Chapter 1: Long-Range Implementation Plan

Section 1: Long-Range Capital Improvement Plan

Providing adequate public facilities and infrastructure is essential for maintaining sustainable growth of communities, public health and safety, and the quality of the natural and built environments. The overall responsibility of infrastructure and service delivery on the Island has shifted

between the Federal, State, and County government and the private sector. During the early to mid 1900's, the sugar and pineapple plantations and ranching played a major role in community building in Maui County. The Federal, State, and County governments began to play a greater role in public facilities and infrastructure with the advent of World War II and the phase-out of plantation camps. From 1959 to the mid 1970's, the federal government played a significantly greater role in funding public facilities and infrastructure, particularly for highways and wastewater treatment facilities.

GPAC RECOMMENDATION

Since the mid 1970's, federal funding for public infrastructure improvements began to decrease with more of the cost being shifted to State and local governments. This funding trend has added to the financial burden of State and County governments nationwide. Traditionally, Maui County has relied on property tax revenues as its primary revenue source for funding infrastructure and public facilities. However, with increased financial burden imposed by the lack of Federal support and community resistance to increasing property taxes, the County has required contributions and/or fees from developers to help mitigate the impacts resulting from their developments.

Today, Maui is facing several infrastructure planning challenges. These include the following:

- Aging Infrastructure & Public Facilities;
- Infrastructure Demand Outpacing Revenues;
- Intergovernmental and Intragovernmental Coordination; and
- A Need for a Clear County Policy on Infrastructure Provision and Growth.

To meet the on-going challenges of providing public facilities and infrastructure, the County will need to develop alternative funding sources, improve the planning and implementation process, and seek greater private sector participation in the financing of facilities.

The purpose of this chapter is to establish a broadly defined infrastructure strategy and policy framework to strengthen infrastructure planning and delivery on Maui Island. Also intended is to identify major short, medium, and long-term capital projects and associated costs to address existing service deficits and projected growth to 2030.

CAPITAL IMPROVEMENT PLAN (CIP) & COORDINATED INFRASTRUCTURE PLANNING STRATEGY (CIPS)

The Capital Improvement Plan (CIP) is an important framework to implement land use policies in the General Plan and various Community Plans as related to public facilities and infrastructure. The CIP would include a 1-year plan (detailed), a 5-year plan (specific), 10-year plan (general) and a 20-year plan (very general).

The Coordinated Infrastructure Planning Strategy (CIPS) is intended to improve the implementation of infrastructure projects by merging long-term planning, project development, and facility maintenance. CIPS is intended to result in a more coordinated, transparent, and efficient process for linking General Plan goals with infrastructure investment policy. Figure 9-1 depicts the General Plan - CIPS framework.

GPAC RECOMMENDATION

The goals of the CIPS are to:

1. Develop a framework to better link and coordinate capital improvement programming and land use decisions with the urban form and design goals envisioned in the General Plan;

2. Create a long term prioritized implementation schedule for major CIP projects;

3. Develop a long range budget for major CIP projects and identify major expenditures and controversial or difficult issues in advance;

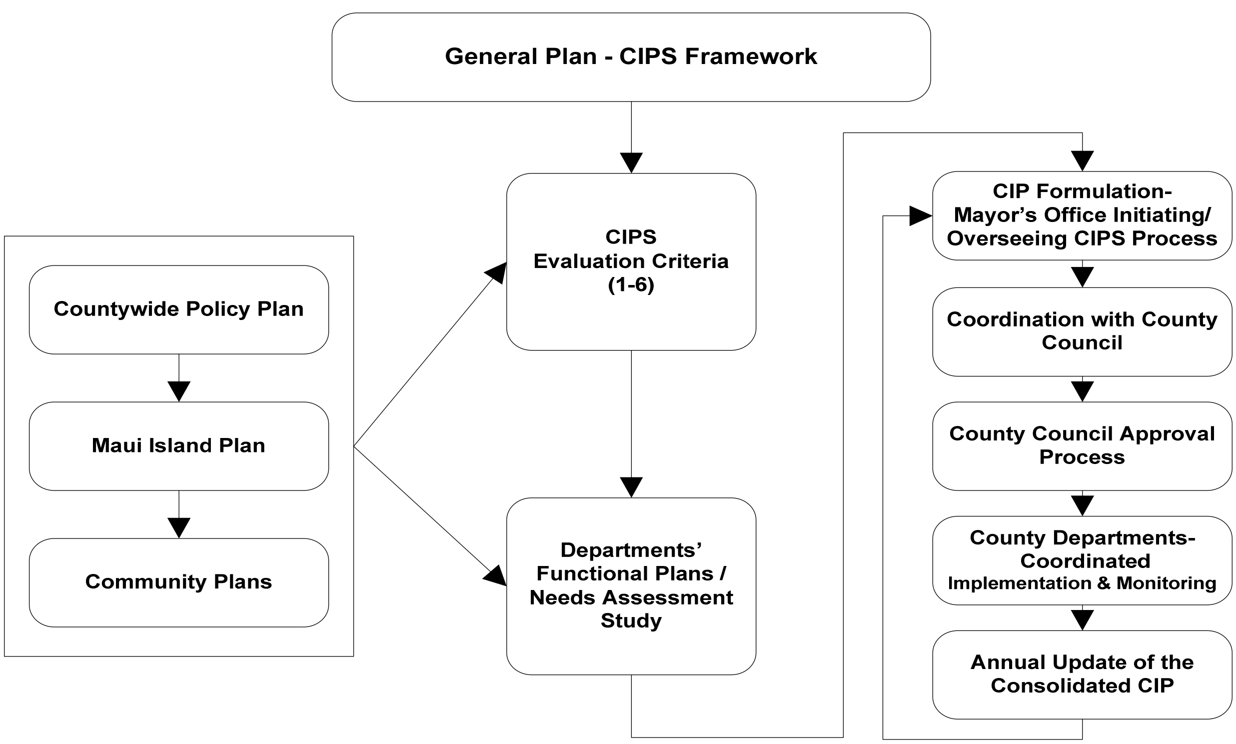
4. Implement a consistent methodology for planning, design, construction and maintenance of major assets;

5. Assess staffing, equipment, and office space needs; and

6. Train, empower, and retain staff to accomplish identifiable tasks.

For details about the CIPS process, refer to Section 2 Implementation-Part Two-2. Managing, Facilitating, and Monitoring Plan Implementation.

Figure 9 - 1: General Plan – CIPS Framework Diagram



GPAC RECOMMENDATION

The development of CIPS will fall within the framework of the Countywide Policy Plan, Maui Island Plan, Maui's six (6) Community Plans, and the Molokai and Lanai Community Plans. Population forecasts for a 20-year timeframe and urban growth areas identified in the Maui Island Plan will provide the basis for infrastructure planning for Maui Island. The CIPS will require each department to prepare a 20-year CIP for each island and a broad range of estimated budgets consistent with population forecasts and the Countywide Policy Plan, Maui Island Plan, and Community Plans.

The Capital Improvement Plan shall include maps delineating the location of CIP projects, assigned priority, and a summary analysis of the purpose, intent, anticipated cost, and implementation schedule associated with the highest priority regional and sub-regional projects. Lastly, the CIPS shall have an objective rating system which includes criteria that are appropriate for each facility type. Examples of potential criteria include, but not limited to, legal mandates; public health and safety; major increases to quality of life; efficiency upgrades; planning consistency; and cost-benefit relationship.

In conclusion, the CIPS is proposed as a framework and process to improve CIP implementation in accordance with the Countywide Policy Plan, Maui Island Plan, and Community Plans. A key emphasis, however, will be placed on flexibility. The plan should be able to respond to changing conditions, taking advantage of new revenue sources, and realizing the fiscal constraints of the County together with the ability to provide and maintain its facilities.

SYSTEM-WIDE MAJOR CAPITAL IMPROVEMENT REQUIREMENTS AND FINANCING

The purpose of this section is threefold:

1. Provide the County's policy regarding the relative role and responsibility of the public and private sectors for providing infrastructure and public facilities;
2. Identify major regional capital improvement projects necessary to address existing service deficits and projected growth to 2030; and
3. Identify potential funding mechanisms to finance future CIP projects.
4. Establish the ability to ensure that capital improvement projects are scheduled and constructed in a timely manner.

The infrastructure funding strategy provides an efficient and equitable means of planning and financing infrastructure improvements. Major County capital improvement projects and potential funding mechanisms are discussed by each County agency including solid waste, water, wastewater, roads, transit, parks, and public safety.

COUNTY CIP FUNDING STRATEGY

The County CIP funding strategy is comprised of four policy statements. The strategy is designed to provide an efficient and equitable means of planning and financing infrastructure improvements. The funding strategy will address infrastructure services, expansion, concurrency, existing deficiencies, as well as repair/maintenance of existing systems and facilities. The strategy is discussed in more detail later in this section as it applies to each County infrastructure system.

Infrastructure Planning Policy Framework

1. Infrastructure Services Policy

The County shall be responsible for planning, maintaining, and improving current infrastructure; the County shall also be responsible for designating new growth areas and the associated areas where infrastructure and public facilities will be provided, in accordance with the MIP.

The County Infrastructure Services Policy shall be implemented by way of the following strategy:

A. ***Level-of-Service Standards:*** The County will establish level-of-service standards, minimum acceptable and desired, for each infrastructure and public facility system to ensure adequate services are provided. The County will encourage State agencies to also establish level-of-service standards.

B. ***Needs Assessment Study:*** Each County agency responsible for infrastructure and facility delivery on the Island will conduct a needs assessment study. This study should identify needed improvements together with associated costs; improvements are related to general deficiencies in the existing networks (leakage/pipe replacement, aging-related improvements, etc.), capital facilities' capacity-related deficiencies, and future requirements generated by new growth. State agencies responsible for infrastructure and facility delivery on Maui will be encouraged to conduct needs assessment studies.

C. ***Urban/Rural Growth Boundaries:*** The County will demark the extent to which Maui's urban areas will be allowed to grow. Urban density development will be allowed only within these boundaries.

D. ***Urban Service Areas:*** Urban service areas will generally correspond with urban growth areas and will be serviced by infrastructure and public services. The County will not support urban density development outside of these areas. Both urban service areas and urban growth boundaries are included within the Directed Growth Strategies Section. Urban areas should be expected to provide more public infrastructures than rural areas while agriculture areas will have the least.

2. Infrastructure Expansion Policy

New developments shall be responsible for paying the fair share public facility and infrastructure expansion costs associated with such projects. The County will facilitate processing of the applications.

The Infrastructure Expansion Policy shall be implemented by way of the following strategy:

A. ***New Developments/Subdivision Exactions for On-Site Improvements:*** Pursuant to County standards and as a condition of subdivision or development approval, the County shall require new developments to construct on-site water, roads, wastewater, park facilities, and other on-site infrastructure/public facilities. Upon completion of construction, the County may require the dedication of such infrastructure/facilities to the County. Developments may also be required to donate easements or other types of partial rights to the County. In addition, developments shall be required to provide a regular reporting mechanism and reports for the status of private infrastructure and financial assurance to ensure enforcement of needed corrective action(s) or uninterrupted operation (in case of bankruptcy, abandonment, or any other default on financial obligation).

B. ***Impact Fees and/or Special Taxing Districts for Regional Improvements:*** Impact fees are designed to mitigate the impact of new development on infrastructure and public facility systems. Impact fees are one-time payments made by the development; fees are typically passed on to either the seller of land or homebuyer to pay for the cost of infrastructure caused by new development. These fees would be assigned on a per-unit (residential, visitor accommodation unit) or square footage (commercial/industrial) basis to pay a pro-rata share of the projected cost to expand off-site infrastructure and public facility systems. These fees cannot be used to pay for existing deficiencies outside of the scope of the project. Funds generated from the fees would be placed in a trust to pay for designated capital expansion projects within the service district that the project is located.

Special Taxing Districts can also be established to help fund regional infrastructure projects. The purpose of these Districts is to create a predictable revenue stream that can pay for all or a portion of the debt service associated with large capital projects. Special Taxing Districts provide several benefits, including:

- <u>Removal of high up-front regional infrastructure costs to developments:</u> These costs are financed through the issuance of long-term government bonds and paid back through special taxes paid by the landowner/developer and eventually the homebuyer.

- <u>Reduction in purchase price paid by homebuyers:</u> The special tax paid by the homebuyer may be less than the cost of financing additional debt in private equity markets to support a higher home price. In addition, special taxes are generally structured to be tax deductible on the Federal Tax Return, which also benefits the homebuyer.

- <u>County Benefit:</u> The primary benefit to the County is the avoidance of risk associated with a large capital outlay for infrastructure, since a predictable revenue source is earmarked to pay the debt service.

3. Infrastructure Concurrency Policy

The County shall be responsible for ensuring that necessary regional public facility and infrastructure capacity improvements are constructed prior to or concurrently with development of planned growth areas. The County may consider assuming all or a portion of the infrastructure required for affordable housing. Improvements shall be constructed in accordance with the County's Needs Assessment Study and level-of-service standards. The County shall periodically assess the fiscal impacts associated with planned growth areas throughout the Island; this may necessitate CIP update. The Infrastructure Concurrency Policy shall be implemented by way of the following strategy:

A. ***Coordinated Infrastructure Planning Strategy (CIPS):*** The CIPS is intended to improve the way Maui County implements infrastructure projects by merging long-term planning, project development, and facility maintenance. CIPS will create a long-term implementation schedule and budget for major CIP projects that are coordinated with land use decisions.

B. ***CIP Programming:*** The County shall have a clear and predictable method for CIP programming based on the CIPS. The CIPS shall be prepared by the administration in consultation with the Council; this process shall be flexible and be subject to final approval, through the budgeting process, by the County Council.

C. ***Infrastructure Funding Strategy:*** To ensure that no ambiguities exist regarding infrastructure funding responsibilities, the County shall establish the infrastructure funding strategy. This strategy will ensure that infrastructure improvements are implemented prior to or concurrent with development by the responsible party depending on the nature of the infrastructure project.

Each agency shall prepare a Revenue Expense Analysis analyzing short, mid, and long-term capital costs against existing and projected revenues. Based upon this analysis, traditional and alternative revenue sources shall be adjusted accordingly to ensure that the minimum community Level of Service (LOS) standards are complied with. Conducting a Revenue Expense Analysis shall follow the following steps:

Revenue Expense Analysis Methodology

Step 1:	***LOS Standards*** Identify both minimum acceptable and desired LOS standards.
Step 2:	***Existing Deficiencies*** Evaluate existing deficiencies based on established LOS standards and calculate costs associated with addressing deficiencies.
Step 3:	***New Growth*** Identify future infrastructure needs based on projected population growth and calculate costs associated with providing needed improvements.
Step 4:	***Revenue Expenditure Analysis*** Analyze projected revenues and expenditures and identify funding shortfalls.
Step 5:	***Funding Strategies*** Develop a funding strategy for funding improvements necessary to address existing deficiencies and a funding strategy for funding improvements to address new growth.
Step 6:	***Revenue Sources*** Analyze the desirability of each revenue source for its equity, predictability, risk, and overall cost to the County. Once the funding strategy is adopted, funds collected from each source should be adjusted accordingly to meet the community's minimum LOS standards.

4. Existing Deficiencies Policy

The County shall be responsible for funding operations and capital improvements to address existing deficiencies of County-owned and operated systems.

The Existing Deficiencies Policy shall be implemented by way of the following strategy:

A. ***Identify existing service deficiencies and project future operations and maintenance needs:*** Using the CIPS, Needs Assessment Study, and adopted level-of-service standards, the County shall identify existing service deficiencies and projected operations and maintenance needs.

B. ***Fund the upgrade of deficient projects:*** The County shall provide revenues sufficient to maintain the minimum acceptable level-of-service standards over the 20-year planning horizon. The County will encourage the State to upgrade its facilities to meet the County LOS standards.

C-1. Address structural imbalance between revenue needs and expenditures for infrastructure systems: Through development of traditional and alternative funding sources the County will address projected revenue and expenditure imbalances necessary to achieve the adopted minimum level-of-service standards. This strategy will be two-fold:

C-2. Increase Revenues from Traditional Funding Sources: The County and State may need to raise water service fees, sewer rates, land fill fees, gas taxes, property taxes, and other traditional funding sources to ameliorate existing capacity deficits and provide adequate maintenance of existing service systems. Traditional revenue sources will be easier to utilize during the short- to medium-term because they already exist. During the long-term, however, alternative revenue sources may better allocate infrastructure costs to those that are the primary beneficiaries of the subject developments.

D. ***Develop and Utilize Alternative Funding Sources:*** Numerous alternative funding sources could be used to finance major CIP projects. Some of these sources are currently available while others would require enabling legislation or voter approval before they could be utilized. Table 9-1 includes description of potential sources of fund; and Table 9-2, Sources of Existing or Potential Revenues for Infrastructure, include description of alternative revenue sources that the County could pursue to raise needed revenues.

Table 9 - 1: Description of Potential Sources of Fund

Funding Source	Description
Public Private Partnerships	Partnering with private sector providers to design, finance, build, and/or operate infrastructure systems and public facilities may be an appropriate and cost-effective alternative to more traditional revenue sources. The chief advantage of such partnerships is that infrastructure can often times be brought to the community faster, and at a significantly lower cost, than projects implemented solely by the public sector. Public-Private Partnerships come in many different forms including Build Operate and Own (BOO), Build Operate and Transfer (BOT), and Private Finance Initiatives (PFI). Depending upon the circumstances, private sector involvement can vary from minimal to extensive.
Strategic Budget Allocations	Strategic Budget Allocations are when a designated portion of a tax bill or a rate bill, such as a sewer rate bill, is deposited into a special fund. The fund is invested, and the interest earned re-invested, with the funds being earmarked for specific future CIP projects.
Trust Funds	Similar to Strategic Budget Allocations, monies in trust funds are generally provided from a percentage of tax revenues that are dedicated to a specific investment area. Trust Funds provide a dedicated funding source and are less expensive in the long-term than bonds or loans. These funds could be established to help pay for major upgrades and repair of existing systems.
Special District Financing	Special District Financing, i.e. Special Taxing Districts, Benefit Assessment Districts, Business Improvement Districts, Redevelopment Districts, can be established to help fund major upgrades to utility services within a designated area. The establishment of these districts often requires the approval of area landowners affected by the improvements. Revenues are typically generated through special levies, assessments, or tax increment financing. This method of funding is equitable since those most likely to benefit from the public investment are those paying for the services. Planned Growth Areas as well as Redevelopment areas are likely candidates for such funding programs.
Real Estate Transfer Tax	A real estate transfer tax is an excise tax on property conveyance. The County should encourage the State to utilize the real estate transfer tax as a method of having growth pay for itself. The State could use funds collected from the tax to finance CIP operations, maintenance, and expansion projects.
State and Federal Funding	Although State and Federal funding have declined in the last few years, the County should continue to explore these governmental funding sources to finance major CIP projects. The primary State funding source relied upon by the County is the State Revolving Fund (SRF) for water and wastewater CIP projects. Potential Federal funding sources also include the U.S. Environmental Protection Agency (EPA), Federal Transit Administration (FTA), U.S. Department of Agriculture (USDA), U.S. Department of Housing and Urban Development (HUD), and the U.S. Department of Commerce Economic Development Agency.
Congestion Pricing / Tolls	Congestion pricing is the practice of charging motorists more to use a road during periods of the heaviest use. Tolls charge motorists for the use of roads, regardless of the time of use. Congestion pricing and tolls have a high correlation between those that benefit from road use and those that pay for road improvements. Congestion pricing reduces automobile use during periods of peak congestion. Congestion pricing and tolls encourage commuters to use alternative forms of transportation.

Funding Source	Description
Urban Road and Rural Road Maintenance Districts	Urban Road Maintenance Districts (URMD) and Rural Road Maintenance Districts (RRMD) could be established to help fund roadway operation and maintenance in both urban and rural areas. Revenues generated within the district can be based upon the assessed value of property.
Street Utility Fees	A Street Utility Fee could be established through the current utility billing system to collect revenue to fund capital projects to address current roadway deficits.
Residential Landfill Disposal Fees	Currently the County does not charge residential customers for dumping at the landfills. If fees were established for residential dumping it could generate additional revenues for the Solid Waste Division.
Real Estate Excise Tax (REET)	REET consists of money derived from a dedicated percentage of the selling price of real property. Funds collected through a REET can be placed in a special fund to help fund park related capital projects. REET revenues will fluctuate with the local real estate market, which would affect the amount of money collected annually from this source. Several mainland communities currently use REET to help fund capital projects. Set asides typically range from one-quarter percent to one percent.
Transfer of Development Rights (TDR)	TDR's can be a helpful tool to reduce the cost of acquiring coastal lands and open space. A key strategy of the County's shoreline and open space land acquisition program should be the implementation of a TDR program.
Business Improvement Districts	Business Improvement Districts operate like Benefit Assessment Districts but are directed towards improving the business climate within a defined area. Business Improvement Districts commonly fund activities such as streetscape beautification, park maintenance, and public safety. Maui's various commercial districts, including downtown Wailuku and the surrounding Redevelopment Area, downtown Kahului, Paia, and Kihei could benefit from the establishment of Business Improvement Districts.
Benefit Assessment Districts	Benefit Assessment Districts have become an increasingly popular financing tool used by local governments to help fund park, library, fire, flood control, and other capital projects. Properties within a Benefit Assessment District have an annual levy placed on their properties to help fund projects within the district. Many agencies throughout California have established annual park maintenance and future capital replacement benefit assessments in the range of $100 to $300 or more per year. These funds are used to fund capital improvements, land acquisition and related long-term debt service, as well as the costs of on-going maintenance. A Benefit Assessment can be applied to a neighborhood, special district, or larger geographical areas such as a Community Plan District, or the entire island.

Table 9 - 2: Sources of Existing or Potential Revenues for Infrastructure

Infrastructure	Operation & Maintenance	Capital Investment (Deficits)	Capital Investments (Growth)
Wastewater	E Monthly sewer fees[1] E Monthly reclaimed water fees P Special District Financing	E Wastewater hook-up (impact) fees E Bond financing and SRF loans based on rate revenues and fees P Special District Financing	E Wastewater hook-up (impact) fees E Subdivision exactions for on-site improvements E Bond financing & SRF Loans based on rate revenues & fees P Impact Fees for regional improvements P Public-private partnerships P Special District Financing
Water	E Monthly water fees E Water system development (impact) fees E Special District Financing	E Water system development (impact) fees E Bond financing and SRF loans based on rate revenues and fees P Special District Financing	E Wastewater hook-up (impact) fees E Subdivision exactions for on-site improvements E Bond financing & SRF Loans based on rate revenues & fees P Impact Fees for regional improvements P Public-private partnerships P Special District Financing
Roadways	E Federal and State Funding Sources E County Gas Tax P Urban/Rural Road Maint. Districts P County Gas Tax	E Federal and State Funding Sources E County Gas Tax P Congestion pricing / tolls P Street Utility Fee	E Federal and State Funding Sources E Subdivision exactions for on-site improvements P Impact Fees P Public-private partnerships
Transit	E Federal and State Funding Sources E County Gas Tax P Urban/Rural Road Maint. Districts P County Gas Tax	E Federal and State Funding Sources E County Gas Tax P Congestion pricing / tolls P Street Utility Fee	E Federal and State Funding Sources E Subdivision exactions for on-site improvements P Impact Fees P Public-private partnerships
Parks	E General Fund revenues P Benefit Assessment District	E General Fund revenues E Bond financing based on GF revenues E Maui Open Space Preservation Fund P Benefit Assessment District P Real Estate Excise Tax P Transfer of Development Rights	E Subdivision exactions for on-site improvements E Impact fees P Transfer of Development Rights
Solid Waste	E Landfill disposal and collection fees E Grant Revenues	E Landfill disposal and collection fees E Grant Revenues E User charge & bond financing based on user charge	E Landfill disposal and collection fees E Grant Revenues E Bond financing based on collection fees
Police / Fire	E General Fund revenues	E General Fund revenues P Special District Financing P Bond financing based on GF & alternative revenue sources	E General Fund revenues E Impact fees E Bond financing based on GF & alternative revenue sources

[1] Revenues that are currently used (existing) are indicated with E sign. Revenues that are proposed as potential new funding sources are indicated with P sign.

CAPITAL IMPROVEMENTS AND FINANCING

The following section identifies major CIP projects necessary to address existing service deficits and projected growth to 2030, and potential funding sources by infrastructure system. Implementation costs and dates provided below are estimates and have not been adjusted for inflation. Date ranges include: 2010 to 2015; 2016 to 2021; and 2022 to 2030. Identification of projects in this CIP plan does not legally bind the County to implementing these improvements; rather, the plan provides a guide for implementation of major projects to 2030.

WATER

MAJOR CAPITAL IMPROVEMENTS BY INFRASTRUCTURE SYSTEM

Major projected capital costs to 2030 will be in the following areas: 1) Source development; 2) Improvement, replacement, and upgrade of waterlines; 3) Construction and replacement of water tanks; 4) Expansion and improvement of treatment plants; and 5) Construction of new reservoirs. The majority of Maui's water infrastructure systems were constructed decades ago and are in need of major repairs and in some instances complete replacement. According to the DWS, the overall condition of all water infrastructures are in fair to poor condition, especially transmission lines. Major repairs and replacements will be required to ensure the reliability of the island's water distribution system.

The following is a summary of the major capital improvement requirements for each DWS system.

Table 9 - 3: Major Capital Improvement Projects - Water Supply

Project	Timing	Estimated Cost
Central Maui Water System		
Source development to meet demand to 2030. The *Water Section* of Chapter 7 outlined five source development options for the Central Maui Water System. A wide range of costs exist for source development depending of the combination of new sources pursued. Costs for the development of individual sources ranged from $5 million to $126 million, with total cost for source development likely falling in the upper range, or more, due to the need for a combination of new sources.	On-going	TBD
Waiale Water Treatment Plant	2010-2015	$25 million
Waihee Water Treatment Plant	2016-2021	$17 million
West Maui Water System		
Expand Lahaina Water Treatment Plant to treat potential additional withdrawals from the Honokohau Tunnel	2010-2015	$11 million
Source development of Honolua, Honokowai, or Honokohau aquifers	2016-2021	$20 million
Upcountry Water System		
Lower Kula Reservoir	2010-2015	$65 million

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

Current DWS revenues will not be able to keep pace with projected expenditures as operating and capital expenses increase.

The Department's CIP expenses can be broken down into the following two categories: repair and maintenance; and growth-serving capital improvements. Due to the age of the island's water infrastructure, extensive repairs and replacements to water lines, tanks, well pumps, treatment facilities, and other water system components will be necessary to address current deficiencies and ensure the reliability of County water supply systems.

Growth-serving capital improvements will also be a large component of the Department's future budgets. As the island's population grows to 2030, water systems will need to be expanded to serve new growth areas. Additionally, acquiring additional water sources will be necessary to address the growing demand for water.

FUNDING STRATEGY

The County will need to raise revenues from current revenue sources and pursue additional sources to fund the Department's growing operational and capital expenses. The Department's funding strategy may follow the policies and strategies outlined at the beginning of this section.

1. Repair and Upgrades of Existing Facilities

Repairs, maintenance, and upgrades of existing water supply facilities/infrastructure should be borne by all service users. These costs are currently paid for through rates charged to individual customers, which make the distribution of such costs more equitable throughout the community. The Water Service Fees are the primary funding source for maintaining existing facilities.

- ***Water Service Fees:*** Bi-monthly water service fees are the primary revenue source for water supply operations, as well as repair, maintenance, and upgrades to existing systems. To address rising operating and maintenance costs and to continue to strive for self-sufficiency, the Department will need to continually increase its rates. The Department has estimated that the County will need to increase water service rates by 70% between 2007 and 2025 to adequately fund maintenance and upgrade projects.

2. Facility Expansion

Costs associated with water supply storage and distribution system expansion should be borne by new development to ensure that costs are distributed equitably to uses benefiting from the improvements. The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, impact fees and or special taxing districts. Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support water facility expansion.

ROADS

MAJOR CAPITAL IMPROVEMENTS BY SYSTEM

The following is a summary of the major capital improvement requirements for roads for each Community Plan region. The primary source relied upon for this section was the *Maui Island Traffic Impact Fee Report and Comprehensive Roadway Master Plan* (November 2006) prepared by Kaku

Associates for the County of Maui, Department of Planning. Both State highway and County road improvements necessary to accommodate island growth to 2030 are listed. However, State highway improvement costs are only presented for informational purposes and are not the financial responsibility of the County. Cost estimates for County roads will be funded through a combination of Federal, State, and County funds.

Table 9 - 4: Major Capital Improvement Projects – Roadways

Project	Timing	Estimated Cost
Central Maui Roadways		
Secure right-of-way (ROW) and construct Kahului Airport By-Pass (State)	2016-2021	($13 million)
Secure ROW and construct Waiale Connector between Waiale and Maui Lani	2016-2021	$13.7 million
Secure ROW and construct Lono Avenue extension to Kuihelani Highway	2016-2021	$1.3 million
Kihei-Makena Roadways		
Secure ROW and construct Kihei North-South Collector Road	2016-2021	$37.6 million
West Maui Roadways		
Secure ROW and construct Lahaina Bypass from Keawe Street to Lahainaluna Road (State)	2010-2015	($45 million)
Construct Keawe Street extension	2010-2015	$4 million
Secure ROW and construct Honoapilani widening from Aholo Street to Lahainaluna Road (State)	2010-2015	($11.5 million)
Secure ROW and construct Lahaina Bypass from Lahainaluna Road to Launiupoko (State)	2016-2021	($56.2 million)
Secure ROW and construct Mill Street extension from Aholo Street to Keawe Street (Conceptual)	2016-2021	$23.8 million
Secure ROW and construct Lahaina Cane Haul Road from Ukumehame to Aholo Street (Conceptual)	2022-2030	$17.5 million
Paia-Haiku Roadways		
Secure ROW for Hana Highway Bypass (State)	2022-2030	($12.4 million)

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

The CIP expenses can be broken down into the following tow categories: repair and maintenance; and growth-serving capital improvements. Due to the level of use of many of Maui's roadways, repairs and replacements such as road resurfacing and bridge replacement will be necessary to ensure the reliability of the island's roadway network.

Growth-serving capital improvements will also be a large component of the Division's future budgets. As the island's population grows to 2030, roads network will need to be expanded to service new growth areas.

FUNDING STRATEGY

To cover the growing roads operational and capital expenses, revenues will need to increase. Addressing escalating expenses will require a combination of increasing current revenue sources and pursuing additional sources.

GPAC RECOMMENDATION

1. Repair and Upgrades of Existing Facilities

Repairs, maintenance, and upgrades of existing roads should be borne by all service users. These costs are currently paid by the highway fund which is funded by the fuel tax, franchise tax, and weight tax. These taxes could be increased to provide more funding for repairs, maintenance, and upgrades to existing roads.

- ***Fuel Tax:*** The fuel tax is based on the number of gallons of fuel purchased. It's one of the most direct user related source of funds available since the amount paid by drivers is proportional to trip length.
- ***Franchise Tax:*** The franchise tax is collected from a tax on 2.5% of annual gross receipts from electric light and power companies operating as public utilities in the County of Maui.
- ***Weight Tax:*** The weight tax is collected at a rate of one and one-fourth cents per pound of net weight for passenger vehicles, trucks, and non-commercial vehicles not exceeding 6,500 pounds, and two cents per pound of net weight for all other motor vehicles.

2. Facility Expansion

The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, impact fees, and/or special taxing districts. Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support roadway expansion.

TRANSIT

MAJOR CAPITAL IMPROVEMENTS

Three major projects have been identified by the CDOT as necessary to accommodate projected population growth to 2030. Capital improvement projects are discussed from an island-wide standpoint rather than by region due to the interregional applicability of the projects.

Table 9 - 5: Major Capital Improvement Projects – Transit

Project	Timing	Estimated Cost
Maui Public Bus System		
Acquire land and construct transit center/baseyard in Central Maui	2010-2015	$12 million
Acquire land and construct transit hub and park-n-ride in Maalaea	2016-2021	$4 million
Acquire land and construct transit hub and park-n-ride in Central Maui	2016-2021	$4 million

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

To accommodate projected expenditures for transit operations, current revenues will need to significantly increase. The transit system is currently operating at one hour headways. As headways decrease across the system to every half hour, operational expenses will double; this necessitates a considerable increase in funding. Additionally, as service routes are added and expanded, operating costs will again increase.

Due to the infancy of Maui's transit service, repair and maintenance expenses have been minimal. However, these expensive are likely to increase as buses age and require repair/ maintenance. Transit-supportive infrastructure will also require ongoing upkeep and repairs after their installation throughout the island.

Growth-serving capital improvements will place a large burden on the Department's budget as the transit system expands and improves. Three major transit facilities are needed in the near future to address current and anticipated demand. Costs associated with these facilities will be significant due to the need to acquire land and plan, design, and construct the facilities. Current revenue levels would not be able to cover projected capital expenditures.

FUNDING STRATEGY

The County will need additional funding to operate and expand the County's public transit system to 2030. The Department's funding strategy includes increasing current funding sources and pursuing new sources to cover system repairs, upgrades, and expansion.

1. Repair and Upgrades of Existing Facilities

To fund operations, repair, and maintenance of the transit system the County will continue to rely on the General Fund, Highway Fund, and FTA grants.

- ***Bus Fares:*** One-way bus fares are one dollar for most routes. Currently transit fare revenues are approximately $500,000 per year and are deposited into the General Fund. By charging for all Maui Bus routes and increasing transit rates across the system, transit fare contributions to the General Fund could be significantly increased.

2. Facility Expansion

The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, impact fees, and/or special taxing districts. Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support transit expansion. Other potential funding sources include:

- ***Federal Funding:*** The DOT should continue to rely on FTA grants for both operating and capital expenses. To fund the three major capital improvement projects previously discussed, the Department should apply for FTA Section 5311 grants. Under this program, grant recipients are required to supply 20% matching funds for capital projects. The purchase of the land for the facilities could qualify as the 20% local match, with planning, design, and construction expenses covered by the Federal grant.

- ***Hotel Contributions:*** The major hotels within West and South Maui benefit significantly from the County transit service by providing an alternative mode of transportation for hotel guests and reducing demand for employee parking. Since these resorts receive significant benefits from transit, they should be considered a potential source of funding. The County should continue to encourage coordination among hotels, the Maui Hotel and Lodging Association, and the Maui Visitors Bureau to establish a program to donate funds to the County for transit operational expenses.

- ***Selling Advertising Space:*** Advertising space inside/outside of buses, as well as on shelters and benches could be sold to increase revenues for the Department.

WASTEWATER

MAJOR CAPITAL IMPROVEMENTS BY SYSTEM

Major projected capital costs to 2030 will be in the following areas: 1) Repair and upgrades to the existing aging plant and collection systems; 2) Compliance with Environmental Protection Agency (EPA) Consent Degree requirements for continuing investigations and replacement of aging/leaking transmission lines; 3) Expansion of wastewater reuse and distribution in Central, South, and West Maui; 4) Tsunami and shoreline erosion protection; and 5) Major repair, upgrades, and plant expansion to the Lahaina Wastewater Reclamation Facility.
The County's existing wastewater infrastructure was largely constructed during the 1970's and 1980's; however, the Division upholds that with ongoing maintenance and upgrades the existing physical plant, collection, and transmission systems can be maintained in fair to good condition.

The following is a summary of the major capital improvement requirements for each system.

Table 9 - 6: Major Capital Improvement Projects – Wastewater

Project	Timing	Estimated Cost
Wailuku-Kahului Wastewater System		
Implement and maintain shoreline erosion and tsunami proofing of Wailuku-Kahului WWRF	2010-2015	$30 million
Lahaina Wastewater System		
Expansion of reclaimed wastewater system based on needs and cost effectiveness	2010-2015	$10 million

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

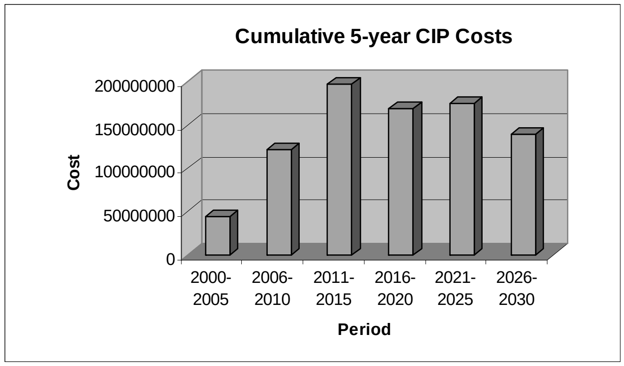
The Department's CIP expenses can be broken down into the following two categories: rehabilitation and replacement; and growth-serving capital improvements. The existing wastewater treatment facilities and collection systems are aging. Extensive repairs and replacements would be necessary to ensure the on-going reliability of County wastewater systems; such repairs/replacements are related to sewers, force mains, pump stations, laterals, and treatment facilities. These CIP expenses would be considerable due to the extensive network of facilities.

Growth-serving capital improvements will also be a large component of the Division's future budgets. As the island's population grows to 2030, system capacity will need to be expanded to treat additional flows. Both installing new infrastructure and expanding wastewater reuse will increase the Division's budgetary needs considerably.

Figure 9-2 identifies cumulative CIP costs over 5-year intervals from 2000 to 2030. Between 2005 and 2010 cumulative 5-year CIP costs are anticipated to increase from $44.9 million to $121.8 million, an average annual increase of 22%.

From 2010, these costs will increase at an average annual rate of 10% to $197.2 million. To finance the increase in CIP, sewer rates will need to increase considerably in order to pay additional debt service. In addition to increasing sewer rates, greater use of alternative funding sources should also be considered.

Figure 9 - 2: Cumulative 5-year CIP Costs



FUNDING STRATEGY

To cover the Division's growing operational and capital expenses, revenues would need to increase. The funding strategy should address costs associated with both repair/maintenance of existing facilities, as well as plant and collection system expansion.

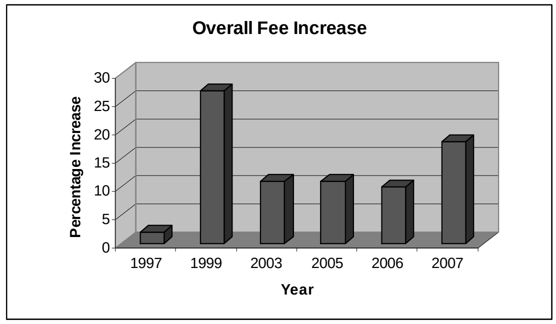
1. Repair and Upgrades of Existing Facilities

Incremental repair, maintenance, and upgrades of existing facilities should be borne by all service users. These costs are currently paid for through sewer and reclaimed water rates. These revenue sources are further described below.

- ***Sewer Rates:*** Monthly sewer and cesspool fees are the primary revenue source for wastewater operations together with repair, maintenance, and upgrades of existing systems. Cash from sewer rates is used to pay for capital projects or to pay down debt service associated with these improvements. It is important to note that these funds are not used to finance facility expansion, but only repair and maintenance of existing systems.

Due to rising costs associated with operating and maintaining the County's aging wastewater infrastructure, wastewater fee increases have occurred over seven of the last ten years. Since 2003, wastewater rates have increased by 50%, and are projected to increase by approximately 8% per year for the next five years.

Figure 9 - 3: Overall Sewer Fee Increases



- ***Reclaimed Water Rates:*** Like sewer rates, reclaimed water rates need to reflect more of the actual cost of delivering this resource to users. Significant expansion of reclaimed water distribution would require a considerable increase in rates due to debt service and pumping costs. This cost may actually be more than what it would cost to deliver potable water for non-potable uses. However, the external benefits associated with water conservation and reducing the island's reliance on injection wells also needs to be considered.

2. Facility Expansion

The primary funding mechanisms for funding infrastructure expansion will be subdivision exactions, impact fees, and/or special taxing districts. Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support wastewater facility expansion.

SOLID WASTE

MAJOR CAPITAL IMPROVEMENTS BY SYSTEM

Major projected capital costs to 2030 will be in the following areas: 1) Landfill design, permitting, and construction; and 2) Landfill closure.

The following is a summary of the major capital improvement requirements for the Division of Solid Waste to 2030.

Table 9 - 7: Major Capital Improvement Projects - Solid Waste

Project	Timing	Estimated Cost
Central Maui Landfill		
Acquire land and construct Phase V	2010-2015	$10.3 million
Materials recovery facility	2010-2015	$4 million
Central Maui Landfill maintenance facility	2010-2015	$5.2 million
Close Phase IV	2010-2015	$8 million
Acquire land and construct Phase VI	2016-2021	$10 million
Acquire land and construct Phase VII	2022-2030	$17 million

GPAC RECOMMENDATION

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

The Division's CIP budget is largely allocated for growth-serving capital improvements rather than repair and maintenance projects. Unlike water supply and wastewater that have a large amount of infrastructure in need of repair or replacement, the Solid Waste Division has a considerably smaller infrastructure system with minimal needed maintenance. One potential project that could significantly increase the Division's expenses is the implementation of a curbside recycling program. As waste generation grows on the island and programs such as curbside recycling are initiated, the Division's operating expenses would increase.

Solid waste capital improvements would be needed to keep pace with the island's population growth and would, therefore, require additional funding. Growth-serving capital improvements would account for the majority of the Division's CIP expenses. Major growth-serving capital improvement projects include land acquisition, landfill construction, and materials recovery facility construction.

FUNDING STRATEGY

The solid waste system is different from other County infrastructure and facilities in that expansion of facilities will be needed regardless of population growth. Due to this fact, costs associated with solid waste system operation, repair, maintenance, and expansion should be borne by all users to ensure that costs are distributed equitably. The County would need to increase revenues to cover the Division's growing operational and capital expenses. Addressing escalating expenses will require a combination of increasing current revenue sources and pursuing additional sources. Currently, General Obkigation bonds are used to fund the majority of the Division's capital improvement projects. These bonds will likely remain an important CIP funding source. The following solid waste funding strategy would ensure an efficient and equitable means of programming and paying for Department's expenses.

1. Repair, Upgrades, and Expansion of Existing Facilities

- ***Landfill Disposal Fees:*** Landfill disposal fees are charged to commercial dumpers for disposal of waste at the County's landfills. Disposal fees include the tipping fee, green-waste disposal fee, bio-solids disposal fee, and the recycling surcharge; all of these fees are proposed to increase for FY08. These rate increases are needed to cover rising operating costs and more closely cover the actual expenses of the landfill.

- ***Refuse Collection Fees:*** Refuse collection fees are charged to residents and business for curbside waste collection services. A rate increase is also proposed in the FY08 budget for refuse collection to cover the rising cost of operations. As operation and maintenance expenses rise, due to increasing waste generation from the growing population, the County would need to increase both landfill disposal fees and refuse collection fees.

Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support the expansion of solid-waste disposal services.

PARKS

MAJOR CAPITAL IMPROVEMENTS BY REGION/SYSTEM

Major projected capital costs to 2030 will be in the following areas: 1) Acquisition of undeveloped park lands to address existing deficiencies and accommodate the projected population growth; 2) Development of new park facilities and supporting infrastructure; and 3) On-going repair and maintenance of the existing facilities.

The following is a summary of some of the major long-range capital improvement projects being considered by the Parks Department.

Table 9 - 8: Major Capital Improvement Projects – Parks

Project	Timing	Estimated Cost
Central Maui		
Waihee Beach Park Expansion	2010-2015	$4 million
Maui Lani Park	2010-2015	$4.5 million
Central Maui Regional Park	2016-2021	$14 million
Kanaha Beach Park Expansion	2022-2030	$4 million
Kihei-Makena		
South Maui Community Park Phase IA & B	2010-2015	$23.5 million
South Maui Community Park Phase II	2016-2021	$20 million
Kamaole III Expansion	2016-2021	$3 million
Kihei Beach Reserve	2022-2030	$3 million
West Maui		
Wainee Park Expansion	2016-2021	$7 million
Paia-Haiku		
Baldwin Park Expansion	2022-2030	$2 million

Other major park projects, or related projects, include the realignment of North Kihei Road (Kealia), the Hookipa Expansion and Highway Realignment, the Pali to Puamana Park, the Napali District Park, and the Kaanapali District Park.

CURRENT REVENUES VERSUS PROJECTED EXPENDITURES

The Department of Parks and Recreation's FY 2007 – FY 2012 CIP budget is $38.31 million, which is well short of the $81 million needed to make up for existing park deficits. Meanwhile, with the island's growing population, even greater demand would be placed on the Department's facilities; consequently, the steadily rising operating expenses would render the Department's budget increasingly inadequate to sufficiently address the island's recreation needs.

Unlike water and wastewater where fees are collected and deposited into a special fund to finance operations and capital expenditures, the Parks Department is funded predominantly through General Fund revenues. The General Fund revenues are the primary source of funding for numerous other public programs and projects (such as the Police, Fire, Highways, Transit, and Housing); it is, therefore, especially difficult for parks projects to compete for limited General Fund dollars. The Department also receives funding from Developers through the payment of park assessment fees. However, such a funding is not intended to address existing deficiencies as it is only dedicated to mitigate the impact on park facilities caused by new development.

With a growing population and lifestyle that are highly dependent upon active and passive recreation, it is important that the Department develop additional revenue sources.

FUNDING STRATEGY

The County would need to increase revenues to cover the Department's growing operational and capital expenses. The County can achieve this through a combination of increasing current revenue sources and pursuing additional sources. New funding sources should be targeted to the following areas: 1) acquiring land and facilities for active and passive recreation, including shoreline lands; and 2) implementing a streetscape beautification and landscape maintenance program.

1. Acquisition of Land and Facilities

All Maui Island residents should help fund the acquisition of park land and facilities to address existing deficits. However, new development should bear the cost associated with the acquisition of land and facilities to serve new growth. The following funding strategy is designed to increase park resources, ensure an efficient and equitable means of programming, and pay for the acquisition of park land and facilities.

- ***Park Assessment (Impact) Fees:*** The *Public Facilities Assessment Update* specified a level-of-service standard of 10-acres of sub-regional park land per 1,000 resident population; based on this standards and an average of 2.7 persons per dwelling unit, each new residential unit should contribute approximately 1,176 square feet of land area for parks and playgrounds. This is more than double the 500 square feet per unit that is currently required of new subdivisions. To address this inconsistency, the County should conduct a detailed level-of-service analysis, and thereafter, adopt level-of-service standards for each region of the island. The County's Park Assessment requirements should be adjusted to reflect the adopted standards.

- ***Maui Open Space Preservation Fund:*** In 2002, seventy-three percent of voters in Maui County approved a Charter Amendment mandating that a *minimum of one percent* of annual property tax revenues be placed into a special fund; this fund is dedicated for the protection of open space, natural and cultural resources, and the preservation of public access to coastal lands. In 2006, approximately $1.56 million was placed into the Maui Open Space Preservation Fund, which was established to collect these revenues. The County should consider increasing the current annual set-aside of 1% in light of the tremendous need to acquire open space lands throughout the County.

- ***Real Estate Excise Tax (REET):*** REET consists of fund derived from a dedicated percentage of the selling price of real property. Set-asides typically range from one-quarter percent to one percent. Assuming Maui County had such a program, in 2003 approximately $9.2 million (1/4%) to $36.8 million (1%) could have been generated to fund park projects based on the value of land transactions that year. REET should be considered as a potential funding source to support park land and open space acquisition programs.

- ***Benefit Assessment Districts:*** Benefit Assessment Districts have become an increasingly popular financing tool used by local governments to help fund park projects. Many agencies throughout California have established annual park maintenance and future capital replacement benefit assessments in the range of $100 to $300 or more per year. These funds are used to fund capital improvements, land acquisition and related long-term debt service, as well as the costs of on-going maintenance.

  For Maui, an island-wide benefit assessment of $300 per residential unit per year would have generated an additional $13.6 million for park projects in 2005. The same assessment, applied just to the Kihei-Makena Community Plan region, could have generated an additional $3.2 million for park-related improvements within that region. The County should consider establishing such districts at a regional scale to help fund sub-regional park facilities and at an island-wide scale to fund regional or island-wide park facilities.

- ***State and Federal Funding Sources:*** Certain park land acquisitions may qualify for State and Federal funds. Potential Federal funding sources include the National Oceanic and Atmospheric Administration (NOAA), the United States Department of the Interior, Fish and Wildlife Service (USFWS) Coastal Wetlands Acquisition Program and the USFWS Endangered Species Act. The Legacy Land Conservation Program and the Hawaii Coastal and Estuarine Land Conservation Plan are also important potential funding sources. The County should make greater efforts to pursue State and Federal funding sources to support open space and park land acquisitions. This could be achieved by developing in-house expertise to pursue such funds and by working closely with private organizations (such as the Maui Coastal Land Trust) to leverage their considerable experience in developing these funds.

2. Streetscape Beautification and Landscape Maintenance

- ***Business Improvement Districts:*** Business Improvement Districts operate like Benefit Assessment Districts but are directed towards improving the business climate within a defined area. Maui's various commercial districts, including downtown Wailuku and the surrounding Redevelopment Area, downtown Kahului, Paia, and Kihei could benefit from the establishment of Business Improvement Districts. Business Improvement Districts commonly fund activities such as streetscape beautification, park maintenance, and public safety.

PUBLIC FACILITIES

This section discusses CIP projects and funding for fire control, police, and government offices/ parking.

MAJOR CAPITAL IMPROVEMENTS BY SYSTEM

The following is a summary of the major capital improvement requirements for public facilities to 2030. The primary sources relied upon for this section were the County's FY08 Six-Year CIP and the *Wailuku Municipal Service Center Master Plan Report* (February 2004), prepared by Chris Hart and Partners, Inc. Cost estimates derived from the *Wailuku Municipal Service Center Master Plan Report* have been adjusted to 2007 dollars to account for inflation.

Table 9 - 9: Major Capital Improvement Projects - Public Facilities

Project	Timing	Estimated Cost
Fire Control		
Haiku Fire Station	2010-2015	$4.2 million
Waikapu Fire Station, Fire Training Facility/Mechanic Shop/Storage Building, and Fire Administration Building	2016-2021	$31.2 million
South Lahaina Fire Station	2016-2021	$6.7 million
North Kihei Fire Station	2022-2030	$$4.6 million
Kaanapali Fire Station	2022-2030	$4.6 million
Police		
Kihei Police Station	2010-2015	$33 million
Lahaina Police Station	2016-2021	$40 million
Government Offices and Parking (Source: *Wailuku Municipal Service Center Master Plan Report* (February, 2004))		
Kalana O Maui, Old Courthouse, and Kalana Pakui improvements	2010-2015	$3.5 million
New parking structure at the Municipal Parking Lot site	2010-2015	$8.3 million
Redevelop Old Wailuku Post Office	2010-2015	$15.5 million
Kaohu Street Parking Structure	2016-2021	$8 million
Kaohu Street Office Building	2016-2021	$6.2 million
Additional parking structure in the Civic Center District	2022-2030	$6.1 million
Additional office building in the Civic Center District	2022-2030	$13.8 million

FUNDING STRATEGY

The County would need to increase revenues to cover growing expenditures for public facilities to 2030. The County should raise revenues through a combination of increasing current revenue sources and pursuing additional sources. The County General Fund and General Obligation bonds are the primary funding sources for fire and police facilities together with government offices and parking capital costs. Revenues from these two primary funding sources should increase to pay for the increase in public facility expenditures to address existing facility deficits and projected needs. Since these two funding sources are also heavily relied upon by numerous other County agencies, it would be prudent for the County to pursue alternative sources of funding to augment the General Fund and G.O. bonds.

Facility Expansion

Tables 9-1 (Description of Potential Sources of Fund) and 9-2 (Sources of Existing or Potential Revenues for Infrastructure) identify additional funding opportunities to support public facility expansion.

Section 2: Implementation

The MIP (Plan) provides information and analysis of key physical, social, environmental, cultural, and economic issues that are important for planning future growth on Maui Island. The Plan establishes sound guiding principles, goals, objectives, policies, and actions that will guide decision making on Maui Island through 2030. Implementing the policies and actions established in the Plan will

require a coordinated effort from numerous entities including County and State agencies, the private sector/nonprofits, and the community. Implementation mechanisms include planning and regulatory approaches, capital improvement programming, special implementation programs, as well as monitoring and evaluation. Implementing the goals of the Plan will require updating/revising existing planning and regulatory processes together with establishing new programs. This Implementation Element provides mechanisms by which the Maui General Plan (County-wide Policy Plan, Maui Island Plan, and the subsequent community plans) shall have greater self-enforcing provisions to make sure that all the work that went into the preparation of the plans will not be in vain.

Implementation efforts will be overseen by the Department of Planning, which will work closely with stakeholder agencies, elected officials, and the community to facilitate the achievement of the Plan goals. The Implementation Program Schedule in Appendix A outlines all Maui Island Plan proposals for action and major CIP projects; this program serves as a tool for managing and programming plan implementation.

It is the intent of Maui County to implement and enforce the MIP and its elements as a matter of law (refer to Chapter 1-MIP for County Code, Title 2-Chapter 2.80B)

IMPLEMENTATION STRATEGY

The Implementation Strategy outlines the approach that the County should use to implement the MIP policies and action programs. The strategy is discussed in two parts. The first part describes implementation mechanisms to be utilized; these are linked to specific MIP elements, including: 1) Land Use; 2) Heritage Resources, Housing, and Economic Development; and 3) Public Facility and Infrastructure Delivery. The second part outlines a strategy for managing, facilitating, and monitoring plan implementation.

PART ONE – IMPLEMENTATION MECHANISMS

LAND USE

Implementing MIP Land Use Element will have two primary endpoints: 1) Establishing the location and timing of future growth; and 2) Defining the character and density of planned growth. For implementation, the following two primary steps are applied: establishment of Directed Growth Strategy together with updated Community Plans; and revisions of various components of the County's development review and regulatory processes. These two steps will not only target land use implementation on the Island, but will also have a direct implementation impact on all other MIP elements.

1. Development Location and Timing

A. ***Directed Growth Strategy (DGS):*** The DGS is the key part of implementing the MIP goals. This strategy will guide the location and timing of future development. The primary components of the strategy include: Land Use Guiding Principles; Urban and Rural Growth Boundaries (UGB & RGB); and Urban Service Areas. The Land Use Guiding Principles provide a general framework by which future land use decisions will be guided. Following these principles consistently will enable Maui residents to achieve the desired outcome reflected in the vision and goals of the MIP. Depicted on the DGS Maps are the UGB and RGB which delineate the desired geographic extent of future growth. Urban Service Areas closely follow UGB and identify areas that will and will not be supplied with County infrastructure and services. Both the UGB and the Urban Service Areas are major tools to achieve the goals of the MIP; these tools will play a key role in guiding future growth on the island. These land use tools will help protect areas with important environmental, cultural, agricultural, and scenic resources from urbanization and will guide future growth to appropriate areas. Also, these tools do not require funds to be established, they are simply implemented at the time the County Council adopts the Plan as an ordinance.

B. ***Capital Improvement Plan (CIP):*** This will be the primary mechanism to implement land use policies in the MIP as related to public facilities and infrastructure. The CIP will direct the location and timing of future development by programming certain capital projects that make it feasible to grow in areas identified by the DGS as appropriate for urban or rural development.

2. Development Character and Density

Currently, the County's Community Plans together with various components of the development review and regulatory process affect the character and density of development. By adopting this MIP, each of the following mechanisms will be applied to carryout the land use goals and policies of the MIP; these mechanisms intend to create a new framework and rules by which future development must conform.

A. ***Community Plans:*** These Plans are more detailed than the MIP and contain more region-specific policies and actions. Community involvement and input are an integral part of the Community Plan process which ensures that each plan addresses its community's distinctive needs and concerns. The County update of all Maui Community Plans shall reflect goals and policies of the Countywide Policy Plan and MIP as they pertain to each specific region. Future updates of the Community Plans should place more emphasis on developing policies and programs to promote the formation of more livable communities/neighborhoods. With the adoption of the MIP, all lands that are located outside the Urban or Rural Growth Boundaries and previously designated as Urban shall revert to Agriculture within the subject community plan.

Each community plan shall have its own permanent Planning Advisory Board (Such an Advisory Board already exists in Hana). It would be advisory to the Maui Planning Commission and the County Council. It shall have 11 members: Two members selected by the Mayor, and one selected by each Council member. Members will serve for three years, and may be reappointed twice.

B. ***Specific Area Plans:*** These plans are even more detailed than community plans and are tailored to a specific geographic area. The specific plan process ensures that development of the area will proceed according to specific use, design, phasing, and financing provisions customized to the character and circumstances of that area.

C. Existing specific area plans, such as the Wailuku Redevelopment Plan, will be updated to reflect the goals of the MIP; new specific area plans should be developed for other areas as needed. Additionally, developing specific area plans, with accompanying model ordinances, for Planned Growth Areas is an important mechanism to ensure that these large-scale developments are planned and built pursuant to the land use policies of the Countywide Policy Plan and MIP.

D. ***Zoning, Subdivision, and Building Permits:*** Zoning, subdivision, and building permit requirements are important elements of the land use regulatory process and have a considerable influence on the character and density of new development.

Zoning regulations control the use, intensity, and character of development on the land. At different locations on the Island, the MIP allows for urbanization of certain non-urban lands. This will require that the current zoning of these lands be changed from a non-urban use, predominantly agriculture, to an urban use. Also, there are many Policies and Actions in the MIP that require revision of the zoning, subdivision, and building codes. Some of these revisions are required to allow for more mixed-use and higher density development within existing and planned urban areas, as well as changes to rural and agricultural zoning standards. Additional required revisions include, but are not limited to, the following provisions: establishing a specified validity period for development approvals (including zoning); requiring development to provide public facilities/ infrastructure improvements needed for each phase of development at the time prior to or when the development is operational. More over, applying the one-stop shopping approach in development permitting is important in facilitating this process and improving customer service.

The subdivision approval process requires project improvements (e.g. on-site grading, infrastructure, etc.) to conform to zoning and infrastructure standards. Subdivision requirements can have a significant impact on the character and form of development, as well as the probable environmental and socio-economic impacts associated with such development.

The requirement for issuance of building permits prior to construction helps to ensure that the approved site plan and architectural design of the project are implemented properly and that the project complies with the Uniform Building Code. The Certificate of Occupancy may be delayed or denied if a project has not satisfied requirements of the MIP, community plans, and zoning or subdivision regulations.

E. Environmental Reviews: Proposals to change land uses and the environment are often accompanied by an environmental assessment (EA) or environmental impact statement (EIS) prepared by a consultant hired and paid for by a developer. Because the consultants may owe their allegiance to the developer, and not to the general public for whom the environmental document is being prepared, the general public is not best served by this approach.

Therefore, EA and EIS documents shall be prepared by a consultant selected by and under the direction of the Planning Department; the consultant shall be paid by the developer making a proposal. This same practice shall be utilized for State projects being proposed to be built within Maui County; the County shall select the environmental consultant, and the State shall pay for the consultant.

F. Timeliness: Very often the planning commissions, county commissions, and the County Council will be asked to make decisions based on information contained in documents prepared many years earlier. (For example, a traffic study completed six years earlier may no longer be valid.) All studies completed more than five years prior to a decision shall be considered ”out of date,” unless the decision-making body affirms by a vote that the document is still relevant.

G. Previous Commitments*:* In all existing community plans the Maui Island Plan automatically terminates commitments (project districts and community plan designations which have not yet been entitled by zoning), if the area lies outside of an Urban Growth Boundary (UGB). All project districts and that lie outside of the UGB are deleted from the respective community plan map. They may be included in a future updated community plan.

H. Water: The “Water Use and Development Plan”, shall comply with the General Plan (Countywide Policy Plan, the Maui Island Plan, and the most recent applicable community plans). If there is inadequate water to carry out further development in an area, or it is excessively expensive, this must be pointed out in the “Water Use and Development Plan”.

I. Impact Fees: Because of the great expense to implement the needed infrastructure for new developments, substantially larger “impact fees” shall be assessed in future developments. For example, because both Pi’ilani Highway to Wailea/Makena and Honopi’ilani Highway to Kaanapali/Kapalua are actually long cul-de-sacs, substantial impact fees are needed to accommodate the increased traffic resulting from new housing, visitor units, or commercial space. Impact fees shall be used for a broad range of transportation options, roads and transit, as well as for other infrastructure needs. These "impact fees" shall be assessed and may be utilized to fund both State and County projects.

J. ***Entitlements:*** Entitlements shall have a fixed time limit: Start of project = 6 years. ("Start of project" means 10% of the building(s) are certified as being available for living or commercial use. Project mid-point = 10 years. ("Project Mid-point" means 50% of the building(s) are certified as being available for living or commercial use.) Thereafter, the entitlement may be considered void, unless an appeal for an extension of 2 years has been approved by the County Council.

HERITAGE RESOURCES, HOUSING, AND ECONOMIC DEVELOPMENT

Heritage Resources, Housing, and Economic Development goals, objectives, and policies will be implemented through the Directed Growth Strategy, revisions to existing planning and regulatory approaches, establishing various incentives, implementing special programs, and developing the CIP in accordance with the MIP.

1. Directed Growth Strategy

The principal tools to be used for implementing the Directed Growth Strategy are the Land Use Guiding Principles; UGB/RGB; and Urban Service Areas. These land use tools will help protect areas with important environmental, cultural, agricultural, and scenic resources from urbanization and will direct future growth to appropriate areas. These tools do not require funds to be established, they are simply implemented at the time the plan is adopted as County policy by the County Council.

The Directed Growth Strategy will also help to further the County's housing and economic development objectives. This would be achieved by creating more predictability in the land development process and targeting public sector infrastructure investments to the identified Planned Growth areas.

2. Planning and Regulatory Approaches

Numerous Federal, State, and County planning/regulatory approaches exist to protect heritage resources, provide affordable housing, and stimulate economic development. Such planning and regulatory approaches at the State level include a combination of plans, programs, and regulations such as the State's Land Use and Coastal Zone Management Laws, Polluted Runoff Control Program, Hawaii Ocean Resources Management Plan, and various agricultural and economic development programs. Planning and regulatory approaches at the County level include community plans, zoning, subdivision requirements, and various plans and programs to support public transit, agriculture, economic development, the environment, and the socially disadvantaged. Existing planning and regulatory approaches should be updated/revised to include new requirements that implement the MIP goals and policies. One of the major required revisions is to prioritize processing housing-related entitlements in certain order (e.g., giving priority to affordable housing) and with specified deadlines.

3. Incentives

Incentives are also an important method of implementing Maui Island Plan goals and policies. Various incentive programs should be implemented related to heritage resources, housing, and economic development. Incentive programs include permit streamlining, density bonuses, tax incentives, and various forms of government subsidies (grants, low interest loans, etc.). Ensuring greater predictability in the development process and providing increased timeliness in all planning and regulatory processes are key incentives included in the MIP Actions.

4. Special Implementation Programs

Numerous special programs and initiatives are proposed in the Heritage Resources, Housing, and Economic Development Elements which are key components to implement MIP goals, objectives, policies, and actions. Many of the proposed special programs are inventories, studies, or plans. New inventories and studies, such as the Urban View Inventory and the East Maui Cultural Landscape Study, will serve as information gathering and analysis tools that provide a foundation for planning and decision making. Existing plans will be updated and new plans will be drafted as needed to manage heritage resources, housing, and economic development in accordance with the MIP. Existing programs will be expanded and new programs developed and implemented; examples include the establishment of a Transfer Development Right (TDR) program, expansion of the County's agricultural parks program, and establishment of a Beach Management District program.

5. Capital Improvement Plan (CIP)

As discussed in the above Land Use section, the CIP is a key mechanism to implement the MIP. The CIP will have a strong influence on the location and timing of new development. As related to heritage resources, housing, and economic development, the CIP will focus infrastructure and public facility investments in areas where negative impacts to natural, cultural, and scenic resources can be avoided and where development of affordably priced housing is not precluded by site characteristics.

PUBLIC FACILITIES AND INFRASTRUCTURE DELIVERY

Public facilities and infrastructure delivery policies will be implemented by way of the CIPS including the CIP Funding Strategy (discussed in Section 1) and Diverse Funding Approach. The CIPS framework is intended to improve the way Maui County implements infrastructure projects by merging long-term planning, project development, and facility maintenance. This framework is intended to result in a more coordinated, transparent, and efficient process for linking Maui Island Plan goals with infrastructure investment policy. The CIP funding strategy is comprised of the following Infrastructure Planning Policy Framework (including four policy statements) and Diverse Funding Approach.

1. Infrastructure Planning Policy Framework

This Framework is designed to provide an efficient and equitable means of planning and financing infrastructure improvements. The framework is as follows:

A. Infrastructure Services Policy: The County will be responsible for designating new growth areas and the associated areas where infrastructure and public facilities will be provided.

B. Existing Deficiencies Policy: The County will be responsible for funding operations and capital improvements to address existing deficiencies.

C. ***Infrastructure Expansion Policy:*** New developments will be responsible for paying the fare share of public facility and infrastructure expansion costs associated with such projects; the County will facilitate processing of applications.

D. ***Infrastructure Concurrency Policy:*** The County will be responsible for ensuring that necessary regional public facility and infrastructure capacity improvements are implemented prior to or concurrently with development of planned growth areas. The Certificate of Occupancy will be issued upon completion of all required infrastructure. The County may consider assuming all or a portion of the infrastructure required to support affordable housing developments.

2. Diverse Funding Approach

To ensure successful implementation of infrastructure and public facility improvements, the County will utilize a diverse funding approach that takes advantage of both traditional and alternative funding sources.

A. ***Impact fees and/or Special Taxing Districts*** will be used to mitigate the impact of new development on infrastructure and public facility systems.

B. ***Traditional funding sources,*** including water service fees, sewer rates, landfill fees, and property taxes will be used to fund infrastructure and public facility operations, maintenance, and upgrades.

C. ***Alternative funding sources*** may also be actively pursued to strengthen the County's funding strategy. Utilizing alternative funding sources, such as Public Private Partnerships, Strategic Budget Allocations, and Special District Financing will allow the County to be more financially capable of implementing infrastructure and public facility improvements in a timely manner coordinated with planned growth.

PART TWO – MANAGING, FACILITATING, AND MONITORING PLAN IMPLEMENTATION

Implementation of Maui Island Plan goals and policies will require coordinated efforts from numerous groups including County and State agencies, the private sector/nonprofits, and the community. Managing and facilitating this complex process will require the establishment of an efficient, comprehensive project and operations management approach. Implementation efforts will be overseen by the Department of Planning, working closely with other State and County agencies. Key elements of the management approach include the establishment of a General Plan Implementation Group (GPIG), initiating the CIPS, and establishing a monitoring and evaluation program.

1. General Plan Implementation Group (GPIG)

The Department of Planning will form a General Plan Implementation Group (GPIG) comprising the Directors of applicable State and County departments/agencies and necessary technical staff. The Planning Director will convene the GPIG at least four times each year. The Mayor and Council designees will be ex-officio members of this group. The purpose of the GPIG will be six-fold:

1. Coordinate the implementation of the General Plan Actions including cost estimates of non-CIP Implementing Actions, prioritization of other General Plan-related projects and their budgets, work plans, schedules, and assignments among agencies in conformance with General Plan policies and MIP implementing actions;

2. Present annually to the County Council, State Legislature, and Mayor an overview of General Plan priorities, status of General Plan/MIP Implementing Actions Schedule and related projects, and necessary Council and Legislative initiatives to support the MIP implementation;

3. Facilitate agency compliance with MCC Chapter 2.80B.030.I "Status Reports", which states "*Each agency shall prepare a status report on its implementation and enforcement of the* General *Plan, which shall be transmitted to the planning director at the same time the agency submits the third-quarter budget implementation report pursuant to section 3.04.050 of this code. The planning director shall also contact persons outside County government for status reports on appropriately assigned implementation actions. The planning director shall issue a report annually providing a detailed explanation of the implementation and enforcement of the* General *Plan and the community plans to the mayor and the council.*";

4. Provide the necessary venue to support greater intergovernmental and intragovernmental coordination, information sharing, dialogue, and collaboration on General Plan implementation;

5. Assist the Department of Planning with monitoring and evaluation of plan implementation and attainment of desired outcomes; and

6. Disseminate information to the public through the County web-site, and other appropriate means, regarding the on-going status of General Plan implementation including the MIP Implementing Actions Schedule and other related tasks and projects.

2. Coordinated Infrastructure Planning Strategy

The Mayor's Office will be responsible for initiating and overseeing the CIPS process.

The CIPS will be developed within the framework of the Countywide Policy Plan, Maui Island Plan, and the Community Plans. The Mayor's Office will distribute the following information to each State and County Agency on an annual basis:

1. Population forecasts for the 20-year timeframe disaggregated by Community Plans;

2. Countywide Policy Plan, Maui Island Plan; and Community Plans;

3. Maps identifying Urban/Rural Growth Boundaries and Planned Growth Areas;

4. A phasing program that identifies planned growth areas to be developed during the first 10-years and planned growth areas to be developed during next ten years;

5. A conceptual description of the type of development that will occur within each planned growth area, including: 1) Types of uses, 2) Number and type of units, 3) Industrial and commercial square footage, 4) Required infrastructure and public facilities, and 5) Other pertinent information; and

6. Relevant Level-of-Service standards for each planned growth area.

Each County agency will prepare a 20-year CIP for the islands of Maui, Molokai, and Lanai consistent with the adopted MIP and Community Plans; this includes details on costs and funding source(s). The departments' plans shall include maps delineating the location of major CIP projects and an assigned priority based on established criteria.

The Mayor's Office will consolidate the departments' plans into a 20-year Consolidated CIP for each island. This Consolidated CIP will include maps delineating the location of CIP projects, assigned priority, and a summary analysis of the purpose, intent, anticipated cost, source of funds (including impact fees if applicable), and implementation schedule associated with the highest priority regional and sub-regional projects.

The Mayor's Office will distribute the Consolidated CIP for each island, population forecasts, and development trend data to applicable Federal and State Agencies. The Long-range Consolidated CIP will be updated on an annual basis to include new or additional information to be incorporated into the plans. The Long-range Consolidated CIP will be presented to the County Council during the annual budget review. The budget review will also include opportunities for public review and comments.

3. Monitoring and Evaluation

The Department of Planning will monitor and evaluate plan implementation through its annual progress report to the Mayor and County Council. At least every five years, the Department of Planning will attach an addendum to this report measuring the plan's progress against a series of implementation benchmarks and environmental, cultural, and socio-economic indicators designed to measure the attainment of Maui Island Plan goals and objectives. This effort will require close coordination with stakeholder agencies, community groups, and the private sector. The Monitoring and Evaluation Program will be further discussed in Chapter 10.

IMPLEMENTING AND ENFORCEMENT AGENCIES

Implementation of the Maui Island Plan will require the coordination of numerous public and private groups throughout the 20-year planning horizon.

An "Implementation Unit" within the Department of Planning's Long-Range Division shall:
A) Pro-actively implement and coordinate the General Plan components: the Countywide Policy Plan, the Maui Island Plan, and the community plans; and
B) Coordinate with the Enforcement Unit within the Current Planning Division to vigorously enforce the provisions of these plans.

Implementation Unit (in the Long-Range Division) – Function and Responsibilities:
Maui Island Plan has many policies which contain action words such as: "encourage," "support," "ensure," "prohibit," "protect," etc. It shall be the role of the Implementation Unit to initiate studies, make proposals, propose legislation, and carry out actions to make sure that the mandated policies and actions contained in the various plans are actually implemented. It shall also prepare budget proposals for funding by the County, State, the Federal government, or from private sources.

This division shall boldly take the initiative: a) to determine the best method to ensure that plan policies are carried out; b) to place the responsibility for implementing necessary actions on the proper agency or individual; c) to seek Mayoral and County Council support; d) to work with the various County departments, State agencies, Planning Commissions and County Boards; and even, e) to go to the general public for support, if necessary.

Enforcement Unit (in the Current-Planning Division) – Function and Responsibilities:
A violation of these plans would be a repudiation of the combined wishes of all those who have prepared the plans, as well, as the collective will of the County which has officially adopted these plans as ordinances. Consequently, the Enforcement Division shall have the authority to seek enforcement of all of the plans' provisions. The Division shall take complaints from the public or County departments, cite violators, recommend corrective actions, assess and collect penalties, and refer plan violators to the County's Prosecuting Attorney or the State Attorney General.

GPAC RECOMMENDATION

While the County of Maui is the primary implementing entity, State agencies and the private sector together with nonprofits will also play a valuable role in ensuring the successful realization of the Maui Island Plan's goals and objectives. Table 9-10 outlines the different groups involved in plan implementation and a brief description of their primary implementation responsibilities.

Table 9 - 10: Maui Island Plan Implementing Agencies

AGENCY/GROUP	RESPONSIBILITY
County	
Department of Planning	Take the lead in proactively implement the MIP, implement changes to the Zoning Ordinance, conduct special studies and inventories, and draft/ implement different plans. Review development projects for consistency with General Plan goals, objectives, and policies. The Department is also responsible for monitoring and evaluating the implementation of the General Plan, Maui Island Plan, and community plans. The Department will prepare and recommend proposed revisions to the Maui Island Plan and each Community Plan every ten years.
Department of Public Works	Implement operational and capital improvements as identified in the CIP and develop long-range plans for the County's roadway and drainage infrastructure. The Department will also implement changes to the Subdivision Ordinance and Building Code.
Department of Environmental Management	Implement operational and capital improvements as identified in the CIP and develop long-range plans for wastewater, wastewater reuse, and solid waste infrastructure systems.
Department of Housing and Human Concerns	Develop programs and partnerships that support and maintain a continuum of social services to address the needs of Maui County residents, including expanding affordable housing opportunities for low and moderate income families.
Department of Water Supply	Develop long-range plans for water infrastructure systems and water supply development, as well as coordinate with the Department of Environmental management on wastewater reuse. Implement operational and capital improvements as identified in the CIP.
Department of Finance	Assist with the preparation of the County CIP and budget. Assess County revenues versus operational and capital expenditures. The Department will also help in implementing the Diverse Funding Approach, which includes developing alternative funding sources.
Office of Economic Development	Develop programs that promote sustainable economic development by supporting existing businesses and by assisting in the attraction, development, and expansion of new businesses.
Department of Transportation	Implement operational and capital improvements as identified in the CIP and develop long-range plans for public transit.
Office of the Mayor	Set the Administration's priorities, coordinate the work of County agencies, provide technical assistance, and serve as a liaison with the County Council and other elected officials.
County Council	Adopt the General Plan, Maui Island Plan, community plans, CIP, and annual budget. Review annually the General Plan Status Report that will be submitted by the Planning Director. Adopt and amend County laws.

AGENCY/GROUP	RESPONSIBILITY
State	
Department of Transportation	Implement harbor, highway, and airport projects and develop long-range plans for these transportation systems.
Department of Education	Plan for expansion of existing schools and the construction of new schools within the Hawaii Public School System.
Department of Health	Administer regulations and implement plans and programs related to air and water quality, solid and hazardous waste, and environmental planning.
Department of Business, Economic Development & Tourism	Develop comprehensive, long-range, and strategic plans to meet the physical, economic, and social needs of Hawaii's people and provide for the wise use of resources. Conduct long-range planning through the State Office of Planning.
Office of Hawaiian Affairs	Develop plans and programs to ensure the perpetuation of the Hawaiian culture and lifestyle and protection of Native Hawaiian entitlements.
Department of Land and Natural Resources	Implement programs and develop plans related to aquatic resources, ocean recreation, forestry and wildlife resources, historic preservation, and State Parks.
Department of Hawaiian Homelands	Manage Hawaiian Homelands and provide affordable housing for persons of Hawaiian ancestry.
Governor's Office	Set the State's priorities, coordinate the work of State agencies, provide technical assistance, and serve as a liaison with the State Legislature and other elected officials.
State Legislature	Adopt the State CIP and annual and six-year budgets. Fund State programs and operations. Review the MIP to determine appropriate Maui CIP projects. Adopt and amends State laws.
Non-Governmental	
Development Community	Finances, designs, and builds the future communities in which we will live. The development community will need to communicate and closely coordinate its development plans with infrastructure/public facility agencies to ensure the timely provision of infrastructure/public facilities to planned growth areas. The development community shall expect to finance infrastructures that are needed to serve their new development. The development community will also need to coordinate and provide feedback to the Department of Planning and other County agencies regarding their development plans, updates to the Maui Island Plan, community plans, Zoning Code, Subdivision Ordinance, Building Code, and other related regulations and programs.
Non-profit Organizations	Non-profit organizations such as MEO, Focus Maui Nui, and the Maui Coastal Land Trust are important partners today, and will play an even greater role tomorrow in implementing Maui Island Plan Policies. Many of these organizations are currently conducting programs that support Maui Island Plan goals and objectives and are in a strong position to partner with the County to take on added responsibilities.

GPAC RECOMMENDATION

AGENCY/GROUP	RESPONSIBILITY
Private Businesses	Private business provides jobs and economic opportunity for the great majority of Maui residents. The private sector also finances government operations, infrastructure, and public facilities through the creation of employment. The success of private business depends on its ability to attract qualified workers, have adequate supporting infrastructure, and compensate employees with a "living wage." Private business needs to communicate with the Department of Planning, and other State and County agencies, to ensure its needs are being accommodated through the Maui Island Plan process.

IMPLEMENTATION PROGRAM SCHEDULE (IPS)

As part of the Implementation Strategy, MCC Chapter 2.80B030.G.4 mandates the development of an implementation schedule to facilitate the implementation of MIP. The IPS includes both the Implementing Actions Schedule, incorporating all actions from all MIP Elements, and CIP Projects Schedule. The identified CIP projects are derived from agency 6-year CIPs and long-range plans. The CIP Projects Schedule does not represent a comprehensive list of all CIP projects; rather, major region serving projects with an estimated cost over $2 million are included to facilitate capital improvement programming and serve as a heads-up for forthcoming large infrastructure budget items.

The Implementing Actions Schedule includes actions under each Element, priority, timing, and implementing/coordinating agency. Priority is identified as either Tier 1, 2, or 3. Projects that are identified as Tier 1 are required for public health and safety (**PS**); required by legal mandate (**LM**-Federal, State, or County); or required to prevent the loss of an irretrievable resource (**IR**). Any project identified as Tier 2 is one that "pays for itself"-little or no long-term budgetary impact to the County. Projects that are assigned Tier 3 priority are those expected to result in major increases to quality of life (**QL**), efficiency upgrades (**EF**), or other public benefits.

The CIP Projects Schedule includes a brief description of each project or initiative, timing, priority, rational for the action, lead implementation agency, order of magnitude cost estimate, and potential funding source(s). The Implementing Actions Schedule and CIP Projects Schedule are included in Appendix "--."

GPAC RECOMMENDATION