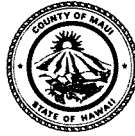


Council Chair
Alice L. Lee

Vice-Chair
Yuki Lei K. Sugimura

Presiding Officer Pro Tempore
Tasha Kama

Councilmembers
Tom Cook
Gabe Johnson
Tamara Paltin
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Director of Council Services
Traci N. T. Fujita, Esq.

Deputy Director of Council Services
David M. Raatz, Jr., Esq.

COUNTY COUNCIL
COUNTY OF MAUI
200 S. HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.MauiCounty.us

March 23, 2023

Mr. David Underwood, Director
Department of Personnel Services
County of Maui
Wailuku, Hawaii 96793

Dear Mr. Underwood:

SUBJECT: **FISCAL YEAR ("FY") 2024 BUDGET** (BFED-1) (PS-1)

May I please request you submit your answers to the following questions by **March 31, 2023**. This will enable the Committee to comprehensively review the FY 2024 Budget.

1. Please outline the major changes in your Department's budget from FY 2023 to FY 2024. If the budget will decrease, how will this impact the Department's operations and the Department's ability to service the public?
2. How many vacant positions currently exist within the Department?
 - a. Please include the job titles for the vacant positions and how long they have been vacant.
 - b. What is the timeline for filling these vacancies?
 - c. Would there be any consequences for removing funding for these vacant positions from the FY 2024 Budget?
3. If your Department had expansion positions in the FY 2023 Budget, how many of those positions were filled? If they have not been filled, are they included in the FY 2024 Budget, and for how many months of funding?

4. If your Department is proposing expansion positions in the FY 2024 Budget, how do you plan to fill those positions?
5. How many positions were filled in FY 2023 that were not expansion positions?
6. In what ways did the Department recruit to fill vacancies and what were the most effective methods for attracting candidates?
7. The following questions are related to overtime payments:
 - a. How much overtime has been paid to date in FY 2023 and what was the reason for these costs?
 - b. Were any of these overtime costs attributed to the number of vacant positions in your Department?
 - c. Do you anticipate that overtime costs in FY 2023 will increase or decrease and what are the reasons for your assumption?
8. If your Department had Capital Improvement Projects ("CIPs") in FY 2023:
 - a. Provide the current status of each project.
 - b. Provide information on how much funding has been encumbered or expended to date for each project.
9. If your Department has CIPs for FY 2024:
 - a. Rank your proposed CIPs, by priority.
 - b. Will the CIP funding included in the FY 2024 Budget be encumbered by June 30, 2024? If not, how much do you anticipate will be encumbered by June 30, 2024?
10. Please provide details on your Department's carryover savings that were included in the FY 2024 Budget.
11. What are your top three priorities for FY 2024 and how does your Department budget reflect that?

Mr. David Underwood
March 23, 2023
Page 3

12. Did the Department apply for any grant funding in FY 2023? If yes, how much was received?
13. How much has the Department spent on professional services in FY 2023 and what projects and consultants were funded under this line item?

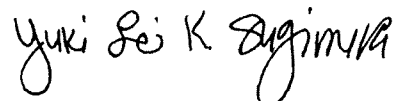
The Department is scheduled to present on April 4, 2023. The schedule is subject to change and staff will reach out if there are any changes to the schedule.

Please be prepared to provide a ten-minute presentation on an overview of the changes in your Department's budget from FY 2023 to FY 2024, addressing the following:

- Operations
- CIPs
- Grants awarded by the Department, if any
- Grants received by the Department, if any
- Revolving funds
- Rates and fees, including any estimated increase or decrease in revenue as a result of the changes

Thank you for your attention to this request. Should you have any questions, please contact me or the Committee staff (Lesley Milner at ext. 7886, Kasie Apo Takayama at ext. 7665, or Yvette Bouthillier at ext. 7758).

Sincerely,



YUKI LEI K. SUGIMURA, Chair
Budget, Finance, and Economic
Development Committee

bfed:2024bgt:230323altr01:lcm

cc: Mayor Richard T. Bissen, Jr.
Budget Director

BFED Committee

From: BFED Committee
Sent: Thursday, March 23, 2023 6:07 PM
To: David Underwood
Cc: BFED Committee; Cynthia Razo; Michelle Santos; Zeke Kalua; Maria Zielinski; Kristina Cabbat
Subject: PLEASE READ attached letter re: FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (PS-1)
Attachments: PS-1.pdf

Mr. Underwood: Please refer to the attached letter from the Budget, Finance, and Economic Development (BFED) Committee Chair, dated 3/23/2023.

Mayor's Office (attention: Michelle Santos and Zeke Kalua): Please forward the attached letter to Mayor Bissen for his information.

Ms. Zielinski: FYI

Thank you,
Yvette Bouthillier, Secretary
BFED Committee

RICHARD T. BISSEN JR.
Mayor

DAVID J. UNDERWOOD
Director

CYNTHIA RAZO-PORTER
Deputy Director



DEPARTMENT OF PERSONNEL SERVICES
COUNTY OF MAUI
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793
PHONE (808) 270-7850 * FAX (808) 270-7969

Website: www.mauicounty.gov/departments/Personnel • Email: personnel.services@mauicounty.gov

March 31, 2023

Ms. Maria Zielinski
Budget Director, County of Maui
200 South High Street
Wailuku, Hawaii 96793

Honorable Richard T. Bissen Jr.
Mayor, County of Maui
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

Mayor Date 3/31/23

For Transmittal to:
Honorable Yuki Lei Sugimura
Chair, Budget, Finance, and Economic Development Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Chair Sugimura:

SUBJECT" FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (PS-1)

We are in receipt of your communication (BFED-1) (PS-1), which request answers to a number of questions. Please find our responses below.

Question 1. Please outline the major changes in your Department's budget from FY 2023 to FY 2024. If the budget will decrease, how will this impact the Department's operations and the Department's ability to service the public?

We have not proposed any major changes in this year's budget request. There is a slight decrease from last year, but this is attributable to the deletion of two one-time expenses that were included in in last year's budget. It should have no effect on the department's ability to deliver services.

Question 2. How many vacant positions currently exist within the Department?

a. Please include the job titles for the vacant positions and how long they have been vacant.

There is only one vacancy in the department, a Human Resource Specialist Trainee position. This is an expansion position that we are in the process of creating/filling. Currently, we are hampered by the lack of appropriate office space to house the incumbent.

b. What is the timeline for filling these vacancies?

We have made considerable progress to configure the office work spaces to sufficiently accommodate the expansion positions. We have managed to create a temporary working space to accommodate one position, which we filled, and hope to clear additional temporary space for the second by the end of the fiscal year.

c. Would there be consequences for removing funding for these vacant positions from the FY 2024 Budget?

The vacant position will be responsible for directly delivering services to our departments and the public. Removal of funding for this position will impact our ability to deliver services.

Question 3. If your Department had expansion positions in the FY 2023 Budget, how many of those positions were filled? If they have not been filled, are they included in the FY 2024 Budget, and for how many months of funding?

One of the two authorized expansion positions was filled. We have included a full year's funding for the other position in our budget request, as we hope to have temporary space available in the next few months, with permanent space available on the completion of the office redesign.

Question 4. If your Department is proposing expansion positions in the FY 2024 Budget, how do you plan to fill those positions?

There are no requests for expansion positions in the FY 2024 Budget.

Question 5. How many positions were filled in FY 2023 that were not expansion positions?

We filled six positions in FY 2023, plus one expansion position. Since January 2021, we have filled fourteen positions.

Question 6. In what ways did the Department recruit to fill vacancies and what were the most effective methods for attracting candidates?

With the exception of our Private Secretary (which is a non-civil service position) and one interdepartmental transfer, all of our vacancies were filled via open-competitive civil service recruitments. Our most effective recruiting tool has been creating and maintaining a strong workplace culture that is positive and supportive. This helps recruitment in multiple ways. First, it helps retain existing employees, and the easiest way to fill a position is retain an incumbent that is already in it. (The bulk of our turnover has been due to retirements and employees seeking promotional opportunities in other departments, and of the fifteen employees hired since the beginning of the pandemic, only one has left.) Second, it leads to very effective "word of mouth" advertising, which has had a significant part in over half of our recent hires.

Question 7. The following questions are related to overtime payments:

- a. *How much overtime has been paid to date in FY 2023 and what was the reason for these costs?*

As of 2/28/2023, \$2,291.00 had been paid for overtime expenses. Most of the overtime was attributed to weekend or after hour job fairs, training/upskilling new employees, an unusually high volume of some types of work, and preparation for our office reconfiguration.

- b. *Were any of these costs attributed to the number of vacant positions in your Department?*

While vacancies have contributed to a certain extent, they are not the primary driver of overtime. Most of the overtime is driven by legal, contractual, payroll, or other deadlines out of our control. In addition, the limited tenure of most of our staff resulted in reduced capacity and additional workload on senior staff in training/upskilling the newer members.

- c. *Do you anticipate that overtime costs in FY 2023 will increase or decrease and what are the reasons for your assumption?*

Overtime costs are expected to increase slightly. While we cannot anticipate every situation, we do recognize a few upcoming events.

- System wide regression testing of our HR/Payroll system to ensure that system updates do not disrupt our current system set-up. These updates are mandatory, and the testing window is short.
- Processing of pay increases for virtually all County employees.
- Recruitment for the Fire Fighter Trainee class. This recruitment requires an "all-hands-on-deck" approach to test upwards of 600+ qualified candidates. These written exams are facilitated on one day at numerous testing sites around the County of Maui, including Molokai, and Lanai.
- Preparing the office for reconfiguration to create more efficient use of the work space.

Question 8. If your Department had Capital Improvement Projects ("CIPs") in FY 2023:

We do not have any CIP projects in FY 2023.

Question 9. If your Department has CIPs for FY 2024:

We do not have any CIP projects for FY 2024.

Question 10. Please provide details on your Department's carryover savings that were included in the FY 2024 Budget.

The carryover savings included in the FY 2024 proposed Budget is from the unrestricted fund balance for FY 2022 reflected in the County's Annual Comprehensive Financial Report (ACFR). Any

carryover savings from FY 2023 will be recognized in the FY 2025 Budget.

Question 11. What are your top three priorities for FY 2024 and how does your Department budget reflect that?

With two-thirds of our staff having two years or less experience in the department, we continue to be focused on increasing our capacity by training and upskilling out staff. The top three priorities in focus for FY 2024 are:

- Continuing to mentor, train, and develop our employees, support our senior staff, and building a cohesive team of knowledgeable employees.
- Evaluating internal processes and seeking opportunities to streamline core functions.
- Strategizing, marketing, and promoting employment opportunities, and fostering relationships with schools, and community networks to enhance recruitment and build talent pipelines.

Question 12. Did the Department apply for any grant funding in FY 2023? If yes, how much was received?

We did not apply for any grant funding in FY 2023.

Question 13. How much has the Department spent on professional services in FY 2023 and what projects and consultants were funded under this line item?

As of February 28, 2023, we have spent or encumbered \$317,274. The major programs are:

Employee Assistance Program
On-line testing of applicants
Career site/applicant tracking system hosting and administration
Employee training with various vendors
Workday training
Other online subscriptions (online job fair hosting, online document hosting, etc.)

I hope this addresses your request. If you have any questions, please feel free to contact me at extension 7850.

Sincerely,



DAVID UNDERWOOD
Director of Personnel Services

/crp

**DEPARTMENT COVER SHEET
FOR DOCUMENTS TO MAYOR**

CONTACT PERSON: Andrea Rock-Mendes

DATE: March 31, 2023

DEPARTMENT: Personnel Services

SUBJECT/BRIEF DESCRIPTION: Transmittal letter dated March 31, 2023 to Mayor Richard Bissen Jr.

DATE ACTION REQUIRED BY:

ACTION REQUIRED BY MAYOR:

☐ SIGNATURE

☐ NOTARY

☐ APPROVAL

☐ REVIEW/COMMENT

☐ OTHER

REASONS FOR REQUESTED ACTION:

Response to BFED through Mayor

MAYOR=S OFFICE B WHEN COMPLETED, RETURN:

☐ BACK TO THE DEPARTMENT

☐ OTHER BFED

BFED Committee

From: Janina Agapay <Janina.E.Agapay@co.maui.hi.us>
Sent: Friday, March 31, 2023 3:49 PM
To: BFED Committee
Subject: FY24 (BFED-1)(PS-1)
Attachments: FY24 (BFED-1)(PS-1).pdf

Aloha,

Please see attached signed letter for the FY 24 Budget (BFED-1) (PS-1)

Mahalo,

Janina Agapay

Budget Office
County of Maui
200 South High Street
Wailuku, Maui, HI 96793
Email: Janina.E.Agapay@co.maui.hi.us