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

Deputy Director of Council Services  
Richelle K. Kawasaki, Esq.

**COUNTY COUNCIL**  
COUNTY OF MAUI  
200 S. HIGH STREET  
WAILUKU, MAUI, HAWAII 96793  
[www.MauiCounty.us](http://www.MauiCounty.us)

April 2, 2025

Ms. Cynthia Razo-Porter, Director  
Department of Personnel Services  
County of Maui  
Wailuku, Hawaii 96793

Dear Ms. Razo-Porter:

SUBJECT: **FISCAL YEAR 2026 BUDGET** (BFED-1) (PS-04)

Thank you for participating in the Committee's discussion on April 1, 2025. The Committee respectfully submits the follow-up questions listed below. May I further request that you transmit a written response to [bfed.committee@mauicounty.us](mailto:bfed.committee@mauicounty.us) by **April 8, 2025**.

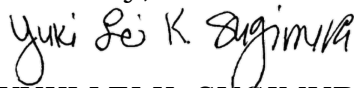
1. What is the oldest position description the Department has on record? (TP)
2. In FY 2025, the Department received approximately 10,000 job applications for County employment. Please provide the percentage of applicants hired, per County department. (Page 626, Program Budget) (SS)
3. Please provide a table comparing our 911 Emergency Services Dispatchers' salaries with those in other counties across the State.
  - a. What strategies can the Department pursue to increase Dispatchers' pay?
  - b. Please explain the process to reclassify, reprice, and transition a position to a new Bargaining Unit. Further, explain the process as it specifically relates to Dispatchers and their supervisors. (YLS)
4. What does the Department do to recruit and hire college graduates to work at the County? How can the Department enhance recruitment and prevent "brain drain" from our workforce? (YLS)

5. For the contract awarded in June 2023, to Brandcrafters LLC (C7992), for the County of Maui Employee Retention and Recruitment (R2) Campaign, please provide the following:
  - a. A copy of the program's final report, the RFP for the contract, and a copy of the program's expense report;
  - b. The recommendations provided to the Department to assist with recruitment and retention efforts;
  - c. Statistical data generated from the program; and
  - d. The reasons for discontinuing the program despite recruitment being an on-going issue. (TC) (GJ)
6. Please explain the recruitment process if a County department wants to hire an employee at a higher step level. (TC)
7. Please explain the level of oversight County departments have in screening and reviewing applications during the recruitment phase. (TC)
8. Does the Department administer a test for legal clerk? If not, how does the Department determine a list of qualified candidates to respective departments? (TP)

To ensure efficient processing, please duplicate the coding in the subject line above for easy reference.

Thank you for your attention to this request. Should you have any questions, please contact me or the Committee staff (Kirsten Szabo at ext. 7662, James Krueger at ext. 7761, Jarret Pascual at ext. 7141, Clarissa MacDonald at ext. 7135, or Pauline Martins at ext. 8039).

Sincerely,



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

bfed:2026bgt:250401aps01:clm

cc: Mayor Richard T. Bissen, Jr.  
Budget Director  
Deputy Director of Personnel Services

## BFED Committee

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**From:** BFED Committee  
**Sent:** Wednesday, April 2, 2025 8:34 PM  
**To:** Cynthia.Razo@co.maui.hi.us  
**Cc:** kainea.aiwohi@co.maui.hi.us; Andrea.M.Rock-mendes@co.maui.hi.us; 'Michelle Santos'; 'Zeke Kalua'; Lesley Milner; kristina.cabbat@co.maui.hi.us; tiare.p.horner@co.maui.hi.us; Janina Agapay; BFED Committee  
**Subject:** FISCAL YEAR 2026 BUDGET (BFED-1) (PS-04); reply by 04/08/25  
**Attachments:** 250401aps01 (PS-04).pdf  
**Importance:** High  
**Categories:** Processed

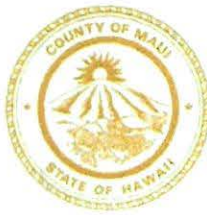
**Ms. Razo-Porter:** Please see attached *revised* letter, from Committee Chair Sugimura, dated 04/02/25.

Mahalo,  
BFED Committee Staff

**RICHARD T. BISSEN, JR.**  
Mayor

**CYNTHIA M. RAZO-PORTER**  
Director

**KAINEA K.G. AIWOHI-ALO**  
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

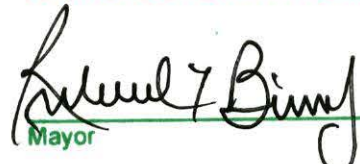
Website: [www.mauicounty.gov/departments/Personnel](http://www.mauicounty.gov/departments/Personnel) • Email: [personnel.services@mauicounty.gov](mailto:personnel.services@mauicounty.gov)

April 8<sup>th</sup>, 2025

Ms. Lesley Milner   
Budget Director, County of Maui  
200 South High Street  
Wailuku, HI 96793

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

APPROVED FOR TRANSMITTAL

 4-9-25  
Mayor Date

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

Dear Chair Sugimura:

**SUBJECT: FISCAL YEAR 2026 BUDGET (BFED-1) (PS-04)**

We are in receipt of your communication (BFED-1) (PS-04), which requests answers to several questions. Please find our responses below.

**Overall**

*Question 1. What is the oldest position description the Department has on record? (TP)*

The Departments are responsible for updating their position descriptions.

*Question 2. In FY 2025, the Department received approximately 10,000 job applications for County employment. Please provide the percentage of applicants hired, per County department. (Page 626, Program Budget) (SS)*

The estimate for FY 2025 is 10,000 applications. A total of 6,610 applications were received through March 31, 2025. In addition, the PALS program in Parks and Recreation hired 133 PALS seasonal program staff.

Department	Applicants Hired
East Maui Water Authority	1
Agriculture	2
Transportation	2
County Clerk	3
Housing	4
Liquor Control	4
Personnel Services	4
Oiwi Resources	5
Planning	7
Corporation Counsel	8
Management	9
Prosecuting Attorney	9
Human Concerns	12
Office of the Mayor	13
Water Supply	14
Environmental Management	15
Finance	16
Maui Emergency Management Agency	16
County Council	17
Fire	26
Public Works	30
Parks and Recreation	45
Police	54
<b>Total</b>	<b>316</b>

*Question 3. Please provide a table comparing our 911 Emergency Services Dispatchers' salaries with those in other counties across the State.*

Please see attached.

*a. What strategies can the Department pursue to increase Dispatchers' pay?*

Recruitment incentives enhance the ability to fill positions. Within limits, departments may provide a monetary incentive to enhance the recruitment of persons employed to fill critical-to-fill and labor-shortage positions.

Supplemental Agreements (SA) for both BU 03 Emergency Services Dispatchers and BU 04 Supervising Emergency Services Dispatchers have been in place for several years, establishing retention and service incentives as an additional financial benefit to reward these positions. The recent SA was an increase from the previous SA.

*b. Please explain the process to reclassify, reprice, and transition a position to a new Bargaining Unit. Further, explain the process as it specifically relates to Dispatchers and their supervisors.*

Reallocation: the movement of a position from one class to another class when



significant changes are made based on the specific duties, level of difficulty and authority, responsibilities, and qualification requirements.

Repricing: the reassignment of classes from one pay range to another without a change in duties and responsibilities.

Per HRS 89-6.5, The Hawaii Labor Relations Board, (HLRB) issues a decision as to whether or not to establish a new bargaining unit. HLRB must then submit a report to the legislature, including proposed legislation.

*Question 4. What does the Department do to recruit and hire college graduates to work at the County? How can the Department enhance recruitment and prevent "brain drain" from our workforce? (YLS)*

The Department of Personnel Services has had limited success in persuading departments to fill vacancies at the entry/lower level of the professional career series.

The classes identified below are currently on recruitment and considered entry/lower level of the professional series and offer upward mobility for candidates entering the role:

Aging and Disability Services Specialist II, (advanced trainee)  
Police Evidence Specialist Trainee, SR-16  
Real Property Appraiser I, SR-16 (entry level of series)  
Victim Witness Counselor I, SR-20  
Water Microbiologist I, SR-18  
Workers Compensation Specialist I, SR-20

Police Officer I, Fire Fighter Trainee, Ocean Safety Officer I, and Emergency Services Dispatcher I are all hired at the entry level of the series. When the employee is performing satisfactorily and progressing well in the role, departments reallocate to the next level to allow the employee to move up the career ladder. When the position becomes vacant, the departments down reallocate to the entry level.

Many positions are recruited at the higher level of the series, for example, Information System Analyst V. This class has been on continuous recruitment for many years with limited success. While we understand the desire for experienced staff, we lose the chance to recruit recent graduates and other talent new to the profession when the pipeline is severed. The fast-paced nature of technology requires continuous learning and adapting to new advances, it may be difficult to dedicate sufficient time for employee development and training to grow up staff.

DMVL Service Rep II, requires two years of clerical experience, one year of which shall have been in motor vehicle registration, regulatory licensing, or similar activities. A very limited number of candidates can meet the one year of specialized experience.

Departments desire hires to be well-established in their professions. While that may be the ideal situation, it is not reasonable or a practical expectation. There are likely many candidates that would qualify for lower-level roles and could progress up the career ladder. We understand the need for employees on all levels of the career ladder, however, it does not serve us not to keep a pipeline of new talent entering the workforce.

In addition, there are many opportunities for departments to fill higher-level vacancies internally. These recruitments are referred to as non-competitive recruitments or promotions without exams and are open to regular civil service employees within the respective department. The vacancy created by the promotion may be filled by open recruitment or another non-competitive recruitment until the last vacancy is filled via an outside candidate.

Departments should be encouraged to fill at least 30-50% of their vacancies at the entry level of the professional series and make opportunities available for graduates to find employment in their chosen field in their community. This requirement should also extend to vacancies in the administrative/clerical series. There are departments with vacancies for many years, waiting for what they perceive to be the ideal candidate.

In addition, the Department of Personnel Services developed and implemented an Internship Program to provide opportunities for high school and graduate students to be hired to gain practical knowledge and experience of real-world experience of an industry or job in the public sector. The program provides interns an opportunity to make connections in a field they are considering for career paths and enhances skill development. The County provides the opportunity to mentor and develop others.

There are only a handful of student interns in the County. Due to financial constraints, student intern positions and EP were cut from the budget several years ago. Council may want to consider adding funding and EP to increase opportunities for student interns in department budgets.

*Question 5. For the contract awarded in June 2023 to Brandcrafters LLC (C7992) for the County of Maui Employee Retention and Recruitment (R2) Campaign, please provide the following:*

*a. A copy of the programs final report, the RFP for the contract, and a copy of the program's expense report;*

- Please see RD End summary attached.  
[https://drive.google.com/file/d/1tN8gWqCO2-AJHqCmdHDJ2aVjuzlOsTYc/view?usp=drive\\_link](https://drive.google.com/file/d/1tN8gWqCO2-AJHqCmdHDJ2aVjuzlOsTYc/view?usp=drive_link)
- Please see RFP attached.  
[https://drive.google.com/file/d/1nhrFE4z0nq8C6D1B6oqz99oJLQo2Q6VH/view?usp=drive\\_link](https://drive.google.com/file/d/1nhrFE4z0nq8C6D1B6oqz99oJLQo2Q6VH/view?usp=drive_link)
- Expense report can be found in the Monthly summary in the end summary report.

*b. The recommendations provided to the Department to assist with recruitment and retention efforts;*

- Recruitment marketing efforts to continue
  - Digital ads
  - Work Maui Nui website
  - Continue to elevate workplace and public-facing spaces with signage and remodel opportunities (example: Kalana O Maui building elevators and 1<sup>st</sup> floor lobby)
  - Big focus on social media posts (highlighting employees, specific job opportunities, benefits, etc.)
  - Photo and video coverage for each department to tell their story
  - Continue call for content initiative, add incentives
- Evolve the internal hiring process
- Evolve job offerings
- Offer hiring and housing incentives
- Employee and department retreats and team-building activities

*c. Statistical data generated from the program; and*

Please see R2 End Summary attached.

[https://drive.google.com/file/d/1tN8gWqCO2-AJHqCmdHDJ2aVjuzlOsTYc/view?usp=drive\\_link](https://drive.google.com/file/d/1tN8gWqCO2-AJHqCmdHDJ2aVjuzlOsTYc/view?usp=drive_link)

*d. The reasons for discontinuing the program despite recruitment being an ongoing issue. (TC)(GJ)*

The program was not discontinued; the contract was completed on June 30, 2024. The County now has more capacity to strategize, plan, and launch solutions to evolve our internal recruitment process.

*Question 6. Please explain the recruitment process if a County department wants to hire an employee at a higher step level. (TC)*

All initial appointments shall be made at the minimum rate of the appropriate salary range, per DPS Rules and except as provided by law.

Based on previous recruitment history and difficulty in filling similar positions, departments may request for recruitment above the minimum (RAM) step for competitive recruitments. The RAM is approved prior to job posting to ensure fairness in the recruitment process.

In the event a RAM is requested after posting and approved, ample time is allowed for interested candidates to apply when a higher salary is advertised. A RAM would not be approved if a viable list of qualified candidates is generated by a recruitment.



*Question 7. Please explain the level of oversight County departments have in screening and reviewing applications during the recruitment phase. (TC)*

Department staff may communicate with subject matter experts in hiring departments, such as supervisors, managers, etc., to clarify and better understand the necessary qualifications, knowledge, skills, and abilities that are appropriate for the class of work. Minimum qualifications are the minimum requirements necessary for a candidate to perform successfully in the job. At times, we find minimum qualifications that add unnecessary restrictions and limit the number of qualified candidates. When appropriate, we amend and loosen minimum qualification requirements.

*Question 8. Does the Department administer a test for legal clerk? If not, how does the Department determine a list of qualified candidates to respective departments? (TP)*

The Department does not administer a test for the legal clerk recruitment. Legal clerk candidates are assessed using a Training and Experience (T&E) Evaluation. A T&E is a systematic method used to assess previous experience, education, and training information provided by job applicants. Rating factors generally include the amount of time and quality of the applicant's previous/current job-related experience. Education and experience are scored based on time, and the level of experience is quantified to score a candidate. This is used frequently for roles that require specialized education and/or work experience.

Thank you for the opportunity to assist the Budget, Finance, and Economic Development Committee. Please feel free to reach out if there are additional questions.

Sincerely,



*for* CYNTHIA M. RAZO-PORTER  
Director of Personnel Services

<b><u>MauI &amp; Kaua'i</u></b>			<b><u>Step C</u></b>	<b><u>Step D</u></b>	<b><u>Step E</u></b>	<b><u>Step F</u></b>	<b><u>Step G</u></b>	<b><u>Step H</u></b>	<b><u>Step I</u></b>	<b><u>Step J</u></b>	<b><u>Step K</u></b>	<b><u>Step L</u></b>	<b><u>Step M</u></b>
ESD I	BU-03, SR-16	\$	4,240.00	\$ 4,409.00	\$ 4,582.00	\$ 4,766.00	\$ 4,959.00	\$ 5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00
ESD II	BU-03,SR-19	\$	4,766.00	\$ 4,959.00	\$ 5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00	\$ 6,526.00	\$ 6,783.00	\$ 7,058.00
ESD III	BU-03, SR-21	\$	5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00	\$ 6,526.00	\$ 6,783.00	\$ 7,058.00	\$ 7,346.00	\$ 7,635.00
Spvg ESD	BU-04, SR-23	\$	5,789.00	\$ 6,022.00	\$ 6,264.00	\$ 6,512.00	\$ 6,778.00	\$ 7,042.00	\$ 7,330.00	\$ 7,628.00	\$ 7,929.00	\$ 8,246.00	\$ 8,577.00
<b>MauI Only: ESD Coordinator</b>	BU-04, SR-24	\$	6,022.00	\$ 6,264.00	\$ 6,512.00	\$ 6,778.00	\$ 7,042.00	\$ 7,330.00	\$ 7,628.00	\$ 7,929.00	\$ 8,246.00	\$ 8,577.00	\$ 8,922.00
<b><u>City &amp; Hawai'i</u></b>													
Police Communications Ofcr I	BU-03, SR-17	\$	4,409.00	\$ 4,582.00	\$ 4,766.00	\$ 4,959.00	\$ 5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00	\$ 6,526.00
Police Communications Ofcr II	BU-03,SR-19	\$	4,766.00	\$ 4,959.00	\$ 5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00	\$ 6,526.00	\$ 6,783.00	\$ 7,058.00
Police Communications Ofcr III	BU-03, SR-21	\$	5,157.00	\$ 5,367.00	\$ 5,573.00	\$ 5,800.00	\$ 6,031.00	\$ 6,271.00	\$ 6,526.00	\$ 6,783.00	\$ 7,058.00	\$ 7,346.00	\$ 7,635.00
Spvg Police Communications Ofcr I	BU-04, SR-23	\$	5,789.00	\$ 6,022.00	\$ 6,264.00	\$ 6,512.00	\$ 6,778.00	\$ 7,042.00	\$ 7,330.00	\$ 7,628.00	\$ 7,929.00	\$ 8,246.00	\$ 8,577.00

## BFED Committee

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**From:** Janina E. Agapay <Janina.E.Agapay@co.maui.hi.us>  
**Sent:** Wednesday, April 9, 2025 9:19 AM  
**To:** BFED Committee  
**Cc:** Lesley J. Milner; Cynthia M. Razo-Porter; Kainea K. Aiwohi-Alo; Andrea M. Rock-Mendes  
**Subject:** (BFED-1)(PS-04)  
**Attachments:** (BFED-1)(PS-04).pdf

Hello,

Please see attached correspondence (BFED-1)(PS-04)

Thank you,

***Janina Agapay***

County of Maui | Budget Office

Phone: (808) 270-7836

Email: Janina.E.Agapay@co.maui.hi.us