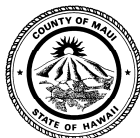


Council Chair
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Vice-Chair
Keani N.W. Rawlins-Fernandez

Presiding Officer Pro Tempore
Tasha Kama

Councilmembers
Gabe Johnson
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Director of Council Services
Traci N. T. Fujita, Esq.

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

April 3, 2021

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

Dear Mr. Underwood:

SUBJECT: **FISCAL YEAR ("FY") 2022 BUDGET** (PS-1) (BFED-1)

May I please request you be prepared to answer the following questions at the BFED Committee meeting held via BlueJeans on **April 12, 2021**.^{*} This will enable the Committee to comprehensively review the FY 2022 Budget. Please also submit your answers in writing by the end of the day on **April 12, 2021**.
**Date subject to change without notice.*

Overall

1. The Principal Archaeologist's salary is \$26,112 less than allocated by the County Council in FY 2021. (Page 10-3, Budget Details, 904011A, P-XXXX)
 - a. Would the addition of an employee and supervisory duties justify an increase to the Principal Archaeologist's position classification and salary? (SS)
 - b. Describe the process used to establish the Principal Archaeologist job classification and the State position it was based on. (SS)
 - c. Provide any information on State position descriptions related to archaeology. (SS)

- d. How can the Principal Archaeologist position be upgraded to a higher classification and salary to better reflect the actual work performed and cost savings realized by the County? (SS)
 - e. Provide guidance on retaining uniquely qualified and difficult to replace employees. (SS)
- 2. If an archaeologist support position, such as an Archaeologist II, is funded by the Council in FY 2022, what State classifications can be used to create this new position? What guidance would you give the Council in establishing this new position? (SS)
- 3. If Council were to ask for an 11 percent cut in programs and activities funded by the General Fund to fully fund the recommendations proposed in the Comprehensive Affordable Housing Plan at \$57,000,000, without increasing real property tax revenue:
 - a. What programs or activities would you cut? (TK)
 - b. What impact would the cuts have on residents? (TK)

Operations and Equipment (Categories “B” and “C”)

- 1. What differentiates the Employee Awards program from the Service Awards program? Do you anticipate any carryover savings from FY 2021? (Page 13-6, Budget Details, Index Code 908012B, Sub-Object Code 6406, Employees awards program) (MM)

Program Goals and Objectives

- 1. Relating to Goal #1, Measure 4, “Ensure the County’s recruitment efforts are attracting qualified candidates”: (Page 456, Program Budget)
 - a. The stated measures suggest that Personnel Services is meeting this goal. What efforts is the Department taking to meet the goal of recruiting qualified candidates? (TK)

Mr. David Underwood
April 3, 2021
Page 3

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,

A handwritten signature in black ink, appearing to read 'Keani N.W. Rawlins-Fernandez', with a long horizontal flourish extending to the right.

KEANI N.W. RAWLINS-FERNANDEZ, Chair
Budget, Finance, and Economic
Development Committee

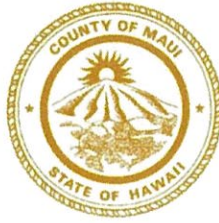
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cc: Mayor Michael P. Victorino
Budget Director

MICHAEL P. VICTORINO
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

April 9, 2021

Ms. Michele M. Yoshimura 
Budget Director, County of Maui
200 South High Street
Wailuku, Hawaii 96793

Honorable Michael P. Victorino
Mayor, County of Maui
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

 4/12/21
Mayor Date

For Transmittal to:
Honorable Keani Rawlins-Fernandez
Chair, Budget, Finance, and Economic Development Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

Dear Chair Rawlins-Fernandez:

SUBJECT: FISCAL YEAR ("FY") 2022 BUDGET (PS-1) (BFED-1)

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

1. *The Principal Archaeologist's salary is \$26,112 less than allocated by the County Council in FY 2021. (Page 10-3, Budget Details, 904011A, P-XXXX)*
 - a. *Would the addition of an employee and supervisory duties justify an increase to the Principal Archaeologist's position classification and salary? (SS)*
 - b. *Describe the process used to establish the Principal Archaeologist job classification and the State position it was based on. (SS)*
 - c. *Provide any information on State position descriptions related to archaeology. (SS)*
 - d. *How can the Principal Archaeologist position be upgraded to a higher classification and salary to better reflect the actual work performed and cost savings realized by the County? (SS)*
 - e. *Provide guidance on retaining uniquely qualified and difficult to replace employees. (SS)*

- f. If an archaeologist support position, such as an Archaeologist II, is funded by the Council in FY 2022, what State classifications can be used to create this new position? What guidance would you give the Council in establishing this new position? (SS)*

Ultimately, the driving factor in position classification is the duties and responsibilities assigned to the position. The process begins with the employing department, who analyze their needs and determines what they need the position to do. This is then recorded as the official position description, and provided to DPS for classification. DPS uses these duties, in comparison with other jobs in the County and around the state, to determine the appropriate classification. In this case, the duties were similar to the State's Principal Archaeologist class, the only other civil service archaeologist classification.

It is possible for classification to change – any significant change in the assigned duties and responsibilities can drive a reclassification. The addition of supervisory duties may justify reallocation, depending on the type of supervision and level of subordinates, as may the addition of other higher-level duties. Our recommendation would be to work with the department to determine the type and amount of services required, and to ensure that the position(s) are configured to best achieve the department's mission.

We very much appreciate the value that this position brings, and recognize that there may be challenges in retaining employees in positions such as these. We would note that the applicable collective bargaining agreement in this case does incentivize continued service via longevity step increases, and the County's non-wage benefits are also structured to reward continued service. Ultimately, however, this position is included in a bargaining unit and covered by a collective bargaining agreement that stipulates salary and any adjustments to salary. We cannot unilaterally vary from this agreement, so our flexibility is limited.

2. *If Council were to ask for an 11 percent cut in programs and activities funded by the General Fund to fully fund the recommendations proposed in the Comprehensive Affordable Housing Plan at \$57,000,000, without increasing real property tax revenue:*
- a. What programs or activities would you cut? (TK)*
 - b. What impact would the cuts have on residents? (TK)*

A reduction of this magnitude would be extremely difficult for our department to absorb. Since most of our budget is committed to salary expenses, this cut would represent almost half of our current operations budget. We would have to study the resulting budget very carefully to determine how best to proceed – at the very least, it would entail severe cuts in services to employees, other County departments, and the public.

3. *What differentiates the Employee Awards program from the Service Awards program? Do you anticipate any carryover savings from FY 2021? (Page 13-6, Budget Details, Index Code 908012B, Sub-Object Code 6406, Employees awards program) (MM)*

The Service Awards program is designed to recognize employees who have long and faithful service to the County. It provides commendations, small celebratory gifts, and/or token cash payments to employees who attain and/or retire with long, unbroken service or who attain perfect attendance. The Employee Awards program is designed to recognize employees who have contributed most to County government by virtue of work performance, work efficiency, and self-development. This program provides recognition and commendation for the departmental employees, managers, and teams of the year, County employee of the year, Moloka'i employee of

the year, Lana's employee of the year, etc. We do not anticipate and significant effects on the Service Awards program due to the pandemic, but we may possibly realize some savings in the Employee Awards program. That program has traditionally utilized an in-person luncheon or dinner as the vehicle to present these awards, so savings may be realized if such meetings are contraindicated.

4. *Relating to Goal #1, Measure 4, "Ensure the County's recruitment efforts are attracting qualified candidates": (Page 456, Program Budget)*
- a. *The stated measures suggest that Personnel Services is meeting this goal. What efforts is the Department taking to meet the goal of recruiting qualified candidates? (TK)*

The department takes a number of measure to ensure that qualified candidates are being recruited, including:

- All civil service recruitments are posted to multiple sites online, and in The Maui News. Detailed job specifications and information regarding County benefits are also available to potential job seekers online. Candidates are given ample time to apply should they be interested.
- All applications are screened to ensure candidates possess the required training and experience.
- Most recruitments also utilize job-specific written examinations to test applicants' knowledge of the subject area. Depending on the recruitment, additional screening/performance tests may also be utilized.

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

DU

BFED Committee

From: Michele Yoshimura <Michele.Yoshimura@co.maui.hi.us>
Sent: Monday, April 12, 2021 3:47 PM
To: BFED Committee
Subject: PS-1, BFED-1
Attachments: (PS-1) Response.pdf

Please see attached response from the Department of Personnel Services. Thank you