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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](http://www.MauiCounty.us)

April 17, 2026

Mr. Jordan Molina, Director  
Department of Public Works  
County of Maui  
Wailuku, Hawaii 96793

Dear Mr. Molina:

SUBJECT: **PROPOSED FISCAL YEAR 2027 BUDGET FOR THE  
COUNTY OF MAUI** (BFED-1) (PW-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](mailto:bfed.committee@mauicounty.us) by **12:00 p.m. on April 20, 2026**.

1. In a list of inactive vacancies provided by the Department of Personnel Services, 18 inactive vacancies were listed for your Department. Is funding still needed for these positions if they are not currently being recruited? Please advise. (TP)
2. Please provide details on your Department's incentive program and how the Department may reward high performers. (KRF) (YLS)
3. Under Engineering Program, Goal #1, item 1, it notes the linear feet of new sidewalks installed and new bike lanes or paths constructed. Please provide a visual representation—such as a map—of these success measurements. Please illustrate all completed and planned sidewalks and bike lanes relating to this goal. (TC)
4. Considering the increase in sea-level rise and coastal flooding, what are the long-term plans for North Kihei Road? (ALL)

Mr. Jordan Molina  
April 17, 2026  
Page 2

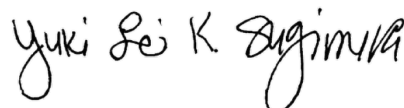
5. Please provide the average cost for a speed bump on Molokai. If the cost varies based on certain roadway types, please list the cost for each roadway type. (KRF)
6. The creation of a dedicated eastbound right-turn lane at the intersection of Kuikahi Drive and Waiale Road has been previously discussed. Please provide the funding amounts for the planning and design of this right-turn lane. (ALL)

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:2027bgt:260413apw01:jpp

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

## BFED Committee

---

**From:** BFED Committee  
**Sent:** Friday, April 17, 2026 10:46 AM  
**To:** 'Jordan Molina'  
**Cc:** 'Zeke Kalua'; 'Lesley Milner'; 'tiare.p.horner@co.maui.hi.us';  
'kristina.cabbat@co.maui.hi.us'; 'Shirley Blackburn'; 'Janina Agapay'; 'Paul Barany';  
'Carolina.L.Jensen@co.maui.hi.us'; 'public.works@co.maui.hi.us'  
**Subject:** PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PW-3)  
**Attachments:** 260413apw01 (PW-03).pdf  
**Importance:** High

RICHARD T. BISSEN, JR.  
Mayor

JOSIAH K. NISHITA  
Managing Director

JORDAN MOLINA  
Director

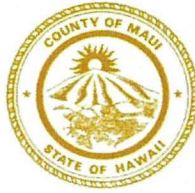
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KYLE GINOZA, P.E.  
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Highways Division

Telephone: (808) 270-7845  
Fax: (808) 270-7955



**DEPARTMENT OF PUBLIC WORKS**  
COUNTY OF MAUI  
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[www.mauicounty.gov/publicworks](http://www.mauicounty.gov/publicworks)

April 28, 2026

 Ms. Lesley Milner, Budget Director  
Office of the Mayor  
County of Maui  
200 South High Street  
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

  
\_\_\_\_\_  
Mayor Date 4-28-26

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  
Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

Subject: **Fiscal Year (FY) 2027 Budget (BFED-1)(PW-3)**

The Department is in receipt of your correspondence dated April 17, 2026, requesting information on our FY2027 Budget and is providing the following responses.

1. In a list of inactive vacancies provided by the Department of Personnel Services, 18 inactive vacancies were listed for your Department. Is funding still needed for these positions if they are not currently being recruited? Please advise. (TP)

*Please see Department's response to Question no. 2 in BFED letter PW-1.*

2. Please provide details on your Department's incentive program and how the Department may reward high performers. (KRF) (YLS)

*Please see attached the Department's current Recruitment and Retention Policy that was rejected by DPS.*

*Also attached is the Department's proposed Retention Bonus policy that was rejected by DPS.*

*The Department notes that Section 76-1(3), Hawaii Revised Statutes provides that it is the policy of the State that the human resources program be administered with"*

*"incentives for competent employees within the service, whether financial or promotional opportunities and other performance based group and individual awards that encourage continuous improvement to achieve superior performance."*

*The County's human resources program has yet to provide such incentives.*

3. Under Engineering Program, Goal #1, item 1, it notes the linear feet of new sidewalks installed and new bike lanes or paths constructed. Please provide a visual representation—such as a map—of these success measurements. Please illustrate all completed and planned sidewalks and bike lanes relating to this goal. (TC)

*The Department will be unable to provide the requested information before the end of the budget session, but will commit to developing this information in preparation for the FY28 Budget.*

4. Considering the increase in sea-level rise and coastal flooding, what are the long-term plans for North Kihei Road? (ALL)

*The 1998 Kihei-Makena Community Plan includes the following Transportation Objective and Policy:*

- i. *Support the planning and design of the Ma'alaea-Kealia bypass highway in order to address potential environmental concerns of North Kihei Road, and its proximity to the shoreline.*

*The Maui Planning Commission's adopted draft South Maui Community Plan includes the following actions that are assigned to DPW as the County lead agency:*

- 1.03a *Plan the Kealia bypass road, and explore the possibility of using a portion of the existing North Kihei Road for a*

*walk/bike path to the Kealia Coastal Boardwalk after the bypass is completed.*

*1.03b Develop the Kealia bypass road.*

5. Please provide the average cost for a speed bump on Molokai. If the cost varies based on certain roadway types, please list the cost for each roadway type. (KRF)

*The Department's most recent speed hump installation on Molokai was in 2018 with Kikipua Street resurfacing project, which installed four new speed humps. There were two bidders for this project and their bid prices for each speed hump varies from \$5,040 to \$13,500. The width of these speed humps on Kikipua Street were 38-feet.*

*Today, the Department would budget at least \$15,000 each for new speed humps on Molokai. Depending on the width of the roadway, this price could change plus or minus \$1,500.*

6. The creation of a dedicated eastbound right-turn lane at the intersection of Kuikahi Drive and Waiale Road has been previously discussed. Please provide the funding amounts for the planning and design of this right-turn lane. (ALL)

*The Department has contracted engineering services to conduct traffic studies and prepare conceptual designs for this improvement as well as other improvements at existing intersection between Waiko Road and Kuikahi Drive. This project was initiated in response to concerns raised by existing residents about the impacts of the Waiale Road Extension. The Department estimates needing at least an additional \$300,000 to \$500,000 more to complete the design, permitting, and land rights acquisitions for these improvements.*

Should you have any questions, please do not hesitate to contact me at Ext. 7845.

Sincerely



Jordan Molina  
Director of Public Works

**DEPARTMENT OF PUBLIC WORKS**  
**Departmental Guidelines**

**SUBJECT: RECRUITMENT INCENTIVE PROGRAM UPDATED April 1, 2026**

This incentive program is effective as of July 22, 2011, and may be terminated at any time, with or without notice, by the Director of Public Works. This program is dependent upon the availability of funds within the Department of Public Works budget.

Effective Date: This incentive program is limited to new employees hired on or after the effective date of this document.

**1. Purpose**

Recruitment incentives enhance the ability to fill positions. The need to find employees with specialized skills, finding recruits for critical-to-fill positions and filling labor shortage positions may necessitate recruitment incentives. Within limits established by the Department of Personnel Services (DPS), the Department of Public Works (DPW) may provide a monetary incentive to enhance the recruitment of persons employed or appointed to critical-to fill and labor shortage positions and those with specialized skills.

**2. Scope**

a. Positions affected:

1. Civil Engineer – all classes
2. Mechanical Engineer – all classes
3. Electrical Engineer – all classes
4. Right of Way Agent V
5. Construction Inspector II
6. Electrical Inspector II
7. Building Inspector II
8. Plumbing Inspector II
9. Supervising Land Use and Building Plans Examiner
10. Supervising Building Inspector
11. Chief Building Plans Examiner
12. Development Services Administrator
13. Assistant Development Services Administrator
14. Chief of Field Operations and Maintenance
15. Engineering Program Manager
16. Other labor shortage and critical-to-fill positions as deemed appropriate by the Department of Personnel Services
17. The list of eligible positions may be amended upon the request of the Director of Public Works and approval by the Director of Personnel Services.

b. Recruitment Incentive Program components:

1. Signing Bonus.
2. Travel & Transportation Incentive.
3. Pre-employment Physical Reimbursement Incentive.

**3. Signing Bonus**

- a. The Department of Public Works is providing a signing bonus of up to \$10,000. The signing bonus is applicable to the positions identified in 2.a. and approval must be obtained from the Director of Public Works prior to an offer of employment.
- b. Schedule for payment:
  1. A lump sum payment of up to \$10,000 shall be processed upon receipt of a signed agreement, to be paid on the first paycheck.
- c. Application of Incentives:
  1. Signing Bonus will be paid to all eligible employees appointed to positions identified in item 2.a. above.
  2. The maximum amount of the signing bonus is \$10,000.
- d. Processing payment:
  1. The Department of Public Works shall process a request for a one-time payment in Workday notating "Recruitment Incentive Program Signing Bonus of \$\_\_\_\_\_ payable effective \_\_\_\_\_." (Note: The effective date shall be the same as the first day of work.)
  2. A copy of the signed Recruitment Incentive Agreement shall be attached to the Workday transaction for a one-time payment.
  3. According to the Fair Labor Standards Act (FLSA), the Recruitment Incentive Payments described in item 3.a. are nondiscretionary payments that are subject to inclusion in an employee's rate of pay for FLSA overtime calculation purposes.

**4. Travel and Transportation Incentive**

- a. The County of Maui is providing the positions noted in 2.a. with a travel and transportation incentive of up to \$10,000. The travel and transportation incentive will be paid on a reimbursement basis upon receipt of itemized original receipts. Employees are advised to retain copies of receipt(s) for their own records.
- b. Upon the satisfactory completion of one day of employment with the County of Maui Department of Public Works, the employee will be eligible for the travel and transportation incentive.
- c. Travel expenses incurred from the date a conditional job offer is made through 30 calendar days after the first day of work may be eligible for reimbursement.
- d. Eligible expenses include airline flights, inter-island ferry, ground transportation, hotel rooms, food expenses, costs for shipping/moving household goods and/or vehicles, etc. This includes expenses incurred by the employee's family and/or companion.
- e. All receipts for eligible expenses must be submitted to the Department Personnel Officer (DPO) within 60 days of the employees' start date to be considered for reimbursement.

- f. The DPO will process the original receipt(s) and a copy of the signed Recruitment Incentive Agreement to the Department of Finance for payment.
- g. Travel and transportation incentives do not apply for intra-island movements.
- h. The Travel and Transportation incentive shall be processed for reimbursement directly to the employee via the Request for Payment form. Reimbursement will not be provided to third parties (e.g., hotels, moving companies).

**5. Pre-employment Physical Reimbursement Incentive**

- a. The County of Maui may reimburse all candidates for the DPW positions requiring a pre-employment physical examination. Applicants who are instructed to undergo a pre-employment physical examination may be reimbursed up to \$1,000 for the cost of the exam.
- b. The incentive will be paid on a reimbursement basis upon successful completion of six (6) months of continuous employment with Department and receipt of the itemized original receipt(s).
- c. Pre-employment physical expenses incurred from the date a conditional job offer was made through the first day of work are reimbursable. Reimbursement is limited to the costs of recommended activities and tests specified in the OccuMed Medical Exam Component Profile for the respective job classification for which employee is hired into the Department.
- d. The pre-employment physical reimbursement is limited to a one-time reimbursement upon initial entry into Department. All receipts for eligible expenses must be submitted to the DPO within 60 days of the employees' start date to be considered for reimbursement. Employees are advised to retain copies of receipt(s) for their own records.
- e. The DPO will process the Pre-employment Physical Reimbursement Incentive via the Request for Payment form within 30 days of successful completion of since (6) months of employment with Department. The original receipt(s) and a copy of the signed Recruitment Incentive Agreement must be submitted to the Department of Finance for processing.

**6. Recruitment Incentive Program**

- a. The Recruitment Incentive Program shall apply to new hires only. The incentive shall not be applicable to current employees seeking movement to the positions identified in 2.a. unless special circumstances exist that are justified by the Department and approved by the Director of Personnel Services.
- b. The recruitment incentive will be offered to a selectee only once. If an employee who received all or a portion of the recruitment incentives leaves employment with the Department and is later re-employed by the Department, he/she will not be eligible for another recruitment incentive payment.

- c. The cost of the Recruitment Incentive Program shall be borne by the Department of Public Works.
- d. All reimbursements in this program will be issued in accordance with the Department of Finance's normal procedures.
- e. Changes to the Recruitment Incentive Program will be reviewed annually and updated as necessary to ensure alignment with Department needs. Any changes shall be subject to the approval of the Director of Personnel Services.


**7. Disputes**

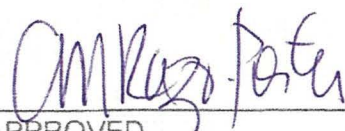
All disputes arising from the administration of this program shall be settled by the Director of Public Works, whose decision shall be final. No aspect of this program, its administration, decisions or ramifications shall be subject to any grievance or civil service appeal process.

**8. Recruitment Incentive Agreement**

An individual who is offered a recruitment incentive must complete a Recruitment Incentive Agreement (sample attached).

An individual who receives any, or all, of the incentives listed in 2.b. above who voluntarily resigns from the position or is terminated for cause because of misconduct or failure to meet performance requirements pursuant to Hawaii Revised Statutes 76-41(b), prior to attaining twelve (12) months of employment, will be required to pay back the recruitment incentive(s) in accordance with the schedule in the Recruitment Incentive Agreement.

  
\_\_\_\_\_  
JORDAN MOLINA  
Director of Public Works

  
\_\_\_\_\_  
APPROVED  
CYNTHIA M. RAZO-PORTER  
Director of Personnel Services

RICHARD T. BISSEN, JR.  
Mayor

JOSIAH K. NISHITA  
Managing Director

JORDAN MOLINA  
Director

PAUL M. BARANY, P.E.  
Deputy Director

LESLI L. OTANI, P.E., L.S.  
Development Services Administration

KYLE GINOZA, P.E.  
Engineering Division

MICHAEL KINORES  
Highways Division

Telephone: (808) 270-7845  
Fax: (808) 270-7955



**DEPARTMENT OF PUBLIC WORKS**  
COUNTY OF MAUI  
200 SOUTH HIGH STREET, ROOM NO. 434  
WAILUKU, MAUI, HAWAII 96793  
[www.mauicounty.gov/publicworks](http://www.mauicounty.gov/publicworks)

DATE

Applicant Name  
Address  
Address

**SUBJECT: Recruitment Incentive Agreement**

Dear Applicant:

Congratulations on being selected for the position title and position number with the Department of Public Works. The County of Maui is providing you with a travel and transportation incentive of up to \$10,000 and a signing bonus of \$10,000.

Please read the following information regarding your recruitment incentive. If you agree and accept the terms, please sign and notarize below and return the agreement prior to your first day of work. If you do not agree to the terms, please make a note and return the agreement to our office.

The travel and transportation incentive will be paid upon satisfactory completion of one day of employment and will be processed on a reimbursement basis upon submittal of itemized original receipts. Eligible expenses include airline flights, ground transportation, food expenses, hotel rooms, and costs for shipping/moving household goods and/or vehicles. Original receipts for eligible expenses must be submitted to the Department Personnel Officer within 60 days of your start date to be considered for reimbursement. Please keep copies of your receipts as the County is not responsible for lost items. Upon receipt of this signed agreement, the signing bonus will be paid to you as a one-time lump sum payment on your first payslip.

I must also inform you that should you: 1) voluntarily resign from your position; 2) be terminated for cause as a result of misconduct; or 3) fail to meet performance requirements pursuant to Hawaii Revised Statutes, Section 76-41(b), prior to attaining twelve (12) months of employment, you will be required to pay back the recruitment incentive you received according to the following schedule:

Applicant Name  
Date  
Page 2

| <u>No. of whole completed months of<br/>creditable service prior to resignation</u> | <u>Reimbursement amount</u> |
|-------------------------------------------------------------------------------------|-----------------------------|
| 0 months                                                                            | 100% (12/12)                |
| 1 month                                                                             | 92% (11/12)                 |
| 2 months                                                                            | 83% (10/12)                 |
| 3 months                                                                            | 75% (9/12)                  |
| 4 months                                                                            | 67% (8/12)                  |
| 5 months                                                                            | 58% (7/12)                  |
| 6 months                                                                            | 50% (6/12)                  |
| 7 months                                                                            | 42% (5/12)                  |
| 8 months                                                                            | 33% (4/12)                  |
| 9 months                                                                            | 25% (3/12)                  |
| 10 months                                                                           | 17% (2/12)                  |
| 11 months                                                                           | 8% (1/12)                   |

Should you have any questions or concerns, please contact our Department Personnel Officer at (808) 270-7845. We look forward to you joining our team!

Sincerely,

JORDAN MOLINA  
Director of Public Works

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I have reviewed the terms of this RECRUITMENT INCENTIVE AGREEMENT and accept the Agreement as part of my employment compensation package. I understand that some or all of the reimbursement agreed to herein are subject to Federal and State Income taxes pursuant to federal and state guidelines. I further understand the terms agreed to herein represent the entire Recruitment Incentive Agreement between the County of Maui, Department of Public Works and me.

\_\_\_\_\_  
Signed, Applicant

\_\_\_\_\_  
Date

Subscribed and sworn to before me this:

\_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_.

\_\_\_\_\_  
(Printed Name Above)

Notary Public, State Of \_\_\_\_\_

My commission expires: \_\_\_\_\_

RICHARD T. BISSEN, JR.  
Mayor

JOSIAH K. NISHITA  
Managing Director

JORDAN MOLINA  
Director

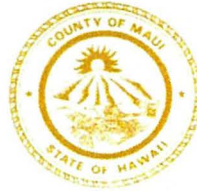
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LANCE NAKAMURA, P.E. (T/A)  
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VACANT  
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## MEMORANDUM

DATE: OCTOBER 7, 2025

TO: CYNTHIA RAZO-PORTER, DIRECTOR OF PERSONNEL SERVICES

FROM: JORDAN MOLINA, DIRECTOR OF PUBLIC WORKS *JM*

RE: **UPDATED REQUEST FOR REVIEW AND APPROVAL UPDATE TO THE DEPARTMENT OF PUBLIC WORKS RECRUITMENT AND RETENTION INCENTIVE PROGRAM**

---

The Department of Public Works (Department) is re-submitting for your review and approval the attached updated policies under the Department's Recruitment and Retention Incentive Program (PER 2.0). These updates are intended to ensure consistency and alignment of incentive provisions across all DPW positions and classifications, in accordance with the merit principles outlined in HRS §76-1 and the County's personnel administration standards. These policies submitted also intends to satisfy Section III.B.2 of the Department of Personnel Services (DPS) Policies and Procedures Policy No. 200.200 to establish delegated authority to the Director of Public Works to authorize recruitment incentives.

The updated policies are as follows:

**PER 2.0 – Department of Public Works Recruitment and Retention Incentive Program**  
Overall Department Policy.

**PER 2.1 – Signing Bonus Recruitment Incentive**

Authorizes a signing bonus of up to \$10,000 for eligible new hires in critical or hard-to-fill positions as determined by the Director of Public Works. This increase of maximum amount from \$5,000 to \$10,000 is intended to compete and attract management and highly skilled positions to work for the Department.

**PER 2.2 – Travel and Transportation Recruitment Incentive**

Provides a relocation reimbursement incentive of up to \$10,000 for eligible new hires relocating from outside Maui County as determined by the Director of Public Works. This increase of maximum amount from \$5,000 to \$10,000 is intended to cover actual costs of travel and transportation of household goods, family members and vehicles as they have exponentially risen due to ocean transport costs.

**PER 2.3 - Pre-employment Physical Reimbursement Incentive**

Provides reimbursement for all new employees for the costs associated with mandatory pre-employment physical examinations required for employment.

**PER 2.4 – Voluntary Telework Program**

Provides guidelines for offering and managing telework opportunities, supporting operational efficiency, employee well-being, and compliance with DPW workplace standards and County of Maui Voluntary Telework Program.

The new policy requesting to be implemented is as follows:

**PER 2.5 – Retention & Service Incentive Program**

Establishes an annual retention incentive percentage of base salary (or equivalent compensatory time off) based on satisfactory or exceptional performance.

These updates to existing policies incorporate recent operational needs, budgetary considerations, and best practices to improve recruitment competitiveness and employee retention, while applying consistent standards across the Department. The updated policies are necessary to effectively respond to the increased workload, short staffing, and stressful work environments currently faced by the Department. As demands on staff continue to grow, these policies aim to provide meaningful support and incentives that recognize the challenges employees encounter, promote their well-being, and enhance job satisfaction.

By addressing these critical issues, the Department seeks to improve workforce resilience, reduce turnover, and maintain operational efficiency, ensuring that employees remain motivated and capable of meeting evolving public service demands.

The Department of Public Works requests the Department of Personnel Services review and approval to implement these policies effective October 1, 2025.

JM:pmb

cc: Managing Director

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                 |                                      |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|--------------------------------------|--------------------------|
| County of Maui<br>Department of Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                 | Departmental Policies and Procedures |                          |
| Subject:<br>RECRUITMENT AND RETENTION INCENTIVE PROGRAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                 |                                      | Procedure No.<br>PER 2.0 |
| Effective Date:<br>October 1, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Supersedes Procedure No./Date:<br>April 1, 2022 | Approval Date:<br>_____              | Page:<br>1 of 2          |
| <p>I. <u>Purpose</u></p> <p>Recruitment and retention incentives enhance the ability to fill positions, develop and retain employees. The need to find and retain employees with specialized skills, finding personnel for critical-to-fill positions and filling labor shortage positions may necessitate recruitment and retention incentives. Within limits established by the Department of Personnel Services (DPS), the Department of Public Works (DPW) may offer a monetary incentive to support the recruitment and retention of individuals employed or appointed to any position within the Department of Public Works.</p> <p>This program aligns with the intent of Hawai'i Revised Statutes (HRS) §76-1, which affirms the State's and counties' commitment to a merit-based system of personnel administration designed to promote efficiency, attract qualified individuals to public service, and support the effective recruitment and retention of employees</p> <p>II. <u>Policy</u></p> <p>Policy documents established under this policy shall be created and approved in accordance with PER 2.0 and shall bear the designation PER 2.X, where X represents the sequential subset policy number.</p> <p>Employees in permanent positions with the Department of Public Works (DPW) who are new hires and subject to initial probation shall be eligible to participate in the Recruitment Incentive Program, provided they meet the requirements set forth in the applicable subset policies.</p> <p>All current DPW employees in permanent positions shall be eligible to participate in the Retention Incentive Program, provided they meet the requirements set forth in the applicable subset policies.</p> <p>This policy intends to satisfy Section III.B.2 of the Department of Personnel Services (DPS) Policies and Procedures Policy No. 200.200 to establish delegated authority to the Director of Public Works to authorize recruitment incentives.</p> <p>III. <u>Responsibility</u></p> <p>The Director of Public Works (Director) shall be responsible for the approval and issuance of incentives defined in this program. Director shall also be responsible for ensuring funding is available prior to issuance of incentives.</p> <p>The Departmental Personnel Officer (DPO) shall be responsible for administering this policy, creating all necessary forms, and developing procedures required for its implementation.</p> |                                                 |                                      |                          |

The Division Chiefs (Chiefs) shall be familiar with this policy and provide guidance to their staff as applicable.

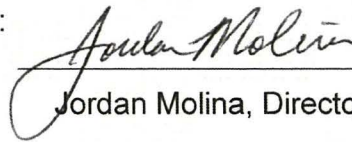
IV. Scope

1. The Recruitment Incentive Program components shall be applicable to new employees subject to initial probation in all positions determined by the Director.
2. The Retention Incentive Program components shall be applicable to all permanent employees as determined by the Director.

V. Procedure

1. The Recruitment Incentive Program and Retention Incentive Program shall be administered in accordance with the applicable PER 2.X subset policy documents, which establish the specific requirements, eligibility criteria, and processes for each program
2. Revision and Review
  - 2.1. This policy will be reviewed annually and updated as necessary to ensure it aligns with DPW purpose, collective bargaining agreements and budgetary constraints.

Approved by:



Jordan Molina, Director of Public Works

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Approved

Cynthia Razo-Porter, Director  
Department of Personnel Services

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| County of Maui<br>Department of Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                                 | Departmental Policies and Procedures |                          |
| Subject:<br>SIGNING BONUS RECRUITMENT INCENTIVE PROGRAM                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                 |                                      | Procedure No.<br>PER 2.1 |
| Effective Date:<br>October 1, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Supersedes Procedure No./Date:<br>April 1, 2022 | Approval Date:<br>_____              | Page:<br>1 of 2          |
| <p>I. <u>Purpose</u></p> <p>To establish a recruitment incentive program authorizing the Department of Public Works (DPW) to offer a signing bonus to eligible new hires in designated critical or hard-to-fill positions, in order to strengthen recruitment efforts.</p> <p>This policy aligns with the intent of Hawai'i Revised Statutes (HRS) §76-1, which affirms the State's and counties' commitment to a merit-based system of personnel administration designed to promote efficiency, attract qualified individuals to public service, and support the effective recruitment and retention of employees</p> <p>II. <u>Policy</u></p> <p>Eligible new employees hired by DPW may be offered a signing bonus, subject to the approval of the Director of Public Works (Director) and compliance with the procedures outlined in this policy.</p> <p>This policy intends to satisfy Section III.B.2 of the Department of Personnel Services (DPS) Policies and Procedures Policy No. 200.200 to establish delegated authority to the Director of Public Works to authorize recruitment incentives.</p> <p>This recruitment incentive is established in alignment with the merit principles outlined in HRS §76-1, which support the development of a civil service system that attracts qualified individuals to public employment, promotes efficiency in government, and ensures fair and equitable hiring practices.</p> <p>III. <u>Responsibility</u></p> <p>The Departmental Personnel Officer (DPO) shall be responsible for administering this policy, preparing necessary agreements, and processing payments in coordination with the Department of Finance and the Department of Personnel Services.</p> <p>Division Chiefs shall identify qualifying positions and recommend eligible candidates for signing bonuses in consultation with the DPW and Director.</p> <p>IV. <u>Scope</u></p> <p>This policy applies to newly hired employees of DPW in critical or hard-to-fill positions, as designated by the Director. It does not apply to current County or State employees transferring from another department, nor to individuals previously employed by another County or State department.</p> <p>V. <u>Procedure</u></p> <p>1. <u>Approval and Agreement:</u></p> <p>1.1. Signing bonuses must be pre-approved by the Director prior to any offer being</p> |                                                 |                                      |                          |

extended to a candidate.

1.2. The candidate must sign a Recruitment Incentive Agreement before any payment is processed.

2. Application of Incentives:

2.1. Bonuses are only applicable to positions identified and approved by the Director prior to offer of employment.

2.2. The maximum signing bonus shall not exceed \$10,000.

3. Processing Payment:

3.1. The DPO shall initiate a one-time payment request in Workday using the notation: "Recruitment Incentive Program Signing Bonus of \$ \_\_\_\_\_ payable effective [MM/DD/YYYY]." The effective date must match the employee's official first day of work.

3.2. A copy of the signed Recruitment Incentive Agreement shall be attached to the Workday transaction.

3.3. In accordance with the Fair Labor Standards Act (FLSA), signing bonuses are nondiscretionary and must be included in the employee's regular rate of pay for overtime calculations.

4. Conditions and Limitations:

4.1. The signing bonus is a one-time payment and shall not be recurring.

4.2. The employee must remain employed with the Department for a minimum of one year. If separation occurs prior to one year, repayment of the bonus may be required.

4.3. The availability and dollar amount of the signing bonus are contingent upon budgetary approval and may be adjusted or suspended at the discretion of the Director.

4.4. The signing bonus is subject to a maximum dollar amount determined by the Department's annual budget for such expenses.

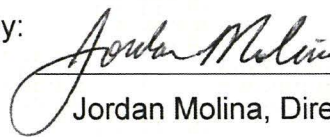
4.5. This policy is limited to new employees hired on or after the approval date of this document.

4.6. This program supplements and is included in Department Policies and Procedures PER 2.0 – Recruitment and Retention Incentive Program.

5. Revision and Review:

5.1. This policy will be reviewed annually and updated as necessary to ensure it aligns with DPW needs and budgetary constraints.

Approved by:



Jordan Molina, Director of Public Works

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Approved

Cynthia Razo-Porter, Director  
Department of Personnel Services

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| County of Maui<br>Department of Public Works                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                 | Departmental Policies and Procedures |                          |
| Subject:<br>REIMBURSEMENT OF PRE-EMPLOYMENT EMPLOYEE PHYSICALS<br>RECRUITMENT INCENTIVE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                 |                                      | Procedure No.<br>PER 2.3 |
| Effective Date:<br>October 1, 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Supersedes Procedure No./Date:<br>April 1, 2022 | Approval Date:<br>_____              | Page:<br>1 of 3          |
| <p>I. <u>Purpose</u></p> <p>To implement a hiring incentive program that reimburses new employees for expenses incurred from mandatory pre-employment physical examinations required for designated positions within the Department of Public Works (DPW).</p> <p>This policy aligns with the intent of Hawai'i Revised Statutes (HRS) §76-1, which affirms the State's and counties' commitment to a merit-based system of personnel administration designed to promote efficiency, attract qualified individuals to public service, and support the effective recruitment and retention of employees</p> <p>II. <u>Policy</u></p> <p>New employees hired by DPW who are required to complete a pre-employment physical examination may be reimbursed for the cost of the examination, provided they meet all requirements outlined in this policy.</p> <p>This policy intends to satisfy Section III.B.2 of the Department of Personnel Services (DPS) Policies and Procedures Policy No. 200.200 to establish delegated authority to the Director of Public Works to authorize recruitment incentives.</p> <p>This recruitment incentive is established in alignment with the merit principles outlined in HRS §76-1, which support the development of a civil service system that attracts qualified individuals to public employment, promotes government efficiency, and ensures fair and equitable hiring practices.</p> <p>III. <u>Responsibility</u></p> <p>The Departmental Personnel Officer (DPO) shall be responsible for administering this policy, creating all necessary forms, and developing procedures required for its implementation.</p> <p>The Division Chiefs (Chiefs) shall be familiar with this policy and provide guidance to their staff as applicable.</p> <p>IV. <u>Scope</u></p> <p>This policy applies to newly hired employees of DPW positions requiring a pre-employment physical examination, as designated by the Director of Public Works (Director). It does not apply to current County or State employees transferring from another department, nor to individuals previously employed by another County or State department.</p> |                                                 |                                      |                          |

## V. Procedure

### 1. Notification and Request Process:

- 1.1. At the time of hire, the DPO or their representative shall:
  - a. Inform eligible new hires of this policy.
  - b. Provide a Reimbursement Request form to the new hire.

### 2. Verification and Payment Request:

- 2.1. Upon the completion of twelve months of continuous employment, the DPO or their representative shall:
  - a. Verify the Employee's continued eligibility for reimbursement.
  - b. Provide the Employee with a Request for Payment form (DF Form-12/94 from the Department of Finance).
- 2.2. The Employee shall return the completed Request for Payment form no later than 30 days from the date it was sent by the DPO.
- 2.3. The DPO must process the Request for Payment form within 30 days of receiving it.

### 3. Eligibility for Reimbursement:

- 3.1. The Employee shall be eligible for reimbursement if they meet the following criteria:
  - a. The Employee's start date with DPW is on or after the effective date of this document.
  - b. The pre-employment physical examination was required by DPW. Examinations required by other departments are not eligible.
  - c. The Employee has provided documentation, deemed acceptable by the DPO, of the costs incurred for the pre-employment physical examination.
  - d. The Employee has been employed with DPW for at twelve consecutive months.
  - e. The Employee has completed and submitted the reimbursement request form.
  - f. The Employee has completed and submitted a Request for Payment form.

### 4. Conditions and Limitations:

- 4.1. Reimbursement is limited to the actual cost of the physical examination not to exceed \$1,000 USD and excludes ancillary costs such as: travel, parking, or additional tests not required by DPW.
- 4.2. Reimbursement is limited to the cost of recommended activities and tests specified in the OccuMed Medical Exam Component Profile for the respective job classification.
- 4.3. The reimbursement amount is subject to a maximum limit determined by the Department's annual budget for such expenses.
- 4.4. Employees who do not successfully complete twelve months of continuous employment with DPW from their hire date are not eligible for reimbursement.
- 4.5. This program supplements and is included in Department Policies and Procedures PER 2.0 – Recruitment and Retention Incentive Program.

5. Approval and Payment:

5.1. Reimbursement requests shall be reviewed and approved by the DPO.

5.2. Approved reimbursements will be made directly to the Employee and will not be issued to healthcare providers, medical groups, or insurance companies.

6. Revision and Review:

6.1. This policy will be reviewed annually and updated as necessary to ensure it aligns with DPW needs and budgetary constraints.

Approved by:



Jordan Molina, Director of Public Works

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Approved

Cynthia Razo-Porter, Director  
Department of Personnel Services

## BFED Committee

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**From:** Tiare P. Horner <tiare.p.horner@co.maui.hi.us>  
**Sent:** Wednesday, April 29, 2026 8:48 AM  
**To:** BFED Committee; Jordan K. Molina  
**Cc:** Ezekiel I. Kalua; Lesley J. Milner; Kristina Angeline C. Cabbat; Shirley Blackburn; Janina E. Agapay; Paul M. Barany; Carolina L. Jensen  
**Subject:** RE: PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PW-3)  
**Attachments:** (BFED-1) (PW-03).pdf

Aloha,

Please see attached correspondence.

Mahalo,

Tiare P. Horner  
Budget Specialist  
Phone: 808.270.7517

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**From:** BFED Committee <BFED.Committee@mauicounty.us>  
**Sent:** Friday, April 17, 2026 10:46  
**To:** Jordan K. Molina <jordan.k.molina@co.maui.hi.us>  
**Cc:** Ezekiel I. Kalua <Zeke.Kalua@co.maui.hi.us>; Lesley J. Milner <Lesley.J.Milner@co.maui.hi.us>; Tiare P. Horner <tiare.p.horner@co.maui.hi.us>; Kristina Angeline C. Cabbat <kristina.cabbat@co.maui.hi.us>; Shirley Blackburn <shirley.blackburn@co.maui.hi.us>; Janina E. Agapay <Janina.E.Agapay@co.maui.hi.us>; Paul M. Barany <paul.barany@co.maui.hi.us>; Carolina L. Jensen <Carolina.L.Jensen@co.maui.hi.us>; Public Works <public.works@co.maui.hi.us>  
**Subject:** PROPOSED FISCAL YEAR 2027 BUDGET FOR THE COUNTY OF MAUI (BFED-1) (PW-3)  
**Importance:** High