



# **Office of the Mayor**

**Fiscal Year 2019 Annual Report**

**July 1, 2018 – June 30, 2019**

Derek S.K. Kawakami  
Mayor

## **OFFICE OF THE MAYOR**

### **I. MISSION STATEMENT**

The County of Kaua'i is committed to enhancing the quality of life for our residents and visitors by working together as one team. We achieve operational excellence in our service to each other and our community through honesty, integrity, and Aloha!

### **II. DEPARTMENT GOALS**

#### **Vision**

We envision a thriving island community based on planned progress, balancing growth and innovation while preserving and protecting what is special and unique to Kaua'i for future generations

#### **Defined County Values (RISE)**

**Responsive Service** – We put the needs of our community above our own, and serve with Aloha from the heart.

**Integrity** – We do the right thing all the time, even when no one is watching.

**Solidarity (Teamwork)** – We work together and believe that collaboration yields better results.

**Excellence** – We strive for continuous improvement in everything we do.

### **III. PROGRAM DESCRIPTION**

#### **A. Objectives**

1. Establish and direct basic policies and management guidelines of the executive departments, offices, and agencies of the County of Kaua'i.
2. Serve as liaison between the Kaua'i County Council and the Administration.
3. Oversee and execute the County operating budget.
4. Assist with citizens' concerns.
5. Facilitate State and Federal legislative agendas.
6. Coordinate internal communication between departments.

7. Coordinate external communication to the general public, State and Federal governments.
8. House the Office of Boards and Commissions.

**B. Highlights**

1. Created mission, vision, and value statements to set the direction for the new Kawakami Administration.
2. Created “RISE” mantra and accompanying logo for new administration.
3. Conducted training for department heads and supervisors.
4. Directed departments to incorporate innovation and technology to improve systems.
5. Created a numbering system and provided chairs for those waiting for services with out Department of Motor Vehicles.
6. Conducted a Housing Summit to collaborate with our community on how to build more affordable housing.
7. Opened Hale Kokua, a co-location of existing county resources, to empower those in our community who seek employment, housing, or elderly assistance, or resources for mental health needs, suicide prevention, or combatting substance abuse.
8. Oversaw the completion of eleven of twenty-six infrastructure projects funded by Act 12 monies from the April 2018 rain event, including the reopening of Kahiliholo Road in Kilauea, the reconstruction of Weke Road, and the reopening of Blackpot Beach Park.

**IV. BUDGET**

	<b>FY 2019 – BUDGETED</b>	<b>FY 2019 – ACTUAL</b>
Equivalent Personnel	11	11
Salaries	\$ 903,961	\$ 882,923
Employee Benefits	\$ 475,657	\$ 503,902
Operations	\$ 867,898	\$ 797,814
<b>Total</b>	<b>\$ 2,247,516</b>	<b>\$ 2,184,639</b>

## **OFFICE OF BOARDS AND COMMISSIONS**

### **I. MISSION STATEMENT**

We are ambassadors of efficiency, integrity and aloha. We are a bridge connecting the public with their government. We provide information and support to volunteers who with their decisions shape our community now and into the future.

Vision Statement

An integral part of a fair and just community governance that people can see and feel.

### **II. DIVISION GOALS**

#### **A. Goals and Objectives:**

1. Excellent customer service by meeting and surpassing expectations; improve internal and external resources.  
Status: On-going. 25% accomplished. Initiated converting all forms to user friendly fillable forms that can be electronically submitted upon completion directly to the Office of Boards and Commission (B&C). Completed the conversion of the B&C application and ethics disclosure form (2 out of 8 forms).
2. Go Digital; transition to digital records and meeting materials.  
Status: On-going. Initiated the transition of 18 file cabinets and approximately 100 file boxes of paper files to digital records.
3. The Office of Boards and Commissions will provide an environment for Excellence; improve physical office function and space.  
Status: On-going. The decluttering of paper files has allowed for the initiation of improving the physical office function and space by creating a semi-private location for the public to complete complaint forms against the Police, Human Resource or Fire Departments while at the same time ensuring staff safety.

#### **B. Duties/Functions**

The Office of Boards and Commissions (B&C) oversees 14 boards and commissions as well as, three advisory committees comprising a total of 123 volunteers who make critical decisions about key County functions and operations. These volunteers give an extraordinary amount of time to serve in these roles each year and make both personal and professional sacrifices to do so.

The Office of Boards and Commissions was established by an amendment to the Kaua'i County Charter in 2006.

The Office assists the Mayor with the recruitment of volunteers for appointment to these boards, commissions, and committees. In support of these bodies, the Office serves as its administrative and operational arm. Functions include the

development of procedures, policies, directives, contracts, agreements and the provision of information, documents, research and data deemed necessary for their effective performance.

B&C acts as a communications liaison between these bodies and the various County departments and agencies. It is also responsible for planning, developing, and coordinating orientation and training programs for the volunteer commissioners and committee members regarding their powers, duties, functions, and responsibilities under the charter including but not limited to applicable State and county ethics laws and the State Sunshine Law.

The office is also called upon to assist with the Kaua'i Emergency Management Agency operations (KEMA) during times of natural disasters or emergencies.

In 2018, the responsibilities of the Office of Boards and Commissions were expanded to include the oversight, coordination and support of contested cases.

Boards and Commissions:

Board of Appeals	Historic Preservation Review
Board of Ethics	Commission
Board of Review	Liquor Control Commission
Board of Water	Planning Commission
Charter Review Commission	Police Commission
Civil Service Commission	Public Access, Open Spaces &
Cost Control Commission	Natural Resources Preservation
Fire Commission	Fund Commission
	Salary Commission

Committees:

Arborist Advisory Committee  
Committee on the Status of Women  
Mayor's Advisory Committee on Equal Access

### III. PROGRAM DESCRIPTIONS

#### A. Program Objectives

The following is a short program description, some of the highlights and a list of the volunteers that contributed their time, energy and talents to this community.

**Arborist Advisory Committee**

The Committee advises the County Council in determining “exceptional trees” that need to be preserved for posterity based on its historical or cultural value, aesthetic, quality, endemic status, age, rarity, location or size.

Members:

Lawrence Borgatti  
Jodi Higuchi-Sayegusa

Dr. David Lorence  
Dan Kawika Smith  
Sylvia G. Smith

Meetings Held:  
Regular – 1

### **Board of Appeals**

The Board shall hear and determine appeals or petitions from the decisions or application regarding the administration of the Building Code, Electrical Code, Sign Ordinance, Plumbing Code and Fire Code. The Board may reverse, affirm or modify the decision or grant a variance.

#### **Members:**

Patrick Lizama  
Mike Nagano

No Appeals were filed. The B&C Annual Report of FY 2018, estimated volunteers would be required to commit 8 hours weekly. Due to the difficulty of recruiting volunteers capable of such a large time commitment, the determination was made to repeal the Zoning Board of Appeals.

### **Board of Ethics**

The Board initiates, receives, hears, and investigates violation complaints of the Code of Ethics, renders advisory opinions or interpretations with respect to the application of the Code of Ethics and examines all Disclosure Statements for possible conflicts of interest.

#### **Board Members:**

Dean Toyofuku – Chair  
Mia Shiraishi – Vice Chair  
Susan Burriss – Secretary  
Ryan de la Pena  
Maureen Tabura  
Mary Tudela

Meetings Held:  
Regular – 11, Executive – 7, Special Session – 0

### **Board of Review**

The Board conducts hearings on tax appeals. The appeal must be based on the following:

- The assessed value of the property exceeds by more than 15% the ratio assessment to market value;
- There is a lack of uniformity or inequity resulting from the use of illegal assessment methods or an error in the application of the methods;
- Denial of an exemption to which you are entitled to which all requirements are met; and

- The assessment methods are unconstitutional or in violation of state laws or county ordinances.

Board Members:

Donald Kolenda – Chair  
Craig De Costa – Vice Chair  
Julie B. Caspillo  
Chris A. White  
Dorothy Bekeart – (term ended 12/31/18)

Meetings Held:

Regular – 12, Executive – 11

**Board of Water Supply**

The Board shall manage, control and operate the waterworks of the county and all property thereof for the purpose of supplying water to the public and shall collect, receive, expend and account for all sums of money derived from the operation thereof and all other moneys and property provided for the use or benefit of such waterworks.

Board Members:

Thomas Canute – Chair  
Kurt Akamine  
Elesther Calipjo  
Laurie Ho  
Lawrence Dill (Ex-officio)  
Ka`aina Hull (Ex-officio)  
Lyle Tabata (Ex-officio)  
Sherman Shiraishi (term ended 12/31/18)  
Beth Tokioka (resigned)

Meetings Held:

Regular – 12, Executive – 4

**Charter Review Commission**

The Commission studies and reviews the operation of the County government under the Kaua'i County Charter. The Commission may propose amendments or a new Charter to the voters at any general or special election which it deems necessary or desirable.

Commissioners:

Virginia Kapali  
Lori Koga  
Marissa Sandblom  
Patrick Stack  
Carol Suzawa  
Jan TenBruggencate  
Isaac Cockett (resigned)  
Galen Nakamura (resigned)

Ricky Watanabe (resigned)

Meetings Held:

Regular – 9, Executive – 0, Special Sessions – 0

**Civil Service Commission**

The Commission shall:

- Appoint and may remove the Director of Human Resources.
- Adopt rules and regulations to carry out the civil service and compensation laws of the State and County.
- Hear and determine appeals made by any individual aggrieved by any action of the Director of Human Resources (HR) or by any appointing authority.
- Advise the Mayor and Director of Human Resources on problems concerning personnel and classification administration.

**Commissioners:**

Fely Faulkner

Elizabeth Hahn

Jeffrey Iida

Richard Jose

Vonnell Ramos

Beth Tokioka

Ricky Watanabe

Karen Matsumoto (term ended 12/31/18)

Meetings Held:

Regular – 9, Executive – 9, Special Sessions – 1

**Committee on the Status of Women**

The Committee on the Status of Women works in conjunction with the State Commission on the Status of Women to work for equality for women and girls by acting as a catalyst for positive change through collaborative programs, advocacy and education.

**Members:**

Regina Carvalho

Kathy Crowell

Edith Ignacio Neumiller

Deena Fontana Moraes

Sharon Lasker

Erika Valente

Patricia Wistinghausen

Darcie Yukimura

Lisa Ellen Smith (Ex-Officio)

Jamie Bucio (resigned)

Wendy Martinez (resigned)

Lila Metzger (resigned)

Meetings Held:

Regular – 12, Executive – 0, Special Sessions – 0

**Cost Control Commission**

The Cost Control Commission's purpose is to reduce the cost of county government while maintaining a reasonable level of public services. The Commission shall review personnel costs, real property taxes, travel budgets and contract procedures to eliminate or consolidate overlapping or duplicative programs and services and provide a report and summary of recommendations.

Commissioners:

Preston Chong  
Joanne Nakashima  
Tyler Rodighiero  
James Whitfield

Meetings Held:

Regular – 3, Executive – 0

**Fire Commission**

The Commission shall:

- Appoint and may remove the Fire Chief.
- Evaluate the Fire Chief.
- Review department's rules for administration.
- Review the annual budget.
- Review the operations.
- Hear citizen complaints and recommend corrective action.

Commissioners:

Alfredo C. Garces Jr.  
Linda Kaauwai-Iwamoto  
Alfred Levinthol  
Michael Martinez  
Clifton Jimmy Miranda  
Thomas M. Nizo  
Chad K. Pacheco

Meetings Held:

Regular – 12, Executive – 16, Special Sessions – 4

**Historic Preservation Review Commission**

The Commission discusses issues relating to the promotion of historic preservation, reviews projects and provides recommendations on various aspects of archaeological and building design review of historic resources.

Commissioners:

Althea Arinaga  
Gerald Ida  
Lawrence Chaffin

James Guerber  
Anne Schneider  
Aubrey Summers  
Victoria Wichman  
Deatri Nakea (resigned)

Meetings Held:  
Regular – 6, Executive – 0

### **Liquor Control Commission**

Liquor Control Commission has the basic function to control, supervise, and regulate the manufacture, importation, and sale of liquor within the county. The Commission grants, denies, suspends and revokes any license for the manufacture, importation, and sale of liquors. All investigations of alleged violations and complaints are reported to the Commission. The Commission hears and determines all complaints and citations regarding violations and imposes such fines or penalties as provided by law.

#### **Commissioners:**

Shirley Akita  
Paul Endo  
William Gibson  
Jean Iida  
Maryanne Kusaka  
Gerald Matsunaga  
Gary Pacheco

Meetings Held:  
Regular – 21, Executive – 2

### **Planning Commission**

The Commission shall:

- Hear and determine applications for variances from zoning and subdivision ordinances.
- Review the general plan, development plans, zoning and subdivision ordinances and amendments.
- Advise the Mayor, Council and Planning Director in matters concerning the planning program for the County.
- Adopt regulations.
- Prepare a capital improvement program.

#### **Commissioners:**

Glenda N. Streufert  
Donna A. Apisa  
Ray Ho

Sean Mahoney  
Kimo Keawe  
Elesther Calipjo (resigned)  
Heather Ahuna (resigned)

Meetings Held:

Regular – 17, Executive – 6, Subdivision Sessions – 16

### **Police Commission**

The Police Commission appoints and removes the Police Chief and oversees matters relating to the goals and aims of the Police Department. It reviews the annual budget prepared by the Chief and may make recommendations thereon to the Mayor. It also receives, considers and investigates complaints brought by the public against the conduct of the Department or any of its members and submits a written report of its findings to the Police Chief within 90 days.

#### **Commissioners:**

Catherine Adams  
Gerald Bahouth  
Mary Kay Hertog  
Jonelle Leina`ala Jardin  
Kevin Mince  
Roy Morita  
Dean Pigao  
Savita Agarwal (term ended 12/31/18)  
Donald Okami Sr. (term ended 12/31/18)

Meetings Held:

Regular – 11, Executive – 22, Special Session – 11

### **Public Access, Open Spaces & Natural Resources Preservation Fund Commission**

The Commission shall develop a list of land or property entitlements or related improvements to be considered for purchase or acquisition for land conservation purposes.

#### **Commissioners:**

Taryn Dizon  
Jett Jasper  
Nancy Kanna  
Shaylyn Kimura  
Karen Ono  
Erica Taniguchi  
Herman Texeira  
Theodore Blake (term ended 12/31/18)  
Dorothea Hayashi (term ended 12/31/18)

Meetings Held:  
Regular – 10, Executive – 0

**Salary Commission**

The Salary Commission reviews and establishes the salaries of all elected officials and appointed officers of the County and adopts policies governing the salary setting decisions.

**Commissioners:**

Robert Crowell  
Leland Kahawai  
Trinette Kauai  
Kenneth Rainforth  
Jo Ann Shimamoto (term ended 12/31/18)  
Daniel Aki (resigned)  
Lenie Nishihara (resigned)

Meetings Held:  
Regular – 5, Executive – 0

**Contested Cases**

When an individual files an appeal regarding a decision of a department, the related Board or Commission may decide to refer the appeal to the Office of Boards and Commissions as a Contested Case.

The Office provides all of the administrative support for Contested Cases including a hearing officer, transcripts and maintenance of all legal documents. Although most of the referrals of Contested Cases have come from the Planning Commission, the Office serves all County Boards and Commissions and has received a referral from the Board of Water in the past.

Most of the appeals involve the late submission to renew a Transient Vacation Non-Conforming Use Certificate and the subsequent denial by the Planning Department.

There were 21 Contested Case referrals in FY 2019.

B. Program Highlights

Some of the Office of Boards and Commission's program highlights include:

- **Board of Ethics**
  - ◆ 8 – Advisory Opinion Issued
  - ◆ 0 – Complaints received
- **Board of Review (BOR)**
  - ◆ Conducted 170 tax appeal hearings. The results are as follows:

- 37 – Sustained (BOR approves the County’s assessment)
  - 13 – Adjusted (BOR ruled in favor of the Appellant)
  - 42 – Stipulations (BOR approved the settlement between the Appellant and the County. Settlements favor the Appellant)
  - Withdrawn – 22
  - Invalid/Dismissed – 7
  - Pending/Reschedule – 49
  - Complaints – 1
  - ♦ Members attended B&C orientation and Basic Parliamentary Procedures training.
- **Charter Review Commission**  
Sent out invitations to all Boards and Commissions inviting them to present Charter Amendment proposals.
- **Civil Service Commission**
    - ♦ 1 – Appeal filed (dismissed for failure to appear at the hearing and sustained HR’s decision.)
    - ♦ Commission worked to ensure the continuity of leadership within the department and appointed an Acting Director of Human Resources.
    - ♦ Initiated and instituted an intensive and thorough three (3) step hiring process. The process started with drafting the job advertisement, job description, essay/interview questions and creating three (3) scoring criteria/tools.
- **Committee on the Status of Women**  
Initiated the following events:  
Health Fair – September 19, 2018
    - ♦ Planned and organized the community Health Fair
 Breast Cancer Awareness – October 2018
    - ♦ Promoted awareness by lighting up the historic county building in pink lights for the month of October, a banner and a press release.
    - ♦ Organized a walk on October 3<sup>rd</sup>
 Human Trafficking Awareness Forum- January 11, 2019
    - ♦ Initiated the first public forum on Human Trafficking with researcher Dominique Roe-Sepowitz and Khara Jabola-Carolus to approximately 45 people.
 Women’s History Month – March 6, 2019
    - ♦ Recognized Renee Hamilton, YWCA and Gina Kaulukukui, Life’s Bridges as outstanding women for their work at a public forum attended by approximately 40 people.
 Rise of the Wahine Film Debut – March 21, 2019
    - ♦ Public offering of the film “Rise of the Wahine” a sports documentary of women and Title IX or the Patsy T. Mink Equal Opportunity in Education Act and forum featuring filmmaker and co-producer Dean Kaneshiro and co-producer Ryan Tsuji. Attended by approximately 125 people.
 Equal Pay Day – April 2, 2019
    - ♦ Promoted awareness with a Mayoral proclamation and press release
 Denim Day/Rotunda Rally – April 24, 2019

- ♦ Promoted awareness against rape, sexual assault and the attitudes that gave rise to the “denim” defense. Conducted a rally at the County Rotunda and a Mayoral proclamation.

Conferences, Meetings or Events attended by Members:

- ♦ Meet and Greet Khara Jabola-Carolus – August 18, 2018
- ♦ Nat’l. Asso. of Commission for Women 48<sup>th</sup> Annual Conferences, LA., Ca. – September 19, 2018
- ♦ Talk Story with Women Veterans – November 27, 2018
- ♦ YWCA Na Wahine Alakai O’ Kaua’i – November 2, 2018
- ♦ Talk Story with Women Veterans – November 27, 2018

- **Fire Commission**

- ♦ Worked to ensure the continuity of leadership within the department.
- ♦ Reworked the hiring procedures and instituted an intensive and thorough three step hiring process. The process started with re-drafting the job advertisement and job description and the selection of essay/interview questions and creating three (3) scoring criteria/tools.
- ♦ Two conferences, Fire Rescue International Conference and the State of Hawai’i Fire Chiefs’ Conference. Each conference was attended by one Commissioner.

- **Police Commission**

- ♦ The Commission investigated 5 complaints and determined that all 5 were not sustained and absolved from blame or wrong doing.
- ♦ There were two conferences, the State of Hawai’i Law Enforcement Conference and the State of Hawai’i Police Commissioners Conference. Each conference was attended by three Commissioners.

- **Salary Commission**

Transmitted one Salary Resolution to the County Council. Salary Resolution 2019-1 was adopted raising the salaries of all elected and appointed officers as defined in 23.01 D of the Kaua’i County Charter.

#### IV. BUDGET

Expense Description	FY 2017	FY 2018	FY 2019
Personnel (FTE)	5.0	5.0	5.0
Salaries and Wages	\$436,352	\$470,514	\$481,684
Operations	173,777	135,021	151,797
Equipment	3,130	9,711	0
Program Total	\$618,259	\$615,246	\$633,481

#### V. ACCOMPLISHMENTS/EVALUATION

Some of the accomplishments of the Office of Boards and Commissions include:

- Appointments: Over the past year, there were 12 resignations for a total of 30 vacancies. The Office was successful in filling a total of 9 vacancies. Of the 9 appointments, 5 were female in an effort to fulfill gender equity standards.
- Hiring & Human Resources: Out of the 14 Boards and Commissions, 6 of them are directly responsible for the hiring, firing and performance evaluations of the corresponding heads of the Department. Thus, many of the actions of the Board or Commission are essentially human resource related. During the past year, B&C worked collaboratively with the Fire Commission and the Civil Service Commission to create a thorough hiring and selection process for each position. The process involved developing specific job advertisements, job descriptions, essay/interview questions and a total of six unique criteria/scoring tools that led to the hiring of the Director of Human Resources and the Fire Chief.
  - ◆ Due to the potential conflict, the Office coordinated and managed the entire hiring process for the Director of Human Resources, from the initial intake of all applications to the communications between applicants and the Commission up to and including the conditional offer of employment and the final offer.
- Customer Service Excellence: Initiated converting all forms to user friendly fillable forms that can be electronically submitted upon completion directly to the Office of Boards and Commission (B&C). Eliminated the requirement of notarizing disclosure statements and completed the conversion of the B&C application and ethics disclosure form (2 out of 8 forms).
- Go Digital: Initiated transition of 18 file cabinets and approximately 100 boxes of files to digital records. Enlisted the assistance of the Kaua'i High School Special Education Work Readiness Team, who worked weekly for an entire school year to assist in the data entry of files, shredding and scanning of files.
- Working smarter not harder: With the assistance of the Kaua'i High School Special Education Work Readiness Team a mail delivery system was instituted for all interested departments at the Mo'ikeha and Pi'ikoi County Buildings.
- Environment for Excellence: The movement toward digital records and decluttering, enabled the Office to focus on improving the physical space and functioning of the office. The Office included B/C's staff of 5 and 9 staff from three other departments. One of the primary objectives was achieved by providing a space that would afford some privacy for individuals filing complaints against the Police, Human Resource or Fire Departments while at the same time ensuring staff safety.