

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

**JOSIAH NISHITA**  
Managing Director



**OFFICE OF THE MAYOR**  
COUNTY OF MAUI  
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WAILUKU, MAUI, HAWAII 96793  
[www.mauicounty.gov](http://www.mauicounty.gov)

December 30, 2024

Yuki Lei K. Sugimura, Chair  
Budget, Finance and Economic Development Committee  
County of Maui  
Wailuku, Hawaii 96793

Dear Chair Sugimura and the BFED Committee:

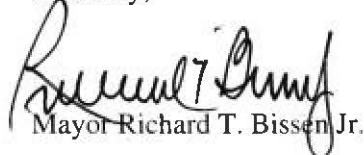
**SUBJECT: EMPLOYEE RETENTION AND RECRUITMENT CONTRACT (BFED-21(34))**

Thank you for your request regarding details of contract C7992 with Brandcrafters LLC. Please see the original questions and coordinating responses below.

1. Provide a copy of the proposal submitted by Brandcrafters LLC in response to RFP-22-23/P-177
  - a. Please see attached.
  - b. Proposals were screened and scored by a 3 member panel consisting of reps from Management, DPS and Office of the Mayor.
2. Explain why funds from Index Code 907781B, Countywide Costs was used to pay for the contract. Further, explain why the contract was managed by the Office fo the Mayor instead of the Department of Management as thei issuer of the RFP or the Department of Personnel Services as the Department that oversees employee recruitment.
  - a. Department of Management was the contract manager, but Office of the Mayor provided the day to day assistance and support for the work being done.
  - b. In the FY 2024 Budget, \$250,000 under Countywide Costs was allocated specifically for a Countywide Retention and Recruitment Campaign, index 907781B. These funds were removed from Countywide Costs in FY 25 and \$150,000 was transferred to DPS for Professional Services, Recruitment/Retention Campaign.
3. Identify the Office of the Mayor representative responsible for managing gteh contract.
  - a. Department of Management
4. Provide a summary fo the contract's objecties and goals and whether they were met. Please also explain the specific services provided and programs implemented by Brandcrafters LLC.

- a. The contract objective was to create a marketing strategy to increase recruitment. The outcome was absolutely met via:
    - i. Consistent messaging in marketing – pride of place
    - ii. Signage for positive affirmations (refresh of first floor entry area for employees) along with signage in workspaces and elevators,
    - iii. Especially after the fire, the need for mental health awareness was clear – the positive affirmation and consistent messaging was a welcomed refresh for our work environment
    - iv. Launch marketing to net applicants and retain employees, we saw significant traffic/clicks to the workmauinui.com site as well as increased applications
    - v. Co-creation of a digital ad campaign via social media and radio ads
    - vi. Awareness brought light to the need for increased assistance in recruitment efforts. We saw an increase in applications but noticed we lost the applicants to the process (MQs, position descriptions and titles, pay, benefits etc.)
  - b. Under the direction of the Department of Management, DPS and Mayor's Office worked in collaboration with Brandcrafters to fine tune what is today still a dynamic retention and recruitment program
5. Provide a copy of the contract's final outcomes report.
- a. Please see attached.
6. Explain why the contract was not extended beyond June 2024.
- a. While the retention and recruitment campaign continues, it was a recommendation from Brandcrafters and agreed in discussion and direction from the Department of Management and DPS that we focus these funds and efforts on evolving our internal hiring process and job offerings (please reference final page of end summary report)
  - b. The funds were included in the DPS budget for FY 25 for continuation of a recruitment and retention program.
  - c. With the fires, our approach to recruitment and retention needed to be refined. This program and effort now sits with DPS with support from the Mayor's Office.
7. Confirm whether Brandcrafters LLC was paid the full \$150,000. If not, explain why.
- a. Yes. They were paid the full \$150,000.00

Sincerely,



Mayor Richard T. Bissen Jr.

Attachments:

1. Proposal from Brandcrafters
2. R2 End Summary from Brandcrafters

# MARKETING PROPOSAL

Prepared for the County of Maui

For use in the County of Maui Employee Retention And Recruitment (R2)

**brandcrafters**



Brandcrafters is a **local** marketing and design company based on the island of Maui. We offer our expertise in marketing and design for businesses, companies, and nonprofits of all sizes. Our services are based on years of creativity and experience shared between us, our partners, collaborators and contractors.

# Table of Contents

## **COMPANY OVERVIEW**

A brief introduction of the organization.

## **REFERENCES & RECENT EXPERIENCE**

References and recent experience from past clients that have used our services.

## **CONTACT INFORMATION**

Contact information, including the name, phone number, and email address of the primary contact person.

## **EXECUTIVE SUMMARY**

An overview of the marketing plan, including target audience, goals, and key strategies.

## **TIMELINE & BUDGET**

Estimated timeline and cost for each marketing strategy throughout the life of the marketing campaign.

## **ACTION PLAN & DELIVERABLES**

Action plan outlining specific deliverables.

What this campaign could look like.

## **METRICS**

Key metrics used to measure the success of the marketing plan.

## **MARKETING STRATEGIES & TECHNICAL SOLUTIONS**

A comprehensive list of marketing strategies and needs that will be used to achieve the campaign's goals.

## **MARKET ANALYSIS**

An analysis of the target market, including market size, trends, and competition. The data.

## **TARGET AUDIENCE**

The target audience data. Used to tailor the messaging and tactics to their specific needs and preferences.

# brandcrafters



Brandcrafters is a **local** marketing and design company based on the island of Maui. We offer our expertise in marketing and design for businesses, companies, and nonprofits of all sizes. Our services are based on years of creativity and experience shared between us, our partners, collaborators and contractors. We pride ourselves on crafting measurable success for our clients by making informed and data-driven decisions. We strive to bring value, creative solutions, differentiation and effective strategies to the table while remaining efficient, flexible and professional.

Our team is talented, creative, collaborative, adaptive and efficient. We have the ability and experience to manage multiple projects from conception to completion. Brandcrafters has a high production rate and works well in a fast-paced environment. Because not all projects go off without a hitch, we often utilize creative problem solving to keep the project on track and remain flexible to meet our clients evolving needs. Great attention to detail ensures that project specifications are met.

Being a local company, Brandcrafters and its partners have an instilled understanding and respect of our island's home culture. This remains an innate priority that gives us a unique perspective during the decision making of our projects. We craft and tell the story of our County, its people and what makes it special – the local culture. Brandcrafters strives to support the local community through our skills and talents.

## MEET YOUR TEAM



**Rachael Lallo**

*Marketing Consultant and Designer*

rachael@brandcraftershi.com

808.276.4417



**Chris Smith**

*Digital Marketing and Advertising Expert*

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**Tianna Collins**

*Photography and Videography Specialist*

ValleyIslandPros@gmail.com

808.707.4824



**Nico Collins**

*Photography and Videography Specialist*

ValleyIslandPros@gmail.com

808.707.4824

# References & Recent Experience

*References and recent experience from past clients that have used our services.*

Expertise provided: marketing, team management and coordination. Strategy, client interpretation and best practices. Digital advertising, project conception, data retrieval and analysis. Photography, videography, video editing and production. Social media management, website design, print design, digital design, merchandise design, email marketing, project management, fast-paced environment, flexibility, creative problem solving and efficient turnaround times.

## Bissen Movement

- Charlene Schulenburg
- [char@alohaaku.com](mailto:char@alohaaku.com)

## Pacific Whale Foundation

- Selket Kaufman
- <https://www.racreativemultimedia.com/>

## Mattera Management

- Erica Velazquez
- [erica@matteramanagement.com](mailto:erica@matteramanagement.com)



# Contact Information

## Brandcrafters

- Rachael Lallo
- [rachael@brandcraftershi.com](mailto:rachael@brandcraftershi.com)
- 808.276.4417

# Executive Summary

*This section provides an overview of the marketing plan, including target audience, goals, and key strategies.*

## THE CHALLENGE

- Urgent job vacancies at the County of Maui, in all departments
- Long hiring process and antiquated job descriptions
- Losing applicants to quicker and/or more appealing job opportunities
- Community perception – lack of knowledge of the County workforce.  
People invest in what they know
- **Recruitment can't wait**

## THE SOLUTION

An aggressive, realistic and effective marketing plan is needed.

With the County's needs and readiness in mind, we will begin with **phase one**, a wide-lens and wide-net approach. Implementing impactful marketing efforts we can do now. Allowing time for the internal hiring process and job descriptions to evolve.

This marketing proposal includes key strategies that come together to create a comprehensive and effective plan to help achieve an increase of applicants for the County of Maui.

## TARGET AUDIENCE

- Maui County residents, workforce generations, ~ages 20-60
  - Unemployed
  - Recent college graduates
  - Local professionals looking for a secure career
  - Local professionals looking for a fulfilling career, called to serve their community

## GOALS

- Increase the number of applicants for County of Maui positions
- Educate about the County of Maui workforce
- Inspire Maui residents to serve their community and Maui County
- Generate excitement about working for Maui County

## KEY STRATEGIES

1. **Content Marketing:** Creating captivating and effective content to attract the target audience – videos, ads, signage and social media posts.
2. **Emotion, Logic and Education:** Focus most the messaging on serving your community, Maui County proud. So we emote and inspire feelings of service, ownership, empowerment, and accountability among community members – Collective Kuleana.

Some of the messaging will be focused on logic. Secure career, steps for hiring readiness, perks, benefits and specific calls to action – apply.

We also plan to highlight and educate what it's really like working for the County by telling the stories of current employees.

Together using emotion, logic and education we will create positive attributes like trust and loyalty for a stronger, more sustainable generational workforce.

3. **Data Driven & Informed:** Track results and make data-driven decisions to improve efforts. Analyze data from digital ads and surveys. Regularly evaluate and make adjustments as needed to improve effectiveness.
4. **Social Media Marketing:** Social media is a powerful tool for reaching and engaging with the community. Helps to “humanize” and provide an opportunity for the community to personally engage. Building trust with the opportunity to interact and be transparent with a direct line of communication.
5. **Digital Advertising:** An effective way to reach specific and multiple target audiences directly and simultaneously. Then utilize the data to influence the marketing strategy. We will create effective ads that include the calls to action and encourage the community to take action – apply!

# Timeline & Budget

*Estimated timeline and cost for each marketing strategy throughout the life of the marketing campaign.*

**The below is for “phase one” efforts.** Additional time and resources will be needed for further recruitment and retention marketing initiatives.

## TIMELINE

Estimated timeline: 8 months

Start date: begins upon acceptance of this proposal.

End date: Dec 31, 2023

Sample month (all budget-pending):

- Social media post: Mon Wed Sat
- Social media video drop: once a month
- FB live: once a month, second weekday of every month
- Digital ads: constant, refine ads every 1 to 2 months
- Radio: 60 monthly spots, x15 a week
- Newspaper ad: once a month, first week of the month
- Attend appropriate community events
- Targeted mailers: quarterly
- Campaign Success Report: once a month

## BUDGET

**\$150,000** for proposed phase one.

### **Digital Ads**

\$5,500 /month

TOTAL CAMPAIGN BUDGET = \$44,000 /8 months

### **Photo and Video**

\$5,000 /month

TOTAL CAMPAIGN BUDGET = \$40,000 /8 months

### **Radio**

\$750 /month

TOTAL CAMPAIGN BUDGET = \$6,000 /8 months

### **Graphic & Website Designer & Social Media Manager**

\$5,000 /month

TOTAL CAMPAIGN BUDGET = \$40,000 /8 months

### **Flex-spend**

*One-time, unique, timely and unexpected advertising and material expenses – print ads, signage, event materials and collateral, e.g. posters at Ka’ahumanu mall, Maui Now, etc. And taxes.*

\$2,500 /month

TOTAL CAMPAIGN BUDGET = \$20,000 /8 months

# Action Plan & Deliverables

*Action plan outlining specific deliverables.*

## WHAT THIS MIGHT LOOK LIKE

### Messaging Direction

- General: We're Hiring, Join the County
- Emotional: Collective Kuleana, serve your community, Maui Proud.
  - “Called to your Kuleana”, cultural perspective of one’s historic responsibility to care for the community / the larger ‘ohana.
  - “Maui Proud”, evokes a sense of pride in service, heroes work for Maui County. Lead your community - work for Maui County. I get to change the world, making a difference is tangible locally, people want to belong, give back to Maui, invest in the future of Maui, you are Maui’s legacy. Sign up to serve.
  - Maui County Job Spotlight - Feature current Maui County workers and their role in serving the community.
- Logic: secure career, serve the community, provide for your family, highlight perks and benefits of working for the County. Make it look fun and rewarding. Stability, reliability, advancement, achievement. Specific call to action – apply.
- Education: Incorporate hiring readiness in the messaging, “easy as 1,2,3”. Top 3 reasons you work for the County. Maui County Job Spotlight, showing what their job entails.

### Physical Signage

- Banner
  - County Building lawn

- Blade flags
  - x6
  - County Building lawn
- Displays, Kiosks, Posters, Fliers
  - County lobby
  - County-owned locations: DMV, public parks, restrooms, library's
  - Local shops or community areas – Queen Ka'ahumanu Center, Maui Mall, grocery stores, farmer's markets, front street, food truck areas
  - Community events
- Booth
  - Job fairs
  - Community events
    - Fridays
    - Festivals
    - Queen Ka'ahumanu Center events
    - Maui Mall events

## Digital

- Radio
  - Pacific Media Group radio spots
  - Radio interviews
- Digital ads
  - FB - high impact video FB ads that showcase jobs and service for Maui County. Run carousel image ads showcasing the benefits of working for Maui County. Cover 100% of Maui County and target the proper audiences in the brief

- IG - Same as FB ads above in layout and type, target younger audiences with slightly different messaging to attract younger workers
- Google- target specific workforce keywords for Maui County
- LinkedIn
- YouTube- Custom video ads targeting key audiences similar to FB and IG ads
- Maui Now - Sponsor digital job fair with a skin and graphic across the page. Run in business section and news sections.
- FB live
  - Q&As
  - Department presentations
  - Benefits overview
  - Employee Journey, spotlighting ways to advance
- SM Posts (share posts to story as well)
  - Incentives and packages
  - Spotlight videos, various subjects and highlighting different departments
  - Quotes/Testimonials
  - Benefits
  - Ways to advance
  - Day in the life of a ...
  - Virtual job shadowing
  - Photo of happy employee(s)
  - Incentives, “share this post, or tag a friend and win a foodland gift card...”
  - Interactive
    - Quizzes on facts
    - Polls

# Metrics

*Key metrics used to measure the success of the marketing plan.*

We will use the following metrics to measure the marketing success of the recruitment campaign. A report will be sent monthly (data retrieval pending).

- Number of applications submitted
- Views on digital ads (in-depth details below)
- Clicks on digital ads (in-depth details below)
- Amount of website traffic to the open jobs webpage

## **Digital Marketing Metric Goals and Projections**

(subject to change and performance of digital ads)

Total monthly budgets can be adjusted and projected performance will remain the same.

## **Facebook Digital Advertising Projections**

\$3500 in media spend on Facebook Ads

305,000 targeted ad impressions across target audiences

42,000 people in Maui County will see ads approximately 5.5 times

4,500 clicks to application landing pages set up by Maui County

\$0.77 cost per click average projection

## **Google Youtube and Display Advertising Projections**

\$3500 in media spend on Youtube ads

30,000 targeted ad impressions across target audiences

35,000 people in Maui County will see ads

2500 clicks to application landing pages set up by Maui County



\$1.40 cost per click average projection  
150,000 total views of ads projected

### **Radio Metric Goals and Projections, Monthly**

Monthly investment: \$750

Monthly spots: 60

15x of 30 seconds weekly.

Morning drive and mid-morning to late afternoon.

This package reaches over 23,846 adults 18+ who will hear your exclusive message over 6.3 times delivering over 151,100 gross impressions.

# Marketing Strategies & Technical Solution

*A comprehensive list of marketing strategies and needs that will help achieve the campaign's goals.*

## **DIGITAL ADVERTISING**

### **Targeting**

Digital ads can be highly targeted to specific audiences based on demographic, geographic, and psychographic data. This means that ads are more likely to reach people who are interested in the products or services being offered, increasing the likelihood of conversion.

### **Data-Driven**

Digital ads are driven by data, which means that advertisers can track the performance of their ads in real-time and make adjustments as needed to improve their effectiveness. This allows for a high degree of optimization and ensures that ad spend is being used effectively.

### **Cost-Effective**

Digital ads can be more cost-effective than traditional advertising methods, such as print and TV ads. Advertisers can set budgets and bids for their ads, which helps to control costs and ensure that ad spend is being used efficiently.

### **Interactive**

Digital ads can be interactive, allowing users to engage with ads in ways that are not possible with traditional advertising methods. Interactive ads, such as quizzes, polls, and games, can increase engagement and improve brand awareness.

### **Measurable**

Digital ads are highly measurable, which means that advertisers can track the performance of their ads and measure the return on investment (ROI) of their ad spend. This helps to ensure that ad spend is being used effectively and provides valuable insights for future ad campaigns.

Overall, digital ads are effective because they are highly targeted, data-driven, cost-effective, interactive, and measurable. These factors allow advertisers to reach the right audience, optimize their ads for maximum effectiveness, and track their performance in real-time, resulting in more effective ad campaigns and a higher ROI.

## **VIDEO MARKETING**

### **Visual and Audio Impact**

Video has a powerful visual and audio impact, engaging multiple senses at once. This makes it easier for viewers to absorb and remember information conveyed through video content.

### **Emotional Appeal**

Video has the ability to evoke strong emotional responses, making it an effective tool for influencing your audience, building brand awareness and establishing emotional connections.

## **Storytelling Capabilities**

Video allows for complex stories to be conveyed in an engaging and easily digestible way. Through the use of visuals, sound, and narrative, videos can create a powerful emotional and educational connection with audiences.

## **Accessibility**

Video content is widely accessible and easily shareable across multiple platforms, making it easy for businesses and individuals to reach wider audiences.

## **Mobile Compatibility**

With the increase in mobile device usage, video content can be consumed on the go, making it a highly convenient medium for viewers.

## **Search Engine Optimization (SEO)**

Video content can also help to improve search engine rankings and drive traffic to websites. Search engines like Google prioritize video content in search results, making it an effective tool for improving visibility and increasing engagement.

Overall, the combination of visual, audio, and emotional appeal, along with its accessibility and storytelling capabilities, makes video a highly effective medium for communication in a wide range of contexts, including marketing, education, and entertainment.

# **GRAPHIC DESIGN & BRANDING**

## **Visual Appeal**

Graphic design strategically uses images, colors, typography, layout and other visual elements to create aesthetically pleasing designs that capture attention and engage audiences.

### **Branding and Identity**

Graphic design plays a critical role in establishing a brand identity and helping businesses and organizations differentiate themselves from competitors. Well-designed graphics can help to establish brand recognition, establish an emotional connection and influence audiences.

### **Information Design**

Graphic design is also effective at presenting complex information in an easily understandable and accessible way. Infographics, for example, use visual elements to convey data and information in a way that is easy to digest and remember.

### **Professionalism and Credibility**

High-quality graphic design can help to establish a sense of professionalism and credibility, which can be particularly important in industries such as government, finance, healthcare, and technology.

### **Versatility**

Graphic design can be used in a wide range of contexts, from marketing and advertising to product design, packaging, and user interface design. This versatility makes it a valuable tool for businesses and organizations across a range of industries.

Overall, graphic design is effective because it combines visual appeal, branding and identity, information design, professionalism and credibility,

and versatility to communicate ideas, establish brand identity, and engage audiences in a wide range of contexts.

## **SOCIAL MEDIA MARKETING**

### **Audience Reach**

Social media platforms have millions of active users, making them a highly effective tool for reaching large audiences. With the right targeting and content strategy, businesses and individuals can reach their target audience in a cost-effective way.

### **Brand Awareness**

Social media platforms allow businesses and individuals to build brand awareness by creating and sharing content that resonates with their target audience. Social media can also help businesses and individuals establish a personal connection with their audience, leading to increased engagement, buy-in and brand loyalty.

### **Engagement**

Social media platforms are highly interactive, allowing businesses and individuals to engage with their audience through comments, likes, shares, and direct messages. This two-way communication allows businesses and individuals to build relationships with their audience and gain valuable loyalty, feedback and insights.

### **Targeting**

Social media platforms offer advanced targeting options, allowing businesses and individuals to reach specific audiences based on demographic,

geographic, and psychographic data. This targeted approach can result in higher conversion rates and a higher return on investment (ROI).

### **Cost-Effective**

Social media can be a highly cost-effective way to reach large audiences. Compared to traditional advertising methods, such as TV and print ads, social media ads are often less expensive and more targeted.

Overall, social media is effective because it allows businesses and individuals to reach large audiences, build brand awareness and loyalty, engage with their audience, target specific demographics, and do so in a cost-effective way. These factors make social media a powerful tool for businesses and individuals looking to increase their visibility, engage with their audience, and achieve their marketing goals.

## **COLLECTIVE KULEANA NARRATIVE**

### **Connection**

Emotional messaging can create a connection by appealing to their emotions, values, and beliefs. This connection can help to empower, build trust, empathy, and loyalty, and make the audience more likely to take action based on the message.

### **Persuasion**

Emotional messaging can be persuasive, as emotions can influence decision-making. By appealing to the audience's emotions, the message can be more effective at persuading them to take action.

### **Differentiation**

Emotional messaging can help to differentiate a brand or product from its competitors. By appealing to emotions, the message can create a unique identity and value proposition that sets it apart from other similar offerings. Serve your community by working for the County (vs private sector).

### **Relevance**

Community messaging is often tailored to the specific needs, culture and interests of the local community. This relevance can make the messaging more effective by resonating with the audience and increasing engagement.

### **Empowerment**

Community messaging can empower individuals to take action to make a difference or serve their own communities, leading to increased participation and positive change.

Overall, this type of messaging can be effective because it is relevant, trustworthy, engaging, and empowering. These factors can help to increase the impact of the messaging and lead to positive change within the community. Also because it creates a connection, is memorable, persuasive, differentiates, and helps to build a strong brand image. It's important to use this messaging in a responsible and ethical way that doesn't exploit or manipulate the audience's emotions.

## **RADIO ADVERTISING**

### **High Reach**

Radio has a large audience reach, with millions of people tuning in to radio stations every day. This makes it an effective medium for reaching a large and diverse audience.

### **Targeted Advertising**

Radio stations can target their audience based on location, age, gender, and other factors. This targeting can make radio ads more effective by reaching people who are most likely to be interested in the product or service being advertised.

### **Cost-Effective**

Radio ads can be less expensive than other forms of advertising, such as TV or print ads. This makes it an attractive option for businesses with smaller budgets.

### **Engaging**

Radio ads can be engaging and memorable, using creative scripts and sound effects to capture the listener's attention and create a lasting impression.

### **Frequency**

Radio ads can be repeated multiple times throughout the day, which can increase the likelihood that the listener will remember the ad and take action.

Overall, radio ads can be effective because of their high reach, targeted advertising, cost-effectiveness, engaging nature, and frequency.

## **NEEDS**

We will need access to the Facebook Ads Manager. A type of payment (credit card) for digital ads and other marketing efforts. Main points of contact and their contact information for each department. Access to the grounds and advance notice of events for video and photo. A monthly report of the



number of applications submitted. Website analytics. Any other needs will be communicated as necessary.

# Market Analysis

*An analysis of the target market, including market size, trends, and competition. The data.*

## DATA

Number of open positions at the County:

Number of unemployed in Maui County: 2,828

At-a-glance: Maui County, HI (February 2023, Not Seasonally Adjusted)

Rate (%)	3.2
Unemployment	2,828
Employment	84,363
Labor Force	87,191
Record High	34.6% on April 2020
Record Low	1.8% on December 2006

Sourced: <https://fred.stlouisfed.org/series/HIMAUI5URN>

<https://datacentral.desmoinesregister.com/unemployment/maui-county-hi/CN1500900000000/>

Private sector job opportunities are in direct competition with County jobs. They tend to have a significantly quicker start time, are more flexible, yet less secure.

## EMPLOYMENT TRENDS & TODAY'S WORKFORCE

Employment trends are likely to be shaped by several factors, including the ongoing impact of the pandemic, technological advancements, and shifting priorities.

Industries that are expected to experience growth include healthcare, technology, renewable energy, and e-commerce. Jobs related to data analytics, cybersecurity, artificial intelligence, and software development are also expected to be in demand.

Overall, the employment landscape is likely to continue to evolve rapidly, driven by technological advancements and shifting economic and social trends. Employers and employees alike will need to be adaptable, continually learning new skills, and willing to embrace new ways of working to succeed in this dynamic environment.

Job opportunities are being scrutinized in ways like never before. Now, more than ever, we need to evaluate the landscape of our workforce and consider making changes and adjustments that will encourage culture strength, internal growth, employee satisfaction and loyalty.

The age diversity in the current workforce is the widest ever. It is now common for organizations to have employees working side-by-side who represent four to five generations. Becoming familiar with the core differences between each generation will be essential as we reevaluate and adjust our talent acquisition, hiring and retention practices.

These groups are defined as:

Silent Generation (Traditionalists) – born 1928-1945

Baby Boomers – born 1946-1964

Generation X – born 1965-1980

Generation Y (Millennials) – born 1981-1996

Generation Z – born 1997-2012

Including a range of ages in your staff adds value to the organization. Younger employees are accustomed to rapidly developing technology and adapting to the changes it drives. In like manner, more mature employees have knowledge from the duration of their experience that can guide decision-making. The collaboration of fresh innovation with wisdom from the experience brings increased productivity.

Although a multigenerational workforce is advantageous overall, it does propose some obstacles to maneuver. Communication issues, negative stereotypes and varying employee expectations.

The key is to communicate openly, honestly, and transparently to build an atmosphere where people feel valued, included and respected. This provides a positive employee experience and enables individuals to fulfill their professional needs and potential.

## **MARKETING TO TODAY'S WORKFORCE**

We will use a method of marketing that;

- Boosts the visibility of job openings out in the community and online
- Uses strategic messaging – Emotion, Logic and Education
- Connects people to apply

Many of the traditional marketing strategies marketing firms use to attract customers or clients, will be used but tailored to the campaign's target audience – the unemployed in Maui County.



Market to potential employees by designing and communicating a consistent and representational campaign. Create a compelling collateral, communicate the opportunity, state the facts, emphasize Collective Kuleana.

We will use data, trends, best practices, psychology, and ad performance throughout the campaign to inform our marketing strategy across multiple generations.

# Target Audience

*The target audience data. Used to tailor the messaging and tactics to their specific needs and preferences.*

Maui County residents, workforce generations, ~ages 20-60

- Unemployed
- Recent college graduates
- Local professionals looking for a secure career
- Local professionals looking for a fulfilling career, called to serve their community

Traditionalists: 2% (1925-1945)

Baby Boomers: 25% (1946-1964)

Generation X: 33% (1965-1980)

Generation Y: 35% (1981-2000)

Generation Z: 5% (2001-2020)

## **Traditionalists**

Born 1925–1945

Dependable, straightforward, tactful, loyal.

Shaped by: The Great Depression, World War II, radio and movies.

Motivated by: Respect, recognition, providing long-term value to the company.

Communication style: Personal touch, handwritten notes instead of email

Worldview: Obedience over individualism; age equals seniority; advancing through the hierarchy.

Employers should: Provide satisfying work and opportunities to contribute; emphasize stability.

## **Baby Boomers**

Born 1946–1964

Optimistic, competitive, workaholic, team-oriented.

Shaped by: The Vietnam War, civil rights movement, Watergate.

Motivated by: Company loyalty, teamwork, duty.

Communication style: Whatever is most efficient, including phone calls and face to face.

Worldview: Achievement comes after paying one's dues; sacrifice for success

Employers should: Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback.

Stats:

(5) 65% of baby boomers plan to work past age 65

(6) 10,000 baby boomers reach retirement age every day

## **Generation X**

Born 1965–1980

Flexible, informal, skeptical, independent.

Shaped by: The AIDs epidemic, the fall of the Berlin Wall, the dot-com boom.

Motivated by: Diversity, work-life balance, their personal-professional interests rather than the company's interests.

Communication style: Whatever is most efficient, including phone calls and face to face.

Worldview: Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives.

Employers should: Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development.

Stats:

(7) Gen Xers make up the highest percentage of startup founders at 55%

(8) Gen Xers will outnumber baby boomers by 2028

## **Millennials**

Born 1981–2000

Competitive, civic-minded, open-minded on diversity, achievement-oriented.

Shaped by: Columbine, 9/11, the internet.

Motivated by: Responsibility, the quality of their manager, unique work experiences.

Communication style: IMs, texts, and email.

Worldview: Seeking challenge, growth, and development; a fun work life and work-life balance; likely to leave an organization if they don't see change.

Employers should: Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback.

Stats:

(9) By 2025, millennials will comprise 75% of the global workforce

(10) About 15% of millennials age 25–35 live at home with their parents

## **Generation Z**

Born 2001–2020

Global, entrepreneurial, progressive, less focused.

Shaped by: Life after 9/11, the Great Recession, access to technology from a young age.

Motivated by: Diversity, personalization, individuality, creativity

Communication style: IMs, texts, social media.

Worldview: Self-identifying as digital device addicts; valuing independence and individuality; preferring to work with millennial managers, innovative coworkers, and new technologies.

Employers should: Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent.

Stats:

(11) 40% of Gen Z wants to interact with their boss daily or several times each day

(12) 84% of Gen Z expects their employer to provide formal training

This information helps tailor the messaging and tactics to the target audience's specific needs and preferences.

# R2 Campaign Summary & End Report

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## **MONTHLY SUMMARIES**

Download [here](#).

## **ADMIN FILES**

Download [here](#).

Marketing plan documents [here](#).

## **BRANDING**

View and download [here](#).

## **PRESENTATIONS**

View and download [here](#).

## **PHOTO & VIDEO**

View videos [here](#). Download [here](#).

View and download photos [here](#).

## **ADS**

View and download [here](#).

Digital ad analytics [here](#).

Radio [here](#).

## **SIGNAGE**

View and download [here](#).

## **SOCIAL MEDIA**

View and download [here](#).

## **SWAG**

View and download [here](#).

## **WEBSITE (SQUARESPACE)**

### **Pages**

[workmauinui.com](http://workmauinui.com)

[workmauinui.com/call-for-content](http://workmauinui.com/call-for-content)

[workmauinui.com/employee-bulletin](http://workmauinui.com/employee-bulletin) (still a draft)

### **Tutorial**

<https://www.youtube.com/watch?v=qIm9G9rhQhw>

### **Backend Access**

1. Email [rachael@brandcraftershi.com](mailto:rachael@brandcraftershi.com) that you need access
2. You will receive an email from Squarespace to create your login to access the backend of the website.

## Domain

[workmauinui.com](http://workmauinui.com)

Email [rachael@brandcraftershi.com](mailto:rachael@brandcraftershi.com) to ask to transfer domain ownership or renew.

# Notes

## Notes

Please refer to the monthly summaries “written notes” section.

View [here](#).

## Metrics that generated increase in applications

- See digital ad analytics spreadsheet [here](#).
- Our digital ads hit across the main employment markets in Hawaii including Maui, Honolulu, Oahu, Kona, Island of Hawaii, Kauai. Additional targeted markets on the west coast were tested and included on a limited basis.
- (Aug 1, 2023 – Jun 23, 2024) 34,056 people visited workmauinui.com
- (Aug 1, 2023–Jun 23, 2024) 15,358 total people clicked on the “view career opportunities” button on workmauinui.com
- High engagement on employee appreciation signs and other signage
- Installation of recruitment and retention signage – promoting pride in place
- Consistent branding and messaging on campaign collateral

## Challenges

- Participation and response from departments
- Late payments
- Timing, launch of campaign amidst a disaster and recovery
- Access to analytics (NEOGOV, Prosecuting Attorney's landing page)
- Government workforce crisis, [Where Are The Workers?](#)

## **Recommendations**

- 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 1st 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 internal hiring process
- Evolve job offerings
- Offer hiring and housing incentives
- Employee and department retreats and team building activities

## BFED Committee

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**From:** Michelle L. Santos <Michelle.Santos@co.maui.hi.us>  
**Sent:** Friday, January 3, 2025 3:50 PM  
**To:** BFED Committee  
**Cc:** Priya K. Landgraf; Cynthia D. Lallo; Cynthia E. Sasada; Josiah K. Nishita; Kelii P. Nahooikaika  
**Subject:** Letter to BFED committee from Mayor Bissen regarding Employee Retention and Recruitment Contract  
**Attachments:** ML#48528-BFED Committee.pdf; 1. Proposal from Brandcrafters.pdf; 2. R2 End Summary from Brandcrafters.pdf

Attached is a response from Mayor Richard T. Bissen, Jr. to the BFED committee.

Mahalo  
Michelle

A u i t m } m @ # P ` i # E I #  
**Office Operations Assistant I**  
**Office of the Mayor**  
**County of Maui**  
**808-270-7855**

*Happy New Year!*