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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

April 17, 2026

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

Dear Ms. Razo-Porter:

SUBJECT: **PROPOSED FISCAL YEAR 2027 BUDGET FOR THE
COUNTY OF MAUI** (BFED-1) (PS-03)

Thank you for participating in the Council's Budget, Finance, and Economic Development Committee meeting of April 10, 2026. The Committee respectfully submits the follow-up questions below.

May I further request that you transmit your response to bfed.committee@mauicounty.us by **12:00 p.m. on April 20, 2026**.

1. Has the Department discussed the possibility of civil service reform with other municipalities or counties? Has the Department considered the hybrid model? Please advise. (TP)
2. Please provide the Department's timeline for communicating with applicants. How long does it take for the Department to send a confirmation email once an application has been received and the minimum qualifications have been met? (TP)
3. In your response to PS-2, you noted that the Departments of Personnel Services and Parks and Recreation conducted a Pool Guard Trainee one-stop hiring event each month, with seven one-stop hiring events in FY 2026, to date. Was the one-stop hiring event only held for the Pool Guard Trainee position? If no, please further elaborate on the one-stop hiring events held in FY 2026, to date. (TP)

4. The Department of Transportation is proposing free public transit fares for County employees. If approved in the FY 2027 Proposed Budget, would your Department promote this perk as a recruitment incentive? Please explain. (TP)
5. In your response to PS-2, you noted that there are training courses offered through LinkedIn Learning. Are these courses available to the County's Legislative Branch? If yes, please explain how Legislative Branch employees can access the training. (TP)
6. If there is a supplemental award, could the same award be granted to Bargaining Units 11 and 15 because they both pertain to emergency responders in the Department of Fire and Public Safety? (TP)
7. Is there any requirement under county, state, or federal law for the County to pay a living wage for full-time work? If no, why not? (TP)
8. How and when is a reorganization triggered? What would trigger a union consultation because of that reorganization? (TP)
9. Under Administration and Management Support Services Program, Goal #1, item 3, please provide the average number of days it takes to fill a vacancy if it is:
 - a. Internal, such as an inter- or intra-departmental transfer or promotion.
 - b. External.
10. Please list and explain the barriers your Department faces when carrying out its duties and services. For each barrier listed, please provide a proposal to resolve the barrier. (KB)

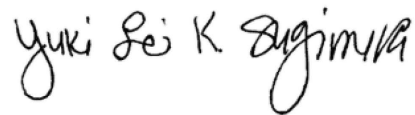
May I also request that you restate each question followed by your corresponding response. Include any attachments or exhibits. Please ensure your response is clear and legible by using a minimum 12-point font throughout so Committee Members and the public can easily read the document once it is posted.

Ms. Cynthia Razo-Porter
April 17, 2026
Page 3

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,

A handwritten signature in black ink that reads "Yuki Lei K. Sugimura". The signature is written in a cursive, flowing style.

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

bfed:2027bgt:260413aps01:jpp

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

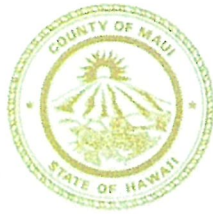
BFED Committee

From: BFED Committee
Sent: Saturday, April 18, 2026 1:10 AM
To: 'Cynthia Razo'
Cc: 'Zeke Kalua'; 'Lesley Milner'; 'tiare.p.horner@co.maui.hi.us';
'kristina.cabbat@co.maui.hi.us'; 'Shirley Blackburn'; 'Janina Agapay'; 'Kainea Aiwohi';
'Andrea Rock-Mendes'; 'Misha.K.Lococo@co.maui.hi.us'
Subject: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PS-3)
Attachments: (PS-3) Correspondence to Personnel 04-17-2026.pdf

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 • Email: personnel.services@mauicounty.gov

April 21, 2026

A handwritten signature in black ink, appearing to be "Ms. Lesley Milner".

Ms. Lesley Milner
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

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: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI
(BFED-1) (PS-03)**

We are in receipt of your communication (BFED-1) (PS-03), which requests answers to several questions. Please find our responses below.

Question 1. Has the Department discussed the possibility of civil service reform with other municipalities or counties? Has the Department considered the hybrid model? Please advise.

Response: The Department has not engaged in discussions regarding civil service reform with other municipalities or counties. We respectfully request additional clarification on the hybrid model to provide a more informed and accurate response.

Question 2. Please provide the Department's timeline for communicating with applicants. How long does it take for the Department to send a confirmation email once an application has been received and the minimum qualifications have been met?

APPROVED FOR TRANSMITTAL

A handwritten signature in black ink, appearing to be "Richard T. Bissen, Jr.", with the date "4-21-26" written next to it.

Mayor

Date

Response: Our Applicant Tracking System (ATS) automatically sends a confirmation email immediately after an applicant submits their application. Once received, applications are reviewed by an HR specialist. The review process may take anywhere from a few days to two to three weeks, depending on the specialist's workload.

Question 3. In your response to PS-2, you noted that the Departments of Personnel Services and Parks and Recreation conducted a Pool Guard Trainee one-stop hiring event each month, with seven one-stop hiring events in FY 2026, to date. Was the one-stop hiring event only held for the Pool Guard Trainee position? If no, please further elaborate on the one-stop hiring events held in FY 2026, to date.

Response: Yes, the only one-stop hiring events we've held in 2026 are for the Pool Guard Trainee position.

Question 4. The Department of Transportation is proposing free public transit fares for County employees. If approved in the FY 2027 Proposed Budget, would your Department promote this perk as a recruitment incentive? Please explain.

Response: Yes, the Department would actively promote free public transit fares as a recruitment incentive if approved in the FY 2027 Proposed Budget. This benefit aligns with our efforts to attract and retain a diverse and qualified workforce by reducing employees' commuting costs and supporting more sustainable transportation options. Additionally, it demonstrates the County's commitment to employee well-being and work-life balance, which can enhance competitiveness in the job market.

Question 5. In your response to PS-2, you noted that there are training courses offered through LinkedIn Learning. Are these courses available to the County's Legislative Branch? If yes, please explain how Legislative Branch employees can access the training.

Response: Yes, the LinkedIn Learning training courses are available through Workday and can be accessed by any County employee including those in the Legislative Branch. Please see the attached job aids on how to access these learning courses.

Question 6. If there is a supplemental award, could the same award be granted to Bargaining Units 11 and 15 because they both pertain to emergency responders in the Department of Fire and Public Safety?

Response: Supplemental agreements are negotiated between the Employer (County of Maui) and the respective bargaining unit. Each agreement reflects the priorities and objectives of both parties, while also taking into consideration available budgetary resources.

Question 7. Is there any requirement under county, state, or federal law for the County to pay a living wage for full-time work? If no, why not?

Response: No, there is no requirement under county, state, or federal law for the County to pay a "living wage" for full-time work. Current laws only require employers to pay at least the minimum wage.

Question 8. How and when is a reorganization triggered? What would trigger a union consultation because of that reorganization?

Response: According to Department of Management’s Reorganization Guidance, “*Common reorganization triggers include (a) changes in the reporting line of an authorized position, whereby the position placement is affected and the supervisory position overseeing the subordinate position(s) changes (a change in the incumbent employee in the supervisory position is not relevant), and (b) the addition of a function that did not exist previously in that sector of the organization.*”

All of the collective bargaining agreements have language which requires the Employer to consult with the Union on all matters affecting Employee relations prior to implementing any of the proposed changes.

Question 9. Under Administration and Management Support Services Program, Goal #1, item 3, please provide the average number of days it takes to fill a vacancy if it is:

a. Internal, such as an inter- or intra-departmental transfer or promotion.

Response: We don’t have this data at this time.

b. External.

Response: According to our quarterly report, the average number of days it took to fill a vacancy via an open competitive recruitment in the 3rd quarter was 108 days.

Question 10. Please list and explain the barriers your Department faces when carrying out its duties and services. For each barrier listed, please provide a proposal to resolve the barrier.

Response: Some of the barriers that we have identified are:

1. The County has experienced significant growth in recent years, both in the number of positions/employees and in the scope and complexity of services provided. This growth has increased demand for HR services; however, staffing levels within our Personnel Department have not kept pace. As a result, existing staff are managing a substantially higher workload across all functional areas.

In addition, HR staff currently function as generalists rather than specialists. Each staff member is responsible for a broad range of HR functions—including recruitment, classification, employee relations, benefits, and compliance—rather than focusing on a specific discipline. While this model provides flexibility, it limits the department’s ability to develop deep expertise in critical areas.

Proposed Solution:

- a. Transition toward a more specialized HR structure (e.g., dedicated recruitment, classification, and employee relations staff) to improve efficiency and subject-matter expertise.
 - b. Request additional full-time equivalent (FTE) positions to better align staffing levels with the County's growth and service demands, when our space permits additional staffing.
2. The current decentralized HR structure results in inconsistencies across departments in how HR processes are executed. Specifically, once eligible lists are certified and referred, there are significant delays in departmental action (e.g., scheduling interviews, coordinating interview panel members, updating applicant statuses, making selections). These delays prolong vacancies, negatively impact service delivery, and increase the likelihood of losing qualified candidates to other employers.

Proposed Solution:

- a. Establish standardized timelines and accountability measures for departments to act on referred eligible lists.
 - b. Evaluate opportunities to centralize key portions of the recruitment and selection process within HR to improve efficiency and reduce variability.
3. The County faces difficulty attracting and retaining qualified candidates due to competitive labor markets, compensation limitations, and lengthy hiring processes.

Proposed Solution:

- a. Streamline hiring processes to reduce time-to-fill.
- b. Develop recruitment incentives.
- c. Develop retention programs and/or incentives.
- d. Utilize the County's internship program

Thank you for the opportunity to assist the Budget, Finance, and Economic Development Committee.

Sincerely,



for CYNTHIA M. RAZO-PORTER
Director of Personnel Services

There are several ways to enroll in a course. Individuals can enroll themselves, managers can enroll their team, and learning administrators can enroll anyone in the company, based on the security settings set by your organization.

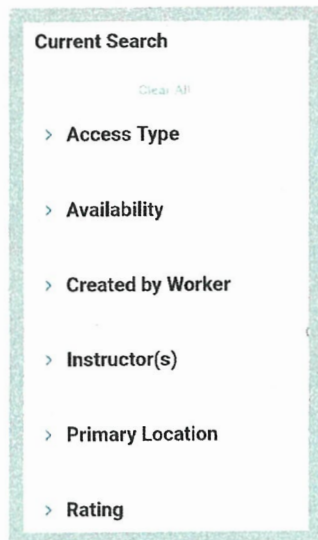
This job aid details the steps required for employees to enroll in and drop a course, as well as rate and comment on courses. This job aid also covers how managers with direct reports can enroll several members of their team in a course.

EMPLOYEE SELF SERVICE

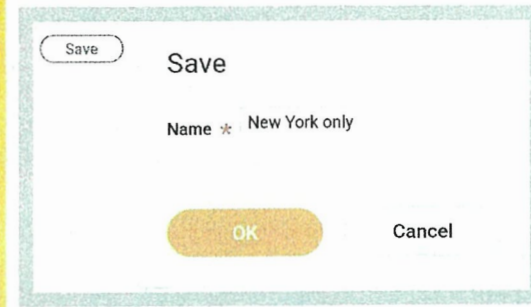
Workers can enroll and drop courses via Employee Self Service.

ENROLL IN A COURSE

1. Navigate to the **Learning** application and select **Browse** under the Learn menu.
2. All available courses and lessons will display. You can filter your results using the filter options on the left side of the page or the faceted search along the top of the page.



Note: The faceted search allows for easier access to searches, by letting you save your previous searches.



3. Select a course or lesson to enroll in by clicking its title.



Note: On Demand courses do not require enrollment. You can start the class by clicking Begin.

4. Click **Enroll**.
5. The Enroll in Course page displays. For an instructor-led course, the course date, time, location, and instructor will display. If there are multiple course offerings, select the course that works best for you.
6. Click **Submit**, then **Done**. This task will be routed to your manager for approval.

DROP A COURSE

1. Navigate to the **Learning** application and select **Drop Course** under the Learn menu.
2. Select the course to drop from the Course prompt.
3. Click **Drop**.
4. Select a drop reason, if applicable.
5. Click **OK** and **Submit** to drop the course.

COMMENT AND RATE A COURSE

Depending on your organization's configuration, you may be able to rate or comment on a course or open a discussion in Workday Learning.

1. Navigate to the **Learning** application and select **Enrolled** under the Learn menu. These are courses you are enrolled in and can rate and comment on.
2. Select the course you wish to rate.
3. Scroll to the bottom of the course offering and click a star to rate the course.



4. The **Activity** section is where you can leave your comments or feedback. The commenting functionality enables enrolled individuals to send a message to others within their company to discuss certain elements of the course.

5. Type **@** to open a prompt of names to search from to direct your message.



6. Click **Post**. The comment displays within the individual's Workday notification center and along the bottom of their course, provided they are enrolled in the course already. They can respond to your comment by following the same steps outlined above.

CREATE A LEARNING PATH

Users can create personalized learning paths from the learning catalog. They can then use these paths to collect and organize the courses they want to take into their own personalized curriculum.

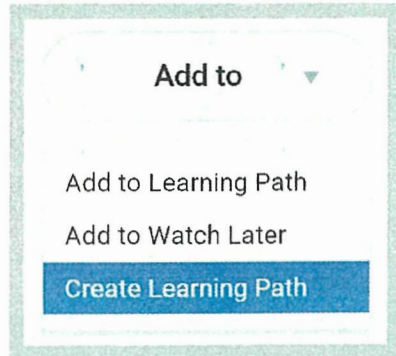


Note: This functionality relies on the menu item "My Library" being configured and added to your Learning dashboard.

1. Navigate to the **Learning** application and select **My Library** under the Learn menu.
2. Click **Create Learning Path**.
3. Enter a name for your new learning path.
4. Click **OK**. Your new learning path now displays in the Learning Path card.

ADDING A COURSE TO A LEARNING PATH

1. Navigate to the Learning application and select **Browse** under the Learn menu.
2. Select a course or lesson by clicking its title.
3. Click the **Add to** pull-down menu.



4. You have the option to:
 - a. Add this course or lesson to a learning path.
 - b. Add the course or lesson to watch later.
 - c. Create a new learning path to add this course or lesson to.
5. Select **Add to Learning Path**.
6. From the Learning Path prompt, select the learning path you would like to add your course to.
7. Click **OK**. You can find your saved learning paths in My Library.

MANAGER SELF SERVICE

ENROLL WORKERS INTO COURSES

Managers can enroll workers into courses individually or perform a mass enrollment.

1. Navigate to the Learning application and select **Browse** under the Learn menu.
2. Select the course you wish to enroll your team or team member in. Click the course title to open the course.
3. The course information will display. Click **Enroll My Team**.
4. The Course Offerings page will display. Select the course (date and location) you wish to enroll your team in.
5. Click **OK**.
6. The Review page displays. Select all team members you would like to take this training. Click **OK**.



Note: If a team member is already enrolled, you may receive an error message stating they are not eligible. Uncheck those members to continue.

7. Workday confirms the mass enrollment.

ACCESSING A LINKEDIN LEARNING COURSE

1. Navigate to and click on the **Learning** application:



Learning

2. From the side bar menu, click on **Discover**.
3. Click on **Browse Learning**.
4. From the side bar menu
 - a. Click **Content Provider**
 - b. Click check box for **LinkedIn Learning**
5. Find courses by using the Learning Content search bar:



Or to browse course by subject matter:

- a. Click **Topic** from the side bar menu
 - b. Click desired subject check box
6. Click on course title or image.
 7. Click on **Enroll**.
 8. Click on **Submit** (entering a comment in the comment box is not necessary).
 9. Click on **Done**.

10. Click on **Start Course**.

11. Click on **Launch Content**.

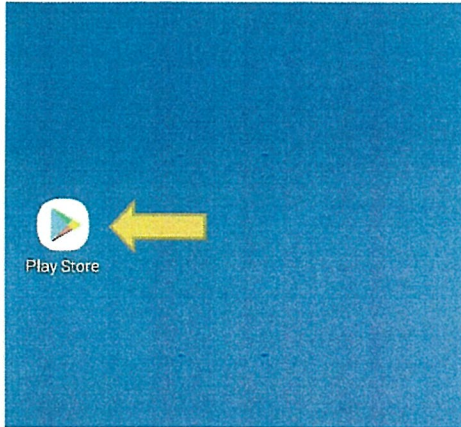
12. Web browser will navigate to COM Intranet log in page

- a. Log in to COM Intranet
- b. Web browser should navigate to selected LinkedIn Learning course.

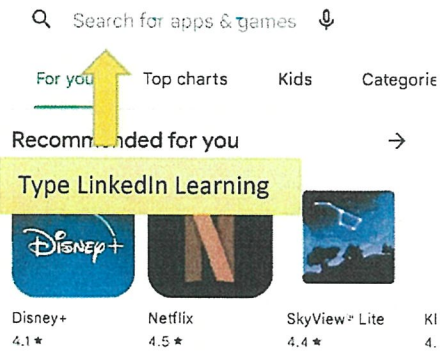
*Note: If you are already logged in to the COM Intranet, your web browser will automatically navigate to the LinkedIn Learning course you selected after clicking on **Launch Content**.

Accessing LinkedIn Learning Mobile App (for Android)

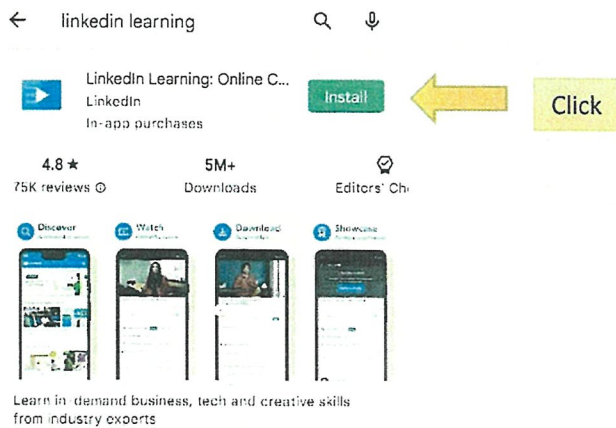
1. Go to Play Store:



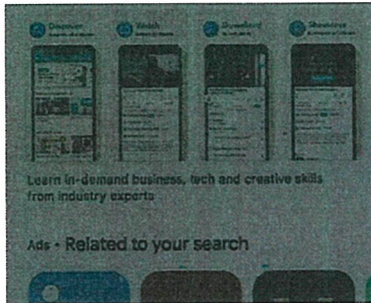
2. Search for LinkedIn Learning in search bar:



3. Click Install:



4. Click Continue:



Complete account setup

Review your account to continue installing apps on Google Play



5. Click Skip:

Google Play

Complete account setup

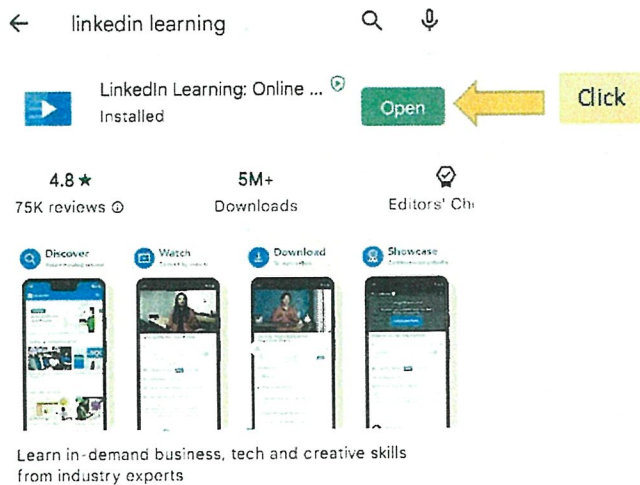
Add a payment option to complete your account
You won't be charged unless you make a purchase.

- Add credit or debit card
- Add PayPal
- Redeem code

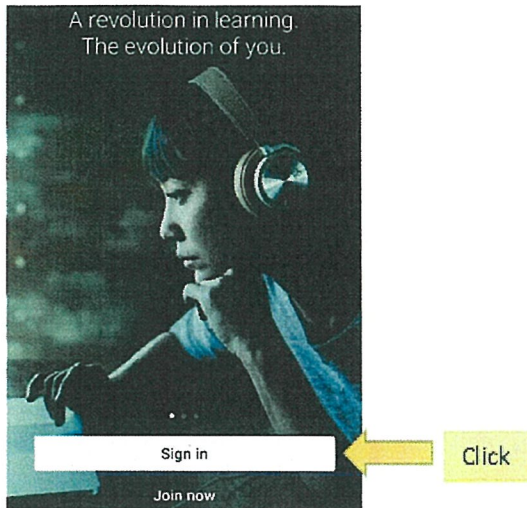
Skip



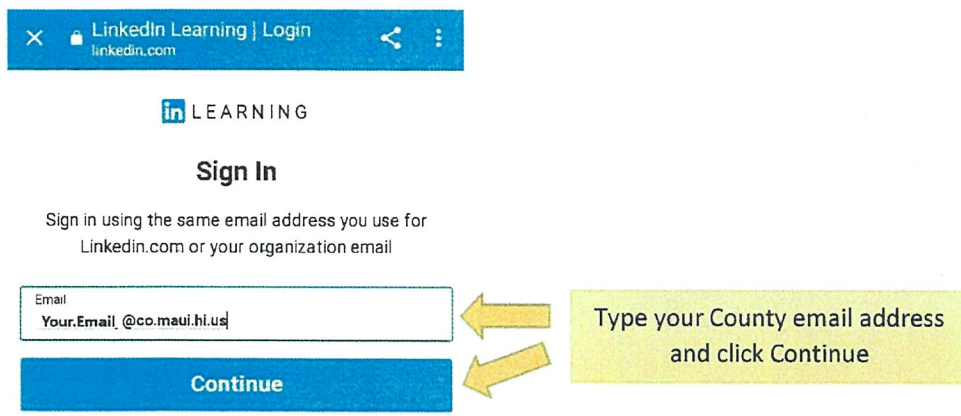
6. Click Open:



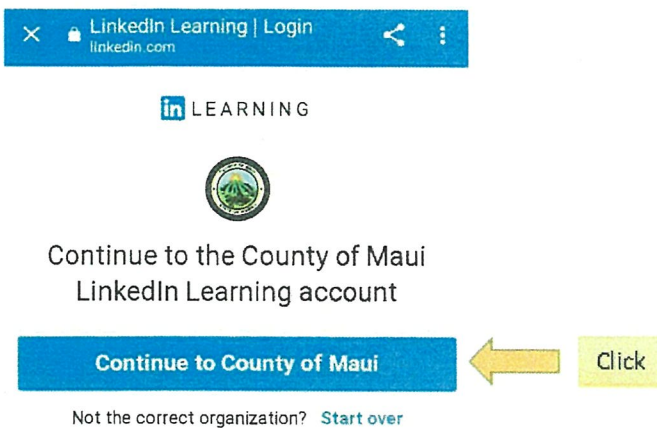
7. LinkedIn Learning App should open, and click Sign in:



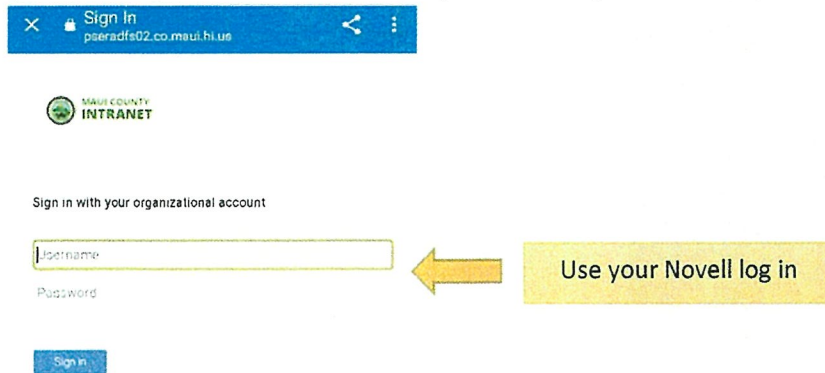
8. Sign in with your County of Maui email address:



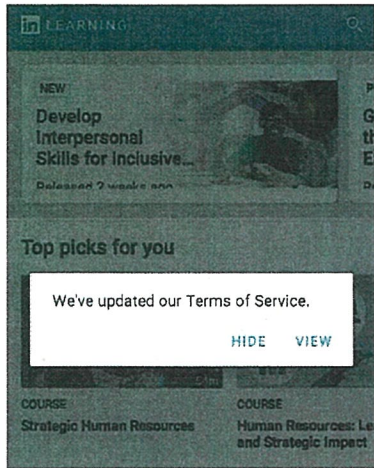
9. Click Continue to County of Maui:



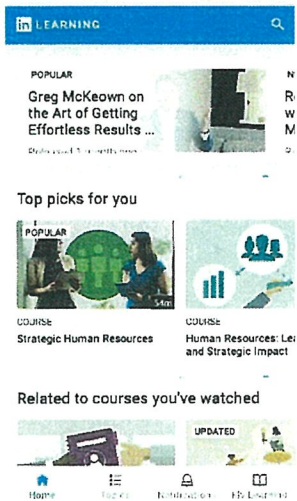
10. Use your log in credentials to sign in to the County of Maui Intranet.
(The same Username and Password you use to log in to Novell.)



11. If you would like to see the LinkedIn Learning updated Terms of Service click VIEW, otherwise click HIDE.

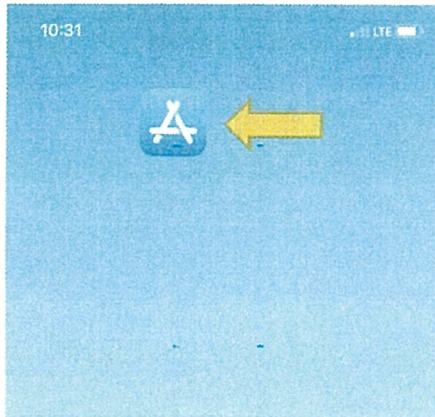


12. You should now have the LinkedIn Learning App installed on your mobile device, and access to all classes available to County of Maui employees.



Accessing LinkedIn Learning Mobile App (for iPhone)

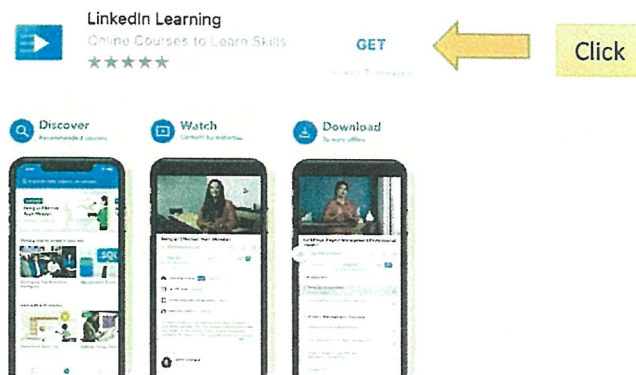
1. Go to App Store:



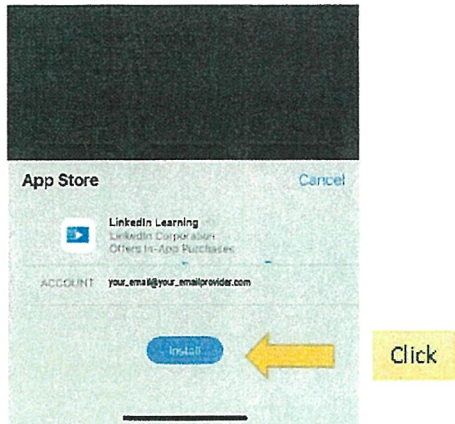
2. Search for LinkedIn Learning in search bar:



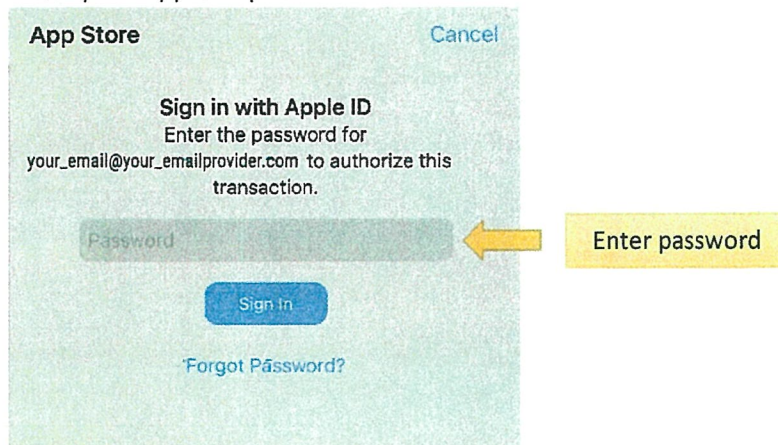
3. Click Get:



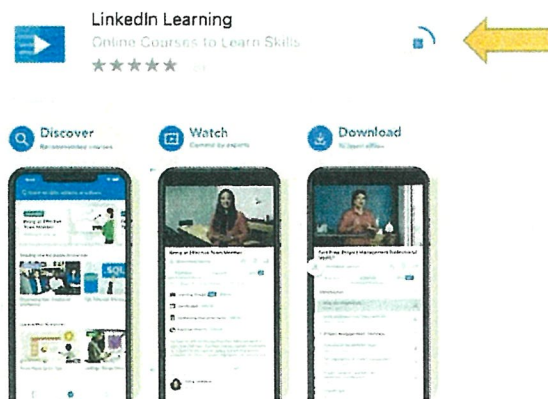
4. Click Install:



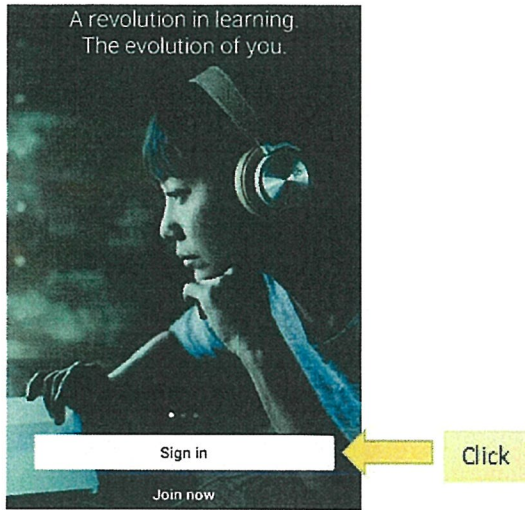
5. Enter your Apple ID password:



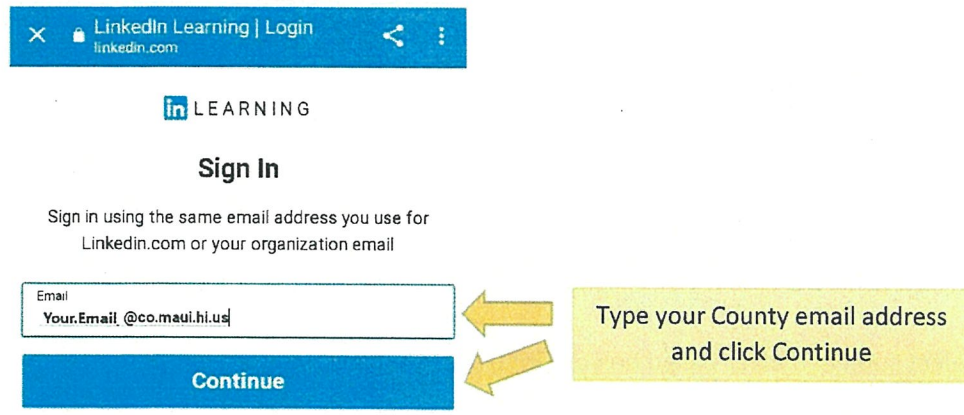
6. App begins to install:



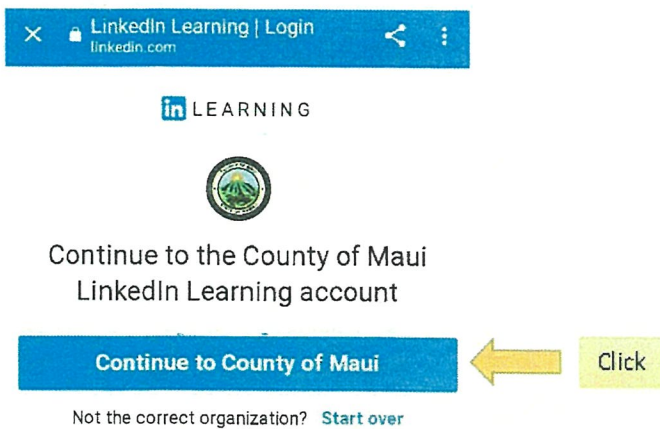
7. Open the LinkedIn Learning App, and click Sign in:



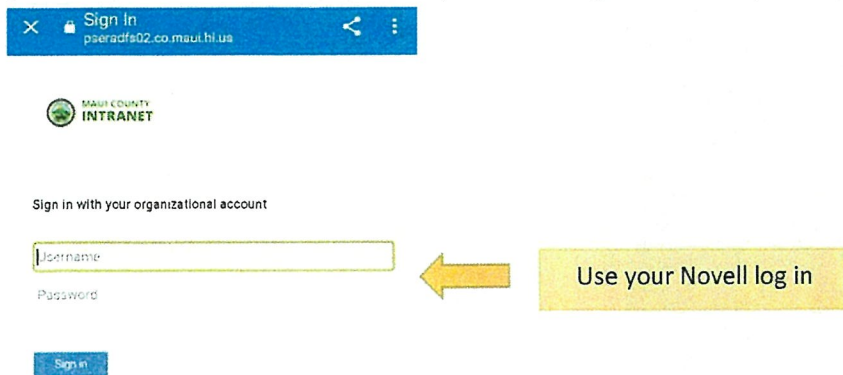
8. Sign in with your County of Maui email address:



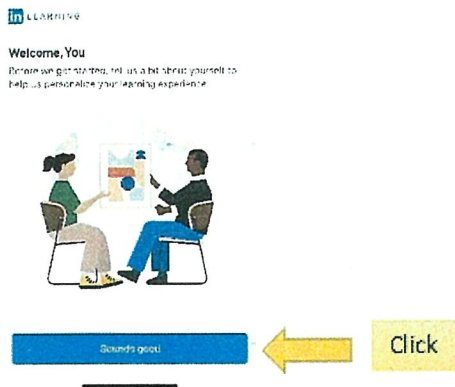
9. Click Continue to County of Maui:



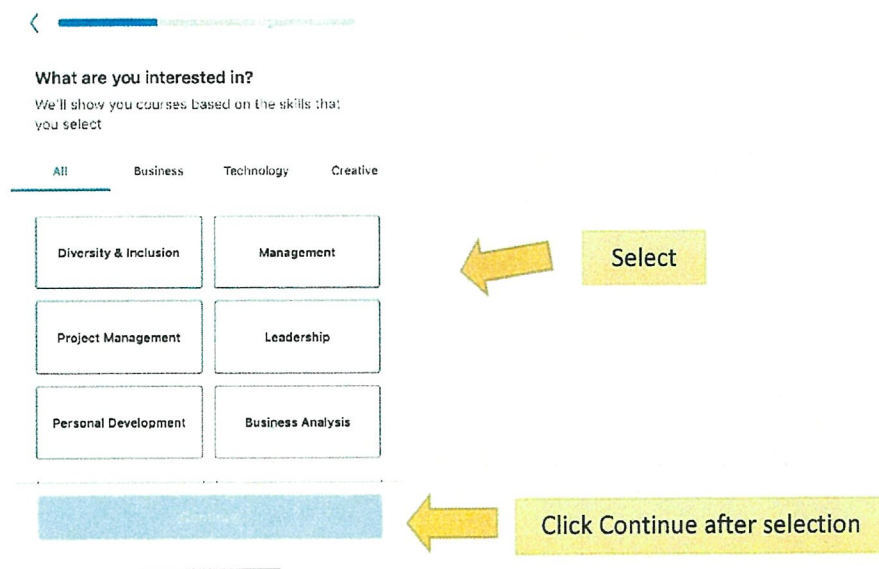
10. Use your log in credentials to sign in to the County of Maui Intranet.
(The same Username and Password you use to log in to Novell.)



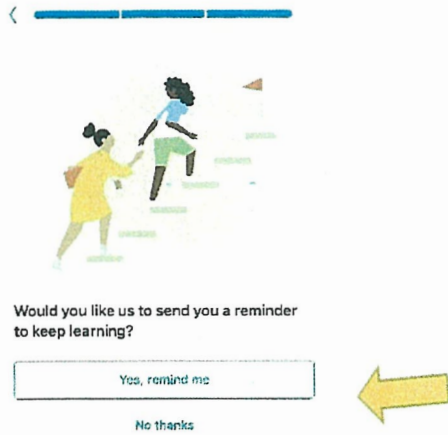
11. Click Sounds good



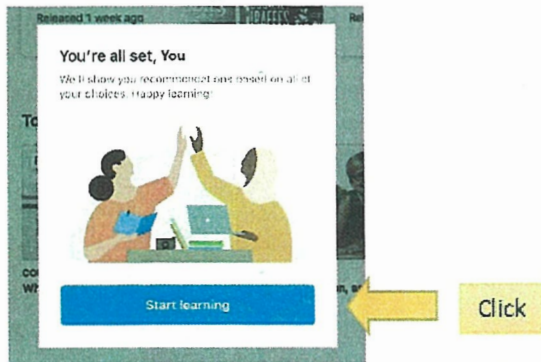
12. Select subject matter based on your interests, then click continue



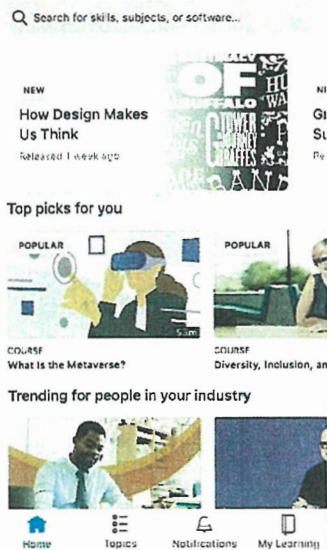
13. If you would like reminders click "Yes, remind me", otherwise click "No thanks"



14. Click Start learning.



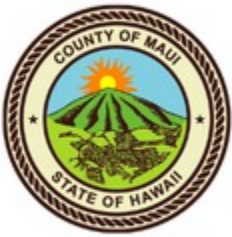
15. You should now have the LinkedIn Learning App installed on your mobile device, and access to all classes available to County of Maui employees.



BFED Committee

From: Lesley J. Milner <Lesley.J.Milner@co.maui.hi.us>
Sent: Tuesday, April 21, 2026 6:46 PM
To: BFED Committee; Cynthia M. Razo-Porter
Cc: Ezekiel I. Kalua; Tiare P. Horner; Kristina Angeline C. Cabbat; Shirley Blackburn; Janina E. Agapay; Kainea K. Aiwohi-Alo; Andrea M. Rock-Mendes; Misha K. Lococo
Subject: RE: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PS-3)
Attachments: (BFED-1)(PS-03).pdf

Aloha,
Please see attached correspondence. Thank you.
-Lesley



Lesley J.C. Milner

Budget Director

Office of the Mayor

808-270-8239

Lesley.j.milner@co.maui.hi.us

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Sent: Saturday, April 18, 2026 1:10 AM
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Subject: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PS-3)