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

April 14, 2023

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

Dear Chief Pelletier:

SUBJECT: **FISCAL YEAR ("FY") 2024 BUDGET** (BFED-1) (PD-3)

Thank you for participating in the Committee's discussions on April 12, 2023.

1. Please provide a copy of your recruitment plan to address Department-wide vacancies. (KRF)
2. Regarding the \$2,000,000 for the computer-aided dispatch and record management systems: (YLS)
 - a. Is this an initial fee or an annual cost? If this is the initial fee, please clarify if there will be an annual cost.
 - b. How much is the license fee for the current system? Please indicate where the current system license fee is located in the program budget.

May I further request that, after approval by the Office of the Mayor, you transmit a written response to bfed.committee@mauicounty.us by **April 20, 2023**. To ensure efficient processing, please include the relevant Committee item number in the subject line of your response.

Should you have any questions, please contact me or the Committee staff (Lesley Milner at ext. 7886, Kasie Apo Takayama at ext. 7665, or Yvette Bouthillier at ext. 7758).

Sincerely,

A handwritten signature in cursive script that reads "Yuki Lei Sugimura".

YUKI LEI K. SUGIMURA, Chair
Budget, Finance, and Economic
Development Committee

bfed:2024bgt:230412apd03:alkl
cc: Mayor Richard T. Bissen, Jr.
Budget Director

BFED Committee

From: BFED Committee
Sent: Friday, April 14, 2023 11:49 AM
To: John.Pelletier@mpd.net
Cc: BFED Committee; wade.maeda@mpd.net; Angela Andrade; 'Jenny Y. Nakama'; Michelle Santos; Zeke Kalua; Maria Zielinski; Desiree Echalas; Janina Agapay
Subject: PLEASE READ attached letter re: FISCAL YEAR ("FY") 2023 BUDGET (BFED 1) (PD-3)
Attachments: (PD-3) Correspondence to Police 04-14-2023.pdf

Categories: Processed

Mr. Pelletier: Please refer to the attached letter from the Budget, Finance, and Economic Development (BFED) Committee Chair, dated 04/14/2023.

Mayor's Office (attention: Michelle Santos and Zeke Kalua): Please forward the attached letter to Mayor Bissen for his information.

Ms. Zielinski: FYI

Thank you,
Yvette Bouthillier, Secretary
BFED Committee



RICHARD T. BISSEN JR
MAYOR

POLICE DEPARTMENT COUNTY OF MAUI

55 MAHALANI STREET
WAILUKU, MAUI, HAWAII 96793

TELEPHONE: (808) 244-6400

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JOHN PELLETIER
CHIEF OF POLICE

WADE M. MAEDA
DEPUTY CHIEF OF POLICE

April 17, 2023

Ms. Maria E. Zielinski
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
4-18-23
Date

For Transmittal to:

Honorable Yuki Lei K. Sugimura
Chair, Budget, Finance, and Economic
Development Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

SUBJECT: FISCAL YEAR ("FY") 2024 BUDGET (BFED-1) (PD-3)

Dear Chair Sugimura:

This letter is in response to the Budget, Finance, and Economic Development Committee letter, dated April 14, 2023. As requested, we are providing the following responses to your request:

1. Please provide a copy of your recruitment plan to address Department-wide vacancies. (KRF)

Recruitment plan attached. Our Recruitment Team meets regularly to make sure the plan is working successfully and if there are any areas of improvement needed.

2. Regarding the \$2,000,000 for the computer-aided dispatch and record management systems: (YLS)

a. Is this an initial fee or an annual cost? If this is the initial fee, please clarify if there will be an annual cost.

This will be the initial fee for the RTCC and CAD / RAM update. There will also be an annual cost which is the same annual cost as the existing maintenance fee. The

April 17, 2023

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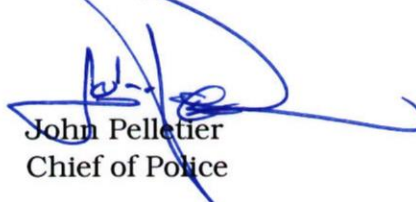
maintenance fee cost will be approximately \$500,000 which has been the standard that the department has been paying for the better part of a decade.

b. How much is the license fee for the current system? Please indicate where the current system license fee is located in the program budget.

The current system cost \$473,798.66 and was allocated between Computer Operations budget (\$310,008.14), Wireless E911 (\$149,881.90) and Traffic Data (\$13,903.62) Grants. Because the existing system cannot be converted by the end of August 2023, we will need an additional \$500,000 for the maintenance of the Hexagon platform. If we do not pay for that, they will not issue any maintenance or support. What we saw last year was a small part of the catalyst of why we are going for a new system.

Should you have any further questions, please feel free to contact me.

Sincerely,



John Pelletier
Chief of Police

MAUI COUNTY POLICE DEPARTMENT RECRUITMENT PLAN



April 2023

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I. MPD RECRUITMENT MISSION STATEMENT

The Mission of the Maui County Police Department Recruitment Team is to attract, identify, and recruit the most qualified candidates for employment; with an emphasis on police and dispatcher classifications.

II. DESCRIPTION OF CHALLENGE

The Maui County Police Department (MPD) is a full-service law enforcement agency vested with authority to enforce all applicable laws, with primary jurisdiction over the County of Maui, Hawaii. MPD has 546 positions authorized for FY23 (400 Sworn and 146 Non-Sworn).

Over the past several years, MPD recruitment efforts have failed to produce the desired results. On average, MPD has hired 15 Police Officers and 4 Dispatchers each year over the past five years. During the same five-year period, there has been an attrition of approximately 28 Police Officers and six Dispatchers each year.

The death of George Floyd in May 2020 as well as stories highlighting police misconduct, lead to increasingly negative narratives about the police profession as a whole. The protests held around the country were violent in many cities, lasting throughout the year. It is believed these events made a negative impact on the reputation of policing, resulting in fewer applications and early retirements or resignations of officers. It is also believed that the COVID-19 pandemic had a negative effect on recruitment efforts nationally.

As stated above, MPD is authorized to employ 546 employees, which includes 400 authorized Police positions. We are currently down -100 officers with a total of 300 actual staffed police positions. Our authorized 146 non-sworn/civilian positions are currently down -43 (which includes -26 dispatchers). Without an aggressive, comprehensive and focused recruitment plan, the current staffing deficit will grow exponentially.

III. AGENCY STAFFING DATA

Police & Civilian Vacancies Over Past 5 Years

Year	POLICE				CIVILIAN			
	PO Authorized	PO Actual	Vacancy #	Vacancy %	Civilian Authorized	Civilian Actual	Vacancy #	Vacancy %
2017	385	358	-27	-7%	135	102	-33	-24%
2018	385	342	-43	-11%	136	103	-33	-24%
2019	385	334	-51	-13%	137	99	-38	-28%
2020	400	323	-77	-19%	143	106	-37	-26%
2021	400	299	-101	-25%	146	102	-44	-30%

Police – Dispatcher – Civilian Vacancies May 2022

POLICE			DISPATCHERS			CIVILIANS		
Auth. #	Vacancy #	Vacancy %	Auth. #	Vacancy #	Vacancy %	Auth. #	Vacancy #	Vacancy %
400	-100	-25%	49	-26	-53%	146	-43	-29%

Average # Applicants, Hired & Attrition Past 5 Years

POLICE				DISPATCHER			
Average # Applicants	Average # Hired	Average # Attrition	Average # Deficit	Average # Applicants	Average # Hired	Average # Attrition	Average # Deficit
1040	15	28	-13	371	4	6	-2
	Average % Hired 1.44%		Deficit % -46.42 %		Average % Hired 1.07%		Deficit % -33.33%

IV. RECRUITMENT GOALS

In order to fill the attrition vacancies and the existing deficit that has increased over the past several years, MPD must implement an aggressive recruitment plan. This includes being mindful of the average number of applicants needed to attain a sufficient number of personnel. Additionally, we must strive to continue to reduce the existing deficit in the two most critical positions: Police and Dispatchers.

The focus of the initial recruitment plan is to hire enough employees to exceed the number of Police and Dispatcher attritions each year. This plan will reduce the Police and Dispatcher deficit by 25% over five years at 5% per year.

To achieve the goal of filling positions due to the average number of attrition, and reducing the existing police and dispatcher deficits by 25% within five years, the following Police and Dispatcher goals are established:

V. POLICE HIRING GOAL

204 Police Applicants Per Month and 35 Police Officers Hired Per Year

The average attrition for Police is 28 positions per year. To achieve a 25% reduction in the current overall deficit of -100 a minimum of five (5) additional officers per year need to be hired over the next five years. This sets the minimum hiring goal for the police officer position at 35 per year. Based on past applicant to hire ratios, approximately 70 applicants are required for each officer hired. Therefore, we would need approximately 2,450 applicants per year or 204 applicants per month to achieve our goal of hiring 35 officers per year over the next five years.

VI. DISPATCHER HIRING GOAL

85 Dispatcher Applicants Per Month and 11 Dispatchers Hired Per Year

The average attrition for dispatchers is 6 positions per year. To reduce the current deficit of -26 a minimum of five (5) additional dispatchers need to be hired per year. The minimum hiring goal is 11 dispatchers per year. Based on the past applicant to hire ratios, approximately 94 applicants result in one dispatcher hired. Therefore, we would need approximately 1,034 applicants per year, or 85 applicants per month, to achieve our goal of hiring 11 dispatchers per year over the next five years.

VII. INITIATIVES

1. Establish Full Time Recruitment Team

MPD has received funding for two non-sworn positions: a Recruitment Director and Assistant Recruitment Director effective July 1, 2022 (FY23). We estimate a minimum of six months to a year to fill these positions. The three neighboring counties have four full-time staff (sworn officers/sergeants) assigned to recruitment and background checks MPD must assign a minimum of two full time sworn (sergeant and officer) to perform recruitment duties. We must also launch a swift and selective recruitment campaign to fill the two budgeted non-sworn positions. Even with the establishment of a recruitment team, all MPD employees must continue to contribute to the recruitment efforts.

2. Streamline the Hiring Process

The hiring process for police can be long and arduous, currently taking seven to nine months, including pre-hire and post-offer testing. Initial steps include the following: written examination, physical agility test, personal history questionnaire, and oral interview. Next a thorough background investigation is conducted. The candidate then completes post-offer testing which includes the following: medical examination, drug screening, psychological examination and polygraph. Only after successfully completed all aspects of the selection process are candidates invited to participate in the academy. The other three counties are completing their selection process within 4-6 months, while MPD's hiring process currently takes an average of 8 months. In cooperation with Maui County Department of Personnel Services (DPS), MPD must develop a more streamlined hiring process that is completed within six (6) months without compromising standards. Applicant surveys should be developed and offered to all applicants for feedback on the hiring process.

3. Establish Comprehensive Website and Social Media Presence

MPD must establish a website dedicated to recruitment to provide information to those interested, as well as streamline the application process for all positions within MPD. This website must be integrated with the County of Maui and MPD websites. Additionally, MPD must improve or establish an updated social media

presence on all prominent social media platforms such as; Facebook, Instagram, Twitter and TikTok.

4. Launch Comprehensive Integrated Marketing Campaign

Funding must be budgeted to develop a nationwide marketing campaign to promote the benefits of working in Maui County. A key element of this campaign will focus on recruiting in the County of Maui & State of Hawaii. This strategy will require assistance from a professional and reputable marketing company, which was not funded for FY23. Funding in this year's budget must be located and we must ensure sufficient funds are included in future budget requests to support this initiative. A forthcoming applicant survey will help us assess the impact of the campaign.

5. Establish New and Enhanced Financial Incentives

We must create and enhance various financial incentives related to recruiting. These incentives may be funded with salary savings in the existing FY23 budget as a result of vacancies MPD experienced throughout the year and future FY24 – FY26 budgets. The following incentives should be initiated and/or expanded:

- Referral Program (Police & Dispatcher Positions)
- Retention Pay (Police & Dispatcher Positions)
- Relocation Assistance (Police Recruits)

6. Examine Revision and Expansion of Cadet Program

Many police agencies utilize cadet programs as an entry level position into the law enforcement field. Cadets 18 – 20 ½ years of age may be utilized where contact with a suspect is not required, such as taking police reports for crimes such as burglary and less severe misdemeanor crimes. This approach becomes a force multiplier as young adults are exposed to a career in law enforcement prior to their eligibility to become a police officer. Essentially, a well-established Police Cadet program can provide a continuous feeder of young aspiring police candidates who will be well prepared to transition into the police academy as soon as the cadet reaches the minimum age to be a police officer. MPD currently has five positions filled of 16 authorized part-time cadet positions.

7. Collaboration and Partnerships

- Military Transition Stations
- Lateral Hire Program
- Education Partnerships High Schools/Universities/Colleges
- Tourism/Visitor Authority
- Resort/Hotel and Fitness Partnerships
- Airport Advertising (Baggage Claim, Waiting Areas, Restrooms)
- Maui County Public Transportation Assets
- Law Enforcement Associations (IACP, NOBLE, PERF, FBINA, etc.)
- Chambers of Commerce
- Career Fairs
- Shopping Malls/Amusement Parks
- Ride along (Police) & Sit along (Dispatcher)
- Fitness Preparation Session (Workout with A Cop)
- Police & Dispatcher Recruitment Seminars
- MPD Police & Dispatcher QR Code Postings throughout the Community
- Churches/Worship Centers
- Community Centers
- County Facility Job Postings
- Community Events and Gatherings

VIII. PERFORMANCE MEASURES

POLICE

POLICE APPLICANT TRACKING		
YEAR	TARGET	ACTUAL
2022	204 MONTHLY/2450 YEARLY	
2023	204 MONTHLY/2450 YEARLY	
2024	204 MONTHLY/2450 YEARLY	
2025	204 MONTHLY/2450 YEARLY	
2026	204 MONTHLY/2450 YEARLY	

POLICE RECRUIT HIRED TRACKING		
YEAR	TARGET	ACTUAL
2022	35	
2023	35	
2024	35	
2025	35	
2026	35	

DISPATCHER

DISPATCHER APPLICANT TRACKING		
YEAR	TARGET	ACTUAL
2022	85 MONTHLY/1034 YEARLY	
2023	85 MONTHLY/1034 YEARLY	
2024	85 MONTHLY/1034 YEARLY	
2025	85 MONTHLY/1034 YEARLY	
2026	85 MONTHLY/1034 YEARLY	

DISPATCHER RECRUIT HIRED TRACKING		
YEAR	TARGET	ACTUAL
2022	11	
2023	11	
2024	11	
2025	11	
2026	11	

** Update 4/17/23 - Monthly meetings will be held, chaired by Deputy Chief with appropriate staff to determine any stop gaps or areas of concern. Adjustments will be made accordingly.

*Officer Zachary Kamaka
Assistant Chief Reid Pursley
Deputy Chief Wade Maeda
April 2023*

BFED Committee

From: Desiree Echalas <Desiree.B.Echalas@co.maui.hi.us>
Sent: Wednesday, April 19, 2023 10:16 AM
To: BFED Committee
Subject: FY 2024 (BFED-1)(PD-3)
Attachments: (BFED-1)(PD-3) Response.pdf

Attached is response (PD-3) from Police Department.

Desiree Echalas
Budget Specialist
County of Maui
Office of the Mayor
Desiree.B.Echalas@co.maui.hi.us
Phone: (808) 270-8239