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COUNTY COUNCIL

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

March 29, 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-3)

May I please request you be prepared to answer the following questions at the BFED Committee meeting on **April 1, 2025**.^{*} This will enable the Committee to comprehensively review the FY 2026 Budget.

May I further request that, after approval by the Office of the Mayor, you transmit your answer to bfed.committee@mauicounty.us by the end of the day on **April 3, 2025**. **Date subject to change without notice.*

Overall

1. The following relates to Goal #1, Objective 2: (Page 626, Program Budget) (TC) (TK) (NUH)
 - a. Please elaborate on what is considered a “recruitment conducted.” Does this include a point of contact, interaction, event, etc.? (TC)
 - b. A success measurement is the number of applications received. In FY 2024, the Department received 8,513 applications. Of those applicants, how many were hired? (TK)
 - c. The FY 2025 Second Quarter Budget Implementation Report notes that 4,127 applications were received. What percentage of those applications resulted in interviewing or hiring the applicant? (NUH)

2. The following relates to Goal #1, Objective 3: (Page 626, Program Budget) (TK) (SS) (TC)
 - a. Which department makes the hiring decision – the department in need of the employee or your Department? (TK)
 - b. Has your Department’s recruitment process been successful with onboarding qualified employees in a timely manner? Explain why or why not. (SS)
 - c. The average time to fill vacancies was 103 days in FY 2024. In FYs 2025 and 2026, it will take an estimated 90 days. Please explain the factors and variables affecting this success measurement. (TC)
3. For Goal #1, Objective 4, the FY 2024 Actual is 40 percent. Please explain the high percentage of employees leaving County employment within five years from the date of hire. (Page 626, Program Budget) (TC)
4. The following relates to Goal #2: (Page 626, Program Budget) (NUH)
 - a. Are the training courses conducted in-person or online, or both? (NUH)
 - b. There is a drop in the number of courses offered from FY 2024 to present. Please explain the decrease. (NUH)
 - c. Considering that 15,858 training courses were offered as of December 31, 2024, the estimate for training class attendance was 6,000. However, the FY 2025 Second Quarter Budget Implementation Report notes that attendance was 985. How does the Department plan to increase attendance? (NUH)
5. Under External Factors Description, your Department notes “significant changes in the State or Federal regulatory framework.” Please explain changes in State and Federal regulations and its impact to the Department's operations. (Page 622, Program Budget) (TC)

6. Which County departments or divisions are engaged with your Department on reorganization? (TP)
7. Which position descriptions have not been updated in the last five years? Ten years? Fifteen years? Twenty years? (TP)
8. Is it possible for the Department to use “Core Competencies” instead of, or as an alternative to, minimum qualifications? Please explain and provide a list of pros and cons to these methods. (TP)
9. The then-Acting Director of Finance last year informed the Committee that their department’s Land Management Administrator position description was being worked on with your Department. What is the status of this position? (TP)
10. Please provide a list of all current County vacancies in the following format: Department, Division, Position ID, Job Title, Date Vacant. Please also use a minimum 12-point font for the list. (TP)
11. You noted to the Committee last year that WorkLife Hawaii’s Employee Assistance Program reported high usage in the aftermath of the August 2023 Maui Wildfires. Does your Department continue to see high use post-wildfire? Please explain. (TP)
12. The Civil Service Commission met on January 8, 2025, and February 5, 2025, to review your Department’s proposed FY 2026 Budget. Did the Commission provide any comments on your Department’s budget? If yes, please note their comments. (YLS)

Salaries and Wages (Category “A”)

1. There are numerous proposed position reallocations under the Personnel Services Program.
 - a. How many positions are vacant?
 - b. How many require reorganization?
 - c. How many already have a position description and minimum qualifications created and are ready to post for recruitment?

- d. Is the Department requesting 12 months of funding for these positions? Please explain. (Page 18-3, Budget Details) (TP)

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

1. The following relates to the \$300,000 expansion request under Index Code 908012B-6132, Professional Services: (Page 18-5, Budget Details) (NUH) (YLS) (TP)
 - a. Please explain the need to hire a consultant for a comprehensive review of existing administrative rules and regulations. How will this improve the Department’s efficiency and the filling of vacant positions throughout the County? (NUH) (YLS)
 - b. What is the process to change the Department’s administrative rules and regulations? Would State law need to be amended? (Page 18-5, Budget Details) (TP)
 - c. Does the Department intend to work with the same entity previously contracted for the retention and recruitment campaign? If yes, please explain why another entity cannot be chosen. (TP)
 - d. Have retention rates increased since the launch of the retention and recruitment contract? Has recruitment increased due to Federal layoffs, early termination of the National Dislocated Worker Grant, and businesses destroyed by the August 2023 Maui Wildfires? Please explain. (TP)
 - e. The National Association of Counties partnered with WBCP, Inc., to streamline public sector recruitment. Because Maui County is a NACo member, is your Department open to working with WBCP, Inc., to conduct a comprehensive review of the Department’s existing administrative rules and regulations, and help with the retention and recruitment campaign, including Department reorganizations, updating position descriptions, core competencies, and minimum qualifications? Why or why not? (TP)
2. The following relates to Index Code 908012B-6101, Advertisements: (Page 18-5, Budget Details) (TC) (TP)

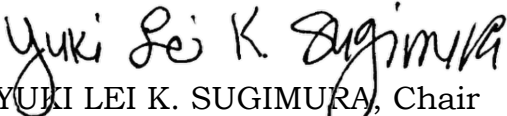
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- a. Which newspapers does the Department use to advertise in?
(TP)
- b. Does the Department advertise on the County's social media page as well? (TP)
- c. Please provide data from previous advertisement campaigns. Has the Department found this to be an effective strategy for recruitment? Where were advertisements placed? What was the frequency and mode of communication? Please explain.
(TC)

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:250328aps01:jpp

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

BFED Committee

From: BFED Committee
Sent: Saturday, March 29, 2025 4:21 PM
To: Cynthia.Razo@co.maui.hi.us
Cc: BFED Committee; 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
Subject: FISCAL YEAR 2026 BUDGET (BFED-1) (PS-3); reply by 4/3/2025
Attachments: (PS-3) Correspondence to Personnel Services 03-29-2025.pdf