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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 4, 2025

Mr. John Pelletier, Chief of Police
Department of Police
County of Maui
Wailuku, Hawaii 96793

Dear Chief Pelletier:

SUBJECT: **FISCAL YEAR 2026 BUDGET** (BFED-1) (PD-03)

Thank you for participating in the Committee's discussion on April 2, 2025. The Committee respectfully submits the follow-up questions listed below. May I further request that you transmit a written response to bfed.committee@mauicounty.us by **April 9, 2025**.

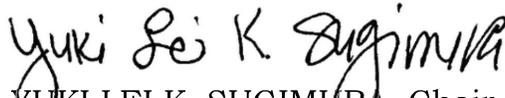
1. Please explain Unified Command within the Incident Command System. Consider describing the organization, establishment, roles of each agency, purposes, and factors implementing Unified Command. (TP)
2. The Committee expressed concern with the high number of Department vacancies. What is causing the delay in creating these recruitments? Please explain and provide any proposals to resolve this issue. (TP)
3. Please describe the difference between sworn civil service, civilian civil service, and non-civil service positions. (TP)
4. What was the Department's total Carryover/Savings amount for FY 2024? (TP)

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

Mr. John Pelletier
April 4, 2025
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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:250403apd01:jpp

cc: Mayor Richard T. Bissen, Jr.
Budget Director
Deputy Chief of Police

BFED Committee

From: BFED Committee
Sent: Saturday, April 5, 2025 12:49 PM
To: John Pelletier
Cc: BFED Committee; 'Michelle Santos'; 'Zeke Kalua'; Lesley Milner; kristina.cabbat@co.maui.hi.us; tiare.p.horner@co.maui.hi.us; Janina Agapay; Wade Maeda; Angela Andrade; 'Jenny Y. Nakama'
Subject: FISCAL YEAR 2026 BUDGET (BFED-1) (PD-03); reply by 4/9/25
Attachments: (PD-03) Correspondence to Police Chief 04-04-2025.pdf



POLICE DEPARTMENT

COUNTY OF MAUI

55 MAHALANI STREET
WAILUKU, MAUI, HAWAII 96793
TELEPHONE: (808) 244-6400
FAX: (808) 244-6411



JOHN PELLETIER
CHIEF OF POLICE

WADE M. MAEDA
DEPUTY CHIEF OF POLICE

April 9, 2025

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

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

APPROVED FOR TRANSMITTAL


Mayor Date 4-9-25

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

SUBJECT: FISCAL YEAR 2026 BUDGET (BFED-1) (PD-03)

Dear Councilmember Sugimura:

1. Please explain Unified Command within the Incident Command System. Consider describing the organization, establishment, roles of each agency, purposes, and factors implementing Unified Command. (TP)

Description: Unified Command is a team effort process, allowing all agencies with geographical or functional responsibility for an incident, to assign an Incident Commander to a Unified Command organization. The Unified Command then establishes a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or giving up agency authority, responsibility or accountability. Unified Command represents an important element in increasing the effectiveness of multijurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Below are the principal advantages of using Unified Command:

- *One set of objectives is developed for the entire incident.*
- *A collective approach is made to developing strategies to achieve incident objectives.*
- *Information flow and coordination is improved among all jurisdictions and agencies involved in the incident.*
- *All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.*
- *No agency's authority or legal requirements are compromised or neglected.*
- *Each agency is fully aware of the plans, actions, and constraints of all others on the incident.*
- *The combined efforts of all agencies are optimized as they perform their respective assignments under a single Incident Action Plan.*
- *Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.*

2. The Committee expressed concern with the high number of Department vacancies. What is causing the delay in creating these recruitments? Please explain and provide any proposals to resolve this issue. (TP)

Our internal recruiting team has been effective in generating strong interest and attracting prospective applicants. Although our vacancies appear large, we are running a minimum of two (2) recruit classes per year to combat attrition. These recruit classes will fill vacancies once they pass probation. Ten (10) or more vacancies can be filled when this happens. Recruits will occupy a position, even though they are in recruit school. When the positions become filled, we are forced to promote in order to free up the Police Officer I and II positions. However, our progress continues to be hindered by external delays beyond our control.

Despite establishing a full-time recruiting center at Queen Ka'ahumanu Center, our efforts are consistently slowed by the Department of Personnel Services' inability to keep up with the testing demands. For example, it has taken up to six months to revise the sergeant's promotional exam which if not completed will create a persistent backlog and stalled advancement opportunities.

For at least two years, since our expansion positions have been approved by Council, we have been working with and waiting for DPS to create the positions and hire personnel. For at least three years we have been working on other positions with DPS. Our attempts to secure approval for two civilian recruiting positions – an essential role that would enhance outreach and improve the hiring process – have been unsuccessful. These ongoing barriers continue to impede progress, despite our internal readiness and capacity to act swiftly.

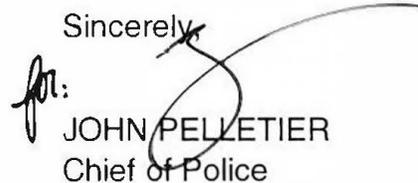
We remain committed to identifying and supporting qualified individuals eager to serve their community. To meet public safety needs in a timely and effective manner, it is crucial that these systemic inefficiencies be addressed.

3. Please describe the difference between sworn civil service, civilian civil service, and non-civil service positions. (TP)

- a. *The sworn civil service positions are all of our Police Officers (all ranks) who not only have gone through the civil service recruitment procedure based on merit but have also taken the Oath of Office to become a Police Officer. They are union represented.*
- b. *A civilian civil service position is an employee that has gone through the civil service recruitment procedure that is based on merit and holds other supporting positions in the department that are not Police Officer positions. They are union represented.*
- c. *A non-civil service position is exempt from the civil service recruitment procedure based on merit. Positions are “at-will”, can be terminated at any time, have no benefits and are not represented by a union.*

4. What was the Department’s total Carryover/Savings amount for FY 2024? (TP)

The total lapsed appropriations for the Department of Police reflected in the FY 2024 ACFR are \$9,986,593. The vast majority of the monies that lapsed was from the salaries and wages of our Investigative Services and Technical and Support Services Program. The Department has been working tirelessly to increase our staffing for both sworn and civilian positions. Although we currently have vacancies, as recruitment continues we will be filling those vacancies in the next fiscal year and beyond.

Sincerely,

JOHN PELLETIER
Chief of Police

BFED Committee

From: Janina E. Agapay <Janina.E.Agapay@co.maui.hi.us>
Sent: Thursday, April 10, 2025 1:02 PM
To: BFED Committee
Cc: Lesley J. Milner; John Pelletier; Wade Maeda; Angela Andrade; Cheyenne.Jarnesky@mpd.net (cheyenne.jarnesky@mpd.net)
Subject: (BFED-1)(PD-03)
Attachments: (BFED-1)(PD-03) Im.pdf

Hello,

Please see attached (BFED-10(PD-03) with BD initial.

Thank you,

Janina Agapay

County of Maui | Budget Office

Phone: (808) 270-7836

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