

FISCAL YEAR 2018 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING SEPTEMBER 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2016 Actual	FY 2017 Estimate	FY 2017 Actual	FY 2018 Estimate	FY 2018 1st QTR YTD	FY 2018 2nd QTR YTD	FY 2018 3rd QTR YTD	FY 2018 4th QTR YTD	
To ensure public health and safety and the environment's sustainability	Administration Program	Goal #1: Provide effective management of departmental projects and programs.	1. Conduct meetings with divisions to ensure mid- and long-term goals are progressing	# of meetings conducted per year	11	12	13	12	4				
			2. Initiate new programs to promote sustainability	# of programs initiated per year	1	1	1	1	0				
			3. Resolve outstanding regulatory issues	# of outstanding issues resolved per year	1	1	0	1	0				
		Goal #2: Provide effective department fiscal management.	1. Conduct meetings with divisions to review and evaluate fiscal management of projects and programs annually	# of meetings conducted per year	11	12	13	12	4				
			2. Review current procedures and initiate new procedures to promote efficiency annually	# of new procedures initiated per year	1	1	1	1	0				
		Goal #3: Provide effective department personnel management.	1. Conduct meetings with divisions to review and update personnel needs and actions annually	# of meetings conducted per year	11	12	13	12	4				
			2. Conduct meetings with Departmental Personnel Officer (DPO) to prioritize actions	# of meetings conducted per year to prioritize actions	22	24	23	24	5				
		Wastewater Administration Program	Goal #1: Provide effective division management.	1. Maintain efficient fiscal management	Total cost per 1,000 gallons collected, transported, treated and disposed	\$5.20	\$5.25	\$4.98	\$5.20	N/A until July 2018			
				2. Maximize throughput efficiency	Power (in kWh) per 1,000 gallons treated	3.79	3.95	3.72	3.79	3.54			
	3. Conduct timely pretreatment inspections			% of pretreatment inspections conducted on time	100%	100%	100%	100%	100%				
	4. Minimize adverse impacts to environment			# of grease related spills	3	3	2	3	1				
	Goal #2: Sustain reliable wastewater infrastructure.		1. Complete CIP projects within schedule	% of CIP design & construction projects on schedule	100%	100%	100%	100%	100%				
2. Develop needs assessment for infrastructure improvements to decrease the # of unplanned infrastructure replacement projects greater than \$100,000			# of unplanned infrastructure replacement projects with a value greater than \$100,000	0	0	0	0	0					
3. Maintain public awareness by conducting public presentations annually			# of public presentations conducted	12	10	3	10	2					

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To ensure public health and safety and the environment's sustainability	Wastewater Administration Program	Goal #2: Sustain reliable wastewater infrastructure (Cont'd).	4. Minimize adverse impacts to wastewater system from non-county activities	# of public information requests	1,274	1,400	1,380	1,300	314			
		Goal #3: Ensure facilities meet future needs.	1. Monitor capacity to meet demands on existing facilities	# of planning and building permits denied due to lack of sewer capacity	0	0	0	0	0			
			2. Provide timely review of permit applications	% of permit applications reviewed within 45 days	100%	100%	99%	100%	100%			
	Wastewater Operations Program	Goal #1: Provide reliable wastewater service.	1. Minimize wastewater impacts to the environment by minimizing the # of non-compliant regulatory days	% of wastewater successfully transported to the treatment plants	100%	100%	100%	100%	100%			
			2. Satisfy regulatory requirements for treatment plants	# of non-compliance days	38	25	17	12	12			
			3. Satisfy regulatory requirements for reclaimed water	% of R-1 compliance days	98%	94%	99%	96%	100%			
		Goal #2: Provide timely maintenance of facilities and equipment for long-term efficiency.	1. Complete on-time maintenance of existing mechanical equipment	% of preventive mechanical maintenance activities completed on-time	97%	100%	94%	100%	98%			
			2. Complete on-time maintenance of existing electrical equipment	% of preventive electrical maintenance activities completed on-time	99%	100%	100%	100%	100%			
			3. Complete on-time maintenance of existing collection system	% of preventive maintenance completed on-time	80%	100%	88%	100%	100%			
		Goal #3: Encourage employee productivity and morale by developing employee skills and abilities and minimizing workplace injuries.	1. Conduct professional development sessions for each employee annually	# of professional development sessions per employee annually	2.48	12	0.51	12	0.127			
			2. Conduct safety training classes to each employee annually	# of safety training classes per employee annually	2.07	12	2.28	12	0.576			
		Solid Waste Administration Program	Goal #1: Provide cost effective division management.	1. Maintain efficient fiscal management	Total cost per ton processed at each landfill	Central: \$79	\$81	\$76	\$83	N/A		
	Hana: \$629					\$648	\$1,523	\$660	N/A			
	Molokai: \$742					\$764	\$817	\$778	N/A			
	Lanai: \$594					\$612	\$360	\$623	N/A			
	Cost per month per refuse collection account ¹				N/A	\$47	N/A	\$48	N/A			

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To ensure public health and safety and the environment's sustainability	Solid Waste Administration Program	Goal #2: Provide sustainable Solid Waste Division infrastructure.	1. Maintain and adhere to the SWD CIP plan	% of CIP design & construction projects on schedule	88%	95%	100%	95%	100%			
		Goal #3: Provide safe workplace environment	1. Provide safety training to division employees annually	# of safety training classes per employee annually	N/A	N/A	N/A	3	1			
	Solid Waste Operations Program	Goal #1: Maintain a minimum landfill capacity and ensure that all landfills are maintained and operated in accordance with local, state, and federal solid waste regulations.	1. Maintain capacity for disposal	Total tons landfilled/year (not including construction & demolition (C&D) tons listed below)	185,157	191,000	190,120	192,000	47,655			
				Total C&D tonnage estimated to be added to CML	N/A	43,000	17,899	43,000	6,087			
			2. Perform annual landfill surveys and capacity studies	Central remaining years	4.5	3.5	2.5	2.5	3.5			
				Hana remaining years (Estimated 8 years conversion to transfer station)	57	56	55	55	59			
				Molokai remaining years	6	5	4	4	2.5			
				Lanai remaining years	17	16	15	15	12.6			
			3. Maintain acceptable levels of regulatory compliance within approved resources	# of Department of Health (DOH) notice of violations due to non-compliance	1	3	0	0	0			
				4. Maintain an acceptable # of days the landfill is open. Goal is to remain open 99% of the scheduled days ²	# of days where any of the 4 landfills experience a closure or partial closure	178	55	22	42	12		
	Goal #2: Generate and utilize renewable energy at all active landfills.	1. Maintain existing and develop new renewable energy facilities at the SWD landfills	# of existing photovoltaic systems in operation	2	2	2	3	2				
			# of new alternative energy systems installed	1	1	1	2	1				
	Goal #3: Collect and dispose of residential solid waste efficiently, safely and provide responsive service to all residents.	1. Provide safe service and operations for refuse collections and landfills	Total # of accidents per year	24	6	10	20	3				
			Total # of incidents per year	4	6	8	4	0				
		2. Provide responsive service and customer satisfaction by maintaining minimum acceptable missed or delayed pickups (Total # routes per year: 3,952. Goal is 98% on scheduled collections)	# of missed or delayed routes due to the following:									
Mechanical			5	21	19	32	4					
Labor Shortage			24	20	23	31	5					
Other	N/A	10	2	16	0							

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To ensure public health and safety and the environment's sustainability	Environmental Protection and Sustainability Program	Goal #1: Provide cost effective division management.	1. Maintain efficient fiscal management	Total tons landfilled per year (*includes 43,000 tons of C&D est. for FY 2017)	185,157	234,000	208,019	235,000	53,742				
				Total tons diverted/recycled per year under county funded projects	59,145	64,500	64,524	61,000	16,294				
				Estimated total tons diverted/recycled per year under non-county funded projects	44,000	50,000	50,000	50,000	12,500				
				Diversion rate (diversion rate dependent upon FY 2016 supplemental funding and FY 2017 funding availability)	35.8%	32.9% *Reduced due to C&D	35.5%	34.0%	34.9%				
		Goal #2: Protect the safety of the public and the environment through the collection, processing, and disposal of abandoned vehicles, white goods, scrap metals, and related materials throughout the county.	1. Remove abandoned vehicles within two business days from the time a police report is received	Average # of business days needed to remove abandoned vehicles from the time the police report is received	2	2	3	2	2				
				2. Coordinate the collection and recycling of white goods, tires, batteries, and vehicles on Lanai	# of events conducted annually on Lanai	1	2	2	2	1			
					3. Coordinate the collection and recycling of white foods, tires, and batteries in Hana	# of events conducted annually in Hana	2	2	3	2	1		
Notes:													
¹ Collection of refuse accounts only, does NOT include the cost of landfilling that refuse. Total cost of collection AND landfilling for FY2017 is \$64/month/acct., and 62% subsidized.													
² Based upon all positions and budgeted items for FY 2018 being approved. Should budget be reduced in any way, these estimates will be increased due to a required priority on regulatory compliance over community service. Based on 4 open landfills, the county has 1,058 normally scheduled open days per year (4% x 1,058=42 days). Most partial closures are at Molokai, Lanai and Hana and are for 1.5 hrs only.													