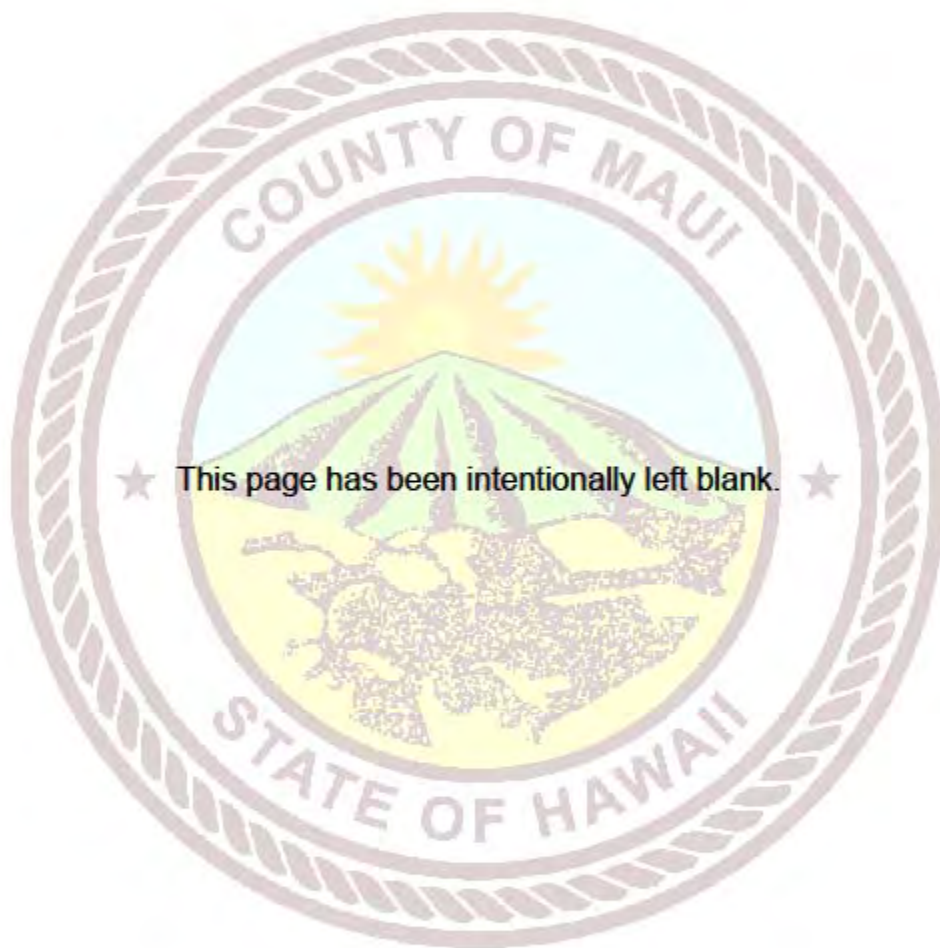


BUDGET PROPOSAL FY 2021

MICHAEL P. VICTORINO

*Mayor,
County of Maui*





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ON THE COVER:

Forward-thinking, fiscally responsible investments today, ensure a thriving County tomorrow.

For generations to come, families will drive their keiki to school on the roads we build and improve today. The youth of our community will develop life-skills by learning teamwork and sportsmanship on our newly renovated fields and in our improved gyms. They will preserve Maui's history through lessons learned in new facilities for hula and Hawaiian cultural practices.

Our grandchildren will throw their baby luaus at our renovated community centers. They will water their gardens and drink from the potable sources we upgrade and maintain now.

New communities for aging in place will provide comfortable, social, and active lives for the next generation of seniors as we experience the wave of aging on Maui. When we upgrade infrastructure, support transit-oriented development, and renovate our parks, we create communities that future generations will be proud to call home.

ACKNOWLEDGEMENTS:

Mayor's Budget Office:

Michele Yoshimura, Budget Director
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Shirley Blackburn, Budget Specialist
Maggie Clark, Budget Specialist

Wendy Nathan, Budget Specialist
Arthur Suyama, Grants Specialist

With Generous Assistance From:

The Department of Finance and all departments and employees
who contributed to developing this budget proposal.

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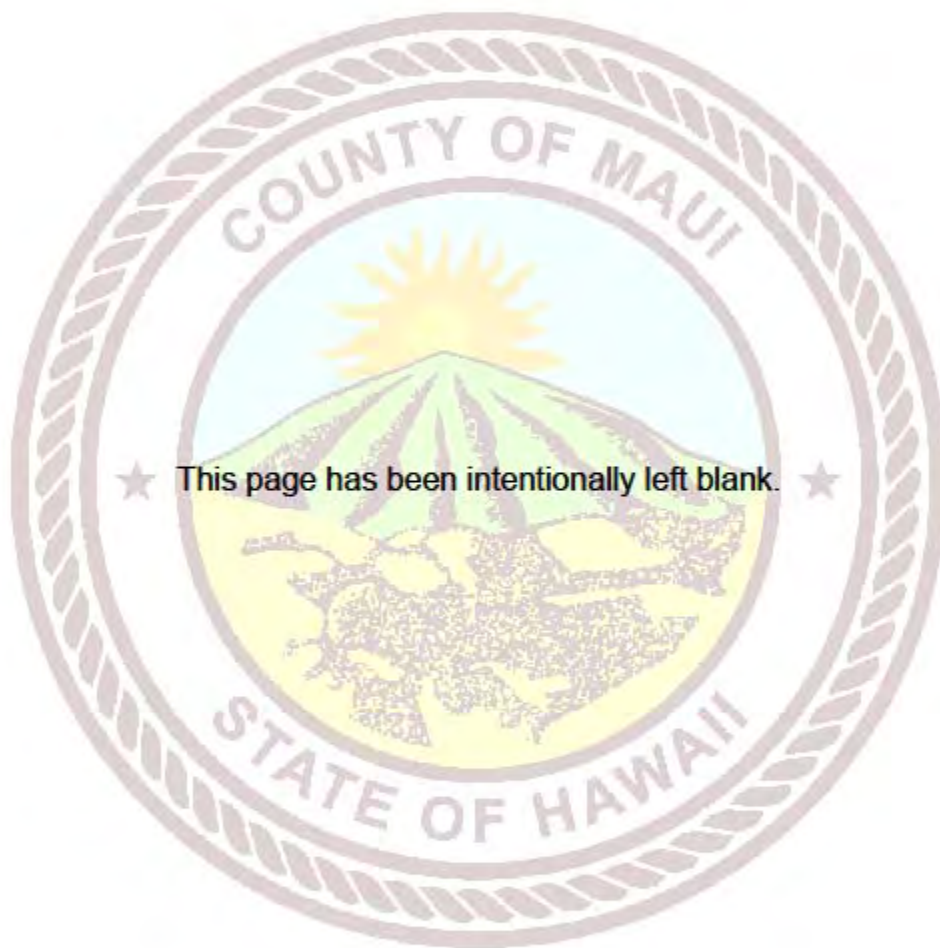
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Michael P. Victorino
Mayor



OFFICE OF THE MAYOR
COUNTY OF MAUI
200 S. HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.mauicounty.gov

March 25, 2020

Honorable Alice L. Lee, Chair
and Members of the Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Chair Lee and Members:

Our County departments and Budget Office spent many months planning, analyzing and developing a forward-thinking, fiscally responsible Fiscal Year 2021 budget to support the future of the children, families and seniors of the County of Maui. During the finalizing of this budget, our County was faced with great uncertainty due to the international COVID-19 pandemic reaching our islands. It is difficult to estimate the extent of economic impacts to our State and County, as the situation is evolving quickly. We must take repercussions seriously and plan conservatively.

The well-being of the People of the County of Maui is the top priority for FY 2021 and during this pandemic. Our families must focus on taking care of each other instead of worrying about increased costs for County services. Therefore, this budget does not propose any rate increases, across the board, for any County services such as water, sewer, and refuse collection and landfill. Real property tax rates make working families and local businesses our top priorities, providing lower tax rates than this current fiscal year for owner-occupied, commercial, industrial and hotel categories.

As an organization, we are committed to maintaining vital County services for our community and providing emergency relief. To accomplish this, \$10 million in Countywide Costs is set aside specifically for COVID-19. We are also allocating \$3.8 million to our Emergency Fund, to ensure we are ready to mitigate and respond to any emergency without impacting funding for other services. Planning responsibly during these times of uncertainty will ensure we are able to provide for our community now and for future generations. Recent events highlight the importance of sound investments today, to ensure a safe County tomorrow.

Even when faced with unprecedented challenges, our County departments and my

administration envision a future where our children, grandchildren and seniors can afford to live and thrive in Maui County, while fostering and preserving our unique island culture.

Housing

We reaffirm our commitment to ensuring our working families can fulfill homeownership dreams through a 5 percent appropriation for the Affordable Housing Fund and \$3 million for the First Time Home Buyers Program. Many local families will also accomplish home-ownership dreams thanks to \$14 million for the Waiale Land Acquisition for affordable housing. As we continue to support attainable housing, we enable generations to come to raise their families in Maui County and carry on our way of life. This is the driving force for our FY 2021 attainable housing investments.

Culture

The children of our community will preserve Hawaiian heritage, culture and tradition through lessons learned in new facilities for hula and land-based cultural education, thanks to grant funding for Halau Ke'alaokamaile. In FY 2021, \$250,000 will go towards a building fund capital campaign, to construct an innovative, first-of-its-kind community facility.

Parks and Recreation Facilities

Our youth will continue to develop valuable life-skills through teamwork learned on the courts of the War Memorial Gym, where an \$11 million investment will repair the structure, replace gym flooring and bleachers, and, most importantly, install air conditioning. The keiki of Lanai will have a well-maintained place for afterschool programs for many years to come thanks to \$1.1 million for a new roof at the Lanai Gym. Recreational space for all ages will also be maintained on Molokai through \$250,000 to assess the Kaunakakai Gym for future improvements.

Future generations will throw their baby luaus at our renovated community centers, such as the Lahaina Civic Center, Paia Community Center and Velma McWayne Santos Community Center, which will all be rehabilitated this fiscal year. County services will be easily accessible in East Maui for years to come, thanks to \$2.85 million for Old Hana School improvements.

Infrastructure

We envision that even our great-grandchildren will water their gardens and drink from the potable sources we upgrade and maintain now, such as the Wailuku Water Company infrastructure and the life-sustaining fresh water it will provide from Na Wai Eha. \$2.5 million has been appropriated for maintenance for this system, and we look forward to partnership with the State on this project.

In essence, when we upgrade infrastructure, support well-planned development, and renovate our park facilities, we create communities that future generations will be proud to call home.

Families will drive their keiki to school on the roads we build and improve, including the Waiale Road Extension, for which we are making a \$2 million investment. \$1.93 million invested in the Countywide Traffic and Safety Program will ensure our roadways are accessible and safe for motorists, bicyclists and pedestrians alike, which further supports our Vision Zero initiative – a future where families don't lose loved ones to vehicle accidents.

Public Safety

Thanks to the increased efforts of our Maui Police Department, traffic fatalities have decreased to two, compared to seven this time last year. With an additional expansion position for an OUI Police Officer, I am optimistic we can continue to make our roads safer and prevent future tragedies.

We will continue to protect our community with the Prosecuting Attorney's \$1.5 million investment to fully renovate and create the new Children's Peace Center. This will be a comprehensive, compassionate location to help bring peace to children who are the victims of crimes.

Climate Action

Our dreams for the next generations cannot be assured unless we take action now to mitigate the impacts of climate change. To ensure collaborative action, I have proposed a program within the Office of the Mayor to coordinate and assess the climate action, sustainability and resiliency plans of each department. \$2 million in Countywide Costs will be used to put each department's plans in motion.

This proposed budget funds our future based on the Maui County General Plan, the

Countywide Policy Plan, Maui Island Plan, and Community Plans. Through our FY 2021 budget, we strive for an affordable, healthy, and thriving community; a strong diversified economy; an environmentally responsible and sustainable community; well-planned public infrastructure, and a prepared, safe, and livable County.

Financial Overview

Maui County's strong fiscal management has earned ratings of AA+ and Aa1 from the three qualified bond rating agencies, Standard and Poor's, Moody's and Fitch. The proposed budget for FY 2021 totals \$956.5 million, including revolving and special funds, transfers between funds within the County, and expected grant revenue and other revenue from sources outside the County. The FY 2021 total estimated revenues from county sources is \$869.8 million (including Bond/Lapsed Bond Funds) or \$784.2 million (excluding Bond/Lapsed Bond Funds), an increase of \$46.4 million or \$46.6 million, respectively, from the FY 2020 Adopted Budget.

The proposed revenues from County funds of \$869.8 million will fund an operating budget of \$704.2 million and capital improvement budget of \$165.6 million. In comparison, the FY 2020 adopted budget revenues from County funds of \$823.5 million funded an operating budget of \$670.7 million and a capital program of \$152.8 million.

Debt allows our County government to invest in infrastructure to serve our community for the long-term. This year, the amount required to service our debt payments amounts to \$53.4 million, which is 6.1 percent of County Fund operating expenditures, well below our self-imposed limit of ten percent of expenditures of County funds. This responsible fiscal management has earned us the best ratings in the State, and provides stability for future infrastructure investments.

Part of planning for a sound future means fulfilling our mandated obligations. We fulfilled our Employee's Retirement System (ERS) obligations and provided \$18 million for Other Post-Employment Benefits (OPEB).

Key Operation Highlights

Given the seriousness of the current COVID-19 public health emergency, the proposed budget focuses on maintaining operations without significant operational expansions. The total appropriation of County funds for the proposed FY 2021 operations budget is \$704.2 million. This is an increase of \$33.6 million, or 4.7 percent, from the current fiscal year.

The proposed budget shows a modest increase of 2.5%, or 69.0 in equivalent personnel, from all sources of funds and 68.0 E/P in County sources of funds. A detailed summary of organizational changes and equivalent personnel can be found in the Budget Overview section of this program budget document.

In the coming year, our numerous community non-profits will continue to provide essential services for the members of our community most in-need. For example, Imua Family Services will empower generations of children and families to reach their full potential through a \$500,000 grant for a facility for children with developmental learning challenges. Similarly, the YMCA will use grant funds to make a long-term capital investment for facilities for our youth.

The Department of Finance's operating budget includes costs for operations at the new County Service Center in Kahului. The opening of this facility in FY 2021 signifies the start of a new age of County services, with a focus on accessibility and satisfaction of residents as customers. For many years to come, members of our community will visit the County Service Center to pay their real property taxes, take their first driver licensing test, and receive permits for their family homes.

Given the impacts of the COVID-19 outbreak, it is more vital than ever that we provide funds to Maui County Visitor's Association to ensure our main economic engine, tourism, is providing livelihoods for our residents and tax revenue to help fund essential services. \$3.5 million will be allocated to this organization in FY 2021 to help mitigate economic downturn.

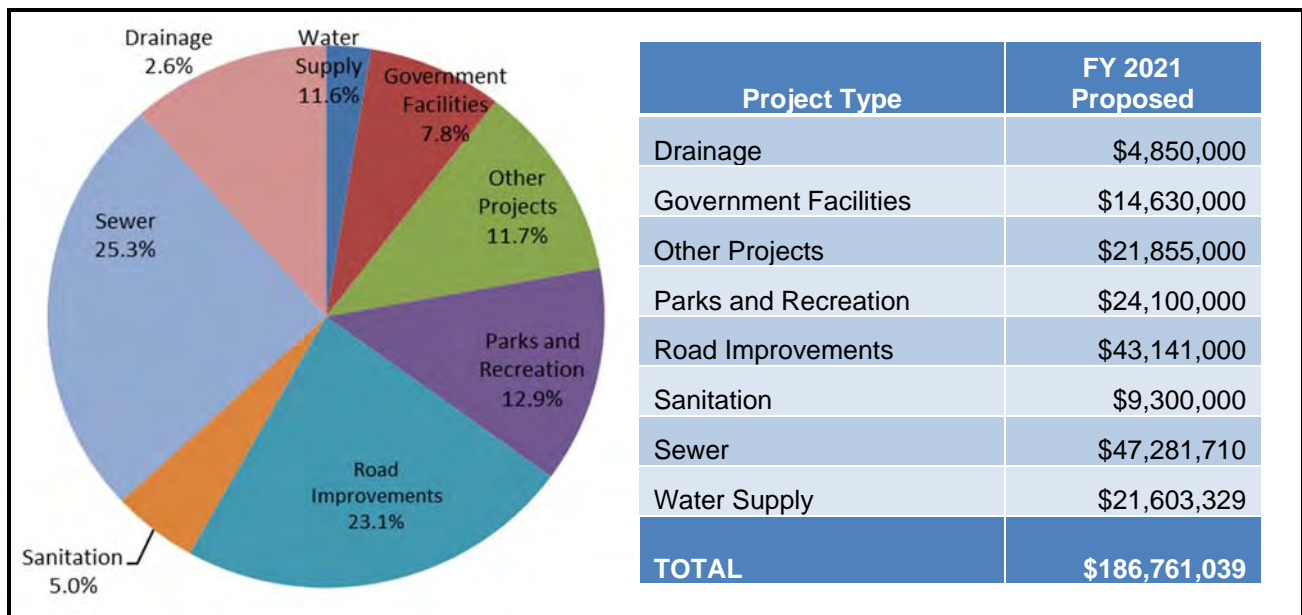
Capital Improvement Program Overview

Capital Improvement Projects are tangible investments for the future of our community. Many projects mentioned above are CIP priorities for FY 2021. The Fiscal Year 2021 proposed Capital Improvement Budget is \$186.8 million. This total includes capital projects funded through the county, grants and other revenue funds. The FY 2021 CIP budget includes \$85.7 million of projects funded through bond funding, or 45.8 percent of capital projects. In comparison, 51.8 percent of capital projects were funded through general obligation bonds in FY 2020.

Our FY 2021 budget emphasizes the importance of investing in a diverse range of infrastructure and facilities projects to provide for a well-rounded, well-maintained future for our community. The chart and table below outline the FY 2021 capital

improvement projects by project type. Further details and a full list of projects can be found in the capital budget portion of this document.

Figure A-1 Capital Budget by Project Type
 All Sources of Funds



Revenue Overview

The total estimated revenues proposed for FY 2021 is \$956.5 million, a \$60.8 million, or 6.8 percent increase from the FY 2020 adopted budget. A real property tax revenue increase of \$17.5 million is largely attributed to property valuation increases.

The estimated revenue from real property tax is \$375.5 million (net of circuit breaker tax credit), which represents 75 percent of the total estimated General Fund revenue, and 47.9 percent of estimated total county revenue. Real property tax revenue is based on valuations of real property with tax rates assigned to each classification. My proposal for the rate structure does not include any increases, with decreases for owner-occupied, commercial, industrial and hotel categories.

Figure A-2 Projected Revenue by Source

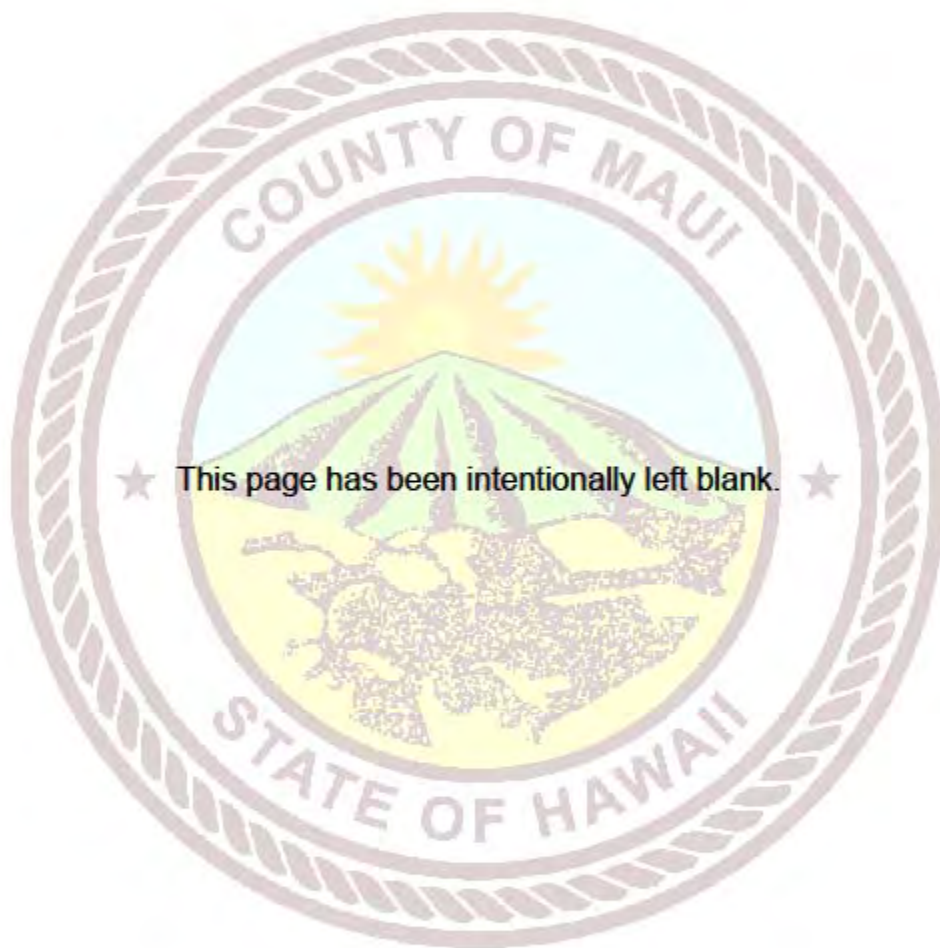
REVENUE SOURCE	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Real Property Taxes	\$358,462,076	\$375,965,845	\$17,503,769	4.9%
Circuit Breaker Tax Credit	(425,836)	(494,410)	(\$68,574)	16.1%
Charges for Current Services	\$159,250,948	\$157,765,856	-\$1,485,092	-0.9%
Transient Accommodation Tax	\$23,484,000	\$23,484,000	\$0	n/a
Public Service Company Tax	\$7,000,000	\$7,000,000	\$0	n/a
Licenses and Permits	\$34,296,535	\$35,807,763	\$1,511,228	4.4%
Fuel	\$15,800,000	\$16,500,000	\$700,000	4.4%
Franchise Taxes	\$8,500,000	\$9,600,000	\$1,100,000	12.9%
Special Assessments	\$21,068,650	\$4,443,329	-\$16,625,321	-78.9%
Other Intergovernmental	\$9,653,290	\$13,070,000	\$3,416,710	35.4%
Fines, Forfeitures, Penalties	\$2,000,000	\$2,000,000	\$0	n/a
Use of Money & Property	\$5,413,494	\$2,720,000	-\$2,693,494	-49.8%
Miscellaneous**	\$763,000	\$863,000	\$100,000	13.1%
Bonds	\$85,514,000	\$84,090,321	-\$1,423,679	-1.7%
Lapsed Bond Proceeds	\$382,411	\$1,577,679	\$1,195,268	312.6%
Carryover Savings	\$46,691,915	\$95,716,351	\$49,024,436	105.0%
Grant Revenue	\$72,169,029	\$86,627,678	\$14,458,649	20.0%
Sub-Total	\$850,023,512	\$916,737,412	\$66,713,900	7.8%
Interfund Transfers	\$45,623,028	\$39,724,875	-\$5,898,153	-12.9%
Total Estimated Gross Revenues	\$895,646,540	\$956,462,287	\$60,815,747	6.8%

Councilmembers, I appreciate collaboration and a commitment to fiscal responsibility as we respond to uncertainties in our island communities. I strongly believe that with responsible, diligent planning and investment we can provide essential services to our residents during emergencies while also laying the foundation for a healthy, thriving community for generations to come.

Sincerely,



MICHAEL P. VICTORINO
 Maui County Mayor



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Table of Contents

Mayor's Budget Message

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.

INTRODUCTION

Reader's Guide to the Budget	1
<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>	
County's Strategic Vision	11
<i>Presents the County of Maui's vision and mission statements, and strategic goals and objectives.</i>	
Long Term Financial Plan	15
<i>Includes the County's long-term financial plan and revenue forecasts for major revenue sources.</i>	
Directory of County Officials	23
<i>A list of County of Maui's Department/Agency Administrators, Directors and Deputy Directors, and members of the County Council.</i>	
County Organization Chart	25
<i>Chart showing the Fiscal Year 2021 organization chart by department.</i>	
County Profile	27
<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 2021.

FY 2021 Budget Organization Chart	35
FY 2021 Revenues and Expenditures	36
FY 2021 Equivalent Personnel	38
Summary of Organization Changes	40

BUDGET AND FINANCIAL POLICIES

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

FY 2021 Budget Guidelines	43
Budgetary Process	44
Budget Process Calendar	45
A Balanced Budget is Required	46
Budget Control	46
Budgetary Basis	46
Amending the Budget	47
Budget Implementation Reports	47
Surplus and Reserves	47
Fund Balance Policy	48
Audit of Accounts	48
Budgetary Fund Structure	49
Governmental Funds	49
Proprietary Funds	51
Fiduciary Funds	51
Capital Budget Policy	51
Capital Budget Process	52

Table of Contents

BUDGET AND FINANCIAL POLICIES (CONTINUED)

Capital Budget Review and Approval Process	52
Capital Budget Cycle	53
Financing/Sources of Funds	53
Capital Projects Long-Term Financial Plan	55
Debt Policy	55
General Intent of Debt Policy	55
Debt Limit	56
Debt Structuring Practices	56
Debt Issuance Practices	56
Debt Management Practices	57
Debt Administration	57
Legal Debt Margin as of June 30, 2019	59
Investment Policy	61

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.

Revenue and Expenditure Summary	65
<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>	
Fund Balance	71
<i>Includes FY 2021 fund summary (County funds) by major fund, and comparative analysis of carryover savings.</i>	
Revenue Overview	77
<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>	
Equivalent Personnel Summary	83
<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	87
County Clerk	97
County Council	107
Emergency Management	123
Environmental Management	137
Finance	179
Finance-Countywide Costs	214
Fire and Public Safety	215
Housing and Human Concerns	251
Liquor	325

Table of Contents

DEPARTMENT PROGRAM SUMMARIES (CONTINUED)

Management	335
Mayor	359
Parks and Recreation.....	407
Personnel	439
Planning	449
Police.....	463
Prosecuting Attorney.....	499
Public Works.....	515
Transportation	559
Water Supply	587

CAPITAL PROGRAM

Includes overview of the FY 2021 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.....	609
FY 2021 Capital Budget Overview	609
FY 2021 Capital Budget Summary by Department	610
FY 2021 Capital Budget Summary by District	611
FY 2021 Capital Budget Summary by Fund Type	613
FY 2021 Capital Budget by Project Type	614
Six-Year Capital Budget Summaries	615
Impact on Operating Budget.....	616
Project Prioritization	616
Environmental Management	617
Finance.....	689
Fire and Public Safety.....	693
Management	701
Parks and Recreation.....	705
Police.....	731
Prosecuting Attorney.....	735
Public Works.....	737
Transportation	767
Water Supply	773

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.....	785
Acronyms List.....	796

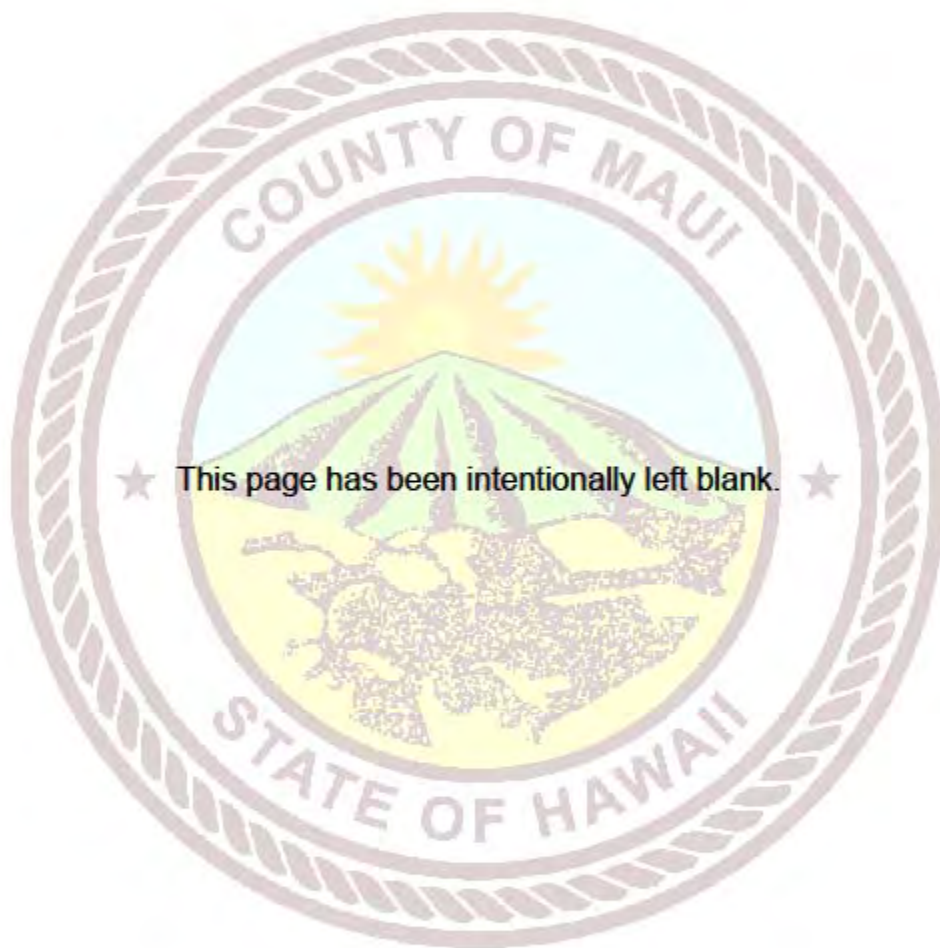
Table of Contents

LIST OF FIGURES

Figure 1-1. Maui County Real Property Assessment Gross Assessed Value.....	17
Figure 1-2. Maui County Real Property Assessment Property Tax Revenue	17
Figure 1-3. Transient Accommodation Tax Revenues (General Fund).....	18
Figure 1-4. Public Service Tax Revenues (General Fund)	18
Figure 1-5. Fuel Tax Revenue (Highway Fund)	19
Figure 1-6. Franchise Tax (Highway Fund).....	19
Figure 1-7. Sewer, Cesspool, Septic and Reclaim Fees Revenues (Sewer Fund).....	20
Figure 1-8. Refuse Collection and Landfill Tipping Fee Revenues (Solid Waste Fund)	20
Figure 1-9. Water Service Fees	21
Figure 1-10.	(not used)
Figure 1-11. County of Maui Demographic Characteristics	27
Figure 1-12. Maui County Population.....	29
Figure 1-13. Principal Private Employers in Maui County	30
Figure 1-14. Median Sales Price, Maui County.....	33
Figure 2-1. FY 2021 Budget Organization Chart	35
Figure 2-2. All Sources of Funds: Total Resources by Major Fund Type.....	36
Figure 2-3. All Sources of Funds: Total Expenditures by Major Fund Type	36
Figure 2-4. County Sources of Funds: Total Resources by Major Fund Type.....	36
Figure 2-5. County Sources of Funds: Total Resources by Revenue Source	36
Figure 2-6. County Sources of Funds: Total Expenditures by Character Type.....	37
Figure 2-7. County Sources of Funds: Total Expenditures by Functional Area.....	37
Figure 2-8. Operating Expenditures by Character Type.....	38
Figure 2-9. All Sources of Funds: Total E/P by Major Fund Type	39
Figure 2-10. County Sources of Funds: Total E/P by Major Fund Type	39
Figure 2-11. All Sources of Funds: Total E/P by Functional Area.....	39
Figure 2-12. County Sources of Funds: Total E/P by Functional Area.....	39
Figure 2-13. Explanation of Organization Changes Related to Personnel	40-41
Figure 3-1. FY 2021 Budget Process Calendar.....	45
Figure 3-2. Budgetary Fund Structure	49
Figure 3-3. Capital Budget Cycle	53
Figure 3-4. Outstanding Long-Term Debt Table.....	58
Figure 3-5. Schedule of Debt Service Requirements to Maturity for County's General Long-Term Debt as of June 30, 2019.....	59
Figure 3-6. Schedule of Debt Service Requirements to Maturity for Water Supply's General Long-Term Debt as of June 30, 2019.....	60
Figure 4-1. 4-Year Comparison: Consolidated Schedule of Revenues and Expenditures	65
Figure 4-2. Estimated Revenues by Major Source	65
Figure 4-3. Expenditures and Other Uses.....	65
Figure 4-4. 4-Year Comparison: Revenue Schedule by Major Fund.....	66
Figure 4-5. 4-Year Comparison: Special Revenue Funds Schedule by Sub-Fund	67
Figure 4-6. 4-Year Comparison: Enterprise Revenue Funds Schedule by Sub-Fund.....	68
Figure 4-7. 4-Year Comparison: Operating Expenditures Schedule by Major Fund	69
Figure 4-8. Explanation of Budget Functional Areas.....	70
Figure 4-9. FY 2021 Fund Summary: Consolidated Schedule	71
Figure 4-10. FY 2021 Fund Summary by Major Fund: General Fund Schedule.....	72

Table of Contents

Figure 4-11. FY 2021 Fund Summary by Major Fund: Special Revenue Funds Schedule	73
Figure 4-12. FY 2021 Fund Summary by Major Fund: Enterprise Fund Schedule	74
Figure 4-13. 4-Year Comparison: Carryover Savings Summary by Sub-Fund	75
Figure 4-14. 4-Year Comparison: Carryover Savings Chart by Sub-Fund	75
Figure 4-15. Real Property Tax Revenue Budget and Actual Trends	77
Figure 4-16. Transient Accommodations Tax Revenue Budget and Actual Trends	78
Figure 4-17. Public Service Company Tax Revenue Budget and Actual Trends.....	78
Figure 4-18. Fuel Tax Revenue Budget and Actual Trends	79
Figure 4-19. Public Transit Bus Fares Revenue Budget and Actual Trends.....	79
Figure 4-20. Franchise Tax Revenue Budget and Actual Trends.....	80
Figure 4-21. Street Use Weight Tax Revenue Budget and Actual Trends.....	80
Figure 4-22. Sewer, Cesspool, Septic & Reclaim Fees Revenue Budget and Actual Trends.....	81
Figure 4-23. Landfill Tipping and Permit Fees Revenue Budget and Actual Trends.....	81
Figure 4-24. Refuse Collection Fees Revenue Budget and Actual Trends	82
Figure 4-25. Water Service Fees Revenue Budget and Actual Trends.....	82
Figure 4-26. Equivalent Personnel Summary (All Sources of Funds).....	83
Figure 4-27. Equivalent Personnel Summary (County Sources of Funds).....	83
Figure 4-28. All Sources of Funds: Percent Change in Equivalent Personnel	84
Figure 4-29. County Sources of Funds: Percent Change in Equivalent Personnel	84
Figure 4-30. Equivalent Personnel Schedule by Fund (All Sources of Funds).....	85
Figure 4-31. Equivalent Personnel Schedule by Fund and Functional Area (County Sources of Funds).....	86
Figure 5-1. All Sources of Funds: Total Capital Projects by Major Fund Type.....	609
Figure 5-2. County Sources of Funds: Total Capital Projects by Major Fund Type.....	609
Figure 5-3. FY 2021 Capital Budget Summary Chart by Department.....	610
Figure 5-4. FY 2021 Capital Budget Summary Table by Department.....	610
Figure 5-5. FY 2021 Capital Budget Summary Chart by District	611
Figure 5-6. FY 2021 Capital Budget Summary Table by District	611
Figure 5-7. FY 2021 Capital Budget Summary Chart by Fund Type	613
Figure 5-8. FY 2021 Capital Budget Summary Table by Fund Type	613
Figure 5-9. FY 2021 Capital Budget Summary Chart by Project Type	614
Figure 5-10. FY 2021 Capital Budget Summary Table by Project Type	614
Figure 5-11. All Sources of Funds: 6-Year Total Capital Projects by Major Fund Type	615
Figure 5-12. County Sources of Funds: 6-Year Total Capital Projects by Major Fund Type	615
Figure 5-13. All Sources of Funds: 6-Year Total Capital Projects by Fiscal Year	615
Figure 5-14. County Sources of Funds: 6-Year Total Capital Projects by Fiscal Year	615
Figure 5-15. Capital Improvement Impact on the Operating Budget	616



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Reader's Guide to the Budget

The following pages detail the County of Maui's Proposed Budget for Fiscal Year ("FY") 2021, which begins on July 1, 2020 and ends on June 30, 2021. This document has been prepared to help you, the reader, learn about the issues affecting the Maui County community, and how Mayor Victorino and the County plan to meet the communities' needs.

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 outlines the administration's priorities and highlights major changes and key initiatives included in the FY 2021 budget. This section also includes a list of our various departmental objectives and capital improvement projects which align with the Mayor's broader goals for Maui County, the 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 2021 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 historical and adopted revenues and expenditures for County funds, including 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 organizational charts for each department, as well as the Department Summaries and Program Narratives, Goals and Objectives, and Performance Measurements.

Capital Improvement Program (CIP) - This section outlines the County's planned expenditures for capital projects including descriptions, justifications for projects, and future anticipated operations and maintenance costs.

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

The County's budget is comprised of different funds, with the General Fund being 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 funds capital projects and supplemental transfers to special funds.

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).

Presented within the County of Maui operating budget are details of each department budget and program summaries. The program summary for each department includes the department summary and program narratives, as detailed in the following paragraphs.

Reader's Guide to the Budget

- **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, including Grant Revenue and Revolving Funds. The type of funding for the program described is indicated in the titles of the summaries.

Continuation Budget Changes from FY 2020 Adopted Budget: Includes a brief explanation of changes for items with increases and/or decreases of \$10,000 or more from the FY 2020 Adopted Budget, at the object level. The **Continuation Budget Changes** table includes the Mayor's proposed 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 2020.
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 2021.
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 2020 Adopted Budget.
5. **Statutorily Established Salary Increases** – Salary increases required by statute for specified position classifications.
6. **Equipment – On-Going Lease** – Increases relating to on-going leased equipment such as copy machines.
7. **Salary Adjustments** – Salary related amounts based on the authorized budget for FY 2020 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 2021. 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. On the following page 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 2021</u>
Water	6178	0.03 *
Sewer	6150	0.05 *
Electricity	6120	0.02 *

*Inflationary factors are applied to the average of FY 2018 and FY 2019 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 2020 Adopted Budget** - Includes the following items: increase in salaries, premium pay and 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 related to information technology.
- **County Grant Subsidy Detail** – When applicable, includes the name of grantee/program, prior fiscal years' actual amounts, current fiscal year's appropriation amount, and ensuing fiscal year's adopted amount for each line item grant. It also includes a description of each county grant subsidy program.

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.

Expenditures Summary by Character & Object

Represents the different types of account codes within the county's budget. *See table below for detailed descriptions of Character Types and Object Descriptions.*

Actual expenditures recorded in the Integrated Financial Accounting System (IFAS) for FY 2018 and FY 2019.

Budget adopted by the Council for FY 2020.

Mayor's Proposed Budget for FY 2021

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
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%
Salaries and Wages Total	\$374,576	\$368,051	\$439,406	\$466,544	\$27,138	6.2%
Operations						
INTERFUND COST RECLASSIFICATION	\$13,279	\$0	\$0	\$0	\$0	N/A
MATERIALS & SUPPLIES	\$18,167	\$21,467	\$18,200	\$18,200		
OTHER COSTS	\$120,645	\$175,946	\$42,400	\$67,400	\$25,000	
SERVICES	\$227,277	\$101,213	\$72,000	\$72,000		
SPECIAL PROJECTS	\$0	\$0	\$600,000	\$600,000		
TRAVEL	\$23,389	\$20,327	\$12,380	\$12,380		
UTILITIES	\$45,570	\$42,191	\$46,597	\$46,597	\$0	N/A
Operations Total	\$448,327	\$361,144	\$791,577	\$816,577	\$25,000	3.2%
Equipment						
MACHINERY & EQUIPMENT	\$364,470	\$344,594	\$0	\$0	\$0	N/A
Equipment Total	\$364,470	\$344,594	\$0	\$0	\$0	N/A
Department Total	\$1,187,373	\$1,073,789	\$1,230,983	\$1,283,121	\$52,138	4.2%

Indicates the change in dollars and percent from FY 2020 Adopted to FY 2021 Proposed.

Represent subtotals for each character type.

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 ¹
Salaries and Wages	Wages and Salaries, Other Premium Pay and Fringes
Countywide Expenditures	Fringe Benefits and Employee Welfare, Pensions, Other Employee Welfare, Other Costs, Materials and Supplies, and Services
Operations	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
Debt Service	Debt Service, Interest and Issuance Costs and Principal Costs
Transfers Out	Transfers out to General Fund, Special Revenue Funds, Debt Service Fund, Capital Projects Fund, Other Governmental Funds, Proprietary Funds, and Full Accrual Fund
Transfers In	Transfers in to General Fund, Special Revenue Funds, and Other Governmental Funds
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

¹ 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

Equivalent Personnel by Position Title						
POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 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	2.0	1.0	100.0%
Civil Defense District Coordinator		0.0	0.0	0.0	0.0	N/A
Emergency Management Officer		1.0	1.0	1.0	0.0	N/A
Secretary I		1.0	1.0	1.0	0.0	N/A
EM Specialist I	0.0	0.0	1.0	1.0	1.0	N/A
Program Total	6.8	6.00	7.00	9.00	2.0	28.6%

NOTE: Position titles are reflective of titles for Fiscal Year 2021. EP counts per title may vary from previous fiscal years due to reallocations.

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES AND SALARIES:		
909010A-5101 Regular Wages: Adjustments in salaries based on 2% increase for Director and Deputy Director per salary commission and position reallocations.	\$17,268	0.0
Operations		
SERVICES:		
909010B-6132 Professional Services: Deletion of appropriation approved in FY 20.	-\$710,000	
Equipment		
MACHINERY & EQUIPMENT:		
909010C-7031 Computer Equipment: Deletion of appropriation approved in FY 2019.	-\$42,500	

NOTE: The total amount of Continuation Budget Changes is purposely omitted since amounts presented include only those that are +/- \$10,000 from the FY 2020 Adopted Budget.

Reader's Guide to the Budget

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	A description of the change(s) and additional appropriation amount adopted in the fiscal year, including change in E/P, if any.	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages			
912014A-5101 Regular Wages: Increase salary to full year for EM Specialist, 6 months funding in FY 2020.		\$14,568	1.0
Operations			
None		\$0	
Equipment			
None		\$0	
TOTAL EXPANSION BUDGET		\$14,568	1.0

List of the grantee or program that will be receiving grant awards from the county, also listed as a line item grant in the budget ordinance.

Indicates the actual amount of grant award received by the grantee in FY 2018 and FY 2019

Indicates the amount of grant subsidy appropriated in FY 2020.

Proposed Budget for FY 2021

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Development Impact Fee Study	\$0	\$0	\$0	\$0
Small Town Planning	-\$15,178	\$0	\$0	\$0
University of Hawaii Maui College Sea Grant	\$103,935	\$104,000	\$104,000	\$148,731
Wailuku First Friday Events	\$0	\$0	\$0	\$0
Dune Management and Public Shoreline Access	N/A	N/A	\$100,000	\$157,000
Transit Oriented Development	N/A	N/A	\$100,000	\$0
Lahaina Restoration Foundation -- Old Pioneer Mill Office Restoration	N/A	N/A	\$30,000	\$0
TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION & PLANNING PROGRAM	\$88,757	\$104,000	\$334,000	\$305,731

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.

Project Type: Maui County has eight different project types:

1. **Drainage:** Projects include road drainage and gulch improvements and drainage master plans.
2. **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.
3. **Other Project:** Includes capital projects for the county that are not classified project types and for capital equipment related projects.

County of Maui
 Fiscal Year 2021-2026 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/Ench	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
606,161	500,000	250,000	500,000	500,000	500,000	500,000	0	2,250,000

PROJECT DESCRIPTION

Planning, design, and construction for accessibility improvements following 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.

Reader's Guide to the Budget

4. **Parks and Recreation:** Projects include playing field and playground 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 systems.

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 need and describes the major benefits or reasons why this project is required. It may include information such as addressing current inadequacies, meeting new and/or increased 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 the acquisition of any interest in land or building, in connection with the project, including necessary appraisal.
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: 1) all work necessary to accomplish a specific purpose and produce a complete and usable new structure; 2) the equipment installed and made part of the facility; and 3) site development.
 - 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, can no longer be used for its designated purpose and is beyond the point of repair or renovation.

Reader's Guide to the Budget

5. Renovations:

- Alteration of interior space arrangement and other physical characteristics, such as utilities, so that a structure may be more effectively used for its designated functional purpose.
- Conversion of interior arrangement and other physical characteristics, such as utilities and fixed equipment installed 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, structure or an existing mechanical system, to comply with current building code requirements or to modernize for effective use 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.

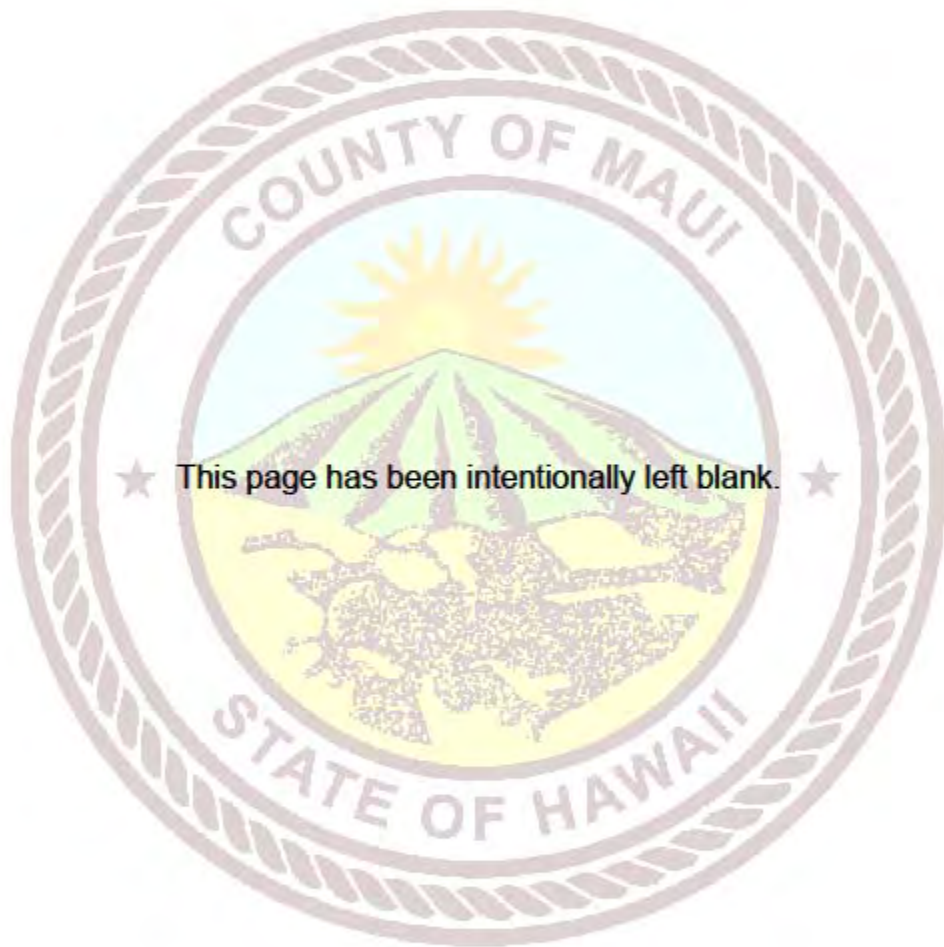
6. Furniture, Fixture, and Equipment: Equipment is a tangible resource of a permanent or long-term nature used in an operation or activity.

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 sources for capital projects. The source codes on each project sheet indicates the following²:

AH	Affordable Housing Fund
BW	Bikeway Fund
GB	General Obligation Bond Fund
GF	General Fund
FD	Federal Funds
HF	Highway Fund
LBF	Lapsed Bond Fund
LF	Liquor Control Fund
OG	Other Grant Funds
PA	Park Assessment Fund
SRF	State Revolving Loan Fund
ST	State Funds
SW	Solid Waste Management Fund
WF	Wastewater (Sewer) Fund
WR	Restricted Water Fund
WU	Unrestricted Water Fund

² See Budget and Financial Policies for detailed fund descriptions and uses.



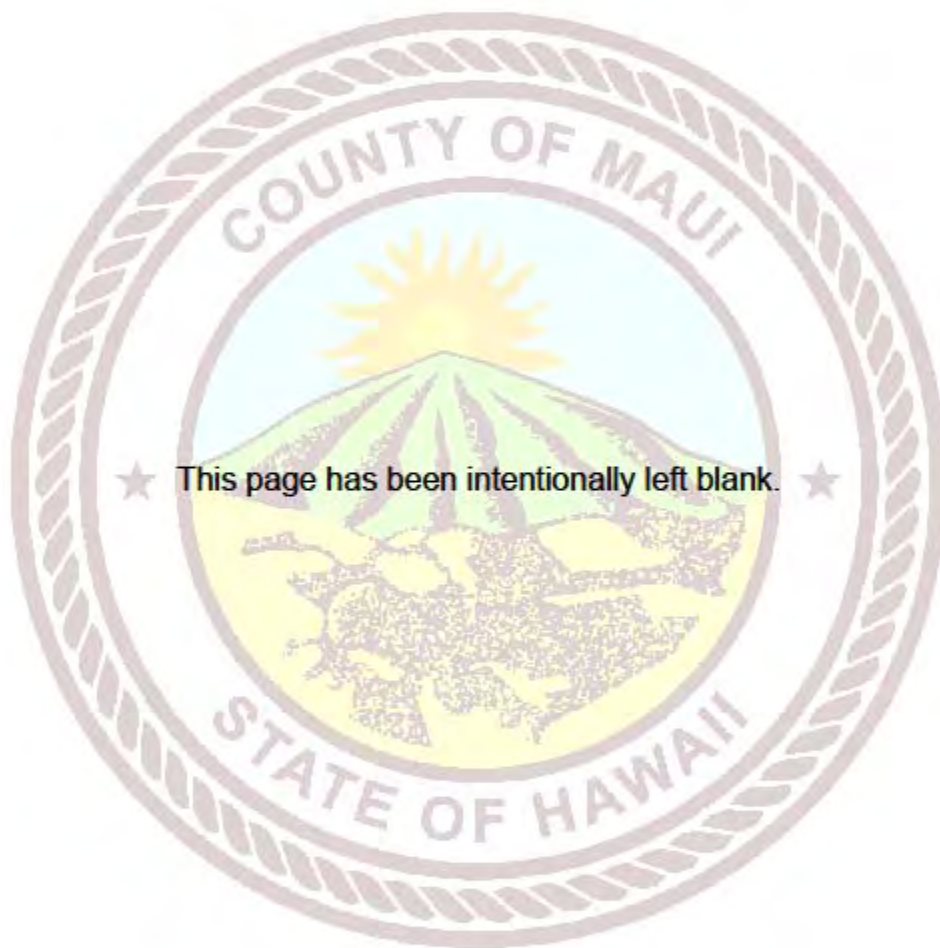
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Introduction

Mayor's Proposed Budget

FY 2021



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The Strategic Vision of the County of Maui was developed with the unique needs of residents and visitors of Maui, Molokai and Lanai in mind. Maui County government works for the public by providing outstanding customer service and anticipating future needs as detailed in the Maui County General Plan, the Countywide Policy Plan, Maui Island Plan and Community Plans.

Countywide outcomes comprise a five-part strategic vision, including: **an affordable, healthy and thriving community; a strong, diversified economy; an environmentally responsible and sustainable community; well-planned public infrastructure; and a prepared, safe and livable County.**

The Revised Charter of the County of Maui (1983), as amended, establishes the structure and organization of Maui County government. It is a constitutional document, drafted in accordance with the will of the people, which defines local government responsibilities. The Charter is available at www.mauicounty.gov/charter.

Pursuant to Section 3-9 of the Charter, the policy of the County is “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, adopted by Ordinance 3732 (2010), provides broad goals, objectives, policies, and implementing actions to guide 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
- Diversify transportation options
- Improve physical infrastructure
- Promote sustainable land use and growth management
- 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 guidance for Community Plans, as updated after 2010. The Countywide Policy Plan is available at www.mauicounty.gov/index.aspx?NID=420.

The development of each department’s vision and mission stems from 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 Affordable, Healthy, and Thriving Community

Collaborative efforts and innovative planning continue to lead to action and progress in addressing Maui's lack of attainable housing for working families. Additionally, the Administration prioritizes the need for quality recreational opportunities to support a healthy and thriving community. Building, rehabilitating and maintaining facilities for programs for our youth and seniors are a top priority.



Related Department/Program Goals:

- Supporting responsible development of attainable housing
- Improving parks and public facilities
- Supporting programs for youth, including recreational facilities
- Supporting transit-oriented development and responsible, sustainable planning

A Strong, Diversified Economy

Maui County's main economic engine is tourism and we continue ongoing efforts in managing its growth and impacts. The County supports diversifying the economy through supporting existing businesses and being innovative in a global, hyper-connected global community. The Administration also supports growth in the technology and agriculture sectors.

Related Department/Program Goals:

- Fostering job creation within Maui County through new and expanding businesses, especially local businesses
- Supporting innovative and technology-related industries
- Prioritizing growth in the agricultural sector

An Environmentally Responsible & Sustainable Community

Mayor Victorino's vision guides stewardship of Maui County for our residents and visitors – and for future generations to come. Protecting our environment and planning for a sustainable future promotes and health and well-being of residents and the economy.

Related Department/Program Goals:

- Committing to energy efficiency and renewable energy
- Maximizing use of County-owned lands through effective land management
- Supporting climate action, sustainability and resiliency action plans and related efforts





Well-planned Public Infrastructure

Infrastructure owned and/or managed by the County must be built and maintained to effectively serve future generations. Systems such as water, sewer and drainage, roadways, government facilities, parks, and other facilities must be planned, rehabilitated and maintained with long-term usage in mind. The Administration effectively prioritizes infrastructure improvements to be forward-thinking and fiscally responsible.

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 maximum useful life
- Ensuring facilities and systems meet future needs



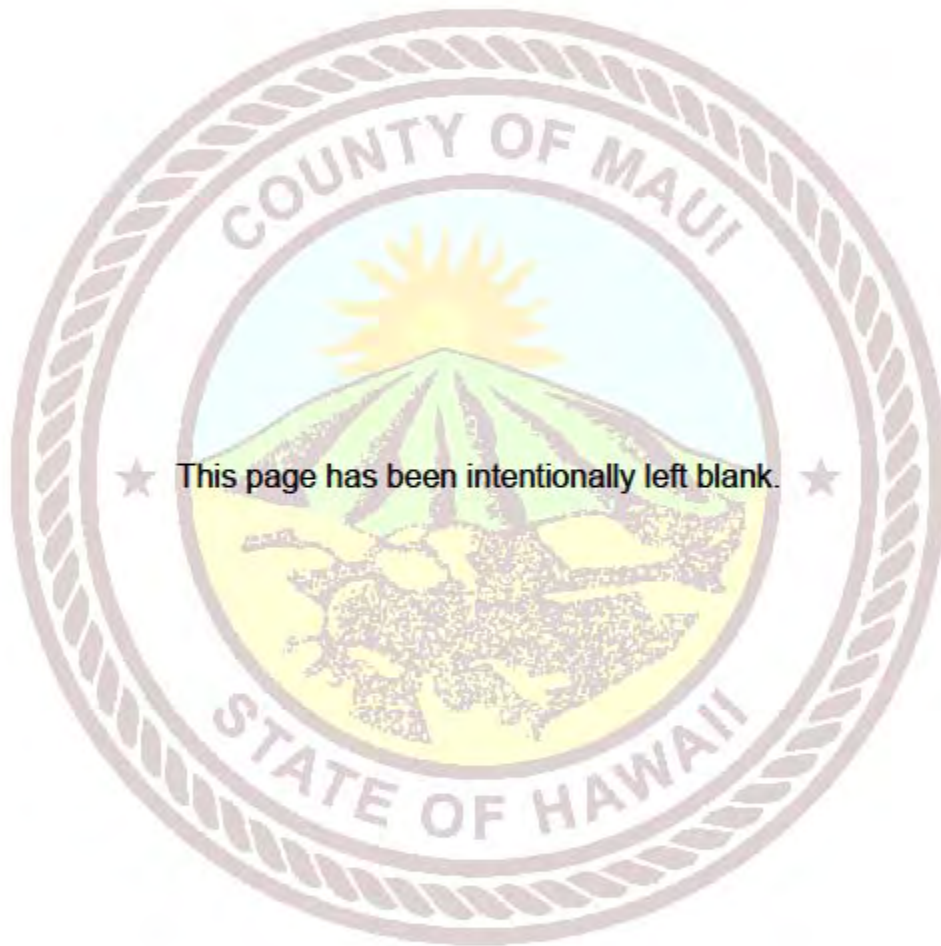
A Prepared, Safe and Livable County

The County has committed to being “prepared, safe, and livable.” Hardworking leadership and employees, including public works, police, fire and emergency management, continue to uphold this commitment. Whether it is responding to a natural disaster, creating policies and plans for the future, or providing guidance and information to the public, Maui County is committed to ensuring the safety and well-being of its citizens.

Related Department/Program Goals:

- Enhancing the County's response capacity and capabilities
- Supporting traffic safety and Vision-Zero efforts
- Reducing crime and increasing public safety through prevention methods
- Maintaining and enhancing safety in County beach parks and coastal waters





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 utilizes portions of GFOA’s budgeting for outcomes (“BFO”) method to fully integrate budgets and programs. BFO 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, departments first performed analysis of the efficiency and effectiveness of their operations, to strengthen subsequent budgetary decision-making. Guided by BFO, the Administration continuously works with departments to enhance strategic plans, key activities, goals and measures. Allocating resources based on what was done in the past is not adequate justification for budgetary decisions; these decisions must be fully aligned with forward-looking, strategic direction.

In consideration of the County’s current and future needs, strategic and long-range plans continue to be reviewed, modified and developed. 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 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. The County continues to approach this goal through prudent management of our fiscal resources and annual appropriations, including \$6.5 million per year in Fiscal Year (“FY”) 2020 and proposed FY 2021.

The County’s bond ratings from Moody’s, Standard, & Poor’s and Fitch of Aa1/AA+/AA+ also reflect the prudent financial plan. The plan requires a review of economic conditions and forecasts, which guides the Administration in its decision-making process. The County’s long-term financial plan is detailed further on the following pages.

Long Term Financial Plan Outline:

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.

Long Term Financial Plan Outline (cont'd):**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 and 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 work 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

The data below was derived using Real Property Assessment (RPA) gross assessed values from assessment years 1986-2021. Years 2022-2030 were derived using a linear regression. Based on the historical data and Figure 1-1 below, parcel count is expected to increase 9.15% from 2022 to 2030, or 1.14% per year and gross assessed values are expected to increase 21.8% from 2022 to 2030, or 2.73% per year.

Figure 1-1



Figure 1-2

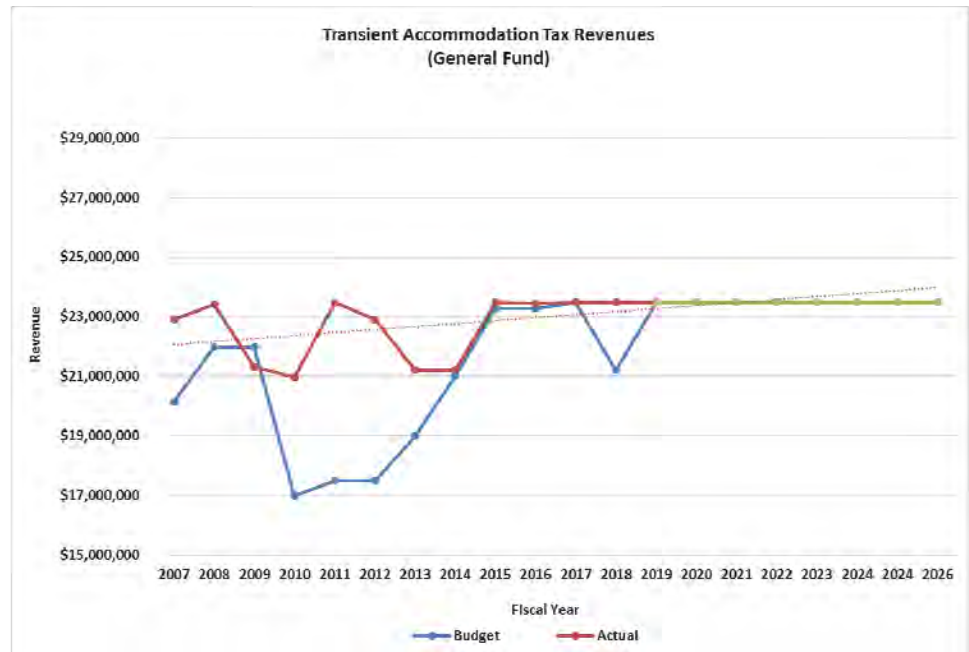


Data derived using RPA revenues from fiscal years 1996-2021. Years 2022-2030 were derived using linear regression. Figure 1-2 on the previous page, gross assessed values are expected to increase by 21% from 2022 to 2030, or 2% per year.

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. The County does not anticipate any future growth in this revenue unless the legislation changes.

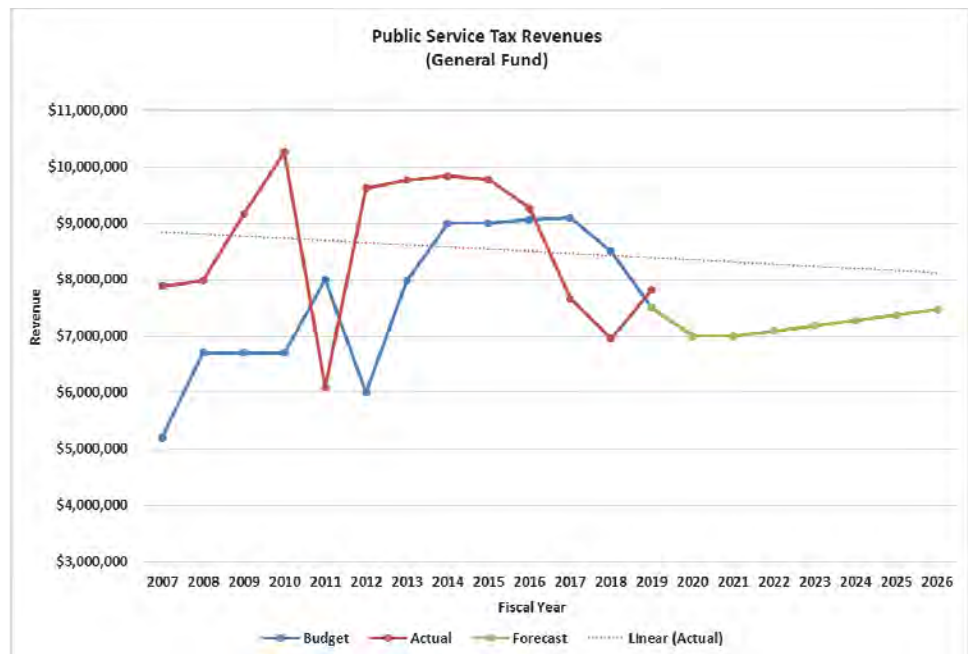
Figure 1-3



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 2011 U.S. and global stock markets crash, revenues declined sharply but immediately rebounded the following year. Since 2013, historical data shows an average rate of decrease in the County's revenue at approximately 2.5%, in more recent years we have seen positive growth in revenues in 2019.

Figure 1-4



Fuel Tax

County fuel tax is a levy on gas, diesel, ethanol, methanol, liquid petroleum, and bio-diesel. Growth in revenue had been based on increased consumption that peaked in 2006. Since then, as shown in Figure 1-5, 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 11.1%. The forecasted increase in revenue, at an average rate of 2.3% is based on average year-over-year increase since 2011, excluding 2016 and 2017.

Figure 1-5

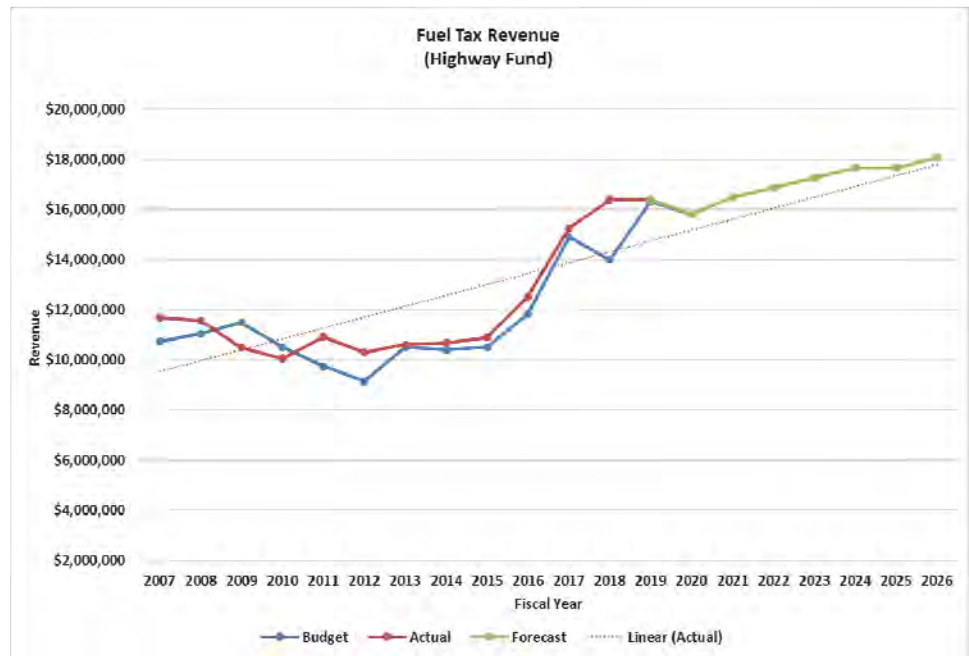
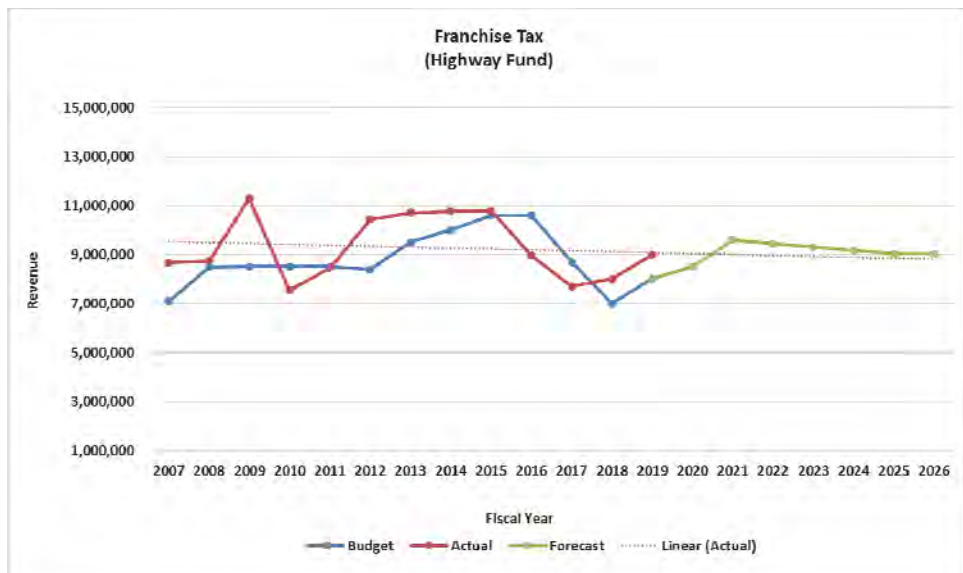


Figure 1-6

Franchise Tax

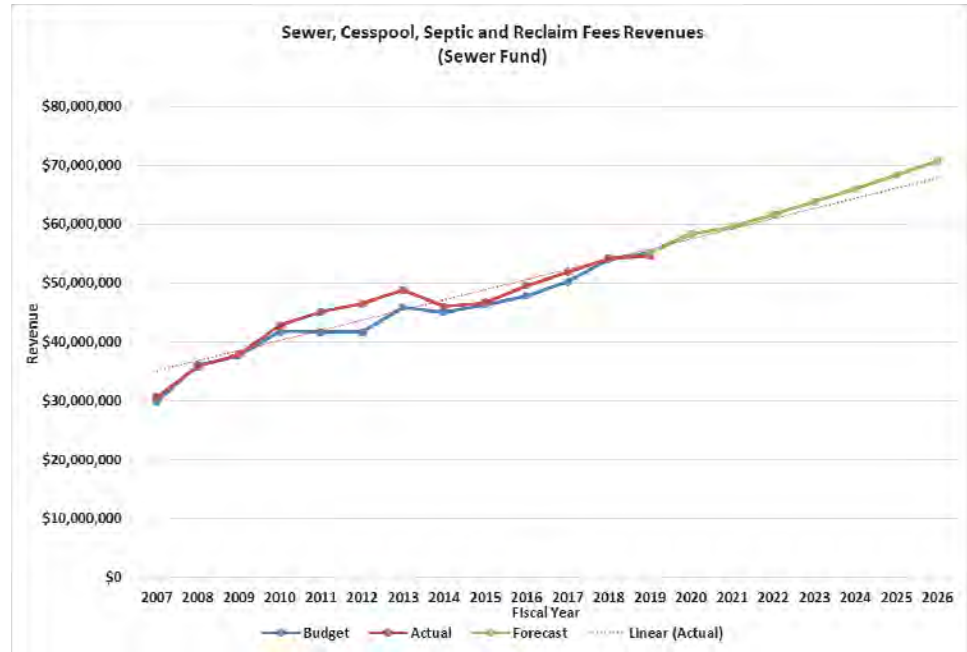
For the exclusive ability to provide electricity to the public, a franchise tax of 2.5% of the gross receipts of the electric company for Maui County, is imposed by HRS 240. Gross receipts include fuel surcharges on electricity bills and with a decrease in fuel prices in 2016, revenues have correspondingly decreased. Revenue from the franchise tax is expected to decrease at 1.5% year-over-year due to the expected steady growth of electricity generation from natural gas-fired power plants and the continued rise of electricity generation from renewable energy sources. 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 2021, the increased revenue comes from slight increase in usage and number of sewer customers. The forecast of an average increase of 3.5% is based on last 5-year historical average.

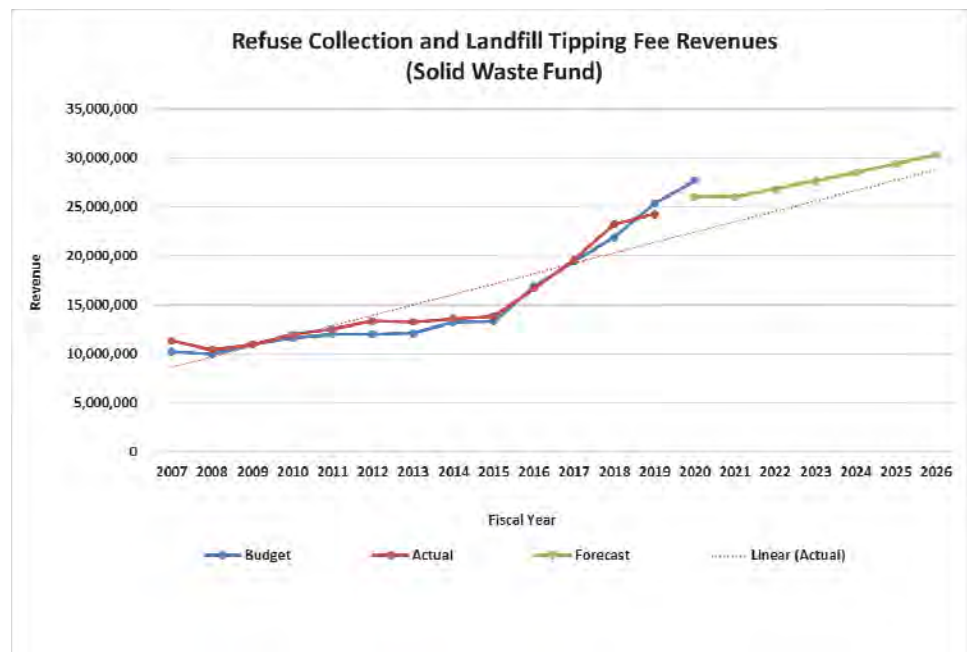
Figure 1-7



Refuse Collection and Landfill Tipping Fees

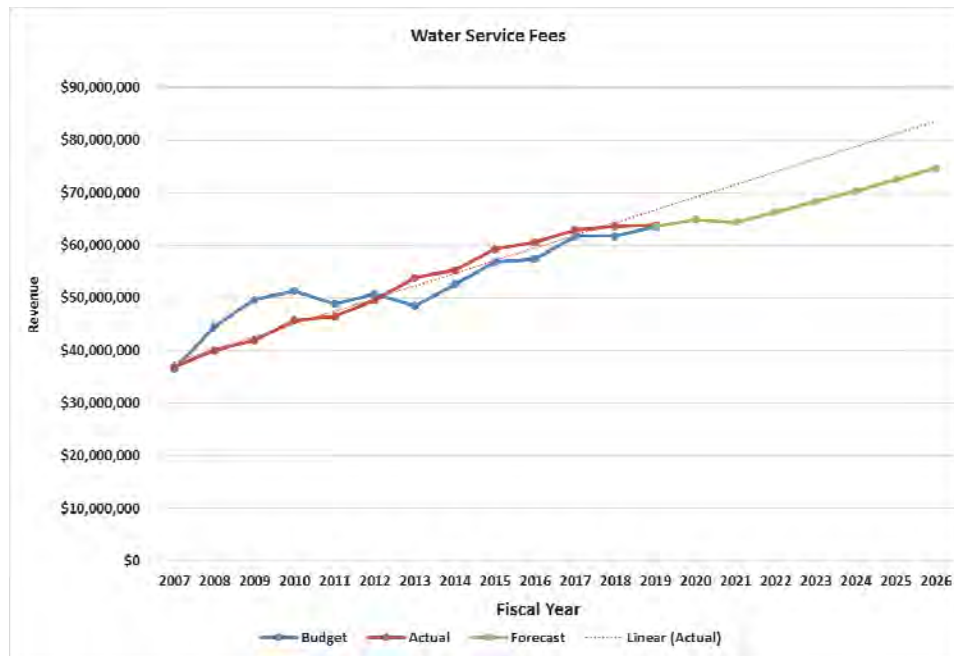
Most of the revenue in the solid waste fund comes from landfill tipping and related fees and residential refuse collection accounts. The trend for growth of these revenues is 3.1%. The growth is mainly due to increased landfilling and increased refuse collection accounts combined with fee increases. Historically, the fees collected were insufficient to pay for the operations of the solid waste division and are supplemented by General Funds. There is no rate increase proposed for landfill tipping fees and fees for residential refuse collection FY 2021.

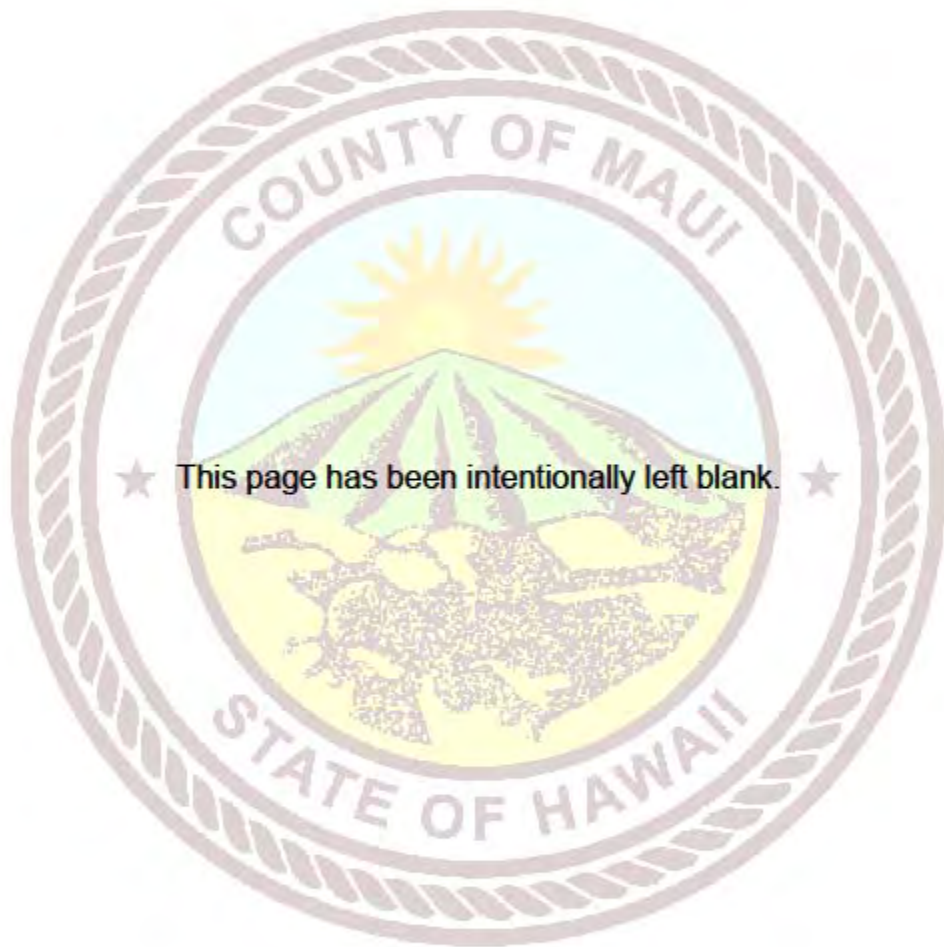
Figure 1-8



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 3.0% year-over-year based on increases in rates and new customers offset by continued water conservation efforts. For FY 2021, there is no proposed rate increase for water service fees.

Figure 1-9



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MICHAEL P. VICTORINO
MAYOR



SANANDA BAZ
Managing Director



JOSIAH NISHITA
Deputy Managing Director



TYSON MIYAKE
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



MOANA LUTEY
Corporation Counsel

Department of Environmental Management



ERIC NAKAGAWA
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
Director

Department of Liquor Control



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
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 FAAUMU
Police Chief

Department of the Prosecuting Attorney



DON GUZMAN
Prosecutor

Department of Public Works



ROWENA DAGDAG-ANDAYA
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



JORDAN MOLINA
Deputy Director



MICHAEL DUPONT
Deputy Director



HELENE KAU
Deputy Director



ALICE L. LEE
COUNCIL CHAIR
WAILUKU DISTRICT



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



TASHA KAMA
PRESIDING OFFICER PRO TEMPORE
KAHULUI DISTRICT



RIKI HOKAMA
COUNCILMEMBER
LANAI DISTRICT



KELLY T. KING
COUNCILMEMBER
SOUTH MAUI DISTRICT



MICHAEL J. MOLINA
COUNCILMEMBER
MAKAWAO-PAIA-HAIKU DISTRICT



TAMARA PALTIN
COUNCILMEMBER
WEST MAUI DISTRICT



SHANE M. SINENCI
COUNCILMEMBER
EAST MAUI DISTRICT

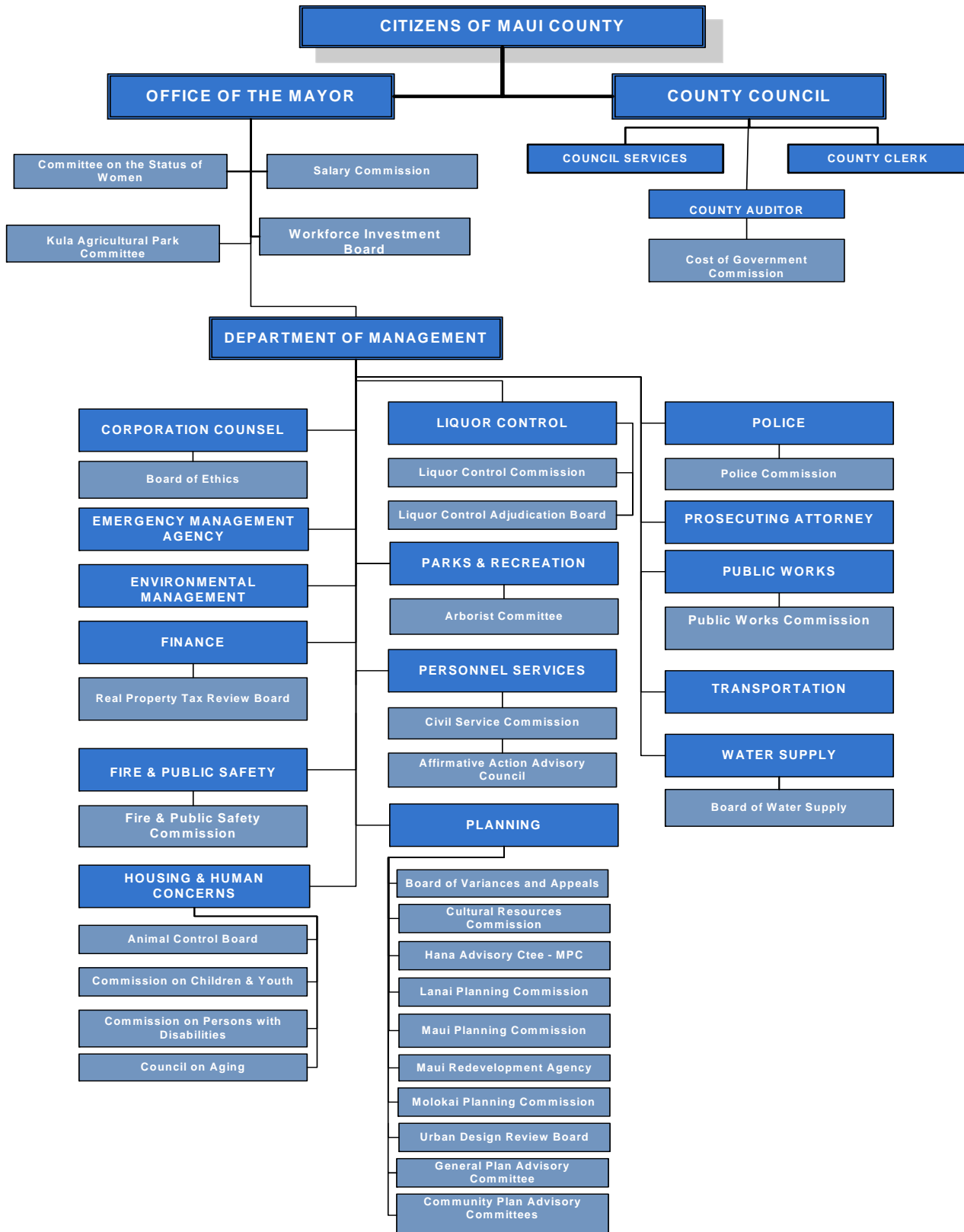


YUKI LEI K. SUGIMURA
COUNCILMEMBER
PUKALANI-KULA-ULUPALAKUA DISTRICT

OFFICE OF COUNCIL SERVICES
Traci N.T. Fujita, Director
David Raatz, Supervising Legislative Attorney

OFFICE OF THE COUNTY AUDITOR
Lance Taguchi, County Auditor

OFFICE OF THE COUNTY CLERK
Kathy Kaohu, County Clerk
James Krueger, Deputy County Clerk

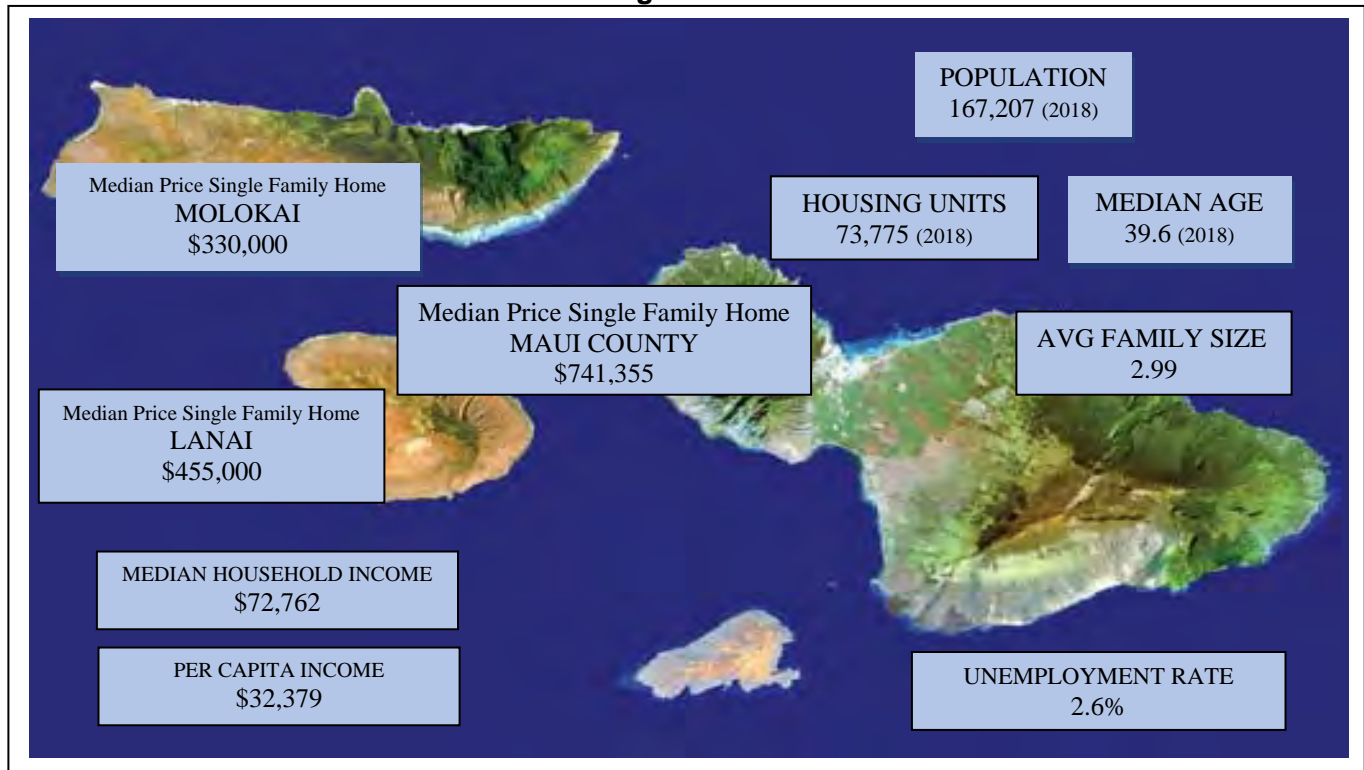




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COUNTY OF MAUI

Figure 1-11



Demographic Characteristics Sources: U.S. Census Bureau; State of Hawaii Dept. of Labor & Industrial Relations; Realtors Association of Maui, Inc. (Median home prices, Dec. 2019 YTD); 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, Lana'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. The islands have a total coastline of 210 statute miles.

The island of Kaho'olawe is uninhabited and was transferred from the Federal Government in 1994. The island was previously used as a military practice site and restoration efforts for a cultural reserve are ongoing.

The island of Maui, known as the "Valley Isle," is 48 miles long, 26 miles wide and has a land area of 735 square miles. It is the economic center and home to a large portion 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 was known for many years for pineapple production on most of its 141 square miles, however, cultivation of the crop has since been phased out. Currently, 98 percent of the land on Lana'i is owned by a single land owner.

The island of Moloka'i is the fifth largest island and includes 263 square miles. Kalawao County, or the portion of the island of Moloka'i known as Kalaupapa, is managed by the State of Hawaii.

GOVERNMENT

Uniquely, 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. Major sources of state revenue include corporate and personal income taxes, the General Excise Tax ("GET"), and the Transient Accommodations Tax ("TAT"). The Counties exercise exclusive authority over Real Property Tax ("RPT").

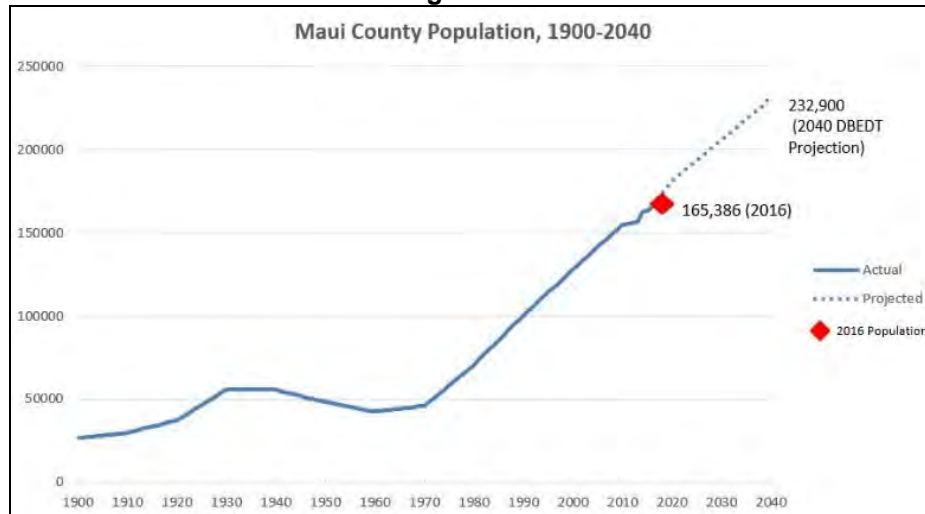
Maui County is governed by the Revised Charter of the County of Maui (1983), as amended. The Charter was originally adopted by the electorate in September 1967. Like the other counties in Hawai'i, the County of Maui operates under the Mayor-County Council form of government. All elections for county office are non-partisan, at-large elections.

The County of Maui is responsible for 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.

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 heads of the 11 executive County Departments, subject to confirmation by the County Council. 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 management and strategic planning guidelines for the Departments and serves as a liaison between the County Council, Departments, and agencies.

The legislative branch is comprised of nine County Council members who serve two-year terms. As the policy-making body, the County Council appoints the County Clerk, County Auditor, and staff of the Office of Council Services. Each of the nine council members has residency requirements, one each from Lana'i and Moloka'i, and one from seven districts, including East Maui, West Maui, Wailuku-Waihee-Waikapu, Kahului, Makawao-Haiku-Paia, South Maui and Upcountry (Pukalani-Kula-Ulupalakua). The Council legislates taxes, rates, fees, assessments, borrowing and appropriations for County purposes by ordinance (County budget).

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 starting in the 1920s – dominated the economy of Maui County. Shortly after Hawai'i became the 50th 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.

By the 1980s, Maui's traditional agricultural economic driver was in serious decline as falling global prices, the high cost of equipment and labor, and periodic droughts adversely affected sugar profitability.

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.

JOBS

The percent of individuals unemployed in Maui County was 2.6% in 2019, remaining consistent with unemployment numbers from 2017 (2.6%) and a slight uptick from 2018 (2.4%). These are the lowest unemployment numbers in the county since 2006.

Salary data for Maui County continues to show positive growth. Per capita income in Maui continued to grow, rising to \$47,226 in 2017, a 4.8% increase over 2016. Median household income increased 11% from \$72,257 in 2017 to \$80,241 in 2018. These figures indicate increased purchasing power of Maui County residents.

Over the 1990-2018 period, jobs in the statewide non-agricultural private sector showed an average increase of 0.8 percent; Maui County showed the highest increase statewide, with a positive change of 1.7%. Statewide wage per capita income projections in Hawaii indicate a 3.8% increase in 2017 over 2016. Detailed information on current trends can be found in the County Social, Business and Economic

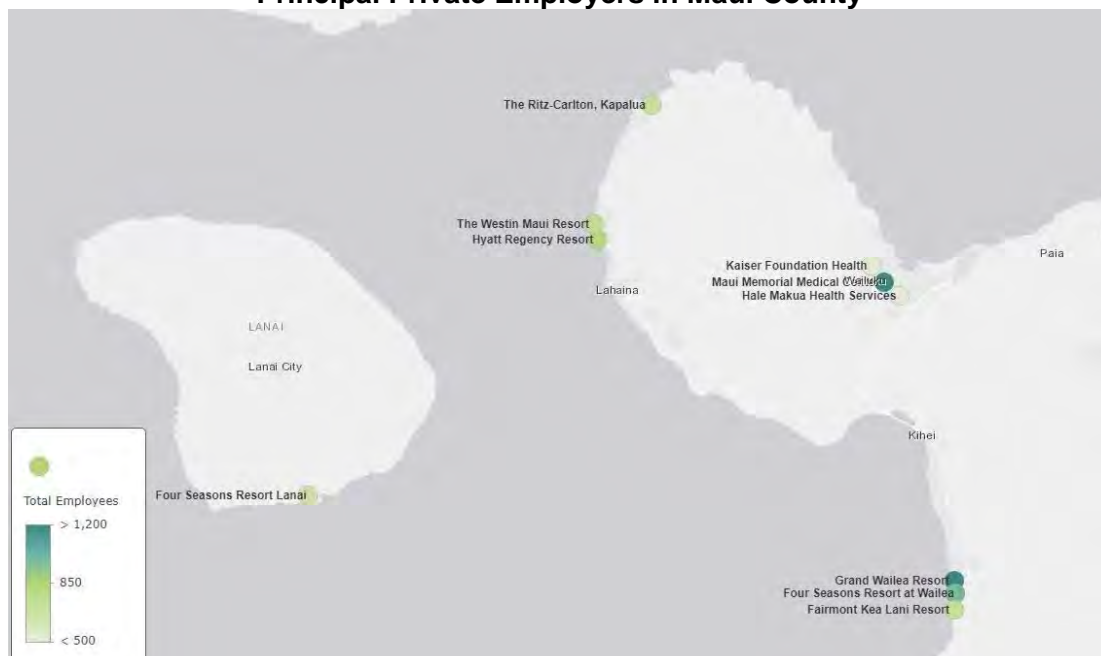
Trends in Hawaii (1990-2018) report, prepared by the State of Hawaii Department of Business, Economic Development & Tourism, and the Maui County Data Book, 2018.

ECONOMIC OVERVIEW

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

It should be noted that as of March 2020, the economic impacts of the spread of the novel coronavirus, COVID-19, are unknown worldwide and on a local level.

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 3 million in 2019, a 5.4% increase over the 2018 results. Daily visitor spending decreased slightly from 2018 (-0.6%), but was offset by total visitor spending, which increased 2.4% from 2018, to \$5.12 billion, and visitor days, which increased by 3%. The number of visitors from U.S. West increased by 9.5% and visitors from the U.S. East increased by 3.8%.

The Hawaii Tourism Authority estimates that visitor spending on Maui Island was approximately \$211 per visitor per day in 2019. The daily expenditure on Maui per visitor exceeded Oahu by \$17.00. Statewide, spending from visitors generated \$2.07 billion in state tax revenue, an increase of \$28.5 million from 2018. The state collected \$123 million in TAT revenue through August 2019, an increase of 10.3%, of which Maui County receives a fixed amount of approximately \$23.5 million, pursuant to State law.

Counties statewide recognize the visitor industry is susceptible to downturns based on outside factors such as weather and public health threats. Organizations such as the Maui Visitors and Convention Bureau help to mitigate potential downturns through tourism promotion and education.

AGRICULTURE

While the December 2016 closure of the 36,000-acre Hawaiian Commercial & Sugar Company's operations added uncertainty to Maui's economy, the company sold approximately 41,000 acres of agricultural farmland to Mahi Pono, LLC. In 2019, Mahi Pono reported planting 120 acres of potatoes, 20 acres each of onions and papaya, and 144 acres of citrus and avocado trees, with plans to plant citrus, coffee and breadfruit trees in 2020, along with devoting 2,000 acres to pasturelands.

The County is optimistic that the repurposing of agricultural lands will 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.

CONSTRUCTION

In 2018, a total of \$560 million valued permits were issued in Maui County, which accounts for 17% of permits issued statewide. Growth in the construction sector is largely due to the expansion of residential construction but also benefitted from improving numbers in the commercial sector. In 2018, 42.9 percent of permit value in Maui County was for residential construction. In 2018, out of 838 authorized housing units, 378 were for new single family units, and 460 were for new multi-family units.

Continued growth in the construction industry is projected in 2020, and third quarter 2019 figures show private building authorizations increased 5.2% compared with the third quarter of 2018. According to the University of Hawaii Economic Research Organization, a mix of public-sector, resort and residential projects will maintain industry activity near current levels for the next several years.

State legislature funded projects on Maui include funds for affordable housing, public school upgrades, natural resource projects, and airports, harbors and highway improvements. Specific projects include \$6 million for repairs and upgrades for the Maui Health System, and \$57 million for Kahului Harbor improvements over the biennium.

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 focus 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.

ENERGY

Energy is an important and growing cluster in Maui County, and the county is a national leader in renewable energy grid penetration. According to Hawaiian Electric, in 2019 Maui County registered the

highest percentage of renewable energy use statewide, with 41% use. 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. A large-scale project also opened in Lahaina in January 2018. Other energy projects are planned for Moloka'i and Kahului, with estimated completion in 2020 and 2021, respectively. The current State goal is for 100% renewable energy by 2045.

REAL ESTATE

According to the Realtors Association of Maui, total sales of single family homes in Maui County as of December 2019 increased by \$42.9 million over the year-to-date sales figures for 2018. Total value as of December 2019 reached \$1.2 billion, a 3.7% increase. Year-to-date sales volume decreased by 22 units to 1,117 units with the average selling price increasing \$58,588 over the average price for 2018. The 2019 average selling price grew to \$1,081,560; and, the median single family home price increased \$31,355 to \$741,355. The inventory of single-family homes for sale also decreased by 9.2% and sellers continued to receive, on average, 96.7% of list price. The average length of time a home was offered for sale in 2019 fell by 12 days to 133 days. These statistics indicate that the market continues to be favorable for sellers, and single-family homes continue to be in high-demand.

As of December 2019, Maui County's condominium total sales were \$73 million less than in 2018, a 6.1% decrease, and sales totaled \$1.12 billion. Mirroring the decline in sales dollars was the number of units sold, which decreased 3.1% for a total of 1,606 sales. Average selling price declined 3.1% to \$700,943. However, the median price increased \$15,500 or 3.1% to \$515,500 per condo.

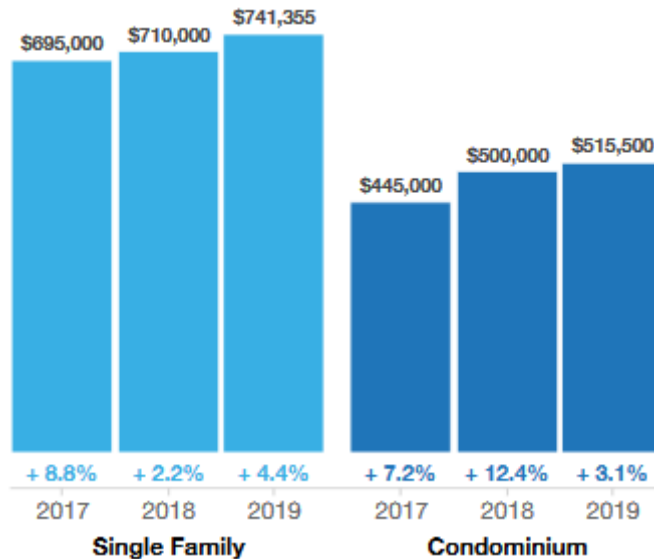
ATTAINABLE HOUSING

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 a minimum of 2 percent of the annual revenue from real property taxes to address Maui County's housing shortage. The County has also supported the First-Time Home Buyers program in FY 2019 and 2020, and continues to expand this program. Through attainable housing programs and supporting the development of affordable housing, the County continues to take action and make strides toward increasing housing inventory.

Figure 1-14

The charts below show recent real estate data through December, 2019.

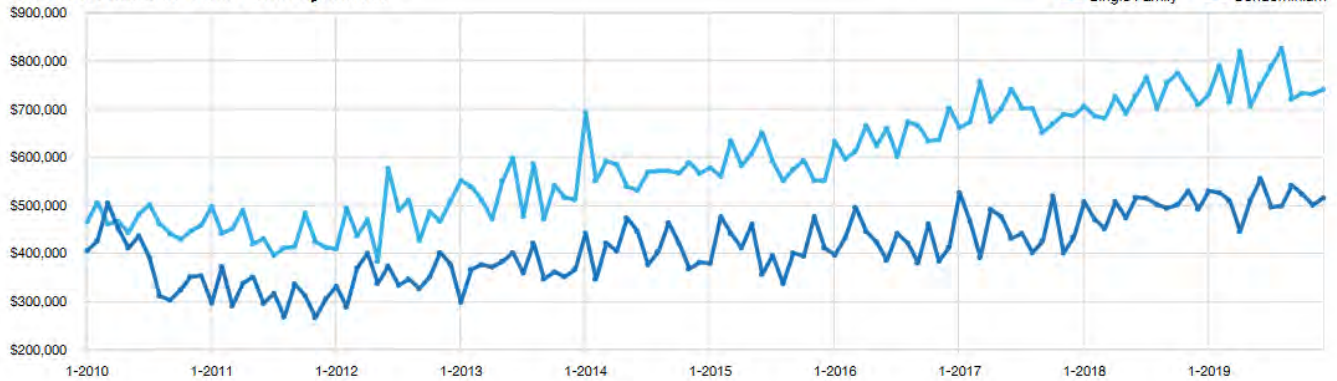
Median Sales Price, Maui County



Median Sales Price	Single Family	Year-Over-Year Change	Condominium	Year-Over-Year Change
Jan-2019	\$730,000	+ 3.5%	\$528,450	+ 4.4%
Feb-2019	\$790,000	+ 15.4%	\$525,000	+ 11.9%
Mar-2019	\$712,718	+ 4.8%	\$508,500	+ 13.0%
Apr-2019	\$819,500	+ 13.0%	\$444,444	- 12.2%
May-2019	\$705,000	+ 2.2%	\$510,000	+ 7.9%
Jun-2019	\$750,000	+ 3.1%	\$554,000	+ 7.6%
Jul-2019	\$788,000	+ 3.1%	\$494,875	- 3.6%
Aug-2019	\$825,250	+ 17.9%	\$496,950	- 0.6%
Sep-2019	\$719,718	- 4.6%	\$540,000	+ 9.6%
Oct-2019	\$732,000	- 5.5%	\$521,600	+ 4.3%
Nov-2019	\$729,998	- 1.4%	\$499,000	- 5.6%
Dec-2019	\$740,000	+ 4.6%	\$514,120	+ 4.7%
12-Month Avg*	\$741,355	+ 4.4%	\$515,500	+ 3.1%

* Median Sales Price for all properties from January 2019 through December 2019. This is not the average of the individual figures above.

Historical Median Sales Price by Month



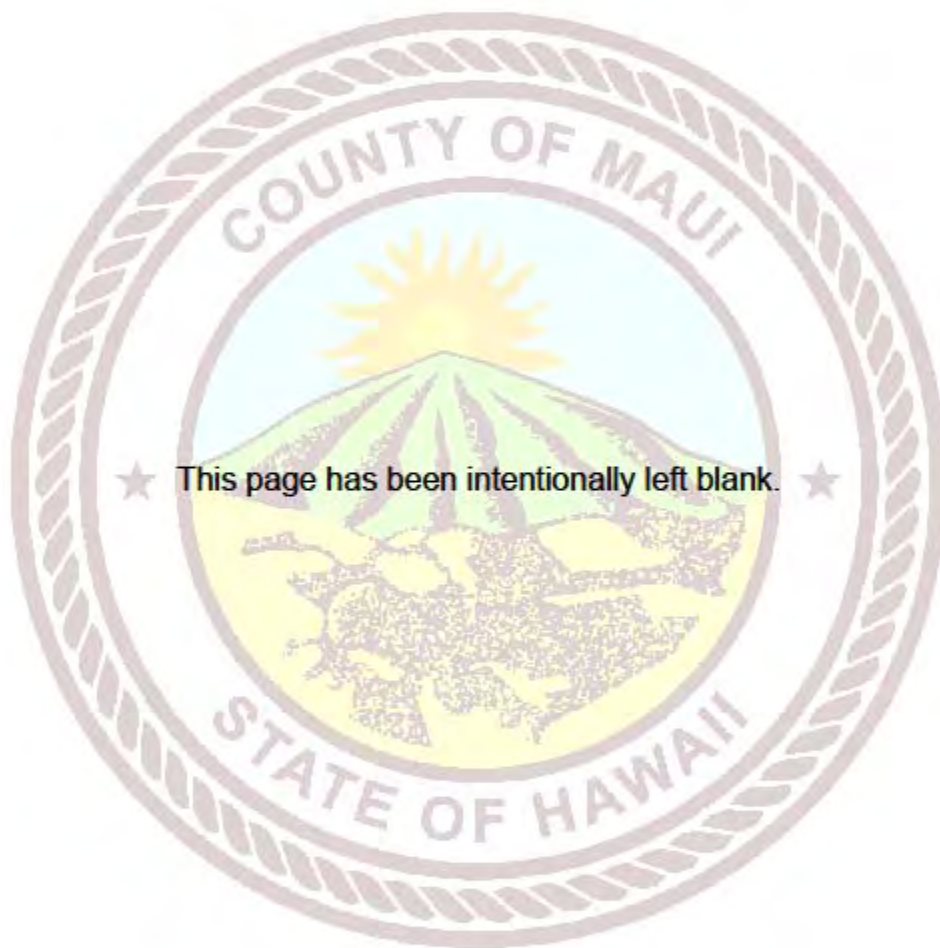
Current as of January, 2020. Source: REALTORS® Association of Maui, Inc. Report ©2020



Budget Overview

Mayor's Proposed Budget

FY 2021



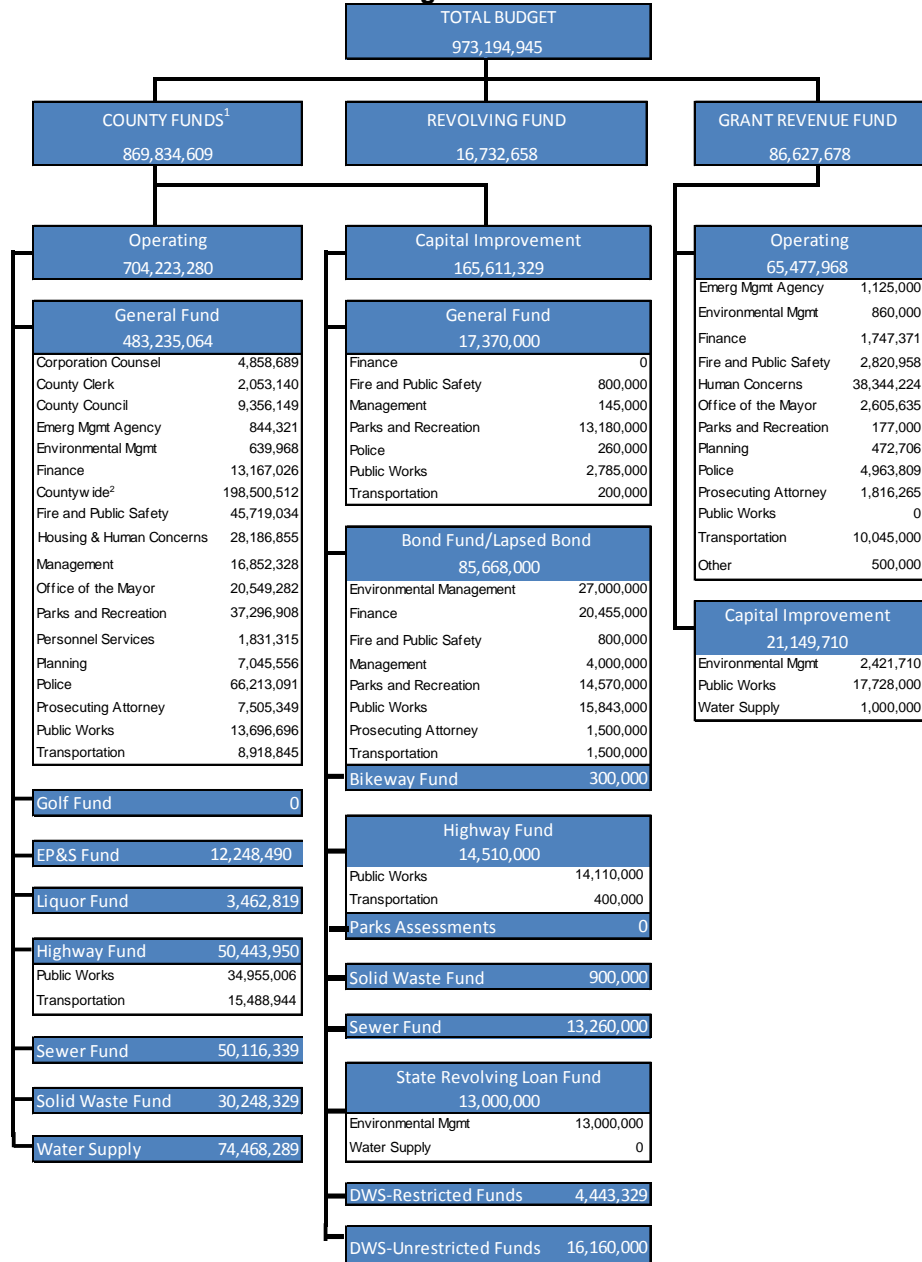
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Budget Overview

This section provides a broad overview of the FY 2021 Mayor's 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 many basic services, such as police, fire and parks. Special Revenue Funds include Liquor, Highway, Sewer, 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 2021 Budget Organization Chart¹

Figure 2-1



NOTES:

¹ True sum may be different due to rounding.

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

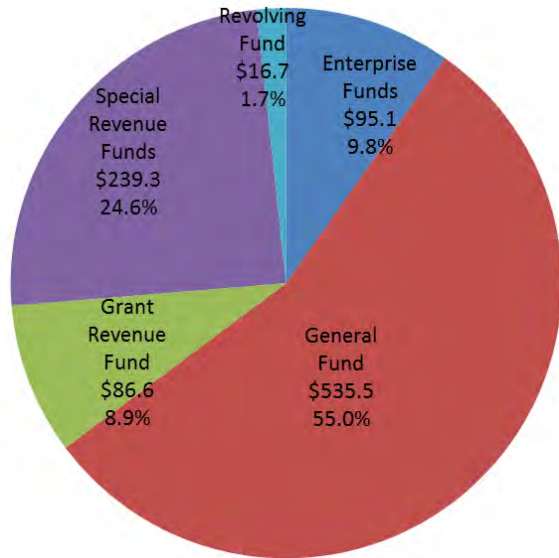
¹ The Revolving fund is not presented in CAFR but included in this budget to provide an overview of the total funds from all sources.

Budget Overview

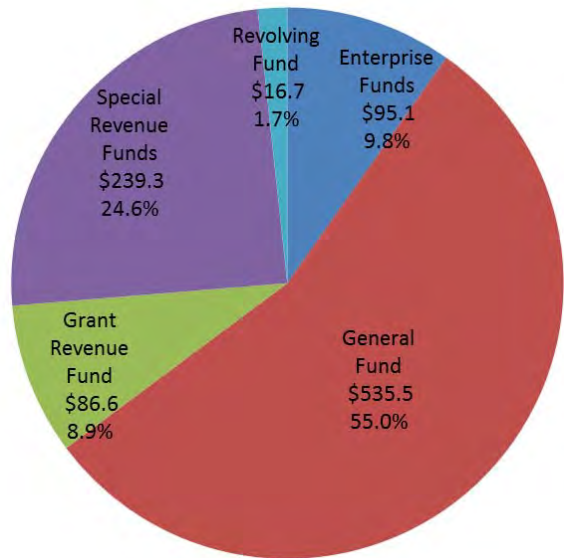
FY 2021 Revenues and Expenditures

The County of Maui's FY 2021 revenues and expenditures from all sources of funds total \$973.2 million. The charts below demonstrate that the FY 2021 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."²

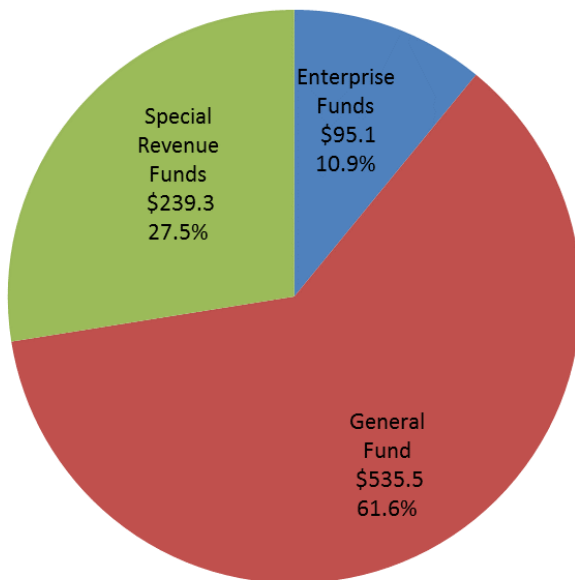
ALL SOURCES OF FUNDS: \$973.2M
Total Resources by Major Fund Type
Figure 2-2 (in Millions)



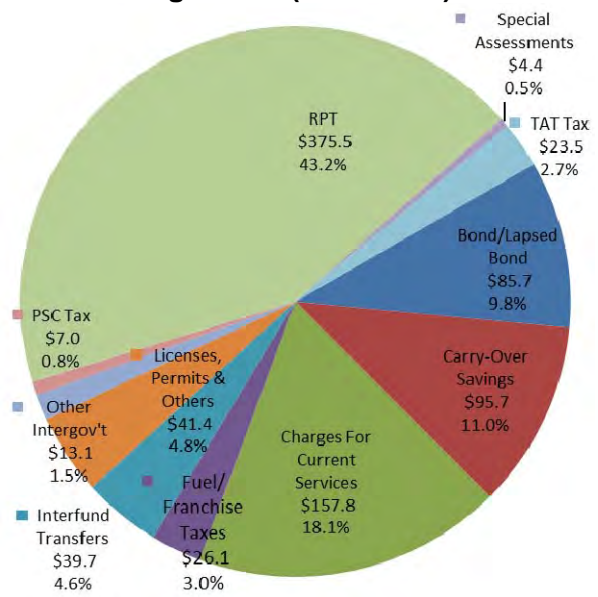
ALL SOURCES OF FUNDS: \$973.2M
Total Expenditures by Major Fund Type
Figure 2-3 (in Millions)



COUNTY SOURCES OF FUNDS: \$869.8M
Total Resources by Major Fund Type
Figure 2-4 (in Millions)



COUNTY SOURCES OF FUNDS: \$869.8M
Total Resources by Revenue Source
Figure 2-5 (in Millions)

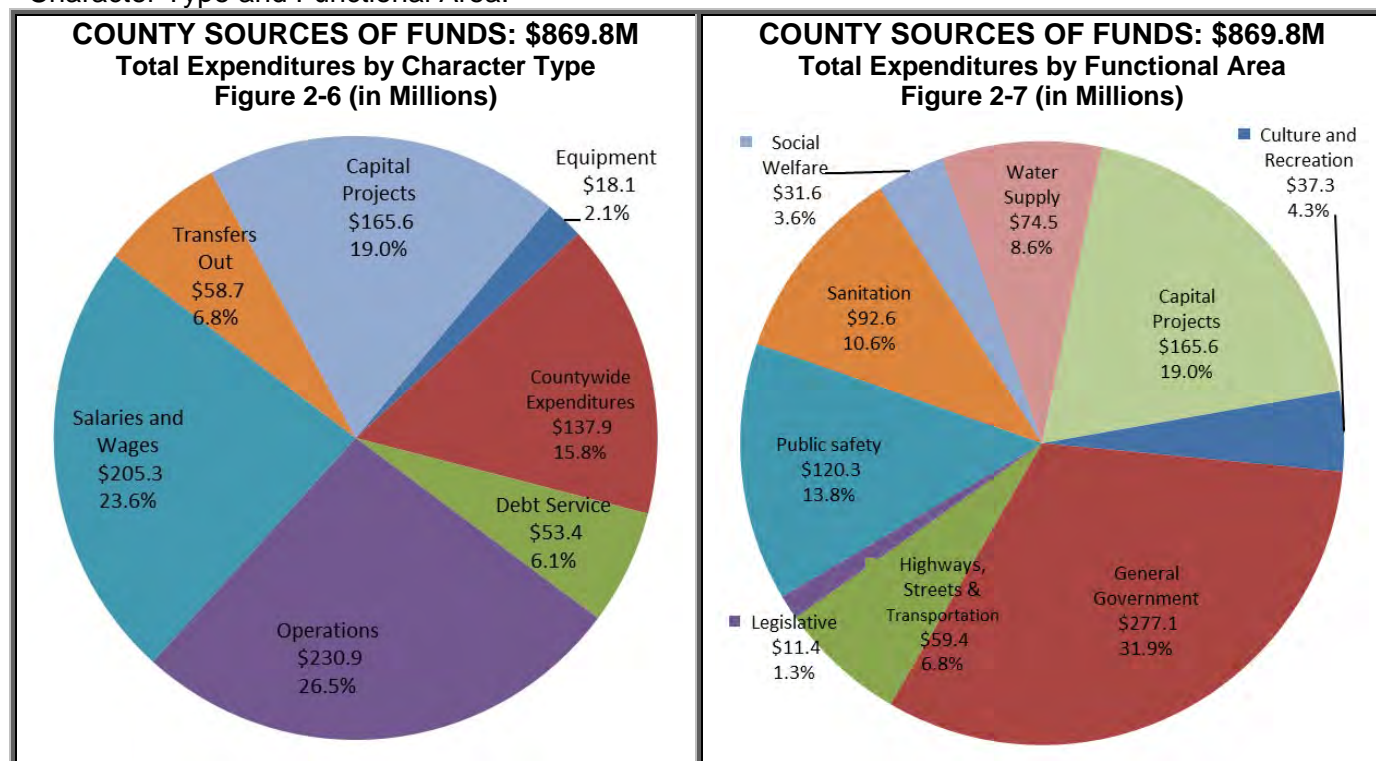


² Due to the accounting of the Grant and Revolving Fund, revenues reflect the expected expenditures for the ensuing fiscal year. Anticipated revenues shown in the Budget Ordinance, Appendix A may be different from estimates presented on the charts/tables in this budget book.

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 18.1%, Carryover Savings at 11.0%, and Bond/Lapsed Bond at 9.8%. 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 26.5%, 23.6%, and 19.0% 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 31.9%, 19.0%, and 13.8%, 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 2021 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	\$3,534.8	\$1,053.0	\$0.3	\$0.0	\$0.0	\$270.6	\$4,858.7
County Clerk	\$1,021.0	\$915.1	\$0.0	\$0.0	\$0.0	\$117.0	\$2,053.1
County Council	\$5,297.4	\$3,947.0	\$0.0	\$0.0	\$0.0	\$111.8	\$9,356.1
Emergency Management Agency	\$545.7	\$289.6	\$0.0	\$0.0	\$0.0	\$9.0	\$844.3
Environmental Management	\$17,292.1	\$52,108.1	\$0.0	\$0.0	\$22,704.0	\$1,148.9	\$93,253.1
Finance	\$8,654.3	\$4,393.6	\$0.0	\$0.0	\$0.0	\$119.1	\$13,167.0
Finance-Countywide ¹	\$0.0	(\$15,378.6)	\$137,790.5	\$47,067.5	\$28,995.2	\$26.0	\$198,500.5
Fire and Public Safety	\$35,981.4	\$6,123.1	\$32.4	\$0.0	\$0.0	\$3,582.2	\$45,719.0
Housing and Human Concerns	\$4,766.8	\$23,100.8	\$0.0	\$0.0	\$0.0	\$319.2	\$28,186.9
Liquor Control	\$1,689.0	\$1,689.3	\$0.0	\$0.0	\$0.0	\$84.5	\$3,462.8
Management	\$5,160.0	\$9,775.1	\$0.0	\$0.0	\$0.0	\$1,917.3	\$16,852.3
Office of the Mayor	\$3,054.2	\$17,473.1	\$0.0	\$0.0	\$0.0	\$22.0	\$20,549.3
Parks and Recreation	\$19,929.3	\$15,525.1	\$0.0	\$0.0	\$0.0	\$1,842.5	\$37,296.9
Personnel Services	\$1,337.0	\$482.5	\$0.0	\$0.0	\$0.0	\$11.8	\$1,831.3
Planning	\$4,847.8	\$2,008.7	\$0.0	\$0.0	\$0.0	\$189.0	\$7,045.6
Police	\$51,382.5	\$10,572.5	\$33.7	\$0.0	\$0.0	\$4,224.4	\$66,213.1
Prosecuting Attorney	\$7,076.0	\$414.9	\$0.0	\$0.0	\$0.0	\$14.5	\$7,505.3
Public Works	\$17,107.2	\$21,880.0	\$0.0	\$0.0	\$7,045.5	\$2,619.0	\$48,651.7
Transportation	\$523.4	\$23,881.9	\$0.0	\$0.0	\$0.0	\$2.5	\$24,407.8
Water Supply	\$16,079.7	\$50,631.2	\$0.0	\$6,330.6	\$0.0	\$1,426.8	\$74,468.3
Total Expenditures²	\$205,279.7	\$230,885.9	\$137,856.9	\$53,398.1	\$58,744.6	\$18,058.0	\$704,223.3

NOTES:

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

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

FY 2021 Equivalent Personnel³

The County of Maui's FY 2021 proposed E/P from all sources of funds totals 2,856.4. As shown in Figure 2-9 on the next page, the total E/P by major fund type is detailed as follows: General Fund 72.3%; Special Revenue Fund 14.7%; Enterprise Fund 8.2%; Grant Revenue Fund 3.7%, and Revolving Fund 1.1%. The proposed E/P count of 2,856.4 is an increase of 69.0 or 2.5% from the FY 2020 adopted E/P count of 2,787.4.

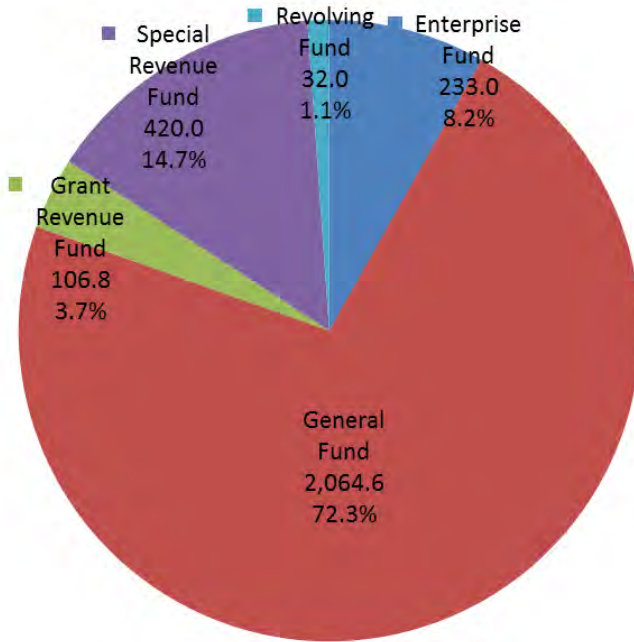
The FY 2021 proposed total E/P from County Fund sources is 2,717.6. As shown in Figure 2-10 on the next page, the General Fund makes up 76.0% of the total County Fund E/P; Special Revenue Fund 15.5%; and the Enterprise Fund, 8.6% of the total. The total E/P count funded by County Fund sources for FY 2021 as proposed is an increase of 68.0 or 2.6% from the FY 2020 adopted E/P of 2,649.6. Please refer to the FY 2021 Summary of Organizational Changes section starting on the next page for brief explanations of the changes in the E/P count by department.

³ 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.

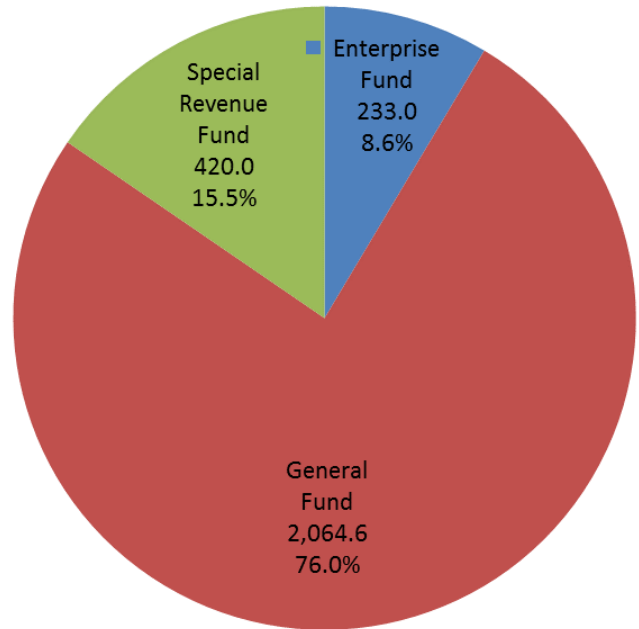
Budget Overview

FY 2021 Equivalent Personnel (Cont'd)

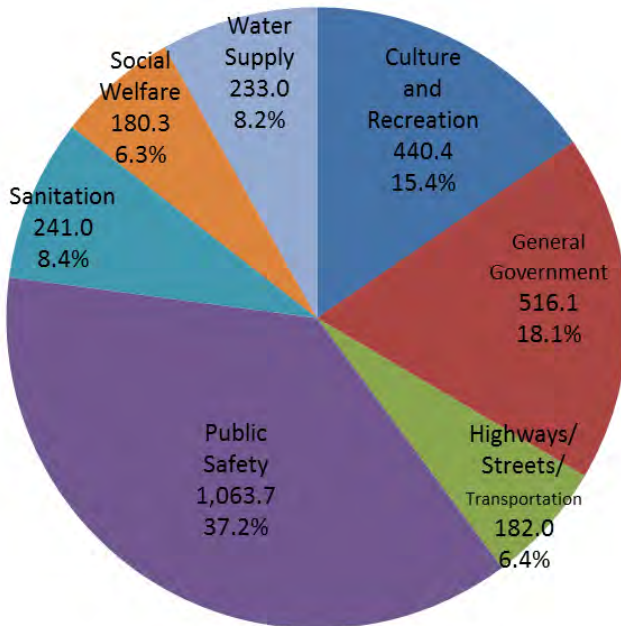
ALL SOURCES OF FUNDS: 2,856.4
Total E/P by Major Fund Type
Figure 2-9



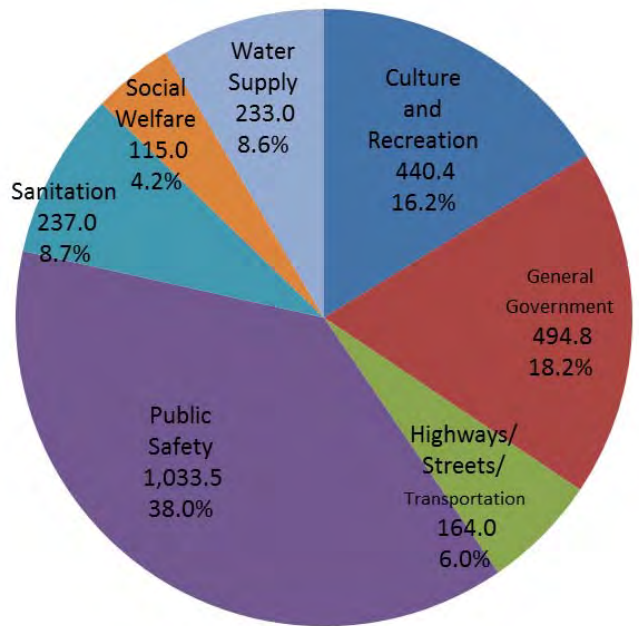
COUNTY SOURCES OF FUNDS: 2,717.6
Total E/P by Major Fund Type
Figure 2-10



ALL SOURCES OF FUNDS: 2,856.4
Total E/P by Functional Area
Figure 2-11



COUNTY SOURCES OF FUNDS: 2,717.6
Total E/P by Functional Area
Figure 2-12



Budget Overview

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 2021. These proposed changes and implementation of identified key service improvements were anticipated to assist the county in accomplishing the goal of providing the highest possible level of services in the most efficient and cost-effective manner.

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

Explanation of Organization Changes Related to Personnel

Figure 2-13

DEPARTMENT	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE NO. OF E/P	EXPLANATION OF CHANGES
Corporation Counsel	37.5	38.5	1.0	Proposed expansion position for 1.0 Safety Specialist III under Legal Services Program.
Emergency Management Agency	7.0	9.0	2.0	Proposed expansion positions for 1.0 CD Staff Specialist IV and 1.0 EM Specialist I under Emergency Management Program.
Environmental Management	242.0	246.0	4.0	Proposed expansion positions for 1.0 Maintenance Coordinator and 1.0 Administrative Services Assistant II under Solidwaste Waste Operations Program, offset by 1.0 Operations Program Superintendent transfer to Solidwaste Waste Administration Program. Proposed expansion positions for 2.0 Recycling Program Assistant under EP &S Program - Revolving Fund.
Finance	176.8	181.8	5.0	Proposed expansion positions for 1.0 Land Management Administrator under Administration Program, 1.0 Accountant III under Accounts Program, and 1.0 Accountant V and 2.0 Accountant II under Treasury Program.
Fire and Public Safety	399.5	403.5	4.0	Transfers of 1.0 Secretary from Ocean Safety Program to Administration Program. Proposed expansion positions for 1.0 Fire Fighter IV and 3.0 Fire Fighter III under the Fire Prevention Program.
Housing and Human Concerns	150.3	155.3	5.0	Transfers of 0.5 Senior Services Program Assistant from Grant Revenue Fund to General Fund. Proposed expansion positions for 1.0 Departmental Personnel Clerk under Administration Program; 1.0 Housing Program Specialist II under Housing Program; 1.0 Homeless Program Specialist and 3.0 Senior Services Aide II under Human Concerns Program; offset by a deletion of 0.5 E/P under General Fund and 0.5 Senior Services Transit Aide II under Grant Revenue Fund.
Management	62.0	67.0	5.0	Proposed expansion positions for 3.0 Information Systems Analyst V, 1.0 Geographic Information Systems Analyst IV, and 1.0 Information Systems Analyst under Information Technology Services Program. Transfers of 1.0 Civil Engineer VI, 1.0 Planner V, 1.0 Office Operations Assistant II and 1.0 Civil Engineer III from Maui Redevelopment Program to Management Program.

Budget Overview

Summary of Organization Changes (Cont'd)

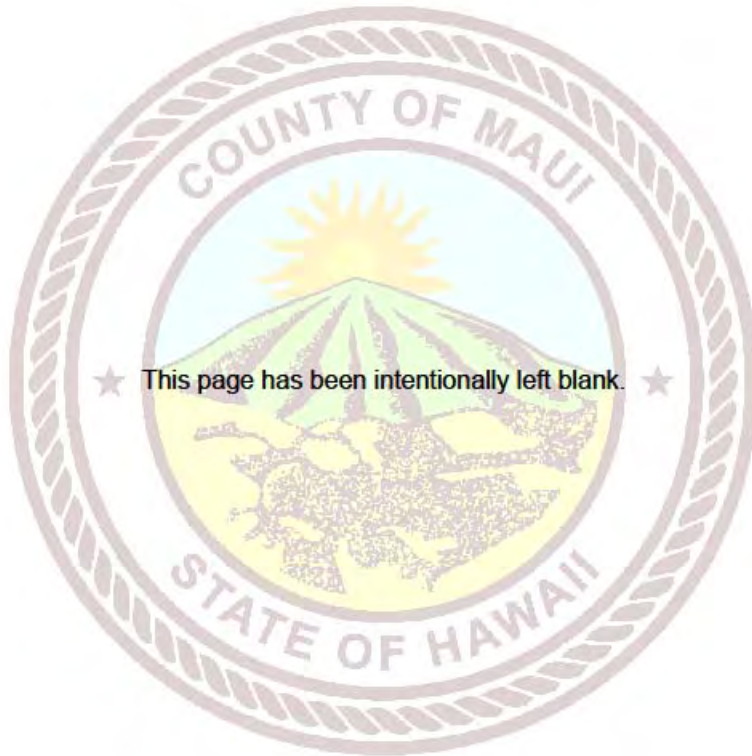
Explanation of Organization Changes Related to Personnel (Cont'd)

Figure 2-13

DEPARTMENT	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE NO. OF E/P	EXPLANATION OF CHANGES
Parks and Recreation	435.2	440.4	5.2	Proposed expansion positions for 1.0 Planner V and 4.0 Parks Security Officer I under the Administration Program; 1.0 Automotive Mechanic Helper and 1.0 Park Project Coordinator under Parks Program. Proposed expansion positions for a 1.0 Building Maintenance Repairer I, 1.0 Building Maintenance Repairer II, 1.0 Recreation Leader III, 1.0 Park Caretaker I, 1.0 Park Caretaker II, 1.0 Nursery Worker I and .2 Park Caretaker; offset by a deletion of 8.0 LTA positions under Recreation and Support Service Program.
Personnel	18.0	20.0	2.0	Proposed expansion positions for 2.0 Human Resources Specialist Trainee under Personnel Administration and Management Support Services Program.
Planning	73.5	79.5	6.0	Proposed expansion positions for 1.0 Geographic Information Analyst III, 1.0 Planner III, 1.0 Land Use and Plans Examiner, 1.0 Planner II, 1.0 Planner I, and 1.0 Administrative Planning Officer under Administration Program.
Police	550.2	558.7	8.5	Proposed expansion positions for 1.0 Grants Management Operations Assistant and 1.0 Police Psychologist II under Administration Program; 2.0 Public Safety Aide and 3.0 Police Officer III under Uniformed Patrol Services Program; 4.1 Police Sergeant and .4 Police Officer under Technical & Support Services Program.
Prosecuting Attorney	88.5	92.5	4.0	Transfers of all 8.5 positions under the Administration Program to General Prosecuting Program. Proposed expansion positions for 1.0 Deputy Prosecuting Attorney, 1.0 Victim Witness Counselor III, 1.0 Private Secretary and 1.0 Internship Law Clerk under the General Prosecution Program.
Public Works	291.0	298.3	7.3	Proposed expansion positions under General Fund for 0.3 LTA College Intern, 2.0 Janitor II, 1.0 County Building/Grounds Maintenance Utility, and 1.0 County Building/Grounds Maintenance Supervisor I under Engineering Program; 1.0 Construction Equipment Mechanic I under Special Maintenance Program. Proposed expansion positions under Highway Fund for 1.0 Equipment Operator IV under Road, Bridge, & Drainage Maintenance Program and 1.0 Traffic Maker - Sign Painter I under Traffic Management Program.
Water	223.0	233.0	10.0	Transfers of 1.0 Storekeeper I and 1.0 Purchasing Technician from Water Administration Program to Water Operations Program. Proposed expansion positions for 2.0 Water Meter Mechanic Helper, 2.0 Pipefitter Helper, 1.0 Water Service Supervisor II, 1.0 Pipefitter I, 3.0 Laborer II, and 1.0 Water Treatment Plant Worker under Water Operations Program.
TOTAL¹	2,754.4	2,823.4	69.0	

NOTE:

¹ 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.

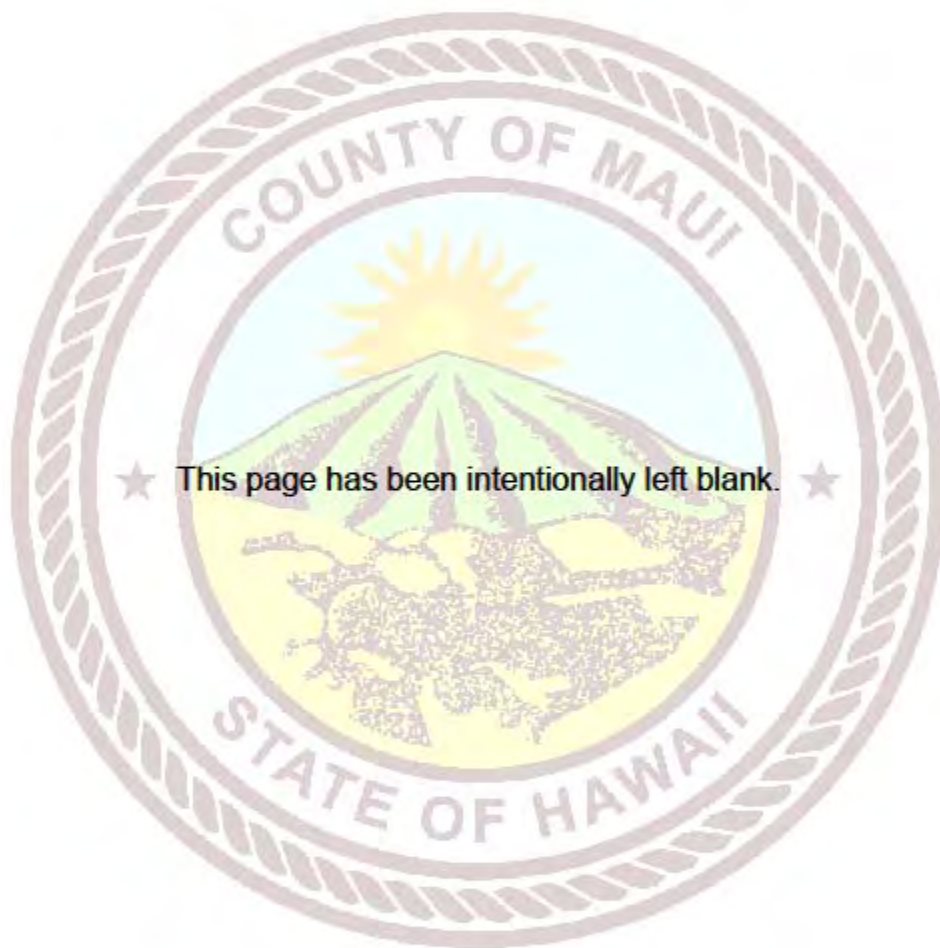




Budget & Financial Policies

Mayor's Proposed Budget

FY 2021



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Budget and Financial Policies

The Declaration of Policy, pursuant to Section 3-9 of the Revised Charter of the County of Maui (1983), as amended, along with the following laws and standards, govern 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)
- Revised Charter of the County of Maui (1983), as amended (Charter)
- Maui County Code (MCC)

Budget Guidelines

The development of the FY 2021 Operating and Capital Budgets was guided by five core principles:

- Public Involvement
- Long-Range Planning for Operations and Capital Improvements
- Efficient and Effective Operations
- Public-Private Partnerships

The Administration involved the public in the development of budget priorities through countywide public budget meetings held during September and October 2019 to discuss funding priorities.

The County of Maui's long range planning decisions are based on each of the eight community plans and the County of Maui 2030 General Plan, Countywide Policy Plan, as adopted by Ordinance 3732 (2010).

The FY 2021 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 by departments, in consultation with the Department of Management, in response to changing community needs and the availability of resources.

The Administration continues to maximize limited 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.

Supporting capital improvement projects (CIP) with the County's future in mind was a guide in developing the FY 2021 Budget. The County CIP Coordinator, Budget Director and Department personnel reviewed the various projects and rated them on various criteria including: long-term community benefit, alignment with strategic plan, critical replacement or needed expansion, expected useful life, effect on operating and maintenance costs, effect on revenue, department priority schedules, availability of non-county funds, and the ability to be completed before lapsing of appropriated funds.

Budget and Financial Policies

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
- Fiscal Plan
- Operational Plan
- Communication Tool

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.

Section 9-3 of the Charter, provides, in part, that "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 Charter also outlines specific requirements for the Mayor's accompanying budget message.

The Charter also provides that "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."

Pursuant to the Charter, 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.

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 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, including a budget ordinance and capital improvement program, amounts listed as appropriations must be allocated to the specified departments and programs.

Figure 3-1¹

FY2021 Budget Process Calendar

1-31 Budget Office Preparation of Budget Instructions	AUGUST '19							SEPTEMBER '19							12 Part A Instructions/Templates available 16 Upcountry Community Meeting 18 West Maui Community Meeting Part B: Instructions/Templates available 23 Part C: Instructions/Templates available 30 Central Maui Community Meeting
	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						
7 Paia Community Meeting 8 South Community Meeting 21 Molokai Community Meeting 22 Lanai Community Meeting 28 Hana Community Meeting	OCTOBER '19							NOVEMBER '19							8 Part A: Narratives due 15 Part B: Operating Budget due 25 Part C Capital Budget due
	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
				1	2	3	4						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 Capital Budget Meetings with Departments 31 County Revolving Funds Due	DECEMBER '19							JANUARY '20							1-31 Department Meetings with Budget Director and Mayor 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 Mayor 1-28 Capital Budget Review with CIP Coordinator and Departments	FEBRUARY '20							MARCH '20							25 Mayor Proposed Budget due to County Council 30-31 County Council Pre-Budget 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 1-30 County Council Community Meetings District meetings County Council Public Hearing 17 Real Property Tax Certification Real Property Tax Initial 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						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	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		

¹ NOTE: Calendar is based on prior years and requirements pursuant to the Revised Charter of the County of Maui (1983), as amended. On March 4, 2020, the Mayor of the County of Maui, and the Governor of the State of Hawaii, issued Emergency Proclamations. These proclamations and the COVID-19 outbreak in the State of Hawaii may impact the noted budget calendar and timeline.

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:

- Unless otherwise provided by the General Budget Provisions, appropriations for each program are disbursed for the following categories of use: (a) salaries, premium pay, or reallocation pay, (b) operations or services, and (c) equipment.
- 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 ordinance.

By Charter, 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 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.

Budget and Financial Policies

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.

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.

Budget and Financial Policies

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 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, 2020 is expected to be \$38.9 million, however it should be noted that expenditures are anticipated after the submission of this budget on March 25, 2020, as an emergency proclamation was issued relating to the international coronavirus (COVID-19) outbreak.

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 2019, 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, 2019, 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."

Budget and Financial Policies

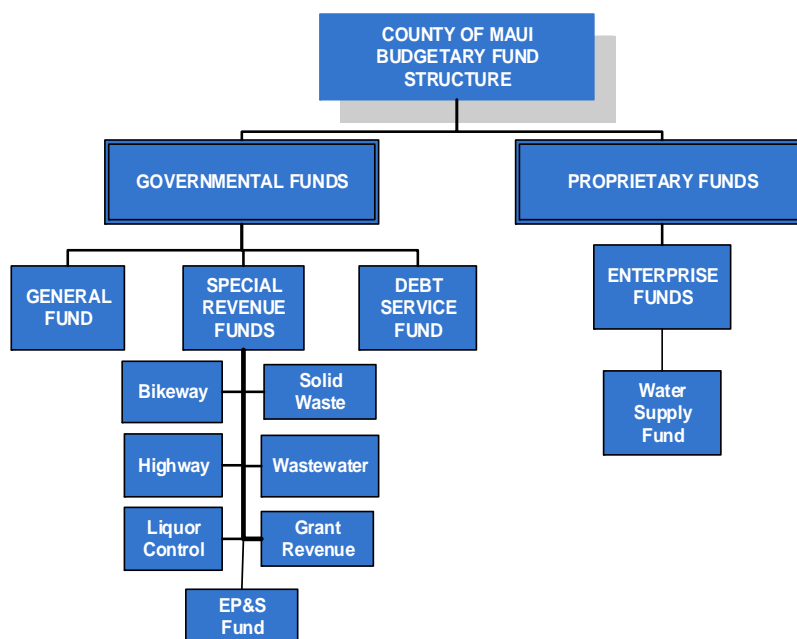
Budgetary Fund Structure

A fund is a grouping of related accounts, used to maintain control over resources that have been segregated for specific activities or objectives. The County's funds can be divided into three categories: Governmental, Proprietary and Fiduciary. 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 and all planned uses for these fund types are subject to appropriation in the annual budget.

1. *Governmental*

2. *Proprietary*

Figure 3-2



Governmental Funds

Governmental Funds are those through which most governmental functions of the county are financed. This 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 services, including police, fire, parks, golf, culture, economic development, and general government.

Budget and Financial Policies

- **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:
 - ***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 the General Budget Provisions for more information. The balance remaining in each revolving fund is included in Appendix A, Part II, Special Purpose Revenues in the budget ordinance.

Budget and Financial Policies

- **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 (the Water Fund) is the only existing County Fund classified as a Proprietary Fund.

- **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.

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. 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.

Budget and Financial Policies

- 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.
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 2021 capital budget requests was the FY 2020 – FY 2025 CIP plan as adopted by the County Council. Capital projects that were proposed by the departments with appropriation requests in FY 2020 and not approved by the Mayor or County Council may be re-evaluated and included in future budgets requests.

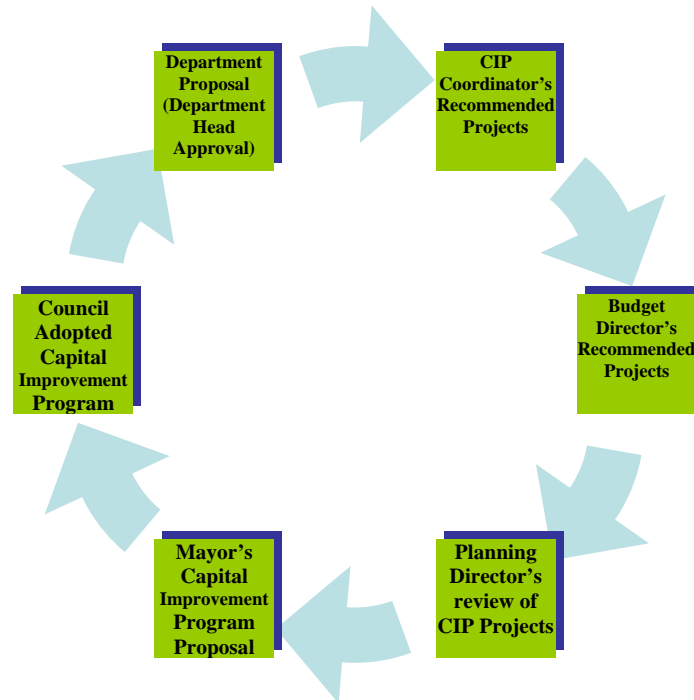
County departments collected and updated relevant information pertaining to the current CIP plan. Community meetings were held in September and October 2019 to gather public input regarding the County's capital needs. Any capital projects with appropriations in the FY 2019 budget and anticipated to be unexpended, unencumbered or not completed prior to December 30, 2019 were reported to the Budget Office. Capital projects that no longer needed to be included in the FY 2021 – FY 2026 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 bikeway safety;
 - 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 of Hawaii, 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.
- **Ratio of Net Bonded Debt to Assessed Property Value** shall not exceed 15% of real property value in accordance with state law. The assessment roll for the fiscal year ended June 30, 2019 was at \$48.8 billion giving the county a legal debt margin of approximately \$6.95 billion. With an outstanding debt, as of 6/30/19, \$428.2 million, the county is significantly below its legal debt limit.
- **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, 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.

Budget and Financial Policies

➤ **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.

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, 2019 are comprised of the following:

Budget and Financial Policies

Figure 3-4

Year	Description	Interest Rates	Original Issue Amount	Final Maturity	Outstanding Balance June 30, 2019
2010	Series A GO	0.53% -5.95%	23,375,000	2030	\$ 14,690,000
2010	Series B GO	3.00% -5.00%	50,320,000	2021	9,808,386
2012	Series A,B and D GO and Refunding	2.00% -5.00%	70,250,000	2032	36,866,569
2014	Series A,B,D and E GO and Refunding	2.00% -5.00%	68,670,000	2034	44,165,000
2015	Series A,B,C and D GO and Refunding	3.00% -5.00%	60,155,000	2035	41,051,915
2018	Series A,B,D and E GO and Refunding	3.00% -5.00%	106,315,000	2038	102,275,000
	Total general obligation bonds				248,856,870
	Unamortized premium				15,047,633
	Net general obligation bonds outstanding				\$ 263,904,503

Year	Description	Loan Number	Original Issue Amount	Final Maturity	Outstanding Balance June 30, 2019
State Revolving Fund Loans:					
2004	Lahaina Pump Station Nos. 5 & 6	C 150054-12	\$ 3,300,000	2026	\$ 1,235,671
2006	Lahaina Pump Station No. 4	C 150054-09	1,700,000	2027	734,100
2008	Wailuku-Kahului Wastewater Pump Station	C 150052-19	9,931,786	2028	4,733,240
2009	Wailuku-Kahului Wastewater Reclamation	C 150052-32	2,000,000	2029	997,151
2009	Lahaina Wastewater Pump Station No. 1	C 150054-06	7,050,000	2029	3,564,253
2009	Central Maui Landfill Gas Collection	NPS0052-39	3,502,173	2029	1,751,660
2009	Islandwide EPA Consent Decree	C 150052-31	8,438,770	2029	4,247,230
2009	Molokai Integrated Solid Waste Facility	NPS0041-07	3,241,038	2029	1,730,028
2010	Front Street Sewer Line Rehabilitation	C 150054-11	447,454	2029	246,656
2010	Hyatt/Kaanapali Force Main Replacements	C 150054-25	1,737,541	2030	999,375
2010	Countywide Pump Station Renovations	C 150052-28	928,608	2029	528,684
2011	Kihei No. 2 Force Main Replacement	C 150077-20	1,022,919	2032	639,894
2013	Alamaha Force Main Replacement	C 150052-40	1,128,000	2033	791,797
2013	West Maui Recycled Water	C 150054-23	3,205,090	2033	905,264
2012	Wailuku-Kahului Force Main Replacement	C 150052-35	3,621,040	2034	2,739,575
2012	Countywide Pump Station Renovations	C 150054-34	4,023,751	2034	3,230,036
2010	Central Operations and Maintenance Facility	C 150052-33	500,000	2034	374,291
2013	Lahaina No. 3 Force Main Replacement	C 150054-28	4,719,007	2034	3,559,486
2013	Lahaina Wastewater Pump Station No. 2	C 150054-10	4,478,103	2034	3,128,751
2013	South Maui Recycled Water Distribution System	C 150077-17	2,543,970	2035	2,038,453
2014	Kihei Force Main Replacement	C 150077-22	1,620,000	2036	1,429,292
2015	Paia Force Main Replacement	C 150052-48	1,734,738	2036	1,529,687
2016	Kahului-Wailuku Wastewater Reclamation Facility Filter Modification	C 150052-61	4,594,179	2037	4,162,755
2017	Central Maui Landfill (CML) Phase V Gas Collection System Expansion	NPS0052-62	1,683,238	2037	1,533,857
2017	Waiehu Wastewater Pump Station Force Main Replacement	C 150052-50	827,136	2037	768,913
2017	Lahaina Wastewater Reclamation Facility Modifications, Stage 1A	C 150054-22	45,941,344	2039	32,972,443
2017	Hawaiian Homes Force Main Replacement	C 150054-31	2,240,000	2037	2,101,107
2017	Kulanihakai Street Recycled Water Line Extension	C 150077-25	1,473,064	2037	1,379,770
2016	Kihei No.16 Pump Stn Rehab and FM Replacement	C 150077-24	5,409,243	2040	3,463,371
			\$ 133,042,192		\$ 87,516,790

Budget and Financial Policies

Legal Debt Margin as of June 30, 2019

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, 2019 was at \$48.8 billion giving the county a legal debt margin of approximately \$6.95 billion. With an outstanding debt, as of 6/30/19, \$428.2 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, 2019

Year Ending June 30,	Governmental Activities - General Obligation Bonds		
	Principal	Interest	Total
2020	\$ 26,419,292	\$ 10,061,106	\$ 36,480,398
2021	22,492,303	8,882,835	31,375,138
2022	16,750,816	7,822,285	24,573,101
2023	15,513,258	7,030,060	22,543,318
2024	16,251,455	6,280,105	22,531,560
2025-2029	70,068,004	21,526,501	91,594,505
2030-2034	50,441,742	9,424,772	59,866,514
2035-2039	30,920,000	2,592,194	33,512,194
Total	\$ 248,856,870	\$ 73,619,858	\$ 322,476,728

Year Ending June 30,	Governmental Activities - SRF Loans		
	Principal	Interest	Total
2020	\$ 4,822,651	\$ 804,317	\$ 5,626,968
2021	5,785,277	756,628	6,541,905
2022	5,823,794	705,240	6,529,034
2023	5,862,741	653,376	6,516,117
2024	5,901,927	601,225	6,503,152
2025-2029	28,233,035	2,216,669	30,449,704
2030-2034	18,884,021	1,113,528	19,997,549
2035-2039	12,105,867	315,121	12,420,988
2039-2041	97,478	487	97,965
Total	\$ 87,516,791	\$ 7,166,591	\$ 94,683,382

Budget and Financial Policies

Figure 3-6
Schedule of Debt Service Requirements to Maturity for Water Supply's
General Long-Term Debt at June 30, 2019

Year Ending June 30,	Business-Type Activities - General Obligation Bonds		
	Principal	Interest	Total
2020	\$ 2,950,708	\$ 873,353	\$ 3,824,061
2021	2,472,697	744,104	3,216,801
2022	2,139,184	624,161	2,763,345
2023	2,251,742	516,392	2,768,133
2024	1,213,545	416,164	1,629,709
2025-2029	5,936,996	1,317,193	7,254,188
2030-2034	4,168,258	343,899	4,512,157
Total	\$ <u>21,133,130</u>	\$ <u>4,835,265</u>	\$ <u>25,968,395</u>

Year Ending June 30,	Business-Type Activities - Note Payable		
	Principal	Interest	Total
2020	\$ 2,349,064	\$ 576,633	\$ 2,925,697
2021	2,369,345	548,340	2,917,685
2022	2,456,621	517,599	2,974,221
2023	2,478,810	485,610	2,964,420
2024	2,501,212	453,368	2,954,580
2025-2029	12,853,209	1,770,658	14,623,868
2030-2034	12,667,499	916,634	13,584,133
2035-2039	7,584,950	231,079	7,816,029
2039-2041	137,272	2,409	139,682
Total	\$ <u>45,397,982</u>	\$ <u>5,502,332</u>	\$ <u>50,900,314</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. 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

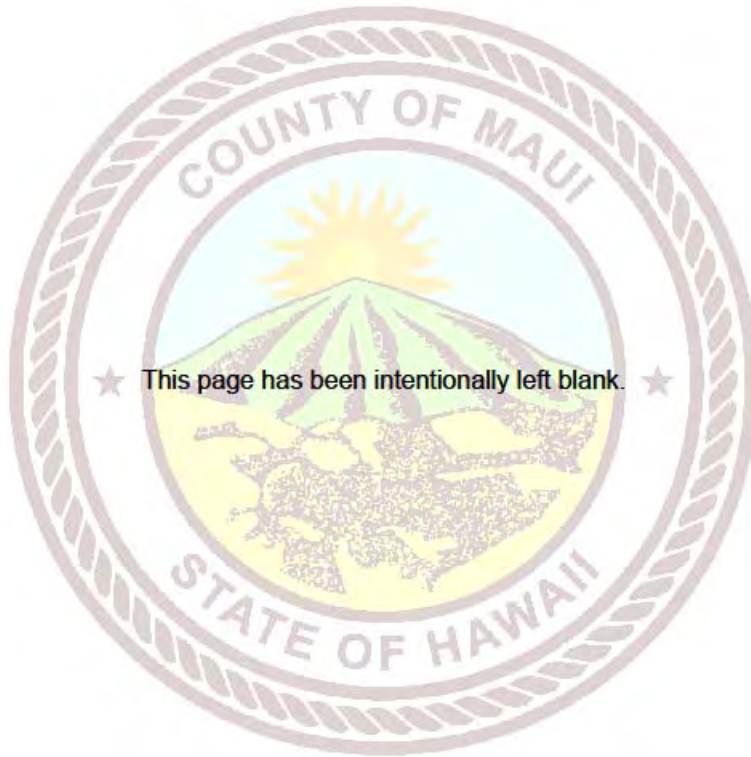
In accordance with Maui County Code 3.08.040, the Finance Director shall procure the services of an independent third-party investment advisor, registered and licensed with the Securities and Exchange Commission, to make recommendations and execute the investment of available County funds in accordance with this Policy and as approved by the Investment Committee and as authorized by law. The Director of Finance and Treasurer shall work with the third-party investment advisor in developing and maintaining a detailed twelve-month cash flow forecast identifying funds available for investment while assuring the County has adequate cash reserves and liquidity to fund ongoing County operational expenses.

In an emergency or other event where the County investment advisor is unavailable, the Director of Finance and Treasurer are responsible for and authorized to make investments and oversee the order, receipt and delivery of investment securities among the custodial security clearance accounts at the County's investment custodian. The Director of Finance may also provide additional investment authorizations.

All officers and employees involved in the investment process shall act responsibly as custodians of the public trust and refrain from personal business activity that could conflict with proper execution of the investment program or which could impair the ability to make impartial investment decisions. Officers, employees and investment officials shall disclose to the Investment Committee any material financial interest in financial institutions that conduct business within this jurisdiction.

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
- Accountability and Control
- Security Custody and Deliveries
- Hawaii Revised Statute – Chapter 46-50 Short term investment of county moneys
- Exhibit B – County of Maui approved broker/dealers
- Schedule 1: Policy Criteria for Entering into a Money Market Fund
- Schedule 2: Policy Criteria for Collateralized Time Deposits
- Schedule 3: Policy Criteria for Selection of Broker/Dealers



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Financial Summaries

Mayor's Proposed Budget

FY 2021



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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.

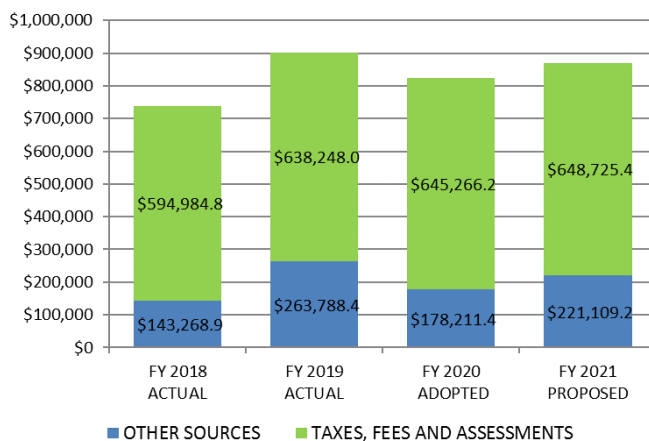
4-Year Comparison: Consolidated Schedule (in Thousands)

Figure 4-1

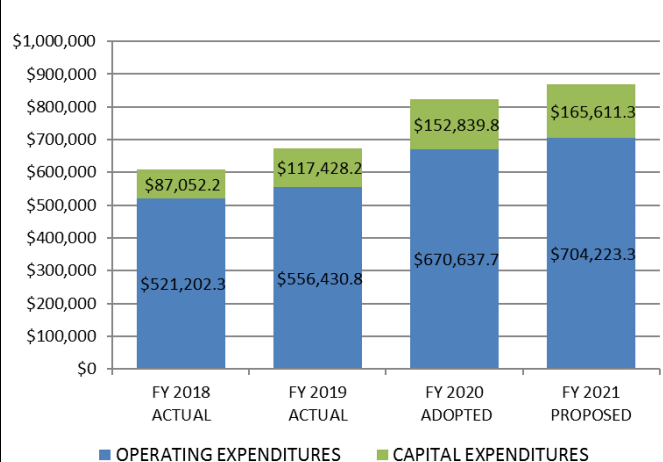
MAJOR SOURCES/USES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
ESTIMATED REVENUES						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$147,026.8	\$151,273.8	\$159,250.9	\$154,835.9	-\$4,415.1	-2.8%
FUEL & FRANCHISE TAXES	\$24,396.7	\$25,426.3	\$24,300.0	\$26,100.0	\$1,800.0	7.4%
LICENSES, PERMITS & OTHERS	\$44,958.0	\$64,078.6	\$42,473.0	\$41,390.8	-\$1,082.3	-2.5%
OTHER INTERGOVERNMENTAL	\$23,977.3	\$23,040.3	\$9,653.3	\$13,070.0	\$3,416.7	35.4%
PUBLIC SERVICE COMPANY TAX	\$6,958.0	\$7,820.9	\$7,000.0	\$7,000.0	\$0.0	0.0%
REAL PROPERTY TAXES	\$311,302.2	\$320,886.7	\$358,036.2	\$375,471.4	\$17,435.2	4.9%
SPECIAL ASSESSMENTS	\$12,881.9	\$22,237.3	\$21,068.7	\$4,443.3	-\$16,625.3	-78.9%
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$23,484.0	\$23,484.0	\$23,484.0	\$0.0	0.0%
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$2,564.5	\$103,129.6	\$85,896.4	\$85,668.0	-\$228.4	-0.3%
CARRY-OVER SAVINGS	\$89,554.1	\$124,452.0	\$46,691.9	\$95,716.4	\$49,024.4	105.0%
INTERFUND TRANSFERS	\$51,150.3	\$36,206.8	\$45,623.0	\$42,654.9	-\$2,968.2	-6.5%
TOTAL ESTIMATED REVENUES	\$738,253.7	\$902,036.4	\$823,477.5	\$869,834.6	\$46,357.1	5.6%
EXPENDITURES AND OTHER USES						
OPERATING EXPENDITURES						
CULTURE AND RECREATION	\$30,165.1	\$32,859.2	\$33,864.4	\$37,296.9	\$3,432.5	10.1%
GENERAL GOVERNMENT	\$187,573.3	\$207,803.6	\$263,164.4	\$277,141.4	\$13,977.0	5.3%
HIGHWAYS, STREETS, AND TRANSPORTATION	\$47,910.6	\$51,527.2	\$58,156.4	\$59,362.8	\$1,206.4	2.1%
LEGISLATIVE	\$6,852.6	\$7,434.1	\$10,485.3	\$11,409.3	\$924.0	8.8%
PUBLIC SAFETY	\$96,534.9	\$100,164.4	\$112,683.1	\$120,281.8	\$7,598.7	6.7%
SANITATION	\$75,512.5	\$78,229.8	\$90,950.4	\$92,613.2	\$1,662.8	1.8%
SOCIAL WELFARE	\$20,673.4	\$23,933.9	\$30,430.6	\$31,649.7	\$1,219.0	4.0%
WATER SUPPLY	\$55,979.9	\$54,478.6	\$70,903.2	\$74,468.3	\$3,565.1	5.0%
CAPITAL EXPENDITURES	\$87,052.2	\$117,428.2	\$152,839.8	\$165,611.3	\$12,771.5	8.4%
TOTAL EXPENDITURES AND OTHER USES	\$608,254.5	\$673,859.0	\$823,477.5	\$869,834.6	\$46,357.1	5.6%

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
GENERAL FUND						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$2,730.0	\$3,948.0	\$4,497.8	\$3,900.0	-\$597.8	-13.3%
FINES, FORFEITS & PENALTIES	\$2,277.6	\$2,509.0	\$2,000.0	\$2,000.0	\$0.0	0.0%
LICENSES & PERMITS	\$9,122.8	\$8,566.8	\$8,022.0	\$7,022.0	-\$1,000.0	-12.5%
MISCELLANEOUS	\$683.2	\$2,756.6	\$700.0	\$800.0	\$100.0	14.3%
OTHER INTERGOVERNMENTAL	\$141.0	\$70.6	\$75.0	\$70.0	-\$5.0	-6.7%
PUBLIC SERVICE COMPANY TAX	\$6,958.0	\$7,820.9	\$7,000.0	\$7,000.0	\$0.0	0.0%
REAL PROPERTY TAXES	\$311,302.2	\$320,886.7	\$358,036.2	\$375,471.4	\$17,435.2	4.9%
SPECIAL ASSESSMENTS	\$842.5	\$2,815.0	\$1,068.7	\$0.0	-\$1,068.7	-100.0%
TRANSIENT ACCOMMODATIONS TAX	\$23,484.0	\$23,484.0	\$23,484.0	\$23,484.0	\$0.0	0.0%
USE OF MONEY & PROPERTY	\$4,362.5	\$12,300.4	\$5,013.5	\$2,320.0	-\$2,693.5	-53.7%
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$2,564.5	\$103,129.6	\$24,959.4	\$34,870.0	\$9,910.6	39.7%
CARRY-OVER SAVINGS	\$42,458.3	\$78,827.2	\$22,958.5	\$49,927.5	\$26,969.1	117.5%
INTERFUND CHARGES	\$28,407.9	\$28,530.0	\$35,817.1	\$28,610.1	-\$7,206.9	-20.1%
INTERFUND TRANSFERS	\$1,916.3	\$1,023.9	\$1,063.1	\$0.0	-\$1,063.1	-100.0%
TOTAL GENERAL FUND	\$437,250.7	\$596,668.8	\$494,695.2	\$535,475.1	\$40,779.9	8.2%
SPECIAL REVENUE FUNDS						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$79,878.8	\$82,135.5	\$89,863.2	\$86,545.3	-\$3,317.9	-3.7%
FUEL & FRANCHISE TAXES	\$24,396.7	\$25,426.3	\$24,300.0	\$26,100.0	\$1,800.0	7.4%
LICENSES & PERMITS	\$26,427.6	\$28,583.7	\$26,274.5	\$28,785.8	\$2,511.2	9.6%
MISCELLANEOUS	\$29.3	\$21.7	\$40.0	\$40.0	\$0.0	0.0%
OTHER INTERGOVERNMENTAL	\$5,483.8	\$17,724.4	\$9,578.3	\$13,000.0	\$3,421.7	35.7%
SPECIAL ASSESSMENTS	\$406.3	\$341.3	\$0.0	\$0.0	\$0.0	0.0%
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$51,437.0	\$50,798.0	-\$639.0	-1.2%
CARRY-OVER SAVINGS	\$34,971.1	\$34,609.2	\$19,371.1	\$20,932.3	\$1,561.2	8.1%
INTERFUND CHARGES	\$340.0	\$340.0	\$340.0	\$415.0	\$75.0	22.1%
INTERFUND TRANSFERS	\$17,495.7	\$2,542.5	\$7,375.0	\$12,671.5	\$5,296.5	71.8%
TOTAL SPECIAL REVENUE FUNDS	\$189,429.4	\$191,724.6	\$228,579.1	\$239,287.9	\$10,708.8	4.7%
ENTERPRISE FUNDS						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$64,418.0	\$65,190.3	\$64,890.0	\$64,390.6	-\$499.4	-0.8%
MISCELLANEOUS	\$640.4	\$5,292.6	\$23.0	\$23.0	\$0.0	100.0%
OTHER INTERGOVERNMENTAL	\$18,352.5	\$5,245.3	\$0.0	\$0.0	\$0.0	n/a
SPECIAL ASSESSMENTS	\$11,633.1	\$19,081.0	\$20,000.0	\$4,443.3	-\$15,556.7	-77.8%
USE OF MONEY & PROPERTY	\$1,414.6	\$4,047.8	\$400.0	\$400.0	\$0.0	0.0%
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$9,500.0	\$0.0	-\$9,500.0	0.0%
CARRY-OVER SAVINGS	\$12,124.7	\$11,015.6	\$4,362.4	\$24,856.5	\$20,494.2	469.8%
INTERFUND TRANSFERS	\$2,990.4	\$3,770.4	\$1,027.8	\$958.2	-\$69.6	-6.8%
TOTAL ENTERPRISE FUNDS	\$111,573.6	\$113,643.1	\$100,203.2	\$95,071.6	-\$5,131.5	-5.1%
TOTAL COUNTY FUNDS	\$738,253.7	\$902,036.4	\$823,477.5	\$869,834.6	\$46,357.1	5.6%

Note: True sum may be different due to rounding.

Financial Summaries

Revenue and Expenditure Summary

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

Figure 4-5

MAJOR SOURCES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
BIKEWAY FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
LICENSES & PERMITS	\$82.1	\$82.0	\$0.0	\$50.0	\$50.0	n/a
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$398.9	\$449.4	\$387.2	\$122.2	-\$265.0	-68.4%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$0.0	\$127.8	\$127.8	n/a
TOTAL BIKEWAY FUND	\$481.0	\$531.4	\$387.2	\$300.0	-\$87.2	-22.5%
EP&S FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$0.0	\$0.0	\$1,370.0	\$2,000.0	\$630.0	46.0%
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$0.0	\$4,571.5	\$2,587.7	\$6,113.7	\$3,526.0	136.3%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$4,340.9	\$4,134.8	-\$206.2	-4.7%
TOTAL EP&S FUND	\$0.0	\$4,571.5	\$8,298.7	\$12,248.5	\$3,949.8	47.6%
HIGHWAY FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$2,478.2	\$2,475.4	\$2,400.0	\$2,400.0	\$0.0	0.0%
FUEL & FRANCHISE TAXES	\$24,396.7	\$25,426.3	\$24,300.0	\$26,100.0	\$1,800.0	7.4%
LICENSES & PERMITS	\$24,039.1	\$26,166.2	\$23,999.4	\$26,000.0	\$2,000.6	8.3%
MISCELLANEOUS	\$0.0	\$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	\$24,345.0	\$19,563.0	-\$4,782.0	-19.6%
CARRY-OVER SAVINGS	\$16,443.6	\$14,456.8	\$7,261.0	\$10,039.0	\$2,777.9	38.3%
INTERFUND CHARGES	\$340.0	\$340.0	\$340.0	\$415.0	\$75.0	22.1%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$780.6	\$0.0	-\$780.6	-100.0%
TOTAL HIGHWAY FUND	\$67,697.5	\$68,864.7	\$83,426.1	\$84,517.0	\$1,090.9	1.3%
LIQUOR FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
LICENSES & PERMITS	\$2,306.5	\$2,335.5	\$2,275.1	\$2,735.8	\$460.7	20.2%
FROM OTHER SOURCES						
CARRY-OVER SAVINGS	\$1,614.9	\$1,414.2	\$687.1	\$727.1	\$40.0	5.8%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
TOTAL LIQUOR FUND	\$3,921.3	\$3,749.6	\$2,962.2	\$3,462.8	\$500.6	16.9%
SOLID WASTE FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$23,225.7	\$24,632.7	\$27,698.0	\$25,500.0	-\$2,198.0	-7.9%
MISCELLANEOUS	\$7.6	\$0.5	\$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	\$14,092.0	\$12,635.0	-\$1,457.0	-10.3%
CARRY-OVER SAVINGS	\$4,315.5	\$2,437.2	\$569.9	\$169.3	-\$400.6	-70.3%
INTERFUND TRANSFERS	\$17,495.7	\$2,542.5	\$2,173.5	\$5,479.0	\$3,305.5	152.1%
TOTAL SOLID WASTE FUND	\$45,044.5	\$29,612.9	\$44,533.4	\$43,783.3	-\$750.0	-1.7%
WASTEWATER FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$54,174.9	\$55,027.4	\$58,395.2	\$59,575.3	\$1,180.1	2.0%
MISCELLANEOUS	\$21.7	\$21.3	\$40.0	\$40.0	\$0.0	n/a
OTHER INTERGOVERNMENTAL	\$5,483.8	\$17,724.4	\$9,578.3	\$13,000.0	\$3,421.7	35.7%
SPECIAL ASSESSMENTS	\$406.3	\$341.3	\$0.0	\$0.0	\$0.0	n/a
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$13,000.0	\$18,600.0	\$5,600.0	43.1%
CARRY-OVER SAVINGS	\$12,198.2	\$11,280.1	\$7,878.2	\$3,761.0	-\$4,117.1	-52.3%
INTERFUND TRANSFERS	\$0.0	\$0.0	\$80.0	\$0.0	-\$80.0	-100.0%
TOTAL WASTEWATER FUND	\$72,285.0	\$84,394.4	\$88,971.6	\$94,976.3	\$6,004.7	6.7%
TOTAL SPECIAL REVENUE FUNDS	\$189,429.4	\$191,724.6	\$228,579.1	\$239,287.9	\$10,708.8	4.7%

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 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
GOLF FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$826.2	\$729.8	\$0.0	\$0.0	\$0.0	n/a
USE OF MONEY & PROPERTY	\$244.7	\$139.1	\$0.0	\$0.0	\$0.0	n/a
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
CARRY-OVER SAVINGS	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
INTERFUND TRANSFERS	\$2,263.4	\$3,172.2	\$0.0	\$0.0	\$0.0	n/a
TOTAL GOLF FUND	\$3,334.4	\$4,041.1	\$0.0	\$0.0	\$0.0	n/a
WATER SUPPLY FUND:						
FROM TAXES, FEES AND ASSESSMENTS						
CHARGES FOR CURRENT SERVICES	\$63,591.8	\$64,460.5	\$64,890.0	\$64,390.6	-\$499.4	-0.8%
MISCELLANEOUS	\$640.4	\$5,292.6	\$23.0	\$23.0	\$0.0	0.0%
OTHER INTERGOVERNMENTAL	\$18,352.5	\$5,245.3	\$0.0	\$0.0	\$0.0	n/a
SPECIAL ASSESSMENTS ¹	\$11,633.1	\$19,081.0	\$20,000.0	\$4,443.3	-\$15,556.7	-77.8%
USE OF MONEY & PROPERTY	\$1,169.9	\$3,908.7	\$400.0	\$400.0	\$0.0	0.0%
FROM OTHER SOURCES						
BOND/LAPSED BOND	\$0.0	\$0.0	\$9,500.0	\$0.0	-\$9,500.0	-100.0%
CARRY-OVER SAVINGS	\$12,124.7	\$11,015.6	\$4,362.4	\$24,856.5	\$20,494.2	469.8%
INTERFUND TRANSFERS	\$727.0	\$598.2	\$1,027.8	\$958.2	-\$69.6	-6.8%
TOTAL WATER SUPPLY FUND	\$108,239.3	\$109,601.9	\$100,203.2	\$95,071.6	-\$5,131.5	-5.1%
TOTAL ENTERPRISE FUNDS	\$111,573.6	\$113,643.1	\$100,203.2	\$95,071.6	-\$5,131.5	-5.1%

Note: True sum may be different due to rounding.

*Effective July 1, 2019, the Golf Fund was repealed through Ordinance No. 4952, Bill No. 144 (2018).

Financial Summaries

Revenue and Expenditure Summary

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

Figure 4-7

MAJOR USES	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
GENERAL FUND						
OPERATING EXPENDITURES						
Culture and Recreation						
Parks and Recreation	\$26,540.2	\$29,265.9	\$33,864.4	\$37,296.9	\$3,432.5	10.1%
General Government						
Corporation Counsel	\$3,732.2	\$4,120.3	\$4,261.1	\$4,858.7	\$597.6	14.0%
Environmental Management	\$575.9	\$569.6	\$640.5	\$640.0	-\$0.5	-0.1%
Finance	\$142,640.5	\$156,319.7	\$204,005.7	\$211,667.5	\$7,661.9	3.8%
Management	\$10,485.3	\$13,708.3	\$14,172.1	\$16,852.3	\$2,680.2	18.9%
Office of the Mayor	\$14,096.3	\$14,810.3	\$18,843.9	\$20,549.3	\$1,705.4	9.1%
Personnel Services	\$1,443.1	\$1,503.5	\$1,752.8	\$1,831.3	\$78.5	4.5%
Planning	\$5,472.3	\$6,081.0	\$7,097.6	\$7,045.6	-\$52.0	-0.7%
Public Works	\$9,127.6	\$10,690.8	\$12,390.8	\$13,696.7	\$1,305.9	10.5%
Highways, Streets, and Transportation						
Transportation	\$7,963.4	\$8,002.9	\$8,816.0	\$8,918.8	\$102.8	1.2%
Legislative						
County Clerk	\$983.6	\$1,721.6	\$1,731.2	\$2,053.1	\$321.9	18.6%
County Council	\$5,869.1	\$5,712.5	\$8,754.1	\$9,356.1	\$602.1	6.9%
Public Safety						
Emergency Management Agency	\$447.6	\$540.2	\$683.1	\$844.3	\$161.2	23.6%
Fire and Public Safety	\$36,593.5	\$39,135.2	\$41,896.0	\$45,719.0	\$3,823.0	9.1%
Police	\$52,886.1	\$54,252.8	\$62,997.7	\$66,213.1	\$3,215.4	5.1%
Prosecuting Attorney	\$6,607.7	\$6,236.2	\$7,106.2	\$7,505.3	\$399.1	5.6%
Sanitation						
Environmental Management	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	n/a
Social Welfare						
Housing and Human Concerns	\$18,314.6	\$21,397.7	\$27,468.4	\$28,186.9	\$718.4	2.6%
TOTAL GENERAL FUND	\$343,779.0	\$374,068.5	\$456,481.6	\$483,235.1	\$26,753.5	5.9%
SPECIAL REVENUE FUNDS						
OPERATING EXPENDITURES						
Highways, Streets, and Transportation						
Public Works	\$29,496.8	\$30,103.8	\$34,829.5	\$34,955.0	\$125.5	0.4%
Transportation	\$10,450.4	\$13,420.5	\$14,510.8	\$15,488.9	\$978.1	6.7%
Sanitation						
Environmental Management	\$75,512.5	\$78,229.8	\$90,950.4	\$92,613.2	\$1,662.8	1.8%
Social Welfare						
Liquor Control	\$2,358.9	\$2,536.2	\$2,962.2	\$3,462.8	\$500.6	16.9%
TOTAL SPECIAL REVENUE FUNDS	\$117,818.6	\$124,290.3	\$143,253.0	\$146,519.9	\$3,267.0	2.3%
ENTERPRISE FUNDS						
OPERATING EXPENDITURES						
Culture and Recreation						
Parks and Recreation	\$3,624.9	\$3,593.3	\$0.0	\$0.0	\$0.0	n/a
Water Supply						
Water Supply	\$55,979.9	\$54,478.6	\$70,903.2	\$74,468.3	\$3,565.1	5.0%
TOTAL ENTERPRISE FUNDS	\$59,604.8	\$58,071.9	\$70,903.2	\$74,468.3	\$3,565.1	5.0%
TOTAL COUNTY FUNDS	\$521,202.3	\$556,430.8	\$670,637.7	\$704,223.3	\$33,585.6	5.0%

Note: True sum may be different due to rounding.

Explanation of Budget Functional Areas¹

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

¹ 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 2021 Fund Summary (County Funds)

Consolidated Schedule (in Thousands)
Figure 4-9

	GENERAL FUND	SPECIAL REVENUE FUNDS	ENTERPRISE FUND	TOTAL FUNDS
BEGINNING FUND BALANCE	\$78,827.2	\$34,609.2	\$15,322.5	\$128,758.9
TRANSFERRED TO ESTIMATED REVENUES	-\$78,827.2	-\$34,609.2	-\$15,322.5	-\$128,758.9
ESTIMATED REVENUES				
FROM TAXES, FEES AND ASSESSMENTS				
CHARGES FOR CURRENT SERVICES	\$3,900.0	\$89,475.3	\$64,390.6	\$157,765.9
FUEL & FRANCHISE TAXES	\$0.0	\$26,100.0	\$0.0	\$26,100.0
LICENSES, PERMITS & OTHERS	\$12,142.0	\$28,825.8	\$423.0	\$41,390.8
OTHER INTERGOVERNMENTAL	\$70.0	\$13,000.0	\$0.0	\$13,070.0
PUBLIC SERVICE COMPANY TAX	\$7,000.0	\$0.0	\$0.0	\$7,000.0
REAL PROPERTY TAXES	\$375,471.4	\$0.0	\$0.0	\$375,471.4
SPECIAL ASSESSMENTS	\$0.0	\$0.0	\$4,443.3	\$4,443.3
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$0.0	\$0.0	\$23,484.0
FROM OTHER SOURCES				
BOND/LAPSED BOND	\$34,870.0	\$50,798.0	\$0.0	\$85,668.0
CARRY-OVER SAVINGS	\$49,927.5	\$20,932.3	\$24,856.5	\$95,716.4
INTERFUND TRANSFERS	\$28,610.1	\$10,156.5	\$958.2	\$39,724.9
TOTAL ESTIMATED REVENUES	\$535,475.1	\$239,287.9	\$95,071.6	\$869,834.6
EXPENDITURES AND OTHER USES				
OPERATING EXPENDITURES				
CULTURE AND RECREATION	\$37,296.9	\$0.0	\$0.0	\$37,296.9
GENERAL GOVERNMENT	\$277,141.4	\$0.0	\$0.0	\$277,141.4
HIGHWAYS, STREETS, AND TRANSPORTATION	\$8,918.8	\$50,444.0	\$0.0	\$59,362.8
LEGISLATIVE	\$11,409.3	\$0.0	\$0.0	\$11,409.3
PUBLIC SAFETY	\$120,281.8	\$0.0	\$0.0	\$120,281.8
SANITATION	\$0.0	\$92,613.2	\$0.0	\$92,613.2
SOCIAL WELFARE	\$28,186.9	\$3,462.8	\$0.0	\$31,649.7
WATER SUPPLY	\$0.0	\$0.0	\$74,468.3	\$74,468.3
CAPITAL EXPENDITURES	\$52,240.0	\$92,768.0	\$20,603.3	\$165,611.3
TOTAL EXPENDITURES AND OTHER USES	\$535,475.1	\$239,287.9	\$95,071.6	\$869,834.6
ENDING FUND BALANCE	\$0.0	\$0.0	\$0.0	\$0.0

Note: True sum may be different due to rounding.

FY 2021 Fund Summary by Major Fund (General Fund)

General Fund Schedule (in Thousands)
Figure 4-10

	GENERAL FUND	TOTAL GENERAL FUND
BEGINNING FUND BALANCE	\$78,827.2	\$78,827.2
TRANSFERRED TO ESTIMATED REVENUES	-\$78,827.2	-\$78,827.2
ESTIMATED REVENUES		
FROM TAXES, FEES AND ASSESSMENTS		
CHARGES FOR CURRENT SERVICES	\$3,900.0	\$3,900.0
FUEL & FRANCHISE TAXES	\$0.0	\$0.0
LICENSES, PERMITS & OTHERS	\$12,142.0	\$12,142.0
OTHER INTERGOVERNMENTAL	\$70.0	\$70.0
PUBLIC SERVICE COMPANY TAX	\$7,000.0	\$7,000.0
REAL PROPERTY TAXES	\$375,471.4	\$375,471.4
SPECIAL ASSESSMENTS	\$0.0	\$0.0
TRANSIENT ACCOMODATIONS TAX	\$23,484.0	\$23,484.0
FROM OTHER SOURCES		
BOND/LAPSED BOND	\$34,870.0	\$34,870.0
CARRY-OVER SAVINGS	\$49,927.5	\$49,927.5
INTERFUND TRANSFERS	\$28,610.1	\$28,610.1
TOTAL ESTIMATED REVENUES	\$535,475.1	\$535,475.1
EXPENDITURES AND OTHER USES		
OPERATING EXPENDITURES		
CULTURE AND RECREATION	\$37,296.9	\$37,296.9
GENERAL GOVERNMENT	\$277,141.4	\$277,141.4
HIGHWAYS, STREETS, AND TRANSPORTATION	\$8,918.8	\$8,918.8
LEGISLATIVE	\$11,409.3	\$11,409.3
PUBLIC SAFETY	\$120,281.8	\$120,281.8
SANITATION	\$0.0	\$0.0
SOCIAL WELFARE	\$28,186.9	\$28,186.9
WATER SUPPLY	\$0.0	\$0.0
CAPITAL EXPENDITURES	\$52,240.0	\$52,240.0
TOTAL EXPENDITURES AND OTHER USES	\$535,475.1	\$535,475.1
ENDING FUND BALANCE	\$0.0	\$0.0

Note: True sum may be different due to rounding.

Financial Summaries

Fund Balance

FY 2021 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	\$449.4	\$4,571.5	\$14,456.8	\$1,414.2	\$2,437.2	\$11,280.1	\$34,609.2
TRANSFERRED TO ESTIMATED REVENUES	-\$449.4	-\$4,571.5	-\$14,456.8	-\$1,414.2	-\$2,437.2	-\$11,280.1	-\$34,609.2
ESTIMATED REVENUES							
FROM TAXES, FEES AND ASSESSMENTS							
CHARGES FOR CURRENT SERVICES	\$0.0	\$2,000.0	\$2,400.0	\$0.0	\$25,500.0	\$59,575.3	\$89,475.3
FUEL & FRANCHISE TAXES	\$0.0	\$0.0	\$26,100.0	\$0.0	\$0.0	\$0.0	\$26,100.0
LICENSES, PERMITS & OTHERS	\$50.0	\$0.0	\$26,000.0	\$2,735.8	\$0.0	\$40.0	\$28,825.8
OTHER INTERGOVERNMENTAL	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$13,000.0	\$13,000.0
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	\$19,563.0	\$0.0	\$12,635.0	\$18,600.0	\$50,798.0
CARRY-OVER SAVINGS	\$122.2	\$6,113.7	\$10,039.0	\$727.1	\$169.3	\$3,761.0	\$20,932.3
INTERFUND TRANSFERS	\$127.8	\$4,134.8	\$415.0	\$0.0	\$5,479.0	\$0.0	\$10,156.5
TOTAL ESTIMATED REVENUES	\$300.0	\$12,248.5	\$84,517.0	\$3,462.8	\$43,783.3	\$94,976.3	\$239,287.9
EXPENDITURES AND OTHER USES							
OPERATING EXPENDITURES							
HIGHWAYS, STREETS, AND TRANSPORTATION	\$0.0	\$0.0	\$50,444.0	\$0.0	\$0.0	\$0.0	\$50,444.0
SANITATION	\$0.0	\$12,248.5	\$0.0	\$0.0	\$30,248.3	\$50,116.3	\$92,613.2
SOCIAL WELFARE	\$0.0	\$0.0	\$0.0	\$3,462.8	\$0.0	\$0.0	\$3,462.8
CAPITAL EXPENDITURES	\$300.0	\$0.0	\$34,073.0	\$0.0	\$13,535.0	\$44,860.0	\$92,768.0
TOTAL EXPENDITURES AND OTHER USES	\$300.0	\$12,248.5	\$84,517.0	\$3,462.8	\$43,783.3	\$94,976.3	\$239,287.9
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.

FY 2021 Fund Summary by Major Fund (Non-General Fund)

Enterprise Fund Schedule (in Thousands)
Figure 4-12

	WATER SUPPLY FUND	TOTAL ENTERPRISE FUND
BEGINNING FUND BALANCE	\$15,322.5	\$15,322.5
TRANSFERRED TO ESTIMATED REVENUES	-\$15,322.5	-\$15,322.5
ESTIMATED REVENUES		
FROM TAXES, FEES AND ASSESSMENTS		
CHARGES FOR CURRENT SERVICES	\$64,390.6	\$64,390.6
LICENSES, PERMITS & OTHERS	\$423.0	\$423.0
OTHER INTERGOVERNMENTAL	\$0.0	\$0.0
SPECIAL ASSESSMENTS	\$4,443.3	\$4,443.3
FROM OTHER SOURCES		
BOND/LAPSED BOND	\$0.0	\$0.0
CARRY-OVER SAVINGS	\$24,856.5	\$24,856.5
INTERFUND TRANSFERS	\$958.2	\$958.2
TOTAL ESTIMATED REVENUES	\$95,071.6	\$95,071.6
EXPENDITURES AND OTHER USES		
OPERATING EXPENDITURES		
CULTURE AND RECREATION	\$0.0	\$0.0
WATER SUPPLY	\$74,468.3	\$74,468.3
CAPITAL EXPENDITURES	\$20,603.3	\$20,603.3
TOTAL EXPENDITURES AND OTHER USES	\$95,071.6	\$95,071.6
ENDING FUND BALANCE	\$0.0	\$0.0

Note: True sum may be different due to rounding.

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 30th) 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 2019 ACTUAL	FY 2020 ADOPTED	FY 2020 ESTIMATED	FY 2021 PROPOSED
General Fund	\$78,827.2	\$22,958.5	\$24,458.8	\$49,927.5
Wastewater Fund	\$11,280.1	\$7,878.2	\$7,878.2	\$3,761.0
Highway Fund	\$14,456.8	\$7,261.0	\$7,807.0	\$10,039.0
Solid Waste Fund	\$2,437.2	\$569.9	\$569.9	\$169.3
Liquor Control Fund	\$1,414.2	\$687.1	\$687.1	\$727.1
Bikeway Fund	\$449.4	\$387.2	\$387.2	\$122.2
EP&S Fund	\$4,571.5	\$2,587.7	\$3,087.7	\$6,113.7
Water Supply Fund	\$15,322.5	\$4,362.4	\$4,362.4	\$24,856.5
TOTAL	\$128,758.9	\$46,691.9	\$49,238.2	\$95,716.4

Notes:

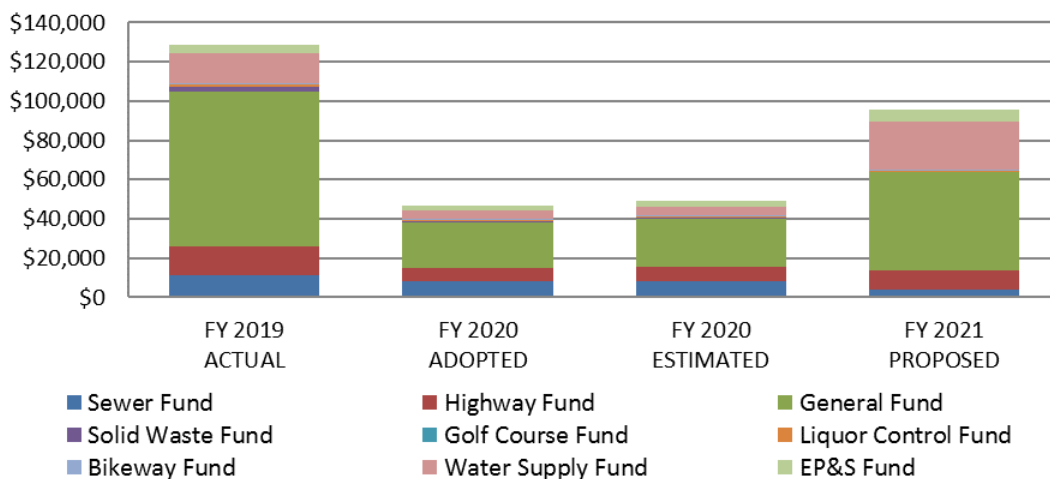
True sum may be different due to rounding.

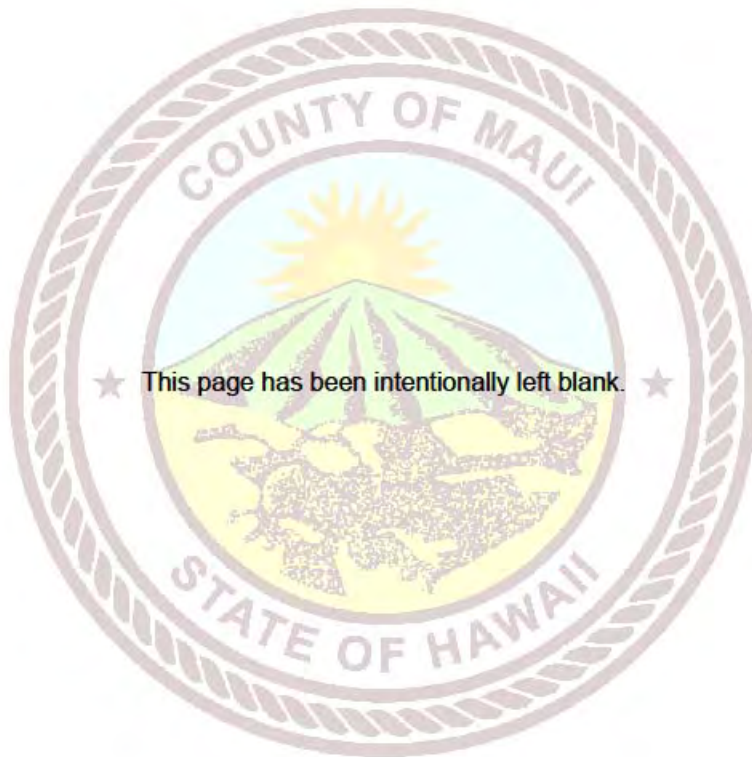
FY 2019 Actual as of June 30, 2019 as reported in the CAFR.

FY 2020 Estimated as of June 30, 2020.

**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 2021 total estimated revenues from county sources is \$869.8 million (including Bond/Lapsed Bond Funds) or \$784.2 million (excluding Bond/Lapsed Bond Funds), an increase of \$46.4 million or \$46.6 million, respectively, from the FY 2020 Adopted Budget. Estimates presented in the following sections exclude the revenues derived from Bond/Lapsed Bond Funds and may vary from other charts/tables presented in this document. 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 that 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 2021 for the General Fund, the main operating fund of the County of Maui, are approximately \$500.6 million, which comprises approximately 63.8% of the total estimated revenues from County Funds. General Fund revenue is estimated to increase by \$30.9 million or 6.6% from FY 2020. The increase in General Fund revenue for Fiscal Year 2021 is mainly due to anticipated increases in Real Property Taxes and Carryover Savings.

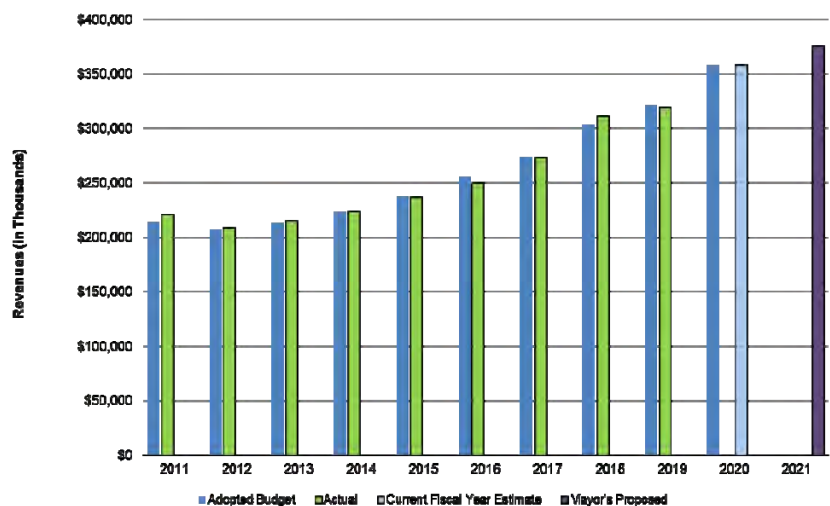
The General Fund estimated revenues consist of the following major revenue sources: Real Property Tax, Transient Accommodations Tax, and Public Service Company Tax.

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 2021 is based on the projected certified values of real property of approximately \$54.9 billion. 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

Figure 4-15
Real Property Tax



Real Property Tax (Cont'd)

to the County's property tax roll. Values were established by analyzing sales that occurred between July 1, 2018 and June 30, 2019.

For FY 2021, the estimated revenue on real property taxes is \$375.5 million, which represents 75.0% of all General Fund revenues, and 47.9% of all county revenues. The estimated real property tax revenues (net of estimated Circuit Breaker credits) for FY 2021 reflects an increase of \$17.4 million or 4.9% from the Fiscal Year 2020 Adopted Real Property Tax Revenue of \$358.0 million. Overall, net taxable assessed values increased by 7.7%. The increase is a result of new land and building inventories and increasing real estate prices. The FY 2021 estimated revenue of \$375.5 million is based on a partial tiered rate structure for the short-term rental and newly formed non-owner-occupied classifications. The effective tax rate in these categories increased less than 4.0%. Tax rates were reduced for the owner-occupied, hotel and resort, industrial, commercial and apartment classifications. Tax rates for the timeshare, commercialized residential, agricultural and conservation classes remain unchanged. 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 \$494,410 in FY 2021.

Figure 4-16

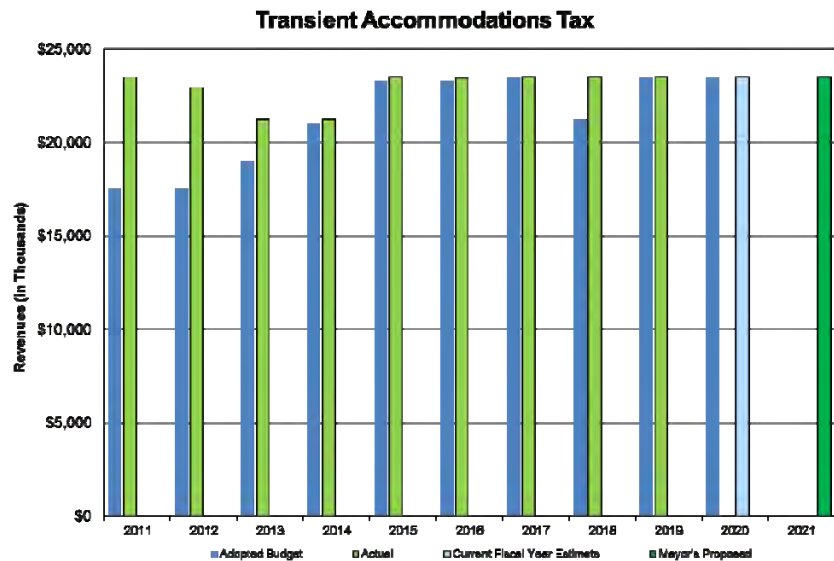
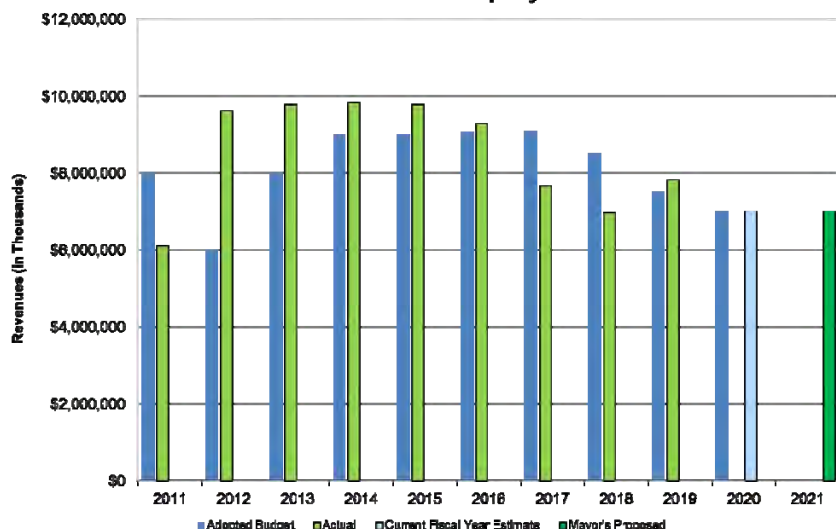


Figure 4-17

Public Service Company 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. The estimated revenues on TAT represents 4.7% of all General Fund revenues and 3.0% of all county revenues.

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 2021; flat from the FY 2020 Adopted Budget. This is based on continued flattening in sales of electricity. The PSC tax contributes 1.4% of the General Fund revenues, and 0.9% of the total county revenues.

Highway Fund

The estimated \$65.0 million in revenue for the Highway Fund for FY 2021 is an increase of \$5.9 million or 9.9% from prior year. The Highway Fund represents 8.3% 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 2021 is estimated to contribute \$16.5 million in revenue to the Highway Fund, making up 25.4% of all Highway Fund revenue. The Fuel Tax is based on the number of gallons of fuel purchased. In FY 2021, the Fuel Tax is estimated to increase slightly by \$700,00 or 4.4% from the FY 2020 Adopted Budget.

Figure 4-18
Fuel Tax

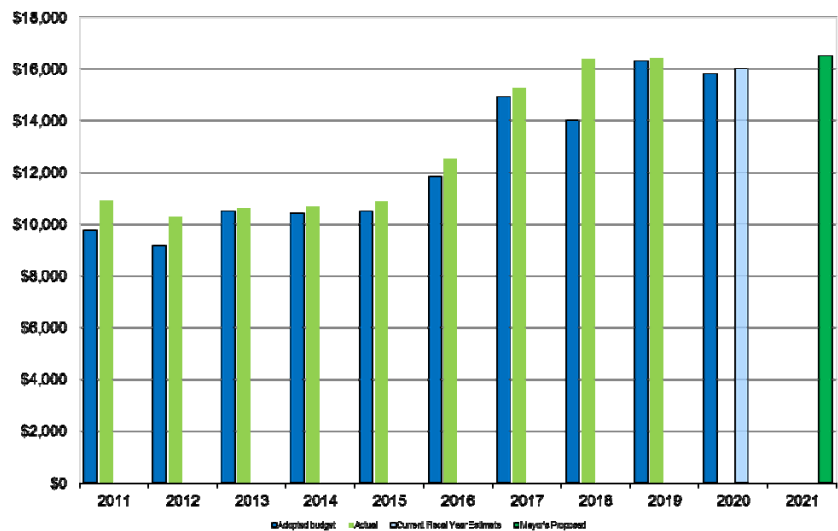
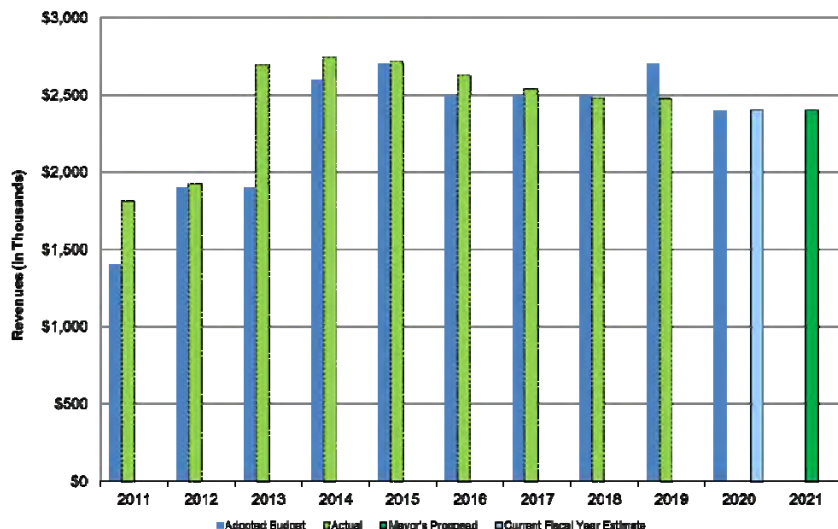


Figure 4-19

Public Transit Bus Fares

Public Transit Fare

Public transit fare collection is estimated to contribute \$2.4 million to the Highway Fund in FY 2021. 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, one-way rates are \$2 per boarding, and one-way rates for



seniors/disabled/Medicare passengers are \$1.

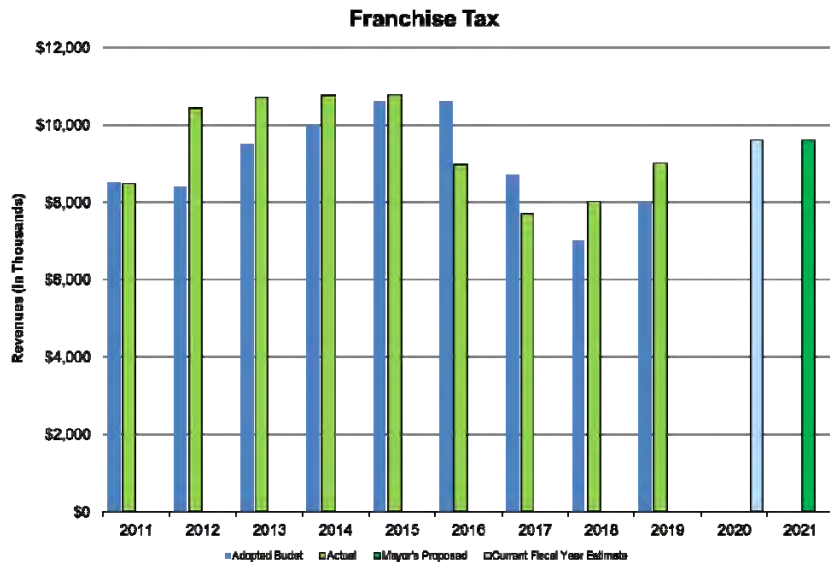
The estimated revenue of \$2.4 million from public transit bus fare collection is flat from the FY 2020 Adopted revenues with no fare increase. The Public Transit Fare is anticipated to contribute 3.7% in revenue to the Highway Fund.

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 2021 is \$9.6 million, an increase of \$1.1 million or 12.9% from FY 2020 Adopted Budget due to higher collections from Maui Electric. The Franchise Tax represents 14.8% of the total Highway Fund revenues.

Figure 4-20



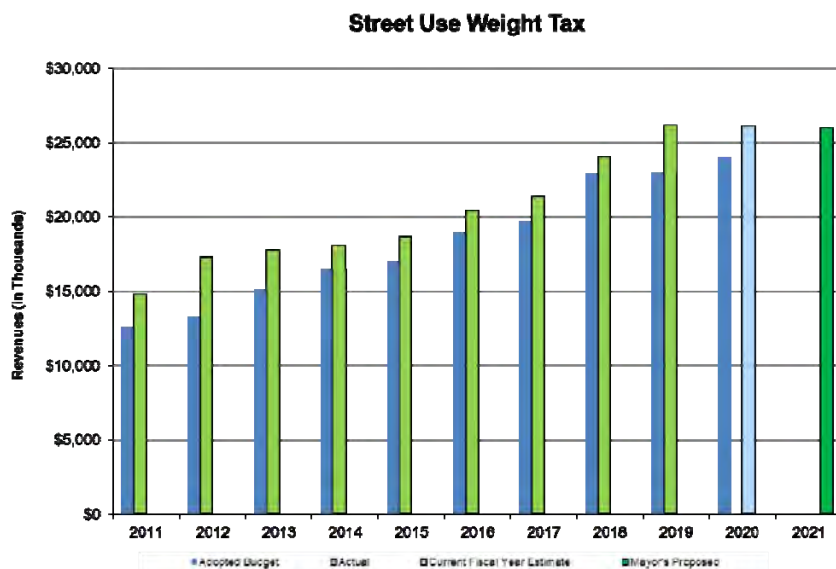
Weight Tax

The FY 2021 estimated revenue of \$26.0 million for the Weight Tax is an increase of \$2.0 million or 8.3% from the FY 2020 Adopted Budget. At this level, the Weight Tax will contribute approximately 40.0% of the estimated FY 2021 Highway Fund revenue.

Sewer Fund

Sewer Fund's FY 2021 estimated revenue is \$76.4 million, a slight increase of \$0.4 million from the FY 2020 Adopted Budget. This fund represents 9.7% 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.

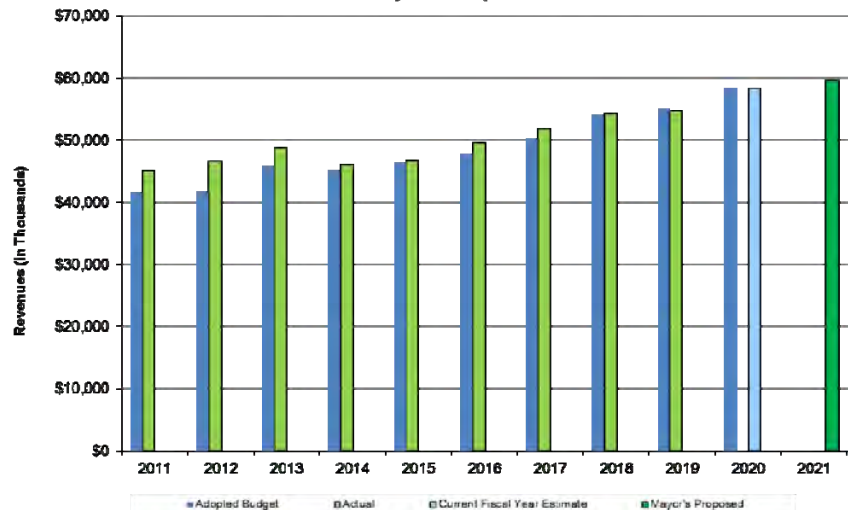
Figure 4-21



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 \$59.6 million in estimated revenue from sewer user fees for FY 2021 is an increase of \$1.2 million or 2.0% from the FY 2020 Adopted Budget. The sewer user fees will contribute to approximately 65.6% of the estimated FY 2021 Sewer Fund revenue and 7.6% of the county's total revenue.

Figure 4-22

Sewer, Cesspool, Septic, & Reclaim Fees**Solid Waste Management Fund**

The FY 2021 estimated revenue for the Solid Waste Management Fund is \$31.1 million, an increase of \$0.7 million or 2.3% from FY 2020 Adopted Budget. The Solid Waste Fund represents 4.0% of the county's total estimated revenues. Fees associated with landfill disposal and refuse collection are the major sources of revenue for this fund.

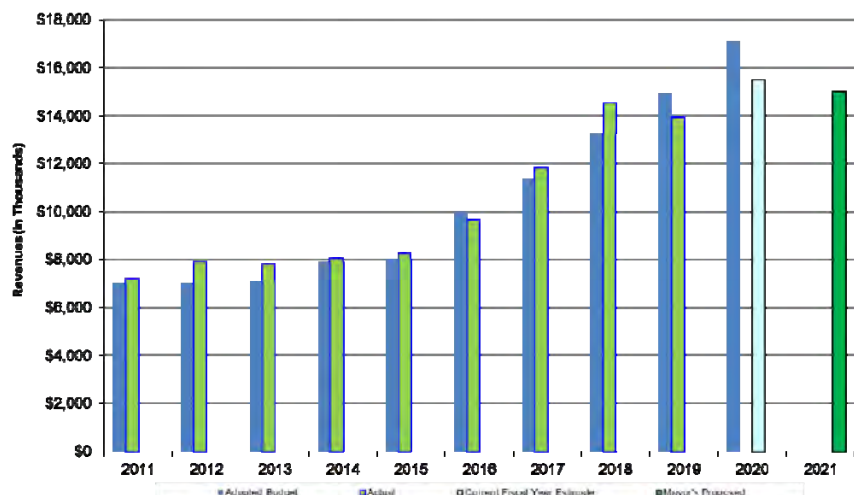
Landfill Disposal Fees

Landfill disposal fees (landfill tipping and permit fees) are collected as charges for current services. The estimated revenue of \$15.0 million in FY 2021 for landfill disposal fees is a decrease of \$2.1 million or a 12.3% from the FY 2020 Adopted Budget. The Landfill disposal fees represent 34.3% of the total Solid Waste Management Fund, or 1.9% of the total county revenues.

Refuse Collection Fees

Refuse collection fees are collected as charges for current services. In FY2021, the rate for this service remains the same, \$33 per refuse collection unit per month on the

Figure 4-23

Landfill Tipping and Permit Fees

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 rate is \$18 per refuse collection unit per month, where only once-a-week services is provided.

This service is projected to generate \$10.5 million in annual revenue in FY 2021, a slight decrease of \$100,175 from the FY2020 Adopted Budget. The refuse collection fees generate 24.0% of the total Solid Waste Fund's revenue.

Water Supply Fund

The estimated revenue for the Water Supply Fund from all sources for FY 2021 is \$95.1 million, an increase of \$4.4 million or 4.8% from FY 2020 Adopted Budget, which funds Water Supply operations and capital improvement projects. This represents 12.1% of the county's total estimated revenues.

Water Service Fees

Water service fees are the primary source of revenue for the Department of Water Supply. Water service fees are estimated to generate \$64.4 million for FY 2021, a slight decrease of \$0.5 million or 0.8% from FY 2020 Adopted Budget. No rate increase in the water service fee is proposed for FY 2021. 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.

Figure 4-24
Refuse Collection Fees

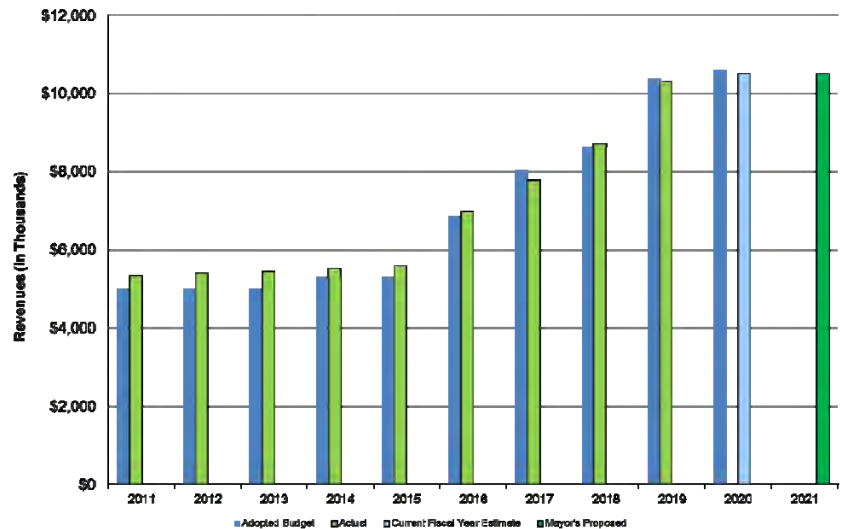
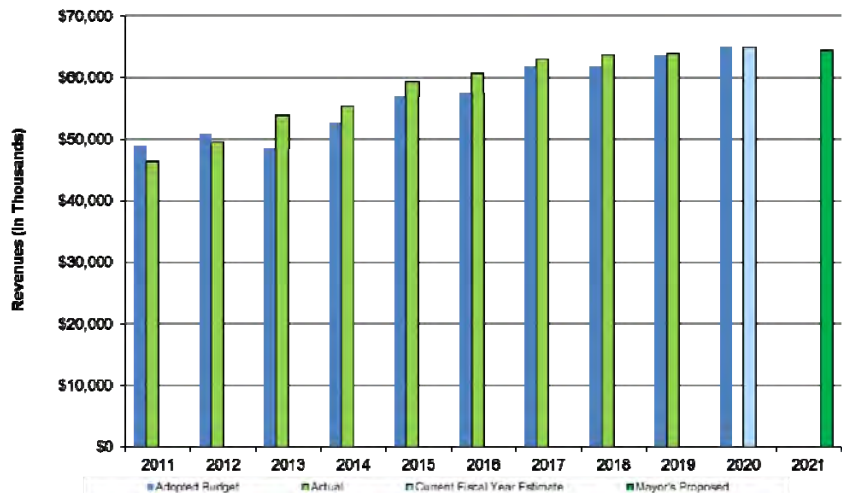


Figure 4-25
Water Service Fees



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 2021 proposed E/P of 2,856.4 from all sources of funds is an increase of 69.0 E/P or 2.5% from the FY 2020 Adopted Budget. The FY 2021 proposed E/P count from County Funds is 2,717.6, an increase of 68.0 E/P or 2.6% from the FY 2020 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 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Enterprise Fund	239.4	240.9	223.0	233.0	10.0	4.5%
General Fund	1,896.8	1,927.0	2,010.6	2,064.6	54.0	2.7%
Grant Revenue Fund	105.1	104.6	107.8	106.8	-1.0	-0.9%
Special Revenue Fund	388.0	393.0	416.0	420.0	4.0	1.0%
Revolving Fund	20.0	31.0	30.0	32.0	2.0	6.7%
Total	2,649.2	2,696.4	2,787.4	2,856.4	69.0	2.5%

Equivalent Personnel Summary (County Sources of Funds)

Figure 4-27

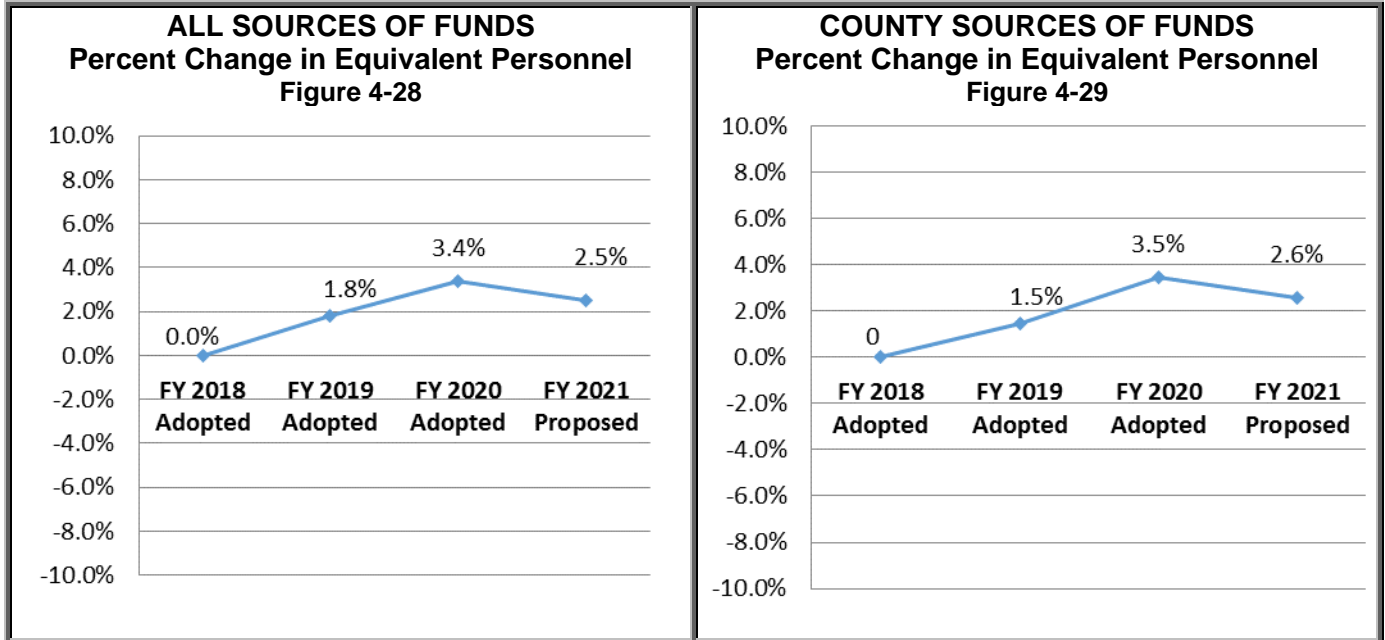
FUND	FY 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Enterprise Fund	239.4	240.9	223.0	233.0	10.0	4.5%
General Fund	1,896.8	1,927.0	2,010.6	2,064.6	54.0	2.7%
Special Revenue Fund	388.0	393.0	416.0	420.0	4.0	1.0%
Grand Total	2,524.2	2,560.9	2,649.6	2,717.6	68.0	2.6%

The FY 2021 Mayor's Budget includes an overall increase of 54.0 E/P under the General Fund, which include the following changes: 1.0 E/P under the Department of Corporation Counsel, 2.0 E/P under the Emergency Management Agency, 5.0 E/P under the Department of Finance, 4.0 E/P under the Department of Fire and Public Safety, 6.0 E/P under the Department of Housing & Human Concerns, 5.0 E/P under the Department of Management, 5.2 E/P under the Department of Parks and Recreation, 2.0 E/P under Department of Personnel, 6.0 E/P under the Department of Planning, 8.5 E/P under the Department of Police, 4.0 E/P under the Prosecuting Attorney and 5.3 E/P under the Department of Public Works.

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

The increase in E/P for the Enterprise Fund of 10.0 E/P under the Department of Water Supply.

Figures 4-28 and 4-29 below present the year-over-year percentage change in the adopted equivalent personnel from FY 2018 through FY 2020 and FY 2021 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 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
GENERAL FUND						
Corporation Counsel	37.5	37.5	37.5	38.5	1.0	2.7%
Council Services ¹	0.0	0.0	0.0	0.0	0.0	n/a
County Clerk ¹	0.0	0.0	0.0	0.0	0.0	n/a
Emergency Management	6.8	6.0	7.0	9.0	2.0	28.6%
Environmental Management	5.0	5.0	5.0	5.0	0.0	n/a
Finance	145.5	147.5	159.5	164.5	5.0	3.1%
Fire and Public Safety	370.0	372.0	388.0	392.0	4.0	1.0%
Housing & Human Concerns	87.5	81.5	84.0	90.0	6.0	7.1%
Management	56.0	60.5	62.0	67.0	5.0	8.1%
Office of the Mayor ¹	0.0	0.0	0.0	0.0	0.0	n/a
Parks and Recreation	390.3	396.8	435.2	440.4	5.2	1.2%
Personnel Services	18.0	18.0	18.0	20.0	2.0	11.1%
Planning	64.0	67.0	69.5	75.5	6.0	8.6%
Police	522.2	530.2	541.5	550.0	8.5	1.6%
Prosecuting Attorney	73.0	75.0	78.5	82.5	4.0	5.1%
Public Works	115.0	124.0	119.0	124.3	5.3	4.5%
Transportation	6.0	6.0	6.0	6.0	0.0	n/a
TOTAL GENERAL FUND	1,896.8	1,927.0	2,010.6	2,064.6	54.0	2.7%
SPECIAL REVENUE FUNDS						
HIGHWAY FUND						
Public Works	146.0	145.0	156.0	158.0	2.0	1.3%
LIQUOR FUND						
Liquor Control	25.0	25.0	25.0	25.0	0.0	n/a
SEWER FUND						
Environmental Management-Wastewater Division	118.0	120.0	122.0	122.0	0.0	n/a
SOLID WASTE FUND						
Environmental Management-Solid Waste Division	99.0	99.0	107.0	109.0	2.0	1.9%
ENVIRONMENTAL PROTECTION AND SUSTAINABILITY FUND						
Environmental Management-EP&S Division	0.0	4.0	6.0	6.0	0.0	n/a
TOTAL SPECIAL REVENUE FUNDS	388.0	393.0	416.0	420.0	4.0	1.0%
ENTERPRISE FUNDS						
GOLF FUND						
Parks and Recreation	19.4	20.9	0.0	0.0	0.0	n/a
WATER SUPPLY FUND						
Water	220.0	220.0	223.0	233.0	10.0	4.5%
TOTAL ENTERPRISE FUNDS	239.4	240.9	223.0	233.0	10.0	4.5%
GRANT REVENUE FUND						
Finance	17.3	17.3	17.3	17.3	0.0	n/a
Fire and Public Safety	13.5	10.5	10.5	10.5	0.0	n/a
Housing & Human Concerns	54.3	55.8	55.3	54.3	-1.0	-1.8%
Office of the Mayor ¹	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	8.8	8.8	0.0	n/a
Prosecuting Attorney	9.0	10.0	10.0	10.0	0.0	n/a
Transportation	2.0	2.0	2.0	2.0	0.0	n/a
TOTAL GRANT REVENUE FUND	105.1	104.6	107.8	106.8	-1.0	-0.9%
REVOLVING FUND						
Environmental Management	2.0	2.0	2.0	4.0	2.0	100.0%
Fire and Public Safety	2.0	2.0	1.0	1.0	0.0	n/a
Housing & Human Concerns	0.0	11.0	11.0	11.0	0.0	n/a
Public Works	16.0	16.0	16.0	16.0	0.0	n/a
TOTAL REVOLVING FUND	20.0	31.0	30.0	32.0	2.0	6.7%
TOTAL EQUIVALENT PERSONNEL¹	2,649.2	2,696.4	2,787.4	2,856.4	69.0	2.5%

NOTES:

True sum may be different due to rounding.

¹Does 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 2018 ADOPTED	FY 2019 ADOPTED	FY 2020 ADOPTED	FY 2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
GENERAL FUND						
Culture and Recreation						
Parks and Recreation	390.3	396.8	435.2	440.4	5.2	1.2%
General Government						
Corporation Counsel	37.5	37.5	37.5	38.5	1.0	2.7%
Environmental Management	5.0	5.0	5.0	5.0	0.0	n/a
Finance	145.5	147.5	159.5	164.5	5.0	3.1%
Management	56.0	60.5	62.0	67.0	5.0	8.1%
Office of the Mayor ¹	0.0	0.0	0.0	0.0	0.0	n/a
Personnel Services	18.0	18.0	18.0	20.0	2.0	11.1%
Planning	64.0	67.0	69.5	75.5	6.0	8.6%
Public Works	115.0	124.0	119.0	124.3	5.3	4.5%
Highways, Streets, and Transportation						
Transportation	6.0	6.0	6.0	6.0	0.0	n/a
Legislative						
Council Services ¹	0.0	0.0	0.0	0.0	0.0	n/a
County Clerk ¹	0.0	0.0	0.0	0.0	0.0	n/a
Public Safety						
Emergency Management Agency	6.8	6.0	7.0	9.0	2.0	28.6%
Fire and Public Safety	370.0	372.0	388.0	392.0	4.0	1.0%
Police	522.2	530.2	541.5	550.0	8.5	1.6%
Prosecuting Attorney	73.0	75.0	78.5	82.5	4.0	5.1%
Social Welfare						
Housing & Human Concerns	87.5	81.5	84.0	90.0	6.0	7.1%
TOTAL GENERAL FUND	1,896.8	1,927.0	2,010.6	2,064.6	54.0	2.7%
SPECIAL REVENUE FUNDS						
Highways, Streets, and Transportation						
Public Works	146.0	145.0	156.0	158.0	2.0	1.3%
Sanitation						
Environmental Management-Wastewater	118.0	120.0	122.0	122.0	0.0	n/a
Environmental Management-Solid Waste	99.0	99.0	107.0	109.0	2.0	1.9%
Environmental Management-EP&S	0.0	4.0	6.0	6.0	0.0	n/a
Social Welfare						
Liquor Control	25.0	25.0	25.0	25.0	0.0	n/a
TOTAL SPECIAL REVENUE FUNDS	388.0	393.0	416.0	420.0	4.0	1.0%
ENTERPRISE FUNDS						
Culture and Recreation						
Parks and Recreation	19.4	20.9	0.0	0.0	0.0	n/a
Water Supply						
Water	220.0	220.0	223.0	233.0	10.0	4.5%
TOTAL ENTERPRISE FUNDS	239.4	240.9	223.0	233.0	10.0	4.5%
TOTAL EQUIVALENT PERSONNEL COUNTY FUNDS	2,524.2	2,560.9	2,649.6	2,717.6	68.0	2.6%

NOTE:

True sum may be different due to rounding.

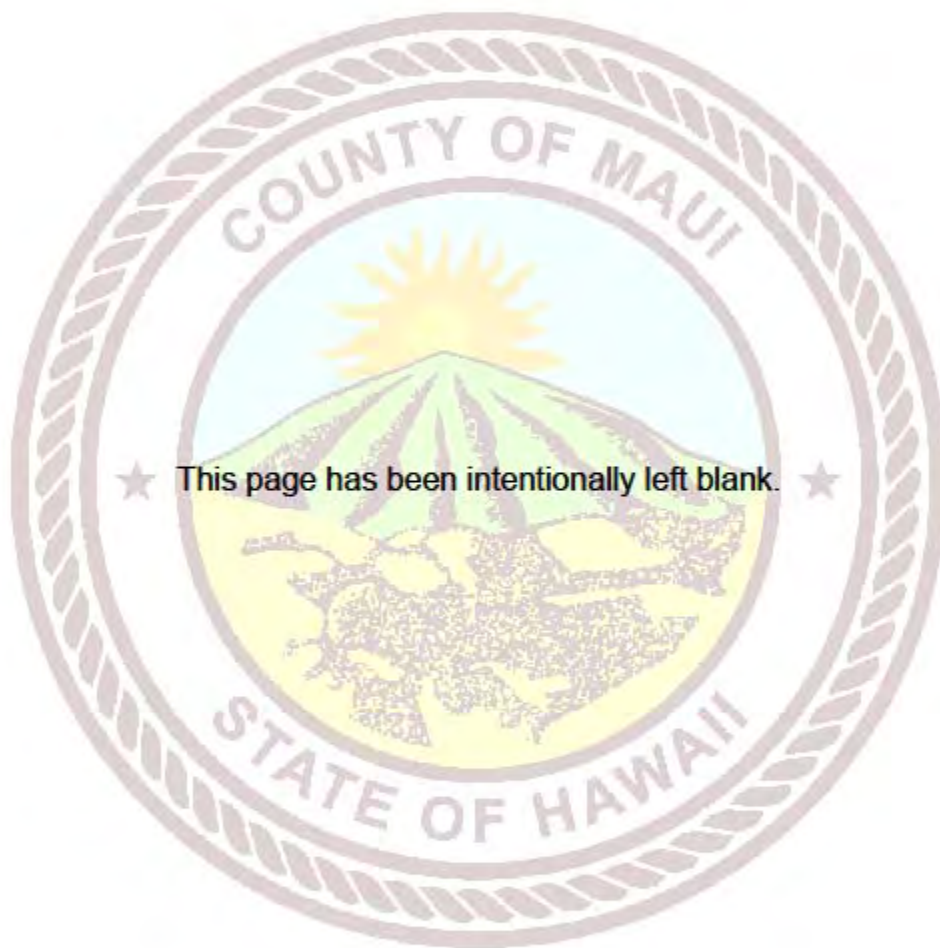
¹Does not include Council Services, County Clerk, and Office of the Mayor as these departments do not report equivalent personnel. Disbursement for salaries and premium pay is not restricted by Section 5 of the County's General Budget Provision.



Department Operating Program

Mayor's Proposed Budget

FY 2021

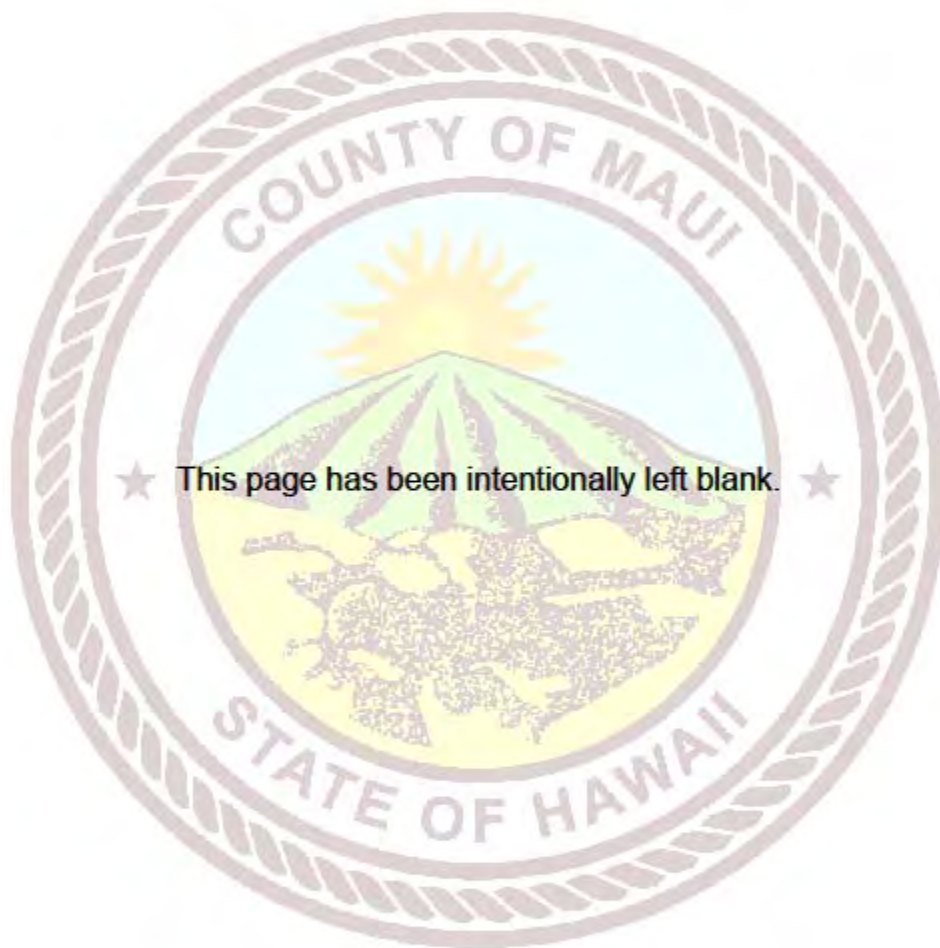


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Corporation Counsel

Mayor's Proposed Budget

FY 2021



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Department Summary**Mission**

The Department of the Corporation Counsel supports County government as chief legal advisor and legal representative for the County of Maui, the Council, Mayor, all departments, boards and commissions, and officers and employees in matters relating to their official duties.

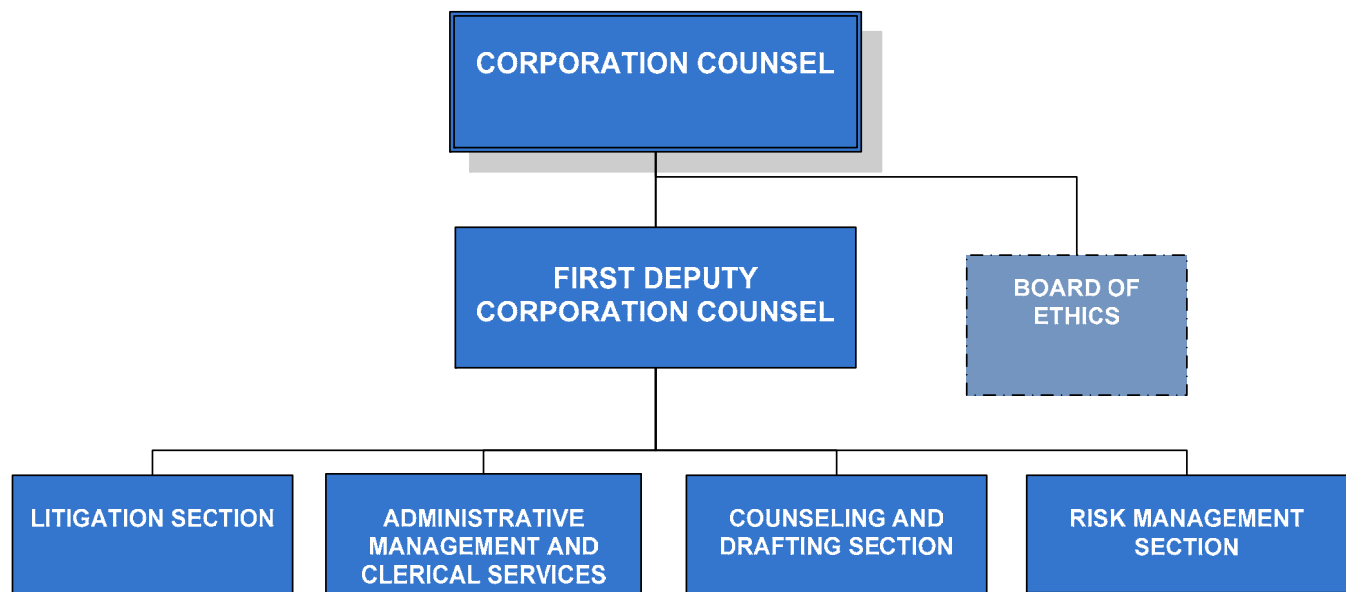
Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

The Department provides legal advice and support to assist with achieving key strategies and principles of the Countywide Policy Plan, as follows:

- Protect the natural environment and cultural resources through appropriate training and legal advice related to implementation of County ordinances and statutory requirements.
- Ensure that laws, policies, and regulations are internally consistent and effectuate the intent of the Charter, implementing ordinances, and other legal requirements.
- Support the departments' compliance with, and enforcement of, county, state, and federal laws.
- Provide efficient, effective, and responsive legal services.

Organization Chart

Department Summary

Strategies

The Department is committed to serving the County of Maui by providing sound legal advice, representation, and education to the clients it serves. The Department strives to foster working relationships with its clients to guide, promote, and strengthen the overall countywide strategic priorities.

Operations

The department is the County's general practice civil law firm with the task of providing quality legal services and representation in a timely, knowledgeable, and professional manner. 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. This division provides a variety of legal counseling and drafting services to the Council, Mayor, County employees, departments, commissions, and boards related to their official duties, including:

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

The Litigation Division is staffed by eight deputy positions, as well as two legal assistants, and one investigator, who handle claims and representation in litigation matters for the Council, Mayor, County employees, departments, commissions and boards relating to their official duties, including:

- Labor-related and tort litigation as well as land, water, environmental, and complex litigation.
- Conducting complex internal personnel and employment-related investigations.

The Risk Management Division is staffed by a Risk Management Officer, a Loss Control Specialist, two Safety Specialists III, one Safety Specialist II, and an Insurance and Claims Assistant II. Risk Management assists in the protection of the County's personnel 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, wellness, 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.
- County campus security, including camera installation and the security equipment 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.
- Clerical support for 17 deputies representing the Litigation and Counseling and Drafting divisions.

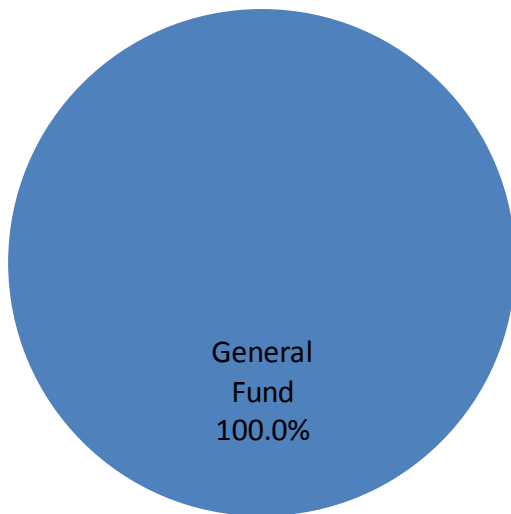
Department Summary

External Factors Description

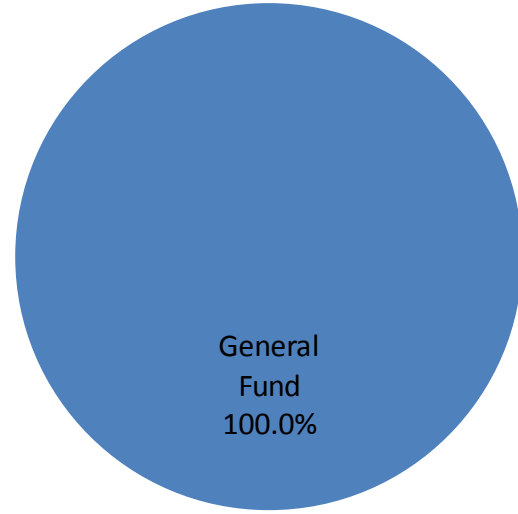
Demand for legal services continues to steadily increase. While unable to control the quantity or complexity of legal requests, claims, and/or lawsuits, the Department's attorneys and staff are knowledgeable in the wide variety of legal matters involving the County. Education and training are a vital means of ensuring the best possible legal representation in the protection of the County's interests, as the legal landscape continues to evolve through case law and legislation.

Department Budget Summary by Fund

FY 2021 Total Expenditures

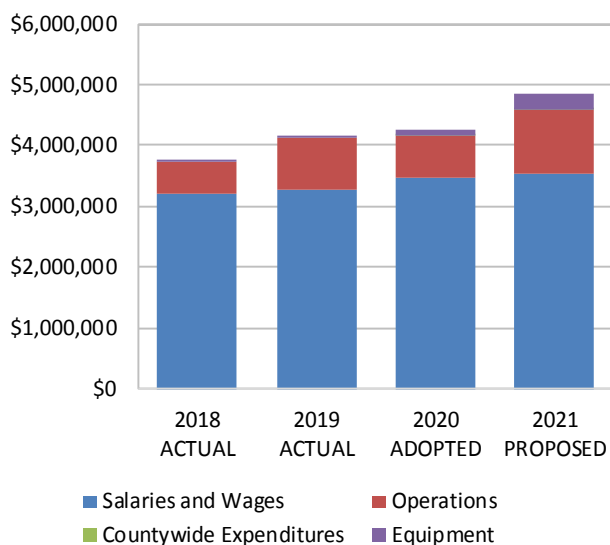


FY 2021 Total Equivalent Personnel

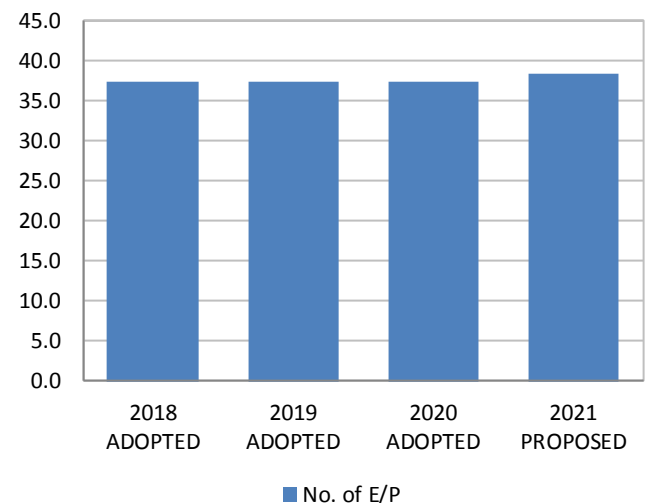


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$5,135	\$16,403	\$7,840	\$10,000	\$2,160	27.6%
WAGES & SALARIES	\$3,203,501	\$3,272,483	\$3,464,291	\$3,524,753	\$60,462	1.7%
Salaries and Wages Total	\$3,208,636	\$3,288,886	\$3,472,131	\$3,534,753	\$62,622	1.8%
Operations						
MATERIALS & SUPPLIES	\$34,205	\$69,294	\$61,370	\$71,120	\$9,750	15.9%
OTHER COSTS	\$144,679	\$131,470	\$348,196	\$189,546	-\$158,650	-45.6%
SERVICES	\$229,000	\$558,770	\$178,150	\$689,400	\$511,250	287.0%
TRAVEL	\$101,621	\$63,174	\$88,775	\$93,925	\$5,150	5.8%
UTILITIES	\$5,957	\$7,343	\$9,000	\$9,000	\$0	N/A
Operations Total	\$515,462	\$830,050	\$685,491	\$1,052,991	\$367,500	53.6%
Countywide Expenditures						
OTHER COSTS	\$0	\$0	\$300	\$300	\$0	N/A
Countywide Expenditures Total	\$0	\$0	\$300	\$300	\$0	N/A
Equipment						
LEASE PURCHASES	\$8,144	\$1,406	\$8,145	\$8,145	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$95,000	\$262,500	\$167,500	176.3%
Equipment Total	\$8,144	\$1,406	\$103,145	\$270,645	\$167,500	162.4%
Department Total	\$3,732,243	\$4,120,342	\$4,261,067	\$4,858,689	\$597,622	14.0%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Legal Services Program	37.5	37.5	37.5	38.5	1.0	2.7%
Department Total	37.5	37.5	37.5	38.5	1.0	2.7%

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. 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 with the goal of protecting assets, reviewing and procuring insurance against predictable risks and occurrences, and lowering the County's exposure to risk and liability.

Key Activity Goals & Measures

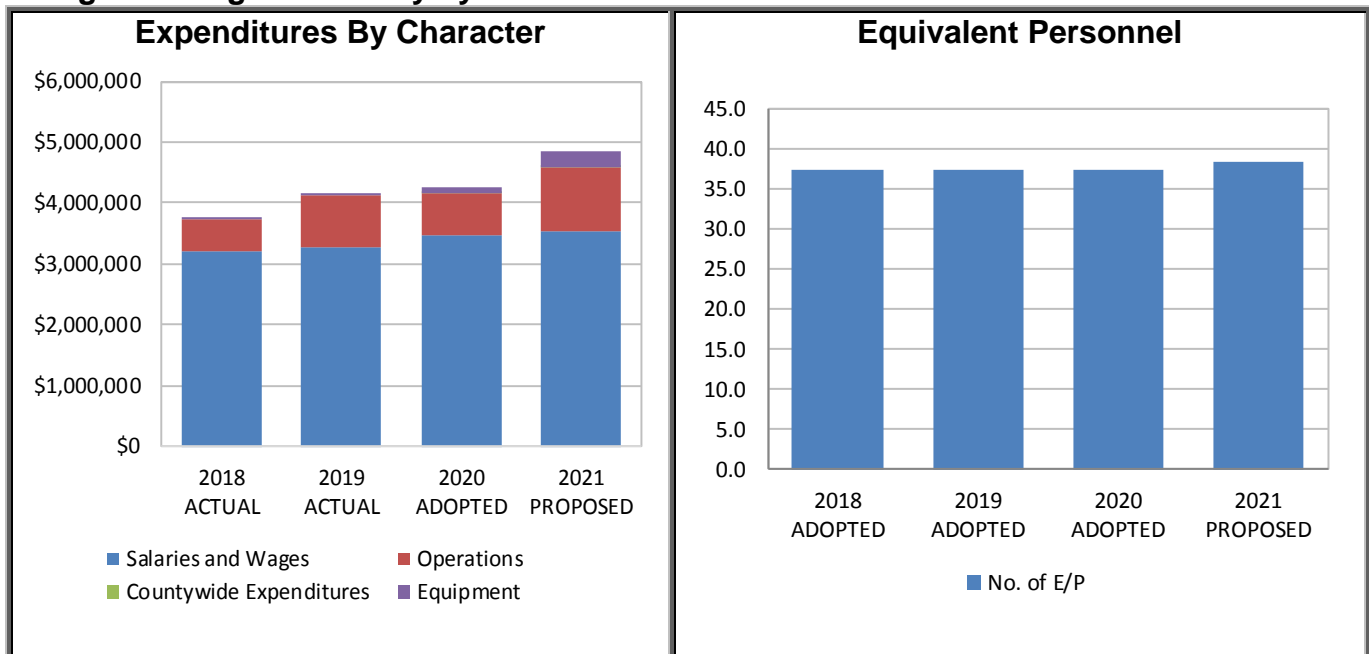
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Effectively manage, control, and insure against the County's total risk exposure.</i>				
1. Raise safety awareness by providing annual training and education to personnel countywide	% of all employees trained by Risk Management Division annually	16%	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	1:01	1:4	1:4
3. Lower the median duration of General Liability (GL) and Auto Liability (AU) claims	GL reduction in median days open	98 days	30 days	30 days
	AU reduction in median days open	104 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	\$23,226	\$5,000	\$5,000
<i>Goal #2: 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 responses to requests for legal services submitted to the Counseling and Drafting section within 30 days	# of requests for legal services received	4,827	4,000	4000
	# of requests for legal services completed	4,774	4,000	4000
	# of requests for legal services closed within 30 days	4,444	3,500	3500
2. Actively defend and attempt to settle in County's best interest a minimum of 2% of civil and administrative litigated actions pending	# of litigation actions (civil/administrative) pending against the County	357	340	340
	% of civil/administrative litigated actions closed	25%	10%	10%

Legal Services Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Increase online accessibility to legal opinions and information with the goal of establishing a robust online presence providing value to the County and the public.</i>				
1. Publish Board of Ethics opinions beginning with 2019	% of opinions published and available online	N/A	N/A	100%
2. Publish Board of Ethics opinions prior to 2019	% of opinions published and available online	N/A	N/A	20%
<i>Goal #4: Update countywide record retention policies, including protocol for electronic records.</i>				
1. Audit existing records retention policies	% of policies audited	N/A	N/A	100%
2. Review, advise, and facilitate adoption of countywide records retention policy	% completed	N/A	N/A	100%
<i>Goal #5: Audit and update administrative rules for planning related boards and commissions.</i>				
1. Review administrative rules and Hawaii case law; facilitate revision of existing rules via statutory rulemaking requirements	% of board and commission rule updates adopted	N/A	N/A	50%

Program Budget Summary by Fiscal Year



Legal Services Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$5,135	\$16,403	\$7,840	\$10,000	\$2,160	27.6%
WAGES & SALARIES	\$3,203,501	\$3,272,483	\$3,464,291	\$3,524,753	\$60,462	1.7%
Salaries and Wages Total	\$3,208,636	\$3,288,886	\$3,472,131	\$3,534,753	\$62,622	1.8%
Operations						
MATERIALS & SUPPLIES	\$34,205	\$69,294	\$61,370	\$71,120	\$9,750	15.9%
OTHER COSTS	\$144,679	\$131,470	\$348,196	\$189,546	-\$158,650	-45.6%
SERVICES	\$229,000	\$558,770	\$178,150	\$689,400	\$511,250	287.0%
TRAVEL	\$101,621	\$63,174	\$88,775	\$93,925	\$5,150	5.8%
UTILITIES	\$5,957	\$7,343	\$9,000	\$9,000	\$0	N/A
Operations Total	\$515,462	\$830,050	\$685,491	\$1,052,991	\$367,500	53.6%
Countywide Expenditures						
OTHER COSTS	\$0	\$0	\$300	\$300	\$0	N/A
Countywide Expenditures Total	\$0	\$0	\$300	\$300	\$0	N/A
Equipment						
LEASE PURCHASES	\$8,144	\$1,406	\$8,145	\$8,145	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$95,000	\$262,500	\$167,500	176.3%
Equipment Total	\$8,144	\$1,406	\$103,145	\$270,645	\$167,500	162.4%
Program Total	\$3,732,243	\$4,120,342	\$4,261,067	\$4,858,689	\$597,622	14.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Corporation Counsel	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Corporation Counsel	16.0	16.0	16.0	16.0	0.0	0.0%
First Deputy Corporation Counsel	1.0	1.0	1.0	1.0	0.0	0.0%
Insurance & Claims Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Investigator V	1.0	1.0	1.0	1.0	0.0	0.0%
Law Technician I	6.0	6.0	6.0	6.0	0.0	0.0%
Law Technician II	2.0	2.0	2.0	2.0	0.0	0.0%
Legal Assistant	1.5	1.5	1.5	1.5	0.0	0.0%
Legal Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Loss Control Specialist	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Risk Management Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	0.0%
Safety Specialist III	2.0	2.0	2.0	3.0	1.0	50.0%
Program Total	37.5	37.5	37.5	38.5	1.0	2.7%

Legal Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
905018A-5101 Regular Wages: Adjustments in salaries due to positions filled at a higher/lower step.	-\$53,880	0.0
905125A-5101 Regular Wages: Adjustments in salaries due to increase in salaries for all Deputy Corporation Counsel per Ordinance No. 4980 Bill No. 30 (2019) and 2% increase for Corporation Counsel and First Deputy Corporation Counsel per Salary Commission.	\$74,598	0.0
Operations		
SERVICES:		
905022B-6112 Contractual Service: Deletion of appropriation for the improvement of Security Entry Hardening on 1st, 2nd, and 3rd floors.	-\$165,000	
Equipment		
MACHINERY & EQUIPMENT:		
905018C-7031 Computer Equipment: Deletion of equipment approved in FY 2020; one-time appropriation.	-\$45,000	
905022C-7051 Security Equipment: Deletion of equipment approved in FY 2020; one-time appropriation.	-\$50,000	

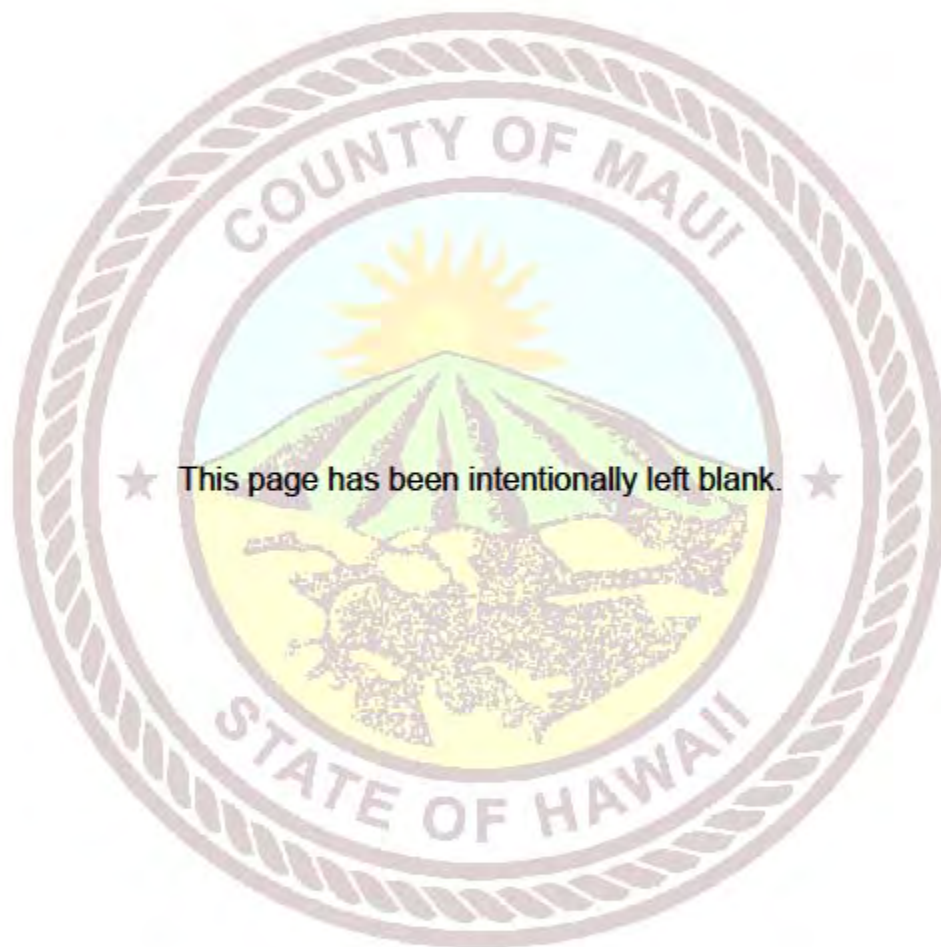
Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
905310A-5101 Regular Wages: Proposed expansion position for Safety Specialist III in FY 2021.	\$39,744	1.0
OTHER PREMIUM PAY:		
905018A-5205 Overtime: Additional funding to be used for Bargaining Unit employee.	\$1,080	0.0
905310A-5205 Overtime: Additional funding to be used for Bargaining Unit employee.	\$1,080	0.0
Operations		
SERVICES:		
905018B-6132 Professional Services: Additional funding for scan Board of Ethics opinions and making them available for public to view online.	\$7,000	
905022B-6132 Professional Services: Funding for Annual Security Maintenance Contract.	\$220,000	
905022B-6146 Security Services: Additional funding for Security Service/Guards, installation of x-ray machine on 2nd floor Kalana O Maui Building.	\$200,000	
905310B-6132 Professional Services: Additional funding for Countywide Health and Safety Compliance Training for all County employees.	\$74,000	
905312B-6129 Other Services: Additional funding for Health and Wellness Program.	\$5,500	
905312B-6132 Professional Services: Additional funding for Health and Wellness Program.	\$4,750	

Legal Services Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
MATERIALS & SUPPLIES:		
905312B-6035 Miscellaneous Supplies: Additional funding for Health and Wellness Program.	\$9,750	
TRAVEL:		
905312B-6035 Airfare, Transportation: Additional funding for Health and Wellness Program.	\$4,750	
905312B-6222 Per Diem Non-Reportable: Additional funding for Health and Wellness Program.	\$200	
905312B-6223 Per Diem Reportable Non-Taxable: Additional funding for Health and Wellness Program.	\$200	
OTHER COSTS:		
905312B-6212 Dues: Additional funding for Health and Wellness Program.	\$400	
905312B-6221 Miscellaneous Other Costs: Additional funding for Health and Wellness Program.	\$4,200	
905312B-6230 Registration/Training Fees: Additional funding for Health and Wellness Program.	\$1,750	
Equipment		
MACHINERY & EQUIPMENT:		
905310C-7039 Maintenance & Repair Equipment: Purchase of 54 Commercial Large Air Purifiers for County Building at \$1,250 each.	\$67,500	
905310C-7044 Other Equipment: Purchase of Security Equipment for Waikapu.	\$150,000	
905310C-7051 Security Equipment: Purchase of Security System for Wailuku Baseyard.	\$45,000	
TOTAL EXPANSION BUDGET	\$836,904	1.0

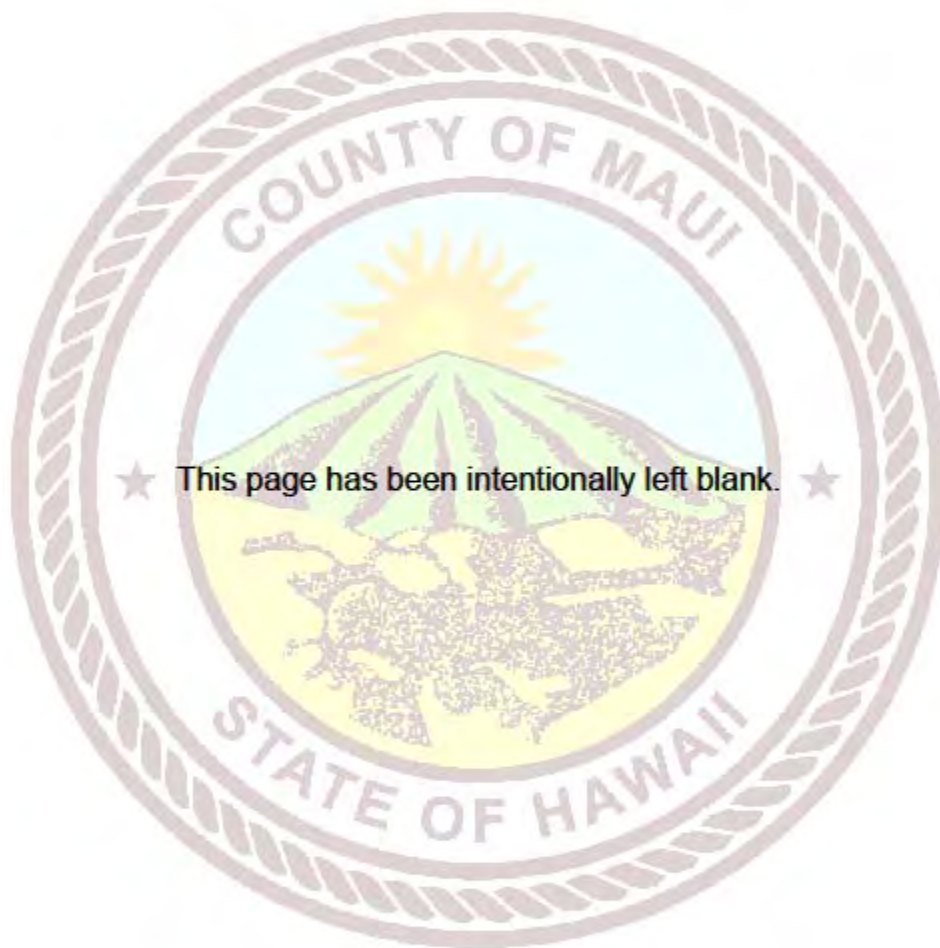


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County Clerk

Mayor's Proposed Budget

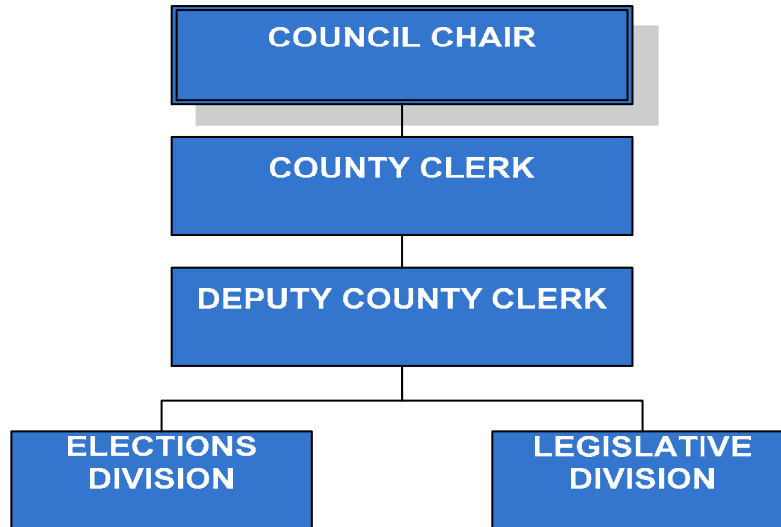
FY 2021



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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 and voter registration activities, and conducts vote by mail services pursuant to Act 136 (SLH 2019), including voter service center and ballot drop box operations.

External Factors Description

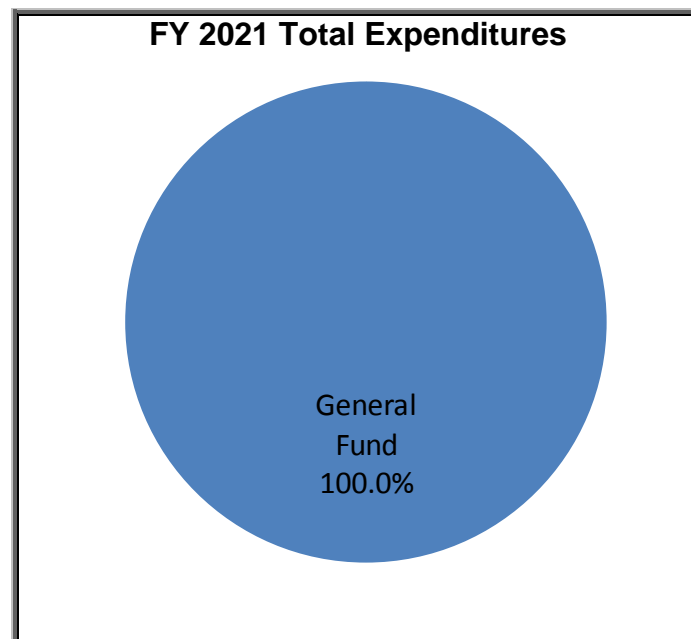
The Office of the County Clerk no longer has the physical space to house and maintain records that it is legally responsible to keep in perpetuity. The Office of the County Clerk is shifting its records retention to an electronic platform and housing documents off-site.

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

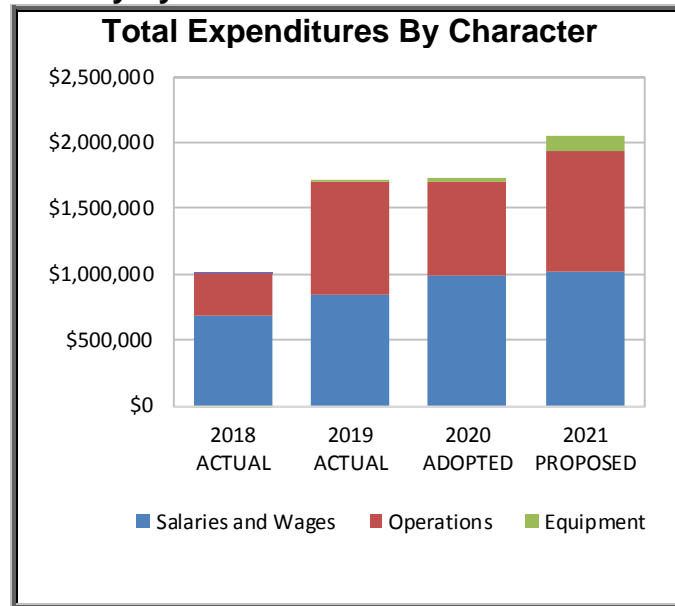
For example, the Help America Vote Act of 2002 established standards for all voting systems. The requirements include, but are not limited to, voting systems that allow a voter, before casting his or her ballot, to verify the votes selected; that allow a voter to change his or her ballot before casting 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.

In the 2019 legislative session, the State Legislature passed Act 136 (SLH 2019), requiring vote by mail elections in Hawaii. Act 136 (SLH 2019) provides for the establishment of voter service centers and places of deposit, the cost of which to operate and maintain is borne by the Counties. Act 136 (SLH 2019) appropriated approximately \$106,000 in FY 2020 and 2021 to the County of Maui for various startup and educational costs related to implementation of this Act.

Department Budget Summary by Fund¹

^{1 1} 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 Year²

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$22,904	\$85,048	\$142,788	\$140,000	-\$2,788	-2.0%
WAGES & SALARIES	\$657,253	\$756,784	\$842,824	\$881,040	\$38,216	4.5%
Salaries and Wages Total	\$680,156	\$841,832	\$985,612	\$1,021,040	\$35,428	3.6%
Operations						
MATERIALS & SUPPLIES	\$56,238	\$255,910	\$75,200	\$75,200	\$0	N/A
OTHER COSTS	\$12,450	\$48,381	\$31,200	\$187,200	\$156,000	500.0%
SERVICES	\$234,172	\$545,133	\$335,200	\$375,200	\$40,000	11.9%
TRAVEL	\$12,098	\$16,717	\$23,000	\$25,000	\$2,000	8.7%
UTILITIES	\$2,324	\$2,605	\$2,500	\$2,500	\$0	N/A
BUDGETED EXPENDITURES	\$0	\$0	\$250,000	\$250,000	\$0	N/A
Operations Total	\$317,283	\$868,747	\$717,100	\$915,100	\$198,000	27.6%
Equipment						
MACHINERY & EQUIPMENT	-\$13,885	\$11,014	\$28,500	\$117,000	\$88,500	310.5%
Equipment Total	-\$13,885	\$11,014	\$28,500	\$117,000	\$88,500	310.5%
Department Total	\$983,554	\$1,721,593	\$1,731,212	\$2,053,140	\$321,928	18.6%

^{2 2} 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, candidate filing, and other election related 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 vote by mail ballots for Primary, General, and Special elections; and Issues certificates of elections.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ACTUAL	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	198	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	136	100

County Clerk Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ACTUAL	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	216	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	37	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	265	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	9 years	5 years
	% of prior committee reports archived	100%	100%	100%

County Clerk Program

Key Activity Goals & Measures (Cont'd)

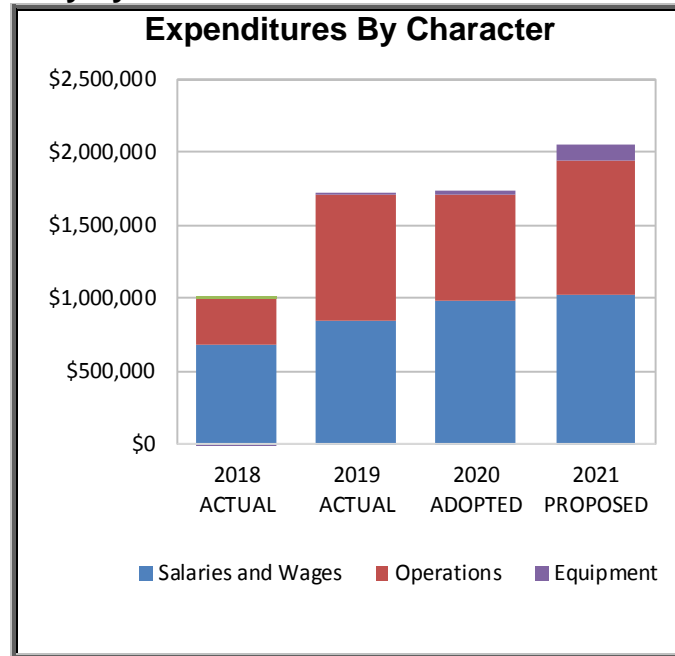
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ACTUAL	FY 2020 ESTIMATE
<i>Goal #2: Accomplish the legislative record-keeping responsibility of the Clerk's Office in an effective, efficient, and legally proper manner (Cont'd).</i>				
1. Reduce the required current and future legislative records storage space of the Clerk's Office (Cont'd)	Archive prior years' resolutions onto the county website	4 years	13 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	106	80
	% of claims processed within 3 working days	100%	100%	100%
	# of documents affixed with the county seal within 2 working days	1,476	2,172	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	223	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	32,025	10,000
	# of voter registration declinations received and processed	0	0	0
	# of voter registration follow-up letters issued	1,578	1,209	600
	# of address confirmation cards mailed in compliance with legal requirements	87,615	9,733	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 & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2018 ACTUAL	FY 2019 ACTUAL	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	89	300
	% of election volunteers recruited	100%	100%	100%
	# of election day official training sessions scheduled	7	10	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	7,845	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	32,025	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	300	125
	% of records provided by legal deadline	100%	100%	100%

County Clerk Program

Program Budget Summary by Fiscal Year³

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$22,904	\$85,048	\$142,788	\$140,000	-\$2,788	-2.0%
WAGES & SALARIES	\$657,253	\$756,784	\$842,824	\$881,040	\$38,216	4.5%
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MATERIALS & SUPPLIES	\$56,238	\$255,910	\$75,200	\$75,200	\$0	N/A
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Equipment						
MACHINERY & EQUIPMENT	-\$13,885	\$11,014	\$28,500	\$117,000	\$88,500	310.5%
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Program Total	\$983,554	\$1,721,593	\$1,731,212	\$2,053,140	\$321,928	18.6%

³ 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 Title⁴ - General Fund

POSITION TITLE	2021 Proposed
Assistant Clerk to the Council	1
Clerk to the Council	1
Council Information & Reference Technician	1
County Clerk	1
Deputy County Clerk	1
Elections Administrator	1
Elections Clerk II	2
Office Operations Assistant II	1
Senior Elections Clerk	2
Temporary Election Clerk (12 months)	1
Temporary Election Clerk (5 months)	19

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
902015A-5101 Regular Wages: Adjustments in salaries due to Election Administrator filled at a lower step and position reallocation for the Office Operations Assistant II.	-\$34,236	
902056A-5101 Regular Wages: Adjustments in salaries due to Election year.	\$72,452	
Operations		
None	\$0	
Equipment		
MACHINERY & EQUIPMENT:		
902056C-7031 Computer Equipment: Deletion of equipment approved in FY 2020, one-time appropriation.	-\$12,000	
902056C-7044 Other Equipment: Deletion of equipment approved in FY 2020, one-time appropriation.	-\$11,500	

⁴ 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

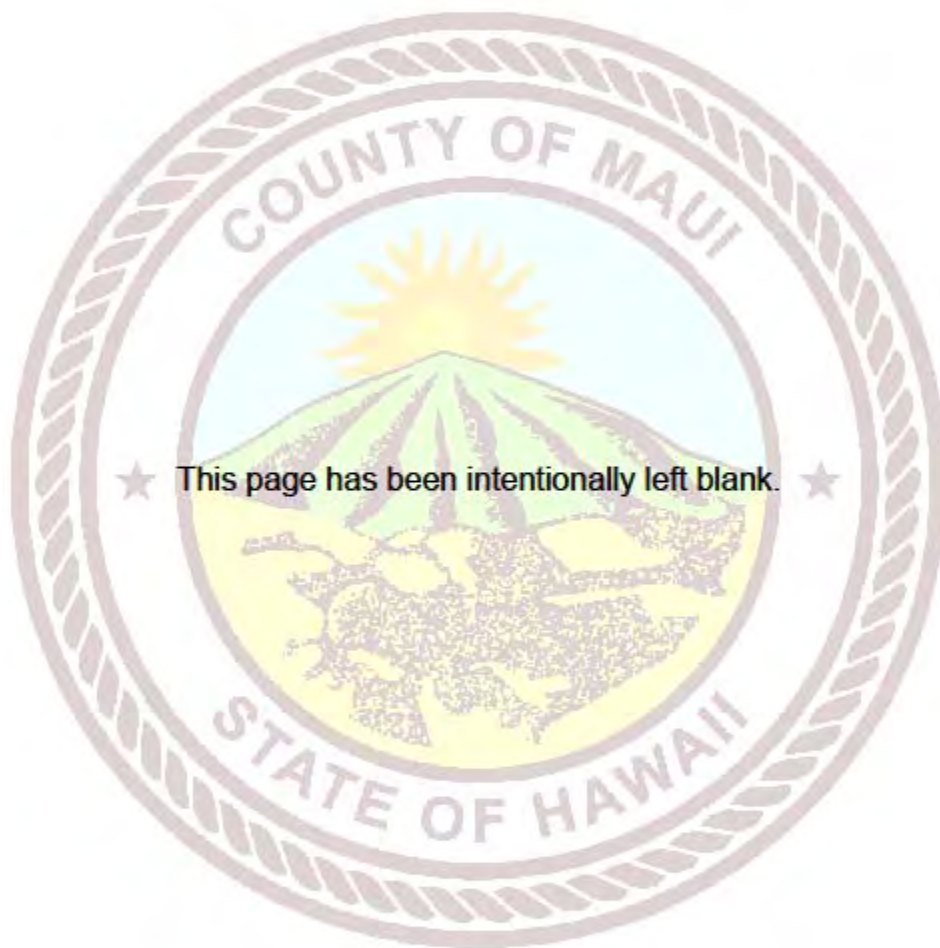
Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	
Operations		
SERVICES:		
902015B-6132 Professional Services: Additional funding for Hawaiian translation of County Charter.	\$10,000	
902056B-6110 Computer Services: Increase due to election year.	\$8,000	
902056B-6122 Freight and Hauling: Increase due to election year.	\$22,000	
OTHER COSTS:		
902015B-6235 Rentals: Increase funding for a half year lease rental for DOT's space at HGEA.	\$30,000	
902056B-6218 Meal Allowance: Increase due to election year.	\$8,000	
902056B-6233 Rental of machinery & equipment: Increase due to election year.	\$34,000	
902056B-6235 Rentals: Increase funding for a half year lease rental for LC's space at HGEA.	\$84,000	
TRAVEL:		
902056B-6222 Per Diem Non-Reportable: Increase due to election year.	\$1,000	
902056B-6223 Per Diem Reportable Non-Taxable: Increase due to election year.	\$1,000	
Equipment		
MACHINERY AND EQUIPMENT:		
902015C-7031 Computer Equipment: Funding due to Legislative Branch transition to Microsoft Surface from desktop/iPad (6 @ \$2,000 each).	\$12,000	
902015C-7044 Other Equipment: Purchase of a audio and multimedia equipment for Council Chamber, OCS and District Office future needs.	\$5,000	
902056C-7044 Other Equipment: For Mobile Voting Center for Lanai for 2022 Elections - Model for Maui County and State of Hawaii in mobile voting opportunities.	\$100,000	
TOTAL EXPANSION BUDGET	\$315,000	N/A

County Council

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission (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.

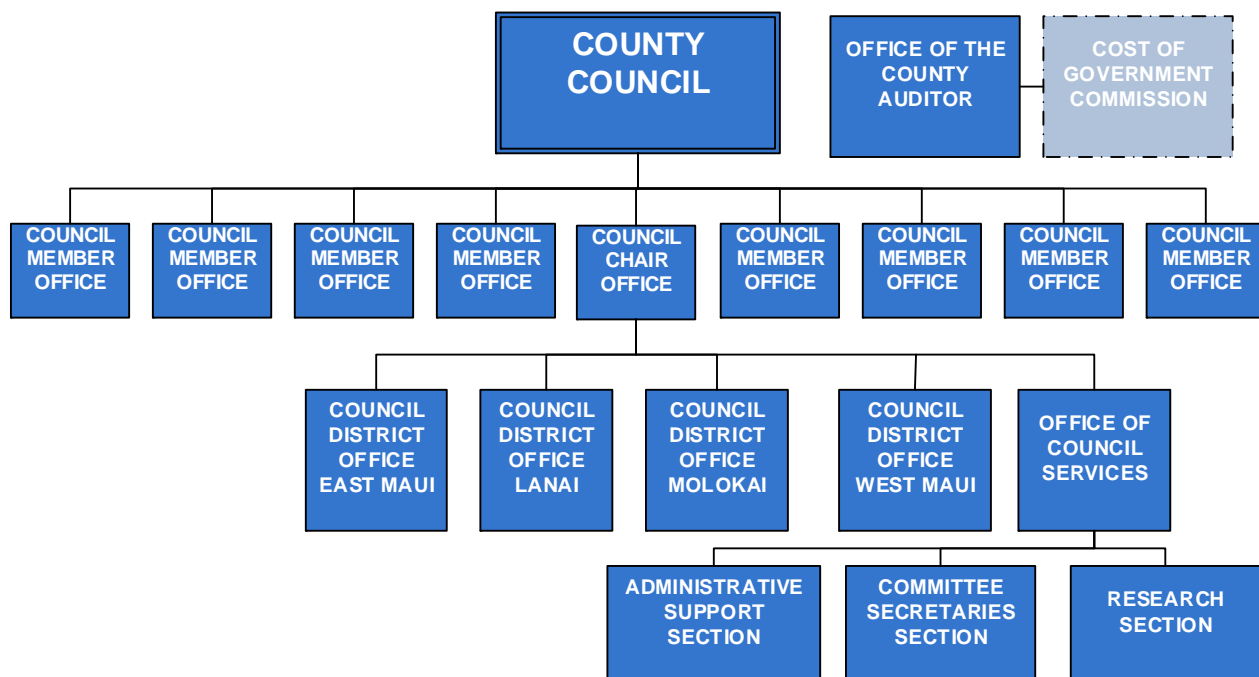
Mission (Office of Council Services)

The purpose of the Office of Council Services is to provide the best public service and promote the public good, by assisting the policy-making process as a hard-working team striving for consistency, accuracy and the quality the comes with excellence.

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:

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

- 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.

Operations

County Council:

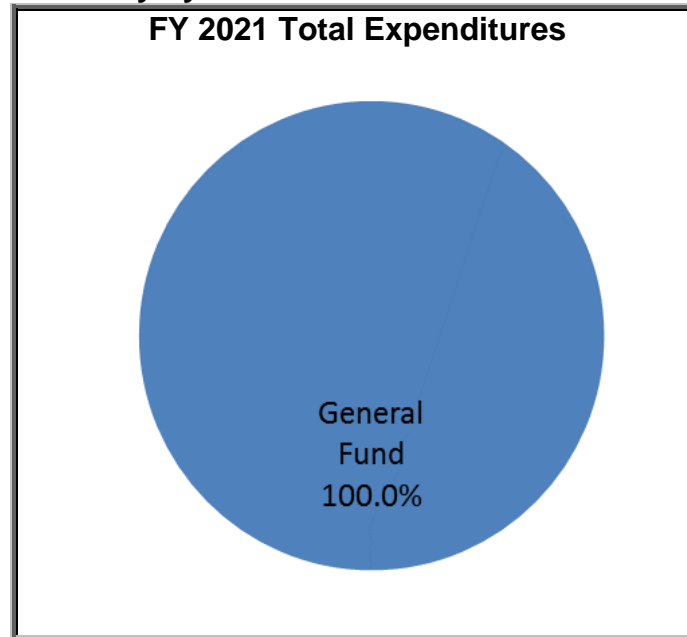
- The Councilmembers are provided flexibility in staffing and managing their offices. Their offices have equal annual allocations, and their operations are subject to pertinent legal and ethical requirements.
- The district offices in East Maui, Lanai, and Molokai give residents of those areas access 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.

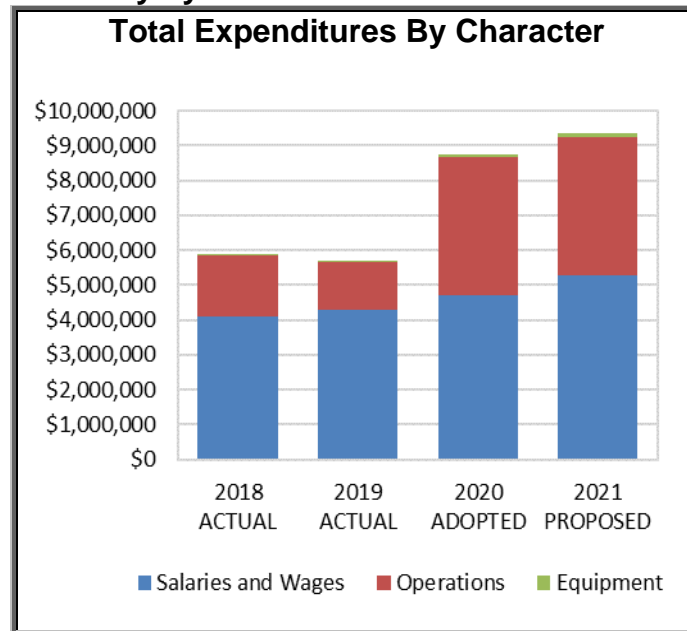
- Administrative Support. Work in coordination with others to carry out the functions of the OCA. Responsible for the day-to-day administrative services of the office, with some delegated authority to act for the County Auditor in select administrative matters. Provide administrative support in matters 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 & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$191,606	\$201,198	\$212,918	\$236,863	\$23,945	11.2%
WAGES & SALARIES	\$3,898,834	\$4,090,520	\$4,509,523	\$5,060,515	\$550,992	12.2%
Salaries and Wages Total	\$4,090,440	\$4,291,718	\$4,722,441	\$5,297,378	\$574,937	12.2%
Operations						
MATERIALS & SUPPLIES	\$36,434	\$61,122	\$56,535	\$63,835	\$7,300	12.9%
OTHER COSTS	\$172,412	\$201,160	\$842,354	\$916,152	\$73,798	8.8%
SERVICES	\$1,311,616	\$871,624	\$2,743,414	\$2,683,743	-\$59,671	-2.2%
TRAVEL	\$211,283	\$193,814	\$272,915	\$247,739	-\$25,176	-9.2%
UTILITIES	\$26,442	\$25,531	\$37,561	\$35,546	-\$2,015	-5.4%
Operations Total	\$1,758,186	\$1,353,251	\$3,952,779	\$3,947,015	-\$5,764	-0.1%
Equipment						
LEASE PURCHASES	\$12,269	\$12,447	\$14,245	\$14,934	\$689	4.8%
MACHINERY & EQUIPMENT	\$8,198	\$55,096	\$64,600	\$96,822	\$32,222	49.9%
Equipment Total	\$20,467	\$67,544	\$78,845	\$111,756	\$32,911	41.7%
Department Total	\$5,869,093	\$5,712,513	\$8,754,065	\$9,356,149	\$602,084	6.9%

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 East Maui, 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.

Work Information Summary

Description of Work	FY 2019 Actual
# of committee reports issued	216
# of ordinances enacted	123
# of resolutions adopted, excluding ceremonial	216
# of committee meetings held for which meeting notices and written minutes were required	163
# of documents issued by committees	1,887
# of documents received and processed by committees	4,965

Council Services Program

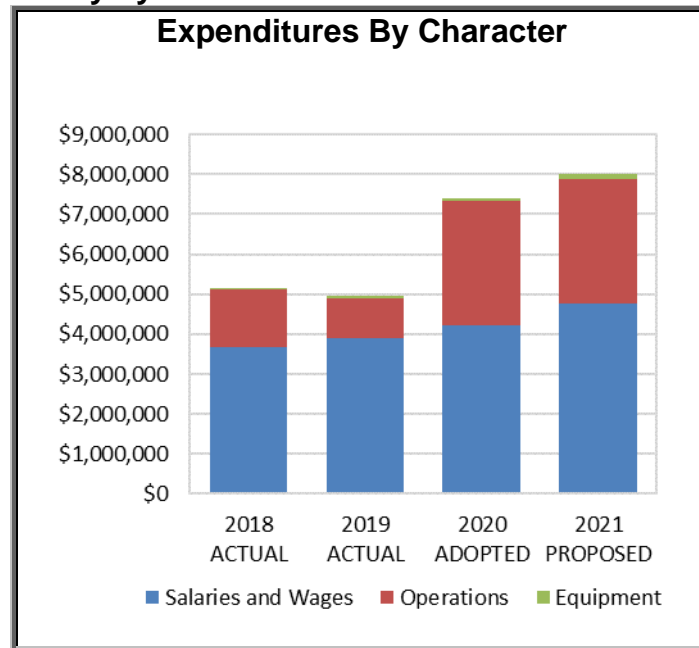
Description of Work	FY 2019 Actual
# of personnel, payroll, and procurement approvals initiated	1,781
# formal record requests processed	15
# of hours employees spend for improving skills and expertise necessary for operations	1,344

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 meeting minutes issued that complied with all legal requirements	100%	100%	100%
	% of documents issued that complied with established standards, without errors requiring corrective action	100%	100%	100%
	% of received documents processed that complied with established standards, without errors requiring corrective action	100%	100%	100%
	% of financial transactions processed properly by accepted deadlines and not requiring corrective actions	100%	100%	100%
	% of personnel, payroll and procurement approvals processed properly by accepted deadlines and not requiring corrective actions	100%	100%	100%
2. To provide legislative documents to government agencies and the public	% of records provided by legal deadlines and established standards	100%	100%	100%

Council Services Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character and Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$188,920	\$201,198	\$196,082	\$216,618	\$20,536	10.5%
WAGES & SALARIES	\$3,497,079	\$3,707,675	\$4,010,106	\$4,554,000	\$543,894	13.6%
Salaries and Wages Total	\$3,685,999	\$3,908,873	\$4,206,188	\$4,770,618	\$564,430	13.4%
Operations						
MATERIALS & SUPPLIES	\$34,879	\$54,401	\$49,535	\$56,835	\$7,300	14.7%
OTHER COSTS	\$101,129	\$114,617	\$707,154	\$774,152	\$66,998	9.5%
SERVICES	\$1,069,165	\$616,327	\$2,059,814	\$2,017,143	-\$42,671	-2.1%
TRAVEL	\$202,671	\$191,031	\$272,915	\$247,739	-\$25,176	-9.2%
UTILITIES	\$22,326	\$21,354	\$30,228	\$30,228	\$0	N/A
Operations Total	\$1,430,170	\$997,731	\$3,119,646	\$3,126,097	\$6,451	0.2%
Equipment						
LEASE PURCHASES	\$10,119	\$10,119	\$10,245	\$10,934	\$689	6.7%
MACHINERY & EQUIPMENT	\$8,198	\$42,194	\$49,600	\$91,822	\$42,222	85.1%
Equipment Total	\$18,317	\$52,313	\$59,845	\$102,756	\$42,911	71.7%
Program Total	\$5,134,486	\$4,958,917	\$7,385,679	\$7,999,471	\$613,792	8.3%

Council Services Program

Personnel Summary by Position Title¹ - General Fund

POSITION TITLE	FY 2021 PROPOSED
Accounts Payable Specialist	1 position
Budget Committee Secretary	1 position
Committee Secretary	5 positions
Council Aides (4) - East Maui, Lanai, Molokai, and West Maui	4 positions
Council Chair (1)	1 position
Council Services Aide	1 position
Council Services Assistant	1 position
Council Services Technician	2 positions
Councilmember Executive Assistants	various
Councilmembers (8)	8 positions
Deputy Director	1 position
Director of Council Services	1 position
Legislative Analyst	8 positions
Legislative Attorney	2 positions
Personnel Specialist	1 position
Senior Accountant	1 position
Sergeant-at-Arms	1 position
Supervising Committee Secretary	1 position
Supervising Legislative Attorney	1 position
Support Supervisor	1 position

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
901041A-5101 Regular Wages: Increase in salaries due to incentive raises and step movements to retain existing personnel In the Office of Council Services.	\$53,112	N/A
901041A-5250 Salary Adjustments: Deletion of one-time appropriation for anticipated FY 2020 salary increase.	-\$61,082	N/A
901400A-5101 Regular Wages: Increase in salaries for Makawao Councilmember Executive Assistants.	\$17,063	N/A
901401A-5101 Regular Wages: Increase in salaries for Molokai Councilmember Executive Assistants.	\$16,456	N/A
901402A-5101 Regular Wages: Increase in salaries for Wailuku Councilmember Executive Assistants.	\$10,660	N/A
901404A-5101 Regular Wages: Increase in salaries for Lanai Councilmember Executive Assistants.	\$18,364	N/A
901405A-5101 Regular Wages: Increase in salaries for Upcountry Councilmember Executive Assistants.	\$19,992	N/A
901408A-5101 Regular Wages: Increase in salaries for South Maui Councilmember Executive Assistants.	\$21,677	N/A

¹ 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 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
901041B-6110 Computer Services: Move computer-related budget from subobject 6225 for subscriptions.	\$20,550	
901042B-6103 Audit Services: Reallocate FY 2020 budget to Councilmembers accounts to offset one-time increase.	-\$45,000	
901096B-6132 Professional Services: Delete one-time appropriation for housing authority feasibility study.	-\$150,000	
901098B-6132 Professional Services: Delete one-time appropriation for Countywide Master Plan Shoreline Retreat Phase I.	-\$500,000	
TRAVEL:		
901041B-6201 Airfare, Transportation: Reduce off-island committee meetings, interactive communication, district office visits; increase airfare for Molokai and Lanai Councilmembers' commute; delete Council Chair meetings; delete HSAC General Membership meeting; additional attendees to NACo Conferene; reduce staff legislative visits.	-\$15,783	
901041B-6222 Per Diem Non-Reportable: Reduce off-island committee meetings; reduce interactive communication; increase per diem for Hana Councilmember; additional attendees to NACo conference.	-\$16,465	
OTHER COSTS:		
901041B-6225 Publications & Subscriptions: Move computer-related subscriptions budget to subobject 6110 - Computer Services.	-\$20,550	
901400B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (Makawao).	-\$13,063	
901401B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (Molokai).	-\$11,456	
901404B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (Lanai).	-\$11,364	
901405B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (Upcountry).	-\$13,992	
901406B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (East Maui).	-\$11,364	
901408B-6221 Miscellaneous Other Costs: Reallocate FY 2020 budget (South Maui).	-\$18,083	
901041B-6529 Auto Allowance; Mileage: Delete auto allowance for Lanai and Molokai Councilmembers.	-\$12,000	
Equipment		
MACHINERY & EQUIPMENT:		
901041C-7031 Computer Equipment: Deletion of one-time FY 2020 appropriation.	-\$49,600	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
901041A-5101 Regular Wages: Increase for five expansion positions in FY 2021 including Sergeant-at-Arms, Deputy Director of Council Services, Council Services Technician, Accounts Payable Specialist, and Council Services Aide.	\$370,482	N/A
901041A-5215 Premium Pay: Anticipate increase based on FY 2019 actual overtime hours.	\$65,000	N/A
901041A-5250 Salary Adjustments: Add one-time appropriation for anticipated FY 2021 salary step movement.	\$16,618	N/A

Council Services Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
MATERIALS & SUPPLIES:		
901041B-6060 Small Equipment - under \$1000: Additional funding for office equipment and furniture for anticipated West Maui District Office (\$2,300); cubicles and desks for expansion positions (\$9,000).	\$11,300	
SERVICES:		
901041B-6110 Computer Services: Anticipate inventory software subscription (\$1,600); additional funding for Thompspon Westlaw (\$2,352).	\$3,952	
901041B-6112 Contractual Service: Increase transcription service contract based on FY 2019 actual average meeting costs.	\$6,759	
901041B-6129 Other Services: Add one-time appropriation for 2021 transition expense (every odd year) (\$1,000); add one-time appropriation for document scanning project (\$170,000).	\$171,000	
901041B-6132 Professional Services: Increase agenda and meeting management contract based on contracted rates and fees (\$118); additional funding for video coverage contract for off-site, off-island committee meetings (\$34,950); add back FY 20 offset to fund shortage for 901096-housing authority feasibility study (\$45,000); add one-time appropriation for 7th floor plan design (\$100,000); add closed captioning for committee meetings (\$170,000).	\$350,068	
901042B-6132 Professional Services: Additional funding for anticipated Special Counsel litigation contingency.	\$100,000	
TRAVEL:		
901041B-6223 Per Diem Reportable Non-Taxable: Additional attendees to NACo Conference.	\$4,604	
901041B-6254 Excess Mileage Reimbursement: Increase IRS mileage rate; reinstate Lanai and Molokai Councilmembers commute mileage.	\$6,380	
OTHER COSTS:		
901041B-6212 Dues: Additional funding for American Planning Association and American Bar Association.	\$375	
901041B-6225 Publications & Subscriptions: Add back LexisNexis subscription.	\$1,800	
901041B-6230 Registration/Training Fees: Increase HSAC Conference based on FY 2019 actual; additional attendees to NACo Conference.	\$4,850	
901041B-6235 Rentals: Increase cable services for East Maui (\$180), Lanai (\$80), and Molokai (\$180) district offices; additional funding for rent (\$24,000) and cable (\$1,320) for anticipated West Maui District Office.	\$25,760	
901090B-6221 Miscellaneous Other Costs: Additional funding based on anticipated increase.	\$1,616	
901097B-6221 Miscellaneous Other Costs: Every odd-year expense for Council inaugural-related costs; additional funding based on FY 2019 actual costs.	\$8,000	
901400B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Makawao Council Member.	\$16,541	
901401B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Molokai Council Member.	\$16,541	
901402B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Wailuku Council Member.	\$16,541	
901403B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Kahului Council Member.	\$16,541	

Council Services Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
OTHER COSTS: (Cont'd)		
901404B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Lanai Council Member.	\$16,541	
901405B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for Upcountry Council Member.	\$16,541	
901406B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for East Maui Council Member.	\$16,541	
901407B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for West Maui Council Member.	\$16,541	
901408B-6221 Miscellaneous Other Costs: Additional funding for anticipated increase for South Maui Council Member.	\$16,541	
Equipment		
MACHINERY & EQUIPMENT:		
901041C-7031 Computer Equipment: \$62,400 for replacement servers (2); desktop PC; equip for testing and evaluating; and for unanticipated equip failure.	\$68,400	
901400C-7031 Computer Equipment: Computer equipment for Makawao Council Member.	\$3,000	
901402C-7031 Computer Equipment: Computer equipment for Wailuku Council Member.	\$2,500	
901403C-7031 Computer Equipment: Computer equipment for Kahului Council Member.	\$2,110	
901404C-7031 Computer Equipment: Computer equipment for Lanai Council Member.	\$1,000	
901406C-7031 Computer Equipment: Computer equipment for East Maui Council Member.	\$8,406	
901407C-7031 Computer Equipment: Computer equipment for West Maui Council Member.	\$5,000	
901408C-7031 Computer Equipment: Computer equipment for South Maui Council Member.	\$1,406	
TOTAL EXPANSION BUDGET	\$1,389,255	N/A

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

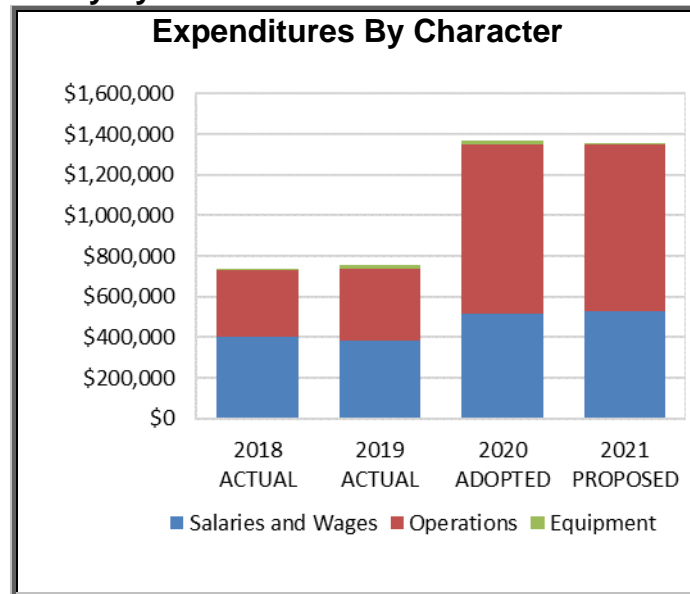
Key Activity Goals & Measures

GOALS/ OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	3	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	2	2	2
4. Conduct follow-ups	# of follow-ups performed on recommendations made in previous OCA or audit contractor reports	2	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 ¹	40	40	40
	# of hours employees spend on improving skills and expertise that are necessary for operations	30	20	20
	# of professional organizations to which employees are affiliated	11	9	9

¹ 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 & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$2,685		\$16,836	\$20,245	\$3,409	20.2%
WAGES & SALARIES	\$401,755	\$382,845	\$499,417	\$506,515	\$7,098	1.4%
Salaries and Wages Total	\$404,441	\$382,845	\$516,253	\$526,760	\$10,507	2.0%
Operations						
MATERIALS & SUPPLIES	\$1,555	\$6,721	\$7,000	\$7,000	\$0	N/A
OTHER COSTS	\$71,283	\$86,543	\$135,200	\$142,000	\$6,800	5.0%
SERVICES	\$242,451	\$255,297	\$683,600	\$666,600	-\$17,000	-2.5%
TRAVEL	\$8,612	\$2,782	\$0	\$0	\$0	N/A
UTILITIES	\$4,116	\$4,177	\$7,333	\$5,318	-\$2,015	-27.5%
Operations Total	\$328,016	\$355,520	\$833,133	\$820,918	-\$12,215	-1.5%
Equipment						
LEASE PURCHASES	\$2,150	\$2,329	\$4,000	\$4,000	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$12,902	\$15,000	\$5,000	-\$10,000	-66.7%
Equipment Total	\$2,150	\$15,231	\$19,000	\$9,000	-\$10,000	-52.6%
Program Total	\$734,607	\$753,596	\$1,368,386	\$1,356,678	-\$11,708	-0.9%

County Auditor Program

Equivalent Personnel Summary by Position Title² - General Fund

POSITION TITLE	FY 2021 PROPOSED
Administrative Officer	1 position
Analyst	2 positions
County Auditor	1 position
Office Support Clerk	1 position
Senior Analyst	1 position

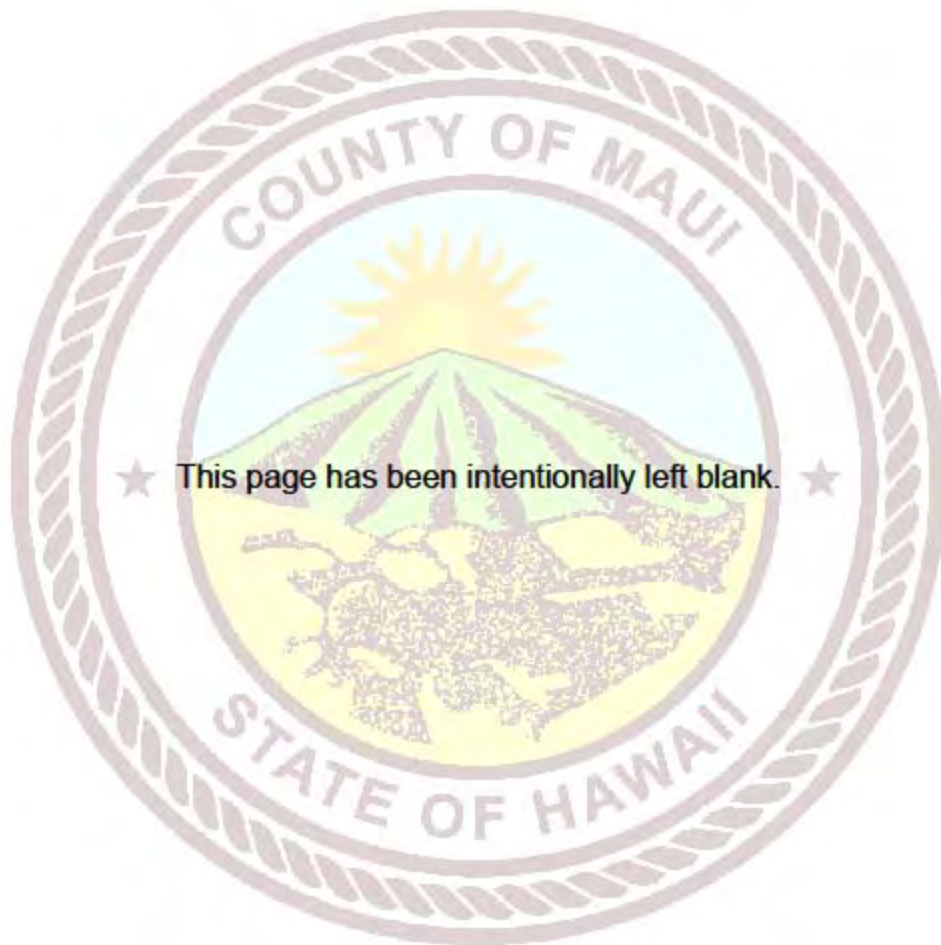
Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
901013A-5101 Regular Wages: Position filled at lower salary rate.	-\$20,253	N/A
Operations		
SERVICES:		
901013B-6110 Computer Services: Computer services for County Auditor office.	-\$17,000	
Equipment		
901013C-7031 Computer Equipment: Deletion of one-time appropriation for expansion position computer equipment and Server/Firewall project.	-\$15,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
901013A-5101 Regular Wages: Move Office Support Clerk to full-time status.	\$27,351	N/A
Operations		
OTHER COSTS:		
None	\$0	
Equipment		
MACHINERY & EQUIPMENT:		
901013C-7031 Computer Equipment: Replacement of current printer, scanners, binding machine, shredder that are 6+ years old.	\$5,000	
TOTAL EXPANSION BUDGET	\$32,351	N/A

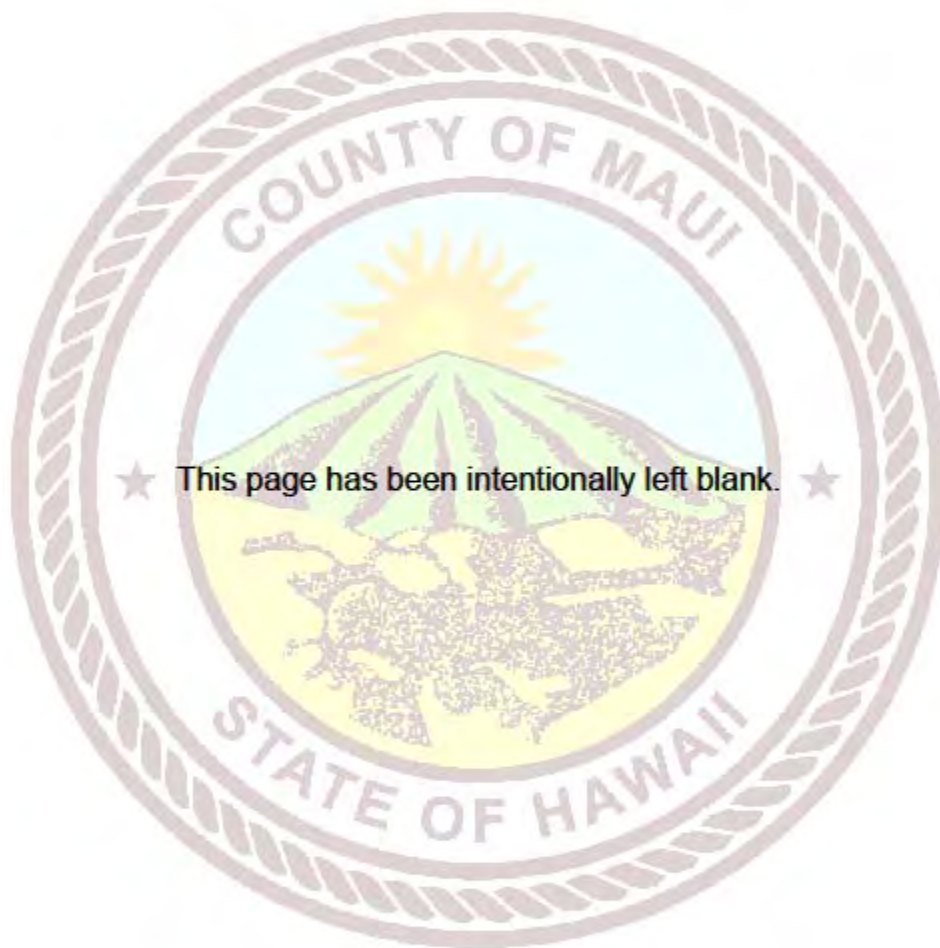
² The Office of the County Auditor does not report equivalent personnel. The position titles listed on this table are for informational purposes only. Disbursement for salaries and premium pay is not restricted by Section 5 of the General Budget Provisions.



Emergency Management

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

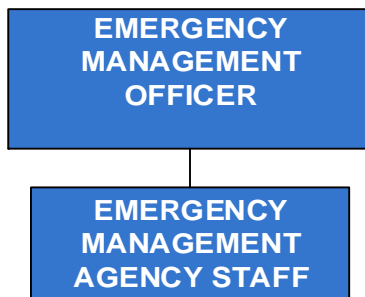
Utilizing emergency management principles, we protect all persons within the County of Maui to achieve whole community resiliency.

Countywide Outcome(s)

The Maui County Emergency Management Agency supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Organization



Chart

Strategies

The Maui County 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”). Oversees the training and exercise program to validate and update standard operating guidelines, plans and procedures. Strengthens the EOCs functionality and efficiency in managing emergencies through situational awareness leading to a common operating picture for all agencies involved. Fosters community resiliency through public engagements and assists 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 few years there has been great interest in emergency management, particularly after the false missile alert, flash floodings, Hurricanes Lane and Olivia and wildfires. 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.

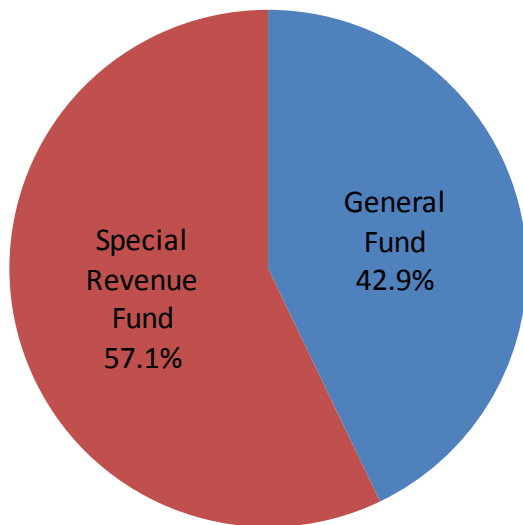
MEMA supports the "whole community approach" and "community resilience" which serve to empower communities to prepare for emergencies. The strengthening and resiliency of the local community to handle both natural and man-made disasters starts at the individual level, continues through to the family,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

Limited infrastructure 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.

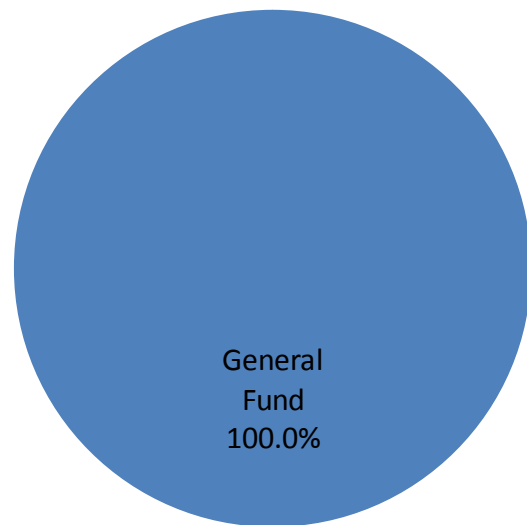
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

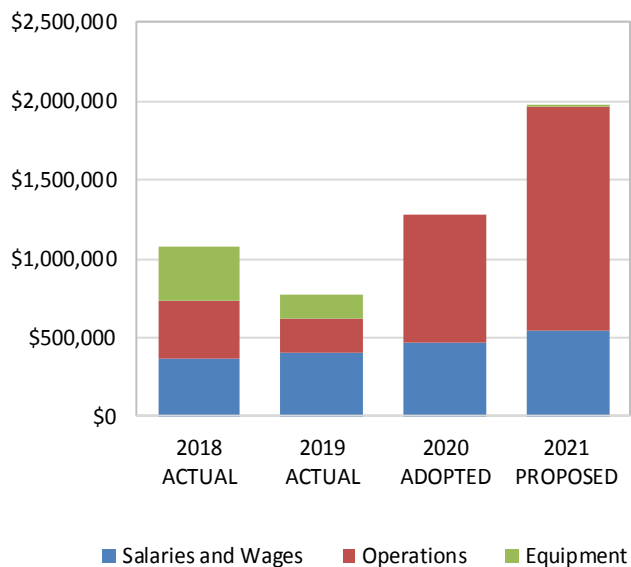


FY 2021 Total Equivalent Personnel

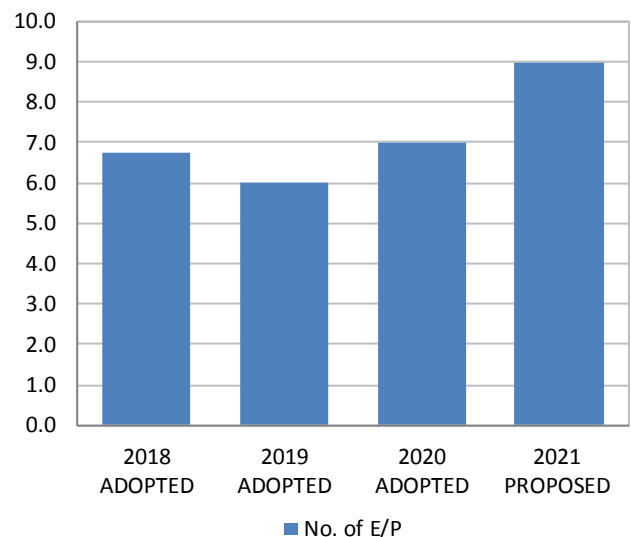


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



MAUI COUNTY EMERGENCY MANAGEMENT AGENCY

COUNTY OF MAUI

Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$63,177	\$54,624	\$50,000	\$50,000	\$0	N/A
WAGES & SALARIES	\$304,874	\$351,533	\$416,544	\$495,744	\$79,200	19.0%
Salaries and Wages Total	\$368,051	\$406,158	\$466,544	\$545,744	\$79,200	17.0%
Operations						
MATERIALS & SUPPLIES	\$21,467	\$28,841	\$18,200	\$18,200	\$0	N/A
OTHER COSTS	\$175,946	\$57,308	\$67,400	\$67,400	\$0	N/A
SERVICES	\$101,213	\$58,884	\$72,000	\$131,000	\$59,000	81.9%
SPECIAL PROJECTS	\$0	\$0	\$600,000	\$1,125,000	\$525,000	87.5%
TRAVEL	\$20,327	\$26,000	\$12,380	\$26,380	\$14,000	113.1%
UTILITIES	\$42,191	\$41,963	\$46,597	\$46,597	\$0	N/A
Operations Total	\$361,144	\$212,996	\$816,577	\$1,414,577	\$598,000	73.2%
Equipment						
MACHINERY & EQUIPMENT	\$344,594	\$151,426	\$0	\$9,000	\$9,000	N/A
Equipment Total	\$344,594	\$151,426	\$0	\$9,000	\$9,000	N/A
Department Total	\$1,073,789	\$770,580	\$1,283,121	\$1,969,321	\$686,200	53.5%

Equivalent Personnel Summary by Program

	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Emergency Management Program	6.8	6.0	7.0	9.0	2.0	28.6%
Department Total	6.8	6.0	7.0	9.0	2.0	28.6%

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 Emergency Management Program supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Ensure professional growth and well-being of our staff.</i>				
1. Administrator engagement with staff to provide performance feedback.	Number of 1-on-1 weekly meetings with administrator and employees.	N/A	250	250
	Percentage of employees with completed performance evaluations annually.	100%	100%	100%
2. Provide professional development opportunities.	Number times employees participate in professional development opportunities.	N/A	N/A	12

Emergency Management Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Development of countywide emergency response capabilities to provide for the effective use of resources and personnel, the restoration of county services, and the greatest possible reimbursement through federal assistance.</i>				
1. Increase the capabilities of the EOC with the goal of developing branch specific plans, training, and operational guidelines to accommodate more coordinated response during activations.	Maintain federal compliance by conducting 1 quarterly HSEEP compliant exercise.	5	4	4
	Number of persons attending training annually	337	200	200
	Number of trainings offered related to EOC or field response or recovery	12	13	15
	Number of trainings offered directly related to Maui County Plans or procedure	3	4	5
2. Engage remote locations in emergency management through coordination meetings.	Number of meetings conducted with Molokai, Lanai, and/or Hana.	2	2	9
<i>Goal #3: To improve coordination and collaboration with the network of community groups with a focus on recovery.</i>				
1. Conduct meetings with community groups to discuss plans and capabilities for recovery following emergency situations, including identifying key gathering places and the availability of, or need for, resources and skills.	Number of meetings conducted with community groups annually.	4	4	10
	Number of Voluntary Organizations Active in Disaster (VOAD) meetings participated in annually.	5	4	4
2. Increase the number of vendors partnered with MEMA.	Number of vendors updated in the database.	N/A	N/A	30
<i>Goal # 4: Meet federal compliance standards through the development and/or updating of Response, Recovery, and Mitigation Plans.</i>				
1. Conduct plan development meetings with the focus of development of plans.	Number of meetings conducted annually.	N/A	N/A	18
2. Obtain final approval of completed plans.	Number of plans finalized annually.	0	1	3

Emergency Management Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal # 4: Meet federal compliance standards through the development and/or updating of Response, Recovery, and Mitigation Plans. (cont'd)</i>				
3. Identify and track mitigation opportunities to help strengthen, protect and upgrade current infrastructure from an all-hazards standpoint.	Number of mitigation projects identified for implementation in support of the Maui County Hazard Mitigation Plan.	5	5	5
<i>Goal #5 - Increase grant funding for Maui County and prioritize investment opportunities related to communications, training and mitigation.</i>				
1. Identify and manage financial opportunities for the county related to emergency management.	Number of grant proposals applied for through MEMA.	4	4	4
	Number of grant proposals awarded.	4	4	4
	Number of grant dollars received.	\$800,000	\$1,000,000	\$1,000,000
	Funding % change from last fiscal year of grant dollars received.	N/A	N/A	10%
	# of investments being funded.	N/A	N/A	6
	% change from last fiscal year of number of investments funded.	N/A	N/A	25%
<i>Goal # 6: Identify and implement the use of appropriate technology to assist in meeting MEMA's stated mission.</i>				
1. Utilize identified technology that can establish and maintain communication with remote locations in Hana, Lanai, and Molokai.	Quarterly exercises to test established means of communications.	12	12	12
2. Maintain and test the automated EOC activation call-back system.	Measure # 1 - Number of times partner contacts updated in everbridge. Percentage of EOC partners that respond within 15 minutes to tests of the EOC activation system.	4	4	4

Emergency Management Program

Key Activity Goals & Measures (cont'd)

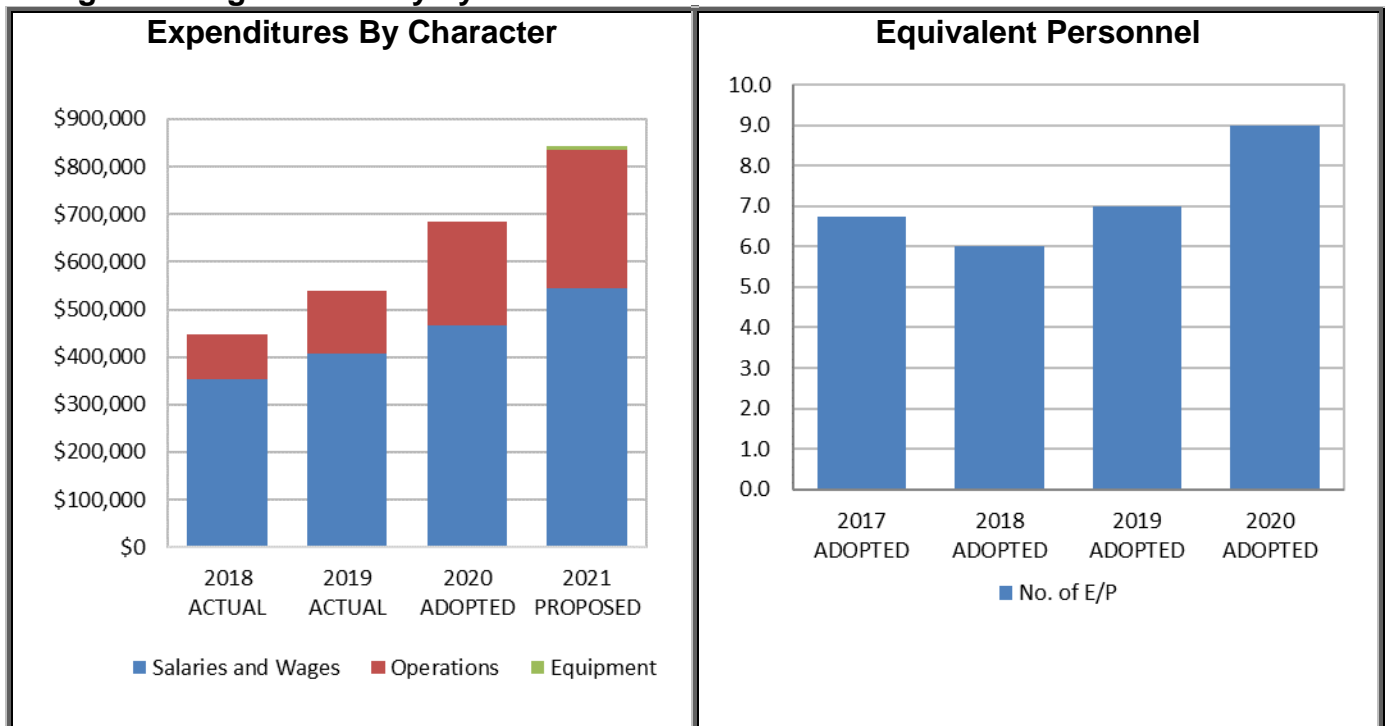
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal # 6: Identify and implement the use of appropriate technology to assist in meeting MEMA's stated mission. (cont'd)</i>				
3. Assist in maintaining the State of Hawaii siren sounding system.	Number of times MEMA staff successfully signed into the Commander One software and AlertSense quarterly.	12	12	12
	Percentage of contacts that respond during monthly siren tests.	90%	90%	90%
4. Continue to develop and improve systems that provide warning, awareness, and emergency communication.	Number of Maka'ala subscribers added to the database.	1000	1000	1000
	Percent increase of subscribers of Makaala alerts	10%	10%	10%
	Percent of erroneous messaging. (number of messages sent vs. number of retractions or corrections)	2%	2%	2%
<i>Goal #7: Utilize a Whole Community Approach to engage individuals and the private sector in community preparedness & resilience through emergency planning.</i>				
1. Conduct community outreach and facilitate community-based resiliency planning	Number of MEMA public information campaigns completed.	N/A	N/A	4
	Number of times MEMA presents to the public.	N/A	N/A	20
2. Develop social media campaigns.	Number of preparedness messages posted by MEMA.	N/A	N/A	25
	Number of emergency management related posts shared by MEMA.	N/A	N/A	12
<i>Goal #8: Increase the effectiveness of the CERT (Community Emergency Response Team) program.</i>				
1. Develop/maintain an active volunteer leadership team	Quarterly leadership meetings.	4	4	4
	Percent of Districts that have CERT volunteers in leadership positions	60%	60%	60%

Emergency Management Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #8: Increase the effectiveness of the CERT (Community Emergency Response Team) program. (cont'd)</i>				
1. Develop/maintain active volunteer membership	Number of CERT Basic Trainings held annually	2	4	4
	Quarterly District volunteer meetings	16	16	16
	Number of active volunteers	N/A	N/A	N/A
	Number of emergency preparedness events attended by CERT Volunteers	6	6	6

Program Budget Summary by Fiscal Year – General Fund



MAUI COUNTY EMERGENCY MANAGEMENT AGENCY

COUNTY OF MAUI

Emergency Management Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$49,402	\$54,624	\$50,000	\$50,000	\$0	N/A
WAGES & SALARIES	\$304,874	\$351,533	\$416,544	\$495,744	\$79,200	19.0%
Salaries and Wages Total	\$354,277	\$406,158	\$466,544	\$545,744	\$79,200	17.0%
Operations						
MATERIALS & SUPPLIES	\$3,002	\$5,781	\$18,200	\$18,200	\$0	N/A
OTHER COSTS	\$32,749	\$36,976	\$67,400	\$67,400	\$0	N/A
SERVICES	\$29,438	\$18,776	\$72,000	\$131,000	\$59,000	81.9%
TRAVEL	\$13,678	\$30,540	\$12,380	\$26,380	\$14,000	113.1%
UTILITIES	\$14,459	\$41,963	\$46,597	\$46,597	\$0	N/A
Operations Total	\$93,325	\$134,036	\$216,577	\$289,577	\$73,000	33.7%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$9,000	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$9,000	\$9,000	N/A
Program Total	\$447,602	\$540,193	\$683,121	\$844,321	\$161,200	23.6%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
CD Plans & Operations Officer	1.0	1.0	1.0	1.0	0.0	0.0%
CD Staff Specialist III	2.0	2.0	2.0	2.0	0.0	0.0%
CD Staff Specialist IV	1.0	1.0	1.0	2.0	1.0	100.0%
Civil Defense District Coordinator	0.8	0.0	0.0	0.0	0.0	0.0%
EM Specialist I	0.0	0.0	0.0	1.0	1.0	100.0%
Emergency Management Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Emergency Management Specialist I	0.0	0.0	1.0	1.0	0.0	0.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	6.8	6.0	7.0	9.0	2.0	28.6%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
912014A-5101 Regular Wages: Increase salary to full year for EM Specialist, 6 months funding in FY 2020.	\$14,568	
Operations		
None	\$0	
Equipment		
None	\$0	

MAUI COUNTY EMERGENCY MANAGEMENT AGENCY

COUNTY OF MAUI

Emergency Management Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
912014A-5101 Regular Wages: Proposed expansion positions for EM Specialist I and CD Staff Specialist IV.	\$64,632	2.0
Operations		
SERVICES:		
912014B-6101 Advertisement: Additional funding to advertise more through newspaper and radio ads.	\$9,000	
912014B-6132 Professional Services: Additional funding for consulting fees for plans and development and update.	\$50,000	
TRAVEL:		
912014B-6201 Airfare, Transportation: Additional funding to increase off-island training.	\$10,000	
912014B-6222 Per Diem Non-Reportable: Additional funding to increase off-island training.	\$2,500	
912014B-6223 Per Diem Reportable Non-Taxable: Additional funding to increase off-island training.	\$1,000	
912014B-6226 Per Diem S/D/T Taxable: Additional funding to increase off-island training.	\$500	
Equipment		
MACHINERY & EQUIPMENT:		
912014C-7030 Communication Equipment: Purchase of two Motorola APX 4000 Radio for the 2.0 proposed expansion positions at \$4,500 each.	\$9,000	
TOTAL EXPANSION BUDGET	\$146,632	2.0

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
American Red Cross	\$25,000	\$25,000	\$50,000	\$50,000
TOTAL COUNTY GRANT SUBSIDY – CIVIL DEFENSE PROGRAM	\$25,000	\$25,000	\$50,000	\$50,000

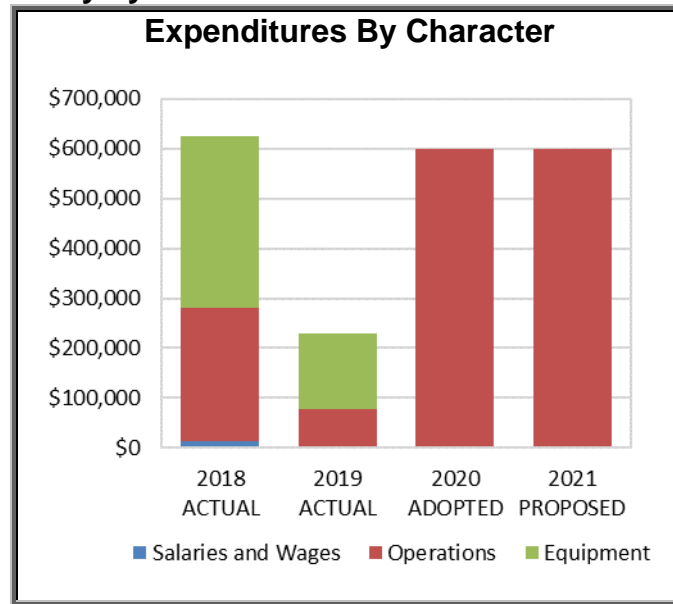
County Grant Subsidy Program Description

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	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$13,774	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$13,774	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$18,466	\$23,060	\$0	\$0	\$0	N/A
OTHER COSTS	\$143,198	\$20,333	\$0	\$0	\$0	N/A
SERVICES	\$71,775	\$40,108	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$600,000	\$1,125,000	\$525,000	87.5%
TRAVEL	\$6,649	-\$4,541	\$0	\$0	\$0	N/A
UTILITIES	\$27,732	\$0	\$0	\$0	\$0	N/A
Operations Total	\$267,820	\$78,961	\$600,000	\$1,125,000	\$525,000	87.5%
Equipment						
MACHINERY & EQUIPMENT	\$344,594	\$151,426	\$0	\$0	\$0	N/A
Equipment Total	\$344,594	\$151,426	\$0	\$0	\$0	N/A
Program Total	\$626,188	\$230,387	\$600,000	\$1,125,000	\$525,000	87.5%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

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

Emergency Management Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Emergency Management Performance Grant (EMPG)	No	Yes/50%	\$100,000	\$100,000	\$100,000	\$125,000
State Homeland Security Grant (SHSG) Program	No	No	\$500,000	\$500,000	\$500,000	\$1,000,000
TOTAL			\$600,000	\$600,000	\$600,000	\$1,125,000

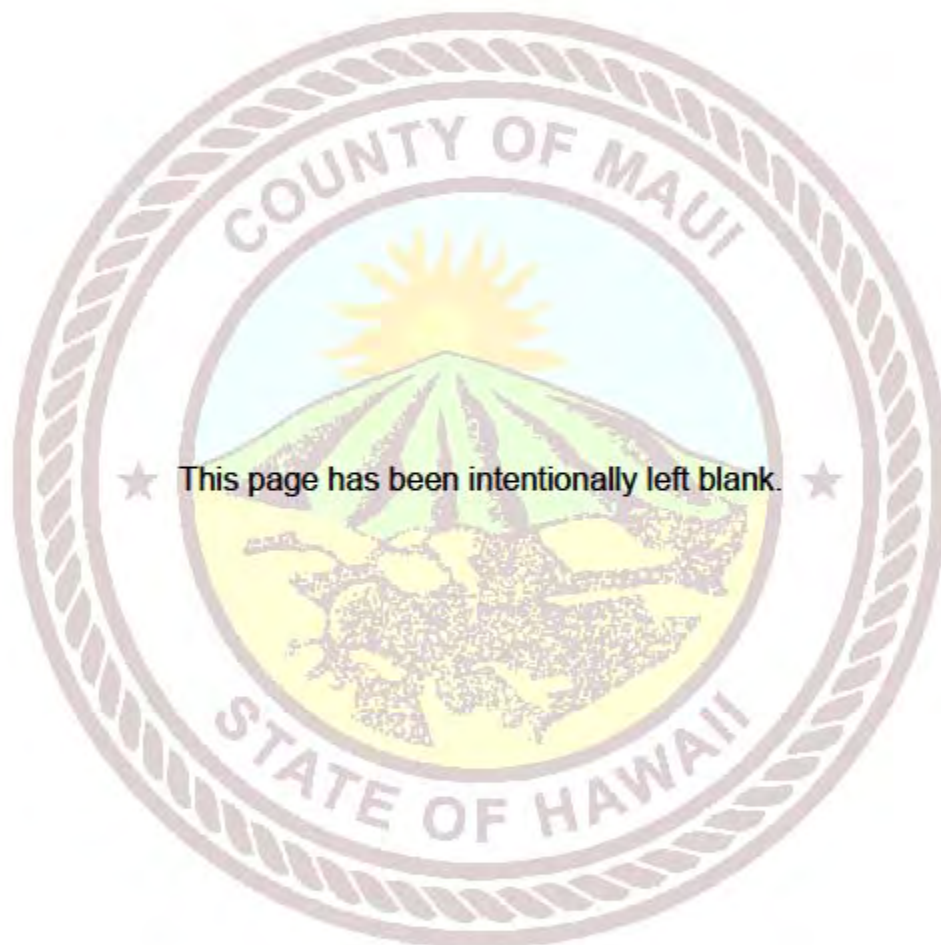
Grant Award Description

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

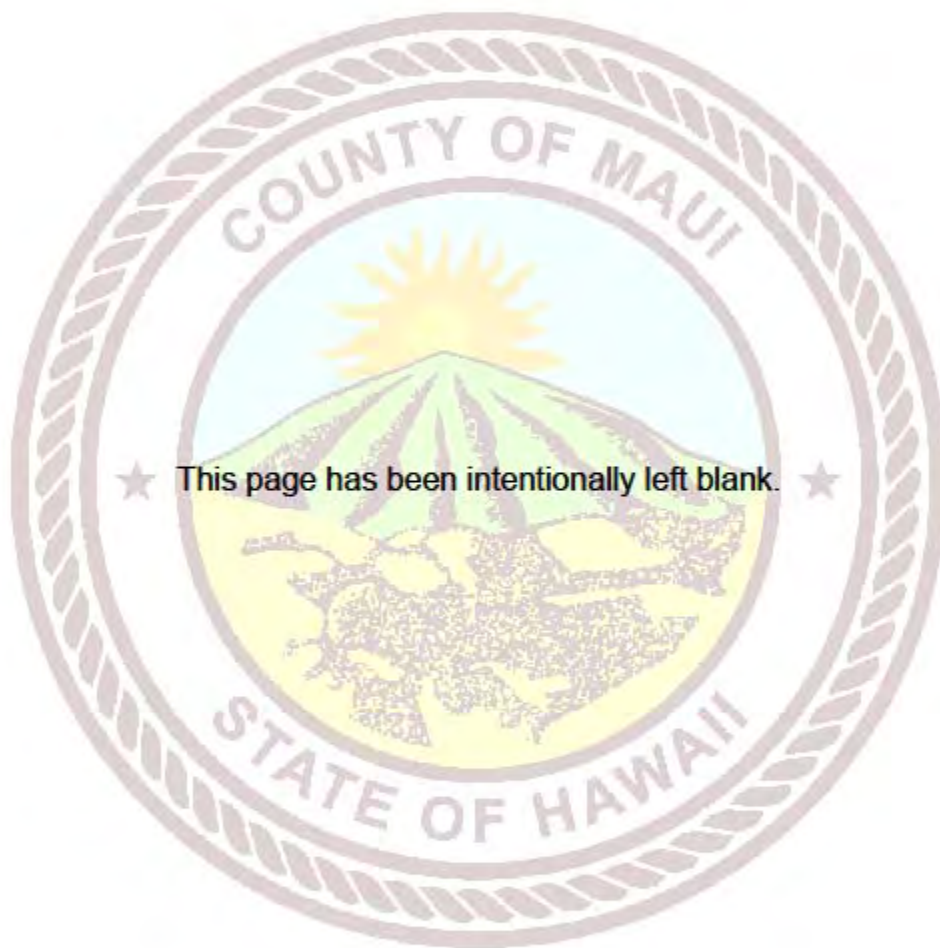
The Homeland Security Grant Program (HSGP) provides a primary funding mechanism for building and sustaining national preparedness capabilities. The County of Maui receives funds from two of the five interconnected grant programs that comprise the HSGP: State Homeland Security Program and the Citizen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



Environmental Management

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

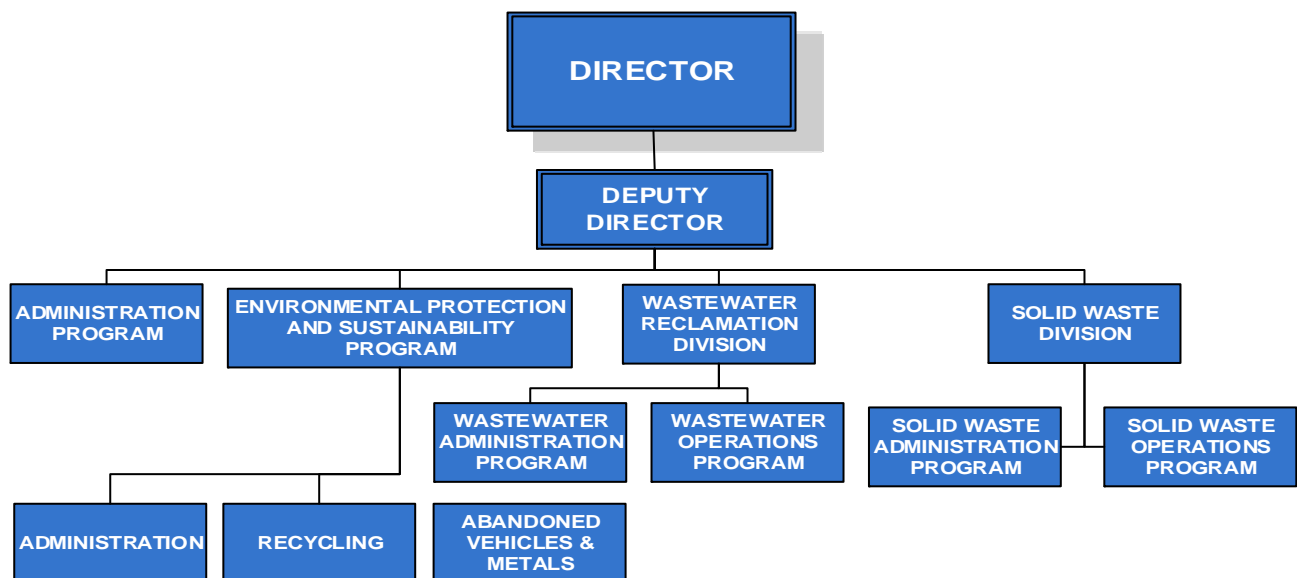
The Department of Environmental Management directs and oversees three operating divisions: Environmental Protection and Sustainability; Solid Waste Management; and Wastewater Reclamation. These divisions provide direct service to the public and also protect the environment. The Department of Environmental 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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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 handle personnel matters.

The Solid Waste Division supports administration, compliance, planning, engineering, fiscal matters, refuse collections, landfill operations, safety and training programs, 107 employees, capital

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

improvement projects, and permit reviews. The Division operates 4 County-owned landfills and, 6 closed landfills; provides residential refuse collection to more than 26,500 accounts and 2,600 routes/year; manages 17 permits and related regulatory compliance countywide; landfills 206,000 tons/year; and currently processes more than 22,000 tons/year of construction and demolition (C&D) material.

The Environmental Protection and Sustainability Division manages programs that guide efforts to optimize opportunities for environmental initiatives, 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 partnerships with environmental agencies and organizations.

The Wastewater Reclamation Division operates and maintains the County's wastewater reclamation facilities, including numerous wastewater pump stations. The Division maintains over 259 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.

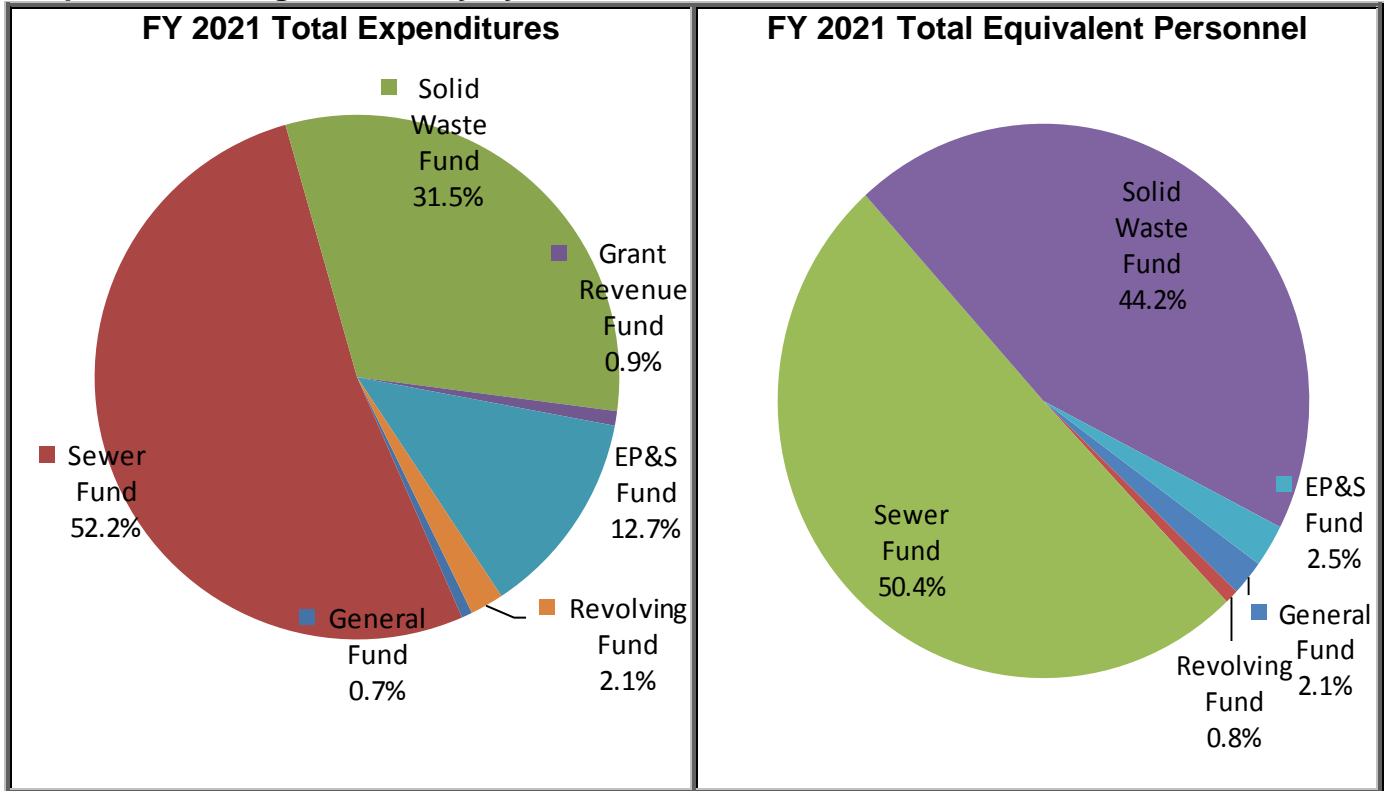
External Factors Description

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 costs.

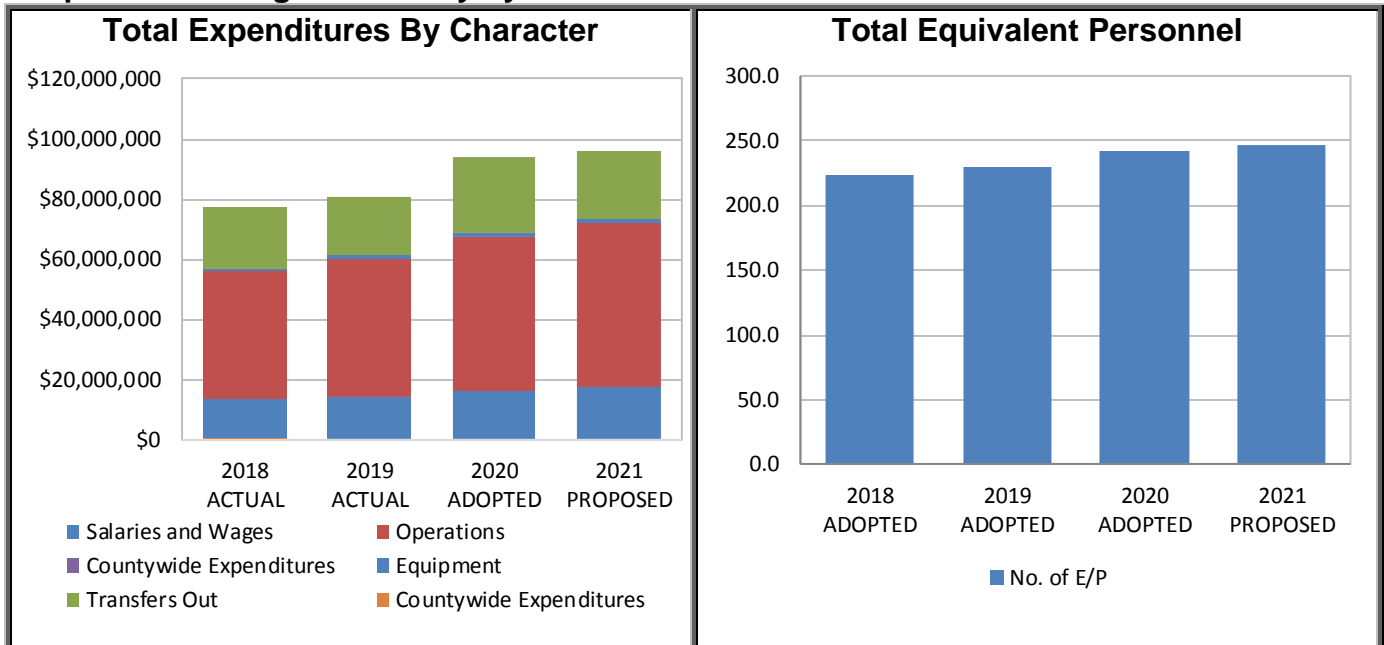
Public perception impacts the Divisions' ability to operate facilities. Despite being in compliance with all applicable requirements, negative assumptions often are made as to the manner in which facilities are being operated. This forces the Divisions to operate their facilities above and beyond applicable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

Department Summary

Department Budget Summary by Fund



Department Budget Summary by Fiscal Year



Department Summary

Expenditure Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$12,078,383	\$12,603,380	\$14,536,505	\$15,190,083	\$653,578	4.5%
OTHER PREMIUM PAY	\$1,526,729	\$1,757,134	\$1,818,579	\$2,273,888	\$455,309	25.0%
Salaries and Wages Total	\$13,605,112	\$14,360,514	\$16,355,084	\$17,463,971	\$1,108,887	6.8%
Operations						
MATERIALS & SUPPLIES	\$5,936,602	\$4,600,074	\$7,419,715	\$7,450,254	\$30,539	0.4%
OTHER COSTS	\$3,891,762	\$3,951,294	\$4,858,830	\$5,448,392	\$589,562	12.1%
SERVICES	\$12,048,571	\$14,707,692	\$14,069,803	\$14,250,549	\$180,746	1.3%
SPECIAL PROJECTS	\$200	\$0	\$618,600	\$400,600	-\$218,000	-35.2%
TRAVEL	\$89,887	\$137,211	\$124,873	\$126,873	\$2,000	1.6%
UTILITIES	\$5,028,988	\$5,785,401	\$5,712,892	\$6,057,412	\$344,520	6.0%
INTERFUND COST RECLASSIFICATION	\$15,229,301	\$16,536,374	\$18,450,511	\$21,031,185	\$2,580,674	14.0%
Operations Total	\$42,225,311	\$45,718,047	\$51,255,224	\$54,765,265	\$3,510,041	6.8%
Transfers Out						
GENERAL FUND	\$15,751,208	\$13,706,373	\$19,839,217	\$15,436,824	-\$4,402,393	-22.2%
OTHER GOVERNMENTALS FUNDS	\$4,202,971	\$5,329,998	\$0	\$3,800,000	\$3,800,000	N/A
SPECIAL REVENUE FUNDS	\$192,981	\$203,778	\$5,380,264	\$3,467,217	-\$1,913,047	-35.6%
Transfers Out Total	\$20,147,160	\$19,240,148	\$25,219,481	\$22,704,041	-\$2,515,440	-10.0%
Countywide Expenditures						
OTHER COSTS	-\$2,761	\$0	\$0	\$0	\$0	N/A
Countywide Expenditures Total	-\$2,761	\$0	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$1,161,557	\$1,167,622	\$1,348,200	\$1,121,600	-\$226,600	-16.8%
LEASE PURCHASES	\$19,696	\$11,886	\$31,290	\$33,290	\$2,000	6.4%
Equipment Total	\$1,181,253	\$1,179,508	\$1,379,490	\$1,154,890	-\$224,600	-16.3%
Department Total	\$77,156,075	\$80,498,217	\$94,209,279	\$96,088,167	\$1,878,888	2.0%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	5.0	5.0	5.0	5.0	0.0	0.0%
Environmental Protection & Sustainability Program	5.8	6.0	8.0	10.0	2.0	25.0%
Solid Waste Administration Program	13.3	13.0	13.0	14.00	1.0	7.7%
Solid Waste Operations Program	82.0	86.0	94.0	95.0	1.0	1.1%
Wastewater Administration Program	18.0	19.0	20.0	20.0	0.0	0.0%
Wastewater Operations Program	100.0	101.0	102.0	102.0	0.0	0.0%
Department Total	224.0	230.0	242.0	246.0	4.0	1.7%

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 Section 8-15.3 of the County Charter, the budget includes 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 259 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 administration, compliance, planning, engineering, fiscal matters, refuse collections, landfill operations, safety and training programs, 109 employees, capital improvement projects, and permit reviews. The Division operates 4 County-owned landfills and, 6 closed landfill; provides residential refuse collection to more than 26,500 accounts and 2,600 routes/year; manages 17 permits and related regulatory compliance countywide; landfills 206,000 tons/year; and currently processes more than 22,000 tons/year of construction and demolition (C&D) material.

The Environmental Protection & Sustainability Division fulfills 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.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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 units 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 26,500 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.

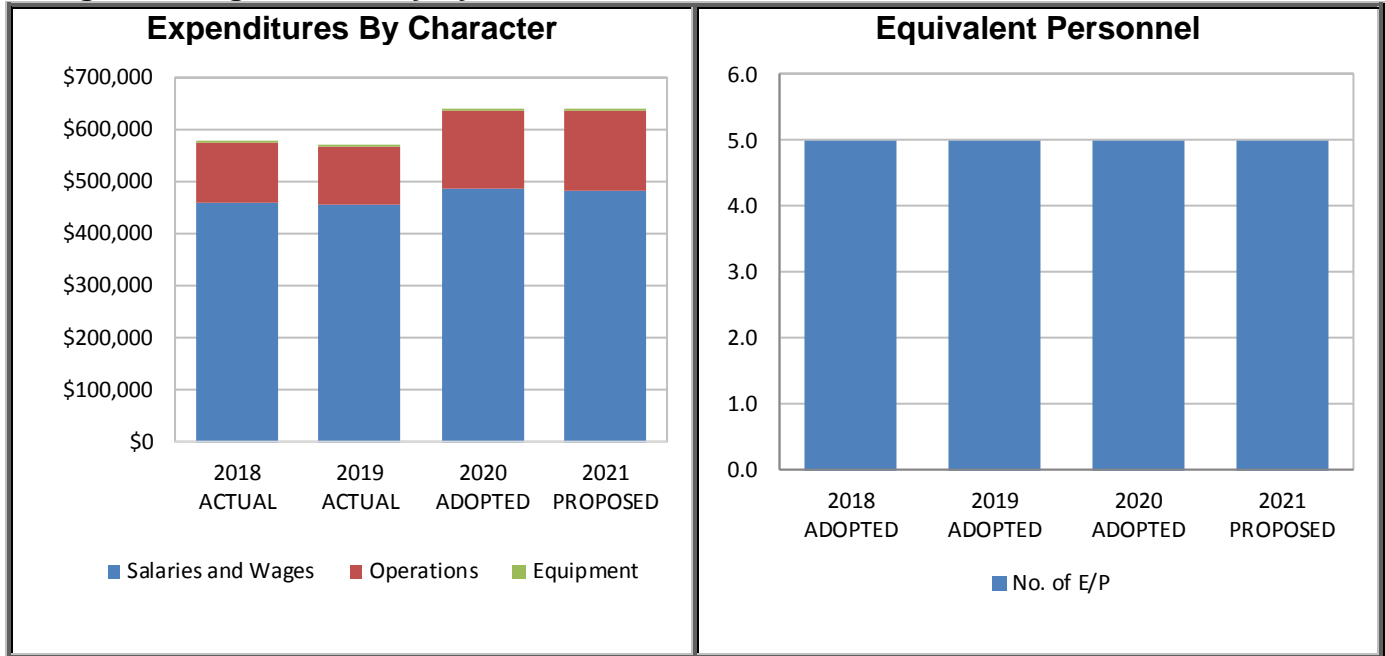
Administration Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	26	12	24
2. Initiate new programs to promote sustainability	# of programs initiated per year	0	1	4
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	26	12	24
2. Review current procedures and initiate new procedures to promote efficiency annually	# of new procedures initiated per year	0	1	2
<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	26	12	24
2. Conduct meetings with Departmental Personnel Officer (DPO) to prioritize actions	# of meetings conducted per year to prioritize actions	28	24	28

Administration Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object - General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$452,083	\$452,777	\$475,266	\$480,715	\$5,449	1.1%
OTHER PREMIUM PAY	\$5,423	\$3,576	\$8,584	\$2,500	-\$6,084	-70.9%
Salaries and Wages Total	\$457,506	\$456,353	\$483,850	\$483,215	-\$635	-0.1%
Operations						
MATERIALS & SUPPLIES	\$2,755	\$2,575	\$3,650	\$3,650	\$0	N/A
OTHER COSTS	\$94,366	\$87,369	\$108,750	\$108,750	\$0	N/A
SERVICES	\$2,235	\$2,119	\$9,000	\$9,000	\$0	N/A
SPECIAL PROJECTS	\$200	\$0	\$600	\$600	\$0	N/A
TRAVEL	\$8,707	\$11,852	\$21,500	\$21,500	\$0	N/A
UTILITIES	\$7,243	\$6,628	\$8,640	\$8,753	\$113	1.3%
Operations Total	\$115,505	\$110,543	\$152,140	\$152,253	\$113	0.1%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$2,907	\$2,700	\$4,500	\$4,500	\$0	N/A
Equipment Total	\$2,907	\$2,700	\$4,500	\$4,500	\$0	N/A
Program Total	\$575,919	\$569,596	\$640,490	\$639,968	-\$522	-0.1%

Administration Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	5.0	5.0	5.0	5.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

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

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.0

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 countywide 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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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

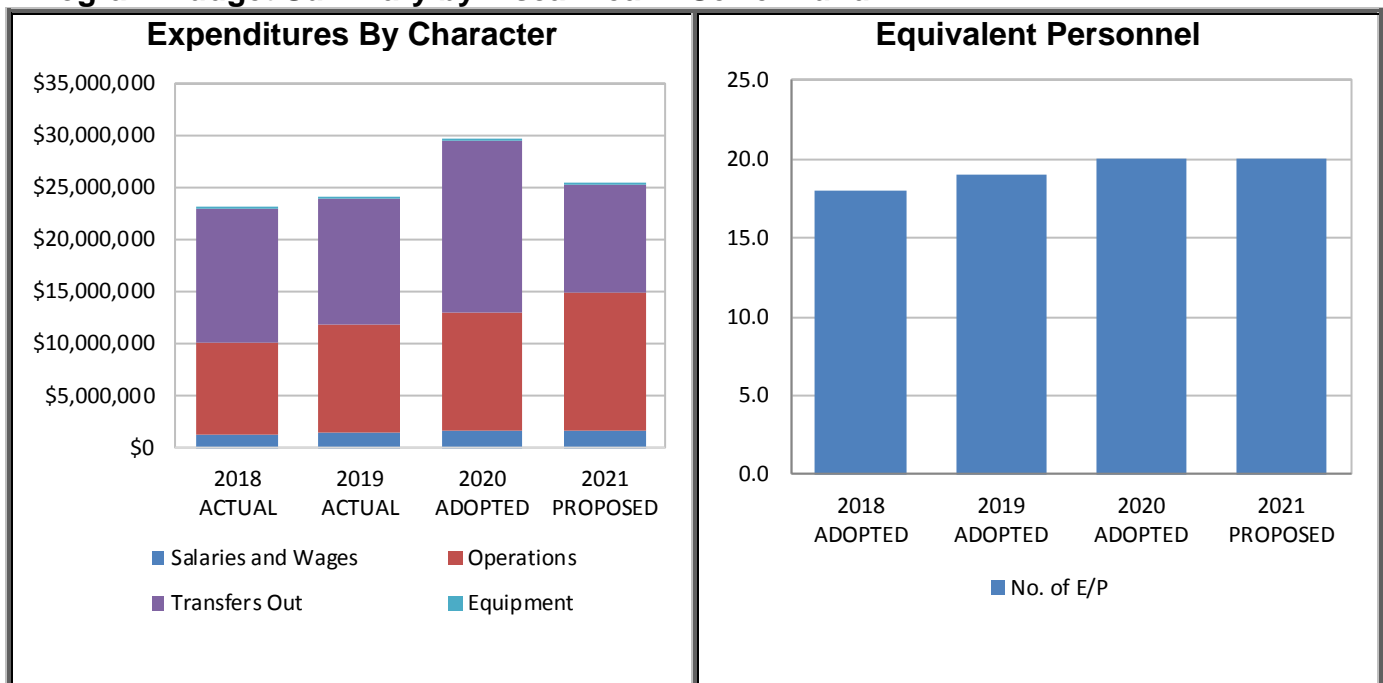
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide effective Division management.</i>				
1. Maintain efficient fiscal management	Total cost per 1,000 gallons collected, transported, treated, and disposed	\$5.99	\$5.36	\$5.78
2. Maximize throughput efficiency	Power (in kWh) per 1,000 gallons treated	\$3.57	\$3.54	\$3.73
3. Conduct timely pretreatment inspections	% of pretreatment inspections conducted on time	100%	100%	100%
4. Minimize adverse impacts to environment	# of grease-related spills	3	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 & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	9	10	10
4. Minimize adverse impacts to wastewater system from non-County activities	# of public information requests	1,221	1300	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	98.8%	98%	98%

Program Budget Summary by Fiscal Year – Sewer Fund



Wastewater Administration Program

Expenditures Summary by Character & Object – Sewer Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$92,518	\$77,744	\$137,786	\$208,368	\$70,582	51.2%
WAGES & SALARIES	\$1,202,299	\$1,291,778	\$1,449,612	\$1,501,908	\$52,296	3.6%
Salaries and Wages Total	\$1,294,817	\$1,369,523	\$1,587,398	\$1,710,276	\$122,878	7.7%
Operations						
MATERIALS & SUPPLIES	\$31,467	\$15,505	\$37,026	\$35,026	-\$2,000	-5.4%
OTHER COSTS	\$270,637	\$275,638	\$333,500	\$328,500	-\$5,000	-1.5%
SERVICES	\$869,531	\$716,714	\$1,016,169	\$916,169	-\$100,000	-9.8%
TRAVEL	\$14,898	\$19,685	\$16,150	\$16,150	\$0	N/A
UTILITIES	\$9,225	\$11,789	\$12,500	\$12,500	\$0	N/A
INTERFUND COST RECLASS	\$7,661,787	\$9,437,062	\$10,022,742	\$11,898,484	\$1,875,742	18.7%
Operations Total	\$8,857,545	\$10,476,393	\$11,438,087	\$13,206,829	\$1,768,742	15.5%
Countywide Expenditures						
OTHER COSTS	-\$1,012	\$0	\$0	\$0	\$0	N/A
Countywide Expenditures Total	-\$1,012	\$0	\$0	\$0	\$0	N/A
Transfers Out						
GENERAL FUND	\$11,040,846	\$9,174,453	\$14,869,211	\$10,327,316	-\$4,541,895	-30.5%
OTHER GOVERNMENTALS FUNDS	\$1,659,979	\$2,787,458	\$0	\$0		
SPECIAL REVENUE FUNDS	\$0	\$0	\$1,483,047	\$0	-\$1,483,047	-100.0%
Transfers Out Total	\$12,700,825	\$11,961,911	\$16,352,258	\$10,327,316	-\$6,024,942	-36.8%
Equipment						
LEASE PURCHASES	\$2,342	\$2,342	\$6,000	\$6,000	\$0	N/A
MACHINERY & EQUIPMENT	\$2,292	\$28,103	\$66,000	\$3,600	-\$62,400	-94.5%
Equipment Total	\$4,633	\$30,445	\$72,000	\$9,600	-\$62,400	-86.7%
Program Total	\$22,856,809	\$23,838,272	\$29,449,743	\$25,254,021	-\$4,195,722	-14.2%

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

Equivalent Personnel Summary by Position Title – Sewer Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant IV	1.0	1.0	1.0	1.0	0.0	0.0%
CIP Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer I	0.0	0.0	1.0	1.0	0.0	0.0%
Civil Engineer III	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer IV	3.0	3.0	3.0	3.0	0.0	0.0%
Civil Engineer V	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer VI	2.0	2.0	2.0	2.0	0.0	0.0%
Construction Inspector II	1.0	1.0	1.0	1.0	0.0	0.0%
GIS Analyst I	0.0	1.0	1.0	1.0	0.0	0.0%
GIS Analyst III	1.0	1.0	1.0	1.0	0.0	0.0%
Land Use Permit Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Mechanical Engineer III	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Operations Training Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Pretreatment Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Reclamation Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Source Control Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	18.0	19.0	20.0	20.0	0.0	0.0%

Wastewater Administration Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919005A-5101 Regular Wages: Adjustment in salaries due to reallocation of positions, correction to salary, and increase Civil Engineer I to full year salary.	\$55,092	0.0
OTHER PREMIUM PAY:		
919005A-5250 Salary Adjustments: Deletion of anticipated salary increase per bargaining agreement.	-\$34,471	
Operations		
SERVICES:		
919005B-6132 Professional Services: Deletion of one-time appropriation for Geotechnical/Materials Testing, Permit Compliance, Archaeological Services, & Construction Management.	-\$100,000	
INTERFUND COST RECLASSIFICATION:		
919011B-6314 Social Security - FICA: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$82,391	
919011B-6370 Retirement System Charges: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$336,277	
919013B-6320 Hawaii Employer-Union Trust Fd: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$439,105	
919017B-6350 Overhead Charges/Admin Cost: Based on the cost allocation plan.	\$794,679	
919043B-6383 OPEB Contributions: Adjustment for the OPEB contribution based on Fringe Benefits Rates for Calendar Year 2020.	\$223,290	
Transfer Out		
SPECIAL REVENUE FUNDS:		
919002B-7511 Special Revenue Funds: Deletion of one-time appropriation in FY 2020.	-\$1,483,047	
General Fund		
GENERAL FUND:		
919015B-7510 General Fund: Adjustment for the debt service cost per the Debt Service Schedule.	-\$4,541,895	
Equipment		
MACHINERY & EQUIPMENT:		
919005C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$30,000	
919007C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$30,000	

Expansion Budget Request from FY 2020 Adopted Budget

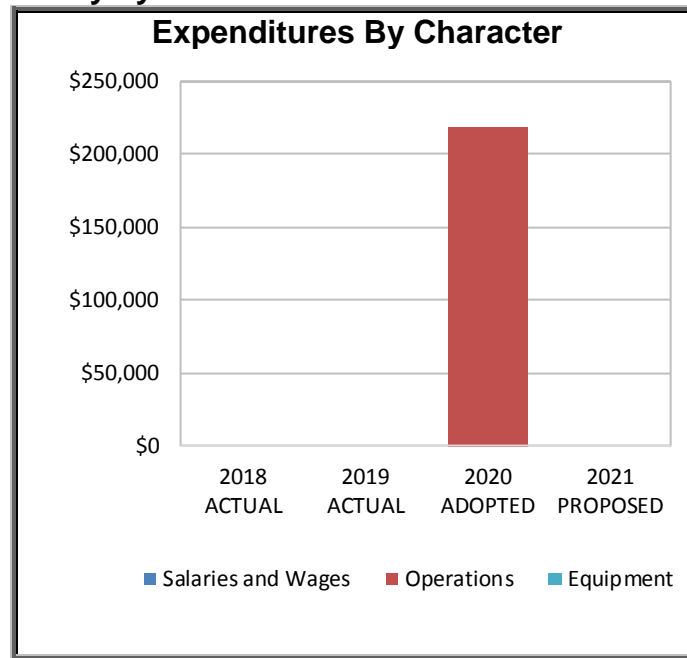
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
919005A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$92,690	
919007A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$13,251	
919009A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$6,867	
Operations		
None	\$0	

Wastewater Administration Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY & EQUIPMENT:		
919007C-7031 Computer Equipment: Purchase of two ipads at \$1,200 each.	\$2,400	
919009C-7031 Computer Equipment: Purchase of one ipad.	\$1,200	
TOTAL EXPANSION BUDGET	\$116,408	0.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
SPECIAL PROJECTS	\$0	\$0	\$218,000	\$0	-\$218,000	-100.0%
Operations Total	\$0	\$0	\$218,000	\$0	-\$218,000	-100.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$0	\$0	\$218,000	\$0	-\$218,000	-100.0%

Wastewater Administration Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Department of Health West Maui Public Outreach Grant	No	No	\$50,000	\$0	\$0	\$0
State Department of Health 604b Grant Program	No	No	\$0	\$104,000	\$218,000	\$0
Hawaii Emergency Management Agency Grant	No	No	N/A	N/A	\$800,000	\$0
West Maui Recycled Water System Expansion	No	No	N/A	N/A	\$548,354	\$548,354
Hyatt/West Maui Recycled Water System Expansion	No	No	N/A	N/A	\$475,476	\$475,476
Starwood/West Maui Recycled Water System Expansion	No	No	N/A	N/A	\$1,397,880	\$1,397,880
TOTAL			\$50,000	\$104,000	\$3,439,703	\$2,421,710

Grant Award Description

West Maui Recycled Water System Expansion – Intrawest, Hyatt and Starwood Resorts

Intrawest, Hyatt and Starwood Resorts were required as a condition of development to contribute their “fair share” to the recycled water system improvements in West Maui.

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 2021 for this revolving fund.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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

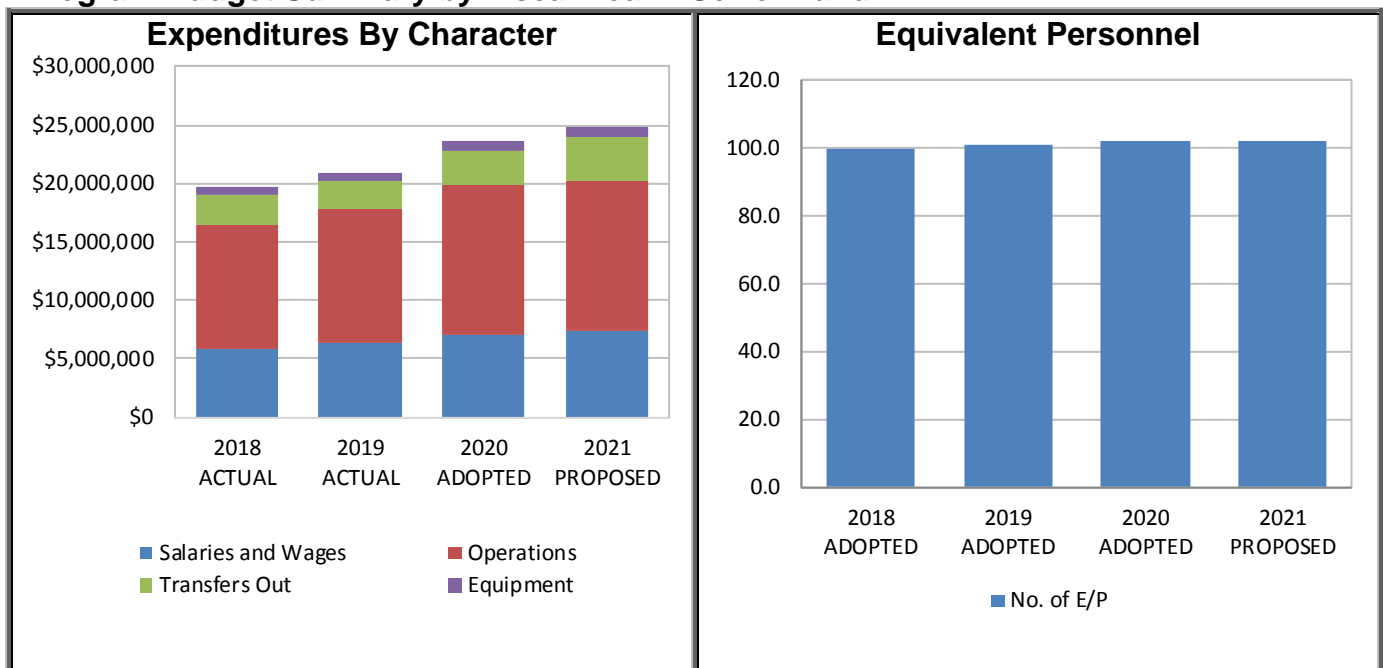
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide reliable wastewater service.</i>				
1. Minimize wastewater impacts to the environment by minimizing the # of non-compliant regulatory days	% of wastewater successfully transported to the treatment plants	99.99%	99.99%	99.99%
2. Satisfy regulatory requirements for treatment plants	# of non-compliance days	92	12	12
3. Satisfy regulatory requirements for reclaimed water	% of R-1 compliance days	86.0%	96%	96%

Wastewater Operations Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	100%	100%	100%
2. Complete on-time maintenance of existing electrical equipment	% of preventive electrical maintenance activities completed on-time	92%	100%	100%
3. Complete on-time maintenance of existing collection system	% of preventive maintenance completed on-time	100%	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	5.07	12	12
2. Conduct safety training classes to each employee annually	# of safety training classes per employee annually	3.6	12	12

Program Budget Summary by Fiscal Year – Sewer Fund



Wastewater Operations Program

Expenditures Summary by Character & Object – Sewer Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$676,066	\$753,478	\$791,050	\$915,744	\$124,694	15.8%
WAGES & SALARIES	\$5,199,660	\$5,522,880	\$6,221,706	\$6,397,608	\$175,902	2.8%
Salaries and Wages Total	\$5,875,726	\$6,276,357	\$7,012,756	\$7,313,352	\$300,596	4.3%
Operations						
MATERIALS & SUPPLIES	\$4,401,250	\$2,901,138	\$5,289,015	\$5,289,015	\$0	N/A
OTHER COSTS	\$130,817	\$67,354	\$36,500	\$36,500	\$0	N/A
SERVICES	\$1,188,090	\$2,800,923	\$1,958,024	\$1,558,024	-\$400,000	-20.4%
TRAVEL	\$32,380	\$49,277	\$38,250	\$38,250	\$0	N/A
UTILITIES	\$4,903,474	\$5,637,825	\$5,560,473	\$5,901,777	\$341,304	6.1%
Operations Total	\$10,656,010	\$11,456,516	\$12,882,262	\$12,823,566	-\$58,696	-0.5%
Countywide expenditures						
OTHER COSTS	-\$1,749	\$0	\$0	\$0	\$0	N/A
Countywide expenditures Total	-\$1,749	\$0	\$0	\$0	\$0	N/A
Transfers Out						
OTHER GOVERNMENTALS FUNDS	\$2,542,992	\$2,542,540	\$0	\$3,800,000	\$3,800,000	N/A
SPECIAL REVENUE FUNDS	\$0	\$0	\$2,930,000	\$0	-\$2,930,000	-100.0%
Transfers Out Total	\$2,542,992	\$2,542,540	\$2,930,000	\$3,800,000	\$870,000	29.7%
Equipment						
LEASE PURCHASES	\$3,347	\$1,435	\$7,400	\$7,400	\$0	N/A
MACHINERY & EQUIPMENT	\$657,525	\$641,901	\$861,200	\$918,000	\$56,800	6.6%
Equipment Total	\$660,873	\$643,336	\$868,600	\$925,400	\$56,800	6.5%
Program Total	\$19,733,851	\$20,918,749	\$23,693,618	\$24,862,318	\$1,168,700	4.9%

Equivalent Personnel Summary by Position Title – Sewer Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk II	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Wastewater Treatment Operator	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Wastewater Treatment Plant Operations/Maintenance Supervisor IV	2.0	2.0	2.0	2.0	0.0	0.0%
Assistant Wastewater Treatment Plant Operator	19.0	19.0	19.0	19.0	0.0	0.0%
Assistant Wastewater Treatment Plant Operator/Maintenance Supervisor IV	1.0	1.0	1.0	1.0	0.0	0.0%
Building Maintenance Repairer I	0.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Electronic Technician I	3.0	3.0	3.0	3.0	0.0	0.0%
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Equipment Operator III	4.0	4.0	4.0	4.0	0.0	0.0%
Molokai Wastewater System Operator/ Maintenance Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Painter I	1.0	1.0	1.0	1.0	0.0	0.0%
Plant Electrical/Electronics Supervisor II	1.0	1.0	1.0	1.0	0.0	0.0%
Plant Electrician/Electronics Repairer I	4.0	4.0	4.0	4.0	0.0	0.0%
Plant Electrician/Electronics Repairer II	1.0	1.0	1.0	1.0	0.0	0.0%
Sanitary Chemist	3.0	3.0	3.0	3.0	0.0	0.0%
Sewer Maintenance	1.0	1.0	1.0	1.0	0.0	0.0%
Sewer Maintenance Helper	2.0	2.0	2.0	2.0	0.0	0.0%
Sewer Maintenance Repairer I	8.0	8.0	8.0	8.0	0.0	0.0%
Sewer Maintenance Repairer II	3.0	3.0	3.0	3.0	0.0	0.0%

Wastewater Operations Program

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

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Supervising Sanitary Chemist	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Wastewater Treatment Plant Maintenance Mechanic	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Collection System	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Maintenance Carpenter	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Operations Program	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Tech Support Engineer	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Operations/ Maintenance Supervisor IV	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Maintenance Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Maintenance Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Maintenance Mechanic I	9.0	9.0	9.0	9.0	0.0	0.0%
Wastewater Treatment Plant Maintenance Mechanic II	3.0	3.0	3.0	3.0	0.0	0.0%
Wastewater Treatment Plant Operations Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Operations/ Wastewater Treatment Plant	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Operator I	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Operator III	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Operator IV	4.0	4.0	4.0	4.0	0.0	0.0%
Wastewater Treatment Plant Operator Trainee			1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Trainee	2.0	2.0	2.0	2.0	0.0	0.0%
Wastewater Treatment Plant Truck Driver	3.0	3.0	3.0	3.0	0.0	0.0%
Wastewater Treatment Plant Truck Driver Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Wastewater Treatment Plant Worker	4.0	4.0	4.0	4.0	0.0	0.0%
Program Total	100.0	101.0	102.0	102.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919021A-5101 Regular Wages: Adjustment in salaries due to positions filled at a lower step, correction to salaries, and transferred Office Operations Assistant II from 919029A.	\$17,532	0.0
919029A-5101 Regular Wages: Adjustment in salaries due to Office Operations Assistant II transferred to 919029A, positions reallocations, and salary increases per collective bargaining unit agreement.	-\$13,872	0.0

Wastewater Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919033A-5101 Regular Wages: Adjustment in salaries due to position reallocation for Wastewater Treatment Plant Trainee, correction to salary for Wastewater Treatment Plant Operative IV, and salary increases per collective bargaining agreement.	\$15,192	0.0
919035A-5101 Regular Wages: Adjustment in salaries due to position reallocation and increases per collective bargaining agreement.	\$18,036	0.0
919037A-5101 Regular Wages: Adjustment in salaries due to position reallocations and increases per collective bargaining agreement.	\$44,604	0.0
919039A-5101 Regular Wages: Adjustment in salaries due to position reallocation for Assistant Wastewater Treatment Plant Operator, increase Wastewater Treatment Plant Operator Trainee to full year salary, and increases per collective bargaining agreement.	\$16,182	0.0
919044A-5101 Regular Wages: Adjustment in salaries due to correction of salary for Wastewater Treatment Plant Maintenance Mechanic I, and increases per collective bargaining agreement.	\$73,236	0.0
OTHER PREMIUM PAY:		
919021A-5250 Salary Adjustments: Deletion of anticipated salary adjustment per bargaining agreement.	-\$11,707	0.0
Operations		
UTILITIES:		
919033B-6120 Electricity: Inflationary adjustment.	\$36,641	
919035B-6120 Electricity: Inflationary adjustment.	\$34,645	
919037B-6120 Electricity: Inflationary adjustment.	\$34,382	
SERVICES:		
919040B-6132 Professional Services: Deletion of one-time appropriation in FY 2020 for Central Maui Study.	-\$200,000	
919049B-6132 Professional Services: Deletion of one-time appropriation in FY 2020 for study.	-\$400,000	
Transfer Out		
SPECIAL REVENUE FUNDS:		
919019B-7511 Special Revenue Funds: Budget transferred to 919019B-7545.	-\$2,930,000	
OTHER GOVERNMENTAL FUNDS:		
919019B-7545 Environmental Protection & Sustainability: Budget transferred from 919019B-7511.	\$2,930,000	
Equipment		
MACHINERY AND EQUIPMENT:		
919023C-7031 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$60,000	
919029C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation in FY 2020.	-\$10,000	
919029C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$100,000	
919029C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$45,000	
919033C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$119,000	

Wastewater Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
919033C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$82,000	
919035C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$45,000	
919037C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$45,000	
919044C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation in FY 2020.	-\$10,000	
919044C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$55,000	
919044C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$268,200	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
919021A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$10,052	
919023A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$6,232	
919029A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$30,604	
919033A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$16,707	
919035A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$15,949	
919037A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$15,949	
919039A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$5,908	
919041A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$4,102	
919044A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$54,769	
Operations		
UTILITIES:		
919035B-6120 Electricity: Additional funding based on actual expenditures.	\$171,002	
919037B-6120 Electricity: Additional funding based on actual expenditures.	\$56,183	
919041B-6120 Electricity: Additional funding based on actual expenditures.	\$3,152	
SERVICES:		
919048B-6132 Professional Services: Additional funding for preliminary engineering report.	\$200,000	
Transfer Out		
OTHER GOVERNMENTAL FUNDS:		
919019B-7545 Environmental Protection & Sustainability: Increase interfund for sludge disposal.	\$870,000	
Equipment		
MACHINERY AND EQUIPMENT:		
919023C-7040 Motor Vehicles: Replacement of one SUV Hybrid (CM 2422) at \$32,000.	\$32,000	
919023C-7039 Maintenance & Repair Equipment: Purchase of Lab Testing equipment.	\$5,000	
919029C-7039 Maintenance & Repair Equipment: Purchase of mechanical and electrical equipment.	\$10,000	
919029C-7040 Motor Vehicles: Replacement of one 1 Ton Utility Body Truck (CM 1977) at \$80,000 and 1/2 Ton Pickup Truck (CM 1799) at \$45,000.	\$125,000	

Wastewater Operations Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
919029C-7044 Other Equipment: Replacement of one light tower.	\$15,000	
919033C-7039 Maintenance & Repair Equipment: Purchase of mechanical and electrical equipment.	\$5,000	
919035C-7039 Maintenance & Repair Equipment: Purchase of mechanical and electrical equipment.	\$5,000	
919035C-7040 Motor Vehicles: Replacement of one 1/2 Ton Pick Up Truck (CM 2017).	\$45,000	
919035C-7044 Other Equipment: Purchase of one utility cart at \$14,000 and two 3 yard trash hoppers at \$7,000 each.	\$28,000	
919037C-7039 Maintenance & Repair Equipment: Purchase of mechanical and electrical equipment.	\$5,000	
919037C-7040 Motor Vehicles: Replacement of one 1/2 Ton Pick Up Truck (CM 1748) at \$45,000 and replacement of one zero turn riding mower at \$17,000.	\$62,000	
919037C-7044 Other Equipment: Purchase of one utility cart at \$14,000, one 1.3 year trash hopper at \$3,000, and two 3 yards trash hopper at \$7,000 each.	\$31,000	
919039C-7039 Maintenance & Repair Equipment: Purchase of mechanical and electrical equipment.	\$5,000	
919039C-7040 Motor Vehicles: Purchase of one ATV for Molokai.	\$15,000	
919041C-7039 Maintenance & Repair Equipment: Purchase of mechanical & electrical equipment.	\$2,000	
919044C-7039 Maintenance & Repair Equipment: Purchase of mechanical & electrical equipment at \$10,000, 150KW Emergency Generator at \$130,000 and 200KW Emergency Generator at \$250,000.	\$390,000	
919044C-7040 Motor Vehicles: Purchase of one 1/2 Ton Pick Up Truck (CM 1993) at \$45,000 and one 3/4 Ton Pick Up Truck (CM 2184) at \$50,000.	\$95,000	
919044C-7044 Other Equipment: Purchase of one 4" Penn Valley Sludge Feed Pump.	\$43,000	
TOTAL EXPANSION BUDGET	\$2,378,609	0.0

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:

1st Safety

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

2nd Regulatory Compliance/Environmental Protection

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

3rd Resource Management

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

4th 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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Population Served

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

Services Provided

The Solid Waste Division supports administration, compliance, planning, engineering, fiscal, refuse collections, landfill operations, safety and training programs, 107 employees, capital improvement projects, and permit reviews. The Division operates 4 county owned landfills and 6 closed landfills; provides residential refuse collection to > 26,500 accounts and 2,600 routes/year; manages 17 permits and related regulatory compliance countywide; landfills 206,000 tons/year; and currently processes > 22,000 tons/ year of construction and demolition (C&D) material.

Solid Waste Administration Program

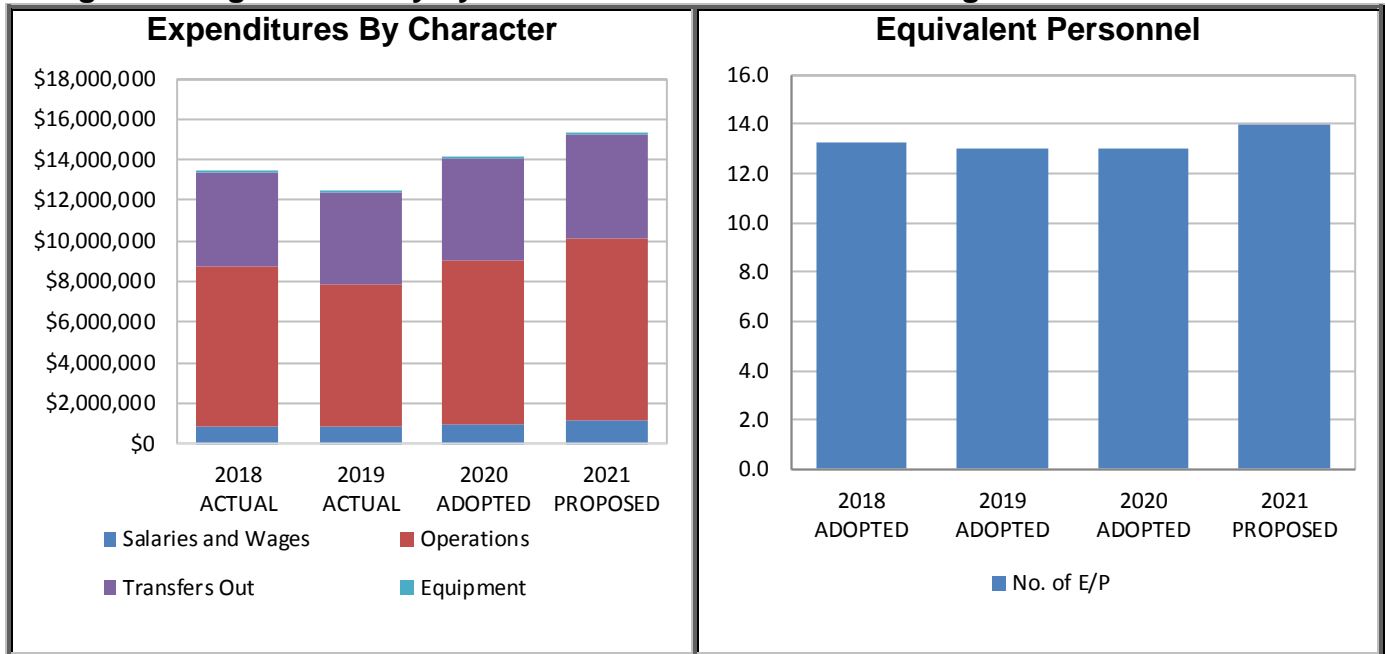
Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide cost effective Division management.</i>				
1. Maintain efficient fiscal management ¹	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)	CML \$54	\$55	\$57
		HLF \$1,716	\$1,762	\$1,810
		MLF \$504	\$518	\$532
		LLF \$195	\$200	\$205
	Weighted average cost of all landfills	\$77	\$79	\$81
	Cost/month for refuse collection only, per account	\$28	\$29	\$29
	Total cost/month for refuse collection and associated landfilling (1.8 tons/account/year)	\$40	\$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	51	56	56

¹FY 2020 Estimate and FY 2021 Goals are based upon 2.7% inflation factor provided by US Bureau of Labor Statistics- FY 2020

Solid Waste Administration Program

Program Budget Summary by Fiscal Year – Solid Waste Management Fund



Expenditures Summary by Character & Object – Solid Waste Management Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$38,977	\$49,491	\$72,648	\$143,588	\$70,940	97.6%
WAGES & SALARIES	\$797,384	\$756,153	\$921,600	\$1,017,576	\$95,976	10.4%
Salaries and Wages Total	\$836,361	\$805,644	\$994,248	\$1,161,164	\$166,916	16.8%
Operations						
MATERIALS & SUPPLIES	\$11,658	\$26,982	\$19,816	\$19,816	\$0	N/A
OTHER COSTS	\$257,663	\$202,099	\$261,565	\$261,565	\$0	N/A
SERVICES	\$10,066	\$11,662	\$18,500	\$18,500	\$0	N/A
TRAVEL	\$3,980	\$5,262	\$8,055	\$8,055	\$0	N/A
UTILITIES	\$5,228	\$4,320	\$2,958	\$2,850	-\$108	-3.7%
INTERFUND COST RECLASSIFICATION	\$7,567,514	\$6,782,630	\$7,750,569	\$8,675,488	\$924,919	11.9%
Operations Total	\$7,856,109	\$7,032,955	\$8,061,463	\$8,986,274	\$924,811	11.5%
Transfers Out						
GENERAL FUND	\$4,710,362	\$4,531,920	\$4,970,006	\$5,109,508	\$139,502	2.8%
Transfers Out Total	\$4,710,362	\$4,531,920	\$4,970,006	\$5,109,508	\$139,502	2.8%
Equipment						
LEASE PURCHASES	\$9,100	\$3,188	\$9,530	\$9,530	\$0	N/A
MACHINERY & EQUIPMENT	\$34,946	\$28,928	\$28,000	\$0	-\$28,000	-100.0%
Equipment Total	\$44,046	\$32,116	\$37,530	\$9,530	-\$28,000	-74.6%
Program Total	\$13,446,878	\$12,402,634	\$14,063,247	\$15,266,476	\$1,203,229	8.6%

**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	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant III	1.0	1.0	1.0	1.0	0.0	0.0%
Accountant IV	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer III	0.0	0.0	1.0	1.0	0.0	0.0%
Civil Engineer IV	2.0	2.0	2.0	2.0	0.0	0.0%
Civil Engineer V	0.3	0.0	0.0	0.0	0.0	0.0%
Civil Engineer VI	1.0	1.0	1.0	1.0	0.0	0.0%
Customer Service Representative II	2.0	2.0	2.0	2.0	0.0	0.0%
Environmental Compliance Specialist	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Operations Program Superintendent	0.0	0.0	0.0	1.0	1.0	100%
Safety Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Solid Waste Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Division Chief	1.0	1.0	0.0	0.0	0.0	0%
Program Total	13.3	13.0	13.0	14.0	1.00	7.7%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919500A-5101 Regular Wages: Adjustment in salaries due to positions filled at a lower/higher step, collection of salary for SW Division Chief, positions reallocation and transferred of Operations Program Superintendent from 919509A.	\$95,976	1.0
OTHER PREMIUM PAY:		
919500A-5250 Salary Adjustments: Deletion of anticipated salary adjustment per bargaining unit agreement.	-\$27,648	
Operations		
INTERFUND COST RECLASSIFICATION:		
919501B-6314 Social Security - FICA: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$39,008	
919501B-6370 Retirement System Charges: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$180,372	
919503B-6320 Hawaii Employer-Union Trust Fd: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	\$280,370	
919507B-6350 Overhead Charges/Admin Cost: Adjustment based on the Cost Allocation Plan.	\$280,703	
919535B-6383 OPEB Contributions: Adjustment for the OPEB based on Fringe Benefits Rates for Calendar Year 2020.	\$144,466	
GENERAL FUND:		
919505B-7510 General Fund: Adjustment for the debt service cost per the Debt Service Schedule.	\$139,502	
Equipment		
MACHINERY & EQUIPMENT:		
919500C-7030 Communication Equipment: Deletion of one-time appropriation in FY19 appropriation.	-\$28,000	

Solid Waste Administration Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
919500A-5215 Premium Pay: Additional funding based upon historical expenditures.	\$7,500	
919500A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$91,088	
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$98,588	0.0

Solid Waste Operations Program

Program Description

The Department of Environmental Management, Solid Waste Division, Operations Program 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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Population Served

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

Services Provided

Solid Waste Operations supports 94 employees, operates 4 county owned landfills, and 6 closed landfills; provides residential refuse collection to more than 26,500 accounts and 2,600 routes/year; manages 17 permits and related regulatory compliance countywide; landfills 206,000 tons/year; and currently processes more than 22,000 tons/year of construction and demolition (C&D) material.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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)	196,679	202,000	206,000
	Total C&D tonnage estimated to be added to CML	27,361	20,000	22,000
2. Perform annual landfill surveys and capacity studies	Central remaining years	3	2.5	1.8
	Hana remaining years (Est. 8 years conversion to transfer station)	21	29	28
	Molokai remaining years	4	4.4	3.4
	Lanai remaining years	15	14.1	13.1
3. Maintain acceptable levels of regulatory compliance within approved resources	# of Department of Health (DOH) notices of violation due to non-compliance	0	0	0

Solid Waste Operations Program

Key Activity Goals & Measures (Cont'd)

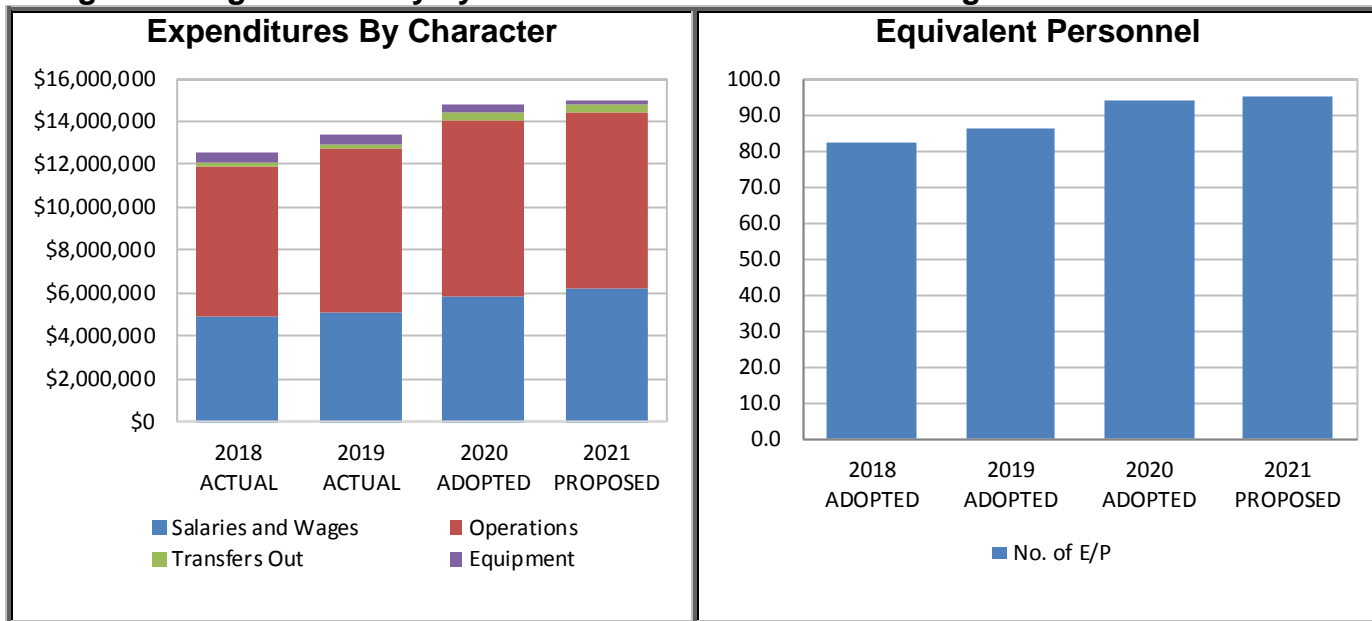
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Maintain a minimum landfill capacity and ensure that all landfills are maintained and operated in accordance with local, State, and federal solid waste regulations (Cont'd).</i>				
4. Maintain an acceptable # 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	14	0	0
	# of days where any of the 4 landfills experience a partial day closure ¹	7	21	10
<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 & 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) ²	# of rescheduled routes due to the following:			
	Mechanical	0.1% (5)	0.3% (13)	0.3% (10)
	Labor Shortage	0.2% (9)	0.7% (27)	0.6% (24)
	Other (e.g., emergencies, storm/hurricane, landfill closure, road closure, unsafe conditions, etc.)	1.2% (46)	0.3% (10)	0.3% (10)

¹Based 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.

²Note that national average of on-time collection is ~95%

Solid Waste Operations Program

Program Budget Summary by Fiscal Year – Solid Waste Management Fund



Expenditures Summary by Character & Object – Solid Waste Management Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$701,182	\$847,000	\$767,599	946,986	\$179,387	23.4%
WAGES & SALARIES	\$4,195,589	\$4,239,778	\$5,044,986	5,308,828	\$263,842	5.2%
Salaries and Wages Total	\$4,896,771	\$5,086,778	\$5,812,585	\$6,255,814	\$443,229	7.6%
Operations						
MATERIALS & SUPPLIES	\$1,448,088	\$1,561,865	\$1,988,595	\$1,954,134	-\$34,461	-1.7%
OTHER COSTS	\$1,918,666	\$2,132,842	\$2,628,045	\$2,561,725	-\$66,320	-2.5%
SERVICES	\$3,491,486	\$3,787,063	\$3,505,554	\$3,516,149	\$10,595	0.3%
TRAVEL	\$27,304	\$48,654	\$34,340	\$34,340	\$0	N/A
UTILITIES	\$97,213	\$117,121	\$119,898	\$121,831	\$1,933	1.6%
Operations Total	\$6,982,758	\$7,647,545	\$8,276,432	\$8,188,179	-\$88,253	-1.1%
Transfers Out						
SPECIAL REVENUE FUNDS	\$192,981	\$203,778	\$340,000	\$340,000	\$0	N/A
Transfers Out Total	\$192,981	\$203,778	\$340,000	\$340,000	\$0	N/A
Equipment						
LEASE PURCHASES	\$2,000	\$1,103	\$1,860	\$3,860	\$2,000	107.5%
MACHINERY & EQUIPMENT	\$465,706	\$468,689	\$387,000	\$194,000	-\$193,000	-49.9%
Equipment Total	\$467,706	\$469,792	\$388,860	\$197,860	-\$191,000	-49.1%
Program Total	\$12,540,216	\$13,407,893	\$14,817,877	\$14,981,853	\$163,976	1.1%

Solid Waste Operations Program

Equivalent Personnel Summary by Position Title – Solid Waste Management Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant I	0.0	0.0	0.0	1.0	1.0	100%
Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Services Assistant II	0.0	0.0	1.0	1.0	0.0	0.0%
Cashier I	4.0	4.0	4.0	4.0	0.0	0.0%
Clerk III	2.0	2.0	1.0	1.0	0.0	0.0%
Laborer II	0.0	3.0	8.0	8.0	0.0	0.0%
Landfill Attendant	12.0	12.0	14.0	14.0	0.0	0.0%
Landfill Equipment Operator I	12.0	12.0	13.0	13.0	0.0	0.0%
Landfill Equipment Operator II	4.0	5.0	5.0	5.0	0.0	0.0%
Landfill Worksite Supervisor I	1.0	1.0	1.0	1.0	0.0	0.0%
Landfill Worksite Supervisor I	1.0	1.0	1.0	1.0	0.0	0.0%
Maintenance Coordinator	0.0	0.0	0.0	1.0	1.0	100%
Mechanical Engineer III	1.0	1.0	0.0	0.0	0.0	0%
Operations Program Superintendent	0.0	0.0	1.0	0.0	-1.0	-100.0%
Refuse Collection Crew Leader II	5.0	5.0	5.0	5.0	0.0	0.0%
Refuse Collection Equipment Operator	19.0	19.0	19.0	19.0	0.0	0.0%
Refuse Collector	15.0	15.0	15.0	15.0	0.0	0.0%
Solid Waste Collection Superintendent	1.0	1.0	1.0	1.0	0.0	0.0%
Solid Waste Collection Supervisor I	3.0	3.0	3.0	3.0	0.0	0.0%
Solid Waste Operations Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	82.0	86.0	94.0	95.0	1.0	1.1%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919513A-5101 Regular Wages: Adjustment in salaries due to correction of salary for Landfill Equipment Operator I, increase 2.0 Laborer II to full year salary expansion positions in FY 2020, and increases per bargaining unit agreement.	\$59,652	0.0
919515A-5101 Regular Wages: Adjustment in salaries due to the bargaining unit agreement increases.	\$10,452	0.0
919521A-5101 Regular Wages: Adjustment in salaries due to the bargaining unit agreement increases and transfer of Refuse Collection Equipment Operator from 919523A.	\$103,728	1.0
919523A-5101 Regular Wages: Adjustment in salaries due to the bargaining unit agreement increases and transfer of Refuse Collection Equipment Operator to 919521A.	-\$17,136	-1.0
OTHER PREMIUM PAY:		
919509A-5250 Salary Adjustments: Deletion of anticipated salary adjustments per collective bargaining agreement.	-\$12,799	0.0
Operations		
SERVICES:		
919511B-6112 Contractual Service: Deletion of one-time appropriation for wood chipper.	-\$50,000	
919513B-6135 Repairs & Maint. Buildings: Deletion of one-time appropriation for repairing interior paneling and shower stall.	-\$10,000	
919567B-6112 Contractual Service: Reduction on contract ended for earthen C& D.	-\$360,000	
919569B-6132 Professional Services: Budget transferred to \$4,750 919569B-6023, \$14,500 to 6031, and \$6,750 to 6112.	-\$26,000	

Solid Waste Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
MATERIALS & SUPPLIES:		
919521B-6035 Miscellaneous Supplies: Deletion of one-time appropriation for cart charge for 3 route automation.	-\$210,000	
919569B-6031 Repairs & Maintenance Supplies: Budget transferred from 6132.	\$14,500	
OTHER COSTS:		
919521B-6235 Rentals: Reduced due to harbor storage facility removed.	-\$24,655	
919521B-6250 Training Fees/Seminars: Deletion of one-time appropriation for operations training.	-\$43,000	
Equipment		
MACHINERY AND EQUIPMENT:		
919509C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$54,000	
919509C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$170,000	
919511C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$91,000	
919521C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$65,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919509A-5101 Regular Wages: Proposed expansion position for Maintenance Coordinator and Administrative Services Assistant I in FY 2021.	\$88,648	2.0
OTHER PREMIUM PAY:		
919509A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$51,808	
919511A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$6,794	
919513A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$13,118	
919515A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$7,226	
919521A-5215 Premium Pay: Additional funding based upon historical expenditures.	\$15,000	
919521A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$37,466	
919523A-5215 Premium Pay: Additional funding based upon historical expenditures.	\$20,000	
919523A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$25,488	
919524A-5215 Premium Pay: Additional funding based upon historical expenditures.	\$15,000	
919524A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$13,674	
Operations		
MATERIALS AND SUPPLIES:		
919509B-6034 Medical & Safety Supplies: Related operation cost for the proposed expansion positions.	\$4,000	
919513B-6023 Gas/diesel/oil interfund: Additional funding for Morbark Chipper/Grinder fuel, SWD has taken on green waste operations.	\$39,789	
919521B-6023 Gas/diesel/oil interfund: Additional funding for new route.	\$25,000	
919521B-6035 Miscellaneous Supplies: Additional funding for ongoing recurring/aging cart replacement, and increase par level inventory.	\$50,000	
919523B-6023 Gas/diesel/oil interfund: Additional funding for new route.	\$25,000	
919524B-6023 Gas/diesel/oil interfund: Additional funding for new route.	\$12,500	

Solid Waste Operations Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
919509B-6101 Advertisement: Additional funding to improved public education.	\$10,000	
919509B-6126 Maintenance Contracts: Additional funding based upon historical expenditures.	\$100,000	
919502B-6132 Professional Services: Preliminary engineering study, design, report, land entitlements, environmental permitting and/or pilot project to determine the environmental, operational, & economic viability of a waste volume reduction operation at CML.	\$250,000	
919511B-6112 Contractual Service: Additional funding for ongoing contract for operation of new wood chipper.	\$50,000	
919511B-6132 Professional Services: Additional funding for Hazard Waste Exclusion Training, Capacity Calculations, and Survey.	\$18,000	
919569B-6112 Contractual Service: Additional funding based on actual expenditures	\$21,770	
OTHER COSTS:		
919509B-6255 Uniform Allowance: Additional funding due to the 5.0 EPs added.	\$1,335	
Equipment		
MACHINERY AND EQUIPMENT:		
919509C-7044 Other Equipment: Purchase of one 3/4 Ton 4x4 Pickup Truck with Crew Cab at \$75,000 and one Brush Cutter Attachment at \$10,000.	\$85,000	
919509C-7031 Computer Equipment: Purchase of two computers for the proposed expansion positions at \$1,500 each.	\$3,000	
919509C-7043 Office Equipment: Purchase of two set of desk, shelves, chairs, etc. for the proposed expansion positions at \$2,500 each.	\$5,000	
919509C-7032 Computer Software: Purchase of two 2010 Microsoft Office Pro for the proposed expansion positions at \$500 each.	\$1,000	
919521C-7044 Other Equipment: Replacement of one 1/2 Ton, 2WD Pickup Truck with Crew Cab (replace CM 1166).	\$50,000	
919521C-7105 Lease Equipment: New copier lease.	\$2,000	
919523C-7044 Other Equipment: Replacement of one 1/2 Ton, 2WD Pickup Truck with Crew Cab and Long Bed (replace CM 1293).	\$50,000	
TOTAL EXPANSION BUDGET	\$1,097,616	2.0

Environmental Protection and Sustainability Program

Program Description

The Environmental Protection and Sustainability Division “EP&S” is responsible for programs that foster environmental protection and promote sustainability throughout the County. The Division manages programs to reduce sources of waste and promote the highest and best use of waste resources in order to divert waste from the landfill. The division also administers the abandoned vehicles program and other litter control programs. Expanded programing shall guide efforts to optimize opportunities for environmental initiatives, natural resource protection, sustainability, conservation, and restoration through environmental grants, sustainability education, and partnerships with environmental agencies and organizations.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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 shall 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	68,411	65,000	15,000
	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 2021 funding availability)	35%	35%	8%

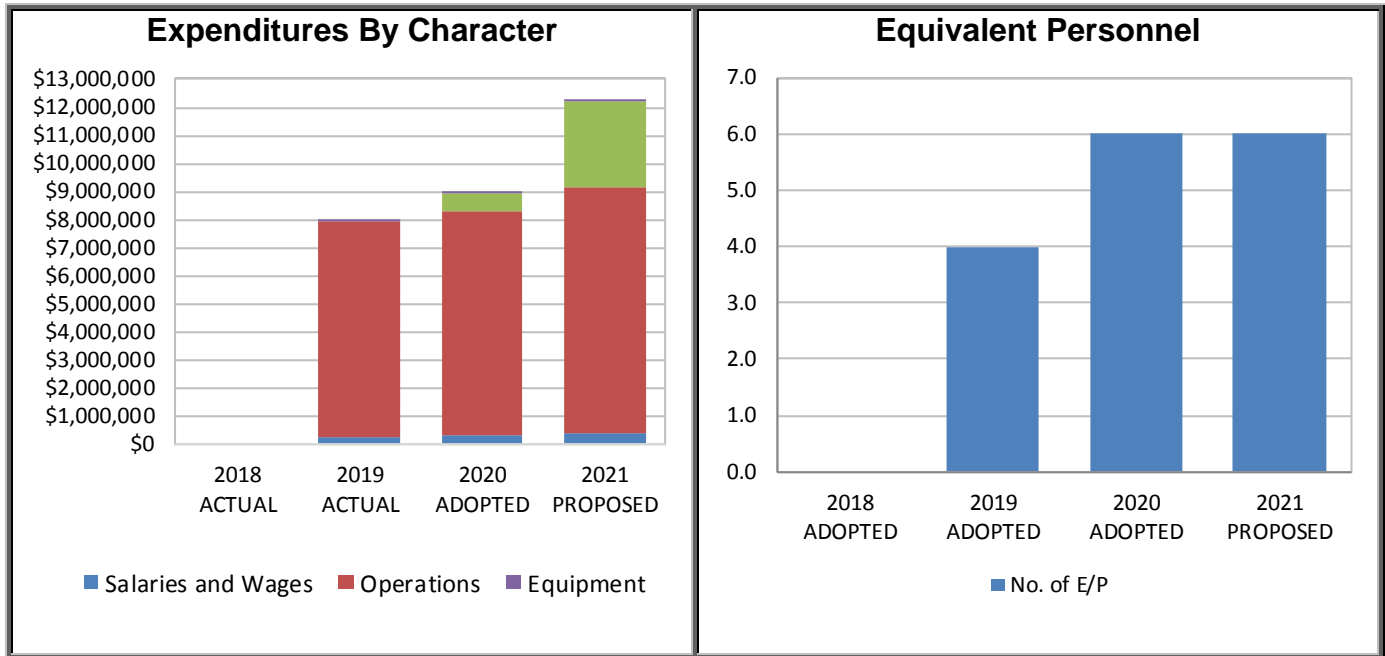
Environmental Protection and Sustainability Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	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	4	3	3
4. Maintain efficient fiscal management	% of paid accounts from total # of outstanding accounts	15%	30%	20%
<i>Goal #3: Foster a healthy and sustainable community through environmental and sustainability programming</i>				
1. Maintain effective programs to protect the environment and foster community resilience	Number of environmental/sustainability programs introduced	0	1	4
	Establish partnerships with community organizations	0	1	3
	Number of educational campaigns introduced	0	1	1

Environmental Protection and Sustainability Program

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



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

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$16,619	\$26,251	\$37,104	\$10,853	41.3%
WAGES & SALARIES	\$0	\$255,588	\$321,287	\$331,140	\$9,853	3.1%
Salaries and Wages Total	\$0	\$272,207	\$347,538	\$368,244	\$20,706	6.0%
Operations						
MATERIALS & SUPPLIES	\$0	\$89,614	\$66,813	\$129,813	\$63,000	94.3%
OTHER COSTS	\$0	\$863,671	\$808,720	\$1,453,852	\$645,132	79.8%
SERVICES	\$0	\$6,376,058	\$6,462,449	\$6,697,600	\$235,151	3.6%
TRAVEL	\$0	\$1,935	\$4,478	\$6,478	\$2,000	44.7%
UTILITIES	\$0	\$2,900	\$6,015	\$6,073	\$58	1.0%
INTERFUND COST RECLASSIFICATION	\$0	\$316,683	\$594,653	\$457,213	-\$137,440	-23.1%
Operations Total	\$0	\$7,650,860	\$7,943,128	\$8,751,029	\$807,901	10.2%
Transfer Out						
Special Revenue Funds	\$0	\$0	\$627,217	\$3,127,217	\$2,500,000	398.6%
Equipment Total	\$0	\$0	\$627,217	\$3,127,217	\$2,500,000	398.6%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$6,000	\$0	-\$6,000	-100.0%
LEASE PURCHASES	\$0	\$1,119	\$2,000	\$2,000	\$0	N/A
Equipment Total	\$0	\$1,119	\$8,000	\$2,000	-\$6,000	-75.0%
Program Total	\$0	\$7,924,186	\$8,925,883	\$12,248,490	\$822,607	N/A

Environmental Protection and Sustainability Program

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

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Environmental Program Specialist	0.0	0.0	1.0	1.0	0.0	0.0%
Office Operations Assistant	0.0	0.0	1.0	1.0	0.0	0.0%
Recycling Program Coordinator	0.0	1.0	1.0	1.0	0.0	0.0%
Recycling Specialist II	0.0	1.0	1.0	1.0	0.0	0.0%
Recycling Specialist IV	0.0	2.0	2.0	2.0	0.0	0.0%
Program Total	0.0	4.0	6.0	6.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
919725A-5101 Regular Wages: Adjustment in salaries due to position filled at a lower step, increase Environmental Program Specialist and Office Assistant to full year salary expansion positions in FY 2020.	\$25,189	0.0
919730A-5101 Regular Wages: Adjustment in salary due to a position filled at a lower step.	-\$11,520	
OTHER PREMIUM PAY:		
919730A-5215 Premium Pay: Deletion of anticipated salary adjustment per collective bargaining agreement.	-\$12,372	0.0
Operations		
SERVICES:		
919735B-6112 Contractual Service: Budget transferred from 9197658B-6317.	\$35,090	0.0
OTHER COSTS:		
919768B-6317 County Grant Subsidy: Budget transferred to 919735B-6112.	-\$35,090	0.0
INTERFUND COST RECLASSIFICATION:		
919750B-6314 Social Security - FICA: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	-\$10,060	
919750B-6370 Retirement System Charges: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	-\$26,563	
919752B-6320 Hawaii Employer-Union Trust Fd: Adjustment based on Fringe Benefits Rates for Calendar Year 2020.	-\$14,144	
919754B-6350 Overhead Charges/Admin Cost: Adjustment based on Cost Allocation Plan.	-\$80,206	
Equipment		
None	\$0	

Environmental Protection and Sustainability Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
919725A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$10,045	
919730A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$11,260	
919735A-5250 Salary Adjustments: Increase per bargaining unit agreement.	\$4,012	
Operations		
MATERIALS:		
919730B-6035 Miscellaneous Supplies: Additional funding for "Bring Your Own" & "Grindz Box" Reuse Pilot Zero Waste Programs.	\$65,000	
SERVICES:		
919730B-6132 Professional Services: Additional funding for Gate at Haiku Recycling Center/fence repairs at all recycling center locations; one time cost; Engineering services for permitting, greenwaste redesign.	\$50,000	
919735B-6112 Contractual Service: Additional funding due to increase of number of white goods.	\$100,000	
919735B-6129 Other Services: Additional funding for disaster debris collection, hauling and processing.	\$50,000	
OTHER COSTS:		
919725B-6235 Rentals: Increase due to the move to One Main Plaza or another larger office to accommodate new staff.	\$5,035	
919733B-6317 County grant subsidy: For "Green Grants" program supporting innovative sustainability projects on Maui, Molokai, and Lanai.	\$100,000	
919763B-6317 County grant subsidy: Additional funding due to increase in hauling and processing charges.	\$25,187	
919765B-6317 County grant subsidy: Increases in operational and disposal costs.	\$50,000	
919768B-6317 County grant subsidy: For White Goods and other recyclables program in Central Maui, Upcountry and South Maui.	\$500,000	
Transfer Out		
SPECIAL REVENUE FUNDS:		
919757B-7511 Special Revenue Funds: Increase interfund for landfill costs.	\$2,500,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$3,470,539	0.0

Environmental Protection and Sustainability Program

County Grant Subsidy Detail - Environmental Protection and Sustainability Fund

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Malama Maui Nui	\$0	\$155,500	\$155,500	\$155,500
Go Green West Maui Recycling	\$0	\$57,310	\$118,220	\$143,407
Community Work Day	\$0	\$216,000	\$251,090	\$266,000
Community Clean Up Support	\$0	\$0	\$0	\$500,000
TOTAL GRANT SUBSIDY	\$0	\$428,810	\$524,810	\$1,064,907

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

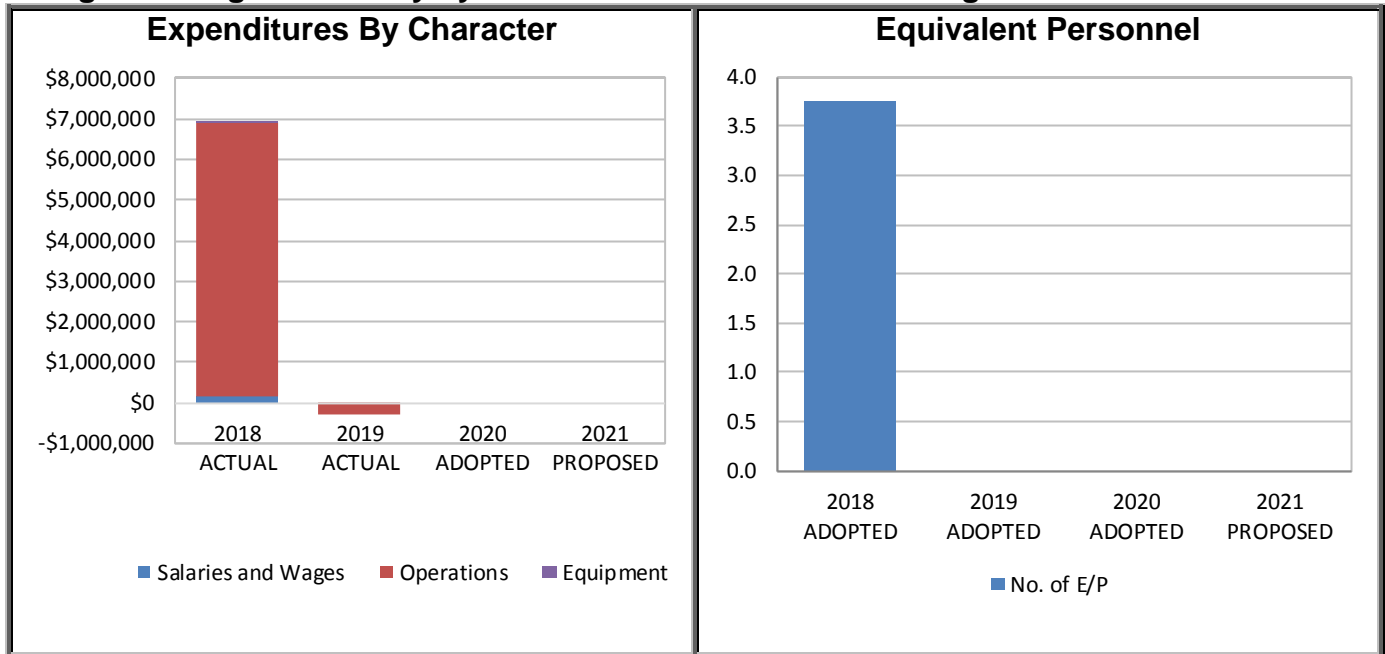
This portion of the grant funds educational and outreach work to create behavioral change, as well as a portion of salaries for administrative staff and field crew. This includes school and community presentations, plastics reduction initiatives, community beautification events such as beach clean-ups,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

Community Clean Up Support

For White Goods and other recyclables program in Central Maui, Upcountry and South Maui.

Environmental Protection and Sustainability Program

Program Budget Summary by Fiscal Year – Solid Waste Management Fund



Expenditure Summary by Character & Object – Solid Waste Management Fund

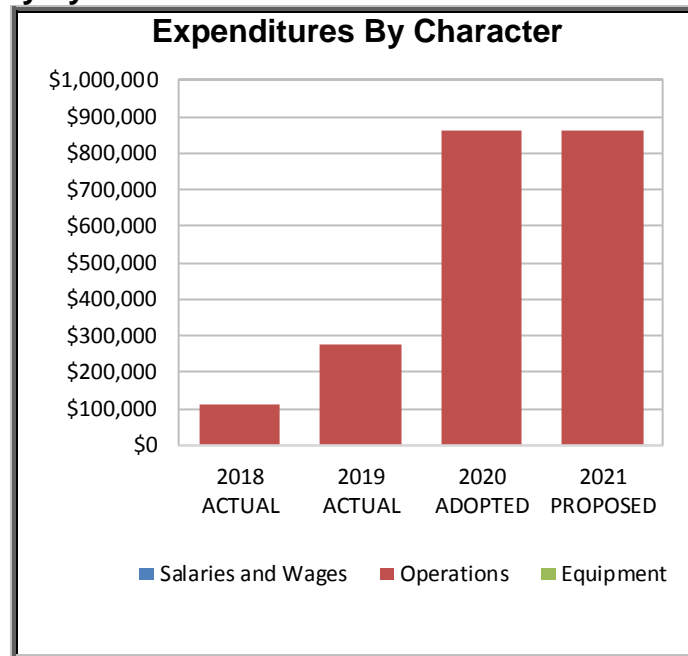
CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$8,017	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$144,197	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$152,214	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$39,145	\$1,195	\$0	\$0	\$0	N/A
OTHER COSTS	\$914,892	\$0	\$0	\$0	\$0	N/A
SERVICES	\$5,821,147	-\$266,520	\$0	\$0	\$0	N/A
TRAVEL	\$2,619	\$366	\$0	\$0	\$0	N/A
UTILITIES	\$3,649	\$3,066	\$0	\$0	\$0	N/A
Operations Total	\$6,781,451	-\$261,892	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$1,089	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$1,089	\$0	\$0	\$0	\$0	N/A
Program Total	\$6,934,754	-\$261,892	\$0	\$0	\$0	N/A

Expenditure Summary by Character & Object – Solid Waste Management Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Recycling Program Coordinator	0.8	0.0	0.0	0.0	0.0	0%
Recycling Specialist II	1.0	0.0	0.0	0.0	0.0	0%
Recycling Specialist IV	2.0	0.0	0.0	0.0	0.0	0%
Program Total	3.8	0.0	0.0	0.0	0.0	0%

Environmental Protection and Sustainability Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditure Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$109,390	\$115,390	\$460,000	\$460,000	\$0	N/A
SERVICES	\$0	\$160,000	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$400,000	\$400,000	\$0	N/A
Operations Total	\$109,390	\$275,390	\$860,000	\$860,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$109,390	\$275,390	\$860,000	\$860,000	\$0	N/A

Environmental Protection and Sustainability Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Electronics Program	No	No	\$400,000	\$400,000	\$400,000	\$400,000
Deposit Beverage Container Program	No	No	\$50,000	\$0	\$0	\$0
Glass Recovery Program	No	No	\$110,000	\$120,000	\$160,000	\$160,000
Recycling Program – Landfill Diversion	No	No	\$300,000	\$300,000	\$300,000	\$300,000
TOTAL			\$860,000	\$820,000	\$860,000	\$860,000

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 \$160,000 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

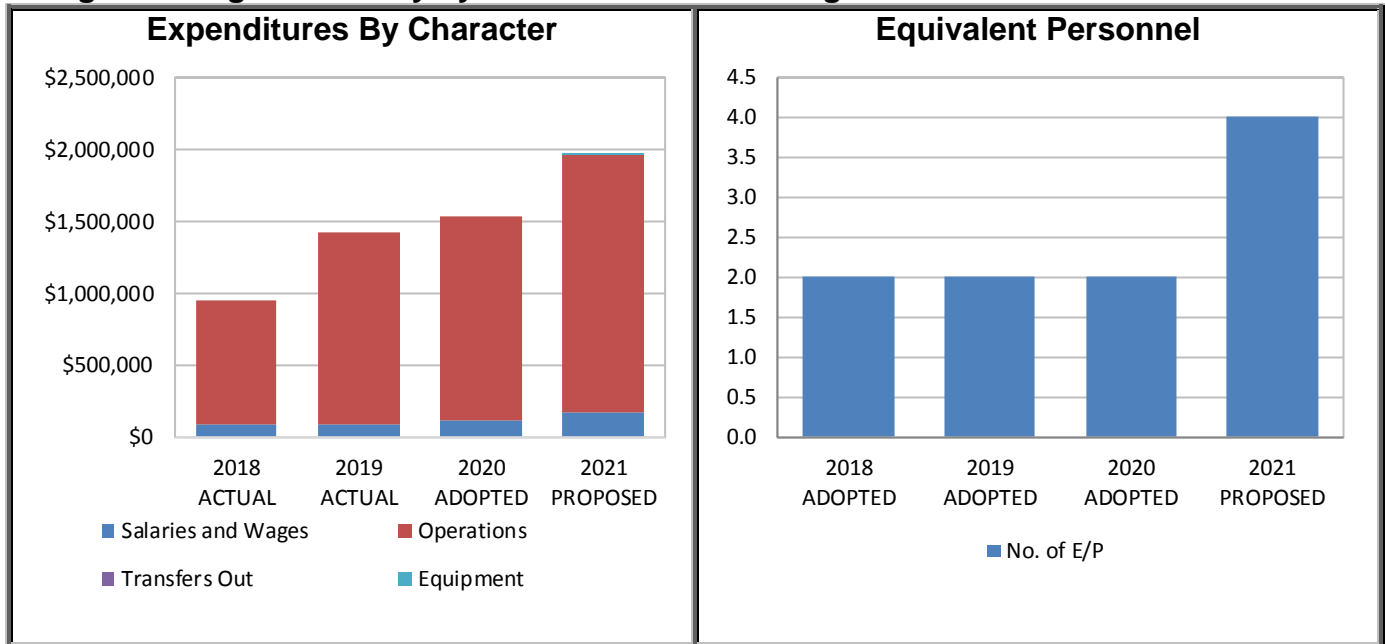
Act 201-94 of the State of Hawaii Revised Statutes imposes an Advance Disposal Fee (ADF) of 1 ½ cents per container on all non HI5 glass containers imported into the State which is collected and put into a fund. The money collected is distributed to the counties to implement a glass recovery program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

Recycling Program - Landfill Diversion

Projects discussed with the State are: potential tire disposal funding. 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 & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$4,546	\$9,226	\$14,661	\$19,598	\$4,937	33.7%
WAGES & SALARIES	\$87,170	\$84,426	\$102,048	\$152,308	\$50,260	49.3%
Salaries and Wages Total	\$91,716	\$93,652	\$116,709	\$171,906	\$55,197	47.3%
Operations						
MATERIALS & SUPPLIES	\$2,238	\$1,201	\$14,800	\$18,800	\$4,000	27.0%
OTHER COSTS	\$195,331	\$206,932	\$221,750	\$237,500	\$15,750	7.1%
SERVICES	\$666,018	\$1,119,673	\$1,100,107	\$1,535,107	\$435,000	39.5%
TRAVEL		\$180	\$2,100	\$2,100	\$0	N/A
UTILITIES	\$2,956	\$1,752	\$2,408	\$3,628	\$1,220	50.7%
INTERFUND COST RECLASSIFICATION	\$0	\$0	\$82,547	\$0	-\$82,547	-100.0%
Operations Total	\$866,543	\$1,329,738	\$1,423,712	\$1,797,135	\$373,423	26.2%
Transfers Out						
Other Governmental Funds	\$0	\$0	\$0	\$0	\$0	N/A
Transfers Out Total	\$0	\$0	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$6,000	\$6,000	N/A
Equipment Total	\$0	\$0	\$0	\$6,000	\$6,000	N/A
Program Total	\$958,259	\$1,423,390	\$1,540,421	\$1,975,041	\$434,620	28.2%

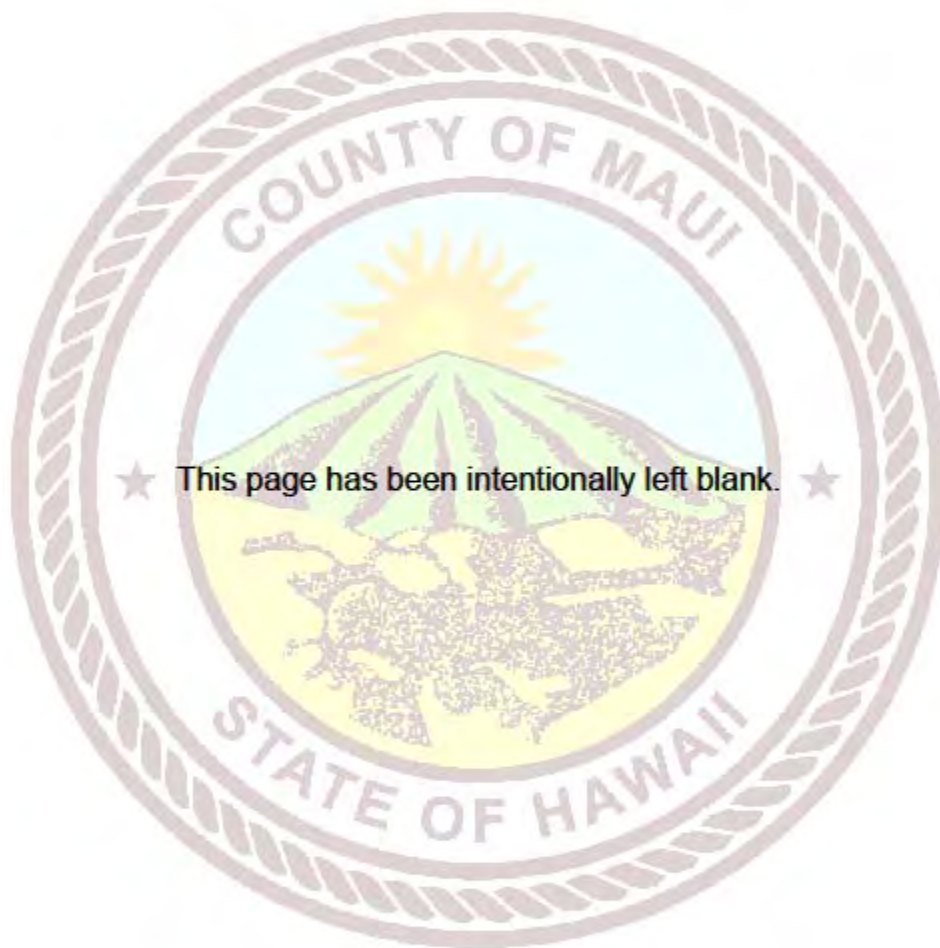
Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Recycling Program Assistant	1.0	1.0	1.0	3.0	2.0	200.0%
Recycling Specialist IV	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	2.0	2.0	2.0	4.0	2.0	100.0%

Finance

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

In 2014, the Department of Finance developed a new vision, mission, and values statement to reflect its organizational strategy and way of working with its stakeholders.

Our mission is as follows:

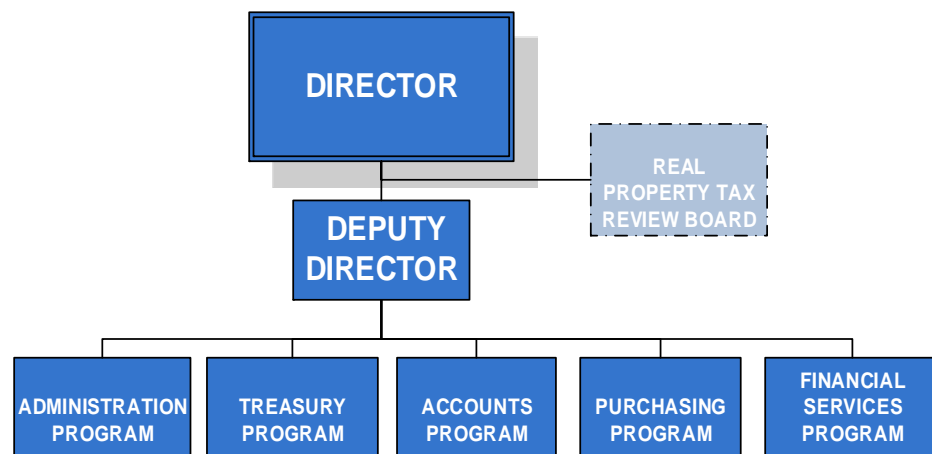
- ▶ To preserve the County's strong financial position by creating and implementing responsible financial and service delivery strategies
- ▶ To effectively manage the County's financial resources and obligations and provide timely analyses, reports, and recommendations that ensure optimal economic solutions
- ▶ To deliver superior customer service in the purchasing, motor vehicle and licensing, and real property assessment and tax collection program areas

Countywide Outcome(s)

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

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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

Department Summary

Operations

The Department of Finance's operations include the following:

- 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.
- 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.
- Financial Services Program is comprised of two divisions: the Division of Motor Vehicles and Licensing (DMVL) and 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 in the county.
- Purchasing Program administers all purchasing and contracting activities for goods and services for the County. In addition, this program provides technical assistance and advice relating to purchasing and contracting to departments.
- 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

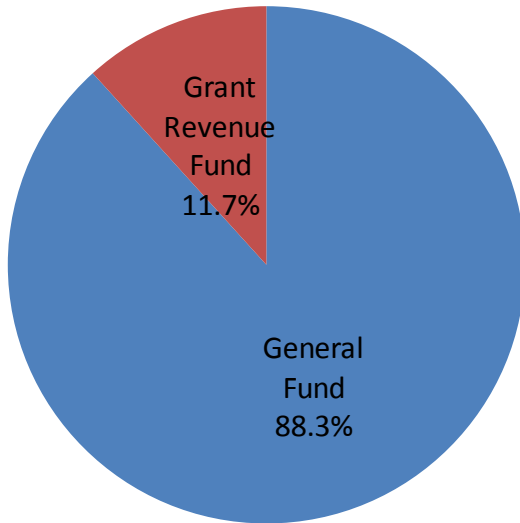
The following are factors influencing the department's financial operation and decisions:

- Political (Citizen) Involvement
- Economic Influences
- Social and Demographic Change
- Legal and Intergovernmental Matters

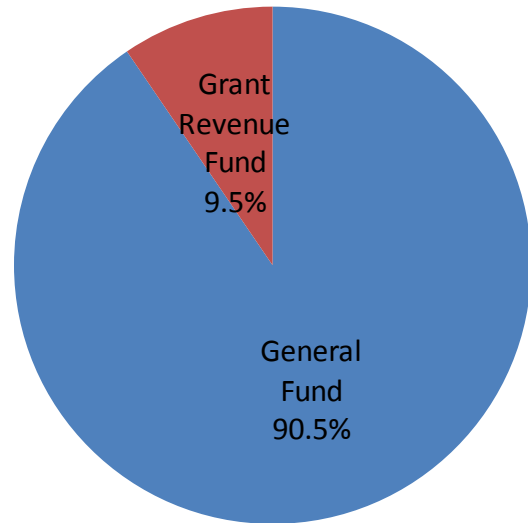
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

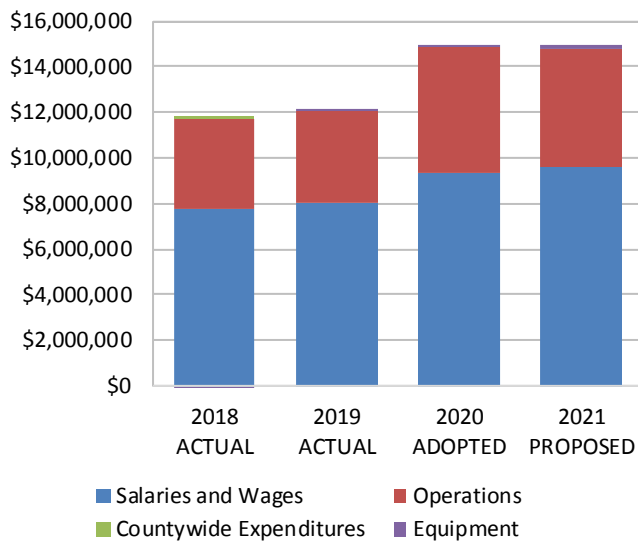


FY 2021 Total Equivalent Personnel

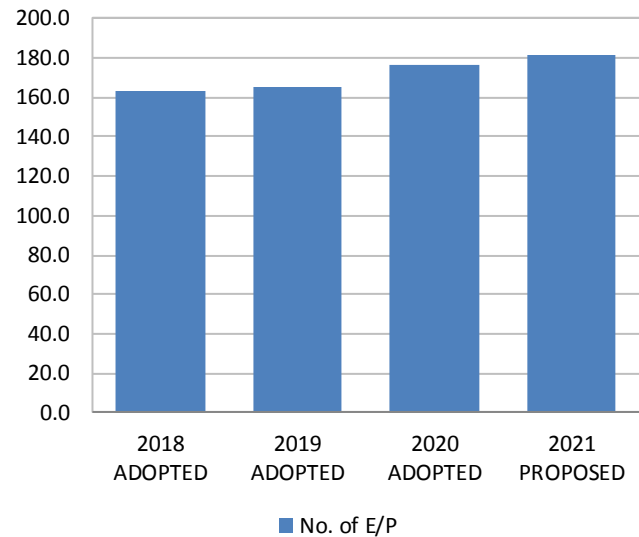


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$123,309	\$189,653	\$294,367	\$332,792	\$38,425	13.1%
WAGES & SALARIES	\$7,609,345	\$7,853,341	\$9,041,051	\$9,298,515	\$257,464	2.8%
Salaries and Wages Total	\$7,732,653	\$8,042,994	\$9,335,418	\$9,631,307	\$295,889	3.2%
Operations						
MATERIALS & SUPPLIES	\$348,108	\$382,305	\$457,995	\$504,891	\$46,896	10.2%
OTHER COSTS	\$1,111,385	\$1,005,527	\$1,409,308	\$1,105,216	-\$304,092	-21.6%
SERVICES	\$1,704,033	\$1,813,610	\$2,862,381	\$2,750,881	-\$111,500	-3.9%
SPECIAL PROJECTS	\$15			\$0	\$0	N/A
TRAVEL	\$90,962	\$59,526	\$107,357	\$116,857	\$9,500	8.8%
UTILITIES	\$37,524	\$34,651	\$47,154	\$47,304	\$150	0.3%
INTERFUND COST RECLASSIFICATION	\$728,684	\$769,978	\$653,970	\$638,841	-\$15,129	-2.3%
Operations Total	\$4,020,711	\$4,065,598	\$5,538,165	\$5,163,990	-\$374,175	-6.8%
Countywide Expenditures						
OTHER COSTS	\$4,927	\$0	\$0	\$0	\$0	N/A
Countywide Expenditures Total	\$4,927	\$0	\$0	\$0	\$0	N/A
Equipment						
LEASE PURCHASES	\$0	\$4,973	\$7,600	\$7,600	\$0	N/A
MACHINERY & EQUIPMENT	-\$12,570	\$7,975	\$53,500	\$111,500	\$58,000	108.4%
Equipment Total	-\$12,570	\$12,948	\$61,100	\$119,100	\$58,000	94.9%
Department Total	\$11,745,721	\$12,121,540	\$14,934,683	\$14,914,397	-\$20,286	-0.1%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accounts Program	17.0	18.0	20.0	21.0	1.0	5.0%
Administration Program	8.8	8.8	10.8	11.8	1.0	9.3%
Financial Services Program	116.0	117.0	124.0	124.0	0.0	0.0%
Purchasing Program	7.0	7.0	7.0	7.0	0.0	0.0%
Treasury Program	14.0	14.0	15.0	18.0	3.0	20.0%
Department Total	162.8	164.8	176.8	181.8	5.0	2.8%

Administration Program

Program Description

The Administration Program consists of the 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):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Safeguard the County's long-term financial health.</i>				
1. Monitor and manage the County's key long-term liabilities and financial risks	Maintain an AA+ or better bond rating and without the use of credit enhancements such as municipal bond issuance	N/A	Yes	Yes
	Unreserved fund balance in months of operating expenditures	3	2	2
	% of Emergency Fund Balance from the General Fund operating expenditures	12%	15%	20%
	Ratio of annual debt service to operational expenditures does not to exceed 10% of the operating expenditures	Yes	Yes	Yes

Administration Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Safeguard the County's long-term financial health.</i>				
1. Monitor and manage the County's key long-term liabilities and financial risks	Ratio of net bonded debt to assessed property value does not exceed 10% of real property value	Yes	Yes	Yes
	Net bonded debt per capita does not exceed \$2,500 per capita	Yes	Yes	Yes
<i>Goal #2: Provide high quality financial services.</i>				
1. Promote financial best practices among County departments/agencies	% of post-audit recommendations implemented within two years of report issuance	N/A	N/A	85%
	County receives Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association	Yes	Yes	Yes
2. Effectively manage the County's assets through preparation and maintenance of perpetual inventory of all owned, leased, rented, or County-controlled lands and equipment.	% of real property inputted into the county's database systems	90%	90%	90%
	Complete real property reconciliation annually	Yes	Yes	Yes
3. 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 the system	85%	85%	90%

Administration Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Invest in and value our employees.</i>				
1. Provide regular and constructive feedback to employees on their performance in meeting established goals	% of employees who agree with statement: My supervisor works with me to set defined performance objectives that are monitored and measured throughout the performance appraisal cycle	N/A	N/A	75%
	% of employees with completed performance evaluations	N/A	N/A	75%
	% of employees who agree with statement: I receive guidance and coaching from my supervisor to help me reach my performance goals	N/A	N/A	75%
2. Provide high-value educational and training opportunities to facilitate success	# of course hours completed by employees	N/A	N/A	28
<i>Goal #4: Manage the department effectively and efficiently.</i>				
1. Support department hiring, payroll, human resources, finance, contracts, and operational needs	% of recruitments completed within 100 days	N/A	N/A	90%
	% of employees who respond that department is well-managed	N/A	N/A	75%
	% of employees who respond that they have the necessary tools to do their work	N/A	N/A	75%
2. Increase efficiency and effectiveness of key departmental operational processes	% of documented operational policies and procedures	N/A	N/A	50%
	% of divisions who completed and implemented operational deadline checklist	N/A	N/A	75%

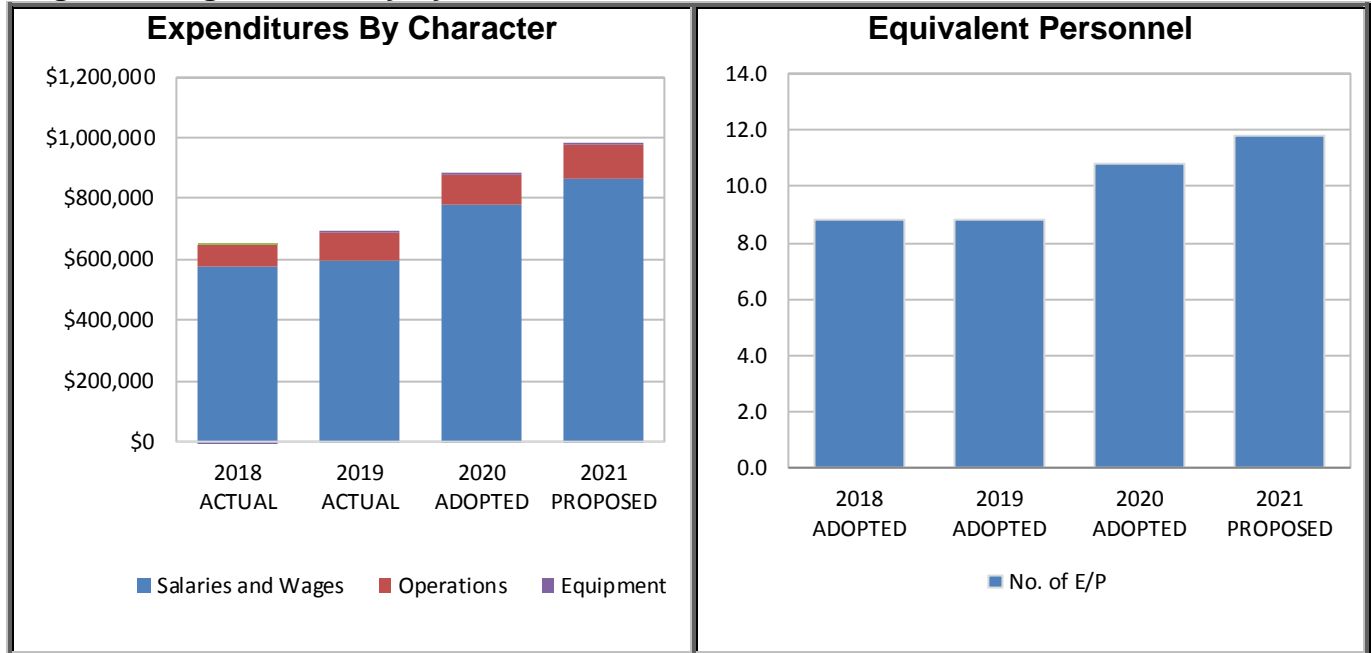
Administration Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #4: Manage the department effectively and efficiently.</i>				
3. Eliminate paper forms and adopt paperless office operation	% of online-fillable forms completed by 2022 for all divisions	N/A	N/A	25%
4. Analyze options and implement solutions to upgrade and replace agency software platforms	Completion of assessment to replace or upgrade the County's financial system	N/A	N/A	Yes
	Go-live with iNovah cashing system for Real Property Tax Collection	N/A	N/A	Yes
<i>Goal #5: Protect the county's assets, assist in ensuring financial statement reliability, promotion of operational efficiency, and encouraging compliance with management's directives through building understanding and awareness of internal controls, and by identifying & strengthening the effectiveness of internal control systems.</i>				
1. Review and assess processes with high risk as it relates to protection of county assets	Review of the processes indicate sufficient controls and policies and procedures are adhered to	N/A	N/A	75%
2. Develop/Maintain a recurring (quarterly/annual) internal control review schedule	Complete various internal control reviews as scheduled	N/A	N/A	100%
3. Review FY CAFR findings and assist departments, where necessary, to minimize repeat findings	Meet with affected departments to review CAFR findings as they relate to internal control and assist in improving internal control processes	Yes	Yes	Yes

Administration Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$5,795	\$7,117	\$4,960	\$9,960	\$5,000	100.8%
WAGES & SALARIES	\$568,069	\$591,987	\$774,270	\$852,746	\$78,476	10.1%
Salaries and Wages Total	\$573,864	\$599,104	\$779,230	\$862,706	\$83,476	10.7%
Operations						
MATERIALS & SUPPLIES	\$6,412	\$14,891	\$9,862	\$9,862	\$0	N/A
OTHER COSTS	\$12,235	\$14,287	\$17,600	\$23,100	\$5,500	31.3%
SERVICES	\$45,181	\$46,660	\$50,350	\$50,350	\$0	N/A
TRAVEL	\$10,511	\$12,429	\$20,500	\$30,000	\$9,500	46.3%
UTILITIES	\$1,988	\$2,111	\$3,300	\$3,300	\$0	N/A
Operations Total	\$76,327	\$90,378	\$101,612	\$116,612	\$15,000	14.8%
Equipment						
LEASE PURCHASES	\$0	\$57	\$1,500	\$1,500	\$0	N/A
MACHINERY & EQUIPMENT	-\$1,500	\$0	\$0	\$1,500	\$1,500	N/A
Equipment Total	-\$1,500	\$57	\$1,500	\$3,000	\$1,500	100.0%
Program Total	\$648,690	\$689,540	\$882,342	\$982,318	\$99,976	11.3%

Administration Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk I	0.8	0.8	0.8	0.8	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Internal Control Analyst I	1.0	1.0	1.0	1.0	0.0	0.0%
Internal Control Officer	0.0	1.0	1.0	1.0	0.0	0.0%
Land Management Administrator	0.0	0.0	0.0	1.0	1.0	100%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Real Property Manager	1.0	0.0	1.0	1.0	0.0	0.0%
Real Property Manager I	0.0	0.0	1.0	1.0	0.0	0.0%
Program Total	8.8	8.8	10.8	11.8	1.0	9.3%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907014A-5101 Regular Wages: Adjustments in salaries based on 2% increase for Director and Deputy Director per Salary Commission, position reallocation of a Clerk III position and increase Real Property Manager I to full year salary expansion position in FY 2020.	\$18,476	0.0
Operations		
None	\$0	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907014A-5101 Regular Wages: Proposed expansion for a Land Management Administrator position in FY 2021.	\$60,000	1.0
OTHER PREMIUM PAY:		
907014A-5215 Premium Pay: Additional funding to upgrade IFAS to OneSolution; provide support and project management to Accounts.	\$5,000	
Operations		
TRAVEL:		
907014B-6201 Airfare, Transportation: For the creation of the land management program.	\$3,000	
907014B-6222 Per Diem Non-Reportable: For the creation of the land management program.	\$4,000	
907014B-6223 Per Diem Reportable Non-Taxable: For the creation of the land management program.	\$2,500	

Administration Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
OTHER COSTS:		
907014B-6230 Registration/Training Fees: For the creation of the land management program.	\$5,500	
Equipment		
MACHINERY & EQUIPMENT:		
907014C-7036 Furniture/Fixtures: Workstation for the proposed expansion Land Management Administration position.	\$1,500	
TOTAL EXPANSION BUDGET	\$81,500	1.0

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):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 st	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	1	0	0
3. Timely completion of the Single Audit Report	Single Audit Report completed by March 31 st	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	0	0	0

Accounts Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	83%	100%	100%
	% of month-end financial reports completed and accessible within ten business days of month end	83%	100%	100%
5. 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	95%	100%	100%
6. 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	83%	100%	100%

Accounts Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	43	40	40
<i>Goal #4: Ensure timely, accurate, and efficient disbursement of payments, maintenance of payment archival records & 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	Yes	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	1	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	95%	100%	100%

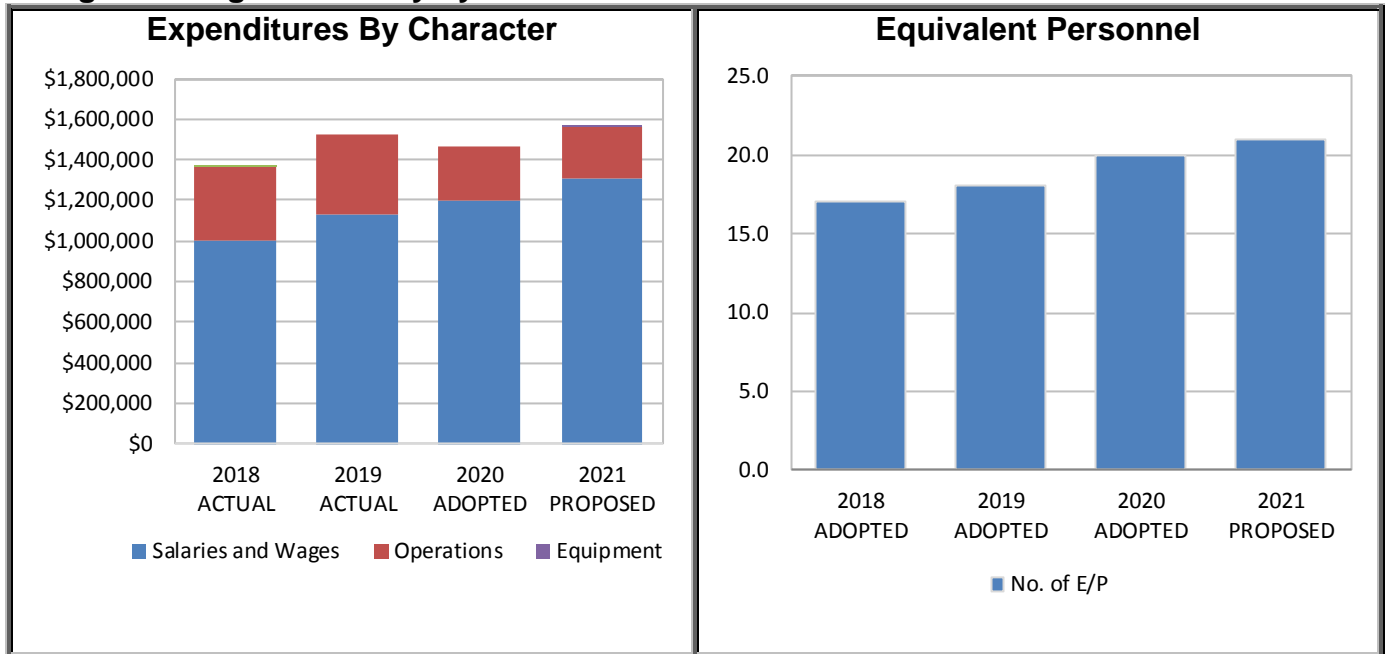
Accounts Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	0%	< 5%	< 5%
2. Improve efficiency by annually evaluating staffing levels and positions	% of position descriptions reviewed annually	In progress	100%	100%
3. Ensure that all employee performance appraisals are current	% of employees for whom performance appraisals are current	0%	100%	100%

Accounts Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$80,267	\$138,624	\$46,050	\$56,050	\$10,000	21.7%
WAGES & SALARIES	\$924,205	\$992,265	\$1,152,313	\$1,251,085	\$98,772	8.6%
Salaries and Wages Total	\$1,004,472	\$1,130,889	\$1,198,363	\$1,307,135	\$108,772	9.1%
Operations						
MATERIALS & SUPPLIES	\$8,902	\$11,110	\$15,850	\$15,850	\$0	N/A
OTHER COSTS	\$16,801	\$23,245	\$27,450	\$26,450	-\$1,000	-3.6%
SERVICES	\$323,549	\$357,336	\$215,200	\$205,200	-\$10,000	-4.6%
TRAVEL	\$11,464	\$2,369	\$12,600	\$12,600	\$0	N/A
UTILITIES	\$915	\$501	\$1,000	\$1,000	\$0	N/A
Operations Total	\$361,631	\$394,561	\$272,100	\$261,100	-\$11,000	-4.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$1,500	\$1,500	N/A
Equipment Total	\$0	\$0	\$0	\$1,500	\$1,500	N/A
Program Total	\$1,366,103	\$1,525,450	\$1,470,463	\$1,569,735	\$99,272	6.8%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant I	3.0	3.0	3.0	3.0	0.0	0.0%
Accountant II	1.0	1.0	1.0	1.0	0.0	0.0%
Accountant III	3.0	3.0	4.0	5.0	1.0	25.0%
Accountant IV	0.0	0.0	1.0	1.0	0.0	0.0%
Accountant V	1.0	1.0	1.0	1.0	0.0	0.0%
Accounting System Administrator	1.0	1.0	1.0	1.0	0.0	0.0%

Accounts Program

Equivalent Personnel Summary by Position Title – General Fund (cont'd)

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Accounting System Administrator	0.0	1.0	1.0	1.0	0.0	0.0%
Control Accounts Clerk	2.0	2.0	2.0	2.0	0.0	0.0%
Financial System Analyst	1.0	1.0	1.0	1.0	0.0	0.0%
Payroll Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Pre-Audit Clerk I	1.0	1.0	1.0	1.0	0.0	0.0%
Pre-Audit Clerk II	3.0	3.0	3.0	3.0	0.0	0.0%
Program Total	17.0	18.0	20.0	21.0	1.0	5.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907022A-5101 Regular Wages: Adjustment in salaries due to salary increase for Accounting System Administrator and Assistant Accounting System Administrator per WIRP effective 03/2020, correction of SR level for an Accountant I, and an Accountant IV filled at a higher level.	\$10,512	0.0
907022A-5205 Overtime: Reduction in overtime anticipated due to completion of Time tracking phase of payroll project.	-\$10,000	0.0
Operations		
SERVICES:		
907022B-6132 Professional Services: Decrease in ADP monthly user fees.	-\$60,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907022A-5101 Regular Wages: Proposed expansion for a Accountant III position in FY 2021 and adding funding for Accountant III which Council added EP in FY 2020.	\$88,260	1.0
OTHER PREMIUM PAY:		
907022A-5205 Overtime: Increase due to planned upgrade of IFAS to the OneSolution platform.	\$20,000	
Operations		
SERVICES:		
907022B-6132 Professional Services: Estimated costs for OneSolution upgrade/enhancements once the business process review is completed.	\$50,000	
Equipment		
MACHINERY & EQUIPMENT:		
907022C-7036 Furniture/Fixtures: Workstation for the proposed expansion Accountant III position.	\$1,500	
TOTAL EXPANSION BUDGET	\$159,760	1.0

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 in the County of Maui.

Countywide Outcome(s)

The Financial Services Program – RPT supports the following countywide outcome(s):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	4	4
2. Provide excellent customer service at the Service Center	% of satisfaction survey results returned as useful	N/A	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	Yes	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	4	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	N/A	100%	100%

Financial Services Program – RPT

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	20	12	12
3. Provide staff with continuing education courses to maintain their IAAO designations (14 hours per year)	# of course hours completed per employee	47	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	\$1,280,780	\$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	15%	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	215%	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.

Countywide Outcome(s)

The Financial Services Program – DMVL supports the following countywide outcome(s):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 employees 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	46%	45%	45%
	% of total customers served by satellite offices	54%	55%	55%
2. Increase the rate of vehicle registrations completed through alternative service portals	% of vehicle registrations completed using self-service terminals	13%	40%	30%
	% of online vehicle registration transactions	18%	15%	15%

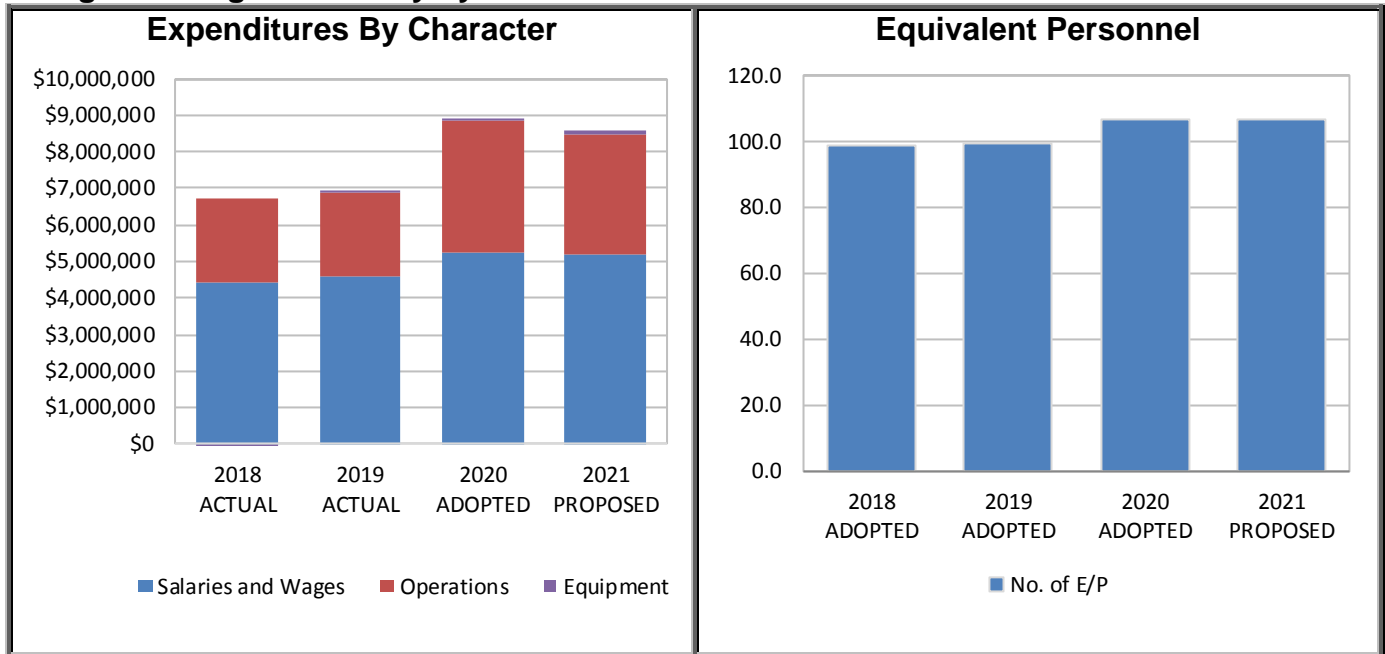
Financial Services Program – DMVL

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 3020 ESTIMATE	FY 2021 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)	3	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	32 min AWT	30 min AWT	45 min AWT
	Kihei	24 min AWT	25 in AWT	35 min AWT
	Lahaina	13 min AWT	15 min AWT	25 min AWT
	Pukalani	28 min AWT	25 min AWT	40 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 Control 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	7,569	9,000	9,500

Financial Services Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$26,625	\$30,915	\$50,000	\$50,000	\$0	N/A
WAGES & SALARIES	\$4,392,130	\$4,542,618	\$5,188,414	\$5,123,575	-\$64,839	-1.2%
Salaries and Wages Total	\$4,418,755	\$4,573,533	\$5,238,414	\$5,173,575	-\$64,839	-1.2%
Operations						
MATERIALS & SUPPLIES	\$269,716	\$295,368	\$370,535	\$417,431	\$46,896	12.7%
OTHER COSTS	\$1,006,824	\$899,072	\$1,272,497	\$962,737	-\$309,760	-24.3%
SERVICES	\$939,097	\$1,029,140	\$1,908,933	\$1,830,215	-\$78,718	-4.1%
TRAVEL	\$59,933	\$38,844	\$46,243	\$46,243	\$0	N/A
UTILITIES	\$29,484	\$27,693	\$37,358	\$37,358	\$0	N/A
Operations Total	\$2,305,054	\$2,290,118	\$3,635,566	\$3,293,984	-\$341,582	-9.4%
Equipment						
MACHINERY & EQUIPMENT	-\$13,570	\$7,975	\$52,000	\$104,000	\$52,000	100.0%
Equipment Total	-\$13,570	\$7,975	\$52,000	\$104,000	\$52,000	100.0%
Program Total	\$6,710,239	\$6,871,626	\$8,925,980	\$8,571,559	-\$354,421	-4.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant MVL Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Operations Supervisor (F/O)	2.0	2.0	2.0	2.0	0.0	0.0%
Assistant Real Property Assessment Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	6.0	6.0	6.0	6.0	0.0	0.0%
Commission Support Clerk	1.0	1.0	1.0	1.0	0.0	0.0%

Financial Services Program

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

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
County Real Property Tax Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
County Real Property Tech Officer	1.0	1.0	1.0	1.0	0.0	0.0%
DMVL Assistant Operations Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
DMVL Operations Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
DMVL Service Representative II (Kahului), LTA	0.0	0.0	2.0	2.0	0.0	0.0%
DMVL Service Representative II (Kihei), LTA	0.0	0.0	2.0	2.0	0.0	0.0%
DMVL Service Representative II (Lahaina), LTA	0.0	0.0	2.0	2.0	0.0	0.0%
DMVL Service Representative II (Pukalani), LTA	0.0	0.0	2.0	2.0	0.0	0.0%
Driver License Examiner I	6.0	6.0	6.0	6.0	0.0	0.0%
Driver License Examiner Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
GIS Analyst III	1.0	1.0	1.0	1.0	0.0	0.0%
GIS Analyst V	1.0	1.0	1.0	1.0	0.0	0.0%
Motor Vehicle and Licensing Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Property Valuation Analyst V	3.0	3.0	3.0	3.0	0.0	0.0%
Real Property Appraisal Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Real Property Appraiser II	1.0	1.0	1.0	1.0	0.0	0.0%
Real Property Appraiser III	4.0	4.0	4.0	4.0	0.0	0.0%
Real Property Appraiser IV	3.0	3.0	3.0	3.0	0.0	0.0%
Real Property Appraiser V	2.0	2.0	2.0	2.0	0.0	0.0%
Real Property Appraiser VI	2.0	2.0	2.0	2.0	0.0	0.0%
Real Property Compliance Specialist I	2.0	2.0	2.0	2.0	0.0	0.0%
Real Property Compliance Specialist III	1.0	1.0	1.0	1.0	0.0	0.0%
Real Property Manager	0.0	1.0	0.0	0.0	0.0	0%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Service Representative I	3.0	3.0	3.0	3.0	0.0	0.0%
Service Representative II	27.7	27.7	27.7	27.7	0.0	0.0%
Service Representative III	8.0	8.0	8.0	8.0	0.0	0.0%
Supervising Real Property Tax Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Tax Clerk I	7.0	7.0	7.0	7.0	0.0	0.0%
Tax Clerk II	1.0	1.0	1.0	1.0	0.0	0.0%
Tax Maps & Records Supervisor II	1.0	1.0	1.0	1.0	0.0	0.0%
Tax Maps & Records Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Tax Maps & Records Technician III	2.0	2.0	2.0	2.0	0.0	0.0%
Valuation Analyst IV	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	98.7	99.7	106.7	106.7	0.0	0.0%

Financial Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907030A-5101 Regular Wages: Adjustment in salaries due to positions filled at a lower/higher level and 4.0 DMVL Service Representative II reduce to 6 months funding.	-\$74,244	0.0
907063A-5101 Regular Wages: Adjustment in salaries due to positions filled at a lower level, step movement, and position reallocations.	\$14,561	0.0
Operations		
SERVICES:		
907039B-6124 Janitorial Services: Decrease is due to discontinuation of Service Center Janitorial effective January 2021.	-\$13,634	
907063B-Professional Services: Deletion of one-time appropriation for tiered rate assessment.	-\$200,000	
OTHER COSTS:		
907039B-6221 Miscellaneous Other Costs: Reduction in projected SST diversion/usage by 20,000 transactions.	-\$60,000	
907036B-6235 Rentals: Discontinuation of lease at Maui Mall.	-\$255,000	
Equipment		
MACHINERY & EQUIPMENT:		
907039C-7040 Motor Vehicles: Deletion of one-time FY 2020 appropriation.	-\$30,000	
907039C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$22,000	

Expansion Budget Request from FY 2020 Adopted Budget

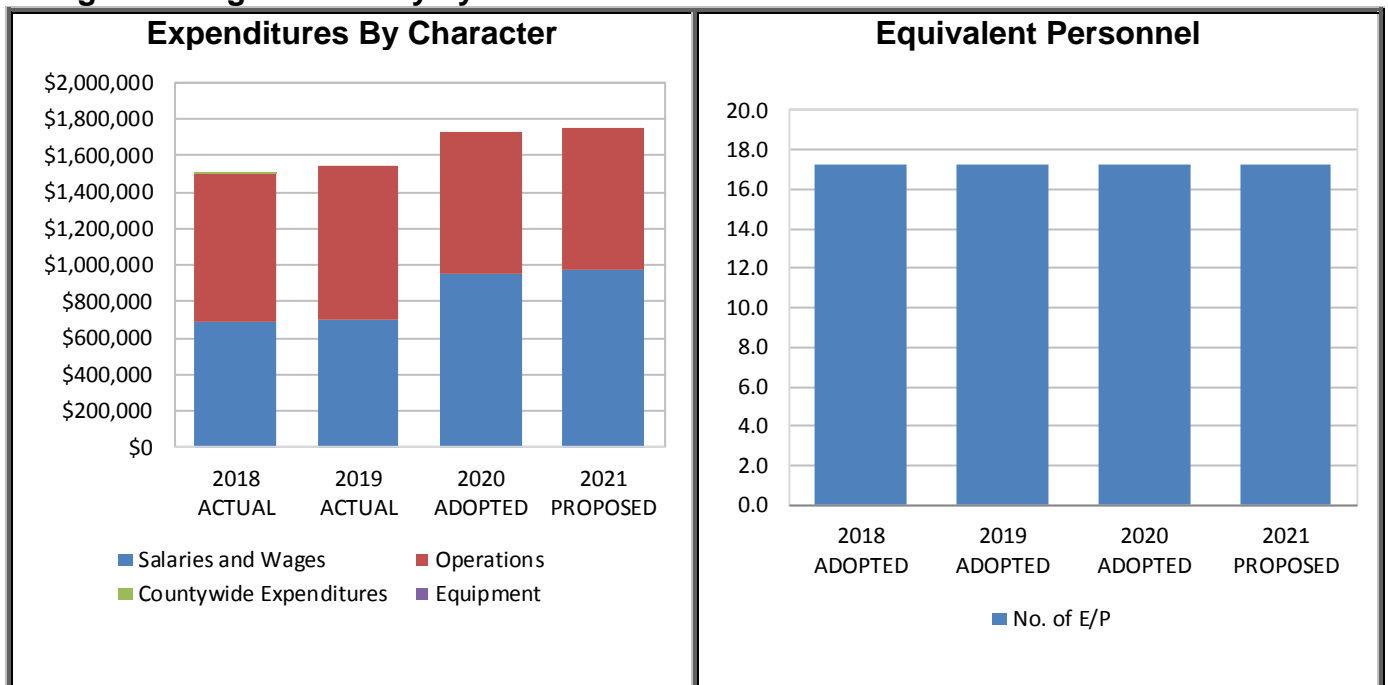
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
MATERIALS & SUPPLIES:		
907039B-6006 Auto Plates & Tags: Additional funding due to increase in the number of plates order: 999 passenger; 2,997 MTC; 350 moped plates; 1,800 electric vehicle; 500 national parks; 700 vanity plates.	\$44,396	
907063B-6060 Small Equipment - under \$1000: Additional funding to purchase 8 high resolution computer monitors for GIS and TMB so that they can work on the parcel fabric (GIS software) which involves looking at curved lines, monitors are \$630 a piece.	\$2,500	
SERVICES:		
907039B-6110 Computer Services: Statewide contract will expire in December 2019. Increase is due to anticipated new procurement of driver license production contract.	\$126,310	
907039B-6126 Maintenance Contracts: Increase is due to Officer Copier, Queuing hardware and software Maintenance contracts.	\$7,158	
907039B-6145 Security alarms services: Additional funding due to required Quarterly duress button inspections and testing.	\$1,448	

Financial Services Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
OTHER COSTS:		
907063B-6235 Rentals: Additional funding per \$1,282 CAM increase (\$3,057 based rent increase and tax \$181.	\$4,520	
907063B-6212 Dues: Additional funding to add compliance to IAAO membership (total bill for FY 19-20 \$5,220), offset by a reduction in training expenses.	\$720	
Equipment		
MACHINERY & EQUIPMENT:		
907039C-7040 Motor Vehicles: Replacement of three Hybrid SUV at \$32,000 each.	\$96,000	
907063C-7031 Computer Equipment: Purchase of 8 field equipped computer tablets at \$2,000 each.	\$8,000	
TOTAL EXPANSION BUDGET	\$291,052	0.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Financial Services Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$2,057	\$1,305	\$189,557	\$210,982	\$21,425	11.3%
WAGES & SALARIES	\$684,325	\$700,758	\$765,988	\$765,988	\$0	N/A
Salaries and Wages Total	\$686,382	\$702,063	\$955,545	\$976,970	\$21,425	2.2%
Operations						
MATERIALS & SUPPLIES	\$12,282	\$10,531	\$7,450	\$7,450	\$0	N/A
OTHER COSTS	\$19,645	\$20,049	\$25,240	\$27,160	\$1,920	7.6%
SERVICES	\$45,685	\$38,907	\$75,948	\$83,466	\$7,518	9.9%
TRAVEL	\$2,419	\$2,675	\$11,414	\$11,414	\$0	N/A
UTILITIES	\$1,768	\$1,217	\$1,920	\$2,070	\$150	7.8%
INTERFUND COST RECLASSIFICATION	\$728,684	\$769,978	\$653,970	\$638,841	-\$15,129	-2.3%
Operations Total	\$810,484	\$843,358	\$775,942	\$770,401	-\$5,541	-0.7%
Countywide Expenditures						
OTHER COSTS	\$4,927	\$0	\$0	\$0	\$0	N/A
Countywide Expenditures Total	\$4,927	\$0	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$1,501,792	\$1,545,421	\$1,731,487	\$1,747,371	\$15,884	0.9%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Driver License Examiner II	2.0	2.0	2.0	2.0	0.0	0.0%
Motor Vehicle Control Inspector	2.0	2.0	2.0	2.0	0.0	0.0%
Service Representative I	1.0	1.0	1.0	1.0	0.0	0.0%
Service Representative II	9.3	9.3	9.3	9.3	0.0	0.0%
Service Representative II (FRS)	1.0	1.0	1.0	1.0	0.0	0.0%
Service Representative III	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Motor Vehicle Control Inspector	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	17.3	17.3	17.3	17.3	0.0	0.0%

Financial Services Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and Match \$ or %	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Estimate
Commercial Driver's License (CDL) Program	No	No	\$548,321	\$625,342	\$602,417	\$607,089
Periodic Motor Vehicle Inspection Program	No	No	\$478,028	\$538,819	\$517,624	\$520,259
State Disability and Communications Access Board (DCAB) Program	Yes	No	\$12,038	\$11,170	\$20,533	\$19,283
State Identification (SID) Program	No	No	\$212,445	\$236,502	\$230,001	\$240,382
State Motor Vehicle Registration Program	No	No	\$348,188	\$360,470	\$360,912	\$360,358
TOTAL			\$1,599,020	\$1,772,303	\$1,731,487	\$1,747,371

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.

Grant Award Description

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):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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

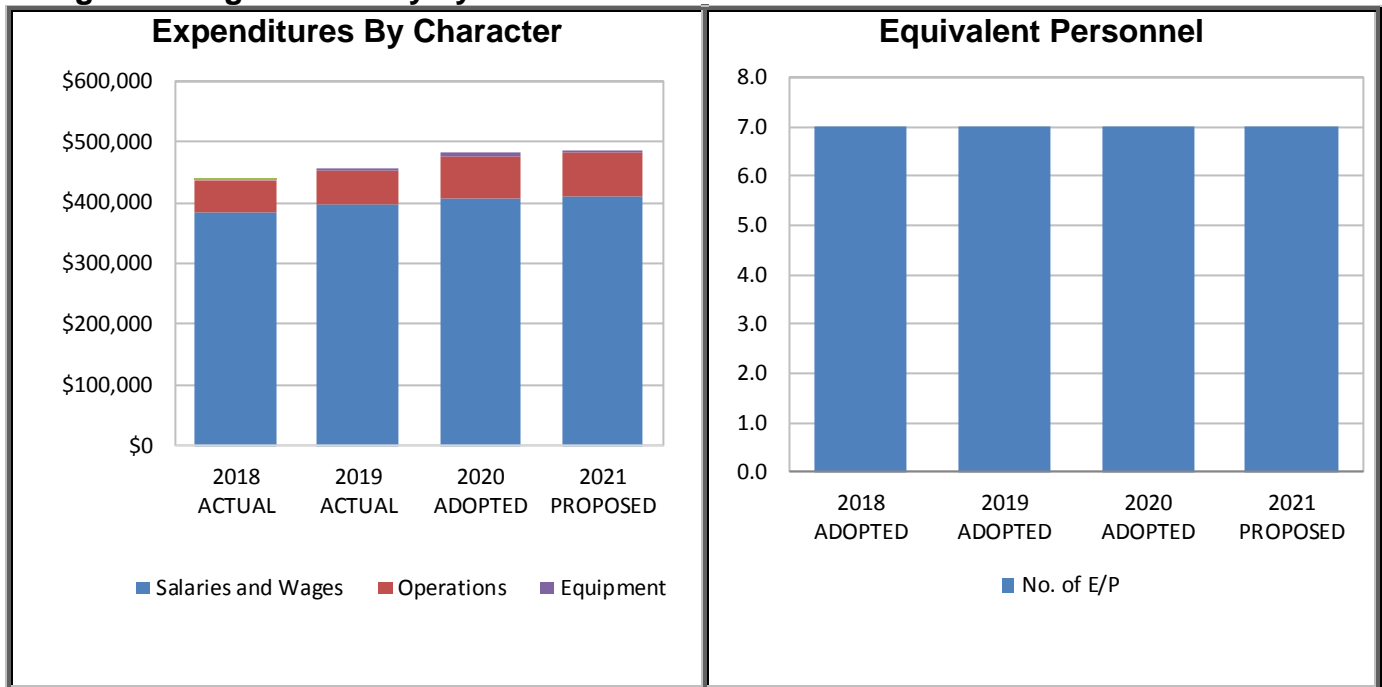
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide excellent customer service to our internal customers through efficiency.</i>				
1. Maintain rate of total requisitions completed within two days from receipt date	% of total requisitions completed 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	5	5
<i>Goal #2: Improve efficiency in processing bids and procurement of goods and services.</i>				
1. Accept all bids electronically on Public Purchase	% of bids accepted electronically on Public Purchase eProcurement software	N/A	N/A	100%
2. Implement new pCard contract with Bank of America	Complete implementation of new statewide contract with Bank of America	N/A	N/A	Yes
<i>Goal #3: Strengthen and support the professionalism and skills of our workforce.</i>				
1. Provide adequate training to staff for succession planning	% of current staff fully trained on major procurement functions including pCard, travel, annual maintenance bids, and other procurement tasks	N/A	N/A	75%

Purchasing Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Strengthen and support the professionalism and skills of our workforce. (cont'd)</i>				
2. Provide initial and/or annual pCard training	% of pCard holders and administrators who receive refresher training	100%	100%	100%

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$99	\$0	\$800	\$800	\$0	N/A
WAGES & SALARIES	\$382,446	\$398,011	\$406,476	\$410,385	\$3,909	1.0%
Salaries and Wages Total	\$382,545	\$398,011	\$407,276	\$411,185	\$3,909	1.0%
Operations						
MATERIALS & SUPPLIES	\$1,139	\$2,229	\$4,534	\$4,534	\$0	N/A
OTHER COSTS	\$42,506	\$42,759	\$50,971	\$51,219	\$248	0.5%
SERVICES	\$7,290	\$8,271	\$6,500	\$6,500	\$0	N/A
TRAVEL	\$378	\$0	\$4,800	\$4,800	\$0	N/A
UTILITIES	\$2,462	\$2,517	\$3,276	\$3,276	\$0	N/A
Operations Total	\$53,775	\$55,776	\$70,081	\$70,329	\$248	0.4%
Equipment						
LEASE PURCHASES	\$0	\$3,229	\$3,600	\$3,600	\$0	N/A
Equipment Total	\$0	\$3,229	\$3,600	\$3,600	\$0	N/A
Program Total	\$436,320	\$457,015	\$480,957	\$485,114	\$4,157	0.9%

Purchasing Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Buyer II	1.0	1.0	1.0	1.0	0.0	0.0%
Central Purchasing Agent	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Contracts Clerk	2.0	2.0	2.0	2.0	0.0	0.0%
Purchasing Specialist II	1.0	1.0	1.0	1.0	0.0	0.0%
Purchasing Specialist V	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	7.0	7.0	7.0	7.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

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

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
OTHER COSTS:		
907055B-6235 Rentals: Additional funding due to rent increase starting 7/1/2020.	\$248	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$248	0.0

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, and (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.

Countywide Outcome(s)

The Treasury Program supports the following Countrywide Outcome(s):

- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 202 ESTIMATE	FY 2021 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 principal	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	Yes	Yes	Yes

Treasury Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 converting their cashiering system into iNovah (total of 22 who are accepting payments)	N/A	75%	85%
2. Continue to increase the percentage of electronic deposits	% of County agencies participating in electronic check deposits	N/A	N/A	100%
	% of armored car deposits picked-up on schedule	100%	99%	100%
<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

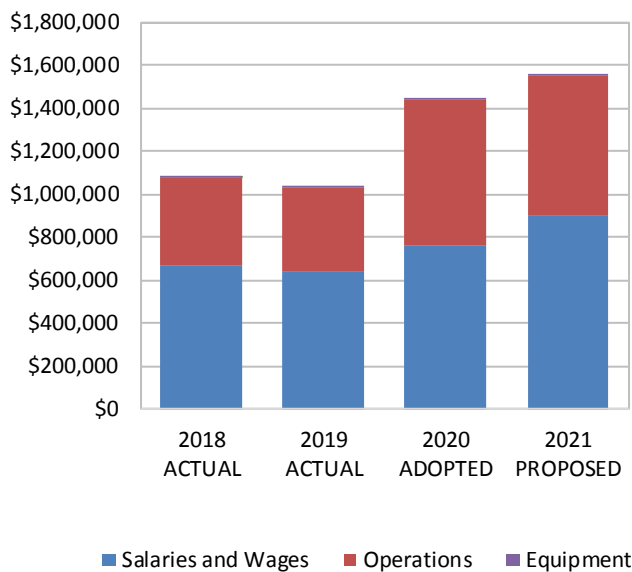
Key Activity Goals & Measures (Cont'd)

Goal #4: Provide for efficient collection of real property tax revenues.

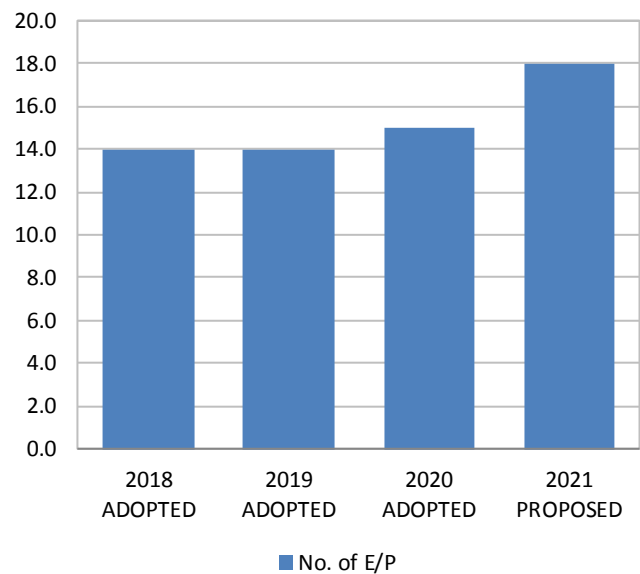
1. Maintain the rate of real property taxes collected, within the same fiscal year as billed, at 90% or higher	% of revenues collected within the same fiscal year as billed	98%	99%	98%
2. Maintain the rate of real property taxes recorded within one day from receipt date at 100%	% of real property tax 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	60%	90%	90%

Program Budget Summary by Fiscal Year – General Fund

Expenditures By Character



Equivalent Personnel



Treasury Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$8,466	\$11,692	\$3,000	\$5,000	\$2,000	66.7%
WAGES & SALARIES	\$658,169	\$627,701	\$753,590	\$894,736	\$141,146	18.7%
Salaries and Wages Total	\$666,636	\$639,393	\$756,590	\$899,736	\$143,146	18.9%
Operations						
MATERIALS & SUPPLIES	\$49,656	\$48,175	\$49,764	\$49,764	\$0	N/A
OTHER COSTS	\$13,373	\$6,115	\$15,550	\$14,550	-\$1,000	-6.4%
SERVICES	\$343,231	\$333,296	\$605,450	\$575,150	-\$30,300	-5.0%
SPECIAL PROJECTS	\$15	\$0	\$0	\$0	\$0	N/A
TRAVEL	\$6,257	\$3,208	\$11,800	\$11,800	\$0	N/A
UTILITIES	\$907	\$612	\$300	\$300	\$0	N/A
Operations Total	\$413,440	\$391,407	\$682,864	\$651,564	-\$31,300	-4.6%
Equipment						
LEASE PURCHASES	\$0	\$1,687	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$2,500	\$0	\$1,500	\$4,500	\$3,000	200.0%
Equipment Total	\$2,500	\$1,687	\$4,000	\$7,000	\$3,000	75.0%
Program Total	\$1,082,576	\$1,032,487	\$1,443,454	\$1,558,300	\$114,846	8.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	3.0	3.0	3.0	3.0	0.0	0.0%
Accountant II (County Tax Relief Supervisor)	0.0	0.0	0.0	1.0	1.0	100%
Accountant II (Current Collection Supervisor)	0.0	0.0	0.0	1.0	1.0	100%
Accountant III	3.0	3.0	3.0	3.0	0.0	0.0%
Accountant V	0.0	0.0	0.0	1.0	1.0	100%
Customer Service Representative II	3.0	3.0	3.0	3.0	0.0	0.0%
Delinquent Tax Collection Assistant II	3.0	3.0	3.0	3.0	0.0	0.0%
Revenue Manager	0.0	0.0	1.0	1.0	0.0	0.0%
Senior Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Treasurer	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	14.0	14.0	15.0	18.0	3.0	20.0%

Treasury Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907074A-5101 Regular Wages: Adjustment salaries due to position reallocation for Accountant V, salary increase for Accountant III offset by 2.0 transfer for Accountant Clerk III and Revenue Manager to 907075A.	-\$89,778	(2.0)
907075A-5101 Regular Wages: Adjustment in salaries due to positions reallocation, transfer of a Accountant Clerk III and Revenue Manager from 907074A, and increase Revenue Manager to full year salary expansion position in FY 2020.	\$122,676	2.0
Operations		
SERVICES:		
907075B-6138 R & M - Services/Contracts: Deletion of one-time appropriation for conversion of cashiering system to iNovah.	-\$30,300	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
907075A-5101 Regular Wages: Proposed expansion for a 1.0 Accountant V position in FY 2021.	\$42,984	1.0
907075A-5101 Regular Wages: Proposed expansion for a 2.0 Accountant II positions in FY 2021.	\$65,264	2.0
OTHER PREMIUM PAY:		
907075A-5215 Premium Pay: Additional funding for implementation of new cashiering system.	\$2,000	
Operations		
None	\$0	
Equipment		
MACHINERY & EQUIPMENT		
907074C-7036 Furniture/Fixtures: Workstation for the proposed expansion 2.0 Accountant II and Accountant V positions at \$1,500 each.	\$4,500	
TOTAL EXPANSION BUDGET	\$114,748	3.0

Countywide Cost Program

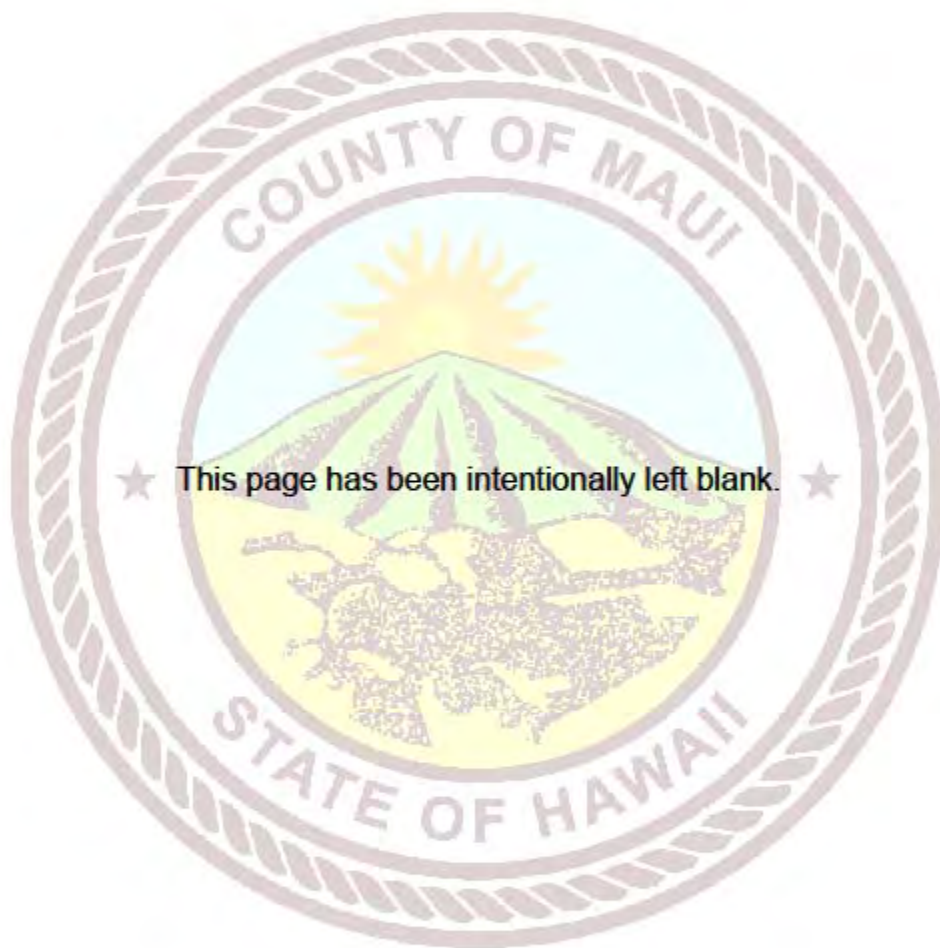
Expenditures Summary

Program/ Character	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed	Change Amount	Change Percent
Countywide Costs						
Fringe Benefits	\$ 87,658,814	\$ 91,344,296	\$109,573,783	\$ 123,719,463	\$ 14,145,680	12.9%
Fringe Benefits Reimbursements	\$ (19,248,458)	\$ (19,753,662)	\$ (20,796,402)	\$ (25,122,155)	\$ (4,325,753)	20.8%
Bond Issuance & Debt Service	\$ 34,050,190	\$ 34,627,611	\$ 55,854,195	\$ 47,267,526	\$ (8,586,669)	-15.4%
Supplemental Transfers	\$ 17,216,116	\$ 7,109,552	\$ 3,817,809	\$ 2,686,552	\$ (1,131,257)	-29.6%
Insurance Programs & Self Insurance	\$ 6,281,317	\$ 7,813,696	\$ 12,365,000	\$ 12,365,000	\$ -	0.0%
Open Space, Natural, Cultural						
Resources & Scenic Views Preservation	\$ 3,031,757	\$ 3,214,857	\$ 3,580,362	\$ 3,754,714	\$ 174,352	4.9%
Affordable Housing Fund	\$ 6,063,514	\$ 6,429,714	\$ 14,321,450	\$ 18,773,572	\$ 4,452,122	31.1%
Experimental and Demonstration						
Housing	\$ -	\$ -	\$ 1,000,000	\$ -	\$ (1,000,000)	-100.0%
General Costs	\$ 774,512	\$ 846,052	\$ 1,162,000	\$ 2,162,000	\$ 1,000,000	86.1%
Covid - 19	\$ -	\$ -	\$ -	\$ 10,000,000	\$ 10,000,000	100%
Climate Change, Resiliency, & Sustainab	\$ -	\$ -	\$ -	\$ 2,000,000	\$ 2,000,000	100%
Overhead Reimbursements	\$ (20,830,435)	\$ (18,706,423)	\$ (19,192,625)	\$ (21,386,473)	\$ (2,193,848)	11.4%
Disqualified Projects Tax Exempt	\$ -	\$ 7,833,111	\$ -	\$ -	\$ -	0%
Emergency Fund	\$ -	\$ 6,500,000	\$ 6,500,000	\$ 3,780,313	\$ (2,719,687)	-41.8%
Post-Employment Obligations Fund	\$ 17,000,000	\$ 18,126,930	\$ 22,249,711	\$ 18,000,000	\$ (4,249,711)	-19.1%
One Main Plaza Lease	\$ 399,259	\$ 357,848	\$ 367,206	\$ 500,000	\$ 132,794	36.2%
Program Total	\$132,396,586	\$145,743,582	\$190,802,489	\$ 198,500,512	\$ 7,698,023	4.0%
FUND TOTAL	\$132,396,586	\$145,743,582	\$190,802,489	\$ 198,500,512	\$ 7,698,023	4.0%

Fire & Public Safety

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

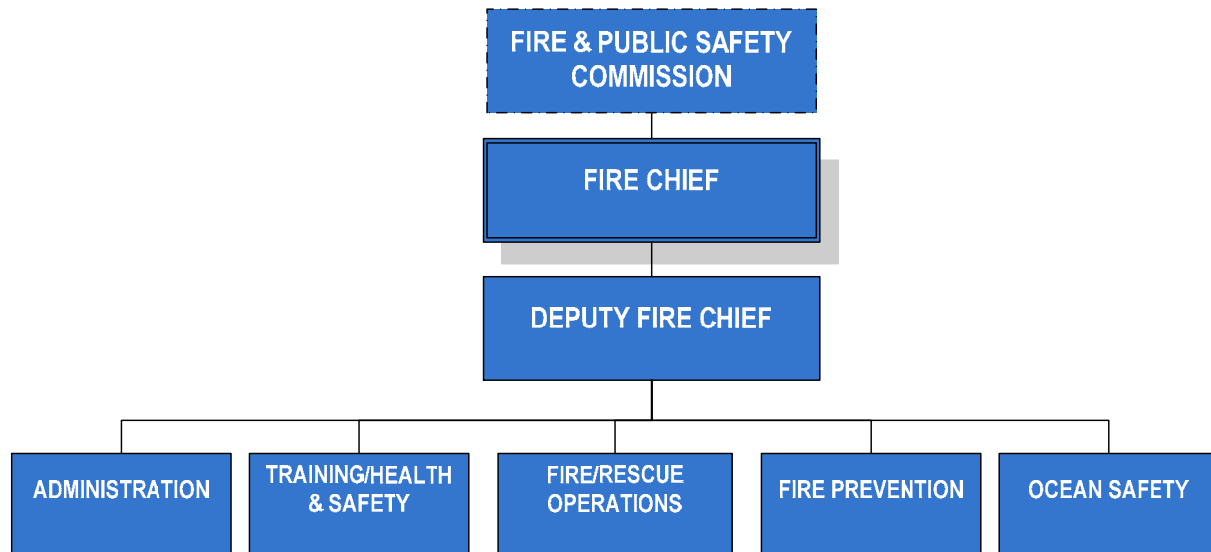
The Department of Fire and Public Safety is dedicated to protect and preserve life, environment, and property.

Countywide Outcome(s)

The Department of Fire and Public Safety supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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

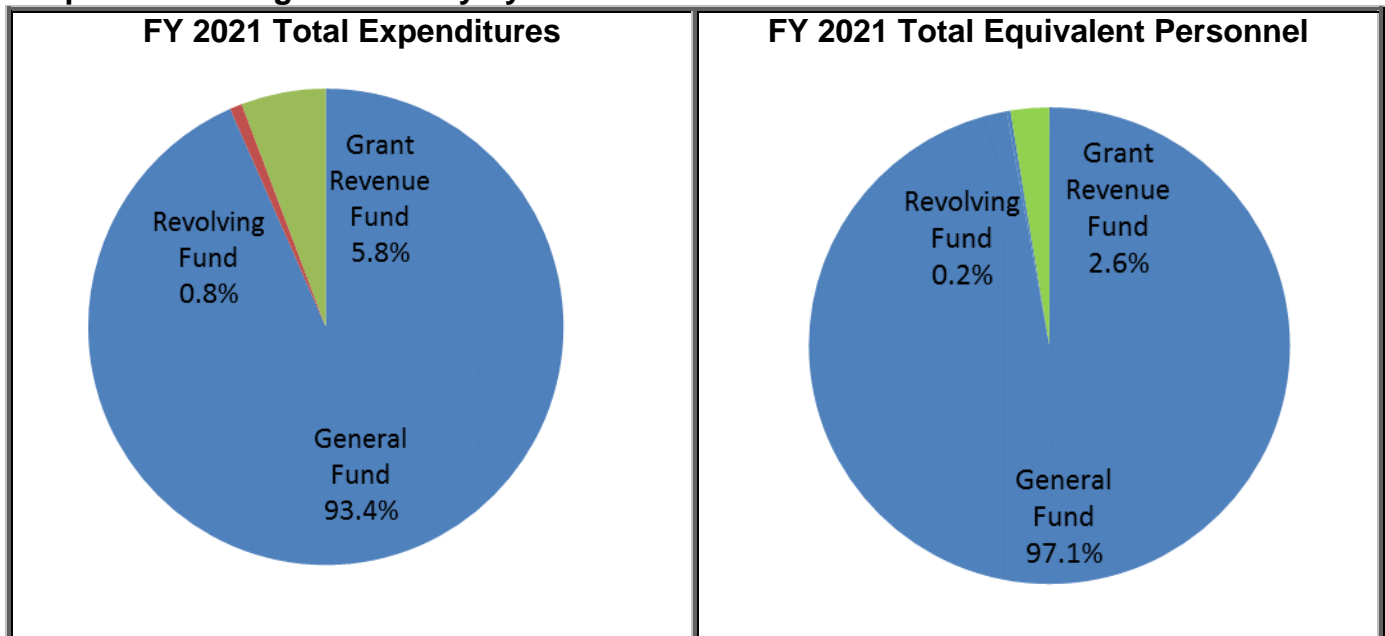
Departmental opportunities include the following:

- 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:

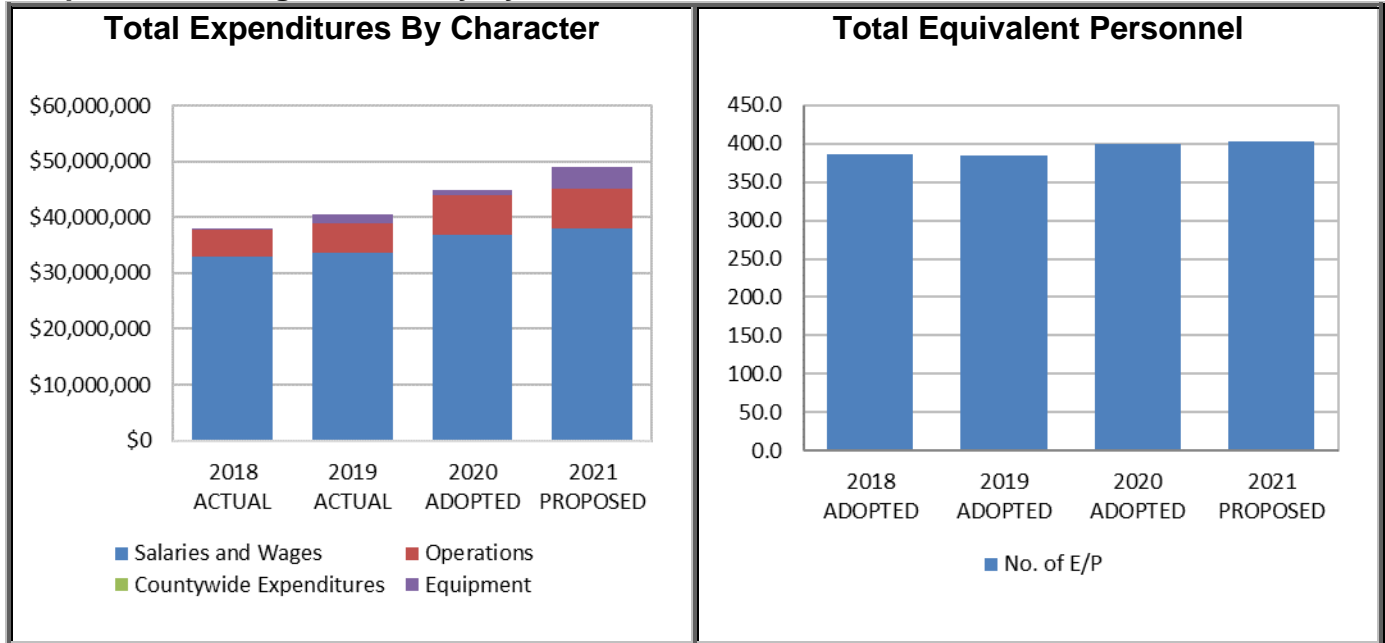
- Risk of lawsuits and legal liabilities as a result of departmental actions (negligence, variance from professional standards, negligent supervision, personnel practice liability, etc.);
- Community growth that exceeds the department's service delivery capabilities;
- Effect of natural and man-made 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



Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$27,931,285	\$29,125,318	\$29,730,890	\$31,315,483	\$1,584,593	5.3%
OTHER PREMIUM PAY	\$5,130,411	\$4,525,235	\$7,172,260	\$6,586,855	-\$585,405	-8.2%
Salaries and Wages Total	\$33,061,695	\$33,650,553	\$36,903,150	\$37,902,338	\$999,188	2.7%
Operations						
MATERIALS & SUPPLIES	\$1,110,141	\$1,109,571	\$1,365,696	\$1,543,096	\$177,400	13.0%
SERVICES	\$1,621,561	\$1,892,237	\$2,879,013	\$2,811,529	-\$67,484	-2.3%
UTILITIES	\$737,892	\$807,641	\$858,895	\$863,866	\$4,971	0.6%
TRAVEL	\$255,331	\$205,722	\$286,833	\$329,833	\$43,000	15.0%
OTHER COSTS	\$624,968	\$818,341	\$1,160,263	\$1,128,263	-\$32,000	-2.8%
Interfund Cost Reclassificatio	\$395,576	\$470,478	\$495,218	\$495,218	\$0	N/A
Operations Total	\$4,745,469	\$5,303,989	\$7,045,918	\$7,171,805	\$125,887	1.8%
Countywide Expenditures						
OTHER COSTS	\$32,478	\$30,338	\$32,400	\$32,400	\$0	N/A
Countywide Expenditures Total	\$32,478	\$30,338	\$32,400	\$32,400	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$158,135	\$1,487,792	\$913,700	\$3,836,100	\$2,922,400	319.8%
LEASE PURCHASES	\$5,281	\$5,281	\$5,282	\$6,075	\$793	15.0%
Equipment Total	\$163,416	\$1,493,074	\$918,982	\$3,842,175	\$2,923,193	318.1%
Department Total	\$38,003,058	\$40,477,953	\$44,900,450	\$48,948,718	\$4,048,268	9.0%

Department Summary

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration/Maintenance Program	15.0	16.0	18.0	19.0	1.0	5.6%
Fire Prevention Program	11.0	11.0	11.0	15.0	4.0	36.4%
Fire/Rescue Operations Program	289.0	287.0	287.0	287.0	0.0	0.0%
Training Program	8.0	8.0	9.0	9.0	0.0	0.0%
Ocean Safety Program	62.5	62.5	74.5	73.5	-1.0	-1.3%
Department Total	385.5	384.5	399.5	403.5	4.0	1.0%

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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

Population Served

This program provides services to Department personnel and the Fire and Public Safety Commission.

Services Provided

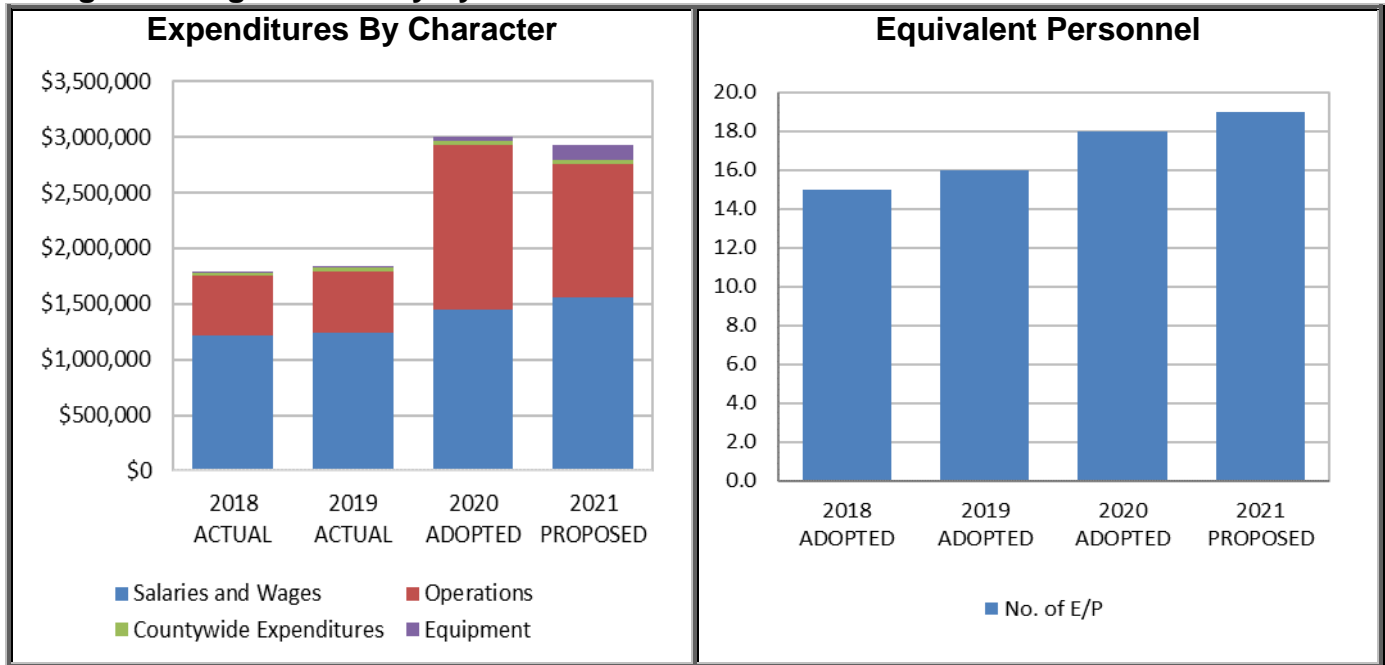
The program provides administrative assistance for all department programs, maintains the supplies and equipment inventories, ensures that all personnel matters are addressed, and that all Department rules and regulations are enforced. It also develops and manages the Department's annual budget.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide the Department with the resources & policies needed for success.</i>				
1. Identify alternative revenue sources	Dollar value of grants applied for	N/A	N/A	300,000
	% of grants awarded	N/A	N/A	50%
2. Ensure compliance with legally mandated policies, procedures, and programs	% of compliance	N/A	N/A	90%
<i>Goal #2: Identify and obtain essential equipment based on national standards where applicable.</i>				
1. Utilize a Research & Development Committee	# of items changed or implemented	N/A	N/A	2

Administration/Maintenance Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$1,157,693	\$1,184,707	\$1,373,337	\$1,475,421	\$102,084	7.4%
OTHER PREMIUM PAY	\$53,672	\$53,297	\$80,000	\$81,600	\$1,600	2.0%
Salaries and Wages Total	\$1,211,365	\$1,238,003	\$1,453,337	\$1,557,021	\$103,684	7.1%
Operations						
MATERIALS & SUPPLIES	\$45,364	\$48,830	\$60,504	\$55,504	-\$5,000	-8.3%
SERVICES	\$106,010	\$121,605	\$967,819	\$667,832	-\$299,987	-31.0%
UTILITIES	\$296,161	\$306,473	\$316,949	\$328,958	\$12,009	3.8%
TRAVEL	\$66,669	\$35,309	\$51,303	\$81,303	\$30,000	58.5%
OTHER COSTS	\$26,726	\$43,186	\$81,775	\$70,775	-\$11,000	-13.5%
Operations Total	\$540,930	\$555,402	\$1,478,350	\$1,204,372	-\$273,978	-18.5%
Countywide Expenditures						
OTHER COSTS	\$31,551	\$29,722	\$32,400	\$32,400	\$0	N/A
Countywide Expenditures Total	\$31,551	\$29,722	\$32,400	\$32,400	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$33,000	\$133,500	\$100,500	304.5%
LEASE PURCHASES	\$2,570	\$2,570	\$2,570	\$2,956	\$386	15.0%
Equipment Total	\$2,570	\$2,570	\$35,570	\$136,456	\$100,886	283.6%
Program Total	\$1,786,416	\$1,825,697	\$2,999,657	\$2,930,249	-\$69,408	-2.3%

Administration/Maintenance Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	2.0	2.0	2.0	2.0	0.0	0.0%
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Fire Chief	2.0	2.0	2.0	2.0	0.0	0.0%
Battalion Chief (Ocean Safety)	0.0	0.0	0.0	0.0	0.0	0.0%
Building Maintenance Repairer	0.0	1.0	1.0	1.0	0.0	0.0%
Business Administrator I	1.0	1.0	1.0	1.0	0.0	0.0%
Department Personnel Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Fire Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Fire Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Fire Communications Technician	0.0	0.0	1.0	1.0	0.0	0.0%
Fire Equipment Mechanic	0.0	0.0	0.0	0.0	0.0	0.0%
Fire Equipment Mechanic I	0.0	0.0	0.0	0.0	0.0	0.0%
Fire Internal Affairs Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Fire Services Officer	1.0	1.0	1.0	1.0	0.0	100.0%
Inventory Maintenance Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Lead Fire Equipment Mechanic	0.0	0.0	0.0	0.0	0.0	200.0%
Office Operations Assistant II	1.0	1.0	2.0	2.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	300.0%
Secretary I	0.0	0.0	0.0	1.0	1.0	100.0%
Secretary III	1.0	1.0	1.0	1.0	0.0	100.0%
Program Total	15.0	16.0	18.0	19.0	1.0	5.6%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911008A-5101 Regular Wages: Increases per Salary Commission; Across the Board & Within Range Progression increases, including Bureau Opportunity Benefit Incentive; full year funding for FY20 expansion positions; transfer of one position from the Ocean Safety Program per Ordinance 5053.	\$102,084	1.0
Operations		
SERVICES:		
911008B-6138 R & M - Services/Contracts: Deletion of one-time appropriation for the interior/exterior painting at various stations.	-\$600,000	
911008B-6132 Professional Services: Deletion of one-time appropriation for the new Haiku Station assessment.	-\$250,000	
OTHER COSTS:		
911008B-6230 Registration/Training Fees: Deletion of one-time appropriation for investigation training.	-\$11,000	
Equipment		
911008C-7040 Motor Vehicles: Deletion of one-time FY 2020 appropriation for a replacement vehicle.	-\$30,000	

Administration/Maintenance Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None.	\$0	0.0
Operations		
SERVICES:		
911008B-6132 Professional Services: Facility Assessment Survey.	\$150,000	
911008B-6138 R & M - Services/Contracts: Resurfacing of apparatus bay.	\$400,000	
TRAVEL:		
911008B-6201 Airfare, Transportation: Travel for truck inspections.	\$20,000	
911008B-6222 Per Diem Non-Reportable: Travel for truck inspections.	\$10,000	
Equipment		
MACHINERY & EQUIPMENT:		
911012C-7044 Other Equipment: Purchase ice machines for various fire stations.	\$72,000	
911012C-7036 Furniture/Fixtures: Replace refrigerators at various fire stations; maintenance of a/c units located at the Kahului dorm, Makawao, Lahaina, and Napili fire stations.	\$61,500	
TOTAL EXPANSION BUDGET	\$713,500	0.0

Training Program

Program Description

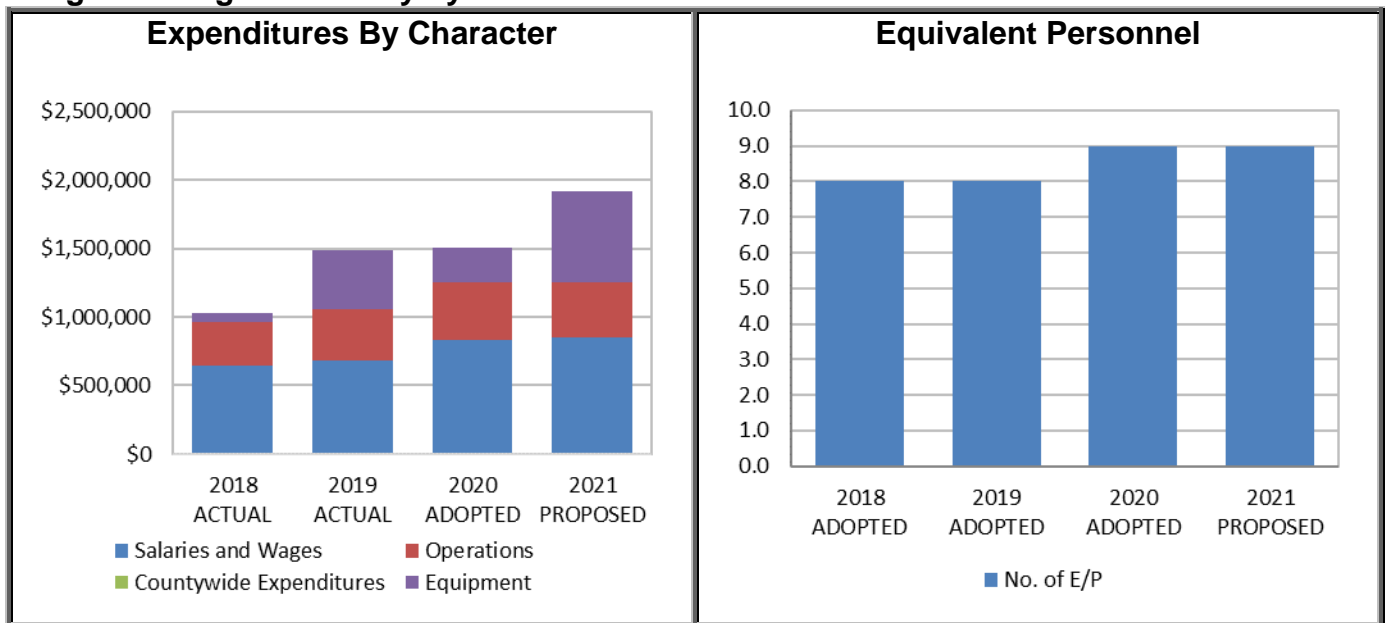
The Training Program consists of the Training Bureau and the Health and Safety Bureau. The program description, population served, services provided, and key activity goals and measures for each bureau are presented separately on the following pages.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

Program Budget Summary by Fiscal Year – General Fund



Training Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$607,308	\$610,708	\$727,348	\$745,164	\$17,816	2.4%
OTHER PREMIUM PAY	\$40,623	\$71,979	\$100,000	\$104,000	\$4,000	4.0%
Salaries and Wages Total	\$647,931	\$682,688	\$827,348	\$849,164	\$21,816	2.6%
Operations						
MATERIALS & SUPPLIES	\$144,004	\$160,842	\$221,702	\$201,102	-\$20,600	-9.3%
SERVICES	\$103,902	\$91,632	\$77,763	\$77,763	\$0	N/A
UTILITIES	\$4,568	\$2,547	\$5,525	\$5,525	\$0	N/A
TRAVEL	\$37,990	\$37,178	\$83,750	\$83,750	\$0	N/A
OTHER COSTS	\$25,787	\$80,346	\$38,123	\$38,123	\$0	N/A
Operations Total	\$316,251	\$372,544	\$426,863	\$406,263	-\$20,600	-4.8%
Countywide Expenditures						
OTHER COSTS	\$426	\$299	\$0	\$0	\$0	N/A
Countywide Expenditures Total	\$426	\$299	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$60,619	\$429,426	\$249,900	\$660,200	\$410,300	164.2%
LEASE PURCHASES	\$1,553	\$1,553	\$1,553	\$1,786	\$233	15.0%
Equipment Total	\$62,172	\$430,979	\$251,453	\$661,986	\$410,533	163.3%
Program Total	\$1,026,780	\$1,486,510	\$1,505,664	\$1,917,413	\$411,749	27.3%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Captain	2.0	2.0	2.0	2.0	0.0	0.0%
Fire Fighter III	4.0	4.0	4.0	4.0	0.0	0.0%
Fire Fighter III (Medical Specialist)	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	0.0	0.0	0.0	0.0	0.0	0.0%
Program Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
SCBA Technician	0.0	0.0	1.0	1.0	0.0	0.0%
Program Total	8.0	8.0	9.0	9.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911420A-5101 Regular Wages: Across the Board & Within Range Progression increases, including Bureau Opportunity Benefit Incentive; positions filled at lower step and higher step; full year funding for FY20 expansion positions.	\$17,816	0.0
Operations		
MATERIALS & SUPPLIES:		
911255B-6034 Medical & Safety Supplies: Deletion of one-time FY 2020 appropriation for Nomex hoods.	-\$48,000	
Equipment		
MACHINERY AND EQUIPMENT:		
911255C-7035 Fire Equipment: Deletion of one-time FY 2020 appropriation.	-\$67,000	
911255C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$84,400	
911420C-7032 Software Programs: Deletion of one-time FY 2020 appropriation.	-\$30,000	
911420C-7033 Educational/Instructional Equipment: Deletion of one-time FY 2020 appropriation.	-\$12,000	
911420C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$55,000	

Training Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None.	\$0	0.0
Operations		
MATERIALS & SUPPLIES:		
911255B-6051 Safety Supplies: Wildland Personal Protective Equipment.	\$30,000	
911420B-6060 Small Equipment - Under \$1000: Fire Ground Operations equipment.	\$6,000	
Equipment		
MACHINERY AND EQUIPMENT:		
911255C-7035 Fire Equipment: Structural Firefighting Ensemble.	\$185,000	
911255C-7044 Other Equipment: Self Contained Breathing Apparatus (SCBA) cylinders; MSA SCBA harnesses; Quantitative Fit Testing Machine; Extractors for Paia, Napili and Kula Stations; AED units with cases.	\$394,600	
911420C-7033 Educational/Instructional Equipment: Adult Resusci Annie CPR Feedback Manikins; Simpad Plus Reporters for Manikins; Training Manikins; Rescue Baby QCPR.	\$15,200	
911420C-7044 Other Equipment: Replacement of a/c units in classrooms #1 and #2; Training Door Prop.	\$45,400	
911420C-7055 Vessel and Maine Equipment: Rescue Water Craft w/ Trailer and Rescue Sled.	\$20,000	
TOTAL EXPANSION BUDGET	\$696,200	0.0

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	11,727	11,000	11,000
2. Conduct multi-company incident drills.	# of drills conducted annually	2	3	1
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	106	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 topic-specific cadre-led trainings annually	# of trainings annually	13	12	10

Training Program – Training Bureau

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Provide appropriate position-specific certification for suppression, hazardous materials, and technical rescue response.</i>				
1. Promote Professional Development for incumbents by conducting certification classes annually.	# of classes annually	116	250	4
<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	% of uniformed personnel achieving or maintaining NREMT certification at the EMR level or above	31%	58%	50%

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

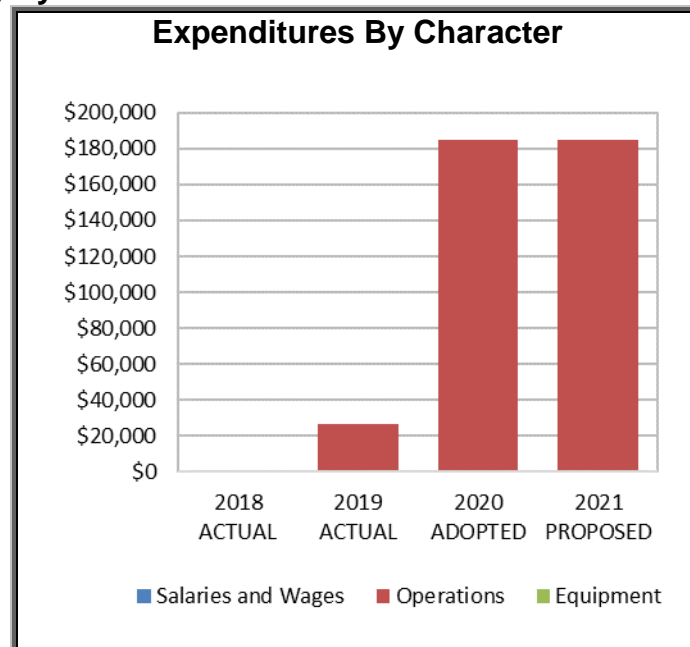
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Ensure compliance with Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard.</i>				
1. Maintain HIOSH compliance with respirator fit testing	% of uniformed personnel completing fit testing	94%	95%	98%
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	73%	100%	100%
3. Provide quality compressed breathing air for Firefighters by conducting required air sample tests annually	# of required air sample tests completed	15	16	24
<i>Goal #2: Enhance the overall health and wellness of all department staff.</i>				
1. Offer annual physical exam to all Fire Fighters, Ocean Safety Officers, Building Maintenance Repairer, and Mechanics	# of personnel completing physical exams annually	214	309	387
2. Provide four articles annually to keep all members up-to-date on relevant health/fitness education	# of articles made available to personnel	5	4	4
3. Provide rehab at qualifying incidents	# of overtime hours spent	N/A	N/A	240

Training Program – Health and Safety Bureau

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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. Track work-related injuries to incorporate applicable exercises into the fitness routine	# of personnel incurring work comp injuries	30	29	35
2. Provide personnel with fitness equipment necessary to maintain fitness while on duty	% of identified equipment available at each station	N/A	N/A	100%

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Training Program – Health and Safety Bureau

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$13,029	\$40,000	\$40,000	\$0	N/A
SERVICES	\$0	\$0	\$100,000	\$100,000	\$0	N/A
TRAVEL	\$1,477	-\$1,477	\$45,000	\$45,000	\$0	N/A
OTHER COSTS	-\$508	\$15,000	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	\$969	\$26,552	\$185,000	\$185,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$969	\$26,552	\$185,000	\$185,000	\$0	N/A

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
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	\$100,000	\$100,000	\$100,000
Hawaii Medical Service Association (HMSA) Foundation Grant	Yes	No	\$40,000	\$40,000	\$40,000	\$40,000
TOTAL			\$185,000	\$185,000	\$185,000	\$185,000

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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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

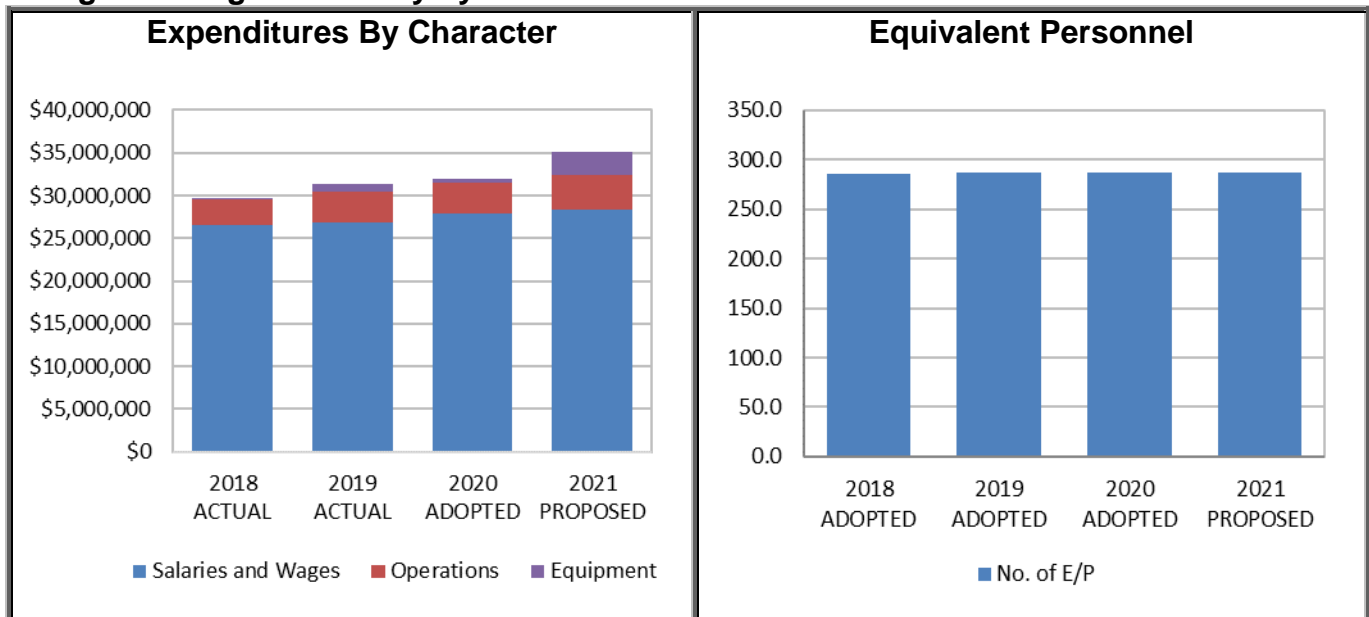
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Manage the tracking system effectively and efficiently to provide accurate data on department calls for services and responses to emergencies.</i>				
1. Provide data and stats on helicopter usage for fires, ocean rescues, mountain rescues, residents, and visitors	# of helicopter hours for incidents	N/A	N/A	285
	# of helicopter incidents for residents	67	50	65
	# of helicopter incidents for visitors	64	55	60
2. Provide accurate statistical breakdown of total incidents by category	# of fire emergencies	781	704	800
	# of medical emergencies	7,710	7,868	8,000
	# of other emergencies	4,249	3,976	4,500
	# of deaths	0	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%	82% vs 18%	82% vs 18%
4. Provide effective fire fighting tactics and strategies	% of fires confined to building and/or area of origin	N/A	N/A	90%
5. Ability of the first in fire truck to respond to incidents in their district	% of calls responded to by other than the first in district fire truck	N/A	N/A	10%

Fire/Rescue Operations Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Reduce the risk and vulnerability of the community and first responders.</i>				
1. Conduct and document district community risk and vulnerability assessment	% of districts that identified their high, medium, and low hazard occupancies	N/A	N/A	100%
<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	197	196	205
	# of vehicles in service per technician	43	61	45
	% of vehicles available	92%	93%	93%
	# of work orders received	N/A	N/A	1,000
	# of work orders completed	75	60	600

Program Budget Summary by Fiscal Year – General Fund



Fire/Rescue Operations Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$22,082,312	\$22,871,734	\$22,612,511	\$23,663,352	\$1,050,841	4.6%
OTHER PREMIUM PAY	\$4,415,469	\$4,022,344	\$5,290,536	\$4,695,800	-\$594,736	-11.2%
Salaries and Wages Total	\$26,497,780	\$26,894,078	\$27,903,047	\$28,359,152	\$456,105	1.6%
Operations						
MATERIALS & SUPPLIES	\$739,489	\$782,897	\$838,505	\$1,026,505	\$188,000	22.4%
SERVICES	\$1,283,446	\$1,573,198	\$1,600,919	\$1,882,922	\$282,003	17.6%
UTILITIES	\$390,904	\$444,136	\$472,651	\$459,184	-\$13,467	-2.8%
TRAVEL	\$109,922	\$91,832	\$57,500	\$60,500	\$3,000	5.2%
OTHER COSTS	\$514,852	\$605,511	\$653,665	\$652,665	-\$1,000	-0.2%
Operations Total	\$3,038,613	\$3,497,574	\$3,623,240	\$4,081,776	\$458,536	12.7%
Equipment						
MACHINERY & EQUIPMENT	\$72,686	\$916,909	\$375,800	\$2,610,400	\$2,234,600	594.6%
Equipment Total	\$72,686	\$916,909	\$375,800	\$2,610,400	\$2,234,600	594.6%
Program Total	\$29,609,079	\$31,308,561	\$31,902,087	\$35,051,328	\$3,149,241	9.9%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Battalion Chief	6.0	6.0	6.0	6.0	0.0	0.0%
Fire Captain	51.0	51.0	51.0	51.0	0.0	0.0%
Fire Equipment Mechanic	3.0	4.0	4.0	4.0	0.0	0.0%
Fire Fighter I	138.0	138.0	138.0	138.0	0.0	0.0%
Fire Fighter II	18.0	18.0	18.0	18.0	0.0	0.0%
Fire Fighter III	69.0	69.0	69.0	69.0	0.0	0.0%
Lead Fire Equipment Mechanic	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	286.0	287.0	287.0	287.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911024A-5101 Regular Wages: Across the Board (ATB); step movements; and positions filled at higher or lower pay scales.	\$49,212	0.0
911032A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$18,576	0.0
911040A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$130,764	0.0
911057A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$159,408	0.0
911065A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$62,064	0.0
911073A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$64,392	0.0
911075A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$140,808	0.0
911076A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$16,324	0.0

Fire/Rescue Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages (cont'd)		
911081A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$81,912	0.0
911099A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$69,624	0.0
911107A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$72,369	0.0
911123A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$53,988	0.0
911131A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$62,844	0.0
911142A-5101 Regular Wages: ATB; step movements; and positions filled at higher or lower pay scales.	\$62,376	0.0
911024A-5215 Premium Pay: Increase per Collective Bargaining Agreement (CBA) Across the Board(ATB).	\$10,000	0.0
911024A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$40,456	0.0
911032A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$41,572	0.0
911040A-5215 Premium Pay: Increase per CBA ATB.	\$20,000	0.0
911040A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$87,880	0.0
911057A-5215 Premium Pay: Increase per CBA ATB.	\$18,000	0.0
911057A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$105,161	0.0
911065A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$41,088	0.0
911073A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$39,541	0.0
911075A-5215 Premium Pay: Increase per CBA ATB.	\$18,000	0.0
911075A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$89,693	0.0
911076A-5215 Premium Pay: Based on actual expenditures.	\$20,000	0.0
911075A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$24,876	0.0
911081A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$49,186	0.0
911099A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$41,189	0.0
911107A-5215 Premium Pay: Based on actual expenditures.	\$40,000	0.0
911107A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$105,900	0.0
911123A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$41,371	0.0
911131A-5215 Premium Pay: Increase per CBA ATB.	\$10,000	0.0
911131A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$38,850	0.0

Fire/Rescue Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages (cont'd)		
911142A-5215 Premium Pay: Increase per CBA ATB.	\$12,800	0.0
911142A-5250 Salary Adjustment: Deletion of one-time appropriation for salary increase in Collective Bargaining Agreement.	-\$43,773	0.0
Operations		
SERVICES:		
911131B-6138 R & M Services/Contracts: Deletion of one-time appropriation for Repair Trip Hazard.	-\$10,000	
Equipment		
MACHINERY AND EQUIPMENT:		
911024C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$15,000	
911057C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$15,000	
911057C-7055 Vessel and Marine Equipment: Deletion of one-time FY 2020 appropriation.	-\$38,000	
911076C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$136,300	
911081C-7044 Other Equipment: Deletion of one-time FY 2020 appropriation.	-\$15,000	
911107C-7030 Communication Equipment: Deletion of one-time FY 2020 appropriation.	-\$30,000	
911107C-7048 Rescue Equipment: Deletion of one-time FY 2020 appropriation.	-\$11,500	
911142C-7040 Motor Vehicles: Deletion of one-time FY 2020 appropriation.	-\$95,000	

Expansion Budget Request from FY 2020 Adopted Budget

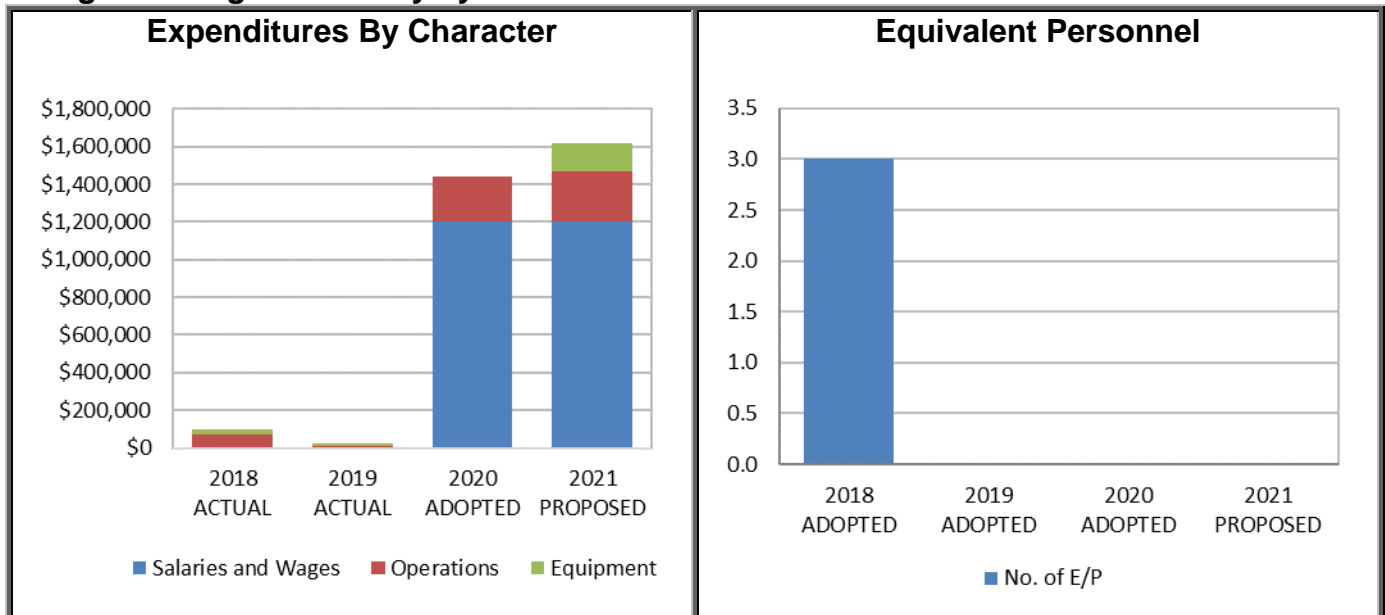
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None.	\$0	0.0
Operations		
MATERIALS & SUPPLIES:		
911026B-6005 Auto Parts: Due to increased costs.	\$110,000	
911026B-6057 Tires & Tubes: Due to increased costs.	\$14,000	
911076B-6060 Small Equipment - under \$1000: Relief Apparatus equipment.	\$70,000	
SERVICES:		
911026B-6138 R & M - Services/Contracts: Due to increased costs.	\$40,000	
911076B-6129 Other Services: Brushfire assistance.	\$200,000	
911140B-6112 Contractual Service: Annual contract increase.	\$50,000	
OTHER COSTS:		
911026B-6218 Meal Allowance: Based on actual expenditures.	\$1,000	
TRAVEL:		
911026B-6201 Airfare, Transportation: Molokai and Lanai travel.	\$4,000	
911026B-6222 Per Diem Non-Reportable: Molokai and Lanai travel.	\$4,000	
UTILITIES:		
911024B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911032B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911040B-6152 Cellular Telephone: Based on actual expenditures.	\$1,200	
911057B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911065B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911073B-6152 Cellular Telephone: Based on actual expenditures.	\$600	

Fire/Rescue Operations Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
UTILITIES: (Cont'd)		
911075B-6152 Cellular Telephone: Based on actual expenditures.	\$1,200	
911076B-6152 Cellular Telephone: Based on actual expenditures.	\$1,200	
911107B-6152 Cellular Telephone: Based on actual expenditures.	\$1,200	
911123B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911131B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
911142B-6152 Cellular Telephone: Based on actual expenditures.	\$600	
Equipment		
MACHINERY AND EQUIPMENT:		
911032C-7044 Other Equipment: Flammable Liquid Cabinet.	\$1,500	
911032C-7040 Motor Vehicles: 1500 GPM Pumper Truck.	\$1,130,000	
911057C-7040 Motor Vehicles: 4WD Diesel Crew Cab Truck for Kaunakakai Fire Station.	\$100,000	
911076C-7030 Communication Equipment: Portable Radios to allow private contractors to communicate with emergency responders.	\$27,000	
911076C-7035 Fire Equipment: Relief Apparatus Equipment; Wildland Structure Protection Kit; 2000 Gallon Water Pond for Air-1.	\$85,500	
911076C-7040 Motor Vehicles: 4WD Truck with Camper Shell for Battalion Chief.	\$100,000	
911076C-7048 Rescue Equipment: Air Lifting Bags for Rescue.	\$36,400	
911099C-7040 Motor Vehicles: 1500 GPM Pumper Truck.	\$1,130,000	
TOTAL EXPANSION BUDGET	\$3,113,000	0.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Fire/Rescue Operations Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER PREMIUM PAY	\$0	\$0	\$1,200,000	\$1,200,000	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$1,200,000	\$1,200,000	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$62,448	\$0	\$700	\$5,700	\$5,000	714.3%
SERVICES	\$963	\$0	\$0	\$0	\$0	N/A
TRAVEL	\$9,104	\$7,431	\$6,800	\$16,800	\$10,000	147.1%
OTHER COSTS	\$788	\$1,520	\$232,500	\$242,500	\$10,000	4.3%
Operations Total	\$73,303	\$8,951	\$240,000	\$265,000	\$25,000	10.4%
Equipment						
MACHINERY & EQUIPMENT	\$24,830	\$11,971	\$0	\$150,000	\$150,000	N/A
Equipment Total	\$24,830	\$11,971	\$0	\$150,000	\$150,000	N/A
Program Total	\$98,132	\$20,923	\$1,440,000	\$1,615,000	\$175,000	12.2%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Fighter Trainee	3.0	0.0	0.0	0.0	0.0	0.0%
Program Total	3.0	0.0	0.0	0.0	0.0	0.0%

Fire Prevention Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 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%	\$500,000	\$500,000	\$500,000	\$500,000
Local Emergency Planning Committee (LEPC)	No	No	\$20,000	\$20,000	\$20,000	\$30,000
Private Donations	No	No	\$30,000	\$30,000	\$30,000	\$30,000
State of Hawaii Department of Transportation Highway Safety Grants	No	No	\$0	\$20,000	\$20,000	\$50,000
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Fire Prevention and Safety Grant	No	No	\$75,000	\$0	\$0	75,000
United States Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA) Assistance to Firefighters Grant (AFG) Program-Operations and Safety Program	No	Yes/20%	\$600,000	\$200,000	\$200,000	\$200,000
Verizon Foundation Grant	No	No	\$10,000	\$0	\$0	10,000
Hazardous Materials Emergency Preparedness (HMEP) Planning & Training Grant	No	Yes/20%	\$40,000	\$20,000	\$20,000	\$20,000
TOTAL			\$2,392,786	\$1,490,000	\$1,490,000	\$1,615,000

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

Fire Prevention Program**Grant Award Description (Cont'd)**

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.

State of Hawaii Department of Transportation Highway Safety Grants

This grant allows 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 Fire Prevention and Safety Grant

The Fire Prevention and Safety (FP&S) grants are part of the Assistance to Firefighters Grants (AFG) and support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to reduce injury and prevent death among high-risk populations. In 2005, Congress reauthorized funding for FP&S and expanded the eligible uses of funds to include Firefighter Safety Research and Development.

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.

Verizon Foundation Grant

The goal of this grant program is to improve lives and give back to communities through areas such as education, healthcare and energy management.

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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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 maintain inspection records and reports to measure results.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 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	378	500	1,000
2. Complete brush and weed abatement inspections	# of brush and weed abatement inspections completed annually	149	208	300
3. Complete inspection of all 33 public schools	# of public schools, K-12, inspected	22	33	33
4. Maintain fire protection systems to provide a safe community	# of fire protection systems inspected	175	216	250
<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	121	175	100
2. Provide portable fire extinguisher training	# of persons provided portable fire extinguisher training	678	1,288	1,000
3. Provide safety training utilizing the fire safety house to elementary students	# of students that participate in the fire safety house training	693	1,000	1,000

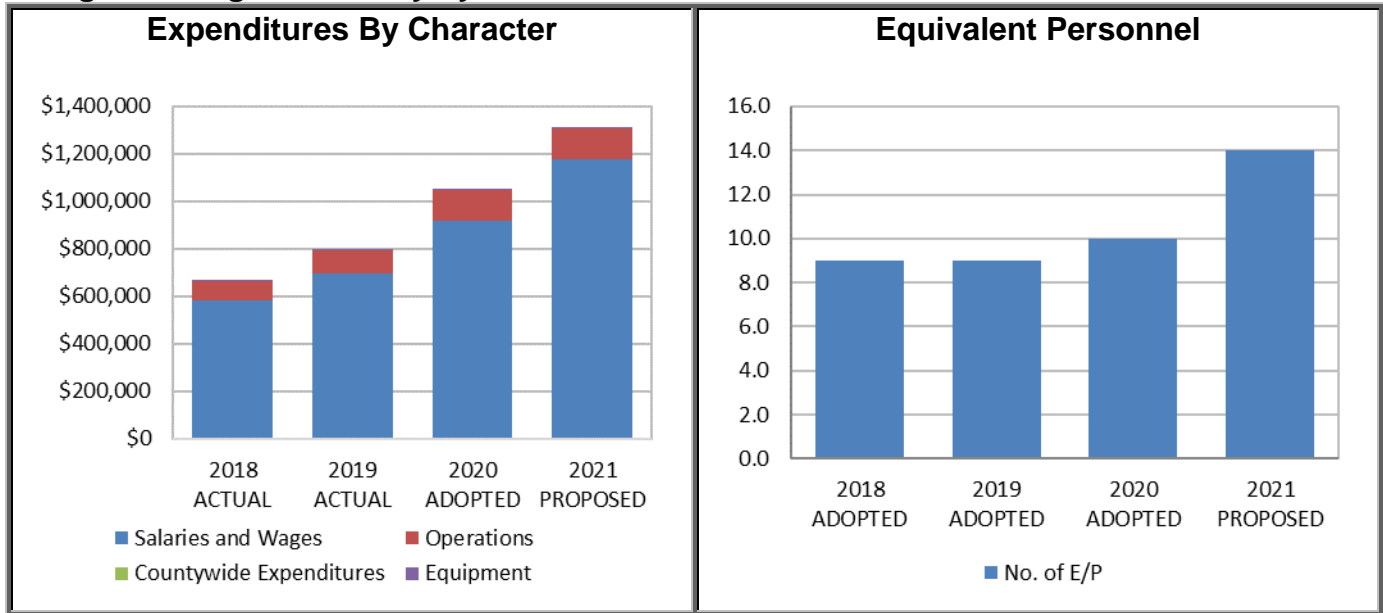
Fire Prevention Program

Key Activity Goals & Measures (Cont'd)

Goal #3: Conduct thorough fire investigations.

1. Conduct fire investigations	# of in-depth fire investigations conducted	36	44	50
2. Provide a completed fire investigation report	% of reports completed in 14 days	N/A	N/A	100%

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$520,287	\$594,265	\$837,492	\$1,099,924	\$262,432	31.3%
OTHER PREMIUM PAY	\$62,546	\$104,264	\$80,925	\$76,035	-\$4,890	-6.0%
Salaries and Wages Total	\$582,833	\$698,529	\$918,417	\$1,175,959	\$257,542	28.0%
Operations						
MATERIALS & SUPPLIES	\$27,313	\$39,853	\$29,657	\$39,657	\$10,000	33.7%
SERVICES	\$25,619	\$22,318	\$20,212	\$20,212	\$0	N/A
UTILITIES	\$20,875	\$27,491	\$28,253	\$30,745	\$2,492	8.8%
TRAVEL	\$106	\$0	\$260	\$260	\$0	N/A
OTHER COSTS	\$6,404	\$5,757	\$51,600	\$38,600	-\$13,000	-25.2%
Operations Total	\$80,317	\$95,419	\$129,982	\$129,474	-\$508	-0.4%
Countywide Expenditures						
OTHER COSTS	\$500	\$317	\$0	\$0	\$0	N/A
Countywide Expenditures Total	\$500	\$317	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$4,730	\$0	\$7,400	\$7,400	N/A
LEASE PURCHASES	\$1,159	\$1,159	\$1,159	\$1,333	\$174	15.0%
Equipment Total	\$1,159	\$5,889	\$1,159	\$8,733	\$7,574	653.5%
Program Total	\$664,809	\$800,154	\$1,049,558	\$1,314,166	\$264,608	25.2%

Fire Prevention Program

Equivalent Personnel Summary by Position Title – General Fund

Program Total	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Fire Captain	1.0	1.0	1.0	1.0	0.0	0.0%
Fire Fighter III	6.0	6.0	6.0	9.0	3.0	50.0%
Fire Fighter IV	0.0	0.0	1.0	2.0	1.0	100.0%
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	9.0	9.0	10.0	14.0	4.0	40.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911412A-5101 Regular Wages: ATB and step movements; positions filled at lower steps.	\$22,296	0.0
911412A-5215 Premium Pay: Based on actual expenditures.	\$11,035	
Operations		
911412A-6225 Publications & Subscriptions: Deletion of one-time appropriation for resource materials, updated books, and fire safety brochures.	-\$20,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911412A-5101 Regular Wages: Proposed expansion position for Fire Investigator (Fire Fighter IV), and three expansion positions for Fire Inspectors (Fire Fighter III).	\$240,136	4.0
Operations		
MATERIALS & SUPPLIES:		
911412B-6060 Small Equipment - under \$1000: Supplies for expansion positions.	\$10,000	
UTILITIES:		
911412B-6152 Cellular Telephone: Increase for expansion positions.	\$2,000	
OTHER COSTS:		
911412B-6224 Physical Examinations: Increase for expansion positions.	\$1,000	
911412B-6255 Uniform Allowance: Increase for expansion positions.	\$6,000	
Equipment		
MACHINERY & EQUIPMENT:		
911412B-7035 Fire Equipment: Personal Protective Equipment for expansion positions.	\$7,400	
TOTAL EXPANSION BUDGET	\$266,536	4.0

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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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.

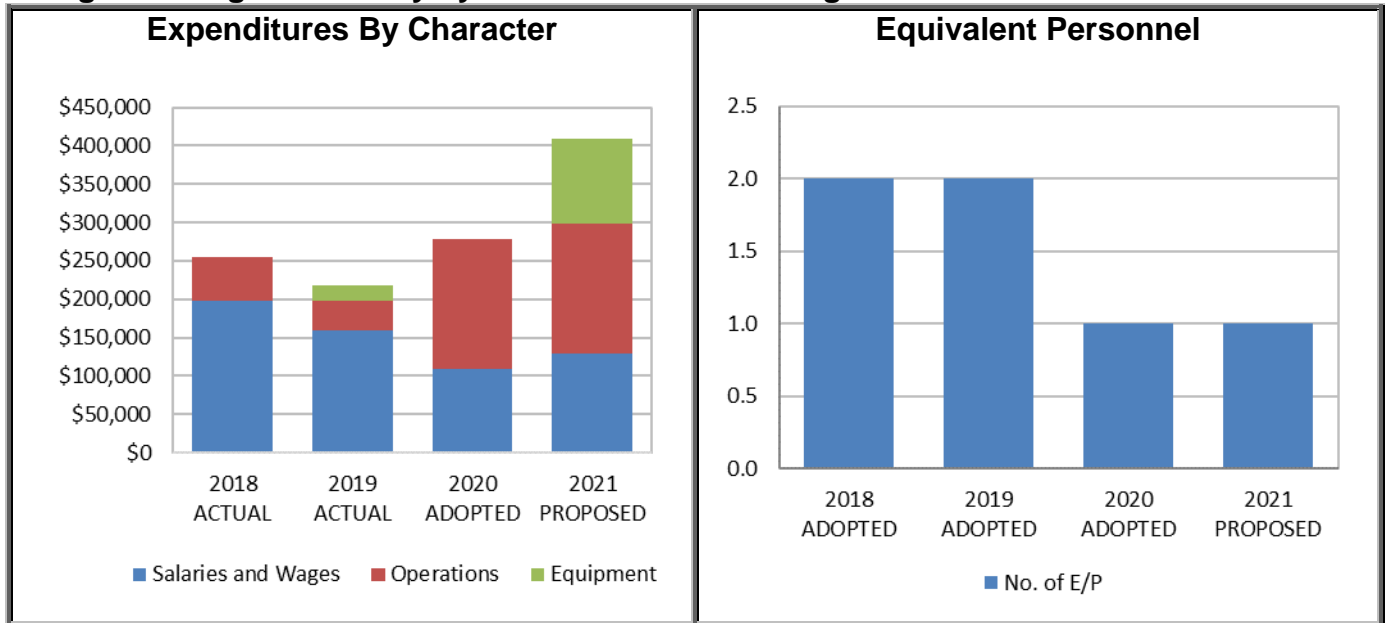
The Fire Hazard Removal Revolving Fund also provides services to deal with overgrown parcels. If no corrections are made to address the fire hazard situation after proper notification of the owners, this fund is used by the Fire Chief to clear the hazard. The cost of the clearing is then placed as a lien on the property for collection.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	2,044	2,252	2,100
	% of plans reviewed within 30 days from application date	18%	80%	40%

Fire Prevention Program

Program Budget Summary by Fiscal Year – Revolving Fund



Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$168,853	\$120,135	\$95,916	\$99,624	\$3,708	3.9%
OTHER PREMIUM PAY	\$29,386	\$38,447	\$12,378	\$29,420	\$17,042	137.7%
Salaries and Wages Total	\$198,239	\$158,582	\$108,294	\$129,044	\$20,750	19.2%
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$2,700	\$2,700	\$0	N/A
SERVICES	\$13,341	\$0	\$2,500	\$2,500	\$0	N/A
UTILITIES	\$11,696	\$10,983	\$16,150	\$16,150	\$0	N/A
TRAVEL	\$22,195	\$22,002	\$35,250	\$35,250	\$0	N/A
OTHER COSTS	\$8,887	\$6,763	\$46,900	\$46,900	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$0	\$0	\$66,182	\$66,182	\$0	N/A
Operations Total	\$56,119	\$39,747	\$169,682	\$169,682	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$19,551	\$0	\$110,000	\$110,000	N/A
Equipment Total	\$0	\$19,551	\$0	\$110,000	\$110,000	N/A
Program Total	\$254,358	\$217,881	\$277,976	\$408,726	\$130,750	47.0%

Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Fire Fighter IV	2.0	2.0	1.0	1.0	0.0	0.0%
Program Total	2.0	2.0	1.0	1.0	0.0	0.0%

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 Affordable, Healthy, and Thriving Community
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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

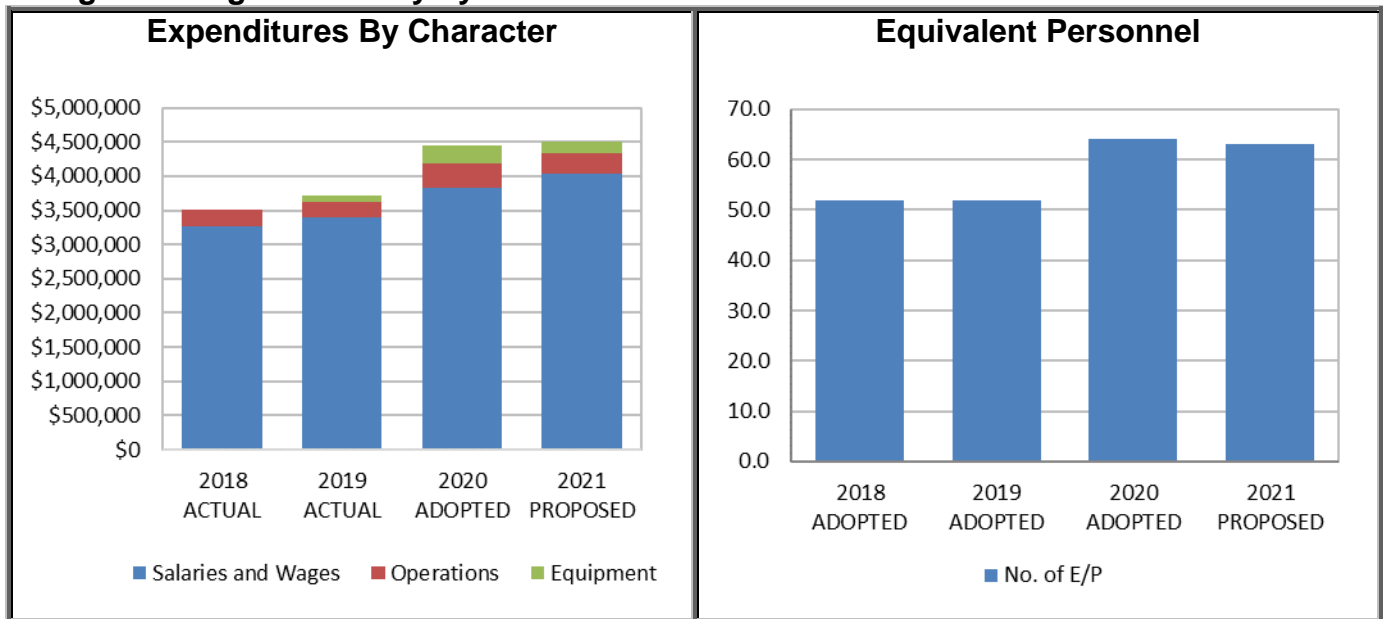
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Protect life, property, and environment at beach and coastal areas within Maui County through preventive measures along with safe and effective emergency response.</i>				
1. Maintain the same level of preventive actions (public contacts with safety messages) as documented for the previous year.	# of preventive actions	229,146	240,340	229,146
2. Ensure a minimum of two qualified rescue watercraft operators are assigned to each jet ski unit for the entire duration of each shift.	% of shifts covered by two operators for the entire duration	N/A	N/A	100%
<i>Goal #2: Ensure all officers receive appropriate, complete, and well-documented annual refresher training.</i>				
1. Establish and maintain complete training programs.	% of programs with complete set of JPRs	N/A	N/A	100%
	% of programs with complete set of lesson plans including safety plans, skills sheets, and cognitive test bank	N/A	N/A	100%

Ocean Safety Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Ensure all officers receive appropriate, complete, and well-documented annual refresher training.</i>				
2. Conduct Supervisory Training for all supervisors.	% of supervisors who have completed supervisor training	N/A	N/A	100%

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$2,818,897	\$3,206,480	\$3,470,264	\$3,680,076	\$209,812	6.0%
OTHER PREMIUM PAY	\$443,981	\$186,611	\$350,000	\$360,000	\$10,000	2.9%
Salaries and Wages Total	\$3,262,878	\$3,393,091	\$3,820,264	\$4,040,076	\$219,812	5.8%
Operations						
MATERIALS & SUPPLIES	\$91,524	\$60,712	\$171,928	\$171,928	\$0	N/A
SERVICES	\$88,279	\$83,484	\$109,800	\$60,300	-\$49,500	-45.1%
UTILITIES	\$13,813	\$16,013	\$19,367	\$23,304	\$3,937	20.3%
TRAVEL	\$7,869	\$13,447	\$6,970	\$6,970	\$0	N/A
OTHER COSTS	\$42,032	\$60,258	\$55,700	\$38,700	-\$17,000	-30.5%
Operations Total	\$243,518	\$233,914	\$363,765	\$301,202	-\$62,563	-17.2%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$87,229	\$255,000	\$164,600	-\$90,400	-35.5%
Equipment Total	\$0	\$87,229	\$255,000	\$164,600	-\$90,400	-35.5%
Program Total	\$3,506,395	\$3,714,234	\$4,439,029	\$4,505,878	\$66,849	1.5%

Ocean Safety Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Battalion Chief (Ocean Safety)	1.0	1.0	1.0	1.0	0.0	0.0%
Ocean Safety Officer I	0.0	0.0	10.0	10.0	0.0	0.0%
Ocean Safety Officer II	36.0	36.0	36.0	36.0	0.0	0.0%
Ocean Safety Officer III	8.0	8.0	9.0	9.0	0.0	0.0%
Ocean Safety Officer IV	4.0	4.0	4.0	4.0	0.0	0.0%
Ocean Safety Officer IV Training Captain	1.0	1.0	1.0	1.0	0.0	0.0%
Ocean Safety Operations Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant I	0.0	0.0	1.0	0.0	-1.0	-100.0%
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	52.0	52.0	64.0	63.0	-1.0	-1.6%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
911777A-5101 Regular Wages: Positions filled at higher/lower steps; full year salaries for FY20 expansion positions; transfer of 1 position to the Administration Program per Ordinance 5053.	\$209,812	-1.0
911777A-5215 Premium Pay: Increase for FY 20 expansion positions.	\$10,000	
Operations		
OTHER COSTS:		
911777B-6224 Physical Examinations: Deletion of one-time FY 2020 appropriation.	-\$17,000	
SERVICES:		
911777B-6138 R & M Services/Contracts: Deletion of one-time FY 2020 appropriation for tower repairs.	-\$75,000	
Equipment		
MACHINERY & EQUIPMENT:		
911777C-7030 Communication Equipment: Deletion of one-time FY 2020 appropriation.	-\$16,000	
911777C-7048 Rescue Equipment: Deletion of one-time FY 2020 appropriation.	-\$67,500	
911777C-7055 Vessel and Marine Equipment: Deletion of one-time FY 2020 appropriation.	-\$57,000	
911777C-7040 Motor Vehicles: Deletion of one-time FY 2020 appropriation.	-\$100,000	

Expansion Budget Request from FY 2020 Adopted Budget

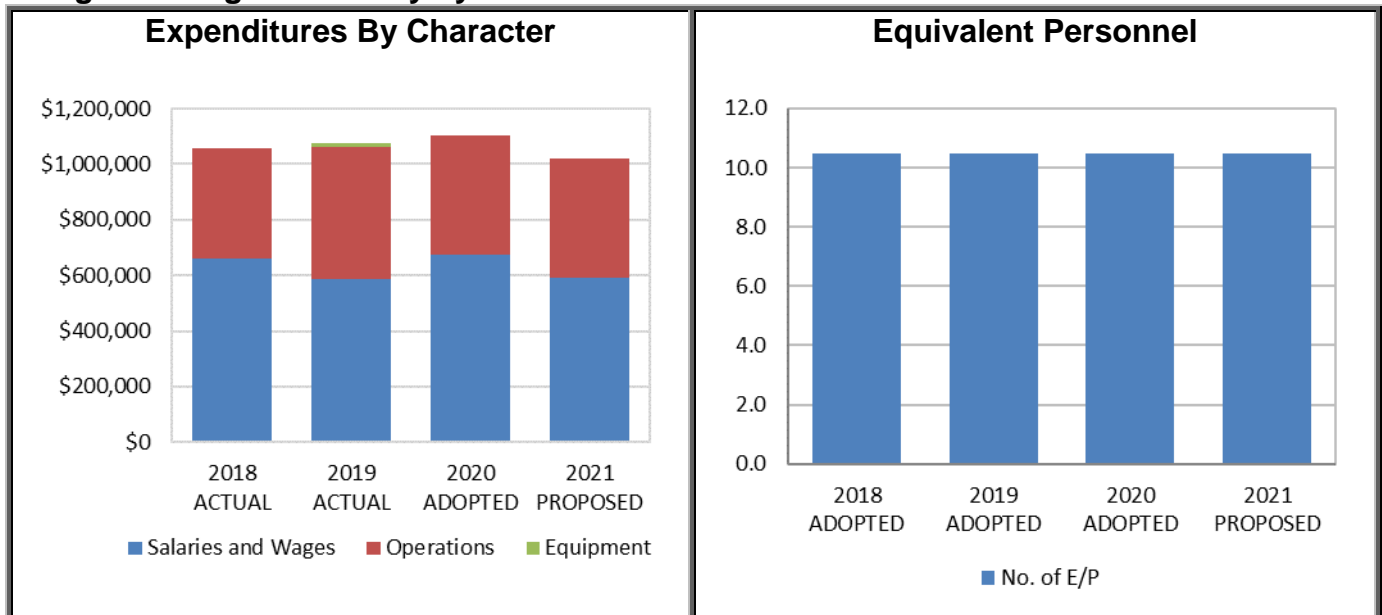
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	
Operations		
SERVICES:		
911777B-6138: R & M Services/Contracts: Repair PA systems at Baldwin and Hookipa; Roller Door and improvements in South district.	\$25,500	

Ocean Safety Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY & EQUIPMENT:		
911777C-7030 Communication Equipment: Portable Radios.	\$35,100	
911777C-7040: Motor Vehicles: 4WD Utility/Pickup Truck.	\$50,000	
911777C-7048 Rescue Equipment: ATV Quads; Rescue Boards.	\$39,500	
911780C-7055 Vessel and Marine Equipment: Rescue Water Crafts with Trailer and Rescue Sled.	\$40,000	
TOTAL EXPANSION BUDGET	\$190,100	0.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$575,936	\$537,288	\$614,022	\$551,922	-\$62,100	-10.1%
OTHER PREMIUM PAY	\$84,734	\$48,293	\$58,421	\$40,000	-\$18,421	-31.5%
Salaries and Wages Total	\$660,670	\$585,581	\$672,443	\$591,922	-\$80,521	-12.0%
Operations						
MATERIALS & SUPPLIES	\$0	\$3,409	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
UTILITIES	-\$126	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$0	\$0	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$395,576	\$470,478	\$429,036	\$429,036	\$0	N/A
Operations Total	\$395,450	\$473,886	\$429,036	\$429,036	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$17,975	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$17,975	\$0	\$0	\$0	N/A
Program Total	\$1,056,120	\$1,077,442	\$1,101,479	\$1,020,958	-\$80,521	-7.3%

Ocean Safety Program

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Ocean Safety Officer II	9.0	9.0	9.0	9.0	0.0	0.0%
Ocean Safety Officer II, HT	0.5	0.5	0.5	0.5	0.0	0.0%
Ocean Safety Officer IV	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	10.5	10.5	10.5	10.5	0.0	0.0%

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
State of Hawaii Makena Lifeguard Services	No	No	\$1,204,741	\$1,056,059	\$1,101,479	\$1,206,953
TOTAL			\$1,204,741	\$1,056,059	\$1,101,479	\$1,206,953

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 & Human Concerns

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

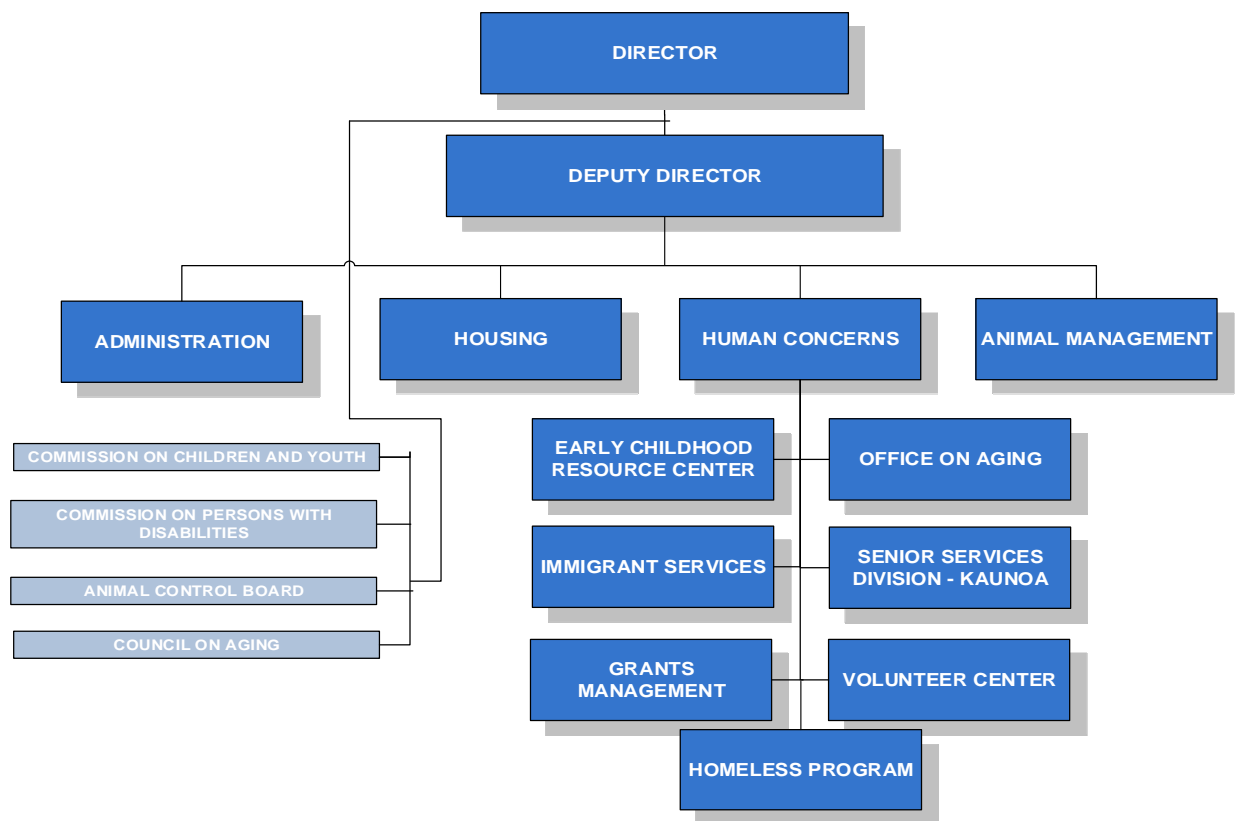
To support and enhance the social well-being of the citizens of Maui County.

Countywide Outcome(s)

The Department of Housing and Human Concerns supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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 that 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 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.

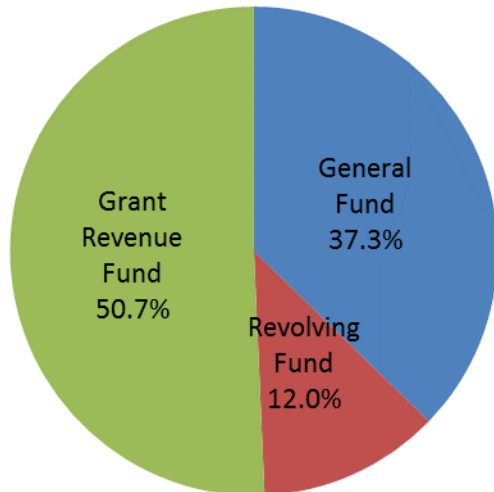
The Department continues to be up against economic constraints as Federal and State funds are being cut, deliverables/programs are faced with increasing costs, and travel costs continue to rise.

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.

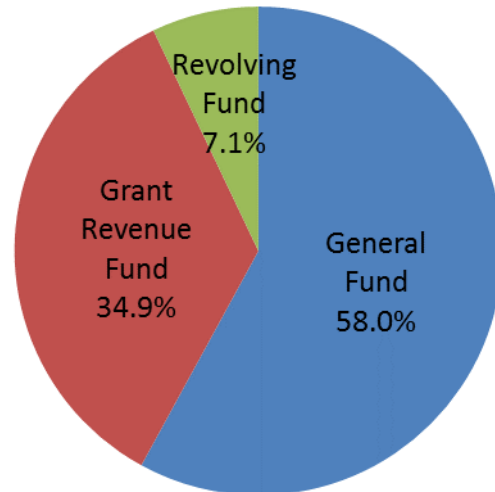
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

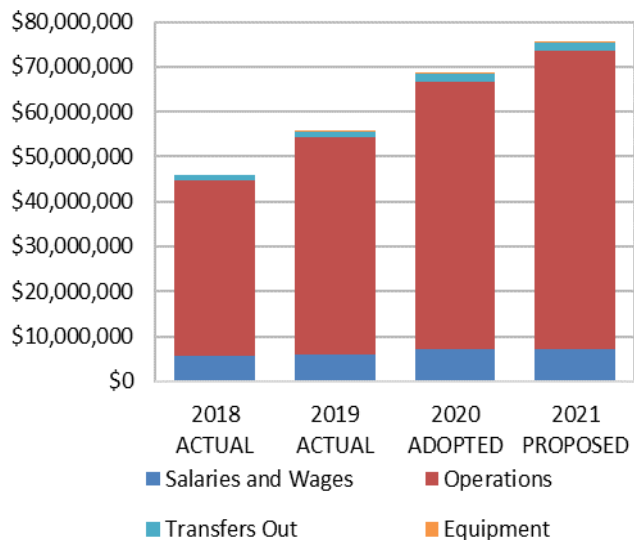


FY 2021 Total Equivalent Personnel

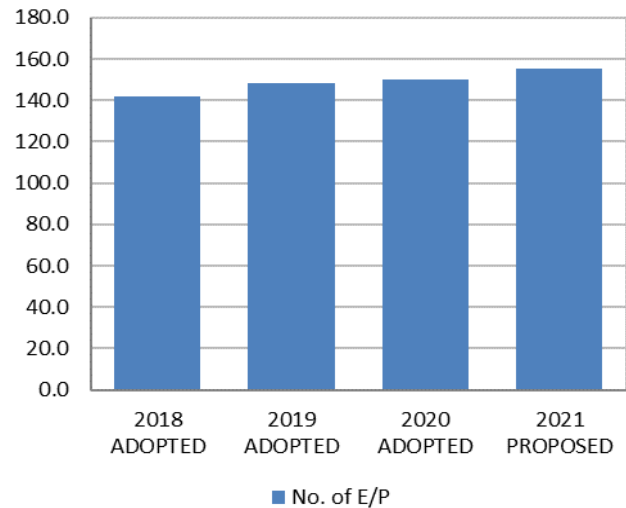


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$65,754	\$99,472	\$107,116	\$130,916	\$23,800	22.2%
WAGES & SALARIES	\$5,720,768	\$5,915,987	\$6,977,807	\$7,140,852	\$163,045	2.3%
Salaries and Wages Total	\$5,786,522	\$6,015,459	\$7,084,923	\$7,271,768	\$186,845	2.6%
Operations						
BUDGETED EXPENDITURES	\$0	\$17,208	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$457,594	\$200,714	\$831,470	\$467,116	-\$364,354	-43.8%
MATERIALS & SUPPLIES	\$197,638	\$231,693	\$224,032	\$244,715	\$20,683	9.2%
OTHER COSTS	\$35,927,119	\$44,862,919	\$51,729,163	\$58,864,899	\$7,135,736	13.8%
SERVICES	\$1,897,332	\$2,494,773	\$6,154,169	\$6,081,764	-\$72,405	-1.2%
SPECIAL PROJECTS	\$52,153	\$48,942	\$201,000	\$194,000	-\$7,000	-3.5%
TRAVEL	\$239,570	\$237,219	\$208,534	\$222,358	\$13,824	6.6%
UTILITIES	\$194,622	\$237,192	\$289,737	\$305,080	\$15,343	5.3%
Operations Total	\$38,966,027	\$48,330,659	\$59,638,105	\$66,379,932	\$6,741,827	11.3%
Countywide Expenditures						
OTHER COSTS	\$620	\$637	\$0	\$0	\$0	N/A
Countywide Expenditures Total	\$620	\$637	\$0	\$0	\$0	N/A
Transfers Out						
SPECIAL REVENUE FUNDS	\$1,069,821	\$1,089,343	\$1,648,076	\$1,654,400	\$6,324	0.4%
Transfers Out Total	\$1,069,821	\$1,089,343	\$1,648,076	\$1,654,400	\$6,324	0.4%
Equipment						
CAPITAL OUTLAY	-\$306,494	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$17,329	\$16,466	\$12,984	\$14,520	\$1,536	11.8%
MACHINERY & EQUIPMENT	\$172,019	\$238,612	\$154,240	\$311,713	\$157,473	102.1%
Equipment Total	-\$117,147	\$255,078	\$167,224	\$326,233	\$159,009	95.1%
Department Total	\$45,705,844	\$55,691,176	\$68,538,328	\$75,632,333	\$7,094,005	10.4%

Equivalent Personnel Summary by Program

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	5.0	5.0	5.0	6.0	1.0	20.0%
Housing Program	30.0	30.0	30.0	31.0	1.0	3.3%
Human Concerns Program	106.8	113.3	115.3	118.3	3.0	2.6%
Department Total	141.8	148.3	150.3	155.3	5.0	3.3%

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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 monthly meetings held in a year with all division heads, focusing on collaborative efforts on resources, trainings and policies and procedures	7	6	10
	% of division heads who feel meetings achieve stated objectives	N/A	N/A	95%

Administration Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 and promote collaborations across divisions	95%	90%	92%
Goal #2: Promote collaboration with other departments and various community groups to provide the technical assistance to the community.				
1. Participate in meetings, trainings and activities with Departments and human services providers within the community	# of meetings, trainings and activities participated in annually with Departments and human services providers within the community	50	20	24
	% surveyed that felt DHHC's participation was valuable	N/A	N/A	90%
2. Increase capacity of DHHC to respond to emergency/disaster situations	% of division leadership who complete basic MEMA training	N/A	N/A	95%
	% of Department line staff who complete basic MEMA training	N/A	N/A	75%
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.				
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	30	25	25
2. Advise staff of training opportunities	% of DHHC staff attending at least one training per year	N/A	N/A	100%

Administration Program

Key Activity Goals & Measures (Cont'd)

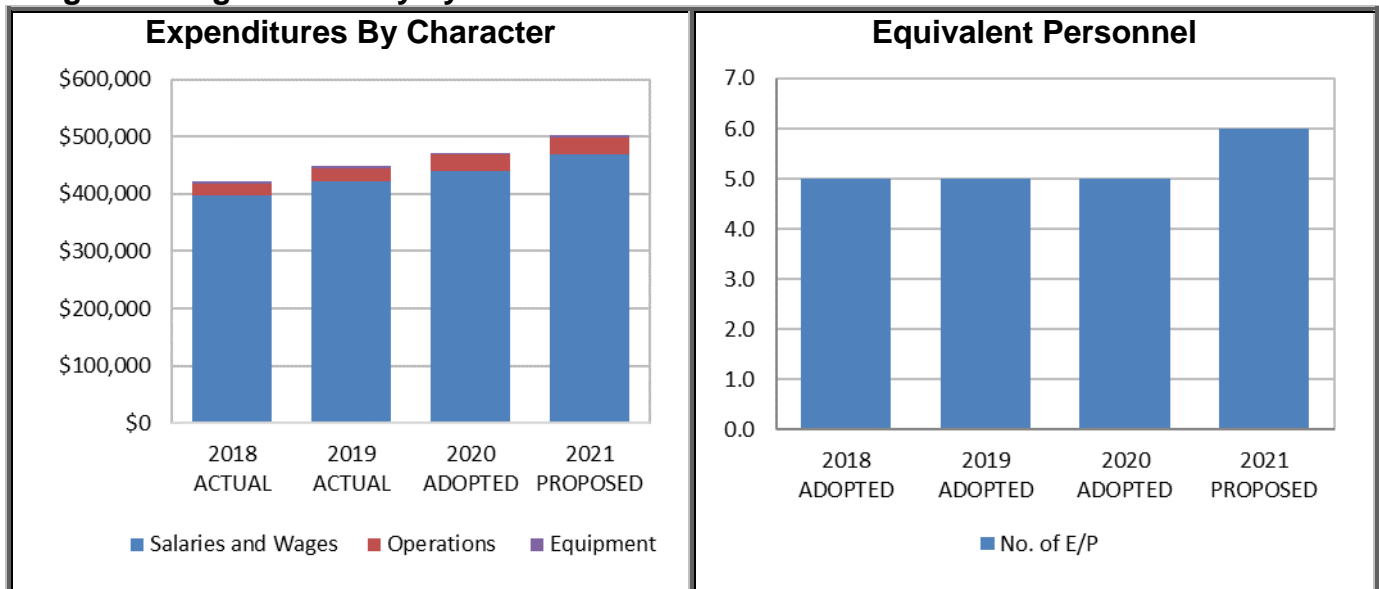
Goal #3: Facilitate and coordinate inter-agency and inter-departmental events and meetings on an on-going basis, and provide staff trainings and recognize employees' accomplishments to promote efficiency and continuity within the department.

3. Conduct staff recognition events to enhance staff morale and showcase successes	# of staff recognition events conducted annually	8	6	6
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Goal #4: Support and encourage Maui County's presence on statewide initiatives related to aging, housing, early childhood development and other human concern issues.

1. Increase staff participation in statewide initiatives	% of Divisions that participate in associated statewide coalitions or organizations	N/A	N/A	100%
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Program Budget Summary by Fiscal Year – General Fund



Administration Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$1,191	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$397,811	\$421,861	\$438,888	\$468,377	\$29,489	6.7%
Salaries and Wages Total	\$397,811	\$423,052	\$438,888	\$468,377	\$29,489	6.7%
Operations						
MATERIALS & SUPPLIES	\$1,973	\$2,984	\$3,995	\$3,995	\$0	N/A
OTHER COSTS	\$2,467	\$3,904	\$5,850	\$7,200	\$1,350	23.1%
SERVICES	\$1,770	\$3,316	\$2,950	\$2,950	\$0	N/A
TRAVEL	\$12,248	\$8,706	\$14,200	\$14,200	\$0	N/A
UTILITIES	\$1,963	\$2,611	\$2,500	\$2,500	\$0	N/A
Operations Total	\$20,422	\$21,520	\$29,495	\$30,845	\$1,350	4.6%
Equipment						
LEASE PURCHASES	\$3,256	\$3,765	\$2,000	\$2,000	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$1,000	\$1,000	N/A
Equipment Total	\$3,256	\$3,765	\$2,000	\$3,000	\$1,000	50.0%
Program Total	\$421,490	\$448,338	\$470,383	\$502,222	\$31,839	6.8%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Departmental Personnel Clerk	0.0	0.0	0.0	1.0	1.0	100%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary III	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	5.0	5.0	5.0	6.0	1.0	20.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

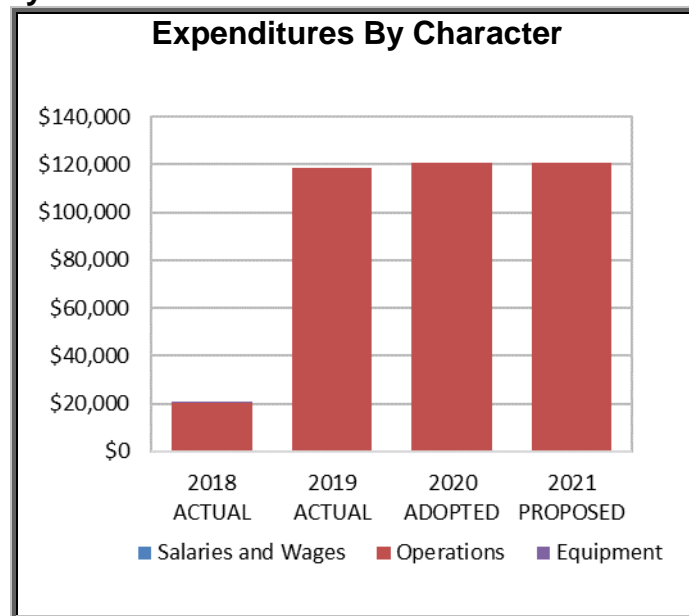
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL CONTINUATION BUDGET	\$0	0.0

Administration Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
914002A-5101 Regular Wages: Expansion position Departmental Personnel Clerk	\$24,488	1.0
Operations		
OTHER COSTS:		
914002B-6230 Registration/Training Fees: Additional training for staff.	\$1,000	
914002B-6250 Training Fees/Seminars: Additional training for staff.	\$350	
Equipment		
914002C-7043 Office Furniture: For expansion position.	\$1,000	
TOTAL EXPANSION BUDGET	\$26,838	1.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$11,054	\$110,511	\$0	\$0	\$0	N/A
SERVICES	\$0	\$0	\$120,725	\$120,725	\$0	N/A
TRAVEL	\$9,504	\$8,172	\$0	\$0	\$0	N/A
Operations Total	\$20,558	\$118,683	\$120,725	\$120,725	\$0	N/A
Equipment						
LEASE PURCHASES	\$120	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$120	\$0	\$0	\$0	\$0	N/A
Program Total	\$20,678	\$118,683	\$120,725	\$120,725	\$0	N/A

Administration Program

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Strategic Prevention Framework Partnerships for Success	No	No	\$10,000	\$10,000	\$100,000	\$100,000
State Department of Health, Alcohol and Drug Abuse Division, Substance Abuse Prevention	No	No	\$0	\$20,725	\$80,000	\$21,000
TOTAL			\$10,000	\$30,725	\$180,000	\$121,000

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.

State Department of Health, Alcohol and Drug Abuse Division, Substance Abuse Prevention

Funds to be used to build capacity of the substance abuse prevention system and support implementation of efforts to address underage drinking in the County of Maui.

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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	100%	90%	90%
	% of HUD's approved budget under the Section 8 Housing Choice Voucher Program expended	100%	95%	95%

Housing Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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)	TBD	95%	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	100%	98%	98%
<i>Goal #2: Improve affordable housing opportunities provided to the community.</i>				
1. Improve Department outreach to Developers regarding funding resources for affordable housing development	# of project proposals received for Affordable Housing Fund	N/A	9	9
2. Increase the County's inventory of affordable housing units	# of housing projects that receive technical assistance in planning affordable or workforce units (as related to MCC 2.96, MCC 2.97, HRS 201H-038 , etc.)	N/A	25	25
3. Increase the homeownership opportunities for County residents	# of First-Time Home Buyer clients who purchase a home with County Down Payment Assistance	TBD	66	66
	% of First-Time Home Buyer funds expended to total allocated funds during FY	TBD	95%	95%
<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	68	150	80

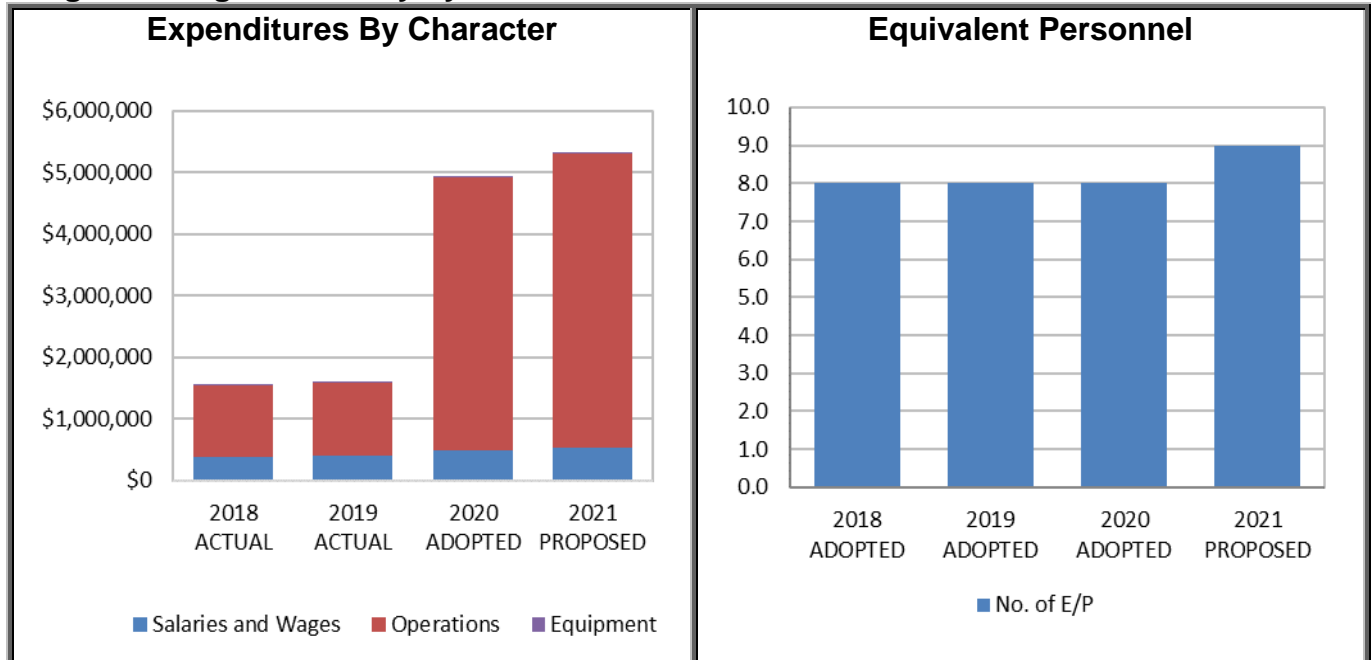
Housing Program

Key Activity Goals & Measures (Cont'd)

Goal #3: Promote fair and equal housing opportunities for all residents, and provide services and activities in a nondiscriminatory manner (Cont'd).

1. Increase public participation in County's Fair Housing Seminar (cont'd)	% of participants in Fair Housing Seminar that reported an increase in knowledge as a result of the training	N/A	N/A	65%
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	218	200	200

Program Budget Summary by Fiscal Year – General Fund



Housing Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$9,420	\$28,798	\$8,000	\$5,000	-\$3,000	-37.5%
WAGES & SALARIES	\$365,842	\$369,397	\$482,880	\$519,648	\$36,768	7.6%
Salaries and Wages Total	\$375,262	\$398,195	\$490,880	\$524,648	\$33,768	6.9%
Operations						
MATERIALS & SUPPLIES	\$3,427	\$4,850	\$4,400	\$4,900	\$500	11.4%
OTHER COSTS	\$1,145,679	\$1,138,184	\$3,619,150	\$4,641,550	\$1,022,400	28.2%
SERVICES	\$8,164	\$22,731	\$768,090	\$108,090	-\$660,000	-85.9%
TRAVEL	\$7,951	\$4,586	\$9,700	\$16,200	\$6,500	67.0%
UTILITIES	\$8,329	\$16,197	\$18,103	\$18,103	\$0	N/A
Operations Total	\$1,173,549	\$1,186,549	\$4,419,443	\$4,788,843	\$369,400	8.4%
Equipment						
LEASE PURCHASES	\$1,632	\$1,632	\$2,410	\$2,410	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$2,000	\$2,000	N/A
Equipment Total	\$1,632	\$1,632	\$2,410	\$4,410	\$2,000	83.0%
Program Total	\$1,550,442	\$1,586,375	\$4,912,733	\$5,317,901	\$405,168	8.2%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Housing Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Development Project Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Program Specialist II	0.0	0.0	0.0	1.0	1.0	100%
Housing Program Specialist IV	3.0	3.0	3.0	3.0	0.0	0.0%
Housing Program Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	8.0	8.0	8.0	9.0	1.0	12.5%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
SERVICES:		
914457B-6132 Professional Services: Deletion of one-time appropriation for parcel studies.	-\$450,000	
914123B-6132 Professional Services: Deletion of one-time appropriation for Feasibility Study for Papalaua Street parcel.	-\$50,000	
914457B-6112 Contractual Service: Deletion of one-time appropriation for analysis of impediments, and tree/lot maintenance.	-\$60,000	
914457B-6132 Professional Services: Deletion of one-time appropriation for new/existing parcel studies.	-\$100,000	
Equipment		
None	\$0	

Housing Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
914127A-5101 Regular Wages: Expansion position Housing Program Specialist II.	\$30,192	1.0
Operations		
SERVICES:		
914129B-6317 County Grant Subsidy: Increase program funding for Hale Mahaolu Home Ownership.	\$20,000	
914163B-6317 County Grant Subsidy: Increase program funding for the First Time Homebuyer's Program.	\$1,000,000	
Equipment		
914127C-7043 Office Furniture: For expansion position.	\$2,000	
TOTAL EXPANSION BUDGET	\$1,052,192	1.0

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants for Housing Program				
Affordable Rental Housing Programs	\$1,000,000	\$979,550	\$1,400,000	\$1,400,000
Hale Mahaolu for Homeowners and Housing Counseling Program	\$80,000	\$80,000	\$150,000	\$170,000
First Time Home Buyer's Fund	N/A	N/A	\$2,000,000	\$3,000,000
TOTAL HOUSING PROGRAM	\$1,080,000	\$1,059,550	\$3,550,000	\$4,570,000

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.

Housing Program

County Grant Subsidy Program Description (Cont'd)

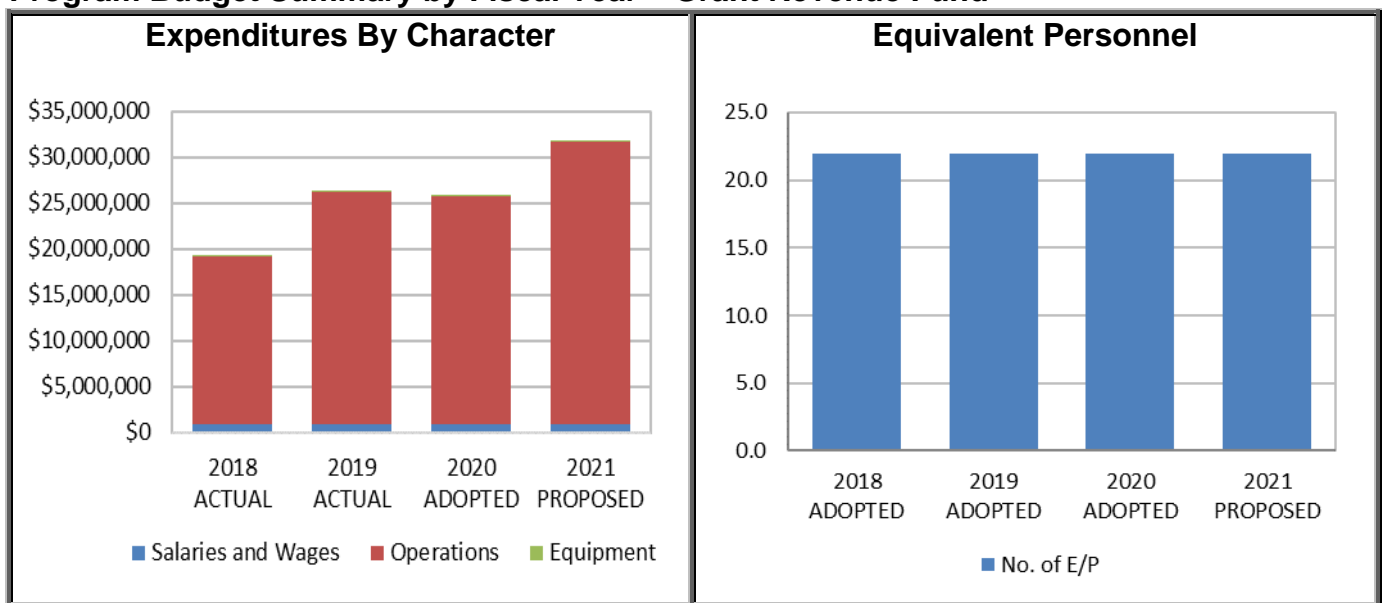
Hale Mahaolu for Homeowners and Housing Counseling Program

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.

First Time Home Buyer's Fund

The fund will assist low- to above-moderate income first-time home buyers with down payments and/or closing costs. Applicants will be selected through a lottery drawing process. The maximum grant amount under this program shall not exceed \$30,000.

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Housing Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$4,675	\$19,969	\$31,395	\$40,589	\$9,194	29.3%
WAGES & SALARIES	\$815,839	\$841,888	\$869,832	\$869,832	\$0	N/A
Salaries and Wages Total	\$820,514	\$861,857	\$901,227	\$910,421	\$9,194	1.0%
Operations						
MATERIALS & SUPPLIES	\$10,886	\$21,075	\$26,355	\$29,888	\$3,533	13.4%
OTHER COSTS	\$18,222,588	\$25,213,093	\$23,337,550	\$29,429,590	\$6,092,040	26.1%
SERVICES	\$35,881	\$33,432	\$649,725	\$1,096,397	\$446,672	68.7%
SPECIAL PROJECTS	\$52,153	\$48,942	\$81,000	\$74,000	-\$7,000	-8.6%
TRAVEL	\$16,124	\$15,266	\$31,350	\$31,350	\$0	N/A
UTILITIES	\$31,406	\$63,199	\$107,200	\$123,111	\$15,911	14.8%
INTERFUND COST RECLASSIFICATION	\$0	\$0	\$552,272	\$0	-\$552,272	-100.0%
Operations Total	\$18,369,038	\$25,395,007	\$24,785,452	\$30,784,336	\$5,998,884	24.2%
Transfers Out						
SPECIAL REVENUE FUNDS	\$501,502	\$524,402	\$1,170,800	\$1,189,824	\$19,024	1.6%
Transfers Out Total	\$501,502	\$524,402	\$1,170,800	\$1,189,824	\$19,024	1.6%
Equipment						
LEASE PURCHASES	\$804	\$804	\$804	\$804	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$6,240	\$6,240	\$0	N/A
Equipment Total	\$804	\$804	\$7,044	\$7,044	\$0	N/A
Program Total	\$19,691,858	\$26,782,069	\$26,864,523	\$32,891,625	\$6,027,102	22.4%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Choice Voucher Program Accountant	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Choice Voucher Program Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Choice Voucher Program Supervisor	2.0	2.0	2.0	2.0	0.0	0.0%
Housing Clerk	3.0	3.0	3.0	3.0	0.0	0.0%
Housing Inspector	2.0	2.0	2.0	2.0	0.0	0.0%
Housing Program Specialist III	-	0.0	0.0	0.0	0.0	0.0%
Housing Program Specialist IV	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Program Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Housing Specialist	9.0	9.0	9.0	9.0	0.0	0.0%
Office Operations Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	22.0	22.0	22.0	22.0	0.0	0.0%

Housing Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
HOME Investment Partnership Program	No	Yes/25%	\$3,000,000	\$0	\$0	\$3,100,000
National Housing Trust Fund	No	No	\$1,500,000	\$0	\$0	\$3,000,000
Komohana Hale Apartments Program	No	No	\$240,124	\$232,425	\$215,000	\$238,200
Kulamalu Hale Apartment Program	No	No	\$0	\$508,227	\$521,000	\$550,580
Section 8 Housing Program	No	No	\$22,480,292	\$24,680,647	\$25,813,932	\$25,600,000
FSS Coordinator Grant	Yes	No	\$0	\$0	\$0	\$44,000
Ohana Zone – Kahului Affordable Housing for Homeless Families	Yes	No	\$0	\$0	\$0	\$432,100
TOTAL			\$27,220,416	\$25,421,299	\$26,549,932	\$32,964,880

Grant Award Description

HOME Investment Partnership Program

The HOME Investment Partnerships (HOME) Program is a federal housing block grant program. The County of Maui administers HOME as a State Recipient of the State of Hawaii through the Hawaii Housing Finance and Development Corporation (HHFDC) under an annual formula allocation of program funds from the U.S. Department of Housing and Urban Development (HUD) used in non-metropolitan counties on a three year rotational basis.

National Housing Trust Fund (HTF) Program

The National Housing Trust Fund (HTF) Program is an affordable housing production program administrated by (HUD) to provide grants to State government to increase and preserve the supply of decent, safe, and sanitary affordable housing for primarily extremely low-income (30% AMI) households. The Hawaii Housing Finance and Development Corporation (HHFDC) is the designated HTF Grantee for the State of Hawaii.

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.

Housing Program**Grant Award Description (Cont'd)****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 (HUD) 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.

FSS Coordinator Grant

This program assists Section 8 families in transitioning off subsidized housing.

Ohana Zone – Kahului Affordable Housing for Homeless Families

Funding to be used to implement services related to a rental housing program for families transitioning out of homelessness, including security and property management, voluntary case management and employment support.

Housing Program**Program Description**

The Affordable Housing Fund was established and created through Chapter 3.35, Maui County Code (MCC).

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 Chapter 3.35, MCC.
- C. The revenues and unencumbered balance in this fund shall not be used for any purpose except those defined in Chapter 3.35, MCC.
- 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 Chapter 3.35, MCC.
- 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 Chapter 3.35, MCC;
- 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, MCC;

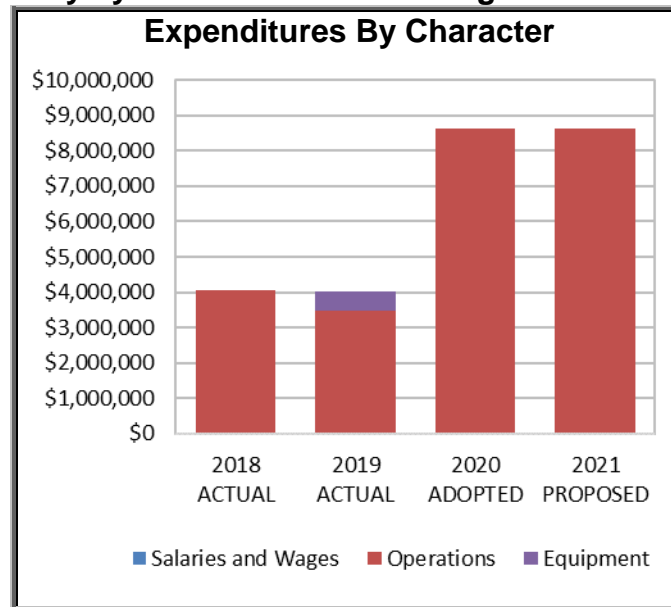
Housing Program

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

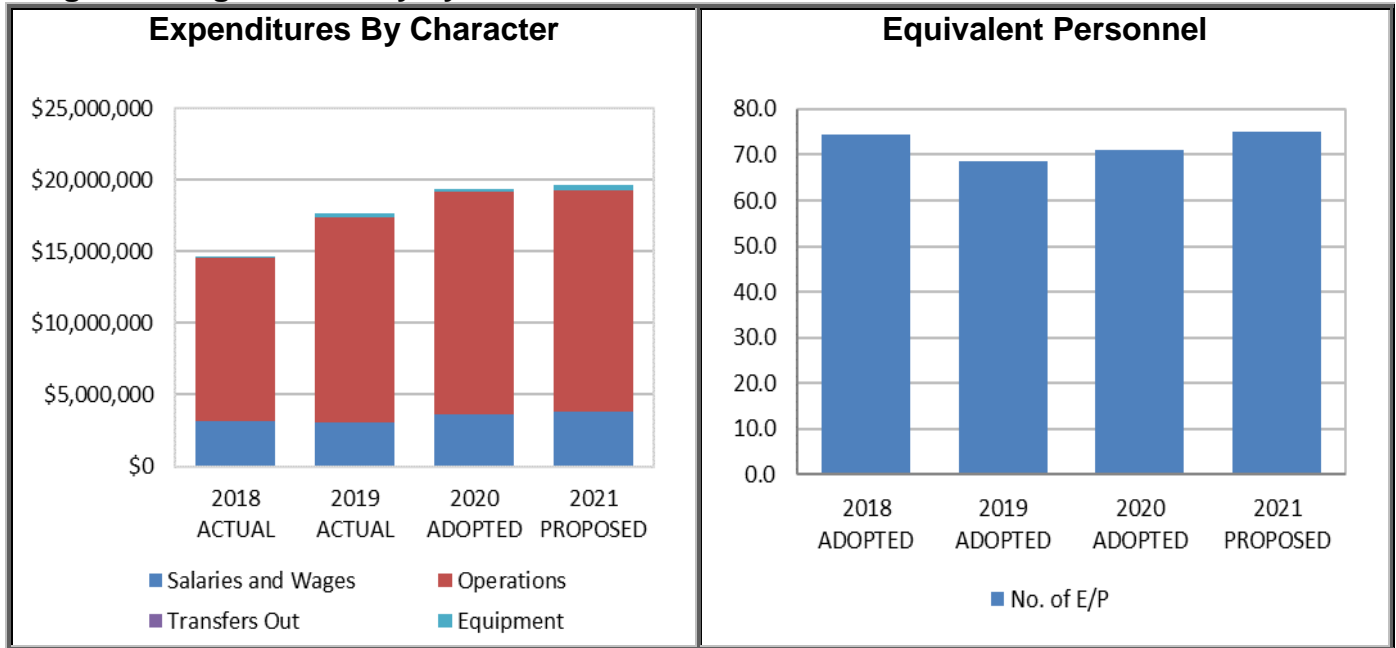
CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$131	\$0	\$0	\$0	N/A
OTHER COSTS	\$3,995,028	\$3,129,923	\$8,561,253	\$8,561,253		
SERVICES	\$60,126	\$353,404	\$68,910	\$68,910	\$0	N/A
TRAVEL	\$0	\$0	\$590	\$590	\$0	N/A
UTILITIES	\$316	\$623	\$500	\$500	\$0	N/A
Operations Total	\$4,055,471	\$3,484,080	\$8,631,253	\$8,631,253	\$0	N/A
Equipment						
CAPITAL OUTLAY		\$521,622		\$0	\$0	N/A
Equipment Total	\$0	\$521,622	\$0	\$0	\$0	N/A
Program Total	\$4,055,471	\$4,005,702	\$8,631,253	\$8,631,253	\$0	N/A

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 & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$37,320	\$43,340	\$25,165	\$29,465	\$4,300	17.1%
WAGES & SALARIES	\$3,098,083	\$3,054,967	\$3,617,690	\$3,744,340	\$126,650	3.5%
Salaries and Wages Total	\$3,135,403	\$3,098,307	\$3,642,855	\$3,773,805	\$130,950	3.6%
Operations						
MATERIALS & SUPPLIES	\$162,799	\$171,643	\$164,032	\$160,682	-\$3,350	-2.0%
OTHER COSTS	\$10,263,997	\$12,903,372	\$14,966,326	\$14,897,257	-\$69,069	-0.5%
SERVICES	\$778,942	\$1,010,375	\$194,304	\$209,355	\$15,051	7.7%
TRAVEL	\$77,640	\$92,358	\$103,987	\$106,387	\$2,400	2.3%
UTILITIES	\$138,234	\$140,702	\$158,284	\$157,716	-\$568	-0.4%
BUDGETED EXPENDITURES	\$0	\$17,208	\$0	\$0	\$0	N/A
Operations Total	\$11,421,613	\$14,335,658	\$15,586,933	\$15,531,397	-\$55,536	-0.4%
Transfers Out						
SPECIAL REVENUE FUNDS	\$10,000	\$10,000	\$0	\$0	\$0	N/A
Transfers Out Total	\$10,000	\$10,000	\$0	\$0	\$0	N/A
Equipment						
LEASE PURCHASES	\$11,517	\$10,265	\$7,770	\$9,306	\$1,536	19.8%
MACHINERY & EQUIPMENT	\$39,575	\$183,724	\$148,000	\$302,473	\$154,473	104.4%
Equipment Total	\$51,092	\$193,989	\$155,770	\$311,779	\$156,009	100.2%
Program Total	\$14,618,108	\$17,637,953	\$19,385,558	\$19,616,981	\$231,423	1.2%

Human Concerns Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant III	2.0	2.0	2.0	2.0	0.0	0.0%
Aging and Disability Program Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Program Specialist II	3.0	3.0	3.0	3.0	0.0	0.0%
Aging and Disability Services Specialist IV	4.0	4.0	4.0	4.0	0.0	0.0%
Assistant Executive on Aging	0.0	0.0	0.0	0.0	0.0	0.0%
Assistant Senior Services Division	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III (HT - Molokai)	0.5	0.5	0.5	0.5	0.0	0.0%
County Executive on Aging	1.0	1.0	1.0	1.0	0.0	0.0%
Early Childhood Resource Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Enhance Fitness Instructor (8 hrs/week)	0.0	4.0	4.0	4.0	0.0	0.0%
Grants Management Program Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Grants Management Program Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Grants Management Program Specialist IV	2.0	2.0	2.0	2.0	0.0	0.0%
Homeless Program Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Homeless Program Specialist	1.0	1.0	1.0	2.0	1.0	100.0%
Immigrant Services Assistant I (Lanai)	1.0	1.0	1.0	1.0	0.0	0.0%
Immigrant Services Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Immigrant Services Assistant II - Molokai	1.0	1.0	1.0	1.0	0.0	0.0%
Immigrant Services Program Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Immigrant Services Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Immigrant Services Specialist III	2.0	2.0	2.0	2.0	0.0	0.0%
Information/Publicity Technician (H/T)	0.5	0.5	0.5	0.5	0.0	0.0%
Leisure Program Instructor (6 hrs/week)	11.0	0.0	0.0	0.0	0.0	0.0%
Nutrition Program Aide (HT)	5.5	5.5	5.5	5.5	0.0	0.0%
Office Operations Assistant II	3.0	3.0	3.0	3.0	0.0	0.0%
Park Caretaker I	2.5	2.5	3.0	3.0	0.0	0.0%
Park Caretaker I (HT)	0.5	0.5	0.5	0.5	0.0	0.0%
Park Caretaker II	2.0	2.0	2.0	2.0	0.0	0.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Services Aide II	1.0	1.0	2.0	2.0	0.0	0.0%
Senior Services Aide II (HT)	0.5	0.5	0.5	1.5	1.0	200.0%
Senior Services Division Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Services Program Assistant I (HT)	1.5	1.5	1.5	1.5	0.0	0.0%
Senior Services Program Assistant II	2.0	2.0	2.0	2.0	0.0	0.0%
Senior Services Program Assistant III	7.0	8.0	8.0	9.0	1.0	12.5%
Senior Services Program Assistant III HT	0.0	0.0	0.5	0.0	-0.5	-100.0%
Senior Services Program Specialist IV	2.0	2.0	2.0	2.0	0.0	0.0%
Senior Services Transit Aide II	1.0	1.0	1.0	3.0	2.0	200.0%
Volunteer Center Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Other Positions	0.0	0.0	0.5	0.0	-0.5	-100.0%
Senior Services Transit Aide II	4.0	4.0	4.0	4.0	0.0	0.0%
Program Total	74.5	68.5	71.0	75.0	4.0	5.6%

Human Concerns Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
914150A-5101 Regular Wages: Positions reallocated; positions filled at lower step.	-\$19,920	0.0
914325A-5101 Regular Wages: Collective Bargaining increases/decreases; positions filled at higher/lower step; position reallocations; increase salary to full year for transferred 0.5 unfunded E/P from Congregate Meals and FY20 expansion position.	\$26,704	0.0
Operations		
SERVICES:		
914131B-6132 Professional Services: Deletion of one-time appropriation for a Suicide Crisis Study for Maui County.	-\$25,000	
914366B-6130 Printing & Binding: Based on actual expenditures of newsletter production.	\$21,000	
OTHER COSTS:		
914160B-6317 County Grant Subsidy: Deletion of one-time appropriation for Maui Youth & Family Services, for the construction of a new facility.	-\$200,000	
914162B-6317 County Grant Subsidy: Deletion of one-time appropriation for Hale Makua, for master planning of its KCC and Wailuku facilities.	-\$200,000	
914179B-6317 County Grant Subsidy: One-time appropriation to Hana Youth Center, Inc. for the purchase of a new van.	\$40,000	
914217B-6317 County Grant Subsidy: Deletion of one-time appropriation to the Boys & Girls Club Paukukalo, for a capital project.	-\$500,000	
914234B-6317 County Grant Subsidy: HC Volunteer Center - transfer to sub-object code 6132; no longer provides grant with any service providers.	-\$26,942	
914302B-6317 County Grant Subsidy: Youth Alcohol Educational Awareness - two programs not applying for funding.	-\$88,377	
914310B-6317 County Grant Subsidy: Molokai General Hospital Women's Health Center and MSCS - Maurice Thompson Drop-In Center did not request funding; Lanai Kinaole grant moved to Services for Frail and Elderly.	-\$76,868	
914341B-6317 County Grant Subsidy: Maui Family Support Services - Teen Voices previously line item funded; adjusted based on actual expenditures.	\$29,482	
914769B-6317 County Grant Subsidy: Deletion of one-time appropriation for J. Walter Cameron Center, for a capital project.	-\$169,000	
914801B-6317 County Grant Subsidy: Deletion of one-time appropriation for Council-added proviso in Substance Abuse Education.	-\$75,000	
914901B-6317 County Grant Subsidy: Deletion of one-time appropriation for Council-added proviso in Homeless Programs.	-\$250,000	
914903B-6317 County Grant Subsidy: Consolidated Hale Kau Kau program under Food Shelter Safety funds; reduced funding to Legal Aid based on past spending performance.	-\$64,611	
914906B-6317 County Grant Subsidy: Deletion of one-time appropriation for Council-added proviso in Homeless Programs - Molokai.	-\$50,000	
914908B-6317 County Grant Subsidy: Deletion of one-time appropriation for Council-added proviso for the Mobile Hygiene Unit.	-\$200,000	
914932B-6317 County Grant Subsidy: Maui Family Support - Teen Voices moved to Substance Abuse Programs.	-\$42,630	

Human Concerns Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
OTHER COSTS: (Cont'd)		
914936B-6317 County Grant Subsidy: Increase in services for part of FTE for new Program Facilitator.	\$10,000	
914941B-6317 County Grant Subsidy: Maui Academy of Performing Arts changed services, no longer suited of DHHC. Referred to OED.	-\$25,000	
914946B-6317 County Grant Subsidy: Increased homeless outreach services staff at the Salvation Army.	\$40,000	
Equipment		
MACHINERY AND EQUIPMENT:		
914150C-7040 Motor Vehicles: Office on Aging - deletion one-time appropriation in FY 2020.	-\$60,000	
914358C-7040 Motor Vehicles: Elderly Lunch Program - deletion one-time appropriation in FY 2020.	-\$35,000	
914366C-7036 Furniture/Fixtures: Maui Senior Center - deletion one-time appropriation in FY 2020.	-\$14,000	
914366C-7040 Motor Vehicles: Maui Senior Center - deletion one-time appropriation in FY 2020.	-\$39,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
914156A-5101 Regular Wages: Expansion position Homeless Program Specialist.	\$35,304	1.0
914325A-5101 Regular Wages: Expansion positions - two Senior Services Transit Aide II and two (HT) Senior Services Aide II.	\$78,600	3.0
914143A-5205 Overtime: Increase in community outreach events.	\$300	0.0
914143A-5207 Temporary Assignment: Based on actual expenditures.	\$500	0.0
Operations		
MATERIALS & SUPPLIES:		
914143B-6037 Office Supplies: Increase based on Molokai office being fully staffed.	\$500	
914156B-6060 Small Equipment - under \$1000: New printer.	\$500	
914156B-6071 Copier Supplies: Homeless Program - accounting for additional need.	\$500	
914431B-6071 Copier Supplies: Early Childhood Resource Program - based on higher demand.	\$500	
SERVICES:		
914156B-6112 Contractual Service: Homeless database user fees.	\$1,000	
914234B-6132 Professional Services: Increase in marketing and training fees at HC Volunteer Center.	\$28,000	
914374B-6123 Interpreter/Translation Services: HHC Assisted Transportation Program is required under the State of Hawaii Dept. of Transportation and Federal Transit Administration 5310 Executive Order 13166 to provide language assistance for transportation clients.	\$1,000	

Human Concerns Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
TRAVEL:		
914156B-6201 Airfare, Transportation: Mainland travel for training and seminars.	\$2,000	
914156B-6222 Per Diem Non-Reportable: Mainland travel for training and seminars.	\$1,000	
914156B-6223 Per Diem Reportable Non-Taxable: Mainland travel for training and seminars.	\$1,500	
914431B-6222 Per Diem Non-Reportable: Based on actual expenditures.	\$900	
OTHER COSTS:		
914143B-6244 Computer Software: Transfer from sub-objects 6201 and 6223 for the purchase of CRM software to increase program efficiency.	\$3,000	
914156B-6230 Registration/Training Fees: Mainland travel for training and seminars.	\$750	
914162B-6317 County Grant Subsidy: Hale Makua master planning - planning and design for new building.	\$250,000	
914189B-6317 County Grant Subsidy: Increase in costs at Boys & Girls Clubs of Maui.	\$124,000	
914219B-6317 County Grant Subsidy: Lanai Kinaole - increase in services provided and individuals served to meet needs of the community.	\$75,000	
914241B-6317 County Grant Subsidy: Hale Mahaolu Personal Care increase in services provided.	\$10,000	
914382B-6317 County Grant Subsidy: Maui Adult Day Care Centers - increase in services provided.	\$25,000	
914644B-6317 County Grant Subsidy: Mental Health Association - for additional counselor.	\$30,000	
914769B-6317 County Grant Subsidy: J. Walter Cameron Center - air conditioning units at the Kahi Kamalii Building, Infant and Toddler Center.	\$179,000	
914817B-6317 County Grant Subsidy: For children's advocate at the Maui Farm.	\$10,000	
XXXXXX-6317 County Grant Subsidy: New program - Habitat for Humanity.	\$125,000	
XXXXXX-6317 County Grant Subsidy: Imua Family Discovery Garden.	\$500,000	
XXXXXX-6317 County Grant Subsidy: For gymnasium at Maui Family YMCA.	\$400,000	
Equipment		
MACHINERY AND EQUIPMENT:		
914156C-7040 Motor Vehicles: Pickup Truck with Liftgate for the Homeless Program.	\$55,000	
914156C-7043 Office Furniture: For expansion position.	\$1,500	
914358C-7040 Motor Vehicles: Elderly Lunch Program - replacement of current van.	\$30,000	
914366C-7035 Fire Equipment: Fire Alarm System upgrade at Lanai Senior Center.	\$24,973	
914366C-7036 Furniture/Fixtures: Split A/C unit replacement.	\$7,500	
914366C-7040 Motor Vehicles: Full-size cargo van for the West Maui Senior Center.	\$42,000	
914374C-7040 Motor Vehicles: Replacement of three sedans with three Hybrid SUV's for the Assisted Transportation Program.	\$140,000	
914431C-7042 Office Equipment: Projector and screen for the Early Childhood Resource Program.	\$1,500	
TOTAL EXPANSION BUDGET	\$2,186,327	4.0

Human Concerns Program

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Food, Shelter and Safety Grants (Formerly Community Partnership Grants)</i>				
Food, Shelter and Safety Grants	\$800,000	\$903,864	\$959,711	\$882,843
Community Partnership Grants	-\$18,750	\$0	\$0	\$0
TOTAL FOOD, SHELTER AND SAFETY GRANTS	\$781,250	\$903,864	\$959,711	\$882,843

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.

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, Inc. – 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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd)
Food, Shelter and Safety Grants (Cont'd)
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.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Early Childhood</i>				
Early Childhood Programs	\$170,195	\$202,988	\$295,443	\$295,443
E Malama I Na Keiki O Lanai Preschool	\$86,335	\$86,335	\$86,335	\$86,335
Imua Family Services	\$36,050	\$43,621	\$39,655	\$39,655
Maui Economic Opportunity, Inc., for Head Start Afterschool Programs	\$245,040	\$283,025	\$270,160	\$270,160
Maui Economic Opportunity, Inc., for Head Start Summer Programs	\$180,250	\$300,417	\$189,262	\$189,262
Maui Economic Opportunity, Inc., for Infant/Toddler Care Program	\$97,850	\$102,745	\$107,885	\$107,885
Maui Family Support Services, Inc.	\$65,564	\$115,000	\$115,000	\$125,000
Partners in Development Foundation	\$0	\$40,000	\$40,000	\$45,000
TOTAL EARLY CHILDHOOD	\$881,284	\$1,174,131	\$1,143,740	\$1,158,740

Human Concerns Program**County Grant Subsidy Program Description****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 and work toward National Association of Family Child Care accreditation.

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 – Infant and Early Childhood Services

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.

Hawaii Association for the Education of Young Children - 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) accreditation.

People Attentive to Children - Early Childhood Family Literacy Program

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)****Early Childhood Programs (Cont'd)****Collaborative Support Systems, Inc. – Early Childhood Action Strategy (NEW)**

The proposed initiative will strengthen the school readiness, development and well-being of young children in Maui County by establishing metrics of early childhood development, identifying disparities in child outcomes, and creating a results-based framework for reviewing programs supporting families with young children. The initiative will assist the Early Childhood Resource Program (ECRP) by expanding the early childhood community profile, developing an early childhood strategic plan, and align activities and budgets to best support young children and their families. The strategic plan will advance the Maui County early learning and care system for children prenatal to kindergarten entry and their families.

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 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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd)
Maui Family Support Services, Inc. (Cont'd)
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.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants and Disbursements for Substance Abuse Prevention and Treatment				
Kumpang Lanai for Coalition for a Drug Free Lanai	\$43,272	\$0	\$50,000	\$50,000
Maui Economic Opportunity, Inc. for MEO BEST Reintegration Program	\$100,000	\$99,784	\$108,150	\$111,395
Maui Economic Opportunity, Inc. for MEO Underage Drinking Prevention Campaign	\$50,000	\$51,250	\$53,825	\$55,090
Ho'oulu N Kamalii	\$0	\$117,000	\$0	\$0
Maui Youth and Family Services	\$0	\$0	\$200,000	\$0
Ohana Makamae, Inc.	\$81,636	\$113,528	\$103,207	\$96,259
Substance Abuse Programs	\$500,000	\$506,530	\$801,567	\$756,049
Youth Alcohol Education Awareness Programs	\$93,928	\$89,618	\$158,377	\$70,000
TOTAL SUBSTANCE ABUSE PREVENTION AND TREATMENT	\$868,836	\$977,710	\$1,475,126	\$1,138,793

Human Concerns Program**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.

Ohana Makamae, Inc.

Provides a full continuum of substance abuse treatment services as well as domestic violence intervention service for perpetrators of domestic violence in East Maui.

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'i - 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 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.

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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd)**Substance Abuse Program (Cont'd)****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.

Lokahi Pacific – 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.

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.

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.

To Be Determined– 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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Health, Human Services and Education</i>				
Feed My Sheep	\$100,000	\$100,000	\$100,000	\$100,000
Habitat for Humanity Maui	\$0	\$0	\$0	\$125,000
Hale Mahaolu Personal Care Program	-\$93	\$103,000	\$103,000	\$113,000

Human Concerns Program

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Hale Makua	\$200,000	\$200,000	\$100,000	\$100,000
Hale Makua Master Plan	\$0	\$0	\$200,000	\$250,000
Homeless Program	\$1,000,000	\$1,490,474	\$1,984,417	\$1,619,806
Hui Laulima O Hana for Hana Dialysis Home Program	\$76,624	\$107,504	\$99,487	\$98,193
Hui Malama Learning Center	\$282,843	\$295,947	\$297,616	\$303,658
IMUA Family Services	\$0	\$0	\$0	\$500,000
J. Walter Cameron Center	\$0	\$239,000	\$169,000	\$179,000
Lanai Community Health Center	\$82,610	\$82,610	\$82,610	\$82,610
Assistance for Mycogen Displaced Workers	\$0	\$200,000	\$0	\$0
Ka Lima O Maui	\$0	\$500,000	\$0	\$0
Mobile Hygiene Unit	\$0	\$0	\$200,000	\$0
Council of the Boy Scouts of America	\$0	\$500,000	\$0	\$0
Lanai Kinaole	N/A	N/A	\$75,000	\$150,000
Maui Adult Daycare Center for Senior Citizens and Disabled, Inc.	\$358,440	\$358,440	\$358,440	\$383,440
Maui Academy of Performing Arts	\$15,000	\$25,000	\$25,000	\$0
Maui Food Bank, Inc.	\$400,000	\$400,000	\$400,000	\$400,000
Maui Economic Opportunity, Inc. for Enlace Hispano Program	\$95,464	\$100,235	\$105,247	\$107,970
Maui Economic Opportunity, Inc., for Planning & Coordinating Senior Coordinator	\$82,925	\$82,925	\$87,075	\$89,340
Maui Family YMCA	\$0	\$0	\$0	\$400,000
The Maui Farm, Inc.	\$240,000	\$189,586	\$247,200	\$257,200
Mental Health Association in Hawaii	\$50,000	\$65,000	\$65,000	\$95,000
Mental Health Kokua	\$100,000	\$111,112	\$192,337	\$192,337
Molokai Child Abuse Prevention Pathways	\$0	\$95,000	\$95,000	\$99,750
National Kidney Foundation of Hawaii	\$25,000	\$25,000	\$25,000	\$25,200
The Salvation Army	\$140,000	\$140,000	\$140,000	\$180,000
Self-Sufficiency Programs	\$94,349	\$80,986	\$95,000	\$95,000

Human Concerns Program

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grant for Services to the Frail and Elderly	\$715,752	\$859,146	\$861,739	\$861,739
Special Olympics Hawaii, Inc.	\$35,000	\$35,000	\$35,000	\$40,000
Women Helping Women	\$220,000	\$206,311	\$220,000	\$228,000
TOTAL HEALTH, HUMAN SERVICES AND EDUCATION	\$4,313,215	\$6,592,276	\$6,363,168	\$7,076,243

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 – Safety Repairs for Disabled and Low Income Elderly

Provide one-time home improvement and repairs for qualifying disabled and low income elderly to allow them to live at home safely.

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***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 two 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.

Human Concerns Program**County Grant Subsidy Program Description (Cont'd)****Homeless Program (Cont'd)*****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.

To Be Determined – Kahului Prevention Project

Homeless encampment prevention achieved by engaging homeless populations in preventive services and promotion of community stewardship.

Teens on Call – Homeless Site Cleanups

Cleaning up of community by removing objects left behind by homeless populations.

Hui Laulima O Hana - Hana Dialysis Home

Provides a lifesaving service for members of the East Maui Community suffering from renal failure.

Hui Malama - Breaking Barriers

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. (Changed program name but same program as previously funded).

IMUA Family Services

Funds will be used for the Imua Family Discovery Garden, to promote child and youth education, and development.

J. Walter Cameron Center

Funding for air conditioning units at the Kahi Kamalii Building Infant and Toddler Center.

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.

Lanai Kinaole – Lanai Kinaole Home Team

The non-profit group is dedicated to providing healthcare services to Lanai seniors in their own home. Lanai Kinaole currently services 15 of the island's most vulnerable kupuna.

Human Concerns Program**County Grant Subsidy Program Description (Cont'd)****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 clients' families/caregivers.

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.

Maui Family YMCA

Funding to be used for a new gymnasium.

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 collaborate 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.

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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd) **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 Options - Na Pu`uwai 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.

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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd)
Grant for Services to the Frail and Elderly (Cont'd)**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.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Youth Centers and Programs</i>				
Best Buddies International for Best Buddies Program	\$85,000	\$85,000	\$85,000	\$85,000
Big Brothers/Big Sisters of Maui, Inc.	\$105,892	\$138,000	\$141,586	\$146,797

Human Concerns Program

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants and Disbursements for Youth Centers and Programs				
Boys & Girls Club of Maui for Central, Haiku, Lahaina, Makawao, Paukukalo and Kahekili Terrace Clubhouses	\$1,026,910	\$1,078,255	\$1,239,993	\$1,363,993
Boys & Girls Club of Maui for Paukukalo Clubhouse	\$75,000	\$0	\$500,000	\$0
Hana Youth Center, Inc.	\$147,041	\$146,977	\$154,393	\$194,393
Hawaiian Kamalii, Inc.	\$18,672	\$18,672	\$18,672	\$18,672
Kihei Youth Center, Inc.	\$245,285	\$276,054	\$289,856	\$289,856
Lahaina Tutoring Project	\$11,000	\$11,000	\$11,000	\$11,000
Lanai Youth Center, Inc.	\$272,086	\$218,610	\$212,958	\$219,347
Maui Economic Opportunity, Inc., for MEO Youth Services	\$200,850	\$195,763	\$217,125	\$221,850
Maui Family Support Services, Inc. Teen Voices Program	\$42,630	\$46,893	\$42,630	\$0
Molokai Community Service Council, Inc. - Molokai Youth Center	\$257,500	\$296,125	\$310,931	\$310,931
Paia Youth Council, Inc.	\$230,978	\$270,978	\$284,527	\$284,527
Project Graduation	\$47,741	\$44,181	\$47,741	\$47,741
Youth Programs	\$60,572	\$87,505	\$94,177	\$94,177
TOTAL YOUTH CENTERS AND PROGRAMS	\$2,827,157	\$2,914,013	\$3,650,589	\$3,288,284

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.

Human Concerns Program**County Grant Subsidy Program Description (Cont'd)****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 6th to 12th grade.

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.

Human Concerns Program

County Grant Subsidy Program Description (Cont'd)

Youth Programs*Lokahi Pacific- 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 ¹	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
	\$9,671,742	\$12,561,994	\$13,592,334	\$13,544,903

¹ 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 seeks to improve and enhance the availability, affordability and quality of early care, learning, and development services through the promotion of shared goals, partnerships and resources. 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:**

- Maui County Childcare Subsidy - Families who are working or going to school fulltime can apply to receive partial child care payment assistance if they meet income guidelines, their children are under age 5, and are enrolled in licensed childcare or preschool. Referrals and connections are made to the Quality Care for Hawai'i's Keiki Program which is specific to families living in Maui County
- Coordination & sponsorship / co-sponsorship of parent workshops – workshops provide parents with a variety of information to help them understand and nurture child development. Topics are based on feedback and parental requests, and may include family budgets, positive discipline, storytelling, fine motor skill development, temperament and educational development.
- Resource & Referral via phone - (parental supports; programs; state benefits) The Early Childhood Resource Center provides contact information of service providers on topics related to children from prenatal through kindergarten entry.
- Resource Lending Library - The lending library provides access to books, videos, and information on early childhood related topics.

For Professionals:

- Early Childhood Education & Care Networking - Early childhood educators and service providers working with parents and children prenatal to kindergarten entry are invited to participate in networking activities to support the development and sustainability of a coordinated system that addresses needs of parents with young children and needs of early childhood education and care professionals.
- Professional Development Information & Support - Receives information on early childhood care, educational trainings, and how to access Maui County & other scholarships.
- Resource Lending Library - The lending library provides access to books, videos, and information on early childhood related topics.

Human Concerns Program – Early Childhood Resource Program

For Programs & Agency Service Providers:

- Provides technical assistance and guidance
- Serve on the Early Learning Board & Engage in Early Learning Board activities & subcommittees
- Contribute to the Action Strategy initiatives and plan implementation
- Contribute and Support the Early Childhood Comprehensive Systems Impact Grant Maui sustainability planning efforts

For the Community:

- State / Community advisory, linking and feedback loops – The Early Childhood Resource Center (ECRC) works closely with communities, early childhood teachers and child care providers, business leaders, policymakers and advocacy groups to ensure that all children, ages prenatal to kindergarten, are safe, healthy and ready to succeed. The ECRC can be contacted for legislative updates related to children.
- Community Events - The Early Childhood Resource Coordinator participates in a range of early childhood events and activities contributing in a variety of ways. Events include annual celebrations, such as Stand for Children in September or Month of the Young Child in April; Program Family / Provider Engagement events such as Head Start and Early Head Start Socializations and Family Childcare Provider Appreciation events; Network & Information Fairs for families and the early childhood workforce; and parent education training; workforce training or conferences. The ECRC contributes to these events through planning, on-site provision of resources and information, and funding.
- Public Awareness - Participate in efforts to increase public awareness of how early learning improves outcomes for young children. Use a community profile; data and “stories” to relay the positive impact of effective services and the negative impact of a lack of services.

Grant Management:

- Grant Management - Provide technical assistance and oversight for early childhood specific grants.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	31	30	30

Human Concerns Program – Early Childhood Resource Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
2. Develop assessments and plans that reflect and respond to state or federal mandates and local needs	# of community reports, demographic profiles and/or asset maps (such as basic census, number of clients served, program budgets, wait lists, parent surveys, workforce surveys, resource and referral data and focus group discussions) that are utilized/developed	4	4	4
	# of countywide meetings/programs focusing on the discussion of joint issues/challenges and successes within a year	35	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	40	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	516	550	550
5. Maintain community partners' active participation with in Maui County Early Childhood Resource Center initiatives	# of community partner organizations actively engaged in the Maui County Early Childhood Resource Center Family Literacy initiative	17	18	7
6. Ensure ECRC implementing strategies improve the success of partners' work	% of actively engaged partners that communicate that the ECRC partnership improves the success of their work	N/A	N/A	90%

Human Concerns Program – Early Childhood Resource Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	90	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 messages to ensure that the local community understands the importance of early childhood and children's development, quality services and the impact of a coordinated early childhood system has on individual children.</i>				
1. Identify/participate in the development of early childhood initiatives/campaigns/ community fairs that will increase public engagement and awareness around early childhood	Continued engagement and utilization of the early childhood resource center	75	75	75
	# of outreach, public initiatives/campaigns affected/coordinated annually	6	6	5

Human Concerns Program – Early Childhood Resource Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #4: Promote affordable childcare and education opportunities that impact families economic self-sufficiency.</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	N/A	90%	90%
	# of families receiving subsidy assistance (from the County)	155	150	150
	# of families using the extended day/year program	175	175	150

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Effectively administer funds appropriated by the County Council.</i>				
1. Conduct extensive reviews to ensure grant applications clearly describe reasonable and effective funding, community need, program implementation and expected outcomes	% of grant applications reviewed	98%	100%	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	9	4	4
3. Conduct meetings to review and update grant management processes and procedures	# of specific meetings conducted related to reviewing divisions, processes and procedures	12	6	6
<i>Goal #2: Support grantees in providing effective community programs to enhance the quality of life of Maui residents.</i>				
1. Provide educational opportunities to grantees to improve delivery of community programs	# of financial and programmatic workshops/trainings provided to grantees	5	4	4

Human Concerns Program – Grants Management

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Support grantees in providing effective community programs to enhance the quality of life of Maui residents. (Cont'd)</i>				
2. Provide technical assistance to grantees to overcome problems both programmatically and fiscally	# of meetings, communications strings, and articles provided to assist challenges among grantees	476	150	250
3. Grantees will effectively measure impact of funded program on target population	% of grants that include effective outcome measures in program evaluation plan.	N/A	N/A	85%
<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	90%	100%	95%
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	38	60	50
3. Conduct evaluation of every grant appropriated during the fiscal year	% of grants evaluated	90%	100%	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.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: The Homeless Division is tasked with convening the Coordinated Entry System (CES) and case conferencing, and is responsible for managing and maintaining the master client list of homeless individuals and families awaiting housing placement. The Division will ensure effective coordination between the homeless service providers that share common clientele to ensure clients receive appropriate services in a timely manner.</i>				
1. Addressing and solving issues between partnering homeless service providers that have common clientele	% of partnering agencies that are satisfied with the results of each Case Conferencing	N/A	N/A	98%

Human Concerns Program – Homeless Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 202 ESTIMATE
<i>Goal #1: The Homeless Division is tasked with convening the Coordinated Entry System (CES) and case conferencing, and is responsible for managing and maintaining the master client list of homeless individuals and families awaiting housing placement. The Division will ensure effective coordination between the homeless service providers that share common clientele to ensure clients receive appropriate services in a timely manner. (Cont'd)</i>				
2. As a result of Case Conferencing and collaboration between partnering agencies, clients who would otherwise “fall through the cracks”, will receive appropriate services.	# of homeless individuals that receive appropriate services	N/A	N/A	600
<i>Goal #2: Effectively educate the public, government, and private sector regarding homeless issues and the Homeless Division/County's efforts to end homelessness.</i>				
1. The Division will provide information to the public at forums or panels, and attendees will gain greater knowledge and awareness of homelessness, services, and strategies.	# of individuals that, after attending a panel/forum discussion in which the Homeless Division participated, leave with enhanced awareness and knowledge of homelessness (via survey)	N/A	N/A	150
2. Through education, the public will have increased confidence and a sense of security in knowing how to handle situations regarding homeless issues and concerns.	% of people provided information/resources by the Homeless Division that feel they have gained greater confidence to handle a situation related to homeless issues (via survey)	N/A	N/A	90%

Human Concerns Program – Homeless Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 202 ESTIMATE
<i>Goal #3: By coordinating and collaborating with partner agencies and departments employing the Homeless Division's Compassionate Action Plan (clean ups done with a strong emphasis on offering social services to individuals that are being displaced) to clear large homeless encampments, the Division will assist the general public in having an increased sense of safety, confidence, and well-being when utilizing the areas cleared of homeless encampments.</i>				
1. Community members that use or frequent the area that was cleaned express a greater sense of safety.	% of individuals utilizing the area that was cleared who expressed a greater sense of safety and security as a result of the clean-up effort (via survey)	N/A	N/A	90%
2. Individuals that use or frequent the area that was cleared, utilize it more often as a result of the clearing.	# of individuals that will increase their usage of the area due to the clearing (via survey)	N/A	N/A	200

Human Concerns Program – Immigrant Services

Program Description

The Immigrant Services Division (ISD) 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

ISD provides assistance for 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, offers 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Improve the process for identifying and supporting the needs of Maui County residents who request assistance with navigating U.S. Citizenship and Immigration Services (USCIS).</i>				
1. Maintain number of people screened and assisted with applying for a USCIS immigration benefit(s) or relief	# of people screened % of people screened and appropriate for ISD's assistance with applying for an immigration benefit(s) or relief	N/A	N/A	1,200
2. Maintain number of people satisfied with ISD's specialized knowledge of USCIS immigration processes	% of people satisfied with ISD's specialized knowledge	N/A	N/A	95%
<i>Goal #2: Promote the importance of maintaining lawful immigration status by furnishing information and resources required to renew and/or replace a Permanent Resident Card, apply for adjustment of status or removal of conditional status, and maintain employment eligibility.</i>				
1. Provide assistance with USCIS applications to maintain lawful immigration status	# of people assisted to maintain lawful immigration status using USCIS Forms I-90, I-485, or I-751	656	650	675
2. Provide assistance to qualified non-immigrants to help them maintain their employment eligibility	# of people assisted to maintain employment eligibility using Dept. of Homeland Security Form I-94, USCIS Forms I-102, or I-765	175	100	125

HOUSING AND HUMAN CONCERNS COUNTY OF MAUI

Human Concerns Program – Immigrant Services

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Ensure immigrants, including non-citizens, participate in county governance by providing application assistance for naturalization, acquiring proof of citizenship status, as well as, advocating for the right to vote. Also, promoting community membership and civic participation by immigrant communities through the process of family re-unification.</i>				
1. Maintain # of people assisted with application for naturalization, and/or replace citizenship documents	# of people assisted with USCIS Forms N-400, N-600, N-565, Child Birth Report Abroad (CBRA), and US Passport	369	400	400
2. Increase # of people assisted with preparing for citizenship tests and interviews	# of people assisted with citizenship test and preparation for interview	58	175	185
3. Provide assistance to people petitioning their relatives	# of people assisted with USCIS Forms I-130 or I-129F	455	550	475
	% of people who filed an alien relative petition	N/A	N/A	80%
4. Assist with Affidavits of Support (AOS) to show petitioner/sponsor can provide financially for the intending immigrant/non-immigrant	# of people who filed USCIS Form I-864 or I-134	593	825	700
	% of people who filed USCIS Form I-864 of I-134	N/A	N/A	75%
5. Assist petitioners with immigrant visa applications	# of people assisted with Dept. of State Form DS-260	230	350	350
	% of people who filed Form DS-260	N/A	N/A	70%
<i>Goal #4: Promote access to services being offered to immigrant communities, demonstrate support for immigrants and increase public awareness about immigration issues.</i>				
1. Increase # of individuals served	# of individuals served at any one of ISD's office locations	2,947	3,000	3,100
2. Maintain # of community events, outreaches and education programs to reach targeted immigrant communities.	# of community events, outreaches and education programs to immigrant communities annually	13	15	15
	% of people satisfied with ISD's community involvement	N/A	N/A	100%
3. Maintain rate of excellent client satisfaction for ISD overall services.	% of satisfied clients as measured with client satisfaction survey	100%	95%	100%

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide opportunities for senior participants to engage in activities that encourage lifelong learning, social involvement, and healthy lifestyles which promote independent living and extended healthspans.</i>				
1. Produce health and wellness classes, activities and events which encourage lifelong learning, social engagement and healthy lifestyles.	# of health and wellness activities provided	7,684	8,000	8,000
	% of participants who agree that the Leisure/Wellness Program play an important role in maintaining their overall health and independence	93%	90%	90%

Human Concerns Program – Senior Services

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide opportunities for senior participants to engage in activities that encourage lifelong learning, social involvement, and healthy lifestyles which promote independent living and extended Healthspans. (Cont'd)</i>				
1. Produce health and wellness classes, activities and events which encourage lifelong learning, social engagement and healthy lifestyles. (Cont'd)	% of participants who agree that the Leisure/Wellness Program helps to reduce loneliness and helps to prevent isolation	94%	90%	90%
2. Provide nutrition services to reduce hunger and food insecurity, and promote social engagement through group activities at nutrition sites throughout Maui County.	# of meals served in a group setting which promote healthy diets, proper nutrition, and social engagement	63,336	80,000	80,000
	% of participants who agree that the Congregate Program helps them to remain active and independent	N/A	N/A	90%
	% of participants who agree that the Congregate Program reduces loneliness and helps to prevent isolation	N/A	N/A	90%
<i>Goal #2: Provide volunteer opportunities through Kaunoa's Volunteer Programs, including the Retired & Senior Volunteer Program (RSVP) to enable senior participants to utilize their talents and skills and remain active and engaged in their communities.</i>				
1. Develop effective volunteer work station partnerships	# of volunteer work stations enrolled	N/A	N/A	50
	% of satisfied volunteer stations	99%	95%	95%
2. Recruit and match senior volunteers to compatible workstations.	# of volunteers at RSVP work stations	N/A	N/A	500
	# of RSVP volunteer hours	N/A	N/A	50,000
	% of satisfied RSVP volunteers	N/A	N/A	95%
<i>Goal #3: Provide services to frail and homebound participants to support safe, healthy aging, reduce isolation, and enable them to age safely and live independently in their own homes for as long as possible.</i>				
1. Provide nutritious meals which support good health for the homebound	# of meals delivered	133,628	125,000	125,000
	% on-time delivery of meals	N/A	N/A	100%

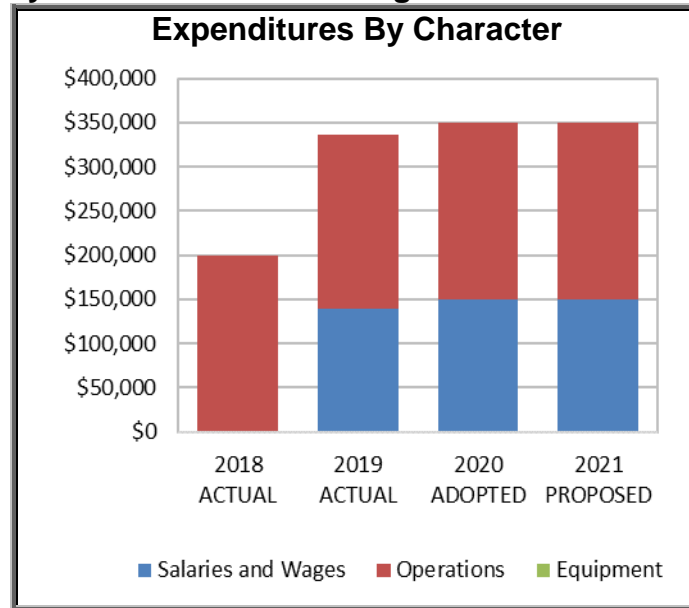
Human Concerns Program – Senior Services

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: Provide services to frail and homebound participants to support safe, healthy aging, reduce isolation, and enable them to age safely and live independently in their own homes for as long as possible. (Cont'd)</i>				
1. Provide nutritious meals which support good health for the homebound (Cont'd)	# safety/wellness checks made to participants	N/A	N/A	115,000
	% of participants who agree that their quality of life has improved with Kaunoa's home-delivered meals services	N/A	N/A	95%
2. Provide transportation which supports independence for the homebound	# of one-way rides provided	10,401	12,000	12,000
	% of on-time pick-up/delivery of participant	N/A	N/A	100%
	# of safety/wellness checks made to participants	N/A	N/A	11,000
	% of participants who agree that their quality of life has improved with Kaunoa's transportation services	N/A	N/A	95%

Human Concerns Program – Senior Services

Program Budget Summary by Fiscal Year – Revolving Fund



Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$0	\$138,572	\$150,000	\$150,000	\$0	N/A
Salaries and Wages Total	\$0	\$138,572	\$150,000	\$150,000	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$11,687	\$14,414	\$5,500	\$5,500	\$0	N/A
OTHER COSTS	\$71,408	\$75,418	\$72,135	\$73,000	\$865	1.2%
SERVICES	\$92,417	\$89,429	\$91,578	\$97,000	\$5,422	5.9%
TRAVEL	\$23,182	\$17,648	\$30,787	\$24,500	-\$6,287	-20.4%
Operations Total	\$198,693	\$196,909	\$200,000	\$200,000	\$0	N/A
Equipment						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$198,693	\$335,481	\$350,000	\$350,000	\$0	N/A

Expenditures Summary by Character & Object – Revolving Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Leisure Program Instructor (6 hrs/week)	0.0	11.0	11.0	11.0	0.0	0.0%
Program Total	0.0	11.0	11.0	11.0	0.0	0.0%

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; Attendant Care; 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; simple Home Modifications; Enhance@Fitness™; Powerful Tools for Caregivers (PTC); Community Living Program; and Veterans-Directed Care (formerly known as Veterans-Directed Home and Community-Based Services).

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Empower older adults to stay healthy, active and socially engaged by providing direct services, public education, outreach programs, and information on aging.</i>				
1. Program participants will meet or exceed National Standards of improvement 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	84%	80%	80%
2. Provide high-quality, relevant information that meets immediate needs of seniors during outreach events and public education sessions	A minimum of nine of ten seniors surveyed will support relevance and applicability of informational and outreach material	98%	90%	90%

Human Concerns Program - Office on Aging

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Enable older adults to live in their homes according to individual choice through the provision of home- and community-based services, including support for family caregivers.</i>				
1. Older Adults who wish to do so will continue 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	20 Months	18 Months	20 Months
2. Family caregivers will experience reduced levels of day-to-day caregiving stress	Nine of ten caregivers will report reduced stress upon annual reassessment.	90%	90%	90%
<i>Goal #3: Ensure Maui's Aging and Disability Resource Center (ADRC) serves as a highly visible and trusted place and provides support, services, and answers on aging to adults regardless of age, income and disability.</i>				
1. Individuals and family caregivers receive information, relevant materials, and appropriate referrals and services from the ADRC	Nine of ten recipients of ADRC services will indicate a positive overall perception of assistance received	95%	90%	90%
2. Provide older adults and family caregivers the opportunity to increase safety and self-sufficiency in the home and in the community	Nine of ten program participants will demonstrate an increased sense of safety and self-sufficiency as evidenced by the Overall Status Indicator in the Core Assessment and/or the Quality of Life Indicators in the Support Plan	N/A	N/A	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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Build the capacity of Maui nonprofit and community organizations to effectively engage volunteers by sharing best practices in volunteer management and resources.</i>				
1. Offer group volunteer leadership trainings including best practices in volunteer management.	Of the 75 total people who attend two volunteer trainings in FY 2021, 80% will report that there were highly satisfied or satisfied with the training, as indicated by the evaluation surveys completed after the trainings	N/A	N/A	80%

Human Concerns Program – Volunteer Center

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Build the capacity of Maui nonprofit and community organizations to effectively engage volunteers by sharing best practices in volunteer management and resources.</i>				
1. Offer group volunteer leadership trainings including best practices in volunteer management.	Of the 75 people who attend our volunteer leadership trainings in FY 2021, 30% will report that the training added to their skills and knowledge sufficiently to enhance their abilities in volunteer management, as indicated by an “implementation” survey sent to them two months after the training	N/A	N/A	30%
	Of the 75 people who attend our volunteer leadership trainings in FY 2021, 10% will report that they have applied some of the skills and knowledge they gained from the training to their volunteer management program, as indicated by an “implementation” survey sent to them two months after the training	N/A	N/A	10%
<i>Goal #2: Model best practices by recognizing exemplary community volunteers.</i>				
1. Produce an Annual Volunteer Hero Recognition Program.	Of the 10 nominators in FY 2021, 80% report they were highly satisfied or satisfied with the recognition process, as indicated by evaluation surveys completed after the event	N/A	N/A	80%

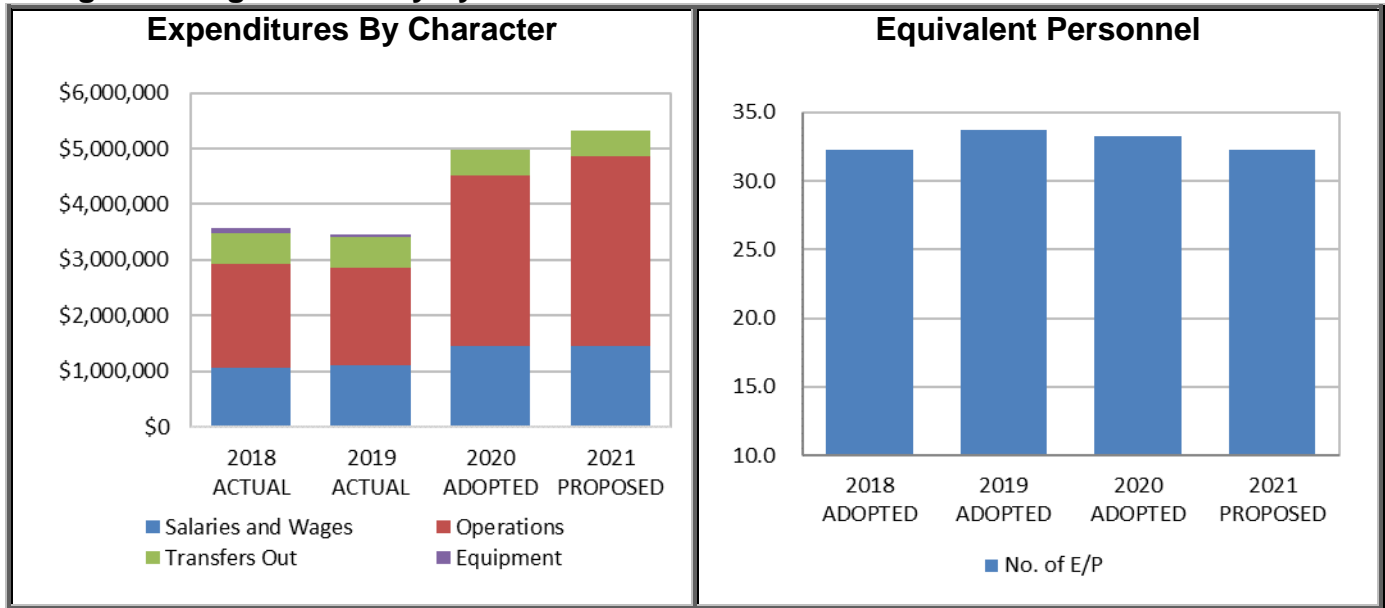
Human Concerns Program – Volunteer Center

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal # 3: Provide resources on best practices through newsletters, blog postings and other social media.</i>				
1. Produce newsletters, blogs and social media platforms	Of the 2000 people who receive 12 newsletters, 12 blogs in FY 21, 10% will report that they found at least one helpful resource on volunteer management or volunteer opportunities, as indicated by an annual survey	N/A	N/A	10%
	Of the 120 partner agencies in FY2021, 10% will report having well matched volunteers as indicated by an annual report	N/A	N/A	10%
	Of the 140,000 people who engage with us on social media in FY 2021, 5% will like, comment, click or share a resource or volunteer opportunity post	N/A	N/A	5%
<i>Goal #4: Participate in mobilizing volunteer engagement in the community</i>				
1. Promote volunteer matching services to prospective volunteers and nonprofit and community organizations through HandsOnMaui website and social media platforms.	Increase number of registered volunteers who visit Get Connected by 10% in FY 2021 as compared to FY 2020 baseline as indicated by Get Connected reports	2,500	3,000	3,300
	Increase of partner agencies by 10% in FY 2021 as compared to FY 2020 baseline as indicated by Get Connected reports	120	135	149

Human Concerns Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$14,339	\$6,175	\$42,556	\$55,862	\$13,306	31.3%
WAGES & SALARIES	\$1,043,193	\$1,089,301	\$1,418,517	\$1,388,655	-\$29,862	-2.1%
Salaries and Wages Total	\$1,057,532	\$1,095,476	\$1,461,073	\$1,444,517	-\$16,556	-1.1%
Operations						
MATERIALS & SUPPLIES	\$6,866	\$16,597	\$19,750	\$39,750	\$20,000	101.3%
OTHER COSTS	\$377,141	\$456,449	\$929,265	\$967,415	\$38,150	4.1%
SERVICES	\$920,031	\$982,086	\$1,795,769	\$1,916,219	\$120,450	6.7%
TRAVEL	\$92,921	\$90,483	\$17,920	\$29,131	\$11,211	62.6%
UTILITIES	\$14,374	\$13,860	\$3,150	\$3,150	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$457,594	\$200,714	\$279,198	\$467,116	\$187,918	67.3%
Operations Total	\$1,868,926	\$1,760,188	\$3,045,052	\$3,422,781	\$377,729	12.4%
Countywide Expenditures						
OTHER COSTS	\$620	\$637	\$0	\$0	\$0	N/A
Equipment Total	\$620	\$637	\$0	\$0	\$0	N/A
Transfers Out						
SPECIAL REVENUE FUNDS	\$558,319	\$554,941	\$477,276	\$464,576	-\$12,700	-2.7%
Transfers Out Total	\$558,319	\$554,941	\$477,276	\$464,576	-\$12,700	-2.7%
Equipment						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$97,736	\$54,888	\$0	\$0	\$0	N/A
Equipment Total	\$97,736	\$54,888	\$0	\$0	\$0	N/A
Program Total	\$3,583,134	\$3,466,130	\$4,983,401	\$5,331,874	\$348,473	7.0%

Human Concerns Program

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Aging and Disability Program Specialist II	1.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist II	1.0	2.0	2.0	2.0	0.0	0.0%
Aging and Disability Services Specialist III	3.0	3.0	3.0	3.0	0.0	0.0%
Aging and Disability Services Specialist III (HT- Hana)	0.5	0.5	0.5	0.5	0.0	0.0%
Aging and Disability Services Specialist III (Lanai)	0.5	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist III (Molokai)	1.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist IV	2.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist IV (Maui, Molokai, Lanai)	0.0	1.0	1.0	1.0	0.0	0.0%
Aging and Disability Services Specialist V	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	2.0	2.0	2.0	2.0	0.0	0.0%
Nutrition Program Aide (HT)	3.0	3.0	3.0	3.0	0.0	0.0%
Office Operations Assistant II	2.0	2.0	2.0	2.0	0.0	0.0%
Senior Services Aide II (HT)	0.5	0.5	0.5	0.5	0.0	0.0%
Senior Services Program Assistant I	2.0	2.0	2.0	2.0	0.0	0.0%
Senior Services Program Assistant I (Hana)	0.8	0.8	0.8	0.8	0.0	0.0%
Senior Services Program Assistant I (HT)	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Services Program Assistant II (HT - Lanai)	0.5	0.5	0.0	0.0	0.0	0.0%
Senior Services Program Assistant III	4.0	4.0	4.0	4.0	0.0	0.0%
Senior Services Program Assistant III (HT - Lanai)	0.5	0.5	0.5	0.0	-0.5	-100.0%
Senior Services Program Specialist III	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Services Transit Aide II	2.0	2.0	2.0	2.0	0.0	0.0%
Senior Services Transit Aide II (HT - Lanai)	0.5	0.5	0.5	0.0	-0.5	-100.0%
Senior Services Transit Aide II (HT)	1.0	1.0	1.0	1.0	0.0	0.0%
Nutrition Program Aide (HT - Molokai)	0.5	0.5	0.5	0.5	0.0	0.0%
Program Total	32.3	33.8	33.3	32.3	-1.00	-3.0%

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Aging & Disability Resource Center (ADRC) Expansion	No	No	\$568,821	\$750,000	\$800,000	\$825,000
A&B Kokua Giving Contribution	No	No	\$20,000	\$20,000	\$20,000	\$20,000
Assisted Transportation Program	No	No	\$14,106	\$28,041	\$11,496	\$15,500
Care Transition Program	No	No	\$12,700	\$12,700	\$50,000	\$50,000

Human Concerns Program

Summary by Grant Award (Cont'd)

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Congregate Meals Program	No	No	\$102,184	\$123,582	\$106,383	\$165,000
Elder Abuse Prevention	No	No	\$26,492	\$26,492	\$26,492	\$27,686
Federal Transit Administration (FTA) Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities	Yes	Yes/20%	\$0	\$68,000	\$0	\$0
Healthy Aging Partnership-Empowering Elders	No	No	\$172,000	\$256,836	\$284,826	\$345,000
Home-Delivered Meals Program	No	No	\$58,052	\$55,793	\$90,000	\$128,000
Kupuna Care Program	No	No	\$1,300,000	\$1,300,000	\$1,500,000	\$1,510,000
Kupuna Caregivers Program	No	No	\$0	\$300,000	\$400,000	\$400,000
Leisure Program	No	No	\$121,602	\$122,277	\$0	\$0
Matson Foundation Contribution	No	No	\$0	\$0	\$1,000	\$1,000
Medicaid Administrative Federal Financial Participation	No	No	\$450,000	\$450,000	\$450,000	\$450,000
Nutrition Services Incentive Program (NSIP)	No	No	\$120,000	\$120,000	\$135,871	\$170,000
Private Donations	No	No	\$1,000	\$1,000	\$1,000	\$1,000
Retired Senior Volunteer Program	No	No	\$65,850	\$65,850	\$67,333	\$70,000
State Health Insurance Assistance Program (SHIP)	No	No	\$5,000	\$40,000	\$40,000	\$40,000
Title III Programs	No	No	\$750,000	\$750,000	\$850,000	\$1,040,000
Veteran-Directed Care (formerly the Veteran-Directed Home Community Based System)	No	No	\$50,000	\$25,000	\$25,000	\$25,000
Voluntary Contributions	No	No	\$20,000	\$80,000	\$80,000	\$50,000
TOTAL			\$3,868,807	\$4,525,571	\$4,869,401	\$5,333,186

Human Concerns Program**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.

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 Enhance@Fitness through the Area Agency on Aging as well as community service providers.

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.

Human Concerns Program**Grant Award Description (Cont'd)****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 Kaunoa 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.

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.

Human Concerns Program**Grant Award Description (Cont'd)****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 Care (formerly the Veteran-Directed Home Community-Based System)

The Veterans Administration will provide funding to assist veterans of all ages 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.

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 Affordable, Healthy, and Thriving Community
- A Prepared, Safe, and Livable County

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 low or no cost spay/neuter, disaster preparedness and first response, humane trap loan program, and end of life services for the community.

Key Activity Goals & Measures

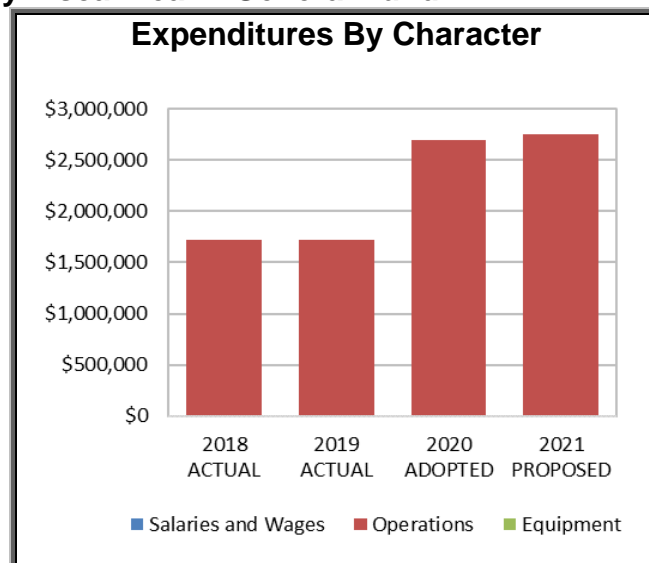
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Find homes for all healthy and treatable pets by exploring new strategies and creating/expanding programs to increase adoptions, reclaims, and transfer options.</i>				
1. Achieve at least a 90% Live Release Rate (LRR) for dogs and a 75% LRR for cats	% of live released dogs and cats via increased adoptions, reclaims and/or transfers	97% Dogs 82% Tame Cats	90% Dogs 80% Tame Cats	92% Dogs 85% 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	83,677	12,000	13,500
2. Educate our community's children through Animal Camp programs	# of children served	N/A	90	120
3. Provide support for the animal management program by maintaining a robust volunteer program.	# of volunteer hours accrued annually	N/A	18,000	18,500

Animal Management Program

Key Activity Goals & Measures (cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
4. Decrease unwanted animal pregnancies on Maui through an increase in pet sterilization	Total # of spay/neuter surgeries each year	7,494	6,300	6,500
	# of spay/neuter surgeries completed with funds from Maui County Spay/Neuter grant	1,500	1,500	1,500
<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	213	720	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	843	4,000	4,000
3. Increase the # of dog licenses sold annually	# of dog licenses sold annually	4,196	4,350	4,500
4. Maintain a strong presence in the community through officer-initiated patrols and services	# of officer-initiated (proactive) patrols in neighborhoods, parks and beaches	8,518	6,600	9,000

Program Budget Summary by Fiscal Year – General Fund



Animal Management Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$1,724,517	\$1,725,063	\$237,634	\$287,634	\$50,000	21.0%
SERVICES	\$0	\$0	\$2,462,118	\$2,462,118	\$0	N/A
Operations Total	\$1,724,517	\$1,725,063	\$2,699,752	\$2,749,752	\$50,000	1.9%
Equipment						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$1,724,517	\$1,725,063	\$2,699,752	\$2,749,752	\$50,000	1.9%

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 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL CONTINUATION BUDGET	\$0	0.0

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
SERVICES:		
XXXXXXB-6317 County Grant Subsidy: Multi-use Barn Construction for the Hawaii Animal Rescue Foundation.	\$50,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$50,000	0.0

Animal Management Program

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants for Animal Management				
Maui Humane Society for Animal Sheltering Program	\$929,302	\$994,353	\$1,598,468	\$1,598,468
Animal Enforcement Program	\$562,881	\$654,743	\$863,650	\$863,650
Lanai Animal Rescue Center	\$4,700	\$0	\$0	\$0
Molokai Humane Society	\$137,634	-\$24,034	\$137,634	\$137,634
Spay Neuter Program	\$90,000	\$100,000	\$100,000	\$100,000
Hawaii Animal Rescue Foundation	\$0	\$0	\$0	\$50,000
TOTAL ANIMAL MANAGEMENT	\$1,724,517	\$1,725,062	\$2,699,752	\$2,749,752

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

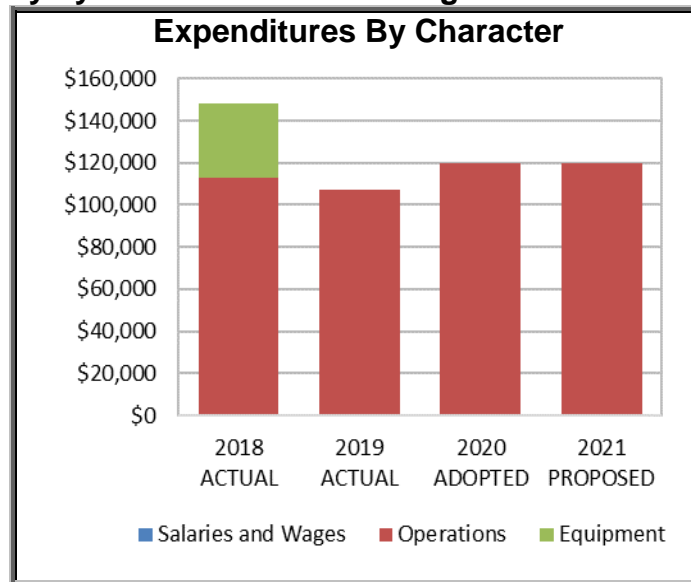
The Molokai Humane Society is committed to strengthening the bonds between the people of Molokai and animals through education, advocacy and the humane sheltering and veterinary care of animals. Molokai's large stray and feral population as well as domestic pets and farm animals are one of the major challenges facing the organization's limited resources.

Hawaii Animal Rescue Foundation

Hawaii Animal Rescue Foundation is committed to the philosophy of people helping animals and animals helping people. Funds will be used for a multi-barn construction.

Animal Management Program

Program Budget Summary by Fiscal Year – Revolving Fund



Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$113,240	\$107,003	\$0	\$0	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$120,000	\$120,000	\$0	N/A
Operations Total	\$113,240	\$107,003	\$120,000	\$120,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$34,708	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$34,708	\$0	\$0	\$0	\$0	N/A
Program Total	\$147,948	\$107,003	\$120,000	\$120,000	\$0	N/A

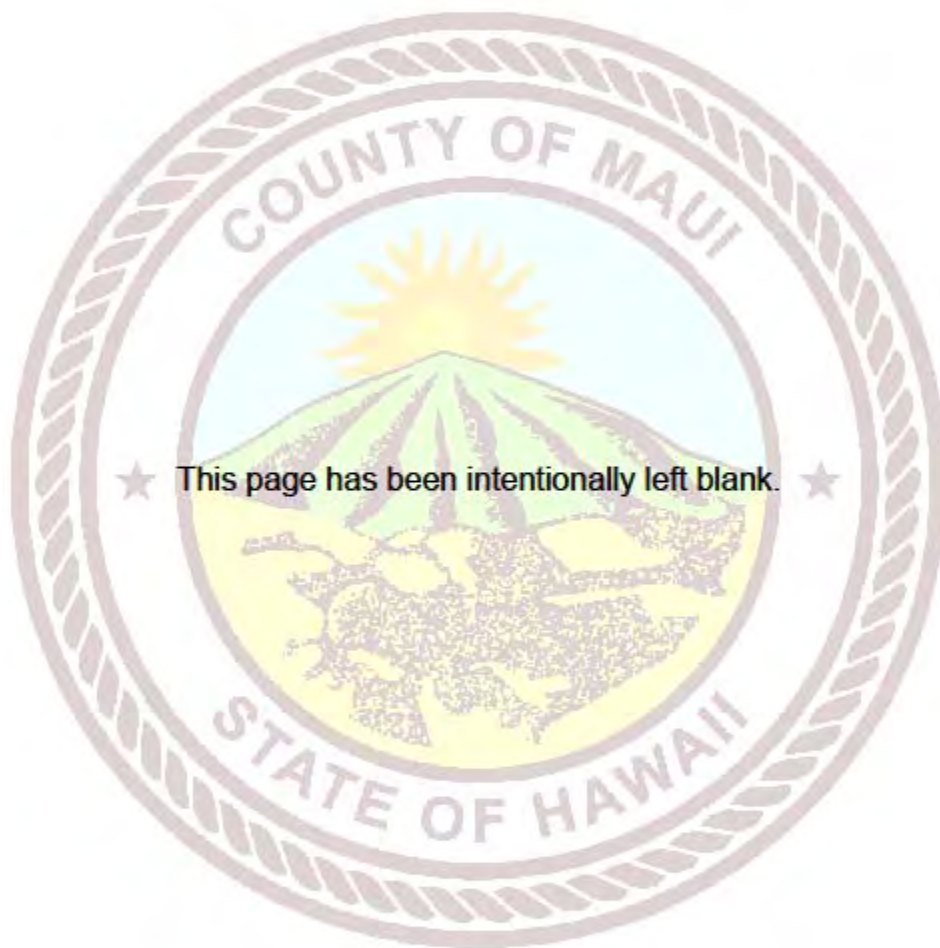
Equivalent Personnel Summary – Revolving Fund

The Animal Management Program does not have equivalent personnel funded through the Revolving Fund.

Liquor Control

Mayor's Proposed Budget

FY 2021



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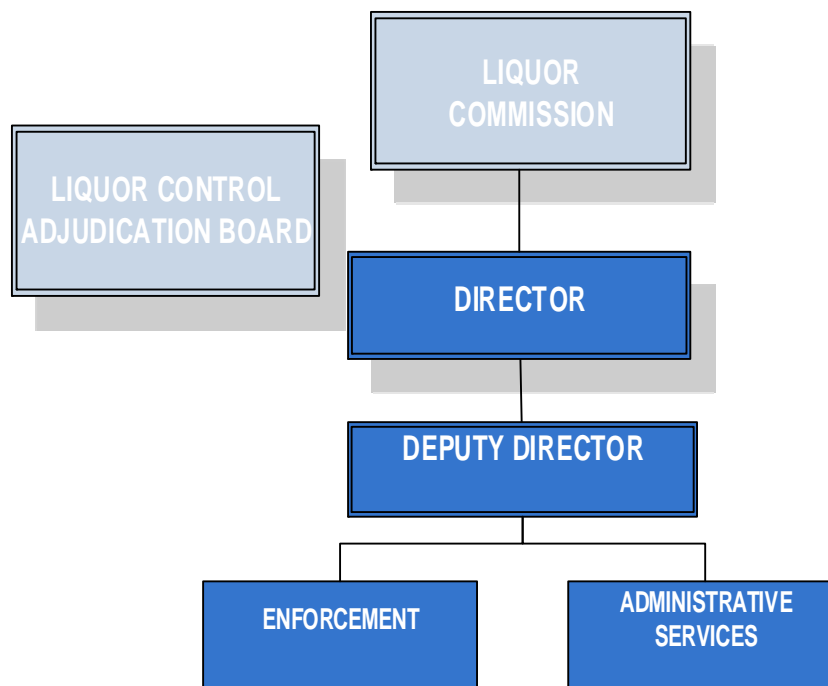
Department Summary**Mission**

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.

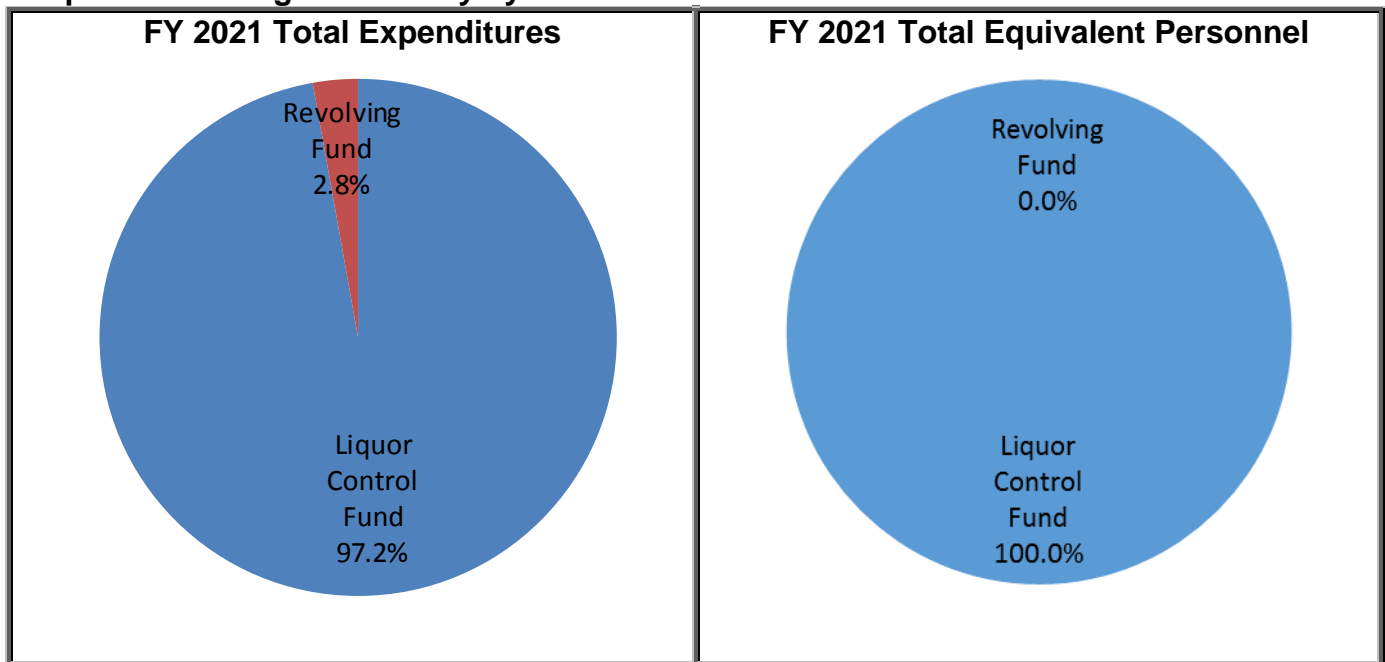
Department Summary**Operations (Cont'd)**

The 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.

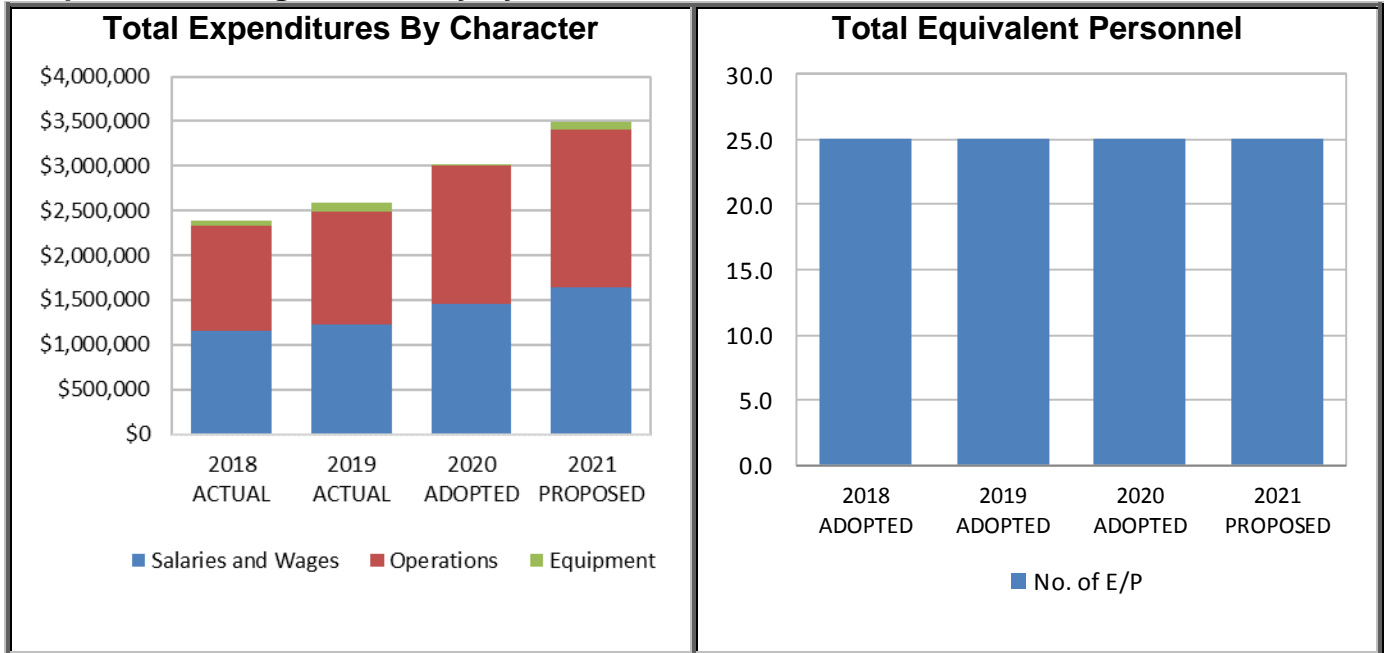
External Factors Description

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 & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$28,611	\$22,055	\$68,872	\$128,962	\$60,090	87.2%
WAGES & SALARIES	\$1,123,385	\$1,210,974	\$1,392,133	\$1,560,076	\$167,943	12.1%
Salaries and Wages Total	\$1,151,996	\$1,233,029	\$1,461,005	\$1,689,038	\$228,033	15.6%
Operations						
MATERIALS & SUPPLIES	\$45,564	\$38,793	\$64,088	\$64,088	\$0	N/A
OTHER COSTS	\$203,473	\$230,861	\$270,675	\$308,175	\$37,500	13.9%
SERVICES	\$60,291	\$70,106	\$77,140	\$117,140	\$40,000	51.9%
TRAVEL	\$48,198	\$45,597	\$80,665	\$90,665	\$10,000	12.4%
UTILITIES	\$11,121	\$11,420	\$15,066	\$27,066	\$12,000	79.6%
INTERFUND COST RECLASSIFICATION	\$804,524	\$858,864	\$1,040,203	\$1,182,327	\$142,124	13.7%
Operations Total	\$1,173,170	\$1,255,642	\$1,547,837	\$1,789,461	\$241,624	15.6%
Equipment						
LEASE PURCHASES	\$1,699	\$1,891	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$60,220	\$96,210	\$13,548	\$82,000	\$68,452	505.3%
Equipment Total	\$61,919	\$98,101	\$16,048	\$84,500	\$68,452	426.5%
Department Total	\$2,387,085	\$2,586,772	\$3,024,890	\$3,562,999	\$538,109	17.8%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Liquor Control Program	25.0	25.0	25.0	25.0	0.0	0.0%
Department Total	25.0	25.0	25.0	25.0	0.0	0.0%

Liquor Control Program

Program Description

The Department of Liquor Control consists of one program only. The Liquor Control Program is mandated by Chapter 281, Hawaii Revised Statutes ("HRS"). 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 Chapter 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	6,652	10,000	10,000
	# of case reports on premises inspected	468	1,000	1,000
	# of case reports to respond to public concerns, potential violations resulting from police reports/ investigations and public complaints	354	450	450
	# of minor decoy operations conducted	0	120	100
	% of compliance-licensees who refuse to sell or serve to minors	0%	100%	100%

Liquor Control Program

Key Activity Goals & Measures (Cont'd)

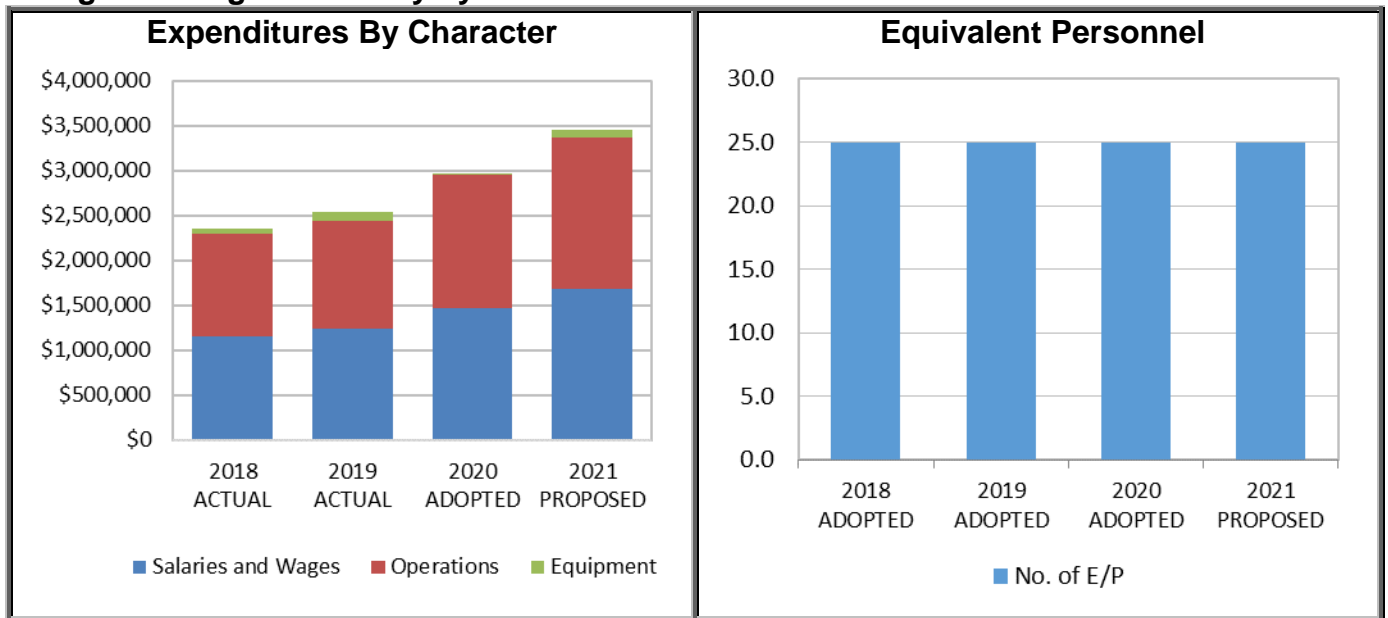
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Promote liquor control by providing liquor education and certification classes.</i>				
1. Provide liquor education and certification by conducting certification/educational classes	# of certification/educational classes	141	150	150
	# of certification exams administered	2,327	2,350	2,350
	# of certification cards issued to persons versed in the Liquor Rules and Laws	1,985	2,100	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	762	850	850
	% of permits issued to Licensed Premises	38%	49%	49%
	% of permits issued for Importation of Liquor	0.00%	.25%	.25%
	% of permits issued for Alcohol Purchase	0.00%	.25%	.25%
	% of permits issued for Direct Shipment of Wine	62%	50%	50%
	% of permits issued for Solicitors	0.00%	.50%	.50%
	# of registration cards issued for minors under the age of 18 to work on liquor-licensed premises	138	150	150
	# of registration cards issued for Class 5, Category D employees-premises on which employees are compensated to sit with patrons	157	140	140
	Total license applications processed	138	650	650

Liquor Control Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	477	500	500
	% of administrative actions per total violations	59%	70%	60%
	% of violations adjudicated per total violations	41%	30%	40%

Program Budget Summary by Fiscal Year



Liquor Control Program

Expenditures Summary by Character & Object – Liquor Control Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$28,611	\$22,055	\$68,872	\$128,962	\$60,090	87.2%
WAGES & SALARIES	\$1,123,385	\$1,210,974	\$1,392,133	\$1,560,076	\$167,943	12.1%
Salaries and Wages Total	\$1,151,996	\$1,233,029	\$1,461,005	\$1,689,038	\$228,033	15.6%
Operations						
MATERIALS & SUPPLIES	\$41,874	\$32,602	\$56,588	\$56,588	\$0	N/A
OTHER COSTS	\$187,120	\$194,780	\$237,175	\$237,175	\$0	N/A
SERVICES	\$53,145	\$63,526	\$65,140	\$105,140	\$40,000	61.4%
TRAVEL	\$47,184	\$43,847	\$70,985	\$80,985	\$10,000	14.1%
UTILITIES	\$11,121	\$11,420	\$15,066	\$27,066	\$12,000	79.6%
INTERFUND COST RECLASSIFICATION	\$804,524	\$858,864	\$1,040,203	\$1,182,327	\$142,124	13.7%
Operations Total	\$1,144,967	\$1,205,039	\$1,485,157	\$1,689,281	\$204,124	13.7%
Equipment						
LEASE PURCHASES	\$1,699	\$1,891	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$60,220	\$96,210	\$13,548	\$82,000	\$68,452	505.3%
Equipment Total	\$61,919	\$98,101	\$16,048	\$84,500	\$68,452	426.5%
Program Total	\$2,358,883	\$2,536,169	\$2,962,210	\$3,462,819	\$500,609	16.9%

Equivalent Personnel Summary by Position Title – Liquor Control Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Liquor Control Auditor II	1.0	1.0	1.0	1.0	0.0	0.0%
Liquor Control Officer II	8.0	8.0	8.0	8.0	0.0	0.0%
Liquor Control Officer III	7.0	7.0	7.0	7.0	0.0	0.0%
Liquor Control Officer IV	3.0	3.0	3.0	3.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary to Boards/Commissions II	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	25.0	25.0	25.0	25.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
913012A-5250 Salary Adjustments: Deletion of one-time appropriation for anticipated salary increases.	-\$38,872	
Operations		
TRAVEL:		
913012B-6201 Airfare, Transportation: Budget transferred from 915015B.	\$27,000	
913012B-6222 Per Diem Non-Reportable: Budget transferred from 915017B.	\$23,000	
913015B-6201 Airfare, Transportation: Budget transferred to 915012B.	-\$27,000	
913017B-6222 Per Diem Non-Reportable: Budget transferred to 915012B.	-\$23,000	
SERVICES:		
913013B-6132 Professional Services: Deletion of one-time appropriation in FY 2020.	-\$25,000	
Equipment		
MACHINERY & EQUIPMENT:		
913012C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$13,548	

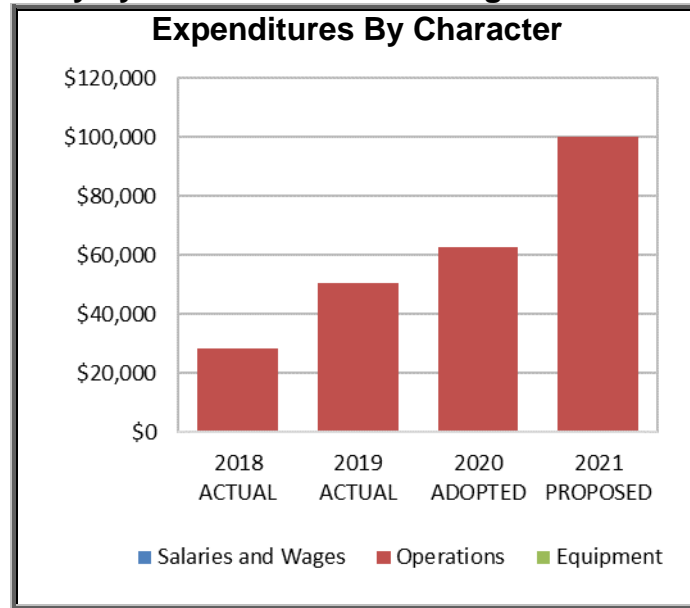
Liquor Control Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
913012A-5101 Regular Wages: Increase position funding for Liquor Control Officer IV and 2 Liquor Control Officer II, reduced by Council in FY 2020.	\$162,760	
OTHER PREMIUM PAY:		
913012A-5250 Salary Adjustments: Additional funding due to bargaining unit increases.	\$98,962	
Operations		
SERVICES:		
913012B-6129 Other Services: Additional funding for moving expenses to the new service center.	\$15,000	
913012B-6132 Professional Services: Additional funding for legal services.	\$50,000	
UTILITIES:		
913012B-6152 Cellular Telephone: Additional funding to upgrade phones.	\$12,000	
TRAVEL:		
913012B-6201 Airfare, Transportation: Additional funding to send five people to attend conference.	\$5,000	
913012B-6222 Per Diem Non-Reportable: Additional funding to send five people to attend conference.	\$5,000	
INTERFUND COST RECLASSIFICATION:		
913020B-6350 Overhead Charges/Admin Cost: Increase due to the Collective Bargaining Adjustments; offset by the 3 positions funded this FY 2021.	\$142,124	
Equipment		
MACHINERY & EQUIPMENT:		
913012C-7040 Motor Vehicles: Replacement of one Mini SUV to Hybrid Sedan at \$32,000.	\$32,000	
913012C-7044 Office Furniture: Replacement of desks, workstations, and etc. for the COM Service Center.	\$50,000	
TOTAL EXPANSION BUDGET	\$572,846	0.0

Liquor Control Program

Program Budget Summary by Fiscal Year – Revolving Fund

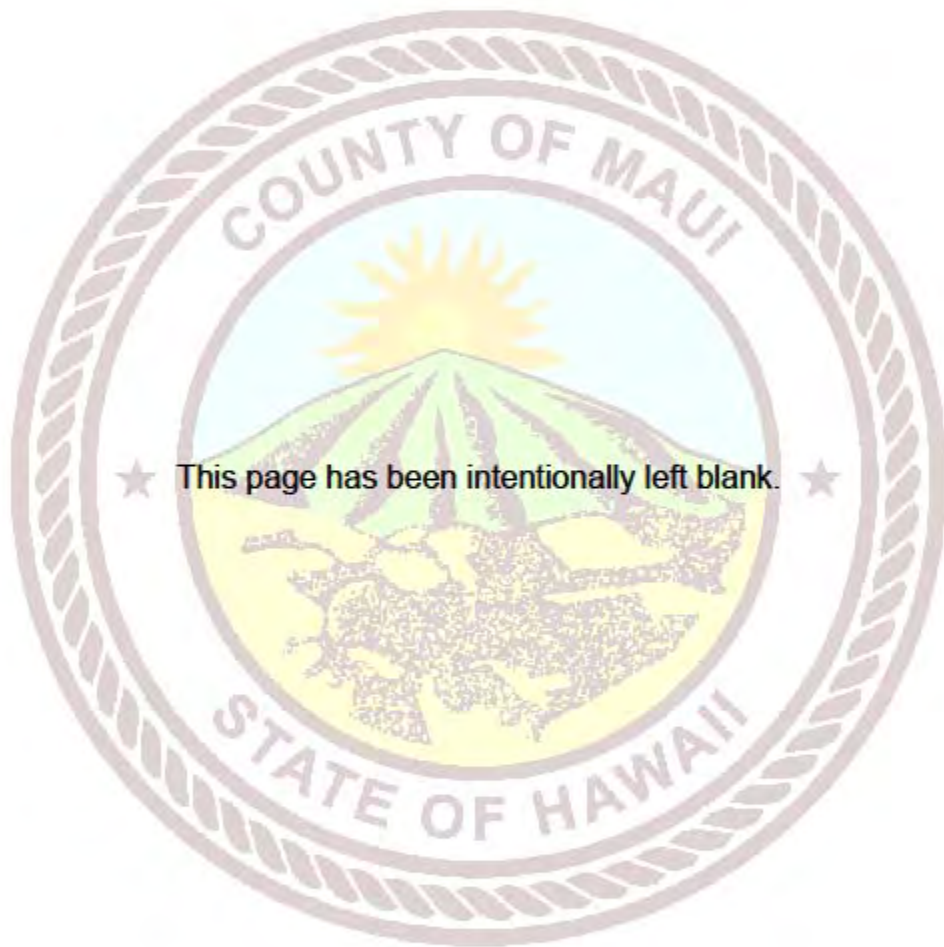


Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$3,689	\$6,191	\$7,500	\$7,500	\$0	N/A
OTHER COSTS	\$16,354	\$36,081	\$33,500	\$71,000	\$37,500	111.9%
SERVICES	\$7,146	\$6,580	\$12,000	\$12,000	\$0	N/A
TRAVEL	\$1,013	\$1,750	\$9,680	\$9,680	\$0	N/A
Operations Total	\$28,203	\$50,603	\$62,680	\$100,180	\$37,500	59.8%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$28,203	\$50,603	\$62,680	\$100,180	\$37,500	59.8%

Equivalent Personnel Summary – Revolving Fund

The Liquor Control Program does not have equivalent personnel funding through the Revolving Fund.

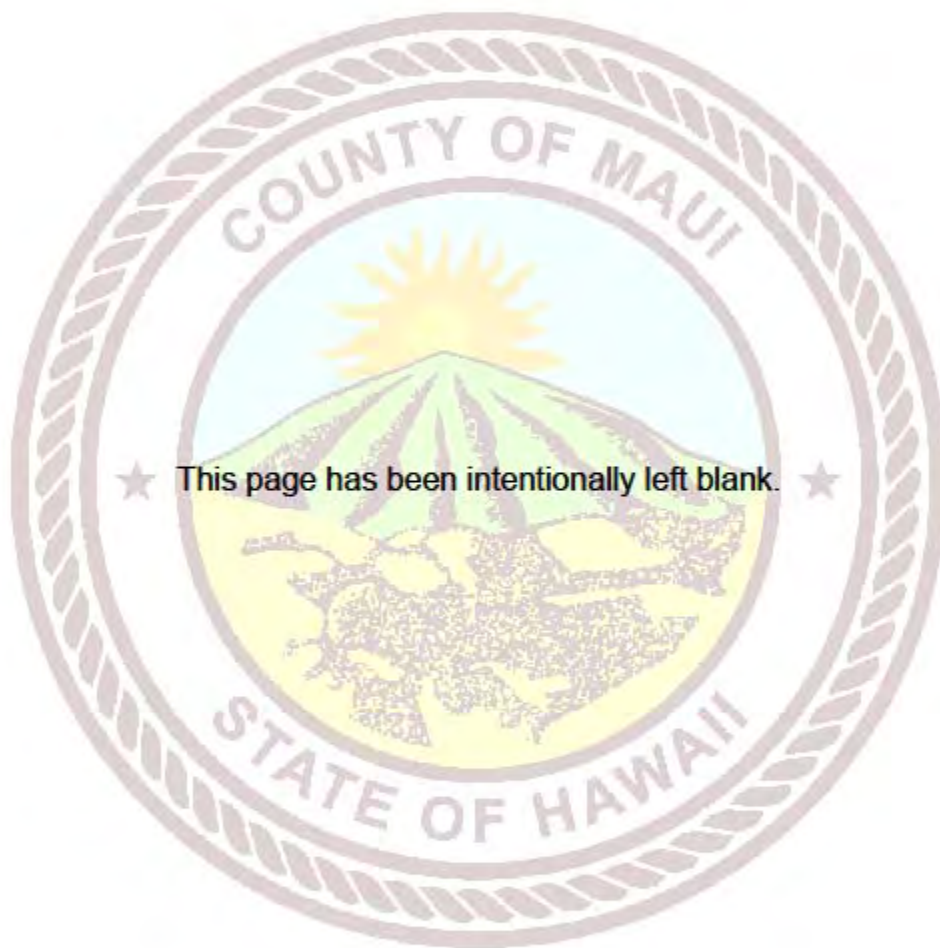


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Management

Mayor's Proposed Budget

FY 2021



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Department Summary**Mission**

Section 8-1.3 of the Revised Charter of the County of Maui (1983), as amended, provides specific mandates for the Department of Management. It states that, “the managing director shall:

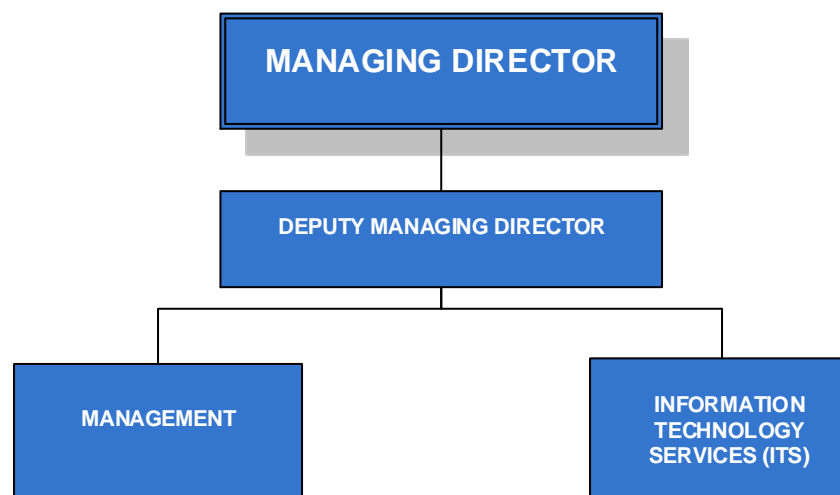
1. Act as the principal management aid to the mayor.
2. Supervise the administrative functions of those agencies, departments, boards and commissions assigned by the mayor.
3. Evaluate the management and performance of each agency.
4. Prescribe standards of administrative practice to be followed by all 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):

- Affordable/Attainable Housing
- Economic Diversity
- Climate Change Response & Mitigation
- Infrastructure Improvement
- Disaster Management & Mitigation

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) Compliance
- Capital Improvement Projects (CIP) Countywide Coordination
- CIP Project Management
- Community and Constituent Satisfaction
- Equal Employment Opportunity/Affirmative Action (EEO/AA) Compliance
- Fleet Management System
- Information Technology (IT) Services (ITSD) Division
- Geospatial Data Services through Enterprise GIS Section
- Legislative Tracking
- Performance Management Program Administration
- Departmental Organization and Management Reviews
- 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

Accountability, Effectiveness and Efficiency (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 countywide strategic planning initiatives, working with the Mayor to develop a vision and mission for the executive branch. Set strategic priorities for departmental implementation. Assisting departments in aligning vision, mission and priorities to the department's goals and objectives.
 - **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;
 - 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,
 - Communicate structural and functional relationships to enable the visualization of a complete organization, while preserving historical record for future review and analysis.
- During FY 2020, Management completed its annual review and approval of FY 2019 organizational and functional charts and commenced its annual review of FY 2020. As of December 31, 2019, all 16 departments' FY 2019 charts have been approved. Review of FY 2020 charts have commenced for which 8 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.
 - **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

Department Summary

Accountability, Effectiveness and Efficiency (Cont'd)

- 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.

In FY 2017, 565 vehicles had GPS units installed and departments established 183 "geofences" to help monitor vehicle activity.

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.

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

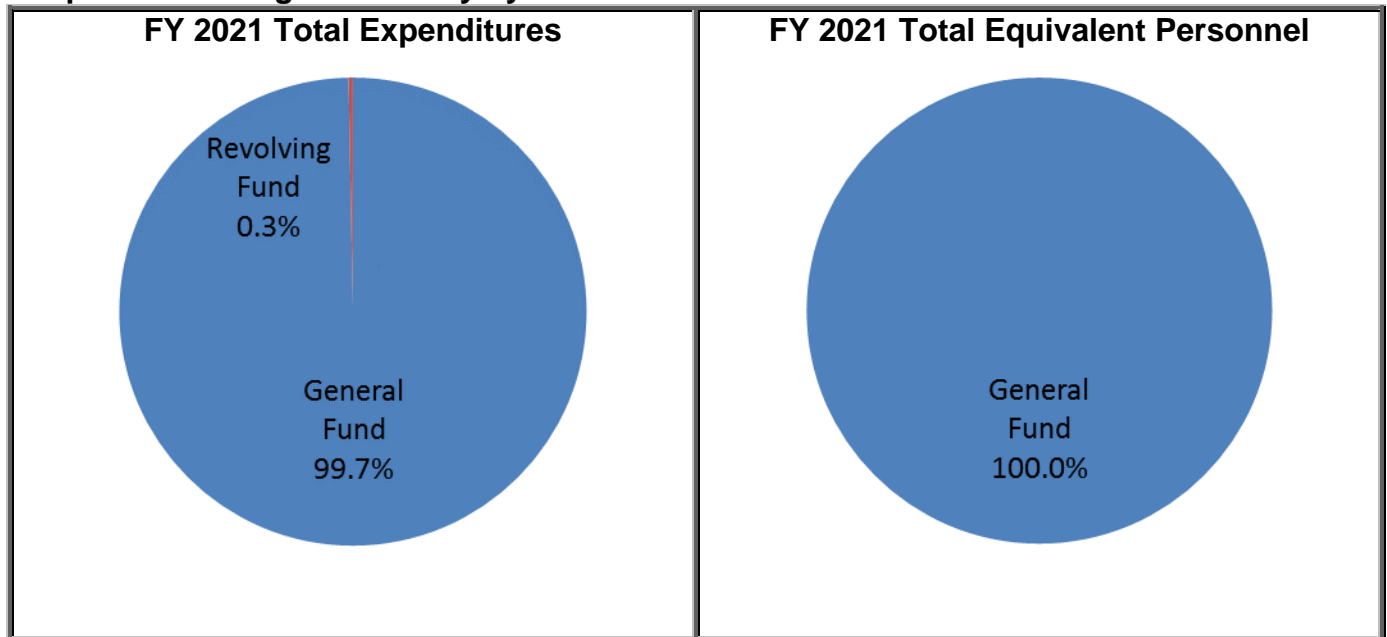
County CIP Coordination

- **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.
- **Service Center.** The planning and design of the County's new Service Center has progressed according to plans and is set to open in late 2020. 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

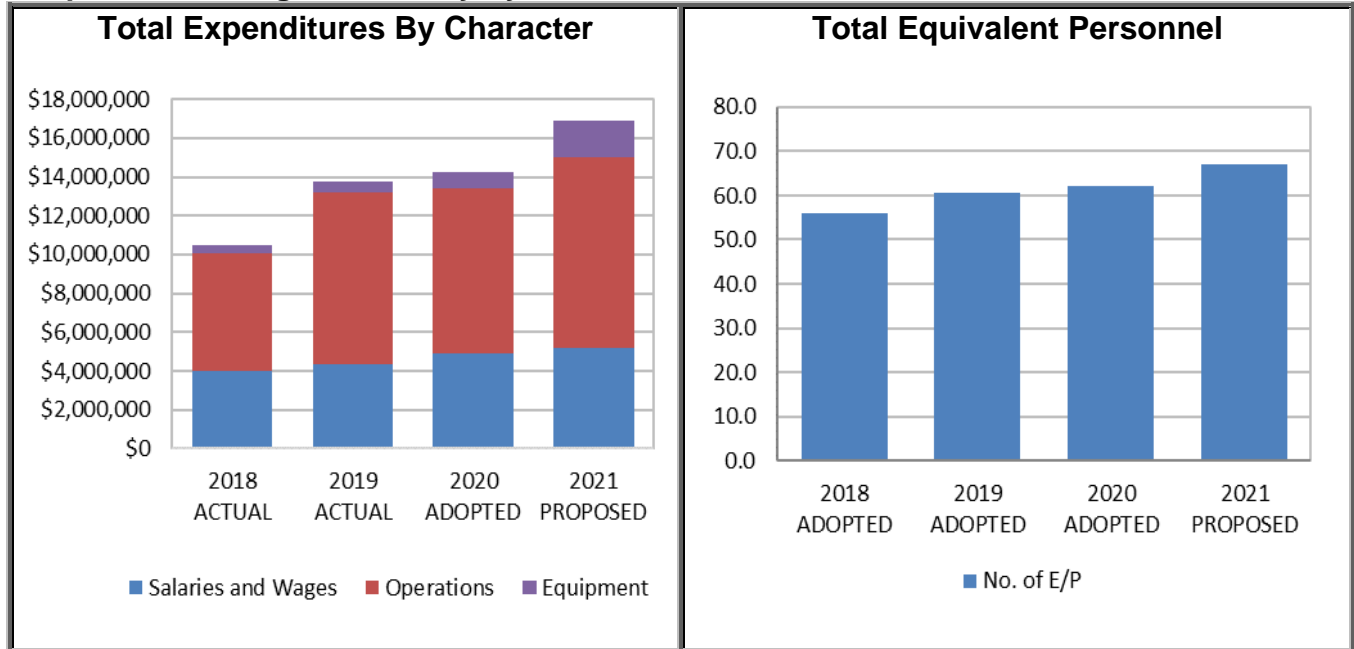
There are a number of external factors that impact our operations. However, the primary external factor that has affected, and continues to affect the Department of Management is the reduction in staff. Over the last few years, the Council's decision to reduce critical Management staff has made it a 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 & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$103,261	\$189,899	\$94,000	\$144,000	\$50,000	53.2%
WAGES & SALARIES	\$3,905,482	\$4,187,984	\$4,795,266	\$5,015,990	\$220,724	4.6%
Salaries and Wages Total	\$4,008,742	\$4,377,883	\$4,889,266	\$5,159,990	\$270,724	5.5%
Operations						
MATERIALS & SUPPLIES	\$107,945	\$155,582	\$246,000	\$345,500	\$99,500	40.4%
OTHER COSTS	\$1,826,520	\$3,336,664	\$554,638	\$851,138	\$296,500	53.5%
SERVICES	\$4,068,284	\$5,231,545	\$7,612,758	\$8,490,000	\$877,242	11.5%
TRAVEL	\$63,427	\$76,981	\$99,700	\$122,950	\$23,250	23.3%
UTILITIES	\$10,636	\$12,770	\$15,500	\$15,500	\$0	N/A
Operations Total	\$6,076,811	\$8,813,541	\$8,528,596	\$9,825,088	\$1,296,492	15.2%
Equipment						
LEASE PURCHASES	\$0	\$1,264	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$399,752	\$554,768	\$804,245	\$1,917,250	\$1,113,005	138.4%
Equipment Total	\$399,752	\$556,031	\$804,245	\$1,917,250	\$1,113,005	138.4%
Department Total	\$10,485,305	\$13,747,455	\$14,222,107	\$16,902,328	\$2,680,221	18.8%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Management Program	9.0	8.5	10.0	14.0	4.0	40.0%
Information Technology Services Program	47.0	48.0	48.0	53.0	5.0	10.4%
Geographic Information Systems Program	0.0	0.0	0.0	0.0	0.0	0.0%
Maui Redevelopment Program	0.0	4.0	4.0	0.0	-4.0	-100.0%
Department Total	56.0	60.5	62.0	67.0	5.0	8.1%

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.

The Management Program also oversees redevelopment activities that correct and prevent slum, blight and disinvestment conditions that can create economic or social liabilities. Work in this area includes strategic land planning, development, property acquisition, and program coordination.

Countywide Outcome(s)

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

- Affordable/Attainable Housing
- Economic Diversity
- Climate Change & Mitigation
- Infrastructure Improvement
- Disaster Management & Mitigation

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.

The current focus of the redevelopment activities in this program is centered on Wailuku Town which is the seat of government and effectively services the entire population of Maui County.

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.

The Management Program also provides 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 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.

Management Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	90%	90%	100%
	% of directors that feel that performance management can help them achieve their goals, missions and objectives	90%	90%	100%
2. Determine if the departments are being effectively managed	Combined average grade of 90% or greater for all agencies	90%	90%	90%
	% of directors and deputy directors evaluated for performance annually	N/A	N/A	100%
<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	80%	90%	75%
3. Ensure clear and effective communication between executive level and all operational units	% of bi-weekly reports received and reviewed	80%	80%	90%

Management Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Provide strategic management, and improve operational effectiveness for each department, agency, board and commission as assigned by the Mayor (Cont'd).</i>				
3. Ensure clear and effective communication between executive level and all operational units (Cont'd)	% 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%
<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 or amended fiscal budget	90%	90%	100%
2. All operating department agencies effectively functioning within stated performance goals	% of operating departments meeting or exceeding their performance goals	80%	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	80%	80%	90%
2. Improve workplace safety by reducing instances of injuries in the workplace	Ratio of recordable injuries per 100 employees	3	3	3
3. Improve workplace safety and security by ensuring county facilities are fitted with video surveillance	% of county facilities fitted with video surveillance	50%	50%	60%

Management Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #5: 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	45%	75%	50%
2. Install storm water facilities where flooding is recurring and problematic	% complete of Vineyard Street storm water project	75%	90%	100%
	% complete Church Street storm water project	75%	90%	100%
3. Improve parking and circulation in Wailuku	Double the # of parking stalls at the municipal lot	45%	75%	75%
	Improve pedestrian connections on Vineyard and Church	75%	90%	100%
	Develop a downtown shuttle service	100%	100%	100%
	Install way-finding and signage to direct visitors to parking and key destinations	100%	100%	100%
	Manage County owned on-street and off-street parking facilities and develop a fee structure	80%	80%	80%
4. Monitor reinvestment in the neighborhood	# of building permits	25	25	25
	# storefront vacancies	4	4	4
	Increase in assessed values in the district	\$80,899,200	\$85,622,400	\$90,759,800
<i>Goal #6: 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	20	7	20
	# of private property owners that improved lateral connections to services	15	10	20

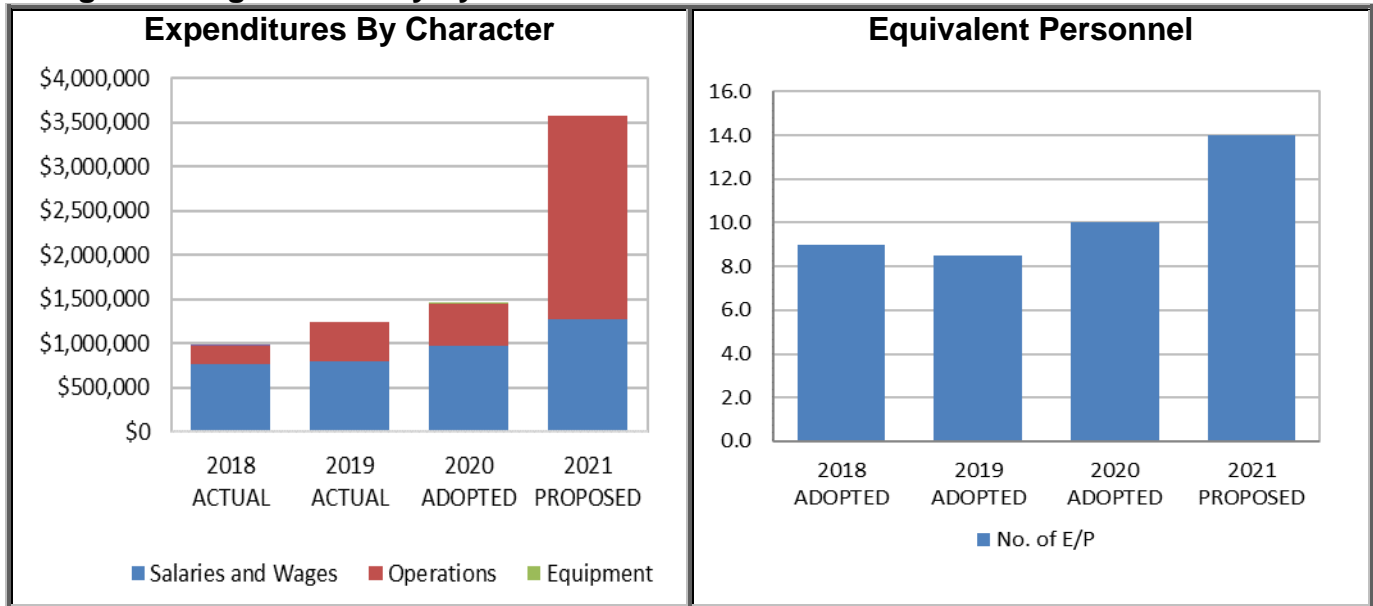
Management Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #6: Mitigate the construction impacts to neighborhood businesses and users (Cont'd).</i>				
2. Connect business owners with assistance programs offered by partner organizations	# workshops focused on construction	12	12	12
	# participants involved in workshops	265	75	200
	# businesses connected to grants or loans	0	15	10
3. Provide consistent information about construction impacts	# monthly website updates and social media	12	50	150
	# of users registered to receive updates to website	2,500	2,500	2,500
	# of direct mailings	1	1	4
	# radio & print ads and news stories	18	24	20
4. Provide new reasons for people to visit Wailuku during the construction	# of community events	12	18	18
	# must see installations	7	4	4
<i>Goal #7: Manage publicly owned spaces.</i>				
1. Expand the cleaning services in the Clean and Safe Program	# lineal feet of maintenance and trash collection	3,300	4,900	6,300
2. Ensure the neighborhood is well lit during evening hours	# service requests for lighting installation/replacement	4	5	0
	# new street lights installed	64	25	25
3. Landscaping maintenance	# hours of landscape and tree maintenance per month	8	16	16

Management Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$368	\$15,631	\$7,500	\$7,500	\$0	N/A
WAGES & SALARIES	\$756,518	\$782,975	\$958,099	\$1,266,388	\$308,289	32.2%
Salaries and Wages Total	\$756,887	\$798,607	\$965,599	\$1,273,888	\$308,289	31.9%
Operations						
MATERIALS & SUPPLIES	\$1,050	\$9,406	\$5,500	\$13,500	\$8,000	145.5%
OTHER COSTS	\$42,657	\$67,057	\$65,500	\$107,000	\$41,500	63.4%
SERVICES	\$148,330	\$355,209	\$375,000	\$2,107,000	\$1,732,000	461.9%
TRAVEL	\$14,737	\$13,874	\$31,500	\$61,750	\$30,250	96.0%
UTILITIES	\$2,438	\$2,043	\$5,500	\$5,500	\$0	N/A
Operations Total	\$209,211	\$447,590	\$483,000	\$2,294,750	\$1,811,750	375.1%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$6,000	\$0	-\$6,000	-100.0%
Equipment Total	\$0	\$0	\$6,000	\$0	-\$6,000	-100.0%
Program Total	\$966,098	\$1,246,197	\$1,454,599	\$3,568,638	\$2,114,039	145.3%

Management Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk II	0.0	0.0	0.0	1.0	1.0	100%
Archaeologist	0.0	0.0	1.0	1.0	0.0	0.0%
CIP Project Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer IV	0.0	0.0	0.0	1.0	1.0	100%
Civil Engineer VI	1.0	0.0	0.0	1.0	1.0	100%
Countywide CIP Coordinator	0.0	0.0	0.0	0.0	0.0	0.0%
Deputy Managing Director	1.0	1.0	1.0	1.0	0.0	0.0%
Energy/Countywide CIP Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Equal Employment Opportunity Specialist	1.0	1.0	1.0	1.0	0.0	0.0%
Executive Assistant I	0.0	0.5	1.0	1.0	0.0	0.0%
Executive Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Managing Director	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Planner V	0.0	0.0	0.0	1.0	1.0	100%
Secretary to the Managing Director	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	9.0	8.5	10.0	14.0	4.0	40.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
904011A-5101 Regular Wages: 2% increase for Managing Director and Deputy Managing Director per Salary Commission; position filled at lower step; transfer of 4.0 E/P from Maui Redevelopment Program to Managing Directors Office.	\$308,289	4.0
Operations		
SERVICES:		
904011B-6132 Professional Services: Reduction in appropriation for operations audit; management training; deletion of performance management alignment. Increase in appropriation for Networkfleet.	-\$120,000	
904016B-6112 Contractual Service: Transfer of continuing appropriation for the Maui Redevelopment sub-program.	\$959,258	
904016B-6132 Professional Services: Transfer of continuing appropriation for the Maui Redevelopment sub-program.	\$403,500	
OTHER COSTS:		
904016B-6235 Rentals: Transfer of continuing appropriation for the Maui Redevelopment sub-program.	\$10,000	
Equipment		
None		

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None.	\$0	0.0
Operations		
MATERIALS & SUPPLIES:		
904011B-6051 Safety Supplies: Increase/replenishment of security badges due to security card system update.	\$2,000	

Management Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
SERVICES: (Cont'd)		
904016B-6112 Contractual Service: Expand Clean & Safe to Lahaina and Kahului; Employee Shuttle and Business Interruption Fund.	\$275,242	
904016B-6129 Other Services: Wailuku dumpster fee; maintenance on festival lights; change banners on light poles; First Friday security.	\$54,000	
904016B-6132 Professional Services: Lahaina Parking solicitation and implementation; Public Information contract; Wailuku Civic Complex lot consolidation and resubdivision; Wailuku Redevelopment Plan and Design Guidelines update.	\$160,000	
TRAVEL:		
904011B-6201 Airfare, Transportation: Additional travel for professional training for new staff; travel to Oahu for meetings; EEO training.	\$15,000	
904011B-6222 Per Diem Non-Reportable: Increase in staff professional training.	\$3,250	
OTHER COSTS:		
904011B-6221 Miscellaneous Other Costs: Increase for AHMN community outreach activities.	\$1,000	
904011B-6230 Registration/Training Fees: Increase in fees for training of new staff.	\$5,000	
904016B-6244 Computer Software: Updated estimate.	\$5,000	
Equipment		
None.	\$0	
TOTAL EXPANSION BUDGET	\$520,492	0.0

County Grant Subsidy Detail – General Fund

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Maui County Veterans Council	\$18,000	\$20,000	\$22,000	\$20,000
Molokai Veterans Caring for Veterans	\$9,960	\$35,000	\$10,000	\$10,000
West Maui Veterans Club	\$4,000	\$5,000	\$5,000	\$5,000
TOTAL COUNTY GRANT SUBSIDY – MANAGEMENT PROGRAM	\$31,960	\$60,000	\$37,000	\$35,000

County Grant Subsidy Program Description

Maui County Veterans Council

Funds to support veteran events and activities throughout Maui County.

Molokai Veterans Caring for Veterans

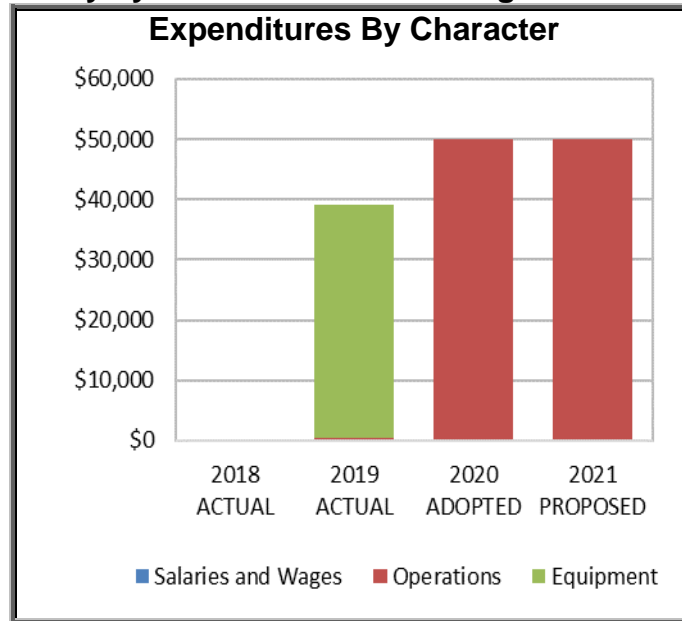
Funds to subsidize utility and maintenance costs of Molokai Veterans Center.

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 & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$522	\$50,000	\$50,000	\$0	N/A
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	\$0	\$522	\$50,000	\$50,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$38,647	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$38,647	\$0	\$0	\$0	N/A
Program Total	\$0	\$39,168	\$50,000	\$50,000	\$0	N/A

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):

- Infrastructure Improvement
- Disaster Management & Mitigation
- 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 8 major sections: Customer Services and Support, Application and Information Management Services, Technology Operation Services, Public Safety Support Services, Information Security Services, Enterprise Geographic Services, Project and Portfolio Management Services, and Service Assurance Support. In Fiscal Year 2019, over 12,500 requests tickets were opened. 54% of those were for new services or equipment, 43% for fixes, and 3% for system changes. In addition, the Division has a workload of over 30 active and requested projects.

Key Activity Goals & Measures

The 2019 refresh of the 2019-2023 Strategic Plan provides guidance for the Division's efforts to position itself to meet the County of Maui's needs and expectations. 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 2021, as will the Division's efforts to expand Financial Management and Valuation Capabilities (4A).

Information Technology Services Division

Key Activity Goals & Measures (Cont'd)

Leveraging the move to the cloud for a number of the County's information systems, the Division will expand system support agreements to the level of managed services. The Division will seek to shift gradually from technical system management to service vendor management, which will allow staff to become more engaged with the County's Lines of Business and do so at an earlier stage of a Department's development of strategic IT needs.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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)	%Completion of semi-annual IT Service "Check In" program with the business stakeholders by June 30, 2021	0%	0%	100%
	% Completion of comprehensive Business and Technical Service Catalog by June 30, 2021	N/A	N/A	100%
<i>Goal #2: Provide operational excellence.</i>				
1. Expand Service Management and Accountability (2A)	% Delivery of Cyber Risk Scorecards to Departments by June 30, 2021	N/A	N/A	100%
	% Implementation of a Cyber Risk Response Plan by June 30, 2021	N/A	N/A	100%
	%Increase in Completion of functional and technical system health checks by June 30, 2021	N/A	N/A	20%
	%Implementation of Access/Identity Services Program June 30, 2021	N/A	0%	75%
2. Application Modernization (2B)	% completion of migration to MS Exchange by June 30, 2021	10%	100%	100%
	% completion of MAPPS project by June 30, 2021	70%	80%	100%

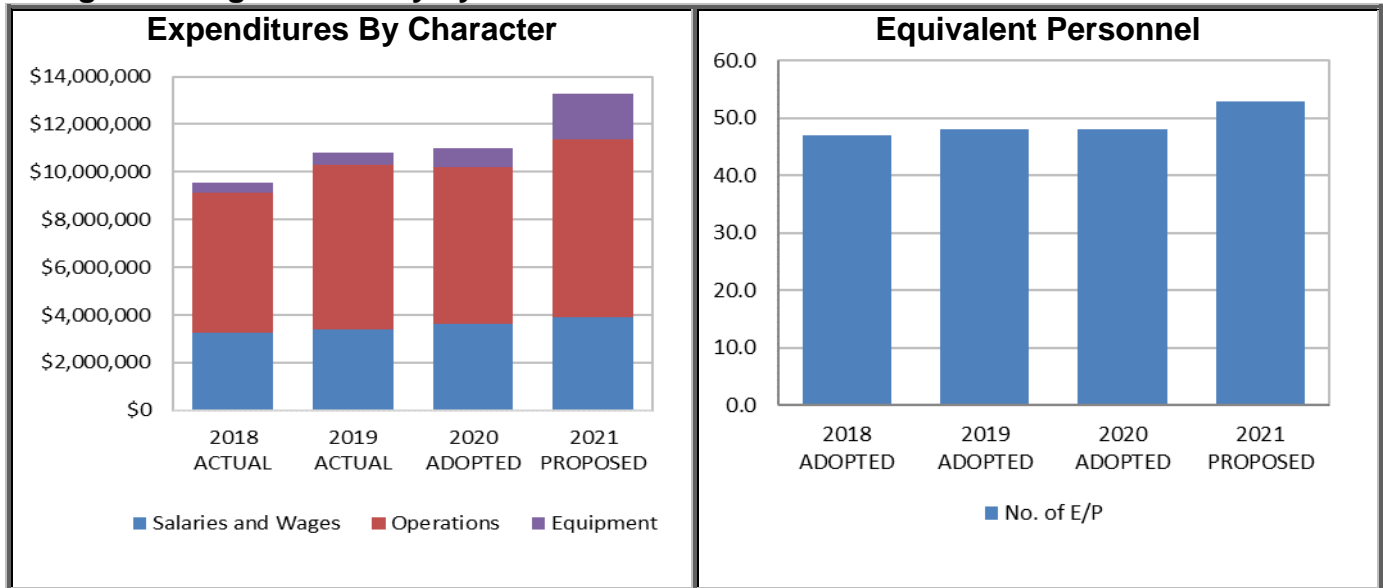
Information Technology Services Division

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
Goal #2: Provide operational excellence.				
2. Application Modernization (2B)	% implementation of electronic signature - approval system by June 30, 2021	0%	100%	100%
Goal #3: Develop and Organize Staff focused on Service Strategy				
1. Increase IT Organizational Capabilities Maturity (3A)	% Completion of annual update of Staff Training Plan by March 31, 2021	0%	100%	100%
2. Balance Supply and Demand (3B)	% Completion of annual cyber security table top exercise by June 30, 2021	N/A	N/A	100%
	Number of new ArcGIS Online applications developed by June 30, 2021	2	1	2
Goal #4: Increase breadth and transparency of sustainable funding model				
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	\$325,000	\$300,000	\$350,000
2. Develop a Vendor Management (VM) Strategy and VM Support Organization	# of new Managed Services Agreement executed by June 30, 2021	N/A	N/A	2

Information Technology Services Division

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$102,892	\$169,704	\$86,500	\$136,500	\$50,000	57.8%
WAGES & SALARIES	\$3,155,753	\$3,209,061	\$3,516,959	\$3,749,602	\$232,643	6.6%
Salaries and Wages Total	\$3,258,645	\$3,378,765	\$3,603,459	\$3,886,102	\$282,643	7.8%
Operations						
MATERIALS & SUPPLIES	\$106,895	\$145,008	\$184,500	\$282,000	\$97,500	52.8%
OTHER COSTS	\$1,783,863	\$2,997,254	\$456,638	\$744,138	\$287,500	63.0%
SERVICES	\$3,919,954	\$3,742,339	\$5,875,000	\$6,383,000	\$508,000	8.6%
TRAVEL	\$48,690	\$36,054	\$56,200	\$61,200	\$5,000	8.9%
UTILITIES	\$8,198	\$9,629	\$10,000	\$10,000	\$0	N/A
Operations Total	\$5,867,600	\$6,930,284	\$6,582,338	\$7,480,338	\$898,000	13.6%
Equipment						
MACHINERY & EQUIPMENT	\$399,752	\$516,121	\$798,245	\$1,917,250	\$1,119,005	140.2%
Equipment Total	\$399,752	\$516,121	\$798,245	\$1,917,250	\$1,119,005	140.2%
Program Total	\$9,525,997	\$10,825,170	\$10,984,042	\$13,283,690	\$2,299,648	20.9%

*In FY 2018, E/P, salaries and operational costs were transferred from the Geographic Information Systems Program to the Information Technology Services Program.

Information Technology Services Division

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Buyer I	1.0	1.0	1.0	1.0	0.0	0.0%
Chief Technology Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Geographic Information Systems Analyst III	1.0	1.0	1.0	1.0	0.0	0.0%
Geographic Information Systems Analyst IV	1.0	1.0	1.0	2.0	1.0	100.0%
Geographic Information Systems Analyst V	1.0	1.0	1.0	1.0	0.0	0.0%
Geographic Services Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Information Systems Analyst III	4.0	4.0	4.0	4.0	0.0	0.0%
Information Systems Analyst IV	6.0	6.0	6.0	7.0	1.0	16.7%
Information Systems Analyst V	21.0	22.0	22.0	25.0	3.0	13.6%
Information Systems Analyst VI	2.0	2.0	2.0	2.0	0.0	0.0%
ITSD Section Head	1.0	1.0	1.0	1.0	0.0	0.0%
ITSD Section Manager	5.0	5.0	5.0	5.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	47.0	48.0	48.0	53.0	5.0	10.4%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
904015A-5101 Regular Wages: Adjustments in step and salary; proposed reallocation; full year funding of FY20 expansion position.	\$50,537	0.0
Operations		
SERVICES:		
904015B-6132 Professional Services: Deletion of one-time appropriation for Win10 desktop migration planning; post-go-live consulting for HR/Payroll; Strategic Plan Update implementation.	-\$530,000	

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
904015C-7031 Computer Equipment: Deletion of one-time FY 2020 appropriation.	-\$497,250	
904015C-7032 Software Programs: Deletion of one-time FY 2020 appropriation.	-\$300,995	

Information Technology Services Division

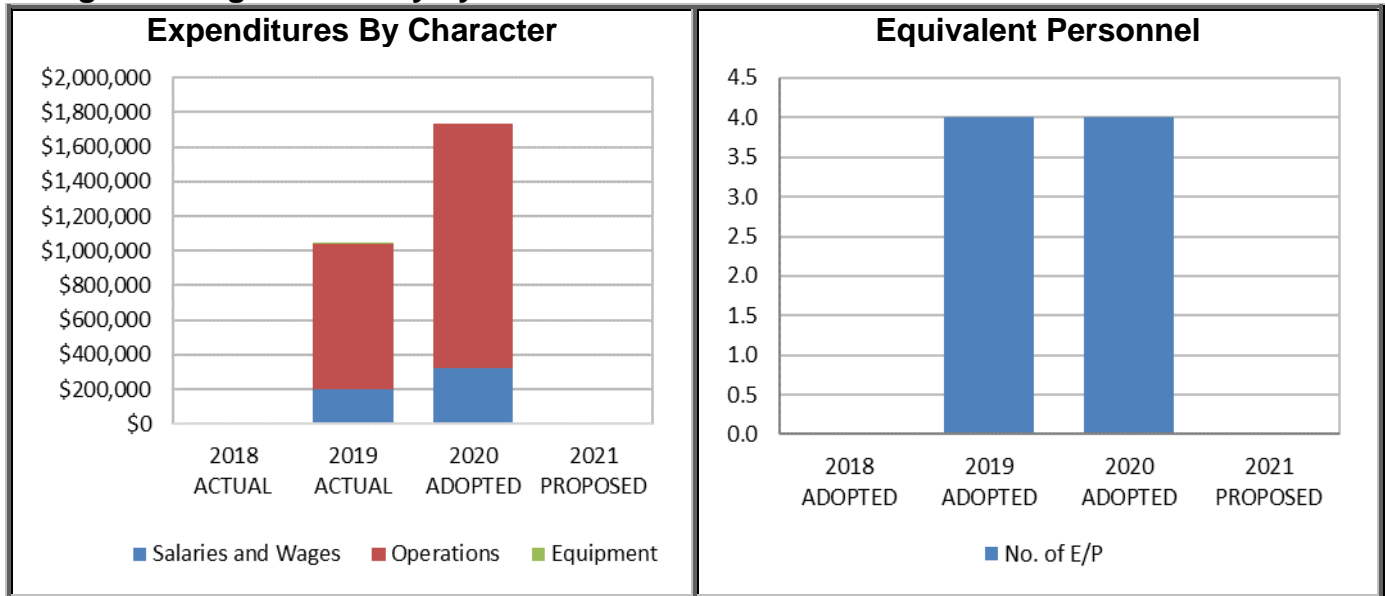
Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
904015A-5101 Regular Wages: Expansion positions Geographic Information Systems Analyst V; Information Systems Analyst IV; and three Information Systems Analyst V.	\$182,106	5.0
904015A-5205 Overtime: Increase based actual expenditures.	\$20,000	
904015A-5206 Standby: Increase based on actual expenditures; new BU13 contract will double cost; second position on standby needed for infrastructure incident response.	\$30,000	
Operations		
MATERIALS & SUPPLIES:		
904015B-6060 Small Equipment - under \$1000: Continued WiFi buildout and upgrade at County facilities; small printer lifecycle replacement.	\$102,500	
SERVICES:		
904015B-6132 Professional Services: Kalana Pakui Renovations; implementation of Cyber Security Certificate Authority; implementation of project management for Win10 migration; email migration to Exchange-Cloud; Workday post-golive application configuration support and fixes.	\$423,000	
904015B-6138 R & M - Services/Contracts: Kalana Pakui Renovation project; Cloud-based Systems Managed Services; Pictometry; SQL Server Database Software Assurance; VMWare Maintenance; Multi-Factor Authentication Maintenance; Migration to Cloud for Adobe; Employee Cyber Awareness Tool.	\$608,000	
904017B-6132 Professional Services: Redesign/upgrade services.	\$2,000	
904017B-6138 R & M - Services/Contracts: Price increases by vendor.	\$5,000	
OTHER COSTS:		
904015B-6244 Computer Software: Upgrade of all 2500 Windows 10 Standard licenses to Windows 10 Enterprise.	\$287,500	
Equipment		
MACHINERY AND EQUIPMENT:		
904015C-7031 Computer Equipment: Lifecycle replacement of computer equipment; lifecycle replacement of UPS equipment; computer equipment for all County expansion positions.	\$1,747,250	
904015C-7032 Software Programs: Lifecycle upgrade of server software licenses; FireRMS modules for Ocean Safety and Pre-Planning; ArcGIS HUB Premium.	\$135,000	
904015C-7040 Motor Vehicles: Replacement of unreliable van.	\$35,000	
TOTAL EXPANSION BUDGET	\$3,577,356	5.0

Maui Redevelopment Program

For Fiscal Year 2021, the Maui Redevelopment Program has been consolidated under the Management Program. Historical data is shown here for information purposes only.

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$4,563	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$195,947	\$320,208	\$0	-\$320,208	-100.0%
Salaries and Wages Total	\$0	\$200,511	\$320,208	\$0	-\$320,208	-100.0%
Operations						
MATERIALS & SUPPLIES	\$0	\$323	\$6,000	\$0	-\$6,000	-100.0%
OTHER COSTS	\$0	\$261,176	\$32,500	\$0	-\$32,500	-100.0%
SERVICES	\$0	\$566,998	\$1,362,758	\$0	-\$1,362,758	-100.0%
TRAVEL	\$0	\$13,526	\$12,000	\$0	-\$12,000	-100.0%
UTILITIES	\$0	\$549	\$0	\$0	\$0	N/A
Operations Total	\$0	\$842,573	\$1,413,258	\$0	-\$1,413,258	-100.0%
Equipment						
LEASE PURCHASES	\$0	\$1,264	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$1,264	\$0	\$0	\$0	N/A
Program Total	\$0	\$1,044,347	\$1,733,466	\$0	-\$1,733,466	-100.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer VI	0.0	1.0	1.0	0.0	-1.0	-100.0%
Planner VI	0.0	1.0	1.0	0.0	-1.0	-100.0%
Account Clerk II	0.0	1.0	1.0	0.0	-1.0	-100.0%
Civil Engineer IV	0.0	1.0	1.0	0.0	-1.0	-100.0%
Program Total	0.0	4.0	4.0	0.0	-4.0	-100.0%

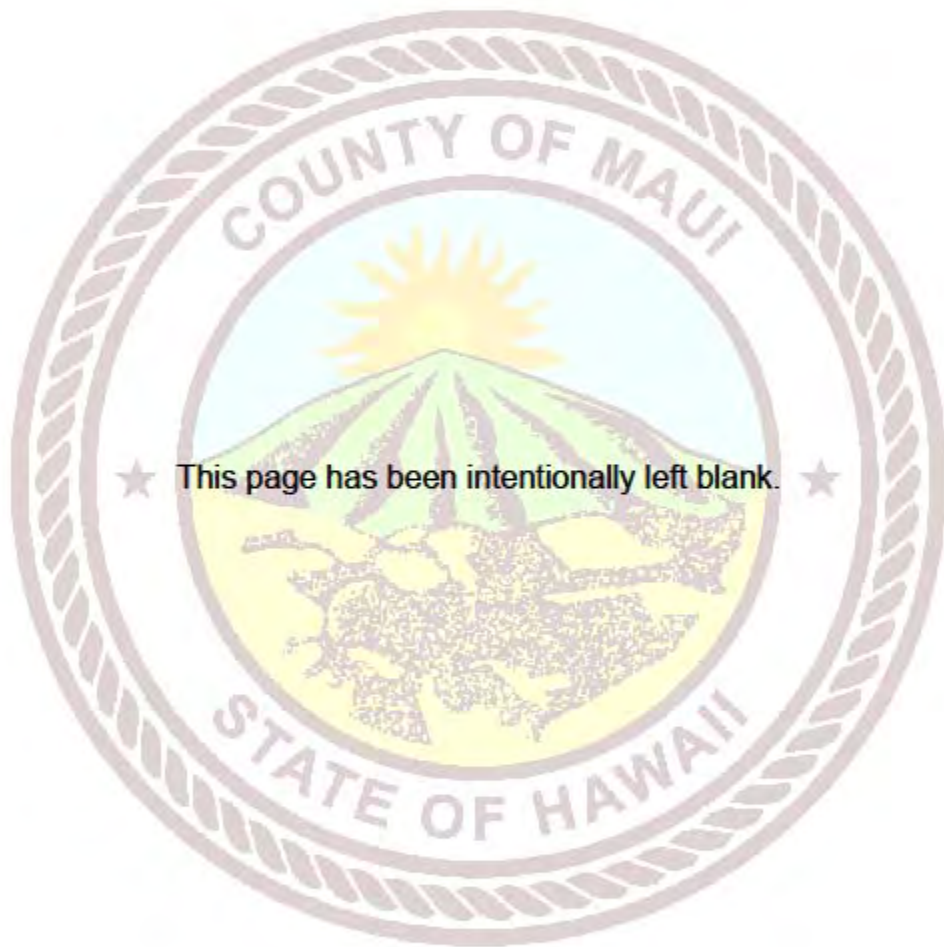
Maui Redevelopment Program

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

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
904029A-5101 Regular Wages: Transfer of 4.0 E/P to Managing Directors Office.	-\$320,208	-4.0
Operations		
SERVICES:		
904029B-6112 Contractual Service: Transfer of continuing appropriation to the Management Program, index code 904016B.	-\$959,258	
904029B-6132 Professional Services: Transfer of continuing appropriation to the Management Program, index code 904016B.	-\$403,500	
OTHER COSTS:		
904029B-6235 Rentals: Transfer of continuing appropriation to the Management Program, index code 904016B.	-\$10,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2019 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	0.0
Equipment		
None	\$0	0.0
TOTAL EXPANSION BUDGET	\$0	0.0

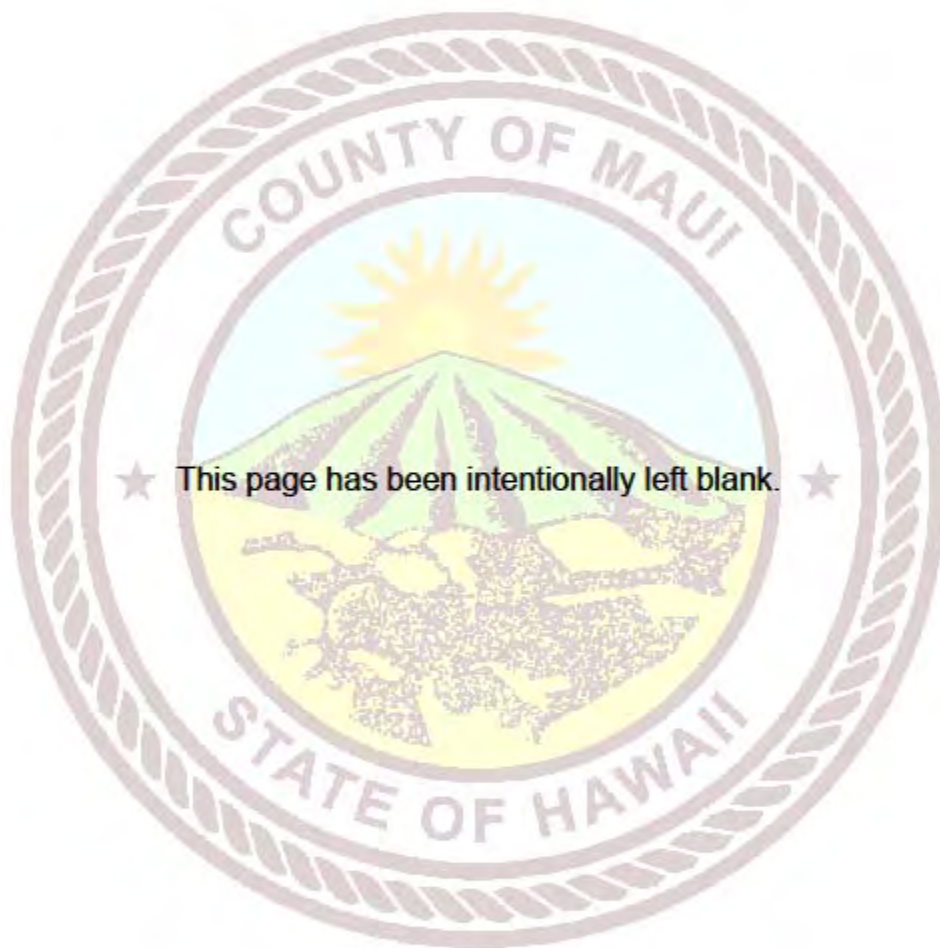


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Office of the Mayor

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

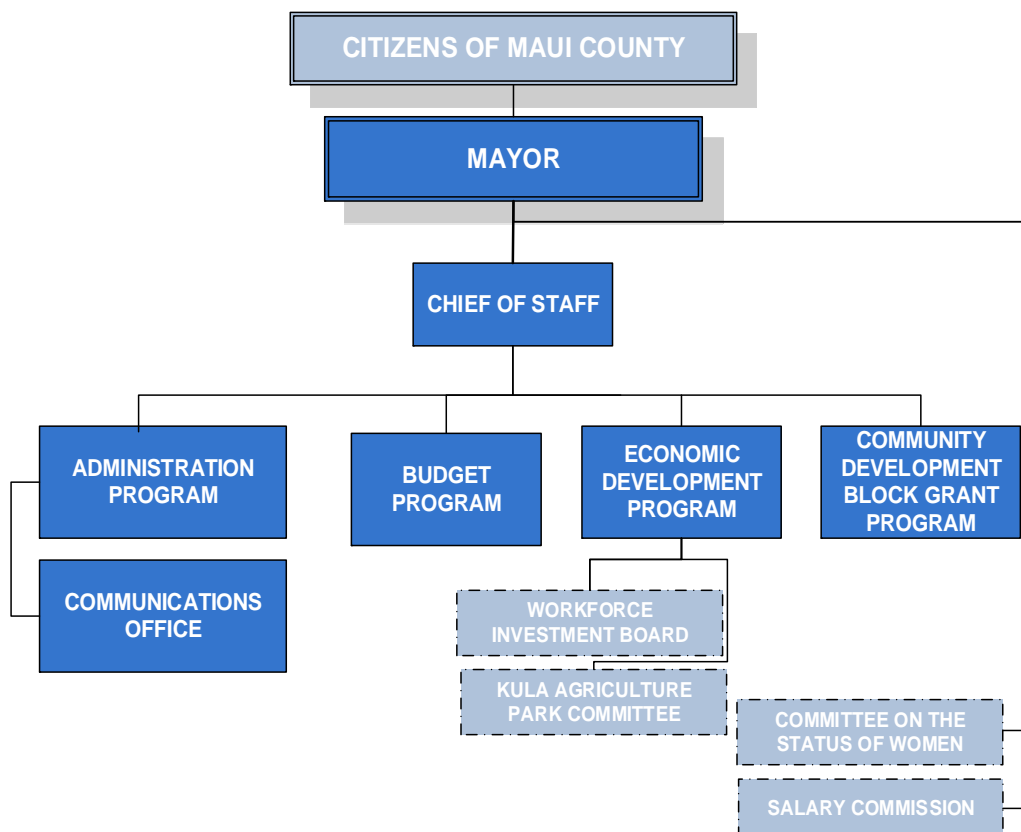
The Office of the Mayor is comprised of four programs: the Administration, Office of Economic Development (OED), Community Development Block Grant (CDBG) programs and the Budget Office. The Administration is comprised of the Mayor's Community Liaisons, Communications Office, and Administrative and Clerical 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
- An Affordable, Healthy, and Thriving Community - balancing strong environmental stewardship with development of attainable housing and sustainable economic development
- Well-planned Public Infrastructure - community-focused, including roads, water and wastewater systems
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Collaboration with County Council, and State, Federal, private sector and non-profit partners
- Prepared, Safe, and Livable County

Organization Chart



Department Summary

Strategies

- The Office of the Mayor adheres to an “open door” policy, ensuring constituents can engage with County government. Staff members are available to receive and resolve inquiries from the public.
- The Office of the Mayor maintains accessibility and transparency through various modes of communication and engagement with constituents. This includes walk-in visits, phone calls, emails, Facebook, Instagram, Twitter and written correspondence.
- Through its communications office, the Office coordinates information dissemination through social media, news agencies, newspapers, radio and television.
- The Mayor’s Chief of Staff provides administrative oversight for the Office of the Mayor and regularly meets with program directors and staff to provide support and direction.
- The Office coordinates the Mayor’s (or his designee’s) participation at various community meetings and events.

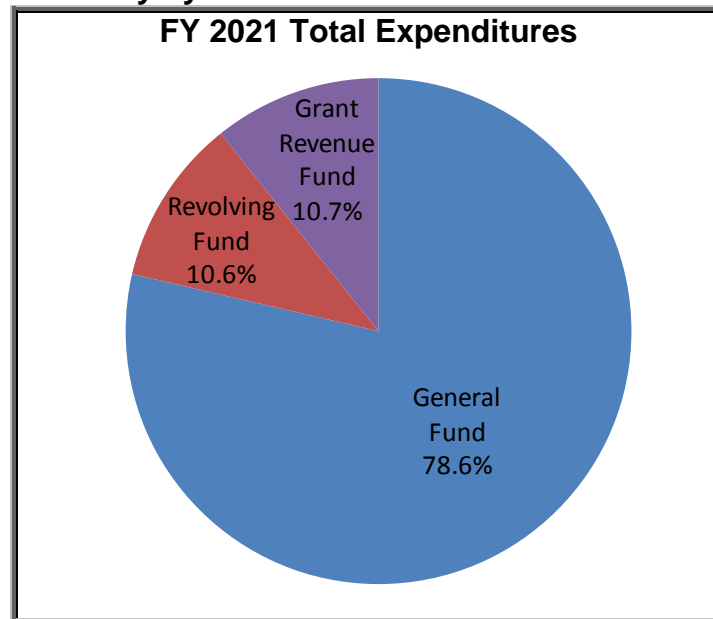
Operations

The Office of the Mayor’s primary objective is to gather information from the community and coordinate with the Mayor, the Managing Director and departmental heads to continuously improve County government and public services. The Mayor provides direction, through the Chief of Staff, to Community Liaisons and Communications personnel, who directly interact with the public and assigned departmental heads. The Support Team consists of the Office Manager, secretarial staff and clerical staff, who ensure day-to-day operations are handled efficiently. The Chief of Staff also regularly meets with the Office of Economic Development Director and CDBG Program Manager to consistently align goals and objectives.

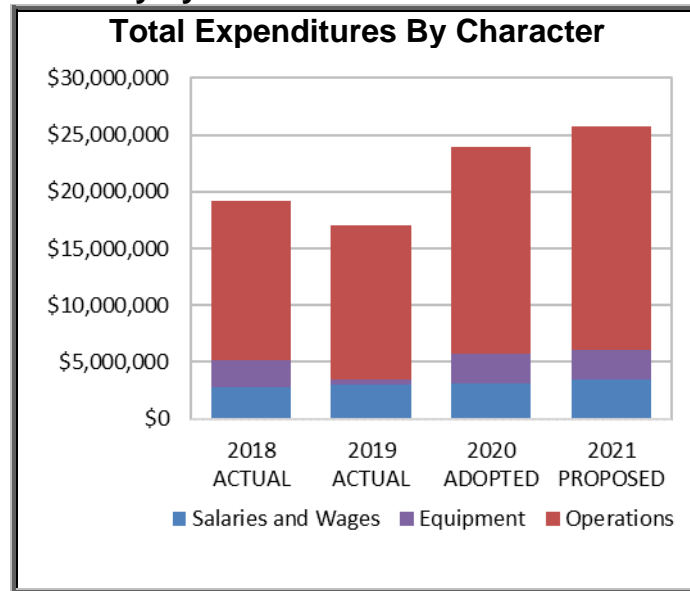
External Factors

Many external factors impact the Office of the Mayor, including legislative action, operational mandates by the County Council, changes demanded by formal public action such as initiative or recall, current community challenges, and emergencies.

Department Budget Summary by Fund



Department Summary

Department Budget Summary by Fiscal Year ¹

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$18,510	\$199,278	\$17,500	\$33,823	\$16,323	93.3%
WAGES & SALARIES	\$2,769,417	\$2,793,413	\$3,106,638	\$3,423,126	\$316,488	10.2%
Salaries and Wages Total	\$2,787,927	\$2,992,691	\$3,124,138	\$3,456,949	\$332,811	10.7%
Operations						
MATERIALS & SUPPLIES	\$39,875	\$45,760	\$45,440	\$58,450	\$13,010	28.6%
OTHER COSTS	\$12,719,738	\$12,762,721	\$15,717,199	\$16,970,292	\$1,253,093	8.0%
SERVICES	\$850,900	\$459,497	\$486,922	\$658,910	\$171,988	35.3%
SPECIAL PROJECTS	\$0	\$0	\$1,540,535	\$1,484,790	-\$55,745	-3.6%
TRAVEL	\$179,331	\$147,059	\$193,033	\$204,400	\$11,367	5.9%
UTILITIES	\$29,756	\$29,631	\$41,142	\$39,457	-\$1,685	-4.1%
INTERFUND COST RECLASSIFICATION	\$226,327	\$208,969	\$244,573	\$257,128	\$12,555	5.1%
Operations Total	\$14,045,927	\$13,653,637	\$18,268,844	\$19,673,427	\$1,404,583	7.7%
Equipment						
LAND	\$2,350,000	\$0	\$2,550,000	\$2,550,000	\$0	N/A
LEASE PURCHASES	\$16,684	\$21,078	\$22,541	\$24,541	\$2,000	8.9%
MACHINERY & EQUIPMENT	\$5,744	\$389,836	\$0	\$0	\$0	N/A
Equipment Total	\$2,372,428	\$410,914	\$2,572,541	\$2,574,541	\$2,000	0.1%
Department Total	\$19,206,282	\$17,057,242	\$23,965,523	\$25,704,917	\$1,739,394	7.3%

¹ 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.

Program Description

The Administration Program provides assistance to Mayor Michael Victorino in carrying out his duties and responsibilities. The Mayor's Community Liaisons assist the Mayor by receiving communications from the public requesting assistance -- ranging from simple information to more complex issues. Liaisons conduct research on the matter and communicate with the departments and management. Each Liaison is assigned to a specific district and department, along with various subject matters and projects. The Community Liaisons play a critical role by assisting the Mayor, through the Chief of Staff, in a fast-paced and high-pressure environment. The Mayor's administrative staff reviews and processes all documents which require the Mayor's approval. Meetings and events 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 consideration of the Mayor's selections. The Administration Program is also responsible for disseminating information to the general public through the Communications Office.

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
- Reliable, community-focused public infrastructure, including roads, water and wastewater systems
- A Healthy and Sustainable Community
- Collaboration with County Council, and State, Federal, private sector and non-profit 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 and staff facilitates appropriate assistance and responses. In addition, mass communications are conveyed to the community through social media, press releases, and coordination with local news outlets.

Services Provided

In addition to its direct service to the public, the Administration Program provides leadership and organizational guidance to departmental operations in conjunction with the Department of Management. It identifies the key objectives, vision, mission and goals to guide the creation of the County budget, and day-to-day County operations.

The Administration Program plans and executes programs that are in line with its goals and objectives, such as economic events that benefit the community, multi-department initiatives, and communication systems to keep the public well-informed. The program provides representation for the County of Maui for state, federal and international matters.

Program Description

Climate Change, Sustainability, and Resiliency (CCSR) is a sub-program under the Office of the Mayor. CCSR is responsible for managing, coordinating, facilitating, and advising the development, implementation, monitoring, and improvement of local government policies, programs, and initiatives that promote local environmental, energy, agricultural, social, and cultural resiliency. This office will serve as the central point for gathering information and working with internal and external stakeholders on issues related to climate change, resiliency and sustainability issues throughout the County and its Departments.

CCSR will work to address climate change and the climate challenge by making a concerted effort to reduce emission, mitigating environmental impacts of our economic and energy systems, and promote indigenous 'aina based solutions. Rebuilding those systems to deliver sustainable prosperity and economic health. Ensuring the equitable transition to sustainable practices for the benefit of all in our society. CCSR serves as a nexus to promote pono practices towards economic security, affordable energy and transportation services, healthier communities, and opportunities for all.

The CCSR sub-program is a combination of the Environmental Protection, and Renewable Energy and Energy Efficiency sub-programs previously under the Office of Economic Development.

Countywide Outcome(s)

The Climate Change, Sustainability, and Resiliency supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County
- Supports the County of Maui Strategic Plan: Climate Change Response and Mitigation to promote Environmental protection, transition to renewable energy, food sovereignty, and cultural resiliency

Population Served

Islands communities are the most vulnerable to intensifying wildfires, floods, rising seas, diseases, coral bleaching, droughts and extreme weather. Island and indigenous communities are among the first to face the direct consequences of climate change, owing to their dependence upon, and close relationship with the environment and its resources. Climate change exacerbates the difficulties already faced by vulnerable and indigenous communities, including political and economic marginalization, loss of land and resources, human rights violations, discrimination and unemployment.

The term “Just Transition” is a framework for a fair shift to an economy that is ecologically sustainable, equitable and just for all its members. Just transition strategies were first forged by a ‘blue-green’ alliance of labor unions and environmental justice groups who saw the need to phase out the industries that were harming workers, community health and the planet, while also providing just pathways for workers into new livelihoods. Just transition initiatives shift the economy from dirty energy to energy democracy, from funding highways to expanding public transit, from incinerators and landfills to zero waste, from industrial food systems to food sovereignty, from car- dependent sprawl and unbridled growth to smart urban development without displacement, and from rampant, destructive over-development to habitat and ecosystem restoration. Justice requires that frontline communities, which have historically borne the brunt of the extractive fossil-fuel economy, participate actively in the

planning and implementation of this mobilization effort at all levels of government and that they benefit first from the transition to a renewable energy economy.

Services Provided

CCSR develops and implements sustainability and resiliency programs and policies within the County, relating to reducing the environmental footprint of the County and the community. CCSR oversees environmental policy development and implementation including a Maui County Resiliency Strategy and Climate Action Plan.

Services aim to increase coordination, accountability and collaboration among economic health, environmental services and social sustainability functions. Combining these three functions together, known as the “the Triple Bottom Line,” allows the County to make decisions in a holistic, long-term oriented way, rather than just focusing on the economic bottom line. The Triple Bottom Line will be used both in planning and daily-decision making. It allows the Mayor’s Office to prioritize areas of focus based off of the potential impact of those three areas. These activities will more effectively be able to optimize the delivery of services to the community in an efficient, healthy, economically, and environmentally viable way.

Powers, Duties, and Functions.

1. Seek local information from scientists and track climate change science and potential impacts on county properties, facilities, and operations.
2. Coordinate actions and policies of departments within the county to:
 - a) Increase community preparedness and advance equity for disproportionately impacted communities.
 - b) Protect fiscal security and economic activity.
 - c) Protect the coastal areas and beaches.
 - d) Develop resilient infrastructure in response to the effects from climate change.
3. Develop or coordinate county policies and programs that will improve environmental performance of county operations and advance environmental priorities.
4. Integrate sustainable and environmental values into county plans, programs and policies.
5. Promote resiliency of communities and coastal areas.
6. Ensure long-term recovery planning to increase resiliency in the wake of natural and other disasters.
7. Coordinate with federal, state and other local government agencies regarding climate change, sustainability and the environment.
8. Report to the mayor and council at least annually regarding overall performance in meeting sustainability and environmental targets and objectives.
9. Provide administrative support to the climate change commission.

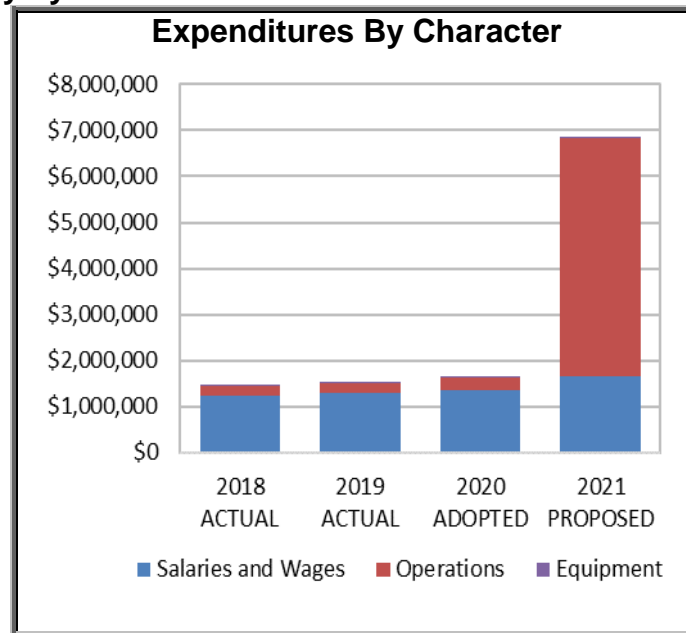
Administration Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	6,328	6,776	7,500
	# of constituent outreach events (Budget meetings, community meetings, forums, open houses etc.)	N/A	N/A	20
<i>Goal #2: Effectively disseminate accurate and relevant information to the public.</i>				
1. Develop a working relationship with news agencies and provide timely information for dissemination to the public.	# of press releases drafted and submitted to news agencies	471	473	500
	# of social media engagements (Facebook, Twitter, Instagram, COM Connect)	11,848 Facebook 12,652 Twitter 1,608 Instagram	13,409 Facebook 13,478 Twitter 2,130 Instagram	28,000
	# of direct communications to the public (Newspaper columns, radio show, TV show)	N/A	N/A	75
<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	262	95	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	49	69	35
	# of mayoral appointees confirmed by the Council	51	67	35
	% of Mayoral appointees successfully confirmed by the Maui County Council	95%	97%	100%
<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 sister cities and other international governments	15	20	25

Administration Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$1,165	\$1,098	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$1,244,599	\$1,304,345	\$1,352,862	\$1,666,638	\$313,776	23.2%
Salaries and Wages Total	\$1,245,764	\$1,305,443	\$1,352,862	\$1,666,638	\$313,776	23.2%
Operations						
MATERIALS & SUPPLIES	\$6,748	\$16,453	\$17,000	\$27,000	\$10,000	58.8%
OTHER COSTS	\$112,997	\$113,222	\$134,000	\$4,877,000	\$4,743,000	3539.6%
SERVICES	\$16,261	\$23,180	\$12,000	\$157,000	\$145,000	1208.3%
TRAVEL	\$45,692	\$46,415	\$83,910	\$83,910	\$0	N/A
UTILITIES	\$9,816	\$7,742	\$17,800	\$17,800	\$0	N/A
Operations Total	\$191,513	\$207,011	\$264,710	\$5,162,710	\$4,898,000	1850.3%
Equipment						
LEASE PURCHASES	\$12,160	\$9,945	\$9,945	\$11,000	\$1,055	10.6%
MACHINERY & EQUIPMENT	\$400	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$12,560	\$9,945	\$9,945	\$11,000	\$1,055	10.6%
Program Total	\$1,449,837	\$1,522,399	\$1,627,517	\$6,840,348	\$5,212,831	320.3%

Administration Program

Personnel Summary by Position Title² – General Fund

POSITION TITLE	FY 2021 PROPOSED
Administrative Assistant I	3 Positions
Administrative Assistant II	8 Positions
Administrative Assistant II (0.5 FTE)	2 Positions
Administrative Officer	1 Position
Economic Development Specialist II	2 Positions
Executive Assistant I	2 Positions
Executive Assistant II	1 Position
Executive Secretary to the Mayor	1 Position
Grants Management Operations Assistant	1 Position
Grants Specialist II	1 Position
Mayor	1 Position
Office Operations Assistant I	2 Positions
Secretary I	1 Position
Secretary I (.75 FTE)	1 Position

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
903013A-5101 Regular Wages: Increase FY20 expansion position to full year; transfer of an Office Operations Assistant I to the OED program, offset by a transfer of an Administrative Assistant II from the OED program.	\$97,770	N/A
903018A-5101 Regular Wages: Transfer of two Economic Development Specialist II positions from the Office of Economic Development to the Climate Change, Resiliency & Sustainability division.	\$124,092	N/A
Operations		
OTHER COSTS:		
903119B-6317 County Grant Subsidy: Line-item grant transferred from the OED program.	\$275,000	
903114B-6317 County Grant Subsidy: Line-item grant transferred from the OED program.	\$500,000	
903115B-6317 County Grant Subsidy: Line-item grant transferred from the OED program.	\$1,900,000	
903116B-6317 County Grant Subsidy: Line-item grant transferred from the OED program.	\$183,000	
903117B-6317 County Grant Subsidy: Line-item grant transferred from the OED program.	\$30,000	
Equipment		
None	\$0	

² 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 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
903013A-5101 Regular Wages: Increase part-time positions to full-time.	\$32,490	N/A
903018A-5101 Regular Wages: Proposed expansion positions Grants Specialist II and Grants Management Operations Assistant.	\$59,424	N/A
Operations		
MATERIALS & SUPPLIES:		
903013B-6060 Small Equipment - under \$1000: Purchase of iPads; Health & Safety related equipment.	\$10,000	
SERVICES:		
903018B-6132 Professional Services: Funding for Climate Action Plan and Maui County Resilience Strategy.	\$145,000	
OTHER COSTS:		
903118B-6317 County Grant Subsidy: Axis Deer mitigation funding.	\$1,500,000	
903018B-6221 Miscellaneous Other Costs: Funding for an EV Charging Station and Resiliency Hub.	\$300,000	
903018B-6317 County Grant Subsidy: Funding for Maui Strong.	\$50,000	
903025B-6221 Miscellaneous Other Costs: To support programs and events.	\$5,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$2,101,914	N/A

County Grant Subsidy Detail – General Fund

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grant and Disbursements for Akaku Boards & Commission Meetings				
Akaku Boards & Commission Meetings	\$65,000	\$80,000	\$80,000	\$80,000
Axis Deer Mitigation	\$0	\$0	\$0	\$1,500,000
Renewable Energy Programs	\$0	\$0	\$0	\$275,000
Coqui Frog Eradication Project	\$0	\$0	\$0	\$500,000
Environmental Protection	\$0	\$0	\$0	\$1,900,000
Maui Soil/Water Conservation Dist	\$0	\$0	\$0	\$183,000
Soil/Water Conservation – Molokai/Lanai	\$0	\$0	\$0	\$30,000
TOTAL	\$65,000	\$80,000	\$80,000	\$4,468,000

Note: Actual amounts for FY 2018 and FY 2019, and FY 2020 Adopted amounts for the following grants were accounted for under the Office of Economic Development for those years: Renewable Energy Programs; Coqui Frog Eradication Project; Environmental Protection; Maui Soil/Water Conservation Dist; and Soil/Water Conservation-Molokai/Lanai.

Administration Program**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.

Axis Deer Control Project

Funding to support axis deer control on Maui, Molokai and Lanai islands.

Renewable Energy and Energy Efficiency Programs

Funds are used to support renewable energy programs and energy efficiency for Maui County.

Coqui Frog Eradication Project

Funding to support coqui frog control efforts.

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

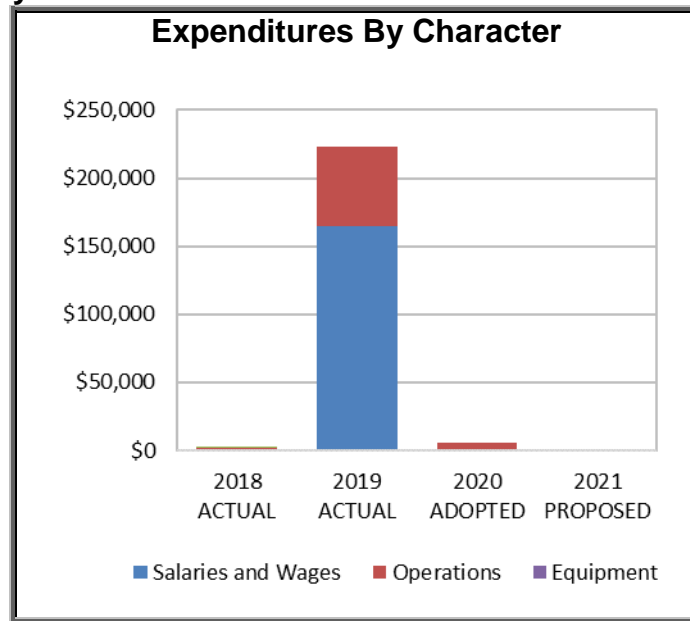
Funds will be used for clerical and technical support for the four Maui Soil and Water Conservation Districts (West Maui, Central Maui, Olinda-Kula and Hana SWCD) to carry out Soil and Water Conservation District programs.

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.

Administration Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$164,597	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$164,597	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$224	\$0	\$0	\$0	N/A
OTHER COSTS	\$1,447	\$11,371	\$6,000	\$0	-\$6,000	-100.0%
SERVICES	\$0	\$46,240	\$0	\$0	\$0	N/A
TRAVEL	\$212	\$505	\$0	\$0	\$0	N/A
TRAVEL	\$1,659	\$58,339	\$6,000	\$0	-\$6,000	-100.0%
Equipment						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$1,659	\$222,936	\$6,000	\$0	-\$6,000	-100.0%

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Estimate
		Match \$ or %				
Hawaii State Commission on the Status of Women	No	No	\$0	\$0	\$6,000	\$0
TOTAL			\$0	\$0	\$6,000	\$0

Budget Program

Program Description

The mission of the Budget Office is to provide timely and accurate budget information and analysis to the Mayor, County Council and departments, including forecasting and fiscal policy recommendations.

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 budget activities countywide, including developing the Mayor's proposed budget, finalizing the Council adopted budget details and program, generating budget amendments, grant revenue monitoring and grant agreement review. The Office 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

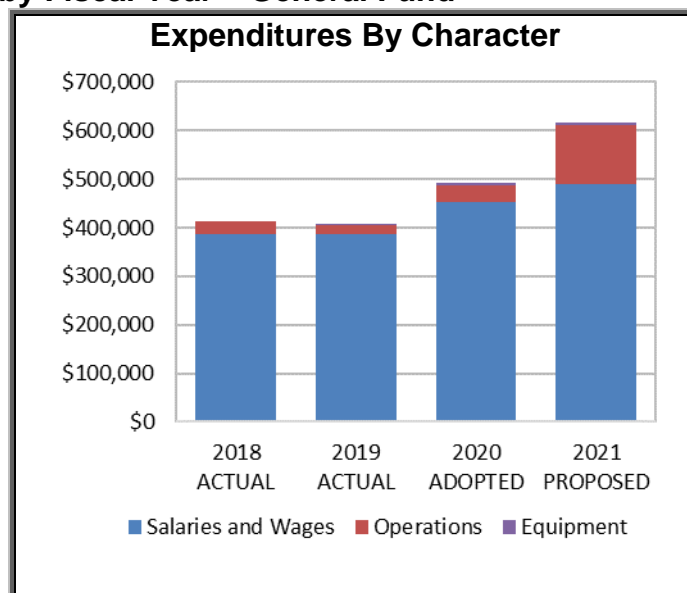
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide the highest quality budget management for the County to protect its fiscal integrity.</i>				
1. Develop a financially sound budget by improving the use and control of operating and capital budget resources	Emergency Fund is grown to 20% General Fund (GF) operating expenditure	Pending CAFR	19.7%	20%
	Bond Rating of AA+ or higher	AA+	AA+	AA+
	Receipt of the Government Finance Officers Association Budget Presentation award	Yes	Yes	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	550	600	1,000

Budget Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$16,231	\$34,529	\$17,500	\$17,500	\$0	N/A
WAGES & SALARIES	\$370,258	\$352,605	\$435,748	\$470,964	\$35,216	8.1%
Salaries and Wages Total	\$386,488	\$387,134	\$453,248	\$488,464	\$35,216	7.8%
Operations						
MATERIALS & SUPPLIES	\$2,955	\$5,640	\$6,000	\$9,000	\$3,000	50.0%
OTHER COSTS	\$1,935	\$2,139	\$7,950	\$87,950	\$80,000	1006.3%
SERVICES	\$18,119	\$4,497	\$7,547	\$9,547	\$2,000	26.5%
TRAVEL	\$4,421	\$4,114	\$10,440	\$14,440	\$4,000	38.3%
UTILITIES	\$402	\$437	\$1,200	\$1,200	\$0	N/A
Operations Total	\$27,832	\$16,827	\$33,137	\$122,137	\$89,000	268.6%
Equipment						
LEASE PURCHASES	\$0	\$4,567	\$5,055	\$6,000	\$945	18.7%
Equipment Total	\$0	\$4,567	\$5,055	\$6,000	\$945	18.7%
Program Total	\$414,320	\$408,528	\$491,440	\$616,601	\$125,161	25.5%

Personnel Summary by Position Title³ – General Fund

POSITION TITLE	FY 2021 PROPOSED
Budget Director	1 Position
Budget Specialist II	1 Position
Budget Specialist III	1 Position
Budget Specialist IV	1 Position
Budget Specialist V	1 Position
Grants Specialist II	1 Position

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
903023A-5101 Regular Wages: Increase Budget Specialist to full-year salary.	\$35,216	N/A
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL CONTINUATION BUDGET	\$35,216	N/A

³ 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 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	N/A
Operations		
MATERIALS & SUPPLIES:		
903023B-6060 Small Equipment - under \$1000: Purchase of Ipads.	\$3,000	
TRAVEL:		
903023B-6201 Airfare, Transportation: Funding for Bond ratings and GFOA related travel.	\$2,000	
903023B-6223 Per Diem Reportable Non-Taxable: Funding for Bond ratings and GFOA related travel.	\$2,000	
OTHER COSTS:		
903023B-6244 Computer Software: Funding for Central Square Budget Module.	\$80,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$87,000	N/A

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 the following sub-programs: Administration; Grant Award, Grants Management; Agriculture; Film Industry; Technology Initiatives; Business Development; Workforce Development; and two Business Resource Centers.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe, and Livable County

Population Served

OED's Administration serves Maui County businesses, non-profits, all people involved in the film industry, sustainable energy industry and users, job seekers, and organizations 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 cultural and arts events, and assumes the role as agriculture advocate, film industry advocate, technology industry advocate and provides business development assistance and consultation. OED also seeks outside funding via grant applications and provides permitting assistance to those seeking approval for film production.

Key Activity Goals & Measures

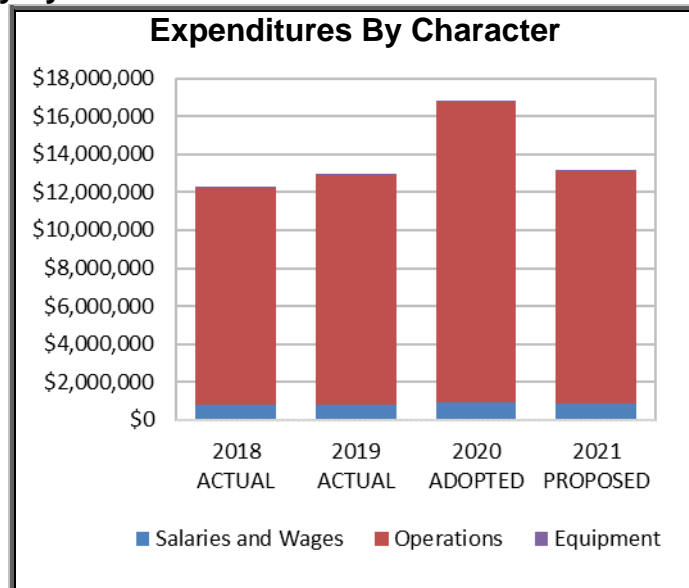
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Foster job creation within Maui County with new and expanding businesses.</i>				
1. Initiate programs, conferences, and training	# of events, conferences and training initiated by the OED	4	56	60
2. Partner with business development organizations throughout the County by supporting and promoting their efforts, and reduce redundancy in services.	# of partners in the Maui Business Development Strategic Alliance	12	14	15

Economic Development Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Foster job creation within Maui County with new and expanding businesses. (Cont'd)</i>				
3. Initiate programs, conferences, and training	# of events, conferences and training initiated by the OED	4	56	60
4. Partner with business development organizations throughout the County by supporting and promoting their efforts, and reduce redundancy in services.	# of partners in the Maui Business Development Strategic Alliance	12	14	15
<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	52	52	46

Program Budget Summary by Fiscal Year – General Fund



Economic Development Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$807	-\$946		\$0	\$0	N/A
WAGES & SALARIES	\$794,166	\$786,031	\$966,035	\$899,053	-\$66,982	-6.9%
Salaries and Wages Total	\$794,973	\$785,085	\$966,035	\$899,053	-\$66,982	-6.9%
Operations						
MATERIALS & SUPPLIES	\$14,838	\$22,079	\$21,240	\$21,250	\$10	0.0%
OTHER COSTS	\$11,050,831	\$11,809,005	\$15,567,049	\$12,002,142	-\$3,564,907	-22.9%
SERVICES	\$230,038	\$152,572	\$55,290	\$55,340	\$50	0.1%
TRAVEL	\$120,665	\$94,514	\$89,600	\$90,550	\$950	1.1%
UTILITIES	\$17,963	\$20,119	\$20,642	\$18,957	-\$1,685	-8.2%
INTERFUND COST RECLASSIFICATION		-\$8,923		\$0	\$0	N/A
Operations Total	\$11,434,335	\$12,089,367	\$15,753,821	\$12,188,239	-\$3,565,582	-22.6%
Equipment						
LEASE PURCHASES	\$2,834	\$4,876	\$5,041	\$5,041	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$2,834	\$4,876	\$5,041	\$5,041	\$0	N/A
Program Total	\$12,232,142	\$12,879,328	\$16,724,897	\$13,092,333	-\$3,632,564	-21.7%

Personnel Summary by Position Title⁴ - General Fund

POSITION TITLE	FY 2021 PROPOSED
Administrative Assistant I	1 Position
Administrative Assistant II	1 Position
Clerk II	1 Position
Economic Development Director	1 Position
Economic Development Specialist II	7 Positions
Economic Development Specialist III	3 Positions
Grants Management Program Specialist IV	1 Position
Office Operations Assistant I	1 Position

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
903039A-5101 Regular Wages: Transfer two Economic Development Specialist II positions to the Climate Change, Resiliency & Sustainability division; increase FY20 expansion positions to full year; transfer of an Administrative Assistant II position to the Office of the Mayor, offset by a transfer of an Office Operations Assistant from the Office of the Mayor.	-\$93,460	N/A

⁴ 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

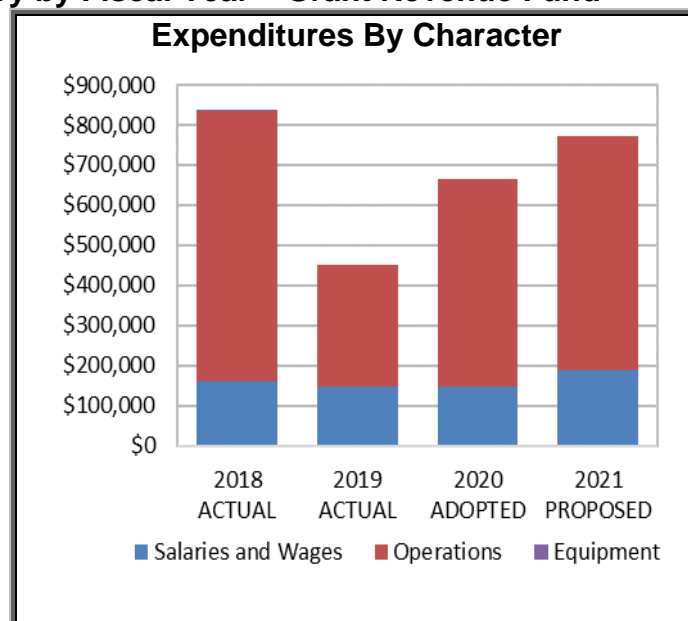
Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
OTHER COSTS:		
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	-\$6,131,250	
903279B-6235 Rentals: Budget transferred to Countywide Costs program - Rentals and Facilities.	-\$50,896	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
903039A-5101 Regular Wages: Proposed expansion Economic Development Specialist II position, to be partially grant funded.	\$26,478	N/A
Operations		
OTHER COSTS:		
903203B-6221 Miscellaneous Other Costs: Increase funding for Ag Park costs.	\$15,000	
6317 County Grant Subsidy: Refer to County Grant Subsidy Detail for changes to appropriation amounts and descriptions of grant awards.	\$2,599,748	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$2,641,226	N/A

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Economic Development Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$307	\$0	\$0	\$7,614	\$7,614	N/A
WAGES & SALARIES	\$162,184	\$147,782	\$145,785	\$180,263	\$34,478	23.6%
Salaries and Wages Total	\$162,491	\$147,782	\$145,785	\$187,877	\$42,092	28.9%
Operations						
MATERIALS & SUPPLIES	\$14,866	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	-\$1,959	\$5,354	\$1,000	\$2,000	\$1,000	100.0%
SERVICES	\$584,396	\$229,988	\$407,585	\$432,523	\$24,938	6.1%
SPECIAL PROJECTS	\$0	\$0	\$20,000	\$20,000	\$0	N/A
TRAVEL	\$7,009	\$221	\$6,283	\$12,700	\$6,417	102.1%
INTERFUND COST RECLASSIFICATION	\$67,384	\$66,023	\$84,347	\$117,874	\$33,527	39.7%
Operations Total	\$671,696	\$301,585	\$519,215	\$585,097	\$65,882	12.7%
Equipment						
MACHINERY & EQUIPMENT	\$5,344	-\$91	\$0	\$0	\$0	N/A
Equipment Total	\$5,344	-\$91	\$0	\$0	\$0	N/A
Program Total	\$839,531	\$449,276	\$665,000	\$772,974	\$107,974	16.2%

Personnel Summary by Position Title⁵- Grant Revenue Fund

POSITION TITLE	FY 2021 PROPOSED
Administrative Assistant I	1 Position
Economic Development Specialist II	2 Positions
Economic Development Specialist III	1 Position

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and Match \$ or %	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
City and County of Honolulu	No	No	\$0	\$0	\$20,000	\$20,000
Hawaii State Department of Business, Economic Development & Tourism	No	No	\$2,500	\$2,500	\$0	\$0
Hawaii State Energy Office	No	No	\$25,000	\$25,000	\$0	\$0
Hawaii Tourism Authority (HTA) – County Product Enrichment Program	No	No	\$70,000	\$70,000	\$70,000	\$100,000
Innovate Hawaii	No	No	\$10,000	\$10,000	\$0	\$0

⁵ 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

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
Workforce Innovation and Opportunity Act (WIOA)	No	No	\$708,782	\$661,169	\$575,000	\$670,000
TOTAL			\$816,282	\$768,669	\$665,000	\$790,000

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 personnel in the County of Maui to assist with Requests for Proposals, evaluate and report on all HTA community funded events and projects.

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 in order to support a job-driven public workforce system that seeks to link talents in the community with local businesses. WIOA brings together, in strategic partnerships at the Maui American Job Center, thirteen stakeholders that include the Maui Economic Opportunity, Job Corps, several divisions of the Hawaii State Department of Labor, the Hawaii State Division of Vocational Rehabilitation, and the Hawaii State Department of Education.

Economic Development Program – Grant Awards

Program Description

OED's Grant Award program is a sub-program under the Economic Development Program. This sub-program has our grant writer finding external funding (outside of the County of Maui) to support OED's economic development (small business, agriculture, technology) initiatives.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Obtain external funding from grants and other sources for OED initiatives.</i>				
1. Initiate grant applications	# of grant applications submitted	N/A	N/A	10
	# of grant applications successfully awarded	N/A	N/A	3
	Total \$ value of grants awarded	N/A	N/A	\$250,000

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) contacts. The Cultural Enrichment Program (CPEP), 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.

This program also includes Technology Economy Initiatives, that seeks to build a technology economy in Maui County by focusing on workforce development trends, working with stakeholders in targeted industries and the Maui Economic Development Board, Inc., to deploy a technology based economy. Award the technology business promotion grant for targeted industries

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 by honoring and perpetuating cultural traditions, 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 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	4	5	5
	Average processing days for grant execution	50	50	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	116	90	115
<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	28	40	45
	Total \$ Value of HTA contracts	\$862,500	\$1,499,000	\$1,700,000

Economic Development Program – Grants Management

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #4: Foster technology job creation within Maui County</i>				
1. Initiate a stakeholder group	# of stakeholders	N/A	N/A	10
1. Establishing a "recruiting database" of former Maui County residents in technology	# recruits in database	N/A	N/A	50

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Business Development & Technology</i>				
4 th of July Parade	\$0	\$0	\$15,000	\$0
Academy of Hospitality/Tourism	\$0	-\$11,718	\$0	\$0
Aha Kukui O Molokai	\$0	\$0	\$10,000	\$0
Ahupuaa Sign Project	\$0	\$0	\$25,000	\$0
Barrio Fiesta	\$0	\$17,000	\$0	\$0
Business Research Library	\$69,099	\$70,000	\$70,000	\$70,000
Central Maui Cultural/Economic Development Programs	\$74,377	\$0	\$0	\$0
Christmas Electric Golf Cart Parade	\$0	\$0	\$15,000	\$0
Community Economic Development/Nonprofit Hui	-\$17,916	\$0	\$0	\$0
East Maui Cultural/Economic Development Program	\$95,472	\$125,961	\$10,000	\$140,000
East Maui Taro Festival	\$0	\$0	\$18,000	\$0
Friends of Old Maui High School	\$65,000	\$58,693	\$65,000	\$65,000
Grant Business Research Library	\$69,099	\$69,973	\$70,000	\$70,000
Hana Arts	\$20,000	\$0	\$30,000	\$0
Hana Canoe Club	\$0	\$0	\$10,000	\$0
Hana Cultural Center	\$0	\$0	\$5,000	\$0
Hana Festivals of Aloha	\$0	\$0	\$5,000	\$0
Haiku Hoolaulea	\$0	\$0	\$25,000	\$0

Economic Development Program – Grants Management

County Grant Subsidy Detail (cont'd)

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Haiku-Makawao-Paia Economic Development & Cultural Programs	\$174,659	\$135,911	\$105,000	\$140,000
Hawaii Farm Bureau	\$0	\$0	\$10,000	\$0
Hui O Waa Kaulua	\$0	\$25,000	\$0	\$0
Hula Halau o Molokai	\$0	\$0	\$10,000	\$0
Kahului Economic Development and Cultural Programs	\$0	\$39,876	\$140,000	\$140,000
Ka Ipu Kukui Fellows Leadership	\$25,000	\$25,000	\$34,000	\$34,000
Ka Molokai Makahiki, Inc.	\$0	\$0	\$20,000	\$0
Kihei Fourth Friday Events	\$0	\$25,001	\$25,000	\$0
Kipahulu Ohana	\$0	\$0	\$10,000	\$0
Lanai Economic Development & Cultural Grant	\$184,845	\$103,084	\$140,000	\$140,000
Living Pono Project	\$0	\$25,000	\$0	\$0
Ma Ka Hana Ka Ike, Inc.	\$90,000	\$95,000	\$125,000	\$95,000
Maalaea Village Ahupuaa Sign Project	\$0	\$0	\$5,000	\$0
Made in Maui County Festival	\$100,000	\$100,000	\$100,000	\$80,000
Makawao Third Fridays	\$0	\$0	\$25,000	\$0
Maui Economic Development Board, Inc.	\$785,000	\$785,000	\$850,000	\$900,000
Maui Economic Development Board, Inc. StemWorks AFTER School	\$0	\$0	\$200,000	\$225,000
Maui Economic Development Board Healthcare Partnership	\$0	\$50,000	\$50,000	\$60,000
Maui Economic Development Board – Maui County Public High Schools Auto Program Model	\$45,000	\$45,000	\$45,000	\$60,000
Maui Economic Opportunity, Inc. for Microenterprise Program	\$265,000	\$263,500	\$278,250	\$285,000
MEDB Molokai Schools	\$15,000	\$25,000	\$25,000	\$25,000
Maui ESG Initiatives Conference	\$0	\$0	\$75,000	\$0
Maui Fil-Am Foundation	\$0	\$14,450	\$0	\$0
Maui Historical Society	\$0	\$25,000	\$0	\$0

Economic Development Program – Grants Management

County Grant Subsidy Detail (cont'd)

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Molokai Community Service Council	\$0	\$0	\$15,000	\$0
Molokai Economic Development & Cultural Programs	\$138,662	\$138,269	\$45,000	\$140,000
Molokai Economic Development Study	\$0	-\$9,017	\$0	\$0
Na Mamo O Muolea – Limu Festival	\$0	\$0	\$6,000	\$0
Na Moku Aupuni O Koolau Hui	\$0	\$0	\$16,000	\$0
Nisei Veterans Memorial	\$0	\$0	\$2,000	\$0
North Waipuilani Park	\$0	\$0	\$20,000	\$0
Pukalani-Kula-Ulupalakua Economic Development & Cultural Programs	\$0	\$134,250	\$70,000	\$140,000
Small Business Promotion	\$60,605	\$47,917	\$50,000	\$100,000
South Maui Cultural/Economic Development Programs	\$99,661	\$89,978	\$30,000	\$140,000
Sustainable Molokai	\$0	\$0	\$25,000	\$0
Technology Business Promotion	\$0	\$0	\$250,000	\$500,000
Town Party Marketing	\$0	\$10,000	\$0	\$0
UH Maui College Cooperative Education Program	\$0	\$0	\$0	\$75,000
Wailuku Cultural/Economic Development Programs	\$0	\$0	\$88,000	\$140,000
Wailuku First Friday Events	\$25,000	\$25,000	\$50,000	\$0
West Maui Cultural/Economic Development Programs	\$99,943	\$139,999	\$140,000	\$140,000
Whale Day Festival	\$0	\$25,000	\$60,000	\$0
Youth In Motion	\$0	\$0	\$5,000	\$0
TOTAL BUSINESS DEVELOPMENT & TECHNOLOGY	\$2,414,407	\$2,643,127	\$3,447,250	\$3,834,000

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)

Economic Development Program – Grants Management**County Grant Subsidy Program Description (Cont'd)****East Maui Economic Development and Cultural Programs**

Funds are used for events, festivals and other opportunities in East Maui that focus on culture, arts and 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 culture, arts and economic development for the island.

Kahului Economic Development and Cultural Programs

Funds are used for events, festivals and other opportunities in the Kahului area that focus on culture, arts and 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 events, festivals and other opportunities on Lanai that focus on culture, arts and economic development for the island.

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. The fund will also be used to promote the new www.madeinmauicounty.com website, which is a local product directory.

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. Funding also supports the Energy Conference and Small Business Conference.

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 lapsed in June 2019.

Economic Development Program – Grants Management**County Grant Subsidy Program Description (Cont'd)****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 to 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 Culture, Arts and Economic Development Programs

Funds are used for events, festivals and other opportunities in Molokai that focus on culture, arts and economic development for the island.

Pukalani-Kula-Ulupalakua Culture, Arts and Economic Development Programs

Funds are used for events, festivals and other opportunities in the Pukalani, Kula and Ulupalakua areas that focus on culture, arts and economic development for the region.

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 businesses island wide.

South Maui Culture, Arts and Economic Development Programs

Funds are used for events, festivals and other opportunities in South Maui that focus on culture, arts and economic development for the region.

Technology Business Promotion

Funds are used for opportunities that focus on technology based economic development for the county.

Wailuku Culture, Arts and Economic Development Programs

Funds are used for events, festivals and other opportunities in the Wailuku area that focus on culture, arts and economic development for the region.

West Maui Culture, Arts and Economic Development Programs

Funds are used for events, festivals and other opportunities in West Maui that focus on culture, arts and economic development for the region.

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Culture, Arts and Tourism</i>				
Festivals of Aloha	\$79,944	\$100,000	\$100,000	\$100,000

Economic Development Program – Grants Management

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Hui No’eau Visual Art Center Art with Aloha	\$0	\$0	\$50,000	\$75,000
Hui No’eau Visual Art Center Youth, Family, Art Outreach Program	\$0	\$0	\$25,000	\$50,000
Ka ‘Ohana O Kalaupapa	\$0	\$25,000	\$0	\$0
Kaupo Community Center	\$0	\$0	\$475,000	\$0
Lahaina Boat Day	\$25,000	\$22,120	\$25,000	\$25,000
Maui Arts and Cultural Center	\$318,000	\$318,000	\$318,000	\$318,000
Maui Arts and Cultural Center Capital Improvements	\$400,000	\$600,000	\$600,000	\$600,000
Maui Arts and Cultural Center for Arts in Education and Innovative Programs	\$424,360	\$424,360	\$424,360	\$424,360
Maui Community Theater	\$53,045	\$53,045	\$53,045	\$53,045
Maui Film Festival	\$25,000	\$25,000	\$100,000	\$25,000
Sister City Foundation	\$14,955	\$14,891	\$25,000	\$35,000
250 th Celebration of Queen Kaahumanu	\$100,000	\$0	\$0	\$0
Queen Keopuolani Celebration	\$0	\$71,375	\$0	\$0
Cultural & Arts Program	-\$2,500	-\$6,218	\$0	\$150,000
Nisei Veterans Memorial Center	\$0	\$0	\$0	\$200,000
Halau Ke’alaokamaile	\$0	\$0	\$0	\$250,000
TOTAL CULTURE, ARTS AND TOURISM	\$1,437,804	\$1,647,573	\$2,195,405	\$2,305,405

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 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.

Economic Development Program – Grants Management**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 21st 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.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grant and Disbursements for Visitors Industry</i>				
Maui Visitors Bureau	\$3,999,987	\$3,700,000	\$2,540,000	\$3,500,000
Visitor Education	\$0	\$200,000	\$200,000	\$200,000
Hana Highway Visitor Education	\$0	\$0	\$200,000	\$0
Kihei Fourth Fridays	\$0	\$0	\$25,000	\$0
Lahaina Second Fridays	\$0	\$0	\$25,000	\$0

Economic Development Program – Grants Management

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Lanai Fifth Fridays	\$0	\$0	\$10,000	\$0
Molokai Visitor Association	\$0	\$0	\$400,000	\$0
Maui Nui Halau	\$0	\$300,000	\$0	\$0
Maui Nui Marine Resource Council	\$0	\$0	\$100,000	\$100,000
Messaging and Education on the Impact of Illegal Vacation Rentals	\$0	\$0	\$100,000	\$0
TOTAL VISITOR INDUSTRY	\$3,999,987	\$4,200,000	\$3,600,000	\$3,800,000

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.

Hana Highway Visitor Education

Funding will be used to educate our visitors regarding protocols, safety and best practices as they traverse the Hana Highway to visit our beloved East Maui.

Maui Nui Marine Resource Council

MNMRC is a nonprofit organization working for healthy coral reefs, clean ocean water and abundant native fish for the island of Maui Nui. Funding used for reef protection and education.

Messaging and Education on the Impact of Illegal Vacation Rentals

Funding used to educate our visitors regarding the impacts of illegal vacation rentals.

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 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Agricultural Promotion</i>				
Agriculture Promotion	\$63,239	\$16,905	\$50,000	\$150,000
Agricultural Technology Programs	\$0	\$0	\$0	\$100,000
Hawaii Farmers Union United Four Maui Chapters	\$0	\$0	100,000	\$150,000
Hawaii Farmers Union United – Mentoring Program	\$70,000	\$112,151	\$270,000	\$225,000
Maui County Farm Bureau	\$295,000	\$301,054	\$350,000	\$375,000
Maui Nui Botanical Gardens	\$150,000	\$150,000	\$150,000	\$150,000
Maui School Garden Network	\$25,000	\$24,540	\$75,000	\$100,000
Molokai and Lanai Agriculture Production	\$0	\$100,000	\$100,000	\$100,000
Molokai Diversified Ag Program	\$0	\$0	\$0	\$244,748
Molokai Livestock Cooperative	\$0	\$9,311	\$10,000	\$10,000
University of Hawaii College of Tropical Agriculture and Human Resources (CTAHR)	\$75,000	\$74,684	\$100,000	\$150,000
4-H Upcountry Fair	\$30,000	\$32,315	\$0	\$0
TOTAL AGRICULTURAL PROMOTION	\$708,239	\$820,960	\$1,205,000	\$1,754,748

County Grant Subsidy Program Description**Agriculture Promotion**

Funds are used to support agriculture workshops 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 produce the Agriculture Festival to help strengthen agriculture on Maui.

Economic Development Program – Agriculture Program**County Grant Subsidy Program Description (Cont'd)****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. From FY2019, funding included in the Maui County Farm Bureau Grant.

Economic Development Program – Environmental Protection

Program Description

OED's Environmental Protection sub-program has been transferred to the Climate Change, Sustainability, and Resiliency (CCSR) sub-program under the Office of the Mayor. FY 2021 Proposed amounts are shown under the Office of the Mayor, historical data is shown here for information only.

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants and Disbursements for Water and Environmental Resource Protection and Conservation				
Management of Kaehu Bay	\$75,000	\$0	\$0	\$0
Coqui Frog Eradication Project	\$749,998	\$750,000	\$2,500,000	\$0
Little Fire Ants	\$0	\$0	\$700,000	\$0
Maui Nui Marine Resource Council	\$94,000	\$0	\$225,000	\$0
Environmental Protection	\$1,324,690	\$1,406,015	\$575,000	\$0
Miconia	\$0	\$0	\$400,000	\$0
Maui Soil/Water Conservation District	\$175,000	\$148,000	\$183,000	\$0
Soil/Water Conservation Districts – Molokai and Lanai	\$22,000	\$30,000	\$30,000	\$0
TOTAL WATER AND ENVIRONMENTAL RESOURCE PROTECTION AND CONSERVATION	\$2,440,688	\$2,334,015	\$4,613,000	\$0

Economic Development Program - Renewable Energy and Energy Efficiency

Program Description

OED's Renewable Energy and Energy Efficiency sub-program has been transferred to the Climate Change, Sustainability, and Resiliency (CCSR) sub-program under the Office of the Mayor. FY 2021 Proposed amounts are shown under the Office of the Mayor, historical data is shown here for information only.

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Grants and Disbursements for Renewable Energy & Energy Efficiency Programs				
Renewable Energy and Energy Efficiency Programs	\$122,348	\$149,999	\$150,000	\$0
TOTAL RENEWABLE ENERGY & ENERGY EFFICIENCY PROGRAMS	\$122,348	\$149,999	\$150,000	\$0

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	60	80	80
	# of clients served per year	5,451	8,102	8,000
<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	11	12	12
	# of SCORE clients served	97	160	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	382	800	800
2. Provide business workshop and training opportunities	# of workshops and trainings held	4	24	18

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	45	50	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	93	65	65
	# of hotel room nights booked by productions	12,527	5,000	5,000
	# of days of in-county productions	81	250	250
	\$ spent on in-county productions	\$20,257,300	\$8,000,000	\$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	2	8	8
	# of ads placed in industry publications and websites	2	5	5

Economic Development Program - Film Industry

County Grant Subsidy Detail – General Fund

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
<i>Grants and Disbursements for Film Industry</i>				
Film Industry Promotion	\$111,911	\$0	\$116,000	\$116,000
TOTAL FILM INDUSTRY	\$ 111,911	\$0	\$116,000	\$116,000

Note: 2019 Budget of \$116,000 included in the Office of Economic Development Administrative Budget

Economic Development Program - Workforce Development

Program Description

On July 22, 2017, President Obama signed into law the Workforce Innovation and Opportunity Act (WIOA), H.R. 803. The enactment of WIOA provides an opportunity for the creation of a One-Stop Delivery System which is job-driven and responds to the needs of job seekers and employers to assist in job placement. Programs supported under WIOA are the Adult, Dislocated Worker, Youth and Rapid Response Programs. These federally funded programs increase occupational skills, employability, job retention and earnings through training, support services, tuition, and the ability to increase marketable skills through assessments and individualized education plans.

Population Served

WIOA increases access to high quality workforce services for a range of targeted populations, preparing them for long-term careers. These populations include individuals with disabilities, youth, veterans, military spouses, farm workers, and dislocated workers, individuals with a history of unemployment because of a variety of barriers, Native Hawaiians, Native Americans and other underserved minorities. WIOA also assists businesses in need of services by matching employees with employers, through lay-off aversion and support during incidents resulting in immediate and unforeseen unemployment.

Services Provided

The American Job Center (AJC), with guidance and oversight by the Maui County Workforce Development Board (WDB), administers WIOA funding to enable the selected providers to service its Adult, Dislocated Worker, Youth and Rapid Response programs. These providers support workers and businesses with training and case management counseling to enable WIOA participants to have the necessary skills to be work ready for high-demand occupations.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	6	9	35
<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	22	40	85
	# of participants in WIOA Youth Program	59	58	62
<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	14	10	15

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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

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 & Measures

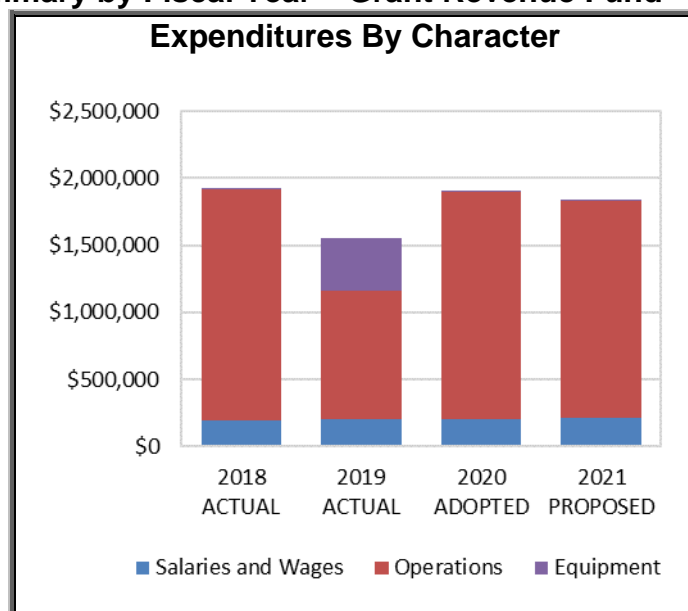
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Comply with pertinent Code of Federal Regulations (CFR) that stipulates the required distribution of resources among activities funded. Evaluate, select and monitor projects to ensure funding performance 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 ($\geq 70\%$)	80%	74%	80%
2. Ensure that grant amount awarded to the CDBG Program is used for public service activities	% of grant amount awarded to public service activities ($\leq 15\%$)	4%	18%	15%
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 ($\leq 20\%$)	19%	25%	20%
<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	1.5	1.30	1.5
<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 & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ACTUAL	FY 2021 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 & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY			\$0	\$8,709	\$8,709	N/A
WAGES & SALARIES	\$198,211	\$202,651	\$206,208	\$206,208	\$0	N/A
Salaries and Wages Total	\$198,211	\$202,651	\$206,208	\$214,917	\$8,709	4.2%
Operations						
MATERIALS & SUPPLIES	\$469	\$1,364	\$1,200	\$1,200	\$0	N/A
OTHER COSTS	\$1,554,488	\$801,630	\$1,200	\$1,200	\$0	N/A
SERVICES	\$2,086	\$1,563	\$4,500	\$4,500	\$0	N/A
SPECIAL PROJECTS			\$1,520,535	\$1,464,790	-\$55,745	-3.7%
TRAVEL	\$1,332	\$1,291	\$2,800	\$2,800	\$0	N/A
UTILITIES	\$1,575	\$1,332	\$1,500	\$1,500	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$158,942	\$151,869	\$160,226	\$139,254	-\$20,972	-13.1%
Operations Total	\$1,718,893	\$959,050	\$1,691,961	\$1,615,244	-\$76,717	-4.5%
Equipment						
LEASE PURCHASES	\$1,690	\$1,690	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$389,927	\$0	\$0	\$0	N/A
Equipment Total	\$1,690	\$391,617	\$2,500	\$2,500	\$0	N/A
Program Total	\$1,918,793	\$1,553,317	\$1,900,669	\$1,832,661	-\$68,008	-3.6%

Personnel Summary by Position Title⁶- Grant Revenue Fund

POSITION TITLE	FY 2021 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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
Community Development Block Grant (CDBG) Program	No	No	\$1,731,191	\$1,900,669	\$1,900,669	\$1,832,661
TOTAL			\$1,731,191	\$1,900,669	\$1,900,669	\$1,832,661

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).

⁶ 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.

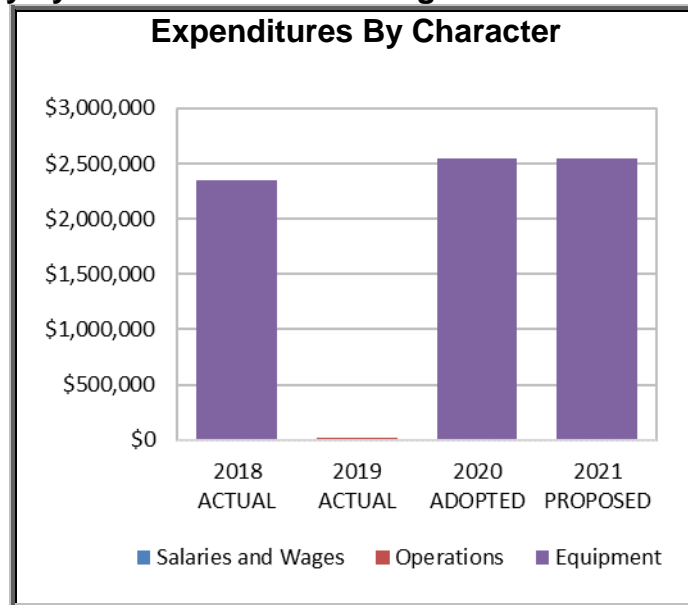
Countywide Outcome(s)

The Countywide Cost Program – Open Space support the following countywide outcome(s):

- A Well-planned Public Infrastructure
- A Strong and Diversified Economy
- A Prepared, Safe and Livable County
- An Environmentally Responsible 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	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$0	\$20,000	\$0	\$0	\$0	N/A
SERVICES	\$0	\$1,457	\$0	\$0	\$0	N/A
Operations Total	\$0	\$21,457	\$0	\$0	\$0	N/A
Equipment						
LAND	\$2,350,000	\$0	\$2,550,000	\$2,550,000	\$0	N/A
MACHINERY AND EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$2,350,000	\$0	\$2,550,000	\$2,550,000	\$0	N/A
Program Total	\$2,350,000	\$21,457	\$2,550,000	\$2,550,000	\$0	N/A

Emergency Fund**Program Description**

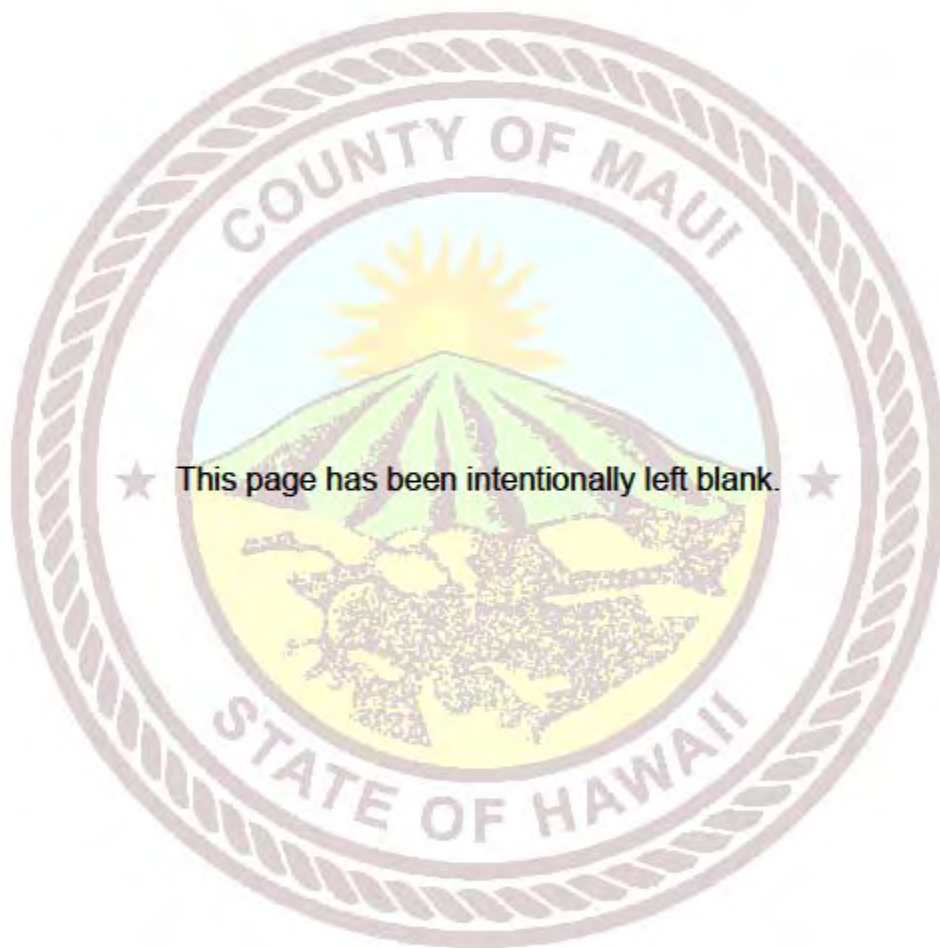
The Emergency Fund is established for the purpose of funding a public emergency threatening life, health, property or economic viability of the county.

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

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

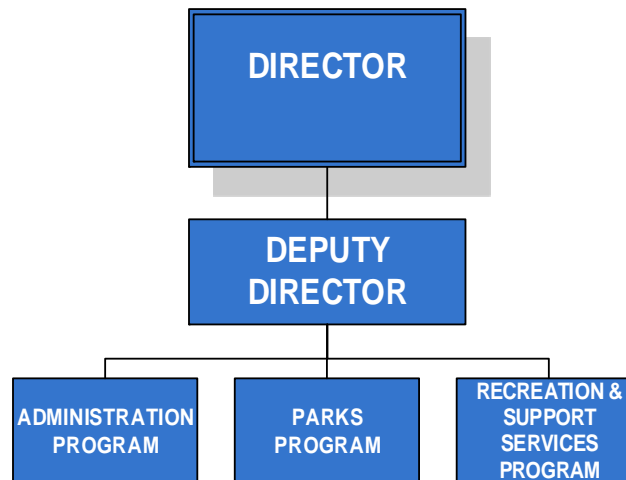
The purpose of the Department of Parks and Recreation is to provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County.

Countywide Outcome(s)

The Department of Parks and Recreation supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Well-planned Public Infrastructure
- A Prepared, Safe and Livable County

Organization Chart



Strategies

In Fiscal Year 2021, 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

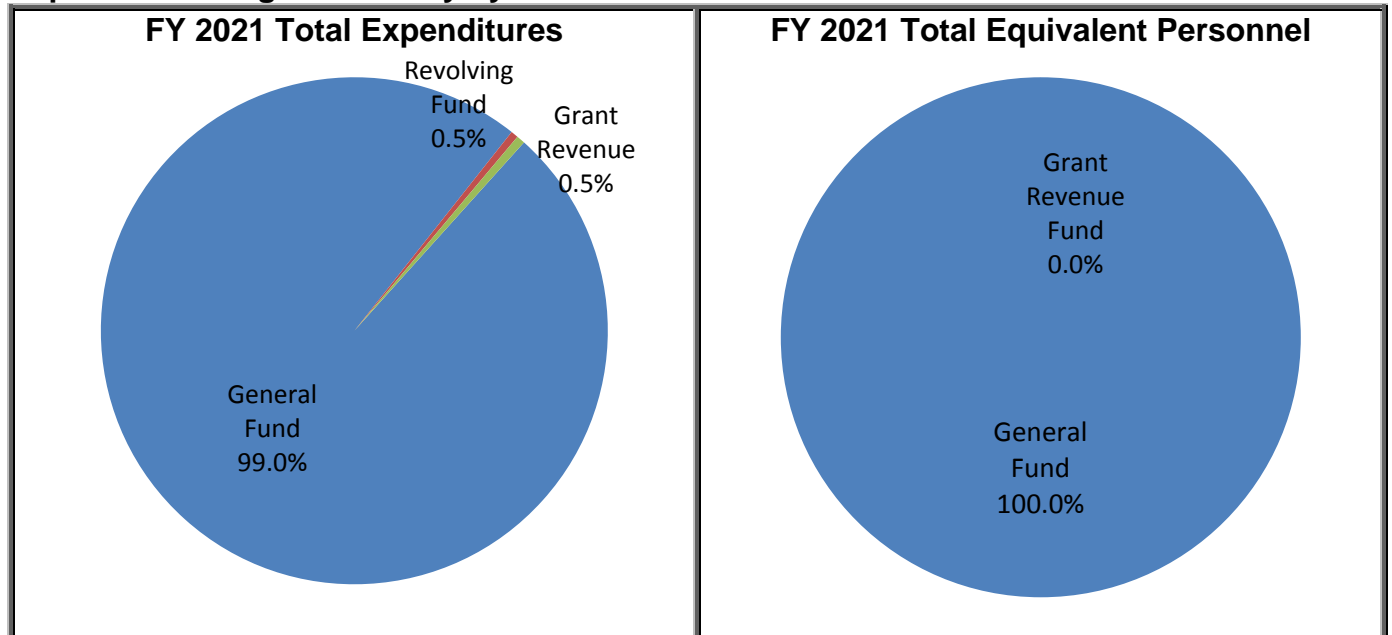
The Department is facing complex external factors as we work to address aging facilities, vandalism and competing uses for parks and open space. As facilities age, the need for deferred maintenance increases. Vandalism continues to have a direct impact on daily operations and financial resources.

Environmental issues such as climate change and sea level rise are also impactful factors affecting how the Department designs, builds and maintains its parks and facilities. At some parks, facilities such as restrooms, pavilions and parking lots will have to be relocated because of sea level rise or flooding. This will trigger the need for additional planning and funding to address these impacts.

Homelessness continues to be a community issue that creates unique challenges. The Department has found that habitation by those lacking shelter is growing. Health and sanitation concerns continue to pose ongoing budgetary and manpower challenges.

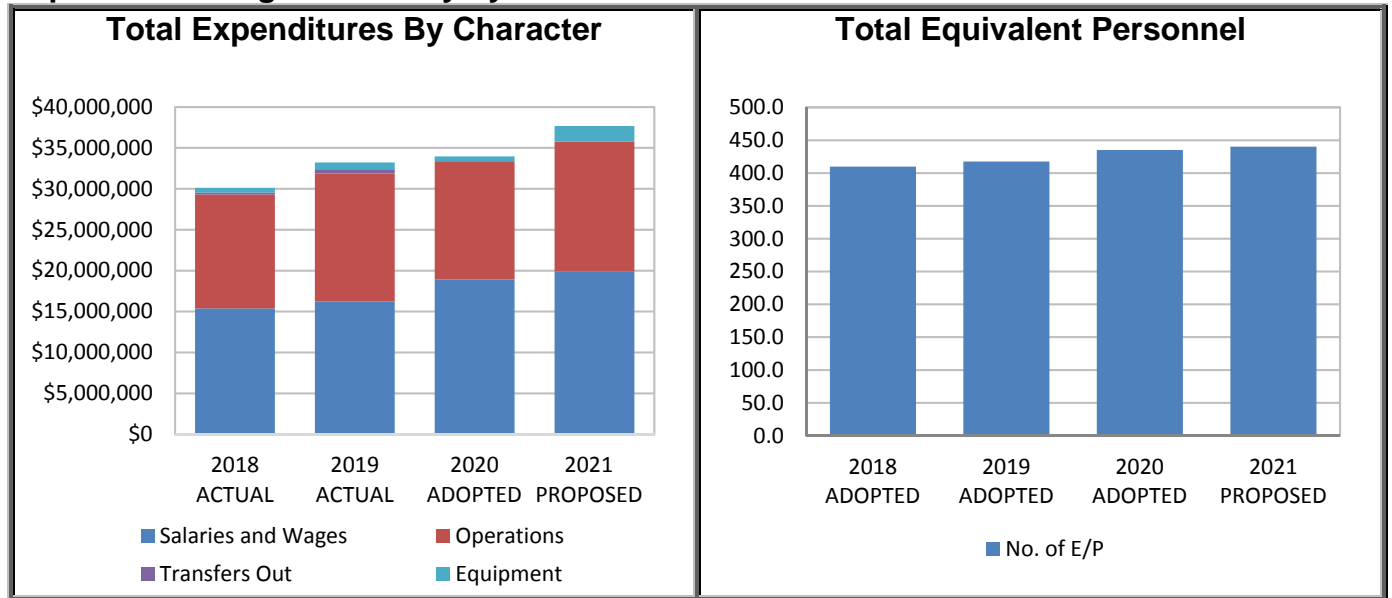
Another significant but less measurable external factor that should always be considered are the ever changing social trends of the community and recreation. Growing interest in activities and facilities that have not been traditionally provided, such as walking paths and flexible open spaces, continue to be requested by the community. In order to accommodate these trends, the Department is tasked to do outreach and education to seek comments and feedback. Meeting resident and visitor expectations has become difficult as we navigate cultural and natural resource preservation.

Department Budget Summary by Fund



Department Summary

Department Budget Summary by Fiscal Year



Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$732,928	\$691,931	\$429,778	\$492,278	\$62,500	14.5%
WAGES & SALARIES	\$14,648,172	\$15,526,899	\$18,496,074	\$19,437,050	\$940,976	5.1%
Salaries and Wages Total	\$15,381,100	\$16,218,830	\$18,925,852	\$19,929,328	\$1,003,476	5.3%
Operations						
INTERFUND COST RECLASSIFICATION	\$1,547,226	\$1,241,445		\$0	\$0	N/A
MATERIALS & SUPPLIES	\$2,207,884	\$2,880,087	\$3,394,144	\$3,251,016	-\$143,128	-4.2%
NON BUDGETED EXPENDITURES	\$408,900	\$391,723		\$0	\$0	N/A
OTHER COSTS	\$661,899	\$911,585	\$741,066	\$935,638	\$194,572	26.3%
SERVICES	\$4,807,472	\$5,617,861	\$5,005,705	\$6,018,171	\$1,012,466	20.2%
TRAVEL	\$78,828	\$68,975	\$80,321	\$99,271	\$18,950	23.6%
UTILITIES	\$4,215,103	\$4,541,399	\$5,224,296	\$5,528,197	\$303,901	5.8%
Operations Total	\$13,927,311	\$15,653,074	\$14,445,532	\$15,832,293	\$1,386,761	9.6%
Transfers Out						
General Fund	\$231,022	\$530,462	\$0	\$0	\$0	N/A
Transfers Out Total	\$231,022	\$530,462	\$0	\$0	\$0	N/A
Equipment						
LEASE PURCHASES	\$84,782	\$137,383	\$91,697	\$115,892	\$24,195	26.4%
MACHINERY & EQUIPMENT	\$477,167	\$676,335	\$501,300	\$1,798,595	\$1,297,295	258.8%
Equipment Total	\$561,949	\$813,719	\$592,997	\$1,914,487	\$1,321,490	222.8%
Department Total	\$30,101,381	\$33,216,084	\$33,964,381	\$37,676,108	\$3,711,727	10.9%

Department Summary

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	35.5	34.5	38.0	43.0	5.0	13.2%
Recreation & Support Services Program	302.8	307.3	324.8	323.0	-1.8	-0.6%
Waiehu Golf Course Program	19.4	20.9	0.0	0.0	0.0	0%
Parks Program	52.0	55.0	72.4	74.4	2.0	2.8%
Department Total	409.7	417.7	435.2	440.4	5.2	1.2%

Administration Program**Program Description**

The Administration Program is responsible for overseeing the overall operation of the Department; provides support services to all programs; oversees enforcement of all pertinent parks rules; oversees issuance of parks permits; and monitors Commercial Ocean Recreational Activities (CORA). In addition to these responsibilities, this program also provides safety training; coordination of grant, licenses and leases; and master planning of parklands and facilities. The Administration Program's team consists of the Director's Office, Permits and Enforcement Section, Safety Specialist, Grant Coordinator, Planner VI, and Administrative Office staff.

Permit and Enforcement Section

The Administration Program also includes the Permits and Enforcement Section comprised of five district permit offices, two satellite offices, and a park security unit. The permitting staff works 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; maintenance of digital files; collection of applicable fees and charges; and the explanation and review of required permitting documents from various County and State agencies, including State Department of Land and Natural Resources, State Department of Health, Fire Department's Fire Prevention Bureau, Department of Planning, Department of Liquor Control, Department of Public Works, Fire Department's Bureau of Ocean Safety, and Police Department. Permitting staff also serves as the communication liaison between permit applicants and other departmental personnel to ensure the proper set-up, review and monitoring of nearly 10,000 permits issued annually. Some of the various permit types issued are for activities such as camping, league practices and games, non-profit fundraisers, filming, tournaments, private parties, concerts and other special events.

The security and code enforcement portion of the section is comprised of Park Security Officers (PSOs). The purpose of the unit is to promote the safety and welfare of community members and visitors who utilize the Department's parks and facilities. The PSOs address park permit and enforcement issues, working closely with the Maui Police Department and other County and State regulatory agencies. The initiative is to: educate park users first; when necessary, take enforcement action to achieve compliance; and, do so with the goal of enriching the experience for park users as a whole. This unit also initiates communication with other departmental staff to ensure that safety hazards, such as repair needs or health and 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 and 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 in the form of classroom and field safety training to ensure the safety of all employees. The training covers a variety of topics that fall within the health and safety of the Maui County safety program. In addition, professional training is sought to augment the expertise and skills of the staff in several areas: First Aid/CPR/AED, mowing (zero turn and tractor mowers), skid steer equipment, forklift, and scissor lift operation. The Safety Specialist also constructs and updates written safety programs such as the Department's Hurricane Response and Evacuation programs.

The Department's safety program is comprised of annual inspections of twelve Department areas located on the island of Maui, Molokai, and Lanai. This task encompasses inspection, reporting, and

Administration Program**Program Description (Cont'd)**Safety Section (Cont'd)

recommendation for the improvement of safety practices and compliance with OSHA guidelines. The areas of inspection include base yards, offices, and equipment storages. Several documentation forms and kits are provided to facilitate workplace self-inspection as performed by the supervisors. In addition, the Safety Section provides Department staff with required safety protection in the form of Personal Protection Equipment (PPE) as well as oversees the Department's Safety Committee.

Grants Management Section

The Grants Management Section works to develop partnerships with the Community's non-profit organizations to improve the Department's park lands, facilities and recreation programs. One of the partnerships includes the State of Hawaii's Maui Community Correctional Center Workline program. Through a grant with the Department, the workline crews learn vocational skills while performing tasks that benefit the Department. Other grants awarded to community partners were to the Maui Inline Hockey Association for the replacement of the Kalama Park hockey rink's dasher boards and lights, the Bahay Kubo Foundation for the repair of the traditional bahay kubo at the Kepaniwai Heritage Gardens, and the Lahaina Restoration Foundation who assists the Department with the preservation and maintenance of the parks within the Lahaina Historic District. The grants management program also monitors the use of the Department's public lands held in lease or license by our non-profit partners.

Master Planning

The Department's Master Planning is handled by the Department's Planner VI. The Planner VI is responsible for identifying critical issues that need to be addressed in the master plan, preparing a scope of work for all master plans, managing these projects and the consultant teams, organizing community engagement events, and administering the contracts. Currently, the Planner is involved in eleven master plan projects, of which two are complete. For larger regional projects that often involve other agencies and organizations, the Planner represents the Department of Parks and Recreation to ensure that its interests and goals are considered. Examples include the Healthy Communities Initiative, the Kaahumanu TOD Project, and the Kahului 2070 Plan. Master Plans completed were the Aquatics Facilities Master Plan and the South Maui Community Park Master Plan Update.

Administrative Office

The Administrative Office provides support services to the Director and Deputy along with all of the Department's Sections and Divisions. Section staff include the Administrative Officer, Personnel Assistant II, Department Personnel Clerk, Pre-Audit Clerk II, Accountant II and our Staff Services Assistant. This team manages and directs all departmental programs and provides personnel, budget, management services, inventory oversight, vehicle compliance, health insurance information and processing, Worker's Compensation and Temporary Disability Insurance (TDI) compliance and assistance. This section also coordinates with other County departments and governmental agencies on issues relating to contracts and personnel management.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Well-planned Public Infrastructure
- A Prepared, Safe and Livable County

Administration Program

Population Served

Maui County's de facto population of approximately 220,831 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

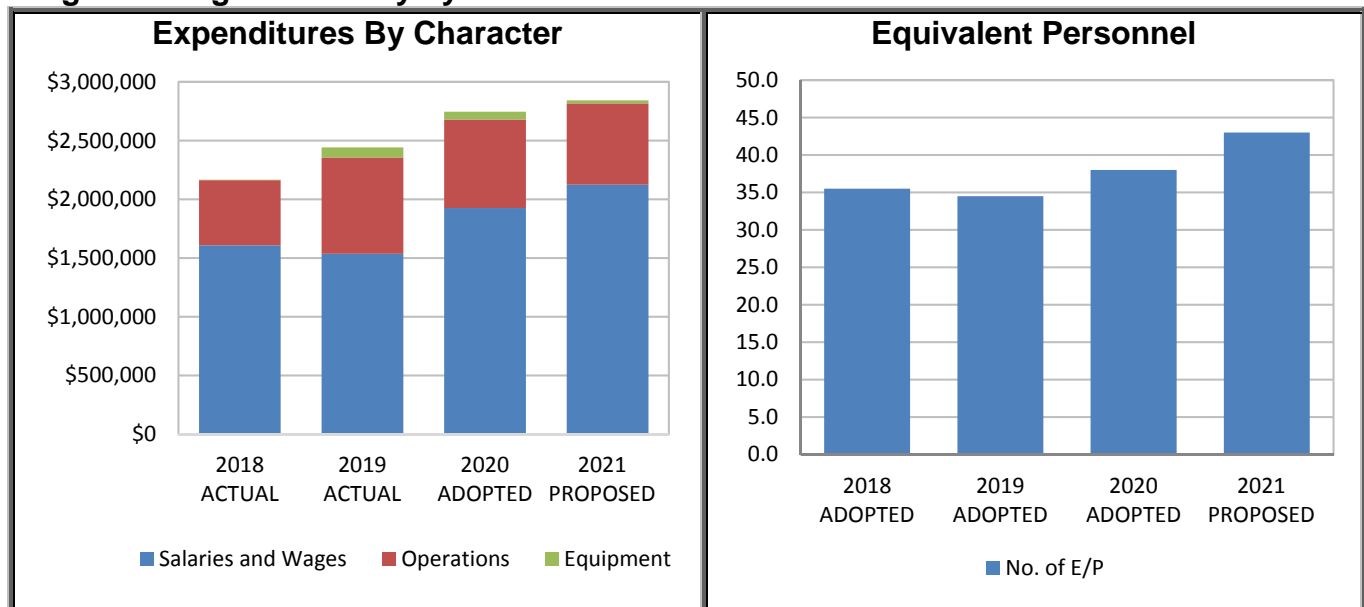
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Implement Occupational Safety and Health Administration (OSHA) and Maui County safety & health program to promote and maintain a safe work environment and to reduce hazards for employees and the public	# of safety inspections conducted on fields and at base yards	115	120	130
	# of training sessions conducted annually regarding proper use of safety equipment	65	50	60
	# of Department Safety committee meetings and Emergency drills conducted annually	N/A	N/A	12
	% of workers with adequate OSHA training	N/A	N/A	90%
2. Provide direct feedback and provide opportunities for two-way communication to all department employees as it pertains to performance.	% of annual performance evaluations completed by evaluation period	N/A	N/A	100%

Administration Program

Key Activity Goals & Measures – Permit and Enforcement Section

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	30%	35%	50%
	Average # of citations issued monthly	85	75	90
	% complete of standard ongoing training program for staff efficiency & public knowledge	35%	60%	60%
2. Create an efficient and effective permitting process with a high level of customer satisfaction	# of trainings/work sessions conducted with staff.	N/A	N/A	6

Program Budget Summary by Fiscal Year



Administration Program

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$128,951	\$132,308	\$55,000	\$75,000	\$20,000	36.4%
WAGES & SALARIES	\$1,478,811	\$1,403,629	\$1,870,277	\$2,049,852	\$179,575	9.6%
Salaries and Wages Total	\$1,607,762	\$1,535,938	\$1,925,277	\$2,124,852	\$199,575	10.4%
Operations						
MATERIALS & SUPPLIES	\$174,942	\$165,941	\$190,764	\$64,478	-\$126,286	-66.2%
OTHER COSTS	\$317,097	\$551,300	\$382,702	\$425,202	\$42,500	11.1%
SERVICES	\$36,328	\$75,191	\$136,100	\$152,300	\$16,200	11.9%
TRAVEL	\$15,491	\$17,011	\$26,368	\$31,818	\$5,450	20.7%
UTILITIES	\$11,494	\$10,435	\$17,418	\$18,082	\$664	3.8%
Operations Total	\$555,351	\$819,879	\$753,352	\$691,880	-\$61,472	-8.2%
Equipment						
LEASE PURCHASES	\$3,134	\$4,954	\$6,500	\$9,500	\$3,000	46.2%
MACHINERY & EQUIPMENT	\$0	\$81,543	\$60,000	\$16,670	-\$43,330	-72.2%
Equipment Total	\$3,134	\$86,497	\$66,500	\$26,170	-\$40,330	-60.6%
Program Total	\$2,166,247	\$2,442,313	\$2,745,129	\$2,842,902	\$97,773	3.6%

Equivalent Personnel Summary by Position Title

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant II	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Contracts Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Departmental Personnel Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Grants Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operation Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Park Permit Clerk I	1.0	1.0	1.0	1.0	0.0	0.0%
Park Permit Clerk I	2.0	2.0	2.0	2.0	0.0	0.0%
Park Permit Clerk II	2.0	2.0	2.0	2.0	0.0	0.0%
Park Permits Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Park Security Enforcement Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Parks Permit Clerk I	1.0	1.0	2.0	2.0	0.0	0.0%
Parks Permit Support Clerk	0.5	0.5	1.0	1.0	0.0	0.0%
Parks Security Officer I	10.0	10.0	11.0	15.0	4.0	36.4%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Planner V	0.0	0.0	0.0	1.0	1.0	100%
Planner VI	1.0	0.0	1.0	1.0	0.0	0.0%
Pre-Audit Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	0.0%
Special Events Specialist	2.0	2.0	2.0	2.0	0.0	0.0%
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	35.5	34.5	38.0	43.0	5.0	13.2%

Administration Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
915019A-5101 Regular Wages: Increase to full year for FY20 expansion positions; positions filled at higher step.	\$39,236	0.0
Operations		
MATERIALS & SUPPLIES:		
915017B-6037 Office Supplies: Transfer to various index codes and programs for accounting purposes.	-\$45,486	
915029B-6034 Medical & Safety Supplies: Transfer to various index codes and programs for accounting purposes.	-\$37,600	
915029B-6051 Safety Supplies: Transfer to various index codes and programs for accounting purposes.	-\$62,750	
Equipment		
915019C-7044 Other Equipment: Deletion of one-time FY20 appropriation.	-\$20,000	
915034C-7044 Other Equipment: Deletion of one-time FY20 appropriation.	-\$40,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
915017A-5101 Regular Wages: Expansion position for Planner V.	\$39,744	1.0
915019A-5101 Regular Wages: Expansion positions for four Parks Security Officer I's.	\$97,952	4.0
915019A-5215 Premium Pay: Increase for training, shift coverage, and additional cleanups.	\$20,000	
Operations		
MATERIALS & SUPPLIES:		
915019B-6031 Repairs & Maintenance Supplies: Repair and maintenance costs for vehicles.	\$3,500	
915019B-6051 Safety Supplies: Flash lights, caution tape, and other safety supplies; supplies for expansion position.	\$2,200	
915019B-6052 Small Tools: For expansion positions.	\$500	
915019B-6060 Small Equipment - under \$1000: Printer and 5 high speed scanners for Permits and Enforcement offices.	\$5,250	
SERVICES:		
915017B-6132 Professional Services: Provide third party investigations related to violations of County Policies and Procedures.	\$10,000	
915019B-6101 Advertisement: Expansion request for advertisement of public hearings and meeting notices.	\$4,000	
915019B-6138 R & M - Services/Contracts: Installation of truck decals to mark Enforcement vehicles.	\$3,500	
UTILITIES:		
915019B-6152 Cellular Telephone: For expansion positions.	\$1,800	
TRAVEL:		
915019B-6201 Airfare, Transportation: Training of permits and Park Security Officer staff.	\$3,250	

Administration Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
OTHER COSTS:		
915019B-6212 Dues: Certifications renewal for Park Security Officers.	\$1,500	
915019B-6218 Meal Allowance: For expansion positions.	\$400	
915019B-6244 Computer Software: For reports and annual permit software service agreement.	\$36,000	
915019B-6250 Training Fees/Seminars: For expansion positions.	\$900	
915019B-6255 Uniform Allowance: For expansion positions.	\$3,400	
Equipment		
MACHINERY & EQUIPMENT:		
915019C-7105 Leased Equipment: New copier/printer lease.	\$3,000	
915029C-7044 Other Equipment: Automated External Defibrillators.	\$16,670	
TOTAL EXPANSION BUDGET	\$253,566	5.0

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Lahaina Restoration Foundation	\$184,904	\$223,600	\$191,000	\$191,000
Maui Community Correctional Center for Workline Program	\$111,672	\$116,799	\$117,000	\$117,000
Maui Inline Hockey Association	\$0	\$150,000	\$0	\$0
Bahay Kubo Heritage Foundation	\$0	\$20,000	\$0	\$0
Tom Morrow Equestrian Arena	\$193	\$0	\$0	\$0
TOTAL COUNTY GRANT SUBSIDY - ADMINISTRATION PROGRAM	\$296,769	\$510,399	\$308,000	\$308,000

County Grant Subsidy Program Description

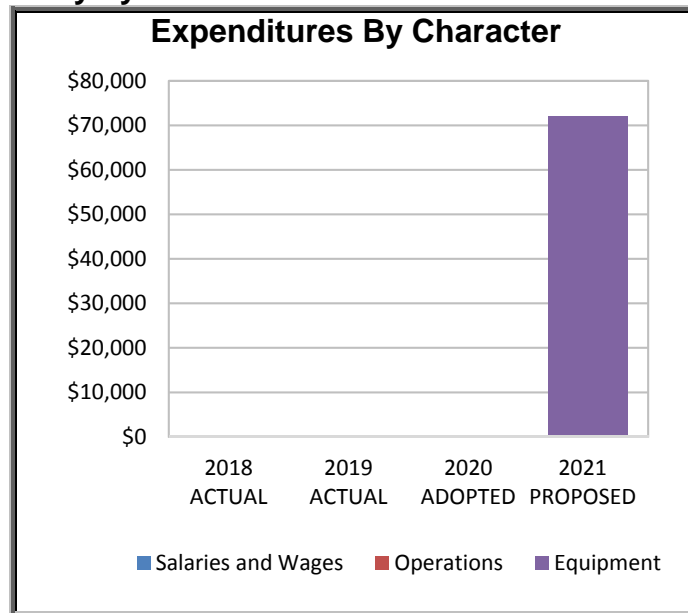
Lahaina Restoration Foundation

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 pruning, and maintenance of lighting systems within parks and public areas are provided.

Administration Program

County Grant Subsidy Program Description (Cont'd)**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.

Program Budget Summary by Fiscal Year – Grant Revenue Fund**Expenditures Summary by Character & Object – Grant Revenue Fund**

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
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
Operations Total	\$0	\$0	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT				\$72,000	\$72,000	N/A
Equipment Total	\$0	\$0	\$0	\$72,000	\$72,000	N/A
Program Total	\$0	\$0	\$0	\$72,000	\$72,000	N/A

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Homeland Security	Yes	No	\$0	\$0	\$0	\$72,000
TOTAL			\$0	\$0	\$0	\$72,000

Grant Award Description

Homeland Security

This grant will provide funding to purchase emergency radios with batteries. These radios will allow essential staff to be able to communicate with staff at sheltering sites and facilities, as well as with MEMA, during emergencies.

Administration Program

Program Description

The Ocean Recreational Activity Fund was established and created for the collection of fees for the review of applications and issuance of permits submitted under Article VII, Commercial Ocean Recreational Activity, Chapter 13.04A, Maui County Code. Funds may be expended for purposes relating to the implementation of Article VII, including, but not limited to, the provision of salaries, the purchase of equipment, and the maintenance of County property. The Ocean Recreational Activity Fund is appropriated annually during the budget process.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Prepared, Safe and Livable County

Population Served

Maui County's de facto population of approximately 220,831 is allowed access to facilities and parks supported by the Parks Program.

Services Provided

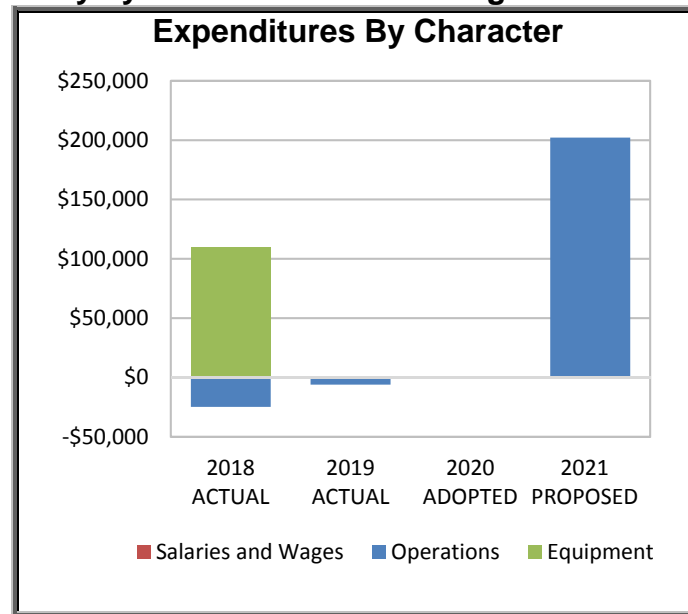
The Administration Program facilitates the ocean/environmental protection and cultural awareness (OPACA) programs and provides consultant services for a new CORA study of parks not included in the original study completed in 2006.

Key Activity Goals & Measures – Administration

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Re-establish, improve, and facilitate, to the extent practicable, 2-4 ocean/environmental protection and cultural awareness (OPACA) programs per year to ensure that CORA operators have the necessary foundation to be responsible stewards on public lands.	# of OPACA programs facilitated per year	N/A	N/A	2

Administration Program

Program Budget Summary by Fiscal Year – Revolving Fund



Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
SERVICES	-\$24,806	-\$6,000	\$0	\$202,200	\$202,200	N/A
UTILITIES	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	-\$24,806	-\$6,000	\$0	\$202,200	\$202,200	N/A
Equipment						
MACHINERY & EQUIPMENT	\$110,011	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$110,011	\$0	\$0	\$0	\$0	N/A
Program Total	\$85,205	-\$6,000	\$0	\$202,200	\$202,200	N/A

Equivalent Personnel Summary by Position Title – Revolving Fund

The Administration Program does not have equivalent personnel funded through the Revolving Fund.

Parks Program

Program Description

The Parks Program includes the Beautification, Construction Maintenance, Waiehu Golf Course, and Planning and Development Sections.

The Beautification Section is responsible for turf management, greenways landscaping and tree maintenance in parks. This Section's team is comprised of Nursery Workers, Automatic Sprinkler System Repairers, Heavy Equipment Operator, Laborers and Chemical Treatment Workers.

The Construction Maintenance Section is responsible for repair and improvement projects such as, but not limited to, plumbing, electrical, pool, building, equipment, welding, and fencing. Their team is comprised of the General Construction Maintenance Supervisor II, Electricians, Pump Mechanics, Automotive Mechanics, Carpenter Cabinet Makers, Painters, Building Maintenance Repairers and Heavy Equipment Operators.

The Waiehu Golf Course is responsible for managing greens, fairways, tee boxes, and provides a healthy, relaxing, and inexpensive round of Golf. This team is made up of the Golf Course Superintendent, Maintenance Supervisor, Groundskeepers, Automatic Sprinkler System Repairer, Chemical Treatment Worker, Power Mower Repairers, Janitor and Golf Course Operations Clerks.

The Planning and Development Division initiates, schedules, and implements the Department's Capital Improvement Program (CIP) to support the recreational and leisure needs of Maui County residents and visitors. This work encompasses the coordination of planning, land acquisition, budgeting, design, permitting, and construction management of all Department CIP projects.

The Division also reviews all new subdivision and building permit applications, and community development projects, for compliance with Section 18.16.320, Maui County Code, and for optimum location and adequate acreage of park spaces to accommodate the projected population's future recreational endeavors.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Well-planned Public Infrastructure
- A Prepared, Safe and Livable County

Population Served

Maui County's de facto population of approximately 220,831 is allowed access to facilities and parks supported by the Parks Program.

Services Provided

The Parks 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.

Parks Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	8	8	8
	% of rectangle fields aerified, top dressed, fertilized and monitored bi-annually	65%	72%	75%
	% of diamond fields aerified, top dressed, fertilized and monitored bi-annually	65%	72%	75%
	# of rectangular fields renovated and monitored annually	5	7	7
	# of diamond fields renovated and monitored annually	8	9	10
2. Complete deferred facility and parks maintenance projects	% of restroom facilities renovated	79%	95%	95%
	% of parks with upgraded irrigation or water management systems installed	75%	90%	91%
	% of work orders responded to within 48 hours	75%	93%	94%
<i>Goal #2: Identify plan for new strategic initiatives.</i>				
1. Implement the Department's Capital Projects effectively and efficiently	Percentage of line item capital improvement projects contracted for design within six months of funds being appropriated	N/A	N/A	80%
	Percentage of fully funded, designed, and permitted line item capital improvement construction projects encumbered within twelve months of funds being appropriated	N/A	N/A	80%
	Percentage of projects where construction is substantially completed within the contracted time of performance	N/A	N/A	80%

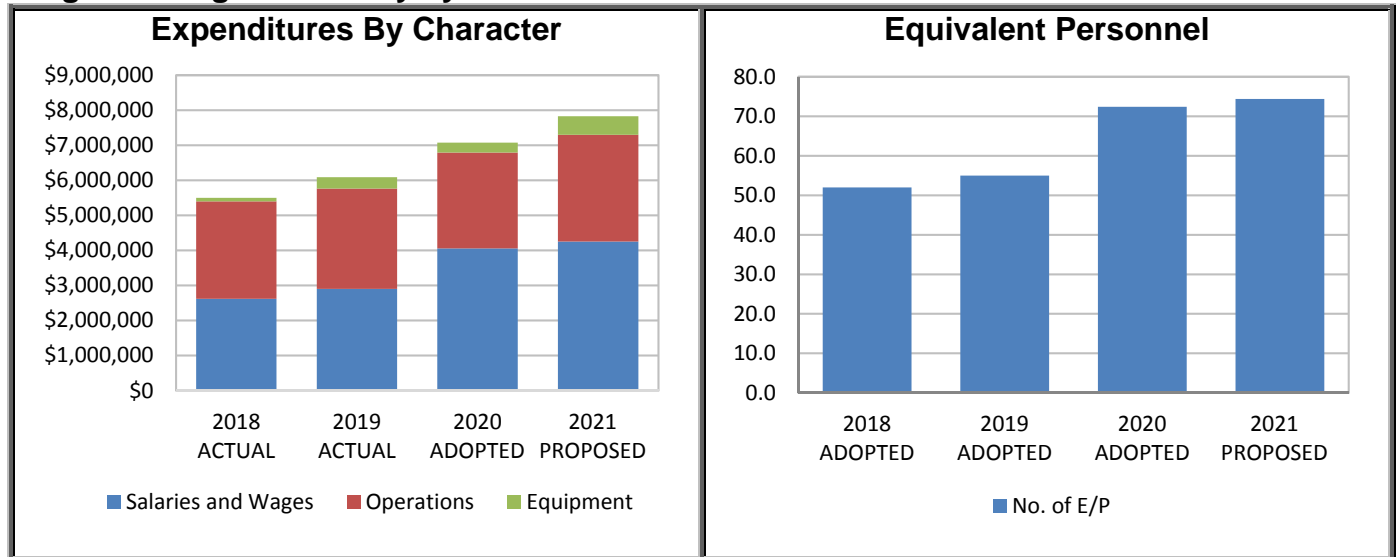
Parks Program

Key Activity Goals & Measures - Waiehu Golf Course

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. Reduction of weed population per 5 year schedule	% of greens free of weeds	90%	96%	99%
	% of tees free of weeds	92%	94%	94%
	% of fairways free of weeds	76%	90%	92%
2. Develop and implement a spot spraying program around greens and on and around tees	% of greens with a spot spray program implemented	100%	100%	100%
<i>Goal #2: Identify plans for new strategic initiatives.</i>				
2. Increase rounds played by Maui County residents	# of rounds played by retirees and students	30,763	32,000	34,000
	# of rounds played by adult residents	12,100	14,000	15,000
3. Increase rounds played by non-residents	# of rounds played by non-residents	4,035	4,900	5,000
	# of rounds played by Hawaii State residents (Maui County non-residents)	2,753	4,300	4,300
4. Increase in revenue generated	% increase in revenue generated	-12%	4%	5%

Parks Program

Program Budget Summary by Fiscal Year



Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$82,490	\$95,132	\$88,393	\$112,393	\$24,000	27.2%
WAGES & SALARIES	\$2,537,341	\$2,807,354	\$3,969,462	\$4,142,687	\$173,225	4.4%
Salaries and Wages Total	\$2,619,831	\$2,902,485	\$4,057,855	\$4,255,080	\$197,225	4.9%
Operations						
MATERIALS & SUPPLIES	\$867,234	\$909,803	\$1,372,979	\$1,569,279	\$196,300	14.3%
OTHER COSTS	\$34,861	\$36,697	\$34,357	\$35,179	\$822	2.4%
SERVICES	\$1,825,842	\$1,867,544	\$1,059,116	\$1,159,122	\$100,006	9.4%
TRAVEL	\$17,521	\$10,660	\$15,523	\$24,773	\$9,250	59.6%
UTILITIES	\$36,079	\$38,212	\$251,922	\$255,375	\$3,453	1.4%
Operations Total	\$2,781,537	\$2,862,916	\$2,733,897	\$3,043,728	\$309,831	11.3%
Equipment						
LEASE PURCHASES	\$82,196	\$82,305	\$82,197	\$101,392	\$19,195	23.4%
MACHINERY & EQUIPMENT	\$17,984	\$244,623	\$202,100	\$429,925	\$227,825	112.7%
Equipment Total	\$100,180	\$326,927	\$284,297	\$531,317	\$247,020	86.9%
Program Total	\$5,501,548	\$6,092,329	\$7,076,049	\$7,830,125	\$754,076	10.7%

Parks Program

Equivalent Personnel Summary by Position Title

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Aborist	1.0	0.0	0.0	0.0	0.0	0.0%
Auto Mechanic I	0.0	0.0	0.0	0.0	0.0	0.0%
Automatic Sprinkler System Repairer I	1.0	1.0	0.0	0.0	0.0	0.0%
Automatic Sprinkler System Repairer I	5.0	5.0	7.0	7.0	0.0	0.0%
Automatic Sprinkler System Repairer II	1.0	1.0	1.0	1.0	0.0	0.0%
Automatic Sprinkler Systems Repairer I	1.0	1.0	1.0	1.0	0.0	0.0%
Automotive Mechanic Helper	0.0	0.0	0.0	1.0	1.0	100%
Automotive Mechanic I	1.0	1.0	1.0	1.0	0.0	0.0%
Automotive Mechanic II	1.0	1.0	1.0	1.0	0.0	0.0%
Building Maintenance Repairer I	0.0	0.0	1.0	1.0	0.0	0.0%
Building Maintenance Repairer I	6.0	6.0	3.0	3.0	0.0	0.0%
Building Maintenance Repairer II	1.0	1.0	1.0	1.0	0.0	0.0%
Carpenter/Cabinet Maker I	1.0	1.0	1.0	1.0	0.0	0.0%
Carpenter/Cabinet Maker II	1.0	1.0	1.0	1.0	0.0	0.0%
Chemical Treatment Worker II	1.0	1.0	2.0	2.0	0.0	0.0%
Chief of Planning & Development	1.0	1.0	1.0	1.0	0.0	0.0%
CIP Coordinator	4.0	4.0	4.0	4.0	0.0	0.0%
Civil Engineer IV	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Computer Applications Support Tech II	0.0	0.0	1.0	1.0	0.0	0.0%
Electric Pump Mechanic Maint Repairer I	0.0	1.0	1.0	1.0	0.0	0.0%
Electric Pump Mechanic Maint Repairer II	0.0	1.0	1.0	1.0	0.0	0.0%
Electrician I	1.0	1.0	1.0	1.0	0.0	0.0%
Electrician-Electronic Equip Repairer II	1.0	1.0	1.0	1.0	0.0	0.0%
Equipment Operator III	3.0	3.0	4.0	3.0	-1.0	-25.0%
General Construction/Maint Supervisor II	1.0	1.0	1.0	1.0	0.0	0.0%
Golf Course Maintenance Supervisor	0.0	0.0	1.0	1.0	0.0	0.0%
Golf Course Operations Clerk	0.0	0.0	4.0	4.0	0.0	0.0%
Golf Course Operations Clerk, HT	0.0	0.0	0.5	0.5	0.0	0.0%
Golf Course Superintendent	0.0	0.0	1.0	1.0	0.0	0.0%
Golf Course Groundskeeper I	0.0	0.0	3.0	3.0	0.0	0.0%
Golf Course Groundskeeper I	0.0	0.0	1.0	1.0	0.0	0.0%
Golf Course Groundskeeper I, HT	0.0	0.0	0.5	0.5	0.0	0.0%
Golf Course Groundskeeper II	0.0	0.0	5.0	6.0	1.0	20.0%
Janitor I, PT	0.0	0.0	0.4	0.4	0.0	0.0%
Labor Supervisor I	1.0	1.0	1.0	1.0	0.0	0.0%
Laborer II	1.0	1.0	1.0	1.0	0.0	0.0%
Nursery Worker I	3.0	3.0	3.0	3.0	0.0	0.0%
Nursery Worker II	1.0	1.0	1.0	1.0	0.0	0.0%
Nursery Worker II	1.0	1.0	1.0	1.0	0.0	0.0%
Painter I	1.0	1.0	1.0	1.0	0.0	0.0%
Painter II	1.0	1.0	1.0	1.0	0.0	0.0%
Park Maintenance Superintendent	1.0	1.0	1.0	1.0	0.0	0.0%
Park Project Coordinator	0.0	1.0	1.0	2.0	1.0	100.0%
Parks Beautification Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Planner VI	0.0	1.0	0.0	0.0	0.0	0.0%
Plumber I	1.0	1.0	1.0	1.0	0.0	0.0%
Plumber II	1.0	1.0	1.0	1.0	0.0	0.0%
Power Mower Repairer I	0.0	0.0	1.0	1.0	0.0	0.0%
Power Mower Repairer II	0.0	0.0	1.0	1.0	0.0	0.0%

Parks Program

Equivalent Personnel Summary by Position Title (Cont'd)

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Secretary I	2.0	2.0	2.0	2.0	0.0	0.0%
Temporary Internal Transfer Position	2.0	2.0	0.0	0.0	0.0	0.0%
Tree Trimmer/Chemical Treatment Helper	1.0	1.0	1.0	1.0	0.0	0.0%
Turf Manager	0.0	0.0	0.0	0.0	0.0	0.0%
Program Total	52.0	55.0	72.4	74.4	2.0	2.8%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
915321A-5101 Regular Wages: Across the board UPW increases; position filled at lower step; position reallocated.	\$18,575	0.0
915665A-5101 Regular Wages: Position filled at lower step.	-\$17,184	0.0
915667A-5101 Regular Wages: Across the board UPW increases.	\$52,776	0.0
915680A-5101 Regular Wages: Across the board UPW increases.	\$42,228	0.0
915681A-5101 Regular Wages: Increase FY20 expansion position to full year.	\$13,240	0.0
Operations		
SERVICES:		
915664B-6129 Other Services: Deletion of proviso for signage and art to designate Kapueokahi Beach Park In Hana as a cultural site.	-\$100,000	
Equipment		
MACHINERY AND EQUIPMENT:		
915321C-7037 Golf Course Equipment: Deletion of one-time FY20 appropriation.	-\$117,100	
915321C-7105 Leased Equipment: Lease agreement for mower. Previously recorded under Special Fund which has since been repealed.	\$19,087	
915667C-7040 Motor Vehicles: Deletion of one-time FY20 appropriation.	-\$85,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
915667A-5101 Regular Wages: Proposed expansion position for Automotive Mechanic Helper.	\$32,840	1.0
915681A-5101 Regular Wages: Proposed expansion position for Park Project Coordinator.	\$39,744	1.0
915680A-5215 Premium Pay: For special events, emergency call outs after hours for repair of irrigation systems, and completion of projects in districts requiring travel (Hana, Molokai and Lanai).	\$12,000	
915681A-5215 Premium Pay: Increase of maintenance contracts within all districts.	\$12,000	
Operations		
MATERIALS & SUPPLIES:		
915321B-6001 Agricultural Supplies: Material needed to topdress greens, tee boxes and fairways.	\$25,000	
915667B-6012 Construction Materials: Materials for storage shed for mechanics to comply with Storm Water Management plan.	\$100,000	
915667B-6034 Medical & Safety Supplies: Transfer from index code 915029B.	\$250	
915667B-6051 Safety Supplies: Transfer from index code 915029B.	\$500	
915680B-6001 Agricultural Supplies: Additional materials to renovate athletic fields.	\$50,000	

Parks Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
SERVICES:		
915321B-6132 Professional Services: Assessment of irrigation pond.	\$50,000	
915667B-6112 Contractual Service: Design and permits for storage shed for mechanics to comply with Storm Water Management plan.	\$50,000	
915680B-6112 Contractual Service: Increase in annual tree and palm maintenance contracts.	\$100,000	
TRAVEL:		
915682B-6201 Airfare, Transportation: For travel to conferences, workshops for professional development, training and networking opportunities.	\$5,000	
915682B-6222 Per Diem Non-Reportable: For travel to conferences, workshops for professional development, training and networking opportunities.	\$3,500	
915682B-6223 Per Diem Reportable Non-Taxabl: For travel to conferences, workshops for professional development, training and networking opportunities.	\$750	
OTHER COSTS:		
915667B-6255 Uniform Allowance: For expansion position.	\$72	
915682B-6230 Registration/Training Fees: For travel to conferences, workshops for professional development, training and networking opportunities.	\$750	
Equipment		
MACHINERY AND EQUIPMENT:		
915321C-7037 Golf Course Equipment: Slit Seeder; Heavy Duty 4WD Diesel Utility Cart and GreensMaster Triflex.	\$152,000	
915667C-7040 Motor Vehicles: Midsize Extra Cab Truck with Toolbox/Rack/Liftgate; 4x2 3/4 Ton Truck with Utility Box/Rack/Liftgate.	\$110,500	
915667C-7046 Parks Maintenance Equipment: 4WD Backhoe Loader.	\$150,000	
915680C-7046 Parks Maintenance Equipment: Enclosed Cab for Toro Multipro Sprayer.	\$17,425	
TOTAL EXPANSION BUDGET	\$912,331	2.0

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 which include: Central Maui, East Maui/Hana, West Maui/Lana'i, South Maui, and Moloka'i with a total of 2,543 developed park acres. A variety of recreation programs are provided at beach parks, community parks, community centers, gymnasiums, sports fields, tennis and outdoor basketball courts, playgrounds, skate parks, pools and picnic areas. This Program also provides pool guard 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, exercise and therapeutic classes like aqua-jogging, water safety and first aid certification classes. This program also oversees and conducts in-service training for County pool guards to keep water safety skills and certifications up-to-date.

PROGRAMS AND OPERATIONS:**PALS Section**

The PALS (Play and Learn Sessions) Section of our Recreation and Support Services Division offers quality cultural, sport, recreational and learning programs for children ages 5 to 12 during the summer and intersession periods throughout Maui County. Seasonal staff are employed to manage the 21 PALS sites on Maui and Molokai. 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.

Pools Section

The Pools Section is responsible for providing trained pool guard staff at the nine County pools. Staff also provide aquatic programs at these pools. Participants in these aquatics programs learn to swim, get fit in our water aerobics or lifeguarding courses, and reduce stress by relaxing at a beach or pool.

Recreation and Support Services – Administration Staff

The Recreation and Support Services Program Administrative staff provides specialized assistance for all sections within the program. This section also assists the Department in planning, developing and directing the implementation of recreation and inclusion programs.

Recreation and Support Services - Districts

This section is comprised of five Districts: East/Hana, West/Lana'i, South, Central, and Moloka'i. Each District is responsible for the daily maintenance and operations of the parks and facilities within their District. District staff also organize, direct and oversee the recreational programs for each of their unique communities.

Countywide Outcome(s)

The Recreation and Support Services Program supports the following countywide outcome(s):

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- A Well-planned Public Infrastructure
- A Prepared, Safe and Livable County

Population Served

Maui County's de facto population of approximately 220,831 is allowed access to facilities and parks supported by the Recreation and Support Services Program.

Recreation and Support Services Program

Services Provided

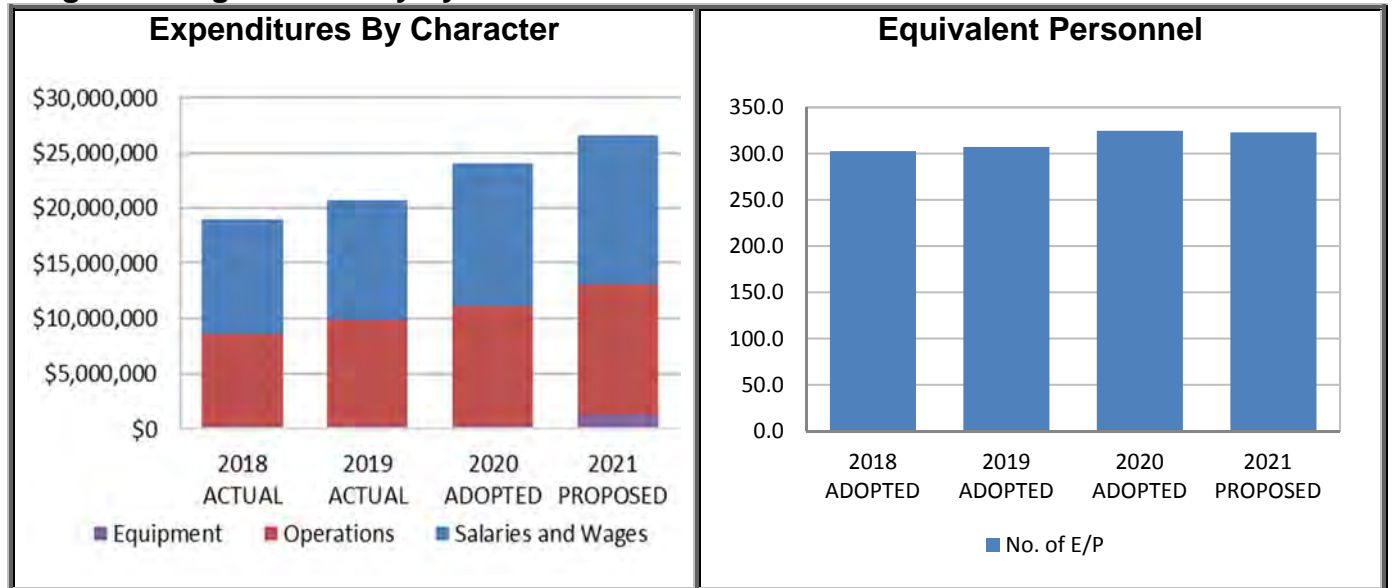
The Recreation and Support Services Program provides recreational, cultural and inclusive programs including lifeguard services; facilitates recreational programs; and provides training for County lifeguards. It provides quality maintenance and custodial services as well as timely and quality customer 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Delivery of current key commitments.</i>				
1. To provide quality park facilities for the community	% of quarterly facility inspections completed	N/A	N/A	80%
	% of satisfied users with facility surveys	96%	95%	96%
<i>Goal #2: Identify plan for new strategic initiatives.</i>				
2. To provide additional recreation opportunities through innovative and creative programming with new programs	Update existing or implement new recreation programs	13	7	8
	% of children's satisfaction level at or above satisfactory in district recreation programs	85%	85%	85%
	% of children's satisfaction level at or above satisfactory in the PALS programs	96%	95%	96%
	% of parents' satisfaction level at or above satisfactory in the PALS program	98%	96%	96%
	# of other participants in Aquatics program.	63,812	27,000	29,500
<i>Goal #3: Improve pro-active communication with key stakeholders within and outside of the Parks Department.</i>				
3. Provide pertinent training and professional development for Pools program staff	% of Pools personnel who maintain their American Red Cross Lifeguard, first aid, cardio-pulmonary resuscitation and American Red Cross Emergency Medical Responder certifications	100%	100%	100%
	% of Pools personnel who maintain their Certified Pool Operator certification	50%	50%	50%

Recreation and Support Services Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$480,126	\$419,738	\$286,385	\$304,885	\$18,500	6.5%
WAGES & SALARIES	\$9,849,358	\$10,518,086	\$12,656,335	\$13,244,511	\$588,176	4.6%
Salaries and Wages Total	\$10,329,483	\$10,937,824	\$12,942,720	\$13,549,396	\$606,676	4.7%
Operations						
MATERIALS & SUPPLIES	\$857,319	\$1,289,830	\$1,830,401	\$1,617,259	-\$213,142	-11.6%
OTHER COSTS	\$204,397	\$254,816	\$224,007	\$370,257	\$146,250	65.3%
SERVICES	\$3,172,642	\$3,584,796	\$3,810,489	\$4,504,549	\$694,060	18.2%
TRAVEL	\$42,739	\$41,115	\$38,430	\$42,680	\$4,250	11.1%
UTILITIES	\$4,022,802	\$4,342,888	\$4,954,956	\$5,254,740	\$299,784	6.1%
Operations Total	\$8,299,899	\$9,513,445	\$10,858,283	\$11,789,485	\$931,202	8.6%
Equipment						
LEASE PURCHASES	\$0	\$2,000	\$3,000	\$5,000	\$2,000	66.7%
MACHINERY & EQUIPMENT	\$324,277	\$288,802	\$239,200	\$1,280,000	\$1,040,800	435.1%
Equipment Total	\$324,277	\$290,802	\$242,200	\$1,285,000	\$1,042,800	430.6%
Program Total	\$18,953,660	\$20,742,071	\$24,043,203	\$26,623,881	\$2,580,678	10.7%

Equivalent Personnel Summary by Position Title – General Fund

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Chief of Recreation	0.0	1.0	1.0	1.0	0.0	0.0%
Assistant Park Permits Officer	0.0	0.0	0.0	0.0	0.0	0.0%
Automatic Sprinkler System Repairer I	1.0	1.0	1.0	1.0	0.0	0.0%
Building Maintenance Repairer I	5.5	6.0	7.0	8.0	1.0	14.3%
Building Maintenance Repairer II	4.0	4.0	5.0	6.0	1.0	20.0%
Chief of Aquatics	1.0	0.0	0.0	0.0	0.0	0.0%
Chief of Recreation	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	3.0	3.0	3.0	3.0	0.0	0.0%
Clerk III, HT	0.5	0.5	0.5	0.5	0.0	0.0%

Recreation and Support Services Program

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

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
District Supervisor I	2.0	2.0	2.0	2.0	0.0	0.0%
Electric Pump Mechanic Maint Repairer I	1.0	0.0	0.0	0.0	0.0	0.0%
Electric Pump Mechanic Maint Repairer II	1.0	0.0	0.0	0.0	0.0	0.0%
Janitor II	3.3	3.3	2.3	2.3	0.0	0.0%
Lanai: 1 Site Coordinator	0.4	0.4	0.4	0.4	0.0	0.0%
Lanai: 2 Aides	0.3	0.3	0.3	0.3	0.0	0.0%
Lanai: 2 Directors	0.3	0.3	0.3	0.3	0.0	0.0%
Lanai: 2 Leaders	0.3	0.3	0.3	0.3	0.0	0.0%
LTA positions	0.0	0.0	8.0	0.0	-8.0	-100.0%
Maui: 1 Office Assistant	0.8	0.8	0.8	0.8	0.0	0.0%
Maui: 129 Leaders	26.5	26.5	26.5	26.5	0.0	0.0%
Maui: 18 Site Coordinators	4.4	4.4	4.4	4.4	0.0	0.0%
Maui: 18 Specialists	3.1	3.1	3.1	3.1	0.0	0.0%
Maui: 44 Directors	9.7	9.7	9.7	9.7	0.0	0.0%
Maui: 71 Aides	15.5	15.5	15.5	15.5	0.0	0.0%
Maui: Program Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Maui: Recreation Aide	1.0	1.0	1.0	1.0	0.0	0.0%
Molokai: 9 Aides	1.2	1.2	1.2	1.2	0.0	0.0%
Molokai: 13 Leaders	2.3	2.3	2.3	2.3	0.0	0.0%
Molokai: 4 Site Coordinators	1.0	1.0	1.0	1.0	0.0	0.0%
Molokai: 8 Directors	1.6	1.6	1.6	1.6	0.0	0.0%
Nursery Worker I	0.0	0.0	0.0	1.0	1.0	100%
Office Operations Assistant II	3.0	4.0	4.0	4.0	0.0	0.0%
Park Caretaker I	75.3	75.8	82.8	84.0	1.2	1.4%
Park Caretaker I, HT	9.0	9.0	9.0	9.0	0.0	0.0%
Park Caretaker II	24.0	24.0	24.0	25.0	1.0	4.2%
Park Caretaker (Summer Intern)	0.0	3.0	3.0	3.0	0.0	0.0%
Park Maintenance Supervisor	7.0	7.0	7.0	7.0	0.0	0.0%
Park Permit Clerk I (East)	0.0	0.0	0.0	0.0	0.0	0.0%
Park Support Services Coordinator	1.0	0.0	0.0	0.0	0.0	0.0%
Parks & Recreation District Supervisor III	5.0	6.0	6.0	6.0	0.0	0.0%
Pool Guard	28.0	28.0	28.0	28.5	0.5	1.8%
Pool Guard, HT	2.0	2.0	2.0	1.5	-0.5	-25.0%
Pools Manager	0.0	1.0	1.0	1.0	0.0	0.0%
Program Specialist	1.0	0.0	0.0	0.0	0.0	0.0%
Recreation Aide	2.0	2.5	4.0	4.0	0.0	0.0%
Recreation Aide, HT	3.0	3.0	3.0	3.0	0.0	0.0%
Recreation Assistant I	3.5	3.5	3.5	3.5	0.0	0.0%
Recreation Assistant II	4.0	4.0	4.0	4.0	0.0	0.0%
Recreation Leader II	0.0	1.0	1.0	1.0	0.0	0.0%
Recreation Leader III	5.0	5.0	5.0	6.0	1.0	20.0%
Recreation Program Planner	1.0	1.0	1.0	1.0	0.0	0.0%
Recreation Specialist	2.0	2.0	2.0	2.0	0.0	0.0%
Recreation Technician I	7.0	7.0	7.0	7.0	0.0	0.0%
Recreation Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary I	1.0	0.0	0.0	0.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Pool Guard	8.0	8.0	8.0	8.0	0.0	0.0%
Staff Services Assistant	0.0	1.0	1.0	1.0	0.0	0.0%
Summer Lifeguard	3.3	3.3	3.3	3.3	0.0	0.0%
Tractor Mower Operator	13.0	13.0	13.0	13.0	0.0	0.0%
Program Total	302.8	307.3	324.8	323.0	-1.8	-0.6%

Recreation and Support Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
915074A-5101 Regular Wages: Across the board UPW increases; correction to step; correction to salary range and salary; increase FY20 expansion positions to full year.	\$76,873	0.0
915082A-5101 Regular Wages: Across the board UPW increases; correction to step, salary and salary range; position filled at lower step.	\$44,352	0.0
915090A-5101 Regular Wages: Across the board UPW increases; correction to step, salary and salary range; position filled at higher step; increase FY20 expansion position to full year.	\$54,679	0.0
915108A-5101 Regular Wages: Across the board UPW increases.	\$10,500	0.0
915165A-5101 Regular Wages: Across the board UPW increases; position filled at higher and lower steps; correction to salary range and salary; position reallocation; increase FY20 expansion positions to full year.	\$77,584	0.0
915231A-5101 Regular Wages: Across the board UPW increases; correction to step, salary and salary range.	\$26,057	0.0
915256A-5101 Regular Wages: Across the board UPW increases; reorg; increase FY20 expansion positions to full year.	\$41,863	0.0
915343A-5101 Regular Wages: Across the board UPW increases; correction to step and salary; 0.8 position increased to full-time.	\$43,450	0.0
Operations		
MATERIALS & SUPPLIES:		
915082B-6051 Safety Supplies: Transfer from index 915029B.	\$14,000	
915116B-6004 Athletic Supplies: Transfer to various index codes for accounting purposes.	-\$21,000	
915116B-6035 Miscellaneous Supplies: Transfer to other index codes for accounting purposes.	-\$16,600	
915165B-6051 Safety Supplies: Transfer funds from index 915029B.	\$12,500	
915261B-6030 Mach & Equip Replacement Parts: Based on actual expenditures.	\$16,000	
915261B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$100,000	
915261B-6060 Small Equipment - under \$1000: Based on actual expenditures.	\$15,000	
915262B-6030 Mach & Equip Replacement Parts: Based on actual expenditures.	\$11,000	
915262B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$94,000	
915264B-6030 Mach & Equip Replacement Parts: Based on actual expenditures.	\$12,400	
915264B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$77,000	
915265B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	\$11,000	
915267B-6030 Mach & Equip Replacement Parts: Based on actual expenditures.	\$35,000	
915267B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$64,700	
915270B-6030 Mach & Equip Replacement Parts: Based on actual expenditures.	\$11,500	
915270B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$70,000	
915271B-6031 Repairs & Maintenance Supplies: Based on actual expenditures.	-\$85,000	
SERVICES:		
915090B-6129 Other Services: Transfer from index 915116B.	\$12,000	
915090B-6150 Sewer Charges: Inflationary Adjustment.	\$16,677	
915116B-6129 Other Services: Transfer to various index codes for accounting purposes.	-\$111,300	
915261B-6136 Repairs/Maintenance Grounds: Based on actual expenditures.	\$21,000	
915261B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$40,000	
915263B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$69,500	

Recreation and Support Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
SERVICES (Cont'd):		
915264B-6136 Repairs/Maintenance Grounds: Based on actual expenditures.	\$10,000	
915264B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$47,500	
915265B-6136 Repairs/Maintenance Grounds: Based on actual expenditures.	\$12,000	
915265B-6138 R & M - Services/Contracts: Based on actual expenditures.	-\$29,500	
915267B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$17,500	
915270B-6136 Repairs/Maintenance Grounds: Based on actual expenditures.	\$13,000	
915270B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$44,500	
915271B-6136 Repairs/Maintenance Grounds: Based on actual expenditures.	\$12,000	
915271B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$55,000	
915343B-6129 Other Services: Transfer from index 915116B.	\$12,500	
UTILITIES:		
915082B-6178 Water delivery charges: Inflationary adjustment.	\$12,787	
915090B-6178 Water delivery charges: Inflationary adjustment.	\$20,409	
915165B-6178 Water delivery charges: Inflationary adjustment.	\$17,615	
915343B-6178 Water delivery charges: Inflationary adjustment.	\$11,399	
915714B-6120 Electricity: Inflationary adjustment.	\$10,061	
OTHER COSTS:		
915055B-6365 Recreation Programs: Transfer from index 915116B.	\$37,000	
915074B-6365 Recreation Programs: Transfer from index 915116B.	\$18,225	
915082B-6365 Recreation Programs: Transfer from index 915116B.	\$18,225	
915090B-6365 Recreation Programs: Transfer from index 915116B.	\$18,725	
915108B-6365 Recreation Programs: Transfer from index 915116B.	\$12,225	
915116B-6365 Recreation Programs: Transfer to various index codes for accounting purposes.	-\$108,500	
915165B-6365 Recreation Programs: Transfer from index 915116B.	\$18,725	
915231B-6365 Recreation Programs: Transfer from index 915116B.	\$18,725	
915256B-6365 Recreation Programs: Transfer from index 915116B.	\$11,225	
915343B-6365 Recreation Programs: Transfer from index 915116B.	\$20,725	
Equipment		
MACHINERY & EQUIPMENT:		
915090C-7047 Recreational Equipment: Deletion of one-time FY20 appropriations.	-\$18,000	
915165C-7039 Maintenance & Repair Equip: Deletion of one-time FY20 appropriations.	-\$91,500	
915231C-7040 Motor Vehicles: Deletion of one-time FY20 appropriations.	-\$85,000	
915231C-7046 Parks Maintenance Equipment: Deletion of one-time FY20 appropriations.	-\$35,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
915074A-5101 Regular Wages: Expansion positions Build Maintenance Repairer I, Build Maintenance Repairer II, and Recreation Leader III.	\$114,224	3.0
915082A-5101 Regular Wages: Expansion position Park Caretaker I.	\$30,360	1.0

Recreation and Support Services Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages (Cont'd)		
915165A-5101 Regular Wages: Expansion position Park Caretaker II.	\$32,496	1.0
915231A-5101 Regular Wages: Expansion position Nursery Worker I.	\$32,840	1.0
915343A-5101 Regular Wages: Expand current Park Caretaker I position from 0.8 E/P to full time.	\$9,108	0.2
915082A-5204 Night Differential: For recreation night shift and programs.	\$1,000	
915082A-5205 Overtime: For emergency call outs and unforeseen maintenance repairs.	\$10,000	
915165A-5215 Premium Pay: For emergency call outs and unforeseen maintenance repairs.	\$7,500	
Operations		
MATERIALS & SUPPLIES:		
915074B-6034 Medical & Safety Supplies: Transfer from index code 915029B.	\$440	
915074B-6051 Safety Supplies: Transfer from index code 915029B.	\$480	
915074B-6060 Small Equipment - under \$1000: Supplies for expansion positions.	\$1,400	
915082B-6024 Janitorial Supplies: Based on increase in costs and anticipated need.	\$10,000	
915082B-6051 Safety Supplies: Transfer from index code 915029B for expansion position.	\$1,132	
915082B-6060 Small Equipment - under \$1000: Additional equipment for district operations.	\$1,000	
915108B-6024 Janitorial Supplies: Based on increase in cost and anticipated need.	\$1,000	
915165B-6024 Janitorial Supplies: New SMCP Gym with multiple restrooms and shower/locker rooms.	\$10,000	
915165B-6034 Medical & Safety Supplies: Transfer from index code 915029B.	\$220	
915165B-6051 Safety Supplies: Transfer from index code 915029B for expansion position.	\$240	
915231B-6034 Medical & Safety Supplies: Transfer from index code 915029B for expansion position.	\$220	
915231B-6051 Safety Supplies: Transfer from index code 915029B for expansion position.	\$240	
915263B-6060 Small Equipment Under \$1,000: For required maintenance tools.	\$2,000	
915271B-6060 Small Equipment Under \$1,000: For expansion positions.	\$480	
915343B-6034 Medical & Safety Supplies: Transfer from index code 915029B for expansion position.	\$600	
915343B-6051 Safety Supplies: Transfer from index code 915029B for expansion position.	\$420	
SERVICES:		
915074B-6150 Sewer Charges: Based on actual expenditures.	\$100,000	
915082B-6107 Cesspool pumping: Based on actual expenditures.	\$2,000	
915116B-6112 Contractual Service: 3% inflationary adjustment due to contract cost increase.	\$17,597	
915116B-6132 Professional Services: Increase in funding for youth coaches' background checks.	\$4,000	
915152B-6112 Contractual Service: 4% inflationary adjustment due to contract cost increase.	\$60,366	

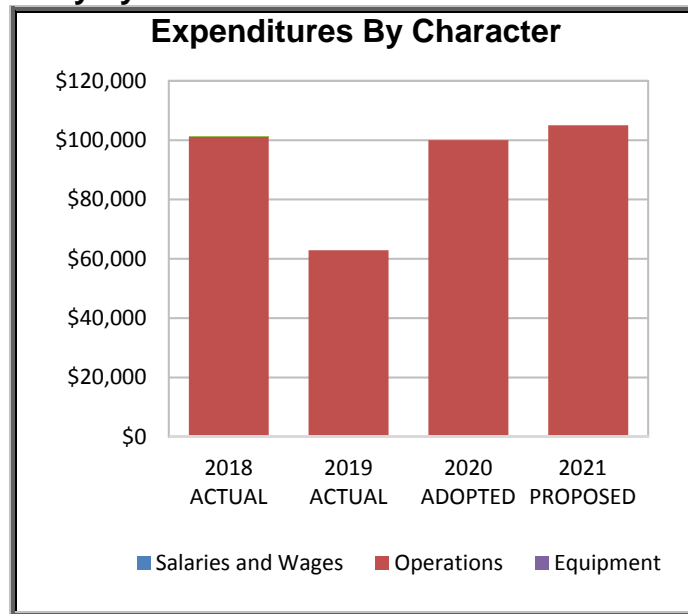
Recreation and Support Services Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
SERVICES: (Cont'd)		
915231B-6122 Freight and Hauling: Based on actual expenditures.	\$1,300	
915231B-6150 Sewer Charges: Based on actual expenditures.	\$10,000	
915261B-6138 R & M - Services/Contracts: Based on actual expenditures.	\$10,000	
915262B-6138 R & M - Services/Contracts: Annual maintenance contracts for the air conditioning units and social hall kitchen hood.	\$35,000	
915343B-6150 Sewer Charges: Based on actual expenditures.	\$121,000	
UTILITIES:		
915074B-6178 Water delivery charges: Based on actual expenditures.	\$90,000	
915343B-6178 Water delivery charges: Based on actual expenditures.	\$86,000	
TRAVEL:		
915116B-6201 Airfare, Transportation: Travel costs for employee training and workshops.	\$2,000	
OTHER COSTS:		
915055B-6219 Meals Program: Increase in lunch program.	\$72,000	
Equipment		
MACHINERY AND EQUIPMENT:		
915074C-7040 Motor Vehicles: Two 4 Door Pickup Trucks with Long Beds and Aluminum Liftgates.	\$100,000	
915074C-7044 Other Equipment: Field Paint Machine.	\$3,500	
915074C-7046 Parks Maintenance Equipment: Infield Groomer SandPro.	\$11,500	
915082C-7040 Motor Vehicles: Two 4 Door Pickup Trucks with Long Beds and Aluminum Liftgates; 1 Ton Truck with Tow Hitch.	\$170,000	
915082C-7046 Parks Maintenance Equipment: Robotic Mower; two 4000-D Mowers; Rubber Track Skid Loader; 14,000 GVW Trailer.	\$340,000	
915082C-7047 Recreational Equipment: Nevco Scoreboard.	\$9,000	
915090C-7040 Motor Vehicles: Two 4 Door Pickup Trucks with Long Beds and Aluminum Liftgates.	\$100,000	
915090C-7044 Other Equipment: Field Paint Machine.	\$3,500	
915090C-7047 Recreational Equipment: Two Scoreboards with Message Center.	\$40,000	
915108C-7047 Recreational Equipment: Nevco Scoreboard.	\$9,000	
915165C-7040 Motor Vehicles: Two 4 Door Pickup Trucks with Long Beds and Aluminum Liftgates.	\$100,000	
915165C-7046 Parks Maintenance Equipment: Heavy Duty 4WD Diesel Utility Vehicle.	\$42,000	
915231C-7040 Motor Vehicles: 4x4 Diesel Flatbed Dump Truck.	\$80,000	
915231C-7046 Parks Maintenance Equipment: Skid Steer Loader and Backhoe Attachment.	\$80,000	
915231C-7047 Recreational Equipment: Two Nevco Scoreboards.	\$18,000	
915256C-7039 Maintenance & Repair Equipment: Pro Press Tool Kit with Fittings.	\$5,000	
915343C-7040 Motor Vehicles: 4 Door Pickup Truck with Long Bed and Aluminum Liftgate.	\$50,000	
915343C-7044 Other Equipment: Three Field Paint Machines.	\$10,500	
915343C-7046 Parks Maintenance Equipment: 4000-D Mower; Mower Trailer 18' with Tow Package.	\$108,000	
TOTAL EXPANSION BUDGET	\$2,158,663	6.2

Recreation and Support Services Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$101,063	\$62,876	\$100,000	\$105,000	\$5,000	5.0%
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	\$101,063	\$62,876	\$100,000	\$105,000	\$5,000	5.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$101,063	\$62,876	\$100,000	\$105,000	\$5,000	N/A

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.

Recreation and Support Services Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Play & Learn Sessions (PALS) Food Service Program	No	No	\$200,000	\$200,000	\$100,000	\$100,000
Recreation Programs	No	No	\$50,000	\$50,000	\$0	\$0
No Kid Hungry	Yes	No	\$0	\$0	\$0	\$5,000
TOTAL			\$250,000	\$250,000	\$100,000	\$105,000

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.

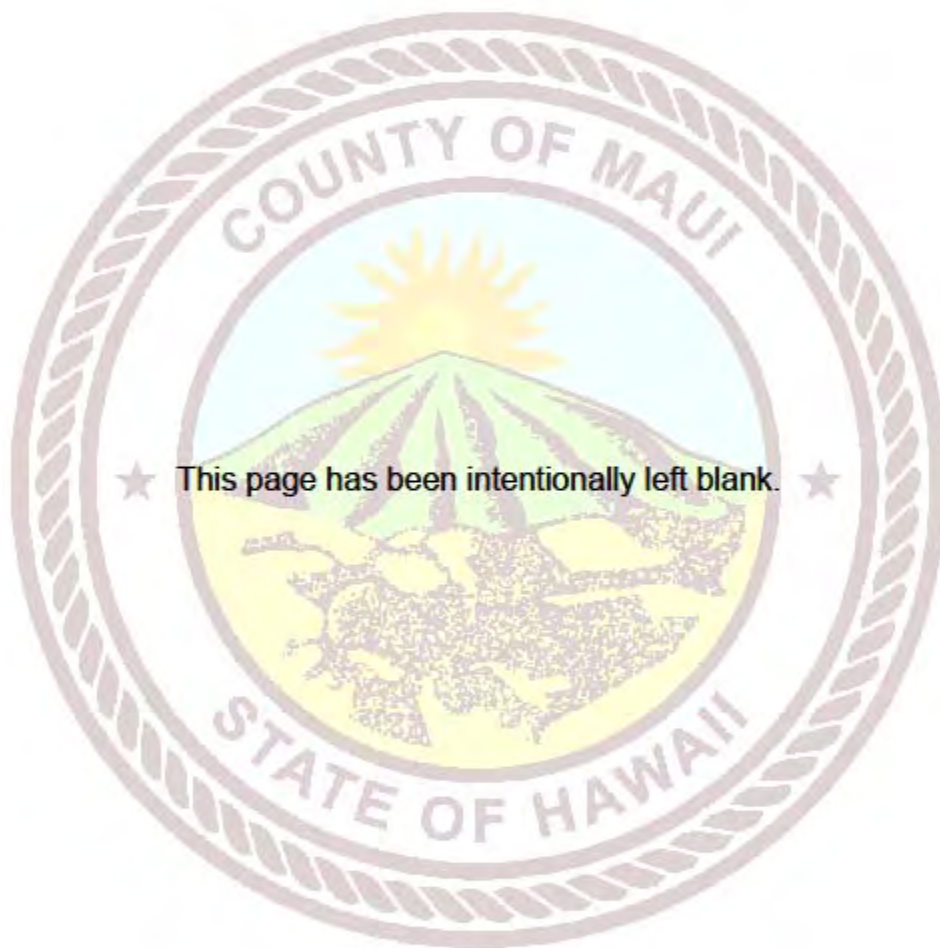
No Kid Hungry

Funding from No Kid Hungry to help organizations expand access to and participation in USDA-supported summer meals programs. Funding may be used for equipment, personnel, transportation, and other non-food program expenses. Maximum Grant amount is \$5000.

Personnel Services

Mayor's Proposed Budget

FY 2021



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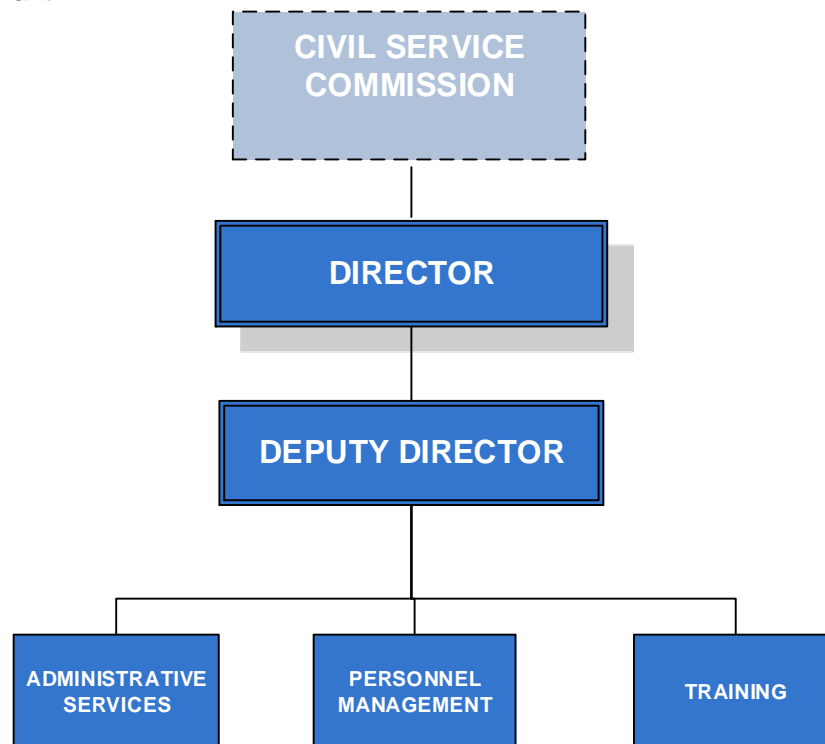
Department Summary**Mission**

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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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, issues of conduct, 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.

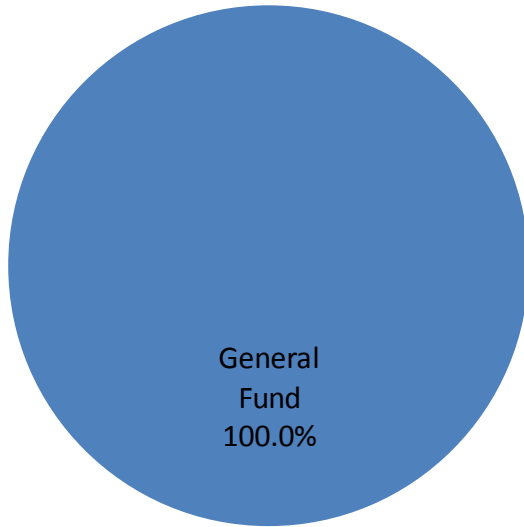
External Factors Description

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. The inability to secure or maintain these resources could impact the department's ability to achieve goals associated with those projects.

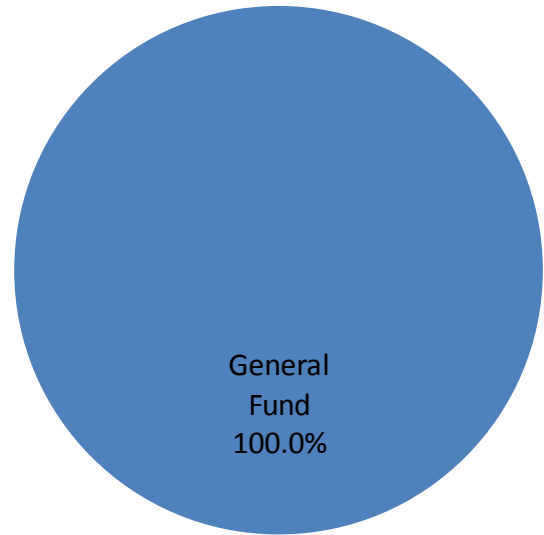
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

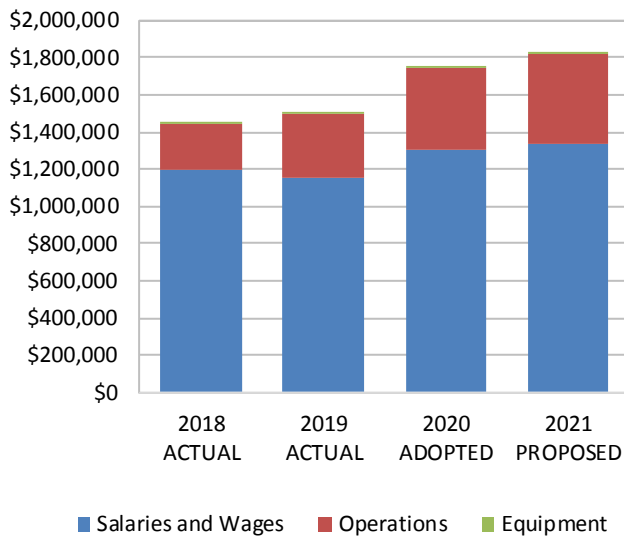


FY 2021 Total Equivalent Personnel

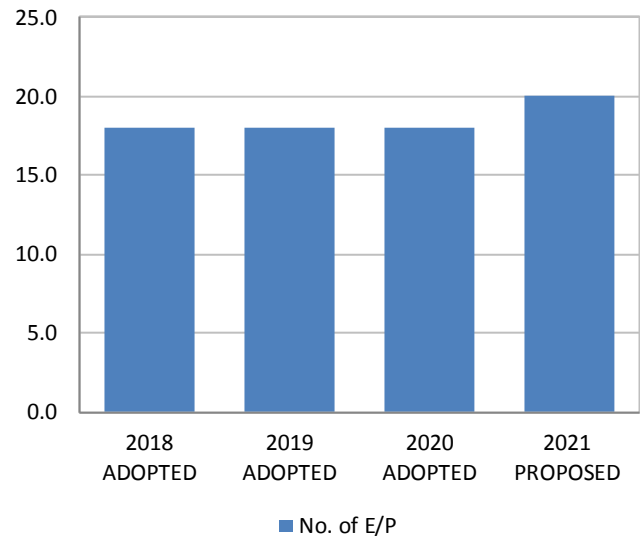


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$9,306	\$17,159	\$13,000	\$13,000	\$0	N/A
WAGES & SALARIES	\$1,183,767	\$1,135,657	\$1,292,646	\$1,323,975	\$31,329	2.4%
Salaries and Wages Total	\$1,193,073	\$1,152,816	\$1,305,646	\$1,336,975	\$31,329	2.4%
Operations						
MATERIALS & SUPPLIES	\$28,403	\$9,834	\$20,560	\$20,560	\$0	N/A
OTHER COSTS	\$23,461	\$30,622	\$52,800	\$52,800	\$0	N/A
SERVICES	\$122,173	\$245,058	\$265,980	\$305,980	\$40,000	15.0%
SPECIAL PROJECTS	\$19,651	\$20,121	\$36,800	\$40,000	\$3,200	8.7%
TRAVEL	\$52,033	\$40,761	\$62,700	\$62,700	\$0	N/A
UTILITIES	\$508	\$502	\$500	\$500	\$0	N/A
Operations Total	\$246,229	\$346,899	\$439,340	\$482,540	\$43,200	9.8%
Equipment						
LEASE PURCHASES	\$3,825	\$3,828	\$7,800	\$7,800	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$4,000	\$4,000	N/A
Equipment Total	\$3,825	\$3,828	\$7,800	\$11,800	\$4,000	51.3%
Department Total	\$1,443,127	\$1,503,543	\$1,752,786	\$1,831,315	\$78,529	4.5%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Personnel Administration & Management						
Support Services Program	18.0	18.0	18.0	20.0	2.0	11.1%
Department Total	18.0	18.0	18.0	20.0	2.0	11.1%

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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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 issues of conduct; 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 Mayor, 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 & Measures

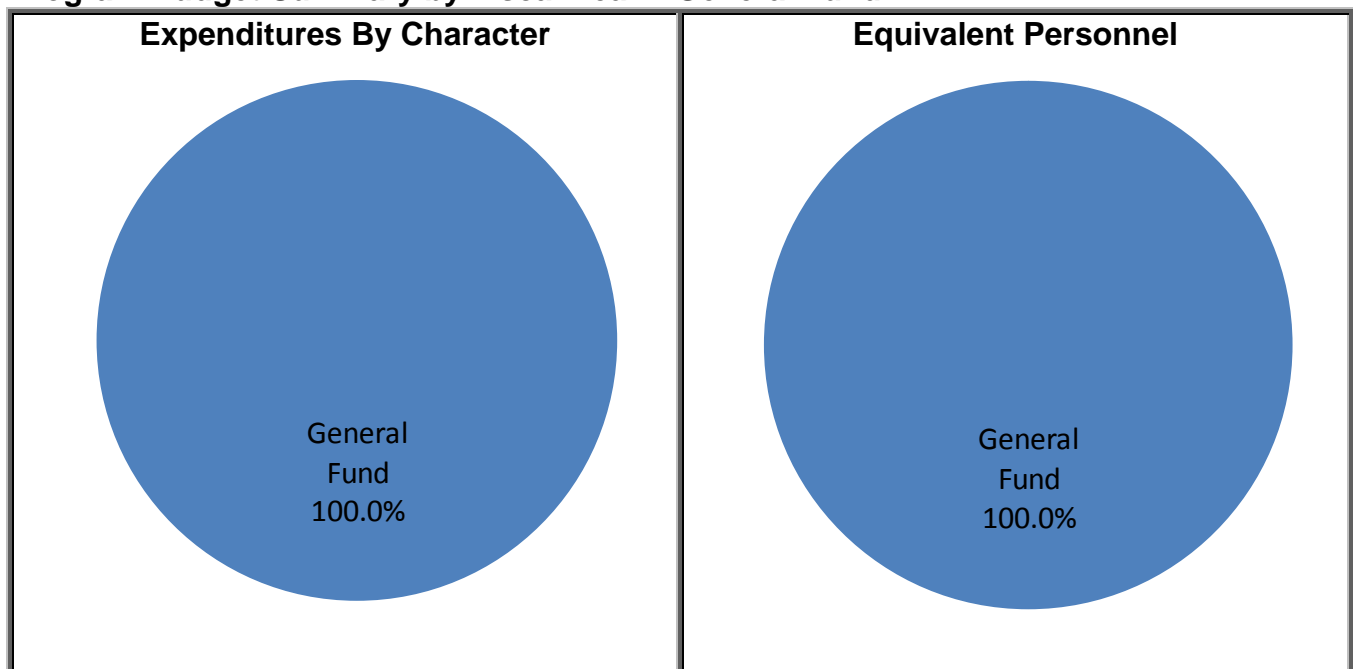
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Assist departments to provide service to the public by attracting, valuing, supporting, and retaining a fully-staffed, qualified, diversified workforce.</i>				
1. Allocate positions to proper job classes in a timely manner	# of classification audits performed	250	250	250
	Median time to classify positions (in working days)	12	10	10
2. Provide hiring departments with eligible candidates in a timely manner	# of recruitments conducted	212	175	200
	# of applications received	9,979	8,000	10,000
	Median time to provide Certification of Eligible (in working days)	9	10	9
3. Assist departments in filling vacancies in a timely manner	Average time to fill vacancies (requisition approval to employee on board), in days	115	95	100
4. Ensure the County's recruitment efforts are attracting qualified candidates	% of newly hired employees passing their initial probationary period	92%	90%	90%
	% of employees leaving County employment within 5 years from date of hire	2%	5%	5%
5. Minimize number of formal grievances	# of grievances heard	10	15	12
	# of civil service appeals filed	10	12	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 courses offered	211	250	7,500
	Training class attendance	2,904	2,500	6,000
	% of training conducted where participants rated the training as good or better	100%	100%	100%
	% of participants who indicated that they use the skills learned on their job (per post-training surveys)	66%	90%	90%

Administration and Management Support Services Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	49%	60%	60%
2. Retain qualified employees in County Service	% of turnover	5%	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	28,275	7000	150,000
	Average time to complete transaction, in days	1	3	1
2. Develop and retain qualified, efficient staff	Staff turnover	12%	0%	0%
	HR to FTE Ratio	0.7	0.7	0.8%
	HR budget to total budget	0.2	0.2	0.2%
	HR budget to FTE	\$625	\$675	\$734
	# of staff receiving continuing professional education	8	6	12

Program Budget Summary by Fiscal Year – General Fund



Administration and Management Support Services Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$9,306	\$17,159	\$13,000	\$13,000	\$0	N/A
WAGES & SALARIES	\$1,183,767	\$1,135,657	\$1,292,646	\$1,323,975	\$31,329	2.4%
Salaries and Wages Total	\$1,193,073	\$1,152,816	\$1,305,646	\$1,336,975	\$31,329	2.4%
Operations						
MATERIALS & SUPPLIES	\$28,403	\$9,834	\$20,560	\$20,560	\$0	N/A
OTHER COSTS	\$23,461	\$30,622	\$52,800	\$52,800	\$0	N/A
SERVICES	\$122,173	\$245,058	\$265,980	\$305,980	\$40,000	15.0%
SPECIAL PROJECTS	\$19,651	\$20,121	\$36,800	\$40,000	\$3,200	8.7%
TRAVEL	\$52,033	\$40,761	\$62,700	\$62,700	\$0	N/A
UTILITIES	\$508	\$502	\$500	\$500	\$0	N/A
Operations Total	\$246,229	\$346,899	\$439,340	\$482,540	\$43,200	9.8%
Equipment						
LEASE PURCHASES	\$3,825	\$3,828	\$7,800	\$7,800	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$4,000	\$4,000	N/A
Equipment Total	\$3,825	\$3,828	\$7,800	\$11,800	\$4,000	51.3%
Program Total	\$1,443,127	\$1,503,543	\$1,752,786	\$1,831,315	\$78,529	4.5%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Human Resources Specialist II	2.0	2.0	2.0	2.0	0.0	0.0%
Human Resources Specialist III	4.0	4.0	4.0	4.0	0.0	0.0%
Human Resources Specialist IV	1.0	1.0	1.0	1.0	0.0	0.0%
Human Resources Specialist Trainee	0.0	0.0	0.0	2.0	2.0	100%
Human Resources Specialist V	4.0	4.0	4.0	4.0	0.0	0.0%
Human Resources Technician II	4.0	4.0	4.0	4.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	18.0	18.0	18.0	20.0	2.0	11.1%

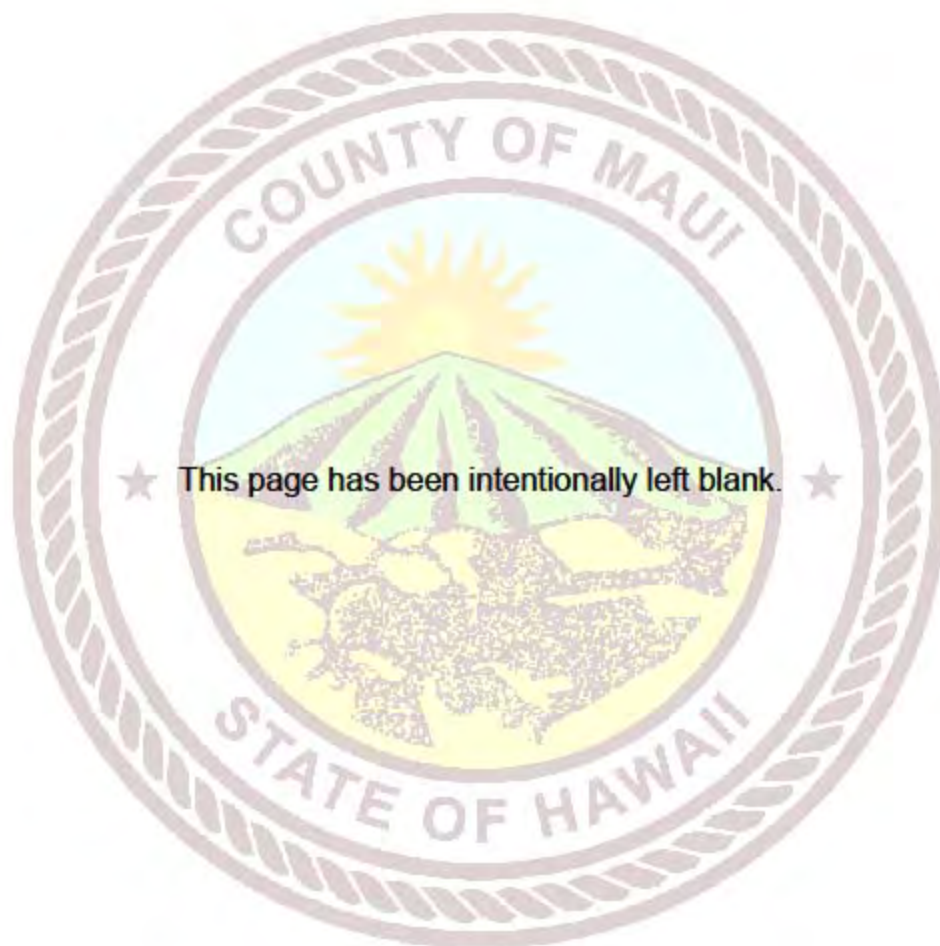
Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
908012A-5101 Regular Wages: Adjustments in salaries due to reallocation of various positions, positions filled at a lower level, and 2% increase for Director and Deputy Director per Salary Commission.	-\$26,879	0.0
Operations		
None	\$0	
Equipment		
None	\$0	

Administration and Management Support Services Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
908012A-5101 Regular Wages: Proposed expansion position for 2.0 Human Resources Specialist Trainee in FY 2021.	\$58,208	2.0
Operations		
SERVICES:		
908012B-6132 Professional Services: \$20,000 Additional funding for e-learning content and \$20,000 for leadership development training.	\$40,000	
SPECIAL PROJECT:		
908012B-6406 Employees Awards Program: Increase funding for additional employee events.	\$3,200	
Equipment		
MACHINERY & EQUIPMENT:		
908012B-7042 Office Equipment: Purchase of a desk/workstation for the proposed expansion for Human Resources Specialist Trainee.	\$4,000	
TOTAL EXPANSION BUDGET	\$105,408	2.0



Planning

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

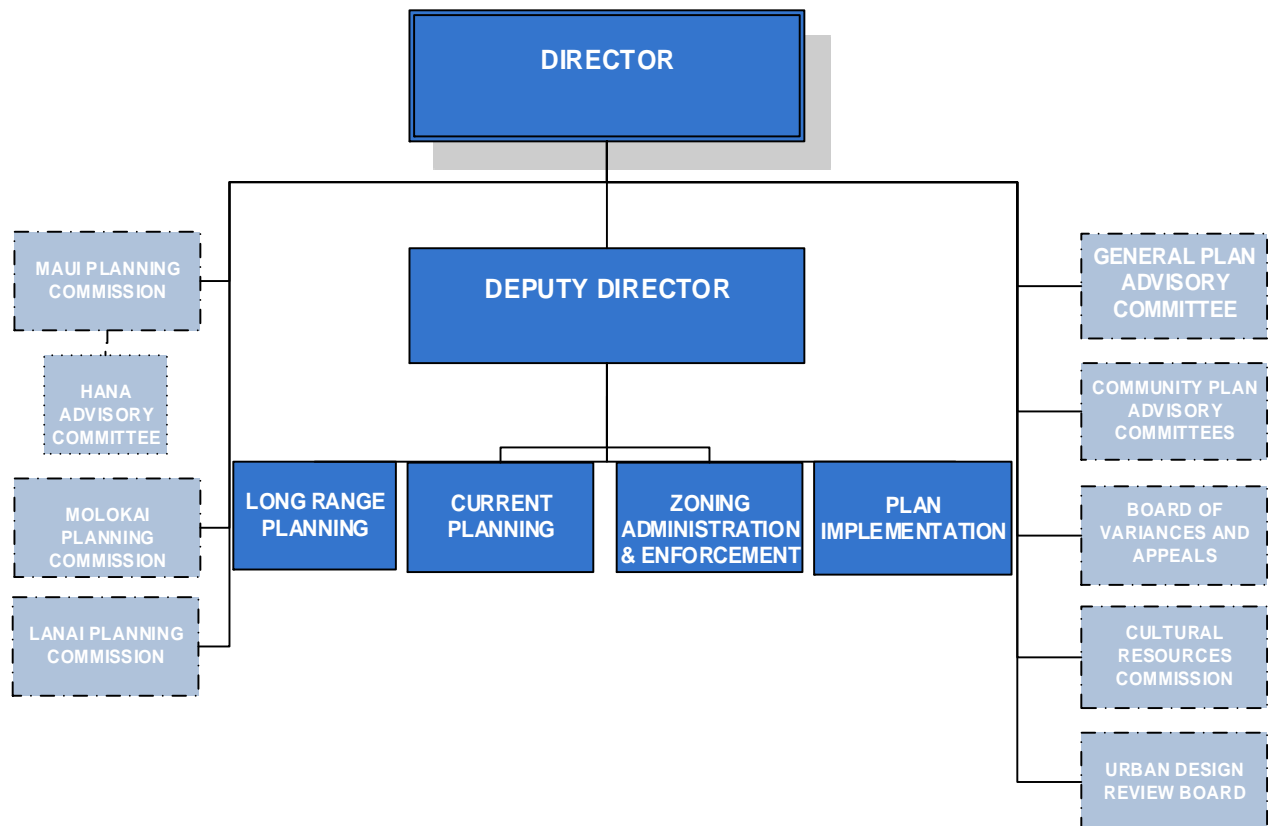
The purpose of the Department of Planning is to manage growth in a sustainable manner that balances our economy, culture, and environment.

Countywide Outcomes

The Department of Planning supports the following countywide outcomes:

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Organization Chart



Department Summary

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 plans and regional community plans to advance and implement the Countywide Policy Plan and Maui Island Plan. 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.
2. Administer, track and implement long-range plans by taking initiatives assigned to the Department, such as drafting proposed ordinances, and tracking other departments' assigned actions.
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, community benefit and support, 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 through applications such as building permits and subdivisions. 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). Additionally, the Department staffs the Community Plan Advisory Committees (CPACs). Most of these agencies have final approval authority on many development applications, 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 CPACs 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

Department Summary**Operation's (Cont'd)**

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.

External Factors Description

There are several key external factors that impact the Department of Planning's operations:

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.

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.

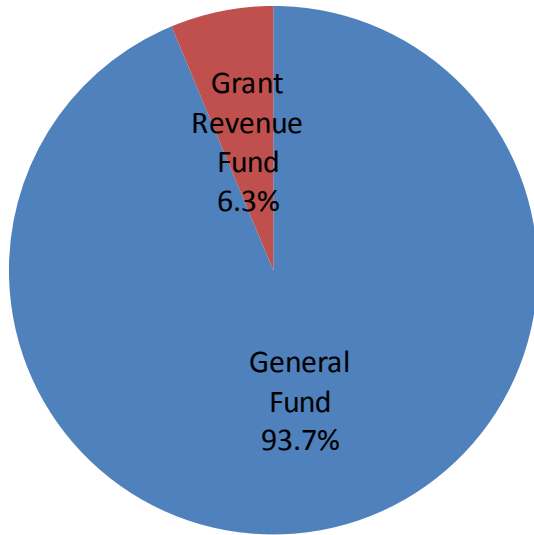
The State's and County's affordable housing crisis puts pressure on the Department to process housing development applications and building permits quickly, while community concerns about overdevelopment and potential impacts to infrastructure, natural and cultural resources, and quality of life put pressure on the Department to slow down. Either way, projects must be appropriately reviewed and analyzed, though balancing these different interests can be challenging. The housing crisis, coupled with the gig economy and the proliferation of "hosting platforms" such as VRBO and AirBnB, also places demands on the Department's enforcement of illegal vacation rentals and its administration of zoning codes that allow lawful vacation rentals.

Lastly, climate change and sea level rise have resulted in a greater need for pro-active planning, especially along the shoreline, where homes, resorts, roadways, public infrastructure and other types of development are threatened by a variety of coastal hazards.

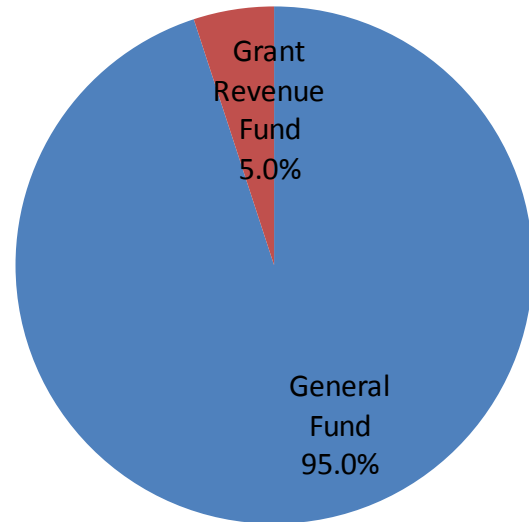
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

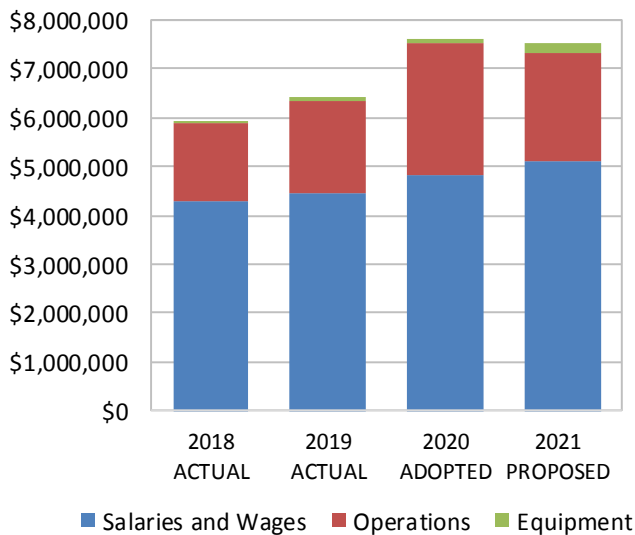


FY 2021 Total Equivalent Personnel

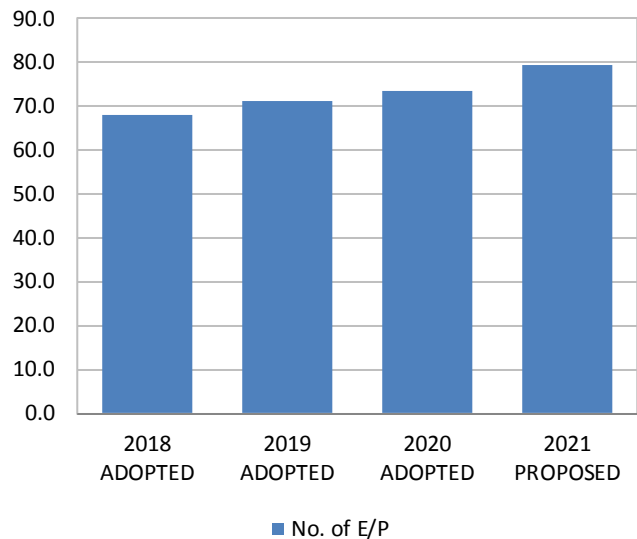


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$93,792	\$174,071	\$84,351	\$87,325	\$2,974	3.5%
WAGES & SALARIES	\$4,196,732	\$4,295,136	\$4,753,906	\$5,026,965	\$273,059	5.7%
Salaries and Wages Total	\$4,290,524	\$4,469,207	\$4,838,257	\$5,114,290	\$276,033	5.7%
Operations						
MATERIALS & SUPPLIES	\$51,544	\$53,802	\$49,500	\$65,000	\$15,500	31.3%
OTHER COSTS	\$767,746	\$750,547	\$1,055,690	\$1,306,731	\$251,041	23.8%
SERVICES	\$517,505	\$882,823	\$1,224,500	\$537,500	-\$687,000	-56.1%
TRAVEL	\$97,706	\$72,895	\$110,500	\$115,500	\$5,000	4.5%
UTILITIES	\$11,694	\$9,912	\$16,634	\$14,000	-\$2,634	-15.8%
INTERFUND COST RECLASSIFICATION	\$140,692	\$99,920	\$213,138	\$174,241	-\$38,897	-18.2%
Operations Total	\$1,586,886	\$1,869,898	\$2,669,962	\$2,212,972	-\$456,990	-17.1%
Equipment						
LEASE PURCHASES	\$20,138	\$8,375	\$34,000	\$37,000	\$3,000	8.8%
MACHINERY & EQUIPMENT	\$11,598	\$53,997	\$64,000	\$154,000	\$90,000	140.6%
Equipment Total	\$31,737	\$62,372	\$98,000	\$191,000	\$93,000	94.9%
Department Total	\$5,909,147	\$6,401,477	\$7,606,219	\$7,518,262	-\$87,957	-1.2%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration and Planning Program	68.0	71.0	73.5	79.5	6.0	8.2%
Department Total	68.0	71.0	73.5	79.5	6.0	8.2%

Administration and Planning Program

Program Description

The Department of Planning functions as one program with the general responsibilities of processing permit applications, preparing and implementing long-range plans, and enforcing land use regulations. Its responsibilities are defined by the Revised Charter of the County of Maui (1983), as amended, Article 8, Chapter 8, including serving as technical advisor to the Mayor, Council and planning commissions on all planning matters; recommending revisions to the General Plan and community plans; administering and enforcing a cultural resources program, administering and enforcing land use laws and regulations; and reviewing capital improvement projects. Additionally, the Charter describes the Department as including the three planning commissions and the BVA, and describes their duties and functions.

The Department's boards and commissions are further described in Title 2, Maui County Code, relating to County Departments. Many of the Department's duties and its authority are incorporated in Title 19, Maui County Code, relating to Zoning.

Countywide Outcomes

The Administration and Planning Program supports the following countywide outcomes:

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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, variances, appeals, flood zone permits, 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 all of the county's community plans; implements 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	1,845	2,000	2,000
	% of building permits reviewed within 30 days	35%	100%	75%
	# of zoning verifications performed	4,933	2,000	4,500
	# of zoning complaints investigated	591	500	650

Administration and Planning Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 closed / brought into compliance without a Notice of Violation	68%	90%	75%
	% of zoning complaints resulting in a Notice of Violation	32%	10%	25%
	# of Bed and Breakfast Home and Short-term Rental Home permits and renewals issued	55	65	60
	# of Sign and Banner permits issued	366	350	350
	# of Flood Development permits issued	80	80	80
	# of Special Management Area exemptions issued	551	250	250
	# of Special Management Area minor permits approved	81	75	75
	# Special Management Area and Shoreline permits approved to address shoreline emergencies	N/A	N/A	10
	# of formal, written Requests for Comments answered	206	100	350
<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.</i>				
1. Update the department's website with proposed and enacted legislation, frequently asked questions, and other timely information	# of website updates	86	100	25
2. Conduct public meetings for boards, commissions and community plan advisory committees	# of public meetings conducted	120	100	100
	% of planning commission decisions that substantially follow the department's recommendations	90%	85%	85%

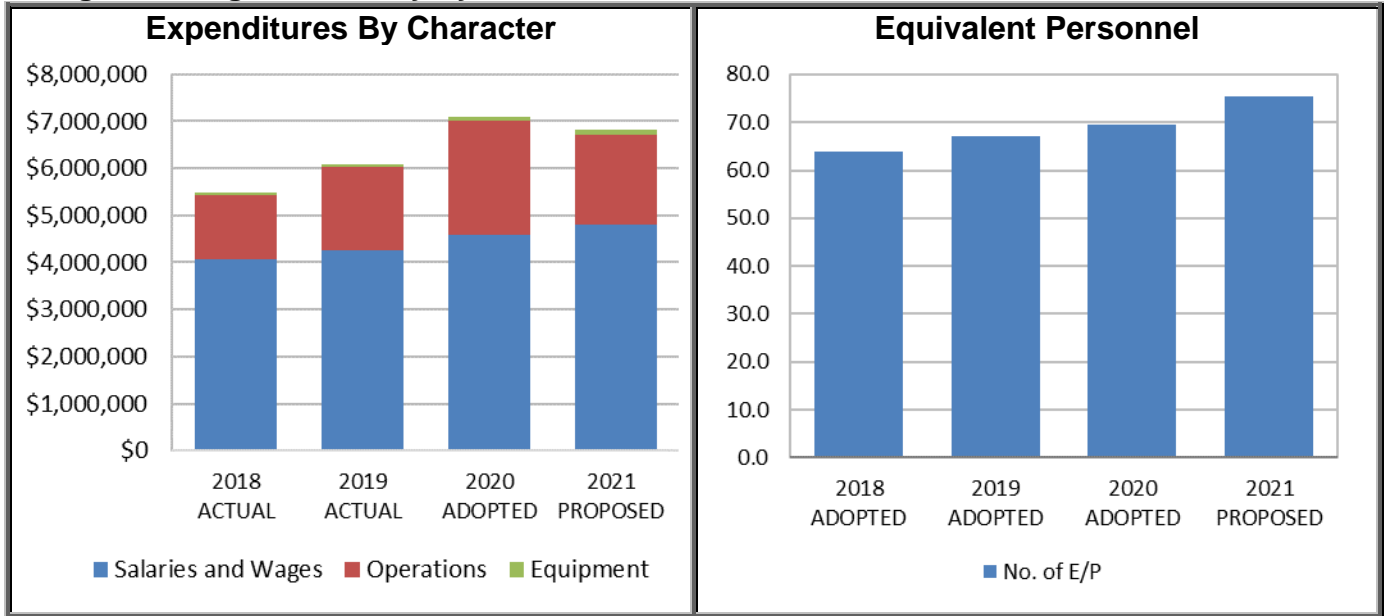
Administration and Planning Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	15	25	15
	# of people who attended public meetings	595	400	400
4. Update the community plan website "We Are Maui" with information pertaining to the process, events, surveys, and plan content	# of website updates	66	25	75
	# of respondents to website surveys	389	50	250
	# of visits to the website	7,392	100	5,000
<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	8	5	5
2. Initiate implementation of the Maui Island Plan and the community plans	# of implementing actions initiated by department	1	4	3
3. Assist government and private entities with Maui Island Plan and community plan implementation	# of implementing actions assisted by department	N/A	N/A	4

Administration and Planning Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$90,780	\$166,639	\$76,676	\$76,676	\$0	N/A
WAGES & SALARIES	\$3,965,628	\$4,086,965	\$4,498,090	\$4,771,149	\$273,059	6.1%
Salaries and Wages Total	\$4,056,408	\$4,253,604	\$4,574,766	\$4,847,825	\$273,059	6.0%
Operations						
MATERIALS & SUPPLIES	\$50,756	\$53,027	\$48,500	\$64,000	\$15,500	32.0%
OTHER COSTS	\$767,236	\$750,012	\$1,055,690	\$1,306,731	\$251,041	23.8%
SERVICES	\$464,500	\$882,823	\$1,199,500	\$512,500	-\$687,000	-57.3%
TRAVEL	\$89,955	\$69,292	\$107,500	\$112,500	\$5,000	4.7%
UTILITIES	\$11,694	\$9,912	\$15,634	\$13,000	-\$2,634	-16.8%
Operations Total	\$1,384,140	\$1,765,065	\$2,426,824	\$2,008,731	-\$418,093	-17.2%
Equipment						
LEASE PURCHASES	\$20,138	\$8,375	\$32,000	\$35,000	\$3,000	9.4%
MACHINERY & EQUIPMENT	\$11,598	\$53,997	\$64,000	\$154,000	\$90,000	140.6%
Equipment Total	\$31,737	\$62,372	\$96,000	\$189,000	\$93,000	96.9%
Program Total	\$5,472,285	\$6,081,041	\$7,097,590	\$7,045,556	-\$52,034	-0.7%

Administration and Planning Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Planning Officer	1.0	1.0	1.0	2.0	1.0	100.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
GIS Analyst III	0.0	0.0	0.0	1.0	1.0	100%
GIS Analyst V	4.0	4.0	4.0	4.0	0.0	0.0%
GIS Analyst VI	1.0	1.0	1.0	1.0	0.0	0.0%
Information and Education Specialist I	1.0	1.0	1.0	1.0	0.0	0.0%
Land Use and Building Plans Examiner	2.0	2.0	2.0	2.0	0.0	0.0%
Land Use and Building Plans Technician	2.0	2.0	2.0	2.0	0.0	0.0%
Land Use and Plans Examiner	0.0	0.0	0.0	1.0	1.0	100%
Land Use Permit Clerk	5.0	5.0	5.0	5.0	0.0	0.0%
Office Operations Assistant II	2.0	3.0	3.0	3.0	0.0	0.0%
Planner I	0.0	0.0	0.0	1.0	1.0	100%
Planner II	0.0	0.0	1.0	2.0	1.0	100.0%
Planner III	2.0	2.0	2.0	3.0	1.0	50.0%
Planner IV	4.0	4.0	4.0	4.0	0.0	0.0%
Planner IV (Molokai)	1.0	1.0	1.0	1.0	0.0	0.0%
Planner V	12.0	12.0	13.5	13.5	0.0	0.0%
Planner VI	4.0	4.0	4.0	4.0	0.0	0.0%
Planning Program Administrator	3.0	3.0	3.0	3.0	0.0	0.0%
Planning Program Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	2.0	2.0	2.0	2.0	0.0	0.0%
Secretary to Boards/Commissions II	4.0	4.0	4.0	4.0	0.0	0.0%
Senior Land Use and Building Plans	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Zoning Inspector	2.0	2.0	2.0	2.0	0.0	0.0%
Zoning Inspector I	0.0	1.0	1.0	1.0	0.0	0.0%
Zoning Inspector II	4.0	4.0	4.0	4.0	0.0	0.0%
Zoning Inspector Trainee	0.0	1.0	1.0	1.0	0.0	0.0%
Program Total	64.0	67.0	69.5	75.5	6.0	8.6%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
909010A-5101 Regular Wages: Adjustments in salaries based on 2% increase for Director and Deputy Director per salary commission, position reallocations, and positions filled at a lower/higher step.	\$52,048	0.0
Operations		
SERVICES:		
909010B-6132 Professional Services: Deletion of one-time appropriation approved in FY 2020.	-\$480,000	
909018B-6132 Professional Services: Deletion of one-time appropriation approved in FY 2020 for matching funds.	-\$125,000	

Administration and Planning Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
909020B-6132 Professional Services: Deletion of one-time appropriation approved in FY 2020 for permit cost recovery plan, and traffic and development impact for studies.	-\$75,000	
909013B-6132 Professional Services: Deletion of one-time appropriation approved in FY 2020.	-\$15,000	
OTHER COSTS:		
909029B-6317 County grant subsidy: Deletion of one-time appropriation in FY 2020 for Restoration Plan.	-\$30,000	
909186B-6317 County grant subsidy: Deletion of one-time appropriation in FY 2020 for matching funds.	-\$100,000	
Equipment		
MACHINERY & EQUIPMENT:		
909010C-7040 Motor Vehicles: Deletion of equipment approved in FY 2020, one-time appropriation.	-\$60,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
909010A-5101 Regular Wages: Proposed expansion positions in FY 2021 for 1.0 Geographic Information Analyst III, 1.0 E/P Planner III, 1.0 E/P Land Use and Plans Examiner, 1.0 E/P Planner II and 1.0 E/P Planner I.	\$221,011	6.0
Operations		
MATERIALS & SUPPLIES:		
909010B-6037 Office Supplies: Additional funding based on historic spending.	\$10,500	
909010B-6071 Copier Supplies: Additional funding based on historic spending.	\$5,000	
SERVICES:		
909010B-6129 Other Services: Additional funding based on historic spending.	\$5,000	
919010B-6130 Printing & Binding: Additional funding based on historic spending.	\$3,000	
TRAVEL:		
909010B-6223 Per Diem Reportable Non-Taxable: Additional funding based on historic spending.	\$5,000	
OTHER COSTS:		
909010B-6221 Miscellaneous Other Costs: Additional funding based on historic spending.	\$4,310	
909010B-6235 Rentals: Additional funding due to the proposed expansion positions.	\$75,000	
909183B-6317 County Grant Subsidy: Additional funding to shift to federal budget cycle.	\$57,000	
909367B-6317 County Grant Subsidy: Additional funding to shift to federal budget cycle.	\$44,731	
909185B-6317 County Grant Subsidy: Grant to private properties to make public shoreline access amenities ADA compliant.	\$200,000	
Equipment		
MACHINERY & EQUIPMENT:		
909010C-7040 Motor Vehicles: Purchase of 2 standard SUV vehicles for Molokai and Maui at \$35,000 each.	\$70,000	

Administration and Planning Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY & EQUIPMENT:		
909010C-7042 Office Equipment: Additional funding to renovate workstation due to the proposed expansion positions.	\$60,000	
909010C-7031 Computer Equipment: Replacement of 4 workstations for the Long Range Division at \$3,000 each and purchase of 5 iPads for MAPPS project at \$1,200 each.	\$18,000	
909010C-7043 Office Furniture: Chairs, desks, etc. for the 6.0 proposed expansion positions at \$1,000 each.	\$6,000	
TOTAL EXPANSION BUDGET	\$784,552	6.0

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Small Town Planning	-\$15,178	\$0	\$0	\$0
University of Hawaii Maui College Sea Grant	\$103,935	\$103,992	\$104,000	\$148,731
Wailuku First Friday Events	\$0	\$0	\$0	\$0
Dune Management and Public Shoreline Access	N/A	N/A	\$100,000	\$157,000
ADA Shoreline Access	N/A	N/A	N/A	\$200,000
Transit Oriented Development	N/A	N/A	\$100,000	\$0
Lahaina Restoration Foundation -- Old Pioneer Mill Office Restoration	N/A	N/A	\$30,000	\$0
TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION & PLANNING PROGRAM	\$88,757	\$103,992	\$334,000	\$505,731

County Grant Subsidy Program Description

University of Hawaii Maui College Sea Grant

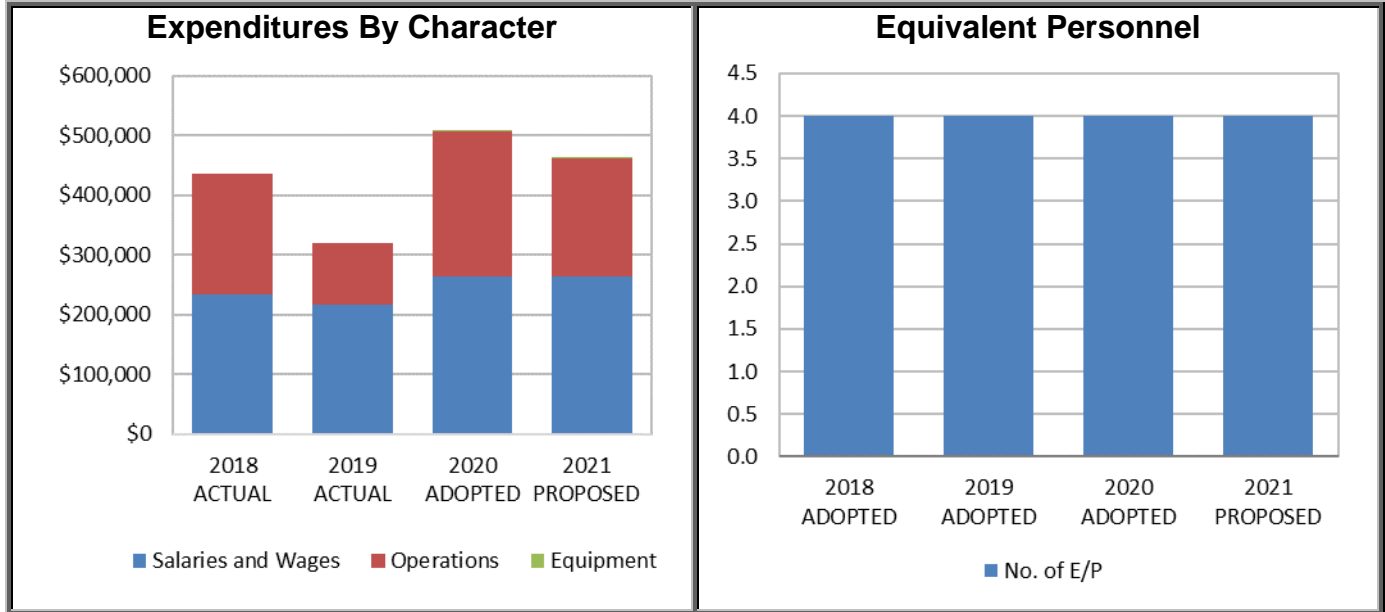
FY 2017 Grant funding provided 80% of the salary, 35% employee fringe and nominal indirect costs (3.5%) for the University of Hawaii Maui College Sea Grant extension agent on Maui, who essentially works full-time with the Planning Department's shoreline planners and assists with the County's compliance 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 2021.

Dune Management and Public Shoreline Access

This is a continuation from FY2020: 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 been run by volunteers; it would also facilitate public coastal access such as improving existing shoreline access points and recommending new locations.

Administration and Planning Program
County Grant Subsidy Program Description (cont'd)
ADA Shoreline Access

Grant to private properties to make public shoreline access amenities ADA compliant.

Program Budget Summary by Fiscal Year – Grant Revenue Fund

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$3,012	\$7,432	\$7,675	\$10,649	\$2,974	38.7%
WAGES & SALARIES	\$231,104	\$208,171	\$255,816	\$255,816	\$0	N/A
Salaries and Wages Total	\$234,116	\$215,603	\$263,491	\$266,465	\$2,974	1.1%
Operations						
MATERIALS & SUPPLIES	\$788	\$775	\$1,000	\$1,000	\$0	N/A
OTHER COSTS	\$510	\$535	\$0	\$0	\$0	N/A
SERVICES	\$53,005	\$0	\$25,000	\$25,000	\$0	N/A
TRAVEL	\$7,751	\$3,603	\$3,000	\$3,000	\$0	N/A
UTILITIES	\$0	\$0	\$1,000	\$1,000	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$140,692	\$99,920	\$213,138	\$174,241	-\$38,897	-18.2%
Operations Total	\$202,746	\$104,833	\$243,138	\$204,241	-\$38,897	-16.0%
Equipment						
LEASE PURCHASES	\$0	\$0	\$2,000	\$2,000	\$0	N/A
Equipment Total	\$0	\$0	\$2,000	\$2,000	\$0	N/A
Program Total	\$436,862	\$320,436	\$508,629	\$472,706	-\$35,923	-7.1%

Administration and Planning Program

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Land Use Permit Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Planner V	3.0	3.0	3.0	3.0	0.0	0.0%
Program Total	4.0	4.0	4.0	4.0	0.0	0.0%

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 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%	\$386,694	\$414,005	\$483,629	\$447,706
Transit - Oriented Development	No	Yes \$100,000	N/A	N/A	\$500,000	\$0
Important Agricultural Lands Designation	No	Yes 50%/50%	N/A	N/A	\$125,000	\$0
TOTAL			\$411,694	\$439,005	\$1,133,629	\$472,706

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.

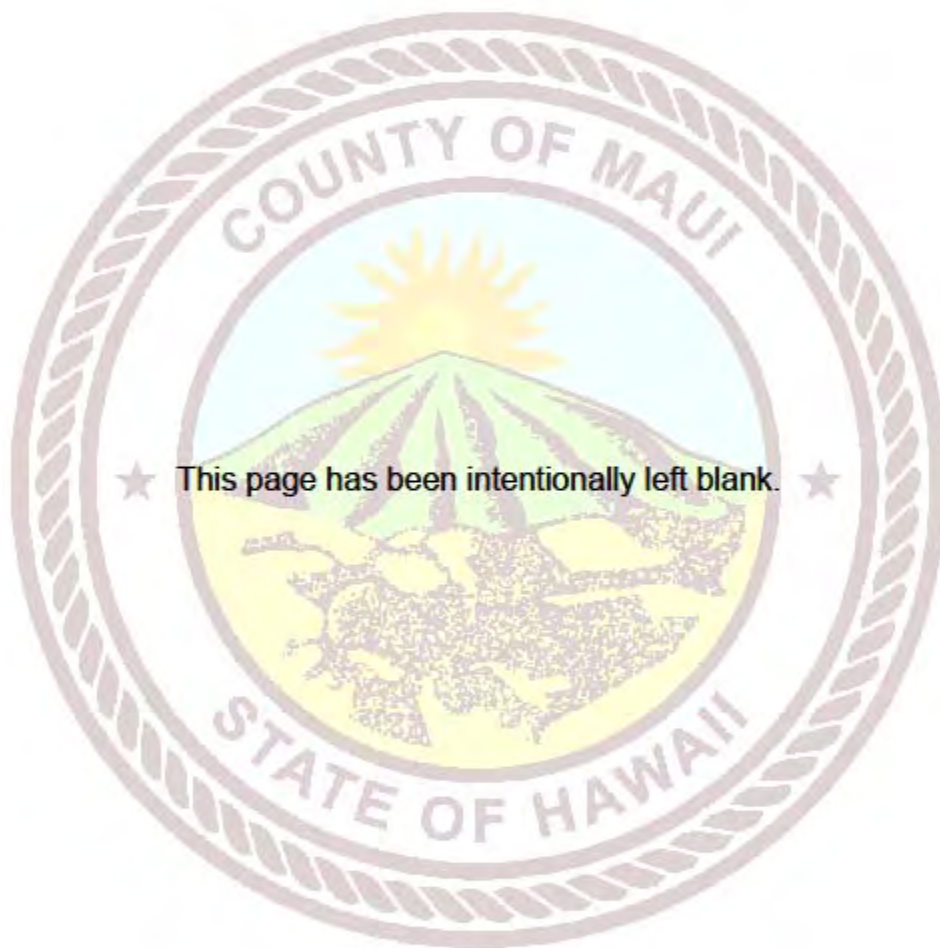
Coastal Zone Management Program

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

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

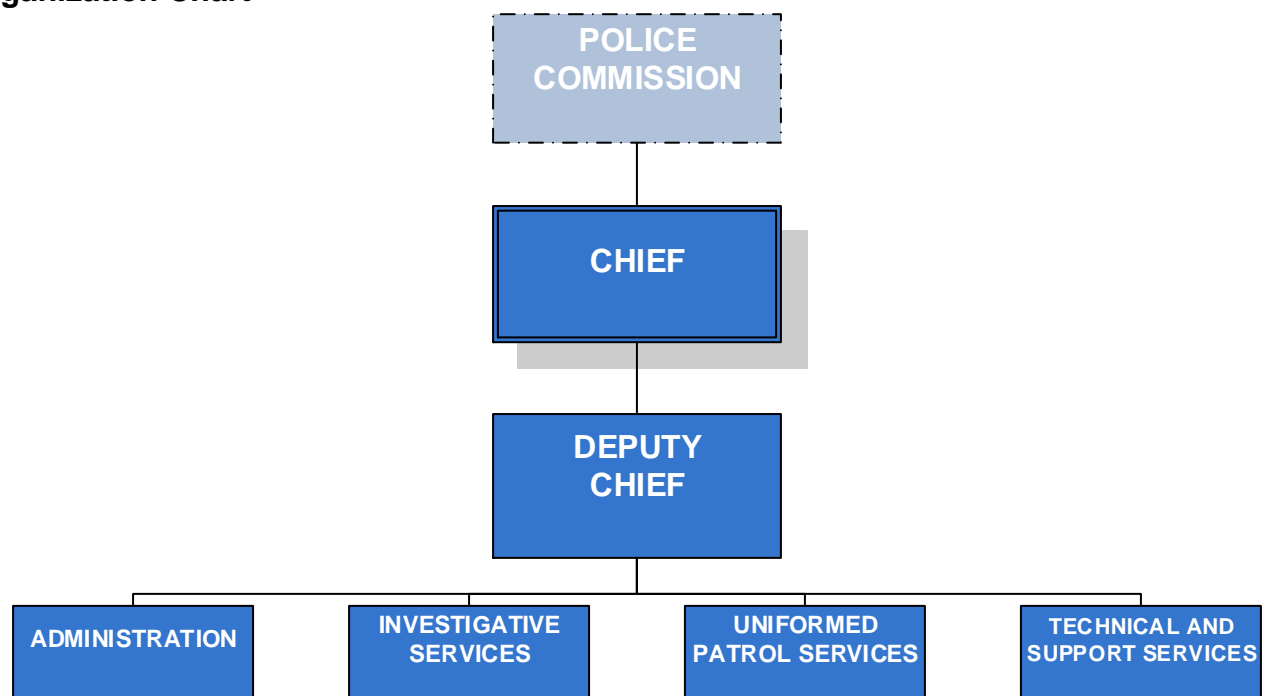
The purpose of the Maui Police Department (MPD) is to ensure a safe community through the preservation of public and domestic peace, prevention of crime, detection and arrest of offenders of the law, protection of personal and property rights, and the enforcement of all federal and state laws and county ordinances.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Organization Chart



Strategies

- Enhance personnel development by maintaining a versatile and disciplined Police Department 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. Provide 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; providing 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.

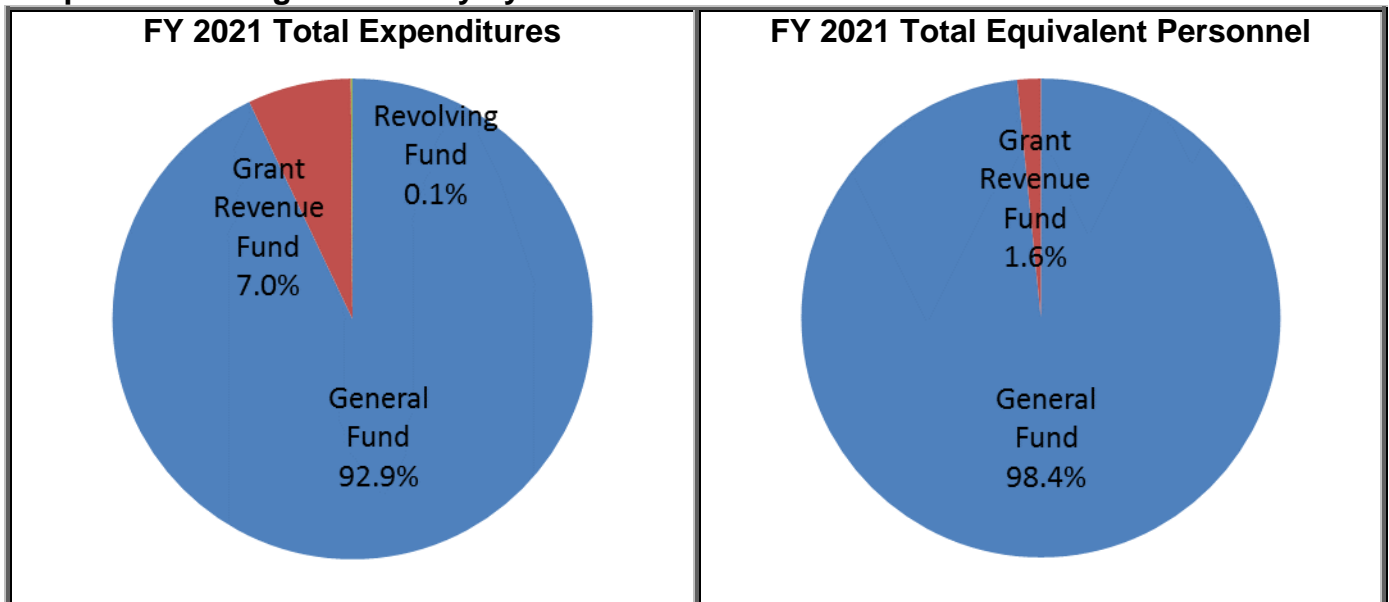
- The Administration Program provides effective overall administration of the Department in the management and direction of its employees. It establishes priorities and directs operations toward the preservation of public peace, prevention of crime, detection and arrest of offenders of the law, protection 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.

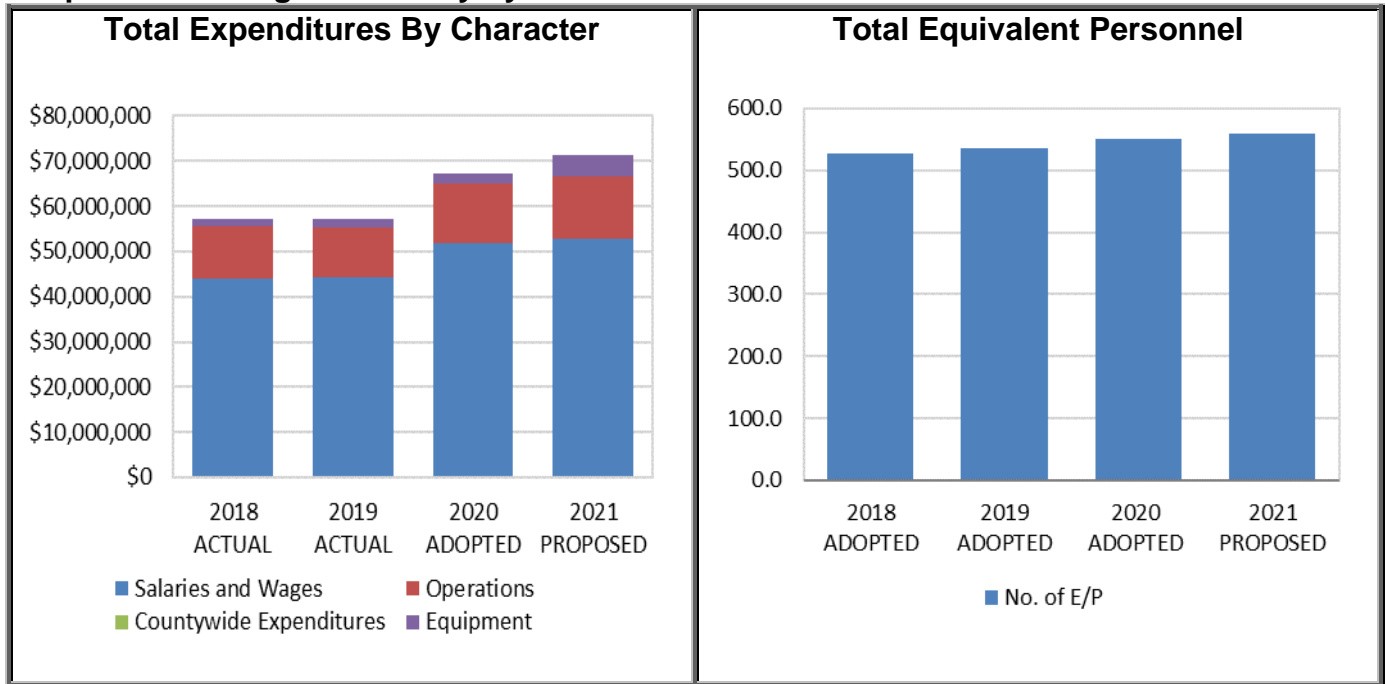
External Factors Description

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

Department Summary

Department Budget Summary by Fiscal Year



Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$7,170,345	\$8,298,450	\$6,920,476	\$6,923,890	\$3,414	0.0%
WAGES & SALARIES	\$36,747,525	\$36,095,659	\$45,083,067	\$45,980,292	\$897,225	2.0%
Salaries and Wages Total	\$43,917,870	\$44,394,109	\$52,003,543	\$52,904,182	\$900,639	1.7%
Operations						
MATERIALS & SUPPLIES	\$1,566,193	\$1,711,818	\$2,196,808	\$2,241,973	\$45,165	2.1%
OTHER COSTS	\$1,619,555	\$1,469,369	\$1,800,269	\$1,859,781	\$59,512	3.3%
SERVICES	\$5,258,369	\$4,696,802	\$5,797,832	\$6,305,719	\$507,887	8.8%
SPECIAL PROJECTS			\$15,000	\$15,000	\$0	N/A
TRAVEL	\$802,987	\$763,183	\$888,050	\$921,550	\$33,500	3.8%
UTILITIES	\$2,296,704	\$2,088,526	\$2,230,301	\$2,259,091	\$28,790	1.3%
BUDGETED EXPENDITURES	\$36,715	\$18,460	\$36,500	\$36,500	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$214,531	\$195,640	\$0	\$0	\$0	N/A
Operations Total	\$11,795,053	\$10,943,798	\$12,964,760	\$13,639,614	\$674,854	5.2%
Countywide Expenditures						
OTHER COSTS	\$33,720	\$33,720	\$33,700	\$33,700	\$0	N/A
Countywide Expenditures Total	\$33,720	\$33,720	\$33,700	\$33,700	\$0	N/A
Equipment						
LEASE PURCHASES	\$3,086	\$9,855	\$9,900	\$9,900	\$0	N/A
MACHINERY & EQUIPMENT	\$1,326,893	\$1,866,761	\$2,229,161	\$4,664,504	\$2,435,343	109.2%
Equipment Total	\$1,329,980	\$1,876,616	\$2,239,061	\$4,674,404	\$2,435,343	108.8%
Department Total	\$57,076,623	\$57,248,244	\$67,241,064	\$71,251,900	\$4,010,836	6.0%

Department Summary

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	24.0	24.0	24.0	26.0	2.0	8.3%
Investigative Services Program	106.0	106.0	106.0	106.0	0.0	0.0%
Technical and Support Services Program	104.5	106.5	121.5	123.0	1.5	1.2%
Uniformed Patrol Services Program	292.7	298.7	298.7	303.7	5.0	1.7%
Department Total	527.2	535.2	550.2	558.7	8.5	1.5%

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 Affordable, Healthy, and Thriving Community
- A Well-planned Public Infrastructure
- 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.

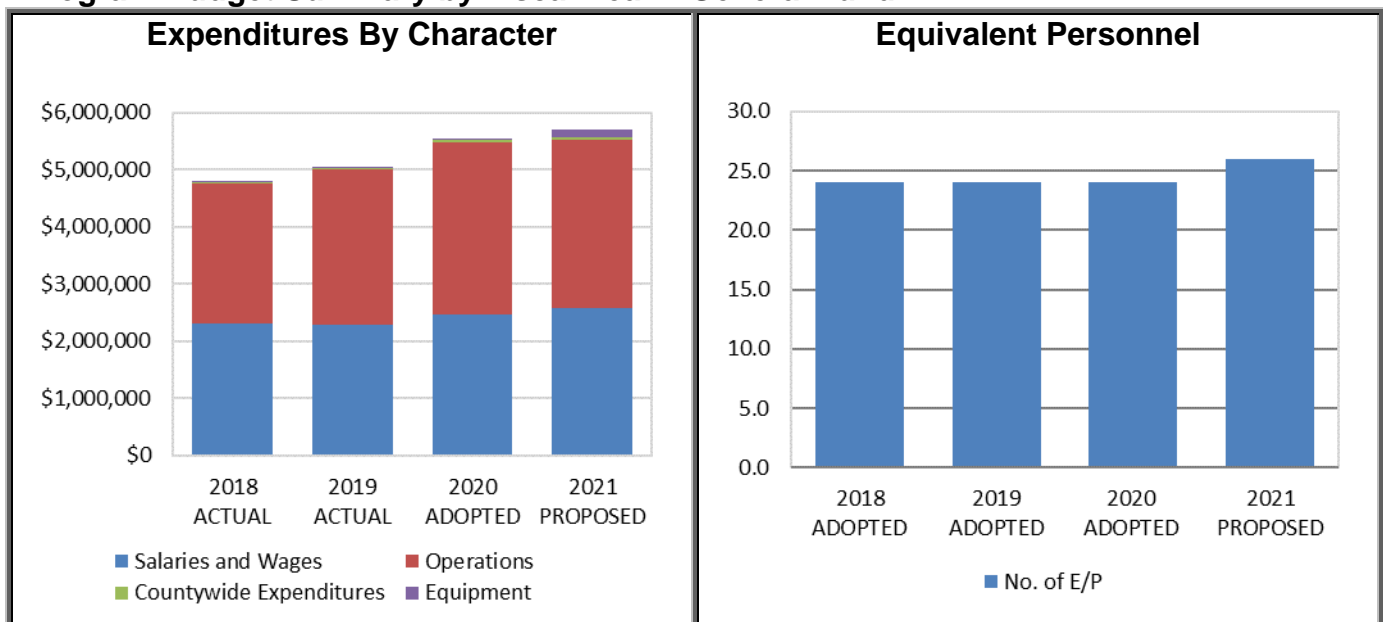
Quality Assurance conducts staff inspections and monitors the level of compliance with standards for law enforcement agencies established by CALEA. This unit also includes the Department's intelligence and research analysis function.

Administration Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	95%	95%	95%
3. Develop and sustain a sufficient and effective workforce through diligent and selective hiring practices	% of authorized positions filled	85%	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

Program Budget Summary by Fiscal Year – General Fund



Administration Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$84,828	\$117,078	\$102,028	\$102,028	\$0	N/A
WAGES & SALARIES	\$2,221,891	\$2,169,058	\$2,373,006	\$2,477,733	\$104,727	4.4%
Salaries and Wages Total	\$2,306,720	\$2,286,136	\$2,475,034	\$2,579,761	\$104,727	4.2%
Operations						
MATERIALS & SUPPLIES	\$428,820	\$551,373	\$583,844	\$583,844	\$0	N/A
OTHER COSTS	\$765,809	\$728,461	\$933,285	\$949,285	\$16,000	1.7%
SERVICES	\$144,787	\$200,138	\$302,469	\$211,077	-\$91,392	-30.2%
TRAVEL	\$456,681	\$490,106	\$432,250	\$432,250	\$0	N/A
UTILITIES	\$612,355	\$716,962	\$717,589	\$731,155	\$13,566	1.9%
BUDGETED EXPENDITURES	\$36,715	\$18,460	\$36,500	\$36,500	\$0	N/A
Operations Total	\$2,445,167	\$2,705,500	\$3,005,937	\$2,944,111	-\$61,826	-2.1%
Countywide Expenditures						
OTHER COSTS	\$33,720	\$33,720	\$33,700	\$33,700	\$0	N/A
Countywide Expenditures Total	\$33,720	\$33,720	\$33,700	\$33,700	\$0	N/A
Equipment						
LEASE PURCHASES	\$3,086	\$9,855	\$9,900	\$9,900	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$128,500	\$128,500	N/A
Equipment Total	\$3,086	\$9,855	\$9,900	\$138,400	\$128,500	1298.0%
Program Total	\$4,788,693	\$5,035,211	\$5,524,571	\$5,695,972	\$171,401	3.1%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk II	1.0	1.0	1.0	1.0	0.0	0.0%
Accountant II	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Assistant I	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Police Chief	3.0	3.0	3.0	3.0	0.0	0.0%
Business Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Chief of Police	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Department Personnel Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Police Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Grants Management Operations Assistant	0.0	0.0	0.0	1.0	1.0	100%
Intelligence and Research Analyst	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Police Captain	2.0	2.0	2.0	2.0	0.0	0.0%
Police Detective	2.0	2.0	2.0	2.0	0.0	0.0%
Police Lieutenant	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III	2.0	2.0	2.0	2.0	0.0	0.0%
Police Psychologist II	0.0	0.0	0.0	1.0	1.0	100%
Police Sergeant	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary III	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	24.0	24.0	24.0	26.0	2.0	8.3%

Administration Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

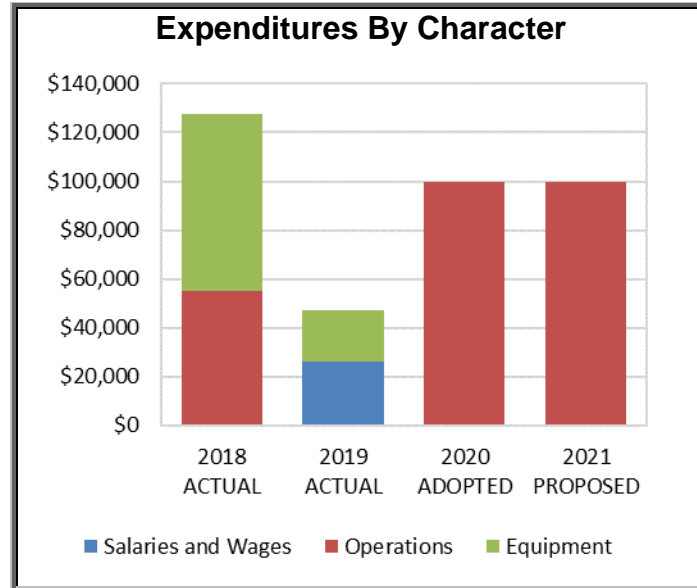
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910018A-5101 Regular Wages: 2% increase for Chief of Police and Deputy Police Chief per Salary Commission, 2% ATB per BU12 contract.	\$19,237	0.0
Operations		
SERVICES:		
910018B-6132 Professional Services: Deletion of one-time appropriations for HSLEOA, FBINA, and Radio Shop Assessment.	-\$140,000	
UTILITIES:		
910018B-6120 Electricity: Inflationary adjustment.	\$11,768	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910141A-5101 Regular Wages: Expansion positions Grants Management Operations Assistant and Police Psychologist II, 8 months salary each.	\$69,608	2.0
Operations		
SERVICES:		
910018B-6132 Professional Services: Purchase of POBITS and CORDICO Wellness.	\$36,500	
910018B-6101 Advertisement: Increase for promoting the Department/Recruiting.	\$10,000	
OTHER COSTS:		
910034B-6221 Miscellaneous Other Costs: Training for surveillance and security equipment.	\$16,000	
UTILITIES:		
910141B-6152 Cellular Telephone: For expansion positions.	\$500	
Equipment		
910018C-7044 Other Equipment: Workstations for reconfigured office space.	\$12,000	
910034C-7051 Security Equipment: Surveillance and Security Analyzer.	\$115,000	
910141C-7043 Office Furniture: For expansion positions.	\$1,500	
TOTAL EXPANSION BUDGET	\$261,108	2.0

Administration Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY		\$26,013	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$26,013	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$53,215	\$683	\$0	\$0	\$0	N/A
OTHER COSTS	-\$13,647	-\$8,441	\$0	\$0	\$0	N/A
SERVICES	-\$616	-\$13	\$0	\$0	\$0	N/A
TRAVEL	\$16,267	-\$1,496	\$100,000	\$100,000	\$0	N/A
UTILITIES		-\$522	\$0	\$0	\$0	N/A
Operations Total	\$55,219	-\$9,789	\$100,000	\$100,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$72,466	\$21,004	\$0	\$0	\$0	N/A
Equipment Total	\$72,466	\$21,004	\$0	\$0	\$0	N/A
Program Total	\$127,685	\$37,229	\$100,000	\$100,000	\$0	N/A

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
State and Federal Assets Forfeiture Program	No	No	\$100,000	\$100,000	\$100,000	\$100,000
TOTAL			\$100,000	\$100,000	\$100,000	\$100,000

Grant Award Description

State and Federal Assets Forfeiture Program

Pursuant to United States Code, Title 21, Section 821 and Chapter 712A, Hawaii Revised Statutes, 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 Affordable, Healthy, and Thriving Community
- 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.

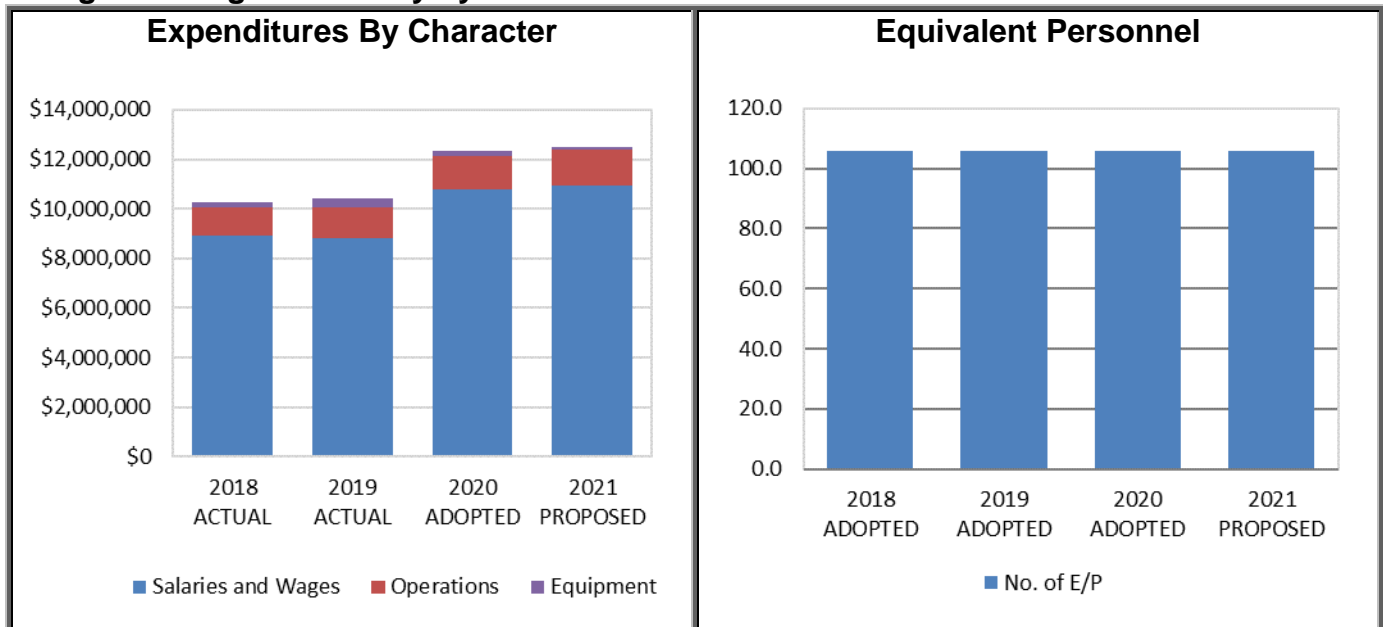
The Special Response Team (SRT) provides special weapons and tactical support to the Department in high risk situations.

Investigative Services Program

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	59%	25%	25%
	# of Vice search warrants cleared by arrest	160	145	145

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$708,279	\$829,760	\$691,970	\$691,970	\$0	N/A
WAGES & SALARIES	\$8,214,292	\$7,978,099	\$10,083,241	\$10,263,600	\$180,359	1.8%
Salaries and Wages Total	\$8,922,572	\$8,807,859	\$10,775,211	\$10,955,570	\$180,359	1.7%
Operations						
MATERIALS & SUPPLIES	\$74,417	\$116,510	\$155,855	\$193,745	\$37,890	24.3%
OTHER COSTS	\$124,442	\$133,273	\$148,372	\$148,372	\$0	N/A
SERVICES	\$825,868	\$922,205	\$909,352	\$959,430	\$50,078	5.5%
TRAVEL	\$2,342	\$631	\$2,000	\$2,000	\$0	N/A
UTILITIES	\$124,414	\$98,996	\$125,540	\$126,521	\$981	0.8%
Operations Total	\$1,151,484	\$1,271,615	\$1,341,119	\$1,430,068	\$88,949	6.6%
Equipment						
MACHINERY & EQUIPMENT	\$201,966	\$341,621	\$199,306	\$113,804	-\$85,502	-42.9%
Equipment Total	\$201,966	\$341,621	\$199,306	\$113,804	-\$85,502	-42.9%
Program Total	\$10,276,022	\$10,421,095	\$12,315,636	\$12,499,442	\$183,806	1.5%

Investigative Services Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Criminalist I	1.0	1.0	1.0	1.0	0.0	0.0%
Criminalist II	1.0	1.0	1.0	1.0	0.0	0.0%
Fingerprint & ID Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Juvenile Counselor III	4.0	4.0	4.0	4.0	0.0	0.0%
Office Operations Assistant II	5.0	5.0	5.0	5.0	0.0	0.0%
Office Operations Assistant II (Lahaina)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Captain	2.0	2.0	2.0	2.0	0.0	0.0%
Police Commission Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Police Detective	24.0	24.0	24.0	24.0	0.0	0.0%
Police Detective (Lahaina)	5.0	5.0	5.0	5.0	0.0	0.0%
Police Evidence Specialist II	2.0	2.0	2.0	2.0	0.0	0.0%
Police Evidence Specialist III	1.0	1.0	1.0	1.0	0.0	0.0%
Police Lieutenant	6.0	6.0	6.0	6.0	0.0	0.0%
Police Lieutenant (Lahaina)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer II - SRO (Kalama)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer II - SRO (Lahaina)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer II - SRO (Maui High)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer II - SRO (Waena)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III	21.0	21.0	21.0	21.0	0.0	0.0%
Police Officer III - SRO	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO (Baldwin)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO (Iao)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO (Lokelani)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO (SAS)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO (King K)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III (Canine)	3.0	3.0	3.0	3.0	0.0	0.0%
Police Officer III (DVU)	2.0	2.0	2.0	2.0	0.0	0.0%
Police Sergeant	7.0	7.0	7.0	7.0	0.0	0.0%
Police Sergeant - Forfeiture	1.0	1.0	1.0	1.0	0.0	0.0%
Police Sergeant - Gang Detail	1.0	1.0	1.0	1.0	0.0	0.0%
Police Sergeant - SRO	1.0	1.0	1.0	1.0	0.0	0.0%
Police Sergeant - SRO (Mid School)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Sergeant (DVU)	1.0	1.0	1.0	1.0	0.0	0.0%
Polygraph Examiner	1.0	1.0	1.0	1.0	0.0	0.0%
Specialized Equipment Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Juvenile Counselor	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	106.0	106.0	106.0	106.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910026A-5101 Regular Wages: 2% ATB per BU12 contract.	\$38,526	0.0
910059A-5101 Regular Wages: 2% ATB per BU12 contract.	\$78,450	0.0
910067A-5101 Regular Wages: 2% ATB per BU12 contract.	\$40,245	0.0
Operations		
MATERIALS & SUPPLIES:		
910420B-6035 Miscellaneous Supplies: Deletion of one-time appropriation for additional Pistol Lights, Entry Tools, Goggles, and Ballistic Helmets.	-\$14,540	

Investigative Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

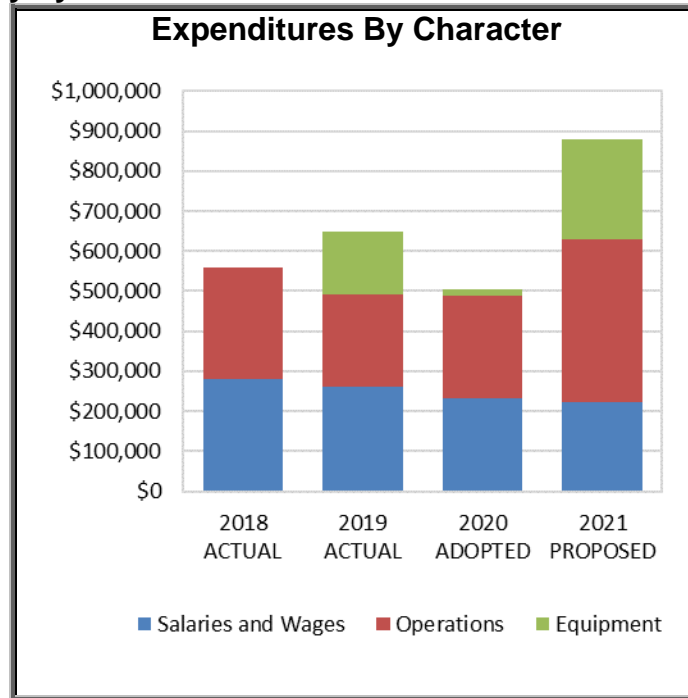
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
910026C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$80,000	
910059C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$10,000	
910420C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$109,306	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None.	\$0	0.0
Operations		
MATERIALS & SUPPLIES:		
910026B-6060 Small Equipment - under \$1000: Office Chairs.	\$2,400	
910059B-6035 Miscellaneous Supplies: Illuminated Swing Arm Magnifier; Forensic Fingerprint Kits; Handheld Meter Detector Wand; Canopy Tent & Weights; Folding Tables/Folding Chairs; Adjustable Desk Chairs; Laminator; Radio Isolation Bags.	\$9,030	
910059B-6060 Small Equipment - under \$1000: Office Desks.	\$3,000	
910067B-6035 Miscellaneous Supplies: Teen Academy; Wireless Earpieces.	\$9,000	
910067B-6060 Small Equipment - under \$1000: Chairs and Desks.	\$6,000	
910420B-6035 Miscellaneous Supplies: Handheld GPS Systems; Rifle & Mission Bags; Helmet Headsets; Ammunition.	\$23,000	
SERVICES:		
910026B-6132 Professional Services: Penlink system service.	\$26,000	
910059B-6132 Professional Services: Software Video enhancement.	\$9,000	
910059B-6138 R & M Services/Contracts: Crime Lab National Accreditation Board assessments; Cellebrite annual service fee.	\$15,000	
Equipment		
MACHINERY AND EQUIPMENT:		
910026C-7044 Other Equipment: Seashore Sod, Top Soil; and Sprinkler System; Nano Flex Watch; Body Wire Device; Mavic Drone 2 Enterprise Drone.	\$22,800	
910059C-7044 Other Equipment: Rodin Flare Forensic Light; Ductless Fume Hood; Forensic Drying Cabinet Filters; Digital Cameras; Camera Stand for Evidence; Portable Fingerprint Reader.	\$26,401	
910420C-7044 Other Equipment: Ballistic Tactical Vests and Armor Plates; Tactical Inspection Kit; Tactical Delivery Poles.	\$64,603	
TOTAL EXPANSION BUDGET	\$216,234	0.0

Investigative Services Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$280,913	\$259,849	\$231,000	\$224,000	-\$7,000	-3.0%
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$280,913	\$259,849	\$231,000	\$224,000	-\$7,000	-3.0%
Operations						
MATERIALS & SUPPLIES	\$38,670	\$37,336	\$46,000	\$85,000	\$39,000	84.8%
OTHER COSTS	\$95,912	\$46,740	\$84,500	\$133,000	\$48,500	57.4%
SERVICES	\$37,477	\$28,726	\$34,000	\$84,000	\$50,000	147.1%
TRAVEL	\$86,598	\$101,305	\$84,000	\$93,500	\$9,500	11.3%
UTILITIES	\$18,543	\$18,829	\$9,500	\$11,500	\$2,000	21.1%
Operations Total	\$277,200	\$232,936	\$258,000	\$407,000	\$149,000	57.8%
Equipment						
MACHINERY & EQUIPMENT		\$156,350	\$15,000	\$250,000	\$235,000	1566.7%
Equipment Total	\$0	\$156,350	\$15,000	\$250,000	\$235,000	1566.7%
Program Total	\$558,112	\$649,135	\$504,000	\$881,000	\$377,000	74.8%

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Department of Health	No	No	\$16,000	\$16,000	\$16,000	\$16,000
Drug Enforcement Agency (DEA)	No	No	\$96,000	\$51,000	\$51,000	\$0
Hawaii Community Foundation Grant	No	No	\$1,000	\$1,000	\$1,000	\$0
Edward Byrne Memorial Justice Assistance Grants	No	No	\$77,000	\$94,000	\$178,000	\$275,000
High Intensity Drug Trafficking Areas (HIDTA)	No	No	\$130,000	\$130,000	\$150,000	\$275,000
Office of Youth Services	No	No	\$175,000	\$175,000	\$175,000	\$175,000
Organized Crime Drug Enforcement Task Force (OCDEF) Program	No	No	\$1,000	\$1,000	\$1,000	\$0
Violence Against Women Act (VAWA) – State Attorney General	No	Yes/25%	\$53,000	\$53,000	\$55,000	\$90,000
Paul Coverdell Forensic Sciences Improvement Act	No	No	\$5,000	\$5,000	\$5,000	\$50,000
TOTAL			\$554,000	\$526,000	\$632,000	\$881,000

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.

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.

Investigative Services Program**Grant Award Description (Cont'd)****Edward Byrne Memorial Justice Assistance Grants (Cont'd)**

Cybercrime Unit Enhancement – The grant provides additional funding to help the Department obtain specialized tools and equipment to increase the Department's digital forensic capabilities as well as to provide the ability to self-sustain digital forensics abilities in the event of federal equipment being recalled. It also helps obtain software and hardware components necessary to implement a digital evidence management system.

Other - Any other grant provided by the State Attorney General's Office that is unknown at this time.

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.

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 Affordable, Healthy, and Thriving Community
- 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

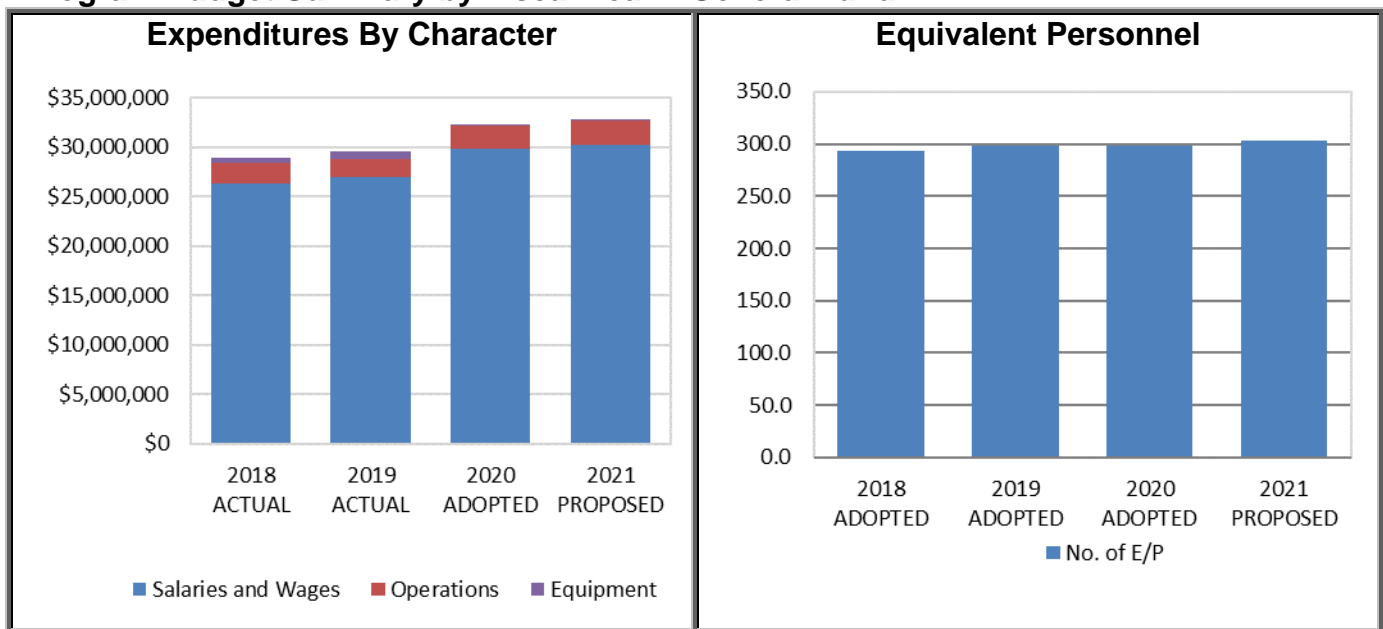
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Reduce crime and increase public safety with prevention methods.</i>				
1. Conduct special operations to prevent and suppress criminal activity by executing search warrants	% of USB search warrants cleared by arrest	84%	75%	75%
2. Provide highway and roadway safety through effective enforcement strategies	# of Operating Under Influence (OUI) arrests annually	700	1,000	1,000
	# of OUI sobriety checkpoints conducted annually	187	N/A	150
	# of drug and/or alcohol-related traffic fatalities annually	16	12	12

Uniformed Patrol Services Program

Key Activity Goals & Measures (Cont'd)

(Cont'd) GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	105,674	125,000	115,000
	% of response times for in-progress and high-priority calls for service under five minutes (from time officer is dispatched to arrival on-scene)	71%	95%	95%

Program Budget Summary by Fiscal Year – General Fund



Uniformed Patrol Services Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$4,792,334	\$5,629,243	\$4,453,400	\$4,453,400	\$0	N/A
WAGES & SALARIES	\$21,475,030	\$21,273,292	\$25,299,812	\$25,809,521	\$509,709	2.0%
Salaries and Wages Total	\$26,267,364	\$26,902,536	\$29,753,212	\$30,262,921	\$509,709	1.7%
Operations						
MATERIALS & SUPPLIES	\$320,224	\$320,541	\$422,957	\$431,102	\$8,145	1.9%
OTHER COSTS	\$413,388	\$352,809	\$435,750	\$436,050	\$300	0.1%
SERVICES	\$679,594	\$598,218	\$810,380	\$808,581	-\$1,799	-0.2%
TRAVEL	\$101,323	\$47,416	\$60,800	\$60,800	\$0	N/A
UTILITIES	\$598,708	\$604,817	\$603,493	\$614,522	\$11,029	1.8%
Operations Total	\$2,113,238	\$1,923,802	\$2,333,380	\$2,351,055	\$17,675	0.8%
Equipment						
MACHINERY & EQUIPMENT	\$544,133	\$743,958	\$41,100	\$27,000	-\$14,100	-34.3%
Equipment Total	\$544,133	\$743,958	\$41,100	\$27,000	-\$14,100	-34.3%
Program Total	\$28,924,735	\$29,570,295	\$32,127,692	\$32,640,976	\$513,284	1.6%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Dog Warden	1.0	1.0	1.0	1.0	0.0	0.0%
Dog Warden (Half time)	0.5	0.5	0.5	0.5	0.0	0.0%
Emergency Services Dispatcher II	5.0	5.0	5.0	5.0	0.0	0.0%
Evidence Custodian	1.0	1.0	1.0	1.0	0.0	0.0%
MVA Reconstruction Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	7.0	7.0	7.0	7.0	0.0	0.0%
Police Captain	4.0	4.0	4.0	4.0	0.0	0.0%
Police Lieutenant	12.0	12.0	12.0	12.0	0.0	0.0%
Police Officer II	144.0	150.0	150.0	150.0	0.0	0.0%
Police Officer II - CRU	2.0	2.0	2.0	2.0	0.0	0.0%
Police Officer II - FTO	12.0	12.0	12.0	12.0	0.0	0.0%
Police Officer II - Park Patrol	2.0	2.0	2.0	2.0	0.0	0.0%
Police Officer III	12.0	12.0	12.0	12.0	0.0	0.0%
Police Officer III - CPO	4.0	4.0	4.0	4.0	0.0	0.0%
Police Officer III - CRU	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - FTO	8.0	8.0	8.0	8.0	0.0	0.0%
Police Officer III - Haiku	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Honokowai	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Kahului	2.0	2.0	2.0	2.0	0.0	0.0%
Police Officer III - Kula	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Makawao	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Napili	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Paia	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Pukalani	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - SRO	3.0	3.0	3.0	3.0	0.0	0.0%
Police Officer III - VOPS	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III - Wailuku	1.0	1.0	1.0	1.0	0.0	0.0%
Police Officer III (OUI)	0.0	0.0	0.0	1.0	1.0	100%
Police Officer III (Solo Bike)	0.0	0.0	0.0	2.0	2.0	100%
Police Sergeant	34.0	34.0	34.0	34.0	0.0	0.0%
Police Sergeant - CPO	1.0	1.0	1.0	1.0	0.0	0.0%
Police Sergeant - CRU	2.0	2.0	2.0	2.0	0.0	0.0%

Uniformed Patrol Services Program

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

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Police Sergeant - VOPS	1.0	1.0	1.0	1.0	0.0	0.0%
Public Safety Aide	12.0	12.0	12.0	14.0	2.0	16.7%
Public Safety Aide - Lahaina Patrol District	1.0	1.0	1.0	1.0	0.0	0.0%
School Crossing Guard - Waihee	0.2	0.2	0.2	0.2	0.0	0.0%
School Crossing Guard (31 @ \$15 x 10 hrs/37 wks)	5.6	5.6	5.6	5.6	0.0	0.0%
School Crossing Guards - Puu Kukui School	0.4	0.4	0.4	0.4	0.0	0.0%
Solo Bike Traffic Enforcement	4.0	4.0	4.0	4.0	0.0	0.0%
Supervising Emergency Services Dispatcher	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	292.7	298.7	298.7	303.7	5.0	1.7%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910075A-5101 Regular Wages: 2% ATB per BU12 contract.	\$19,290	0.0
910083A-5101 Regular Wages: 2% ATB per BU12 contract.	\$41,133	0.0
910091A-5101 Regular Wages: 2% ATB per BU12 contract.	\$19,864	0.0
910109A-5101 Regular Wages: 2% ATB per BU12 contract.	\$80,954	0.0
910117A-5101 Regular Wages: 2% ATB per BU12 contract.	\$196,755	0.0
910133A-5101 Regular Wages: 2% ATB per BU12 contract.	\$32,868	0.0
910208A-5101 Regular Wages: 2% ATB per BU12 contract.	\$95,285	0.0
Operations		
MATERIALS AND SUPPLIES:		
910117B-6035 Miscellaneous Supplies: Deletion of one-time appropriation for Tactical Trauma First Aid Kits; Tactical Vests.	-\$17,650	
Equipment		
MACHINERY AND EQUIPMENT:		
910083C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$19,600	
910133C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$15,000	

Expansion Budget Request from FY 2020 Adopted Budget

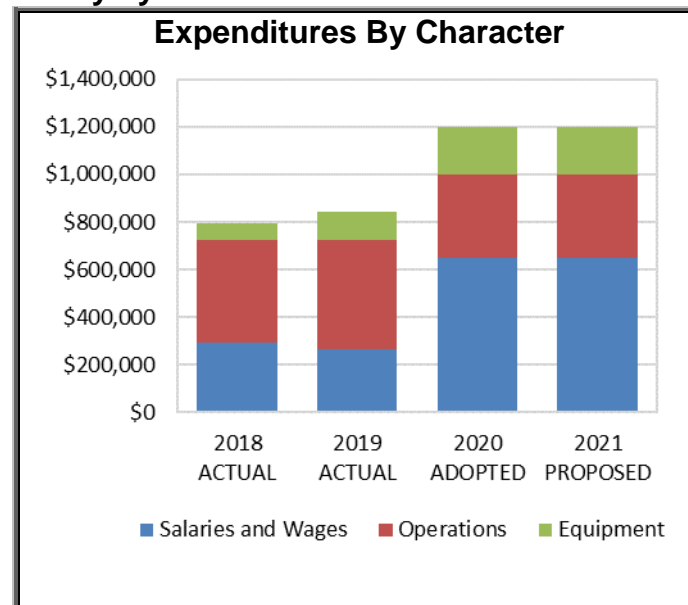
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910083A-5101 Regular Wages: Expansion position Public Safety Aide, 8 months salary.	\$23,560	1.0
910091A-5101 Regular Wages: Unfunded expansion position Public Safety Aide.	\$0	1.0
910133A-5101 Regular Wages: Three unfunded expansion positions including Police Officer III (OUI); Police Officer III (Solo Bike); and Police Officer III (Solo Bike).	\$0	3.0
Operations		
MATERIALS AND SUPPLIES:		
910075B-6060 Small Equipment - under \$1000: Table for Squad Room.	\$500	

Uniformed Patrol Services Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
MATERIALS AND SUPPLIES: (Cont'd)		
910083B-6060 Small Equipment - under \$1000: Squadroom Office Chairs; Brushless Blower; Compressor.	\$3,600	
910091B-6035 Miscellaneous Supplies: Folding Cots; 5-gallon Water Bottles.	\$635	
910109B-6060 Small Equipment - under \$1000: Air Compressor; Hose Kit.	\$350	
910133B-6035 Miscellaneous Supplies: GCP Targets; Portable Speed Bumps; Aviation Radio.	\$2,550	
910133B-6060 Small Equipment - under \$1000: Solo Bike Helmets; Office Desks.	\$6,700	
910208B-6035 Miscellaneous Supplies: HD Collapsible Safety Cones with Storage Case.	\$22,250	
SERVICES:		
910075B-6129 Other Services: Spectrum Cable.	\$350	
OTHER COSTS:		
910083B-6255 Uniform Allowance: For expansion position.	\$300	
Equipment		
MACHINERY AND EQUIPMENT:		
910075C-7044 Other Equipment: Emergency Generator.	\$2,000	
910091C-7044 Other Equipment: Electronic Message Board.	\$19,000	
910109C-7044 Other Equipment: Fitness Equipment.	\$6,000	
TOTAL EXPANSION BUDGET	\$87,795	5.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Uniformed Patrol Services Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$291,686	\$265,611	\$651,000	\$650,000	-\$1,000	-0.2%
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$291,686	\$265,611	\$651,000	\$650,000	-\$1,000	-0.2%
Operations						
MATERIALS & SUPPLIES	\$6,484	\$6,639	\$75,000	\$75,000	\$0	N/A
OTHER COSTS	\$38,552	\$25,724	\$10,000	\$10,000	\$0	N/A
SERVICES	\$107,525	\$156,739	\$80,000	\$80,000	\$0	N/A
TRAVEL	\$67,749	\$75,719	\$185,000	\$185,000	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$214,531	\$195,640	\$0	\$0	\$0	N/A
Operations Total	\$434,841	\$460,460	\$350,000	\$350,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$67,774	\$117,932	\$200,000	\$200,000	\$0	N/A
Equipment Total	\$67,774	\$117,932	\$200,000	\$200,000	\$0	N/A
Program Total	\$794,301	\$844,003	\$1,201,000	\$1,200,000	-\$1,000	-0.1%

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 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Department of Transportation Highway Safety	No	No	\$890,000	\$1,008,000	\$1,200,000	\$1,200,000
Edward Byrne Memorial Justice Assistance Grant	No	No	\$1,000	\$1,000	\$1,000	\$0
Total			\$891,000	\$1,009,000	\$1,201,000	\$1,200,000

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.

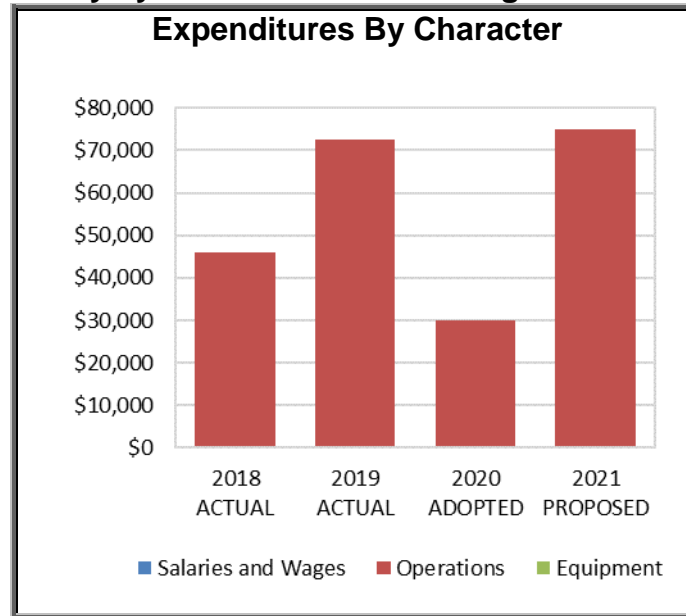
Other - Any other grant provided by the Department of Transportation Highway Safety Division that is unknown at this time.

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	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
MATERIALS & SUPPLIES	\$0	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$1,580	\$1,630	\$0	\$0	\$0	N/A
SERVICES	\$44,386	\$71,086	\$30,000	\$75,000	\$45,000	150.0%
TRAVEL	\$0	\$0	\$0	\$0	\$0	N/A
UTILITIES	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	\$45,966	\$72,716	\$30,000	\$75,000	\$45,000	150.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$45,966	\$72,716	\$30,000	\$75,000	\$45,000	150.0%

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 Affordable, Healthy, and Thriving Community
- A Well-planned 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	542	N/A	25
2. Promote diversity through effective recruitment to match the workforce population	A minimum of two directed recruitment drives are conducted annually	8	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	No Survey	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)	20%	20%	20%

Technical and Support Services Program

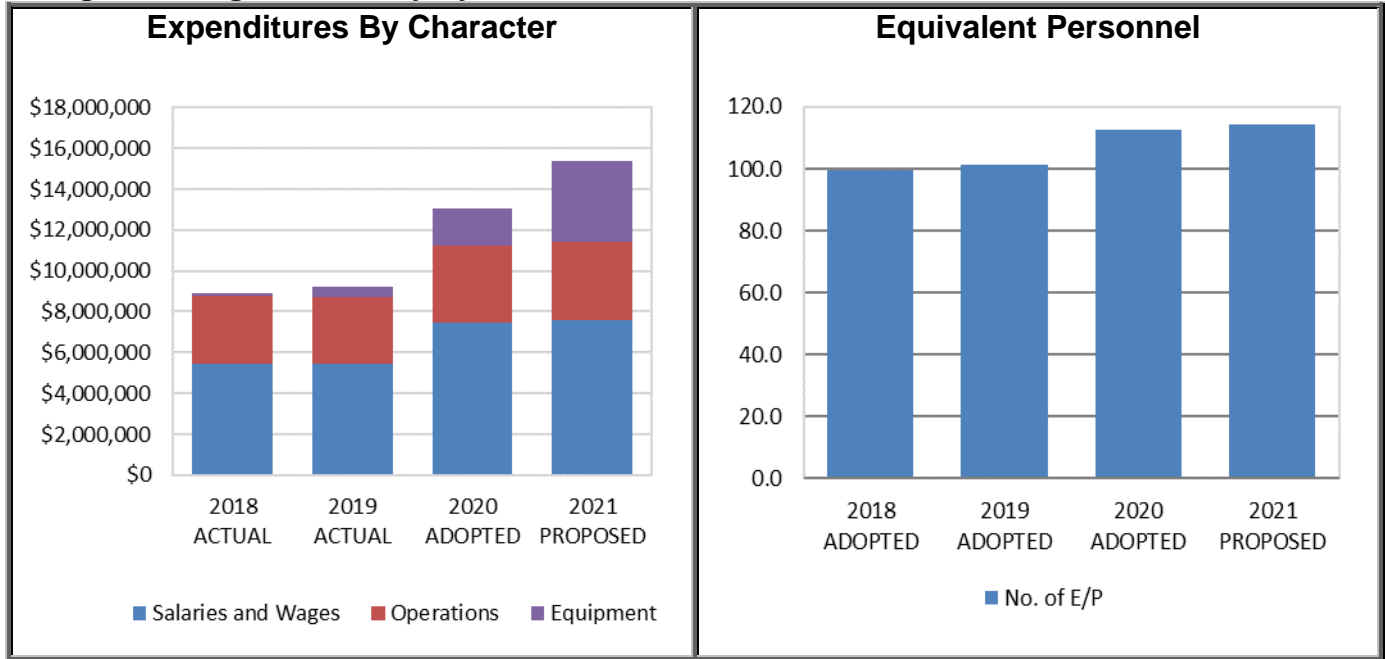
Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 ¹	35	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	54%	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	88	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	1	10	5
	# of community outreach activities and programs participated in annually	538	12	12

¹The 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 & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$913,108	\$1,035,528	\$629,409	\$629,409	\$0	N/A
WAGES & SALARIES	\$4,554,567	\$4,438,561	\$6,825,618	\$6,954,844	\$129,226	1.9%
Salaries and Wages Total	\$5,467,675	\$5,474,089	\$7,455,027	\$7,584,253	\$129,226	1.7%
Operations						
MATERIALS & SUPPLIES	\$599,701	\$678,736	\$805,152	\$766,282	-\$38,870	-4.8%
OTHER COSTS	\$178,273	\$165,934	\$166,075	\$169,942	\$3,867	2.3%
SERVICES	\$2,341,238	\$2,306,105	\$2,697,631	\$2,777,631	\$80,000	3.0%
TRAVEL	\$23,602	-\$521	\$0	\$0	\$0	N/A
UTILITIES	\$186,309	\$124,894	\$132,179	\$133,393	\$1,214	0.9%
Operations Total	\$3,329,125	\$3,275,148	\$3,801,037	\$3,847,248	\$46,211	1.2%
Equipment						
MACHINERY & EQUIPMENT	\$99,862	\$476,967	\$1,773,755	\$3,945,200	\$2,171,445	122.4%
Equipment Total	\$99,862	\$476,967	\$1,773,755	\$3,945,200	\$2,171,445	122.4%
Program Total	\$8,896,662	\$9,226,204	\$13,029,819	\$15,376,701	\$2,346,882	18.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Auto Service Utility Worker	2.0	2.0	2.0	2.0	0.0	0.0%
Automotive Repairer I	0.0	0.0	1.0	1.0	0.0	0.0%
Building Maintenance Repairer I	1.0	1.0	1.0	1.0	0.0	0.0%
Communications Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Emergency Services Dispatch Coordinator	0.0	1.0	1.0	1.0	0.0	0.0%
Emergency Services Dispatcher II	35.0	35.0	35.0	35.0	0.0	0.0%

Technical and Support Services Program

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

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Firearms Registration Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Information Systems Analyst III	0.0	1.0	1.0	1.0	0.0	0.0%
Motorpool Attendant (\$12x19/wkx52)	1.0	1.0	1.0	1.0	0.0	0.0%
Motorpool Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant I	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	3.0	3.0	4.0	4.0	0.0	0.0%
Office Operations Assistant II (WP)	1.0	1.0	1.0	1.0	0.0	0.0%
Police Cadets P/T (19 hrs/wk)	0.0	0.0	8.0	8.0	0.0	0.0%
Police Captain	1.0	1.0	1.0	1.0	0.0	0.0%
Police Evidence Custodian	2.0	2.0	2.0	2.0	0.0	0.0%
Police Evidence Custodian I	1.0	1.0	1.0	1.0	0.0	0.0%
Police Evidence Custodian II	1.0	1.0	1.0	1.0	0.0	0.0%
Police Lieutenant	3.0	3.0	3.0	3.0	0.0	0.0%
Police Officer (COPS Grant)	0.0	0.0	1.0	1.4	0.4	40.0%
Police Officer I	7.0	7.0	7.0	7.0	0.0	0.0%
Police Officer III	5.0	5.0	5.0	5.0	0.0	0.0%
Police Officer III - DARE	4.0	4.0	4.0	4.0	0.0	0.0%
Police Report Reviewer II	4.0	4.0	4.0	4.0	0.0	0.0%
Police Sergeant	9.0	9.0	9.0	10.0	1.0	11.1%
Police Sergeant (COPS Grant)	0.0	0.0	0.3	0.4	0.1	40.0%
Police Warrants Clerk	3.0	3.0	3.0	3.0	0.0	0.0%
Radio Technician I	2.0	2.0	2.0	2.0	0.0	0.0%
Radio Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Records Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Senior Police Warrants Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Service Station Attendant - 19 Hours	0.5	0.5	0.5	0.5	0.0	0.0%
Statistics Clerk	2.0	2.0	2.0	2.0	0.0	0.0%
Supervising Emergency Dispatcher	2.0	2.0	2.0	2.0	0.0	0.0%
Supervising Emergency Services Dispatcher	3.0	3.0	3.0	3.0	0.0	0.0%
Program Total	99.5	101.5	112.8	114.3	1.5	1.3%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910166A-5101 Regular Wages: 2% ATB per BU12 contract; Increase in General Fund % coverage of COPS Grant positions.	\$68,089	0.5
910174A-5101 Regular Wages: 2% ATB per BU12 contract.	\$28,612	0.0
910430A-5101 Regular Wages: 2% ATB per BU12 contract.	\$23,568	0.0
Operations		
MATERIALS & SUPPLIES:		
910166B-6035 Miscellaneous Supplies: Deletion of one-time appropriation for Taser X2 Replacement Cartridges & Batteries.	-\$75,000	
910166B-6060 Small Equipment - under \$1000: Deletion of one-time appropriation for Shotguns and M & P 15.	-\$17,420	

Technical and Support Services Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

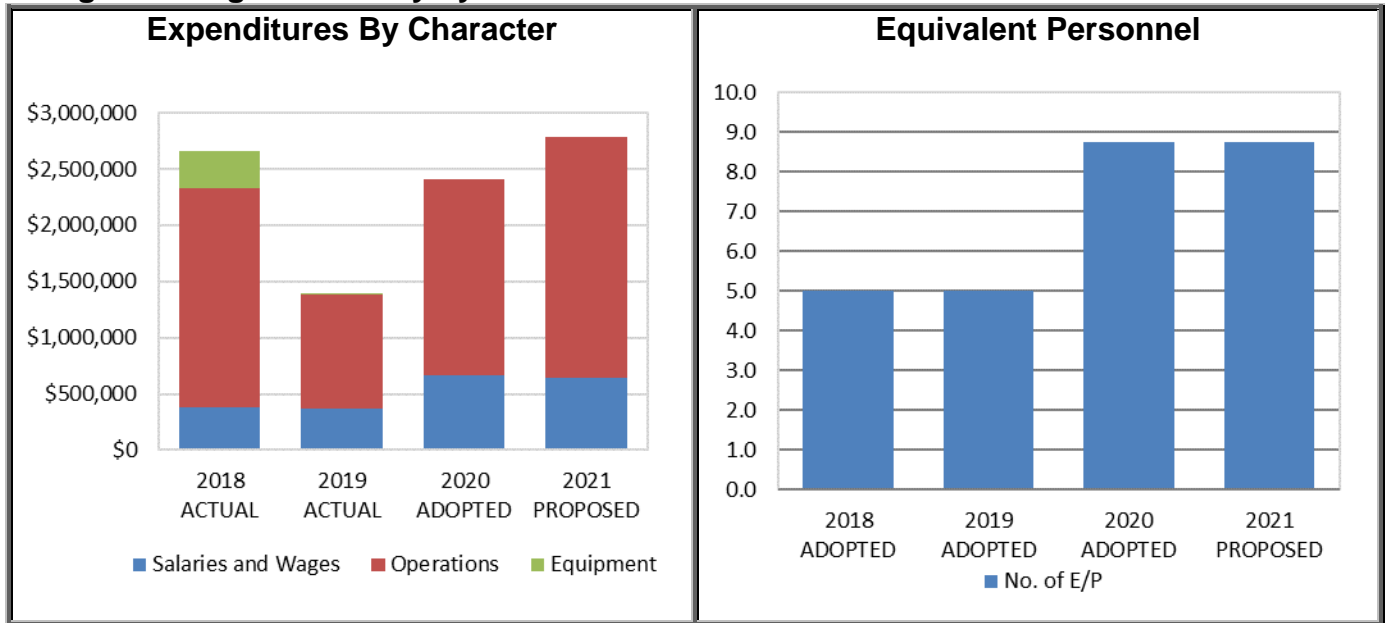
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
SERVICES:		
910491B-6132 Professional Services: Deletion of one-time appropriation for Consultant Fees (Entry/Exit Gates & Lanai Sally Port)	-\$30,000	
Equipment		
MACHINERY AND EQUIPMENT:		
910166C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$334,002	
910166C-7060 Weapons, Shotguns, etc.: Deletion of one-time appropriation in FY 2020.	-\$96,000	
910190C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$1,339,000	

Expansion Budget Request from FY 2020 Adopted

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
910430A-5101 Regular Wages: Unfunded expansion position Police Sergeant.	\$0	1.0
Operations		
MATERIALS & SUPPLIES:		
910166B-6034 Medical & Safety Supplies: Cool Flow Respirators	\$650	
910166B-6035 Miscellaneous Supplies: Taser X2 Cartridges; 9mm Spare Parts; supplies for expansion position.	\$52,900	
SERVICES:		
910190B-6143 Repairs & Maintenance-Vehicles: Increasing costs of repairs and maintenance.	\$50,000	
910430B-6132 Professional Services: Additional cell security cameras.	\$10,000	
UTILITY:		
910491B-6132 Professional Services: Installation of Flash Water Heater for locker rooms.	\$20,000	
910491B-6135 Repairs & Maintenance Buildings: Repair leaking A/C coils.	\$30,000	
OTHER COSTS:		
910166B-6255 Uniform Allowance: Uniforms for Ceremonial Unit/Honor Guard.	\$3,000	
910430B-6217 Gun Allowance: For expansion position.	\$667	
910430B-6255 Uniform Allowance: For expansion position.	\$200	
Equipment		
MACHINERY AND EQUIPMENT:		
910166C-7044 Other Equipment: Body Worn Cameras; Replacement/Spare AED Units; Rowing Machines.	\$75,000	
910166C-7060 Weapons, Shotguns, etc.: Year 4 of a 5 year purchase contract for Tasers.	\$90,000	
910182C-7044 Other Equipment: Portable Digital Radio Test Sets.	\$96,000	
910190C-7040 Motor Vehicles: Replace a Harley Davidson Ultra Glide Trike @ \$38,000; two Harley Davidson Motorcycles @ \$31,000; 40 marked Patrol Vehicles @ \$67,000 each; 17 unmarked Vehicles @ various replacement costs.	\$3,430,000	
910430C-7044 Other Equipment: 911 Recorder (partially funded by grant); equipment for expansion positions - Taser; Portable Radio; Body Worn Camera.	\$254,200	
TOTAL EXPANSION BUDGET	\$4,112,617	1.0

Technical and Support Services Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$99,197	\$135,367	\$161,669	\$173,083	\$11,414	7.1%
WAGES & SALARIES	\$281,743	\$236,648	\$501,390	\$474,594	-\$26,796	-5.3%
Salaries and Wages Total	\$380,941	\$372,015	\$663,059	\$647,677	-\$15,382	-2.3%
Operations						
MATERIALS & SUPPLIES	\$44,661	\$0	\$108,000	\$107,000	-\$1,000	-0.9%
OTHER COSTS	\$15,244	\$23,239	\$22,287	\$13,132	-\$9,155	-41.1%
SERVICES	\$1,078,110	\$413,597	\$934,000	\$1,310,000	\$376,000	40.3%
SPECIAL PROJECTS	\$0	\$0	\$15,000	\$15,000	\$0	N/A
TRAVEL	\$48,425	\$50,024	\$24,000	\$48,000	\$24,000	100.0%
UTILITIES	\$756,375	\$524,549	\$642,000	\$642,000	\$0	N/A
Operations Total	\$1,942,814	\$1,011,410	\$1,745,287	\$2,135,132	\$389,845	22.3%
Equipment						
MACHINERY & EQUIPMENT	\$340,692	\$8,930	\$0	\$0	\$0	N/A
Equipment Total	\$340,692	\$8,930	\$0	\$0	\$0	N/A
Program Total	\$2,664,447	\$1,392,355	\$2,408,346	\$2,782,809	\$374,463	15.5%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Emergency Services Dispatcher II	4.0	4.0	4.0	4.0	0.0	0.0%
Police Officer	0.0	0.0	3.0	3.0	0.0	0.0%
Police Sergeant	0.0	0.0	0.8	0.8	0.0	0.0%
Supervising Emergency Services Dispatcher	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	5.0	5.0	8.8	8.8	0.0	0.0%

Technical and Support Services Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Community Oriented Policing Grants	No	No	\$0	\$0	\$200,970	\$350,000
Department of Health	No	No	\$379,376	\$400,262	\$468,376	\$475,221
Bulletproof Vest Partnership (BVP) Program	No	No	\$15,000	\$15,000	\$15,000	\$15,000
Edward Byrne Memorial Justice Assistance Grant (ARRA)	No	No	\$109,000	\$109,000	\$107,000	\$107,000
Edward Byrne Memorial Justice Assistance Grant	No	No	\$1,000	\$1,000	\$1,000	\$0
State E911 Wireless Commission	No	No	\$3,029,000	\$2,000,000	\$2,084,376	\$2,000,000
State Farm Neighborhood Assist Grant	No	No	\$1,000	\$1,000	\$1,000	\$0
TOTAL			\$3,534,376	\$2,526,262	\$2,877,722	\$2,947,221

Grant Award Description

Community Oriented Policing Services (COPS) Program

The COPS program was developed by the U.S. Department of Justice to facilitate the hiring of new police officers devoted to community policing. It provides grant funding for the total salary and benefits for each community police officer over a period of three years. The county must then keep the position funded for an additional 12 months after the end of the grant.

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.

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

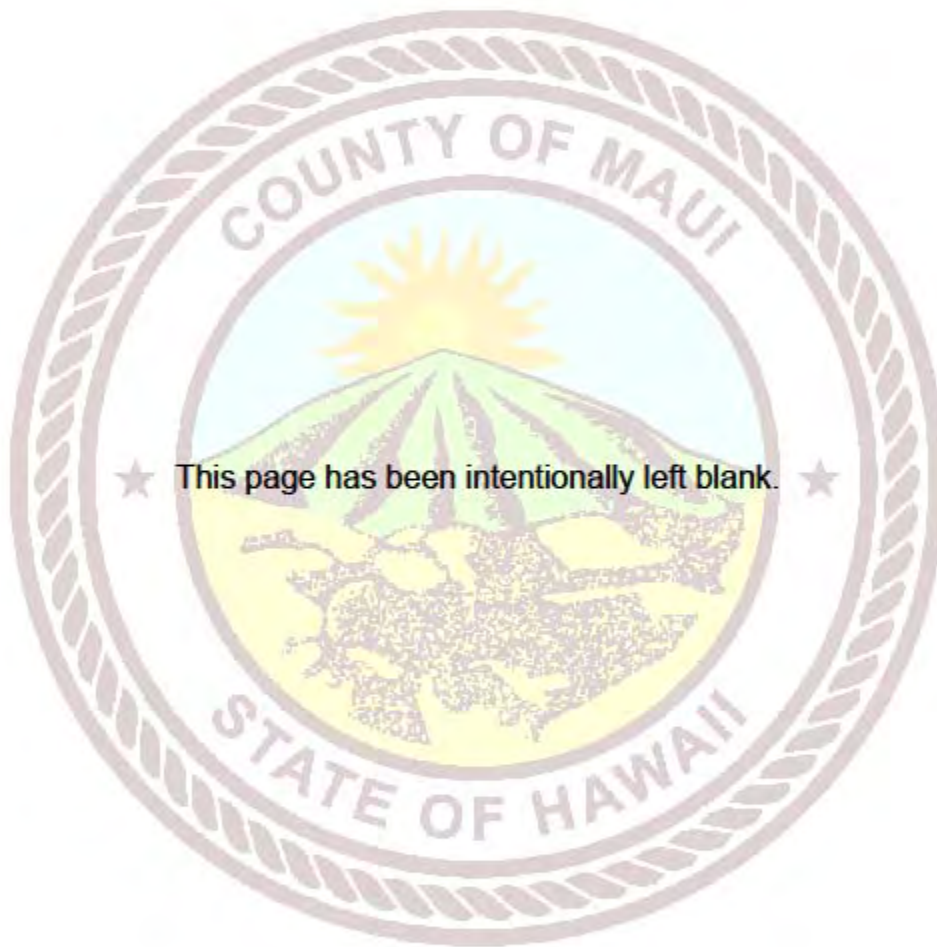
Other - Any other grant provided by the State Attorney General's Office that is unknown at this time.

Technical and Support Services Program**Grant Award Description (Cont'd)****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.

State Farm Neighborhood Assist Grant

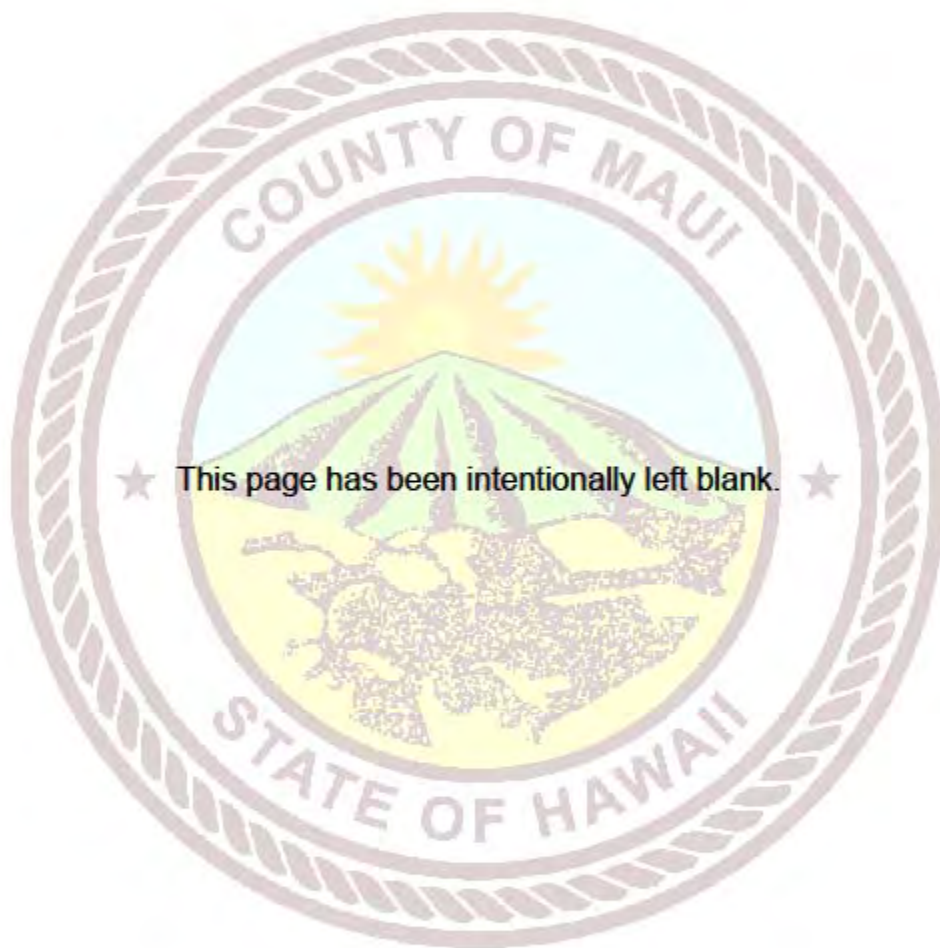
The fields of interest for this grant are safety, community development, and education. The purpose of this program would be to boost participation in Neighborhood Crime Watch programs on Maui.



Prosecuting Attorney

Mayor's Proposed Budget

FY 2021



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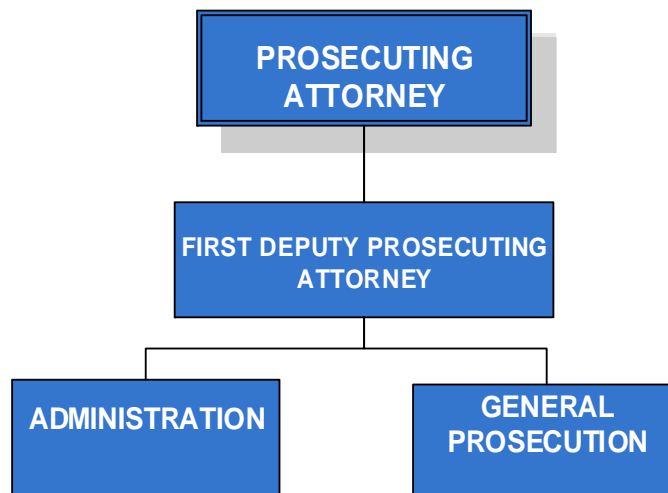
Department Summary**Mission**

The Department of the Prosecuting Attorney's mission is to seek justice. Through competent leadership and integrity, the Prosecuting Attorney ensures that the pursuit of justice is done in a fair, effective, and efficient manner through a victim-centered approach in prosecution.

Countywide Outcome(s)

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

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Prepared, Safe, and Livable County

Organization Chart**Strategies**

- Seek justice by prosecuting all cases through a victim-centered approach.
- Increase crime prevention and community collaboration through dedicated community engagement and community prosecution method. This multi-disciplinary team approach through public awareness of the criminal justice system, victimization, and prevention helps to empower our communities and decrease fear of the system.
- Implement evidenced based models to better serve the County of Maui to better steward resources, honor community, reduce and prevent crime through innovative programs and services.
- 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.

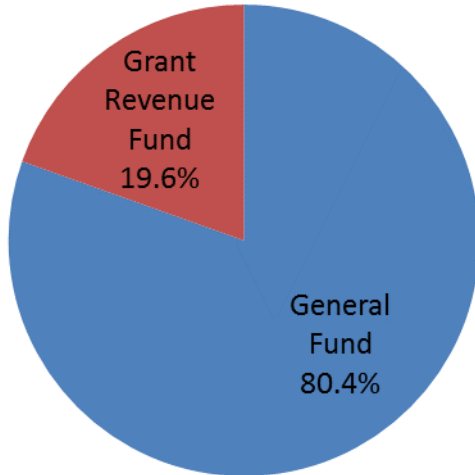
External Factors

- House Bill 703, Act 169, amends the sentencing requirements for Operating a Vehicle Under the Influences of an Intoxicant and Habitual Operating a Vehicle Under the Influences of an Intoxicant. The look back period for previous offenses has expanded from a five-year period to a ten-year period. The minimum fines for each time a person offends has increased. The license revocation period has also increased. The Department of the Prosecuting Attorney is committed to thorough investigations and helping keep Maui County safe from those who engage in the serious behavior of drinking and operating a motor vehicle.
- For the first time in world history, there are more people on planet earth age 65 and over than there are children under five. Most informed estimates suggest 1 in 10 elderly adults will experience some form of abuse, and most cases go unreported. At least 10% of adults age 60 and older will experience some form of elder abuse in a given year, with some older adults simultaneously experiencing more than one type of abuse. The trauma of elder abuse may result in health issues like deterioration in health, hospitalization and increased mortality, clinical issues like depression and suicide, social issues like disrupted relationships, and financial loss, all leading to diminished independence and quality of life. This is why the time is now to increase protections for our aging ohana. The Department of the Prosecuting Attorney is working collaboratively to propose legislation to enhance the protections of our aging community and work with the community to increase awareness of elder abuse and resources for the elderly community.
- The Department is working with community organizations and leaders to develop a co-located facility that provides victims of child abuse, sexual assault, domestic violence and other violent crimes with legal, medical and social services under one roof. Co-located services have proven to be the most victim friendly and efficient way of working with and providing social and legal services to victims of violent crimes.
- The Department has focused more resources in working to solve cold cases. To date, the Department has worked with other law enforcement agencies to identify at least one-third of its cold cases for viability through new technology, collaborative working relationships, and has focused on the analysis of forensic science evidence.

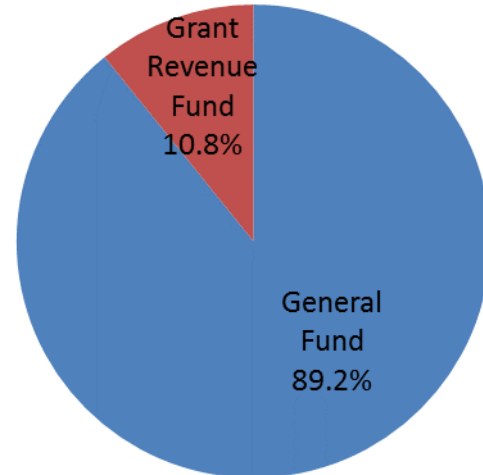
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

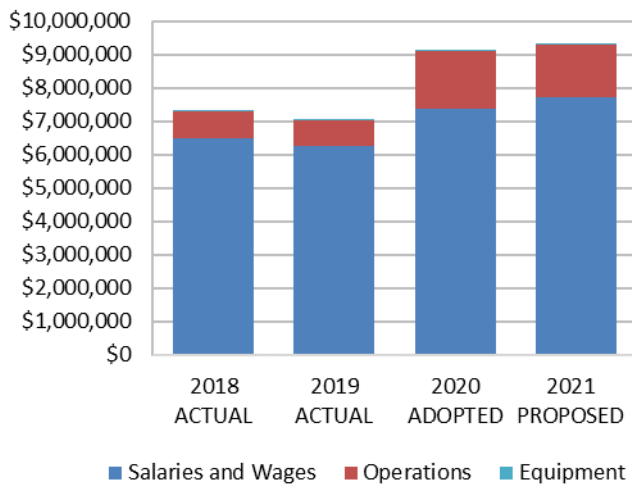


FY 2021 Total Equivalent Personnel

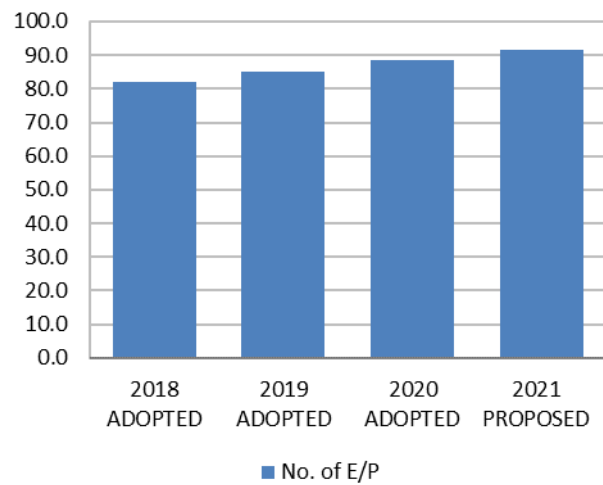


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$6,296,956	\$6,120,535	\$7,309,541	\$7,640,259	\$330,718	4.5%
OTHER PREMIUM PAY	\$186,607	\$151,277	\$64,607	\$77,060	\$12,453	19.3%
Salaries and Wages Total	\$6,483,563	\$6,271,812	\$7,374,148	\$7,717,319	\$343,171	4.7%
Operations						
MATERIALS & SUPPLIES	\$65,953	\$31,014	\$35,250	\$82,250	\$47,000	133.3%
SERVICES	\$164,205	\$133,348	\$518,308	\$514,511	-\$3,797	-0.7%
UTILITIES	\$30,001	\$49,441	\$85,859	\$55,859	-\$30,000	-34.9%
TRAVEL	\$224,687	\$159,551	\$299,230	\$347,230	\$48,000	16.0%
OTHER COSTS	\$185,224	\$243,580	\$333,388	\$302,388	-\$31,000	-9.3%
INTERFUND COST RECLASSIFICATION	\$153,188	\$149,183	\$399,535	\$298,651	-\$100,884	-25.3%
SPECIAL PROJECTS	\$0	\$0	\$50,000	\$0	-\$50,000	-100.0%
Operations Total	\$823,258	\$766,118	\$1,721,570	\$1,600,889	-\$120,681	-7.0%
Equipment						
MACHINERY & EQUIPMENT	\$10,708	\$6,094	\$1,000	\$0	-\$1,000	-100.0%
LEASE PURCHASES	\$11,585	\$12,104	\$14,500	\$14,500	\$0	N/A
Equipment Total	\$22,293	\$18,197	\$15,500	\$14,500	-\$1,000	-6.5%
Department Total	\$7,329,114	\$7,056,127	\$9,111,218	\$9,332,708	\$221,490	2.4%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	7.0	7.0	8.5	0.0	-8.5	-100.0%
General Prosecution Program	75.0	78.0	80.0	92.5	12.5	15.6%
Department Total	82.0	85.0	88.5	92.5	4.0	4.5%

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.

The Department is proposing consolidating this program with the General Prosecution Program in FY 2021.

Countywide Outcome(s)

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

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Prepared, Safe, and Livable County

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 staff is qualified in order to carry out their duties efficiently to support the Department.

Key Activity Goals & Measures

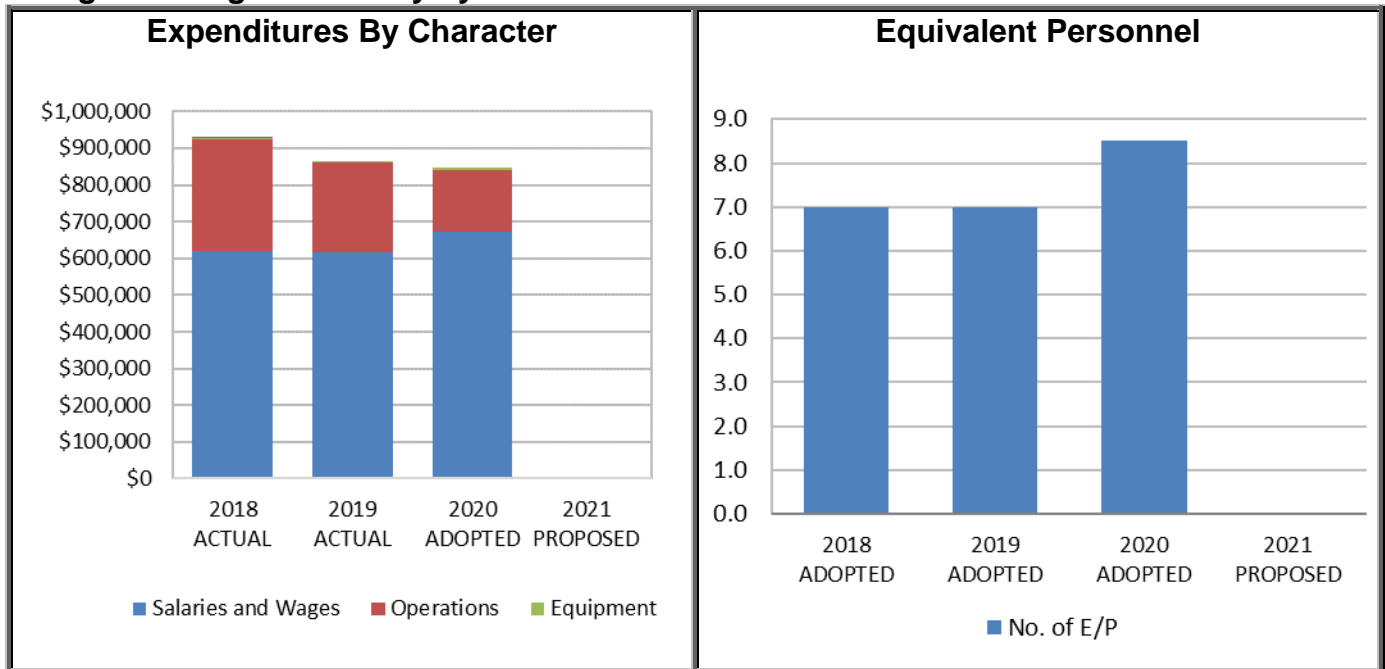
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Prosecute cases by applying vertical prosecution method on all felony cases involving crimes of violence.</i>				
1. Continue to apply vertical prosecution method through a victim-centered approach for 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%	N/A
<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	N/A

Administration Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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%	N/A
2. Continue to provide annual trainings to all employees	Average # of trainings provided to each employee	2	2	N/A
	% of employees trained annually	80%	85%	N/A

Program Budget Summary by Fiscal Year – General Fund



Administration Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$571,843	\$569,906	\$650,641	\$0	-\$650,641	-100.0%
OTHER PREMIUM PAY	\$47,161	\$45,027	\$20,700	\$0	-\$20,700	-100.0%
Salaries and Wages Total	\$619,004	\$614,933	\$671,341	\$0	-\$671,341	-100.0%
Operations						
MATERIALS & SUPPLIES	\$45,441	\$14,512	\$19,900	\$0	-\$19,900	-100.0%
SERVICES	\$45,447	\$61,058	\$45,800	\$0	-\$45,800	-100.0%
UTILITIES	\$21,997	\$40,511	\$37,419	\$0	-\$37,419	-100.0%
TRAVEL	\$34,323	\$27,153	\$18,400	\$0	-\$18,400	-100.0%
OTHER COSTS	\$157,858	\$101,983	\$47,100	\$0	-\$47,100	-100.0%
Operations Total	\$305,066	\$245,217	\$168,619	\$0	-\$168,619	-100.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$4,433	\$4,739	\$6,500	\$0	-\$6,500	-100.0%
Equipment Total	\$4,433	\$4,739	\$6,500	\$0	-\$6,500	-100.0%
Program Total	\$928,503	\$864,888	\$846,460	\$0	-\$846,460	-100.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Accountant I	1.0	1.0	1.0	0.0	-1.0	-100.0%
Administrative Officer	1.0	1.0	1.0	0.0	-1.0	-100.0%
First Deputy Prosecuting Attorney	1.0	1.0	1.0	0.0	-1.0	-100.0%
Internship Law Clerk	0.0	0.0	0.5	0.0	-0.5	-100.0%
Law Office Manager	1.0	1.0	1.0	0.0	-1.0	-100.0%
Office Operations Assistant II	0.0	0.0	1.0	0.0	-1.0	-100.0%
Personnel Assistant I	1.0	1.0	1.0	0.0	-1.0	-100.0%
Prosecuting Attorney	1.0	1.0	1.0	0.0	-1.0	-100.0%
Victim/Witness Director	1.0	1.0	1.0	0.0	-1.0	-100.0%
Program Total	7.0	7.0	8.5	0.0	-8.5	-100.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
906016A-5101 Regular Wages: Proposed transfer of all Administration Program positions to the General Prosecution Program.	-\$650,641	-8.5
906016A-5205 Overtime: Proposed transfer of all Administration Program positions to the General Prosecution Program.	-\$20,000	
Operations		
SERVICES:		
906016B-6110 Computer Services: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$17,000	
UTILITIES:		
906016B-6120 Electricity: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$20,819	
906016B-6152 Cellular Telephone: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$16,600	

Administration Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
TRAVEL:		
906016B-6201 Airfare, Transportation: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$12,400	
OTHER COSTS:		
906016B-6212 Dues: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$17,000	
906016B-6225 Publications & Subscriptions: Proposed transfer of all Administration Program costs to the General Prosecution Program.	-\$24,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.00

Prosecution Program

Program Description

The 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. This program also provides the essential support and tools for employees to perform their tasks effectively to achieve the Department's goals and objectives.

The Department is proposing consolidating this program with the Administration Program in FY 2021.

Countywide Outcome(s)

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

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Prepared, Safe, and Livable County

Population Served

The Prosecution 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 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. This program also provides fiscal, personnel, and management services to divisions within the Department. It is responsible for maintaining quality control by ensuring that staff members 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	Working with IT on Accurate Stats	80%	80%
2. 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	90%	85%	90%
3. Continue the rate of adult charging decisions that are completed within set deadlines.	% of charging decisions made within the deadlines for Felony, Family Adult, Misdemeanor, and Juvenile Units	75%	80%	80%

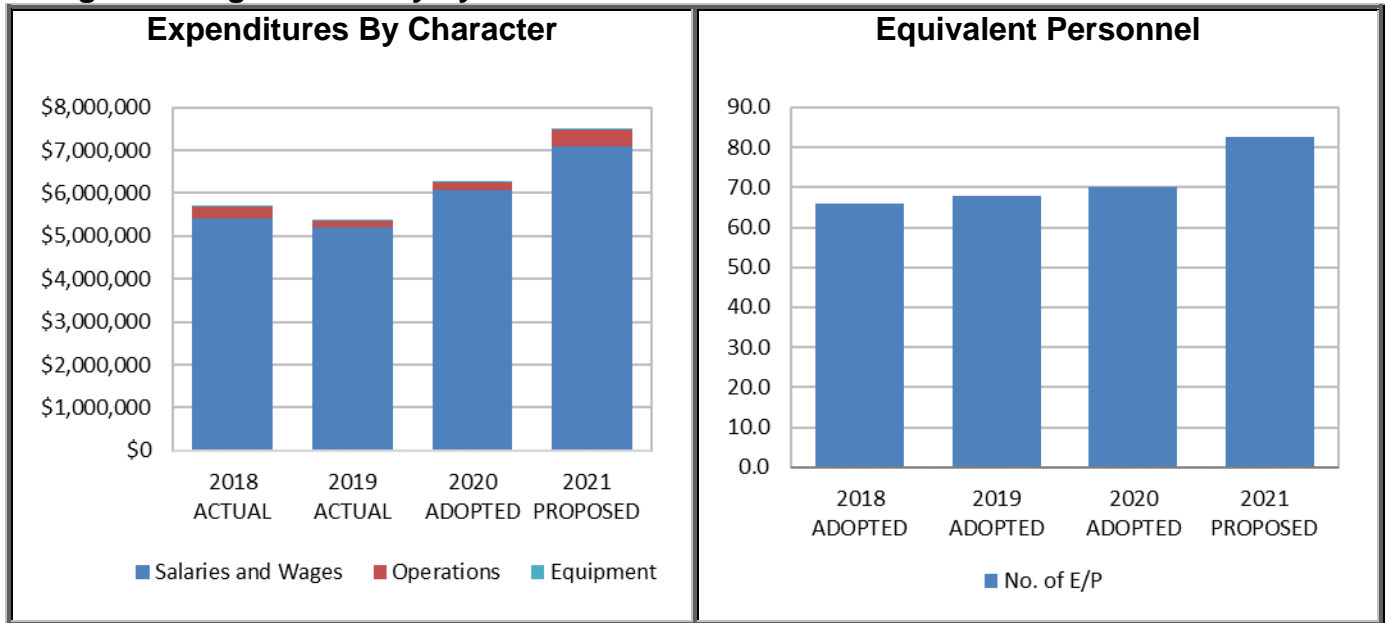
Prosecution Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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%	90%	95%
<i>Goal #3: Promote integrity in the prosecution profession by building competent and professional behavior of attorneys by improving employee skills, knowledge, and training opportunities available to all employees</i>				
1. Continue to provide trainings and education relevant to attorney position; includes ethics and professional responsibility	% of attorneys receiving annual training	85%	90%	90%
2. Continue to provide annual trainings to all employees	% of employees trained annually	87%	85%	90%
<i>Goal #4: 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 increase crime prevention and community engagement by providing public awareness of prosecution and outcomes	# of trainings and education provided annually	67	75	75

Prosecution Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$5,286,206	\$5,100,079	\$6,035,308	\$7,030,080	\$994,772	16.5%
OTHER PREMIUM PAY	\$139,446	\$105,807	\$25,200	\$45,900	\$20,700	82.1%
Salaries and Wages Total	\$5,425,652	\$5,205,887	\$6,060,508	\$7,075,980	\$1,015,472	16.8%
Operations						
MATERIALS & SUPPLIES	\$38,713	\$4,387	\$11,100	\$38,000	\$26,900	242.3%
SERVICES	\$130,433	\$70,209	\$145,900	\$191,700	\$45,800	31.4%
UTILITIES	\$1,596	\$790	\$500	\$47,919	\$47,419	9483.8%
TRAVEL	\$54,188	\$72,024	\$29,400	\$67,800	\$38,400	130.6%
OTHER COSTS	\$21,458	\$10,678	\$3,350	\$69,450	\$66,100	1973.1%
Operations Total	\$246,388	\$158,088	\$190,250	\$414,869	\$224,619	118.1%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$1,000	\$0	-\$1,000	-100.0%
LEASE PURCHASES	\$7,151	\$7,365	\$8,000	\$14,500	\$6,500	81.3%
Equipment Total	\$7,151	\$7,365	\$9,000	\$14,500	\$5,500	61.1%
Program Total	\$5,679,191	\$5,371,340	\$6,259,758	\$7,505,349	\$1,245,591	19.9%

Prosecution Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	0.0	0.0	0.0	1.0	1.0	100%
Administrative Officer	0.0	0.0	0.0	1.0	1.0	100%
Deputy Prosecuting Attorney	31.0	32.0	33.0	34.0	1.0	3.0%
First Deputy Prosecuting Attorney	0.0	0.0	0.0	1.0	1.0	100%
Internship Law Clerk	0.0	0.0	0.0	1.5	1.5	100%
Investigator III	1.0	1.0	1.0	1.0	0.0	0.0%
Investigator V	2.0	2.0	2.0	2.0	0.0	0.0%
Investigator VI	1.0	1.0	1.0	1.0	0.0	0.0%
Law Office Manager	0.0	0.0	0.0	1.0	1.0	100%
Law Technician I	4.0	4.0	4.0	4.0	0.0	0.0%
Law Technician II	4.0	4.0	4.0	4.0	0.0	0.0%
Legal Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Legal Clerk I	3.0	3.0	3.0	2.0	-1.0	-33.3%
Legal Clerk II	1.0	1.0	1.0	1.0	0.0	0.0%
Legal Clerk III	7.0	7.0	7.0	8.0	1.0	14.3%
Legal Clerk IV	5.0	5.0	5.0	5.0	0.0	0.0%
Office Operations Assistant II	1.0	2.0	3.0	4.0	1.0	33.3%
Personnel Assistant I	0.0	0.0	0.0	1.0	1.0	100%
Private Secretary	0.0	0.0	0.0	1.0	1.0	100%
Prosecuting Attorney	0.0	0.0	0.0	1.0	1.0	100%
Secretary I	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Law Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Legal Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Victim Witness Counselor III	0.0	0.0	0.0	1.0	1.0	100%
Victim/Witness Counselor II	2.0	2.0	2.0	2.0	0.0	0.0%
Victim/Witness Director	0.0	0.0	0.0	1.0	1.0	100%
Program Total	66.0	68.0	70.0	82.5	12.5	17.9%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
906156A-5101 Regular Wages: Proposed transfer of all Administration Program positions to the General Prosecution Program; includes all continuation salary increases/decreases.	\$826,754	8.5
906156A-5205 Overtime: Proposed transfer of all Administration Program positions to the General Prosecution Program.	\$20,000	
Operations		
SERVICES:		
906156B-6110 Computer Services: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$17,000	
UTILITIES:		
906156B-6120 Electricity: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$20,819	
906156B-6152 Cellular Telephone: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$16,600	

Prosecution Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (Cont'd)

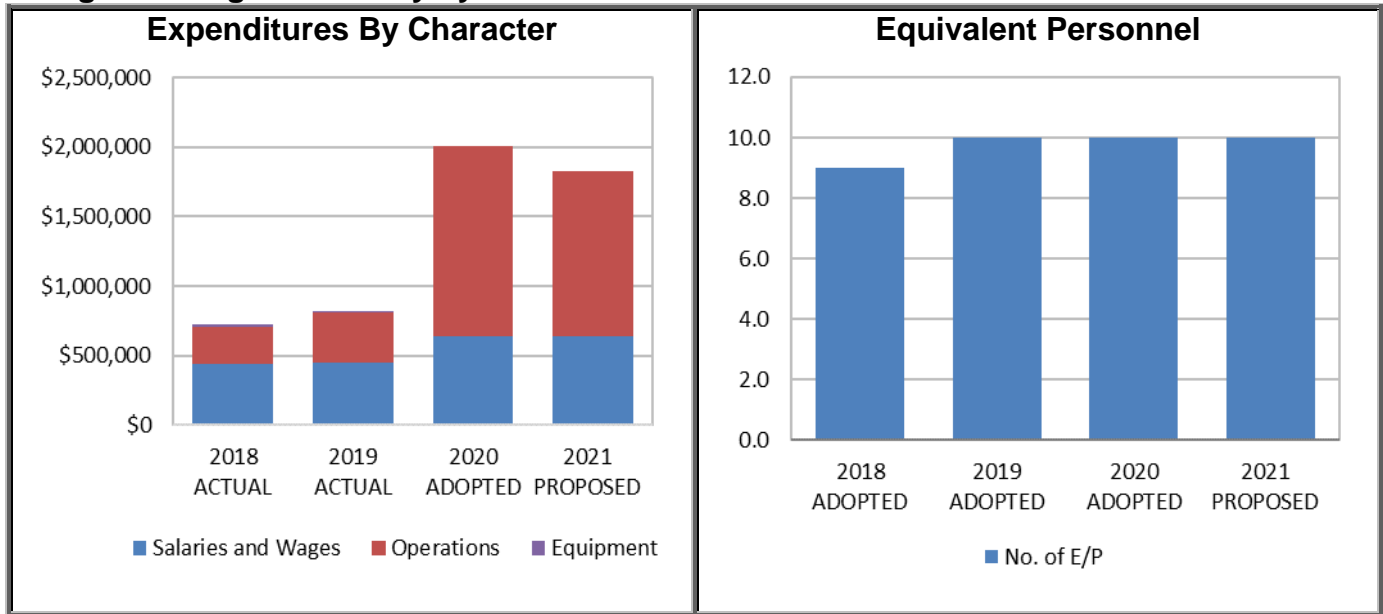
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations (Cont'd)		
TRAVEL: (Cont'd)		
906156B-6201 Airfare, Transportation: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$12,400	
OTHER COSTS:		
906156B-6212 Dues: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$17,000	
906156B-6225 Publications & Subscriptions: Proposed transfer of all Administration Program costs to the General Prosecution Program.	\$24,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
906156A-5101 Regular Wages: Expansion positions in FY 2021 for Deputy Prosecuting Attorney, Victim Witness Counselor III, and Private Secretary; unfunded expansion Internship Law Clerk position.	\$168,018	4.0
Operations		
MATERIALS AND SUPPLIES:		
906156B-6035 Miscellaneous Supplies: Additional uniforms for conducting investigations and attending public events, promotional items for public events.	\$7,000	
SERVICES:		
906156B-6120 Electricity: Increase to actual expense level.	\$10,000	
TRAVEL:		
906156B-6201 Airfare, Transportation: Additional funds to support cold case investigations, elderly abuse unit, DPA training.	\$20,000	
OTHER COSTS:		
906156B-6230 Registration/Training Fees: Additional funds to cover fees.	\$5,000	
906156B-6244 Computer Software: EAGLE software to be used in collaboration with MPD for elderly abuse unit.	\$14,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$224,018	4.0

Prosecution Program

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Expenditures by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
WAGES & SALARIES	\$438,908	\$450,550	\$623,592	\$610,179	-\$13,413	-2.2%
OTHER PREMIUM PAY	\$0	\$442	\$18,707	\$31,160	\$12,453	66.6%
Salaries and Wages Total	\$438,908	\$450,992	\$642,299	\$641,339	-\$960	-0.1%
Operations						
MATERIALS & SUPPLIES	-\$18,201	\$12,115	\$4,250	\$44,250	\$40,000	941.2%
SERVICES	-\$11,675	\$2,081	\$326,608	\$322,811	-\$3,797	-1.2%
UTILITIES	\$6,408	\$8,140	\$47,940	\$7,940	-\$40,000	-83.4%
TRAVEL	\$136,176	\$60,374	\$251,430	\$279,430	\$28,000	11.1%
OTHER COSTS	\$5,908	\$130,919	\$282,938	\$232,938	-\$50,000	-17.7%
INTERFUND COST RECLASSIFICATION	\$153,188	\$149,183	\$399,535	\$298,651	-\$100,884	-25.3%
SPECIAL PROJECTS	\$0	\$0	\$50,000	\$0	-\$50,000	-100.0%
Operations Total	\$271,804	\$362,812	\$1,362,701	\$1,186,020	-\$176,681	-13.0%
Equipment						
MACHINERY & EQUIPMENT	\$10,708	\$6,094	\$0	\$0	\$0	N/A
Equipment Total	\$10,708	\$6,094	\$0	\$0	\$0	N/A
Program Total	\$721,420	\$819,898	\$2,005,000	\$1,827,359	-\$177,641	-8.9%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Prosecuting Attorney	1.0	1.0	1.0	1.0	0.0	0.0%
Investigator III	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Victim/Witness Counselor I	2.0	3.0	3.0	3.0	0.0	0.0%
Victim/Witness Counselor II	4.0	4.0	4.0	4.0	0.0	0.0%
Program Total	9.0	10.0	10.0	10.0	0.0	0.0%

Prosecution Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Asset Forfeitures Program	No	No	\$100,000	\$100,000	\$100,000	\$100,000
Career Criminal Program	No	No	\$177,222	\$211,332	\$215,000	\$150,000
Defendant/Witness Trial Program	No	No	\$170,000	\$170,000	\$170,000	\$170,000
Domestic Violence Investigations Program	No	Yes/25%	\$117,766	\$78,420	\$80,000	\$90,000
Edward Byrne Memorial Justice Assistance Grant Program	No	No	\$0	\$0	\$125,000	\$125,000
Food Stamp Fraud Prosecution Program	No	No	\$3,000	\$3,000	\$5,000	\$5,000
Hawaii Criminal Justice Data Center	No	No	\$0	\$0	\$50,000	\$0
Highway Safety Grant Program	No	No	\$50,000	\$50,000	\$100,000	\$100,000
Prosecutors Training Program	No	No	\$50,000	\$50,000	\$50,000	\$0
Special Needs Advocacy Program	No	Yes/20%	\$389,500	\$685,400	\$1,000,000	\$1,025,000
Victim/Witness Assistance Program	No	Yes/25%	\$96,522	\$105,728	\$110,000	\$70,000
TOTAL			\$1,154,010	\$1,453,880	\$2,005,000	\$1,835,000

Grant Award Description

The Department of the Prosecuting Attorney has eight grant revenue funds that provide funding for 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.

Prosecution Program**Grant Award Description (Cont'd)****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.

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.

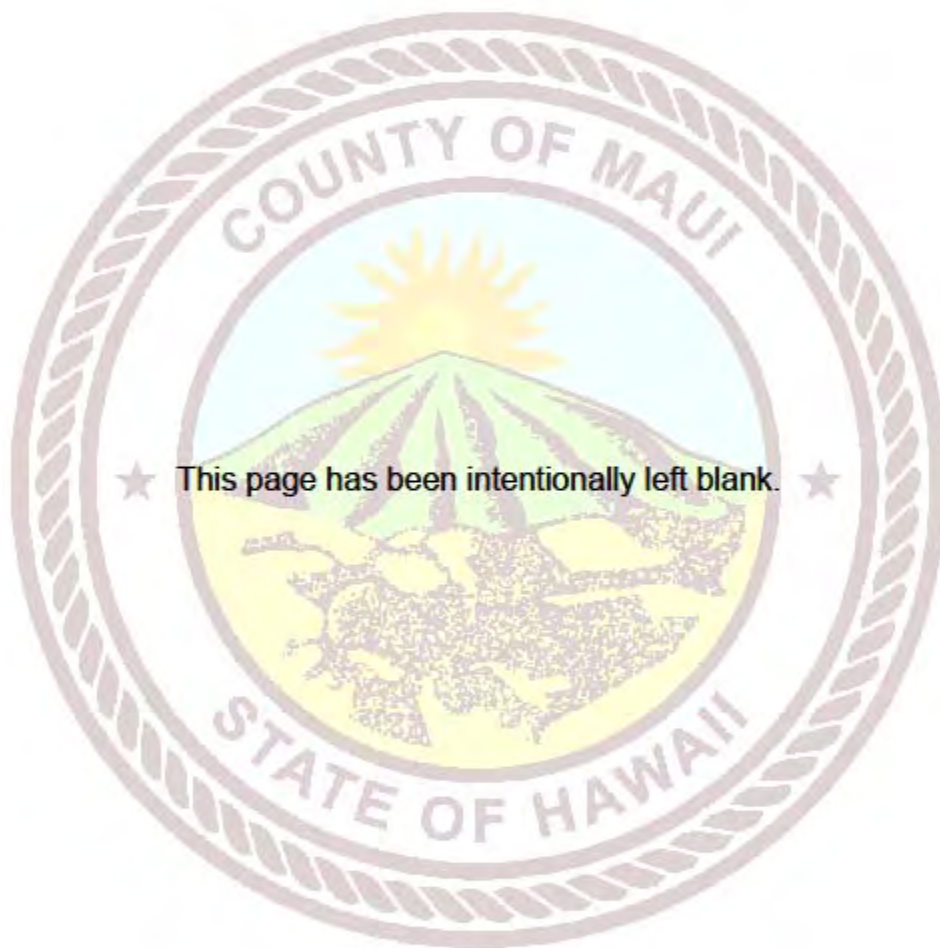
Victim/Witness Assistance Program

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.

Public Works

Mayor's Proposed Budget

FY 2021



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Department Summary

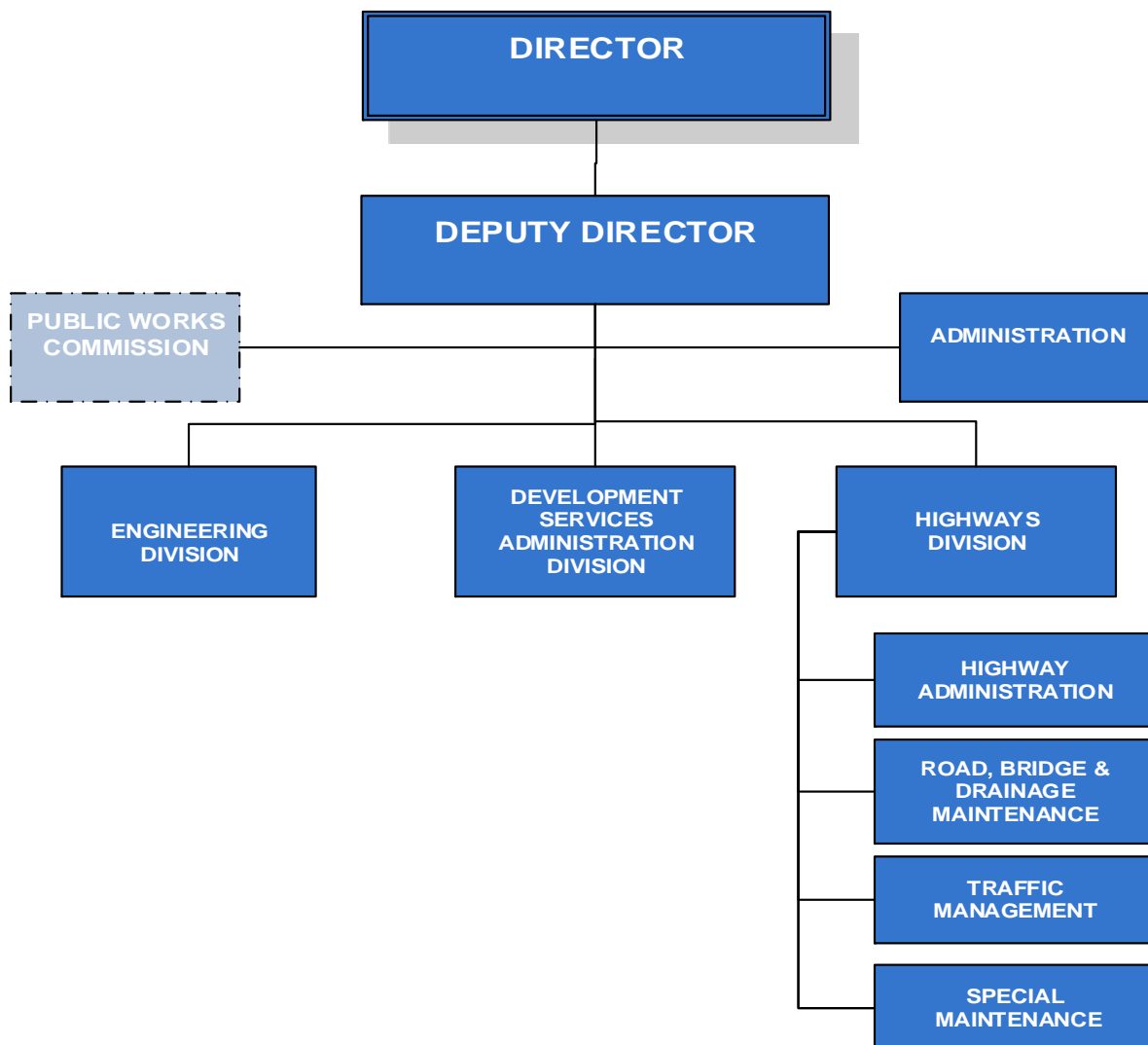
Mission

The Department of Public Works (DPW) protects and enhances the quality of the public's health, safety, property and environment while promoting a strong and diversified economy 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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

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 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 and training opportunities 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 to enhance 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 by consumers, 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 associated with the movement of shared equipment between districts.

➤ **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**

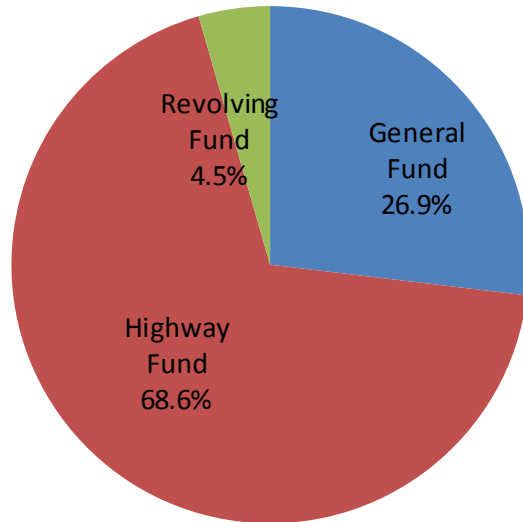
As growth occurs within our communities, more roadways, facilities and an increase in service needs affect our Department's ability to provide basic services.

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, updated equipment to provide those services, and a well-trained and well-staffed workforce to provide efficient and effective services.

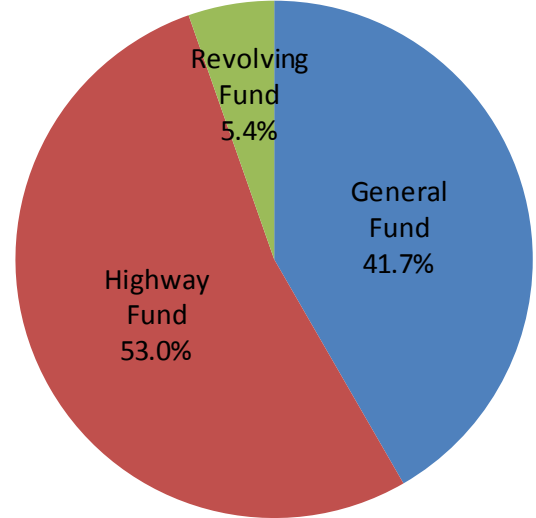
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

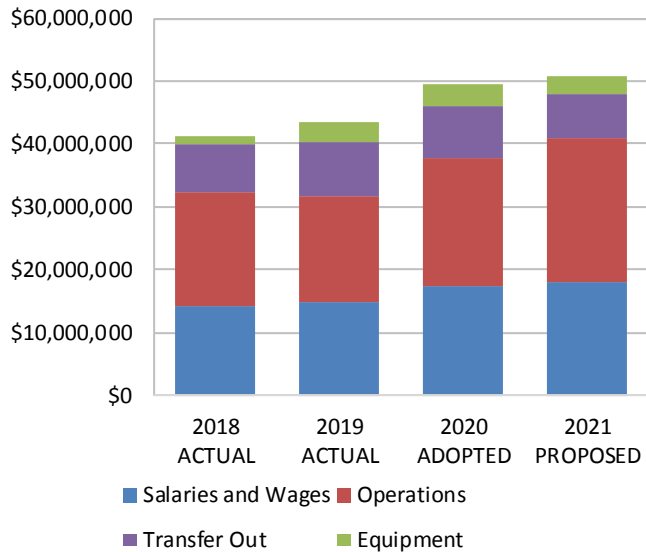


FY 2021 Total Equivalent Personnel

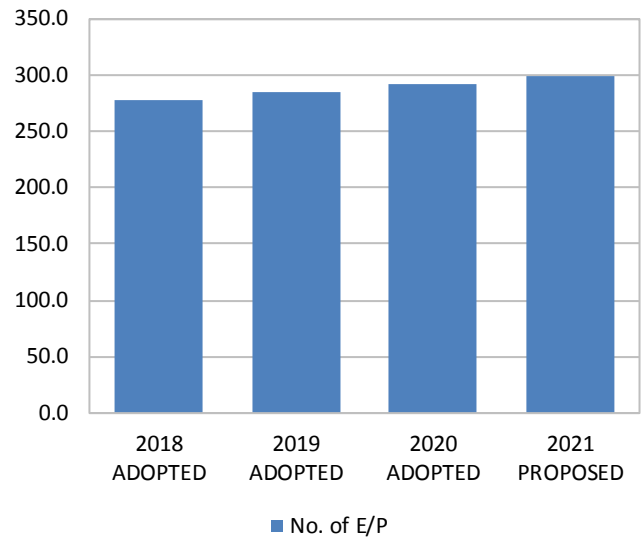


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$340,262	\$494,165	\$551,903	\$765,031	\$213,128	38.6%
WAGES & SALARIES	\$14,050,731	\$14,382,193	\$16,875,342	\$17,367,167	\$491,825	2.9%
Salaries and Wages Total	\$14,390,993	\$14,876,358	\$17,427,245	\$18,132,198	\$704,953	4.0%
Operations						
INTERFUND COST RECLASSIFICATION	\$8,308,726	\$8,691,785	\$9,767,779	\$11,597,831	\$1,830,052	18.7%
MATERIALS & SUPPLIES	\$4,566,507	\$2,811,560	\$3,802,950	\$3,954,950	\$152,000	4.0%
OTHER COSTS	\$333,125	\$353,733	\$456,039	\$461,039	\$5,000	1.1%
SERVICES	\$1,473,279	\$1,820,818	\$2,706,915	\$2,688,667	-\$18,248	-0.7%
SPECIAL PROJECTS	\$0	\$0	\$200	\$200	\$0	N/A
TRAVEL	\$81,410	\$91,995	\$109,850	\$109,850	\$0	N/A
UTILITIES	\$3,083,457	\$3,146,821	\$3,487,802	\$3,921,775	\$433,973	12.4%
Operations Total	\$17,846,504	\$16,916,713	\$20,331,535	\$22,734,312	\$2,402,777	11.8%
Transfer Out						
GENERAL FUND	\$6,295,327	\$7,075,302	\$8,321,896	\$6,842,691	-\$1,479,205	-17.8%
OTHER GOVERNMENTAL FUNDS	\$1,247,750	\$1,255,822		\$127,759	\$127,759	N/A
SPECIAL REVENUE FUNDS	\$75,000	\$75,000	\$75,000	\$75,000	\$0	N/A
Transfer Out Total	\$7,618,077	\$8,406,124	\$8,396,896	\$7,045,450	-\$1,351,446	-16.1%
Equipment						
LEASE PURCHASES		\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$1,475,585	\$3,212,605	\$3,275,429	\$3,010,000	-\$265,429	-8.1%
Equipment Total	\$1,475,585	\$3,212,605	\$3,275,429	\$3,010,000	-\$265,429	-8.1%
Department Total	\$41,331,159	\$43,411,800	\$49,431,105	\$50,921,960	\$1,490,855	3.0%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	7.0	7.0	7.0	7.0	0.0	0.0%
Building Permit Revolving Fund Program	16.0	16.0	16.0	16.0	0.0	0.0%
Development Services Administration	37.0	37.0	37.0	37.0	0.0	0.0%
Engineering Program	36.0	37.0	35.0	39.3	4.3	12.3%
Highway Administration Program	7.0	7.0	7.0	7.0	0.0	0.0%
Road, Bridge, & Drainage Maintenance Program	124.0	123.0	134.0	135.0	1.0	0.7%
Special Maintenance Program	35.0	43.0	40.0	41.0	1.0	2.5%
Traffic Management Program	15.0	15.0	15.0	16.0	1.0	6.7%
Department Total	277.0	285.0	291.0	298.3	7.3	2.5%

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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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%

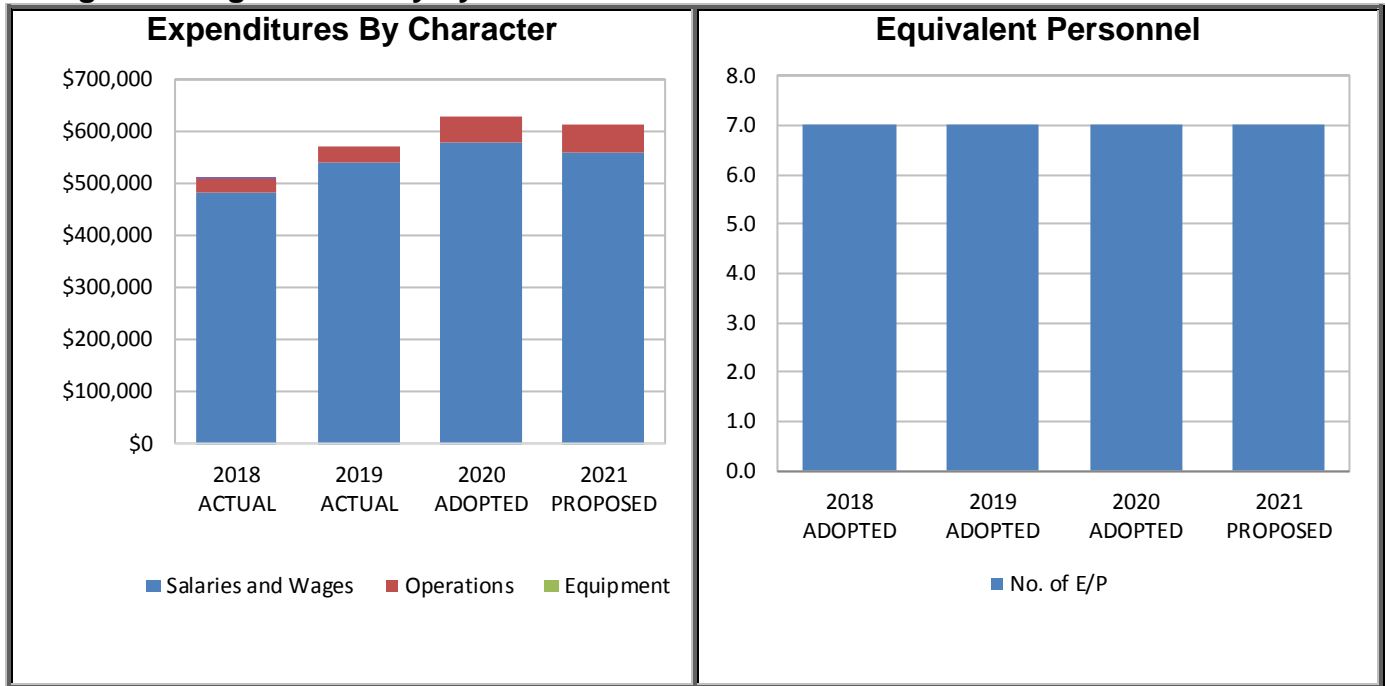
Administration Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	N/A	N/A	N/A

Administration Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$7,650	\$24,112	\$3,000	\$3,000	\$0	N/A
WAGES & SALARIES	\$475,883	\$515,298	\$574,110	\$557,167	-\$16,943	-3.0%
Salaries and Wages Total	\$483,533	\$539,410	\$577,110	\$560,167	-\$16,943	-2.9%
Operations						
MATERIALS & SUPPLIES	\$2,301	\$1,807	\$4,950	\$4,950	\$0	N/A
OTHER COSTS	\$6,509	\$15,748	\$16,500	\$16,500	\$0	N/A
SERVICES	\$3,233	\$2,628	\$13,450	\$13,450	\$0	N/A
SPECIAL PROJECTS	\$0	\$0	\$200	\$200	\$0	N/A
TRAVEL	\$10,565	\$6,783	\$12,200	\$12,200	\$0	N/A
UTILITIES	\$3,340	\$2,122	\$4,000	\$4,000	\$0	N/A
Operations Total	\$25,947	\$29,087	\$51,300	\$51,300	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$509,481	\$568,497	\$628,410	\$611,467	-\$16,943	-2.7%

Administration Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Departmental Contracts Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Office Operations Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	7.0	7.0	7.0	7.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916015A-5101 Regular Wages: Adjustment in salaries due to position reallocation of Office Operation Assistant II and position filled at a lower level, offset by 2% increase for Director and Deputy Director per Salary Commission.	-\$16,943	0.0
Operations		
None	\$0	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.0

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):

- Strong and Diversified Economy
- Well-planned Public Infrastructure
- 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	3,101	1,000	1,000
	# of bike lanes/paths constructed in LF annually	4,032	1,000	1,000
	# of wheelchair ramps installed annually	0	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	6	24	24
	# of lane miles preserved annually	5	0	0

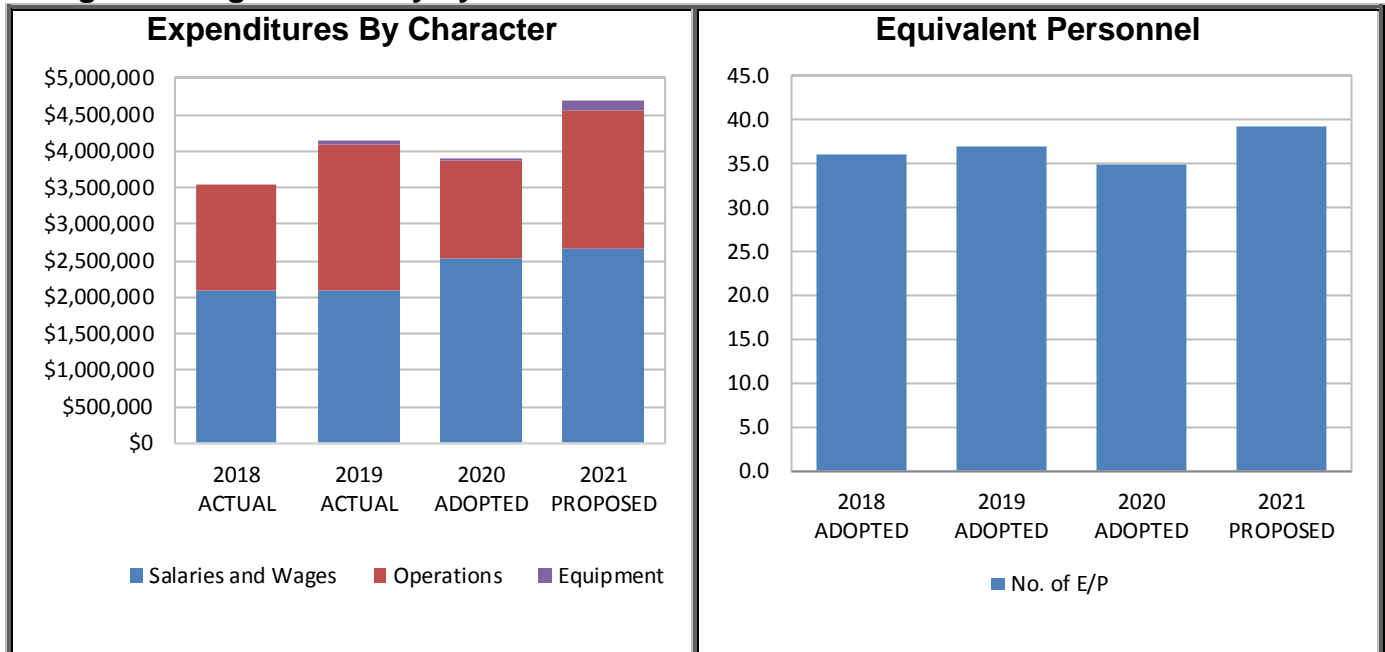
Engineering Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	1	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	61%	75%	60%
	# of lineal feet of drain lines assessed annually	0	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	573	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	10	50	50

Engineering Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$39,190	\$92,230	\$41,600	\$49,600	\$8,000	19.2%
WAGES & SALARIES	\$2,062,542	\$2,014,443	\$2,478,300	\$2,608,780	\$130,480	5.3%
Salaries and Wages Total	\$2,101,732	\$2,106,674	\$2,519,900	\$2,658,380	\$138,480	5.5%
Operations						
MATERIALS & SUPPLIES	\$37,172	\$36,287	\$43,900	\$65,900	\$22,000	50.1%
OTHER COSTS	\$2,874	\$5,046	\$20,200	\$20,200	\$0	N/A
SERVICES	\$670,149	\$1,228,693	\$505,272	\$656,331	\$151,059	29.9%
TRAVEL	\$5,352	\$1,204	\$9,015	\$9,015	\$0	N/A
UTILITIES	\$725,453	\$718,773	\$777,065	\$1,156,766	\$379,701	48.9%
Operations Total	\$1,441,000	\$1,990,002	\$1,355,452	\$1,908,212	\$552,760	40.8%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$50,547	\$1,429	\$123,000	\$121,571	8507.4%
Equipment Total	\$0	\$50,547	\$1,429	\$123,000	\$121,571	8507.4%
Program Total	\$3,542,732	\$4,147,223	\$3,876,781	\$4,689,592	\$812,811	21.0%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer III	3.0	3.0	3.0	3.0	0.0	0.0%
Civil Engineer IV	4.0	4.0	4.0	4.0	0.0	0.0%
Civil Engineer V	5.0	5.0	4.0	4.0	0.0	0.0%
Civil Engineer VI	3.0	3.0	3.0	3.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
College Intern	0.0	0.0	0.0	0.3	0.3	100%
Construction Inspector II	3.0	3.0	3.0	3.0	0.0	0.0%

Engineering Program

Equivalent Personnel Summary by Position Title – General Fund (cont'd)

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
County Building/Grounds Maintenance Supervisor I	1.0	1.0	1.0	2.0	1.0	100.0%
County Building/Grounds Maintenance Utility Worker	1.0	1.0	1.0	2.0	1.0	100.0%
Engineering Aid III	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Drafting Aid III	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Program Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Support Technician I	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Support Technician II	0.0	1.0	0.0	0.0	0.0	0%
Janitor II	6.0	6.0	6.0	8.0	2.0	33.3%
Land Surveyor II	1.0	1.0	1.0	1.0	0.0	0.0%
Land Surveyor/Right-of-Way Agent	1.0	1.0	1.0	1.0	0.0	0.0%
Right-of-Way Agent V	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Engineering Aid	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	36.0	37.0	35.0	39.3	4.3	12.3%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
SERVICES:		
916024B-6129 Other Services: Deletion of one-time appropriation for title search and survey for lower Nahiku Bridge.	-\$100,000	
916124B-6129 Other Services: Deletion of one-time appropriation for anticipated expenditures.	-\$100,000	
UTILITIES:		
916124B-6120 Electricity: Inflationary adjustment.	\$13,800	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916023A-5101 Regular Wages: Proposed College Intern expansion position in FY 2021.	\$7,800	0.3
916124A-5101 Regular Wages: Proposed 2.0 Janitor II, 1.0 County Building/Grounds Maintenance Utility Worker, and 1.0 County Building/Grounds Maintenance Supervisor I expansion positions in FY 2021.	\$124,072	4.0
OTHER PREMIUM PAY:		
915124A-5205 Overtime: Funding based on average spending.	\$5,000	
916124A-5207 Temporary Assignment: Funding based on average spending.	\$3,000	

Engineering Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
916023B-6132 Professional Services: For contract survey services due to staff shortage and LED streetlights study.	\$180,000	
916124B-6138 R&M - Services/Contracts: Funding due to increase in Kalana O Maui maintenance contract costs, for new contracts for tree trimming, booster pump maintenance and pest control and for Kalana O Maui building repair costs due to age.	\$50,000	
916157B-6138 R&M - Services/Contracts: Additional funding due to increasing repair costs for Old Courthouse.	\$50,000	
916158B-6138 R&M Services Contracts: Additional funding for the new Kahului Service Center.	\$60,000	
916158B-6150 Sewer Charges: Additional funding for the new Kahului Service Center.	\$10,000	
MATERIALS & SUPPLIES:		
916158B-6024 Janitorial Supplies: Additional funding for the new Kahului Service Center.	\$10,000	
916158B-6031 Repairs & Maintenance Supplies: Additional funding for the new Kahului Service Center.	\$2,000	
916158B-6051 Safety Supplies: Related operation cost for the expansion positions.	\$2,000	
916158B-6052 Small Tools: Related operation cost for the expansion positions.	\$4,000	
916158B-6060 Small Equipment - under \$1000: Related operation cost for the expansion positions.	\$4,000	
UTILITIES:		
916158B-6178 Water Delivery Charges: Related operation cost for the expansion positions.	\$14,000	
916157B-6120 Electricity: Additional funding for new Kahului Service Center.	\$350,000	
Equipment		
MACHINERY & EQUIPMENT:		
916023C-7040 Motor Vehicles: Replacement of three Hybrid SUV 4x4 (CM 1302, CM 1303, CM 1304) at \$40,000 each.	\$120,000	
916158C-7044 Other Equipment: Purchase of two buffers at \$1,500 each for the Kahului Service Center.	\$3,000	
TOTAL EXPANSION BUDGET	\$998,872	4.3

Engineering Program

Summary by Grant Award¹

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
Federal Highway Administration, Federal-Aid and Other Transportation Grants	No	Yes/20%	\$11,200,000	\$12,500,000	\$8,097,000	\$17,553,000
State of Hawaii Department of Transportation, Safe Routes to School Program Special Fund	No	No	\$150,000	\$275,000	\$275,000	\$175,000
Federal Highway Administration, Assessment of County of Maui Coastal Roads for Effects of Climate Change, Sea Level Rise, and Shoreline Erosion	No	Yes	\$0	\$0	\$560,000	\$0
Private Contributions	No	No	\$30,000	\$0	\$50,000	\$0
Federal Highway Administration, Transportation Alternatives Program Grants	No	Yes/20%	\$0	\$200,000	\$0	\$0
State of Hawaii Department of Transportation – Keanae Road Safety Improvements	No	Yes	\$0	\$2,000,000	\$0	\$0
TOTAL			\$11,380,000	\$14,975,000	\$8,982,000	\$17,728,000

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.

¹ 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 (cont'd)****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.

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; 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):

- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and, Livable County

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 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; street tree maintenance; and storm water management services.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	99%	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	77%	20%	50%
	# of training hours offered each year per garage mechanic	25	8	40

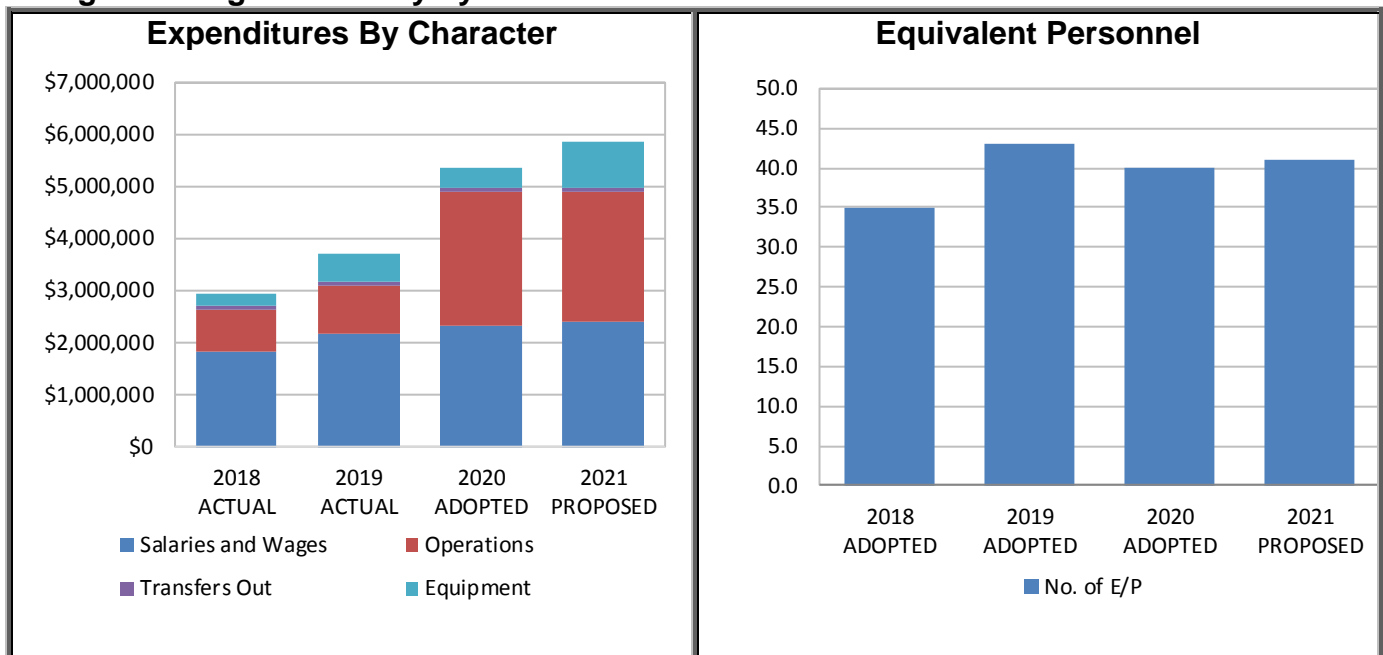
Special Maintenance Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	33%	40%	40%
	% of time spent on scheduled preventive maintenance as opposed to unscheduled repair of heavy equipment	41%	75%	75%
2. Ensure that expenditure trends support long-term sustainability	Average maintenance cost per light vehicle	\$165	\$100	\$100
	Average maintenance cost per heavy equipment vehicle	\$520	\$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 & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$44,908	\$59,844	\$40,283	\$30,000	-\$10,283	-25.5%
WAGES & SALARIES	\$1,782,957	\$2,094,606	\$2,297,508	\$2,380,516	\$83,008	3.6%
Salaries and Wages Total	\$1,827,864	\$2,154,449	\$2,337,791	\$2,410,516	\$72,725	3.1%
Operations						
MATERIALS & SUPPLIES	\$686,182	\$809,982	\$1,190,644	\$1,218,894	\$28,250	2.4%
OTHER COSTS	\$28,791	\$34,904	\$79,385	\$79,385	\$0	N/A
SERVICES	\$62,715	\$69,918	\$1,261,250	\$1,141,695	-\$119,555	-9.5%
TRAVEL	\$64	\$2,341	\$0	\$0	\$0	N/A
UTILITIES	\$31,025	\$33,458	\$33,965	\$34,792	\$827	2.4%
Operations Total	\$808,777	\$950,603	\$2,565,244	\$2,474,766	-\$90,478	-3.5%
Transfers Out						
SPECIAL REVENUE FUNDS	\$75,000	\$75,000	\$75,000	\$75,000	\$0	N/A
Transfers Out Total	\$75,000	\$75,000	\$75,000	\$75,000	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$234,034	\$506,995	\$362,000	\$905,000	\$543,000	150.0%
Equipment Total	\$234,034	\$506,995	\$362,000	\$905,000	\$543,000	150.0%
Program Total	\$2,945,675	\$3,687,047	\$5,340,035	\$5,865,282	\$525,247	9.8%

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Arboriculturist	0.0	1.0	1.0	1.0	0.0	0.0%
Automotive Mechanic I	8.0	8.0	8.0	8.0	0.0	0.0%
Automotive Repair Supervisor I	3.0	3.0	3.0	3.0	0.0	0.0%
Automotive Repair Supervisor II	1.0	1.0	1.0	1.0	0.0	0.0%
Automotive Service Attendant	1.0	1.0	1.0	1.0	0.0	0.0%
Body & Fender Repairer	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer VI			1.0	1.0	0.0	0.0%
Clerk III	3.0	4.0	4.0	4.0	0.0	0.0%
Construction Equipment Mechanic I	12.0	13.0	12.0	13.0	1.0	8.3%
Construction Equipment Mechanic II	1.0	1.0	2.0	2.0	0.0	0.0%
Engineering Support Technician II			1.0	1.0	0.0	0.0%
Equipment Operator IV	0.0	2.0	0.0	0.0	0.0	0%
Heavy Equipment/Construction Welder	1.0	1.0	1.0	1.0	0.0	0.0%
Highway Construction & Maintenance Supervisor I	0.0	1.0	0.0	0.0	0.0	0%
Highway Construction & Maintenance Supervisor II	0.0	1.0	0.0	0.0	0.0	0%
Laborer II	0.0	1.0	0.0	0.0	0.0	0%
Tire Repairer	1.0	1.0	1.0	1.0	0.0	0.0%
Veterans Cemetery Caretaker	2.0	2.0	2.0	2.0	0.0	0.0%
Veterans Cemetery Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	35.0	43.0	40.0	41.0	1.0	2.5%

Special Maintenance Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916114A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Agreement date 07/01/2020, position reallocation of Automotive Mechanic I, and increase Construction Equipment Mechanic II to fully year salary expansion position in FY 2020.	\$60,540	0.0
916215A-5101 Regular Wages: Adjustment in salary for Arboriculturist filled at a lower level.	-\$16,776	0.0
Operations		
SERVICES:		
916133B-6129 Other Services: Deletion of one-time appropriation for tree removal on Olinda Road.	-\$500,000	
916135B-6129 Other Services: Deletion of one-time appropriation for planning and permitting cost.	-\$330,000	
Equipment		
MACHINERY AND EQUIPMENT:		
916114C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$305,000	
916139C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$11,500	
916213C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$30,000	
916364C-7039 Maintenance & Repair Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$13,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916114A-5101 Regular Wages: Proposed 1.0 Construction Equipment Mechanic I expansion position.	\$41,584	1.0
OTHER PREMIUM PAY:		
916369A-5215 Premium Pay: Increase to support Storm water Management program for weekend events and remote location training sessions.	\$2,500	
Operations		
MATERIALS AND SUPPLIES:		
916114B-6034 Medical & Safety Supplies: Related operation cost for the expansion position.	\$750	
916148B-6012 Construction Materials: Additional funding to purchase materials of Veterans Cemetery roof repair.	\$7,500	
916364B-6031 Repairs & Maintenance Supplies: Additional funding for roof repairs.	\$20,000	
SERVICES:		
916130B-6112 Contractual Service: Additional funding for painting and repair of Veterans Cemetery ceiling.	\$60,000	

Special Maintenance Program

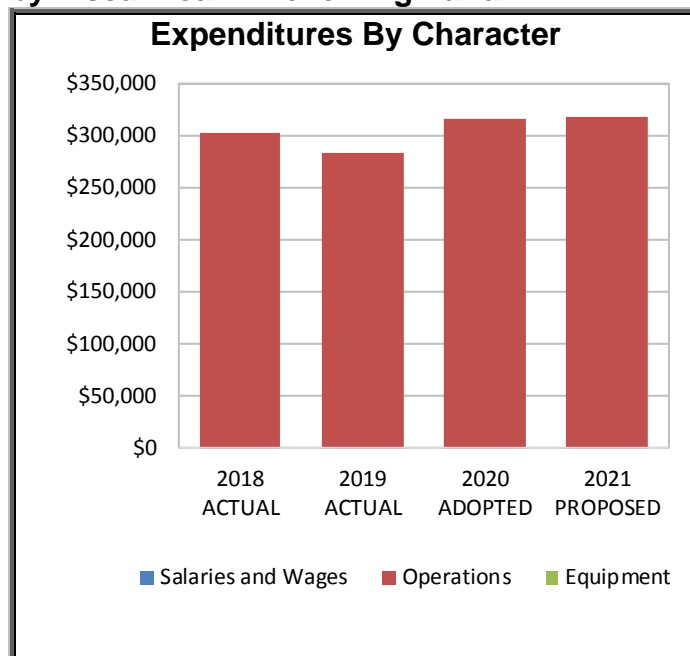
Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
916133B- 6129 Other Services: Additional funding to continue with removal of remaining trees on Olinda Road and begin tree along Piihola Road.	\$500,000	
916369B-6132 Professional Services: Additional funding to address stream maintenance activities carried out by Highways Division.	\$150,000	
Equipment		
MACHINERY AND EQUIPMENT:		
916114C-7039 Maintenance & Repair Equipment: Purchase of one Hydraulic Cylinder Repair table.	\$85,000	
916114C-7031 Computer Equipment: Replacement of three Rugged Diagnostic Laptops at \$5,000 each.	\$15,000	
916114C-7044 Other Equipment: Purchase of twelve mobile post lifts at \$15,000 each, replacement of four tire shop garage doors at \$10,000 each, purchase of one multi-welder at \$5,000 each, replacement of one 4 Ton Forklift at \$85,000, purchase of one plasma cutter at \$5,000.	\$315,000	
916213C-7044 Other Equipment: Purchase of six mobile post lifts at \$15,000 each.	\$90,000	
916364C-7044 Other Equipment: Purchase of three dewatering container at \$40,000 each, and one roll off truck at \$280,000.	\$400,000	
TOTAL EXPANSION BUDGET	\$1,687,334	1.0

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



Special Maintenance Program

Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
SERVICES	\$275,274	\$267,212	\$288,700	\$288,700	\$0	N/A
UTILITIES	\$26,344	\$16,788	\$27,588	\$28,383	\$795	2.9%
Operations Total	\$301,617	\$284,000	\$316,288	\$317,083	\$795	0.3%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$301,617	\$284,000	\$316,288	\$317,083	\$795	0.3%

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

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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

Population Served

The DSA Program serves applicants for subdivisions and DSA-issued permits (such as building, electrical, plumbing, grading, driveway, roadway, etc.), as well as the general public through Requests for Service.

Services Provided

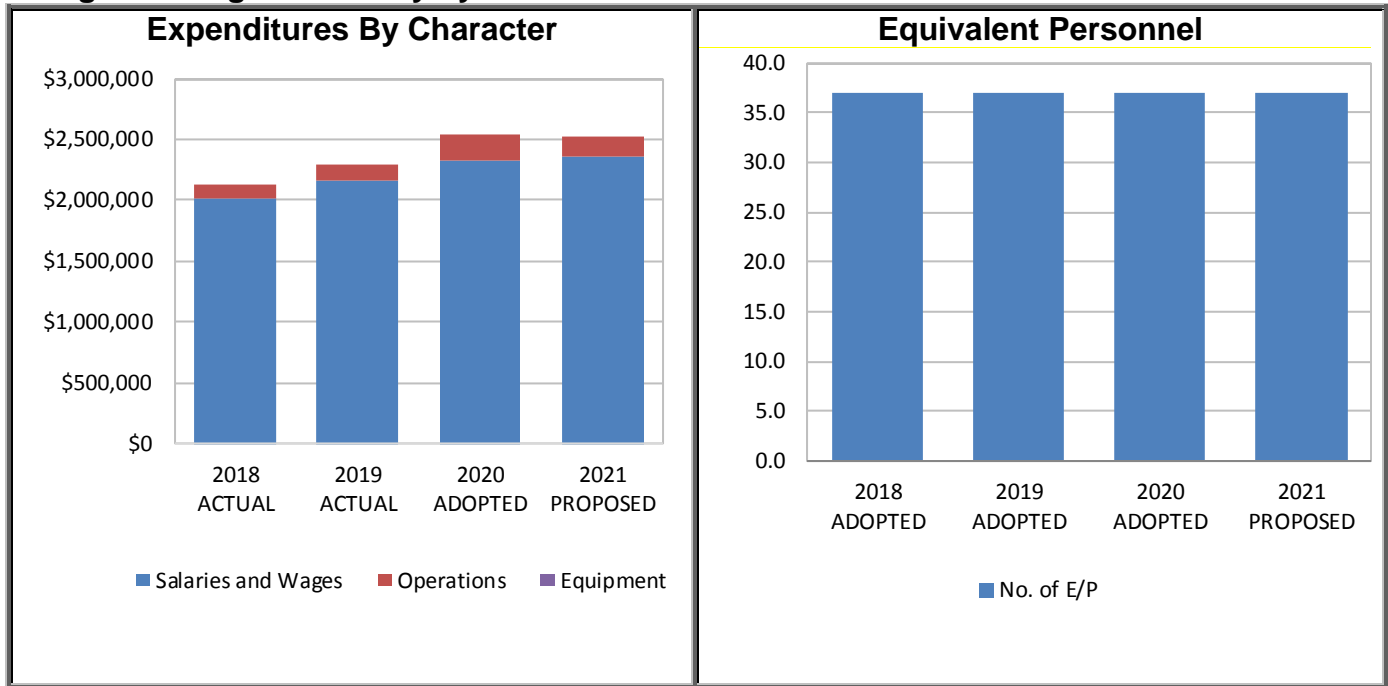
The DSA Program provides services relating to code enforcement and the issuance of permits under the jurisdiction of DSA.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	5	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	5	5	5

Development Services Administration Program

Program Budget Summary by Fiscal Year – General Fund



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$49,980	\$68,471	\$36,000	\$36,000	\$0	N/A
WAGES & SALARIES	\$1,973,294	\$2,101,465	\$2,294,880	\$2,328,780	\$33,900	1.5%
Salaries and Wages Total	\$2,023,274	\$2,169,936	\$2,330,880	\$2,364,780	\$33,900	1.5%
Operations						
MATERIALS & SUPPLIES	\$20,706	\$26,154	\$38,137	\$38,137	\$0	N/A
OTHER COSTS	\$5,055	\$4,153	\$7,300	\$7,300	\$0	N/A
SERVICES	\$12,099	\$15,925	\$83,424	\$33,473	-\$49,951	-59.9%
TRAVEL	\$18,339	\$21,269	\$32,700	\$32,700	\$0	N/A
UTILITIES	\$50,223	\$50,597	\$53,142	\$53,965	\$823	1.5%
Operations Total	\$106,422	\$118,098	\$214,703	\$165,575	-\$49,128	-22.9%
Equipment						
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$2,129,696	\$2,288,034	\$2,545,583	\$2,530,355	-\$15,228	-0.6%

Development Services Administration Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Development Services Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Building Inspector II	7.0	7.0	7.0	7.0	0.0	0.0%
Civil Engineer III	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer V	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	2.0	2.0	2.0	2.0	0.0	0.0%
Construction Inspector II	3.0	3.0	3.0	3.0	0.0	0.0%
Development Services Administrator	1.0	1.0	1.0	1.0	0.0	0.0%
Development Services Operations Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Electrical Engineer III	1.0	1.0	1.0	1.0	0.0	0.0%
Electrical Engineer IV	1.0	1.0	1.0	1.0	0.0	0.0%
Electrical Engineer V	1.0	1.0	1.0	1.0	0.0	0.0%
Electrical Inspector II	4.0	4.0	4.0	4.0	0.0	0.0%
Land Use & Building Plans Examiner	1.0	1.0	1.0	1.0	0.0	0.0%
Land Use & Codes Building Permit Clerk	3.0	3.0	3.0	3.0	0.0	0.0%
Plumbing Inspector II	5.0	5.0	5.0	5.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Specialty Plans Examiner II	1.0	1.0	1.0	1.0	0.0	0.0%
Subdivision Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Land Use/ Building Plans Examiner	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	37.0	37.0	37.0	37.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916031A-5101 Regular Wages: Adjustment in salaries due to position filled at a higher/lower level, salary corrections for Assistant Development Services Administrator, and correction to the step level.	\$33,900	0.0
Operations		
SERVICES:		
916033B-6132 Professional Services: Deletion of one-time appropriation for user fee study to determined building, electrical, plumbing, grading, and grubbing permit costs.	-\$50,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.0

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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	6	5	5
	# of business days taken to review building permit applications for building code compliance for residential additions and alterations	4	7	7
	# of business days taken to review building permit applications for building code compliance for new commercial buildings and tenant improvements	5	5	5

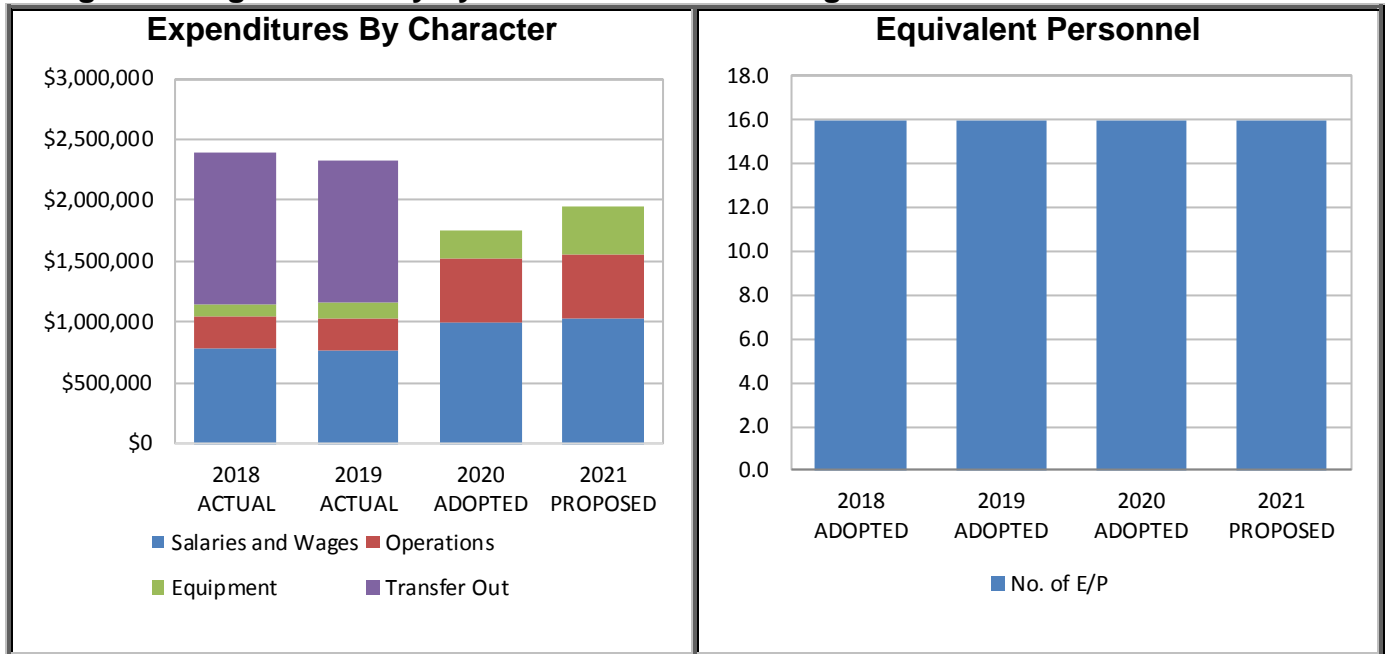
DSA – Building Permit

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	5	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	6	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	100%	99%	99%
	% of electrical permits issued within 30 days after application is deemed complete	97%	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%	98%	98%

DSA – Building Permit

Program Budget Summary by Fiscal Year – Revolving Fund



Expenditures Summary by Character & Object – Revolving Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$6,517	\$13,828	\$141,821	\$182,563	\$40,742	28.7%
WAGES & SALARIES	\$768,327	\$749,902	\$850,440	\$842,412	-\$8,028	-0.9%
Salaries and Wages Total	\$774,844	\$763,730	\$992,261	\$1,024,975	\$32,714	3.3%
Operations						
MATERIALS & SUPPLIES	\$977	\$1,363	\$36,700	\$36,700	\$0	N/A
OTHER COSTS	\$234,231	\$218,719	\$280,500	\$280,500	\$0	N/A
SERVICES	\$18,523	\$40,314	\$205,000	\$205,000	\$0	N/A
TRAVEL	\$9,499	\$6,177	\$7,000	\$7,000	\$0	N/A
UTILITIES	\$0	\$0	\$8,000	\$8,000	\$0	N/A
Operations Total	\$263,229	\$266,573	\$537,200	\$537,200	\$0	N/A
Transfer Out						
OTHER GOVERNMENTAL FUNDS	\$1,247,750	\$1,177,555	\$0	\$0	\$0	N/A
Transfer Out Total	\$1,247,750	\$1,177,555	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$100,370	\$125,294	\$215,000	\$391,000	\$176,000	81.9%
Equipment Total	\$100,370	\$125,294	\$215,000	\$391,000	\$176,000	81.9%
Program Total	\$2,386,194	\$2,333,151	\$1,744,461	\$1,953,175	\$208,714	12.0%

DSA – Building Permit

Equivalent Personnel Summary by Position Title – Revolving Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Civil Engineer III	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Computer Applications Support Technician III	1.0	1.0	1.0	1.0	0.0	0.0%
Electrical Inspector II	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Construction Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Support Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Land Use & Building Plans Examiner	3.0	3.0	3.0	3.0	0.0	0.0%
Land Use & Codes Building Permit Clerk	4.0	4.0	4.0	4.0	0.0	0.0%
Specialty Plans Examiner III	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Building Inspector	1.0	1.0	1.0	1.0	0.0	0.0%
Supervising Plumbing Inspector	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	16.0	16.0	16.0	16.0	0.0	0.0%

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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

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

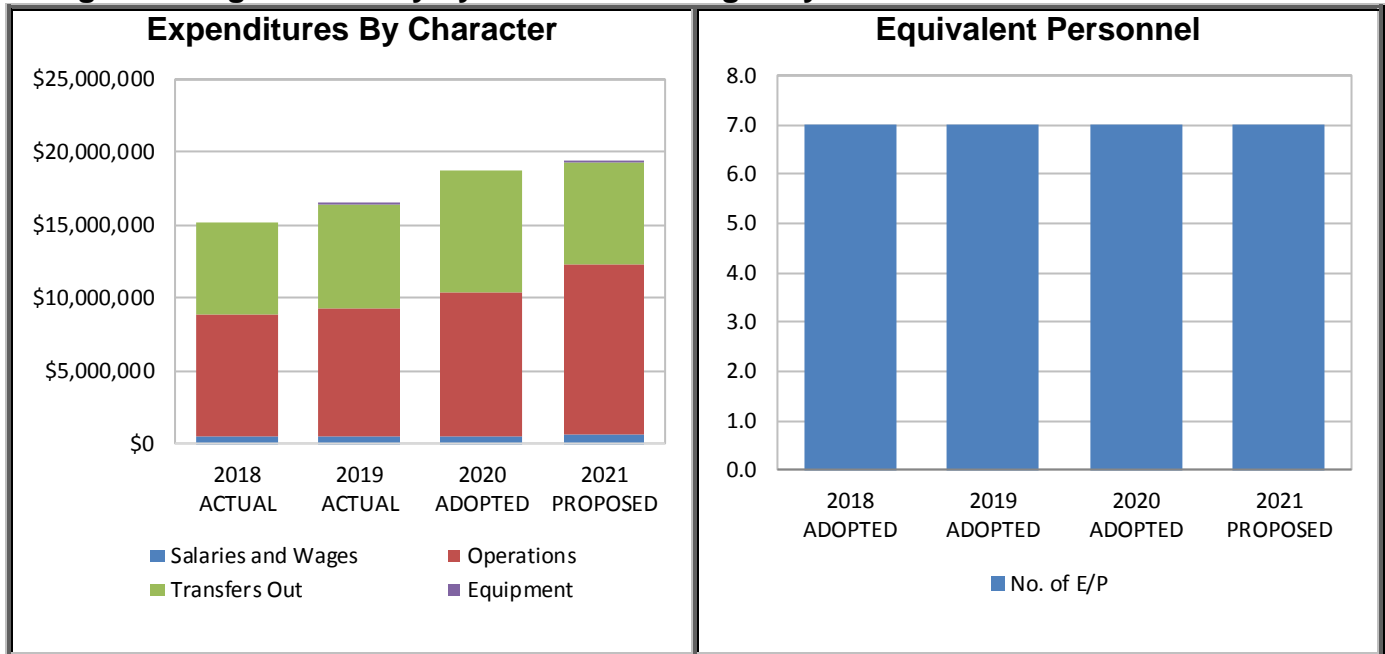
The Highways Administration Program provides policy guidance, administrative oversight, support services and emergency management services.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	120	20	20
2. Provide at least 8 hours of safety training annually to each employee	Average safety training hours provided to each employee	56	8	10
3. Provide heavy equipment operator training	# employees provided operator training	55	40	40

Highways Administration Program

Program Budget Summary by Fiscal Year – Highway Fund



Expenditures Summary by Character & Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$5,630	\$15,073	\$25,799	\$52,082	\$26,283	101.9%
WAGES & SALARIES	\$492,831	\$455,702	\$526,632	\$540,132	\$13,500	2.6%
Salaries and Wages Total	\$498,462	\$470,775	\$552,431	\$592,214	\$39,783	7.2%
Operations						
MATERIALS & SUPPLIES	\$15,215	\$21,369	\$15,700	\$15,700	\$0	N/A
OTHER COSTS	\$6,644	\$8,909	\$4,804	\$9,804	\$5,000	104.1%
SERVICES	\$16,458	\$11,703	\$13,000	\$13,000	\$0	N/A
TRAVEL	\$20,760	\$48,243	\$41,500	\$41,500	\$0	N/A
UTILITIES	\$12,217	\$13,153	\$21,475	\$22,625	\$1,150	5.4%
INTERFUND COST RECLASSIFICATION	\$8,308,726	\$8,691,785	\$9,767,779	\$11,597,831	\$1,830,052	18.7%
Operations Total	\$8,380,020	\$8,795,163	\$9,864,258	\$11,700,460	\$1,836,202	18.6%
Transfers Out						
GENERAL FUND	\$6,295,327	\$7,075,302	\$8,321,896	\$6,842,691	-\$1,479,205	-17.8%
OTHER GOVERNMENTAL FUNDS	\$0	\$78,267	\$0	\$127,759	\$127,759	N/A
Transfers Out Total	\$6,295,327	\$7,153,569	\$8,321,896	\$6,970,450	-\$1,351,446	-16.2%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$73,449	\$0	\$87,000	\$87,000	100%
Equipment Total	\$0	\$73,449	\$0	\$87,000	\$87,000	100%
Program Total	\$15,173,809	\$16,492,955	\$18,738,585	\$19,350,124	\$611,539	3.3%

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

Highways Administration Program

Equivalent Personnel Summary by Position Title – Highway Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Automotive Services Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Chief of Field Operations & Maintenance	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Support Technician I	1.0	1.0	1.0	1.0	0.0	0.0%
Public Works Construction/ Maintenance Superintend	1.0	1.0	1.0	1.0	0.0	0.0%
Safety and Driver Improvement Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	7.0	7.0	7.0	7.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

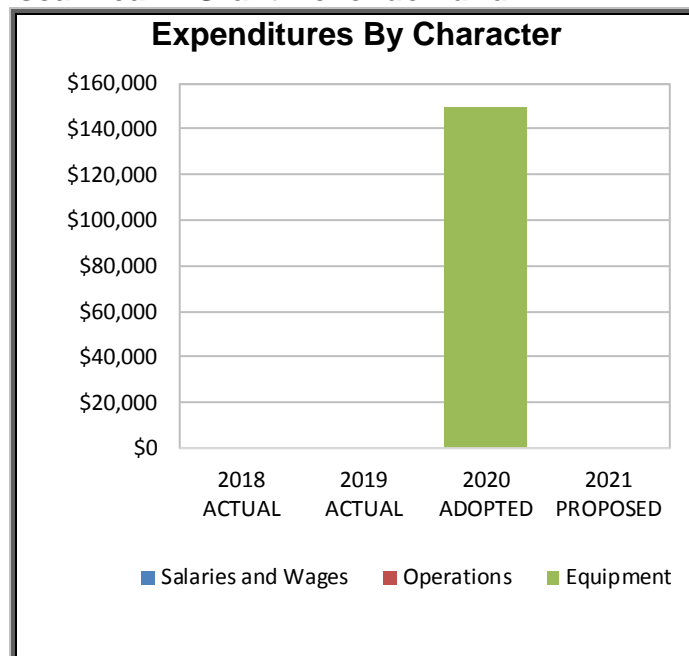
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916502A-5101 Regular Wages: Adjustment in salaries due to position filled at a higher/lower level, correction to salary for several positions, and positions reallocation.	\$13,500	
OTHER PREMIUM PAY:		
916502A-5250 Salary Adjustments: Deletion of anticipated salary increase in collection bargaining agreement.	-\$15,799	
Operations		
INTERFUND COST RECLASSIFICATION:		
916619B-6314 Social Security - FICA: Adjustment based on Fringe Benefit Rates for Calendar Year 2020.	\$77,313	
916619B-6370 Retirement System Charges: Adjustment based on Fringe Benefit Rates for Calendar Year 2020.	\$322,948	
916627B-6320 Hawaii Employer-Union Trust Fd: Adjustment based on Fringe Benefit Rates for Calendar Year 2020.	\$428,845	
916636B-6383 OPEB Contributions: Adjustment for OPEB based on Fringe Benefit Rates for Calendar Year 2020.	\$217,638	
916833B-6350 Overhead Charges/Admin Cost: Adjustment based on Cost Allocation Plan.	\$783,308	
Transfers Out		
GENERAL FUND:		
916635B-7510 General Fund: Adjustment for debt service cost per the Debt Service Schedule.	-\$416,071	
916640B-7510 General Fund: Deletion of funding which include in the overhead charges.	-\$1,063,134	
Equipment		
None	\$0	

Highways Administration Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
919502A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$42,082	0.0
Operations		
OTHER COSTS:		
916502B-6250 Training Fees/Seminars: Annual expenses related to Safety and Driver Improvement Coordinator proposed expansion position.	\$5,000	
UTILITIES:		
916502B-6152 Cellular Telephone: Additional funding for cell phones required for expansion positions.	\$1,000	
Transfers Out		
GENERAL FUND:		
916638B-7542 Bikeway Fund: Increase based on proposed capital budget.	\$127,759	
Equipment		
MACHINERY & EQUIPMENT:		
916502C-7040 Motor Vehicles: Replacement of one Hybrid Sport Utility Vehicle (CM 1339) at \$32,000 and replacement of one Pickup Truck (CM 1177) at \$55,000.	\$87,000	
TOTAL EXPANSION BUDGET	\$262,841	0.0

Program Budget Summary by Fiscal Year – Grant Revenue Fund



Highways Administration Program

Expenditures Summary by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
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
Operations Total	\$0	\$0	\$0	\$0	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$150,000	\$0	-\$150,000	-100.0%
Equipment Total	\$0	\$0	\$150,000	\$0	-\$150,000	-100.0%
Program Total	\$0	\$0	\$150,000	\$0	-\$150,000	-100.0%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

The Highway 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 Match \$ or %	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
Hazard Mitigation Grant	No	Yes/25%	\$150,000	\$0	\$0	\$0
TOTAL			\$150,000	\$0	\$0	\$0

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 in FY18. 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 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):

- Affordable, Healthy, and Thriving Community
- Strong and Diversified Economy
- Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

Population Served

This program serves the residents, businesses and visitors of the County of Maui.

Services Provided

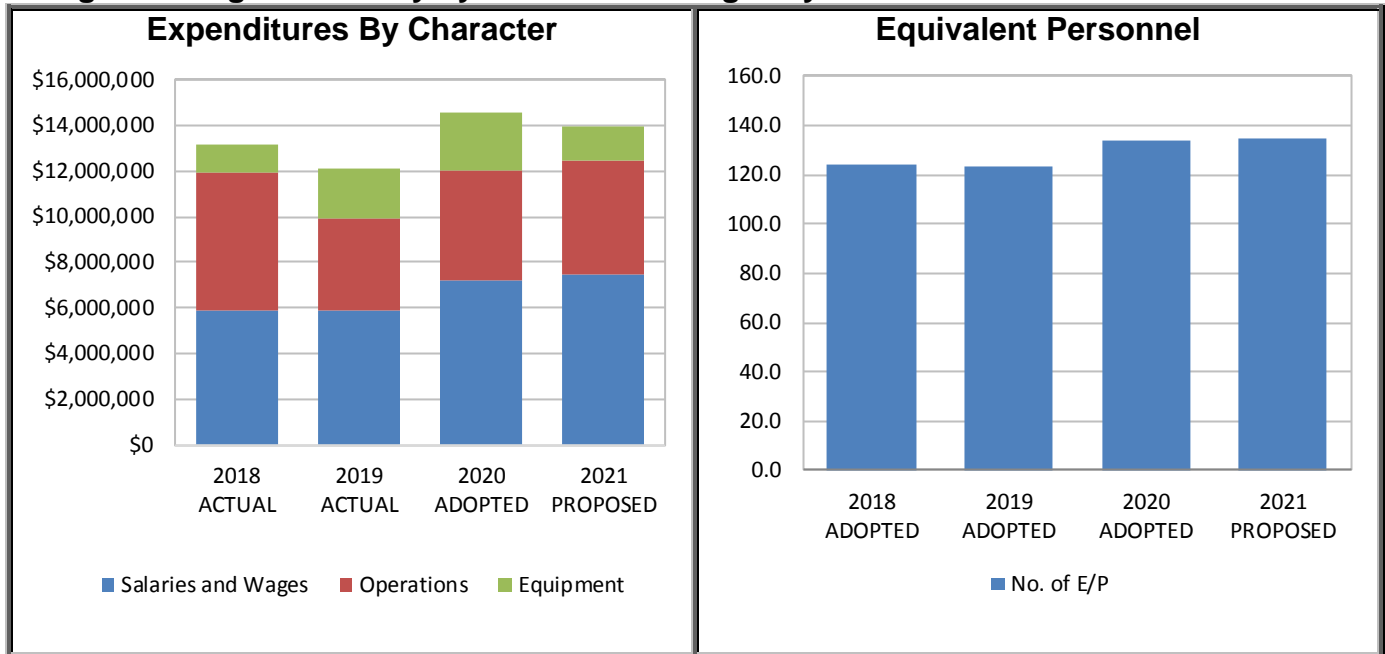
The Road, Bridge and Drainage Maintenance Program provides as road, bridge and drainage maintenance; disaster response, mitigation and recovery assistance. Services are provided through six district offices, including: Wailuku, Makawao, Lahaina, Hana, Molokai and Lanai.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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 slurry sealed (microsurfaced) in-house (countywide) annually	18	5	15
	# of lane miles of roads re-surfaced in-house (countywide) annually	10	4	5
<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	95%	100%	95%

Road, Bridge and Drainage Program

Program Budget Summary by Fiscal Year – Highway Fund



Expenditures Summary by Character & Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$133,933	\$165,669	\$198,932	\$290,495	\$91,563	46.0%
WAGES & SALARIES	\$5,785,886	\$5,696,046	\$7,010,820	\$7,209,988	\$199,168	2.8%
Salaries and Wages Total	\$5,919,819	\$5,861,715	\$7,209,752	\$7,500,483	\$290,731	4.0%
Operations						
MATERIALS & SUPPLIES	\$3,464,706	\$1,534,729	\$1,994,154	\$2,095,154	\$101,000	5.1%
OTHER COSTS	\$41,749	\$63,530	\$40,350	\$40,350	\$0	N/A
SERVICES	\$353,596	\$181,486	\$224,719	\$224,918	\$199	0.1%
TRAVEL	\$2,411	\$4,283	\$7,035	\$7,035	\$0	N/A
UTILITIES	\$2,190,186	\$2,265,191	\$2,510,642	\$2,560,364	\$49,722	2.0%
Operations Total	\$6,052,649	\$4,049,220	\$4,776,900	\$4,927,821	\$150,921	3.2%
Equipment						
MACHINERY & EQUIPMENT	\$1,141,496	\$2,161,374	\$2,547,000	\$1,504,000	-\$1,043,000	-41.0%
Equipment Total	\$1,141,496	\$2,161,374	\$2,547,000	\$1,504,000	-\$1,043,000	-41.0%
Program Total	\$13,113,963	\$12,072,309	\$14,533,652	\$13,932,304	-\$601,348	-4.1%

Road, Bridge and Drainage Program

Equivalent Personnel Summary by Position Title – Highway Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administrative Services Assistant I	6.0	6.0	6.0	6.0	0.0	0.0%
Construction Equipment Mechanic I	1.0	0.0	1.0	1.0	0.0	0.0%
Equipment Operator III	18.0	18.0	18.0	18.0	0.0	0.0%
Equipment Operator IV	26.0	24.0	26.0	27.0	1.0	3.8%
Highway Construction & Maintenance Supervisor I	11.0	10.0	11.0	11.0	0.0	0.0%
Highway Construction & Maintenance Supervisor II	3.0	2.0	3.0	3.0	0.0	0.0%
Laborer II	35.0	39.0	45.0	45.0	0.0	0.0%
Public Works District Supervisor I	3.0	3.0	3.0	3.0	0.0	0.0%
Public Works District Supervisor II	2.0	2.0	2.0	2.0	0.0	0.0%
Public Works Highway Utility Worker	4.0	4.0	4.0	4.0	0.0	0.0%
Public Works Lanai District Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Public Works Operations & Maintenance Worker I	1.0	1.0	1.0	1.0	0.0	0.0%
Street Sweeper Operator	4.0	4.0	4.0	4.0	0.0	0.0%
Tractor Mower Operator	9.0	9.0	9.0	9.0	0.0	0.0%
Program Total	124.0	123.0	134.0	135.0	1.0	0.7%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916389A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement.	\$10,440	0.0
916528A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement.	\$29,976	0.0
916536A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement.	\$25,800	0.0
916544A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement and position filled at a lower level.	\$31,296	0.0
916551A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement.	\$20,016	0.0
916569A-5101 Regular Wages: Adjustment in salaries due to salary increase pursuant to Collective Bargaining Unit Agreement.	\$33,660	0.0
Operations		
MATERIALS & SUPPLIES:		
916389B-6030 Mach & Equip Replacement Parts: \$50,000 Budget transferred from 916528B-6031 and \$25,000 from 916536B-6031.	\$75,000	
916389B-6047 Road Patching Materials: \$25,000 Budget transferred from 916528B-6047 and \$15,000 from 916536B-6047.	\$40,000	
916528B-6031 Repairs & Maintenance Supplies: Budget transferred to 916389B-6030.	-\$50,000	
916528B-6047 Road Patching Materials: Budget transferred to 916389B-6047.	-\$25,000	
916536B-6031 Repairs & Maintenance Supplies: Budget transferred to 916389B-6047.	-\$25,000	
916536B-6047 Road Patching Materials: Budget transferred to 916389B-6047.	-\$15,000	
UTILITIES:		
916809B-6120 Electricity: Inflationary adjustment.	\$46,759	

Road, Bridge and Drainage Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
916389C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$280,000	
916528C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$80,000	
916536C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$380,000	
916536C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$180,000	
916544C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$300,000	
916544C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$140,000	
916546C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$120,000	
916551C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$600,000	
916569C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$250,000	
916577C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$50,000	
916579C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$167,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916389A-5101 Regular Wages: Proposed 1.0 Equipment Operator IV expansion position in FY 2021.	\$39,328	1.0
OTHER PREMIUM PAY:		
916389A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$9,509	0.0
916528A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$28,141	0.0
916536A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$24,632	0.0
916544A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$15,597	0.0
916551A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$18,541	0.0
916569A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$13,853	0.0
916577A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$7,222	0.0
Operations		
MATERIALS & SUPPLIES:		
916389B-6051 Safety Supplies: Related operation cost for the proposed expansion position.	\$1,000	
916528B-6031 Repairs & Maintenance Supplies: Additional funding for Herbicide alternatives at guardrails (wet mats).	\$50,000	
916536B-6031 Repairs & Maintenance Supplies: Additional funding for Herbicide alternatives at guardrails (wet mats).	\$50,000	

Road, Bridge and Drainage Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
916389C-7044 Other Equipment: Purchase of one Mobile Office Trailer at \$75,000.	\$75,000	
916528C-7040 Motor Vehicles: Replacement of one Flatbed Patch Truck (CM 1135) at \$100,000, replacement of one Transport Van (CM 1186) at \$55,000, and replacement of 1 Ton Crew Cab Truck (CM 1198) at \$70,000.	\$225,000	
916536C-7040 Motor Vehicles: Replacement of one Hybrid SUV 4x4 (CM 890) at \$35,000.	\$35,000	
916536C-7044 Other Equipment: Replacement of one Pavement Roller at \$85,000, replacement of one 20 Ton Tilt Top Trailer at \$80,000, and replacement of one Tractor Mower with Rear Rotary Deck at \$90,000.	\$255,000	
916544C-7031 Computer Equipment: Replacement of one Printer & Copier Machine at \$4,000.	\$4,000	
916544C-7044 Other Equipment: Purchase of one End Dump Trailer at \$125,000 and replacement of one Forklift at \$85,000.	\$210,000	
916551C-7044 Other Equipment: Replacement of two Tractor Mower with Rear Rotary Deck & Sickle at \$90,000 each.	\$180,000	
916569C-7040 Motor Vehicles: Replacement of one F-350 SD 4x4 Crew Cab Flat Bed/Liftgate (CM 1071) at \$90,000, replacement of one Crew Cab Super Duty Pickup (CM 1261) at \$60,000, and replacement of one F-150 4x4 Extra Cab (CM 1358) at \$55,000.	\$205,000	
916569C-7044 Other Equipment: Purchase of one End Dump Trailer at \$125,000 and replacement of one Tractor Mower with Rear Rotary Deck at \$90,000.	\$215,000	
916577C-7040 Motor Vehicles: Replacement of one 5 Yard Dump Truck at \$100,000.	\$100,000	
TOTAL EXPANSION BUDGET	\$1,761,823	1.0

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):

- Affordable, Healthy, and Thriving Community
- Well-planned Public Infrastructure
- Prepared, Safe, and Livable County

Population Served

The Traffic Management Program serves the residents, visitors and businesses of the County of Maui.

Services Provided

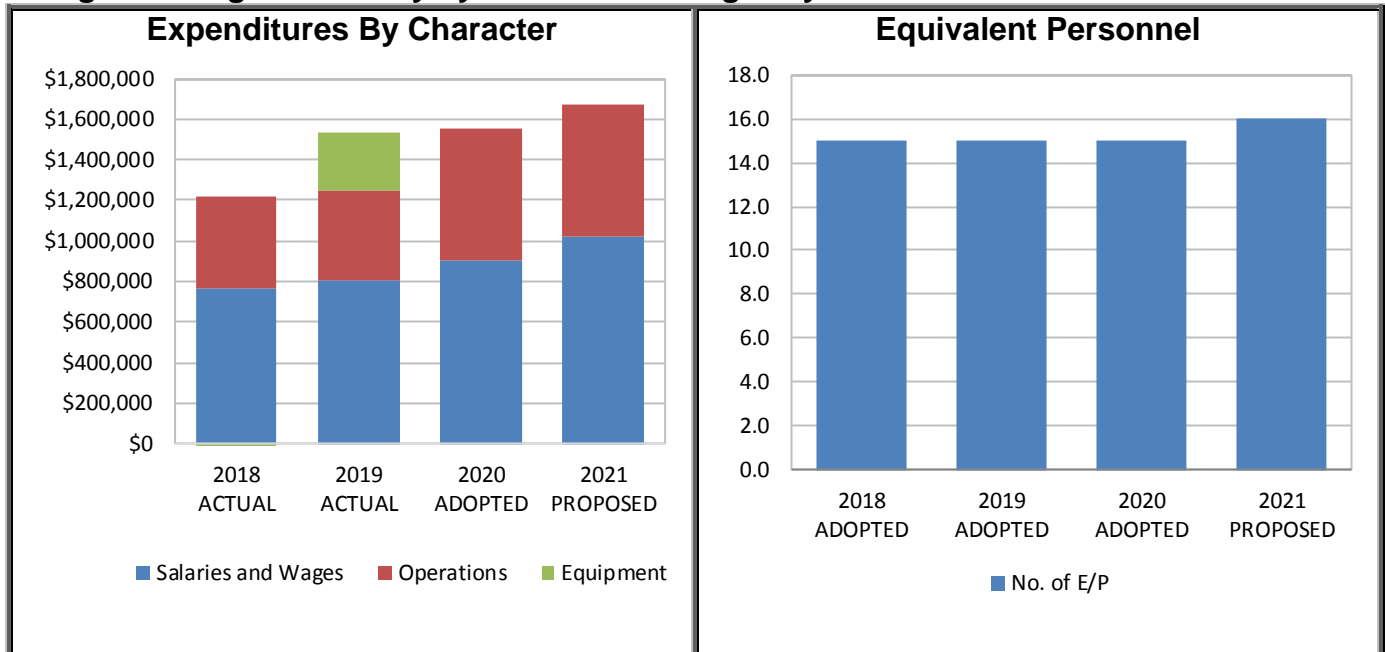
The Traffic Management Program installs, replaces and upgrades sign posts and signs in accordance with the Manual of Uniform Traffic Control Devices (MUTCD) and re-stripes pavement markings as required. Repairs and maintains all traffic signal lights under the County's jurisdiction. Repairs and maintains roadside solar-powered emergency call boxes, Rectangular Rapid Flash Beacon (RRFB), Speed Limit/Stop Flashers, school speed radar, and municipal parking lots.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Enable the safe and efficient use of county transportation systems and public spaces by repairing and maintaining County traffic signs, markings, and signals 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	35%	20%	20%
	# of lane feet restriped each year	147,680	40,000	40,000
	# of crosswalks repainted each year	75	10	10
2. Inspect each of the County's thirty-five signalized intersections at least once per year.	# of traffic signal inspections completed each year	N/A	N/A	35

Traffic Management Program

Program Budget Summary by Fiscal Year – Highway Fund



Expenditures Summary by Character & Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$52,454	\$54,940	\$64,468	\$121,291	\$56,823	88.1%
WAGES & SALARIES	\$709,011	\$754,730	\$842,652	\$899,392	\$56,740	6.7%
Salaries and Wages Total	\$761,465	\$809,670	\$907,120	\$1,020,683	\$113,563	12.5%
Operations						
MATERIALS & SUPPLIES	\$342,617	\$380,713	\$478,765	\$479,515	\$750	0.2%
OTHER COSTS	\$3,330	\$2,725	\$7,000	\$7,000	\$0	N/A
SERVICES	\$63,568	\$2,938	\$112,100	\$112,100	\$0	N/A
TRAVEL	\$314	\$1,696	\$400	\$400	\$0	N/A
UTILITIES	\$44,669	\$46,738	\$51,925	\$52,880	\$955	1.8%
Operations Total	\$454,498	\$434,810	\$650,190	\$651,895	\$1,705	0.3%
Equipment						
MACHINERY & EQUIPMENT	-\$315	\$294,947	\$0	\$0	\$0	N/A
Equipment Total	-\$315	\$294,947	\$0	\$0	\$0	N/A
Program Total	\$1,215,648	\$1,539,426	\$1,557,310	\$1,672,578	\$115,268	7.4%

Traffic Management Program

Equivalent Personnel Summary by Position Title – Highway Fund

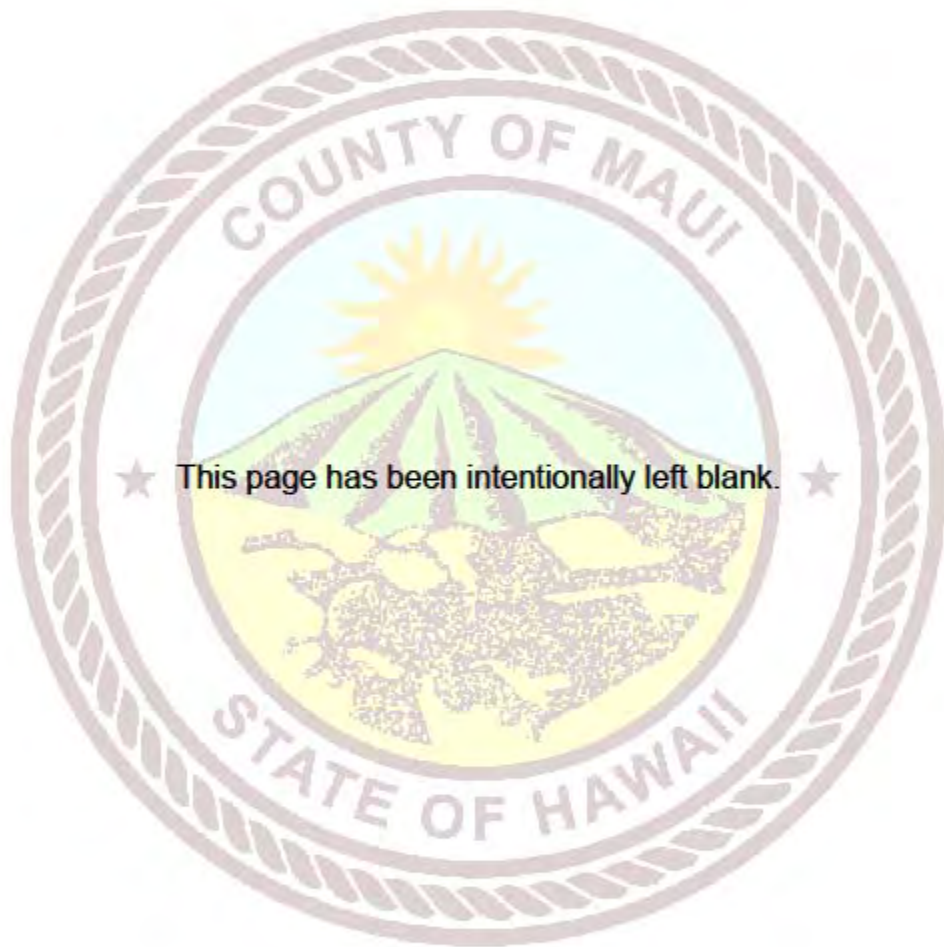
POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Electronic Technician I	2.0	2.0	2.0	2.0	0.0	0.0%
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Traffic Marker - Sign Painter I	3.0	3.0	3.0	4.0	1.0	33.3%
Traffic Marker - Sign Painter II	2.0	2.0	2.0	2.0	0.0	0.0%
Traffic Signs & Markings Helper	4.0	4.0	4.0	4.0	0.0	0.0%
Traffic Signs & Markings Installer	1.0	1.0	1.0	1.0	0.0	0.0%
Traffic Signs/Markings Supervisor II	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	15.0	15.0	15.0	16.0	1.0	6.7%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916601A-5101 Regular Wages: Increase pursuant to Bargaining Unit Agreement.	\$14,520	0.0
Operations		
None	\$0	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
916601A-5101 Regular Wages: Proposed 1.0 Traffic Marker - Sign Painter I expansion position in FY 2021.	\$37,888	1.0
OTHER PREMIUM PAY:		
916601A-5215 Premium Pay: Additional work resulting from the expansion of the Pavement Preservation Program.	\$10,000	
916601A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$26,951	
916817A-5215 Premium Pay: Increase for immediate respond to traffic signal outages/issues.	\$13,500	
916817A-5250 Salary Adjustments: Increase per Bargaining Unit Agreement.	\$9,340	
Operations		
MATERIALS & SUPPLIES:		
916601B-6034 Medical & Safety Supplies: Related operation cost for the proposed expansion position.	\$750	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$98,429	1.0

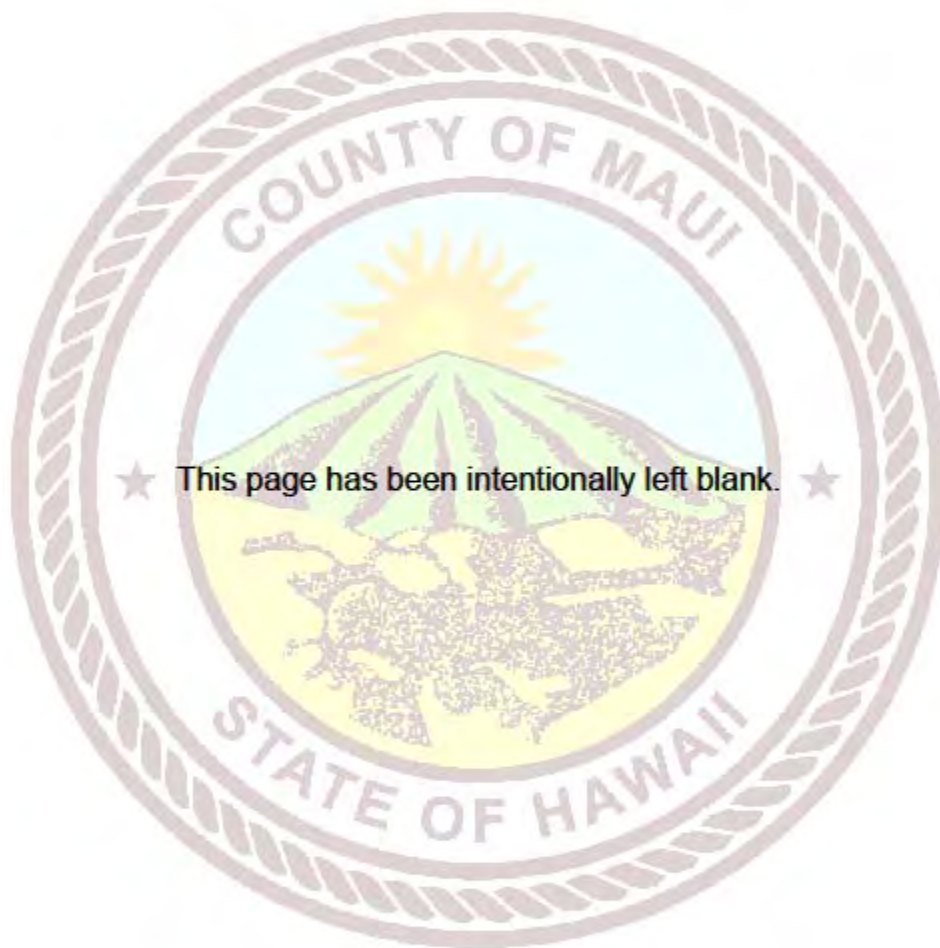


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Transportation

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

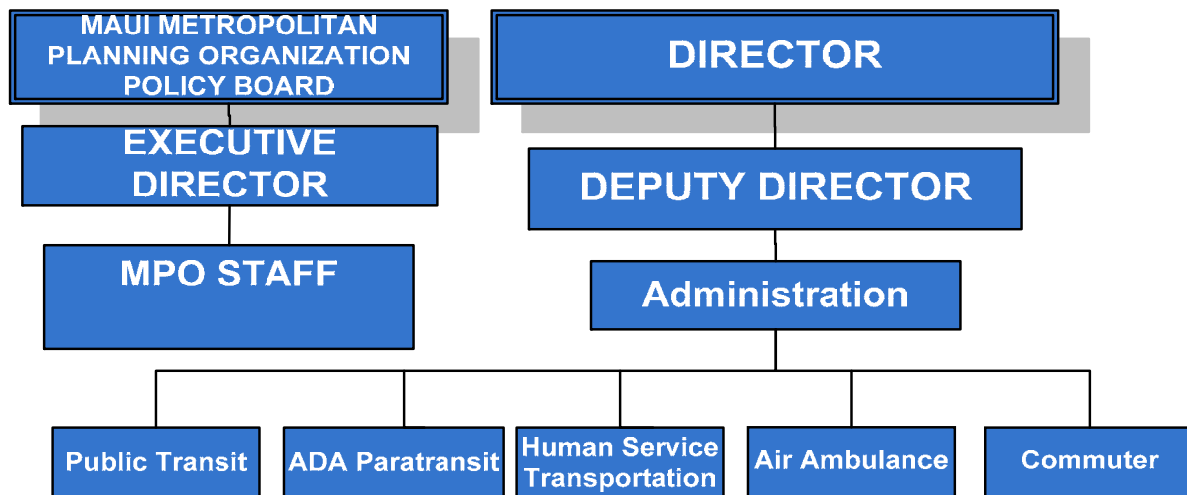
The principal mission of the Maui Department of Transportation (MDOT) is to oversee and support transportation systems that facilitate the movement of people throughout Maui County, including public transit, commuter, paratransit, human services transit and air ambulance in a safe, efficient and cost-effective manner.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County'

Organization Chart



Strategies

Administration Program:

- 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.
- Utilize reservation and scheduling software programs for both the ADA paratransit and human services transportation programs to provide accurate reporting for the NTD.
- Utilize Syncromatics CAD/AVL system for the fixed route system to address the NTD reporting requirements.
- 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).
- MDOT is moving forward with a Rates and Fee Study that will help the department establish policies and procedures as outlined in the Council's audit on the department as well as make recommendations on a fare structure based on community feedback and industry standards.
- 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 specialist 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.
- Keep a social media presence by updating the public with the latest updates, news and media campaigns regarding the Maui Bus system.

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).

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

- 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.
- 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 well-planned 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 and most recently a Central Maui Transit Hub.
- Continue to provide administrative support with the Maui Metropolitan Planning Organization (Maui MPO).

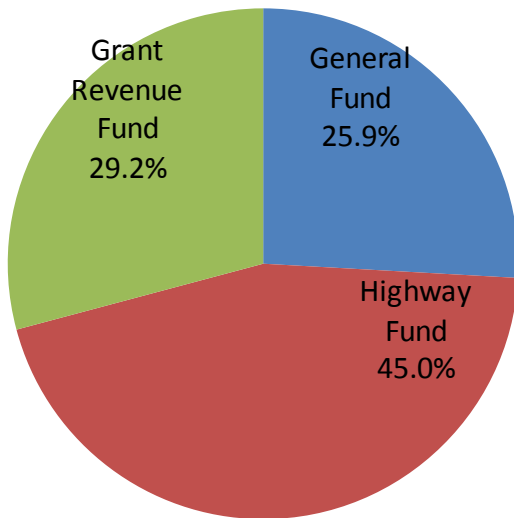
External Factors Description

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.

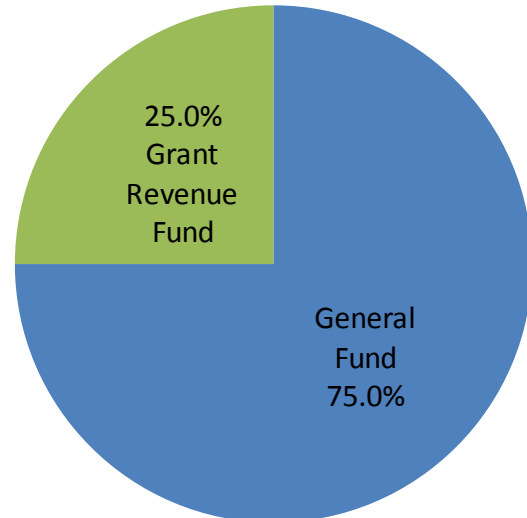
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

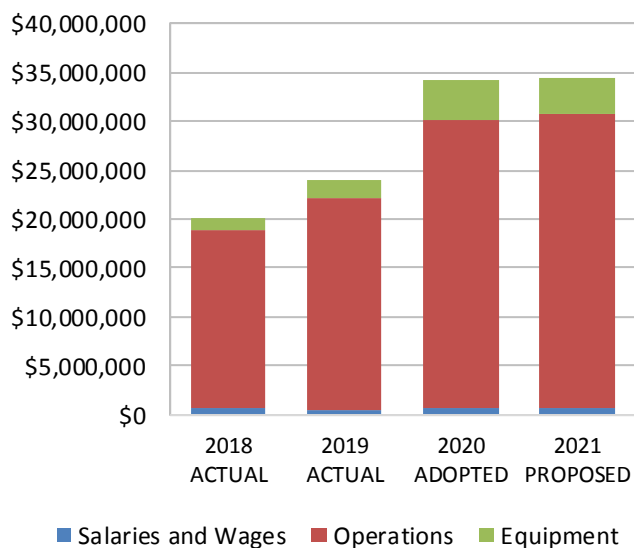


FY 2021 Total Equivalent Personnel

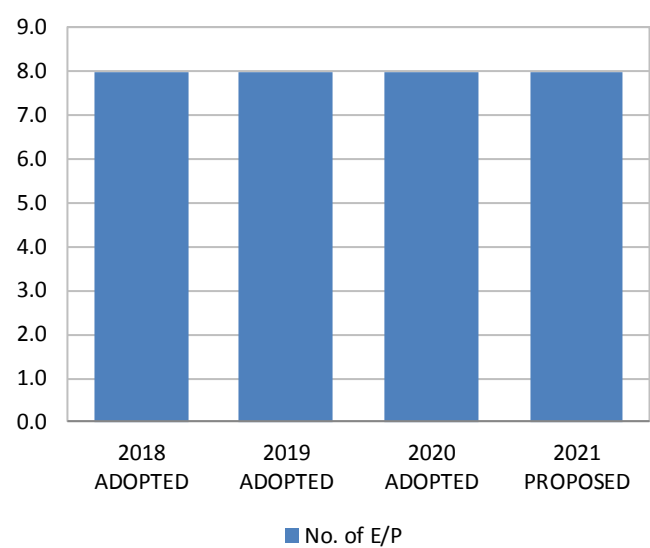


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$3,035	\$3,239	\$5,000	\$5,000	\$0	N/A
WAGES & SALARIES	\$614,096	\$516,413	\$673,837	\$692,703	\$18,866	2.8%
Salaries and Wages Total	\$617,131	\$519,652	\$678,837	\$697,703	\$18,866	2.8%
Operations						
MATERIALS & SUPPLIES	\$5,513	\$4,271	\$4,023	\$4,023	\$0	N/A
OTHER COSTS	\$7,423,125	\$7,458,998	\$14,762,346	\$14,331,085	-\$431,261	-2.9%
SERVICES	\$10,639,298	\$13,523,105	\$13,806,573	\$14,797,314	\$990,741	7.2%
TRAVEL	\$27,975	\$24,273	\$11,800	\$12,900	\$1,100	9.3%
UTILITIES	\$3,381	\$2,195	\$3,300	\$3,300	\$0	N/A
SPECIAL PROJECTS	\$0	\$200	\$0	\$0	\$0	N/A
BUDGETED EXPENDITURES	\$0	\$482,691	\$802,500	\$790,000	-\$12,500	-1.6%
INTERFUND COST RECLASSIFICATION	\$103,170	\$97,323	\$0	\$113,964	\$113,964	N/A
Operations Total	\$18,202,461	\$21,593,056	\$29,390,542	\$30,052,586	\$662,044	2.3%
Equipment						
LEASE PURCHASES	\$4,196	\$5,508	\$2,500	\$2,500	\$0	N/A
MACHINERY & EQUIPMENT	\$1,303,104	\$1,930,765	\$4,220,000	\$3,700,000	-\$520,000	-12.3%
Equipment Total	\$1,307,299	\$1,936,272	\$4,222,500	\$3,702,500	-\$520,000	-12.3%
Department Total	\$20,126,892	\$24,048,980	\$34,291,879	\$34,452,789	\$160,910	0.5%

Equivalent Personnel Summary by Program

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Administration Program	8.0	8.0	8.0	8.0	0.0	0.0%
Department Total	8.0	8.0	8.0	8.0	0.0	0.0%

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. While not all stops will be eligible for a shelter, some may qualify for site improvements such as ADA improvements and seating. The department is moving forward with the planning, design, and construction of the Central Maui Transit Hub. The County has committed planning and design funds while the State has committed some construction funds 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 2020 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 million, which also includes existing awards that are slated for receipt in FY 2021.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Administration Program

Population Served

The Administration Program serves the department staff, contractors, citizens, and visitors of the County of Maui.

Services Provided

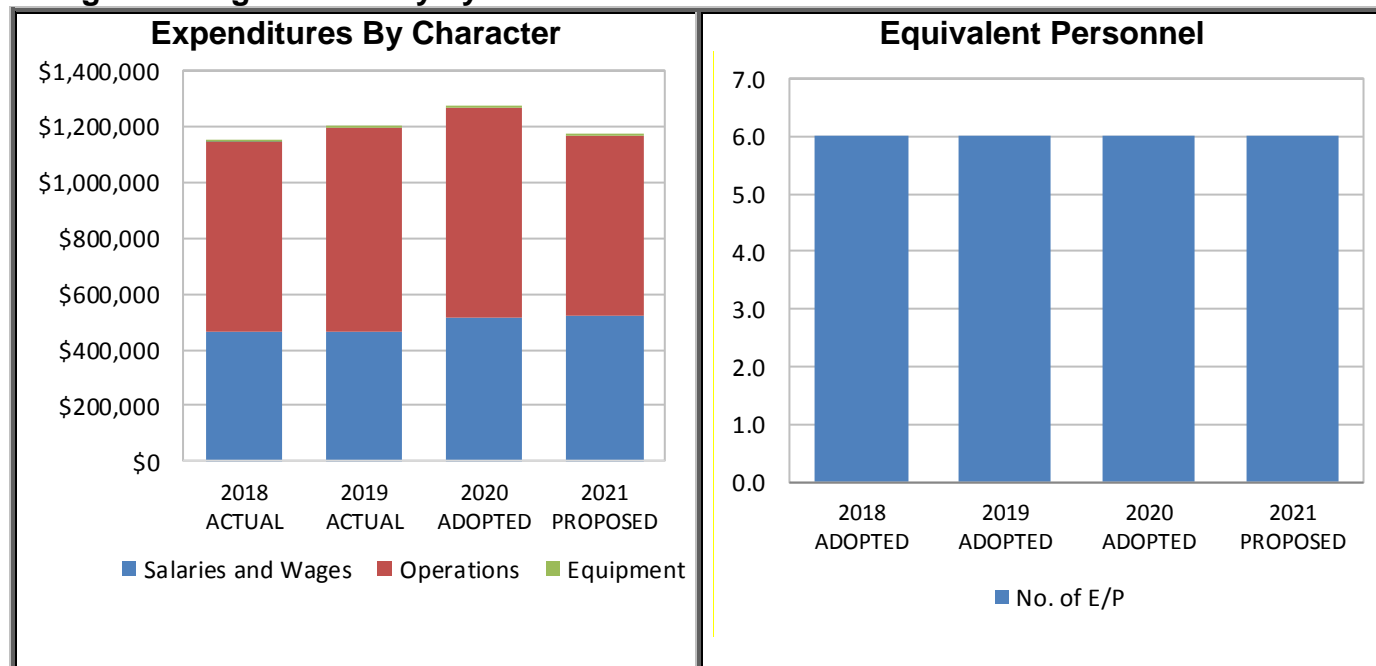
The Administration Program oversees and manages the Public Transit Program, Commuter Service Program, Paratransit Program, Human Service Transit Program, and the Air Ambulance Program.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	7.9 years	8.9 years	7.1 years
	Average mileage of the fixed route fleet	410,497	450,000	300,000
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	5 years	6 years	7 years
	Average mileage of the ADA paratransit fleet	154,782	170,000	190,000
<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	208	209	211
	# of stops that meet the minimum ridership boardings for shelter improvements	46	46	46
	# of total shelters built	46	46	45
	% of overall shelter project completed	100%	100%	97%
<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	24%	20%	20%
	Total Revenues Collected	\$2,371,168	\$2,300,000	\$2,300,000

Administration Program

Program Budget Summary by Fiscal Year



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$3,035	\$3,239	\$5,000	\$5,000	\$0	N/A
WAGES & SALARIES	\$460,442	\$461,031	\$509,037	\$518,419	\$9,382	1.8%
Salaries and Wages Total	\$463,477	\$464,270	\$514,037	\$523,419	\$9,382	1.8%
Operations						
MATERIALS & SUPPLIES	\$4,326	\$4,271	\$4,023	\$4,023	\$0	N/A
OTHER COSTS	\$584,380	\$638,071	\$637,668	\$523,646	-\$114,022	-17.9%
SERVICES	\$80,241	\$78,864	\$98,240	\$98,370	\$130	0.1%
TRAVEL	\$11,202	\$9,783	\$11,800	\$12,900	\$1,100	9.3%
UTILITIES	\$3,381	\$2,195	\$3,300	\$3,300	\$0	N/A
SPECIAL PROJECTS	\$0	\$200	\$0	\$0	\$0	N/A
Operations Total	\$683,530	\$733,384	\$755,031	\$642,239	-\$112,792	-14.9%
Equipment						
LEASE PURCHASES	\$2,291	\$2,291	\$2,500	\$2,500	\$0	N/A
Equipment Total	\$2,291	\$2,291	\$2,500	\$2,500	\$0	N/A
Program Total	\$1,149,298	\$1,199,945	\$1,271,568	\$1,168,158	-\$103,410	-8.1%

Administration Program

Equivalent Personnel Summary by Position Title – General Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Transportation Grants Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Transportation Program Coordinator	1.0	1.0	1.0	1.0	0.0	0.0%
Transportation System Analyst	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	6.0	6.0	6.0	6.0	0.0	0.0%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
OTHER COSTS:		
917737B-6317 County grant subsidy: Deletion of one-time appropriation of MEO to replace Human Service Transportation buses.	-\$570,000	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
SERVICES:		
917706B-6129 Other Services: Additional funding due to increase in cable fees.	\$130	
OTHER COSTS:		
917737B-6317 County grant subsidy: MEO requesting funding to replace (4) Human Services Transportation Buses: (A) HS17 [372,202 miles] – 2004 – 14 passenger/5 wheelchair bus (Kahului); (B) WC27 [189,055 miles] – 2004 – 12 passenger/4 wheelchair bus (Kahului); (C) WC30 [DEFLEETED] – 2005 – 8 passenger/5 wheelchair bus (Kahului); (D) WC36 [311,105 miles] – 2007 – 8 passenger/5 wheelchair bus (Kahului). The new replacement vehicles are as follows: (A) one 14 passenger/5 wheelchair bus for Maui at \$125,000 and (B, C, D) three 8 passenger/5 wheelchair buses – 3 for Maui at \$110,000 each.	\$455,000	
917706B-6235 Rentals: Additional funding due to rent increase per contract.	\$978	
TRAVEL:		
917706B-6204 Mileage & Allow Rptble Non-tax: Additional funding based on calculated trends.	\$1,100	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$457,208	0.0

Administration Program

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Queen Kaahumanu Shopping Center	\$0	\$175,000	\$0	\$0
TOTAL COUNTY GRANT SUBSIDY – ADMINISTRATION PROGRAM	\$0	\$175,000	\$0	\$0

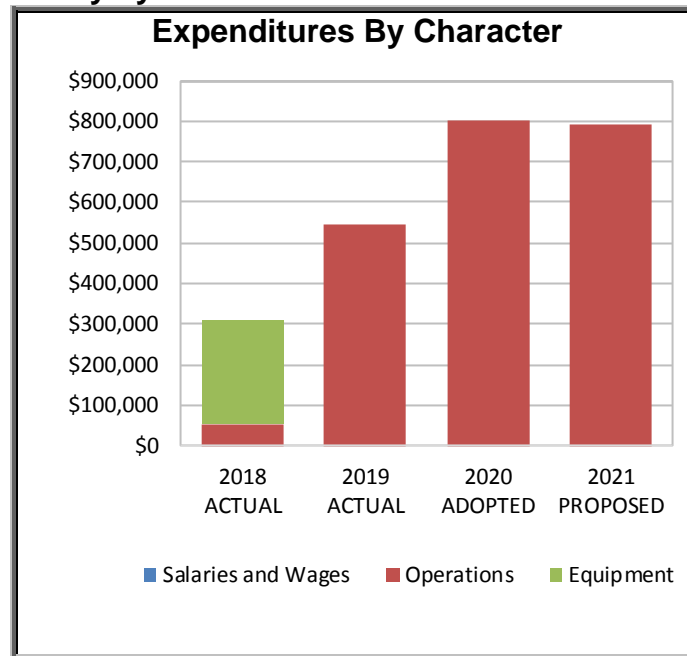
County Grant Subsidy Program Description

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 requested 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 & Object – Highway Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
SERVICES	\$50,000	\$62,500	\$0	\$0	\$0	N/A
Budgeted Expenditures	\$0	\$482,691	\$802,500	\$790,000	-\$12,500	-1.6%
Operations Total	\$50,000	\$545,191	\$802,500	\$790,000	-\$12,500	-1.6%
Equipment						
MACHINERY & EQUIPMENT	\$261,154	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$261,154	\$0	\$0	\$0	\$0	N/A
Program Total	\$311,154	\$545,191	\$802,500	\$790,000	-\$12,500	-1.6%

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 2020 Adopted Budget

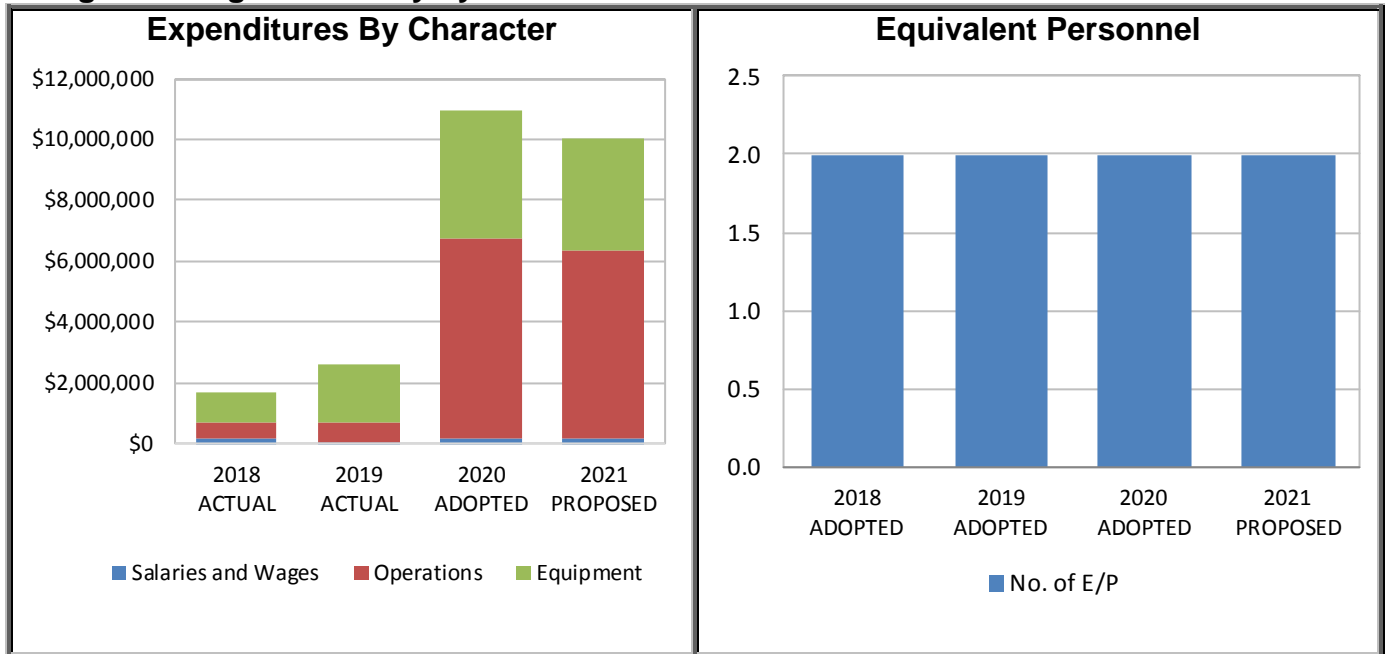
EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
BUDGETED EXPENDITURES:		
917722B-6316 County matching funds: Decrease in funding requested by Maui MPO.	-\$12,500	
Equipment		
None	\$0	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.0

Administration Program

Program Budget Summary by Fiscal Year



Expenditures by Character & Object – Grant Revenue Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$153,654	\$55,382	\$164,800	\$174,284	\$9,484	5.8%
Salaries and Wages Total	\$153,654	\$55,382	\$164,800	\$174,284	\$9,484	5.8%
Operations						
MATERIALS & SUPPLIES	\$1,187	\$0	\$0	\$0	\$0	N/A
OTHER COSTS	\$24,633	\$18,013	\$6,580,200	\$6,056,752	-\$523,448	-8.0%
SERVICES	\$369,800	\$506,451	\$0	\$0	\$0	N/A
TRAVEL	\$16,773	\$14,490	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$103,170	\$97,323	\$0	\$113,964	\$113,964	N/A
Operations Total	\$515,562	\$636,277	\$6,580,200	\$6,170,716	-\$409,484	-6.2%
Equipment						
LEASE PURCHASES	\$1,904	\$3,216	\$0	\$0	\$0	N/A
MACHINERY & EQUIPMENT	\$1,041,950	\$1,930,765	\$4,220,000	\$3,700,000	-\$520,000	-12.3%
Equipment Total	\$1,043,855	\$1,933,981	\$4,220,000	\$3,700,000	-\$520,000	-12.3%
Program Total	\$1,713,071	\$2,625,640	\$10,965,000	\$10,045,000	-\$920,000	-8.4%

Equivalent Personnel Summary by Position Title – Grant Revenue Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Maui MPO Executive Director	1.0	1.0	1.0	1.0	0.0	0.0%
Maui MPO Financial Specialist	1.0	1.0	1.0	1.0	0.0	0.0%
Program Total	2.0	2.0	2.0	2.0	0.0	0.0%

Administration Program

Summary by Grant Award

Grant Award Name	New grant	Required County match? Yes/No and	FY 2018 Adopted	FY 2019 Adopted	FY 2020 Adopted	FY 2021 Proposed
		Match \$ or %				
FTA and Other Transportation Program Grants for Maui MPO	No	Yes/10%	\$600,000	\$722,500	\$6,125,000	\$625,000
Transportation Program Grants	No	Yes/20%	\$0	\$0	\$0	\$4,500,000
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%	\$1,100,000	\$420,000	\$420,000	\$500,000
FTA Section Small Urban/5339 Formula Funds Program	No	Yes/20%	\$400,000	\$400,000	\$400,000	\$700,000
FTA Section 5311 Non-Urbanized Area Formula Program	No	Yes/50%	\$600,000	\$600,000	\$600,000	\$1,200,000
Urbanized Area Formula Program 5307	No	Yes/50%	\$1,100,000	\$2,200,000	\$3,400,000	\$2,500,000
TOTAL			\$3,820,000	\$4,362,500	\$10,965,000	\$10,045,000

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 for Maui MPO

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.

Transportation Program Grants

This program also funds other transportation initiative-related grants. They include FTA Low or No Emissions (Low-No) Funds, FTA Bus and Bus Facilities Funds, State Funds and Other Transportation Grants.

Administration Program**Grant Award Description (Cont'd)****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.

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

The County of Maui Department of Transportation receives this funds through the State of Hawaii Department of Transportation. 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):

- An Affordable, Healthy, and Thriving Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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

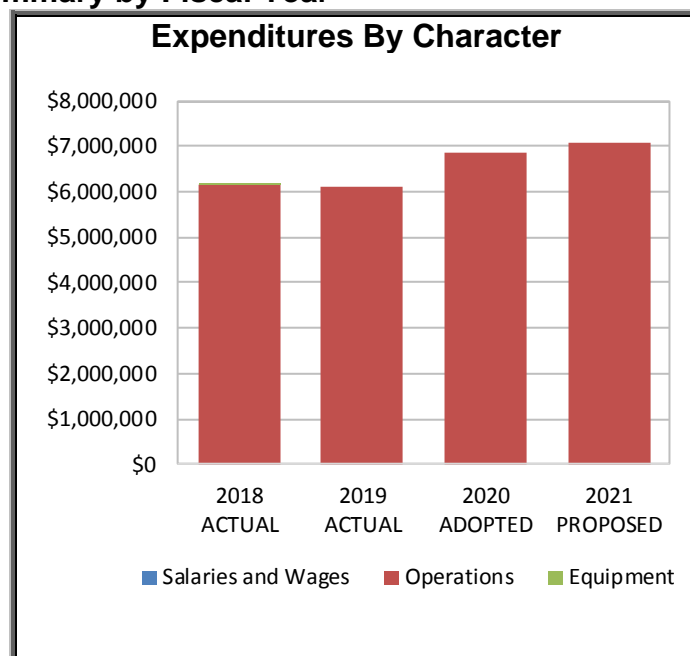
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide safe and reliable service to the riders and maintain a good on-time record.</i>				
1. Maintain a reliable on-time record	% on-time performance record	79%	90%	90%
	# of on-time trips performed	153,770	N/A	N/A
	# of late trips performed	40,931	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	296,486	363,000	363,000
2. The cost per passenger trip	Cost per passenger trip	\$21.52	\$17.62	\$17.62
3. The total passenger miles traveled	Total passenger miles traveled	1,398,713	N/A	N/A
4. The total revenue miles traveled	Total revenue miles traveled	547,332	N/A	N/A

Human Service Transportation Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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)	100%	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	11	8	8
<i>Goal #4: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	100%	100%	100%

Program Budget Summary by Fiscal Year



Human Service Transportation Program

Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$6,141,897	\$6,130,698	\$6,872,263	\$7,078,472	\$206,209	3.0%
SERVICES	\$0	\$0	\$0	\$0	\$0	N/A
Operations Total	\$6,141,897	\$6,130,698	\$6,872,263	\$7,078,472	\$206,209	3.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$6,141,897	\$6,130,698	\$6,872,263	\$7,078,472	\$206,209	3.0%

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 2020 Adopted Budget

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

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	
Operations		
SERVICES:		
917745B-6317 County grant subsidy: MEO requests a 3% increase for Human Service Drivers as required in the current MEO and Teamsters CBA and to cover the increase cost for prevailing wages for mechanics and dispatch personnel.	\$206,209	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$206,209	0.0

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
- An Affordable, Healthy, and Thriving Community

Population Served

The Air Ambulance Program serves the citizens and visitors to Maui County, including Molokai and Lanai.

Services Provided

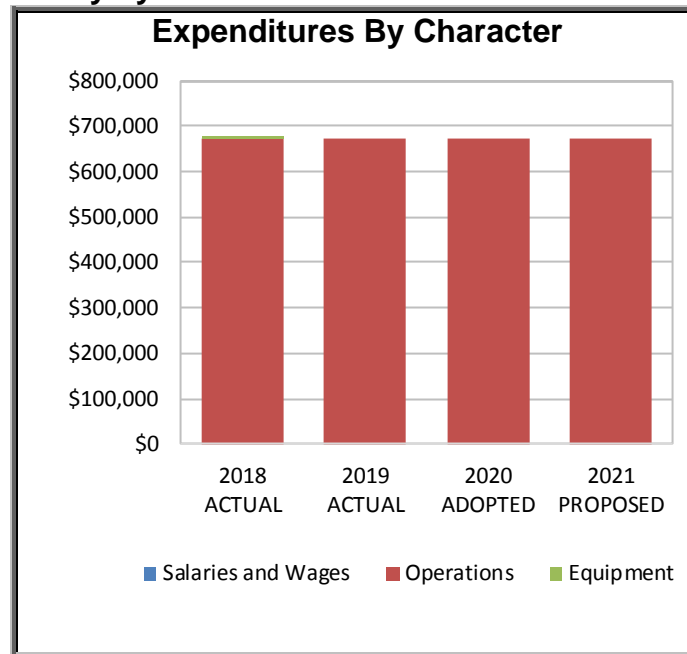
The Air Ambulance Program provides emergency medical evacuation service to the appropriate medical facility through the use of a helicopter owned and operated by a third party and contracted by the State of Hawaii.

Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	46	N/A	N/A
2. The cost per passenger trip	Cost per passenger trip	\$14,613	N/A	N/A
3. Resident vs. visitor usage	% of trips utilized by residents	76%	N/A	N/A
4. Type of trip (Injury vs. Medical)	% of medical trips	63%	N/A	N/A

Air Ambulance Program

Program Budget Summary by Fiscal Year



Expenditures Summary by Character & Object – General Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$672,215	\$672,215	\$672,215	\$672,215	\$0	N/A
Operations Total	\$672,215	\$672,215	\$672,215	\$672,215	\$0	N/A
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$672,215	\$672,215	\$672,215	\$672,215	\$0	N/A

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 2020 Adopted Budget

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

Air Ambulance Program

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
None	\$0	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$0	0.0

Public Transit Program

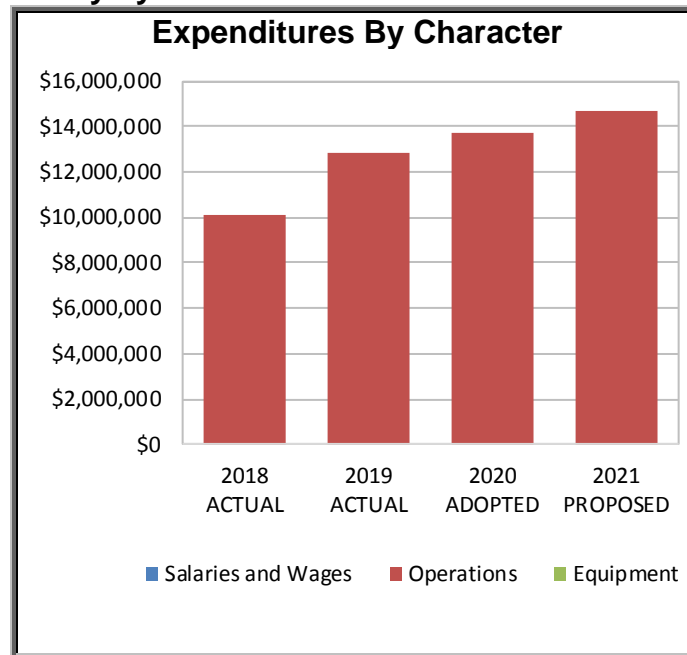
Program Description

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.

With the many bus stop shelters and bus stops throughout the Island of Maui, the department maintains a shelter and bus stop maintenance and cleaning program to make sure that the bus stops are clean for the riding public.

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 & Object – Highway Fund**

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
SERVICES	\$10,139,256	\$12,875,290	\$13,708,333	\$14,698,944	\$990,611	7.2%
Operations Total	\$10,139,256	\$12,875,290	\$13,708,333	\$14,698,944	\$990,611	7.2%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$10,139,256	\$12,875,290	\$13,708,333	\$14,698,944	\$990,611	7.2%

Public Transit Program

Equivalent Personnel Summary by Position Title – Highway Fund

The Public Transit Program does not have equivalent personnel funded through the Highway Fund.

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

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

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
None	\$0	0.0
Operations		
SERVICES:		
917760B-6160 Transportation services: Additional funding for Roberts Hawaii Fixed route contract of 3%. This increase will cover the cost of mandated prevailing wage increases.	\$246,198	
917762B-6160 Transportation services: Increase to cover the costs of mandated prevailing wage increases and negotiated benefits.	\$602,220	
917764B-6160 Transportation services: Additional funding for Roberts Hawaii commuter contract which includes a 3% increase to cover the cost of mandated prevailing wage increases.	\$42,193	
917752B-6160 Transportation services: The Central Maui Transit Hub will complete construction toward the end of FY2021; funds are required to cover operational expenses.	\$100,000	
Equipment		
None	\$0	
TOTAL EXPANSION BUDGET	\$990,611	0.0

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):

- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County
- An Affordable, Healthy, and Thriving Community

Population Served

The Paratransit Service Program provides approximately 86,000 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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%	93%	93%
	# of on-time trips performed	80,780	N/A	N/A
	# of late trips performed	6,300	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	86,901	83,000	83,000
2. The cost per passenger trip	Cost per passenger trip	\$40.61	\$37.13	\$37.13
3. The total passenger miles traveled	Total passenger miles traveled	738,905	N/A	N/A
4. The total revenue miles traveled	Total revenue miles traveled	626,819	N/A	N/A
5. Total qualified riders	Total qualified riders	1,502	N/A	N/A

Public Transit Program -Paratransit Service

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #3: ADA Paratransit 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 service.	% of annualized farebox returns in comparison to minimum rate goal	3%	3%	3%
	Revenues collected	\$107,131	\$92,000	\$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)	100%	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	3	3	3
<i>Goal #5: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	100%	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 Affordable, Healthy, and Thriving Community
- Well-planned Public Infrastructure
- A Strong, Diversified Economy
- A Prepared, Safe, and Livable County

Population Served

The Public Transit Program provides approximately 1,700,000 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 fourteen fixed routes requiring eighteen (18) buses daily, which includes routes in Kahului, Wailuku, Upcountry, Haiku, Lahaina, Ka'anapali, Napili, Kihei, Waihe'e, 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. The free "Maui Bus" app generates over 64,000 hits per month.

With the increased reporting requirements to the National Transportation Database, a computer-aided dispatch / automatic vehicle locator system (CAD/AVL) was 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 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	96%	95%	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	1,713,582	1,690,000	1,700,000

Public Transit Program – Fixed Route Service

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	\$4.51	\$4.59	\$4.59
3. Evaluate the current fixed - route service areas	# of current fixed routes	14	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	6	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)	769,000	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	26%	26%	26%
	Revenues collected	\$2,078,319	\$2,000,000	\$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)	100%	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	20	22	22
<i>Goal #6: Provide accessible transit service.</i>				
1. All vehicles equipped with working lifts	% vehicles equipped with working lifts	100%	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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Population Served

The Commuter Program provides approximately 180,000 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.

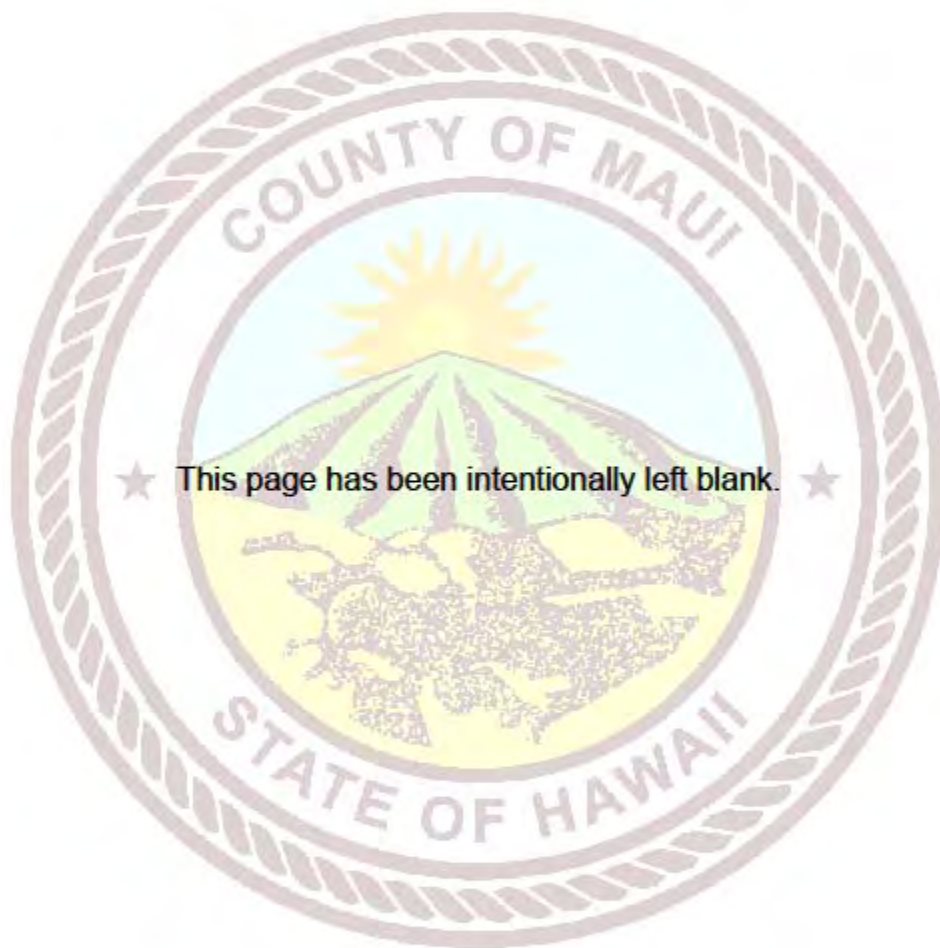
Key Activity Goals & Measures

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	176,082	185,000	185,000
2. The cost per passenger trip	Cost per passenger trip	\$7.75	\$7.38	\$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	14%	15%	15%
	Revenues collected	\$185,718	\$195,000	\$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)	100%	100%	100%
2. Maximize service productivity	Passengers per revenue vehicle hour	21	23	23

Water Supply

Mayor's Proposed Budget

FY 2021



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Department Summary

Mission

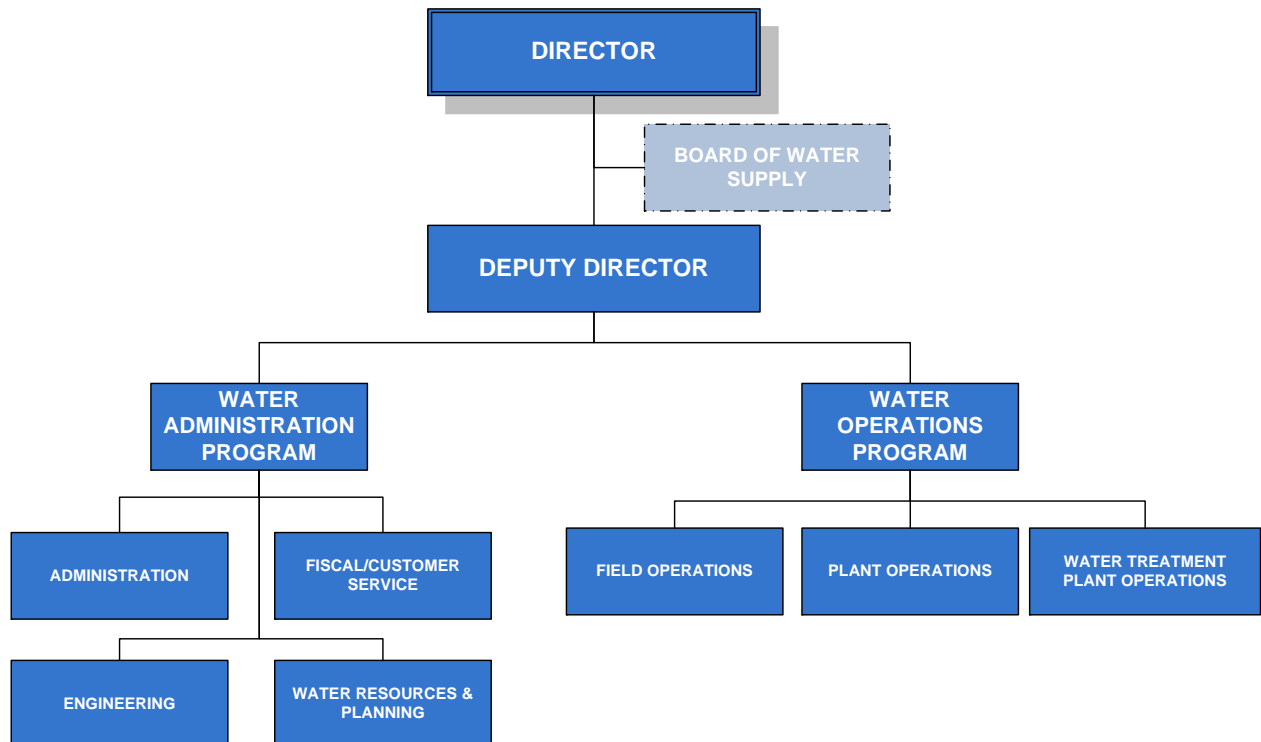
The Department of Water Supply (DWS) is responsible for efficiently providing clean and safe drinking water to customers on the islands of Maui and Molokai.

Countywide Outcome(s)

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

- An Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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.

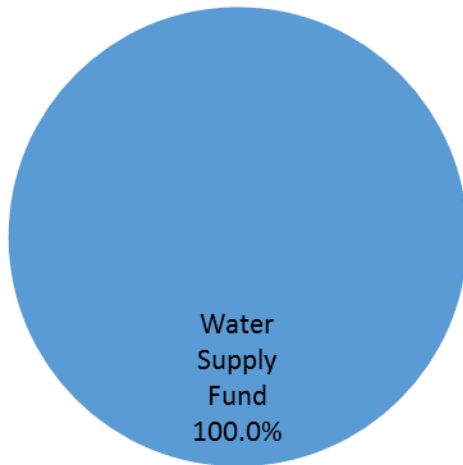
In March 2008, the CWRM designated Na Wai Eha (Waihee, Waiehu, Iao, and Waikapu Streams) for surface water management. The decision may impact the department's future use of surface water. Future use of this water may also be affected by the June 2010 CWRM decision to amend the interim stream flow standards 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.

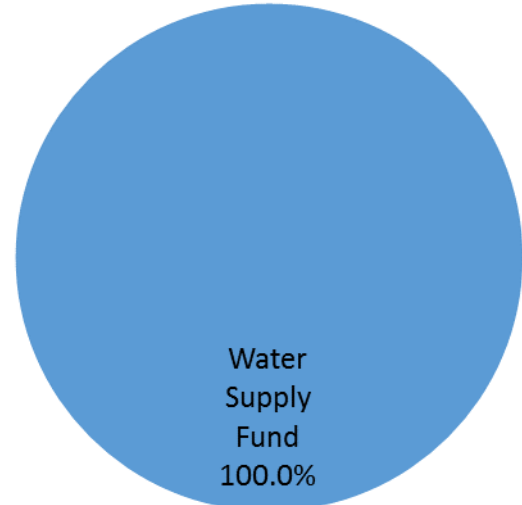
Department Summary

Department Budget Summary by Fund

FY 2021 Total Expenditures

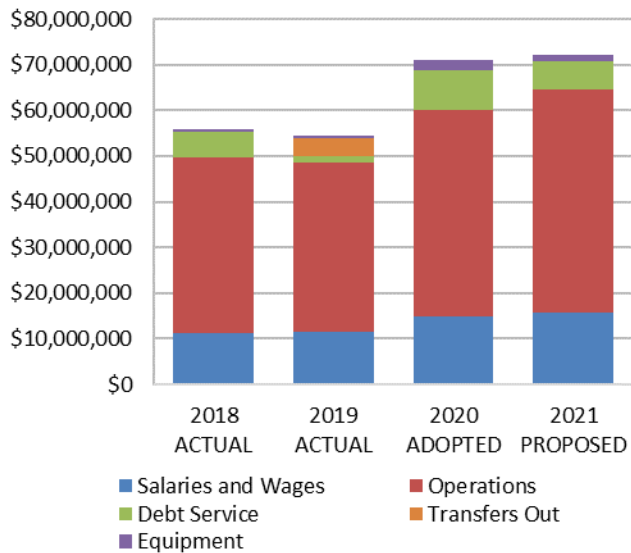


FY 2021 Total Equivalent Personnel

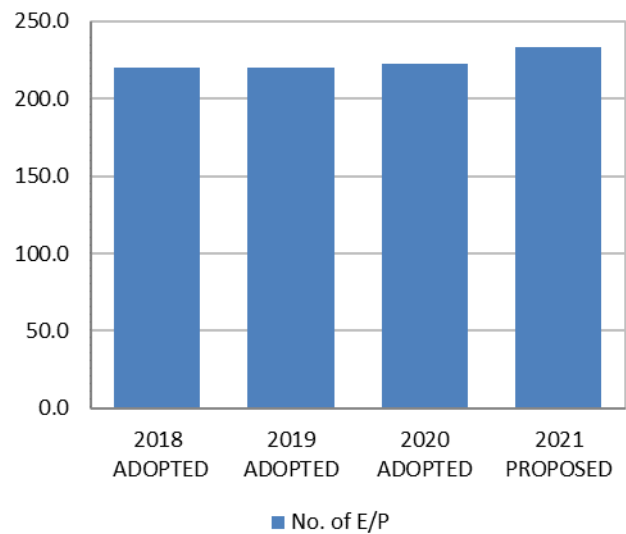


Department Budget Summary by Fiscal Year

Total Expenditures By Character



Total Equivalent Personnel



Department Summary

Expenditures Summary by Character & Object

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$1,003,507	\$1,147,959	\$1,200,428	\$1,688,917	\$488,489	40.7%
WAGES & SALARIES	\$10,241,254	\$10,480,947	\$13,826,788	\$14,390,798	\$564,010	4.1%
Salaries and Wages Total	\$11,244,761	\$11,628,906	\$15,027,216	\$16,079,715	\$1,052,499	7.0%
Operations						
MATERIALS & SUPPLIES	\$5,959,823	\$4,978,717	\$7,698,004	\$7,422,004	-\$276,000	-3.6%
SERVICES	\$4,702,830	\$4,815,765	\$7,485,665	\$11,556,615	\$4,070,950	54.4%
UTILITIES	\$11,242,039	\$13,165,927	\$16,330,121	\$16,661,915	\$331,794	2.0%
TRAVEL	\$60,178	\$48,670	\$136,930	\$137,930	\$1,000	0.7%
OTHER COSTS	\$1,130,750	\$1,295,274	\$2,445,416	\$2,155,416	-\$290,000	-11.9%
INTEREST EXPENSE	-\$122,234	\$0	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$11,390,208	\$9,113,347	\$9,841,723	\$11,302,618	\$1,460,895	14.8%
OPERATING EXPENSE	\$4,209,529	\$3,401,944	\$1,097,449	\$1,394,667	\$297,218	27.1%
SPECIAL PROJECTS	\$0	\$1,130	\$0	\$0	\$0	N/A
Operations Total	\$38,573,122	\$36,820,774	\$45,035,308	\$50,631,165	\$5,595,857	12.4%
Debt Service						
INTEREST EXPENSE	\$1,543,903	\$1,531,945	\$1,616,070	\$1,337,396	-\$278,674	-17.2%
DEBT SERVICE	\$3,908,053	\$88,324	\$7,057,048	\$4,993,210	-\$2,063,838	-29.2%
Debt Service Total	\$5,451,956	\$1,620,269	\$8,673,118	\$6,330,606	-\$2,342,512	-27.0%
Transfers Out						
PROPRIETARY FUNDS	\$0	\$3,882,146	\$0	\$0	\$0	N/A
Transfers Out Total	\$0	\$3,882,146	\$0	\$0	\$0	N/A
Equipment						
LEASE PURCHASES	\$10,416	\$12,276	\$25,303	\$20,803	-\$4,500	-17.8%
MACHINERY & EQUIPMENT	\$699,596	\$514,211	\$2,142,212	\$1,406,000	-\$736,212	-34.4%
Equipment Total	\$710,013	\$526,487	\$2,167,515	\$1,426,803	-\$740,712	-34.2%
Department Total	\$55,979,852	\$54,478,581	\$70,903,157	\$74,468,289	\$3,565,132	5.0%

Equivalent Personnel Summary by Program

PROGRAM	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Water Administration Program	75.0	75.0	75.0	73.0	-2.0	-2.7%
Water Operations Program	145.0	145.0	148.0	160.0	12.0	8.1%
Department Total	220.0	220.0	223.0	233.0	10.0	4.5%

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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

Population Served

The Water Administration Program serves the County of Maui except for Lanai, Kaanapali, Kapalua, 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

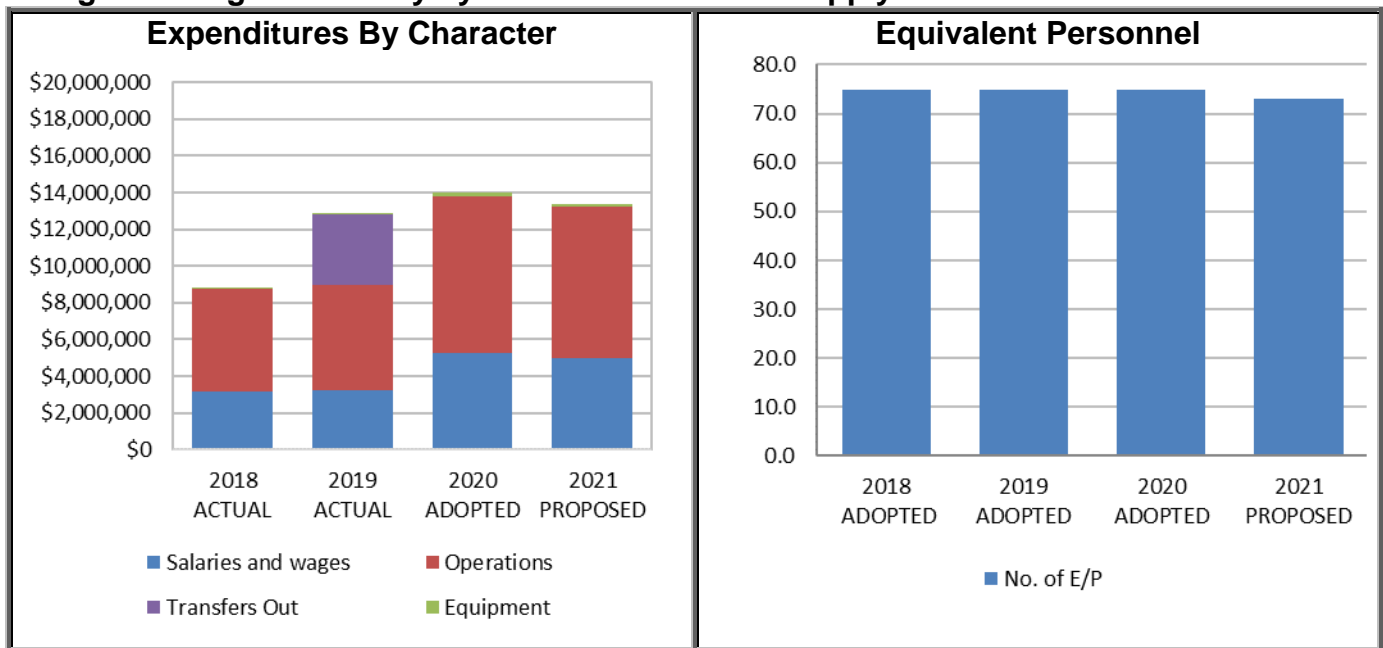
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Provide reliable, top quality water service at a reasonable cost.</i>				
1. Plan, design, fund, and construct CIPs in a timely manner	% of CIP design projects with bid opening before deadline	67%	100%	100%
2. Maintain affordable and equitable rates and fees	Maintaining a three month operations reserve fund	100%	100%	100%
<i>Goal #2: Recruit and retain needed staff.</i>				
1. Retain, and enhance opportunities for, existing staff	# of staff promoted or obtaining new certifications	17	30	30
	# of staff training/ educational opportunities provided	383	300	350
	% of annual evaluations completed on time	56%	80%	85%

Water Administration Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #2: Recruit and retain needed staff.</i>				
2. Design, complete, and follow-up on employee satisfaction surveys	Compilation of results	N/A	100%	100%
<i>Goal #3: Improve public relations and customer service.</i>				
1. Design, complete, and follow-up on customer satisfaction surveys	# of Upcountry List requests processed (reoffers)	60	80	80
2. Process permits in a timely and efficient manner	Average days for single family residential permit review	28	20	28
<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	10

Program Budget Summary by Fiscal Year – Water Supply Fund



Water Administration Program

Expenditures Summary by Character & Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and wages						
OTHER PREMIUM PAY	\$88,643	\$107,342	\$208,087	\$324,061	\$115,974	55.7%
WAGES & SALARIES	\$3,102,126	\$3,122,910	\$5,034,456	\$4,822,902	-\$211,554	-4.2%
Salaries and Wages Total	\$3,190,770	\$3,230,252	\$5,242,543	\$5,146,963	-\$95,580	-1.8%
Operations						
MATERIALS & SUPPLIES	\$1,222,804	\$1,188,974	\$1,306,418	\$1,296,418	-\$10,000	-0.8%
SERVICES	\$3,713,271	\$3,671,216	\$5,797,980	\$7,253,280	\$1,455,300	25.1%
UTILITIES	\$88,834	\$96,256	\$120,273	\$121,999	\$1,726	1.4%
TRAVEL	\$12,039	\$17,086	\$50,230	\$50,230	\$0	N/A
OTHER COSTS	\$530,629	\$762,681	\$1,270,150	\$980,150	-\$290,000	-22.8%
INTERFUND COST RECLASSIFICATION	-\$520	\$0	\$0	\$0	\$0	N/A
Operations Total	\$5,567,057	\$5,736,214	\$8,545,051	\$9,702,077	\$1,157,026	13.5%
Transfers Out						
PROPRIETARY FUNDS	\$0	\$3,882,146	\$0	\$0	\$0	N/A
Transfers Out Total	\$0	\$3,882,146	\$0	\$0	\$0	N/A
Equipment						
LEASE PURCHASES	\$10,416	\$11,515	\$22,303	\$17,803	-\$4,500	-20.2%
MACHINERY & EQUIPMENT	\$62,353	\$41,683	\$184,800	\$138,100	-\$46,700	-25.3%
Equipment Total	\$72,769	\$53,198	\$207,103	\$155,903	-\$51,200	-24.7%
Program Total	\$8,830,595	\$12,901,810	\$13,994,697	\$15,004,943	\$1,010,246	7.2%

Equivalent Personnel Summary by Position Title – Water Supply Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Account Clerk III	2.0	2.0	2.0	2.0	0.0	0.0%
Accountant II	2.0	2.0	2.0	2.0	0.0	0.0%
Accountant III	2.0	2.0	2.0	2.0	0.0	0.0%
Accountant IV	1.0	1.0	1.0	1.0	0.0	0.0%
Administrative Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Fiscal Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Cashier II	3.0	3.0	3.0	3.0	0.0	0.0%
Civil Engineer I	1.0	1.0	1.0	1.0	0.0	0.0%
Civil Engineer III	3.0	3.0	3.0	3.0	0.0	0.0%
Civil Engineer IV	4.0	4.0	4.0	4.0	0.0	0.0%
Civil Engineer V	3.0	3.0	3.0	3.0	0.0	0.0%
Civil Engineer VI	3.0	3.0	3.0	3.0	0.0	0.0%
Clerk III	2.0	2.0	2.0	2.0	0.0	0.0%
Commission Support Clerk	1.0	1.0	1.0	1.0	0.0	0.0%
Customer Relations Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Customer Service Representative I	1.0	1.0	1.0	1.0	0.0	0.0%
Customer Service Representative II	3.0	3.0	3.0	3.0	0.0	0.0%
Deputy Director	1.0	1.0	1.0	1.0	0.0	0.0%
Director	1.0	1.0	1.0	1.0	0.0	0.0%
Eng Drafting Aid III	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Aide IV	1.0	1.0	1.0	1.0	0.0	0.0%
Engineering Program Manager	2.0	2.0	2.0	2.0	0.0	0.0%
Engineering Support Technician I	1.0	1.0	1.0	1.0	0.0	0.0%
Field Collection Representative II	1.0	1.0	1.0	1.0	0.0	0.0%
Fiscal Officer	1.0	1.0	1.0	1.0	0.0	0.0%
Land Use Permit Clerk	2.0	2.0	2.0	2.0	0.0	0.0%

Water Administration Program

Equivalent Personnel Summary by Position Title – Water Supply Fund (cont'd)

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Meter Reader I	5.0	5.0	5.0	5.0	0.0	0.0%
Meter Reading/Field Collection Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Personnel Assistant II	1.0	1.0	1.0	1.0	0.0	0.0%
Planner III	1.0	1.0	1.0	1.0	0.0	0.0%
Planner IV	2.0	2.0	2.0	2.0	0.0	0.0%
Planner V	2.0	2.0	2.0	2.0	0.0	0.0%
Planner VI	2.0	2.0	2.0	2.0	0.0	0.0%
Planning Program Manager	1.0	1.0	1.0	1.0	0.0	0.0%
Pre-Audit Clerk I	3.0	3.0	3.0	3.0	0.0	0.0%
Private Secretary	1.0	1.0	1.0	1.0	0.0	0.0%
Purchasing Specialist IV	1.0	1.0	1.0	1.0	0.0	0.0%
Purchasing Technician	2.0	2.0	2.0	1.0	-1.0	-50.0%
Safety Specialist II	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary II	1.0	1.0	1.0	1.0	0.0	0.0%
Secretary III	1.0	1.0	1.0	1.0	0.0	0.0%
Storekeeper I	1.0	1.0	1.0	0.0	-1.0	-100.0%
Waterworks Inspector II	4.0	4.0	4.0	4.0	0.0	0.0%
Program Total	75.0	75.0	75.0	73.0	-2.0	-2.7%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
953300A-5101 Regular Wages: Adjustments in salaries due to positions filled at a lower step; offset by 2% increase for Director & Deputy Director per Salary Commission.	-\$60,438	0.0
953083A-5101 Regular Wages: Adjustments in salaries due to positions filled at a lower step and transfer of 1.0 Storekeeper I and 1.0 Purchasing Technician to Water Operation Program.	-\$119,784	(2.0)
953109A-5101 Regular Wages: Adjustments in salaries due to positions filled at a lower/higher step.	-\$17,856	0.0
953158A-5101 Regular Wages: Adjustments in salaries due to positions filled at a lower step and reallocations of Secretary II.	-\$13,476	0.0
OTHER PREMIUM PAY:		
953000A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining.	-\$16,414	
953083A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining.	-\$50,271	
953109A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining.	-\$56,578	
953158A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining.	-\$19,824	
Operations		
MATERIALS & SUPPLIES:		
953109B-6012 Constructions Materials: Deletion of one-time appropriation for in-house renovations.	-\$10,000	

Water Administration Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
OTHER COSTS:		
953117B-6221 Miscellaneous Other Costs: Deletion of one-time appropriation for council added Engineering Feasibility study to use storm water for drought resiliency for Upcountry.	-\$200,000	
953119B-6221 Miscellaneous Other Costs: Deletion of one-time appropriation of council added pilot project to develop water conservation measures.	-\$100,000	
SERVICES:		
953083B-6132 Professional Services: Deletion of funding for the Meter Replacement Program Phase I.	-\$2,000,000	
953158B-6132 Professional Services: Decrease funding.	-\$33,000	
953862B-6132 Professional Services: Decrease funding used for Bio economic Models.	-\$105,000	
Equipment		
MACHINERY AND EQUIPMENT:		
953083C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2020.	-\$15,000	
953083C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$25,000	
953109C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2020.	-\$49,700	
953109C-7036 Furniture/Fixtures: Deletion of one-time appropriation in FY 2020.	-\$20,000	
953109C-7044 Other Equipment: Deletion of one-time appropriation in FY 2020.	-\$20,000	
953158C-7031 Computer Equipment: Deletion of one-time appropriation in FY 2020.	-\$11,100	
953158C-7040 Motor Vehicles: Deletion of one-time appropriation in FY 2020.	-\$38,000	

Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
953000A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$29,718	
953083A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$91,016	
953109A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$102,436	
953158A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$35,891	
Operations		
SERVICES:		
953000B-6132 Professional Services: Additional funding for MAPP's change orders.	\$31,000	
953080B-6132 Professional Services: Anticipated increase on expenditure.	\$1,300	
953083B-6110 Computer Services: Additional funding for cellular fee for meter readings.	\$75,000	

Water Administration Program

Expansion Budget Request from FY 2020 Adopted Budget (Cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Operations		
SERVICES:		
953083B-6132 Professional Services: Additional funding for Meter Replacement Program Phase II.	\$3,000,000	
953091B-6132 Professional Services: Expand outreach and plan native plantings with new Administrator.	\$21,000	
953158B-6132 Professional Services: Additional funding for USGS Resource Monitoring, Kawela Stream, climate impact assessment, and Molokai WUDP.	\$150,000	
953159B-6132 Professional Services: Expansion for 2 new hires.	\$25,000	
953162B-6132 Professional Services: Expand fence to check and maintain; control discovered population of Himalayan Giner in remote location.	\$120,000	
953169B-6132 Professional Services: Additional deliverables, expanded staff and field surveys and reconnaissance for invasive control.	\$160,000	
953170B-6132 Professional Services: For additional contracted expenses to meet deliverables due to staff loss.	\$10,000	
OTHER COSTS:		
953000B-6273 Safety Program: Additional funding for targeted solutions software.	\$10,000	
Equipment		
MACHINERY AND EQUIPMENT:		
953000C-7031 Computer Equipment: Replacement of four computers at \$1,900 each.	\$7,600	
953083C-7031 Computer Equipment: Replacement of nine computers at \$1,900 each.	\$17,100	
953109C-7040 Motor Vehicles: Replacement of one 4x4 door pick up truck tool box.	\$44,000	
953109C-7031 Computer Equipment: Replacement of six 31" Monitor for Bluebeam at \$3,150 each, purchase of four large screen iPad at \$1,100 each and replacement of one HP Plotter/Scanner at \$20,000.	\$43,300	
953109C-7044 Other Equipment: Replacement of four pressure recorders at \$5,000 each.	\$15,000	
953158C-7031 Computer Equipment: Replacement of two Dell Precision Tower CPU at \$5,000 each and purchase of one large screen iPad at \$1,100 each.	\$11,100	
TOTAL EXPANSION BUDGET	\$4,000,461	0.0

Water Administration Program

County Grant Subsidy Detail

Name of Grantee/Program	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Proposed
Auwahi Forest Restoration Project	\$36,999	\$60,000	\$120,000	\$141,000
Countywide Watershed Protection	-\$1	\$125,333	\$305,000	\$200,000
East Maui Watershed Protection	\$515,574	\$655,948	\$550,000	\$710,000
East Molokai Watershed Protection	\$250,000	\$362,813	\$250,000	\$250,000
Hawaii Agriculture Research Center	\$41,310	\$52,809	\$56,500	\$56,500
Honokowai/Wahikuli Watershed Management	\$75,000	\$75,000	\$75,000	\$76,300
Leeward Haleakala Forest Restoration	\$188,284	\$190,000	\$200,000	\$225,000
Miconia Containment and Removal	\$249,996	\$500,000	\$260,000	\$260,000
Puu Kukui Watershed Preserve	\$272,365	\$281,951	\$320,000	\$330,000
West Maui Watershed Protection	\$327,510	\$450,000	\$480,000	\$600,000
TOTAL COUNTY GRANT SUBSIDY - WATER ADMINISTRATION PROGRAM	\$1,957,037	\$2,753,854	\$2,616,500	\$2,848,800

County Grant Subsidy Program Description

Auwahi Forest Restoration Project (AFRP)

Auwahi has become one of the most successful, world-renown, native forest restoration projects in Hawaii. They continue to 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, expanding, community-based volunteer forest restoration and outreach component. The project also continues to exclude grazing animals, control non-native kikuyu grass, and plant closely-spaced, rapidly growing native shrubs in fenced areas. This project provides three (3) demonstration sites for policy makers to understand a best management practice (BMP) of how to successfully reforest Maui.

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. Funding research to design cost-effective management practices to protect the mauka catchment basins in the East Maui Watershed against incipient miconia incursions will not occur in FY 2021. However, the Bio-Economic Models results from FY 2019 and FY 2020 will be analyzed to help improve current methods of widely attacking long-established miconia populations by focusing on the biological features and fecundity (reproduction) of miconia at higher elevations and applying Herbicide Ballistic Technology (HBT) in targeted, remote, areas where isolated, incipient, plants are unimpeded

Water Administration Program**County Grant Subsidy Program Description (Cont'd)****Countywide Watershed Protection (Cont'd)**

and thriving. 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 this approach and collaboration with watershed partners can then be repeated in other high-priority areas to decelerate future costs and expansion of miconia.

Another important project intended to start in FY 2021 is the Hawaiian Agriculture Research Center (HARC) project called "Developing Disease Resistant Ohia for Watershed Protection on Maui". HARC will locate different mother ohia tree species of the *M. polymorpha* or *M. waialealae* variety to collect and screen candidate seeds for a new network of sites to grow ohia trees that are resistant to a disease commonly referred to as Rapid Ohia Death (ROD), which was recently detected on Maui. When they are available, HARC also plans to disburse ROD resistant ohia seeds throughout different watershed eco-regions.

East Maui Watershed Protection (EMWP)

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. This project also works closely with another DWS Grantee, the Waikamoi Upcountry East Maui Source Protection under the Nature Conservancy (TNC), to preserve and protect ten (10) major stream headwaters that supply the Ko'olau and Hana aquifers sectors

East Molokai Watershed Protection (EMoWP)

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 with entities such as the United States Geological Survey (USGS) that measure water quality and stream flows.

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 (TNC)

The Honokowai and Wahikuli watersheds, located within the Kapunakea Preserve in West Maui, have been designated priority watersheds Hawaii Department of Health (DOH), the Environmental Protection Agency (EPA), and the National Oceanic and Atmospheric Administration (NOAA). The project area encompasses a perpetual conservation easement of 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.

Water Administration Program**County Grant Subsidy Program Description (Cont'd)**
Honokowai/Wahikuli Watershed Management (TNC) – Cont.

This project works closely with the West Maui Mountain Watershed Partnership (WMMWP) to combat these threats and to help preserve the pristine mauka headwaters of the Honokowai and Wahikuli watersheds. Included in their efforts are community outreach, nursery maintenance, and coordinating ROD efforts amongst all watershed partners.

Leeward Haleakala Water Restoration Project (LHWRP)

Plans are in place to continue 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 expansion fencing, increase productive vegetation using native species, broadcast seed, conduct biological survey, and recruit volunteers to help with an intensive labor effort in cooperation with local, state and private stakeholders

Maui Invasive Species Committee (MISC) Miconia Containment and Removal

MISC continues to monitor and remove the spread of miconia over a thousand acres in the Hana forest that are hard to access on foot. Core efforts include repeated removal, treatment of existing areas of growth, and prevention of seed dispersal. MISC also conducts public outreach events and works with other watershed partners to help manage other invasive weeds including pampas grass, fountain grass, ivy gourd, giant reed, rubber vine, Jerusalem thorn, malabar malestome, downy rose myrtle, ruby salt bush, and others. Survey work includes detecting, identifying, and controlling potential problem weeds before they become difficult to control in remote, inaccessible areas.

Pu'u Kukui Watershed Preserve (PKW)

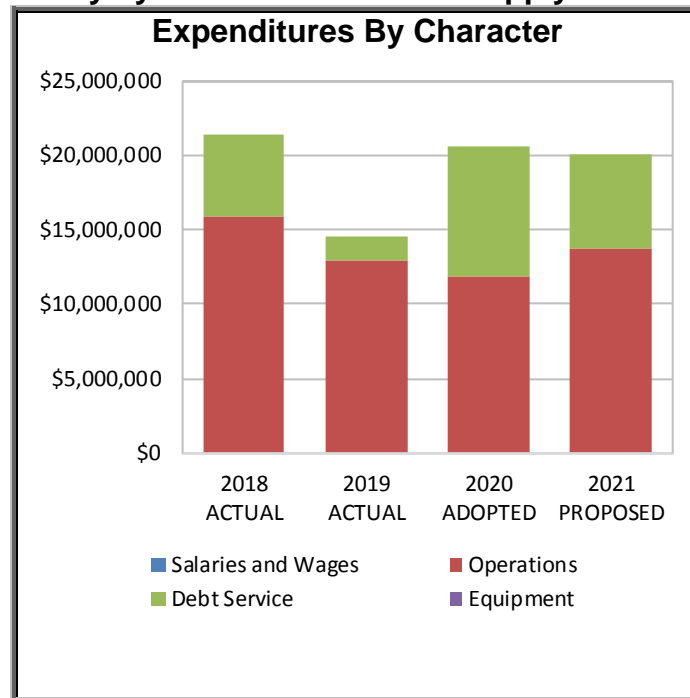
Over 8,600 acres of the Puu Kukui Watershed Preserve is one of the most pristine and wettest places on earth. DWS contributes to ongoing efforts that include ungulate control through fencing, trapping and surveying, invasive plant control, rare species protection and research, and water quality testing. These tasks are required to maintain the biodiversity that keeps Pu'u Kukui Watershed Preserve resilient to climate and ecological change so it remains efficient in increasing aquifer recharge. Other important work includes sedimentation prevention, stabilizing riparian buffers and gulches, and strong public outreach to educate and recruit volunteers for watershed conservation and protection efforts

West Maui Mountain Watershed Partnership (WMMWP)

Over 47,321 acres of the West Maui Mountains is being protected and preserved because it is key to maintaining efficient recharge and groundwater supply being utilized by DWS and the community in the West and Central Maui areas. WMMWP continually combats feral ungulates, invasive weeds, human disturbances, and wildfires in a coordinated effort with Maui Land and Pineapple Company (MLP), the Nature Conservancy (TNC), the Maui Invasive Species Committee (MISC) and the Plant Extinction Prevention Program (PEPP) under the Pacific Studies Cooperative Unit (PCSU). Ongoing efforts include expanding and maintaining ungulate fencing, retrofitting and conducting regular trap checks, weed management, plantings, continuous monitoring, and human activities management through outreach, education, and curbing use of the area. With the discovery of ROD on Maui, WMMWP is also now planning with other partners to find viable ways to stop the spread of ROD.

Water Department Wide Expenses

Program Budget Summary by Fiscal Year – Water Supply Fund



Expenditures Summary by Character & Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$0	\$0	\$0	\$0	\$0	N/A
WAGES & SALARIES	\$0	\$0	\$0	\$0	\$0	N/A
Salaries and Wages Total	\$0	\$0	\$0	\$0	\$0	N/A
Operations						
OTHER COSTS	\$467,330	\$380,620	\$975,000	\$975,000	\$0	N/A
INTEREST EXPENSE	-\$122,234	\$0	\$0	\$0	\$0	N/A
INTERFUND COST RECLASSIFICATION	\$11,390,729	\$9,113,347	\$9,841,723	\$11,302,618	\$1,460,895	14.8%
OPERATING EXPENSE	\$4,209,529	\$3,401,944	\$1,097,449	\$1,394,667	\$297,218	27.1%
Operations Total	\$15,945,353	\$12,895,911	\$11,914,172	\$13,672,285	\$1,758,113	14.8%
Debt Service						
INTEREST EXPENSE	\$1,543,903	\$1,531,945	\$1,616,070	\$1,337,396	-\$278,674	-17.2%
DEBT SERVICE	\$3,908,053	\$88,324	\$7,057,048	\$4,993,210	-\$2,063,838	-29.2%
Debt Service Total	\$5,451,956	\$1,620,269	\$8,673,118	\$6,330,606	-\$2,342,512	-27.0%
Equipment						
MACHINERY & EQUIPMENT	\$0	\$0	\$0	\$0	\$0	N/A
LEASE PURCHASES	\$0	\$0	\$0	\$0	\$0	N/A
Equipment Total	\$0	\$0	\$0	\$0	\$0	N/A
Program Total	\$21,397,309	\$14,516,180	\$20,587,290	\$20,002,891	-\$584,399	-2.8%

**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 Affordable, Healthy, and Thriving Community
- A Strong, Diversified Economy
- An Environmentally Responsible and Sustainable Community
- Well-planned Public Infrastructure
- A Prepared, Safe, and Livable County

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

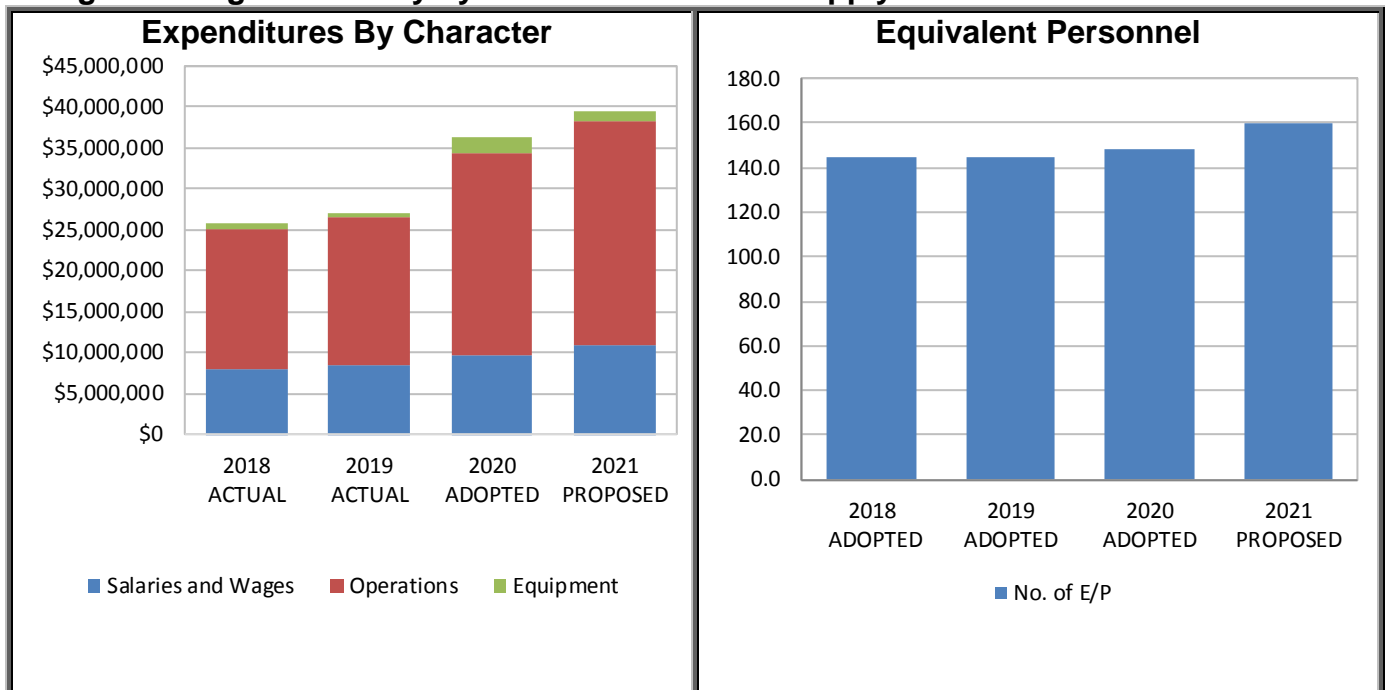
GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 ESTIMATE
<i>Goal #1: Economically produce the highest quality potable water that meets or exceeds all state and federal water quality standards in sufficient quantity to meet the needs of the customers.</i>				
1. Minimize 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	15,519	15,000	17,000

Water Operations Program

Key Activity Goals & Measures (Cont'd)

GOALS/OBJECTIVES	SUCCESS MEASUREMENTS	FY 2019 ACTUAL	FY 2020 ESTIMATE	FY 2021 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	\$500,000	\$500,000	\$500,000
2. Replacement of four well pumps and two booster pumps per year	# of well pumps replaced	1	4	4
	# of booster pumps replaced	1	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	300	900	25,000LF
	# of miles mainline repaired	205	150	150
2. Upgrade system	# of feet of mainline replaced	2,350	12,000	2,500

Program Budget Summary by Fiscal Year – Water Supply Fund



Water Operations Program

Expenditures Summary by Character & Object – Water Supply Fund

CHARACTER/ OBJECT DESCRIPTION	2018 ACTUAL	2019 ACTUAL	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Salaries and Wages						
OTHER PREMIUM PAY	\$914,863	\$1,040,618	\$992,341	\$1,364,856	\$372,515	37.5%
WAGES & SALARIES	\$7,139,128	\$7,358,037	\$8,792,332	\$9,567,896	\$775,564	8.8%
Salaries and Wages Total	\$8,053,991	\$8,398,654	\$9,784,673	\$10,932,752	\$1,148,079	11.7%
Operations						
MATERIALS & SUPPLIES	\$4,737,019	\$3,789,742	\$6,391,586	\$6,125,586	-\$266,000	-4.2%
SERVICES	\$989,559	\$1,144,549	\$1,687,685	\$4,303,335	\$2,615,650	155.0%
UTILITIES	\$11,153,205	\$13,069,670	\$16,209,848	\$16,539,916	\$330,068	2.0%
TRAVEL	\$48,139	\$31,584	\$86,700	\$87,700	\$1,000	1.2%
OTHER COSTS	\$132,791	\$151,973	\$200,266	\$200,266	\$0	N/A
SPECIAL PROJECTS	\$0	\$1,130	\$0	\$0	\$0	N/A
Operations Total	\$17,060,713	\$18,188,649	\$24,576,085	\$27,256,803	\$2,680,718	10.9%
Equipment						
MACHINERY & EQUIPMENT	\$637,243	\$472,528	\$1,957,412	\$1,267,900	-\$689,512	-35.2%
LEASE PURCHASES	\$0	\$761	\$3,000	\$3,000	\$0	N/A
Equipment Total	\$637,243	\$473,289	\$1,960,412	\$1,270,900	-\$689,512	-35.2%
Program Total	\$25,751,947	\$27,060,592	\$36,321,170	\$39,460,455	\$3,139,285	8.6%

Equivalent Personnel Summary by Position Title – Water Supply Fund

POSITION TITLE	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	2021 PROPOSED	CHANGE AMOUNT	CHANGE PERCENT
Assistant Field Operations Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Assistant Water Treatment Plant Operations/ Maintenance Supervisor	2.0	2.0	2.0	2.0	0.0	0.0%
Automotive Mechanic I	1.0	1.0	1.0	1.0	0.0	0.0%
Backflow Control Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Backflow Cross Connection Technician IV	1.0	1.0	1.0	1.0	0.0	0.0%
Carpenter I	2.0	2.0	2.0	2.0	0.0	0.0%
Clerk Dispatcher II	1.0	1.0	1.0	1.0	0.0	0.0%
Clerk III	1.0	1.0	1.0	1.0	0.0	0.0%
Construction Equipment Mechanic I	3.0	3.0	3.0	3.0	0.0	0.0%
Construction Equipment Mechanic II	1.0	1.0	1.0	1.0	0.0	0.0%
Electrician/Electronic Repairer Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Electronic Technician I	4.0	4.0	4.0	4.0	0.0	0.0%
Electronic Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Equipment Operator III	5.0	5.0	5.0	5.0	0.0	0.0%
Equipment Operator IV	3.0	3.0	3.0	3.0	0.0	0.0%
Field Operations Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Heavy Equipment & Construction Welder	1.0	1.0	1.0	1.0	0.0	0.0%
Labor Supervisor I	1.0	1.0	1.0	1.0	0.0	0.0%
Laborer II	7.0	7.0	7.0	10.0	3.0	42.9%
Pipefitter Helper	12.0	12.0	14.0	16.0	2.0	14.3%
Pipefitter I	22.0	22.0	23.0	24.0	1.0	4.3%
Pipefitter II	7.0	7.0	7.0	7.0	0.0	0.0%

Water Operations Program

Equivalent Personnel Summary by Position Title – Water Supply Fund (Cont'd)

POSITION TITLE	2017 ADOPTED	2018 ADOPTED	2019 ADOPTED	2020 ADOPTED	CHANGE AMOUNT	CHANGE PERCENT
Plant Electrician/Electronic Repairer I	3.0	3.0	3.0	3.0	0.0	0.0%
Plant Electrician/Electronic Repairer II	1.0	1.0	1.0	1.0	0.0	0.0%
Plant Operations Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Purchasing Technician				1.0	1.0	100%
Staff Services Assistant	1.0	1.0	1.0	1.0	0.0	0.0%
Storekeeper I				1.0	1.0	100%
Supervising Electronic Technician	1.0	1.0	1.0	1.0	0.0	0.0%
Treasury Clerk I	1.0	1.0	1.0	1.0	0.0	0.0%
Valve Repair/Pipefitter II	1.0	1.0	1.0	1.0	0.0	0.0%
Water Meter Mechanic Helper				2.0	2.0	100%
Water Meter Technician I	1.0	1.0	1.0	1.0	0.0	0.0%
Water Meter Technician II	1.0	1.0	1.0	1.0	0.0	0.0%
Water Microbiologist I	5.0	5.0	5.0	5.0	0.0	0.0%
Water Microbiologist II	3.0	3.0	3.0	3.0	0.0	0.0%
Water Microbiologist III	1.0	1.0	1.0	1.0	0.0	0.0%
Water Microbiologist IV	1.0	1.0	1.0	1.0	0.0	0.0%
Water Plant Maintenance Mechanic Helper	4.0	4.0	4.0	4.0	0.0	0.0%
Water Plant Maintenance Mechanic I	6.0	6.0	6.0	6.0	0.0	0.0%
Water Plant Maintenance Mechanic II	1.0	1.0	1.0	1.0	0.0	0.0%
Water Plant Maintenance Mechanic Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Water Service Clerk Dispatcher	1.0	1.0	1.0	1.0	0.0	0.0%
Water Service Supervisor II	6.0	6.0	6.0	7.0	1.0	16.7%
Water Support Services Supervisor	1.0	1.0	1.0	1.0	0.0	0.0%
Water Treatment Plant Division Chief	1.0	1.0	1.0	1.0	0.0	0.0%
Water Treatment Plant Operations/ Maintenance Supervisor	2.0	2.0	2.0	2.0	0.0	0.0%
Water Treatment Plant Operator II	3.0	3.0	3.0	3.0	0.0	0.0%
Water Treatment Plant Operator IV	15.0	15.0	15.0	15.0	0.0	0.0%
Water Treatment Plant Worker	2.0	2.0	2.0	3.0	1.0	50.0%
Waterworks Maintenance Helper	2.0	2.0	2.0	2.0	0.0	0.0%
Program Total	145.0	145.0	148.0	160.0	12.0	8.1%

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
953307A-5101 Regular Wages: Adjustment in salaries based on UPW salary increases, position reallocations, position filled at a lower/higher step, transfer of 1.0 Storekeeper and 1.0 Purchasing Technician from Water Administration Program, and increase 3.0 expansion positions in FY 2020 to full year salary.	\$309,212	2.0
953471A-5101 Regular Wages: Adjustments in salaries based on UPW salary increases and correction on step level for several positions.	\$51,096	0.0
953604A-5101 Regular Wages: Adjustments in salaries based on UPW salary increases.	\$74,064	0.0

Water Operations Program

Continuation Budget Changes (+/- \$10,000) from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
OTHER PREMIUM PAY:		
953307A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining unit.	-\$25,938	
953471A-5250 Salary Adjustments: Deletion of one-time appropriation in anticipated salary increase in collective bargaining unit.	-\$29,942	
Operations		
MATERIALS AND SUPPLIES:		
953604B-6010 Chemical & Other Filter supp: Reduction due to onsite generation of Sodium Hypochlorite.	-\$266,000	
SERVICES:		
953604B-6122 Freight and Hauling: Reduction due to onsite generation of Sodium Hypochlorite.	-\$120,000	
UTILITIES:		
953604B-6120 Electricity: Inflationary adjustment.	\$45,000	
953604B-6178 Water Delivery Charges: Inflationary adjustment.	\$12,602	
953471B-6120 Electricity: Inflationary adjustment.	\$260,000	
953471B-6178 Water Delivery Charges: Inflationary adjustment.	\$10,147	
Equipment		
MACHINERY AND EQUIPMENT:		
953307C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$232,000	
953307C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$627,500	
953471C-7030 Communication Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$300,012	
953471C-7031 Computer Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$16,000	
953471C-7032 Software Programs: Deletion of one-time appropriation approved in FY 2020.	-\$100,000	
953471C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$200,000	
953471C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$220,000	
953604C-7031 Computer Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$15,400	
953604C-7040 Motor Vehicles: Deletion of one-time appropriation approved in FY 2020.	-\$75,000	
953604C-7044 Other Equipment: Deletion of one-time appropriation approved in FY 2020.	-\$171,500	

Water Operations Program

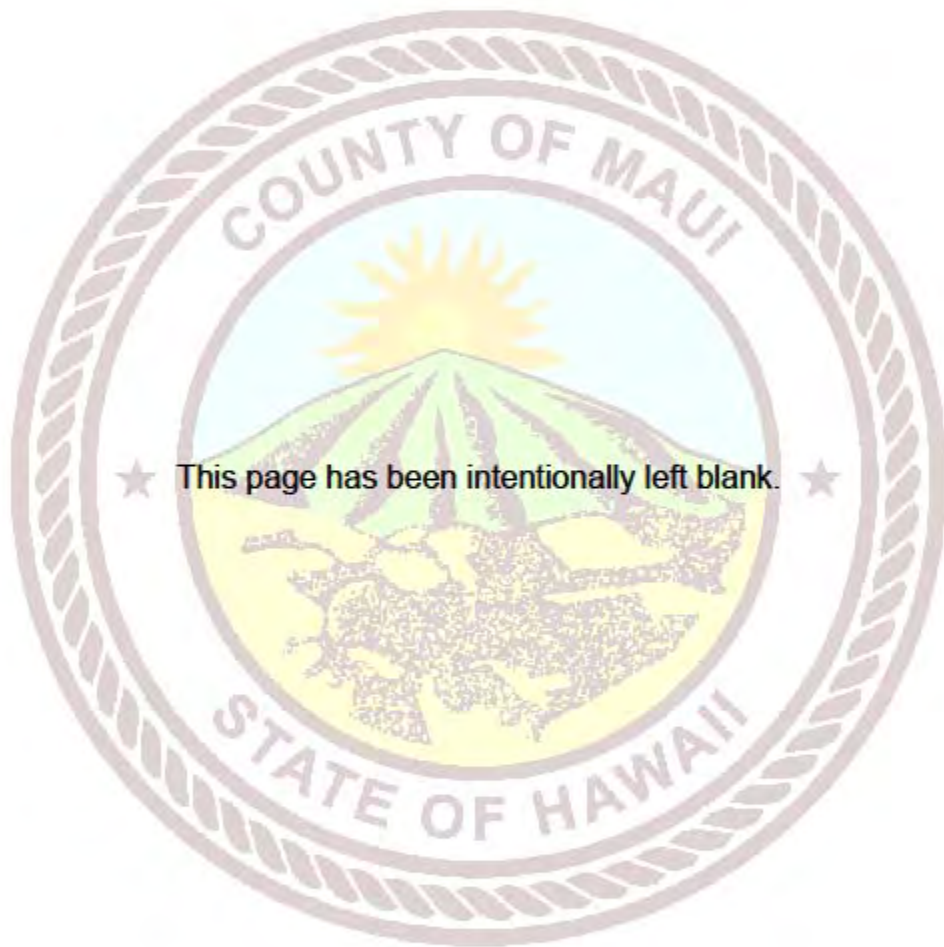
Expansion Budget Request from FY 2020 Adopted Budget

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Salaries and Wages		
WAGES & SALARIES:		
953307A-5101 Regular Wages: Proposed 2.0 Water Meter Mechanic Helper, 2.0 Pipefitter Helper, 1.0 Water Service Supervisor II, 1.0 Pipefitter I, and 3.0 Laborer II expansion positions.	\$310,832	9.0
953471A-5101 Regular Wages: Proposed 1.0 Water Treatment Plant Worker expansion position.	\$30,360	1.0
OTHER PREMIUM PAY:		
953307A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$236,774	
953471A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$105,202	
953604A-5250 Salary Adjustments: Anticipated salary increases based on Collective Bargaining Unit Agreement.	\$95,886	
Operations		
SERVICES:		
953307B-6132 Professional Services: Additional funding for Wailuku Water Company Maintenance.	\$2,500,000	
953471B-6112 Contractual Service: (2) Multi-year processes to; 1) detect/prevent failures and extend equipment life using ultra-sonic/infrared technology (TEGG) 2) Assess & label electrical equip & ensure personnel use proper level protection (Arc Flash Assessment) per NEC (National Electrical Code) guidelines.	\$231,500	
953471B-6127 Laboratory Services: Additional funding for laundry services/storage.	\$4,150	
TRAVEL:		
953471B-6226 Per Diem S/D/T Taxable: Increase Maui staff to Molokai due to water quality and operation/maintenance issues.	\$1,000	
Equipment		
MACHINERY AND EQUIPMENT:		
953307C-7040 Motor Vehicles: Replacement of one 12 Yard Dump Truck (CM 1373) at \$230,000 each, replacement of 1 Ton 4x4 Utility Truck Lift Gate (CM1713) at \$80,000 each, replacement of 1 Ton 4x4 Utility Box Lift Gate Pipe Rack (CM 1997) at \$58,000 each, replacement of 1 Ton 4x4 Utility Box Lift Gate Pipe Rack (CM 2126) at \$57,000 each.	\$425,000	
953307C-7044 Other Equipment: Replacement of one fusing machine at \$30,000 each, replacement of one gas powered saw at \$8,300 each, replacement of five target saw at \$1,700 each, replacement of two trash pump water remover at \$1,800 each, and purchase of one hydraulic cylinder servicer, rebuilder at \$32,000 each.	\$82,400	

Water Operations Program

Expansion Budget Request from FY 2020 Adopted Budget (cont'd)

EXPLANATION OF BUDGET CHANGES	CHANGE AMOUNT	CHANGE E/P
Equipment		
MACHINERY AND EQUIPMENT:		
953471C-7031 Computer Equipment: Purchase of one printer.	\$9,000	
953471C-7040 Motor Vehicles: Replacement of two 4x4 pick up truck (CM 1763 & CM 2231) at \$55,000 each and replacement of one van (CM 2298) at \$42,000 each.	\$152,000	
953471C-7044 Other Equipment: Purchase of three chlorine feeder tabs at \$40,000 each.	\$120,000	
953604C-7044 Other Equipment: Replacement of two raw water vault meter at \$25,000 each, replacement of one vault flow meter at \$18,000 each, replacement of one service water pump for Piiholoo at \$12,000 each, replacement of five raw water & filter valves/actuate at \$50,000 each, replacement of one 4 wheel drive SUV (CM 1806) each, replacement of two bubble tester at \$12,000 each, replacement of two 12" valves & actuators at \$13,500 each, and purchase of one remote control mower at \$53,500 each.	\$479,500	
TOTAL EXPANSION BUDGET	\$4,783,604	10.0



Capital Program

Capital Budget Summaries

This section provides a description of the County of Maui's Capital Budget; summaries of the proposed FY 2021 Capital Budget by major fund, department, district, funding type and project type; six-year adopted 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 2021 can be found in the Department Capital Project Sheets section of this budget book.

Definition of Capital Program and Capital Project

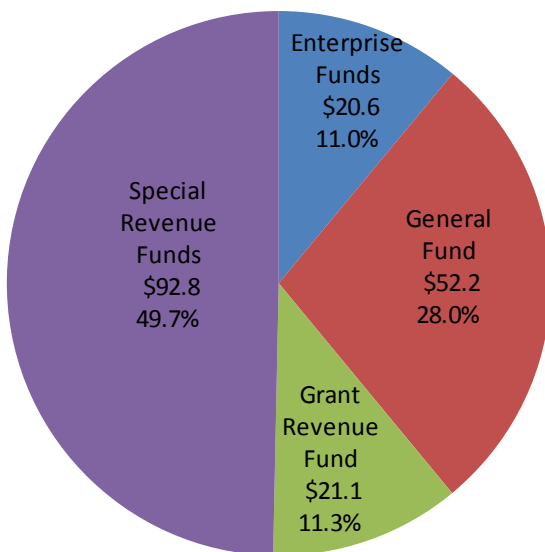
The County of Maui's CIP plan is a six-year plan that outlines the public infrastructure needs of the community. The CIP plan provides the citizens of Maui County with a list of capital projects planned for the ensuing fiscal year and the next succeeding five years. While the CIP plan covers a 6-year 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.

Chapter 3.04.010, Maui County Code, 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.

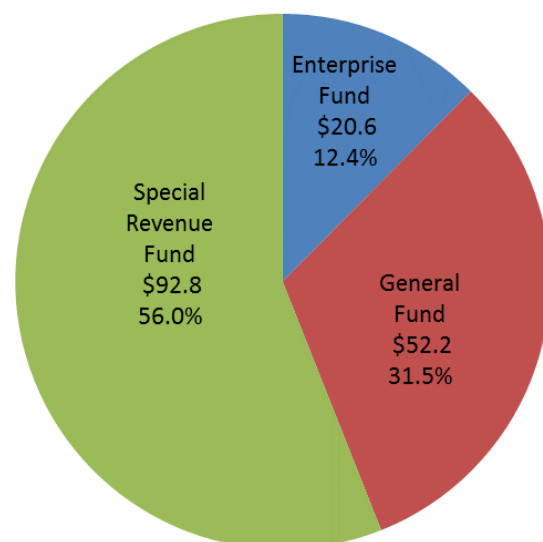
The County Charter and County Code do not provide provisions on a monetary threshold for projects to qualify as a capital project. However, there are many factors that affect how a capital project is funded and administered. Depending on its cost, size and scope, a project may be funded in the department's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

FY 2021 Capital Budget Overview

ALL SOURCES OF FUNDS: \$186.8M
Total Capital Projects by Major Fund Type
Figure 5-1 (in Millions)



COUNTY SOURCES OF FUNDS: \$165.6M
Total Capital Projects by Major Fund Type
Figure 5-2 (in Millions)



Capital Program

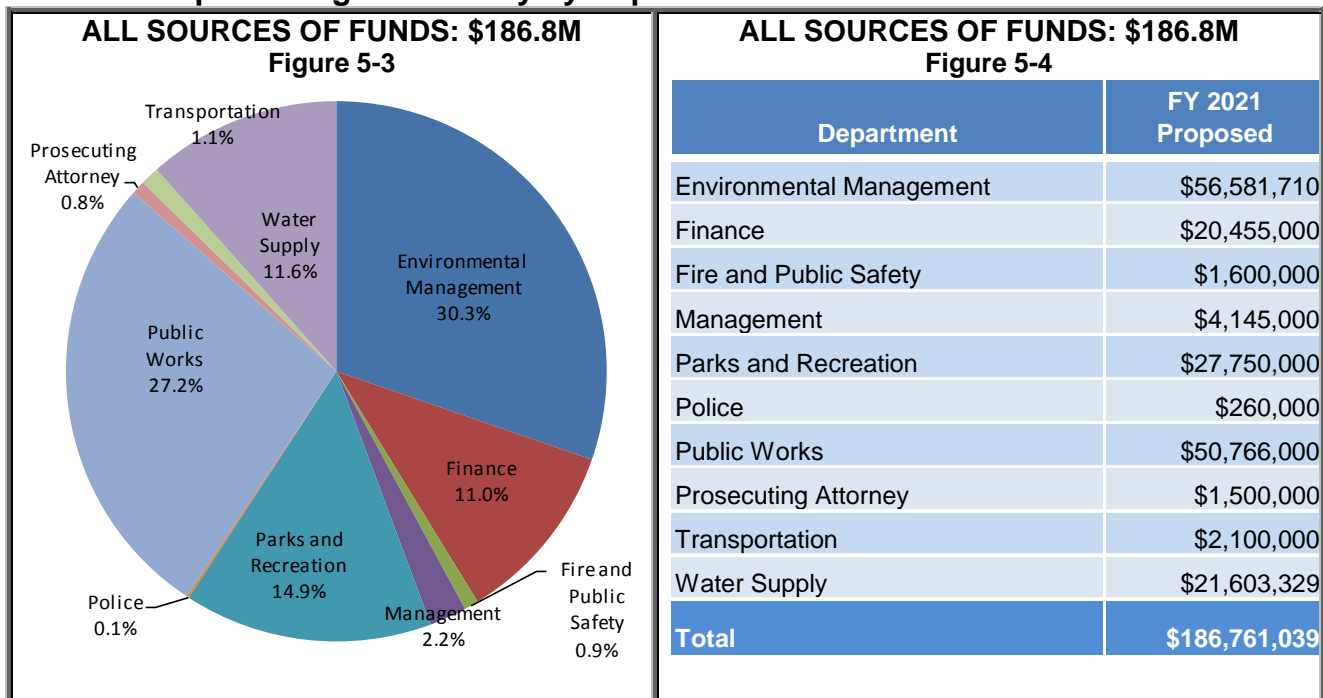
Capital Budget Summaries

FY 2021 Capital Budget Overview (Cont'd)

As shown in the charts on the prior page, the proposed FY 2021 CIP Budget totals \$186.8 million. This total includes capital projects funded through the County and Grant Revenue Funds. The FY 2021 CIP Budget funded by County Funds is \$165.6 million, an increase of \$6.4 million from the FY 2020 Adopted Budget.

The following sections include graphs and tables detailing the FY 2021 Proposed Capital Budget from All Sources of Funds by department, district, fund type and project type:

FY 2021 Capital Budget Summary by Department



As shown in Figure 5-3, the Department of Environmental Management's capital projects make up 30.3% or \$56.6 million of the total FY 2021 Capital Budget. Projects listed under this department include those planned under both the Solid Waste and Wastewater Divisions. This year's funding includes: \$12.4 million for West Maui Recycled Water System Expansion; \$5.0 Molokai Landfill Phase V Expansion; \$3.8 million for Napili Wastewater Pump Station No. 4 Modifications; \$3.6 million for Kihei-Makena Sewer Expansion; and \$5.7 million for improvements mandated by the Environmental Protection Agency (EPA) and State of Hawaii Department of Health permit requirements.

Capital projects under the Department of Public Works represent the second largest percentage of the total proposed FY 2021 Capital Budget at 27.2% or \$50.8 million of the total FY 2021 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 planned in FY 2021 are: Countywide Federal Aid Program for \$26.6 million; \$8.9 million for Countywide Road Resurfacing and Pavement Preservation; Countywide Bridge and Drainage Program for \$2.9 million; and Countywide Facilities Maintenance Program for \$2.8 million.

Capital Program

Capital Budget Summaries

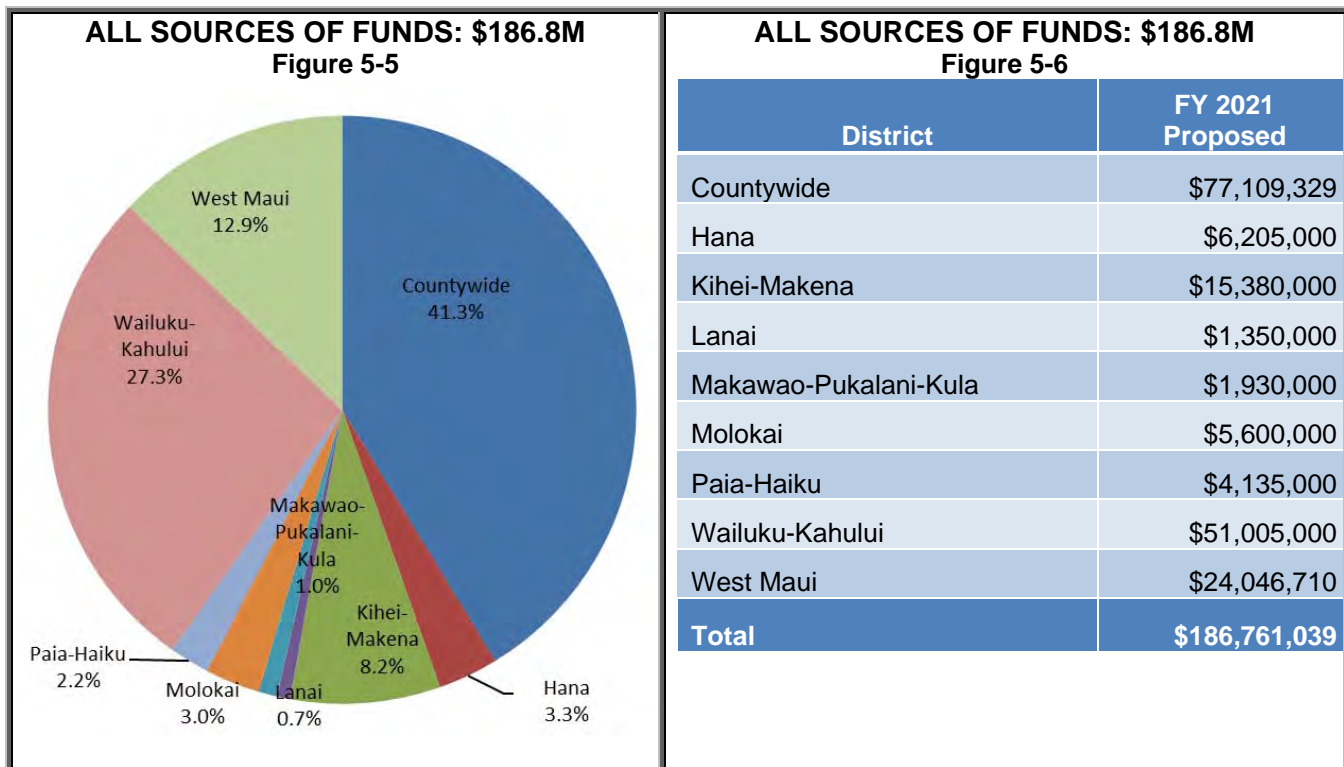
FY 2021 Capital Budget Summary by Department (Cont'd)

This year's funding for the Department of Parks and Recreation represents the third largest percentage of the total proposed FY 2021 CIP Budget at 14.9% or \$27.8 million. These capital projects include: \$11.0 million for War Memorial Gym Building Improvements; \$2.9 million for Old Hana High School Improvements; \$2.4 million for Velma McWayne Santos Community Center Improvements; \$1.3 million for Hana Park Tennis and Basketball Courts Reconstruction and \$1.1 million for Lanai Gym Re-roofing and Improvements.

Assuring the availability of water sufficient to meet the community's needs is a high priority of the County. This year's funding for the Department of Water Supply represents \$21.6 million or 11.6% of the total FY 2021 CIP Budget and includes: \$10.4 million for Countywide Upgrades and Replacements; \$6.8 million for Countywide Facility Improvements; \$1.5 million for Countywide Reliable Capacity; and \$1.5 million for West Maui Reliable Capacity.

The CIP funding for the Department of Finance represents the fifth largest percentage at \$20.5 million or 11.0% for the total FY 2021 CIP Budget. The projects include Waiale Land Acquisition at \$14.0 million; and the Countywide Equipment at \$6.5 million.

The FY 2021 Capital Budget for the Department of Management and Department of Transportation are \$4.1 million (2.2%) and \$2.1 million (1.1%), respectively. Remaining projects total 1.8% of the total capital budget and include projects that will be managed by the Department of Fire and Public Safety (0.9%), Prosecuting Attorney (0.8%), and Department of Police (0.1%). These capital projects include funding for Haiku Fire Station, Children's Peace Center, and Countywide Police Facilities.

FY 2021 Capital Budget Summary by District

Capital Program

Capital Budget Summaries

FY 2021 Capital Budget Summary by District (Cont'd)

As shown in Figure 5-5, the largest percentage of the CIP Budget for FY 2021, 41.3%, is allocated to the Countywide district Capital projects. The Countywide district category includes projects that are used in more than one district. This year's planned countywide projects include: Countywide Federal Aid Program at \$26.6 million; Countywide Upgrades and Replacements at \$10.4 million; Countywide Road Resurfacing and Pavement Rehabilitation at \$8.9 million; Countywide Facility Improvements at \$6.8 million; Countywide Equipment at \$6.5 million; and Countywide Environmental Protection Agency (EPA) Compliance Wastewater Reclamation Facility Renovation Projects at \$3.0 million.

At 27.3%, the second largest percentage of this year's proposed capital budget is allocated to the Wailuku-Kahului district also known as the Central district. Some of the major capital projects categorized under the Central include Waiale Land Acquisition at \$14.0 million; War Memorial Gym Building Improvements at \$11.0 million; New County Service Center at \$4.0 million; Velma McWayne Santos Community Center at \$2.4 million Central Maui Landfill Phase V-B Extension at \$2.1 million; Waiale Road Extension at \$2.0 million; Wailuku-Kahului Environmental Protection Agency Compliance Sewer Rehabilitation at \$2.0 million; and Central Maui Regional Wastewater Reclamation Facility at \$2.0 million.

At 12.9%, the West Maui district makes up the third largest percentage of the total FY 2021 Proposed Capital Budget. Major capital projects in this district include \$12.4 million for West Maui Recycled Water System Expansion; \$3.8 million for Napili Wastewater Pump Station No. 4 Modifications; \$3.0 million for Lahaina Wastewater Reclamation Facility Modifications, Stage IA; and \$1.0 million for Napili Nos. 5 and 6 Force Main Replacements.

The Kihei-Makena district makes up 8.2% of the total FY 2021 Proposed Capital Budget. The major capital projects in this district include: \$3.6 million for Kihei-Makena Sewer Extension; \$2.4 million for Kihei No. 8 Force Main Replacement; \$2.0 million Kihei No. 16 Pump Station Rehabilitation and Force Main Replacement; and \$1.8 million for Kihei No. 7 Force Main Replacement.

The Hana district makes up 3.3% of the total FY 2021 Proposed Capital Budget. The major capital projects in this district include \$2.9 million for Old Hana School Improvements; \$1.4 million for Piilani Highway Slope Stabilization at Nuanualoa Gulch; and \$1.3 million Hana park Tennis and Basketball Courts Reconstruction.

At 3.0%, the Molokai district makes up the sixth largest percentage of this year's proposed capital budget. The major capital projects in this district include \$5.0 million for Molokai Landfill Phase V Expansion; \$0.4 million for Hoolehua Fire Station Renovation/Addition; and \$0.3 million for the Kaunakakai Gym Rehabilitation.

FY 2021 Capital Budget Summary by Fund Type

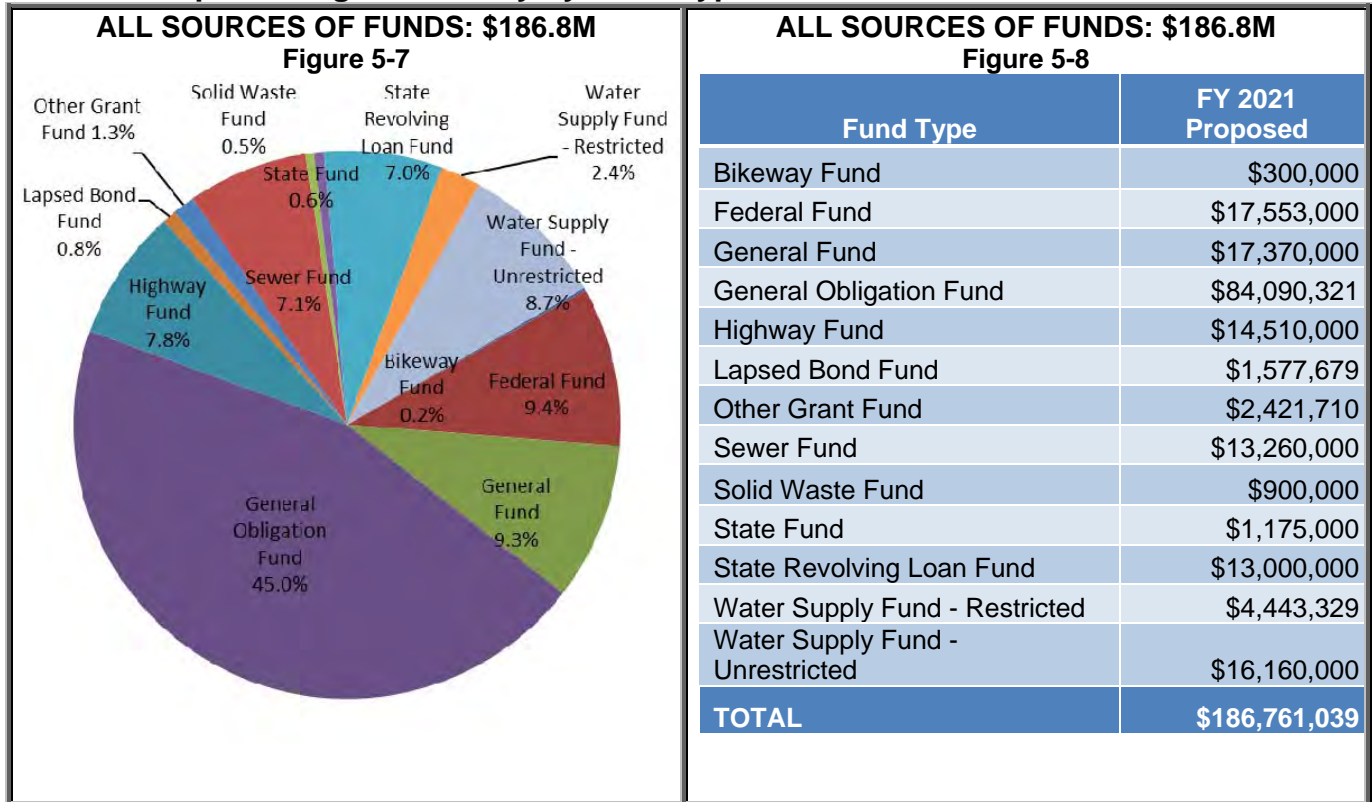
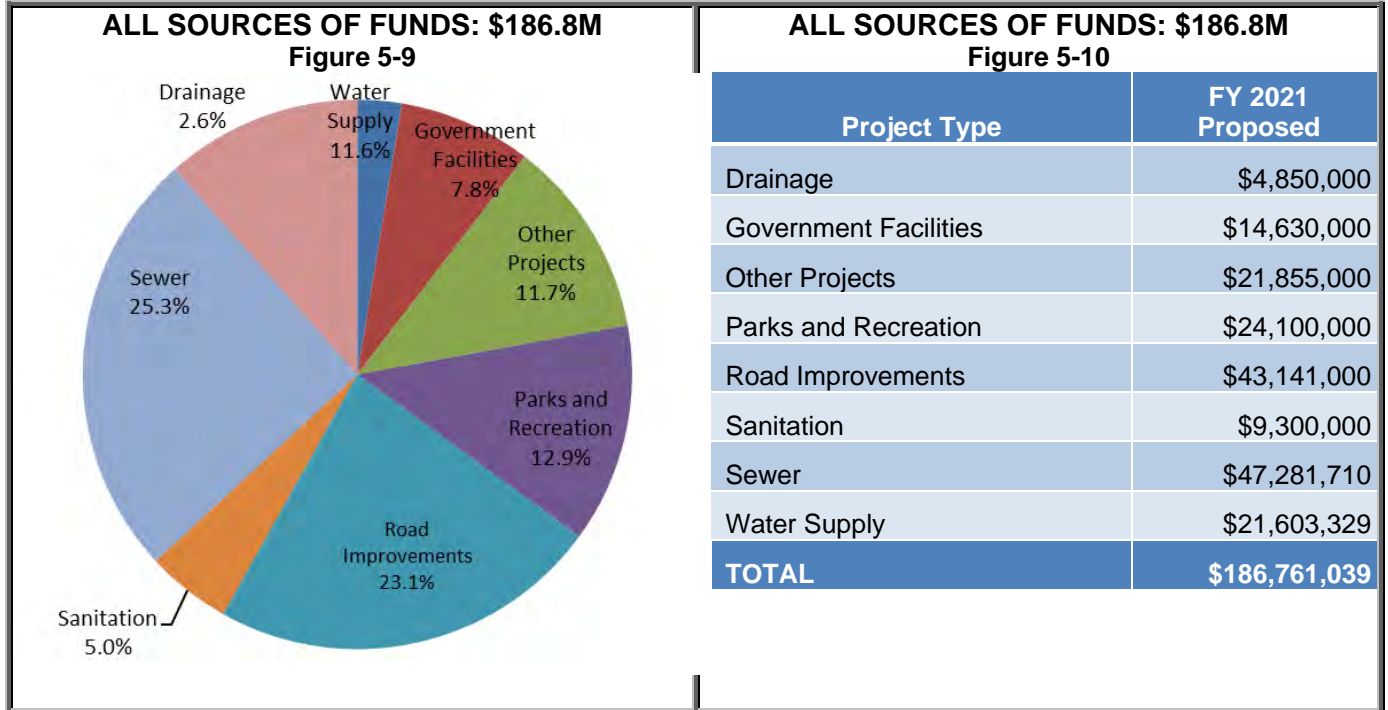


Figure 5-7 details distribution of the capital budget, by funding type. The largest source of funding for capital projects planned in FY 2021 is the General Obligation Fund at 45.0% of the total. The second largest source of funding is the Federal Funds at 9.4%, followed by the General Fund at 9.3%, and the Water Supply – Unrestricted at 8.7%.

FY 2021 Capital Budget by Project Type



As shown in Figure 5-9, Sewer and Road Improvements capital projects make up the two largest project types at 25.3% and 23.1% respectively. Parks and Recreation projects makes up the third largest project type at 12.9%, followed by Other Projects at 11.7%.

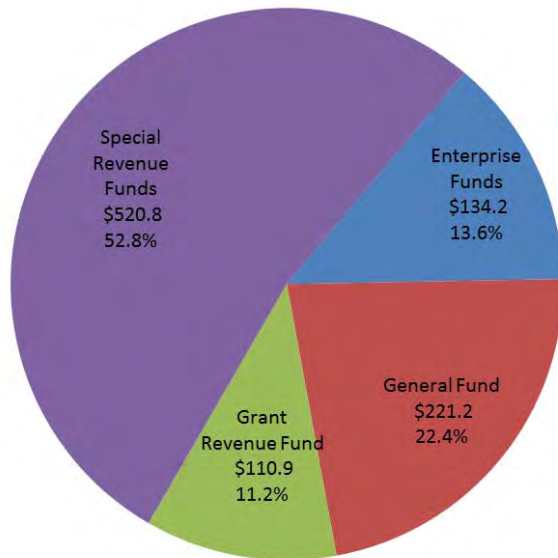
Major capital projects under Road Improvements include: Countywide Federal Aid Projects at \$26.5 million; Countywide Road Resurfacing and Pavement Preservation at \$8.9 million; and Waiale Road Extension at \$2.0 million.

The largest projects under the Wastewater project type are: the West Maui Recycled Water System Expansion at \$12.4 million; Napili Wastewater Pump Station No. 4 Modifications at \$3.8 million; Kihei-Makena Sewer Expansion at \$3.6 million; and Countywide Environmental Protection Agency Compliance Wastewater Reclamation Facility Renovation Projects at \$3.0 million.

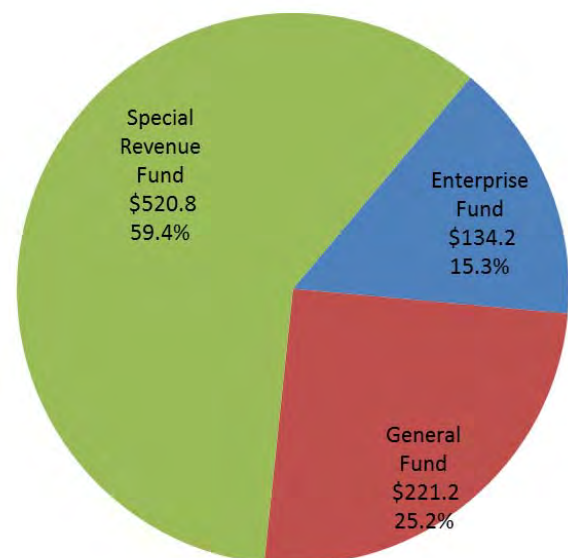
Six-Year Capital Budget Summaries

Figures 5-11 to 5-14 summarize the planned CIP Budget for FY 2021 through FY 2026 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.

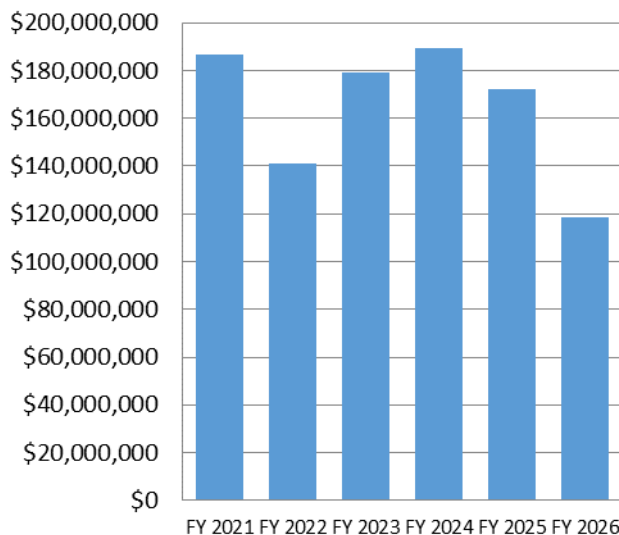
ALL SOURCES OF FUNDS: \$987.1M
Total Capital Projects by Major Fund Type
Figure 5-11 (in Millions)



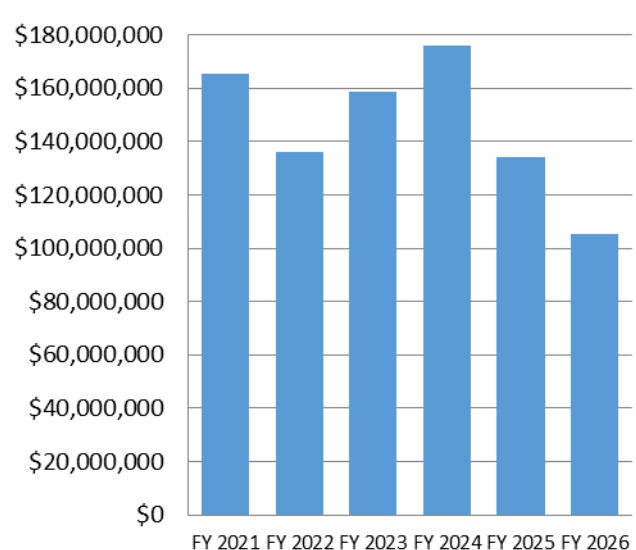
COUNTY SOURCES OF FUNDS: \$876.2M
Total Capital Projects by Major Fund Type
Figure 5-12 (in Millions)



ALL SOURCES OF FUNDS: \$987.1M
Total Capital Projects by Fiscal Year
Figure 5-13



COUNTY SOURCES OF FUNDS: \$876.2M
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 2021 is \$2.2 million and \$2.4 million for the next succeeding years. For FY 2021, capital projects for environmental management (34.6%), fire and public safety (26.1%), transportation (21.0%), and finance(15.9%) 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year Total
Environmental Management	\$335,000	\$215,000	\$215,000	\$215,000	\$305,000	\$305,000	\$1,590,000
Finance	\$364,355	\$364,355	\$0	\$0	\$0	\$0	\$728,710
Fire and Public Safety	\$1,200,000	\$0	\$0	\$0	\$0	\$0	\$1,200,000
Parks and Recreation	\$1,500	\$1,500	\$1,500	\$1,500	\$1,500	\$0	\$7,500
Transportation	\$160,854	\$160,854	\$160,854	\$160,854	\$160,854	\$160,854	\$965,124
Water Supply	\$100,000	\$0	\$0	\$0	\$0	\$0	\$100,000
TOTAL	\$2,161,709	\$741,709	\$377,354	\$377,354	\$467,354	\$465,854	\$4,591,334

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.



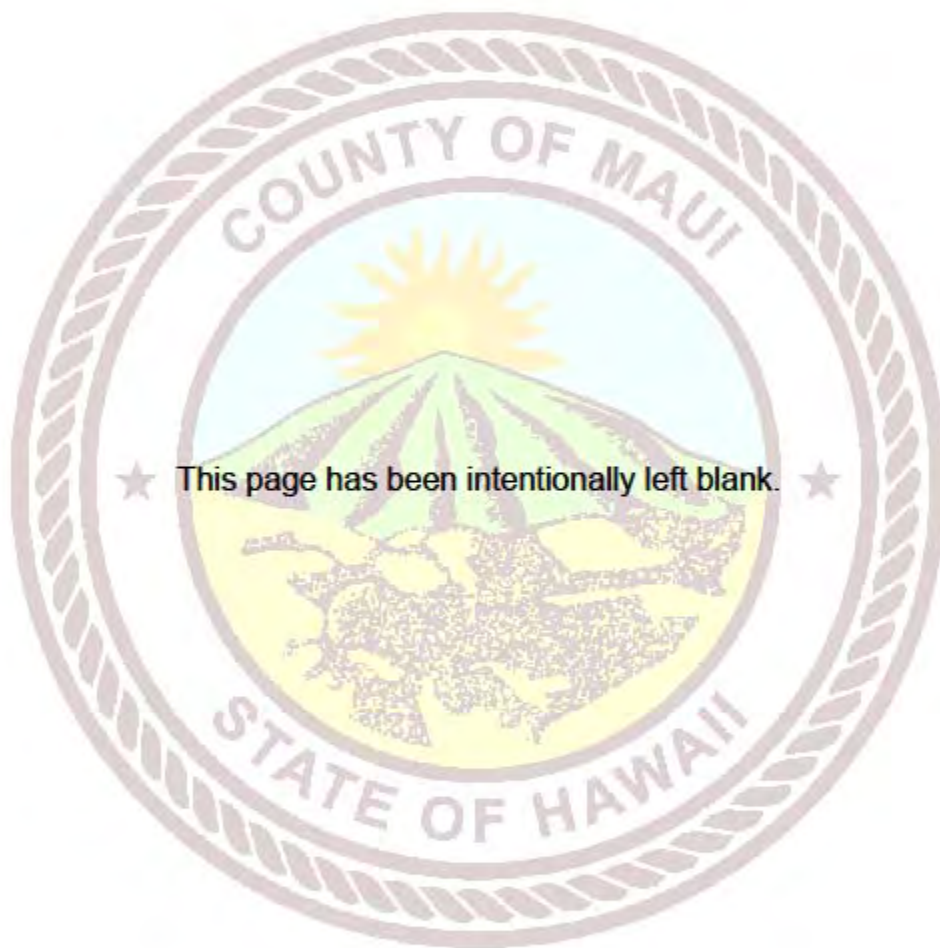
Environmental Management

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Sanitation	CBS-3182	Environmental Compliance System Design and Construction	SW	500	2,500	3,000
	Sewer	CBS-1119	Countywide Environmental Protection Agency (EPA) Compliance Wastewater Reclamation Facility Renovation Projects	WF	3,000	7,500	10,500
		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
		CBS-5040	Countywide Wastewater RTU upgrades	WF	1,600	0	1,600
		CBS-6081	Countywide Pump Station Renovations (SCADA)	WF	0	4,000	4,000
Hana	Sanitation	CBS-5504	Hana Landfill Office Trailer and PV Expansion	GB	275	0	275
	Sewer	CBS-5039	Central Hana Sewer System	GB	0	2,000	2,000
				WF	0	200	200
Kihei-Makena		CBS-1148	Kihei-Makena Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation	WF	0	2,000	2,000
		CBS-1152	Kihei No. 16 Pump Station Rehabilitation and Force Main Replacement	SRF	2,000	0	2,000
		CBS-1166	South Maui Recycled Water Distribution System Expansion (Wailea)	WF	0	500	500
		CBS-2321	North Kihei Mauka Transmission System	GB	0	17,000	17,000
		CBS-2322	Kihei No. 7 Force Main Replacement	SRF	1,800	0	1,800
		CBS-2729	Kihei No. 6 Force Main Replacement	SRF	0	6,000	6,000
				WF	0	650	650
		CBS-3197	Kihei No. 8 Force Main Replacement	SRF	2,400	0	2,400
		CBS-3199	Kihei Wastewater Pump Station No. 4 Modification/Upgrade	WF	0	200	200
		CBS-3563	Kihei No. 3 Force Main Replacement	GB	0	4,800	4,800
		CBS-3564	Kihei No. 4 Force Main Replacement	SRF	0	3,000	3,000
				WF	300	0	300

Capital Improvement Program

		CBS-3568	Kihei Wastewater Pump Station No. 5 Modification and Force Main Replacement	SRF	0	4,300	4,300
				WF	0	400	400
		CBS-3569	Kihei Wastewater Pump Station No. 6 Modification/Upgrade	SRF	0	6,800	6,800
				WF	0	600	600
		CBS-3570	Kihei Wastewater Pump Station No. 7 Modification/Upgrade	GB	0	5,000	5,000
				WF	0	500	500
		CBS-5027	Kihei Wastewater Pump Station No. 8 Modification/Upgrade	SRF	0	4,000	4,000
				WF	0	400	400
		CBS-5028	Kihei Wastewater Pump Station No. 9 Modification/Upgrade	SRF	0	2,000	2,000
		CBS-5029	Kihei In Plant/Effluent Pump Station Upgrades	GB	1,500	0	1,500
		CBS-5030	Liloa Drive Recycled Water Line	GB	1,000	3,000	4,000
		CBS-5031	Kihei Wastewater Reclamation Facility Ultraviolet System Upgrade	WF	0	500	500
		CBS-5032	Kiaola Place Sewer Extension	WF	0	1,100	1,100
		CBS-5519	Kihei Wastewater Pump Station No. 2 Modification/Upgrade	WF	0	2,200	2,200
		CBS-5520	Kihei Land Application System	GB	0	20,000	20,000
				WF	1,000	0	1,000
		CBS-5521	North Kihei Reuse Distribution Expansion	WF	0	4,400	4,400
		CBS-6046	Kihei-Makena Sewer Expansion	GB	3,600	0	3,600
		CBS-6082	South Kihei Capacity Sewer Upgrades	WF	0	400	400
Lanai		CBS-4591	Lanai WWRF Facility Plan	WF	0	150	150
Makawao-Pukalani-Kula		CBS-5038	Makawao Master Sewer Plan	WF	0	250	250
Molokai	Sanitation	CBS-4606	Molokai Landfill Phase V Expansion	GB	5,000	0	5,000
	Sewer	CBS-1153	Kaunakakai Effluent Force Main Replacement	GB	0	1,900	1,900
				WF	0	200	200
		CBS-5037	Kualapuu Sewer System Rehabilitation	WF	0	2,100	2,100
Paia-Haiku		CBS-1955	Kuau No. 1 Force Main Replacement	WF	500	0	500
		CBS-1964	Kuau No. 2 Force Main Replacement	GB	500	0	500

Capital Improvement Program

		CBS-3207	Paia Wastewater Pump Station Modifications	WF	0	150	150
		CBS-4588	Sprecklesville Force Main Replacement	SRF	0	3,600	3,600
				WF	360	0	360
Wailuku-Kahului	Sanitation	CBS-1095	Central Maui Landfill (CML) Phase V-B Extension	GB	2,150	0	2,150
		CBS-1099	Central Maui Landfill Phases IV & V Final Closure	GB	325	5,000	5,325
		CBS-2721	CML Operations Facilities	GB	400	5,000	5,400
		CBS-5019	Central Maui Landfill Expansion	GB	250	1,000	1,250
		CBS-5493	CML Customer Drop-Off Area Improvements	SW	250	0	250
		CBS-5502	Central Maui Landfill Entrance Facility Traffic Improvements	SW	150	0	150
	Sewer	CBS-1131	Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation	WF	2,000	6,000	8,000
		CBS-1158	Waiko Road Subdivision Sewer System	SRF	0	2,000	2,000
				WF	500	0	500
		CBS-1169	Wailuku-Kahului Wastewater Reclamation Facility (WWRF) Upgrade to R-1	WF	0	1,800	1,800
		CBS-1171	Wailuku-Kahului Recycled Water Force Main	SRF	0	13,500	13,500
				WF	750	0	750
		CBS-2323	Wailuku Wastewater Pump Station Modifications	GB	0	3,000	3,000
				WF	0	600	600
		CBS-3204	Upper Waiko Road Sewer Extension	WF	0	2,150	2,150
		CBS-3205	Old Wailuku Heights Sewer System	WF	0	300	300
		CBS-3206	Central Maui Regional WWRF (Waikapu)	GB	2,000	21,000	23,000
				OG	0	25,000	25,000
				WF	0	2,500	2,500
		CBS-3212	Hoo Hui Ana Wastewater Pump Station Modifications	SRF	0	1,000	1,000
				WF	0	100	100
		CBS-3574	Wailuku/Kahului Wastewater Reclamation Facility Concrete Rehabilitation	WF	0	500	500
		CBS-4586	Wailuku-Kahului WWRF Shoreline Erosion Protection	WF	0	300	300
		CBS-5033	Wailuku-Kahului Soil Aquifer Treatment (SAT) Basins	GB	0	10,000	10,000

Capital Improvement Program

		CBS-5034	Wailuku-Kahului Recycled Water Pump Station	SRF	0	6,000	6,000
		CBS-5526	Waiehu Kou Wastewater Pump Station Modifications	SRF	0	2,000	2,000
				WF	0	200	200
		CBS-6083	Waikapu/Wailuku Diversion Pump Station and Force Main	GB	0	9,000	9,000
				WF	0	1,000	1,000
		CBS-6084	Waikapu/Wailuku Diversion Gravity Sewer	GB	0	14,000	14,000
				WF	0	2,000	2,000
		CBS-6085	Kahului Wastewater Pump Station Modifications	WF	0	300	300
West Maui		CBS-1124	West Maui Recycled Water System Expansion	GB	10,000	7,000	17,000
				OG	2,422	0	2,422
		CBS-1144	Lahaina Wastewater Reclamation Facility (WWRF) Modifications, Stage IA	SRF	3,000	0	3,000
		CBS-1146	West Maui Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation	WF	200	4,000	4,200
		CBS-1162	Napili Nos. 5 and 6 Force Main Replacements	WF	1,000	0	1,000
		CBS-1167	Napili No. 1 Force Main Replacement	SRF	0	3,700	3,700
				WF	0	300	300
		CBS-1168	Napili No. 2 Force Main Replacement	WF	150	1,000	1,150
		CBS-1177	Napili Wastewater Pump Station No. 1 Modifications	SRF	0	5,500	5,500
				WF	0	550	550
		CBS-1178	Napili Wastewater Pump Station No. 2 Modifications	SRF	0	4,000	4,000
				WF	400	0	400
		CBS-1179	Napili Wastewater Pump Station No. 3 Modifications	GB	0	4,000	4,000
		CBS-1180	Napili Wastewater Pump Station No. 4 Modifications	SRF	3,800	0	3,800
		CBS-1954	Honokowai R-1 Water Distribution System	WF	0	200	200
		CBS-1968	Honoapiilani Highway Recycled Water Lateral Installation	WF	0	800	800
		CBS-3201	Lahaina WWRF Onsite Recycled Water Storage	SRF	0	2,000	2,000
				WF	0	200	200
		CBS-3572	Lahaina Wastewater Reclamation Facility Concrete Rehabilitation	WF	0	500	500
		CBS-3575	Lahaina Wastewater Reclamation Facility RAS/Dewatering Upgrades	SRF	0	7,000	7,000

Capital Improvement Program

				WF	0	700	700
		CBS-3576	Lahaina Wastewater Reclamation Facility R-1 Process Expansion	GB	0	6,000	6,000
		CBS-5522	Lahaina No. 3 Force Main Replacement	WF	0	300	300
		CBS-5523	Lahaina Wastewater Pump Station No. 5 Modifications	WF	0	200	200
		CBS-5524	Lahaina Wastewater Pump Station No. 6 Modifications	WF	0	100	100
		CBS-5525	Lahaina Wastewater Pump Station No. 4 Modifications	WF	0	100	100
		CBS-6080	Lahaina Recycled Water Force Main Construction/Rehabilitation	GB	0	5,000	5,000
				WF	0	500	500
			Total: Department of Environmental Management		56,582	310,700	367,282

FUNDING SOURCE

GB	27,000	143,700	170,700
OG	2,422	25,000	27,422
SRF	13,000	76,400	89,400
SW	900	2,500	3,400
WF	13,260	63,100	76,360

*Note: Project sheets are included only for projects with FY 2021 funding.

Capital Improvement Program

CBS No: 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
467,552	500,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

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**

Environmental and regulatory compliance. Promotes environmental sustainability.

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

The improvements made as a result of this project, will enable efficient and reliable monitoring and operation of county landfill environmental compliance systems.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	SW	200,000	200,000	200,000	200,000	200,000	200,000	200,000
New Construction	SW	300,000	300,000	300,000	300,000	300,000	300,000	300,000

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	1,200,000
New Construction	07/01/2020	12/31/2021	1,800,000
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
Solid Waste Fund	3,000,000
Total Funding Requirements	3,000,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
5,563,090	1,500,000	3,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	10,500,000

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 FY2021 include: Aeration PER for Kahului and Kihei, Dewatering PER, New Lab Trailer for Kihei WWRF, Storage Building engineering and construction at Kihei WWRF and Wailuku Pump Station electrical upgrades.

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. Lab process and stored equipment must be protected from the elements to maintain reliability.

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 impact on staffing or operating budget anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	1,500,000	3,000,000	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	10,500,000
Total Capital Project Costs			10,500,000

Total O&M Costs 0

Total Capital & Operating Costs 10,500,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	10,500,000
Total Funding Requirements	10,500,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
1,705,295	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 occurred in recent years with the strong 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**

Sustain Reliable Wastewater Infrastructure
Ensure Facilities Meet Future Needs
Provide Reliable Wastewater Service

Countywide Priority Results

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	07/01/2016	06/30/2017	0	Sewer Fund	6,000,000
New Construction	07/01/2012	12/31/2025	6,000,000	Total Funding Requirements	6,000,000
Total Capital Project Costs			6,000,000		
Total O&M Costs			0		
Total Capital & Operating Costs			6,000,000		

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
2,665,677	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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	500,000	500,000	500,000	500,000	500,000	500,000	500,000

Schedule of Activities			
Activity	Start	End	Amount
New Construction	07/01/2012	12/31/2027	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-5040

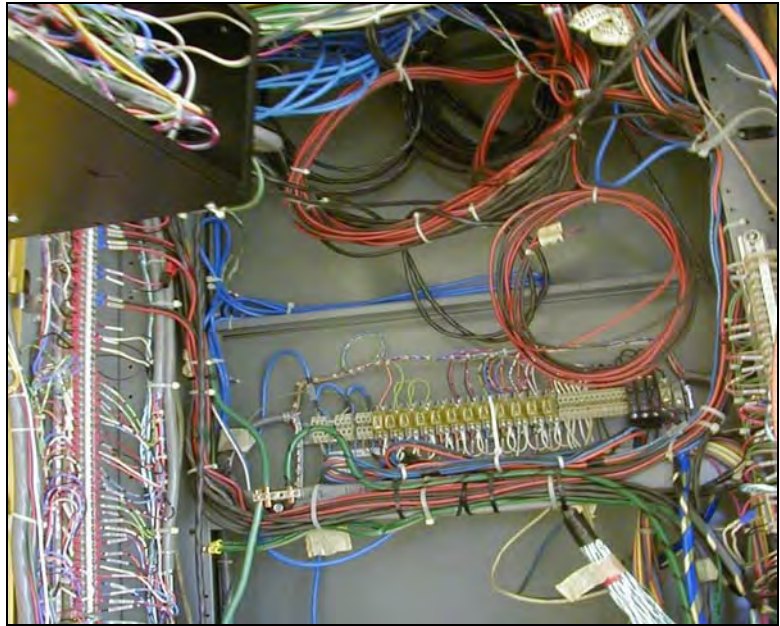
Project Name: Countywide Wastewater RTU upgrades

Department: Department of Environmental Management

District: Countywide

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,600,000	0	0	0	0	0	1,600,000

PROJECT DESCRIPTION

Replacement of radio-transmitting units located at pump stations and within the County treatment facilities and the associated programming to make the new units function properly. This is a complicated project as it involves a high level of interdependent programming. The design will require that all points in the system be tested and mapped or that the system be rebuilt completely.

PROJECT JUSTIFICATION

The RTUs have reached the end of their useful lives. The current units are obsolete and we cannot get the repair parts needed to repair them or replacements should they fail. Additionally, all spare parts have nearly been used. If any unit fails, staff will be required to man the stations 24 hours per day because the transmitters relay critical information to the SCADA system and the auto-dialer which notifies personnel of an emergency situation.

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 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	0	1,600,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
New Construction	08/01/2018	12/31/2021	1,600,000	Sewer Fund	1,600,000
Total Capital Project Costs			1,600,000	Total Funding Requirements	1,600,000

Total O&M Costs	0
Total Capital & Operating Costs	1,600,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	25,0000	275,000	0	0	0	0	0	275,000

PROJECT DESCRIPTION

The current structure is a grossly sub-standard environment for staff. This project proposes a modular office/bathroom/breakroom for a landfill staff of four. The expanded photovoltaic system will provide power needed for restrooms, lighting, break-room, refrigerator, and air conditioning. The current bathroom is a make-shift outhouse with a plastic sink connected to a garden hose on a stand draining to the ground.

PROJECT JUSTIFICATION

A modular building will provide necessary space and segregation of office, locker room, and eating areas. The current twenty year old one room wood structure is insufficient to support these functions for the Hana Landfill staff and needs replacement and up-sizing.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

The top mission in the Department's Strategic Plan is health and safety for staff as well as the public.

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

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GB	25,000	275,000	0	0	0	0	0

Schedule of Activities			
Activity	Start	End	Amount
Furniture/Fixture/Equipment	07/01/2019	12/31/2020	0
Other	07/01/2020	12/31/2021	275,000
Total Capital Project Costs			275,000
Total O&M Costs			0
Total Capital & Operating Costs			275,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Obligation Fund	275,000
Total Funding Requirements	275,000

Capital Improvement Program

CBS No: CBS-1152

Project Name: Kihei No. 16 Pump Station Rehabilitation and Force Main Replacement

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
872,243	0	2,000,000	0	0	0	0	0	2,000,000

PROJECT DESCRIPTION

Rehabilitation of Pump Station and replacement of a 5,073 foot long, 6" diameter force main within Makena and Wailea Alanui Drives. This line was originally constructed in 1983 and is nearing the end of its useful life. Design includes new alignment in order to keep infrastructure farther from the ocean. Construction will be challenging with rocky soils and curvilinear alignment.

PROJECT JUSTIFICATION

This project is necessary to replace the facility in order to avoid a costly failure of the line, major sewage spill to the adjacent resorts, beach and ocean, as well as possible fines.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Sustain Reliable Wastewater Infrastructure	A Suitable Public Infrastructure
Ensure Facilities Meet Future Needs	An Efficient, Effective, and Responsive Government
Provide Reliable Wastewater Service	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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SRF	0	2,000,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
New Construction	09/01/2015	12/31/2021	2,000,000
Total Capital Project Costs			2,000,000

Total O&M Costs 0

Total Capital & Operating Costs 2,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Revolving Loan Fund	2,000,000
Total Funding Requirements	2,000,000

Capital Improvement Program

CBS No: CBS-2322

Project Name: Kihei No. 7 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
148,779	0	1,800,000	0	0	0	0	0	1,800,000

PROJECT DESCRIPTION

Replacement of a 1,573 foot 20" diameter ductile iron pipe force main within South Kihei Road between Kamaole 1 Beach Park and Kaiiau Road. The existing line was constructed in 1992 and is nearing 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 roadways, beach and ocean, as well as possible fines. Part of phased force main replacement schedule.

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.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SRF	0	1,800,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2018	12/31/2020	0
New Construction	09/01/2020	12/31/2021	1,800,000
Total Capital Project Costs			1,800,000
Total O&M Costs			0
Total Capital & Operating Costs			1,800,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Revolving Loan Fund	1,800,000
Total Funding Requirements	1,800,000

Capital Improvement Program

CBS No: CBS-3197

Project Name: Kihei No. 8 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
199,213	0	2,400,000	0	0	0	0	0	2,400,000

PROJECT DESCRIPTION

Replacement of a 2,013 foot 18" diameter ductile iron pipe force main within South Kihei Road between Keawekapu Beach Park and Keonekai Road. The existing line was constructed in 1998 and is nearing 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 roadways, beach and ocean, as well as possible fines. Part of phased force main replacement schedule.

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
 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.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SRF	0	2,400,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2018	12/31/2019	0
New Construction	08/01/2020	12/31/2021	2,400,000
Total Capital Project Costs			2,400,000
Total O&M Costs			0
Total Capital & Operating Costs			2,400,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Revolving Loan Fund	2,400,000
Total Funding Requirements	2,400,000

Capital Improvement Program

CBS No: CBS-3564

Project Name: Kihei No. 4 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	300,000	0	3,000,000	0	0	0	3,300,000

PROJECT DESCRIPTION

Replacement of a 2,566 foot 16" diameter ductile iron pipe force main within South Kihei Road between Kauhaa Street and Kai Ani Lane. The existing line was constructed in 1993 and is nearing 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 the adjacent resorts, beach and ocean, potential fines.

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

Operating Impact Narrative

No significant impact on staffing or operating budget is anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	300,000	0	0	0	0	0
New Construction	SRF	0	0	0	3,000,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2020	12/31/2021	300,000
New Construction	01/01/2022	12/31/2023	3,000,000
Total Capital Project Costs			3,300,000
Total O&M Costs			0
Total Capital & Operating Costs			3,300,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	300,000
State Revolving Loan Fund	3,000,000
Total Funding Requirements	3,300,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	750,000	1,500,000	0	0	0	0	0	1,500,000

PROJECT DESCRIPTION

Design and Construction upgrade of 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, pump station building, 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 into the future.

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. Short term effects will be slightly lower operation and maintenance costs.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GB	750,000	1,500,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Renovations	09/01/2019	12/31/2021	1,500,000	General Obligation Fund	1,500,000
Total Capital Project Costs			1,500,000	Total Funding Requirements	1,500,000
Total O&M Costs			0		
Total Capital & Operating Costs			1,500,000		

Capital Improvement Program

CBS No: CBS-5030

Project Name: Liloa Drive Recycled Water Line

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,000,000	3,000,000	0	0	0	0	4,000,000

PROJECT DESCRIPTION

Construction of approximately 2,300 l.f. of 12" recycled water distribution line within the Liloa Drive right of way (South Maui collector road)

PROJECT JUSTIFICATION

Construction of this line is required to complete a loop in the distribution system to create distinctive pressure zones for customers at varying service elevations. Completion of this line will provide reliable/consistent service for customers along the Liloa Corridor, Waipulani Park and adjacent South Kihei Road condominiums, Kulanihiko Street and the new Kihei High School.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	1,000,000	3,000,000	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2018	12/31/2019	0
New Construction	08/01/2020	12/31/2022	4,000,000
Total Capital Project Costs			4,000,000
Total O&M Costs			0
Total Capital & Operating Costs			4,000,000

Department: Department of Environmental Management

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	4,000,000
Sewer Fund	0
Total Funding Requirements	4,000,000

District: Kihei-Makena

Capital Improvement Program

CBS No: CBS-5520

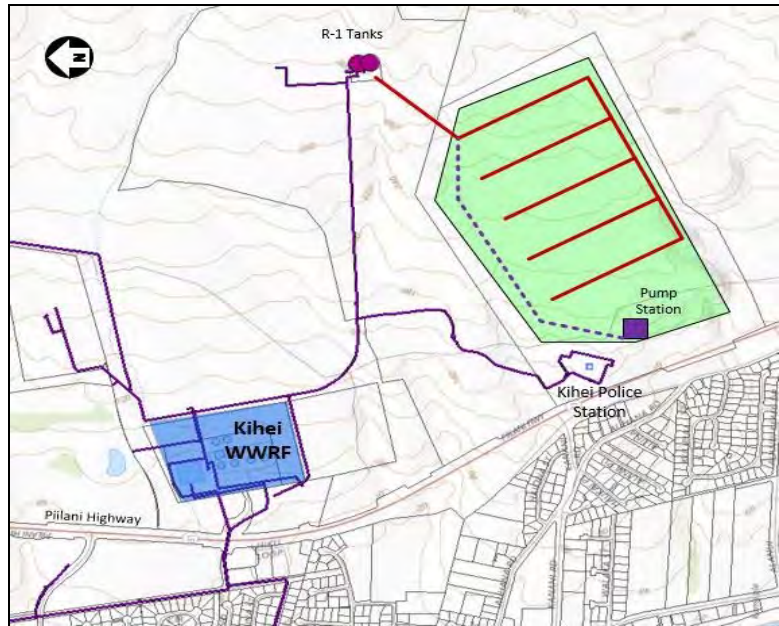
Project Name: Kihei Land Application System

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
300,000	0	1,000,000	0	10,000,000	10,000,000	0	0	21,000,000

PROJECT DESCRIPTION

Design and construction of a land application system for the disposal of excess R-1 recycled water produced by the Kihei Wastewater Reclamation Facility. Project will consist of grading of a 100 acre site in order capture any runoff experienced during extended wet weather periods. The construction of piping from the County's recycled water tanks, a distribution/application system and pump station for any runoff reapplication is also required.

PROJECT JUSTIFICATION

The County is moving away from using injection wells for excess effluent disposal and is pursuing the most economical and environmentally friendly ways of disposal. Due to location and soil characteristics land application was chosen in the Kihei area.

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

Additional cost to pump all water being land applied to this higher elevation site.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	1,000,000	0	0	0	0	0
New Construction	GB	0	0	0	10,000,000	10,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	09/30/2020	12/31/2021	1,000,000
New Construction	09/30/2022	12/31/2024	20,000,000
Total Capital Project Costs			21,000,000

Total O&M Costs 0

Total Capital & Operating Costs 21,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	20,000,000
Sewer Fund	1,000,000
Total Funding Requirements	21,000,000

Capital Improvement Program

CBS No: CBS-6046

Project Name: Kihei-Makena Sewer Expansion

Department: Department of Environmental Management

District: Kihei-Makena

Project Type: Sewer

Anticipated Life:



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	7,500,000	3,600,000	0	0	0	0	0	3,600,000

PROJECT DESCRIPTION

Improvements required to expand recycled water usage in the Kihei-Makena Area. Projects could include the design/construction phases of a modified Effluent Pump Station, UV channel upgrade, in plant storage pond liner and cover replacement, and various distribution system improvements.

PROJECT JUSTIFICATION

Expansion of the system is a desire of the administration and County Council in order to increase the utilization of our R-1 water resource and decrease the reliance on injection wells for excess recycled water disposal.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Sustain Reliable Wastewater Infrastructure
Ensure Facilities Meet Future Needs
Provide Reliable Recycled Water Service

Countywide Priority Results

A Suitable Public Infrastructure
An Efficient, Effective, and Responsive Government
A Prepared, Safe, and Liveable County

Operating Impact Narrative

Additional costs for electricity for water treatment and pumping.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	7,500,0000	3,600,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
New Construction	11/01/2020	12/31/2021	3,600,000
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	3,600,000
Total Funding Requirements	3,600,000

Capital Improvement Program

CBS No: CBS-4606

Department: Department of Environmental Management

District: Molokai

Project Type: Sanitation

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
319,795	0	5,000,000	0	0	0	0	0	5,000,000

PROJECT DESCRIPTION

Design, (Hawaii Department of Health) permitting, and construction for Phase 5 at the Molokai Integrated Solid Waste Management Facility. The Phase 5 expansion is expected to provide approximately 5 years of disposal capacity.

PROJECT JUSTIFICATION

Remaining landfill capacity at the Molokai Integrated Solid Waste Facility is projected to be exhausted in FY 2023. Therefore, it is necessary for this lateral expansion to be designed & permitted in FY2019-20, and constructed in FY2021 to ensure continuity of service on Molokai.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

This project will provide the required infrastructure to continue landfill operations to support the island of Molokai.

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

Operating Impact Narrative

None

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	5,000,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2017	07/01/2019	0
New Construction	07/01/2020	12/31/2021	5,000,000
Total Capital Project Costs			5,000,000
Total O&M Costs			0
Total Capital & Operating Costs			5,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	5,000,000
Total Funding Requirements	5,000,000

Capital Improvement Program

CBS No: CBS-1955

Project Name: Kuau No. 1 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/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
100,020	0	500,000	0	0	0	0	0	500,000

PROJECT DESCRIPTION

Replacement of a 690 foot long, 8" diameter ductile iron pipe force main located along Hana Highway was constructed in 1986 and 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. Part of phased force main replacement schedule.

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

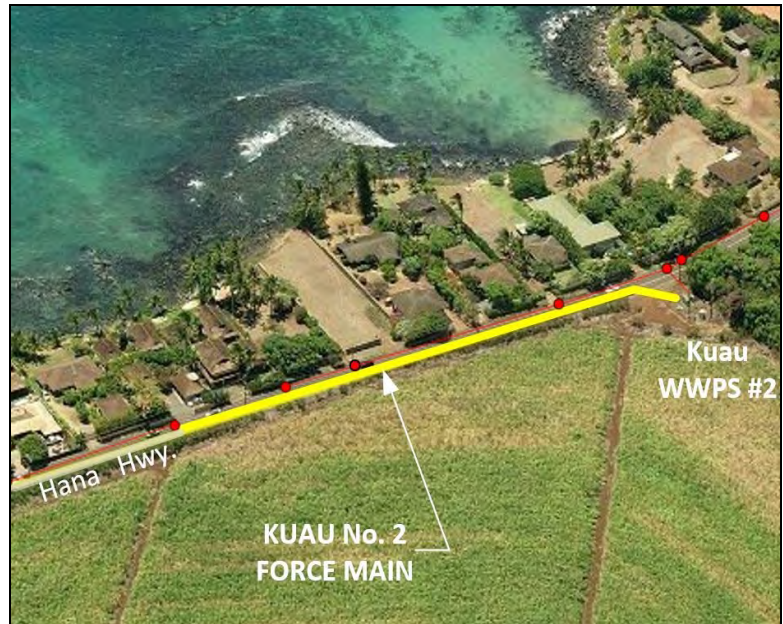
Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	0	500,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	09/01/2018	12/30/2019	0	Sewer Fund	500,000
New Construction	09/01/2020	12/31/2021	500,000	Total Funding Requirements	500,000
Total Capital Project Costs			500,000		
Total O&M Costs			0		
Total Capital & Operating Costs			500,000		

Capital Improvement Program

CBS No: CBS-1964

Project Name: Kuau No. 2 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	500,000	0	0	0	0	0	500,000

PROJECT DESCRIPTION

Replacement of a 588 foot long, 8" diameter ductile iron pipe force main located along Hana Highway was constructed in 1986 and 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. Part of phased force main replacement schedule.

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.

FUNDING DETAILS

Capital Improvement Program

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	500,000	0	0	0	0	0

Schedule of Activities			
Activity	Start	End	Amount
Design	09/01/2018	12/30/2019	0
New Construction	09/01/2020	12/31/2021	500,000
Total Capital Project Costs			500,000

Total O&M Costs 0

Total Capital & Operating Costs 500,000

Department: Department of Environmental Management

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Obligation Fund	500,000
Sewer Fund	0
Total Funding Requirements	500,000

District: Paia-Haiku

Capital Improvement Program

Project Name: Sprecklesville Force Main Replacement
 Department: Department of Environmental Management
 District: Paia-Haiku
 Project Type: Sewer
 Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	360,000	0	3,600,000	0	0	0	3,960,000

PROJECT DESCRIPTION

Replacement of a 7,557 foot long, 12" diameter ductile iron pipe force main is located along Laulea Place and Stable Road. The existing line was constructed in 1983 and 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. Part of phased force main replacement schedule.

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.

FUNDING DETAILS

Capital Improvement Program

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	360,000	0	0	0	0	0
New Construction	SRF	0	0	0	3,600,000	0	0	0

Schedule of Activities			
Activity	Start	End	Amount
Design	10/31/2020	12/31/2021	360,000
New Construction	12/01/2022	12/31/2023	3,600,000
Total Capital Project Costs			3,960,000

Total O&M Costs	0
Total Capital & Operating Costs	3,960,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
Sewer Fund	360,000
State Revolving Loan Fund	3,600,000
Total Funding Requirements	3,960,000

Capital Improvement Program

CBS No: CBS-1099

Project Name: Central Maui Landfill Phases IV & V Final Closure

Department: Department of Environmental Management

District: Wailuku-Kahului

Project Type: Sanitation

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
498,600	0	325,000	0	5,000,000	0	0	0	5,325,000

PROJECT DESCRIPTION

Phases IV and V of the Central Maui Landfill are estimated to be near regulatory capacity in Fiscal Year 2023, which will require closure with a final cover cap. Final cover cap will be designed and constructed in accordance with State and Federal regulations.

PROJECT JUSTIFICATION

In accordance with Federal and State regulations, the Solid Waste Division will need to begin closure activities within 30 days after the date on which the CML receives the known final receipt of wastes. Closure activities will need to be completed within 180 days.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

This project meets regulatory requirements to close active landfills when at capacity.

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

Operations staff will continuously monitor and maintain the final cover to meet regulatory requirements and prevent release of pollutants.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	325,000	0	0	0	0	0
New Construction	GB	0	0	0	5,000,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	325,000
New Construction	07/01/2022	12/31/2023	5,000,000
Total Capital Project Costs			5,325,000
Total O&M Costs			1,050,000
Total Capital & Operating Costs			6,375,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	5,325,000
Total Funding Requirements	5,325,000

Capital Improvement Program

CBS No: CBS-2721

Project Name: CML Operations Facilities

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
1,054,140	0	400,000	5,000,000	0	0	0	0	5,400,000

PROJECT DESCRIPTION

Design and construction of infrastructure for solid waste management facilities, starting with refuse and landfill operational infrastructure, then following with materials reclamation area, abandoned vehicle yard, electronic waste and household hazardous waste collection area.

PROJECT JUSTIFICATION

Future design and construction of refuse and landfill operations dedicated facilities are necessary to meet regular equipment maintenance requirements in a timely fashion. Currently, the Division is leasing property for storage which will be terminated after infrastructure is developed, decreasing overhead costs to the County.

STRATEGIC PLAN ALIGNMENT**Department's Strategic Plan**

This project meets the strategy to review and modify procedures to deliver services to the public that meet the expectations of our community.

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

Anticipated savings in landfill space, increasing the life of the landfill. Overall long term sustainability of the landfill and refuse operations, providing consistent solid waste management services for the community.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	400,000	0	0	0	0	0
New Construction	GB	0	0	5,000,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	400,000
New Construction	07/01/2021	12/31/2022	5,000,000
Total Capital Project Costs			5,400,000

Total O&M Costs 30,000

Total Capital & Operating Costs 5,430,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	5,400,000
Total Funding Requirements	5,400,000

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/Encl	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
250,000	12,500,000	250,000	1,000,000	0	0	0	0	1,250,000

PROJECT DESCRIPTION

Following the design, permitting (Hawaii Department of Health, Solid Waste Branch), and construction of Phase III of the Central Maui Landfill, drainage and access improvements will be needed. Access roads will be built up as Phase III is filled, which will require the raising and improvements to the existing Kalialinui Gulch crossing.

PROJECT JUSTIFICATION

Access to Phase III is across Kalialinui Gulch which can surge with storm water after upcountry storms. To avoid disruption of service, improvements are required for both the access road and storm water routing from Phase III.

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.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GB	12,500,000	250,000	1,000,000	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	07/01/2018	12/31/2019	0	General Obligation Fund	1,250,000
New Construction	07/01/2019	12/31/2020	0	Total Funding Requirements	1,250,000
Other	07/01/2020	12/31/2022	1,250,000		
Total Capital Project Costs			1,250,000		
Total O&M Costs			90,000		
Total Capital & Operating Costs			1,340,000		

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/Enclb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	100,000	250,000	0	0	0	0	0	250,000

PROJECT DESCRIPTION

Expansion of customer waste drop-off service bay area and related improvements at the Central Maui Landfill to reduce customer wait times and vehicle queuing.

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 stall 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	Countywide Priority Results
The project will provide a more responsive, effective and efficient government service.	<ul style="list-style-type: none"> A Suitable Public Infrastructure An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County

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

Capital Improvement Program

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SW	0	250,000	0	0	0	0	0

Schedule of Activities			
Activity	Start	End	Amount
Design	07/01/2019	12/31/2020	0
New Construction	07/01/2020	12/31/2021	250,000
Total Capital Project Costs			250,000

Total O&M Costs 0

Total Capital & Operating Costs 250,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
Solid Waste Fund	250,000
Total Funding Requirements	250,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
50,000	50,000	150,000	0	0	0	0	0	150,000

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 traffic 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"> 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

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SW	50,000	150,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	09/01/2019	06/30/2020	0	Solid Waste Fund	150,000
New Construction	07/01/2020	12/31/2021	150,000	Total Funding Requirements	150,000
Total Capital Project Costs			150,000		
Total O&M Costs			0		
Total Capital & Operating Costs			150,000		

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
3,909,008	4,000,000	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000	0	8,000,000

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. FY2021 Scope: Design/Construct/Repair Wailuku Village Subdivision Repairs, 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 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	WF	4,000,000	2,000,000	2,000,000	1,000,000	1,000,000	2,000,000	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	09/12/2012	12/31/2025	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
Sewer Fund	8,000,000
Total Funding Requirements	8,000,000

Capital Improvement Program

CBS No: CBS-1158

Project Name: Waiko Road Subdivision Sewer System

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	500,000	0	0	2,000,000	0	0	2,500,000

PROJECT DESCRIPTION

Entitlements (both Waiko projects), design and construct approximately 3,000 linear feet of gravity wastewater line and service laterals to connect approximately 75 lots in the Waikapu Area. New lines will be within West Waiko Road, Honoapiilani Highway, Wilikona Place, Kemoa Place and Keilio Place. The new system will connect to an existing manhole at East Waiko Road.

PROJECT JUSTIFICATION

There is currently a 31 lot subdivision in this area that installed a dry wastewater system as part of their condition to build. Completing this project will allow that system and approximately 44 additional lots to connect to the County system. This will eliminate many cesspools and septic systems which are detrimental to the surrounding environment. As a result of this project the County will receive additional income from the new sewer user accounts that are established.

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 County staffing or operating budget is anticipated. Additional one time costs to homeowners for required connection is expected to be between \$3,000 and \$15,000 per lot.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	500,000	0	0	0	0	0
New Construction	SRF	0	0	0	0	2,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2020	12/31/2021	500,000
New Construction	09/01/2023	12/31/2024	2,000,000
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
Sewer Fund	500,000
State Revolving Loan Fund	2,000,000
Total Funding Requirements	2,500,000

Capital Improvement Program

CBS No: CBS-1171

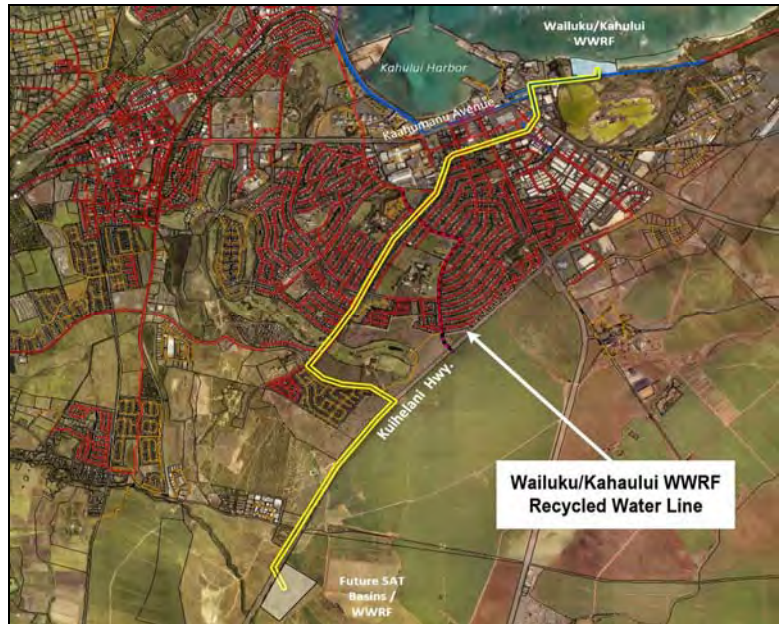
Project Name: Wailuku-Kahului Recycled Water Force Main

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
2,499,785	500,000	750,000	13,500,000	0	0	0	0	14,250,000

PROJECT DESCRIPTION

Environmental processing (pump station and SAT basins included), 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.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026

Capital Improvement Program

Design	WF	0	750,000	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	0
Design	09/01/2017	12/31/2021	750,000
New Construction	09/01/2021	12/31/2022	13,500,000
Total Capital Project Costs			14,250,000

Total O&M Costs 0

Total Capital & Operating Costs 14,250,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Obligation Fund	0
Sewer Fund	750,000
State Revolving Loan Fund	13,500,000
Total Funding Requirements	14,250,000

Capital Improvement Program

CBS No: CBS-3206

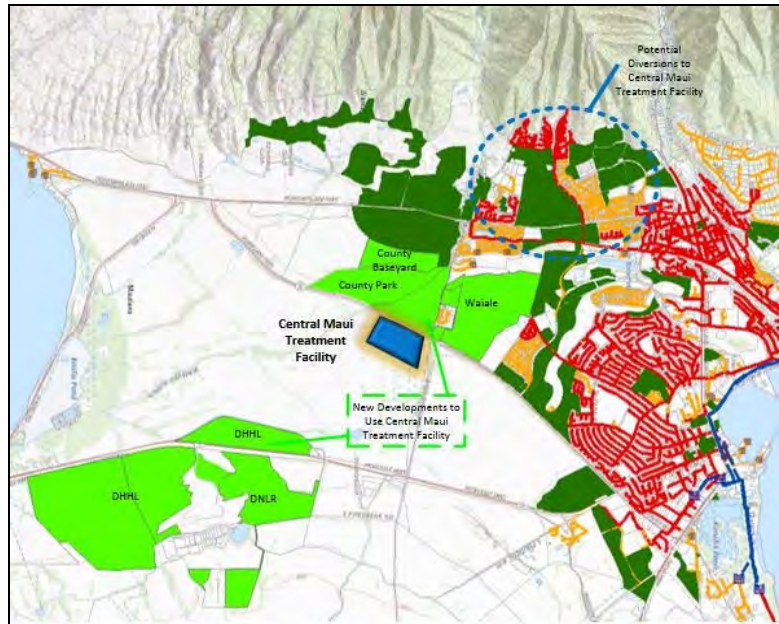
Project Name: Central Maui Regional WWRF (Waikapu)

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	2,000,000	0	2,500,000	0	46,000,000	0	50,500,000

PROJECT DESCRIPTION

Project to purchase land, acquire entitlements (including diversions), design and construct a regional treatment plant in the Waikapu area of Central Maui. The facility would accommodate flow from new developments at Waiale, DHHL (on Piilani highway) and the County Baseyard. Existing flows from Old Wailuku Heights and Kehalani could be diverted to this facility to assist with startup and create capacity in existing collector lines and the Wailuku-Kahului Wastewater Reclamation Facility.

PROJECT JUSTIFICATION

The Maui Island Plan lists areas of growth in the in Waikapu area that will over burden the existing sewer collection system and the Wailuku-Kahului WWRF. By treating the wastewater locally we can recycle it for irrigation in the nearby planned regional parks, roadway medians, commercial sites, managed residential sites and existing area golf courses. This will lessen the burden on injection wells and limit pumping costs.

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

Upon buildout this will require additional manpower, operational and maintenance costs. These costs will be estimated during the Planning (Project Engineering Report - PER) stage.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Acquisition	GB	0	1,000,000	0	0	0	0	0
Design	WF	0	0	0	2,500,000	0	0	0
New Construction	GB	0	0	0	0	0	21,000,000	0
New Construction	OG	0	0	0	0	0	25,000,000	0
Planning	GB	0	1,000,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	1,000,000
Design	09/01/2022	12/31/2023	2,500,000
New Construction	09/01/2024	12/31/2028	46,000,000
Planning	07/01/2020	12/31/2022	1,000,000
Total Capital Project Costs			50,500,000

Total O&M Costs 0

Total Capital & Operating Costs 50,500,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	23,000,000
Other Grant Fund	25,000,000
Sewer Fund	2,500,000
Total Funding Requirements	50,500,000

Capital Improvement Program

CBS No: CBS-1144

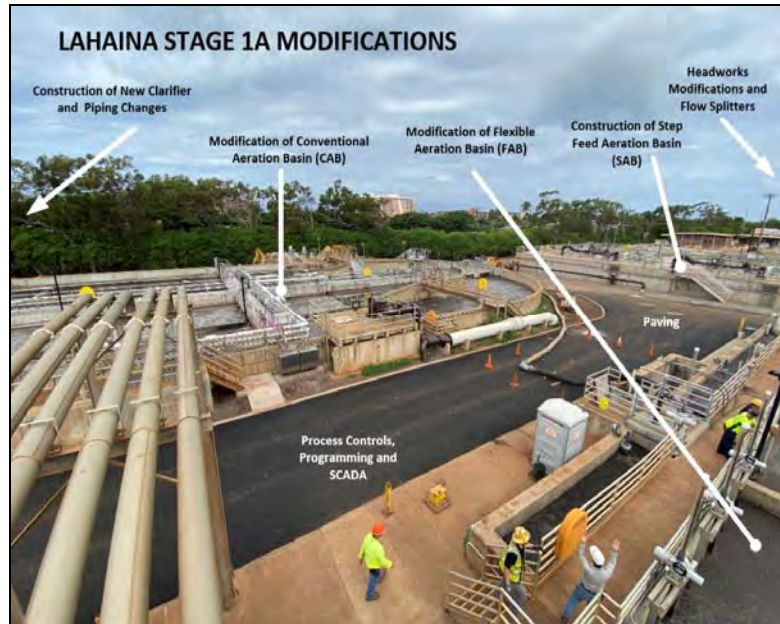
Project Name: Lahaina Wastewater Reclamation Facility (WWRF) Modifications, Stage 1A

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
20,140,506	0	3,000,000	0	0	0	0	0	3,000,000

PROJECT DESCRIPTION

Provide engineering consultant services to design long term operational process changes to the 1975 and 1985 treatment facilities; provide complete design plans and bid documents for required work; and complete construction of basins and other required facilities. FY2021 includes final improvements and changes encountered during construction.

PROJECT JUSTIFICATION

Due to the age of the facility and changing permit discharge requirements, the current process operations cannot meet the reserve allocations required for Kapalua, HFDC, Kaanapali properties and other proposed projects. Major modifications and upgrades need to be completed in order to have the reserve capacity available for development. This upgrade will allow required maintenance activities to occur such as cleaning clarifiers or aeration basins and will restore the 9.0 mgd capacity at the site.

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

Anticipated increase in electrical costs and maintenance as new basins/clarifiers or other structures are constructed and utilized. Unable to provide O&M breakdown.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SRF	0	3,000,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
New Construction	07/01/2015	12/31/2021	3,000,000	State Revolving Loan Fund	3,000,000
Total Capital Project Costs			3,000,000	Total Funding Requirements	3,000,000

Total O&M Costs	0
Total Capital & Operating Costs	<u>3,000,000</u>

Capital Improvement Program

CBS No: CBS-1146

Project Name: West Maui Environmental Protection

Agency (EPA) Compliance Sewer Rehabilitation

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enclb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	200,000	2,000,000	0	2,000,000	0	0	4,200,000

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. FY 2021 project to replace sewer between the Hyatt Force Main and the Lahaina No. 2 WWPS.

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 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 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	200,000	0	0	0	0	0
New Construction	WF	0	0	2,000,000	0	2,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	09/30/2020	12/31/2021	200,000
New Construction	09/01/2013	12/31/2023	4,000,000
Total Capital Project Costs			4,200,000

Total O&M Costs 0

Total Capital & Operating Costs 4,200,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	4,200,000
Total Funding Requirements	4,200,000

Capital Improvement Program

CBS No: CBS-1162

Project Name: Napili Nos. 5 and 6 Force Main Replacements

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
3,290,000	0	1,000,000	0	0	0	0	0	1,000,000

PROJECT DESCRIPTION

Replacement of two interconnected 14-inch diameter ductile iron pipe force mains within Lower Honoapiilani Road which were constructed in 1985. These lines are nearing the end of their useful life.

PROJECT JUSTIFICATION

A 2004 corrosion study of County owned force mains identified the condition of several force mains and estimated remaining useful life. Based on this information the Wastewater Reclamation Division developed a planned replacement schedule for its aging facilities. This replacement is necessary in order to avoid a costly failure of the line and possible major sewage spill to the adjacent park, beach and ocean, as well as, fines from the Environmental Protection Agency (EPA) as stipulated in the 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 significant long term impact on staffing or operating budget is anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WF	0	1,000,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
New Construction	09/01/2016	12/31/2017	1,000,000	Sewer Fund	1,000,000
Total Capital Project Costs			1,000,000	Total Funding Requirements	1,000,000

Total O&M Costs	0
Total Capital & Operating Costs	<u>1,000,000</u>

Capital Improvement Program

CBS No: CBS-1168

Project Name: Napili No. 2 Force Main Replacement
 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	150,000	0	1,000,000	0	0	0	1,150,000

PROJECT DESCRIPTION

Replacement of a 980 foot long, 16 inch diameter ductile iron pipe force main within Lower Honoapiilani Road (between Piina Place and Akahale St.). This facility was constructed in 1985 and is nearing 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 roadways, beach and ocean, as well as possible fines. Part of phased force main replacement schedule.

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 significant impact on staffing or operating budget is anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WF	0	150,000	0	0	0	0	0
New Construction	WF	0	0	0	1,000,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	08/01/2020	12/31/2021	150,000
New Construction	08/01/2022	12/31/2023	1,000,000
Total Capital Project Costs			1,150,000

Total O&M Costs 0

Total Capital & Operating Costs 1,150,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Sewer Fund	1,150,000
Total Funding Requirements	1,150,000

Capital Improvement Program

CBS No: CBS-1178

Project Name: Napili Wastewater Pump Station No. 2 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
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	10/01/2020	12/31/2021	400,000
New Construction	09/01/2022	12/31/2023	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-1180

Project Name: Napili Wastewater Pump Station No. 4 Modifications

Department: Department of Environmental Management

District: West Maui

Project Type: Sewer

Anticipated Life: 20 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
400,000	0	3,800,000	0	0	0	0	0	3,800,000

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 An Efficient, Effective, and Responsive Government A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

Operating Impact Narrative

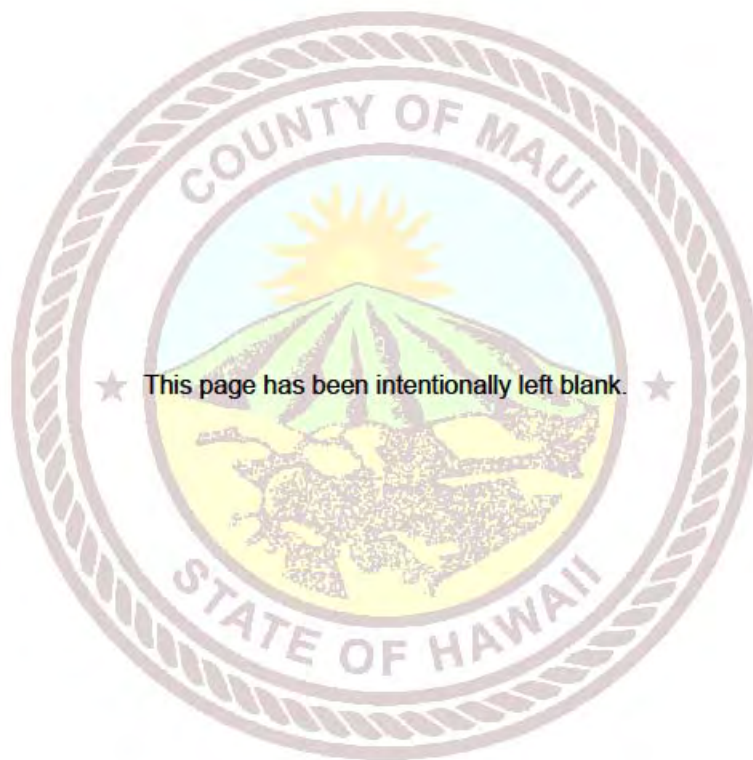
No impact on staffing or operating budget anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	SRF	0	3,800,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Design	10/01/2018	12/31/2019	0	State Revolving Loan Fund	3,800,000
New Construction	10/01/2020	12/31/2021	3,800,000	Total Funding Requirements	3,800,000
Total Capital Project Costs			3,800,000		
Total O&M Costs			0		
Total Capital & Operating Costs			3,800,000		






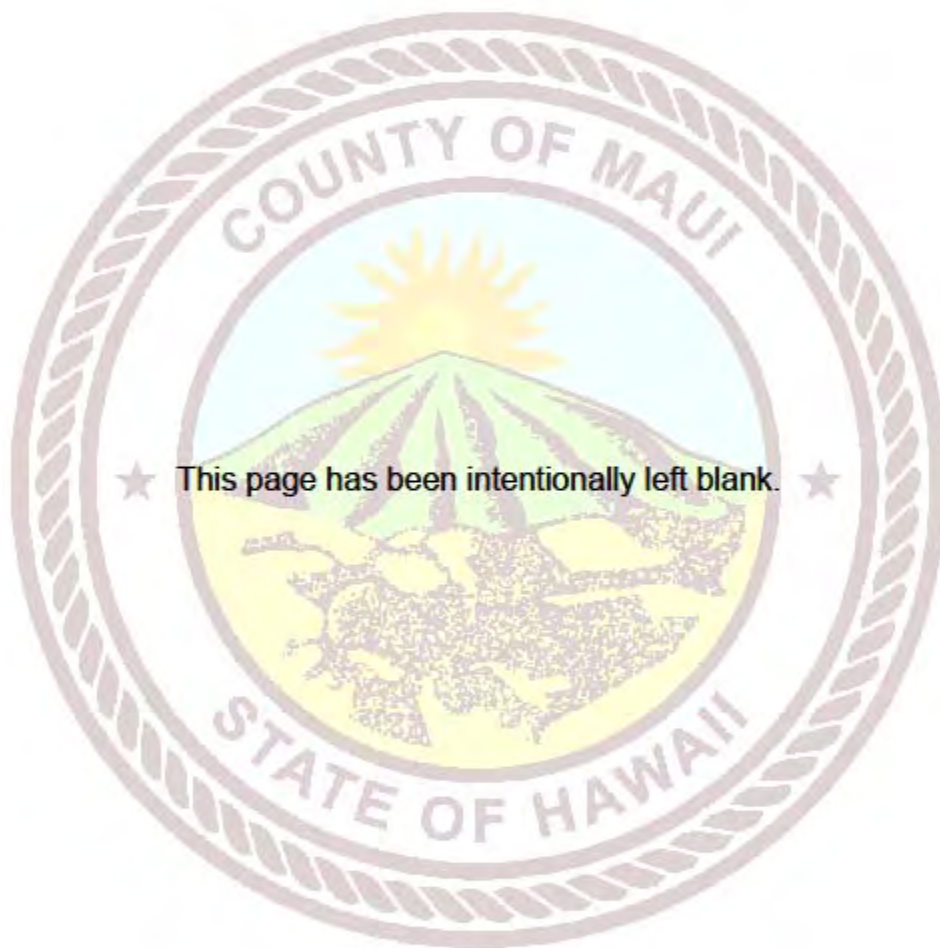
Finance

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Other Projects	CBS-1218	Countywide Equipment	GB	6,455	20,000	26,455
Wailuku-Kahului		CBS-6092	Waiale Land Acquisition	GB	14,000	0	14,000
			Total: Department of Finance		20,455	20,000	40,455

FUNDING SOURCESUMMARY

GB	20,455	20,000	40,455
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*Note: Project sheets are included only for projects with FY 2021 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/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
62,540,500	0	6,455,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000	26,455,000

PROJECT DESCRIPTION

Purchase of large, costly and long life equipment for the following in FY 2021:

Department of Environmental Management (Solid Waste Operations Program) \$4,235,000:

- 1) 1 - Water Truck at the CML
- 2) 1 - Landfill Compactor
- 3) 1 - Dozer for Lanai Landfil
- 4) 2 - Roll off Truck at the CML
- 5) 3 - Automated Refuse Truck for Wailuku Baseyard
- 6) 1 - Manual Real Loader with Lift Refuse Truck

Department of Public Works (Road, Bridge & Drainage Maintenance Program) \$2,220,000:

- 1) 1 - Long Reach Excavator
- 2) 1 - Micro Paving Truck
- 3) 1 - 4000 Galloon Water Truck
- 4) 1 - Regenerative Sweeper
- 5) 1 - D5 Bulldozer
- 6) 1 - Wheel Loader with Attachments

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

Various

Countywide Priority Results

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

Capital Improvement Program

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GB	0	6,455,000	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000

Schedule of Activities			
Activity	Start	End	Amount
Other	07/01/2013	06/30/2021	26,455,000
Total Capital Project Costs			26,455,000

Total O&M Costs 728,710

Total Capital & Operating Costs 27,183,710

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Obligation Fund	26,455,000
Total Funding Requirements	26,455,000

Capital Improvement Program

CBS No: CBS-6092

Project Name: Waiale Land Acquisition

Department: Department of Finance

District: Wailuku-Kahului

Project Type: Other Projects

Anticipated Life: Long Term

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	14,000,000	0	0	0	0	0	14,000,000

PROJECT DESCRIPTION

Land acquisition of approximately 495 acres consisting of Wai'ale North (approximately 354 acres) and Wai'ale South (approximately 141 acres) for affordable housing projects.

PROJECT JUSTIFICATION

Address the ongoing need for a range of affordable housing types (including rental apartments, for-sale multi-family condominiums, and for-sale single family homes) to be built out over several years.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Address the December 2019 State Department of Business, Economic Development & Tourism's (DBET) projection of 10,700 to 18,900 new homes by 2030 needed to meet pent-up demand and population projections. The pent-up demand is estimated to be about 40-50% of the total. Also the average renter on Maui earns approximately 46% of the HUD-determined 2019 Fair Market Rent for a two-bedroom unit.

A Suitable Public Infrastructure
An Efficient, Effective, and Responsive Government
A Prepared, Safe and Livable County

Operating Impact Narrative

Operating impact includes debt service payments for principal and interest

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Acquisition	GB	0	14,000,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	06/30/2021	14,000,000
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	14,000,000
Total Funding Requirements	14,000,000



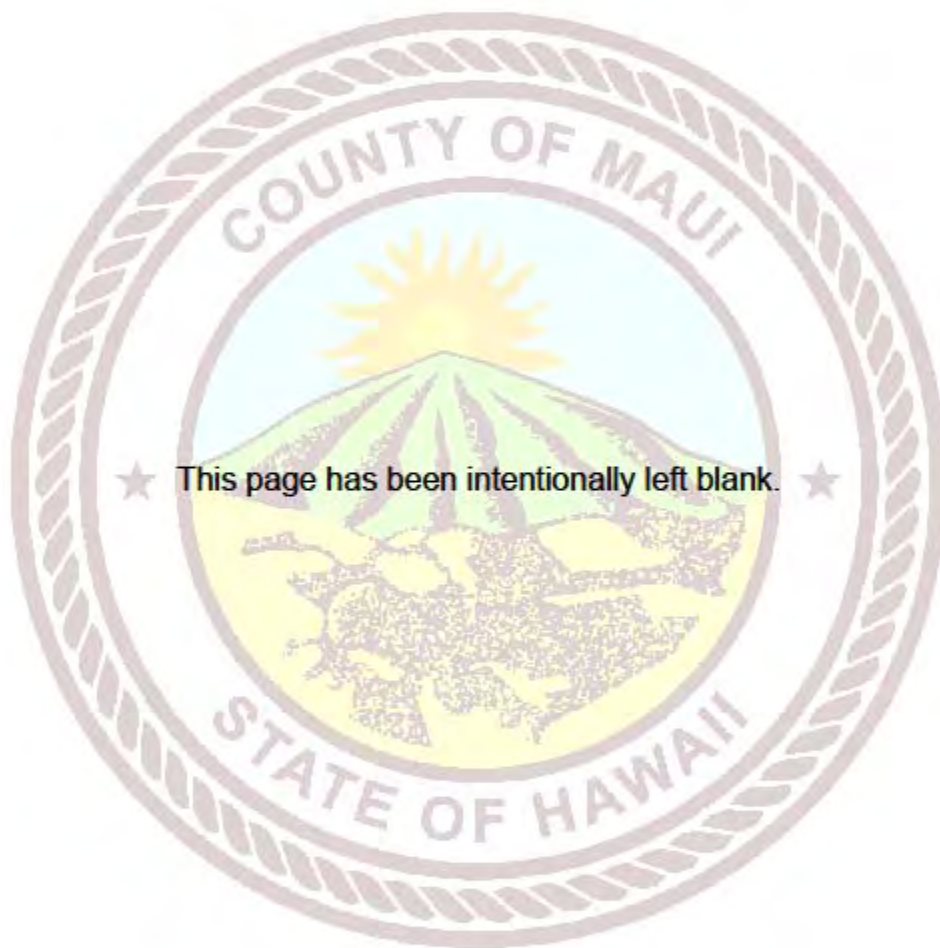
Fire & Public Safety

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Government Facilities	CBS-1003	Countywide Fire Facilities	GF	200	0	200
		CBS-6066	West Maui Fire Station	GF	0	6,200	6,200
Kihei-Makena		CBS-1004	Kihei Fire Station Relocation	GB	0	5,000	5,000
				GF	0	1,100	1,100
Makawao-Pukalani-Kula		CBS-2314	Makawao Fire Station Renovation/Addition	GF	250	0	250
Molokai		CBS-4617	Pukoo Fire Station Relocation	GF	0	3,240	3,240
		CBS-6065	Hoolehua Fire Station Renovation/Addition	GF	350	0	350
Paia-Haiku		CBS-1002	Haiku Fire Station	GB	800	15,660	16,460
		CBS-1008	Paia Fire Station Relocation	GF	0	600	600
Wailuku-Kahului		CBS-1006	Waikapu Fire Station/Training Ctr/Admin Bldg	GB	0	5,000	5,000
				GF	0	1,100	1,100
			Total: Department of Fire and Public Safety		1,600	37,900	39,500

FUNDING SOURCE SUMMARY

GB	800	25,660	26,460
GF	800	12,240	13,040

*Note: Project sheets are included only for projects with FY 2021 funding.

CBS No: CBS-1003

Capital Improvement Program

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/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
145,380	500,000	200,000	0	0	0	0	0	200,000

PROJECT DESCRIPTION

Design, renovation/rehabilitation of Countywide Fire Facilities for FY21 to include:

1. Kitchen cabinet replacement: Kahului Fire Station
2. Upgrade emergency generator ATS (Automatic Transfer Switch): Paia, Makawao, Kula
3. Kihei Fire Station repairs

PROJECT JUSTIFICATION

1. The existing cabinets suffer from damage due to termites and extended use.
2. This upgrade will allow for emergency power to be transferred to ALL circuits during outages. This will allow for safer and more efficient emergency operations.
3. Station exhibiting disrepair in need of remediation to extend it's useful life.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026

Capital Improvement Program

Renovations	GF	0	200,000	0	0	0	0	0
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Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
Renovations	07/01/2016	12/31/2022	200,000	General Fund	200,000
Total Capital Project Costs			200,000	Total Funding Requirements	200,000
Total O&M Costs			0		
Total Capital & Operating Costs			200,000		

Capital Improvement Program

Project Name: Makawao Fire Station
Renovation/Addition
Department: Department of Fire and Public Safety
District: Makawao-Pukalani-Kula
Project Type: Government Facilities
Anticipated Life: 50 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	250,000	0	0	0	0	0	250,000

PROJECT DESCRIPTION

Makawao Fire Station Renovation/Addition. Design and construction of an apparatus bay, including storage and maintenance work space.

PROJECT JUSTIFICATION

Construction of an additional apparatus bay will allow for the current housing of a utility vehicle and also allow for future expansion should the need arise for a fully enclosed bay to house a full sized relief or front line fire apparatus. This bay will also allow room for more storage as well as a maintenance work space.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan	Countywide Priority Results
Goal one: Deliver prompt and effective emergency services including suppression and extinguishment of all hostile fires, search and rescue, and emergency medical services. Objectives: Improve the departments response time performance, Increase response resources in rural areas	A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

Operating Impact Narrative

No significant impact

FUNDING DETAILS

Capital Improvement Program

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GF	0	250,000	0	0	0	0	0

Schedule of Activities			
Activity	Start	End	Amount
New Construction	07/01/2020	12/31/2021	250,000
Total Capital Project Costs			250,000

Total O&M Costs 0

Total Capital & Operating Costs 250,000

Methods of Financing (Ensuing + 5 Years)	
Funding Source	Amount
General Fund	250,000
Total Funding Requirements	250,000

Capital Improvement Program

CBS No: CBS-6065

Project Name: Hoolehua Fire Station Renovation/Addition

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	350,000	0	0	0	0	0	350,000

PROJECT DESCRIPTION

Hoolehua Fire Station Renovation/Addition. Design and construction of an apparatus bay, including storage and maintenance work space.

PROJECT JUSTIFICATION

Construction of an additional apparatus bay will allow for the current housing of a utility vehicle and also allow for future expansion should the need arise for a fully enclosed bay to house a full sized relief or front line fire apparatus. This bay will also allow room for more storage as well as a maintenance work space.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Goal one: Deliver prompt and effective emergency services including suppression and extinguishment of all hostile fires, search and rescue, and emergency medical services. Objectives: Improve the departments response time performance, Increase response resources in rural areas

A Prepared, Safe, and Liveable County
A Healthy and Sustainable Community

Operating Impact Narrative

No significant impact

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GF	0	350,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
New Construction	07/01/2020	12/31/2021	350,000
Total Capital Project Costs			350,000

Total O&M Costs 0

Total Capital & Operating Costs 350,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	350,000
Total Funding Requirements	350,000

Capital Improvement Program

CBS No: CBS-1002

Project Name: Haiku Fire Station

Department: Department of Fire and Public Safety

District: Paia-Haiku

Project Type: Government Facilities

Anticipated Life: 50 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	800,000	0	15,660,000	0	0	0	16,460,000

PROJECT DESCRIPTION

Planning, design and construction of a new fire station in Haiku. Currently reassessing the viability of the planned location. Land has already been acquired.

PROJECT JUSTIFICATION

Fire protection and emergency responses are currently provided by the Paia or Makawao Fire Stations. Response times from Paia and Makawao is inadequate. The investment in a new fire station will improve the physical environment for our employees and citizens. It will be more energy efficient, compliant with ADA and gender regulations and have a more pleasing physical appearance. Building a new fire station represents economic vitality, a safe and secure community and an effective local government. Failure to add a fire station and staffing will result in continued response time increases countywide. The result will be significant delays in the intervention of critical medical care resulting in increased suffering and death. The goal is to intervene before a fire reaches flashover point, or a patient is no longer able to be resuscitated.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Goal #1: Deliver prompt and effective emergency services including suppression, extinguishment of all hostile fires, search and rescue on land and sea, and emergency medical services.

Goal #2: Prevent, mitigate, and stabilize hazardous materials incidents.

Goal #3: Develop and support an effective organization.

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

Capital Improvement Program

Operating Impact Narrative

Operating impact will include staffing and operational needs. 15 (fifteen) additional personnel will increase the salaries and wages by approximately \$1,100,000.00.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	800,000	0	0	0	0	0
New Construction	GB	0	0	0	15,080,000	0	0	0
Other	GB	0	0	0	580,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	800,000
New Construction	07/01/2022	12/31/2023	15,080,000
Other	07/01/2022	12/31/2023	580,000
Total Capital Project Costs			16,460,000

Total O&M Costs 1,200,000

Total Capital & Operating Costs 17,660,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	16,460,000
Total Funding Requirements	16,460,000



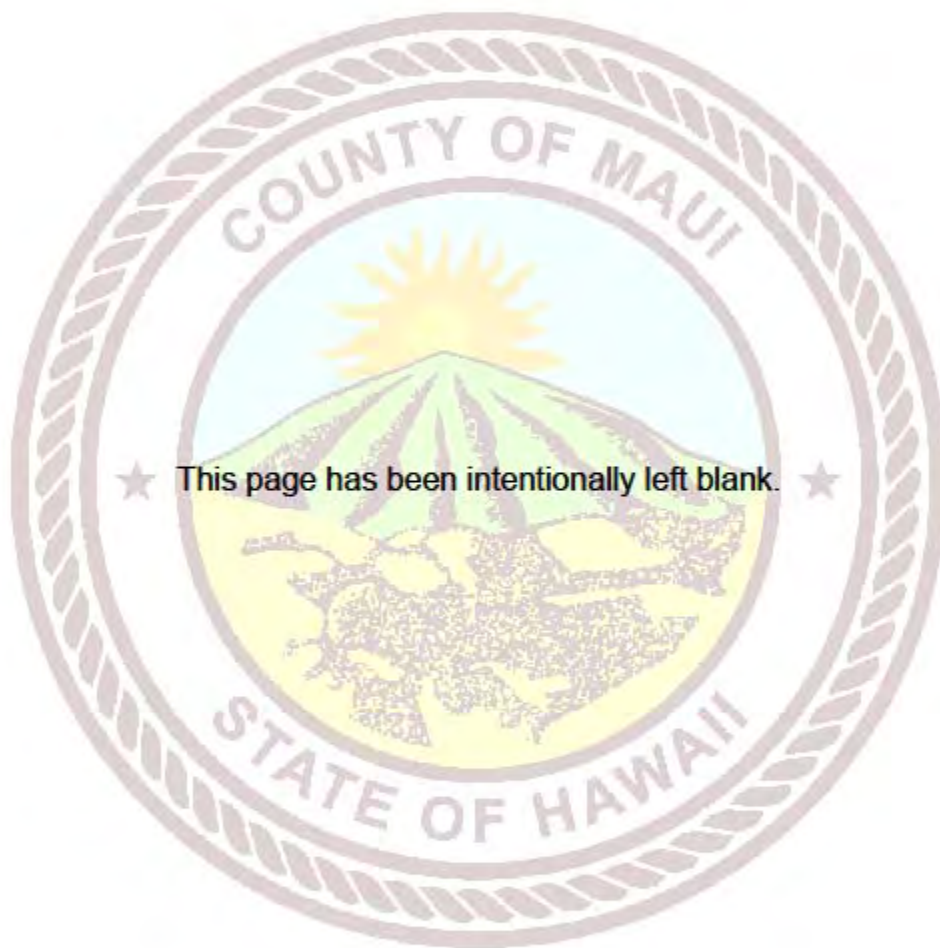
Management

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Wailuku-Kahului	Government Facilities	CBS-2324	New County Service Center	GB	2,422	0	2,422
				LBF	1,578	0	1,578
		CBS-6071	Removal of Underground Storage Tank	GF	145	0	145
			Total: Department of Management		4,145	0	4,145

FUNDING SOURCE

GB	2,422	0	2,422
GF	145	0	145
LBF	1,578	0	1,578

*Note: Project sheets are included only for projects with FY 2021 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/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
243,887,776	0	4,000,000	0	0	0	0	0	4,000,000

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, Development Services Administration, Liquor Control, Transportation and other County offices. FY21 activities include internal tenant improvements on the second floor. All other activities were funded in previous fiscal years.

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.

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Operating Impact Narrative

Operating impact includes debt service payments for principal and interest.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	2,422,321	0	0	0	0	0
New Construction	LBF	0	1,577,679	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	07/01/2020	12/31/2021	4,000,000
Other	12/01/2016	12/31/2018	0
Other	01/01/2017	06/30/2017	0
Total Capital Project Costs			4,000,000

Total O&M Costs 0

Total Capital & Operating Costs 4,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,422,321
Lapsed Bond Fund	1,577,679
Total Funding Requirements	4,000,000

Capital Improvement Program

CBS No: CBS-6071

Project Name: Removal of Underground Storage Tank

Department: Department of Management

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: Forever (Removal)

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	145,000	0	0	0	0	0	145,000

PROJECT DESCRIPTION

Remove UGS diesel fuel tank after upgrade/replacement of generator with propoane model.

PROJECT JUSTIFICATION

ITSD lacks the competency to effectively manage diesel fuel UGS in light of stricter EPA, DoH requirements.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Provide greater reliability and resiliency for IT and CoM operations as the replacement generator will have a larger capacity. Replacement of generator is not part of the CIP project scope.

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Operating Impact Narrative

ITSD staff will not need to maintain any related licenses or certification. Generator operational costs will not be materially affected.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GF	0	35,000	0	0	0	0	0
Planning	GF	0	25,000	0	0	0	0	0
Renovations	GF	0	85,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Other	12/01/2020	02/01/2021	35,000
Planning	08/01/2020	09/01/2020	25,000
Renovations	09/01/2020	12/01/2020	85,000
Total Capital Project Costs			145,000

Total O&M Costs 0

Total Capital & Operating Costs 145,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	145,000
Total Funding Requirements	145,000





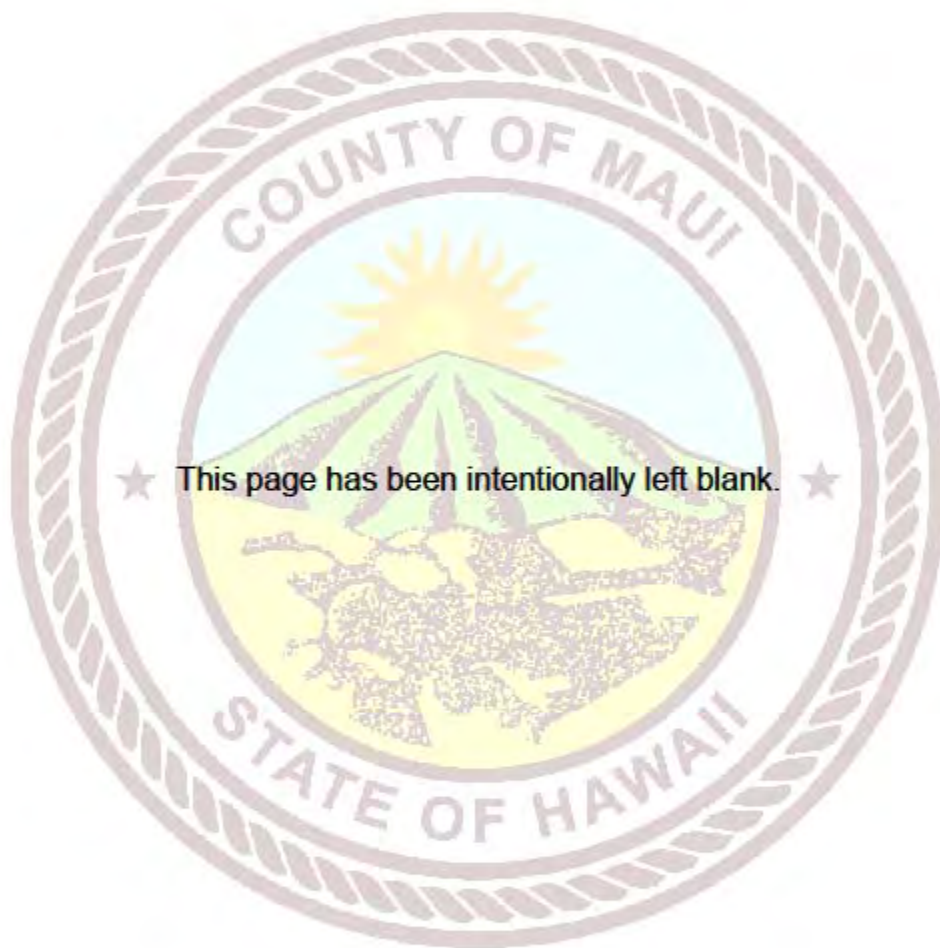
Parks & Recreation

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Parks and Recreation	CBS-1117	Countywide Parks ADA Improvements	GF	250	2,000	2,250
		CBS-3232	Countywide Park Playground Improvements	GF	0	3,500	3,500
		CBS-4581	Countywide Parks Facilities	GF	500	2,000	2,500
Hana	Government Facilities	CBS-5530	Old Hana School Improvements	GB	2,850	0	2,850
				GF	0	2,300	2,300
	Parks and Recreation	CBS-1971	Helene Hall Improvements	GB	0	3,380	3,380
				GF	0	105	105
		CBS-5531	Hana Park Tennis & Basketball Courts Reconstruction	GF	1,290	0	1,290
Kihei-Makena		CBS-2742	South Maui Consolidated Maintenance Operations Baseyard	GF	30	0	30
		CBS-5552	South Maui Beach Parks Parking Lots Improvements	GF	600	700	1,300
		CBS-6075	Kalama Park Skate Park Improvements	GF	400	0	400
Lanai		CBS-5542	Lanai Gym Re-roofing and Improvements	GF	1,100	0	1,100
		CBS-6090	Lanai Community Center Restroom Facility	GF	100	375	475
Makawao-Pukalani-Kula		CBS-2329	Waiakoa Gym Improvements	GB	0	0	0
				GF	1,680	0	1,680
		CBS-5544	Haliimaile Gym Improvements	GB	0	1,500	1,500
				GF	0	275	275
Molokai		CBS-6074	Kaunakakai Gym Rehabilitation	GB	0	1,750	1,750
				GF	250	0	250
Paia-Haiku		CBS-5533	Paia Community Center Rehabilitation	GF	975	0	975
		CBS-5534	Haiku Park Restroom	GF	400	0	400
		CBS-6073	Lower Paia Park Parking Lot	GF	600	0	600

Capital Improvement Program

Wailuku-Kahului		CBS-1143	Kepaniwai Heritage Gardens Improvements	GF	150	0	150
		CBS-1214	Central Maui Regional Park	GB	0	22,000	22,000
				GF	0	3,000	3,000
		CBS-4583	Kanaha Beach Park Master Plan Implementation	GB	0	10,000	10,000
				GF	0	1,000	1,000
		CBS-4584	Wells Park Master Plan Implementation	GB	0	16,000	16,000
				GF	500	2,750	3,250
		CBS-4616	War Memorial Gym Building Improvements	GB	9,345	0	9,345
				GF	1,655	0	1,655
		CBS-5481	Ichiro "Iron" Maehara Baseball Stadium Improvements	GF	1,050	0	1,050
		CBS-5539	War Memorial Football Stadium and Track Rehabilitation	GB	0	6,000	6,000
				GF	600	0	600
		CBS-5543	Richard Pablo Caldito Sr. Park Improvements	GF	0	825	825
		CBS-6072	Velma McWayne Santos Center Improvements	GB	2,375	0	2,375
West Maui	Other Projects	CBS-5060	Lahaina Aquatic Center Retention Basin Restoration	GF	800	0	800
	Parks and Recreation	CBS-2758	West Maui Maintenance Operations Building	GB	0	1,950	1,950
		CBS-6076	Lahaina Aquatic Center Rehabilitation	GF	0	2,000	2,000
		CBS-6077	Lahaina Civic Center Rehabilitation	GB	0	5,000	5,000
				GF	250	175	425
			Total: Department of Parks and Recreation		27,750	88,585	116,335

FUNDING SOURCE SUMMARY

GB	14,570	67,580	82,150
GF	13,180	21,005	34,185

*Note: Project sheets are included only for projects with FY 2021 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
9,892,303	0	250,000	500,000	500,000	500,000	500,000	0	2,250,000

PROJECT DESCRIPTION

Planning, design, and construction for accessibility improvements following the Department's Accessibility Transition Plan. (ATP), and DCAB fees.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	0	250,000	500,000	500,000	500,000	500,000	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	07/01/2012	06/30/2025	2,250,000
Total Capital Project Costs			2,250,000

Total O&M Costs 0

Total Capital & Operating Costs 2,250,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,250,000
Total Funding Requirements	2,250,000

Department: Department of Parks and Recreation

District: Countywide

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
126,102	275,000	500,000	500,000	500,000	500,000	500,000	0	2,500,000

PROJECT DESCRIPTION

Contingency funds for planning, permitting, design, construction, construction management, 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
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Operating Impact Narrative

It is not anticipated that there will be substantial impact to operating expenses

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	275,000	500,000	500,000	500,000	500,000	500,000	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	10/01/2019	12/31/2026	2,500,000
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
General Fund	2,500,000
Total Funding Requirements	2,500,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	2,850,000	300,000	0	2,000,000	0	0	5,150,000

PROJECT DESCRIPTION

Design, construction, and construction management for 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

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

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	0	300,000	0	0	0	0
Other	GB	0	475,000	0	0	0	0	0
Renovations	GB	0	2,375,000	0	0	0	0	0
Renovations	GF	0	0	0	0	2,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2024	300,000
Other	10/01/2020	12/31/2025	475,000
Renovations	10/15/2020	12/31/2025	4,375,000
Total Capital Project Costs			5,150,000
Total O&M Costs			0
Total Capital & Operating Costs			5,150,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	2,300,000
General Obligation Fund	2,850,000
Total Funding Requirements	5,150,000

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: 20 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,290,000	0	0	0	0	0	1,290,000

PROJECT DESCRIPTION

Design, construction management, and 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GF	0	215,000	0	0	0	0	0
Renovations	GF	0	1,075,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2022	0
Other	10/01/2020	12/31/2024	215,000
Renovations	10/15/2020	12/31/2022	1,075,000
Total Capital Project Costs			1,290,000

Total O&M Costs 0

Total Capital & Operating Costs 1,290,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,290,000
Total Funding Requirements	1,290,000

Capital Improvement Program

CBS No: CBS-2742

Project Name: South Maui Consolidated Maintenance Operations
Baseyard

Department: Department of Parks and Recreation

District: Kihei-Makena

Project Type: Parks and Recreation

Anticipated Life: 30 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	30,000	0	0	0	0	0	30,000

PROJECT DESCRIPTION

Planning, design and construction of a baseyard for the South Maui Parks District maintenance operations to be shared with Department of Public Works and other County departments in need of a baseyard facility in South Maui.

PROJECT JUSTIFICATION

The South Maui Parks District currently does not have a baseyard. The lifespan of equipment, supplies, and materials is dramatically shortened as they are stored out in the elements. County work vehicles use limited space at the Kihei Community Center parking lot during evenings, weekends, and holidays when use of the parking lot is in highest demand. Joint use with DPW and other departments will result in operational cost savings for all.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

To respond to the needs of the community by acquiring, developing, and maintaining safe, quality recreational facilities.

A Suitable Public Infrastructure
A Prepared, Safe, and Liveable County

Operating Impact Narrative

Additional facility operating funds would be required for electricity, water, and sewer fees.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GF	0	30,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Other	10/01/2020	12/31/2030	30,000
Total Capital Project Costs			30,000
Total O&M Costs			7,500
Total Capital & Operating Costs			37,500

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	30,000
Total Funding Requirements	30,000

Capital Improvement Program

CBS No: CBS-5552

Project Name: South Maui Beach Parks Parking Lots Improvements

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	600,000	125,000	575,000	0	0	0	1,300,000

PROJECT DESCRIPTION

Design, permitting and reconstruction and/or cold planning and paving parking lots at South Maui beach parks to include sidewalk and accessibility improvements, primarily at Polo Beach Park, Wailea Beach Park, Haycraft Beach Park, and Waipuilani Beach Park. FY2021 funds are for construction at Polo Beach Park and design/permitting at Wailea Beach Park. FY2022/23 funds are Wailea Beach Park.

PROJECT JUSTIFICATION

The asphalt has outlived its useful life at these locations and parking lots are in need of required accessibility improvements.

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

No impact on the operational expenses of the facilities is anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	100,000	125,000	0	0	0	0
Renovations	GF	0	500,000	0	575,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2020	12/31/2025	225,000
Renovations	10/15/2020	12/31/2025	1,075,000
Total Capital Project Costs			1,300,000
Total O&M Costs			0
Total Capital & Operating Costs			1,300,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,300,000
Total Funding Requirements	1,300,000

Capital Improvement Program

CBS No: CBS-6075

Project Name: Kalama Park Skate Park Improvements

Department: Department of Parks and Recreation

District: Kihei-Makena

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	400,000	0	0	0	0	0	400,000

PROJECT DESCRIPTION

Planning, design, and construction of replacement vert ramps at the Kalama Park Skate Park.

PROJECT JUSTIFICATION

The skate park is highly used. The existing wood ramps have outlived their useful life and have been closed for safety concerns.

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
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Operating Impact Narrative

It is not anticipated that this project will have any significant impact on operational expenses.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Other	GF	0	200,000	0	0	0	0	0
Renovations	GF	0	200,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Other	10/31/2020	12/31/2026	200,000
Renovations	10/31/2020	12/31/2026	200,000
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
General Fund	400,000
Total Funding Requirements	400,000

Capital Improvement Program

CBS No: CBS-5542

Project Name: Lanai Gym Re-roofing and Improvements

Department: Department of Parks and Recreation

District: Lanai

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,100,000	0	0	0	0	0	1,100,000

PROJECT DESCRIPTION

Design and construction to replace roofing on gym building and other necessary repairs and improvements.

PROJECT JUSTIFICATION

The existing roof material has exceeded its life expectancy and the building is being comprimised by the leaking conditions.

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
 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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	0	1,100,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	10/15/2020	12/31/2022	1,100,000
Total Capital Project Costs			1,100,000

Total O&M Costs 0

Total Capital & Operating Costs 1,100,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,100,000
Total Funding Requirements	1,100,000

Capital Improvement Program

CBS No: CBS-6090

Project Name: Lanai Community Center Restroom Facility

Department: Department of Parks and Recreation

District: Lanai

Project Type: Parks and Recreation

Anticipated Life: 25 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	100,000	375,000	0	0	0	0	475,000

PROJECT DESCRIPTION

Design and construction for a single, ADA compliant family restroom next to the Lanai Community Center.

PROJECT JUSTIFICATION

There is currently no restroom facilities available to the public at Dole 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 Prepared, Safe, and Liveable County
A Healthy and Sustainable Community

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	100,000	0	0	0	0	0
New Construction	GF	0	0	375,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2020	12/31/2023	100,000
New Construction	09/01/2021	12/31/2023	375,000
Total Capital Project Costs			475,000
Total O&M Costs			0
Total Capital & Operating Costs			475,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	475,000
Total Funding Requirements	475,000

+

Capital Improvement Program

CBS No: CBS-2329

Project Name: Waiakoa Gym Improvements

Department: Department of Parks and Recreation

District: Makawao-Pukalani-Kula

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
174,957	0	1,680,000	0	0	0	0	0	1,680,000

PROJECT DESCRIPTION

Design, construction, and construction management of renovations to existing gym building to include replacement of existing roofing material, repair and repainting of building exterior, and repair and refinishing of the court flooring, and other code or agency required improvements.

PROJECT JUSTIFICATION

The life span of the existing roofing is long passed and needs to be replaced. The exterior siding is in need of repair and repainting. The court flooring is in need of repairs and refinishing.

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

This project is not anticipated to have any effect on facility operating expenses.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	230,000	0	0	0	0	0
Other	GB	0	200,000	0	0	0	0	0
Renovations	GB	0	1,250,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	11/01/2016	12/31/2025	230,000
Other	10/01/2020	12/31/2025	200,000
Renovations	11/01/2017	12/31/2025	1,250,000
Total Capital Project Costs			1,680,000

Total O&M Costs 0

Total Capital & Operating Costs 1,680,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,680,000
Total Funding Requirements	1,680,000

Capital Improvement Program

CBS No: CBS-6074

Project Name: Kaunakakai Gym Rehabilitation

Department: Department of Parks and Recreation

District: Molokai

Project Type: Parks and Recreation

Anticipated Life: 15-20 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	250,000	1,750,000	0	0	0	0	2,000,000

PROJECT DESCRIPTION

Design and construction of rehabilitation to the existing gym building based on findings of the structural adequacy report and other related improvements.

PROJECT JUSTIFICATION

The structure is very old and in need of renovations to maintain its usefulness until a new facility can be planned, designed, and constructed.

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 there will be any significant impact on the operational expenses at the gym.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	250,000	0	0	0	0	0
Renovations	GB	0	0	1,750,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/31/2020	12/31/2026	250,000
Renovations	10/31/2021	12/31/2026	1,750,000
Total Capital Project Costs			2,000,000

Total O&M Costs 0

Total Capital & Operating Costs 2,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	250,000
General Obligation Fund	1,750,000
Total Funding Requirements	2,000,000

Capital Improvement Program

CBS No: CBS-5533

Project Name: Paia Community Center Rehabilitation

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	975,000	0	0	0	0	0	975,000

PROJECT DESCRIPTION

Design for and renovation of the restrooms and kitchen and other improvements to the center.

PROJECT JUSTIFICATION

The facility is highly used on a consistent basis and has not had a functional facelift since it was constructed in 1975. Many of the features and fixtures have outlived their life expectancy .

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

it is anticipated that there will be minimal impact on operational expenses.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	0	975,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	10/15/2020	12/31/2024	975,000
Total Capital Project Costs			975,000

Total O&M Costs 0

Total Capital & Operating Costs 975,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	975,000
Total Funding Requirements	975,000

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/Encl	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
109,349	510,000	400,000	0	0	0	0	0	400,000

PROJECT DESCRIPTION

Design and construction of a replacement restroom building to serve the community and park users. FY2021 funding is for wastewater treatment system sized to accommodate tourist traffic.

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

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

Countywide Priority Results

A Suitable Public Infrastructure
An Efficient, Effective, and Responsive Government
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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GF	510,000	400,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2019	12/31/2022	0
New Construction	10/15/2019	12/31/2023	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
General Fund	400,000
Total Funding Requirements	400,000

Capital Improvement Program

CBS No: CBS-6073

Project Name: Lower Paia Park Parking Lot

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	600,000	0	0	0	0	0	600,000

PROJECT DESCRIPTION

Design and construction for parking lot improvements at the Lower Paia Park.

PROJECT JUSTIFICATION

There is currently no improved parking at the highly used facility. A lighted parking lot will increase usability and safety.

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 Prepared, Safe, and Liveable County

Operating Impact Narrative

Minimal impact of operating expenses is anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GF	0	600,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
New Construction	10/31/2020	12/31/2024	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 Fund	600,000
Total Funding Requirements	600,000

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/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
467,870	300,000	150,000	0	0	0	0	0	150,000

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.

FY2021 funding is for the rebuilding of the Hawaiian Hale

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

To respond to the needs of a community by acquiring, developing, and maintaining safe, quality recreational facilities.

Countywide Priority Results

A Suitable Public Infrastructure
An Efficient, Effective, and Responsive Government
A Prepared, Safe, and Liveable County

Capital Improvement Program

Operating Impact Narrative

No impact on the facility operating expenses is anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	300,000	150,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	12/01/2015	12/31/2016	0
Renovations	04/01/2016	12/31/2021	150,000
Total Capital Project Costs			150,000

Total O&M Costs 0

Total Capital & Operating Costs 150,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	150,000
Total Funding Requirements	150,000

Capital Improvement Program

CBS No: CBS-4584

Project Name: Wells Park Master Plan Implementation

Department: Department of Parks and Recreation

District: Wailuku-Kahului

Project Type: Parks and Recreation

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
150,773	250,000	500,000	1,750,000	0	1,000,000	16,000,000	0	19,250,000

PROJECT DESCRIPTION

Design and construction of Improvements to the existing Wells Park as determined through the master plan process, including rebuilding/re-configuring of tennis courts, construction of a restroom building, site and landscaping improvements, lighting and fencing improvements, pool modifications and improvements.

PROJECT JUSTIFICATION

The park is heavily used and improvements are needed to the basic infrastructure in order to maintain a safe and inviting environment and gathering place for the community.

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

Minimal impact on the operational expenses of the facility is anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	250,000	0	0	0	0	0	0
Design	GF	0	500,000	0	0	1,000,000	0	0
Renovations	GB	0	0	0	0	0	16,000,000	0
Renovations	GF	0	0	1,750,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	11/01/2017	12/31/2025	1,500,000
Renovations	11/01/2017	12/31/2025	17,750,000
Total Capital Project Costs			19,250,000
Total O&M Costs			0
Total Capital & Operating Costs			19,250,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	3,250,000
General Obligation Fund	16,000,000
Total Funding Requirements	19,250,000

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/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
1,347,755	0	11,000,000	0	0	0	0	0	11,000,000

PROJECT DESCRIPTION

Design, permitting, construction, and construction management of repairs and renovations throughout the facility. Repair to building structural elements and exterior finish, coating of roof surfaces, upgrade of building electrical and visual fire alarm systems, accessibility improvements at restrooms and locker rooms. Installation of air conditioning 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.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	250,000	0	0	0	0	0
Other	GB	0	750,000	0	0	0	0	0
Renovations	GB	0	8,345,000	0	0	0	0	0
Renovations	GF	0	1,655,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2017	12/31/2023	250,000
Other	10/01/2020	12/31/2022	750,000
Renovations	06/01/2018	12/31/2024	10,000,000
Total Capital Project Costs			11,000,000
Total O&M Costs			0
Total Capital & Operating Costs			11,000,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,655,000
General Obligation Fund	9,345,000
Total Funding Requirements	11,000,000

Capital Improvement Program

CBS No: CBS-5481

Project Name: Ichiro "Iron" Maehara Baseball Stadium 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
455484	0	1,050,000	0	0	0	0	0	1,050,000

PROJECT DESCRIPTION

Design and construction of improvements to Maehara Baseball Stadium; including rust remediation, and repainting of the structure, and other needed repairs and improvements

PROJECT JUSTIFICATION

Facility is aging and feeling the effects of the harsh environment.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	0	1,050,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	09/01/2019	12/31/2022	1,050,000
Total Capital Project Costs			1,050,000
Total O&M Costs			0
Total Capital & Operating Costs			1,050,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	1,050,000
Total Funding Requirements	1,050,000

Capital Improvement Program

CBS No: CBS-5539

Project Name: War Memorial Football Stadium and Track
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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	100,000	600,000	0	6,000,000	0	0	0	6,600,000

PROJECT DESCRIPTION

Design and construction to rehabilitate the Stadium and Track based on the assessment of the facility.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Planning	GF	100,000	0	0	0	0	0	0
Design	GF	0	600,000	0	0	0	0	0
Renovations	GB	0	0	0	6,000,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/15/2020	12/31/2025	600,000
Other	10/15/2019	12/31/2025	0
Renovations	10/15/2022	12/31/2025	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
General Fund	600,000
General Obligation Fund	6,000,000
Total Funding Requirements	6,600,000

Capital Improvement Program

CBS No: CBS-6072

Project Name: Velma McWayne Santos Center 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	2,375,000	0	0	0	0	0	2,375,000

PROJECT DESCRIPTION

Design and construction of an air conditioning system, a photo voltaic system, and other improvements to the center.

PROJECT JUSTIFICATION

The user experience at the center will be greatly enhanced with the addition of air conditioning. Presently most doors are left open during an event at the center in order to let some of the heat out. The nearby neighbors are forced to deal with the resulting noise. The photo voltaic system will help to off set the electrical cost to operate the A/C.

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.

An Efficient, Effective, and Responsive Government
A Healthy and Sustainable Community

Operating Impact Narrative

There may be an increase in cost for electricity.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	250,000	0	0	0	0	0
New Construction	GB	0	2,125,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/31/2020	12/31/2024	250,000
New Construction	10/31/2020	12/31/2024	2,125,000
Total Capital Project Costs			2,375,000
Total O&M Costs			0
Total Capital & Operating Costs			2,375,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,375,000
Total Funding Requirements	2,375,000

Capital Improvement Program

CBS No: CBS-5060

Project Name: Lahaina Aquatic Center Retention Basin Restoration

Department: Department of Parks and Recreation

District: West Maui

Project Type: Other Projects

Anticipated Life: 25 Years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	800,000	0	0	0	0	0	800,000

PROJECT DESCRIPTION

Design and construction for restoring the Lahaina Aquatic Center retention basin to its original design intent as an area drainage retention basin. Project moved by Council to Department of Public Works.

PROJECT JUSTIFICATION

Over the years the basin has been used for various purposes that have filled and compacted the bottom of the basin resulting in reduced percolation capabilities that may have decreased its effectiveness.

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

The project is not anticipated to have any significant effect on facility operating expenses.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GF	0	800,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Renovations	11/01/2018	12/31/2026	800,000
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 Fund	800,000
Total Funding Requirements	800,000

Capital Improvement Program

CBS No: CBS-6077

Project Name: Lahaina Civic Center Rehabilitation

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	250,000	175,000	2,500,000	2,500,000	0	0	5,425,000

PROJECT DESCRIPTION

Design and construction to rehabilitate and renovate the civic center facility systems and amenities, including the third floor locker rooms plumbing system, fixtures, finishes, and accessibility improvements; replacement and insulation of the gym roof to meet the energy code; and replacement of existing air conditioning system.

PROJECT JUSTIFICATION

The Lahaina Civic Center is a well aged and heavily used venue. The third floor locker rooms are in need of new plumbing systems, fixture, and finishes as well as accessibility improvements. The court floor will soon need to be replaced. The gym roof needs to be replaced and insulated to meet energy code; and replacement of existing air conditioning system.

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

The project is not anticipated to have any significant effect on facility operating expenses.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	250,000	175,000	0	0	0	0
Renovations	GB	0	0	0	2,500,000	2,500,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/31/2020	12/31/2026	425,000
Renovations	10/31/2020	12/31/2026	5,000,000
Total Capital Project Costs			5,425,000

Total O&M Costs 0

Total Capital & Operating Costs 5,425,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	425,000
General Obligation Fund	5,000,000
Total Funding Requirements	5,425,000



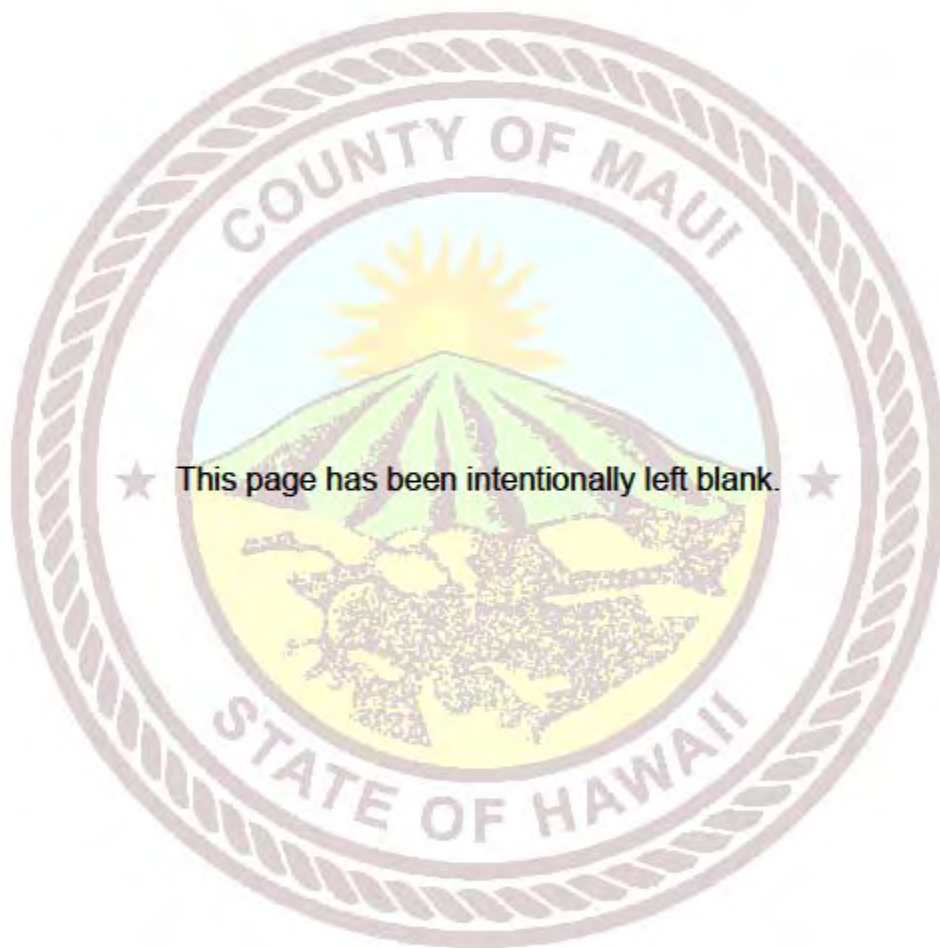
Police Department

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Government Facilities	CBS-1010	Countywide Police Facilities	GF	260	7,500	7,760
			Total: Department of Police		260	7,500	7,760

FUNDING SOURCE SUMMARY

GF	260	7,500	7,760
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*Note: Project sheets are included only for projects with FY 2021 funding.

Capital Improvement Program

CBS No: CBS-1010

Project Name: Countywide Police Facilities

Department: Department of Police

District: Countywide

Project Type: Government Facilities

Anticipated Life: 10-15 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
2,039,479	0	260,000	2,500,000	1,500,000	3,500,000	0	0	7,760,000

PROJECT DESCRIPTION

Expansion/Renovation of Countywide Police Facilities to include for FY2021:

- 1) Automated Entry / Exit Gate at the Forensic Facility (\$80,000)
- 2) Automated Entry / Exit Gate at the Kihei Police Station (\$65,000)
- 3) Extension of Sallie Port at Lanai Police Station (\$1,315,000)

PROJECT JUSTIFICATION

The automated gates at the Forensic Facility and the Kihei Police Station will provide more restrictions and security in preventing unauthorized access to the facilities. The gate at the Kihei station has become inoperable due to the weight of the gate being unsupported causing strain on the motor after numerous years. This project for the Kihei station gate will be for a new motor and for a secondary support structure. The Sallie Port at the Lanai Station is not able to close while a vehicle is within and while prisoners are being transported in to the station. Having this project completed will allow the door to close and provide more privacy to those detained.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

In accordance 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

Countywide Priority Results

A Suitable Public Infrastructure
An Efficient, Effective, and Responsive Government

Operating Impact Narrative

Capital Improvement Program

These project would provide additional operational safety and security measures for the police facilities. The gates would further restrict traffic to having access to secured locations would reduce incidences of theft, vandalism, or worse. It will provide additional safekeeping of equipment and of personnel that are located behind the secured gate. The sallie port extension would additionally provide added security to the officers when transporting and reduce possible prisoner escape.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	150,000	115,000	0	0	0	0	0
Renovations	GF	1,350,000	145,000	2,500,000	1,500,000	3,500,000	0	0

Schedule of Activities

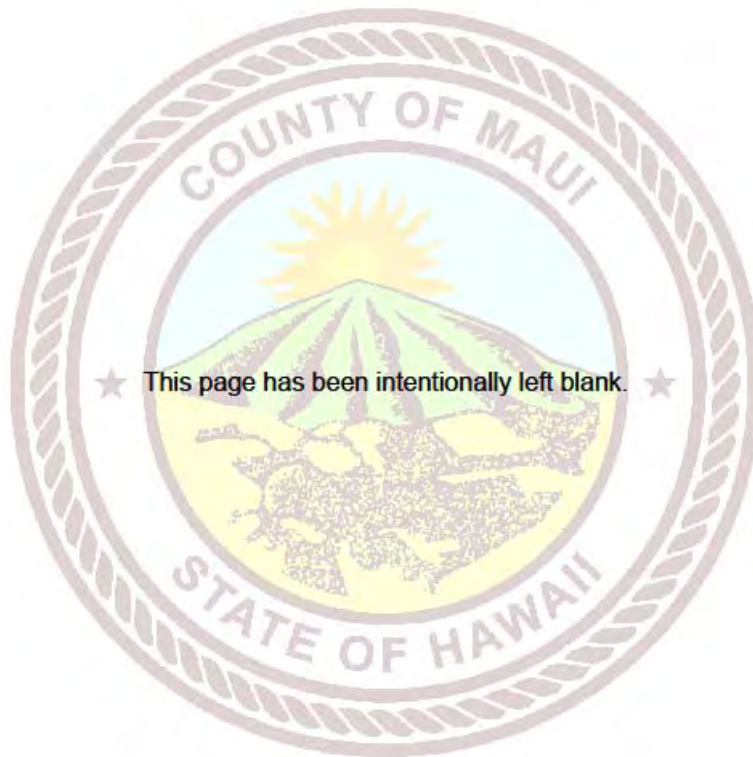
Activity	Start	End	Amount
Design	07/01/2020	07/01/2021	115,000
Renovations	07/01/2012	06/30/2024	7,645,000
Total Capital Project Costs			7,760,000

Total O&M Costs 0

Total Capital & Operating Costs 7,760,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	7,760,000
Total Funding Requirements	7,760,000



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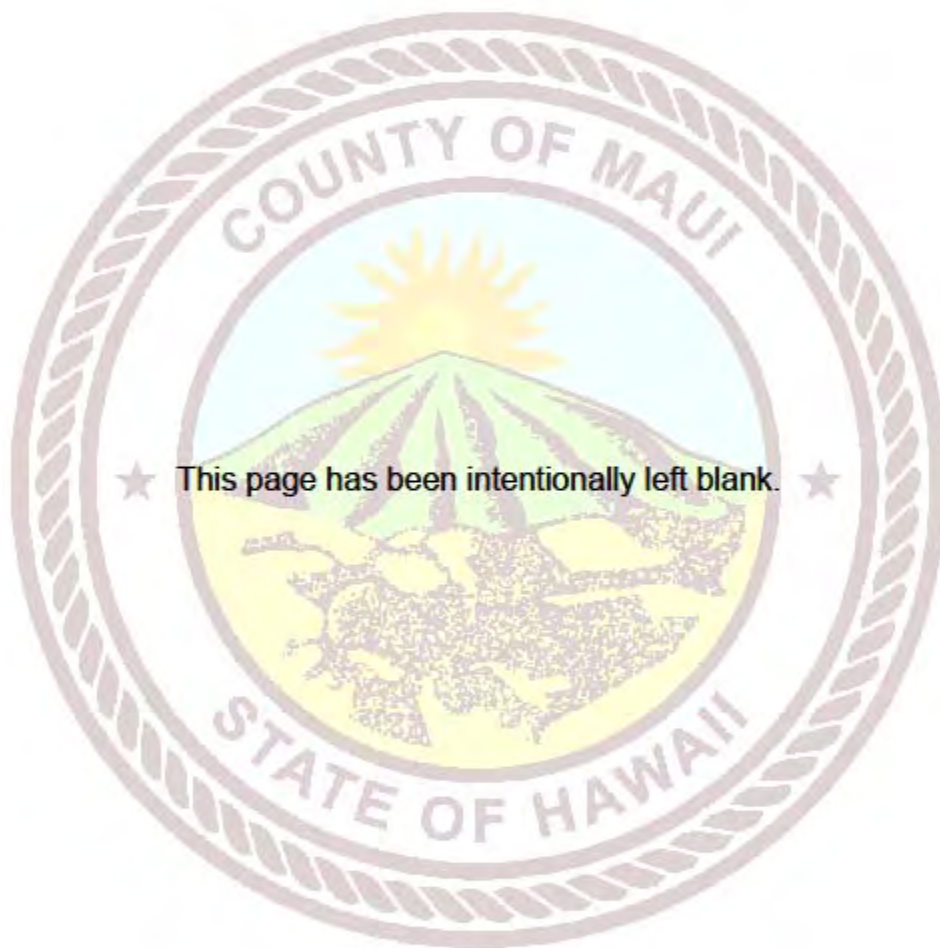
Prosecuting Attorney

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROGRAM DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Wailuku-Kahului	Government Facilities	CBS-5528	Children's Peace Center	GB	1,500	0	1,500
			Total: Department of the Prosecuting Attorney		1,500	0	1,500

FUNDING SOURCE SUMMARY

GB	1,500	0	1,500
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*Note: Project sheets are included only for projects with FY 2021 funding.

Capital Improvement Program

CBS No: CBS-5528

Project Name: Children's Peace Center

Department: Department of the Prosecuting Attorney

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 50+

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,500,000	0	0	0	0	0	1,500,000

PROJECT DESCRIPTION

Full-scale renovation of the first floor (approx. 3025 sq. ft.) of the existing Ueoka Building located at 2103 Wells Street to accommodate the new Children's Peace Center (CPC). The renovation will include the construction of a large conference room, two soundproof interview rooms, a medical examination room, two enclosed offices, a lounge/waiting area, and a storage and viewing area for specialized recording equipment. The renovation will also include the removal of certain walls and the addition of flooring and painting. The overall design of the above renovation will promote a child & family-friendly environment.

PROJECT JUSTIFICATION

The Children's Peace Center will serve child victims of sexual and physical abuse and child witnesses of domestic violence. The Center will be a co location of the key governmental and private agencies who work with child victims and their families. This concept has proven to be the most effective and humane way to best serve one the County's most vulnerable populations. The primary goal of co location is to avoid having our child victims and their families travel to numerous sites/locations throughout the county in order to receive services, treatment and being interviewed by the various agencies. This makes the daunting legal and investigatory processes become a little more tolerable and less confusing for children and their families. Moreover, the participating agencies at the Center will be able to network much easier.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

- Affordable, Healthy, and Thriving Community
- Prepared, Safe, and Livable Community

Countywide Priority Results

- A Suitable Public Infrastructure
- A Healthy and Sustainable Community

Operating Impact Narrative

Prosecutor's mission statement: to seek justice through a victim centered approach. This co location of agencies will promote & support efficient, effective assistance to child victims & their families via a multi disciplinary team, bringing public awareness of the criminal justice system, victimization, and prevention. Co located CPC(s) in other jurisdictions have resulted in improved staff knowledge & higher performance outcomes via sharing of resources & teamwork amongst diverse agencies.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Renovations	GB	0	1,500,000	0	0	0	0	0

Schedule of Activities

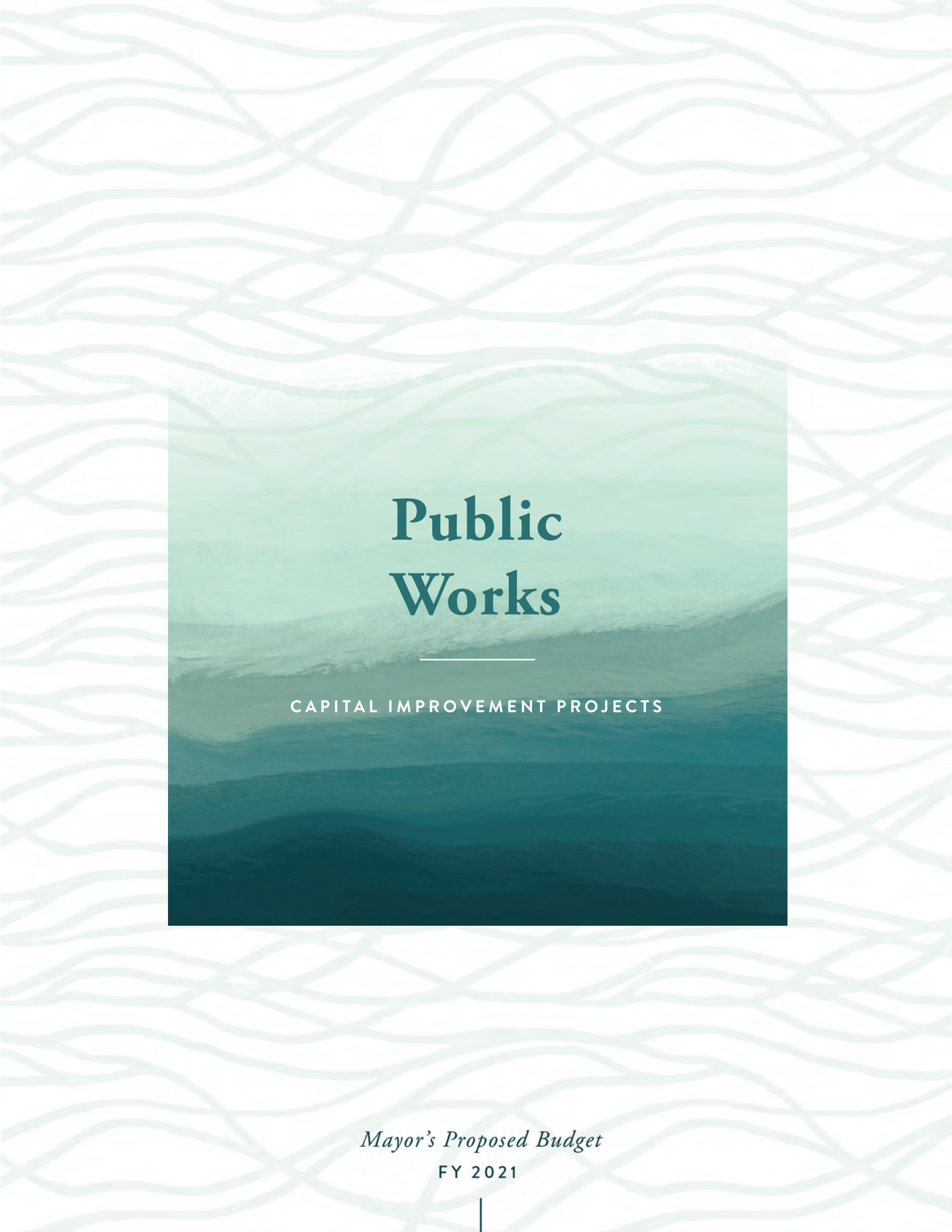
Activity	Start	End	Amount
Renovations	07/01/2020	12/31/2021	1,500,000
Total Capital Project Costs			1,500,000

Total O&M Costs 0

Total Capital & Operating Costs 1,500,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	1,500,000
Total Funding Requirements	1,500,000

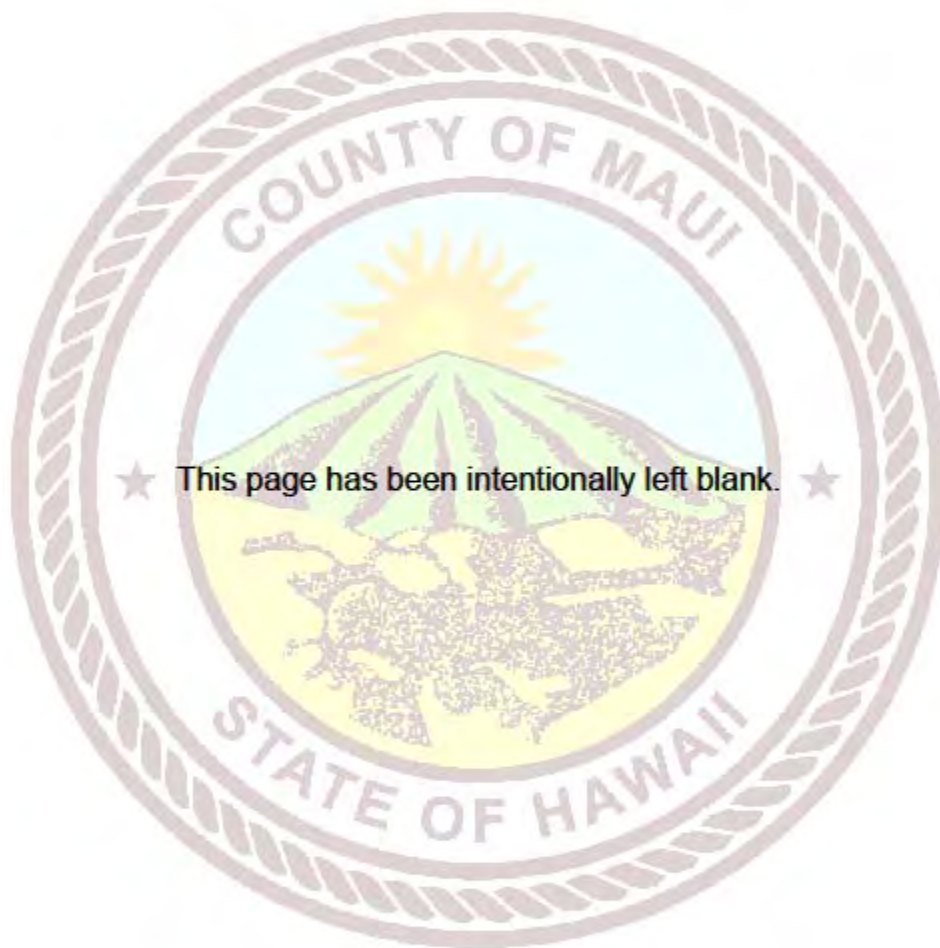


Public Works

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021



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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Drainage	CBS-6069	Countywide Bridge and Drainage Program	GF	0	14,250	14,250
				HF	2,850	0	2,850
	Government Facilities	CBS-6070	Countywide Facilities Maintenance Program	GF	2,775	5,600	8,375
				GB	2,000	0	2,000
	Road Improvements	CBS-1023	Countywide Road Resurfacing and Pavement Preservation	HF	6,900	41,000	47,900
				FD	17,553	43,500	61,053
		CBS-5022	Countywide Federal Aid Program	GB	8,993	0	8,993
				HF	0	30,850	30,850
		CBS-6067	Countywide Traffic and Safety Program	BW	50	250	300
				GF	10	100	110
				HF	1,695	5,400	7,095
				ST	175	875	1,050
Hana		CBS-3183	Kalepa Revetment and Seawall Repairs	GB	0	20,000	20,000
				HF	440	0	440
		CBS-6088	Piilani Highway Slope Stabilization at Nuanualoa Gulch	GB	1,350	0	1,350
Kihei-Makena		CBS-2309	North South Collector Road (Waipullani Street to Kulanihakoi Street)	BW	250	0	250
				FD	0	20,366	20,366
				GB	0	4,980	4,980
				HF	500	3,788	4,288
Lanai		CBS-6058	Sixth Street Sidewalks (Gay Street to Ilima Street)	HF	150	350	500
Wailuku-Kahului	Drainage	CBS-3189	Central Maui Drainline Improvements	GB	1,500	7,500	9,000
				GB	0	500	500
		CBS-6061	Palama Drive Drainage Improvements	HF	100	0	100
				GB	2,000	0	2,000
	Road Improvements	CBS-1069	Waiale Road Extension	GB	2,000	0	2,000

Capital Improvement Program

		CBS-6055	Papa Avenue Improvements at Laau Street	HF	350	0	350
		CBS-6056	Hansen Road Intersection Improvements at Pulehu Road	HF	200	0	200
		CBS-6060	Kahekili Highway Slope Repair	HF	400	5,000	5,400
West Maui	Drainage	CBS-4595	Kuhua Street Drainage Outlet at the Kahoma Flood Control	HF	400	0	400
	Road Improvements	CBS-6089	Maiha Street Lighting Improvements	HF	125	350	475
Total: Department of Public Works					50,766	204,659	255,425

FUNDING SOURCE

BW	300	250	550
FD	17,553	63,866	81,419
GB	15,843	32,980	48,823
GF	2,785	19,950	22,735
HF	14,110	86,738	100,848
ST	175	875	1,050

*Note: Project sheets are included only for projects with FY 2021 funding.

Capital Improvement Program

CBS No: CBS-6069

Project Name: Countywide Bridge and Drainage Program

Department: Department of Public Works

District: Countywide

Project Type: Drainage

Anticipated Life: 50 - 75 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encl	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	2,850,000	17,100,000

PROJECT DESCRIPTION

Funding for land acquisition, planning, design, construction, and construction management to support ongoing County CIP bridge and drainage projects and programs and for the following FY2021 projects:

1. Countywide Bridge Inspection Program - conduct biennial inspections of County bridges in accordance with FHWA National Bridge Inspection Standards and AASHTO Manual for Condition Evaluation of Bridges to develop repair recommendations and cost estimates. The Inspection Program is a pre-requisite to receiving federal funding for repairs.
2. Countywide Bridge and Drainage Improvements - funding for storm response, drainage improvements to mitigate flooding in areas without adequate infrastructure, and for emergency repairs to damaged or failing assets that pose a hazard to public safety.

PROJECT JUSTIFICATION

Priority listing and method of improvement established by bridge management software program, bridge inspection and evaluation reports and drainline assessment reports with field inspections and recommendations performed by consultants, 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
A Healthy and Sustainable Community

Operating Impact Narrative

No impact on staffing or operating budget anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Design	HF	0	1,000,000	0	0	0	0	0
New Construction	GF	0	0	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
New Construction	HF	0	1,100,000	0	0	0	0	0
Other	GF	0	0	750,000	750,000	750,000	750,000	750,000
Other	HF	0	750,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2021	12/31/2027	6,000,000
New Construction	07/01/2021	12/31/2027	6,600,000
Other	07/01/2021	12/31/2027	4,500,000
Total Capital Project Costs			17,100,000
Total O&M Costs			0
Total Capital & Operating Costs			17,100,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	14,250,000
Highway Fund	2,850,000
Total Funding Requirements	17,100,000

Capital Improvement Program

CBS No: CBS-6070

Project Name: Countywide Facilities Maintenance Program

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	2,775,000	1,100,000	1,100,000	1,100,000	1,100,000	1,200,000	8,375,000

PROJECT DESCRIPTION

Funding for planning, design, construction, and construction management to support ongoing County CIP facility maintenance projects and the following FY 2021 projects at the Kalana O Maui Campus, the County Service Center, and the Highway's District Base Yards:

1. Countywide Facilities Maintenance - funding to perform emergency repairs to damaged or failing equipment and building components and to supplement existing building projects as needed.
2. Kalana O Maui AC Piping Replacements - design and construction to replace the air conditioning system waterlines.
3. Kalana O Maui Panel Siding Repairs - continue construction of structural repairs to the panel siding along the East and South building faces.
4. Kalana O Maui Stairwell Maintenance - repaint stairwells and railing and add stair treads.
5. Kalana O Maui Security Gates - design and install security gates at the 2nd floor mezzanine on each side of the County building.
6. Kalana O Maui 1st Floor Door Addition - install new glass door at mauka side of loading dock to secure hallway leading to the EOC.
7. Old Courthouse Repairs - replace windows and the AC compressor.
8. Old Courthouse Building Basement/Admin Remodel - design and construction improvements to convert basement space into a conference room and to remodel the admin offices.
9. Hana Base Yard Fuel Tank Replacement.

PROJECT JUSTIFICATION

Maintenance of County facilities is necessary to preserve the structure and to protect building occupants by ensuring clean and safe place to work.

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
A Healthy and Sustainable Community

Operating Impact Narrative

No impact on staffing or operating budget anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GF	0	300,000	200,000	200,000	200,000	200,000	200,000
New Construction	GF	0	2,425,000	800,000	800,000	800,000	800,000	900,000
Other	GF	0	50,000	100,000	100,000	100,000	100,000	100,000

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	1,300,000
New Construction	07/01/2020	12/31/2021	6,525,000
Other	07/01/2020	12/31/2021	550,000
Total Capital Project Costs			8,375,000
Total O&M Costs			0
Total Capital & Operating Costs			8,375,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	8,375,000
Total Funding Requirements	8,375,000

Capital Improvement Program

County of Maui

Fiscal Year 2021-2026 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
369,177,600	179,412,288	8,900,000	8,500,000	8,500,000	8,500,000	8,500,000	7,000,000	49,900,000

PROJECT DESCRIPTION

Funding for pavement condition assessments, land acquisition, planning, design, construction, and construction management to support ongoing County CIP and Federal Aid road pavement and slope stabilization projects and for the following FY 2021 projects:

1. Countywide Pavement Preservation – Funding for the maintenance of existing pavement on County road performed by the Highways Division's Pavement Preservation Program.

2. Countywide District Resurfacing – Funding to resurface existing pavements on County roads that are not eligible for federal funding.

3. Pukalani Terrace Pavement Reconstruction – Funding to continue reconstruction of existing pavements within the Pukalani Terrace Subdivision.

4. Kalae Subdivision Pavement Rehabilitation – Funding to reconstruct existing pavement on Kalama Road, Pakala Place, Analu Road, Rudolph Road, Nanikai Place, Akeu Way, and Koala Way.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	500,000	500,000	500,000	500,000	500,000	500,000
New Construction	GB	0	2,000,000	0	0	0	0	0
New Construction	HF	0	5,900,000	7,500,000	7,500,000	7,500,000	7,500,000	6,000,000
Other	HF	0	500,000	500,000	500,000	500,000	500,000	500,000

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2017	12/31/2026	3,000,000
New Construction	07/01/2012	12/31/2026	43,900,000
Other	07/01/2017	12/31/2026	3,000,000
Other	07/01/2018	06/30/2022	0
Total Capital Project Costs			49,900,000
Total O&M Costs			0
Total Capital & Operating Costs			49,900,000

Department: Department of Public Works

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	2,000,000
Highway Fund	47,900,000
Total Funding Requirements	49,900,000

District: Countywide

Capital Improvement Program

CBS No: CBS-5022

Project Name: Countywide Federal Aid Program

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 30 - 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
1,996,105	0	26,546,000	10,200,000	4,000,000	20,050,000	20,050,000	20,050,000	100,896,000

PROJECT DESCRIPTION

Funding for land acquisition, planning, design, construction, and construction management services for the following County CIP projects relating to road, bridge, drain, and bikeway improvements that are approved to receive federal funding:

1. Makawao Avenue Pavement Reconstruction – begin design to reconstruct existing pavement and install shoulder improvements between the Eddie Tam Memorial Center and Apana Rd.
2. Mill Street Pavement Rehabilitation – begin pavement reconstruction and shoulder and drainline improvements from Market Street to Lower Main Street.
3. Pukalani-Makawao Pavement Rehabilitation – begin pavement reconstruction on Iolani St., Loha St., Liholani St., and Makani Rd.
4. South Kihei Road Pavement Rehabilitation – begin pavement construction from Lipoa Street to Auhana Road and from Keonekai Rd. to Alakoa St.
5. Wailuku-Kahului Pavement Rehabilitation – begin design to reconstruct existing pavements on Kanaloa Ave., Mahalani St., Maui Lani Pkwy., and Waiinu Rd.
6. S. Wailua Bridge Replacement - begin planning and design to replace the existing bridge in Kipahulu as recommended by the Countywide Bridge Inspection Program.

PROJECT JUSTIFICATION

Projects to construct and maintain roadway infrastructure on eligible federal-aid routes within Maui County. Cost share for the construction phase is 80% Federal funds and 20% County matching funds. County share for construction management services is 100%.

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 A Strong, Diversified Economy A Prepared, Safe, and Liveable County A Healthy and Sustainable Community

Operating Impact Narrative

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	1,850,000	0	0	0	0	0
Design	HF	0	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
New Construction	FD	0	17,163,000	4,600,000	0	12,500,000	12,500,000	12,500,000
New Construction	GB	0	4,297,000	0	0	0	0	0
New Construction	HF	0	0	1,150,000	0	3,100,000	3,100,000	3,100,000
Other	FD	0	390,000	350,000	0	350,000	350,000	350,000
Other	GB	0	2,846,000	0	0	0	0	0
Other	HF	0	0	2,600,000	2,500,000	2,600,000	2,600,000	2,600,000

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	9,350,000
New Construction	07/01/2020	12/31/2021	74,010,000
Other	07/01/2020	12/31/2021	17,536,000
Total Capital Project Costs			100,896,000

Total O&M Costs 0

Total Capital & Operating Costs 100,896,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Federal Fund	61,053,000
General Obligation Fund	8,993,000
Highway Fund	30,850,000
Total Funding Requirements	100,896,000

Capital Improvement Program

CBS No: CBS-6067

Project Name: Countywide Traffic and Safety Program

Department: Department of Public Works

District: Countywide

Project Type: Road Improvements

Anticipated Life: 20 Years or more

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,930,000	1,685,000	1,235,000	1,235,000	1,235,000	1,235,000	8,555,000

PROJECT DESCRIPTION

Funding for land acquisition, planning, design, and construction to support ongoing County CIP traffic operations and safety projects, and for the following FY 2021 projects:

1. Bikeway and Sidewalk Improvements – Improve and expand bicycle and pedestrian facilities and to increase awareness and education for bicycle and pedestrian safety. Projects include Bike Plan Hawaii improvements, Sidewalk network gap removal, and Roadway safety education program.
2. Safety Improvements – Respond to public requests for safety improvements, address roadway concerns by installing guardrails, signs, striping, traffic signals, street lighting, speed humps and other traffic calming devices, shoulder widening, road realignment, and other improvements at intersections, crosswalks, and along County roadways. Projects include Old Haleakala Hwy and Makawao Ave traffic signal upgrade, Accessibility improvements, traffic data collection, and Annual traffic calming program. Locations in the annual traffic calming program include: Haiku Rd, Kauhale St, Kokomo Rd, L. Kula Rd, Makani Rd, Omaopio Rd, Olinda Rd, West Kuiaha Rd, and Holopuni Rd.
3. Traffic Signal Modernization – funding to continue design and begin construction of upgrades to existing traffic signal systems at County intersection including replacement of controller hardware, detection, and signal faces. FY21 focuses on County signals in the South Maui District.

PROJECT JUSTIFICATION

Program will provide primary and supplementary funding for projects as necessary during all phases.

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

Operating impact includes debt service payments for principal and interest.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Acquisition	GF	0	10,000	20,000	20,000	20,000	20,000	20,000
Design	BW	0	25,000	25,000	25,000	25,000	25,000	25,000
Design	HF	0	450,000	450,000	450,000	450,000	450,000	450,000
New Construction	BW	0	15,000	15,000	15,000	15,000	15,000	15,000
New Construction	HF	0	1,055,000	800,000	350,000	350,000	350,000	350,000
New Construction	ST	0	25,000	100,000	100,000	100,000	100,000	100,000
Other	HF	0	110,000	110,000	110,000	110,000	110,000	110,000
Other	ST	0	50,000	50,000	50,000	50,000	50,000	50,000
Planning	BW	0	10,000	10,000	10,000	10,000	10,000	10,000
Planning	HF	0	80,000	80,000	80,000	80,000	80,000	80,000
Planning	ST	0	100,000	25,000	25,000	25,000	25,000	25,000

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	110,000
Design	07/01/2020	12/31/2021	2,850,000
New Construction	07/01/2020	12/31/2021	3,870,000
Other	07/01/2020	12/31/2021	960,000
Planning	07/01/2020	12/31/2021	765,000
Total Capital Project Costs			8,555,000

Total O&M Costs 0

Total Capital & Operating Costs 8,555,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Bikeway Fund	300,000
General Fund	110,000
Highway Fund	7,095,000
State Fund	1,050,000
Total Funding Requirements	8,555,000

Capital Improvement Program

CBS No: CBS-3183

Project Name: Kalepa Revetment and Seawall Repairs

Department: Department of Public Works

District: Hana

Project Type: Road Improvements

Anticipated Life:



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
59,106	350,000	440,000	0	0	20,000,000	0	0	20,440,000

PROJECT DESCRIPTION

Continue the planning and design of repairs to the existing seawall that is deteriorating along Piilani Highway in Kipahulu.

PROJECT JUSTIFICATION

Project is needed to ensure Hana Highway remains safe and passable.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	440,000	0	0	0	0	0
New Construction	GB	0	0	0	0	20,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2023	440,000
New Construction	07/01/2023	12/31/2024	20,000,000
Total Capital Project Costs			20,440,000

Total O&M Costs 0

Total Capital & Operating Costs 20,440,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Obligation Fund	20,000,000
Highway Fund	440,000
Total Funding Requirements	20,440,000

Capital Improvement Program

CBS No: CBS-6088

Project Name: Piilani Highway Slope Stabilization at Nuanualoa Gulch

Department: Department of Public Works

District: Hana

Project Type: Road Improvements

Anticipated Life: 30 years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enchb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	1,350,000	0	0	0	0	0	1,350,000

PROJECT DESCRIPTION

Begin construction of slope stabilization improvements along Piilani Highway at Nuanualoa Gulch.

PROJECT JUSTIFICATION

Erosion occurred below recently completed improvements at Nuanualoa Gulch. If left unaddressed, the roadway shoulder will continue to erode into the gulch with severe storm events.

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

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	1,200,000	0	0	0	0	0
Other	GB	0	150,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
New Construction	01/01/2021	12/31/2021	1,200,000
Other	01/01/2021	12/31/2021	150,000
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 Obligation Fund	1,350,000
Total Funding Requirements	1,350,000

Capital Improvement Program

CBS No: CBS-2309

Project Name: North South Collector Road (Waipuilani Street 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
726,246	1,000,000	750,000	500,000	28,634,000	0	0	0	29,884,000

PROJECT DESCRIPTION

Acquire land and continue design to extend Liloa Dr. between Kulanihakoi Street and Waipuilani Street.

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

Minimal impact on staffing anticipated.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Acquisition	HF	0	250,000	0	0	0	0	0
Design	BW	0	250,000	0	0	0	0	0
Design	HF	0	250,000	500,000	0	0	0	0
New Construction	FD	0	0	0	19,917,000	0	0	0
New Construction	GB	0	0	0	4,980,000	0	0	0
Other	FD	0	0	0	449,000	0	0	0
Other	HF	0	0	0	3,288,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	250,000
Design	07/01/2019	05/31/2023	1,000,000
New Construction	10/01/2023	09/30/2025	24,897,000
Other	10/01/2023	09/30/2025	3,737,000
Planning	07/01/2019	05/30/2022	0
Total Capital Project Costs			29,884,000

Total O&M Costs 0

Total Capital & Operating Costs 29,884,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Bikeway Fund	250,000
Federal Fund	20,366,000
General Obligation Fund	4,980,000
Highway Fund	4,288,000
Total Funding Requirements	29,884,000

Capital Improvement Program

CBS No: CBS-6058

Project Name: Sixth Street Sidewalks (Gay Street to Ilima Street)

Department: Department of Public Works

District: Lanai

Project Type: Road Improvements

Anticipated Life: 20 Years or more

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	150,000	350,000	0	0	0	0	500,000

PROJECT DESCRIPTION

Begin design of a new sidewalk from Gay Street to Ilima Street on Lanai.

PROJECT JUSTIFICATION

Length of roadway was identified by residents needing an accessible route. Paved roadway is narrow and without paved shoulders.

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.

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Operating Impact Narrative

Minimal impact on staffing anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	150,000	0	0	0	0	0
New Construction	HF	0	0	350,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	06/30/2021	150,000
New Construction	07/01/2021	12/31/2021	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
Highway Fund	500,000
Total Funding Requirements	500,000

Capital Improvement Program

CBS No: CBS-3189

Project Name: Central Maui Drainline Repairs

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
2,184,376	0	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000

PROJECT DESCRIPTION

Begin design and construction to replace existing drainlines in the Wailuku-Kahului area identified by the FY 2019 Drainline Assessment. Project locations include Oceanview Estates in Waiehu, Waiehu Heights, Kahului Town, and Wailuku Heights.

PROJECT JUSTIFICATION

Interior of drainlines have corroded and sinkholes have formed at various locations. Existing metal drainlines must be replaced to ensure adequate drainage infrastructure and a safe roadway is provided within residential areas of Central Maui.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	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	07/01/2020	12/31/2027	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
General Obligation Fund	9,000,000
Total Funding Requirements	9,000,000

Capital Improvement Program

CBS No: CBS-6061

Project Name: Palama Drive Drainage Improvements

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	100,000	0	500,000	0	0	0	600,000

PROJECT DESCRIPTION

Begin design of a drainage system to mitigate roadway flooding on Palama Drive in Kahului.

PROJECT JUSTIFICATION

This project is needed to mitigate a ponding problem on Palama Drive at a low point in the road. The existing drainage system at this location is not functioning properly.

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.

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Operating Impact Narrative

No significant impact to staffing or operations anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	100,000	0	0	0	0	0
New Construction	GB	0	0	0	500,000	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2021	12/31/2022	100,000
New Construction	07/01/2023	03/01/2024	500,000
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	500,000
Highway Fund	100,000
Total Funding Requirements	600,000

Capital Improvement Program

CBS No: CBS-1069

Project Name: Waiale Road Extension

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
389,680	400,000	2,000,000	0	0	0	0	0	2,000,000

PROJECT DESCRIPTION

Continue land acquisition for the Waiale Road corridor, and planning and design of proposed roadway extension from Waiko Road to Honoapiilani Highway.

PROJECT JUSTIFICATION

Waiale Road extension provides an alternative route through Waikapu Town.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Goal #3: Identify and resolve traffic congestion, circulation and safety issues.

Objective 3.1: Address capacity and circulation issues by installing additional lanes, acceleration/deceleration lanes, install traffic control devices at major intersections and creation of new roadway systems.

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Operating Impact Narrative

The construction of new roads to our county roadway system will necessitate additional highways maintenance staff.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Acquisition	GB	0	500,000	0	0	0	0	0
Design	GB	0	1,000,000	0	0	0	0	0
Planning	GB	0	500,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	06/30/2022	500,000
Design	07/01/2020	12/31/2021	1,000,000
New Construction	07/01/2022	03/31/2023	0
Other	07/01/2022	03/31/2023	0
Planning	07/01/2017	12/31/2018	500,000
Total Capital Project Costs			2,000,000
Total O&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-6055

Project Name: Papa Avenue Improvements at Laau Street

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life: 20 Years or more

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	350,000	0	0	0	0	0	350,000

PROJECT DESCRIPTION

Begin construction to improve safety at the intersection. Improvements include curb ramps, striping, sidewalks, traffic calming, signs, and lighting.

PROJECT JUSTIFICATION

Papa Avenue and Laau Street intersection is heavily traveled by motorized and non-motorized users.

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.

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Operating Impact Narrative

Minimal impact on staffing anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	HF	0	350,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
New Construction	08/01/2021	12/31/2021	350,000
Total Capital Project Costs			350,000
Total O&M Costs			0
Total Capital & Operating Costs			350,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	350,000
Total Funding Requirements	350,000

Capital Improvement Program

CBS No: CBS-6056

Project Name: Hansen Road Intersection Improvements at Pulehu Road

Department: Department of Public Works

District: Wailuku-Kahului

Project Type: Road Improvements

Anticipated Life:

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	200,000	0	0	0	0	0	200,000

PROJECT DESCRIPTION

Begin planning to develop recommendation for improving traffic safety at the intersection.

PROJECT JUSTIFICATION

Traffic has steadily increased due to nearby developments in recent years. Speeding in the area continues to be a concern in the area as well. Evaluation of alternatives to improve overall safety at this intersection.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

Goal 3: Identify and resolve traffic congestion and safety issues to address capacity and circulation issues.

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Operating Impact Narrative

Minimal impact on staffing anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Planning	HF	0	200,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Planning	09/01/2020	08/30/2021	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-6060

Project Name: Kahekili Highway Slope Repair

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	400,000	0	0	5,000,000	0	0	5,400,000

PROJECT DESCRIPTION

Begin design to stabilize the eroding slope along the edge of Kahekili Highway in Kahakuloa at MP14.5.

PROJECT JUSTIFICATION

The slopes need to be repaired to keep the roadway intact and operational. Kahekili Highway is the only access to and from Kahakuloa.

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

A Suitable Public Infrastructure
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Operating Impact Narrative

No significant impact to staffing or operations anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	400,000	0	0	0	0	0
New Construction	HF	0	0	0	0	5,000,000	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2021	07/01/2024	400,000
New Construction	07/01/2024	03/01/2025	5,000,000
Total Capital Project Costs			5,400,000
Total O&M Costs			0
Total Capital & Operating Costs			5,400,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	5,400,000
Total Funding Requirements	5,400,000

Capital Improvement Program

CBS No: CBS-4595

Project Name: Kuhua Street Drainage Outlet at the Kahoma Flood Control

Department: Department of Public Works

District: West Maui

Project Type: Drainage

Anticipated Life: 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	400,000	0	0	0	0	0	400,000

PROJECT DESCRIPTION

Construct outlet structure into Kahoma Flood Control near Kuhua Street.

PROJECT JUSTIFICATION

Improve drainage in Lahaina Town.

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.

Operating Impact Narrative

No impact on staffing or operating budget anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	HF	0	400,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
New Construction	02/01/2020	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
Highway Fund	400,000
Total Funding Requirements	400,000

Capital Improvement Program

CBS No: CBS-6089

Project Name: Maiha Street Lighting Improvements

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
0	0	125,000	350,000	0	0	0	0	475,000

PROJECT DESCRIPTION

Begin design to install three new street lights at existing crosswalks on Maiha St. adjacent to the Napili Park.

PROJECT JUSTIFICATION

Installation of street lighting in response to public requests.

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.

A Prepared, Safe, and Liveable County
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Operating Impact Narrative

No significant impact to staffing.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	HF	0	125,000	0	0	0	0	0
New Construction	HF	0	0	350,000	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	10/01/2020	04/30/2021	125,000
New Construction	07/01/2021	11/30/2021	350,000
Total Capital Project Costs			475,000

Total O&M Costs 0

Total Capital & Operating Costs 475,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Highway Fund	475,000
Total Funding Requirements	475,000



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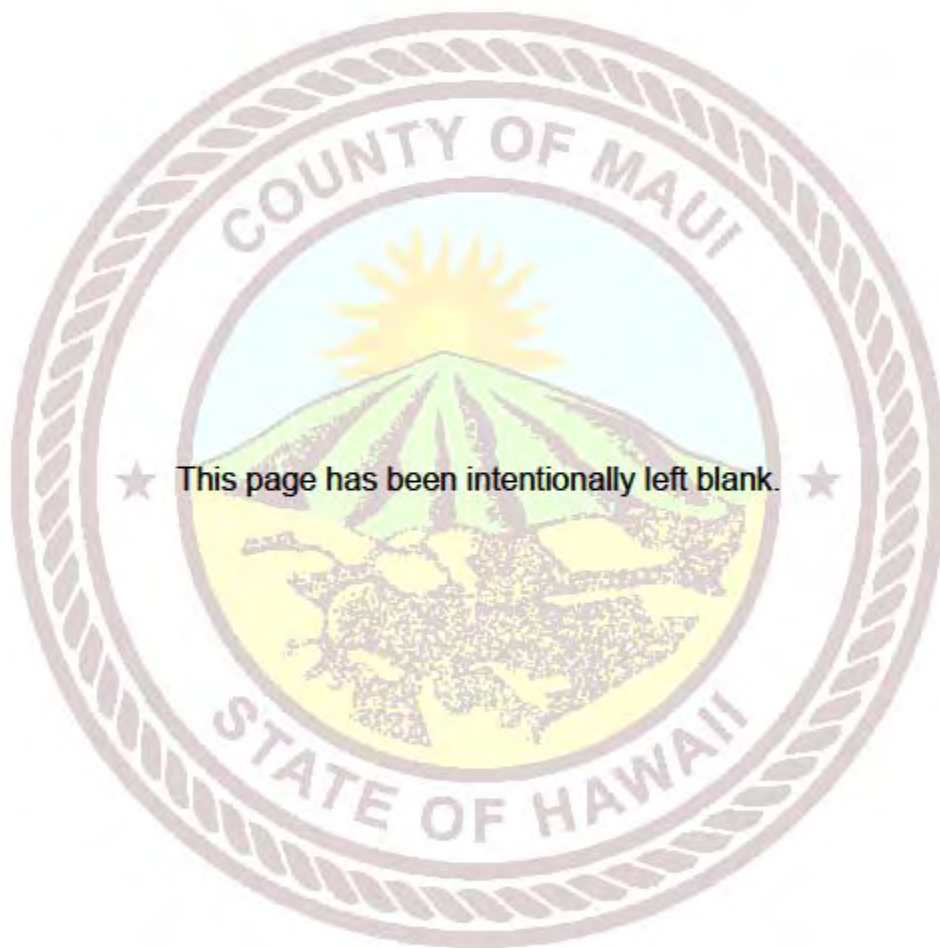
Transportation

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Other Projects	CBS-1039	Bus Stops and Shelters	GB	0	2,400	2,400
				GF	200	0	200
				HF	400	0	400
Wailuku-Kahului	Government Facilities	CBS-5021	Central Maui Transit Hub	GB	1,500	0	1,500
				ST	0	0	0
			Total: Department of Transportation		2,100	2,400	4,500

FUNDING SOURCE SUMMARY

GB	1,500	2,400	3,900
GF	200	0	200
HF	400	0	400

*Note: Project sheets are included only for projects with FY 2021 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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
5,619,900	0	600,000	600,000	600,000	600,000	600,000	0	3,000,000

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
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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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	GB	0	0	200,000	200,000	200,000	200,000	0
Design	GF	0	200,000	0	0	0	0	0
New Construction	GB	0	0	400,000	400,000	400,000	400,000	0
New Construction	HF	0	400,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2013	12/31/2026	1,000,000
New Construction	07/01/2013	12/31/2026	2,000,000
Total Capital Project Costs			3,000,000

Total O&M Costs 965,124

Total Capital & Operating Costs 3,965,124

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
General Fund	200,000
General Obligation Fund	2,400,000
Highway Fund	400,000
Total Funding Requirements	3,000,000

Capital Improvement Program

CBS No: CBS-5021

Project Name: Central Maui Transit Hub

Department: Department of Transportation

District: Wailuku-Kahului

Project Type: Government Facilities

Anticipated Life: 25 Years



Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Enclb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
647,600	0	1,500,000	0	0	0	0	0	1,500,000

PROJECT DESCRIPTION

Maui Department of Transportation received formal notice from the Queen Ka'ahumanu Center (QKC) management that they must vacate the current location of the Maui Bus transit hub, located in Kahului, by 2020. MDOT and QKC have recently extended the License to Occupy to the ending of July 2021. Per the 2016 Maui Short Range Transit Plan (MSRTP), the new location and concept plan to replace the transfer center located at QKC should be given the highest priority. This location is already over capacity to support existing services and according to the MSRTP, more space is needed to accommodate additional buses at the transit hub. The proposed transit hub would have a ticket and security office along with ADA accessible restrooms, covered seating, bike racks, trash and recycle cans, and lighting.

The Central Maui Transit Hub will be located on the land near Kane & Vevau Street in Kahului, across the street from the Queen Ka'ahumanu Center, the current location of the Maui Bus transit center. The HHFDC, DAGs and the County are currently working together to explore the feasibility of a mixed use rental housing project (SCR 145, SLH 2017). With the new Maui Bus transit center being built near senior and affordable housing and future government services, the public transit network will link the Wailuku-Kahului region to outlying regions which has major implications on commerce and qualitative aspects of the region's urban environment.

PROJECT JUSTIFICATION

MDOT is moving forward with the relocation of the transit hub from the Queen Ka'ahumanu Shopping Center to the new site off of Vevau Street in Kahului. County funds have been allocated for the planning and design. The State has allocated construction funds as well. With new estimates of the build out, there is a need for additional construction funds.

It is imperative that the new transit hub gets built as there is a deadline on when the bus hub needs to be completely out of QKC. QKC has been very gracious and has been working with the department during this time of transition.

Capital Improvement Program

STRATEGIC PLAN ALIGNMENT

Department's Strategic Plan

Countywide Priority Results

This project is listed in the Maui Short Range Transit Plan.

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 current Queen Ka'ahumanu Center (QKC) transit hub is the heart and keystone of the current system. Due to its hub and spoke system, this allows for riders to transfer between routes when the buses arrives at the transit hub. A new location is needed to be as close as possible in order to create minimal disruption to the existing bus service's hub and spoke system.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	GB	0	1,500,000	0	0	0	0	0

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
New Construction	07/01/2019	12/31/2022	1,500,000	General Obligation Fund	1,500,000
Other	07/01/2018	12/31/2022	0	Total Funding Requirements	1,500,000
Total Capital Project Costs			1,500,000		
Total O&M Costs			0		
Total Capital & Operating Costs			1,500,000		





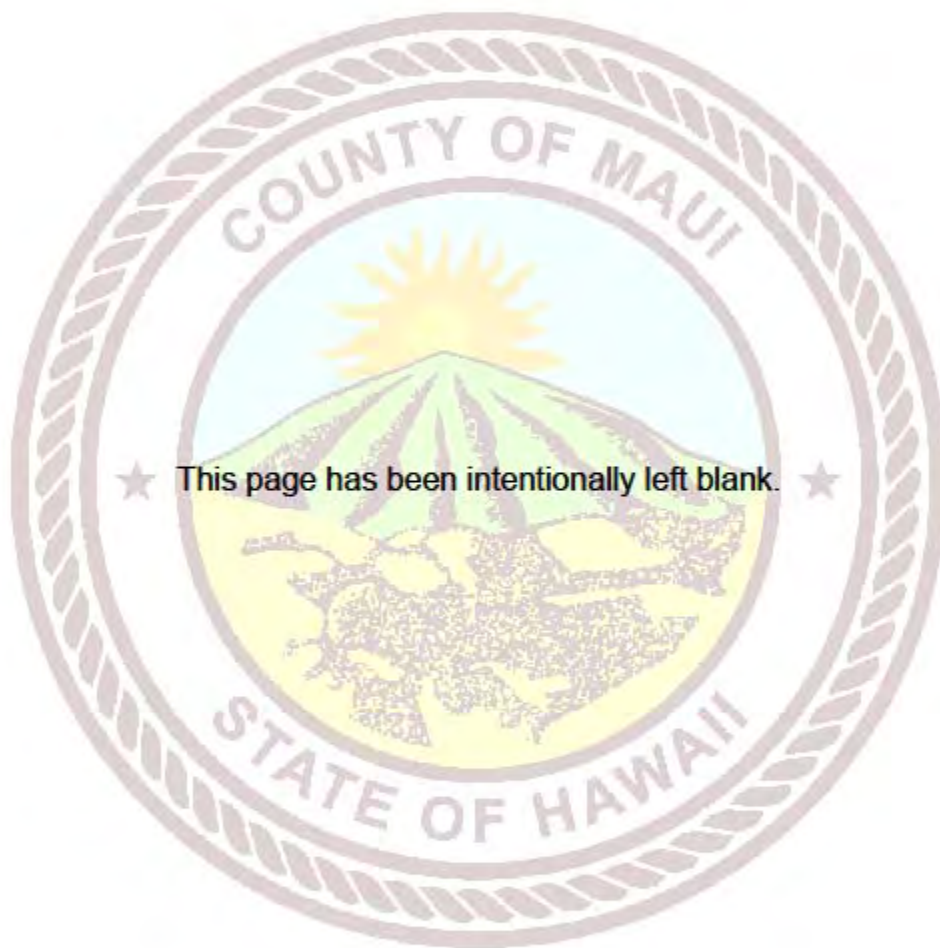
Water Supply

CAPITAL IMPROVEMENT PROJECTS

Mayor's Proposed Budget

FY 2021





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Capital Improvement Program

PROJECT DETAIL BY DEPARTMENT

					\$ in 1000's		
					Fiscal Year		
District	Project Type	CBS No	Project Name	Fund	2021	2022-2026	6-Yr Total
Countywide	Water Supply	CBS-1073	Countywide Reliable Capacity	ST	1,000	0	1,000
				WR	500	0	500
		CBS-1075	Countywide Facility Improvements	WU	6,800	24,500	31,300
		CBS-2299	Countywide Upgrades and Replacements	WR	1,583	0	1,583
				WU	8,860	48,650	57,510
		CBS-4615	Countywide Water System Modification	WU	500	2,500	3,000
Wailuku-Kahului		CBS-4622	Kahului Tank II	WR	860	0	860
West Maui		CBS-1092	West Maui Reliable Capacity	SRF	0	4,250	4,250
				WR	1,500	0	1,500
				WU	0	33,725	33,725
			Total: Department of Water Supply		21,603	113,625	135,228

FUNDING SOURCE SUMMARY

SRF	0	4,250	4,250
ST	1,000	0	1,000
WR	4,443	0	4,443
WU	16,160	109,375	125,535

*Note: Project sheets are included only for projects with FY 2021 funding.

Capital Improvement Program

CBS No: CBS-1073

Project Name: Countywide Reliable Capacity

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
164,916	0	1,500,000	0	0	0	0	0	1,500,000

PROJECT DESCRIPTION

Countywide Reliable Capacity project supports source, transmission, and storage expansion countywide. FY2021 anticipated projects include: 1) Development of source for the Central Maui Water System; and 2) Feasibility Study for the East Maui Source Development.

PROJECT JUSTIFICATION

The county future growth set forth by the Maui Island Plan (MIP) necessitates adequate provision of infrastructure services, the most essential of which is water. Analysis of source water availability clearly indicates the need for a multitude of sources throughout the county to meet future demand (based on growth projections identified in the MIP).

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

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	ST	0	150,000	0	0	0	0	0
New Construction	ST	0	850,000	0	0	0	0	0
Planning	WR	0	500,000	0	0	0	0	0

Capital Improvement Program

Schedule of Activities

Activity	Start	End	Amount
Design	07/01/2020	12/31/2021	150,000
New Construction	07/01/2020	12/31/2021	850,000
Planning			500,000
Total Capital Project Costs			1,500,000
Total O&M Costs			0
Total Capital & Operating Costs			1,500,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
State Fund	1,000,000
Water Supply Fund - Restricted	500,000
Total Funding Requirements	1,500,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
4,983,480	3,320,000	6,800,000	5,400,000	5,200,000	11,200,000	900,000	1,800,000	31,300,000

PROJECT DESCRIPTION

The Countywide Facilities Improvements project supports improvements that address critical infrastructure and facility issues at water treatment plants (WTP), well sites, water tank sites, booster pump station sites, and other DWS facilities. FY2021 anticipated projects include 1) Kahakapao WTP-50 Million Gallon (MG) Reservoirs (2) Re-lining, 2) Mahinahina WTP-2-MG Clearwell Refurbishment, 3) Piihola WTP-1 MG Clearwell Refurbishment, 4) Mahinahina WTP-Filter #4 Basin Repairs, 5) Kamole WTP-Clearwell Structural Repairs, 6) Piihola WTP-Filter Refurbishment, 7) Mahinahina WTP-Roof Replacement, 8) Mahinahina WTP-Structural Repairs, 9) Olinda WTP-Clearwell Roof Replacement, 10) Mahinahina WTP-Controls Upgrade, 11) Napili 'C' Water Tank Refurbishment, 12) NASKA Baseyard Electrical Upgrade, 13) 5th Floor Renovations, 14) Sanitary Survey deficiencies issued by the State Department of Health, and 15) funding for any unforeseen projects critical to maintaining system operations and reliability.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WU	220,000	150,000	1,200,000	0	0	0	0
New Construction	WU	3,100,000	6,650,000	4,200,000	5,200,000	11,200,000	900,000	1,800,000

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	0
Design	07/01/2020	12/31/2021	1,350,000
New Construction	07/01/2020	12/31/2021	29,950,000
Total Capital Project Costs			31,300,000

Total O&M Costs 0

Total Capital & Operating Costs 31,300,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Unrestricted	31,300,000
Total Funding Requirements	31,300,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
7,197,438	7,180,000	10,443,329	8,050,000	7,950,000	4,000,000	15,800,000	12,850,000	59,093,329

PROJECT DESCRIPTION

The Countywide Upgrades and Replacements project supports improvements that sustain the reliable operation of existing water infrastructure or mitigate inadequacies for existing and future demand with projects at water treatment plants (WTP), well sites, booster pump stations, tank sites, and waterlines. FY2021 anticipated projects include the 1) Mahinahina WTP Disinfection Upgrade, 2) North Kihei Road Waterline Replacement, 3) Holowai Waterline Replacement, 4) Hana Waterline Replacement, 5) Kailua Stream Bridge Waterline Realignment, 6) Haiku Well Replacement, 7) Kawela Well Shafts #1 and #2 Replacements, 8) Maui Lani Well #5 Replacement, 9) Ualapue Well Shafts #1 and #2 Replacements, 10) mWaihee 577 Well Replacement, 11) Koali Boosters #1 and #2 Replacement, 12) Kalae Booster Pump Replacement, 13) Haleakala Acres Boosters #1 and #2 Replacements, 14) Wailea Booster #1 Replacement, 15) Kula Ag Park Reservoir A Booster #1 Replacement, 16) Kula Ag Park Reservoir B Booster #1 Replacement, 17) Lower Kula Booster #2 Replacement, 18) Kaupakalua Booster #2 Replacement, 19) Mokuahau Wells Site Electrical Upgrade, 20) Kanoa We23) II Site Electrical Upgrade, 21) Koali Booster Pump Station Electrical Upgrade, 22) Malaihi Booster Pump Station Electrical Upgrade, Kalae Booster Pump Station Electrical Upgrade, and 24) funding for any unforeseen projects critical to maintaining system operations and reliability.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WU	1,180,000	600,000	700,000	0	0	600,000	600,000
New Construction	WR	6,000,000	1,583,329	0	0	0	0	0
New Construction	WU	0	8,260,000	7,350,000	7,950,000	4,000,000	15,200,000	12,250,000

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	12/31/2021	0
Design	07/01/2020	12/31/2021	2,500,000
New Construction	07/01/2020	12/31/2021	56,593,329
Total Capital Project Costs			59,093,329

Total O&M Costs 0

Total Capital & Operating Costs 59,093,329

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Restricted	1,583,329
Water Supply Fund - Unrestricted	57,510,000
Total Funding Requirements	59,093,329

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
67,970	150,000	500,000	500,000	500,000	500,000	500,000	500,000	3,000,000

PROJECT DESCRIPTION

The Countywide Water System Modification supports all projects, including prior fiscal year, ensuing fiscal year, and unforeseen or 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.

Capital Improvement Program

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WU	150,000	500,000	500,000	500,000	500,000	500,000	500,000

Schedule of Activities				Methods of Financing (Ensuing + 5 Years)	
Activity	Start	End	Amount	Funding Source	Amount
New Construction	07/01/2020	12/31/2021	3,000,000	Water Supply Fund - Unrestricted	3,000,000
Total Capital Project Costs			3,000,000	Total Funding Requirements	3,000,000

Total O&M Costs	0
Total Capital & Operating Costs	<u>3,000,000</u>

Capital Improvement Program

CBS No: CBS-4622

Project Name: Kahului Tank II

Department: Department of Water Supply

District: Wailuku-Kahului

Project Type: Water Supply

Anticipated Life: 50 years

Prior Years	Appr	Ensuing	Subsequent Years					Total
Expend/Encb	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
1,750,000	0	860,000	0	0	0	0	0	860,000

PROJECT DESCRIPTION

Participate in construction of new 2 million gallon with Maui Lani.

PROJECT JUSTIFICATION

The tank is necessary for the water supply system to accommodate existing and future demands, provide reliable and efficient service by limiting disruption in 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

Operating Impact Narrative

No impact is anticipated.

FUNDING DETAILS

Phase Description	Fund Code	Appr	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
New Construction	WR	0	860,000	0	0	0	0	0

Schedule of Activities

Activity	Start	End	Amount
Design	09/01/2017	06/30/2020	0
New Construction	07/01/2021	12/31/2022	860,000
Total Capital Project Costs			860,000

Total O&M Costs 0

Total Capital & Operating Costs 860,000

Methods of Financing (Ensuing + 5 Years)

Funding Source	Amount
Water Supply Fund - Restricted	860,000
Total Funding Requirements	860,000

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 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	6-Year
42,900,000	0	1,500,000	5,750,000	10,225,000	11,000,000	1,000,000	10,000,000	39,475,000

PROJECT DESCRIPTION

The West Maui Reliable Capacity project supports source, transmission, and storage expansion for the West Maui Water system. FY2021 anticipated projects include West Maui Source Development-Launiupoko Well #1 and Well #2.

PROJECT JUSTIFICATION

Development of the ground water wells are needed to replace existing surface water sources, as required by the Commission on Water Resource Management's Interim Inflow Stream Standard for Kanaha Stream.

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 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Design	WR	0	500,000	0	0	0	0	0
Design	WU	0	0	500,000	225,000	0	1,000,000	0
New Construction	SRF	0	0	4,250,000	0	0	0	0
New Construction	WR	0	1,000,000	0	0	0	0	0
New Construction	WU	0	0	1,000,000	10,000,000	11,000,000	0	10,000,000

Schedule of Activities

Activity	Start	End	Amount
Acquisition	07/01/2020	06/30/2021	0
Design	01/01/2020	06/30/2021	2,225,000
New Construction	07/01/2021	12/31/2022	37,250,000
Total Capital Project Costs			39,475,000

Total O&M Costs 100,000

Total Capital & Operating Costs 39,575,000

Methods of Financing (Ensuing + 5 Years)

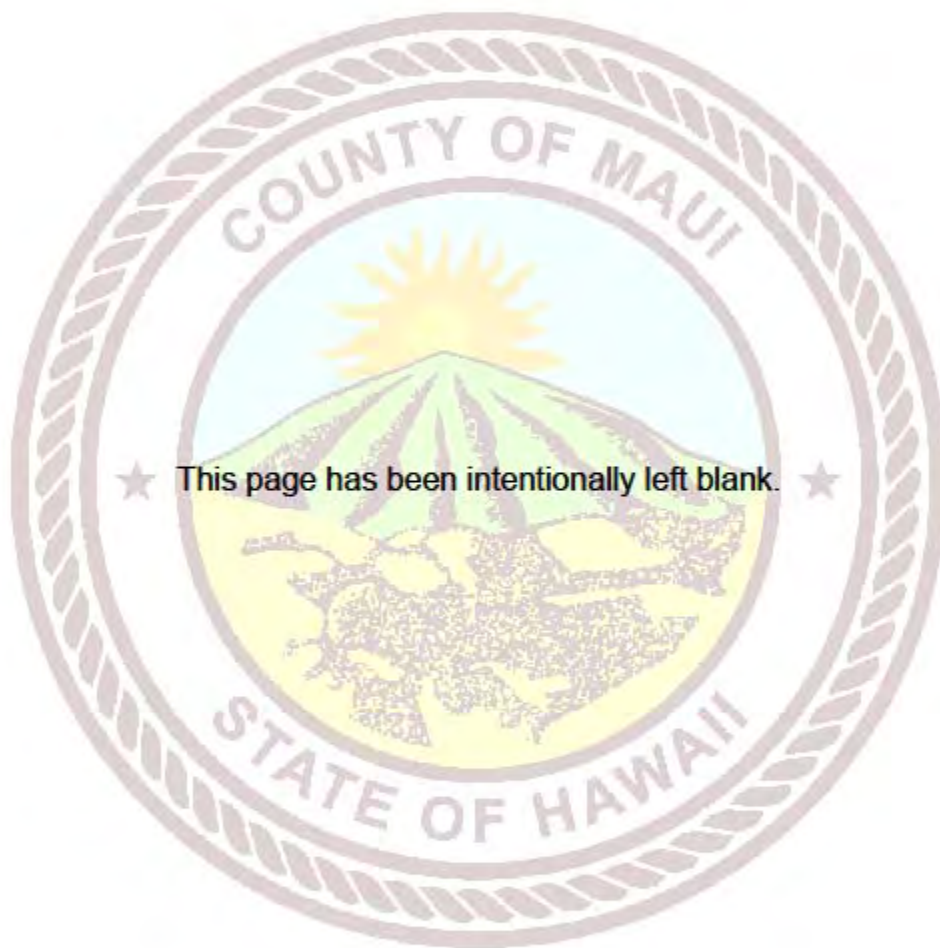
Funding Source	Amount
State Revolving Loan Fund	4,250,000
Water Supply Fund - Restricted	1,500,000
Water Supply Fund - Unrestricted	33,725,000
Total Funding Requirements	39,475,000



Glossary

Mayor's Proposed Budget

FY 2021



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Glossary

Accrual Basis of Accounting	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.
Affordable Housing Fund	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.
Agency	Any department, office, board, commission or other governmental unit.
Anticipated Life	The projected useful life (number of years) of a capital project.
Appropriation	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.
Arbitrage	In the context of government finance, the reinvestment of the proceeds of tax-exempt securities (bonds) in materially higher-yielding taxable securities.
Assessed Value	The value placed on real and other property as a basis for levying property taxes.
Assets	Resources with present service capacity that the government presently controls.
Assigned Fund Balance	The portion of the net position of a governmental fund that represents resources set aside by the government for a particular purpose.
Authorized Positions	The maximum number of positions approved in the adopted operating budget.
Balanced Budget	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).”
Bikeway Fund	All fees collected as authorized by HRS 249-14 and 249-14.5 for use in bikeway and related projects.
Bonds – General Obligation	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.
Bonds Rating	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

Budget	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).
Budget (Proposed and Adopted)	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.
Budget Calendar	A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.
Budget Ordinance	The official enactment by the county creating an adopted budget to establish legal authority for county officials to expend and obligate resources.
Budgetary Basis of Accounting	The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes.
Budget Message	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.
Capital Improvement Project	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.
CBS No.	Unique identification number assigned to a project for tracking and Capital Budget System (CBS) purposes.
Charter	Charter of the County of Maui (1983), as amended
Committed Fund Balance	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.
Comprehensive Annual Financial Report (CAFR)	An audited and printed copy of the county's financial statement at the end of each fiscal year.

Glossary

Capital Expenditure	An amount expended for fixed asset acquisitions and improvements.
Capital Budget	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.
Capital Improvement Program (CIP)	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.
Carryover Savings	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> .
Community Development Block Grant (CDBG)	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.
Countywide Costs	Includes costs such as insurance, debt payments, interfund transfers and employee benefits.
Debt Service	The interest and principal payments on bond issues and loans used to finance capital improvement projects.
Debt Service Requirement	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.
Department	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.
District	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.
Effectiveness Measure	A criterion for measuring the degree to which the objective sought is attained.
Efficiency Measure	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.
Employees' Retirement System (ERS), State of Hawaii	The Hawaii Employees' Retirement System provides retirement, disability and survivor benefits for all state and county employees.
Employer-Union Trust Fund (EUTF), Hawaii	A statewide entity that provides health and other benefit plans to state and county government employees and retirees.
Encumbrance	Legal commitments related to unperformed (executed) contracts and purchase orders for goods and services. At year-end, encumbrances represent a reservation on fund balance.
Enterprise Fund	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.
Equipment	The cost of new and replacement equipment. Capitalized equipment includes equipment that costs more than \$1,000, and capital leases, vehicles and computers.
Equivalent Personnel (E/P)	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)
Estimated Revenue	The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.
Expansion	An increase in the scope of a program that results from enhanced or a new service or activity.
Expenditure	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.
Federal Aid	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.
Federal Funds	Funds provided to the county by the federal government.
FICA	Federal Insurance Contributions Act, a payroll expenditure representing Social Security tax. Medicare payments are made through the EUTF.

Glossary

Fiduciary Fund	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.
Fiscal Year	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.
Fixed Asset	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.
Fringe Benefits	Payments made by the county to cover social security, retirement, health insurance, workers' compensation, and other benefits for its employees and retirees.
Full-Time Equivalent (FTE)	The standardized unit of measurement of staffing equal to 2,080 hours of work per year. Also known as Equivalent Personnel (E/P)
Fund	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.
Fund Balance	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> .
General Fund	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.
General Obligation Bond Fund	Funds for major capital projects provided by a bond secured by the pledge of the county's full faith, credit, and taxing power.
Generally Accepted	Uniform minimum standards and guidelines for accounting and reporting.

Glossary

Accounting Principles (GAAP)	These standards govern the form and content of the annual financial statements of an entity.
Goals	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.
Government Finance Officers Association (GFOA)	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.
Governmental Accounting Standards Board (GASB)	The primary authoritative body on the application of GAAP to state and local governments.
Governmental Fund	A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting.
Grants / Grants Revenue	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.
Hawaii Revised Statutes	Laws and statutes, as established and amended governing the State of Hawaii, its people and political jurisdictions such as the County of Maui.
Highway Fund	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.
Inflationary Factor	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.
Infrastructure	Public domain fixed assets such as roads, bridges, wastewater systems, sidewalks and drainage systems.
Interfund / Interdepartmental Transfer	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

Lapse	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.
Lapsed Bond Funds	Proceeds from a prior issuance of general obligation bonds that have lapsed and have been made available for appropriation.
Liability	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.
Major Fund	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.
Mandate	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.
Mission Statement	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.
Modified Accrual Basis of Accounting	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.
Non-spendable Fund Balance	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.
Object Code	A numeric code that is used to categorize the expense or revenue type of a transaction.
Objective	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

Operating Budget	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.
Operating Deficit	The deficiency of operating revenues under expenditures during a single accounting period.
Operating Impact Narrative	Defines the potential project and describes the major benefits or reasons why this project is required.
Operating Surplus	The excess of operating revenues over operating expenditures during a single accounting period.
Operations	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.
Operations Special Costs	Expenditures such as grants, contracts, or interfund transfers which have been reported separately from the normal operating expenditures of a department for informational purposes.
Ordinance	A law established by the County. The County's budget is adopted by ordinance.
Other Fund	Funds sources for capital projects which are not included other fund types, including private grant funds.
Other Post-Employment Benefits (OPEB)	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.
Park Assessment Fund	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.
Performance	Term commonly used to describe both the doing of work and what is achieved or accomplished.
Performance Measure	The use of program indicators, including output and outcome measures, and other program data to assess the efficiency and effectiveness of program activity.

Glossary

Position	A post of employment. Positions are categorized as Permanent, Temporary, or Contract and includes employment appointments that are civil service and non-civil service.
Prior Appropriation	Funding for a capital project appropriated in any prior year. Amounts for prior appropriation may not be reflected in yearly recurring projects.
Program	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.
Program Budgeting	A method of budgeting that focuses on services provided to customers at the functional (or program) level.
Program Measure	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.
Project Description	Description of the capital project, the type of work will be done and other relevant information regarding the project.
Project Phase	Estimated capital project costs in including: Acquisition-land or Building, Planning, Design, New Construction, and Renovations.
Project Type	One of eight types of capital projects including: Drainage, Government Facilities, Other, Parks and Recreation, Road Improvements, Sanitation, Sewer, and Water Supply.
Proprietary Fund	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.
Real Property	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.
Recurring Expense	Normal expenses that are incurred in normal day-to-day operations occurring periodically.
Reserves	Accumulated funds legally restricted or otherwise designated by administration and/or County Council for specific purposes.
Resolution	A special or temporary order of legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

Glossary

Resources	Amount available for appropriation including estimated revenues, interfund transfers and unreserved fund balances.
Restricted Fund Balance	The portion of the net position of a governmental fund that represents resources subject to externally enforceable constraints.
Restricted Water Supply Fund	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.
Results Based Budgeting	Management approach focused on achievement results and improving performance.
Revenue	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.
Revenue Bond	A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.
Revolving Fund	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.
Salaries	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.
Special Assessment	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.
Special Revenue Fund	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.
Solid Waste Fund	Funding provided by fees associated with landfill disposal and refuse collection.
Start/End Date	Dates each capital project phase is anticipated to be started and completed.
State Fund	Funding received from the state agencies as grant awards or contracts.

Glossary

State Revolving Loan Fund	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.
Strategic Plan Alignment	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.
Transient Accommodations Tax (TAT)	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.
Trust Fund	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.
Unassigned Fund Balance	The residual classification for the government's general fund and includes all spendable amounts not contained in the other classifications.
Unrestricted Fund Balance	The difference between total fund balance in a governmental fund and its non-spendable and restricted components. Includes committed, assigned and unassigned amounts.
Unrestricted Water Supply Fund	Established to set aside water revenues for services provided to fund capital projects related to system repairs, maintenance and facility replacements.
User Fees	Fees for a public service paid for the use of the service.
Wastewater Fund	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.
Vision	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

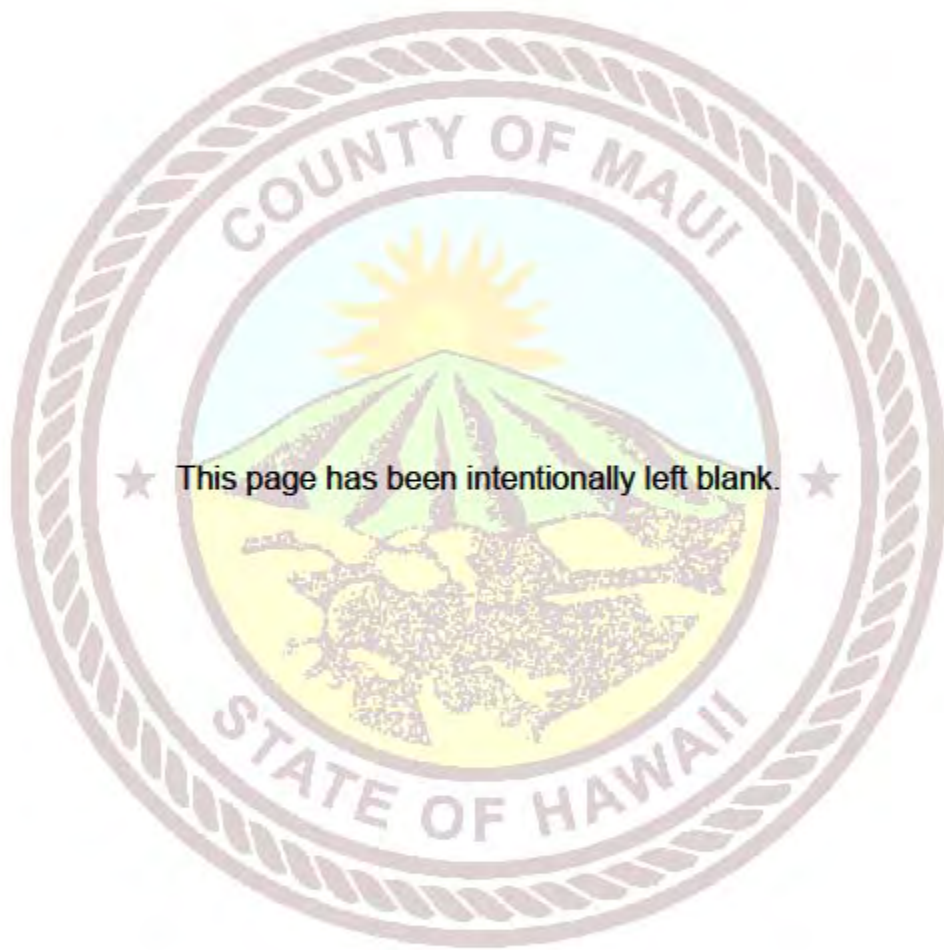
Acronyms

ADA	American with Disabilities Act
BW	Bikeway Fund
CAFR	Comprehensive Annual Financial Report
CIP	Capital Improvement Program
CML	Central Maui Landfill
CMLC	Concrete Mortar Lined & Coated
DIP	Ductile Iron Pipe
DMVL	Division of Motor Vehicle & Licensing
DWS	Maui Department of Water Supply
EA	Environmental Assessment
EIS	Environmental Impact Statement
EOC	Emergency Operation Center
FD	Federal funds
FHWA	Federal Highway Administration
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GB	General Obligation Bond
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
HF	Highway Fund
HRS	Hawaii Revised Statutes
LBF	Lapsed Bond Funds
MGD	Million Gallons Per Day
MRF	Material Recovery Facility, related to recycling waste
NRCS	Natural Resource Conservation Service

Capital Budget Glossary

Acronyms (Cont'd)

OG	Other grant fund sources not identified in other funding codes
OPEB	Other Post-Employment Benefits
PA	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.
PER	Preliminary Engineering Report
PVC	Poly Vinyl Chloride
QBS	Qualifications Base Selection, for engineering and architectural services
RAS	Return Activated Sludge
SCADA	System Control and Data Acquisition
SMA	Special Management Area, the area of islands that are in close proximity to the shoreline
SRF	State Revolving Loan Fund for Water and Wastewater projects
ST	State funded projects
SW	Solid Waste Fund
UV	Ultra Violet
WF	Wastewater Fund or Sewer Fund
WR	Restricted Water Supply Fund
WTP	Water Treatment Plant
WU	Unrestricted Water Supply Fund
WWPS	Wastewater Pump Station



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