


April 3, 2021

MEMO TO: BFED-1 File

F R O M: Keani N.W. Rawlins-Fernandez, Chair 
Budget, Finance, and Economic Development Committee

SUBJECT: **TRANSMITTAL OF INFORMATIONAL DOCUMENTS RELATING
TO THE PROPOSED FISCAL YEAR 2022 BUDGET FOR THE
COUNTY OF MAUI** (BFED-1)

The attached informational documents pertain to the Departments scheduled for review on April 7, 2021, under Item 1 on the Committee's master agenda.

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Attachment

April 3, 2021

MEMO TO: Keani Rawlins-Fernandez, Chair
Budget, Finance, and Economic Development Committee

F R O M: Wilton Leauanae, Legislative Analyst

SUBJECT: **EXECUTIVE SUMMARY OF BUDGET PROPOSAL FOR
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT** (BFED-1)

This is an executive summary of the FY 2022 Budget proposal for the Department of Environmental Management.

Overall Operating Budget

FY 2021 Adopted: \$95,780,339 vs. FY 2022 Proposed: \$88,529,403 (7.6% decrease).

Administration Program – General Fund

Category “A” – Salaries and Wages

1 – Wages and Salaries – **Increase** by 2.6% (\$12,396).

2 – Premium Pay – **No Change**

3 – Position Funding

- Adjustments in salaries due to Collective Bargaining Agreement increases.

4 – New Positions– **No Change**

Category “B” – Operations

1 – Materials and Supplies – **No Change**

2 – Other Costs – **No Change**

3 – Services – **No Change**

4 – Special Projects – **No Change**

5 – Travel – **No Change**

6 – Utilities – **No Change**

Category “C” – Equipment

1 - Machinery and Equipment – **No Change**

2 - Lease Purchases – **No Change**

Key Activity Goals and Measures

1 – FY 2022 estimates a **decrease** in the following:

- Goal 1.2 – Initiate new programs to promote sustainability.
 - o Number of programs initiated per year (4 to 2).

2 – FY 2022 estimates an **increase** in the following:

- Goal 1.1 – Conduct meetings with Divisions to ensure mid-and long-term goals are progressing.
 - o Number of meetings conducted per year (24 to 84).
- Goal 2.1 – Conduct meetings with Divisions to review and evaluate fiscal management of projects and programs annually.
 - o Number of meetings conducted per year (24 to 84).
- Goal 2.2 – Review current procedures and initiate new procedures to promote efficiency annually.
 - o Number of new procedures initiated per year (2 to 4).
- Goal 3.1 – Conduct meetings with Divisions to review and update personnel needs and actions annually.
 - o Number of meetings conducted per year (24 to 84).
- Goal 3.2 – Conduct meetings with Department Personnel Officer (DPO) to prioritize actions.
 - o Number of meetings conducted per year to prioritize actions (28 to 88).

Wastewater Administration Program – Sewer Fund

Category “A” – Salaries and Wages

- 1 – Wages and Salaries – **Increase** by 7.5% (\$113,292).
- 2 – Premium Pay – **Decrease** by 54.1% (-\$112,808).
- 3 – Position Funding
 - Adjustments in salaries due to Collective Bargaining Agreement increases, Executive Order 2020-03, positions filled at higher or lower levels, and position reallocations.
 - Deletion of anticipated salary adjustments per Collective Bargaining Agreement.

- 4 – New Positions – **No Change**

Category “B” – Operations

- 1 – Materials and Supplies – **No Change**
- 2 – Other Costs – **No Change**
- 3 – Services – **No Change**
- 4 – Travel – **No Change**
- 5 – Utilities – **No Change**
- 6 – Interfund Cost Reclassification – **Increase** by 1.9% (\$227,041).

Category “C” – Equipment

- 1 – Machinery and Equipment – **Decrease** by 100% (-\$3,600).
- 2 – Lease Purchases – **No Change**

Key Activity Goals and Measures

1 – FY 2022 estimates an **increase** in the following:

- Goal 1.1 – Maintain efficient fiscal management.
 - o Total cost per 1,000 gallons collected, transported, treated, and disposed (\$5.78 to \$6.43).
- Goal 1.2 – Maximize throughput efficiency.
 - o Power (in kWh) per 1,000 gallons treated (\$3.73 to \$4.04).

Wastewater Administration Program - Grant Revenue Fund

Category “A” – Salaries and Wages

1 – Wages and Salaries – **No Change**

2 – Premium Pay – **No Change**

Category “B” – Operations

1 – Services – **No Change**

Category “C” – Equipment

1 – Machinery and Equipment – **No Change**

2 – Lease Purchases – **No Change**

Grant Awards

State Department of Health 604b Grant Program **No Change**

Hawaii Emergency Management Agency Grant **No Change**

Intrawest/West Maui Recycled Water System Expansion **Decrease**
(\$548,354 to \$0)

Hyatt/West Maui Recycled Water System Expansion **Decrease** (\$475,476 to \$0)

Starwood/West Maui Recycled Water System Expansion **Decrease**
(\$1,397,880 to \$0)

Wastewater Operations Program – Sewer Fund

Category “A” – Salaries and Wages

- 1 - Wages and Salaries – **Increase** by 2.3% (\$145,680).
- 2 - Premium Pay – **Decrease** by 17.5% (-\$160,272).
- 3 - Position Funding
 - Adjustments in salaries due to Collective Bargaining Agreement increases, position reallocations, position filled at lower level, and increase due to Executive Order 2020-03.
 - Deletion of anticipated salary adjustments per Collective Bargaining Agreement.
- 4 – New Positions – **No Change**

Category “B” – Operations

- 1 – Materials and Supplies – **No Change**
- 2 – Other Costs – **No Change**
- 3 – Services – **No Change**
- 4 – Travel – **No Change**
- 5 – Utilities – **No Change**

Category “C” – Equipment

- 1 - Machinery and Equipment – **Increase** by 14.3% (\$131,000).
 - Expansion Requests:
 - o Maintenance & Repair Equipment: Purchase of lab testing equipment (\$5,000).

- Maintenance & Repair Equipment: Purchase of mechanical & electrical equipment (\$10,000).
- Motor Vehicles: Replacement of one ½ Ton Truck, one ¾ Ton Utility Truck, and one 1,000 Gallon High Pressure Jetter Truck (\$510,000 total).
- Other Equipment: Replacement of one Vertical Lope Pump & Accessories (\$45,000).
- Maintenance & Repair Equipment: Replacement of mechanical & electrical equipment (\$5,000).
- Maintenance & Repair Equipment: Replacement of mechanical & electrical equipment (\$5,000).
- Motor Vehicles: Replacement of one ½ Ton Pickup Truck (\$35,000).
- Maintenance & Repair Equipment: Replacement of mechanical & electrical equipment (\$5,000).
- Motor Vehicles: Replacement of one ½ Ton Pickup Truck (\$40,000).
- Maintenance & Repair Equipment: Replacement of mechanical & electrical equipment (\$5,000).
- Other Equipment: Replacement of one Electric Effluent Pump (\$14,000).
- Maintenance & Equipment: Replacement of mechanical & electrical equipment (\$2,000).
- Motor Vehicles: Replacement of one Tractor Mower (\$80,000).
- Maintenance & Repair Equipment: Replacement of mechanical & electrical equipment and replacement of one 8' Lathe (\$60,000 total).
- Motor Vehicles: Replacement of one ½ Ton Cargo Van, one Mini Cargo Van, one ½ Ton Truck, and one ¾ Ton Utility Truck (\$185,000).
- Other equipment: Replacement of one 250 CFM Compressor (\$43,000).

2 - Lease Purchases – **No Change**

Key Activity Goals and Measures

1 – FY 2022 estimates a **Decrease** in the following:

- Goal 1.2 – Satisfy regulatory requirements for treatment plants.
 - Number of non-compliance days (12 to 11).

Solid Waste Administration Program – Solid Waste Management Fund

Category “A” – Salaries and Wages

- 1 – Wages and Salaries – **Increase** by 8% (\$81,490).
- 2 – Premium Pay – **Decrease** by 63.4% (-\$91,088).
- 3 – Position Funding
 - Adjustments in salaries due to Collective Bargaining Agreement increases, positions filled at lower levels, and increases due to Executive Order 2020-03.
 - Deletion of anticipated salary adjustments per Collective Bargaining Agreement.

4 – New Positions – **No Change**

Category “B” – Operations

- 1 – Materials and Supplies – **No Change**
- 2 – Other Costs – **No Change**
- 3 – Services – **No Change**
- 4 – Travel – **No Change**
- 5 – Utilities – **No Change**
- 6 – Interfund Cost Reclassification – **Increase** by 2.1% (\$181,830).

Category “C” – Equipment

- 1 – Machinery and Equipment – **Increase** by \$12,000.
 - Expansion Requests:
 - o Other equipment: Replacement of one Mail Folding and Stuffing Machine (\$12,000).

2 - Lease Purchases – **No Change**

Errors or inconsistencies – Machinery & Equipment, change amount is \$12,000 but change percent shows N/A (p. 160).

Key Activity Goals and Measures

1 – FY 2022 estimates an **increase** in the following:

- Goal 1.1 – Maintain efficient fiscal management.
 - o Total cost per ton processed at each landfill:
 - CML (\$55 to \$56).
 - HLF (\$1,605 to \$1,630).
 - MLF (\$537 to \$545).
 - LLF (\$219 to \$222).
 - Weighted average cost of all landfills (\$76 to \$77).
- Goal 3.1 – Provide safety training to Division employees annually.
 - o Number of safety training classes per employee annually (56 to 60).

Solid Waste Operations Program – Solid Waste Management Fund

Category “A” – Salaries and Wages

1 – Wages and Salaries – **Increase** by 2.5% (\$131,564).

2 – Premium Pay – **Decrease** by 15% (-\$140,094).

3 – Position Funding

- Adjustments in salaries due to Collective Bargaining Agreement increases, position reallocations, and increase Maintenance Coordinator and Administrative Services Assistant II to full year salaries due to FY 2021 expansion positions.
- Deletion of anticipated salary adjustments per Collective Bargaining Agreement.

4 – New Positions – **No Change**

Category “B” – Operations

- 1 – Materials and Supplies – **Increase** by 2.7% (\$52,000).
- 2 – Other Costs – **Increase** by 3.5% (\$90,000).
- 3 – Services – **Increase** by 1.6% (\$50,000).
- 4 – Travel – **No Change**
- 5 – Utilities – **No Change**

Category “C” – Equipment

- 1 - Machinery and Equipment – **Decrease** by 100% (-\$744,000).
- 2 - Lease Purchases – **No Change**

Key Activity Goals and Measures

- 1 - FY 2022 estimates a **decrease** in the following:
 - Goal 1.2 –Perform annual landfill surveys and capacity studies (based on additional landfill capacity constructed in FY 2021 and 2023).
 - o Central remaining years (2.3 to 1.3).
 - o Hana remaining years (Est. 8 years conversion to transfer station) (39.8 to 38.8).
 - o Molokai remaining years (7.3 to 6.3).
 - o Lanai remaining years (13.0 to 12.0).
- 2 - FY 2022 estimates an **increase** in the following:
 - Goal 1.1 – Maintain capacity for disposal.
 - o Total tons landfilled/year (not including C&D tons listed below)(206,000 to 208,000).
 - o Total C&D tonnage estimated to be added to CML (22,000 to 26,500).
 - Goal 2.1 – Maintain existing and develop new renewable energy facilities at the SWD landfills.

- Total number of alternative energy and PV lighting installed (5 to 6).

Environmental Protection and Sustainability Program – EP&S Fund

Category “A” – Salaries and Wages

- 1 – Wages and Salaries – **Decrease** by 19.7% (-\$65,262).
- 2 – Premium Pay – **Decrease** by 68.2% (-\$25,317).
- 3 – Position Funding
 - Adjustments in salaries due to Collective Bargaining Agreement increases, position reallocations, and a position filled at a lower level.
 - Transfer of Recycling Specialist III to Disposal of Vehicles - Revolving Fund.
 - Deletion of anticipated salary adjustments per Collective Bargaining Agreement.
- 4 – New Positions – **Decrease** by 25% (6 to 4.5).

Category “B” – Operations

- 1 – Materials and Supplies – **No Change**
- 2 – Other Costs – **Decrease** by 13.6% (-\$150,000).
- 3 – Services – **Decrease** by 13.7% (-\$892,000).
- 4 – Travel – **No Change**
- 5 – Utilities – **No Change**
- 6 – Interfund Cost Reclassification – **Decrease** by 1.9% (-\$6,677).

Category “C” – Equipment

- 1 – Machinery and Equipment – **No Change**

2 - Lease Purchases – **No Change**

Key Activity Goals and Measures

1 - FY 2022 estimates a **decrease** in the following:

- Goal 2.4 – Maintain efficient fiscal management.
 - o Percent of paid accounts from total number of outstanding accounts (20% to 15%).
- Goal 3.1 – Maintain effective programs to protect the environment and foster community resilience.
 - o Number of environmental/sustainability programs introduced (4 to 2).

2 - FY 2022 estimates an **increase** in the following:

- Goal 1.1 – Maintain efficient fiscal management.
 - o Total tons diverted/recycled per year under County funded projects (15,000 to 50,000).
 - o Diversion rate (diversion rate dependent upon FY 2021 funding availability) (8% to 25%).

Environmental Protection and Sustainability Program - Grant Revenue Fund

Category “B” – Operations

1 – Other Costs – \$420,000

2 – Services – **No Change**

3 – Special Projects – \$400,000

Grant Award

Electronic Program **No Change**

Deposit Beverage Container Program **No Change**

Glass Recovery Program **No Change**

Recycling Program- Landfill Diversion **No Change**

Environmental Protection and Sustainability Program – Revolving Fund

Category “A” – Salaries and Wages

- 1 – Wages and Salaries – **Increase** by 82% (\$124,838).
- 2 – Premium Pay – **Decrease** by 40.8% (-\$7,998).
- 3 – New Position – **Increase** by 37.5% (1.5).
- 4 Position Funding
 - Adjustments in salaries due to Collective Bargaining Agreement increases, position reallocations, and increase to full year salary.

Category “B” – Operations

- 1 – Materials and Supplies - **No Change**
- 2 – Other Costs - **No Change**
- 3 – Services – **Decrease** by 4.5% (-\$100,000).
- 4 – Travel - **No Change**
- 5 – Utilities - **No Change**

Category “C” – Equipment

- 1 - Machinery and Equipment – **Decrease** by 100% (-\$6,000).

Errors or inconsistencies – Category “C” Machine & Equipment decrease of \$6,000 not listed in Budget detail.

Capital Improvement Projects

Countywide

Sanitation

- CBS-3182: Environmental Compliance System Design and Construction for design and new construction (SW \$250,000).
 - o Additional \$500,000 (SW) projected annually for FY 2023 – 2027 for design and construction.

Sewer

- CBS-1119: Countywide Environmental Protection Agency (EPA) Compliance Wastewater Reclamation Facility Renovation Projects for new construction (GB \$2,000,000) (WF \$1,000,000).
 - o Additional \$1,500,000 (WF) projected annually for FY 2023 – 2027 for construction.
- CBS-1128: Countywide Wastewater System Modifications for new construction (WF \$1,000,000).
 - o Additional \$1,000,000 (WF) projected annually for FY 2023 – 2027 for construction.
- CBS-1132: Countywide Environmental Protection Agency (EPA) Compliance Projects for new construction (WF \$500,000).
 - o Additional \$500,000 (WF) projected annually for FY 2023 – 2027 for construction.

Kihei-Makena

- CBS-1152: Kihei No. 16 Pump Station Rehabilitation and Force Main Replacement for new construction (WF \$900,000).
- CBS-2322: Kihei No. 7 Force Main Replacement for new construction (SRF \$900,000).
- CBS-2729: Kihei No. 6 Force Main Replacement for design (WF \$650,000).
 - o Additional \$6,000,000 (SRF) projected for FY 2024 for new construction.
- CBS-3197: Kihei No. 8 Force Main Replacement for new construction (SRF \$1,000,000).
- CBS-3570: Kihei Wastewater Pump Station No. 7 Relocation for design (GB \$800,000).
 - o Additional \$8,000,000 (GB) projected for FY 2024 for new construction.

- CBS-5028: Kihei Wastewater Pump Station No. 9 Modification/Upgrade for renovations (GB \$2,300,000).
- CBS-5032: Kaiola Place Sewer Extension for design (WF \$100,000).
 - o Additional \$1,000,000 (WF) projected for FY 2024 for new construction.
- CBS-5519: Kihei Wastewater Pump Station No. 2 Modification/Upgrade (WF \$200,000).
 - o Additional \$2,000,000 (WF) projected for FY 2024 for renovations.

Lanai

Sewer

- CBS-4591: Lanai WWRF Facility Plan for planning (WF \$150,000).

Wailuku-Kahului

Other Projects

- CBS-6637: COM Greenwaste and Biosolids Management for planning (SW \$100,000).

Sanitation

- CBS-5020: Central Maui Landfill Stormwater Management Improvements for design (SW \$100,000).
 - o Additional \$500,000 (GB) projected for FY 2023 for new construction.
- CBS-6634: CML Ph II/III Interface Development (GB \$850,000).
 - o Additional \$1,000,000 (GF) projected annually for FY 2023 - 2025 for new construction.
- CBS-6635: CML Ph III-B Lateral Expansion for design (GB \$250,000).
 - o Additional \$10,000,000 (GB) projected for FY 2023 for new construction.
- CBS-6639: Central Maui Landfill Gas Collection System Reliability for planning (SW \$320,000).
 - o Additional \$2,000,000 (GB) projected for FY 2023 for new construction.

Sewer

- CBS-1131: Wailuku-Kahului Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation for renovations (GB \$2,000,000).
 - o Additional \$6,000,000 (WF) projected for FY 2023 – 2025 and FY 2027 for renovations.

West Maui

Sewer

- CBS-1124: West Maui Recycled Water System Expansion for other/design/construction (GB \$6,000,000/SRF \$7,000,000).
- CBS-1146: West Maui Environmental Protection Agency (EPA) Compliance Sewer Rehabilitation for new construction (WF \$2,000,000).
 - o Additional \$2,000,000 (WF) projected for FY 2024.
- CBS-1167: Napili No. 1 Force Main Replacement for design (WF \$300,000).
 - o Additional \$3,700,000 (GB) projected for FY 2024.
- CBS-1177: Napili Wastewater Pump Station No. 1 Modifications for design (WF \$550,000).
 - o Additional \$5,500,000 (GB) projected for FY 2024 for new construction.
- CBS-1179: Napili Wastewater Pump Station No. 3 Modifications for new construction (SRF \$4,000,000).
- CBS-3576: Lahaina Wastewater Reclamation Facility R-1 Process Expansion for other (GB \$10,500,000).
- CBS-5548: Lahaina Wastewater Reclamation Facility Emergency Generator Replacement for renovations (WF \$500,000).

I hope this is helpful. If you have any questions, please contact me at ext. 7761.

April 3, 2021

MEMO TO: Keani Rawlins-Fernandez, Chair
Budget, Finance, and Economic Development Committee

F R O M: Ana Lillis, Legislative Analyst

SUBJECT: **EXECUTIVE SUMMARY OF BUDGET PROPOSAL FOR
DEPARTMENT OF FINANCE** (BFED-1)

This is an executive summary of the FY 2022 Budget proposal for the Department of Finance.

Overall Operating Budget

- FY 2021 Adopted: \$24,484,435 vs. FY 2022 Proposed: \$59,630,132 (143.5% increase)

Administration Program

Category “A” – Salaries and Wages

1 – Wages and Salaries – ***Increase*** by 12.4% (\$105,643).

2 – Premium Pay – ***No change***

3 – Position Funding

- Adjustment in salaries due to the Collective Bargaining Agreement, step movements, position filled at a lower level, increase due to Executive Order 2020-03, and increase Land Management Administrator to full year salary for expansion position approved in FY 2021.

4 – New Positions

- Tax Clerk expansion position (\$23,560).

Category “B” – Operations

1 – Materials and Supplies – ***Increase*** by 3% (\$300).

- Expansion request

- Small Equipment -under \$1,000: Related operation costs for the proposed expansion position (\$300).

2 – Other Costs – **Increase** by 113% (\$9,150).

3 – Services – **Decrease** by 16.6% (-\$8,350).

4 – Travel – **No change**

5 – Utilities – **Decrease** by 24.2% (-\$800).

Administration Program – Grants

- American Rescue Plan Act of 2021: A \$1.9 trillion economic stimulus bill passed by the 117th United States Congress and signed into law by President Biden on March 11, 2021. Its purpose is to speed up the United States' recovery from the economic and health effect of the COVID-19 pandemic and the ongoing recession (\$35,000,000).
- COVID-19 Response Funds: **No Change**

Key Activity Goals and Measures

1 – FY 2022 New Goals

- Goal 4.4 – Implement solutions to upgrade and replace agency software platforms.
 - Go-live with iNovah cashiering system for utilities. (Yes)

2 – FY 2022 estimates an **increase** in the following:

- Goal 1.1 – Monitor and manage the County's key long-term liabilities and financial risks.
 - Percentage of Emergency Fund Balance from the General Fund operating expenditures (20% to 25%).
- Goal 2.1 – Effectively manage the County's assets through preparation and maintenance of perpetual inventory of all owned, leased, rented, or County-controlled lands and equipment.

- Percentage of real property inputted into the county's database systems (90% to 93%).
- Goal 2.2 – Obtain and scan all supporting real property documentation (i.e. leases, deeds, executive orders, etc.) into the County's database system.
 - Percentage of documents scanned into the system (90% to 92%).
- Goal 3.1 – Provide regular and constructive feedback to employees on their performance in meeting established goals.
 - Percentage of employees who agree with statement: My supervisor works with me to set defined performance objectives that are monitored and measured throughout the performance appraisal cycle (75% to 80%).
 - Percentage of employees with completed performance evaluations (75% to 80%).
 - Percentage of employees who agree with statement: I receive guidance and coaching from my supervisor to help me reach my performance goals (75% to 80%).
- Goal 4.1 – Support department hiring, payroll, human resources, finance, contracts, and operational needs.
 - Percentage of employees who respond that department is well-managed (75% to 80%).
 - Percentage of employees who respond that they have the necessary tools to do their work (75% to 80%).
- Goal 4.2 – Increase efficiency and effectiveness of key departmental operational processes.
 - Percentage of documented operational policies and procedures (50% to 60%).
 - Percentage of divisions who completed and implemented operational deadline checklist (75% to 80%).
- Goal 4.3 – Eliminate paper forms and adopt paperless office operation.
 - Percentage of online-fillable forms completed by 2022 for all divisions (25% to 40%).
- Goal 5.1 – Review and assess processes with high risk as it relates to protection of county assets.

- Review of the processes indicate sufficient controls and policies and procedures are adhered to (75% to 80%).

Errors or inconsistencies – N/A

Accounts Program

Category “A” – Salaries and Wages

1 – Wages and Salaries – **Increase** by 5.2% (\$65,675).

2 – Premium Pay – **Decrease** by 17.8% (-\$10,000).

- Premium Pay:
 - Overtime: Deletion of one-time appropriation for upgrade of IFAS to the OneSolution platform. (-\$20,000)
- Expansion request:
 - Overtime: Additional funding due to IFAS upgrade may crossover into FY 2022. (\$10,000)

3 – Position Funding

- Regular Wages: Adjustment in salaries due to Collective Bargaining Agreement, position reallocation, and increase Accountant III to full year salary for expansion position approved in FY 2021.

4 – New Positions – **No change**

Category “B” – Operations

1 – Materials and Supplies – **No change**

2 – Other Costs – **No Change**

3 – Services – **Decrease** by 12.2% (-\$25,000)

- Professional Services:
 - Deletion of one-time appropriation in FY 2021 for IFAS upgrade (-50,000).

- Expansion request:
 - o Professional Services: Additional funding due to IFAS upgrade may crossover into FY 2022 (\$25,000).

4 – Travel – **No change**

5 – Utilities – **No change**

Category “C” – Equipment

1 – Machinery and Equipment – **Decrease** by 100% (-\$1,500)

Key Activity Goals and Measures

1 – FY 2022 New Goals – N/A

2 – FY 2022 estimates an **increase** in the following: N/A

3 – FY 2022 estimates a **decrease** in the following:

- Goal 3.5 – Timely processing of worker compensation claims.
 - o Average number of claims processed per month (40 to 35).

Errors or inconsistencies – **N/A**

Financial Services Program

Note: The Financial Services program consisted of the Real Property Assessments Division and the Department of Motor Vehicles and Licensing. The budget proposes to split the two into their own separate programs – Real Property Assessment Program and Motor Vehicles & Licensing Program.

Category “A” – Salaries and Wages

1 – Wages and Salaries – **Decrease** by 100% (-\$4,817,563) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

2 – Premium Pay – **Decrease** by 100% (-\$50,000) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

3 – Position Funding -N/A

4 – New Positions -N/A

Category “B” – Operations

1 – Materials and Supplies – **Decrease** by 100% (-\$417,431) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

2 – Other Costs – **Decrease** by 100% (-\$941,687) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

3 – Services – **Decrease** by 100% (-\$1,830,215) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

4 – Travel – **Decrease** by 100% (-\$6,243) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

5 – Utilities – **Decrease** by 100% (-\$37,358) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

Category “C” – Equipment

1 – Machinery and Equipment – **Decrease** by 100% (-\$104,000) to transfer to the newly created Motor Vehicles & Licensing Program and Real Property Assessment Program.

Key Activity Goals and Measures

1 – FY 2022 New Goals: N/A

2- All goals have been listed as “N/A”, likely due to the transfer of the program to both the Motor Vehicles & Licensing Program and Real Property Assessment Program.

Errors or inconsistencies –N/A

Real Property Assessment Program

Category “A” – Salaries and Wages

1 – Wages and Salaries – ***Prior expenses under Financial Services Program*** (\$2,512,294).

2 – Premium Pay – ***Prior expenses under Financial Services Program*** (\$5,000).

3 – Position Funding

- Regular Wages: Budget transfer 43.0 positions from Financial Services Program. Adjustment in salaries due to Collective Bargaining Agreement and anticipated position reallocation.

4 – New Positions

- Regular Wages: Proposed expansion in FY 2022 for one Property Valuation Analyst I (\$29,080).

Category “B” – Operations

1 – Materials and Supplies – ***Prior expenses under Financial Services Program*** (\$58,000).

- Office Supplies: Budget transfer from Financial Services Program (\$13,800).
- Postage: Budget transfer from Financial Services Program (\$38,000).

2 – Other Costs – ***Prior expenses under Financial Services Program*** (\$162,720)

- Computer Software: Budget transfer from Financial Services Program (\$128,000).
- Publications & Subscriptions: Budget transfer from Financial Services Program (\$19,000).

3 – Services – ***Prior expenses under Financial Services Program*** (\$619,394)

- Contractual Services: Budget transfer from Financial Services Program (\$346,341).
- Other Services: Budget transfer from Financial Services Program Professional Services (\$10,000).

- Printing & Binding: Budget transfer from Financial Services Program (\$20,000).
- Professional Services: Budget transfer from Financial Services Program (\$166,053).
- R&M-Services/Contracts: Budget transfer from Financial Services Program (\$65,000).

4 – Travel – ***Prior expenses under Financial Services Program*** (\$4,766).

5 – Utilities – ***Prior expenses under Financial Services Program*** (\$5,000).

Category “C” – Equipment

1– Machinery and Equipment – ***Prior expenses under Financial Services Program*** (\$0)

Key Activity Goals and Measures

1– FY 2022 New Goals

- Goal 2.1 – Meet IAAO standard for assessment accuracy by maintaining a median ratio between 90% - 110%.
 - o Median assessed value to sales price ratios between 90% and 110% (N/A to Yes).
- Goal 2.2 – Meet IAAO standards for assessment uniformity as measured by the coefficient of dispersion (COD) and price related differential (PRD).
 - o COD between 5 and 15 (uniformity between and within groups of similar properties) (N/A to Yes).
 - o PRD between .98 and 1.03 (uniformity between high and low value properties) (N/A to Yes).
- Goal 4.1 – Review home exemptions for compliance.
 - o Compare applicants to State of Hawaii income tax filing lists (N/A to Yes).
 - o Compare applicants to lists made available by the Department of Health (N/A to Yes).

- Goal 4.2 – Meet IAAO standard for property characteristics verification of agricultural parcels that receive "agricultural use" which is at least once every six (6) years.
 - o Review 406 agriculture dedicated parcels (N/A to 100%).
 - o Review 515 nondedicated agriculture use parcels (N/A to 100%).
- Goal 5.1 – Improve COGO (coordinate geometry) for tax parcel, lot, encumbrance, and right of way line work within RPAD GIS layers.
 - o Classify 10,000 polygons as either verified or needs to be verified in the parcel fabric (N/A to Yes).

Errors or inconsistencies – Goal 4.2 (p. 207) is incorrectly numbered as a second Goal 4.1.

Motor Vehicles & Licensing Program

Category “A” – Salaries and Wages

1 – Wages and Salaries – ***Prior expenses under Financial Services Program*** (\$2,682,864).

2 – Premium Pay – ***Prior expenses under Financial Services Program*** (\$45,000).

- Premium Pay: Budget transfer from Financial Services Program (\$30,000).
- Premium Pay: Budget transfer from Financial Services Program (\$15,000).

3 – Position Funding

- Regular Wages: Budget transfer 38.7 positions from Financial Services Program. Adjustment in salaries due to Collective Bargaining Agreement, position filled at a lower level, and position reallocation (\$1,803,132).
- Budget transfer 17.0 positions from Financial Services Program. Adjustment in salaries due to Collective Bargaining Agreement (\$879,732).

4 - New Positions - N/A

Category “B” – Operations

1 – Materials and Supplies –**Prior expenses under Financial Services Program** (\$326,785).

- Auto Plates & Tags: Budget transfer from Financial Services Program (\$115,683).
- Office Supplies: Budget transfer from Financial Services Program (\$37,600).
- Postage: Budget transfer from Financial Services Program (\$135,102).
- Small Equipment - under \$1,000: Budget transfer from Financial Services Program (\$10,000).
- Auto Plates & Tags: Additional funding for 1,500 Haleakala and Volcano Plates at \$10.50 each (\$15,750).

2 – Other Costs – **Prior expenses under Financial Services Program** (\$426,665).

- Miscellaneous Other Costs: Budget transfer from Financial Services Program (\$294,142).
- Rentals: Budget transfer from Financial Services Program (\$122,225).
- Rentals: \$3,352 Additional funding due to rent increase and \$1,346 for CAM increase (total \$4,698).

3 – Services – **Prior expenses under Financial Services Program** (\$1,189,637).

- Computer Services: Budget transfer from Financial Services Program (\$859,317).
- Janitorial Services: Budget transfer from Financial Services Program (\$38,878).
- Maintenance Contracts: Budget transfer from Financial Services Program (\$34,024).
- Other Services: Budget transfer from Financial Services Program (\$204,944).
- Professional Services: Budget transfer from Financial Services Program (\$22,285).

4 – Travel – **Prior expenses under Financial Services Program** (\$1,477).

5 – Utilities – **Prior expenses under Financial Services Program** (\$32,358).

- Electricity: Budget transfer from Financial Services Program (\$21,158).

Category “C” – Equipment

- 1 – Machinery and Equipment – **No change** (\$0)

Key Activity Goals and Measures

- 1 – FY 2022 New Goals -N/A
- 2 – FY 2022 estimates an **increase** in the following:
 - Goal 2.2 – Increase the rate of vehicle registrations completed through alternative service portals.
 - o Percentage of online vehicle registration transactions (15% to 18%).
- 3 – FY 2022 estimates a **decrease** in the following:
 - Goal 2.2 – Increase the rate of vehicle registrations completed through alternative service portals.
 - o Percentage of vehicle registrations completed using self-service terminals (30% to 21%).
 - Goal 3.1 – Increase the # of applicant identities verified through the Identity Management System (IMS) annually.
 - o Number of applicant identities verified through the Identity Management System (IMS) (75,000 to 70,000).
 - Goal 4.1 – Reduce customer wait times.
 - o Achieve the proper balance of force & process efficiency to load to implement a 30-minute average wait time (“AWT”) standard at all DMVL locations (Kahului Service Center, 45-minute AWT to 35-minute AWT; Pukalani DMVL, 40-minute AWT to 25-minute AWT).

Errors or inconsistencies – N/A

Purchasing Program

Category “A” – Salaries and Wages

- 1 – Wages and Salaries – **Decrease** by 1.3% (-\$5,489).

2 – Premium Pay – **No change**

3 – Position Funding

- Adjustment in salaries due to the Collective Bargaining Agreement, position reallocations, offset by a decrease due to positions filled at a lower step, and increase due to Executive Order 2020-03 (-\$29,865).

4 – New Positions

- Proposed expansion position in FY 2022 for one Storekeeper I (\$24,376).

Category “B” – Operations

1 – Materials and Supplies – **Decrease** by 26.5% (-\$1,200).

- Small Equipment - under \$1000: Related operation costs for the proposed expansion position (\$300).

2 – Other Costs – **Increase** by 2.4% (\$1,160).

- Advertisement: Additional funding for concessions on a countywide level advertisements.

3 – Services – **Increase** by 30.8% (\$2,000).

4 – Travel – **Increase** from \$0 to \$340.

5 – Utilities – **No change**

Category “C” – Equipment

1 – Machinery and Equipment – **Increase** from \$0 to \$1,500.

- Office Equipment: Workstation for the proposed expansion position (\$1,500).

2 – Lease Purchases – **No change**

Key Activity Goals and Measures

1– FY 2022 New Goals

- Goal 2.2 – Improve information flow by re-designing the Purchasing website.
 - o Percentage of completion for the redesigned Purchasing website (N/A to 100%).
- Goal 2.3 – Develop Purchasing policy and procedures manual.
 - o Completion and implementation of the Purchasing policy and procedures manual (N/A to Yes).

2- FY 2022 estimates an **increase** in the following:

- Goal 3.1 – Provide adequate training to staff for succession planning.
 - o Percentage of current staff fully trained on major procurement functions including pCard, travel, annual maintenance bids, and other procurement tasks (75% to 100%).

3– FY 2022 estimates a **decrease** in the following:

- Goal 1.3 – Develop and bid additional emergency contracts and vendor lists in coordination with MEMA.
 - o Number of emergency contracts implemented in a year in coordination with MEMA (5 to 1).

Errors or inconsistencies – On the Expenditures Summary (page 219), the amount for Travel (2021 Adopted) is blank where it appears they meant to include \$0.

Treasury Program

Category “A” – Salaries and Wages

1 – Wages and Salaries – **Increase** by 10.8% (\$96,940).

2 – Premium Pay – **Decrease** by 40% (-\$2,000).

3 – Position Funding

- Adjustment in salaries due to Collective Bargaining Agreement and increase Accountant V to full year salary for expansion position approved in FY 2021 (\$27,408).
- Adjustment in salaries due to Collective Bargaining Agreement, anticipated position reallocations, increase due to Executive Order

2020-03, and increase two Accountant II to full year salary for expansion positions approved in FY 2021 (\$69,532).

4 – New Positions - N/A

Category “B” – Operations

1 – Materials and Supplies – **Increase** by 38.2% (\$19,000).

- Postage: Budget transferred from 907075B-6130 based on actual expenditures (\$15,000).

Expansion request:

- Small Equipment - under \$1000: Purchase of two printer scanner combination for the FY 2021 expansion positions (\$1,000).

2 – Other Costs – **Increase** 15% (\$1,130).

Expansion request:

- Rentals: Additional funding due to anticipated increase for lockbox rental (\$1,130).

3 – Services – **Decrease** by 3.1% (-\$18,000).

- Contractual Service: Budget transferred from 907075B-6130 based on actual expenditures (10,000).
- Printing & Binding: Budget transferred \$15,000 to 907075B-6040 and \$10,000 to 907075B-6112 (-\$25,000).

4 – Travel – **No change**

5 – Utilities – **No change**

Category “C” – Equipment

1 – Machinery and Equipment – **Decrease** by 100% (-\$4,500).

2 – Lease Purchases – **No change**

Key Activity Goals and Measures

1 – FY 2022 New Goals: N/A

2 – FY 2022 estimates a **decrease** in the following:

- Goal 3.3 – Increase the rate of delinquent taxes collected within one year of original billing date.
 - o Percentage of delinquent taxes collected within one year of original billing date (90% to 80%).

Errors or inconsistencies – N/A

Capital Improvement Projects

- CBS-1218: Purchase of large, costly and long-life equipment (\$4,785,000 GB).
 - o Department of Environmental Management (Solid Waste Management Program) – \$2,455,000:
 - (1) dozer for the Hana Landfill; (1) wheel loader, (1) dump truck, and (1) manual rear loader for the Molokai Landfill;
 - (1) mini manual refuse truck for West Maui;
 - (1) Sitework GPS System, (1) Roll-off truck, and (1) loader backhoe for the Central Maui Landfill.
 - o Department of Fire and Public Safety – \$2,330,000:
 - (1) 1500 Gallons-Per-Minute (GPM) Pumper for the Kula Fire Station; and
 - (1) 1500 GPM Pumper for the Lanai Fire Station.

I hope this is helpful. If you have any questions, please contact me at ext. 7660.