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

March 23, 2023

Mr. Kekuhaupio Akana, Managing Director
Department of Management
County of Maui
Wailuku, Hawaii 96793

Dear Mr. Akana:

SUBJECT: FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (MD-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. Kekuhaupio Akana
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?

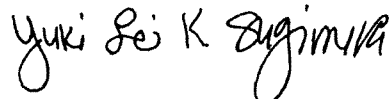
The Department is scheduled to present on April 5, 2023. The schedule is subject to change and staff will reach out if there are any changes to the schedule.

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:ljam

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

BFED Committee

From: BFED Committee
Sent: Thursday, March 23, 2023 6:15 PM
To: Kekuhaupio Akana
Cc: BFED Committee; Josiah Nishita; Cynthia Sasada; Michelle Santos; Zeke Kalua; Maria Zielinski; Kristina Cabbat
Subject: PLEASE READ attached letter re: FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (MD-1)
Attachments: MD-1.pdf

Mr. Akana: 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

KEKUHAUPIO R. AKANA
Managing Director

JOSIAH K. NISHITA
Deputy Managing Director



DEPARTMENT OF MANAGEMENT
COUNTY OF MAUI
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793
www.mauicounty.gov

April 4, 2023

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

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

APPROVED FOR TRANSMITTAL

 4-5-23
Mayor Date

For Transmittal to:

Honorable Yuki Lei K. Sugimura, Chair
Budget, Finance, and Economic Development Committee
200 S. High Street
Wailuku, Hawaii 96793

Dear Chair Sugimura:

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

Thank you for your letter dated March 23, 2023 regarding the Fiscal Year 2024 budget for the Department of Management. Please see the below responses:

- 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?**

Response:

Within the Management Program, the main change is the addition of \$100,000 for the work involved with setting up the (to be established) Departments of Housing and Oihi Resources.

ITSD's FY 2024 budget reflects costs for modernization being moved from initial purchases for Hardware and/or Software to operations. ITSD has requested an increase in professional services to assist in the support and modernization of County IT services. These expenses outline areas needing to be address in order to reduce security and technology risks to public services. If the proposed funding is not approved, ITSD will need to adjust its operations and risk mitigation strategies. This could result in diminished or loss of county IT services.

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.

Response:

As of April 3, 2023, the Management Program has 7 vacancies which consist of Secretary III (to be filled May 1, 2023), Executive Assistant I (vacant as of January 2, 2023 – list to be provided shortly), Executive Assistant II (currently an employee is being TA'd into the position), Purchasing Technician (vacant a few months – first recruitment unsuccessful and pending new applicants), Personnel Assistant II (interviews to be conducted in a few weeks), Hawaiian Translator (pending creation to support the Department of Oihi Resources) and Civil Engineer V (vacant 2 days).

As of 03/31/23 ITSD has 17 vacancies with job titles of Application Support (multiple), Business Continuity Planning Coordinator, Information Systems Program Manager, Staff Services Assistant, Network Services, Security Operations, Desktop & Mobile Engineering (multiple), Customer and Tech Support. The shortest vacancy is 22 days with the longest being 669 days.

b. What is the timeline for filling these vacancies?

Response:

For the Management Program, see response above.

ITSD is undergoing a reorganization that requires various departments approval prior to recruitments starting. In cases where the reorganization does not have an effect in hiring, ITSD is proceeding as quickly as possible to fill vacancies. The remaining recruitments will proceed once the reorganization is approved. ITSD expects to be filling the vacancies in the next two months.

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

Response:

In general, reduction in funding for the vacant positions within the Management Program would not allow us to proceed with hiring a variety of positions, many of which are close to selection, start date or only recently became vacant.

ITSD is currently operating with a 29% vacancy rate. Prior studies completed by the county outlines the need for additional IT staff to meet technology support requirements for county operations (Police, Fire, Finance, Administration, etc.). A reduction of staff will have severe consequences on IT operations, at the present time many staff are working significant overtime to cover the current staff deficit. It is unrealistic to maintain a long-term support model having staff cover staff deficits by working long hours, this will lead to low morale, health issues and burnout, thus creating an environment that will be hard to recruit and retain staff.

- 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?**

Response:

There were three expansion positions in the Management Program. One selection was made and that individual will start on May 1, 2023. Another expansion position was recruited for and is currently being filled via temporary assignment. The final expansion position is pending creation. All expansion positions have been included in the FY '24 budget for a full year's funding.

Currently no expansion FY 2023 positions have been filled. ITSD is undergoing a reorganization that is completing this fiscal year and recruitments are expected to start prior to FY 2024. The FY 2023 expansion positions were added as part of baseline staffing for FY 2024.

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

Response:

No expansion positions were requested for the Management Program.

ITSD in FY 2024 budget requested positions based off a study performed by Gartner. If approved ITSD plans to fill these positions through the current budget and hiring process.

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

Response:

For the Management Program, the following non-expansion positions were filled in FY '23: Managing Director, Deputy Managing Director, Secretary to the Managing Director, Energy/Countywide CIP Coordinator and GIS Analyst V.

There were 5 positions filled – Chief Technology Officer (P-26203), Administrative Assistant II (P-28613), Information Systems Analyst V (P-26215 & P-26221) and Information Systems Analyst V – DM-89 (P-31590).

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

Response:

The Department of Management leveraged the internet through social media, county website, and specialized job websites for certain recruitments. To date we have relied on the internet as the primary means of recruitment, but see an opportunity to improve how information is provided to potential employees. The Department of Management is working with the Department of Personnel Services and Mayor's Office to explore these and other options.

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?

Response:

For the Management Program, roughly \$3,000 has been spent to date on overtime. These costs primarily relate to after hours or weekend meetings and other work-related activities, or work associated with covering vacancies and meeting upcoming deadlines.

As of 3/31/2023 ITSD has paid \$177,135 and is 7% above the FY 2023 projected Overtime budget. There are three reasons for overtime work in IT. 1) Work done by ITSD will require staff to work off hours to provide support in order to minimize the effect on county IT services, 2) Projects will at times require extra hours to maintain their schedule and 3) Being understaffed requires others to work additional hours to maintain basic county IT services. This overage will be made up with current vacancies. There is no overage in overall staffing costs.

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

Response:

Yes, not having all the vacancies filled required others to take on additional workload in order to maintain basic services.

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

Response:

For the Management Program, we anticipate overtime costs to remain in line.

At the present time ITSD does project that overtime will remain the same for FY 2024. The assumption is based on the need for the IT reorganization to be complete for recruitments to begin, how long the current hiring process takes, and normal off hour support for upgrading hardware and software.

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

- a. Provide the current status of each project.**

Response:

CIP Projects status:

- 1) Wailuku Civic Complex - Construction of Vineyard and Church Street improvements is 95% complete.
- 2) 60. S. Church Street – Construction for the new Maui Emergency Management and IT Center began in February 2023. Demolition and remediation work is underway.
- 3) Hālau of 'Ōiwi Art – The project completed design development in February 2023 and the Environmental Assessment Document was filed in March 2023.
- 4) Maui County Service Center rain screen – The trellis has been installed and final punch list items are expected to be addressed by the end of April 2023.

9. If your Department has CIPs for FY 2024:

- a. Rank your proposed CIPs, by priority.**

Response:

Wailuku Civic Complex cost over-runs is first priority in order to complete those projects.

- 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?**

Response:

All funding will be encumbered before June 30, 2024.

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

Response:

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.

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

Response:

For the Management Program: 1) improve the culture of the workplace, 2) improve recruitment and retention efforts, and 3) create a more responsive government.

For ITSD: 1) Deliver mature and effective IT Services in alignment with organizational initiatives, (2) Provide operational excellence, and (3) Develop and organize staff focused on Service Strategy.

The FY 2024 budget reflects operating costs and the investment being made on advancing the county while minimizing operational risk. Key support areas and projects reflected in FY 2024 include but are not limited to: security and modernization of infrastructure (i.e., network, hardware, software, and email services), timely responsiveness to employee complaints, and improving the County's recruitment and retention efforts.

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

Response:

Yes, the Department of Management coordinates a variety of grant applications and funding requests through Congressionally Directed Spending and Community Project Funding Requests, and through federal legislation and appropriations such

as the Infrastructure Investment and Jobs Act and the Inflation Reduction Act. As just one example, the Department of Management requested a federal appropriation in the spring of 2022 and the funding was authorized in December 2022, and a grant award letter provided to the Department in February of 2023 in the amount of an \$11 million grant from the Department of Housing and Urban Development. In short, millions of dollars in grants have been applied for and received by the Department of Management in FY '23.

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

Response:

As of March 31, 2023, ITSD has spent \$1,245,862 Million for professional services with another \$953,256 to be spent in the remaining months of FY 2023. These costs cover security, software, hardware, application, change and project management support. Services provided are not limited to configuration support, skill development, advanced trouble shooting and implementation support.

Professional Services (sub-object 6132) contracts:

- 1) Linn Nishikawa & Associates - \$194,945 for Wailuku Town and Park Maui public information.
- 2) 'Aina Archaeology - \$142,693 for Mapulehu Preservation Plan.
- 3) Strategies 360 - \$60,000 for federal funding consultant.
- 4) CalAmp - \$116,000 (encumbered) for fleet management services.

Various other professional services have been utilized for investigative services related to Violence in the Workplace or Discrimination complaints.

Should you have any further questions, please do not hesitate to contact my office at ext. 7202 or contact Deputy Managing Director Josiah Nishita at ext. 7205.

Sincerely,


KEKUHAIPIO R. AKANA
Managing Director

BFED Committee

From: Desiree Echalas <Desiree.B.Echalas@co.maui.hi.us>
Sent: Wednesday, April 5, 2023 8:55 AM
To: BFED Committee
Subject: FY 2024 (BFED-1) (MD-1)
Attachments: FY 24 (BFED-1)(MD-1).pdf

Please see response (MD-1) from Management.

Desiree Echalas
Budget Specialist
County of Maui
Office of the Mayor
Desiree.B.Echalas@co.maui.hi.us
Phone: (808) 270-8239