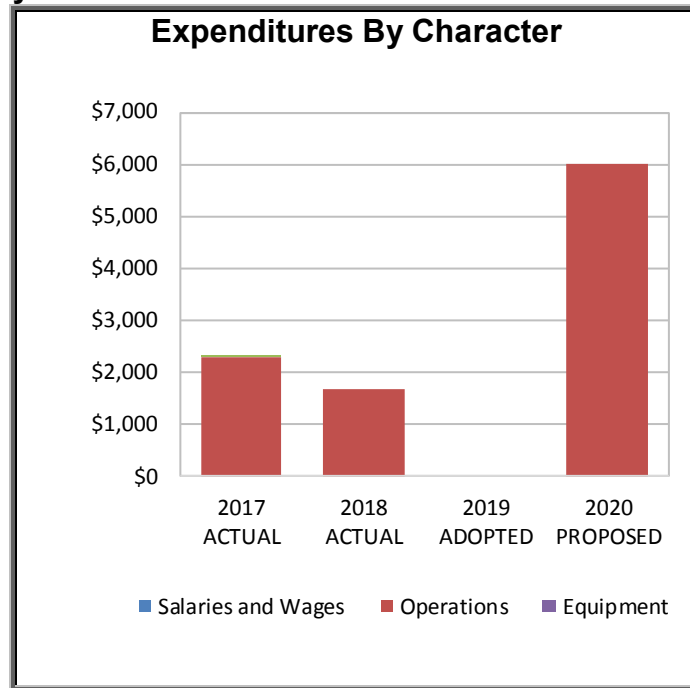
## County Grant Subsidy Program Description

**Akaku Boards & Commission Meetings**

Funds are used to support the community's access to government through the video recording, production, broadcast and distribution of county board, commission and other significant meetings. Funding increased to allow for more coverage of Boards and Commissions.

## Administration Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$553	\$1,447	\$0	\$6,000	\$6,000	N/A
SERVICES	\$200	\$0	\$0	\$0	\$0	N/A
TRAVEL	\$1,543	\$212	\$0	\$0	\$0	N/A
<b>TRAVEL</b>	<b>\$2,296</b>	<b>\$1,659</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$2,296</b>	<b>\$1,659</b>	<b>\$0</b>	<b>\$6,000</b>	<b>\$6,000</b>	<b>N/A</b>

## Personnel Summary – Grant Revenue Fund

The Administration Program does not have personnel funded through the Grant Revenue Fund.

## Administration Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Hawaii State Commission on the Status of Women	No	No	\$0	\$0	\$0	\$6,000
<b>TOTAL</b>			<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$6,000</b>



## Budget Program

### Program Description

The mission of the Budget Office is providing timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, County Council, and departments.

### Population Served

The Budget Office serves the citizens of the Maui County and all departments/agencies within the county, including the Office of the Mayor and County Council.

### Services Provided

The Budget Office coordinates countywide operating budget development activities, including budget amendments, grant revenue monitoring and grant agreement review. Collaborates with departments to create the Capital Improvement Program (CIP); provides budgetary support and guidance to departments; performs budgetary forecasting and analysis; and engages in long-range financial planning. The Budget Office reviews all out-of-state travel requests, unbudgeted equipment purchases, and manpower requests.

### Key Activity Goals & Measures

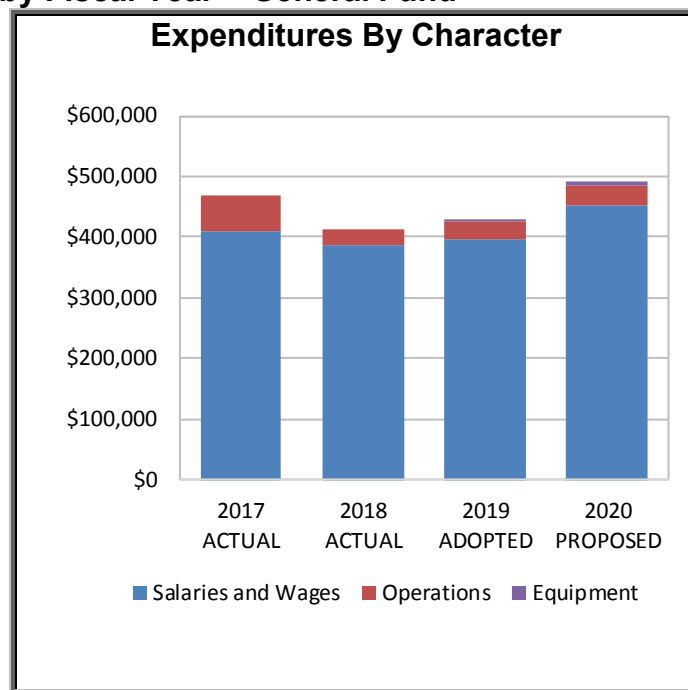
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide the highest quality budget management for the County to protect its fiscal integrity.</i>				
1. Develop a financially sound budget by improving the use and control of operating and capital budget resources	Emergency Fund is grown to 20% General Fund (GF) operating expenditure	7.7%	10%	10%
	Bond Rating of AA+ or higher	AA+	AA+	AA+
	Receipt of the Government Finance Officers Association Budget Presentation award	Yes	To date have not received notification from GFOA	Yes
	% by which actual GF expenditures vary from budget appropriated	Pending CAFR	≤ 5%	≤ 5%
<i>Goal #2: Enhance community access to reliable budget information regarding county programs and capital projects.</i>				
1. Provide public with budget summary or synopsis and make available the FY Budget on the county website	# of budget summary/synopsis printed for distribution at various County events/meetings	1,000	1,000	1,000

## Budget Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Attract and retain highly qualified and energetic individuals to carry out the mission of the Budget Office.</i>				
1. Develop, improve and/or maintain the professional skills of all employees at a high level through such activities as attendance at workshops, seminars, and conferences	# of trainings offered in a fiscal year to staff within the Budget Office	3	4	4
	% of staff within the Budget Program who believe that training received in the last 4 months helped improve their job performance	100%	100%	100%

## Program Budget Summary by Fiscal Year – General Fund



## Budget Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$18,791	\$16,231	\$11,700	\$17,500	\$5,800	49.6%
WAGES & SALARIES	\$390,930	\$370,258	\$383,797	\$435,748	\$51,951	13.5%
<b>Salaries and Wages Total</b>	<b>\$409,721</b>	<b>\$386,488</b>	<b>\$395,497</b>	<b>\$453,248</b>	<b>\$57,751</b>	<b>14.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$6,626	\$2,955	\$6,000	\$6,000	\$0	N/A
OTHER COSTS	\$5,343	\$1,935	\$8,950	\$7,950	-\$1,000	-11.2%
SERVICES	\$37,343	\$18,119	\$7,547	\$7,547	\$0	N/A
TRAVEL	\$10,331	\$4,421	\$5,440	\$10,440	\$5,000	91.9%
UTILITIES	\$918	\$402	\$1,200	\$1,200	\$0	N/A
<b>Operations Total</b>	<b>\$60,560</b>	<b>\$27,832</b>	<b>\$29,137</b>	<b>\$33,137</b>	<b>\$4,000</b>	<b>13.7%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$5,055	\$5,055	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$5,055</b>	<b>\$5,055</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$470,281</b>	<b>\$414,320</b>	<b>\$429,689</b>	<b>\$491,440</b>	<b>\$61,751</b>	<b>14.4%</b>

Personnel Summary by Position Title<sup>3</sup> – General Fund

POSITION TITLE	FY 2020 PROPOSED
Budget Director	1 Position
Budget Specialist II	2 Positions
Budget Specialist III	1 Position
Budget Specialist V	1 Position
Grants Specialist II	1 Position

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	N/A
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

<sup>3</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

## Budget Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
903023A-5101 Regular Wages: Restore funding for a Budget Specialist II deleted in FY 2019.	\$52,956	N/A
<b>OTHER PREMIUM PAY:</b>		
903023A-5205 Overtime: Additional funding based on historical.	\$5,800	N/A
<b>Operations</b>		
<b>TRAVEL:</b>		
903023B-6201 Airfare, transportation: Additional funding for training.	\$3,000	
903023B-6223 Per Diem Reportable Non-Taxable: Additional funding for training.	\$2,000	
<b>OTHER COSTS:</b>		
903023B-6221 Miscellaneous Other Costs: Additional funding based on anticipated expenditures.	\$2,000	
903023B-6230 Registration/Training Fees: Additional funding based on anticipated expenditures.	\$2,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$67,756</b>	<b>N/A</b>

## Economic Development Program

### Program Description

The Economic Development Program consists of the Office of Economic Development (OED), a division under the Office of the Mayor. The Economic Development Program promotes and nurtures sustainable economic development within Maui County consistent with the community's needs and priorities. The Economic Development Program is divided into following sub-programs: Administration; Grants Management; Agriculture; Environmental Protection; Film Industry; Business Development; Renewable Energy and Efficiency; Workforce Development; and two Business Resource Centers. OED is currently staffed by 16 employees: One director, five staff members in the Business Resource Centers, one agriculture specialist, one business development specialist, a film commissioner, an energy commissioner, an environmental coordinator, a grants manager, a Workforce Investment Opportunity Act Executive Director and financial specialist, one administrative assistant, and one technical support specialist.

### Countywide Outcome(s)

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective and Customer service-oriented government
- A healthy community that balances strong environmental stewardship with development of attainable housing and sustainable economic development
- A reliable, community-focused public infrastructure, including roads, water and wastewater systems
- A Healthy and Sustainable Community
- A County Administration that strives for a win-win collaborations with County Council, State, Federal, private sector and nonprofit partners

### Population Served

OED's Administration serves Maui County businesses, business and environmental organization non-profits, all people involved in the film industry, renewable energy industry and users, and non-profits producing cultural and arts events.

### Services Provided

OED's Administration provides business education & development, promotion, events and networking services. It assists with special events and opportunities to enhance businesses and non-profit organization events that fit with the mission of this division. OED provides grant funding for specific environmental field work, cultural and arts events, and assumes the role as the renewable energy project coordinator for Maui County, agriculture advocate, film industry advocate, and provides business development assistance and consultation. OED also provides permitting assistance to those seeking approval for film production.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Foster job creation within Maui County with new and expanding businesses.</i>				
1. Initiate programs, conferences, and training	# of events, conferences and training initiated by the OED	N/A	56	56
2. Partner with business development organizations throughout the County by	# of partners in the Maui Business Development Strategic Alliance	N/A	12	14

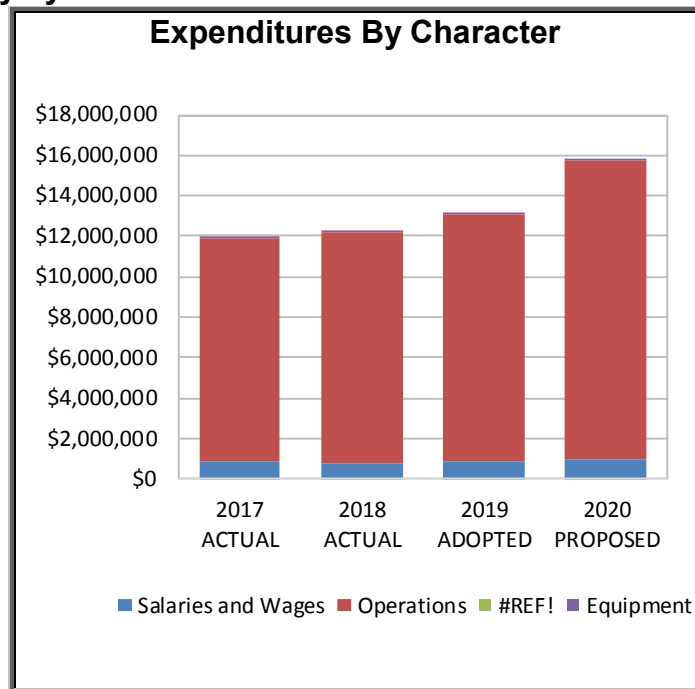
## Economic Development Program

supporting and promoting their efforts, and reduce redundancy in services.	# of other partners	N/A	3	4
--	---------------------	-----	---	---

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Sustain existing jobs within Maui County by helping existing businesses.</i>				
1. Promote Maui's unique towns and their businesses and advocate for the critical needs of each town.	# of town driven activities and/or events	55	53	52

## Program Budget Summary by Fiscal Year – General Fund



## Economic Development Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$807	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$853,749	\$794,166	\$804,738	\$966,035	\$161,297	20.0%
<b>Salaries and Wages Total</b>	<b>\$853,749</b>	<b>\$794,973</b>	<b>\$804,738</b>	<b>\$966,035</b>	<b>\$161,297</b>	<b>20.0%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$16,341	\$14,838	\$16,240	\$21,240	\$5,000	30.8%
OTHER COSTS	\$10,601,464	\$11,050,831	\$12,203,299	\$14,557,049	\$2,353,750	19.3%
SERVICES	\$242,211	\$230,038	\$55,290	\$55,290	\$0	N/A
TRAVEL	\$158,323	\$120,665	\$26,100	\$89,600	\$63,500	243.3%
UTILITIES	\$22,732	\$17,963	\$20,613	\$20,642	\$29	0.1%
<b>Operations Total</b>	<b>\$11,041,072</b>	<b>\$11,434,335</b>	<b>\$12,321,542</b>	<b>\$14,743,821</b>	<b>\$2,422,279</b>	<b>19.7%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,834	\$2,834	\$4,921	\$5,041	\$120	2.4%
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$2,834</b>	<b>\$2,834</b>	<b>\$4,921</b>	<b>\$5,041</b>	<b>\$120</b>	<b>2.4%</b>
<b>Program Total</b>	<b>\$11,897,654</b>	<b>\$12,232,142</b>	<b>\$13,131,201</b>	<b>\$15,714,897</b>	<b>\$2,583,696</b>	<b>19.7%</b>

Personnel Summary by Position Title<sup>4</sup> - General Fund

POSITION TITLE	FY 2020 PROPOSED
Administrative Assistant I	2 Positions
Administrative Assistant II	3 Positions
Clerk II	1 Position
Economic Development Director	1 Position
Economic Development Specialist II	5 Positions
Economic Development Specialist III	3 Positions
Economic Development Specialist	1 Position
Grants Management Program Specialist	1 Position

<sup>4</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.



## Economic Development Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

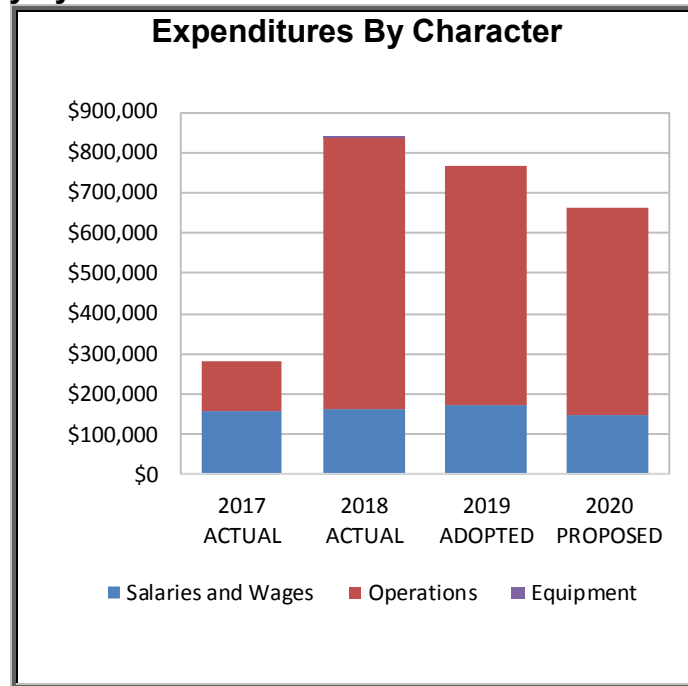
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES:</b>		
903039A-5101 Regular Wages: Positions hired a higher/lower pay scales, reduce salaries for Economic Development Specialist III and Administrative Assistant I funded through HTA & WOIA Grant, and restore funding for Administrative Assistant I & II.	\$42,777	N/A
<b>Operations</b>		
<b>TRAVEL:</b>		
903229B-6201 Airfare, Transpiration: Budget transferred from 903039B-6230.	\$55,000	
<b>OTHER COSTS:</b>		
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	-\$222,000	
903039B-6230 Registration/Training Fees: \$55,000 Budget transferred to 903229B-6201, \$33,500 to 903229B-6221, and \$13,500 to 903229B-6230.	-\$125,000	
903229B-6221 Miscellaneous Other Costs: Budget transferred from 903039B-6230.	\$33,500	
903229B-6230 Registration/Training Fees: Budget transferred from 903039B-6230.	\$13,500	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES:</b>		
903039A-5101 Regular Wages: Proposed expansion positions in FY 2020 for a Economic Development Specialist III and Grant Management Program Specialist for new initiative on technology.	\$118,520	N/A
<b>Operations</b>		
<b>OTHER COSTS:</b>		
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	\$2,653,200	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$2,771,720</b>	<b>N/A</b>

## Economic Development Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$307	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$159,198	\$162,184	\$174,291	\$145,785	-\$28,506	-16.4%
<b>Salaries and Wages Total</b>	<b>\$159,198</b>	<b>\$162,491</b>	<b>\$174,291</b>	<b>\$145,785</b>	<b>-\$28,506</b>	<b>-16.4%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$248	\$14,866	\$0	\$0	\$0	N/A
OTHER COSTS	\$75,220	-\$1,959	\$1,000	\$1,000	\$0	N/A
SERVICES	-\$50,306	\$584,396	\$419,553	\$407,585	-\$11,968	-2.9%
SPECIAL PROJECTS	\$0	\$0	\$37,500	\$20,000	-\$17,500	-46.7%
TRAVEL	\$8,587	\$7,009	\$6,283	\$6,283	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$88,939	\$67,384	\$130,042	\$84,347	-\$45,695	-35.1%
<b>Operations Total</b>	<b>\$122,687</b>	<b>\$671,696</b>	<b>\$594,378</b>	<b>\$519,215</b>	<b>-\$75,163</b>	<b>-12.6%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$5,344	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$5,344</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$281,885</b>	<b>\$839,531</b>	<b>\$768,669</b>	<b>\$665,000</b>	<b>-\$103,669</b>	<b>-13.5%</b>

Personnel Summary by Position Title<sup>5</sup>- Grant Revenue Fund

POSITION TITLE	FY 2020 PROPOSED
Economic Development Specialist II	3 Positions
Administrative Assistant I	1 Position

<sup>5</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

**Economic Development Program****Summary by Grant Award**

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
City and County of Honolulu	No	No	\$0	\$0	\$0	\$20,000
Hawaii State Department of Business, Economic Development & Tourism	No	No	\$2,500	\$2,500	\$2,500	\$0
Hawaii State Energy Office	No	No	\$25,000	\$25,000	\$25,000	\$0
Hawaii Tourism Authority (HTA) – County Product Enrichment Program	No	No	\$400,000	\$70,000	\$70,000	\$70,000
Innovate Hawaii	No	No	\$10,000	\$10,000	\$10,000	\$0
Workforce Innovation and Opportunity Act (WIOA)	No	No	\$645,000	\$708,782	\$661,169	\$542,762
<b>TOTAL</b>			<b>\$1,082,500</b>	<b>\$816,282</b>	<b>\$768,669</b>	<b>\$632,762</b>

**Grant Award Description****City and County of Honolulu**

Funding will support AmeriCorps Vista Intern and/or research and support for climate change adaptation and resiliency efforts.

**Hawaii Tourism Authority – County Product Enrichment Program** To provide a position in the County of Maui to evaluate and report on all HTA community funded events.

**Workforce Innovation and Opportunity Act (WIOA)**

The Federal Workforce Innovation and Opportunity Act (WIOA) was signed into law by President Barack Obama on July 22, 2014 and replaces the Workforce Investment Act of 1998. WIOA is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers to compete in the global economy. WIOA brings together, in strategic coordination, key stakeholders that include the Department of Labor, Vocational Rehabilitation, and Department of Education to fulfill the law's vision and goals.

**Economic Development Program – Grants Management****Program Description**

Grants Management under the Economic Development Program is responsible for administering and managing grants funds under this program in an efficient and timely manner to enable grantees to carry out their projects effectively. Grants Management is also responsible to oversee the monitoring and evaluation of The Hawaii Tourism Authority (HTA) contracts. The Cultural Enrichment Program (CEP), Kukulu Ola and the Aloha Aina programs are a community-based tourism initiative that supports the development of an annual calendar of festivals and events that attract visitors to Maui County, and enrich the experience of both residents and visitors through participation.

**Population Served**

OED's Grants Management serves Maui County businesses, business organization non-profits, community non-profits, environmental organizations and non-profits producing events. The HTA programs serves Maui County's residents who honor and perpetuate cultural traditions as well as attend many CEP programs offered free of charge; local non-profit organizations by providing funding support for qualifying programs; the county and state tourism industry by providing value-added attractions for visitors; and local businesses who economically benefit from increased visitor spending.

**Services Provided**

OED's Grants Management provides grant administration, management services and training on grant application, county invoicing, payment and reporting procedures. OED also provides marketing support to HTA and assists in capacity building workshops throughout Maui County. The table below details Total County Grant Subsidies from the Economic Development Program, by year.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Creating a process that awards strong, relevant projects to organizations that positively impact Maui County's economy.</i>				
1. Educate potential grant applicants on OED grant funding guidelines and procedures	# of OED grants workshops offered annually to the public	3	3	5
	Average processing days for grant execution	50	60	50
<i>Goal #2: Provide support to grantees to ensure contract compliance and program monitoring.</i>				
1. Provide assistance, troubleshooting, intervention, and grantee consultation.	# of new grants executed in the fiscal year	N/A	87	90
<i>Goal #3: Monitor Hawaii Tourism Authority (HTA) contract programs: CEP, Aloha Aina, Kukulu Ola.</i>				
1. Provide HTA reporting on program performance.	# of HTA contracts monitored by OED	N/A	34	40
	Total \$ Value of HTA contracts	N/A	\$875,000	1,234,500

**Economic Development Program – Grants Management****County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
<b><i>Grants and Disbursements for Business Development &amp; Technology</i></b>				
Business Research Library	\$72,100	\$69,099	\$70,000	\$70,000
Central Maui Economic Development and Cultural Programs	\$0	\$99,377	\$0	\$0
Community Economic Development – Nonprofit Hui	-\$12,761	-\$17,916	\$0	\$0
East Maui Cultural/Economic Development	\$110,354	\$115,472	\$140,000	\$140,000
Friends of Old Maui High School	\$65,000	\$65,000	\$65,000	\$65,000
Haiku-Paia-Upcountry Economic Development and Cultural Programs	\$170,000	\$174,659	\$140,000	\$140,000
Kahului Economic Development and Cultural Programs	\$0	\$0	\$140,000	\$140,000
Ka Ipu Kukui Fellows Leadership	\$25,750	\$25,000	\$25,000	\$34,000
Lanai Economic Development and Cultural Programs	\$97,666	\$184,845	\$130,000	\$140,000
Made in Maui County Festival	\$100,000	\$100,000	\$100,000	\$100,000
Ma Ka Hana Ka Ike, Inc.	\$90,000	\$90,000	\$95,000	\$95,000
Maui Economic Development Board, Inc.	\$830,000	\$800,000	\$810,000	\$875,000
Maui Economic Development Board, Inc. StemWorks AFTER School	\$0	\$0	\$0	\$200,000
Maui Economic Development Board Healthcare Partnership	\$0	\$0	\$0	\$50,000
Maui Economic Development Board, Inc. for Maui's Public High School's Program Model	\$23,844	\$45,000	\$45,000	\$45,000
Maui Economic Opportunity, Inc. for Microenterprise Program	\$275,000	\$265,000	\$265,000	\$278,250
Maui ESG Initiatives Conference	\$0	\$0	\$0	\$75,000
Molokai Economic Development and Cultural Programs	\$124,520	\$138,662	\$140,000	\$140,000
Pukalani-Kula-Ulupalakua Economic Development and Cultural Programs	\$0	\$0	\$140,000	\$140,000
Small Business Promotion	\$99,896	\$60,605	\$50,000	\$50,000
South Maui Economic Development and Cultural Programs	\$0	\$99,661	\$140,000	\$140,000
Technology Business Promotion	\$0	\$0	\$0	\$50,000

**Economic Development Program – Grants Management**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Adopted
Tri Isle RC & D	\$0	\$0	\$0	\$50,000
Wailuku Economic Development and Cultural Programs	\$0	\$0	\$140,000	\$140,000
West Maui Economic Development and Cultural Programs	\$0	\$99,943	\$140,000	\$140,000
<b>TOTAL BUSINESS DEVELOPMENT &amp; TECHNOLOGY</b>	<b>\$2,071,371</b>	<b>\$2,414,407</b>	<b>\$2,775,000</b>	<b>\$3,29,7250</b>

**County Grant Subsidy Program Description****Business Research Library**

Funds will be used to support the operations of the HBRL of the Hawaii Small Business Development Center through expenditures for salaries and wages, fringe benefits, rentals, space and equipment in order to promote sustainable economic development and to produce the Maui County Data Book and the Monthly Maui Economic Indicators Report. (Grantee University of Hawaii)

**East Maui Cultural/Economic Development**

Funds are used for East Maui events, festivals and other opportunities in East Maui that focus on economic development for the region.

**ESG Initiatives Conference**

Funds will be used for an Environmental care, Social responsibility and Good governance(ESG). Conference which brings together prospective ESG investors and community leaders, educators, and lawmakers for the purpose of opening dialog and mutual understanding on the economic decisions for Maui County. 100% matching funds required to release grant.

**Friends of Old Maui High School**

Funds will be used to preserve and maintain the historic campus and school buildings at Old Maui High School in Hamakuapoko, Maui.

**Haiku-Paia-Upcountry Economic Development and Cultural Programs**

Funds are used for events, festivals and other opportunities in the Haiku, Paia, and Upcountry areas that focus on economic development for the island.

**Kahului Cultural/Economic Development**

Funds are used for events, festivals and other opportunities in the Kahului area that focus on economic development for the region.

**Ka Ipu Kukui Fellows Leadership**

A homegrown leadership program which provides significant help in training future leaders of Maui County.

**Lanai Economic Development and Cultural Programs**

Funds are used for Lanai events, festivals and other opportunities on Lanai that focus on economic development for the island.

**Economic Development Program – Grants Management****Made in Maui County Festival**

Funds will be used to produce the Annual Made in Maui County Festival at the Maui Arts and Cultural Center, an event that highlights and promotes locally made product companies.

**Ma Ka Hana Ka Ike, Inc.**

Funds will be used to provide job skills and training for at-risk Hana youth while helping improve the lives of our kupuna and community members in need.

**Maui Economic Development Board, Inc.**

Funds will be used to support business development, workforce development and civic engagement to facilitate diversification of our economic base.

**Maui Economic Development Board, Inc. for STEMworks AFTER School**

Funds will be used to support the program for 600 students at five middle schools. Federal funding will lapse in June 2019.

**Maui Economic Development Board, Inc. for Maui High School Program Model**

Funds will be used to support a community-based effort to sustain the national award-winning Maui High School Automotive Program by capturing teaching methods, assuring an automotive-credentialed and industry-experienced instructor continues the program, and providing successor instructor training.

**Maui Economic Opportunity, Inc. for Microenterprise Program**

Funds will be used to facilitate economic development in Maui County by providing entrepreneurial education and micro-lending to support and provide capital for start-up and expanding businesses.

**Molokai Economic Development**

Funds are used for Molokai events, festivals and other opportunities that focus on economic development for the island.

**Pukalani-Kula-Ulupalakua Economic Development and Cultural Programs**

Funds are used for events, festivals and other opportunities in the Pukalani, Kula and Ulupalakua areas that focus on economic development for the island.

**Small Business Promotion**

Funds are used to promote Maui's small towns and the businesses, to support small business events, trade shows, workshops and other economic development activities that support small business island wide. The fund will also be used to promote the new [www.madeinmauicounty.com](http://www.madeinmauicounty.com) website which is a local product directory and the OED developed Hawaii Small Business Conference during National Small Business Week.

**South Maui Economic Development and Cultural Programs**

Funds are used for South Maui events, festivals and other opportunities in South Maui that focus on economic development for the region.

**Technology Business Promotion**

Funds are used for opportunities that focus on technology based on economic development for the county.



**Economic Development Program – Grants Management****Tri Isle RC & D**

Grant services to reduce grantee administrative costs.

**Wailuku Cultural/Economic Development**

Funds are used for events, festivals and other opportunities in the Wailuku area that focus on economic development for the region.

**West Maui Economic Development and Cultural Programs**

Funds are used for West Maui events, festivals and other opportunities in West Maui that focus on economic development for the region.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Culture, Arts and Tourism</i></b>				
Cultural & Arts Program	\$69,367	-\$2,500	\$0	\$0
Festivals of Aloha	\$50,000	\$79,944	\$100,000	\$100,000
Hui No'eau Visual Art Center Art with Aloha	\$0	\$0	\$0	\$50,000
Hui No'eau Visual Art Center Youth, Family, Art Outreach Program	\$0	\$0	\$0	\$25,000
Hui O Waa Kaulua	\$120,000	\$0	\$0	\$0
Ka 'Ohana O Kalaupapa	\$0	\$0	\$25,000	\$0
King Kekaulike Performing Arts Center	\$0	\$0	\$0	\$160,000
Lahaina Boat Day	\$25,750	\$25,000	\$25,000	\$25,000
Maui Arts and Cultural Center	\$318,270	\$318,000	\$318,000	\$318,000
Maui Arts and Cultural Center Capital Improvements	\$450,000	\$400,000	\$600,000	\$600,000
Maui Arts and Cultural Center for Arts in Education and Innovative Programs	\$424,360	\$424,361	\$424,360	\$424,360
Maui Community Theater	\$52,932	\$53,045	\$53,045	\$53,045
Maui Film Festival	\$25,000	\$25,000	\$25,000	\$25,000
Sister City Program	\$15,000	\$14,955	\$15,000	\$15,000
Maui Historical Society	-\$1,224	\$0	\$0	\$0
250 <sup>th</sup> Celebration of Queen Kaahumanu	\$0	\$100,000	\$0	\$0

**Economic Development Program – Grants Management**

Name of Grantee/Program	FY 2017	FY 2018	FY 2019 Adopted	FY 2020 Proposed
Queen Keopuolani Celebration	\$0	\$0	\$75,000	\$0
<b>TOTAL CULTURE, ARTS AND TOURISM</b>	<b>\$1,549,455</b>	<b>\$1,437,805</b>	<b>\$1,660,405</b>	<b>\$1,795,405</b>

**County Grant Subsidy Program Description****Festivals of Aloha**

Funds will be used for development, operations and implementation of events for the islands of Lanai, Maui, Molokai and also the community of Hana.

**Hui No'eau Visual Arts Center**

Art with Aloha preserves, honors and perpetuates traditional Hawaiian arts with skilled practitioners teaching workshops to the public and educators.

**Hui No'eau Visual Center Youth and Family Art Outreach Program**

Youth and Family art outreach program in the schools, seasonal camps and field trips.

**King Kekaulike Performing Arts Center**

Funds will support operational activities of the King Kekaulike Performing Arts Center.

**Ka 'Ohana O Kalaupapa**

Funds will be used toward the planning and building of the Memorial structure that is planned to honor the patients of Kalaupapa.

**Lahaina Boat Day**

Funds will be used to help with expenses for meeting, greeting and entertaining visitors that arrive through Lahaina Harbor from cruise ships.

**Maui Arts and Cultural Center**

Funds will support operational activities of the MACC which helps to keep events more affordable for residents.

**Maui Arts and Cultural Center Capital**

Funding for the Maui Arts & Cultural Center to address aging infrastructure.

**Maui Arts & Cultural Center (MACC) for Arts in Education and Innovative Programs**

Strengthen and connect Maui County by bringing together our diverse communities through creative 21<sup>st</sup> century learning and engagement in the arts and cultural experiences that are innovative and transformative.

**Maui Community Theater**

Funds will be used for repair and restoration, as well as safety and aesthetic improvements to the 84-year-old Historic Iao Theater

**Maui Film Festival**

Funds go to support marketing and logistics to produce Maui's premiere film festival.

**Economic Development Program – Grants Management****Sister City Program**

Funds will be used to reinvigorate and expand our international relationships and to support, encourage and host exchanges with our Sister Cities and their representatives.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grant and Disbursements for Visitors Industry</i></b>				
Academy of Hospitality and Tourism	-\$2,700	\$0	\$0	\$0
Maui County Visitor Association	\$4,199,820	\$3,999,987	\$4,000,000	\$4,000,000
Grants and Disbursements for Visitor Education	\$0	\$0	\$200,000	\$0
<b>TOTAL VISITOR INDUSTRY</b>	<b>\$4,197,120</b>	<b>\$3,999,987</b>	<b>\$4,200,000</b>	<b>\$4,000,000</b>

**County Grant Subsidy Program Description****Maui County Visitor Association**

Funds will be used to market and promote Maui County as a visitor, meeting and convention destination to domestic and international markets.

**Grants and Disbursements for Visitor Education**

Funding will be used in campaigns targeting visitors that will mitigate visitor impacts on infrastructure and the environment.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grant and Disbursements for Economic Development Initiatives</i></b>				
Economic Development Initiatives	\$135,422	-\$39	\$0	\$0
<b>TOTAL ECONOMIC DEVELOPMENT INITIATIVES</b>	<b>\$135,422</b>	<b>-\$39</b>	<b>\$0</b>	<b>\$0</b>

**Economic Development Program – Environmental Protection****Program Description**

OED's Environmental Protection program is a sub-program under the Economic Development Program. This sub-program promotes the active conservation management of natural resources, including terrestrial, marine, coastal, rainforest and streams. It supports existing and new partner organizations engaged in efforts to educate our community, control the spread of invasive species, and establish green jobs in our economy. OED is an advocate for progressive environmental protection through conservation, restoration and eco-system management.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Water and Environmental Resource Protection and Conservation</i></b>				
Environmental Protection	\$1,321,900	\$1,493,690	\$1,416,000	\$1,500,000
Maui Soil/Water Conservation District	\$139,000	\$175,000	\$148,000	\$158,000
Soil/Water Conservation Districts – Molokai and Lanai	\$22,000	\$22,000	\$30,000	\$30,000
Coqui Frog Eradication Project	\$300,000	\$749,998	\$750,000	\$2,500,000
<b>TOTAL WATER AND ENVIRONMENTAL RESOURCE PROTECTION AND CONSERVATION</b>	<b>\$1,782,900</b>	<b>\$2,440,688</b>	<b>\$2,344,000</b>	<b>\$4,188,000</b>

**County Grant Subsidy Program Description****Environmental Protection**

Funds are used for various environmental contractors who work on invasive species, restoration, conservation and education in various land and marine areas.

**Maui Soil/Water Conservation District**

Funds will be used for clerical and technical support for the four Maui Soil and Water Conservation Districts (West Maui, Central Maui, Olinda-Kula and Hana SWCD) to carry out Soil and Water Conservation District programs.

**Soil/Water Conservation Districts – Molokai and Lanai**

Funds will be used to provide clerical and technical support for the Molokai-Lanai Soil and Water Conservation District to fulfill their responsibilities to the islands of Molokai and Lanai.

**Coqui Frog Eradication Project**

Funding to support coqui frog eradication efforts.

**Economic Development Program – Agriculture Program****Program Description**

OED's Agriculture program is a sub-program under the Economic Development Program. This sub-program promotes the expansion of the local farming community to create a more sustainable food supply system for Maui County, and assists all agriculture sectors to grow, thrive and innovate. OED is an advocate for financially sustainable agriculture initiatives.

**County Grant Subsidy Detail**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Agricultural Promotion</i></b>				
Agriculture Promotion	\$108,332	\$63,239	\$250,000	\$50,000
Hawaii Farmers Union United Four Maui Chapters	\$75,000	\$70,000	\$0	\$210,000
Maui County Farm Bureau	\$305,000	\$325,000	\$305,000	\$350,000
Maui Nui Botanical Gardens	\$150,000	\$150,000	\$150,000	\$150,000
Maui School Garden Network	\$15,000	\$25,000	\$0	\$25,000
Molokai and Lanai Agriculture Production	\$0	\$0	\$100,000	\$100,000
Molokai Livestock Cooperative	\$10,000	\$0	\$0	\$10,000
University of Hawaii CTAHR	\$74,694	\$75,000	\$0	\$75,000
4-H Upcountry Fair	\$35,000	\$0	\$35,000	\$0
<b>TOTAL AGRICULTURAL PROMOTION</b>	<b>\$773,026</b>	<b>\$708,239</b>	<b>\$840,000</b>	<b>\$970,000</b>

**Note:** 2019 Agriculture promotion included Hawaii Farmers Union United Program \$115,000, Maui School Garden Network \$25,000, Molokai Livestock Cooperative \$10,000 and University of Hawaii CTAHR \$75,000.

**County Grant Subsidy Program Description****Agriculture Promotion**

Funds are used to support agriculture workshops, tradeshow, solutions to problems in agriculture, and other agriculture initiatives that arise.

**Hawaii Farmers Union United Four Maui Chapters**

Apprentice program provides education, skills and a support network beginning farmers need to be successful in their agriculture enterprises.

**Maui County Farm Bureau**

Funds will be used to provide marketing and promotional campaigns, educational programs and professional development programs & the 4-H Upcountry Fair to help strengthen agriculture on Maui. Funds will also be used to produce the Agriculture Festival.

**Economic Development Program – Agriculture Program****Maui Nui Botanical Gardens**

Funds will be used to operate and maintain Maui Nui Botanical Gardens and to promote and conserve Native Hawaiian and Polynesian-introduced plant species featured at this unique coastal botanical garden.

**Maui School Garden Network**

Project designed to promote school based food communities and expand interactions between K – 12 schools and Maui Farms and ranches.

**Molokai and Lanai Agriculture Production**

Funding used to assist agriculture projects and support farmers on the islands of Lanai and Molokai,

**Molokai Livestock Cooperative**

Funds will be used to further the goal of the co-op being a sustainable profitable business that services the islands' livestock producers, provides fresh product to the local market outlets and provides an opportunity for the local livestock producers to sell their product within the islands.

**University of Hawaii CTAHR**

Funds will be used to support activities in Maui County in the area of agriculture, research and assistance to the farming community.

**4-H Upcountry Fair**

Support 4-H Club exhibits at the annual Upcountry 4-H Ag and Farm Fair.

**Economic Development Program - Business Resource Centers****Program Description**

OED's Business Resource Centers are a sub-program under the Economic Development Program. Maui County has two business resource centers; the Maui County Business Resource Center (MCBRC), located on Maui, and the Kuha'o Business Resource Center (KBRC), located on Molokai. They provide support for entrepreneurs and small businesses with resources to start and grow their businesses through the collaboration of government services and non-profit partners. In addition, the MCBRC houses the American Job Center (AJC). This one-stop service job center is funded in part by the U.S. Dept of Labor.

**Population Served**

OED's Business Resource Centers serve Maui County businesses and any member of the public needing business advice, start-up information or business resources. The AJC serves all Maui County job seekers and employers.

**Services Provided**

OED's Business Resource Centers provide services such as business education, promotion, events, networking and assistance for people who want to start a business or are in business. The centers offer opportunities to enhance business support organizations, members and businesses. The centers house the SCORE (Service Corps of Retired Executives) of Maui mentoring program and provides it with administrative support.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Have MCBRC become the "Top-of-Mind" one-stop shop for business startups and business training for the island of Maui.</i>				
1. Market and promote services and training	# of workshops offered annually	83	72	80
	# of clients served per year	6,208	7,800	8,102
<i>Goal #2: MCBRC to host the SCORE of the Maui program and assist counselors with scheduling.</i>				
1. Increase the number of one-on-one consulting services available to business.	# of SCORE counselors registered	N/A	15	12
	# of SCORE clients served	N/A	125	160
<i>Goal #3: Have Kuha'o Business Center become a one-stop shop for business resources and business training for the island of Molokai.</i>				
1. Provide excellent business services to our community	# of clients served per year	637	1,200	800
2. Provide business workshop and training opportunities	# of workshops and trainings held	N/A	15	24



**Economic Development Program - Film Industry****Program Description**

The Maui County Film Office (MCFO) provides economic opportunity for local film makers, persons in the film trades and all those in the creative industries. It is also responsible for promoting Maui as a film destination at strategically selected tradeshow and film festivals throughout the world.

**Population Served**

The Maui County Film Office serves Maui County businesses and individuals involved with the film, television, and creative industries as incoming projects and producers choose to film in Maui County.

**Services Provided**

The Maui County Film Office provides services necessary to establishing an effective film industry. This includes, but is not limited to, assisting with policy decisions, fostering business relationships, and creating the necessary infrastructure to enable a thriving film industry in Maui County through strategic partnerships. The Film Office also lends guidance, support, education and assistance with obtaining county, state and federal permits.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Create and nurture jobs in the film, television, and new media industries.</i>				
1. Assist in bringing film/TV/new media productions to Maui County, keeping current crew members working and helping non-union crew members to earn hours toward becoming union eligible.	# of International Alliance of Theatrical Stage Employees (I.A.T.S.E.) Local 665 Union crew members registered in Maui County	N/A	44	50
<i>Goal #2: Expand film, television and new media productions in Maui County.</i>				
1. Create a comprehensive approach to drawing studios, producers, directors, and networks	# of in-county productions with county permits annually	45	60	65
	# of hotel room nights booked by productions	3836	5,000	5,000
	# of days of in-county productions	N/A	192	250
	\$ spent on in-county productions	\$7,138,157	\$6,000,000	\$8,000,000
<i>Goal #3: Market and promote Maui County as a film destination.</i>				
1. Develop an annual marketing plan that will disseminate information easily to all media outlets & industry decision makers	# of tradeshow, events, conferences attended	7	8	8
	# of ads placed in industry publications and websites	3	10	5

**Economic Development Program - Film Industry****County Grant Subsidy Detail – General Fund**

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Film Industry</i></b>				
Film Industry Promotion	\$118,408	\$111,911	\$0	\$116,000
<b>TOTAL FILM INDUSTRY</b>	<b>\$118,408</b>	<b>\$ 111,911</b>	<b>\$0</b>	<b>\$116,000</b>

**Note:** 2019 Budget of \$116,000 included in the Office of Economic Development Administrative Budget

## Economic Development Program - Renewable Energy and Energy Efficiency

### Program Description

OED's Renewable Energy and Energy Efficiency program is a sub-program under the Economic Development Program. The Energy Commissioner oversees this sub-program and is tasked with accelerating the deployment of renewable energy resources throughout the County of Maui while advocating to keep electricity costs affordable in Maui County

### County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
<b><i>Grants and Disbursements for Renewable Energy &amp; Energy Efficiency Programs</i></b>				
Renewable Energy and Energy Efficiency Programs	\$65,590	\$122,348	\$150,000	\$150,000
<b>TOTAL RENEWABLE ENERGY &amp; ENERGY EFFICIENCY PROGRAMS</b>	<b>\$65,590</b>	<b>\$122,348</b>	<b>\$150,000</b>	<b>\$150,000</b>

### County Grant Subsidy Program Description

#### Renewable Energy and Energy Efficiency Programs

Funds are used to support renewable energy programs and energy efficiency for Maui County.

**Economic Development Program - Workforce Development****Program Description**

The Workforce Development Office, through partnerships with the State Department of Labor and Industrial Relations, Workforce Development Division (WDD) and the UH Maui College Ku'ina Program, assists residents of Maui County by increasing occupational skills, employability, job retention and earnings through programs funded through the Workforce Innovation and Opportunity Act (WIOA), formerly the Workforce Investment Act of 1998. This program is federally funded.

**Population Served**

WIOA-funded programs serve those individuals in the county that qualify under WIOA eligibility requirements. WIOA also serves employers throughout the county by providing a quality skilled workforce pool to select from. Programs available under WIOA are Adult, Dislocated Worker and Youth programs.

**Services Provided**

The Workforce Development Office, with guidance and oversight by the Maui County Workforce Development Board (WDB), administers WIOA funds to provide services by the State WDD Maui Branch Office for its Adult and Dislocated Worker Programs, and the UH Maui College Ku'ina Program for its Youth program. These agencies provide training and case management counseling services in order for WIOA participants to have the necessary skills to be work ready for high-demand occupations.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Expand WIOA program opportunities.</i>				
1. Conduct outreach and/or foster relationship for possible training providers to provide individuals various options to obtain necessary skills training	# of training providers/ venues	3	5	9
<i>Goal #2: Improve existing programs and services.</i>				
1. Provide further guidance and assistance to WIOA funded programs	# of participants in WIOA Adult and Dislocated Worker Programs	79	40	40
	# of participants in WIOA Youth Program	N/A	57	58
<i>Goal #3: Open Maui's "American Job Center".</i>				
1. Bring partners together to participate in the AJC	# of partners signed onto the MOU	N/A	10	10

**Community Development Block Grant Program****Program Description**

The Community Development Block Grant (CDBG) Program, a division within the Office of the Mayor, is directly responsible for the administration and management oversight of the CDBG funds allocated by the U.S. Department of Housing and Urban Development (HUD) to the County of Maui.

Created by Title I of the Housing and Community Development Act of 1974 (Public Law 93-383), which became effective January 1, 1974, the CDBG Program is the federal government's primary program for promoting community revitalization throughout the nation. One of four formula programs administered by HUD, annual CDBG grants are provided on a formula basis to local governments to develop viable communities by promoting integrated approaches that provide decent housing, a suitable living environment and expanded economic opportunities for low- and moderate-income persons.

The county's CDBG Program is administered to meet major objectives in four categories based on the Consolidated Plan. These objectives are as follows:

- Public Facilities and Infrastructure Improvements
- Public Service
- Economic Development
- Planning and Program Administration

The range of activities that may be undertaken with CDBG funds include, but are not limited to, acquisition, construction and rehabilitation of public facilities and improvements, provision of public services, rehabilitation of housing, removal of architectural barriers, activities of economic development, and planning for community development. Annually, the county's short-term (one year) objectives are aligned with the long-term goals of the Consolidated Plan through a competitive application process (Request for Proposals) that govern the review, evaluation and selection of projects proposed for funding by the CDBG Program.

**Countywide Outcome(s)**

The Community Development Block Grant Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

**Population Served**

The CDBG Program serves citizens in Maui County who are of low- to moderate- income as defined by HUD.

**Services Provided**

The CDBG Program provides funding to develop viable communities which provide decent housing, a suitable living environment and expanded economic opportunities for low- to moderate- income persons.

## Community Development Block Grant Program

## Key Activity Goals &amp; Measures

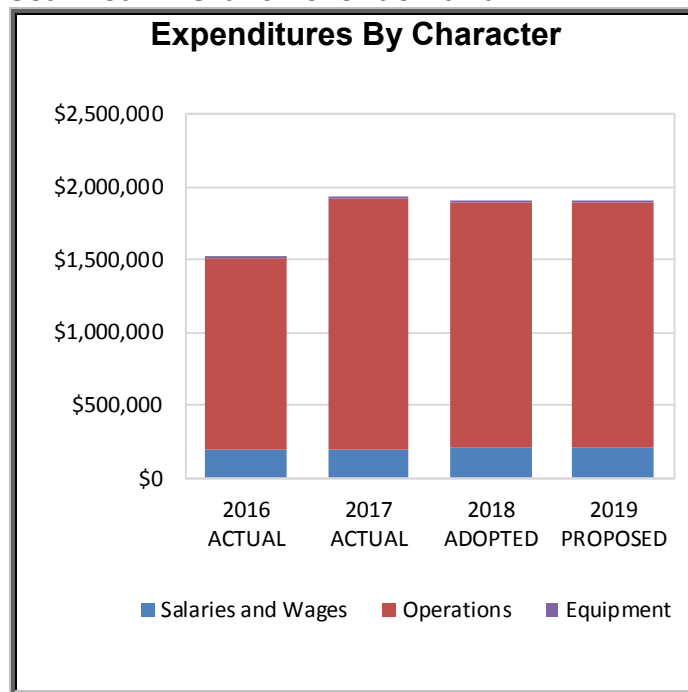
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Comply with pertinent Code of Federal Regulations (CFR) that stipulates the required distribution of resources among activities funded. Evaluate, select and monitor projects to ensure funding performance is achieved.</i>				
1. Ensure that the grant amount awarded to the CDBG Program is used for activities that will benefit low- and moderate-income persons	% of grant amount awarded to low- and moderate- income persons ( $\geq 70\%$ )	74%	$\geq 70\%$	74%
2. Ensure that grant amount awarded to the CDBG Program is used for public service activities	% of grant amount awarded to public service activities ( $\leq 15\%$ )	18%	$\leq 15\%$	18%
3. Ensure that grant amount awarded to the CDBG Program is used for planning and program administration activities	% of grant amount awarded for planning and program administration activities ( $\leq 20\%$ )	25%	$\leq 20\%$	25%
<i>Goal #2: Comply with pertinent CFR that stipulate the county's timely and proper expending of the CDBG grant amount. Monitor projects' activities and financial progress.</i>				
1. Ensure that sub-recipients expend CDBG funds in a timely manner	Grant balance is $< 1.5$ times the grant amount received	1.30	1.49	1.30
<i>Goal #3: Comply with pertinent CFR that stipulates the proper submission of required reports by ensuring that all required reports contain the pertinent required information and is submitted to HUD within the required timeframe.</i>				
1. Collect, analyze and evaluate pertinent monitoring and performance information from sub-recipients, and compile reports (Annual Action Plan (AAP), Consolidated Plan (ConPlan) and Comprehensive Annual Performance Evaluation Report (CAPER) to include all information to satisfy federal reporting requirements	% of compiled reports satisfying all federal reporting requirements	100%	100%	100%
2. Ensure timely submission of required HUD reports (AAP, ConPlan and CAPER)	% of HUD reports submitted 45 days before start of the program year	100%	100%	100%

## Community Development Block Grant Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Comply with pertinent CFR that stipulates the proper submission of required reports by ensuring that all required reports contain the pertinent required information and is submitted to HUD within the required timeframe (Cont'd).</i>				
2. Ensure timely submission of required HUD reports (AAP, ConPlan and CAPER) (Cont'd)	% of ConPlan submitted 45 days before start of the program year	100%	100%	100%
	% of CAPER submitted 90 days after the program year	100%	100%	100%

## Program Budget Summary by Fiscal Year – Grant Revenue Fund





## Community Development Block Grant Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ADOPTED	2019 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$190,923	\$198,211	\$206,208	\$206,208	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$190,923</b>	<b>\$198,211</b>	<b>\$206,208</b>	<b>\$206,208</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$715	\$469	\$1,200	\$1,200	\$0	N/A
OTHER COSTS	\$1,177,815	\$1,554,488	\$1,200	\$1,200	\$0	N/A
SERVICES	\$1,806	\$2,086	\$4,500	\$4,500	\$0	N/A
SPECIAL PROJECTS	-\$2,183	\$0	\$1,520,535	\$1,520,535	\$0	N/A
TRAVEL	\$993	\$1,332	\$2,800	\$2,800	\$0	N/A
UTILITIES	\$1,341	\$1,575	\$1,500	\$1,500	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$141,618	\$158,942	\$160,226	\$160,226	\$0	N/A
<b>Operations Total</b>	<b>\$1,322,105</b>	<b>\$1,718,893</b>	<b>\$1,691,961</b>	<b>\$1,691,961</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$1,690	\$1,690	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$1,690</b>	<b>\$1,690</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,514,718</b>	<b>\$1,918,793</b>	<b>\$1,900,669</b>	<b>\$1,900,669</b>	<b>\$0</b>	<b>N/A</b>

Personnel Summary by Position Title<sup>6</sup>- Grant Revenue Fund

POSITION TITLE	FY 2020 PROPOSED
Community Development Block Grant Program Manager	1 Position
CDBG Program Specialist I	1 Position
CDBG Program Specialist II	1 Position

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and Match \$ or %	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Community Development Block Grant (CDBG) Program	No	No	\$1,711,591	\$1,731,191	\$1,900,669	\$1,900,669
<b>TOTAL</b>			<b>\$1,711,591</b>	<b>\$1,731,191</b>	<b>\$1,900,669</b>	<b>\$1,900,669</b>

## Grant Award Description

**Community Development Block Grant (CDBG) Program**

The sole source of funding of the CDBG comes from the United States Department of Housing and Urban Development – Community Planning and Development (HUD-CPD).

<sup>6</sup> The Office of the Mayor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.

**Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation****Program Description**

The Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation Fund was established for the purpose of purchasing or otherwise acquiring lands or property entitlements for land conservation purposes in the County of Maui for the following purposes:

1. Public outdoor recreation and education;
2. Preservation of historic or culturally important land areas;
3. Protection of significant habitat or ecosystems, including buffer zones;
4. Preserving forests, beaches, coastal areas and agricultural lands;
5. Protecting watershed lands to preserve water quality;
6. Conserving land for the purpose of reducing erosion, floods, landslides and runoff; and
7. Improving disabled and public access to, and enjoyment of, public land, open space and recreational facilities.

In adopting each fiscal year's budget and capital program, the Council shall appropriate a minimum of one percent of the certified real property tax revenues to the Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation Fund. Any balance remaining in this fund at the end of the fiscal year shall not lapse, but shall remain in the fund, accumulating from year to year. The appropriations to this fund shall not substitute, but shall be in addition to, those appropriations historically made. The revenues in this fund shall not be used for any purpose except those listed above. No revenues in this fund shall be used for maintenance of lands acquired.

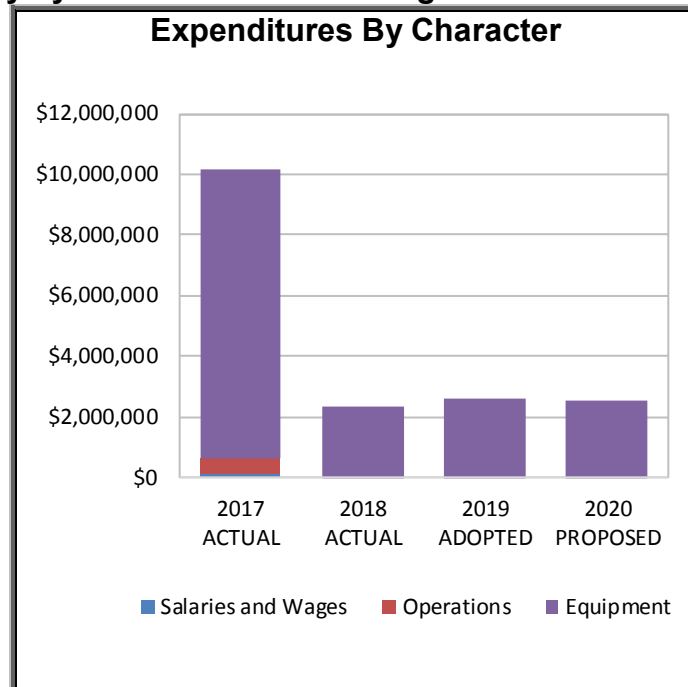
**Countywide Outcome(s)**

The Countywide Cost Program – Open Space support the following countywide outcome(s):

- A Suitable Public Infrastructure
- A Strong Diversified Economy
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

## Open Space, Natural Resources, Cultural Resources, and Scenic Views Preservation

### Program Budget Summary by Fiscal Year – Revolving Fund



### Expenditures Summary by Character & Object – Revolving Fund

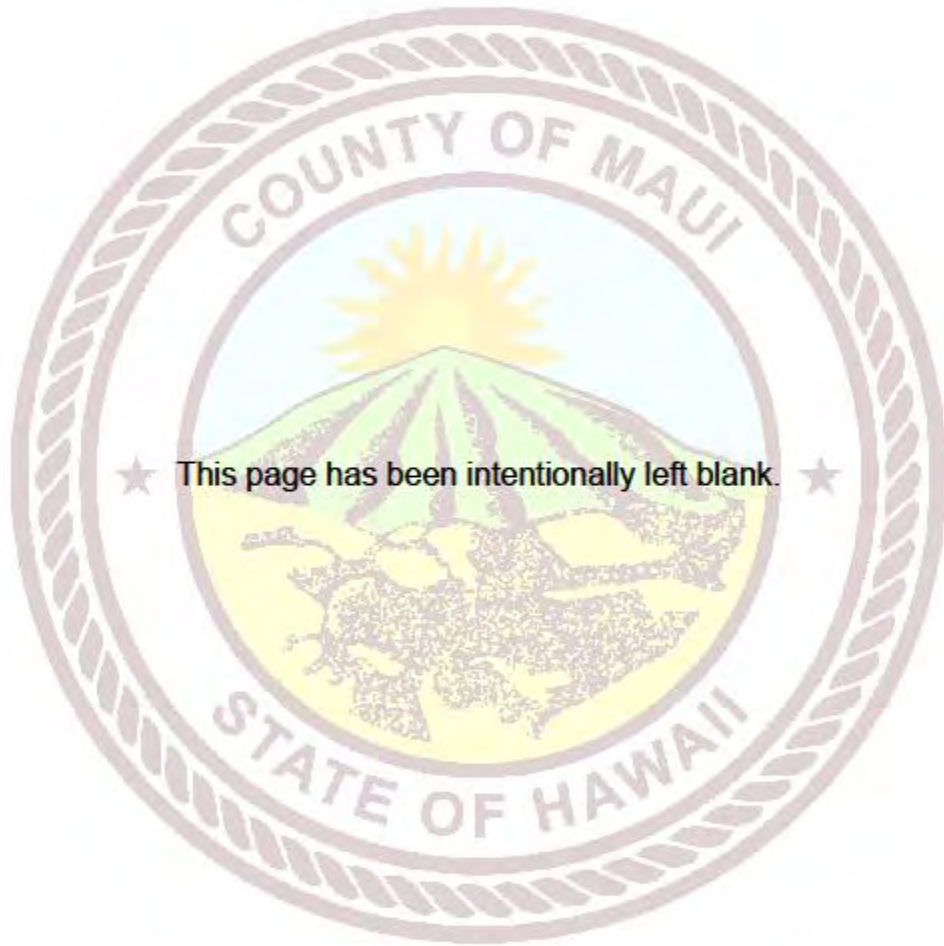
CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$28,666	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$57,172	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$85,838</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$249	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$817	\$0	\$0	\$0	\$0	N/A
SERVICES	\$561,944	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$563,011</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LAND	\$9,495,000	\$2,350,000	\$2,610,000	\$2,550,000	-\$60,000	-2.3%
MACHINERY AND EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$9,495,000</b>	<b>\$2,350,000</b>	<b>\$2,610,000</b>	<b>\$2,550,000</b>	<b>-\$60,000</b>	<b>-2.3%</b>
<b>Program Total</b>	<b>\$10,143,849</b>	<b>\$2,350,000</b>	<b>\$2,610,000</b>	<b>\$2,550,000</b>	<b>-\$60,000</b>	<b>-2.3%</b>

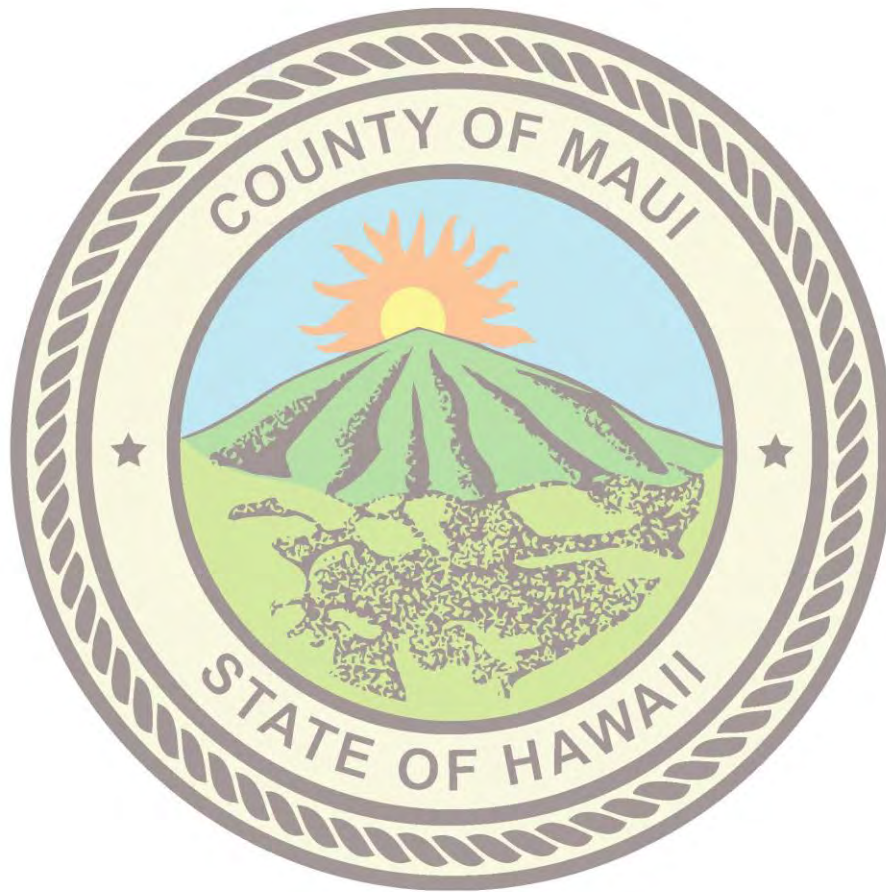
**Emergency Fund****Program Description**

The Emergency Fund is established for the purpose of funding a public emergency threatening life, health, property or economic viability of the county.

Most recent use of Emergency Fund monies was when heavy rains caused flood damage throughout the County in September of 2016. Expenses relating to this flooding event totaled \$910,327.

In adopting each fiscal year's budget and capital program, the Council may make appropriations to the fund. Any balance remaining in this fund at the end of the fiscal year shall not lapse, but shall remain in the fund, accumulating from year to year. The revenues in this fund shall not be used for any purpose except those listed above.

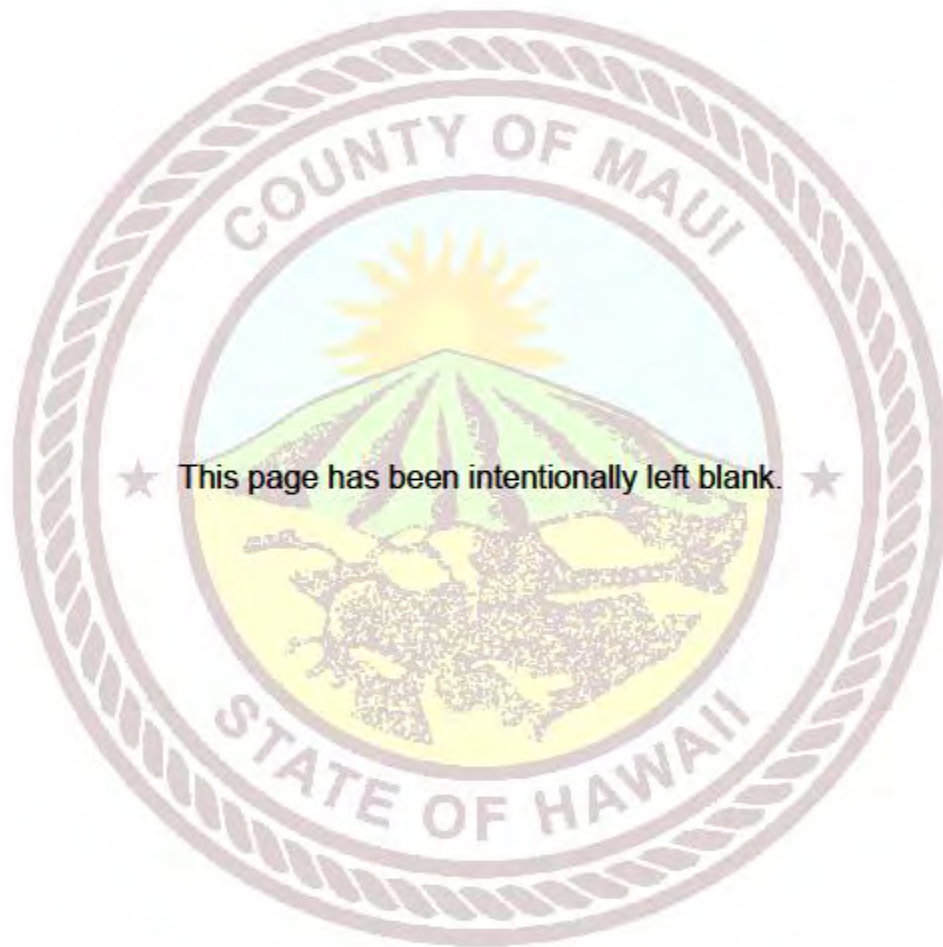




---

# *Parks & Recreation*

---



★ This page has been intentionally left blank. ★



## Department Summary

### Mission

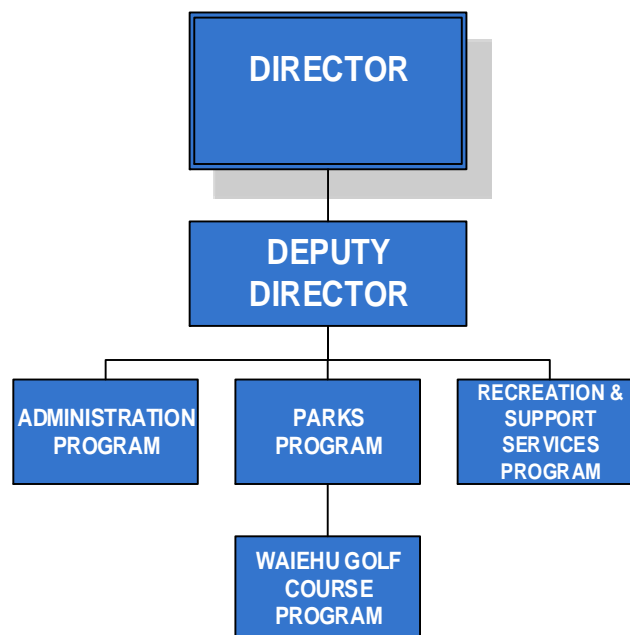
The purpose of the Department of Parks and Recreation is to provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County.

### Countywide Outcome(s)

The Department of Parks and Recreation supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

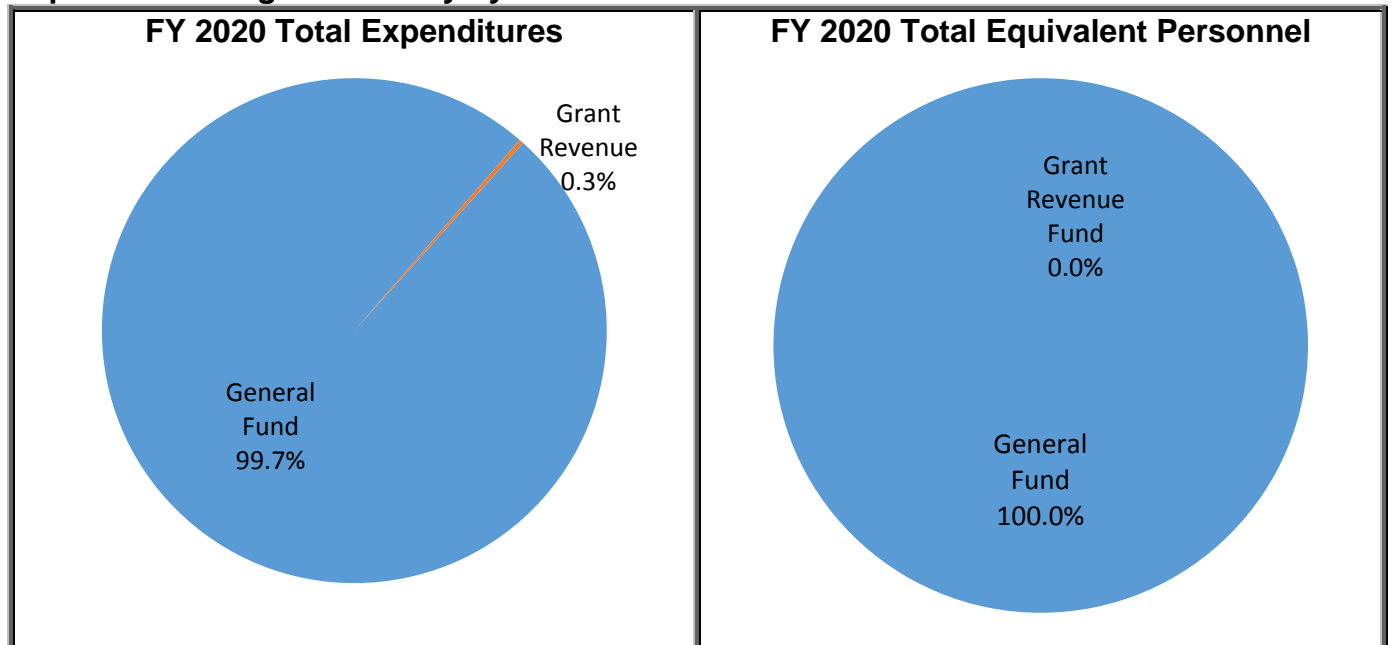
In Fiscal Year 2020, the Department of Parks and Recreation will continue to develop, rebuild, and strengthen its organizational and operating systems. These include:

- Delivery of current key commitments
  - Facility Maintenance
  - Permitting
  - Safety in Parks facilities
- Identify plans for new strategic initiatives
  - Recreation Programming
  - Preventative Maintenance
  - CIP Planning

**Department Summary****External Factors Description**

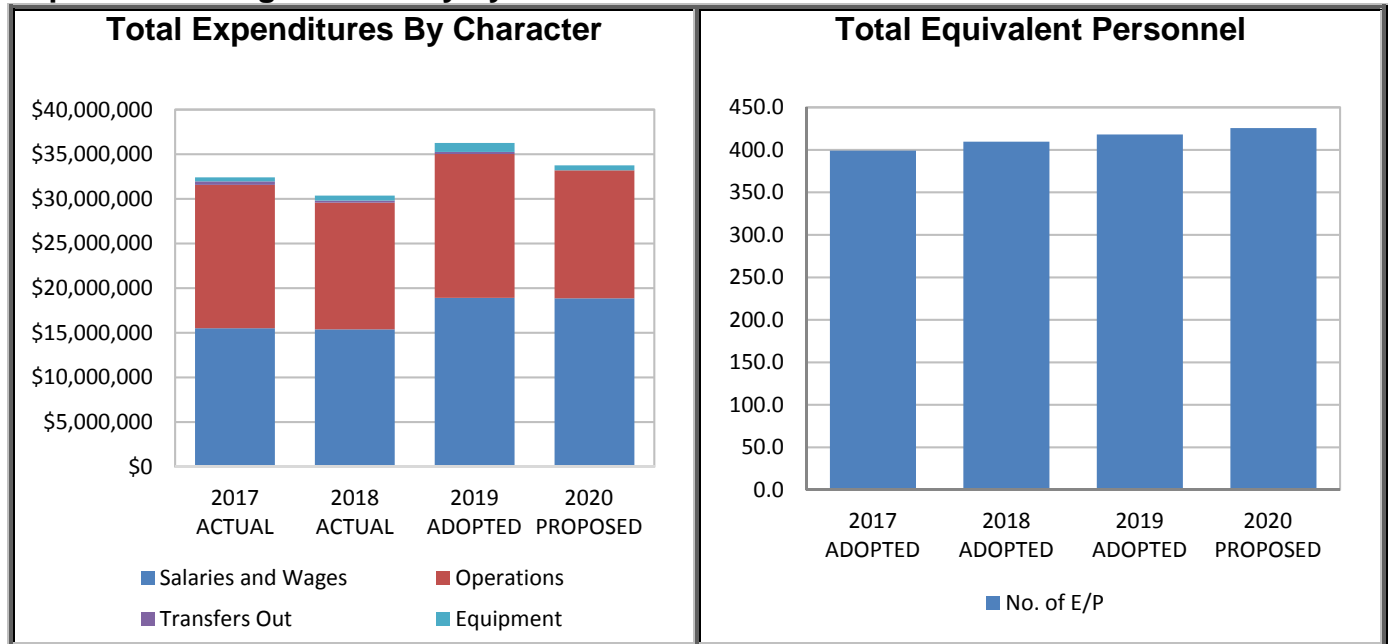
External factors that drastically impact the department's finances and overall productivity include population, age of facilities, rising costs of materials and labor, and social changes. Consequently, this creates a significantly higher volume of usage and impact at facilities and parks because of the existing population that is utilizing these facilities. In addition, the average age of park facilities is 50 years old. As facilities age, the need for overall and reactive maintenance increases with each passing year. Natural deterioration and an increase in vandalism means additional financial resources and man hours are required to maintain and upkeep these facilities, all while costs of materials and equipment are constantly rising.

Homelessness continues to be a growing social issue that creates unique challenges for the department. Another significant but less measurable external factor that should always be considered is the changing social trends of the community and recreation. This can be described as the shifting of what types of recreational activities the general population is interested in, as well as the perspective in which society views and values recreation. In order to accommodate these variances, the department has to constantly seek public input and feedback while being flexible to implement or tailor new and existing recreational programs to match the interests of the residents.

**Department Budget Summary by Fund**

## Department Summary

## Department Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$799,130	\$732,928	\$647,328	\$429,778	-\$217,550	-33.6%
WAGES & SALARIES	\$14,708,608	\$14,648,172	\$18,265,313	\$18,471,074	\$205,761	1.1%
<b>Salaries and Wages Total</b>	<b>\$15,507,738</b>	<b>\$15,381,100</b>	<b>\$18,912,641</b>	<b>\$18,900,852</b>	<b>-\$11,789</b>	<b>-0.1%</b>
<b>Operations</b>						
INTERFUND COST RECLASSIFICATION	\$1,726,640	\$1,547,226	\$1,491,826	\$0	-\$1,491,826	-100.0%
MATERIALS & SUPPLIES	\$2,699,646	\$2,207,884	\$3,618,216	\$3,394,144	-\$224,072	-6.2%
NON BUDGETED EXPENDITURES	\$388,397	\$408,900		\$0	\$0	N/A
OTHER COSTS	\$1,155,837	\$661,899	\$1,285,814	\$741,066	-\$544,748	-42.4%
SERVICES	\$5,414,188	\$5,082,278	\$4,639,125	\$4,905,705	\$266,580	5.7%
SPECIAL PROJECTS				\$0	\$0	N/A
TRAVEL	\$134,865	\$78,828	\$78,861	\$80,321	\$1,460	1.9%
UTILITIES	\$4,552,203	\$4,215,103	\$5,000,733	\$5,224,296	\$223,563	4.5%
<b>Operations Total</b>	<b>\$16,071,776</b>	<b>\$14,202,116</b>	<b>\$16,114,575</b>	<b>\$14,345,532</b>	<b>-\$1,769,043</b>	<b>-11.0%</b>
<b>Transfers Out</b>						
General Fund	\$382,308	\$231,022	\$230,462	\$0	-\$230,462	-100.0%
<b>Transfers Out Total</b>	<b>\$382,308</b>	<b>\$231,022</b>	<b>\$230,462</b>	<b>\$0</b>	<b>-\$230,462</b>	<b>-100.0%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$85,079	\$84,782	\$107,697	\$91,697	-\$16,000	-14.9%
MACHINERY & EQUIPMENT	\$369,395	\$477,167	\$907,000	\$461,300	-\$445,700	-49.1%
<b>Equipment Total</b>	<b>\$454,474</b>	<b>\$561,949</b>	<b>\$1,014,697</b>	<b>\$552,997</b>	<b>-\$461,700</b>	<b>-45.5%</b>
<b>Department Total</b>	<b>\$32,416,295</b>	<b>\$30,376,187</b>	<b>\$36,272,375</b>	<b>\$33,799,381</b>	<b>-\$2,472,994</b>	<b>-6.8%</b>

## Administration Program

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	29.5	35.5	34.5	37.0	2.5	7.2%
Recreation & Support Services Program	293.8	302.8	307.3	316.8	9.5	3.1%
Waiehu Golf Course Program	20.9	19.4	20.9	0.0	-20.9	-100.0%
Parks Program	55.0	52.0	55.0	74.4	19.4	35.3%
<b>Department Total</b>	<b>399.2</b>	<b>409.7</b>	<b>417.7</b>	<b>428.2</b>	<b>10.5</b>	<b>2.5%</b>

## Program Description

Administration Program

The Administration Program consists of the Director's Office, Permits and Enforcement Section, Planner, Grants Administrator, Safety Specialist, and Administrative Office. This team provides support to all other areas of the department as it pertains to departmental programs, personnel, budget, management services, inventory oversight, vehicle compliance, health insurance information and processing, Worker's Compensation and Temporary Disability.

Oversees insurance (TDI) compliance and support, interpretation, and enforcement of rules and regulations relating to Title 13 of the Maui County Code; departmental administrative rules; grants, licenses, and leases for the use of department properties; contracts; and facilitates partnerships with the community and department to provide enhanced recreational programs and services.

Permit and Enforcement Section

The Permit and Enforcement section of the Administration Program is comprised of multiple district permit offices and a park security unit. The permitting staff work with the public to coordinate, oversee, administer, monitor and review the issuance of county park use permits. This includes the input of permit application requests into permitting software, maintaining digital and hard copy files, the collection of applicable fees and charges, and the explanation and review of necessary permitting documents. Examples of such documents include State Department of Health temporary food establishment permits, certificates of insurance, event site plans approved and stamped by the Fire Department's Fire Prevention Bureau, land use permits issued by the Department of Planning, special event liquor permits issued by Liquor Control and building permits issued by the Department of Public Works. Permitting staff also serve as the communication liaison between permit applicants and other personnel within other departmental divisions to ensure the proper set-up, review and monitoring of up to ten thousand (10,000) permits issued annually. The various permit types issued through the department's special events office and district permit offices include, but are not limited to, activities such as camping, league practices and games, non-profit fund-raisers, filming, tournaments, private parties, concerts, clinics, exhibitions, and other special events.

The Park Security unit, comprised of Park Security Officers, exists to educate, enforce and enrich the Park experience for all community members and visitors who utilize all of DPR's hundreds of parks and facilities. The Park Security Officers address park permit and enforcement issues, in cooperation with the other county and state regulatory agencies, by providing education to the public, observing and reporting on their daily findings and interactions, and issuing citations as necessary. This unit also initiates

**Administration Program**

communication with other departmental staff to ensure that safety hazards, such as repair needs or health/safety risks are addressed as quickly as possible.

Finally, the Permit and Enforcement Section makes recommendations regarding amendments needed to existing park ordinances, rules, regulations, policies and procedures governing the use of parks, recreational facilities to ensure that residents and visitors to the County of Maui can continue to safely recreate.

**Safety Section**

The Safety Specialist provides a framework of safety concepts and practices to ensure the safety of all employees. Our specialist routinely inspects, reports and makes recommendations on approximately forty (40) chemical and equipment storage units in twelve (12) locations on the three (3) islands of Maui County.

**Grants Management Section**

The grants management program develops partnerships with community non-profit organizations to improve the department's parks and offer diverse cost-effective recreational programs to both visitors and residents of Maui County. One of its partnerships include the State of Hawaii's Maui Community Correctional Center Workline program. The Workline program has three crews available to parks. The inmates learn vocational skills while performing tasks that benefit the Parks Department. Another grant is with the Lahaina Restoration Foundation which assists the County of Maui with the preservation and restoration of the Lahaina Historic District. Examples of other park improvement grants include the redevelopment of Keawaiki (Small Boat Harbor) Park which provides a beautiful gateway into Lahaina Town from the adjacent harbor which welcomes approximately 200,000 people annually from over 50 cruise ships which anchor in Lahaina and the Fourth Marine Park's Kalakupua playground equipment improvements. The grants management program also monitors the use of the department's public lands held in lease or license by their non-profit partners.

## Administration Program

**Countywide Outcome(s)**

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

Maui County's de facto population of approximately 211,050 is allowed access to facilities and parks supported by the Parks Program.

**Services Provided**

The Administration Program provides support services to the other divisions, safety programs and training, enforcement of parks rules, issuance of parks permits, contract management, and the management of department grants, licenses and leases.

**Key Activity Goals & Measures – Administration**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Implement Occupational Safety and Health Administration (OSHA) and Maui County safety & health program to promote and maintain a safe work environment and to reduce hazards for employees and the public	# of safety inspections conducted on fields and at base yards	110	140	120
	# of training sessions conducted annually regarding proper use of safety equipment	50	40	50
	# of educational materials generated annually regarding proper use of safety equipment	26	18	20

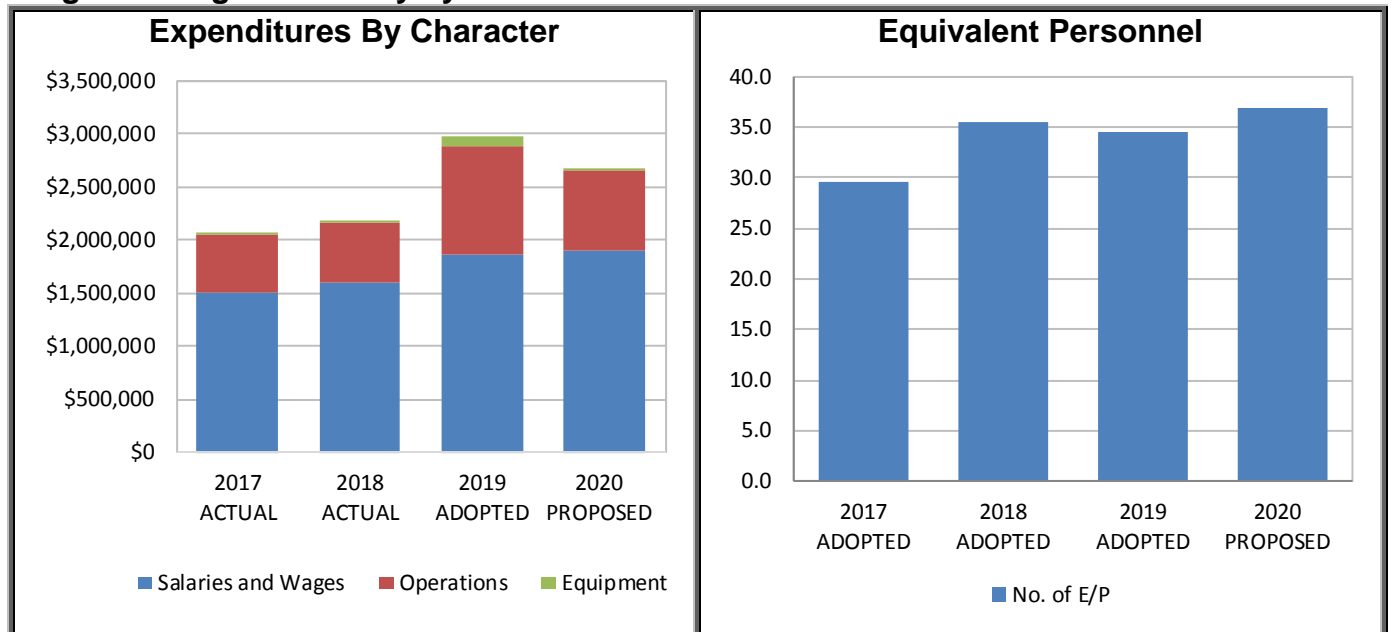
**Key Activity Goals & Measures – Permit and Enforcement Section**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Increase awareness of residents and visitors as well as education levels of staff members in regards to county parks rules and regulations and safe practices	% of parks inspected weekly by enforcement officers	20%	35%	35%
	Average # of citations issued monthly	20	75	75
	# of educational/awareness campaigns and programs conducted	0	6	4

Administration Program

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments (Cont'd)</i>				
1. Increase awareness of residents and visitors as well as education levels of staff members in regards to county parks rules and regulations and safe practices (Cont'd)	Create standard ongoing training program for staff efficiency & knowledge	N/A	100%	60%
2. Create an efficient and effective permitting process with a high level of customer satisfaction	Create standard ongoing training program for staff efficiency & knowledge.	12	100%	100%
	Implement training for all locations quarterly.	N/A	75%	75%

Program Budget Summary by Fiscal Year





## Administration Program

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$137,153	\$128,951	\$58,750	\$55,000	-\$3,750	-6.4%
WAGES & SALARIES	1,369,881	1,478,811	1,800,888	1,845,277	\$44,389	2.5%
<b>Salaries and Wages Total</b>	<b>\$1,507,034</b>	<b>\$1,607,762</b>	<b>\$1,859,638</b>	<b>\$1,900,277</b>	<b>\$40,639</b>	<b>2.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$122,201	\$174,942	\$172,764	\$190,764	\$18,000	10.4%
OTHER COSTS	\$353,035	\$317,097	\$779,502	\$382,702	-\$396,800	-50.9%
SERVICES	\$37,748	\$36,328	\$39,100	\$136,100	\$97,000	248.1%
TRAVEL	\$18,394	\$15,491	\$24,908	\$26,368	\$1,460	5.9%
UTILITIES	\$10,410	\$11,494	\$17,356	\$17,418	\$62	0.4%
<b>Operations Total</b>	<b>\$541,787</b>	<b>\$555,351</b>	<b>\$1,033,630</b>	<b>\$753,352</b>	<b>-\$280,278</b>	<b>-27.1%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,818	\$3,134	\$6,500	\$6,500	\$0	N/A
MACHINERY & EQUIPMENT	\$748	\$0	\$80,000	\$20,000	-\$60,000	-75.0%
<b>Equipment Total</b>	<b>\$3,566</b>	<b>\$3,134</b>	<b>\$86,500</b>	<b>\$26,500</b>	<b>-\$60,000</b>	<b>-69.4%</b>
<b>Program Total</b>	<b>\$2,052,388</b>	<b>\$2,166,247</b>	<b>\$2,979,768</b>	<b>\$2,680,129</b>	<b>-\$299,639</b>	<b>-10.1%</b>

## Equivalent Personnel Summary by Position Title

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant II	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	2.0	1.0	1.0	1.0	0.0	N/A
Contracts Clerk	0.0	1.0	1.0	1.0	0.0	N/A
Departmental Personnel Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Grants Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Park Permit Clerk I	0.0	0.0	0.0	1.0	1.0	N/A
Park Permit Clerk I	3.0	3.0	3.0	3.0	0.0	N/A
Park Permit Clerk II	2.0	2.0	2.0	2.0	0.0	N/A
Park Permit Clerk II	1.0	1.0	1.0	1.0	0.0	N/A
Park Permit Support Clerk	0.5	0.5	0.5	1.0	0.5	100.0%
Park Permits Officer	1.0	1.0	1.0	1.0	0.0	N/A
Park Security Enforcement Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Park Security Officer I	5.0	10.0	10.0	10.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Planner VI	1.0	1.0	0.0	1.0	1.0	N/A
Pre-Audit Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Special Events Specialist	1.0	2.0	2.0	2.0	0.0	N/A
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>29.5</b>	<b>35.5</b>	<b>34.5</b>	<b>37.0</b>	<b>2.5</b>	<b>7.2%</b>

## Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
915029A-5101 Regular Wages: Adjustments in salaries based on collective bargaining increases and per Salary Commission, various position reallocations, and transfer of 1.0 E/P from Parks Program	\$67,711	0.0
915019A-5101 Regular Wages: Corrections of salary range and step and reallocation of various positions.	-\$64,368	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915029B-6034 Medical & Safety Supplies: Budget transferred to 915029B-6051.	-\$40,000	
915029B-6051 Safety Supplies: Budget transferred from 915029B-6034.	\$40,000	
<b>OTHER COSTS:</b>		
915031B-6317 County grant subsidy: Deletion of one-time appropriation	-\$150,000	
915721B-6317 County grant subsidy: Deletion of one-time appropriation	-\$150,000	
915723B-6317 County grant subsidy: Deletion of one-time appropriation	-\$50,000	
915725B-6317 County grant subsidy: Deletion of one-time appropriation	-\$20,000	
915728B-6317 County grant subsidy: Deletion of one-time appropriation	-\$32,600	
<b>Equipment</b>		
915019C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$80,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
915019A-5101 Regular Wages: Proposed expansion positions for Park Permit Clerk I for South Maui and Park Permit Support Clerk, from 0.5 E/P to 1.0 E/P	\$41,046	1.5
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915029B-6051 Safety Supplies: Based on actual expenditures and increase in the number of employees required to wear protective gear.	\$12,000	
915017B-6060 Small Equipment: Office furniture for expansion position.	\$750	
915019B-6060 Small Equipment: Purchase of five(5) new date stamp machines. Existing machines are ten (10) years old and in need of repair estimated at same cost of new machines	\$5,250	
<b>SERVICES:</b>		
915019B-6132 Professional Services: Additional funding to support transition to new permit software with data migration, development and project management.	\$40,000	
915019B-6155 Towing Charges: Countywide towing, storage, and disposal of unclaimed vehicles that need to be moved due immediately to location/risk or are not a fit for the abandoned vehicle program.	\$50,000	
915017B-6112 Contractual Service: Additional \$2,500 required for confidential documents, small equipment servicing.	\$2,500	
915019B-6112 Contractual Service: Servicing of copier machine	\$4,500	

## Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>OTHER COSTS:</b>		
915019B-6218 Meal Allowance: Increase based on actual expenditures.	\$800	
915019B-6230: Registration/Training Fees: Additional for Park Security Officers required training. Also Permit Clerk and Special Events Specialist training on cash handling and reservation system.	\$5,000	
<b>TRAVEL:</b>		
915019-6226 Per Diem: Additional for staff on Molokai to attend required training and meetings on Maui.	\$1,460	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
915019C-7044 Other Equipment: To replace AEDs for all districts (10 at \$2,000 each).	\$20,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$183,306</b>	<b>1.5</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Haiku Community Association	-\$20,821	\$0	\$0	\$0
Lahaina Restoration Foundation	\$178,828	\$184,904	\$223,600	\$191,000
Lahaina Restoration Foundation Capital	\$0	\$0	\$0	\$0
Maui Community Correctional Center for Workline Program	\$117,000	\$111,672	\$117,000	\$117,000
Maui Inline Hockey Association	\$0	\$0	\$150,000	\$0
Malama-Hamakua Maui, Inc.	\$0	\$0	\$50,000	\$0
Lo'iloa for Hawaiian Hale at Kepaniwai Gardens	\$0	\$0	\$150,000	\$0
Bahay Kubo Heritage Foundation	\$0	\$0	\$20,000	\$0
Tom Morrow Equestrian Arena	\$29,985	\$193	\$0	\$0
<b>TOTAL COUNTY GRANT SUBSIDY - ADMINISTRATION PROGRAM</b>	<b>\$304,992</b>	<b>\$296,769</b>	<b>\$710,600</b>	<b>\$308,000</b>

## County Grant Subsidy Program Description

Lahaina Restoration Foundation

The grant provides funding to maintain and preserve the Lahaina Historic District and provide maintenance and grounds keeping to areas not serviced regularly by normal, routine County programs. It includes the daily removal of garbage, the maintenance of trash receptacles, removal of graffiti, repair and maintenance of sprinkler systems, cleaning of sidewalks and gutters, and ongoing improvements to historic signs and displays within the historic district as approved and recommended by the Maui County Cultural Resources Commission. In addition, lawn upkeep and planter maintenance, tree trimming and

**Administration Program**

pruning, and maintenance of lighting systems within parks and public areas are provided. An additional \$6,096 will be used for maintenance of the new landscape improvements at the mauka Lahaina library lawn.

**Maui Community Correctional Center Workline Program**

The Maui Community Correctional Center (MCCC) Workline is a program that prepares inmates for reintegration back into society. The MCCC Workline program promotes teamwork, job safety and responsibility, respectfulness and work ethic, which become the foundation of an inmate's successful return to the community. The program's goal is to teach the inmate to become a more responsible and contributing member to the community while learning job skills.

## Parks Program

### Program Description

The Parks Program includes the Beautification, Construction Maintenance and Planning and Development Sections. The Beautification Section is responsible for turf management, greenways landscaping and tree maintenance in parks. The Construction Maintenance Section, which is responsible for repair and improvement projects, heavy equipment operations, mechanical repairs, and skilled labor such as plumbing, electrical, pool and building maintenance.

The Planning and Development Division develops, schedules and implements the department's Capital Improvement Program (CIP) to meet the recreational and leisure needs of Maui County residents and visitors, in addition to coordinating the master planning of the park systems and facilities. This process includes the review of new subdivision and community development plans for optimum location and adequate acreage of park spaces to accommodate the projected population's recreational requirements.

### Countywide Outcome(s)

The Park Maintenance Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County

### Population Served

Maui County's de facto population of approximately 211,050 is allowed access to facilities and parks supported by the Parks Program.

### Services Provided

The Park Program maintains park recreational facilities, street and parks trees as well as oversees the operations of the Waiehu Golf Course and provides services relating to the completion of the department's capital projects.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Develop and implement an Annual Preventative Maintenance Plan	# annual preventative maintenance programs newly implemented	3	7	8
	% of rectangle fields aerified, top dressed, fertilized and monitored bi-annually	53%	70%	72%
	% of diamond fields aerified, top dressed, fertilized and monitored bi-annually	50%	70%	72%
	# of rectangular fields renovated and monitored annually	6	5	7

## Parks Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments (Cont'd).</i>				
1. Develop and implement an Annual Preventative Maintenance Plan (Cont'd)	# of diamond fields renovated monitored annually	5	7	9
2. Complete deferred facility and parks maintenance projects	% of restroom facilities renovated	64%	90%	95%
	% of parks with upgraded irrigation or water management systems installed	68%	85%	90%
	% of work orders responded to within 48 hours	60%	90%	93%
<i>Goal #2: Identify plan for new strategic initiatives.</i>				
1. Develop framework for parks, labor and timekeeping asset management system and develop plan for integration of scheduled work order system and calendar for preventative maintenance	Set up and build out Maintenance Connection software to schedule preventative maintenance	70%	Complete Build Out by 2 <sup>nd</sup> Quarter	Set up and build out completed
	Set up and build out Maintenance Connection software to track facility operating expenditures	35%	Complete Build Out by 4 <sup>th</sup> Quarter	Set up and build out completed

## Key Activity Goals &amp; Measures (Waiehu Golf Course)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Reduction of weed population per 5 year schedule	% of greens free of weeds	84%	97%	96%
	% of tees free of weeds	94%	90%	94%
	% of fairways free of weeds	89%	90%	90%
2. Develop and implement a spot spraying program for around greens and on and around tees	% of greens with a spot spray program implemented	100%	100%	100%

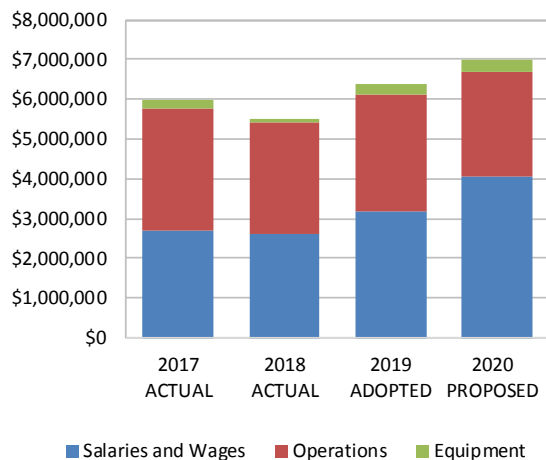
## Parks Program

## Key Activity Goals &amp; Measures (Waiehu Golf Course) (Con'td)

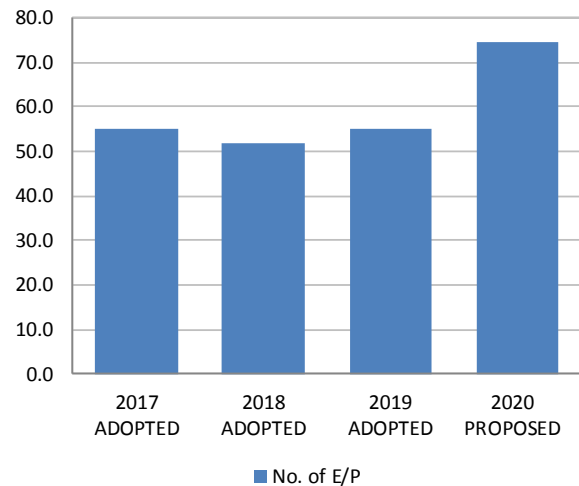
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Identify plans for new strategic initiatives.</i>				
1. Increase rounds played by Maui County residents	# of rounds played by retirees and students	31,787	34,000	32,000
	# of rounds played by adult residents	13,450	16,000	14,000
2. Increase rounds played by non-residents	# of rounds played by non-residents	4,518	4,700	4,900
	# of rounds played by Hawaii State residents (Maui County non-residents)	4,308	4,500	4,300
3. Increase in revenue generated	% increase in revenue generated	N/A	4%	4%

## Program Budget Summary by Fiscal Year

Expenditures By Character



Equivalent Personnel





## Parks Program

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$70,013	\$82,490	\$81,620	\$88,393	\$6,773	8.3%
WAGES & SALARIES	\$2,644,251	\$2,537,341	\$3,100,764	\$3,969,462	\$868,698	28.0%
<b>Salaries and Wages Total</b>	<b>\$2,714,264</b>	<b>\$2,619,831</b>	<b>\$3,182,384</b>	<b>\$4,057,855</b>	<b>\$875,471</b>	<b>27.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,123,130	\$867,234	\$1,785,104	\$1,372,979	-\$412,125	-23.1%
OTHER COSTS	\$78,356	\$34,861	\$56,359	\$34,357	-\$22,002	-39.0%
SERVICES	\$1,756,375	\$1,825,842	\$1,041,278	\$959,116	-\$82,162	-7.9%
TRAVEL	\$36,099	\$17,521	\$12,323	\$15,523	\$3,200	26.0%
UTILITIES	\$39,406	\$36,079	\$42,777	\$251,922	\$209,145	488.9%
<b>Operations Total</b>	<b>\$3,033,366</b>	<b>\$2,781,537</b>	<b>\$2,937,841</b>	<b>\$2,633,897</b>	<b>-\$303,944</b>	<b>-10.3%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$82,443	\$82,196	\$82,197	\$82,197	\$0	N/A
MACHINERY & EQUIPMENT	\$176,556	\$17,984	\$190,000	\$202,100	\$12,100	6.4%
<b>Equipment Total</b>	<b>\$258,999</b>	<b>\$100,180</b>	<b>\$272,197</b>	<b>\$284,297</b>	<b>\$12,100</b>	<b>4.4%</b>
<b>Program Total</b>	<b>\$6,006,630</b>	<b>\$5,501,548</b>	<b>\$6,392,422</b>	<b>\$6,976,049</b>	<b>\$583,627</b>	<b>9.1%</b>

## Equivalent Personnel Summary by Position Title

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Arborist	1.0	1.0	0.0	0.0	0.0	N/A
Auto Mechanic I	0.0	0.0	0.0	0.0	0.0	N/A
Auto Mechanic II	0.0	0.0	0.0	1.0	1.0	N/A
Automatic Sprinkler System Repairer I	1.0	1.0	1.0	0.0	-1.0	-100.0%
Automatic Sprinkler System Repairer I	5.0	6.0	6.0	7.0	1.0	16.7%
Automatic Sprinkler System Repairer II	1.0	1.0	1.0	1.0	0.0	N/A
Automotive Sprinkler System Repairer I	0.0	0.0	0.0	1.0	1.0	N/A
Automotive Mechanic Helper	0.0	0.0	0.0	0.0	0.0	N/A
Automotive Mechanic I	1.0	1.0	1.0	1.0	0.0	N/A
Automotive Mechanic II	1.0	1.0	1.0	1.0	0.0	N/A
Building Maintenance Repairer I	6.0	6.0	6.0	4.0	-2.0	-33.3%
Building Maintenance Repairer II	1.0	1.0	1.0	1.0	0.0	N/A
Carpenter/Cabinet Maker I	1.0	1.0	1.0	1.0	0.0	N/A
Carpenter/Cabinet Maker II	1.0	1.0	1.0	1.0	0.0	N/A
Chemical Treatment Worker II	1.0	1.0	1.0	2.0	1.0	100.0%
Chief of Planning & Development	1.0	1.0	1.0	1.0	0.0	N/A
CIP Coordinator	4.0	4.0	4.0	4.0	0.0	N/A
Civil Engineer IV	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Computer Applications Support Technician II	0.0	0.0	0.0	1.0	1.0	N/A
Electric Pump Mechanic Maintenance Repairer I	1.0	0.0	1.0	1.0	0.0	N/A
Electric Pump Mechanic Maintenance Repairer II	1.0	0.0	1.0	1.0	0.0	N/A
Electrician I	1.0	1.0	1.0	1.0	0.0	N/A
Electrician II	1.0	1.0	1.0	1.0	0.0	N/A
Equipment Operator III	3.0	3.0	3.0	4.0	1.0	33.3%
General Construction/Maintenance Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A

## Parks Program

## Equivalent Personnel Summary by Position Title (Cont'd)

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Golf Course Groundskeeper I	0.0	0.0	0.0	4.5	4.5	N/A
Golf Course Groundskeeper II	0.0	0.0	0.0	5.0	5.0	N/A
Golf Course Maintenance Supervisor	0.0	0.0	0.0	1.0	1.0	N/A
Golf Course Operations Clerk	0.0	0.0	0.0	4.0	4.0	N/A
Golf Course Operations Clerk, HT	0.0	0.0	0.0	0.5	0.5	N/A
Golf Course Superintendent	0.0	0.0	0.0	1.0	1.0	N/A
Janitor I, PT	0.0	0.0	0.0	0.4	0.4	N/A
Labor Supervisor I	0.0	0.0	0.0	1.0	1.0	N/A
Labor Supervisor I	1.0	1.0	1.0	0.0	-1.0	-100.0%
Laborer I	0.0	0.0	0.0	1.0	1.0	N/A
Laborer II	1.0	1.0	1.0	0.0	-1.0	-100.0%
Nursery Worker I	4.0	3.0	3.0	3.0	0.0	N/A
Nursery Worker II	2.0	2.0	2.0	2.0	0.0	N/A
Painter I	1.0	1.0	1.0	1.0	0.0	N/A
Painter II	1.0	1.0	1.0	1.0	0.0	N/A
Park Maintenance Superintendent	1.0	1.0	1.0	1.0	0.0	N/A
Park Project Coordinator	0.0	0.0	1.0	1.0	0.0	N/A
Parks Beautification Manager	1.0	1.0	1.0	1.0	0.0	N/A
Planner VI	0.0	0.0	1.0	0.0	-1.0	-100.0%
Plumber I	1.0	1.0	1.0	1.0	0.0	N/A
Plumber II	1.0	1.0	1.0	1.0	0.0	N/A
Power Mower Repairer I	0.0	0.0	0.0	1.0	1.0	N/A
Secretary I	2.0	2.0	2.0	2.0	0.0	N/A
Temporary Internal Transfer Position	2.0	2.0	2.0	2.0	0.0	N/A
Tree Trimmer/Chemical Treatment Helper	1.0	1.0	1.0	1.0	0.0	N/A
Turf Manager	1.0	0.0	0.0	0.0	0.0	N/A
<b>Program Total</b>	<b>55.0</b>	<b>52.0</b>	<b>55.0</b>	<b>74.4</b>	<b>19.4</b>	<b>35.3%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
915665A-5101 Regular Wages: Adjustment due to position filled at higher pay scale, collective bargaining increase and change of position title/pay scale for PR-0474.	-\$140,472	-2.0
915667A-5101 Regular Wages: Adjustment based on collective bargaining increases and transfer of PR-0460 Building Maintenance Repairer I from Parks Program to Rec & Support (915074A).	-\$33,648	-1.0
915680A-5101 Regular Wages: Increase based on collective bargaining agreement and reallocation of PR-0084 from EO III, BC-09 to Tree Trimmer/Chemical Treatment Helper, BC-04; transfer of Labor Supervisor I, Laborer II, and Automatic Sprinkler System Repairer II.	\$151,464	3.0
915681A-5101 Regular Wages: Adjustment based on collective bargaining increases and a salary correction for PR-0126 Park Maintenance Superintendent.	-\$78,168	-2.0

## Parks Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
915682A-5101 Regular Wages: Adjustment based on correction to salary for PR-0260 Chief of Planning & Development.	-\$85,820	-1.0
915321A-5101 Regular Wages: Budget transferred from 915181A-5101 Waiehu Golf Course, Golf Fund. additional \$7,844 based on collective bargaining increases, reallocation, step correction and position filled at a higher step.	\$990,396	20.9
<b>OTHER PREMIUM PAY:</b>		
915667A-5250 Salary Adjustments: One-time lump-sum payment based on Collective Bargaining Agreement for BU 01.	-\$20,000	0.0
915680A-5250 Salary Adjustments: One-time lump-sum payment based on Collective Bargaining Agreement for BU 01.	-\$15,000	0.0
915321A-5215 Premium Pay: Budget transferred from 915181A-5215 Waiehu Golf Course, Golf Fund.	\$39,223	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915321B-6001 Agricultural Supplies: Budget transferred from 915181B-6001 Waiehu Golf Course, Golf Fund; includes deletion of \$60,000 one-time appropriation to renovate back nine greens, collars and approaches.	\$354,055	
915680B-6001 Agricultural Supplies: Deletion of one-time appropriation to renovate turf at Satoki Yamamoto field.	-\$25,000	
915668B-6016 Electrical Parts & Supplies: Transfer from Parks Program.	-\$10,200	
915321B-6022 Gasoline, Diesel, Oil, etc.: Budget transferred from 915181B-6022 Waiehu Golf Course Program, Golf Fund.	\$25,857	
915321B-6030 Machinery & Equipment Replacement Parts: Budget transferred from 915181B-6031 Waiehu Golf Course, Golf Fund.	\$25,000	
915321B-6031 Repairs & Maintenance Supplies: Budget transferred from 915181B-6031 Waiehu Golf Course, Golf Fund.	\$38,257	
915668B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$228,154	
915669B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$150,000	
915670B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$104,000	
915668B-6039 Paint & painting supplies: Transfer from Parks Program	-\$14,790	
915671B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$14,780	
915672B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$116,660	
915673B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$24,480	
915674B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$16,260	
915675B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$111,196	
915677B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	-\$31,800	
915321B-6035 Miscellaneous Supplies: Budget transferred from 915181B-6035 Waiehu Golf Course, Golf Fund.	\$30,000	
<b>SERVICES:</b>		
915321B-6136 Repairs/maintenance grounds: Budget transferred from 915181B-6138 Waiehu Golf Course, Golf Fund.	\$25,000	
915321B-6138 R&M Services/Contracts: Budget transferred from 915181B-6138 Waiehu Golf Course, Golf Fund.	\$30,000	
915673B-6138 R&M Services/Contracts: Budget transferred from Parks Program.	-\$58,140	
915674B-6138 R&M Services/Contracts: Budget transferred from Parks Program.	-\$84,185	

## Parks Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>UTILITIES:</b>		
915321B-6120 Electricity: Budget transferred from 915181B-6120 Waiehu Golf Course, Golf Fund.	\$151,684	
915321B-6178 Water Delivery Charges: Budget transferred from 915181B-6178 Waiehu Golf Course, Golf Fund, includes \$1,599 inflationary adjustment.	\$54,883	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
915667C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$50,000	
915667C-7046 Parks Maintenance Equipment: Deletion of one-time FY19 appropriation.	-\$70,000	
915680C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$35,000	
915682C-7040 Motor Vehicles: Deletion of one-time FY19 appropriation.	-\$35,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
915321A-5101 Regular Wages: Increase from 0.5 E/P to 1.0 E/P for Power Mower Repairer	\$38,466	0.5
915681A-5101 Regular Wages: Computer Applications Support Technician II expansion position	\$26,480	1.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915321B-6255 Uniform Allowance: funding to provide uniform allowance per union contract.	\$1,080	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
915667C-7040: Replacement of commercial grade flatbed dump truck	\$85,000	
915321C-7037 Golf course equipment: \$65,000 for Greens Master Triflex mower to replace existing greens mower that is often down for repairs and \$52,100 for 175 gallon spray rig to replace 10 yr old, failing rig.	\$117,100	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$268,126</b>	<b>1.5</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Lahaina Restoration Foundation	\$500,000	\$0	\$0	\$0
<b>TOTAL COUNTY GRANT SUBSIDY - ADMINISTRATION PROGRAM</b>	<b>\$500,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Recreation and Support Services Program

### Program Description

The Recreation and Support Services Program provides recreational and daily maintenance support services for all districts in the County of Maui: Central Maui, East Maui, West Maui, South Maui, Hana, Lanai and Molokai. A variety of recreation programs are provided at beach areas, community parks, community centers, gymnasiums, sports fields, tennis and basketball courts, children's playgrounds, skate parks, pools and picnic areas. It also provides lifeguard services, including rescues, first aid and water safety awareness programs at county swimming pools while facilitating aquatics-oriented recreational programs such as Learn-to-Swim, age-group swimming and diving, exercise and therapeutic classes, water safety and first aid certification classes and conducting in-service training for county lifeguards to keep water safety skills and certifications up-to-date. Grounds keeping and custodial services for parks and facilities are also provided.

The PALS (Play and Learn Sessions) section provides quality cultural and recreational programming for children ages 5 to 12 during the summer and intersession periods for all schools. The PALS Food Service Program is federally funded through the U.S. Department of Agriculture (USDA) and administered by the Department of Education Office of Hawaii Child Nutrition Programs. To participate in this program, PALS applied and met standards set by the USDA. The PALS program qualified under the area eligibility category.

### Countywide Outcome(s)

The Recreation and Support Services Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Population Served

Maui County's de facto population of approximately 211,050 is allowed access to facilities and parks supported by the Parks Program.

### Services Provided

The Recreation and Support Services Program provides recreational, cultural and inclusive programs including lifeguard services, facilitates recreational programs, and training for county lifeguards. It provides quality maintenance and custodial services as well as timely and quality customer service to enhance and maintain the beauty and safety of parks facilities, services and programs. The PALS Section provides a safe, nurturing recreation program for the children of Maui County that addresses their physical, social, cultural and educational needs.

### Key Activity Goals & Measurements

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. To provide safe and satisfying facilities through monitoring programs	Provide quality recreation programs and activities as evaluated by participants	N/A	75%	80%

## Recreation and Support Services Program

## Key Activity Goals &amp; Measurements (Cont'd)

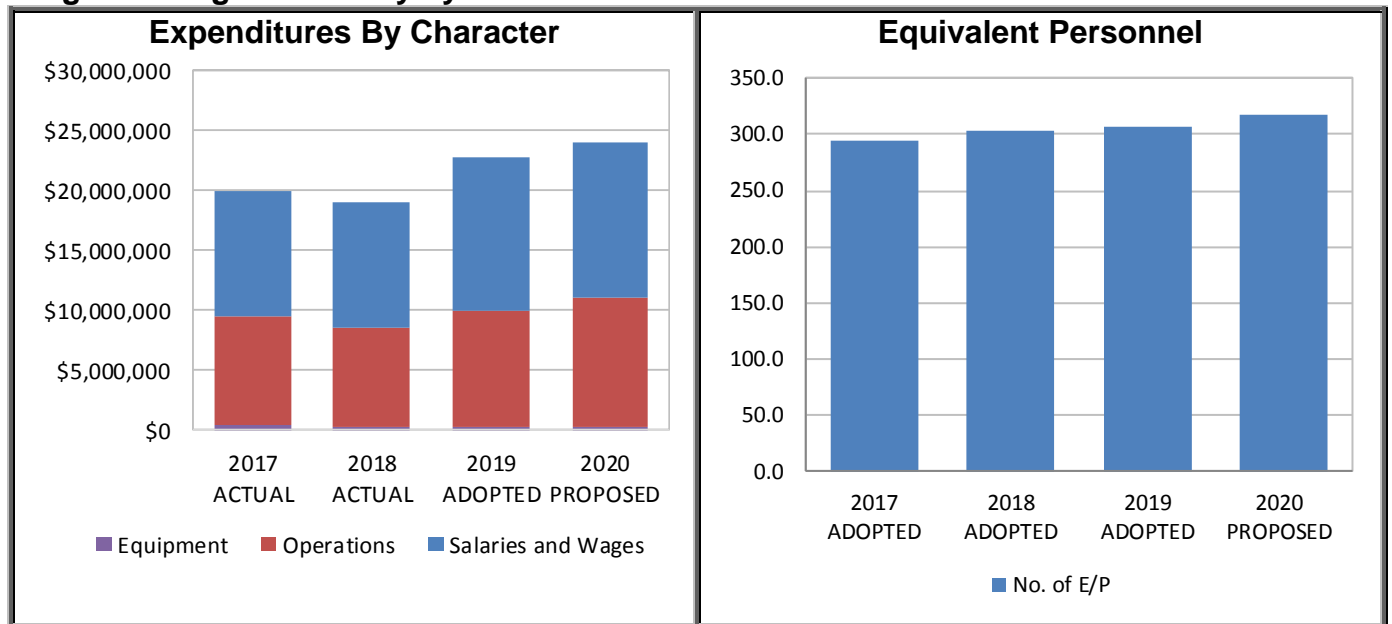
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
2. To provide safe and satisfying facilities through monitoring programs (Cont'd)	% of satisfied users with facility surveys	N/A	95%	95%
<i>Goal #2: Identify plan for new strategic initiatives.</i>				
1. To provide additional recreation opportunities through innovative and creative programming with new programs	Update existing or implement new recreation programs	7	8	7
	% of children's satisfaction level at or above satisfactory in district recreation programs	94%	85%	85%
	% of children's satisfaction level at or above satisfactory in the PALS programs	N/A	100%	95%
	% of parents' satisfaction level at or above satisfactory in the PALS program	N/A	100%	96%
	# of new cultural and recreational skill activity implemented for all participants in the PALS program	2	3	1
	# of Learn-to-Swim participants	3,118	22,000	2,200
	# of Aquatics other program participants	115,786	27,000	27,000
<i>Goal #3: Improve pro-active communication with key stakeholders within and outside of the Parks Department.</i>				
1. Provide pertinent training and professional development for program staff	% of Aquatics personnel who maintain their American Red Cross Lifeguard, first aid, cardio-pulmonary resuscitation and American Heart Emergency Medical Responder certification	100%	100%	100%

## Recreation and Support Services Program

## Key Activity Goals &amp; Measurements (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
2. Provide pertinent training and professional development for program staff (Cont'd)	% of Aquatics personnel who maintain their Certified Pool Operator certification	68%	50%	50%
	# of annual training hours provided for Recreation staff	260	220	220

## Program Budget Summary by Fiscal Year – General Fund





## Recreation and Support Services Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$526,617	\$480,126	\$438,235	\$286,385	-\$151,850	-34.7%
WAGES & SALARIES	\$9,851,322	\$9,849,358	\$12,379,891	\$12,656,335	\$276,444	2.2%
<b>Salaries and Wages Total</b>	<b>\$10,377,939</b>	<b>\$10,329,483</b>	<b>\$12,818,126</b>	<b>\$12,942,720</b>	<b>\$124,594</b>	<b>1.0%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,022,516	\$857,319	\$1,108,429	\$1,830,401	\$721,972	65.1%
OTHER COSTS	\$146,545	\$204,397	\$199,153	\$224,007	\$24,854	12.5%
SERVICES	\$3,540,046	\$3,172,642	\$3,491,323	\$3,810,489	\$319,166	9.1%
TRAVEL	\$73,974	\$42,739	\$38,430	\$38,430	\$0	N/A
UTILITIES	\$4,303,240	\$4,022,802	\$4,733,132	\$4,954,956	\$221,824	4.7%
<b>Operations Total</b>	<b>\$9,086,321</b>	<b>\$8,299,899</b>	<b>\$9,570,467</b>	<b>\$10,858,283</b>	<b>\$1,287,816</b>	<b>13.5%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$0	\$3,000	\$3,000	N/A
MACHINERY & EQUIPMENT	\$433,343	\$324,277	\$346,500	\$239,200	-\$107,300	-31.0%
<b>Equipment Total</b>	<b>\$433,343</b>	<b>\$324,277</b>	<b>\$346,500</b>	<b>\$242,200</b>	<b>-\$104,300</b>	<b>-30.1%</b>
<b>Program Total</b>	<b>\$19,897,603</b>	<b>\$18,953,660</b>	<b>\$22,735,093</b>	<b>\$24,043,203</b>	<b>\$1,308,110</b>	<b>5.8%</b>

## Equivalent Personnel Summary by Position Title – General Fund

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Chief of Recreation	0.0	0.0	1.0	1.0	0.0	N/A
Assistant Park Permits Officer	1.0	0.0	0.0	0.0	0.0	N/A
Automatic Sprinkler System Repairer I	1.0	1.0	1.0	1.0	0.0	N/A
Building Maintenance Repairer I	5.5	5.5	6.0	8.0	2.0	33.3%
Building Maintenance Repairer II	4.0	4.0	4.0	4.0	0.0	N/A
Chief of Aquatics	1.0	1.0	0.0	0.0	0.0	N/A
Chief of Recreation	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	2.0	3.0	3.0	3.0	0.0	N/A
Clerk III, HT	0.5	0.5	0.5	0.5	0.0	N/A
District Supervisor III	0.0	0.0	1.0	1.0	0.0	N/A
Electric Pump Mechanic Maintenance Repairer I	0.0	1.0	0.0	0.0	0.0	N/A
Electric Pump Mechanic Maintenance Repairer II	0.0	1.0	0.0	0.0	0.0	N/A
Janitor II	3.3	3.3	3.3	3.3	0.0	0.1%
Lanai: 1 Site Coordinator	0.4	0.4	0.4	0.4	0.0	N/A
Lanai: 2 Aides	0.3	0.3	0.3	0.3	0.0	N/A
Lanai: 2 Directors	0.3	0.3	0.3	0.3	0.0	N/A
Lanai: 2 Leaders	0.3	0.3	0.3	0.3	0.0	N/A
Maui: 1 Office Assistant	0.8	0.8	0.8	0.8	0.0	N/A
Maui: 129 Leaders	26.5	26.5	26.5	26.5	0.0	N/A
Maui: 18 Site Coordinators	4.4	4.4	4.4	4.4	0.0	N/A
Maui: 18 Specialists	3.1	3.1	3.1	3.1	0.0	N/A
Maui: 44 Directors	9.7	9.7	9.7	9.7	0.0	N/A
Maui: 71 Aides	15.5	15.5	15.5	15.5	0.0	N/A
Maui: Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Maui: Recreation Technician	1.0	1.0	1.0	1.0	0.0	N/A
Molokai: 9 Aides	1.2	1.2	1.2	1.2	0.0	N/A
Molokai: 13 Leaders	2.3	2.3	2.3	2.3	0.0	N/A

## Recreation and Support Services Program

## Equivalent Personnel Summary by Position Title – General Fund (Cont'd)

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Molokai: 4 Site Coordinators	1.0	1.0	1.0	1.0	0.0	N/A
Molokai: 8 Directors	1.6	1.6	1.6	1.6	0.0	N/A
Office Operations Assistant II	2.0	2.0	3.0	3.0	0.0	N/A
Park Caretaker (Summer Intern)	0.0	0.0	3.0	3.0	0.0	N/A
Park Caretaker I	0.0	0.0	0.0	4.0	4.0	N/A
Park Caretaker I	73.8	75.3	75.8	77.8	2.0	2.6%
Park Caretaker I, HT	9.0	9.0	9.0	9.0	0.0	N/A
Park Caretaker II	20.0	24.0	24.0	24.0	0.0	N/A
Park Maintenance Supervisor	7.0	7.0	7.0	7.0	0.0	N/A
Park Permit Clerk I (East)	0.0	0.0	0.0	0.0	0.0	N/A
Park Support Services Coordinator	1.0	1.0	0.0	0.0	0.0	N/A
Parks & Recreation District Supervisor III	5.0	5.0	5.0	5.0	0.0	N/A
Pool Guard	28.0	28.0	28.0	28.0	0.0	N/A
Pool Guard, HT	3.0	3.0	3.0	3.0	0.0	N/A
Pool Manager	0.0	0.0	1.0	1.0	0.0	N/A
Program Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Program Specialist	1.0	1.0	0.0	0.0	0.0	N/A
Recreation Aide	2.5	3.0	3.5	5.0	1.5	42.9%
Recreation Aide, HT	3.0	3.0	3.0	3.0	0.0	N/A
Recreation Assistant I	3.5	3.5	3.5	3.5	0.0	N/A
Recreation Assistant II	4.0	4.0	4.0	4.0	0.0	N/A
Recreation Leader I	1.0	1.0	1.0	1.0	0.0	N/A
Recreation Leader III	5.0	5.0	6.0	6.0	0.0	N/A
Recreation Program Planner	1.0	1.0	1.0	1.0	0.0	N/A
Recreation Specialist	2.0	2.0	2.0	2.0	0.0	N/A
Recreation Technician I	7.0	7.0	7.0	7.0	0.0	N/A
Recreation Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Senior Pool Guard	7.0	7.0	7.0	7.0	0.0	N/A
Summer Lifeguard	3.3	3.3	3.3	3.3	0.0	N/A
Tractor Mower Operator	12.0	13.0	13.0	13.0	0.0	N/A
<b>Program Total</b>	<b>293.8</b>	<b>302.8</b>	<b>307.3</b>	<b>316.8</b>	<b>9.5</b>	<b>3.1%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
915074A-5101 Regular Wages: Increased based on collective bargaining agreement effective 7/1/19 and transfer of E/P and salary from Parks Program (915667A)	-\$1,154,725	-26.3
915116A-5101 Regular Wages: Adjustments due to correction of title and SR; filled position at lower step and collective bargaining agreement increase effective 7/1/19.	-\$35,556	0.0
915231A-5101 Regular Wages: Increased based on collective bargaining agreement effective 7/1/19 and various reallocations and corrections.	\$15,881	0.0
915343A-5101 Regular Wages: Transfer E/P and salary from Parks Program (915667A) and increased based on collective bargaining agreement effective 7/1/19.	\$1,230,926	28.3

## Recreation and Support Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
915090A-5101 Regular Wages: Adjustment based on collective bargaining increases, step corrections and positions filled at higher/lower pay scales. \$29,056 8 mos salary (Full salary: \$43,584) for Park Caretaker I expansion position; \$13,968 to increase PR-0213 H/T Recreation Aide to F/T.	-\$2,638	0.0
915714A-5101 Regular Wages: Adjustment based on positions filled at higher/lower pay scales and salary corrections.	-\$68,412	0.0
915074A-5215 Premium Pay: Budget transfer due to split of Central Maui Parks into two districts.	-\$30,250	
315343A-5215 Premium Pay: Budget transfer due to split of Central Maui Parks into two districts.	\$30,750	
915074A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$45,700	
915082A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$29,175	
915090A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$20,450	
915165A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$19,600	
915231A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$16,500	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915055B-6024 Janitorial Supplies: Budget transferred from 915055B-6124.	\$11,400	
915055B-6124 Janitorial Services: Budget transferred from 915055B-6124.	-\$11,400	
915074B-6022 Gasoline, Diesel, Oil, etc.: Budget transferred due to split of Central District into two divisions	-\$5,668	
915343B-6022 Gasoline, Diesel, Oil, etc.: Budget transfer due to split of Central District into two divisions	\$5,668	
915074B-6024: Janitorial Supplies: Budget transferred due to split of Central District into two divisions	-\$41,250	
915343B-6024: Janitorial Supplies: Budget transfer due to split of Central District into two divisions	\$41,250	
915116B-6060 Small Equipment: Deletion of one-time appropriation to replace tables and chairs for all districts.	-\$200,000	
915270B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program.	\$102,669	
915271B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$125,485	
915261B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$150,000	
915262B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$104,000	
915263B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$14,780	
915264B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$116,660	
915265B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$24,480	
915266B-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$16,260	
915267-6031 Repairs & Maintenance Supplies: Transfer from Parks Program	\$111,196	

## Recreation and Support Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>SERVICES:</b>		
915074B-6150 Sewer Charges: Budget transferred due to split of Central District into two divisions	-\$153,216	
915152B-6112 Contractual Service: Additional for proposed 2% increase requested by Ka Lima O Maui for current contract	\$25,905	
915265B-6138 R&M Services/Contracts: Transfer from 915673B-6138 Parks Program to Recreation and Support Services Program.	\$58,140	
915266B-6138 R&M Services/Contracts: Transfer from 915674B-6138 Parks Program to Recreation and Support Services Program.	\$84,185	
915343B-6150 Sewer charges: Budget transfer due to split of Central District into two divisions.	\$153,216	
<b>UTILITIES:</b>		
915074B-6120 Electricity: Budget transferred due to split of Central District into two divisions	-\$360,149	
915074B-6178 Water delivery charges: Budget transferred due to split of Central District into two divisions	-\$379,951	
915082B-6178 Water delivery charges: Inflationary adjustment.	\$12,414	
915090B-6178 Water delivery charges: Inflationary adjustment.	\$19,814	
915165B-6150 Sewer Charges: Inflationary adjustment.	\$16,895	
915343B-6120 Electricity: Budget transfer due to split of Central District into two divisions.	\$360,149	
915343B-6178 Water delivery charges: Budget transfer due to split of Central District into two divisions.	\$379,951	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
915074C-7040 Motor Vehicles: Deletion of one-time FY19 appropriations.	-\$35,000	
915074C-7046 Parks Maintenance Equipment: Deletion of one-time FY19 appropriations	-\$90,000	
915082C-7040 Motor Vehicles: Deletion of one-time FY19 appropriations.	-\$100,000	
915090C-7040 Motor Vehicles: Deletion of one-time FY19 appropriations.	-\$55,000	
915108C-7046 Parks Maintenance Equipment: Deletion of one-time FY19 appropriations.	-\$16,500	
915165C-7040 Motor Vehicles: Deletion of one-time FY19 appropriations.	-\$35,000	
915231C-7046 Parks Maintenance Equipment: Deletion of one-time FY19 appropriation.	-\$15,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
915074A-5101 Regular Wages: Proposed expansion positions, Park Caretaker I for Central District.	\$58,112	2.0
915090A-5101 Regular Wages: Proposed expansion position, Park Caretaker I for West Maui and increase E/P to full-time for Recreation Aide.	\$43,601	1.5

## Recreation and Support Services Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

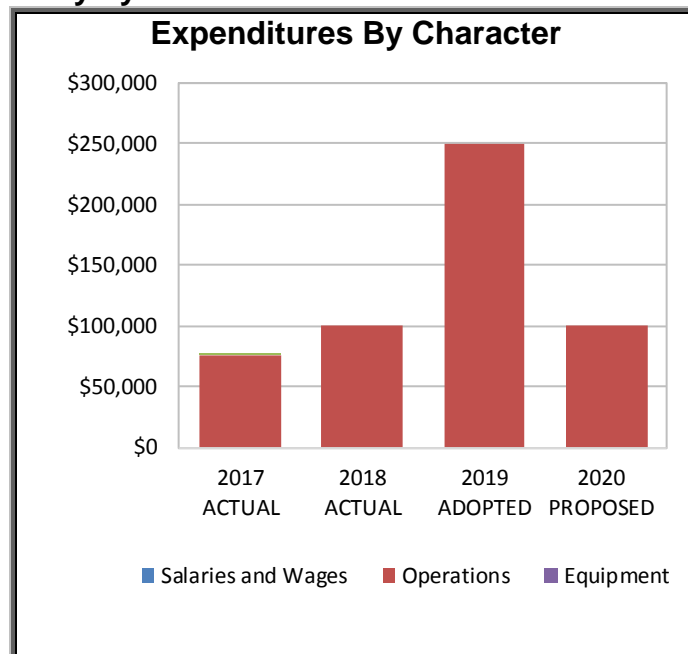
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
915165A-5101 Regular Wages: Proposed expansion positions, Park Caretaker I for South Maui.	\$58,112	2.0
915256A-5101 Regular Wages: Proposed expansion positions, Park Caretaker I for Lanai.	\$48,449	2.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
915055B-6024 Janitorial Supplies: Required cleaning supplies for all sites to maintain required health sanitation.	\$3,450	
915082B-6022 Gasoline, Diesel, Oil, etc.: Based on increased in cost and anticipated need.	\$2,000	
915082B-6024 Janitorial Supplies: Based on increased in cost and anticipated need.	\$6,000	
915714B-6010 Chemical & Other Filter Supplies: 3% estimated inflationary adjustment due to higher cost of required pool chemicals	\$8,640	
915714B-6022 Gasoline, Diesel, Oil, etc.: 3% estimated inflationary adjustment due to higher cost of gas required pool/shower heating	\$7,962	
915270B-6060 Small Equipment Under \$1,000: Additional small equipment (weed eaters, push mowers) required for park maintenance	\$2,000	
915271B-6060 Small Equipment Under \$1,000: Additional small equipment (weed eaters, push mowers) required for park maintenance	\$2,000	
<b>SERVICES:</b>		
915082B-6107 Cesspool pumping: Additional cost of Septic tank pumping at following locations: Eddie Tam, Hookipa Beach Park Restrooms, Kula Rice Park, Waiakoa Gym, Keokea Community Center, Haku Community Center and 4th Marine Park.	\$18,000	
915090B-6107 Cesspool pumping: Pumping maintenance of septic system located at Wahikului Park Beach	\$7,500	
915116B-6112 Contractual Service: Additional funding for Moloka'i refuse and portable toilet services.	\$92,579	
915116B-6132 Professional Services: Additional for background check program of youth program coaches implemented by Department.	\$4,000	
915116B-6145 Security alarm services: Annual fee of security alarm systems for district offices and baseyards.	\$10,000	
915165B-6150 Sewer Charges: Additional funding for new recreation center and gym.	\$1,824	
<b>UTILITIES:</b>		
915055B-6178 Water delivery charges: Water purchase water for additional water fountains.	\$176	
915165B-6120 Electricity: Additional funding for new recreation center and gym.	\$157,500	
915165B-6178 Water delivery charges: Additional funding for new recreation center and gym.	\$7,116	
<b>OTHER COSTS:</b>		
915055B-6255 Uniform Allowance: Increase in cost of uniforms for PALS staff.	\$900	

## Recreation and Support Services Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
915055C-7047 Recreational Equipment: JBL EONONEPRO battery line array sound system and accessories to replace old sound system that is not working.	\$4,200	
915090C-7047 Recreational Equipment: 2 replacement scoreboards, 1 for Rec 1 little league field and the other for Rec 2 softball field. (Newco Scoreboards)	\$18,000	
915165C-7039 Maintenance & Repair Equip: \$19,000 for Focus II 32 Boost floorscrubber for new S Maui Recreation Center & Gymnasium; \$38,800 for Toro Workman HDX-D 4WD utility vehicle to transport tools, trash, equipment and employees w/in the South Maui Community Park; \$10,500 for aluminum volleyball standards w/ nets, pads, referee stands, and antennas (3 at \$3,500 ea).	\$91,500	
915231C-7040 Motor Vehicles: Ford F250 crew cab long bed w/ lift gate to replace CM-1801; \$35,000 for 1/2-ton truck to replace CM-2032.	\$85,000	
915231C-7046 Parks Maintenance Equipment: Xmark diesel mower to replace mower that is in constant need of repairs.	\$35,000	
915231C-7105 Leased Equipment: New lease for a Minolta office printer/fax to replace older model printer/fax.	\$3,000	
915256C-7047 Recreational equipment: Replace field marking equipment.	\$1,500	
915714C-7047 Recreational equipment: Championship starting system for swimming competitions to replace current system which is old, outdated (2 @ \$2,000 ea).	\$4,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$782,121</b>	<b>7.5</b>

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Recreation and Support Services Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES				\$0	\$0	N/A
OTHER COSTS	\$75,216	\$101,063	\$250,000	\$100,000	-\$150,000	-60.0%
SPECIAL PROJECTS				\$0	\$0	N/A
<b>Operations Total</b>	<b>\$75,216</b>	<b>\$101,063</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>-\$150,000</b>	<b>-60.0%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$75,216</b>	<b>\$101,063</b>	<b>\$250,000</b>	<b>\$100,000</b>	<b>-\$150,000</b>	<b>N/A</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Recreation and Support Services Program does not have equivalent personnel funded through the Grant Revenue Fund.

## Summary by Grant Award

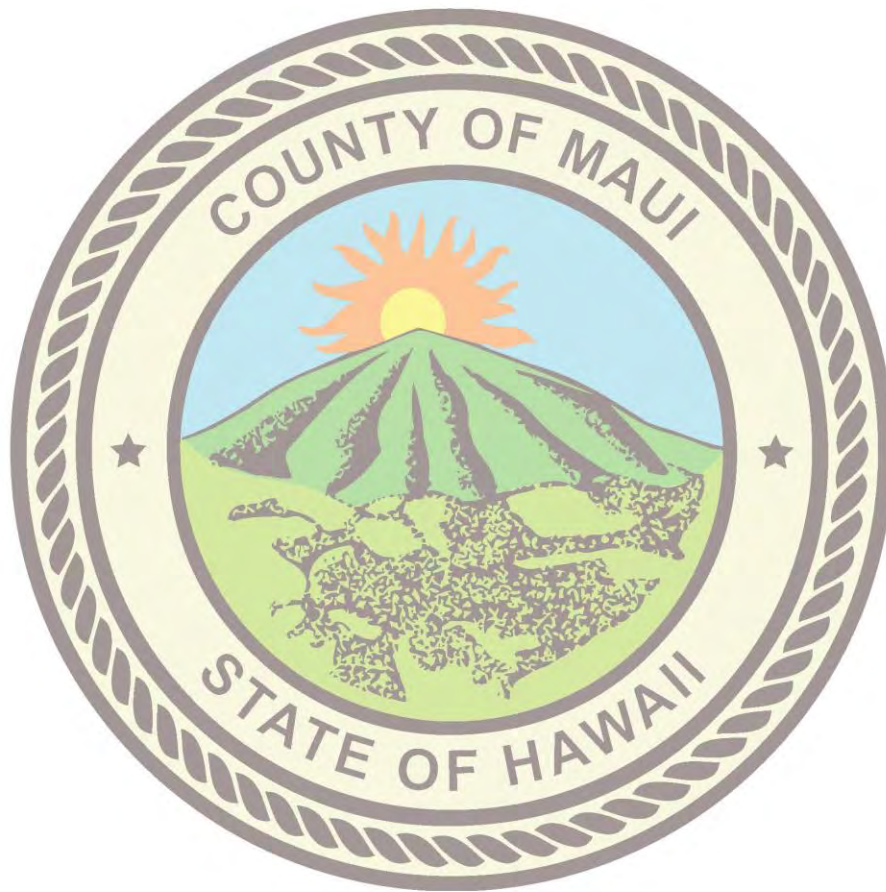
Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Play & Learn Sessions (PALS) Food Service Program	No	No	\$100,000	\$200,000	\$200,000	\$100,000
Recreation Programs	No	No	\$50,000	\$50,000	\$50,000	\$0
Maui Motor Sports Park	No	No	\$2,000,000	\$0	\$0	\$0
Private Donations – Wailuku Heights Association for Playground	No	No	\$5,000	\$0	\$0	\$0
<b>TOTAL</b>			<b>\$110,000</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$100,000</b>

## Grant Award Description

**Play and Learn Sessions (PALS) Food Service Program**

The Play and Learn Sessions (PALS) participates in the Department of Education's Summer Food Service Program. This program is available to areas with at least 51% of school-aged children receiving reduced-cost or free school lunches. The county is reimbursed for the meals and for administrative expenses.

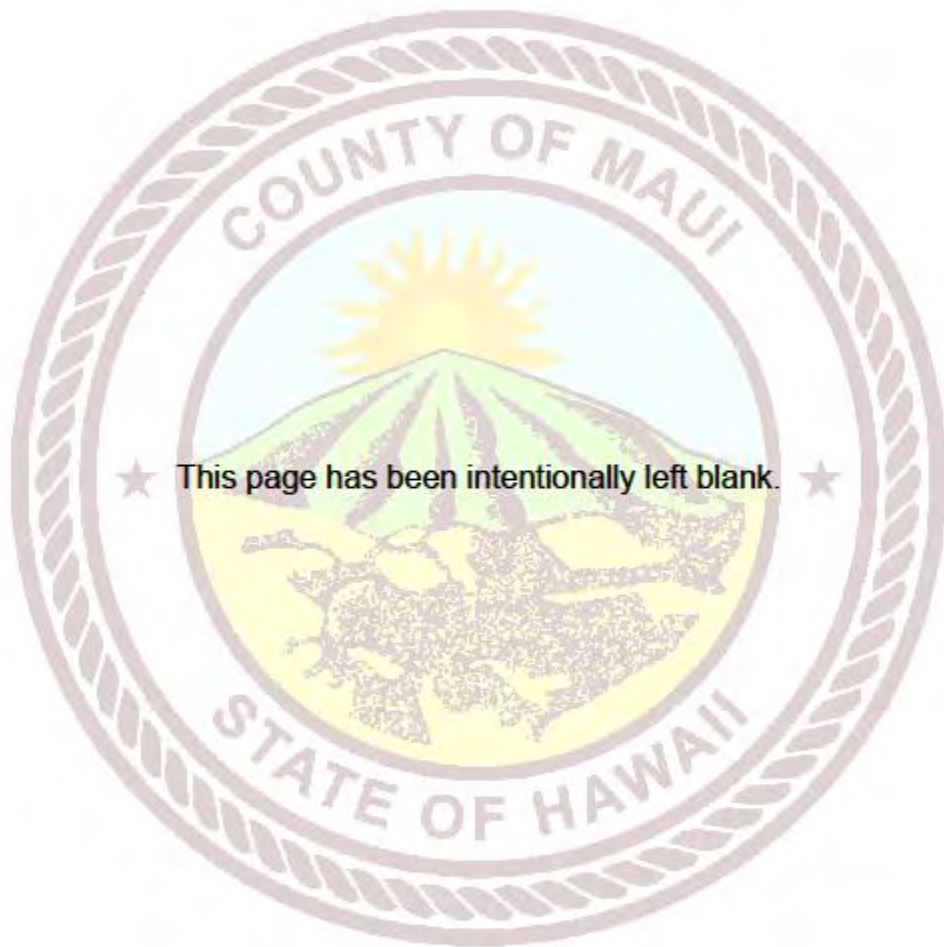




---

# *Personnel Services*

---



★ This page has been intentionally left blank. ★

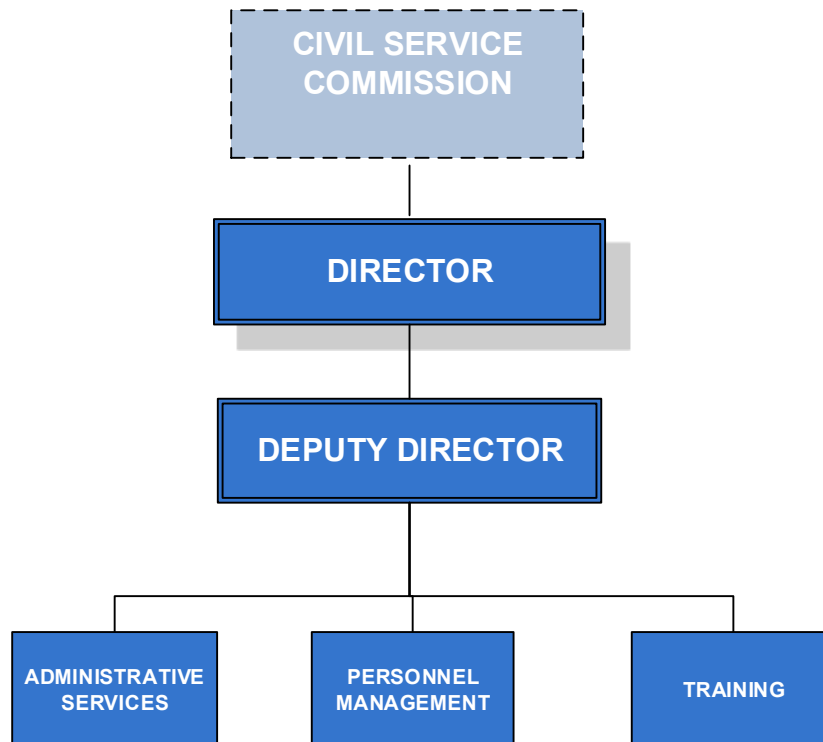
**Department Summary****Mission**

The mission of the Department of Personnel Services (DPS) is to contribute to the attainment of countywide goals by attracting, developing and retaining a professional workforce, and by contributing to the establishment of the best possible work environment.

**Countywide Outcome(s)**

The Department of Personnel Services supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Organization Chart****Strategies**

The strategies of the Department of Personnel Services are to:

- Attract, value, support, and retain a fully-staffed, qualified, diverse workforce;
- Continually improve the effectiveness of individual employees and the county as a whole;
- Anticipate and meet the changing needs of the workforce and community;
- Support and encourage career and professional development;
- Create and enhance strategic partnerships; and
- Enhance the quality and delivery of services through technology.

**Department Summary****Operations**

Position Classification and Compensation Services provides and monitors a competitive and equitable compensation system and maintains a standardized classification plan that supports employee career development, which enables the county to hire and retain qualified employees.

Labor Relations Services provides guidance, training, and recommendations on managing performance, conduct issues, and contract interpretation; resolves complaints at the lowest level; and negotiates timely and fiscally responsible agreements.

Recruitment and Examination provides innovative, responsive, fair, and consistent recruitment and examination services to county departments, employees, and job applicants, to ensure the county employs a qualified and diverse workforce that delivers essential services to the public.

Employee Training and Development Services creates, promotes, and fosters individual and organizational effectiveness by developing and offering an array of innovative and diverse programs in support of the organization's commitment to employee development, partnerships, and organizational enrichment.

HR Strategic Support provides responsive and innovative leadership, financial analyses and reporting, Information Technology, Human Resource Systems, and support services for county employees, departments, community partners, and the public to promote individual and organizational excellence.

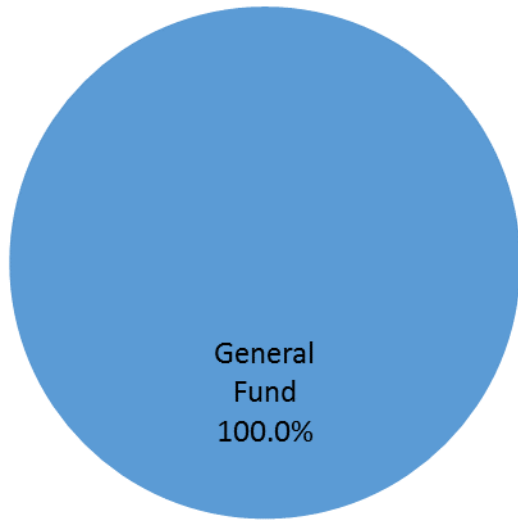
**External Factors Description**

A great deal of the workload of the department is driven by response to factors beyond the department's control. Events such as a strike or other degradation in the relationship with labor organizations, significant changes in the state or federal regulatory framework, or the addition or modification of county initiatives, could impact the ability of the department to achieve its goals. In addition, some projects undertaken by the department such as projects highly dependent on information technology, require a significant commitment of resources from other county departments. Inability to secure or maintain these resources could impact the department's ability to achieve goals associated with those projects. In addition, some of the department's technology systems are aging and no longer in line with current business practices. Failure to update these systems to reflect current needs and accommodate future growth may negatively impact the department's ability to carry out its mission.

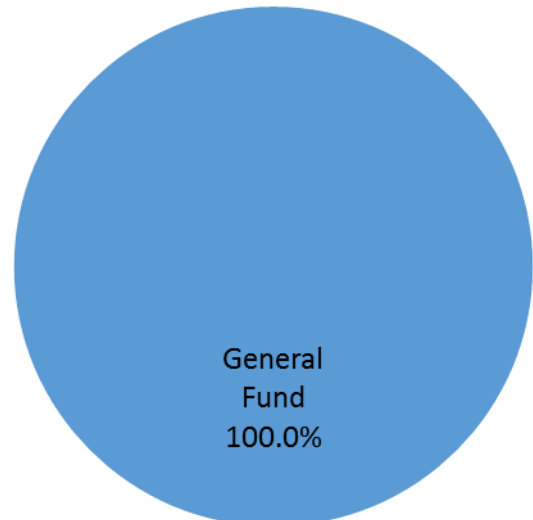
Department Summary

Department Budget Summary by Fund

FY 2020 Total Expenditures

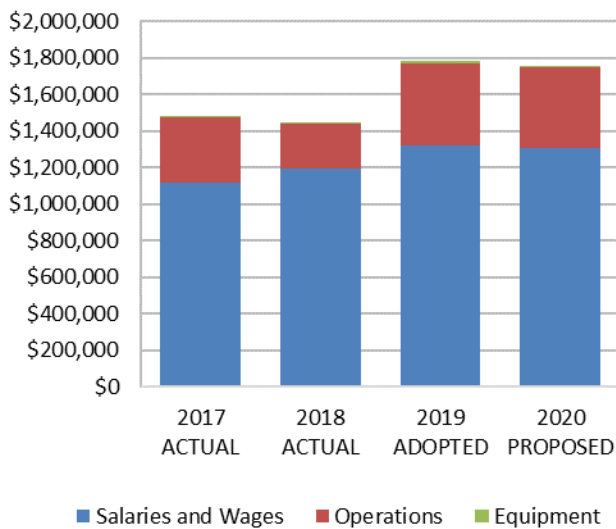


FY 2020 Total Equivalent Personnel

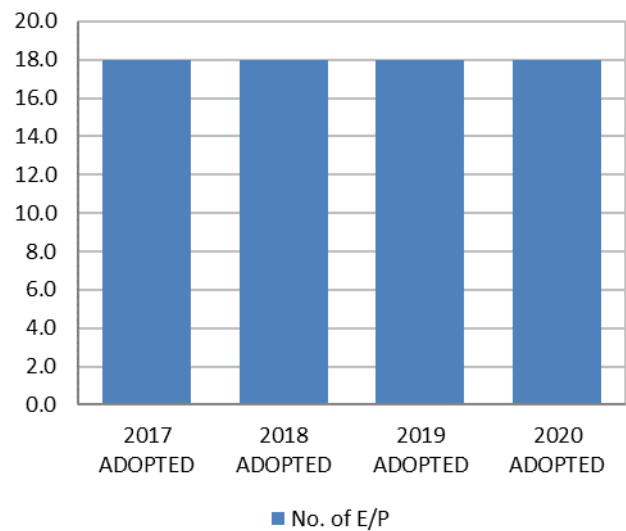


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$3,384	\$9,306	\$50,750	\$13,000	-\$37,750	-74.4%
WAGES & SALARIES	\$1,110,429	\$1,183,767	\$1,272,203	\$1,292,646	\$20,443	1.6%
<b>Salaries and Wages Total</b>	<b>\$1,113,814</b>	<b>\$1,193,073</b>	<b>\$1,322,953</b>	<b>\$1,305,646</b>	<b>-\$17,307</b>	<b>-1.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$21,367	\$28,403	\$20,560	\$20,560	\$0	N/A
OTHER COSTS	\$33,047	\$23,461	\$52,800	\$52,800	\$0	N/A
SERVICES	\$214,866	\$122,173	\$285,980	\$265,980	-\$20,000	-7.0%
SPECIAL PROJECTS	\$23,865	\$19,651	\$26,800	\$36,800	\$10,000	37.3%
TRAVEL	\$69,245	\$52,033	\$62,700	\$62,700	\$0	N/A
UTILITIES	\$422	\$508	\$500	\$500	\$0	N/A
<b>Operations Total</b>	<b>\$362,812</b>	<b>\$246,229</b>	<b>\$449,340</b>	<b>\$439,340</b>	<b>-\$10,000</b>	<b>-2.2%</b>
CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Equipment</b>						
LEASE PURCHASES	\$3,828	\$3,825	\$7,800	\$7,800	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$3,828</b>	<b>\$3,825</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$0</b>	<b>N/A</b>
<b>Department Total</b>	<b>\$1,480,454</b>	<b>\$1,443,127</b>	<b>\$1,780,093</b>	<b>\$1,752,786</b>	<b>-\$27,307</b>	<b>-1.5%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	CHANGE AMOUNT	CHANGE PERCENT
Personnel Administration & Management						
Support Services Program	18.0	18.0	18.0	18.0	0.0	N/A
<b>Department Total</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>	<b>N/A</b>

**Administration and Management Support Services Program****Program Description**

The function of the Personnel Administration and Management Support Services Program is to classify positions, recruit qualified applicants, train employees, and handle labor relations issues in a timely, efficient, economic, and judicious manner. The Civil Service Commission adjudicates appeals from any action taken by the Chief Executive (i.e., the Mayor), the Director of Personnel Services, or an appointing authority (i.e., the director of a department) relating to recruitment and examination, classification, initial pricing of classes, and other employment actions taken against civil service employees who are excluded from collective bargaining. The Civil Service Commission also advises the Mayor and Director of Personnel Services on issues concerning personnel administration.

**Countywide Outcome(s)**

The Administration and Management Support Services Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

This program serves county employees; department directors, managers and supervisors; the Mayor and other members of the administration; and the general public.

**Services Provided**

- Maintains a standardized, equitable classification plan that supports employee career development; provides and monitors a competitive and equitable compensation system within statutory and negotiated framework to enable the county to hire and retain qualified employees.
- Provides innovative, responsive, fair, and consistent recruitment and examination services to county departments, employees, and job applicants to ensure the county employs a qualified and diverse workforce that delivers essential services to the public.
- Creates, promotes, and fosters individual and organizational effectiveness by developing and offering an array of innovative and diverse programs in employee development, partnerships and organizational enrichment.
- Provides guidance, training, and recommendations on managing employee performance and conduct issue, a collective bargaining contract interpretation; resolves internal complaints and collective bargaining grievances at the lowest level possible; and negotiates timely and fiscally responsible labor agreements.
- Provides strategic and staff support for the Civil Service Commission which adjudicates appeals from any action taken by the Chief Executive, the Director of Personnel Services, or an appointing authority relating to recruitment and examination, classification, initial pricing of classes and other employment actions.
- Provides responsive and innovative leadership, analysis and reporting, information technology, and support services for county employees, departments, community partners, and the public to promote individual and organizational excellence.



## Administration and Management Support Services Program

## Key Activity Goals &amp; Measures

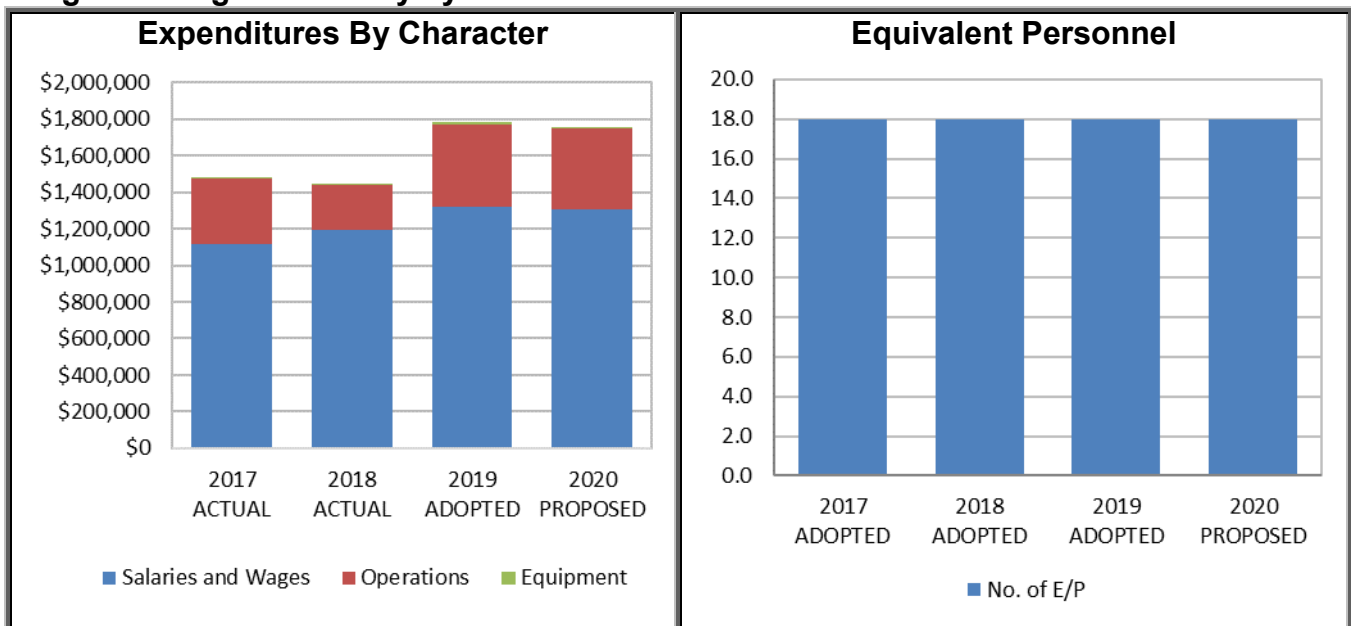
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Assist departments to provide service to the public by attracting, valuing, supporting, and retaining a fully-staffed, qualified, diversified workforce.</i>				
1. Allocate positions to proper job classes in a timely manner	# of classification audits performed	210	250	250
	Median time to classify positions (in working days)	8	15	10
2. Provide hiring departments with eligible candidates in a timely manner	# of recruitments conducted	176	150	175
	# of applications received	9797	7,000	8000
	Median time to provide Certification of Eligible (in working days)	14	10	10
3. Assist departments in filling vacancies in a timely manner	Average time to fill vacancies (requisition approval to employee on board), in days	118	95	95
4. Ensure the County's recruitment efforts are attracting qualified candidates	% of newly hired employees passing their initial probationary period	87%	90%	90%
	% of employees leaving county employment within 5 years from date of hire	3%	5%	5%
5. Minimize number of formal grievances	# of grievances heard	12	25	15
	# of civil service appeals filed	6	25	12
<i>Goal #2: Improve the effectiveness of individual employees and the county as a whole by developing and offering training programs in support of employee development.</i>				
1. Provide effective, high quality training to employees	# of training classes conducted	212	250	250
	Training class attendance	2242	3,500	2500
	% of training conducted where participants rated the training as good or better	100%	99%	100%
	% of participants who indicated that they use the skills learned on their job (per post-training surveys)	80%	90%	90%

## Administration and Management Support Services Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Support and encourage career and professional development by supporting the county's succession efforts and retaining qualified employees who deliver essential services to the public.</i>				
1. Maintain a pool of qualified, trained employees to fill vacancies	% of positions filled with internal candidates	65%	60%	60%
2. Retain qualified employees in County Service	% of turnover	9%	10%	10%
<i>Goal #4: Enhance the quality and efficiency of service delivery through technology and by maintaining trained, qualified staff.</i>				
1. Process personnel transactions in timely manner	# of personnel transactions processed	9149	7,000	7000
	Average time to complete transaction, in days	3	3	3
2. Develop and retain qualified, efficient staff	Staff turnover	12	6%	0%
	HR to FTE Ratio	0.7	0.7	0.7
	HR budget to total budget	0.2	0.2	0.2
	HR budget to FTE	625	\$625	\$675
	# of staff receiving continuing professional education	5	12	6
3. Replace existing Human Resource Management System	% project completed	60%	100%	100%

## Program Budget Summary by Fiscal Year – General Fund



## Administration and Management Support Services Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$3,384	\$9,306	\$50,750	\$13,000	-\$37,750	-74.4%
WAGES & SALARIES	\$1,110,429	\$1,183,767	\$1,272,203	\$1,292,646	\$20,443	1.6%
<b>Salaries and Wages Total</b>	<b>\$1,113,814</b>	<b>\$1,193,073</b>	<b>\$1,322,953</b>	<b>\$1,305,646</b>	<b>-\$17,307</b>	<b>-1.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$21,367	\$28,403	\$20,560	\$20,560	\$0	N/A
OTHER COSTS	\$33,047	\$23,461	\$52,800	\$52,800	\$0	N/A
SERVICES	\$214,866	\$122,173	\$285,980	\$265,980	-\$20,000	-7.0%
SPECIAL PROJECTS	\$23,865	\$19,651	\$26,800	\$36,800	\$10,000	37.3%
TRAVEL	\$69,245	\$52,033	\$62,700	\$62,700	\$0	N/A
UTILITIES	\$422	\$508	\$500	\$500	\$0	N/A
<b>Operations Total</b>	<b>\$362,812</b>	<b>\$246,229</b>	<b>\$449,340</b>	<b>\$439,340</b>	<b>-\$10,000</b>	<b>-2.2%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$3,828	\$3,825	\$7,800	\$7,800	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$3,828</b>	<b>\$3,825</b>	<b>\$7,800</b>	<b>\$7,800</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,480,454</b>	<b>\$1,443,127</b>	<b>\$1,780,093</b>	<b>\$1,752,786</b>	<b>-\$27,307</b>	<b>-1.5%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Human Resources Specialist II	2.0	2.0	2.0	2.0	0.0	N/A
Human Resources Specialist III	4.0	4.0	4.0	4.0	0.0	N/A
Human Resources Specialist IV	2.0	2.0	2.0	2.0	0.0	N/A
Human Resources Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
Human Resources Specialist V	2.0	2.0	2.0	2.0	0.0	N/A
Human Resources Technician II	4.0	4.0	4.0	4.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

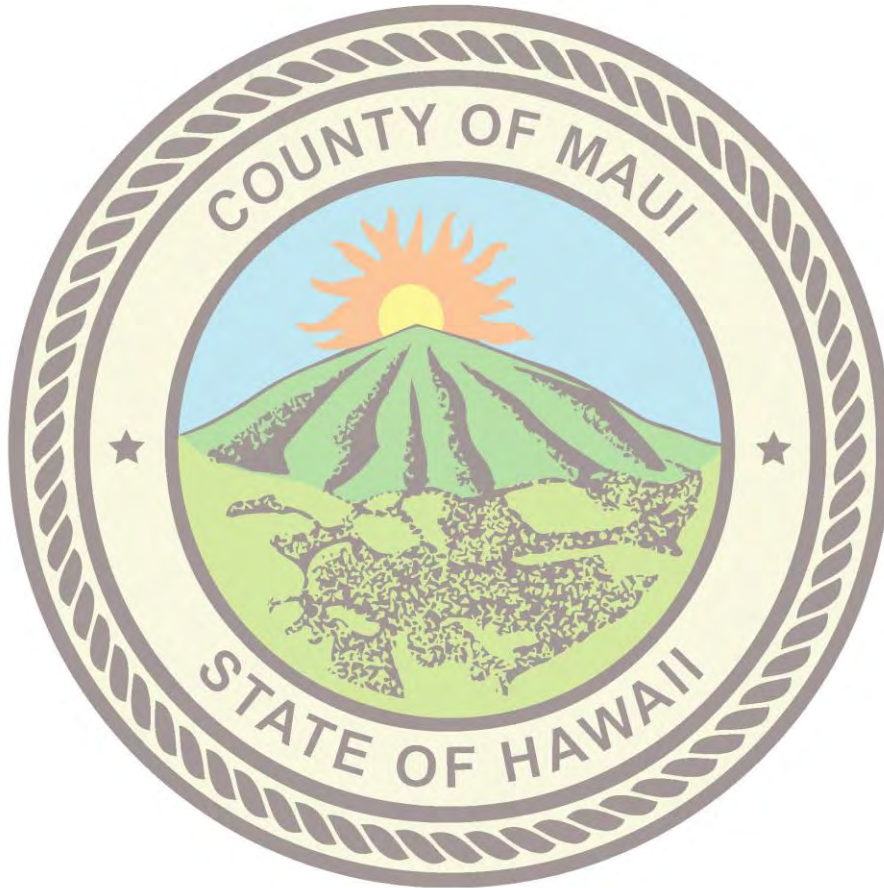
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES</b>		
908012A-5101 Regular Wages: Adjustments in salaries based on 3% Salary Commission increase for Director and Deputy and reallocation of various positions; offset by decrease in one position due to filling at lower level.	\$20,443	0.0
908012A-5215 Premium Pay:	-\$37,750	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
908012B-6132 Professional Services: Deletion of one-time appropriate for curriculum development, training, implementation for new HR/Payroll HRMS replacement.	-\$20,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL CONTINUATION BUDGET</b>	<b>-\$37,307</b>	<b>0.0</b>

## Administration and Management Support Services Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
OTHER PREMIUM PAY:		
None	\$0	0.0
<b>Operations</b>		
SPECIAL PROJECT:		
908012b-6406 Employees Awards Program: Increase to allow greater employee participation by changing format from luncheon for nominees to dinner for all employees.	\$10,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$10,000</b>	<b>0.0</b>





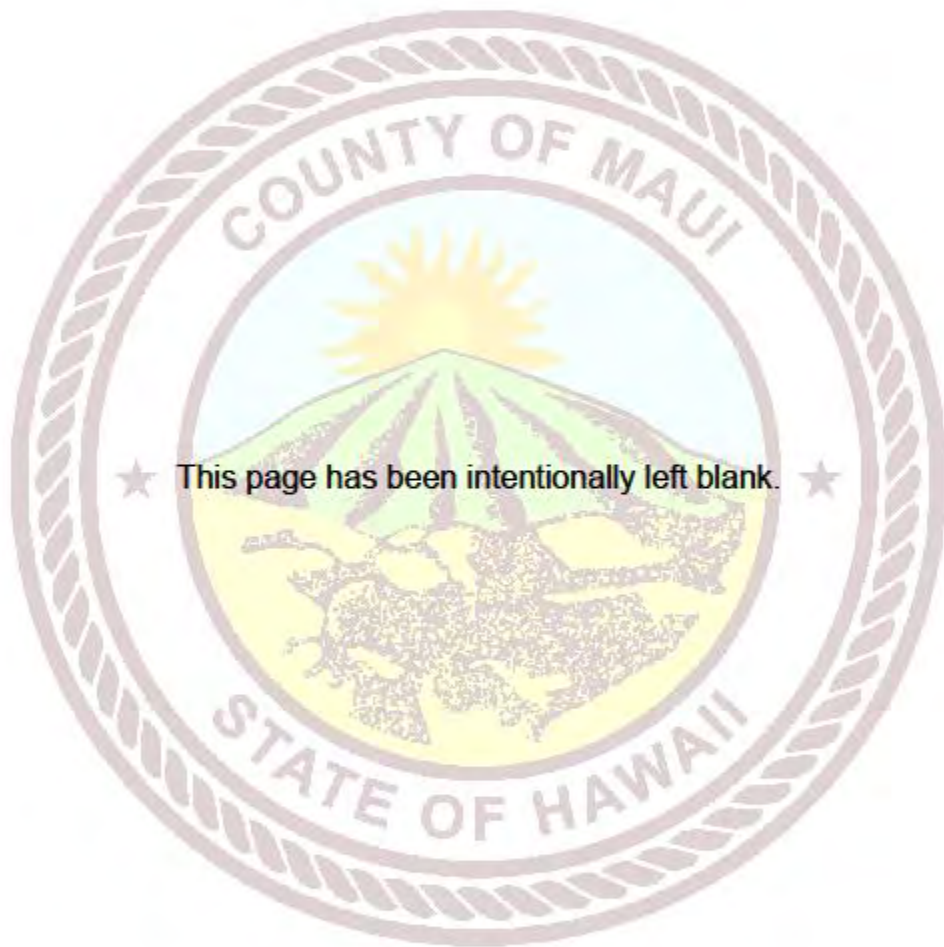
*Planning*

---

# *Planning*

---





★ This page has been intentionally left blank. ★



## Department Summary

### Mission

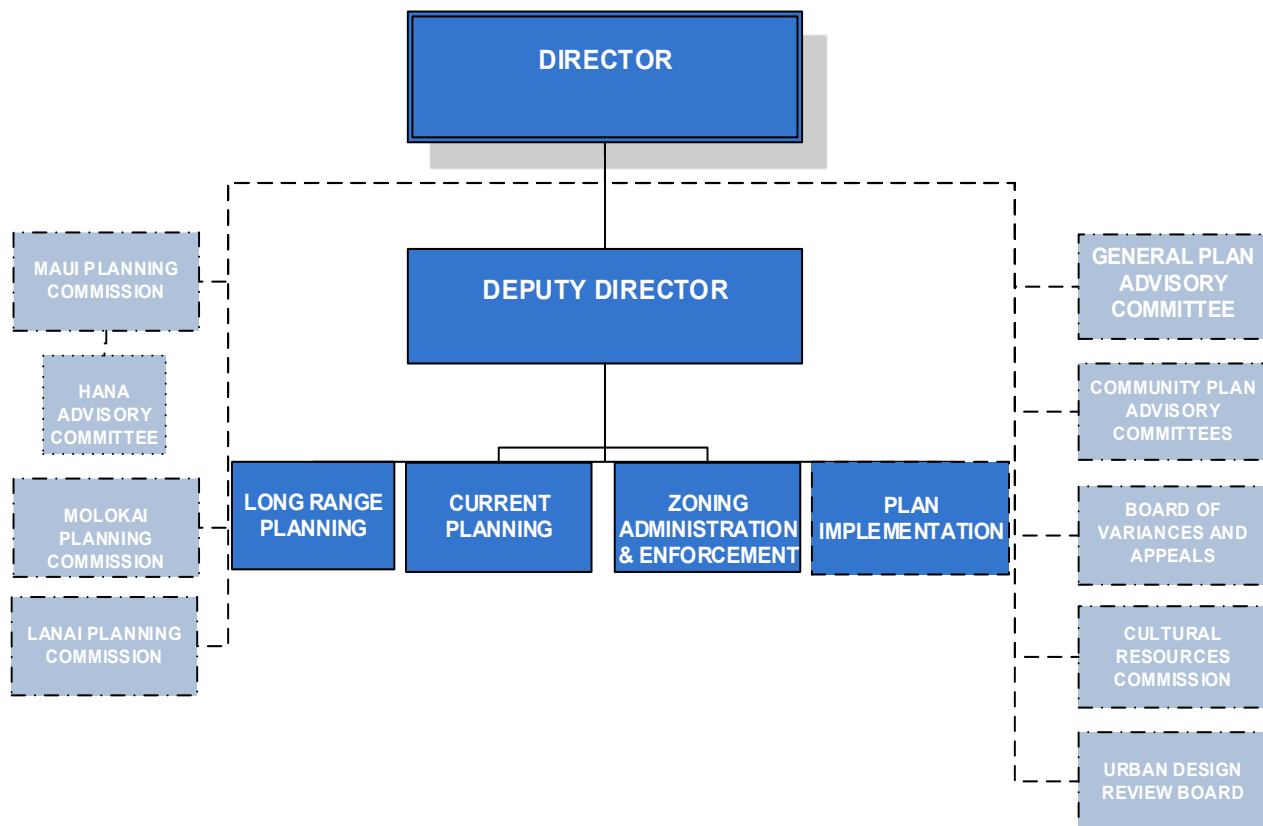
The purpose of the Department of Planning is to manage growth in a sustainable manner that balances our economy, culture, and environment.

### Countywide Outcomes

The Department of Planning supports the following countywide outcomes:

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

The Department of Planning utilizes four primary strategies to accomplish its mission to enhance the quality of life for the citizens of Maui County:

1. Prepare long-range plan, such as the Countywide Policy Plan, Maui Island Plan, regional community plans, and various master plans. The development of these plans is an open public process with extensive community participation and involvement, as these plans will guide and direct development and growth for many years.

**Department Summary**

2. Administer and implement long-range plans by drafting proposed ordinances and tracking development.
3. Review and process applications for a wide variety of developments, from small bed-and-breakfast operations to large commercial or industrial projects. Applications are carefully considered with respect to their surrounding uses, potential impacts, and consistency with long-range plans.
4. Administer and enforce zoning and other land use regulations to ensure that all applicable laws and rules are being followed. Enforcement is generally complaint-based so that the department can effectively respond to concerns raised by the public.

The department aims to provide quality service to the public by offering accurate and timely information in a friendly and professional manner.

**Operations**

In order to accomplish its strategies, the Department of Planning follows the mandates of the state and county land use laws that it is charged with administering, primarily Hawaii Revised Statutes Chapters 205 and 205A and Maui County Code Title 19.

The department advises the Mayor and the County Council on all land use planning issues. It also staffs and administers seven boards and commissions: Maui, Molokai, and Lanai Planning Commissions; the Hana Advisory Committee (HAC); the Cultural Resources Commission (CRC); the Board of Variances and Appeals (BVA); and the Urban Design Review Board (UDRB). Most of these agencies have final approval authority on many development application, such as variances, special management area use permits, and county special use permits. Most also make recommendations to the Maui County Council on actions that are approved by ordinance, such as changes in zoning and conditional permits.

The department is comprised of five divisions: The Administration Division oversees all operations of the department and is responsible for drafting updates to the zoning code and administrative rules. The Current Planning Division (Current) is responsible for processing administrative permit applications, as well as development applications that are reviewed by the planning commissions and County Council. Current is also responsible for providing staff support to the three planning commissions as well as HAC and UDRB. The Long Range Planning Division (LRD) is responsible for drafting comprehensive plans; maintaining the department's geographic information system (GIS) database and preparing maps in support of all planning functions; and providing staff support to the CRC as well as the General Plan Advisory Committee and community plan advisory committees when they are empaneled. The Plan Implementation Division (PID) is responsible for tracking and implementing long-range plans. The Zoning Administration and Enforcement Division (ZAED) processes administrative permits such as special management area exemptions and flood and sign permits; reviews subdivision, building, and other construction permits; enforces zoning and land use regulations; responds to routine development inquiries; processes discretionary variance applications and appeals; and provides staff support to the BVA.

All of the department's divisions are located at One Main Plaza in Wailuku. Administration is located in Suite 315, ZAED is located in Suite 335, LRD is located in Suite 601, Current is located in Suite 619 and PID is located in Suite 640.

Department Summary

External Factors Description

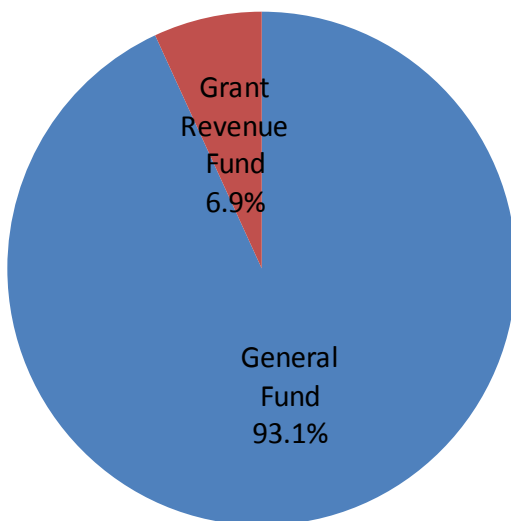
There are two primary external factors that impact the Department of Planning's operations:

First, changes in state or county land use law can impact the types of uses that are permitted in different land use or zoning districts, and can impact the development applications that are required for a project and the parameters for their approval. Therefore, the number and types of applications that are submitted to the department can change with changes in state or county land use law.

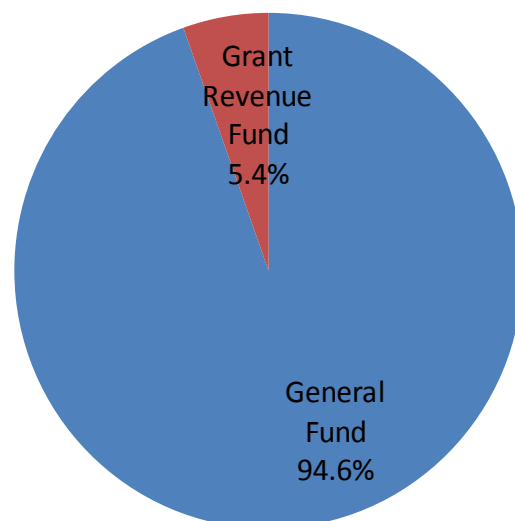
Second, downturns and upturns in the economy also impact the number and types of development applications that are submitted to the department for processing. In a down economy, projects can be fewer and smaller than in a robust economy.

Department Budget Summary by Fund

FY 2020 Total Expenditures

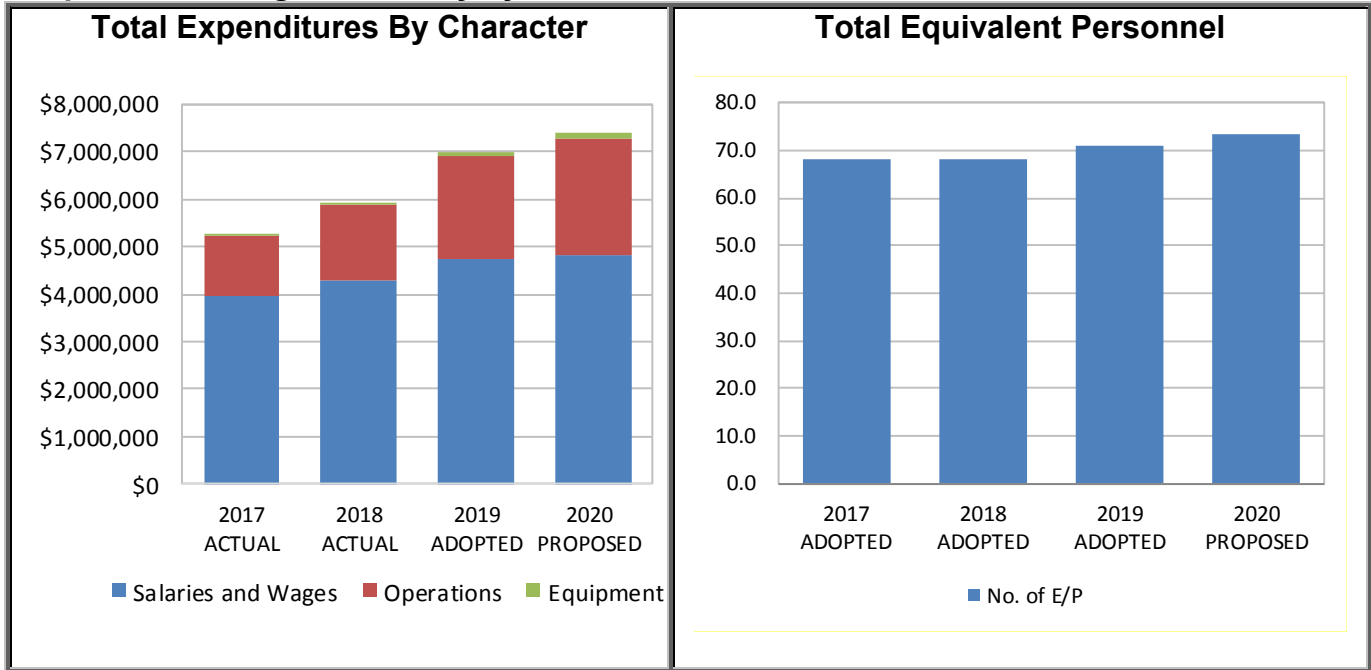


FY 2020 Total Equivalent Personnel



## Department Summary

### Department Budget Summary by Fiscal Year



### Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$119,204	\$93,792	\$81,026	\$84,351	\$3,325	4.1%
WAGES & SALARIES	\$3,829,617	\$4,196,732	\$4,645,994	\$4,753,906	\$107,912	2.3%
<b>Salaries and Wages Total</b>	<b>\$3,948,821</b>	<b>\$4,290,524</b>	<b>\$4,727,020</b>	<b>\$4,838,257</b>	<b>\$111,237</b>	<b>2.4%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$47,227	\$51,544	\$49,500	\$49,500	\$0	N/A
OTHER COSTS	\$704,702	\$767,746	\$825,690	\$1,055,690	\$230,000	27.9%
SERVICES	\$328,767	\$517,505	\$1,009,500	\$1,009,500	\$0	N/A
TRAVEL	\$68,637	\$97,706	\$110,500	\$110,500	\$0	N/A
UTILITIES	\$11,329	\$11,694	\$16,634	\$16,634	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$135,608	\$140,692	\$158,767	\$213,138	\$54,371	34.2%
<b>Operations Total</b>	<b>\$1,296,269</b>	<b>\$1,586,886</b>	<b>\$2,170,591</b>	<b>\$2,454,962</b>	<b>\$284,371</b>	<b>13.1%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$25,300	\$20,138	\$34,000	\$34,000	\$0	N/A
MACHINERY & EQUIPMENT	\$4,904	\$11,598	\$46,000	\$64,000	\$18,000	39.1%
<b>Equipment Total</b>	<b>\$30,204</b>	<b>\$31,737</b>	<b>\$80,000</b>	<b>\$98,000</b>	<b>\$18,000</b>	<b>22.5%</b>
<b>Department Total</b>	<b>\$5,275,294</b>	<b>\$5,909,147</b>	<b>\$6,977,611</b>	<b>\$7,391,219</b>	<b>\$413,608</b>	<b>5.9%</b>

### Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration and Planning Program	68.0	68.0	71.0	73.5	2.5	3.5%
<b>Department Total</b>	<b>68.0</b>	<b>68.0</b>	<b>71.0</b>	<b>73.5</b>	<b>2.5</b>	<b>3.5%</b>

## Administration and Planning Program

### Program Description

The Department of Planning functions as one program with the general responsibilities of processing permit applications, preparing long-range plans, and enforcing land use regulations.

### Countywide Outcomes

The Administration and Planning Program supports the following countywide outcomes:

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

With such broad responsibilities, the Administration and Planning Program serves the entire population of Maui County.

### Services Provided

The Planning Program processes permit applications, including special management area permits, changes in zoning, conditional and special use permits, short-term rental home permits, bed-and-breakfast permits, landscaping plans, variances, appeals, flood zone permits, farm plans, sign permits, and comprehensive signage plans. The program also reviews most building permit and subdivision applications for consistency with land use regulations; manages the process for updating and implementing all of the county's community plans; drafts and works to implement various community long-range and master plans; maintains a GIS database and provides mapping services to support planning functions; and provides zoning enforcement.

### Key Activity Goals & Measures

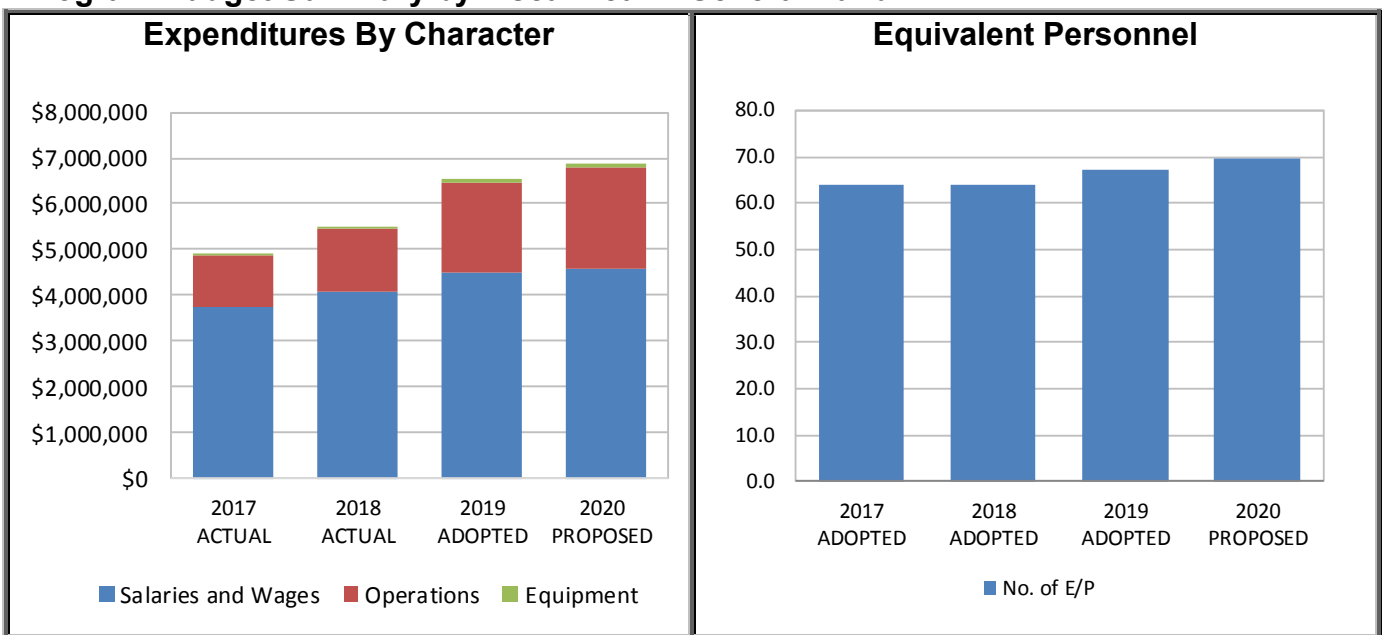
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Improve customer service and streamline permit application procedures.</i>				
1. Process building permit reviews, zoning verification requests, complaints, permits and requests for information in an efficient and professional manner	# of building permits reviewed	1,713	2,000	2,000
	Average # of building permits reviewed by each plans reviewer	343	400	400
	% of building permits reviewed within 30 days	81	100%	100%
	# of zoning verifications performed	3,794	2,500	2,000
	# of zoning complaints investigated	671	500	500
	% of zoning complaints closed / brought into compliance without a Notice of Violation	82	85%	90%

**Administration and Planning Program**
**Key Activity Goals & Measures (Cont'd)**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Improve customer service and streamline permit application procedures (Cont'd).</i>				
1. Process building permit reviews, zoning verification requests, complaints, permits and requests for information in an efficient and professional manner (Cont'd)	% of zoning complaints resulting in a Notice of Violation	18%	15%	10%
	# of Bed and Breakfast Home and Short-term Rental Home permits and renewals issued	89	65	65
	# of Special Management Area exemptions issued	488	400	250
	# of Special Management Area minor permits approved	91	75	75
	# of formal, written Requests for Comments answered	106	100	100
<i>Goal #2: Increase public participation and access to information by conducting public meetings of boards, commission,s and community plan advisory committees, and by making more documents available through the county's website.</i>				
1. Update the department's website with proposed and enacted legislation, frequently asked questions, and other timely information	# of website updates	106	100	100
2. Conduct public meetings for boards, commissions and community plan advisory committees	# of public meetings conducted	132	100	100
	% of planning commission decisions that substantially follow the department's recommendations	79%	80%	85%

**Administration and Planning Program**
**Key Activity Goals & Measures (Cont'd)**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Increase public participation and access to information by conducting public meetings of boards, commissions, and community plan advisory committees, and by making more documents available through the county's website (Cont'd).</i>				
3. Conduct public meetings for community plan updates for the community, stakeholders, civic groups, and other entities	# of community meetings, presentations, and events conducted	N/A	6	25
	# of people who attended public meetings	N/A	100	400
4. Update the community plan website "We Are Maui" with information pertaining to the process, events, surveys, and plan content	# of website updates	N/A	25	25
	# of respondents to website surveys	N/A	50	50
	# of visits to the website	N/A	100	100
<i>Goal #3: Improve the administration of our land use ordinances and long-range plans by revising and updating ordinances and departmental rules and by implementing long-range plans</i>				
1. Amend land use ordinances and administrative rules to clarify and modernize	# of ordinances and rules amended annually	12	5	5
2. Initiate implementation of the Maui Island Plan and the community plans	# of implementing actions initiated by department	3	3	4

**Program Budget Summary by Fiscal Year – General Fund**

**Expenditures Summary by Character & Object – General Fund**



## Administration and Planning Program

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$118,427	\$90,780	\$80,876	\$76,676	-\$4,200	-5.2%
WAGES & SALARIES	\$3,606,848	\$3,965,628	\$4,397,906	\$4,498,090	\$100,184	2.3%
<b>Salaries and Wages Total</b>	<b>\$3,725,275</b>	<b>\$4,056,408</b>	<b>\$4,478,782</b>	<b>\$4,574,766</b>	<b>\$95,984</b>	<b>2.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$47,227	\$50,756	\$48,500	\$48,500	\$0	N/A
OTHER COSTS	\$704,272	\$767,236	\$825,690	\$1,055,690	\$230,000	27.9%
SERVICES	\$320,087	\$464,500	\$984,500	\$984,500	\$0	N/A
TRAVEL	\$65,393	\$89,955	\$107,500	\$107,500	\$0	N/A
UTILITIES	\$11,329	\$11,694	\$15,634	\$15,634	\$0	N/A
<b>Operations Total</b>	<b>\$1,148,308</b>	<b>\$1,384,140</b>	<b>\$1,981,824</b>	<b>\$2,211,824</b>	<b>\$230,000</b>	<b>11.6%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$25,300	\$20,138	\$32,000	\$32,000	\$0	N/A
MACHINERY & EQUIPMENT	\$4,904	\$11,598	\$46,000	\$64,000	\$18,000	39.1%
<b>Equipment Total</b>	<b>\$30,204</b>	<b>\$31,737</b>	<b>\$78,000</b>	<b>\$96,000</b>	<b>\$18,000</b>	<b>23.1%</b>
<b>Program Total</b>	<b>\$4,903,787</b>	<b>\$5,472,285</b>	<b>\$6,538,606</b>	<b>\$6,882,590</b>	<b>\$343,984</b>	<b>5.3%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Planning Officer	2.0	2.0	2.0	2.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst IV	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst V	3.0	3.0	3.0	3.0	0.0	N/A
GIS Analyst VI	1.0	1.0	1.0	1.0	0.0	N/A
Information/Publicity Technician	1.0	1.0	1.0	1.0	0.0	N/A
Land Use and Building Plans Examiner	2.0	2.0	2.0	2.0	0.0	N/A
Land Use and Building Plans Technician	2.0	2.0	2.0	2.0	0.0	N/A
Land Use Permit Clerk	5.0	5.0	5.0	5.0	0.0	N/A
Office Operations Assistant II	2.0	2.0	3.0	3.0	0.0	N/A
Planner III	2.0	2.0	2.0	4.0	2.0	100.0%
Planner IV	3.0	3.0	3.0	3.5	0.5	16.7%
Planner IV (Molokai)	1.0	1.0	1.0	1.0	0.0	N/A
Planner V	13.0	13.0	13.0	13.0	0.0	N/A
Planner VI	4.0	4.0	4.0	4.0	0.0	N/A
Planning Program Administrator	3.0	3.0	3.0	3.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	2.0	2.0	2.0	2.0	0.0	N/A
Secretary to Boards/Commissions II	4.0	4.0	4.0	4.0	0.0	N/A
Senior Land Use and Building Plans	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Zoning Inspector	2.0	2.0	2.0	2.0	0.0	N/A
Zoning Inspector I	2.0	2.0	2.0	2.0	0.0	N/A
Zoning Inspector II	2.0	2.0	2.0	2.0	0.0	N/A
Zoning Inspector Trainee	0.0	0.0	2.0	2.0	0.0	N/A
<b>Program Total</b>	<b>64.0</b>	<b>64.0</b>	<b>67.0</b>	<b>69.5</b>	<b>2.5</b>	<b>3.7%</b>

## Administration and Planning Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
909010A-5101 Regular Wages: Adjustments in salaries based on 3% increase for Director and Deputy Director per salary commission and position reallocations.	\$17,268	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
909010B-6132 Professional Services: Deletion of appropriation approved in FY 2019.	-\$710,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
909010C-7031 Computer Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$42,500	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
909010A-5101 Regular Wages: Proposed expansion positions in FY 2020 for 2.0 E/P Planner III and 1.0 E/P Planner IV.	\$82,916	2.5
<b>Operations</b>		
<b>SERVICES:</b>		
909010B-6132 Professional Services: \$300,000 for South Maui Community Plan update, \$100,000 for SMCP Urban Design and Physical Form Study, \$125,000 for MIP baseline monitoring report, \$100,000 for update to the Coastal Viewplan Study, \$100,000 to streamline permitting for shoreline projects, \$60,000 for update of the County Historic Preservation Plan, \$30,000 for WeAreMaui website support.	\$710,000	
<b>OTHER COSTS:</b>		
909029B-6317 County Grant Subsidy: Grant to Lahaina Restoration Foundation to create the restoration plan for Pioneer Mill Building.	\$30,000	
909185B-6317 County Grant Subsidy: Grant for Dune Management and Shoreline Access Improvements.	\$100,000	
909186B-6317 County Grant Subsidy: Additional funding for Kahului-Wailuku Transit Corridor.	\$100,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
909010C-7040 Motor Vehicles: Purchase of (2) @ \$30,000 small, standard SUV vehicles for zoning inspectors.	\$60,000	
909010C-7036 Furniture/Fixture: Workstation for the proposed expansion position.	\$4,000	
<b>TOTAL EXPANSION BUDGET</b>	<b>\$1,086,916</b>	<b>2.5</b>

## Administration and Planning Program

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Development Impact Fee Study	-\$3,095	\$0	\$0	\$0
Small Town Planning	\$0	-\$15,178	\$0	\$0
University of Hawaii Maui College Sea Grant	\$83,916	\$103,935	\$104,000	\$104,000
Wailuku First Friday Events	\$25,000	\$0	\$0	\$0
Dune Management and Public Shoreline Access	N/A	N/A	N/A	\$100,000
ADA Shoreline Access Improvements	N/A	N/A	N/A	\$75,000
Lahaina Restoration Foundation -- Old Pioneer Mill Office Restoration	N/A	N/A	N/A	\$30,000
<b>TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION &amp; PLANNING PROGRAM</b>	<b>\$105,821</b>	<b>\$88,757</b>	<b>\$104,000</b>	<b>\$309,000</b>

## County Grant Subsidy Program Description

**University of Hawaii Maui College Sea Grant**

FY 2017 Grant funding provided 80% of the salary, 35% employee fringe and nominal indirect costs (3.5%) for the University of Hawaii Maui College Sea Grant extension agent on Maui, who essentially works full-time with the Planning Department's shoreline planners and assists with the county's compliance with State Coastal Zone Management Law (Chapter 205A, HRS). FY 2018 funding provided 70% of salary, fringe, and indirect costs. This formula is proposed to be continued in FY 2019.

**Dune Management and Public Shoreline Access**

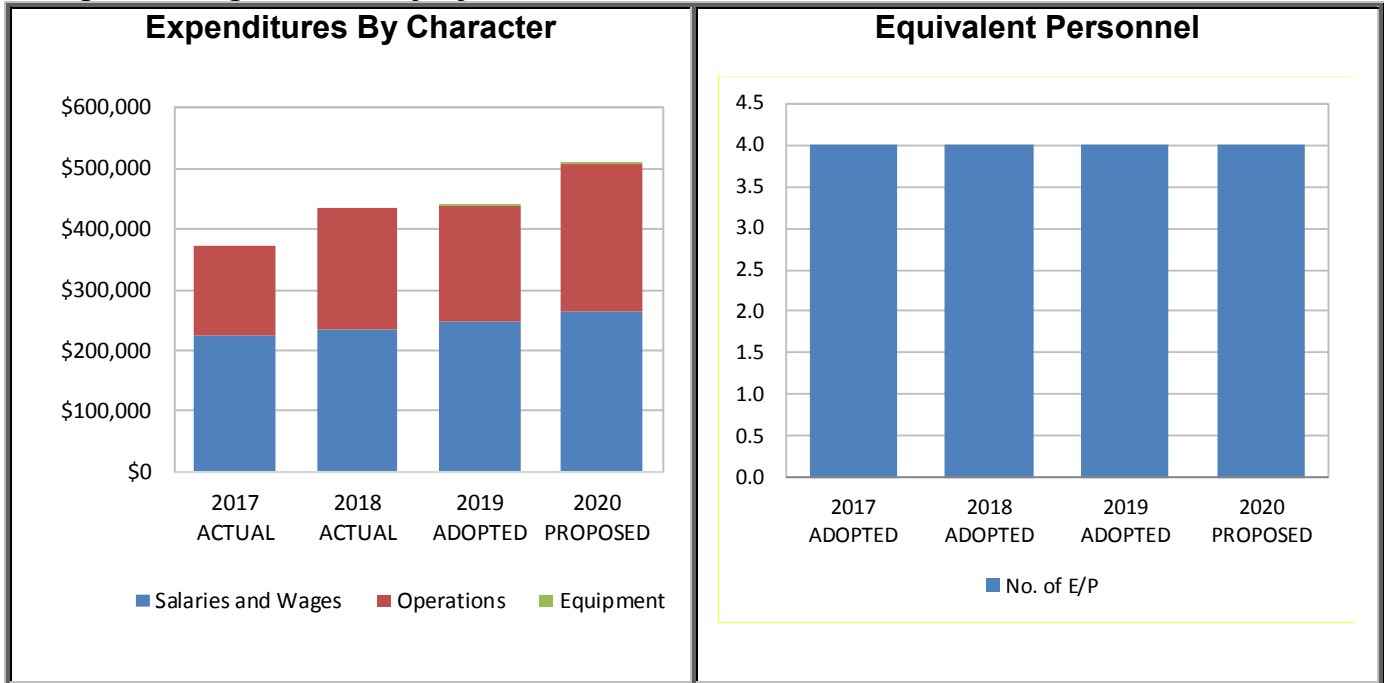
Grant Funding would allow an organization or individual the means to provide leadership and coordination for maintaining and possibly expanding the longstanding and very successful program that has previously be run by volunteers; it would also facilitate public coastal access such as improving existing shoreline access points and recommending new locations.

**ADA Shoreline Access Improvements**

Improvements that comply with the Americans with Disabilities Act (ADA) would be installed at locations such as Kapalua, Kilohana or the vicinity of 101 North Kihei Road; grant funding could be awarded to an individual, organization, and/or the Department of Parks and Recreation.

**Lahaina Restoration Foundation**

It is proposed that the Lahaina Restoration Foundation be awarded a grant to plan for the restoration of the historic County-owned Pioneer Mill office in Lahaina.

**Administration and Planning Program**
**Program Budget Summary by Fiscal Year – Grant Revenue Fund**

**Expenditures Summary by Character & Object – Grant Revenue Fund**

<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$776	\$3,012	\$150	\$7,675	\$7,525	5016.7%
WAGES & SALARIES	\$222,769	\$231,104	\$248,088	\$255,816	\$7,728	3.1%
<b>Salaries and Wages Total</b>	<b>\$223,545</b>	<b>\$234,116</b>	<b>\$248,238</b>	<b>\$263,491</b>	<b>\$15,253</b>	<b>6.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$788	\$1,000	\$1,000	\$0	N/A
OTHER COSTS	\$430	\$510	\$0	\$0	\$0	N/A
SERVICES	\$8,680	\$53,005	\$25,000	\$25,000	\$0	N/A
TRAVEL	\$3,244	\$7,751	\$3,000	\$3,000	\$0	N/A
UTILITIES	\$0	\$0	\$1,000	\$1,000	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$135,608	\$140,692	\$158,767	\$213,138	\$54,371	34.2%
<b>Operations Total</b>	<b>\$147,962</b>	<b>\$202,746</b>	<b>\$188,767</b>	<b>\$243,138</b>	<b>\$54,371</b>	<b>28.8%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$0	\$2,000	\$2,000	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$2,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$371,507</b>	<b>\$436,862</b>	<b>\$439,005</b>	<b>\$508,629</b>	<b>\$69,624</b>	<b>15.9%</b>

**Administration and Planning Program**
**Equivalent Personnel Summary by Position Title – Grant Revenue Fund**

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Land Use Permit Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Planner V	3.0	3.0	3.0	3.0	0.0	N/A
<b>Program Total</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>0.0</b>	<b>N/A</b>

**Summary by Grant Award**

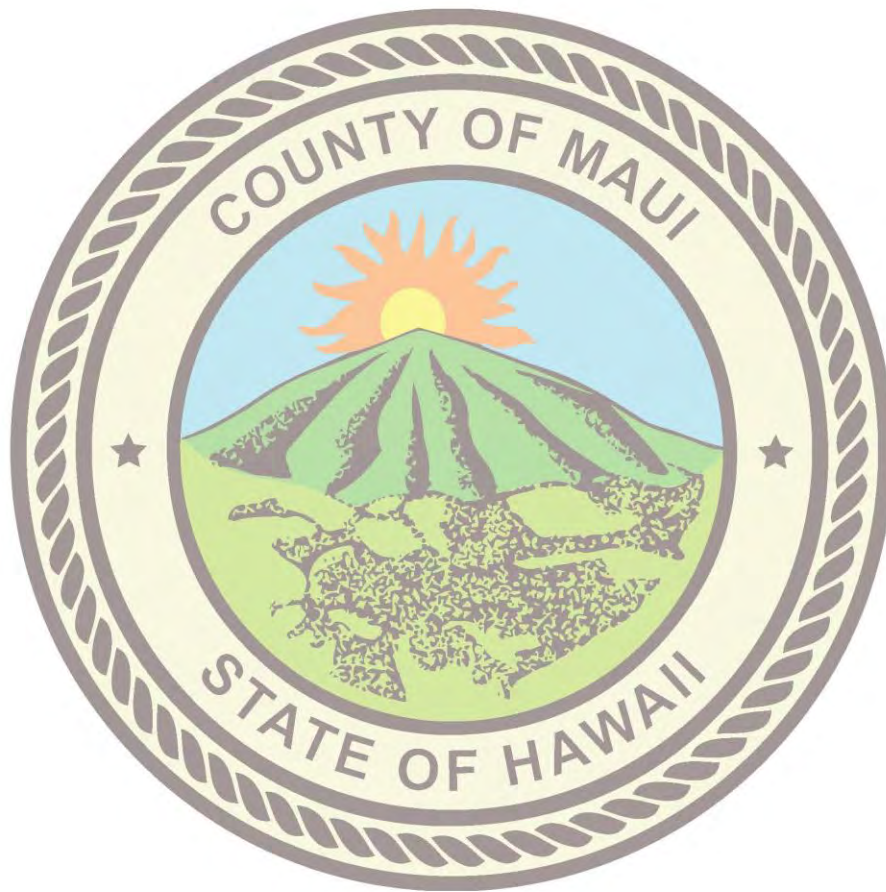
Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Certified Local Government Program	No	Yes 50%/50%	\$25,000	\$25,000	\$25,000	\$25,000
Coastal Zone Management Program	No	Yes 50%/50%	\$374,476	\$386,694	\$414,005	\$483,629
<b>TOTAL</b>			<b>\$399,476</b>	<b>\$411,694</b>	<b>\$439,005</b>	<b>\$508,629</b>

**Grant Award Description**
**Certified Local Government (CLG) Program**

The Certified Local Government Program is administered by the Department of Land and Natural Resources State Historic Preservation Division. It provides federal funding for projects sponsored by counties with historic and cultural resources preservation programs that meet applicable standards.

**Coastal Zone Management Program**

The Coastal Zone Management Program administers a sub-grant with the state. It is responsible for administering county and state coastal zone management regulations that protect shoreline and coastal resources and ensure public access to beaches, recreation areas and natural reserves.



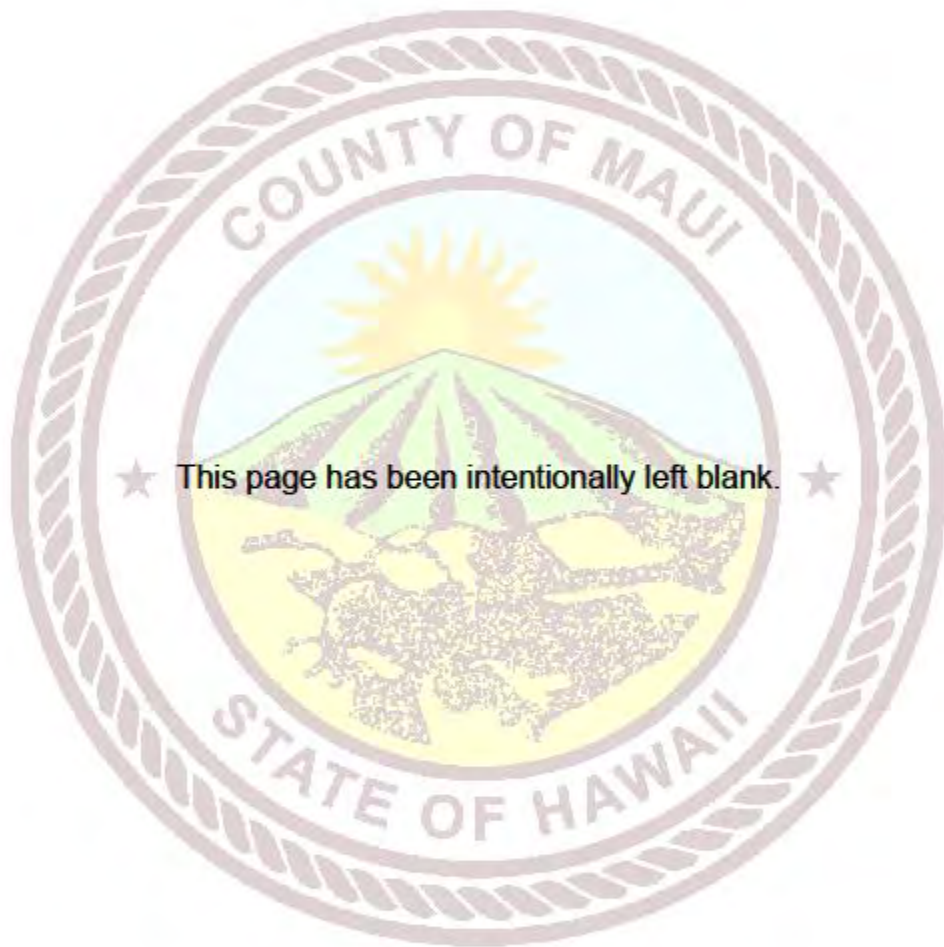
*Police Department*

---

# *Police Department*

---







## Department Summary

### Mission

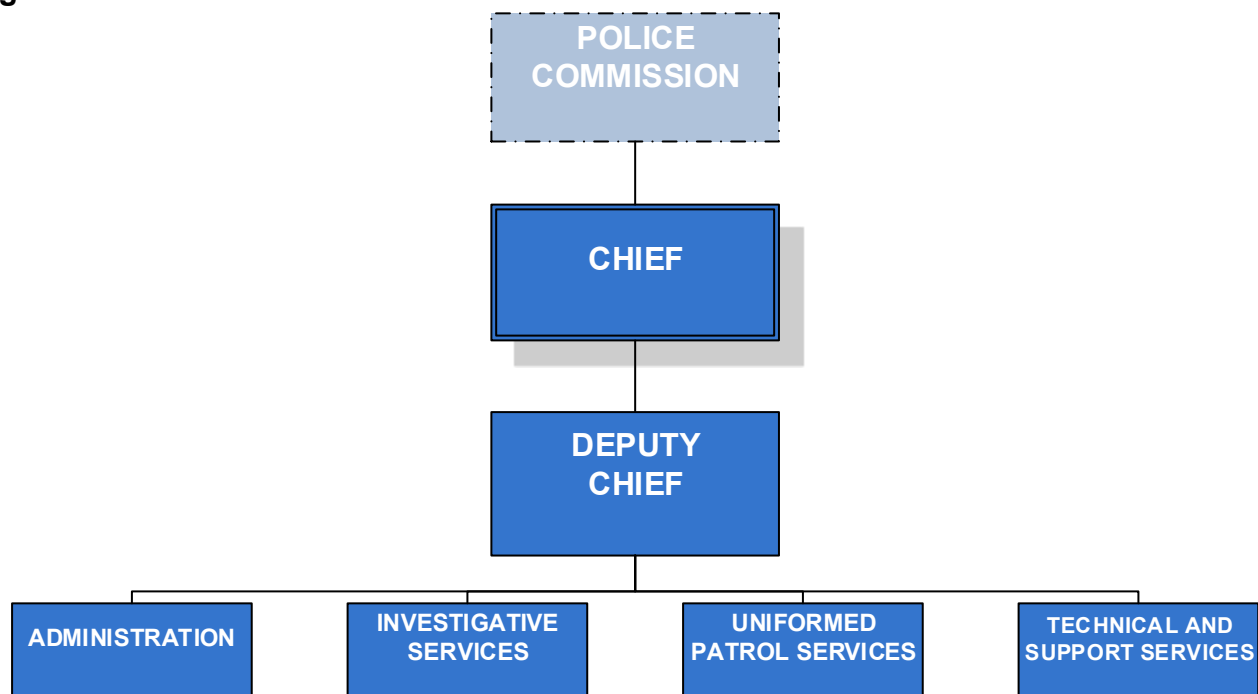
The purpose of the Maui Police Department (MPD) is to ensure a safe community through the preservation of public and domestic peace, prevention of crime, detection and arrest of offenders of the law, protection of personal and property rights, and the enforcement of all federal and state laws and county ordinances.

### Countywide Outcome(s)

The Department of Police supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County

### Organization Chart



### Strategies

- Enhance personnel development by maintaining a versatile and disciplined Police Department keep to meet the rising demands of law enforcement. Strategies include: effective leadership, planning, education, training and compliance with accreditation standards; developing and sustaining a sufficient and effective workforce through diligent and selective hiring practices; and providing support for employees and their families during and after critical incidents and traumatic events.
- Advocate fiscal management by ensuring fiscal accountability and successful budget management. Advocate energy efficiency by increasing energy efficiency measures and the use of renewable energy sources.

**Department Summary****Strategies (Cont'd)**

- Reduce crime and increase public safety through strategic planning, effective investigative practices, use of technology, and the efficient delivery of law enforcement services. Providing highway and roadway safety through effective enforcement strategies and public education.
- Enhance quality of life by ensuring excellence in service, with each individual deserving the highest quality of police service.
- Promote emergency preparedness toward homeland security and man-made/natural disasters through: inter-operable communications; intelligence/information sharing; providing first responders with specialized clothing and equipment for protection against health and safety hazards; conducting vulnerability assessments; training and exercises; planning; and emergency backup power/communications.
- Foster outside agency and community partnerships by promoting community involvement; build partnerships through community policing; provide instruction in crime prevention and safe neighborhoods; invest in youth-development strategies for our schools and children; and develop and maintain partnerships with county, state, and federal law enforcement agencies as well as other agencies/organizations that benefit the community.

**Operations**

The Maui Police Department includes four programs: Administration; Investigative Services; Uniformed Patrol Service; and the Technical and Support Services.

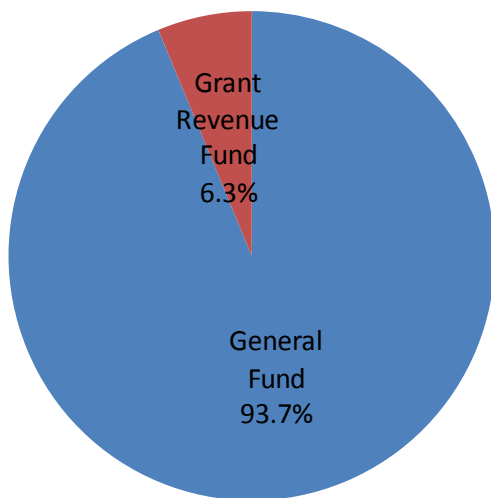
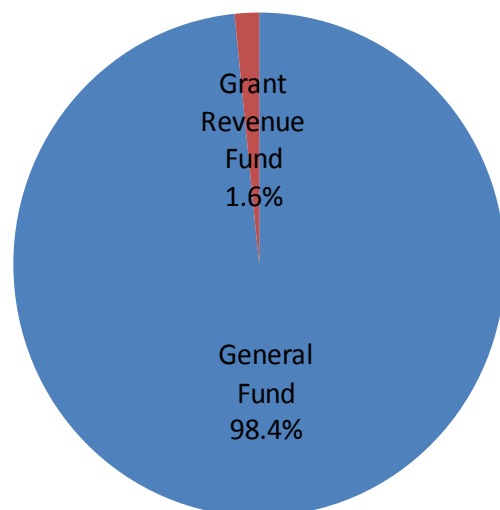
- The Administration Program provides effective overall administration of the department in the management and direction of its employees. It establishes priorities and directs operations toward the preservation of public peace, prevention of crime, detection and arrest of offenders of the law, protection of the rights of persons and property, and the enforcement of state laws and county ordinances.
- Investigative Services consists of five investigative components: Juvenile Crime Prevention Division, which investigates crimes involving juveniles and offers youth crime prevention and diversion programs through educational curriculum and counseling opportunities; Criminal Investigation Division, which investigates all major crimes, usually felonies and crimes defined by the Uniform Crime Reporting methodology; Domestic Violence Unit, which investigates Abuse of Family Household Member offenses and offers professional counseling for children of domestic violence; Vice Division, which investigates narcotic, gambling, and morals offenses; and Special Response Team/Career Criminal Unit, whose purpose is to regularly train for critical incidents requiring a tactical response.
- Uniformed Patrol Services plans, directs, and coordinates the operation of all field uniformed patrol units in the prevention of crime, enforcement of federal, state, and county laws, and the apprehension and custody of violators.
- The Technical and Support Services Program plans, directs, and coordinates clerical, technical, and logistical support for other law enforcement units. Components include the Technical Services Section (Records, Motorpool, Radio Shop, and Building Maintenance), Communications Section,

**Department Summary****Operations (Cont'd)**

Plans and Training, Research and Development Section, Community Relations Section, and Information Technology Section.

**External Factors Description**

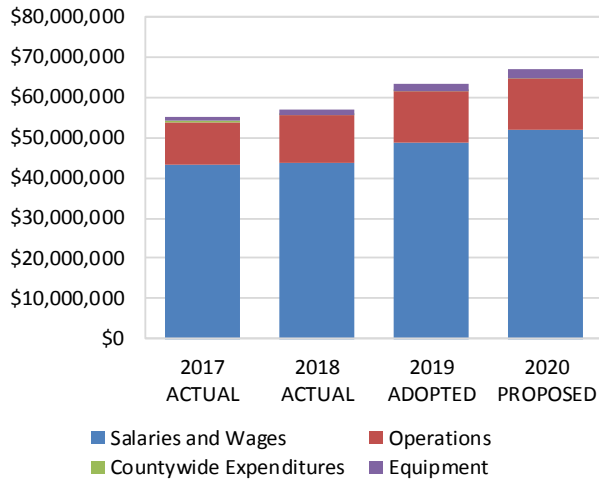
The majority of our expenditures are for salaries and wages. External factors that impact salaries and wages include agreements with government employee unions, having personnel available to respond to natural and man-made disasters, and all other major events and activities requiring police presence. In addition, compliance with new laws and regulations may also require hiring of additional personnel. External factors that impact other expenditures include the variation in the cost of gasoline, utilities, maintenance agreements, rental agreements, vehicles, and replacement equipment.

**Department Budget Summary by Fund****FY 2020 Total Expenditures****FY 2020 Total Equivalent Personnel**

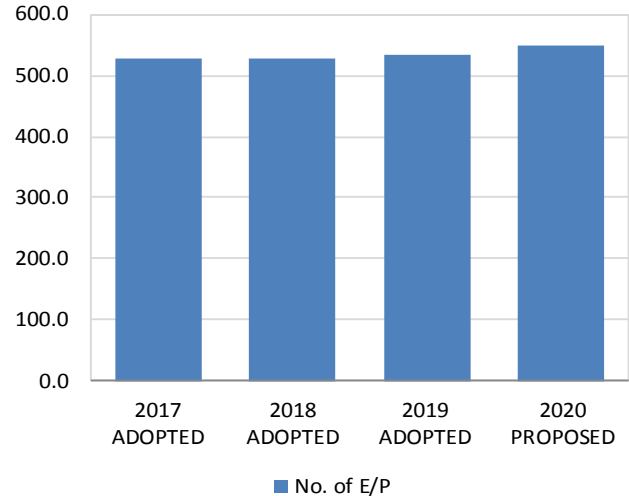
## Department Summary

## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$6,791,203	\$7,170,345	\$6,000,118	\$6,920,476	\$920,358	15.3%
WAGES & SALARIES	\$36,620,094	\$36,747,525	\$42,948,204	\$45,017,047	\$2,068,843	4.8%
<b>Salaries and Wages Total</b>	<b>\$43,411,297</b>	<b>\$43,917,870</b>	<b>\$48,948,322</b>	<b>\$51,937,523</b>	<b>\$2,989,201</b>	<b>6.1%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,552,742	\$1,566,193	\$1,952,743	\$2,196,808	\$244,065	12.5%
OTHER COSTS	\$1,420,113	\$1,619,555	\$1,737,051	\$1,800,269	\$63,218	3.6%
SERVICES	\$4,982,440	\$5,258,369	\$5,763,525	\$5,797,832	\$34,307	0.6%
SPECIAL PROJECTS	\$0	\$0	\$15,000	\$15,000	\$0	N/A
TRAVEL	\$817,901	\$802,987	\$813,600	\$888,050	\$74,450	9.2%
UTILITIES	\$1,634,302	\$2,296,704	\$2,254,278	\$2,230,301	-\$23,977	-1.1%
BUDGETED EXPENDITURES	\$15,626	\$36,715	\$0	\$36,500	\$36,500	N/A
INTERFUND COST RECLASSIFICATION	\$162,391	\$214,531	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$10,585,516</b>	<b>\$11,795,053</b>	<b>\$12,536,197</b>	<b>\$12,964,760</b>	<b>\$428,563</b>	<b>3.4%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$33,992	\$33,720	\$33,700	\$33,700	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$33,992</b>	<b>\$33,720</b>	<b>\$33,700</b>	<b>\$33,700</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$9,855	\$3,086	\$9,900	\$9,900	\$0	N/A
MACHINERY & EQUIPMENT	\$1,142,999	\$1,326,893	\$1,767,800	\$2,243,161	\$475,361	26.9%
<b>Equipment Total</b>	<b>\$1,152,854</b>	<b>\$1,329,980</b>	<b>\$1,777,700</b>	<b>\$2,253,061</b>	<b>\$475,361</b>	<b>26.7%</b>
<b>Department Total</b>	<b>\$55,183,659</b>	<b>\$57,076,623</b>	<b>\$63,295,919</b>	<b>\$67,189,044</b>	<b>\$3,893,125</b>	<b>6.2%</b>

**Department Summary****Equivalent Personnel Summary by Program**

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	24.0	24.0	24.0	24.0	0.0	N/A
Investigative Services Program	106.0	106.0	106.0	106.0	0.0	N/A
Technical and Support Services Program	106.5	104.5	106.5	119.5	13.0	12.2%
Uniformed Patrol Services Program	292.5	292.7	298.7	298.7	0.0	N/A
<b>Department Total</b>	<b>529.0</b>	<b>527.2</b>	<b>535.2</b>	<b>548.2</b>	<b>13.0</b>	<b>2.4%</b>

**Administration Program****Program Description**

The Administration Program provides effective overall administration of the Maui Police Department in the management and direction of its employees. It establishes priorities and directs operations toward the preservation of the public peace, prevention of crime, detection and arrest of offenders of the law, protection of the rights of persons and property, and the enforcement of state laws and county ordinances.

**Countywide Outcome(s)**

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County

**Population Served**

The Administration Program serves department personnel, the Police Commission, and the citizens and visitors to the islands of Maui, Lanai and Molokai.

**Services Provided**

The Administration Program is comprised of the Office of the Chief, the Police Commission, Administrative Services, Criminal Intelligence, Internal Affairs, and Quality Assurance.

The Police Commission receives, reviews, and investigates any charges by the public against the conduct of the department and its members, and submits a report of its findings and recommendations for disposition to the Chief of Police. The Police Commission also reviews the department's annual budget request and is responsible for the appointment of the Chief of Police.

Administrative Services prepares and manages the department's operating budget and accounting functions. Administrative Services also administers personnel matters, including those related to collective bargaining agreement compliance, personnel actions, payroll compensation, employee benefits, worker's compensation, and leave benefits. In addition, Administrative Services is responsible for the procurement function, travel related functions, and the financial reporting and monitoring of grants.

The Criminal Intelligence Unit provides information related to organized crime and other criminal activity, and disseminates that information to the appropriate departmental personnel and allied law enforcement agencies.

Internal Affairs conducts a variety of investigations including background checks, inquiries, and external complaint reviews.

Quality Assurance conducts staff inspections and monitors the level of compliance with standards for law enforcement agencies established by CALEA. This unit also includes the department's intelligence and research analysis function.

## Administration Program

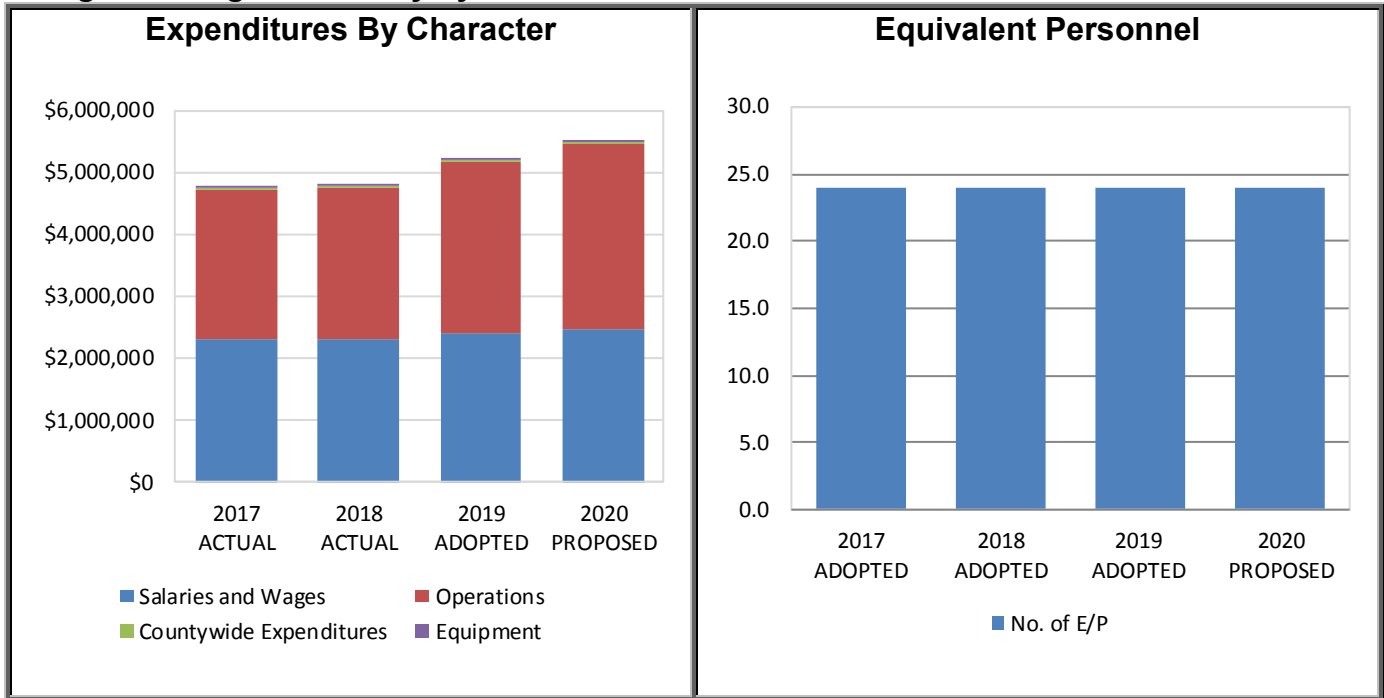
## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Enhance personnel development.</i>				
1. Maintain a versatile and disciplined police department necessary to meet the rising demands of law enforcement through compliance to accreditation standards	% of compliance with CALEA standards	100%	100%	100%
2. Conduct administrative investigations in a timely manner when a complaint of misconduct is made against an MPD employee	% of administrative investigations completed within 90 days	75%	95%	95%
3. Develop and sustain a sufficient and effective workforce through diligent and selective hiring practices	% of authorized positions filled	92%	95%	95%
	Ratio of 2.7 sworn officers per 1,000 de facto population (2.7 is the national average for County law enforcement agencies according to the FBI publication, 2015 Crime in the United States)	1.7	2.7	2.7



## Administration Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$72,383	\$84,828	\$62,550	\$102,028	\$39,478	63.1%
WAGES & SALARIES	\$2,231,551	\$2,221,891	\$2,330,890	\$2,373,006	\$42,116	1.8%
<b>Salaries and Wages Total</b>	<b>\$2,303,934</b>	<b>\$2,306,720</b>	<b>\$2,393,440</b>	<b>\$2,475,034</b>	<b>\$81,594</b>	<b>3.4%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$514,517	\$428,820	\$560,294	\$583,844	\$23,550	4.2%
OTHER COSTS	\$638,391	\$765,809	\$928,150	\$933,285	\$5,135	0.6%
SERVICES	\$128,890	\$144,787	\$182,441	\$302,469	\$120,028	65.8%
TRAVEL	\$557,489	\$456,681	\$373,450	\$432,250	\$58,800	15.7%
UTILITIES	\$572,934	\$612,355	\$724,129	\$717,589	-\$6,540	-0.9%
BUDGETED EXPENDITURES	\$15,626	\$36,715	\$0	\$36,500	\$36,500	N/A
<b>Operations Total</b>	<b>\$2,427,849</b>	<b>\$2,445,167</b>	<b>\$2,768,464</b>	<b>\$3,005,937</b>	<b>\$237,473</b>	<b>8.6%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$33,992	\$33,720	\$33,700	\$33,700	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$33,992</b>	<b>\$33,720</b>	<b>\$33,700</b>	<b>\$33,700</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
LEASE PURCHASES	\$9,855	\$3,086	\$9,900	\$9,900	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$9,855</b>	<b>\$3,086</b>	<b>\$9,900</b>	<b>\$9,900</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$4,775,630</b>	<b>\$4,788,693</b>	<b>\$5,205,504</b>	<b>\$5,524,571</b>	<b>\$319,067</b>	<b>6.1%</b>

## Administration Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk II	1.0	1.0	1.0	1.0	0.0	N/A
Accountant II	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Police Chief	3.0	3.0	3.0	3.0	0.0	N/A
Business Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Chief of Police	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Department Personnel Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Police Chief	1.0	1.0	1.0	1.0	0.0	N/A
Intelligence and Research Analyst	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Police Captain	2.0	2.0	2.0	2.0	0.0	N/A
Police Detective	2.0	2.0	2.0	2.0	0.0	N/A
Police Lieutenant	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III	2.0	2.0	2.0	2.0	0.0	N/A
Police Sergeant	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Secretary III	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>24.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
910018A-5101 Regular Wages: Adjustments in salaries based on 3% increase for Chief of Police and Deputy Police Chief per salary commission, SOCD and 2% ATB per BU12 contract.	\$21,424	0.0
910034A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$13,388	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES</b>		
910018B-6035 Miscellaneous Supplies: Increase based on average of historical amounts.	\$30,000	
<b>SERVICES:</b>		
910018B-6132 Professional Services: Additional funding for HSLEOA \$20,000, FBINA \$20,000, Radio Shop Assessment \$100,000.	\$120,000	
<b>TRAVEL:</b>		
910018B-6201 Airfare, Transportation: Increase based on average of historical amounts.	\$27,000	
910018B-6222 Per Diem Non-Reportable: Increase based on average of historical amounts.	\$17,500	
910018B-6223 Per Diem Reportable Non-Taxable: Increase based on average of historical amounts.	\$22,500	
<b>OTHER COSTS:</b>		
910018B-6212 Dues: Decrease based on average of historical amounts.	-\$10,000	

## Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (cont'd)

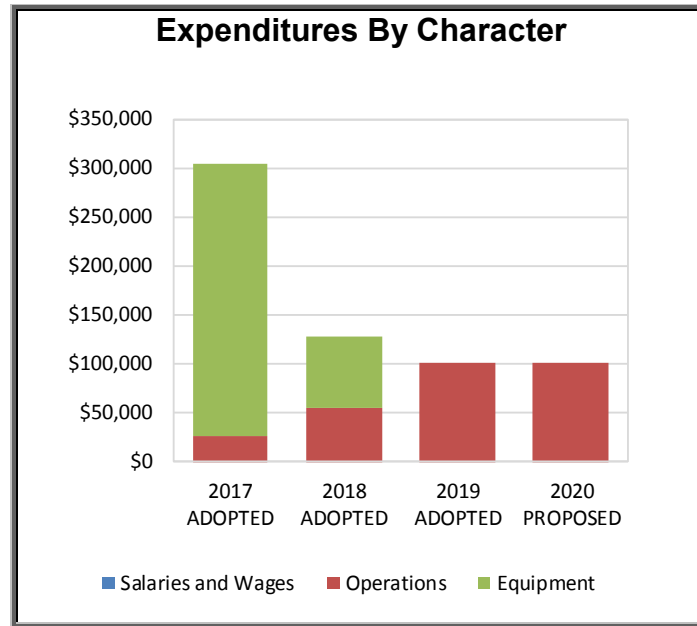
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations (cont'd)</b>		
<b>BUDGETED EXPENDITURES:</b>		
910018B-6316 County Matching Funds: Increase funding for VAWA grant 25% matching funds, Combating Domestic Violence & Sex Assault 25% matching funds.	\$36,500	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
910018A-5250 Salary adjustments: Increase based on lump sum payments per BU 12 contract.	\$11,825	0.0
910034A-5250 Salary adjustments: Increase based on lump sum payments per BU 12 contract.	\$7,725	0.0
910224A-5250 Salary adjustments: Increase based on lump sum payments per BU 12 contract.	\$5,925	0.0
<b>Operations</b>		
None	\$0	
<b>MACHINERY AND EQUIPMENT:</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$25,475</b>	<b>0.0</b>

## Administration Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Administration Program

## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	-\$14,686	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	-\$14,686	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>-\$29,372</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$250	\$53,215	\$0	\$0	\$0	N/A
OTHER COSTS	\$18,859	-\$13,647	\$0	\$0	\$0	N/A
SERVICES	\$3,106	-\$616	\$0	\$0	\$0	N/A
TRAVEL	\$5,300	\$16,267	\$100,000	\$100,000	\$0	N/A
UTILITIES	-\$1,071	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$26,444</b>	<b>\$55,219</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$278,263	\$72,466	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$278,263</b>	<b>\$72,466</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$275,334</b>	<b>\$127,685</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$0</b>	<b>N/A</b>

The Administration Program does not have equivalent personnel funded through the Grant Revenue Fund.

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Local Law Enforcement Block Grant – Bureau of Justice Assistance (BJA)	No	No	\$1,000	\$0	\$0	\$0
Private Donations	No	No	\$1,000	\$0	\$0	\$0
State and Federal Assets Forfeiture Program	No	No	\$200,000	\$100,000	\$100,000	\$100,000
Training Grants	No	No	\$100,000	\$0	\$0	\$0
<b>TOTAL</b>			<b>\$302,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>

## Grant Award Description

**State and Federal Assets Forfeiture Program**

Pursuant to United States Code, Title 21, Section 821 and the Hawaii Revised Statutes, Chapter 712A, the Police Department is authorized to acquire a share of forfeited funds and/or property seized in accordance with federal and state asset forfeiture programs. These assets and or proceeds may be used for law enforcement purposes to complement, but not supplant, the funding normally appropriated for such purposes.

**Investigative Services Program****Program Description**

The Investigative Services Program consists of five investigative components: Juvenile Crime Prevention Division, which investigates crimes involving juveniles and offers youth crime prevention and diversion programs through educational curriculum and counseling opportunities; Criminal Investigation Division, which investigates all major crimes; Domestic Violence Unit, which investigates Abuse of Family Household Member offenses and offers professional counseling for children of domestic violence; Vice Division, which investigates narcotic, gambling, and morals offenses; and Special Response Team/Career Criminal Unit, whose purpose is to regularly train for critical incidents requiring a tactical response.

**Countywide Outcome(s)**

The Investigative Services Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County

**Population Served**

The Investigative Services Program serves the citizens and visitors of the islands of Maui, Lanai and Molokai.

**Services Provided**

The Investigative Services Program plans, organizes, and coordinates activities of the Criminal Investigation Division, Vice Division, Juvenile Crime Prevention Division, and the Special Response Team.

The Criminal Investigation Division (CID) investigates cases involving murder, robbery, sexual assault, aggravated assault, arson, theft, auto theft, forgery and fraud, financial crimes, domestic violence and white collar crimes. Forensic Evidence Specialist provides technical support in the search, recovery, preservation, and analysis of evidence at crime scenes. The Criminal Investigation Division's Automated Fingerprint Identification System (AFIS) records and compares fingerprints to identify suspect individuals.

The Juvenile Crime Prevention Division (JCPD) investigates crimes involving juveniles and offers education, crime prevention, and intervention programs. The School Resource Officer Program (SRO) is a specialized unit of uniformed officers assigned to various schools, they partner with the Department of Education to provide prevention and intervention programs within our schools.

The Vice Division conducts investigations and enforces the laws that lead to the disruption of organizations involved in illegal drugs, prostitution, and gambling. The Criminalist function examines and analyzes a variety of physical and chemical substance, materials, liquids, and other evidence in accordance with prescribed standard methods and techniques.

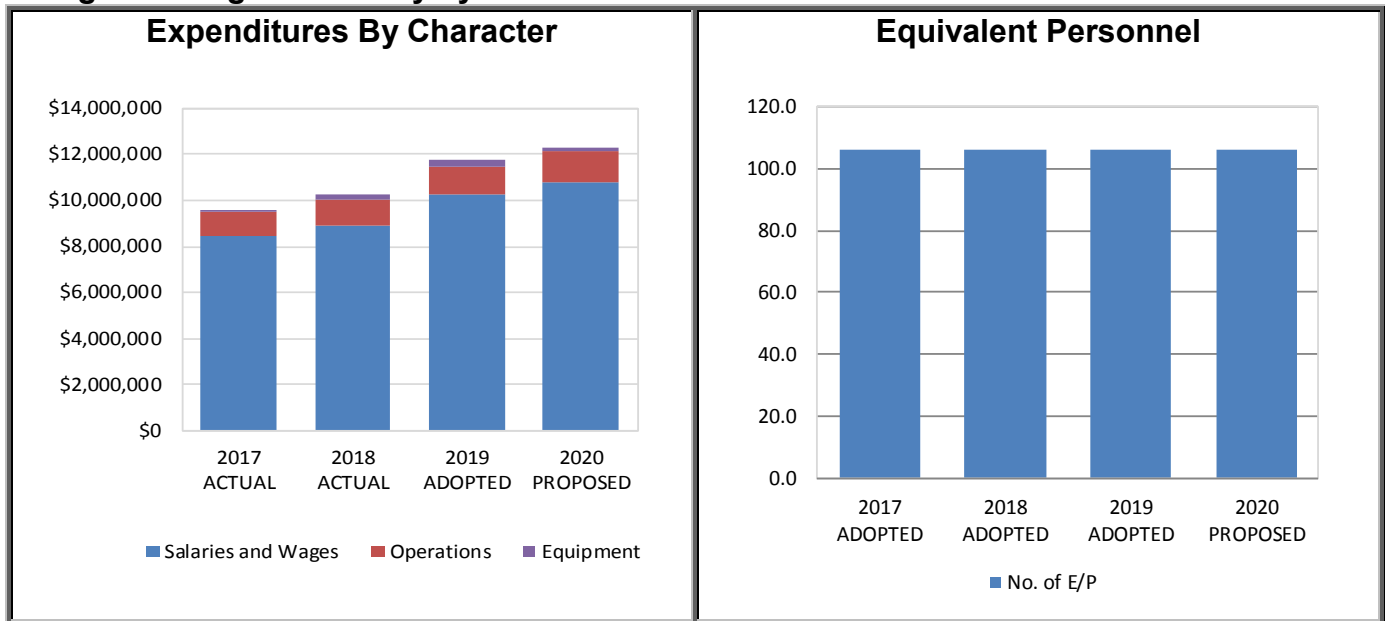
The Special Response Team (SRT) provides special weapons and tactical support to the department in high risk situations.

## Investigative Services Program

## Key Activity Goals &amp; Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Reduce crime and increase public safety with prevention methods.</i>				
1. Effective use of the Investigative method	% of Part I offenses cleared by arrest	79%	25%	25%
	# of Vice search warrants cleared by arrest	334	145	145

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$590,596	\$708,279	\$477,368	\$691,970	\$214,602	45.0%
WAGES & SALARIES	\$7,888,149	\$8,214,292	\$9,780,770	\$10,083,241	\$302,471	3.1%
<b>Salaries and Wages Total</b>	<b>\$8,478,745</b>	<b>\$8,922,572</b>	<b>\$10,258,138</b>	<b>\$10,775,211</b>	<b>\$517,073</b>	<b>5.0%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$89,946	\$74,417	\$163,700	\$155,855	-\$7,845	-4.8%
OTHER COSTS	\$105,305	\$124,442	\$130,750	\$148,372	\$17,622	13.5%
SERVICES	\$684,814	\$825,868	\$757,207	\$909,352	\$152,145	20.1%
TRAVEL	\$2,870	\$2,342	\$2,000	\$2,000	\$0	N/A
UTILITIES	\$118,232	\$124,414	\$121,343	\$125,540	\$4,197	3.5%
<b>Operations Total</b>	<b>\$1,001,167</b>	<b>\$1,151,484</b>	<b>\$1,175,000</b>	<b>\$1,341,119</b>	<b>\$166,119</b>	<b>14.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$39,549	\$201,966	\$343,000	\$213,306	-\$129,694	-37.8%
<b>Equipment Total</b>	<b>\$39,549</b>	<b>\$201,966</b>	<b>\$343,000</b>	<b>\$213,306</b>	<b>-\$129,694</b>	<b>-37.8%</b>
<b>Program Total</b>	<b>\$9,519,462</b>	<b>\$10,276,022</b>	<b>\$11,776,138</b>	<b>\$12,329,636</b>	<b>\$553,498</b>	<b>4.7%</b>



## Investigative Services Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Criminalist I	1.0	1.0	1.0	1.0	0.0	N/A
Criminalist II	1.0	1.0	1.0	1.0	0.0	N/A
Fingerprint & ID Technician	1.0	1.0	1.0	1.0	0.0	N/A
Intelligence Analyst Specialist				0.0	0.0	N/A
Juvenile Counselor III	4.0	4.0	4.0	4.0	0.0	N/A
Office Operations Assistant II	5.0	5.0	5.0	5.0	0.0	N/A
Office Operations Assistant II (Lahaina)	1.0	1.0	1.0	1.0	0.0	N/A
Police Captain	2.0	2.0	2.0	2.0	0.0	N/A
Police Commission Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Police Detective	24.0	24.0	24.0	24.0	0.0	N/A
Police Detective (Lahaina)	5.0	5.0	5.0	5.0	0.0	N/A
Police Evidence Specialist II	2.0	2.0	2.0	2.0	0.0	N/A
Police Evidence Specialist III	1.0	1.0	1.0	1.0	0.0	N/A
Police Lieutenant	6.0	6.0	6.0	6.0	0.0	N/A
Police Lieutenant (Lahaina)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer II - SRO (Kalama)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer II - SRO (Lahaina)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer II - SRO (Maui High)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer II - SRO (Waena)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III	21.0	21.0	21.0	21.0	0.0	N/A
Police Officer III - SRO	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO (Baldwin)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO (Iao)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO (King K)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO (Lokelani)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO (SAS)	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III (Canine)	3.0	3.0	3.0	3.0	0.0	N/A
Police Officer III (DVU)	2.0	2.0	2.0	2.0	0.0	N/A
Police Sergeant	7.0	7.0	7.0	7.0	0.0	N/A
Police Sergeant - Forfeiture	1.0	1.0	1.0	1.0	0.0	N/A
Police Sergeant - Gang Detail	1.0	1.0	1.0	1.0	0.0	N/A

## Investigative Services Program

## Equivalent Personnel Summary by Position Title – General Fund (Cont'd)

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Police Sergeant - SRO	1.0	1.0	1.0	1.0	0.0	N/A
Police Sergeant - SRO (Mid School)	1.0	1.0	1.0	1.0	0.0	N/A
Police Sergeant (DVU)	1.0	1.0	1.0	1.0	0.0	N/A
Polygraph Examiner	1.0	1.0	1.0	1.0	0.0	N/A
Specialized Equipment Technician	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Juvenile Counselor	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>106.0</b>	<b>106.0</b>	<b>106.0</b>	<b>106.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
910026A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$75,246	0.0
910042A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$16,994	0.0
910059A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$117,495	0.0
910067A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$55,612	0.0
910281A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$21,967	0.0
910420A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$15,157	0.0
<b>OTHER PREMIUM PAY:</b>		
910281A-5215 Premium Pay: Increase based on average of historical amounts.	\$10,183	0.0
910420A-5215 Premium Pay: Increase based on average of historical amounts.	\$40,219	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
910026B-6035 Miscellaneous Supplies: Increase based on average of historical amounts.	\$14,225	
910067B-6035 Miscellaneous Supplies: Additional funding for Teen Academy Program.	\$10,000	
910420B-6002 Police ammunitions/target: \$30,000 Deletion of one-time appropriation to purchase chemical and impact munitions; \$8,175 addition for SRT ammunition & \$8,840 for metal shooting targets.	-\$12,985	
910420B-6035 Miscellaneous Supplies: \$40,000 Deletion of one-time appropriation to purchase tactical and protective gear for officers and canine equipment; \$14,541 additional for (10) pistol lights, (2) entry tools, goggles ballistic helmets.	-\$25,460	
<b>OTHER COSTS:</b>		
910059B-6221 Miscellaneous Other Costs: Additional funding for Crime Lab Certifications.	\$14,225	
<b>SERVICES:</b>		
910422B-6132 Professional Services: Increase to the average of historical amounts.	\$150,000	

## Investigative Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

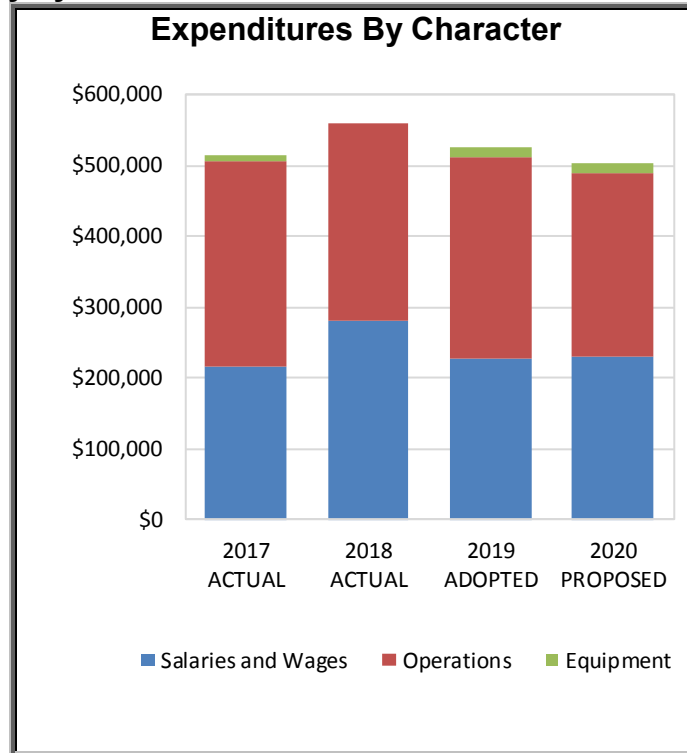
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910026C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$101,000	
910059C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$120,000	
910067C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$122,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
910026A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$36,300	0.0
910042A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$7,575	0.0
910059A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$68,400	0.0
910067A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$39,950	0.0
910281A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$5,950	0.0
910420A-5250 Salary Adjustments: Additional funding for lump sum payments per BU12 contract.	\$7,675	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910026C-7044 Other Equipment: Replacement of one Penlink PLX System.	\$80,000	
910059C-7044 Other Equipment: Purchase of one Berla iVe @ \$10,000 each and replacement of one Mystaire MY-800 Humidified Incubator @ \$14,000 each.	\$24,000	
910420C-7044 Other Equipment: Replacement of four Sniper Rifles @ \$3,420 each, replacement of six Night force ATACR Moar Scope @ \$2,786 each, replacement of 30 Avon FM53 Gas Masks @ \$1,207 each, and replacement of 14 Ballistic Tactical Vests and Armor Plates @ \$3,050 each.	\$109,306	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$379,156</b>	<b>0.0</b>

## Investigative Services Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$215,664	\$280,913	\$226,000	\$231,000	\$5,000	2.2%
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$215,664</b>	<b>\$280,913</b>	<b>\$226,000</b>	<b>\$231,000</b>	<b>\$5,000</b>	<b>2.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$36,388	\$38,670	\$46,000	\$46,000	\$0	N/A
OTHER COSTS	\$112,307	\$95,912	\$109,000	\$84,500	-\$24,500	-22.5%
SERVICES	\$37,320	\$37,477	\$34,000	\$34,000	\$0	N/A
TRAVEL	\$82,820	\$86,598	\$80,500	\$84,000	\$3,500	4.3%
UTILITIES	\$20,383	\$18,543	\$15,500	\$9,500	-\$6,000	-38.7%
<b>Operations Total</b>	<b>\$289,218</b>	<b>\$277,200</b>	<b>\$285,000</b>	<b>\$258,000</b>	<b>-\$27,000</b>	<b>-9.5%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$9,708	\$0	\$15,000	\$15,000	\$0	N/A
<b>Equipment Total</b>	<b>\$9,708</b>	<b>\$0</b>	<b>\$15,000</b>	<b>\$15,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$514,590</b>	<b>\$558,112</b>	<b>\$526,000</b>	<b>\$504,000</b>	<b>-\$22,000</b>	<b>-4.2%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Investigative Services Program does not have equivalent personnel funded through the Grant Revenue Fund.

## Investigative Services Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Department of Health	No	No	\$16,000	\$16,000	\$16,000	\$16,000
Covert Operations Program	No	No	\$1,000	\$0	\$0	\$0
Drug Enforcement Agency (DEA)	No	No	\$90,000	\$96,000	\$51,000	\$51,000
Hawaii Community Foundation Grant	No	No	\$1,000	\$1,000	\$1,000	\$1,000
Edward Byrne Memorial Justice Assistance Grants	No	No	\$70,000	\$77,000	\$94,000	\$50,000
High Intensity Drug Trafficking Areas (HIDTA)	No	No	\$130,000	\$130,000	\$130,000	\$150,000
Office of Youth Services	No	No	\$151,000	\$175,000	\$175,000	\$175,000
Organized Crime Drug Enforcement Task Force (OCDEF) Program	No	No	\$1,000	\$1,000	\$1,000	\$1,000
Violence Against Women Act (VAWA) – State Attorney General	No	Yes/25%	\$52,000	\$53,000	\$53,000	\$55,000
Target and Blue Corporation Public Safety Grant	No	No	\$10,000	\$0	\$0	\$0
Paul Coverdell Forensic Sciences Improvement Act	No	No	\$0	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>			<b>\$522,000</b>	<b>\$554,000</b>	<b>\$526,000</b>	<b>\$504,000</b>

## Grant Award Description

Department of Health

Grants from the Department of Health include the following:

**Alcohol Sales to Minor – Department of Health (DOH)**

The State Department of Health, Alcohol, and Drug Abuse Division provides funding for the enforcement of the state law prohibiting alcohol sales to minors.

**Tobacco Sales to Minors Prevention Grant**

The State Department of Health, Alcohol, and Drug Abuse Division allocates funding to enforce the state law prohibiting tobacco sales to minors.

Drug Enforcement Agency (DEA)

Grants from the Drug Enforcement Agency include the following:

**Domestic Cannabis Eradication/Suppression Program**

The Drug Enforcement Agency (DEA) of the U.S. Department of Justice provides funding for the eradication and suppression of marijuana cultivation.

**Investigative Services Program****Grant Award Description (Cont'd)****Edward Byrne Memorial Justice Assistance Grants**

Grants from the Department of Justice through the State Attorney General's Office include the following:

**Statewide Multi-Jurisdictional Drug Task Force (SMDTF)** – The State Department of the Attorney General allocates funding to disrupt the flow of drugs through the coordination of operations, drug seizures, and the sharing of information, personnel, and resources. The purpose is to reduce drug availability, drug crime, and drug use. The apprehension of mid to high-level distributors importing and distributing illegal narcotics into and within the State of Hawaii will be of high priority.

**Other** - Any other grant provided by the State Attorney General's Office that is unknown at this time.

**Hawaii Community Foundation Grant**

The Hawaii Community Foundation takes a strategic approach with its clients and partners in identifying where it can make the greatest community impact for the people of Hawaii. The Foundation takes a multi-faceted approach in designing community initiatives and employs a number of methods in implementing its various programs. These programs include peer learning models, individual organizational support, and the use of networks and partners.

**High Intensity Drug Trafficking Areas**

As a key initiative of this grant, the Hawaii Interagency Mobile Police Apprehension Crime Task Force (HI IMPACT) is set up to dismantle, disrupt, arrest, and prosecute drug trafficking organizations, drugs, gangs, and organized crime groups involved in drug distribution, drug manufacturing, money laundering, and other drug-related crimes. Priorities shall include crystal methamphetamine, cocaine, heroin, marijuana, and ecstasy. Each county will organize its own IMPACT team in cooperation and consultation with the three other counties. They will work to develop cooperating witnesses and informants.

**Office of Youth Services**

Grants from the State Department of Health Office of Youth Services include the following:

**Positive Outreach Interventions (POI)/Juvenile Accountability Incentive Block Grant (JAIB)** - The State Department of Human Services Office of Youth Services allocates funding pursuant to the Federal Juvenile Accountability Block Grant Program or State funding to promote greater accountability in the juvenile justice system, which helps reduce the recidivism rate of juvenile offenders.

**KALO Program** – The KALO Program seeks to involve and engage parents and guardians, as well as youths, referred for services in a comprehensive four week program incorporating the spirit and values of Aloha.

**Organized Crime Drug Enforcement Task Force (OCDETF) Program**

The Department of Justice Asset Forfeiture Fund provides funding to reimburse local overtime and authorized expenses in the investigation and prosecution of major drug trafficking organizations.

**Investigative Services Program****Grant Award Description (Cont'd)****Violence Against Women Act (VAWA) – State Attorney General**

**Domestic Violence Sex Assault** - The State Department of the Attorney General allocates funding to develop and strengthen effective law enforcement and prosecutorial strategies and victim services in cases involving crimes against women. It is part of Hawaii's Violence Against Women Formula Grant Program.

**Other** - Any other grant provided by the State Attorney General's Office through the Violence Against Women Act program that is unknown at this time.

**Paul Coverdell Forensic Sciences Improvement Act**

The Paul Coverdell Forensic Science Improvement Grants Program awards grants to help improve the quality and timeliness of forensic science and medical examiner services. It must be used for one of three purposes: To carry out all or a substantial part of a program intended to improve the quality and timeliness of forensic science or medical examiner services in the State; to eliminate a backlog in the analysis of forensic science evidence; or to train, assist, and employ forensic laboratory personnel as needed to eliminate such a backlog.



## Uniformed Patrol Services Program

### Program Description

The Uniformed Patrol Services Program plans, directs, and coordinates the operation of all field uniformed patrol units in the prevention of crime, enforcement of federal, state, and county laws, and the apprehension and criminal charging of violators.

### Countywide Outcome(s)

The Uniformed Patrol Services Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Prepared, Safe, and Livable County

### Population Served

The Uniformed Patrol Services Program serves the citizens and visitors of the islands of Maui, Lanai, and Molokai.

### Services Provided

The Uniformed Patrol Services Program, commonly referred to as the “backbone of the police department”, consists of all field uniformed patrol units, including the Traffic Section and the Crime Reduction Units. This program consists of six patrol districts: Wailuku, Lanai, Hana, Lahaina, Molokai, and Kihei. These patrol districts are responsible for providing services for the preservation of public peace, prevention of crime, and protection of life and property. The Traffic Section provides services in the enforcement of laws and ordinances pertaining to vehicular and pedestrian traffic on public highways. The Traffic Section also conducts criminal investigations of fatal and near-fatal motor vehicle crashes. The Crime Reduction Unit works with all patrol districts in identifying and combating specific crime trends.

### Key Activity Goals & Measures

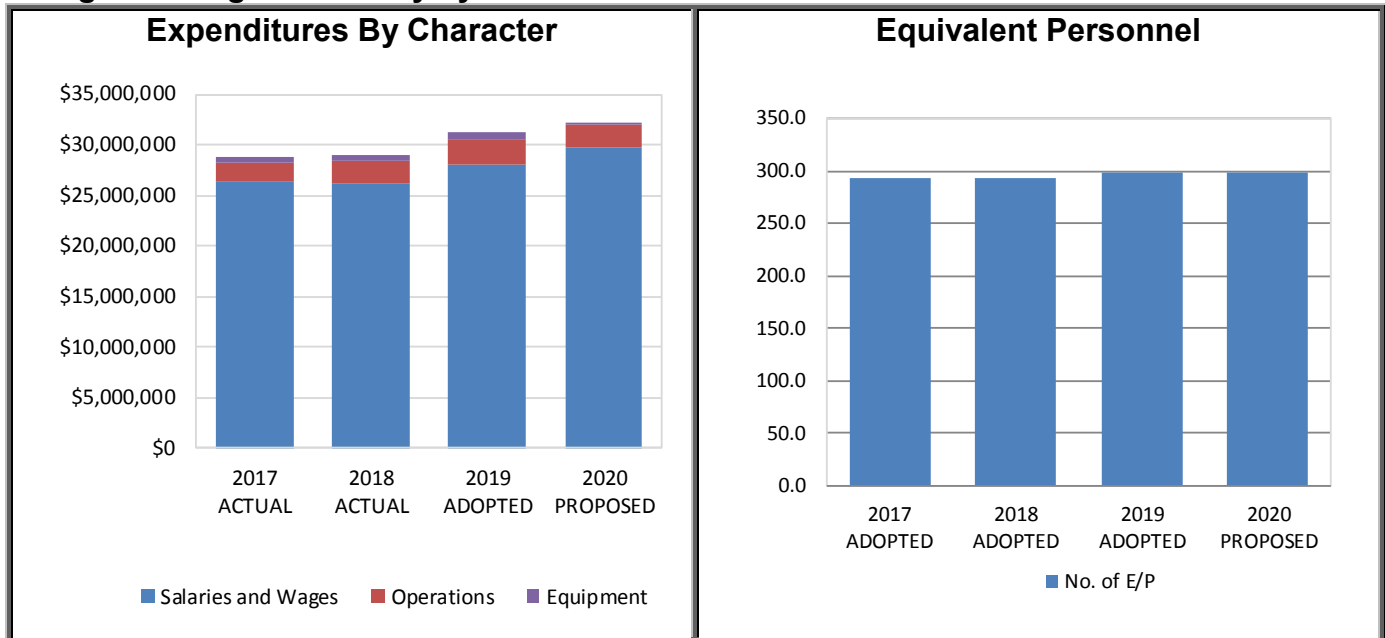
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Reduce crime and increase public safety with prevention methods.</i>				
1. Conduct special operations to prevent and suppress criminal activity by executing search warrants	% of USB search warrants cleared by arrest	76%	75%	75%
2. Provide highway and roadway safety through effective enforcement strategies	# of Operating Under Influence (OUI) arrests annually	764	1,000	1,000
	# of OUI sobriety checkpoints conducted annually	201	N/A	N/A
	# of drug and/or alcohol-related traffic fatalities annually	13	12	12

## Uniformed Patrol Services Program

### Key Activity Goals & Measures (Cont'd)

(Cont'd) GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Enhance quality of life.</i>				
1. To ensure a safe community through the preservation of public and domestic peace, prevention of crime, detection and arrest of offenders of the law, protection of personal and property rights, and the enforcement of all Federal and State laws and County ordinances	# of calls for service where an officer was assigned to respond to the incident	150,483	125,000	125,000
	% of response times for in-progress and high-priority calls for service under five minutes by District (from time officer is dispatched to arrival on-scene)	69%	95%	95%

### Program Budget Summary by Fiscal Year – General Fund



## Uniformed Patrol Services Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$4,824,692	\$4,792,334	\$3,964,500	\$4,453,400	\$488,900	12.3%
WAGES & SALARIES	\$21,473,810	\$21,475,030	\$24,177,301	\$25,299,812	\$1,122,511	4.6%
<b>Salaries and Wages Total</b>	<b>\$26,298,502</b>	<b>\$26,267,364</b>	<b>\$28,141,801</b>	<b>\$29,753,212</b>	<b>\$1,611,411</b>	<b>5.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$338,317	\$320,224	\$393,067	\$422,957	\$29,890	7.6%
OTHER COSTS	\$368,506	\$413,388	\$425,350	\$435,750	\$10,400	2.4%
SERVICES	\$662,408	\$679,594	\$889,546	\$810,380	-\$79,166	-8.9%
TRAVEL	\$44,724	\$101,323	\$75,650	\$60,800	-\$14,850	-19.6%
UTILITIES	\$521,558	\$598,708	\$617,352	\$603,493	-\$13,859	-2.2%
<b>Operations Total</b>	<b>\$1,935,513</b>	<b>\$2,113,238</b>	<b>\$2,400,965</b>	<b>\$2,333,380</b>	<b>-\$67,585</b>	<b>-2.8%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$540,934	\$544,133	\$697,140	\$41,100	-\$656,040	-94.1%
<b>Equipment Total</b>	<b>\$540,934</b>	<b>\$544,133</b>	<b>\$697,140</b>	<b>\$41,100</b>	<b>-\$656,040</b>	<b>-94.1%</b>
<b>Program Total</b>	<b>\$28,774,949</b>	<b>\$28,924,735</b>	<b>\$31,239,906</b>	<b>\$32,127,692</b>	<b>\$887,786</b>	<b>2.8%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Dog Warden	1.0	1.0	1.0	1.0	0.0	N/A
Dog Warden (Half time)	0.5	0.5	0.5	0.5	0.0	N/A
Emergency Services Dispatcher II	5.0	5.0	5.0	5.0	0.0	N/A
Evidence Custodian	1.0	1.0	1.0	1.0	0.0	N/A
MVA Reconstruction Technician	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant II	7.0	7.0	7.0	7.0	0.0	N/A
Police Captain	4.0	4.0	4.0	4.0	0.0	N/A
Police Lieutenant	12.0	12.0	12.0	12.0	0.0	N/A
Police Officer II	142.0	142.0	148.0	148.0	0.0	N/A
Police Officer II - CRU	2.0	2.0	2.0	2.0	0.0	N/A
Police Officer II - FTO	11.0	11.0	11.0	11.0	0.0	N/A
Police Officer II - FTO	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer II - Park Patrol	2.0	2.0	2.0	2.0	0.0	N/A
Police Officer III	13.0	13.0	13.0	13.0	0.0	N/A
Police Officer III - CPO	4.0	4.0	4.0	4.0	0.0	N/A
Police Officer III - CRU	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - FTO	8.0	8.0	8.0	8.0	0.0	N/A
Police Officer III - Haiku	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Honokowai	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Kahului	2.0	2.0	2.0	2.0	0.0	N/A
Police Officer III - Kula	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Makawao	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Napili	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Paia	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Pukalani	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - SRO	3.0	3.0	3.0	3.0	0.0	N/A
Police Officer III - VOPS	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III - Wailuku	1.0	1.0	1.0	1.0	0.0	N/A
Police Officer III- CRU	1.0	1.0	1.0	1.0	0.0	N/A
Police Sergeant	34.0	34.0	34.0	34.0	0.0	N/A

## Uniformed Patrol Services Program

## Equivalent Personnel Summary by Position Title – General Fund (Cont'd)

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Police Sergeant - CPO	1.0	1.0	1.0	1.0	0.0	N/A
Police Sergeant - CRU	2.0	2.0	2.0	2.0	0.0	N/A
Police Sergeant - VOPS	1.0	1.0	1.0	1.0	0.0	N/A
Public Safety Aide	12.0	12.0	12.0	12.0	0.0	N/A
Public Safety Aide - Lahaina Patrol District	1.0	1.0	1.0	1.0	0.0	N/A
School Crossing Guard - Waihee	0.0	0.2	0.2	0.2	0.0	N/A
School Crossing Guard (31 @\$14x 10 hrs/37 wks)	5.6	5.6	5.6	5.6	0.0	N/A
School Crossing Guards - Puu Kukui School	0.4	0.4	0.4	0.4	0.0	N/A
Solo Bike Traffic Enforcement	4.0	4.0	4.0	4.0	0.0	N/A
Supervising Emergency Services Dispatcher	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>292.5</b>	<b>292.7</b>	<b>298.7</b>	<b>298.7</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
910075A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$21,386	0.0
910083A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$75,454	0.0
910091A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$34,493	0.0
910109A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$135,564	0.0
910117A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$669,593	0.0
910133A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$74,538	0.0
910208A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$111,483	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
910117B-6035 Miscellaneous Supplies: Additional funding for Speed Team: (30) Tactical Trauma First Aid Kits; Tactical vests, web belts, attachments & mounts/CRU: \$650 for entry tool kit.	\$17,650	
910133B-6035 Miscellaneous Supplies: Increase to the average, JPO picnic, crossing guard equipment.	\$14,000	
<b>TRAVEL:</b>		
910083B-6201 Airfare, Transportation: Decrease to the average of historical amounts.	-\$10,000	

## Uniformed Patrol Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>SERVICES:</b>		
910091B-6132 Professional Services: \$39,000 Deletion of one-time appropriation for repairs to Police cottage; addition of \$3,150 station netting/mitigation measures.	-\$35,850	
910091B-6138 R & M - Services/Contracts: Increase based on the average of historical amounts.	\$10,000	
910133B-6132 Professional Services: Decrease based on the average of historical amounts.	-\$100,000	
910208B-6132 Professional Services: Additional funding for inspection of generators and incinerator.	\$12,000	
<b>OTHER COSTS:</b>		
910117B-6255 Uniform Allowance: Decrease based on the average of historical amounts.	-\$19,800	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910083C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$112,000	
910109C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$158,000	
910117C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$234,000	
910133C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$51,000	
910133C-7044 Other Equipment: Deletion of one-time appropriation in FY 2019.	-\$15,000	
910208C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$102,000	

## Expansion Budget Request from FY 2019 Adopted Budget

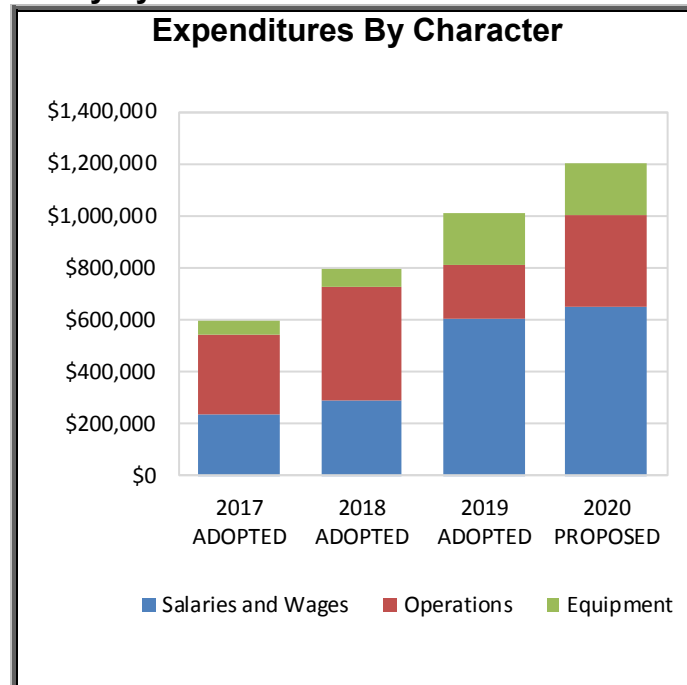
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
910075A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$20,425	0.0
910083A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$41,550	0.0
910091A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$20,600	0.0
910109A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$84,100	0.0
910117A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$193,575	0.0
910133A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$32,025	0.0
910208A-5215 Premium Pay: Additional funding for lump sum payments per BU12 contract.	\$101,125	0.0
<b>Operations</b>		
None	\$0	
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P

## Uniformed Patrol Services Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910083C-7044 Other Equipment: Purchase of one UTV @ \$14,000 each, replacement of one Office Table for Squad Room @ \$1,300 each , replacement of one Office Desk for CID Office @ \$1,800, and purchase of one Police Bicycle @ \$2,500.	\$19,600	
910133C-7044 Other Equipment: Purchase of six Wireless Communications System @ \$2,500 each.	\$15,000	
910208C-7044 Other Equipment: Purchase of one Forensic Drying Cabinet @ \$6,500 each.	\$6,500	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$534,500</b>	<b>0.0</b>

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Uniformed Patrol Services Program

### Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$238,945	\$291,686	\$601,000	\$651,000	\$50,000	8.3%
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$238,945</b>	<b>\$291,686</b>	<b>\$601,000</b>	<b>\$651,000</b>	<b>\$50,000</b>	<b>8.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$14,904	\$6,484	\$68,000	\$75,000	\$7,000	10.3%
OTHER COSTS	\$8,196	\$38,552	\$10,000	\$10,000	\$0	N/A
SERVICES	\$40,822	\$107,525		\$80,000	\$80,000	N/A
TRAVEL	\$77,372	\$67,749	\$134,000	\$185,000	\$51,000	38.1%
INTERFUND COST RECLASSIFICATION	\$162,391	\$214,531	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$303,685</b>	<b>\$434,841</b>	<b>\$212,000</b>	<b>\$350,000</b>	<b>\$138,000</b>	<b>65.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$56,444	\$67,774	\$196,000	\$200,000	\$4,000	2.0%
<b>Equipment Total</b>	<b>\$56,444</b>	<b>\$67,774</b>	<b>\$196,000</b>	<b>\$200,000</b>	<b>\$4,000</b>	<b>2.0%</b>
<b>Program Total</b>	<b>\$599,074</b>	<b>\$794,301</b>	<b>\$1,009,000</b>	<b>\$1,201,000</b>	<b>\$192,000</b>	<b>19.0%</b>

### Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Uniformed Patrol Services Program does not have equivalent personnel funded through the Grant Revenue Fund.

### Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Special Duty Services - Lahaina Activities (Private Program)	No	No	\$1,000	\$0	\$0	\$0
Special Enforcement (Private) Program	No	No	\$1,000	\$0	\$0	\$0
Department of Transportation Highway Safety	No	No	\$859,000	\$890,000	\$1,008,000	\$1,200,000
Edward Byrne Memorial Justice Assistance Grant	No	No	\$3,000	\$1,000	\$1,000	\$1,000
<b>Total</b>			<b>\$864,000</b>	<b>\$891,000</b>	<b>\$1,009,000</b>	<b>\$1,201,000</b>

### Grant Award Description

#### Department of Transportation Highway Safety

**Child Restraint Program** - The State Department of Transportation provides funding to reduce motor vehicle- related crash injuries and/or fatalities in the areas of speed, occupant protection, and pedestrian and bicycle safety by conducting safe community activities. These include speed demonstrations, child safety seat inspections, ensuring proper use of child restraints and booster seats, pedestrian and bicycle safety workshops, and the development of additional safe community groups on Maui.



**Uniformed Patrol Services Program****Grant Award Description (Cont'd)****Department of Transportation Highway Safety (Cont'd)**

**Distracted Driving Enforcement Grant** - The goal of the grant is to reduce the number of drivers using electronic mobile devices while operating a motor vehicle, through education and enforcement.

**Roadblock Enforcement/Youth Deterrence** - The State Department of Transportation provides funding to: conduct Driving Under the Influence (DUI) checkpoints, which can reduce motor vehicle collision injuries and fatalities caused by alcohol and/or drug impaired drivers; and increase enforcement of the liquor laws pertaining to possession, consumption, and purchasing of alcohol by underage individuals.

**Seat Belt Program/Occupant Protection Program** - The State Department of Transportation provides funding to help reduce fatalities and injuries to all occupants of motor vehicle collisions by increasing seatbelt and child restraint usage through education.

**Speed Enforcement Program** - The State Department of Transportation provides funding to reduce speeding-related motor vehicle collision injuries and/or fatalities through speed enforcement programs, including selective enforcement and working with community groups in speed awareness programs.

**Traffic Data Records Program** - The State Department of Transportation provides funding to develop and maintain data as well as increase the accuracy of motor vehicle crash reports on a timely basis by acquiring personal computers, peripherals, and training to perform such tasks.

**Traffic Services/Traffic Reconstruction Program** - The State Department of Transportation provides funding to improve the efficiency of traffic investigations for fatal or near-fatal motor vehicle crashes.

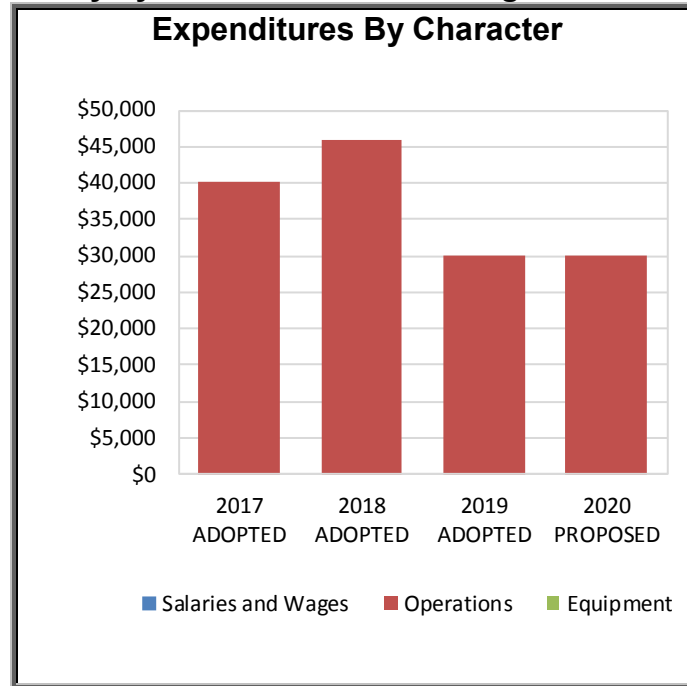
**Other** - Any other grant provided by the Department of Transportation Highway Safety Division that is unknown at this time.

**Edward Byrne Memorial Justice Assistance Grant**

**Other** - Any other grant provided by the State Department of the Attorney General's Office that is unknown at this time.

## Uniformed Patrol Services Program

### Program Budget Summary by Fiscal Year – Revolving Fund



### Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$1,560	\$1,580	\$0	\$0	\$0	N/A
SERVICES	\$38,538	\$44,386	\$30,000	\$30,000	\$0	N/A
TRAVEL	\$0	\$0	\$0	\$0	\$0	N/A
UTILITIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$40,098</b>	<b>\$45,966</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$40,098</b>	<b>\$45,966</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$0</b>	<b>N/A</b>

### Equivalent Personnel Summary by Position Title – Revolving Fund

The Uniformed Patrol Services Program does not have equivalent personnel funded through the Revolving Fund.

**Technical and Support Services Program****Program Description**

The Technical and Support Services Program plans, directs, and coordinates clerical, technical, and logistical support for other law enforcement units. Components include the Technical Services Section (Records, Motorpool, Radio Shop, and Building Maintenance); Communications Section; Community Relations Section; and the Plans, Training, Research and Development Section.

**Countywide Outcome(s)**

The Technical and Support Services Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County

**Population Served**

The Technical and Support Services Program serves all department personnel and the public.

**Services Provided**

Technical and Support Services is responsible for providing clerical, logistical, and technical support for the entire department. The Technical Services Section: maintains records of all legal instruments and reported incidents requiring police services; administers the permitting and registration of firearms; manages evidence; manages the maintenance and repair of all department vehicles; maintains the public safety communications infrastructure; manages capital improvement projects and facility maintenance; and maintains the public safety two-way radio communications for Police, Fire, Ocean Safety, Public Works, and other county agencies who depend on reliable communications day-to-day and during crisis events.

The Communications Section is comprised of Dispatch and the Receiving Desk. Dispatch receives all calls for assistance for police, fire, and ambulance, and dispatches the appropriate personnel to assist while providing radio communications to field units. The Receiving Desk is the central booking and holding facility for all arrests.

The Community Relations Section develops and maintains rapport with the community by designing programs to provide students and people of the community with meaningful experiences related to functions of the law, and identifying and defining problems between police and the community. The Commander of the Community Relations Section also acts as the Public Information Officer for the department.

The Plans, Training and Development Section (PTD) provides recruit training, annual recall training, and other specialized training for department personnel. The PTD is also responsible for new equipment and techniques, and reviewing and evaluating training needs of the department as well as the development of immediate and long-range training programs.

The Records Section is the designated repository for all criminal and civil reports and investigations. This section is also responsible for firearms acquisition and registration, covered offender registration logging and maintaining criminal warrants, and retaining and storage of evidence. It services the public and other agencies with providing police reports and all motor vehicle accident reports.

## Technical and Support Services Program

### Services Provided (Cont'd)

The Technical Services Unit was established in FY 2014 with three Police Officers to support the use of the computerized Jail Management System and the Records Management System. This unit is responsible for training personnel on the use of computer systems, coordinating user interfaces with the Hawaii Criminal Justice System and coordinating equipment replacements with the County of Maui's Information Technology Section.

The Motor-Pool Section is responsible for the continuous operations of the department's fleet of vehicles. The unit develops specifications for vehicle purchases and services, and maintains our vehicles.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Enhance personnel development.</i>				
1. To maintain a versatile and disciplined police department necessary to meet the rising demands of law enforcement through effective leadership, planning, education, training and compliance to accreditation standards	# of specialized training sessions attended by department personnel annually where the employee rated the training to be satisfactory or above	541	N/A	N/A
2. Promote diversity through effective recruitment to match the workforce population	A minimum of two directed recruitment drives are conducted annually	5	2	2
3. Measure community satisfaction for police programs and determine the level of unreported and under-reported crime bi-annually. The bi-annual survey will assist the Department in determining how much confidence citizens have in asking the police for help	A Citizen's Survey is conducted every two years to measure community satisfaction with police services and programs	1	1	1
<i>Goal #2: Promote emergency preparedness.</i>				
1. Provide first responders with specialized clothing and equipment for protection against health and safety hazards	% of body armor replaced annually (sworn officers)	22%	20%	20%

## Technical and Support Services Program

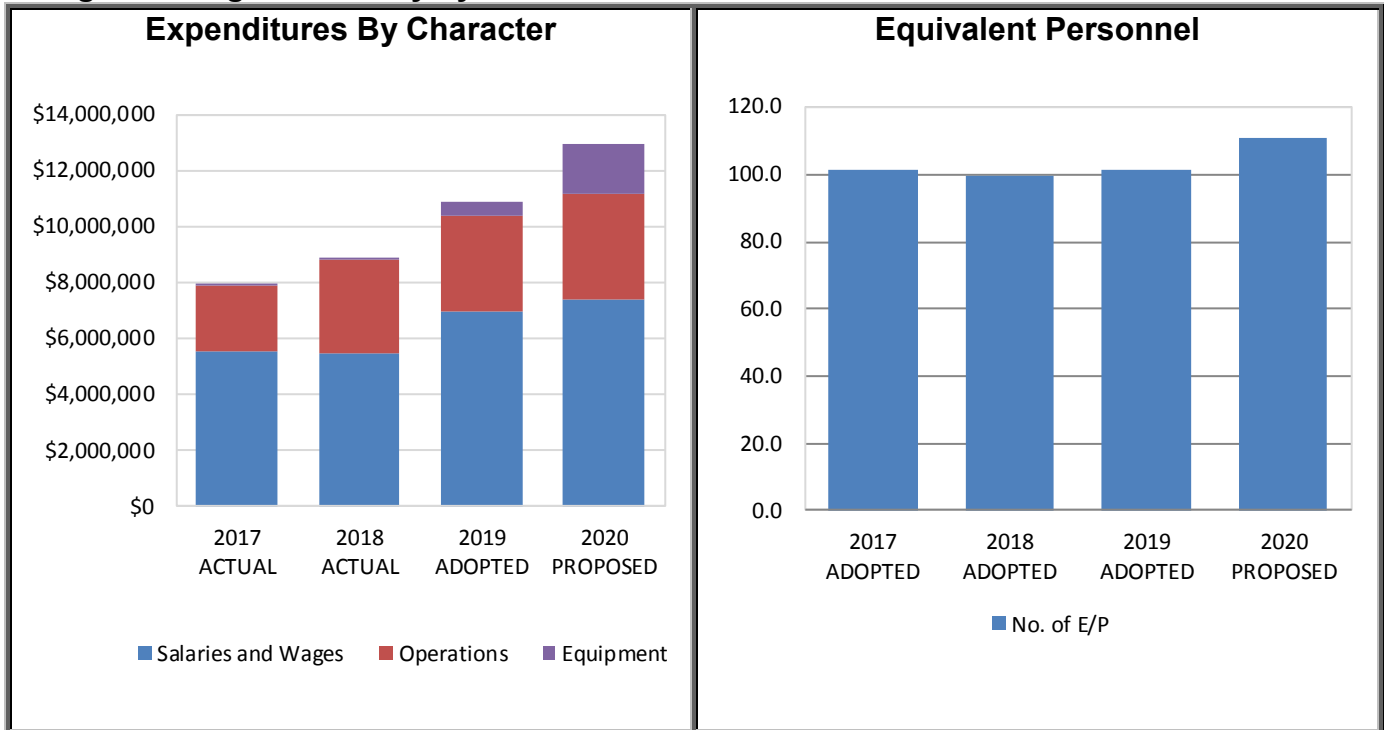
## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Promote emergency preparedness (Cont'd).</i>				
2. Conduct vulnerability assessments and participate in training and exercises	An average of one Emergency Preparedness exercise (EPIC) conducted each month <sup>1</sup>	24	24	24
3. Prepare and maintain MPD's capabilities to address homeland security and man-made/natural disasters through interoperable communications	% of mobile and portable radios maintained annually	52%	90%	90%
<i>Goal #3: Foster outside agency and community partnerships.</i>				
1. Invest in youth development strategies for our schools and our children	# of Drug Abuse Resistance Education (DARE) classes conducted	142	230	230
2. Support community programs and activities by promoting community involvement and providing instruction in crime prevention and safe neighborhoods	# of new Neighborhood Crime Watch programs established	5	10	10
	# of community outreach activities and programs participated in annually	367	12	12

<sup>1</sup>The EPIC Awareness Program offers community organizations and institutions the opportunity for the Maui Police Department to come to their location and conduct an active shooter scenario. The purpose of the exercise is to provoke thought for community organizations and institutions to implement policies and procedures for an active shooter or terrorist type incident. Through the EPIC Awareness Program, a bridge of awareness and preparedness is created between the Maui Police Department and our Community Partners. That bridge is the bridge to a stronger community.

## Technical and Support Services Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$778,041	\$913,108	\$577,234	\$629,409	\$52,175	9.0%
WAGES & SALARIES	\$4,746,205	\$4,554,567	\$6,358,823	\$6,759,598	\$400,775	6.3%
<b>Salaries and Wages Total</b>	<b>\$5,524,246</b>	<b>\$5,467,675</b>	<b>\$6,936,057</b>	<b>\$7,389,007</b>	<b>\$452,950</b>	<b>6.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$557,723	\$599,701	\$610,682	\$805,152	\$194,470	31.8%
OTHER COSTS	\$152,621	\$178,273	\$125,425	\$166,075	\$40,650	32.4%
SERVICES	\$1,543,239	\$2,341,238	\$2,560,331	\$2,697,631	\$137,300	5.4%
TRAVEL	\$0	\$23,602	\$0	\$0	\$0	N/A
UTILITIES	\$122,127	\$186,309	\$133,954	\$132,179	-\$1,775	-1.3%
<b>Operations Total</b>	<b>\$2,375,711</b>	<b>\$3,329,125</b>	<b>\$3,430,392</b>	<b>\$3,801,037</b>	<b>\$370,645</b>	<b>10.8%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$47,803	\$99,862	\$516,660	\$1,773,755	\$1,257,095	243.3%
<b>Equipment Total</b>	<b>\$47,803</b>	<b>\$99,862</b>	<b>\$516,660</b>	<b>\$1,773,755</b>	<b>\$1,257,095</b>	<b>243.3%</b>
<b>Program Total</b>	<b>\$7,947,760</b>	<b>\$8,896,662</b>	<b>\$10,883,109</b>	<b>\$12,963,799</b>	<b>\$2,080,690</b>	<b>19.1%</b>

## Technical and Support Services Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Auto Service Utility Worker	1.0	1.0	1.0	1.0	0.0	N/A
Automotive Mechanic I				0.0	0.0	N/A
Building Maintenance Repairer I	1.0	1.0	1.0	1.0	0.0	N/A
Communications Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Department Contracts Coordinator				0.0	0.0	N/A
Emergency Services Coordinator	1.0	0.0	0.0	0.0	0.0	N/A
Emergency Services Dispatch Coordinator	0.0	0.0	1.0	1.0	0.0	N/A
Emergency Services Dispatcher II	35.0	35.0	35.0	35.0	0.0	N/A
Firearms Registration Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Information Systems Analyst III	0.0	0.0	1.0	1.0	0.0	N/A
Motorpool Attendant (\$12x19/wkx52)	1.0	1.0	1.0	1.0	0.0	N/A
Motorpool Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant II				0.0	0.0	N/A
Office Operations Assistant II	3.0	3.0	3.0	3.0	0.0	N/A
Office Operations Assistant II (WP)	1.0	1.0	1.0	1.0	0.0	N/A
Police Cadets P/T (19 hrs/wk)				8.0	8.0	N/A
Police Captain	1.0	1.0	1.0	1.0	0.0	N/A
Police Evidence Custodian	2.0	2.0	2.0	2.0	0.0	N/A
Police Evidence Custodian I	1.0	1.0	1.0	1.0	0.0	N/A
Police Evidence Custodian II	1.0	1.0	1.0	1.0	0.0	N/A
Police Lieutenant	3.0	3.0	3.0	3.0	0.0	N/A
Police Major	1.0	0.0	0.0	0.0	0.0	N/A
Police Officer (COPS Grant)				1.0	1.0	N/A
Police Officer I	7.0	7.0	7.0	7.0	0.0	N/A
Police Officer III	5.0	5.0	5.0	5.0	0.0	N/A
Police Officer III - DARE	4.0	4.0	4.0	4.0	0.0	N/A
Police Report Reviewer II	4.0	4.0	4.0	4.0	0.0	N/A
Police Sergeant	9.0	9.0	9.0	9.0	0.0	N/A
Police Sergeant (COPS Grant)				0.3	0.0	N/A
Police Warrants Clerk	3.0	3.0	3.0	3.0	0.0	N/A
Public Information Officer				0.0	0.0	N/A
Radio Technician I	2.0	2.0	2.0	2.0	0.0	N/A
Radio Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Records Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Senior Police Warrants Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Service Station Attendant	1.0	1.0	1.0	1.0	0.0	N/A
Service Station Attendant - 19 Hours	0.5	0.5	0.5	0.5	0.0	N/A
Statistics Clerk	2.0	2.0	2.0	2.0	0.0	N/A
Supervising Emergency Dispatcher	2.0	2.0	2.0	2.0	0.0	N/A
Supervising Emergency Services Dispatcher	3.0	3.0	3.0	3.0	0.0	N/A
<b>Program Total</b>	<b>101.5</b>	<b>99.5</b>	<b>101.5</b>	<b>110.8</b>	<b>9.3</b>	<b>9.1%</b>



## Technical and Support Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
910166A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$33,818	0.0
910174A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$26,379	0.0
910190A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract, and two positions relocations.	\$11,851	0.0
910430A-5101 Regular Wages: Adjustments in salaries based on SOCD and 2% ATB per BU12 contract.	\$33,352	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
910166B-6034: Medical & Safety Supplies: Deletion of one-time appropriation for a NARCAN purchase.	-\$10,000	
910166B-6035 Miscellaneous Supplies: Replacement of cartridges & batteries for Taser x2.	\$75,000	
910166B-6060 Small Equipment - under \$1000: Increase for 20 Remington shotguns & 10 Smith & Wesson M&P 15.	\$17,420	
910174B-6035 Miscellaneous Supplies: Increase for recruiting supplies & summer leadership.	\$10,000	
910182B-6035 Miscellaneous Supplies: Increase based on average of historical amounts.	\$55,000	
910491B-6031 Repairs & Maintenance Supplies: Increase based on average of historical amounts.	\$30,000	
<b>SERVICES:</b>		
910160B-6138 R&M Services/Contracts: Increase costs of AT&T Sim Cards, Hawaiian Telcome, C&C Honolulu data processing charges.	\$50,000	
910174B-6132 Professional Services: Increase for Helicopter for DARE rally and Summer Leadership Program.	\$12,500	
910182B-6132 Professional Services: Deletion of one-time appropriation for radio shop assessment.	-\$100,000	
910190B-6138 R&M - Services/Contracts: Decrease based on the average of historical amounts.	-\$20,000	
910190B-6143 Repairs & Maintenance Vehicles: Increase based on the average of historical amounts.	\$100,000	
910491B-6132 Professional Services: \$28,000 Increase based on the average of historical amounts and \$30,000 consultants fees (design/specs of entry/exit gates & Lanai Sallry port specs.	\$58,000	
910491B-6135 Repairs & maint. Buildings: Increase based on the average of historical amounts.	\$15,000	
<b>OTHER COSTS:</b>		
910182B-6235 Rentals: Increase based on the average of historical amounts.	\$10,000	
910430B-6218 Meal Allowance: Increase based on the historical amounts.	\$14,000	

## Technical and Support Services Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910166C-7044 Other Equipment: Deletion of one-time appropriation in FY 2019.	-\$90,000	
910166C-7060 Weapons, shotguns, etc.: Deletion of one-time appropriation in FY 2019.	-\$72,000	
910174C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$95,000	
910182C-7032 Software Programs: Deletion of one-time appropriation in FY 2019.	-\$70,000	
910182C-7044 Other Equipment: Deletion of one-time appropriation in FY 2019.	-\$179,500	

## Expansion Budget Request from FY 2019 Adopted

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
910166A-5101 Regular Wages: Proposed expansion positions for 5 Police Sergeant (.25 EP each) and 18 Police Cadets (.5 EP each)	\$85,480	1.25
910174A-5101 Regular Wages: Proposed expansion positions for 18 Police Cadets (.5 EP each).	\$200,000	8.00
<b>OTHER PREMIUM PAY:</b>		
910158A-5250 Salary Adjustments: Additional funding for lump sum payment based on BU12 contract.	\$2,000	0.0
910160A-5250 Salary Adjustments: Additional funding for lump sum payment based on BU12 contract.	\$5,850	0.0
910166A-5250 Salary Adjustments: Additional funding for lump sum payment based on BU12 contract.	\$9,575	0.0
910174A-5250 Salary Adjustments: Additional funding for lump sum payment based on BU12 contract and for recruitment incentive for PDs, Pos, & ESDs.	\$23,425	0.0
910430A-5250 Salary Adjustments: Additional funding for lump sum payment based on BU12 contract.	\$24,425	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
910166B-6035 Miscellaneous Supplies: Related operation costs for the proposed expansion positions.	\$4,500	
<b>UTILITIES:</b>		
910166B-6152 Cellular Telephone: Related operation costs for the proposed expansion positions.	\$500	
<b>OTHER COSTS:</b>		
910166B-6217 Gun Allowance: Related operation costs for the proposed expansion positions.	\$5,000	
910166B-6255 Uniform Allowance: Related operation costs for the proposed expansion positions.	\$1,500	

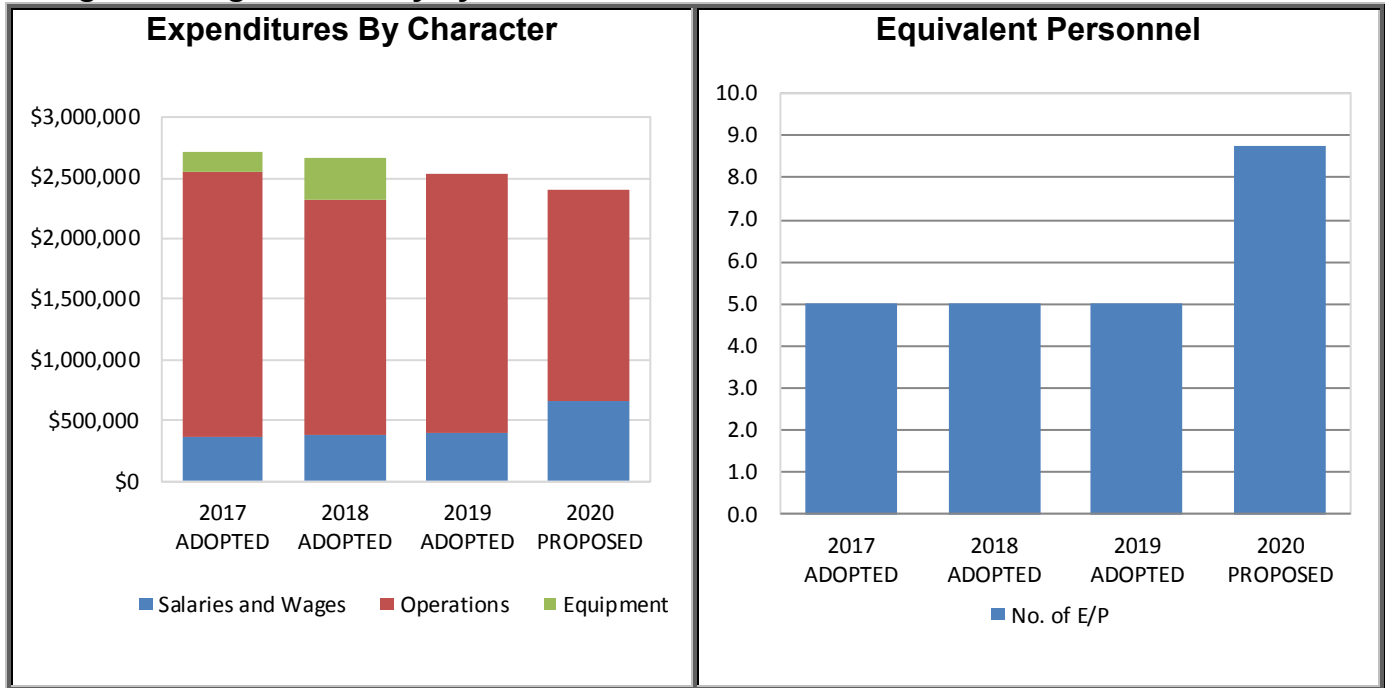
## Technical and Support Services Program

## Expansion Budget Request from FY 2018 Adopted (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
910158C-7044 Other Equipment: Purchase of one Multifunction Copy Machine @ \$4,753 each.	\$4,753	
910166C-7044 Other Equipment: Purchase of five Tasers @ \$1,200 each for COPS grant, five of portable radio @ \$1,300 each for COPS grant, five of Body Worn Camera @ \$1,500 each for COPS grant, 75 of Tasers @ \$1,200 each, 40 of Body Worn Cameras @ \$1,500 each, one of Situational Training & Response Simulator @ \$250,000 and six of Automated Electronic Defibrillator @ \$1,667 each.	\$334,002	
910166C-7060 Weapons, shotguns, etc.: Purchase of 80 Tasers @ \$1,200 each.	\$96,000	
910190C-7040 Motor Vehicles: Purchase of three Marked SUV for COPS grant proposed expansion position @ \$56,000 each, replacement of 18 Marked Patrol @ \$56,000 each, replacement of two Unmarked Sedan @ \$31,000 each, replacement of one Unmarked SUV @ \$45,000 each and replacement of one Unmarked Patrol @ \$56,000 each.	\$1,339,000	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$2,136,010</b>	<b>9.3</b>

## Technical and Support Services Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$85,567	\$99,197	\$91,466	\$161,669	\$70,203	76.8%
WAGES & SALARIES	\$280,379	\$281,743	\$300,420	\$501,390	\$200,970	66.9%
<b>Salaries and Wages Total</b>	<b>\$365,946</b>	<b>\$380,941</b>	<b>\$391,886</b>	<b>\$663,059</b>	<b>\$271,173</b>	<b>69.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$697	\$44,661	\$111,000	\$108,000	-\$3,000	-2.7%
OTHER COSTS	\$14,368	\$15,244	\$8,376	\$22,287	\$13,911	166.1%
SERVICES	\$1,843,302	\$1,078,110	\$1,310,000	\$934,000	-\$376,000	-28.7%
SPECIAL PROJECTS			\$15,000	\$15,000	\$0	N/A
TRAVEL	\$47,325	\$48,425	\$48,000	\$24,000	-\$24,000	-50.0%
UTILITIES	\$280,139	\$756,375	\$642,000	\$642,000	\$0	N/A
<b>Operations Total</b>	<b>\$2,185,831</b>	<b>\$1,942,814</b>	<b>\$2,134,376</b>	<b>\$1,745,287</b>	<b>-\$389,089</b>	<b>-18.2%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$170,298	\$340,692	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$170,298</b>	<b>\$340,692</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$2,722,075</b>	<b>\$2,664,447</b>	<b>\$2,526,262</b>	<b>\$2,408,346</b>	<b>-\$117,916</b>	<b>-4.7%</b>

## Technical and Support Services Program

### Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Emergency Services Dispatcher II	4.0	4.0	4.0	4.0	0.0	N/A
Police Officer	0.0	0.0	0.0	3.0	3.0	N/A
Police Sergeant	0.0	0.0	0.0	0.8	0.8	N/A
Supervising Emergency Services Dispatcher	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>	<b>8.8</b>	<b>3.8</b>	<b>0.0%</b>

### Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Community Oriented Policing Grants	No	No	\$0	\$0	\$0	\$200,970
Department of Health	No	No	\$383,660	\$379,376	\$400,262	\$484,376
Bulletproof Vest Partnership (BVP) Program	No	No	\$15,000	\$15,000	\$15,000	\$15,000
Department of Education	No	No	\$1,000	\$0	\$0	\$0
Edward Byrne Memorial Justice Assistance Grant (ARRA)	No	No	\$119,000	\$109,000	\$109,000	\$107,000
Edward Byrne Memorial Justice Assistance Grant	No	No	\$1,000	\$1,000	\$1,000	\$1,000
State E911 Wireless Commission	No	No	\$2,600,000	\$3,029,000	\$2,000,000	\$1,600,000
State Farm Neighborhood Assist Grant	No	No	\$0	\$1,000	\$1,000	\$0
<b>TOTAL</b>			<b>\$3,119,660</b>	<b>\$3,534,376</b>	<b>\$2,526,262</b>	<b>\$2,408,346</b>

### Grant Award Description

#### Department of Health

**911 Emergency Medical Service Program** - The State Department of Health provides funding for five full-time police radio dispatcher positions and a centralized 911 emergency receiving and dispatch communications center, for requests requiring emergency medical ambulance service.

#### Bulletproof Vest Partnership (BVP) Program

The Bureau of Justice Assistance Bulletproof Vest Partnership program provides funding for the purchase of armored vests in compliance with the National Institute of Justice requirements.

**Technical and Support Services Program****Edward Byrne Memorial Justice Assistance Grant**

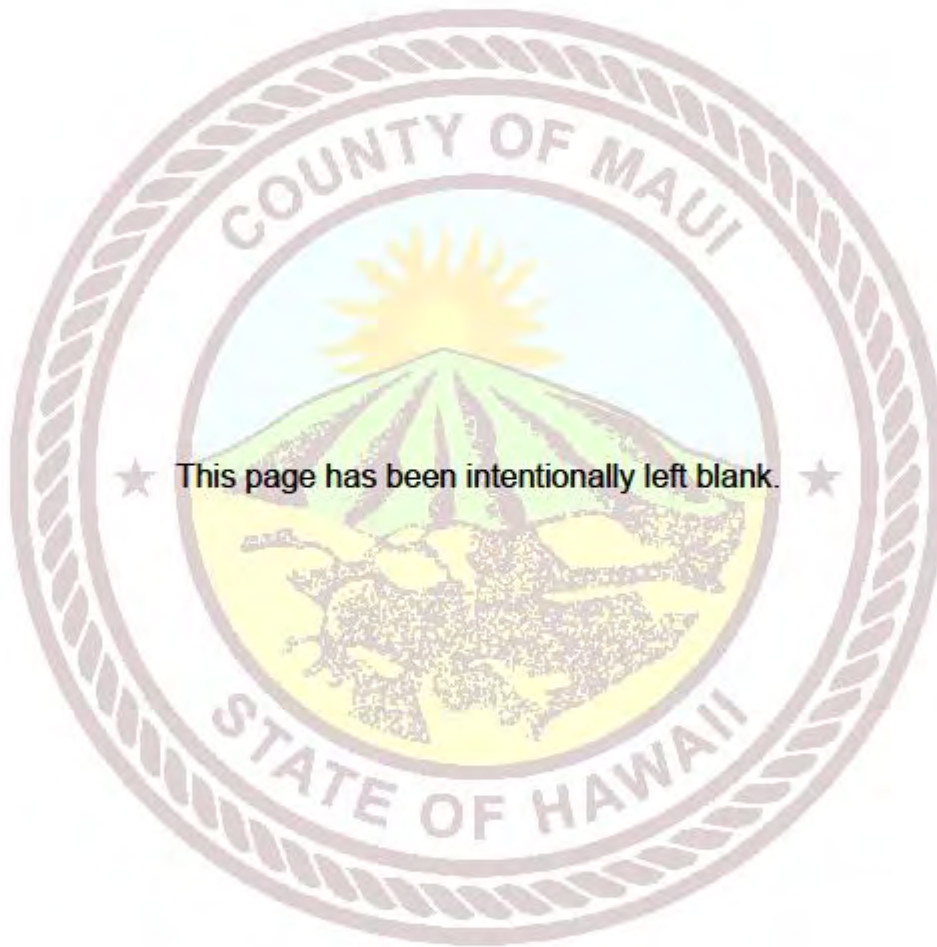
The Department of Justice allocated monies for the County of Maui. This grant is shared between the Police Department and the Prosecutor's Office.

**Edward Byrne Memorial Justice Assistance Grant - Competitive**

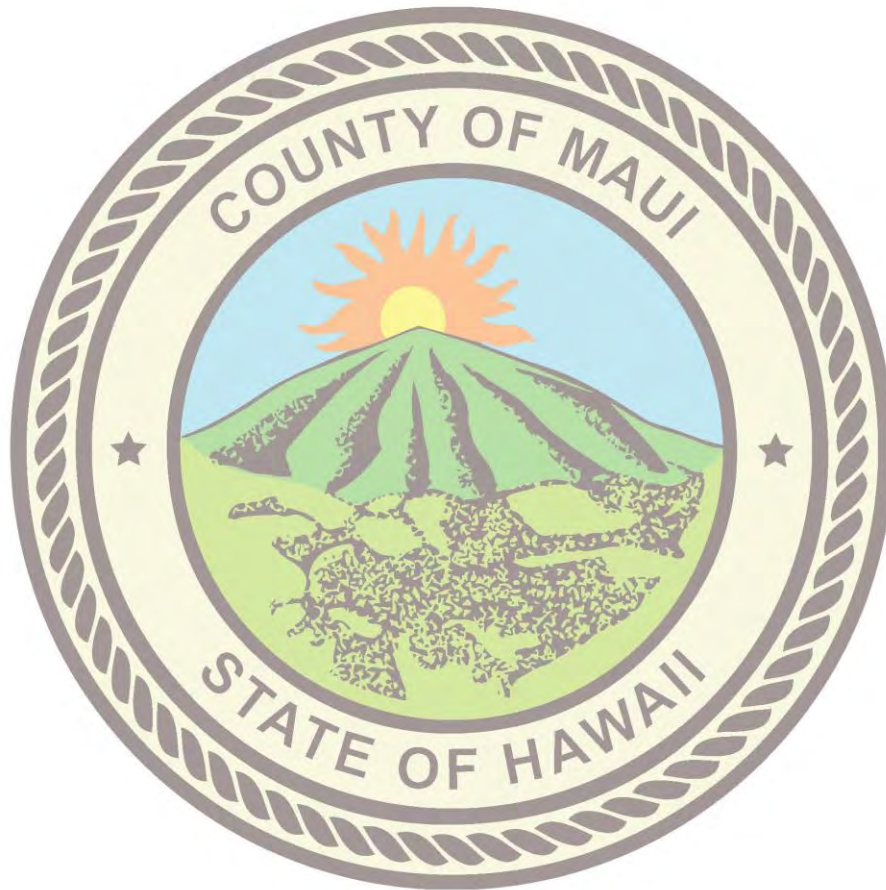
**Other** - Any other grant provided by the State Attorney General's Office that is unknown at this time.

**State E911 Wireless Commission**

The Maui Police Department will be receiving an annual amount from a surcharge collected by the State's E911 Wireless Commission from wireless phone users as described in Act 159. The monies are earmarked to cover deployment and operating costs. In addition, they are funding a 6-year contract between MPD and Pictometry International Corporation to provide a Pictometry Photographic System.





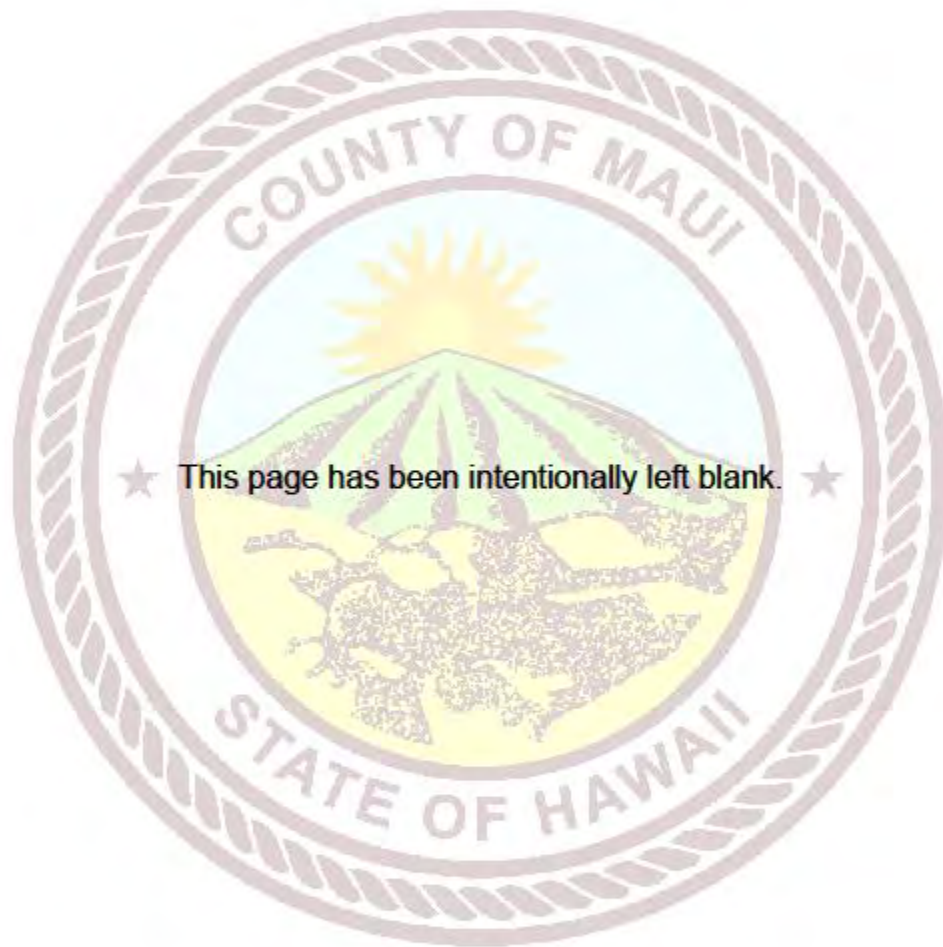


*Prosecuting*

---

# *Prosecuting Attorney*

---



★ This page has been intentionally left blank. ★

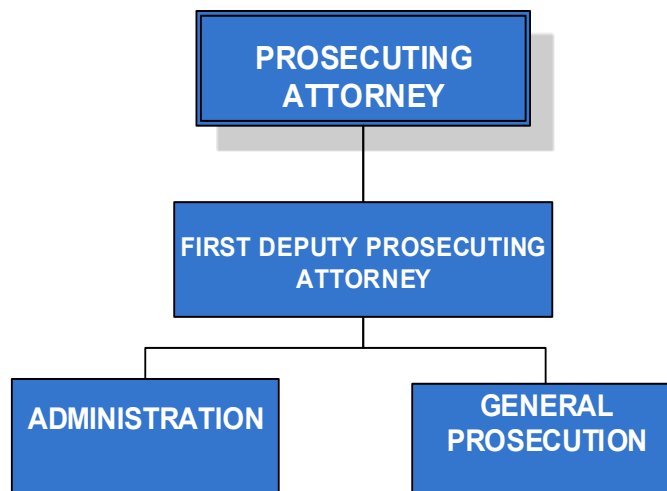
**Department Summary****Mission**

The Department of the Prosecuting Attorney's mission is to seek justice. Through leadership, the Prosecuting Attorney ensures that justice is done in a fair, effective, and efficient manner through a victim-centered approach in prosecution. This approach will assist the prosecuting attorneys in being efficient, effective, and responsible for all cases.

**Countywide Outcome(s)**

The Department of the Prosecuting Attorney supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Organization Chart****Strategies**

- Seek justice by prosecuting all cases through a victim-centered approach.
- Reduce the fear of the Criminal Justice System by increased public awareness of victimization by the criminal elements in our jurisdiction. Many criminal offenses are under-reported because of lack of knowledge or fear. We strive to educate all segments of our population using a multi-disciplinary team approach.
- Maintain the integrity of the department's staff by conducting timely performance evaluations, including completion of satisfaction surveys by victims and witnesses served by the staff.
- Recommend appropriate trainings to improve staff skills and knowledge for high performance outcomes.
- Continuous monitoring of staff in meeting time-sensitive tasks and quotas set by administration with the use of bi-weekly, monthly and annual reports from the department's tracking data system.
- Seek and apply for state and federal grants to supplement department's need for additional staff to assist in various units of the department, and to purchase needed technological equipment to improve presentations in court as well as the filing of legal documents.

**Department Summary****Operations**

- All prosecutors in the different units of the department adhere to prosecuting cases through a victim-centered approach, with vertical prosecution in certain cases for consistency through all phases of the judicial process and for positive prosecution outcomes. This model ensures the safety of the victims, witnesses, and the community.
- Prosecutors and clerical support prepare and submit accurate and appropriate documents that meet court deadlines. Prosecutors must also be fully prepared to appear in court upon their scheduled court appearance.
- To reduce crime rates and build awareness of crime activities, select administrative staff and prosecutors from each unit provide community crime prevention trainings and participate in crime prevention panels and boards.
- Employees in the department are responsible for attending trainings recommended by administration, in order to improve their skills and knowledge.
- Implementation of projects is administered and monitored by administration upon award of grants; administration must comply with timelines for the submittal of progress reports to the grantor to continue receiving grant funds.

**External Factors**

The Hawaii Legislature passed a new law pursuant to House Bill 1993, which increases the penalty for Abuse of a Family/Household Member from a misdemeanor to a class “C” felony where the physical abuse occurs in the presence of any family or household member who is less than 14 years of age. This new law will require additional and specialized investigation and prosecution because child witnesses are involved and child witness/victim dynamics need to be properly addressed. This will greatly increase the preparation of felony domestic violence cases within our department, as well as the number of felony domestic violence cases.

Additionally, the Hawaii Legislature passed a law pursuant to Act 218, SLH 204, SB 632 on July 7, 2014 which “established environmental courts as divisions of the circuit and district courts to hear proceedings, including certain chapter 91, Hawaii Revised Statutes, arising from certain environmental laws. It requires the Judiciary to convene a working group and report for the Legislature the total number of environmental-related cases filed in the last five years and recommendations for implementing environmental courts in the State.” This will also increase the number of crimes in the district and circuit court divisions of this department.

The department plans to carry on the services as specified in the County Charter with existing resources. The department will seek other funds by applying for state and federal grants to supplement staffing inadequacies, trainings and essential equipment due to budget constraints. The department will use asset/forfeiture funds for needed equipment, trainings and upgrading costs for its database system to interface properly with state and other law enforcement agencies databases.

In March 2017, the State of Hawaii Department of Budget and Finance, Administrative Services sent our department a letter stating that the Sheriff’s Overtime, Expert Witness fees, overtime for fugitive and defendant transport will not be reimbursable under HRS 621-7, 621-9, and 836-3. In the past these costs were being reimbursed by the State of Hawaii as a normal routine cost. Since receipt of that letter, our department has absorbed the cost from our General Prosecution Professional Services budget. In the past this budget covered expenses related to Court Reports transcript requests, on-call sex assault doctors, and Clinical Labs employee specimen testing. We now need to add the current per diem rate for in-state witnesses at \$13.75/quarter, with a maximum of \$55/24-hour period and out-

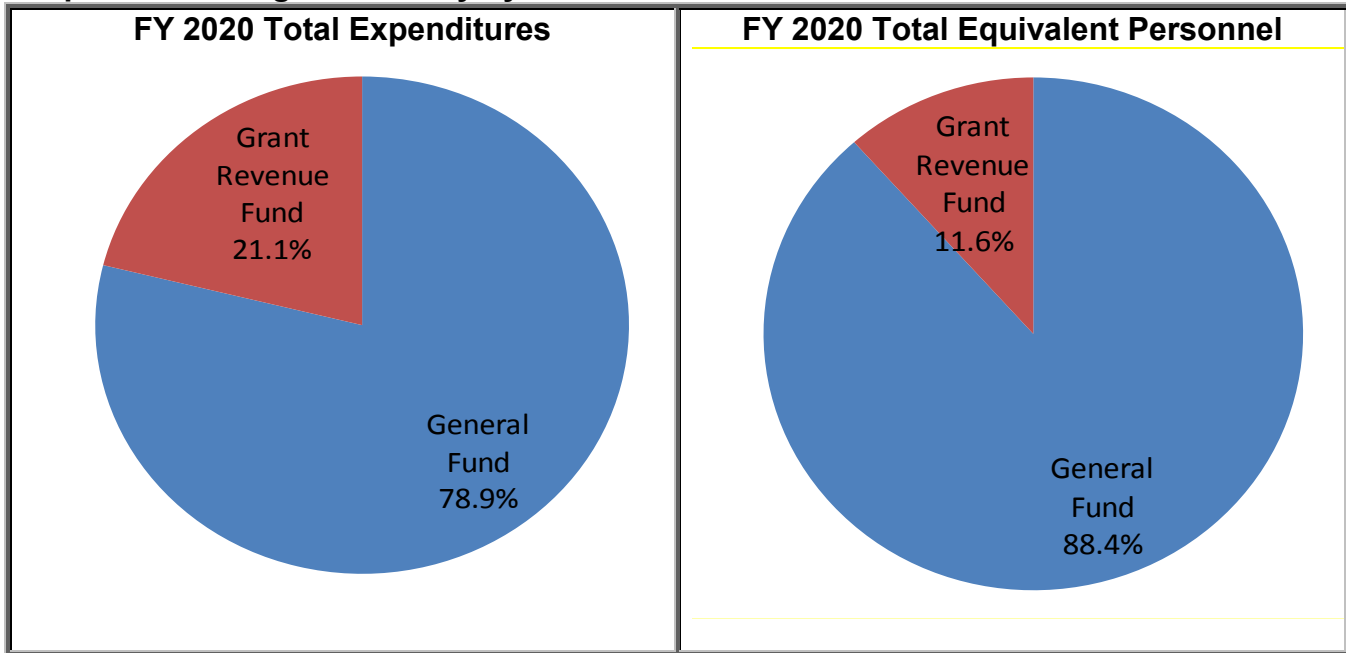
## Department Summary

of-state witness per diem rate at \$200/24-hour period. Total Expert Witness Fee on an average will run for In-State

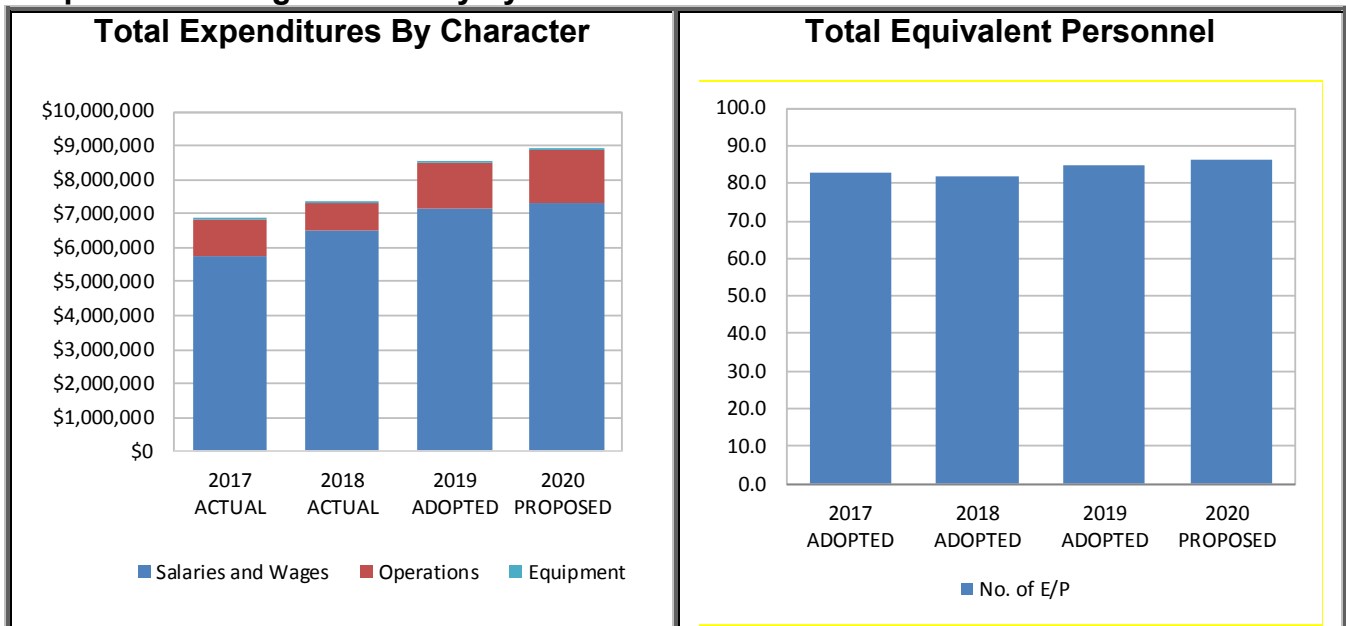
### External Factors (Cont'd)

\$1,500 per appearance, and for Out-of-State an average of \$3,000 per appearance. This amount does not include any research, trial prep, or phone calls fees, which can average \$2,500 per case.

### Department Budget Summary by Fund



### Department Budget Summary by Fiscal Year



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$5,628,147	\$6,296,956	\$7,117,019	\$7,224,265	\$107,246	1.5%
OTHER PREMIUM PAY	\$149,176	\$186,607	\$45,700	\$64,607	\$18,907	41.4%
<b>Salaries and Wages Total</b>	<b>\$5,777,323</b>	<b>\$6,483,563</b>	<b>\$7,162,719</b>	<b>\$7,288,872</b>	<b>\$126,153</b>	<b>1.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$44,528	\$65,953	\$35,000	\$35,250	\$250	0.7%
SERVICES	\$141,671	\$164,205	\$200,525	\$518,308	\$317,783	158.5%
UTILITIES	\$32,777	\$30,001	\$85,859	\$85,859	\$0	N/A
TRAVEL	\$176,622	\$224,687	\$306,318	\$299,230	-\$7,088	-2.3%
OTHER COSTS	\$498,276	\$185,224	\$249,588	\$208,388	-\$41,200	-16.5%
INTERFUND COST RECLASSIFICATION	\$140,021	\$153,188	\$384,755	\$399,535	\$14,780	3.8%
SPECIAL PROJECTS			\$50,000	\$50,000	\$0	N/A
<b>Operations Total</b>	<b>\$1,033,896</b>	<b>\$823,258</b>	<b>\$1,312,045</b>	<b>\$1,596,570</b>	<b>\$284,525</b>	<b>21.7%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$4,662	\$10,708	\$1,000	\$1,000	\$0	N/A
LEASE PURCHASES	\$6,070	\$11,585	\$14,500	\$14,500	\$0	N/A
<b>Equipment Total</b>	<b>\$10,732</b>	<b>\$22,293</b>	<b>\$15,500</b>	<b>\$15,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Department Total</b>	<b>\$6,821,950</b>	<b>\$7,329,114</b>	<b>\$8,490,264</b>	<b>\$8,900,942</b>	<b>\$410,678</b>	<b>4.8%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	7.0	7.0	7.0	7.50	0.50	7.1%
General Prosecution Program	76.0	75.0	78.0	79.0	1.0	1.3%
<b>Department Total</b>	<b>83.0</b>	<b>82.0</b>	<b>85.0</b>	<b>86.50</b>	<b>1.50</b>	<b>1.8%</b>



## Administration Program

### Program Description

The Administration Program provides the essential support and tools for employees to perform their tasks effectively to achieve the department's goals and objectives.

### Countywide Outcome(s)

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The Administration Program serves the department's employees, the various county and state agencies, law enforcement agencies, private organizations, and citizens and visitors of Maui County.

### Services Provided

The Administration Program provides fiscal, personnel, and management services to divisions within the department. It is responsible for maintaining quality control by ensuring that staffs are highly qualified and accountable in order to carry out their duties efficiently in prosecuting criminals fairly and with integrity, and that justice is served for the safety of Maui County.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Prosecute cases by applying vertical prosecution method on all felony cases involving crimes of violence.</i>				
1. 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.	% of cases convicted using vertical prosecution method	82%	80%	80%
<i>Goal #2: Promote safer communities by providing crime prevention efforts such as trainings and education classes, that will help play a key role in crime reduction efforts that impact community safety.</i>				
1. Continue outreach trainings and education to help reduce the fear of crime by providing public awareness of prosecution and outcomes	# of trainings and education provided annually	78	75	75

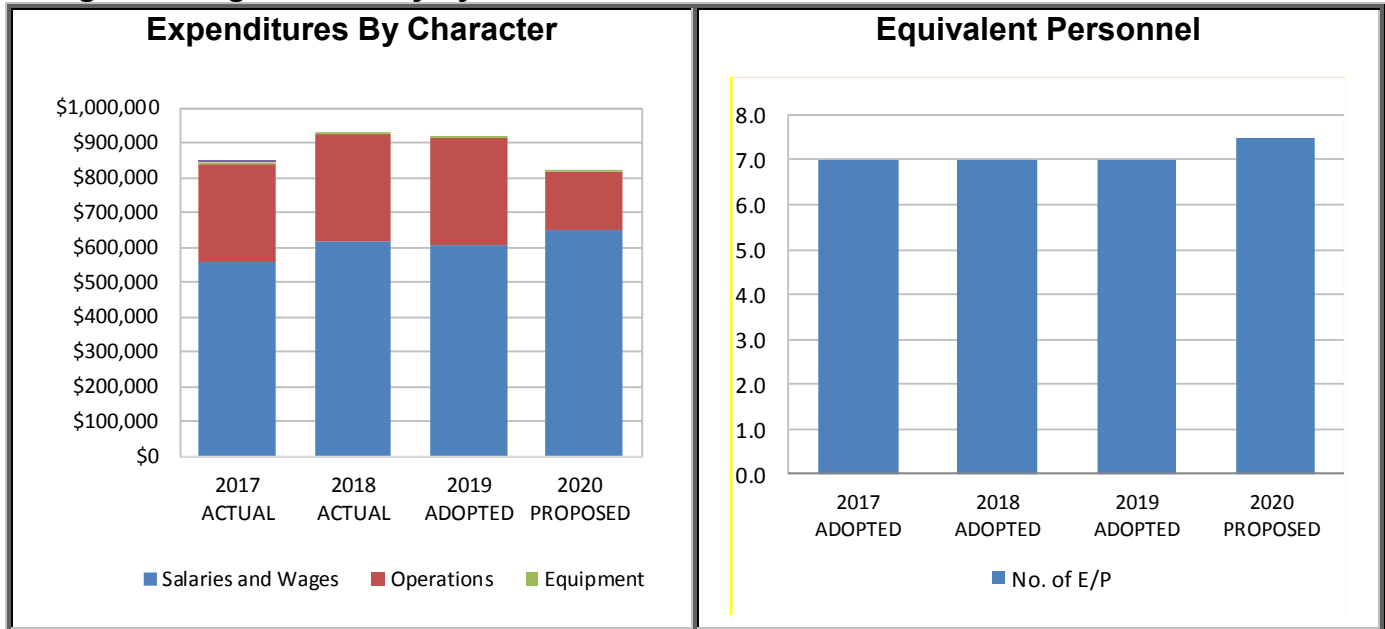


## Administration Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Promote integrity in the prosecution profession and support staff by conducting performance evaluations timely and providing training opportunities to all employees.</i>				
1. Conduct performance evaluations as scheduled annually	% of evaluations completed for employees in a timely manner	79%	100%	100%
2. Continue to provide annual trainings to all employees	Average # of trainings provided to each employee	3	3	2
	% of employees trained annually	80%	85%	85%

## Program Budget Summary by Fiscal Year – General Fund



## Administration Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$511,614	\$571,843	\$592,806	\$628,865	\$36,059	6.1%
OTHER PREMIUM PAY	\$44,961	\$47,161	\$16,000	\$20,700	\$4,700	29.4%
<b>Salaries and Wages Total</b>	<b>\$556,575</b>	<b>\$619,004</b>	<b>\$608,806</b>	<b>\$649,565</b>	<b>\$40,759</b>	<b>6.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$26,515	\$45,441	\$19,650	\$19,900	\$250	1.3%
SERVICES	\$18,598	\$45,447	\$43,900	\$45,800	\$1,900	4.3%
UTILITIES	\$28,259	\$21,997	\$37,419	\$37,419	\$0	N/A
TRAVEL	\$12,421	\$34,323	\$18,400	\$18,400	\$0	N/A
OTHER COSTS	\$197,653	\$157,858	\$188,300	\$47,100	-\$141,200	-75.0%
<b>Operations Total</b>	<b>\$283,445</b>	<b>\$305,066</b>	<b>\$307,669</b>	<b>\$168,619</b>	<b>-\$139,050</b>	<b>-45.2%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$4,433	\$4,433	\$6,500	\$6,500	\$0	N/A
<b>Equipment Total</b>	<b>\$4,433</b>	<b>\$4,433</b>	<b>\$6,500</b>	<b>\$6,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$844,454</b>	<b>\$928,503</b>	<b>\$922,975</b>	<b>\$824,684</b>	<b>-\$98,291</b>	<b>-10.6%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant I	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
First Deputy Prosecuting Attorney	1.0	1.0	1.0	1.0	0.0	N/A
Internship Law Clerk	0.0	0.0	0.0	0.50	0.50	N/A
Law Office Manager	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant I	1.0	1.0	1.0	1.0	0.0	N/A
Prosecuting Attorney	1.0	1.0	1.0	1.0	0.0	N/A
Victim Witness Director	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.50</b>	<b>0.50</b>	<b>7.1%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>OTHER COSTS:</b>		
906016B-6235 Rentals: Decrease in rental costs due to purchase of Ueoka Building.	-\$154,200	
<b>Equipment</b>		
None	\$0	

## Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES:</b>		
906016A-5101 Regular Wages: Proposed expansion positions for a 2 (.25 E/P eac) Internship Law Clerk (LTA).	\$27,734	0.50
<b>OTHER PREMIUM PAY:</b>		
906016A-5205 Overtime: Additional funding for anticipated increase in OT for Office Manager and Admin Officer due to Justware and HJIS upgrades. Staff will be verifying accuracy of information being transferred.	\$5,000	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
906016B-6034 Medical & Safety Supplies: Additional for office first aid supplies.	\$250	
<b>SERVICES:</b>		
906016B-6139 Repairs & Maintenance - Others: Increase due to purchase Ueoka Building.	\$1,900	
<b>OTHER COSTS:</b>		
906016B-6225 Publications & Subscriptions: To cover the cost of our Westlaw subscription for the office.	\$13,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$47,884</b>	<b>0.50</b>

## General Prosecution Program

### Program Description

The General Prosecution Program includes the divisions and units by crime type: Appellate, Asset/Forfeiture, Administrative Services, Felony Prosecution Division, Screening Unit, Drug Unit, Family Court (Adult), Sexual Assault Unit, Special Prosecution (Career Criminal), Misdemeanor Prosecution Division, Family Court - Juvenile Unit, Investigative Services Division, and Victim/Witness Services Division.

### Countywide Outcome(s)

The General Prosecution Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The General Prosecution Program serves the citizens and visitors of Maui County.

### Services Provided

The General Prosecution Program provides the legal and support staff to receive, screen, charge and prosecute cases through the criminal justice system with the assistance of the Victim/Witness Services Division staff, ensuring the safety and protection of the victims, witnesses, and the community.

### Key Activity Goals & Measures

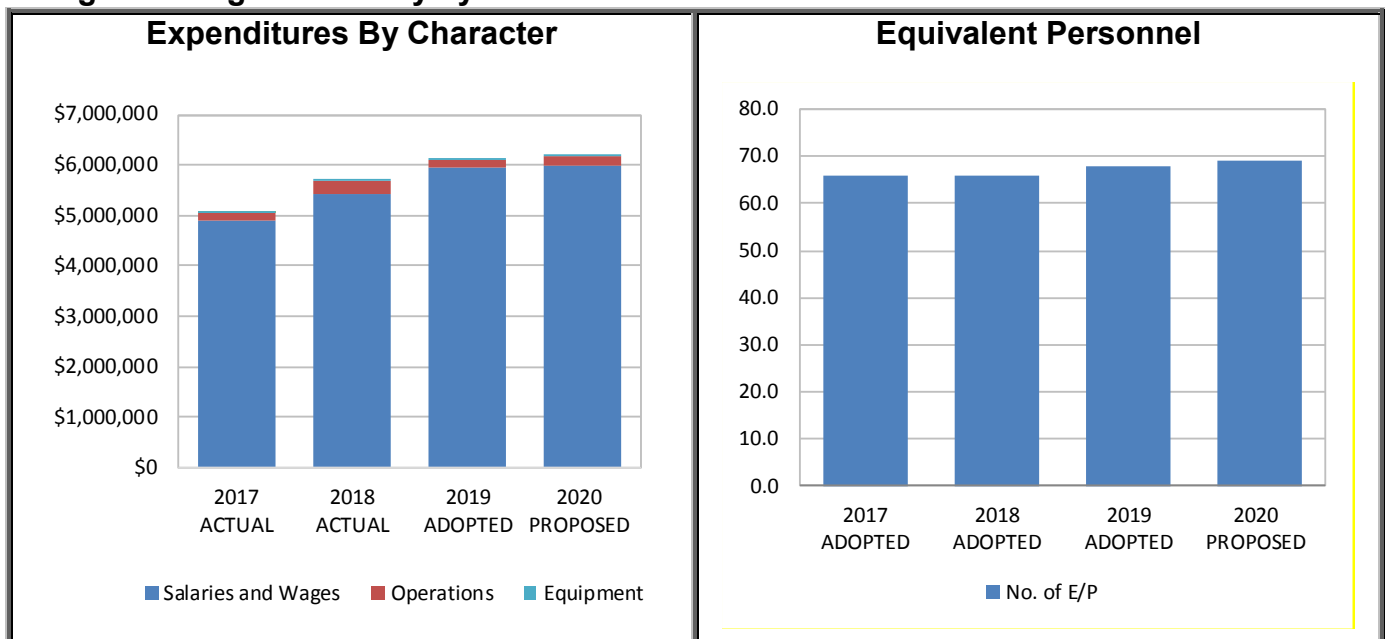
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Promote fair, impartial, and expeditious prosecutions in all units.</i>				
1. Continue to vertically prosecute sexual assault and homicide related crimes	% of national conviction rate	85%	80%	80%
2. Continue the rate of victims/witnesses that are satisfied with services provided	% of victims/witnesses served that are satisfied with services provided	85%	80%	80%
3. To provide and educate victims/witnesses with support and information during the prosecution process.	% of victims/witnesses who utilized programs offered by our Victim Witness Program	86%	80%	85%
4. Continue the rate of charging decisions that are completed within set deadlines	% of charging decisions made within the deadlines for Felony, Family Adult, Misdemeanor, and Juvenile Units	82%	80%	80%

## General Prosecution Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Build an efficient network system to charge and prosecute with sufficient information, by gaining support and cooperation with law enforcement agencies.</i>				
1. Continue to coordinate enforcement efforts with the seven special prosecution units to work closely with their law enforcement counterparts	% of cases not returned to law enforcement agencies due to sufficient evidence to prosecute cases	99%	80%	90%
<i>Goal #3: Promote integrity in the prosecution profession by building competent and professional behavior of attorneys by improving employee skills and knowledge.</i>				
1. Continue to provide trainings and education relevant to attorney position; includes ethics and professional responsibility	% of attorneys receiving annual training	89%	90%	90%
<i>Goal #4: Reduce crime rates by participating in outreach crime prevention trainings.</i>				
1. Continue to reduce crime rates by increasing outreach trainings up to four per month	Increase crime reporting	2%	3%	3%

## Program Budget Summary by Fiscal Year – General Fund



## General Prosecution Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$4,773,104	\$5,286,206	\$5,909,609	\$5,971,808	\$62,199	1.1%
OTHER PREMIUM PAY	\$104,223	\$139,446	\$29,550	\$25,200	-\$4,350	-14.7%
<b>Salaries and Wages Total</b>	<b>\$4,877,327</b>	<b>\$5,425,652</b>	<b>\$5,939,159</b>	<b>\$5,997,008</b>	<b>\$57,849</b>	<b>1.0%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,205	\$38,713	\$11,100	\$11,100	\$0	N/A
SERVICES	\$108,763	\$130,433	\$120,900	\$145,900	\$25,000	20.7%
UTILITIES		\$1,596	\$500	\$500	\$0	N/A
TRAVEL	\$41,628	\$54,188	\$29,400	\$29,400	\$0	N/A
OTHER COSTS	\$8,956	\$21,458	\$3,350	\$3,350	\$0	N/A
<b>Operations Total</b>	<b>\$160,552</b>	<b>\$246,388</b>	<b>\$165,250</b>	<b>\$190,250</b>	<b>\$25,000</b>	<b>15.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$1,000	\$1,000	\$0	N/A
LEASE PURCHASES	\$1,637	\$7,151	\$8,000	\$8,000	\$0	N/A
<b>Equipment Total</b>	<b>\$1,637</b>	<b>\$7,151</b>	<b>\$9,000</b>	<b>\$9,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$5,039,516</b>	<b>\$5,679,191</b>	<b>\$6,113,409</b>	<b>\$6,196,258</b>	<b>\$82,849</b>	<b>1.4%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Prosecuting Attorney	31.0	31.0	32.0	32.0	0.0	N/A
Investigator IV	2.0	2.0	2.0	2.0	0.0	N/A
Investigator V	1.0	1.0	1.0	1.0	0.0	N/A
Investigator VI	1.0	1.0	1.0	1.0	0.0	N/A
Law Technician I	4.0	4.0	4.0	4.0	0.0	N/A
Law Technician II	4.0	4.0	4.0	4.0	0.0	N/A
Legal Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Legal Clerk I	1.0	1.0	1.0	1.0	0.0	N/A
Legal Clerk II	5.0	5.0	5.0	5.0	0.0	N/A
Legal Clerk III	5.0	5.0	5.0	5.0	0.0	N/A
Legal Clerk IV	5.0	5.0	5.0	5.0	0.0	N/A
Office Operations Assistant II	1.0	1.0	2.0	3.0	1.0	50.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Law Technician	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Legal Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Victim Witness Counselor II	2.0	2.0	2.0	2.0	0.0	N/A
<b>Program Total</b>	<b>66.0</b>	<b>66.0</b>	<b>68.0</b>	<b>69.0</b>	<b>1.0</b>	<b>1.5%</b>

## General Prosecution Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
906156A-5101 Regular Wages: Adjustment based off of reallocations, positions filled at higher step, a step corrections and increase to full year salary for FY 2019 expansion positions.	\$40,423	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

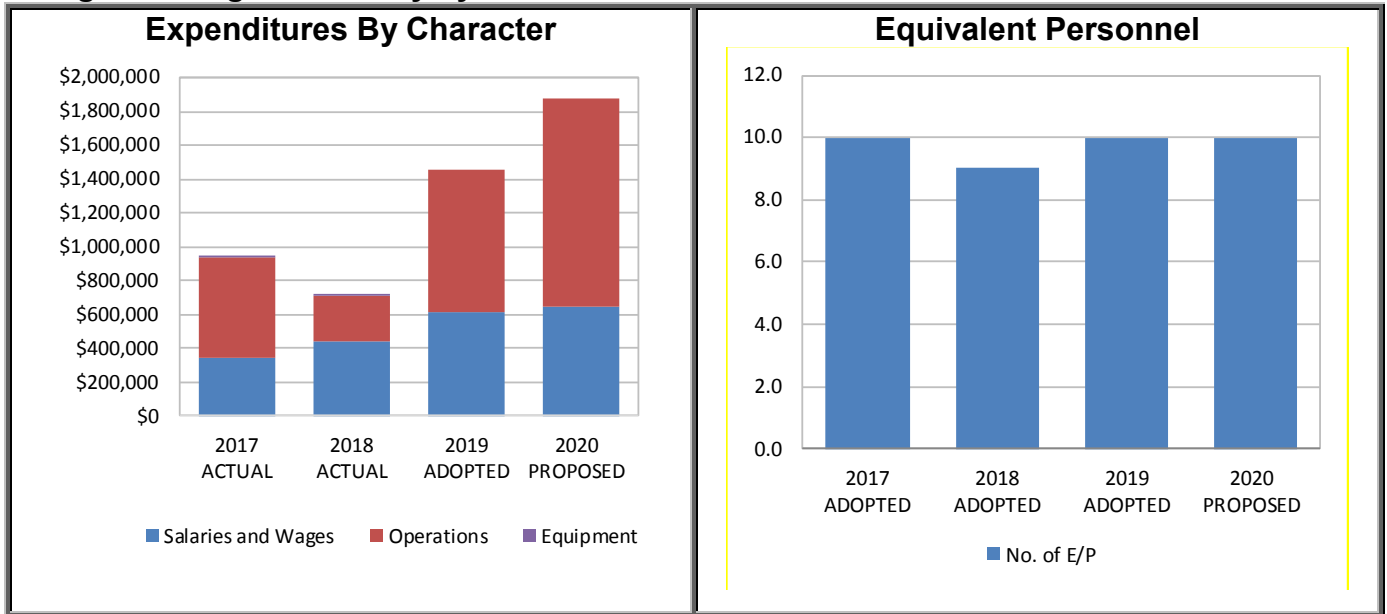
## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
906156A-5101 Regular Wages: Proposed expansion position in FY 2020 for a Office Operations Assistant II.	\$21,776	1.0
<b>Operations</b>		
<b>SERVICES:</b>		
906156B-6132 Professional Services: Additional for court reports, doctors on-call, and anticipated increase in expert witness fees due to high-profile cases.	\$25,000	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$46,776</b>	<b>1.0</b>



## General Prosecution Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
WAGES & SALARIES	\$343,429	\$438,908	\$614,604	\$623,592	\$8,988	1.5%
OTHER PREMIUM PAY	-\$9		\$150	\$18,707	\$18,557	12371.3%
<b>Salaries and Wages Total</b>	<b>\$343,420</b>	<b>\$438,908</b>	<b>\$614,754</b>	<b>\$642,299</b>	<b>\$27,545</b>	<b>4.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$16,809	-\$18,201	\$4,250	\$4,250	\$0	N/A
SERVICES	\$14,311	-\$11,675	\$35,725	\$326,608	\$290,883	814.2%
UTILITIES	\$4,518	\$6,408	\$47,940	\$47,940	\$0	N/A
TRAVEL	\$122,573	\$136,176	\$258,518	\$251,430	-\$7,088	-2.7%
OTHER COSTS	\$291,667	\$5,908	\$57,938	\$157,938	\$100,000	172.6%
INTERFUND COST RECLASSIFICATION	\$140,021	\$153,188	\$384,755	\$399,535	\$14,780	3.8%
SPECIAL PROJECTS	\$0	\$0	\$50,000	\$50,000	\$0	N/A
<b>Operations Total</b>	<b>\$589,899</b>	<b>\$271,804</b>	<b>\$839,126</b>	<b>\$1,237,701</b>	<b>\$398,575</b>	<b>47.5%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$4,662	\$10,708	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$4,662</b>	<b>\$10,708</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$937,981</b>	<b>\$721,420</b>	<b>\$1,453,880</b>	<b>\$1,880,000</b>	<b>\$426,120</b>	<b>29.3%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Prosecuting Attorney	2.0	1.0	1.0	1.0	0.0	N/A
Investigator IV	1.0	1.0	1.0	1.0	0.0	N/A
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Victim/Witness Counselor I	1.0	1.0	2.0	2.0	0.0	N/A
Victim/Witness Counselor II	4.0	4.0	4.0	4.0	0.0	N/A
Victim/Witness Counselor III	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>10.0</b>	<b>9.0</b>	<b>10.0</b>	<b>10.0</b>	<b>0.0</b>	<b>N/A</b>

## General Prosecution Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Asset Forfeitures Program	No	No	\$100,000	\$100,000	\$100,000	\$100,000
Career Criminal Program	No	No	\$165,069	\$177,222	\$211,332	\$215,000
Defendant/Witness Trial Program	No	No	\$170,000	\$170,000	\$170,000	\$170,000
Domestic Violence Investigations Program	No	Yes/25%	\$109,690	\$117,766	\$78,420	\$80,000
Edward Byrne Memorial Justice Assistance Grant	No	No	\$153,174	\$0	\$0	\$0
Food Stamp Fraud Prosecution Program	No	No	\$3,000	\$3,000	\$3,000	\$5,000
Hawaii Criminal Justice Data Center	No	No	\$41,000	\$0	\$0	\$50,000
Highway Safety Grant Program	No	No	\$50,000	\$50,000	\$50,000	\$100,000
Prosecutors Training Program	No	No	\$50,000	\$50,000	\$50,000	\$50,000
Special Needs Advocacy Program	No	Yes/20%	\$1,005,000	\$389,500	\$685,400	\$1,000,000
Victim/Witness Assistance Program	No	Yes/25%	\$90,620	\$96,522	\$105,728	\$110,000
<b>TOTAL</b>			<b>\$1,937,553</b>	<b>\$1,154,010</b>	<b>\$1,453,880</b>	<b>\$1,880,000</b>

**Grant Award Description**

The Department of the Prosecuting Attorney has eight grant revenue funds that provide funding for nine equivalent personnel that are essential to assist units in the department. Other grant funds awarded are utilized to provide training as well as purchase equipment and software to enhance prosecution efforts.

**Asset Forfeitures Program**

This program provides for the use of asset forfeiture funds for law enforcement expenditures. Proceeds in this program are used according to federal and state guidelines to supplement law enforcement efforts.

**Career Criminal Program**

This state-mandated program strives to quickly identify, prosecute, and convict those persons who are habitual offenders or career criminals. The more experienced and highly-skilled attorneys handle these cases, seeking maximum sentencing and increased bail.

**Defendant/Witness Trial Program**

This program provides for the reimbursement to the county for expenditures relating to the prosecution of criminal cases.

**General Prosecution Program****Domestic Violence Investigations Program**

This program provides for the salary of a full-time investigator assigned to provide follow-up services to attorneys prosecuting these cases. Examples of follow-up services are: victim voluntary statements, medical releases, photographic evidence, and copies of 911 tapes.

**Edward Byrne Memorial Justice Assistance Grant**

Federal Funding to support technical assistance, training, equipment, supplies, contractual support, and information systems for criminal justice for the purpose of prosecution and court programs.

**Food Stamp Fraud Prosecution Program**

Fully investigated cases of food stamp fraud are referred to the department for prosecution by the State Department of Human Services. These cases involve food stamp fraud within the boundaries of Maui County. This program provides for the reimbursement to the county for services relating to the prosecution of food stamp fraud cases.

**Highway Safety Grant Program**

This program provides for the prosecution of intoxicated drivers to keep them off Maui County roads and highways for public safety.

**Prosecutors Training Program**

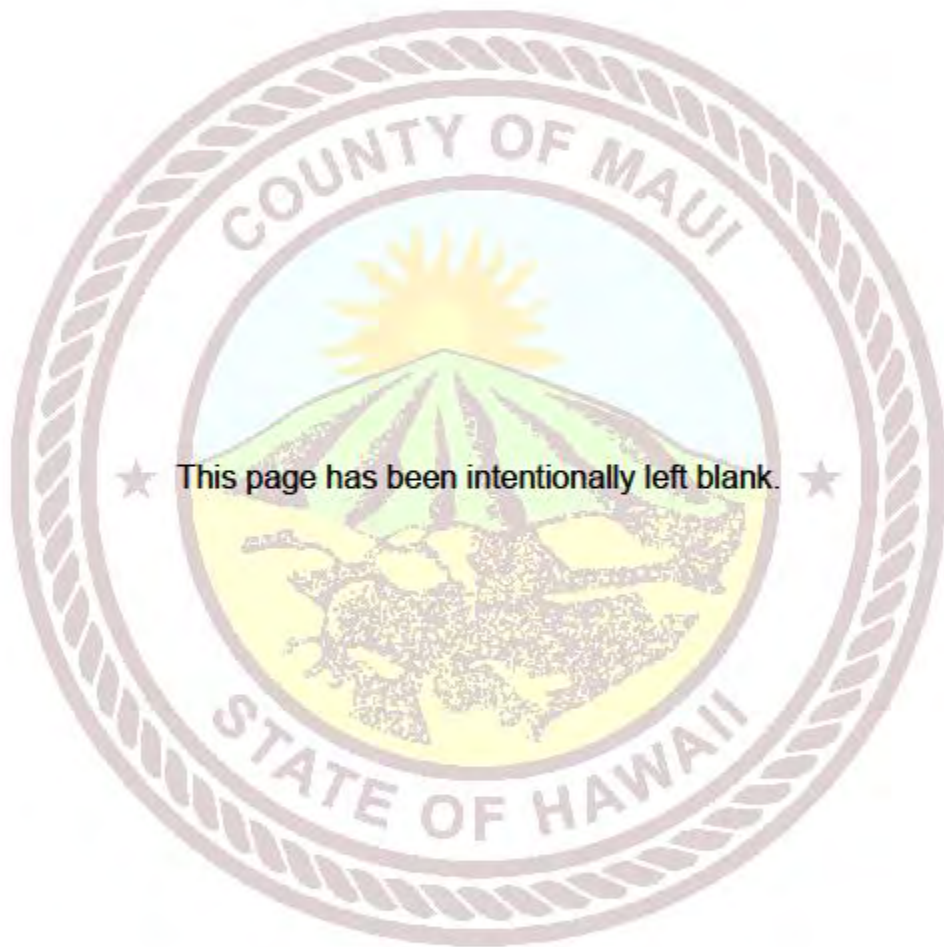
State, federal, and private funding sources supplement the department's budget by providing financial assistance for professional development. This program provides for the reimbursement to the county for expenditures relating to staff training.

**Special Needs Advocacy Program**

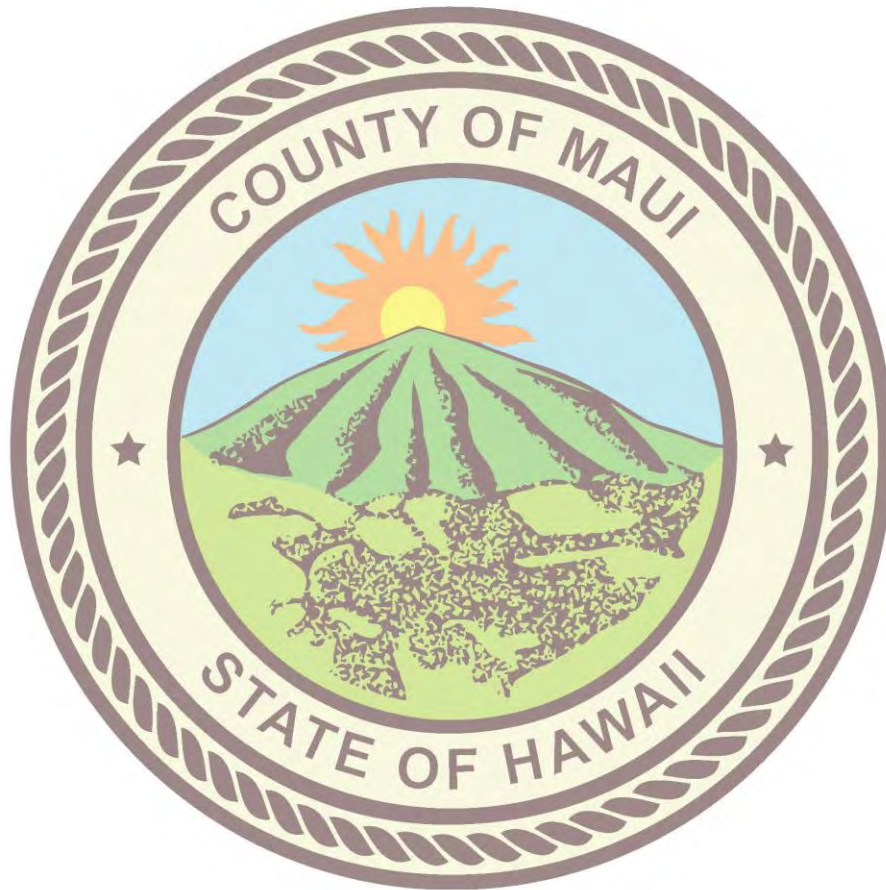
This program provides additional resources to assist victims of major violent crimes with crisis and support counseling, advocacy, social referral, case information, court testimony preparation, and accompaniment. The victims served (residents and visitors) are primarily those impacted by serious felony offenses such as homicide, negligent homicide, sexual assault, child abuse, and domestic violence. The program differs from Victim/Witness Assistance in that it is limited to direct services to victims alone and cannot include expenditures for such items as public education (excluding the training of volunteers) and non-victim witness management.

**Victim/Witness Assistance Program**

This program concentrates resources to assist victims of major violent crimes with crisis and support counseling, advocacy, social referral, case information, court testimony preparation, and accompaniment. The victims served (residents and visitors) are primarily those impacted by serious felony offenses such as homicide, negligent homicide, sexual assault, child abuse, and domestic violence.



★ This page has been intentionally left blank. ★

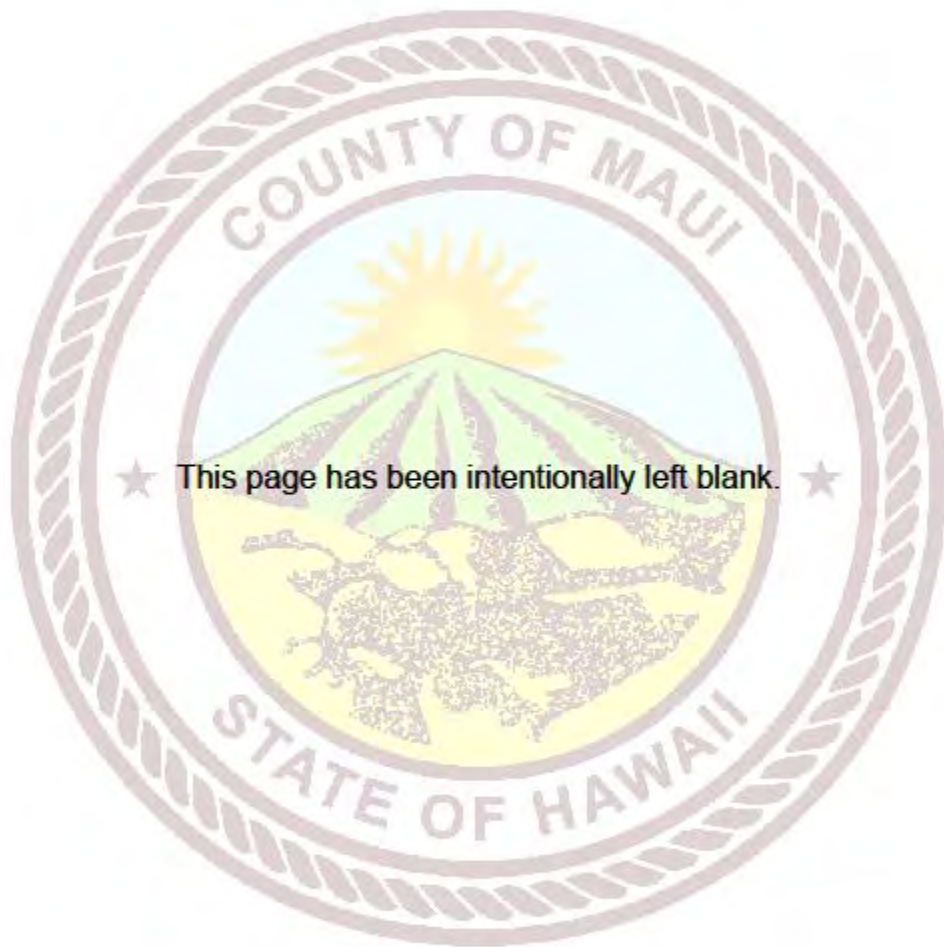


*Public Works*

---

# *Public Works*

---



★ This page has been intentionally left blank. ★



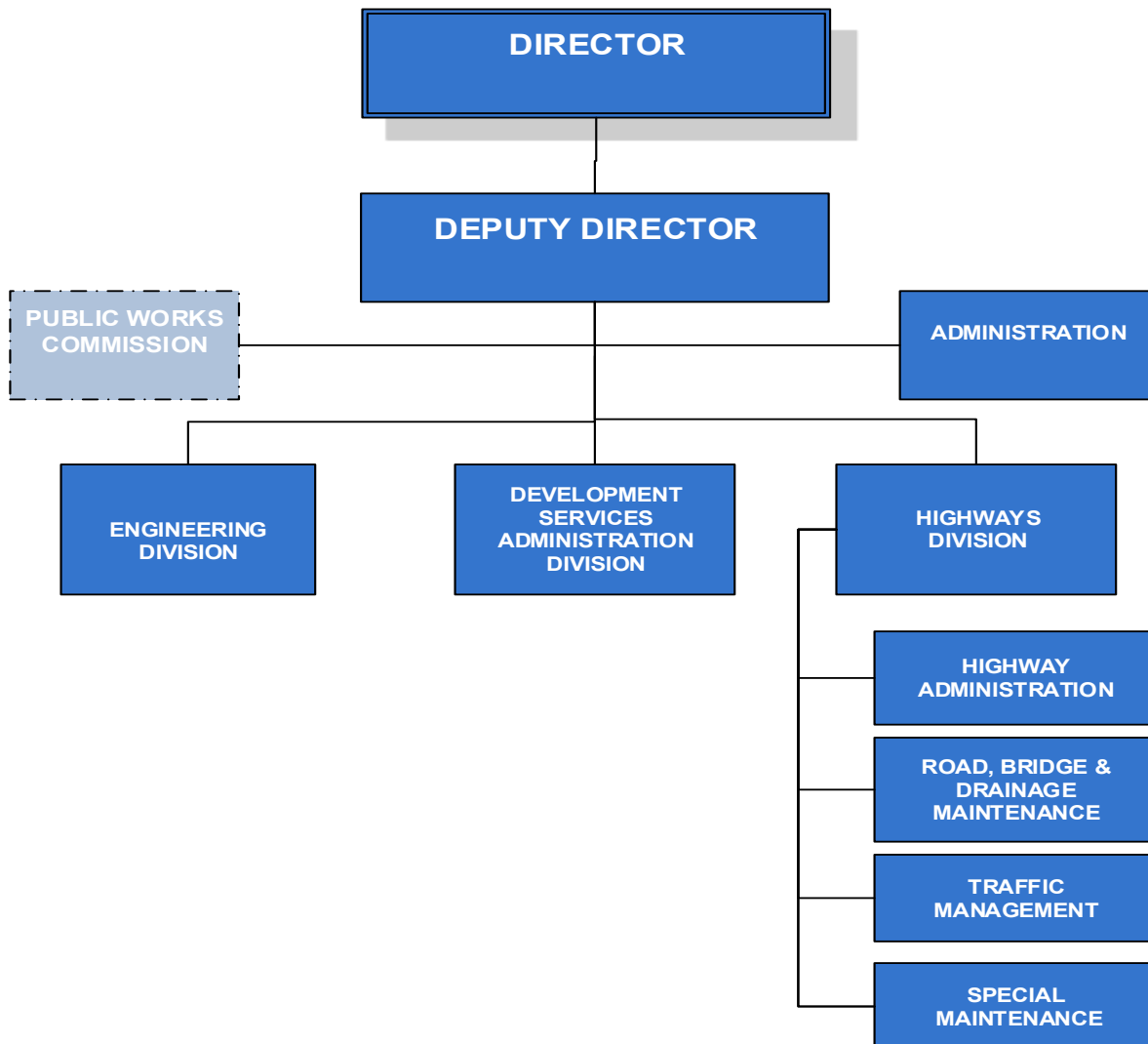
**Department Summary****Mission**

The Department of Public Works (DPW) protects and enhances the quality of the public's health, safety, property and environment by developing and operating the county's road, drainage and bridge systems and by administering its building codes.

**Countywide Outcome(s)**

The Department of Public Works supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

**Organization Chart**



**Department Summary****Strategies**

The Maui County Department of Public Works will pursue the following strategies to meet the demands of growth, changes in technology and population, and to meet new regulatory mandates while caring for the well-being and protection of our residents and visitors:

➤ **Retain, Develop and Recruit a Capable, Motivated and Diverse Workforce**

The Department of Public Works (DPW) will develop a strategy to provide employees with a safe, healthy and supportive work environment, ensuring that each employee is valued and respected. Public Works Administration will work with each division to encourage staff participation in continuing education opportunities and training to enhance the effectiveness and skills of our employees.

➤ **Strengthen Community Partnerships**

The department acknowledges the issues and opportunities that affect the quality of life of our residents and visitors in Maui County. DPW will continue to seek opportunities for the joint sponsorship and coordination of infrastructure development in our communities, and to develop private sector/public sector partnerships to further develop the department's mission.

➤ **Maintain and Enhance Functional and Sustainable Roads, Bridges, and Drainage Facilities**

DPW will work with the County Administration and with the County Council to develop a strategy for funding needed repair and maintenance of our county roads, bridges and drainage facilities. Funding for Capital Improvement Projects (CIP) that maintain and enhance existing infrastructure as well as new infrastructure necessary to support future growth will also be sought during this budget request. These projects are necessary in enhancing the quality of life of our residents and visitors. An in-house pavement preservation crew is utilized to provide cost-effective pavement maintenance work. This crew performs slurry seal preparation and sealing work in an effort to optimize the amount of work that can be done within budget and to keep costs at a minimum.

➤ **Increase Education and Public Participation**

The department seeks to work with the community in developing solutions that benefit and meet the public's expectations. DPW intends to do this by providing community groups and organizations with information exchange sessions and presentations, and educating the community about DPW's responsibilities, its funding sources and upcoming projects, while learning more about the community's needs and concerns. The department will also work with the County's Communications Office to disseminate information regarding the initiatives and work being accomplished by the department via social media networks, the County of Maui website, newspaper and radio agencies, and other media venues.

➤ **Providing Quality Customer Service**

Employees in every division of the DPW interact with residents and visitors on a daily basis. DPW will strengthen its delivery of customer service by developing strategies to increase efficiency and response times in processing permit applications, responding to requests for service, communication with the public, and our ability to transition smoothly from routine operations to emergency operations during times of need.

**Operations**

The Department of Public Works' Administration Program oversees and manages a department of three divisions. Each division is responsible for distinct functions within the County of Maui.

**Department Summary****Operations (Cont'd)**

The Development Services Administration (DSA) oversees activities related to development from the subdivision of land to the inspection of buildings for conformance to codes. This division also provides staff support for the Public Works Commission and the Board of Variances and Appeals. DSA's responsibilities are distributed amongst eight sections as follows:

- Administration
- Subdivisions
- Civil Construction
- Building Permits
- Building Plans Review
- Building Inspections
- Electrical
- Plumbing

The Engineering Division plans, designs, manages and inspects various types of Public Works improvements, such as roadways, bridges, drainage facilities, buildings and other structures. In addition, the division maintains engineering drawings, maps and data; approves street lights and street names for county roadways; administers the budget and operations of janitorial and grounds keeping services for the Kalana O Maui building, its annex, and the Old Wailuku Courthouse; and oversees the department's CIP process which is used to fund major infrastructure projects such as bridge replacement, road reconstruction, and federal-aid highway projects. To accomplish these responsibilities, the division is divided into five sections:

- Administration
- Land Management
- Planning and Design
- Engineering Services
- Construction and Building Maintenance

The Highways Division is responsible for the maintenance of county roadways, drainage systems, flood-control facilities, and appurtenant structures such as sidewalks and guardrails. Roadway maintenance includes the application of pavement preservation techniques such as crack seals, seal coats, slurry seals, and mill & fill pavement resurfacing. The division also constructs minor road improvements; enforces the removal of obstructions within road right-of-ways; installs, replaces and upgrades sign posts and signs; re-stripes pavement markings; repairs and maintains all traffic signal lights under the county's jurisdiction; acquires, inspects, and maintains all county vehicles and construction equipment with the exception of the Departments of Police, Water and portions of Fire and Public Safety; operates and maintains three veterans cemeteries (Maui, Molokai and Lanai); maintains the Hana Civic Center; coordinates the County's MS4 storm water management program; maintains all county street trees through the county arborist; and assists other agencies as approved by the Mayor and/or Director of Public Works.

To accomplish these responsibilities, the division is divided into six districts: Wailuku, Makawao, Lahaina, Hana, Molokai and Lanai. Each district oversees its own road, bridge and drainage maintenance program as well as its own garage services. Countywide services are provided for traffic signs and markings, traffic signals, asphalt pavement preservation, MS4 storm water management, and street tree maintenance.

**Department Summary****External Factors Description**

The following critical forces and trends were identified as having great impacts to the department's everyday functions.

➤ **Regulations and Increasing Costs for Maintenance Activities**

The development of new federal/state/county regulations that are sometimes unfunded pose a challenge to our organization's ability to maintain County-owned facilities and rights of ways, and carry out or review projects in a timely and cost-effective manner. Additionally, increasing costs for inputs such as parts, supplies, fuel, equipment, and professional services, combined with flattening revenue projections resulting from declining fuel and electricity consumption, impact our ability to deliver services and meet the demands of the public. As a four-island county, we also experience duplication of services and staffing, as well as increased shipping costs when sharing equipment.

➤ **Aging Infrastructure**

Aging, deteriorating and obsolete infrastructure, along with rising expectations for the delivery of infrastructure improvements, challenge our ability to meet public expectations. The cost to maintain, repair and replace infrastructure is projected to rise. Deferring maintenance of our infrastructure not only increases maintenance costs, but also shortens the life cycle of the infrastructure.

➤ **Population Growth and Increased Service Requests**

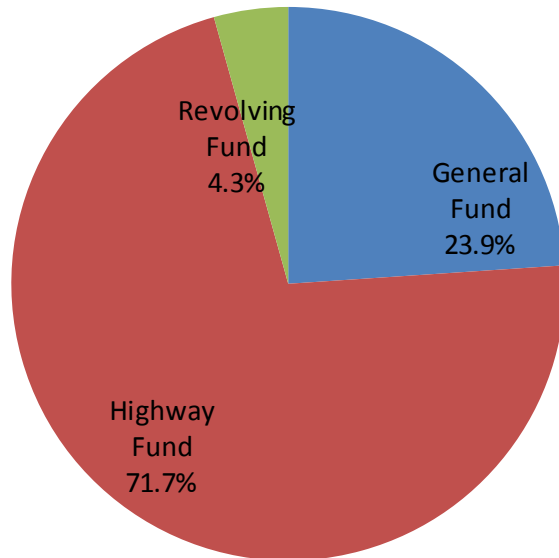
As growth occurs within our communities, more roadways, facilities and an increase in service needs affect our department's ability to provide basic services.

The department is not only charged with the development and maintenance of the county's road, drainage, and bridge systems and the administration of the county's building codes, but also provides support and services to other departments. The wide range of services that the department provides will require greater technology to monitor and track service requests, update equipment to provide services, and a well-trained and well-staffed workforce to provide efficient and effective services.

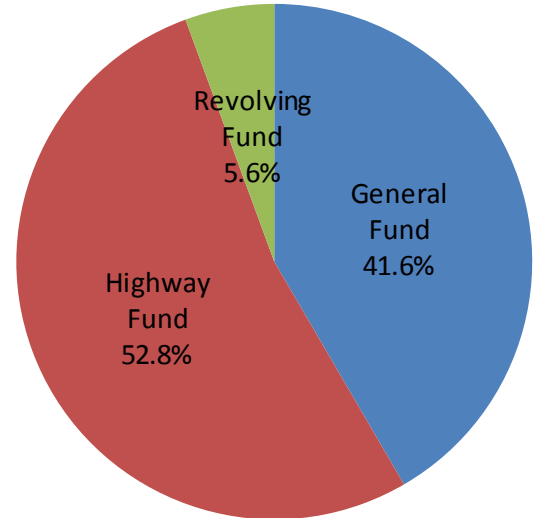
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

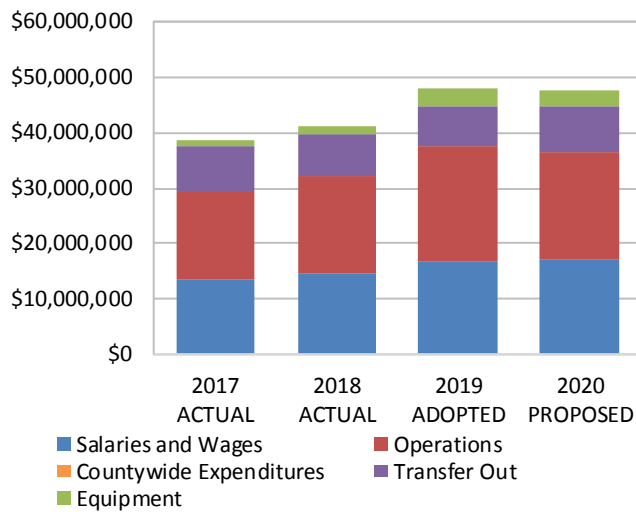


FY 2020 Total Equivalent Personnel

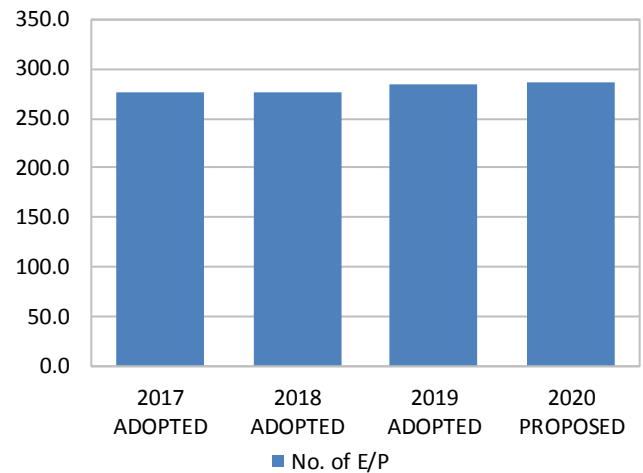


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$398,416	\$340,262	\$521,008	\$551,903	\$30,895	5.9%
WAGES & SALARIES	\$13,236,376	\$14,067,562	\$16,297,683	\$16,657,422	\$359,739	2.2%
<b>Salaries and Wages Total</b>	<b>\$13,634,792</b>	<b>\$14,407,824</b>	<b>\$16,818,691</b>	<b>\$17,209,325</b>	<b>\$390,634</b>	<b>2.3%</b>
<b>Operations</b>						
INTERFUND COST RECLASSIFICATION	\$8,151,352	\$8,308,726	\$9,372,364	\$9,591,504	\$219,140	2.3%
MATERIALS & SUPPLIES	\$2,696,344	\$4,566,507	\$5,564,425	\$3,802,950	-\$1,761,475	-31.7%
OTHER COSTS	\$322,078	\$328,211	\$453,539	\$456,039	\$2,500	0.6%
SERVICES	\$1,565,900	\$1,472,649	\$1,999,757	\$1,726,915	-\$272,842	-13.6%
SPECIAL PROJECTS	\$0	\$0	\$200	\$200	\$0	N/A
TRAVEL	\$90,498	\$67,346	\$106,835	\$109,850	\$3,015	2.8%
UTILITIES	\$2,803,627	\$3,083,457	\$3,296,133	\$3,487,802	\$191,669	5.8%
<b>Operations Total</b>	<b>\$15,629,799</b>	<b>\$17,826,896</b>	<b>\$20,793,253</b>	<b>\$19,175,260</b>	<b>-\$1,617,993</b>	<b>-7.8%</b>
<b>Countywide Expenditures</b>						
OTHER COSTS	\$0	\$0	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Transfer Out</b>						
GENERAL FUND	\$6,530,459	\$6,295,327	\$7,075,302	\$8,321,896	\$1,246,594	17.6%
OTHER GOVERNMENTAL FUNDS	\$1,747,667	\$1,247,750	\$78,267	\$0	-\$78,267	-100.0%
SPECIAL REVENUE FUNDS	\$75,000	\$75,000	\$75,000	\$75,000	\$0	N/A
<b>Transfer Out Total</b>	<b>\$8,353,126</b>	<b>\$7,618,077</b>	<b>\$7,228,569</b>	<b>\$8,396,896</b>	<b>\$1,168,327</b>	<b>16.2%</b>
<b>Equipment</b>						
LEASE PURCHASES	-\$651	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$1,130,206	\$1,475,585	\$3,363,550	\$2,974,429	-\$389,121	-11.6%
<b>Equipment Total</b>	<b>\$1,129,555</b>	<b>\$1,475,585</b>	<b>\$3,363,550</b>	<b>\$2,974,429</b>	<b>-\$389,121</b>	<b>-11.6%</b>
<b>Department Total</b>	<b>\$38,747,272</b>	<b>\$41,328,383</b>	<b>\$48,204,063</b>	<b>\$47,755,910</b>	<b>-\$448,153</b>	<b>-0.9%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	7.0	7.0	7.0	7.0	0.0	N/A
Building Permit Revolving Fund Program	16.0	16.0	16.0	16.0	0.0	N/A
Development Services Administration	37.0	37.0	37.0	37.0	0.0	N/A
Engineering Program	36.0	36.0	37.0	35.0	-2.0	-5.4%
Highway Administration Program	7.0	7.0	7.0	7.0	0.0	N/A
Road, Bridge, & Drainage Maintenance Program	123.0	124.0	123.0	129.0	6.0	4.9%
Special Maintenance Program	35.0	35.0	43.0	40.0	-3.0	-7.0%
Traffic Management Program	15.0	15.0	15.0	15.0	0.0	N/A
<b>Department Total</b>	<b>276.0</b>	<b>277.0</b>	<b>285.0</b>	<b>286.0</b>	<b>1.0</b>	<b>0.4%</b>

## Administration Program

### Program Description

The Public Works' Administration Program oversees and manages a department of three divisions with over 250 employees.

### Countywide Outcome(s)

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Population Served

The Administration Program serves Maui County residents and department employees.

### Services Provided

The Administration Program works with staff to identify staffing and equipment needs, to clarify existing regulations and examine modifications to departmental policies, and to work with staff in enhancing existing programs to better serve the public.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide ethical and professional direction as well as training to employees so that they perform their responsibilities effectively and efficiently.</i>				
1. Train and monitor employees annually so that the department has a highly qualified and competent staff that meets the expectations of the public and the demands of the employees' profession	Average skill development training hours provided to each employee	2	5	5
	% of department employees completing two National Incident Management (NIMS) Incident Command System (ICS) courses	85%	95%	95%
	% of employee performance evaluations completed by the employee's performance evaluation review date	75%	95%	95%
	% of department P-Card holders and supervisors participating in an annual P-Card and Purchasing Essentials training	99%	100%	100%

## Administration Program

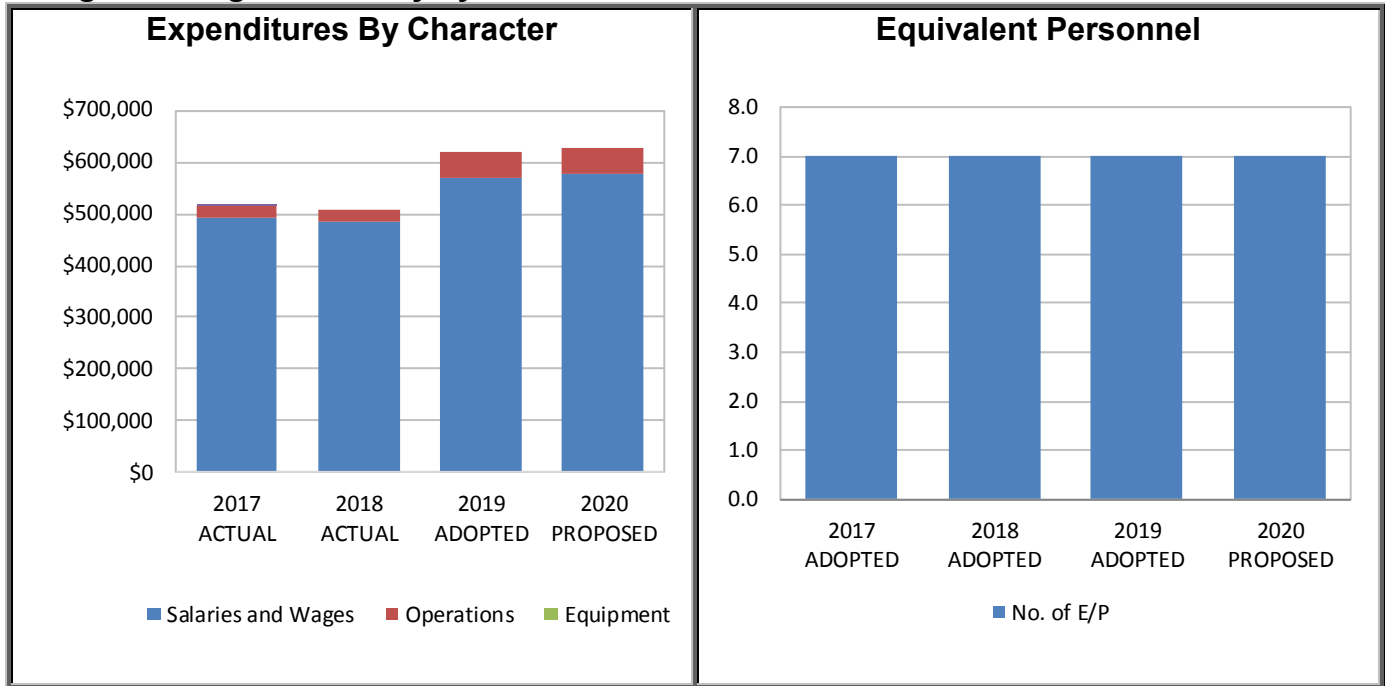
## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Improve public service by developing enhanced regulations through solicitation of input from staff and public on the effectiveness of organization and the ordinances and rules it administers.</i>				
1. Develop enhanced regulations to improve public service through solicitation of input from staff on the effectiveness of the organization and the ordinances and rules it administers	# of proposed new ordinances or amendments to existing county ordinances and/or state legislation passed each year	0	4	4
	# of departmental regulations revised or modified annually	1	3	3
	Implementation of an employee morale survey and an executive summary of the survey's findings shared with all employees by fourth quarter FY 2020	YES	YES	YES
2. Develop tools for citizen engagement to learn about the community needs and concerns, and to educate the community regarding department responsibility, funding and projects	Implementation of a citizen engagement tool as a way of soliciting public input by second quarter FY 2020	YES	N/A	N/A



## Administration Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$750	\$7,650	\$3,450	\$3,000	-\$450	-13.0%
WAGES & SALARIES	\$491,004	\$475,883	\$566,174	\$574,110	\$7,936	1.4%
<b>Salaries and Wages Total</b>	<b>\$491,754</b>	<b>\$483,533</b>	<b>\$569,624</b>	<b>\$577,110</b>	<b>\$7,486</b>	<b>1.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,447	\$2,301	\$4,950	\$4,950	\$0	N/A
OTHER COSTS	\$7,687	\$6,509	\$16,500	\$16,500	\$0	N/A
SERVICES	\$2,481	\$3,233	\$13,450	\$13,450	\$0	N/A
SPECIAL PROJECTS			\$200	\$200	\$0	N/A
TRAVEL	\$10,950	\$10,565	\$12,200	\$12,200	\$0	N/A
UTILITIES	\$2,306	\$3,340	\$4,000	\$4,000	\$0	N/A
<b>Operations Total</b>	<b>\$24,872</b>	<b>\$25,947</b>	<b>\$51,300</b>	<b>\$51,300</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$516,625</b>	<b>\$509,481</b>	<b>\$620,924</b>	<b>\$628,410</b>	<b>\$7,486</b>	<b>1.2%</b>

## Administration Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Departmental Contracts Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

## Engineering Program

### Program Description

The Engineering Program provides engineering and inspection services to plan, design and construct highway, drainage and bridge improvements for the County of Maui. The program implements drainage and traffic master plans for the county, performs survey and land acquisition functions and reviews subdivision and construction plans.

### Countywide Outcome(s)

The Engineering Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County

### Population Served

The Engineering Program serves the residents, visitors and businesses of the County of Maui.

### Services Provided

Provides surveying and land-related services; master plans for roadway and drainage systems; provides technical advice to other Public Works divisions and other county departments; develops design standards for roadway and drainage improvements within the county; and administers the National Bridge Inspection and Replacement Program. The Engineering Program also operates and maintains the janitorial and groundskeeping services for the Kalana O Maui building and its annex.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the county's dependence on fossil fuel.</i>				
1. Increase alternative, non-motorized modes of transportation	# of new sidewalks installed in lane feet (LF) annually	2,733	1,000	1,000
	# of bike lanes/paths constructed in LF annually	0	1,000	1,000
	# of wheelchair ramps installed annually	6	10	10
<i>Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface.</i>				
1. 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	16	24	24
	# of lane miles preserved annually	0	0	0

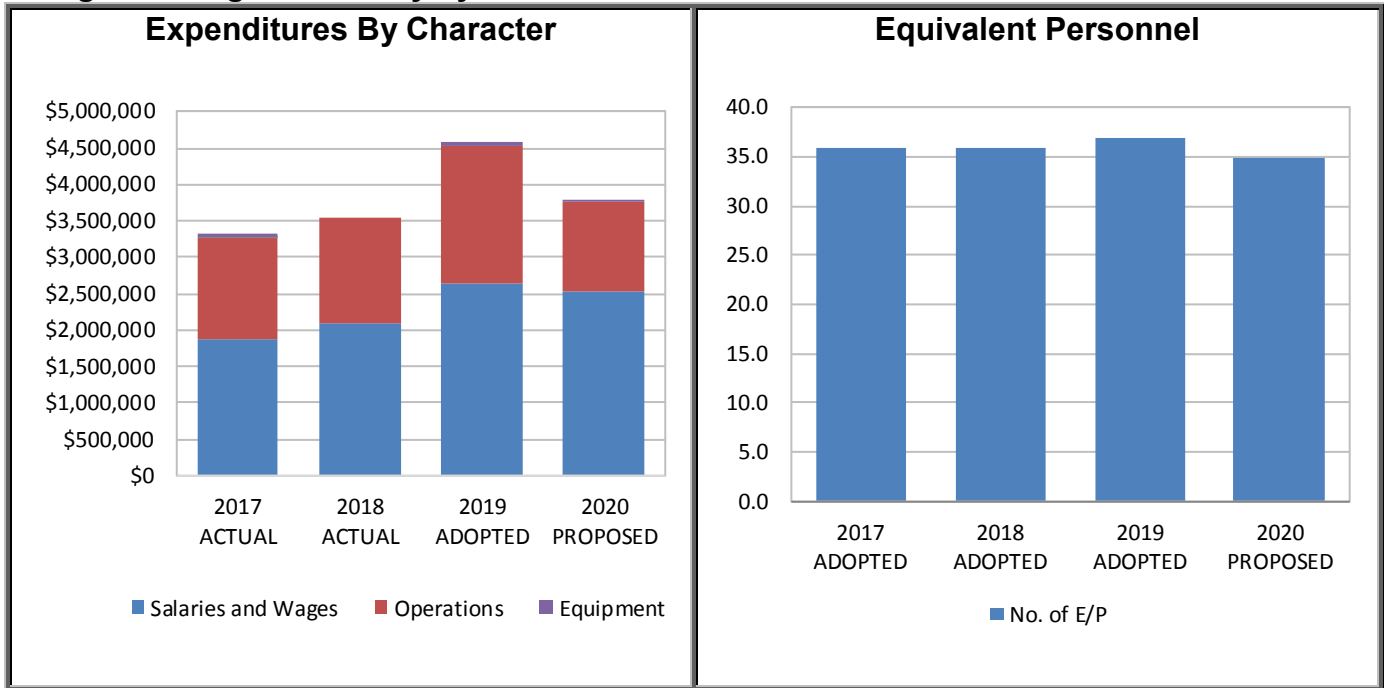
## Engineering Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface (Cont'd).</i>				
1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure (Cont'd)	# of bridges rehabilitated/replaced annually	2	1	1
2. Conduct assessment of pavement and drainage system conditions annually to identify maintenance needs	% of road pavements with a pavement condition index (PCI) of 75 or better	75%	75%	75%
	# of lineal feet of drain lines assessed annually	N/A	TBD	TBD
<i>Goal #3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.</i>				
1. Install additional laneage, provide acceleration/ deceleration lanes, improve traffic control devices at intersections and crosswalks	# of roadway miles under County of Maui jurisdiction	571	573	573
	# of traffic improvements made annually at intersections including traffic signals, all- way stops, roundabouts and pedestrian signals at crosswalks	0	5	5
<i>Goal #4: Provide maintenance services to county facilities and equipment under department's jurisdiction so that all facilities are safe and attractive.</i>				
1. Respond to all building maintenance work order requests within 24 hours	% of building maintenance work order requests responded to within 24 hours	100%	100%	100%
	# of maintenance work orders completed during the year	37	50	50

## Engineering Program

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$38,070	\$39,190	\$50,950	\$41,600	-\$9,350	-18.4%
WAGES & SALARIES	\$1,835,575	\$2,062,542	\$2,595,534	\$2,478,300	-\$117,234	-4.5%
<b>Salaries and Wages Total</b>	<b>\$1,873,645</b>	<b>\$2,101,732</b>	<b>\$2,646,484</b>	<b>\$2,519,900</b>	<b>-\$126,584</b>	<b>-4.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$51,107	\$37,172	\$70,400	\$43,900	-\$26,500	-37.6%
OTHER COSTS	\$11,735	\$2,874	\$43,200	\$20,200	-\$23,000	-53.2%
SERVICES	\$777,200	\$670,149	\$1,054,655	\$405,272	-\$649,383	-61.6%
TRAVEL	\$8,744	\$5,352	\$6,000	\$9,015	\$3,015	50.3%
UTILITIES	\$561,679	\$725,453	\$725,326	\$777,065	\$51,739	7.1%
<b>Operations Total</b>	<b>\$1,410,464</b>	<b>\$1,441,000</b>	<b>\$1,899,581</b>	<b>\$1,255,452</b>	<b>-\$644,129</b>	<b>-33.9%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$54,358	\$0	\$51,900	\$1,429	-\$50,471	-97.2%
<b>Equipment Total</b>	<b>\$54,358</b>	<b>\$0</b>	<b>\$51,900</b>	<b>\$1,429</b>	<b>-\$50,471</b>	<b>-97.2%</b>
<b>Program Total</b>	<b>\$3,338,467</b>	<b>\$3,542,732</b>	<b>\$4,597,965</b>	<b>\$3,776,781</b>	<b>-\$821,184</b>	<b>-17.9%</b>

## Engineering Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer III	3.0	3.0	3.0	3.0	0.0	N/A
Civil Engineer IV	4.0	4.0	4.0	4.0	0.0	N/A
Civil Engineer V	5.0	5.0	5.0	4.0	-1.0	-20.0%
Civil Engineer VI	3.0	3.0	3.0	3.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Construction Inspector II	3.0	3.0	3.0	3.0	0.0	N/A
County Building/Grounds Maintenance Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
County Building/Grounds Maintenance Utility Worker	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Aid III	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Drafting Aid III	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Program Manager	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Support Technician I	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Support Technician II	0.0	0.0	1.0	0.0	-1.0	-100.0%
Janitor II	6.0	6.0	6.0	6.0	0.0	N/A
Land Surveyor II	1.0	1.0	1.0	1.0	0.0	N/A
Land Surveyor/Right-of-Way Agent	1.0	1.0	1.0	1.0	0.0	N/A
Right-of-Way Agent V	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Engineering Aid	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>36.0</b>	<b>36.0</b>	<b>37.0</b>	<b>35.0</b>	<b>-2.0</b>	<b>-5.4%</b>

## Engineering Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES &amp; SALARIES</b>		
916126A-5101 Regular Wages: EP & Salaries for Civil Engineering V & Engineering Support Technical II transferred from Engineering Program (MS4 Program) to Special Maintenance Program.	-\$124,122	-2.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
916126B-6017 Engineering Supplies: Transferred of MS4 Program to Special Maintenance Program.	-\$25,000	
<b>SERVICES:</b>		
916126B-6132 Professional Services: (\$400,000) Deletion of one-time appropriation to revise MS4 Program and (\$350,000) transferred of MS4 Program to Special Maintenance Program.	-\$750,000	
<b>OTHER COSTS:</b>		
916126B-6230 Registration/Training Fees: Transferred of MS4 Program to Special Maintenance Program.	-\$30,000	
<b>Equipment</b>		
<b>OTHER COSTS:</b>		
916023C-7031 Computer Equipment: Deletion of one-time FY 2019 appropriation.	-\$13,500	
906023C-7040 Motor Vehicles: Deletion of one-time FY 2019 appropriation.	-\$30,000	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>TRAVEL:</b>		
916023B-6201 Airfare, Transportation: Increase related to Registration/Training Fees increase.	\$2,000	
916023B-6222 Per Diem Non-Reportable: Increase related to Registration/Training increase.	\$1,015	
<b>OTHER COSTS:</b>		
916023B-6230 Registration/Training Fees: Bike/Pedestrian Innovation Design Workshop and Complete Streets Training.	\$2,000	
916023B-6235 Rentals: Funding for rental of storage space for office files and construction/administration project files.	\$8,000	
<b>SERVICES:</b>		
916124B-6129 Other Services: Additional funding based on anticipated expenditures.	\$100,000	
<b>UTILITIES:</b>		
916124B-6120 Electricity: Increase based on MECO rate increase of 15% in June 2018.	\$50,061	
916157B-6120 Electricity: Increase based on MECO rate increase of 15% in June 2018.	\$725	



## Engineering Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
916124C-7039 Maintenance & Repair Equipment: Purchase of commercial floor buffer. Additional floor buffer would allow for efficient cleaning in different locations. Currently, 1 available for 3 buildings.	\$1,429	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$165,230</b>	<b>0.0</b>

Summary by Grant Award<sup>1</sup>

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
Federal Highway Administration, Federal-Aid and Other Transportation Grants	No	Yes/20%	\$14,720,000	\$11,200,000	\$12,500,000	\$8,097,000
State of Hawaii Department of Transportation, Safe Routes to School Program Special Fund	No	No	\$150,000	\$150,000	\$275,000	\$275,000
Federal Highway Administration, Assessment of County of Maui Coastal Roads for Effects of Climate Change, Sea Level Rise, and Shoreline Erosion	Yes	Yes	\$0	\$0	\$0	\$560,000
State of Hawaii – Lahaina Watershed Flood Control	No	No	\$7,050,000	\$0	\$0	\$0
Private Contributions	No	No	\$0	\$30,000	\$0	\$0
Federal Highway Administration, Transportation Alternatives Program Grants	Yes	Yes/20%	\$0	\$0	\$200,000	\$0
State of Hawaii Department of Transportation – Keanae Road Safety Improvements	Yes	Yes	\$0	\$0	\$2,000,000	\$0
<b>TOTAL</b>			<b>\$21,920,000</b>	<b>\$11,380,000</b>	<b>\$14,975,000</b>	<b>\$8,932,000</b>

<sup>1</sup> These grant awards are not included in the totals shown in the Department Summary section; these Grant Revenues are allocated for capital projects and presented in the Capital Improvement Program section of the budget book.

**Engineering Program****Grant Award Description****Federal Highway Administration, Federal-Aid and Other Transportation Grants**

Federal Highway Administration (FHWA) appropriations are administered by the State of Hawai'i Department of Transportation to construct or rehabilitate roadway infrastructure for the county. The balance of the cost is reimbursed to the county. It is a multi-modal transportation improvement program that is developed utilizing existing transportation plans and policies, and current highway, transit and transportation programming processes. The Statewide Transportation Improvement Program (STIP) delineates the funding categories and the federal and local share required for each project. The Maui Metropolitan Planning Organization (Maui MPO) creates the constrained Maui Transportation Improvement Program (Maui TIP) for Federal Fiscal Years 2019-2022 utilizing asset management system priorities and performance criteria.

**State of Hawaii Department of Transportation - Safe Routes to School Program Special Fund**

The Safe Routes to School Special Fund is administered by the State of Hawaii Department of Transportation to be used for infrastructure and non-infrastructure (education, equipment, etc.) improvements that benefit elementary and intermediate school students, encourage walking and bicycling to school or reduce traffic around schools. The program makes funding available for a wide variety of infrastructure and non-infrastructure projects, from building safer street crossings to establishing programs that encourage children and their parents to walk and bicycle safely to school.

**Federal Highway Administration, Assessment of County of Maui Coastal Roads for Effects of Climate Change, Sea Level Rise, and Shoreline Erosion**

A task agreement between the University of Hawaii (UH) and County of Maui will be executed to evaluate coastal roads within the County of Maui. UH will develop a prioritized list of shoreline areas requiring mitigation work, provide recommendations for short-term and long-term implementation, and present findings to the County of Maui. Federal Highway Administration appropriations will be administered by the State of Hawaii Department of Transportation.

**Grant Award Description (Cont'd)****Federal Highway Administration, Transportation Alternatives Program Grants**

Transportation Alternatives Program (TAP) funds are made available to the State through the Federal Highway Administration and administered by HDOT, Highways Division, Planning Branch. Appropriations are for community-based projects that expand travel choices and enhance the transportation experience in Hawaii. TAP provides funding for programs and projects defined as transportation alternatives, including on- and off-road pedestrian and bicycle facilities, infrastructure projects for improving access to public transportation and enhanced mobility for non-motorized transportation modes, and community improvement activities.

**State of Hawaii Department of Transportation – Keanae Road Safety Improvements**

Funding for the construction of safety improvements to minimize rockfalls along Keanae Road.

## Special Maintenance Program

### Program Description

The Special Maintenance Program provides janitorial and groundskeeping services for the Hana Civic Center; operates and maintains three veterans cemeteries (Maui, Molokai and Lanai) and seven county cemeteries; provides preventative maintenance and repair for all county vehicles and construction equipment with the exception of the Departments of Police, Water and portions of Fire and Public Safety; manages the fuel and maintenance budgets for General Fund vehicles and construction equipment; manages and funds all asphalt pavement preservation work; coordinates the County's MS4 storm water management program; maintains all county street trees through the county arborist; administers the payment of State Dam Inspection and Impound fees; and provides reimbursement to the Highway Fund for personnel and equipment utilized on non-Highway Fund activities such as assisting other departments or outside organizations.

### Countywide Outcome(s)

The Special Maintenance Program supports the following countywide outcome(s):

- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Population Served

The janitorial and grounds keeping services provided through the Special Maintenance Program serves visitors of the veterans and county cemeteries, as well as visitors to the Hana Civic Center. The garage services provided by this program serve all county agencies except the Departments of Police, Water and portions of Fire and Public Safety. The pavement preservation, storm water management, and street tree maintenance activities of the program serve all residents and visitors of Maui County.

### Services Provided

The Special Maintenance Program provides janitorial and grounds keeping services; vehicle and equipment maintenance and repair services including oil change, battery/tire replacement, engine repair and body/fender repair; road maintenance through the application of pavement preservation techniques such as crack seals, seal coats, slurry seals, and mill & fill pavement resurfacing; street tree maintenance; and storm water management services.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide timely services to county facilities and equipment under department's jurisdiction.</i>				
1. Respond to all cemetery work order requests within 24 hours	% of cemetery work order requests responded to within 24 hours	100%	100%	100%
<i>Goal #2: Provide ethical, professional direction and training to employees so that they perform their responsibilities effectively and efficiently.</i>				
1. Training for all Garage Services mechanics in diagnosing and repairing vehicles and equipment	% of garage mechanics trained each year	70%	20%	20%
	# of training hours offered each year per garage mechanic	10	8	8

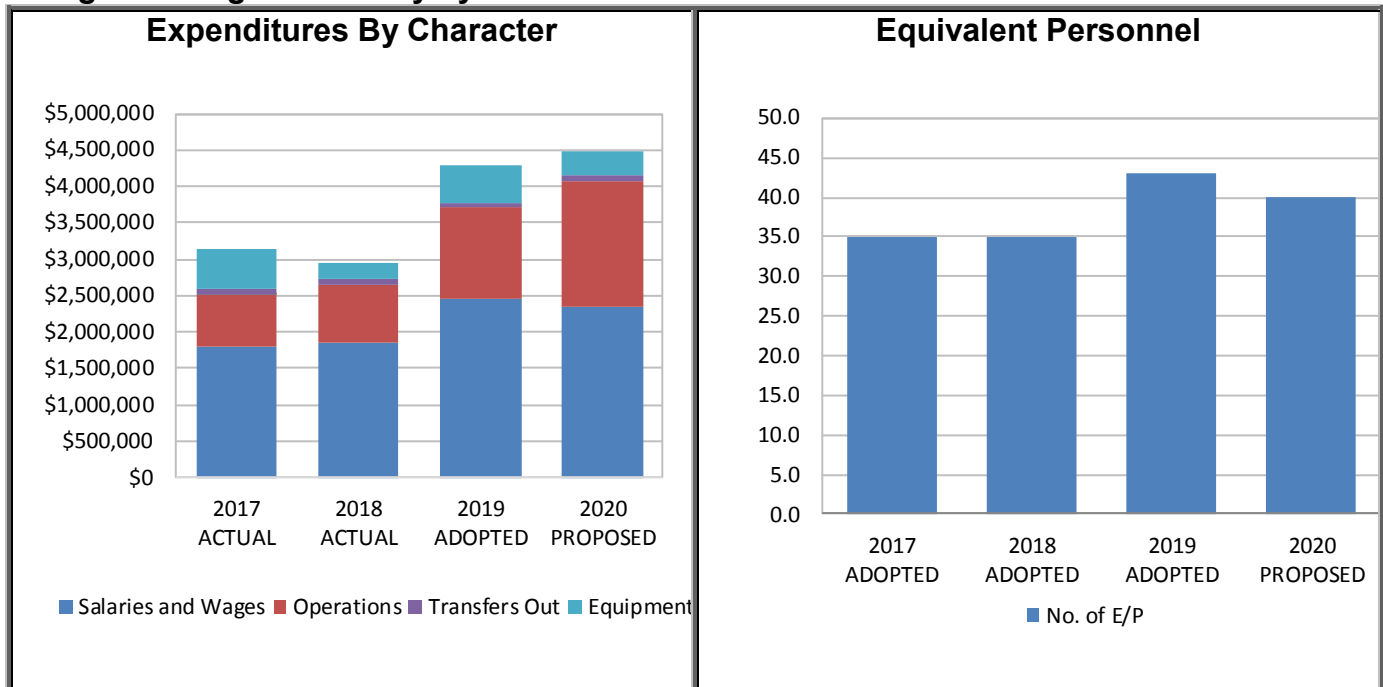
## Special Maintenance Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Provide fleet services in a timely, efficient, and cost-effective manner</i>				
1. Control and reduce vehicle operating costs by providing regular servicing and maintenance	% of time spent on scheduled preventive maintenance as opposed to unscheduled repair of motor vehicles	40%	40%	40%
	% of time spent on scheduled preventive maintenance as opposed to unscheduled repair of heavy equipment	70%	75%	75%
2. Ensure that expenditure trends support long-term sustainability	Average maintenance cost per light vehicle	\$100	\$100	\$100
	Average maintenance cost per heavy equipment vehicle	\$400	\$300	\$300

\*To be determined by analysis/estimates from special maintenance.

## Program Budget Summary by Fiscal Year – General Fund



## Special Maintenance Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$46,453	\$44,908	\$67,950	\$40,283	-\$27,667	-40.7%
WAGES & SALARIES	\$1,744,732	\$1,799,787	\$2,389,137	\$2,297,508	-\$91,629	-3.8%
<b>Salaries and Wages Total</b>	<b>\$1,791,185</b>	<b>\$1,844,695</b>	<b>\$2,457,087</b>	<b>\$2,337,791</b>	<b>-\$119,296</b>	<b>-4.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$603,182	\$686,182	\$1,115,693	\$1,190,644	\$74,951	6.7%
OTHER COSTS	\$25,825	\$28,791	\$57,635	\$79,385	\$21,750	37.7%
SERVICES	\$60,539	\$62,085	\$39,853	\$431,250	\$391,397	982.1%
TRAVEL	\$0	\$64	\$3,750	\$0	-\$3,750	-100.0%
UTILITIES	\$25,936	\$31,025	\$33,599	\$33,965	\$366	1.1%
<b>Operations Total</b>	<b>\$715,483</b>	<b>\$808,148</b>	<b>\$1,250,530</b>	<b>\$1,735,244</b>	<b>\$484,714</b>	<b>38.8%</b>
<b>Transfers Out</b>						
SPECIAL REVENUE FUNDS	\$75,000	\$75,000	\$75,000	\$75,000	\$0	N/A
<b>Transfers Out Total</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$75,000</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$554,799	\$234,034	\$513,150	\$348,000	-\$165,150	-32.2%
<b>Equipment Total</b>	<b>\$554,799</b>	<b>\$234,034</b>	<b>\$513,150</b>	<b>\$348,000</b>	<b>-\$165,150</b>	<b>-32.2%</b>
<b>Program Total</b>	<b>\$3,136,467</b>	<b>\$2,961,877</b>	<b>\$4,295,767</b>	<b>\$4,496,035</b>	<b>\$200,268</b>	<b>4.7%</b>

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Arborist	0.0	0.0	1.0	1.0	0.0	N/A
Automotive Mechanic I	7.0	7.0	7.0	7.0	0.0	N/A
Automotive Repair Supervisor I	3.0	3.0	3.0	3.0	0.0	N/A
Automotive Repair Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A
Automotive Service Attendant	1.0	1.0	1.0	1.0	0.0	N/A
Body & Fender Repairer	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer VI	0.0	0.0	0.0	1.0	1.0	N/A
Clerk III	3.0	3.0	4.0	4.0	0.0	N/A
Construction Equipment Mechanic I	12.0	12.0	13.0	12.0	-1.0	-7.7%
Construction Equipment Mechanic II	1.0	1.0	1.0	2.0	1.0	100.0%
Engineering Support Technician II				1.0	1.0	N/A
Equipment Operator IV	0.0	0.0	2.0	0.0	-2.0	-100.0%
Heavy Equipment/Construction Welder	1.0	1.0	1.0	1.0	0.0	N/A
Highway Construction & Maintenance Supervisor I	0.0	0.0	1.0	0.0	-1.0	-100.0%
Highway Construction & Maintenance Supervisor II	0.0	0.0	1.0	0.0	-1.0	-100.0%
Laborer II	0.0	0.0	1.0	0.0	-1.0	-100.0%
Tire Repairer	2.0	2.0	2.0	2.0	0.0	N/A
Veterans Cemetery Caretaker	2.0	2.0	2.0	2.0	0.0	N/A
Veterans Cemetery Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>35.0</b>	<b>35.0</b>	<b>43.0</b>	<b>40.0</b>	<b>-3.0</b>	<b>-7.0%</b>

## Special Maintenance Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
916369A-5101 Regular Wages: EP& Salaries for Civil Engineering V & Engineering Support Technician II transferred from Engineering Program (MS4 Program) to Special Maintenance Program, positions allocation, and increase full year salary for Engineering Support Tech II expansion position in FY19.	\$150,372	2.0
916114A-5101 Regular Wages: Adjustments in salaries based on Collective Bargaining Agreement.	\$24,192	0.0
916130A-5101 Regular Wages: Adjustments in salaries based on Collective Bargaining Agreement.	\$14,991	0.0
916367A-5101 Regular Wages: Transferred 6.0 E/P and salaries of Pavement Preservation to Road, Bridget & Drainage Maintenance Program.	-\$329,148	-6.0
<b>OTHER PREMIUM PAY:</b>		
916114A-5250 Salary Adjustments: Deletion of lump sum payments for BU 01 and 03/04.	-\$21,300	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
916369B-6017 Engineering Supplies: Transferred of MS4 Program from Engineering Program to Special Maintenance Program.	\$25,000	
916367B-6030 Mach & Equipment Replacement Parts: Transferred Pavement Preservation to Road, Bridge & Drainage Maintenance Program.	-\$10,000	
916367B-6031 Repairs & Maintenance Supplies: Transferred Pavement Preservation to Road, Bridge & Drainage Maintenance Program.	-\$30,000	
916367B-6233 Rental of Machinery & Equipment: Transferred Pavement Preservation to Road, Bridge & Drainage Maintenance Program.	-\$10,000	
<b>SERVICES:</b>		
916369B-6132 Professional Services: Transferred of MS4 Program from Engineering Program to Special Maintenance Program.	\$350,000	
<b>OTHER COSTS:</b>		
916369B-6230 Registration/Training Fees: Transferred of MS4 Program from Engineering Program to Special Maintenance Program.	\$30,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
916114C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$27,000	
916114C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$195,000	
916114C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$13,400	
916130C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$31,000	
916364C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$54,500	
916367C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$181,750	

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (Cont'd)

## Special Maintenance Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
916114A-5101 Regular Wages: Proposed expansion position in FY 2020 for a Construction Equipment Mechanic II.	\$42,408	1.0
<b>OTHER PREMIUM PAY:</b>		
916114A-5205 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$8,471	0.0
916130A-5205 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$1,192	0.0
916213A-5205 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$3,120	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
916114B-6022 Gasoline, Diesel, Oil, etc.: Additional funding based on the projected expenditures.	\$316,000	
916114B-6023 Gas/diesel/oil interfund.: Additional funding based on the projected expenditures.	-\$275,000	
916216B-6022 Gasoline, Diesel, Oil, etc.: Additional funding based on the projected expenditures.	\$24,756	
916216B-6023 Gas/diesel/oil interfund...: Additional funding based on the projected expenditures.	\$20,000	
916364B-6022 Gasoline, Diesel, Oil, etc.: Additional funding based on the projected expenditures.	\$32,964	
<b>SERVICES:</b>		
916114B-6150 Sewer Charges: Additional funding based on 3 year average spending.	\$1,172	
916215B-6138 R & M - Service/Contracts: Funding for additional work not covered by revolving fund, such as tree inventories & emergency purchase orders.	\$40,000	
<b>UTILITIES:</b>		
916130B-6120 Electricity: Additional funding based on MECO rate increase of 15% in June 2018.	\$1,172	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
916114C-7039 Maintenance & Repair Equipment: Replacement of one platform lift @ \$145,000, purchase of five automatic garage door openers @ \$5,000 each, replacement of one caterpillar forklift @ \$80,000, purchase of one HD charger starter @ \$4,000, replacement of one RIM Clamp Tire Changer @ \$20,000, purchase of one Zeus Scanner Tool @ \$20,000, replacement of one wheeler balancer @ \$8,000, and purchase of one Tpms/programmer @ \$3,000.	\$305,000	
916213C-7039 Maintenance & Repair Equipment: Replacement of one Tire Changer with helper @ \$20,000 and purchase of one 10,000lb 2 post lift @ \$10,000.	\$30,000	
916364C-7039 Maintenance & Repair Equipment: Replacement of one Hydraulic 2 post lift @ \$10,000 and purchase of one steam cleaner @ \$3,000.	\$13,000	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$564,255</b>	<b>1.0</b>

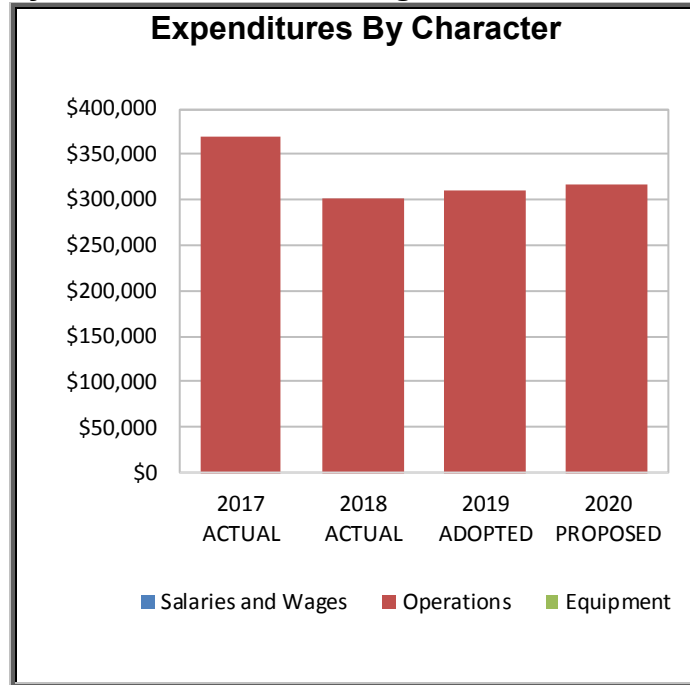


## Special Maintenance Program

### Program Description

The Special Maintenance Program, Revolving Fund oversees and coordinates the planting and maintenance of all trees and landscape plantings in the rights-of-way of streets as well as enforcement of Chapter 12.24A, Maui County Code.

### Program Budget Summary by Fiscal Year – Revolving Fund



### Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2016 ACTUAL	2017 ACTUAL	2018 ADOPTED	2019 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
SERVICES	\$345,194	\$275,274	\$288,700	\$288,700	\$0	N/A
UTILITIES	\$24,737	\$26,344	\$21,300	\$27,588	\$6,288	29.5%
<b>Operations Total</b>	<b>\$369,931</b>	<b>\$301,617</b>	<b>\$310,000</b>	<b>\$316,288</b>	<b>\$6,288</b>	<b>2.0%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$369,931</b>	<b>\$301,617</b>	<b>\$310,000</b>	<b>\$316,288</b>	<b>\$6,288</b>	<b>2.0%</b>

### Equivalent Personnel Summary by Position Title – Revolving Fund

The Special Maintenance Program does not have equivalent personnel funded through the Revolving Fund

## Development Services Administration

**Program Description**

The Development Services Administration (DSA) Program is primarily responsible for the administration of subdivision, building, electrical, plumbing, grading, driveway, roadway and other construction codes. It also provides staff support for the Public Works Commission and the Board of Variances and Appeals.

**Countywide Outcome(s)**

The DSA Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

**Population Served**

The DSA Program serves applicants for subdivisions and DSA-issued permits (such as building, electrical, plumbing, grading, driveway, roadway, etc.), requesters for Request for Service, and DSA staff.

**Services Provided**

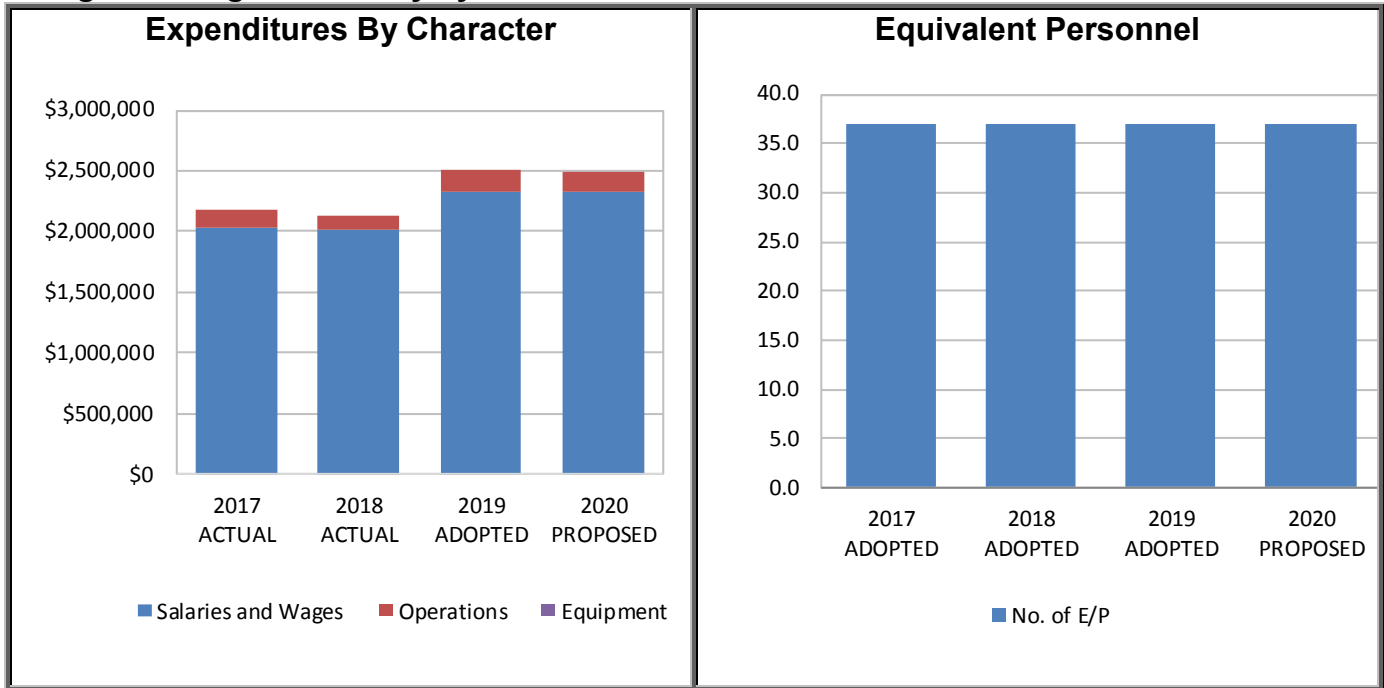
The DSA Program provides services relating to code enforcement and the issuance of permits under the jurisdiction of DSA.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Respond to public inquiries efficiently.</i>				
1. Minimize the # of business days taken to create a Request for Services (RFS) submitted in person or by mail	# of business days (median) taken to create a RFS submitted in-person or by mail	1	1	1
2. Conduct investigations for grading and drainage issues and compliance with building, electrical and plumbing codes as requested through RFS within five business days from the day of receipt	# of business days (median) taken to conduct an initial site assessment	6	5	5
3. Furnish copies of Building Permits and Certificate of Occupancy as requested via RFS within five business days or less from the date of request	# of business days (median) taken to furnish copies of requested documents	9	5	5

## Development Services Administration

## Program Budget Summary by Fiscal Year – General Fund



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$72,258	\$49,980	\$40,500	\$36,000	-\$4,500	-11.1%
WAGES & SALARIES	\$1,957,008	\$1,973,294	\$2,294,880	\$2,294,880	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$2,029,266</b>	<b>\$2,023,274</b>	<b>\$2,335,380</b>	<b>\$2,330,880</b>	<b>-\$4,500</b>	<b>-0.2%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$34,831	\$20,706	\$38,137	\$38,137	\$0	N/A
OTHER COSTS	\$6,418	\$5,055	\$7,300	\$7,300	\$0	N/A
SERVICES	\$34,540	\$12,099	\$33,396	\$33,424	\$28	0.1%
TRAVEL	\$30,186	\$18,339	\$32,700	\$32,700	\$0	N/A
UTILITIES	\$48,693	\$50,223	\$55,923	\$53,142	-\$2,781	-5.0%
<b>Operations Total</b>	<b>\$154,669</b>	<b>\$106,422</b>	<b>\$167,456</b>	<b>\$164,703</b>	<b>-\$2,753</b>	<b>-1.6%</b>
<b>Equipment</b>						
LEASE PURCHASES	-\$651	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>-\$651</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$2,183,284</b>	<b>\$2,129,696</b>	<b>\$2,502,836</b>	<b>\$2,495,583</b>	<b>-\$7,253</b>	<b>-0.3%</b>

## Development Services Administration

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Development Services Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Building Inspector II	7.0	7.0	7.0	7.0	0.0	N/A
Civil Engineer III	1.0	1.0	1.0	1.0	0.0	N/A
Civil Engineer IV	0.0	0.0	0.0	0.0	0.0	N/A
Civil Engineer V	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	2.0	2.0	2.0	2.0	0.0	N/A
Construction Inspector II	3.0	3.0	3.0	3.0	0.0	N/A
Development Services Administrator	1.0	1.0	1.0	1.0	0.0	N/A
Development Services Operations Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Electrical Engineer III	2.0	2.0	2.0	2.0	0.0	N/A
Electrical Engineer V	1.0	1.0	1.0	1.0	0.0	N/A
Electrical Inspector II	4.0	4.0	4.0	4.0	0.0	N/A
Engineering Construction Clerk	0.0	0.0	0.0	0.0	0.0	N/A
Land Use & Building Plans Examiner	1.0	1.0	1.0	1.0	0.0	N/A
Land Use & Codes Building Permit Clerk	3.0	3.0	3.0	3.0	0.0	N/A
Plumbing Inspector II	5.0	5.0	5.0	5.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
Specialty Plans Examiner II	1.0	1.0	1.0	1.0	0.0	N/A
Subdivision Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Land Use/Building Plans Examiner	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>37.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

**DSA – Building Permit****Program Description**

The Development Services Administration collects a plan review fee from each building permit applicant. The fees are used to facilitate the building permit process. The program performs plan check and inspection services as well as permit clerk services, which include distribution, monitoring of permit status and maintaining the permit tracking system.

**Countywide Outcome(s)**

The DSA – Building Permit Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

**Population Served**

The DSA – Building Permit Program serves the applicants for building, electrical and plumbing permits.

**Services Provided**

The DSA – Building Permit Program issues building, electrical and plumbing permits, and performs building, electrical and plumbing inspections.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Process building, electrical and plumbing permit applications efficiently.</i>				
1. Review building permit applications for building code compliance and respond to applicants with concise and clear information within 15 business days or less	# of business days taken to review building permit applications for building code compliance for new, single-family dwellings	5	5	5
	# of business days taken to review building permit applications for building code compliance for residential additions and alterations	7	7	7
	# of business days taken to review building permit applications for building code compliance for new commercial buildings and tenant improvements	6	5	5

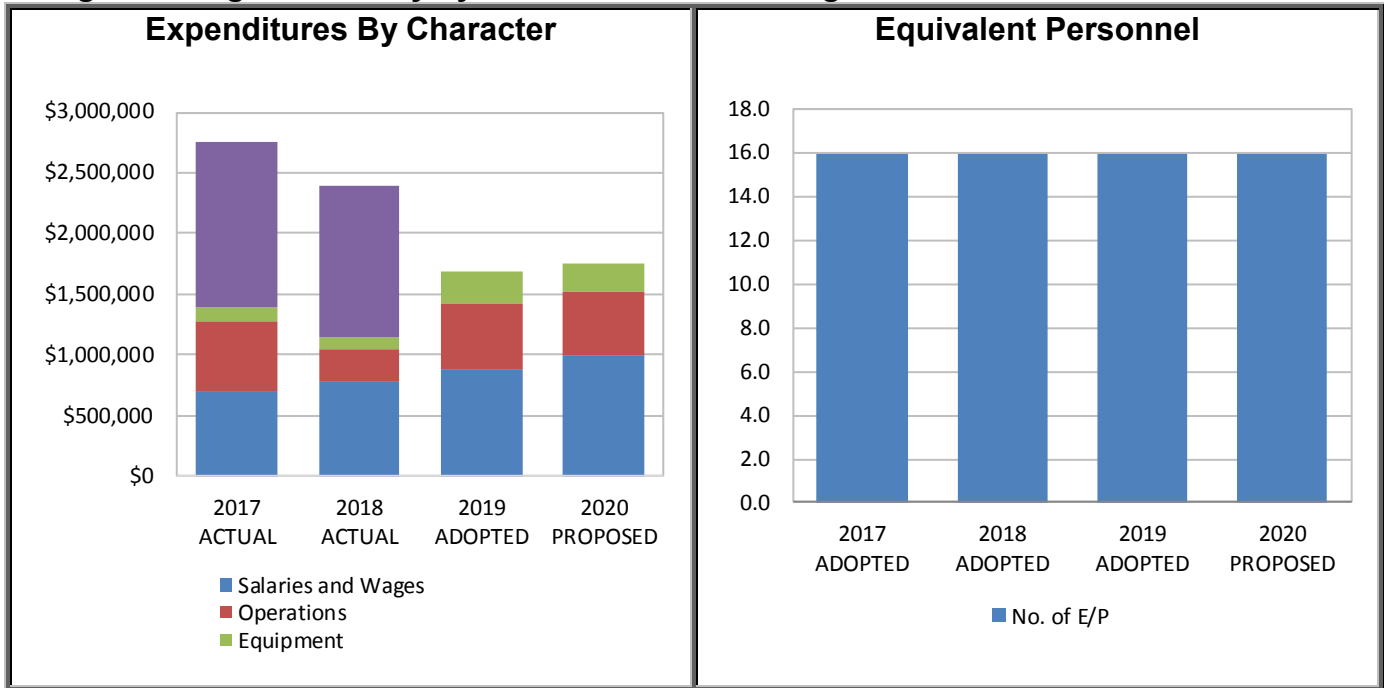
## DSA – Building Permit

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Process building, electrical and plumbing permit applications efficiently (Cont'd).</i>				
1. Review building permit applications for building code compliance and respond to applicants with concise and clear information within 15 business days or less (Cont'd)	# of business days taken to review building permit applications for building code compliance for other non- residential buildings	7	6	6
2. Conduct final review of approved building permit applications for outstanding requirements within five business days or less	# of business days taken to notify the building permit applicant of permit issuance or to resolve outstanding requirements	7	5	5
3. Issue electrical and plumbing permits within 30 days after application is deemed complete as mandated by the Maui County Code	% of plumbing permits issued within 30 days after application is deemed complete	N/A	98%	98%
	% of electrical permits issued within 30 days after application is deemed complete	N/A	98%	98%
<i>Goal #2: Provide expert inspection services as required by the Maui County Code.</i>				
1. Conduct thorough code inspections within two working days of the requested inspection date for building, electrical and plumbing permits	% of inspections made within two working days of the requested inspection date for building, electrical and plumbing permits	97%	96%	96%

## DSA – Building Permit

## Program Budget Summary by Fiscal Year – Revolving Fund



## Expenditures Summary by Character &amp; Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$12,303	\$6,517	\$41,558	\$141,821	\$100,263	241.3%
WAGES & SALARIES	\$682,687	\$768,327	\$845,424	\$850,440	\$5,016	0.6%
<b>Salaries and Wages Total</b>	<b>\$694,990</b>	<b>\$774,844</b>	<b>\$886,982</b>	<b>\$992,261</b>	<b>\$105,279</b>	<b>11.9%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$2,381	\$977	\$36,700	\$36,700	\$0	N/A
OTHER COSTS	\$205,159	\$234,231	\$280,500	\$280,500	\$0	N/A
SERVICES	\$21,070	\$18,523	\$205,000	\$205,000	\$0	N/A
TRAVEL	\$4,011	\$9,499	\$7,000	\$7,000	\$0	N/A
UTILITIES	\$0	\$0	\$8,000	\$8,000	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$351,545	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$584,165</b>	<b>\$263,229</b>	<b>\$537,200</b>	<b>\$537,200</b>	<b>\$0</b>	<b>N/A</b>
<b>Transfer Out</b>						
OTHER GOVERNMENTAL FUNDS	\$1,359,754	\$1,247,750	\$0	\$0	\$0	N/A
<b>Transfer Out Total</b>	<b>\$1,359,754</b>	<b>\$1,247,750</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$108,328	\$100,370	\$267,000	\$215,000	-\$52,000	-19.5%
<b>Equipment Total</b>	<b>\$108,328</b>	<b>\$100,370</b>	<b>\$267,000</b>	<b>\$215,000</b>	<b>-\$52,000</b>	<b>-19.5%</b>
<b>Program Total</b>	<b>\$2,747,238</b>	<b>\$2,386,194</b>	<b>\$1,691,182</b>	<b>\$1,744,461</b>	<b>\$53,279</b>	<b>3.2%</b>



## DSA – Building Permit

## Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer IV	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Computer Applications Support Technician III	1.0	1.0	1.0	1.0	0.0	N/A
Electrical Inspector II	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Construction Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Support Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Land Use & Building Plans Examiner	3.0	3.0	3.0	3.0	0.0	N/A
Land Use & Codes Building Permit Clerk	4.0	4.0	4.0	4.0	0.0	N/A
Specialty Plans Examiner III	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Building Inspector	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Plumbing Inspector	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>16.0</b>	<b>0.0</b>	<b>N/A</b>

## Highways Administration Program

### Program Description

The Highways Administration Program provides policy guidance, administrative oversight and support services to the Road, Bridge and Drainage Maintenance Program, Garage Services Program and Traffic Management Program of the Highways Division; and provides emergency management services to the County of Maui that would protect life, property and the environment.

### Countywide Outcome(s)

The Highways Administration Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Population Served

The Highways Administration Program provides policy guidance, administrative oversight and support services to the employees of the Highways Division. Emergency management services are provided to the resident and visitor population of the County of Maui.

### Services Provided

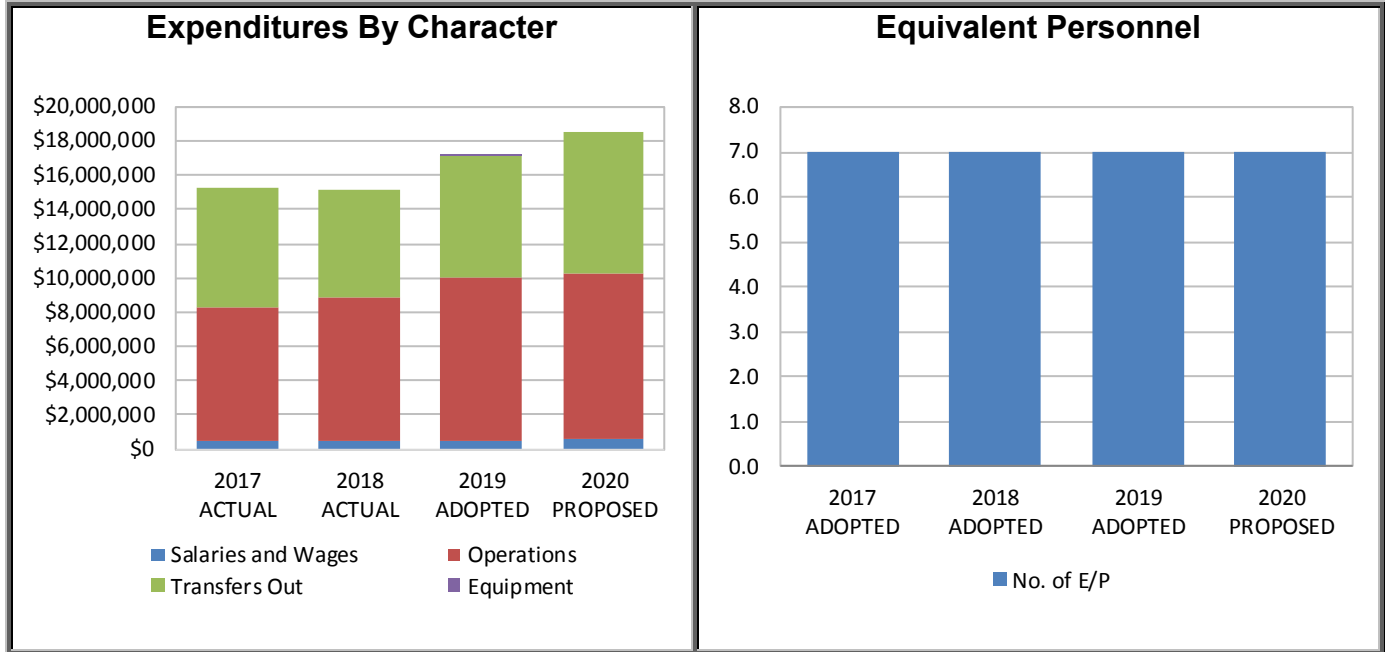
The Highways Administration Program provides policy guidance, administrative oversight, support services and emergency management services.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Retain, develop and recruit a capable, motivated and diverse workforce.</i>				
1. Maintain an average of 20 hours or more annually for supervisors to attend leadership trainings	Average leadership training hours provided to supervisors annually	30	20	20
2. Provide at least 8 hours of safety training annually to each employee	Average safety training hours provided to each employee	15	8	8
3. Provide heavy equipment operator training	# employees provided operator training	60	40	40

## Highways Administration Program

## Program Budget Summary by Fiscal Year – Highway Fund



## Expenditures Summary by Character &amp; Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	-\$1,015	\$5,630	\$11,050	\$25,799	\$14,749	133.5%
WAGES & SALARIES	\$435,069	\$492,831	\$516,660	\$526,632	\$9,972	1.9%
<b>Salaries and Wages Total</b>	<b>\$434,055</b>	<b>\$498,462</b>	<b>\$527,710</b>	<b>\$552,431</b>	<b>\$24,721</b>	<b>4.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$5,121	\$15,215	\$15,700	\$15,700	\$0	N/A
OTHER COSTS	\$9,426	\$6,644	\$12,304	\$4,804	-\$7,500	-61.0%
SERVICES	\$4,869	\$16,458	\$13,000	\$13,000	\$0	N/A
TRAVEL	\$29,132	\$20,760	\$41,500	\$41,500	\$0	N/A
UTILITIES	\$10,663	\$12,217	\$20,756	\$21,475	\$719	3.5%
INTERFUND COST RECLASSIFICATION	\$7,799,808	\$8,308,726	\$9,372,364	\$9,591,504	\$219,140	2.3%
<b>Operations Total</b>	<b>\$7,859,018</b>	<b>\$8,380,020</b>	<b>\$9,475,624</b>	<b>\$9,687,983</b>	<b>\$212,359</b>	<b>2.2%</b>
<b>Transfers Out</b>						
GENERAL FUND	\$6,530,459	\$6,295,327	\$7,075,302	\$8,321,896	\$1,246,594	17.6%
OTHER GOVERNMENTAL FUNDS	\$387,913	\$0	\$78,267	\$0	-\$78,267	-100.0%
<b>Transfers Out Total</b>	<b>\$6,918,372</b>	<b>\$6,295,327</b>	<b>\$7,153,569</b>	<b>\$8,321,896</b>	<b>\$1,168,327</b>	<b>16.3%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$75,000	\$0	-\$75,000	-100.0%
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$75,000</b>	<b>\$0</b>	<b>-\$75,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$15,211,444</b>	<b>\$15,173,809</b>	<b>\$17,231,903</b>	<b>\$18,562,310</b>	<b>\$1,330,407</b>	<b>7.7%</b>

\*\*Note: Expenditures include fringe benefits, overhead, and debt service costs.

## Highways Administration Program

## Equivalent Personnel Summary by Position Title – Highway Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Automotive Services Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Chief of Field Operations & Maintenance	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Support Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Equipment Operator Trainer	1.0	1.0	1.0	1.0	0.0	N/A
Public Works Construction/Maintenance	1.0	1.0	1.0	1.0	0.0	N/A
Secretary II	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>7.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

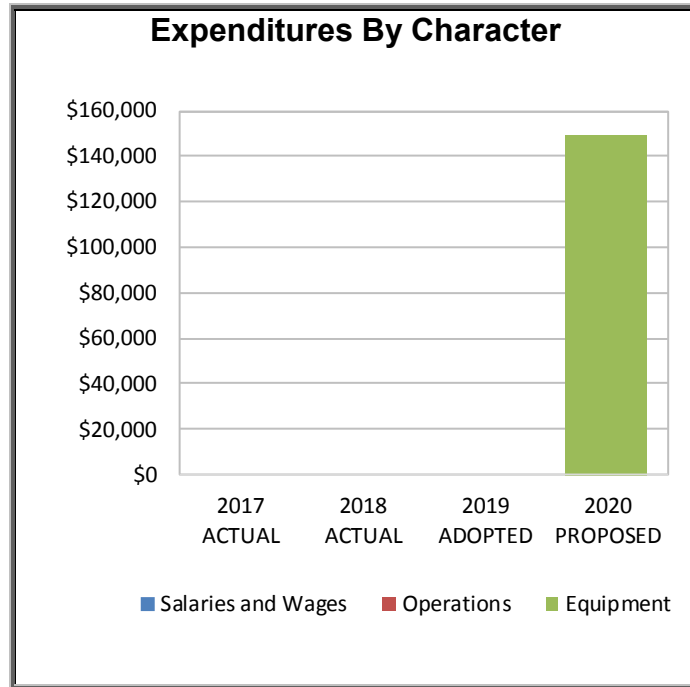
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>INTERFUND COST RECLASSIFICATION:</b>		
916619B-6314 Social Security - FICA: Adjustment based on Fringe Benefit Rates for Calendar Year 2019.	\$21,929	
916619B-6370 Retirement System Charges: Adjustment based on Fringe Benefit Rates for Calendar Year 2019.	\$65,789	
916627B-6320 Hawaii Employer-Union Trust Fd: Adjustment based on Fringe Benefit Rates for Calendar Year 2019.	\$60,563	
916833B-6350 Overhead Charges/Admin Cost: Adjustment based on Cost Allocation Plan.	\$69,772	
<b>Transfers Out</b>		
<b>GENERAL FUND:</b>		
916635B-7510 General Fund: Adjustment for debt service cost per the Debt Service Schedule.	\$1,246,594	
<b>OTHER GOVERNMENTAL FUNDS:</b>		
916638B-7542 Bikeway Fund: Funding not needed in FY 2020.	-\$78,267	
<b>Equipment</b>		

## Expansion Budget Request from FY 2019 Adopted Budget

<i>Expansion Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
916502A-5250 Salary Adjustments: Anticipated pay increase for Collective Bargaining Agreement.	\$15,799	
<b>Operations</b>		
<b>UTILITIES:</b>		
916502B-6120 Electricity: Additional funding based on MECO rate increased 15% in June 2018.	\$719	
<b>Equipment</b>		
None	\$0	

## Highways Administration Program

## Program Budget Summary by Fiscal Year – Grant Revenue Fund



## Expenditures Summary by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$0	\$0	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
TRAVEL	\$0	\$0	\$0	\$0	\$0	N/A
UTILITIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	150,000	\$150,000	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>	<b>\$150,000</b>	<b>N/A</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Highway Administration Program does not have equivalent personnel funded through the Grant Revenue Fund.

## Highways Administration Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No Match \$ or %	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
Hazard Mitigation Grant	No	Yes/25%	\$0	\$150,000	\$0	\$150,000
<b>TOTAL</b>			<b>\$0</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$150,000</b>

**Hazard Mitigation Grant**

Federal Emergency Management Agency grant managed by Hawaii Emergency Management Agency for the purchase and installation of a backup generator at the Highways Division Wailuku baseyard. This backup generator will provide electricity to the Wailuku baseyard during power outages, allowing the Highways Division to better respond to storm events and other emergencies.

## Road, Bridge and Drainage Program

### Program Description

The Road, Bridge and Drainage Maintenance Program protects the public's investment in its highway infrastructure by providing a program of pavement preservation, cleaning and maintaining for its drainage facilities, and by supporting the maintenance of its bridges. In doing so, the program protects the public's health, safety and property.

### Countywide Outcome(s)

The Road, Bridge and Drainage Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Population Served

This program serves the residents, businesses and visitors of the County of Maui.

### Services Provided

The Road, Bridge and Drainage Maintenance Program provides services such as road, bridge and drainage maintenance; disaster response, mitigation and recovery assistance. Services are provided through six district offices, including: Wailuku, Makawao, Lahaina, Hana, Molokai and Lanai.

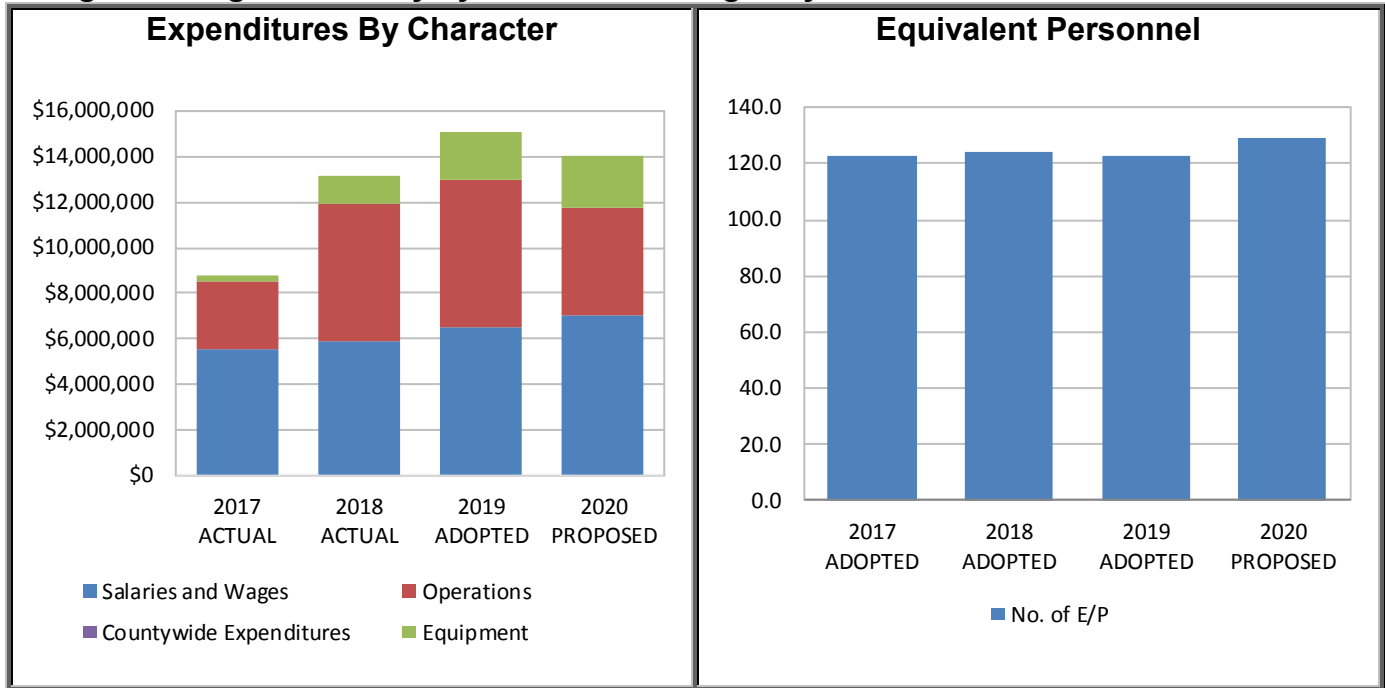
### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Effectively maintain county streets and drainage facilities and develop sustainable roadways to extend pavement lifespan and minimize capital improvement costs.</i>				
1. Extend the lifespan of county streets and drainage facilities	# of lane miles of roads seal coated in-house (countywide) annually	17	10	10
	# of lane miles of roads slurry sealed in-house (countywide) annually	5	5	5
	# of lane miles of roads re-surfaced in-house (countywide) annually	9	4	4
<i>Goal #2: Improve effectiveness and efficiency of program's service by providing timely response to service requests.</i>				
1. Respond to requests to repair potholes within 24 hours	% of potholes reported that have been repaired within 24 hours	99%	100%	100%



## Road, Bridge and Drainage Program

## Program Budget Summary by Fiscal Year – Highway Fund



## Expenditures Summary by Character &amp; Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$169,194	\$133,933	\$230,900	\$198,932	-\$31,968	-13.8%
WAGES & SALARIES	\$5,381,105	\$5,785,886	\$6,261,826	\$6,792,900	\$531,074	8.5%
<b>Salaries and Wages Total</b>	<b>\$5,550,299</b>	<b>\$5,919,819</b>	<b>\$6,492,726</b>	<b>\$6,991,832</b>	<b>\$499,106</b>	<b>7.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$688,621	\$3,464,706	\$3,804,080	\$1,994,154	-\$1,809,926	-47.6%
OTHER COSTS	\$39,180	\$41,749	\$29,100	\$40,350	\$11,250	38.7%
SERVICES	\$213,454	\$353,596	\$239,603	\$224,719	-\$14,884	-6.2%
TRAVEL	\$5,226	\$2,411	\$3,285	\$7,035	\$3,750	114.2%
UTILITIES	\$2,024,511	\$2,190,186	\$2,371,765	\$2,510,642	\$138,877	5.9%
OPERATING EXPENSE	\$0	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$2,970,991</b>	<b>\$6,052,649</b>	<b>\$6,447,833</b>	<b>\$4,776,900</b>	<b>-\$1,670,933</b>	<b>-25.9%</b>
<b>Countywide Expenditures</b>						
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Countywide Expenditures Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$290,672	\$1,141,496	\$2,161,500	\$2,260,000	\$98,500	4.6%
<b>Equipment Total</b>	<b>\$290,672</b>	<b>\$1,141,496</b>	<b>\$2,161,500</b>	<b>\$2,260,000</b>	<b>\$98,500</b>	<b>4.6%</b>
<b>Program Total</b>	<b>\$8,811,963</b>	<b>\$13,113,963</b>	<b>\$15,102,059</b>	<b>\$14,028,732</b>	<b>-\$1,073,327</b>	<b>-7.1%</b>

## Road, Bridge and Drainage Program

## Equivalent Personnel Summary by Position Title – Highway Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant I	6.0	6.0	6.0	6.0	0.0	N/A
Construction Equipment Mechanic I	1.0	1.0	0.0	1.0	1.0	N/A
Equipment Operator III	19.0	19.0	19.0	19.0	0.0	N/A
Equipment Operator IV	24.0	24.0	23.0	24.0	1.0	4.3%
Highway Construction & Maintenance Supervisor I	8.0	9.0	8.0	9.0	1.0	12.5%
Highway Construction & Maintenance Supervisor II	3.0	3.0	2.0	3.0	1.0	50.0%
Laborer II	38.0	38.0	41.0	43.0	2.0	4.9%
Public Works District Supervisor I	3.0	3.0	3.0	3.0	0.0	N/A
Public Works District Supervisor II	2.0	2.0	2.0	2.0	0.0	N/A
Public Works Highway Utility Worker	4.0	4.0	4.0	4.0	0.0	N/A
Public Works Lanai District Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Public Works Operations & Maintenance Worker I	1.0	1.0	1.0	1.0	0.0	N/A
Street Sweeper Operator	4.0	4.0	4.0	4.0	0.0	N/A
Tractor Mower Operator	9.0	9.0	9.0	9.0	0.0	N/A
<b>Program Total</b>	<b>123.0</b>	<b>124.0</b>	<b>123.0</b>	<b>129.0</b>	<b>6.0</b>	<b>4.9%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

Continuation Budget		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
916528A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase, increase to full year salary for 4.0 Laborer II expansion positions in FY 2019 and moved one 1.0 Laborer II to 916536A.	\$57,698	-1.0
916536A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase, increase to full year salary of one Laborer II expansion position in FY 2019 that's transferred from 916528A.	\$67,932	1.0
916544A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase.	\$16,032	0.0
916551A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase.	\$19,560	0.0
916569A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase.	\$14,064	0.0
916389A-5101 Regular Wages: Transferred 6.0 E/P and Salaries from Pavement Preservation Special Maintenance Program - General Fund.	\$349,476	6.0
<b>OTHER PREMIUM PAY:</b>		
916528A-5250 Salary Adjustments: One-time lump sum payment based on Collective Bargaining Agreements for BU 01 and 03/04.	-\$25,150	0.0
916536A-5250 Salary Adjustments: One-time lump sum payment based on Collective Bargaining Agreements for BU 01 and 03/04.	-\$24,150	0.0
916544A-5250 Salary Adjustments: One-time lump sum payment based on Collective Bargaining Agreements for BU 01 and 03/04.	-\$16,150	0.0
916551A-5250 Salary Adjustments: One-time lump sum payment based on Collective Bargaining Agreements for BU 01 and 03/04.	-\$19,150	0.0

## Road, Bridge and Drainage Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (cont'd)

916569A-5250 Salary Adjustments: One-time lump sum payment based on Collective Bargaining Agreements for BU 01 and 03/04.	-\$14,150	0.0
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
916389B-6030 Mach & Equip Replacement Parts: Budget transferred from Pavement Preservation Special Maintenance Program - General Fund.	\$10,000	
916389B-6031 Repairs & Maintenance Supplies: Budget transferred from Pavement Preservation Special Maintenance Program - General Fund.	\$30,000	
916528B-6012 Construction Materials: Budget transferred from Pavement Preservation Special Maintenance Program - General Fund.	-\$45,000	
916809B-6060 Small Equipment - under \$1000: Deletion of appropriation for streetlight conversion.	-\$1,900,000	
<b>OTHER COSTS:</b>		
916389B-6233 Rental of Machinery & Equipment: Budget transferred from Pavement Preservation Special Maintenance Program - General Fund.	\$10,000	
916528B-6235 Rentals: Deletion of one-time appropriation for short-term equipment rentals for emergency drain repairs and fallen trees.	-\$10,000	
<b>SERVICES:</b>		
916528B-6139 Repairs & Maintenance - Others: Deletion of one-time appropriation for repairs to restrooms Wailuku baseyard facility tire shop and green building.	-\$15,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
916528C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$350,000	
916536C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$430,000	
916536C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$105,000	
916544C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$520,000	
916544C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$160,000	
916551C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$75,000	
916551C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$250,000	
916569C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$170,000	
916577C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$21,500	

## Road, Bridge and Drainage Program

## Expansion Budget Request from FY 2019 Adopted Budget

<i>Expansion Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
916389A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$8,000	
916389A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$1,940	
916528A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$8,000	
916528A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$5,469	
916536A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$8,000	
916536A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$5,469	
916544A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$4,000	
916544A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$3,339	
916551A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$4,000	
916551A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$3,207	
916569A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$4,000	
916569A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$3,249	
916577A-5215 Premium Pay: Allow flexibility for longer shifts on pavement preservation jobs. Due to PP using District labor, additional OT is being requested in RBD and PP.	\$4,000	
916577A-5250 Salary adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$3,259	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
916528B-6023 Gas/diesel/oil interfund: Additional funding due to potential price increase.	\$8,466	
916544B-6023 Gas/diesel/oil interfund: Additional funding due to potential price increase.	\$22,336	
916551B-6023 Gas/diesel/oil interfund: Additional funding due to potential price increase.	\$6,088	

## Road, Bridge and Drainage Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

916577B-6023 Gas/diesel/oil interfund: Additional funding due to potential price increase.	\$9,934	
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Operations</b>		
<b>UTILITIES:</b>		
9165288B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$7,006	
916544B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$1,452	
916569B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$8,997	
916577B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$688	
916809B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$121,810	
916825B-6120 Electricity: Additional funding based on MECO rate increased of 15% in June 2018.	\$1,909	
<b>OTHER COSTS:</b>		
916528B-6235 Rentals: Restore \$10,000 to allow for rental of specialty equipment during emergency response and for emergency repairs.	\$10,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
916389C-7044 Other Equipment: Purchase one 80 Ton Sliding Axle Trailer @ \$120,000 and purchase of one 10 Ton Double Smooth Drum Roller.	\$280,000	
916528C-7044 Other Equipment: Replacement of a Tractor Mower with rear rotary cutting deck.	\$80,000	
916536C-7040 Motor Vehicles: Replacement of 4000 Gallon Stainless Steel 6x6 Water Tanker @ \$380,000.	\$380,000	
916536C-7044 Other Equipment: Replacement of one Closed Cab 4x4 Backhoe/extboom/thumb @ \$180,000.	\$180,000	
916544C-7040 Motor Vehicles: Replacement of one 12-14 Cubic Yard Dump Truck @ \$300,000.	\$300,000	
916544C-7044 Other Equipment: Purchase of one mini Excavator (close cab) @ \$140,000.	\$140,000	
916511C-7040 Motor Vehicles: Replacement of one 12 yard Dump @ \$300,000 and replacement of one Sterling 12 year Dump @ \$300,000.	\$600,000	
916569C-7040 Motor Vehicles: Purchase of one truck tractor @ \$250,000.	\$250,000	
916577C-7040 Motor Vehicles: Purchase of one Pickup Extracab 4x4 @ \$50,000.	\$50,000	

## Traffic Management Program

### Program Description

The Traffic Management Program provides for the safety of the traveling public by establishing and maintaining clear directions and controls on the use of roads through its traffic signs, pavement markings and traffic signals.

### Countywide Outcome(s)

The Traffic Management Program supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County

### Population Served

The Traffic Management Program serves the residents, visitors and businesses of the County of Maui.

### Services Provided

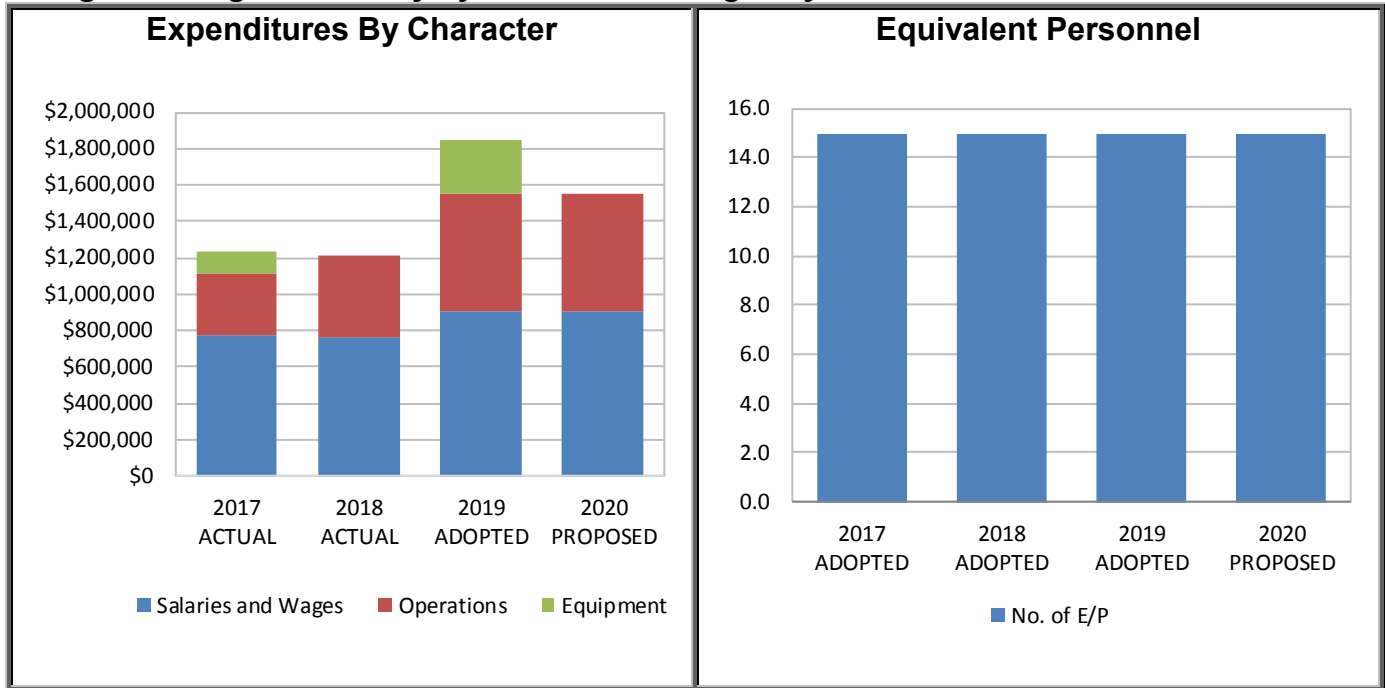
The Traffic Management Program installs, replaces and upgrades sign posts and signs in accordance with the Manual of Uniform Traffic Control Devices (MUTCD) and re-stripes pavement markings as required. Repairs and maintains all traffic signal lights under the county's jurisdiction. Repairs and maintains roadside solar-powered emergency call boxes.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Enable the safe use of public spaces by repairing and maintaining county traffic signs and markings in a timely manner.</i>				
1. Complete the repair and maintenance of county traffic signs and markings to fully comply with the 2009 MUTCD retro reflectivity standards in the next 10 years	% of compliance each year	30%	20%	20%
	# of lane feet restriped each year	80,000	40,000	40,000
	# of crosswalks repainted each year	40	10	10

## Traffic Management Program

## Program Budget Summary by Fiscal Year – Highway Fund



## Expenditures Summary by Character &amp; Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$60,403	\$52,454	\$74,650	\$64,468	-\$10,182	-13.6%
WAGES & SALARIES	\$709,196	\$709,011	\$828,048	\$842,652	\$14,604	1.8%
<b>Salaries and Wages Total</b>	<b>\$769,599</b>	<b>\$761,465</b>	<b>\$902,698</b>	<b>\$907,120</b>	<b>\$4,422</b>	<b>0.5%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$268,072	\$342,617	\$478,765	\$478,765	\$0	N/A
OTHER COSTS	\$3,521	\$3,330	\$7,000	\$7,000	\$0	N/A
SERVICES	\$27,306	\$63,568	\$112,100	\$112,100	\$0	N/A
TRAVEL	\$1,934	\$314	\$400	\$400	\$0	N/A
UTILITIES	\$46,743	\$44,669	\$55,464	\$51,925	-\$3,539	-6.4%
<b>Operations Total</b>	<b>\$347,577</b>	<b>\$454,498</b>	<b>\$653,729</b>	<b>\$650,190</b>	<b>-\$3,539</b>	<b>-0.5%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$122,049	-\$315	\$295,000	\$0	-\$295,000	-100.0%
<b>Equipment Total</b>	<b>\$122,049</b>	<b>-\$315</b>	<b>\$295,000</b>	<b>\$0</b>	<b>-\$295,000</b>	<b>-100.0%</b>
<b>Program Total</b>	<b>\$1,239,225</b>	<b>\$1,215,648</b>	<b>\$1,851,427</b>	<b>\$1,557,310</b>	<b>-\$294,117</b>	<b>-15.9%</b>



## Traffic Management Program

## Equivalent Personnel Summary by Position Title – Highway Fund

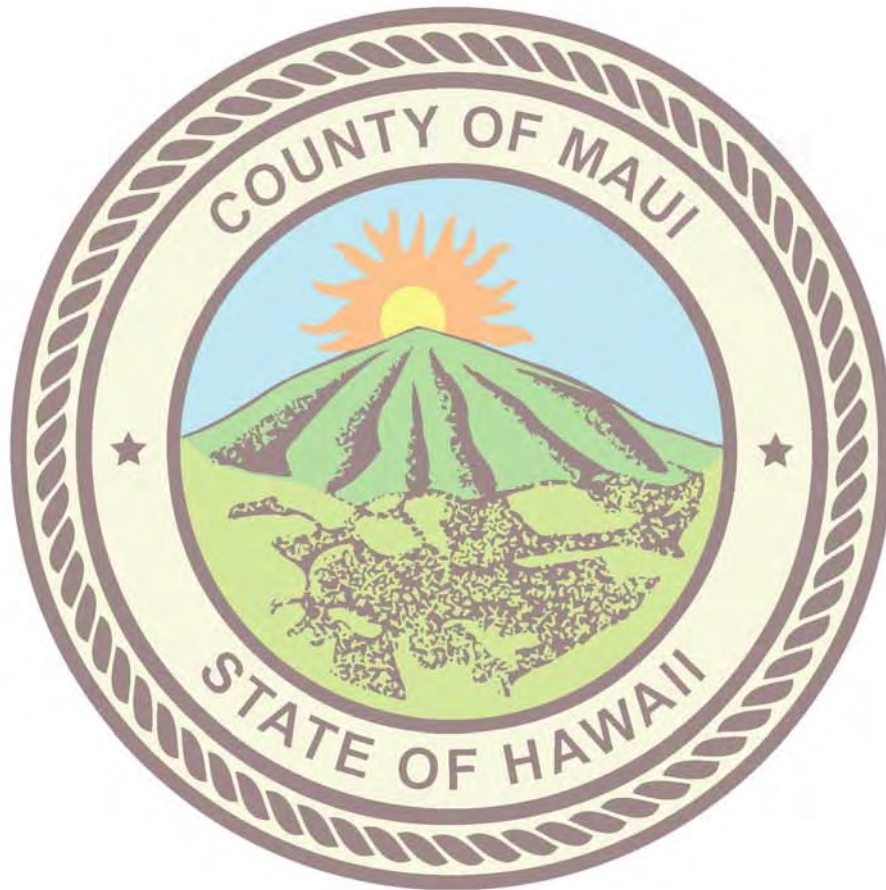
POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Electronic Technician I	2.0	2.0	2.0	2.0	0.0	N/A
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Traffic Marker - Sign Painter I	3.0	3.0	3.0	3.0	0.0	N/A
Traffic Marker - Sign Painter II	2.0	2.0	2.0	2.0	0.0	N/A
Traffic Signs & Markings Helper	5.0	5.0	5.0	5.0	0.0	N/A
Traffic Signs/Markings Supervisor II	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>15.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

<i>Continuation Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
916601A-5101 Regular Wages: Adjustments to salaries based on collective bargaining increase.	\$10,344	0.0
<b>OTHER PREMIUM PAY:</b>		
916601A-5250 Salary Adjustments: Deletion on FY2019 one-time lump sum payments for BU 01 and 03/04.	-\$10,150	0.0
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
916601B-6023 Gas/Diesl/Oil Interfund: Budget transferred from 916601B-6059.	\$10,000	
916601B-6059 Traffic Signs: Budget transferred to 916601B-6023.	-\$10,000	
<b>Equipment</b>		
<b>MACHINERY &amp; EQUIPMENT:</b>		
916601C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2019.	-\$115,000	

## Expansion Budget Request from FY 2019 Adopted Budget

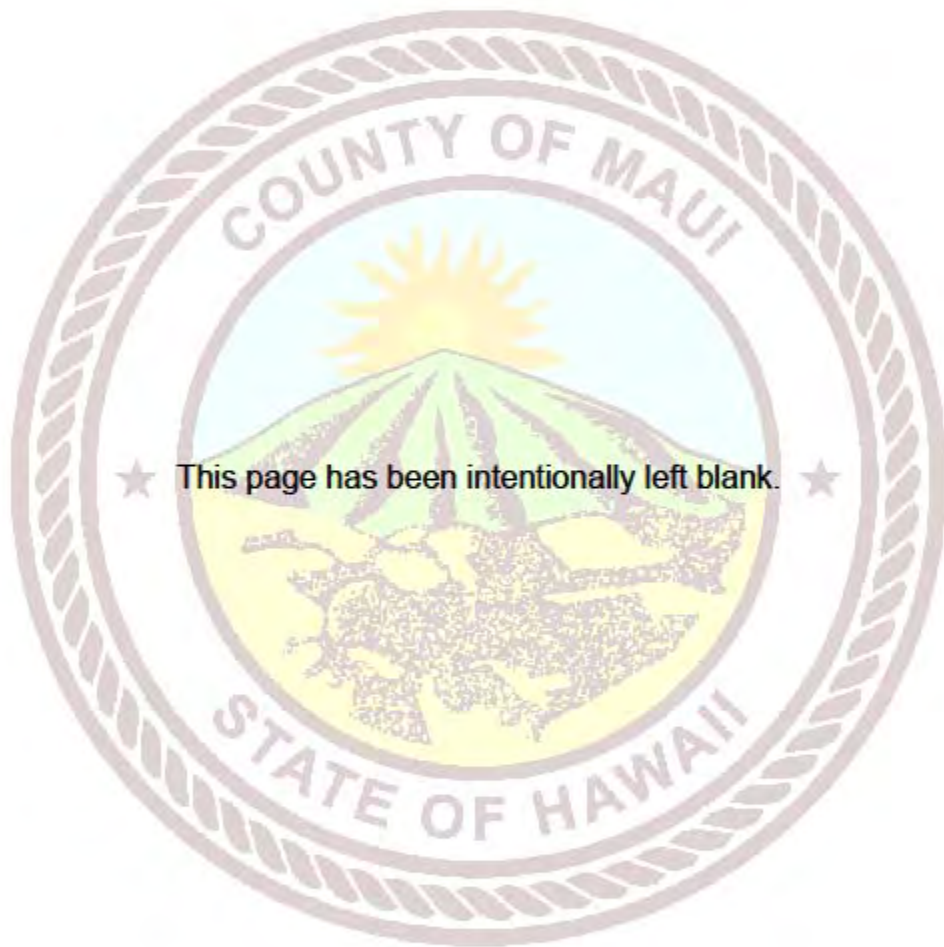
<i>Expansion Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
916601A-5250 Salary Adjustments: Deletion of FY19 one-time lump sum payments for BU01 and 03/04.	\$2,968	0.0
<b>Operations</b>		
<b>UTILITIES:</b>		
916817B-6120 Electricity: Additional funding based on MECO 15% in June 2018.	\$4,674	
<b>Equipment</b>		
None	\$0	



---

# Transportation

---



★ This page has been intentionally left blank. ★

## Department Summary

### Mission

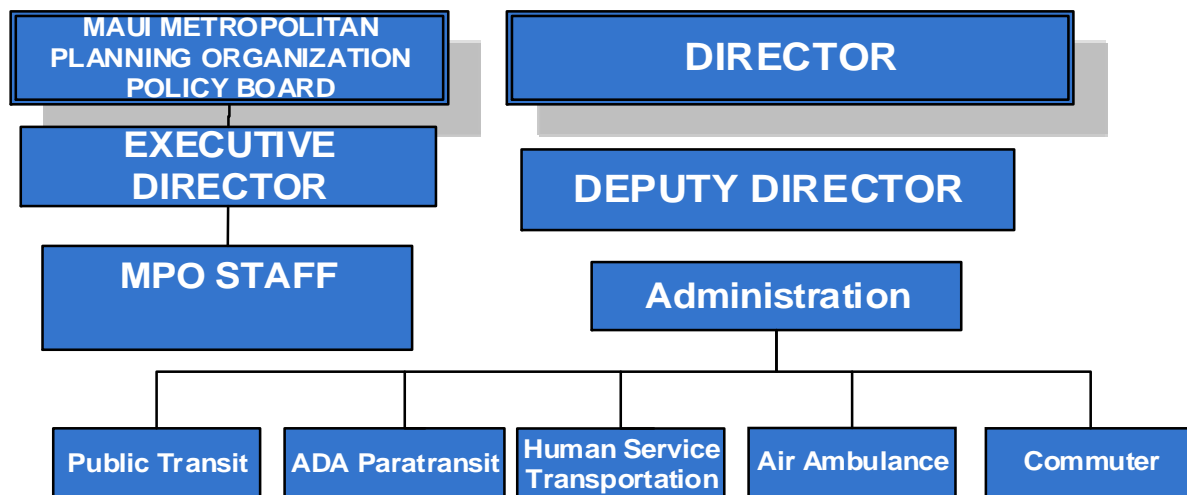
The principal mission of the Maui Department of Transportation (MDOT) is to oversee and support transportation systems that facilitate the movement of people throughout Maui County, including public transit, commuter, paratransit, human services transit and air ambulance in a safe, efficient and cost-effective manner.

### Countywide Outcome(s)

The Department of Transportation supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

Administration Program:

- Work with bus riders and engineering staff to plan and build Federal Transportation Administration (FTA)/ Americans with Disabilities Act-compliant transit amenities.
- Congress requires agencies to report to the National Transportation Database (NTD) under Title 49 U.S.C. 5335(a): The NTD requires agencies to provide a summary of transit characteristics, including financial and operating statistics through extensive detailed monthly and annual reports.
- MDOT has required MEO to utilize a reservation and scheduling software program for both the ADA paratransit and human services transportation programs to provide accurate reporting for the NTD.
- MDOT has procured the Syncromatics CAD/AVL system for the Fixed Route system to address the NTD reporting requirements and requires additional staff to manage it.
- FTA is requiring MDOT to become a direct recipient due to its urbanized status. Directive will require additional staff.

**Department Summary****Strategies (Cont'd)**

- Annually review fleet replacement schedule and initiate purchases as funding permits.
- Continue with departmental education on all levels for any new and existing staff members.
- Prepare Requests for Proposals for necessary services and equipment based on available funds.
- Administratively assist the Maui Metropolitan Planning Organization (Maui MPO).
- Continue to review the Maui Short Range Transit Plan and to propose and make changes based on community feedback and as funding permits.

**Human Services Transportation Program:**

- Assist the service provider in meeting the needs of the NTD requirements and riders that fall into a “gap” group in an efficient and cost-effective manner.

**Air Ambulance Program:**

- Place the amount of funding needed annually in the MDOT budget proposal and ensure a similar match is continued by the State of Hawaii.

**Paratransit Program:**

- Continue implementation of efficiencies and address NTD reporting requirements within paratransit program while improving quality of service to ridership.
- Insure compliance with NTD and new ADA requirements, and provide educational support to paratransit riders.

**Public Transit Program:**

- Work with our transportation specialists and vendors to adjust routes to maintain on-time performance, increase ridership and reliability of service.
- Collaborate with community partners and the community at large to increase participation in transit-related forums, educational classes and public outreach to enhance level of service.
- Pursue goals and objectives identified in the Maui Short Range Transit Plan and insure continued FTA compliance.

**Commuter Program:**

- Continue program implementation and evaluate performance as a component of overall public transit.
- Continue to work with hotel association leaders and employer groups to determine transit needs and priorities and implement changes when required.

**Maui Metropolitan Planning Organization (Maui MPO):**

- 23 United States Code (U.S.C.) §§ 134-135, and 49 U.S.C. §§ 5303-5304, as amended, federal regulations adopted pursuant thereto, and other federal laws, require that a Metropolitan Planning Organization (MPO) be designated based on a qualifying population threshold, to act as a decision-making agency and receive certain funds to carry out a “continuing, cooperative, and comprehensive” transportation planning process (3-C Planning Process).
- Chapter 279D, Hawaii Revised Statutes (HRS), require the State to coordinate the statewide transportation planning process for metropolitan planning areas (MPAs).
- Based on the 2010 United States Census, the geographic area encompassing Kahului, Wailuku, and Paia was found to have a population greater than 50,000 individuals, thus qualifying as an “urbanized area,” eligible for designation as an MPO.
- The County of Maui Department of Transportation through its administrative supplemental agreement administratively supports the Maui MPO.

**Department Summary****Strategies (Cont'd)**

- The Maui MPO is responsible for developing four primary planning and programming work products as follows:
  - The Maui Long Range Transportation Plan (MLRTP)
  - The Transportation Improvement Plan (TIP)
  - The Unified Planning Work Program (UPWP)
  - The Public Participation Plan (PPP)

**Operations**

The legislative directives that have helped to frame the County's Department of Transportation strategies are taken directly from the County Charter; the County of Maui Short Range Transit Plan (updated in FY 2016); the Focus Maui Nui priority to improve transportation by working to reduce traffic, improve goals, and/or adopt public transportation; and the Key Priorities established by the Mayor, which are to provide suitable public infrastructure and provide for a prepared, safe and livable county.

Maui County's Department of Transportation administers safe, efficient, integrated, and cost-effective transit systems and is firmly established throughout Maui County as an integral part of each community in their contributions to the overall quality of life for residents and visitors alike. MDOT personnel operate as a team and are continuously engaged in finding creative and cost-effective solutions to the challenges that are posed in a multi-modal transportation delivery system that serves a multi-island community with diverse and changing needs.

- Continue to apply for grants as well as explore all funding options under the Urban Zone Area designation and Fixing America's Surface Transportation Act (FAST Act) programs in cooperation with our Washington, D.C. liaison.
- Continue to access Rural Transit Assistance Program (RTAP) funds to attend conferences to better educate and train the department on new cost-effective technologies and systems.
- Continue to seek the maximum matching funds and access new funding through FTA's small urban zone area formula programs.
- Continue capital projects included in the county's Capital Improvement Plan (CIP) to design, implement and the construction of transit amenities/shelters and most recently a Central Maui Transit Hub.
- Continue to provide administrative support with the Maui Metropolitan Planning Organization (Maui MPO).

**External Factors Description**

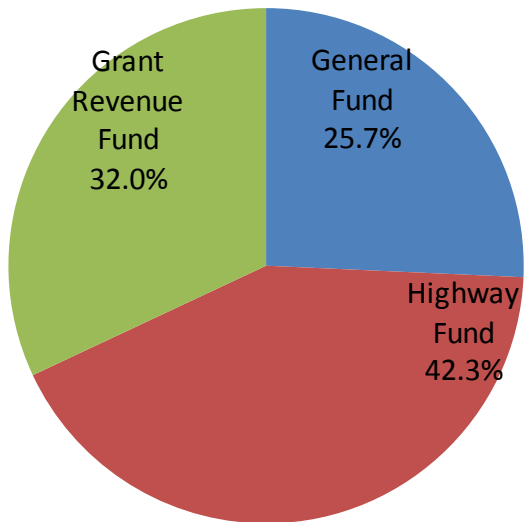
Some challenges still remain for the department in achieving its goals and objectives. The largest challenge is the lack of staff that is required to address the current and new increased federal reporting requirements (Public Transportation Safety Program, Title VI, Disadvantaged Business Enterprise (DBE), FTA Asset Management, Limited English Proficiency (LEP), Public Participation Plan (PPP) along with the need to convert from paper data collection to computer systems to address the higher NTD specifications. In addition, the requirements by the FTA in forming an MPO have necessitated additional workload for our existing staff.



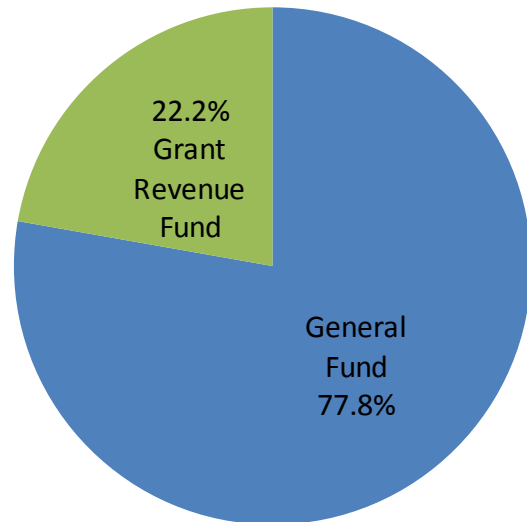
## Department Summary

## Department Budget Summary by Fund

FY 2020 Total Expenditures

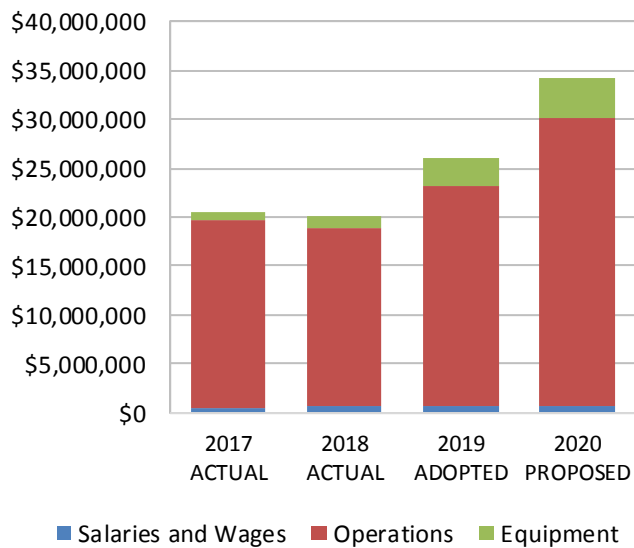


FY 2020 Total Equivalent Personnel

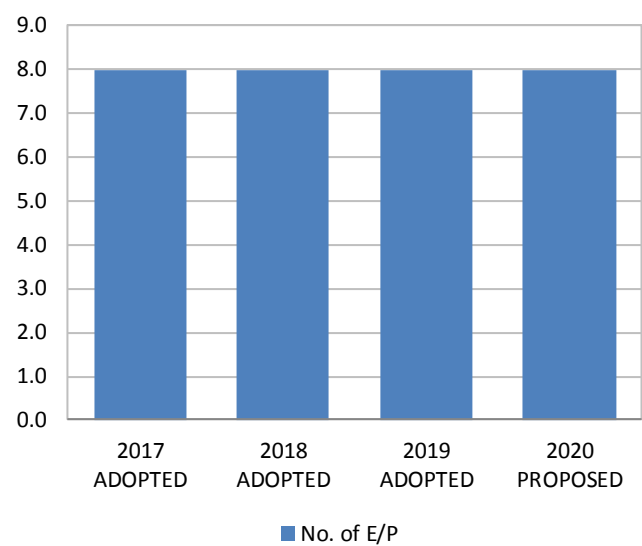


## Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel





## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$1,274	\$3,035	\$2,150	\$5,000	\$2,850	132.6%
WAGES & SALARIES	\$549,915	\$614,096	\$665,168	\$673,837	\$8,669	1.3%
<b>Salaries and Wages Total</b>	<b>\$551,189</b>	<b>\$617,131</b>	<b>\$667,318</b>	<b>\$678,837</b>	<b>\$11,519</b>	<b>1.7%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$3,212	\$5,513	\$4,023	\$4,023	\$0	N/A
OTHER COSTS	\$7,763,653	\$7,423,125	\$2,551,406	\$7,890,083	\$5,338,677	209.2%
SERVICES	\$10,727,733	\$10,639,298	\$19,125,895	\$20,678,836	\$1,552,941	8.1%
TRAVEL	\$9,970	\$27,975	\$11,090	\$11,800	\$710	6.4%
UTILITIES	\$2,613	\$3,381	\$3,000	\$3,300	\$300	10.0%
BUDGETED EXPENDITURES	\$609,200		\$740,000	\$802,500	\$62,500	8.4%
INTERFUND COST RECLASSIFICATION	\$54,623	\$103,170		\$0	\$0	N/A
<b>Operations Total</b>	<b>\$19,171,004</b>	<b>\$18,202,461</b>	<b>\$22,435,414</b>	<b>\$29,390,542</b>	<b>\$6,955,128</b>	<b>31.0%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,291	\$4,196	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$850,488	\$1,303,104	\$3,020,000	\$4,220,000	\$1,200,000	39.7%
<b>Equipment Total</b>	<b>\$852,779</b>	<b>\$1,307,299</b>	<b>\$3,022,500</b>	<b>\$4,222,500</b>	<b>\$1,200,000</b>	<b>39.7%</b>
<b>Department Total</b>	<b>\$20,574,973</b>	<b>\$20,126,892</b>	<b>\$26,125,232</b>	<b>\$34,291,879</b>	<b>\$8,166,647</b>	<b>31.3%</b>

## Equivalent Personnel Summary by Program

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	8.0	8.0	8.0	8.0	0.0	N/A
<b>Department Total</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>0.0</b>	<b>N/A</b>

**Administration Program****Program Description**

The Department of Transportation's Administration Program is currently comprised of six employees. These staff members oversee and manage the five programs within the department: Public Transit Program; Commuter Service Program; Paratransit Program; Human Service Transit Program; and Air Ambulance Program. The department also provides administrative support to the Maui MPO. The department oversees the Capital Improvement Program (CIP), which involves the review of bus stop utilizations and if ridership meets the designated threshold for a shelter if so, then the department will move forward with the design and construction of bus shelter amenities throughout Maui. Most recently, the department has received county funding for the planning and design of the new Central Maui Transit Hub. This is due to the request from Queen Ka'ahumanu Center notifying the department to relocate its current hub from their center. Once the planning and design has been completed, construction will commence. The State of Hawaii has provided construction funding through the Hawaii Housing Finance and Development Corporation (HHFDC). The department also oversees the bus replacement and fleet management operations, which includes securing and monitoring FTA grant funds and working with the State Department of Transportation to access needed capital.

Based on the 2010 United States Census, the geographic area encompassing Kahului, Wailuku, and Paia was found to have a population greater than 50,000 individuals, thus being designated as an urban zone area (UZA). With this designation, a Metropolitan Planning Organization needed to be established. The Maui MPO is administratively attached to MDOT based on the administrative supplemental agreement between MDOT and the Maui MPO. Any and all Federal and matching funds spent by the Maui MPO passes through MDOT. Along with the department needing to support the MPO, more detailed reporting is now required by the National Transit Database (NTD).

The Administration Program is funded by both General and Highway Funds. The General Fund provides appropriation for the Administration Program's salaries and wages, premium pay, operations and on-going lease equipment. It also provides appropriations for bus procurement, while the Highway Fund provides appropriations for the Public Transit Program. The Program Summary, Budget Details, and Changes from FY 2019 Adopted Budget sections for this program are separated by fund and presented on the following pages.

This program also includes Grant Revenue Programs. Funding from Grant Revenue Programs will continue to be received from the FTA under the Fixing America's Surface Transportation Act (FAST Act) and the Urbanized Area Formula programs. These include Statewide Transportation Planning Program 5305, Urbanized Area Formula Program 5307, Section 5339 Rural Formula Funds (formerly 5309), Section 5339 Small Urban Formula Funds, Section 5311 Non-Urbanized Area Formula Program, and Section 5311 Rural Transit Assistance (RTAP) Program. Also included in Grant Revenues is the Federal Highway Administration (FHWA) planning funds for the Maui MPO. The total amount of anticipated funding is around \$10.9 million, which also includes existing awards that are slated for receipt in FY 2020.

**Countywide Outcome(s)**

The Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

## Administration Program

### Population Served

The Administration Program serves the department staff, contractors, citizens, and visitors of the County of Maui.

### Services Provided

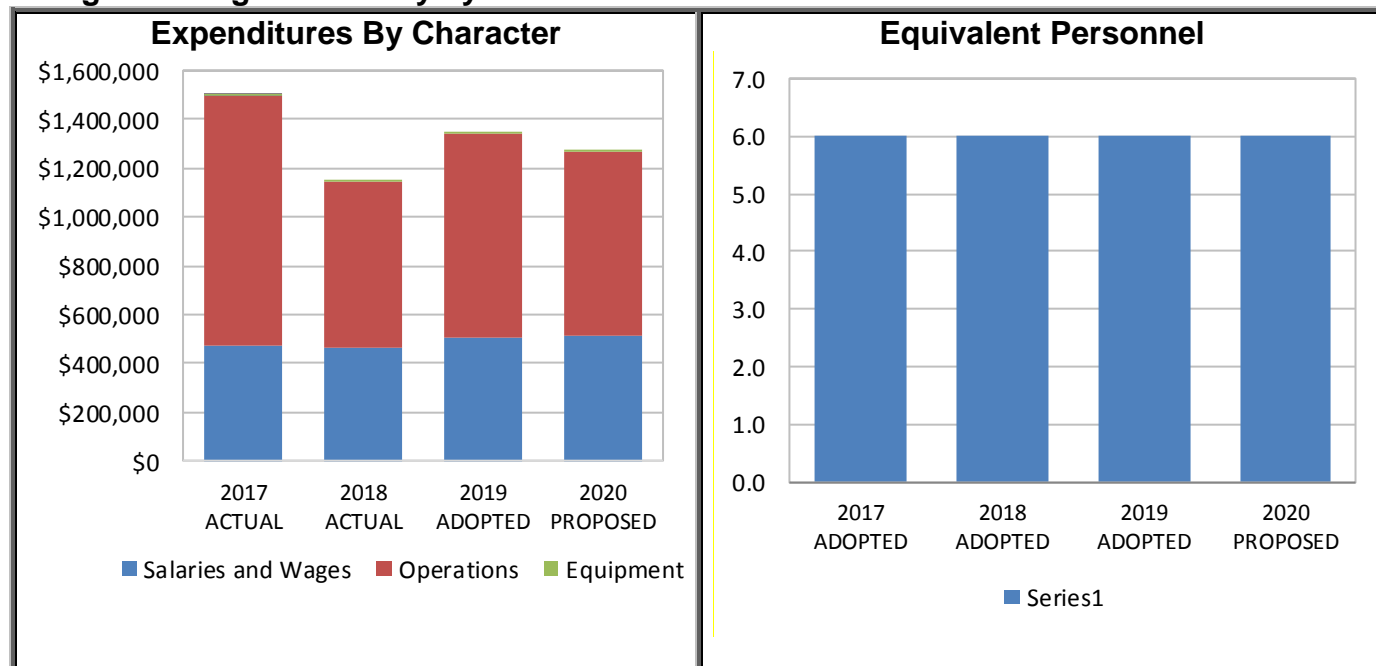
The Administration Program oversees and manages the Public Transit Program, Commuter Service Program, Paratransit Program, Human Service Transit Program, and the Air Ambulance Program.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Maintain a safe and reliable Maui Bus fleet and insure that the number of vehicles required meet rider demands.</i>				
1. Continue to monitor the FTA useful life of the Maui Bus Fixed Route fleet. FTA useful life for heavy duty transit buses are 500,000 miles or 12 years old	Average age of the fixed route fleet	7.7 years	8.5 years	8.9 years
	Average mileage of the fixed route fleet	417,979	450,000	450,000
2. Continue to monitor the FTA useful life of the Maui Bus ADA Paratransit fleet. FTA useful life for cut-away buses are 200,000 miles or 7 years old	Average age of the ADA paratransit fleet	4 years	5 years	6 years
	Average mileage of the ADA paratransit fleet	125,836	140,000	170,000
<i>Goal #2: Improve existing transit system shelter's and construct ADA compliant bus stops/shelters.</i>				
1. Continue to implement bus shelters through the county's CIP to meet the standards established in the Maui County Bus Stop Planning & Design Services plan. Bus stops with ridership equaling or exceeding 25 boardings per day are priority candidates for new shelters	# of Maui Bus stops system wide	200	200	209
	# of stops that meet the minimum ridership boardings for shelter improvements	46	46	46
	# of total shelters built	44	46	46
	% of overall shelter project completed	96%	100%	100%
<i>Goal #3: The overall Maui Bus farebox recovery rate (includes the Fixed Route, ADA Paratransit and Commuter programs).</i>				
1. The overall Maui Bus farebox recovery rate (Individual farebox recovery rate breakdowns are found under each program)	% of annualized farebox return	23%	26%	20%
	Total Revenues Collected	2,374,085	\$2,500,000	\$2,300,000

## Administration Program

## Program Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$1,274	\$3,035	\$2,150	\$5,000	\$2,850	132.6%
WAGES & SALARIES	\$472,769	\$460,442	\$505,168	\$509,037	\$3,869	0.8%
<b>Salaries and Wages Total</b>	<b>\$474,044</b>	<b>\$463,477</b>	<b>\$507,318</b>	<b>\$514,037</b>	<b>\$6,719</b>	<b>1.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$3,212	\$4,326	\$4,023	\$4,023	\$0	N/A
OTHER COSTS	\$913,205	\$584,380	\$686,691	\$637,668	-\$49,023	-7.1%
SERVICES	\$98,617	\$80,241	\$127,850	\$98,240	-\$29,610	-23.2%
TRAVEL	\$5,315	\$11,202	\$11,090	\$11,800	\$710	6.4%
UTILITIES	\$2,613	\$3,381	\$3,000	\$3,300	\$300	10.0%
<b>Operations Total</b>	<b>\$1,022,963</b>	<b>\$683,530</b>	<b>\$832,654</b>	<b>\$755,031</b>	<b>-\$77,623</b>	<b>-9.3%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$2,291	\$2,291	\$2,500	\$2,500	\$0	N/A
<b>Equipment Total</b>	<b>\$2,291</b>	<b>\$2,291</b>	<b>\$2,500</b>	<b>\$2,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$1,499,298</b>	<b>\$1,149,298</b>	<b>\$1,342,472</b>	<b>\$1,271,568</b>	<b>-\$70,904</b>	<b>-5.3%</b>

## Administration Program

## Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Transportation Grants Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Transportation Program Coordinator	1.0	1.0	1.0	1.0	0.0	N/A
Transportation System Analyst	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>0.0</b>	<b>N/A</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
907706B-6132 Professional Services: Deletion of Council added appropriation for assessment to satisfy 5.1 of the Transportation audit.	-\$30,000	
917722B-6160 Transportation Services: Budget transferred to 917722B-6316.	-\$62,500	
<b>BUDGETED EXPENDITURES:</b>		
917722B-6316 County Matching Funds: Budget transferred from 917722B-6160.	\$62,500	
<b>OTHER COSTS:</b>		
917737B-6317 County grant subsidy: Deletion of one-time appropriation to MEO for the replacement of 16-18 year-old, high mileage vehicles for Hana, Maui island, and Molokai. Lanai Seniors Transportation county grant subsidy (\$10,000) moved to 917745B-6137	-\$455,000	
917742B-6317 County grant subsidy: Deletion of one-time grant to Queen Kaahumanu Shopping Center for the repair of asphalt at the entrances of Onehee Avenue and Kea Street since buses utilize these areas to access the transit hub.	-\$175,000	
<b>Equipment</b>		
None	\$0	

## Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
917706A-5215 Premium Pay: Increase based on actual/anticipated expenditures.	\$3,000	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
917706B-6129 Other Services: Increase based on cable fees.	\$340	
917706B-6138 R&M Services/Contracts: Increase based on actual expenditures.	\$50	
<b>OTHER COSTS:</b>		
917737B-6317 County grant subsidy: MEO requesting funding to replace (5) Human Services Transportation Buses: (A) 2003 28-passenger school type bus w/ 225,794 miles servicing Maui Island's youth transportation program w/ 28-passenger school bus \$135,000; (B) 2004 29-passenger/2 wheelchair bus w/ 241,646 miles servicing Maui Island's persons w/ disabilities with 29-passenger/2 wheelchair bus \$145,000; (C) 2004 29-passenger/2 wheelchair bus w/ 261,663 miles servicing Maui Island's persons w/ disabilities w/ 29-passenger/2 wheelchair bus \$145,000; (D) 2004 29-passenger/2 wheelchair bus w/ 166,065 miles servicing Maui Island's persons w/ disabilities w/ 29-passenger/2 wheelchair bus \$145,000.	\$570,000	
<b>UTILITIES:</b>		
917706B-6152 Cellular Telephone: Increase based on actual expenditures.	\$300	
<b>TRAVEL:</b>		
917706B-6204 Mileage & Allow Rptble Non-tax: Increase based on actual expenditures.	\$290	
917706B-6226 Per Diem S/D/T Taxable: Increase based on actual expenditures.	\$420	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$574,400</b>	<b>0.0</b>

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Queen Kaahumanu Shopping Center	\$0	\$0	\$175,000	\$0
<b>TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION PROGRAM</b>	<b>\$0</b>	<b>\$0</b>	<b>\$175,000</b>	<b>\$0</b>

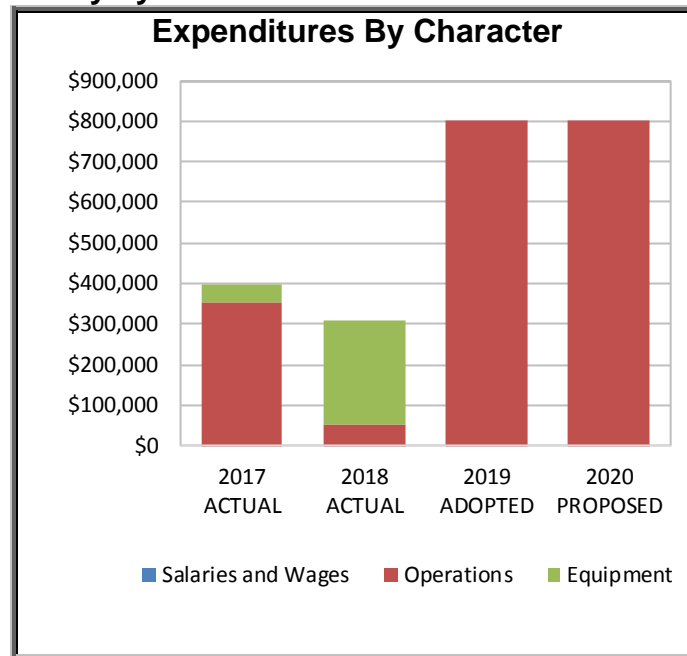
## County Grant Subsidy Program Description

Grant to Queen Kaahumanu Shopping Center

The Maui Bus system currently utilizes the Queen Kaahumanu Shopping Center (QKC) as its transit hub. The County of Maui Department of Transportation has a license to occupy QKC. QKC is requesting that the County contribute to repair asphalt at the entrances of Onehee Avenue and Kea Street, since County buses utilize those areas to enter and exit the property.

## Administration Program

## Program Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$467	\$0	\$0	\$0	\$0	N/A
SERVICES	-\$256,503	\$50,000	\$62,500	\$0	-\$62,500	-100.0%
TRAVEL	\$1,436	\$0	\$0	\$0	\$0	N/A
Budgeted Expenditures	\$609,200	\$0	\$740,000	\$802,500	\$62,500	8.4%
<b>Operations Total</b>	<b>\$354,600</b>	<b>\$50,000</b>	<b>\$802,500</b>	<b>\$802,500</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$45,341	\$261,154	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$45,341</b>	<b>\$261,154</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$399,941</b>	<b>\$311,154</b>	<b>\$802,500</b>	<b>\$802,500</b>	<b>\$0</b>	<b>N/A</b>

## Equivalent Personnel Summary by Position Title – Highway Fund

The Administration Program does not have equivalent personnel funded through the Highway Fund.



## Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

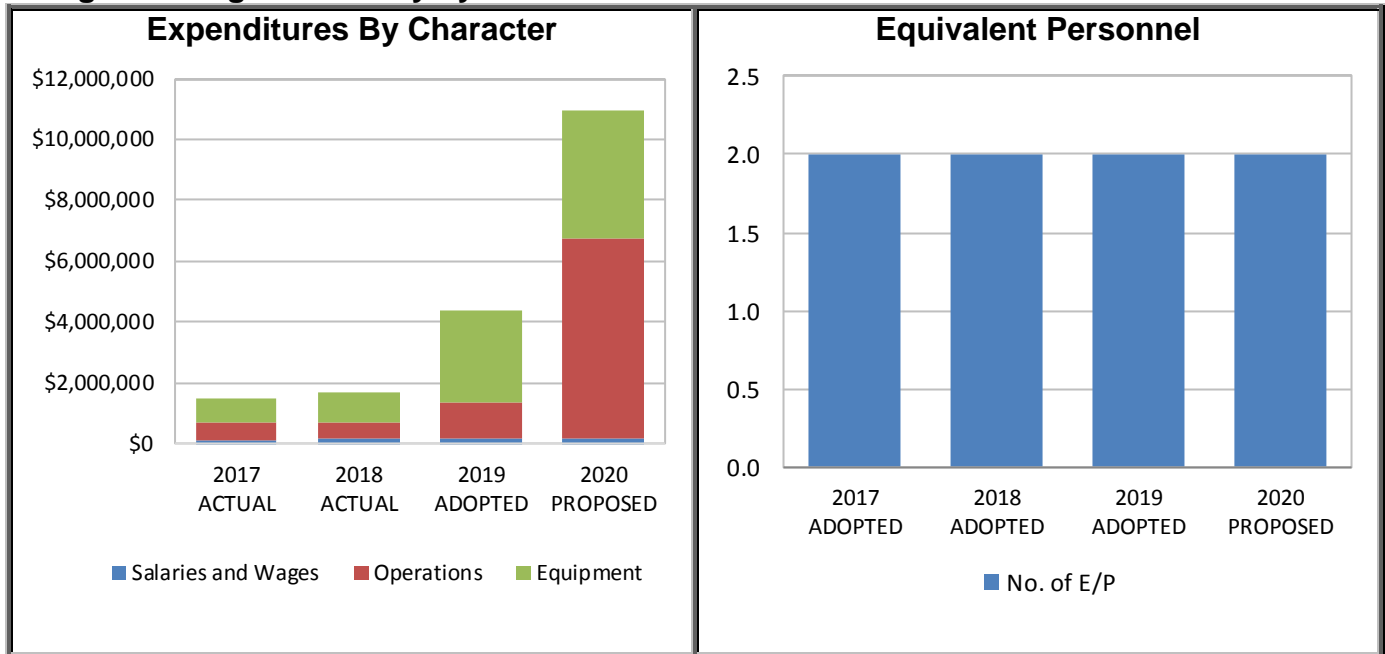
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

## Administration Program

## Program Budget Summary by Fiscal Year



## Expenditures by Character &amp; Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$77,146	\$153,654	\$160,000	\$164,800	\$4,800	3.0%
<b>Salaries and Wages Total</b>	<b>\$77,146</b>	<b>\$153,654</b>	<b>\$160,000</b>	<b>\$164,800</b>	<b>\$4,800</b>	<b>3.0%</b>
<b>Operations</b>						
OTHER COSTS		\$1,187		\$0	\$0	N/A
OTHER COSTS	-\$2,247	\$24,633	\$1,182,500	\$6,580,200	\$5,397,700	456.5%
SERVICES	\$534,183	\$369,800		\$0	\$0	N/A
TRAVEL	\$3,219	\$16,773		\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$54,623	\$103,170		\$0	\$0	N/A
<b>Operations Total</b>	<b>\$589,777</b>	<b>\$515,562</b>	<b>\$1,182,500</b>	<b>\$6,580,200</b>	<b>\$5,397,700</b>	<b>456.5%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$0	\$1,904	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$805,148	\$1,041,950	\$3,020,000	\$4,220,000	\$1,200,000	39.7%
<b>Equipment Total</b>	<b>\$805,148</b>	<b>\$1,041,950</b>	<b>\$3,020,000</b>	<b>\$4,220,000</b>	<b>\$1,200,000</b>	<b>39.7%</b>
<b>Program Total</b>	<b>\$1,472,071</b>	<b>\$1,711,167</b>	<b>\$4,362,500</b>	<b>\$10,965,000</b>	<b>\$6,602,500</b>	<b>151.3%</b>

## Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Maui MPO Executive Director	1.0	1.0	1.0	1.0	0.0	N/A
Maui MPO Financial Specialist	1.0	1.0	1.0	1.0	0.0	N/A
<b>Program Total</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>N/A</b>

## Administration Program

## Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2017 Adopted	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Proposed
		Match \$ or %				
FTA and Other Transportation Program Grants	No	Yes/10%	\$450,000	\$600,000	\$722,500	\$6,125,000
FTA Section 5311 Rural Transit Assistance (RTAP) Program	No	No	\$20,000	\$20,000	\$20,000	\$20,000
FTA Section Rural/5339 Formula Funds Program	No	Yes/20%	\$600,000	\$1,100,000	\$420,000	\$420,000
FTA Section Small Urban/5339 Formula Funds Program	No	Yes/20%	\$400,000	\$400,000	\$400,000	\$400,000
FTA Section 5311 Non-Urbanized Area Formula Program	No	Yes/50%	\$600,000	\$600,000	\$600,000	\$600,000
Urbanized Area Formula Program 5307	No	Yes/50%	\$1,100,000	\$1,100,000	\$2,200,000	\$3,400,000
<b>TOTAL</b>			<b>\$3,170,000</b>	<b>\$3,820,000</b>	<b>\$4,362,500</b>	<b>\$10,965,000</b>

## Grant Award Description

At present, all grant revenues for the Department of Transportation come from the FTA. Most require a 20%/80% (capital and planning) match but a few are a 50%/50% (operational) match.

**Federal Transportation Administration (FTA) and Other Transportation Program Grants**

This program provides funding and procedural requirements for multimodal transportation planning in metropolitan areas and states that are cooperative, continuous, and comprehensive, resulting in long-range plans and short-range programs of transportation investment priorities. The planning programs are jointly administered by FTA and the Federal Highway Administration (FHWA), which provides additional funds. Funds can be used to develop transportation plans and programs; plan, design and evaluate a public transportation project; and conduct technical studies related to public transportation. This program also funds other transportation initiative-related grants.

**Federal Transportation Administration (FTA) Section 5311 Rural Transit Assistance (RTAP) Program**

(Formula Fund) – This program provides funding for state and national training and technical assistance through the Rural Transportation Assistance Program for areas with populations less than 50,000.

**Administration Program****Grant Award Description (Cont'd)****Federal Transportation Administration (FTA) Section Rural/5339 Formula Funds Program**

(Formula Fund) – The Grants for Buses and Bus Facilities program (49 U.S.C. 5339) makes Federal resources available to states and designated recipients to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities. Funding is provided through formula allocations and competitive grants. These federal funds are distributed through the Hawaii State Department of Transportation. The annual allocation is divided among Maui, Hawaii, and Kauai counties.

**Federal Transportation Administration (FTA) Section Small Urban/5339 Formula Program**

(Formula Fund) - The Grants for Buses and Bus Facilities program (49 U.S.C. 5339) makes Federal resources available to states and designated recipients to replace, rehabilitate, and purchase buses and related equipment, and to construct bus-related facilities including technological changes or innovations to modify low or no-emission vehicles or facilities. FTA apportions a discretionary component and a small urban population 50,000 to 199,999 formula component to each state.

**Federal Transportation Administration (FTA) Section 5311 Non-Urbanized Area Formula Program**

(Formula Funds) – This program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations less than 50,000, where many residents often rely on public transit to reach their destinations.

**Urbanized Area Formula Program 5307**

These funds are pending until the County of Maui Department of Transportation becomes a direct recipient of federal FTA funds. These funds are available to urbanized areas for transit capital and operating assistance, and for transportation related planning in urbanized areas. An urbanized area is a Census-designated area with population of 50,000 or more as determined by the U.S. Department of Commerce, Bureau of the Census.

## Human Service Transportation Program

**Program Description**

The Human Service Transportation Program consists of a variety of specialized transportation services provided by Maui Economic Opportunity (MEO) to riders throughout Maui County.

**Countywide Outcome(s)**

The Human Service Transportation Program supports the following countywide outcome(s):

- Suitable Public Infrastructure
- A Healthy and Sustainable Community

**Population Served**

The Human Service Transportation Program serves riders with specialized needs such as seniors, youths, and those who require transportation assistance to maintain their quality of life.

**Services Provided**

The Human Service Program provides transportation services to those who are unable to be accommodated by other transit services. Services include dialysis, special needs, events, senior services transit, and group transit (youth and seniors) services for Lanai, Molokai, Hana, and other areas throughout the County of Maui not served by public transit.

MEO utilizes a reservation and scheduling system that allows for better resource management when it comes to operations. This system was purchased with funds allocated by the Maui County Council and allows MEO to provide actual computerized data needed for the National Transportation Database (NTD) reporting. Now that the system has been implemented and with additional training, MEO's on-time performance has increased to the ninetieth percentile while the complaints have decreased.

**Key Activity Goals & Measures**

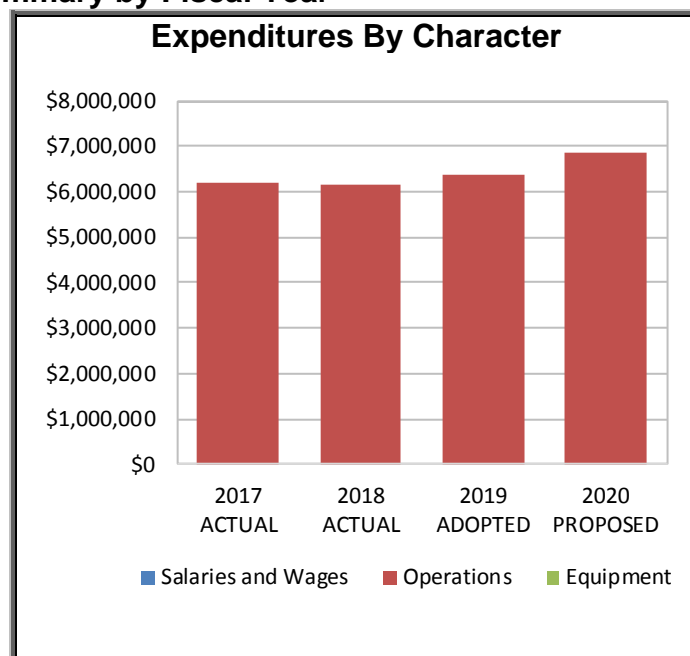
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide safe and reliable service to the riders and maintain a good on-time record.</i>				
1. Maintain a reliable on-time record	% on-time performance record	90%	90%	90%
	# of on-time trips performed	46,577	N/A	N/A
	# of late trips performed	7,638	N/A	N/A
<i>Goal #2: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population.</i>				
1. Passenger boardings	# of passenger boardings	320,364	360,000	363,000
2. The cost per passenger trip	Cost per passenger trip	\$19.29	\$16.53	\$17.62
3. The total passenger miles traveled	Total passenger miles traveled	1,575,872	N/A	N/A
4. The total revenue miles traveled	Total revenue miles traveled	612,853	N/A	N/A

## Human Service Transportation Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #3: Operate and manage the transit system effectively.</i>				
1. Maximize vehicle life through preventive maintenance	% preventive maintenance completed on schedule (within 500 miles of target mileage)	N/A	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	N/A	N/A	8
<i>Goal #4: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	N/A	100%	100%

## Program Budget Summary by Fiscal Year



## Human Service Transportation Program

## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$6,180,013	\$6,141,897	\$10,000	\$0	-\$10,000	-100.0%
SERVICES			\$6,370,515	\$6,872,263	\$501,748	7.9%
<b>Operations Total</b>	<b>\$6,180,013</b>	<b>\$6,141,897</b>	<b>\$6,380,515</b>	<b>\$6,872,263</b>	<b>\$491,748</b>	<b>7.7%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$6,180,013</b>	<b>\$6,141,897</b>	<b>\$6,380,515</b>	<b>\$6,872,263</b>	<b>\$491,748</b>	<b>7.7%</b>

## Equivalent Personnel Summary by Position Title – General Fund

The Human Service Transportation Program does not have equivalent personnel funded through the General Fund.

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
917745B-6160 Transportation services: Budget transferred from 917759B-6317 for Lanai Senior Transportation.	\$10,000	
<b>OTHER COSTS:</b>		
917759B-6317 County Grant Subsidy: Budget transferred to 917745B-6160.	-\$10,000	
<b>Equipment</b>		
None	\$0	



## Human Service Transportation Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	
<b>Operations</b>		
<b>SERVICES:</b>		
917745B-6160 Transportation services: 7.86% increase covers a 5% wage increase and wage adjustments for bus drivers to retain and attract qualified staff. Includes transportation share of allocated administrative costs which includes wage increases to retain qualified staff; increase in employee abstracts, office, meeting and program supplies, safety equipment, fuel costs, insurance, vehicle repair and maintenance cost.	\$491,748	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$491,748</b>	<b>0.0</b>

## Air Ambulance Program

**Program Description**

The Air Ambulance Program is for the Medivac Helicopter Program for emergency medical evacuation services and consists of county matching funds to the State of Hawaii.

**Countywide Outcome(s)**

The Air Ambulance Program supports the following countywide outcome(s):

- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Air Ambulance Program serves the citizens and visitors to Maui County, including Molokai and Lanai.

**Services Provided**

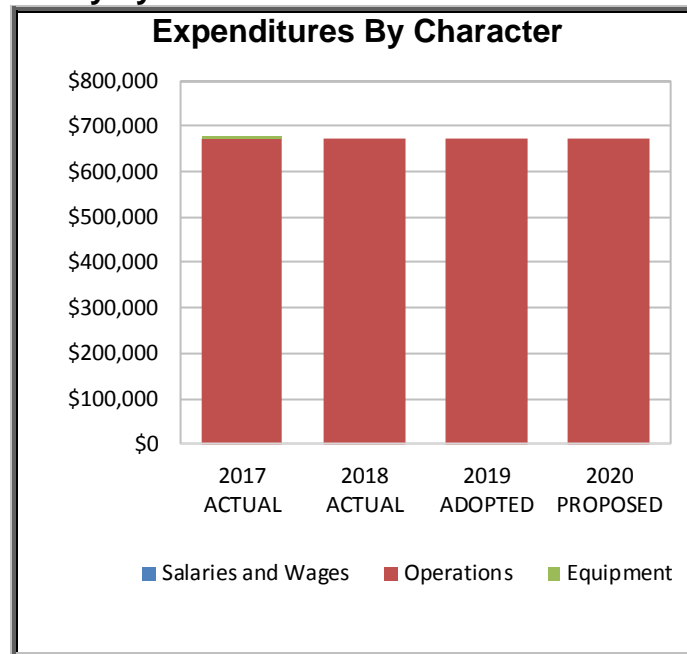
The Air Ambulance Program provides emergency medical evacuation service to the appropriate medical facility through the use of a helicopter owned and operated by a third party and contracted by the State of Hawaii.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Continue to monitor the program, making sure services are being provided</i>				
1. The total # of passenger trips	# of passenger trips completed	53	N/A	N/A
2. The cost per passenger trip	Cost per passenger trip	12,683	N/A	N/A
3. Resident vs. visitor usage	% of trips utilized by residents	68%	N/A	N/A
4. Type of trip (Injury vs. Medical)	% of medical trips	49%	N/A	N/A

## Air Ambulance Program

## Program Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$672,215	\$672,215	\$672,215	\$672,215	\$0	N/A
<b>Operations Total</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$0</b>	<b>N/A</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$672,215</b>	<b>\$0</b>	<b>N/A</b>

## Equivalent Personnel Summary by Position Title – General Fund

The Air Ambulance Program does not have equivalent personnel funded through the General Fund.

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Air Ambulance Program

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$0</b>	<b>0.0</b>

## Public Transit Program

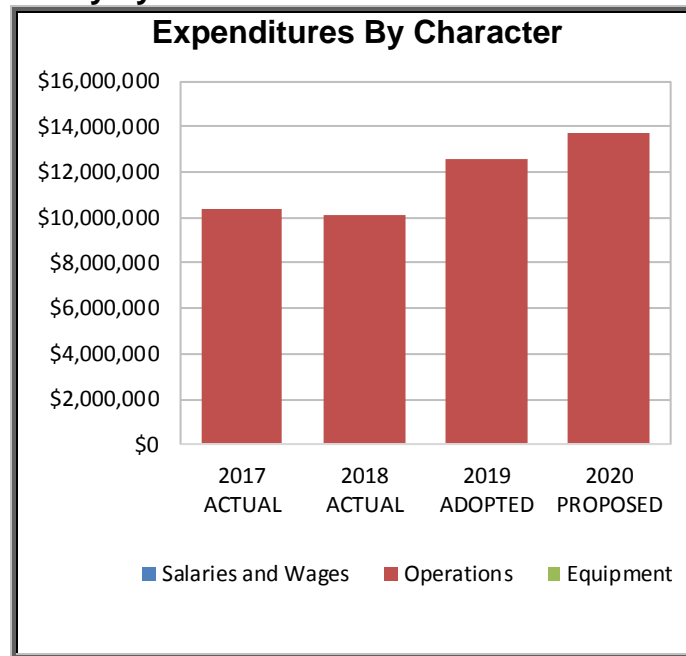
## Program Description

The Public Transit Program is divided into the following services:

- Paratransit Services per the Americans with Disabilities Act (ADA);
- Fixed routes of the Maui Bus System; and
- Maui Bus Commuter service.

The program description, population served, services provided, and key activity goals and measures for each service are presented in the next few pages, separately.

## Program Budget Summary by Fiscal Year



## Expenditures Summary by Character &amp; Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
SERVICES	\$10,351,436	\$10,139,256	\$12,565,030	\$13,708,333	\$1,143,303	9.1%
<b>Operations Total</b>	<b>\$10,351,436</b>	<b>\$10,139,256</b>	<b>\$12,565,030</b>	<b>\$13,708,333</b>	<b>\$1,143,303</b>	<b>9.1%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$10,351,436</b>	<b>\$10,139,256</b>	<b>\$12,565,030</b>	<b>\$13,708,333</b>	<b>\$1,143,303</b>	<b>9.1%</b>

## Equivalent Personnel Summary by Position Title – Highway Fund

The Public Transit Program does not have equivalent personnel funded through the Highway Fund.

## Public Transit Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
None	\$0	
<b>Equipment</b>		
None	\$0	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
None	\$0	0.0
<b>Operations</b>		
<b>SERVICES:</b>		
917760B-6160 Transportation services: Additional funding for Roberts Hawaii Fixed route contract which includes up to a 3% increase per year.	\$239,027	
917762B-6160 Transportation services: Referring to the current allocated contract amount for ADA Paratransit, the annual service hours are 40,553. However, in FY19's budget request to Council, the Department projected the annual service hours to be 46,500. The program was funded with an annual service hour shortfall of 5,947 hours. Based on historical data, the projected annual service hours will increase to 50,400 in FY20. Based on the current \$76 service hour charge, it will cost: \$3,830,400.	\$114,912	
917764B-6160 Transportation services: Additional funding for Roberts Hawaii commuter contract which includes a 3% increase.	\$40,964	
<b>Equipment</b>		
None	\$0	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$394,903</b>	<b>0.0</b>

## Public Transit Program -Paratransit Service

**Program Description**

The Paratransit Services Program consists of transit services in line with the Americans with Disabilities Act (ADA). This program is complementary to the Maui Bus Fixed-Route System.

**Countywide Outcome(s)**

The Paratransit Services Program supports the following countywide outcome(s):

- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

**Population Served**

The Paratransit Service Program provides approximately 80,000 passenger boardings (county residents and visitors) annually

**Services Provided**

The Paratransit Service Program provides complimentary services to ADA-qualified passengers within a 3/4-mile radius of the fixed route portions of the Maui Bus system.

The Paratransit system utilizes an automated scheduling system that allows for better resource management and trip scheduling. The actual data collected is done automatically through the system. This data is required and reported to the National Transportation Database (NTD). On-time performance for this services is in the ninetieth percentile.

A Paratransit Advisory Committee meets every other month to assist with communication between riders, MDOT, and the service provider.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide safe and reliable service to the riders and maintain a good on-time record.</i>				
1. Maintain a reliable on-time record. Pickups outside of the designated pickup window constitutes a late pickup.	% on-time performance record	93%	92%	93%
	# of on-time trips performed	19,708	N/A	N/A
	# of late trips performed	1,517	N/A	N/A
<i>Goal #2: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population.</i>				
1. Passenger boardings	# of passenger boardings	80,142	72,500	83,000
2. The cost per passenger trip	Cost per passenger trip	\$25.71	\$27.57	\$37.13
3. The total passenger miles traveled	Total passenger miles traveled	655,224	N/A	N/A
4. The total revenue miles traveled	Total revenue miles traveled	564,495	N/A	N/A



## Public Transit Program -Paratransit Service

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population(Cont'd)</i>				
5. Total qualified riders	Total qualified riders	1,296	N/A	N/A
<i>Goal #3: ADA Paratransit farebox recovery rate to ensure service continuity.</i>				
1. Evaluate fares an annual basis and make recommendations to ensure adequate farebox return rates to maintain service.	% of annualized farebox returns in comparison to minimum rate goal	4%	3%	3%
	Revenues collected	80,564	\$61,000	\$92,000
<i>Goal #4: Operate and manage the transit system effectively.</i>				
1. Maximize vehicle life through preventive maintenance	% preventive maintenance completed on schedule (within 500 miles of target)	N/A	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	N/A	N/A	N/A
<i>Goal #5: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	N/A	100%	100%

## Public Transit Program – Fixed Route Service

**Program Description**

The Public Transit Program provides services on fixed routes of the Maui Bus System.

**Countywide Outcome(s)**

The Public Transit Program – Maui Bus System supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Healthy and Sustainable Community

**Population Served**

The Public Transit Program provides approximately 1,800,000 passenger boardings (county residents and visitors) annually.

**Services Provided**

The Public Transit Program provides transportation services throughout the island of Maui. This program currently operates thirteen fixed routes requiring eighteen (18) buses daily, which includes routes in Kahului, Wailuku, Upcountry, Haiku, Lahaina, Ka'anapali, Napili, Kihei, and Kula.

Maui Bus fixed-route riders have the ability to track the bus in real-time. The Maui Bus app enables users to track buses live on a map and get accurate arrival predictions for their regular stops. This puts riders in control of their schedule by minimizing the wait time and avoiding anxiety over missed buses. The app also allows for riders to submit feedback and receive announcements with regards to route detours and service interruptions. Over 3,500 unduplicated users now use the free "Maui Bus" app generating over 53,000 hits per month.

With the increased reporting requirements to the National Transportation Database, a computer-aided dispatch / automatic vehicle locator system (CAD/AVL) has been installed utilizing federal and county matching funds on the Maui Bus fixed-route buses. The Syncromatics system tracks passenger miles traveled, unlinked passenger trips, average trip length, vehicle revenue hours, deadhead hours, deadhead miles and vehicles operating in maximum service, to name a few. This system collects a lot of data (going from manual to automated) that provides schedule adherence, ridership, driver performance, fare count (including wheelchair, bicycle, and service animal boardings), and NTD reports, allowing the department to make educated decisions on how to improve the fixed-route system. The system includes automatic passenger counters (APC), headsign integration, and remote access to our REI DVR camera systems. Automatic voice annunciators (AVAS) have also been installed to meet the ADA regulations. The AVAS system announces the upcoming stops as well as public service announcements in the buses.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide safe and reliable service to the riders and maintain a good on-time record.</i>				
1. Maintain a reliable on-time record	Average % of routes with on-time record	95%	96%	95%
<i>Goal #2: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population.</i>				
1. Passenger boardings	# of passenger boardings	1,729,788	2,017,000	1,690,000

## Public Transit Program – Fixed Route Service

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population (Cont'd).</i>				
2. The cost per passenger trip	Cost per passenger trip	\$3.99	\$3.54	\$4.59
3. Evaluate the current fixed - route service areas	# of current fixed routes	13	14	14
4. Through community input as described in the Maui Short-Range Transit Plan, propose additional routes to meet the needs of the ridership community	# of proposed routes not yet implemented	7	6	6
<i>Goal #3: Continue to provide useful information through the "Maui Bus" app and allow for ridership feedback via the app.</i>				
1. The Maui Bus App total hits on vehicle location	Total user hits (Users checking where the bus is currently located)	511,332	N/A	N/A
<i>Goal #4: The Fixed Route farebox recovery rate to ensure service continuity.</i>				
1. Evaluate fares on an annual basis and make recommendations to ensure adequate farebox return rates to maintain services	% of annualized farebox returns in comparison to minimum rate goal	28%	33%	26%
	Revenues collected	\$2,094,483	\$2,300,000	\$2,000,000
<i>Goal #5: Operate and manage the transit system effectively.</i>				
1. Maximize vehicle life through preventive maintenance	% preventive maintenance completed on schedule (within 500 miles of target mileage)	N/A	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	N/A	N/A	22
<i>Goal #6: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	N/A	100%	100%

## Public Transit Program – Commuter Service

**Program Description**

The Commuter Program will continue as a sub-program under the Public Transit Program. The Maui Bus Commuter service is designed for early-morning and evening commuters. This service augments the existing Maui Bus service and does not replace it.

**Countywide Outcome(s)**

The Public Transit Program – Maui Bus System supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- Suitable Public Infrastructure
- A Healthy and Sustainable Community

**Population Served**

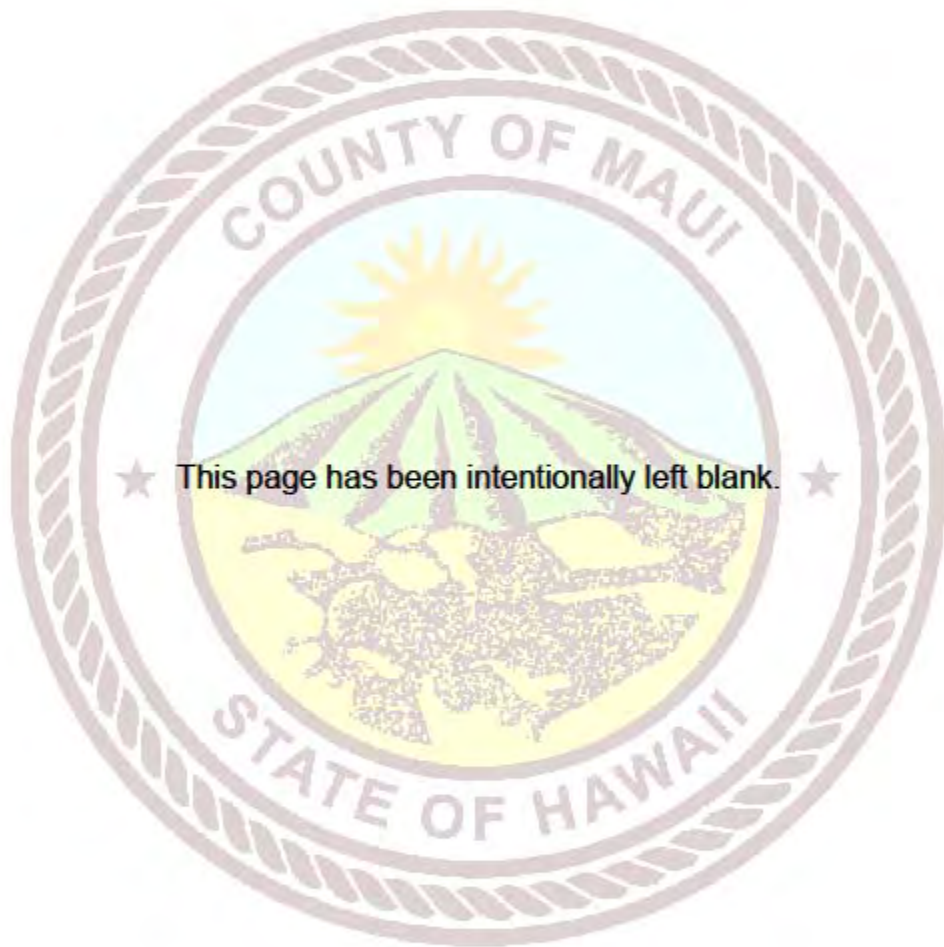
The Commuter Program provided approximately 188,000 passenger boardings to Maui's workforce annually.

**Services Provided**

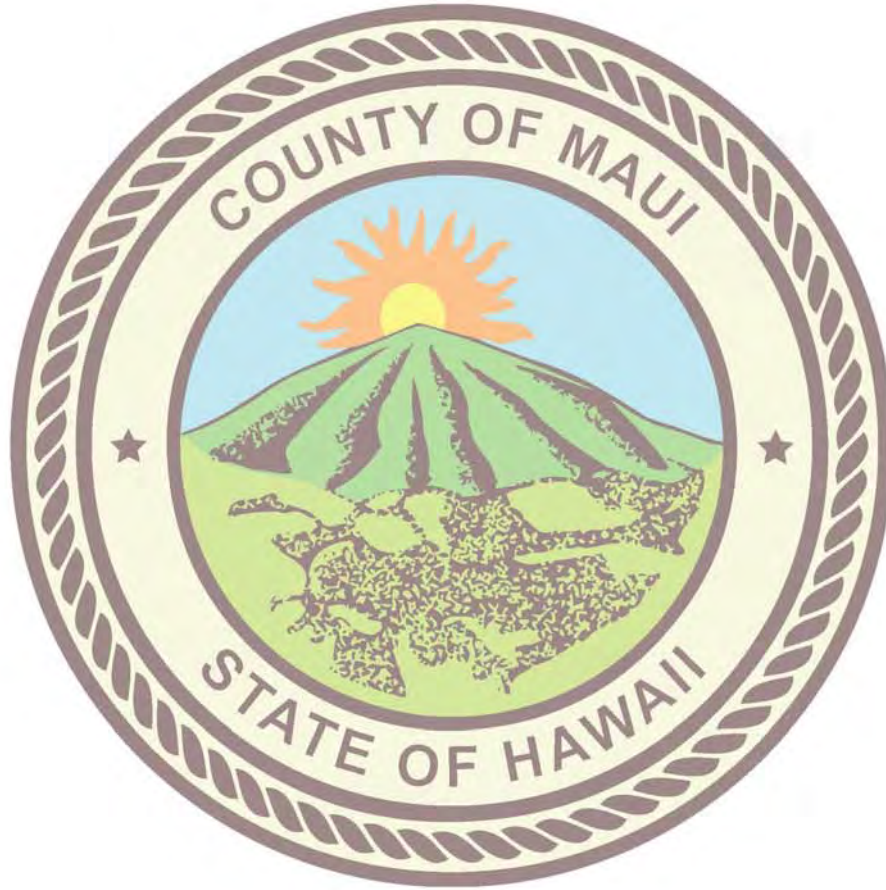
The Commuter Program provides four commuter routes throughout Maui. Daily services ranging from Haiku to Wailea, Makawao to Kapalua, Wailuku to Kapalua, and Kihei to Kapalua, with return service.

**Key Activity Goals & Measures**

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Continue to monitor ridership and make necessary service changes to meet the needs of the ridership population.</i>				
1. Passenger boardings	# of passenger boardings	188,780	183,000	185,000
2. The cost per passenger trip	Cost per passenger trip	\$5.55	\$5.43	\$7.38
<i>Goal #2: The Commuter farebox recovery rate to ensure service continuity.</i>				
1. Evaluate fares on an annual basis and make recommendations to ensure adequate farebox return rates to maintain services	% of annualized farebox returns in comparison to minimum rate goal	19%	22%	15%
	Revenues collected	\$199,038	\$217,000	\$195,000
<i>Goal #3: Operate and manage the transit system effectively.</i>				
1. Maximize vehicle life through preventive maintenance	% preventive maintenance completed on schedule (within 500 miles of target mileage)	N/A	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	N/A	N/A	23



★ This page has been intentionally left blank. ★

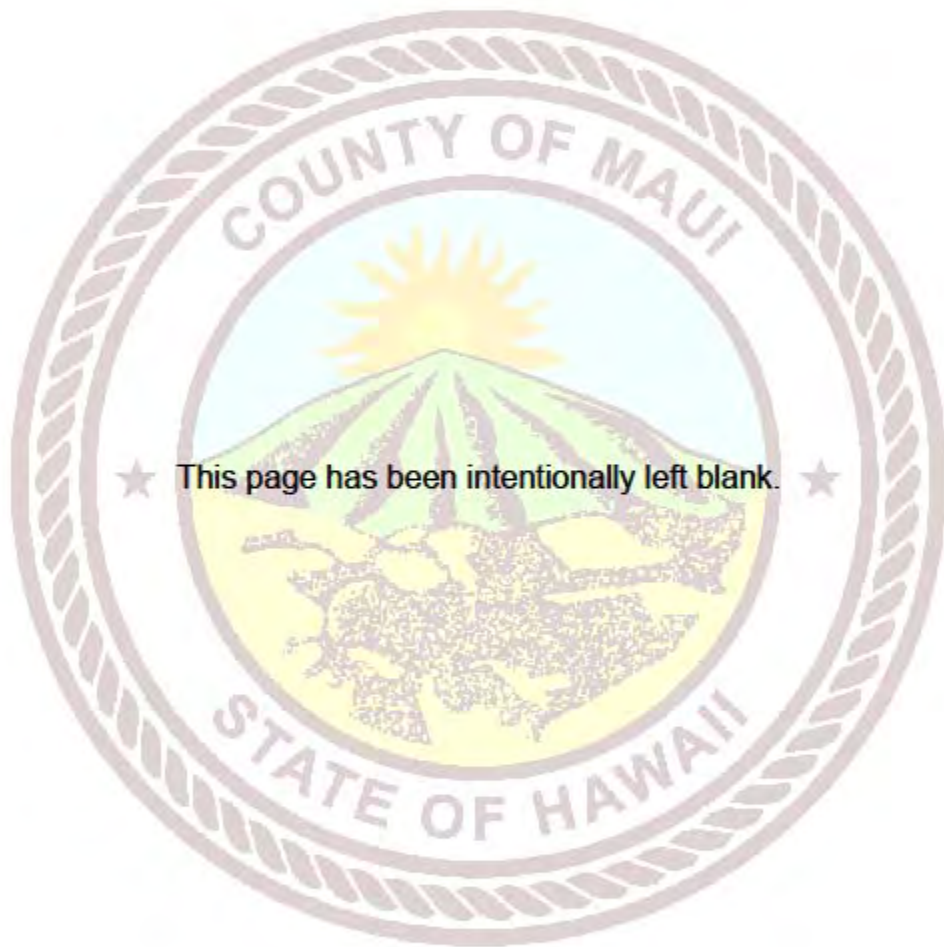


---

# *Water Supply*

---





★ This page has been intentionally left blank. ★



## Department Summary

### Mission

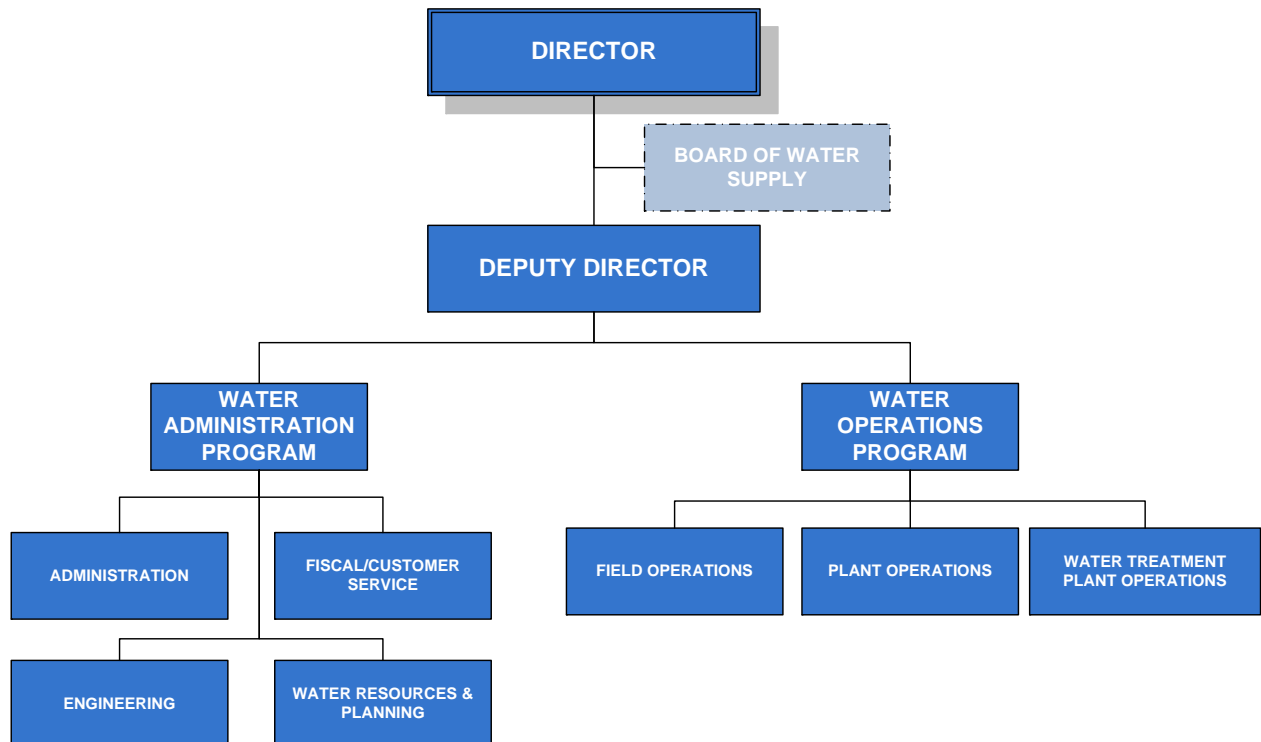
The Department of Water Supply (DWS) is responsible for efficiently providing clean and safe drinking water to customers on the islands of Maui and Molokai.

### Countywide Outcome(s)

The Department of Water Supply supports the following countywide outcome(s):

- An Efficient, Effective and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe and Livable County
- A Healthy and Sustainable Community

### Organization Chart



### Strategies

The Department of Water Supply's strategies are as follows:

- Develop new and reliable sources, both independently and through public-private partnerships
- Produce high quality water at the lowest possible cost
- Prepare compliance strategy to meet or exceed current and future water quality regulations
- Reliability of existing facilities 99.9997% over the long term at the lowest possible cost

### Operations

DWS is under the authority of the Mayor. The Board of Water Supply acts as an advisor to the Director, the Mayor, and the County Council in all matters concerning the county's water system. Nine of the

**Department Summary****Operations (Cont'd)**

eleven Board members are appointed by the Mayor and approved by the County Council; the other two ex-officio non-voting members are the Director of Planning and the Director of Public Works.

DWS is subject to the rules and regulations of the U.S. Environmental Protection Agency's Safe Drinking Water Act, which is enforced by the Hawaii State Department of Health Safe Drinking Water Branch. Each year, the DWS Laboratory tests thousands of water samples to ensure that the water provided is of the best possible quality. The Water Treatment Facility operators also take thousands of samples each year to ensure high-quality water from the surface water treatment plants.

DWS faces the multi-faceted challenge of satisfying its customers, following local government rules, and complying with federal and state water quality rules and requirements.

**External Factors Description**

Designation of the Iao Aquifer in July 2003 by the Hawaii State Commission on Water Resource Management (CWRM) has raised concerns about the adequacy of supply for the Central Maui water system.

The U.S. Environmental Protection Agency's Safe Water Drinking Act rules become stricter every year. We are significantly impacted by Ground Water Rules, Surface Water Treatment Rules, Disinfection Byproduct Rules, and the Unregulated Contaminant Monitoring Regulation.

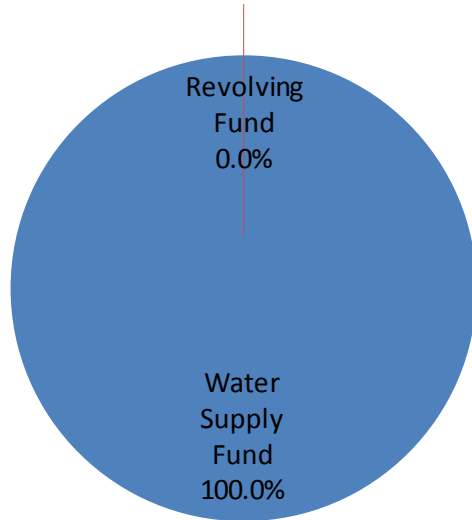
In March 2008, the CWRM designated Na Wai Eha (Waihee, Waiehu, Iao, and Waikapu Streams) for surface water management. The decision may impact the department's future use of surface water. Future use of this water may also be affected by the June 2010 CWRM decision to amend the interim stream flow standards for Na Wai Eha.

The September 2008 and May 2010 decisions by the CWRM to amend the interim stream flow standards for 27 East Maui streams may also impact the department's future use of surface water.

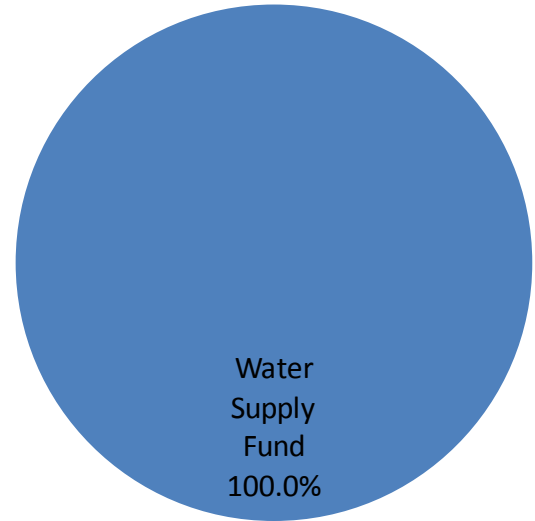
## Department Summary

### Department Budget Summary by Fund

**FY 2020 Total Expenditures**

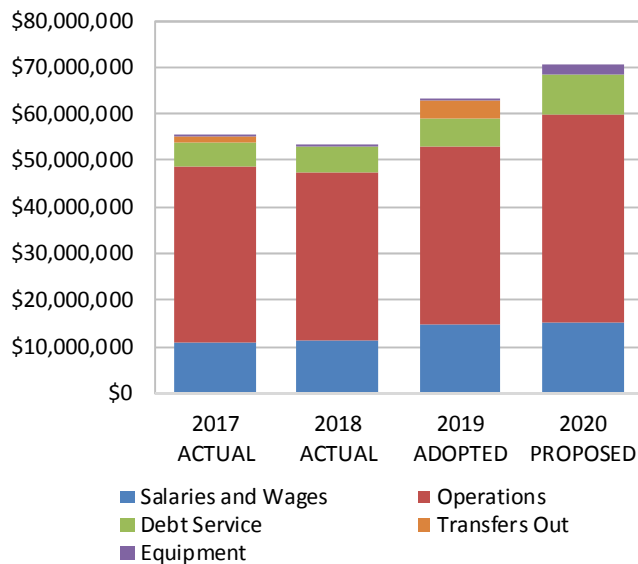


**FY 2020 Total Equivalent Personnel**

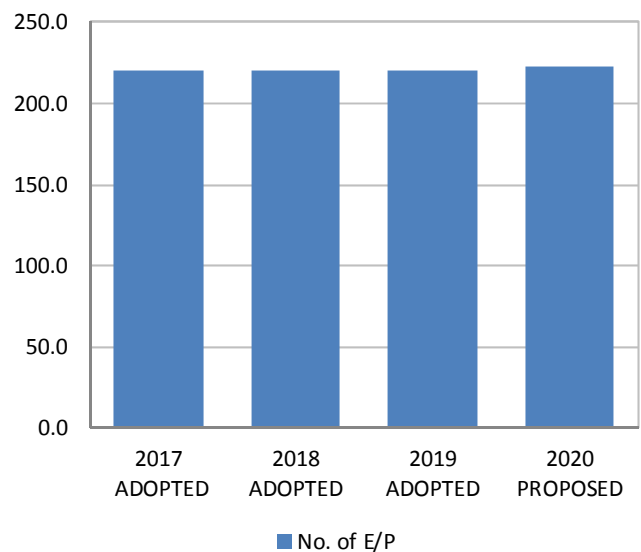


### Department Budget Summary by Fiscal Year

**Total Expenditures By Character**



**Total Equivalent Personnel**



## Department Summary

## Expenditures Summary by Character &amp; Object

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$989,472	\$1,003,507	\$1,110,894	\$1,200,428	\$89,534	8.1%
WAGES & SALARIES	\$10,023,127	\$10,241,254	\$13,674,564	\$13,826,788	\$152,224	1.1%
<b>Salaries and Wages Total</b>	<b>\$11,012,599</b>	<b>\$11,244,761</b>	<b>\$14,785,458</b>	<b>\$15,027,216</b>	<b>\$241,758</b>	<b>1.6%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$5,287,093	\$5,959,815	\$6,701,218	\$7,698,004	\$996,786	14.9%
SERVICES	\$5,377,927	\$4,702,830	\$5,222,665	\$7,585,665	\$2,363,000	45.2%
UTILITIES	\$10,589,616	\$11,242,039	\$13,284,390	\$16,330,121	\$3,045,731	22.9%
TRAVEL	\$77,511	\$60,178	\$136,930	\$136,930	\$0	N/A
OTHER COSTS	\$1,828,018	\$1,130,750	\$2,143,000	\$2,145,416	\$2,416	0.1%
INTEREST EXPENSE	-\$507,469	-\$122,234	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$11,159,524	\$11,390,208	\$9,564,481	\$9,841,723	\$277,242	2.9%
OPERATING EXPENSE	\$3,798,179	\$1,707,458	\$1,097,832	\$1,097,449	-\$383	0.0%
<b>Operations Total</b>	<b>\$37,610,399</b>	<b>\$36,071,043</b>	<b>\$38,150,516</b>	<b>\$44,835,308</b>	<b>\$6,684,792</b>	<b>17.5%</b>
<b>Debt Service</b>						
INTEREST EXPENSE	\$1,499,669	\$1,543,903	\$1,757,289	\$1,616,070	-\$141,219	-8.0%
DEBT SERVICE	\$3,686,551	\$3,908,053	\$4,111,739	\$7,057,048	\$2,945,309	71.6%
<b>Debt Service Total</b>	<b>\$5,186,219</b>	<b>\$5,451,956</b>	<b>\$5,869,028</b>	<b>\$8,673,118</b>	<b>\$2,804,090</b>	<b>47.8%</b>
<b>Transfers Out</b>						
PROPRIETARY FUNDS	\$1,440,718	\$0	\$3,882,146	\$0	-\$3,882,146	-100.0%
<b>Transfers Out Total</b>	<b>\$1,440,718</b>	<b>\$0</b>	<b>\$3,882,146</b>	<b>\$0</b>	<b>-\$3,882,146</b>	<b>-100.0%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$9,209	\$10,416	\$17,803	\$25,303	\$7,500	42.1%
MACHINERY & EQUIPMENT	\$395,153	\$699,596	\$527,509	\$2,142,212	\$1,614,703	306.1%
<b>Equipment Total</b>	<b>\$404,362</b>	<b>\$710,013</b>	<b>\$545,312</b>	<b>\$2,167,515</b>	<b>\$1,622,203</b>	<b>297.5%</b>
<b>Department Total</b>	<b>\$55,654,298</b>	<b>\$53,477,772</b>	<b>\$63,232,460</b>	<b>\$70,703,157</b>	<b>\$7,470,697</b>	<b>11.8%</b>

## Equivalent Personnel Summary by Program

PROGRAM	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Water Administration Program	75.0	75.0	75.0	75.0	0.0	N/A
Water Operations Program	145.0	145.0	145.0	148.0	3.0	2.1%
<b>Department Total</b>	<b>220.0</b>	<b>220.0</b>	<b>220.0</b>	<b>223.0</b>	<b>3.0</b>	<b>1.4%</b>

## Water Administration Program

### Program Description

The Water Administration Program ensures that the department's long-term plans meet the capital, operational, and economic needs of the department and county while remaining equitable for stakeholders and maintaining water sustainability and quality.

Currently, this program consists of the Director's Office, Fiscal/Customer Service Division, Engineering Division, and Water Resources and Planning Division.

### Countywide Outcome(s)

The Water Administration Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The Water Administration Program serves the County of Maui except for Lanai, Kaanapali, Kapalua, and parts of Kahakuloa and Molokai.

### Services Provided

The Water Administration Program is responsible for overall management of the department, expenditures and revenues, and administering the water user charge system. This program monitors compliance with Maui County Code provisions, department rules and regulations, and water system standards; reviews and approves building permits, subdivision applications and water service requests. Water Administration identifies, plans, and constructs water infrastructure to support community plans. Human resources, water conservation, safety and community outreach are also functions of the Water Administration program.

### Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Provide reliable, top quality water service at a reasonable cost.</i>				
1. Plan, design, fund, and construct CIPs in a timely manner	% of CIP design projects within schedule	72	100%	100%
2. Maintain affordable and equitable rates and fees	Maintaining a three month operations reserve fund	100%	100%	100%
3. Complete Maui Water Use and Development Plan (WUDP)	In-house completion of WUDP	N/A	N/A	N/A

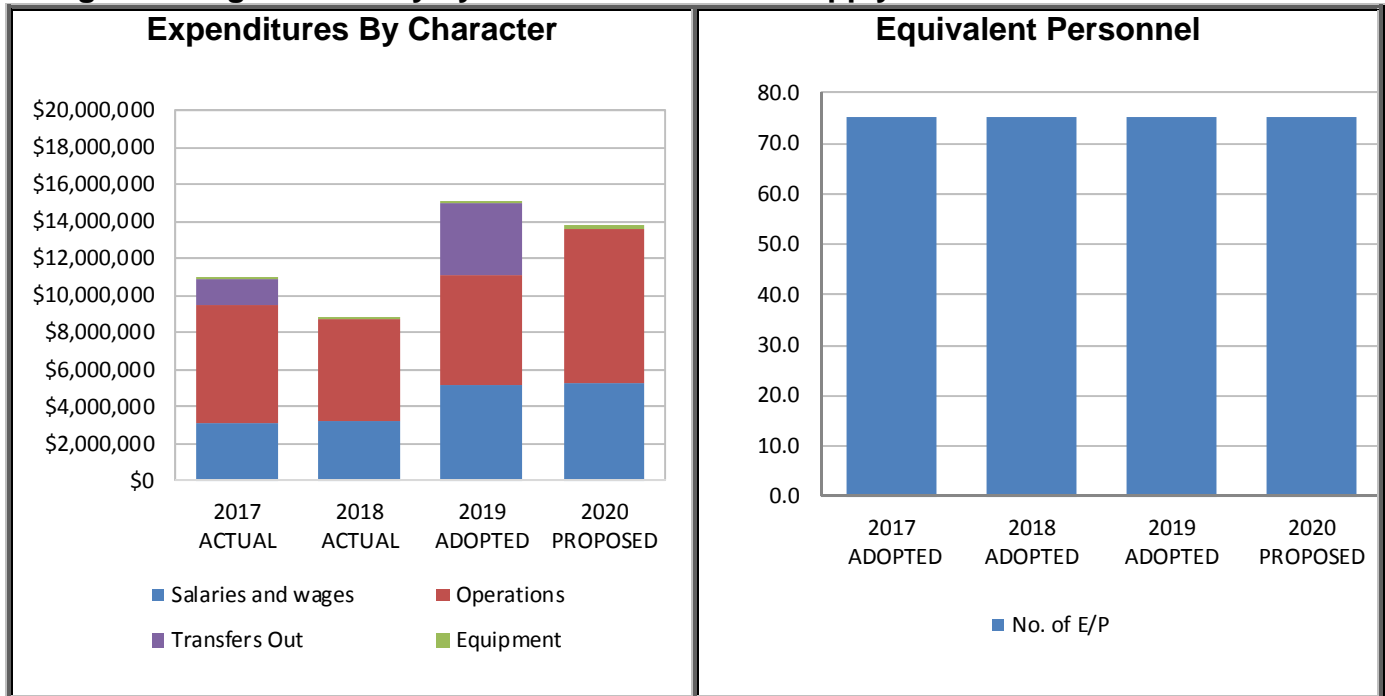
## Water Administration Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: Recruit and retain needed staff.</i>				
1. Retain and enhance opportunities for existing staff	# of staff promoted or obtaining new certifications	15	30	30
	# of staff training/ educational opportunities provided	545	300	300
	% of annual evaluations completed on time	64%	80%	80%
2. Design, complete, and follow-up on employee satisfaction surveys	% of completed and returned hard copy surveys	51%	50%	50%
	Compilation of results	100%	100%	100%
<i>Goal #3: Improve public relations and customer service.</i>				
1. Increase outreach to customers	# of flyers inserted in bills	4	4	0
2. Design, complete, and follow-up on a customer satisfaction surveys	# of surveys completed and returned	N/A	50	5
	Compilation of results	N/A	100%	100%
	Follow-up on findings	N/A	100%	100%
	# of Upcountry List requests processed (reoffers)	60	75	80
3. Process permits in a timely and efficient manner	Average days for single family residential permit review	21	20	20
<i>Goal #4: Support a sustainable water supply.</i>				
1. Support a sustainable water supply. Protect watersheds, aquifers, and stream resources	# of actionable watershed management plans in place	11	11	11

## Water Administration Program

## Program Budget Summary by Fiscal Year – Water Supply Fund



## Expenditures Summary by Character &amp; Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and wages</b>						
OTHER PREMIUM PAY	\$114,015	\$88,643	\$70,700	\$208,087	\$137,387	194.3%
WAGES & SALARIES	\$2,966,967	\$3,102,126	\$5,102,148	\$5,034,456	-\$67,692	-1.3%
<b>Salaries and Wages Total</b>	<b>\$3,080,982</b>	<b>\$3,190,770</b>	<b>\$5,172,848</b>	<b>\$5,242,543</b>	<b>\$69,695</b>	<b>1.3%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$1,218,561	\$1,222,804	\$1,285,418	\$1,306,418	\$21,000	1.6%
SERVICES	\$3,688,917	\$3,713,271	\$3,484,480	\$5,897,980	\$2,413,500	69.3%
UTILITIES	\$86,458	\$88,834	\$119,723	\$120,273	\$550	0.5%
TRAVEL	\$18,648	\$12,039	\$50,230	\$50,230	\$0	N/A
OTHER COSTS	\$1,351,001	\$530,629	\$965,950	\$970,150	\$4,200	0.4%
INTERFUND COST						
RECLASSIFICATION	\$0	-\$520	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$6,363,585</b>	<b>\$5,567,057</b>	<b>\$5,905,801</b>	<b>\$8,345,051</b>	<b>\$2,439,250</b>	<b>41.3%</b>
<b>Transfers Out</b>						
PROPRIETARY FUNDS	\$1,440,718		\$3,882,146	\$0	-\$3,882,146	-100.0%
<b>Transfers Out Total</b>	<b>\$1,440,718</b>	<b>\$0</b>	<b>\$3,882,146</b>	<b>\$0</b>	<b>-\$3,882,146</b>	<b>-100.0%</b>
<b>Equipment</b>						
LEASE PURCHASES	\$9,209	\$10,416	\$17,803	\$22,303	\$4,500	25.3%
MACHINERY & EQUIPMENT	\$47,486	\$62,353	\$51,609	\$184,800	\$133,191	258.1%
<b>Equipment Total</b>	<b>\$56,695</b>	<b>\$72,769</b>	<b>\$69,412</b>	<b>\$207,103</b>	<b>\$137,691</b>	<b>198.4%</b>
<b>Program Total</b>	<b>\$10,941,979</b>	<b>\$8,830,596</b>	<b>\$15,030,207</b>	<b>\$13,794,697</b>	<b>-\$1,235,510</b>	<b>-8.2%</b>



## Water Administration Program

## Equivalent Personnel Summary by Position Title – Water Supply Fund

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	2.0	2.0	2.0	2.0	0.0	N/A
Accountant II	2.0	2.0	2.0	2.0	0.0	N/A
Accountant III	2.0	2.0	2.0	2.0	0.0	N/A
Accountant IV	1.0	1.0	1.0	1.0	0.0	N/A
Administrative Officer	1.0	1.0	1.0	1.0	0.0	N/A
Assistant Fiscal Officer	1.0	1.0	1.0	1.0	0.0	N/A
Cashier II	3.0	3.0	3.0	3.0	0.0	N/A
Civil Engineer III	3.0	3.0	3.0	3.0	0.0	N/A
Civil Engineer IV	5.0	5.0	5.0	5.0	0.0	N/A
Civil Engineer V	2.0	2.0	2.0	2.0	0.0	N/A
Civil Engineer VI	3.0	3.0	3.0	3.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Commission Support Clerk	1.0	1.0	1.0	1.0	0.0	N/A
Customer Relations Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Customer Service Representative I	1.0	1.0	1.0	1.0	0.0	N/A
Customer Service Representative II	3.0	3.0	3.0	3.0	0.0	N/A
Deputy Director	1.0	1.0	1.0	1.0	0.0	N/A
Director	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Aide IV	1.0	1.0	1.0	1.0	0.0	N/A
Engineering Program Manager	2.0	2.0	2.0	2.0	0.0	N/A
Engineering Support Technician I	1.0	1.0	1.0	1.0	0.0	N/A
Field Collection Representative II	2.0	2.0	2.0	2.0	0.0	N/A
Fiscal Officer	1.0	1.0	1.0	1.0	0.0	N/A
GIS Analyst III	1.0	1.0	1.0	1.0	0.0	N/A
Land Use Permit Clerk	3.0	3.0	3.0	3.0	0.0	N/A
Meter Reader I	4.0	4.0	4.0	4.0	0.0	N/A
Meter Reading/Field Collection Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	N/A
Planner III	1.0	1.0	1.0	1.0	0.0	N/A
Planner IV	2.0	2.0	2.0	2.0	0.0	N/A
Planner V	1.0	1.0	1.0	1.0	0.0	N/A
Planner VI	3.0	3.0	3.0	3.0	0.0	N/A
Planning Program Manager	1.0	1.0	1.0	1.0	0.0	N/A
Pre-Audit Clerk I	3.0	3.0	3.0	3.0	0.0	N/A
Private Secretary	1.0	1.0	1.0	1.0	0.0	N/A
Purchasing Specialist IV	1.0	1.0	1.0	1.0	0.0	N/A
Purchasing Technician	2.0	2.0	2.0	2.0	0.0	N/A
Right-of-Way Agent V	1.0	1.0	1.0	1.0	0.0	N/A
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	N/A
Safety Technician				0.0	0.0	N/A
Secretary III	1.0	1.0	1.0	1.0	0.0	N/A
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Storekeeper I	1.0	1.0	1.0	1.0	0.0	N/A
Waterworks Inspector II	4.0	4.0	4.0	4.0	0.0	N/A
<b>Program Total</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>	<b>75.0</b>	<b>0.0</b>	<b>N/A</b>

## Water Administration Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
953300A-5101 Regular Wages: Adjustments in salaries based on 3% increase for Director & Deputy Director per Salary Commission and step movement for Private Secretary.	\$16,032	
953083A-5101 Regular Wages: Adjustments in salaries based on positions allocations, step corrections and positions filled at higher/lower pay scales.	-\$37,824	
953109A-5101 Regular Wages: Adjustments in salaries based on positions allocations, step corrections and positions filled at higher/lower pay scales.	-\$51,024	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
953083B-6040 Postage: Increase in postage costs, transferred from 953000B-6246.	\$10,000	
<b>OTHER COSTS:</b>		
953000B-6246 Board Costs: Reduce Board Costs, transferred to 953083B-6040.	-\$10,000	
<b>SERVICES:</b>		
953165B-6132 Professional Services: Received additional \$250,000 from WRC to ramp up miconia control efforts FY 2019.	-\$240,000	
<b>TRANSFER OUT:</b>		
953864B-7515 Proprietary Funds: Reduce funding for the Upcountry Water Reserve Fund.	-\$3,882,143	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953000C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2019.	-\$12,500	
953109C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2019.	-\$19,950	
953158C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2019.	-\$19,159	

## Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>OTHER PREMIUM PAY:</b>		
953000A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$16,414	
953083A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$50,271	
953109A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$56,578	
953158A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement.	\$19,824	
<b>Operations</b>		
<b>MATERIALS &amp; SUPPLIES:</b>		
953083B-6051 Safety Supplies: Additional safety equipment needed for staff.	\$1,000	
953109B-6012 Construction Materials: Materials for in-house renovation of Engineering office; conversion of storage close to meeting.	\$10,000	

## Water Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Operations (cont'd)</b>		
<b>SERVICES:</b>		
953000B-6130 Printing & Binding: Additional funding for newsletter.	\$3,500	
953000B-6132 Professional Services: Additional funding \$35,000 for audit, \$100,000 for study rate, \$150,000 Strategic Plan Phase II, \$15,000 miscellaneous study.	\$250,000	
953083B-6129 Other Services: Additional meter reading system.	\$10,000	
953083B-6132 Professional Services: Additional funding for Meter Replacement Program Phase I.	\$2,000,000	
953091B-6132 Professional Services: Increased seed banking and coordinator with Watershed partners, expand naïve forest restoration, volunteerism, non-native plan control and ROD research/report.	\$60,000	
953109B-6132 Professional Services: Additional funding for scanning.	\$50,000	
953158B-6132 Professional Services: Additional funding for USGS Monitoring \$80,000 and WUDP Molokai \$150,000.	\$100,000	
953159B-6132 Professional Services: Additional funding to improved scope and project focus on DWS relevant areas.	\$10,000	
953162B-6132 Professional Services: Additional funding for new 150m fence expansion, new efforts to control Himalayan Ginger detected 1st time in Maui, increased volunteerism.	\$30,000	
953169B-6132 Professional Services: Accelerating control effort treating invasive Himalayan Ginger before reproductive maturity and ungulate control checks. Increased heli support on expanded EMI easement.	\$105,000	
953170B-6132 Professional Services: Additional funding of conservation boundary fencing, increased volunteerism and eco-tourism partnership.	\$35,000	
<b>OTHER COSTS:</b>		
953000B-6225 Publications & Subscriptions: Additional funding for AWWA Research Foundation, Papers.	\$3,000	
953000B-6273 Safety Program: Increase in training needed by Safety Office.	\$11,200	
<b>UTILITIES:</b>		
953158B-6154 Telephone: Additional funding for Cellular Services for Ipads.	\$550	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953000C-7031 Computer Equipment: Replacement of two Dell CPU's @ \$1,500 each, \$3,000 purchase of a printer for safety officer.	\$6,000	
953083C-7031 Computer Equipment: Replacement of ten Dell CPU's @ \$1,500 each.	\$15,000	
953083C-7044 Other Equipment: Replacement of five meter reading equipment trimble or similar @ \$5,000 each.	\$25,000	
953109C-7031 Computer Equipment: Replacement of eight computer that are out of warranty @ \$5,000 each, purchase of two iPads for construction inspection for building permits, subdivisions, water service and CIP projects @ \$1,100 each, replacement of one HP printer for Engineering Program Manager @ \$500 each, and one laptop computer @ \$2,000 each.	\$49,700	

## Water Administration Program

## Expansion Budget Request from FY 2019 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Equipment (cont'd)</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953109C-7036 Furniture/Fixtures: Purchase furniture for reconfiguration of existing office area for 2 vacant positions and relocation of Engineering's conference room.	\$20,000	
953109C-7044 Other Equipment: Purchase one pressure record to verify distribution pressure for permit issuance @ \$15,000 and line locator are necessary to determine the location of underground water lines.	\$20,000	
953158C-7031 Computer Equipment: Replacement of two computers for existing staff @ \$5,000 each and one Ipads @ \$1,100.	\$11,100	
953158C-7040 Motor Vehicles: Replacement of one SUV Hybrid all wheel drive @ \$38,000.	\$38,000	
<b>TOTAL PROPOSED EXPANSION BUDGET</b>	<b>\$3,007,137</b>	<b>0.0</b>

## Water Administration Program

## County Grant Subsidy Detail

Name of Grantee/Program	FY 2017 Actual	FY 2018 Actual	FY 2019 Adopted	FY 2020 Proposed
Auwahi Forest Restoration Project	\$37,000	\$36,999	\$60,000	\$120,000
Countywide Watershed Protection	\$59,110	-\$1	\$200,000	\$305,000
East Maui Watershed Protection	\$469,619	\$515,574	\$550,000	\$550,000
East Molokai Watershed Protection	\$250,000	\$250,000	\$250,000	\$250,000
Hawaii Agriculture Research Center	\$68,000	\$41,310	\$56,500	\$56,500
Honokowai/Wahikuli Watershed Management	\$64,739	\$75,000	\$75,000	\$75,000
Lokahi Pacific, Inc	\$219,000	\$0	\$0	\$0
Leeward Haleakala Forest Restoration	\$195,000	\$188,284	\$190,000	\$200,000
Miconia Containment and Removal	\$249,948	\$249,996	\$500,000	\$260,000
Puu Kukui Watershed Preserve	\$265,311	\$272,365	\$285,000	\$320,000
West Maui Watershed Protection	\$350,000	\$327,510	\$450,000	\$480,000
<b>TOTAL COUNTY GRANT SUBSIDY - WATER ADMINISTRATION PROGRAM</b>	<b>\$2,227,727</b>	<b>\$1,957,037</b>	<b>\$2,616,500</b>	<b>\$2,616,500</b>

## County Grant Subsidy Program Description

**Auwahi Forest Restoration Project**

Restore dry forest lands on Leeward Haleakala, assess the effects of native forest restoration on soil moisture dynamics and potential aquifer recharge, support hydrological research, and continue to provide a successful community-based volunteer forest restoration and outreach component. Continue to exclude grazing animals, control non-native kikuyu grass, and plant closely-spaced, rapidly growing native shrubs. This project provides a demonstration site for policy makers.

**Countywide Watershed Protection**

Funds will be used to support various watershed preservation and restoration efforts in Maui County including, but not limited to, ungulate control, weed management, fencing and fence repairs, re-planting, monitoring, demo projects, support hydrological research and best management practices, and educational events.

\$95,186 will be used to fund research to design cost-effective management decisions to protect the mauka catchment basins in the East Maui Watershed against incipient miconia incursions. The proposed Bio-Economic Models approach complements traditional methods of widely attacking long-established miconia populations by focusing on the biological features and fecundity (reproduction) of miconia at higher elevations and targeting remote areas where isolated, incipient plants are unimpeded and thriving using Herbicide Ballistic Technology. This may slow dissemination of seeds and seed banking of up to 2100 acres of watershed by one plant alone and should ultimately reduce the number of miconia reaching early maturity when they are highly effective in bearing fruit. DWS is hopeful that

**Water Administration Program****County Grant Subsidy Program Description (Cont'd)****Countywide Watershed Protection (Cont'd)**

this approach and collaboration with watershed partners can then be repeated in other high-priority areas to decelerate future costs and expansion of miconia.

**East Maui Watershed Protection**

The East Maui Watershed consists of approximately 120,000 acres and provides the largest harvested source of surface water in the state. This watershed services Upcountry residents and farmers from Haiku to Kanaio. Ongoing efforts to protect the watershed include fencing, ungulate control, invertebrate and small mammal control, weed management, rare species protection, removal of invasive species, monitoring, education, public outreach and volunteer recruitment to repair and install fencing, and plant native species.

**East Molokai Watershed Protection**

The East Molokai watershed is approximately 18,500 acres. Major problems in the area include feral animals, invasive weeds, and fire. Ongoing efforts include ungulate control, weed sweeps, fencing and fence maintenance, re-planting, erosion control, monitoring, mapping, and continuous research that measure water quality.

**Hawaii Agriculture Research Center (HARC)– Developing Wilt Resistant Acacia Koa**

With major land use change and declines in sugarcane, pineapple, and cattle production, there is an opportunity and keen interest in utilizing native koa in reforestation and restoration efforts, especially in watershed rehabilitation. Moderate to high mortality rates caused by *Fusarium oxysporum* f.sp. koae in many plantings have impeded past efforts. The reintroduction of koa on a landscape level will directly benefit the long-term sustainability of Maui County's water supply in high priority watersheds. HARC develops a network of sites and establishes wilt resistant koa seed orchards in multiple eco-regions.

**Honokowai/Wahikuli Watershed Management**

The Honokowai and Wahikuli watersheds, located within the Kapunakea Preserve in West Maui, have been designated priority watersheds by DOH, EPA, and NOAA. The project area encompasses 1,264 acres. Feral ungulates and invasive weeds are major threats to these watersheds. Axis deer have greatly expanded their range on Maui. Control efforts, including replacement and retrofit of 1.1 miles of fence from 6" to 8", are currently underway.

**Leeward Haleakala Forest Restoration**

Plans are to protect and restore dry forest lands on Leeward Haleakala and examine impacts on moisture-holding to improve both recharge and water quality in the area. Additional plans are to preserve and provide a reserve from which certain important forest species can recover, install fencing, increase productive vegetation using native species, broadcast seed, conduct biological survey, and recruit volunteers to help with an intensive labor effort.

**Invasive Weed Containment and Removal**

Plans to support efforts to monitor and remove the spread of miconia through repeated removal, treatments of existing areas of growth, and prevention of seed dispersal. Similarly, manage other target weeds including pampas grass, fountain grass, ivy gourd, giant reed, rubber vine, Jerusalem thorn, malabar malestome, downy rose myrtle, ruby salt bush, and others. Seek to detect, identify, and control potential problem weeds before they become difficult to control.

**Water Administration Program****County Grant Subsidy Program Description (Cont'd)****Puu Kukui Watershed Preserve**

Over 8,600 acres of the Puu Kukui Watershed Preserve is being protected and preserved. Ongoing efforts include ungulate control through fencing, trapping and surveying on foot, invasive plant control, rare species protection research, and water quality testing.

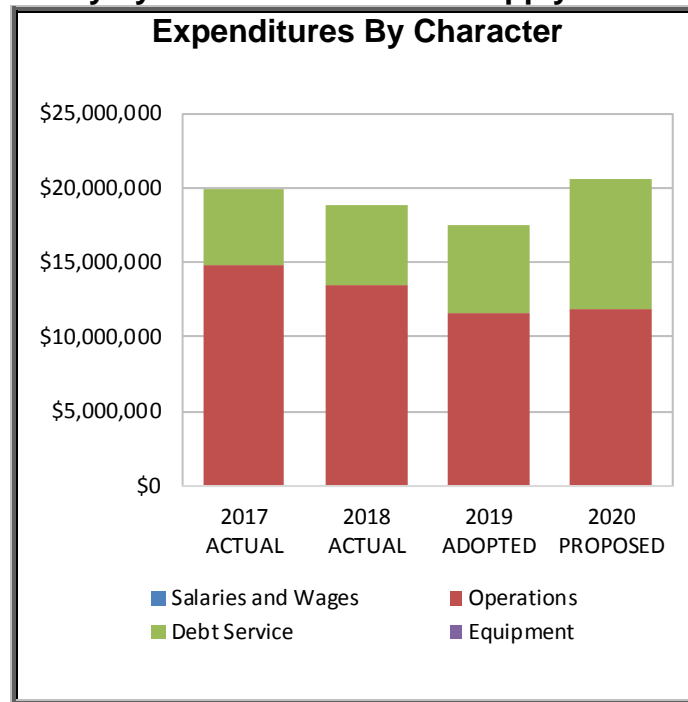
**West Maui Watershed Protection**

Over 47,321 acres of the West Maui Mountains is being protected and preserved. This watershed is a key water recharge area that provides potable water to West and Central Maui residents. The major threats to this watershed are feral ungulates, invasive weeds, human disturbances, and wildfires. Ongoing efforts include ungulate control through fence construction, retrofitting and regular trap checks weed management, planting and enclosures, monitoring, and human activities management through outreach, education, and curbing use of area.



## Water Department Wide Expenses

## Program Budget Summary by Fiscal Year – Water Supply Fund



## Expenditures Summary by Character &amp; Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Salaries and Wages Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Operations</b>						
OTHER COSTS	\$328,923	\$467,330	\$975,000	\$975,000	\$0	N/A
INTEREST EXPENSE	-\$507,689	-\$122,234		\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$11,159,524	\$11,390,729	\$9,564,481	\$9,841,723	\$277,242	2.9%
OPERATING EXPENSE	\$3,798,179	\$1,707,458	\$1,097,832	\$1,097,449	-\$383	0.0%
<b>Operations Total</b>	<b>\$14,778,937</b>	<b>\$13,443,282</b>	<b>\$11,637,313</b>	<b>\$11,914,172</b>	<b>\$276,859</b>	<b>2.4%</b>
<b>Debt Service</b>						
INTEREST EXPENSE	\$1,499,669	\$1,543,903	\$1,757,289	\$1,616,070	-\$141,219	-8.0%
DEBT SERVICE	\$3,686,551	\$3,908,053	\$4,111,739	\$7,057,048	\$2,945,309	71.6%
<b>Debt Service Total</b>	<b>\$5,186,219</b>	<b>\$5,451,956</b>	<b>\$5,869,028</b>	<b>\$8,673,118</b>	<b>\$2,804,090</b>	<b>47.8%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
<b>Equipment Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>N/A</b>
<b>Program Total</b>	<b>\$19,965,156</b>	<b>\$18,895,238</b>	<b>\$17,506,341</b>	<b>\$20,587,290</b>	<b>\$3,080,949</b>	<b>17.6%</b>

\*\*Note: Expenditures are for fringe benefits, overhead costs and debt service.

## Water Operations Program

### Program Description

The Water Operations Program is responsible for the management, operation, and repair of county water collection, transmission and processing infrastructure, and related facilities.

### Countywide Outcome(s)

The Water Operations Program supports the following countywide outcome(s):

- An Efficient, Effective, and Responsive Government
- A Strong Diversified Economy
- Suitable Public Infrastructure
- A Prepared, Safe, and Livable County
- A Healthy and Sustainable Community

### Population Served

The Water Operations Program serves the island of Maui and Kaunakakai, Molokai.

### Services Provided

The Water Operations Program is responsible for the process control; safety and training; regulatory reporting and compliance; laboratory analysis; preventive maintenance; and efficient operation of the collection, transmission, and processing activities.

### Key Activity Goals & Measures

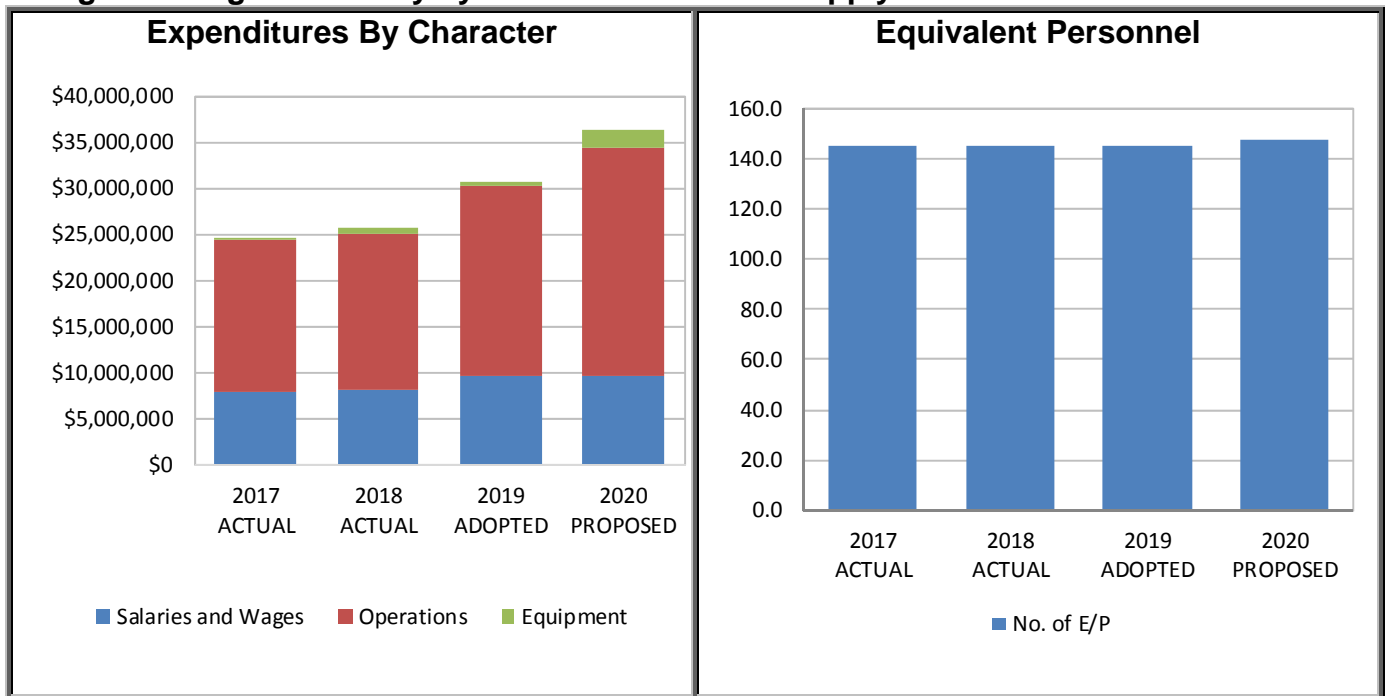
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #1: Economically produce the highest quality potable water that meets or exceeds all state and federal water quality standards in sufficient quantity to meet the needs of the customers.</i>				
1. Minimize adverse impacts to the water system	# of system outages or water restrictions due to facility shutdown or deficient water quality	0	0	0
2. Identify and review regulatory compliance requirements that will impact operations and optimize performance to meet Environmental Protection Agency (EPA) and State of Hawaii Department of Health regulatory standards	# of water quality violations received	0	0	0
3. Meet state and federal sampling requirements	# of samples analyzed to meet regulatory requirements	16,540	15,000	15,000

## Water Operations Program

## Key Activity Goals &amp; Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ESTIMATE	FY 2020 ESTIMATE
<i>Goal #2: 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.</i>				
1. Optimize, maintain, or replace facilities' electrical equipment, motors, and switch gear for the most reliable and efficient use of electrical energy	Cost of repair and maintenance	\$322,024	\$500,000	\$500,000
2. Replacement of four well pumps and two booster pumps per year	# of well pumps replaced	3	4	4
	# of booster pumps replaced	2	2	2
<i>Goal #3: Water loss prevention to ensure service lines are efficient and reliable in ensuring minimal interrupted service.</i>				
1. Minimize water loss	# of miles of mainline inspected for leaks	N/A	900	900
	# of miles mainline repaired	N/A	150	150
2. Upgrade system	# of feet of mainline replaced	N/A	12,000	12,000

## Program Budget Summary by Fiscal Year – Water Supply Fund



## Water Operations Program

## Expenditures Summary by Character &amp; Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
<b>Salaries and Wages</b>						
OTHER PREMIUM PAY	\$875,457	\$914,863	\$1,040,194	\$992,341	-\$47,853	-4.6%
WAGES & SALARIES	\$7,056,161	\$7,139,128	\$8,572,416	\$8,792,332	\$219,916	2.6%
<b>Salaries and Wages Total</b>	<b>\$7,931,618</b>	<b>\$8,053,991</b>	<b>\$9,612,610</b>	<b>\$9,784,673</b>	<b>\$172,063</b>	<b>1.8%</b>
<b>Operations</b>						
MATERIALS & SUPPLIES	\$4,068,531	\$4,737,011	\$5,415,800	\$6,391,586	\$975,786	18.0%
SERVICES	\$1,689,011	\$989,559	\$1,738,185	\$1,687,685	-\$50,500	-2.9%
UTILITIES	\$10,503,158	\$11,153,205	\$13,164,667	\$16,209,848	\$3,045,181	23.1%
TRAVEL	\$58,863	\$48,139	\$86,700	\$86,700	\$0	N/A
OTHER COSTS	\$148,094	\$132,791	\$202,050	\$200,266	-\$1,784	-0.9%
INTEREST EXPENSE	\$220	\$0	\$0	\$0	\$0	N/A
<b>Operations Total</b>	<b>\$16,467,878</b>	<b>\$17,060,704</b>	<b>\$20,607,402</b>	<b>\$24,576,085</b>	<b>\$3,968,683</b>	<b>19.3%</b>
<b>Equipment</b>						
MACHINERY & EQUIPMENT	\$347,667	\$637,243	\$475,900	\$1,957,412	\$1,481,512	311.3%
LEASE PURCHASES	\$0	\$0	\$0	\$3,000	\$3,000	N/A
<b>Equipment Total</b>	<b>\$347,667</b>	<b>\$637,243</b>	<b>\$475,900</b>	<b>\$1,960,412</b>	<b>\$1,484,512</b>	<b>311.9%</b>
<b>Program Total</b>	<b>\$24,747,162</b>	<b>\$25,751,939</b>	<b>\$30,695,912</b>	<b>\$36,321,170</b>	<b>\$5,625,258</b>	<b>18.3%</b>

## Equivalent Personnel Summary by Position Title – Water Supply Fund

POSITION TITLE	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Water Treatment Plant Operations/Maintenance Supervisor	2.0	2.0	2.0	2.0	0.0	N/A
Automotive Mechanic I	1.0	1.0	1.0	1.0	0.0	N/A
Backflow Control Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Backflow Cross Connection Technician III	1.0	1.0	1.0	1.0	0.0	N/A
Carpenter I	2.0	2.0	2.0	2.0	0.0	N/A
Clerk Dispatcher II	1.0	1.0	1.0	1.0	0.0	N/A
Clerk III	1.0	1.0	1.0	1.0	0.0	N/A
Construction Equipment Mechanic I	3.0	3.0	3.0	3.0	0.0	N/A
Construction Equipment Mechanic II	1.0	1.0	1.0	1.0	0.0	N/A
Electrician/Electronic Repairer Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Electronic Technician I	4.0	4.0	4.0	4.0	0.0	N/A
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Equipment Operator III	3.0	3.0	3.0	3.0	0.0	N/A
Equipment Operator IV	4.0	4.0	4.0	4.0	0.0	N/A
Field Operations Division Chief	1.0	1.0	1.0	1.0	0.0	N/A
Heavy Equipment & Construction Welder	1.0	1.0	1.0	1.0	0.0	N/A
Labor Supervisor I	1.0	1.0	1.0	1.0	0.0	N/A
Laboratory Technician I	1.0	1.0	1.0	1.0	0.0	N/A
Laborer II	7.0	7.0	7.0	7.0	0.0	N/A
Pipefitter Helper	13.0	13.0	13.0	15.0	2.0	15.4%
Pipefitter I	21.0	21.0	21.0	22.0	1.0	4.8%
Pipefitter II	7.0	7.0	7.0	7.0	0.0	N/A

## Water Operations Program

## Equivalent Personnel Summary by Position Title – Water Supply Fund (Cont'd)

POSITION TITLE	2017 ACTUAL	2018 ACTUAL	2019 ADOPTED	2020 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Plant Electrician/Electronic Repairer I	3.0	3.0	3.0	3.0	0.0	N/A
Plant Electrician/Electronic Repairer II	1.0	1.0	1.0	1.0	0.0	N/A
Plant Operations Division Chief	1.0	1.0	1.0	1.0	0.0	N/A
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	N/A
Supervising Electronic Technician	1.0	1.0	1.0	1.0	0.0	N/A
Treasury Clerk I	1.0	1.0	1.0	1.0	0.0	N/A
Valve Repair/Pipefitter II	1.0	1.0	1.0	1.0	0.0	N/A
Water Meter Technician I	1.0	1.0	1.0	1.0	0.0	N/A
Water Meter Technician II	1.0	1.0	1.0	1.0	0.0	N/A
Water Microbiologist I	4.0	4.0	4.0	4.0	0.0	N/A
Water Microbiologist II	2.0	2.0	2.0	2.0	0.0	N/A
Water Microbiologist III	2.0	2.0	2.0	2.0	0.0	N/A
Water Microbiologist IV	1.0	1.0	1.0	1.0	0.0	N/A
Water Plant Maintenance Mechanic Helper	4.0	4.0	4.0	4.0	0.0	N/A
Water Plant Maintenance Mechanic I	6.0	6.0	6.0	6.0	0.0	N/A
Water Plant Maintenance Mechanic II	1.0	1.0	1.0	1.0	0.0	N/A
Water Plant Maintenance Mechanic Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Water Service Clerk Dispatcher	1.0	1.0	1.0	1.0	0.0	N/A
Water Service Supervisor II	7.0	7.0	7.0	7.0	0.0	N/A
Water Support Services Supervisor	1.0	1.0	1.0	1.0	0.0	N/A
Water Treatment Plant Division Chief	1.0	1.0	1.0	1.0	0.0	N/A
Water Treatment Plant Operations/Maintenance Supervisor	2.0	2.0	2.0	2.0	0.0	N/A
Water Treatment Plant Operator II	2.0	2.0	2.0	2.0	0.0	N/A
Water Treatment Plant Operator IV	16.0	16.0	16.0	16.0	0.0	N/A
Water Treatment Plant Worker	2.0	2.0	2.0	2.0	0.0	N/A
Waterworks Maintenance Helper	3.0	3.0	3.0	3.0	0.0	N/A
<b>Program Total</b>	<b>145.0</b>	<b>145.0</b>	<b>145.0</b>	<b>148.0</b>	<b>3.0</b>	<b>2.1%</b>

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget

OPERATIONS		
Continuation Budget		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
953307A-5101 Regular Wages: Adjustments in salaries based on collective bargaining increases, step corrections and positions filled at higher/lower pay scales.	\$98,364	0.0
953604A-5101 Regular Wages: Adjustments in salaries based on collective bargaining increases, step corrections and positions filled at higher/lower pay scales.	\$25,020	0.0
<b>OTHER PREMIUM PAY:</b>		
953307A-5250 Salary Adjustments: Deletion of one-time lump sum payments based on Collective Bargaining Agreement BU01 and BU02/03 & BU13.	-\$70,600	

## Water Operations Program

## Continuation Budget Changes (+/- \$10,000) from FY 2019 Adopted Budget (cont'd)

953471A-5250 Salary Adjustments: Deletion of one-time lump sum payments based on Collective Bargaining Agreement BU01 and BU02/03 & BU13.	-\$18,450	
953604A-5250 Salary Adjustments: Deletion of one-time lump sum payments based on Collective Bargaining Agreement BU01 and BU02/03 & BU13.	-\$24,150	
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
953307B-6015 Diesel: Budget transferred to 953307B-6022.	-\$160,000	
953307B-6019 Stores Inventory Gas & Oil: Budget transferred to 953307B-6033.	-\$50,000	
953307B-6022 Gasoline, Diesel, Oil, etc: Budget transferred from 953307B-6015, this subobject code used in daily operations.	\$160,000	
953307B-6033 Meter Replacement Expenses: Budget transferred from 6019, 6047 & 6139.	\$150,000	
953307B-6047 Road Patching Materials: Budget transferred to 953307B-6033.	-\$50,000	
953307B-6139 Repairs & Maintenance - Others: Budget transferred to 953307B-6033.	-\$50,000	
953604B-6010 Chemical & Other Filter Supp: Replacement of Granular Activated Carbon \$200,000, filter supplies \$16,000, Soda Ash \$100,000, other chemicals \$100,000.	\$416,000	
<b>SERVICES:</b>		
953471B-6141 R&M - Work in Progress - Others: Budget transferred to 953471B-6139 & 6230.	-\$10,000	
953604B-6137 R&M Machinery/Equipment: Budget transferred from 953604B-6139.	\$15,000	
953604B-6139 Repairs & Maintenance - Others: Budget transferred to 953604B-6137 & 6154.	-\$20,000	
<b>UTILITIES:</b>		
953471B-6120 Electricity: Additional funding for Phase 6 pumping will be required for annual maintenance.	\$1,000,000	
953604B-6178 Water Delivery Charges: Inflationary adjustment.	\$12,235	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953307C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$180,000	
953307C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2019.	-\$100,000	
953471C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2019.	-\$135,000	

## Water Operations Program

## Expansion Budget Request from FY 2019 Adopted Budget

<i>Expansion Budget</i>		
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
<b>Salaries and Wages</b>		
<b>WAGES AND SALARIES:</b>		
953307A-5101 Regular Wages: Proposed Expansion Positions in FY 2020 for 2.0 Pipefitter Helper and 1.0 Pipefitter I.	\$98,776	3.0
<b>OTHER PREMIUM PAY:</b>		
953307A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement for BU 02, 03 & 13.	\$25,938	0.0
953471A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement for BU 02, 03 & 13.	\$29,942	0.0
953604A-5250 Salary Adjustments: Anticipated salary increase in Collective Bargaining Agreement for BU 02, 03 & 13.	\$9,467	0.0
<b>Operations</b>		
<b>MATERIALS AND SUPPLIES:</b>		
953307B-6031 Repairs & Maintenance Supplies: Additional funding for Valve Replacement Program.	\$500,000	
953307B-6051 Safety Supplies: Additional funding for safety apparel for 2.0 Pipefitter Helper and 1.0 Pipefitter I proposed expansion positions.	\$3,286	
953307B-6052 Small Tools: Additional funding for tools and supplies for 2.0 Pipefitter Helper and 1.0 Pipefitter I proposed expansion positions.	\$9,000	
<b>Operations</b>		
<b>OTHER COSTS:</b>		
953307B-6255 Uniform Allowance: Additional funding for the proposed expansion positions @ \$72 each.	\$216	
<b>UTILITIES:</b>		
953471B-6120 Electricity: Additional funding for the Phase 6 pumping will be required for annual maintenance.	\$1,766,994	
953604B-6120 Electricity: Anticipated increase with lao coming on-line.	\$250,000	
<b>Equipment</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953307C-7040 Motor Vehicles: Purchase of one new Crew Cab (4WD) @ \$85,000, replacement of one Ton 4x4 Utility Box Lift Gate Pipe Rack @ \$55,000, replacement of one 1/2 Ton 4x4 Extend Cab Tool Boxes @ \$42,000, and replacement of one Ton Crew Cab 4x4 @ \$50,000.	\$232,000	
953307C-7044 Other Equipment: Purchase of six portable water tanker trailers 300-500 gallon capacity @ \$30,000 each, purchase of two generators for baseyards @ \$64,000 each, replacement of one 25 Ton Equipment Trailer @ \$82,000, replacement on one ice machine @ \$8,000, purchase of one heavy equipment scanner @ \$8,500, purchase of one Hydraulic Power Pack @ \$6,000, purchase one of motor grader @ \$210,000, and purchase of one Vehicle mounted traffic control lights @ \$5,000.	\$627,500	
953307C-7105 Leased Equipment: Estimated lease payments (including print charges) for 12 months.	\$3,000	



## Water Operations Program

## Expansion Budget Request from FY 2019 Adopted Budget (cont'd)

953471C-7030 Communication Equipment: Purchase of 92 Emergency Radios @ \$3,261 each.	\$300,012	
953471C-7031 Computer Equipment: Replacement of six Desktop Computer @ \$2,300 each for DWS admin and purchase of two large screen iPad @ \$1,100 each.	\$16,000	
<b>EXPLANATION OF BUDGET CHANGES</b>	<b>CHANGE AMOUNT</b>	<b>CHANGE E/P</b>
<b>Equipment (cont'd)</b>		
<b>MACHINERY AND EQUIPMENT:</b>		
953471C-7032 Software Programs: Replacement of five DWS Scada System Licenses @ \$20,000 each.	\$100,000	
953471C-7040 Motor Vehicles: Replacement of two 1 Ton 4x4 Utility Box, Lift Gate, Pipe Rack @ \$55,000 each and replacement of two 1/2 Ton 4x4 ex cab, utility box truck @ \$45,000 each.	\$200,000	
953471C-7044 Other Equipment: Purchase of two Generators for well pumps @ \$110,000 each.	\$220,000	
953604C-7031 Computer Equipment: Replacement of two computers for SCADA @ \$2,700 each and replacement of two desk computers @ \$5,000 each.	\$15,400	
953604C-7040 Motor Vehicles: Replacement of one heavy duty flat bed truck with lift gate @ \$75,000.	\$75,000	

## Capital Program

## Capital Budget Summaries

This section provides a description of the County of Maui's Capital Budget; summaries of the proposed FY 2020 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 2020 can be found in the Department Capital Project Sheets section of this budget book.

### Definition of Capital Program and Capital Project

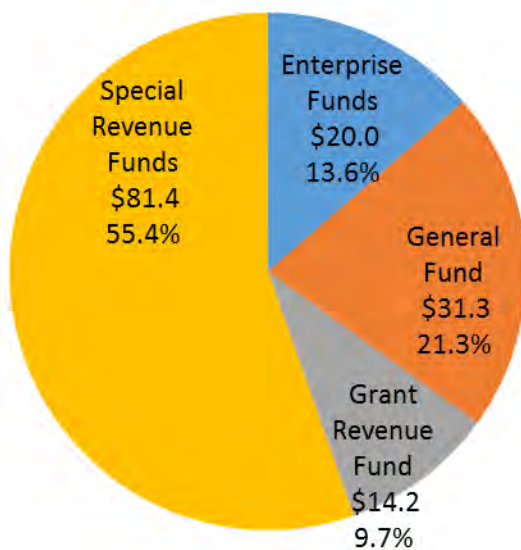
The County of Maui's CIP plan is a six-year plan that outlines the public infrastructure needs of the community. The CIP plan provides the citizens of Maui County with a list of capital projects planned for the ensuing fiscal year and the next succeeding five years. While the CIP plan covers a 6-year 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.

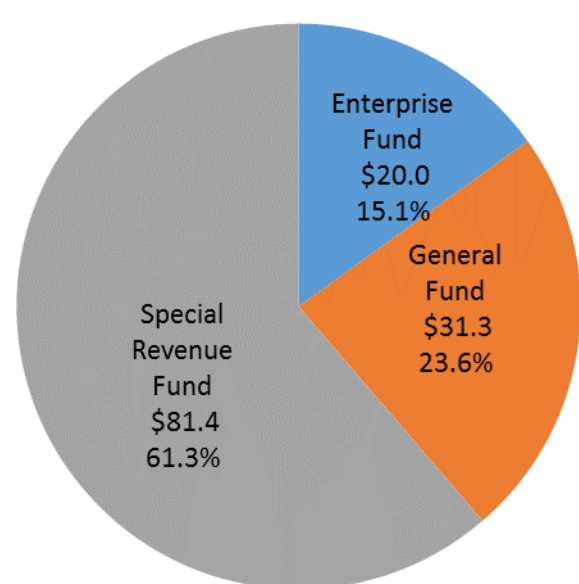
The County Charter and County Code do not provide provisions on a monetary threshold for projects to qualify as a capital project. However, there are many factors that affect how a capital project is funded and administered. Depending on its cost, size and scope, a project may be funded in the department's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

### FY 2020 Capital Budget Overview

**ALL SOURCES OF FUNDS: \$146.9M**  
Total Capital Projects by Major Fund Type  
Figure 5-1 (in Millions)



**COUNTY SOURCES OF FUNDS: \$132.7M**  
Total Capital Projects by Major Fund Type  
Figure 5-2 (in Millions)



# Capital Program

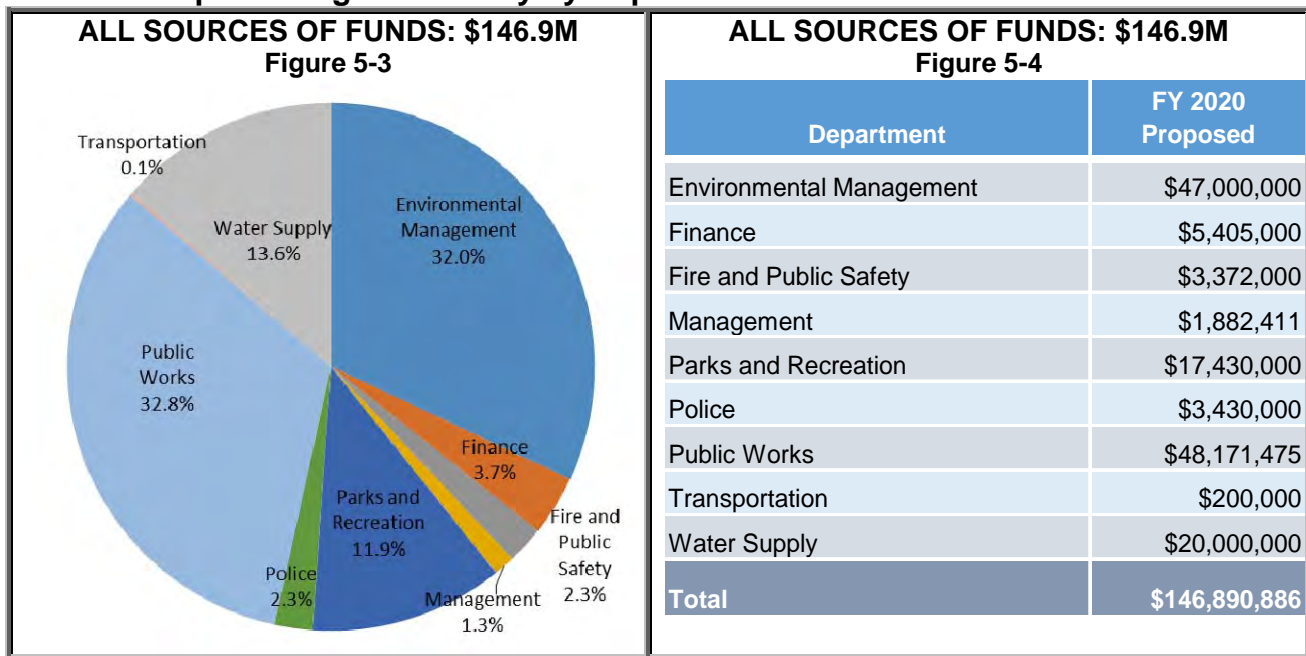
# Capital Budget Summaries

## FY 2020 Capital Budget Overview (Cont'd)

As shown in the charts on the prior page, the proposed FY 2020 CIP Budget totals \$146.9 million. This total includes capital projects funded through the County and Grant Revenue Funds. The FY 2020 CIP Budget funded by County Funds is \$132.7 million, a decrease of \$26.5 million from the FY 2019 Adopted Budget.

The following sections include graphs and tables detailing the FY 2020 Proposed Capital Budget from All Sources of Funds by department, district, fund type and project type:

## FY 2020 Capital Budget Summary by Department



As shown in Figure 5-3, the Department of Public Works capital projects make up 32.8% or \$48.2 million of the total FY 2020 Capital Budget. These capital projects consist of road and related improvements, beautification, sidewalks, bike paths, drainage, bridge repairs and maintenance, safety and utilities, and accessibility for persons with disabilities. The most notable projects proposed in FY 2020 are Kaupakalua Road Pavement Reconstruction for \$7.9 million, Countywide Road Resurfacing and Pavement Preservation for \$5.7 million, Napili 4/5 Culvert at Lower Honoapiilani Road for \$3.9 million and Kahana Nui Bridge Replacement for \$3.7 million.

Capital projects under the Department of Environmental Management's represent the second largest percentage of the total proposed FY 2020 Capital Budget at 32.0%. Projects listed under this department include those proposed under both the Solid Waste and Wastewater Divisions. This year's funding includes \$13.5 million for West Maui Recycled Water System Expansion, \$12.5 million for Central Maui Landfill Expansion, and \$6.0 million for improvements mandated by the Environmental Protection Agency (EPA) and State of Hawaii Department of Health permit requirements

Assuring the availability of water sufficient to meet the community's needs is a high priority of the County. This year's proposed funding for the Department of Water Supply represents the third largest percentage of the total proposed FY 2020 CIP Budget at 13.6%. This includes of \$7.2 million for Countywide Upgrades and Replacements, \$5.7 million for West Maui Reliable Capacity and \$3.3 million for Countywide Facility Improvements.

## Capital Program

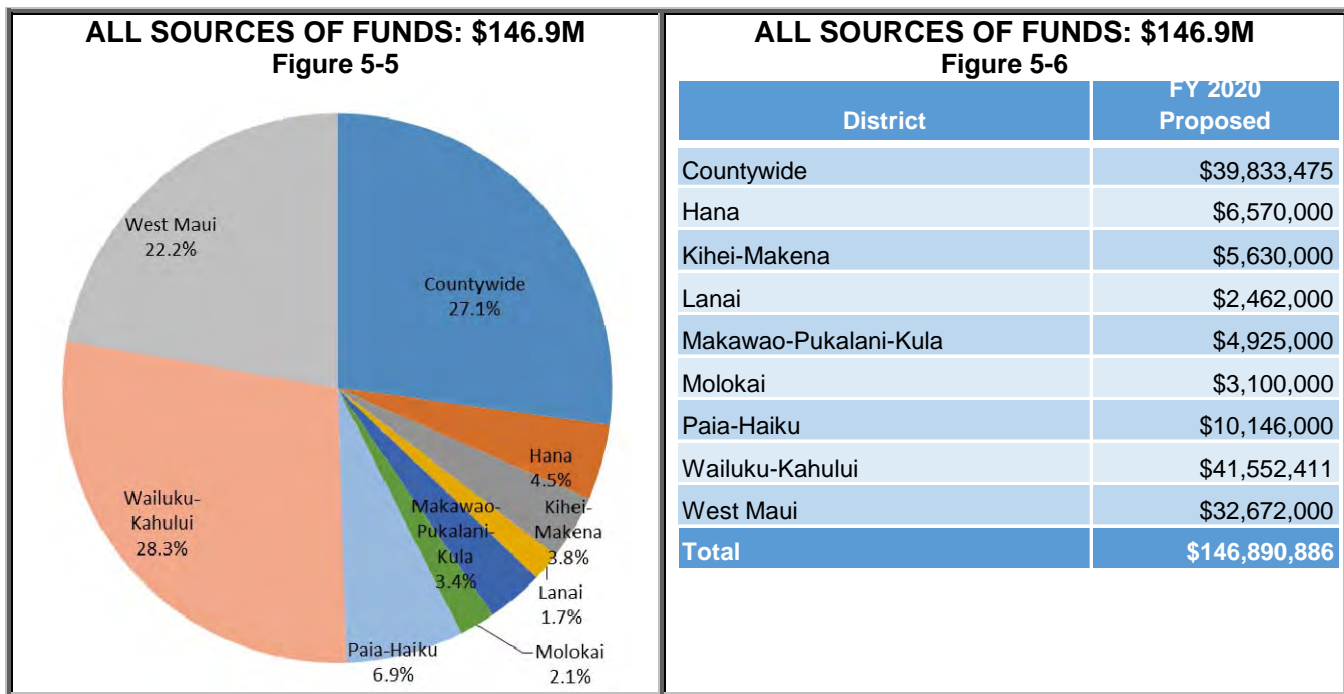
## Capital Budget Summaries

## FY 2020 Capital Budget Summary by Department (Cont'd)

This year's proposed funding for the Department of Parks and Recreation represents 11.9% or \$17.4 million of the total proposed FY 2020 CIP Budget. These capital projects include \$2.8 million for War Memorial Complex Paving Improvements, \$2.5 million for Countywide Light Ordinance Compliance, and \$1.8 million for Central Maui Regional Sports Complex Maintenance Operations and Storage Buildings.

The FY 2020 Capital Budget for the Department of Finance and the Department of Fire and Public Safety are \$5.4 million (3.7%) and \$3.4 million (2.3%), respectively. Remaining projects total 2.4% of the total capital budget and includes projects that will be managed by the Department of Police (2.3%) and Department of Transportation (0.1%). These capital projects include funding for police facilities improvements and Bus Stops and Shelters.

## FY 2020 Capital Budget Summary by District



As shown in Figure 5-5, the largest percentage of the CIP Budget for FY 2020, 28.3%, is allocated to the Wailuku-Kahului district, also known as the Central district. Some of the major capital projects under the Central Maui Landfill Expansion at \$12.5 million, Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation at \$4.0 million and Central Maui Reliable Capacity.

At 27.1%, the second largest percentage of this year's proposed capital budget is allocated to the Countywide district. Capital projects categorized under Countywide include projects that are used in more than one district. This year's proposed Countywide capital projects include Countywide Upgrades and Replacements at \$7.2 million, Road Resurfacing and Pavement Preservation at \$5.7 million, Countywide Equipment at \$5.0 million.

The West Maui district makes up 22.2% of the total FY 2020 Proposed Capital Budget. The major capital projects in this district include \$13.5 million for West Maui Recycled Water System, \$5.7 million for West Maui Reliable Capacity, and \$3.9 million for Napili 4/5 Culvert at Lower Honoapiilani Road.

## Capital Program

## Capital Budget Summaries

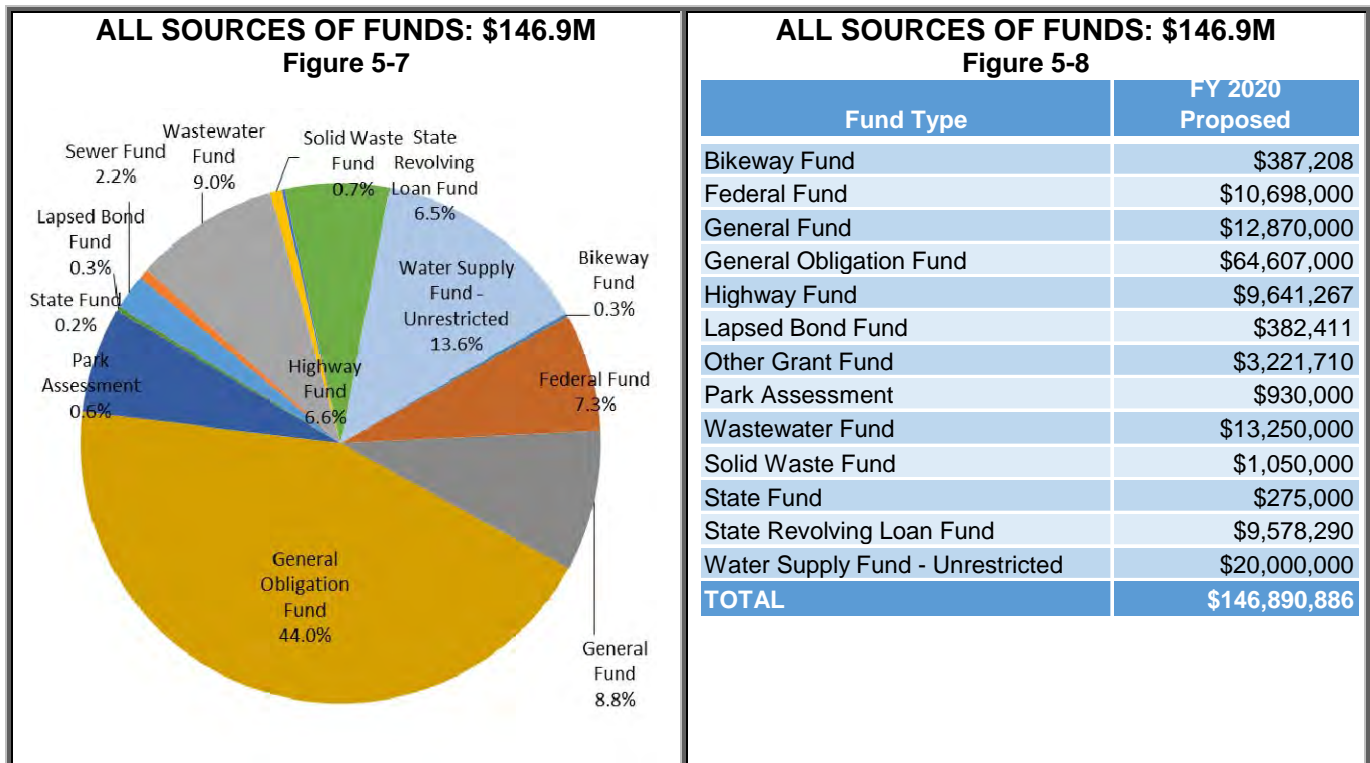
## FY 2020 Capital Budget Summary by District (Cont'd)

The Paia-Haiku district, makes up 6.9% of the total FY 2020 Proposed Capital Budget. The major capital projects in this district include \$7.8 million for Kaupakalua Road Pavement Reconstruction and \$0.6 million for Kuau No. 3 Force Main Replacement.

At 4.5%, the Hana district makes up the fifth largest percentage of this year's proposed capital budget. The major capital projects in this district include \$2.0 million for Koukouai Bridge Rehabilitation and \$1.2 million for Mahalawa Bridge Replacement.

## FY 2020 Capital Budget Summary by Fund Type

Figure 5-7 details distribution of the capital budget by funding type. The largest source of funding for capital projects proposed in FY 2020 derives from the General Obligation Fund at 44.0% of the total. The second largest source of funding is the Water Supply Fund – Unrestricted at 13.6%, followed by the Wastewater Fund at 9.0%, and the General Fund at 8.8%.





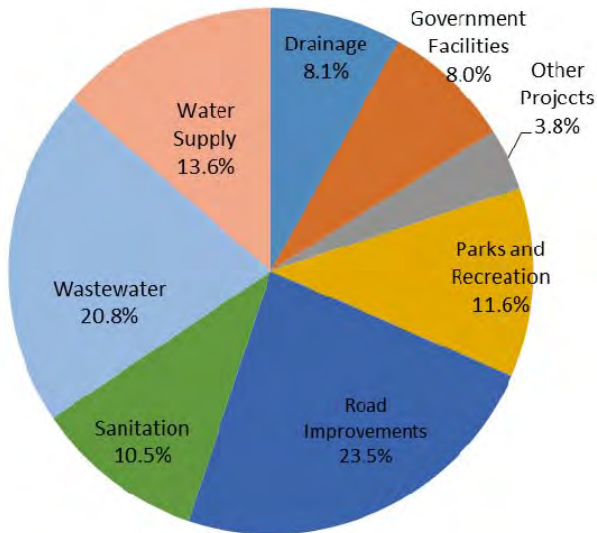
## Capital Program

## Capital Budget Summaries

## FY 2020 Capital Budget by Project Type

ALL SOURCES OF FUNDS: \$146.9M

Figure 5-9



ALL SOURCES OF FUNDS: \$146.9M

Figure 5-10

Project Type	FY 2020 Proposed
Drainage	\$11,840,000
Government Facilities	\$11,784,411
Other Projects	\$5,605,000
Parks and Recreation	\$17,080,000
Road Improvements	\$34,581,475
Sanitation	\$15,450,000
Sewer	\$30,550,000
Water Supply	\$20,000,000
<b>TOTAL</b>	<b>\$146,890,886</b>

As shown in Figure 5-9, capital projects relating to Road Improvements make up the largest project type percentage at 23.5%. The second largest is Wastewater projects at 20.8%, with Water Supply making up the third largest portion at 13.6%, followed by Parks and Recreation at 11.6%.

Major capital projects under Road Improvements include Kaupakalua Road Pavement Reconstruction at \$7.8 million and Countywide Road Resurfacing, Pavement Preservation at \$5.7 million, and Kahana Nui Bridge Replacement at \$3.7 million. The largest projects under the Wastewater project type are the West Maui Recycled Water System Expansion at \$13.5 million, Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation at \$4.0 million, and Lower Main Street Sewer Upgrade at \$2.5 million. Under Water Supply, the largest projects are the Countywide Upgrades and Replacements at \$7.2 million, West Maui Reliable Capacity at \$5.7 million, and Countywide Facility Improvements at \$3.3 million.

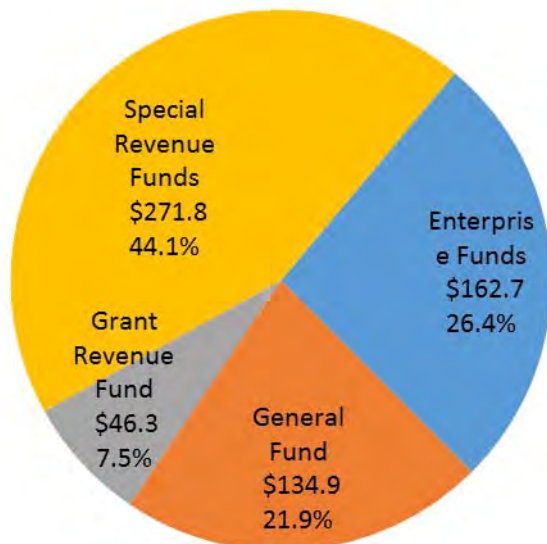
# Capital Program

# Capital Budget Summaries

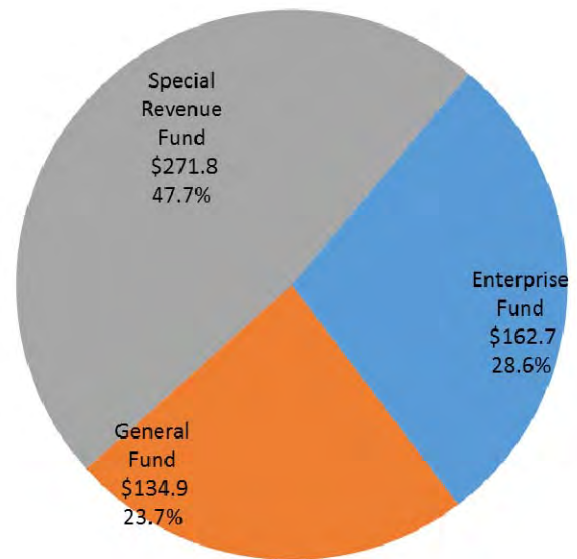
## Six-Year Capital Budget Summaries

Figures 5-11 to 5-14 summarize the proposed CIP Budget for FY 2020 through FY 2025 by Major Fund Type and Total Capital Projects from All Sources of Funds and County Sources of Funds. Detailed information relating to the six-year CIP plan is presented in the Capital Budget Ordinance and is accessible on the County's website: [www.mauicounty.gov](http://www.mauicounty.gov).

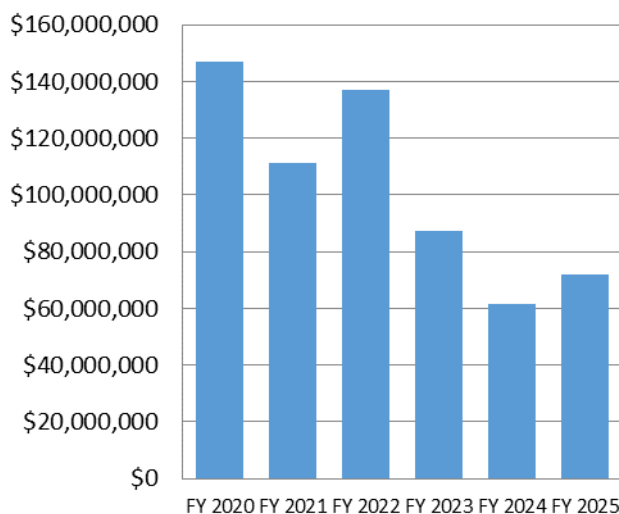
**ALL SOURCES OF FUNDS: \$615.7M**  
Total Capital Projects by Major Fund Type  
Figure 5-11 (in Millions)



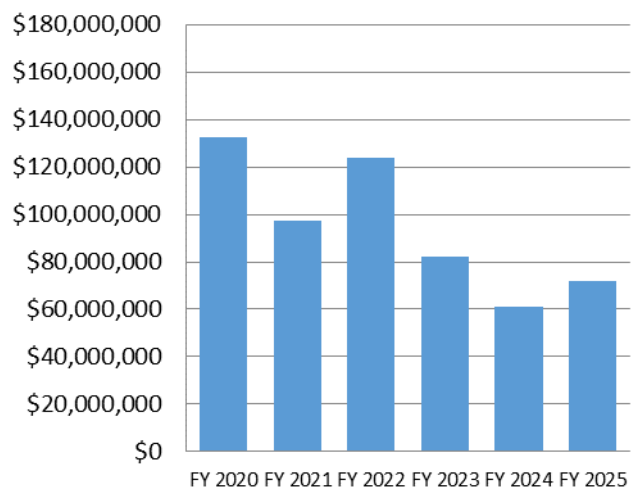
**COUNTY SOURCES OF FUNDS: \$569.4M**  
Total Capital Projects by Major Fund Type  
Figure 5-12 (in Millions)



**ALL SOURCES OF FUNDS: \$615.7M**  
Total Capital Projects by Fiscal Year  
Figure 5-13



**COUNTY SOURCES OF FUNDS: \$569.4M**  
Total Capital Projects by Fiscal Year  
Figure 5-14





## Capital Program

## Capital Budget Summaries

**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 2020 is \$0.7 million and \$1.9 million for the next succeeding years. For FY 2020, capital projects for finance (41.8%), fire and transportation (36.9%), and environmental management (13.4%) 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. 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.

Figure 5-15 below provides a summary of the capital projects' impact on the annual operating budget for the next six years by department as reported to the Budget Office by County departments:

**Capital Improvement Impact on the Operating Budget****Figure 5-15**

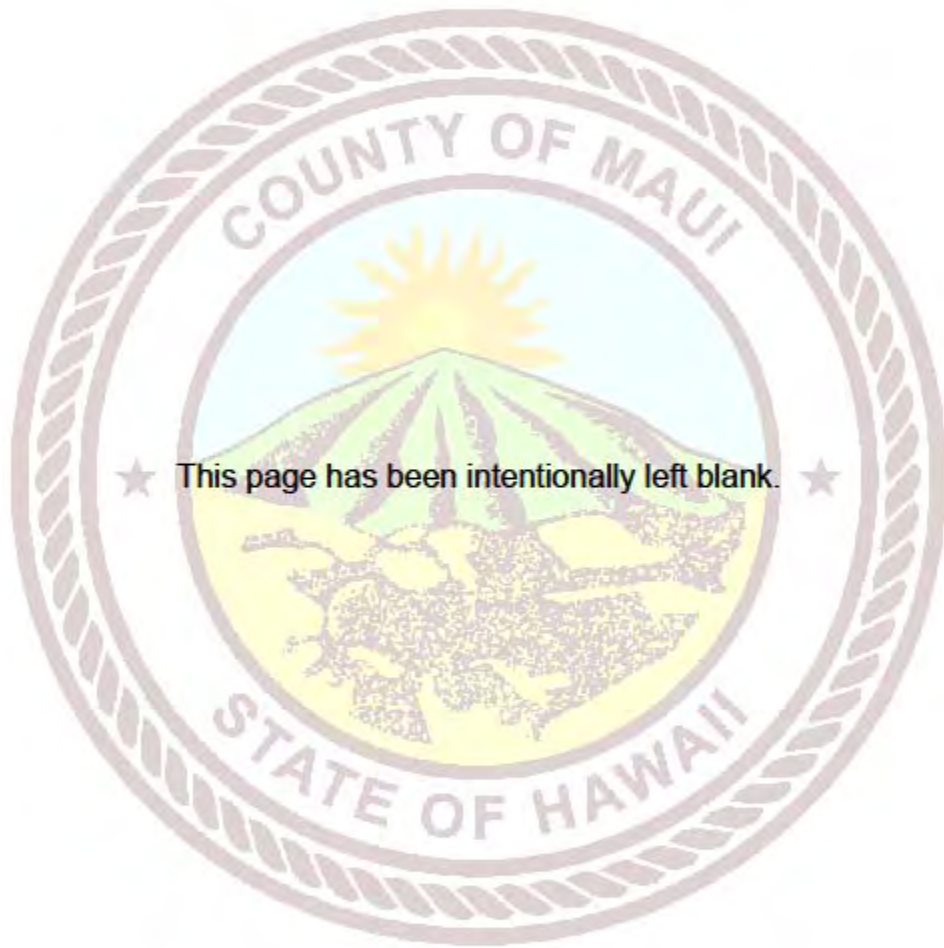
Department	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year Total
Environmental Management	\$76,000	\$76,000	\$66,000	\$66,000	\$66,000	\$0	\$350,000
Finance	\$364,355	\$364,355	\$364,355	\$0	\$0	\$0	\$1,093,065
Parks and Recreation	\$1,500	\$1,500	\$1,500	\$1,600	\$1,600	\$1,600	\$9,300
Transportation	\$160,854	\$160,854	\$160,854	\$160,854	\$160,854	\$160,854	\$965,124
Public Works	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Water Supply	\$100,000	\$100,000	\$0	\$0	\$0	\$0	\$200,000
<b>TOTAL</b>	<b>\$702,709</b>	<b>\$702,709</b>	<b>\$592,709</b>	<b>\$228,454</b>	<b>\$228,454</b>	<b>\$162,454</b>	<b>\$2,617,489</b>

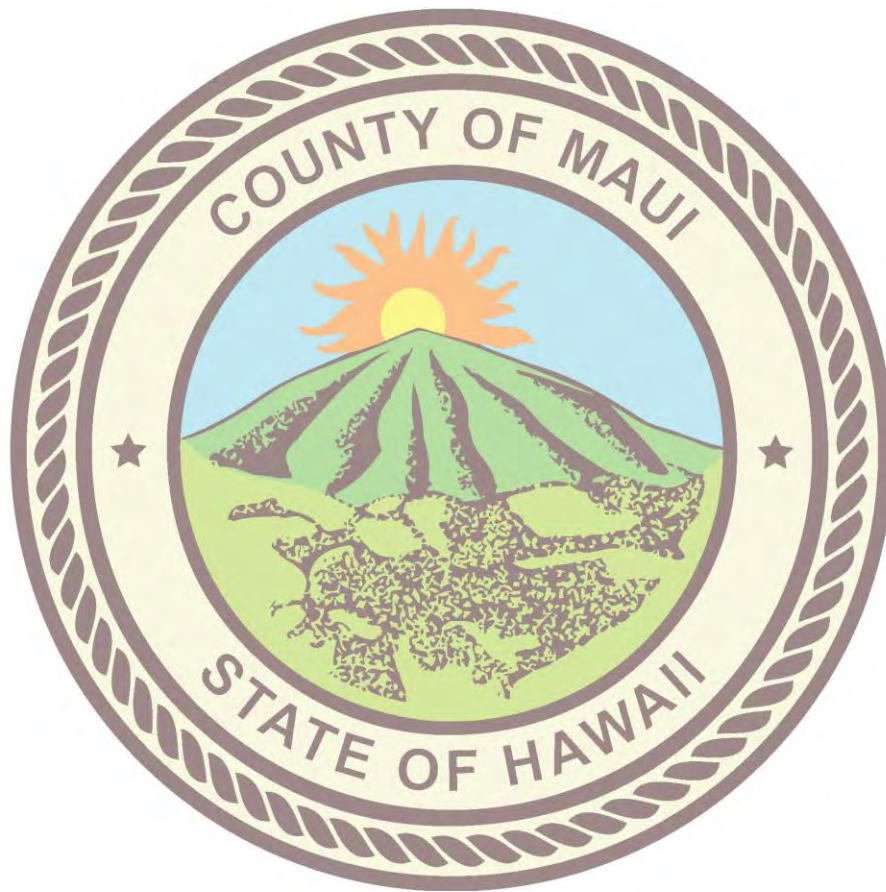
**Project Prioritization**

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 before being further analyzed by the Budget Office based upon various criteria. 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 Planning Director in relation to the Maui Island Plan and community plans.

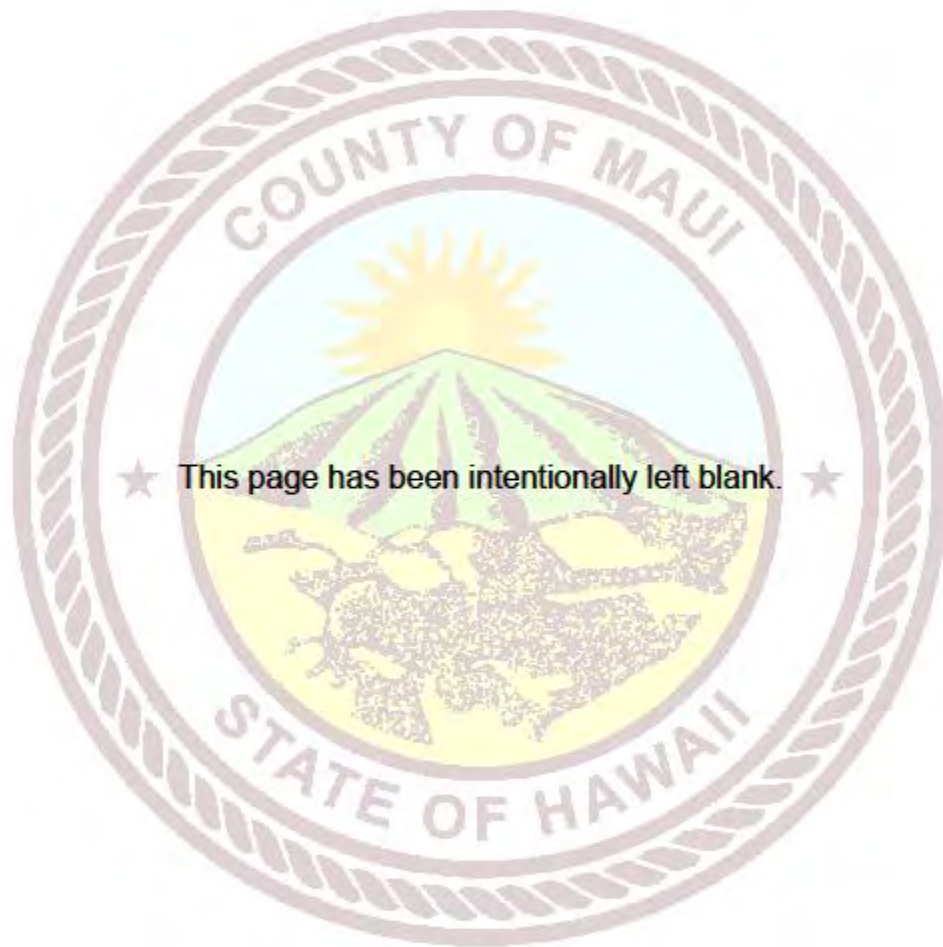




---

# *Environmental Management*

---



★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's		
					Fiscal Year		
					2020	2021-2025	6-Yr Total
Countywide	Sanitation	CBS-3182	Environmental Compliance System Design and Construction	SW	500	2,000	2,500
		CBS-3565	Integrated Solid Waste Management Plan Update	SW	200	0	200
		CBS-3577	CML Storage Facility/Infrastructure	GB	300	0	300
	Sewer			SW	0	1,500	1,500
		CBS-1119	Countywide Environmental Protection Agency (EPA) Compliance Wastewater Reclamation Facility	WF	1,500	7,500	9,000
		CBS-1128	Countywide Wastewater System Modifications	WF	1,000	5,000	6,000
		CBS-1132	Countywide Environmental Protection Agency (EPA) Compliance Projects	WF	500	2,500	3,000
Hana	Sanitation	CBS-5504	Hana Landfill Office Trailer and PV Expansion	GB	450	0	450
Kihei-Makena	Sewer	CBS-3563	Kihei No. 3 Force Main Replacement	WF	480	4,800	5,280
		CBS-5028	Kihei Wastewater Pump Station No. 9 Modification/Upgrade	SRF	0	2,000	2,000
				WF	200	0	200
		CBS-5029	Kihei In Plant/Effluent Pump Station Upgrades	WF	750	0	750
Molokai	Sanitation	CBS-5497	Molokai Landfill Scalehouse Replacement and Traffic Optimization	SW	200	0	200
Paia-Haiku	Sewer	CBS-1183	Kuau No. 3 Force Main Replacement	WF	630	0	630
		CBS-1184	Kuau No. 4 Force Main Replacement	WF	540	0	540
Wailuku-Kahului	Drainage	CBS-3567	Central Maui Landfill Land Purchase	GB	1,000	0	1,000
	Sanitation	CBS-2721	CML Operations Facilities	SW	0	5,000	5,000
		CBS-5019	Central Maui Landfill Expansion	GB	12,500	0	12,500
		CBS-5493	CML Customer Drop-Off Area Improvements	SW	100	0	100
		CBS-5494	CML Extension of Primary Litter Screen and Drainage Improvements	GB	500	0	500
		CBS-5495	CML Phase VB Extension Leachate Recirculation System	GB	650	0	650
		CBS-5502	Central Maui Landfill Entrance Facility Traffic Improvements	GF	0	500	500
				SW	50	0	50
	Sewer	CBS-1131	Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation	WF	4,000	8,000	12,000
		CBS-1171	Wailuku-Kahului Recycled Water Force Main	GB	500	0	500
				SRF	0	13,500	13,500
		CBS-4587	Wailuku-Kahului WWRF Facility Plan	WF	400	0	400
		CBS-5033	Wailuku-Kahului Soil Aquifer Treatment (SAT) Basins	GB	0	10,000	10,000
				WF	1,350	0	1,350
		CBS-5034	Wailuku-Kahului Recycled Water Pump Station	SRF	0	6,000	6,000
				WF	600	0	600
		CBS-5547	Lower Main Street Sewer Upgrade	GB	2,500	0	2,500

## Capital Improvement Program

## Project Detail by Department (cont'd)

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
West Maui		CBS-1124	West Maui Recycled Water System Expansion	GB	1,500	0	1,500
				OG	2,422	0	2,422
				SRF	9,578	7,000	16,578
				WF	0	0	0
		CBS-1179	Napili Wastewater Pump Station No. 3 Modifications	SRF	0	4,000	4,000
				WF	400	0	400
		CBS-3576	Lahaina Wastewater Reclamation Facility R-1 Process Expansion	SRF	0	6,000	6,000
				WF	700	0	700
		CBS-5548	Lahaina Wastewater Reclamation Facility Emergency Generator Replacement	OG	800	0	800
				WF	200	0	200
		Total: Department of Environmental Management			47,000	85,300	132,300

## FUNDING SOURCE SUMMARY

GB	19,900	10,000	29,900
GF	0	500	500
OG	3,222	0	3,222
SRF	9,578	38,500	48,078
SW	1,050	8,500	9,550
WF	13,250	27,800	41,050

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING



## Capital Improvement Program

CBS-3182

Project Name: Environmental Compliance System Design and Construction

Department: Department of Environmental Management

District: Countywide

Project Type: Sanitation

Anticipated Life: NA

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
4,248,045	200,000	500,000	500,000	500,000	500,000	500,000	0	2,500,000

## PROJECT DESCRIPTION

This project will provide design and construction services to address environmental compliance opportunities and operational improvements at all County Solid Waste Management facilities in alignment with state and federal requirements.

## PROJECT JUSTIFICATION

This project will allow the Solid Waste division to address emergency design, construction, construction management, unplanned regulatory compliance improvements at all county landfills and enable operational enhancements for environmental regulatory requirements. This includes mechanical, electrical, and civil design and construction services throughout the county.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Environmental and regulatory compliance. Promotes environmental sustainability.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

The improvements made as a result of this project, will enable efficient and reliable monitoring and operation of county landfill environmental compliance systems.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	SW	0	200,000	200,000	200,000	200,000	200,000	0
New Construction	SW	0	300,000	300,000	300,000	300,000	300,000	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2017	12/31/2021	1,000,000
New Construction	07/01/2017	12/31/2018	1,500,000
Total Capital Project Costs			2,500,000
Total O&M Costs			0
Total Capital & Operating Costs			2,500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Solid Waste Fund	2,500,000
Total Funding Requirements	2,500,000



## Capital Improvement Program

CBS No: CBS-3565

Project Name: Integrated Solid Waste Management Plan Update

Department: Department of Environmental Management

District: Countywide

Project Type: Sanitation

Anticipated Life: 10 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	200,000	0	0	0	0	0	200,000

## PROJECT DESCRIPTION

This project will update the existing Integrated Solid Waste Management Plan (ISWMP) completed in 2009 to align with goals obtainable through the Department of Environmental Management to align with regulatory and county goals for solid waste handling. As a requirement of HRS 342 G, the County of Maui ISWMP is to be updated every five years to ensure relevance and adherence to evolving technologies and markets.

## PROJECT JUSTIFICATION

The existing Maui County ISWMP will be updated to provide aligned and obtainable goals for the Department of Environmental Management to provide direction to investment and operational strategy for the Solid Waste Division.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Employee, public and environmental safety; Resource management.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

With the update of the ISWMP, the department will be able to support investments and strategies to operational requirements for both financial and long-term goals of the County.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Planning	SW	0	200,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Planning	07/01/2019	12/31/2020	200,000
Total Capital Project Costs			200,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 200,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Solid Waste Fund	200,000
Total Funding Requirements	200,000

## Capital Improvement Program

CBS No: CBS-3577

Project Name: CML Storage Facility/Infrastructure

Department: Department of Environmental Management

District: Countywide

Project Type: Sanitation

Anticipated Life:



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	300,000	0	1,500,000	0	0	0	1,800,000

## PROJECT DESCRIPTION

This project will provide a heavy equipment critical parts storage and much needed onsite maintenance work area at the Central Maui Landfill for heavy equipment.

## PROJECT JUSTIFICATION

Currently, tools, spare parts and fluids are stored in shipping containers in various areas of the landfill and onsite maintenance is completed on a covered, concrete pad exposed to the elements. Design and construction of an area capable of storing tools, critical spare parts, and fluids in a centralized area and an area for immediate servicing of heavy landfill equipment will improve efficiency and safety. The ability to quickly repair equipment will minimize the risk of landfill closures or delayed route pick-ups due to equipment breakdowns.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Employee, public and environmental safety; Resource management.	<ul style="list-style-type: none"> <li>A Suitable Public Infrastructure</li> <li>An Efficient, Effective, and Responsive Government</li> <li>A Prepared, Safe, and Liveable County</li> <li>A Healthy and Sustainable Community</li> </ul>

## Operating Impact Narrative

The facility will provide a location to maintain equipment and stock essential tools, replacement parts and fluids, which will need to be periodically audited, cleaned and maintained.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	300,000	0	0	0	0	0
New Construction	SW	0	0	0	1,500,000	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	300,000
New Construction	07/01/2020	12/31/2021	1,500,000
Total Capital Project Costs			1,800,000

Total O&M Costs 5,000

Total Capital & Operating Costs 1,805,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	300,000
Solid Waste Fund	1,500,000
Total Funding Requirements	1,800,000

## Capital Improvement Program

CBS No: CBS-1119

Project Name: Countywide Environmental Protection  
Agency (EPA) Compliance Wastewater Reclamation  
Facility Renovation Projects

Department: Department of Environmental Management

District: Countywide

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
7,438,724	2,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000

## PROJECT DESCRIPTION

The purpose of this project is to provide a program for design and construction, renovation or upgrade of equipment at the Wastewater Reclamation Facilities as required by the 20-Year Rehabilitation & Replacement Plan developed under the 1999 Consent Decree. Projects for FY2020 include: Wailuku-Kahului Injection Well piping rehabilitation, Kahului/Lahaina/Kihei disk filter installation, construction of Wailuku WWPS electrical upgrade, hauler discharge manhole improvements, Kihei pond liner rehabilitation design, and Kuau pump station's piping rehabilitation.

## PROJECT JUSTIFICATION

Failure to provide for the programmed renovation, improvements & upgrade of all wastewater reclamation facilities/wastewater pump stations could result in continuous degradation and failures of equipment and process units. This might result in possible raw wastewater spills and additional fines from the EPA/DOH. Additionally, many of these projects will result in implementing energy-saving designs and equipment and creating safer worksites for employees.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WF	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2012	12/31/2025	9,000,000
Total Capital Project Costs			9,000,000

Total O&M Costs 0

Total Capital & Operating Costs 9,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	9,000,000
Total Funding Requirements	9,000,000

## Capital Improvement Program

CBS No: CBS-1128

Project Name: Countywide Wastewater System Modifications

Department: Department of Environmental Management

District: Countywide

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000

## PROJECT DESCRIPTION

Additional funding to be used only as required for projects where construction/design bids exceed the funding appropriation. Bid amount overruns have become common in recent years with the fluctuating construction climate in Maui County and global uncertainty of material and energy prices.

## PROJECT JUSTIFICATION

The result of not establishing this project fund may be to postpone required infrastructure projects or to increase all project estimates and lose the flexibility of placing funds where needed in order to accomplish the division's mission.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WF	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2016	06/30/2017	0
New Construction	07/01/2012	12/31/2025	6,000,000
Total Capital Project Costs			6,000,000
Total O&M Costs			0
Total Capital & Operating Costs			<u>6,000,000</u>

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	6,000,000
Total Funding Requirements	<u>6,000,000</u>



## Capital Improvement Program

CBS No: CBS-1132

Project Name: Countywide Environmental Protection  
Agency (EPA) Compliance Projects

Department: Department of Environmental Management

District: Countywide

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,656,451	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

## PROJECT DESCRIPTION

The Environmental Protection Agency (EPA)/Department of Health (DOH) issued a Consent Decree (CD) dated November 8, 1999. The CD required the County of Maui to conduct numerous studies, investigations, and to prepare identified plans. Based on these documents additional rehabilitation and construction projects are developed and executed. The scope of current projects include CCTV of existing lines, obtaining current wet and dry weather flow data to update the hydraulic model and additional assessments as required.

## PROJECT JUSTIFICATION

Damaged or deteriorated lines require greater maintenance and pose the threat of potential blockages or total failure which may cause wastewater spills, damage to property and the environment, and increase operational costs due to callout of personnel. Scheduling the repair or replacement of deficiencies noted during recent evaluations is a requirement of the 1999 Consent Decree.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WF	0	500,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2012	12/31/2025	3,000,000
Total Capital Project Costs			3,000,000

Total O&M Costs 0

Total Capital & Operating Costs 3,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	3,000,000
Total Funding Requirements	3,000,000

## Capital Improvement Program

CBS No: CBS-5504

Project Name: Hana Landfill Office Trailer and PV Expansion

Department: Department of Environmental Management

District: Hana

Project Type: Sanitation

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	450,000	0	0	0	0	0	450,000

## PROJECT DESCRIPTION

The current structure is a grossly sub-standard environment for staff. This project provides a modular office/bathroom/breakroom for a landfill staff of four. The expanded photovoltaic system will provide power needed for restrooms, lighting, microwave, refrigerator, and air conditioning. The current bathroom is an outdoor, chemical toilet and sink is also outdoor on a make-shift stand.

## PROJECT JUSTIFICATION

A modular office/breakroom will provide necessary space and segregation of office, locker room, and eating areas. The current one room wood structure that serves as a make-shift office/breakroom for the Hana Landfill staff was built about twenty years ago and needs replacement and up-sizing. Its dual use as an office and breakroom places additional demand on the limited space.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
The top mission in the Department's Strategic Plan is health and safety for staff as well as the public.	<ul style="list-style-type: none"> <li>A Suitable Public Infrastructure</li> <li>A Strong, Diversified Economy</li> <li>An Efficient, Effective, and Responsive Government</li> <li>A Prepared, Safe, and Liveable County</li> <li>A Healthy and Sustainable Community</li> </ul>

## Operating Impact Narrative

Expanded office/breakroom capacity will provide a minimum sanitary and functional environment for staff and boost morale, but not add to operating costs since the expanded photovoltaic system will generate the power needed for the trailer.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Furniture/Fixture/Equipment	GB	0	450,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Furniture/Fixture/Equipment	07/01/2019	12/31/2020	450,000
Total Capital Project Costs			450,000

Total O&M Costs 0

Total Capital & Operating Costs 450,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	450,000
Total Funding Requirements	450,000

## Capital Improvement Program

CBS No: CBS-3563

Project Name: Kihei No. 3 Force Main Replacement

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	480,000	0	4,800,000	0	0	0	5,280,000

## PROJECT DESCRIPTION

Replacement of a 2,040 foot 12" diameter ductile iron pipe force main within South Kihei Road between Kaunolu Street and Hoonani Street with a new 4,600 foot force main to discharge on Liloa Drive. The existing line was constructed in 1993 and is nearing the end of its useful life.

## PROJECT JUSTIFICATION

This project is necessary to replace an aging facility in order to avoid a costly failure of the line, major sewage spill to the adjacent resorts, beach and ocean. The new alignment will discharge into a new mauka system along Liloa Drive to avoid costly South Kihei Road capacity upgrades. The timing of this project is in concurrence with the 2006 planned replacement schedule for force main assets.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant impact on staffing or operating budget is anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WF	0	480,000	0	0	0	0	0
New Construction	WF	0	0	0	4,800,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	01/01/2019	06/30/2020	480,000
New Construction	12/01/2021	12/31/2022	4,800,000
Total Capital Project Costs			5,280,000

Total O&M Costs 0

Total Capital & Operating Costs 5,280,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	5,280,000
Total Funding Requirements	5,280,000



## Capital Improvement Program

CBS No: CBS-5028

Project Name: Kihei Wastewater Pump Station No. 9  
Modification/Upgrade

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	200,000	0	2,000,000	0	0	0	2,200,000

## PROJECT DESCRIPTION

The purpose of this project is to design and construct upgrades (pumps, motors, generators, etc.) and required modifications (building, piping, electrical) to the existing pump station originally constructed in 1995. This station needs to meet area capacity requirements and be standardized to be similar in design and operation as other Kihei area pump station facilities.

## PROJECT JUSTIFICATION

This facility is reaching the end of its useful life. Acquiring critical spare parts has become difficult and the reliability of the equipment is beginning to be in question. Modifications are required to maintain reliable service, reduce maintenance costs and prevent possible sewage spills. Failure of the pump station would result in wastewater spills directly into access driveway, storm drains and the ocean.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing or operating budget is anticipated. Short term effects will be slightly lower operation and maintenance costs.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WF	0	200,000	0	0	0	0	0
Renovations	SRF	0	0	0	2,000,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2023	12/31/2024	200,000
Renovations	09/01/2021	12/31/2022	2,000,000
Total Capital Project Costs			2,200,000

Total O&M Costs 0

Total Capital & Operating Costs 2,200,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	200,000
State Revolving Loan Fund	2,000,000
Total Funding Requirements	2,200,000

## Capital Improvement Program

CBS No: CBS-5029

Project Name: Kihei In Plant/Effluent Pump Station Upgrades

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	750,000	0	0	0	0	0	750,000

## PROJECT DESCRIPTION

Upgrade both the Kihei In Plant Lift Station #2 and the Effluent (R-1 water) Pump Station. The project includes replacing pumps, piping, and access hatch of the In plant lift station, effluent pumps and their control equipment for the R-1 distribution system and renovation of various in plant valve vaults.

## PROJECT JUSTIFICATION

The plant drain lift station and effluent pump stations were built in 1989 and 1976 respectively and at 30 years old and greater both have reached the end of their useful lives. The lift station is suffering from severe corrosion and the pumps are inefficient and unreliable. The R-1 distribution system is undergoing expansion (new 1 MG tank) and the pump station needs upgrades to maintain reliability and efficiency.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing or operating budget is anticipated. Short term effects will be slightly lower operation and maintenance costs.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	WF	0	750,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2019	12/31/2020	750,000
Total Capital Project Costs			750,000

Total O&M Costs 0

Total Capital & Operating Costs 750,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	750,000
Total Funding Requirements	750,000

## Capital Improvement Program

CBS No: CBS-5497

Project Name: Molokai Landfill Scalehouse Replacement and Traffic Optimization

Department: Department of Environmental Management

District: Molokai

Project Type: Sanitation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	200,000	0	0	0	0	0	200,000

## PROJECT DESCRIPTION

This project proposes to replace the over 20 years old dilapidated scalehouse & scale, and improve customer traffic ingress and egress to the facility.

## PROJECT JUSTIFICATION

The existing scalehouse was built over 20 years ago and has reached the end of its useful life. The structure is leaking and needs major repairs, both internally and externally. In addition, the current scale is not long enough to accommodate commercial trailer loads. This project will not only provide a new scalehouse office and scale, which will accommodate all commercial customers, but also improve site access and exiting reducing traffic conflict points and address safety concerns.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

This project will provide a healthy and sustainable community

An Efficient, Effective, and Responsive Government  
A Healthy and Sustainable Community

## Operating Impact Narrative

Improved safety of site and traffic concerns and improved work area will improve employee job satisfaction and pride.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	SW	0	200,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	200,000
Total Capital Project Costs			200,000
Total O&M Costs			0
Total Capital & Operating Costs			200,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Solid Waste Fund	200,000
Total Funding Requirements	200,000

## Capital Improvement Program

CBS No: CBS-1183

Project Name: Kuau No. 3 Force Main Replacement  
 Department: Department of Environmental Management  
 District: Paia-Haiku  
 Project Type: Sewer  
 Anticipated Life: 40 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
60,000	0	630,000	0	0	0	0	0	630,000

## PROJECT DESCRIPTION

This 830 foot long, 6" diameter ductile iron pipe force main located along Hana Highway was constructed in 1986 and per the corrosion study is approaching the end of its useful life.

## PROJECT JUSTIFICATION

This project is necessary to replace the facility in order to avoid a costly failure of the line, major sewage spill to area beaches and possible fines as stipulated in the EPA Consent Decree. A 2004 corrosion study of County owned force mains identified the condition of force mains and estimated remaining useful lives. Based on this information the Wastewater Reclamation Division developed a planned replacement schedule for its aging facilities.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WF	0	630,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2017	12/31/2018	0
New Construction	08/01/2019	12/31/2020	630,000
Total Capital Project Costs			630,000
Total O&M Costs			0
Total Capital & Operating Costs			630,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	630,000
Total Funding Requirements	630,000



## Capital Improvement Program

CBS No: CBS-1184

Project Name: Kuau No. 4 Force Main Replacement

Department: Department of Environmental Management

District: Paia-Haiku

Project Type: Sewer

Anticipated Life: 40 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
60,000	0	540,000	0	0	0	0	0	540,000

## PROJECT DESCRIPTION

This 677 foot long, 8" diameter ductile iron pipe force main located along Hana Highway was constructed in 1986 and per the corrosion study is approaching the end of its useful life.

## PROJECT JUSTIFICATION

This project is necessary to replace the facility in order to avoid a costly failure of the line, major sewage spill to area beaches and possible fines as stipulated in the EPA Consent Decree. A 2004 corrosion study of County owned force mains identified the condition of force mains and estimated remaining useful lives. Based on this information the Wastewater Reclamation Division developed a planned replacement schedule for its aging facilities.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WF	0	540,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2017	12/31/2018	0
New Construction	08/01/2019	12/31/2020	540,000
Total Capital Project Costs			540,000
Total O&M Costs			0
Total Capital & Operating Costs			540,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	540,000
Total Funding Requirements	540,000

## Capital Improvement Program

CBS No: CBS-3567

Project Name: Central Maui Landfill Land Purchase

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Drainage

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,000,000	0	0	0	0	0	1,000,000

## PROJECT DESCRIPTION

The acquisition of this 17 acres completes the Central Maui Landfill subdivision parcel, approved by the County Development Services Agency in 2009. The additional land will allow for the development of a dedicated Emergency Debris Sorting and Recovery site and other ancillary facilities.

## PROJECT JUSTIFICATION

The County does not currently have sufficient land for FEMA approved emergency debris management. A permanent solution with larger land area is needed to be prepared for future emergencies, as well as other landfill and refuse related infrastructure facilities. The land is currently available, as sugar cane cultivation has ceased in these fields adjacent to the Central Maui Landfill.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

This land acquisition meets the Departmental strategy of planning and implementing the necessary infrastructure investments to support a healthy and sustainable community. This land will allow the division to develop a FEMA approved debris management site to manage future disaster debris on a larger scale as well as have land available to handle construction and demolition reclamation responsibilities.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

Operation impact will be defined by the permitted uses approved for the land by the County and State, and the staff tasked to perform them, whether contracted or hired.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	GB	0	1,000,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2020	1,000,000
Planning	07/01/2018	12/31/2019	0
Total Capital Project Costs			1,000,000
Total O&M Costs			0
Total Capital & Operating Costs			1,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,000,000
Total Funding Requirements	1,000,000

## Capital Improvement Program

CBS No: CBS-5019

Project Name: Central Maui Landfill Expansion

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	12,500,000	0	0	0	0	0	12,500,000

## PROJECT DESCRIPTION

Design, permitting (Hawaii Department of Health, Solid Waste Branch), and construction for Phase III at the Central Maui Landfill Facility. The Phase III expansion is expected to provide approximately 10 years of disposal capacity.

## PROJECT JUSTIFICATION

Existing landfill capacity is anticipated to be exhausted in FY2022. Since the proposed Phase VI property is currently privately owned, it is imperative that Phase III be developed immediately in order to ensure continued landfill capacity beyond 2022.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Ensure continuity of solid waste services for the Maui community. Responsibly manage solid waste in accordance with State and Federal regulations. Minimize risk to human health and the environment.	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Additional access roads, drainage channels and landfill cover will need to be maintained. Leachate and landfill gas generated in Phase III will also need to be controlled, collected and monitored.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	12,500,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2018	01/01/2020	0
New Construction	07/01/2019	01/01/2020	12,500,000
Total Capital Project Costs			12,500,000
Total O&M Costs			75,000
Total Capital & Operating Costs			12,575,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	12,500,000
Total Funding Requirements	12,500,000

## Capital Improvement Program

CBS No: CBS-5493

Project Name: CML Customer Drop-Off Area Improvements

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	100,000	0	0	0	0	0	100,000

## PROJECT DESCRIPTION

Expansion of customer waste drop-off service bay area and related improvements, including expansion of the wind barrier wall system.

## PROJECT JUSTIFICATION

One of the limitations in getting customers in and out of Central Maui Landfill is the number of disposal bays available. The proposed project provides for the installation of an additional bay, bringing the total count from ten to twelve. The project is expected to reduce customer wait times and reduce the potential for vehicle queuing onto Pulehu Road to meet the facility's Solid Waste Management Permit requirements and address safety concerns of vehicle back-up onto Pulehu Road.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

The project will provide a more responsive, effective and efficient government service.

An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impacts to operations are expected. Facility personnel will continue to monitor customer activities and swap out bins in accordance with State and County rules and regulations

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	SW	0	100,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	100,000
Total Capital Project Costs			100,000
Total O&M Costs			0
Total Capital & Operating Costs			100,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Solid Waste Fund	100,000
Total Funding Requirements	100,000



## Capital Improvement Program

CBS No: CBS-5494

Project Name: CML Extension of Primary Litter Screen and Drainage Improvements

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	500,000	0	0	0	0	0	500,000

## PROJECT DESCRIPTION

Extension of the 50-foot tall litter screen along Pulehu Road property line to service the new Phase VB Extension disposal cell.

## PROJECT JUSTIFICATION

In accordance with the Facility Solid Waste Management Permit, the operator shall "minimize free litter in the landfill and prevent its occurrence beyond the property line of the facility".

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

This project will provide a safe and liveable County and a healthy and sustainable community.

A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impacts to operations are expected. Facility personnel will continue to erect primary, secondary and tertiary litter control structures and conduct regular fugitive litter collection.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	150,000	0	0	0	0	0
New Construction	GB	0	350,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design			150,000
New Construction	01/01/2020	12/31/2020	350,000
Total Capital Project Costs			500,000

Total O&M Costs 0

Total Capital & Operating Costs 500,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	500,000
Total Funding Requirements	500,000

## Capital Improvement Program

CBS No: CBS-5495

Project Name: CML Phase VB Extension Leachate  
Recirculation System

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	650,000	0	0	0	0	0	650,000

## PROJECT DESCRIPTION

Any liquid that is contained within or come into contact with waste is leachate. Currently the Facility is permitted to dispose of leachate in one of three ways: 1) Disposal at a Wastewater treatment facility. 2) Sprayed on the open work face, and 3) to recirculate it back into the waste mass. This project proposes to provide the infrastructure to expand recirculation of leachate into the Phase VB Extension waste mass.

## PROJECT JUSTIFICATION

The primary benefits to leachate recirculation are enhanced decomposition of waste, increasing landfill gas production & methane quality, and reduced personnel expenses associated with leachate disposal. Both disposal options 1 and 2 above require personnel to transfer leachate to tanker trucks and deliver to final disposal locations. The recirculation system will be automated, pumping leachate back into the landfill as required. Hydrogen contained in the liquids will be anaerobically converted into methane gas for incineration or other beneficial use. Furthermore, this project will reduce the potential for accidental discharges related to leachate transfer and transport.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

The project will provide a more responsive, effective and efficient government service.

An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

The project is expected to reduce operational burdens associated with leachate management.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	150,000	0	0	0	0	0
New Construction	GB	0	500,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	150,000
New Construction	01/01/2020	12/31/2020	500,000
Total Capital Project Costs			650,000

Total O&M Costs 0

Total Capital & Operating Costs 650,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	650,000
Total Funding Requirements	650,000

## Capital Improvement Program

CBS No: CBS-5502

Project Name: Central Maui Landfill Entrance Facility  
Traffic Improvements

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	50,000	500,000	0	0	0	0	550,000

## PROJECT DESCRIPTION

This project will provide for current and future customer needs for efficient traffic routing at the facility with the addition of a new lane to provide segregated lanes for residential, commercial, and greenwaste customers. It is expected that this will alleviate backup and minimize user confusion.

## PROJECT JUSTIFICATION

The Central Maui Landfill Entrance Facility was designed and built almost twenty years ago and needs updating to meet changes in traffic volumes, receiving capacity demand, and improve disposal wait times.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
This project is tied to the Department's strategic plan for safe disposal of solid waste.	<ul style="list-style-type: none"> <li>A Suitable Public Infrastructure</li> <li>A Strong, Diversified Economy</li> <li>An Efficient, Effective, and Responsive Government</li> <li>A Prepared, Safe, and Liveable County</li> <li>A Healthy and Sustainable Community</li> </ul>

## Operating Impact Narrative

It is expected that there will be a reduction in customer wait times and improved, efficient traffic flow as outcomes of this project. This project will not negatively impact operations.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	SW	0	50,000	0	0	0	0	0
Renovations	GF	0	0	500,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2019	06/30/2020	50,000
Renovations	09/01/2020	12/31/2020	500,000
Total Capital Project Costs			550,000

Total O&M Costs 0

Total Capital & Operating Costs 550,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	500,000
Solid Waste Fund	50,000
Total Funding Requirements	550,000



## Capital Improvement Program

CBS No: CBS-1131

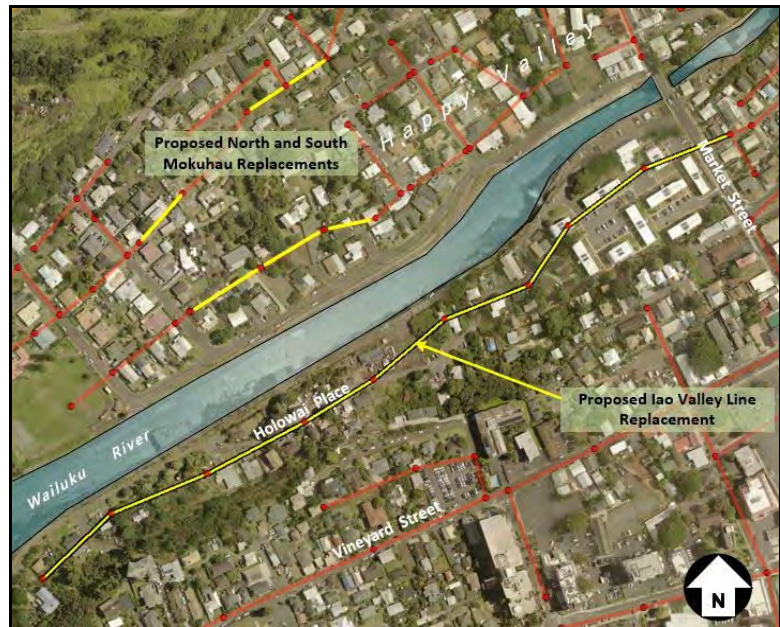
Project Name: Wailuku-Kahului Environmental Protection  
Agency (EPA) Compliance Sewer Rehabilitation

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
24,999,375	2,000,000	4,000,000	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000	12,000,000

## PROJECT DESCRIPTION

Rehabilitation of major gravity sewer lines that have reached the end of their useful life and/or have been found to be damaged or in disrepair via video investigation or other means. Evaluation and project definitions are ongoing. FY2020 Scope: Design/Construct/Repair Iao Valley Line, Mokuau Line, Kaa Manhole Rehabilitation and other smaller required replacements.

## PROJECT JUSTIFICATION

Damaged or deteriorated lines require greater maintenance and pose the threat of potential blockages or total failure which may cause wastewater spills, damage to property and the environment, and increase operational costs due to call out of personnel. Scheduling the repair or replacement of deficiencies noted during recent evaluations is a compliance requirement initiated by the 1999 Consent Decree.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	WF	0	4,000,000	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/12/2012	12/31/2025	12,000,000
Total Capital Project Costs			12,000,000

Total O&M Costs 0

Total Capital & Operating Costs 12,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	12,000,000
Total Funding Requirements	12,000,000

## Capital Improvement Program

CBS No: CBS-1171

Project Name: Wailuku-Kahului Recycled Water Force Main

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,999,828	0	500,000	13,500,000	0	0	0	0	14,000,000

## PROJECT DESCRIPTION

Design and construction of a recycled water force main that will transport water from the Wailuku/Kahului WWRF to the Central Maui/Waikapu area for irrigation use or disposal in SAT basins in order to eliminate injection well usage. The water will be available for landscape or agricultural irrigation purposes.

## PROJECT JUSTIFICATION

Use of recycled water will result in the conservation of potable water resources and the preservation of brackish water resources. Transporting all water to this Central Maui location increases disposal options for unwanted treated wastewater.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant impact on staffing or operating budget is anticipated. Costs for pumping water will create an added financial burden.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	GB	0	500,000	0	0	0	0	0
New Construction	SRF	0	0	13,500,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	08/01/2019	12/31/2020	500,000
Design	09/01/2017	12/31/2018	0
New Construction	09/01/2020	12/31/2021	13,500,000
Total Capital Project Costs			14,000,000

Total O&M Costs 0

Total Capital & Operating Costs 14,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	500,000
State Revolving Loan Fund	13,500,000
Total Funding Requirements	14,000,000

## Capital Improvement Program

CBS No: CBS-4587

Project Name: Wailuku-Kahului WWRF Facility Plan

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	400,000	0	0	0	0	0	400,000

## PROJECT DESCRIPTION

This project will look at the existing treatment components and investigate alternatives, additions and retrofits for expansion to accommodate future growth. The report will include a summary of existing facilities, a future anticipated flow study, alternatives discussion, recommendations, proposed upgrade schedules and construction cost estimates.

## PROJECT JUSTIFICATION

Hawaii Revised Statutes requires a Facility Plan to be initiated when actual wastewater flow reaches 75% of the design capacity of the wastewater treatment works.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Sustain Reliable Wastewater Infrastructure  
Ensure Facilities Meet Future Needs  
Provide Reliable Wastewater Service

## Countywide Priority Results

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing or operating budget is anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Planning	WF	0	400,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Planning	12/01/2019	12/31/2020	400,000
Total Capital Project Costs			400,000
Total O&M Costs			0
Total Capital & Operating Costs			400,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	400,000
Total Funding Requirements	400,000

## Capital Improvement Program

CBS No: CBS-5033

Project Name: Wailuku-Kahului Soil Aquifer Treatment (SAT) Basins

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,350,000	0	5,000,000	5,000,000	0	0	11,350,000

## PROJECT DESCRIPTION

Construction of soil aquifer treatment (SAT) basins and supporting infrastructure in former sugarcane fields to be used for treated effluent disposal.

## PROJECT JUSTIFICATION

Possible increased environmental requirements, slowly deteriorating injection wells, sea level rise and tsunami zone concerns are combining to make this alternative disposal method more economically and environmentally plausible.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Significant long term impact on the operating budget is anticipated due to pumping costs.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	WF	0	350,000	0	0	0	0	0
Design	WF	0	1,000,000	0	0	0	0	0
New Construction	GB	0	0	0	5,000,000	5,000,000	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2020	350,000
Design	09/01/2019	12/31/2020	1,000,000
New Construction	09/01/2021	12/31/2022	10,000,000
Total Capital Project Costs			11,350,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 11,350,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	10,000,000
Sewer Fund	1,350,000
Total Funding Requirements	11,350,000



## Capital Improvement Program

CBS No: CBS-5034

Project Name: Wailuku-Kahului Recycled Water Pump Station

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	600,000	0	6,000,000	0	0	0	6,600,000

## PROJECT DESCRIPTION

Construction of a recycled water pump station to pump treated effluent to potential agricultural and other users and convey to the County's SAT basins.

## PROJECT JUSTIFICATION

Pump station is required to transfer treated effluent to an inland location where it can be used to grow energy crops, possible use for landscape irrigation, and disposal at the SAT basins lowering the County's dependence on injection wells.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Significant long-term impact on operating budget is anticipated due to energy needs for pumping.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WF	0	600,000	0	0	0	0	0
New Construction	SRF	0	0	0	6,000,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2019	12/31/2020	600,000
New Construction	09/01/2021	12/31/2022	6,000,000
Total Capital Project Costs			6,600,000

Total O&M Costs 0

Total Capital & Operating Costs 6,600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	600,000
State Revolving Loan Fund	6,000,000
Total Funding Requirements	6,600,000

## Capital Improvement Program

CBS No: CBS-5547

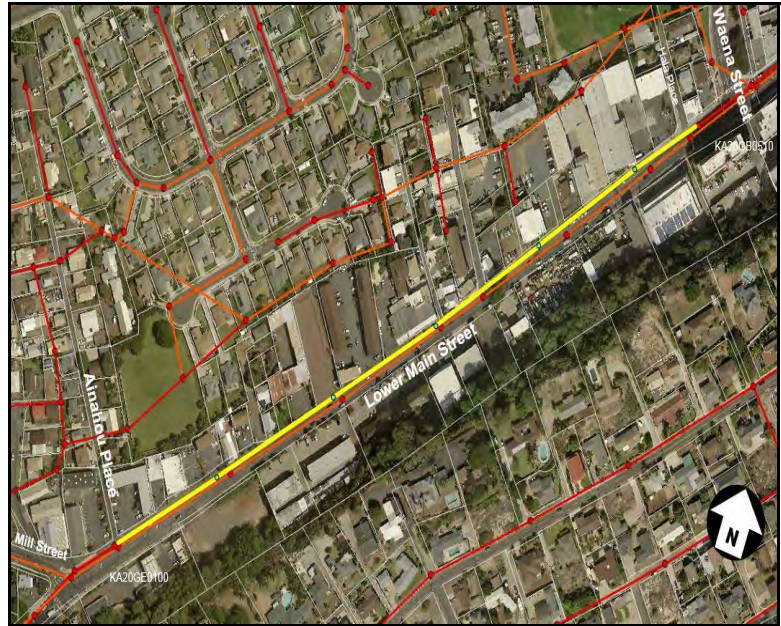
Project Name: Lower Main Street Sewer Upgrade

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	2,500,000	0	0	0	0	0	2,500,000

## PROJECT DESCRIPTION

Construction of 1,950 lineal feet of 15" gravity sewer parallel to an existing 12" line on Lower Main Street between Ainahou Place and Waena Street.

## PROJECT JUSTIFICATION

Continuing development in the Kehalani/Waiolani/Waikapu areas of Wailuku have, and will continue to increase sewer flows within this drainage district. This is the third of four necessary upgrades in this corridor. This phase is being designed by the Wailuku Affordable Apartment Housing project.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Sustain Reliable Wastewater Infrastructure  
Ensure Facilities Meet Future Needs  
Provide Reliable Wastewater Service

## Countywide Priority Results

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing or operating budget is anticipated. Flushing of the new line will be required every five years.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	2,500,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
New Construction	09/01/2019	12/31/2020	2,500,000
Total Capital Project Costs			2,500,000
Total O&M Costs			0
Total Capital & Operating Costs			<u>2,500,000</u>

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,500,000
Total Funding Requirements	<u>2,500,000</u>

## Capital Improvement Program

CBS No: CBS-1124

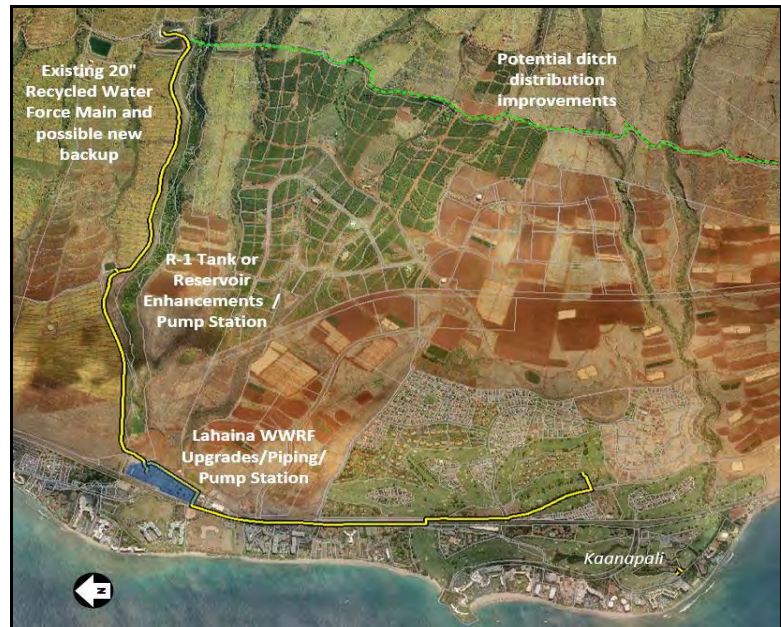
Project Name: West Maui Recycled Water System Expansion

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
15,789,325	500,000	13,500,000	0	7,000,000	0	0	0	20,500,000

## PROJECT DESCRIPTION

In order to increase the usage of R-1 treated effluent, the current distribution system requires several phases of upgrades, modifications and additions. B. This phased project has constructed additional UV disinfection facilities so that all water processed at the Lahaina WWRF reaches R-1 quality before reuse or disposal. The next phase (1B) is to design and create a pressurized distribution system for nearby properties. This includes a new tank/reservoir, force main and other distribution system enhancements.

## PROJECT JUSTIFICATION

Changing permit requirements will necessitate increased water recycling and an expanded and reliable distribution system. Expansion of R-1 usage for irrigation and other uses is a desire of the community and the administration.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Significant increased costs in electrical power and maintenance anticipated due to R-1 production, pumping and distribution system maintenance. Additional staff may be warranted upon completion of Phase 1 construction.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,500,000	0	0	0	0	0
New Construction	OG	0	2,421,710	0	0	0	0	0
New Construction	SRF	0	9,578,290	0	7,000,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2018	12/31/2019	0
Design	07/01/2015	12/31/2016	0
New Construction	08/01/2019	12/31/2022	20,500,000
Total Capital Project Costs			20,500,000

Total O&M Costs 20,000

Total Capital & Operating Costs 20,520,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,500,000
Other Grant Fund	2,421,710
Sewer Fund	0
State Revolving Loan Fund	16,578,290
Total Funding Requirements	<u>20,500,000</u>



## Capital Improvement Program

CBS No: CBS-1179

Project Name: Napili Wastewater Pump Station No. 3  
Modifications

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	400,000	0	4,000,000	0	0	0	4,400,000

## PROJECT DESCRIPTION

The purpose of this project is to design and construct upgrades (pumps, motors, generators, etc.) and required modifications (building, piping, electrical) to the existing pump station originally constructed in 1985. This station needs to meet area capacity requirements and be standardized to be similar in design and operation as other West Maui pump station facilities.

## PROJECT JUSTIFICATION

This facility is reaching the end of its useful life. Acquiring critical spare parts has become difficult and the reliability of the equipment is beginning to be in question. Modifications are required to maintain reliable service, reduce maintenance costs and prevent possible sewage spills. Failure of the pump station would result in wastewater spills directly into public streets, storm drains and the ocean.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing or operating budget is anticipated. Short term effects will be slightly lower operation and maintenance costs.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WF	0	400,000	0	0	0	0	0
New Construction	SRF	0	0	0	4,000,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2019	12/31/2020	400,000
New Construction	10/01/2021	12/31/2022	4,000,000
Total Capital Project Costs			4,400,000

Total O&M Costs 0

Total Capital & Operating Costs 4,400,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	400,000
State Revolving Loan Fund	4,000,000
Total Funding Requirements	4,400,000

## Capital Improvement Program

CBS No: CBS-3576

Project Name: Lahaina Wastewater Reclamation Facility  
R-1 Process Expansion

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	700,000	0	6,000,000	0	0	0	6,700,000

## PROJECT DESCRIPTION

The design and construction of flow equalization basins, additional filters, ultraviolet disinfection equipment and new process channels to handle peak flows at the facility.

## PROJECT JUSTIFICATION

The Lahaina WWRF is currently undergoing modifications to reliably treat an average flow of 9.0 mgd and a peak flow of 20.7 mgd. The current UV/filter facilities can handle a 9.0 peak and needs to be modified/upgraded to treat potential peak flows and comply with the EPA Consent Agreement.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant long term impact on staffing is anticipated. There will be an increase in electrical usage during peak flow treatment periods.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WF	0	700,000	0	0	0	0	0
New Construction	SRF	0	0	0	6,000,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	12/01/2019	06/30/2021	700,000
New Construction	12/01/2021	12/31/2022	6,000,000
Total Capital Project Costs			6,700,000

Total O&M Costs 0

Total Capital & Operating Costs 6,700,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	700,000
State Revolving Loan Fund	6,000,000
Total Funding Requirements	6,700,000

## Capital Improvement Program

CBS No: CBS-5548

Project Name: Lahaina Wastewater Reclamation Facility  
Emergency Generator Replacement

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,000,000	0	0	0	0	0	1,000,000

## PROJECT DESCRIPTION

Replacement (design and construction) of an emergency generator located at the Lahaina Wastewater Reclamation Facility that is at the end of its useful life.

## PROJECT JUSTIFICATION

Generator is required for emergency electricity generation in the event of electrical outages in order to maintain wastewater treatment processing (pumps, blowers, centrifuges, mixers, valves, computers and other electrical equipment) in order to maintain processing and avoid unnecessary plant upsets and wastewater spills.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure Ensure Facilities Meet Future Needs Provide Reliable Wastewater Service	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	OG	0	800,000	0	0	0	0	0
Renovations	WF	0	200,000	0	0	0	0	0

## Schedule of Activities

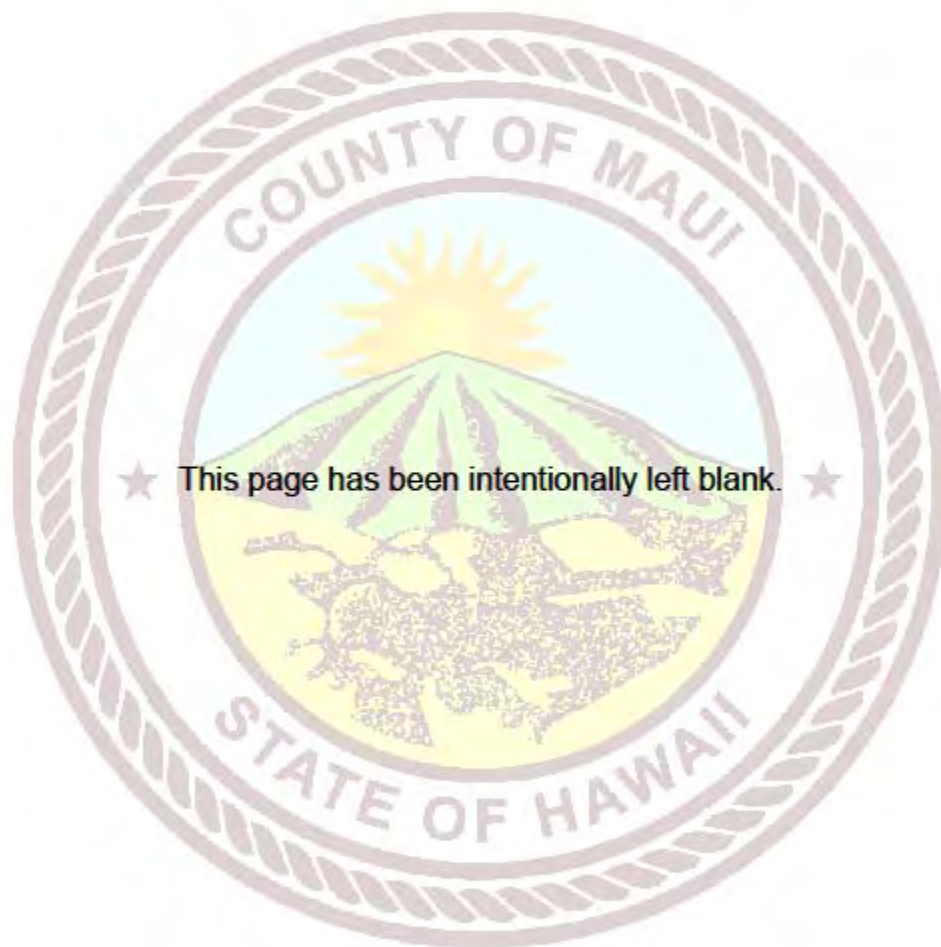
Activity	Start	End	Amount
Renovations	08/01/2019	12/31/2020	1,000,000
Total Capital Project Costs			1,000,000

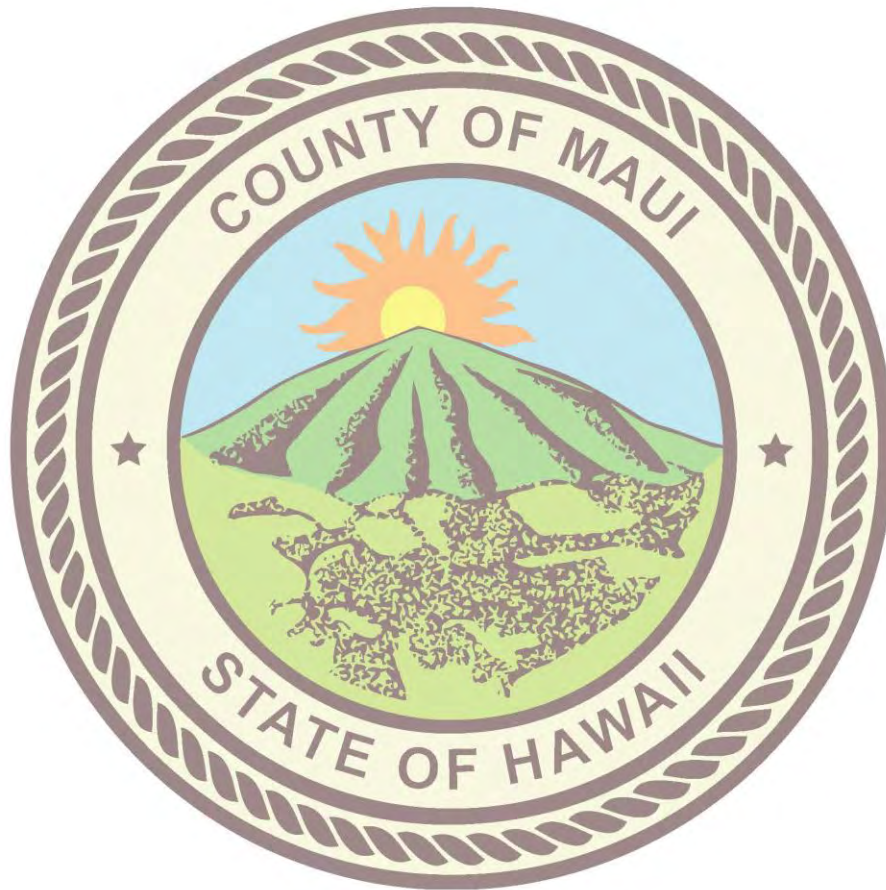
Total O&M Costs 0

Total Capital & Operating Costs 1,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Other Grant Fund	800,000
Sewer Fund	200,000
Total Funding Requirements	1,000,000





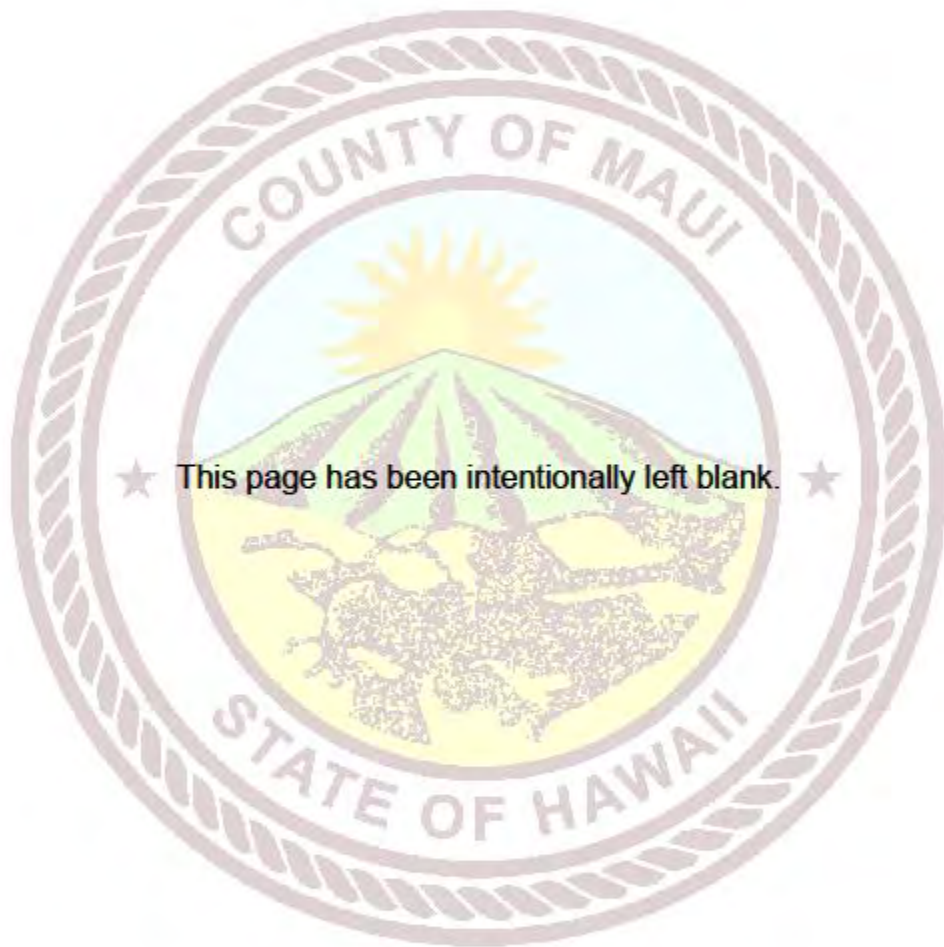
*Finance*

---

# *Finance*

---





★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Countywide	Other Projects	CBS-1218	Countywide Equipment	GB	5,405	8,000	13,405
Total: Department of Finance					5,405	8,000	13,405

## FUNDING SOURCE SUMMARY

GB	5,405	8,000	13,405
----	-------	-------	--------

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.

## Capital Improvement Program

CBS No: CBS-1218

Project Name: Countywide Equipment

Department: Department of Finance

District: Countywide

Project Type: Other Projects

Anticipated Life: Various

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
39,798,500	0	5,405,000	4,000,000	4,000,000	0	0	0	13,405,000

## PROJECT DESCRIPTION

Purchase of large, costly and long life equipment for the following in FY 2019:

Department of Environmental Management (Solid Waste Operations) \$2,120,000:

1) 4 - 28 Cubic Yard Automated Refuse Trucks in the amount of \$1,840,000 (\$460,000 each)

2) Rolloff Truck for Residential Dropoff at Central Maui Landfill in the amount of \$280,000

Department of Fire and Public Safety (Fire/Rescue Operations) \$1,900,000:

1) 2- 1500 GPM Pumper Truck for Napili and Wailuku Fire Stations in the amount of \$1,900,000 (\$950,000 each).

## PROJECT JUSTIFICATION

Bond issuance is a suitable and economic method of financing capital assets that are too expensive to fund from just one fiscal period, and that have useful lives to justify the issuance of mid-term bonds. Financing of large, costly and long life equipment can allow for more efficient use of available funds by analyzing a number of factors, such as:

1. General obligation bonds generally have lower interest rates than municipal leases.
2. Bond issues match only actual capital needs
3. Guaranties fixed payments regardless of local economy cycles.
4. Bond term is limited to 10 years to prevent payments exceeding useful life of equipment.
5. No pay-off required at lease term end.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Various

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

Operating impact includes debt service payments for principal and interest.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Other	GB	0	5,405,000	4,000,000	4,000,000	0	0	0

## Schedule of Activities

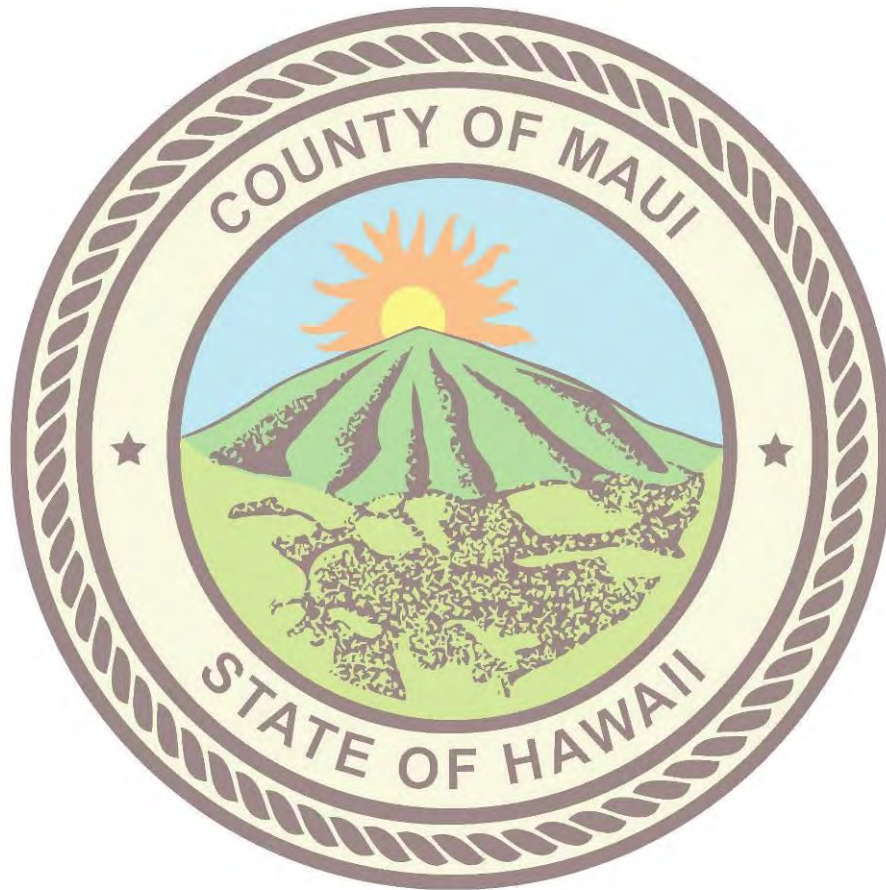
Activity	Start	End	Amount
Other	07/01/2013	06/30/2021	13,405,000
Total Capital Project Costs			13,405,000

Total O&amp;M Costs 1,093,065

Total Capital &amp; Operating Costs 14,498,065

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	13,405,000
Total Funding Requirements	13,405,000



---

# *Fire & Public Safety*

---



★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Countywide	Government Facilities	CBS-1003	Countywide Fire Facilities	GF	500	0	500
		CBS-1096	Countywide Fuel Tank Replacements	GF	105	0	105
Lanai		CBS-1005	Lanai Fire Station Improvements	GB	1,872	0	1,872
				GF	0	0	0
Molokai		CBS-4617	Pukoo Fire Station Relocation	GF	455	3,120	3,575
Wailuku-Kahului		CBS-2735	Kahului Fire Station Apparatus Shelter	GB	440	0	440
Total: Department of Fire and Public Safety					3,372	3,120	6,492

## FUNDING SOURCE SUMMARY

GB	2,312	0	2,312
GF	1,060	3,120	4,180

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.



## Capital Improvement Program

CBS No: CBS-1003

Project Name: Countywide Fire Facilities  
 Department: Department of Fire and Public Safety  
 District: Countywide  
 Project Type: Government Facilities  
 Anticipated Life: 20-25 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,085,837	303,000	500,000	0	0	0	0	0	500,000

## PROJECT DESCRIPTION

Design, renovation/rehabilitation of Countywide Fire Facilities for FY20 to include:

1. Wailuku Fire Station bathroom renovations
2. Paia Fire Station major plumbing upgrade
3. Lahaina Fire Station major plumbing upgrade
4. Kaunakakai Fire Station solar hot water heating
5. Kaunakakai Fire Station PV System/Covered Parking
6. Makawao Fire Station carport/workshed to house utility vehicle
7. Kihei Fire Station storage building
8. Kihei Fire Station captain's quarters with restroom
9. Hana Fire Station major plumbing upgrade
10. Hana Fire Station carport extension
11. Hana Fire Station storage room replacement
12. Lanai Fire Station window replacement
13. Hoolehua Fire Station carport
14. Kahului Fire Station window replacement
15. Kahului Fire Station locker replacement
16. Kahului Fire Station turnout drying area
17. Ocean Safety Baldwin tower with storage
18. Ocean Safety Kanaha roof for storage containers
19. Ocean Safety Hanakao roof for storage containers
20. Ocean Safety Makena roof for storage containers

## PROJECT JUSTIFICATION

1. Present condition warranting major renovation
2. Ongoing sewage backups can lead to health & safety concern
3. Ongoing sewage backups can lead to health & safety concern
4. Lower utility costs



## Capital Improvement Program

5. Lower utility costs while providing shelter for Dept vehicles
6. Provide shelter for utility vehicle
7. Provide storage to reduce clutter for a safer work environ.
8. Provide separate space for company officer to perform duties w/o disturbing entire crew
9. Ongoing sewage backups can lead to health & safety concern
10. Provide shelter for utility vehicle
11. Provide storage to reduce clutter for a safer work environ.
12. Replace existing jalousies to provide storm rated windows for wind events. Also will increase energy efficiency.
13. Provide shelter for Dept vehicles
14. Due to deterioration, dorm windows cannot open w/o risk of falling off
15. Due to termite damage, some lockers need to be replaced. Replacements to be termite resistant material.
16. Construction of "lean-to" overhang to dry PPE after decon while not exposing to harmful UV rays
17. Current office in pavilion floods and in danger of being lost to erosion
18. Containers leak and equip within suffer damages
19. Containers leak and equip within suffer damages
20. Containers leak and equip within suffer damages

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Sec 2:1 improve the departments response times to emergencies;  
 Sec 7:1 Ensure the department meets all applicable OSHA Standards; Sec 6:5 Develop a facility rehab plan.

A Suitable Public Infrastructure  
 An Efficient, Effective, and Responsive Government  
 A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No operating impact.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	500,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Renovations	07/01/2016	12/31/2022	500,000	General Fund	500,000
Total Capital Project Costs			500,000	Total Funding Requirements	500,000

Total O&M Costs	0
Total Capital & Operating Costs	500,000

## Capital Improvement Program

CBS No: CBS-1096

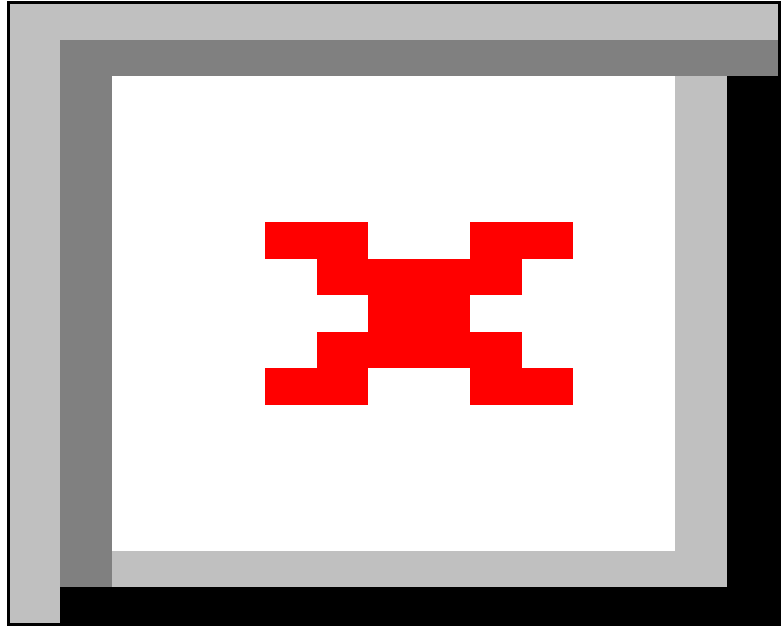
Project Name: Countywide Fuel Tank Replacements

Department: Department of Fire and Public Safety

District: Countywide

Project Type: Government Facilities

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,689,680	0	105,000	0	0	0	0	0	105,000

## PROJECT DESCRIPTION

Replacement of Pukoo Fire Station diesel fuel tank.

## PROJECT JUSTIFICATION

Replacement of Pukoo Fire Station diesel fuel tank is necessary because of irreparable rusted components attached to the tank. Fuel vendor has stated they can no longer deliver fuel to the current tank.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Sec 6.3 Develop a maintenance and rehabilitation plan for fire facilities.  
 Sec 6.1 establish a secure and accessible cache of supplies to sustain departmental operations for an appropriate period in the event of a disaster.

## Countywide Priority Results

A Suitable Public Infrastructure  
 An Efficient, Effective, and Responsive Government  
 A Prepared, Safe, and Liveable County  
 A Healthy and Sustainable Community

## Operating Impact Narrative

No operating impact.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Other	GF	0	105,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Other	07/01/2019	12/31/2020	105,000
Total Capital Project Costs			105,000
Total O&M Costs			0
Total Capital & Operating Costs			105,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	105,000
Total Funding Requirements	105,000

## Capital Improvement Program

CBS No: CBS-1005

Project Name: Lanai Fire Station Improvements

Department: Department of Fire and Public Safety

District: Lanai

Project Type: Government Facilities

Anticipated Life: 25 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
240,498	100,000	1,872,000	0	0	0	0	0	1,872,000

## PROJECT DESCRIPTION

Lanai Fire Station apparatus bay addition.

## PROJECT JUSTIFICATION

The need to protect the Department of Fire and Public Safety specialized equipment that is being stored on the existing Lanai Fire Station property and relieving the over-crowding conditions and providing improved support services to the station's personnel.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal: Deliver prompt and effective emergency services including suppression and extinguishment of all hostile fires, search and rescue, and emergency medical services. Objective: To increase response resources in rural areas

An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on operations

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,872,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2020	0
Design	07/01/2019	12/31/2020	0
New Construction	07/01/2020	12/31/2021	1,872,000
Other	07/01/2019	06/30/2020	0
Total Capital Project Costs			1,872,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 1,872,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	0
General Obligation Fund	1,872,000
Total Funding Requirements	1,872,000

## Capital Improvement Program

CBS No: CBS-4617

Project Name: Pukoo Fire Station Relocation

Department: Department of Fire and Public Safety

District: Molokai

Project Type: Government Facilities

Anticipated Life: 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
35,000	0	455,000	3,120,000	0	0	0	0	3,575,000

## PROJECT DESCRIPTION

Selection of a new site for the Pukoo Fire Station relocation and construction

## PROJECT JUSTIFICATION

The property for the Pukoo Fire Station, 8735 East Kamehameha V Hwy., on the island of Molokai, is currently leased from the State of Hawaii, Department of Land & Natural Resources. The fire department is occupying a building that was built in 1939 and it is at the point of major renovation or demolition. A relocation of the fire station is highly recommended because it is very near the ocean. A facility farther away from the ocean may withstand a storm surge or tsunami better. A complete remodel and repair of the structure would be extremely costly for a facility that the County of Maui does not own.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal: Deliver prompt and effective emergency services. Objective:  
Improve the department's response time performance to emergencies.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No significant impact.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	300,000	0	0	0	0	0
New Construction	GF	0	0	3,120,000	0	0	0	0
Other	GF	0	120,000	0	0	0	0	0
Planning	GF	0	35,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2021	0
Design	07/01/2018	12/31/2021	300,000
New Construction	07/01/2019	12/31/2022	3,120,000
Other	07/01/2019	06/30/2020	120,000
Planning	07/01/2019	12/31/2020	35,000
Total Capital Project Costs			3,575,000

Total O&M Costs 0

Total Capital & Operating Costs 3,575,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,575,000
Total Funding Requirements	3,575,000

## Capital Improvement Program

CBS No: CBS-2735

Project Name: Kahului Fire Station Apparatus Shelter

Department: Department of Fire and Public Safety

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 25 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	440,000	0	0	0	0	0	440,000

## PROJECT DESCRIPTION

Design and construct Kahului Fire Station Apparatus Shelter.

## PROJECT JUSTIFICATION

A covered roof structure is needed to protect equipment currently exposed to the sun and weather. Equipment needing protection from the elements include a mobile trailer, 3 utility vehicles, a rescue watercraft, a rescue boat, a new equipment trailer for testing fire pumps, and 2 reserve fire apparatuses.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Goal: Deliver prompt and effective emergency services.  
Objective: Improve the department's response time performance to emergencies.

## Countywide Priority Results

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact is anticipated.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	40,000	0	0	0	0	0
New Construction	GB	0	400,000	0	0	0	0	0

## Schedule of Activities

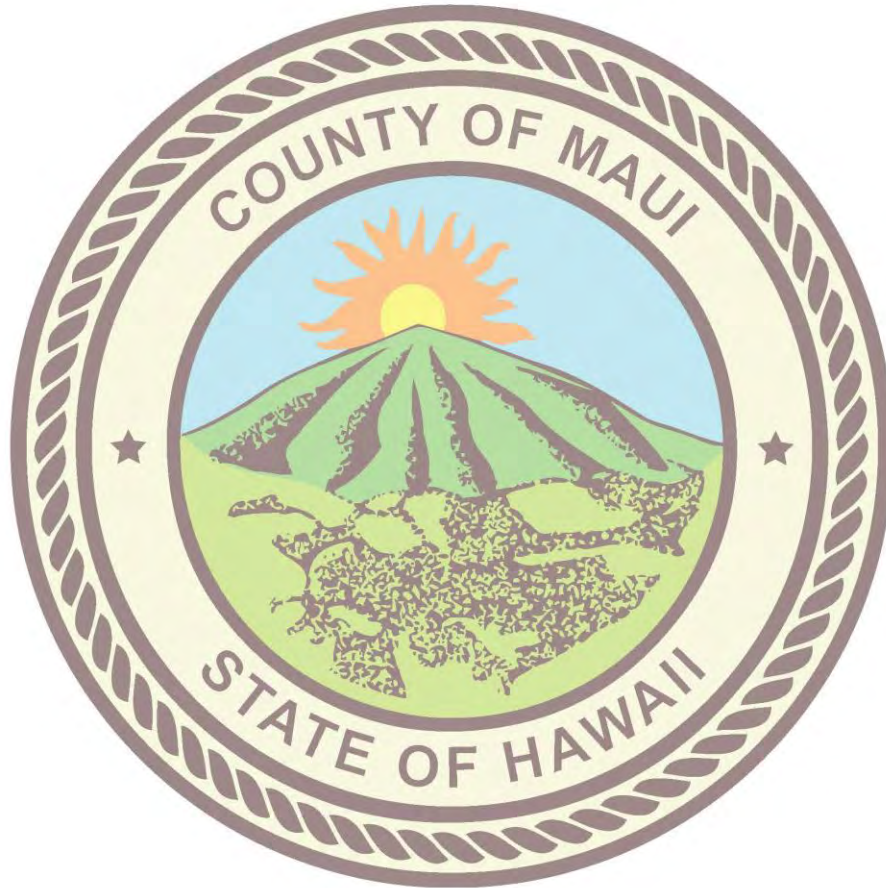
Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	40,000
New Construction	07/01/2017	12/31/2021	400,000
Total Capital Project Costs			440,000

Total O&M Costs 0

Total Capital & Operating Costs 440,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	440,000
Total Funding Requirements	440,000

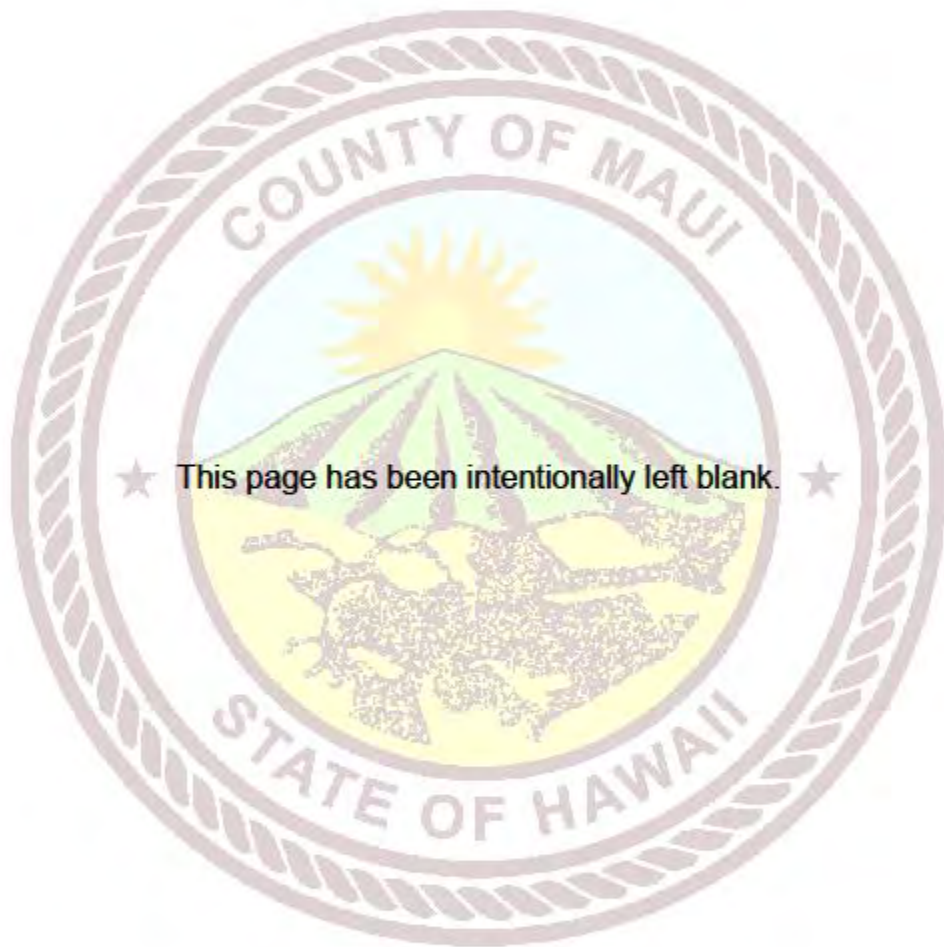


*Management*

---

# Management

---



★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Wailuku-Kahului	Government Facilities	CBS-2324	New County Service Center	GB	1,500	0	1,500
				LBF	382	0	382
			Total: Department of Management		1,882	0	1,882

## FUNDING SOURCE SUMMARY

GB	1,500	0	1,500
LBF	382	0	382

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING

## Capital Improvement Program

CBS No: CBS-2324

Project Name: New County Service Center

Department: Department of Management

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 50 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enclb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
22,167,616	0	1,882,411	0	0	0	0	0	1,882,411

## PROJECT DESCRIPTION

Construction of a new service center at the Maui Business Park Phase II to house the Department of Finance's Motor Vehicle Registration and Licensing and Real Property Assessment divisions, the Department of Housing & Human Concerns, and other County offices.

FY2017: Permit Plan Review Fee, DCAB Review, Maui Business Park Association Review Fee, MECO Fees

FY2018: Construction and Construction Management

## PROJECT JUSTIFICATION

Construction of county owned buildings will reduce the county's lease expenses and increase the County's assets. Departments proposed to relocate in Phase 1 to the new office building will save the County approximately \$1.5 million per year in lease expenses.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Provide strategic management and improve operational effectiveness for each department, agency, boards and commissions as assigned by the Mayor.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

Operating impact includes debt service payments for principal and interest.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,500,000	0	0	0	0	0
New Construction	LBF	0	382,411	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	03/01/2014	12/31/2014	0
Design	12/01/2015	10/01/2017	0
New Construction	07/01/2019	12/31/2020	1,882,411
Other	12/01/2016	12/31/2018	0
Other	01/01/2017	06/30/2017	0

Total Capital Project Costs

1,882,411

Total O&M Costs

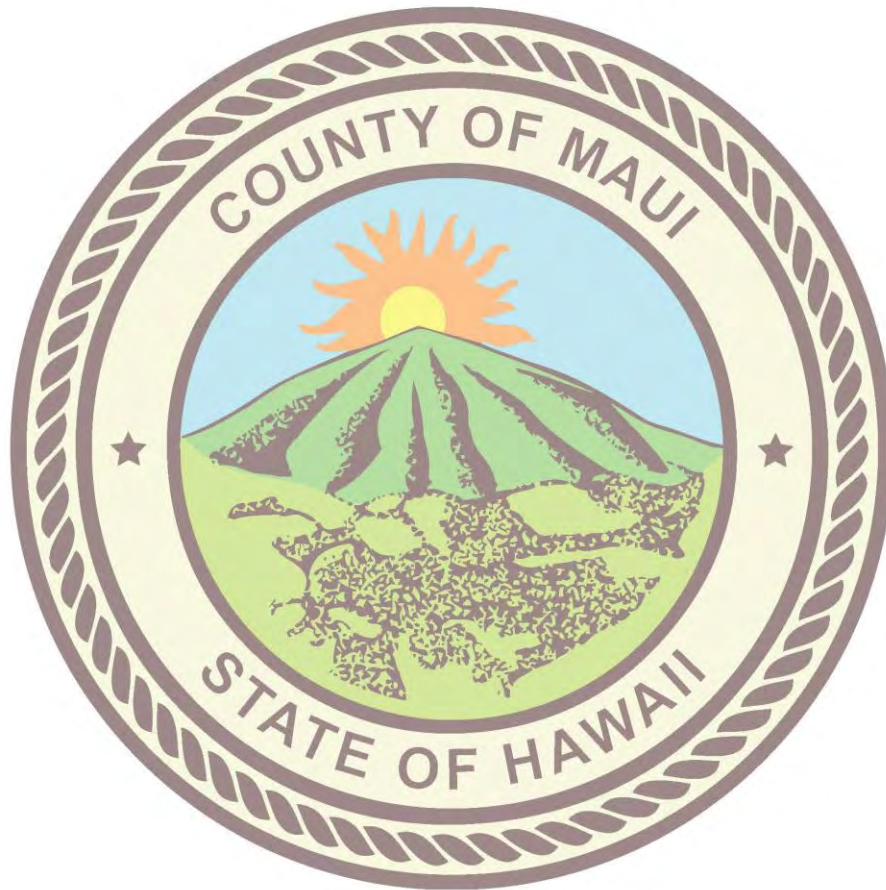
0

Total Capital & Operating Costs

1,882,411

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,500,000
Lapsed Bond Fund	382,411
Total Funding Requirements	1,882,411



---

# *Parks & Recreation*

---





★ This page has been intentionally left blank. ★



## Capital Improvement Program

## Project Detail by Department

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's		
					Fiscal Year		
					2020	2021-2025	6-Yr Total
Countywide	Parks and Recreation	CBS-1117	Countywide Parks ADA Improvements	GF	500	2,500	3,000
		CBS-3232	Countywide Park Playground Improvements	GF	500	4,000	4,500
		CBS-4581	County Wide Parks Facilities	GF	275	2,500	2,775
		CBS-4613	Countywide Light Ordinance Compliance	GF	2,500	0	2,500
Hana	Government Facilities	CBS-5530	Old Hana School Improvements	GB	350	2,375	2,725
				GF	0	2,300	2,300
	Parks and Recreation	CBS-1971	Helene Hall Improvements	GB	800	0	800
		CBS-2350	Hana-Keanae-Kailua Parks System	GF	450	2,000	2,450
		CBS-5531	Hana Park Tennis & Basketball Courts Reconstruction	GB	0	975	975
				GF	120	0	120
Kihei-Makena		CBS-1205	Kamaole Point Pavillion	GF	0	1,100	1,100
				PA	250	0	250
		CBS-2345	South Maui Parks System	GF	125	2,000	2,125
				PA	75	0	75
Lanai		CBS-2347	Lanai Parks System	GF	495	1,500	1,995
				PA	95	0	95
Makawao-Pukalani-Kula		CBS-1175	Kula Park Playground	GF	850	0	850
				PA	0	0	0
		CBS-2349	Makawao-Pukalani-Kula-Ulupalakua Parks System	GF	175	2,000	2,175
		CBS-3228	Hannibal Tavares Community Center Improvements	GF	1,000	0	1,000
Molokai		CBS-2346	Molokai Parks System	GF	275	1,500	1,775
		CBS-5540	Mitchell Pauole Parking Lot Expansion	GB	0	750	750
				GF	350	0	350
Paia-Haiku		CBS-2348	Paia-Haiku Parks System	GB	0	0	0
				GF	260	2,000	2,260
		CBS-5056	Alfred Flako Boteilho Sr. Gym Improvements	GB	225	0	225
		CBS-5534	Haiku Park Restroom	PA	510	0	510

## Capital Improvement Program

## Project Detail by Department (cont'd)

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Wailuku-Kahului		CBS-1143	Kepaniwai Heritage Gardens Improvements	GF	300	0	300
		CBS-1209	War Memorial Complex Paving Improvements	GB	2,750	0	2,750
		CBS-1214	Central Maui Regional Park	GB	0	22,000	22,000
				GF	500	3,000	3,500
		CBS-2330	Waikapu Community Center Basketball Court Improvements	GF	175	0	175
		CBS-2351	Central Maui Parks System	GF	600	2,500	3,100
		CBS-3209	Central Maui Regional Sports Complex Maintenance Operations and Storage Buildings	GB	1,750	0	1,750
		CBS-3231	Waiehu Golf Course Wastewater Improvements	GF	75	0	75
		CBS-4583	Kanaha Beach Park Master Plan Implementation	GB	0	10,000	10,000
				GF	250	1,000	1,250
		CBS-4616	War Memorial Gym Building Improvements	GB	0	7,500	7,500
				GF	250	0	250
		CBS-5539	War Memorial Football Stadium Rehabilitation	GB	0	5,000	5,000
				GF	100	500	600
		CBS-2344	West Maui Parks System	GB	0	0	0
				GF	500	2,500	3,000
Total: Department of Parks and Recreation					17,430	81,500	98,930

## FUNDING SOURCE SUMMARY

GB	5,875	48,600	54,475
GF	10,625	32,900	43,525
PA	930	0	930

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.

# Capital Improvement Program

CBS No: CBS-1117

Project Name: Countywide Parks ADA Improvements

Department: Department of Parks and Recreation

District: Countywide

Project Type: Parks and Recreation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,185,568	300,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

## PROJECT DESCRIPTION

Accessibility improvements in priority order based off of the Department's Accessibility Transition Plan. (ATP)

## PROJECT JUSTIFICATION

The implementation of these accessibility improvements is to accomplish compliance with the Department's ATP, which is inclusive of requests for access to sites by person with standing and mandated retroactive code revisions or additions relating to 2010 ADAAG, in a priority order.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

These projects are not anticipated to have any effect on facility operating expenses.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	500,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	07/01/2012	06/30/2025	3,000,000
Total Capital Project Costs			3,000,000

Total O&M Costs 0

Total Capital & Operating Costs 3,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,000,000
Total Funding Requirements	3,000,000

## Capital Improvement Program

CBS No: CBS-3232

Project Name: Countywide Park Playground Improvements

Department: Department of Parks and Recreation

District: Countywide

Project Type: Parks and Recreation

Anticipated Life: 15-20 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,033,501	1,000,000	500,000	500,000	750,000	750,000	1,000,000	1,000,000	4,500,000

## PROJECT DESCRIPTION

The planning, design, and construction of replacement or new playgrounds throughout Maui County.

## PROJECT JUSTIFICATION

Many of the department's existing playgrounds are old and in unsafe condition. Some have been removed (and not replaced) while others are in need of extensive repairs and maintenance or replacement.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Healthy and Sustainable Community

## Operating Impact Narrative

It is not anticipated that there will be substantial impact to operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	500,000	500,000	750,000	750,000	1,000,000	1,000,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2016	12/31/2025	4,500,000
Total Capital Project Costs			4,500,000

Total O&M Costs 0

Total Capital & Operating Costs 4,500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	4,500,000
Total Funding Requirements	4,500,000

## Capital Improvement Program

CBS No: CBS-4581

Project Name: Countywide Parks Facilities

Department: Department of Parks and Recreation

District: Countywide

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
475,012	0	275,000	500,000	500,000	500,000	500,000	500,000	2,775,000

## PROJECT DESCRIPTION

Contingency funds for planning, permitting, design, construction, renovations, repairs, and facility expansion projects that are anticipated at park facilities countywide to accommodate growth, to improve security of the facility, and to enhance the safety of employees and the public.

## PROJECT JUSTIFICATION

Contingency funds are a normal and necessary factor in the implementation of capital improvement projects, both during design and permitting as well as during construction. The Department to utilize solely for contingency purposes and would provide reporting of all expenditures of this appropriation.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

It is not anticipated that there will be substantial impact to operating expenses

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	275,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	10/01/2019	12/31/2026	2,775,000
Total Capital Project Costs			2,775,000

Total O&M Costs 0

Total Capital & Operating Costs 2,775,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,775,000
Total Funding Requirements	2,775,000

## Capital Improvement Program

CBS No: CBS-4613

Project Name: Countywide Light Ordinance Compliance

Department: Department of Parks and Recreation

District: Countywide

Project Type: Parks and Recreation

Anticipated Life: 25 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
500,000	600,000	2,500,000	0	0	0	0	0	2,500,000

## PROJECT DESCRIPTION

The planning, design, installation, and construction of fully shielded outdoor light fixtures at all park facilities, structures, and fields to replace all non-compliant existing light fixtures and appurtenances.

## PROJECT JUSTIFICATION

Ordinance 3430 (Bill No. 85 (2007)) , as amended by Ordinance 4239 (Bill No. 53 (2015)), relating to outdoor lighting standards, requires full compliance of all outdoor lighting. Funding will be utilized for identified sports field lighting and larger pole type lights within park facilities.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

It is anticipated that the project will decrease the facility operating expenses through the use of high efficiency lamps and newer technologies.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	225,000	0	0	0	0	0
Renovations	GF	0	2,275,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2017	12/31/2021	225,000
Renovations	04/01/2018	12/31/2022	2,275,000
Total Capital Project Costs			2,500,000

Total O&M Costs 0

Total Capital & Operating Costs 2,500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,500,000
Total Funding Requirements	<u>2,500,000</u>



## Capital Improvement Program

CBS No: CBS-5530

Project Name: Old Hana School Improvements

Department: Department of Parks and Recreation

District: Hana

Project Type: Government Facilities

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	350,000	2,375,000	300,000	0	2,000,000	0	5,025,000

## PROJECT DESCRIPTION

Renovation of existing buildings housing Parks Department offices and various other agencies and tenants at the old Hana school.

## PROJECT JUSTIFICATION

The buildings are very old. They are in need of immediate attention to prevent further deterioration. A survey of the existing conditions was recently completed detailing an order of priority repairs and associated costs.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

It is not anticipated that any changes to operations will result from funding this aspect of the project

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	350,000	0	0	0	0	0
Design	GF	0	0	0	300,000	0	0	0
Renovations	GB	0	0	2,375,000	0	0	0	0
Renovations	GF	0	0	0	0	0	2,000,000	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2024	650,000
Renovations	10/15/2020	12/31/2025	4,375,000
Total Capital Project Costs			5,025,000

Total O&M Costs 0

Total Capital & Operating Costs 5,025,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,300,000
General Obligation Fund	2,725,000
Total Funding Requirements	5,025,000

## Capital Improvement Program

CBS No: CBS-1971

Project Name: Helene Hall Improvements

Department: Department of Parks and Recreation

District: Hana

Project Type: Parks and Recreation

Anticipated Life: 30 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
649,999	0	800,000	0	0	0	0	0	800,000

## PROJECT DESCRIPTION

Improvements to hall to include replacement of windows, resurfacing of floor, painting of interior, acoustic ceiling, replacement of lighting, and other needed improvements

## PROJECT JUSTIFICATION

Supplemental funding to complete improvement items deducted from previous project due to funding shortfall.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

It is not anticipated that there will be substantial impact to operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	15,000	0	0	0	0	0
Renovations	GB	0	785,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2019	12/31/2024	15,000
New Construction	11/01/2016	12/31/2018	0
Renovations	10/01/2018	12/31/2021	785,000
Total Capital Project Costs			800,000
Total O&M Costs			0
Total Capital & Operating Costs			800,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	800,000
Total Funding Requirements	800,000

## Capital Improvement Program

CBS No: CBS-2350

Project Name: Hana-Keanae-Kailua Parks System

Department: Department of Parks and Recreation

District: Hana

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
732,069	675,000	450,000	400,000	400,000	400,000	400,000	400,000	2,450,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the Hana, Keanae, and Kailua areas to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing and replacement, chain-link fencing, shade structures, new and/or jogging paths, utility compliance upgrades, district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	450,000	400,000	400,000	400,000	400,000	400,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	2,450,000
Total Capital Project Costs			2,450,000

Total O&M Costs 0

Total Capital & Operating Costs 2,450,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,450,000
Total Funding Requirements	2,450,000

## Capital Improvement Program

CBS No: CBS-5531

Project Name: Hana Park Tennis & Basketball Courts  
Reconstruction

Department: Department of Parks and Recreation

District: Hana

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	120,000	975,000	0	0	0	0	1,095,000

## PROJECT DESCRIPTION

Reconstruction of two existing tennis courts and one basketball court with lights

## PROJECT JUSTIFICATION

The existing courts have outlived their life expectancy and are in need of replacement. The asphalt surfaces have been repaired several times and cracks reappear within weeks of repairs

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Healthy and Sustainable Community

## Operating Impact Narrative

It is anticipated that there would be substantial savings in the cost of operations due to lower electrical use by installing highly efficient LED light systems

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	120,000	0	0	0	0	0
Renovations	GB	0	0	975,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2022	120,000
Renovations	10/15/2020	12/31/2022	975,000
Total Capital Project Costs			1,095,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 1,095,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	120,000
General Obligation Fund	975,000
Total Funding Requirements	1,095,000

## Capital Improvement Program

CBS No: CBS-1205

Project Name: Kamaole Point Pavillion

Department: Department of Parks and Recreation

District: Kihei-Makena

Project Type: Parks and Recreation

Anticipated Life: 35 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	250,000	250,000	0	1,100,000	0	0	0	1,350,000

## PROJECT DESCRIPTION

Planning, design, and construction of a pavilion with a restroom, parking, and landscaping at Kamaole Point.

## PROJECT JUSTIFICATION

Community interest has been toward a facility to accommodate small gatherings.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

These improvements will require additional operating funds for water, sewer, and electricity as well as staff for daily maintenance.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GF	0	0	0	1,100,000	0	0	0
Planning	PA	0	250,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2018	12/31/2022	0
New Construction	09/01/2019	12/31/2023	1,100,000
Planning	10/01/2018	12/31/2022	250,000
Total Capital Project Costs			1,350,000

Total O&M Costs 0

Total Capital & Operating Costs 1,350,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,100,000
Park Assessment	250,000
Total Funding Requirements	1,350,000

## Capital Improvement Program

CBS No: CBS-2345

Project Name: South Maui Parks System

Department: Department of Parks and Recreation

District: Kihei-Makena

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,808,825	837,000	200,000	400,000	400,000	400,000	400,000	400,000	2,200,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the South Maui area to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, swimming pool repairs, improvements, and re-plastering, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	125,000	400,000	400,000	400,000	400,000	400,000
Renovations	PA	0	75,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	2,200,000
Total Capital Project Costs			2,200,000

Total O&M Costs 0

Total Capital & Operating Costs 2,200,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,125,000
Park Assessment	75,000
Total Funding Requirements	2,200,000

## Capital Improvement Program

CBS No: CBS-2347

Project Name: Lanai Parks System

Department: Department of Parks and Recreation

District: Lanai

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
894,095	350,000	590,000	300,000	300,000	300,000	300,000	300,000	2,090,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities on the island of Lanai to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	495,000	300,000	300,000	300,000	300,000	300,000
Renovations	PA	0	95,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	2,090,000
Total Capital Project Costs			2,090,000

Total O&M Costs 0

Total Capital & Operating Costs 2,090,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,995,000
Park Assessment	95,000
Total Funding Requirements	2,090,000



## Capital Improvement Program

CBS No: CBS-1175

Project Name: Kula Park Playground

Department: Department of Parks and Recreation

District: Makawao-Pukalani-Kula

Project Type: Parks and Recreation

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	95,000	850,000	0	0	0	0	0	850,000

## PROJECT DESCRIPTION

Design and construction of an accessible playground in the Kula community with required accessible routes from the parking lot and restroom.

## PROJECT JUSTIFICATION

There is currently not a large playground in the Central Kula area available to the residents.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

## Countywide Priority Results

A Suitable Public Infrastructure

## Operating Impact Narrative

This project is not anticipated to have an impact on the operating expense of the facility.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GF	0	850,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2018	12/31/2020	0
New Construction	01/01/2018	12/31/2021	850,000
Total Capital Project Costs			850,000

Total O&M Costs 0

Total Capital & Operating Costs 850,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	850,000
Park Assessment	0
Total Funding Requirements	850,000

## Capital Improvement Program

CBS No: CBS-2349

Project Name: Makawao-Pukalani-Kula-Ulupalakua Parks System

Department: Department of Parks and Recreation

District: Makawao-Pukalani-Kula

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,689,222	415,000	175,000	400,000	400,000	400,000	400,000	400,000	2,175,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the Makawao, Pukalani, Kula, and Ulupalakua area to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, swimming pool repairs, improvements, and re-plastering, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	175,000	400,000	400,000	400,000	400,000	400,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	2,175,000
Total Capital Project Costs			2,175,000

Total O&M Costs 0

Total Capital & Operating Costs 2,175,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,175,000
Total Funding Requirements	2,175,000

## Capital Improvement Program

CBS No: CBS-3228

Project Name: Hannibal Tavares Community Center Improvements

Department: Department of Parks and Recreation

District: Makawao-Pukalani-Kula

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	1,000,000	1,000,000	0	0	0	0	0	1,000,000

## PROJECT DESCRIPTION

Supplemental funding for construction of improvements to the center to include, but not limited to replacement of deteriorated wood members, structural repairs, asphalt roofing and gutter replacement. Repainting of the interior and exterior (including lead paint abatement). Removal and replacement of the VCT flooring, re-waterproofing of the second story lanais.

## PROJECT JUSTIFICATION

The building is about 25 years old and in need of major maintenance.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure

## Operating Impact Narrative

It is not anticipated that there will be substantial impact to operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	1,000,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2017	12/31/2020	1,000,000
Total Capital Project Costs			1,000,000

Total O&M Costs 0

Total Capital & Operating Costs 1,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,000,000
Total Funding Requirements	1,000,000

## Capital Improvement Program

CBS No: CBS-2346

Project Name: Molokai Parks System

Department: Department of Parks and Recreation

District: Molokai

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,590,462	635,000	275,000	300,000	300,000	300,000	300,000	300,000	1,775,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities on the island of Molokai to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, swimming pool repairs, improvements, and re-plastering, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	275,000	300,000	300,000	300,000	300,000	300,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	1,775,000
Total Capital Project Costs			1,775,000

Total O&M Costs 0

Total Capital & Operating Costs 1,775,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,775,000
Total Funding Requirements	1,775,000

## Capital Improvement Program

CBS No: CBS-5540

Project Name: Mitchell Pauole Parking Lot Expansion

Department: Department of Parks and Recreation

District: Molokai

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	350,000	0	750,000	0	0	0	1,100,000

## PROJECT DESCRIPTION

Expansion of the available parking at the center.

## PROJECT JUSTIFICATION

The existing parking is inadequate for events at the center. Additionally the existing parking lot is in need of rehabilitation

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

Operational expenses are not anticipated to change substantially as a result of this project

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	0	0	750,000	0	0	0
Other	GF	0	350,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	10/15/2021	12/31/2024	750,000
Other	10/15/2019	12/31/2025	350,000
Total Capital Project Costs			1,100,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 1,100,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	350,000
General Obligation Fund	750,000
Total Funding Requirements	1,100,000

## Capital Improvement Program

CBS No: CBS-2348

Project Name: Paia-Haiku Parks System

Department: Department of Parks and Recreation

District: Paia-Haiku

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,294,024	1,000,000	260,000	400,000	400,000	400,000	400,000	400,000	2,260,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the Haiku-Paia area to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	260,000	400,000	400,000	400,000	400,000	400,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	12/31/2021	2,260,000
Total Capital Project Costs			2,260,000

Total O&M Costs 0

Total Capital & Operating Costs 2,260,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,260,000
General Obligation Fund	0
Total Funding Requirements	2,260,000



## Capital Improvement Program

CBS No: CBS-5056

Project Name: Alfred Flako Boteilho Sr. Gym Improvements

Department: Department of Parks and Recreation

District: Paia-Haiku

Project Type: Parks and Recreation

Anticipated Life: 20+ years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	1,500,000	225,000	0	0	0	0	0	225,000

## PROJECT DESCRIPTION

Design and construction for replacement of existing metal roofing and other related improvements.

## PROJECT JUSTIFICATION

The roof leaks and repairs are no longer feasible due to the age of the roof material. Roofing replacement requires compliance with current energy codes and substantial structural upgrades. Funding requested in FY2020 budget is for refinishing of the court floor at the end of the project and a contingency for probable issues discovered during construction on this very old and well used facility.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The project is not anticipated to have significant effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GB	0	225,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2018	12/31/2019	225,000
Total Capital Project Costs			225,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 225,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	225,000
Total Funding Requirements	225,000

## Capital Improvement Program

CBS No: CBS-5534

Project Name: Haiku Park Restroom

Department: Department of Parks and Recreation

District: Paia-Haiku

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	510,000	0	0	0	0	0	510,000

## PROJECT DESCRIPTION

Construction of a replacement restroom building to serve the community and park users.

## PROJECT JUSTIFICATION

To replace a non-compliant restroom that was demolished a few years ago. The community is currently using portable toilets at the park

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

There will be minimal water and electrical usage as well as park caretaker labor to maintain the facility

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	PA	0	60,000	0	0	0	0	0
New Construction	PA	0	450,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2022	60,000
New Construction	10/15/2019	12/31/2023	450,000
Total Capital Project Costs			510,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 510,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Park Assessment	510,000
Total Funding Requirements	510,000

## Capital Improvement Program

CBS No: CBS-1143

Project Name: Kepaniwai Heritage Gardens Improvements

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 25 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
483,000	330,000	300,000	0	0	0	0	0	300,000

## PROJECT DESCRIPTION

Phase I of the project consists of regrading to provide ADA accessibility, installation of root barriers, and replacement of a majority of the existing asphalt pathways at the facility.

Phase II of the project is to continue rehabilitation of the pathways in the portion of the park below the parking lot.

## PROJECT JUSTIFICATION

The existing pathways are in need of resurfacing and improvement. The pavement has severely deteriorated due to erosion and uplifting from root intrusion creating safety and accessibility issues.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on the facility operating expenses is anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	300,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	12/01/2015	12/31/2016	0
Renovations	04/01/2016	12/31/2020	300,000
Total Capital Project Costs			300,000

Total O&M Costs 0

Total Capital & Operating Costs 300,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	300,000
Total Funding Requirements	300,000

## Capital Improvement Program

CBS No: CBS-1209

Project Name: War Memorial Complex Paving Improvements

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 20 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
499,875	500,000	2,750,000	0	0	0	0	0	2,750,000

## PROJECT DESCRIPTION

Reconstruction of the parking lot serving the football and baseball stadiums.

## PROJECT JUSTIFICATION

The existing parking lot pavement has out-lived its life expectancy. It is currently deteriorated and is uplifted in areas by tree roots and has major cracks creating a safety hazard for users of the facility.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

## Countywide Priority Results

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on the operational expenses of the facility is anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GB	0	2,750,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2016	12/31/2017	0
Renovations	02/01/2017	12/31/2021	2,750,000
Total Capital Project Costs			2,750,000
Total O&M Costs			0
Total Capital & Operating Costs			<u>2,750,000</u>

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,750,000
Total Funding Requirements	<u>2,750,000</u>

## Capital Improvement Program

CBS No: CBS-1214

Project Name: Central Maui Regional Park

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 50 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	500,000	0	3,000,000	0	11,000,000	11,000,000	25,500,000

## PROJECT DESCRIPTION

Development of the 209-acre property recently acquired by the County for a regional park in Central Maui.

## PROJECT JUSTIFICATION

A regional park is necessary in Central Maui to meet the growing needs of the community for multiple playing fields and facilities at a common location

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Goal #1 (Parks & Recreation): Delivery of current key commitments. | A Suitable Public Infrastructure  
A Healthy and Sustainable Community

## Operating Impact Narrative

As the park is developed it will require the addition of staff to operate and maintain the facility. Also, funding will be needed for electricity for lighting and water for irrigation and potable use.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	0	0	3,000,000	0	0	0
New Construction	GB	0	0	0	0	0	11,000,000	11,000,000
Other	GF	0	500,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2021	12/31/2025	3,000,000
New Construction	10/01/2015	12/31/2026	22,000,000
Other	09/01/2019	12/31/2020	500,000
Total Capital Project Costs			25,500,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 25,500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,500,000
General Obligation Fund	22,000,000
Total Funding Requirements	25,500,000



## Capital Improvement Program

CBS No: CBS-2330

Project Name: Waikapu Community Center Basketball Court Improvements

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 15-20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,391,828	0	175,000	0	0	0	0	0	175,000

## PROJECT DESCRIPTION

Reconstruction of existing basketball court  
FY2020 funding is for design and replacement of lights at the court

## PROJECT JUSTIFICATION

The existing court is old and deteriorated to the state where the court is unplayable.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure

## Operating Impact Narrative

The project is not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	175,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2016	12/31/2017	175,000
Total Capital Project Costs			175,000

Total O&M Costs 0

Total Capital & Operating Costs 175,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	175,000
Total Funding Requirements	175,000

## Capital Improvement Program

CBS No: CBS-2351

Project Name: Central Maui Parks System

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,209,828	390,000	600,000	500,000	500,000	500,000	500,000	500,000	3,100,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the Central Maui area to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to, design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, swimming pool repairs, improvements, and re-plastering, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on facility operating expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	600,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

Activity	Start	End	Amount
Renovations	08/01/2014	12/31/2021	3,100,000
Total Capital Project Costs			3,100,000

Total O&M Costs 0

Total Capital & Operating Costs 3,100,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,100,000
Total Funding Requirements	3,100,000

## Capital Improvement Program

CBS No: CBS-3209

Project Name: Central Maui Regional Sports Complex Maintenance  
Operations and Storage Buildings

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,750,000	0	0	0	0	0	1,750,000

## PROJECT DESCRIPTION

Design and construction of a maintenance building and storage buildings for Central Maui Regional Sports Complex's operations.

## PROJECT JUSTIFICATION

The Central Maui Regional Sports Complex currently does not have a baseyard or storage buildings. The lifespan of equipment, supplies, and materials is dramatically shortened as they would be stored out in the elements. County work vehicles would use space at the maintenance building parking lot during evenings, weekends, and holidays.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

Additional funding would be required for utilities at the maintenance building.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,750,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	08/01/2019	07/31/2020	1,750,000
Total Capital Project Costs			1,750,000

Total O&M Costs 9,300

Total Capital & Operating Costs 1,759,300

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,750,000
Total Funding Requirements	1,750,000

## Capital Improvement Program

CBS No: CBS-3231

Project Name: Waiehu Golf Course Wastewater Improvements

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
99,200	0	75,000	0	0	0	0	0	75,000

## PROJECT DESCRIPTION

Construction of a new grease interceptor for the existing club house restaurant.

## PROJECT JUSTIFICATION

The existing grease interceptor has deteriorated and failed to function. Replacement is required.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact is anticipated on operational expenses.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	75,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2016	12/31/2017	0
Renovations	01/01/2017	12/31/2021	75,000
Total Capital Project Costs			75,000
Total O&M Costs			0
Total Capital & Operating Costs			75,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	75,000
Total Funding Requirements	75,000

## Capital Improvement Program

CBS No: CBS-4583

Project Name: Kanaha Beach Park Master Plan Implementation

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 25-Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
250,000	0	250,000	250,000	2,750,000	3,000,000	5,000,000	0	11,250,000

## PROJECT DESCRIPTION

Improvements to the existing Kanaha Beach Park as determined through the master plan process. FY2020 funding request is for the environmental assessment to include a cultural impact assessment.

## PROJECT JUSTIFICATION

The park is heavily used, and improvements are needed to the basic infrastructure in order to maintain a safe and inviting environment for the community and visitors.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

Additional funds will be needed for added utilities as well as additional manpower for maintenance in future years.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	0	250,000	750,000	0	0	0
New Construction	GB	0	0	0	0	0	5,000,000	0
Other	GF	0	250,000	0	0	0	0	0
Renovations	GB	0	0	0	2,000,000	3,000,000	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2017	12/31/2022	1,000,000
New Construction	10/01/2019	12/31/2026	5,000,000
Other	10/15/2019	12/31/2023	250,000
Renovations	11/01/2017	12/31/2026	5,000,000
Total Capital Project Costs			11,250,000

Total O&M Costs 0

Total Capital & Operating Costs 11,250,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,250,000
General Obligation Fund	10,000,000
Total Funding Requirements	11,250,000

## Capital Improvement Program

CBS No: CBS-4616

Project Name: War Memorial Gym Building Improvements

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
350,000	0	250,000	7,500,000	0	0	0	0	7,750,000

## PROJECT DESCRIPTION

Repairs and renovations throughout the facility. Repair to building structural elements and exterior finish coating of roof surfaces, upgrading of building electrical and visual fire alarm systems, accessibility improvements at restrooms and locker rooms. Installation of AC in the gym and to meet current code requirements in office spaces. Replacement of gym wood flooring, bleachers and other necessary ancillary improvements. Also, the addition of a PV system. The FY2020 funding is supplemental for completion of design.

## PROJECT JUSTIFICATION

The gym building is currently in a state of disrepair and in need of immediate attention for health and safety reasons as well as to prevent further deterioration to the facility from environmental elements. Additionally, there are accessibility deficiencies that are required to be corrected.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

Minimal cost impact to operations at the facility are anticipated as a result of this project.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	250,000	0	0	0	0	0
Renovations	GB	0	0	7,500,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2017	12/31/2023	250,000
Renovations	06/01/2018	12/31/2023	7,500,000
Total Capital Project Costs			7,750,000

Total O&M Costs 0

Total Capital & Operating Costs 7,750,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	250,000
General Obligation Fund	7,500,000
Total Funding Requirements	<u>7,750,000</u>

## Capital Improvement Program

CBS No: CBS-5539

Project Name: War Memorial Football Stadium Rehabilitation

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	100,000	500,000	0	5,000,000	0	0	5,600,000

## PROJECT DESCRIPTION

2020 - Assessment of current condition of facility  
 2021 - Design for renovations based on assessment  
 2023 - Construction of renovations

## PROJECT JUSTIFICATION

The facility is highly used and very old. It is in need of rehabilitation to extend the useful life of the stadium.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
 A Strong, Diversified Economy  
 A Healthy and Sustainable Community

## Operating Impact Narrative

The proposed project is not anticipated to have significant effect on operational expenditures.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	0	500,000	0	0	0	0
Other	GF	0	100,000	0	0	0	0	0
Renovations	GB	0	0	0	0	5,000,000	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2020	12/31/2025	500,000
Other	10/15/2019	12/31/2025	100,000
Renovations	10/15/2022	12/31/2025	5,000,000
Total Capital Project Costs			5,600,000
Total O&M Costs			0
Total Capital & Operating Costs			5,600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	600,000
General Obligation Fund	5,000,000
Total Funding Requirements	5,600,000



## Capital Improvement Program

CBS No: CBS-2344

Project Name: West Maui Parks System

Department: Department of Parks and Recreation

District: West Maui

Project Type: Parks and Recreation

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
3,764,395	748,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

## PROJECT DESCRIPTION

Renovations, repairs, improvements, planning, and construction are anticipated at park facilities in the West Maui area to improve the health, safety, and security of the facilities, the public, and department employees. Work to include, but not limited to; design, permitting, and construction of new, expansion, and/or replacement structures with appurtenant amenities at existing parks, existing facility architectural and structural improvements, existing facility infrastructure and utility improvements, play court construction, reconstruction, and/or re-surfacing, parking lot paving and/or reconstruction, roofing replacement, chain-link fencing, shade structures, new and/or replacement jogging paths, swimming pool repairs, improvements, and re-plastering, utility compliance upgrades, and district maintenance facility improvements and development.

## PROJECT JUSTIFICATION

To fund improvements needed to provide safe and adequate recreational facilities for the public.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

The proposed projects are not anticipated to have any effect on operational expenditures.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GF	0	500,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

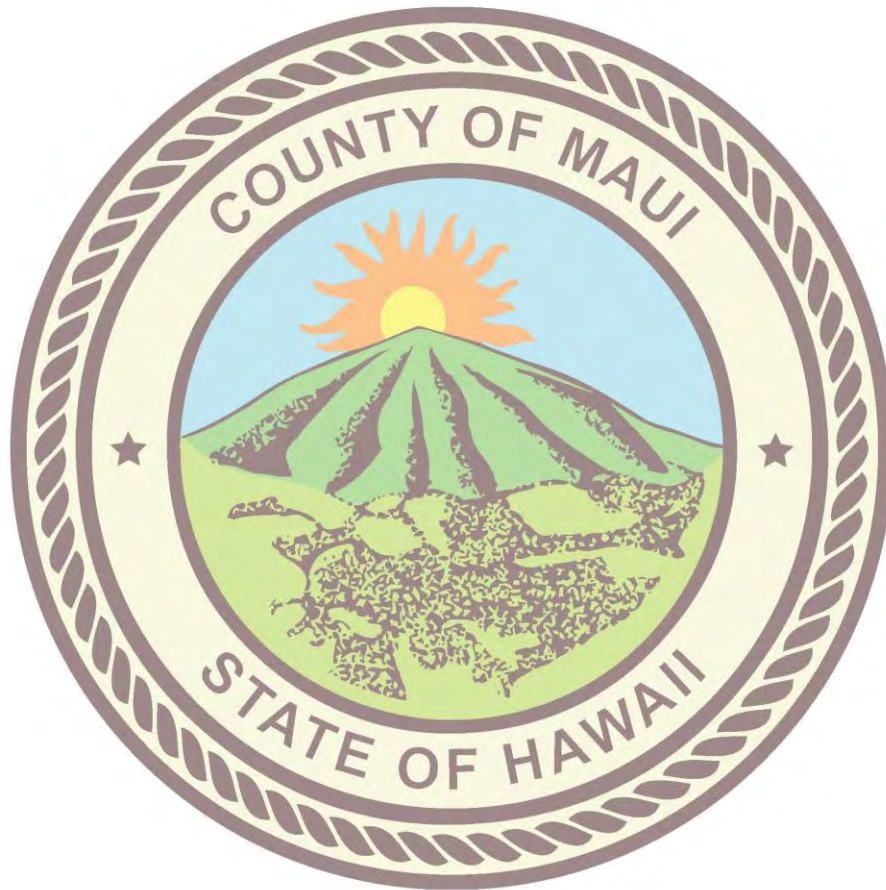
Activity	Start	End	Amount
Renovations	08/01/2014	06/30/2021	3,000,000
Total Capital Project Costs			3,000,000

Total O&M Costs 0

Total Capital & Operating Costs 3,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,000,000
General Obligation Fund	0
Total Funding Requirements	3,000,000



*Police Department*

---

# *Police Department*

---



## Capital Improvement Program

## Project Detail by Department

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Countywide	Government Facilities	CBS-5535	Wailuku Station Improvements	GB	1,500	0	1,500
				GF	110	0	110
Molokai		CBS-5536	Moloka'i Police Station	GB	1,820	0	1,820
				GF	0	15,000	15,000
Total: Department of Police					3,430	15,000	18,430

## FUNDING SOURCE SUMMARY

GB	3,320	0	3,320
GF	110	15,000	15,110

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.

## Capital Improvement Program

CBS No: CBS-5535

Project Name: Wailuku Station Improvements

Department: Department of Police

District: Countywide

Project Type: Government Facilities

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,610,000	0	0	0	0	0	1,610,000

## PROJECT DESCRIPTION

Wailuku Station Improvements to include:

1. Wailuku Police Station Parking Lot resurfacing (\$1,500,000)
2. Replacement of Wailuku Station Automated Car Wash system (\$110,000)

## PROJECT JUSTIFICATION

The parking lot is approximately 2.5 acres in size, is over 30 years old, and in much need of repair. The roots from large Monkey Pod trees have significantly damaged the asphalt and concrete curbing thus making it a safety hazard for those walking through the parking lot due to uneven surfaces. The car wash system is over 13 years old and the unit is now obsolete, making it difficult to find replacement parts for repairs. The car wash system is beginning to degrade and malfunction.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

In line with our goal to Advocate Fiscal Management and Energy Efficiency, the Maui Police Department seeks to maintain our infrastructure through scheduled renovation projects to ensure that operational readiness exists at all times for all of our police facilities. Operational readiness of our facilities provide for fast, reliable police intervention and assistance as needed for citizens and visitors alike. It provides for the safety and security of our employees as well as the public who utilize it.

## Countywide Priority Results

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

The parking lot repavement includes the resurfacing of approximately 3 acres of parking lot area and includes the replacement of damaged curbed planters, parking stall configurations, and drainage improvements. The automated car wash system is in need of upgrades and repairs to improve its efficiency.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Renovations	GB	0	1,500,000	0	0	0	0	0
Renovations	GF	0	110,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Renovations	07/01/2019	12/31/2020	1,610,000
Total Capital Project Costs			1,610,000

Total O&M Costs 0

Total Capital & Operating Costs 1,610,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	110,000
General Obligation Fund	1,500,000
Total Funding Requirements	1,610,000

## Capital Improvement Program

CBS No: CBS-5536

Project Name: Moloka'i Police Station

Department: Department of Police

District: Molokai

Project Type: Government Facilities

Anticipated Life: 35 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,820,000	2,250,000	12,750,000	0	0	0	16,820,000

## PROJECT DESCRIPTION

Land acquisition, planning and design, and environmental assessment for the construction of the Moloka'i Police Station to a safe area outside of the flood and tsunami evacuation zone.

1. Land acquisition: \$1,420,000
2. Initial consultation, EIS, Design: \$400,000

## PROJECT JUSTIFICATION

Coordinate land acquisition, planning, design, and construction of a new Moloka'i police station at a location that meets the unique needs of the Maui Police Department for Moloka'i, out of the special flood hazard area and the tsunami evacuation zone, that promotes practical and safe emergency response for the entire Moloka'i community.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
In line with our goal to Advocate Fiscal Management and Energy Efficiency, the Maui Police Department seeks to maintain our infrastructure through scheduled renovation projects to ensure that operational readiness exists at all times for all of our police facilities. Operational readiness of our facilities provide for fast, reliable police intervention and assistance as needed for citizens and visitors alike. It provides for the safety and security of our employees as well as the public who utilize it.	A Suitable Public Infrastructure A Strong, Diversified Economy An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Provide a safe area for the Moloka'i Police Station and emergency operations center that is out of the flood and tsunami zones and expands police presence in the East and West ends of Moloka'i. This will allow MPD to ensure a safe community through the preservation of public and domestic peace, prevention of crime, detection & arrest of offenders of the law, protection of personal property rights, and the enforcement of all federal and state laws and county ordinances.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	GB	0	1,820,000	0	0	0	0	0
Acquisition	GF	0	0	2,250,000	12,750,000	0	0	0

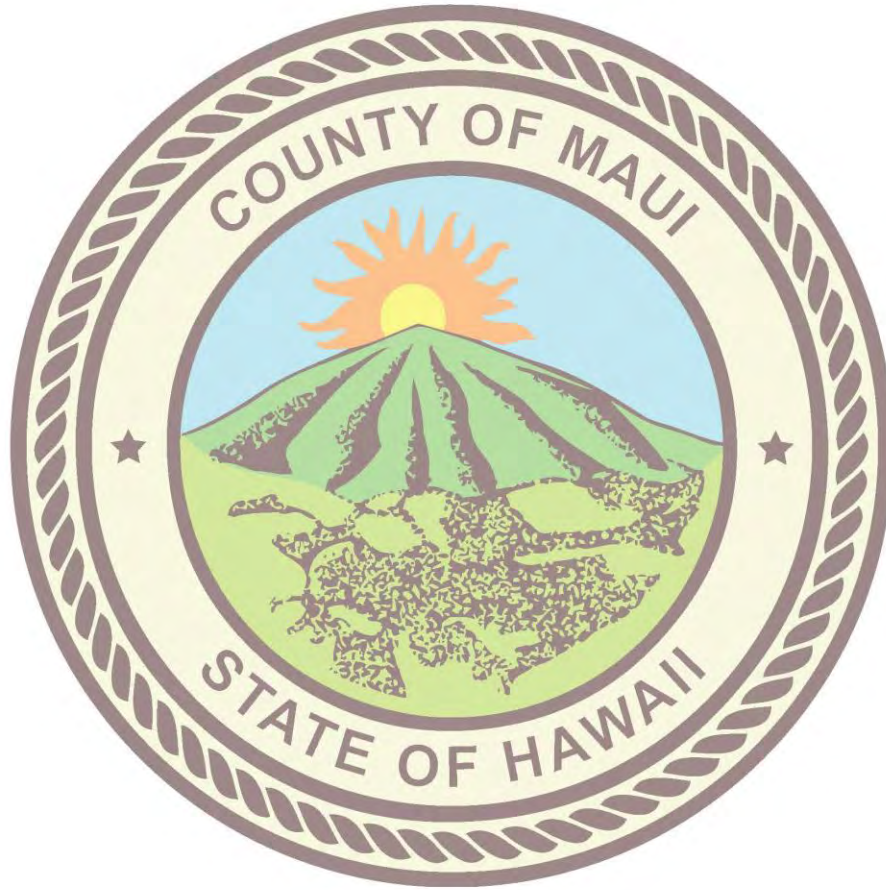
## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2024	16,820,000
Total Capital Project Costs			16,820,000
Total O&M Costs			0
Total Capital & Operating Costs			16,820,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	15,000,000
General Obligation Fund	1,820,000
Total Funding Requirements	16,820,000



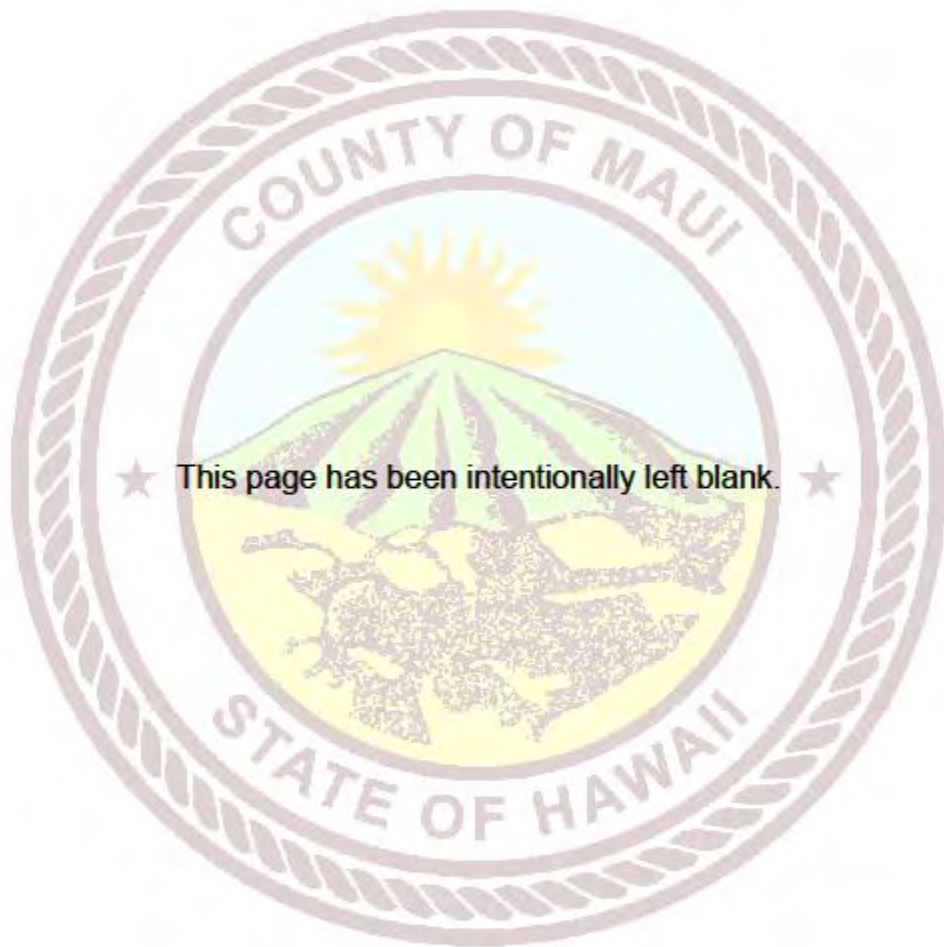


*Public Works*

---

# *Public Works*

---



★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's		
					Fiscal Year		
					2020	2021-2025	6-Yr Total
Countywide	Drainage	CBS-1027	Countywide Drainage Improvements	GB	3,000	0	3,000
				GF	0	0	0
				HF	0	15,000	15,000
	Government Facilities	CBS-1032	Countywide Facility Building Improvements	GF	450	1,775	2,225
		CBS-5506	Dewatering Facility	GF	0	1,200	1,200
	Road Improvements	CBS-1023	Countywide Road Resurfacing and Pavement Preservation	HF	5,676	33,676	39,353
		CBS-1024	Countywide Safety Improvements	GF	75	0	75
				HF	960	4,150	5,110
		CBS-1031	Countywide Bridge Improvements	GB	0	0	0
				GF	0	0	0
				HF	600	3,000	3,600
		CBS-1035	Countywide Traffic Calming Program	HF	420	950	1,370
		CBS-1036	Countywide Bikeway Improvements	BW	387	1,450	1,837
		CBS-1037	Countywide Sidewalk Improvements	HF	745	2,700	3,445
		CBS-2772	Safe Routes to School - State Appropriation	ST	275	1,375	1,650
		CBS-5490	Traffic Signal Modernization at Various Locations	HF	0	1,500	1,500
		CBS-5510	Assessment of County of Maui Coastal Roads for Effects of Climate Change, Sea Level Rise, and	FD	560	0	560
				HF	140	0	140
		CBS-5512	Surveying of Molokai and Lanai Roads	HF	100	0	100
Hana	Drainage	CBS-1891	Mahalawa Bridge Replacement	GB	1,200	0	1,200
		CBS-5043	Waikakoi Bridge Replacement	GB	850	1,800	2,650
				OG	0	4,800	4,800
	Road Improvements	CBS-1046	Koukouai Bridge Rehabilitation	GB	2,000	0	2,000
		CBS-2779	Kalepa Rockfall Repairs	HF	350	5,750	6,100
Kihei-Makena	Drainage	CBS-5513	Drainage Improvements at Maui Meadows Subdivision	GB	0	2,400	2,400
	Road Improvements	CBS-2309	North South Collector Road (Namuau Place to Kulanihako Street)	FD	0	10,400	10,400
				GB	1,000	2,600	3,600
				HF	0	200	200
		CBS-5485	South Kihei Road Sidewalk Improvements	GB	1,900	0	1,900
				HF	0	0	0
		CBS-5492	Ohukai Road Sidewalk Improvements	GB	600	0	600
		CBS-5515	South Kihei Road Pavement Rehabilitation	FD	0	4,340	4,340
				HF	250	1,765	2,015

## Capital Improvement Program

## Project Detail by Department (cont'd)

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's		
					Fiscal Year		
					2020	2021-2025	6-Yr Total
Makawao-Pukalani-Kula		CBS-3194	Pukalani Terrace Subdivision Pavment Reconstruction	GB	2,000	0	2,000
				HF	0	6,000	6,000
		CBS-5511	Iolani St., Loha St., Iolani St., and Makani Rd. Pavement Rehabilitation	FD	0	3,339	3,339
				GB	400	0	400
				HF	0	1,357	1,357
Molokai	Drainage	CBS-5052	Kaunakakai Drainage System D	GB	0	2,500	2,500
Paia-Haiku	Road Improvements	CBS-1066	Kaupakalua Road Pavement Reconstruction	FD	5,534	0	5,534
				GB	2,247	0	2,247
				HF	0	0	0
		CBS-4597	Haiku Road Guardrail and Shoulder Improvements	HF	200	0	200
Wailuku-Kahului	Drainage	CBS-5507	Certification of Levees and Additional Work for Levee No. 27	GB	380	500	880
		CBS-5508	Wailuku Heights Drainline and Outlet Repair	GB	1,000	0	1,000
	Government Facilities	CBS-3579	Kalana Pakui Building AC Replacement	GB	600	0	600
		CBS-5025	Kalana O Maui Fire Sprinkler System, Phase 2	GB	450	0	450
		CBS-5505	Wailuku Baseyard Wash Rack	GF	150	500	650
		CBS-5517	Kalana O Maui 2nd Floor Deck Repair Above Emergency Management Agency	GB	600	0	600
		CBS-5518	Emergency Management Office Renovation	GB	500	0	500
		CBS-1018	Waiale Road Improvements at Waiinu Road	FD	0	1,832	1,832
				GB	0	0	0
				HF	100	458	558
		CBS-1916	Wakea Avenue and Kamehameha Avenue Intersection Improvements	FD	0	2,186	2,186
				GB	250	0	250
				HF	0	547	547
		CBS-1919	Waiale Road Improvements (Kaohu St to Waiinu Rd)	GB	600	0	600
		CBS-1945	Central Maui Signal Upgrades	FD	0	608	608
				HF	0	248	248
		CBS-5046	Pulehu Road Pavement Reconstruction	HF	0	1,700	1,700
		CBS-5499	Onehee Avenue Improvements	FD	0	3,200	3,200
				GF	100	0	100
				HF	100	1,400	1,500
		CBS-5538	Central Maui Sub-Area Transportation Study	FD	400	0	400
				GF	100	0	100

## Capital Improvement Program

## Project Detail by Department (cont'd)

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
West Maui	Drainage	CBS-2315	Napili 4/5 Culvert at Lower Honoapiilani Road	GB	3,910	0	3,910
		CBS-5514	West Maui Drainline Assessment	GB	500	0	500
	Road Improvements	CBS-1040	Kahana Nui Bridge Replacement	FD	2,649	0	2,649
				GB	1,076	0	1,076
		CBS-2308	Papalaua Street Traffic Signal Improvements at Wainee Street	FD	1,555	0	1,555
				GB	632	0	632
		CBS-5509	Lower Honoapiilani Road Erosion at Kaopala Bay	GB	600	0	600
				HF	0	3,000	3,000
<b>Total: Department of Public Works</b>					<b>48,171</b>	<b>130,206</b>	<b>178,377</b>

## FUNDING SOURCE SUMMARY

BW	387	1,450	1,837
FD	10,698	25,905	36,603
GB	26,295	9,800	36,095
GF	875	3,475	4,350
HF	9,641	83,401	93,042
OG	0	4,800	4,800
ST	275	1,375	1,650

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.

## Capital Improvement Program

CBS No: CBS-1027

Project Name: Countywide Drainage Improvements

Department: Department of Public Works

District: Countywide

Project Type: Drainage

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
7,246,847	1,300,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000

## PROJECT DESCRIPTION

For design and construction of various drainage improvements and to implement various drainage improvements to conform to regional drainage master plans. In-house/consultant design, construction management and land acquisitions. Funding may supplement Federal Aid and CIP drainage improvement projects.

## PROJECT JUSTIFICATION

Mitigate drainage problems in localized areas lacking existing drainage system.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	500,000	0	0	0	0	0
Design	HF	0	0	500,000	500,000	500,000	500,000	500,000
New Construction	GB	0	2,500,000	0	0	0	0	0
New Construction	HF	0	0	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2012	12/31/2021	3,000,000
New Construction	07/01/2012	12/31/2021	15,000,000
Other	07/01/2017	12/31/2020	0
Total Capital Project Costs			18,000,000
Total O&M Costs			0
Total Capital & Operating Costs			18,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	0
General Obligation Fund	3,000,000
Highway Fund	15,000,000
Total Funding Requirements	18,000,000

## Capital Improvement Program

CBS No: CBS-1032

Project Name: Countywide Facility Building Improvements

Department: Department of Public Works

District: Countywide

Project Type: Government Facilities

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,489,901	425,000	450,000	775,000	500,000	500,000	0	0	2,225,000

## PROJECT DESCRIPTION

Improvements to County facilities countywide as required. Improvements may include elevator upgrade, leak repairs, accessibility upgrades, security improvements, structural repairs, renovations to floor plans, painting, railing fix, waterline and sewerline improvements and repair, landscape and irrigation improvements and repairs, lighting upgrades, on-site drainage system, concrete repair, structure repair, building codes compliance, ADA compliance, OSHA compliance, parking lot repair, resurfacing and improvements, air conditioning repairs and improvements, installation of new air conditioning systems, and other miscellaneous building improvements and repairs.

## FY 2020 Priority Projects

- 1) Installation of anchors and safety railings around the perimeter wall at rooftop of Kalana O Maui Building to meet building code requirements.
- 2) Facilities Maintenance Study & Master Planning
- 3) Mayor's Bathroom Renovation
- 4) Emergency or Supplemental funding for projects within the Kalana O Maui Building complex

## FY 2021-2023 Projects, total \$1,775,000.00:

- 1) County Building Restrooms Asbestos Abatement
- 2) Air Conditioning Upgrade for the Old Courthouse Bldg
- 3) KOM 2nd Floor Deck Repair/Waterproofing (Makai Side)
- 4) County Building Chiller #2 Replacement

## PROJECT JUSTIFICATION

See Project Description.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #4: Provide maintenance services to county facilities and equipment under department's jurisdiction so that all facilities are safe and attractive.

An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	75,000	125,000	100,000	100,000	0	0
Renovations	GF	0	375,000	650,000	400,000	400,000	0	0



## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2017	12/31/2023	400,000
Renovations	07/01/2016	12/31/2023	1,825,000
Total Capital Project Costs			2,225,000
Total O&M Costs			0
Total Capital & Operating Costs			2,225,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,225,000
Total Funding Requirements	2,225,000

## Capital Improvement Program

CBS No: CBS-1023

Project Name: Countywide Road Resurfacing and Pavement Preservation

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
33,049,213	6,266,000	5,676,267	8,000,000	7,000,000	7,000,000	7,000,000	7,000,000	41,676,267

## PROJECT DESCRIPTION

Fund the Countywide road resurfacing and pavement preservation program. Pavement condition assessment, in-house/consultant design, in-house construction, construction and construction management. Funding may supplement Federal Aid road resurfacing projects.

## PROJECT JUSTIFICATION

Priority listing and method of preservation established by pavement management software program with field observations provided by Highways and Engineering Division staff.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	400,000	0	0	0	0	0
New Construction	HF	0	4,676,267	8,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Other	HF	0	600,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities			
Activity	Start	End	Amount
Design	07/01/2017	06/30/2022	400,000
New Construction	07/01/2012	12/01/2025	40,676,267
Other	07/01/2017	06/30/2022	400,000
Other	07/01/2018	06/30/2022	200,000
Total Capital Project Costs			41,676,267

Total O&M Costs 0

Total Capital & Operating Costs 41,676,267

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
Highway Fund	41,676,267
Total Funding Requirements	41,676,267

## Capital Improvement Program

CBS No: CBS-1024

Project Name: Countywide Safety Improvements

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
3,544,461	850,000	1,035,000	810,000	810,000	810,000	810,000	910,000	5,185,000

## PROJECT DESCRIPTION

Construction, design of safety-related roadway operation improvements such as striping, guardrails, signs, shoulder widening and improvements, realignment, street lights, and traffic signals. FY20 priorities include the design of improvements at Eha-Waena St intersection, install a permanent street light at the Mahaolu-Kamehameha intersection, construct improvements at Papa-Laaui intersection, and design of Kane Street Improvements.

## PROJECT JUSTIFICATION

Roadway concerns are identified continuously throughout the year, CW safety provides funding needed to address these matters in a timely manner. Improve safety roadway operations for all users.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	HF	0	75,000	0	0	0	0	0
Acquisition	HF	0	0	10,000	10,000	10,000	10,000	10,000
Design	HF	0	200,000	400,000	300,000	400,000	300,000	400,000
New Construction	HF	0	650,000	300,000	400,000	300,000	400,000	400,000
Other	HF	0	50,000	50,000	50,000	50,000	50,000	50,000
Planning	HF	0	60,000	50,000	50,000	50,000	50,000	50,000

## Capital Improvement Program

Schedule of Activities			
Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2020	125,000
Design	07/01/2019	12/31/2020	2,000,000
New Construction	07/01/2019	12/31/2020	2,450,000
Other	07/01/2019	12/31/2020	300,000
Planning	07/01/2019	12/31/2020	310,000
Total Capital Project Costs			5,185,000
Total O&M Costs			0
Total Capital & Operating Costs			5,185,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Fund	75,000
Highway Fund	5,110,000
Total Funding Requirements	5,185,000

## Capital Improvement Program

CBS No: CBS-1031

Project Name: Countywide Bridge Improvements

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,200,069	220,000	600,000	600,000	600,000	600,000	600,000	600,000	3,600,000

## PROJECT DESCRIPTION

For design, construction, construction management and land acquisition of various bridge replacement projects and to implement various drainage improvements to conform to regional drainage master plans. Provide plans and specifications for in-house bridge repair and maintenance forces.

## PROJECT JUSTIFICATION

Replacement and rehabilitation of County bridges dictated by annual bridge inspections. Minor to moderately complex repairs to existing bridge structures may be implemented by County maintenance forces.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	100,000	100,000	100,000	100,000	100,000	100,000
New Construction	HF	0	500,000	500,000	500,000	500,000	500,000	500,000

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2012	12/31/2021	600,000
New Construction	07/01/2012	12/31/2021	3,000,000
Other	07/01/2017	12/31/2020	0
Total Capital Project Costs			3,600,000

Total O&M Costs 0

Total Capital & Operating Costs 3,600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	0
General Obligation Fund	0
Highway Fund	3,600,000
Total Funding Requirements	3,600,000

## Capital Improvement Program

CBS No: CBS-1035

Project Name: Countywide Traffic Calming Program

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
355,487	350,000	420,000	190,000	190,000	190,000	190,000	190,000	1,370,000

## PROJECT DESCRIPTION

Fund the annual County Speed Hump / Table project, general traffic calming projects, and increase public awareness for roadway safety. FY2020 projects include traffic data collection, speed humps approved by June 30, 2019, and construction of speed tables on the following roadways:

1. Makaala Drive;
2. Kokomo Road (Ala Olu Place to Haiku Road);
3. Lower Kula Road (Copp Road, north to Kula Highway);
4. Kealahoa Avenue; and
5. Meha Road.

## PROJECT JUSTIFICATION

Refer to project description.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	25,000	50,000	50,000	50,000	50,000	50,000
New Construction	HF	0	200,000	100,000	100,000	100,000	100,000	100,000
Other	HF	0	175,000	20,000	20,000	20,000	20,000	20,000
Planning	HF	0	20,000	20,000	20,000	20,000	20,000	20,000



## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	275,000
New Construction	07/01/2019	12/31/2020	700,000
Other	07/01/2019	12/31/2020	275,000
Planning	07/01/2019	12/31/2020	120,000
Total Capital Project Costs			1,370,000

Total O&M Costs 0

Total Capital & Operating Costs 1,370,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	1,370,000
Total Funding Requirements	1,370,000

## Capital Improvement Program

CBS No: CBS-1036

Project Name: Countywide Bikeway Improvements

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,399,588	140,000	387,208	290,000	290,000	290,000	290,000	290,000	1,837,208

## PROJECT DESCRIPTION

Funding for bicycle facility improvements in various stages of design and construction, route and network improvements, increase awareness for bike safety. Emphasis in FY2020 include the permitting, design, and implementation of improvements as identified in Bike Plan Hawaii and Central Maui Bicycle and Pedestrian Plan.

## PROJECT JUSTIFICATION

Funding is required to supplement bikeway projects in the County.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	BW	0	5,000	10,000	10,000	10,000	10,000	10,000
Design	BW	0	10,000	100,000	100,000	100,000	100,000	100,000
New Construction	BW	0	25,000	150,000	150,000	150,000	150,000	150,000
Other	BW	0	327,208	10,000	10,000	10,000	10,000	10,000
Planning	BW	0	20,000	20,000	20,000	20,000	20,000	20,000

## Capital Improvement Program

Schedule of Activities			
Activity	Start	End	Amount
Acquisition	07/01/2018	12/31/2019	55,000
Design	07/01/2019	12/31/2020	510,000
New Construction	07/01/2019	12/31/2020	775,000
Other	07/01/2018	12/31/2019	377,208
Planning	07/01/2018	12/31/2019	120,000
Total Capital Project Costs			1,837,208
Total O&M Costs			0
Total Capital & Operating Costs			1,837,208

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
Bikeway Fund	1,837,208
Total Funding Requirements	1,837,208

## Capital Improvement Program

CBS No: CBS-1037

Project Name: Countywide Sidewalk Improvements

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
1,769,211	490,000	745,000	540,000	540,000	540,000	540,000	540,000	3,445,000

## PROJECT DESCRIPTION

Design and construction funding for sidewalk improvements Countywide. FY20 priorities include walking routes to schools, and increase public awareness of safety when walking. Specific projects include: Design of Kinipopo St Sidewalk Improvements (Oihana to Wells Park) and Kaohu St Sidewalk Improvements (Market St to High St) (1st Priority). Construction of Kamehameha Ave Sidewalk Improvements (Lono to Wakea), (2nd Priority)

## PROJECT JUSTIFICATION

See above.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operations anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	HF	0	10,000	10,000	10,000	10,000	10,000	10,000
Design	HF	0	400,000	100,000	100,000	100,000	100,000	100,000
New Construction	HF	0	300,000	400,000	400,000	400,000	400,000	400,000
Other	HF	0	10,000	10,000	10,000	10,000	10,000	10,000
Planning	HF	0	25,000	20,000	20,000	20,000	20,000	20,000

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2019	12/31/2020	60,000
Design	07/01/2019	12/31/2020	900,000
New Construction	07/01/2019	12/31/2020	2,300,000
Other	07/01/2019	12/31/2020	60,000
Planning	07/01/2019	12/31/2020	125,000
Total Capital Project Costs			3,445,000

Total O&M Costs 0

Total Capital & Operating Costs 3,445,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	3,445,000
Total Funding Requirements	3,445,000

## Capital Improvement Program

CBS No: CBS-2772

Project Name: Safe Routes to School - State Appropriation

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
578,021	0	275,000	275,000	275,000	275,000	275,000	275,000	1,650,000

## PROJECT DESCRIPTION

State appropriation from Safe Routes To School special funds. Funds will primarily be used for infrastructure projects to improve safety within school zones, which have impacts to encouraging walking and bicycling. A percentage of funds will be for non-infrastructure uses such as education and administrative costs for the program. Allocation is based on an approved County program policy.

## PROJECT JUSTIFICATION

State appropriation for Safe Routes To School Program.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel.  
Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No staffing or operational impacts anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	ST	0	200,000	200,000	200,000	200,000	200,000	200,000
Other	ST	0	50,000	50,000	50,000	50,000	50,000	50,000
Planning	ST	0	25,000	25,000	25,000	25,000	25,000	25,000

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2019	07/01/2022	1,200,000
Other	07/01/2019	07/01/2022	300,000
Planning	07/01/2019	07/01/2022	150,000
Total Capital Project Costs			1,650,000

Total O&M Costs 0

Total Capital & Operating Costs 1,650,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Fund	1,650,000
Total Funding Requirements	1,650,000

## Capital Improvement Program

CBS No: CBS-5510

Project Name: Assessment of County of Maui Coastal Roads for Effects of Climate Change, Sea Level Rise, and Shoreline Erosion

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: N/A



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	700,000	0	0	0	0	0	700,000

## PROJECT DESCRIPTION

Cost share with the University of Hawaii to evaluate coastal roads within the County of Maui. Develop a prioritized list of shoreline areas requiring mitigation work. Provide recommendations for short-term and long-term implementation. Presentation of findings to County personnel. All work performed by UH staff. Total cost is \$700k with \$560k federal, \$140k County share. If funded, the study will take place from October 2019 - September 2021.

## PROJECT JUSTIFICATION

UH began their assessment of the State DOT coastal roads and has offered to expand the study to each County. The County will receive State assistance to complete this important work. This assessment will serve as a guide for the County to proactively address the risks associated with climate change.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	FD	0	560,000	0	0	0	0	0
Design	HF	0	140,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	700,000
Total Capital Project Costs			700,000

Total O&M Costs 0

Total Capital & Operating Costs 700,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	560,000
Highway Fund	140,000
Total Funding Requirements	700,000

## Capital Improvement Program

CBS No: CBS-5512

Project Name: Surveying of Molokai and Lanai Roads

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life:



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	100,000	0	0	0	0	0	100,000

## PROJECT DESCRIPTION

Consultant fees for land surveying of Molokai and Lanai roads. Topographic surveys will be used for several years of resurfacing projects.

## PROJECT JUSTIFICATION

The surveying work is extensive and currently there is a staff-shortage for in-house surveying.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.

Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize

## Countywide Priority Results

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	100,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	100,000
Total Capital Project Costs			100,000
Total O&M Costs			0
Total Capital & Operating Costs			100,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	100,000
Total Funding Requirements	100,000

## Capital Improvement Program

CBS No: CBS-1891

Project Name: Mahalawa Bridge Replacement

Department: Department of Public Works

District: Hana

Project Type: Drainage

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	250,000	1,200,000	0	0	0	0	0	1,200,000

## PROJECT DESCRIPTION

Existing bridge is located within Hana Highway Historic District and is structurally deficient. Immediate replacement is needed due advanced deterioration of concrete bridge structure.

## PROJECT JUSTIFICATION

Refer to project description.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,200,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2019	07/01/2020	0
New Construction	07/01/2020	12/31/2022	1,200,000
Total Capital Project Costs			1,200,000
Total O&M Costs			0
Total Capital & Operating Costs			1,200,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,200,000
Total Funding Requirements	1,200,000

## Capital Improvement Program

CBS No: CBS-5043

Project Name: Waikakoi Bridge Replacement

Department: Department of Public Works

District: Hana

Project Type: Drainage

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	850,000	0	0	6,600,000	0	0	7,450,000

## PROJECT DESCRIPTION

Immediate replacement of the bridge due to advanced deterioration of concrete bridge structure.

## PROJECT JUSTIFICATION

Existing Bridge is located within Hana Highway Historic District and is structurally deficient.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2. Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.

A Suitable Public Infrastructure  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact to staffing or operating budget anticipated

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	850,000	0	0	0	0	0
New Construction	GB	0	0	0	0	1,200,000	0	0
New Construction	OG	0	0	0	0	4,800,000	0	0
Other	GB	0	0	0	0	600,000	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2023	850,000
New Construction	07/01/2023	12/31/2025	6,000,000
Other	07/01/2022	12/31/2025	600,000
Total Capital Project Costs			7,450,000

Total O&M Costs 0

Total Capital & Operating Costs 7,450,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,650,000
Other Grant Fund	4,800,000
Total Funding Requirements	7,450,000

## Capital Improvement Program

CBS No: CBS-1046

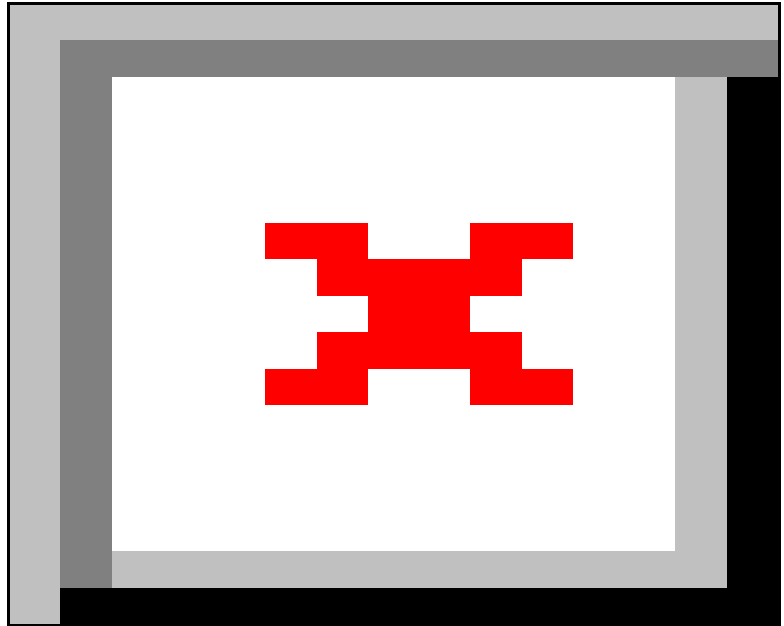
Project Name: Koukouai Bridge Rehabilitation

Department: Department of Public Works

District: Hana

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
568,000	0	2,000,000	0	0	0	0	0	2,000,000

## PROJECT DESCRIPTION

Existing concrete arch bridge on the Hana Highway Historic District in Kipahulu is structurally deficient. Bridge needs to be rehabilitated.

## PROJECT JUSTIFICATION

Refer to project description.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,700,000	0	0	0	0	0
Other	GB	0	300,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2018	10/01/2019	0
New Construction	03/01/2020	08/31/2020	1,700,000
Other	03/01/2020	08/31/2020	300,000
Total Capital Project Costs			2,000,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 2,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,000,000
Total Funding Requirements	2,000,000

## Capital Improvement Program

CBS No: CBS-2779

Project Name: Kalepa Rockfall Repairs

Department: Department of Public Works

District: Hana

Project Type: Road Improvements

Anticipated Life: 20 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	150,000	350,000	5,000,000	750,000	0	0	0	6,100,000

## PROJECT DESCRIPTION

Permitting & Design for replacement of the deteriorated rockfall netting at Kalepa Point in Kipahulu.

## PROJECT JUSTIFICATION

The existing netting is deteriorated and subject to tearing. This project is necessary to help prevent future rock fall issues at Kalepa Point that can create safety issues and road closures.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance. Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs. Objective 2.2: Ensure compliance with County standard details and specifications.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

Minimal impact on staffing and operations anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	350,000	0	0	0	0	0
New Construction	HF	0	0	5,000,000	0	0	0	0
Other	HF	0	0	0	750,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2021	350,000
New Construction	03/01/2022	03/01/2023	5,000,000
Other	03/01/2022	03/01/2023	750,000
Planning	07/01/2016	10/01/2017	0
Total Capital Project Costs			6,100,000

Total O&M Costs 0

Total Capital & Operating Costs 6,100,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	6,100,000
Total Funding Requirements	6,100,000

## Capital Improvement Program

CBS No: CBS-2309

Project Name: North South Collector Road (Namaau Place to Kulanihakoi Street)

Department: Department of Public Works

District: Kihei-Makena

Project Type: Road Improvements

Anticipated Life: 30 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
800,000	500,000	1,000,000	200,000	13,000,000	0	0	0	14,200,000

## PROJECT DESCRIPTION

Continued design and processing of environmental documents for the North South Collector Roadway between Namaau Place and Kaonoulu Street. Construction will include continuation of the Kihei Greenway (multi-use path). Phase IA: Waipuilani Road to Kulanihakoi Street; Phase IB: Kulanihakoi Street to Kaonoulu Street. Right-of-Way acquisitions.

## PROJECT JUSTIFICATION

Provide alternative north-south route in Kihei.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No significant impacts to staffing anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	HF	0	0	200,000	0	0	0	0
Design	GB	0	750,000	0	0	0	0	0
New Construction	FD	0	0	0	10,400,000	0	0	0
New Construction	GB	0	0	0	2,600,000	0	0	0
Planning	GB	0	250,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	200,000
Design	07/01/2018	12/31/2019	750,000
New Construction	10/01/2022	09/30/2023	13,000,000
Planning	07/01/2019	05/30/2022	250,000
Total Capital Project Costs			14,200,000

Total O&M Costs 0

Total Capital & Operating Costs 14,200,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	10,400,000
General Obligation Fund	3,600,000
Highway Fund	200,000
Total Funding Requirements	14,200,000

## Capital Improvement Program

CBS No: CBS-5485

Project Name: South Kihei Road Sidewalk Improvements

Department: Department of Public Works

District: Kihei-Makena

Project Type: Road Improvements

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	200,000	1,900,000	0	0	0	0	0	1,900,000

## PROJECT DESCRIPTION

Design and construction of approximately 0.6 miles of sidewalk between Piikea Avenue and Kulanihakoi Street, Kihei.

## PROJECT JUSTIFICATION

Kihei is an older community developed under primarily rural standards in the 1960's through 1980's. As land users have grown to support commercial, industrial, visitor industries and more dense residential areas, transportation infrastructure has not kept up, especially in the area of non-motorized modes. Sidewalks are now continuous from Piikea Avenue south to Wailea. This project proposes to continue and eventually complete the accessible route on South Kihei Road that is heavily traveled by pedestrians through an older section of Kihei.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operations anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,900,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2018	12/31/2019	0
New Construction	07/01/2020	12/31/2020	1,900,000
Total Capital Project Costs			1,900,000

Total O&amp;M Costs 0

Total Capital &amp; Operating Costs 1,900,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,900,000
Highway Fund	0
Total Funding Requirements	1,900,000

## Capital Improvement Program

CBS No: CBS-5492

Project Name: Ohukai Road Sidewalk Improvements

Department: Department of Public Works

District: Kihei-Makena

Project Type: Road Improvements

Anticipated Life: 30 Yrs

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	600,000	0	0	0	0	0	600,000

## PROJECT DESCRIPTION

Construct approximately 0.3 miles of sidewalk at various locations on Ohukai Rd to provide continuous sidewalk between Kaiola Pl and S. Kihei Rd.

## PROJECT JUSTIFICATION

Kihei is an older community developed under primarily rural standards in the 1960's through 1980's. As land users have grown to support commercial, industrial, visitor industries and more dense residential areas, transportation infrastructure has not kept up, especially in the area of non-motorized modes.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operations anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	600,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2020	09/30/2020	600,000
Total Capital Project Costs			600,000

Total O&M Costs 0

Total Capital & Operating Costs 600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	600,000
Total Funding Requirements	600,000

## Capital Improvement Program

CBS No: CBS-5515

Project Name: South Kihei Road Pavement Rehabilitation

Department: Department of Public Works

District: Kihei-Makena

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	250,000	6,105,000	0	0	0	0	6,355,000

## PROJECT DESCRIPTION

Design and permitting of pavement resurfacing and reconstruction at South Kihei Road, between Lipoa Street and Auhana Road.

## PROJECT JUSTIFICATION

The pavement is in poor condition and exhibits a high level of fatigue cracking. If ignored, motorists will continue to experience poor ride quality and wear on vehicles.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.</p> <p>Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.</p>	<p>A Suitable Public Infrastructure</p> <p>An Efficient, Effective, and Responsive Government</p> <p>A Prepared, Safe, and Liveable County</p>

## Operating Impact Narrative



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	250,000	0	0	0	0	0
New Construction	FD	0	0	4,244,000	0	0	0	0
New Construction	HF	0	0	1,061,000	0	0	0	0
Other	FD	0	0	96,000	0	0	0	0
Other	HF	0	0	704,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/31/2019	12/31/2020	250,000
New Construction	02/01/2021	12/31/2022	5,305,000
Other	02/01/2021	12/31/2022	800,000
Total Capital Project Costs			6,355,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 6,355,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	4,340,000
Highway Fund	2,015,000
Total Funding Requirements	6,355,000

## Capital Improvement Program

CBS No: CBS-3194

Project Name: Pukalani Terrace Subdivision Pavment Reconstruction

Department: Department of Public Works

District: Makawao-Pukalani-Kula

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	1,000,000	2,000,000	2,000,000	2,000,000	2,000,000	0	0	8,000,000

## PROJECT DESCRIPTION

Reconstruct existing pavement.

## PROJECT JUSTIFICATION

The base course on the roads throughout the Pukalani Terrace Subdivision has failed and is not suitable to support a new pavement layer. The existing roadways need to be reconstructed with new base course and cannot be resurfaced.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface. Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No significant impact to staffing or operations anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	2,000,000	0	0	0	0	0
New Construction	HF	0	0	2,000,000	2,000,000	2,000,000	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	10/01/2018	12/31/2023	8,000,000
Total Capital Project Costs			8,000,000

Total O&M Costs 0

Total Capital & Operating Costs 8,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,000,000
Highway Fund	6,000,000
Total Funding Requirements	8,000,000

## Capital Improvement Program

CBS No: CBS-5511

Project Name: Iolani St., Loha St., Iolani St., and Makani Rd. Pavement Rehabilitation

Department: Department of Public Works

District: Makawao-Pukalani-Kula

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	400,000	4,696,000	0	0	0	0	5,096,000

## PROJECT DESCRIPTION

Resurface/reconstruct Iolani St., Loha St., Iolani St., and Makani Rd. with improvements to include pavement rehabilitation, striping and marking, signage and safety improvements. Project involves consultant design, construction, construction management and land acquisition.

## PROJECT JUSTIFICATION

Existing pavement structure has deteriorated and needs to be replaced. Delays to repairs will result in ultimate failure of roadway superstructure, leading to catastrophic failure of pavement structural section.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	400,000	0	0	0	0	0
New Construction	FD	0	0	3,265,000	0	0	0	0
New Construction	HF	0	0	817,000	0	0	0	0
Other	FD	0	0	74,000	0	0	0	0
Other	HF	0	0	540,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2023	400,000
New Construction	07/01/2020	12/31/2022	4,082,000
Other	07/01/2020	12/31/2023	614,000
Total Capital Project Costs			5,096,000

Total O&M Costs 0

Total Capital & Operating Costs 5,096,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	3,339,000
General Obligation Fund	400,000
Highway Fund	1,357,000
Total Funding Requirements	5,096,000

## Capital Improvement Program

CBS No: CBS-1066

Project Name: Kaupakalua Road Pavement Reconstruction

Department: Department of Public Works

District: Paia-Haiku

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
2,160,615	0	7,781,000	0	0	0	0	0	7,781,000

## PROJECT DESCRIPTION

Resurface/reconstruct Kaupakalua Road with improvements to include pavement rehabilitation, striping and marking, signage and safety improvements. Project involves consultant design, construction, construction management and land acquisition.

## PROJECT JUSTIFICATION

Existing pavement structure deteriorated and needs to be replaced. Delays to repairs will result in ultimate failure of roadway superstructure, leading to catastrophic failure of pavement structural section.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.</p> <p>Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.</p> <p>Objective 2.2: Ensure compliance with County standard details and specifications.</p>	<p>A Suitable Public Infrastructure</p> <p>A Prepared, Safe, and Liveable County</p>

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	FD	0	5,412,000	0	0	0	0	0
New Construction	GB	0	1,353,000	0	0	0	0	0
Other	FD	0	122,000	0	0	0	0	0
Other	GB	0	894,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	05/01/2016	02/01/2018	0
New Construction	02/01/2019	12/01/2020	6,765,000
Other	07/01/2017	12/31/2020	0
Other	02/01/2020	12/01/2020	1,016,000
Total Capital Project Costs			7,781,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 7,781,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	5,534,000
General Obligation Fund	2,247,000
Highway Fund	0
Total Funding Requirements	<u>7,781,000</u>



## Capital Improvement Program

CBS No: CBS-4597

Project Name: Haiku Road Guardrail and Shoulder Improvements

Department: Department of Public Works

District: Paia-Haiku

Project Type: Road Improvements

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	300,000	200,000	0	0	0	0	0	200,000

## PROJECT DESCRIPTION

Three locations on Haiku Road are in need of guardrail work. One guardrail section needs to be installed and two guardrail sections need to be replaced. All three locations will require widening to provide two (2) feet of shoulder from the guardrail sections to the top of slope as well as slope stabilization.

## PROJECT JUSTIFICATION

Enhance safety along Haiku Road with the shoulder and guardrail improvements.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.  
Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government  
A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	200,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	06/30/2021	200,000
Total Capital Project Costs			200,000

Total O&M Costs 0

Total Capital & Operating Costs 200,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	200,000
Total Funding Requirements	200,000

## Capital Improvement Program

CBS No: CBS-5507

Project Name: Certification of Levees and Additional Work for Levee No. 27

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Drainage

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	380,000	0	500,000	0	0	0	880,000

## PROJECT DESCRIPTION

Design of repairs to a concrete boulder fill at an existing levee along the Wailuku River. The repairs are necessary for the levees to be FEMA certified.

## PROJECT JUSTIFICATION

The levees at Wailuku River must be recognized by FEMA in order for the levees to be shown on the Flood Insurance Rate Maps. These maps delineate special flood hazard areas and risk premium zones. The recognition of the levees will directly affect the area residents and business in the determination of flood insurance requirements, as well as restore the required level of flood protection for this area of Wailuku.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Maintain and Enhance Functional and Sustainable Roads, Bridges, and Drainage Facilities	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	380,000	0	0	0	0	0
New Construction	GB	0	0	0	500,000	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	380,000
New Construction	07/01/2021	03/31/2022	500,000
Total Capital Project Costs			880,000

Total O&M Costs 0

Total Capital & Operating Costs 880,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	880,000
Total Funding Requirements	880,000

## Capital Improvement Program

CBS No: CBS-5508

Project Name: Wailuku Heights Drainline and Outlet Repair

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Drainage

Anticipated Life: 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	1,000,000	0	0	0	0	0	1,000,000

## PROJECT DESCRIPTION

Repair an existing drainage system within a Wailuku Heights easement that discharges into an irrigation reservoir below.

## PROJECT JUSTIFICATION

The drainline is deteriorated and there is severe erosion around an existing manhole at the irrigation reservoir.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.  
Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.  
Objective 2.2: Ensure compliance with County standard details and specifications.

## Operating Impact Narrative

No significant impact to staffing or operations anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	1,000,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	03/01/2020	08/31/2020	1,000,000
Total Capital Project Costs			1,000,000

Total O&M Costs 0

Total Capital & Operating Costs 1,000,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,000,000
Total Funding Requirements	1,000,000

## Capital Improvement Program

CBS No: CBS-3579

Project Name: Kalana Pakui Building AC Replacement

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 30 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	600,000	0	0	0	0	0	600,000

## PROJECT DESCRIPTION

Replace old and obsolete air conditioning system at the Kalana Pakui Building.

## PROJECT JUSTIFICATION

The existing air conditioning system at the Kalana Pakui building is over 20 years old and in poor condition past their life expectancy. The condenser sections are corroded beyond repair and therefore the entire units require replacements. The existing system is also currently utilizing R-22 refrigerant which is now obsolete and therefore need to be replaced with R-410A or R-134 refrigerant. Therefore, all condensing units, fan coil units, and refrigerant piping all require replacement to meet current systems and standards.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #7: Maintain Highly Functional and Sustainable Facilities.  
Objective 7.3: Repair and maintain County facilities (Kalana O Maui Building, its annex including the Old Wailuku Post Office, Hana and Molokai Civic Centers, the Old Wailuku Courthouse, and all Veterans and County cemeteries) to maximize lifespan and minimize capital improvements.

An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	600,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	06/01/2019	12/31/2020	600,000
Total Capital Project Costs			600,000

Total O&M Costs 0

Total Capital & Operating Costs 600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	600,000
Total Funding Requirements	600,000

## Capital Improvement Program

CBS No: CBS-5025

Project Name: Kalana O Maui Fire Sprinkler System, Phase 2

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	450,000	0	0	0	0	0	450,000

## PROJECT DESCRIPTION

Installation of fire sprinkler system for the 8th floor of the County building.

## PROJECT JUSTIFICATION

The work is needed to complete the fire sprinkler system for the County building to meet current codes.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #4: Provide maintenance services to county facilities and equipment under department's jurisdiction so that all facilities are safe and attractive.	An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact on staffing or operating budget anticipated .

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	50,000	0	0	0	0	0
New Construction	GB	0	400,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2018	12/31/2019	50,000
New Construction	07/01/2018	12/31/2019	400,000
Total Capital Project Costs			450,000
Total O&M Costs			0
Total Capital & Operating Costs			450,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	450,000
Total Funding Requirements	450,000



## Capital Improvement Program

CBS No: CBS-5505

Project Name: Wailuku Baseyard Wash Rack

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	150,000	500,000	0	0	0	0	650,000

**PROJECT DESCRIPTION**

Installation of self-contained wash rack facility in the Wailuku baseyard with an oil/water separator apparatus and high-pressure clean water recovery system. The facility will have a concrete floor and an overhead roof to facilitate vehicle washing free of storm water impacts. The floor of the facility will be 40 feet by 60 feet with approximately 20 foot high overhead structure. The concrete floor will accommodate the wash rack catch basin 4' x 4' to a depth of about 18". The wash rack floor will have drain lines, return lines, and electrical lines below grade to the portable pressure washing apparatus about 10 feet away. A vehicle hydraulic lift will be installed in order to wash off the salt from the underside of the vehicles.

**PROJECT JUSTIFICATION**

The County of Maui Department of Public Works (DPW) has the responsibility of managing and maintaining a fleet of approximately 1000 vehicles and equipment with a value in excess of \$40,000,000. This includes Public Safety and Maintenance equipment in Environmental Management, Parks, Human Concerns, and Public Works. A self-contained wash rack will not only accommodate light duty vehicles but heavy equipment as well. As the DPW fleet operates throughout central Maui and in close proximity to the ocean, all vehicles are regularly exposed to salty air as well as salty humidity and dew. These environmental factors contribute to the acceleration of vehicle corrosion and damage. A wash rack in the Wailuku Baseyard will also provide periodic services to Makawao, Lahaina, and Hana Districts. Fleet vehicles and heavy equipment operating in harsh coastal environments require periodic and thorough washing to reduce the cost of maintenance and extend the life of the trucks and heavy equipment by removing salt and dirt accumulation from the bodies, suspension, and drive train.

Dirt from roads, construction, grease and oil, brake dust, and other grime can build up on equipment and when removed during vehicle wash within a wash rack facility, contaminants are contained and filtered prior to entering the environment to prevent pollutants from seeping to above and below-ground water or into the storm drain.

Proper wash rack systems also allow water recycling for reuse.

## Capital Improvement Program

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Garage Services Program Goal: Provide services and maintain County vehicles and equipment to support long-term sustainability.

## Operating Impact Narrative

No impact on staffing but will increase utility usage for the facility including electric and water.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GF	0	150,000	0	0	0	0	0
New Construction	GF	0	0	500,000	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	07/01/2019	12/31/2020	150,000	General Fund	650,000
New Construction	07/01/2019	12/31/2020	500,000	Total Funding Requirements	650,000
Total Capital Project Costs			650,000		
Total O&M Costs			0		
Total Capital & Operating Costs			650,000		

## Capital Improvement Program

CBS No: CBS-5517

Project Name: Kalana O Maui 2nd Floor Deck Repair  
Above Emergency Management Agency

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	600,000	0	0	0	0	0	600,000

## PROJECT DESCRIPTION

Repair of concrete deck to include removal of existing 3" thick textured aggregate finish, installation of a waterproofing membrane on top the concrete slab, and replace with new 3" thick textured concrete finished to match existing.

## PROJECT JUSTIFICATION

Water penetrates through the top 3" textured aggregate finish and ultimately finding its way down to cracks within the concrete section of the deck. As a result, water leaks down into the Civil Defense offices causing water damages. This project will prevent the water from penetrating the deck hence eliminating water leaks into the Civil Defense offices.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #7: Maintain Highly Functional and Sustainable Facilities. Objective 7.3: Repair and maintain County facilities (Kalana O Maui Building, its annex including the Old Wailuku Post Office, Hana and Molokai Civic Centers, the Old Wailuku Courthouse, and all Veterans and County cemeteries) to maximize lifespan and minimize capital improvements.	An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	50,000	0	0	0	0	0
Renovations	GB	0	550,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	50,000
Renovations	07/01/2019	12/31/2020	550,000
Total Capital Project Costs			600,000

Total O&M Costs 0

Total Capital & Operating Costs 600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	600,000
Total Funding Requirements	600,000

## Capital Improvement Program

CBS No: CBS-5518

Project Name: Emergency Management Office  
Renovation

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	500,000	0	0	0	0	0	500,000

## PROJECT DESCRIPTION

Remove/install new walls to modify office and Emergency Operating Center (EOC) layout. Work includes electrical, air conditioning, lighting, and ceiling modifications. Also includes the installation of double glass door in the loading dock area to provide a safe corridor for staff entering or leaving the office.

## PROJECT JUSTIFICATION

The current layout of the office/EOC is very congested and creates a hindrance for a safe and efficient operation during a disaster situation.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal #7: Maintain Highly Functional and Sustainable Facilities. Objective 7.3: Repair and maintain County facilities (Kalana O Maui Building, its annex including the Old Wailuku Post Office, Hana and Molokai Civic Centers, the Old Wailuku Courthouse, and all Veterans and County cemeteries) to maximize lifespan and minimize capital improvements.	An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	75,000	0	0	0	0	0
Renovations	GB	0	425,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	75,000
Renovations	07/01/2019	12/31/2020	425,000
Total Capital Project Costs			500,000

Total O&M Costs 0

Total Capital & Operating Costs 500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	500,000
Total Funding Requirements	500,000



## Capital Improvement Program

CBS No: CBS-1018

Project Name: Waiale Road Improvements at Waiinu Road

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	150,000	100,000	2,290,000	0	0	0	0	2,390,000

## PROJECT DESCRIPTION

Intersection improvements to relieve congestion, roadway and pavement widening, pedestrian and bike improvements.

## PROJECT JUSTIFICATION

Relieve congestion, accessibility and safety improvements.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

No impact on staffing or operating budget anticipated.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	HF	0	100,000	0	0	0	0	0
New Construction	FD	0	0	1,832,000	0	0	0	0
New Construction	HF	0	0	458,000	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/03/2020	09/30/2021	100,000
Design	09/03/2018	08/30/2019	0
New Construction	10/01/2021	01/30/2022	2,290,000
Planning	09/01/2017	06/29/2018	0
Total Capital Project Costs			2,390,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 2,390,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	1,832,000
General Obligation Fund	0
Highway Fund	558,000
Total Funding Requirements	2,390,000

## Capital Improvement Program

CBS No: CBS-1916

Project Name: Wakea Avenue and Kamehameha Avenue Intersection Improvements

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life: 30 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
218,231	0	250,000	0	2,732,500	0	0	0	2,982,500

## PROJECT DESCRIPTION

Intersection improvements based on findings of a Wakea corridor traffic study.

## PROJECT JUSTIFICATION

Address congestion and accessibility issues. Also to better accommodate bicycle and pedestrians through intersection.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #3: Identify and resolve traffic congestion and safety issues.</p> <p>Objective 3.1 Address capacity and circulation issues by installing additional laneage, Creating acceleration/deceleration turning lanes, providing traffic control devices at major intersections, such as all way stop, traffic signal installation and roundabouts.</p>	<p>A Suitable Public Infrastructure</p> <p>An Efficient, Effective, and Responsive Government</p> <p>A Prepared, Safe, and Liveable County</p> <p>A Healthy and Sustainable Community</p>

## Operating Impact Narrative

No staffing or operational impacts anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	250,000	0	0	0	0	0
New Construction	FD	0	0	0	2,186,000	0	0	0
New Construction	HF	0	0	0	546,500	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	05/31/2022	250,000
New Construction	08/01/2022	03/01/2023	2,732,500
Other	08/01/2018	03/01/2019	0
Total Capital Project Costs			2,982,500

Total O&amp;M Costs 0

Total Capital & Operating Costs 2,982,500

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	2,186,000
General Obligation Fund	250,000
Highway Fund	546,500
Total Funding Requirements	2,982,500

## Capital Improvement Program

CBS No: CBS-1919

Project Name: Waiale Road Improvements (Kaohu St to Waiinu Rd)

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life: 30 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	300,000	600,000	0	0	0	0	0	600,000

## PROJECT DESCRIPTION

Widening of existing pavement, signing and striping improvements

## PROJECT JUSTIFICATION

Improve safety for pedestrians between Kaohu Street and Waiinu Road. School children typically walk on an existing narrow unimproved shoulder.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.	A Suitable Public Infrastructure A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

## Operating Impact Narrative

Operating impact includes debt service payments for principal and interest.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	600,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	0
New Construction	07/01/2020	11/01/2020	600,000
Total Capital Project Costs			600,000
Total O&M Costs			0
Total Capital & Operating Costs			600,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	600,000
Total Funding Requirements	600,000

## Capital Improvement Program

CBS No: CBS-5499

Project Name: Onehee Avenue Improvements

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life: 30

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	200,000	4,600,000	0	0	0	0	4,800,000

## PROJECT DESCRIPTION

Reconstruction of Onehee Avenue to accommodate multiple modes and uses including, sidewalks and/or multi-use paths, street parking, landscaping, traffic calming, accessibility improvements, drainage improvements, and resurfacing.

## PROJECT JUSTIFICATION

Project identified in Bike Plan Hawaii, Central Maui Pedestrian and Bicycle Plan, and community health related groups.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Engineering Division Goal #1 - Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the county's dependence on fossil fuel.

Goal #2 - Provide Routine maintenance by resurfacing, reconstructing, rehabilitating, or preserving county roads and bridges to ensure accessibility and a safe riding surface

A Suitable Public Infrastructure  
A Strong, Diversified Economy  
A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Operating Impact Narrative

Staff will be utilized to conduct public outreach.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	HF	0	100,000	0	0	0	0	0
New Construction	FD	0	0	3,200,000	0	0	0	0
New Construction	HF	0	0	800,000	0	0	0	0
Other	HF	0	0	600,000	0	0	0	0
Planning	GF	0	100,000	0	0	0	0	0

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	05/31/2021	100,000
New Construction	11/01/2021	03/30/2022	4,000,000
Other	11/01/2021	03/30/2022	600,000
Planning	07/01/2019	12/31/2020	100,000
Total Capital Project Costs			4,800,000

Total O&M Costs 0

Total Capital & Operating Costs 4,800,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	3,200,000
General Fund	100,000
Highway Fund	1,500,000
Total Funding Requirements	4,800,000



## Capital Improvement Program

CBS No: CBS-5538

Project Name: Central Maui Sub-Area Transportation Study

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	500,000	0	0	0	0	0	500,000

## PROJECT DESCRIPTION

Regional sub-area transportation study for the Central Maui (Wailuku/Kahului) area.

## PROJECT JUSTIFICATION

State Long Range and Maui MPO Long Range Transportation plans provide recommendations for future regional roadways. A sub area study will look at the area in greater detail in support of the State's and Maui MPO's studies. This study will identify and prioritize transportation solutions for the Wailuku Kahului area, factor in developments and potential future improvements, and guide future transportation system budgets.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal #3: Identify and resolve traffic congestion, circulation and safety issues.

A Suitable Public Infrastructure  
 A Strong, Diversified Economy  
 An Efficient, Effective, and Responsive Government  
 A Prepared, Safe, and Liveable County  
 A Healthy and Sustainable Community

## Operating Impact Narrative

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Planning	FD	0	400,000	0	0	0	0	0
Planning	GF	0	100,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Planning	07/01/2019	06/30/2021	500,000
Total Capital Project Costs			500,000
Total O&M Costs			0
Total Capital & Operating Costs			500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	400,000
General Fund	100,000
Total Funding Requirements	500,000

## Capital Improvement Program

CBS No: CBS-2315

Project Name: Napili 4/5 Culvert at Lower Honoapiilani Road

Department: Department of Public Works

District: West Maui

Project Type: Drainage

Anticipated Life: 40 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	3,910,000	0	0	0	0	0	3,910,000

## PROJECT DESCRIPTION

Repair culvert abutment wall. Extend existing culvert or replace culverts to widen road for pedestrian crossing.

## PROJECT JUSTIFICATION

Existing abutment wall has severely eroded. If left in its current condition, Lower Honoapiilani Road will be undermined and the road will fail. The culvert needs to be extended to widen the existing road and continue the existing sidewalk that currently ends at the culvert.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Provide routine maintenance by resurfacing, reconstructing, rehabilitating or preserving county roads and bridges to ensure accessibility and a safe riding surface.</p> <p>Objective 1: 1. Rehabilitate and maintain county road and bridge infrastructure on a regular basis to maximize lifespan of such infrastructure.</p>	<p>A Suitable Public Infrastructure</p> <p>An Efficient, Effective, and Responsive Government</p> <p>A Prepared, Safe, and Liveable County</p> <p>A Healthy and Sustainable Community</p>

## Operating Impact Narrative

No Impact on staffing or operating budget anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	GB	0	3,400,000	0	0	0	0	0
Other	GB	0	510,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2019	12/31/2020	3,400,000
Other	07/01/2019	12/31/2020	510,000
Total Capital Project Costs			3,910,000

Total O&M Costs 0

Total Capital & Operating Costs 3,910,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	3,910,000
Total Funding Requirements	3,910,000

## Capital Improvement Program

CBS No: CBS-5514

Project Name: West Maui Drainline Assessment

Department: Department of Public Works

District: West Maui

Project Type: Drainage

Anticipated Life:



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	500,000	0	0	0	0	0	500,000

## PROJECT DESCRIPTION

Design services needed to clean and assess drainage systems in residential subdivisions throughout West Maui.

## PROJECT JUSTIFICATION

The interior condition of the County's drainlines needs to be assessed in order to program repair and replacement projects.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.</p> <p>Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.</p>	<p>A Suitable Public Infrastructure</p> <p>A Prepared, Safe, and Liveable County</p>

## Operating Impact Narrative

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	500,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	500,000
Total Capital Project Costs			500,000

Total O&M Costs 0

Total Capital & Operating Costs 500,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	500,000
Total Funding Requirements	500,000

## Capital Improvement Program

CBS No: CBS-1040

Project Name: Kahana Nui Bridge Replacement

Department: Department of Public Works

District: West Maui

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	3,725,000	0	0	0	0	0	3,725,000

**PROJECT DESCRIPTION**

Immediate replacement due to insufficient hydraulic capacity and advanced deterioration of concrete bridge structure. An Environmental Assessment was previously done for this project.

**PROJECT JUSTIFICATION**

Existing bridge is located within Lower Honoapiilani Road Phase IV project limits and is structurally deficient.

**STRATEGIC PLAN ALIGNMENT**

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.</p> <p>Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.</p> <p>Objective 2.2: Ensure compliance with County standard details and specifications.</p>	<p>A Suitable Public Infrastructure</p> <p>A Prepared, Safe, and Liveable County</p> <p>A Healthy and Sustainable Community</p>

**Operating Impact Narrative**

Operating impact includes debt service payments for principal and interest.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	FD	0	2,590,000	0	0	0	0	0
New Construction	GB	0	648,000	0	0	0	0	0
Other	FD	0	59,000	0	0	0	0	0
Other	GB	0	428,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	02/01/2019	02/01/2021	3,238,000
Other	12/01/2019	07/01/2021	487,000
Total Capital Project Costs			3,725,000

Total O&amp;M Costs 0

Total Capital & Operating Costs 3,725,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	2,649,000
General Obligation Fund	1,076,000
Total Funding Requirements	3,725,000



## Capital Improvement Program

CBS No: CBS-2308

Project Name: Papalaua Street Traffic Signal Improvements at Wainee Street

Department: Department of Public Works

District: West Maui

Project Type: Road Improvements

Anticipated Life: 30 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	2,187,000	0	0	0	0	0	2,187,000

## PROJECT DESCRIPTION

Upgrade of traffic signal at Papalaua Street and Wainee Street in Lahaina.

## PROJECT JUSTIFICATION

Signal currently uses outdated controller and continually generates trouble calls. Upgrade will provide alternative vehicle detection methods to allow detection of bicycles and motorcycles, upgrade controller to allow communication with signal technicians, explore use of adaptive controls. Construction will be pursued in a future fiscal year.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Engineering Program: Goal 1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure which will promote health and wellness and reduce the County's dependence on fossil fuel. Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

## Countywide Priority Results

A Suitable Public Infrastructure  
 An Efficient, Effective, and Responsive Government  
 A Prepared, Safe, and Liveable County  
 A Healthy and Sustainable Community

## Operating Impact Narrative

No significant impacts to staffing anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	FD	0	1,520,000	0	0	0	0	0
New Construction	GB	0	380,000	0	0	0	0	0
Other	FD	0	35,000	0	0	0	0	0
Other	GB	0	252,000	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2019	09/01/2019	1,900,000
Other	07/01/2020	12/31/2020	287,000
Total Capital Project Costs			2,187,000

Total O&M Costs 0

Total Capital & Operating Costs 2,187,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	1,555,000
General Obligation Fund	632,000
Total Funding Requirements	2,187,000

## Capital Improvement Program

CBS No: CBS-5509

Project Name: Lower Honoapiilani Road Erosion at Kaopala Bay

Department: Department of Public Works

District: West Maui

Project Type: Road Improvements

Anticipated Life: N/A



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	600,000	0	0	3,000,000	0	0	3,600,000

## PROJECT DESCRIPTION

Evaluation of shoreline protection and managed retreat options at Lower Honoapiilani Road at Kaopala Bay. Scope of work will also include design and permitting of preferred alternative.

## PROJECT JUSTIFICATION

Erosion due to wave activity and elevated sea levels will soon compromise the integrity of the roadway at this location. Lower Honoapiilani Road is a major urban collector road and an alternate route to Honoapiilani Highway. This segment of road also serves as a corridor for residential points of access, bus service, pedestrian traffic, beach access, and numerous main water and sewer lines. It offers important coastal access for police, fire and rescue emergency services.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
<p>Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.</p> <p>Objective 2.1: Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs.</p>	<p>A Suitable Public Infrastructure</p> <p>A Prepared, Safe, and Liveable County</p>

## Operating Impact Narrative

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	600,000	0	0	0	0	0
New Construction	HF	0	0	0	0	3,000,000	0	0

## Schedule of Activities

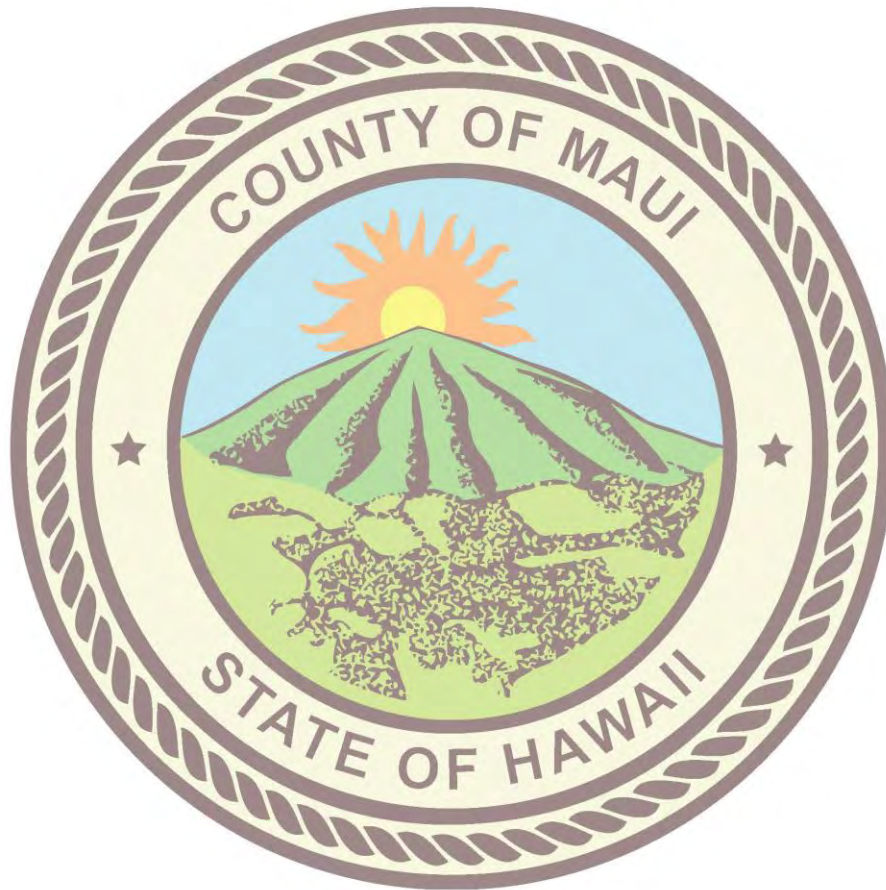
Activity	Start	End	Amount
Design	07/01/2019	12/31/2021	600,000
New Construction	07/01/2023	12/31/2024	3,000,000
Total Capital Project Costs			3,600,000

Total O&M Costs 0

Total Capital & Operating Costs 3,600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	600,000
Highway Fund	3,000,000
Total Funding Requirements	3,600,000



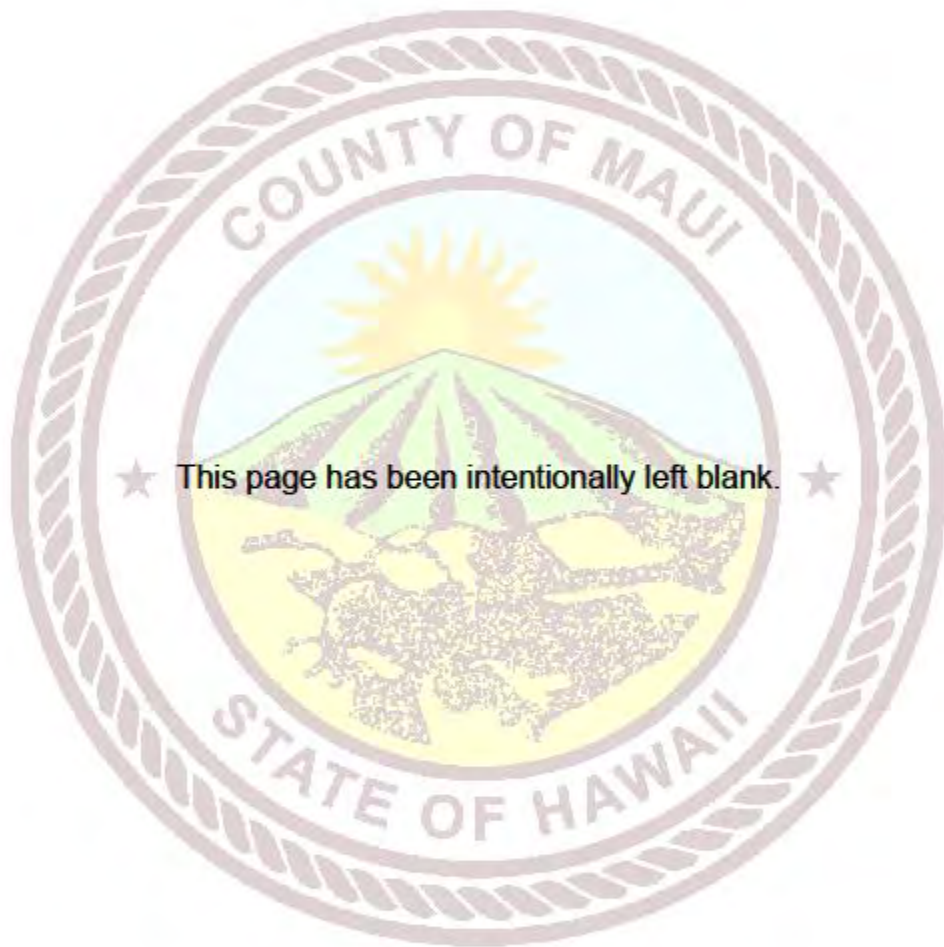
*Transportation*

---

# Transportation

---





★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2020	2021-2025	6-Yr Total
Countywide	Other Projects	CBS-1039	Bus Stops and Shelters	GB	0	3,000	3,000
				GF	200	0	200
				HF	0	0	0
Total: Department of Transportation					200	3,000	3,200

## FUNDING SOURCE SUMMARY

GB	0	3,000	3,000
GF	200	0	200
HF	0	0	0

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.



## Capital Improvement Program

CBS No: CBS-1039

Project Name: Bus Stops and Shelters

Department: Department of Transportation

District: Countywide

Project Type: Other Projects

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
7,305,870	0	200,000	600,000	600,000	600,000	600,000	600,000	3,200,000

## PROJECT DESCRIPTION

This project is to continue the implementation of infrastructure construction to provide safe, comfortable and convenient transit facilities for the safety of the members of the community who use public transportation.

Bus stops are reviewed to determine if it meets the minimum qualifications for a bus stop improvement. The improvement is either installing a bus stop shelter with transit amenities or making site improvements for ADA compliance which may or may not include benches, solar lighting or other transit amenities. Based on Maui Bus Stop Planning and Design Services study done by KFH Group, bus stops with ridership equaling or exceeding 25 boardings per day are priority candidates for new shelters.

## PROJECT JUSTIFICATION

This project will help remove barriers and possible risks associated with bus stops and increase the overall ridership of public transit. The infrastructure will also address the ADA requirements that are needed at the existing bus stops. The cost of improving each bus stop will vary based on its unique set of conditions.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

The legislative directives that have helped to frame the County of Maui Department of Transportation strategies are taken directly from the County Charter, the County of Maui Short Range Transit Plan, the Focus Maui Nui priority to improve transportation by working to reduce traffic, improve goals, and/or adopt public transportation and also the Key Priorities established by the Mayor which are to provide suitable public infrastructure and provide for a prepared, safe and livable county.

## Countywide Priority Results

A Prepared, Safe, and Liveable County  
A Healthy and Sustainable Community

## Capital Improvement Program

## Operating Impact Narrative

Overall, this would add to the departments operations budget which would include maintenance and repair. Operating impact includes debt service payments for principal and interest.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	GB	0	0	200,000	200,000	200,000	200,000	200,000
Design	GF	0	200,000	0	0	0	0	0
New Construction	GB	0	0	400,000	400,000	400,000	400,000	400,000

## Schedule of Activities

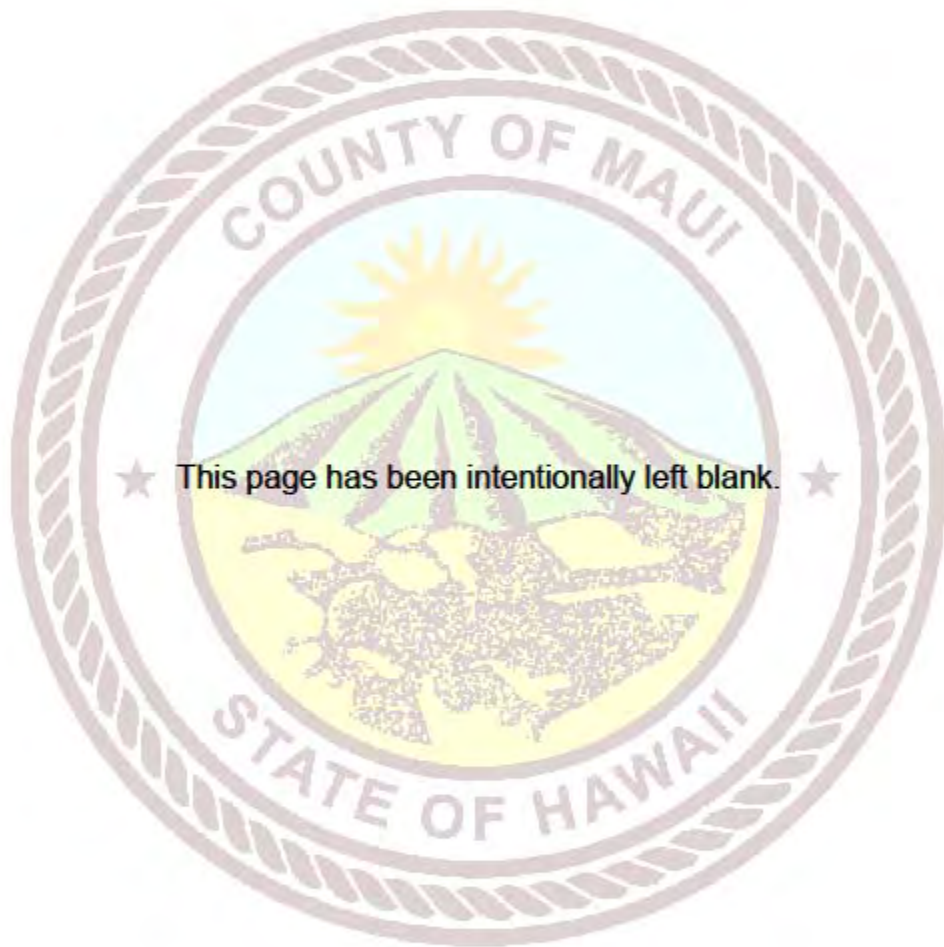
Activity	Start	End	Amount
Design	07/01/2013	12/31/2025	1,200,000
New Construction	07/01/2013	12/31/2025	2,000,000
Total Capital Project Costs			3,200,000

Total O&M Costs 965,124

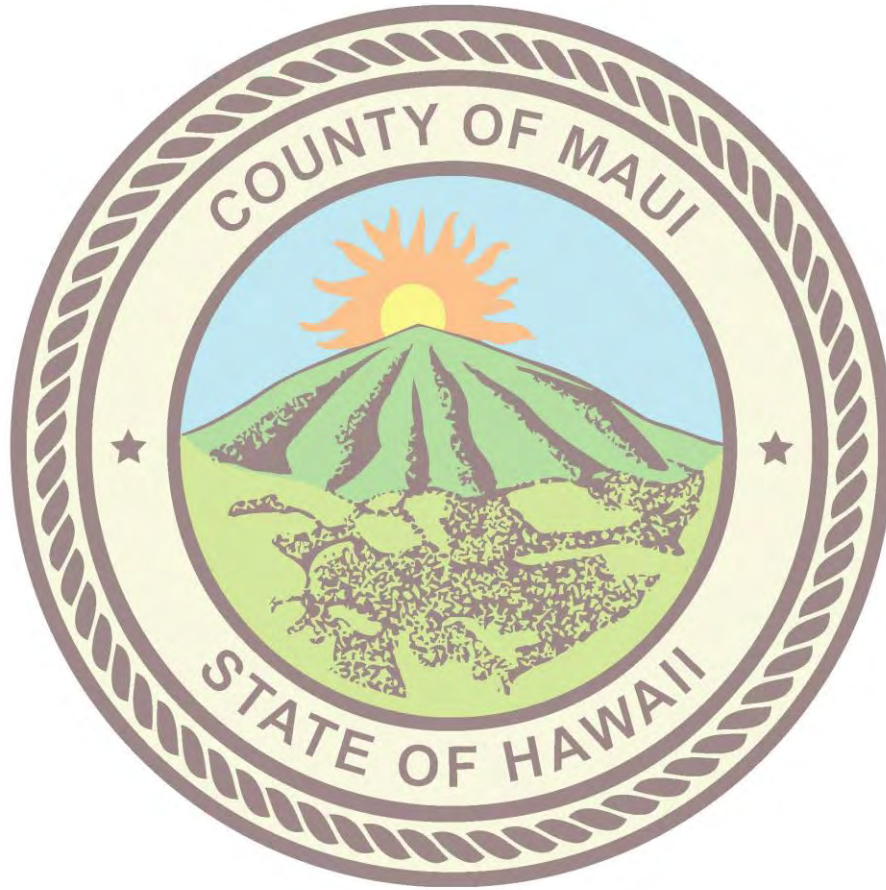
Total Capital & Operating Costs 4,165,124

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	200,000
General Obligation Fund	3,000,000
Highway Fund	0
Total Funding Requirements	<u>3,200,000</u>



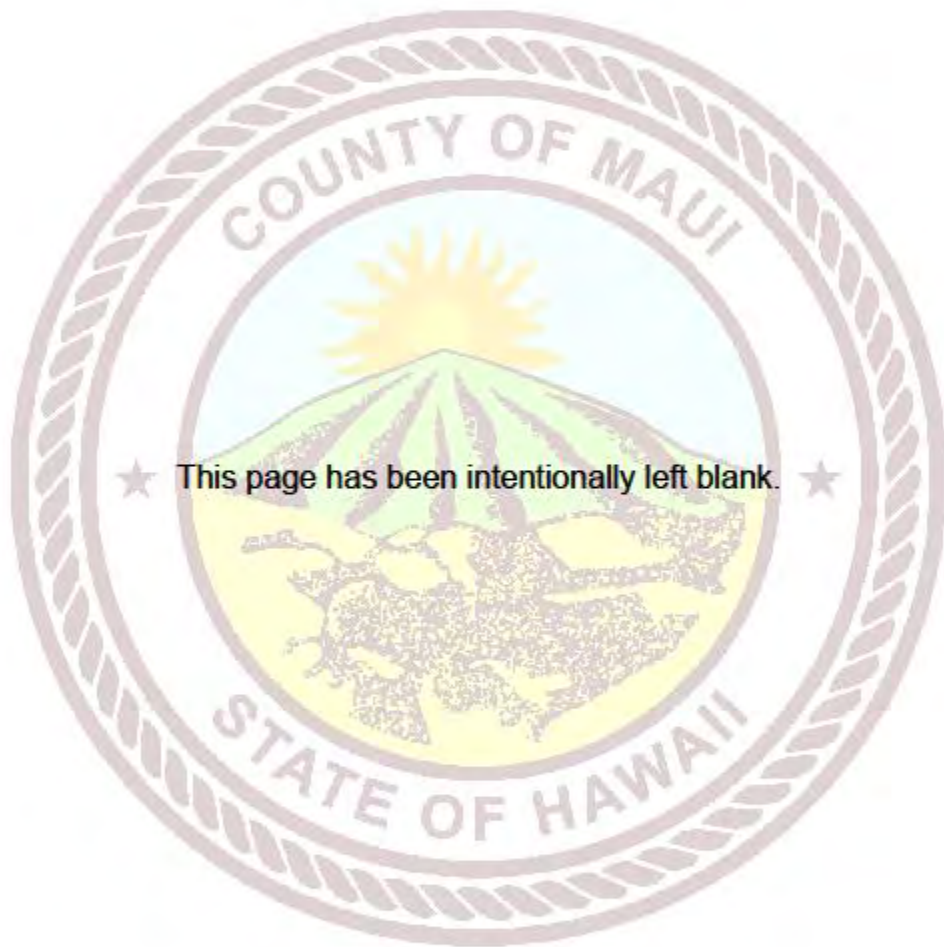
★ This page has been intentionally left blank. ★



---

# *Water Supply*

---



★ This page has been intentionally left blank. ★

## Capital Improvement Program

## Project Detail by Department

District	Project Type	CBS No	Project Name	Fund	\$ in 1000's		
					Fiscal Year		
					2020	2021-2025	6-Yr Total
Countywide	Water Supply	CBS-1075	Countywide Facility Improvements	WR	0	0	0
				WU	3,320	37,100	40,420
		CBS-2299	Countywide Upgrades and Replacements	WR	0	0	0
				WU	7,180	27,150	34,330
		CBS-4615	Countywide Water System Modification	WU	350	2,500	2,850
Makawao-Pukalani-Kula		CBS-1106	Upcountry Reliable Capacity	SRF	0	0	0
				WR	0	0	0
				WU	500	41,100	41,600
Wailuku-Kahului		CBS-1102	Central Maui Reliable Capacity	WU	3,000	10,950	13,950
West Maui		CBS-1092	West Maui Reliable Capacity	SRF	0	0	0
				WR	0	15,900	15,900
				WU	5,650	8,000	13,650
<b>Total: Department of Water Supply</b>					<b>20,000</b>	<b>142,700</b>	<b>162,700</b>

## FUNDING SOURCE SUMMARY

SRF	0	0	0
WR	0	15,900	15,900
WU	20,000	126,800	146,800

NOTE: PROJECT SHEETS ARE INCLUDED ONLY FOR PROJECTS WITH FY 2020 FUNDING.



## Capital Improvement Program

CBS No: CBS-1075

Project Name: Countywide Facility Improvements

Department: Department of Water Supply

District: Countywide

Project Type: Water Supply

Anticipated Life: 10 to 15 (pumps)/25 (electrical upgrade)/50 (tanks/pipes)



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
6,896,803	4,350,000	3,320,000	8,650,000	6,350,000	9,000,000	7,100,000	6,000,000	40,420,000

## PROJECT DESCRIPTION

The Countywide Facilities Improvements project supports improvements that address critical infrastructure and facility issues. FY2020 anticipated projects include:

- 1) Improvements at booster pump station sites. Anticipated projects include: Piiholo WTP Sludge Lagoon Booster Pump & MCC Upgrades;
- 2) Improvements at water treatment plant (WTP) sites. Anticipated projects include: Kamole WTP Clearwell Tank Structural Repairs; Lahaina WTP 1MG Tank Refurbishment; Tree clearing along the raw water line serving the Piiholo WTP; Olinda WTP Septic System;
- 3) Improvements at water tank sites. Anticipated projects include: Wailea Tank #2 (Diamond Resorts Tank) Refurbishment,
- 4) Sanitary Survey deficiencies issued by the State Department of Health, Safe Drinking Water Branch (DOH-SDWB) that require corrective action be initiated or completed in FY2020;
- 5) Funding may also be used for prior funded fiscal year projects under design and/or construction that support critical infrastructure and facility issues.

## PROJECT JUSTIFICATION

The Countywide Facilities are necessary to address critical infrastructure and facility issues to insure reliable and efficient water service to customers, and address Sanitary Survey deficiencies.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal: Ensure facilities meet future needs. Objective(s): Minimize adverse impacts to the water system.	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact is anticipated.



## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WU	250,000	220,000	1,100,000	550,000	700,000	300,000	0
New Construction	WU	3,900,000	3,100,000	7,550,000	5,800,000	8,300,000	6,800,000	6,000,000
New Constrction	WR	200,000						

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2023	0
Design	07/01/2017	12/31/2023	2,870,000
New Construction	07/01/2017	12/31/2023	37,550,000
Total Capital Project Costs			40,420,000

Total O&M Costs 0

Total Capital & Operating Costs 40,420,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Restricted	0
Water Supply Fund - Unrestricted	40,420,000
Total Funding Requirements	40,420,000

## Capital Improvement Program

CBS No: CBS-2299

Project Name: Countywide Upgrades and Replacements

Department: Department of Water Supply

District: Countywide

Project Type: Water Supply

Anticipated Life: 10 to 15 years (pumps); 25 years (electrical); 50 years (piping, tanks, structures)



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
9,662,843	1,100,000	7,180,000	2,500,000	7,600,000	6,550,000	9,000,000	1,500,000	34,330,000

## PROJECT DESCRIPTION

The Countywide Upgrades and Replacements project supports improvements that will sustain the reliable operation of existing water infrastructure or mitigate inadequacies for existing and future demand. FY2020 anticipated projects include:

- 1) Upgrade and replacement of infrastructure at water treatment facilities. Anticipated projects include: Mahinahina Water Treatment Plant Backwash Tank Replacement and Mahinahina Water Treatment Plant Ultra-Violet (UV) System Addition;
- 2) Upgrade and replacement of well motors and pumps. Anticipated projects include: Kaupakalua Well, Kepaniwai Well, Kualapuu Well, and North Waihee Well #1 Well;
- 3) Upgrade and replacement of booster pump station motors and pumps. Anticipated projects include: North Waihee Booster Pump Station and Wailea Tank #2 Booster Pump Station;
- 4) Upgrade and replacement of motor control centers (MCC), electrical systems, SCADA systems. Anticipated projects include: Kaupakalua Well & Booster Pump Station, Waipuka Well, and Kanaha Well;
- 5) Installation of emergency generators at facilities. Anticipated projects include: Waipuka Wells

Funding may also be used for unforeseen circumstances for prior funded fiscal year projects under design and/or construction that supports improvements that will sustain the reliable operation of existing water infrastructure or mitigate inadequacies of existing water infrastructure.

## PROJECT JUSTIFICATION

The Countywide Upgrades and Replacements are necessary to provide water for existing and future demands, provide reliable and efficient service, and prevent any potential health and safety issues.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

## Countywide Priority Results

Goal: Ensure facilities meet future needs.

Objectives: Minimize adverse impacts to the water system.

A Suitable Public Infrastructure

An Efficient, Effective, and Responsive Government

## Capital Improvement Program

## Operating Impact Narrative

No impact is anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WU	400,000	1,180,000	1,000,000	500,000	350,000	4,500,000	0
New Construction	WU	0	6,000,000	1,500,000	7,100,000	6,200,000	4,500,000	1,500,000
Design	WR	200,000	0	0	0	0	0	0
New Construction	WR	500,000	0	0	0	0	0	0

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2023	0
Design	07/01/2017	12/31/2025	7,530,000
New Construction	07/01/2017	12/31/2023	26,800,000
Total Capital Project Costs			34,330,000

Total O&M Costs 0

Total Capital & Operating Costs 34,330,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Restricted	0
Water Supply Fund - Unrestricted	34,330,000
Total Funding Requirements	34,330,000

## Capital Improvement Program

CBS No: CBS-4615

Project Name: Countywide Water System Modification

Department: Department of Water Supply

District: Countywide

Project Type: Water Supply

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
0	0	350,000	500,000	500,000	500,000	500,000	500,000	2,850,000

## PROJECT DESCRIPTION

The Countywide Water System Modification supports all CIP projects, including prior fiscal year, ensuing fiscal year, and emergency projects to efficiently provide clean and safe drinking water to customers. An effective CIP program demands an ability to respond to unanticipated planning, design, and construction issues in a timely manner.

## PROJECT JUSTIFICATION

Funding of unanticipated planning, design, and construction issues in a timely manner is critical to prevent project delays and potential added cost due to delays in funding.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

## Operating Impact Narrative

No impact is anticipated.

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
New Construction	WU	0	350,000	500,000	500,000	500,000	500,000	500,000

## Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2017	12/31/2023	2,850,000
Total Capital Project Costs			2,850,000

Total O&M Costs 0

Total Capital & Operating Costs 2,850,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Unrestricted	2,850,000
Total Funding Requirements	2,850,000

## Capital Improvement Program

CBS No: CBS-1106

Project Name: Upcountry Reliable Capacity

Department: Department of Water Supply

District: Makawao-Pukalani-Kula

Project Type: Water Supply

Anticipated Life: 10-15 years (pumps); 25 years (electrical)



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
300,000,000	0	500,000	2,600,000	1,700,000	15,400,000	3,200,000	18,200,000	41,600,000

## PROJECT DESCRIPTION

The Upcountry Reliable Capacity project will support source, transmission, and storage expansion for the Upcountry system. Anticipated jobs in FY 2020 include:

- 1) Pookela Well B (Development)

## PROJECT JUSTIFICATION

Pookela Well B Development will complete the construction of a backup source for Pookela Well A and increase the reliable capacity of the Upcountry Water System.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal: Ensure facilities meet future needs. Objective(s): Minimize adverse impacts to the water system	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Design	WU	0	0	1,500,000	0	400,000	200,000	200,000
New Construction	WU	0	500,000	1,100,000	1,700,000	15,000,000	3,000,000	18,000,000

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2023	0
Design	07/01/2017	12/31/2023	2,300,000
New Construction	08/01/2019	12/01/2020	39,300,000
Total Capital Project Costs			41,600,000

Total O&M Costs 0

Total Capital & Operating Costs 41,600,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Revolving Loan Fund	0
Water Supply Fund - Restricted	0
Water Supply Fund - Unrestricted	41,600,000
Total Funding Requirements	41,600,000



## Capital Improvement Program

CBS No: CBS-1102

Project Name: Central Maui Reliable Capacity

Department: Department of Water Supply

District: Wailuku-Kahului

Project Type: Water Supply

Anticipated Life: 10 to 15 years (pumps); 25 years (electrical); 50 years (piping, tanks, structures)



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
24,975,000	0	3,000,000	0	150,000	6,000,000	600,000	4,200,000	13,950,000

## PROJECT DESCRIPTION

The Central Maui Reliable Capacity projects support source, transmission, and storage replacement and expansion within the Central Maui system. FY2020 anticipated projects include:

1) Replacement well for Waiehu Heights Well 1 (Development Phase);

## PROJECT JUSTIFICATION

Replacement well for Waiehu Heights Well 1, which is no longer in operation due to high chlorides.

## STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal: Ensure facilities meet future needs. Objective(s): Minimize adverse impacts to the water system	A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

No impact is anticipated.

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	WU	0	0	0	150,000	0	0	0
Design	WU	0	0	0	0	500,000	0	200,000
New Construction	WU	0	3,000,000	0	0	5,500,000	600,000	4,000,000

## Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2023	150,000
Design	07/01/2017	12/31/2023	700,000
New Construction	01/01/2019	12/31/2019	13,100,000
Total Capital Project Costs			13,950,000

Total O&M Costs 0

Total Capital & Operating Costs 13,950,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Unrestricted	13,950,000
Total Funding Requirements	13,950,000

## Capital Improvement Program

CBS No: CBS-1092

Project Name: West Maui Reliable Capacity

Department: Department of Water Supply

District: West Maui

Project Type: Water Supply

Anticipated Life: 10 to 15 years (pumps); 25 years (electrical); 50 years (piping, tanks, structures)



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	6-Year
782,400,000	0	5,650,000	8,300,000	8,400,000	200,000	0	7,000,000	29,550,000

## PROJECT DESCRIPTION

The West Maui Reliable Capacity project will support source, transmission, and storage expansion for the West Maui Water system.

FY2020 anticipated projects include:

- 1) Launiupoko Well #1 and Launiupoko Well #2 (Exploratory Phase); and
- 2) West Maui Well No. 2 (Development Phase)

## PROJECT JUSTIFICATION

Development of the Launiupoko Wells are needed to make up for the reallocation of surface water based on the West Maui Interim Inflow Stream Standard for Kanaha Stream. Development of the West Maui Well No. 2 is an additional ground water source that will increase reliability and provide water for future demand for West Maui.

## STRATEGIC PLAN ALIGNMENT

## Department's Strategic Plan

Goal: Ensure facilities meet future needs.  
Objective(s): Minimize adverse impacts to the water system.

## Countywide Priority Results

A Suitable Public Infrastructure  
An Efficient, Effective, and Responsive Government

## Operating Impact Narrative

## Capital Improvement Program

## FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025
Acquisition	WU	0	200,000	0	0	0	0	0
Design	WR	0	0	0	400,000	200,000	0	0
Design	WU	100,000	400,000	1,000,000	0	0	0	0
New Construction	WR	0	0	7,300,000	8,000,000	0	0	0
New Construction	WU	6,000,000	5,050,000	0	0	0	0	7,000,000
New Construction	SRF	4,250,000	0	0	0	0	0	0

## Schedule of Activities

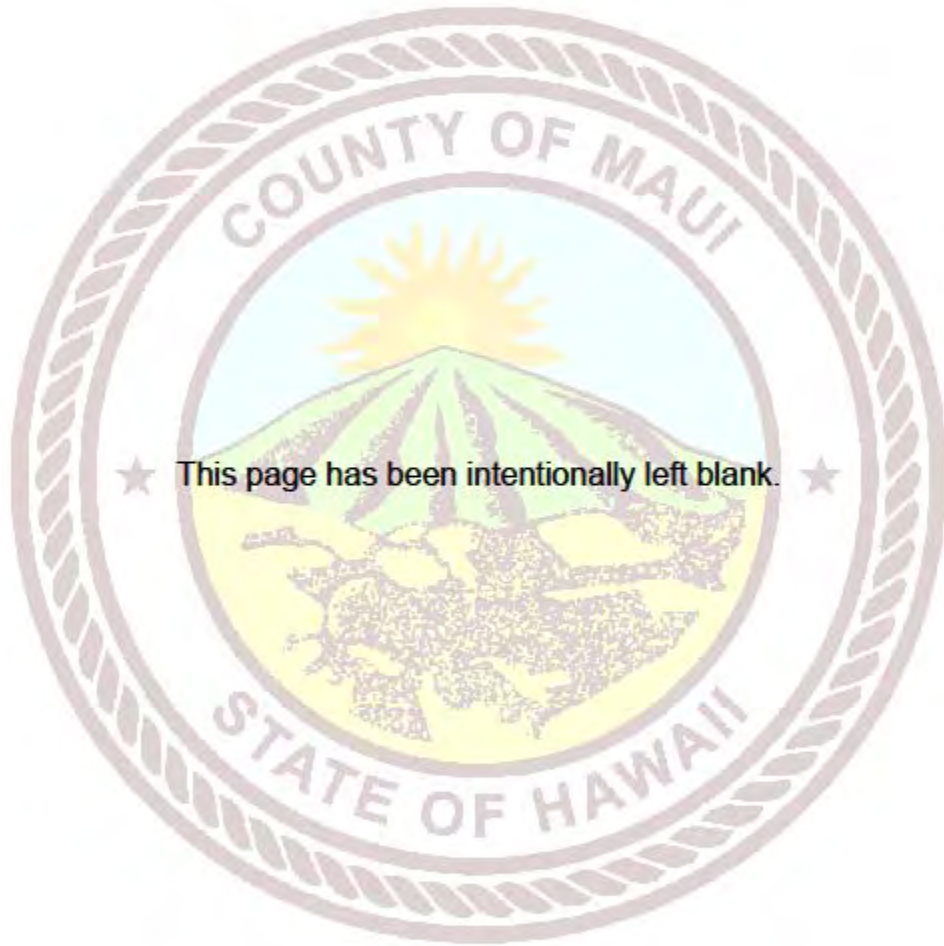
Activity	Start	End	Amount
Acquisition	07/01/2017	12/31/2023	200,000
Design	07/01/2017	12/31/2023	2,000,000
New Construction	07/01/2017	12/31/2023	27,350,000
Total Capital Project Costs			29,550,000

Total O&M Costs 200,000

Total Capital & Operating Costs 29,750,000

## Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Revolving Loan Fund	0
Water Supply Fund - Restricted	15,900,000
Water Supply Fund - Unrestricted	13,650,000
Total Funding Requirements	29,550,000



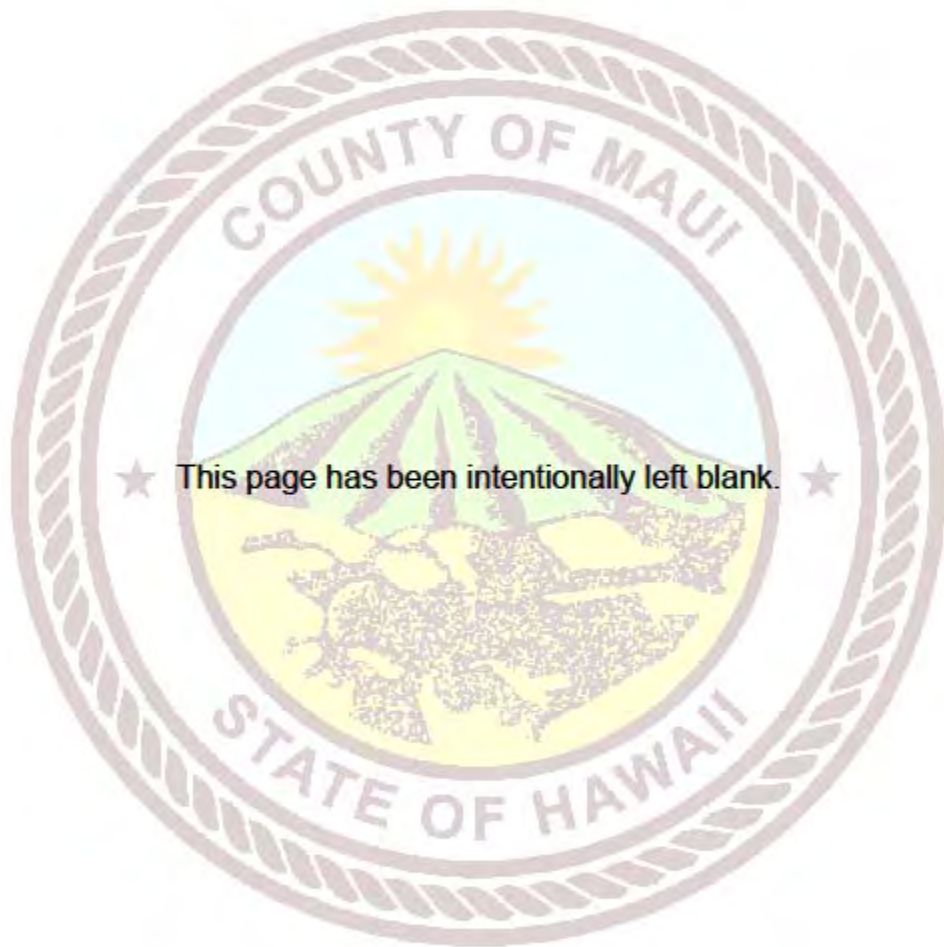
★ This page has been intentionally left blank. ★





## Glossary





★ This page has been intentionally left blank. ★



## Glossary

<b>Accrual Basis of Accounting</b>	Method of accounting that recognizes the financial effect of transactions, events, and interfund activity when they occur, regardless of the timing of related cash flows.
<b>Affordable Housing Fund</b>	A Charter established fund used for the provision, protection and expansion of affordable housing and suitable living environments for residents of very low to gap income.
<b>Agency</b>	Any department, office, board, commission or other governmental unit.
<b>Anticipated Life</b>	The projected useful life (number of years) of a capital project.
<b>Appropriation</b>	An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and granted for a fiscal year period by the County Council.
<b>Arbitrage</b>	In the context of government finance, the reinvestment of the proceeds of tax-exempt securities (bonds) in materially higher-yielding taxable securities.
<b>Assessed Value</b>	The value placed on real and other property as a basis for levying property taxes.
<b>Assets</b>	Resources with present service capacity that the government presently controls.
<b>Assigned Fund Balance</b>	The portion of the net position of a governmental fund that represents resources set aside by the government for a particular purpose.
<b>Authorized Positions</b>	The maximum number of positions approved in the adopted operating budget.
<b>Balanced Budget</b>	As required by Charter, the Mayor must submit and the County Council must adopt a balanced budget by purpose of public expenditures. The County defines a balanced budget as “the total estimated revenues (from taxes, fees, and assessments, and other sources) shall equal the total appropriations (operating and capital expenditures).”
<b>Bikeway Fund</b>	All fees collected as authorized by HRS 249-14 and 249-14.5 for use in bikeway and related projects.
<b>Bonds – General Obligation</b>	A funding tool that is a written promise to pay a specific sum plus interest in the future, used to fund capital projects. A general obligation bond is secured by the county’s full faith and credit.
<b>Bonds Rating</b>	An evaluation of a bond issuer’s credit quality and perceived ability to pay the principal and interest on time and in full. Three agencies regularly review county bonds and generate bond rating: Fitch Ratings, Moody’s Investors Service and Standard and Poor’s Ratings Group.

## Glossary

<b>Budget</b>	A plan of financial operation for a given period of time which is comprised of authorized expenditures (appropriations) and the proposed means of financing them (estimated revenues and available reserves).
<b>Budget (Proposed and Adopted)</b>	The Mayor submits a proposed budget to the County Council that reflects the expenditure and revenue levels for the coming fiscal year. When the Mayor and County Council have formally endorsed the expenditure and revenue levels, the proposed budget becomes the adopted budget, appropriating funds and establishing legal expenditure limits.
<b>Budget Calendar</b>	A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.
<b>Budget Ordinance</b>	The official enactment by the county creating an adopted budget to establish legal authority for county officials to expend and obligate resources.
<b>Budgetary Basis of Accounting</b>	The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes.
<b>Budget Message</b>	A message from the Mayor that includes general discussion of the budget presented in writing as part of the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.
<b>Capital Improvement Project</b>	Governmental effort involving expenditures and funding for the creation, expansion, renovation, or replacement of permanent facilities and other public assets having relatively long life. Expenditures within capital projects may include costs for the planning, design, and construction management; land; site improvements; utilities; construction; and the initial furnishings and equipment required to make a facility operational.
<b>CBS No.</b>	Unique identification number assigned to a project for tracking and Capital Budget System (CBS) purposes.
<b>Charter</b>	Charter of the County of Maui (1983), as amended
<b>Committed Fund Balance</b>	The portion of the net position of a governmental fund that represents resources whose use is subject to a legally binding constraint that is imposed by the government itself at its highest level of decision-making authority and that remains legally binding unless removed in the same manner.
<b>Comprehensive Annual Financial Report (CAFR)</b>	An audited and printed copy of the county's financial statement at the end of each fiscal year.

## Glossary

<b>Capital Expenditure</b>	An amount expended for fixed asset acquisitions and improvements.
<b>Capital Budget</b>	A financial plan of capital project expenditures for the fiscal year beginning July 1. It incorporates anticipated revenues and appropriations included in the first year of the six-year Capital Improvement Program (CIP). It is adopted by the County Council as a part of the annual county budget.
<b>Capital Improvement Program (CIP)</b>	A 6 year financial plan of capital improvement projects, their timing and cost. The CIP is designed to meet county infrastructure needs in a responsive and efficient manner with funding from a variety of sources.
<b>Carryover Savings</b>	Unappropriated revenue and unencumbered balances of any appropriation in a fund at the end of the fiscal year. For budget purposes, this amount is included in the revenue estimates for the ensuing fiscal budget year. See also <i>Fund Balance</i> .
<b>Community Development Block Grant (CDBG)</b>	Grant funds allocated by the federal government to the County of Maui to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The county disburses these funds through an annual application process open to all nonprofit organizations and county departments.
<b>Countywide Costs</b>	Includes costs such as insurance, debt payments, interfund transfers and employee benefits.
<b>Debt Service</b>	The interest and principal payments on bond issues and loans used to finance capital improvement projects.
<b>Debt Service Requirement</b>	The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.
<b>Department</b>	An operational and budgetary unit designated by the Charter to define and organize county operations, or a group of related operations within a functional area.
<b>District</b>	One of eight community districts within Maui County: Hana, Paia-Haiku, Makawao-Pukalanai-Kula, Wailuku-Kahului, Kihei-Makena, West Maui, Lanai and Molokai. A designation of Countywide indicates the capital project money benefits or is used in more than one district.
<b>Effectiveness Measure</b>	A criterion for measuring the degree to which the objective sought is attained.
<b>Efficiency Measure</b>	The degree to which an entity, program, or procedure is successful at achieving its goals and objectives with the least use of resources. This

## Glossary

	indicator reflects inputs used per unit or output and is typically expressed in terms of cost per unit or productivity.
<b>Employees' Retirement System (ERS), State of Hawaii</b>	The Hawaii Employees' Retirement System provides retirement, disability and survivor benefits for all state and county employees.
<b>Employer-Union Trust Fund (EUTF), Hawaii</b>	A statewide entity that provides health and other benefit plans to state and county government employees and retirees.
<b>Encumbrance</b>	Legal commitments related to unperformed (executed) contracts and purchase orders for goods and services. At year-end, encumbrances represent a reservation on fund balance.
<b>Enterprise Fund</b>	A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services that are wholly or partially supported by user charges/fees.
<b>Equipment</b>	The cost of new and replacement equipment. Capitalized equipment includes equipment that costs more than \$1,000, and capital leases, vehicles and computers.
<b>Equivalent Personnel (E/P)</b>	A part- or full-time position converted to the decimal equivalent of a full-time position. Employee hours are translated into an equivalent full-time position. For example, one full-time person = 1.0 E/P and one half-time person = 0.5 E/P. A full-time position is equal to 2,080 scheduled hours of work during the fiscal year. Also known as Full-Time Equivalent (FTE)
<b>Estimated Revenue</b>	The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.
<b>Expansion</b>	An increase in the scope of a program that results from enhanced or a new service or activity.
<b>Expenditure</b>	The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not an expenditure; rather it represents a reservation on fund balance.
<b>Federal Aid</b>	Funds received from the federal government, usually related to highway and public transportation system projects. Generally, federal funds are provided at the rate of 80% to 20% county match for qualifying projects.
<b>Federal Funds</b>	Funds provided to the county by the federal government.
<b>FICA</b>	Federal Insurance Contributions Act, a payroll expenditure representing Social Security tax. Medicare payments are made through the EUTF.

## Glossary

<b>Fiduciary Fund</b>	A category of funds used to report assets held in a trustee or agency capacity for others and which therefore cannot be used to support the government's own programs. The fiduciary fund category includes investment trust funds, private-purpose trust funds, and agency funds.
<b>Fiscal Year</b>	The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The County of Maui operates on a fiscal year from July 1 through June 30.
<b>Fixed Asset</b>	Assets of a long-term character that are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, machinery, furniture, and other equipment.
<b>Fringe Benefits</b>	Payments made by the county to cover social security, retirement, health insurance, workers' compensation, and other benefits for its employees and retirees.
<b>Full-Time Equivalent (FTE)</b>	The standardized unit of measurement of staffing equal to 2,080 hours of work per year. Also known as Equivalent Personnel (E/P)
<b>Fund</b>	An accounting devise established to control the receipt and disbursement of revenues for the purpose of implementing specific activities or achieving certain objectives in accordance with special regulations, restrictions, or limitations, and constituting an independent fiscal and accounting entity. There are three major fund types: governmental, proprietary, and fiduciary.
<b>Fund Balance</b>	For this budget purpose, fund balance is defined as any unappropriated revenue and unencumbered balance of any appropriation in the respective funds at the end of the fiscal year that is available for appropriation. The fund balance at the end of the fiscal year immediately preceding the ensuing fiscal year is transferred to estimated revenues as carryover savings in the ensuing fiscal year, as the County Charter provides that such funds shall be available for appropriation for the succeeding year or years. See also <i>Carryover Savings</i> .
<b>General Fund</b>	The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.
<b>General Obligation Bond Fund</b>	Funds for major capital projects provided by a bond secured by the pledge of the county's full faith, credit, and taxing power.
<b>Generally Accepted</b>	Uniform minimum standards and guidelines for accounting and reporting.

## Glossary

<b>Accounting Principles (GAAP)</b>	These standards govern the form and content of the annual financial statements of an entity.
<b>Goals</b>	Goals are broad statements of intent linked to the accomplishment of the overall countywide mission. They define the department's customers and its response to their needs and wants.
<b>Government Finance Officers Association (GFOA)</b>	Organization whose purpose is to enhance and promote the professional management of governments for the public benefit by identifying and developing financial policies and best practices and promoting their use through education, training, facilitation of member networking and leadership.
<b>Governmental Accounting Standards Board (GASB)</b>	The primary authoritative body on the application of GAAP to state and local governments.
<b>Governmental Fund</b>	A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting.
<b>Grants / Grants Revenue</b>	A financial contribution by the county, state, federal or private organizations to support a particular purpose. The county receives as well as distributes grants. Grant funds are legally restricted to expenditures for specific purposes and provide a cost sharing alternative for programs and projects.
<b>Hawaii Revised Statutes</b>	Laws and statutes, as established and amended governing the State of Hawaii, its people and political jurisdictions such as the County of Maui.
<b>Highway Fund</b>	Funding provided by the county's fuel tax, public utility franchise tax, and the motor vehicle weight tax. These taxes may be used for highway and mass transit related projects and services.
<b>Inflationary Factor</b>	Ratio applied to prior actual expenditures for Water, Sewer, Electricity, Gasoline and Diesel Fuel to more appropriately budget for the upcoming fiscal year. Application can either increase or decrease the budget from the previous budget year. See Reader's Guide to the Budget section for current factors.
<b>Infrastructure</b>	Public domain fixed assets such as roads, bridges, wastewater systems, sidewalks and drainage systems.
<b>Interfund / Interdepartmental Transfer</b>	Governmental accounting transfers of revenue between funds. These transfers include overhead, fringe benefits and debt service charges as well as supplemental transfers from the General Fund for special fund operations and CIP.

## Glossary

<b>Lapse</b>	The automatic termination of the authority to expend money or incur obligations granted earlier by an appropriation. Except for continuing or indefinite appropriations, an appropriation is made for a certain period of time. At the end of that period, any unexpended or unencumbered balance thereof lapses unless otherwise provided by law.
<b>Lapsed Bond Funds</b>	Proceeds from a prior issuance of general obligation bonds that have lapsed and have been made available for appropriation.
<b>Liability</b>	Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.
<b>Major Fund</b>	Governmental fund or enterprise fund reported as a separate column in the basic fund financial statements and subject to a separate opinion in the independent auditors report.
<b>Mandate</b>	Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act (ADA), which requires actions such as physical facility improvements.
<b>Mission Statement</b>	A mission statement defines the purpose of work and calls attention to what is important. It forms the foundation for the management plan and makes possible clear and realistic goals and objectives. It is the foundation for priorities, strategies, performance and results.
<b>Modified Accrual Basis of Accounting</b>	The basis of accounting used by the County in which revenues are recognized when they become both “measurable” and “available to finance expenditures of the current period.” Expenditures are recognized when the related fund liability is incurred except for inventories, prepaid insurance, certain employee benefits, and principal and interest.
<b>Non-spendable Fund Balance</b>	The portion of the net position of a governmental fund that cannot be spent either because the underlying resources are not in spendable form or because the government is legally or contractually required to maintain the resources intact.
<b>Object Code</b>	A numeric code that is used to categorize the expense or revenue type of a transaction.
<b>Objective</b>	Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.



## Glossary

<b>Operating Budget</b>	A financial plan for the operation of government and the provision of services for the fiscal year. Excluded from the operating budget are funds appropriated in the capital budget.
<b>Operating Deficit</b>	The deficiency of operating revenues under expenditures during a single accounting period.
<b>Operating Impact Narrative</b>	Defines the potential project and describes the major benefits or reasons why this project is required.
<b>Operating Surplus</b>	The excess of operating revenues over operating expenditures during a single accounting period.
<b>Operations</b>	Those costs, other than expenditures for personnel costs and capital outlay, which are necessary to support the operation of the organization, such as materials and supplies, contracted services and other miscellaneous costs.
<b>Operations Special Costs</b>	Expenditures such as grants, contracts, or interfund transfers which have been reported separately from the normal operating expenditures of a department for informational purposes.
<b>Ordinance</b>	A law established by the County. The County's budget is adopted by ordinance.
<b>Other Fund</b>	Funds sources for capital projects which are not included other fund types, including private grant funds.
<b>Other Post-Employment Benefits (OPEB)</b>	The GASB adopted Statements 43 and 45 which require state and local governments to account for the value of liabilities accrued over an employee's working lifetime and for the values of those benefits to be reported annually on the CAFR. OPEB includes medical, prescription drug, dental, vision and life insurance benefits.
<b>Park Assessment Fund</b>	Derived from park assessments in lieu of land, that is paid to the county as a condition of the approval of a subdivision. The funds may be used for the purpose of providing parks and playgrounds to the specific community district that the fund derived from.
<b>Performance</b>	Term commonly used to describe both the doing of work and what is achieved or accomplished.
<b>Performance Measure</b>	The use of program indicators, including output and outcome measures, and other program data to assess the efficiency and effectiveness of program activity.

## Glossary

<b>Position</b>	A post of employment. Positions are categorized as Permanent, Temporary, or Contract and includes employment appointments that are civil service and non-civil service.
<b>Prior Appropriation</b>	Funding for a capital project appropriated in any prior year. Amounts for prior appropriation may not be reflected in yearly recurring projects.
<b>Program</b>	A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional and budgetary unit within a department, consisting of a significant service provided using county resources.
<b>Program Budgeting</b>	A method of budgeting that focuses on services provided to customers at the functional (or program) level.
<b>Program Measure</b>	The end result of a program. They are specific data that give the program a way to measure the program's progress towards achieving its goals and objectives.
<b>Project Description</b>	Description of the capital project, the type of work will be done and other relevant information regarding the project.
<b>Project Phase</b>	Estimated capital project costs in including: Acquisition-land or Building, Planning, Design, New Construction, and Renovations.
<b>Project Type</b>	One of eight types of capital projects including: Drainage, Government Facilities, Other, Parks and Recreation, Road Improvements, Sanitation, Sewer, and Water Supply.
<b>Proprietary Fund</b>	Funds that focus on the determination of operating income, changes in net position (or cost recovery), financial position, and cash flows. There are two types of proprietary funds: enterprise funds and internal service funds.
<b>Real Property</b>	All land and the improvements upon it including buildings, other structures, fences and any fixtures attached to them which cannot be removed without substantial damage to such land and improvements.
<b>Recurring Expense</b>	Normal expenses that are incurred in normal day-to-day operations occurring periodically.
<b>Reserves</b>	Accumulated funds legally restricted or otherwise designated by administration and/or County Council for specific purposes.
<b>Resolution</b>	A special or temporary order of legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

## Glossary

<b>Resources</b>	Amount available for appropriation including estimated revenues, interfund transfers and unreserved fund balances.
<b>Restricted Fund Balance</b>	The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.
<b>Restricted Water Supply Fund</b>	Established for the water system development fees collected from new users. This is a fees imposed on applicants for new services to fund a portion of costs to construct water system improvements or to recover the cost of existing water systems made from anticipation of additional demand on the systems.
<b>Results Based Budgeting</b>	Management approach focused on achievement results and improving performance.
<b>Revenue</b>	Receipts received from various sources used to finance expenditures. Major sources include real property tax, the transient accommodations tax, fuel tax, utility charges and various user fees.
<b>Revenue Bond</b>	A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.
<b>Revolving Fund</b>	A fund used to finance certain goods and services provided by county agencies on a self-supporting basis. It is used to pay for the cost of goods and services and is replenished through charges made for those goods or services or through transfers from other accounts or funds.
<b>Salaries</b>	A character of Expenditure. The amount budgeted or paid to county employees. The amounts may include regular pay, overtime and other premium pays as required by statute and collective bargaining agreements.
<b>Special Assessment</b>	A charge made against certain properties to help pay for all or part of the cost of a specific capital improvement project. Includes park land or a monetary assessment fee received from new developments.
<b>Special Revenue Fund</b>	Resources which are dedicated or set aside by law for a specified object or purpose, but excluding the general fund and revolving and trust funds.
<b>Solid Waste Fund</b>	Funding provided by fees associated with landfill disposal and refuse collection.
<b>Start/End Date</b>	Dates each capital project phase is anticipated to be started and completed.
<b>State Fund</b>	Funding received from the state agencies as grant awards or contracts.

## Glossary

<b>State Revolving Loan Fund</b>	Funding available from State Revolving Fund program administered by the State Department of Health that provides low interest loans to fund construction of drinking water and wastewater infrastructure projects to achieve or maintain compliance with federal Clean Water and Drinking Water acts.
<b>Strategic Plan Alignment</b>	The linkage of a proposed project to the department's strategic plan, the Mayor's vision, and the county's General Plan or Island Plans.
<b>Transient Accommodations Tax (TAT)</b>	A tax on gross rental or gross rental proceeds derived from the furnishing of transient accommodations. Applicable only to rental of such accommodations for less than 180 days. Also known as the hotel room tax.
<b>Trust Fund</b>	A fund used to account for assets held by the county as a trustee or agent for individuals, private organizations, other governmental units, and/or funds and which was created or established by a gift, grant, contribution, devise, or bequest that limits the use of the fund to designated objects or purposes.
<b>Unassigned Fund Balance</b>	The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications.
<b>Unrestricted Fund Balance</b>	The difference between total fund balance in a governmental fund and its non-spendable and restricted components. Includes committed, assigned and unassigned amounts.
<b>Unrestricted Water Supply Fund</b>	Established to set aside water revenues for services provided to fund capital projects related to system repairs, maintenance and facility replacements.
<b>User Fees</b>	Fees for a public service paid for the use of the service.
<b>Wastewater Fund</b>	Funding provided by sewer assessment and user fees and can only be used for wastewater-related operations and capital projects. Also known as Sewer Fund.
<b>Vision</b>	View of the County's strategic direction and desired future. It is a guiding concept for what the County is trying to do and to become.

## Capital Budget Glossary

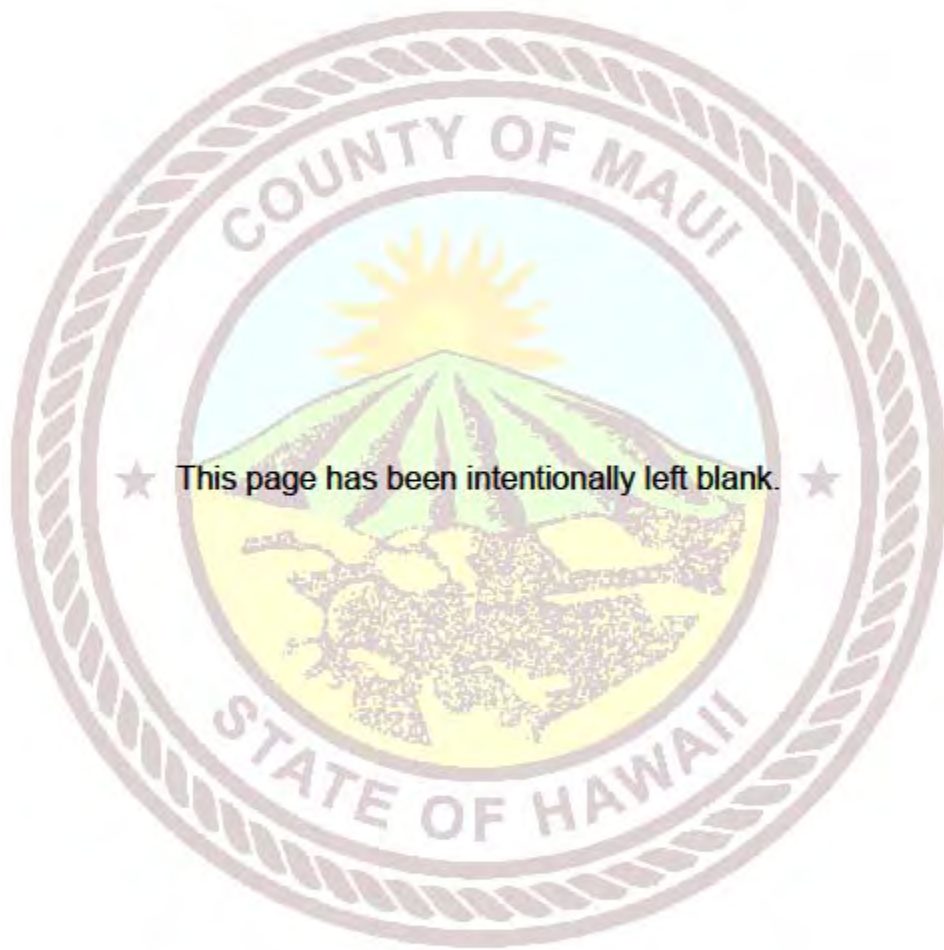
## Acronyms

<b>ADA</b>	American with Disabilities Act
<b>BW</b>	Bikeway Fund
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CIP</b>	Capital Improvement Program
<b>CML</b>	Central Maui Landfill
<b>CMLC</b>	Concrete Mortar Lined & Coated
<b>DIP</b>	Ductile Iron Pipe
<b>DMVL</b>	Division of Motor Vehicle & Licensing
<b>DWS</b>	Maui Department of Water Supply
<b>EA</b>	Environmental Assessment
<b>EIS</b>	Environmental Impact Statement
<b>EOC</b>	Emergency Operation Center
<b>FD</b>	Federal funds
<b>FHWA</b>	Federal Highway Administration
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GB</b>	General Obligation Bond
<b>GF</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>HF</b>	Highway Fund
<b>HRS</b>	Hawaii Revised Statutes
<b>LBF</b>	Lapsed Bond Funds
<b>MGD</b>	Million Gallons Per Day
<b>MRF</b>	Material Recovery Facility, related to recycling waste
<b>NRCS</b>	Natural Resource Conservation Service

## Capital Budget Glossary

## Acronyms (Cont'd)

<b>OG</b>	Other grant fund sources not identified in other funding codes
<b>OPEB</b>	Other Post-Employment Benefits
<b>PA</b>	Park assessment funds paid to the county as a condition of the approval of a subdivision. The funds may be used for the purpose of providing parks and playgrounds.
<b>PER</b>	Preliminary Engineering Report
<b>PVC</b>	Poly Vinyl Chloride
<b>QBS</b>	Qualifications Base Selection, for engineering and architectural services
<b>RAS</b>	Return Activated Sludge
<b>SCADA</b>	System Control and Data Acquisition
<b>SMA</b>	Special Management Area, the area of islands that are in close proximity to the shoreline
<b>SRF</b>	State Revolving Loan Fund for Water and Wastewater projects
<b>ST</b>	State funded projects
<b>SW</b>	Solid Waste Fund
<b>UV</b>	Ultra Violet
<b>WF</b>	Wastewater Fund or Sewer Fund
<b>WR</b>	Restricted Water Supply Fund
<b>WTP</b>	Water Treatment Plant
<b>WU</b>	Unrestricted Water Supply Fund
<b>WWPS</b>	Wastewater Pump Station



★ This page has been intentionally left blank. ★