



COST CONTROL COMMISSION

Alice Luck, Chair
Stacy Waikoloa, Vice Chair

Andre Lister, Member
Paul Pancho, Member
Tyler Rodighiero, Member

25 AUG 27 11:08

Meetings of the COST Control Commission will be conducted as follows until further notice:

- Meetings will be publicly noticed pursuant to HRS Chapter 92.
- Minutes of the meeting will be completed pursuant to HRS Chapter 92 and posted to the Commission's website upon completion and approval.

Public Comments and Testimony:

- **Written testimony** will be accepted for any agenda item herein.
 - Written testimony indicating your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address), may be submitted to cdeleon@kauai.gov or mailed to the Cost Control Commission, c/o Office of Boards and Commission, 4444 Rice Street, Suite 300, Lihue, Hawaii 96766.
 - Written testimony received by the Cost Control Commission at least 24 hours prior to the meeting will be distributed to all Commissioners prior to the meeting.
- **Oral testimony** will be taken during the public testimony portion of the meeting in-person at the public meeting.
 - It is recommended that anyone interested in providing oral testimony register at least 24 hours prior to the meeting by emailing cdeleon@kauai.gov or calling (808) 241-4920. Any request to register shall include your 1) name or pseudonym, and if applicable, your position/title and organization you are representing, and 2) the agenda item that you are providing comment on, and 3) contact information (telephone number and email address).
 - Per the Cost Control Commission and Chair's practice, there is a three-minute time limit per testifier per agenda item.
 - Individuals who have not registered to provide testimony will be given an opportunity to speak on an agenda item following speakers who have registered.

SPECIAL ASSISTANCE

IF YOU NEED AN AUXILIARY AID/SERVICE, OTHER ACCOMMODATION DUE TO A DISABILITY,
OR AN INTERPRETER FOR NON-ENGLISH SPEAKING PERSONS PLEASE CONTACT
THE OFFICE OF BOARDS AND COMMISSIONS AT (808) 241-4917 OR ADAVIS@KAUAI.GOV
AS SOON AS POSSIBLE. REQUESTS MADE AS EARLY AS POSSIBLE WILL ALLOW ADEQUATE TIME TO
FULFILL YOUR REQUEST. UPON REQUEST, THIS NOTICE IS AVAILABLE IN ALTERNATIVE FORMATS SUCH
AS LARGE PRINT, BRAILLE, OR ELECTRONIC COPY.

COUNTY OF KAUAI COST CONTROL COMMISSION MEETING NOTICE AND AGENDA

AUG 27 11:08

Thursday, September 4, 2025

9:00 a.m. or shortly after that

Piikoi Building, Boards and Commissions Conference Room

4444 Rice Street, Suite 300, Lihue, Hawai'i 96766

Remote Access VIDEO by Microsoft Teams

Click on the URL below or type the URL into your computer or smartphone

<https://bit.ly/45X0I9k>

Meeting ID: 275 923 919 855 7

Passcode: Mk3Jw9mk

OPEN SESSION MEETING CALLED TO ORDER

ROLL CALL TO ASCERTAIN QUORUM

APPROVAL OF AGENDA

CHAIR'S ANNOUNCEMENTS

- Next Monthly Meeting, 9:00 a.m., on Thursday, October 2, 2025, at the Office of Boards and Commissions Conference Room, Suite 300.

PUBLIC TESTIMONY ON ANY AGENDA ITEMS

Individuals may testify on any agenda item or wait for the item to come up on the agenda.

APPROVAL OF MINUTES

- August 7, 2025, Open Session Meeting

BUSINESS:

CCC 2025-1:

Discussion and possible decision-making on recommendations to reduce the cost of county government while maintaining a reasonable level of public services under Section 28.02 of the Kaua'i County Charter Article XXVIII Cost Control Commission.

1. Office of the Mayor
2. Department of Human Resources
3. Department of Water
4. Office of the County Attorney
5. Office of the Prosecuting Attorney
6. Department of Planning

CCC 2025-6

Discussion and possible decision-making regarding the budget for the Office of County Clerk including the cost of constituent relations coordinators.

EXECUTIVE SESSION: Under HRS§ 92-7(a), the Commission may, when deemed necessary, hold an executive session on any agenda item without written public notice if the executive session was not anticipated in advance. Any such executive session shall be held under HRS § 92-4 and limited to those described in HRS §92-5(a).

ADJOURNMENT

cc: Deputy County Attorney Chris Donahoe

OPEN SESSION MEETING MINUTES

Board or Commission		Cost Control Commission	Meeting Date	August 7, 2025
Location	Piikoi Building, Boards and Commissions Conference Room 4444 Rice Street, Suite 300, Līhu'e, Hawai'i 96766 Remote Access VIDEO by Microsoft Teams Click on the URL below or type the URL into your computer or smartphone https://bit.ly/41cHdqy Meeting ID: 223 372 844 340 Passcode: UH9rp75R		Start of Meeting:	End of Meeting:
Present	Chair Alice Luck; Vice Chair Stacey Waikoloa; Commissioners Andre Lister, Paul Pancho, and Tyler Rodighiero. Also present: Boards and Commissions Support Staff: Administrator Ellen Ching and Support Clerk Mercedes Omo. Deputy County Attorney Chris Donahoe. Department Heads: Gerald Rapozo, Interim Director of Liquor Control; Chelsie Sakai, Director of Finance; Patrick Porter, Director of Parks and Recreation; Preston Chong, Acting Deputy Director of Parks and Recreation.			
Excused				
Absent				

SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain quorum	Chair Luck called the meeting to order at 9:01 a.m. Chair Luck called on Ms. Omo to conduct a call to ascertain a quorum. Commissioner Andre Lister replied present. Commissioner Paul Pancho was present. Commissioner Tyler Rodighiero replied here. Vice Chair Stacy Waikoloa replied here. Chair Alice Luck replied here. A quorum of five (5) was ascertained.	

Cost Control Commission Open Session Minutes
Of August 7, 2025, Meeting

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SUBJECT	DISCUSSION	ACTION
Approval of Agenda	Chair Luck called for a motion to approve the agenda. There was no one present from the public to provide testimony.	
Chair's Announcement	Next Monthly Meeting, Thursday, September 4, 2025, at the Office of Boards and Commissions Conference Room Suite 300.	
Public Testimony	Individuals may testify on any agenda item or wait for the item to come up on the agenda. Administrator Ching noted that the Commission did not receive any testimony. The only people in the audience were those people presenting to the Commission. There was no one present from the public to provide testimony on any of the agenda items.	
Approval of Minutes	<ul style="list-style-type: none"> July 3, 2025, Open Session Meeting July 3, 2025, Executive Session Meeting 	<p>Vice Chair Waikoloa moved to approve the July 3, 2025, Open Session meeting minutes. Commissioner Lister seconded the motion, hearing no objections, the minutes were approved.</p> <p>Vice Chair Waikoloa moved to approve the July 3, 2025, Executive Session meeting minutes. Commissioner Pancho seconded the motion. Hearing no objections, the minutes were approved.</p>
Business CCC 2025-1	<p><u>Discussion and possible decision-making on recommendations to reduce the cost of county government while maintaining a reasonable level of public services under Section 28.02 of the Kaua'i County Charter Article XXVIII Cost Control Commission.</u></p> <p>1. <u>Office of the County Clerk Report to the Cost Control Commission</u></p>	

SUBJECT	DISCUSSION	ACTION
	<p>The Commission heard from Jade Foundation-Tanigawa, County Clerk.</p> <p>Chair Luck thanked County Clerk Jade Foundation-Tanigawa for coming to the meeting. Chair Luck noted that the recommendations in her Report were very helpful and asked Ms. Fountain-Tanigawa if she could provide insight on the recommendations.</p> <p>Ms. Foundation-Tanigawa responded that the Office of the County Clerk consists of a Council Services Division and an Election Division. The staff in the office of the County Clerk and Council Services Division serve all seven (7) council members equally. But in the last two years, (this is not in the handout), the county council has hired their own constituent staff to service them individually. She noted that her office does not supervise them; the council members supervise them. As far as the constituent staff are concerned their duties are redundant, but there's nothing anyone can do about it.</p> <p>Reducing the cost of government, they have two (2) positions that are slated to retire at the end of 2025, one of which is the administrative assistant to the county clerk. The individual has filled in areas where needed and has taken on various roles and duties in the office of the county clerk. She believes that the office of the county clerk will be able to fulfill his duties by rolling his duties over into their existing staff.</p> <p>The other position is the printing services/election warehouse specialist. With digital reproduction technology and the increasing use of high-speed</p>	

SUBJECT	DISCUSSION	ACTION
	<p>digital copiers throughout the County a lot of the Departments are more than capable of doing their own printing in-house. They believe that the will no longer be needed and will eventually be phased out.</p> <p>With nothing further to report, Ms. Jade Fountain-Tanigawa asked the Commissioners if they had any questions, they would like her to address.</p> <p><u>Questions from the Commissioners</u></p> <p>Commissioner Rodighiero asked regarding their wages, what does it look like on paper. Ms. Fountain-Tanigawa responded the administrative to the county clerk's straight salary is approximately \$92,000, and the printing services/elections warehouse specialist straight salary is roughly (inaudible). She noted that the printing services and elections warehouse specialist position is a civil servant position and the administrative assistant to the county clerk position is an appointed position.</p> <p>Commissioner Lister asked about the retirement timeline for the positions, to which Ms. Fountain-Tanigawa responded probably at the end of 2025.</p> <p>Commissioner Rodighiero commented that pretty much everyone has their own printers and a handful of specialized printing which is not</p>	

SUBJECT	DISCUSSION	ACTION
	<p>enough to warrant keeping the position. Ms. Fountain-Tanigawa agreed.</p> <p>Chair Luck asked if there are any other cost savings for the county by eliminating the printing services.</p> <p>Ms. Fountain-Tanigawa responded that she couldn't think of anything offhand, aside from the different types of equipment they talked about selling some of the equipment.</p> <p>Commissioner Rodighiero commented that a lot of the county divisions are ruled by a set of rules. He asked what rules the office of the county clerk follows.</p> <p>Ms. Fountain-Tanigawa responded that the office of the county clerk and council services primarily are appointed positions. There's a section of which 3 are civil servants that come under collective bargaining. All of the staff in the elections division are all civil servants.</p> <p>Commissioner Rodighiero stated that the reason he asked the question was because there seems to be a lot of redundancies in the other</p>	

SUBJECT	DISCUSSION	ACTION
	<p>divisions, but they're all mandated by state rules. He asked if the office of the county clerk has redundancies and whether there are areas she thinks could be streamlined and not restricted by a certain rule that could be harder to modify.</p> <p>Ms. Fountain-Tanigawa responded that when it comes to council services, there may be some redundancies because the existing council services staff and the constituent staff employees are doing the same type of service for the council members.</p> <p>Commissioner Rodighiero noted that is the reason why she brought it up because based on what the Commission is hearing, the existing council services staff and the constituent staff are doing the same things, and both are getting paid for doing the same thing; it's like paying double salaries.</p> <p>Commissioner Rodighiero questioned whether the job descriptions for those positions are different, which could justify the councilmember's need for hiring constituent staff employees.</p> <p>Ms. Fountain-Tanigawa responded that because the council members themselves appointed them, it would be challenging for her to provide a</p>	

SUBJECT	DISCUSSION	ACTION
	<p>definitive answer. She continued, stating that the staff she appoints follow a certain set of rules and staff like attorneys, research staff, and records people they serve a specific function; the constituent employees that are appointed by the council members and are just that.</p> <p>Commissioner Rodighiero asked if that practice came in the last couple of years to which Ms. Fountain-Tanigawa responded that it's something new that started over the last 2 years.</p> <p>Commissioner Rodighiero asked if she knew the cost.</p> <p>Ms. Fountain-Tanigawa responded that each council member was originally allotted \$100,000, but it's now broken down to \$75,000. Within that \$75,000, a council member with 2 constituent staff can pay their staff \$60.00 an hour plus another \$20.00. It's up to them to fill whatever needs they have. There's no set of minimum qualifications that they follow except for whatever specific needs they may have.</p> <p>Commissioner Rodighiero asked if that was something passed by council to allow it.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa responded that yes, in came in as a budget proposal and was passed by council. A line item was added to council's budget, which started off with \$1,000,000, and each council member was allotted (she believes) \$100,000, the other \$300,000 was for equipment.</p> <p>She mentioned that some council members have opted not to hire constituent staff because they believe the current staff is already providing sufficient services. In each new budget cycle, council members must decide whether to hire constituent staff or not to. If they choose to do so, they are allocated \$75,000 for this purpose. Initially, the council aimed to model its approach after offices on other islands, but they were informed that the structure of the Office of Council Services on Kauai is significantly different from that of any other county in the state.</p> <p>Commissioner Rodighiero asked Ms. Fountain-Tanigawa for her opinion on what's the difference.</p> <p>Ms. Fountain-Tanigawa responded that the offices on the neighboring islands operate in separate offices and are allotted a budget. The council members oversee the own budget, and they hire staff to do everything. Whereas, here in Kauai, the office of council services staff, they do everything and service all members equally. The constituent staff</p>	

SUBJECT	DISCUSSION	ACTION
	<p>employees take care of whatever special needs or project the council members have. She will say that the workload has not decreased for her office.</p> <p>Commissioner Lister asked if the constituent staff are asking council service staff to do the same things and they are kind of just the middle person now.</p> <p>Chair Luck stated that she thinks part of the call to add those positions was that a council position is supposed to be part-time, but it's more like full-time when considering the numerous requests from the public for assistance, which might have been a contributing factor. Is she correct in her understanding that a request from a council member to their assistant is passed on to another person in Ms. Fountain-Tanigawa's office to fulfill?</p> <p>Ms. Fountain-Tanigawa responded affirmatively and stated that there were times when a council member could not attend a function to present a certificate to a particular group; in such cases, they would instead ask a member of her staff to participate on their behalf, and now the council member would send their constituent staff to attend.</p> <p>Commissioner Rodighiero asked Ms. Fountain-Tanigawa if she had any</p>	

SUBJECT	DISCUSSION	ACTION
	<p>other concerns, noting that the goal of the Cost Control Commission is to identify areas where the county can save money either through procedural adjustments or basic cost savings. Or the county could spend more to save money in the long run.</p> <p>Ms. Fountain-Tanigawa responded that she couldn't think of anything else; they had been very fortunate, and she was very appreciative of having been appointed for as long as she has been. They have a great staff, and the council members are very supportive of the staff; however, a few nuisances have arisen over time, which can be challenging.</p> <p>Chair Luck asked Ms. Fountain-Tanigawa if she thought about reducing the number of full-time council support staff to compensate for the fact that the council members now want to pick their own assistants.</p> <p>Ms. Fountain-Tanigawa responded that they had not considered reducing</p>	

SUBJECT	DISCUSSION	ACTION
	<p>their staff because the workload had not decreased. They have made efforts to streamline operations as much as possible. Currently, they have two staff attorneys and three research staff members who manage the daily drafting of bills and research various agenda items. Their clerical support staff must organize all the meetings, put together the agenda and transcribe the minutes. Ideally, they hope to find an AI program in the future that can assist with transcribing the minutes. They have discovered that for every hour of a recorded meeting (since they take verbatim minutes), it takes two hours to go back to listen to the recording and to transcribe.</p> <p>Ms. Fountain-Tanigawa added that they have been conducting research with the help of the County's IT Department on various AI software programs. However, the hangup is with the Hawaiian words; they've contacted the University of Hawaii to see if they have a program. The neighboring islands send their minutes out to various transcription companies, but those companies do not do verbatim minutes. Kauai is one of the few counties that transcribes verbatim minutes, and both council members and attorneys find them helpful.</p> <p>Commissioner Rodighiero stated that some programs are set up,</p>	

SUBJECT	DISCUSSION	ACTION
	<p>including printed minutes that have a digital minute where you can click on any part of the minute, and it'll show you the clip of that minute. You could, even if it is spelled or done wrong, literally watch and speak it, which is cool.</p> <p>He uses a program like that for all his meetings.</p> <p>Ms. Fountain-Tanigawa stated that they've experimented with those types of programs. They even have a staff member who is really interested in that, and she's been looking into it, but it isn't easy, at least right now. It's been difficult for them because, with seven council members, often three could be talking at once, and it would pick up on one of them, but then it wouldn't let them know who was speaking, and those little things. So, they'd have to go back, and they tried a few times to let the AI run the meeting, to see what the minutes would be like, but they would have to go back and correct the minutes which took them much longer than typing.</p> <p>Vice Chair Waikoloa stated that to stay in the theme of reducing the full-time employees, the question that Chair Luck asked, to reiterate, it looks like it's going to happen in 2026, with the retirements, if she's correct, the number of full-time employees would go from 30 to 28 full-time employees.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa responded correct.</p> <p>Vice Chair Waikoloa stated that in the meantime, with the time trade for those employees that would be taking over the work that is being left behind, what are those employees currently doing now? How would that be replaced?</p> <p>Ms. Fountain-Tanigawa responded that the administrative assistant to the county clerk officiates the oath of office for the Commissioners and handles all building maintenance and other types of work requests. He's the go-to person for facilities. As for the oath of office it would be either the deputy or herself who would continue to give the oath of office for the commissioners. For facilities-related matters, it may fall to either the deputy or the clerical supervisor, depending on the situation.</p> <p>Chair Luck asked if the constituent staff are in full-time positions, to which Ms. Fountain-Tanigawa responded no, they work 19 hours a week, it can be five hours a day or whatever it takes to make the 19 hours.</p> <p>Vice Chair Waikoloa asked if they could talk about something else.</p> <p>Commissioner Lister asked if the unused monies go back to the general fund to which Ms. Fountain-Tanigawa responded yes.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck noted that with regards to elections, she noticed there weren't any recommendations.</p> <p>Ms. Fountain-Tanigawa responded that since the 2020 elections, the County of Kauai had adopted mail-in voting, which was beneficial for some but a challenge for others. She knows of an organization that had filed a few lawsuits because they prefer to vote at their designated polling places. Mail-in voting really helped the election division because, since 2020, elections, they no longer needed to staff the different polling places, and finding staff to run those polling places was very difficult. There was a stipend of \$75.00 for the entire day, and very few people were willing to accept it, but those who were willing to spend the day with the election staff at the various polling places were getting up there in age and made things tough. So, mail-in voting has been a godsend.</p> <p>Chair Luck asked if it reduced the cost associated with elections to which Ms. Fountain-Tanigawa responded that she believes it has.</p> <p>Vice Chair Waikoloa stated that going back to her question it didn't get addressed. With the redistribution of work, and the upcoming retirement of those two individuals, reducing the employee count to 28, does she foresee any pay increases for the employees taking on the additional</p>	

SUBJECT	DISCUSSION	ACTION
	<p>workload.</p> <p>Ms. Fountain-Tanigawa responded that it would depend on the type of work the employee would be taking on. They've been told by Human Resources that it's not the quantity of the work, it's the complexity of the work that they should be paying for.</p> <p>Vice Chair Waikoloa stated that she was looking at the standpoint of saving money, but if the work requires an increase in pay, it will change things slightly.</p> <p>Chair Luck asked the Commissioners if they had more questions for Ms. Fountain-Tanigawa. There were no questions from the Commissioners.</p> <p>Boards and Commissions Administrator Ellen Ching stated the following:</p> <ul style="list-style-type: none">• Thanked County Clerk Jade Fountain-Tanigawa for coming and presenting her overview and recommendations.• A lot of the other counties envy the County of Kaua'i in the county clerk's operations for its efficiency.• Ms. Fountain-Tanigawa is a long-standing staff with a high level of skills.• She has the flexibility to assign staff to whatever task comes up from Council Members.	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none">• When you have a Council Member in charge of their own staff and they only deal with issues a Council Member has.• If there's downtime, there's no flexibility to say, "Hey, can you go help this other Council Member".• Efficiency and flexibility are envied by other neighboring island councils.• The practice is new that was put in the budget for constituent services. She is unsure of how their services are being used.• Council Services staff carry the same workload and are doing research and drafting of the ordinances; it's a technical skill that not everyone can do.• She calls council services the Library of Congress because whenever she needs information or needs the history of something, she would call Council Services. <p>Chair Luck commented that looking into the future AI can perhaps help with that.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Ching stated that her office has sent transcripts to companies, as we also plan to. Still, when the minutes come back, her staff would have to examine the entire document because of the Hawaiian words, Japanese words, and Pidgin English, all of which do not translate.</p> <p>Commissioner Lister stated that because the County Clerk's office handles everything or has been up until the last several years, now the Council has special services. Is that portion under the Commission's purview relative to the new staffing, is that something that the Commission can investigate?</p> <p>Ms. Ching responded yes but would like to refer his question to Deputy County Attorney Chris Donahoe to opine on.</p> <p>Commissioner Rodighiero mentioned that it sounds like it could be a recommendation from the Cost Control Commission to the County Council to change what there are doing.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister stated that he thinks it would be interesting for the Commission to find out what the other side was thinking. It's excellent, and he thanks Jade for coming in and sharing with us the importance of her staff's role. However, it's interesting that there is now another set of staff providing services that the council services staff has been handling, and yet it hasn't reduced the workload. There would likely be a reduction. So, either you know, there was work that wasn't getting done, and now that's what they're doing, or you know, where is that? Where is that line?</p> <p>Ms. Fountain-Tanigawa stated that if he'd like, she's not sure if it is what the Commission is looking for, but she could request the kind of work that the Constituents staff members have been doing for the council members and provide that as well. You know, whatever it is.</p> <p>Commissioner Lister responded he would appreciate it, noting that it at least would be valuable to understand what they do, and it may be what the constituent staff are doing is necessary.</p> <p>Chair Luck asked why there was a call to add those positions?</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa responded that, honestly, she believes some Council members attended various conferences and spoke to other Council members who have staff that handle certain types of tasks. They send them out, and they'll drop this bill for them, and they'll do this for me, and we do that," They never stopped to recognize the setup is completely different. They tried to tell them.</p> <p>Chair Luck asked if those council members work full-time. To her understanding the Kauai council members are supposed to be part-time.</p> <p>Ms. Fountain-Tanigawa responded that the Council members are as busy as they choose to be. You have some that are very busy, as an example, the Council Chair comes in every day and there are others that choose not to come in every day. It's not to say they're not doing anything, but it's, you know, very different. They don't keep regular office hours.</p> <p>There being no further questions or comments, the Commissioners thanked County Clerk Jade Fountain-Tanigawa for coming to the meeting. At 9:35 a.m., Ms. Fountain-Tanigawa conclude her presentation.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>2. <u>Department of Public Works</u></p> <p>The Commission heard from Troy Tanigawa, County Engineer, Department of Public Works.</p> <p>Chair Luck thanked Mr. Tanigawa for his detailed report and for submitting recommendations to the Commission for consideration.</p> <p>Mr. Tanigawa stated that the first recommendation pertains to sick leave. County employees have 21 days of vacation earned and earned sick leave. So, if you don't have any leave without pay, you typically receive 21 days each of sick leave and vacation.</p> <p>He stated that they have several employees who use their sick leave for purposes other than its intended use. When that happens, because we have operations that require minimal workforce and workforce requirements for safe operations, such as the transfer stations, the landfill, and refuse collection. They've established set routes because they need operators to patrol those routes and perform their collections. When people call in sick, they must call in people who are not scheduled, which results in overtime costs.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>For the solid waste division, they have significant overtime costs. They feel that sick leave shouldn't be used freely. Also, when an employee retires, a lot of times people will look at it, because sick leave you don't get, I guess, the full benefit of the hours that you've accumulated in your retirement, that a lot of people burn the sick leave as they get it.</p> <p>They don't save it up like a vacation, where you get 100% counted to your retirement time. There's a lot of that happening and because of it, DPW has accrued high overtime costs. He stated that if there are changes, the DWP employees would view sick leave differently, they would have less overtime, which in turn will reduce costs.</p> <p>Commissioner Lister stated that it's a county wide issue and not just public works.</p> <p>Mr. Tanigawa responded that he believes it's across the board.</p> <p>Commissioner Rodighiero questioned if it's a collective bargaining issue. If it is, technically, the Commission is allowed to touch it.</p> <p>Chair Luck asked Mr. Tanigawa if the DPW employees fall under collective bargaining unit to which Mr. Tanigawa responded yes.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero asked Deputy County Attorney Chris Donahoe if the matter could be addressed by the Cost Control Commission to which Mr. Donahoe responded that because it falls under the collective bargaining his answer is no.</p> <p>Commissioner Rodighiero stated that because it has to do with negotiating contracts, the Commission could dive into it. Unfortunately, anything that has to do with collective bargaining, the Commission is not allowed to touch it.</p> <p>Administrator Ching responded that although the Commission is not allowed to touch it, the Commission could make a recommendation to the HR department. What she will tell the Commission is, coming from private sector, what you might be able to change, is for instance, like in the County, if you are absent for five days, then you need to bring in a doctor's slip. In private sector, it's for three days, not five days. The Commission can make a recommendation to HR, but it'd be difficult because they bargained on a statewide basis. So, when the Union contract comes up, it's for the whole state, it's not just for Kaua'i County. However, the Commission might be able to make a recommendation to HR, but you might be able to make a recommendation to change, not the number, but how it is managed.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck noted the enforcement of it.</p> <p>Commissioner Lister stated that people who take advantage of the system are taking a day here and a day there?</p> <p>Mr. Tanigawa responded that it could be a mixture of both. Each collective bargaining contract includes provisions for addressing sick leave abuse. We've attempted to establish patterns and go through that process, but it's been tough because it's a challenging thing to do. You don't get all the information you need, I guess, to be effective, unless you have some terrible abuse. If it's a no-call, no-show type, and it's frequent, then discipline is typically easier to enforce and tends to be more effective. However, it has been tough to gather sufficient information and documentation to implement this provision in the contract.</p> <p>Commissioner Lister asked if this is something the Commission might be able to influence, something along those lines?</p> <p>Administrator Ching stated that if the Commission would like to make recommendations, she would check with HR on what's the feasibility or if it's possible. In her mind, unless the Commission hears differently from Deputy County Attorney Chris Donahoe , it is wide open as to what</p>	

SUBJECT	DISCUSSION	ACTION
	<p>recommendations the Commission can make.</p> <p>Deputy County Attorney Donahoe stated the making recommendations to change something that was negotiated statewide, you take with a grain of salt. Each collective bargaining unit has protection for its membership in terms of grievance procedures which can be lengthy to challenge, and any discipline that may come from abuse of sick leave; every CBA is different, there are agreements and procedures in the CBA that addresses if someone is being disciplined for abusing sick leave.</p> <p>Commissioner Rodighiero noted that the Commission's recommendation doesn't go the State, it goes to the County Council.</p> <p>Commissioner Lister asked if the type that Mr. Tanigawa is dealing with exists in other public works, in similar positions in the other counties.</p> <p>Commissioner Pancho noted that it's a statewide agreement.</p> <p>Commissioner Lister stated that the issue of policy abuse could be a statewide concern, so can the Commission make a recommendation when negotiations are underway to change how the county and the unions negotiate the contract to address this issue? It may be beyond the Commission's purview.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Pancho stated that the recommendation could include language on enforcement of a doctor's note when taking sick leave.</p> <p>Commissioner Lister asked who negotiates contract every year to which Ms. Ching responded HR and the union.</p> <p>Commissioner Lister stated that the recommendation would go to the county council as a recommendation to the HR representatives to change the sick leave enforcement policy to something less than five days.</p> <p>Deputy County Attorney Donahoe said yes, by changing the sick leave enforcement policy.</p> <p>Commissioner Rodighiero asked Mr. Tanigawa to clarify the 21-day rollover.</p> <p>Mr. Tanigawa responded that it is accumulated, when a person retires, compared to vacation for example, the number of vacation days a person accumulates, 100% of it transfers to their retirement. Sick leave 2/3 of it transfers to the person's retirement. 100% of their time off, those hours is worth more to the employees versus the amount of contribution a person makes to their retirement, benefit-wise.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister commented that it incentivizes the employee to take sick leave not vacation.</p> <p>DCA Donahoe stated that the employees' vacation time caps of at 720 hours of the year. Anything over 720 hours, the employee must use it or lose it.</p> <p>Commissioner Rodighiero – technically, its designed to be abused.</p> <p>DCA Donahoe – Its accumulated sick and vacation time that an employee earned through their and by not calling in sick and earning vacation time. Sick leave time rolls over, but the vacation time caps off at 720 hours.</p> <p>Mr. Tanigawa stated that the cap is only for 720, and sick leave keeps on accumulating.</p> <p>Chair Luck asked Mr. Tanigawa based on his experience, are parents using sick leave more because of the lack of childcare, and does he feel it's being abused as PTO?</p> <p>Mr. Tanigawa responded that there's a lot of abuse.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Vice Chair Waikoloa stated that the difference between solid waste that has a lot of overtime versus the roads division team that is about the same size, is just the work of the solid waste division taking advantage of the road division.</p> <p>Mr. Tanigawa responded – Not so much in the roads division.</p> <p>Vice Chair Waikoloa asked, “is it because of the type of work or just the employee?</p> <p>Mr. Tanigawa responded that everybody works a 40-hour week unless they get called in for overtime. The roads division works Monday through Friday. The division of solid waste has a seven-day facility operation. Because of that, people are scheduled to work on weekends when they have different functions whether it’s their kid’s playing baseball or things like that that younger families want to continue participating in. But there’s a lot of other reasons that aren’t as concentrated for the younger families. It’s interesting that the division of solid waste management has been the biggest accumulated overtime that we’ve had each year and every year.</p> <p>Commissioner Pancho – Is it because of the callouts?</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tanigawa responded that it's because they must staff and meet the minimum daily requirements.</p> <p>Commissioner Lister – is there a big pay discrepancy between roads and solid waste?</p> <p>Mr. Tanigawa responded that no, they're all under unit 1. So, for the classifications given they all have the same pay. The only difference would be the landfill. The landfill staff have slightly higher hourly pay for the tasks given. For example, truck drivers in roads would make slightly less than a truck driver working for the landfill because of the environment that they work in.</p> <p>Chair Luck – It leads the Commission to his recommendation to close the landfill and refuse transitions on Sundays.</p> <p>Mr. Tanigawa responded yes and stated that it is something that they've discussed with the administration. It's not something that they think will be very popular because the people who work Monday through Friday will lose one day because they can freely go to the transfer station and conduct their business. But that's something that if they're between a rock and a hard place they would still be able to maintain services for many of the county's operations that do refuse collection. They're</p>	

SUBJECT	DISCUSSION	ACTION
	<p>scheduled on Thursday and some Fridays and at least preserve one day for the residents that work Monday through Friday, they'll have at least one full day.</p> <p>Commissioner Lister asked if someone would call out and you must schedule someone who is not scheduled, but they can't find anybody, they wouldn't be able to properly staff a facility on a particular day, they will have to close the facility, right?</p> <p>Mr. Tanigawa responded that they've come across those types of instances, but not so much for the transfer stations, but occasionally at the landfill.</p> <p>Chair Luck - Are they fully staffed in solid waste and how many vacancies are there in solid waste?</p> <p>Mr. Tanigawa responded that the vacancies vary. It goes up and down and right now they're close to being as full as they've ever been. But there's been some hardship in finding CDL drivers, drivers with commercial driver's license. So, they have some challenges right now with delayed refuse collections.</p> <p>Commissioner Rodighiero asked if the pay for a CDL driver made it hard</p>	

SUBJECT	DISCUSSION	ACTION
	<p>for the county to find drivers?</p> <p>Mr. Tanigawa responded that there have been different reasons. The CDL license renewal system had some changes. Drivers have been finding it more difficult to renew their licenses. Some that have had it for many years have gone through 3-4 cycles that failed. He believes that the process has affected the pool of available workers.</p> <p>Commissioner Lister asked if it's something that the drivers must do themselves and if the county's renewal process offers support for drivers to increase the success rate of their CDL drivers.</p> <p>Mr. Tanigawa responded that although the county requires all CDL drivers to cover the cost of the renewal the county will reimburse the employees that pass the renewal process.</p> <p>Commissioner Lister asked Mr. Tanigawa if he thought there was something more that the County or division could be doing to address the changes that have hurt the renewal of success rate. Because based on what he's hearing, it sounds important to have these drivers. Is there anything that the County could do to improve the success rate? If it's all on the drivers and they're not doing well on their own, is there something collectively that they can do to improve the renewal process for the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>drivers?</p> <p>Mr. Tanigawa responded that they have training programs where they would bring in drivers and employees who don't have full CDL license (this is for a repair shop where they've experienced the most of it). Trainees can join the team and receive additional training from in-house trainers, as well as receive mentorship from other employees. Before they reach the end of their six-month probation, if successful, they will obtain their CDL license, and they will be able to continue to get hired, or if they don't (obtain their CDL), they will be placed on probation for an extended period at least once. They can explore how to expand into other CDL positions that we have, as for the employees that are already on board, and if they don't pass, they undergo in-house training to ensure that the next time they take the exam, they have a better chance of passing.</p> <p>Commissioner Rodighiero asked if it is the performance exam portion of the renewal process that the employees are failing or the written exam?</p> <p>Mr. Tanigawa responded that, typically, it's before the performance part that many people fail. It's not so much writing, but rather a verbal type of regimen that the examiner goes through with each applicant. For the internal employees, they have had a success rate. However, if we expect to have a good CDL pool, they may need to consider that option to fill the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>vacancies.</p> <p>Commissioner Rodighiero stated that it's not just an isolated problem, but a broader issue. The concrete companies have issues too. There are issues all over driver's licensing so it's tough. He agrees with Commissioner Lister that the county should consider finding a highly significant program that offers extensive training to the drivers and or employees to ensure that they can pass the test. The nice thing is that you have several transfer stations, so people can shift around if one is closed.</p> <p>Mr. Tanigawa commented that per capita, for the size of Kauai, he thinks that they have the most transfer stations statewide.</p> <p>Commissioner Lister asked instead of closing all transfer stations on Sunday's, perhaps having a rotation schedule and keep one transfer station open on 3rd or 2nd Sunday in the month.</p> <p>Vice Chair Waikoloa asked why Sunday's, which she assumes makes the most difference in terms of overtime, but then there's the issue of struggling with people calling in sick.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tanigawa responded that it was the most convenient day; typically, refuse-pick-up starts on Monday, so closing on Sunday or maybe Saturday could help the landfill catch up, then reopen on Monday, but closing the transfer stations on Saturday would present a little different dynamic for them because Sunday will be an operational day again. Furthermore, the commercial sector primarily operates Monday through Saturday, rather than on weekdays. However, on Saturday, there's still a significant amount of commercial waste that comes into the landfill, so by operating any of the transfer stations, you will want to have the landfill open. Sunday is the closest to having minimal commercial refuse activity.</p> <p>Commissioner Rodighiero noted that Sunday seems to be the lightest day for the landfill and the refuse stations.</p> <p>Mr. Tanigawa responded that not so much for the transfer stations because it's regular throughout the week, it's the landfill that is driving it.</p> <p>Commissioner Rodighiero in worst case scenario, closing on Sunday's could be a way to save money, but it's not going to be popular with majority of the people of Kauai.</p> <p>Commissioner Lister asked could rotating the opening of the transfer</p>	

SUBJECT	DISCUSSION	ACTION
	<p>stations be beneficial , like a middle stance between all open or all closed. Mr. Tanigawa responded that the question did come up in their discussions.</p> <p>Commissioner Rodighiero noted that based on Mr. Tanigawa's comments, the issue is he still had to keep the landfill open and that it would take away a lot of savings that would be saved by closing the landfill for a day.</p> <p>Chair Luck asked if there are any solid waste alternatives that the county could consider, that would money on the landfill operational costs?</p> <p>Mr. Tanigawa responded that they looked at a lot of different things. Daily coverage probably is the biggest variable because it's just hard. They've tried to make things streamline as much as possible and have them work as efficient as possible and think that they may have found a low hanging fruit that they could identify to save cost. Having the right technology could reduce the amount of waste that goes into the landfill and reduce the cost significantly.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>But they would have to balance that with the cost of using the new technology. They have an RFPL that is due to close soon which will allow them to look at the different technology they have to offer, but he can't recall whether the RFPL has already closed or is still open. If it's still open, they will look at operations that have proven technology and a good track record. That is something that can significantly reduce the landfill cost, they just don't know how much that new technology will cost or if there will be a balance. It may cost more, but preserving landfill spaces is an even greater achievement that the county can accomplish because if the county needs to ship out anything more than hazardous waste will significantly increase the cost of disposal.</p> <p>Commissioner Rodighiero asked what kind of technologies he knows of.</p> <p>Mr. Tanigawa responded that there are digestion processes that take the wet waste fraction, food waste, and turn it into compost. The method also extracts methane to generate energy for the operations. Many of the technologies have a surplus that the county can sell to the grid or local power companies. Currently, it may be a challenging task to do so because KIUC's portfolio is already at its maximum. The byproduct from that process typically generates pellets or some fuel used in waste-to-energy facilities. In the past, it showed promise for at least being sold to</p>	

SUBJECT	DISCUSSION	ACTION
	<p>another operation that can use it as fuel. However, Maui's experience has shown that this potential has not really materialized, as many people had thought it would. They selected a process that seemed to show promise, but the contract fell apart because they couldn't agree on a purchase agreement for the byproduct that came from that process.</p> <p>Because of that, Maui is still 100% landfill for whatever they cannot recycle. So, along with those digestive-type operations, there is waste-to-energy, which is like what Oahu is doing. Oahu utilizes pyrolysis, a slow heating process that reduces waste volume and produces biochar, which is sold as fuel. The Department of Public Works (DPW) typically seeks solutions with a proven track record that are suitable for the size of Kaua'i's waste stream. While some operations may be effective in larger waste streams, they often cannot be scaled down to be economical for the smaller waste stream found in Kaua'i. So, they will have to examine all the different factors and determine if there's something that can fit Kaua'i. The procurement process is a two-step process where you qualify the individuals who have submitted proposals, and then you proceed to the next step, where you can evaluate the prices of the qualified shortlist.</p> <p>Commissioner Rodighiero asked Mr. Tanigawa if there were other savings he could think of. The goal of the Cost Control Commission is to advocate to the Council for what the Department needs to reduce costs.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tanigawa stated that when Administrator Ching sent out the request, they saw it as an opportunity to gain at least some momentum in some of the issues they saw that could help to reduce costs. He visited all seven divisions to have the conversation, and this is what they came up with.</p> <p>There being no further questions or comments, Chair Luck thanked DPW Director Troy Tanigawa for coming to the meeting. At 10:18 a.m., Mr. Tanigawa left the meeting.</p> <p>3. Housing Agency</p> <p>The Commission heard from Housing Agency Director, Adam Roversi.</p> <p>Mr. Roversi introduced himself to the Commission. He stated that the report sent to the Commission didn't have any concrete recommendations, but he had thought of a few things in reflection that he'd be happy to share if the Commission is open to it. But unfortunately, most of the things that have the most impact is likely to be outside of the purview of County Council, let alone the Cost Control Commission. However, it might be useful information, nonetheless.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>He then referred to his Summary Report that more than half of the housing agencies' salaries and personnel costs are paid by non-county sources and funds. The personnel and administrative expenses in his office are relatively small compared to the tens of millions of dollars allocated for housing production for the community.</p> <p>Mr. Roversi stated that there are many things that make the county building housing significantly more expensive than they are for private developers, and some of those, maybe a few of them, can't be impacted.</p> <p>He pointed out that the standard insurance requirements the County imposes on construction projects dramatically limit the pool of builders willing to submit bids for projects. He also thinks that although the standard requirements are appropriate when you are doing a multi \$1,000,000 project or a large-scale subdivision, the Housing Agency does all sorts of projects from simply replacing a roof on a single-family home to a \$10 million subdivision.</p> <p>To require a \$2,000,000 liability policy from a roofer, the county will automatically exclude 95% of the roofers on Kaua'i from being willing to bid on the county's projects. The current system allows for individualized</p>	

SUBJECT	DISCUSSION	ACTION
	<p>exceptions to those insurance requirements, but it would be helpful if a project is valued at a certain amount, the contractor will be able to meet these lower insurance requirements. If a project is valued at this amount, you need to meet these higher tier insurance requirements. That would make the process simpler and maybe might open the doors for more local businesses to participate in the projects that the county does.</p> <p>Commissioner Lister asked who set the rules to which Mr. Roversi responded that the county attorney office does, in consultation with the county's insurance provider.</p> <p>Commissioner Lister asked who set the current policy?</p> <p>Mr. Roversi clarified that it's not it's not insurance that the county (inaudible), it's insurance that the county requires the entities the county is contracted with to have to be eligible to enter into an agreement with.</p> <p>Commissioner Rodighiero stated that it sounds like the office of the county attorney is the one who sets the parameters, and Mr. Roversi follows it. The parameters require everyone to have a high policy no matter the scope of work, what Mr. Roversi is asking for is to have a tiered value that office of the county attorney would set.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister stated that the county attorney's office could effectively put into place a tiered value, if a recommendation piece of boundaries.</p> <p>Deputy County Attorney Chris Donahoe stated that the change would have to be made by County Attorney Matt Bracken.</p> <p>Commissioner Rodighiero asked DCA Donahoe to express his thoughts on that, from a legal standpoint.</p> <p>DCA Donahoe stated that from his perspective, they set a high rate to limit liability for the county by putting enough insurance to cover the project. However, he also understands that Mr. Roversi's position is that there are smaller projects that even from a liability perspective might not come to a level of fruition if something was to go array, but from the outer side of the coin is the negotiation process of piecemealing it.</p> <p>Mr. Roversi stated that he doesn't doubt that the county attorney's office had gone through a detailed risk assessment with the county's insurance broker to come up with those limits. He wants to make the Commission aware that the practical effect of that is that the Housing Agency cannot</p>	

SUBJECT	DISCUSSION	ACTION
	<p>get a contractor to put a roof on a house.</p> <p>As an anecdotal example, the county would repurchase affordable homes, in an affordable home buyer system. Recently, the county brought a house back, in Kilauea and it took them almost a year to replace the roof because they couldn't find a contractor ready to do it.</p> <p>Vice Chair Waikoloa commented that the county can't go on the affordable side because they don't have bids to achieve that either. She asked DCA Donahoe if it is possible to use the UE theory for every job?</p> <p>DCA Donahoe responded that County Attorney Matt Bracken would need to review the risk, liability, and rationale for its current level. He said he could bring this to Bracken's attention for review and an opinion, possibly as a recommendation from the Cost Control Commission to the Office of the County Attorney.</p> <p>Commissioner Rodighiero explained that, based on his experience in the construction industry and handling insurance claims, he understands the risks involved. He said it is better to have more insurance, since not having enough can lead to serious problems.</p> <p>DCA Donahoe noted that in the county's case, it will be public money that is going out.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked what the maximum liability amount was, to which Mr. Roversi responded that 2-million-dollar liability coverage, noting that he’s not sure what the standard coverage is for large companies to do commercial work to meet those requirements. Small residential buildings generally do not carry liability coverage.</p> <p>Mr. Roversi added that the second related part that drives the cost of everything they build, again, is out of the purview of the Cost Control Commission, but just for them to be aware of.</p> <p>The Housing Agency is required to pay federal or state prevailing wages for all projects, which means that it’s a political choice, that anything the county builds is paying union wages and following union regulations. As a community, they want the builders to be paid well. But as a practical matter, it excludes many smaller builders on Kauai from any of the projects the housing agency does. So, anything that they do will be for small-scale projects and will only attract bids from large commercial builders who are de facto union contractors to begin with. The insurance requirements, the prevailing wage requirements, which all may be the correct choices from a policy perspective, would probably make the construction of the agency 20 percent higher than a project builder. Trying to build affordable housing that is inexpensive for people is</p>	

SUBJECT	DISCUSSION	ACTION
	<p>problematic.</p> <p>Lastly, it's probably outside of the purview of the Commission, which makes it difficult. In the last four years, the agency switched gears to try to do more single-family homes instead of just multi family living rental projects. The state liability system imposed on builders for single family homes liability a period of 10 years, for any defect that home makes. To be clear, it's not necessarily that homes can't be built , it means that the insurance coverage for the builders for those homes long term, the liability is extremely high, making it very difficult to attract builders to build single-family homes at the affordable price points.</p> <p>Chair Luck asked what the difference is from multifamily housing.</p> <p>Mr. Roversi responded that the difference is that multifamily housing is built for housing rentals, it doesn't come attached to that same issue because typically the county is going to own it or the developer who built it is going to own it and rent it as long-term, so the county's not going to sue itself. It would happen if you tried to list multifamily homes for sale and they were condominiums with an HOA. Lawsuits by HOAs against builders during those 10 years are common and drive the insurance costs up dramatically for the multifamily condo projects. Therefore, selling multifamily units is very expensive and almost cost prohibitive. Mr.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Roversi noted that those aren't things that one would find solutions for.</p> <p>Vice Chair Waikoloa asked Mr. Roversi for his stance on creating a system within housing where applications can be electronically filed and possibly tied to application-based and scheduling-based systems to meet employees at the window when needed, including payment-based systems, rather than mailing out checks for Section 8.</p> <p>Mr. Roversi responded that the Section 8 Division specifically has a web-based application system for the waiting list at least, and for most document updates that a client would be required to submit over their participation in a program. For example, if their income changes, they're required to report it to his office, which can be done electronically. If they're required to submit pay stubs, they can do that electronically, all through the cloud-based system. Federal regulations do still require the housing agency to maintain paper files on every client, even though they have a cloud-based system. Under the current system that they are required to work under, it's safe to say they've made electronic what we can allowably make electronic, but we're still required to paper files by the federal regulations that the operate the program.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Roversi noted that in connection a little bit to what the Vice Chair was talking about. When he first began working for the housing agency about five years ago, if the Commissioners look on the housing agency's website, there's a tab about housing opportunities that lists all the affordable housing projects on Kauai. The projects are owned by different entities, different corporate entities or managed by different private companies.</p> <p>If someone was searching for a house who wants to apply to those places, they must go to every single one of them separately because every one of them has a different application, sometimes a different application fee, so it can be a huge barrier for someone. To try to address that, the housing agency explored trying to do a one stop shop, an electronic application that people can submit to the housing agency that will somehow be distributed to all the management companies, so that when they have a vacancy, they can just go to the system.</p> <p>Mr. Roversi noted that there are a lot of barriers that stand in their way. Each management company has their own proprietary software system that they like to use, whether they've invested in it or whether it suits the way they do their accounting. So, there was a lot of internal resistance from the larger management companies to abandon what they'd established to accept something that the housing agency would create.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>There was also resistance, not so much from larger multifamily management companies from smaller companies that made significant income from application fees for available rental units. So, they wanted to outsource that application process to a county system so, with all the different players, it ran into too many roadblocks to create something that would seem to be on its face when you just think about it a simple thing to do, a one stop place to apply for housing.</p> <p>Chair Luck noted that they can't force their hand on that in any way.</p> <p>Mr. Roversi noted that they could contractually require people operating a project on county land to utilize a particular system. Still, many of those projects are outside the housing agency's control. It would be only a small portion of the ongoing projects. Thinking along the lines of what Vice Chair Waikoloa talked about earlier. The Section 8 program clients who may not have a computer may not have access to those things, the agency installed a remote ATM style machine so that they can do everything electronically at our office, but very few people use it. For better or worse, most of their clients want to come in to talk to a real person and want to be guided through something they don't want to do electronically.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Roversi mentioned that for a lot of their clients admittedly, it's not easy to do complex document uploads, data entry on the cellphone, for a lot of their clients, that's the only access to the internet. So, making things electronic is not always simplified.</p> <p>There being no further questions or comments, Chair Luck thanked Housing Director, Adam Roversi, for coming to the meeting. At 10:30 a.m., Mr. Roversi left the meeting.</p> <p>4. <u>Office of Economic Development</u></p> <p>The Commissioners heard from OED Director, Nalani Kaauwai-Brun.</p> <p>Chair Luck welcomed Ms. Brun to the meeting.</p> <p>OED Director Ms. Nalani Brun introduced herself to the Commissioners, then noted that she also had some recommendations for cost control and efficiency. Chair Luck stated that one of her recommendations was to establish Memoranda of Understanding with key state agencies.</p> <p>Ms. Brun stated that everything affects economic development, a significant portion of her office work involves collaborating with state</p>	

SUBJECT	DISCUSSION	ACTION
	<p>agencies. However, it can be very challenging, so they often take on projects that don't require waiting for a state agency to finalize arrangements. An example of that is the coconut rhinoceros' beetle. The State Department of Agriculture has a biosecurity team. Still, they didn't work quickly enough, so her office created teams that included people from the Parks Department to address the rhinoceros beetle plaguing Kauai. Additionally, her office sought funding for this effort.</p> <p>Ms. Brun stated that OED's recommendations come from experience of trying to work with the state and then trying to recoup funding or get them going on a project. They don't know the location well enough, like they do, so they offer to stay hand in hand with them so they're not walking alone. Another example is the film industry; OED has a film person in their office who has been trying for eight years to get an MOU between the County and the State Film Industry signed so that both agencies could share the cost of promoting the State of Hawaii as a film location, but it has been excruciating trying to get the MOU signed.</p> <p>Ms. Brun stated that partnerships are the key to solving the big problems that are out there because it doesn't just affect economic development, it affects the community's daily lives.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Brun stated that one recommendation that came as an afterthought, which she did not include in her list of recommendations, is the importance of transferring information to the newly elected administration. The OED has been working diligently to clear the way, removing obstacles so that the new administration can operate as it sees fit. However, what often happens is that you tend to lose a significant amount of that institutional knowledge. So, as a cost saving and efficiency recommendation, she would like to recommend establishing one to three months of temporary positions and the funding, to allow the new incoming person and the outgoing person to work alongside each other. This arrangement will enable the transfer of all institutional knowledge to the new person, ensuring that no knowledge is lost. She has seen many administration changes and each time a bit of knowledge is lost, so some mistakes are made repeatedly. Continuity is important to programs that are helping the community.</p> <p>Chair Luck asked if the Kauai legislative representatives have been helpful to her office and if there's an opportunity to develop a closer partnership and have somebody on the island.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Brun responded that yes, her office has a very close relationship with Kauai Representative Jimmy Tokioka. She can call him anytime when they have a problem that must be addressed quickly, more so because it takes a while to get things done. It has also been beneficial to have the Senate President, and the House Leadership help to move things forward, and with their approval, secure the support of the right people who should be helping them to get things done.</p> <p>Ms. Brun stated that her other recommendation, which she believes is already happening unless things change, is that she believes Mayor Kawakami was going to take their accounting system with him when he leaves office. She also knows that they have been working hard to shift to a new accounting system which will save time because their current system is very time-consuming just to pay the bills, and it keeps her staff from focusing on economic development matters. She's happy about it because the new accounting system will save her staff a lot of time.</p> <p>Chair Luck commented that spending a little money to save money in the long run is a good thing.</p> <p>Commissioner Rodighiero asked what the difference is between MOU versus MOA.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Brun responded that it could come either as a memorandum of understanding or memorandum of agreement and are not considered a contract. A MoU is generally non-binding, and it outlines broad concepts and goals, while a MoA is a more formal document that provides detailed responsibilities and actions for each party involved.</p> <p>Chair Luck asked Ms. Brun about her thoughts on outsourcing some of their functions to local nonprofits or private sector partners as well.</p> <p>Ms. Brun responded that outsourcing works well for them; whether it's a nonprofit or the private sector, they have a grant process in place that allows them to work closely with them, so it's a wonderful process to have.</p> <p>Chair Luck asked about state reimbursement for some of their functions.</p> <p>Ms. Brun responded that, to her understanding, at some point, the state reimbursed the county for the cost of the county's lifeguard stationed at the Haena State Beach Park on the island's North Shore. So, there is state funding available, all they need to do is go out and get the funding.</p> <p>They've been helping the nonprofits by training them on different mechanisms they can use and how to move money from government to</p>	

SUBJECT	DISCUSSION	ACTION
	<p>government, and it's working.</p> <p>Chair Luck asked, in addition to the recommendations reflected in her report, if she had any other recommendations that the Cost Control Commission specifically needed to address that OED was unable to.</p> <p>Ms. Brun responded that OED has been pursuing those recommendations for a while now. They've already asked all their partners, and she is now coming to the Cost Control Commission for support and to encourage the representatives that partnerships work for the county which will help them to get the MoU's and MoA's signed and in place faster.</p> <p>There being no further questions or comments, Chair Luck thanked OED Director, Nalani Kauuwai0Brun for coming to the meeting. At 10:42 a.m., Ms. Brun left the meeting.</p> <p>5. <u>Kauai Police Department Overview and Recommendations</u></p> <p>The Commission heard from Deputy Chief Mark Ozaki.</p> <p>Deputy Chief Mark Ozaki introduced himself to the Commission. He noted that Interim Police Chief Elliott Ke wanted to be here but wasn't unable to attend the meeting because he was going off- island, so he's here to address any of questions the Commissioners may have.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck stated that she didn't see any recommendations but wanted to thank Interim Police Chief Ke and Deputy Chief Mark Ozaki for the memorandum.</p> <p>Chair Luck recalled that last year, the Commission reviewed the Department's budget for overtime costs for the Police Department. If her memory serves her correctly, the Police Department had high overtime costs, but they were able to reduce them. She asked Deputy Chief Ozaki for an update on that.</p> <p>Deputy Chief Ozaki responded that he doesn't have the exact numbers with him. Still, as of January 2025, the Department transitioned to a 12-hour work schedule, and since then, they have seen fewer days off drop or cancelled due to overtime. They're not entirely out of the woods yet, relative to overtime, but because of the additional workforce, and the type of work schedule, it's working. With the 12-hour work schedule, they are now able to send their officers to training courses with some overtime, and although they have fewer staff, it's working out.</p> <p>DC Ozaki stated that the Department is going through a transitional</p>	

SUBJECT	DISCUSSION	ACTION
	<p>period, but overtime remains an issue due to staffing shortages. Currently, the Department has 37 sworn, 26 non-sworn, and 69 vacancies, and with all the vacancies the job still needs to get done, unfortunately that comes with overtime cost.</p> <p>Commissioner Lister inquired about recruitment, to which DC Ozaki responded that they the Department has turned to social media platform to help with recruitment, not just for police officers but for non-sworn staff, especially dispatchers. Currently, because of a shortage of dispatchers, off-duty police officers have agreed to come in to help with dispatch, resulting in overtime. 89-day contract hires have been very helpful in filling the vacant positions.</p> <p>Commissioner Rodighiero inquired about the abandoned cars, to which DC Ozaki responded that the Department is continuing to work on addressing the problem, as it is not an easy fix. They have changed their policy so that the officers are now able to call the tow companies directly and schedule an abandoned vehicle pick-up before the vehicle becomes a derelict vehicle.</p> <p>Commissioner Rodighiero inquired about the effectiveness of the 12-hour work schedule. DC Ozaki responded that they have been meeting with SHOPO representatives every Thursday. According to the membership,</p>	

SUBJECT	DISCUSSION	ACTION
	<p>they seem to like the 12-hour work schedule because they get to have more days off, and they can now take a vacation or comp time off. It's a more extended workday, and the officers are still adjusting to it. The busiest times are early in the morning and from 8 a.m. to 12 noon. The swing shift from 2 p.m. – 6 p.m. is the busiest time.</p> <p>DC Ozaki noted that the Department made some adjustments along the way, and SHOPO has provided some feedback. They talked about changing the start time of the shifts on a trial basis but then decided that they were going to let the membership decide.</p> <p>DC Ozaki stated that in the future, KPD might be looking for budgetary support to send their recruiting officers to the mainland or Oahu for training. He stated that the legislature passed a bill requiring training for law enforcement officers in the State of Hawaii, and because of that, they most likely will have to send their recruiting officers to the mainland for additional training.</p> <p>Chair Luck asked if the Department would have to ask to be reimbursed, to which DC Ozaki replied that most likely the Department would have to carry the entire cost because it's a state mandate.</p> <p>Commissioner Rodighiero commented that when it's before the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commission, the Commission would make recommendations to the County Council.</p> <p>There being no further questions or comments, Chair Luck thanked DC Ozaki for coming to the meeting. At 11:03 a.m., DC Ozaki left the meeting.</p> <p>6. <u>Kauai Fire Department Recommendation to the Cost Control Commission.</u></p> <p>The Commission heard from Deputy Fire Chief Roger Mills.</p> <p>Chair Luck welcomed Deputy Chief Mills to the meeting. DC Chief Mills introduced himself to the Commission.</p> <p>DC Chief Mills stated that, to his understanding, Fire Chief Mike Gibson submitted recommendations to the Commission prior to the meeting and that the Commissioners should have already reviewed the recommendations; therefore, he would entertain questions from the Commissioners.</p> <p>Commissioner Rodighiero asked if the recommendation on modernizing the Fire Department's records and inspection management systems is something that would go to the Council. DC Mills stated that the Fire</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Department has already allocated the funds for it in its current budget. Currently, the Department is working on a process to consolidate all its records into one management system.</p> <p>Commissioner Lister asked if any of the recommendations in the report that were submitted are not currently being worked on in terms of funding.</p> <p>DC Mills stated that the firefighter candidate testing, and certification is something that the Department would like to accomplish at some point; it's on everyone's radar, but it is not being actively pursued. It would be a collaboration between the Kauai Fire Department and the State Fire Marshall. He noted that firefighter testing, and certification are different in every county as for the State's Crash Fire personnel.</p> <p>Commissioner Rodighiero asked if it's the goal of the Fire Department's to standardize the firefighter testing and certification across the state, to which DC Mills replied yes and noted that the standardization would make the lateral transfer for a firefighter to another Fire Department within the state would make it much easier.</p> <p>Vice Chair Waikoloa asked the number of vacancies in the Department to which DC Mills replied that currently there are four vacancies, and a</p>	

SUBJECT	DISCUSSION	ACTION
	<p>recruit class will be starting on December 1st.</p> <p>Commissioner Rodighiero asked if standardization is more of a state issue than a county issue, to which DC Mills replied yes.</p> <p>Chair Luck asked if the Department was recommending that they take on prescriber management or if it's just noting it, to which DC Mills replied that they were just noting it and stated that it takes two to three years to be certified to do wildfire burns. A firefighter would have to go to the mainland and experience real forest fires, but KFD does not have the manpower to send people to the mainland for weeks or a month at a time. The Department relies strictly on the State's DOFAR Office.</p> <p>Chair Luck stated that the severity staffing strategy is there any concerns around mobilizing people that are on-call, to which DC Mills replied that no, and stated that it's not just for wildfires, they use it for all hazards; red flag warnings, hurricanes, they are able to activate severity staffing.</p> <p>Commissioner Rodighiero asked what severity staffing is to which DC Mills replied that severity staffing in fire departments refers to the adequacy of personnel resources to effectively manage the severity of fire incidents. The Kauai Fire Department would basically bump up all their crew members to a five-member crew, and staff three water tenders with two</p>	

SUBJECT	DISCUSSION	ACTION
	<p>firefighters to ensure a good firefighting force.</p> <p>Chair Luck asked if EMS is integrated with fire departments in the other counties, to which DC Mills replied yes, and that Hawaii Island's EMS is completely run by the fire service. Maui is like Kauai; they both subcontract out to AMR. Oahu has its own separate EMS Department and is separate from the Fire Department.</p> <p>Commissioner Rodighiero asked what works better, a sub-contractor or having it in-house, to which DC Mills replied it's easier to sub-contract out, because it makes things cleaner, but most firefighters wouldn't want to stay 3 to 4 hours at a hospital.</p> <p>Chair Luck asked if it would result in cost-savings to which DC Mills replied initially yes, but as time went on, it would be negligible because of the wear and tear on their vehicles, resulting in cost to repair the vehicles.</p> <p>Commissioner Rodighiero asked how many paramedic vehicles are on the island, to which DC Mills replied that the Department has no paramedics vehicles; they have EMT B responders on their rigs, and half of their firefighters are EMT B certified.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked if the second bullet point under number one was the same process also to which DC Mills replied yes. Chair Luck asked if he could estimate the cost-savings for those two items, to which DC Mills replied that not the top of his head, but there is cost-savings in the sense that it won't take many man hours to do all those separate functions.</p> <p>Commissioner Rodighiero asked DC Mills if he has any cost-saving recommendations or things that could help the Department the Commission could submit to the County Council to which DC Mills replied that they do not have enough people to do the work they do, there isn't much that they can do to try to save cost expect to ask for more personnel at every budgetary meetings they have. Nonetheless, they do the best with the amount of manpower they have. He doesn't see any cost-saving measures at this point. Streamlining things to cut costs is what they've been doing.</p> <p>There being no further questions, Commissioner Rodighiero thanked DC Mills for coming to the meeting. At 11:14 a.m., DC Mills left the meeting.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching, to give some context on next month's meeting, the Commission will hear from other Departments, then in the month of that, she will collect all the recommendations the Commission has heard so far and will need directions from the Commission as to what it wants to include in its Annual Report. She would also need to start drafting the Annual Report so it's ready by the end of December, basically, the Commission will have two months to review the draft and to make any changes before finalizing it.</p> <p>Commissioner Lister asked where the Commission is at with the Charter Review Commission, to which Ms. Ching replied that the Charter Commission will be having its first meeting this month, so she will have to see where the Commission goes with the amendments.</p> <p>Chair Luck noted that it would be better to discuss the matter today, to which Ms. Ching agreed.</p> <p>Commissioner Rodighiero asked for a recess. At 11:16 a.m., Chair Luck called for a 5-minute recess. At 11:18 a.m., Chair Luck called the meeting back to order.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Ching stated that the Commission is discussing the recommendations that were presented, which will help her, and then she can focus on next month's recommendations and the ones before, collating those.</p> <p>Highlights of the discussion:</p> <ul style="list-style-type: none">• More discussion on the County Clerk's recommendation regarding constituent staffing.• Ms. Fountain-Tanigawa will provide the requested information on that.• The Department of Public Works recommended asking the Department of Human Resources to negotiate with the collective bargaining units regarding sick leave. Ms. Ching noted that she would speak with HR about it and would get back to the Commission as to whether that is doable or not for HR to change policy. Commissioner Lister noted that Mr. Tanigawa identified the issue; however, he's not sure if it's appropriate to go through the Cost Commission. In his mind, it's something he should discuss with HR and have HR take it into account in their negotiations.• Vice Chair, Waikoloa, voiced concerns about the transfer stations closing on Sundays to support the staffing issue. Deputy County Attorney Donahoe opined that it would have to fall within the purview of the Cost Control Commission, which would be the issue of overtime abuse, not so much having a doctor's note. How much	

SUBJECT	DISCUSSION	ACTION
	<p>money would it save to close the transfer stations on any given day, not just Sundays, and to stop the abuse of people calling in sick? How can it be addressed from an overtime perspective?</p> <ul style="list-style-type: none">• Commissioner Rodighiero voiced that he was against closing the transfer stations on weekends because, typically, normal people would go on the weekend. What he would like is to recommend training for the drivers.• Commissioner Pancho suggested an incentive program to be a CDL operator in the form of a recommendation.• Ms. Ching noted she thinks Mr. Tanigawa was trying to convey is to cut down on overtime due to having to call people in. As for sick leave, it is related, but a separate issue.• Commissioner Rodighiero – DPW needs to hire more people to keep the level of service to the community.• Commissioner Lister stated that the problem is with the weekend, not Monday - Friday.• Commissioner Lister stated that rotating transfer stations may help.• Commissioner Pancho – Mr. Tanigawa did not address the issue about the transfer stations being the overtime problem; the problem was with the refuse pickups, and people calling in sick.	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> • Ms. Ching stated that due to strict regulations regarding the landfill, if DPW cannot staff the landfill adequately, they would have to close the landfill, which, to her, is the whole sensitivity. • Vice Chair, Waikoloa, suggested that the Commission conduct a data analysis to determine the frequency of closures and to compare the impact of having one transfer station open versus rotating stations. • Commissioner Lister stated that he's looking at it from the standpoint of how to reduce the problem. • Commissioner Rodighiero will not vote for anything that would take away trash service. • Vice Chair, Waikoloa, keeping options open is a good way to start. • Commissioner Lister – It would be nice to know the volume of how much each location is being used on Sundays. • Commissioner Rodighiero – He thinks that it's a cop-out. In every business, you don't shut down because you cannot find employees. You must work through it. Transfer stations were established to make it easy for the public to dispose of their trash. If you don't make it easy for the public, the island will begin to see trash all over. Again, he will not support any recommendation to shut down the transfer stations. • DCA Donahoe noted he was worried about a potential lawsuit. You have a situation where you pay people for seven days, then 	

SUBJECT	DISCUSSION	ACTION
	<p>you pay them for those same people for seven days and close a service to the public; there could be a declaratory judgment asking the court to force the transfer station to open, which would cost the county money to defend the lawsuit.</p> <ul style="list-style-type: none">• Commissioner Lister, it all goes back to the collective bargaining unit, and the way to solve it is to change the agreement during the negotiation process.• Vice Chair, Waikoloa, disagreed that hiring more people is going to fix the problem.• Commissioner Lister – the core of the problem is to fix the abuse of sick leave, but it's outside of the Commission's purview. <p>Administrator Ching stated that it's her understanding that the Commission wants to know how many times the transfer stations have closed, the costs of each transfer station, and what kind of cost savings it would represent to the county to have one of the transfer stations closed for one day. Again, Mr. Tanigawa said he was trying to cut down the overtime cost by closing one day.</p> <p>Chair Luck stated that the only way to know if Mr. Tanigawa's theory is correct is a tough one.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching noted that it's a county-wide problem. Five days of sick leave without a doctor's note is different from the private sector. Vice Chair, Waikoloa, agreed. Administrator Ching noted that changing it in a union contract would not happen because all union contracts are negotiated on a state-wide basis.</p> <p>Chair Luck moved on to the Housing Agency. Administrator Ching stated that, based on what she has heard, Mr. Roversi wants flexibility based on the total cost of the project. Chair Luck noted that it would have to be larger firms that can handle the risk. DCA Donahoe concurred.</p> <p>Administrator Ching asked the Commission if they had anything for the Housing Agency, to which Commissioner Rodighiero said no. Office of Economic Development, Chair Luck noted that the recommendation on shadowing is a good one. Vice Chair Waikoloa agreed, noting that it will save a significant amount of money through increased efficiency.</p> <p>At this point in the meeting, Commissioner Lister excused himself from the meeting. A quorum of four Commissioners was present to conduct business.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck stated that she doesn't have anything for police or fire.</p> <p>Vice Chair, Waikoloa, mentioned the retention bonus for dispatchers.</p> <p>Administrator Ching stated that police departments nationwide are experiencing recruitment problems.</p> <p>Chair Luck inquired whether the difficulty in finding individuals to serve as dispatchers is related to the mental demands of the role. Administrator Ching confirmed that it is indeed a factor. Vice Chair Waikoloa mentioned that she has no updates regarding the police department (KPD) but is seeking information about the retention bonus—specifically, whether KPD needs to increase it or if there should be a budget allocation to include it annually. DCA Donahoe then asked how this would lead to cost savings, noting that it seems to be a recurring issue. Administrator Ching responded that the cost savings would be realized over time.</p> <p>There being no further discussion or comments, Chair Luck called for a motion to adjourn the meeting.</p> <p>Administrator Ching did a recap of the requested information:</p> <ul style="list-style-type: none">• Request information from the Office of the County Clerk on the constituents' services.• Office of Economic Development shadowing a three-month overlap.	

SUBJECT	DISCUSSION	ACTION
Executive Session	There was no Executive Session.	
Adjournment	There being no further business, Chair Alice Luck called for a motion to adjourn the meeting.	Commissioner Rodighiero moved to adjourn the meeting. Vice Chair, Waikoloa, seconded the motion. At 11:51 a.m., the meeting was adjourned.

Submitted by: _____
Mercedes Omo, Staff Support Clerk.

Reviewed and Approved by: _____
Alice Luck, Chair

() Approved as circulated on

() Approved as amended. See minutes of _____ meeting.

OFFICE OF THE MAYOR

DEREK S.K. KAWAKAMI, MAYOR

REIKO MATSUYAMA, MANAGING DIRECTOR



MEMORANDUM

TO: Cost Control Commission

FROM: Reiko Matsuyama, Managing Director

DATE: August 25, 2025

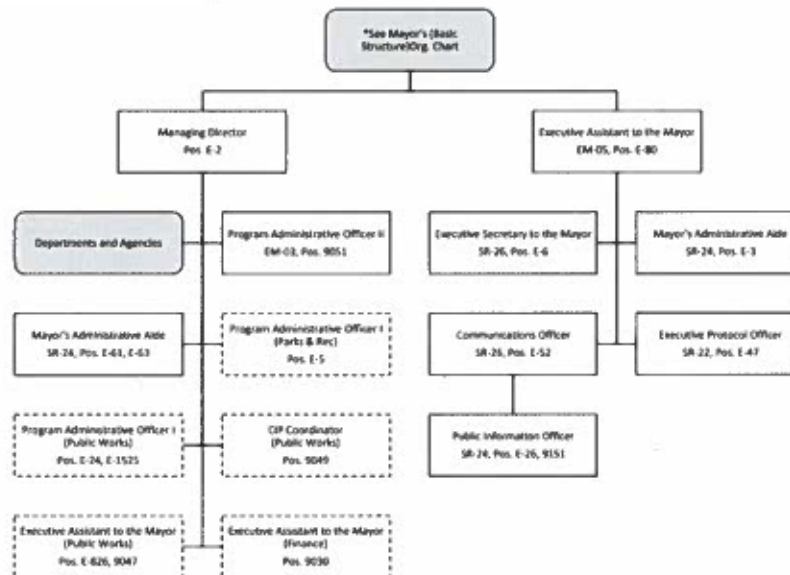
RE: OVERVIEW: OFFICE OF THE MAYOR

The Office of the Mayor is the head of all Departments and Divisions. The Chief of Staff, noted below as the Executive Assistant to the Mayor, is responsible for the day-to-day operations of the Mayor's Office to include the scheduling and maintenance of the mayor's calendar and public information. The Mayor and Managing Director are responsible for the day-to-day operations of the entire county. The office consists of 15 positions and has an annual operating budget of just over \$2.5M.

Approved by: 
Department of Human Resources
11/14/2024
Date

COUNTY OF KAUAI OFFICE OF THE MAYOR EXECUTIVE OFFICE

Key:
• Seasonal
• Section 4
• Temporary Reallocation
--- Position in another department



The Mayor sets the vision and the Managing Director executes it. Between them, they are accountable for coordinating and managing all county departments and ensuring that each department is functioning effectively to implement the mayor's agenda and policies.

The primary duties include:

- **Supervision of Department Heads:** The Managing Director directly supervises the heads of various departments, ensuring their decisions align with our goals and they execute projects in a timely and efficient manner. Commission appointed department heads are technically supervised by their respective commissions, but most of the day-to-day operations and high-level decisions are run by both the Managing Director and the Mayor. Many of our commission-appointed departments are highly scrutinized by the public and require that decisions be made by the mayor in conjunction with the Department Head. Regardless of the commission oversight, their decisions and actions are a direct reflection of the mayor.
- **Policy Implementation/Legislation:** The Managing Director works as the liaison between the Administration and the County Council. All policy matters or items that require Council approval run through the Managing Director prior to submission. It is the Managing Director's responsibility to ensure that the mayor is apprised of all legislation at all levels of government. They work closely with the mayor to implement policies and initiatives, ensuring they are properly communicated and executed across all departments. They may also be involved in research, planning, and drafting new policies to address the needs of the community.
- **Budget Oversight:** While the Finance Director oversees the annual budget process, the Mayor and Managing Director play key roles in developing both the operating and CIP budgets for the county. They compile the budget team, ensure communication and timely responses, manage resources, and ensure that funds are allocated appropriately across departments in a manner that aligns with the mayor's priorities.
- **Strategic Planning and Coordination:** One of the Mayor's priorities is to work collaboratively across departments and remove the stigma that we all work in silos. The Managing Director helps align the efforts of various departments to meet our strategic goals and respond to community needs. This not only includes coordinating across different departments, such as public safety, emergency management, and infrastructure, but also engaging our partners at the state and federal levels.
- **Representation and Public Relations:** The Managing Director assumes the role of the mayor when he is off-island and is called to represent the mayor at public events, conferences, or intergovernmental meetings.

In summary, the Managing Director serves as a backup and partner to the mayor, ensuring that operations run smoothly and that the mayor's agenda is effectively executed. They play an essential role in ensuring the smooth and efficient operation of our government, making it a position that effectively "runs the county" under the leadership of the mayor.

Recommendations for the Cost Control Commission

Once you create and implement a program, it is very difficult to take it back. There are no programs within the Mayor's Office budget that are operating ineffectively and would require significant modification. Outside of salaries, our biggest expenses are for our DC lobbyist that helps to bring in millions of federal dollars, our competitive grant-in-aid program which funnels money out to many worthwhile non-profit organizations, and our employee council activities which provide enrichment opportunities for our employees.

Public expectations have grown exponentially with social media. There are so many avenues for a constituent to complain – and the expectation is that the response be immediate. This proves extremely difficult with much of the bureaucracy that is required in government operations coupled with the lack of resources. Many times, it also requires coordination beyond the scope of the County of Kauai to include State Departments such as Department of Transportation and Department of Land and Natural Resources, among others.

Improving processes countywide would streamline and expedite tasks, reduce the workload for staff, and increase morale. Change management is very important to consider when implementing new software that will create a learning curve but will be more efficient in the long run. Our modernization projects like ElementsXS (Land Information Management Software) and Workday (Human Resources Management Software) are two that are taking off successfully, but we are working through replacing our AS400 (Enterprise Resource Platform) shortly. It will be a heavy lift in the beginning, but it should prove beneficial when people are properly trained. While these are big projects, even little process changes can make big impacts to reducing the overall cost of government.

DEPARTMENT OF HUMAN RESOURCES

ANNETTE L. ANDERSON, DIRECTOR




DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

MEMORANDUM

TO: Cost Control Commission

VIA: Ellen Ching, Boards and Commissions Administrator

FROM: Annette L. Anderson, Director of Human Resources 

DATE: August 21, 2025

RE: Recommendations Regarding Reducing Costs

The Department of Human Resources submits the following recommendations regarding reducing costs:

- 1) Program the air conditioning units to be turned off on holidays.
- 2) Centralize the same/similar work that is being done by various departments/divisions;
 - a. Auto Shop Centralization—combine mechanics from Transportation, Water, and Fire into one division.
 - b. Finance/Accounting Centralization—combine accounting staff from various departments into one centralized division.
 - i. Note that although the Department of Water is an autonomous department with its own Board of Water, it does have accounting staff (as well as IT staff).
 - c. Purchasing Centralization—conduct procurements on behalf of departments to avoid time and expense of each department having someone learn the complicated procurement rules, taking away from other duties, especially when some departments infrequently go through the procurement process.
 - d. Uniform Information Practices Act (UIPA)-HRS 92-F Centralization of Requests—have attorneys from the Office of the County Attorney (OCA) take the lead to review the request, compile the formal response and information in conjunction with the departments who received the request rather than having personnel from each department learn the law, research specific issues, including KIPA opinions, and case law, which often OCA reviews anyway.
 - e. Centralization of Office Supplies—departments obtain (purchase) office supplies from one centralized division which will prevent departments from ordering excess supplies at the end of the fiscal year that are not needed.
- 3) Analysis of State's Use of County Facilities as Compared with the County's Use of State Facilities.
 - a. Is the State, County, or both charged for the use of other's facilities? Is it equitable?

History of the Department

The Department was created in 1960 by the authority of Act 20, Session Laws of Hawaii and established by the County Charter as a semi-autonomous and self-supporting component unit (enterprise fund) of the County government. The Department is not subsidized by nor receives contributions from the County's General fund. The Department's operations are financed primarily by revenues from water sales, facility reserve charges (FRC), and water meter service charges.

The Department consists of four divisions:

- Administration
- Fiscal
- Engineering
- Operations

The Administration division is led by the Manager and Chief Engineer (MCE), who also serves as the Department's Chief Procurement Officer, and is responsible for the day-to-day management of the Department and oversight of its operations as administered by its four divisions. The MCE is supported by the Deputy Manager-Engineer who provides direct oversight of the Engineering and Operations divisions and assists with long-range planning and intergovernmental coordination with Federal, State, and County agencies. This division includes 4 sections – Public Relations, Information Technology, Human Resources, and Board Support – that provides administrative services for personnel management, training, public outreach and communications, information technology management and support, and administrative services to the Board of Water Supply.

The Engineering Division is led by the Civil Engineer VII Manager and includes the following sections: Water Resources and Planning, Environmental, and Project Management. The Division is responsible for the planning, outreach, design, construction, and water quality needed to provide current and future customers with high quality service in alignment with the Department's Mission. The program conducts research and analytical assessment, investigation, analysis, and review of the Department's water system infrastructure and provides guidance to proposed developments' (subdivision, zoning, and land use amendments, resorts, hotels, and hotels, etc.) planning, design construction and water quality to ensure compliance with the Safe Drinking Water Act, applicable laws, rules, regulations, policies, and its Water System Standards. This Division is also responsible for the oversight of the Department's Capital Improvement, Capital Replacement and Water Quality programs. The Division prepares and administers professional services and construction contracts for water infrastructure improvement projects of the Department, maintains the engineering records and provides mapping/drafting services to support the Department.

The Operations Division is led by the Chief of Operations and is comprised of five sections: Water Plants, Field Operations, Maintenance, Fleet, and Administration. The Operations Division is responsible for repairing, maintaining, and operating the Department's water distribution network including SCADA system, water storage facilities, and water production facilities. As water is an essential commodity, emergency repairs and trouble calls are provided round-the-clock on an as-needed basis with Operations personnel on standby duty to respond to emergencies and requests for assistance from both internal and external customers. The Operations Division provides the Department facilities maintenance and fleet management functions and is responsible for the maintenance, repairs and replacement of Department owned facilities, vehicles, and equipment.

The Fiscal Division is led by the Waterwork Controller, and consists of the following sections: Accounting, Billing, and Procurement, and is responsible for developing financial strategies that lead and sustain the Department. It accomplishes this through prudent and effective planning and directing financial activities and efficiently administering the fiscal programs and customer-driven activities of the Department. The everyday tasks and duties include revenue and cash management, project cost accounting, payroll, accounts payable, utility plant accounting, meter reading, customer billing and accounting, preparation of financial and statistical reports, conducting internal audits, facilitating financial and statistical studies for reports and rate making, preparation of financial statements for yearly audit, and assisting the Manager in the strategy and development of the annual fiscal year budget.

Major Initiatives

In November 2021, the passing of the Bipartisan Infrastructure Law provided for unprecedented funding to support upgrades to the nation's drinking water, with funding dedicated to lead service line replacement and access to federal Drinking Water State Revolving Funds. Through this passing of legislation, water utilities are required to comply with Lead and Copper Rule Revisions with the Environmental Protection Agency (EPA). In August 2022 the EPA issued additional guidance and information to assist water utilities to prepare and maintain an inventory of service line materials by October 16, 2024. The Department completed this mandated project ahead of the federal deadline with zero lead service lines detected on Kauai.

In February 2022, the Department initiated the Water System Investment Plan (WSIP) project that would span over a two-year period. This project includes updating the water system's geographical information system (GIS) and hydraulic model, water demand study, capital improvement program (CIP), FRC, and a climate change and resiliency study. Subsequently and in November 2023 the WSIP project was amended to include a water rate study utilizing the information and data obtained from the ongoing project. The Departments' last water rate increase was in July 2014 and current water rates are only sufficient to cover operational and annual debt service expenses.

A supportive initiative to the WSIP, the Department initiated a water-rate In conjunction with the aforementioned WSIP, the Department has embarked upon a total reorganization of its functioning organizational structure to improve efficiency, identify staffing conducive to the needs and full implementation of the WSIP, and to aggressively pursue federal and state funding to off-set the significant CIP costs identified within the WSIP.

There are a total of 119 budgeted full-time positions; of which, 96 were filled as of June 30, 2024. The current annual budget is \$66,444,327.

It is my belief that by emulating the inversion-proof salary structure from the Manager & Chief Engineer downward that was implemented by Charter Amendment on Oahu by the Board of Water Supply, the issue of over-lapping pay imbalance can be eliminated.

OFFICE OF THE COUNTY ATTORNEY

MATTHEW M. BRACKEN, COUNTY ATTORNEY
TYLER SAITO, FIRST DEPUTY



DEREK S.K. KAWAKAMI, MAYOR
REIKO MATSUYAMA, MANAGING DIRECTOR

1 SUGGESTIONS ON REDUCING THE COST OF GOVERNMENT

We do not have any current recommendations on reducing the cost of government. Our department has a relatively small budget, and the majority of the expenses are attributable to salaries. We are already in the process of integrating AI technologies to automate historically labor-intensive and expensive tasks such as document review, legal research, and contract analysis. This technological shift will generate substantial future savings by dramatically increasing our operational efficiency, reducing reliance on costly external vendors, and allowing our attorneys to focus on high-value strategic work that produces better legal outcomes and mitigates future risks. This initiative is in the early stages and current AI technology is known to be error prone.

2 MISSION STATEMENT

To diligently render proficient legal services ethically and honorably; and to act as an advisor and advocate to the various county entities which comprise the County of Kaua'i on behalf of the people.

3 POWERS, DUTIES, AND FUNCTION

3.1 The county attorney shall be the chief legal adviser and legal representative of the county administration, all county agencies, the county council, and all county officers and employees in matters relating to their official powers and duties. The county attorney shall also perform all other services incident to the county attorney's office as may be required by law. (Article VIII, Section 8.04, Kaua'i County Charter)

3.2 The county attorney shall have the power to appoint such deputy county attorneys and necessary staff authorized by the council, within the appropriation made therefor. Such deputies shall serve at the pleasure of the county attorney. (Article VIII, Section 8.05, Kaua'i County Charter)

3.3 The council may, by vote of five members, authorize the employment of special counsel for any matter necessitating such employment. Any such authorization shall specify the compensation, if any, to be paid for said services. (Article VIII, Section 8.06, Kaua'i County Charter)

3.4 Legal process against the county shall be served upon the county attorney or any of the deputies. (Article VIII, Section 8.07, Kaua'i County Charter)

3.5 Legal adviser of the council. Duties include attending their meetings when required and opposing all claims and accounts against the county when the county attorney deems them unjust and illegal.

3.6 Legal adviser of the county administration. Render opinions to county officers and employees on matters relating to the duties of their respective offices.

3.7 Defend County officers, acting within their official capacities, in civil actions. The county attorney is not required to defend any officer in any matter or case out of which criminal proceedings against such officer may arise.

3.8 Counsel for police officers as provided in sections 52D-8 and 52D-9, Hawai'i Revised Statutes ("HRS").

3.9 Legal adviser of the Board of Water Supply. (Section 54-16, HRS)

3.10 Legal adviser of the Liquor Control Commission. (Chapter 281, HRS, as amended)

3.11 Act as counsel for appointing authority under Chapter 76, HRS, (Civil Service Law). (Section 76-47, HRS)

3.12 Duty under Chapter 480, HRS: Monopolies; Restraint of Trade.

3.13 Legal assistance to Chief of Police in enforcement of Automobile Safety Regulations. (Section 287-2, HRS)

3.14 Prosecute violations of Food, Drug and Cosmetic Act. (Section 328-28, HRS)

3.15 Legal assistance for real property tax collections.

3.16 Provide legal advice and advocacy upon request for meetings, commissions, boards, and hearings including:

- | | |
|--|---------------------------------|
| • Charter Review Commission | • Building Board of Appeals |
| • Arborist Advisory Committee | • Housing Agency |
| • Historic Preservation Review Commission | • Police Commission |
| • Board of Ethics | • Liquor Commission |
| • Land Use Commission | • Board of Water Supply |
| • Committee on the Status of Women | • Civil Service Commission |
| • Fire Commission | • Board of Review |
| • Public Access, Open Spaces Natural Resources Preservation Fund Committee | • Cost Control Commission |
| • Planning Commission | • Salary Commission |
| | • Collective Bargaining |
| | • Hawai'i Labor Relations Board |

4 PROGRAM DESCRIPTION

There are five staff and fifteen attorneys in the Office of the County Attorney. All employees are full-time except one attorney which serves part-time. There are two divisions advice and counsel division (A&C) and the litigation division. Of the 14 deputy county attorneys, ten serve in the A&C division which handles all the transactional matters for the County. A&C handles hundreds of legal requests including

more than 590 contract reviews and numerous legal opinions during the 2025 calendar year. The remaining four deputies serve in the litigation division. The litigation division processed and closed 24 claims, represented departments in 5 employment grievance cases, collected or established payment plans on numerous delinquent account receivables, and closed 25 civil litigation cases with varying degrees of complexity. The litigation division continues to reduce the County reliance on outside counsel by handling the majority of the cases in-house.

5 PROGRAM OBJECTIVES

5.1 Assess all claims filed against the County, efficiently process those which this office determines to be valid, and vigorously defend against all others.

5.2 Produce and review all documents generated for the purpose of facilitating the delivery of governmental services by the County of Kaua'i to its citizens.

5.3 To provide such continuing legal education to the Mayor, the County Council, Departments, Commissions, Boards, and Agencies, as shall keep them current on changes in the law which affect the efficient and fair discharge of the duties of the County to its citizens.

6 DEPARTMENT GOALS

The Department's goal is to provide timely competent legal advice and representation to the County Council, the Mayor, all Departments, Commissions, Boards, and Agencies. Competent representation requires legal knowledge, skill, thoroughness, and preparation reasonably necessary for the representation.

County of Kaua'i

Position Description

Date:

Req. No.:

Position No.: **E-96**

1. For specific information on preparing position descriptions, please review the Department of Human Resources (DHR) Personnel Procedures, Chapter A4.401, Preparation of Position Descriptions.
2. This form is a basic Word Table. To navigate around the form, use the TAB key to move forward, and SHIFT-TAB to move backward, or use your mouse to move to a specific field.
3. Complete every item; if not applicable, so indicate. Press F1 for Help with each item.
4. Be accurate. This is an official document upon which classification determinations will be based. In addition, it may be utilized for other personnel related processes, including performance evaluations.
5. When saving the document, the file name should include the position number followed by date (m-d-yy) in parentheses, e.g. 001 (10-10-10).
6. To complete processing, submit the completed position description through appropriate channels. Incomplete forms may be returned for completion.
7. By submitting this position description, the Appointing Authority certifies that the information provided herein is accurately described and the duties and responsibilities are consistent with the approved organization chart.
8. ***This position description is not considered official until action is taken by the Director of Human Resources.***

Department of Human Resources Use Only	Allocation:	Council Secretarial Assistant
	Class Code:	11165
	Pay Range:	Unclassified - Grade 8
	Effective:	12/06/2021
	BU:	N/A
	Supervisory:	Non-Supervisory
	Act 64:	No
	Other:	
	PPD:	04/08/2020
	Reference:	
Classification Approved:	Annette L. Anderson Director of Human Resources	
Date:	12/06/2021	

Present Class	Secretarial Assistant		Department	02 - Clerk/Council
Present Pay Range	Unclassified - Grade 8		Division	Council Services
Present Class Code	11165		FLSA	Non-Exempt
Position Status	Permanent		Other	
	F/T <input checked="" type="checkbox"/>	P/T <input type="checkbox"/> # Hrs	Work Location	Lihue
Immediate Supervisor	Position No.	Class Title and Pay Range (position titles may be subject to change due to re-classification)		
	E-9	Deputy County Clerk, Ordinance		
Subordinates	Position No.	Class Title and Pay Range (position titles may be subject to change due to re-classification)		
Licenses or Certificates required to perform the essential functions of this position	Possession of a valid motor vehicle operator's license (Hawaii type 3 or equivalent).			
Equipment or tools regularly operated or used. (For trucks, provide GVW, TARE weight & license number.)	Computer related software (Word, Excel, Outlook, Access, Laserfiche, etc.) and equipment such as personal computer, keyboard, monitor, printer, scanner and other peripheral devices; and general office equipment such as telephone, calculator, facsimile machine and copier.			
Special Work Requirements	Some climbing, lifting, and carrying may be involved, generally not to exceed ten (10) lbs.			

DESCRIPTION OF THE MAJOR DUTIES AND RESPONSIBILITIES ASSIGNED OR DELEGATED TO THIS POSITION.

List only those duties that are part of the regular work of this position throughout the year. List the duties in order of importance or frequency and combine related details. Environmental and physical demands, hazards, and/or unusual isolation involved in the performance of the work must be identified for each duty or group of duties. Opposite each description of a duty or group of duties, enter the approximate percentage of time devoted to that work. Percentages of time for all duties and responsibilities must total 100%. Enter in the last column, the appropriate ADA indicator(s) as shown below:

- (1) The performance of this function is the reason that the job exists.
- (2) The number of other employees available to perform this function is limited.
- (3) This function is highly specialized, and employee is hired for special expertise or ability to perform this function.

#	Description of Duties and Responsibilities	% of Time	ADA Indicator (s)
General Summary: <i>(Describe the overall purpose and objective of this position)</i> Under the supervision of the Deputy County Clerk and County Clerk, the Council Secretarial Assistant serves as a principal assistant to Council chairperson and Councilmembers on routine administrative matters and performs other related duties as required.			
1.	Arranges appointments and responds to RSVP' s for Council Chairperson, Councilmembers, and Department Heads including the necessary travel arrangements for air, ground transportation, and hotel accommodations; sets dates and places for informational Council/Committee meetings, notifies appropriate parties of meetings and posts public notice of the same if required.	40%	1,2
2.	Acts as a liaison representative for Council Chairperson or County Councilmembers on providing pertinent information and identifying and pointing out workable solutions to problems; responds to telephone calls for Council Chairperson, Councilmembers, and Department Heads; resolves or refers citizen complaint to proper agency; provides information to the public based on personal knowledge of Council Services, State, and County departmental functions and organization, administrative rules and regulations and Council policies and ordinances.	20%	1,2
3.	Reconciles P-card transactions weekly as necessary.	15%	1,2
4.	Receives, logs, and routes incoming communications to Council Chairperson, Councilmembers, and Department Heads that requires immediate attention; provides and maintains confidential files for Council Chairperson, Councilmembers, and Department Heads.	5%	1,2
5.	Performs secretarial and clerical support to the Council. Responsible for non-agenda related Council communications.	5%	1,2
6.	Reproduces and distributes various documents requested by Councilmembers and staff.	5%	1,2
7.	Assists in setting up and disassembling audio-visual equipment for meetings and hearings, such as television, projector and/or screen, and portable public address system; assists in transporting files, documents, and other materials from the second floor in the Historic County Building to and from various departments, or from meeting and public hearing sites; assists in election booths and transporting election documents; carries and/or lifts items to be set-up or transported which generally do not exceed ten (10) pounds.	5%	1,2
8.	Performs other related duties as required.	5%	

County of Kaua'i

Position Description

Date:

Req. No.:

Position No.: **E-2720**

1. For specific information on preparing position descriptions, please review the Department of Human Resources (DHR) Personnel Procedures, Chapter A4.401, Preparation of Position Descriptions.
2. This form is a basic Word Table. To navigate around the form, use the TAB key to move forward, and SHIFT-TAB to move backward, or use your mouse to move to a specific field.
3. Complete every item; if not applicable, so indicate. Press F1 for Help with each item.
4. Be accurate. This is an official document upon which classification determinations will be based. In addition, it may be utilized for other personnel related processes, including performance evaluations.
5. When saving the document, the file name should include the position number followed by date (m-d-yy) in parentheses, e.g. 001 (10-10-10).
6. To complete processing, submit the completed position description through appropriate channels. Incomplete forms may be returned for completion.
7. By submitting this position description, the Appointing Authority certifies that the information provided herein is accurately described and the duties and responsibilities are consistent with the approved organization chart.
8. ***This position description is not considered official until action is taken by the Director of Human Resources.***

Department of Human Resources Use Only

Allocation: **Constituent Relations Coordinator**

Class Code: **11167**

Pay Range: **Unclassified**

Effective: **07/01/2024**

BU: **N/A**

Supervisory: **Non-Supervisory**

Act 64: **No**

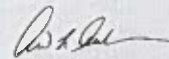
Other:

PPD: **11/01/2023**

Reference:

Classification

Approved:



Annette L. Anderson
Director of Human Resources

Date: **06/24/2024**

Present Class	Constituent Relations Coordinator		Department	02 - Clerk/Council
Present Pay Range	Unclassified		Division	Council Services
Present Class Code	11167		FLSA	Non-Exempt
Position Status	Temporary		Other	
	F/T <input type="checkbox"/>	P/T <input checked="" type="checkbox"/> # Hrs 19	Work Location	Lihue
Immediate Supervisor	Position No.	Class Title and Pay Range (position titles may be subject to change due to re-classification)		
	8885	Councilmember, Ordinance		
Subordinates	Position No.	Class Title and Pay Range (position titles may be subject to change due to re-classification)		
Licenses or Certificates required to perform the essential functions of this position				
Equipment or tools regularly operated or used. (For trucks, provide GVW, TARE weight & license number.)	Computer related software (Word, Excel, Outlook, Access, Laserfiche, etc.) and equipment such as personal computer, keyboard, monitor, printer, scanner and other peripheral devices; and general office equipment such as telephone, calculator, facsimile machine and copier.			
Special Work Requirements	Some climbing, lifting, and carrying may be involved, generally not to exceed ten (10) lbs.			

DESCRIPTION OF THE MAJOR DUTIES AND RESPONSIBILITIES ASSIGNED OR DELEGATED TO THIS POSITION.

List only those duties that are part of the regular work of this position throughout the year. List the duties in order of importance or frequency and combine related details. Environmental and physical demands, hazards, and/or unusual isolation involved in the performance of the work must be identified for each duty or group of duties. Opposite each description of a duty or group of duties, enter the approximate percentage of time devoted to that work. Percentages of time for all duties and responsibilities must total 100%. Enter in the last column, the appropriate ADA indicator(s) as shown below:

- (1) The performance of this function is the reason that the job exists.
- (2) The number of other employees available to perform this function is limited.
- (3) This function is highly specialized, and employee is hired for special expertise or ability to perform this function.

#	Description of Duties and Responsibilities	% of Time	ADA Indicator (s)
General Summary: Under the supervision of the Councilmember, the Constituent Relations Coordinator serves as a principal assistant to the Councilmember on routine administrative matters, including but not limited to research, analysis, and evaluations necessary in assisting the Councilmember in the discharge of their basic responsibilities, and performs other related duties as required.			
1.	Arranges appointments and responds to RSVPs for Councilmember; sets dates and places for informational Council/Committee meetings, notifies appropriate parties of meetings, and posts public notice of the same, if required; represents the Councilmember at community meetings/events whenever requested to do so by the Councilmember.	50%	1,2
2.	Acts as a liaison representative for Councilmember on providing pertinent information and identifying and pointing out workable solutions to problems; responds to telephone calls for Councilmember; resolves or refers citizens complaint to proper agency; provides information to the public based on personal knowledge of Council Services, State, and County departmental functions and organization, administrative rules and regulations and Council policies and ordinances; carries out research, analysis, or surveys to assist the Councilmember in evaluating the value, effectiveness or necessity of any existing or contemplated County program or activity; takes part in legislative drafting when necessary.	25%	1,2
3.	Receives, logs, and routes incoming communications to Councilmember that requires immediate attention; provides and maintains confidential files for Councilmember.	5%	1,2
4.	Performs secretarial and clerical support to the Councilmember; responsible for non-agenda related Council communications.	5%	1,2
5.	Reproduces and distributes various documents requested by Councilmember.	5%	1,2
6.	Assists in setting up and disassembling audio-visual equipment for meetings and hearings, such as television, projector and/or screen, and portable public address system; assists in transporting files, documents, and other materials from the Historic County Building to and from various departments, or from meeting and public hearing sites; assists in event booths and transporting documents; carries and/or lifts items to be set-up or transported which generally do not exceed ten (10) pounds.	5%	1,2
7.	Performs other related duties as required.	5%	