



Office of the Mayor

Fiscal Year 2020 Annual Report

July 1, 2019 – June 30, 2020

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. Lead the County of Kaua'i in our response to COVID-19.
2. Establish and direct basic policies and management guidelines of the executive departments, offices, and agencies of the County of Kaua'i.
3. Serve as liaison between the Kaua'i County Council and the Administration.
4. Oversee and execute the County operating budget.
5. Assist with citizens' concerns.
6. Facilitate State and Federal legislative agendas.
7. Coordinate internal communication between departments.

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

B. Highlights

1. Adapted our communication style to a new “virtual” world.
2. Adjusted the County’s operation and workforce to help protect employees and customers against the spread of COVID-19.
3. Hired and added a small business coordinator in our office of economic development to focus on small business concerns, serve as an internal advocate to cut through bureaucracy, and provide a catalyst for economic growth and jobs.
4. Initiated the Abandoned Vehicle Task Force with representatives from the Kaua’i Police Department, Parks and Recreation, Public Works Solid Waste Division, Finance Department, and members of the Kaua’i County Council – to brainstorm ideas and propose solutions to address and change current policies and discuss needed legislation in order for our County to take on this unsightly issue.
5. Implemented the Needle Mover recognition program for outstanding employees who push the envelope in his or her department. These key employees, day in and day out, strive for perfection and exemplify our county initiatives of Responsiveness, Integrity, Solidarity, and Excellence.
6. To curb vandalism and other suspicious activity, we installed blue lights at over a dozen county park comfort stations. Additionally, we are reorganizing the schedule for our comfort station employees in order to maintain our facilities more efficiently.

IV. BUDGET

	FY 2020 – BUDGETED	FY 2020 – ACTUAL
Equivalent Personnel	11	11
Salaries	\$ 897,286	\$ 899,805
Employee Benefits	\$ 539,468	\$ 532,225
Operations	\$ 387,605	\$ 274,624
Total	\$ 1,824,359	\$ 1,706,654

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.

II. DIVISION GOALS

Vision

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

A. Goals and Objectives

1. Excellent customer service by meeting and surpassing expectations; improve internal and external resources.
Status: Ongoing. 25% of all forms converted to user friendly fillable forms that can be electronically submitted upon completion directly to the Office of Boards and Commissions (B&C). Added an auto reply to B&C applications to thank and acknowledge the receipt of the application.
2. Go digital; transition to digital records and meeting materials.
Status: On-going. 90% of all paper files or approximately 174 file boxes have been transferred to digital records. With the transition to virtual meetings, many of the boards, commissions and committee materials are being distributed electronically.
3. The Office of Boards and Commissions will provide an environment for excellence; improve physical office function and space.
Status: 90% accomplished. Office was relocated from the Mo'ikeha building to the Pi'ikoi building with a designated meeting space. The next step will be installing the necessary audio and technological equipment for boards and commissions meetings.

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) like the COVID-19 information call center.

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

Committees:

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

III. PROGRAM DESCRIPTIONS

A. 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 Kaua'i 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 – Chair

Dr. David Lorence – Vice Chair
Jodi Higuchi-Sayegusa
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:

Mike Nagano
Patrick Lizama (term ended 12/31/19)

No appeals were filed and meetings have been suspended. The B&C Annual Report of FY 2018, estimated volunteers would be required to commit eight 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:

Mia Shiraishi – Chair
Susan Burriss – Vice Chair
Mary Tudela – Secretary
John Latkiewicz
Dean Toyofuku
Ryan de la Pena (term ending 12/31/19)
Maureen Tabura (term ending 12/31/19)

Meetings Held:
Regular – 11, Executive – 12, Special Session – 1

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:

Craig A. De Costa – Chair
 Chris A. White – Vice Chair
 Julie B. Caspillo
 Stella B. Fujita
 Katherine L. Otsuji
 Donald Kolenda - resigned

Meetings Held:

Regular – 12, Executive – 10

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:

Kurt Akamine – Chair
 Julie Simonton – Vice Chair
 Lester Calipjo
 Gregg Kamm
 Troy Tanigawa (Ex-officio)
 Ka'aina Hull (Ex-officio)
 Lawrence Dill (Ex-officio)
 Thomas Canute (term ending 12/31/19)
 Laurie Ho (term ending 12/31/19)

Meetings Held:

Regular – 11, Executive – 2

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:

Marissa Sandblom – Chair
 Jan TenBruggencate – Vice Chair
 Virginia Kapali

Reid Kawane
Lori Koga
Patrick Stack
Carol Suzawa

Meetings Held:

Regular – 11, Executive – 0, Special Sessions – 2

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 or by any appointing authority.
- Advise the Mayor and Director of Human Resources on problems concerning personnel and classification administration.

Commissioners:

Jeffrey Iida – Chair
Vonnell Ramos – Vice Chair
Fely Faulkner
Richard Jose
Beth Tokioka
Ricky Watanabe
Elizabeth Hahn (term ended 12/31/19)

Meetings Held:

Regular – 11, Executive – 12, Special Sessions – 4

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:

Darcie Yukimura – Chair
Regina Carvalho – Vice Chair
Kathy Crowell – Treasurer
Deena Fontana Moraes
Angela Hoover
Monica Kawakami
Erika Valente
Edith Ignacio Neumiller (Ex-Officio)
Sharon Lasker (resigned)
Sierra Hampton-Eng (resigned)
Patricia Wistinghausen (resigned)

Meetings Held:
Regular – 11, Special – 1

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:

James Whitfield – Chair
Tyler Rodighiero
Joanne Nakashima (term ended 12/31/19)
Preston Chong (resigned)

Meetings Held:
Regular – 3, Executive – 0

Meetings have been suspended.

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. – Chair
Jen Chahanovich – Vice Chair
Linda Kaauwai-Iwamoto
Alfred Levinthol
Michael Martinez
Thomas M. Nizo
Chad K. Pacheco
Clifton Jimmy Miranda (term ended 12/31/19)

Meetings Held:
Regular – 11, Executive – 14, Special Sessions – 6

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:

Victoria Wichman – Chair
Gerald Ida – Vice Chair
James Guerber
Carolyn Larson
Stephen Long
Aubrey Summers

Meetings Held:

Regular – 6, Executive – 0

Due to COVID – 19, meetings have been suspended.

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 – Chair
Maryanne Kusaka – Vice Chair
Dee Crowell
Gerald Matsunaga
Randall Nishimura
Gary Pacheco
William Gibson
Paul Endo (term ended 12/31/19)
Jean Iida (term ended 12/31/19)

Meetings Held:

Regular – 18, Executive – 5

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 – Chair
Donna A. Apisa – Vice Chair
Melvin Chiba
Helen Cox
Francis DeGracia
Ray Ho
Lori Otsuka
Sean Mahoney (term ended 12/31/19)
Kimo Keawe (resigned)

Meetings Held:

Regular – 13, Executive – 9, Subdivision Sessions – 11

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:

Roy Morita – Chair
Catherine Adams – Vice Chair
Gerald Bahouth
Mary Kay Hertog
Jonelle Leina'ala Jardin
Kevin Mince
Dean Pigao

Meetings Held:

Regular – 11, Executive – 12, Special Session – 1

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:

Shaylyn Kimura – Chair
Karen Ono – Vice Chair
Taryn Dizon
Jett Jasper
Nancy Kanna
Erica Taniguchi
Herman Texeira

Johnathon Lucas

Meetings Held:

Regular – 5, Executive – 2

Due to COVID – 19, meetings have been suspended.

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:

Trinette Kauai – Chair

Kenneth Rainforth – Vice Chair

Robert Crowell

Leland Kahawai

Patrick Ono

Laurie Yoshida

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.

Currently, B&C is managing 32 Contested Cases.

FY: 21 referrals

FY: 11 referrals

B. Program Highlights

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

● **Board of Ethics**

- ◆ 3 – Advisory Opinions Issued.
- ◆ 1 – Complaint was initiated by the board.

- ♦ Two (2) board members and one (1) staff member attended the 1st Statewide Ethics Conference on September 5, 2019, which became the impetus for a number of positive changes including eliminating the need to notarize disclosure statements and broadening the definition on who is required to submit disclosure statements.
- ♦ Drafted a Charter Amendment that was ultimately adopted by the Charter Commission for placement on the 2020 ballot which would expand the list of county officials required to file ethics disclosures.
- **Board of Review (BOR)**
 - ♦ Conducted 280 tax appeal hearings.
The results are as follows:
 - 51 – Sustained (BOR approves the county’s assessment)
 - 8 – Adjusted (BOR ruled in favor of the appellant)
 - 158 – Stipulations (BOR approved the settlement between the appellant and the county. Settlements favor the appellant)
 - Withdrawn – 14
 - Invalid/Dismissed – 4
 - Pending/Reschedule – 43
 - Complaints – 0
 - ♦ Members attended B&C orientation and Basic Sunshine Law & BOR Procedures training
- **Charter Review Commission**

Reviewed 16 proposed charter amendments and voted for the following six to be placed on the 2020 General Electric Ballot.

 - ♦ Negligence Claims – establishing a time limit for negligence claims against the county to comply with state law.
 - ♦ Police Chief Qualifications – increasing the Chief of Police’s qualifications.
 - ♦ Ethics Disclosure – increase the list of individuals required to file an ethics disclosure.
 - ♦ Prosecutor Vacancy – clarifying the process to fill a vacancy of less than 18 months.
 - ♦ County Engineer Qualifications – broadening the qualifications for the County Engineer.
 - ♦ Water Board Manager – broadening the qualifications for the Water Board Manager.
- **Civil Service Commission**
 - ♦ 2 – Appeals filed (Both appeals were withdrawn and were able to work with HR on a resolution).
 - ♦ Instituted an intensive and thorough three step hiring process. The process started with drafting the job advertisement, job description, essay/interview questions and creating three scoring criteria/tools and a review of approximately more than 40 applications. The process concluded with the selection of Annette Anderson, as the new Director of Human Resources starting in February 2020, just prior to the start of the pandemic on Kauai.
 - ♦ Collaborated with the new director to create department goals, metrics.
 - ♦ Created a new performance evaluation tool.

- **Committee on the Status of Women**

Initiated the following events:

NACW Voices of Women in America Survey – Sept. to Dec 2019

- ◆ Accomplished the goal of emailing 5,000 surveys to obtain 600 survey responses, resulting in a Kaua'i report on women's issues.

Breast Cancer Awareness – October 2019

- ◆ Promoted awareness by lighting up the historic county building in pink lights for the month of October, a banner and a press release.

Career Day Girl's Summit – October 17, 2019

- ◆ Accomplished the goal of sponsoring this event in collaboration with the Patsy Mink Center by supplying ground support and nine mentors to provide job interview and professional skills advice to approximately 50 girls.

Human Trafficking Awareness Forum – January 9, 2020

- ◆ Accomplished the goal of conducting a forum with researcher Dominique Roe-Sepowitz, Khara Jabola-Carolus and a four member panel to approximately 75 people, standing room only attendance.

Women's History Month – March 23, 2020

- ◆ Accomplished the goal of publicizing Women's History Month and the 100th year anniversary of the 19th Amendment (granting women voting rights) with an essay contest with 14 entries. The top four student authors and their essays were published in the Garden Island and received a \$100 cash prize.

- **Fire Commission**

Worked to ensure the continuity of leadership within the department and appointed an Acting Fire Chief. At the same time, the commission instituted an intensive and thorough three step hiring process. The process started with drafting the job advertisement, job description, essay/interview questions and creating three scoring criteria/tools and a review of approximately more than 60 applications. The process concluded with the selection of Steven Goble, as the new Fire Chief.

- **Liquor Control Commission**

Created the first job description for the Director of Liquor Control and a new job performance evaluation tool which incorporated a 360° staff survey.

- **Police Commission**

Investigated seven complaints and determined:

- ◆ Exonerated – 4 (absolved from blame or wrong doing)
- ◆ Out of Purview – 1 (not within the commission jurisdiction)
- ◆ Unfounded – 1 (lacked foundation)
- ◆ Not Sustained – 1 (inadequate evidence to prove the complaint)

- **Salary Commission**

Transmitted two Salary Resolutions to the Kaua'i County Council. Salary Resolution 2020-1 was adopted and provides the opportunity for an individual within the Kaua'i Police Department that was assuming the position of the Deputy Chief to keep their current salary.

IV. BUDGET

Expense Description	FY 2018	FY 2019	FY 2020
Personnel (FTE)	5.0	5.0	5.0
Salaries and Wages	\$ 470,514	\$ 481,684	\$ 497,311
Operations	\$ 135,021	\$ 151,797	\$ 200,628
Equipment	\$ 9,711	0	0
Program Total	\$ 615,246	\$ 633,481	\$ 697,939

V. ACCOMPLISHMENTS/EVALUATION

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

- A. Appointments: Over the past year, there were six (6) resignations for a total of 33 vacancies. The office was successful in filling a total of 19 vacancies and maintaining 14 reappointments. Of the 19 appointments, ten (10) were female in an effort to fulfill gender equity standards.
- B. Hiring & Human Resources: Out of the 14 boards and commissions, six (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 position specific job advertisements, job descriptions, essay/interview questions and a total of six (6) 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.
 - The office worked collaboratively with the Liquor Control Commission to create the first job description for the Director of Liquor Control and a new job performance evaluation tool which incorporated a 360° staff survey.
 - Training: Due to COVID-19, the Office worked with each Board, Commission and Committee as a group and individually to provide training on Microsoft Teams to transition to virtual meetings.
 - ♦ The Board of Review was trained and transitioned to using Ipads for their meetings and meeting materials.
 - ♦ To increase training participation and the quality of training, The Office is transitioning to individual training and orientation for each in-coming member of a Board, Commission or Committee.
 - Go Digital: The focused efforts of the transition to digital records and meeting materials has resulted in moving 90% of the 18 file cabinets and approximately 100

file boxes of records to digital storage. Much of this was accomplished in partnership with the Kauai High School Special Education Work Readiness Team, who worked weekly to assist in the data entry of files, shredding and scanning for the first half of the year.

- 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. At the time, B/C's staff of five (5) shared the office space with nine (9) staff from three other departments. One of the primary objectives of this goal was to provide 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. While plans were underway, the Office was offered the opportunity to relocate to a separate location which would be dedicated solely to Boards and Commission. The planning started in July of 2019 and the move was completed in May of 2020. The Office was relocated from the Mo`ikeha building to the Piikoi building with a designated meeting space resulting in 90% accomplishment of the goal. The next step will be installing the necessary audio and technological equipment for boards and commissions meetings.
- C. In response to COVID-19, the office developed and implemented operational policies and procedures to continue to serve the public and provide the necessary functional support to the boards, commissions and committees.