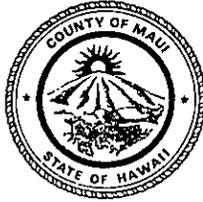


ALAN M. ARAKAWA  
MAYOR



A handwritten signature in black ink, likely belonging to Alan M. Arakawa.

200 South High Street  
Wailuku, Hawai'i 96793-2155  
Telephone (808) 270-7855  
Fax (808) 270-7870  
e-mail: mayors.office@mauicounty.gov

**OFFICE OF THE MAYOR**

Ke'ena O Ka Meia  
COUNTY OF MAUI – Kalana O Maui

April 30, 2014

Honorable Alan Arakawa  
Mayor, County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

For Transmittal to:

Honorable Gladys Baisa, Chair  
and Members of Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

**APPROVED FOR TRANSMITTAL**

4/30/14  
Mayor Date

Dear Chair Baisa and Members:

**SUBJECT: BUDGET IMPLEMENTATION REPORT AS OF MARCH 31, 2014  
(FISCAL YEAR 2014 THIRD QUARTER)**

I am transmitting the Budget Implementation Report for the Fiscal Year 2014 Third Quarter ending March 31, 2014.

Thank you for your attention in this matter. Should you have any questions, please feel free to contact me at Ext. 7212.

Sincerely,

SANANDA K. BAZ  
Budget Director

**Attachments**

xc: Keith Regan, Managing Director  
Danny Agsalog, Finance Director

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2013 4th QTR YTD			
To utilize emergency management principles of mitigation, preparedness, response and recovery to protect life and property of Maui County residents and visitors during emergency or disaster situations	Civil Defense Program	Goal #1: Development and retention of a well-trained and responsive staff.	1. Implement Training Plans developed for each position	# of training activities conducted by June 2014	N/A	N/A	N/A	12	0	2	10				
			2. Conduct regular staff meetings to share information, assign tasks, and solicit feedback	# of staff meetings conducted each year	N/A	N/A	N/A	24	6	10	16				
		Goal #2: Enhance the County's response capacity and capabilities for All-Hazards.	1. Define EOC roles and responsibilities and develop position specific training	# of HSEEP compliant tabletop exercises conducted by June 2014	N/A	2	2	2	1	2	2				
				# of position specific training sessions conducted by June 2014	N/A	N/A	N/A	4	1	1	2				
			2. Develop and maintain a comprehensive training and exercise program	Update Multi-Year Training and Exercise Plan by December 2013	N/A	Yes	Yes	Yes	No	No	Yes				
		Goal #3: Engage individuals and the private sector in emergency planning and preparedness.	1. Exercise roles and responsibilities to self-identified and naturally occurring community-based groups (Non-Government Organizations; Faith-based groups)	# of Tabletop Exercises conducted to validate and update Memoranda of Understanding	N/A	N/A	N/A	1	1	1	1				
				2. Increase the effectiveness of Community Emergency Response Team (CERT) volunteers within each district	# of supplemental training models implemented to enhance CERT skills by June 2014	N/A	N/A	N/A	2	0	0	1			
					Develop Standard Operating Guidelines and Field Operating Guides for each district	N/A	N/A	N/A	Yes	No	No	No			
		Goal #4: Identify and implement the use of appropriate technology during all phases of emergency management.	3. Continue collaboration with public safety partners to ensure reliable, redundant communications	# of branch meetings conducted	N/A	N/A	N/A	12	6	8	10				
				1. Establish connection between the EOC and remote locations in Molokai, Lanai, Hana and Lahaina	User Groups defined and access established; status boards developed for situational awareness by December 2013	N/A	N/A	N/A	Yes	No	No	Yes			
				2. Incorporate automated call-back for EOC activation and siren verification	Automated call groups identified and set up by December 2013	N/A	N/A	N/A	2	0	0	0			
						3. Continue collaboration with public safety partners to ensure reliable, redundant communications	Conduct quarterly tests of TRIC packages	N/A	N/A	N/A	4	0	0	1	

FISCAL YEAR 2014 BUDGET OFFICE IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To support County government by providing legal advice and representation that promotes public interest, and promotes the countywide strategic priorities.	Legal Services Program	Goal #1: Expand the department by adding the Risk Management Division to have complete oversight of the County's general and worker's compensation claims, countywide safety issues, and County's self-insurance coverage.	1. Effect the immediate and smooth transition of Risk Management into the department	All risk management staff moved in and working effectively under the Corporation Counsel on or before 4th quarter FY 2014	N/A	Yes	Yes	N/A	N/A	N/A	N/A		
			2. Become the primary claims handler of the County's general and worker's compensation claims, thereby minimizing the costs of outside assistance	% of contract costs reduced for general liability claims management by 4th quarter FY 2014	N/A	3%	74%	3%	66%	53%	124%		
				% of contract costs reduced for worker's compensation claims management by 4th quarter FY 2014	N/A	3%	16%	3%	0%	0%	0%		
			3. Become the primary manager of the County's self-insurance policy by restructuring the current policy coverage to provide greater total coverage while experiencing cost savings on premiums	% of policy costs reduced by 4th quarter FY 2014	N/A	3%	8%	3%	0%	16%	16%		
				% of expansion in coverage by 4th quarter FY 2014	N/A	3%	0%	3%	0%	14%	14%		
			Goal #2: Minimize the need for costly outside assistance with claims and legal proceedings against the County.	1. Limit the number of hours spent in meetings to allow more time for attorneys to work on clients legal requests, and in defending the legal actions and claims brought against the County, thereby minimizing the need for costly outside assistance	% of the number of attorney hours reduced for board, commission, and advisory meetings	N/A	3%	0%	3%	0%	0%	0%	
					% of the number of attorney hours reduced for Council and Council Committee meetings	N/A	3%	0%	3%	0%	0%	0%	
		% of the amount of contract payments reduced for special counsel			N/A	3%	0%	3%	85%	83%	73%		
		2. Provide accurate statistics with regard to the workload of the Counseling and Drafting section and how they are performing		# of legal requests for services received	4,101	4,300	3,683	4,300	1,066	2,159	3,133		
				# of legal requests for services completed	4,131	4,250	3,518	4,250	961	2,015	3,009		
		3. Provide accurate statistics with regard to the workload of the Litigation Division, and how they are performing; additionally, to show what the County is facing with regard to filed administrative and civil lawsuits		# of litigation actions (civil/administrative) brought against the County	112	100	46	100	35	55	77		
				# of litigation actions (civil/administrative) pending against the County	419	440	320	440	357	330	322		
				# of litigation actions (civil and administrative) settled	56	30	104	30	0	59	89		

FISCAL YEAR 2014 BUDGET OFFICE IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To support County government by providing legal advice and representation that promotes public interest, and promotes the countywide strategic priorities.	Legal Services Program	Goal #3: Educate clients and the public to improve communication and minimize legal actions brought against the County.	1. Provide education to clients by way of attorney-led workshops and seminars to further educate clients to minimize and neutralize the prospect of adverse claims	# of annual attorney-led workshops and seminars provided to the clients annually (minimum of 2 per year)	N/A	2	2	2	0	1	1	
			2. Provide outreach workshops to the public on access to information to provide improved communication with the public	# of annual attorney-led workshops and seminars provided to the public annually (minimum of 2 per year)	N/A	2	2	2	0	0	0	
		Goal #4: Improve the current information technology (IT) and database technology available to the department to meet the changes in operations of the Department and to provide for portability and mobility.	1. Obtain the necessary IT, database, portability and mobility technology services necessary to support the management of cases and services, and provide analytical and statistical data to support the department's needs	Implementation and customization of IT and database systems by 4th quarter FY 2014	N/A	Yes	55%	Yes	55%	60%	70%	
			Goal #5: Create a departmental revolving fund for budgetary purposes.	1. Provide incentive-based compensation directly related to performance, active engagement of team participation, and for recognition in completed service above and beyond the norm	% of completion to structure a revolving fund for the department by 4th quarter FY 2014	N/A	25%	0%	25%	0%	0%	0%



FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To undertake legislative and election functions in a lawful, fair, open, and efficient manner, on behalf of the people of the County of Maui.	County Clerk Program	Goal #2: Accomplish the legislative record keeping responsibility of the Clerk's Office in an effective, efficient, and legally proper manner (Continued).	2. Receive, maintain, disseminate, and dispose of records filed in the Clerk's Office	# of claims processed and distributed within 3 working days	N/A	70	65	70	13	33	55		
				% of claims processed within 3 working days	N/A	100%	100%	100%	100%	100%	100%		
				# of documents affixed with the County seal within 2 working days	N/A	1,500	1,797	1,500	439	1,027	1,448		
				% of documents affixed with the County seal within 2 working days	N/A	100%	100%	100%	100%	100%	100%		
			3. To provide legislative documents to government agencies and the public, upon request	# of records provided within ten days	N/A	400	192	400	37	94	134		
				% of records provided by legal deadlines	N/A	100%	100%	100%	100%	100%	100%		
			Goal #3: Conduct all County, State and Federal elections held within the County in an effective, efficient, and legally proper manner.	1. Register voters in the County of Maui and maintain the County of Maui register of voters	# of Affidavits on Application for Voter Registration entered into the State Voter Registration System within one week	N/A	14,000	457	150	154	573	812	
					# of voter registration declinations received and processed prior to the election	N/A	39,000	35,950	600	9,300	15,450	24,200	
					# of voter registration follow-up letters issued within one week	N/A	750	15	10	12	29	44	
					# of address confirmation cards mailed in compliance with legal requirements	N/A	12,000	9,862	70,000	0	0	0	
		# of National Voter Registration Act notices mailed in compliance with legal requirements			N/A	3,500	0	4,000	0	0	0		
		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	N/A	520	639	500	500	641	641	
					% of election volunteers recruited	N/A	100%	25%	100%	0%	0%	20%	
					# of election day official training sessions scheduled	N/A	20	18	5	0	8	8	
					% of training sessions conducted	N/A	100%	100%	100%	0%	0%	0%	
		3. Operate two early voting sites			# of absentee-walk in voters served during the early voting period	N/A	7,000	6,281	0	0	0	0	



FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To undertake legislative functions in a fair and efficient manner on behalf of the people of the County of Maui.	Council Services Program	Goal #1: To undertake the County's legislative function in an effective, efficient, and legally proper manner.	1. To enable Council members, as elected representatives of the community, to consider and decide legislative issues, in accordance with all legal requirements	# of committee reports issued	154	157	165	156	51	91	142	
				# of ordinances enacted	109	116	92	113	30	55	78	
				# of resolutions adopted by Council, excluding ceremonial resolutions	111	117	118	103	27	59	101	
				# of committee meetings held, for which meeting notices and written minutes were required	184	192	150	182	36	80	124	
				% of written meeting minutes issued, that comply with all legal requirements	100%	100%	98%	100%	100%	100%	100%	
				# of documents issued by committees	1,694	1,650	1,320	1,670	371	794	1,143	
				% of documents issued that complied with legal and other established standards, without errors requiring corrective action	100%	100%	100%	100%	100%	100%	100%	
				# of received documents that are processed by committees	1,773	1,100	929	1,800	337	672	1,355	
				% of received documents processed that complied with legal and established standards, without errors requiring corrective action	100%	100%	98%	100%	100%	100%	100%	
			2. To ensure the efficient processing of personnel actions, expenditures transactions, and facilities and office system maintenance to enable legislative personnel to meet their responsibilities	# of financial transactions processed	1,027	1,000	1,105	1,000	242	543	782	
				% of financial transactions processed properly by accepted deadlines, and not requiring corrective actions	100%	100%	100%	100%	100%	100%	100%	
				# of personnel, payroll, and procurement approvals processed	1,411	1,400	1,499	1,400	362	816	1,152	
				% of personnel, payroll, and procurement approvals processed properly by accepted deadlines, and not requiring corrective actions	100%	100%	100%	100%	100%	100%	100%	
			3. To provide legislative documents to government agencies and the public, upon request	# of information requests requiring research or retrieval of records	285	600	219	265	101	187	230	
				% of information and records provided by the legal deadline	100%	100%	100%	100%	94%	93%	91%	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To undertake legislative functions in a fair and efficient manner on behalf of the people of the County of Maui.	Council Services Program (Continued)	Goal #2: Retain, develop, and recruit a capable, motivated, and diverse workforce.	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	Average # of hours a month that supervisory employees spend for assigned classes, webinars, studies, etc., to improve skills and expertise that are necessary for operations	N/A	N/A	N/A	8	11	10	9	
				Average # of hours a month that nonsupervisory employees spend for assigned classes, webinars, studies, etc., to improve skills and expertise that are necessary for operations	N/A	N/A	N/A	8	4	4	4	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012	FY 2013	FY 2013	FY 2014	FY 2014	FY 2014	FY 2014		
					Actual	Estimate	Actual	Estimate	1st QTR YTD	2nd QTR YTD	3rd QTR YTD	4th QTR YTD	
To ensure public health and safety and the environment's sustainability	Administration Program	Goal #1: Provide effective department management of projects and programs.	1. Meet with divisions to ensure mid- and long-term goals are progressing as identified in CIP	# of meetings conducted per year	12	12	11	12	3	7	9		
			2. Initiate new programs to promote sustainability	# of programs initiated per year	3	4	3	2	0	0	0		
			3. Resolve outstanding regulatory issues	# of outstanding issues resolved per year	3	7	4	4	0	1	2		
		Goal #2: Provide effective department fiscal management.	1. Meet with divisions to review and evaluate fiscal elements of projects and programs	# of meetings conducted per year	12	12	12	12	3	6	10		
			2. Review current procedures and initiate new procedures to promote efficiency	# of new procedures initiated per year	2	2	2	2	0	0	1		
		Goal #3: Provide effective department personnel management.	1. Meet with divisions to review and update personnel needs and actions	# of meetings conducted per year	12	12	12	12	4	8	10		
			2. Meet with Departmental Personnel Officer to prioritize actions	# of meetings conducted per year to prioritize actions	40	50	48	24	8	17	20		
		Wastewater Administration Program	Goal #1: Provide effective division management.	1. Maintain efficient fiscal management	Total cost per 1,000 gallons collected, transported, treated, and disposed	\$5.16	\$4.85	\$5.80	\$5.16	N/A until July 2013	N/A until July 2013	N/A until July 2013	
				2. Maximize throughput efficiency	Power (in kWh) per 1,000 gallons treated	4.35	4.28	4.49	4.35	4.41	4.36	4.33	
	3. Minimize adverse impacts to the wastewater system			% of pretreatment inspections conducted on time	100%	100%	100%	100%	100%	100%	100%		
	4. Minimize adverse impacts to environment			# of grease related spills	1	4	2	1	0	0	1		
	Goal #2: Sustain reliable wastewater infrastructure.		1. Adhere to CIP Implementation Plan	% of CIP design & construction projects on schedule	100%	100%	100%	100%	100%	100%	100%		
			2. Develop needs assessment for infrastructure improvement	# of unplanned infrastructure replacement projects with a value greater than \$100,000	N/A	3	0	3	0	0	0		
			3. Maintain public education	# of public presentations	24	45	14	24	3	3	4		
4. Minimize adverse impacts to wastewater system			# of public information requests	1,039	900	1,228	1,039	311	580	886			
Goal #3: Ensure facilities meet future needs.	1. Monitor capacity of existing facilities		# of planning and building permits denied due to lack of sewer capacity	0	0	0	0	0	0	0			
	2. Facilitate internal permitting process for future development	% of permit applications reviewed within 45 days	99%	97%	100%	99%	100%	100%	100%				

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To ensure public health and safety and the environment's sustainability	Wastewater Operations Program	Goal #1: Provide reliable wastewater service.	1. Minimize wastewater impacts to the environment	% of wastewater successfully transported to the treatment plants	99.999%	99.998%	99.999%	99.999%	99.9998%	99.9928%	99.9839%		
			2. Satisfy regulatory requirements for treatment plants	# of non-compliance days	10	1	0	10	35 - due to planned CAB cleaning	51	88		
			3. Satisfy regulatory requirements for reclaimed water	% of R-1 compliance days	93.2%	99%	100%	93.2%	54% - due to planned CAB cleaning	77% - due to planned CAB cleaning, new UV constr/testing	68% - due to new UV constr/testing		
		Goal #2: Maintain facilities for long-term efficiency.	1. Maintain existing mechanical equipment	% of preventive mechanical maintenance activities completed on time	N/A	100%	96%	100%	90%	91%	88%		
			2. Maintain existing electrical equipment	% of preventive electrical maintenance activities completed on time	N/A	100%	99%	100%	85%	93%	96%		
			3. Maintain existing collection system	% of preventive maintenance completed on time	N/A	100%	100%	100%	95%	95%	95%		
		Goal #3: Encourage employee productivity and morale.	1. Develop employee skills and abilities	# of professional development sessions per employee per year	N/A	5	2.5	5	0.22	0.66	0.99		
			2. Minimize workplace injuries and accidents	# of safety training classes per year per employee	N/A	12	3.7	12	0.44	1.38	2.29		
		Solid Waste Administration Program	Goal #1: Ensure the County's Solid Waste Division is managed and operated in an efficient and economical matter.	1. Provide safety training classes (i.e. Cardiopulmonary Resuscitation (CPR) and first aid) to the employees	% of staff trained annually	30%	50%	48%	36%	0%	40%	40%	
	Goal #2: Ensure the community is kept informed regarding current operations and available services.			1. Continue to provide outstanding customer service, and improve response to complaints	% of customer complaints reduced annually	N/A	20%	20%	20%	5%	10%	15%	
				2. Improved communication to customer by distributing informational newsletters (a minimum of 2 per year)	# of newsletters distributed per year	2	2	1	2	0	1	1	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
	Solid Waste Operations Program	Goal #1: Provide adequate landfill capacity and ensure that all landfills are constructed and operated in accordance with local, state, and federal solid waste regulations.	1. Reduce the # of Department of Health (DOH) non-compliance citations	# of DOH non-compliance citations	0	0	4	0	1	1	4	
To ensure public health and safety and the environment's sustainability	Solid Waste Operations Program (Continued)	Goal #2: Generate and utilize renewable energy at all active landfills.	1. Develop and construct renewable energy facilities at the Central Maui Landfill (CML)	Amount of annual electric bill (assuming 5% increase in rates per year)	\$45,469	\$45,500	\$56,820	\$35,000	\$9,934	\$27,479	\$35,314	
		Goal #3: Collect and dispose of residential solid waste efficiently and safely, and provide courteous and responsive service to all residents	1. Provide customer satisfaction by reducing the amount of missed pickups	# of missed routes	N/A	7	4	5	1	5	7	
		Goal #4: Develop and implement a comprehensive diversion program to achieve the goals of the Integrated Solid Waste Management Plan, with 60% of the discarded materials diverted from the landfill	1. 3 Can Plan (2,000 homes) diverts 3,700 tons per year of the residential waste stream (39% Diversion Rate)	# of tons diverted from curbside recycling	N/A	1,050	1,055	3,700	270	511	777	
			2. 100% of residential refuse subscribers on the 3 Can Plan	% of subscribers on the 3 Can Plan by FY 2017	N/A	7%	7%	7%	7%	7%	7%	
			3. Achieve a countywide diversion rate of 45%	% diverted countywide	42%	43%	43%	45%	43%	43%	43%	
	Metals and Abandoned Vehicles Program	Goal #1: Protect the life, health, and safety of the public through the collection, processing, and disposal of abandoned vehicles, white goods, scrap metals, and related materials throughout the County.	1. Remove abandoned vehicles within 3 days or less	Average # of days to remove abandoned vehicles from the time the police report is received	0.7	1.5	0.9	1.5	0.9	1.6	1.5	
			2. Reduce the # of vehicles abandoned on the roads on the island of Maui	# of vehicles towed annually	376	340	205	310	99	172	292	
		Goal #2: Coordinate programs for removal of abandoned vehicles and collection of vehicles and household metals on the islands of Lanai and Molokai	1. Coordinate the collection and recycling of white goods, tires, batteries, and abandoned and junk vehicles on Lanai at least twice per year	# of events coordinated annually	2	2	3	3	0	1	1	
			2. Coordinate the collection and recycling of junk and abandoned vehicles, white goods, metals, and related materials on Molokai at least twice per year	# of events conducted annually (at least 2 per year)	1	2	1	2	CONTINUOUS COLLECTION	CONTINUOUS COLLECTION	CONTINUOUS COLLECTION	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
		Goal #3: Improve the administration of the abandoned vehicles program	1. Collect the balanced owed from at least 25% of the outstanding abandoned vehicle accounts annually	# of outstanding abandoned vehicle accounts collected	16%	25%	NA	25%	0%	0%	32%	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Administration Program	Goal #1: Enable the Finance divisions to provide to provide timely, accurate, and comprehensive financial reporting.	1. Provide timely financial reports	% of reports distributed on-time	100%	100%	100%	100%	100%	100%	100%		
			2. Submit timely and comprehensive information to meet external audit requirements	% of scheduled audits completed on-time	100%	100%	N/A	100%	N/A	N/A	50%		
				% of audits completed with no material findings	100%	100%	N/A	100%	N/A	N/A	100%		
		Goal #2: Strengthen and support the professionalism and skill of our workforce	1. Improve Employee Satisfaction	Improvement in "% satisfied" results on annual Employee Satisfaction Survey	N/A	Yes	No	Yes	N/A	N/A	N/A		
			2. Provide a continuous learning environment for employees	% of documented training program for all employees	N/A	N/A	80%	100%	53%	42%	75%		
		Goal #3: Protect the County's assets by ensurign that effective internal controls are in place	1. Assess the effectiveness and adequacy of internal controls throughout the County by establishing a Countywide taskforce to identify "high risk" processes and to prioritize processes to be reviewed through creation of a process map and departmental recommendations for each high risk process reviewed	Countywide taskforce established ≤ 120 days after Internal Control Manager and support team is in place	N/A	N/A	N/A	Yes	N/A	N/A	N/A		
				Complete a FY2014 Countywide schedule ≤ 90 days after establishment of the taskforce	N/A	N/A	N/A	Yes	N/A	N/A	N/A		
				% of the Countywide internal controls assessment implemented within the scheduled dates	N/A	N/A	N/A	100%	N/A	N/A	N/A		
		Goal #4: Effectively manage County assets in the most efficient manner	1. Manage and maintain an online centralized County-Related Property Management System Database	% of recorded and unrecorded real property documents with interest to the County of Maui abstracted and scanned into the database	45%	100%	55%	100%	55%	55%	60%		
		Treasury Program	Goal #1: Effectively manage County's funds in the most efficient manner	1. Ensure County funds are safe by adopted investment strategies that preserve principal	% of funds invested to ensure the preservation of principal	99.9%	100%	100%	100%	100%	100%	100%	100%
	% of investments in collateralized CD's, U.S. Treasuries, and U.S. Agency Bonds				100%	100%	100%	100%	100%	100%	100%		
	No single investment type exceeds 30% (portfolio diversification)				No	Yes	Yes	Yes	Yes	Yes	Yes		
	% of Portfolio investment held by a single Brokers/dealers ≤ 30%				Yes	Yes	Yes	Yes	Yes	N/A	N/A		



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		Goal #2: Generate, audit and maintain accurate payroll and payroll records utilizing a paperless, self-service payroll input software system.	1. Enhance, review and audit the payroll system's input and output processes to ensure accuracy and reliability	Create documented audit standards (i.e. exception reports) to enable payroll staff and departments to validate accuracy of time reporting	N/A	N/A	N/A	Yes	Yes	Yes	Yes	
				% of quarterly "user group" sessions conducted with departments to provide information/training on payroll system issues	N/A	N/A	N/A	100%	100%	100%	100%	
				% of annual audit of payroll procedures conducted in each department to assess accuracy	N/A	N/A	N/A	100%	N/A	N/A	N/A	
		Goal #3: Audit and process accounts payable requests accurately and in a timely manner.	1. Improve coordination and interaction among Accounts staff handling accounts payable transactions	% of accounts payables processed within 14 calendar days from date of receipt	100%	100%	100%	100%	100%	100%	100%	
		Goal #4: Improve and enhance existing processes wherever possible to improve efficiency and/or to reduce costs.	1. Convert paper records to electronic records to reduce off-site storage costs	% of paper document storage eliminated for all records dated 7/1/13 and beyond	N/A	N/A	N/A	100%	N/A	N/A	N/A	
				# of fiscal years converted (scanned) into an electronic format (a minimum of one prior year of	N/A	N/A	N/A	1	N/A	N/A	N/A	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Accounts Program (Continued)	Goal #5: Stengthen and support the professionalism and skill of our workforce.	1. Broaden the knowledge base of all employees by providing functional cross-training to ensure continuity of operations	# of positions that are cross-trianed within a fiscal year	N/A	N/A	N/A	4	N/A	N/A	N/A		
	Purchasing Program	Goal #1: Provide excellent customer service to our internal customers.	1. Contribute to the efficiency of our internal customers	% of total requisitions completed within 2 days	99%	99%	99%	99%	99%	99%	99%	99%	
		Goal #2: Improve efficiency in processing bids and in procuring goods and services.	1. Implement on-line plan holders list	Implementation of the on-line plan identified in FY2013	N/A	N/A	N/A	100%	10%	25%	50%		
			2. Increase internet/intranet content to improve efficiency and accessibility for customers	% increase in # of critical internal/external communications on the web	N/A	60%	10%	90%	10%	40%	50%		
	Financial Services Program - RPA	Goal #1: Increase public awareness by providing educational seminars and enhanced notices.	1. Educate the public about services provided	# of public sessions completed	3	3	2	4	2	3	3		
			2. Educate the public about exemption programs	# of public sessions completed	3	3	2	4	2	3	3		
			3. Enhance and maintain assessment websites	% of on-line fillable forms completed by June 2017	N/A	N/A	N/A	25%	1%	1%	1%		
		Goal #2: Improve efficiency.	1. Provide staff with modern GIS tools, aerial photography to integrate with assessment program	Implementation of aerial photography by June 2014	No	No	Yes	100%	25%	25%	50%		
			2. Replace aging assessment software	Implementation of new aging assessment software by June 2014	N/A	N/A	N/A	100%	25%	50%	75%		
			3. Replace outdated cost manuals with established cost	Implentation of "Marshall and Swift" cost solution by June 2014	N/A	N/A	N/A	100%	25%	35%	50%		
		Goal #3: Strengthen and support the professionalism and skill of our workforce.	1. Provide staff additional education and training opportunities	% of RPA employees who attended introductory International Association of Assessing Officers (IAAO) certification course	100%	89%	75%	100%	100%	100%	90%		
			2. Provide "in-house" training	% of "in-house" training sessions conducted	N/A	N/A	N/A	12%	2%	6%	33%		
			3. Pass accreditation program by the International Association of Assessing Officers (IAAO)	% of senior staff receiving IAAO designation	N/A	N/A	N/A	100%	67%	67%	67%		
	Financial Services Program - DMVL	Goal #1: Strengthen and support the professionalism and skill of our workforce.	1. Staff attend County sponsored computer training	# of computer classes attended by staff	N/A	≥3 per staff	3 per staff	≥3	1 per staff	2 per staff	2 per staff		
			2. Conduct in-house training	# of in-house training classes attended by staff	N/A	≥10 per staff	12 per staff	≥10	3 per staff	5 per staff	5 per staff		

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			3. Assess and identify training needs of workforce	# of supervisory development training classes attended by staff	N/A	≥5 per staff	6 per staff	≥5	0	0	3 per staff	
		Goal #2: Provide convenient portals for citizens to access DMVL services.	1. Efficiently allocate the provisioning of DMVL services between the main & satellite offices to improve services to major population centers	% of total customers served by the main office	N/A	45%	46%	45%	44%	44%	44%	
				% of total customers served by satellite offices	N/A	55%	54%	55%	56%	56%	56%	
		Goal #3: Provide reliable customer information.	1. Engage outreach presentations and inform and/or educate citizens or citizen groups	Presentations made to citizen or customer groups (2 per each quarter)	N/A	8	7	8	1	2	3	
				2. Replace outdated telephone automated attendant	Replacement of outdated telephone attendant by FY 2014	N/A	N/A	N/A	Yes	N/A	N/A	N/A

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To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Financial Services Program - DMVL (Continued)	Goal #4: Ensure that vehicle documents & driver credentials are issued in an accurate, secure and efficient manner.	1. Implement Identity Management System (IMS) to facilitate authentication and verification of identity documents	# of applicant identities verified through IMS	N/A	35,000	40,739	40,000	9,099	18,229	24,437 thru 2/28/14	
			2. Implement National Motor Vehicle Title Information System (NMVTIS) to verify out-of-state vehicle titles prior to registration in Hawaii	Completion of system installation and testing by FY 2014	N/A	N/A	N/A	Yes	N/A	N/A	On hold per HNL DIT	

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To protect and preserve life, environment, and property	Administration/ Maintenance Program	Goal #1: Review, revise and/or develop as needed all rules, regulations, standard operating procedures, and standard operating guidelines.	1. Review and revise rules and regulations governing department personnel	% of completion of an Updated Rules & Regulations Manual adopted by the Fire Administration, and training provided to all departmental staff by June 2014	N/A	100%	20%	100%	20%	20%	20%		
			2. Develop a best practice guidelines to be used as a Policies & Procedures Manual for the department's operations	% of completion of a standardized guideline for emergency operations by June 2014	N/A	100%	25%	100%	30%	30%	60%		
		Goal #2: Provide the department with safe and operational vehicles and equipment.	1. Provide preventive maintenance services to avoid costly repairs	# of maintenance work completed	91	100	127	100	25	38	56		
			2. Provide repair services to ensure vehicles are operating safely	# of repairs completed	497	300	605	300	146	169	337		
			3. Ensure 45 mandatory vehicle re-certification are conducted	% of required annual re-certifications conducted	N/A	100%	118%	100%	11%	40%	75%		
		Goal #3: Be a leader in sustainable energy.	1. Research and implement alternative energy sources	# of projects completed to reduce reliance on fossil fuels	N/A	10	5	5	1	2	2		
			2. Reduce impact on natural resources	# of projects completed to reduce waste and recycle	N/A	5	5	10	1	1	1		
		Training Program - Training Bureau	Goal #1: Increase competencies for task, tactical, and strategic positions within all emergency response capabilities.	1. Provide command and control training for all officers for a total of 420 units	% of units completed	N/A	100%	100%	100%	0%	24%	57%	
				2. Provide quarterly task level (drill schedule) training for all emergency response disciplines for a total of 9,800 units	% of units completed of drill schedule	N/A	100%	109%	100%	26%	56%	90%	
	3. Conduct 3 multi-company drills annually for suppression, hazardous materials and technical rescue			# of drills conducted	N/A	6		3	0	0	0		
	4. Provide access to facilities and props for 250 training sessions to increase realistic training opportunity			% of usage of training facility and props	N/A	100%	54%	100%	30%	59%	72%		
	Goal #2: Standardize training levels department-wide for suppression, hazardous materials, and technical rescue.		1. Provide 8,800 fire suppression skills training units	% of fire suppression skills training completed	N/A	100%	105%	100%	16%	42%	81%		
			2. Provide 500 technical rescue skills training units	% of completed technical rescue skills training	N/A	100%	703%	100%	212%	316%	451%		
		3. Provide 500 hazardous materials skills training units	% of completed hazardous materials skills training	N/A	100%	171%	100%	30%	57%	75%			

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To protect and preserve life, environment, and property	Training Program - Training Bureau (Continued)	Goal #3: Provide appropriate position specific certification for suppression, hazardous materials, and technical rescue response.	1. Provide new certification training	# of new certification training completed	N/A	275	370	275	38	55	80	
			2. Provide re-certification training	# of re-certification training completed	N/A	1,073	329	1,073	216	505	668	
		Goal #4: Ensure our staff provides 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.	1. All personnel are certified at 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)	% of uniformed personnel achieving or maintaining NREMT certification at the EMR level or above	N/A	100%	29%	100%	33%	51%	62%	
	Training Program - Health and Safety Bureau	Goal #1: Ensure compliance with Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, in part by ensuring all members are issued properly fitting, properly functioning, and safe respiratory protection equipment adequate to the demands of their jobs and potential occupational exposures.	1. Perform annual fit testing of respiratory masks for all personnel	% of uniformed personnel undergoing fit testing and being issued appropriately fitting respirator masks, per year	N/A	100%	75%	100%	25%	50%	75%	
			2. Perform annual flow testing of all Self Contained Breathing Apparatus (SCBA) units in service	% of SCBA units in service for which flow testing was performed, per year	N/A	100%	58%	100%	15%	50%	80%	
			3. Ensure personnel are performing proper inspection and end-user testing of their SCBA ensembles with appropriate frequency	% of weeks per year all stations have documented proper inspection and testing	N/A	100%	60%	100%	60%	70%	80%	
			Goal #2: Enhance the overall health and wellness of all departmental staff.	1. Provide annual physical exam to all 303 uniformed employees and mechanics	% of personnel receiving physical exams annually	N/A	100%	100%	100%	0%	12%	73%
2. Provide all members with up-to-date and relevant health/fitness education via 4 modules annually	% of modules made available to personnel	N/A		100%	0%	100%	100%	100%	100%			

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To protect and preserve life, environment, and property	Training Program - Health and Safety Bureau (Continued)	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	1. Provide position-appropriate baseline medical and fitness assessments to form the basis of individualized fitness regimens	% of uniformed personnel receiving a position-appropriate medical exam and fitness assessment per year	N/A	100%	83%	100%	0%	12%	37%				
			2. Provide each member with an individualized fitness regimen, along with equipment and instruction necessary to follow it safely and effectively while on duty	% of personnel per year prescribed and instructed in an individualized fitness regimen that can be performed on duty	N/A	100%	25%	100%	100%	100%	100%				
	Fire/Rescue Operations Program	Goal #1: Provide accurate data on department calls for services and responses to emergencies.	1. Provide accurate statistical data to be used for National Fire Incident Reporting System (NFIRS) reporting, and data analysis for budget and reporting purposes	% of accurate data on department responses to emergencies	N/A	100%	100%	100%	100%	100%	100%	100%			
					Goal #2: Improve the department's response times in rural, suburban and urban areas to meet deployment benchmarks.	1. Improve initial turnout time	% of initial response times within 2 minutes	N/A	90%	33%	90%	34%	81%	88%	
							% of initial response times within 6 minutes and 30 seconds	N/A	90%	39%	90%	36%	99%	99%	
					Goal #3: Improve the department's pre-fire planning.	1. Ensure the department is prepared to effectively and safely deal with all fire and rescue incidents	# of pre-plans conducted annually by fire crews assigned to an apparatus	238	612	406	612	69	103	230	
	Fire Prevention Program (General Fund)	Goal #1: Reduce the threat of fire, injury, and property loss by conducting fire inspections at intervals consistent with applicable laws and department policies.	1. Inspect 700 establishments or facilities annually	% of establishments or facilities inspected/re-inspected	N/A	100%	165%	100%	33%	59%	86%				
			2. Reduce the impact of wild land fires upon the community	# of brush & weed abatement inspections completed	184	100	96	100	65	95	108				
			3. Inspect all 32 public schools annually	% of public schools, K-12, inspected/re-inspected	94%	100%	100%	100%	3%	31%	69%				
		Goal #2: Promote fire prevention and public safety via education.	1. Provide quality fire education programs for the citizens of Maui County	# of fire safety presentations conducted annually	238	100	264	100	35	109	187				
				# of persons provided portable fire extinguisher training	1,126	1,500	642	1,500	378	411	576				
			# of Fire Fighter Safety guides distributed to elementary students	N/A	N/A	N/A	13,500	13,200	13,200	13,200					

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To protect and preserve life, environment, and property	Fire Prevention Program (General Fund) (Continued)	Goal #3: Conduct thorough fire investigations.	1. Conduct an estimated 40 thorough fire investigations annually	% of in-depth fire investigations conducted	N/A	100%	148%	100%	50%	90%	123%	
			2. Conduct conclusions based on investigations if fire incident was caused by arson	% of fire investigations deemed caused by arson	N/A	0%	16%	0%	25%	28%	29%	
	Fire Prevention (Revolving Fund)	Goal #1: Provide timely and professional service for permit applicants during the plans review process.	1. Improve service to the community by providing high quality and expeditious review of buildign permit plans at the most cost-effective and efficient manner	# of plans reviewed	2,224	2,000	2,208	2,000	806	1,524	2,232	
				% of plans reviewed within 14 days	N/A	100%	100%	90%	100%	100%	100%	
			Goal #2: Reduce the threat of fire and property loss through enforcement	1. Remove brush, debris, and other potential fire hazards from designated properties	# of lots cleared	N/A	N/A	N/A	5	0	0	0

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To support and enhance the social well-being of the citizens of Maui County	Administration Program	Goal #1: Develop strategies relating to short- and long-term community concerns under the purview of DHHC.	1. Establish clear directions and priorities within the department	# of quarterly meetings held with all division heads	N/A	4	3	4	1	2	3	
			2. Identify and monitor capacity and resources within the department	% of reviewed bi-weekly reports submitted by division heads	N/A	90%	88%	90%	78%	73%	73%	
		Goal #2: Work in collaboration with other departments and various community groups to provide the community the best service possible	1. Promote collaboration for efficient service provision and capacity building by providing technical assistance to the community	# of meetings, trainings, activities with the community human services providers	28	20	28	20	3	5	8	
			2. Facilitate and strengthen effective relationships with grantees for quality program delivery	# of technical assistance (TA) request resolved	N/A	12	16	12	4	38	41	
		Goal #3: Identify areas of need within the department and implement initiatives to improve efficiency and carry out the department's mission.	1. Facilitate/coordinate inter-agency, inter-departmental meetings on an on-going basis to promote efficiency	# of inter-agency/inter-departmental meetings conducted annually	23	4	12	6	2	5	8	
			2. Keeping staff abreast of opportunities within the county system	# of training sessions attended by staff	N/A	12	22	12	8	13	20	
			3. Recognize staff accomplishment, longevity and retirement through staff recognition event	# of staff recognition events conducted annually	N/A	4	6	4	1	2	3	
		Goal #4: Increase Maui County's presence on appropriate state-wide initiatives related to aging, housing, early child development and other human concern areas.	1. Support and encourage staff attendance at appropriate meetings, events and trainings	# of statewide initiatives with direct Maui County representation	N/A	4	15	4	3	6	11	
			2. Participate in active and meaningful coalitions	# of statewide coalitions in which DHHC maintains active participation	23	10	14	12	2	5	10	
		Housing Program	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.	1. Administer the Section 8 Housing Choice Voucher Program in accordance with HUD requirements and attain a Section 8 management assessment program rating of "Standard" or higher	% of Lease-up units allocated to the County	94%	95%	92%	95%	89%	89%	88%
				% of HUD's approved budget under the Section 8 Housing Choice Voucher Program	103%	95%	100%	100%	105%	104%	97%	
				Obtain Section Eight Management Assessment Program score of 75 or higher from HUD (60-89 = Standard; 90 = High Performer)	82	75	86	80	86	92	92	

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To support and enhance the social well-being of the citizens of Maui County	Housing Program (Continued)	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 (Continued).	2. Promote homeownership for very-low and low-income families under the Section 8 Homeownership Option Program	# of families provided with financial assistance or mortgage loan payments or down payment assistance	6	10	7	14	7	7	6	
		Goal #2: Provide affordable housing opportunities for low income families by leveraging HOME Program funds with other public/private funds.	1. Process funding for projects that are funded under the HOME Investment Partnerships Program	# of units to be developed for which funding was processed	0	29	6	28	0	0	0	
		Goal #3: Facilitate affordable housing opportunities.	1. Increase the County's inventory of affordable housing units	# of affordable housing units approved by the County Council, pursuant to Section 201H-038, HRS	68	100	0	100	56	56	158	
				# of affordable housing units to be developed using County-funds (funding, in-lieu fees, land)	60	25	18	27	0	0	0	
				# of families assisted through the affordable housing programs using County funds	6	40	209	52	0	0	0	
				2. Increase homeownership in the County of Maui	# of families provided with down payment and/or closing cost assistance under the First-Time Home Buyer's Grant Program	13	13	11	13	0	0	0
		Goal #4: Promote fair housing and discourage discrimination in housing.	1. Sponsor and conduct, in partnership with other agencies and/or organizations, workshops on the federal Fair Housing laws and the State's Residential Landlord-Tenant Code	# of Federal Fair Housing/Hawaii Residential Landlord-Tenant Code workshops sponsored and conducted annually	1	2	1	1	0	0	0	
				2. Provide assistance to persons with fair housing and/or landlord-tenant code questions, concerns or issues	# of persons assisted with fair housing and/or landlord-tenant code questions, concerns or issues annually	218	120	117	100	37	66	99

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Early Childhood Resource Program	Goal #1: Educate and engage families about the importance of healthy early childhood development, so that they are informed consumers of early childhood services.	1. To increase public/consumer education by developing a comprehensive website related to Early Childhood services throughout Maui County	Update of a Countywide website as needed	N/A	Yes	Yes	Yes	No	No	No	
			2. Increase public engagement through promotion of early childhood campaigns	# of people that participated in parent education and training classes	N/A	75	157	125	36	89	139	
			3. Increase public engagement through promoting early childhood initiatives/ campaigns	# of outreach public will initiatives/ campaigns effected (coordinated) annually	N/A	5	11	5	0	1	3	
		Goal #2: Improve & promote high quality early learning & care opportunities that support optimal development of young children.	1. Improve quality of childcare and education services through existing and emerging quality improvement initiatives	# of providers that apply for/ participate in Early Childhood Quality Improvement initiatives	N/A	12	12	12	3	6	9	
			2. Ensure early childhood professional development opportunities are accessible	# of early childhood providers reached, informed and encouraged to participate in professional development opportunities	N/A	125	234	125	0	16	228	
			3. Ensure early childhood professional development opportunities are affordable	# of scholarships (travel/registration and professional development opportunities/training supported or funded to reduce cost for early childhood providers	N/A	15	12	15	0	0	6	
			4. Ensure early childhood programs have access to technical assistance and resource linkage	# of providers accessing technical assistance and resource linkage through Good Beginnings/Maui County Early Childhood Resource Center	N/A	32	38	35	17	22	29	
		Goal #3: To promote and influence affordable childcare and education opportunities that impact families' economic self-sufficiency.	1. To ensure access to affordable quality care and education	% of capacity enrolled in early childhood home visiting programs	N/A	90%	100%	90%	90%	90%	100%	
				% of capacity enrolled in licensed family child care	N/A	90%	92%	90%	90%	85%	90%	
				% of capacity enrolled in Family Child Interaction Learning programs	N/A	90%	100%	90%	100%	100%	100%	
				#of families receiving subsidy assistance	95	45	98	65	75	81	88	
				# of families utilizing Head Start extended day/year program	80	80	200	120	12	120	120	

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Early Childhood Resource Program (Continued)	Goal #4: To promote and influence the development of a coordinated early learning and care system in Maui County that supports high quality.	1. Continue and improve resource sharing through mobilization and coordination of partners	# of partners engaged in early childhood activities	N/A	25	14	25	7	12	20			
			2. Ensure access to local and state initiatives through identifying and promoting opportunities and having feedback mechanisms in place	# of meetings focusing on the discussion of joint issues/challenges and successes within a year	N/A	18	23	18	6	14	33			
				# of statewide activities programs participated	N/A	4	14	4	3	9	9			
			3. Collect pertinent data to create EC resource map, identify gaps and justify needed services	Completion of a resource map annually	N/A	Yes	Yes	Yes	No	No	No			
				# of strategies/activities planned or implemented to address early childhood gaps annually	N/A	4	5	4	1	2	3			
			4. Continue to foster community collaboration by cultivating partnerships (County level)	# of community partners actively engaged in the Maui County Early Childhood Resource Center Community Plan	N/A	15	18	15	5	9	12			
			Goal #5: To promote and influence the development of a sustainable financing system in Maui County that supports affordable, accessible, high quality early learning and care.	1. Identify potential funding sources (Federal or State grant opportunities/private donors) that fund early childhood programs in Maui County	# of early childhood providers connected to grants for needed services	N/A	6	6	6	2	5	6		
				# of additional Early Childhood programs in Maui County	N/A	2	3	2	1	1	3			
			Human Concerns Program - Grants Management	Goal #1: Effectively administer funds appropriated by the County Council.	1. Develop and implement the administration of grant awards, agreements and disbursements	# of grants administered and processed reviews and revisions	161	150	518	150	151	75	78	
				Goal #2: Assist in providing grant opportunities and resources to meet the needs of the County through efficient and quality service	1. Administer the grant application process utilizing viable dissemination, review, evaluation, and selection processes for line item, Community Partnership Grants (CPG), and Targeted County appropriated funds	Average # of days grant agreements are executed from the date of request received from the grantee	5/360	80	1/270+-	45	1/270+	1/270+	1/270+	
	2. Conduct ongoing review and update of grant management processes and procedures	# of specific meetings conducted annually related to reviewing divisions processes			10	2	15	5	2	5	9			

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Grants Management (Continued)	Goal #2: Assist in providing grant opportunities and resources to meet the needs of the County through efficient and quality service (Continued).	3. Ensure that grantees are informed of new or modified policies related to grant management in a timely and efficient manner	Policy and procedural changes are implemented within 365 days from date of creation	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Goal #3: Assist in the planning and implementation of effective community programs to enhance the quality of life of Maui residents.	1. Assist in the processing of applications for leases/licenses of County Property	# of applications received annually for grants and real property	1	6	7	4	2	4	6	
			2. Assist in facilitating effective core programs and services with direct community benefit based on the established priorities	# of persons served annually	133,000	120,000	168,044	120,000	21,455	50,622	68,659	
		Goal #4: Review, evaluate, and monitor grantee program performance, contract compliance, and fiscal accountability.	1. Review, reconcile, and process grantee Quarterly Financial, Narrative, Demographic Reports	# of quarterly reports submitted by grantees	328	320	80	320	151	75	151	
			2. Process and execute annual, bi-annual, carry-over and Grant Agreements of County Funds	# of annual, bi-annual, carry-over and other grant agreements processed	79	80	424	80	151	75	153	
	Goal #5: Ensure that all grant applications, agreements, and disbursements are executed accurately and expeditiously to effectively address community needs.	1. Provide grantees with technical assistance (TA) pertaining to administrative areas of responsibility (e.g., reporting, program planning, organizational development (board governance) funding availability, application process, etc.)	# of TA interactions provided annually	1,500	1,300	3,450	1,300	2,300	3,500	4,600		
	Human Concerns Program - Immigrant Services	Goal #1: Increase number of new arrivals who are employment eligible, contributing members of the community by assisting with USCIS applications (Forms I-90, I-485, I-751 and I-94's).	1. Provide assistance with applications to renew or replace "green cards"	# of people assisted with the I-90	N/A	200	320	250	150	296	444	
			2. Facilitate adjustment of status of non-immigrants to immigrants	# of people assisted with I-485 adjustment applications	N/A	50	145	75	39	102	150	
			3. Move applicants from conditional status to lawful permanent residence	# of people assisted with I-751 removal of conditions	N/A	25	111	25	35	87	130	
			4. Provide assistance to Micronesians in maintaining their employment eligibility	# of people assisted with replacing their I-94 in order to establish employment eligibility	N/A	25	80	25	29	46	66	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Immigrant Services (Continued)	Goal #2: Increase number of Maui County residents who are citizens, voters and tax payers by assisting clients in the transition from non-immigrants to immigrants (who pay taxes) and citizens who can vote and pay taxes.	1. Provide assistance with application for naturalization	# of people assisted with application	N/A	100	381	100	149	255	382	
			2. Provide preparation for test and interview	# of people who receive test preparation assistance	N/A	100	99	100	25	37	48	
			3. Provide Requests for Further Evidence (RFE) services	# of people who are assisted with correspondence RFE's (Requests for Evidence)	N/A	100	353	150	54	164	259	
		Goal #3: Bring families together and make them stronger in order to strengthen Maui County.	1. Assist with initial application	# of people assisted with I-130's	N/A	200	446	250	189	378	553	
			2. Assist with affidavits of support to show that sponsor can provide for intending immigrant	# of people assisted with I-864's	N/A	200	688	250	284	560	826	
			3. Assist petitioners with visa applications	# of people helped with DS 230 visa applications	N/A	200	222	250	160	308	473	
			4. Provide assistance with complications that arise during the petition process	# of people helped with RFE's, requests for humanitarian reinstatement	N/A	25	144	50	54	164	214	
		Goal #4: Increase awareness in the immigrant and migrant community about the ISD office and the services we offer.	1. Conduct outreach and education to targeted audiences	# of outreaches conducted to targeted audiences	N/A	10	20	12	4	8	11	
			2. Conduct outreach to the broader community to increase awareness about immigration issues and dispel misconceptions	# of outreaches conducted to the broader community through print or radio	N/A	5	9	5	2	5	8	
			3. Participate in community events	# of events participated in	N/A	3	7	3	2	4	6	
			4. Participate in policy advocacy at the local, State and Federal level	# of times testimony is given at the local, state and Federal level with regard to policy that affects our client	N/A	3	7	3	1	5	8	
		Human Concerns Program - Senior Services	Goal #1: Provide a variety of opportunities for our senior participants to learn new ideas, to master new skills and to live healthy, active and productive lives.	1. Offer a variety of classes, activities and events at the Senior Centers & congregate meals sites	Total # of activities/sessions scheduled	7,621	10,000	7,978	10,000	1,983	3,745	5,632
				Total # of senior attendance at activities/ sessions scheduled	151,962	130,000	148,149	130,000	36,958	72,275	111,753	
	2. Offer health and wellness activities and events to empower participants to stay healthy, active and socially engaged			% of total activities/events scheduled which are health/wellness related	N/A	20%	66%	20%	36%	68%	70%	
				% of total senior attendance at activities/events which are health/wellness related	N/A	20%	72%	20%	77%	70%	65%	

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Senior Services (Continued)	Goal #1: Provide a variety of opportunities for our senior participants to learn new ideas, to master new skills and to live healthy, active and productive lives (Continued).	3. Offer activities and events to encourage social interaction & spotlight participants' accomplishments	% of total activities/events scheduled which encourage social interaction & spotlight participants' accomplishments	N/A	20%	97%	20%	98%	99%	98%		
				% of total senior attendance at activities/events scheduled which encourage social interaction & spotlight participants' accomplishments	N/A	20%	99%	20%	98%	98%	98%		
			4. Provide meals in a supportive, group setting (Congregate meals)	# of meal served	95,127	75,000	88,455	75,000	22,056	42,792	62,876		
				# of individuals provided a meal	1,423	1,300	1,522	1,300	1,104	1,153	1,215		
			Goal #2: Provide volunteer opportunities through the Retired & Senior Volunteer Program for our senior participants to utilize their talents and abilities to better the lives of people in our community.	1. Promote community awareness of availability of volunteer opportunities	# of external marketing conducted	30	36	58	36	7	18	25	
					# of media conducted through newspapers, agency newsletters, or radio	22	24	49	24	5	13	19	
		# of community fairs/group outreach events conducted			10	12	12	12	2	5	6		
		2. Develop volunteer opportunities in compliance with the RSVP Impact Focus Areas		% of total # of volunteers at work stations addressing RSVP Impact Focus Areas	N/A	50%	46%	50%	38%	40%	43%		
		3. Develop volunteer opportunities in compliance with the RSVP Impact Focus Areas (Continued)		% of total number of individuals directly impacted as a result of volunteers' service	N/A	30%		30%	38%	40%	43%		
				Dollar value of volunteers' services provided to Impact work stations	N/A	\$1,000,000	\$1,352,749	\$1,000,000	\$25,367	\$613,145	\$858,015		
				# of new Impact work stations enrolled each quarter	1	2	7	2	3	3	3		
		4. Provide fulfilling volunteer opportunities	# of surveys distributed	N/A	800	N/A	800	N/A	N/A	N/A			
			# of surveys returned	N/A	400	N/A	400	N/A	N/A	N/A			
		Goal #3: Provide services to our frail, homebound participants who enable them to age safely and with dignity in their own home.	1. Provide home-delivered meals	# of meals served	85,137	70,000	102,215	70,000	25,367	53,349	83,348		
				# of individuals provided a meal	624	575	674	575	527	614	674		
				% of meals delivered before 12 noon	100%	95%	99%	95%	100%	100%	100%		
			2. Provide assisted transportation rides	# of one-way rides	16,734	14,000	14,200	14,000	3,223	6,731	9,604		
				# of individuals provided one-way rides	312	300	267	300	157	199	218		
				% of initial pickups on schedule	100%	95%	100%	95%	100%	100%	100%		

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Senior Services (Continued)	Goal #3: Provide services to our frail, homebound participants who enable them to age safely and with dignity in their own home (Continued).	3. Provide safety checks	# of client referral made for additional service	755	1,000	737	1,000	297	509	719		
				# of face-to-face safety checks made	83,108	68,000	90,564	68,000	22,766	46,966	72,706		
				# of emergency, last minute rides provided	632	400	529	400	157	321	478		
				# of safety concerns identified & addressed	N/A	300	1,186	300	253	361	502		
			4. Provide social contact	# of Feed the Spring outings	11	24	14	24	5	11	27		
				# of individuals participating in outings	N/A	150	89	150	28	85	101		
				# of in-home activities planned	N/A	60	67	60	2	5	6		
	Human Concerns Program - Office on Aging	Goal #1: Empower older adults to stay healthy, active and socially engaged, using prevention and disease self-management strategies.	1. Provide public education regarding available services	# of public presentations conducted annually	120	70	134	120	33	65	122		
				2. Distribute information in written, oral, and electronic form to the general public	# of consumers receiving information and assistance annually	11,557	10,000	14,654	11,000	3,487	19,412	21,810	
					3. Provide and/or co-sponsor evidence-based programming	# of class cycles provided and/or co-sponsored annually of Better Choice, Better Health	13	6	97	8	6	12	18
				4. Maintain a falls prevention emphasis and sponsor public awareness events	Participate in the development of a coordinated community intervention strategy for individuals at high risk for falls	N/A	Yes	Yes	Yes	Yes	Yes	Yes	
		Goal #2: Enable older adults to remain in their homes with a high quality of life for as long as possible through the provision of home- and community-based services, including support for family caregivers.	1. Provide relevant and effective person-centered programs for individuals and family caregivers	# of consumers receiving face-to-face assessments and direct service annually	2,932	2,800	2,421	3,000	2,390	2,762	3,084		
				2. Provide the full spectrum of services throughout all of Maui county	# of geographic areas receiving all services offered	71	9	7	9	7	9	9	
					3. Strengthen new initiatives including Community Living Program (CLP) and Hospital Discharge Planning (HDP) Program	# of participants in CLP and HDP programs	103	120	242	120	120	221	276

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			4. Provide and/or co-sponsor evidence-based programming, training, services and support for family caregivers	# of caregivers who participated in supportive services provided and/or co-sponsored	737	250	3,963	800	486	655	908	

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Office on Aging (Continued)	Goal #3: Develop Hawaii's Aging and Disability Resource Center (ADRC) to its fully functioning capacity to serve as a highly visible and trusted place where all persons regardless of age, income and disability can find information on the full range of long-term support options.	1. Maintain fully functioning status in all seven (7) ADRC Key Program Areas	# of areas of ADRC Key Program Compliance	5	7	7	7	7	7	7	
			2. Promote community awareness of the ADRC	# of public events, cross-trainings, and informational meetings annually	N/A	24	138	24	61	100	134	
			3. Strengthen ADRC partnerships through active MOAs	# of ADRC MOAs processed annually	19	18	33	20	14	14	14	
		Goal #4: Manage funds and other resources efficiently and effectively, using person-centered planning to target public funds to assist persons at risk of institutionalization and impoverishment.	1. Develop a targeted system of service delivery	# of individuals screened and placed in the service cue according to economic need	N/A	2,800	2,421	3,000	2,390	2,762	3,084	
			2. Maximize the capacity for volunteer assistance by developing a neighborhood volunteer recruitment and engagement strategies	# of new volunteer programs developed	1	1	1	1	0	1	1	
			3. Maintain active oversight and monitoring of service providers	% of service provider agencies monitored annually	100%	100%	100%	100%	20%	40%	60%	
	Human Concerns Program - Volunteer Center	Goal #1: Connect people with opportunities to serve.	1. Increase public awareness and engagement in volunteerism	# of partner agencies to include nonprofits, schools and government agencies	150	80	180	100	90	90	90	
				# associated with website count of visitors, newly registered agencies and volunteers	4,000	5,000	4,820	6,000	1,400	10,118	16,593	
			2. Provide community volunteer recruitment through annual volunteer expo	# of exhibitors	25	25	25	25	N/A	N/A	N/A	
		# of volunteers recruited	100	100	165	100	N/A	N/A	N/A			
		# of expo visitors	250	300	400	300	N/A	N/A	N/A			
		Goal #2: Build capacity through effective local volunteering.	1. Support and strengthen community volunteer programs through conducting of an Annual Volunteer Leadership Training	# of participants	75	50	95	75	N/A	70	70	
	2. Support recognition programs to assist organizations in volunteer retention by successfully sustaining the Quarterly Volunteer Hero Award Program and maintaining a consistent number of Volunteer Hero nominations		# of Volunteer Heroes nominated and recognized through media campaigns and the Annual Celebration of Service	40	40	7	40	N/A	N/A	N/A		

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To support and enhance the social well-being of the citizens of Maui County	Human Concerns Program - Volunteer Center (Continued)	Goal #3: Participate in strategic initiatives that mobilize volunteers to meet local needs.	1. Collaborate with community organizations on matching volunteer interest with community needs by supporting the National Service Day Programs	# of National Service Day Programs conducted	1	3	3	3	N/A	1	1	
				# of volunteers mobilized on National Service Days	40	200	445	300	N/A	70	70	
			2. Annual Project Graduation programs are active and well-planned each year	# of parents and other volunteers who contributed to Project Graduation	358	500	375	400	0	0	0	
				# of Project Graduation programs	9	10	10	10	0	0	0	
			# of graduates who attended the Project Graduation events	921	900	1,033	900	0	0	0		
		Goal #4: Lead a new Network of Volunteer Leaders (NOVL), Maui Chapter, for Maui Volunteer Professionals	1. Facilitate NOVL meetings to increase professional development and community networking	# of trainings and networking opportunities	N/A	3	0	4	2	1	4	
				# of agency members	N/A	15	20	25	25	40	90	
		Animal Management Program	Goal #1: Find homes for all healthy and treatable pets.	1. Continue to explore new strategies and create/expand programs to increase adoptions, reclaims and transfer options	Increase the # of live released animals via increased adoptions, reclaims and/or transfers (at least 17 per quarter)	2,986	3,500	2,870	3,800	616	1,435	2,098
	2. Euthanize fewer healthy and treatable animals			Decrease in # of healthy and treatable pets euthanized so that no more than 25% of total euthanasia represents healthy/treatable animals	49%	Yes	0	Yes	No/42%	Yes/39%	Yes/36%	
	Goal #2: Promote responsible pet ownership.		1. Provide programs and services that assist in creating awareness and understanding of how to care for pets and be a responsible owner	Increase in # of people reached with direct educational messaging by 1,000 per year	1,642	Yes	2,124	Yes	799	1,760	2,753	
			2. Provide spay/neuter programs to assist pet owners with preventing unwanted litters	Increase in total # of spay/neuter surgeries by 10% per year	4,978	Yes	5,483	Yes	833	1,811	2,599	
	Goal #3: Provide assistance and support to the community, including investigation and enforcement of animal related issues.		1. Provide shelter for unwanted or stray animals	# of animals accepted to the shelter brought by public or via field operations	10,063	9,000	9,078	9,000	2,328	4,682	6,944	
			2. Assist the public with animal issues including investigation of animal related complaints	# of calls responded to per year	11,733	9,500	8,731	10,000	1,488	4,695	7,012	
				% of field responses related to ongoing investigations	19%	20%	21%	20%	23%	20%	20%	
3. Promote identification and ensure all dogs are wearing County licenses as required by laws	# of dog licenses sold annually		4,280	4,500	3,996	4,500	745	1,698	3,039			

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			4. Provide enforcement as needed	# of citations issued annually, as appropriate	417	150	280	150	76	117	174	

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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 to provide a safe and healthy environment for the people of Maui County	Liquor Control Program	Goal #1: Provide and ensure a safe and healthy environment, within the liquor industry, for the general public.	1. Enforce the Hawaii Revised Statutes and the rules established by the Liquor Commission, County of Maui, by inspecting premises, conducting minor decoy operations, and responding to concerns of the general public and other law enforcement agencies	# of premises inspected	11,693	15,000	8,709	15,000	1,171	2,042	2,718		
				% of case reports per premises inspected	8%	10%	4%	10%	11%	7%	6%		
				# of case reports to respond to public concerns	440	410	713	430	97	126	153		
		Goal #2: Promote liquor control through voluntary compliance, with liquor laws and rules, by licensees.	1. Provide alcohol education and certification by conducting certification/educational classes	# of certification/educational classes	169	160	172	165	45	88	129		
				# of certification exams administered	2,567	2,000	2,239	2,268	586	1,110	1,552		
				# of certification cards issued	1,849	1,400	1,835	1,612	518	962	1,351		
		Goal #3: Control the conditions associated with the importation, manufacture, sale and service of alcoholic beverages.	1. Provide a fair and efficient licensing and permit process	Total # of permits issued	603	600	632	600	91	413	563		
				# of registration cards issued for minors	423	540	141	150	47	70	103		
				# of registration cards issued for Class 5, Category D employees	170	150	157	160	43	77	102		
				Total license applications processed	673	650	686	650	65	123	181		
				2. Provide the necessary staff and services to the Liquor Commission and Liquor Control Adjudication Board to carry 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	468	450	474	460	445	451	459	
					% of administrative actions per total violations	65%	70%	78%	70%	53%	76%	77%	
		% of violations adjudicated per total violations	35%		30%	22%	30%	47%	24%	23%			

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To provide executive level management and oversight to the operating departments, agencies, boards and commissions of the County of Maui as assigned by the Mayor	Management Program	Goal #1: Evaluate the management and performance of each agency.	1. Conduct evaluations on the management and performance of each agency on an annual basis	All departments evaluated during the fiscal year	100%	100%	100%	100%	0%	0%	0%	
			2. Determine if the departments are being effectively managed	Combined average grade of 90% or greater for all agencies	N/A	90%	N/A	90%	0%	0%	0%	
		Goal #2: Provide strategic management and improve operational effectiveness for each department, agency, board and commission as assigned by the Mayor.	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 a fiscal year	100%	100%	60%	100%	0%	0%	19%	
			2. Improve management effectiveness by developing and providing management focused training to division heads	% of division heads provided with at least one advanced executive level training course within a fiscal year	N/A	60%	N/A	60%	0%	0%	0%	
			3. 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	N/A	80%	32%	80%	26%	26%	30%	
			4. Ensure clear and effective communication between executive level and all operational units	% of bi-weekly reports received and reviewed	N/A	100%	89%	100%	89%	89%	73%	
			5. Countywide policies and procedures relevant and applicable	% of policies and procedures reviewed and revised on an annual basis	N/A	100%	N/A	100%	0%	0%	0%	
		Goal #3: Provide oversight of adopted budget for operational departments, agencies, boards and commissions as assigned by the Mayor.	1. All operating departments, agencies, boards and commissions effectively functioning within authorized budget parameters	% of authorized operating budget programs within the adopted fiscal budget	N/A	100%	100%	100%	100%	100%	100%	
			2. Improve delivery and timeliness of Capital Improvement Projects(CIP)	% of CIPs started within the authorized fiscal year budget	N/A	100%	N/A	100%	N/A	N/A	N/A	
				% of CIPs lapsed per fiscal year	N/A	0%	N/A	0%	N/A	N/A	N/A	
			3. Assure effectiveness of CIP rate of expenditures; improve controls on CIP	% of CIP budget expended to date (same date range as #4 below) physically complete	N/A	80%	N/A	80%	N/A	N/A	N/A	
		4. All operating department agencies effectively functioning within stated performance goals	% of operating departments meeting or exceeding their performance goals	N/A	80%	68%	80%	N/A	N/A	N/A		

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To provide executive level management and oversight to the operating departments, agencies, boards and commissions of the County of Maui as assigned by the Mayor	Management Program (Continued)	Goal #4: Oversight of workplace safety.	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 at least one safety training course per fiscal year	N/A	100%	9%	100%	9%	9%	9%	
			2. Improve workplace safety by reducing instances of injuries in the workplace	Ratio of recordable injuries per 100 employees	2.00	0.75	2.30	0.75	2.36	2.18	2.28	
			3. Improve workplace safety and security by ensuring County facilities are fitted with video surveillance	% of County facilities fitted with video surveillance	N/A	32%	41%	35%	35%	35%	27%	
		Goal #5: Promote and encourage renewable energy and energy efficiency throughout County operations.	1. Support renewable energy alternatives by implementing renewable energy (non-grid) sources in County facilities	# of kWh produced by renewable methods to date	N/A	3,175,000 kWh	1,489,563 kWh	3,175,000 kWh	793,750	1,486,967	2,310,560	
			2. Support energy efficient alternatives by implementing energy efficient (non-grid) sources in County facilities	# of kWh reduced usage due to installation of energy efficient alternatives to date	N/A	378,378 kWh	94,595 kWh	378,378 kWh	94,595	189,189	283,784	
		Management Information Systems Program	Goal #1: Evolve from technology focus to service focus.	1. Implement three new IT Service Management Processes: Service Level Management; Release and Development Management; and Information Security Management	Implementation of all three processes by June 30, 2014	N/A	N/A	N/A	100%	0%	0%	0%
	2. Provide IT Service Management training			% of MIS staff members (non-supervisory) who complete ITIL (Information Technology Infrastructure Library) Foundation training	100%	100%	100%	100%	90%	90%	95%	
				% of MIS supervisors who complete ITIL Intermediate training	N/A	100%	30%	100%	33%	33%	33%	
	3. Provide IT consulting to align corporate applications with business objectives: RPT System Upgrade			Completion of RPT Information System to IAS World by May 1, 2014	N/A	N/A	N/A	100	0	1	1	
	4. Provide IT consulting to align corporate applications with business objectives: CAD System Upgrade	Completion of upgrade of MPD CAD system to v9.2 by December 31, 2013	N/A	N/A	N/A	100	1	1	1			

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To provide executive level management and oversight to the operating departments, agencies, boards and commissions of the County of Maui as assigned by the Mayor	Management Information Systems Program (Continued)	Goal #2: Provide operational excellence through a reliable and secure IT infrastructure.	1. Increase convergence of data and radio networks (final year of effort with the Police Department's radio shop)	% of MPLS (Multi Protocol Label Switching) technology implemented throughout network infrastructure	N/A	50%	20%	100%	30%	30%	30%	
			2. Replace Countywide phone system	% of VoIP phone system implemented	N/A	N/A	N/A	100%	14%	20%	30%	
			3. Upgrade end user environment	% of end user equipment upgraded	N/A	N/A	N/A	50%	3%	10%	20%	
			4. Perform detailed design of Emergency Management Center (EMC) on a multi-year effort	% completion of the update of the siting analysis for EMC	N/A	100%	0%	50%	0%	0%	0%	
		Goal #3: Support a talented and engaged workforce.	1. Actively engage staff in IT Service Management	% of staff who participated in process design, implementation, and improvement	80	100%	75%	100%	20%	30%	40%	
			2. Implement Balanced Score Card (BSC) Methodology	% of 2nd level cascade performance measures implemented for FY15 reporting based in BCS	N/A	N/A	50%	100%	50%	50%	50%	
			3. Promote staff professional development	% of training and conference provided MIS staff	N/A	100%	70%	100%	25%	30%	50%	
		Goal #4: Expand funding base through inter-agency cooperation	1. Increase participation in HIJIS (Hawaii Integrated Justice Information Sharing) program	Amount of development and training expenses unexpended for Criminal Justice systems	N/A	\$75,000	\$0	\$50,000	\$6,000	\$6,000	\$12,000	
			2. Engage State of Hawaii agencies in EMC project (multi-year effort) by developing colocation and cost sharing partnership	Completion of Memorandum of Understanding (MOU) with OIMT by June 30, 2014	No	Yes	Yes	Yes	No	No	No	
			3. Pursue state and federal grant funding sources for EMC project (multi-year effort)	Submission of one grant award application by June 30, 2014	No	Yes	No	Yes	No	No	Yes	
			4. Pursue grant funding for Public Safety related IT capabilities	Submission of Department of Homeland Security and Federal Emergency Management Agency grant award applications by April 1, 2014	No	Yes	Yes	Yes	No	No	Yes	

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To provide executive level management and oversight to the operating departments, agencies, boards and commissions of the County of Maui as assigned by the Mayor	Geographic Information Systems Program	Goal #1: Provide geographic services and cartographic products to County agencies, other government agencies, and the community.	1. Provide geospatial analyses and other related geographic services which meet the needs of County agencies	Rate of satisfaction as measured through an annual survey of client agencies within the County (based on an average score on a scale of 0 to 100)	95%	90%	93%	90%	N/A	N/A	N/A	
			2. Provide cartographic products and other types of graphic products to County agencies, other government agencies, and the community at large	# of letter/legal sized maps, imagery or other graphic documents produced	307	200	297	200	40	162	181	
				# of presentation size (larger than legal size) maps, imagery or other graphic documents produced	591	400	503	400	99	234	459	



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To serve as the community's immediate liaison to County government.	Administration Program (Continued)	Goal #5: Promote Health and Wellness in the community.	1. Conduct health and wellness related events that promote a healthy lifestyle by implementing a Health and Wellness Policy within the County of Maui	At least one (1) Health and Wellness related event organized (not including the Walk on Wednesdays), that would involve participation from the employees of the County of Maui and the community	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
	Administration Program - Budget Office	Goal #1: Provide the highest quality budget management for the County to protect its fiscal integrity.	1. Develop a financially sound budget by improving the use and control of operating and capital budget resources	% of cash reserves at the end of each fiscal year is within 5-10%	N/A	5%	Pending <sup>1</sup>	5%	Ongoing	Ongoing	Ongoing		
				Bond Rating of AA+ or higher	N/A	AA+	AA+	AA+	N/A	N/A	N/A		
				Recipient of Government Finance Officers Association (GFOA) Budget Presentation award	Yes	Yes	Yes	Yes	Pending	Pending	Yes		
				% by which actual revenues vary from budget estimates at fiscal year end is ≤5%	N/A	≤5%	6% <sup>2</sup>	≤5%	Pending	Pending	Pending		
				% by which actual operating expenditures vary from budget appropriated	N/A	≤5%	6.3% <sup>2</sup>	≤5%	Pending	Pending	Pending		
				2. Ensure delivery of services and accountability of performance based on Council approved operating and capital budgets	% of community satisfied with value of County services for tax dollars paid (based on respondents of the Annual Community Survey)	N/A	32%	67.6% <sup>3</sup>	50%	Ongoing	64%	64%	
				Performance results accessible via the County's website	N/A	Yes	No	Yes	No	No	No		
				% of decrease in supplemental budget amendments transmitted annually	N/A	5%	0%	5%	0%	0%	0%		
	3. Improve the County's budget request and annual operating budget by linking the process more closely to the County's performance-based budgeting and strategic planning processes	Recipient of GFOA's Special Recognition for Performance Measures	N/A	Yes	No	Yes	Pending	Pending	Pending				

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To serve as the community's immediate liaison to County government.	Administration Program - Budget Office (Continued)	Goal #2: Provide useful, accurate and timely information to internal customers for decision-making relative to planning, implementation, and assessment of the County's operating and capital budgets.	1. Develop new operating budget and performance management systems to provide more timely, accurate, and useful information to internal customers and to reduce the number of working hours spent by the Budget Office staff members in preparation of the annual Mayor's Budget Proposal	Submission of the Mayor's Budget Proposal to the County Council on or before March 25th of each year	Yes	Yes	Yes	Yes	Ongoing	Ongoing	Yes	
				# of working hours spent as overtime by the budget office staff to complete the Mayor's Budget Proposal	792	723	627	650	Ongoing	Ongoing	197	
			2. Develop a revenue and expenditures forecasting system for internal customers to provide reports and analysis for planning, budgeting, decision-making purposes	Completion and implementation of a forecasting model	N/A	Yes	No <sup>2</sup>	Yes	Ongoing	Ongoing	Ongoing	
		Goal #3: Enhance community access to reliable budget information regarding County programs and capital projects.	1. Provide public with budget information summary or synopsis	# of budget summary/synopsis printed for distribution at various County meetings/events	N/A	1,000	900	1,000	500	500	1,000	
			2. Determining and evaluating information needs of external customers through conducting of the annual community survey and to attract more respondents	# of respondents to the annual community survey	312	413	413	500	Ongoing	156	156	
		Goal #4: Attract and retain highly qualified and energetic individuals to carry out the mission of the Budget Office.	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	11	11	10	12	2	2	2	
				% of employees who believe that training received in the last 4 months will help improve job performance (based on performance review conducted annually)	N/A	100%	100%	100%	100%	100%	100%	
				Ratio of staff turnover is lower than last prior year's actual	N/A	Yes	Yes	Yes	Yes	Yes	Yes	
		Economic Development Program - Administration	Goal #1: Foster job creation within Maui County with new and expanding businesses.	1. Assist and advocate for new industries	# of newly established industries within a fiscal year	N/A	1	1	1	0	1	6
	2. Attract new businesses			# of meetings with potential new businesses and assist them where needed	N/A	10	40	12	40	18	1	
	3. Support and strengthen existing businesses for workforce development and increased employment			# of annual workforce development public/private sector partnerships/initiatives OED participated with	N/A	5	4	7	5	6	3	

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To serve as the community's immediate liaison to County government.	Economic Development Program - Administration (Continued)	Goal #1: Foster job creation within Maui County with new and expanding businesses (Continued).	4. Enhance Maui's international relations through utilization of Sister City relationship and visitor industry outreach	# of Sister Cities increased every year	N/A	1	0	2	0	0	0		
				# of Sister Cities who visited Maui annually	N/A	3	5	3	2	1	0		
				# of OED events relating to international relations	N/A	N/A	N/A	1	1	1	1		
		Goal #2: Sustain existing jobs within Maui County by helping existing businesses.	1. Promote patronage of local businesses by creating new initiatives	# of new initiatives created annually	N/A	2	5	2	1	1	1		
				2. Advocate for the critical needs of each town	Ongoing advocacy	N/A	Yes	Yes	Yes	Yes	Yes	Yes	
		Goal #3: Clear bureaucratic "roadblocks" to assist businesses in being more successful.	1. Identify challenges to doing business and assess possible solutions by meeting with constituents	# of meetings conducted with constituents annual	N/A	10	29	15	12	15	9		
				2. Implement and execute solutions that are unique	# of unique solutions executed	N/A	3	3	3	1	0	1	
				3. Communicate unique solutions and roadblocks that have been cleared via all media and public meeting, if necessary	# of solutions communicated to the public	N/A	3	2	3	1	0	0	
		Goal #4: Communicate the work and successes of OED.	1. Enhance communication within County government about the work and needs of OED	# of articles contributed to the County Newsletter annually	N/A	12	12	12	6	4	3		
				# of reports with compiled list of active projects and submitted to Council Chair of Economic Development Committee	N/A	4	4	4	1	2	5		
				# of press releases produced for all major accomplishments	N/A	10	51	10	6	6	6		
				# of speeches given to community groups about OED activities annually	N/A	5	19	7	6	2	3		
				2. Enhance intra-office communication within OED offices and staff members	#of staff meetings held annually	N/A	12	12	12	3	3	3	
		Goal #5: Be an advocate for a healthy economy in Maui County.	1. Be an advocate for Maui County businesses through outreach programs to the community and business organizations	# of outreach meetings attended annually	N/A	10	58	10	14	5	10		
				# of articles written for media	N/A	2	7	3	2	6	6		
				# of letters of testimony created and delivered	N/A	7	8	8	5	4	2		

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To serve as the community's immediate liaison to County government.	Economic Development Program - Administration (Continued)	Goal #5: Be an advocate for a healthy economy in Maui County (Continued).	2. Lobby County and State of Hawaii government departments and elected officials for structural and legislative changes needed and infrastructure needed for Maui's businesses to prosper.	# of meetings conducted with Council, Legislators and department heads within the County and State of Hawaii	N/A	15	37	20	7	40	11	
		Goal #6: Add revenues to OED through outside funding sources - Federal and/or State.	1. Increase the # of grants' applications	# of applications and/or proposals submitted	N/A	N/A	N/A	3	2	1	3	
			2. Foster relationships with contractign officers and State agencies	# of contracts	N/A	N/A	N/A	10	1	1	2	
			3. Team with other County partners to strategically go after targeted funding	# of meetings with partners which collaborate on funding opportunities	N/A	N/A	N/A	12	5	3	3	
	Economic Development Program - Grants Management	Goal #1: Creating a process that awards strong, relevant projects to organizations that positively impact Maui County's economy.	1. Educate potential grant applicants on grant funding guidelines and procedures	# of OED workshops offered for funding applicants annually	N/A	2	4	2	0	1	0	
			2. Manage grant proposal process to ensure program relevance and improve evaluation of grant	# of evaluators assigned per grant application received	N/A	3	3	3	3	3	3	
			3. Improve OED's grant program to require and ensure grantees' reporting deadlines are met	% of grantees' performance metrics achieved	N/A	80%	77%	80	70	72	70	
		Goal #2: Provide adequate support to grant recipients to ensure their compliance with grant disbursement procedures and reporting requirements.	1. Provide training classes to grantees to ensure timely processing of reimbursement payments	# of training classes conducted annually to grantees	N/A	2	4	2	0	1	0	
				% of grant recipients who attend the training classes per class offered	N/A	65%	67%	65%	N/A	N/A	N/A	
			2. Respond timely to grant recipients inquiries relating to disbursement procedures and reporting requirements	% of inquiries responded to within 72 hours from date of receipt	N/A	90%	90%	80%	75%	75%	75%	
			3. Provide troubleshooting and intervention with grantees who are having challenges with their grants; conduct individual meetings as needed to provide appropriate guidance and resources	# of guidance meetings conducted annually	N/A	9	47	10	3	5	7	

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To serve as the community's immediate liaison to County government.	Economic Development Program - Agriculture	Goal #1: Encourage, develop, and support the next generation of farmers.	1. Draft ordinances to the Kula Agricultural Park rules to make it easier for new farmers to aulify for a lot	Proposed ordinance passed by the Maui County Council by October 2013	N/A	Yes	No	Yes	No	No	No			
		Goal #2: Improve and expand on infrastructure that enables local farming in the Kula Agricultural Park.	1. Release of RFP for design plans for HC&S reservoir 40 water intake relocation	Design completed by January 2014	N/A	Yes	No	N/A	No	No	No	No		
			2. Release of RFP for design plans to replace 4 existing water pumps servicing the Kula Agricultural Park	Design completed by January 2014	N/A	Yes	No	N/A	Yes	No	No	No		
		Goal #3: Reduce and control axis deer "doe" population.	1. Monitor the pilot Deer Culling/Harvesting Project	Quarterly reports submitted to the Council and Mayor whether goals and objectives are being met in pilot project	N/A	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	
				2. Be the County liaison with the Axis Deer Working Group and provide input and coordination on initiatives	# of meetings attended to annually	N/A	6	18	6	7	6	6	6	
		Goal #4: Assist the Maui Produce Processing Cooperative at the Kula Vacuum Cooling Plant in becoming food safety certified.	1. Monitor and help facilitate the OED funded repair and maintenance project at the Kula Vacuum Cooling Plant that will enable the plant to be food safety certified	Food Safety Certification received by January 2014	N/A	Yes	No	Yes	No	No	No	No		
		Goal #5: Manage and track success fo Kula Agricultural Park.	1. To assure Kula Agricultural Park is fully leased	# of lots that are leased	N/A	N/A	N/A	31	31	31	31	31	31	
			2. Monitor jobs created at the Kula Agricultural Park	# of full-time and part-time employees	N/A	N/A	N/A	15 Full-time/20 Park-Time	56 Full 9 PT	70 Full 9 PT	82 Full 15 PT			
			3. Track the total value to Maui's economy for products produced	Annual Farm Gate Value of crops	N/A	N/A	N/A	\$3 million	\$2,655,000	\$ 4,186,000.00	\$ 2,500,000.00			

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To serve as the community's immediate liaison to County government.	Economic Development Program - Business Resource Centers	Goal #1: Have MCBRC become the "Top-of-Mind" one-stop shop for business startups and business training for the island of Maui.	1. Identify most highly utilized services by preparing a report of most highly utilized services by analyzing sign-in logs	Completion of reports annually	N/A	Yes	Yes	Yes	Yes	Yes	Yes			
			2. Strengthen most highly utilized services through client and partner surveys	Completion of annual survey	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
			3. Identify new services that should be offered to address the needs of the community	# of new services provided to the community annually	N/A	2	4	2	2	2	2	2		
			4. Market and promote new and existing services through development and implementation of a marketing plan	Marketing plan for the MCBRC developed by October 2013	N/A	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
			5. Provide excellent business services for our community	# of clients served per year	N/A	N/A	N/A	4,500	1,445	1,598	4,748			
		Goal #2: Strengthen relationships with our natural partners (i.e. all Chamber's of Commerce, Contractor's Association, SBA, banks, etc.) which in turn will strengthen our outreach in the community.	1. Create open communication channels and opportunities to understand our partners' offerings and needs	# of quarterly meetings held with partners	N/A	4	4	15	4	4	4			
			2. Identify partners' events and services that fit with our mission	# of partner events participated in, collaborated with and promoted	N/A	3	7	5	2	2	3			
		Goal #3: MCBRC to assist underserved ethnic communities with business start-up resources and counseling.	1. Identify who the underserved ethnic groups are and what knowledge they are lacking for business start-up through workshops conducted annually	# of workshops conducted annually	N/A	2	2	2	1	2	2			
		Goal #4: Create a small business owner support group system.	1. Create a support group to allow the small business owner a place to freely exchange ideas and receive advice and guidance from peers	# of support group who meets regularly at the MCBRC	N/A	1	1	1	1	1	1			
			2. Assist and support the Maui Business Brainstormers (MBB) to grow and prosper	# of members of MBB	N/A	N/A	N/A	100	40	50	500			
		Goal #5: KBRC to provide a place of resource or venue for the community's use.	1. Increase the number of people utilizing the center annually	# of clients served from previous year's figure	N/A	N/A	N/A	225	116	175	232			
			2. Provide kits containing updated literature and business startup materials	Complete 100 new kits for community	N/A	Yes	Yes	Yes	No	No	No			

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To serve as the community's immediate liaison to County government.	Economic Development Program - Business Resource Centers (Continued)	Goal #6: (KBRC) to provide quality business education services to the community.	1. Provide relevant workshops to the community	# of workshops conducted annually	N/A	N/A	N/A	10	24	17	18	
			2. Partner with agencies to enhance business services	# of partners	N/A	N/A	N/A	5	19	10	5	
		Goal #7: KBRC to seek renewable energy resources, information, and tools for our community.	1. Enhance and market the Renewable Energy Library	# of reference books/pamphlets generated annually	N/A	50	100	75	0	0	63	
			2. Conduct educational workshops on renewable energy	# of renewable energy workshops conducted annually	N/A	4	19	6	0	0	5	
	Economic Development - Film Industry	Goal #1: Create jobs in the film and television industry where none previously existed.	1. Assist in the development and creation of re-training and college-level programs with the specific purpose of educating individuals so that they become employable within the Film & TV Industries	# of International Alliance of Theatrical Stage Employees (I.A.T.S.E.) Local 665 Union workers registered and working in Maui County	30	35	177	50	0	23	35	
			2. Create an economic environment that will help nurture business from the Film & TV sector as they migrate to Maui County from abroad	# of film specific businesses registering with the Maui County Film Office to be listed in the resource directory	12	20	6	35	0	4	92	
		Goal #2: Expand film, television and new media production.	1. Create comprehensive approach to draw producers and studios in-county	# of in-county productions with County permits annually	26	30	46	45	6	7	8	
				# of hotel room nights booked by productions	1,069	1,100	168	1,200	27	44	209	
				Amount of money spent on productions in County	\$2,041,000	\$2,000,000	\$1,233,500	\$2,500,000	\$35,000	\$745,000	\$1,679,000	
				# of days of in-county production	81	100	168	120	30	26	36	
	Goal #3: Market Maui County to film, television and new media industries.	1. Develop a working plan that will disseminate information easily to all media outlets	# of press references about the film office on the web and in print	32	30	51	35	0	8	9		
		2. Create a Maui County Film Office website that is both interactive and informative	# of unique hits (page views) to the Maui County Film Offices' website	N/A	1,000	6,917	1,100	3,115	3,000	2,486		

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To serve as the community's immediate liaison to County government.	Economic Development Program - County Product Enrichment Program	Goal #1: Communicate HTA/CPEP program criteria for successful funded programs.	1. Broadcast RFP on County website, news media, and inform current contractors. Encourage new applicants by hosting workshop on program criteria	# of applicants received per calendar year	32	34	37	36	0	0	31	
			2. Support organizations with assistance on program or budget issues, and inform how to obtain required documents to submit a well-qualified proposal	# of programs awarded per calendar year	24	26	22	26	0	0	23	
		Goal #2: Manage contracts, program monitoring and reporting to OED and HTA.	1. Prioritize workflow to process contracts, invoices and reporting on a timely basis; support contractor capacity building so programs meet measures and are compliant	Amount of CPEP program funds received from HTA annually	\$400,000	\$400,000	\$400,000	\$400,000	\$0	\$250,000	\$0	
				Amount of cash and in-kind matching funds contractors report per calendar year	\$1,400,000 CY data avail 4/1/13	\$1,400,000	N/A	\$1,450,000	\$0	N/A	N/A	
	Goal #3: Support CPEP marketing.	1. Engage in a communication partnership with contractors so they provide updated info on events to ensure accurate promotion by informing contractors on best practices for effective event marketing	# of attendees by visitors and residents per calendar year	N/A	120,000	142,945	120,000	61,242	82,269	114,315		
	Economic Development Program - Sports and Events	Goal #1: Generate and facilitate productive partnerships while providing guidance and leadership to support and encourage successful sustainable existing events in Maui County.	1. Nurture and develop strategic business relationships within the entertainment, cultural and sport industries while providing opportunities for growth	# of sports, cultural, musical and entertainment events that the Office of Economic Development assists to produce in Maui County	N/A	25	51	30	24	0	12	
		Goal #2: Seek opportunities to initiate destination events in Maui County.	1. Initiate and facilitate annual signature, destination sporting, cultural, musical, and special events that organically fit in Maui County	# of new events piloted annually	N/A	3	2	3	0	0	0	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To serve as the community's immediate liaison to County government.	Economic Development Program - Renewable Energy and Energy Efficiency	Goal #1: Encourage the installation of renewable energy at Maui County facilities	1. Integrate County's Waste to Energy (WTE) facility into Maui Electric Company's (MECO) Integrated Resource Plan	# of requests for proposals issued	N/A	1	0	1	0	0	0	
			2. Additional solar photovoltaic	kW of photovoltaic systems installed	20	2,100		2,300	2,500	2,200	2,300	
		Goal #2: Decrease County facilities' energy usage by leading by example with integrated "Reduce Before You Produce" approach.	1. Implement energy efficiency projects	Electric consumption reduced annually - kWh	379,000 kWh	400,000 kWh	100,000 kWh	410,000 kWh	93,000 kWh	93,000 kWh	93,000 kWh	
			2. Seek a funding model for additional efficiency projects	% of dollars spent in Maui from Hawaii's energy efficiency fund	11%	13%	13%	13%	13%	13%	13%	
			3. Reduce the annual expenditures spent on electricity	Dollars saved (at assumed MECO rate of .29)	\$109,000	\$116,000	\$118,000	\$119,000	\$30,000	\$27,000	\$27,000	
		Goal #3: Help resolve Maui County's grid congestion issues.	1. Analyze Interconnection Review Studies to evaluate solutions to grid congestion in Maui County	# of interconnection review studies initiated	1	2	2	2	1	1	2	
			2. Increase off-grid (not physically connected to the MECO system) power generation	# of County facilities with partial or full off-grid generation	0	3	12	4	4	8	8	
		Goal #4: Participate in Public Utility Commission (PUC) proceedings and the legislative session on energy issues deemed most important to the County.	1. Participate in Hawaii Clean Energy Initiative (HCEI)	# of Steering Committee meetings attended to annually	4	4	5	4	1	1	1	
			2. Testify on key issues such as the interisland cable and the Smart Grid projects	# of bills that the County commented or testified on	4	6	11	6	2	1	6	
		Economic Development - Workforce Development	Goal #1: Expand WIA program opportunities.	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	2	3	3	3	3	3	3
	Goal #2: Improve existing programs and services.			1. Provide further guidance and assistance, with oversight by the MCWIB, to WDD and the Ku'ina Program maximize services of WIA programs	# of WIA participants	150	162	441	170	83	101	116
				% of WIA service providers' performance measures that are achieved	67%	100%	N/A	100%	87%	50%	100%	
				% of participants who graduate/attain a credential in Younger Youth	40%	65%	100%	65%	0%	0%	100%	
			% of participants who graduate/attain a credential in Older Youth	71.4%	38%	40%	43%	100%	0%	83%		

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD		
To serve as the community's immediate liaison to County government.	Community Development Block Grant Program	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.	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 (≥ 70%)	≥70%	≥70%	≥70%	≥70%	92%	85%	81%			
			2. Ensure that grant amount awarded to the CDBG Program is used for public service activities	% of grant amount awarded to public service activities (≤15%)	≤15%	≤15%	13%	≤15%	2%	2%	2%			
			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 (≤ 20%)	18.60%	≤20%	30%	≤20%	8%	15%	20%			
		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.	1. Ensure that sub-recipients expend CDBG funds in a timely manner	Grant balance is < 1.5 times the grant amount received		0.88	1.49	1.11	1.49	2.0	1.6	1.5		
			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.	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%	100%	100%	100%	100%	100%	
				% of HUD reports submitted 45 days before start of the program year	100%	100%	100%	100%	100%	100%	100%	100%		
				% of ConPlan submitted 45 days before start of the program year	100%	100%	100%	100%	100%	100%	100%	100%		
			% of CAPER submitted 90 days after the program year	100%	100%	100%	100%	100%	100%	100%	100%			

NOTES:  
<sup>1</sup> Pending for completion of CAFR ending 6/30/2013.  
<sup>2</sup> Includes Operating Expenditures only; based on Finance Director's Quarterly Report ending 6/30/2013.  
<sup>3</sup> Based on the sum of respondents' responses with "Very Satisfied", "Satisfied", and "Neutral".

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County	Administrative Program	Goal #1: Provide the department with a wide range of safety education.	1. Implement Occupational Safety and Health Administration (OSHA) and Maui County safe & health program to promote and maintain a safe work environment and reduce hazards for employees and the public	# of safety inspections conducted to the fields and base yards	144	168	148	150	18	54	102		
				# of training sessions conducted annually regarding proper use of safety equipment	6	48	36	24	8	28	59		
				# of educational materials generated annually regarding proper use of safety equipment	12	12	14	12	3	10	15		
		Goal #2: Administratively support the divisions within the department to enhance their ability to fulfill their	1. Work collaboratively with divisions to provide administrative support as requested	# of requests from other divisions addressed by administrative support staff	N/A	250	471	275	65	140	100		
		Goal #3: Create safer parks for our residents, visitors, and departmental staff.	1. Increase awareness of residents and visitors and education levels of staff members in regard to County parks rules and regulations and safe practices	# of maintenance issues including hazards and safety issues reported by the enforcement section	N/A	600	474	600	210	535	305		
				Average # of calls per week for service addressed by enforcement officers	N/A	4	10	4	25	105	18		
				% of beach parks and accesses visited daily by enforcement officers	N/A	80%	55% <sup>1</sup>	80%	70%	65%	45%		
		Aquatics Program	Goal #1: Maintain and enhance safety in County swimming pools and beach parks.	1. Maintain and enhance safety in swimming pools and beach parks by participating in safety programs, presentations, and	# of Jr. Lifeguard participants	50	75	397	100	60	60	60	
					# of Learn to Swim participants	4,000	5,054	9,690	5,000	2,036	2,132	2,790	
	# of public safety contacts				25,000	210,000	1,016,287	25,000	46,237	51,237	96,099		
Goal #2: Provide high quality lifeguard services at our County swimming pools.	1. Provide pertinent training to all Aquatics personnel		# of personnel who maintain their American Red Cross Life Guard, First Aid, Cardio-pulmonary resuscitation and American Heart Emergency Medical Responder certifications	40	40	89	45	45	45	35			
			# of personnel who maintain their Certified Pool Operator Certification and American Red Cross Water Safety Instructor for all Senior Pool Guards certifications	8	8	8	16	16	16	17			

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD			
To provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County	Aquatics Program (Continued)	Goal #3: Become energy efficient throughout our division.	1. Implementing energy-efficient measures at all pool facilities	# of pools equipped with variable frequency drives on the pool motors	N/A	2	3	4	4	4	4				
				# of solar water heaters installed in pool facilities	1	1	2	2	3	3	3				
				% of pools that use pool blankets to cover pools after hours	25%	50%	25%	50%	25%	25%	25%				
	Parks Maintenance Program	Goal #1: Maintain the facilities at the highest quality levels and lowest possible cost.	1. Respond to work requests in a timely manner	% of work requests responded to within 14 days from date of request	% of completion of scheduled maintenance and repair requests within 21 days	100%	100%	100%	100%	100%	100%	100%			
					% of completion of scheduled maintenance and repair requests within 21 days	90%	90%	90%	90%	90%	84%	85%			
					2. Construction of Kanaloa Construction/Maintenance Baseyard	Completion of the new baseyard by December 31, 2013	75%	85%	90%	100%	100%	95%	95%		
		Goal #2: To promote, implement, and monitor beautification of the County parks and trees.	1. Maintain the "A" Fields (Football & Baseball Stadiums, and Little League Fields) at the highest level possible	% of turf that is green, healthy, and free of weeds	% of irrigation functioning with no dry areas	90%	98%	80%	98%	80%	80%	80%	80%		
					% of irrigation functioning with no dry areas	95%	95%	95%	95%	95%	95%	95%	95%		
					2. Respond to work request relating to beautification program in a timely manner	# of work requests completed within 14 days from date of request	100%	100%	100%	100%	100%	100%	100%	100%	
					3. Installation of automatic irrigation systems in existing parks as needed	# of automatic irrigation systems installed in existing parks annually	1	1	0	1	0	0	0	0	
	Planning and Development Program	Goal #1: Develop and implement the department's capital projects in a timely, effective and efficient manner while continuing to carry out the department's Accessibility Transition Plan.	1. Increase level of efficiency and effectiveness with regard to capital projects and the Accessibility Transition Plan processes and requirements	% of fully funded capital projects contracted for construction within 12 months of the fiscal year	% of capital projects where construction was completed within 10% of the approved budget	67%	50%	57%	50%	11%	56%	67%			
					% of capital projects where construction was completed within 10% of the approved budget	75%	50%	50%	50%	0%	60%	80%			
					% completion of the department's Accessibility Transition Plan's Phase Four	N/A	N/A	71%	100%	0%	50%	71%			

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County	Planning and Development Program (Continued)	Goal #2: Acquire lands for future parks and open space based on current needs and projected trends.	1. Meet with land owners and developers to discuss the department's need of suitable land for future park facilities and development	# of productive quarterly meetings participated in annually	N/A	4	4	4	1	2	3	
	Recreation and Support Services Program	Goal #1: Provide satisfying recreational opportunities to all participants of programs sponsored by the department.	1. Maintain the satisfaction levels of participants in programs sponsored by the department	% of participant's satisfaction level as determined by evaluations completed by all participants at end of program	97%	95%	95%	95%	95%	95%	95%	
			2. Maintain program accommodation in accordance with the American Disability Act guidelines	% of program ADA satisfaction level as determined by inclusive program participants' completed evaluations at the end of the program	N/A	80%	95%	80%	92%	92%	95%	
	Recreation and Support Services Program	Goal #2: Provide departmental facilities that exceed a satisfactory standard to the community	1. Provide quality facilities that are clean and have properly functioning amenities	% of users satisfaction level as determined through evaluations completed by the community	N/A	N/A	N/A	90%	97%	94%	94%	
			2. Maintain facility access in accordance with the American Disability Act guidelines	% of ADA users satisfaction level as determined by facility access	N/A	N/A	N/A	80%	80%	80%	90%	
	Recreation and Support Services Program	Goal #3: Provide safe and well maintained park facilities.	1. Formulate a parks maintenance program for all parks districts	# of parks maintenance programs implemented annually	N/A	3	4	3	3	3	3	
	PALS Program	Goal #1: Provide a safe and nurturing environment while providing quality recreation services for Maui County children during the summer and school year break periods.	1. Increase the satisfaction level of all program participants by seeking quality services and accountability of all program staff	% of parent satisfaction level at or above satisfactory	95%	95%	97%	95%	95%	95%	95%	
				% of children's satisfaction level at or above satisfactory	100%	90%	97%	95%	95%	90%	90%	
			Goal #2: Emphasize the cultural and recreational skills that reflect our diverse island culture for all program participants.	1. Increase the emphasis on creative cultural-related curriculum and sportsmanship training for all program staff	% of new cultural and recreational skill activity implemented for all participants in the program	95%	95%	100%	95%	95%	95%	95%

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD			
To provide safe, satisfying and cost-effective recreational opportunities for the residents of and visitors to Maui County	Waiehu Golf Course Program	Goal #1: Maintain the Waiehu Golf Course at the highest quality levels.	1. Reduction of weed population per 5 year schedule	% of greens free of weeds	70%	80%	70%	85%	70%	70%	65%				
				% of tees free of weeds	60%	70%	70%	75%	70%	70%	65%				
				% of fairway free of weeds	60%	60%	70%	65%	65%	65%	60%				
					2. Develop and implement a dabber weed control program for Greens	% of dabbers being used	10%	0%	100%	30%	100%	100%	100%		
						3. Develop and implement a spot spraying program for around Greens and on and the around tees	% of greens with a spot spray program implemented	13%	28%	19%	40%	19%	19%	19%	
				Goal #2: Provide affordable recreational opportunities to Maui County residents.	1. Increase rounds played by Maui County residents	# of rounds played by retirees and students	35,531	36,568	38,472	37,665	9,563	19,105	28,063		
# of rounds played by adult residents	65,623					70,026	68,846	72,127	17,323	33,147	49,253				

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To contribute to the attainment of countywide goals by attracting, developing and retaining a professional work force, and by contributing to the establishment of the best possible work environment.	Administration and Management Support Services Program	Goal #1: Attract, value, support, and retain a fully-staffed, qualified, diversified workforce.	1. Allocate positions to proper existing classes	% of positions allocated within 60 days from date of Request for Position Action form is received	75%	80%	79%	80%	75%	75%	74%	
			2. Provide responsive, fair, and consistent recruitment and examination services to departments, employees, and job applicants	% of departments provided with a timely Certificate of Eligibles (i.e., within 90 days from receipt of either the Request for Position Action form or the Request for Certification of Eligibles form, whichever is later)	87%	70%	90%	70%	77%	81%	83%	
			3. Ensure the County employs a qualified workforce that delivers essential services to the public	% of newly hired employees passing their initial probationary period	86%	90%	89%	90%	94%	92%	91%	
			4. Retain qualified employees that deliver essential services to the public	% of turnover	7%	10%	8%	10%	2%	4%	6%	
		Goal #2: Continually improve the effectiveness of individual employees and the County as a whole.	1. Develop and offer training programs in support of employee development	% of training conducted where participants rated the training as good or better	100%	90%	100%	90%	99%	100%	100%	
				% of participants responding to post-training surveys, 30 days after attending training, indicating utilization of skills learned	N/A	85%	85%	85%	88%	70%	81%	
		Goal #3: Support and encourage career and professional development.	1. Provide ongoing support to the organization's succession efforts	% of positions filled with internal candidates	72%	60%	70%	60%	48%	57%	61%	
			2. Retain qualified employees that deliver essential services to the public	% of employees leaving County employment within 5 years from date of hire	4%	5%	3%	5%	1%	2%	2%	
			3. Promote a diverse and productive work environment free of discrimination and harassment	% of discrimination or harassment complaints resolved prior to formal process	N/A	90%	91%	90%	100%	100%	100%	
		Goal #4: Enhance the quality and delivery of services through technology.	1. Convert paper-based personnel files to electronic format by FY 2018	% of personnel files converted annually electronically by FY 2018	N/A	15%	8%	40%	10%	25%	25%	

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To contribute to the attainment of countywide goals by attracting, developing and retaining a professional work force, and by contributing to the establishment of the best possible work environment.	Administration and Management Support Services Program	Goal #4: Enhance the quality and delivery of services through technology (Continued).	2. Create and populate an internal "knowledge base" of DPS policies, procedures, frequently asked questions, common issues, etc., to enhance customer service, staff training, and knowledge transfer by FY 2015	% of rules, policies and procedures incorporated annually to internal knowledge base by FY 2015	N/A	20%	95%	100%	98%	98%	99%	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To manage growth in a sustainable manner that balances our economy, culture and environment	Administration and Planning	Goal #1: Increase public participation and improve customer service.	1. Eliminate confusion over permit application procedures by consolidating approximately 60 forms into fewer forms	# of old forms eliminated	N/A	10	2	5	1	2	2	
			2. Make application forms easier to complete and submit by generating forms that are fillable and submitted electronically	% of forms converted as fillable forms	25%	50%	67%	75%	68%	70%	72%	
				% of forms that can be submitted electronically	N/A	10%	10%	25%	12%	15%	15%	
			3. Increase public awareness and the availability of public information for board and commission meetings through posting meeting agendas and documents on-line through the County's website	% of documents relating to meetings posted on-line	0%	25%	100% meeting agendas/ 8% documents	50%	10%	14%	25%	
		4. Make zoning information more readily available through the County's website	% of County zoning maps accessible on-line	0%	30%		50%	30%	30%	30%		
		Goal #2: Revise and modernize County rules and laws.	1. Account for changes in technology, the economy, the tourism industry and lifestyles by updating zoning district ordinances (Title 19) and departmental rules	# of ordinances and rules amended annually	10	15	5	10	2	10	12	
			2. Reduce written policies by making clarifications or changes to zoning district ordinances (Title 19) or departmental rules	# of written policies eliminated annually	5	10	5	10	3	6	8	
		Goal #3: Increase department's efficiency by improving tge utilization of office space and staff productivity.	1. Consolidate office space by consolidating all departmental employees into one office or building	% of employees in same office	33%	33%	100%	100%	100%	100%	100%	
			2. Improve utilization of office space and decrease time spent retrieving old files by storing documents electronically	% of documents stored electronically	15%	25%	68%	35%	60%	70%	72%	
				Average time spent retrieving old files	8 days	4 days	4 days	3 days	4 days	4 days	4 days	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
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	Administration Program	Goal #1: Enhance personnel development.	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 Commission on Accreditation for Law Enforcement Agencies (CALEA) standards	85%	90%	90%	90%	90%	90%	100%		
			2. Developing and sustaining a sufficient and effective workforce	% of internal investigations completed within 90 days or less	60%	50%	100%	70%	55%	83%	70%		
			3. Developing and sustaining a sufficient and effective workforce through diligent and selective hiring practices	% of authorized positions filled	90%	95%	92%	95%	91%	89%	90%		
		Goal #2: Advocate fiscal management and accountability.	1. Ensure fiscal accountability and successful budget management	Actual expenditure within or lower than Council Adopted budget	Yes	Yes	Yes	Yes	Yes	Yes	Yes		
		Goal #3: Advocate energy efficiency.	1. Increase energy efficiency and the use of renewable energy sources	# of energy saving ventures introduced annually	2	2	1	2	0	0	2		
		Investigative Services Program	Goal #1: Enhance personnel development.	1. Provide personnel with mandatory and specialized training	# of specialized task oriented trainings provided to CID personnel annually	23	10	34	10	13	27	36	
	# of specialized task oriented trainings provided to JCPD personnel annually				10	10	9	10	6	6	14		
	# of specialized task oriented trainings provided to Vice personnel annually				90	15	46	15	2	9	9		
	# of specialized task oriented trainings provided to SRT personnel annually				30	10	36	10	29	41	49		
	Average # of roll call trainings provided by each section annually				7	10	36	10	3	9	10		
	2. Inspect and ensure that all time sensitive equipment is replaced as required			Average # of inspections of time sensitive equipment conducted for each section annually	2	1	9	1	1	3	3		
	Goal #2: Reduce crime and increase public safety with prevention methods.			1. Public Education	# of presentations conducted by CID to community groups	8	12	21	12	1	5	6	
					# of presentations conducted by JCPD to community groups	37	12	55	12	40	63	146	
# of presentations conducted by Vice to community groups					9	12	12	12	1	4	4		

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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	Investigative Services Program (Continued).	Goal #2: Reduce crime and increase public safety with prevention methods (Continued).	2. Strategic planning and use of technology to address current crime trends and apprehend offenders	# of specialized field operations implemented by CID	5	12	10	12	0	3	8		
				# of specialized field operations implemented by JCPD	0	12	1	12	0	0	3		
				# of specialized field operations implemented by Vice	4	12	4	12	0	1	2		
			3. Effective use of investigative method	% of successful investigation of Part I offenses through clearance	28%	55%	59%	55%	45%	45%	38%		
			# of successful investigation of vice offenses through search warrants conducted	263	145	417	145	57	108	146			
		Goal #3: Promote emergency preparedness.	1. Provide first responders with specialized clothing and equipment for protection against health and safety hazards and ensure operational readiness	Average # of specialized clothing and equipment inspected annually by each section	1	1	14	1	0	1	2		
				2. Conduct vulnerability assessments and participate in training and exercises	Average # of emergency preparedness drills and exercises participated annually by each section	2	1	4	1	0	1	1	
			Goal #4: Foster outside agency and community partnerships.	1. Promote community programs and activities	Average # of community outreach activities and programs participated annually by each section	4	1	20	1	1	3	3	
		2. Develop and maintain partnerships with County, State and Federal law enforcement agencies			Average # of annual meetings attended by each section annually	3	1	1	1	6	9	15	
					Average # of MOUs maintained by each section annually	6	1	2	1	1	3	3	
	Uniformed Patrol Services Program	Goal #1: Reduce crime and increase public safety with prevention methods.	1. Conduct special operations to prevent and suppress criminal activity by executing narcotics related search warrants	# of search warrants issued annually	78	24	116	24	30	61	94		
				2. Provide highway and roadway safety through effective enforcement strategies by preventing and suppressing operating a motor vehicle under the influence	# of Operating Under Influence (OUI) arrested annually	1,198	800	1,703	800	426	669	703	
					# of Driving Under the Influence of Intoxicants Sobriety checkpoints conducted annually	185	48	133	48	50	56	66	
					# of citations for traffic violation issued annually	14,954	19,000	53,313	19,000	10,546	19,083	28,039	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD		
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	Uniformed Patrol Services Program (Continued)	Goal #2: Participate in emergency preparedness.	1. Prepare and maintain MPD's capabilities to address homeland security and manmade/natural disasters through participation in training and exercises	# of emergency preparedness training and/or exercises participated annually	9	12	12	12	54	8	8			
		Goal #3: Foster outside agency and community partnerships.	1. Promote community involvement through conducting town hall meetings in each patrol district	Average # of town hall meetings conducted in each patrol district annually	1	1	1	1	1	1	1	1		
	Technical and Support Services Program	Goal #1: Enhance personnel development.	1. Maintain a versatile and disciplined personnel necessary to meet the rising demand of law enforcement through effective training and education	# of instructor development training sessions hosted annually	11	3	5	3	3	3	3	4		
				# of recruit classes held annually	2	2	2	2	1	1	1	1	1	
				% of recall training provided to all sworn personnel	76%	90%	86%	90%	20%	53%	65%			
				% of drug urinalysis testing conducted to all sworn personnel	83%	90%	47%	90%	22%	33%	45%			
		Goal #2: Reduce crime and increase public safety with prevention methods.	1. Reduce crime through use of technology and the efficient delivery of law enforcement services	% of Police records processed annually	63%	75%	65%	75%	55%	54%	71%			
				2. Reduce crime through use of technology	% of completion for the Automate Uniform Crime Reporting	90%	100%	100%	100%	0%	41%	100%		
				3. Reduce crime through use of technology by implementing the Next Generation 911	Completion of Next Generation 911 implementation by 12/31/2014	N/A	Yes	No	Yes	No	No	No		
		Goal #3: Promote emergency preparedness.	1. Provide first responders with specialized clothing and equipment for protection against health and safety hazards	% of body armor replaced for sworn officers annually	35%	20%	59%	20%	24%	24%	24%			
				2. Prepare and maintain MPD's capabilities to address homeland security and manmade/natural disasters through interoperable communications	# of radio sites maintained annually	17	14	82	14	27	63	96		
					# of mobile and portable radios maintained annually	1,139	500	1,146	500	299	526	656		
	3. Provide first responders with specialized equipment by maintaining a reliable fleet operating efficiently with minimal down time			% of marked vehicles replaced annually	14%	25%	21%	25%	0%	0%	0%			
		% of unmarked vehicles replaced annually	5%	11%	2%	11%	0%	0%	0%					

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
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	Technical and Support Services Program (Continued)	Goal #3: Promote emergency preparedness (Continued).	4. Prepare and maintain MPD's capabilities to address homeland security and manmade/natural disasters through operational readiness of infrastructures	% of Wailuku Police Station and the Forensic Facility ready for homeland security and manmade/natural disasters operations	100%	100%	100%	100%	100%	100%	100%	
		Goal #4: Foster outside agency and community partnerships.	1. Invest in youth development strategies for our schools and our children	# of Drug Abuse Resistance Education (DARE) classes conducted	183	260	228	260	66	186	200	
			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	13	10	6	10	0	2	3	
				# of follow-up meetings conducted for existing programs	10	36	134	36	9	39	59	
			3. Maintain and foster good working relationships with other County, State, Federal, and community partners through participating, training, and supporting better interoperability between agencies	# of training exercises participated, annually	11	6	3	6	3	6	13	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To seek justice. Through leadership, the Prosecuting Attorney ensures that justice is done in a fair, effective, and efficient manner through a vertical prosecution model. This will further enhance a victim-centered approach in prosecution and assist the prosecuting attorneys in being efficient, effective, and responsible in all cases.	Administration Program	Goal #1: To prosecute cases uniformly within the department.	1. Apply vertical prosecution method on all cases	% of number of cases charged to the total number of cases received	68%	77%	81%	77%	30%	72%	74%	
				% of number of cases convicted to the total number of cases charged	67%	77%	81%	77%	88%	86%	85%	
		Goal #2: Provide crime prevention efforts in the community.	1. Increase number of trainings and education	# of trainings and education provided annually	160	180	171	180	9	21	70	
		Goal #3: To promote integrity in the prosecution profession and support staff.	1. Conduct performance evaluations as scheduled annually	% of evaluations completed for employees in a timely manner	75%	100%	100%	100%	8%	15%	65%	
		Goal #4: Provide trainings and education to employees.	1. Recommend applicable trainings to improve employees skills and knowledge needed in their positions	Average # of trainings provided to each employee	2	3	74% of employees w/3 trainings	3	1	49% of employees w/3 trainings	68% of employees w/3 trainings	
			2. Provide training opportunities for all employees	% of employees trained annually	75%	85%	85%	85%	29%	50%	88%	
	General Prosecution Program	Goal #1: Successful prosecutions in all units.	1. Vertical prosecution approach	% of minimum conviction rate	70%	77%	81%	77%	40%	72%	74%	
			2. Use victim/witness counselors throughout the process of prosecution	% of victim/witness served that are satisfied with services provided	72%	75%	73%	85%	25%	68%	72%	
			3. Expedite charging decisions	% of charging decisions made within the deadlines for Felony, Family Adult, Misdemeanor, and Juvenile Units	70%	77%	83%	77%	83%	84%	87%	
		Goal #2: Gain support and cooperation with law enforcement agencies to prosecute successfully.	1. Build an efficient network system to charge and prosecute with sufficient information	% of charged cases from total of received cases	70%	77%	82%	77%	80%	82%	85%	
		Goal #3: Improve skills and knowledge to prosecute successfully.	1. Track trainings received and relevance to position	% of cases convicted from total cases charged	74%	77%	81%	77%	30%	36%	61%	
		Goal #4: Reduce crime rates.	1. Participate in crime prevention trainings to the public	% of crime rates reduced annually between 3% to 5%	2%	5%	4%	5%	1%	3%	4%	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Administration Program	Goal #1: Enhance and improve relations with the community and other governmental and non-governmental agencies.	1. Enhance media relations efforts by providing information on public works projects, programs, services, and achievements	# of monthly updates to DPW website	N/A	12	12	12	1	3	3	
				# of media releases annually	N/A	4	0	4	0	1	0	
		2. Improve relations with community groups and other governmental and non-governmental agencies through periodic, scheduled information exchange sessions, to learn community needs and concerns and to educate the community regarding department responsibility, funding, and projects	# of presentations provided to community groups and other governmental and non-governmental agencies annually	N/A	10	15	10	6	17	8		
		Goal #2: Develop organizational efficiency and innovation.	1. Ensure employees understand their professional objectives and are recognized and rewarded appropriately for professionalism, innovation, respect, and integrity by developing employee recognition and departmental values programs	Implementation of a recognition and departmental values program by second quarter FY 2014	N/A	N/A	N/A	Yes	In Progress	In Progress	In Progress	
		2. Develop enhanced regulations to improve public service through solicitation of input from staff and public on the effectiveness of the organization and the ordinances and rules it administers	# of regulations revised or modified annually through the solicitation of input from staff and the public	3	3	2	3	0	1	0		
	Engineering Program	Goal #1: Establish an eco-friendly transportation system to enhance non-motorized transportation infrastructure to promote health and wellness and reduce the County's dependence on fossil fuel.	1. Create more opportunities for alternative, non-motorized, modes of transportation	# of additional sidewalks installed in lane feet (LF) annually	2,534	500	1,550	500	0	1,320	1,463	
				# of bike lanes/paths constructed in LF annually	980	1,000	0	1,000	0	0	0	
				# of wheelchair ramps installed (each) annually	18	20	27	30	0	7	70	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Engineering Program (Continued)	Goal #2: Ensure that County roads and bridges meet or exceed applicable standards for accessibility and maintenance.	1. Rehabilitate and maintain County road and bridge infrastructure to maximize lifespan and minimize maintenance costs. Ensure compliance with County standard details and specifications	# of lane miles reconstructed, rehabilitated and resurfaced annually	43	25	26	38	9	16	22	
				# of lane miles preserved annually	6	4	4	5	0	0	0	
				# of bridges rehabilitated/replaced annually	2	2	1	2	0	0	0	
		Goal #3: Identify and resolve traffic congestion and safety issues.	1. Address capacity and circulation issues by installing additional laneage, creating acceleration/deceleration turning lanes, providing traffic control devices at major intersections, such as all way stop, traffic signal installation and roundabouts	# of miles added to travel lanes annually	0	1	0	1	0	0	0	
				# of traffic improvements made at intersections including traffic signals, all way stop and roundabouts annually	2	2	0	2	0	0	0	
	Goal #4: Provide services to County facilities and equipment under department's jurisdiction which meet acceptable standards for cleanliness and repair.	1. Improve working relationships with the employees and visitors of various facilities to meet primary goal	% of building maintenance work order requests responded to within 24 hours	N/A	N/A	N/A	100%	100%	100%	100%		
	Special Maintenance Program	Goal #1: Provide services to County facilities and equipment under department's jurisdiction which meet acceptable standards for cleanliness and repair.	1. Improve working relationships with the employees and visitors of various facilities to meet primary goal	% of cemetery work order requests responded to within 24 hours	100%	100%	100%	100%	100%	100%	100%	
				% of cemetery mowing completed on time	100%	100%	99%	100%	98%	98%	100%	
	Development Services Administration Program - General Fund	Goal #1: Administer the County's subdivision ordinance in a consistent and lawful manner.	1. Provide prompt and efficient services to subdivision applicants	% of subdivision applications receiving preliminary approval within 45 days as mandated in the Maui County Code	100%	100%	100%	100%	100%	100%	100%	
				Goal #2: Respond efficiently to public inquiries in a friendly, professional manner.	1. Initiate quick action on public inquiries	# of business days (median) taken to create a Request for Service (RFS) submitted in-person or by mail	N/A	2	5	2	1	1

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Development Services Administration Program - General Fund (Continued)	Goal #2: Respond efficiently to public inquiries in a friendly, professional manner. (Continued)	2. Conduct timely investigations requested by RFS	# of business days (median) taken to conduct initial site assessment after RFS is received for grading and drainage issues and compliance with building, electrical, and plumbing codes	N/A	5	5	5	3	6	6		
			3. Furnish copies of Building Permits and Certificate of Occupancy as requested via RFS in a timely manner	# of business days (median) taken to notify the RFS requestor of the availability of the requested document	N/A	10	5	5	6	6	1		
		Goal #3: Continue staff education and training to enhance their capabilities and effectiveness.	1. Attend workshops and seminars to lead Maui County's construction industries and to improve technical services offered to the public	# of working hours spent on educational instruction on new codes and related regulations	N/A	424	52	400	4	5	24		
	Development Services Administration Program - Revolving Fund	Goal #1: Process building, electrical, and plumbing permit applications efficiently.	1. Review building permit applications for building code compliance promptly and respond to applicant with concise and clear information	1. Review building permit applications for building code compliance for new, single-family dwellings	# of business days taken to review building permit applications for building code compliance for new, single-family dwellings	9	15	10	15	12	11	11	
				# of business days taken to review building permit applications for building code compliance for residential additions and alterations	10	15	13	15	16	15	15		
				# of business days taken to review building permit applications for building code compliance for new commercial buildings and tenant improvements	5	15	4	15	4	4	3		
				# of business days taken to review building permit applications for building code compliance for other non-residential buildings	7	15	11	15	11	10	10		
2. Conduct final review of approved building permit applications for outstanding requirements quickly and respond to applicant courteously				# of business days taken to notify the building permit applicant of outstanding requirements for permit issuance	N/A	5	4	5	5	5	4		

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Development Services Administration Program - Revolving Fund (Continued)	Goal #1: Process building, electrical, and plumbing permit applications efficiently. (Continued)	3. Issue electrical and plumbing permits promptly	% of electrical and plumbing permits issued within the time period mandated in the Maui County Code (within 30 days after application is deemed complete)	N/A	100%	100%	100%	100%	100%	99%	
		Goal #2: Provide expert inspection services as required in the Maui County Code.	1. Conduct thorough code inspections promptly in response to requests made by the permit holders	% of inspections made within 2 working days of the requested inspection date for the building, electrical, and plumbing permits	N/A	80%	99%	90%	99%	99%	99%	
	Development Services Administration Program, Construction Plan Review - Revolving Fund	Goal #1: Administer the County's subdivision ordinance in a consistent and lawful manner.	1. Review and approve Subdivision Construction Plans in a timely manner	% of Construction Plans reviewed and approved within 45 days	N/A	N/A	N/A	100%	100%	100%	100%	
	Highways Administration Program	Goal #1: Retain, develop, and recruit a capable, motivated, and diverse workforce.	1. Ensure employees understand their professional objectives and are recognized and rewarded appropriately	Employee professional development plans developed for 20% of Highways Division employees by end of FY 2013	25%	Yes	0%	100%	In progress	In progress	In progress	
			2. Recognize employees for professionalism, innovation, respect, and integrity	Develop a division-wide employee recognition program by the end of FY 2013	N/A	Yes	Yes	Yes	In progress	In progress	In progress	
			3. Provide managers with the skills and authority they need to be successful and ensure accountability for management performance	Average # of hours provided to supervisor to attend leadership trainings annually	5	8	25	20	14	30	50	
			4. Provide a safe, healthy and supportive work environment to ensure division employees are valued and respected through informal communication opportunities by doing site visits and meeting with district staff	# of site visits conducted by the Chief and Superintendent to each of the baseyards annually	2	4	4	4	1	2	3	
				Average # of hours of safety training provided for each employee	5	8	20	8	6	12	20	
			Goal #2: Embrace organizational efficiency and innovation.	1. Maximize existing and future revenue sources to ensure sustainable delivery of division services by managing budget efficiently and improving and re-engineering divisional processes	Actual expenses not exceeding annual budget	Yes	Yes	Yes	Yes	Yes	Yes	Yes
	Installation of a Computerized Maintenance Management System (CMMS) software by the end of FY 2013	N/A		50%	Yes	100%	100%	100%	100%			

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD	
To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Highways Administration Program (Continued)	Goal #3: Ensure the safe use of public spaces and enhance the cleanliness of the County.	1. Enable the removal of obstructions and landscaping to allow a safe path on County road shoulders for pedestrians, bicyclists, and animals through inspection and enforcement	% of compliance with enforcement actions	90%	90%	95%	75%	75%	60%	90%		
			2. Foster a culture of cleanliness through education, enforcement, collaboration and partnerships with stakeholders	Ratio of property owner contacts to warnings issued	90:10	90:10	100	90:10	90:10	90:10	90:10		
		Goal #4: Establish division as the service provider of choice.	1. Deliver unparalleled response by managing and exceeding stakeholder expectations	% of requests completed within 5 days from the date a request is received	N/A	90%	95%	90%	90%	95%	85%		
	Road, Bridge and Drainage Program	Goal #1: Ensure safe and clean infrastructure and public rights-of-way.	1. Repair and maintain county streets to maximize public safety	% of pavement conditions assessed of 500 lane miles of County streets	0%	80%	100%	100%	100%	100%	100%	100%	
			Goal #2: Maintain highly functional and sustainable facilities.	1. Repair and maintain County streets and drainage facilities to maximize lifespan and minimize capital improvements through implementation of computerized maintenance management system	% of road data entered into the database by end of FY 2014	N/A	20%	100%	100%	100%	100%	100%	
		2. Develop sustainable roadways to extend pavement life	# of lane miles of roads slurry sealed (Countywide) annually	0	4	50	126	0	0	0 (slurry) 2* *Seal Coat			
			# of lane miles of roads re-surfaced in-house (Countywide) annually	5	4	16	8	0	1	7			
		Goal #3: Deliver world class public services.	1. Ensure employees understand their professional objectives and are recognized and rewarded appropriately	Average # of hours provided to each employee's professional development training in the area of NIMS ICS Training	8	8	1	8	4	5	8		
				Average #of hours provided to each employee's professional development training in the area of Skill Development	N/A	8	10	16	10	20	28		
				Average # of hours provided to each employee's professional development training in the area of Safety	16	8	20	8	6	15	25		

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To protect and enhance the quality of the public's health, safety, property, and environment by developing and operating the County's road, drainage, and bridge systems and by administering its building codes	Road, Bridge and Drainage Program (Continued)	Goal #4: Embrace organizational efficiency and innovation.	1. Improve the effectiveness and efficiency of division service delivery through improvement projects that are done in-house with existing staff	# of in-house projects completed	5	12	100	20	18	25	50		
			2. Deliver unparalleled response to exceed stakeholders expectations	% of time taken to patch a pothole after a request is received (within 1 day notice)	N/A	90%	95%	95%	93%	95%	95%		
	Traffic Management Program	Goal #1: Enable the safe use of public spaces.	1. Repair and maintain County traffic signs and markings to maximize public safety through compliance with 2009 MUTCD retro reflectivity standards	% of compliance each year (for next 10 years - refer to County of Maui Retro Reflectivity Sign Policy)	N/A	10%	13%	20%	13%	15%	20%		
			Goal #2: Embrace organizational efficiency and innovation.	1. Provide training programs to achieve proficiency requirements	# of hours provided for professional development training for each employee per year	N/A	8	10	8	8	10	15	
			Goal #3: Establish division as the service provider of choice.	1. Deliver unparalleled response by managing and exceeding stakeholder expectations through reduction of delays in response and delivery times	% of requests completed within 14 days	N/A	N/A	N/A	80%	90%	80%	85%	
	Garage Services Program	Goal #1: Provide services and maintain County vehicles and equipment to support long-term sustainability.	1. Repair and maintain County vehicles and equipment to maximize lifespan and minimize down time through the use of a new iWorq computerized fleet maintenance management system	% of records inputted in the database by the end of FY 2014	N/A	25%	90%	100%	50%	70%	80%		
			2. Upgrade facilities to accommodate new vehicles and equipment	% of diagnostic equipment replaced per year for the next 5 years	N/A	20%	10%	5%	3%	5%	5%		
		Goal #2: Embrace organizational efficiency and innovation.	1. Deliver unparalleled response by managing and exceeding stakeholder expectations by reducing delays in delivery	% of requests completed within 5 business days	N/A	75%	90%	80%	75%	85%	80%		
		Goal #3: Establish division as a well-trained and prepared organization that seamlessly transitions from routine business procedures to emergency operations.	1. Provide personnel training in diagnosing and repairing vehicles and equipment	% of personnel trained each year for the next 5 years	N/A	20%	20%	50%	25%	50%	50%	50%	
			2. Seamlessly transitions from routine business procedures to emergency operations by reducing the number of emergency repairs	% of emergency requests completed within 2 business days	N/A	80%	85%	80%	85%	85%	85%	85%	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
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	Administration Program	Goal #1: To maintain a safe and reliable Maui Bus fleet and insure that number of vehicles required meet rider demands.	1. Review, update, and evaluate the fleet replacement schedule	# of new vehicles added to the fleet annually	13	10	4	7	0	2	10	
		Goal #2: Improve existing transit system and construct ADA compliant bus stops/shelters.	1. Continue to implement bus shelter and transit amenity through the County's CIP	% of capital projects completed within the fiscal year of appropriation	100%	75%	100%	75%	20%	50%	75%	
		Goal #3: Insure adequate funding to maintain and address the growing transit operations.	1. Secure additional revenues from Federal sources and/or fare restructuring	# of grant applications and/or requests for funding submitted annually	2	2	4	3	2	2	0	
		Goal #4: Work environment that increases employee skill levels.	1. Insure adequate training to maximize staff efficiencies and departmental operations	# of training opportunities offered to employees for professional growth	5	4	25	5	7	11	20	
	Human Service Transportation Program	Goal #1: To provide adequate capacity to handle human services transportation needs.	1. To increase ridership in gap areas of service that will ultimately reduce the cost per passenger	% of reduction in cost per passenger trip	N/A	1%	0.82%	1%	-1.36%	4.00%	1.00%	
		Goal #2: To monitor and assist the service provider with fleet management, contract compliance, and implementation of their physical site requirements in delivery of transportation services.	1. To assist and facilitate implementation of the plans for the MEO Transit facility and other possible transit related amenities to benefit the public	# of grant allocations obtained through joint applications	1	1	0	1	0	0	0	
	Air Ambulance Program	Goal #1: To ensure and monitor continued funding for this vital service.	1. To allocate funds received from the County to allow continuation of the program & to advocate for matching State funds	% of County funds appropriated in the Council's Adopted Budget that match State funds	100%	100%	100%	100%	0%	100%	100%	
	Paratransit Services Program	Goal #1: To implement cost containment measures that help to reduce the cost per passenger trip.	1. Implement measures that will maximize the number of passengers on board for each passenger trip to help achieve cost efficiencies	% of reduction in cost per passenger trip	1%	1%	8%	1%	-55.05%	7%	5%	
	Public Transit Program - Maui Bus System	Goal #1: To maintain and improve the quality and safety of transportation services to riders.	1. Develop a fixed route system that results in people choosing public transit over private vehicles	% of increase in annual ridership	15.40%	5.00%	-6%	2%	-2.87%	3.50%	3%	

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Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
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	Public Transit Program - Maui Bus System (Continued)	Goal #2: To provide safe and reliable service to the riders and adjust schedules to maintain a good on time record.	1. Adjust routes as needed to maintain a reliable on time record	Average % of routes with on time record	99%	95%	100%	96%	99.80%	99.00%	99%	
		Goal #3: Collaborate with community partners and the community at large to increase participation in forums, classes, and public outreach.	1. Increase community participation in co-sponsored forums, classes, and public outreach events	# of community events, forums, and public outreach events conducted and/or collaborated annually with other community organizations	55	20	60	25	10	31	38	
	Public Transit Program - Maui Bus Commuter	Goal #1: To improve services to commuters that will reduce overcrowding on roadways during peak travel periods.	1. Increase number of riders on commuter routes	% of annual increase in ridership	N/A	1%	-3.11%	1%	1.12%	-0.40%	2.47%	
		Goal #2: Re-evaluation of commuter related transit needs and revision of priorities.	1. Keep the lines of communication open with hotel association leaders and employer groups	# of meetings, conferences, and communications with commuter representatives conducted annually	12	15	2	20	0	0	1	

FISCAL YEAR 2014 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING MARCH 31, 2014

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2012 Actual	FY 2013 Estimate	FY 2013 Actual	FY 2014 Estimate	FY 2014 1st QTR YTD	FY 2014 2nd QTR YTD	FY 2014 3rd QTR YTD	FY 2014 4th QTR YTD
To provide clean and safe drinking water to customers on the islands of Maui and Molokai	Water Administration Program	Goal #1: Maintain and improve water service and quality.	1. Implement Capital Improvement Program (CIP)	% of CIP design projects on schedule	91%	100%	90%	100%	73%	78%	85%	
			2. Minimize loss of treated water	# of miles for pipes surveyed for leak detection	101 miles	100 miles	81 miles	100 miles	0 miles	0 miles	0 miles	
			3. Support watershed protection and rehabilitation by maintaining the number of grant awards provided to agencies	# of agencies with grants for environmental protection and rehabilitation	8	8	8	8	9	9	9	
		Goal #2: Ensure facilities meet future needs.	1. Implement infrastructure improvement plans	% of CIP construction projects on schedule	52%	100%	75%	100%	70%	71%	64%	
		Goal #3: Improve employee training and evaluation programs.	2. Conduct annual employee evaluations on a timely manner	% of employee evaluations completed within the annual deadline based on employee's anniversary date	75%	80%	65%	90%	60%	65%	68%	
			3. Identify critical training needs and develop training programs	Completion of departmental training programs by June 30, 2014	N/A	Yes	In progress	Yes	In progress	In progress	In progress	
	Water Operations Program	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.	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	0	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	0	0	1	1	
			3. Maintain high water quality with Upcountry unilateral flushing program	# of hydrants flushed	7,084	10,000	7,373	10,000	1,709	1,709	3,186	
			4. Meet State and Federal sampling requirements	# of samples analyzed to meet regulatory requirements	10,222	9,500	6,525	9,500	1,881	4,224	6,405	
		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.	1. Optimize, maintain, or replace the facilities' electrical equipment, motors, and switch gear for the most reliable and efficient use of electrical energy	Cost of repair and maintenance of electrical equipment, motors, and switch gear	\$425,638	\$300,000	\$233,866	\$350,000	\$58,435	\$112,291	\$157,687	
			2. Replacement of three well pumps and two booster pumps per year	# of well pumps replaced	3	3	2	3	0	0	3	
				# of booster pumps replaced	4	2	6	2	0	0	2	

## BUDGET IMPLEMENTATION REPORT

Department: Civil Defense  
Quarter ending: March 31, 2014

### *VACANT POSITIONS - 90 DAYS OR MORE*

POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
None				

## BUDGET IMPLEMENTATION REPORT

Department: Corporation Counsel  
Quarter ending: March 31, 2014

### *VACANT POSITIONS - 90 DAYS OR MORE*

POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
None				

## BUDGET IMPLEMENTATION REPORT

Department: Council Services  
Quarter ending: March 31, 2014

### *VACANT POSITIONS - 90 DAYS OR MORE*

POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
None				

## BUDGET IMPLEMENTATION REPORT

Department: County Clerk  
Quarter ending: March 31, 2014

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
CL-0007: Office Operations Assistant II	05/01/10	Promotion	Redescribing position	Unknown

## BUDGET IMPLEMENTATION REPORT

Department: Environmental Management Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>ADMINISTRATION</b>				
DE-0200: Clerk III	07/14/12	Resignation of employee	In the process of re-organizing	October, 2014
<b>WASTEWATER</b>				
DE-0136: Plant Electrician/Electronic Rep I	03/10/11	Promotion of employee	In process of interviewing	May, 2014
DE-0129: Asst WWTPO & Maint. Sup IV	08/16/13	Resignation of employee	DPS in process of recruiting	May, 2014
DE-0083: Administrative Services Assistant II	12/31/10	Retirement of incumbent	Not filling per Attrition Policy	N/A
DE-0132: Laborer I	01/28/11	Dismissal of employee	Deleted in FY 13 Budget	N/A
DE-0097: WWTPO IV	11/16/11	Promotion of employee	Deleted in FY 13 Budget	N/A
DE-0141: WWTPO Trainee	02/16/13	Promotion of employee	In process of interviewing	April, 2014
DE-0140: WWTPO Trainee	08/24/13	Resignation of employee	In process of interviewing	April, 2014
DE-0119: WWTP Worker	11/15/13	Employee resigned	Waiting for list of eligibles	June, 2014
<b>SOLID WASTE DIVISION</b>				
DE-0017: Laborer II	02/01/10	Promotion of incumbent	Deleted in FY 11 Budget	N/A
DE-0025: Landfill Bulldozer Operator I	02/16/10	Promotion of incumbent	Deleted in FY 11 Budget	N/A
DE-0026: Landfill Bulldozer Operator I	02/16/10	Promotion of incumbent	Deleted in FY 11 Budget	N/A
DE-0178: Refuse Collector	12/09/08	Resignation of incumbent	Deleted in FY 11 Budget	N/A
DE-0187: Equipment Operator IV	02/16/10	Resignation of incumbent	Deleted in FY 11 Budget	N/A
DE-0191: Laborer II	04/01/10	Promotion of incumbent	Deleted in FY 11 Budget	N/A
DE-0174: Recycling Program Assistant	12/27/12	Resignation of incumbent	In process of re-organizing	Unknown
DE-0203: Recycling Program Assistant	12/01/12	Resignation of incumbent	Position part of reorg for FY15	FY15
DE-0186: Solid Waste Superintendent	10/16/13	Employee transferred	DPS currently reviewing	Unknown

## BUDGET IMPLEMENTATION REPORT

**Department: Finance**  
**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
DF-0031: Driver License Examiner Supervisor	12/31/13	Retirement	Pending recruitment	4th Qtr FY2014
DF-0042: Financial System Analyst	02/16/12	Promotion	Pending List of Eligibles	4th Qtr FY2014
DF-0070: Real Property Appraiser VI	07/16/11	Retirement	Pending recruitment	4th Qtr FY2014
DF-0107: DMVL Service Rep II	11/12/13	Promotion	Selected candidate	05/01/14
DF-0152: DMVL Service Rep II	10/01/13	Resignation	Selected candidate	05/01/14
DF-0172: Account Clerk III	03/11/13	Promotion	Pending reorganization	4th Qtr FY2014
DF-0175: Financial Analyst III	09/08/11	Promotion	Pending reorganization	4th Qtr FY2014
DF-0115: Pre-Audit Clerk	08/30/13	Promotion	Selected candidate	04/21/14

## BUDGET IMPLEMENTATION REPORT

**Department: Fire and Public Safety**  
**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
FD-0143: Office Ops Asst II / Fire Prevention	12/31/13	Retirement	Interviews held on 4/1 & 4/2, selection made	05/16/14
FD-0032: Office Ops Asst II / Admin	10/16/13	New position	Interviews held on 4/1 & 4/2, selection made	05/16/14
FD-0331: Fire Equip Mech / Admin	11/01/13	New position	Selection made	04/01/14
FD-0291: Fire Fighter III / Health & Safety	10/16/13	Resignation	Employee in 9000 series	
FD-0035: Fire Fighter I / Lahaina Station	12/19/13	Transfer to Kahului Station	temporary position to fulfill the duties	
FD-0038: Fire Fighter I / Lahaina Station	12/31/12	Promotion to Fire Fighter III		
FD-0080: Fire Fighter I / Hoolehua Station	06/16/13	Transfer to Kahului Station		
FD-0118: Fire Fighter I / Kaunakakai Station	12/19/13	Transfer to Kihei Station		
FD-0138: Fire Fighter I / Lahaina Station	12/12/12	Resignation		
FD-0180: Fire Fighter I / Napili Station	11/30/11	Transfer to Wailea Station		
FD-0184: Fire Fighter I / Napili Station	06/30/11	Transfer to Lanai Station		
FD-0185: Fire Fighter I / Napili Station	12/31/12	Transfer to Lanai Station		
FD-0207: Fire Fighter I / Kaunakakai Station	12/22/13	Transfer to Wailea Station		
FD-0239: Fire Fighter I / Kula Station	09/30/13	Promotion to Fire Fighter III		
FD-0279: Fire Fighter I / Wailea Station	12/22/13	Transfer to Kahului Station		
FD-0284: Fire Fighter I / Wailea Station	06/15/12	Transfer to Lanai Station		

## BUDGET IMPLEMENTATION REPORT

**Department: Housing and Human Concerns**  
**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
HC-0093: Senior Services Program Assistant I - Kaunoa	03/06/11	HC-0093 & HC-0012 consolidated to full-time position	Manpower submitted March, 2014 Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0097: Information Publicity Tech - Kaunoa	07/20/11	Incumbent promoted	Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0179: Park Caretaker I - Kaunoa	04/01/12	Incumbent transferred	Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0159: Nutrition Program Aide - Kaunoa	07/01/13	Incumbent promoted	Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0105: Nutrition Program Aide - Kaunoa	08/01/13	Inter-departmental transfer	Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0106: Nutrition Program Aide - Molokai Senior Services	10/11/13	Incumbent resigned	In recruitment process-waiting for eligible list Will submit Manpower to fill following hiring other vacant positions.	May, 2014
HC-0103: Nutrition Program Aide - Kaunoa	01/01/14	Incumbent resigned	Will submit Manpower to fill following hiring other vacant positions.	August, 2014
HC-0089: Transit Aide I - Kaunoa	07/06/13	Incumbent resigned	Will submit Manpower to fill following hiring other vacant positions.	July, 2014
HC-0183: Park Caretaker I - Lanai Senior Services	09/16/13	Expansion position on Lanai	Interviews conducted in March 2014. Selection made, awaiting physical exam	April, 2014
HC-0113: Senior Services Program Assistant I - Kaunoa	11/01/13	Incumbent retired	In recruitment process-waiting for eligible list	May, 2014
HC-0134: Senior Services Program Assistant I - Kaunoa	12/01/13	Incumbent retired	In recruitment process-waiting for eligible list	May, 2014
HC-0155: Office Operations Assistant II	2/29/09	Inter-departmental transfer	Not pursuing filling at this time	N/A
HCF-0165: Housing Inspector	08/21/13	Employee resigned	Not pursuing filling at this time	N/A

## BUDGET IMPLEMENTATION REPORT

Department: Liquor Control Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>ADMIN SERVICES</b>				
LC-0003: Chief Liquor Control Officer	08/31/05	Employee retired	Reallocate	Unknown
LC-0020: Liquor Control Officer IV	12/31/13	Employee retired	Recruitment	06/01/14
<b>ENFORCEMENT</b>				
LC-0028: Liquor Control Officer Trainee	04/01/09	Expansion position	Recruitment	07/01/14
LC-0018: Liquor Control Officer I	08/27/11	Employee dismissed	Recruitment	07/01/14
LC-0026: Liquor Control Officer Trainee	11/16/11	Employee filled a L/T position	Limited term position - recruitment	07/01/14
LC-0007: Liquor Control Officer III	05/01/12	Employee retired	Recruitment	06/01/14
LC-0014: Liquor Control Officer Trainee	08/31/12	Employee retired	Recruitment	07/01/14
LC-0015: Liquor Control Officer I	10/01/13	Employee filled a L/T position in another dept	Limited term position-recruitment	07/01/14
LC-0011: Liquor Control Officer Trainee	12/01/13	Employee resigned	Recruitment	07/01/14
LC-0005: Liquor Control Officer I	12/04/13	Employee resigned	Recruitment	07/01/14

## BUDGET IMPLEMENTATION REPORT

Department: Management Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>MANAGEMENT</b> None				
<b>ITS</b> MD-0048: Computer System Support Technician II	12/17/14	Incumbent resigned	Pending reallocation in preparation for internal transfer.	04/17/14
<b>GIS</b> None				

## BUDGET IMPLEMENTATION REPORT

Department: Office of the Mayor Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>ADMINISTRATION</b>  OM-0111: Administrative Assistant  <b>OED</b> None  <b>CDBG</b> None	12/22/13	Incumbent transferred to another department.	Not pursuing filling at this time.	N/A

## BUDGET IMPLEMENTATION REPORT

<b>Department: Parks and Recreation</b> <b>Quarter ending: March 31, 2014</b>				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
<b>POSITION / LOCATION</b> (Please indicate if expansion)	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PR-0037: Supervising Ocean Safety Officer	11/30/13	Incumbent retired	Conducted promotion without exam (PWOE)	05/16/14
PR-0081: Golf Course Groundskeeper II	10/31/13	Incumbent retired	PWOE; selection made	Filled 04/01/14
PR-0107: Recreation Technician I - Hana	12/30/13	Incumbent retired	To be filled via transfer	05/01/14
PR-0108: Recreation Leader I - Molokai	06/20/13	Incumbent resigned	Recruited; waiting for list	06/01/14
PR-0109: Recreation Assistant II - East	12/01/13	Incumbent promoted	To be filled via PWOE	06/01/14
PR-0128: Parks & Recreation District Supervisor III - Molokai	12/30/13	Incumbent retired	Recruited; waiting for list	06/01/14
PR-0159: Park Caretaker I - Molokai	09/30/13	Incumbent transferred	Pending Physical Exam	06/01/14
PR-0161: Office Operations Assistant II - South	06/15/12	Incumbent transferred	Received list, interview pending	06/01/14
PR-0186: Recreation Leader I - South	07/31/13	Incumbent promoted	Reallocate & fill	07/01/14
PR-0213: Recreation Aide - West	10/31/13	Incumbent promoted	Waiting for list	07/01/14
PR-0223: Recreation Aide - Molokai	10/31/13	Incumbent promoted	Waiting for list	07/01/14
PR-0228: Recreation Aide - Molokai	11/01/11	Incumbent promoted	Combine EP w/PR-0225 & redescribe to F/T BMR I	07/01/14
PR-0234: Park Caretaker I - Beautification	07/20/13	Incumbent died	Selection made, pending	07/01/14
PR-0252: Pool Guard	07/31/13	Incumbent promoted	Physical Exam	07/01/14
PR-0300: Auto Sprinkler Systems Repairer I - West	05/26/12	DM-89 terminated 11/5/13	Need list	06/01/14
PR-0327: Pool Guard	10/22/13	Incumbent transferred	Pending background check	05/01/14
PR-0333: Park Caretaker I - Central	11/15/13	Incumbent promoted	Fill by transfer	05/01/14
PR-0343: Park Caretaker I - West	06/30/13	Incumbent transferred	Need to interview	06/01/14
PR-0386: Special Events Specialist - Central	03/31/13	Incumbent resigned	Need to interview	07/01/14
PR-0399: Park Caretaker I - West	09/15/11		Unfunded	N/A
PR-0401: Park Caretaker I - West	10/28/12	Incumbent resigned	Pending Physical Exam	05/01/14
PR-0403: Building Maintenance Repairer I - West	08/27/12	Incumbent transferred	Need to request new list	07/01/14
PR-0413: Building Maintenance Repairer I - South	02/01/12	Incumbent resigned	Pending Physical Exam	05/01/14

## BUDGET IMPLEMENTATION REPORT

**Department: Parks and Recreation (Continued)**

**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PR-0420: Park Caretaker I - Central	12/31/12	Incumbent transferred Incumbent took voluntary demotion	Need to interview	06/01/14
PR-0423: Park Security Officer II - Central	11/15/13		Need to request to fill	07/01/14
PR-0449: Park Security Officer I - Central	09/30/13	Incumbent retired	Fill via IGM Request to transfer from East to Central and redescribe to PC I.	05/01/14
PR-0466: Janitor II - East	02/28/11	Incumbent promoted	Need reorganization	07/01/14
PR-0474: Auto Sprinkler Systems Repairer I	03/01/13	Expansion position	Pending Physical Exam	05/16/14
PRT-0112: Ocean Safety Officer II	08/15/13	Incumbent transferred	Selection made	05/16/14
PRT-0114: Ocean Safety Officer I	12/01/13	Incumbent transferred	PWOW	05/16/14
PRT-0119: Ocean Safety Officer I	12/15/13	Incumbent transferred	PWOW	05/16/14

## BUDGET IMPLEMENTATION REPORT

**Department: Personnel Services**  
**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PS-0022: Human Resources Specialist II	11/01/13	Incumbent resigned	To be reallocated to HRS Trainee and filled via transfer Recruitment held; interviews to be scheduled.	06/01/14
PS-0025: EEO Specialist	01/01/14	Incumbent resigned		06/01/14

## BUDGET IMPLEMENTATION REPORT

Department: Planning Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>ZONING ADMINISTRATION AND ENFORCEMENT</b>				
PC-0040: Zoning Inspector Trainee, Zoning Administration and Enforcement	10/01/12	Incumbent retired Position now funded in FY 2014,	List of Eligibles received. Interviews in progress.	Unknown
PC-0074: Zoning Inspector Trainee, Zoning Administration and Enforcement	02/22/10	position reallocated to Trainee from Inspector I.	List of Eligibles received. Interviews in progress.	Unknown
<b>LONG RANGE PLANNING</b>				
PC-0063: GIS Analyst II, Long Range Planning	09/01/12	Attrition Committee denied request to fill	N/A	N/A
<b>COASTAL ZONE MANAGEMENT</b>				
PC-0047: Planner III, Current Planning (Coastal Zone Management)	12/21/13	Incumbent resigned	Position reallocated from Planner IV to Planner III. Awaiting List of Eligibles.	Unknown

## BUDGET IMPLEMENTATION REPORT

<b>Department: Police</b> <b>Quarter ending: March 31, 2014</b>				
<b>VACANT POSITIONS - 90 DAYS OR MORE</b>				
<b>POSITION / LOCATION</b> <b>(Please indicate if expansion)</b>	<b>DATE OF</b> <b>VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF</b> <b>PERSONNEL ACTION</b>	<b>ANTICIPATED</b> <b>FILL DATE</b>
PD-0122: Detective - CID	03/01/13	Promotion	Deferred Assignment	05/16/14
PD-0342: Detective - CID	12/31/13	Retirement	Promotion/Assignment	05/16/14
PD-0386: Detective - CID	03/01/13	Intra-Departmental Transfer	Intra-Department Transfer	07/16/14
PD-0391: Detective - CID	11/01/13	Intra-Departmental Transfer	Intra-Department Transfer	07/16/14
PD-0399: Detective - CID (SCU)	12/31/13	Retirement	Promotion/Assignment	05/16/14
PD-0179: Sergeant - Juvenile Section	02/16/14	Promotion	Intra-Department Transfer	05/16/14
PD-0030: Sergeant - Wailuku Patrol	12/31/13	Retirement	Promotion/Assignment	05/16/14
PD-0031: Sergeant - Wailuku Patrol	12/31/13	Retirement	Promotion/Assignment	05/16/14
PD-0032: Sergeant - Wailuku Patrol	03/16/14	Intra-Departmental Transfer	Intra-Department Transfer	04/01/14
PD-0160: Sergeant - Wailuku Patrol	12/31/13	Retirement	Intra-Department Transfer	04/01/14
PD-0418: Sergeant - Wailuku Patrol (CRU)	02/16/14	Promotion	Intra-Department Transfer	07/16/14
PD-0452: Sergeant - Kihei Patrol (VOPS)	02/16/14	Promotion	Promotion/Assignment	05/16/14
PD-0362: Sergeant - Traffic Section (OUI)	02/01/14	Retirement	Promotion/Assignment	05/16/14
PD-0495: Sergeant - SRT	03/16/11	Intra-Departmental Transfer	Deferred Selection	07/16/14
PD-0168: PO III - Vice Division	03/16/11	Intra-Departmental Transfer	Deferred Selection	07/16/14
PD-0198: PO III - Vice Division (Gambling)	09/30/12	Intra-Departmental Transfer	Deferred Selection	07/16/14
PD-0326: PO III - Vice Division	08/01/11	Promotion	Deferred Selection	07/16/14
PD-0353: PO III - Vice Division	03/16/14	Promotion	Deferred Selection	07/16/14
PD-0354: PO III - Vice Division	02/16/13	Intra-Departmental Transfer	Deferred Selection	07/16/14
PD-0200: PO III - Juvenile Section	03/16/14	Promotion	Deferred Selection	07/16/14
PD-0383: PO III - Juvenile Section	03/16/14	Promotion	Deferred Selection	07/16/14
PD-0034: PO II - Wailuku Patrol	12/01/13	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0037: PO II - Wailuku Patrol	12/01/13	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0040: PO II - Wailuku Patrol	11/01/13	Resignation	Intra-Department Transfer	04/01/14
PD-0052: PO II - Wailuku Patrol	11/16/13	Intra-Departmental Transfer	78th Recruit Class Assignment	06/01/14
PD-0060: PO II - Wailuku Patrol	03/01/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0068: PO II - Wailuku Patrol	09/28/13	Resignation	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0141: PO II - Wailuku Patrol	06/01/13	Intra-Departmental Transfer	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0143: PO II - Wailuku Patrol	03/01/14	Termination	79th Recruit Class Assignment	10/16/14
PD-0144: PO II - Wailuku Patrol	03/01/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0358: PO II - Wailuku Patrol	02/01/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14

## BUDGET IMPLEMENTATION REPORT

<b>Department: Police (Continued)</b>				
<b>Quarter ending: March 31, 2014</b>				
<b>VACANT POSITIONS - 90 DAYS OR MORE</b>				
<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PD-0395: PO II - Wailuku Patrol (CRU)	03/16/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0522: PO II - Wailuku Patrol	11/16/13	Intra-Departmental Transfer	78th Recruit Class Assignment	06/01/14
PD-0269: PO I - Wailuku Patrol	10/16/10	Intra-Departmental Transfer	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0270: PO I - Wailuku Patrol	10/16/10	Intra-Departmental Transfer	78 <sup>th</sup> Recruit Class Assianment	06/01/14
PD-0428: PO III - Wailuku Patrol (CPO-H)	02/16/07	Intra-Departmental Transfer	Proposed Reorganization	06/01/14
PD-0444: PO III - Wailuku Patrol (CPO-K)	12/01/13	Promotion	79th Recruit Class Assignment	10/16/14
PD-0445: PO III - Wailuku Patrol (CPO-K)	08/01/11	Retirement	Proposed Reorg-Motorcycle Unit	07/01/14
PD-0446: PO III - Wailuku Patrol (CPO-Kula)	08/16/02	Intra-Departmental Transfer	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0447: PO III - Wailuku Patrol (CPO-P)	05/16/08	Promotion	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0468: PO III - Wailuku Patrol (SRO)	12/01/13	Promotion	Proposed Reorganization	06/01/14
PD-0469: PO III - Wailuku Patrol (SRO)	10/16/06	Intra-Departmental Transfer	Proposed Reorganization	06/01/14
PD-0503: PO III - Wailuku Patrol (SRO)	10/16/11	Intra-Departmental Transfer	Proposed Reorganization	06/01/14
PD-0504: PO III - Wailuku Patrol (SRO)	01/23/09	Death	Proposed Reorganization	06/04/14
PD-0461: PO III - Lanai Patrol (SRO)	09/16/10	Promotion	Intra-Department Transfer	04/01/14
PD-0462: PO III - Hana Patrol (SRO)	06/01/13	Promotion	Intra-Department Transfer	04/01/14
PD-0551: PO II - Hana Patrol	11/01/13	FY 14 Non-Fund Expansion	Intra-Department Transfer	04/01/14
PD-0066: PO III - Lahaina Patrol (CPO)	09/16/12	Intra-Departmental Transfer	Proposed Reorganization	05/01/14
PD-0106: PO II - Lahaina Patrol	03/16/14	Intra-Departmental Transfer	78th Recruit Class Assignment	06/01/14
PD-0207: PO II - Lahaina Patrol	12/01/13	Intra-Departmental Transfer	78th Recruit Class Assignment	06/01/14
PD-0440: PO III - Lahaina Patrol (CPO-Hon)	10/06/10	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0441: PO III - Lahaina Patrol (CPO)	02/01/09	Intra-Departmental Transfer	Proposed Reorg-Motorcycle Unit	07/01/14
PD-0450: PO III - Lahaina Patrol (VOP)	02/01/09	Intra-Departmental Transfer	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0451: PO III - Lahaina Patrol (CPO)	03/31/12	Retirement	Proposed Reorg-Motorcycle Unit	07/01/14
PD-0502: PO III - Lahaina Patrol (SRO)	09/30/11	Intra-Departmental Transfer	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0425: PO III - Kihei Patrol (CPO)	11/30/07	Termination	78 <sup>th</sup> Recruit Class Assianment	06/01/14
PD-0453: PO III - Kihei Patrol (VOPS)	12/01/13	Promotion	78th Recruit Class Assignment	06/01/14
PD-0454: PO III - Kihei Patrol (VOP)	02/01/09	Intra-Departmental Transfer	Proposed Reorg-Motorcycle Unit	07/01/14
PD-0501: PO III - Kihei Patrol (SRO)	02/01/09	Intra-Departmental Transfer	Proposed Reorganization	05/01/14
PD-0552: PO III - Kihei Patrol (R/D)	02/16/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0553: PO III - Kihei Patrol (R/D)	01/16/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14
PD-0554: PO III - Kihei Patrol (R/D)	01/16/14	Intra-Departmental Transfer	79th Recruit Class Assignment	10/16/14

## BUDGET IMPLEMENTATION REPORT

<b>Department: Police (Continued)</b>				
<b>Quarter ending: March 31, 2014</b>				
<b>VACANT POSITIONS - 90 DAYS OR MORE</b>				
<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PD-0555: PO III - Kihei Patrol (R/D)	11/01/13	FY 14 Non-Fund Expansion	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0556: PO III - Kihei Patrol (R/D)	11/01/13	FY 14 Non-Fund Expansion	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0557: PO III - Kihei Patrol (R/D)	11/01/13	FY 14 Non-Fund Expansion	79 <sup>th</sup> Recruit Class Assianment	10/16/14
PD-0218: PO III - Traffic Section	01/01/14	Termination	Deferred Selection	07/16/14
PD-0220: PO III - Traffic Section (TAI)	12/01/13	Promotion	Deferred Selection	07/16/14
PD-0264: PO II - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	05/16/14
PD-0265: PO II - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	06/16/14
PD-0266: PO II - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	06/16/14
PD-0267: PO II - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	06/16/14
PD-0268: PO II - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	06/16/14
PD-0272: PO I - Communications	09/30/13	Intra-Departmental Transfer	81 <sup>th</sup> Recruit Class Assianment	06/16/14
<b>CIVILIAN</b>				
PD-0405: Records Manager	07/16/06	Promotion	Selection Deferred	02/01/15
PD-0230: Public Safety Aide (Lahaina)	08/16/12	Resignation	Pending Physical Exam	05/16/14
PD-0231: Public Safety Aide (Lahaina)	03/01/13	Promote without Exam	#2014-30 Pending DPS list	06/01/14
PD-0530: Public Safety Aide (Kihei)	07/16/13	Promote without Exam	Pending Physical Exam	05/16/14
PD-0539: Administrative Assistant I	02/16/14	Inter-Department Transfer	Pending MQ Resolution	07/01/14
PD-0475: Evidence Custodian I	07/16/13	Resignation	Selected - Pending Transfer	04/16/14
PD-0006: Evidence & ID Technician II	04/01/13	Retirement	Preallocation Proposed - ES III	07/01/14
PD-0195: Office Operation Asst II (Lah)	02/01/13	Intra-Departmental Transfer	DPS (4) - Pending Interviews	06/01/14
PD-0415: Criminalist II	06/15/13	Resignation	#2014-15 - Pending DPS List	06/01/14
PD-0559: Building Maintenance Repairer I	11/01/13	FY 14 Non-Fund Expansion	DPS (6) Pending Background	06/01/14
PD-0560: Building Maintenance Repairer I	11/01/13	FY 14 Non-Fund Expansion	DPS (6) Pending Background	06/01/14
PD-0558: Service Station Attendant P/T	11/01/13	FY 14 Non-Fund Expansion	DPS (20) Pending Background	06/01/14
PD-0550: Office Operations Assitant (Kihei)	11/01/13	FY 14 Non-Fund Expansion	DPS (5) Pending Interviews	06/01/14
PD-0018: Radio Technician I	12/31/13	Retirement	#2014-03 - Pending DPS List	06/01/14
PD-0182: Emergency Services Dispatcher II	07/14/11	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0213: Emergency Services Dispatcher II	12/31/12	Resignation	Selected - Further Process	06/01/14
PD-0214: Emergency Services Dispatcher II	08/01/12	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0227: Emergency Services Dispatcher II	03/29/13	Termination	DPS (23) Pending Interviews	07/01/14

## BUDGET IMPLEMENTATION REPORT

**Department: Police (Continued)**

**Quarter ending: March 31, 2014**

### *VACANT POSITIONS - 90 DAYS OR MORE*

<b>POSITION / LOCATION (Please indicate if expansion)</b>	<b>DATE OF VACANCY</b>	<b>REASONS FOR VACANCY</b>	<b>STATUS OF PERSONNEL ACTION</b>	<b>ANTICIPATED FILL DATE</b>
PD-0257: Emergency Services Dispatcher II	03/23/13	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0323: Emergency Services Dispatcher II	01/22/14	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0350: Emergency Services Dispatcher II	04/14/13	Resignation	Selected - Further Process	06/01/14
PD-0438: Emergency Services Dispatcher II	09/30/12	Reassignment - EMS	Selected - Further Process	06/01/14
PD-0455: Emergency Services Dispatcher II	01/01/14	Reassignment - EMS	DPS (23) Pending Interviews	08/01/14
PD-0456: Emergency Services Dispatcher II	04/01/13	Retirement	Selected - Further Process	06/01/14
PD-0491: Emergency Services Dispatcher II	03/13/14	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0506: Emergency Services Dispatcher II	02/03/14	Resignation	DPS (23) Pending Interviews	08/01/14
PD-0507: Emergency Services Dispatcher II	01/16/14	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0509: Emergency Services Dispatcher II	01/18/14	Resignation	DPS (23) Pending Interviews	08/01/14
PD-0511: Emergency Services Dispatcher II	06/05/13	Resignation	DPS (23) Pending Interviews	07/01/14
PD-0513: Emergency Services Dispatcher II	07/08/12	Inter-Department Transfer	DPS (23) Pending Interviews	07/01/14

BUDGET IMPLEMENTATION REPORT

Department: Prosecuting Attorney Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
PA-0061: Victim Witness Program Director	12/31/13	Retirement	Interviews 4/8/14 - 4/10/14	05/16/14

## BUDGET IMPLEMENTATION REPORT

Department: Public Works Quarter ending: March 31, 2013				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>DEVELOPMENT SERVICES</b>				
<b>ADMINISTRATION</b>				
PW-0101: Plumbing Inspector II	09/01/13	Unable to fill	New list received 3/31/2014	05/16/14
<b>GARAGE SERVICES PROGRAM</b>				
PW-0145: Administrative Services Assistant II	12/16/13	Occu-med took longer	Candidate selected	04/16/14
<b>ROAD, BRIDGE, &amp; DRAINAGE</b>				
<b>MAINTENANCE PROGRAM</b>				
PW-0311: Equipment Operator III - Molokai	06/28/13	Recruitment and screening	DPS will provide list	06/01/14
PW-0199: Equipment Operator IV	09/23/13	Moving from Makawao to Pavement Preservation	DPS will provide Notice of Director's Action	07/01/14
PW-0660: Equipment Operator III	12/01/13	Re-Org	Working with DPS on re-org	07/01/14
PW-0340: Laborer II	11/01/13	Reallocation	DPS will provide Notice of Director's Action	07/01/14
PW-0668: Paving Management Supervisor II	08/30/13	New Position for July 2014	DPS will provide Notice of Director's Action	07/01/14
PW-0667: Slurry Seal Working Foreman	08/30/13	New Position for July 2014	DPS will provide Notice of Director's Action	07/01/14
PW-0669: Paver Cold Planner	08/30/13	New Position for July 2014	DPS will provide Notice of Director's Action	07/01/14
PW-0670: Grade Control Operator	08/30/13	New Position for July 2014	DPS will provide Notice of Director's Action	07/01/14
PW-0666: Construction Equipment Mechanic	08/30/13	New Position for July 2014	Re-recruiting now - Rejected 3 people on list. Need new list.	08/01/14

BUDGET IMPLEMENTATION REPORT

Department: Transportation Quarter ending: March 31, 2014				
VACANT POSITIONS - 90 DAYS OR MORE				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
Transportation Grants Administrative Officer	09/30/13	New position	Job has been posted and closed. Personnel is currently reviewing applications.	06/01/14

## BUDGET IMPLEMENTATION REPORT

Department: Water Supply Quarter ending: March 31, 2014				
<i>VACANT POSITIONS - 90 DAYS OR MORE</i>				
POSITION / LOCATION (Please indicate if expansion)	DATE OF VACANCY	REASONS FOR VACANCY	STATUS OF PERSONNEL ACTION	ANTICIPATED FILL DATE
<b>FISCAL/CUSTOMER SERVICE</b>				
WW-0224 Accountant IV	09/01/02	Expansion position	Unfunded	Unknown
<b>ENGINEERING</b>				
WW-0112 Clerk II	06/01/11	Retirement	Pending reallocation	FY 2014
WW-0022 Engineering Drafting Aid III	05/01/11	Retirement	Unfunded	Unknown
WW-0178 Engineering Support Tech I	12/16/13	Incumbent transferred	Currently recruiting	FY 2014
<b>FIELD OPERATIONS</b>				
WW-0113 Pipefitter Helper	10/28/13	PWOW	Currently recruiting	FY 2014
WW-0050 Pipefitter II	7/22/13	Incumbent transfer	Currently recruiting	FY 2014
WW-0276 Assistant Field Operations Division Chief	11/2/07	Expansion position	Pending reallocation	FY 2014
WW-0274 Laborer II	8/16/12	Resignation	Unfunded	Unknown
WW-0264 Laborer II	11/1/11	Resignation	Unfunded	Unknown
WW-0150 Construction Equipment Mechanic I	11/1/13	Termination	Currently recruiting	FY 2014
<b>WATER TREATMENT PLANT OPERATIONS</b>				
WW-0281 Assistant WTP Operations Division Chief	2/25/11	Expansion position	Unfunded	Unknown
<b>WATER RESOURCES PLANNING DIVISION</b>				
WW-0241 Clerk Stenographer III	11/01/07	Retirement	Unfunded	Unknown
WW-0085 Water Conservation Specialist III	02/09/13	Resignation	Pending reallocation	FY 2014