

BF Committee

From: Kristin Holmes ASID <kristin@swaninteriorsmaui.com>
Sent: Wednesday, April 26, 2017 6:59 PM
To: BF Committee
Cc: erin Wade; Jonathan Starr; Ashley Leahey
Subject: testimony submission
Attachments: C&S W.pages.pdf

INTERIOR DESIGN STUDIO
1091 Kupulau Drive
Kihei, HI 96753
P 808 879-3316
F 808 879-3317
kristin@swaninteriorsmaui.com



S W A N
I N T E R I O R S

HOME FURNISHINGS STORE
2103 West Vineyard Street
Wailuku, HI 96793
P 808 243-3316
F 808 243-3317

To: County Council Members
Date: 4/27/17
Re: Clean & Safe
From: Kristin Holmes ASID

I am a co-owner for the family owned commercial property at the corner of Church and Vineyard. I am also the owner of Swan Interiors with our Home Furnishings Store located on the corner. Added to that, I am the Vice-President of the Wailuku Community Association and on the PAC for the Parking & Events Center development.

I support the Mayor's line item budget to fully fund the ongoing Clean and Safe Program for Wailuku as it is currently functioning. I feel strongly that it is very important to our business operation. We have established a more upscale business in Wailuku our ability to bring in people from areas like Wailea and Kapalua rides on the comfort level for our clientele. Frequently, clients will ask what the "story" is with this small community and question why I've chosen to locate my store in this area. I want to be able to respond with a supportive answer about the changes being affected by ReWailuku plans for a quaint historic town that still has many dilapidated pockets that attract a less desirable group of people.

I am also VERY concerned for the safety of my store manager that works solo in the shop and warehouse also located on our property. We have had numerous incidents with homeless seeking refuge in various parts of our property. My store manager is back and forth between the store and the warehouse and has had to deal with vagrants sleeping in bushes or in areas where cardboard is stored until we have a load to be recycled. Since the C&S program has been in place, this has been much less of an issue.

However, just a few months ago, we had a man that had come to the store several times that was obviously not stable or sober and it brought deep distress to my store manager. When she called me about this vagrant coming into the store several times, we quickly contacted Laurence with the C&S program. He was in our store within 5 minutes and immediately set out to find the person that had repeatedly come in. Similarly, we have had a female coming into the store that was obviously high and that too was distressing. We have an alarm system with a panic button that serves as a 911 call. I have reminded my manager to use that if needed but that is very disturbing to me that I would have to suggest that should ever have to be used.

We are finally starting to make such important progress with this town. Let's not allow a backward slide at this point. Thank you.

BF Committee

From: c guyer <chiguyer@gmail.com>
Sent: Wednesday, April 26, 2017 5:57 PM
To: BF Committee; Mike White; Robert Carroll; Stacy S. Crivello; Alike A. Atay; Elle Cochran; Donald S. Guzman; Kelly King; Riki Hokama; Yukilei Sugimura
Subject: raise property taxes on hotels; please read

Do you want to see better funding for County core services, human service and economic development grants, housing solutions, water quality and infrastructure problems, and public safety?

There is a way.

Right now, the council is trying to balance the county budget by cutting costs across the board, with not much new revenue coming in. That means our services, grants and housing solutions will suffer. It doesn't have to be this way.

If the council voted to raise Real Property Taxes on Hotels, we could fund everyone's needs. Right now, hotel RPT rates are \$9.37 per \$1000. For every \$1 that we raise hotel RPT rates, the county of Maui will see an approximate \$10,000,000 increase in revenue. If we raised our current \$9.37 hotel rate to \$10.37, we would be just about even with Honolulu's hotel RPT rate.

Even at a much higher tax rate of \$12.4, that's approximately \$1.25 per visitor, per day, and that would increase FY2018 projected revenue by over \$30,000,000.

That revenue can pay for things like:

health and human service grants

affordable housing solutions

invasive species control

improvements in wastewater management which will improve ocean water quality

Waiehu Golf Course

recycling

road and highway improvements

park maintenance and improvements

fire and ocean safety towers and equipment

....and so much more.

Our visitor industry is a big part of our County economy, but it is also has massive impacts on our infrastructure, limited housing, and resources. Let's ask the hotel & visitor industry to pitch in and help ease the burden.

It's a kakou thing. We can do this if we all do it together.

Please come share your support for this concept in person to the council on the 8th floor of the county building this week: Tonight at 6pm, Thursday or Friday at 9 am, or by email to bf.committee@mauicounty.us

Mahalo nui for your support,

--

Perhaps they are not stars in the sky but rather openings to let our loved ones shine down to let us know that they are happy.

Live every day as if it is your LAST chance to make someone laugh.

Do not regret growing older; it is a privilege denied to many.

BF Committee

From: john wood <jwjr04@yahoo.com>
Sent: Wednesday, April 26, 2017 2:22 PM
To: BF Committee; Kelly King
Subject: 3 can recycling

Aloha Council Members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

Most people have absolutely no idea that this issue will be coming before you in the next day or so. There's been zero notice from the county regarding this latest effort to kill 3 Can.

3 Can recycling is self funding and actually turns a profit so why kill it? According to the county's own figures, Maui collects \$169,000 annually in 3 Can fees yet the program only costs \$126,000, yielding the county a hefty 25% profit margin of \$43,000 a year.

This program is extremely popular and very successful. In fact, Maui's utilization rate—I have heard it is about 61%—is higher than the well established program on Oahu that serves over 160,000 households. The vast majority of residents do use it, want it and will be very, very unhappy if it is stopped. In fact, just come over early on alternate Friday mornings and you'll find out for yourself how popular 3 Can is—you'll notice a sea of blue recycle bins everywhere.

The most reasonable benchmark for measuring our program's success is comparing our success with Honolulu. Their bin "set out" rates average 53% (8 points lower than us), with a high of 64% in parts of Pearl City and a low of 25% in one neighborhood, Laie. So neighborhoods vary, which is to be expected. And no program will ever have anywhere near 100% utilization, which is also to be expected.

It's critical to note that these rates seriously understate the actual participation rate since frequently people put out their blue cans only once a month when full. The fact that a can is not out on a particular day does not mean that the household is not participating.

So at this point, our participation rate well surpasses the successful Oahu program. Thus, cancellation is not justified using this most appropriate benchmark. Just the opposite is true—3 Can is a unqualified success.

Curbside recycling isn't new, untested or radical. It's good for our island and our people. In fact, it should be expanded island wide, just like Oahu residents enjoy, as do millions of families on the mainland. And it should be made a permanent service to residents and not subject to what seems to be possible cancellation each year.

Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Als

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Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost \$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely, o, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

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3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely,

John Woodhead Jr 2004 W. Pacific Ave #10 Spokane Wa 99201 509-263-7368 fax 509-747-2648 Please consider the environment before printing this email.

BF Committee

From: Ralph Gorgoglione <ralphgorgoglione@gmail.com>
Sent: Wednesday, April 26, 2017 1:21 PM
To: BF Committee
Cc: Kelly King
Subject: Maui County 3-can system.

I can't believe that the county wants to eliminate the recycling and green waste.

When you create a culture that is conducive to conserving resources, it trickles down into every other aspect of our society.

When Maui residents are reminded each week about recycling, and green waste, it carries forward - they are more likely to pick up trash that they see, they are more likely to pick up recycle that they see because it becomes an automatic part of their life, more likely to say "aloha" to a stranger, and more likely to work together when the going gets rough. Having a recycling and green waste program built into our lives REMINDS us of the responsibility and connection we all have to each other.

If you eliminate the 3-can system, you are encouraging the EXTREMELY wasteful, self-centered mentality that we see on the mainland. You are encouraging our Maui residents to dis-attached themselves from from responsibility for the island. You are encouraging a "throw-away" society. Or at least, making it much more conducive to developing a "throw-away" mentality.

Is that what you want for the people of our great state? Isn't the local government supposed to provide us with a "live by example" framework to look up to?

If it is a funding issue, then fine, let's fix the funding issue so that we do not lose this responsibility factor.

With everything we have going on in the world, and all of the self-centered mentality coming out of our new federal administration, Maui residents need to continue fighting the good fight and not become assimilated to that negative energy.

We were just called "just an island in the Pacific" by our new attorney general. Is that what we are? Just an island in the Pacific? Or do we have a culture that we can all be proud of and be able to claim as our own?

All it takes is some thought and cooperation.

Please don't throw us all under the bus and press the "Easy" button on this issue.

As locally elected representatives, I have faith that you can come up with a solution.

Don't let us down.....

--

Ralph Gorgoglione / Broker / REO Certified



Top 3% Realtors Nationwide
Metro Life Homes / BRE #01708344
Maui Life Homes / RS-78439
(310) 497-9407 / (808) 664-6654 / (800) 591-6121 / Fax: (866) 470-2717
Web: RalphandRichard.com / Blog: HomeChitChat.com

BF Committee

From: County Clerk
Sent: Wednesday, April 26, 2017 12:20 PM
To: BF Committee
Cc: Danny A. Mateo
Subject: Fw: HR/Payroll project testimony
Attachments: Scanned from a Xerox Multifunction Printer.pdf

From: Nancy Mahi <Nancy.Mahi@co.maui.hi.us>
Sent: Wednesday, April 26, 2017 11:19 AM
To: County Clerk
Subject: HR/Payroll project testimony

Aloha,

I would like to submit the attached testimony in support of funding for the County HR/Payroll project. Please advise if you need anything further, thank you!

Nancy Mahi

Personnel Assistant
County of Maui, Department of Public Works
Direct: 808.270.7458 | Office: 808.270.7845

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April 26, 2017

Members of the County Council:

I am here in support of funding the HR/Payroll project. I am a Personnel Assistant for the Department of Public Works and had the privilege of sitting in on vendor demonstrations and providing feedback. I am **ELATED** at what a program of this nature could do to integrate our HR and payroll programs! This programing can move our personnel data and payroll into the 21st century. I think it especially valuable to note that what we choose today, will be in existence for many years to come, so choosing a program that will keep up with technology is an investment worth making.

Speaking of the cost, it does weigh on our mind and we also want to be prudent. Ultimately, I believe the cost of the program will pay for itself over time by reducing the amount of employee hours (OT, etc.) now spent in entering and reviewing the myriad of manual transactions required in the current systems; significantly reducing human error through integration and automation. I really want to *urge* the council to keep the momentum already generated across all County departments as we've already spent significant time determining our needs and previewing the possibilities. Honestly, I've never seen Fire and Police with their complicated work and pay rules so hopeful!

Truly, we have seen some awesome products that are very promising. We know once a vendor is selected, we are still looking at a year to get workflows and customization implemented for our varied union work rules. The good news, we are already on the way toward finding a better solution to HR and payroll issues that impact every County employee, please help us go the distance by fully funding this crucial piece of technology required to support 'business as usual' within the County of Maui.

Sincerely,



Nancy Mahi
Personnel Assistant
Department of Public Works

BF Committee

From: Caroline Montondon <caroline.montondon@fourseasons.com>
Sent: Wednesday, April 26, 2017 5:08 AM
To: BF Committee
Subject: DO NOT CUT FUNDING FOR LANAI

Aloha from the sunny west coast,

As a recent transplant from Lana'i I can speak to the true impact the cat sanctuary has on the island. From the gainful employment of several locals, to the majoy impact it has had on the native birds, to the huge impact it has had on the feral cat population...it's measurable and valid. Many people, including myself, have invited these little Hawaiian lions into our own homes for companionship!

As the ONLY means of animal care on the island, they often help locals in dire situations when it is not their duty. They truly are a blessing in every sense of the word. With over 500+ hawaiian lions in their care, and defunding, especially one as drastic as being proposed by Maui County would be unbearably harmful for the organization.

Please reconsider!

Sincerely,
Mom of a Hawaiian Lion



Lanai, Hawaii's exclusive island adventure, book [LOVE LANAI](#) with unlimited Championship Golf, Catamaran Sailing and Sunset Experiences, Whale Watch Expeditions, Off-Road Adventures, Horseback Riding, Archery and Shooting Clays, Tennis, Mountain Biking, Hiking, Yoga and Spa.

BF Committee

From: Haney, Kathryn <Kathryn.Haney@healthsouth.com>
Sent: Wednesday, April 26, 2017 5:38 AM
To: BF Committee
Subject: funding for Lanai Cat Sanctuary

Dear Council Members,

The decision to cut funding for the Lanai Cat Sanctuary will lose Maui money in the long run. In the past year, I have noticed a dramatic increase in media coverage about the sanctuary. Thousands of people who never knew about the sanctuary have heard about it and are eager to visit. Visitors may very well alter their plans and visit Maui rather than another island just so they can make the day trip to Lanai. The Lanai Cat Sanctuary provides for a healthier environment by removing the large number of cats that were roaming the island, not to mention the impact on the endangered Hawaiian Petrel bird that these cats can no longer hunt. The additional tourist revenue brought to both Maui and Lanai can easily offset and exceed tenfold the government funding request made by this sanctuary. As someone who has been visiting Lanai for over 25 years, I have seen firsthand the positive impact this sanctuary has on the island. They deserve more funding, not less.

Sincerely,

Katy Haney
Waddell, AZ

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BF Committee

From: Vinayak Vinayak <vinayakeha@gmail.com>
Sent: Thursday, April 27, 2017 2:52 PM
To: BF Committee
Subject: Balance the Budget now

Aloha Respected Council Members,

I support a raise of Real Property Taxes on Hotels to the RPT rate equal to Honolulu of \$12.90

If the council voted to raise Real Property Taxes on Hotels, we could fund everyone's needs! Right now, hotel RPT rates are \$9.37 per \$1000.

For every \$1 that we raise hotel RPT rates, the county of Maui will see an approximate \$10,000,000 increase in revenue. If we raised our current \$9.37 hotel rate to \$10.37, we would still be lower than Honolulu's hotel RPT rate, which is \$12.90.

At Honolulu's tax rate, that would increase FY2018 projected revenue by over \$30,000,000....and not a single program or department would be cut, at no cost to residents.

That revenue can pay for things like:

health and human service grants

affordable housing solutions

invasive species control

improvements in wastewater management & ocean water quality Waiehu Golf Course

recycling road, highway & bus route improvements park maintenance and improvements fire and ocean safety towers and equipmentand so much more.

Our visitor industry is a big part of our County economy, but it is also has massive impacts on our infrastructure, limited housing, and resources. Let's ask the hotel & visitor industry to pitch in and help ease the burden. It's a kakou thing. We can do this if we all do it together.

Mahalo for your consideration on this easy solution for our great islands.

Vinayak
Kihei resident

BF Committee

From: Kristina Renee Shugars <kristinashugars@hawaiilife.com>
Sent: Thursday, April 27, 2017 3:43 PM
To: BF Committee
Subject: 25% Grant Disbursement/Admin Costs

Aloha Dear Budget & Finance Committee Members of Maui County,

I am writing to you requesting that you do *not* insert the language, Section 11 of the General Budget Provisions that states: "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

As a member of the Board of Directors of Maui Academy of Performing Arts, and a thirty year resident of Maui County, I have personally worked with many nonprofits and volunteered thousands of hours to these organizations. Most of the nonprofits, such as MAPA, have dedicated staff who work tirelessly for the betterment of our children and community. I urge you to not make it more difficult for them to do so. The grant that MAPA submitted had most of the monies earmarked for administrative type costs. It seems to me that we (and other non-profits) should be given an opportunity to redraft our request, or simply, you should remove the provision giving us an opportunity to move through the next year.

MAPA is blessed beyond measure to have a staff that is so dedicated-one who ensure that over 10,000 children *each* year-in over 30 schools- have programs available to them exposing them to the wonders of the arts. Without MAPA's exceptional staff, these programs couldn't and wouldn't exist. Adopting a clause stating that only a small percentage of grant funds may be used for personnel expenditures strikes at the very heart of those programs.

I strongly urge Council members to eliminate Section 11 from the General Budget Provisions for the FY2018 County budget. Thank you for continuing to acknowledge, respect and support the good and essential work of Maui's nonprofit organizations and the people who provide truly critical services to our community. Mahalo,

Kristina Shugars
(808)2813268

BF Committee

From: Kati Alexandra <katibeloved33@gmail.com>
Sent: Thursday, April 27, 2017 2:51 AM
To: BF Committee
Subject: 3-Can curb side recycling

aloha,

it is with concern for the continued welfare of maui's environment that i am writing to request that the 3-can curb side recycling program continue here in maui meadows and be extended throughout the whole island. it is a huge impact on efforts to participate to have this service available and active.

there is more than enough funding available and its benefits far outweigh any other consideration. if we are here for the love of maui, then this is a wonderful service provided for those who are consciously involved in maintaining an environment that will sustain the quality of life we all hold as our vision for maui.

i appreciate your consideration of this matter and for helping to increase its effect and availability rather than end it here in maui meadows.

blessed be,
kati

--

Kati Alexandra

www.InJoyMeant.com

May you be blessed beyond belief!

BF Committee

From: rshah@surewest.net
Sent: Thursday, April 27, 2017 5:48 AM
To: BF Committee
Cc: Ty Emanuel
Subject: County budgetplanning department
Attachments: Tara.doc

Aloha,

Attached please find my testimony for your consideration during your budget deliberations, with a request for a favorable response.

Mahalo

Rugmini Shah

Board of Directors Royal Kahana



Virus-free. www.avast.com

To: Maui County Council Budget and Finance committee

From: Rugmini Shah, Director,
Association of Apartment Owners ,Royal Kahana

Subject: Testimony in support of Planning Department Budget Item for the university of
Hawaii Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members,

Please continue to support and fully fund the University of Hawaii Sea Grant Program to continue a long-standing partnership with the County of Maui. Over the past 20 years, this partnership has been instrumental in encouraging and contributing to innovative measures in coastal management.

This program currently staffed by Tara Owens provides day-to-day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara offers guidance to community groups or permits applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara has helped Royal Kahana's shoreline project to sustain our property and is helping us now with information we need for a permanent solution to our erosion issues. She is such an invaluable help to answer our questions at all times, when the waves are coming to destroy our lawns.

Kahana Bay community has a need and appreciation for the dedication and full commitment of SeaGrant services. We could not find the assistance that Tara and Sea Grant provides through any other organization or venue.

I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Rugmini Shah,
Board of Directors
Royal kahana
4365 Lower Honoapiilani Road
Lahaina. Hi.

BF Committee

From: Lynn Rasmussen <lynnras@gmail.com>
Sent: Thursday, April 27, 2017 6:15 AM
To: BF Committee
Subject: support for raising the hotel real property tax

I support this new source of revenue.

Lynn Rasmussen
3191 Baldwin Avenue
Makawao HI 96768
808 264 5557

BF Committee

From: Walt Anders <ffwanders@charter.net>
Sent: Thursday, April 27, 2017 6:21 AM
To: BF Committee
Subject: Testimony in Support of the Planning Dept. Budget Item Re: Sea Grant Program Funding

April 27, 2017

To: Maui County Council Budget and Finance Committee

From: Walt & Christine Anders
Royal Kahana

Subject: Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program to continue a long-standing partnership with the County of Maui. Over the past 20 years, this partnership has been instrumental in encouraging and contributing to innovative measures in coastal management. This program, currently staffed by Tara Owens, provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara & the Sea Grant Program has been indispensable in helping the Royal Kahana and the Kahana Bay Restoration Foundation. Over the past several years Kahana Bay has been experiencing damaging erosion. Our property, the Royal Kahana, has experienced some of the worst damage over the last two years. Tara's availability and expertise has helped us through the process of building temporary shoreline protection, as well as working toward a long term solution for Kahana Bay. Our situation would be far worse if Tara was not available to help us with this serious issue. Climate change, and sea level rise is not going away, at least not anytime soon. This type of problem will continue to affect not only our area, but others areas across the island, and county. This will make the services of the Sea Grant Program even more necessary than they are today. During this critical time we need to be able to make sound, scientifically based decisions to preserve public beaches, county infrastructure, and private property. The Sea Grant Program will be an invaluable resource to help us do this.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,
Walt & Christine Anders

Royal Kahana #117

BF Committee

From: Laura Civitello <lauracivitello23@gmail.com>
Sent: Thursday, April 27, 2017 6:24 AM
To: BF Committee
Subject: Raise Real Property Taxes on Hotels

As a 32 year resident of Maui County and a longtime employee of a non-profit located in Pa`ia who sees first-hand the impact of 2.6 million visitors on our local resources and our community, I think It is extremely short-sighted not to raise the RPT rates.

BF Committee

From: William Greenleaf <bgreenleaf.maui@yahoo.com>
Sent: Thursday, April 27, 2017 7:55 AM
To: BF Committee
Subject: Budget Discussions

Aloha Budget and Finance Committee:

I'm writing in support of the idea for Maui County to add \$1. to the rate of taxation on Hotels for visitors.

The current rate of \$9.37 would be changed to \$10.37.

My argument in favor of this change is: Hotels on Maui have raised their rates dollar wise a great deal in the recent past. I know this from friends who have come to visit and told me of the rise in price for hotel rooms.

This is a financial decision by the hotels and has some risk. They are willing to take the risk based on their knowledge that Maui is a premium destination.

Hotel guests cost Maui county for road use, infrastructure and other hidden costs.

Changing the cost per visitor surcharge \$1 is not a risk to the hotels and is much less than they have added to the room rate. Ultimately, a financially healthy Maui is a benefit to the Hotels and the visitor industry.

With Respect,
William Greenleaf
Makawao

BF Committee

From: Arianna Feinberg <ariannafeinberg@gmail.com>
Sent: Thursday, April 27, 2017 7:56 AM
To: BF Committee
Subject: Budget Testimony from Arianna Feinberg

Aloha Council Members,

Thanks for your many hours of service to provide Maui with a budget that considers the physical needs, safety and sustainability of our residents and tourist economy.

My biggest recommendation for changes to the budget would be to increase the Hotel Property Tax rate to be comparable to Oahu's at \$12.90 or close.

I've skimmed through all the Council member's budget proposals and here are the items that popped out at me to super support or oppose.

Council Chair Exhibit 1 - FY 2018 Budget HHC 8-13 SUPPORT adding \$1 mil for affordable rental housing program SUPPORT funding for Early Childhood education and family support. it helps low income families and children when the county can help provide childcare services.

Women Helping Women - Support giving this important non-profit funding!

Council member King -

OED - I support increasing funds to \$700,000 for invasive species including coqui frogs and others. We need to consistently invest in fighting invasive species or else they will totally take over. In general we need to invest way more in fighting and preventing invasive species!

HHC - Community Housing Advocate - support as we need to prioritize affordable housing. For years the community has been requesting a specific person with this position to help move things along and coordinate.

OED - I strongly support giving Maui Nui Marine Resource Council more funding to monitor water quality! Our tourist will not return if the ocean is murky, gross and gives them staph!

Non-profits - Maui Farm, Hale Makua, Big Brothers/Big Sisters - maintain their budgets as they do great and necessary work!

Waiehu Golf Course - Please fund the public golf course as this is an important service to the community. Find a way to cut the bureaucratic waste and keep the course open.

Council member Cochran -

DEM - South Maui Wastewater - SUPPORT - please give the amount needed to optimize Kihei's wastewater system to reduce the amount of nitrogen in the water. Excessive nitrogen in our ocean is a public health, tourist industry and environmental issue.

FIRE - Lifeguard Tower at Pu'u Keka'a - SUPPORT - there are too many deaths of tourist and it's bad for not only the deceased, their families but also the overall tourist industry

DHHC - Housing -

I support adding 1% or approx 2.5 mil to go to specifically off site infrastructure to make it easier for affordable housing projects to proceed

I also support Reinstating the "First Time Homebuyers Grant" as we need to help middle class Mauians pursue the American dream through owning their own affordable home. Tourism doesn't need a full \$4.2 million to be promoted.

I strongly support the Enforcement of Short Term Rental regulations! I really like the idea to put out an RFP to find a better way to equip Inspectors to be efficient and effective in enforcing our short term rental laws.

Council Member Carroll - I support increasing funding to dialysis treatment centers in Hana and Lanai to what they requested.

Council Member Crivello-

East Maui Cultural and Economic Development - I strongly support funding for Ma Ka Hana Ka Ike. Exemplary program that should be continued and replicated throughout Hawaii.

Council Member Atay -

Maui School Garden Network, HFUU, Maui Nui Botanical Garden - support these important institutions that are leaders for regenerative agriculture and education!

I DO NOT Support Atay's proposal to cut 25K from Ka Ipu Kukui. Myself and many friends are graduates of Ka Ipu Kukui and I can attest that this is an amazing opportunity for young leaders on Maui. The program gave me a broad base knowledge of Maui's history and complex issues. I use the knowledge and leadership skills nearly everyday for my business and community pursuits. Please keep investing in Ka Ipu Kukui to train leaders for our community.

Council Member Guzman -

Hamakualoa Open Space Property - increase funding for for consultant for feasibility study and gates, signage barriers. We need to support this open space to eventually be useful and

Affordable Housing Fund and FACE grant for plan - I support these measures to get more funding as we need to do all in our power to fix Maui's affordable housing crisis.

Waiehu Golf Course - SUPPORT restore full funding for this important service

Farmer's Union - SUPPORT as we need to support our local farmers and work to be more food secure

Council Member Sugimura -

Support Upcountry Skatepark - every community except for upcountry has a skatepark. I'm not a skater but the testimony at upcountry budget hearings in 2016 convinced me this is a priority for our upcountry community.

Thank you very much for your consideration!

Mahalo,
Arianna

Arianna Feinberg
808-280-0988
ariannafeinberg@gmail.com

BF Committee

From: Dawn Lono
Sent: Monday, April 24, 2017 2:34 PM
To: BF Committee
Subject: FW: written testimony re: BF Committee - Hana Bike Trails

To: Budget & Finance Committee

From: Eileen Comeaux [mailto:hanaherb@maui.net]
Sent: Monday, April 24, 2017 2:04 PM
To: Dawn Lono <Dawn.Lono@mauicounty.us>
Subject: written testimony

I, Eileen Comeaux would greatly appreciate if we could start to think about bike trail in and around Hana town. This will take a engineer to write the plan. One idea is the old Sugar railroad I don't know if that is possible with all the land changes or along side the road or something. Their are more biker all the time. It really is dangerous to ride on the road as it is. Our mayor and planning commission as done wonderful trails all over Maui. It's Hana turn to get into some of this. With the support of the Hana community bike trail in Hana would provide safety, health and enjoyment for local, visitor and our kids. I ask that we please look into this matter. Their are private funds that could be looked into but first we need a plan.. Engineer are first step.. in the baby steps to bike trail in Hana. Thank you for your time.

Eileen Comeaux
P.O. Box 323
Hana, Maui, Hawaii 96713
248-7407

BF Committee

From: james bendon <Jamesbendon@aol.com>
Sent: Monday, April 24, 2017 2:51 PM
To: BF Committee
Subject: CORA fee increase

Dear Committee Members,

I am writing in opposition to the fee increases as proposed by the mayor.

I have been a resident of Maui since 1979.

My family, (including my grandkids currently,) have all made use of HST and other local windsurf/surf/ kiting instruction companies.

These companies offer a valuable service to the community, not just through quality professional instruction, but also in helping to monitor beach use, help in keeping the beaches clean, and in providing ancillary lifesaving services.

These services not only benefit their clients, but all beach users.

We should be encouraging these small businesses, not treating them as adversaries. Overtaxation through unreasonable permit fees, could make providing this valuable service, financially unfeasible.

Thank you for your assistance in avoiding the marked CORA fee increases as proposed by the Mayor.

Aloha, James Bendon MD

BF Committee

From: Lanai
Sent: Wednesday, April 26, 2017 10:11 AM
To: BF Committee
Subject: Testimony Form and Written Testimony for Alberta DeJetley -- BF Committee Meeting, April 26, 2017 at 9:00 a.m.
Attachments: scan.pdf

Please see attachments.

Denise Fernandez
Lanai District Office
P.O. Box 630647
Lanai City, Hawaii 96763
808.565.7094 Office
808.565.6436 Fax
Denise.Fernandez@mauicounty.us

April 25, 2017 - Testimony to be read at Budget & Finance Meeting - 9 a.m. Lanai Office

Maui Councilmember Riki Hokama, Chair, Budget and Finance Committee

Aloha Chair Riki Hokama: My name is Alberta de Jetley and I am
testifying ~~to~~ as an individual

Please reconsider your recommendation to reduce the grant for the Lanai Cat Sanctuary from \$15,000 to \$5,000.

I was on the original board of the Lanai Animal Rescue Center (LARC). The organization started as the dream of two women, Kathy Carroll and Loretta Hellrung. Each morning, the two women walked around Lanai City together. In their walks, they encountered numerous homeless domestic cats, with many of them in very poor condition.

Kathy started a spay-neuter-release program which followed recognized standards for caring for homeless felines and Loretta and other volunteers stepped up to help. It was working fairly well, but then they were told of a colony of 20 homeless cats who were residing in the grasslands around the Lanai Wastewater Treatment Plant. Also in the same area, a colony of endangered Hawaiian birds were nesting. The group was told they would have two weeks to trap and remove the cats, otherwise, they would be euthanized.

That was their battle cry to action. They enlisted the help of more friends, included me, and we set up a temporary shelter near the Stables at the Lodge at Koele, trapped all of the cats, and began negotiations for a lease for 3.5 acres of land near the Lanai Sanitary Landfill and turned it all into a dream come true, the present day Lanai Cat Sanctuary (LCS).

It took a lot of time and hard work to get LCS to where it is today; a beautiful, peaceful, park-like refuge for more than 500 feline friends. It has become one of Lanai's top visitor attractions, provided six, good, full-time jobs for Lanai residents, and incidentally along the way, protected our island's endangered birds! During the last nesting season, I was absolutely amazed to see the amount of nesting fledglings at Manele's sand dunes.

Visitors donations to LCS and grants its received from various sources, including the \$15,000 from Maui County, have managed to keep it financially balanced. However, it is a constant concern for this non-profit entity to ensure it is able to continue its high standards of care for the felines and the on-going maintenance of its facilities.

By reducing the \$15,000 grant to \$5,000 only, LCS is being penalized for being an exceptional example of what an animal refuge can be. Please help Lanai Cat Sanctuary to continue to be Maui County's shining star and a national example of what can happen when people dare to dream of a place where 500 cats live in harmony in nature, free to climb trees, roll on freshly mowed grass, and visit with the hundreds of visitors who come by the sanctuary to play with and pet them. If you could hear the roar of their purrs, you'll understand what a determined group of Lanai residents have created. Please, reinstate the full grant to Lanai Cat Sanctuary.

With aloha,
Alberta de Jetley
P. O. Box 630601, Lanai, HI 96763
email: lanaitoday@yahoo.com ph. 808 649-0808

BF Committee

From: Ane Takaha <bhaktirocks@earthlink.net>
Sent: Wednesday, April 26, 2017 11:52 AM
To: Kelly King; BF Committee
Subject: 3 can plan

Aloha

We have just heard there is a plan to cancel the 3 -can recycling program. Please do not do this. We live on an island. We need more recycling, not less.

AND

DO NOT raise the price again to justify keeping it. We all ready pay A LOT for it.

Thank you
Ane & Marc Takaha
Maui Meadows

BF Committee

From: Linda Martin <mauibabequilter@gmail.com>
Sent: Wednesday, April 26, 2017 11:58 AM
To: BF Committee
Cc: Kelly King
Subject: Re: the 3 can curbside recycling funding.

Dear Maui County Council members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

Most people have absolutely no idea that this issue will be coming before you in the next day or so. There's been zero notice from the county regarding this latest effort to kill 3 Can.

3 Can recycling is self funding and actually turns a profit so why kill it? According to the county's own figures, Maui collects \$169,000 annually in 3 Can fees yet the program only costs \$126,000, yielding the county a hefty 25% profit margin of \$43,000 a year.

This program is extremely popular and very successful. In fact, Maui's utilization rate--I have heard it is about 61%--is higher than the well established program on Oahu that serves over 160,000 households. The vast majority of residents do use it, want it and will be very, very unhappy if it is stopped. In fact, just come over early on alternate Friday mornings and you'll find out for yourself how popular 3 Can is—you'll notice a sea of blue recycle bins everywhere.

The most reasonable benchmark for measuring our program's success is comparing our success with Honolulu. Their bin "set out" rates average 53% (8 points lower than us), with a high of 64% in parts of Pearl City and a low of 25% in one neighborhood, Laie. So neighborhoods vary, which is to be expected. And no program will ever have anywhere near 100% utilization, which is also to be expected.

It's critical to note that these rates seriously understate the actual participation rate since frequently people put out their blue cans only once a month when full. The fact that a can is not out on a particular day does not mean that the household is not participating.

So at this point, our participation rate well surpasses the successful Oahu program. Thus, cancellation is not justified using this most appropriate benchmark. Just the opposite is true—3 Can is a unqualified success.

Curbside recycling isn't new, untested or radical. It's good for our island and our people. In fact, it should be expanded island wide, just like Oahu residents enjoy, as do millions of families on the mainland. And it should be made a permanent service to residents and not subject to what seems to be possible cancellation each year.

Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost \$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely,
Linda and Robert Martin

BF Committee

From: Test <julieparkerhi@aol.com>
Sent: Wednesday, April 26, 2017 12:00 PM
To: BF Committee
Cc: Kelly King
Subject: 3 Can Plan

I vote against the 3 can plan. You should have forced Wailea and Makena neighborhoods to be the pilot program for this; they can afford it. I never wanted it, and feel as if I have been "held up" by the county; forced into this. It feels unconstitutional to me.

BF Committee

From: David Weisfeld <davidweisfeld@yahoo.com>
Sent: Wednesday, April 26, 2017 12:05 PM
To: BF Committee; Kelly King
Subject: Please Save the 3 Can Plan

Aloha Council Members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

Most people have absolutely no idea that this issue will be coming before you in the next day or so. There's been zero notice from the county regarding this latest effort to kill 3 Can.

3 Can recycling is self funding and actually turns a profit so why kill it? According to the county's own figures, Maui collects \$169,000 annually in 3 Can fees yet the program only costs \$126,000, yielding the county a hefty 25% profit margin of \$43,000 a year.

This program is extremely popular and very successful. In fact, Maui's utilization rate--I have heard it is about 61%-- is higher than the well established program on Oahu that serves over 160,000 households. The vast majority of residents do use it, want it and will be very, very unhappy if it is stopped. In fact, just come over early on alternate Friday mornings and you'll find out for yourself how popular 3 Can is—you'll notice a sea of blue recycle bins everywhere.

The most reasonable benchmark for measuring our program's success is comparing our success with Honolulu. Their bin "set out" rates average 53% (8 points lower than us), with a high of 64% in parts of Pearl City and a low of 25% in one neighborhood, Laie. So neighborhoods vary, which is to be expected. And no program will ever have anywhere near 100% utilization, which is also to be expected.

It's critical to note that these rates seriously understate the actual participation rate since frequently people put out their blue cans only once a month when full. The fact that a can is not out on a particular day does not mean that the household is not participating.

So at this point, our participation rate well surpasses the successful Oahu program. Thus, cancellation is not justified using this most appropriate benchmark. Just the opposite is true—3 Can is a unqualified success.

Curbside recycling isn't new, untested or radical. It's good for our island and our people. In fact, it should be expanded island wide, just like Oahu residents enjoy, as do millions of families on the mainland. And it should be made a permanent service to residents and not subject to what seems to be possible cancellation each year.

Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost \$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all

stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely,

David Weisfeld
Maui Meadows Resident since 2001
Maui Meadows Neighborhood Association - Former Member
808-397-3686

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BF Committee

From: Becky Dille <becky.dille@fogstudios.com>
Sent: Wednesday, April 26, 2017 12:19 PM
To: BF Committee
Cc: Kelly King
Subject: 3-Can Plan

Dear Council,

I would like to let you know that I am in favor of keeping the 3-Can Plan recycling. I actually think it should be expanded to cover the entire island and eventually the entire county. As residents we need to remember that we live on an island, have a finite amount of space, and, therefore, we can't truck our trash to another state (like the mainland). My understanding is that this plan actually make money. I understand that the county collects \$169,000 annually, and spends only \$126,000 for the plan. That is approximately a 25% profit. Therefore, from a fiscal standpoint this doesn't make sense either. So, my question is why are you canceling this plan? Is there something I am not aware of? Secondly, we need to recycle as much as possible so that our land and water (fresh and ocean) stays as clean as possible. This is the right thing to do for the island. I would urge you to keep this plan and look into expansion of the plan to make the county even more money. Thank you for taking the time to read and consider this email.

Respectively,
Becky Dille
Kihei Resident

21 April 2017

Brian Leer
PO Box 898
Kaunakakai, Hawaii 96748

Maui County Council-Molokai Office
100 Ainoa Street
Kaunakakai, HI 96748

Re: MEO Transportation Services

Dear Maui County Council Members,

I am writing to you today in support of MEO's request for funding to support the continued transportation services on Molokai. I am a Junior at Aka'ula School Molokai.

I don't use the MEO transportation service anymore, but a lot of my friends do and it's important to have the MEO transportation because they don't have any other way of getting places. Most important, it gets them to and from school on time. This is necessary for their day-to-day routine.

Thank you for your time and attention, please support and continue to fund the MEO services.

Sincerely,



Brian Leer

OFFICE OF THE
COUNTY COUNCIL

2017 APR 26 PM 12: 41

RECEIVED

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE
COUNTY COUNCIL

21 April 2017

Skylar Kuahuia
P.O. BOX 38
Kualapuu, HI 96757

Maui County Council—Molokai Office
100 Ainoa St
Kaunakakai, HI 96748

Re: Testimony in support of MEO Transportation Services on Molokai.

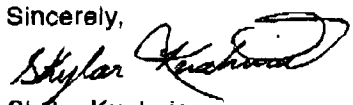
Dear Maui County Council Members,

I am writing to you today in support of MEOs request for funding to support the continued transportation services on Molokai. I believe that MEO should carry on. My name is Skylar Kuahuia. I am 14 years old and attend Aka'ula School.

The use of MEO bus transportation is important to me and my family because my mom works and she may not have the time to take me to places that I may need to go. I catch the bus to town for sports and most of the time my mom can't take me. This island is very grateful to MEO. They have done a lot for our kupuna and people that don't have a car to get places.

Thank you MEO transportation for getting me to where I needed to be. You have done a lot for this island. Please continue to support me, my family and this community. Thank you for your time and attention.

Sincerely,


Skylar Kuahuia

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE
COUNTY COUNCIL

21 April 2017

Jaden Liu
P.O. Box 1885
Kaunakakai, HI 96748

Maui County Council – Molokai Office
100 Ainoa Street
Kaunakakai, HI 96748

Re: Testimony In Support of MEO Transportation Services on Molokai

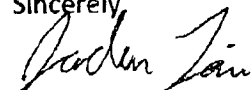
Dear Maui County Council Members,

I am writing to you today in support of MEO's request for funding to support continued transportation service. My name is Jaden Liu and I am a Junior at Aka'ula School.

The MEO transportation services are important to me because I frequently use it to get to college classes and to attend doctor appointments. Without these services my family would have to reschedule to fit my needs.

Please support the MEO Transportation Services on Molokai. Thank you for your time.

Sincerely,


Jaden Liu

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE
COUNTY COUNCIL

April 21, 2017

Geo Kaapuni
P.O. BOX 553
Kaunakakai, HI 96748

Maui County Council-Molokai Office
100 Ainoa Street
Kaunakakai, HI 96748

Re: MEO Transportation Service on Molokai

Aloha Maui County Members,

I am writing to you today in support of MEO request for funding to support the continued transportation services on Molokai. I am a student at Aka'ula School.

The MEO bus is my transportation to go to school and to get to places. It is important to me because it is a ride, and takes me from place to place. Thank you MEO for taking me to places I need to go.

Please continue to fund MEO transportation services on Molokai. Thank you for your time and attention.

Yours truly,



Geo Kaapuni

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE
COUNTY COUNCIL

April 21, 2017

Gemini Carman
PO Box 1286
Kaunakakai, HI, 96748

Maui County Council-Molokai Office
100 Ainoa Street
Kaunakakai, HI 96748

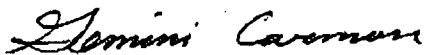
Re: MEO Transportation Services

Dear Maui County Council Members,

I am writing to you today in support of MEO's request for funding to support the continued transportation services on Molokai. My name is Gemini Carman and I'm a student at Aka'ula School.

I use the MEO bus every morning to get to school. It is important to me and my family because it provides convenient transportation. I request that the county support MEO, thank you for your time and attention.

Sincerely,



Gemini Carman

BF Committee

From: Jen Mather <jen.mather@gmail.com>
Sent: Wednesday, April 26, 2017 1:45 PM
To: BF Committee
Subject: FY 2018 Budget

Aloha Council Members,

My name is Jen Mather and I live in Lahaina. I would like to offer my input on how our county should prioritize the budget.

I believe we should use the \$4.2 million dollars you are granting to the Maui Visitor's Bureau to fund these programs:

PALS - please offer a living wage to those individuals who choose to keep our keiki safe during summer and winter breaks. By offering a wage of at least \$15.00, you not only ensure you have proper staffing, you have quality applicants.

Affordable Housing Options - start building on land the county owns, use part of the \$4.2m to begin creating community land trusts to create affordable homes in perpetuity.

Pave the Lower Road - all of it, not just the parts where the county is scared to work out the mess of encroachments by private owners.

Simply put, use the money we put into the county - either directly through our taxes or through the hard work we put into servicing the businesses of Maui as employees - for the people of Maui County and the things we actually need: infrastructure, wages, housing, and practical, tangible measures to protect and sustain our resources.

Place a moratorium on further grants earmarked for the MVB until we have learned the impact of their advertising and promoting. Our tourist opportunities will not dry up if we choose to spend our \$4.2m on making Maui better for the people who live here.

I thank you for your time, consideration, and for allowing us all to take part in ensuring the best for this place we all love and call home.

Mahalo,
Jen Mather
Lahaina, HI
(808) 298-5596

BF Committee

From: Susan Scurto <s.scurto@sbcglobal.net>
Sent: Wednesday, April 26, 2017 2:18 PM
To: BF Committee
Subject: 3 can recycling

Please do Not stop this program!!

We can not go back to the dark ages of throwing all of our manufactured waste into the trash heap! Because you know that a huge majority of the people will not go to the recycle centers to do it themselves. Since there is a profit generated it makes no sense to discontinue.

I urge you to continue if not expand the program.

Sincerely,
Susan Scurto
2846 Pu'uho'olai st
Kihei, Hi. 96753

Sent from my iPad

BF Committee

From: Steve Freid <freidonmaui@gmail.com>
Sent: Wednesday, April 26, 2017 2:20 PM
To: BF Committee
Cc: Kelly King
Subject: MORE curbside recycling NOT less!!!!

It's crucial that we make recycling as easy as possible for everyone. That is CURBSIDE recycling!! DO NOT take it away in Maui Meadows... EXPAND it to include the entire island!!

As host of the Life on Maui Show for the past 12 years on local TV, I want to include my entire audience... who I am sure would support this as well!!

--
Aloha,

Steve
Freid

<http://lifeonmaui.com/>
213-293-5043

BF Committee

From: Jen Cox <mjencox@gmail.com>
Sent: Wednesday, April 26, 2017 2:51 PM
To: BF Committee
Subject: BF-1 testimony in support of Ka Ipu Kukui

Aloha Budget and Finance Committee:

This is Jen Cox, and I write to share my support for the Ka Ipu Kukui program and ask that you reinstate the full \$25,000 grant request in the FY2018 Budget.

As a member of the 9th graduating class for KIK (May 2016), I can attest to the direct positive impact this program has already had on my professional life (inspiring me to pursue my own freelance career), as well as empowered me to more actively take part in civic and government issues (such as testifying during the Budget process!).

Most importantly, it helped increase my awareness and understanding of the complex issues surrounding Maui County life, and widened my scope on what to consider when forming an opinion on a pressing issue. This is something I try to press upon my friends and others I come into contact with because I think we all desperately want to see more respect, empathy, and understanding when working through tough decisions on the local, state, and national levels.

Reducing KIK's annual budget by 25% will seriously hamper the program's ability to host Halawai on Moloka'i and Lana'i, which were hands-down among my cohort's most popular and impactful gatherings. Our island neighbors deserve this kind of attention so that decisions taken on Maui hold into account their impact throughout our tri-isle community.

A reduction in funding would also require a tuition increase and/or reduce or eliminate the tuition assistance that has been historically provided. This reduction will restrict participation in the program to only people with adequate resources to pay the full tuition--of which I was certainly not one. The KIK Board works hard to create classes of Fellows that are diverse and from different backgrounds. I can confidently say I would not have met some of my closest friends from the program had I not been a part of KIK. Their voices seriously made me reconsider how I thought about several issues we studied throughout our 10-month term together, and for that I am incredibly grateful.

I hope my testimony has provided a more tangible understanding of how important the Ka Ipu Kukui program is to the Maui County community--we are steadily increasing throughout the island (111 graduates + 16 in the current class!), and our influence exponentially grows through our motivated and educated interactions between family, friends, business partners, colleagues, teammates, etc.

Thank you for your consideration,

Jen Cox
Ka Ipu Kukui Class of 2016

BF Committee

From: Heather Harkness- Pastrana <heatherpastrana@gmail.com>
Sent: Wednesday, April 26, 2017 3:09 PM
To: BF Committee
Subject: Testimony From Kahana Resident Regarding Maui Hotel Tax reform and Budget approval to hike hotel tax to state levels or higher

Dear Maui County Councillors',

I would like to enter testimony for your humble consideration for our islands, our resources, and our Aina:)As it relates to hotel tax assessment.

I Heather Harkness- Pastrana, strongly feel we should raise the hotel tax and be on par, if not higher than the other Islands throughout the state.

Too many resorts have been built in the past 10 years. MAUI - 'our infrastructure' is at its breaking point. Hotels should have more than tax responsibilities. There should be surcharges and levies for not being in 'green compliance' - and those ordinances need put in place. Our ecosystem is at its threshold.

We have skipped sustainability, and are faced with Survivability.

If we want to remain country, green, and free, there should be legislation at the state level that orders of refunding back to the state/county for the hotel usage of Our the county funded infrastructure.

We have approximately 140k living here but 1.5 million tourist visit and use our islands to there free 'vacation will'

Let's lead the way in pushing back on the megacorporations that are here using and abusing our island - not intentionally but is west and tear on the land. Sunscreen use and coral depletion is directly linked and we know the effects of this NOW. Let's lead with our sustainable hearts this is not greed, nor anti- business or growth.

WE NEED TO FACTOR THE COST OF BEING GREEN AND LOOK LONG TERM.

Plus we need to tAlk injection of waste from hotels to our Oceans. Do our reefs need to die at a discount to big business.

We are all familiar with the heavy resort tax the hotels put on GUESTS for using the hotel amenities. Hit this hard Elle Cochran, we need this money/ tax hike in the budget. **EVEN ON PAR WITH THE REST OF THE STATE IS A START.**

Warmest Aloha,

Heather Harkness- Pastrana

BF Committee

From: Stephen Sussman <juliesdad@aol.com>
Sent: Wednesday, April 26, 2017 3:28 PM
To: BF Committee
Cc: Kelly King
Subject: Support and expand three can recycling

Aloha,

I wish to urge reconsideration of the elimination of the Maui Meadows 3-Can recycling program. Instead of eliminating this program, I would ask that you spend your time, energy and creativity to find ways to expand and extend this program Island-wide. The pilot program has been a great success, we need more recycling, not less. At the very least, the people of Maui deserve public hearings on this matter.

Thank you for your consideration.

Stephen G. Sussman
Kihei, Hi

BF Committee

From: Geoffrey Bourne <gbourne@hawaii.rr.com>
Sent: Wednesday, April 26, 2017 3:29 PM
To: BF Committee
Subject: Raise the Hotel tax rate

Pls pls pls raise the tax rate on hotels to at least \$11.00. It would be the only fair & reasonable way to continue funding esseential public services. There is absolutely NO reason why Maui should have a lower rate than O'ahu.

Mahalo,
Geoffrey Bourne

BF Committee

From: Janeel Hew <jtt.hew@gmail.com>
Sent: Wednesday, April 26, 2017 3:45 PM
To: BF Committee
Subject: TESTIMONY RE: REAL PROPERTY TAXES INCREASE ON HOTELS

Greetings, Council Members, with the utmost respect,

Please let it be on record that I stand in support of the tax increase to Real Property Taxes on Hotels. This \$1.00 increase will benefit both the county and the hotel industry. A well taken care of county invites a healthy hotel industry....the extra funds should be seen by the hotel industry as a wise investment in their future.

Mahalo for your time and consideration,

Janeel Hew
Maui County Resident
(Molokai)
Po Box 101
22 Unahe St.
Maunaloa, HI. 96770
jtt.hew@gmail.com
808-658-5243

BF Committee

From: Mary Albitz <mary@jigsawjava.com>
Sent: Wednesday, April 26, 2017 3:48 PM
To: BF Committee
Subject: Funding for County core services

Dear County Council,

If the council voted to raise Real Property Taxes on Hotels, we could fund everyone's needs. Right now, hotel RPT rates are \$9.37 per \$1000. For every \$1 that we raise hotel RPT rates, the county of Maui will see an approximate \$10,000,000 increase in revenue. If we raised our current \$9.37 hotel rate to \$10.37, we would be just about even with Honolulu's hotel RPT rate.

Even at a much higher tax rate of \$12.4, that's approximately \$1.25 per visitor, per day, and that would increase FY2018 projected revenue by over \$30,000,000.

That revenue can pay for things like:
health and human service grants
affordable housing solutions
invasive species control
improvements in wastewater management which will improve ocean water quality
Waiehu Golf Course
recycling
road and highway improvements
park maintenance and improvements
fire and ocean safety towers and equipment
...and so much more.

Our visitor industry is a big part of our County economy, **but it is also has massive impacts on our infrastructure, limited housing, and resources.** Let's ask the hotel & visitor industry to pitch in and help ease the burden.

It's a kakou thing. We can do this if we all do it together.

Mahalo,

Mary Albitz
808-269-2445

BF Committee

From: Denise Key <denisekey@live.com>
Sent: Wednesday, April 26, 2017 4:17 PM
To: BF Committee
Subject: Budget Balance Committee

Aloha Respected Council Members,

I support a raise of Real Property Taxes on Hotels to the RPT rate equal to Honolulu of \$12.90

If the council voted to raise Real Property Taxes on Hotels, we could fund everyone's needs! Right now, hotel RPT rates are \$9.37 per \$1000. For every \$1 that we raise hotel RPT rates, the county of Maui will see an approximate \$10,000,000 increase in revenue. If we raised our current \$9.37 hotel rate to \$10.37, we would still be lower than Honolulu's hotel RPT rate, which is \$12.90.

At Honolulu's tax rate, that would increase FY2018 projected revenue by over \$30,000,000....and not a single program or department would be cut, at no cost to residents.

That revenue can pay for things like:

- health and human service grants
- affordable housing solutions
- invasive species control
- improvements in wastewater management & ocean water quality
- Waiehu Golf Course
- recycling
- road, highway & bus route improvements
- park maintenance and improvements
- fire and ocean safety towers and equipment
-and so much more.

Our visitor industry is a big part of our County economy, but it is also has massive impacts on our infrastructure, limited housing, and resources. Let's ask the hotel & visitor industry to pitch in and help ease the burden. It's a kakou thing. We can do this if we all do it together.

Mahalo for your consideration on this easy solution for our great islands

Denise Key
Maui resident

Sent from [Outlook](#)

BF Committee

From: Charles Turbak <charles.turbak@gmail.com>
Sent: Wednesday, April 26, 2017 4:17 PM
To: BF Committee
Subject: Clean & Safe Program Funding

It has been brought to my attention that the current Clean & Safe budget of \$200,000 has been proposed to be cut in half; which has created concern for myself and others in the community.

Lawrence Kauha'aha'a is a valuable asset to the community and he is running a very effective Clean & Safe program. It would be a tremendous loss for the community if he and his team were lost, or even if they suffered a reduction in funding. It is my request that the Budget and Finance Committee reconsider the recommendation to reduce the \$200,000 budget, as this would certainly be an impediment to the growing momentum of increased public safety and economic growth for Wailuku Town.

I appreciate the opportunity to opine on this matter, and thank you for your anticipated consideration.

Charles Turbak

(206) 910 9100 | charles.turbak@gmail.com

BF Committee

From: Renee Riley <renee.riley@hotmail.com>
Sent: Wednesday, April 26, 2017 4:29 PM
To: BF Committee
Cc: kelley.king@mauicounty.us; Riki Hokama; Mike White; Stacy S. Crivello; Donald S. Guzman; Yukilei Sugimura; Elle Cochran; Alike A. Atay
Subject: Three-can recycling program

Aloha Maui County Council: As a Maui voter and resident of Maui Meadows, I support the three-can curbside recycling program. Maui is a small island; the three-can recycling should be expanded to other neighborhoods - definitely not cancelled. In Maui Meadows, we can recycle more items with the three-can program than our centralized recycling centers accept. The Maui County Council can lead and encourage recycling to keep those items that can be reused out of our landfills. Please continue the three-can recycling program and work to expand the service. Be pono. Thanks for the good work you do.

Aloha, Renée Riley
(808 298-2061 3432 Kaha Drive, Kihei, HI 96753)

BF Committee

From: marksheehan8@gmail.com on behalf of Mark Sheehan <mark@marksheehan.com>
Sent: Wednesday, April 26, 2017 5:14 PM
To: BF Committee
Subject: Real Property Tax

Dear Chair and Committee members,

I've heard too many reports of working families without houses. That we have a shortfall of almost 10,000 units is a disgrace.

We can fund all the requests from our community by bumping up the RPT for Maui hotels who enjoy the lowest rates in the state.

By raising hotel RPT to Kauai or Hawaii island levels, we can fund all expenditures and realize a surplus of tens of millions of dollars that can be used to deal with invasive species, workforce housing and homelessness.

Please raise those rates.

Aloha,

Mark Sheehan
Haiku

BF Committee

From: Cynthia Conrad <cconraddesign@gmail.com>
Sent: Wednesday, April 26, 2017 6:54 PM
To: BF Committee
Subject: Real Property Taxes

Dear Budget Finance Committee,

I propose that you increase the Real Property Tax on Hotels to \$10.37 per \$1000 to provide the revenue needed for health and human services, invasive species control, recycling services, affordable housing solutions, and more.

Visitors can well afford to pay \$1.25 more, as they have a major impact on our resources, infrastructure, beaches, roads and highways.

Do not raise the rate of taxation on residents. We are already overburdened!

Thank you for your consideration.

Aloha,
Cynthia

Cynthia Conrad Design
P.O. Box 1101
Makawao, HI 96768
Cell: 808-280-4466
Land: 808-572-6548
cconraddesign@gmail.com

BF Committee

From: Teri Sherrow <teri@terisherrow.com>
Sent: Wednesday, April 26, 2017 7:26 PM
To: BF Committee
Subject: 3 can plan Maui Meadows

I support keeping our 3 can recycling. We pay for it and it is cost effective. We begged the council etc in the past to keep it and it is inconceivable to me that we are now having to beg once again even though we agreed to pay more so it would not become a budget item as it is paying for itself.

It is also not pono to just put it in a line item in the budget without having notice to residents who fought so hard to keep our 3 can plan.

Please support our aina and this recycling effort and expand it if necessary to other neighborhoods. It only makes sense for home pick up since it takes away from going into the landfill plus people will recycle if it is at their curbside rather than having to haul it on our own, especially for the many seniors who live here.

Mahalo,
Teri Sherrow
620 Kumulani Dr
Kihei, HI 96753

BF Committee

From: Christina Lizzi <Clizzi@hawaii.edu>
Sent: Wednesday, April 26, 2017 8:24 PM
To: BF Committee
Subject: Support Higher RPT for Hotels

Dear Honorable Members of the Council,

Please consider raising real property taxes on the hotel industry. While the tourism is crucial to the Maui economy, it also takes a toll on our infrastructure.

Raising real property taxes by just \$1.00 will keep Maui competitively below Honolulu's tax rate, and contribute a much needed \$10,000,000 increase in County revenue. These funds can be used to benefit the entire community, from roads to social services.

Thank you for taking my comments into consideration. Please support raising real property taxes on hotels.

Sincerely,
Christina Lizzi

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Christina Lizzi
Mobile: +91 839 690 7498 | WhatsApp: +1 (808) 633-3966
E-mail: clizzi@hawaii.edu OR 17exchange-cdlizzi@jgu.edu.in
Exchange Student, O.P. Jindal Global Law School, Spring 2017

Blog: <http://eatpraylawjourney.wordpress.com>
LinkedIn: <http://www.linkedin.com/in/ChristinaLizzi>

J.D. Candidate, December 2017
William S. Richardson School of Law
University of Hawai'i at Mānoa

BF Committee

From: Ty Emanuel <tyemanuel@gmail.com>
Sent: Wednesday, April 26, 2017 8:59 PM
To: BF Committee
Subject: Budget testimony re: Sea Grant funding

April 26, 2017

Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

I am writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Royal Kahana and the Kahana Bay Restoration Foundation. Over the last two years Kahana Bay has been experiencing damaging erosion and our property, the Royal Kahana, has seen some of the worst of it. Tara's availability and expertise has helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the county experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,
Ty Emanuel
Vice President
Royal Kahana AOA
~~~~~

Kahana Bay Restoration Foundation

## BF Committee

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**From:** Susan Hansen <susanmhansen@hotmail.com>  
**Sent:** Wednesday, April 26, 2017 9:06 PM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** 3 can plan

There are so many reasons to continue this program. Please vote to keep it. At the very least announce the plan to the public and let more voices express their opinion.

## **BF Committee**

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**From:** Eleanor Himes <eleanor.himes@gmail.com>  
**Sent:** Wednesday, April 26, 2017 9:14 PM  
**To:** BF Committee  
**Subject:** hotel tax increase

I support the proposed increase of hotel tax to increase the county budget.

## **BF Committee**

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**From:** Jane Emanuel <janeemanuel@gmail.com>  
**Sent:** Wednesday, April 26, 2017 9:29 PM  
**To:** BF Committee  
**Subject:** Budget testimony re: Sea Grant

April 26, 2017

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

I am writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,  
Jane Emanuel  
Royal Kahana

## BF Committee

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**From:** Frank Emanuel <Frank@relaxinmaui.net>  
**Sent:** Wednesday, April 26, 2017 9:31 PM  
**To:** BF Committee  
**Subject:** Maui County budget

April 26, 2017

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

I am writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,  
Frank Emanuel  
Royal Kahana



Virus-free. [www.avast.com](http://www.avast.com)



## BF Committee

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**From:** John Fitzpatrick <fitzformai@gmail.com>  
**Sent:** Wednesday, April 26, 2017 10:48 PM  
**To:** BF Committee  
**Subject:** Real Property Tax on Hotels and Multi-million Investment Properties

Aloha Kakou,

I am writing in support to raise the Real Property Tax on Hotels and Multi-million Investment Properties that sit vacant 10/12th's of the year. Property tax rates in Hawai'i are among the lowest in the nation.

If we raised the RPT rate on Hotels by just \$1 it could generate \$10,000,00 in additional revenue that could increase the budget of big buddies, Maui Economic Development Board, Boys & Girls Club, the Homeless Shelter, Fighting Invasive Species, Improving Parks, Building & Staffing Life Guard Towers on Ka'anapali Beach, Acquiring Land for More Parks, and building homeless shelters to name a few.

In addition, I would like to ask to raise the real property tax on multi-million Investment Properties that often sit vacant or are rented out to off island visitors instead of to local residents. This would also have a positive effect on the affordable housing market and building affordable housing.

I look forward to meeting with you to discuss these two proposals in more depth.

Mahalo,  
Fitz

John Fitzpatrick  
*Fitz For Maui*  
email: [fitzformai@gmail.com](mailto:fitzformai@gmail.com)  
phone: 808-268-1073  
P.O. Box 532481  
Kihei, Hi 96753



## BF Committee

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**From:** Carlos Cala <carlos.cala@icloud.com>  
**Sent:** Wednesday, April 26, 2017 10:54 PM  
**To:** BF Committee  
**Subject:** I oppose an increase in CORA fees!

Dear All,

I believe that an increase in CORA fees is unfair and unjustified. My family and I have used the services of surf, windsurf, SUP and kiteboarding schools over the years and would hate to see these operations close due to this fee increase.

I oppose this increase and I vote!

Best Regards,  
Carlos Cala  
Kihei, HI

Sent from my iPhone

## **BF Committee**

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**From:** michelle griffoul <ellietile@gmail.com>  
**Sent:** Thursday, April 27, 2017 4:59 PM  
**To:** BF Committee  
**Subject:** MNMRC

Dear Council members,

- I urge you to support Member King's \$94,000 budget request to support an active water quality monitoring program in South Maui.
- Maui's nearshore waters are the most impaired in the state of Hawaii. This has to change.
- A recent study found that South Maui's water quality is much worse than West Maui's.
- DOH has only one worker to monitor all of Maui County, and only checks for enterococcus. We need to monitor turbidity (cloudiness), salinity, pH, or nutrients, which are vital for the health of our reefs and fish.
- The County has had to backfill limited state programs before, such as providing a pump-out station for Ma'alaea harbor and invasive species control.

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Have a wonderful day!

**Michelle Griffoul**

mailing address:  
910 Honoapiilani Hwy.  
ste 7-241  
Lahaina, HI 96761  
808-866-2629

Early Childhood Programs that do not have an individual Index Code:

| Early Childhood Programs | FY 18 Proposed Break down \$170,195 | FY17 Actual | FY16 Actual |                                                                                                                       |
|--------------------------|-------------------------------------|-------------|-------------|-----------------------------------------------------------------------------------------------------------------------|
| MFSS Subsidy             | \$104,407                           | \$106,090   | \$103,000   | Prior to FY 18 proposal it was the only program funded under early <b>Childhood Programs (914432B)</b>                |
| Imua ECDP                | \$40,800                            | \$40,800    | \$51,000    | Prior to FY 18 proposal the county funds for program was funded under <i>Food Shelter and Safety Grants (914431B)</i> |
| Imua Molokai TBC         | \$10,488                            | \$10,488    | 10,488      | Prior to FY 18 proposal the county funds for program was funded under <i>Youth Programs (914473B)</i>                 |
| PATCH                    | \$14,500                            | \$16,000    | \$20,000    | Prior to FY 18 proposal the county funds for program was funded under <i>Food Shelter and Safety Grants (914431B)</i> |

- Please note this table does not include Early Childhood Grants that have a designated Index Code

The proposed FY 18 Early Childhood Programs proposal was not a request to increase funding. In previous years 3 of the above grants were allocated funding under categories other than early childhood. In order to capture the County's investment in early childhood programs, for the FY 18 proposal the requested amount in the food shelter and safety and the youth programs was reduced and with the intention of it being transferred to early childhood. So though it appeared as a request to increase it truly was intended to be a transfer which categorize the programs so they are reflected under early childhood.

- **Maui Family Support Services - Maui Childcare Subsidy**  
Provide assistance to Maui County families with children ages birth to 5 years old through accessing financial aid for child care, providing subsidies to eligible gap group families who demonstrate financial need however do not meet the requirements of other subsidy programs, or do not qualify for sufficient aid from other subsidy programs to make the cost of licensed child care affordable
- **Imua Family Services - Early Childhood Development Program**  
Provide services to children 3-6 years old who do not meet the age appropriate developmental mile stones and fall outside the scope of DOE special education services. The needs of each child are met through professional therapeutic services to help them thrive.
- **Imua Family Services – Teddy Bear Corner Molokai Program**  
To promote protective factors within the community which have shown to prevent child abuse and neglect as well as to positively contribute to positive outcomes for the island's youngest children. Through its various activities, the program will promote knowledge of parenting and of child and youth development, parental resilience, social connections, concrete supports for parents, and social and emotional competence of children.
- **People Attentive to Children- Family Childcare Recruitment Program**  
Provide Training and Technical Assistance Program to improve the health and safety practices of those caring for young children, and to expand the capacity of child care programs in Maui County and assisting providers in meeting licensing regulations.

RECEIVED AT Bf MEETING ON \_\_\_\_\_  
Kaina Bonacarsi



*Maui Hotel & Lodging*  
ASSOCIATION

April 26, 2017

Council Member Riki Hokama  
Chairman, Budget & Finance Committee  
Maui County Council  
200 South High Street, 8<sup>th</sup> Floor  
Wailuku, Hawaii 96793

Dear Chair Hokama and Members of the Committee:

My name is Lisa Paulson, Executive Director of the Maui Hotel & Lodging Association, the legislative arm of the visitor industry. Our membership includes over 175 property and allied business members in Maui County – all of whom have an interest in the visitor industry. Collectively, MHLA's membership employs over 25,000 residents and represents over 19,000 rooms. We are the largest employer of residents on the Island - directly employing approximately 40% of all residents (indirectly, the percentage increases to 75%).

First, I want to thank all of you for your long hours and diligent review of the FY18 budget, especially considering the State's yet undetermined TAT funding to the Counties.

On behalf of MHLA, I would like request that if Real Property Taxes (RPT) must be raised that a more equitable weight be given to all classifications so that the hotel/resort and time share classifications do not continue to carry a greater percentage share of tax versus their valuations. In referring to the attached visual you can see that the hotel/resort and timeshare valuations will contribute 26% of the overall valuations, yet when it comes to revenues generated hotel/resort and timeshare will contribute 41.2%. The hotel/resort and timeshare classifications are two of the highest tax rates for Maui County. This inequity has continued for many years. In the future, it is likely we will have to turn to RPT in providing a greater share of funding to our County budget. MHLA respectfully requests that we look at creating a more equitable share in tax rates.

Any forces that adversely affect our ability to compete, such as having to pass along higher taxes, also impact our appeal as a visitor destination, the availability of money to renovate our properties, and continue to provide level employment within the hospitality industry, all which would have a ripple effect across our economy.

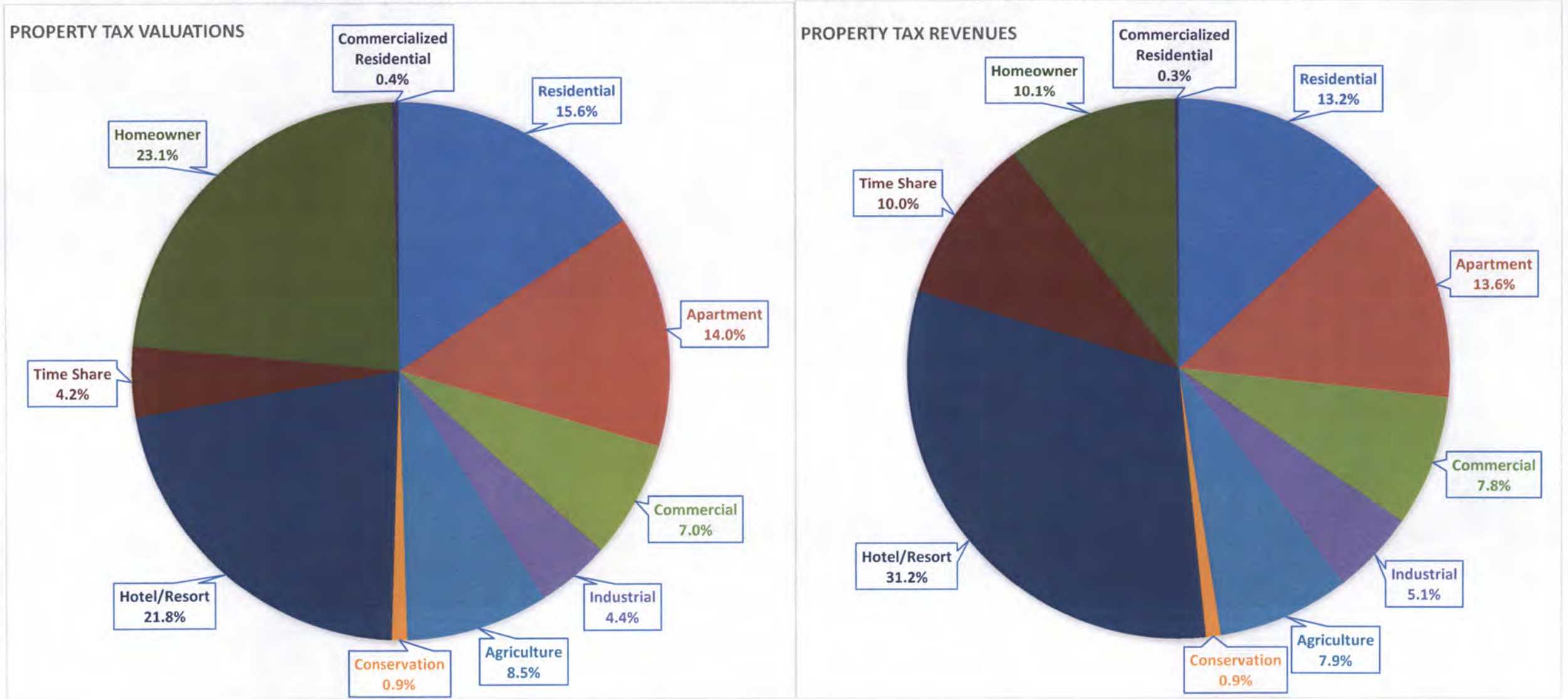
Thank you for the opportunity to testify.

Sincerely,

Lisa H. Paulson  
Executive Director

RECEIVED AT Bf MEETING ON 4/27/17

## FY18 Property Tax Valuations vs. Revenue Per Category (B&F Rates, 4/24/17)





UNIVERSITY  
of HAWAII  
MĀNOA

**Request for Reinstatement of Full OED Budget Line for UH CTAHR Maui Cooperative Extension**

Good Morning and thank you, Mr. Chairman and Council Members, for this opportunity to request that the full amount of the OED budget line item for UH Maui CTAHR be reinstated in the budget. My name is Cindy Reeves and I am the County Administrator for Maui Cooperative Extension.

After I learned that our entire budget line had been cut in this process, I struggled to find the right words to share with you to encourage your reinstatement of these critical funds. I understand that you are all angry with the State withholding of the TAT monies, and rightfully so, I too, agree this is a travesty and I have been in contact with my own representatives on this issue as well. I also understand that by cutting our budget line, the County's intent is to send a message to the State...that if they won't fund us, the County feels no obligation to either.

However, I have attached our revenue sources in your handout, I can be no more transparent than this. The University of Hawaii is as subject to the State budget process vagaries as our own police and fire departments, and the Office of Economic Development, are to yours. The State doesn't even see Maui County CTAHR—to them we are subsumed somewhere as a minor thought under the UH System budget, which much like Maui County, has also seen budget cuts every year since I arrived in 2014. Our little Maui County budget, on your handout, is the result of a 3% recision in 2014, which has been kept flat for the last three years. We aren't even a blip on the State budget radar. We are also barely a blip on the UH Manoa radar, since we are not located on the main campus on Oahu.

I have also provided you with a list of impacts resulting directly from the FY 2015 Maui County Funding, to reiterate that even though we are often funded at much less than other Ag related organizations in Maui County—I am able to marshall the expertise from the University system from across the state, to do work specific to Maui County, that would not be funded by other sources...and that brings incredible value to the County as a result of your support.

I humbly submit, that if our funds are cut, there will be no replacement funds coming from the State, nor the University, and in truth, the only entity that will be negatively impacted by this move will be Maui County, itself.

I thank you all for your support in the past, and I humbly request that our budget line be reinstated in the FY 18 budget for the good of Maui County.

Thank you.

RECEIVED AT BF MEETING ON 4/26/17



**UNIVERSITY**  
*of HAWAII*  
 MĀNOA

**In FY17 Maui County Funds are leveraged 1:17 with State/Federal/Private funds to UH Manoa-CTAHR in Maui County:**

| <b>Funding Sources in past 12 months:</b>                                           | <b>Amount:</b>                                           |
|-------------------------------------------------------------------------------------|----------------------------------------------------------|
| USDA/NIFA/CYFAR -                                                                   | \$44,500                                                 |
| USDA/NIFA/Smith-Lever -                                                             | \$4,500                                                  |
| Maui Assoc of Family and Community Education (local non-profit) -                   | \$500                                                    |
| Program participant fees -                                                          | \$800                                                    |
| HDOA grants -                                                                       | \$140,000                                                |
| NIFA - Pacific Sub-region -                                                         | \$19,180                                                 |
| DHHL Molokai beginning farmer program:                                              | \$70,000                                                 |
| Frost Fndn / Hawaii Community Fndn for Homestead Gardening Program: Molokai         | \$21,000                                                 |
| USDA via Kohala Center for Natural Farming training: Makakuoha Cooperative, Molokai | \$13,000                                                 |
| Smith lever Federal Funds                                                           | \$45,000                                                 |
| Participation Fees for Master Gardener Training and Beekeeping: approx.             | \$5,000                                                  |
| Master Gardener Fundraising through plant, UH Seed, and Honey Sales:                | \$2,000                                                  |
| Science Makers Collaboration Partnership                                            | \$1,820                                                  |
| <b>USDA Ag Marketing Service</b>                                                    | <b>\$134,000—Made in Maui County (OED &amp; Chamber)</b> |
| Plant Species Management Extension and                                              |                                                          |
| <b>Research Program (Federal sources)</b>                                           | <b>\$173,900</b>                                         |
| <b>Maui County Faculty and Staff Salaries/Fringe And operational expenses</b>       | <b>\$583,454</b>                                         |
| <b>Anticipated Maui County Grant Award FY17</b>                                     | <b>\$75,000</b>                                          |
| <b>Total:</b>                                                                       | <b>\$1,333,654</b>                                       |

Leverage is approximately 1:17...for every \$1 dollar Maui County provides in funding, UH Manoa CTAHR leveraged \$17 in State, Federal and Private funding to support Maui County programs in FY17.



## HIGHLIGHTED IMPACTS FROM FY 2015 FUNDING

- Plans are in place to distribute 100+ rooted cuttings of **ROYAL HAWAIIAN® Leucadendron Hawaii Magic** to each of two Maui-based growers, to establish mother plants for 'seed' sales to licensed propagators in California.
- This program has resulted in hundreds of thousands of dollars in crop loss savings, since the head cabbage and Chinese cabbage industries in Hawaii would no longer exist without the DBM Resistance Management Program.
- Previously, growers and homeowners experienced crop losses of 20 to 40% due to fruit fly infestations and the dollar savings can be extrapolated, looking at the value of the cucurbit industry (cucumber and zucchini) on Maui. According the Statistics of Hawaiian Agriculture 2011, the value of the cucumber and zucchini industry on Maui in 2008 is valued at \$1.543 million and \$0.21 million respectively. So, 20% of the value of the cucumber industry can be considered \$308,000 in crop losses that were avoided due to the fruit fly suppression program.
- Overall plant loss savings of nearly \$36,000 due to disease identification and remediation. Previously, nurseries lost 10,000 mamane plants, valued at \$26,750 and about 3,000 sandalwood plants (\$9,000 value) that were being grown for a government reforestation project.
- A landscape company requested identification of the cause of a severe disease on seashore paspalum for a client in a high-end residential property in Kapalua, Maui. It was determined that the disease was caused by the fungus, *Rhizoctonia*. Remediation resulted in an estimated savings of \$10,000 in lawn replacement costs.
- Users of the Moloka'i Irrigation System, covering approximately 1200 acres of crop area, have increased their understanding and knowledge on the principles on evapo-transpiration rates and irrigation management.
- Lettuce and pak choy response to organic amendments provides evidence that farm productivity can be maintained or enhanced, as is the case with the fish/bone meal fertilizer, using locally sourced materials. These translate into economic benefits to farmers and the State in the long-term, in the form of a reduction of foreign imports.
- Training was provided for the 4-H members and leaders on record books, quality assurance and livestock judging.
- The science of Good Production Practices (GPP's) that were covered this year included identifying/tracking animals, establishing an efficient and effective animal health management plan, and providing proper animal handling and care. 4-H members also learned about livestock judging. Participants in this program learned about the benefits of livestock judging, and basic judging fundamentals.

orig. ✓



### The importance of Affordable Housing to Maui residents

Affordable housing is critical for our island. We are unable to keep or hire police, firefighters, nurses, teachers and County workers, due to the high cost of housing. Many young local families have moved to the Mainland because of these costs. Housing is key to keeping our island economy strong, and bringing the best and brightest home to live.

Temporary housing, senior housing, rentals, condominiums and single family homes all have a place in the housing solution. FABMAC Homes is one part of the whole solution. We are bringing single family, factory-built homes to Maui County which are sold for less than \$200/square foot.

Our application for a Grant for \$1.5M was approved by the DHHC last September, and is now before the County Council for approval. With this Grant subsidy, FABMAC Homes will acquire existing, entitled, single family lots within the Island of Maui. These lots will be in areas that are already approved for single family homes. FABMAC will construct homes on these infill lots, thereby providing our Maui families an opportunity to purchase affordable homes in the \$400,000 range.

The retention of subsidies for affordable housing from the Affordable Housing Fund is necessary to keep our homes affordable. Maui County has spent millions of dollars for affordable housing over the years, only to see most of it return to market rates. FABMAC Homes is committed to retaining grant subsidy, by limiting the resale to buyers who qualify under Maui Affordable Sales Price Housing Guidelines. A deed restriction will be included in the closing documents.

In 2016, RAM Chief Staff Executive, Terry Tolman, noted the window of opportunity was quickly closing for first-time homebuyers, and in fact the low point in the market had passed. Past RAM President, Jeannie Wenger, stated in a Maui News Article, (July 26, 2016, "Local buyers being priced out of Maui real estate market") "the price of a home has gotten away from the average local homebuyer as prices have risen 2.3 times higher since 2000. Along with that, incomes have not kept pace." Ms. Wenger has confirmed the window for opportunity for first homebuyers has indeed closed and the low point in the market has passed.

**FABMAC HOMES, INC. - A Hawaii Corporation**  
33 Lono Ave., #310, Kahului, HI 96753

**808-244-0888**  
**www.FABMAChomes.com**



RECEIVED AT BF MEETING ON APR 26 2017  
(FRANCESCA CAREY)

Real Property Tax Riki proposed + 50% of the distance to Timeshare from Hotel.  
Fiscal Year 2018

| PITT  | CLASS        | 2018          |              |                        | ki's FY 18 Proposed Rates with Certified Revenue |             |                              | Council's Rates |             |                              |                         |
|-------|--------------|---------------|--------------|------------------------|--------------------------------------------------|-------------|------------------------------|-----------------|-------------|------------------------------|-------------------------|
|       |              | Certified NTV | FY 2017 Rate | Revenue @ FY 2017 rate | Rate                                             | Revenue     | Rev. reduction 17 vs 18 rate | Rate            | Revenue     | Rev. reduction 17 vs 18 rate | Difference from Mayor's |
| 0     | TIME SHARE   | 1943560650    | 14.31        | 27812352.9             | 15.43                                            | 29989140.83 | 2176787.928                  | 15.43           | 29989140.83 | 2176787.928                  | 0                       |
| 1     | RESIDENTIAL  | 7153680950    | 5.3          | 37914509.04            | 5.54                                             | 39631392.46 | 1716883.428                  | 5.54            | 39631392.46 | 1716883.428                  | 0                       |
| 2     | APARTMENT    | 6443531350    | 6            | 38661188.1             | 6.32                                             | 40723118.13 | 2061930.032                  | 6.32            | 40723118.13 | 2061930.032                  | 0                       |
| 3     | COMMERCIAL   | 3233112400    | 6.6          | 21338541.84            | 7.28                                             | 23537058.27 | 2198516.432                  | 7.28            | 23537058.27 | 2198516.432                  | 0                       |
| 4     | INDUSTRIAL   | 2026783950    | 6.69         | 13559184.63            | 7.49                                             | 15180611.79 | 1621427.16                   | 7.49            | 15180611.79 | 1621427.16                   | 0                       |
| 5     | AGRICULTURAL | 3924966700    | 5.66         | 22215311.52            | 6.01                                             | 23589049.87 | 1373738.345                  | 6.01            | 23589049.87 | 1373738.345                  | 0                       |
| 6     | CONSERVATION | 427198400     | 5.8          | 2477750.72             | 6.37                                             | 2721253.808 | 243503.088                   | 6.37            | 2721253.808 | 243503.088                   | 0                       |
| 7     | HOTEL/RESORT | 10009936150   | 8.71         | 87186543.87            | 9.37                                             | 93793101.73 | 6606557.859                  | 12.4            | 124123208.3 | 36936664.39                  | 30330106.53             |
| 8     | UNIMPR RESID |               |              | 0                      |                                                  | 0           | 0                            | 0               | 0           | 0                            | 0                       |
| 9     | HOMEOWNER    | 10628944800   | 2.7          | 28698150.96            | 2.86                                             | 30398782.13 | 1700631.168                  | 2.86            | 30398782.13 | 1700631.168                  | 0                       |
| 10    | COMM RESID   | 172476200     | 4.35         | 750271.47              | 4.58                                             | 789940.996  | 39669.526                    | 4.58            | 789940.996  | 39669.526                    | 0                       |
| Total |              | 45964191550   |              | 280613805              |                                                  | 300353450   | 19739644.97                  |                 | 330683556.5 | 50069751.5                   | 30330106.53             |

|                              |            |             |             |
|------------------------------|------------|-------------|-------------|
| Total RPT Revenue            | 300353450  | 330683556.5 | 30330106.53 |
| Circuit breaker adj          | -346825    | -346825     |             |
| Minimum Tax adj              | 2077389    | 2077389     |             |
| Net RPT Revenue              | 302084014  | 332414120.5 |             |
| Open space fund adj          | 3020840.14 | 3324141.205 |             |
| Affordable housing Fund adj. | 6041680.28 | 6648282.411 |             |

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Autumn Ness

Real Property Tax Riki proposed + Hotel @ FY 2017 Timeshare \$14.31.  
 Fiscal Year 2018

| PITT  | CLASS        | 2018          |              |                        | ki's FY 18 Proposed Rates with Certified Revenue |             |                              | Council's Rates |             |                              | Difference from Mayor's |
|-------|--------------|---------------|--------------|------------------------|--------------------------------------------------|-------------|------------------------------|-----------------|-------------|------------------------------|-------------------------|
|       |              | Certified NTV | FY 2017 Rate | Revenue @ FY 2017 rate | Rate                                             | Revenue     | Rev. reduction 17 vs 18 rate | Rate            | Revenue     | Rev. reduction 17 vs 18 rate |                         |
| 0     | TIME SHARE   | 1943560650    | 14.31        | 27812352.9             | 15.43                                            | 29989140.83 | 2176787.928                  | 15.43           | 29989140.83 | 2176787.928                  | 0                       |
| 1     | RESIDENTIAL  | 7153680950    | 5.3          | 37914509.04            | 5.54                                             | 39631392.46 | 1716883.428                  | 5.54            | 39631392.46 | 1716883.428                  | 0                       |
| 2     | APARTMENT    | 6443531350    | 6            | 38661188.1             | 6.32                                             | 40723118.13 | 2061930.032                  | 6.32            | 40723118.13 | 2061930.032                  | 0                       |
| 3     | COMMERCIAL   | 3233112400    | 6.6          | 21338541.84            | 7.28                                             | 23537058.27 | 2198516.432                  | 7.28            | 23537058.27 | 2198516.432                  | 0                       |
| 4     | INDUSTRIAL   | 2026783950    | 6.69         | 13559184.63            | 7.49                                             | 15180611.79 | 1621427.16                   | 7.49            | 15180611.79 | 1621427.16                   | 0                       |
| 5     | AGRICULTURAL | 3924966700    | 5.66         | 22215311.52            | 6.01                                             | 23589049.87 | 1373738.345                  | 6.01            | 23589049.87 | 1373738.345                  | 0                       |
| 6     | CONSERVATION | 427198400     | 5.8          | 2477750.72             | 6.37                                             | 2721253.808 | 243503.088                   | 6.37            | 2721253.808 | 243503.088                   | 0                       |
| 7     | HOTEL/RESORT | 10009936150   | 8.71         | 87186543.87            | 9.37                                             | 93793101.73 | 6606557.859                  | 14.31           | 143242186.3 | 56055642.44                  | 49449084.58             |
| 8     | UNIMPR RESID |               |              | 0                      |                                                  | 0           | 0                            | 0               | 0           | 0                            | 0                       |
| 9     | HOMEOWNER    | 10628944800   | 2.7          | 28698150.96            | 2.86                                             | 30398782.13 | 1700631.168                  | 2.86            | 30398782.13 | 1700631.168                  | 0                       |
| 10    | COMM RESID   | 172476200     | 4.35         | 750271.47              | 4.58                                             | 789940.996  | 39669.526                    | 4.58            | 789940.996  | 39669.526                    | 0                       |
| Total |              | 45964191550   |              | 280613805              |                                                  | 300353450   | 19739644.97                  |                 | 349802534.6 | 69188729.55                  | 49449084.58             |

|                              |            |             |             |
|------------------------------|------------|-------------|-------------|
| Total RPT Revenue            | 300353450  | 349802534.6 | 49449084.58 |
| Circuit breaker adj          | -346825    | -346825     |             |
| Minimum Tax adj              | 2077389    | 2077389     |             |
| Net RPT Revenue              | 302084014  | 351533098.6 |             |
| Open space fund adj          | 3020840.14 | 3515330.986 |             |
| Affordable housing Fund adj. | 6041680.28 | 7030661.972 |             |

Real Property Tax Riki proposed + Hotel @ FY 18 Riki Proposed Timeshare.  
 Fiscal Year 2018

| PITT  | CLASS        | 2018          |              |                        | ki's FY 18 Proposed Rates with Certified Reven |             |                              | Council's Rates |             |                              | Difference from Mayor's |
|-------|--------------|---------------|--------------|------------------------|------------------------------------------------|-------------|------------------------------|-----------------|-------------|------------------------------|-------------------------|
|       |              | Certified NTV | FY 2017 Rate | Revenue @ FY 2017 rate | Rate                                           | Revenue     | Rev. reduction 17 vs 18 rate | Rate            | Revenue     | Rev. reduction 17 vs 18 rate |                         |
| 0     | TIME SHARE   | 1943560650    | 14.31        | 27812352.9             | 15.43                                          | 29989140.83 | 2176787.928                  | 15.43           | 29989140.83 | 2176787.928                  | 0                       |
| 1     | RESIDENTIAL  | 7153680950    | 5.3          | 37914509.04            | 5.54                                           | 39631392.46 | 1716883.428                  | 5.54            | 39631392.46 | 1716883.428                  | 0                       |
| 2     | APARTMENT    | 6443531350    | 6            | 38661188.1             | 6.32                                           | 40723118.13 | 2061930.032                  | 6.32            | 40723118.13 | 2061930.032                  | 0                       |
| 3     | COMMERCIAL   | 3233112400    | 6.6          | 21338541.84            | 7.28                                           | 23537058.27 | 2198516.432                  | 7.28            | 23537058.27 | 2198516.432                  | 0                       |
| 4     | INDUSTRIAL   | 2026783950    | 6.69         | 13559184.63            | 7.49                                           | 15180611.79 | 1621427.16                   | 7.49            | 15180611.79 | 1621427.16                   | 0                       |
| 5     | AGRICULTURAL | 3924966700    | 5.66         | 22215311.52            | 6.01                                           | 23589049.87 | 1373738.345                  | 6.01            | 23589049.87 | 1373738.345                  | 0                       |
| 6     | CONSERVATION | 427198400     | 5.8          | 2477750.72             | 6.37                                           | 2721253.808 | 243503.088                   | 6.37            | 2721253.808 | 243503.088                   | 0                       |
| 7     | HOTEL/RESORT | 10009936150   | 8.71         | 87186543.87            | 9.37                                           | 93793101.73 | 6606557.859                  | 15.43           | 154453314.8 | 67266770.93                  | 60660213.07             |
| 8     | UNIMPR RESID |               |              | 0                      |                                                | 0           | 0                            | 0               | 0           | 0                            | 0                       |
| 9     | HOMEOWNER    | 10628944800   | 2.7          | 28698150.96            | 2.86                                           | 30398782.13 | 1700631.168                  | 2.86            | 30398782.13 | 1700631.168                  | 0                       |
| 10    | COMM RESID   | 172476200     | 4.35         | 750271.47              | 4.58                                           | 789940.996  | 39669.526                    | 4.58            | 789940.996  | 39669.526                    | 0                       |
| Total |              | 45964191550   |              | 280613805              |                                                | 300353450   | 19739644.97                  |                 | 361013663.1 | 80399858.04                  | 60660213.07             |

|                              |            |             |             |
|------------------------------|------------|-------------|-------------|
| Total RPT Revenue            | 300353450  | 361013663.1 | 60660213.07 |
| Circuit breaker adj          | -346825    | -346825     |             |
| Minimum Tax adj              | 2077389    | 2077389     |             |
| Net RPT Revenue              | 302084014  | 362744227.1 |             |
| Open space fund adj          | 3020840.14 | 3627442.271 |             |
| Affordable housing Fund adj. | 6041680.28 | 7254884.542 |             |

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April 26, 2017

Chairman Riki Hokama and Members  
Maui County Council  
Budget Committee

Good morning, Mr. Chairman and budget committee members. My name is Lori Tsuhako. Currently I am the Wellness Coordinator for the Maui County Office on Aging. Thank you for providing another opportunity for me to share information with you about MCOA. I am here this morning to offer testimony on the Office on Aging's budget request and one of the proposed changes being considered by this body.

Last week I had the privilege of joining you here in council chambers to review and describe the Office on Aging's anticipated grant revenue for FY18. We talked in some detail about the approximately \$2.5 million dollars that our office is able to garner in federal and state grants. These grants are our baseline support for our services for the frail and elderly. The county's generous funding leverages the grant funds and allows for additional kupuna and caregivers to receive assistance.

Continued eligibility for these grant funds will be jeopardized if we are not able to hire a person in position # HC-0138, the Computer Applications Support Technician III. As you know, more than ever before, our work is driven by the need to prove effectiveness of services. We are required to collect data on what we do, how long we do it, who we do it for, and how well the intervention has worked (for example, have we been successful in preventing institutional care by providing supportive home based services?) We need this position to be able to continue to collect and more importantly analyze data to make empirical decisions on how best to utilize available funding to meet our community's highest needs. As our population of kupuna grows exponentially, we are going to need all the resources

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available to serve them. Without the ability to collect, analyze, and utilize data to support our program, federal, state and private grant funding will be lost and the county will be tasked with meeting service needs with general funds. The position is currently vacant and being re-described, but it would be extremely shortsighted to save money on salary and benefits when this position is so critical to our ability to earn more than \$2.5 million in grant funding for the care of our kupuna.

I respectfully ask that you grant the department's request to have this position remain in the Office on Aging so that our robust achievements in grant funding and services to our kupuna will continue to be available.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Lori Tsuhako". The signature is fluid and cursive, with the first name "Lori" being more prominent and the last name "Tsuhako" following in a similar style.

LORI TSUHAKO, LSW, ACSW  
Resident of Kihei

**Budget and Finance Committee  
Tom Blackburn-Rodriguez  
Testifying On: BF-1 for the fiscal year 2018 budget.  
April 26, 2017**

**Mr. Chairman and members of the Budget and Finance Committee, my name is Tom Blackburn-Rodriguez, I am representing Go Maui, Inc. and I am testifying regarding the chair's proposed budget for the Department of Housing and Human Concerns.**

**As an affordable housing advocate I have studied the department and its success in meeting the county's "Budget Implementation Performance Metrics for Maui County for 2016," and specifically the performance measures for Housing and Human Concerns.**

**According to the County report, in 2016 the Department of Housing & Human Concerns exceeded a number of success measure estimates. The reports notes that the Department has**

- Increased the county's inventory of affordable housing units through units approved by County Council.**
- Increased the number of persons assisted with fair housing and/or landlord-tenant code questions, concerns or issues.**
- Met the vast majority of success measures related to promoting the development of Maui County's coordinated early learning and care system.**
- Met success measures related to promoting community membership and civic participation by immigrant communities.**
- Met 100% of success measures related to empowering older adults to stay healthy, active and socially engaged through public education and outreach.**

**This independent report demonstrates the success of the agency and to maintain that success takes sufficient funding and staffing.**

**Go Maui respectfully requests that the funding level for DHHS be returned to the figure in the Mayors budget and that the proposed reduction of \$127,769 be reversed.**

**Thank you for the opportunity to testify.**



## BF Committee

---

**From:** Mike Fogarty <michaeltfogarty@gmail.com>  
**Sent:** Friday, April 28, 2017 8:36 AM  
**To:** BF Committee  
**Subject:** Written Testimony for budget support

Aloha Chair and Committee Members,

As a Kihei community member and volunteer director with Maui Nui Marine Resource Council, I respectfully ask you to support Member King's \$94,000 budget request to support ongoing water quality monitoring by the Hui O Ka wai Ola of which the Maui Nui Marine Resource Council is a partner. We have watched our nearshore waters become more and more compromised, which as you know affects our quality of life as residents, but importantly the sustainability of our tourist industry, now the largest economic engine on Maui. We cannot allow this situation to get worse.

I am confident that you, as managers, will do the right thing. But, we cannot prescribe effective remedial action, when necessary, if we don't have valid information. That is what the QAPP approved data will provide us. Water Quality is a hot button issue in South Maui. I am witnessing more and more local residents upset that no action is being taken to get in front of this problem. Supporting this budget request will speak loudly that you as our trusted representatives are concerned as well,

I understand that some may see this as a state problem, but we cannot deny, in certain circumstances, the county must step in and do the right thing for Maui citizens. This is one of those times. Let's not find ourselves in a Flint, Michigan moment.

My understanding is that any funds dedicated to this appropriation will be matched dollar for dollar and leveraged one for one by the volunteers willing to do the work and funding from other organizations. This is an investment opportunity the county cannot afford to pass up.

Thank your you service to our communities.

Respectfully submitted,  
Mike Fogarty  
MNMRC

# SMART GROWTH



RECEIVED AT *BP* MEETING ON *4-27-17*  
Submitted by *Lawrence Carnicelli*



**SMART GROWTH**

**FOR COASTAL**

**AND WATERFRONT**

**COMMUNITIES**

# SMART GROWTH FOR COASTAL AND WATERFRONT COMMUNITIES



# Acknowledgments

The authors of this report would like to thank the numerous people who provided invaluable input on the text and assistance with collecting photographs. Through the incorporation of the smart growth elements defined in “Smart Growth for Coastal and Waterfront Communities,” we hope to positively impact the future of our coastal and waterfront communities.

<http://coastalsmartgrowth.noaa.gov>



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# INTRO

## Smart Growth for Coastal and Waterfront Communities

“

...many coastal and waterfront communities have found that conventional development patterns threaten the assets they treasure most.

”





The natural beauty of the water draws people and development to its shores.

Coastal and waterfront communities have a distinctive sense of place created by their history, as well as by their characteristic sights, sounds, and smells. On the coast, the bellow of tugboats and the salty taste of ocean air; along lakes and rivers, the sound of the water and the feel of brisk waterborne winds—all come together to shape our sense of these special places.

The water, beaches, cliffs, rocky shores, and other natural features attract people and spur development. But many coastal and waterfront communities have found that conventional development patterns threaten the assets they treasure most. Smart growth approaches—guided by a set of principles that help communities grow in ways that expand economic opportunity, protect public health and the environment, and enhance places that people care about—can help these communities accommodate development while protecting their traditional sense of place. Some of these approaches also can help communities be more resilient to hazards created by weather and climate, such as drought, sea level rise, and coastal and inland flooding.

Living near the water has historically been, and is expected to remain, desirable. Lake and riverfront properties are typically in demand. Coastal counties, which cover less than 17 percent of the land area in the United States,<sup>1</sup> are home to about 52 percent of the population and are expected to continue to grow.<sup>2</sup> The ways in which cities, towns, and neighborhoods along the water handle the development pressures they face will affect their environment, economy, and quality of life for decades to come.

How can smart growth strategies help coastal and waterfront communities manage growth and development while balancing environmental, economic, and quality of life issues? How can communities on the water adapt smart growth strategies to fit their unique character? This publication will help communities answer these questions. It is specifically targeted to anyone who plans, designs, builds, approves, or has an interest in development at the water's edge.

Smart growth is defined by 10 principles. These principles provide a framework for making growth and development decisions that yield better economic, environmental, community, and public health results. Developed in 1996 by the Smart Growth Network, a coalition of national and regional organizations that believe where and how we grow matters, the principles are based on the characteristics and experiences of thriving, diverse, and successful communities. These principles help guide growth and development in communities that have a clear vision for their future and understand the values they want to sustain.

The coastal and waterfront elements presented in this document augment the existing smart growth principles to reflect the specific challenges and opportunities characterizing the waterfront, be it on a coast, a river, or a lake. These elements provide guidance for communities to grow in ways that are compatible with their natural assets, creating great places for residents, visitors, and businesses (see table on page 4).

This guide begins with an overview of some of the challenges and opportunities that communities along the water face. Ten sections follow, one for each of the smart growth coastal and waterfront elements. Each section begins with a description of what smart growth looks like and how it may be applied differently along the water—and then offers examples, tools, and techniques for implementing smart growth approaches. The guide includes regulatory approaches as well as voluntary, incentive-based tools.

Although this document is organized by individual elements, the tools and techniques proposed in each element should be used together to support a comprehensive approach to achieve multiple community goals. The guide closes with a glossary of terms and notes. Additional tools and examples are provided at <http://coastalsmartgrowth.noaa.gov>.



| SMART GROWTH PRINCIPLES                                                            | SMART GROWTH COASTAL AND WATERFRONT ELEMENTS                                                                                                                                           |
|------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Mix land uses                                                                   | 1. Mix land uses, including water-dependent uses                                                                                                                                       |
| 2. Take advantage of compact building design                                       | 2. Take advantage of compact community design that enhances, preserves, and provides access to waterfront resources                                                                    |
| 3. Create a range of housing opportunities and choices                             | 3. Provide a range of housing opportunities and choices to meet the needs of both seasonal and permanent residents                                                                     |
| 4. Create walkable communities                                                     | 4. Create walkable communities with physical and visual access to and along the waterfront for public use                                                                              |
| 5. Foster distinctive, attractive communities with a strong sense of place         | 5. Foster distinctive, attractive communities with a strong sense of place that capitalizes on the waterfront's heritage                                                               |
| 6. Preserve open space, farmland, natural beauty, and critical environmental areas | 6. Preserve open space, farmland, natural beauty, and the critical environmental areas that characterize and support coastal and waterfront communities                                |
| 7. Strengthen and direct development toward existing communities                   | 7. Strengthen and direct development toward existing communities and encourage waterfront revitalization                                                                               |
| 8. Provide a variety of transportation options                                     | 8. Provide a variety of land- and water-based transportation options                                                                                                                   |
| 9. Make development decisions predictable, fair, and cost effective                | 9. Make development decisions predictable, fair, and cost effective through consistent policies and coordinated permitting processes                                                   |
| 10. Encourage community and stakeholder collaboration in development decisions     | 10. Encourage community and stakeholder collaboration in development decisions, ensuring that public interests in and rights of access to the waterfront and coastal waters are upheld |



## Coastal and Waterfront Challenges and Opportunities

***Bounded by water, coastal and waterfront communities are challenged to make the best use of limited land while protecting critical natural resources from the potentially damaging effects of growth. These communities must consider a common set of overarching issues when managing growth and development.***

### ***Resilience to Natural Hazards and Climate Change***

Coastal and waterfront communities must be ready to respond to and rebound from hazards created by weather and climate. The uncertainty about exactly how the climate will change should not stop communities from acting to protect property and lives. Although much of the attention on climate change focuses on sea-level rise and coastal storm intensity, other potential effects may also affect inland river and lakefront communities, such as changing water levels and more extreme precipitation patterns that could lead to increased flooding and drought.<sup>3</sup>

Planning with smart growth principles can help communities make efficient investments in buildings and other infrastructure, protect and restore critical environmental areas, and protect public health. In applying these principles to any development project, communities need to explicitly consider natural hazards, including the potential impact of climate change. Resilience to natural hazards, such as storms and storm surges, sea-level rise, and shoreline erosion, is inextricably linked to the siting and design of development, as well as to the built and green infrastructure that supports it.<sup>4</sup>



Coastal and waterfront communities face unique challenges, including how to protect development from shoreline erosion, how to successfully manage cumulative impacts from development, and how to best balance competing uses of the water and the waterfront.

Well-planned and well-maintained natural systems can help protect communities in many ways. For example, natural floodplains can act as protective buffers that absorb floodwater, reducing the speed and amount of flooding, controlling erosion, protecting drinking water supplies and water quality, and insulating buildings and roads from damage.

### *Vulnerability to the Combined Effects of Development*

The natural environment that draws residents and visitors and defines the economy and character of these communities is vulnerable to both site-specific development impacts and the cumulative and secondary effects of development decisions. For example, the erection of a new dock or pier may have a small natural resource impact on a large estuary, but if adjacent channels are deepened to access the new pier, demand for more docks in nearby areas may increase and cause more extensive natural resource impacts (a cumulative impact). Boat and shipping traffic may also rise over time, causing congestion and additional pollution (a secondary effect). Residential development and road building in upland portions of coastal watersheds can also cause cumulative and secondary coastal impacts, such as reduced freshwater inflow to coastal areas, degraded estuarine water quality, and increased air pollution from increased traffic. The impacts of any single development project may be minor, but when combined with all other development impacts to a watershed over time, they can threaten fragile coastal and waterfront resources and the quality of life. Policies governing growth and development along the water must be sensitive to these unique vulnerabilities and protect the community's valuable natural assets.

### *Competing Uses*

A growing population creates a greater demand for land for housing, placing pressure on coastal and

waterfront industries, recreation, and public access to the water. Non-water-dependent uses, such as residential waterfront development, can compete with water-dependent uses like commercial and recreational fishing and port commerce. Waterfront and coastal communities must find ways to balance these uses along the water's edge.

### *Public Trust Doctrine*

Communities must consider the public's right of access to the water when making development decisions. The public trust doctrine establishes that all navigable and historically navigable waters, including the lands beneath and resources within, are held in trust by the state for the public's benefit and use. The doctrine protects a range of uses, including commerce, navigation, and fishing. This doctrine is a key factor affecting coastal and waterfront development and must be considered in all land use decisions involving the waterfront.

### *State and Federal Framework*

This guide focuses on local solutions, but those solutions must be crafted in accordance with the state and federal regulations governing development along the water. Regulatory issues along the water are complex, with laws and regulations beyond the environmental, land use, and transportation rules for inland development. The Coastal Zone Management Act, the Clean Water Act, the Rivers and Harbors Act, and other laws give broad planning and regulatory authority to federal and state agencies. In addition, a variety of federal agencies have regulatory authority over floodplain management, wetland protection, and disaster recovery. Given this complicated web of regulations, coastal and waterfront communities must coordinate with many agencies and make development decisions in a process that is clear and predictable.

# ELEMENT

**Mix land uses,  
including water-  
dependent uses**

“

**In coastal and waterfront communities, thoughtfully integrating a mix of land uses with the waterfront can deliver many benefits including generating vibrancy from active, pedestrian-friendly streets, sidewalks, and public spaces.**

”





Mizner Park in Boca Raton, Florida, features shops, restaurants, homes, and office space all within easy walking distance.



A mix of restaurants and shops and an active waterfront create a vibrant community in Newport, Rhode Island.

In contrast to conventional development approaches that isolate residential, commercial, and civic uses from one another, mixing these land uses creates vibrant, sustainable communities. Putting homes, stores, offices, schools, and other uses close to one another makes it easier for residents to walk or bike to their daily destinations instead of driving. Communities can use existing infrastructure more efficiently, with the same sidewalks, streets, and utility systems serving homes, commercial centers, and civic places. Having these diverse uses in the same neighborhood generates vibrancy from active, pedestrian-friendly streets, sidewalks, and public spaces.

In coastal and waterfront communities, thoughtfully integrating a mix of land uses with the waterfront can deliver these same benefits. This approach can also incorporate the area's distinctive visual, historical, and natural features into the daily life of residents and visitors, giving people a strong connection to the water. On the coast or waterfront, a mixed-use approach to development may mean weaving water-dependent uses with those not dependent on the water. While some uses may complement one another, others may require buffers, such as warehouses, research facilities, or open space, to separate ports and heavy industry from homes, schools, shops, and other incompatible uses. Integrating compatible, non-water-related uses with the water-dependent ones that have traditionally defined the identity of coasts and waterfronts can provide a more stable economic base. If water-dependent activities slow down because of economic conditions, weather, or seasonal fluctuations, the compatible non-water-dependent uses can help sustain the local economy and continue to serve the daily needs of those who live, work, and play in the community.

The challenge in many waterfront and coastal communities is to provide and protect this mix of uses when faced with changing development conditions. Population growth, demographic changes, and declining natural resources like fish stocks will affect the value and use of waterfront land.<sup>5</sup> In communities experiencing rapid growth and high demand for land, as well as those with slower growth or economic decline, a mixed-use approach to development provides a way to plan for growth that protects the environment and strengthens the economy. In all cases, preserving working waterfronts and public access to the water requires communities to plan ahead and create a vision for future growth that retains this mix of uses.

A waterfront master plan can be an effective starting point to engage the community in envisioning future development and articulating the values that new planning policies will support. In addition, an effective harbor management plan can govern activity in the water, complementing the community's waterfront master plan, or can manage activities in both the water and the adjacent land area.<sup>6</sup> By recognizing the interdependence of land and water uses and crafting rules that value and support water-dependent uses, both types of plans can help communities fulfill their vision. In New York State, for example, waterfront communities integrate these two approaches into a comprehensive local waterfront revitalization program, developed in partnership with the state's coastal management program. The local plan provides a framework for addressing waterfront issues, beginning with a community's vision for its waterfront, and leading to specific projects to achieve the vision. By aligning local resources with state priorities for economic growth and environmental health,



The cities of Tonawanda and North Tonawanda, New York, used their waterfront revitalization plan to enhance boater and pedestrian amenities.



In Portland, Maine, compatible offices are co-located above commercial fishing businesses.



With careful planning, water-dependent uses such as fishing facilities can be managed in harmony with non-water-dependent uses.

communities can leverage public investments for revitalization. Since 1994, over \$158 million has been appropriated for at least 1,100 projects in 300 New York waterfront communities to revitalize waterfronts, downtowns, and local economies, create public access, restore habitats and wetlands, and improve water quality.<sup>7</sup>

Other approaches, such as building and zoning codes, can help a community achieve its vision. Zoning, in particular, is critical to managing and maintaining an appropriate mix of water- and non-water-dependent uses. Portland, Maine, adopted a comprehensive approach to zoning for a mix of uses, both vertically (within buildings) and horizontally (across the waterfront), that resulted in a more vibrant working waterfront (see the Portland, Maine, case study below for more detail).

In addition to codes and ordinances, certain fiscal policies can help communities ensure that water-

dependent uses remain a viable, stable part of the mix of uses. Tax abatements, tax exemptions, and current-use taxation programs can reduce the overhead costs for commercial activities that are critical to a working waterfront. Tax increment financing districts can generate funds to support infrastructure improvements, such as pedestrian or boating access to the water. Communities can better support their working waterfronts by improving access to the water and ensuring that space along the waterfront exists for support facilities.

By ensuring that water-based activities and compatible non-water-dependent uses are close together, where appropriate, and by protecting and ensuring access to the water for water-dependent uses, coastal and waterfront communities can provide the basis for more sustainable growth that allows residents and businesses to thrive.



CASE STUDY

Portland, Maine

Portland, Maine, located on Casco Bay, began its waterfront planning effort by identifying a range of land uses appropriate for its commercial harbor (water-dependent, marine-related, and compatible non-marine) and then developing zoning approaches that allowed these uses to be mixed together. The community found that adopting a mixed-use zone that allows compatible non-marine uses to

be located above, and in certain areas along side, water-dependent uses was more successful (and flexible) than the previous zoning designation, which restricted the waterfront area solely to water-dependent uses. This zoning change allowed pier and wharf owners to fill vacant properties and generate income by leasing second-floor and other commercial space, which helped pay for the high

costs of maintaining commercial marine infrastructure. For instance, Portland's Union Wharf rents dock-level space to commercial fishers and harbor support industries, while the upper-level space is rented to law offices and other businesses. The rent from the non-marine tenants subsidizes the water-based activities on the dock. The mixed-use overlay also allows development of



Portland, Oregon’s vibrant downtown is a short walk from the Willamette River.

Baltimore, Maryland’s Inner Harbor provides a diverse mix of uses along its revitalized waterfront.

| KEY ACTION OPTIONS                                                                                 | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Adopt zoning policies and building codes that support mixed-use development</i></p>          | <ul style="list-style-type: none"> <li>• <i>Create overlay and special area zones that permit horizontal and vertical mix of uses</i></li> <li>• <i>Create form-based codes that prescribe building type, not use</i></li> </ul>                                                                                                                                                                                                                           |
| <p><i>Plan for the needs of water-dependent recreational, commercial, and industrial users</i></p> | <ul style="list-style-type: none"> <li>• <i>Employ visioning exercises to determine community support for maintaining working waterfront</i></li> <li>• <i>Develop waterfront master plans to guide land-based uses</i></li> <li>• <i>Develop harbor management plans to guide water-based activities</i></li> <li>• <i>Create special area management plans to supplement existing plans for natural resource protection in specific areas</i></li> </ul> |
| <p><i>Implement fiscal policies and incentives that support a mix of uses</i></p>                  | <ul style="list-style-type: none"> <li>• <i>Use current-use zones, tax abatements, and tax exemptions to reduce the cost of critical activities of a working waterfront</i></li> <li>• <i>Create tax increment financing districts to improve infrastructure to support water-dependent activities</i></li> </ul>                                                                                                                                          |

appropriate “transitional” uses, such as research facilities, that can buffer marine industries (such as shipping or processing facilities) from nearby residential or commercial uses and provide jobs within walking distance of homes and services. Additionally, retail and restaurant uses are concentrated along Commercial Street, Portland’s waterfront drive, away from the working ends of piers and closest to

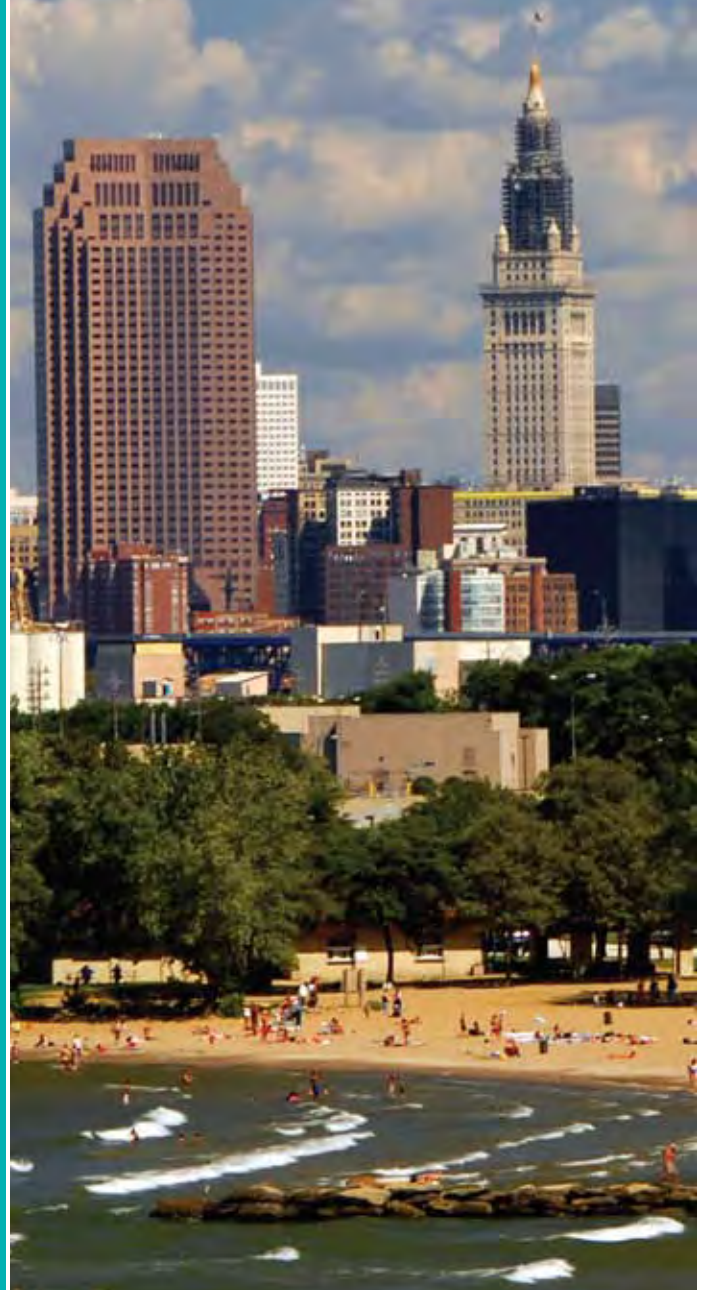
downtown and historic shopping areas. Economic downturns, coupled with long-term declines in fishing and maritime industries, continue to challenge the feasibility of maintaining the waterfront’s aging marine-related infrastructure. Portland’s innovative application of mixed-use zoning is an important strategy to help generate the funds needed to protect and maintain that built infrastructure.<sup>8</sup>



# ELEMENT

**Take advantage of compact community design that enhances, preserves, and provides access to waterfront resources**

# 2



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**Coastal and waterfront communities have a natural boundary—the water—that makes efficient land use critical.**

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Annapolis, Maryland's compact downtown provides easy access to a wide range of amenities.



Increasing density can increase stormwater runoff in the immediate area. Incorporating site-specific design techniques, like this "green street" in Los Angeles, California, can help mitigate impacts.

Compact design of buildings and neighborhoods can help communities use land more efficiently, which has several advantages. Well-designed, appropriately scaled compact development accommodates more uses on less land, which preserves natural areas and requires less funding for building and maintaining infrastructure. Compact communities can provide a wide range of housing choices, from single-family homes to apartments and townhouses, allowing people of different incomes and at different stages of life to live in the same neighborhood. As mentioned in Element 1, when a variety of uses are close together, people are more likely to walk, public places are livelier, and a civic identity develops more readily than in a conventionally planned development. Compact communities also help achieve the population density needed to support more transportation choices, including public transit. The form and density of compact design will vary with its context, with urbanized settings being generally appropriate for more units per acre than rural ones.

Coastal and waterfront communities have a natural boundary—the water—that makes efficient land use critical. Not only is development physically limited within this boundary, but proximity to the water is often of highest value and at greatest risk from natural hazards, requiring an approach to community and building design that provides high structural integrity and the greatest benefit on the least amount of land. Compact community design accommodates increased development in waterfront districts through higher densities and narrower streets. Through smaller building footprints for new construction, reuse of existing buildings, and creative solutions to parking (discussed in Element 8), compact building design can leave undeveloped land to absorb rainwater, thereby

reducing the overall level of impervious surface in the watershed. Together, compact community and building design techniques reduce runoff, flooding, and stormwater drainage needs, contributing to better watershed health. For waterfront communities dependent on the health and beauty of neighboring waters, these outcomes are vital.

Since compact design will still include impervious surfaces, communities are well-served by incorporating site-level green infrastructure/low impact development (LID) practices to manage stormwater runoff. Many attractive techniques are available, including rain gardens, tree boxes, and green roofs. Combining these site-specific approaches with the preservation and restoration of larger interconnected natural areas (a green infrastructure network at the community and regional scale) can protect local aquatic resources and help communities be more resilient to the impacts of natural hazards and climate change.

At the confluence of the Willamette and Columbia Rivers, Portland, Oregon, is an excellent example of a waterfront community that has made the connection between how it grows and the health of its rivers. In addition to its many efforts to build compactly within existing neighborhoods, Portland has implemented green infrastructure policies that support compact design. Those policies include incentives, such as stormwater fee discounts and higher allowed density, for new construction projects that include green roofs.<sup>9</sup> Portland has combined these policies with a comprehensive Metropolitan Greenspaces Program that provides recreational opportunities while also protecting the city's water quality, floodplains, and fish and wildlife habitat.<sup>10</sup>





Individual docks can crowd navigation channels, fragment habitat, and impair views of the water. A compact design, like the Skidaway Island, Georgia, community marina (above right), can reduce those impacts.

Waterfront communities are linked to the water by docks, piers, and boardwalks. Applying compact community design principles to these uses can improve both function and aesthetics. The proliferation of individual docks shades and fragments aquatic habitats and impairs the view of the water. Docks also can crowd navigation channels, making it difficult for large and small watercraft to maneuver. Compact designs, including shared access points and community docks, can reduce visual and habitat impacts, navigational hazards, and conflicts among water-dependent uses. These compact designs also can create attractive community spaces. For example, on Skidaway Island near Savannah, Georgia, the Landings community built two community marinas instead of allowing private docks. This compact approach protects marsh habitat, preserves scenic vistas, and lets residents enjoy the island's shorelines free of the crowding from multiple docks. Since then, the state has increasingly seen developers placing deed restrictions on waterfront lots to prevent the building of individual docks in favor of promoting community-based approaches.<sup>11</sup>

Waterfront views are an eagerly sought amenity; communities can protect them by using compact design approaches such as a "wedding cake" approach. Here, the area with the highest development density is a short distance inland at a higher elevation. Building heights gradually decrease as development approaches the waterfront. Putting denser development on higher land with taller buildings protects water views for all buildings as they step down in height to the water. This preserves visual access to the water across the community, creating a compact neighborhood that complements surrounding uses, including the waterfront itself.

Compact development can capitalize on the natural advantages of the waterfront, provide attractive communities by the water, protect valued assets, and improve the overall quality of life. When applied at both the building and community-level, compact design can make better use of the land at the water's edge, as well as the water bordering it.



## Barnstable, Massachusetts

### CASE STUDY

Located on Cape Cod, the town of Barnstable has been experiencing tremendous growth. In particular, Hyannis, one of the town's seven villages, was seeing low-density growth at its edges while its downtown emptied. This pattern strained the town's

infrastructure and diminished its historic character. In response, Hyannis developed a strategy that encourages growth in the urban center, which is served by existing sewer and water lines. The strategy includes mixed-use zoning and design

guidelines, expedited permitting for downtown development, incentives to shift development from outlying areas to downtown, and improved connections to the waterfront. The town also purchased land to protect drinking-water aquifers and other

| KEY ACTION OPTIONS                                                                                                                                                                                            | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Offer incentives that encourage local communities to increase density</i>                                                                                                                                  | <ul style="list-style-type: none"> <li>• Provide floor-to-area-ratio (FAR) bonuses</li> <li>• Provide density bonuses</li> <li>• Create overlay districts</li> <li>• Create design guidelines</li> </ul>                                                                                                                                                                                                                                                                                                                                                      |
| <i>Create walkable communities and emphasize pedestrian access to and along the waterfront</i>                                                                                                                | <ul style="list-style-type: none"> <li>• Create public access master plans</li> <li>• Use context-sensitive solutions for street designs</li> <li>• Prioritize pedestrian use on waterfront streets</li> <li>• Create transportation options (e.g., water-based transit, bikes, rail)</li> <li>• Create networks to connect the waterfront to parks, greenways, and other open space</li> <li>• Develop street standards in neighborhoods to ensure connected grid designs</li> </ul>                                                                         |
| <i>Match building scale to street</i>                                                                                                                                                                         | <ul style="list-style-type: none"> <li>• Employ form-based codes</li> <li>• Use zoning and permit approval processes that automatically allow appropriate scale rather than require individual variances for it</li> </ul>                                                                                                                                                                                                                                                                                                                                    |
| <i>Maintain and increase viewshed for waterfront area</i>                                                                                                                                                     | <ul style="list-style-type: none"> <li>• Incorporate tiered development by setting back tallest and highest density development to maintain access and viewshed</li> <li>• Use waterfront master plans</li> </ul>                                                                                                                                                                                                                                                                                                                                             |
| <i>Integrate hazard mitigation into local comprehensive and capital planning and regulations</i>                                                                                                              | <ul style="list-style-type: none"> <li>• Engage in hazard mitigation planning</li> <li>• Consider hazard mitigation plan findings and recommendations when updating comprehensive plans and regulations</li> </ul>                                                                                                                                                                                                                                                                                                                                            |
| <i>Encourage green infrastructure approaches at the site, community, and regional scales to increase resilience to natural hazards (including climate change impacts) and better manage stormwater runoff</i> | <ul style="list-style-type: none"> <li>• Assess and protect critical areas as buffers</li> <li>• Create a setback from waterfront for natural hazard mitigation</li> <li>• Plan for open space preservation (community-scale green infrastructure)</li> <li>• Engage in floodplain mapping and protection</li> <li>• Employ site-specific green infrastructure/LID applications</li> <li>• Use U.S. Environmental Protection Agency's (U.S. EPA) Water Quality Scorecard to align local codes and ordinances with water quality goals<sup>12</sup></li> </ul> |

important natural areas. The result is a renaissance for Hyannis's downtown. As of 2007, 93 new residential units and 22,000 square feet of commercial space had been created since the initiative began, along with approximately 342 new jobs and \$25 million in

private investment. Improvements continue, including construction of a harbor-front visitor's center and additional segments for the town's planned harbor walk.<sup>13</sup>



# ELEMENT

**Provide a range of housing opportunities and choices to meet the needs of both seasonal and permanent residents**

# 3

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**A comprehensive approach to housing that offers options for seasonal and permanent residents, visitors, and workers provides a strong basis for a vibrant economy.**

”





Fernandina Beach, Florida's zoning code allows for residential use on the second floor.



Orenco Station in Hillsboro, Oregon, has won accolades for both livability and design.

As individuals pass through various stages of their lives, their housing needs, as well as what they can afford, vary. Young adults just starting out, families, and retired people all need different types of housing, but because of the way housing is built in many communities, they may not be able to stay in the same neighborhood as their needs and income levels change. Communities with smart growth policies meet these challenges by providing a broad range of housing types, with easy access to jobs, schools, shops, and recreation, to meet the needs of households at varying income levels. Implementing this approach lets communities use infrastructure more efficiently, accommodate the housing needs of all residents, and help everyone, from aging citizens to young people getting their first home, remain in the community.

Waterfront communities face the additional challenge of providing housing for permanent and seasonal residents and workers. Seasonal influxes of visitors and demand for second homes can overwhelm the existing housing supply in resort towns or vacation destinations, driving prices up and adding to the cost premium already associated with land near water. The result is that housing is unaffordable for much of the workforce, such as police officers, teachers, and retail employees, that communities need to grow and thrive. These employees may choose to endure long and costly commutes from less expensive inland locations, generating congestion and pollution. In the long term, affordable housing choices help protect the environment and keep the local economy viable.

For all the challenges that communities have in providing affordable housing, there are a variety of tools to help meet the need. For example, local

jurisdictions can use land more efficiently by encouraging flexibility for single family homes, including the construction of accessory dwelling units (ADUs). Detached cottages, spaces above garages, or attic units with separate entrances are all potential homes for seasonal visitors, as well as the elderly, single adults, or young singles and families. These “mother-in-law” apartments can generate seasonal rents for permanent residents and provide affordable options for workers, part-year residents, and seniors.<sup>14</sup> To reap the benefits of ADUs, communities may have to revise their zoning ordinances and building codes and consider the concerns of neighbors, such as the need for increased parking, to ensure that ADUs will not make the look and feel of a neighborhood less appealing. In addition, condo-hotels in a dense, multi-family arrangement can help respond to the demand for second homes and reduce pressure on the existing housing supply. Furthermore, communities can use inclusionary zoning to require developers to construct or pay for new affordable housing units as part of the approval of new developments. Communities that have found the greatest success with inclusionary zoning have offset the additional cost of these requirements with density bonuses for the developer, thereby allowing the affordable units to be constructed at little or no net cost to the builder or the local government.

Where consistent with state and local regulations, well-managed marinas and mooring fields provide another opportunity to increase housing options. Live-aboard vessels can provide an alternative for seasonal and permanent residents in areas with high land and housing costs, although environmental and public access impacts must be addressed.<sup>15,16</sup> Many marinas in Maryland accommodate live-aboard



The award-winning Katrina cottage was developed in response to the hurricanes of 2005 to meet the demand for affordable housing while respecting the architectural tradition of the Gulf region.



Houseboats on Lake Union provide an alternative housing option for Seattle, Washington, residents.



Winooski, Vermont's downtown revitalization effort added much-needed housing, stores, and public space.

vessels and protect coastal water quality from adverse effects by adopting environmentally sound operating and maintenance procedures as part of the Clean Marina Initiative.<sup>17</sup>

These land- and water-based approaches help ease pressure to convert undeveloped land into new housing construction, and better distribute the demand for housing over a larger number and wider range of housing types. Yet the coastal premium in home prices requires policies that go beyond expanding the supply of affordable housing to also maintain affordability over time. Deed restrictions can be attached to units developed with public funds to limit the share of appreciation that homeowners can claim upon resale of the units, thereby guaranteeing a permanent supply of affordable housing to local low-wage employees.

In coastal and waterfront economies dependent on tourism, the need to provide affordable workforce housing can be an opportunity to galvanize support among a broad range of stakeholders, including environmentalists, business owners, civic leaders, and other community members. A comprehensive approach to housing that offers options for seasonal and permanent residents, visitors, and workers provides a strong basis for a vibrant and sustainable local economy.



### Santa Cruz, California

Like many communities in northern California, Santa Cruz has seen its housing costs increase dramatically, in part because of its coastal location on Monterey Bay and its desirability as a vacation, retirement, and second-home destination. In response to concerns over how to retain teachers, police officers,

and service workers, the city created an Accessory Dwelling Unit (ADU) Development Program.<sup>18</sup> The program makes it easier for homeowners to build a new structure or to convert all or part of a garage into an ADU. The city revised its zoning ordinance, commissioned design guidelines, and produced

architect-generated building prototypes that have been pre-reviewed by city departments, thereby reducing processing time, planning fees, and design costs. To encourage affordable housing, loan and fee waiver programs are available to homeowners who will rent the unit at an affordable level. The program has been



The High Point Redevelopment Project in Seattle, Washington, increased low income housing opportunities by 43%.

Housing can be conveniently located above commercial space.

| KEY ACTION OPTIONS                                                             | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Provide a range of housing types</i></p>                                 | <ul style="list-style-type: none"> <li>• Create inclusionary zoning, which requires new construction to include a portion of affordable units</li> <li>• Create increased zoning for construction of multi-family and rental units</li> <li>• Allow increased density near waterfront amenities</li> <li>• Consider vessel live-aboards, while addressing public-access issues and environmental impacts</li> <li>• Provide seasonal rentals and time-shares</li> </ul> |
| <p><i>Promote affordable housing for permanent and seasonal residents</i></p>  | <ul style="list-style-type: none"> <li>• Provide workforce housing accommodations (e.g., single-room occupancy projects, college dorm conversions)</li> <li>• Develop live-near-your-work programs for permanent and seasonal workers</li> <li>• Allow accessory dwelling units</li> </ul>                                                                                                                                                                              |
| <p><i>Maintain affordable housing for permanent and seasonal residents</i></p> | <ul style="list-style-type: none"> <li>• Have community land trusts retain ownership of underlying land while the house is bought and sold, lowering cost for buyers and ensuring long-term affordability</li> <li>• Write deed restrictions to maintain permanent affordability</li> </ul>                                                                                                                                                                             |

successful. In 2003, the program's first full year, 35 accessory units were built—a fourfold increase over the eight units built in 2001. Between 40 and 50 new accessory unit building permits have been issued each year since the program began.<sup>19</sup> (See photo (left) and illustration (right) for example of garage conversion.)



# ELEMENT

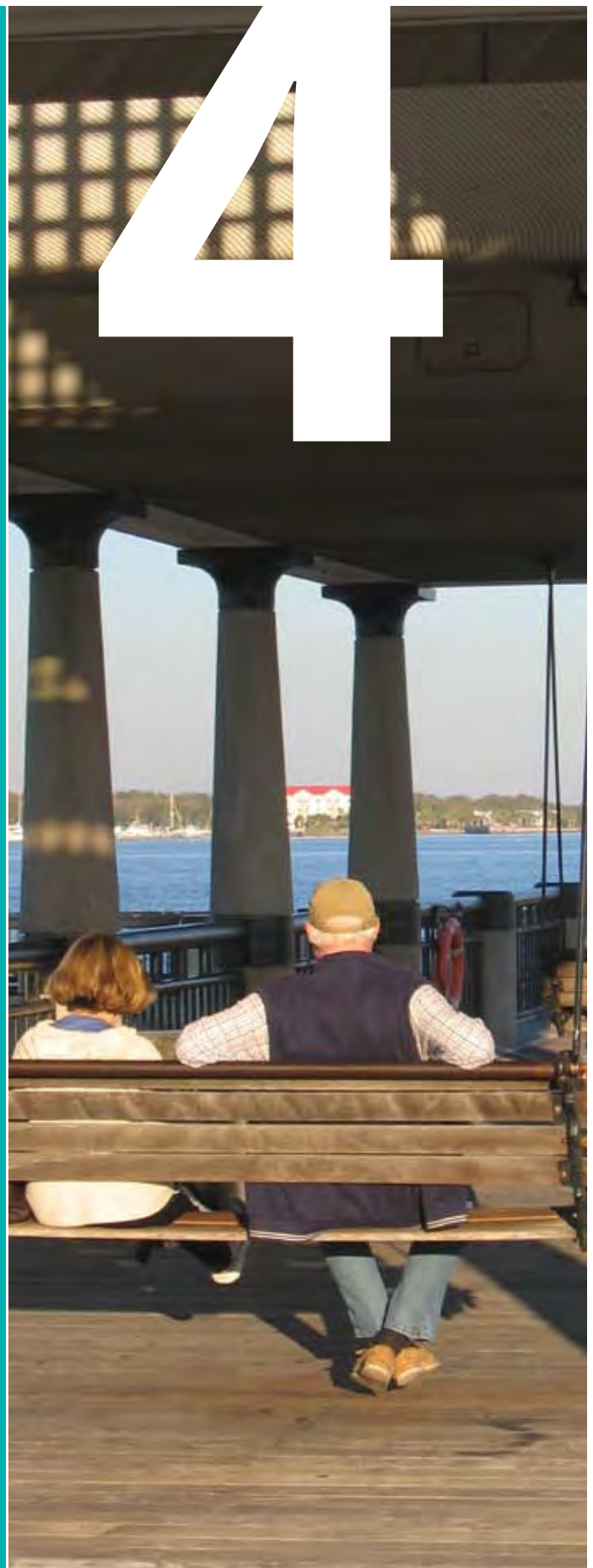
**Create walkable communities with physical and visual access to and along the waterfront for public use**

“

**The pedestrian connection to the water can be improved physically, with better street, path, and trail connections, and with access points to the water that are open to the public.**

”

# 4





Visitors to Annapolis, Maryland, can stroll within easy sight of the harbor.



The beach is a short walk from downtown Lewes, Delaware.

In a walkable community, trips by bicycle or on foot are viable transportation alternatives to the car. Walkable communities locate a mix of uses, such as homes, shops, and schools, close to each other. They provide sidewalks, crosswalks, and bike lanes that create safe passage for walkers and bikers, and they offer convenient, well-designed parking that encourages people to park and walk to their destination. Walkable communities offer more transportation choices, higher levels of social interaction, greater opportunities for physical activity, and reduced emissions from automobile travel.

For waterfront communities, improving the connection between pedestrians and the water can increase interest in walking and biking and help to decrease the pressures of seasonal traffic. The pedestrian connection to the water can be improved physically, with better street, path, and trail connections, and with access points to the water that are open to the public. The connection also can be approached visually, by designing the built environment in ways that preserve the view of the water and encourage residents and visitors to access the waterfront on foot. Orienting the built environment to the water can improve public access to it and encourage a better appreciation of this precious asset.

Ensuring physical access from streets or sidewalks to the waterfront can be a challenge, however. Many coastal and waterfront communities have a shortage of public-access facilities, such as public walkways and boat launches. In some communities, traditional public access sites have been converted to private uses. It can be difficult to acquire new access points because of the prohibitive costs of both land and maintenance.

The public also may be unsure of how to access the water if adequate signage is not provided. Additional challenges arise when people headed to the water to swim, stroll, fish, or surf inadvertently degrade sensitive natural areas near the water. Pedestrian access to the water must not only be connected to the built environment, but also accommodated in ways that protect natural resources.

A number of tools can help. Communities can inventory where the public access points are, flag the gaps, and put all this information on a map. Then, with maps and inventories at hand, visioning exercises can help residents and visitors articulate how they expect to access the water and what they expect to do there. In Grand Marais, Minnesota, the city used a community visioning process to define redevelopment options for a derelict gas station located between the waterfront and downtown. The community decided to create a waterfront park on the site. Today, Harbor Park better connects downtown Grand Marais to its waterfront; visitors and residents walking its paths enjoy unobstructed views of and access to Lake Superior. The park has become a community centerpiece, regularly hosting festivals and other community gatherings.<sup>20</sup>

Once a vision is developed, it should be incorporated into pedestrian master plans, mixed-use zoning, and capital improvement plans that codify and fund improved access. Localities then can provide incentives or adopt regulations guiding plans for water access in future development. Along the Amelia River waterfront area of Fernandina Beach, Florida, the city established a “floating” overlay district that allows property owners to double their density if they grant the city an easement to build a public boardwalk along





The City of Fernandina Beach, Florida, uses density incentives to encourage visual and physical access to the waterfront.



Informational signs encourage people to visit and learn about the waterfront.



Homes, stores, restaurants and the water all are within an easy walk of downtown Burlington, Vermont.

the riverfront, allow pedestrian access, and maintain a view corridor. The overlay district also promotes a mix of uses by requiring housing to be located above ground-floor commercial or office uses.<sup>21</sup>

Efforts to ensure access are complemented by tools that can make communities safer and more appealing for pedestrians. A “park once” strategy encourages development of centrally located parking (preferably away from the water) that allows workers and visitors to leave their cars and walk to their destinations. Proper “wayfinding” planning can encourage more activity on foot or bike by providing maps, good signage, and other guidance directing people to the waterfront and other amenities. Additionally, placing a public dock near a walkable waterfront makes it easy for visitors arriving by water, via a public ferry or private vessel, to access the community by foot (see Element 8 for additional information on water-based transportation). Sidewalk design standards that provide ample room for

walking (buffered from traffic by parked cars or trees and other vegetation) can encourage more pedestrian activity. Trees, planting strips, and rain gardens create more pleasant pedestrian environments and can be designed to manage stormwater runoff. Finally, routine evaluations of permits, zoning laws, street design guidelines, and other policies can help ensure that existing regulations and programs enhance the walking environment and support the community’s desire to design and position buildings in ways that make the water easy to access.

A walkable community requires much more than a sidewalk, path, or boardwalk. In coastal and waterfront communities, it calls for a comprehensive approach to building and street design, parking, zoning, and water access that ensures that pedestrians are safe, welcome, and have a range of destinations—water- and land-based—to which they can walk.



## Ogunquit, Maine

In Ogunquit, Maine, the Marginal Way is a public walkway along the Atlantic shore, located a block from Ogunquit’s downtown. The Marginal Way is a remnant of a pre-colonial coastal trail, which a coastal property owner donated to the town in

the 1920s. The town, working with several contiguous property owners, acquired easements in the 1940s to extend the trail another 2,000 feet. Signs direct pedestrians from downtown to the entrance of the Marginal Way, which extends along the

coastline for nearly two miles, including access paths, ending at Perkins Cove, a small working harbor near Ogunquit with a variety of shops and restaurants. The town holds full title to most of the land area of the trail and is responsible for its management



| KEY ACTION OPTIONS                                                                                                     | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Mix land uses and design buildings to foster pedestrian activity and visual access to the water</i></p>          | <ul style="list-style-type: none"> <li>• <i>Adopt policies and codes that allow for a mix of uses compatible with waterfront development</i></li> <li>• <i>Adopt building codes that establish appropriate building heights around water resources and ensure visibility of special points of interest or viewing areas</i></li> <li>• <i>Connect buildings, streets, and paths to the waterfront</i></li> <li>• <i>Create central parking facilities to serve as park-once locations within walking or shuttling distance of waterfronts or central business districts</i></li> </ul>                                                                                                                                                                             |
| <p><i>Foster a safe and supportive infrastructure for walking, biking, and other non-motorized means of travel</i></p> | <ul style="list-style-type: none"> <li>• <i>Establish a pedestrian master plan that supports investment in good sidewalks, narrow streets, crosswalks, bike lanes, on-street parking, street art, and appropriately scaled green infrastructure</i></li> <li>• <i>Ensure pedestrian safety through street design standards and speed control measures</i></li> <li>• <i>Provide maps for pedestrians, bikers, and “blue trail” users (with tours and points of interest), informational signage, and guides to boating storage facilities, racks, and access points</i></li> <li>• <i>Provide well-maintained pedestrian walkways and bicycle paths</i></li> <li>• <i>Assess and consider impacts from expected sea level rise or lower lake levels</i></li> </ul> |
| <p><i>Expand and manage physical access to the water</i></p>                                                           | <ul style="list-style-type: none"> <li>• <i>Inventory existing access sites compared to current and projected demand for access</i></li> <li>• <i>Prioritize access needs by identifying what types of access are needed and their most appropriate location</i></li> <li>• <i>Identify potential funding sources that will support the acquisition of properties for new access and the construction of any physical infrastructure needed</i></li> <li>• <i>Provide attractive and safe pathways between parking areas, public transportation, and waterfronts, ensuring that the connections are well-lit with adequate signage</i></li> </ul>                                                                                                                  |

and maintenance. For an Ogunquit resident or tourist, the Marginal Way complements an already walkable community. The vibrant, mixed-use downtown has wide sidewalks and shade trees, and visitors are encouraged to park in a municipal lot next to

the downtown and explore the area on foot or via the Ogunquit Trolley, which provides service along the coast during the summer months.<sup>22, 23</sup>



# ELEMENT

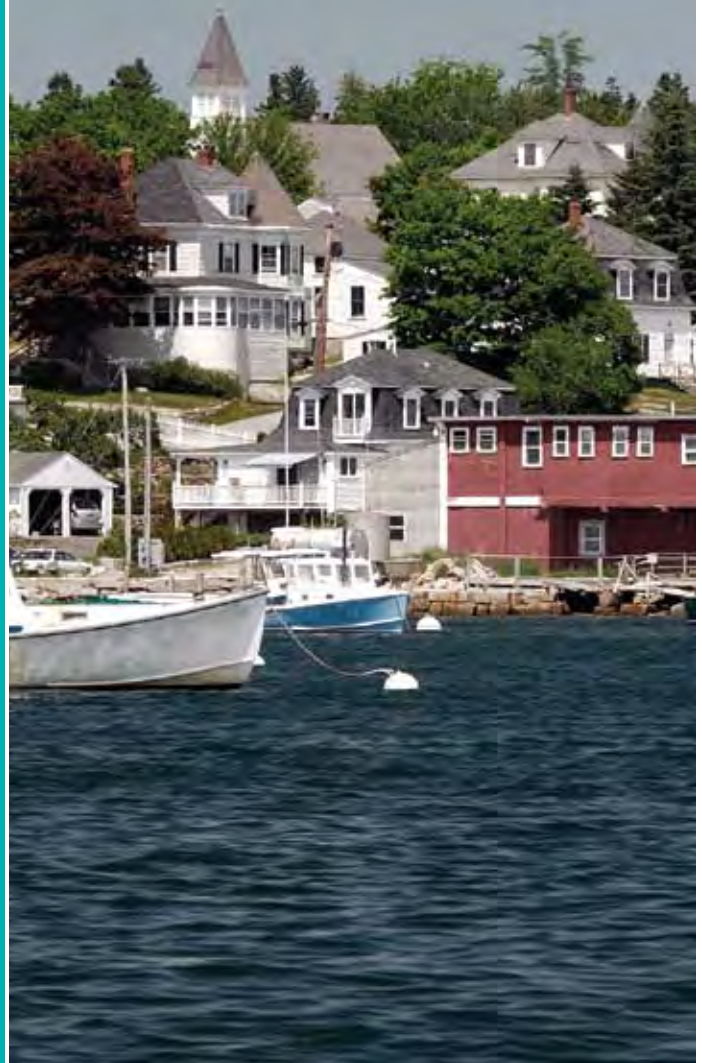
**Foster distinctive,  
attractive  
communities with  
a strong sense  
of place that  
capitalizes on  
the waterfront's  
heritage**

“

**Coastal and waterfront communities can capitalize on their location and strengthen their sense of place by visually and physically connecting their streets, buildings, and public spaces with the water.**

”

# 5





Even simple design elements, like these gas lamps in Charleston, South Carolina, can add to a community's sense of character.



Creating fun, interactive public spaces with a connection to the waterfront can bring new vibrancy to a community.

Vibrant streets and attractive public spaces are hallmarks of healthy communities. Distinctive features such as tree-lined boulevards, historic buildings, or rows of shops and cafes make neighborhoods and downtown centers places where people want to be. Old buildings lend themselves to reuse as housing, businesses, and cultural centers; new building designs can blend with the character of surrounding structures and the environment. Smart growth approaches reflect the varied interests of community residents, creating a more cohesive community fabric that helps maintain economic vitality.

Many of the techniques that inland communities use to ensure that new growth and development enhance the character of a place also apply to communities along the water. Waterfront and coastal communities are defined by the sights, sounds, and smells of the water; the activity on the docks or wharves; and the opportunity to boat, swim, and fish nearby. While historically these communities took advantage of their location for industries such as shipbuilding, fish processing, and warehousing, over time many of the buildings and docks that supported those activities have fallen into disrepair. But communities can adapt neglected historic buildings and structures for reuse. Protected and restored lighthouses, harbors, and public piers can affirm historical connections and draw both visitors and residents. These features not only represent physical assets that illustrate the community's sense of place, but they can also be the center point for redevelopment that strengthens the local economy.

Regional and global economic changes may mean that many small-scale fishing, shipping, and other traditional ventures are now less viable. Efforts

to maintain a working waterfront often require thoughtful intervention and land use management by local government. Many communities envision a working waterfront as part of their revitalization efforts and adopt policies to support it. For example, Newburyport, Massachusetts, used a number of strategies to create a vibrant waterfront. The city initiated an urban renewal project in the 1970s that documented historic buildings and eventually led to the establishment of a historic district.<sup>24</sup> Newburyport protected water-dependent uses, including boatyards and marinas, from encroachment, created a mixed-use district along the Merrimack River, and adopted design and zoning guidelines for new development to protect the town's historic character. The city also developed a strategy for streets and public paths to protect views and access to the water and extended a harbor walk connecting neighborhoods to the downtown and its waterfront parks.<sup>25</sup> The waterfront is now a central gathering place for residents and tourists alike and is in easy walking distance of restaurants, art galleries, and other amenities.

Coastal and waterfront communities can capitalize on their location and strengthen their sense of place by visually and physically connecting (or reconnecting) their streets, buildings, and public spaces with the water. The waterfront community of St. Andrews, Florida, used its traditional working waterfront and historic structures along the St. Andrews Bay as the focal point for community revitalization. Tourism and charter fishing flourished in St. Andrews until the 1970s, when the charter boats moved to neighboring beach communities, and the historic community fell into decline. Through a community-based visioning process, residents identified existing historic and cultural resources as a revitalization



Creative signage directs residents and visitors to local shops in St. Andrews, Florida.



Chattanooga, Tennessee's riverfront redevelopment reclaimed the city's link to the water.



Maritime heritage fosters a strong sense of place in New Orleans, Louisiana.

priority. The resulting redevelopment plan focused on strengthening these assets through targeted investments in the working waterfront and historic district, including a wayfinding signage program.<sup>26</sup>

Chattanooga, Tennessee, also recognized the opportunity that existed in its neglected waterfront along the Tennessee River and made it a centerpiece of its revitalization efforts. Faced with extensive air pollution and a weakening economy, Chattanooga initiated a public visioning process in 1984 and created a plan to turn the city around. The plan helped Chattanooga transform its riverfront into a focal point for residents and tourists through the addition of an aquarium, art museum, public art, picnic areas, natural greenways to protect creek corridors leading to the river, and pedestrian bridges to facilitate access. The result is evident not only in Chattanooga's reclaimed

relationship with the river, but also in the revitalization of the broader community that these waterfront efforts inspired.<sup>27</sup>

In new coastal or waterfront communities, pedestrian-scaled streets, well-designed buildings, and inviting public spaces can be connected with the water to create great places. In established communities, redevelopment efforts can incorporate buildings, docks, and other structures historically connected to the working waterfront, capitalizing on the rich heritage the waterfront provides.



## Leland, Michigan

Leland, Michigan, turned the challenge of a declining commercial fishery into an economic opportunity by focusing revitalization efforts on its historic and natural resources fronting the Leland River and

Lake Michigan. Leland identified the fishing complex known as "Fishtown," with its weathered fishing shanties, smokehouses, and docks,<sup>28</sup> as a key element to preserve in maintaining the city's maritime heritage. Listed

on the National Register of Historic Places, the preserved and renovated structures of Fishtown now provide visitors with an opportunity to learn about the Great Lakes' maritime tradition and enjoy recreational



The distinctive Victorian-style houses around San Francisco, California's Alamo Square have become the backdrop for many popular postcards of the city.

The beautiful buildings in San Diego, California's Gaslamp Quarter create a welcoming vista for drivers and walkers alike.

| KEY ACTION OPTIONS                                                                                                                                     | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Create an understanding of the community's assets</i>                                                                                               | <ul style="list-style-type: none"> <li>• <i>Conduct a community asset inventory</i></li> <li>• <i>Write an ecological history of the community</i></li> <li>• <i>Incorporate community asset inventories and ecological history into visioning efforts</i></li> </ul>                                                                                                                 |
| <i>Create a community vision for the future</i>                                                                                                        | <ul style="list-style-type: none"> <li>• <i>Use visual preference surveys</i></li> <li>• <i>Conduct visioning exercises</i></li> <li>• <i>Incorporate ideas from citizen advisory committees</i></li> <li>• <i>Consider potential short- and long-term impacts of climate change</i></li> </ul>                                                                                       |
| <i>Incorporate the community vision into policies and codes for new development as well as redevelopment projects</i>                                  | <ul style="list-style-type: none"> <li>• <i>Adopt design guidelines</i></li> <li>• <i>Adopt form-based codes</i></li> <li>• <i>Require new development projects to incorporate public charrettes into the plan development process</i></li> </ul>                                                                                                                                     |
| <i>Incorporate historic and cultural structures in development projects, including working waterfront features such as buildings, docks, and piers</i> | <ul style="list-style-type: none"> <li>• <i>Implement historic preservation districts</i></li> <li>• <i>Implement tax incentives to protect historic resources</i></li> <li>• <i>Provide grants for reuse of historic structures</i></li> <li>• <i>Implement an economic development agenda that capitalizes on the community's waterfront heritage and natural assets</i></li> </ul> |

activities on Lake Michigan and Lake Leelanau.<sup>29</sup> Fishtown has helped Leland, with its walkable downtown and easy access to the water, capitalize on its heritage and history despite the decline of its traditional fisheries-based economy.<sup>30</sup>



# ELEMENT

**Preserve open space, farmland, natural beauty, and the critical environmental areas that characterize and support coastal and waterfront communities**

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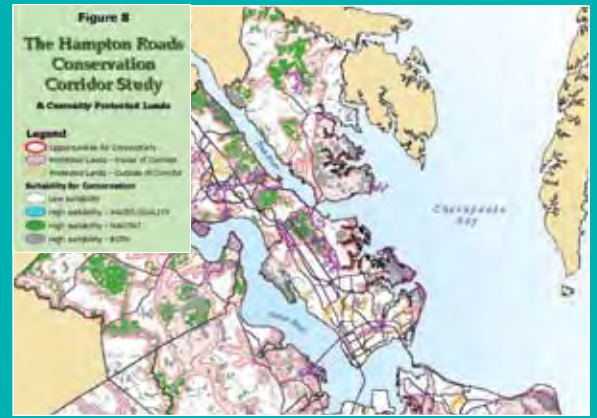
**By preserving open space, farmland, natural beauty, and critical environmental areas, communities can maintain essential environmental services and improve community resilience.**

”





Both visitors and locals enjoy the beauty and abundant wildlife found in wetland areas.



Communities can protect important natural resources by integrating green infrastructure assessments into their comprehensive land use plans.

Natural and working lands play an essential role in the economic, environmental, and social well-being of communities. Natural areas and parks increase neighboring property values, attract businesses and residents, support tourism, offer opportunities for recreation, and provide scenic value. Farmlands provide food; working forests provide timber. Wetlands, forests, stream buffers, and other critical environmental areas provide many additional benefits, including water and air filtration, recharge of precious groundwater resources, protection of drinking water supplies, and habitat for plants, animals, and beneficial insects. Conserving these resources is important to the environmental health and well-being of any community as it grows or redevelops.

Coastal and waterfront communities depend on their working lands, waterscapes, and ecological systems. The dynamic natural processes that characterize the shifting boundary between the land and the water create beautiful landscapes that are essential to both local ecology and economy. Freshwater and tidal creeks, marshes, cliffs, dunes, estuaries, and beaches intertwine to support complex ecological systems that provide invaluable services. Wetlands provide critical habitat, mitigate flooding, and capture and retain sediments, helping to keep pollutants from reaching downstream waters. Estuaries provide essential nurseries for commercial and recreational fish species. And beach and dune systems protect the shoreline against the natural hazards of erosion, storms, and sea-level rise. Local economies fueled by such activities as sport and commercial fishing, recreation, and tourism, as well as retiree and artist communities, rely on the natural assets that support them.

Protecting the strength and health of waterfront and coastal communities' natural resources requires balancing the needs of the built environment with those of the natural one. Green infrastructure planning can help communities get this balance right. Through green infrastructure planning, a community or region can identify and prioritize natural areas that should be preserved or restored to protect long-term ecological health and build community resilience. The process begins with an assessment of an area's most important environmental assets, identifying the natural and working lands and water bodies that need to be protected or restored. Along the water, this process should include a community vulnerability assessment, which systematically identifies areas that are vulnerable to, or that can help buffer communities from, natural hazards. The result is a framework that defines which lands and water bodies need protection and which areas can best accommodate growth.

On the southern end of the Chesapeake Bay in Virginia, the Hampton Roads Planning District Commission illustrates the green infrastructure approach. The commission developed a green infrastructure plan that identifies and links riparian-based conservation corridors, defines a future land use map outlining no-development conservation areas, and identifies land purchases to protect high-priority sites. This multi-stakeholder effort balanced interests and achieved many benefits, including habitat protection, stormwater management, wetlands mitigation, comprehensive planning, and support for recreation and tourism.<sup>31</sup>





In Puget Sound, Washington, protecting natural areas can bring many benefits, including protecting fish stocks and encouraging appropriate recreation and tourism.



Protecting and restoring natural dunes also protects coastal property.



Wetlands provide communities with important environmental services.

A variety of tools can be used to protect high-priority areas on land or in the water. On land, preservation and protection tools include the purchase or transfer of development rights, direct purchase of the land, and various types of conservation easements. For example, in 1990, San Juan County on Puget Sound, Washington, established a land bank to permanently protect areas with environmental, agricultural, and scenic value. Since its inception, the land bank has protected 4,300 acres using funds generated from a real estate tax, donations, and grants. The San Juan County Land Bank's work is guided by county ordinance and overseen by a citizen commission.<sup>32</sup>

Central to any planning process along the shore must be the recognition that shorelines are constantly changing systems. Erosion, flooding, storm surges, and sea-level change in response to tides, waves, and storms are all natural and familiar processes, as are Great Lake water level fluctuations, but when they clash with the built environment, they can be hazardous. Furthermore, these processes are likely to intensify under some climate change scenarios.<sup>33</sup> Smart shoreline development can mitigate the

damaging effects on the built environment caused by these changes by incorporating land use approaches that reduce the risks from coastal and waterfront hazards. For example, protecting, maintaining, and, where possible, restoring natural areas along the water can create buffers that protect development from environmental changes. Communities can use a variety of tools to implement this approach, including development setbacks (e.g., from the high tide line), conservation easements, and rolling easements, which shift automatically with natural changes in the shoreline. Capitalizing on the inherent resilience of these assets by properly protecting them can help protect people and property from the impacts of natural hazards and the additional challenges posed by a changing climate.

Coastal and waterfront communities depend on their natural and working lands and the water. By preserving open space, farmland, natural beauty, and critical environmental areas, communities can maintain essential environmental services and improve community resilience.



CASE STUDY

Brays Bayou, Houston, Texas

The National Oceanic and Atmospheric Administration's (NOAA) Coastal and Estuarine Land Conservation Program (CELCP) was established in 2002 to protect valuable coastal and estuarine lands. One of CELCP's projects is in Brays Bayou in Houston, Texas. Through direct acquisition, CELCP grant funds are helping to protect about five

acres of undeveloped floodplains along the bayou in a mixed-use neighborhood in East Houston. The city of Houston, in association with the Houston Parks Board, initiated this project in an effort to set aside land for public open space, restore and maintain water quality, reduce the potential for flood damage, and enhance wildlife habitat along the bayou.

Although CELCP funds are buying only a small number of acres, these lands will complement previously acquired parcels and be combined with several planned acquisitions along the stream corridor. By improving access to the bayou, including walking and biking trails as well as scenic, shaded spaces for picnics, this project protects open



| KEY ACTION OPTIONS                                                                                                                                                                                                              | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Plan with nature, anticipating dynamic waterfront and coastal processes (e.g., storms, sea-level rise, lake level fall, erosion) and manage ecological systems to be adaptive to changes caused by human activity</i></p> | <ul style="list-style-type: none"> <li>• <i>Conduct community vulnerability assessment to determine natural hazard risks; model future scenarios; include participatory approaches to understand risks perceived by the community</i></li> <li>• <i>Link community hazard mitigation plan to community comprehensive plan; incorporate into zoning, capital expenditure plans, and other local land use management tools</i></li> <li>• <i>Use green infrastructure assets (such as natural buffer zones) to accommodate projected risks from climate change</i></li> <li>• <i>Protect, restore, and enhance vulnerable shorelines through acquisition, rolling easements, living shorelines, buffers and setbacks, or site-level green infrastructure/LID stormwater management practices</i></li> </ul>                                                                                                                                |
| <p><i>Protect, maintain, and, where feasible, restore ecological systems, including submerged lands and shore habitat</i></p>                                                                                                   | <ul style="list-style-type: none"> <li>• <i>Use green infrastructure planning to identify community and regional environmental assets</i></li> <li>• <i>Designate marine or terrestrial management areas</i></li> <li>• <i>Use purchase of development rights, transfer of development rights, and land or marine conservation agreements to protect critical areas</i></li> <li>• <i>Use best management practices promoting on-site stormwater infiltration, native species, and living shorelines</i></li> <li>• <i>Protect or restore connectivity between natural areas where needed to support ecosystem function</i></li> <li>• <i>Define appropriate indicators to measure and monitor ecosystem function and health over time</i></li> <li>• <i>Produce report cards and illustrative maps, based on goals and community vision, to align science with management priorities and to convey results to the public</i></li> </ul> |
| <p><i>Preserve open space and natural lands for scenic resources and recreational opportunities</i></p>                                                                                                                         | <ul style="list-style-type: none"> <li>• <i>Partner with community land trusts to protect high priority lands</i></li> <li>• <i>Designate protection of waterscapes or coastal viewsheds within zoning schemes</i></li> <li>• <i>Create nature preserves, hiking and blue trails</i></li> <li>• <i>Use targeted funding for open space and habitat preservation</i></li> <li>• <i>Zone waters for specific uses based on local circumstances and constraints</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                              |

space to reconnect a historically underserved urban community with the water. Restoration efforts undertaken by local volunteers and school groups are not only restoring marshland vegetation and wildlife habitat, but are also teaching the participants about the value of functioning wetlands. By keeping the land undeveloped and permeable to capture runoff

from storms, this project will help reduce the potential for flood damage in an area that, since its early history, has had significant flooding problems. The project is also providing important wildlife habitat and a welcome community amenity that will strengthen residents' connection to the bayou.



# ELEMENT

**Strengthen and direct development toward existing communities and encourage waterfront revitalization**

“

**Waterfront revitalization can enhance historic, cultural, and scenic resources, supporting community efforts to maintain a strong sense of place while protecting the water and other natural resources.**

”





The site of a former brownfield, Seattle, Washington's Gas Works Park was cleaned up and reused as a waterfront park.



The Cuyahoga River in Cleveland, Ohio, is the site of continuing revitalization efforts, including mixed-use development and plans for a city park.

Infill development in existing communities, where roads, utilities, and transportation connections are already in place, is a preferred growth strategy because of the many environmental and economic benefits it provides. When communities convert underused infill sites, such as parking lots or vacant properties, into vibrant mixed-use developments, they strengthen their local tax base, concentrate growth, and reduce pressure to convert undeveloped land, yielding significant air and water quality benefits. Redevelopment of brownfields—sites where reuse is complicated by real or perceived contamination—removes environmental hazards from communities and provides new investment opportunities in areas already well served by infrastructure. New development and investment in these infill locations can re-energize lagging commercial corridors, providing new stimulus to preserve traditional uses and promote recreational opportunities that strengthen the local economy.

In many coastal and waterfront areas, properties at the water's edge are prime redevelopment targets, since they are in or near the historic center of the community, are well connected to land- and water-based modes of transportation, and are close to jobs, services, and tourist sites. Waterfront revitalization can enhance historic, cultural, and scenic resources, supporting community efforts to maintain a strong sense of place while protecting the water and other natural resources.

However, redevelopment of waterfront properties can pose challenges as well as opportunities. Historic buildings are distinctive, potentially

profitable opportunities for reuse. But to encourage their renovation, communities may have to adopt “rehab” codes to offset the unintended barriers to redevelopment that standard building codes for new construction may contain. Brownfield revitalization efforts along the water also may be complicated because of the presence of protected, threatened, and endangered species and the possibility of contaminant runoff. Furthermore, the redevelopment of buildings to support non-water-dependent uses in areas traditionally dominated by water-dependent uses can result in displacement and gentrification (see Element 1 for further discussion of mixing uses). Finally, all coastal and waterfront communities need to consider their vulnerability to natural hazards such as storms and flooding, and, for those on the coast, the risks from sea level rise, so that revitalizing the waterfront does not make the community more vulnerable to natural disasters.

Nevertheless, infill and redevelopment efforts at the water's edge offer great potential for underscoring the connections between a community's culture, built environment, and natural resources. Through a robust planning process, stakeholders representing varied interests and organizations can unite in the common goal of revitalizing the waterfront in ways that protect the built and natural environments. For example, the city of Glen Cove, New York, located on Long Island Sound, used a community-based waterfront revitalization planning process to transform 214 acres of brownfields to mixed-use development along the north shore of Long Island. The city brought together federal, state, and local partners to leverage support for its waterfront revitalization. The city then



Waterfront revitalization plans can provide guidance for redevelopment, such as in Oswego, New York, where the community has rehabilitated and reused historic buildings.



Compact, historic mixed-use development patterns provide a strong sense of place in Provincetown, Massachusetts.



developed and implemented the Glen Cove Creek Waterfront Revitalization Plan in partnership with NOAA and the New York State Coastal Management Program. The plan and resulting zoning changes provided a road map for the community’s vision and was a basis for building stakeholder support and developing partnerships for implementation. Because of this work, Glen Cove has leveraged over \$40 million from public and private sources to support its waterfront revitalization initiative.<sup>34</sup>

In addition to creating rehab codes and pursuing brownfields redevelopment, communities can use other tools to target development to strengthen existing areas. Historic preservation districts, tax benefits, and incentives can support retrofitting the historic waterfront for new uses while protecting important structures and facades. Also, state or local “fix it first” policies can give priority for scarce public infrastructure investment dollars to existing communities, rather than expand services to undeveloped areas. States such as Massachusetts,

New Jersey, and Maryland—all of which have many waterfront communities—have implemented “fix it first” policies to attend to the needs of existing communities. In addition, concurrency policies can ensure that new development supports itself—in the form of roads, utilities, and schools needed to support new growth—thereby conserving public resources for repair and upgrading in already developed areas.

Communities must carefully consider the economic and environmental context before determining the best location for growth, development, and redevelopment. Along the water, this has always included factors such as sensitive natural areas, storms, and flooding. Communities facing the possibility of increased vulnerability from climate change-related impacts, such as increased flooding and sea level rise, may need to consider whether infill or redevelopment is appropriate. In appropriate locations, these development strategies can yield important economic, environmental, and community benefits.



CASE STUDY

### Providence, Rhode Island’s Downcity Providence and Waterplace Park

For much of the past two centuries, the downtown and Old Harbor of Providence, Rhode Island, functioned as the city’s industrial and commercial center. Now often referred to as “Downcity,” the area declined beginning in the 1950s, leading to the departure of water-related industries and the eventual burial of the Providence River for urban renewal purposes. In

the early 1990s, when many of the Downcity buildings were vacant or underused, Providence developed a revitalization strategy to create a “round-the-clock” neighborhood and destination in the core of the city and along the Providence River. The Downcity Master Plan and Implementation Plan called for the city to focus arts and entertainment uses in the downtown; create personal

tax exemptions for artists, writers, painters, and composers to move to the area; and implement tax incentives for developers to create apartments and lofts in underused properties. Providence also reformed its zoning code to allow residential uses in commercial buildings. In combination with tax credits for restoring historic buildings, this led to the rehabilitation and reuse of many



Revitalization of Downcity, including Waterplace Park and Riverwalk, has signaled the rebirth of downtown Providence, Rhode Island.

| KEY ACTION OPTIONS                                                                          | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Promote community-based waterfront revitalization efforts</i>                            | <ul style="list-style-type: none"> <li>• <i>Conduct community vulnerability assessments to ensure redevelopment is directed to appropriate areas</i></li> <li>• <i>Create waterfront master plans</i></li> <li>• <i>Use special area management plans</i></li> <li>• <i>Use harbor management plans</i></li> <li>• <i>Employ tax increment financing</i></li> <li>• <i>Create business improvement districts</i></li> </ul> |
| <i>Promote infill development by preserving, upgrading, and reusing existing properties</i> | <ul style="list-style-type: none"> <li>• <i>Fix current infrastructure (fix it first policies)</i></li> <li>• <i>Employ development incentives such as expedited permitting processes in areas with existing infrastructure</i></li> <li>• <i>Create concurrency policies for new development</i></li> </ul>                                                                                                                |
| <i>Retrofit historic waterfront for new uses</i>                                            | <ul style="list-style-type: none"> <li>• <i>Establish or promote historic preservation districts with associated incentives such as tax credits or easements</i></li> <li>• <i>Establish rehab codes for renovation of historic waterfront (or other area) buildings</i></li> </ul>                                                                                                                                         |
| <i>Clean up and reuse brownfields</i>                                                       | <ul style="list-style-type: none"> <li>• <i>Use state and local brownfield assessment and cleanup programs</i></li> </ul>                                                                                                                                                                                                                                                                                                   |

historic structures. Downcity is now connected with Waterplace Park and the Riverwalk, public spaces on the river that draw hundreds of thousands of visitors annually. These places were made possible in part by uncovering the Providence River, which once again flows through the city and is the focal point for Waterplace Park and the Capital Center area. Downcity and the area made up

of Waterplace Park, Riverwalk, and the Capital Center have seen more than \$200 million in private investment, including over 40 new ground-level retail, entertainment, and restaurant establishments. While the nature of waterfront activities has changed, the area is again a thriving downtown with a variety of entertainment, shopping, cultural, and living opportunities.<sup>35</sup>



# ELEMENT

**Provide a variety  
of land- and  
water-based  
transportation  
options**

“

**All communities wrestle with traffic congestion; in waterfront communities, this congestion can be exacerbated by local topography, bridges, surges in seasonal visitors and part-year residents, and the hub-and-spoke nature of marine-based freight movement.**

”

# 8





Light rail helps make it easier to get around San Diego, California.



Bike racks on the Lake Michigan waterfront encourage alternative transportation in Traverse City, Michigan.

Giving people more options for getting around meets many community goals. When people find it easy and safe to walk, bike, or take transit, they no longer have to rely exclusively on cars to get to shops, work, and school, reducing air pollution and traffic congestion. Walking and biking also help people include physical activity in their daily routines, give more freedom to those unable or unwilling to drive, and can reduce household transportation costs.

While waterfront and coastal communities share many of the transportation-related concerns faced by inland communities, their proximity to water creates distinct transportation challenges as well as opportunities. All communities wrestle with traffic congestion; in waterfront communities, this congestion can be exacerbated by local topography,<sup>36</sup> bridges, surges in seasonal visitors and part-year residents, and the hub-and-spoke nature of marine-based freight movement. Parking can be a challenge in any vibrant economic center; seasonal and weekend waterfront visitors or part-year residents compound that challenge.

Coastal and waterfront communities, though, can offer water-based transportation options, such as ferries and water taxis, that are unavailable to their landlocked counterparts. When combined with higher density, mixed-use, transit-oriented development on the waterfront, water-based transportation becomes more attractive to both tourists and commuters. The Washington State ferry system, the largest in the country, serves more than 26 million people per year with 20 terminals throughout Puget Sound. The ferry system has reduced automobile use in the region, in part because of developments like the Bremerton Harborside project.<sup>37</sup> This high-density, mixed-use redevelopment connects the ferry terminal to homes, stores, and other places and makes better use of

valuable waterfront land than its previous incarnation: parking lots for ferry riders.<sup>38</sup> (See Element 9 for more information about Bremerton.) Elsewhere, Baltimore, Maryland's water taxi system, the oldest in the country, benefits from its connections to the redeveloped Inner Harbor, which attracts tourists and houses permanent residents and workers.<sup>39</sup> The Baltimore water taxi service provides access to more than 30 attractions and neighborhoods for tourists (and, increasingly, commuters) across the city. Smaller watercraft can be viable transportation alternatives, too. Communities are adding blue trails for recreational and commuter kayaking. In Seattle, for example, the Lakes-to-Locks Water Trail connects inland lakes, rivers, waterways, and the ship canal with the shores of Elliot Bay and Puget Sound.<sup>40</sup> Baltimore's Canton Kayak Club maintains four docks with boats, paddles, and life vests around the harbor, and some club members use the boats to paddle to work.<sup>41</sup>

When appropriately connected, water-based transportation options also can strengthen the value and utility of ground transit (such as buses, subways, commuter trains, and streetcars). Boston's Massachusetts Bay Transportation Authority operates commuter boats and ferries with many destinations and with connections to subway lines, commuter rail lines, and bus routes, making transfers and trip planning easier for residents and visitors.

Other tools to improve transportation options apply to both waterfront and inland settings. These tools include variable pricing that charges higher fees during peak demand, and convenient park-once or shared parking facilities with good shuttle or walking connections to desired destinations (see Element 4 for more information on walkable communities). Locating parking facilities away from the water's edge can free





Kayaking provides great recreational opportunities, as illustrated in this photo of Michigan's Detroit River. In some places, communities are also exploring kayaking as a commuting option.



In Baltimore, water taxis provide viable transportation between key sites throughout the harbor.



In Port Clinton, Ohio, ferries provide access to islands in Lake Erie.

valuable waterfront land for development or water access. Other system-wide investments in reliable public transit (including buses or streetcars), improved connectivity among road networks, and better infrastructure for biking and walking can help make alternatives to driving easier and more appealing.

impacts and are seeking alternatives to moving freight from port to highway to reduce the truck traffic going through their neighborhoods.<sup>43</sup> The 20-mile, \$2.4 billion Alameda Corridor project in Los Angeles is one of the most visible efforts to shift the movement of goods off roads and onto rails to relieve traffic congestion, improve air quality, and improve the quality of life for nearby neighborhoods. Transportation options that reduce congestion can help ensure the vital movement of goods while protecting the quality of life in adjacent communities.

Besides the movement of people, the movement of goods is an important transportation issue for waterfront and coastal communities. Deep draft ports accommodate oceangoing vessels, which carry more than 99 percent of U.S. overseas trade by weight and 64 percent by value.<sup>42</sup> The connections between water and surface transportation—specifically, port connections to rail, air, road, and pipeline—are critical to moving goods efficiently and cost-effectively. These connections also affect the environment and quality of life in adjacent communities. Many of these communities have historically suffered a disproportionate share of adverse environmental

Providing a wide range of land- and water-based transportation options can help communities by the water create a welcoming, pedestrian-friendly environment that also accommodates the efficient movement of goods necessary to waterfront commerce.



CASE STUDY

The Staten Island Ferry, New York

Every year, the Staten Island Ferry gives more than 19 million passengers—including commuters, residents, and tourists—a ride across New York Harbor between Staten Island and lower Manhattan. The ferry runs 24 hours a day, every day of

the year. Operated by New York City as a municipal service since 1905, the ferry serves 65,000 passengers on a typical weekday and is open to pedestrians only. Rail and bus service is available at both ferry terminals; the Staten Island Terminal is served

by multiple buses and the Staten Island Railway, while the Whitehall Terminal in Manhattan is within walking distance of the city subway and three bus lines.<sup>44</sup> According to New York City's Independent Budget Office, about 40,000 weekday trips are made on



The effective linkage of marine shipping with land-based transportation can be critical to water-based economies such as those along the Great Lakes.

| KEY ACTION OPTIONS                                                                                               | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Enhance water-based public transportation and link it to pedestrian and land-based transit systems</i></p> | <ul style="list-style-type: none"> <li>• <i>Encourage water-based public transportation options, particularly those that accommodate walk-on passengers (e.g., ferries and water taxis)</i></li> <li>• <i>Coordinate water-based public transportation with land-based systems and schedules (e.g., rail, bus)</i></li> <li>• <i>Apply transit-oriented development principles to water taxi or ferry terminal areas, using high-density, mixed-use projects to attract water transit riders</i></li> </ul> |
| <p><i>Ensure that transportation options consider the movement of goods, as well as people</i></p>               | <ul style="list-style-type: none"> <li>• <i>Ensure efficiency of intermodal connections (e.g., port to truck, rail, air)</i></li> <li>• <i>Coordinate between marine transportation and port plans, local land use plans, and land transportation and infrastructure plans</i></li> </ul>                                                                                                                                                                                                                   |
| <p><i>Plan for seasonal transportation needs</i></p>                                                             | <ul style="list-style-type: none"> <li>• <i>Use variable pricing policies for parking or tolls</i></li> <li>• <i>Consider a park-once strategy for cars and boats; complement with shuttle services and improved pedestrian access</i></li> <li>• <i>Locate parking structures and sites away from water's edge</i></li> <li>• <i>Increase shuttle service during seasonal peaks</i></li> </ul>                                                                                                             |

the ferry by Staten Island residents, equivalent to roughly 20,000 two-way commuter trips a day across the two bridge and tunnel routes into lower Manhattan.<sup>45</sup> Given that a typical bridge or tunnel lane can accommodate about 6,000 vehicles during peak rush hours, the ferry

has helped to reduce congestion, as well as the need for investment in additional lane capacity.



# ELEMENT

**Make development decisions predictable, fair, and cost-effective through consistent policies and coordinated permitting processes**

“

**In waterfront and coastal communities, strong and often competing demands between development, recreational uses, and protection of the environment must be balanced.**

”

# 9





The Digital Coast Legislative Atlas provides a searchable database of coastal and ocean legislation, spatially illustrating the boundaries of laws, jurisdictions, and policies ([www.csc.noaa.gov/digitalcoast/tools/legatlas/](http://www.csc.noaa.gov/digitalcoast/tools/legatlas/)).



Bringing a community together to establish a vision for growth is an important part of creating a predictable and fair development process.

In most communities across the country, the private sector is responsible for the overwhelming majority of new development. New development has many costs. Most of them—land, materials, and labor, for instance—can be accurately identified and accounted for by a developer. However, the costs for permitting, zoning variances, site reviews, and compliance with applicable regulations are often less clear and can be compounded by the time each process takes. Because compact, mixed-use projects diverge from conventional plans for single-use projects, they are more likely to need extra reviews in communities that do not have smart growth-supportive zoning codes. For development projects to succeed, they must be buildable within a reasonable timeframe, with a likely profit commensurate with their risk. The public sector can support environmentally responsible development by reducing barriers to smart growth, ensuring that the development process for all projects is efficient, fair, and transparent.

In waterfront and coastal communities, strong and often competing demands between development, recreational uses, and protection of the environment must be balanced. The uncertainty in development can be magnified by the extra layers of local, state, and federal regulations that apply along the water. Often, planning and permitting agencies have different roles and responsibilities that must be reconciled. By creating an easily understood, predictable development process, waterfront and coastal communities can create a climate that is more likely to produce projects that meet multiple community goals. This can be achieved by effectively coordinating across regulatory agencies, providing non-regulatory incentives, and allowing flexibility in local development policies.

In any community, a first step toward greater fairness and predictability is to establish a vision for growth. Visioning is often accomplished through charrettes and other stakeholder involvement processes (see Element 10 for more detail on these processes). Some communities have followed up on visioning processes with “policy audit” tools that help identify inconsistencies between their established vision for growth and existing policies, codes, and regulations. Others have directly approached developers, public officials, and interested citizens to simply ask what they each believe are the barriers to better development. Whatever the method used, once these obstacles are identified, communities can work with the appropriate regulatory agencies to adopt a policy framework that makes it easier for developers to implement the community’s vision.

Such a policy framework may include centralized, easily accessible information for the planning, review, and permitting processes, making them more transparent and helping to hold responsible regulatory agencies accountable. For example, Louisiana’s on-line Coastal Use Permit system allows applicants to file an application and revisions, track the application’s progress through the entire permit process, and receive expedited authorizations.<sup>46</sup> Readily available information like this on the status of pending applications makes the process more predictable. Other jurisdictions coordinate the review and approval of plans and permits. Florida, for example, consolidates applications for coastal construction permits, environmental resource permits, wetland resource (dredge and fill) permits, and submerged lands authorizations for a single project into a “joint coastal permit” issued by a single agency. This system minimizes potential conflicts



The Rhode Island Coastal Resources Management Council's Metro Bay Special Area Management Plan is enhancing public access and recreational opportunities along the shorelines of the Providence, Rhode Island, metro region.

among permitting agencies and helps ensure efficient reviews.<sup>47</sup>

A tool specifically applicable to the coastal development process is the Special Area Management Plan (SAMP). Created by the Coastal Zone Management Act, these plans provide a formal mechanism for cross-jurisdictional coordination of land-use policies in coastal areas. The Rhode Island Metro Bay Region SAMP, which encompasses 24 miles of shoreline at the head of Narragansett Bay, was developed by the Rhode Island Coastal Resources Management Council in collaboration with the four metropolitan communities of Cranston, East Providence, Providence, and Pawtucket. Covering most of the waterfront in these four cities, the Metro Bay Region SAMP was developed to improve the working waterfront, provide public access to the water and along the shoreline, and attract new development with a more predictable and efficient permitting process. Rhode Island state agencies and municipalities are required by state law to hold joint permit review meetings for large-scale projects. The SAMP process ensures a coordinated review of coastal projects and facilitates a more effective and efficient local and state permitting process.<sup>48</sup>

Design guidelines can also help streamline the process. Communities can create guidelines that show developers and builders the form of buildings, streetscapes, setbacks, and elevations that are compatible with local codes and ordinances. Guidelines can include specific provisions reflecting the community's distinctive natural setting and heritage. The city of Norfolk, Virginia, on the James River and Chesapeake Bay, commissioned a pattern book that identifies various styles found in different neighborhoods and illustrates architectural components, such as the design of windows, doors, and porches, that have the development character the community wants.<sup>49</sup> This gives developers a clear guide to what designs are acceptable.

In coastal and waterfront communities, the complex local, state, and federal regulatory framework may make it more challenging to create a predictable development climate. However, these communities have access to a wide variety of tools to make it easier for the private sector to build projects that meet multiple community goals.



CASE STUDY

Bremerton, Washington

The city of Bremerton, Washington, recognized that the revitalization of its waterfront along Puget Sound and its downtown next to the waterfront were central to the community's future. Revitalization of the waterfront was particularly challenging, since the area included the U.S. Navy's Bangor

shipyard and submarine base and the state-controlled Seattle-Bremerton Ferry terminal. Vacant and underused sites that were ideal places for new development were subject to a myriad of development regulations, as well as Homeland Security regulations (given the proximity to the shipyard and submarine base).

To address these challenges, Bremerton implemented a Shoreline Master Program, a waterfront redevelopment policy tool available to localities through Washington's Shoreline Management Act and the Bremerton Community Renewal Program, and set out to create a redevelopment climate that



“A Pattern Book for Norfolk Neighborhoods” features architectural components and styles that reflect the community’s design preferences.

Community members need forums where they can discuss desired outcomes for future growth and development.

| KEY ACTION OPTIONS                                                                                                                                               | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <i>Come to consensus on a vision for future growth</i>                                                                                                           | <ul style="list-style-type: none"> <li>• <i>Employ design charrettes, comprehensive plans, and other stakeholder visioning processes</i></li> </ul>                                                                                                                                                                                                                                                                         |
| <i>Develop processes that make decisions predictable and faster while meeting community development objectives and protecting natural and cultural resources</i> | <ul style="list-style-type: none"> <li>• <i>Create consistent cross-agency review criteria and processes</i></li> <li>• <i>Use one-stop shops for interagency review</i></li> <li>• <i>Develop pattern books and design guidelines that include form-based codes</i></li> </ul>                                                                                                                                             |
| <i>Make development processes transparent, fair, and inclusive</i>                                                                                               | <ul style="list-style-type: none"> <li>• <i>Create development policies and regulations that are easy to understand and apply</i></li> <li>• <i>Use published project review timelines</i></li> <li>• <i>Build on-line databases showing project status</i></li> <li>• <i>Use a variety of stakeholder involvement processes, including community meetings, design charrettes, and on-line discussion forums</i></li> </ul> |
| <i>Provide centralized, easily accessible information</i>                                                                                                        | <ul style="list-style-type: none"> <li>• <i>Produce publications and websites that outline processes</i></li> <li>• <i>Create on-line databases</i></li> <li>• <i>Use one-stop shops for information on the permitting process</i></li> </ul>                                                                                                                                                                               |

would attract private developers to build projects the city needed and the market could support. Public investments in the ferry terminal, a conference center, and a waterfront park attracted private developers who invested in office and residential properties. Since 2000, over \$500 million worth of

construction has occurred in the Harborside District. Bremerton has capitalized on this success by adopting a new downtown plan, complete with design guidelines, mixed-use zoning, and streetscape standards, that has streamlined the development process.<sup>50</sup>



# ELEMENT

**Encourage community and stakeholder collaboration in development decisions, ensuring that public interests in and rights of access to the waterfront and coastal waters are upheld**

“

**An inclusive planning process is critical for waterfront and coastal communities because of the complex regulatory environment, the diversity of stakeholders, the demand for public access to the water, and the competing interests for use of waterfront resources.**

”





Public access to the water is critical to coastal and waterfront communities.



Maps can help people better understand a community's vulnerability to hazards.

One of smart growth's signature characteristics is a meaningful public involvement process that ensures that the needs and concerns of all affected stakeholders are identified and addressed. Successful development requires inclusive planning processes that give community members and other stakeholders a clear voice in the development process. Growth can create great places to live, work, and play—if it responds to the community's vision of how and where it wants to grow.

An inclusive planning process is critical for waterfront and coastal communities because of the complex regulatory environment, the diversity of stakeholders, the demand for public access to the water, and the competing interests for use of waterfront resources. What happens on and near the water can enhance property values, support businesses, enhance community resilience to natural hazards, and greatly affect a community's overall quality of life.

The tools for effective involvement are similar for inland and waterfront communities. The goal is to fairly identify and respond to all legitimate interests by providing clear and convenient opportunities for substantive involvement at critical stages in the development process. Involvement should begin well before a development plan is on the table, the scope of participants' decision-making power should be clear at the outset, and all involved should be periodically updated on how their input is being used.

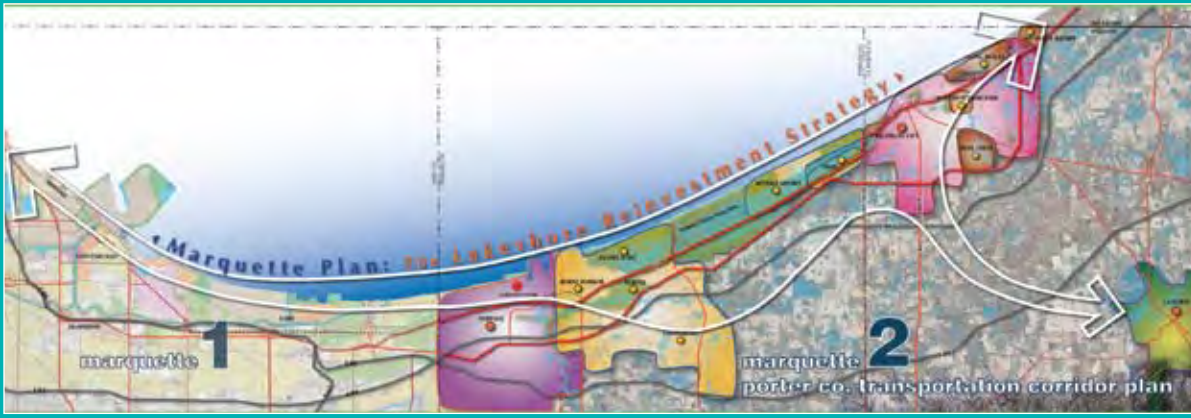
One of the primary interests of people living and working near the water can be access to the water. However, the legal framework regulating access is

complex. In most waterfront settings, historic public use can establish an easement allowing public access to the water across private land. In addition, where navigable or tidal waters are involved, the public trust doctrine requires states to protect public use of and access to the water, as well as the land beneath it. Each state applies this common law principle according to its own legal traditions. In most states, fishing and boating, including recreational use of the water, must be accommodated, and access cannot be denied simply because adjoining lands are privately held. But public access rights vary across jurisdictions.<sup>51</sup> For example, in a handful of states, shorefront property owners also own the adjacent intertidal zone. The quality of life in coastal and waterfront communities depends in part on finding ways to constructively balance these rights of public access and private ownership. Well-designed, collaborative stakeholder involvement processes can help reach this objective.

Identifying who to involve requires understanding who has an interest in, or will be affected by, proposed development. Near the water, there can be many stakeholders, such as recreational users, commercial fishers, developers, waterfront business owners, and permanent and seasonal residents. On the coast, a wide range of federal, state, and regional government entities also must be engaged, since they are responsible for community health and safety and for protecting both the environmental quality of coastal ecosystems and the public's right of access to them.

The stakeholder involvement process can help create a vision for future development. In 2004, the communities of Northwest Indiana began a regional





The Marquette Plan provides a regional vision for 45 miles of shoreline along Lake Michigan in Northwest Indiana.

Community members and planners worked together to develop community redevelopment maps for Pass Christian, Mississippi.

plan for their 45 miles of shoreline along Lake Michigan. The Marquette Plan unifies the area by leveraging the collective strengths of these lakeshore communities. Through a public involvement process that included multiple community forums and stakeholder interviews, five communities agreed on three guiding principles: increased public access to the shoreline; creation of a multi-purpose trail connecting lakefront communities; and minimum 200-foot setbacks from the lakefront for all new development. To date, one new development project has been completed, five are funded, and 16 are in the planning process.<sup>52</sup>

Engaging all affected stakeholders is especially critical in the wake of natural disasters. After Hurricane Katrina in 2005, Mississippi Governor Haley Barbour created the Governor's Commission on Recovery, Rebuilding and Renewal to develop a strategy for rebuilding communities damaged by the hurricane. The commission hosted design

forums in 11 communities. In the Gulf of Mexico community of Pass Christian, the process included walking tours through the devastated area and a charrette involving community residents and officials. The result was a plan with four goals: recover economic sustainability; support and unite the community by restoring the civic realm; support and unite the diverse interests in the community; and rebuild city-wide. The rebuilding plan incorporates core smart growth approaches, including mixed use, walkability, a variety of housing options, and codes that support them.<sup>53</sup>

Involving stakeholders from the outset of a waterfront development project creates the basis for a shared vision of the future. The result can be a development plan that uses the land efficiently and wisely, upholds public rights of access, and protects the community's interest in a precious natural resource.



### Vienna, Maryland

Vienna is a small town on the Nanticoke River, a tributary of the Chesapeake Bay. One of the oldest settlements in Maryland, with an original plan dating back to 1706, this town on Maryland's Eastern Shore retains a strong fishing and agricultural base.<sup>54</sup> In response to growth pressures in

the early 2000's and to prepare for a scheduled update of the town's comprehensive plan, Vienna asked The Conservation Fund, a national nonprofit group, to help develop a new vision for the community. The town council, the mayor, and experts from The Conservation Fund worked

with the community to assess the town's natural resources, economic opportunities, land use trends, and development potential. The tools they used included a public opinion survey that involved about half the town's adult population, in-depth community interviews



Community meetings provide an opportunity to explore shared goals, issues, and concerns.

Rural Vienna, Maryland, is working to protect its historical ties to the river and the surrounding rural landscape.

| KEY ACTION OPTIONS                                                                                                                             | POLICIES, TOOLS, AND TECHNIQUES FOR IMPLEMENTATION                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><i>Develop an inclusionary process to maximize participation and results</i></p>                                                            | <ul style="list-style-type: none"> <li>• <i>Conduct a stakeholder analysis</i></li> <li>• <i>Schedule meetings to accommodate all stakeholders (including seasonal residents)</i></li> <li>• <i>Conduct individual and small group interviews</i></li> <li>• <i>Administer community surveys through the mail</i></li> </ul>                                                                                                                                                              |
| <p><i>Develop a common understanding among the diverse stakeholders</i></p>                                                                    | <ul style="list-style-type: none"> <li>• <i>Engage all stakeholders to set goals</i></li> <li>• <i>Conduct walkability tours and audits</i></li> <li>• <i>Administer visual preference surveys</i></li> <li>• <i>Hold community visioning exercises</i></li> <li>• <i>Perform policy audits to ensure that plans, codes, and regulations are consistent with community vision</i></li> </ul>                                                                                              |
| <p><i>Use appropriate and transparent meeting and communication techniques</i></p>                                                             | <ul style="list-style-type: none"> <li>• <i>Use charrettes to resolve complex design issues</i></li> <li>• <i>Use trained meeting facilitators</i></li> <li>• <i>Employ a communication strategy to keep all interested constituencies updated and involved</i></li> <li>• <i>Use geographic information systems (GIS) to create maps depicting alternative development scenarios</i></li> <li>• <i>Analyze alternative development scenarios using visualization software</i></li> </ul> |
| <p><i>Collaborate with federal, state, and local authorities who have jurisdiction over the public trust and coastal natural resources</i></p> | <ul style="list-style-type: none"> <li>• <i>Employ special area management planning</i></li> <li>• <i>Conduct joint coastal permit reviews</i></li> <li>• <i>Provide feedback when federal agencies solicit input for environmental impact statements</i></li> </ul>                                                                                                                                                                                                                      |

with individual residents, and community workshops. As a result, the town developed a plan that preserves Vienna's rural town character while still accommodating growth. Although the nationwide real estate downturn of 2008 gave the area some breathing room,

residents and real estate experts expect development to return. When it does, the Vienna–Conservation Fund process can serve as a model for conservation and growth in the Chesapeake Bay watershed.



# Glossary

**Accessory dwelling unit:** An accessory dwelling unit (ADU) is a second residential unit that may be contained within an existing single-family home, garage, or carriage house. An ADU usually is required to be a complete housekeeping unit that can function independently, with separate access, kitchen, bedroom, and sanitary facilities. These units are sometimes also termed “granny flats,” “mother-in-law” apartments, or elder cottages.<sup>55</sup>

**Blue trail, blueway:** Blue trails are the water equivalent to hiking trails. They are created to facilitate recreation in and along rivers and water bodies and are found in urban settings as well as remote environments. They may also be used for commuting purposes.<sup>56</sup>

**Brownfield:** A brownfield is real property (e.g., a parcel of land), the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.<sup>57</sup>

**Business improvement district:** Business improvement districts (BIDs) are an expansion of the Principal Shopping Districts Act of 1961. BIDs allow qualified downtown and commercial areas to levy a special assessment to fund improvements to the district.<sup>58</sup>

**Capital expenditure plan:** Also called a capital improvement plan, a capital expenditure plan is a schedule or budget, usually covering five years and updated annually, for funding capital improvements. Capital improvements can include buildings, sanitary and storm sewer facilities, water systems, roads and highways, sidewalks, and parks and open space. A capital improvement plan is one of the major tools for implementing comprehensive plans. It includes a list of projects, priorities, estimated costs, financing methods, and time schedules for project completion.<sup>59</sup>

**Charrette:** A charrette (sometimes spelled charette and often called “design charrette”) is a community planning and design technique for consulting with stakeholders and incorporating their concerns in final development designs. Charrettes are typically intense, possibly multi-day meetings that bring municipal officials, developers, community residents, and other local stakeholders together with planning, architecture, and design professionals. A charrette promotes joint ownership of the solution and attempts to diffuse traditional confrontation between communities and developers.<sup>58</sup>

**Clean Marina Program:** A Clean Marina Program is a voluntary, incentive-based program promoted by the National Oceanic and Atmospheric Administration (NOAA) and others that encourages marina operators and recreational boaters to protect coastal water quality by engaging in environmentally sound operating and maintenance procedures. While Clean Marina Programs vary from state to state, all programs offer information, guidance, and technical assistance to marina operators, local governments, and recreational boaters on best management practices that can be used to prevent or reduce pollution. Marinas that participate in the Clean Marina Program are recognized for their environmental stewardship.

**Coastal and Estuarine Land Conservation Program:** The Coastal and Estuarine Land Conservation Program is a land conservation program run by NOAA and established to protect coastal and estuarine lands considered important for their ecological, conservation, recreational, historical, or aesthetic values. The program provides matching funds to state and local governments to acquire outright, or protect through conservation easement, properties they have prioritized for

conservation. Lands may only be purchased from willing sellers and are protected in perpetuity.

**Coastal county:** A coastal county meets one of the following criteria: (1) a minimum of 15 percent of the county’s land area is located within a coastal watershed or (2) part of the county accounts for at least 15 percent of a “coastal cataloguing unit.” For more information see: NOAA, National Ocean Service. *Population Trends along the Coastal United States: 1980-2008*. U.S. Department of Commerce, NOAA, 2004.<sup>60</sup>

**Coastal viewshed:** The coastal viewshed encompasses the area of coastal land and water that is visible from one or more viewing points.

**Community asset inventory:** A community asset inventory is a list of a community’s assets, including community-based service and advocacy organizations, religious institutions, public institutions, businesses, schools, locally owned real estate, and parks and public spaces where residents can socialize or just enjoy being outside. Developing an inventory of a community’s assets helps people understand the diversity of their community as well as what their friends and neighbors value and consider important to life in the community.<sup>61</sup>

**Community land trust:** Community land trusts are private non-profit corporations created to acquire and hold land for the benefit of a community and to provide affordable access to land and housing for community residents. Their missions are often shaped by the intent to meet the needs of residents least served by the prevailing market.<sup>62</sup>

**Community vulnerability assessment:** A community vulnerability assessment assesses a community’s vulnerability to hazards. Vulnerability is the susceptibility of people, property, and resources to negative impacts from hazard events. A vulnerability assessment can be a guide for developing hazard mitigation strategies and prioritizing hazard mitigation projects. One approach to community vulnerability assessment is to evaluate a community’s physical, social, environmental, and economic vulnerabilities.<sup>63</sup>

**Concurrency policies:** Concurrency policies require that adequate public facilities either are in place when new development is approved or will be in place within two years.<sup>64</sup>

**Condo-hotel:** Condo-hotels typically are high-rise buildings developed and operated as luxury hotels, usually in major cities and resort areas. These hotels have condominium units that allow individual ownership of each unit. When property owners are not using their condo-hotel unit, they can let the hotel chain rent it out as if it were a hotel room.<sup>65</sup>

**Conservation easement:** A conservation easement is a voluntary agreement between a private landowner and a municipal agency or qualified not-for-profit corporation to restrict the development, management, or use of the land. The agency holds the interest and is empowered to enforce the agreed-upon restrictions against the current landowner and all subsequent owners of the land.<sup>55</sup>

**Current use taxation program:** Current use taxation designations give landowners a tax break when the “current use” of their land meets the criteria for farm/agricultural land, timber land, open space, or forest land. Current use lands are taxed according to the value of their current, existing use instead of the presumably higher market value of the land if it were developed for residential, commercial, or industrial use.<sup>66</sup>

**Deed restriction:** A deed restriction is a requirement placed in a deed to restrict the current and future use of the land in some way.<sup>55</sup>

**Density bonus:** A density bonus lets a developer build a larger number of market-rate units on a site than would otherwise be permitted in order to provide an incentive for the construction of affordable housing or another public good.<sup>58</sup>

**Ecological history:** Ecological history “traces the ongoing dialectical relations between human acts and acts of nature, made manifest in the landscape.”<sup>67</sup>

**Fix it first policy:** A fix it first policy makes upgrading existing public facilities a community’s first priority. Fix it first policies direct public investment to maintaining and upgrading the streets, highways, sidewalks, water and sewer systems, lighting, schools, and other civic buildings and facilities that have already been built in a community. This helps maintain the value of investments already made in the community by both public and private sources, and it can help attract additional investment in rehabilitation and redevelopment projects.<sup>68</sup>

**Floor-to-area ratio bonus:** A floor-to-area ratio (FAR) bonus is an allowed increase in the amount of buildable space relative to the area of the land upon which the building is sited. This bonus can be negotiated on a floor-by-floor basis to permit buildings to cover more of the site at ground levels, and step back from the street at higher levels. FAR bonuses are particularly useful to support form-based codes because they allow the design of the building to be adjusted to both achieve higher density, and ensure adequate air flow, light, and visibility between buildings.

**Geographic information system (GIS):** A geographic information system (GIS) is a computerized database that integrates hardware, software, and data for capturing, storing, analyzing, and displaying locationally defined information. GIS allows users to view, question, and interpret data in ways that reveal relationships, patterns, and trends in the form of maps, reports, and charts. Commonly, a GIS portrays a portion of the earth’s surface in the form of a map on which this information is overlaid.<sup>69</sup>

**Green infrastructure:** Green infrastructure is defined by a range of natural and built systems that can occur at the regional, community, and site scales. At the larger regional or watershed scale, green infrastructure is the interconnected network of preserved or restored natural lands and waters that provide essential environmental functions. Large-scale green infrastructure may include (but is not limited to) forested corridors and hubs that provide multiple services, including habitat and water resource protection. At the community and neighborhood scale, green infrastructure incorporates urban forestry practices that reduce impervious surfaces and help create walkable, attractive communities. At the site scale, green infrastructure mimics natural processes to help infiltrate, evapotranspire, capture, and reuse stormwater to maintain and restore natural hydrology. Site scale green infrastructure practices, sometimes referred to as low impact development (LID) techniques, include but are not limited to rain gardens, ecoroofs, permeable pavements, and cisterns or rain barrels.

**Green roof:** A green roof is a roof planted with vegetation. Intensive green roofs have thick layers of soil (6 to 12 inches or more) that can support a broad variety of plant or even tree species. Extensive roofs are simpler green roofs with a soil layer of 6 inches or less to support grasses or other ground cover.<sup>70</sup>

**Groin:** A groin is a structure built perpendicular to the shore that traps sand to stabilize eroding shorelines.

**Harbor management plan:** Municipal harbor management plans are a means for communities to plan and manage uses in coastal

waters to support waterfront land use plans and regulations. The goals are to integrate the community’s land and water use objectives, promote water-dependent uses, minimize conflicts among competing users, coordinate multi-jurisdictional (state and municipal) decision-making, and protect coastal resources. Depending on the enabling authority, harbor management plans may cover just the water area and complement the community’s waterfront master plan or may include both the water and the adjacent land area.<sup>71</sup>

**Hazard mitigation plan:** A hazard mitigation plan is a plan that forms the foundation for a community’s long-term strategy to reduce impacts from future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.<sup>72</sup>

**Historic district:** Historic districts are officially designated by local ordinance or by state or federal government action. Historic districts have defined geographic boundaries, within which are properties or buildings that may or may not be landmarks, but which contribute to the overall historic character of the designated area. Historic districts are also referred to as “historic preservation districts.”<sup>58</sup>

**Hub-and-spoke:** In a working port context, hub-and-spoke refers to transportation connections arranged like a wheel, where traffic moves along spokes connected to a hub in the center. In the marine transportation system, the working port is the hub.<sup>73</sup>

**Impervious surface:** Impervious surfaces are mainly constructed surfaces—rooftops, sidewalks, roads, and parking lots—covered by impenetrable materials such as asphalt, concrete, brick, and stone. These materials seal surfaces, repel water, and prevent precipitation and meltwater from infiltrating soils. Soils compacted by urban development are also highly impervious.<sup>74</sup>

**Inclusionary zoning:** Inclusionary zoning requires that some portion of every new housing development (e.g., 10%) beyond a given threshold size (e.g., 50 units) will be affordable to below-median-income residents to both increase the number of affordable units and create mixed income communities. Some inclusionary zoning programs permit developers to make “in lieu” contributions to a regional housing trust fund to construct affordable housing, rather than requiring units to be constructed on site.

**Infill development:** Infill development is development or re-development of land that has been bypassed, has remained vacant, or is underused as a result of the surrounding development process. Generally, infill areas or sites are not of prime quality; however, they are usually served by or are readily accessible to the infrastructure services and facilities provided by the applicable local governmental entity. Use of such lands for new housing or other urban development is considered a more desirable alternative than supporting continued extension of the development pattern laterally and horizontally out from the existing community, which would entail higher capital improvement costs than would be required for infill development. The use of infill development, among other strategies, promotes efficient use of resources and contributes to the economic health of existing communities.<sup>75</sup>

**Intertidal zone:** The area along the shoreline that is submerged at high tide and exposed at low tide.

**Live-near-your-work program:** Live-near-your-work programs provide financial incentives that encourage people to live near their workplaces. The intention is to reduce traffic congestion and vehicle miles travelled, thus generating environmental benefits such as reduced air and water quality impacts. Incentives can include rent subsidies and special loans or grants to purchase homes.<sup>76</sup>

**Living shoreline:** Living shorelines are stabilization techniques that restore, protect, and enhance the natural shoreline environment by mimicking nature. Nonstructural approaches include vegetative plantings and sand fill; hybrid techniques combine vegetative planting with low rock sills. These approaches can be effective alternatives to “hard” stabilization structures such as bulkheads, riprap, or groins.<sup>77</sup>

**Live-aboard housing:** Live-aboard housing involves the use of a watercraft as a permanent or temporary residence, and is typically located in a marina, alongside a dock, or in a mooring field.

**Local waterfront revitalization plan:** A local waterfront revitalization plan is a locally prepared land and water use plan and strategy used in New York for a community’s waterfront that addresses critical issues and refines waterfront policies to reflect local conditions and circumstances.<sup>78</sup>

**LID (low impact development):** Low impact development is an approach to land development, or redevelopment, that works with nature to manage stormwater as close to its source as possible in order to maintain or restore natural hydrologic function. Recently, this term has come to be used interchangeably with the term “site-scale green infrastructure practices.”<sup>79</sup> (See Green Infrastructure.)

**Marine conservation agreement:** Marine conservation agreements are formal or informal agreements between parties to exchange benefits, take or refrain from certain actions, or transfer certain rights and responsibilities to restore and protect fragile coastal and marine ecosystems.<sup>80</sup>

**Natural hazard:** A natural hazard is a natural process that threatens lives, property, and other assets. Often, a natural hazard can be predicted and tends to occur repeatedly in the same geographical location.<sup>81</sup>

**Overlay district:** An overlay district is a zoning technique that allows a jurisdiction to superimpose additional requirements over a basic use zoning district without disturbing the requirements of the basic use district. In the instance of conflicting requirements, the stricter of the conflicting requirements applies.<sup>58</sup>

**Park-once strategy:** A park-once strategy is an approach to promoting “walkable communities” through which ample parking facilities are provided within safe walking distance and easy access of a variety of destinations, including waterfront areas and land-based transportation options. Park-once strategies let residents, workers, and visitors “park once,” leaving their car behind and using others means (e.g., walking, community shuttles, bicycle rentals) to get to their desired destination(s) within the community.<sup>82</sup>

**Pedestrian master plan:** A pedestrian master plan provides the rationale, goals, objectives, strategies, standards, and maps for implementing a comprehensive approach to making a community safe and walkable for people travelling on foot. This includes approaches for linking sidewalks, walking paths, and pedestrian-related facilities and amenities.<sup>75</sup>

**Policy audit:** A policy audit is typically a checklist that guides the review of a community’s land use and development policies to help evaluate whether those policies support the community’s vision for smarter growth. Policy audits can help identify areas in which a community’s intentions are at odds with existing policy statements and implementation rules (e.g., comprehensive plans, zoning codes, building codes, street design requirements, and infrastructure financing priorities).<sup>83</sup>

**Public trust doctrine:** The Public Trust Doctrine provides that public trust lands, waters, and living resources in a state are held by the state

in trust for the benefit of the public, and establishes the rights of the public in public trust lands, waters, and living resources for a variety of uses. The public trust doctrine may be applicable whenever tidelands, navigable waters, or submerged lands are altered, developed, conveyed, or otherwise managed or preserved. It may apply whether the trust lands are publicly or privately owned. In addition to establishing the rights of the public in these lands and waters, the doctrine also imposes limitations on the states and the public and private owners, as well as establishing duties and responsibilities of the states when managing these public trust assets.<sup>84</sup>

**Purchase of development rights:** Purchase of development rights (PDRs) programs place a permanent restriction on the land, protecting it from all future development. PDRs are typically used to protect and conserve natural lands (such as open meadows or forests) or rural lands (including farmland). Owning land conveys a set of rights, including the right to develop the land for residential, commercial, or industrial use (subject to applicable zoning restrictions). Under a PDR program, property owners can choose to sell their development rights to a land trust or other entity. A permanent deed restriction is then placed on the property.<sup>85</sup>

**Rehab code:** A rehab code, also known as a “rehabilitation code” or a “building rehabilitation code,” is a code designed to permit, encourage, and facilitate the re-use of existing buildings by exempting them from new construction code requirements that are not necessary to renovation and might make the renovation and rehabilitation of existing buildings economically uncompetitive.<sup>86</sup>

**Riprap:** Riprap consists of broken stone, cut stone blocks, or rubble that is placed on slopes to protect them from erosion or scour caused by floodwaters or wave action.<sup>87</sup>

**Riparian habitat:** Riparian habitat refers to a stream or river, its bordering lands within the floodplain, and the areas that contribute leaves, wood, and other materials to the stream or river, including canopy cover. Riparian habitat provides home and shelter to animals, insects, and plants and often includes wetlands.<sup>88</sup>

**Rolling easement:** A rolling easement is a policy approach that preserves natural habitats and public access to the coast as shorelines erode or retreat by requiring structures to be removed once they are no longer on dry land (because submerged land is publicly owned under the public trust doctrine). Usually, engineered shore protection measures are prohibited. As the sea advances, the easement automatically moves or “rolls” landward.<sup>89</sup>

**Special Area Management Plan:** Special Area Management Plans (SAMPs) are resource management plans and implementation programs developed to better manage specific geographic areas, such as an urban waterfront. SAMPs also supplement existing management programs to help address complex multijurisdictional coastal issues. SAMPs have increased cooperation among coastal localities and provided a more comprehensive approach to addressing coastal issues. For example, the communities of New Bedford and Fairhaven, Massachusetts, developed a multijurisdictional SAMP for their harbor that protects water-dependent port uses and identifies areas for waterfront revitalization.

**Smart Growth Network:** The Smart Growth Network is a coalition of national and regional organizations united in the belief that where and how we grow matters. For additional information, see [www.smartgrowth.org](http://www.smartgrowth.org).

**Stakeholder analysis:** Stakeholder analysis is a technique for identifying and assessing the importance of key people, groups of people, or institutions that may significantly influence, or will be significantly influenced by, a proposed activity or project. It can be

used to identify people, groups, and institutions that will affect a proposed initiative or project (either positively or negatively), help anticipate the kind of influence to expect, and develop constructive strategies to get the most effective support, and most constructive involvement, possible.<sup>90</sup>

**Stormwater fee discount:** A stormwater fee discount reduces stormwater fees for property owners who implement measures to manage and reduce stormwater runoff.<sup>91</sup>

**Sustainable:** Sustainable, from an ecological standpoint, is the ability to meet the needs of the present human generation without compromising the integrity of the ecosystems that future generations (human and other) will need to rely upon to meet their needs.<sup>92</sup>

**Tax abatement/exemption:** Tax abatement/exemption is a strategy to lower, restrict, or otherwise reduce the tax burden associated with a piece of property in exchange for the provision of a desired public good. Tax exemptions make the property owner “exempt” from part or all of the taxes related to the improvements upon a property for a fixed period of time.<sup>93</sup>

**Tax increment financing district:** A tax increment financing (TIF) district is a tool used by cities and other development authorities to finance certain types of development costs. The public purposes of a TIF are the redevelopment of blighted areas, construction of low- and moderate-income housing, provision of employment opportunities, and improvement of the tax base. With a TIF, the taxing entity “captures” the additional property taxes generated by the development over and above the pre-development tax revenue, and uses the resultant “tax increments” to finance the development costs.<sup>58</sup>

**Tiered development:** Tiered development is development where the height of buildings increases as one moves away from the coast or waterfront. This optimizes panoramic water views for more buildings.

**Transfer of development rights:** Transfer of development rights programs create a market for selling development rights on one parcel of land and conveying them to another. These rights are transferred away from areas designated for preservation, such as agricultural and forestry lands, towards areas deemed appropriate for development and higher density.<sup>75</sup>

**Transit-oriented development:** A transit-oriented development (TOD) is a development with a mix of land uses (e.g., residential, office, shopping, civic, and entertainment) within easy walking distance of a transit station. The close proximity of transit decreases people's dependence on driving for meeting their everyday needs. Reducing vehicle miles travelled in this way can help lower air emissions. TODs can also benefit regional water quality by concentrating development and reusing previously developed land, thereby reducing development pressure on open space. Reuse of previously developed land often means accommodating new development without any net increase in impervious surface or runoff.<sup>94</sup>

**Visioning exercise:** Visioning is a participatory planning process that seeks to create a shared image of a desired future for a community. To do this, citizens and stakeholders actively engage in discussions and exercises about alternative futures. Successful visioning processes lead to broad agreement about a preferred future, which in turn lead to implementation strategies involving changes in public policy and actions.<sup>95</sup>

**Visual preference survey:** A visual preference survey is a technique that helps a community determine what attributes they value in overall community design. As the name implies, the technique is based on the development of one or more visual concepts of a proposed plan or project. The actual technique may rely on sketches,

photographs, computer images, or similar techniques to provide the basis for participants to rate or assess each visual depiction. As a result, participants can express judgments and possibly reach a consensus about a visual design, architecture, site layout, landscape, and similar design features, which may be incorporated in the goals, objectives, design guidelines, enhancement/mitigation measures, or recommended standards for a study, plan, or project. Visual preference surveys can also be used at the beginning of a planning process to help participants identify what they value most about their community. In this application, a series of photographs are used, usually from the community itself but they can be from elsewhere, to help people identify what it is they like, and dislike, about various aspects of community design, including roads, buildings, and open space.<sup>96</sup>

**Visualization software:** Visualization software is image editing software that digitally alters images of real places to create photo-realistic simulations of proposed changes. Digital images of the planning area are modified with proposed design features, such as new buildings, bike lanes, trolley cars, streetlights, or natural features like trees, to give the public, designers, and decision makers a better sense of the impact of proposed changes on the built or natural environment.<sup>97</sup>

**Walkability tour:** A walkability tour is a tour (usually on foot) to evaluate how pedestrian friendly and walkable an area is. Through a walkability tour, the overall “feel” of the community's streets is assessed with regard to how comfortable and safe those streets feel to a person walking along them. Walkability tours look at many factors, including how parking is handled, how wide the streets are, how many “curb cuts” intersect the sidewalk, the location of street trees and street “furniture” (e.g., benches), as well as how buildings are designed and the ways in which buildings do or do not interact with the pedestrian environment.

**Water-dependent uses:** While the definition of water-dependent use varies among states and locales, a water-dependent activity typically requires the use of, location on, or direct access to navigable waters or submerged lands to achieve its primary purpose, whether it is recreational, commercial, or industrial. Such water-dependent uses include fishing facilities, marinas, and ports, and are important to maintaining the viability of working waterfronts.

**Waterfront master plan:** A waterfront master plan is a comprehensive long-range plan for the waterfront intended to guide growth and development.

\*Glossary definitions are from a variety of sources. The numbers at the end of glossary entries correspond with the sources listed in the endnotes.

# Endnotes

<sup>1</sup> Excluding Alaska.

<sup>2</sup> Statistic calculated by U.S. National Oceanic and Atmospheric Administration (NOAA) using U.S. Census Bureau 2007 County Population Estimates. U.S. Census Bureau, 2007. Available at U.S. Census Bureau. Population Estimates, [www.census.gov/popest/estimates.php](http://www.census.gov/popest/estimates.php) (accessed March 1, 2009). Also Woods and Poole Economics, Inc. *Complete Economic and Demographic Data Source* (CEDDS). 2007.

<sup>3</sup> Bates, B.C., Z.W. Kundzewicz, S. Wu, and J.P. Palutikof, Eds. *Climate Change and Water. Technical Paper of the Intergovernmental Panel on Climate Change*. IPCC Secretariat, 2008, pages 3, 29, 30, 41, and 42. Available at [www.ipcc.ch/pdf/technical-papers/climate-change-water-en.pdf](http://www.ipcc.ch/pdf/technical-papers/climate-change-water-en.pdf) (accessed May 5, 2009).

<sup>4</sup> Jacob, J., and S. Showalter. *The Resilient Coast: Policy Frameworks for Adapting the Built Environment to Climate Change and Growth in Coastal Areas of U.S. Gulf of Mexico*. Texas Sea Grant and National Sea Grant Law Center, 2007, pages 8 and 25. Available at [www.urban-nature.org/publications/documents/TheBuiltEnvironment08-sm\\_000.pdf](http://www.urban-nature.org/publications/documents/TheBuiltEnvironment08-sm_000.pdf) (accessed May 8, 2009).

<sup>5</sup> Maine Sea Grant College Program. *Access to the Waterfront: Issues and Solutions across the Nation*. Maine Sea Grant College Program at the University of Maine, 2007, pages 4 to 8. Available at [www.seagrant.umaine.edu/files/pdf-global/07access.pdf](http://www.seagrant.umaine.edu/files/pdf-global/07access.pdf) (accessed April 19, 2009).

<sup>6</sup> Personnel communication with Jack Wiggin, Director, Urban Harbors Institute, University of Massachusetts Boston, on February 4, 2009.

<sup>7</sup> New York Department of State, Division of Coastal Resources. Coastal Resources Online: Local Waterfront Revitalization Program (LWRP), [www.nyswaterfronts.com/aboutus\\_LWRP.asp](http://www.nyswaterfronts.com/aboutus_LWRP.asp) (accessed April 19, 2009); Personal communication with Stephen Ridler, Bureau Chief of Local and Regional Programs, New York State Department of State, Office of Coastal, Local Government and Community Sustainability, on April 6, 2009.

<sup>8</sup> Davis, E. "Preserving Municipal Waterfront in Maine for Water-Dependent Uses: Tax Incentives, Zoning, and the Balance of Growth and Preservation." *Ocean and Coastal Law Journal*, 2001, volume 141, issue 1, pages 163 to 185; Moore, B. "Coastal Character: On the Maine Coast, Working Waterfronts Set the Tone." *The Working Waterfront*. Island Institute, August 2005. Available at [www.workingwaterfront.com/articles/Coastal-Character-On-the-Maine-coast-working-waterfronts-set-the-tone/10891/](http://www.workingwaterfront.com/articles/Coastal-Character-On-the-Maine-coast-working-waterfronts-set-the-tone/10891/) (accessed April 19, 2009); Richardson, J. "Uncertain Times on the Portland Waterfront." *Portland Press Herald Maine Sunday Telegram*. Blethen Maine Newspapers, Inc., January 25, 2009. Available at [http://pressherald.maintoday.com/story\\_pf.php?id=235191&ac=PHnws](http://pressherald.maintoday.com/story_pf.php?id=235191&ac=PHnws) (accessed April 19, 2009); Personal communication with Bill Needelman, AICP, Senior Planner, City of Portland Planning Division, Maine, on August 25, 2009.

<sup>9</sup> Portland Bureau of Environmental Services, City of Portland Oregon. Stormwater Discount program: Clean River Rewards. Available at [www.portlandonline.com/bes/index.cfm?c=41976](http://www.portlandonline.com/bes/index.cfm?c=41976) (accessed April 21, 2009); City of Portland Bureau of Planning and Sustainability. Ecoroofs, [www.portlandonline.com/osd/index.cfm?a=114728&c=42113](http://www.portlandonline.com/osd/index.cfm?a=114728&c=42113) (accessed April 21, 2009).

<sup>10</sup> The Conservation Fund, Green Infrastructure. Metropolitan Greenspaces Program – Portland, OR, <http://greeninfrastructure.net/content/project/metropolitan-greenspaces-program-portland-or> (accessed April 21, 2009).

<sup>11</sup> Personal communication with Karl Burgess, Habitat Management Program Manager, Coastal Resources Division, Georgia Department of Natural Resources, on April 2, 2009.

<sup>12</sup> The latest version of the scorecard can be found at [www.epa.gov/smartgrowth/](http://www.epa.gov/smartgrowth/).

<sup>13</sup> U.S. Environmental Protection Agency (U.S. EPA). *National Award for Smart Growth Achievement 2007*. EPA-321-K-08-001, November 2008.

<sup>14</sup> Massachusetts Government. Smart Growth/Smart Energy Toolkit: Accessory Dwelling Units, [www.mass.gov/envir/smart\\_growth\\_toolkit/pages/mod-adu.html](http://www.mass.gov/envir/smart_growth_toolkit/pages/mod-adu.html) (accessed April 21, 2009).

<sup>15</sup> Using marinas and mooring fields as residential alternatives can be controversial, and must be implemented in ways that protect public access to the water and mitigate the environmental impacts of live-aboards. Thoughtful planning for public infrastructure to support live-aboard vessels, like pump-out facilities, waterfront parking and access, and public services, is necessary to avoid unintended environmental and social impacts.

<sup>16</sup> See, for example, Paley, A.R. "High Housing Costs Chasing More into Water: Lack of Property Taxes, Lower Fees among Lures of Boat Living in DC, MD." *Washington Post*. The Washington Post Company, April 18, 2005, page B1. Available at [www.washingtonpost.com/wp-dyn/articles/A61358-2005Apr17.html](http://www.washingtonpost.com/wp-dyn/articles/A61358-2005Apr17.html) (accessed May 5, 2009).

<sup>17</sup> Personal communication with Donna Morrow, Clean Marina Program Coordinator, Maryland Department of Natural Resources Boating Services, on February 23, 2009.

<sup>18</sup> Sustainable Communities Network. Smart Growth Online: Smart Growth Network Resource Library, Accessory Dwelling Units, [www.smartgrowth.org/library/articles.asp?art=1828&res=1280](http://www.smartgrowth.org/library/articles.asp?art=1828&res=1280) (accessed April 21, 2009).

<sup>19</sup> Personal communication with Carol Berg, Housing and Community Development Manager, City of Santa Cruz, on August 21, 2008.

<sup>20</sup> Personal communication with Pat Collins, Program Manager, Minnesota Department of Natural Resources, Minnesota's Lake Superior Coastal Program, on February 23, 2009.

<sup>21</sup> City of Fernandina Beach. *City of Fernandina Beach Comprehensive Plan: Adopted May 4, 2004. As amended by Ordinance 2005-30, Ordinance 2006-28, Ordinance 2008-05*. City of Fernandina Beach, May 4, 2004, Future Land Use Element, page 13. Available at [www.fbfl.us/index.aspx?nid=81](http://www.fbfl.us/index.aspx?nid=81) (accessed April 19, 2009); Personal communication with Shawna E. Beji, Waterfronts Florida Program Coordinator, Division of Community Planning, Florida Department of Community Affairs, on April 14, 2009.

- <sup>22</sup> Personal communication with Kristen Grant, Marine Extension Associate, Maine Sea Grant and University of Maine Cooperative Extension at the Wells Reserve, and Helen Horn and Louisa Gillespie, Marginal Way Committee, Ogunquit Maine, on March 3, 2009.
- <sup>23</sup> Ogunquit Chamber of Commerce. Ogunquit Beautiful Place by the Sea: Questions about the Beach, Marginal Way, and More, [www.ogunquit.org/faqQuestionsAboutTheBeach.php](http://www.ogunquit.org/faqQuestionsAboutTheBeach.php) (accessed April 19, 2009).
- <sup>24</sup> Massachusetts Department of Conservation and Recreation and Essex National Heritage Commission. *Newburyport Reconnaissance Report: Essex County Landscape Inventory*. Massachusetts Heritage Landscape Inventory Program, May 2005, page 10. Available at [www.mass.gov/dcr/stewardship/histland/reconReports/newburyport.pdf](http://www.mass.gov/dcr/stewardship/histland/reconReports/newburyport.pdf) (accessed May 7, 2009).
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- <sup>27</sup> Smart Growth Network. This Is Smart Growth. International City/County Management Association (ICMA), 2006, page 21; Minnesota Sustainable Communities Network. Mehrhoff, W. Case Study: Chattanooga Shapes a Sustainable Future, [www.nextstep.state.mn.us/casestudy.cfm?id=74](http://www.nextstep.state.mn.us/casestudy.cfm?id=74) (accessed April 9, 2009).
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- <sup>30</sup> Personal communication with Catherine Cunningham Ballard, Michigan Coastal Program Manager, Michigan Department of Environmental Quality, on May 8, 2009.
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# Area Agencies on Aging

## Local Leaders in Aging and Community Living



National Association of Area Agencies on Aging

advocacy | action | answers on aging

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*Submitted to...*

## **n4a's primary mission**

is to build the capacity of its members—Area Agencies on Aging (AAAs) and Title VI Native American aging programs—to help older adults and people with disabilities live with dignity and choices in their homes and communities for as long as possible.

## **This brochure features**

an overview of the latest data gathered from AAAs nationwide to provide a snapshot of the evolving role these vital agencies play in the planning, development, coordination and delivery of aging and other home and community-based services in nearly every community in the United States.

All data in this report, unless otherwise noted, is from the 2016 National AAA Survey. For details, visit [n4a.org](http://n4a.org).



# An Aging Nation

Over the next two decades, the proportion of the U.S. population over age 60 will dramatically increase as the baby boomers reach this milestone. By 2030, more than 70 million Americans will be 65 and older, twice the number in 2000.<sup>1</sup>

By 2030, **1 in 5** Americans will be 65 or older.



As this demographic shift occurs, there will be a corresponding increase in the need and demand for fiscal, health and social supports to ensure a sound quality of life for millions of older Americans.



**90%** of adults age 65 and older say they hope to stay in their homes for as long as possible.<sup>2</sup>

But to do so, many people will eventually need some level of service or support to live safely and successfully in their home or community.

We know that the aging of our nation's population will challenge federal entitlement programs, such as Social Security, Medicare and Medicaid, but there is less awareness that this shift will also significantly increase demand for home and community-based services (HCBS), like those offered by Area Agencies on Aging (AAAs).

**Because HCBS costs a fraction of the cost of institutional care options** like nursing homes and skilled care facilities, bringing services to people where they live helps them save their own and government dollars, making this a more sensible approach from a fiscal and human perspective.

AAAs play a critical role in ensuring the development of HCBS options in every community! Here's how they do it...

<sup>1</sup> U.S. Census Bureau, National Population Projections, 2008, <https://www.census.gov/population/projections/>

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# Historical Basis for AAAs

Building on a successful model pioneered in the southeastern region of the U.S., Area Agencies on Aging (AAAs) were formally established in the 1973 Older Americans Act (OAA) as the "on-the-ground" organizations charged with helping vulnerable older adults live with independence and dignity in their homes and communities.



All AAAs play a key role in:

Planning

Developing

Coordinating

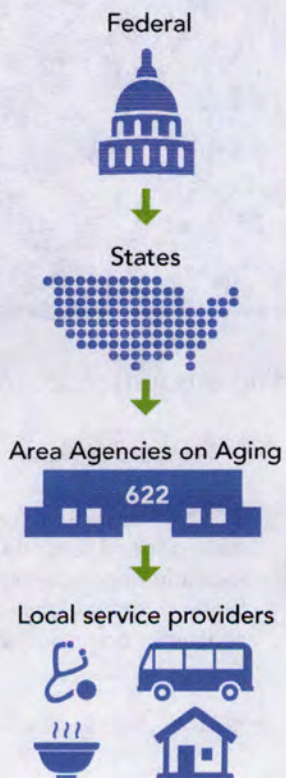
Delivering

**A WIDE RANGE OF LONG-TERM SERVICES AND SUPPORTS**  
to consumers in their local planning and service area (PSA)

The Older Americans Act (OAA) was intentionally designed to mandate that AAAs use the flexibility granted by the Act to ensure that local needs and preferences of older adults are taken into consideration and that the resulting local delivery system is tailored to the community.



## The Aging Network



After getting input from consumers, service providers and other interested stakeholders, **the AAA develops an Area Plan** outlining needs and proposed recommendations for programs and services targeted to the needs of older adults, then updates it every few years to reflect emerging trends. AAAs are also tasked by the OAA to serve as advocates for older adults, enabling the agency's leaders to engage on local and state issues beyond the programs and services they fund or deliver.

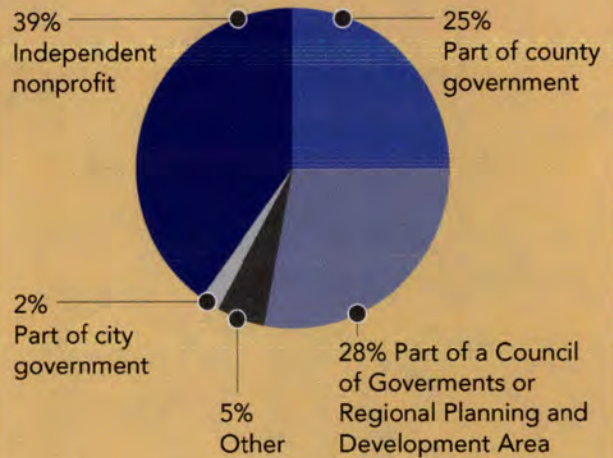
**AAAs contract with local service providers** to deliver many direct aging services, such as meals, transportation and in-home services. However, most AAAs are direct providers of Information and Referral/Assistance, case management, benefits/health insurance counseling and family caregiver support programs.

# Nationwide Network with a Local Flavor

In 2016, there were 622 AAAs serving older adults in virtually every community in the nation. In the few states without a AAA infrastructure—those with small populations or sparsely populated land areas—the state serves the AAA function.

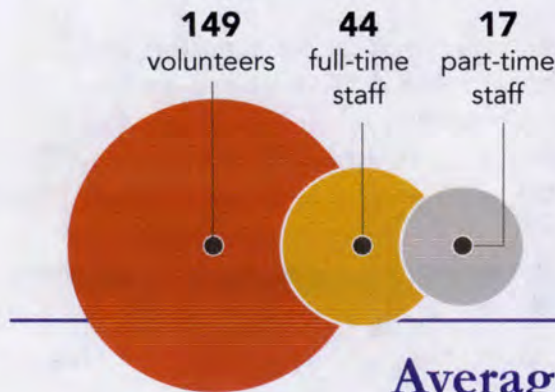
The OAA is foundational for all AAAs, but because the law calls for local control and decision-making, AAAs adapt to the unique demands of their communities to provide innovative programs that support the health and independence of older adults. That's why no two AAAs are exactly alike.

## AAA Structure



Totals may not equal 100% because of rounding

## Average AAA Workforce

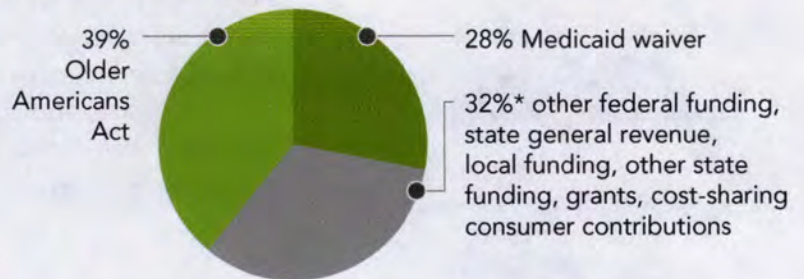


AAAs vary widely in size as each state determines how many service areas to establish, which then determines the number of operating AAAs. For example, Wisconsin has 3 AAAs, but New York has 59.

## Average AAA Budget By funding proportion, 2016

**\$10.1 million**

(Ranges from \$200,000 to \$284 million)



\*Ranked by most frequently cited

# AAAs Serve Communities

One of the OAA's foundational principles is that the programs and services created to help support consumers in their homes and communities are customized to meet their individual needs. There's nothing one-size-fits-all about AAAs or the services they offer their clients!



## Roles of all AAAs:

**assess community needs and develop and fund programs** that respond to those needs;

**educate and provide direct assistance** to consumers about available community resources for long-term services and supports;

**serve as portals to care** by assessing multiple service needs, determining eligibility, authorizing or purchasing services and monitoring the appropriateness and cost-effectiveness of services; and

**demonstrate responsible fiscal stewardship** by maximizing use of public and private funding to serve as many consumers as possible.

Speaking of fiscal stewardship, AAAs also leverage federal dollars, building on modest OAA funding to expand the economic support for HCBS. **The U.S. Administration on Aging estimates that for every \$1 of federal OAA investment, an additional \$3 is leveraged.**

## The most common sources of non-OAA funding leveraged by AAAs for additional programs include:

**69%**  
State General Revenue

**65%**  
Medicaid

**56%**  
Local Funding

**45%**  
Other State Funding

**20%**  
Transportation

**16%**  
Veterans

**15%**  
Health care payer

Emerging Sources



## All AAAs offer five core services under the OAA:



The average AAA offers more than a dozen additional services.

The most common non-core services offered by AAAs are:

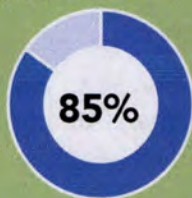
- Insurance Counseling (85%)
- Case Management (82%)
- Senior Medicare Patrol (44%)

# AAAs Serve a Broad Range of Consumers

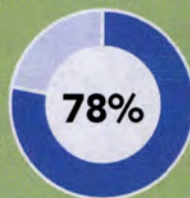
While all AAAs serve adults age 60 and older and their caregivers, they also serve younger consumers, including...

## Percentage of AAAs that serve consumers under age 60, by category:

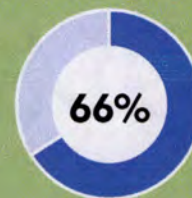
Consumers with a disability or chronic illness



Caregivers of all ages



Veterans of all ages



## Most commonly offered services to people under age 60 include:

Assessment for long-term care service eligibility

Information and referral/assistance/outreach

Fiscal intermediary for self-directed services

Options counseling

Care transitions services



The national Eldercare Locator toll-free hotline helps consumers connect to these local resources!

**800.677.1116**  
**[www.eldercare.gov](http://www.eldercare.gov)**

## Outreach

**A core role of AAAs is to create local information and referral/assistance (I&R/A) hotlines to help consumers find aging and other HCBS programs.**

With these resources and a portfolio of other outreach tools including public education, staff and volunteers, ADRCs and SHIPs, AAAs are able to assist clients match services and solutions to their individual needs, enabling consumers to age in place with increased health, safety and independence.

For OAA services, AAAs are charged by Congress to target services to those with the most economic or social need, but there is no means test and, if funding is available, anyone age 60 or older can access OAA services. For non-OAA services, such as Medicaid HCBS waiver programs, AAAs serve all eligible consumers.

# A Network on the Move

While their fundamental mission has not changed over time, the scope of core services provided by all AAAs has broadened to address client and community needs.

Today, AAAs operate complex delivery systems that provide access, community-based, in-home and elder rights services.

## Did you know?

**93%** **Evidence-Based Health and Wellness:** Ninety-three percent of AAAs now offer these tested and proven approaches to supporting older adults' health. (That's an 85 percent increase since 2007.) Starting in October 2016, all Older Americans Act Title III D funds must be used for evidence-based programs, so that number will rise.

**63%** **Integrated Care:** A majority (63 percent) of AAAs are involved in an integrated care delivery system, which are approaches that combines delivery, management and organization of services related to diagnosis, treatment, care, rehabilitation and health promotion across multiple systems, including HCBS.

### Most common integrated care initiatives:

Veteran-Directed HCBS, VA Choice

Medicaid Managed Care

Accountable Care Organizations/Health Homes

Duals Demonstrations

Program of All-Inclusive Care for the Elderly (PACE)

**45%** **Care Transitions:** Whether with federal funding or through local partnerships, AAAs have moved rapidly into providing care transitions services that help consumers make smooth transitions from hospital (or other care setting) to home, generally with an emphasis on reducing preventable readmissions or complications for the patient. Currently, 45 percent of AAAs have care transitions programs.

**70%** **Livable Communities:** Livable Communities are good places to grow up and grow old. Seventy percent of AAAs are involved in efforts to make their communities more livable and/or dementia-friendly.

# Many Names, Many Partners: One Mission

While only designated AAAs can use the Area Agency on Aging title, not all AAAs include “Area Agency on Aging” in their operating name. For example, a nonprofit AAA may be called “Senior Resources” or a county-based AAA may use “ABC County Office on Aging.”

There are many other well-known programs and services that are administered by AAAs directly or in partnership with other agencies and entities. But no matter what program or service a AAA offers—such as serving as a State Health Insurance Assistance Program (SHIP) or an Aging and Disability Resource Center (ADRC)—it remains a AAA.



## Other AAA Roles

| Percent of AAAs | Designated as ...                                  | Their role ...                                                                                       |
|-----------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------|
| 77%             | Aging and Disability Resource Centers (ADRCs)      | Help all consumers connect to services regardless of age or disability.                              |
| 68%             | State Health Insurance Assistance Programs (SHIPs) | Provide direct health insurance counseling to older adults (e.g., selecting a Medicare Part D plan). |
| Percent of AAAs | Serve as ...                                       | Their role ...                                                                                       |
| 59%             | Local Long-Term Care Ombudsman                     | Funded by OAA, act as a resource for consumers living in nursing homes and other institutions.       |

## Partnerships

AAAs, on average, have 11 informal and 5 formal partnerships with other entities. These are some of the most common. By percentage of AAAs:

|                                 |     |                                  |     |
|---------------------------------|-----|----------------------------------|-----|
| Adult Protective Services       | 85% | Disability service organizations | 75% |
| Transportation agencies         | 84% | Public Housing Authority         | 75% |
| Medicaid agencies               | 83% | Faith-based organizations        | 66% |
| Advocacy organizations          | 82% | Community health care providers  | 60% |
| Emergency preparedness agencies | 79% | Businesses                       | 46% |
| Hospitals                       | 79% | Managed Care/HMO networks        | 42% |
| Mental health organizations     | 77% |                                  |     |



# How to Connect With Your Local AAA

All AAAs have local hotlines or websites to provide consumers with information and assistance, so if you know the name of your local AAA, start there.

Alternatively, you can find a AAA by ZIP code via the Eldercare Locator website ([www.eldercare.gov](http://www.eldercare.gov)) or you can speak with an information specialist by calling 800.677.1116. The Eldercare Locator is a free national service funded by the U.S. Administration for Community Living and administered by n4a.



advocacy | action | answers on aging

## National Association of Area Agencies on Aging

1730 Rhode Island Avenue, NW, Suite 1200, Washington, DC 20036 • 202.872.0888  
[www.n4a.org](http://www.n4a.org) • [www.facebook.com/n4aACTION](https://www.facebook.com/n4aACTION) • [www.twitter.com/n4aACTION](https://www.twitter.com/n4aACTION)

March 2017

Development of this document was made possible, in part, by funding from the U.S. Administration for Community Living under grant number 90UC0002. The views expressed in this material do not necessarily reflect the official policies of the U.S. Department of Health and Human Services or represent official U.S. Administration for Community Living policy.

## BF Committee

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**From:** Megan Childers <meganwcc@yahoo.com>  
**Sent:** Wednesday, April 26, 2017 8:39 AM  
**To:** BF Committee  
**Subject:** testimony for Clean & Safe Program

Council Members,

I'm writing today to express how important the Clean and Safe program is for Wailuku town. As a merchant, owner of Wailuku Coffee Co., I deal with the houseless and mentally ill community daily. Before the C & S program I had no resources outside of MPD to help these people. I have seen the C&S program help many lost souls get the help they need instead of a visit from MPD, which leaves them in the same situation. I've seen C&S working hard and achieving the goal of a clean and safe community. In the beginning of the C & S program I had a very difficult mentally ill man that had latched onto the café and me. He threatened me everyday, from the parking lot to the inside of café. I called MPD but the man was still waiting on Market st. every day to harass me or our customers. He started to threaten violence against me and my family- at this point I met Lawrence and expressed my situation and within a few days he helped get this man off the streets and into the state hospital where he is now getting help. I am forever grateful for that. I have used their services many times instead of taking up our MPD's time and every time they have been able to help or guide me.

I believe they provide an invaluable asset to our town and community. I urge you to keep them in the budget and keep Wailuku Clean and Safe.

Mahalo for your time,

Megan Kanekoa  
Wailuku Coffee Co.  
[www.wailukucoffeeco.com](http://www.wailukucoffeeco.com)  
808.495.0259 Bus.  
808.280.5786 Cell

## BF Committee

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**From:** Maguire, Anne-Marie <Anne-Marie@crv.com>  
**Sent:** Wednesday, April 26, 2017 9:18 AM  
**To:** BF Committee  
**Cc:** Keoni@lanaicatsanctuary.org  
**Subject:** Lanai Cat Sanctuary... ---> Maui County Council Budget Committee Chair

**Importance:** High

Hi!

It has come to my attention that The Maui County Council Budget Committee Chair is proposing to slash funding for this wonderful organization. I strongly disagree with this proposal. I come to Maui / Lanai SPECIFICALLY to visit this cat sanctuary. I spend A LOT of money on Maui and Lanai centered around my visit to the Lanai Cat Sanctuary. I would like to remind you that it is the NUMBER ONE thing to do in Lanai City according to TRIPADVISOR. **Slashing funding by 66% is WRONG and not fair for such a small organization that generates so much tourism dollars on Maui / Lanai.**

[https://www.tripadvisor.com/Attraction\\_Review-g60628-d2195539-Reviews-Lanai\\_Cat\\_Sanctuary-Lanai\\_City\\_Lanai\\_Hawaii.html](https://www.tripadvisor.com/Attraction_Review-g60628-d2195539-Reviews-Lanai_Cat_Sanctuary-Lanai_City_Lanai_Hawaii.html)

I urge you to reconsider your budget.

Thank you for your time.

**Anne-Marie Maguire**

CRV

One Broadway, 15th Floor, Cambridge, MA 02142

T: 781-768-6034

E: [anne-marie@crv.com](mailto:anne-marie@crv.com)

## BF Committee

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**From:** Stacey Purdy <staceypurdy@gmail.com>  
**Sent:** Wednesday, April 26, 2017 10:47 AM  
**To:** BF Committee  
**Subject:** RE: Testimony for 4/26/17 opposing grant reduction for the Lanai Cat Sanctuary on line 631, page from \$15,000 to \$5,000

Aloha County Council Members,

I am sending this email testimony on behalf of my 14 year old daughter Kaitlyn and myself. Kaitlyn and I want to express the importance of this organization. Kaitlyn adopted her first kitten Angelica a few years ago. Kaitlyn was the first child to have her birthday party at the Cat Sanctuary. She was able to spread the word on their efforts and exchange gifts for her into donations for the center. Her friends were able to interact with the cats and give them the treats and toys they bought. Their parents also gave donations to the center. We have learned so much about their efforts to help these animals and the protection of our native birds on the island of Lanai.

I humbly ask you to reconsider your decision to reduce the funding for this very worthy organization. The \$15,000 investment in this organization gives the community a lot of benefits. It is money well spent. Please reconsider and award the entire budget request of \$15,000.

Mahalo Nui Loa,

Stacey and Kaitlyn Purdy  
Residents of Lanai

## BF Committee

---

**From:** Larry <lshapiro1010@yahoo.com>  
**Sent:** Wednesday, April 26, 2017 11:19 AM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** Fwd: Testimony in Support of 3 Can Curbside Recycling

Aloha Council Members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

Most people have absolutely no idea that this issue will be coming before you in the next day or so. There's been zero notice from the county regarding this latest effort to kill 3 Can.

3 Can recycling is self funding and actually turns a profit so why kill it? According to the county's own figures, Maui collects \$169,000 annually in 3 Can fees yet the program only costs \$126,000, yielding the county a hefty 25% profit margin of \$43,000 a year.

This program is extremely popular and very successful. In fact, Maui's utilization rate--I have heard it is about 61%--is higher than the well established program on Oahu that serves over 160,000 households. The vast majority of residents do use it, want it and will be very, very unhappy if it is stopped. In fact, just come over early on alternate Friday mornings and you'll find out for yourself how popular 3 Can is—you'll notice a sea of blue recycle bins everywhere.

The most reasonable benchmark for measuring our program's success is comparing our success with Honolulu. Their bin "set out" rates average 53% (8 points lower than us), with a high of 64% in parts of Pearl City and a low of 25% in one neighborhood, Laie. So neighborhoods vary, which is to be expected. And no program will ever have anywhere near 100% utilization, which is also to be expected.

It's critical to note that these rates seriously understate the actual participation rate since frequently people put out their blue cans only once a month when full. The fact that a can is not out on a particular day does not mean that the household is not participating.

So at this point, our participation rate well surpasses the successful Oahu program. Thus, cancellation is not justified using this most appropriate benchmark. Just the opposite is true—3 Can is a unqualified success.

Curbside recycling isn't new, untested or radical. It's good for our island and our people. In fact, it should be expanded island wide, just like Oahu residents enjoy, as do millions of families on the mainland. And it should be made a permanent service to residents and not subject to what seems to be possible cancellation each year.

Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost \$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely,

Larry Shapiro  
Kihei

## BF Committee

---

**From:** Larry Shapiro <shapiro989@gmail.com>  
**Sent:** Wednesday, April 26, 2017 11:29 AM  
**To:** BF Committee  
**Subject:** Testimony in support of 3 Can Curbside Recycling

Aloha Council Members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

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Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost \$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Sincerely,

Larry Shapiro  
Kihei



## BF Committee

---

**From:** Nick Drance <nick@imagedesigncom.com>  
**Sent:** Wednesday, April 26, 2017 12:09 PM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** 3-can recycling

Aloha!

Just a quick note to ask you to please enable this very important program. Here are a couple of reasons.

1. Recycling is the Aloha way that honors the Aina.
2. It's so common elsewhere, we'd be notable for not doing it.
3. We'll run out of landfill space at some point.
4. Whatever funds are derived can be applied to something else we need.

Mahalo nui loa for your care of our precious island home.

Nick

**IMAGE**  
design & communications  
BUSINESS RELATIONSHIPS  
EXPERIENCE DESIGN

Nick Drance  
President  
Image Design and Communications, Inc.  
2441 S. Kihei Rd. D204  
Kihei, HI 96753  
818-563-3322  
818-400-5409 cell

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE  
COUNTY COUNCIL

21 April 2017

Ramie-Ann J.P DeVera- Kuahuia  
P.O Box 38  
Kualapuu, HI 96757

**Re: MEO Transportation Testimony**

Dear Maui County Council Members,

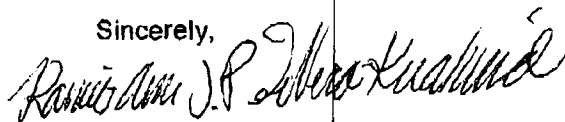
I am Ramie-Ann and I attend Aka'ula School. I am in the 10th grade. Every year during the Christmas season, my mom, who works at The Salvation Army, works in town. She is not able to pick my sisters and I up after school, so we catch the MEO bus to Town. Some of my school mates catch the MEO bus to get to school and to return home after school.

This saves families money and gas. It also has environmental benefits because there are fewer cars on the road and less carbon emissions.

This is a very important service because without it, people would not have the support to get around.

Thank You Maui County Council Members for your time and attention.

Sincerely,



Ramie-Ann J.P DeVera- Kuahuia

RECEIVED

2017 APR 26 PM 12:42

OFFICE OF THE  
COUNTY COUNCIL

21 April, 2017

Laiku Dowling  
P.O. BOX 553  
Kaunakakai, HI 96748

Maui County Council-Molokai Office  
100 Ainoa Street  
Kaunakakai, HI 96748

**Re: Testimony Supporting MEO Transportation Services on Molokai**

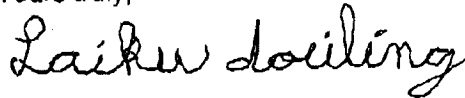
Dear Maui County Council Members,

My name is La'iku Dowling and I am in the 9<sup>th</sup> grade at Aka'ula School. I use MEO transportation service daily to get to and from school on time. Aka'ula does not have a bus service and I rely on MEO.

This service is important to me because without MEO service, my daily routine would be tough on my family and me. It is not only valuable to me, it is necessary for most families on Molokai, especially those who have no cars or trucks.

Please support MEO and continue to fund transportation services here on island. Thank you for your time and attention.

Yours truly,



La'iku Dowling

7-11

Molokai

MEO

Wonderful helpers & personalities,  
coolness to drive & patients & children

Buses

Air conditioning

I almost went to see you  
Please help them!

I am a walker patient  
w/ medical needs and I couldn't  
get by without them & I have  
oxygen from my spine &  
ribs on lungs and need cool  
air & drivers need same. Also  
there are not enough buses  
to do what is needed.

Thanks  
Sharon  
213-5119

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2017 APR 26 PM 12:42

OFFICE OF THE  
COUNTY COUNCIL

# MCAPP

MOLOKAI CHILD ABUSE PREVENTION PATHWAYS



9/19/2016

County Of Maui  
Mayors Community Budget Meeting

**To: Whom it may concern**

Re: Letter of commitment/support for MEO Molokai Branch

Molokai Child Abuse Prevention Pathways, hereby declare our intent to collaborate and support the ongoing services of Maui Economic Opportunities (MEO) here on the Island of Molokai.

As a non-profit agency providing community services and other family strengthening programs to the local community on Molokai we value the commitment and efforts MEO provides from **Rental assistance** which is intended to help individuals and families in Maui County with assistance on rental deposit, utility deposit and ongoing rent subsidies for up to six (6) months, to the only island wide public **transportation system**, to MEO's **early childhood** education program that educates and provides services to our pre-school keiki's and families here on Island, the **CORE business** program that generates business opportunities for individuals seeking a startup business, to the many other **community services** that MEO is committed to.

We value efforts to sustain the work of MEO to continue its service to the community of Molokai.

Mahalo nui loa.

**Kealoha Hooper**  
Site Coordinator  
Molokai Child Abuse Prevention Pathways  
Phone: 808.660.2619

2017 APR 26 PM 12:42  
OFFICE OF THE  
COUNTY COUNCIL

RECEIVED

## **BF Committee**

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**From:** Heitiare Kawehi Kammerer <heitiare.haupia@gmail.com>  
**Sent:** Wednesday, April 26, 2017 3:14 PM  
**To:** BF Committee  
**Subject:** Paukukalo Boys & Girls Club

#BF-1, line item for The Boys and Girls Clubs of Maui, Paukukalo Club.

To whom it may concern:

I am an advocate for Paukukalo Boys and Girls Club. The services rendered by the Boys & Girls Club in Paukukalo provides care of a unique demographic that has a high volume of Native Hawaiian children. As a makua who works full-time as a teacher my day does not end until 3:30. Then, add travel time from upcountry and I do not get down town til about 4:30pm. For my 'ohana Paukukalo Boys and Girls Club is a safe haven for my keiki. It is where their leaders are there for them and receive them after school in my place. Words do not articulate well enough my mahalo for the leaders at Boys and Girls club who tutor, supervise and give aloha to my two sons who benefit from their services. To lose the kōkua of Boys and Girls Club would be so devastating to my 'ohana. My husband and I are both educators with four children and have been tremendously blessed to have the Boys and Girls Club in Paukukalo as guardian angels watching over our keiki who attend. PLEASE KEEP BOYS AND GIRLS CLUB IN PAUKUKALO is my humble prayer. Mahalo in advance for your time in reading this letter. Iesū pū.

# LIVE ALOHA!

**Heitiare "Kawehi" Kammerer**  
Kumu Mo'omeheu Hawai'i  
***Hawaiian Language and Culture Teacher***  
Ke Kula Ha'aha'a o Kamehameha  
***Kamehameha Maui Elementary***  
275 Aapueo Parkway  
Pukalani, HI 96768

Cell: (808) 222-9786 Work: (808)572-3140  
Email: [hekammer@ksbe.edu](mailto:hekammer@ksbe.edu)  
or [heitiare.haupia@gmail.com](mailto:heitiare.haupia@gmail.com)  
Blog <http://blogs.ksbe.edu/hekammer/>

## BF Committee

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**From:** Tommy Lee <dhl68@yahoo.com>  
**Sent:** Wednesday, April 26, 2017 3:34 PM  
**To:** BF Committee

I, DEOK H. LEE, SHARE MY SUPPORT FOR ELLE COCHRAN'S PROPOSAL AND HER IDEAS.

Sincerely Yours

DEOK H. LEE

**SR** Discount Tire and Automotive LLC

891 Alua St. #3&4 Wailuku, HI 96793

Office: 808-870-7070

<http://www.mautires.com>

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## **BF Committee**

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**From:** Peter Kater <peterkater@sbcglobal.net>  
**Sent:** Wednesday, April 26, 2017 4:08 PM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** 3 Can Recycling

Dear Council,

Is the rumor that you might be canceling the 3 can recycling program true? I find that really hard to believe. We should be doing more recycling not less. Plus this is Hawaii, we should be on the cutting edge of sustainable living practices, not canceling them.

Please let me know what's going on.

Thanks,  
Peter Kater  
3442 Malina Place  
Kihei, HI 96753  
808-866-9150



## BF Committee

---

**From:** Lauren Elaine <laurenelaine721@yahoo.com>  
**Sent:** Wednesday, April 26, 2017 4:17 PM  
**To:** BF Committee  
**Subject:** Budget Testimony

Dear Council Members,

Please accept this email as written testimony regarding this year's budget.

Considering the challenges of balancing the budget while providing necessary assistance/services to the people who live on Maui, it seems like raising the hotel RPT by \$1 would be beneficial. I would like to testify that I am in favor of this action, and would like the additional money go toward addressing issues that affect residents of Maui County (e.g. homelessness, youth programs, transportation, and protecting the environment).

Thank you for your consideration to this matter.

Warmly,  
Lauren Ampolos  
Sent from my iPhone

## BF Committee

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**From:** tim burke <tim.subdude@gmail.com>  
**Sent:** Wednesday, April 26, 2017 4:56 PM  
**To:** BF Committee  
**Subject:** Tax rates

Hi Elle,  
Thanks for your information letter regarding tax revenue.

I feel the property tax rates should increase for Hotels/ Timeshares to the \$12.40 / \$1000.00. I would also recommend increasing the daily taxes on Rental Cars.

One thing I don't understand is why apartment /condo taxes are so high if they are used for residential worker housing. We pay a higher tax rate than a household plus another 4% get.

Thanks  
Tim

## BF Committee

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**From:** Dan Kopycienski <dankope2@me.com>  
**Sent:** Wednesday, April 26, 2017 5:19 PM  
**To:** BF Committee; Riki Hokama  
**Subject:** Raise the hotel tax rate!!!

Raise the hotel tax rate by \$1-2 in order to raise enough money for infrastructure, youth programs, housing, wastewater treatment, invasive species prevention and elimination and sustainable local food production.

Thank you,  
Daniel Kopycienski- Haiku resident

Sent from my iPhone

## **BF Committee**

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**From:** Joyce Hasler <joyce\_hasler@yahoo.com>  
**Sent:** Wednesday, April 26, 2017 5:57 PM  
**To:** BF Committee  
**Subject:** Raise Property Taxes on Hotels

It is the visitor who uses our infrastructure -raise the hotel taxes to ease the burden on the rest of us!

Sent from my iPhone

## BF Committee

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**From:** pascal bronnimann <pascal.bronnimann@ocean4hawaii.com>  
**Sent:** Wednesday, April 26, 2017 8:29 PM  
**To:** BF Committee  
**Subject:** I oppose an increase in CORA fees

To whom it may concern:

Access to quality windsurfing lessons is important because it is part of a much larger industry which will not thrive without the lifeblood of new participants.

HST has played an important leadership role in Park issues, like swim zone maintenance and redesign, promoting harmony among user groups, providing ancillary lifeguard and ranger services and keeping our park clean.

The Mayor's fee proposal is unjustified, unfair and over burdensome.

I oppose any increase CORA fees and I VOTE!

Our companies, ForwardMaui, Quatro International, Goya Windsurfing and MFC Hawaii and our non-profit +H2O have been making a living (not +H2O) on Maui spreading the stoke for ocean sports, protecting the environment and keeping kids of the streets.

Imho, if there are any fees they should be decreased. To keep businesses thriving and also keep tourists happy by having the necessary infrastructure for ocean sports.

Mahalo for your time.

Pascal Bronnimann

## BF Committee

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**From:** Diana Shaw <DShaw@lanaicommunityhealthcenter.org>  
**Sent:** Thursday, April 27, 2017 2:20 PM  
**To:** BF Committee  
**Subject:** Opposition to Proposed General Budget 25% Salary Limit provision  
**Attachments:** Comments regarding Proposed General Budget Provisisons.pdf

**Importance:** High



LCHC

Diana M V Shaw, PhD, MPH, MBA, FACMPE Executive Director  
Lāna'i Community Health Center  
333 Sixth Street, Lanai City, Hawaii 96763 / PO Box 630142  
phone: 808-565-6919  
fax: 808-565-9111  
site: [www.lanaicommunityhealthcenter.org](http://www.lanaicommunityhealthcenter.org)  
email: [dshaw@lanaicommunityhealthcenter.org](mailto:dshaw@lanaicommunityhealthcenter.org)



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## LĀNA'Ī COMMUNITY HEALTH CENTER

P. O. Box 630142  
Lāna'i City, HI 96763-0142



Phone: 808-565-6919 x114  
Fax: 808-565-9111  
E-mail: [dshaw@lanaicommunityhealthcenter.org](mailto:dshaw@lanaicommunityhealthcenter.org)

April 27, 2017

Chair Hokama, Vice Chair White and Committee Members  
Budget and Finance Committee  
Maui County

Aloha Kakou,

**Re: County of Maui, DHHC—Behavioral Health Services and Opposition to Changes being made to the County's General Budget Provisions**

LCHC thanks the County of Maui, Mayor, and Council for continued support of the Lāna'ī Community Health Center's (LCHC) programs. For the past several years, our Health Center has been the recipient of a Line Item Award. These funds have made it possible for our Health Center to provide services to all community members seeking health care, especially the un- and under-insured. We continue to utilize DHHC Grant funds to support our behavioral health program by providing support for our clinical psychologist's salary—leveraging funds we have received from insurance payments and other grants.

If the change that is currently planned — limiting the grant disbursements to 25% for personnel and administrative costs — is approved, LCHC will need to limit its Behavioral health services as we currently use 50% of this funding to support a portion of salary and fringe benefits for our behavioral health provider. This support is NOT for administrative activities, but rather for direct service support for our un- and underinsured patients. It also provides support to supplement the low insurance payments we receive from insurance companies for these services. Lastly, the grant (in total) provides us with the ability to leverage and obtain other grant funds to support this program and our mission of providing health services to this remote, underserved community.

Our behavioral health program continues to be heavily utilized by community members — patients of LCHC and also those of Straub — as we provide the only such ser-

*E Ola nō Lāna'ī*

LIFE, HEALTH, and WELL-BEING FOR LĀNA'Ī

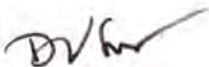
VICES ON ISLAND. A number of our patients do not have coverage for behavioral health services — or the annual number of visits is severely limited. Also, a growing number of our Behavioral Health patients are asking to be seen in their home, to better protect their anonymity. While this is not as efficient as seeing patients in the office, it does increase the comfort level of the patient seeking assistance in handling their illness — LCHC is therefore reaching more patients who are in need of help. And with 70% of Lānaʻi households being classified as low to middle income, and 40% of our population at or below 200% poverty level, County funding remains a critical component of our program.

Program growth has been steady—increasing in 2013 by 14.70%, 2014 by 16.97% and 2015 by 12.52%. Due to a staff shortage (a drop in 36% Psychologist FTE), we were forced to see fewer patients in 2016 (34% drop in patients; 30% drop in encounters). We have managed a wait list with the assistance of University of Hawaii Psychiatry seeing those most in need through our tele-psychiatry program (supported by a federal grant). In addition to helping us with our staffing shortage, this additional service is of benefit to our patients and also our providers—as we become better educated about psychiatric medications and are able to obtain psychiatry consults quickly, without the patient having to leave our island.

In addition to providing psychological counseling, our psychologist also supports our medical and dental providers' patients by providing integrated behavioral health services and playing an integral part in our wellness and lifestyle program development and management. We continue to seek additional funding streams that we can use to leverage the County's funding. In addition, we are also working with the insurers to provide improved reimbursement and coverage for our behavioral services. Also, to meet the continuous need for these services, we continue to recruit a second full-time, live on island licensed psychologist. This recruitment has proven to be difficult (we have been actively recruiting for almost 2 years) due to the remoteness of our island, limited and high cost housing, and lack of adequate supply of behavioral health providers.

These services are badly needed on our island—and with County support, these services will continue, in spite of all the challenges we face. We ask that you continue to support our program at its current level, \$82,610 and that we be allowed to continue to use these funds to support our Behavioral Health Specialist's salary and fringe benefits—above the proposed 25% limit. Again, this support is NOT overhead or 'administrative' but rather direct service salary support. We ask that either the proposed change be revised to allow for direct service salary support, or eliminated in total.

Mahalo,



Diana V. Shaw, PhD, MPH, MBA, FACMPE  
Executive Director



## BF Committee

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**From:** susunwhite@gmail.com on behalf of Susun White <admin@pyccmaui.org>  
**Sent:** Thursday, April 27, 2017 2:22 PM  
**To:** Mike White; BF Committee  
**Subject:** General Budget Provision: Section 11

To Whom it may Concern:

The proposed Section 11 in the *General Budget Provisions*

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel administrative costs. "

This provision will make it impossible for the Paia Youth & Cultural Center to remain open. In our current budget, 78% of our grant disbursement is budgeted towards personnel. It requires personnel to run our program. This provision makes no sense at all. We receive \$230,978. 25% of this amount is \$57,744. How are we to provide personnel with this amount of money to service over 400 youth annually and be open 5 days a week? Maui Youth Center Standards require that we have 2 personnel on at all times for the safety of our youth members.


**This must be some kind of mistake.**

**Section 11 needs to be deleted. There should be no cap on the percent an agency uses for personnel.**

Sincerely,

Susun White

808.264.6161

 [Click here to Reply, Reply to all, or Forward](#)

--  
Susun White  
Executive Director  
Paia Youth & Cultural Center  
*Building Community Through Our Youth*  
[www.pyccmaui.org](http://www.pyccmaui.org)

To Whom it may Concern:

The proposed Section 11 in the *General Budget Provisions*

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs. "

This provision will make it impossible for the Paia Youth & Cultural Center to remain open. In our current fiscal year budget, 78% of our grant disbursement is budgeted towards personnel. It requires personnel to run our programs. This provision makes no sense at all. We receive \$230,978. 25% of this amount is \$57,744. How are we to provide personnel with this amount of money to service over 400 youth annually and be open 5 days a week? Maui County Youth Center Standards require that we have 2 personnel on at all times for the safety of our youth members.


**This must be some kind of mistake.**

**Section 11 needs to be deleted. There should be no cap on the percent an agency uses for personnel.**

Sincerely,

Susun White

808.264.6161

 [Click here to Reply, Reply to all, or Forward](#)

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Susun White  
Executive Director  
Pa`ia Youth & Cultural Center  
*Building Community Through Our Youth*  
[www.pyccmaui.org](http://www.pyccmaui.org)

## BF Committee

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**From:** Billy Jalbert <billy@mauirealestate.com>  
**Sent:** Thursday, April 27, 2017 2:24 PM  
**To:** BF Committee  
**Cc:** Mike White; Susun White  
**Subject:** The Proposed Section 11 in the General Budget Provisions!

Aloha County Council and Chair,

It appears as though there may be a mistake in Section 11 of the General Budget Provisions which could end up eliminating youth centers and other organizations which provide vital services to Maui County citizens.

THIS IS URGENT!

As worded today:

**"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs. "**

This provision will make it impossible for the Paia Youth & Cultural Center to remain open and serve our youth. In our current fiscal year budget, 78% of our grant disbursement is budgeted towards personnel. It requires personnel to run our programs. This provision makes no sense at all. We receive \$230,978. 25% of this amount is \$57,744. How are we to provide personnel with this amount of money to service over 400 youth annually and be open 5 days a week?

Section 11 needs to either be deleted or PYCC will be forced to close.

Sincerely,

Billy Jalbert  
Board President  
Paia Youth and Cultural Center

## BF Committee

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**From:** Alison C. Cohan <acohan@TNC.ORG>  
**Sent:** Thursday, April 27, 2017 2:24 PM  
**To:** BF Committee  
**Subject:** written testimony for Apr 28 2017 B&F committee meeting  
**Attachments:** TNC Maui testimony budget provision change\_20170428.pdf

Hello,

Please accept my written testimony for the County Budget and Finance Committee meeting on April 28, 2017, in regards to the general budget proposed provision Section 11 related to capping grant recipients for personnel and administrative costs to 25%.

I will also be testifying in person.

Mahalo.

---

**Alison Cohan**  
*Director, Maui Nui Forest Program*  
[acohan@tnc.org](mailto:acohan@tnc.org)  
808.856.7658

**The Nature Conservancy**  
Maui Program  
P.O. Box 1716  
Makawao, HI 96768



[nature.org](http://nature.org)



The Nature Conservancy of Hawai'i  
Maui Program  
P. O. Box 1716  
Makawao, Hawai'i 96768

Tel (808) 572-7849  
Fax (808) 572-1375  
nature.org/hawaii

Testimony of The Nature Conservancy of Hawai'i, Maui Nui Program  
Budget and Finance Committee Meeting on Maui County FY 2018 Budget  
April 28, 2017, 9:00am, Maui County Council Chambers

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*For more than 35 years, The Nature Conservancy of Hawai'i has been working closely with government agencies, local businesses, private landowners, non-profit partners, and interested communities across the state to preserve the lands and waters upon which all life in these islands depends. The Conservancy is a private non-profit conservation organization that has helped to protect nearly 200,000 acres of natural lands in Hawai'i. Today, we actively manage more than 35,000 acres in 11 nature preserves on Maui, Hawai'i, Moloka'i, Lāna'i, and Kaua'i, and support 19 coastal communities seeking to co-manage marine resources in partnership with the State of Hawai'i.*

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**The Nature Conservancy of Hawai'i opposes the proposed newly written section 11 to the General Budget Provisions which would mandate that "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."**

The Conservancy's Maui and Moloka'i programs are recipients of the Department of Water Supply's Watershed Protection Grants. This program allows the continuation of essential watershed protection programs that have taken decades to develop and are greatly benefitting the protection of the County's intact native-forested watersheds. The funding directly protects the most important watershed areas that Maui County residents, businesses, and visitors rely on for fresh water, biodiversity, beauty, recreation, and are especially significant to native Hawaiian culture.

The DWS watershed grants program funds on the ground management which is, by nature, labor intensive, including fence construction and maintenance; weed and animal surveillance, prevention and control; data collection and effectiveness monitoring; and fiscal management, accounting and reporting. All of these involve skilled personnel and, like any other public or private sector operation, amounts to the large majority of any budget and expenditures. Implementation of the goals and deliverables of these grants requires maintaining an experienced staff of front line and back office staff to effectively protect Maui's precious natural resources and properly report and be accountable to the County, the DWS, the people of Maui, and to the other government and private funders who support this work. If the provision stays in place as currently written, it will have far reaching consequences including widespread layoffs from many of Maui's key conservation organizations and inability of many conservation organizations, and many other 501(c)(3) non-profit organizations in Maui County, to fulfill grant deliverables. This would result in loss of matching or leveraged federal, state, and private funding that more than triple the County's DWS investment. Collectively these problems would lead to dramatic decreases in protection of Maui's native species, natural resources, and water security.

Thank you for your continued support and for the opportunity to comment on this important matter.

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*Founders:* Samuel A. Cooke (chair 1980-1991), Herbert C. Cornuelle

## BF Committee

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**From:** Punahale Alcon <talk2puna@gmail.com>  
**Sent:** Thursday, April 27, 2017 2:26 PM  
**To:** BF Committee; Luz Domingo  
**Cc:** Punahale Alcon  
**Subject:** Testimony for County of Maui- General Budget Provisions  
**Attachments:** Molokai General HospitalTestimony re Proposed General Budget Provisions.pdf

Aloha County of Maui Budget and Finance Committee,

Please find attached testimony against the proposed *General Budget Provisions Section 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.*

Should you have any questions, please feel free to contact me at 808-553-3102.

Mahalo,  
Punahale Alcon  
Director of Outpatient and Business Services  
Molokai General Hospital



## MOLOKAI GENERAL HOSPITAL

P.O. Box 408 • Kaunakakai, Hawaii 96748 • Phone: (808) 553 5331 • FAX: (808) 553 3133

April 27, 2017

County of Maui  
Budget and Finance Committee  
Chair Riki Hokama  
200 South High Street  
Wailuku, HI 96793

Dear Chair Hokama:

My name is Punahale Alcon and I am the Director of Outpatient and Business Services at Molokai General Hospital. The purpose of my testimony is to express my concern about the 25 percent limitation to grants disbursement for personnel and administrative costs in the proposed *General Budget Provisions Section 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.*

Molokai General Hospital's Women's Health Center is a grantee of the County of Maui, Department of Housing and Human Concerns, Grants Management Division. Our FY 2017 Program Budget is in the amount of \$44,800 of which 100% of the budget falls in the A. Personnel and B. Payroll Taxes and Fringe Benefits expense categories; we do not have any funds budgeted to Administrative Costs. More specifically, our grant budget pays for a .30 FTE Certified Nurse Midwife and a .16 FTE Clinical Managerial Assistant salaries, payroll taxes, and fringe benefits. Our Certified Nurse Midwife and Clinical Managerial Assistant provide direct services to program participants.

Molokai General Hospital Women's Health Center provides well-woman exam clinics and perinatal care on the island of Molokai to 650 unduplicated persons annually. Our program is unique in that the services we provide can only be provided by a licensed healthcare provider and do not require any type of consumables or office supplies. In a way, you can look at our healthcare providers as program supplies because it is their knowledge and expertise that provides the direct services to participants. Our providers meet with program participants face-to-face using their training and knowledge along with equipment such as ultrasound machines provided by Molokai General Hospital. The purpose of our program is to reduce the risk of harm to women, pregnant women and their unborn child(ren) on the island of Molokai by providing culturally appropriate well-woman exams and perinatal care.

Chair Hokama  
Page 2  
April 27, 2017

On behalf of the program participants (patients) and staff of Molokai General Hospital's Women's Health Center, I would like to urge you to not approve the proposal limiting grants disbursements for personnel and administrative costs to 25 percent because if approved, our grant funded program will cease to exist.

Without County of Maui Grants Management Division funding, some Molokai women would lack perinatal and well woman care, which would directly harm the health and well being of our community. Well woman exams are the foundation for wellness, health promotion and disease identification management for women. Perinatal support services provides women with health services and education, best practices, and resources for healthy pregnancies on Molokai.

Once again, thank you for your continued support of Molokai General Hospital's Women's Health Center. Should you have any questions, please feel free to contact me at 808-553-3102.

Sincerely,

A handwritten signature in black ink, appearing to read 'Punahale Alon', with a long horizontal flourish extending to the right.

Punahale Alon  
Director of Outpatient &  
Business Services



## BF Committee

---

**From:** Soraya Farivar <sfarivar1@gmail.com>  
**Sent:** Thursday, April 27, 2017 2:30 PM  
**To:** BF Committee  
**Subject:** MEO Core 4 testimony

To whom it may concern,

My name is Soraya Farivar and I took the Core 4 business class with Kuulei Arce. While I do not currently own a small business, I am partly responsible for ensuring the business that I work for is successful. This class was so amazing in helping me understand all that it takes for a business to function successfully. It was a wonderful opportunity to gain an aerial view of our business and the part that was most helpful for me was Cost Analysis. Kuulei did a wonderful job in teaching the class, I was so grateful for all that she had taught us and I hope she continues to provide this type of opportunity to others in the community. It was well worth the money and time.

Thank you  
Soraya

## BF Committee

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**From:** Peggy Harmon <peggy@mauiacademy.org>  
**Sent:** Thursday, April 27, 2017 2:33 PM  
**To:** BF Committee  
**Subject:** Regarding General Budget Provisions

Dear Sirs and Madams:

My name is Peggy Harmon. I am the Director of Development at Maui Academy of Performing Arts (MAPA). We currently receive a County grant for our long-established, highly-regarded Youth Educational Performing Arts Programs. The County funds are used to support the programs we take into over 30 Maui schools each year. MAPA's programs in the Maui schools provide performing arts programs to 10,000 preschool through high school students each year.

I am writing to strongly urge you to reconsider Section 11 of the General Budget Provisions that states: "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

As with most non-profits, MAPA's largest annual operating expense is for personnel. This is because we are deeply committed to employing the most highly-qualified and trained people to create, provide, manage and maintain our programs. They are at the heart of every successful program we offer. (Please note: these dedicated professionals do not earn a lot of money. In fact, for them it is truly a labor of love.)

Without MAPA's exceptional staff, our programs couldn't exist. Adopting a clause stating that only a small percentage of grant funds may be used for personnel expenditures strikes at the very heart of those programs.

Additionally, to add Section 11 to the General Budget Provisions AFTER potential grantees have already submitted their FY2018 grant application budgets puts many of us at a severe disadvantage. It changes the rules without giving us the opportunity to make budget adjustments. If Council wants to include this clause in future grant applications, I respectfully disagree; however, that is their right. If that should be the case, we ask that you postpone any such major change to grant requirements until the next round of grant submissions.

I strongly urge Council members to eliminate Section 11 from the General Budget Provisions for the FY2018 County budget. Thank you for continuing to acknowledge, respect and support the good and essential work of Maui's nonprofit organizations and the people who provide truly critical services to our community.

Sincerely,

Peggy Harmon  
Director of Development

Maui Academy of Performing Arts  
81 North Church Street  
Wailuku, HI 96793  
W: 808.244.8760 x229

C: 808.298.4366

[www.mauiacademy.org](http://www.mauiacademy.org)

*enriching individuals, building community and connecting our world through the performing arts*

## BF Committee

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**From:** Dustin Tester <dustin@mauisurfergirls.com>  
**Sent:** Thursday, April 27, 2017 3:32 PM  
**To:** BF Committee  
**Subject:** I oppose an increase in CORA fees

To whom it may concern:

I am writing to you today both as a CORA permit holder at Ukumehame Park, that my business covets, but also as a lifetime resident of Maui who has used all the county and state beach parks recreationally.

I understand that the County is looking to making more revenue, but the proposed 300+% hike of my CORA fee each year, as other fee's are marginally increased, while services continue to decline at my beach park. Fee hikes versus services & upkeep at Ukumehame park is still totally out of balance.

Why do I get the impression that my CORA permit is under constant threat by the County? Our teen girl surf camp & school is not a million dollar operation that the County can gouge. Maui Surfer Girls is a respectful small surf school trying to be Pono at a very special & fragile beach park. We scholarship local girls to our camps, do service Learning projects at our camp program, and go above and beyond to educate tourists about ocean & reef awareness to keep our tourists safe on the dynamic waters of Maui.

The idea that you guys are hiking our permit so much each year, will cause me to let go of employees to make ends meet, or expand to a bigger surf school operation that Ukumehame area can't sustain, and the locals will most definitely complain. If you turn parks like Ukumehame into a concession, the County will have a lot of angry locals, and quality services out of this park will decline. Without quality services at park, I guarantee the County will have a lawsuit on their hands when a tourist rents a board out of a concession, gets swept out to Kahaloawe in the off shore winds.

Please protect not only the aina by minimizing commercial impacts on fragile parks like Ukumehame, but also small businesses like Maui Surfer Girls that

truly care for that park, the local community, & tourists wanting experiences that keep bringing them back year after year growing our economy..

Lets keep Maui, Maui & not become a Waikiki!

Here's some facts to consider:

No other industry is hit by fees like this - even at current levels. A bike tour company pays \$500/year. An aquarium collector only pays \$640. A gun dealer license.... \$10! A taxicab business pays \$100 and only \$50 to renew. A pawnbroker pays \$100.

Parks Department is collecting fees way faster than they can spend them. All CORA fees go into the CORA fund which has an unspent balance of over \$500,000.00. Parks Department did not spend any fees collected in Fiscal Year 2016 and they have spent only a fraction of fees collected in previous years.

Parks Department has collected \$0.00 in fines on unpermitted operators and have not lived up to their end of the bargain by keeping the playing field level.

Parks Department has only let one new business obtain new permits since 2003. There are over 30 inactive and available permits above and beyond the carrying capacities of the CORA study. And only about 25% of CORA permits are still active. (There were 417 active permits in 2004 and now there are only about 100 still active.)

CORA services are vital to the tourism economy. CORA instructors provide valuable ancillary lifeguard services and park ranger services.

Teaching and guiding in the ocean requires high levels of skill, experience and patience to keep novices safe and having fun.

CORA businesses have all of the expenses of any other business and must also cope with changing weather and surf which often forces cancellations.

The proposed fee structure does not account for primary locations vs back-up locations and will force more schools into a few prime locations - rather than spreading out for less impact and more safety.

Please reset CORA fees to last year's level and let us survive!

Mahalo,

Dustin Tester  
Camp Founder

808-280-8165

[www.mauisurfergirls.com](http://www.mauisurfergirls.com)

17 years of empowering teen girls through surfing

## BF Committee

---

**From:** Paula Ambre <Paula@themaufarm.org>  
**Sent:** Thursday, April 27, 2017 3:45 PM  
**To:** BF Committee  
**Subject:** Written Testimony from The Maui Farm  
**Attachments:** TMF Testimony to Budget and Finance Committee.pdf

Aloha,

Attached please find written testimony regarding the Recommended Addition to the General Budget Provisions, Section 11.

I can be reached at 281-1379 if you need to contact me for any reason.

Mahalo,

Paula Ambre

Paula Ambre, Executive Director  
The Maui Farm, Inc.  
P.O. Box 1776  
Makawao, HI 96768  
phone (808) 579-8271  
fax (808) 579-9055  
[paula@themaufarm.org](mailto:paula@themaufarm.org)  
[www.themaufarm.org](http://www.themaufarm.org)



# THE MAUI FARM

Empowering Families. Cultivating Lives.

P.O. Box 1776 • Makawao, Hawaii 96768  
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April 27, 2017

TO: Committee Chair Riki Hokama  
Members of the Budget and Finance Committee

RE: Testimony on Recommended Addition to the General Budget Provisions, Section 11

Aloha Committee Chair Hokama and Members of the Budget and Finance Committee:

Thank you for this opportunity to present written testimony on the proposed clause to Section 11 of the General Budget Provisions, stating "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

Several years ago, the Department of Housing and Human Concerns instituted a 12% cap on administrative costs for all of its grantees, and created a listing of what the DHC considers to be an administrative expense. The Maui Farm has complied with this policy and it remains in place today. It obliges grantees to identify other sources of funding for its programs, to cover the administrative costs that are critical to and an integral part of all program operations and delivery.

Any restrictions or caps on personnel expenses, however, will have devastating effects on the ability of most nonprofit organizations to deliver their programs and services for the benefit of our community. Human services are, by nature, direct services delivered by personnel. Restrict the personnel expenses and we cannot operate effectively. Consider the potential for mass layoffs, program closures, and previously-employed individuals now unable to pay their rent, maybe one paycheck away from homelessness. What would happen to our community's safety net? The potential costs are great.

We strongly encourage the members of the Budget and Finance Committee to vote NO on the clause to add the proposed language to General Budget Provisions.

We again thank you for this opportunity to share our thoughts on this important matter. I can be reached by cell at 281-1379 should you have any questions.

Sincerely,

Paula Ambre  
Executive Director

## BF Committee

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**From:** Annalea Fink <annalea.fink@TNC.ORG>  
**Sent:** Thursday, April 27, 2017 4:03 PM  
**To:** BF Committee  
**Subject:** South Maui Water Quality Testing Program for County Budget

Aloha,

I urge you to support Member King's \$94,000 budget request to support an active water quality monitoring program in South Maui.

- Maui's nearshore waters are the most impaired in the state of Hawaii. This has to change.
- A recent study found that South Maui's water quality is much worse than West Maui's.
- DOH has only one worker to monitor all of Maui County, and only checks for enterococcus. We need to monitor turbidity (cloudiness), salinity, pH, or nutrients, which are vital for the health of our reefs and fish.
- The County has had to backfill limited state programs before, such as providing a pump-out station for Ma'alaea harbor and invasive species control.

Regards,

Annalea Fink

**Annalea Fink**

*KUPU Marine Intern*

[annalea.fink@tnc.org](mailto:annalea.fink@tnc.org)

(952) 992-0050

**[nature.org](http://nature.org)**

**The Nature Conservancy**

Maui Marine Program

121 Apau Place

Makawao, HI 96768



## BF Committee

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**From:** Greg Payton <gpayton@mhkhawaii.org>  
**Sent:** Thursday, April 27, 2017 4:07 PM  
**To:** BF Committee  
**Cc:** lawrencekauhaahaa@gmail.com  
**Subject:** Clean and Safe Funding

Mental Health Kokua (MHK) advocates for the continuance of the Clean and Safe program. MHK has been a participant with the Clean and Safe program. MHK does not profit from these funds.

- The benefits have been to the homeless workers and the local merchants.
- The homeless workers gain work-related skills and the local merchants benefit from clean streets.
- Clean and Safe has reduced the stigma of homeless adults with mental illness.
- MHK has also received referrals from Clean and Safe who gain support services from MHK's other funding sources.

Clean and Safe has made a difference for dozens homeless adults with mental illness to become proud, productive citizens. MHK strongly encourages the continuance of Clean and Safe funding. Thank you.

---

Greg Payton, MA, MBA | CEO  
808-737-2523 (Office) | 808-529-4554 (Direct Line)  
808-445-4160 (Mobile) | 808-734-1208 (Fax)



[www.facebook.com/MentalHealthKokua](http://www.facebook.com/MentalHealthKokua)

## BF Committee

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**From:** Mike Przetak <scubamike@maui.net>  
**Sent:** Thursday, April 27, 2017 5:16 AM  
**To:** BF Committee  
**Subject:** I oppose an increase in Cora fees

The level of unfairness is beyond comprehension.....taxi caps pay \$500 a year..... bike tours \$500.....??? We r already paying way more than that....thousands of \$\$\$\$ more.....why.....we r a scuba company....we take 4 people max.....one vehicle.....30 years of perfect safe operation.....why.....r we treated this unfairly????

Mike przetak

Reef encounters

Scubamike

Sent from my iPhone

## BF Committee

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**From:** roger@tikiteamadventures.com on behalf of Maui Eco Tours <fun@mauiecotours.com>  
**Sent:** Thursday, April 27, 2017 7:24 AM  
**To:** BF Committee  
**Subject:** We oppose the an increase in CORA Fee's

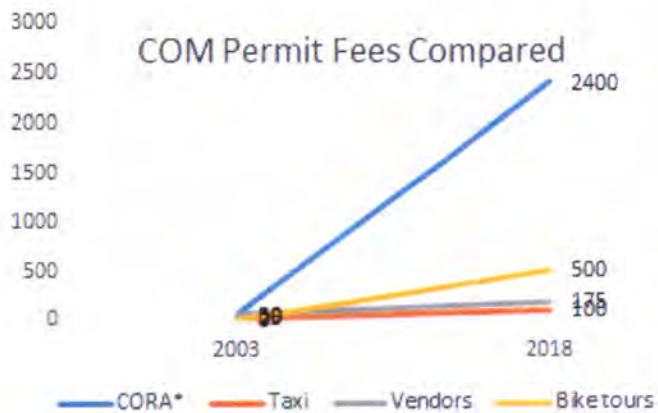
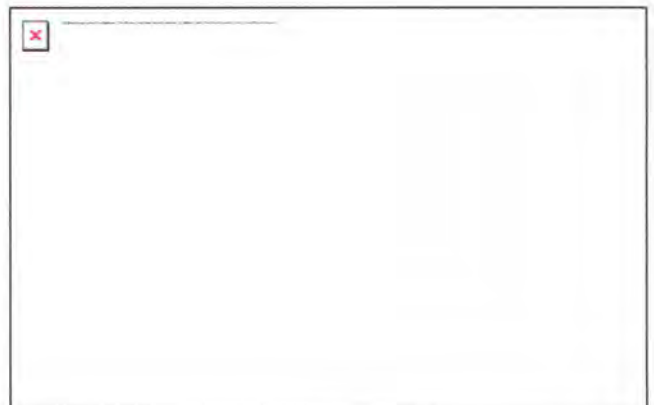
### CORA FEE INCREASE IN UPCOMING BUDGET

Aloha and Mahalo for taking these comments into consideration:

We realize you have a lot of material to shuffle through so I will be brief and to the point.

### PERMITS / LICENSES FY 2018

- Taxicab license \$100 / renewal \$50.
- Bike Tours license \$500 / app ?
- Vendors License \$150 / app.
- CORA permit \$2400 / app. \$100



### Benchmarks

CPI Index from 2003 to 2015 = ~35%

Median SF home price in Maui 2000- 2015 = ~37%

Its very important to look at this and ask yourself some questions:

1. Why is this group consistently being asked to pay more for permits while others are not?
2. Why is the rapid increase in permit fees's unlike ANY OTHER permit?
3. Where does the permit fund go, and how is it used?
4. What justifies this increase? Not only for 2018 but as a whole - \$50 in 2003?
5. Is the Parks department justified in such rapid and excessive increases? Original scope was to subsidize Park rangers. Are the park Rangers effective?
6. Has Parks department set goals / benchmarks to justify this CORA permit?
7. IS this fee structure fair in the big scope of things?
8. Is there other things at play here to suggest a forced attrition?

#### FACTS:

- Permit does not allow vendor to do "business" in the park – it's simply allows us one nonexclusive parking spot and the benefit of doing a "land lesson" in the park.
- May only use beach park footprint for 30 minutes
- Have restrictions – time of day, day of week, and volume
- Has Restrictions – not a permit to do business as a "vendor" is allowed.
- CORA permit holders are also required to have a commercial business location
- Parks has the ability to issue currently unused permits if they so choose to raise funds.
- Parks is allowing vendors (no permit = no revenue) in its parks (Ho'okipa, Baldwin, etc.)
- Current CORA fee's are out of balance already and the proposed increase just magnifies this. How can they possibly justify?

Looking at this from different perspectives speaks volumes. As a business and a tax payer, I am very, very concerned about this situation.

Please do not support an increase in CORA fee's, and take a step back and ask questions. It will paint a different picture.

Roger Simonot

RECEIVED

2017 MAY -1 PM 1:28

OFFICE OF THE  
COUNTY COUNCIL

May 1, 2017

Aloha Council Chair and Councilpersons,

We are against the 400% fee Increase for CORA permits.

The CORA community rates and fees should not have 400% increases each year. The CORA community is being uniquely and unfairly singled out. CORA permit holders receive an annual permit just like the taxi and downhill bike businesses. Taxi permits are \$50. annually (with NO INCREASES IN OVER 13 YEARS) and bike companies are at only \$500.00 annually.

CORA fees do not affect the balance budget CORA fees go directly to a CORA fund with over \$500,000.00 so leaving our rates and fees the same is not an issue. Please do not increase our rates.

On Friday 04/28/2016 Budget meeting there was discussion and recommendation to use \$100,000 for jet skis for County Lifeguards to be used for CORA. I totally support our County lifeguards and they do a wonderful job BUT County lifeguards in NO WAY would be using these skis for CORA or issuing citations as one council member asked. Lifeguards are not there to monitor CORA. There is only ONE CORA beach that provides a lifeguard stand, so CORA funds would not be used for CORA if new skis were purchased. Lifeguards are no longer directed under Parks, they are part of Maui fire department. CORA members act as lifeguards as only ONE CORA beach has a lifeguard tower.

Over 300 permits have been relinquished since the inception of 13.04, The parks department can easily issue new permits. Why have parks not permitted any new businesses to the CORA community? Why have the parks department not issued any new permits??

We urge Council to please propose NO INCREASE to CORA rates and fees.

Mahalo,

Suzanne Dorn  
Maui Sports Unlimited LLC

RECEIVED

2017 MAY - 1 PM 1:29

OFFICE OF THE  
COUNTY COUNCIL

BUDGET MEETING - TESTIMONY 5/1/2017

Hi Council Chair and councilpersons,  
We are against the 400% fee Increase for CORA permits.

This Fee Increase is unfair, it is punitive, and against the interests of the community:

When you hurt CORA you are hurting yourselves.

- CORA are a strong link in our Community that provides; jobs, economic stimulus, and increases ocean safety.
- CORA Instructors have good jobs, and we are all aware that our community needs more good jobs for local citizens.
- CORA providers create access to affordable recreational activities for Locals.
- CORA provide much needed water-safety instruction and on-water supervision for many visitors.

*When you hurt CORA schools with an unfair Fee Increase  
you hurt the community.*

CORA is a vital link in the Economic chain:

CORA is a link in the Economic chain that brings in money from tourism, and creates jobs for local employees, and supports a local economy with the infrastructure. CORA Schools employ instructors, and administration staff, accountants and occasionally lawyers. We pay Taxes, state and federal, we pay rents to landlords, we pay bills to many local businesses, we have bank loans, credit card debts, we have accounts with suppliers and distributors, we partner with local equipment manufacturers, and we promote tourism to Maui through word of mouth and active advertising. We pay for advertising in local and national publications, we are good for Maui's economy.

*When you Hurt CORA you are hurting Maui,  
and you are hurting yourselves.*

CORA are Investors:

We are long term investors in the business community and we have made significant investments in our equipment and capital expenses. We spend every dollar of income, reinvested in paying bills, paying wages, paying insurance, paying workers comp, and paying taxes. What ever if anything is left over gets reinvested in equipment, and advertising. We are not a "non-

profit business" like the MVB, we are usually a "no-profit business". CORA are usually small family owned schools, or owner operator operations. We are simply not "big business". So why try to hurt us? What can you gain from it?

Your are going after the wrong people:

CORA schools are small businesses that make a big contribution to the community, and help the local economy. We are the reason that Maui has a good reputation with thousands of regular visitors and the reason that thousands of visitors return annually. Many of these people are just hardworking middle class from the mainland or overseas, but some are wealthy and spend a lot of money when they are here. All of our patrons spend just a fraction of their total vacation budget actually doing the CORA activities so the majority of the money that our guests bring into our community is spread around, and spent, on accommodations, car rentals, meals, gear purchases at stores and many other things too numerous to mention. CORA bring in a steady stream of visitor dollars by providing quality, affordable safe ocean recreational activities, this is only achieved through hard work and dedication.

CORA services have to be on par with international standards. Our fickle patrons can go anywhere to do ocean activities. Maui is in competition with many other tourist destinations in the world. Mexico, Aruba, Caribbean, mainland destinations, and more. Maui CORA operators are held to an international standard. We must provide a service on par with, or superior to any other destination globally in order to maintain the loyalty of the customer base. The majority of our customers the visit from mainland or overseas, have the ware withal to travel to any location they choose. Every time the County does something negative to CORA like raising fees, or restricting access, we lose customers to our competing travel destinations.

Most communities in travel destinations love tourists:

Many Community's in travel destinations love tourists and respect the contributions they make. They actually cater to tourists.

*In most other places "Tourist" is not a dirty word.*

Unfortunately many people in Hawaii equate Tourism with Colonialism:

Unfortunately, many people in Hawaii equate "Tourism" with "Colonialism", and they somehow resent it. Tourism is not the same as colonialism, Colonialism created an oligarchy of a powerful few businessmen that owned everything, and ran everything, and monopolized



the majority of our island's resources. Whereas Tourism is something that the entire community can participate in, and everyone gets benefits from it.

We invited the Tourists:

We should realize that our tourists were invited here by us and help provide us with a sustainable economy. Maui county spends 4.5 million dollars a year to MVB to invite more tourists here to "spend money". If you do not want more tourists, stop giving all our money to MVB, and spend it at home instead!

The golden Goose that is Tourism:

Maui wanted tourism, and now that it has it, it has to learn to appreciate it. The majority of good jobs on Maui are related to tourism in some way. The economy and all that it supports is dependent on tourism. If you kill the golden goose that is "tourism", you will start losing local jobs and lose more young Hawaiians to the mainland all over again. Is this what you really want?

Raising CORA Fees Hurts Tourism:

Raising our Fees 400% year after year will only cause more CORA to go out of business, this is not a smart or sustainable plan (not akamai, not pono either).

But, What if you increased the hotel tax just a few percent to match the same levels as the other Counties, you would get 1000x more money, than unfairly increasing CORA fees.

CORA is local System created by our local Community:

The CORA System has been around longer than many of the current Council persons have been in office. Although some of the old timers may remember the decades of development it went through. The CORA permit system is a product of the community.

The development of the CORA system was an inclusive process that met the needs of the community. And it was intended to meet the needs of the local community.

The CORA Permit System was intended to do the Following:

The CORA Permit System was intended to; *Ensure that Operators were sufficiently Insured, and indemnified the County against Liability.* The Cost of the permit was 50 dollars to cover the Admin fee for processing the paperwork.

How could something so simple become so convoluted?

The unfortunate upshot of all of this is that the original intention of CORA permit has been subverted, and it is being misapplied, in a way that no longer serves its original purpose: *Now the Majority of operators are unpermitted, not Insured, and do not indemnify the County against Liability. In fact they increase County Liability.*

There is nothing wrong with the CORA Permit System:

There is nothing wrong with the CORA Permit System itself, it is the application and administration of the system that is the problem. If the fees were reasonable and the Available permits were re-issued, we wouldn't have a problem.

The misapplication and maladministration of CORA:

The misapplication, and maladministration of CORA (example increasing fees 400% every few years), has caused many legitimate operators to drop out of the system.

- Unfair fees have caused good business to close.
- Unfair fees have caused operators to drop out of the system.
- Unfair fees have caused good operators to go bad.
- Unfair fees have created hardship on legitimate operators,
- Unfair fees have restricted their ability to operate competitively.
- Parks Admin, has put the CORA Permit out of reach of the public, through restrictions, and unreasonable fee increases

The Spirit of the CORA Permit has been lost:

The County Parks approach (i.e. super high fees, & not re-issuing permits) has created a situation where the majority of "operators in Parks" are not permitted, not insured, and are not indemnifying the County against liability. The county has created for itself a black market, that is uncontrollable, unpoliceable and creates a potentially huge liability for the county.

Raising Fees will Hurt the Legitimate Compliant permit holders:

Increasing Fees Hurts the few remaining compliant, cooperative, and legitimate operators. And it gives an economic advantage to illegitimate operators. Why would you hurt the ones that are following all of the rules, when you do nothing about the scofflaws?

Illegal operators want you to raise the Fees.

Illegal operators want you to raise the Fees. They are masquerading as legitimate operators, and some have even come here to county and stood before you to testify against the legitimate operators. These are the very same scofflaws that have thumbed their noses at the County for years.

Increasing CORA Fees is bad for Safety:

Increasing the Fee per park activity. Forces small operators to choose between having a secondary location for safety or having a single location regardless of the weather.

In Summary: Please Do Not Raise the CORA permit fees:

Please freeze the CORA fees at their current levels. And work on properly administering the current system, Example: Re-issue all of the unused permits, and open more parks to CORA. And Spend the CORA Fund on CORA related Expenses, like enforcement against unpermitted CORA scofflaws.

Aloha,  
David Dorn

## BF Committee

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**From:** Julie Brockman <pelekeb@hotmail.com>  
**Sent:** Thursday, April 27, 2017 8:27 AM  
**To:** BF Committee  
**Subject:** Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Aloha,

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

Julie A. Adcock

BOD Pohailani Maui

Sent from Outlook

## **BF Committee**

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**From:** MARIE - TERRY SCHROEDER <terry8845@msn.com>  
**Sent:** Thursday, April 27, 2017 8:07 AM  
**To:** BF Committee  
**Subject:** Maui County budget testimony UoH Sea Grant Program

April 26, 2017

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

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Mahalo,  
Marie & Terry Schroeder  
Sands of Kahana

## **BF Committee**

---

**From:** Alan Fox <alanfox2@rogers.com>  
**Sent:** Thursday, April 27, 2017 8:28 AM  
**To:** BF Committee  
**Subject:** Kahana Bay Restoration

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

Alan Fox

Sands of Kahana, #254



## BF Committee

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**From:** Richard Rodriguez <rrodriguez@soleilmanagement.com>  
**Sent:** Thursday, April 27, 2017 8:50 AM  
**To:** BF Committee  
**Subject:** Support to the funding of the University of Hawaii Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

I am writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

Richard L. Rodriguez

Soleil Management Hawaii

10 Hoohui Road, Suite 201

Lahaina, HI 96761

Managing Agent for the Sands of Kahana, Kahana Villa and Kahana Beach Resort

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## BF Committee

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**From:** Kari <kariscam@yahoo.com>  
**Sent:** Thursday, April 27, 2017 9:08 AM  
**To:** BF Committee  
**Cc:** Kelli.king@mauiciunty.us  
**Subject:** 3 can recycling

My name is Kari Scamara and I live at 3210 Waileia Pl in Kihei. I support 3 can recycle and was shocked to learn this program may be ending. It has been my experience that ending these type of programs only keeps people from keeping their property clean and tidy. This in turn keeps rodents and other problems that come with that away. Please consider keeping our program! If you must increase fees, but do not abandon our program. Please do the right thing for our community! Sincerely, Kari Scamara

Sent from my iPhone

## **BF Committee**

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**From:** Sharon <sharon2maui@aol.com>  
**Sent:** Thursday, April 27, 2017 9:12 AM  
**To:** BF Committee  
**Subject:** Testimony in Support of Budget Item for Hawaii Sea Grant Program

### **Testimony in Support of Matching Funding for the Environmental Assessment (EA) Impact Study for Kahana Bay and Planning Department Budget Items for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

My name is Sharon Ford. I have owned property at the Royal Kahana Resort for 37 years and am shocked at what has happened to our beach over the last few years. As you are aware, we have been hit very hard with beach erosion.

**We need your help and financial assistance!**

#1: The purpose of this letter is to draw attention the acute and chronic beach erosion that is happening in the Kahana Bay area as well as up and down the shorelines of Maui. Our Kahana Bay community has been meeting and organizing as a group since July 2016. The goal is to come to a common solution to protect our properties and the beach. This solution has to be done with input and cooperation from the Federal, State and Maui County agencies involved in Shoreline Management.

Something needs to be done and soon! There is a group of property owners and residents working with the very helpful support of James Buika, Keith Scott and Tara Owens from the Maui County Planning Department. The nine (9) condominium properties, plus one residential property paid an estimated \$10.9 million in Real Estate, Transient Accommodation and General Excise taxes in 2016.

We support a cooperative effort, from the Kahana Bay community, the state of Hawaii, and Maui County, to fund the next step which is an Environmental Assessment (EA)/Impact study that will determine the best solution/solutions for saving our beaches and property. Maui County Planning department estimates that the EA study may cost approximately \$600,000.00 - \$1.2 million. We are asking Maui County match the funds generated by the Kahana Bay condominium's AOAOs. Long term funding of the proposed best solution(s) could be done by implementing Maui County's Improvement District Ordinance, a fair and equitable approach. Many other owners agree and support this also.

#2: Please continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable

shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership.

Thank you for the opportunity to submit testimony in support of these two issues.

Mahalo,

Sharon Ford  
Royal Kahana Resort

## BF Committee

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**From:** Audrey Kamii <audgere@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:15 AM  
**To:** BF Committee; Riki Hokama  
**Subject:** Testimony in opposition to General Budget Provision 11  
**Attachments:** Testimony Audrey Tamashiro 20170427.docx

Aloha,

Thank you for allowing me the opportunity to voice my opinion.

Unfortunately I am unable to appear in person to testify. Please find my attached testimony in opposition to the proposed General Budget Provision 11.

Mahalo nui,

Audrey Tamashiro-Kamii

Audrey Tamashiro-Kamii  
197 Auoli Drive  
Makawao, Hawaii 96768  
808-264-3886

Thursday, April 27, 2017

To: Budget and Finance Committee  
Honorable Councilman Hokama, Chair

From: Audrey Tamashiro-Kamii

**Re: Testimony Opposing the General Budget Provision Section 11 Proposing to Limit a Grantee to Use Not More than 25 Percent of Its Grants and Disbursements for Personnel and Administrative Costs**

Aloha Honorable Committee Chair Councilman Hokama and the Budget and Finance Committee Members,

My name is Audrey Tamashiro-Kamii. I am writing as a concerned citizen of Maui regarding the General Budget Provision Section 11 that has been introduced to limit the amount of Personnel Costs and Administrative Fees to 25% on all County of Maui grants. I am sure this provision was introduced with good intention, however the ramifications of approving this would be devastating to the non-profit community and to conservation organizations.

Over the past 15 years I have worked at various non-profits and watershed partnerships on Maui. The one thing they all have in common is the need for funding. They work extremely hard to secure grants and leverage or match every funding opportunity to make ends meet. If the grant applicant is not a 501(c)(3) and requires the services of a fiscal sponsor, an average of 15% in admin fees will be charged to the grant leaving only 10% to pay for precious project manpower.

Please understand that the fiscal sponsor's admin fee really does not cover all of the actual expenses they incur to manage the grant. Admin Fees must cover accounts payable, accounts receivables, reporting, compliance, insurance, funder/project communications, legal and professional services, and among other things, daily operations. Fiscal sponsors try to limit their rates because they know the dire situation of their clients.

Restricting community and conservation organizations to 10% of the grant for personnel severely limits the manpower available to perform the work, and will affect programs and services throughout Maui Nui.

I currently do administrative work for a conservation organization that is fortunate to be a recipient of County of Maui grant funding. We employ 6 full-time staff. When writing our

DWS FY18 proposal, we planned on 30% of our annual personnel budget for this grant (equivalent to 15.6 weeks of work) and planned our deliverables accordingly. The 25% maximum would leave me with only 6% of my annual personnel budget (or 3 weeks worth of work) after admin fees have been deducted. It will be impossible to fulfill the grant deliverables without a matching grant to cover the remaining personnel costs. Please note that the DWS grant did not require match in the RFP as it was a stand alone grant. This means we must now secure additional funding to keep our crew in the field just to fulfill the DWS FY18 grant deliverables.

Conservation organizations use County of Maui funds responsibly. These funds enable us to leverage a myriad of grants to fund our programs. We partner with other organizations to make the most of our helicopter time and field operations. We are requesting that you allow us to utilize County funds in the most efficient and beneficial manner, by supporting manpower. Manpower is essential in maintaining the areas that we manage. We could not do the work without the support of the County of Maui. However, if this provision passes we may not have the staff to do it at all.

I humbly ask that you reconsider and vote against the General Budget Provision Section 11 that limits the total amount of Personnel and Admin Fees to 25% on all County of Maui grants.

Mahalo nui for your time,

Audrey Tamashiro-Kamii



## BF Committee

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**From:** Larry Smith <torchy@fastmail.com>  
**Sent:** Thursday, April 27, 2017 9:20 AM  
**To:** BF Committee  
**Subject:** Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

Aloha,

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

Larry & Corky Smith  
Sands of Kahana, #372  
4299 Leroy. Honoapi'ilani Rd  
Lahaina, Hawaii, 96761

## **BF Committee**

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**From:** Debby <gratefull14@yahoo.com>  
**Sent:** Thursday, April 27, 2017 9:21 AM  
**To:** BF Committee  
**Subject:** Save Kahana beach

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Mahalo,  
Mike and debby Kinsley  
Sands of Kahana 292

Sent from my iPhone

## BF Committee

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**From:** Jason Diffin <jason.diffin@goyawindsurfing.com>  
**Sent:** Thursday, April 27, 2017 9:28 AM  
**To:** BF Committee  
**Subject:** I oppose an increase in CORA fees

Dear Budget and Finance Committee,

I oppose the proposed (400% ?) increase in fees for businesses for county beach access permits.

Small business like Windsurfing, Kitesurfing and SUP schools will suffer greatly for this fee increase, which is terrible- and counter to the idea of promoting healthy, active use of the parks, teaching and sharing the many outdoor sports Maui is great (and world famous) for,, which in turn drives more interest, use, and business to our community... Why stifle that?

As a voter I oppose any increase in CORA fees...

Thank you for your consideration.

Kind Regards

Jason Diffin

## BF Committee

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**From:** Ed Barker <ebarker@capitalbenefitservices.com>  
**Sent:** Thursday, April 27, 2017 9:33 AM  
**To:** BF Committee  
**Subject:** Re: Testimony to support Maui County Budget for UoH Sea Grant Program

This message was sent securely using ZixCorp.

On Apr 27, 2017, at 9:30 AM, Ed Barker <ebarker@capitalbenefitservices.com> wrote:

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

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Mahalo,

Ed & Denise Barker

Owner - Sands of Kahana 205

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This message was secured by **ZixCorp<sup>(R)</sup>**.

## BF Committee

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**From:** Fred Spanjaard <fred@globalmediaproductions.com>  
**Sent:** Thursday, April 27, 2017 10:51 AM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** 3 Can curbside recycling....

Aloha Council Members,

Please do not kill 3 Can curbside recycling. And please don't do it with the stroke of a pen in a budget meeting without notice to the the public about what's going on and giving residents a chance to voice their opinions. It's just not pono. We need more recycling, not less.

3 Can recycling is self-funding and actually turns a profit so why kill it? According to the county's own figures, Maui collects \$169,000 annually in 3 Can fees yet the program only costs \$126,000, yielding the county a hefty 25% profit margin of \$43,000 a year.

This program is extremely popular and very successful. In fact, Maui's utilization rate--I have heard it is about 61%--is higher than the well-established program on Oahu that serves over 160,000 households. The vast majority of residents do use it, want it and will be very, very unhappy if it is stopped. In fact, just come over early on alternate Friday mornings and you'll find out for yourself how popular 3 Can is—you'll notice a sea of blue recycle bins everywhere.

The most reasonable benchmark for measuring our program's success is comparing our success with Honolulu. Their bin "set out" rates average 53% (8 points lower than us), with a high of 64% in parts of Pearl City and a low of 25% in one neighborhood, Laie. So neighborhoods vary, which is to be expected. And no program will ever have anywhere near 100% utilization, which is also to be expected.

It's critical to note that these rates seriously understate the actual participation rate since frequently people put out their blue cans only once a month when full. The fact that a can is not out on a particular day does not mean that the household is not participating.

So at this point, our participation rate well surpasses the successful Oahu program. Thus, cancellation is not justified using this most appropriate benchmark. Just the opposite is true—3 Can is a unqualified success.

Curbside recycling isn't new, untested or radical. It's good for our island and our people. In fact, it should be expanded island wide, just like Oahu residents enjoy, as do millions of families on the mainland. And it should be made a permanent service to residents and not subject to what seems to be possible cancellation each year.

Another very important point to keep in mind is that 3 Can is a very "high touch" customer service from the county. Your customers—Maui residents—get an immediate and very personal benefit from 3 Can by not having to haul recyclables to a collection center. It creates a sense of partnership between taxpayers and government. Plus, 3 Can establishes that the county and our officials are progressive and are providing a relevant and very useful service that affects people's lives every single week.

Also, any suggestion of raising the price for residents must be examined with great skepticism, given the past history of the county's wildly gyrating 3 Can cost figures and the current high profit margin. In fact, the fees should be reduced immediately to reflect actual costs.

It is a mistake, and most important, it is not pono to cancel our successful 3 Can plan, spend an estimated almost

\$100,000 to collect and store or dispose of the recycle bins and kill curbside recycling on Maui forever. This important issue requires reasonable notice to residents and then further thoughtful discussion and input from all stakeholders.

Equally important, to insure confidence in the integrity of government, we have a right to have open public meetings, with adequate advance notice, to discuss 3 Can. It is inappropriate to eliminate our very successful program that the county has already invested a large amount of our taxpayer money perfecting without including residents in the discussion.

3 Can curbside recycling should be a permanent service to residents, expanded island-wide and not under the gun every budget season.

Mahalo for your consideration,

Fred Spanjaard  
Registered voter, Kihei

Fred Spanjaard  
Global Media Productions  
808-875-8820 office  
808-283-5365 cell  
[www.globalmediaproductions.com](http://www.globalmediaproductions.com)

## BF Committee

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**From:** pblindquist <pblindquist@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:59 AM  
**To:** BF Committee  
**Cc:** pblindquist  
**Subject:** Testimony in support of Maui County Budget for UH Sea Grant Program

**Importance:** High

Dear Chair Hokama and Budget and Finance Committee Council Members:

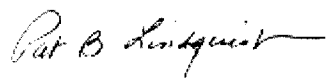
I am writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens, the Maui Extension Agent, has been of enormous help to Napili Bay and Beach Foundation's projects to improve the health of our bay and its coral reef life. We obtained Federal grant monies and secured private donations for two projects which replaced and improved outdated infrastructure at no cost to Maui County. These projects have eliminated major storm runoff which has damaged the coral reef for past twenty years. Without her help, it is doubtful that we would have obtained the necessary county permits to perform our work within the timelines required by our granting agencies.

The Sea Grant program agents interact with a range of Federal, State and County agencies, stakeholder groups, and community members to improve understanding of coastal environments and increase collaboration for improved community resilience to coastal hazards and management of coastal resources. As a specific example, Tara Owens has presented multiple educational seminars for our community, helping Napili's resort managers to understand the causes for beach/coastal erosion and to learn ways to help make the coastline more resilient. This is especially important as the sea levels have risen and hotter weather effects have caused very strong wave action on West coast of Maui. This type of "boots on the ground" expertise within our communities, and supporting our coastal economies, is Sea Grant's unique strength and valuable role.

We respectfully request that you support their continued funding for a viable program.

Sincerely,



Homeowner and tax payer in Napili, Maui

Napili Shores condominium 259



## BF Committee

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**From:** pblindquist <pblindquist@gmail.com>  
**Sent:** Thursday, April 27, 2017 4:42 PM  
**To:** BF Committee  
**Cc:** Gregg Nelson; Nane W. Aluli; Pat Lindquist; Jamie Lung-Ka'eo; Scott Ullrich; Dana Reed  
**Subject:** Testimony in support of Maui County Budget for UH Sea Grant Program

**Importance:** High



April 27, 2017

Dear Chair Hokama and Budget and Finance Committee Council Members:

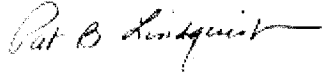
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The Sea Grant program agents interact with a range of Federal, State and County agencies, stakeholder groups, and community members to improve understanding of coastal environments and increase collaboration for improved community resilience to coastal hazards and management of coastal resources. As a specific example, Tara Owens has presented multiple educational seminars for our community, helping Napili's resort managers to understand the causes for beach/coastal erosion and to learn ways to help make the coastline more resilient. This is especially important as the sea levels have risen and hotter weather effects have caused very strong wave action on West coast of Maui. This type of "boots on the ground" expertise within our communities, and supporting our coastal economies, is Sea Grant's unique strength and valuable role.

We respectfully request that you continue to support the program's funding, as a very cost effective way to leverage county budgetary resources for the sake of Maui's valuable coastal resources.

Sincerely,



Pat B. Lindquist  
Napili Bay and Beach Foundation

*We are a non-profit organization formed to protect and improve the health of Napili beach and bay,  
tax ID # 20 5394259*

Pat B. Lindquist, President  
Scott Ullrich, Director

Gregg Nelson, Vice-President  
Jamie Lung-Ka'eo, Director

Nane Aluli, Secretary  
Dana Reed, Director

## BF Committee

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**From:** Rich Yust <rich@mauifoodbank.org>  
**Sent:** Thursday, April 27, 2017 11:07 AM  
**To:** BF Committee  
**Subject:** Section 11 Budget Provision  
**Attachments:** Aloha Council member.docx

Aloha Budget Committee,  
Please see my attached testimony regarding Section 11 Budget Provision.  
Mahalo for your support,  
Rich

### *Richard Yust*

Executive Director  
Maui Food Bank  
760 Kolu Street  
Wailuku, HI 96793  
Ph: (808)243-9500  
Fax: (808) 243-9595



MAUI FOOD BANK  
Feeding the Hungry

[Visit Our Website](#) or [Learn More About Nutrition](#)

**"Maui Food Bank's Mission is to Help the Hungry in Maui County by  
Collecting and Distributing Food through Community Partnerships"**



**MAUI FOOD BANK**  
*Helping the Hungry*

Aloha Council Member

**"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."**

I was informed that the budget proposal above has been submitted by Mr. Hokama for review. It says in the proposal that the amount of county grant funds that could be used towards personnel and administrative costs would be limited to no more than 25%.

This proposal "if passed" would have a direct negative impact on the Maui Food Bank's ability to provide food to those in need here in Maui County. The food bank does not use any of the grant funds for administrative costs however nearly 50% of the county grant funds are used for program staff. As an agency that relies on properly trained staff and where food safety is the highest priority it would have a detrimental impact on our ability to provide safe and nutritious food to those in need and would directly affect the agencies that rely on the food bank for their clients. This proposal would force the foodbank to lay off quality employees that have been with the organization for years and would limit the amount of food that could be collected and distributed each year.

I ask you please consider not approving this SECTION 11 proposal.

Mahalo,

Rich Yust

Executive Director

## BF Committee

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**From:** Frank De Rego Jr <f.de.rego.jr@gmail.com>  
**Sent:** Thursday, April 27, 2017 12:04 PM  
**To:** BF Committee  
**Cc:** erin.wade@co.maui.hi.us  
**Subject:** BF-1 Restoration of Full Funding for Clean and Safe Program, Wailuku Town  
**Attachments:** BF-1\_MRA\_CleanSafeTestimony\_DeRego.pdf

Aloha Chair Hokama and Members of the Budget and Finance Committee,

Please find attached to this email testimony on the Clean and Safe Program as implemented by the Maui Redevelopment Agency. Mahalo.

Malama pono,

Frank R. De Rego Jr.  
Member  
Maui Redevelopment Agency

Date: April 26, 2017

To: Chair Riki Hokama and Members  
Budget and Finance Committee  
Maui County Council  
200 S. High Street  
Wailuku, HI 96732

From: Frank R. De Rego Jr., Member  
Maui Redevelopment Agency  
200 S. High Street  
Wailuku, HI 96732

**Subject: BF-1 Restoration of Full Funding for Clean and Safe Program, Wailuku Town**

Let me thank the Chair and the Committee for the opportunity to comment on this item in the County FY18 budget.

The MRA and its members recognize and are very appreciative of the efforts the Committee Chair and its members have made to support the revitalization of Wailuku Town - our County Seat. The tremendous strides this agency has made over the past few years would not have come about without your vision and action.

As Wailuku attempts to turn the corner from its significant challenges, the MRA has learned that the integration of infrastructure improvements and revitalization programs are essential to bring stability and new commercial activity to the town. A lynchpin in our efforts has been the *Clean and Safe* program.

As outlined in the *Clean and Safe* summary (included as an attachment), "Wailuku's *Clean and Safe* is not an off-the-shelf program. It was custom built to address the needs of the Wailuku community. It is not designed as a tourism service as many programs around the nation are. It was developed with the safety and well-being of the neighborhood as a top priority. It does not gloss over or band-aid real problems. The program aims to address the root causes of homelessness, vagrancy and uncivil behavior at an individual level to truly make the community better."

The *Clean and Safe* program has received significant attention from other jurisdictions in the state and is becoming a model of how to meet the social challenges that urban blight and infrastructure deterioration bring. It has become a vital tool in our renewal tool chest as we work toward rebuilding Wailuku Town as the hub of Maui County's civic life.

As a member and Vice Chair of the MRA, I would ask the Committee to once again exercise its forward looking vision and support the full funding of \$200,000.00 for the *Clean and Safe* program.

Mahalo for once again for this opportunity to submit this testimony.

# BEYOND CLEAN AND SAFE

HOW WAILUKU'S CLEAN & SAFE TEAM OFFERS SERVICES WITH HEART

April 2017

## PROGRAM STATS

| <u>Service</u>                    | <u>Average Frequency</u> |
|-----------------------------------|--------------------------|
| Rubbish Collection                | 157 bags/wk              |
| Greenwaste                        | 14 bags/wk               |
| Daily Greetings                   | 30 per shift             |
| Smoking/drinking deterrents       | 4-5/day                  |
| Illegal activity deterrents       | 2-3/day                  |
| Social Service case coordination  | 13 per week              |
| Intervention leading to arrest    | 1 per week               |
| Vandalism Clean-up or Replacement | 10/week                  |
| Safety Escorts                    | 2 per week               |

## WAILUKU CLEAN & SAFE PROGRAM

Wailuku is unlike the other small towns in Maui County because it is the downtown. Like many places throughout the world, downtowns represent the geographic center in a community where commerce, government and social services come together. Maintaining a healthy balance between all three sectors is vital to the continued success of any downtown. Commerce is often at a disadvantage in downtowns as the services of government and social programs often draw populations of high social need which can negatively impact business in the form of crime, vagrancy, graffiti, and substance abuse. Successful downtowns all over the world employ what has been termed by the International Downtown Association as a Clean & Safe Program.

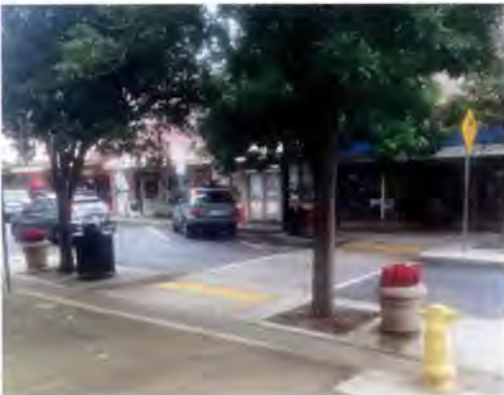
The Wailuku Clean & Safe Program is contracted with Ho'omaika'i Services coordinated by retired police officer Lawrence Kauha'aha'a. The responsibilities of the contract include trash collection, landscape maintenance, street cleaning, graffiti removal, citizen assistance, and public safety. Program staff performs security patrols to diminish disorderly and suspicious behavior, aggressive panhandling, public drinking/inebrates and drug dealing or use. Program staff coordinates with the Maui Police Department and other social service providers when action is necessary.

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*"Clean and Safe has made Wailuku Town a better place to run a business. I appreciate the back up when dealing with mentally ill and houseless people. I feel safer when I walk to my car after dark. I feel more supported and truly like I'm being looked out for thanks to the clean and safe team."*

*Megan Kanekoa, co-owner of Wailuku Coffee Company*

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Wailuku's Clean and Safe is not an off-the-shelf program. It was custom built to address the needs of the Wailuku community. It is not designed as a tourism service as many programs around the nation are. It was developed with the safety and well-being of the neighborhood as a top priority. It does not gloss over or bandaid real problems. The program



*Two-thirds of the safety team fueling up before a shift. These three all coach and run businesses in Wailuku in addition to their safety work.*

## Contact Us

### Ho`omaika`i Services

Lawrence Kauha`aha`a, Coordinator  
(808) 264-6885

[Lawrencekauhaahaa@gmail.com](mailto:Lawrencekauhaahaa@gmail.com)

### MRA Staff Contact

Erin Wade  
(808)270-5517

[Erin.wade@mauicounty.gov](mailto:Erin.wade@mauicounty.gov)

*"Life running a business in Wailuku a year ago revolved around daily confrontations with individuals and groups who were camped out on our sidewalks - drinking, leaving trash, human waste and alcohol containers behind. It was a challenge and sometimes a danger to enter or exist storefronts. Those days are passed, the street scene is friendly, the sidewalks are clean and indeed safe and it has occurred without harm or conflict. Wailuku's clean and safe program has positively transformed our town."*  
Jonathan Starr, Wailuku property owner

aims to address the root causes of homelessness, vagrancy and uncivil behavior at an individual level to truly make the community better.

## WHY IT WORKS

The safety team provides services with compassion, respect and humor. Members of the safety team can be found around town from 7 am to 7 pm talking with merchants, neighbors and folks in need. They are often joking and putting smiles on peoples faces; their approach is to build relationships, trust and accountability and one of the best tools for doing this using humor. The Program Coordinator won the bid to provide this service when he incorporated a local non-profit in the neighborhood. Kauha`aha`a said,

*"After working around the neighborhood and seeing the level of compassion the business owners had for the homeless, even though it was causing problems, I thought we could try something that I was hoping would be a win-win. I approached Greg Payton at Mental Health Kokua and suggested we use some of his Wailuku clients for the cleaning portion of the project. I was hoping this would give them pride and ownership in the neighborhood while getting them job experience. People really need a purpose; a reason to get up in the morning and I thought this could be it for some of their clients. I also knew people were seeing Mental Health as a liability in the neighborhood, but I knew it was key to providing the solution. Having them as a neighbor is a huge blessing so I thought, why not bring them in as a partner."*

The partnership has been beneficial for both Wailuku Town and the individuals working for the cleaning part of the program. Because of their ability to hold a job, many have been able to get housing, have received services and been reconnected with family and children.

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*"The other day I had a tourist compliment our clean and fresh Wailuku is looking. The street cleaning and rubbish removal happening twice a day has made such a difference"* Teri Edmonds, owner If the Shoe Fits

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## MOVING FORWARD

This program has made tremendous positive changes in Wailuku town and has allowed long time Maui people to feel safe coming to Wailuku again. To keep Wailuku moving in the right direction, prioritizing Clean and Safe is essential.



## **BF Committee**

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**From:** carol ryan <cmryan29@hotmail.com>  
**Sent:** Thursday, April 27, 2017 12:07 PM  
**To:** BF Committee  
**Cc:** Mike White; Robert Carroll; Elle Cochran; Stacy S. Crivello; Riki Hokama; Yukilei Sugimura; Don.Gusman@mauicounty.us; Kelly King; Alika A. Atay; Mayors.Office@co.maui.hi.us  
**Subject:** University of Hawaii Sea Grant Program

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Royal Kahana and the Kahana Bay Restoration Foundation. Over the last two years Kahana Bay has been experiencing damaging erosion and our property, the Royal Kahana, has seen some of the worst of it. Tara's availability and expertise has helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the county experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I therefore urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,  
Kevin and Carol Ryan  
Unit 318 The Royal Kahana  
4365 Lower Hanoapiilani Rd  
Lahaina HI 96761  
Sent from my iPad

## BF Committee

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**From:** Vicki Betts <[vicki@kahanavillage.com](mailto:vicki@kahanavillage.com)>  
**Sent:** Thursday, April 27, 2017 12:02 PM  
**To:** BF Committee  
**Subject:** Kahana Bay Beach Restoration

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

*Vicki Betts*

Resort Manager, Kahana Village

[village@kahanavillage.com](mailto:village@kahanavillage.com)

[Vicki@kahanavillage.com](mailto:Vicki@kahanavillage.com)

<http://www.kahanavillage.com>

4531 Lower Honoapiilani Road

Lahaina, Maui, HI 96761

(800)824-3065 or (808)669-5111

Fax (808)669-0974

## **BF Committee**

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**From:** Sherri Morgan <sherrimrgn@gmail.com>  
**Sent:** Thursday, April 27, 2017 12:30 PM  
**To:** BF Committee  
**Subject:** Re: Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

*Sherri Morgan*  
*Kahana Outrigger AOA*

## BF Committee

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**From:** Miranda Camp <mirandalovesmaui@gmail.com>  
**Sent:** Thursday, April 27, 2017 12:57 PM  
**To:** BF Committee  
**Subject:** Maui County Budget

Aloha All,

Please instead of cutting important services for our residents, raise the hotel tax rate. Even if you raise it a little, it will benefit the people of Maui so much, which will make our island a more inviting place to visit. The tourists will barely even notice. They aren't going to cancel their trips because of a few dollars extra per day and the tourists have a huge impact on our infrastructure. Tourists outnumber residents most of the time, so they should pay a little extra to keep Maui special for the residents of Maui who work hard to make their stay enjoyable.

Mahalo,  
Miranda Camp  
Kihei, Maui



**ISLAND LIVING**  
285 W. KAAHUMANU AVE. SUITE 201, KAHULUI, MAUI, HAWAII 96732 (MAIN OFFICE)  
180 DICKENSON ST. SUITE 212, LAHAINA, MAUI, HAWAII 96761 (LAHAINA BRANCH)

REALTOR® SALES PERSON  
RS-77129

MirandaLovesMaui.com | 808.868.6848 | MirandaLovesMaui@gmail.com

## BF Committee

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**From:** Becky Erickson <becky@blueginger.com>  
**Sent:** Thursday, April 27, 2017 1:16 PM  
**To:** BF Committee  
**Subject:** Raise property tax on hotels

Dear Budget Committee,

Please consider raising the property tax on hotels so the visitors can help share the cost of keeping Maui a desirable place to visit.

**I would like to see money collected from the hotels to help fund Maui Invasive Species to fight the Coqui Frogs.** Once the frogs spread around the island our visitors will not find Maui to be such a desirable destination and may choose quieter islands over Maui for vacations.

Sincerely,

Becky Erickson

A very concerned citizen

## BF Committee

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**From:** Gabrielle Schuerger <gabrielle@cwdhawaii.org>  
**Sent:** Thursday, April 27, 2017 1:17 PM  
**To:** Alika A. Atay; Donald S. Guzman; Elle Cochran; Kelly King; Mike White; Riki Hokama; Robert Carroll; Stacy S. Crivello; Yukilei Sugimura  
**Cc:** Autumn R. Ness; Brian Bardellini; Tamara Farnsworth; Stewart.Stant@co.maui.hi.us; BF Committee  
**Subject:** Community Work Day

Aloha Council Members,

I'm writing in response to recent budget deliberations. I'd like to address two items.

1) I'm concerned about Chair Hokama's proposal to add to the Budget Provisions the following:

*"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."*

The grants that we have with the Department of Environmental Management (DEM) and the Department of Housing and Human Concerns (DHHC) are mainly to provide cleanup services. As some of MMN's expenses are covered by in-kind donations, these grant funds are spent mostly on personnel and administrative costs. CWD/MMN's personnel costs include skilled labor that develop and manage cleanup projects and appropriately collect, haul and dispose of, among other materials, compressed tanks, Freon-containing appliances, asbestos, lead-acid, household hazardous waste, commercial and industrial wastes, automotive fluids, medical waste and dead animals. Administrative costs associated with CWD/MMN's grants include payroll and HR services, data management, reporting and similar activities. Should the Chair's proposed provision be implemented, CWD/MMN will lack the capacity to effectively provide necessary cleanup services.

2) The potential impact compliance with HRS268-51 regarding Highway Beautification Fund (HBF) and Abandoned Vehicles (AB) be spent proportionately from the \$10 vehicle registrations fee (\$2 for HBF and \$8 for AB) may have on CWD/MMN funding.

Currently it appears that the Council has proposed in line 2275; \$216,000 proviso for CWD/MMN from the HBF. In order to be compliant with HRS268-51 only around \$320,000 would be available from the HBF. Therefore, this is sufficient as long as there are no competing priorities for these funds. However, should the case be that there are competing priorities for the HBF funds, CWD/MMN supports the \$216,000 proviso funds to be moved to the DEM General Fund (index code 919010).

Thank you for your support in protecting Maui Nui's environment, economic and community health. Please feel free to reach me directly at (808) 397-9636 with questions and/or concerns.

Kindly,

Gabrielle

**Gabrielle Schuerger**

Executive Director

Mālama Maui Nui (Community Work Day)

PO Box 757

Pu'unene, HI 96784

p: 808.877.2524

[gabrielle@cwdhawaii.org](mailto:gabrielle@cwdhawaii.org)

[www.MalamaMauiNui.org](http://www.MalamaMauiNui.org)

## BF Committee

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**From:** Emily Erickson <emilysullivanerickson@gmail.com>  
**Sent:** Thursday, April 27, 2017 1:19 PM  
**Subject:** Ka Ipu Kukui Funding

Aloha Council Member,

I am reaching out to you concerning the budget cuts for the Ka Ipu Kukui Leadership program. This program allows its members to gain valuable exposure and access to people and places of Maui that would otherwise be inaccessible. When I joined the program I was new to the island. While going through the Halawai's I learned about the Hawaiian culture, Maui's precious natural resources and how to discuss our different views with each other. While we don't always agree we did always learn from each other. The program inspired me to get more involved in our community by joining a Non-Profit board. I have been a member of The Maui Farm board for over 6 years and joined many committees including Maui Calls to help with fundraising.

I am currently the Chair for our fundraising event to celebrate 10 years of KIK. We are working hard to raise as much money as possible but a budget reduction of this size will reduce KIK funding by 25%. It will keep the new fellows from experiencing the program on Molokai, Lanai, and Oahu. This program changed my life, the way I think and the people I have had access to since graduating. I hope you will consider the amazing effects the program has on our community and leave it in the budget.

Thank you for your time,  
Emily Sullivan Erickson (class of 2010)

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Emily S. Erickson,  
Evergreen Energy Consulting, LLC  
Hawaii Energy Strategists, LLC  
[www.hawaiistrategists.com](http://www.hawaiistrategists.com)  
[emilysullivanerickson@gmail.com](mailto:emilysullivanerickson@gmail.com)  
(808) 276-3549



**EVERGREEN**  
ENERGY CONSULTING, LLC





**Hawaii Energy Strategists**  
Strategic Consulting For Hawaii's Renewable Energy Future

## BF Committee

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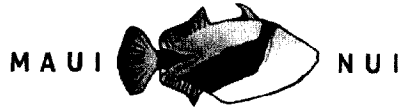
**From:** Amy Hodges <amy@mnmrc.org>  
**Sent:** Thursday, April 27, 2017 4:12 PM  
**To:** Amy Hodges  
**Subject:** Support for South Maui Water Quality Testing Program Budget Request  
**Attachments:** 170427\_SouthMauiWQTestingProgramSupport.pdf

Aloha Councilmember,

The Maui Nui Marine Resource Council submits the attached letter of support for Councilmember King's budget request for a South Maui Water Quality Testing Program. We highly encourage you to consider supporting this budget item. Please contact us with any questions.

Mahalo,

Amy Hodges  
Maui Nui Marine Resource Council  
Programs and Operations Coordinator  
[www.mauireefs.org](http://www.mauireefs.org)



## MARINE RESOURCE COUNCIL

April 27, 2017

Aloha Kākou,

As Maui residents we urge you to approve Member King's \$94,000 budget request to support an active water quality monitoring program in South Maui by the Hui o Ka Wai Ola. The Hui is a partnership which includes The Nature Conservancy, West Maui Ridge 2 Reef Initiative, University of Hawaii Maui College, and the Maui Nui Marine Resource Council. The Council will act as fiscal agent for this project. Before using County funds the Hui will completely outfit a laboratory at the National Marine Sanctuary site in Kihei.

The existing Department of Health (DOH) program has repeatedly determined that Maui's nearshore waters are the most impaired in the state of Hawaii, making it important that we establish exactly where the problems are and what causes them, so that we can begin to remediate such causes and ensure that south Maui's waters are clean, and our reefs and fish remain a vibrant attraction for residents and visitors, and keep our visitor industry strong.

Water quality monitoring is typically done by the state, but resource limitations have prevented DOH from adequately tracking the changing state of the waters surrounding Maui County. They have only one worker to monitor all of Maui County, and only check for *Enterococcus*, a single biological hazard. While important, they do not monitor turbidity (cloudiness), salinity, pH, nitrates, nitrites, phosphates or other nutrients, which our program covers and which are vital to the health of our reefs and fish.

Unfortunately, this is not the first time the County has had to backfill limited state programs. Other examples include providing a pump-out station for Ma'alaea harbor and invasive species control. Over time, we hope to be able to establish programs for central Maui, east Maui, Lana'i and Moloka'i with private donations and government grants, and we will keep working with DOH on a long-term solution to monitoring need.

Over a 2 year period Hui O Ka Wai Ola members wrote a Quality Assured Program Plan so their data will be useful to the Department of Health. They are currently monitoring 18 sites in West Maui every three weeks and will add another 6 sites with funding from North Beach West Maui Benefit Fund. We plan to also monitor between 18 - 24 sites on South Maui, depending on funding.

The existing program operates under protocols defined by the DOH and submits their resulting data to DOH. They also analyze the data and posts it on their website ([www.huiokawaiola.com](http://www.huiokawaiola.com)) for use by all interested parties.

MNMRC expects to be match County funds with equal funding from the National Fish and Wildlife Fund. We believe this project is important to Maui County's visitor industry, to the health of our coral reefs, and to our residents.

Your support will be greatly appreciated.

Mahalo,

Robin Newbold, Chair

[Robin@mnmr.org](mailto:Robin@mnmr.org)

(808)276-7025

Maui Nui Marine Resource Council

[www.MauiReefs.org](http://www.MauiReefs.org)

## **BF Committee**

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**From:** Alice Tremble <alice@tremblefamilia.com>  
**Sent:** Thursday, April 27, 2017 4:13 PM  
**To:** BF Committee  
**Subject:** alice@tremblefamilia.com

Aloha Budget and Finance Committee members,

We would not have allow our son to Kitesurf without taking lessons with the HST Windsurfing and Kitesurfing School first.

HST has dedicated themselves to helping students with personal growth, regard for the environment, all while keeping the foundation of safety and teaching respect for other water sportsman a priority!

Please do not increase CORA fees in the Council's budget.

Thank you,  
Alice Tremble

## **BF Committee**

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**From:** Bob Allen <boballen@polyconicsllc.com>  
**Sent:** Thursday, April 27, 2017 4:24 PM  
**To:** BF Committee  
**Cc:** Bob Allen  
**Subject:** April 27, 2017: Testimony for maui County Budget

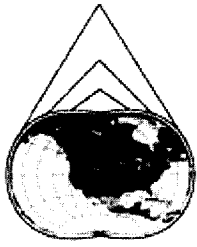
### **Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program**

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.



**BOB ALLEN**

[BobAllen@PolyconicsLLC.com](mailto:BobAllen@PolyconicsLLC.com)

OFFICE: 714.841.5142  
CELL: 714.313.0803  
FAX: 714.841.4913

17751 SAMPSON LANE  
HUNTINGTON BEACH  
CA 92647-6790

[WWW.POLYCONICS.LLC.COM](http://WWW.POLYCONICS.LLC.COM)

Sincerely,

Bob and Jeannette Allen  
Sand of Kahana Owner, Unit 343

## BF Committee

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**From:** Jeep Dunning <mauijeep@gmail.com>  
**Sent:** Thursday, April 27, 2017 4:31 PM  
**To:** BF Committee  
**Subject:** SouthMaui Water Testing

- I urge you to support Member King's \$94,000 budget request to support an active water quality monitoring program in South Maui.
- Maui's nearshore waters are the most impaired in the state of Hawaii. This has to change.
- A recent study found that South Maui's water quality is much worse than West Maui's.
- DOH has only one worker to monitor all of Maui County, and only checks for enterococcus. We need to monitor turbidity (cloudiness), salinity, pH, or nutrients, which are vital for the health of our reefs and fish.
- The County has had to backfill limited state programs before, such as providing a pump-out station for Ma'alaea harbor and invasive species control.

Mahalo for your attention to this matter,  
Jeanne Dunning  
Kihei, HI

## BF Committee

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**From:** flob2@aol.com  
**Sent:** Thursday, April 27, 2017 4:35 PM  
**To:** BF Committee  
**Subject:** Please Support South Maui Water Monitoring

Please:

- I urge you to support Member King's \$94,000 budget request to support an active water quality monitoring program in South Maui.
- Maui's nearshore waters are the most impaired in the state of Hawaii. This has to change.
- A recent study found that South Maui's water quality is much worse than West Maui's.
- DOH has only one worker to monitor all of Maui County, and only checks for enterococcus. We need to monitor turbidity (cloudiness), salinity, pH, or nutrients, which are vital for the health of our reefs and fish.
- The County has had to backfill limited state programs before, such as providing a pump-out station for Ma'alaea harbor and invasive species control.

Signed: Florence Bahr  
160 Keonekai Rd. 27-106  
Kihei, HI 96753



## **BF Committee**

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**From:** Linda Norrington <gonetomai2@gmail.com>  
**Sent:** Thursday, April 27, 2017 4:36 PM  
**To:** BF Committee  
**Subject:** Hotel tax

I support the proposed tax rate hike for hotels in Maui County. We need improvements in our roads and water drainage among other pressing needs.

Sincerely,  
Linda Norrington  
65 Halili Lane  
Kihei, HI 96753

## BF Committee

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**From:** Lisa Maria <lisa.on.lanai@gmail.com>  
**Sent:** Thursday, April 27, 2017 4:37 PM  
**To:** BF Committee  
**Subject:** support for Lanai Cat Sanctuary

Please restore funding to this important project on our island, which apart from helping out our wildlife and feral cat population, has helped our students learn about environmental concerns and how to give in their own community. This is a worthy cause!

Thanks for your consideration.

Lisa Galloway, PhD  
Lana'i High School  
PO Box 630630  
Lana'i City, HI 96763  
(808) 565 7900

## BF Committee

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**From:** Geoffrey Bourne <gbourne@hawaii.rr.com>  
**Sent:** Thursday, April 27, 2017 4:51 PM  
**To:** BF Committee; Mike White  
**Subject:** Section 11 Budget changes

Dear Budget & Finance Committee,  
The proposal copied below does not reflect reality. This will be obvious if you actually consider it. Please have the wisdom to remove this unworkable provision.

The proposed Section 11 in the *General Budget Provisions*

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs. "

This provision will make it impossible for the Paia Youth & Cultural Center to remain open. In our current fiscal year budget, 78% of our grant disbursement is budgeted towards personnel. It requires personnel to run our programs. This provision makes no sense at all. We receive \$230,978. 25% of this amount is \$57,744. How are we to provide personnel with this amount of money to service over 400 youth annually and be open 5 days a week?

This must be some kind of mistake.

Section 11 needs to be deleted. There should be no cap on the percent an agency uses for personnel.

Sincerely,

Geoffrey Bourne

## BF Committee

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**From:** Ted Booth <bootht@san.rr.com>  
**Sent:** Thursday, April 27, 2017 4:59 PM  
**To:** BF Committee  
**Cc:** Ted Booth  
**Subject:** Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,  
Ted Booth  
Kahana Reef #419

## BF Committee

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**From:** Steve Hire <steve@mauiids.org>  
**Sent:** Thursday, April 27, 2017 5:19 PM  
**To:** BF Committee  
**Cc:** Jan Shishido; Lyle Kobashigawa; Luz Domingo; Lynn.Araki-Regan@co.maui.hi.us; Alika A. Atay; Donald S. Guzman; Elle Cochran; Kelly King; Mike White; Riki Hokama; Robert Carroll; Stacy S. Crivello; Yukilei Sugimura  
**Subject:** General Budget Provision Amendment

Aloha,

I received an email today informing me that Councilman Hokama has introduced an amendment to the General Budget Provision stating that "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs." Does he mean that no more than 25 percent is for administrative costs and administrative personnel? That is no problem but if you are saying "all" personnel and all administrative costs can be no more than 25 percent that would end all service oriented programs by most nonprofit organizations. Our testing program for HIV testing for example is personnel doing the testing, counseling and referral. The test kit itself is a low percentage of the total cost. Without certified personnel we cannot deliver service. It cannot be done by volunteers. Maui AIDS Foundation is already been cut by the State by \$40,000 and with further cuts Maui County may end up with HIV, Hep-C, Syphilis and Sexually Transmitted Infections (STI's) becoming rampant with no one but the County to pick up the pieces. The costs could be dramatic. Please, if this is what you are really considering just take a moment to imagine the County with no nonprofits and an even worse HIV/STI epidemic.

Mahalo,

*Steve Hire*

Executive Director  
Maui AIDS Foundation  
P.O. Box 858  
Wailuku, HI, 96793  
808-242-4900 x.222  
[steve@mauiids.org](mailto:steve@mauiids.org)

**"Nana ka maka; ho`olohe ka pepeiao; pa`a ka waha."**

***Observe with the eyes; listen with the ears; shut the mouth.***

**Thus one learns.**

**Confidentiality Notice:** This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and/or privileged information. Any review, use, disclosure, or distribution by unintended recipients is prohibited. If you are not the intended recipient, please contact the sender by replying to this e-mail and destroying all copies of the original message.

This information has been disclosed to you from records protected by Federal confidentiality rules (42 CFR Part 2) and Hawaii State Rules ( Hawaii Revised Statutes - Section 325-101)

The Federal rules prohibit you from making any further disclosure of this information unless further disclosure is expressly permitted by the written consent of the person to whom it pertains or as otherwise permitted by 42 CFR Part 2 or by Hawaii Revised Statutes – Section 325-101). A general authorization for the release of medical or other information is NOT sufficient for this purpose. The Federal rules restrict any use of the information to criminally investigate or prosecute any patient.

## **BF Committee**

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**From:** LANAI YOUTH CENTER <admin@lanaiyc.org>  
**Sent:** Thursday, April 27, 2017 5:21 PM  
**To:** BF Committee  
**Subject:** Email Testimony - Lanai Youth Center - Nancy Rajaei  
**Attachments:** Testimony - Nancy Rajaei - Lanai Youth Center.pdf

Aloha,

Attached you will find my testimony to express my concerns about the 25% limitation to grants disbursement for personnel and administrative costs.

Mahalo,

Nancy Rajaei  
Executive Director  
**Lanai Youth Center**  
808-565-7675



717 Fraser Avenue | P.O. Box 630961 | Lanai City, HI, 96763

Phone 808.565.7675 | Fax 808.565.9588 | lyc@lanaiyc.org

Dear Maui County Council,

I write to you in light of the new clause that you are considering adding to the General Budget Provisions: **“A Grantee may not use more than 25% of its grants and disbursements for personnel and administrative costs”**.

Please re-consider adding this clause to our grant. We currently serve 164 youth ,that is 38% of the youth population between the ages of 8-17 years old on the Island of Lanai.

Limiting our personnel & administrative costs to 25% or only \$43,021.50 for the entire fiscal year would completely paralyze our efforts and put us in a deficit of \$92,485.90 for personnel & administrative costs. Even with year round fundraising efforts and pursuing other grants, we would struggle immensely to survive with this limitation.

I’m extremely concerned, this clause could force the Center to cut entirely a portion of our services that we provide in one of our portable buildings, Due to the substantial staff reduction we would have to do. Two Program Aides would have to be let go, 2 Program Specialists would go back on as part-time, and the Administrative Assistant, the Program Coordinator and the Executive director positions would all have to receive a major pay cut.

Reducing the staff size means reducing the amount of youth we can serve due to program standard ratios.

The Lanai Youth Center is the only center of its kind on the island that is dedicated to serving the youth, and that is free of charge to its members. Through our collaboration with Maui Food Bank we are able to be the channel that provides free snacks and meals to the youth we serve. Alleviating some burden to families who already work more than two jobs to make it here.

The center is the youths only source for free after-school homework help, tutoring, for having fun in a safe and supervised environment and where the youth can interact with kind, friendly and fun staff, 5 days a week, year round for moral support and nurturing as they navigate the most critical stages of their lives.

Please, I humbly request The Maui County Council to not add this revision to program grants.

With Aloha,  
Nancy Rajaei  
*Executive Director*  
**Lanai Youth Center**

*“A fun, safe place for youth to gather.”*

[www.lanaiyouthcenter.org](http://www.lanaiyouthcenter.org)

## BF Committee

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**From:** Ryan Kusumoto <rkusumoto@pacthawaii.org>  
**Sent:** Thursday, April 27, 2017 6:26 PM  
**To:** BF Committee  
**Cc:** Shannon Carvalho  
**Subject:** Testimony related to General Budget Provisions  
**Attachments:** 2017\_Maui County Grantee Change\_2017-04-28\_signed.pdf

Aloha Maui County Council,

Please see the attached testimony from Parents And Children Together related to changes in the General Budget Provisions.

Mahalo for the opportunity to submit testimony on this matter.

Thank you,

Ryan



**Ryan Kusumoto / President & CEO**

1485 Linapuni Street, Suite 105, Honolulu, Hawaii 96819 / Tel: (808) 847-3285 / Fax: (808) 841-1485



**Working together to promote  
successful children, healthy  
families, & strong communities.**



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Parents And Children Together. 1485 Linapuni Street, Suite 105, Honolulu, HI 96819





**TO:** Maui County Council

**FROM:** Ryan Kusumoto, President & CEO of Parents And Children Together (PACT)

**DATE:** Friday, April 28, 2017

**RE: TESTIMONY IN OPPOSITION THE CHANGES IN THE GENERAL BUDGET PROVISIONS – SECTION 11.**

**We are concerned about the addition of Section 11 in the General Budget Provisions.** Section 11 states, “A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.” We oppose the addition of this section and request it be removed.

Parents And Children Together (PACT) is a current recipient of a Maui County Grant for the Maui Family Peace Center. The Family Peace Center works to break cycles of family violence by teaching skills that facilitate accountability, respect, and safety for all family members. Assistance with obtaining Temporary Restraining Orders (TROs) and navigating court procedures is provided to victims. Support groups are provided for victims and children who have witnessed family violence. Group interventions and anger management skills are offered for batterers. All of these are services are provided by qualified and experience personnel. As a provider of individual services to these families, PACT’s expenses are, of necessity, comprised of well over 50% personnel costs.

PACT is concerned about the addition of Section 11. PACT uses these funds to provide these critical services for victims of domestic violence and their batterers. Currently, funding for these services is not sufficient. Therefore, PACT has had to leverage funds from the State Judiciary, Maui County, and Private Funds to ensure the vital services are available when needed. Limiting the use of these funds to 25% for personnel costs will force a reduction in the number of families PACT can help:

- less accessibility for individuals to file temporary restraining orders
- fewer support groups for victims of domestic violence
- less counseling support for children who witness domestic violence
- reduction in services for batterers

This will have grave impacts to the health of individuals, threaten public safety, and will ultimately cost the community more in the long run. Domestic violence is a complicated and devastating issue.

- One out of four women in the United States will be victims of severe violence by an intimate partner in their lifetime.
- Three women are murdered every day by a current or former male partner in the United States.
- There are 131 calls received per day at Hawaii Domestic violence hotlines. That is more than five per hour.
- Hawaii serves over 500 victims each day who are impacted by domestic violence. This number includes victims and their children.
- It costs on average (per visit) \$948 for emergency care for intimate partner violence. The cost of intimate partner violence in the US is over \$6 Billion each year.
- 8,000,000 days of paid work are lost by women each year due to the abuse perpetrated against

them by a current or former male partner.

- Over 10,000,000 children will be exposed to domestic violence each year, leaving a trail of trauma for future generations.

Founded in 1968, Parents And Children Together (PACT) is one of Hawaii's largest not-for-profit organizations providing a wide array of innovative and educational social services to families in need. Assisting more than 18,000 people across the state annually, PACT helps families identify, address and successfully resolve challenges through its 16 programs. Among its services are: early education programs, domestic violence prevention and intervention programs, child abuse prevention and intervention programs, child and adolescent behavioral health programs, and community building programs.

Thank you for the opportunity to testify in **opposition to the changes in the General Budget Provision**, please contact me at (808) 847-3285 or [rkusumoto@pacthawaii.org](mailto:rkusumoto@pacthawaii.org) if you have any questions.

## BF Committee

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**From:** Andrea Buckman <andrea@lhwrp.org>  
**Sent:** Thursday, April 27, 2017 6:39 PM  
**To:** Riki Hokama; BF Committee  
**Cc:** admin@lhwrp.org; daniel@lhwrp.org; christian@lhwrp.org; kealii@lhwrp.org; keahi@lhwrp.org; ainoakaiaokamalie@gmail.com  
**Subject:** LHWRP testimony to Budget and Finance Committee 042717  
**Attachments:** LHWRP response to County budget revisions AB 042717.doc

Aloha no,

Please find my comments attached regarding proposed changes to the County's policy regarding personnel and administrative costs funded by County grants. I invite you to come into the field with us to see first-hand the challenging work we are honored to take part in. I appreciate your dedication to our community and your consideration of my comments. Please contact me with any questions you have.

Mahalo,

Andrea

Andrea Buckman  
Program Manager  
Leeward Haleakalā Watershed Restoration Partnership  
3620 Baldwin Ave., Suite 202/203, Makawao HI 96768  
www.lhwrp.org  
808.573.8989 office  
808.281.6836 cell



The Leeward Haleakalā Watershed Restoration Partnership  
3620 Baldwin Ave., Suite 202/203, Makawao, HI 96768  
Ph. (808) 573-8989  
Fax (808) 573-1932  
www.lhwrp.org

Dept. of Hawaiian Home Lands  
Dept. of Land & Natural Resources  
Haleakalā National Park  
Haleakalā Ranch  
Ka'ono'ulu Ranch  
Kaupō Ranch  
Nu'u Mauka Ranch  
Ulupalakua Ranch

04/27/17

Honorable Council Member Hokama  
Budget and Finance Committee, Chairman  
Council Chambers  
200 S. High St., Wailuku, HI 95793

**Subject: LHWRP response to proposed revisions to Section 11, stating "A grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."**

Aloha Chairman Hokama and Members of the Budget and Finance Committee,

The Leeward Haleakalā Watershed Restoration Partnership (LHWRP) was founded upon a vision of protecting and enhancing our island's biodiversity, fresh water supply, cultural resources, and rural economic opportunities. Our seven-person team works with a broad range of partners, including ranches, government agencies, and community groups to conduct regional forest protection and restoration. We maximize every dollar secured through grants by partnering with other conservation entities and volunteers, by sharing resources and utilizing local companies as much as possible, and by working with clear management goals and priorities. Our restoration programs have expanded in scale from a few hundred acres more than 16,000 actively managed. This success is due in large part to the County's investment in natural resource protection and its vision for securing freshwater securing and ecosystem resilience.

LHWRP relies on County funds for approximately 25% of their total budget, 61% of that budget is for staff salaries. This funding provides a key source of non-Federal funds that we regularly leverage on a scale of 3:1. We request funding for staff as early as possible in the funding cycle so that we can secure the complementary funds to implement the management required and ensure that we have the capacity to fulfill deliverables proposed. Without consistent funding for staff, the progress gained in years past can be quickly lost.

I very much respect the Council's desire to ensure funds are being spent wisely and with the most benefit for our communities. However, the changes proposed to Section 11 that cap

funds for personnel and administrative costs will have consequences that compromise the efficacy and sustainability of our program. This change would require staff funds be secured from other sources grant in a very short time, and would severely affect LHWRP's ability to maintain staff and to complete deliverables already in motion for FY18. Ultimately program efficiency would be reduced until new funds for staff were secured. County funds have played a key role in our financial planning and demonstrate a significant commitment of our local government to other funders. If a change to County policy of this scale is desirable, we request a longer transition period so that our current grant proposal strategies can be adjusted accordingly.

We greatly appreciate the County's history of investing in Leeward Haleakalā's natural and cultural resources, fresh water supply, and community. In addition to the successes we have had in the field in terms of developing restoration and erosion mitigation techniques, expanding habitat for native species, and working with schools to develop an educational native seed ball program, County funding has also allowed us to create professional career paths for local residents and build a program that facilitates watershed protection on a regional scale. This a trajectory the Council can take pride in that would be severed with this policy change. We work closely with the many non-profits and conservation groups that will also be adversely impacted by this change in policy, and the combined effects are likely to be detrimental to the natural resources we have worked so hard to protect to date.

We ask your continued support and that you allow LHWRP the flexibility to structure our proposals based on the project needs, including funds for staff required to fulfill the land management tasks required for this important work.

Respectfully,



---

Andrea Buckman  
LHWRP Program Manager

CC LHWRP staff  
Keahi Bustamente  
Keali'i Ka'aikala  
Ainoa Kaiaokamalie  
Christian Lum  
Audrey Tamashiro-Kamii  
Daniel Tanaka

## BF Committee

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**From:** Mariann Rodriguez <mariann51@jeffnet.org>  
**Sent:** Thursday, April 27, 2017 6:52 PM  
**To:** BF Committee  
**Subject:** Support Member King's \$94,000 Budget

As a concerned taxpayer, I urge you to support Member King's \$94,000 Budget proposal to monitor South Maui's waters. Maui's waters are reportedly the worst in Hawaii, and increased monitoring is absolutely necessary. South Maui's waters are even worse than West Maui's waters where I live – and I know there are issues here. We need more testing and monitoring of waters in all of Maui's beaches, but particularly South Maui. And we need more comprehensive testing that would include turbidity, salinity, pH, and nutrients. It's time we realize that Maui's waters hold our past, our present and our future, and we need to invest in caring for them through comprehensive and regular testing. Please support Member King's proposal.

Sincerely,

Mariann Rodriguez  
West Maui Resident

## BF Committee

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**From:** B.J. Ott <BJ@ccmaui.org>  
**Sent:** Thursday, April 27, 2017 7:02 PM  
**To:** BF Committee  
**Subject:** General Budget Provisions

Aloha Committee Members,

My name is B.J. Ott and I am the CEO of Community Clinic of Maui, Inc., DBA Mālama I Ke Ola Health Center (CCM). I am testifying against the inclusion of Section 11 in the General Budget Provisions restricting the use of County funds a grantee may use for personnel and administrative costs to 25%. CCM receives funding through the Department of Housing and Human Concerns, Grants Management Division, to support our Substance Abuse Program, which was initiated as part of the Ice Project in 1999. Funds received from the County are used solely to support a full-time Certified Substance Abuse Counselor and partial support for a Case Manager who provide on-site substance abuse treatment services for our patients, as well as parolees referred by the Probation Department. The proposed restriction would decimate this program and increase not only recidivism rates, but the emerging threat posed by the rise in abuse of controlled prescription drugs as well, thereby adversely impacting the County's efforts to reduce drug abuse and associated crimes. Further, the continued funding of these substance abuse services demonstrates to the Bureau of Primary Health Care Maui County's affirmation of our public value, enabling us to leverage some \$1.5M in federal grant funds annually.

Thank you for the opportunity to testify.

B.J. Ott, CEO  
Community Clinic of Maui, Inc.  
DBA Mālama I Ke Ola Health Center  
1881 Nani Street  
Wailuku, HI 96793  
Office 808-872-4018  
Fax 808-873-6320



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## BF Committee

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**From:** Larry Smith <torchy@fastmail.com>  
**Sent:** Thursday, April 27, 2017 7:02 PM  
**To:** BF Committee  
**Subject:** Address Correction:

### Testimony in Support of Planning Department Budget Item for the University of Hawai'i Sea Grant Program

Dear Chair Hokama and Budget and Finance Committee Council Members:

Aloha,

We are writing to ask you to continue to support and fully fund the University of Hawaii Sea Grant Program. The partnership between the County of Maui and Sea Grant has been instrumental in encouraging and contributing to innovative measures in coastal management. This program provides day to day technical assistance to County Departments, and this support also extends directly to the public and Maui's communities. Tara Owens, the current extension agent, offers guidance to community groups or permit applicants to promote sustainable shoreline management and provides a conduit for coordination with County, State and Federal agencies and other stakeholders.

Tara Owens has been indispensable to the Kahana Bay Restoration Foundation. Over the last two years, Kahana Bay has been experiencing damaging erosion. Tara's availability and expertise have helped guide us through the process of building temporary shoreline protection and working toward a long-term regional solution. Our situation would be far worse if not for the help she has given us. As more properties and areas on the island and across the state experience worsening erosion and shoreline conditions due to sea level rise and climate change, Sea Grant's presence and aid will only become more important. We are at a critical time when we need to make scientifically sound, well-informed decisions to preserve public beaches, county infrastructure, and private properties. Sea Grant is an invaluable resource to help us do that.

Our community has a need and appreciation for the dedication and full commitment of Sea Grant services. We would not find the assistance that Tara and Hawaii Sea Grant provides through any other organization or venue. I, therefore, urge your support for this vital and helpful program by fully funding this partnership. Thank you for the opportunity to submit testimony in support of this program.

Mahalo,

Larry & Corky Smith  
Sands of Kahana, #372  
4299 Lower Honoapi'ilani Rd.  
Lahaina, Hawaii, 96761



## BF Committee

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**From:** jhigashi@hawaiilodging.org  
**Sent:** Thursday, April 27, 2017 7:02 PM  
**To:** BF Committee  
**Subject:** HLTA Testimony\_ RE: Proposed Real Property Tax Increase  
**Attachments:** HLTA Testimony\_Maui County RPT Rate Increase\_ Budget and Finance Committ....pdf  
**Importance:** High

Aloha Chair Hokama and members of the Committee on Budget and Finance,  
Please see attached letter from Mufi Hannemann, President & CEO of the Hawai'i Lodging & Tourism Association,  
regarding the proposed real property tax increase for Maui County.

Mahalo,  
Jared Higashi

*Sent on behalf of Mufi Hannemann*



**Jared Higashi**  
Director of Government & Community Affairs  
**Hawai'i Lodging & Tourism Association**  
2270 Kalakaua Avenue, Suite 1702  
Honolulu, HI 96815  
(808) 923-0407  
[www.hawaiilodging.org](http://www.hawaiilodging.org)  
@hawaiilodging #HLTA  
*Education | Advocacy | Philanthropy*



**HAWAI'I LODGING & TOURISM**  
**A S S O C I A T I O N**

Testimony of

*Mufi Hannemann*  
*President & CEO*

*Hawai'i Lodging & Tourism Association*

**Maui County Council, Budget and Finance Committee**  
**RE: Maui County Real Property Tax Proposal**

Dear Chair Hokama and members of the committee,

The Hawai'i Lodging & Tourism Association, representing more than 700 members of the hospitality industry, of which 166 are hotels, strongly opposes the proposed raise in the real property tax for the hotel and resort as well as timeshare classifications.

The reasons for our opposition are as follows:

**High Property Values:** With a rebounding economy, powered in large part by a strong visitor industry, real property values have increased, with a resultant increase in tax revenue. Looking at the hotels, resorts and timeshares, not only do we see an increase in valuations between 2016 and 2017 in the hundreds of millions of dollars, but we would also like to note that they are paying far more than their fair share of the total collected tax revenues. When looking at the hotel/resort and timeshare classifications they make up a total of 26% of the total property tax valuations in the county but are already contributing 41.2% of the total real property tax revenues collected.

**State Legislature:** Maui County receives the second largest cut of transient accommodations tax revenues allocated to the counties at 22.8 percent. This 22.8 percent has translated to an annual average of nearly \$23.5 million of allocated funds for fiscal years 2014 – 2017. These are funds that derive from a tax that is strictly levied on visitor accommodations. In addition to our 9.25% transient accommodations tax, each year legislation is proffered to further increase the already high taxes that are imposed on the industry. This year the Legislature considered the imposition of a surcharge on transient accommodations for the purpose of funding the state's public education system, a measure they could look at revisiting next year. If enacted this measure would levy \$3 per room night if the room is under \$150 and \$5 per room night if the room is over \$150. With the cost of doing business for our number one economic driver constantly under fire the desire to do business in Hawai'i will start to diminish.

**Industry Competitiveness:** The hospitality industry, which competes nationally and internationally against lower-priced destinations, cannot continue to pass on tax increases to our visitors while concurrently dealing with the state's high cost of living. While national comparisons on taxes are numerous, there is no denying that Hawai'i consistently ranks among the jurisdictions with the highest tax rates for lodging accommodations. We have the nation's highest lodging taxes at 13.25 percent, which include our transient accommodations and general excise taxes. Hawai'i also has the second-highest year-over-year growth in lodging tax revenue at 9.5 percent.



**HAWAI'I LODGING & TOURISM**  
**A S S O C I A T I O N**

We are keenly aware of our position in the visitor market and the cost of a Hawai'i vacation. Any forces that adversely affect our ability to compete, such as having to pass along higher taxes, also impact our appeal as a visitor destination, the availability of money to invest in new hotel properties or renovate existing ones, and employment within the hospitality industry and related travel businesses, all of which has a ripple effect across our entire economy. Small retail and restaurants attached to a hotel or resort will also be negatively impacted by this additional tax increase.

**Economic Slowdown:** All signs are pointing to an economic slowdown. We have noticed that with rising costs it has become harder to reinvest in our product without the additional help of offshore investors. It is accurate to note that some of our state's largest lodging companies have had to downsize or sell in recent times. More importantly, such a tax increase could cause delays or cancellations of present and future plans for renovating, remodeling, expanding, and including, construction of new hotels and resorts.

**Impact on Hawai'i's Workforce:** The cost of doing business in Hawai'i is already at a point where companies are having a difficult time turning equitable profits. The addition of increased taxes would produce an extra burden on our hotels and resorts forcing them to go down a path they have done a good job at avoiding: cutting operational costs and ultimately workforce. We are aware that the hospitality industry is the number one private sector employer in the state as well as one of the highest taxed economic sectors, further levies would result in less jobs, employment cut backs, and curtailment of incentives.

**Industry Support for the Community:** There is the misconception that the visitor industry exists to benefit offshore investment companies. However, not only is the industry the number one private sector employer in the state but it is a generous supporter of local community charities. Individual businesses donate money, goods, and services to worthy causes, while the Hawai'i Lodging & Tourism Association, through its foundation, raises over \$2 million a year exclusively for local non-profit organizations, grants nearly \$50,000 a year in scholarships to public school seniors and thousands of dollars more in scholarships to college students. Maui County, in particular has done an exemplary job in raising over a million dollars annually from Charity Walk that has benefitted hundreds of non-profit agencies reducing their dependence on government funding to fulfill their needs.

**Conclusion:** The hospitality industry has enjoyed five consecutive years of record growth. We must be mindful, however, that the economy is fragile. The past five years were preceded by the difficult times caused by the Great Recession, the outcome of the Japan tsunami of 2011, and other forces beyond our control. If there is anything we can control, it is the quality of the visitor experience and our appeal to travelers. In this regard, remaining cost-competitive and not viewing the visitor industry as a source of endless wealth for government must be foremost if we are to maintain our status as a prime destination for many years to come. Furthermore there are thousands of individuals from every Council District who are your constituents, who are employed by lodging and hospitality businesses that are very dependent on their living from the visitor industry to support their families. We ask that you oppose measures that could jeopardize their livelihoods.

Mahalo for the opportunity to offer this testimony.

## BF Committee

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**From:** Celeste Baldwin <cbaldwin@hawaii.edu>  
**Sent:** Thursday, April 27, 2017 7:05 PM  
**To:** BF Committee  
**Subject:** Kihei Youth Center

Aloha Respected Committee Members,

This letter is in support of Lehua Huddleston and her efforts to serve Maui's youth. This is such an important part of our Kihei Community and closing their doors not only leave hundreds of youth out on the streets, but is a site for our UH Maui College Nursing Program to provide needed health teaching to encourage health promotion for families.

I urge you to reconsider cuts to this essential part of the community. I can be reached at [cbaldwin@hawaii.edu](mailto:cbaldwin@hawaii.edu) For testimony or explanation.

Mahalo,

Dr Celeste Baldwin

UH Maui College Nursing

Sent from my iPhone

## **BF Committee**

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**From:** Mathew Goodrich <mathewgoodrich@gmail.com>  
**Sent:** Thursday, April 27, 2017 7:10 PM  
**To:** BF Committee  
**Subject:** Molokai Humane Society

Aloha council members,

Please keep intact funding for the Molokai Humane Society.

We have, over the last five years ,worked long and hard to keep our budget within our capacity to operate and have supplied a much needed services to a community of hard working folks ,who would never stand for spending money on animals before humans.

We at the MOHS board , have always had a pragmatic out look on our budgets and have looked at county funding, not as an "end all" , but as a core to our budget. We have passed on cost to a community with limited resource, when we can ,and have kept our own staffs compensation far below those folks ,working on other islands doing the same job.

Our Molokai Humane Society staff and operation , run unfunded projects on their own time , serving the environment , animals and people of Molokai and are an asset far beyond their current funding levels and in my opinion deserve your consideration of full continued funding.

Thank You , Mathew Goodrich , Molokai Humane Society , Board Chair.

## BF Committee

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**From:** Angela Cochran <808phoelane@gmail.com>  
**Sent:** Thursday, April 27, 2017 7:11 PM  
**To:** BF Committee; Mike White  
**Subject:** General Budget Provisions

To Whom it may Concern:

The proposed Section 11 in the *General Budget Provisions*

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs. "

This provision will make it impossible for the Paia Youth & Cultural Center to remain open. In our current fiscal year budget, 78% of our grant disbursement is budgeted towards personnel. It requires personnel to run our programs. This provision makes no sense at all. We receive \$230,978. 25% of this amount is \$57,744. How are we to provide personnel with this amount of money to service over 400 youth annually and be open 5 days a week?

This must be some kind of mistake. The PYCC provides so much for the youth of Maui. The list of successful alumni is quite impressive, For example: Ian Walsh, professional surfer, Lyon Farrell, member of the US snowboarding team, Lily Meola, successful musician...All were members of the PYCC and continue to support us whenever possible.

Section 11 needs to be deleted. There should be no cap on the percent an agency uses for personnel.

Sincerely,

Angela Cochran

Board member, PYCC

## BF Committee

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**From:** Caron Barrett <mauicaroon@gmail.com>  
**Sent:** Thursday, April 27, 2017 7:30 PM  
**To:** BF Committee  
**Subject:** Kihei Youth Center

"Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would detrimental to the community."

With Aloha,  
Caron Barrett



Caron Barrett R,S)  
Coldwell Banker Island Properties  
Shops of Wailea-Maui  
(808)357-4298- Direct 1  
(808)575-5105- Direct 2  
[MauiCaron@gmail.com](mailto:MauiCaron@gmail.com)

## BF Committee

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**From:** Mark Harbison <harbisonm001@hawaii.rr.com>  
**Sent:** Thursday, April 27, 2017 7:35 PM  
**To:** BF Committee  
**Cc:** 'Lehuanani Huddleston-Hafoka'  
**Subject:** "SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

Dear Budget Chair Ricky Hokama:

"Do not put a 25% restriction as indicated in the County's General Budget Provisions. on page 2, #11, whereas it states the following: "**SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.**" This will cause great financial distress for the Kihei Youth Center, thus having to close its doors."

I would like to add that many other nonprofits will face serious financial distress if this section remains in the County General Budget Provisions.

Mark A. Harbison PHF, PP (2005-06)  
Rotary Club of Kihei-Wailea  
District 5000 Rotary Foundation Committee, Vice-Chair and Grants Subcommittee Chair  
Board of Directors, Rotarian Action Group for Blindness Prevention  
Rotary Zone 25 Regional Director, Rotarian Action Group for Peace  
Maui Food Bank Board Chair  
808-283-3785 or 866-874-1942 Toll Free US and Canada  
[youthexchange@kiheiwailearotary.com](mailto:youthexchange@kiheiwailearotary.com)

**Rotary**



ROTARY  
SERVING  
HUMANITY



## BF Committee

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**From:** Margie Flores <margief1202@yahoo.com>  
**Sent:** Thursday, April 27, 2017 7:34 PM  
**To:** BF Committee  
**Subject:** Budget Chair Ricky Hokama

Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good.

For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would be detrimental to the community.

Thank you  
Marjorie Flores  
Kihei Resident

## BF Committee

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**From:** shari@kahalepomaikai.org  
**Sent:** Thursday, April 27, 2017 7:54 PM  
**To:** BF Committee  
**Subject:** Proposed Grantee Budget restructuring  
**Attachments:** LETTER TO MAUI COUNTY COUNCIL 2017.pdf

**Aloha ,**

*Please find the PDF attached as written testimony for the 4/28/2017 budget hearing .*

*Mahalo,*

Shari Lynn, M Ed, CSAC, CPS, CCJAP, CCS, CTS, SAP, NCAC-II, ICADC, CSAPA

Executive Director

Ka Hale Pomaika'i  
PO Box 1895  
Kaunakakai, HI 96748  
808-558-8480 ext. 3 / 808-558-8489/fax

[shari@kahalepomaikai.org](mailto:shari@kahalepomaikai.org)  
[www.kahalepomaikai.org](http://www.kahalepomaikai.org)

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# Ka Hale Pomaika'i

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7533 Kamehameha V Hwy, Mana'e Moloka'i

Kaunakakai, Hawaii 96748

[khp@winning.com](mailto:khp@winning.com)

808-559-8480

[www.kahalepomaikai.org](http://www.kahalepomaikai.org)

**To: MAUI COUNTY COUNCIL MEMBERS**  
**Re: BUDGET HEARING WRITTEN TESTIMONY**

April 27, 2017

Aloha Members of the Maui County Council;

We would like to take the time to thank you for your continued and unfailing support of our Recovery Center on Moloka'i. Our County supported efforts have helped over 200 families with addiction treatment, recovery support services, specialized treatment for women with minor children, specialized treatment for persons with severe mental health needs, emergency food for the poor and hungry, and safe and sober housing.

You have assisted through your financial generosity in making it possible for the Recovery Partners at Ka Hale Pomaika'i (KHP) to provide over 1300 transports each year for persons in early recovery to access treatment or community self-help groups after the hours that the MEO bus service has ended.

Your beliefs that people can and do recover from addiction if they are provided treatment services which can include affordable safe and sober housing has resulted in our Sober Shelter remaining open this year. To date, it is the first and only facility that is meeting the needs of adults in early recovery who are without safe housing on their home island.

We understand how hard the times are financially for our County and especially for Moloka'i. We know first-hand how difficult it is to find employment. However, we are proud to share that over 75% of our residents and treatment clients have found jobs or are attending college. This is just one of the many reasons why we are dedicated to ensure that Ka Hale Pomaika'i is available for addiction treatment, recovery support services, educational outreach and sober shelter.

However, we would like to point out that recovery success does not occur in a vacuum. It takes a team of highly trained and skilled professionals to deliver a quality product. The product that Ka Hale Pomaika'i delivers day in and day out is that of the therapeutic relationship which fosters hope in the individual who was once without options or support.

It has come to our attention that the County is proposing to change the funding structure of the grants its Human Services grantees receive to disallow any funds over 25% of the total award to be used for administrative and personnel expenses.

Our current fiscal situation is just the opposite! At this time, we produce our product (AND OUR PRODUCT IS THE COUNSELING & RECOVERY SUPPORT SERVICES DELIVERED BY THERAPEUTICALLY TRAINED STAFF) at a cost of 73% of our award. In addition to this, our current administrative costs have been capped at 12% of our award, which covers less than 20% of our mandated expenses (i.e. audit, insurances, financial services, and mandatory staff certification training). This forces us to find other funds to cover 80% of these costs! Needless to say, this has been quite a challenge!

It is extremely unlikely that we will be able to continue our work, producing our "product" if the new proposed budget structure is imposed. It will mean that we will essentially have a house full of toilet paper, lots of workbooks, pencils, paper, and gas for our transport van without any one to drive the van, counsel the addicts in treatment or open the doors to assist and monitor homeless residents. Yes, it is truly hard to imagine a room full of addicts, most of who are involved with the criminal justice system, working in workbooks and administering their own drug testing, without any counseling, transportation or compliance guidance.

We are fairly certain that the County realizes that no Health or Human Service agency can operate with the proposed plan, and that hopefully we are incorrect in assuming it included agencies such as ours.

Please accept this letter as a way of stating our mana'o as well as our appreciation for the County and the Council. We have been blessed by our funding and look forward to being able to continue to provide the highest quality recovery oriented system of care in the County. We could not do it without this support and we thank you deeply for consideration as we move into the new fiscal year.

Respectfully,

*Shari R. Lynn*

Shari Lynn, M Ed, CCS, CSAC, NCAC-II, CCJP, CTS, SAP, CSAPA, ICADC

Executive Director

## **BF Committee**

---

**From:** Carol Perry <carol@carolperrylaw.com>  
**Sent:** Thursday, April 27, 2017 8:10 PM  
**To:** BF Committee  
**Subject:** 25% Limit on Personnel Costs Would Be Disastrous For Kihei Youth Center

Aloha Chair Hokama and Budget Committee Members.

I am writing to urge you to reconsider the blanket requirement proposed in General Budget Provision Section 11 restricting County grantees from spending more than 25% of a grant disbursement for personnel and administrative costs.

Kihei Youth Center provides critical services throughout the year to more than 800 children in our community. The bulk of its funding is, of necessity, spent on personnel costs for its 10 employees. Based on its proposed grant of \$245,285, the 25% limitation would mean that it could spend only \$61,321 for personnel. This would obviously make it impossible for it to keep its doors open.

The loss to our keiki and our community would be incalculable. Please do not allow this to happen.

Respectfully submitted,

Carol Perry  
Kihei

## BF Committee

---

**From:** Cakina@akinatours.com  
**Sent:** Thursday, April 27, 2017 8:20 PM  
**To:** BF Committee  
**Subject:** Fwd: Just say "NO" to the 25% restriction! KYC will need to close if this happens...

Dear Budget Chair Mr. Ricky Hokama,

Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would detrimental to the community.

Sincerely, Cassie Akina-Ancog

Sent from my Verizon 4G LTE smartphone

## BF Committee

---

**From:** Larry <lshapiro1010@yahoo.com>  
**Sent:** Thursday, April 27, 2017 8:31 PM  
**To:** BF Committee  
**Subject:** A 25% Limit on Personnel Costs For County Grantees Would Be Disastrous For Kihei Youth Center

Aloha Chair Hokama and Budget Committee Members,

I am writing to urge you to reconsider the proposed blanket requirement that county grant recipients--such as the Kihei Youth Center--can only spend a maximum of 25% of their grant on personnel costs. This proposal has many unforeseen consequences and I believe it is a mistake.

Our Kihei Youth Center provides critical services throughout the year to more than 800 children in our community. The bulk of its funding is, of necessity, spent on personnel costs for its 10 employees. Based on its proposed grant of \$245,285, the 25% limitation would mean that it could spend only \$61,321 for personnel. With such a limitation, they will be unable to function and will have to shut their doors after 34 years of providing critical services to our youth (and their families).

The loss to our keiki and our community would be incalculable. Please do not allow this to happen.

Sincerely,

Larry Shapiro  
Kihei

## BF Committee

---

**From:** mijin.kang@andaz.com  
**Sent:** Thursday, April 27, 2017 8:41 PM  
**To:** BF Committee  
**Subject:** ALOHA

Aloha Mr. Ricky Hokama,

My name is MiJin Kang and I write this email regarding the 25% restriction. Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions, on page 2, #11. This would severely affect the Kihei Youth Center, thus possible closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would be detrimental to the community. Our Andaz culinary team has worked with KYC in the summer of 2016 and the way the staff handles and takes care of the youth at Kihei youth center is something that cannot be replaced. So many youth and parents depend on this center to nurture and grow. When parents are working hard to make ends meet, the wonderful staff at Kihei Youth Center is right there walking with them and teaching them values in life. Please PLEASE RECONSIDER!!

Mahalo!!

MiJin Kang

**ANDAZ MAUI AT WAILEA RESORT**  
3550 Wailea Alanui Drive, Wailea, HI 96753  
T +1 808 243 4758 // E [mijin.kang@andaz.com](mailto:mijin.kang@andaz.com)  
[andazmaui.com](http://andazmaui.com) // [andazsalon.com](http://andazsalon.com)

To explore our destinations worldwide, visit [andaz.com](http://andaz.com).



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2014 Travel + Leisure It List – Best New Hotels  
2014 Conde Nast Hot List – Best New Hotels in the World  
U.S Green Building Council – Silver LEED Certified

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message and copy of it from your computer system. Opinions, conclusions and other information in this message that do not relate to our official business should be understood as neither given nor endorsed by the company.

## BF Committee

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**From:** Dana Reed <dreed@hawaii.edu>  
**Sent:** Thursday, April 27, 2017 8:43 PM  
**To:** BF Committee  
**Subject:** Testimony in SUPPORT of \$94,000 budget request for water quality monitoring in south Maui

Budget and Finance Committee:

I am writing in support of council member Kelly King's \$94,000 budget request to establish an active water quality monitoring program in south Maui. I am the regional coordinator of the only community based volunteer group with an approved Quality Assurance Program Plan from the Hawaii state Department of Health. Our program in west Maui has acquired valuable data and experience in the last year in our efforts to monitor coastal ocean water quality in west Maui. These county funds would enable the expansion of this same program to south Maui where the coastal water quality is worse than west Maui's coastal water quality. The program monitors coastal ocean water for 12 parameters to provide a comprehensive understanding of the local issues so that remediation efforts can be guided by the monitoring program. By using trained volunteers, the money the county provides could be used to set up a comprehensive program for a fraction of the cost of using government employees. There is also an added benefit gained by engaging members of the community who have a vested interest in clean water in their communities. The state Department of Health has a single employee for monitoring all ocean water quality on Maui, and this employee is currently only monitoring for enterococcus and basic water quality parameters (6 parameters total).

According to the 2016 Integrated Report put out by the state DOH, Maui's coastal water quality is the worst in the state. It is time we as a community take on the task of working on fixing out coastal water quality so that Maui remains a top tourist destination and our residents have clean water for their own recreational activities.

Respectfully yours,

Dana Reed

## BF Committee

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**From:** Tamara Paltin <tampaltin@gmail.com>  
**Sent:** Thursday, April 27, 2017 8:46 PM  
**To:** BF Committee  
**Subject:** Fiscal year 2017-2018 budget testimony

Aloha e Councilmembers,

I apologize that I am not available to attend public testimony in Central Maui during the work day since I must be at work also. I hope that you will read my testimony and take it into consideration. I am a supporter of the tourism industry, as a means to an end. Tourist come to our county and they appreciate our environment, the beauty and the weather just like I do. Tourist come and they appreciate our indigenous culture and our language just like I do. They don't want to see homelessness and trash all over the place and neither do I. Maui is a luxury destination and yet our hotels pay the lowest real property tax rates in the State. If we were to raise the hotel real property tax to the same as the other neighbor island counties to \$10.85 from \$9.37 it would raise over \$10M! That is money that we could use to help local residents, to invest in our youth, to invest in leadership programs like ka ipu kukui, to invest in social programs, affordable housing. I am opposed to raising dumping fees and charging people to dump their rubbish at the dump, it will just add to the already crazy amount of opala we clean up off the highways regularly. Please think about the working people who call Maui County home. Do not continue to raise taxes and fees. \$4.2M for the MVB? There is not a shortage of tourist in the past year and yet we are giving them more money? Our return on the tourist investment is very low at this rate in the amount of Transient Accommodation Tax we are getting back from the State it does not adequately address the impacts tourist have on our county so the answer seems to be clear give less to the MVB and tax hotel properties more.

Mahalo  
Tamara Paltin  
870-0052

## BF Committee

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**From:** Renee Gaines <reneegaines@hawaii.rr.com>  
**Sent:** Thursday, April 27, 2017 8:46 PM  
**To:** BF Committee  
**Cc:** Lehuanani Huddleston-Hafoka  
**Subject:** Kihei Youth Center/SECTION 11

Budget Chair Hokama,

Please not put a 25% restriction as indicated in the County's General Budget Provisions. on page 2, #11, whereas it states the following: "**SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.**" This action will cause great financial distress for the Kihei Youth Center, thus possibly having to close its doors."

No KYC would mean you would be affecting up to 800 children because No after school service. No summer service. No vacation services. Nothing. Where do you expect our kids to go and do? Along with the kids there would 10 people would unemployed This is not being proactive, rather it seems this will be extremely hurtful to everyone involved.

I would hope the Council would reconsider as the Kihei Youth Center is a necessity in South Kihei.

Respectfully  
Renee Gaines

## **BF Committee**

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**From:** stuartkarlan1@gmail.com on behalf of Stuart Karlan <stuart@well.com>  
**Sent:** Thursday, April 27, 2017 8:52 PM  
**To:** BF Committee  
**Subject:** Kihei Youth Center, Critical Decision

Aloha Budget Chair Hokama,

SECTION 11 of the General Budget Provisions states that "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs." *This is not practical and will cause great harm to the Kihei Youth Center, or even closure!*

*Please reconsider.*

**Mahalo,**

**Stuart  
Karlan**

2752 Kauhale Street  
Kihei, HI 96753  
808-891-8457

## BF Committee

---

**From:** Laura Marzke <lauramarzkemaui@gmail.com>  
**Sent:** Thursday, April 27, 2017 8:53 PM  
**To:** BF Committee  
**Subject:** Proposed 25 Percent Restriction

To the Honorable Mr. Hokama:

"SECTION 11 of the General Budget Provisions states that : "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs." ***This is not practical and will cause great harm to the Kihei Youth Center. Kindly reconsider.***

Laura Marzke  
, Voter and Resident - Kihei  
121 Kulipu'u St.  
Kihei, Maui 96753

## BF Committee

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**From:** Yarrow Flower <yarrow621@gmail.com>  
**Sent:** Thursday, April 27, 2017 8:59 PM  
**To:** BF Committee  
**Subject:** Testimony re Proposed Fiscal Year 2018 Budget for the County of Maui (BF-1)  
**Attachments:** KIK brochure Ka Ipu Kukui 2017 inside and outsides sml.pdf

Aloha Budget and Finance Chair Hokama and Committee Members,

I would like to take this opportunity to provide my testimony on BF-1 specifically as it relates to funding for the Ka Ipu Kukui (KIK) program. I have been honored to be involved with KIK since the inception of the program. I was among the first fellows to graduate from the 2007-2008 cohort, and have served on the Steering Committee and now Board of Directors for Ka Ipu Kukui since 2008. This year marks the tenth graduating class of a 10 month program that literally changed my life and I believe has positively impacted the 110 other graduates of the program.

The key takeaway received from KIK for me was an awakening to my social responsibility to the island and county of Maui. Everything I have to be thankful for in my life (my family, my home, the natural environment, gainful employment for my husband & I, an amazing network of friends and colleagues) comes from this county. But what was I doing for Maui? After my graduation in 2008, this epiphany manifested itself in my desire to serve my community. Since graduation I have accumulated a resume of community service that I am proud of. I have held seats on the boards of Big Brothers Big Sisters of Maui, Sustainable Living Institute of Maui and Ka Ipu Kukui. I have served on a County commission since my graduation from KIK in 2008 including seats on the Cost of Government Commission and Grants Review Committee, and I currently serve as the Chair of the Civil Service Commission. I generally participate in at least one volunteer event a month, whether it be eradicating invasive species & planting native plants, beach clean-ups or spending 4 days on the side of Haleakala working to improving native bird habitat. As President of Big Brothers Big Sisters of Maui, I helped facilitate a statewide consolidation of Big Brothers Big Sisters after the recession, bringing stability to the organization that has allowed us to expand our programs on Maui in recent years. I continue to serve as Secretary of the Board for Big Brothers Big Sisters of Hawaii, representing Maui and ensuring that all money raised on Maui funds programs on Maui.

As the Treasurer of Ka Ipu Kukui, a \$10,000 reduction in funding represents a 25% cut to our entire budget. This would I likely result in the reduction or elimination of halawai (one to two day workshops) on Moloka'i and Lana'i, which has expanded our curriculum to include Maui county instead of Maui island. It would also likely necessitate an increase in tuition which is already \$1300 per fellow. It would definitely decrease the funds available for tuition assistance, which approximately half of our current fellows are receiving. We are actively soliciting for foundation grants with some success, and we have a 10 year anniversary fundraiser planned for June 2017. We continue to expand our fundraising efforts, and these funds, in addition to the full County Grant funding of \$25,750 will help us achieve our goal of obtaining a 501c3 tax status and hiring a full time Executive Director. We have already incorporated as a first step towards this goal. Making up 25% of our budget, or curtailing our program could set us back years in this effort.

The last thing I would like to say about Ka Ipu Kukui is the we are creating a platform and network where Maui county leaders from very diverse backgrounds (including hospitality, banking, technology, conservation, environmental, agriculture, engineering, planning, development, public relations, social services, government and more!) can come together and have meaningful dialogue about real issues facing Maui County. I think this above all else will be the legacy of Ka Ipu Kukui. Please take a moment to open the attachment and review the Ka Ipu Kukui alumni, these are people that are making a difference in Maui County! I believe in Ka Ipu Kukui and I am humbly asking you to do the same and restore our funding for FY18 to \$25,750. You may reach me at 808-298-5222 our [yarrow621@gmail.com](mailto:yarrow621@gmail.com) with any questions or requests for additional information. Mahalo for all that you do for Maui County,

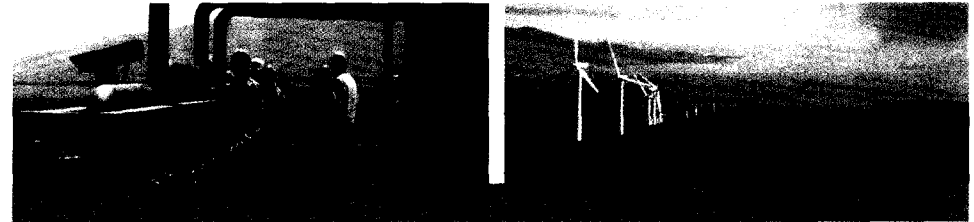
Yarrow Flower  
635 Hoene Street  
Makawao, HI 967668

808-298-5222



| Name        | Company                                                                                                                                                                                                                                         |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2008</b> | Ken Ota<br>Cesar E. Gaxiola<br>Kalani Ho-Nikaido<br>Rhiannon Chandler<br>Lianne Yoshida<br>Alka Alay<br>Sunny Cabelic<br>Alex DePaole<br>Sher Daniels<br>Jennifer Shies<br>Yarrow Flower<br>Jim Hooper<br>Lance Terada                          |
| <b>2009</b> | Lolani Puimano<br>Eliel Federoff<br>Kate Bahr<br>Kanaoa Casco<br>David Gorman<br>Katie McMillan<br>Tamara Pallin<br>Kunea Paracoules<br>Jeffery Rebugio<br>Megan Webster<br>Kevin Yoshida                                                       |
| <b>2010</b> | Jordan Hart<br>Kanaoa Horcajo<br>Emily Sullivan<br>Chris Speare<br>Angela Gannon<br>Kim Skog<br>Tia Ferguson<br>Liz Foote<br>Dean George<br>Craig Kinoshita<br>Tiare Lawrence<br>Sharon Zaisos<br>Ryan Duye<br>Velma Parlasigui<br>Bill Stevens |
| <b>2011</b> | Derek Snyder<br>Sarah McLane<br>Kaimana Brumme<br>Brad Thomas<br>Judee Mae Aki<br>Mark Klemm<br>Regina Lemm                                                                                                                                     |
| <b>2012</b> | Marc Antosch<br>Mike Silva<br>Lono Dunn<br>Kristofer Baptist<br>Spencer Lau<br>Josh Porter<br>Fiona van Ammers<br>Troy Hashimoto<br>Monica George<br>Ashley Carroll<br>Leonard Smock-Randall<br>Tim Lara                                        |

| Name        | Company                                                                                                                                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>2013</b> | Alix Buchter<br>Ashley Lindsey<br>Audrey Chhara<br>Cheryl King<br>Christophe M. Lovvorn<br>Hanna Mounce<br>Malia Cahit<br>Mark Luffgen<br>Maxim Tomai<br>Megan Masfing<br>Michael Oulsenberry<br>Peter Niess<br>Pomaika'i Kan'aulo-Crozier<br>Samuel Young<br>Sarah E. Ruppenthal<br>V. Pualani Enos      |
| <b>2014</b> | Alison Claire Cohen<br>Candace Trankerson<br>Akili Jones<br>Charles Yearman<br>Jennifer Chinco<br>Jordan Moiano<br>Susan S. Clements<br>Al Martin<br>Sonya Niess<br>Adam Radford<br>Nicole Nanea Sparding                                                                                                 |
| <b>2015</b> | Lehia Apana<br>Lauren Campbell<br>Richard Carr<br>Ima Constantinescu<br>Arianna Feinberg<br>Kathleen Hagan<br>Amy Hodges<br>Nikk Schroeder<br>Marc Takamori<br>Johanna Vavente<br>Sean Walsh<br>"Kit" Maria Katrina Zulueta                                                                               |
| <b>2016</b> | Monty Agcaoff<br>Bryan Berkowitz<br>Hillary Bingman<br>Jen Cox Malama<br>Jessica Crouse<br>Dewin Fredericksen<br>Tegan Hammond<br>Tracy Kaaloa<br>Kelly Mc Hugh<br>Mendy Saito<br>Marina Salaofaga<br>Megan Morrow<br>Nohelani Uu<br>Ella Yumoi                                                           |
| <b>2017</b> | Amber Hardwick<br>Bianca Rajan<br>Caleb Wittenmyer<br>Danelle Canfield-Jones<br>Derek Brown<br>Gabrielle Schuerger<br>Laura Berthold<br>Noemi Barbadillo<br>Robert Kawahara<br>Roger Aloncel<br>Royle Taogoshi<br>Ryan Mountcastle<br>Shane Albinton<br>Tamara Gamick<br>Toki Ogawa Sidney<br>William Nil |



developing future leaders  
and planning for Maui Nui's future



# Ka Ipu Kukui Fellows

## at a glance...

- Ka Ipu Kukui Fellows is A Focus Maui Nui and Decisions Maui initiative
- First Ka Ipu Kukui Class graduated in 2008
- Representing 14 Industry Sectors in Maui County
- 127 Fellows and growing
- 54 Male Fellows  
73 Female Fellows
- 2017 will mark the 10th graduating class
- Ongoing Alumni Events to foster lifelong learning

## Ka Ipu Kukui Founding Members & Steering Committee

Roselle Bailey\*  
Alix Buchter  
Susan Clements  
Pualani Eros  
Yarrow Flower  
Jordan Hart  
Troy Hashimoto  
Scott Nunokawa\*  
Stanley Okamoto\*  
Leilani Pulmano  
Clyde Sakamoto\*  
Jeanne Skog\*  
Marc Takamori  
Loni Teragawachi  
Lianne Yoshida



2017 Ka Ipu Kukui Fellows Top Row Standing, Left to Right: Noemi Barbadillo, Shane Albritton, Derek Brown, Ryan (Koa) Mountcastle, William Nii, Royle Taogoshi, Robert Kawanara, Amber Hardwick, Tokie Ogawa Sidney, Tambara Garrick, and Loni Teragawachi Bottom Kneeling Left to Right: Roger Alconcel, Bianca Rajan, Danielle Canfield-Jones, Gabrielle Schuerger, Caleb Wittenmyer, Laura Berthold, and Scott Nunokawa

The Ka Ipu Kukui Fellows program is a year-long leadership development program uniquely designed for community-identified current and future leaders of Maui Nui.

The program's curriculum specifically addresses the many challenges that face Maui Nui and provides participants unfiltered access to a variety of key individuals and locations on Maui.



## Halawai Topics Include:

- Maui Nui: Exploring the Possibilities
- Importance of Relationships and "Social Capital"
- Leadership: Great Leaders, Great Teams, Great Results
- Identifying Maui Nui's Assets for Good Decision Making
- Planning for Community in Paradise
- Sustainability: Agriculture and Energy
- Maui's Water
- Governance
- Maui's Tourism, Partnerships and Economic Development
- Time for Reflection & A Look to the Future



"Undeniably, participation in the Ka Ipu Kukui Fellows program inspired in me a sense of shared responsibility for Maui Nui's continued forward progress. Almost immediately after graduating from the program I was promoted into a leadership role in my organization. I then expanded my service to our community by joining the Maui Nui Marine Resource Council and the Maui County Cultural Resources Commission. This same passion and dedication carried me to law school to expand my capacity to effectively communicate our communi-

ties' needs and goals. I have used this opportunity to learn how to best support Maui County's precious natural resources."

*Rhiannon Chandler-Ōao, Executive Director, Community Work Day Program*

"The Ka Ipu Kukui Fellows Program offers young professionals a unique opportunity to learn about the wide range of issues affecting Maui County and to think critically about how they can be resolved in the future. The diversity of fellows lends itself to building a collaborative network of people who will benefit from established positive relationships and thus move our communities forward in a unified manner to address the multitude of challenges and opportunities facing our four-island county. The Ka Ipu Kukui Program is a proactive step towards ensuring the positive health of Maui County's future."



*Kuhea Paracuelles  
Park Ranger & Internship Coord.  
Haleakala National Park*



"Ka Ipu Kukui is directly responsible for my personal and professional success. The opportunities that I have been able to take advantage of through direct connection with the KIK fellows and ohana have been numerous and invaluable. KIK has allowed me, as a local boy, to continue my professional pursuits on Maui and in Hawaii as opposed to relocating to the mainland or abroad.

In my opinion, Hawaii needs more programs like Ka Ipu Kukui to promote local leaders and reduce the growing "brain drain" of talented and motivated local people moving away from Hawaii. Mahalo to all council members, county leaders, and employers and organizations that have supported Ka Ipu Kukui over the years."

*Kainoa Horcajo, Cultural Consultant*

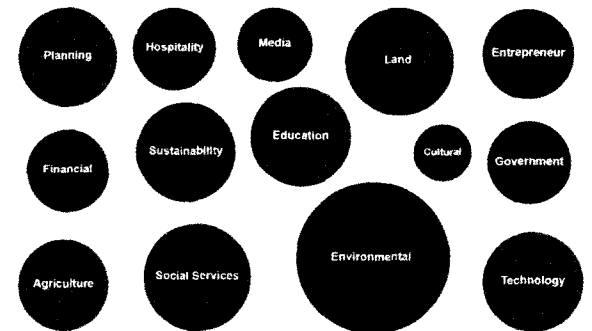


"The Ka Ipu Kukui Fellows Program provides access and exposure to so many important places that are not available to the general public. The program sets up constructive and open discussions with an extremely diverse group of fellows. As a bonus, the technical leadership training went beyond my expectations. The program is truly unique, and a valuable asset to our community."

*Michael Silva, Vice President, Ronald M. Fukumoto Engineering, Inc*



## Ka Ipu Kukui Fellows Industry Sectors of Employment



Sustainability 13 Social Services 14 Land 10 Planning 12 Environmental 16 Education 10 Tech 10 Agriculture 9 Hospitality 5 Financial 8 Government 3 Entrepreneur 10 Media 5 Cultural 2 Note: Fellows may impact multiple sectors.

## **BF Committee**

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**From:** Jeanne Duberstein <duberstem001@hawaii.rr.com>  
**Sent:** Thursday, April 27, 2017 9:07 PM  
**To:** BF Committee  
**Cc:** Kelly King  
**Subject:** Fwd: Just say "NO" to the 25% restriction! KYC will need to close if this happens..

**The Kihei Youth Center will be severely affected, as in possibly closing its doors, if there is a 25% restriction on use of grants for administrative and personnel costs. They have served our local youth for 34 years and 800 kids would lose vital services. No after school service, no summer, no vacation. Where do you expect our kids to go. PLEASE SAY NO TO THIS 25% RESTRICTION!!!**

Jeanne Duberstein. FOR DETAILED INFORMATION ON THE BUDGET IMPLICATIONS FOR KYC please call me or Lehua Huddleston at the Youth Center. My # is 891-0597

## BF Committee

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**From:** Lani, Kimmie [IMS] <Kimmie.Lani@audatex.com>  
**Sent:** Thursday, April 27, 2017 9:18 PM  
**To:** BF Committee  
**Subject:** 25% limitation to grants disbursement for personnel and administrative costs For Kihei Youth Center

Aloha Chair Hokama and Budget Committee Members,

Please do not put a 25% restriction as indicated in the County's General Budget Provisions. on page 2, #11, whereas it states the following: "**SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs.**" This will cause great financial distress for the Kihei Youth Center, thus having to close its doors.

Mahalo Nui Loa,

Kimberly Castro

## BF Committee

---

**From:** Leila Maddela <leilamaddela@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:33 PM  
**To:** BF Committee  
**Subject:** Say NO to 25% restriction

Dear Mr. Hokoma,

Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities.

KYC serves hundreds of youth here on Maui and employs great leaders who go above and beyond the call of duty.

Please do not allow this to happen. It would detrimental to the community.

Thank you,  
Leila Maddela

Sent from my iPhone

## BF Committee

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**From:** Lynn Rasmussen <lynnras@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:34 PM  
**To:** BF Committee; Mike White; Kelly King; elle.cochran@mauicountry.us; Stacy S. Crivello; alika.akay@mauicounty.us; Donald S. Guzman; Riki Hokama; Yukilei Sugimura  
**Subject:** testimony re: The proposed Section 11 in the General Budget Provisions

Aloha Council Chair, Council Vice-Chair, and Councilmembers:

The proposed Section 11 in the *General Budget Provisions*

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs. "

Is this serious? It must be a mistake!!

This will close down the Pa'ia Youth & Cultural Center.

Efficient social services program budgets are and should be primarily personnel. At PYCC 78% of grant disbursement is budgeted toward personnel who serve over 400 youth, 5 days/week.

This is an extremely efficient nonprofit with personnel receiving no retirement benefits and salaries that barely cover Maui's cost of living.

Please delete this ridiculous section!

Sincerely,

Lynn Rasmussen  
Former board member and co-founder, Pa'ia Youth Council, Inc.  
3191 Baldwin Avenue  
Makawao, Hawaii 96768  
808.264.5557

## BF Committee

---

**From:** Family <ambermoon58@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:38 PM  
**To:** BF Committee  
**Subject:** South Maui Water Testing Program

I am a 12 year old girl that joined polonui hui and I'm very passionate about the ocean, and this problem of the ocean water I will not let continue. I live in kihei and I see this is a serious threat to the ocean, I also observed that the South side of Maui's reefs are shattered with cloudy water and bleached coral. We NEED to test for more turbidity and start checking for pH, salinity and nutrients. A recent study has that South Maui's water is far worse than the west side of the island, and DOH only has one worker to check for all of Maui county's water, and they only check for enterococcus, and if they were sick one day they could destroy a whole reef! The state has had to backfill limited state programs before, such as the pump out station in Ma'alaea harbor. With the rate of the reefs health decreasing we must do something fast, that's why I deeply encourage you to donate to King's \$94,000 budget request to support an active water quality monitoring program in South Maui.

The reefs are dying fast, therefore we must act faster, to save our beautiful island.

Amber Walsh

## BF Committee

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**From:** Erika Lechuga DiSalvo <erika.lechugadisalvo@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:40 PM  
**To:** BF Committee  
**Subject:** Raise Real Property Taxes on Hotels

Aloha,

My name is Erika Lechuga DiSalvo and I am a full time tax paying resident on Maui. I am writing to support the idea of raising Real Property Taxes on the Hotels to help balance the budget and to provide for many services that are in need for the residents of Maui.

I have seen that there is a concept of raising the tax to equal that of Oahu and it seems rational and logical. Even if that tax was only raised 1 or 2 dollars, that would bring in a significant amount of revenue for funding of much needed services. Our tourists industry has a very real drain on the island. While it is the our largest source of income it is also the hardest on the island and residents alike. Our infrastructure, housing issues and resources could very well be supported by raising this tax and it is a small price to pay to come and be on this magical island that we all love so much.

We must kokua and malama Maui. As Maui continues to be a popular tourist destination it is imperative that some of these dollars go towards keeping Maui functioning well. This includes taking care of our resident through supportive programs, affordable housing solutions, recycling (A MUST!!!), ocean safety towers and equipment, park maintenance and improvement, invasive species control and so much more.

Thank you for being open to supporting this idea. Raise Real Property taxes on Hotels. Mahalo.

--

*With Aloha,*

*Erika Lechuga DiSalvo*  
**808.250.5548**



## BF Committee

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**From:** Ernestine Ferreira <huesinge@gmail.com>  
**Sent:** Thursday, April 27, 2017 9:56 PM  
**To:** BF Committee  
**Subject:** County Budget Provisions

"Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would detrimental to the community.

Mahalo nui loa  
Ernestine Kahea Ferreira

## BF Committee

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**From:** hanayouthcenter@netscape.net  
**Sent:** Thursday, April 27, 2017 10:04 PM  
**To:** BF Committee  
**Subject:** Proposed County's General Budget Provisions - testimony

April 27, 2016

Aloha Maui County Council Members,

On behalf of Hana Youth Center's staff, Board of Directors and the families we serve, I am writing in response to the recent budget proposal seeking to impose restrictions on grant spending, specifically:

"SECTION 11. A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

If implemented, this substantial change would severely hamper our nonprofit's operations and jeopardize our programming.

We are fortunate to receive grant funding from Maui County, which makes up a majority — roughly 89 percent — of Hana Youth Center's operating budget.

As with any business operation, a significant portion of our budget is used to cover personnel and administrative costs, including accounting and insurance expenses. Over the years, we have also improved our services by implementing compliance standards using guidance from the Department of Housing and Human Concerns.

This proposed restriction will undoubtedly put us in a serious predicament where we will not be able to continue to provide the level of services we offer for Hana's youth as the only free after-school educational program in East Maui.

I humbly ask for your reconsideration.

Sincerely,

Keoki Kalani  
Executive Director

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Aloha From:  
HANA YOUTH CENTER, INC.

E kipaipai i na 'opio i na hana ku i ka pono mai keia manawa a mau loa aku.  
(Inspiring youth to make positive impressions that last a lifetime.)

5091 Uakea Road / P.O. Box 464  
Hana, HI 96713

Telephone: 808.248.8504  
Facsimile: 855.716.5506

Federal tax I.D. 99-0276738

## BF Committee

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**From:** KAREN ALOHILANI HUE SING <alohilani7@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:07 PM  
**To:** BF Committee  
**Subject:** 25% reduction \$ Kihei Youth Center

### Aloha Budget and Finance Committee,

Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would be detrimental to the community. Our island needs the services that the Kihei Youth Services provide to families and our youth. Parents can continue to work and earn a living to provide a home for their families while their children attend one of the best youth service agencies in the state. KYC strives for excellence in all they do and needs to be able to use all of their grant monies without the 25% proposed restriction. Do not let our Families down.

*Me ke aloha pumehana,  
K. Alohilani Hue Sing  
Maui Concierge of Accessibility*

## BF Committee

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**From:** Nalani Kaninau <nalanikaninau@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:15 PM  
**To:** BF Committee  
**Subject:** County General Budget Provisions

Aloha kakou,

I am writing in **OPPOSITION** to the 25% restriction of the *County General Budget Provisions* on page 2 Section #11.

This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would detrimental to the community."

I believe the County leadership should do **MORE** to support the community. I am appalled at the over 4 **MILLION** dollars allocated to the Visitors Bureau. As a top island destination rated consistently by Conde Nast travel magazine, Maui speaks for itself. **WE** must support the growth and development of our keiki. **WE** must make the health & well being of our community a bigger priority than **BIG BUCKS** advertising to wealthy tourists.

I have been watching the Finance meetings almost daily on Akaku and very much appreciate your efforts in a very tedious process.

Please **SUPPORT** Kihei Youth Center!!!

Nalani Kaninau  
Past President Kihei Canoe Club

## BF Committee

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**From:** artieparti@netzero.net  
**Sent:** Thursday, April 27, 2017 10:21 PM  
**To:** BF Committee  
**Subject:** Opposition to Section 11

Dear Budget Chair Ricky Hokama,

I am in opposition to the passing of Section 11, in relation to the Kihei Youth Center. The passing of this section would limit the funds needed to pay staff to continue much needed programs. The Kihei Youth Center provides a safe haven for after-school and summer programs, including but not limited to tutoring programs for completion of homework by students from various schools. I'm aware of the problem that exists in regard to the lack of parental support for school homework completion/involvement. A vast majority of parents leave the support of the education process solely up to the teachers, and do not continue support at home. The Kihei Youth Center provides support to our education system.

Please do not pass section 11 which would limit the tutoring program plus other after-school and summer programs so necessary for our community.

Mahalo for consideration,


Artie Parti  
Substitute Teacher (10 years running) for the State of Hawai'i Department of Education

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### 3 Signs You May Have A Fatty Liver

Live Cell Research

<http://thirdpartyoffers.netzero.net/TGL3242/5902fb81a1b797b81795fst03duc>

Sponsored Links 

## BF Committee

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**From:** Adriane Raff-Corwin <adriane.raff-corwin@sierraclub.org>  
**Sent:** Thursday, April 27, 2017 9:56 PM  
**To:** Riki Hokama; BF Committee  
**Subject:** Budget Testimony In Support of 3-Can Plan and Maui School Gardens Network  
**Attachments:** 2017\_04\_27Budgettestimonyinsupportof3-CanandMauiSchoolGardens.pdf

Aloha Councilmember Hokama,

Please find attached testimony from the Sierra Club Maui Group **in support** of budget items for the 3-Can Plan and Maui School Gardens Network.

Mahalo for your consideration,  
Adriane Raff Corwin

--

Adriane Raff Corwin  
Sierra Club Maui Group Coordinator  
(808) 419-5143  
[adriane.raff-corwin@sierraclub.org](mailto:adriane.raff-corwin@sierraclub.org)



SIERRA CLUB OF HAWAI'I  
MAUI GROUP

MALAMA I KA HONUA  
*Cherish the Earth*

April 27, 2017

To: Riki Hokama, Chair - Budget and Finance Committee

**Re: Support for Funding of 3-Can Program and Maui School Gardens Network**

Aloha Councilmember Hokama,

Sierra Club Maui Group supports all efforts to reduce/reuse/recycle and teach our children about sustainability, which is why **we extend our full support for the funding of the 3-Can Plan program and the Maui School Gardens Network.**

Right now, the 3 can program only operates as a fee-based service in Maui Meadows. It could be a great model for other communities in Maui County. Residents who use the service are happy with the ability to do their part in recycling, especially since we live on an island and must safeguard our finite resources. **Please help us get recyclables out of the waste stream by supporting the 3-Can program in this year's budget.**

Maui School Gardens Network helps our keiki learn how to grow their own food and value sustainability. This is an extremely important lesson for everyone, but especially here on Maui where our island must become less reliant on outside food sources. This type of program helps our keiki realize their and this island's potential. **Please allot Maui School Gardens Network ALL of their funding so that they may have the opportunity to expand this much needed program.**

Mahalo a nui loa for giving us this opportunity to provide our thoughts and comments on the 2018 budget. We hope the county will continue to invest in programs that will protect our environment and help our keiki, which will make all our futures that much brighter.

Mahalo a nui loa,

Adriane M. Raff Corwin,  
Sierra Club Maui Group Coordinator



## **BF Committee**

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**From:** Adriane Raff-Corwin <adriane.raff-corwin@sierraclub.org>  
**Sent:** Thursday, April 27, 2017 10:23 PM  
**To:** Riki Hokama; BF Committee; Kelly King  
**Subject:** Testimony in Support of Budget Request for Water Quality Monitoring in South Maui  
**Attachments:** 2017\_04\_27BudgettestimonyinsupportofSouthMauiWaterQualityStudy.pdf

Aloha Councilmember Hokama,

Please find attached testimony in support of Council member King's budget request for a water quality monitoring program for South Maui.

Mahalo,  
Adriane Raff Corwin, Sierra Club Maui Group

--

Adriane Raff Corwin  
Sierra Club Maui Group Coordinator  
(808) 419-5143  
[adriane.raff-corwin@sierraclub.org](mailto:adriane.raff-corwin@sierraclub.org)



SIERRA CLUB OF HAWAII  
MAUI GROUP

MALAMA I KA HONUA  
*Cherish the Earth*

April 27, 2017

To: Riki Hokama, Chair - Budget and Finance Committee

**Re: Support for Water Quality Monitoring Program for South Maui**

Aloha Councilmember Hokama,

Sierra Club Maui Group's 400+ members support all efforts to better understand our water quality from mauka to makai, which is why **we extend our full support for the funding of Councilmember King's budget request for a water quality monitoring program for South Maui.**

Maui's nearshore waters are the most impaired in the state of Hawaii. This has to change. A recent study found that South Maui's water quality is much worse than West Maui's. The Department of Health has only one worker to monitor all of Maui County and only checks for enterococcus. We need to monitor turbidity (cloudiness), salinity, pH, or nutrients, which are vital for the health of our reefs and fish.

Thousands of people and animals swim in the waters of South Maui. We need know the quality of this water and do what is necessary to protect the health of our local residents, our reefs, and the thousands of visitors who visit South Maui every day. **Therefore we urge you to support Council member King's \$94,000 budget request to support an active water quality monitoring program in South Maui.**

Mahalo a nui loa for giving us this opportunity to provide our thoughts and comments on the 2018 budget.

Aloha,

Adriane M. Raff Corwin,  
Sierra Club Maui Group Coordinator

## BF Committee

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**From:** Ernestine Ferreira <huesinge@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:25 PM  
**To:** BF Committee  
**Subject:** BF-1

"Please do not allow a 25% restriction to happen as indicated in the County's General Budget Provisions. on page 2, #11. This would severely affect the Kihei Youth Center, thus possibly closing its doors for good. For 34 years, KYC has been instrumental in keeping kids off the streets and engaging in healthy and positive activities. Please do not allow this to happen. It would detrimental to the community."

Please re think.

Mahalo  
Ernestine Kahea Ferreira  
Wailuku HI 96793

## BF Committee

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**From:** Donna Nabavi's Gmail <dnabavi4@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:26 PM  
**To:** BF Committee  
**Subject:** Regarding County General Budget Provision

Dear Sirs and Madams:

My name is Donna Nabavi I am on the Board of Directors of the Maui Academy of Performing Arts (MAPA). We currently receive a County grant for our long-established, highly-regarded Youth Educational Performing Arts Programs. The County funds are used to support the programs we take into over 30 Maui schools each year. MAPA's programs in the Maui schools provide performing arts programs to 10,000 preschool through high school students each year.

I am writing to strongly urge you to reconsider Section 11 of the General Budget Provisions that states: "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."

As with most non-profits, MAPA's largest annual operating expense is for personnel. This is because we are deeply committed to employing the most highly-qualified and trained people to create, provide, manage and maintain our programs. They are at the heart of every successful program we offer. (Please note: these dedicated professionals do not earn a lot of money. In fact, for them it is truly a labor of love.)

Without MAPA's exceptional staff, our programs couldn't exist. Adopting a clause stating that only a small percentage of grant funds may be used for personnel expenditures strikes at the very heart of those programs.

Additionally, to add Section 11 to the General Budget Provisions AFTER potential grantees have already submitted their FY2018 grant application budgets puts many of us at a severe disadvantage. It changes the rules without giving us the opportunity to make budget adjustments. If Council wants to include this clause in future grant applications, I respectfully disagree; however, that is their right. If that should be the case, we ask that you postpone any such major change to grant requirements until the next round of grant submissions.

I strongly urge Council members to eliminate Section 11 from the General Budget Provisions for the FY2018 County budget. Thank you for continuing to acknowledge, respect and support the good and essential work of Maui's nonprofit organizations and the people who provide truly critical services to our community.

Sincerely, Donna Nabavi

events, we, Lahaina Hawaiian Civic Club along with Lahaina Town Action committee, look to our county, Maui County to help fill the marginal gaps to fulfill our missions, ultimately, Maui County's mission.

Please lend your support to Lahaina Town Action Committee and our many great Lahaina events. We use these as vehicles to educate and connect community – our Maui County Charm.

Me ka ha'aha'a,

Holoaumoku Ralar

Pelekikena

Lahaina Hawaiian Civic Club

## BF Committee

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**From:** Mauiola Fujiwara <lhcchopekakau@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:36 PM  
**To:** BF Committee  
**Cc:** Alika A. Atay; Donald S. Guzman; Kelly King; Mike White; Riki Hokama; Robert Carroll; Stacy S. Crivello; Yukilei Sugimura; Elle Cochran  
**Subject:** Support Lahaina town funding!  
**Attachments:** 2017BF-LHCC.pdf

April 26, 2017

Aloha County Councilmembers,

The Lahaina Hawaiian Civic Club's mission is to serve with pono in advocacy of culture, health, economic development, education, social welfare and nationhood. In addition to advocacy we are committed to perpetuating and preserving our language, history and cultural traditions. It is our mission to malama Lahaina and Maui County.

Annually we fundraise to host and support great community events. These events include:

- Second Friday, Lahaina Town Party
- Prince Kuhio Ho'olaule'a
- Mele Mei Maui, the Na Hoku Hanohano Music Festival
- 4<sup>th</sup> of July on Front Street.
- Halloween on Front Street
- Na Kamehameha Commemorative Pa'u Parade & Ho'olaule'a
- Emma Farden Sharpe Hula Festival
- The No Ka 'Oi Volleyball Tournament
- The Maui Nui Canoe Race
- Manawale'a Ball

We do this in partnership with great non-profits like the Lahaina Town Action Committee. Their mission is to support the merchants and enrich the town of Lahaina. This support is not always reciprocated. The merchants can only give so much, and when the business is a corporate franchise, the "give" is sometimes even smaller. So to support these community



# Lahaina Hawaiian Civic Club

PO Box 10965, Lahaina HI 96761 • lhchopekakau@gmail.com

April 26, 2017

Aloha County Councilmembers,

The Lahaina Hawaiian Civic Club's mission is to serve with pono in advocacy of culture, health, economic development, education, social welfare and nationhood. In addition to advocacy we are committed to perpetuating and preserving our language, history and cultural traditions. It is our mission to malama Lahaina and Maui County.

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We do this in partnership with great non-profits like the Lahaina Town Action Committee. Their mission is to support the merchants and enrich the town of Lahaina. This support is not always reciprocated. The merchants can only give so much, and when the business is a corporate franchise, the "give" is sometimes even smaller. So to support these community events, we, Lahaina Hawaiian Civic Club along with Lahaina Town Action committee, look to our county, Maui County to help fill the marginal gaps to fulfill our missions, ultimately, Maui County's mission.

Please lend your support for future funding to Lahaina Town Action Committee and our many great Lahaina events. We use these as vehicles to educate and connect community – our Maui County Charm.

Me ka ha'aha'a,

Holoaumoku Ralar

Pelekikena  
Lahaina Hawaiian Civic Club

## BF Committee

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**From:** Daryl Fujiwara <sfdhawaii@gmail.com>  
**Sent:** Thursday, April 27, 2017 10:54 PM  
**To:** BF Committee  
**Cc:** Alika A. Atay; Donald S. Guzman; Elle Cochran; Kelly King; Mike White; Riki Hokama; Robert Carroll; Stacy S. Crivello; Yukilei Sugimura; Steve Hire  
**Subject:** Nonprofits and New Budget Provision\*

Greetings,

I received numerous emails over the last couple of days about the newly introduced amendments to the General Budget Provision - "A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs." After reading it, I thought two things, "it must be a mistake and if its not a mistake, it would hurt all of the non-profits on Maui."

Maui AIDS Foundation has already been cut by the State by \$40,000 and Federal funds are wavering. Further cuts to our non-profit will hurt Maui County. HIV, Hep-C, Syphilis and Sexually Transmitted Infections (STI's) may become an epidemic.

Our testing program for HIV testing for example is personnel driven. The testing, counseling and referral. Without certified personnel we cannot deliver service. It cannot be done by volunteers.

Every time I enter chambers, I hear the council members praising the good work of Maui County non-profits. The praise turns into gratitude - for the great partnership the county has with them because the county cannot do it alone. With social benefits disappearing faster than mom and pop shops, faster than beaches and green open spaces. To put this amendment in, can only hurt the non-profits and trickle down into our communities.

Please consider NOT adopting the new provision. Mahalo for your consideration,

Daryl Fujiwara

Maui AIDS Foundation

Board President



## **BF Committee**

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**From:** john romero <lanaimusic@gmail.com>  
**Sent:** Thursday, April 27, 2017 11:49 PM  
**To:** BF Committee  
**Subject:** Kihei Youth Center

Ricky,

Aloha this is Mahina Romero. Don't cut Kihei youth centers fund. Please do not put the 25% restriction in the County Budget Provisions.

Just let you know there are about 50 kids from Lana`i that are members of Kihei youth center.

We stay there for baseball tournaments and basketball tournaments for the last 3 years and I the next 6 weeks for 3 weekends in a row.

Come on Ricky help them out.

Mahina Romero

## BF Committee

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**From:** whwmaui.net@gmail.com on behalf of Jimmy Dadian <admin@whwmaui.net>  
**Sent:** Thursday, April 27, 2017 12:22 PM  
**To:** BF Committee  
**Cc:** Sanoë Kaaihue; Michael Seino  
**Subject:** email testimony regarding proposed changes to General Budget Provisions

Aloha,

My name is Jimmy Dadian and I'm the administrative services manager at Women Helping Women.

I am emailing today to express our concerns with the proposed Section 11 of the County's General Budget Provisions, regarding Grant Revenues, which reads as follows:

*"A Grantee may not use more than 25 percent of its grants and disbursements for personnel and administrative costs."*

As a human services organization primarily engaged in counseling services and other one-on-one client interactions, the majority of our spending is on the personnel that provide those direct services.

In our upcoming year's budget, we anticipate spending a total of about \$1,600,000. Roughly \$1,125,000 will fall into the "personnel and administrative costs" category. Of the remainder, \$200,000 will be spent on client assistance, essentially as pass-through, and \$275,000 will be for all our other costs.

Since our primary outputs are the result of staff work, we feel it's only appropriate and necessary to allocate as many of our resources to our direct service staff as possible. We also work hard to minimize our other costs, using donations and volunteers where possible. In fact, the County of Maui has been tremendously helpful in this regard by granting us use of the building where we house our shelter for \$1 per year which helps us put even more money towards these direct service staff.

Restricting us to 25% from personnel and administrative costs would also be unworkable. The services that we've contracted to perform for the County of Maui require far more staff resources than anything else. We would not be able to meet our service delivery obligations with such a restriction on spending.

Thank you for your time!

--  
Jimmy Dadian  
Admin Svcs Mgr  
[admin@whwmaui.net](mailto:admin@whwmaui.net)  
808-446-7345 or  
808-242-6600 x7345  
[www.whwmaui.net](http://www.whwmaui.net)  
Women Helping Women  
1935 Main Street, Suite 202  
Wailuku, HI 96793

## BF Committee

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**From:** Nancy Rajaei <nancy@lanaiyc.org>  
**Sent:** Thursday, April 27, 2017 8:27 PM  
**To:** BF Committee  
**Cc:** Nancy Rajaei  
**Subject:** Testimony - Lanai Youth Center - Nancy Rajaei  
**Attachments:** Testimony - Nancy Rajaei - Lanai Youth Center.pdf

Aloha,

Attached you will find my testimony in regards to my concerns about the 25% limitation to grants disbursement for personnel and administrative costs.

Mahalo,

Nancy Rajaei  
Executive Director  
**Lanai Youth Center**  
808-565-7675



717 Fraser Avenue | P.O. Box 630961 | Lanai City, HI, 96763

Phone 808.565.7675 | Fax 808.565.9588 | lyc@lanaiyc.org

Dear Maui County Council,

I write to you in light of the new clause that you are considering adding to the General Budget Provisions: **"A Grantee may not use more than 25% of its grants and disbursements for personnel and administrative costs"**.

Please re-consider adding this clause to our grant. We currently serve 164 youth ,that is 38% of the youth population between the ages of 8-17 years old on the Island of Lanai.

Limiting our personnel & administrative costs to 25% or only \$43,021.50 for the entire fiscal year would completely paralyze our efforts and put us in a deficit of \$92,485.90 for personnel & administrative costs. Even with year round fundraising efforts and pursuing other grants, we would struggle immensely to survive with this limitation.

I'm extremely concerned, this clause could force the Center to cut entirely a portion of our services that we provide in one of our portable buildings, Due to the substantial staff reduction we would have to do. Two Program Aides would have to be let go, 2 Program Specialists would go back on as part-time, and the Administrative Assistant, the Program Coordinator and the Executive director positions would all have to receive a major pay cut.

Reducing the staff size means reducing the amount of youth we can serve due to program standard ratios.

The Lanai Youth Center is the only center of its kind on the island that is dedicated to serving the youth, and that is free of charge to its members. Through our collaboration with Maui Food Bank we are able to be the channel that provides free snacks and meals to the youth we serve. Alleviating some burden to families who already work more than two jobs to make it here.

The center is the youths only source for free after-school homework help, tutoring, for having fun in a safe and supervised environment and where the youth can interact with kind, friendly and fun staff, 5 days a week, year round for moral support and nurturing as they navigate the most critical stages of their lives.

Please, I humbly request The Maui County Council to not add this revision to program grants.

With Aloha,  
Nancy Rajaei  
*Executive Director*  
**Lanai Youth Center**

*"A fun, safe place for youth to gather."*

[www.lanaiyouthcenter.org](http://www.lanaiyouthcenter.org)

## BF Committee

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**From:** Audrey Caires <audrey.caires@yahoo.com>  
**Sent:** Monday, May 01, 2017 10:30 AM  
**To:** BF Committee  
**Subject:** Kihei Youth Center

Atten: Ricky Hokama

Aloha e Mr. Chairman...

I definitely OPPOSE the 25% salary funding restriction for KYC. Please do not do this. Malama, Audrey Gail Caires (38 yr Kihei resident)