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

April 3, 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-2)

May I please request you be prepared to answer the following questions at the Council's Budget, Finance, and Economic Development Committee meeting of **April 10, 2026\***. This will enable the Committee to comprehensively review the FY 2027 Budget.

May I further request that you transmit your response to [bfed.committee@mauicounty.us](mailto:bfed.committee@mauicounty.us) by 4:30 p.m. on **April 9, 2026**. *\*Date is subject to change without notice.*

**Overall**

1. Relating to Administration and Management Support Services Program, Goal #1: (Page 638, Program Budget)
  - a. Define "Certification of Eligible" and explain why the FY 2025 Actual was one working day while the FYs 2026 and 2027 Estimates are five working days. (TP)
  - b. Explain the main factors that caused the average time to fill a vacancy to reach 97 days in FY 2025 and why the estimate remains 90 days in FYs 2026 and 2027. (NUH) (TP) (YLS)

- c. Identify the changes the Department has made, or plans to make, to reduce the average time to fill a vacancy to below 90 days. (NUH) (TP) (YLS)
- d. State how many applications the Department has received in FY 2026 to date, how many applicants have been hired, and how many of those hires are still employed. (TP)
- e. Explain how the Department communicates with applicants after an application is submitted, including how applicants are informed whether they meet the minimum qualifications and where they are in the hiring process. (TP)
- f. List all recruitment or one-stop-shop hiring events held in FY 2026 to date, including for each event the department positions recruited for, the number of interested candidates, and the number of offers or hires made on the spot, if any. (NUH) (TP)
- g. State the maximum number of one-stop-shop hiring events the Department could realistically conduct in one fiscal year and identify any budget or staffing changes needed to support that level of activity. (TP)
- h. Explain why 20 percent of employees did not pass their initial probationary period in FY 2025 and describe the steps taken to reduce that failure rate. (NUH) (TP) (YLS)
- i. Explain the main reasons for the 11 percent turnover rate in FY 2025 and identify the employee groups, classifications, or departments most affected. (YLS)
- j. Explain why the percentage of employees leaving County employment within five years of hire was 39 percent in FY 2025, is estimated at 15 percent in FY 2026, and increases to 20 percent in FY 2027. (KB)

- k. State whether retention rates have improved since the prior retention and recruitment contract began and identify which initiatives, if any, produced measurable results. (TP)
2. Relating to Administration and Management Support Services Program, Goal #2: (Pages 638-639, Program Budget)
    - a. Explain the relationship between the 17,377 training courses offered in FY 2025 and the reported training class attendance of 2,024, including how those measures are defined and tracked. (NUH) (TP) (YLS)
    - b. State whether the Department has reviewed existing training offerings for purpose, attendance, usefulness, and job relevance, and summarize the results of that review. (YLS)
    - c. If the Department adds training courses, explain plans for increased participation and measure whether the additional courses would produce useful results. (YLS)
    - d. Clarify whether the staff referenced in the objective “Develop and retain qualified, efficient staff” means the Department’s staff. (KB)
    - e. Explain whether the “HR to FTE Ratio” means the ratio of Department’s HR staff to the total non-Department full-time equivalents. (KB)
    - f. Explain whether the estimated 0.8 percent HR to FTE ratio is sufficient if departments report that current personnel support do not meet their needs. (KB)
    - g. Explain whether the “HR budget to FTE” measure is calculated by dividing the HR portion of the Department budget by the number of non-Department full-time equivalents. (KB)

**Salaries and Wages (Category “A”)**

1. Relating to FY 2027 salary adjustments and bargaining-unit pay authority, provide the following: (Page 641, Program Budget; Page 18-3, Budget Details)
  - a. Explain how Executive Order 2025-02 provides authority for the salary increases reflected in the FY 2027 Budget and identify which positions or employee groups are affected. (TC)
  - b. Provide the pay scales used to determine FY 2027 salaries for bargaining units 1, 2, 3, 4, 11, 12, 13, and 15, and for excluded-management employees, including WIRP and EMCP minimum and maximum monthly and annual salary ranges. (TP)
  - c. Identify any bargaining-unit contracts scheduled to expire on June 30, 2026, and any bargaining units still in negotiations. Provide the status of each negotiation. (TP)
  - d. Provide copies of the collective bargaining unit agreements for each unit and any amendments. If those records are public and already available online, please disclose their location. (TC)
2. Relating to proposed expansion positions and related staffing changes, provide the following: (Page 641, Program Budget; Page 18-3, Budget Details)
  - a. Explain why the Department is requesting one Public Information Officer and one Investigator V in FY 2027 and the duties each position would perform. (GJ) (TP)
  - b. In lieu of hiring additional positions, explain why the Department is unable to use existing public information resources in the Mayor’s Office and why the investigative work cannot be handled by Corporation Counsel’s Risk Management Division or by current departmental staff. (GJ)

- c. For the proposed Investigator V position, describe the role in detail, identify who currently conducts investigations for departments, and identify who currently advises and trains departments on investigation procedures. (NUH)
- d. State whether adding these two positions will require Department reorganization. If yes, describe the proposed structure. (TP)
- e. Provide a list of Department expansion positions approved for FYs 2025 and 2026 and state the status of each position, including whether the position title was corrected, reallocated, redescribed, or remains vacant. (TC)

**Operations and Equipment (Category “B”)**

- 1. Relating to Professional Services, Index Code 908012B: (Page 641, Program Budget; Page 18-7, Budget Details)
  - a. Provide a breakdown of the FY 2027 expansion request by use, including document digitization, County Careers Expo, additional training courses, and any other planned expenditures. (GJ) (TP)
  - b. Identify the consultant hired to complete the comprehensive review of existing personnel administrative rules and regulations, summarize the work completed, state the current review status, and describe the key findings and recommendations. (TP) (YLS)
    - i. Explain whether additional FY 2027 funding is needed to implement any review recommendations. If yes, identify each recommendation that requires funding and the expected cost. (GJ) (TC) (TP) (YLS)

- ii. Explain how this comprehensive review differs from, or whether this is coordinated with, the Department of Management's request (Professional Services, Index Code 904007B) for a similar purpose. (Page 14-7, Budget Details) (GJ)
  - iii. Explain how the Department will use its FY 2027 funding for the review of personnel administrative rules and regulations, including the scope of work, expected deliverables, and whether that work relates to, differs from, or overlaps with the Department of Management's request for similar funding. (GJ) (TC)
  - iv. State whether the review identified any section of HRS Chapter 76 or any County law, rule, or policy that may need amending to accomplish the Department's goals. (TP)
- c. Explain why a contractor is needed to scan and digitize Department documents. Identify how many documents and what document types are involved, and state whether interns, temporary staff, or internal staff were considered as alternatives. (GJ) (TP)
  - d. Identify the additional training courses planned under this item and the cost for each. (GJ)
  - e. Explain how the Department is coordinating with the Office of Economic Development and the Mayor's Office regarding the County Careers Expo and workforce-development efforts. (GJ)
  - f. List each initiative carried out under the Retention/Recruitment campaign.
    - i. Identify the vendor used for each initiative. (TC)
    - ii. State the cost of each initiative. (TC)

- iii. Describe the measurable outcome of each effort. (TC)
2. Relating to Rentals, Index Code 908012B: (Page 641, Program Budget; Page 18-7, Budget Details)
  - a. Identify the types of trainings to be hosted and the departments or employee groups expected to attend. (TC)
  - b. Explain how the proposed hosted-training model differs from the Department's current training practice. (TC)
  - c. State the expected outcomes of this hosted-training approach. (TC)
  - d. Explain why County facilities, such as parks, civic centers, or other County properties, are not sufficient for this purpose. (GJ)
3. Relating to Retirement & Service Awards, Index Code 908012B, explain why hydros were selected and whether the Department evaluated other options, including battery-powered NOAA weather radios with standard AM/FM capability. (Page 18-7, Budget Details) (TP)

### **Countywide**

1. Explain the Department's role, if any, in planning, negotiating, drafting, or implementing supplemental agreements to the master agreements funded through the fringe benefits appropriation. (Page 8, Bill 55) (GJ)
2. Explain whether the County is in compliance with applicable Employees' Retirement System requirements. If not, identify each area of noncompliance, the reason for it, the corrective action being taken, and the timeline for achieving compliance. (YLS)

3. Relating to County vacancies, positions not in active recruitment, and DM-89 usage, provide the following:
  - a. A list of all current County vacancies in the following format:
    - i. Department; (TP) (TC) (YLS)
    - ii. Division; (TP) (TC) (YLS)
    - iii. Position ID; (TP) (TC) (YLS)
    - iv. Job title; (TP) (TC) (YLS)
    - v. Date position became vacant; (TP) (TC) (YLS)
    - vi. Current recruitment status, including whether the position is being actively recruited. Highlight vacancies that have been open for two years or more; and (TP) (TC) (YLS)
    - vii. Include subtotals by division and department, and the overall County total. (TP) (TC) (YLS)
  - b. For each vacant position not in active recruitment, provide the following: (YLS)
    - i. Date position became vacant;
    - ii. Reason position is not being actively recruited;
    - iv. Whether position funding is continuing in FY 2027 and if so, the amount budgeted for salary and fringe benefits in FY 2027; and
    - vi. The plans for the position whether to continue to recruit, or reclassify, reallocate, freeze, or delete the position.
  - c. Identify which vacant positions are being filled through DM-89 status, and provide the department and position title for each. Indicate whether the positions are also included on the vacancy report. (TP)

- d. Please explain how hiring works under the DM-89 process, including whether it generally costs more or less than regular hiring, the limitations on using the process, and what effect, if any, a DM-89 hire has on the Employees' Retirement System. (TP) (YLS)
  - e. Explain whether the Administration has a policy, standard, or review threshold for how long a budgeted vacant position may remain outside active recruitment before it is reviewed for deletion, freezing, reallocation, or other action. (YLS)
  - f. Explain the reorganization process. Does the process delay the creation and filling of a position? If so, please explain. (YLS)
  - g. What is the process for abolishing a position that is no longer needed? Does your department review stale positions and recommend abolishing them? If so, how often? Please explain. (YLS)
4. Identify recruitment and retention incentive programs the Department is aware of at the County, State, or national levels. Explain whether those tools could be targeted for chronically hard-to-fill County positions. (TP)
  5. Relating to the Civil Service Commission and personnel-law updates, please provide the following: (TP)
    - a. Summarize the Commission's comments on the FY 2027 Budget, if any.
    - b. Explain whether Commissioners may consult with administrative heads when conducting the Director of Personnel Services' annual evaluation.

- c. State whether the Department tracks State legislation affecting civil service programs and identify any State or County laws the Department believes is outdated or should be amended.
6. Relating to classification, qualifications, and compensation policy, provide the following: (TP)
  - a. If the County wanted to adopt a hybrid qualification model that pairs core competencies with essential minimum qualifications, explain whether the County could do that on its own or whether coordination with other jurisdictions would be required under HRS Section 76-1 or any related authority.
  - b. Under equal-pay principles and current law, explain whether the Department may consider cost-of-living differences for Maui, Molokai, and Lāna‘i, when evaluating compensation. Also, explain whether the Department may consider that similar positions in other counties may be paid at a higher salary or placed at a higher class level.
  - c. State the criteria used to determine whether an employee is eligible for placement in an Administrative Officer position.
  - d. State the criteria used to determine whether and when a department may create a Business Administrator position.
  - e. If a department has a vacancy at a higher-class level but no applicants qualify, explain whether the position can be reallocated quickly to meet the hiring need at the lower level and define what “quickly” means in practice.
7. Relating to emergency hiring authority, explain how hiring may be expedited under a Governor’s emergency proclamation and whether similar hiring flexibilities may be used under a Mayor’s emergency proclamation. (TP)

Ms. Cynthia Razo-Porter  
April 3, 2026  
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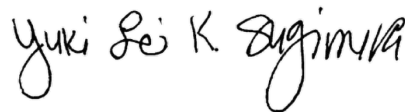
8. Relating to employee-assistance-programs, state whether the general usage of WorkLife Hawai'i has remained elevated since the August 2023 wildfires and explain what that trend suggests about current employee-support needs. (TP)

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.

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:2027 bgt:260401aps01:kes

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

## BFED Committee

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**From:** BFED Committee  
**Sent:** Friday, April 3, 2026 11:30 AM  
**To:** Cynthia Razo  
**Cc:** Michelle Santos; '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-2)  
**Attachments:** 260401aps01 (PS-02).pdf