



COST CONTROL COMMISSION

ALICE LUCK, CHAIR
STACY WAIKOLOA, VICE CHAIR

PAUL PANCHO, MEMBER
TYLER RODIGHIREO, MEMBER
ANDRE LISTER, MEMBER

COST CONTROL COMMISSION

2025 Annual Report

Overview

Established by Charter in 1988, the goal of the Cost Control Commission is to reduce the cost of county government while maintaining a reasonable level of public services.

The Cost Control Commission is charged with the responsibility to review and scrutinize personnel costs, real property taxes, travel budgets, and contract procedures with the intent of eliminating, consolidating, or reducing overlapping or duplicate County services and programs. The Commission is empowered to secure, through the Office of the Mayor or the Chairman of the Council, any reports or information from their respective departments or employees that are appropriate to accomplish its work.

The Commission conducted nine (9) regular meetings in the 2025 calendar year. As required in the Kaua'i County Charter, in Section 28.05 and amended in 2024, the Annual Report includes a summary of its recommendations including any recommendations that may increase costs to realize savings or increase efficiency.

Charter Amendment Proposals

In addition to its recommendations, the Cost Control Commission forwarded two (2) proposals to the Charter Review Commission for its consideration.

The first proposal is aimed at increasing efficiency with respect to contract execution. The genesis of this proposal was the proliferation of End User License Agreements (EULAs) which are considered contracts that require review by the County Attorney. All computer software and hardware typically require a EULA and any software update will necessitate a new EULA. The proposal will allow the county attorneys to implement a policy establishing parameters for contracts that do not need to be legally reviewed as to form and legality based on the minimal monetary and risk thresholds.

The second proposal is aimed at eliminating the duplication of County services and reducing cost by dissolving the Zoning Board of Appeals. The Zoning Board of Appeals was conceived to conduct zoning and subdivision violation hearings and appeals of the decisions and orders of the Planning Director. The Zoning Board of Appeals has never been operational. The Planning Commission currently refers these appeals to a hearing officer.

RECOMMENDATION I

The Cost Control Commission recommends improving coordination and collaboration among departments is essential for increasing efficiency, reducing duplication of services and achieving significant cost savings over time.

I. RELATING TO IMPROVING COLLABORATION AND COORDINATION

Findings:

- A. The Commission found that many departments are performing similar or duplicative functions.
- B. Enhancing collaboration and coordination across departments could generate significant cost savings, increase efficiency, reduce duplication of services.
- C. Examples of these opportunities include:
 - **Auto Shop centralization**
Currently, the Transportation Agency as well as the Fire and Water Department have an auto shop. Consolidation will result in increased personnel efficiency.
 - **Finance, accounting, and purchasing centralization**
Currently, all Departments have dedicated personnel assigned to preparing invoices for payment, procuring goods/services and coding expenses. In particular, procurement is a complex and technical process. Consolidation will result in increased operations and personnel efficiency.
 - **Centralization of the purchase of office supplies for all County Departments**
Currently, all Departments purchase office supplies as needed. Bulk purchasing could result in significant cost savings. Additionally, using a single central warehouse operation to manage ordering, delivery, and distribution of purchased goods would increase efficiency.
 - **Standardizing the Classification and Compensation System, Retirement System, Health Care Systems, and Payroll System**
As proposed by the Water Department, have one Department (i.e. Human Resources Department) to manage the classification, compensation, retirement, health care and payroll system of the Water Department to increase efficiency, eliminate duplication and redundant work.
 - **Combine the County of Kaua`i and Department of Water telephone systems.**
Currently, the Water Department and the rest of the County use different telephone systems and equipment. Standardizing the equipment will allow for cost savings with bulk purchasing and efficiencies with repairs and maintenance.
 - **Evaluating potential consolidation of emergency medical services (EMS)**
Currently, the Fire Department and EMS are two separate entities. EMS is provided by American Medical Response, a private company. Consolidation would stabilize services and avert the past issues in 2024 related to awarding the bid to another contractor and maintaining the quality of services.

- Single payment for building permit application
Individual and separate payments must be made to each reviewing agency for a building permit application, this includes the Planning Department, Engineering Division, Wastewater Division, Building Division, Fire Department, Water Department and the State Health Department. Initiating a lump sum payment at the end of the building permit review will reduce processing time and department resources and staffing.
- Pursuing State reimbursements or legislative appropriations for unfunded State mandates or delegated State functions.
Examples include Rose-Ringed Parakeet Control, Coconut Rhinoceros Beetle Prevention and Control, The Committee on the Status of Women, The Elections Advisory Committee, use of Office of Economic Development staff as the de facto island contact/liaison for State Departments including DBEDT (Dept. of Business, Economic Development and Tourism) and Dept. of Agriculture, and use of County facilities (Vidinha Stadium).

RECOMMENDATION II

The Cost Control Commission recommends conducting a performance audit of the Constituent Relations Coordinators, to determine the value and cost efficiency of this new service.

II. RELATING TO COUNCIL SECRETARIAL ASSISTANT AND CONSTITUENT RELATIONS COORDINATOR

Findings:

- A. The Commission learned that four (4) Council Members use Constituent Relations Coordinators. In total, there are six (6) Constituent Relations Coordinators.
 - The Constituents are part-time employees.
 - They serve only the Council Member they work for.
- B. There are nine full-time employees on the County Clerk's Office staff, and they service all seven (7) Council Members equally.
- C. The job requirements for both positions are identical, except that Council Secretarial Assistants are additionally responsible for reviewing P-Card transactions on a weekly basis.
- D. The workload for the County Clerk's office does not appear to have decreased.

RECOMMENDATION III

The Commission recommends and supports the County Clerk's elimination and/or reorganization of the positions of the Administrative Assistant to the County Clerk and the Printing Services and Elections Warehouse Specialist.

III. RELATING TO ELIMINATING AND/OR REORGANIZATION OF POSITIONS

Findings:

- A. The Commission learned that the Administrative Assistant to the County Clerk, Printing Services, and Warehouse Specialist are scheduled to retire by the end of 2025.
- B. The duties of the Administrative Assistant will be assumed by current Council Services staff.
- C. Due to the advances in digital printing technology, the demand for ink-based offset printing has been significantly reduced.
- D. The offset printing press is 20 years old; repairs and parts are difficult and expensive to procure.
- E. There are no available individuals qualified to operate an offset printing press.

The Commission reviewed and discussed the following matters:

- County Expenditures for year ending June 30, 2024
 - Expenditures Year over Year by Fund Type
 - Expenditures Year over Year by Expense Summary Grouping
 - Expenditures Year over Year by Department
 - Operating Funds Expenditures Year over Year Expenses Summary Grouping
 - Operating Funds Expenditures Year over Year by Department
 - Schedule of Expenditures for Federal Awards Fiscal Year ending June 30, 2024
- Personnel Costs and Travel Budgets
- Contract Procedures and Real Property Taxes (5 years)
- End User License Agreements (EULA's)
- Overview of the following departments:
 - Department of Liquor Control
 - Department of Finance
 - Department of Parks and Recreation
 - Office of Boards and Commissions
 - Office of the County Clerk
 - Public Works Department
 - Housing Agency
 - Office of Economic Development
 - Police Department

- Fire Department
- Office of the Mayor
- Department of Human Resources
- Department of Water
- Office of the County Attorney
- Department of Planning

All materials reviewed by the Cost Control Commission are attached to this report, please see the Table of Attachments.

The members of the Commission would like to thank Department of Finance and the Directors of Finance Michelle Lizama, Chelsie Sakai, Ernest Barreira, Scott Teruya, Ken Shimonishi, the IT Department and the IT manager, Del Sherman, the Department of Liquor and the Director Gerald T. Rapozo, the Department of Parks and Recreation and the Directors of Parks and Recreation Patrick Porter and Preston Chong, the Office of the County Clerk and the County Clerk Jade Fountain-Tanigawa, the Department of Public Works and the County Engineer Troy Tanigawa, the Housing Agency and the Director Adam Roversi, the Office of Economic Development and the Director Nalani Ka`auwai-Brun, the Kaua`i Police Department and the Deputy Chief of Police Mark Ozaki and Chief Elliot Ke, the Kaua`i Fire Department and Chief Gibson and the Deputy Fire Chief Roger Mills, the Office of the Mayor and Mayor Kawakami and Managing Director Reiko Matsuyama, the Department of Human Resources and the Directors Annette L. Anderson and Janine Rapozo, the Office of the County Attorney and the County Attorney Matthew Bracken and Chris Donohoe, the Department of Planning and the Director Ka`aina Hull, and the Department of Water and the Director Joseph Tait.

Respectfully Submitted:

Alice Luck

Alice Luck (Jan 13, 2026 14:41:54 HST)

Alice Luck, Chair
Kaua`i County Cost Control Commission

Table of Attachments

A. Attachment #1: February 6, 2025, Meeting Reports

- Meeting Materials
 - Expenditures year over the year by Fund Type, five (5) years.
 - Expenditures over the year by Expense Summary Grouping, five (5) years.
 - Expenditures over the year by Department, five (5) years.
 - Operating Funds Expenditures year over year Expense Summary Grouping, five (5) years.
 - Operating Funds Expenditures year over year by Department, five (5) years.
 - Schedule of Expenditures for Federal Awards Fiscal Year ending June 30, 2024

B. Attachment #2: March 6, 2025, Meeting Reports

- Meeting Materials
 - Personnel Costs and Travel Budgets, five (5) years.
 - Response from Department of Finance

C. Attachment #3: April 3, 2025, Meeting Reports

- Meeting Materials
 - Contract Procedures

D. Attachment #4: May 1, 2025, Meeting Reports

- Meeting Materials
 - Meeting Minutes re: End User License Agreements (EULAs), Pages 2-18

E. Attachment #5: July 3, 2025, Meeting Reports

- Meeting Materials
 - Department Overviews
 - Department of Parks and Recreation
 - Department of Finance
 - Department of Liquor Control
 - Office of Boards and Commissions

F. Attachment #6: August 7, 2025, Meeting Reports

- Meeting Materials
 - Department Overviews
 - Department of Public Works
 - Housing Agency
 - Kaua`i Fire Department
 - Kaua`i Police Department
 - Office of Economic Development
 - Office of the County Clerk

G. Attachment #7: September 4, 2025, Meeting Reports

- Meeting Materials
 - Department Overviews
 - Department of Water
 - Department of Human Resources
 - Office of the County Attorney
 - Office of the Mayor
 - Department of Planning

H. Attachment #8: November 6, 2025, Meeting Reports

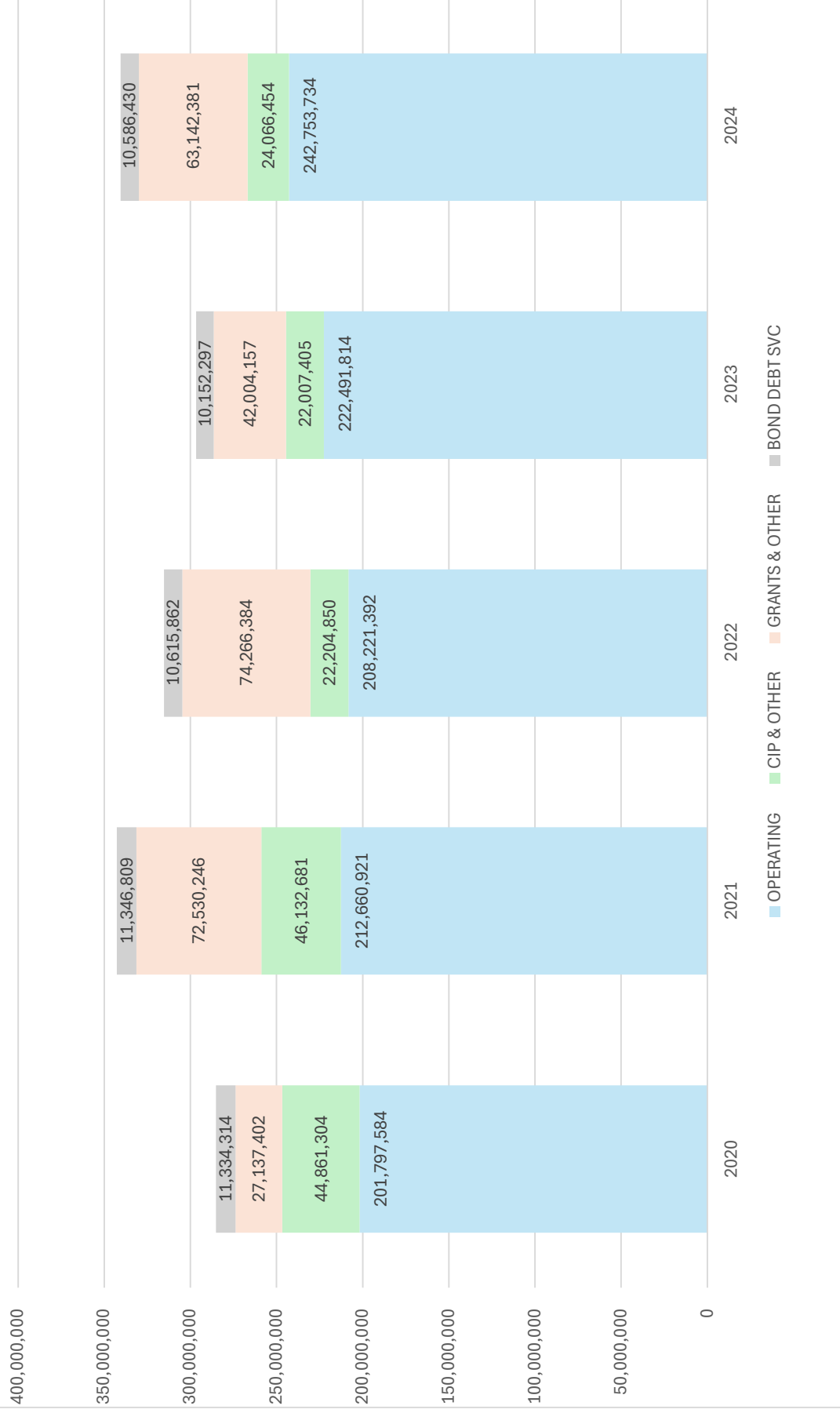
- Meeting Materials
 - Recommendations received during the period of January 1, 2025 – September 4, 2025
 - Office of the County Clerk re: Duties of Constituent Relations Coordinator positions
 - Meeting Minutes re: Charter Amendment, Pages 36-58

Attachment #1

February 6, 2025

Meeting

Expenditures Year over Year by Fund Type



Expenditures Year over Year by Fund Type by Fund

Year-to-Date Fund	Fund_Desc	FY				
		2020	2021	2022	2023	2024
001	GENERAL FUND	131,266,910	142,501,605	137,748,890	143,376,818	159,534,541
002	SELF INSURANCE	0	0	0	0	217,309
201	HIGHWAY FUND	18,753,026	17,876,928	14,783,784	15,494,895	15,588,905
202	G.E. TAX FUND	13,981,109	12,876,506	17,899,333	22,351,380	20,669,421
204	LIQUOR FUND	991,753	932,997	882,005	1,139,476	1,138,434
205	BEAUTIFICATION FUND	300,158	313,811	222,000	378,000	300,000
206	CRIMINAL ASSETS FUND	0	0	0	0	0
208	SOLID WASTE FUND	19,797,759	19,770,187	19,963,009	19,682,089	22,180,693
209	PARKS IMPROVE & MAINT R/F	535,211	822,660	0	(2,822)	0
211	HOUSING & COMMUNITY DEV	561,385	116,314	88,255	319,920	96,388
240	OPEN SPACE FUND	80,332	49,739	50,546	32,555	858,347
502	SEWER FUND	10,942,046	11,437,377	12,418,490	12,784,535	14,850,252
503	GOLF FUND	2,383,964	2,616,326	2,568,133	2,728,907	2,753,076
512	HOUSING REVOLVING FUND	1,062,029	2,194,403	615,798	2,523,087	3,066,951
513	KALEPA HOUSING FUND	750,735	736,368	550,586	1,152,562	739,961
514	PAANAU HOUSING FUND	391,168	415,700	430,565	530,411	759,456
OPERATING Total		201,797,584	212,660,921	208,221,392	222,491,814	242,753,734
401	BOND FUND	10,460,413	5,715,570	5,520,820	2,095,000	1,398,724
402	PARKS & PLAYGROUNDS FUND	1,664	56,393	211,189	234,194	102,362
403	SEWER TRUST FUND	0	0	0	0	0
404	DEVELOPMENT FUND	14,400	0	0	0	0
406	BIKEWAY FUND	0	0	0	39,170	1,900
407	SPECIAL STATE CIP	0	11,752,423	1,247,577	0	0
408	GENERAL CIP FUND	1,143,903	2,454,745	3,843,097	4,847,344	10,626,294
409	HIGHWAY CIP FUND	680,062	843,881	215,108	88,428	211,586
410	CIP GRANTS FUND	32,540,863	25,158,582	11,161,393	14,505,716	11,398,360
411	OPEN SPACE CIP	0	0	0	15,723	4,691
412	G.E.TAX CIP FUND	20,000	151,087	5,667	181,830	322,536
CIP & OTHER Total		44,861,304	46,132,681	22,204,850	22,007,405	24,066,454
250	FEDERAL GRANTS FUND	9,552,740	53,951,689	37,332,240	20,734,586	33,104,094
251	STATE GRANT FUND	8,861,574	6,694,481	24,390,834	8,372,345	16,221,621
252	SECTION 8 FUND	8,555,284	11,636,307	12,330,472	12,724,525	13,652,140
254	BLDG PERMIT REVOLVING	167,804	247,768	212,838	172,701	164,526
GRANTS & OTHER Total		27,137,402	72,530,246	74,266,384	42,004,157	63,142,381
301	DEBT SERVICE FUND	11,334,314	11,346,809	10,615,862	10,152,297	10,586,430
DEBT Total		11,334,314	11,346,809	10,615,862	10,152,297	10,586,430
Grand Total		285,130,605	342,670,657	315,308,488	296,655,674	340,548,999

Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	145,180,844	157,154,761	153,559,555	155,693,079	167,556,818
Utilities, Ins., Fuels	9,487,608	9,509,972	11,273,926	12,358,917	12,661,799
Training & Travel	1,108,895	352,384	607,163	1,084,127	1,319,878
Oth. Svcs, Dues & Sub., Consl, Sp. Pij.	41,768,829	79,597,928	66,565,918	57,200,066	77,223,277
Ad., Print., Supplies, Sm. Equip., Oth.	12,497,256	16,247,908	16,611,646	17,298,433	18,580,656
Commod., Postage					
R&M, Bldg. Plant, Land, Infrastructure,					
Veh., Eq.	60,118,097	63,973,992	50,358,728	37,507,385	46,472,619
Claims & Judgements, Rental, Loans	14,966,176	15,833,714	16,331,551	15,515,812	16,729,662
Indirect Cost/Central Service	2,900	0	0	(2,145)	4,291
Total	285,130,605	342,670,657	315,308,488	296,655,674	340,548,999

Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
00 (blank)	11,334,314	11,346,809	10,615,862	10,152,297	10,586,430
01 MAYOR'S OFFICE	2,418,235	4,130,669	2,820,266	3,177,549	3,211,960
02 COUNTY CLERK	3,474,678	3,581,984	3,835,331	3,615,288	4,104,605
03 COUNTY ATTORNEY	2,366,348	2,646,345	2,977,045	3,319,957	3,623,604
04 PROSECUTING ATTORNEY	5,537,305	5,954,289	5,984,771	5,628,814	6,514,450
05 FINANCE	12,417,165	16,745,095	14,098,815	16,163,947	18,861,888
06 HUMAN RESOURCES	2,159,429	3,147,601	4,434,365	2,925,595	5,945,237
08 PLANNING	3,583,246	3,893,658	3,554,267	3,629,285	5,468,598
09 ECONOMIC DEVELOPMENT	3,547,847	17,115,863	4,190,445	3,138,612	3,870,031
10 POLICE	37,840,405	43,627,376	37,937,952	40,256,359	42,975,080
11 FIRE	33,529,851	37,680,441	35,758,539	36,323,052	38,222,369
12 EMERGENCY MGMT AGENCY	2,749,761	8,422,850	7,085,934	3,759,913	10,100,357
13 COUNTY AUDITOR	260,246	260,340	265,518	265,562	311,400
20 PUBLIC WORKS	95,873,176	87,978,094	99,903,062	86,564,973	90,043,576
30 PARKS AND RECREATION	23,468,786	26,340,833	23,768,987	26,805,538	30,432,224
43 ELDERLY AFFAIRS	2,892,487	4,021,057	2,930,368	3,261,532	3,846,295
44 HOUSING AGENCY	22,529,341	45,472,268	41,642,696	33,474,014	44,308,743
45 TRANSPORTATION	12,505,757	12,617,271	11,270,953	11,640,512	13,984,811
50 LIQUOR CONTROL	991,753	932,997	882,005	1,139,476	1,138,434
60 STATE OF HI SPECIAL ALLOT	5,650,475	6,754,816	1,351,307	1,413,398	2,998,907
Total	285,130,605	342,670,657	315,308,488	296,655,674	340,548,999

Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	50.92%	45.86%	48.70%	52.48%	49.20%
Utilities, Ins., Fuels	3.33%	2.78%	3.58%	4.17%	3.72%
Training & Travel	0.39%	0.10%	0.19%	0.37%	0.39%
Oth. Svcs, Dues & Sub., Consl, Sp. Pij.	14.65%	23.23%	21.11%	19.28%	22.68%
Ad., Print., Supplies, Sm. Equip., Oth.	4.38%	4.74%	5.27%	5.83%	5.46%
Commod., Postage	21.08%	18.67%	15.97%	12.64%	13.65%
R&M, Bldg, Plant, Land, Infrastructure,	5.25%	4.62%	5.18%	5.23%	4.91%
Veh., Eq.	0.00%	0.00%	0.00%	0.00%	0.00%
Claims & Judgements, Rental, Loans	100.00%	100.00%	100.00%	100.00%	100.00%
Indirect Cost/Central Service					
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
00 (blank)	3.98%	3.31%	3.37%	3.42%	3.11%
01 MAYOR'S OFFICE	0.85%	1.21%	0.89%	1.07%	0.94%
02 COUNTY CLERK	1.22%	1.05%	1.22%	1.22%	1.21%
03 COUNTY ATTORNEY	0.83%	0.77%	0.94%	1.12%	1.06%
04 PROSECUTING ATTORNEY	1.94%	1.74%	1.90%	1.90%	1.91%
05 FINANCE	4.35%	4.89%	4.47%	5.45%	5.54%
06 HUMAN RESOURCES	0.76%	0.92%	1.41%	0.99%	1.75%
08 PLANNING	1.26%	1.14%	1.13%	1.22%	1.61%
09 ECONOMIC DEVELOPMENT	1.24%	4.99%	1.33%	1.06%	1.14%
10 POLICE	13.27%	12.73%	12.03%	13.57%	12.62%
11 FIRE	11.76%	11.00%	11.34%	12.24%	11.22%
12 EMERGENCY MGMT AGENCY	0.96%	2.46%	2.25%	1.27%	2.97%
13 COUNTY AUDITOR	0.09%	0.08%	0.08%	0.09%	0.09%
20 PUBLIC WORKS	33.62%	25.67%	31.68%	29.18%	26.44%
30 PARKS AND RECREATION	8.23%	7.69%	7.54%	9.04%	8.94%
43 ELDERLY AFFAIRS	1.01%	1.17%	0.93%	1.10%	1.13%
44 HOUSING AGENCY	7.90%	13.27%	13.21%	11.28%	13.01%
45 TRANSPORTATION	4.39%	3.68%	3.57%	3.92%	4.11%
50 LIQUOR CONTROL	0.35%	0.27%	0.28%	0.38%	0.33%
60 STATE OF HI SPECIAL ALLOT	1.98%	1.97%	0.43%	0.48%	0.88%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Operating Funds Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	139,921,323	147,977,865	141,041,403	149,144,401	161,112,242
Utilities, Ins., Fuels	9,100,492	9,119,974	10,884,164	11,654,361	11,388,545
Training & Travel	702,839	270,189	417,492	769,486	797,911
Oth. Svcs, Dues & Sub., Consol, Sp. Pij.	31,262,991	30,389,244	33,073,828	37,841,820	42,186,259
Ad., Print., Supplies, Sm. Equip., Oth.	4,238,071	4,091,620	3,702,920	4,223,964	5,019,958
Commod., Postage					
R&M, Bldg, Plant, Land, Infrastructure,					
Veh., Eq.	13,056,184	16,588,848	13,459,633	13,706,350	16,464,053
Claims & Judgements, Rental, Loans	3,515,683	4,223,181	5,641,953	5,166,020	5,784,766
Indirect Cost/Central Service	0	0	0	(14,588)	0
Total	201,797,584	212,660,921	208,221,392	222,491,814	242,753,734

Operating Funds Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
01 MAYOR'S OFFICE	2,345,896	2,724,288	2,772,305	3,060,322	3,170,590
02 COUNTY CLERK	3,474,678	3,581,984	3,835,331	3,615,288	4,104,605
03 COUNTY ATTORNEY	2,366,348	2,646,345	2,977,045	3,319,957	3,623,604
04 PROSECUTING ATTORNEY	4,592,063	5,053,234	5,391,200	4,866,491	5,638,219
05 FINANCE	11,224,235	12,617,545	13,043,588	14,428,146	16,969,101
06 HUMAN RESOURCES	2,062,187	2,652,851	2,554,180	2,442,359	5,854,722
08 PLANNING	2,916,569	3,032,936	2,700,579	2,888,509	4,155,914
09 ECONOMIC DEVELOPMENT	2,330,443	2,370,403	2,434,713	2,536,711	3,145,450
10 POLICE	35,975,152	39,278,991	36,389,380	38,167,949	41,424,089
11 FIRE	33,099,348	35,297,420	34,839,295	35,472,206	37,578,181
12 EMERGENCY MGMT AGENCY	1,882,270	2,233,780	1,617,138	1,733,036	2,175,573
13 COUNTY AUDITOR	260,246	260,340	265,518	265,562	311,400
20 PUBLIC WORKS	61,154,217	60,823,632	67,898,326	67,998,844	70,939,189
30 PARKS AND RECREATION	21,318,219	23,623,420	21,745,239	23,302,009	24,947,798
43 ELDERLY AFFAIRS	1,318,848	1,390,382	1,262,340	1,358,902	1,547,332
44 HOUSING AGENCY	4,128,872	4,764,243	2,760,152	5,653,628	6,065,605
45 TRANSPORTATION	10,356,238	9,376,129	4,853,058	10,242,420	9,963,929
50 LIQUOR CONTROL	991,753	932,997	882,005	1,139,476	1,138,434
Total	201,797,584	212,660,921	208,221,392	222,491,814	242,753,734

Operating Funds Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	69.34%	69.58%	67.74%	67.03%	66.37%
Utilities, Ins., Fuels	4.51%	4.29%	5.23%	5.24%	4.69%
Training & Travel	0.35%	0.13%	0.20%	0.35%	0.33%
Oth. Svcs, Dues & Sub., Consol. Sp. Prj. Ad., Print., Supplies, Sm. Equip., Oth.	15.49%	14.29%	15.88%	17.01%	17.38%
Commod., Postage	2.10%	1.92%	1.78%	1.90%	2.07%
R&M, Bldg. Plant, Land, Infrastructure, Veh., Eq.	6.47%	7.80%	6.46%	6.16%	6.78%
Claims & Judgements, Rental, Loans	1.74%	1.99%	2.71%	2.32%	2.38%
Indirect Cost/Central Service	0.00%	0.00%	0.00%	-0.01%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

Operating Funds Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
01 MAYOR'S OFFICE	1.16%	1.28%	1.33%	1.38%	1.31%
02 COUNTY CLERK	1.72%	1.68%	1.84%	1.62%	1.69%
03 COUNTY ATTORNEY	1.17%	1.24%	1.43%	1.49%	1.49%
04 PROSECUTING ATTORNEY	2.28%	2.38%	2.59%	2.19%	2.32%
05 FINANCE	5.56%	5.93%	6.26%	6.48%	6.99%
06 HUMAN RESOURCES	1.02%	1.25%	1.23%	1.10%	2.41%
08 PLANNING	1.45%	1.43%	1.30%	1.30%	1.71%
09 ECONOMIC DEVELOPMENT	1.15%	1.11%	1.17%	1.14%	1.30%
10 POLICE	17.83%	18.47%	17.48%	17.15%	17.06%
11 FIRE	16.40%	16.60%	16.73%	15.94%	15.48%
12 EMERGENCY MGMT AGENCY	0.93%	1.05%	0.78%	0.78%	0.90%
13 COUNTY AUDITOR	0.13%	0.12%	0.13%	0.12%	0.13%
20 PUBLIC WORKS	30.30%	28.60%	32.61%	30.56%	29.22%
30 PARKS AND RECREATION	10.56%	11.11%	10.44%	10.47%	10.28%
43 ELDERLY AFFAIRS	0.65%	0.65%	0.61%	0.61%	0.64%
44 HOUSING AGENCY	2.05%	2.24%	1.33%	2.54%	2.50%
45 TRANSPORTATION	5.13%	4.41%	2.33%	4.60%	4.10%
50 LIQUOR CONTROL	0.49%	0.44%	0.42%	0.51%	0.47%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

General Fund Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	109,526,713	117,499,707	115,011,783	117,409,571	128,372,045
Utilities, Ins., Fuels	4,866,695	5,035,753	5,983,500	6,741,093	7,038,864
Training & Travel	619,420	239,619	383,120	691,131	737,438
Oth. Svcs, Dues & Sub., Consol, Sp. Pij.	9,138,593	9,820,898	8,770,453	10,571,202	13,317,601
Ad., Print., Supplies, Sm. Equip., Oth.	2,618,887	2,709,864	2,151,283	2,833,637	3,336,718
Commod., Postage	6,356,531	8,815,343	6,097,319	6,600,198	7,412,238
R&M, Bldg, Plant, Land, Infrastructure,	820,072	1,060,420	2,031,431	1,224,574	1,999,636
Veh., Eq.	(2,680,000)	(2,680,000)	(2,680,000)	(2,694,588)	(2,680,000)
Claims & Judgements, Rental, Loans	131,266,910	142,501,605	137,748,890	143,376,818	159,534,541
Indirect Cost/Central Service					
Total	131,266,910	142,501,605	137,748,890	143,376,818	159,534,541

General Fund Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
01 MAYOR'S OFFICE	2,345,896	2,724,288	2,772,305	3,060,322	3,170,590
02 COUNTY CLERK	3,474,678	3,581,984	3,835,331	3,615,288	4,104,605
03 COUNTY ATTORNEY	2,366,348	2,646,345	2,977,045	3,319,957	3,623,604
04 PROSECUTING ATTORNEY	4,592,063	5,053,234	5,391,200	4,866,491	5,638,219
05 FINANCE	11,224,235	12,617,545	13,043,588	14,428,146	16,751,792
06 HUMAN RESOURCES	2,062,187	2,652,851	2,554,180	2,442,359	5,854,722
08 PLANNING	2,836,238	2,983,197	2,650,034	2,855,954	3,297,568
09 ECONOMIC DEVELOPMENT	2,330,443	2,370,403	2,434,713	2,536,711	3,145,450
10 POLICE	35,975,152	39,278,991	36,389,380	38,167,949	41,424,089
11 FIRE	33,099,348	35,297,420	34,839,295	35,472,206	37,578,181
12 EMERGENCY MGMT AGENCY	1,882,270	2,233,780	1,617,138	1,733,036	2,175,573
13 COUNTY AUDITOR	260,246	260,340	265,518	265,562	311,400
20 PUBLIC WORKS	7,416,577	7,597,500	7,180,244	7,550,365	7,313,846
30 PARKS AND RECREATION	18,399,044	20,184,435	19,177,106	20,575,924	22,194,722
43 ELDERLY AFFAIRS	1,318,848	1,390,382	1,262,340	1,358,902	1,547,332
44 HOUSING AGENCY	1,363,556	1,301,457	1,074,948	1,127,647	1,402,849
45 TRANSPORTATION	319,781	327,450	284,525	0	0
Total	131,266,910	142,501,605	137,748,890	143,376,818	159,534,541

General Fund Expenditures Year over Year by Expense Summary Grouping

Sum of YTD-Act Expense Summary Grouping	Column Labels				
	2020	2021	2022	2023	2024
Salaries & Related	83.44%	82.46%	83.49%	81.89%	80.47%
Utilities, Ins., Fuels	3.71%	3.53%	4.34%	4.70%	4.41%
Training & Travel	0.47%	0.17%	0.28%	0.48%	0.46%
Oth. Svcs, Dues & Sub., Consl, Sp. Pj.j.	6.96%	6.89%	6.37%	7.37%	8.35%
Ad., Print., Supplies, Sm. Equip., Oth.	2.00%	1.90%	1.56%	1.98%	2.09%
Commod., Postage					
R&M, Bldg, Plant, Land, Infrastructure,					
Veh., Eq.	4.84%	6.19%	4.43%	4.60%	4.65%
Claims & Judgements, Rental, Loans	0.62%	0.74%	1.47%	0.85%	1.25%
Indirect Cost/Central Service	-2.04%	-1.88%	-1.95%	-1.88%	-1.68%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

General Fund Expenditures Year over Year by Department

Sum of YTD-Act Dept Dept_Desc	Year				
	2020	2021	2022	2023	2024
01 MAYOR'S OFFICE	1.79%	1.91%	2.01%	2.13%	1.99%
02 COUNTY CLERK	2.65%	2.51%	2.78%	2.52%	2.57%
03 COUNTY ATTORNEY	1.80%	1.86%	2.16%	2.32%	2.27%
04 PROSECUTING ATTORNEY	3.50%	3.55%	3.91%	3.39%	3.53%
05 FINANCE	8.55%	8.85%	9.47%	10.06%	10.50%
06 HUMAN RESOURCES	1.57%	1.86%	1.85%	1.70%	3.67%
08 PLANNING	2.16%	2.09%	1.92%	1.99%	2.07%
09 ECONOMIC DEVELOPMENT	1.78%	1.66%	1.77%	1.77%	1.97%
10 POLICE	27.41%	27.56%	26.42%	26.62%	25.97%
11 FIRE	25.22%	24.77%	25.29%	24.74%	23.55%
12 EMERGENCY MGMT AGENCY	1.43%	1.57%	1.17%	1.21%	1.36%
13 COUNTY AUDITOR	0.20%	0.18%	0.19%	0.19%	0.20%
20 PUBLIC WORKS	5.65%	5.33%	5.21%	5.27%	4.58%
30 PARKS AND RECREATION	14.02%	14.16%	13.92%	14.35%	13.91%
43 ELDERLY AFFAIRS	1.00%	0.98%	0.92%	0.95%	0.97%
44 HOUSING AGENCY	1.04%	0.91%	0.78%	0.79%	0.88%
45 TRANSPORTATION	0.24%	0.23%	0.21%	0.00%	0.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%

General Fund Expenditures Year over Year by Expense Summary Grouping and Element Summary

Sum of YTD-Act Ele_Rpt_Sum	Ele_Su_Ele_Sum_Desc	Year				
		2020	2021	2022	2023	2024
Salaries & Related	01 SALARIES AND WAGES	57,322,006	62,001,034	59,985,315	62,020,218	65,414,564
	02 OVERTIME	6,382,145	5,019,897	4,849,471	5,671,606	6,931,427
	03 ADDITIONAL PAY	2,741,436	2,612,833	2,579,459	2,756,953	3,103,951
	05 EMPLOYEE BENEFITS	42,151,595	47,201,469	46,838,945	46,024,580	52,002,083
	65 COLLECTIVE BARGAINING	929,531	664,474	758,592	936,214	920,019
Salaries & Related Total		109,526,713	117,499,707	115,011,783	117,409,571	128,372,045
Utilities, Ins., Fuels	10 UTILITIES	2,694,494	2,745,817	2,937,538	3,216,588	3,038,427
	15 INSURANCE	1,726,269	1,857,720	2,308,392	2,703,277	3,235,067
	66 FUELS	445,931	432,216	737,569	821,227	765,370
Utilities, Ins., Fuels Total		4,866,695	5,035,753	5,983,500	6,741,093	7,038,864
Training & Travel	24 TRAINING	141,374	214,661	141,790	236,555	233,773
	56 TRAVEL	478,045	24,958	241,330	454,576	503,665
Training & Travel Total		619,420	239,619	383,120	691,131	737,438
Oth. Svcs, Dues & Sub., Consl, Sp. Prj.	30 OTHER SERVICES	2,682,349	2,408,875	2,950,913	3,153,291	3,159,110
	31 DUES AND SUBSCRIPTIONS	1,272,970	1,550,753	1,871,399	2,460,023	3,651,046
	32 CONSULTANT SERVICES	1,220,354	1,024,497	1,042,946	1,222,609	1,560,372
	35 SPECIAL PROJECTS	2,838,442	2,797,481	1,361,719	2,002,599	2,411,863
	36 GRANT IN AID	1,124,478	2,039,292	1,543,476	1,732,680	2,535,209
Oth. Svcs, Dues & Sub., Consl, Sp. Prj. Total		9,138,593	9,820,898	8,770,453	10,571,202	13,317,601
Ad., Print., Supplies, Sm. Equip., Oth. Commod., Postage	55 ADVERTISING	65,857	109,763	108,432	136,662	121,548
	57 PRINTING	69,876	51,398	53,399	91,551	72,146
	61 SUPPLIES	1,487,092	1,398,574	1,170,037	1,371,745	1,356,102
	62 SMALL EQUIPMENT	530,003	818,024	529,809	758,544	1,259,251
	67 OTHER COMMODITIES	344,856	249,514	162,333	273,466	470,965
	68 POSTAGE AND FREIGHT	121,203	82,591	127,273	125,423	56,706
	80 OTHER EXPENSES	0	0	0	76,247	0
Ad., Print., Supplies, Sm. Equip., Oth. Commod., Postage Total		2,618,887	2,709,864	2,151,283	2,833,637	3,336,718
R&M, Bldg, Plant, Land, Infrastructure, Veh., Eq.	43 REPAIR AND MAINTENANCE	4,537,176	5,924,946	3,594,847	4,232,988	5,038,776
	88 VEHICLES	1,122,804	1,297,884	1,298,154	955,741	980,293

General Fund Expenditures Year over Year by Expense Summary Grouping and Element Summary

Sum of YTD-Act Ele_Rpt_Sum	Ele_SuiEle_Sum_Desc	Year				
		2020	2021	2022	2023	2024
R&M, Bldg, Plant, Land,	89 EQUIPMENT	696,551	1,592,513	1,204,319	1,411,469	1,393,169
R&M, Bldg, Plant, Land, Infrastructure, Veh., Eq. Total		6,356,531	8,815,343	6,097,319	6,600,198	7,412,238
Claims & Judgements, Rental,						
Loans	27 CLAIMS AND JUDGEMENTS	51,449	348,986	1,270,803	341,184	1,040,606
	41 RENTAL	661,213	604,919	655,025	679,278	750,025
	44 LOANS	107,410	106,516	105,603	204,112	209,005
Claims & Judgements, Rental, Loans Total		820,072	1,060,420	2,031,431	1,224,574	1,999,636
Indirect Cost/Central Service	42 INDIRECT COSTS/CENTRAL SE	(2,680,000)	(2,680,000)	(2,680,000)	(2,694,588)	(2,680,000)
Indirect Cost/Central Service Total		(2,680,000)	(2,680,000)	(2,680,000)	(2,694,588)	(2,680,000)
Total		131,266,910	142,501,605	137,748,890	143,376,818	159,534,541

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

Table with 5 columns: Federal Grantor/Pass-Through Grantor/Program or Cluster Title, Agency Listing Number, Pass-Through Entity Identifying Number, Total Federal Expenditures, and Provided to Subrecipients. Rows include categories like EXECUTIVE OFFICE OF THE PRESIDENT, CORPORATION FOR NATIONAL AND COMMUNITY SERVICE, DEPARTMENT OF COMMERCE, and DEPARTMENT OF HEALTH AND HUMAN SERVICES.

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

Table with columns: Federal Grantor/Pass-Through Grantor/Program or Cluster Title, Agency Listing Number, Pass-Through Entity Identifying Number, Total Federal Expenditures, and Provided to Subrecipients. Includes sections for DEPARTMENT OF HEALTH AND HUMAN SERVICES, DEPARTMENT OF HOMELAND SECURITY, and DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT.

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

Table with columns: Federal Grantor/Pass-Through Grantor/Program or Cluster Title, Agency Listing Number, Pass-Through Entity Identifying Number, Total Federal Expenditures, and Provided to Subrecipients. Rows include various programs like Assistant Secretary for Public and Indian Housing, Office of Community Planning and Development, and Department of Housing and Urban Development.

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

Table with 5 columns: Federal Grantor/Pass-Through Grantor/Program or Cluster Title, Agency Listing Number, Pass-Through Entity Identifying Number, Total Federal Expenditures, and Provided to Subrecipients. Rows include various programs like Second Chance Act Reentry Initiative, Juvenile Accountability Block Grants, and Crime Victim Assistance.

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

Table with 5 columns: Federal Grantor/Pass-Through Grantor/Program or Cluster Title, Agency Listing Number, Pass-Through Entity Identifying Number, Total Federal Expenditures, and Provided to Subrecipients. Rows include Inclusive Playground Lydgate Park Shade, Homeowner Assistance Fund, CON 22022 - COK Mobility Hub & Plan, ERA1 & ERA2 Suppl., Emergency Rental Assistance Program, DEPARTMENT OF THE TREASURY Total, DEPARTMENT OF TRANSPORTATION, and FEDERAL TRANSIT ADMINISTRATION.

DRAFT

County of Kauai, Hawaii
SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
Fiscal Year Ended June 30, 2024

<u>Federal Grantor/Pass-Through Grantor/Program or Cluster Title</u>	<u>Agency Listing Number</u>	<u>Pass-Through Entity Identifying Number</u>	<u>Total Federal Expenditures</u>	<u>Provided to Subrecipients</u>
Total Buses and Bus Facilities Formula, Competitive, and Low or No Emissions Programs	20.526		2,262,266	-
Formula Grants for Rural Areas and Tribal Transit Program				
FTA Section 5311 FFY 19		HI-2019-012	9	
FTA Section 5311 FFY 20 CARES		HI-2020-006	212,802	
FTA Section 5311 FFY 21 (CRRSAA)		HI-2021-006-00	(52,801)	
FTA Section 5311 FFY 20		HI-2021-003	708,499	
FTA Section 5311 FFY 22		HI-2022-006-00	865,124	
Total Formula Grants for Rural Areas and Tribal Transit Program	20.509		1,733,633	-
NATIONAL HIGHWAY TRAFFIC SAFETY ADMINISTRATION				
National Priority Safety Programs				
KPD Impaired Driving & Youth Deterrence FY 2023		AL-23-K-03	(17,791)	
KPD Occupant Protect		OP24-K-01	31,960	
KPD Impaired Driving & Youth Deterrence FY 2024		AL-24-K-01	80,076	
OPA DOT Highway Safety 2024		AL24-K-02	79,363	
Total National Priority Safety Programs	20.616		173,608	-
State and Community Highway Safety				
OPA DOT Highway Safety 2023		AL23-S-08	30,645	
KPD Traffic Records		TR23-K-05	2,879	
KPD Distracted Driver/Speed Enforcement/Traffic Svcs - FY 2023		PT23-K-04	10,189	
KPD Distracted Driver/Speed Enforcement/Traffic Svcs - FY 2024		PT24-K-01	97,179	
Total State and Community Highway Safety	20.600		140,892	-
Alcohol Open Container Requirements				
KPD Alcohol Open Container Requirements		AL23-K-03	11,807	
Total Alcohol Open Container Requirements	20.607		11,807	-
Minimum Penalties for Repeat Offenders for Driving While Intoxicated				
KPD Minimum Penalties for Repeat Offenders DWI		AL23-K-03	9,819	
Total Minimum Penalties for Repeat Offenders for Driving While Intoxicated	20.608		9,819	-
DEPARTMENT OF TRANSPORTATION Total			11,802,749	-
DEPARTMENT OF THE INTERIOR				
Pass-through State of Hawai'i - Dept. of Land and Natural Resources:				
NATIONAL PARK SERVICE				
Outdoor Recreation Acquisition, Development and Planning				
Hanapepe Stadium Complex Improvements		15-00189	1,000,000	
Total Outdoor Recreation Acquisition, Development and Planning	15.916		1,000,000	-
DEPARTMENT OF THE INTERIOR Total			1,000,000	-
ENVIRONMENTAL PROTECTION AGENCY				
Direct Award --				
Brownfields Multipurpose, Assessment, Revolving Loan Fund, and Cleanup Cooperative Agreements				
Kekaha Mill Site		BF-98T23401-0	39,458	
Total Brownfields Multipurpose, Assessment, Revolving Loan Fund, and Cleanup Cooperative Agreements	66.818		39,458	
ENVIRONMENTAL PROTECTION AGENCY Total			39,458	-
TOTAL EXPENDITURES OF FEDERAL AWARDS			\$ 54,235,907	\$ 12,557,491

Attachment #2

March 6, 2025

Meeting

DEPARTMENT OF FINANCE

CHELSIE SAKAI, DIRECTOR OF FINANCE

MICHELLE L. LIZAMA, DEPUTY DIRECTOR OF FINANCE



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

MEMORANDUM

TO: Cost Control Commission Members

FROM: Chelsie Sakai, Finance Director

DATE: March 6, 2025

RE: **Finance Response to Questions from February 6, 2025 Meeting**

1. A list of appointed/exempt positions, the cost of those positions and which department are they located in for the past 5 years.

Will have a response by your April meeting. Continuing to work with Payroll on this request.

2. Explanation on the increase in cost for small equipment re: FY23 vs. FY24 (page 9)

Under the element "Small Equipment" includes the objects "Other Small Equipment" and "Computer Peripherals/Supp." In FY24 the increases can be seen mostly in computer peripherals, which includes laptops, additional screens, cameras, etc.

3. What expenses are included in other commodities or provide some examples of other commodities (page 9)

It varies by departments, but some examples include mileage for commissions, OCA payments to the Fifth Circuit, DMV license plates, Real Property release of lien fees, HR lab work, and food purchases.

4. How much is the outstanding bond debt.

As of January 3, 2025, total outstanding of County General Obligation Bonds is \$72,415,200. This does not include the Department of Water portions, or the Special Tax Revenue Bonds (CFD).

Personnel Costs Year over Year by Fund Type by Fund

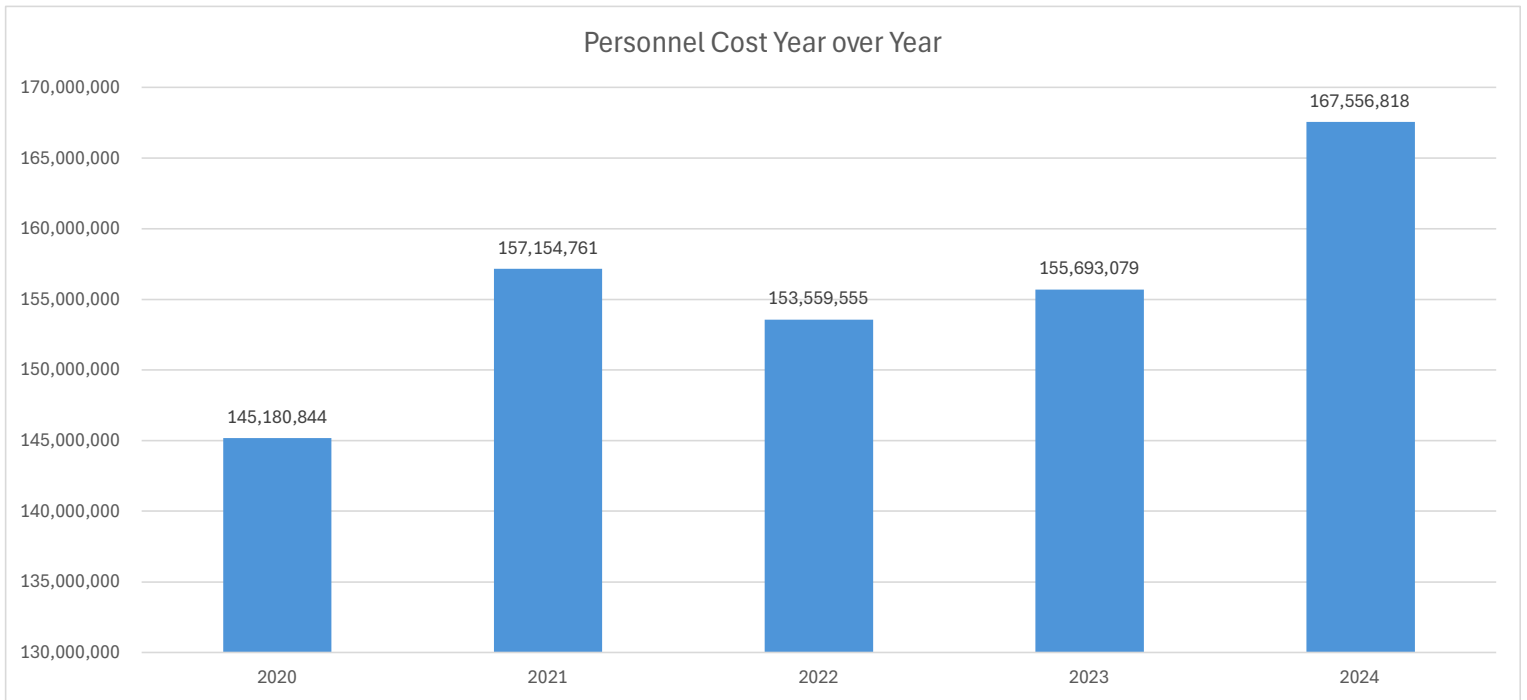
Year-to-Date Fund	Fund_Desc	FY				
		2020	2021	2022	2023	2024
001	GENERAL FUND	109,526,713	117,499,707	115,011,783	117,409,571	128,372,045
201	HIGHWAY FUND	11,081,750	10,177,220	8,945,585	10,804,641	11,412,112
202	G.E. TAX FUND	4,792,240	5,064,391	1,723,528	5,490,927	5,147,116
204	LIQUOR FUND	801,646	772,151	721,846	926,365	938,787
206	CRIMINAL ASSETS FUND	0	0	0	0	0
208	SOLID WASTE FUND	7,706,477	7,962,414	8,327,025	8,198,400	8,356,159
211	HOUSING & COMMUNITY DEV	0	0	0	0	0
240	OPEN SPACE FUND	40,770	42,367	10,078	663	683
502	SEWER FUND	4,159,193	4,526,608	4,371,434	4,334,242	4,879,680
503	GOLF FUND	1,743,981	1,848,913	1,810,480	1,891,803	1,912,423
512	HOUSING REVOLVING FUND	0	0	0	0	0
513	KALEPA HOUSING FUND	34,277	42,048	78,372	43,895	46,619
514	PAANAU HOUSING FUND	34,275	42,047	41,272	43,895	46,619
OPERATING Total		139,921,323	147,977,865	141,041,403	149,144,401	161,112,242
401	BOND FUND	105,185	135,446	129,950	52,506	55,806
402	PARKS & PLAYGROUNDS FUND	0	0	0	0	0
404	DEVELOPMENT FUND	0	0	0	0	0
407	SPECIAL STATE CIP	0	0	0	0	0
408	GENERAL CIP FUND	13,273	24,069	111,262	5,661	71,157
409	HIGHWAY CIP FUND	0	24,084	0	1,235	0
410	CIP GRANTS FUND	56,277	97,685	211,108	147,326	23,423
411	OPEN SPACE CIP	0	0	0	0	0
CIP & OTHER Total		174,735	281,284	452,321	206,728	150,386
250	FEDERAL GRANTS FUND	2,230,335	5,990,214	9,205,914	3,386,356	2,791,325
251	STATE GRANT FUND	1,899,989	2,019,677	1,864,488	1,991,113	2,344,695
252	SECTION 8 FUND	793,021	677,049	835,314	835,146	1,000,219
254	BLDG PERMIT REVOLVING	161,440	208,672	160,116	129,336	157,951
GRANTS & OTHER Total		5,084,785	8,895,612	12,065,832	6,341,950	6,294,189
Grand Total		145,180,844	157,154,761	153,559,555	155,693,079	167,556,818

Personnel Costs Year over Year by Department

Year-to-Date Dept	Dept_Desc	FY				
		2020	2021	2022	2023	2024
01	MAYOR'S OFFICE	1,929,175	2,395,240	2,453,571	2,568,272	2,707,686
02	COUNTY CLERK	3,055,057	3,264,986	3,188,309	3,337,715	3,605,213
03	COUNTY ATTORNEY	2,012,600	2,434,641	2,820,223	2,969,870	3,296,766
04	PROSECUTING ATTORNEY	5,016,465	5,571,591	5,305,730	5,123,969	5,316,033
05	FINANCE	7,772,552	8,591,115	8,768,905	9,161,068	9,975,925
06	HUMAN RESOURCES	1,698,544	2,365,862	2,307,332	1,760,354	4,877,240
08	PLANNING	2,928,687	3,308,449	2,748,318	2,971,946	3,245,138
09	ECONOMIC DEVELOPMENT	1,060,152	1,140,022	1,155,882	1,059,101	1,089,087
10	POLICE	33,622,041	36,042,158	33,564,698	34,723,369	36,863,009
11	FIRE	31,373,784	33,752,125	32,579,688	33,037,516	35,183,857
12	EMERGENCY MGMT AGENCY	892,060	1,896,746	1,839,066	1,493,728	1,210,554
13	COUNTY AUDITOR	0	0	0	0	0
20	PUBLIC WORKS	25,936,698	26,776,841	26,581,158	26,274,256	27,527,158
30	PARKS AND RECREATION	14,933,071	16,063,835	16,444,728	17,148,382	18,192,027
43	ELDERLY AFFAIRS	1,522,720	1,678,565	1,571,592	1,686,479	1,746,860
44	HOUSING AGENCY	2,374,420	2,578,460	2,547,687	2,626,606	3,053,269
45	TRANSPORTATION	8,251,171	8,521,974	8,960,826	8,824,084	8,728,208
50	LIQUOR CONTROL	801,646	772,151	721,846	926,365	938,787
Grand Total		145,180,844	157,154,761	153,559,555	155,693,079	167,556,818

Personnel Costs Year over Year by Element Object

Year-to-Date				FY				
Ele	Ele_Sum_Desc	Obj	Acct_Desc	2020	2021	2022	2023	2024
01	SALARIES AND WAGES	01	REGULAR	75,335,809	81,116,504	79,381,096	80,389,248	84,176,192
		02	WAGES AND HOURLY PAY	833,562	885,201	1,013,017	1,853,263	2,032,792
		05	VACATION CREDIT PAYOUT	849,529	1,183,749	1,252,155	1,068,155	1,053,941
		SALARIES AND WAGES Total			77,018,900	83,185,454	81,646,268	83,310,666
02	OVERTIME	01	REGULAR OVERTIME	7,196,656	6,636,627	5,436,451	6,450,774	7,658,843
		02	TRAINING OVERTIME	211,533	232,796	185,456	218,797	261,049
		03	RANK FOR RANK	1,016,084	1,009,832	992,232	923,508	1,016,189
		OVERTIME Total			8,424,273	7,879,255	6,614,140	7,593,079
03	ADDITIONAL PAY	01	PREMIUM PAY	3,209,286	3,141,948	3,078,812	3,386,052	3,923,788
		ADDITIONAL PAY Total			3,209,286	3,141,948	3,078,812	3,386,052
05	EMPLOYEE BENEFITS	01	SOCIAL SECURITY CONTRIBU	4,394,719	4,700,497	4,657,292	4,816,221	5,436,765
		02	HEALTH FUND CONTRIBUTION	7,994,559	8,497,067	8,818,266	9,078,672	9,968,150
		03	RETIREMENT CONTRIBUTION	23,236,493	28,214,958	26,963,022	25,742,908	31,446,511
		04	WORKERS COMPENSATION TTD	301,909	348,157	242,423	420,684	327,361
		05	WORKERS COMPENSATION MED	1,129,808	1,040,310	1,251,631	1,187,345	762,891
		06	UNEMPLOYMENT COMPENSATION	104,247	134,513	(11,326)	94,252	31,575
		08	MONTHLY AUTO ALLOWANCE	76,670	75,552	73,000	71,760	68,000
		09	MILEAGE	65,735	58,941	56,139	77,433	92,614
		10	OTHER EMPLOYEE BENEFITS	873,246	833,681	876,708	507,428	443,318
		11	GRANT EMPLOYEE BENEFITS	430,157	978,091	465,054	376,994	412,122
		12	OTHER POST EMPLOY BENEFIT	16,901,857	17,301,245	17,970,566	17,907,932	17,416,902
		EMPLOYEE BENEFITS Total			55,509,401	62,183,012	61,362,776	60,281,630
65	COLLECTIVE BARGAINING	00	COLLECTIVE BARGAINING	1,018,983	765,091	857,560	1,121,653	1,027,817
		COLLECTIVE BARGAINING Total			1,018,983	765,091	857,560	1,121,653
Grand Total				145,180,844	157,154,761	153,559,555	155,693,079	167,556,818



Ele 56

Original Travel Budget by Fund

Sum of Budget		Year				
Fund	Fund_Desc	2020	2021	2022	2023	2024
001	GENERAL FUND	1,026,163	495,239	441,190	529,589	574,432
201	HIGHWAY FUND	8,675	7,476	7,476	6,359	6,359
202	G.E. TAX FUND	8,708	5,888	4,011	5,728	5,988
204	LIQUOR FUND	106,395	120,142	38,630	86,300	98,195
206	CRIMINAL ASSETS FUND	4	4	4	4	4
208	SOLID WASTE FUND	2,850	3,281	750	750	750
211	HOUSING & COMMUNITY DE	6,081	6,081	6,081	6,081	6,081
502	SEWER FUND	17,380	9,930	4,350	13,580	13,580
503	GOLF FUND	2,180	2,180	2,180	2,180	3,350
Grand Total		1,178,436	650,221	504,672	650,571	708,739

Ele 56

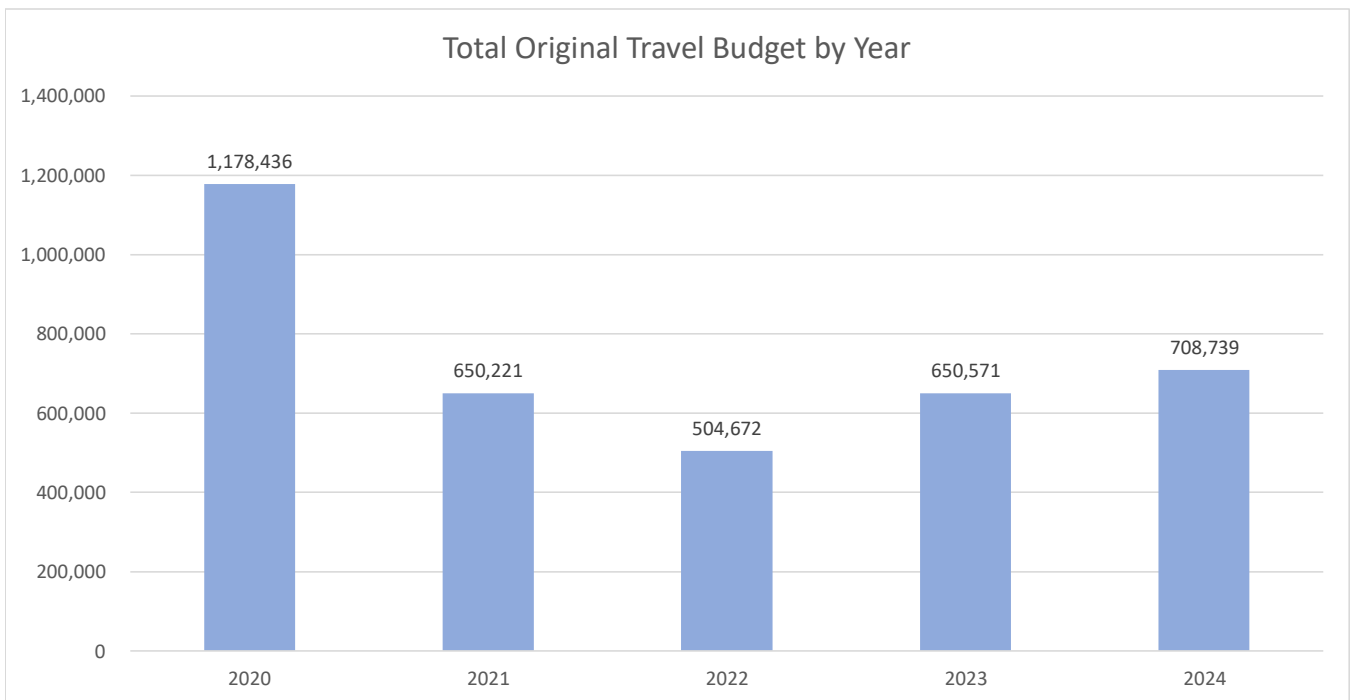
Original Travel Budget by Department

Sum of Budget		Year				
Dept	Dept_Desc	2020	2021	2022	2023	2024
01	MAYOR'S OFFICE	98,748	77,213	83,401	83,401	87,444
02	COUNTY CLERK	91,004	106,004	99,504	99,504	111,504
03	COUNTY ATTORNEY	43,176	11,700	37,696	37,696	36,366
04	PROSECUTING ATTORNEY	27,525	12,236	9,506	15,256	15,256
05	FINANCE	69,740	27,837	27,837	25,090	26,687
06	HUMAN RESOURCES	23,650	4,757	3,631	3,631	3,631
08	PLANNING	21,461	8,586	8,504	8,504	9,054
09	ECONOMIC DEVELOPMENT	49,680	29,272	17,080	30,780	32,783
10	POLICE	380,220	122,373	75,907	156,676	144,924
11	FIRE	104,471	49,232	31,223	21,050	44,485
12	EMERGENCY MGMT AGENCY	7,918	2,402	2,402	2,002	2,080
13	COUNTY AUDITOR	8	8	8	8	8
20	PUBLIC WORKS	59,064	35,178	25,190	34,420	40,813
30	PARKS AND RECREATION	30,506	12,759	13,631	15,131	24,325
43	ELDERLY AFFAIRS	945	945	945	945	1,007
44	HOUSING AGENCY	62,792	28,444	28,444	28,444	28,444
45	TRANSPORTATION	1,133	1,133	1,133	1,733	1,733
50	LIQUOR CONTROL	106,395	120,142	38,630	86,300	98,195
Grand Total		1,178,436	650,221	504,672	650,571	708,739

*Original Budget = Approved in the Annual Operating Budget Ordinance

Original Travel Budget by Element Object

Sum of Budget			Year				
Ele	Obj	Account_Desc	2020	2021	2022	2023	2024
56	01	AIRFARE, GENERAL	270,233	205,890	151,489	181,672	220,323
	02	PER DIEM, GENERAL	189,175	158,962	111,188	119,148	131,143
	03	CAR RENTAL & PARKING, GEN	50,997	31,534	29,433	32,158	37,061
	04	OTHER TRAVEL, GENERAL	76,407	57,357	38,856	53,675	76,834
	07	AIRFARE, TRAINING	172,612	64,316	55,001	84,166	79,578
	08	PER DIEM, TRAINING	203,956	66,502	53,137	88,974	72,668
	09	CAR RENTAL & PARKING, TRN	42,817	14,743	14,626	20,835	17,949
	10	OTHER, TRAINING	172,239	50,917	50,942	69,943	73,183
56 Total			1,178,436	650,221	504,672	650,571	708,739
Grand Total			1,178,436	650,221	504,672	650,571	708,739



Attachment #3

April 3, 2025

Meeting

Cost control commission

April 3, 2025, meeting

Contract Procedures

1. Convey purpose of being here to get a general understanding of the world of procurement and answer any questions that may arise.
2. Review operation - staff of eight. Procurement specialists, technicians

Completely paperless since 2016. All formal bids are let electronically. All purchase orders and contracts are executed electronically.

1. Identify the different forms of procurement
2. IFB
3. RFP
4. Professional Services
5. Small Purchases
6. Sole Source
7. Emergency Procurement
8. Exemptions
9. Talk about the use of the pcards, purchase, orders, and contracts. Explain the differences.
10. Talk about procurement and contract challenges in recent years having to do with inflation, manufacturing difficulties, employment, challenges. Contract extensions have become common place due to manufacturing problems. Contractors have asked for escalation of prices to assist them with providing the contracted goods and services. Contract escalation cannot be allowed unless it is incorporated into the base solicitation. That will not be allowed. Opens up abuse and inflated costs. Bidders need to factor in all market forces and incorporate these likely costs into their bid offers.
11. Since 2020 and further exacerbated by the government's response to the pandemic- bids have many times exceeded budgeted amounts available. Alternative procurement can only be authorized to reduce scope to bring prices within affordability. Not all procurements allow for negotiation lowest price prevails
12. Innovative methods, such as using multi-term contracts to create a more efficient, contract management system, and to save money

Attachment #4

May 1, 2025
Meeting



OPEN SESSION MEETING MINUTES

Board or Commission	Cost Control Commission		Meeting Date: May 1, 2025
Location	Piikoi Building, Boards and Commissions Conference Room 4444 Rice Street, Suite 300, Līhu'e, Hawai'i 96766	Start of Meeting: 9:00 a.m.	End of Meeting: 9:56 a.m.
	<p>Remote Access VIDEO by Microsoft Teams Click on the URL below or type the URL into your computer or smartphone https://bit.ly/3Ry5Fh9 Meeting ID: 281 697 736 852 6 Passcode: sV7fBBc</p>		
Present	Chair Alice Luck; Vice Chair Stacey Waikoloa; Commissioners Andre Lister, Paul Pancho, and Tyler Rodighiero. Also present: Boards and Commissions Staff: Administrator Ellen Ching; Support Clerk Mercedes Omo; Deputy County Attorney Chris Donahoe. Invited Guests: Department of Finance: Information Technology Manager Del Sherman and Deputy Director of Finance Michelle Lizama.		
Excused			
Absent			



SUBJECT	DISCUSSION	ACTION
Meeting Called to Order/Roll Call to ascertain quorum	<p>Chair Luck called on Ms. Omo to conduct a roll call to ascertain quorum.</p> <p>Commissioner Andre Lister present. Commissioner Paul Pancho present. Commissioner Tyler Rodighiero present. Vice Chair Stacy Waikoloa present. Chair Alice Luck present.</p> <p>A quorum was ascertained.</p>	
APPROVAL OF AGENDA	Chair Luck called for a motion to approve the agenda.	Mr. Rodighiero moved to approve the agenda. Mr. Lister seconded the motion. Hearing no objections, the agenda was approved as circulated.
CHAIR'S ANNOUNCEMENT	Chair Luck announced that the next Monthly Meeting of the Cost Control Commission will be on Thursday, July 3, 2025, at the Office of Boards and Commissions Conference Room, Suite 300.	

SUBJECT	DISCUSSION	ACTION
	<p>Vice Chair Waikoloa noted that the meeting on July 3 is immediately followed by the 4th of July holiday. She inquired whether it would be better to schedule the meeting in June, as some Commissioners might be on vacation that week.</p> <p>Both Mr. Lister and Mr. Rodighiero noted that they plan to attend the meeting on July 3rd. Mr. Pancho also noted that he has no plans to go on vacation that week so he will be able to attend the July 3rd meeting. Chair Luck noted that she plans to attend the July 3rd meeting as well.</p>	
PUBLIC TESTIMONY	<p>Individuals may testify on any agenda item or wait for the item to come up on the agenda.</p> <p>Chair Luck noted that since there were no registered testifiers virtually and in-person she would not be calling for public testimony moving forward.</p>	
APPROVAL OF MINUTES	<p>Chair Luck called for a motion to approve or amend the minutes of the March 6, 2025, Open Session meeting and the April 3, 2025, Open Session meeting.</p>	<p>Mr. Rodighiero moved to approve the minutes of the March 6, 2025, Open Session meeting and the April 3, 2025, Open Session meeting. Vice Chair Waikoloa 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> <ul style="list-style-type: none"> ○ <u>End User License Agreements (EULAs) including:</u> <ul style="list-style-type: none"> a. <u>List by broad category of the types of EULAs that would not be subject to contract review by the Office of the County Attorney</u> b. <u>Report on how other counties in the State handle the approval process of EULAs</u> c. <u>Report on the amount of time spent on the review of EULAs and the liability of not having a thorough review in process</u> d. <u>Report on the turnaround time for OCA reviews to be able to calculate the loss of productivity</u> 	

SUBJECT	DISCUSSION	ACTION
	<p>e. <u>Report on the past 5 years to show the increase in time spent reviewing EULAs</u></p> <p>f. <u>Report on the actual cost for reviewing EULAs</u></p> <p>g. <u>A draft proposal for a charter amendment to provide more flexibility, efficiency, and expedite the approval process for EULAs.</u></p> <p>Deputy County Attorney Chris Donahoe asked Chair Luck if it was acceptable for IT Manager Del Sherman to address the Commission first, followed by his discussion of letters a-g. Chair Luck said that she was fine with that and called on Mr. Sherman to come to the mic.</p> <p>Mr. Sherman asked the Commission if they had any requests for specific information. Ms. Luck noted that the Commission had received information from the Office of the County Attorney outlining the specific nature of the problems expressed by the Commission at its last meeting. The Office of the County Attorney also provided the Commission with a draft proposal of a charter amendment for the Commission's consideration. Chair Luck further noted that the Commission wanted to circle back with Mr. Sherman to see if the Commission could come up with some proposed language for a possible charter amendment.</p> <p>Administrator Ching recommended that the Commission review how the other counties handle the approval process for EULAs. Mr. Sherman noted that after hearing the question at the Commission's last meeting, he sent an email to his counterparts in other counties. Two of them responded. Typically, the respondents noted that they do not worry about EULAs too much unless it is a part of a large contract. If they are buying a new enterprise software and they are spending tens of thousands of dollars, then they will worry about the enterprise end user license agreement at that time. If it is for a \$50.00 program that someone is installing on their computer, then they disregard the approval process for the EULA. The other county did not respond. Mr. Sherman noted that he has some inclinations about why they did not respond, but he did not want to commit that information to record.</p>	

Cost Control Commission Open Session Minutes
of May 1, 2025, Meeting

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked which two counties responded. Mr. Sherman responded that the County of Maui and the City and County of Honolulu responded.</p> <p>Mr. Rodighiero noted that he finds it interesting that those two counties that responded are not requiring review of the EULAs at all, unless it is a part of a large enterprise license. Mr. Sherman stated that he asked the counties specifically what their practices were regarding EULAs. Mr. Sherman further noted that he was not sure as to whether their process to handle EULAs was legal or not.</p> <p>Mr. Rodighiero asked whether every EULA is reviewed by the Office of the County Attorney before anyone can click on it. Mr. Sherman responded that the interpretation of the County Charter is that a EULA is a contract and the Charter requires County Attorney review of any contract. Mr. Sherman further noted that there may be some room for interpretation of the County Charter, but that all departments depend on the Office of the County Attorney for that interpretation and that is the guidance that they have been given throughout the years. Mr. Sherman stated that if he had to argue a case, from an IT perspective, in context with the Charter, he would argue that the Charter was most likely referring to contracts like those needed to have contracts to repave roadways, putting up or rebuilding structures, etc. Back in time when the Charter was first crafted, a EULA was not even in existence. To change that position, the Office of the County Attorney would need to provide guidance that a EULA is not a type of contract and would therefore not need to be reviewed by the Office of the County Attorney. That opinion has not been given by the Office of the County Attorney. Mr. Sherman noted that the other option would be to amend the Charter so that it is not as ambiguous when it comes to contracts and EULAs so that it is clearly defined that EULAs would not need to be reviewed by the Office of the County Attorney.</p> <p>Mr. Rodighiero asked Deputy County Attorney Donahoe for his take on what is happening in the other counties and for possible suggestions on how the Charter could be amended to remedy the EULA situation or how the interpretation could be revised. Deputy County Attorney Donahoe responded that he would be relaying information from County Attorney</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Matthew Bracken, as well as from First Deputy County Attorney Māhealani Krafft, as the First Deputy handles many of the reviews of the EULAs that get sent to the Office of the County Attorney. Deputy County Attorney Donahoe noted that in the counties that may not review all EULAs, their charter does not specify specific requirements for reviews of all contracts, regardless of what the contract is. The Office of the County Attorney is open to amendments to the Charter as it would reduce the amount of the workload that would need to be handled by the Office of the County Attorney. The difficulty is in figuring out the threshold of which contracts get reviewed and which do not get reviewed.</p> <p>Chair Luck asked if the responding counties provided any type of formal policy regarding contract or EULA reviews. Mr. Sherman responded that the feedback he received was informal in nature, though he did ask for any details they may provide. His request was sent out to fifteen to twenty individuals. Only two responses were received. Mr. Sherman stated that he feels those policies are probably not well documented anywhere and it is kind of a “in the moment” judgement call. Mr. Sherman noted that what the County Attorney and Deputy County Attorney mentioned makes sense regarding review of EULAs if the software is above a certain dollar threshold or if certain other conditions are met. There could be a threshold where the IT Division could decide, but if it crosses a certain threshold then the EULA would need to be bumped up to a review by the Office of the County Attorney. Ultimately, the goal of the IT Division is to send as few EULAs for review by the Office of the County Attorney. If a piece of software is being purchased for \$150.00 and it is being used by two employees, the risk is rather low. There could be other determinations made regarding risk. If the software controls the Supervisory Control and Data Acquisition (SCADA) system for water filtration, then the risk may be higher. The criteria could be set based on what the software is for and the number of users.</p> <p>Mr. Rodighiero stated that the Commission has the possibility of reducing the cost of County government by proposing a Charter Amendment that would reduce the amount of work to review EULAs by the Office of the County Attorney. This would also provide a reduced workload by</p>	

SUBJECT	DISCUSSION	ACTION
	<p>quicken the response from the IT Division on approving the EULAs and increasing the productivity of the employees not having to click and review the EULAs before they are able to use the program. Mr. Sherman stated that from his perspective, he would like to take some work away from the Office of the County Attorney since they would not have to review every EULA and reduce the workload for the County Council, by not having to have them approve of every EULA that includes indemnification provisions. Mr. Sherman further noted that perhaps a provision could be made that if the Office of the County Attorney reviews a contract, then there would not need to be an additional approval from the Council. Mr. Sherman stated that wasting the Council's time to approve a \$50.00 contract is not a very efficient use of their time. The hope is that the approval process could be streamlined to save everyone's time.</p> <p>Mr. Rodighiero asked what the typical cost of the software programs that have EULAs are. Mr. Rodighiero noted that he knows software costs may vary from thousands of dollars to even hundreds of thousands of dollars and that the EULAs for each of those levels may vary. Mr. Rodighiero recommended that the Office of the County Attorney craft specific language so that the EULA would only need to be reviewed at the initial purchase and not every time a EULA pops up for a user. Deputy County Attorney Donahoe responded that it really depends on the EULA, software, and situation. The Office handles issues on a case-by-case basis. Some agreements that come in are 90 pages long. Others are 5 pages long. The length of time that an attorney would spend reviewing that would differ. The length of a contract does not necessarily equate to the level of risk or liability either. Sometimes it is the opposite of what most people think. The larger companies have less risky contracts or EULAs because they can assume the risk involved. These contracts involve indemnification provisions, the duty to defend, and hold harmless clauses that the larger companies can absorb. The smaller companies have lengthier contracts and agreements because they cannot assume the liability or risk so they must detail everything to protect their business. The length of the contract is not necessarily a telling factor; it is the amount of risk that is inherent by the County using the software. You could have specific software where if something happens, could shut down or hamper</p>	

SUBJECT	DISCUSSION	ACTION
	<p>County services for a lengthy period, and that is what the Office of the County Attorney looks for in their review of contracts and EULAs to ensure that the County is protected. To reduce some of the cost in reviewing EULAs specific to IT software, two Deputy County Attorneys do most of the reviews as they are familiar with the terminology and language contained within those EULAs. For example, for an airline application, a lot of the airlines have similar provisions but are worded a little differently. The same holds true for various software updates that are available. The Office of the County Attorney does work with Mr. Sherman as well to go through some of the questionable provisions or IT language that are contained within the provisions. Though those EULAs still take time to review, the review time is a lot shorter because you have seasoned attorneys who are reviewing provisions they are familiar with.</p> <p>Deputy County Attorney Donahoe noted that he was requested to provide a report on the past 5 years to show the increase in time spent reviewing EULAs. Unfortunately, the Office of the County Attorney does not have a report that shows the last 5 years because until 2024, when a request would come in for legal review, it would come in as a contract or agreement because that is based on the Charter language. To go back 5 years, it would be extremely expensive for the Office to dedicate the time to look back at each review scenario to “reverse engineer” and figure out the time it took for the review of software agreements. In 2024, the Office of the County Attorney implemented a software program that allowed them to track review of software agreements and entered that type of work into the program as such. As recent as a month ago, the Laserfiche requests that were coming in still categorized the reviews as a “Contracts Review,” but there is now a subcategory that notes “Software License Agreement.” The Office of the County Attorney is now beginning to keep track of those types of reviews as opposed to other contracts. Deputy County Attorney Donahoe noted that the Office of the County Attorney is open to amending the Charter, but that a specified dollar value threshold or other criteria would need to be outlined for when contracts are reviewed or not reviewed, and that might be as simple as it appears. Mr. Lister stated that the criteria could be determined whether contracts are for critical infrastructure projects and the number of people who use the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>software. Mr. Lister further noted that the premise might be that the more people who use it, the more risk is involved. Mr. Rodighiero stated that requiring the Office of the County Attorney to review all contracts is so broad, and that it could be noted that EULAs at the time of contract might reduce the scope a bit. Mr. Rodighiero suggested that the Office of the County Attorney be given the discretion to determine whether specific EULAs need to be reviewed all the time or whether they need to be reviewed only at the time the software is originally procured. Deputy County Attorney Donahoe responded that the Office of the County Attorney is in the process of looking at what those specific thresholds are and should be. Deputy County Attorney Donahoe further noted that the proposed Charter Amendment language that was provided does not include the possibility of having IT do a portion of the review until it reaches a certain threshold that would then bump the review up to the Office of the County Attorney. Deputy County Attorney Donahoe stated that the proposed language for the Charter Amendment would read, “Before execution, all written contracts to which the County is a party, shall be reviewed by the County Attorney as to form and legality. The County Attorney is authorized to implement a policy establishing parameters for contracts that do not need to be approved as to form and legality. This policy may be based on the contracts monetary value, potential risk, or other criteria as determined by the County Attorney.”</p> <p>Mr. Rodighiero asked if that proposed language would include EULAs and any type of contract. Deputy County Attorney Donahoe responded that Mr. Rodighiero was correct in his understanding of the proposed language. Mr. Rodighiero noted that an attorney could receive a request and kick it back for not needing a review because they felt it was not necessary under the proposed language. Mr. Rodighiero further stated that the proposed language was vaguer than he was thinking. Deputy County Attorney Donahoe responded that the word “parameters” would need to be further fleshed out.</p> <p>Vice Chair Waikoloa asked if Deputy County Attorney Donahoe could explain what it would take to amend the Charter. Vice Chair Waikoloa explained that the reason for her question is to better understand the cost</p>	

SUBJECT	DISCUSSION	ACTION
	<p>and time it would take to do so. Vice Chair Waikoloa further asked if based on the proposed language, whether the interpretation of the contract review process is changed or whether it is specific to how EULAs are interpreted and therefore reviewed or not reviewed. Deputy County Attorney Donahoe responded that the answer to those questions would be dependent on what the intent of the amendment was. Vice Chair Waikoloa responded that could the detailed process specific to EULAs be added to the Charter instead of changing the interpretation of what a contract means. Deputy County Attorney responded that regardless of what is changed, the amendment would need to go through the same Charter Amendment process. The Commission should also be cautioned that you do not want to make the Charter so specific that there are other ramifications that could not be easily remedied. Mr. Rodighiero noted that the proposed language appears to open the process broadly to everything and that he did not feel that was the purpose of the request from the Commission. The Commission's intention was to open discussion on the need for the Office of the County Attorney to review all EULAs and whether that should be modified or not.</p> <p>Mr. Lister noted that if the Charter is changed broadly through a Charter Amendment that deals with the process for all contracts, any other contract that may come through in the future is affected by that change. If something were inserted into the Charter specific to EULAs, then that change would only affect the process by which EULAs are reviewed.</p> <p>Chair Luck asked if the term EULA was used in other areas of contracting or was that specific to software applications and programs in the IT realm. Chair Luck noted that perhaps the Charter Amendment could state that "Software agreements are exempt from the County Attorney review process." Mr. Lister stated that back in 1964 or whenever the Charter was first written, it was not related to EULAs because EULAs did not exist in those days. Computers existed, but they were not in-use in the way that they are today. In the future, there could be something that could qualify as a contract that could be affected if the change was made to the provision related to contracts as a whole and not specific to just EULAs. Mr. Rodighiero noted that the next Mr. Sherman twenty years from now</p>	

SUBJECT	DISCUSSION	ACTION
	<p>might say that the provision related to EULAs was written twenty years ago and has no implication to the work being done.</p> <p>Mr. Rodighiero stated that he would like to see a focus on EULAs specifically, as leaving it too broad to pertain to all contracts could have unintended consequences that the Commission is not aware of at the current moment. He would not want to see unintended consequences come out of something that was meant to deliver a cost-savings benefit. Mr. Sherman stated that the way the Charter is currently worded puts the onus on the County Attorney for the review. If during the review, the Office of the County Attorney determines that something does not need to be reviewed, then in essence that is complying with the Charter. Right now, if the Charter is interpreted literally, the attorney would need to review everything and then decide whether the EULA's provisions affect the County in a negative manner. Mr. Sherman stated that he believes the proposed Charter Amendment language still leaves the power with the County Attorney, but gives the County Attorney the option to say that the small piece of software that is being purchased is of such minor consequence to the County that he does not need to assign his attorney to dive into all of legalese spending weeks reviewing pages of provisions because there is minimal risk to the County. The IT Division could also assist in expediting the review by stating hypothetically that a software driver that helps to make a specific scanner work would not adversely impact the operation or put the County at risk so a thorough review would not be needed. Mr. Sherman expressed his opinion that leaving the amendment broader serves the County's interest better, addressing the various concerns that were raised by the Commission. This would allow the interpretation to be broader if things in the IT realm change regarding software applications and other things. The broader language would give the Office of the County Attorney the leeway to determine whether a more thorough review of things is needed or not needed. If the language is left broader, the Office of the County Attorney could apply it to other things that could not be thought of now because it does not yet exist.</p> <p>Mr. Rodighiero stated that his concern with leaving the language so broad is that another County Attorney could step into the role and interpret the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Charter completely differently, negating the need to review any type of contract because of the workload of the Office. The proposal that was drafted by the Office of the County Attorney may lead to possible abuse of powers whereas something specific to EULAs would not open the Charter language to being interpreted broadly where an abuse of power could occur. Based on what is happening at the Federal level, one can see what one individual who has too much power could do purely for political reasons. Deputy County Attorney Donahoe responded that the language currently in the Charter charges the County Attorney with the responsibility of contract review. The Office of the County Attorney has a legal obligation to defend the County and to prevent as much liability from impacting the County. Deputy County Attorney Donahoe further noted that he does not foresee anyone neglecting to review all contracts because that is just putting the County at too much risk and the County Attorney has an ethical duty to represent its client, which is every department/agency of the County. Deputy County Attorney Donahoe also noted that the potential risk to the County by not reviewing all contracts would far outweigh the cost of the Office of the County Attorney reviewing all contracts.</p> <p>Mr. Rodighiero asked if the County Attorney felt that the proposed language was a good proposal for the County. Deputy County Attorney Donahoe responded that the County Attorney did agree that the proposed language was a good thing for the County. Mr. Rodighiero stated that he feels more comfortable with the proposed language knowing that a collective group of attorneys came together and felt that the proposed language would streamline the contract review process. Mr. Donahoe responded that he received the proposed language from other attorneys in the Office.</p> <p>Administrator Ching stated that she also reviewed the proposed language, and though she is not an attorney, she can appreciate the intention of the proposal based on previous experience. The Office of Boards and Commissions had to take a simple contract all the way to the County Council for approval to rent the space at Kaua'i Community College for a Commission on the Status of Women event that they were holding. The</p>	

SUBJECT	DISCUSSION	ACTION
	<p>space agreement was a boilerplate agreement that every organization that wants to use the space must sign off on. Administrator Ching further noted that the primary focus of the Commission is to cut costs, but they are also tasked with government efficiency and reducing duplication of services. Administrator Ching stated that she likes the proposed Charter Amendment language because it is not limited to just EULAs but is broad enough to cover minor contracts as well. She was absolutely stunned when she was told that she had to take the boilerplate facilities use agreement all the way to the County Council for approval. Administrator Ching also noted that she recently had to take an agreement for the use of hotel space for a Police Commission Conference to the County Council for approval as well. Anyone who uses the hotel must sign a user agreement with the hotel which is a boilerplate kind of agreement. She noted that she must shake her head that getting Council approval for these simple agreements is a part of the government process to doing business. On a side note, no one in the County is legally authorized to sign off on contracts except for the Director of Finance. The Director of Finance is the only person who can contractually bind the County with another entity. Sometimes contracts will have multiple signatures, but the final signature needs to be the Director of Finance. Contracts are not done on a singular review process. Chair Luck stated that it sounds like the County implements the due diligence process.</p> <p>Mr. Lister asked whether the proposed Charter Amendment language would help other departments navigate contracts such as the hotel boilerplate contract that Administrator Ching mentioned. Deputy County Attorney Donahoe responded that the review requests that are received come in from the various departments. There is already communication that is going on between the departments and the Office of the County Attorney. If it is approved, then the contract is signed off on receiving County Attorney review, along with any comments that are added to the review. The proposed Charter Amendment language carries with it, negating the fear of having just one person reviewing and making the final decision.</p> <p>Administrator Ching stated that when she tried to host the Police</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commission Conference at the Royal Sonesta, she received a contract and reviewed it. The contract was then sent to the Office of the County Attorney as to form and legality. Then the contract was sent to the Council for approval. When it is approved, then it must go through the signature process with the Boards and Commissions Administrator, County Attorney, and the Director of Finance. The process is a long, drawn-out process for a boilerplate contract.</p> <p>Mr. Lister asked if there was a way to estimate the cost savings by comparing the cost of getting a contract executed now versus the cost savings that could be experienced with a review of the contract with the proposed Charter Amendment language being put into place. Administrator Ching responded that it would be difficult to calculate that. This would involve calculating how much time each person took to look at the contract and deal with it. You also must consider the time from all the support staff needed to process the contract review at each level. This also includes staff with the Office of the County Clerk, the time taken to review by each Councilmember, etc. Items are transmitted from the Office of Boards and Commission to the Office of the Mayor. Departments cannot send things directly to the County Council. The Office of the Mayor then transmits items to the Office of the County Clerk. This includes staff and time from all the various stops. Administrator Ching stated that she was shocked to find out how much time and attention is given to transmitting a simple document from one place to another, especially coming from the private sector.</p> <p>Vice Chair Waikoloa stated that the topic that Administrator Ching speaks to is something that should be further discussed by the Commission at a future meeting as it relates to things outside of routing contracts.</p> <p>Mr. Rodighiero asked what the process would be for the proposal of a Charter Amendment. Administrator Ching responded that the Commission will soon be receiving a request from the Charter Review Commission asking for any proposals that other boards or commissions might want the Charter Review Commission to entertain. The proposal should not be detailed, but instead, be confined to just one page. The</p>	

SUBJECT	DISCUSSION	ACTION
	<p>letter is being sent out to all departments and to all boards and commissions. The Charter Review Commission will review all the proposals received and will discuss and consider each one. The minute they decide that they are interested in a proposal, they will go back to the body or department that proposed the amendment and ask for additional information. The Charter Review Commission will ask for a formal proposal in the legal Ramseyer format that is necessary for placement on the ballot. That formal information will be transmitted to the Charter Review Commission for their formal review. Typically, the Charter Review Commission will accept no more than 6 proposals for placement on the ballot. They feel that putting more than 6 proposals on the ballot confuses voters and leads people to not want to vote. The Charter Review Commission strives to ensure that the maximum people want to vote.</p> <p>Mr. Rodighiero noted that the Commission did get one of their proposals through the Charter Review Commission process which did get voted to be approved by the electorate. Administrator Ching noted that there are approximately 5 proposals including the one from the IT Manager that are being floated for consideration.</p> <p>Mr. Lister asked what the deadline for proposals would be. Administrator Ching responded that the deadline would fall in July. Mr. Lister stated that that would be when the Commission would next meet.</p> <p>Chair Luck asked whether Deputy County Attorney Donahoe felt that the Office of the County Attorney had sufficient knowledge to make a distinction on which EULAs needed to be reviewed and which did not need a thorough review based on the risk that is involved. Administrator Ching responded that the Office of the County Attorney could always consult with the subject-matter experts from the IT Division. Deputy County Attorney Donahoe responded that if the attorneys do not have the knowledge base, they will do their own research, but that the Office currently has those proficient in technological advancements as well. Deputy County Attorney Donahoe further noted that as he had mentioned earlier, there are two Deputy County Attorneys who are currently handling all EULA reviews, so they have become extremely knowledgeable in</p>	

SUBJECT	DISCUSSION	ACTION
	<p>various technologies, terminology, provisions, etc. Some of the attorneys in the Office have backgrounds that include the technology sector as well. The next attorney in line will be brought up to speed and trained in the appropriate agreements and EULAs. If a Deputy County Attorney were to make a recommendation regarding whether to bypass a formal review on a specific EULA, the County Attorney would make the final call, or it would be done by a consensus of the Office. The last thing the Office would want is to approve of something and end up with liability. Deputy County Attorney Donahoe stated that he feels there is enough experience and stop gaps in place, including experience in reaching out to subject-matter experts to prevent anything bad from happening. Administrator Ching further added that contract law is almost a specialty. It is a very transactional part of law school training. Deputy County Attorney Donahoe pointed out that contract law training is a part of the first year of law school.</p> <p>Vice Chair Waikoloa asked for clarification. She noted that it sounds like the threshold that would need to be discussed or recommended is based on purpose, risk, price base, and size (enterprise) base. Vice Chair Waikoloa asked if the Commission had to make a recommendation on that or whether the Office of the County Attorney or IT Division would provide that recommendation to the Commission. Mr. Lister added that those might be more internal controls. Administrator Ching responded that the language is to clarify that the authority and the responsibility will be determined by the Office of the County Attorney. Vice Chair Waikoloa asked if the Commission needs to be prepared for those types of questions in preparing the proposal for a Charter Amendment or does the Commission just provide a short headline recommendation and let the Charter Review Commission set any parameters with the assistance of the Office of the County Attorney and IT Division. Administrator Ching responded that she would recommend allowing Deputy County Attorney Donahoe to draft something prior to transmitting it to the Charter Review Commission and for further discussion at the Commission's July meeting. Mr. Lister jokingly stated that the Commission lets the Office of the County Attorney do the lifting and the Commission can watch them lift.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Deputy County Attorney Donahoe stated that given the proposed Charter Amendment language, there is no limit to an actual threshold. The proposal establishes parameters that will be determined by the Office of the County Attorney because of the ever-changing nature of technology and the EULAs that go along with it. The Office of the County Attorney could avoid going through a lengthy review process because of some other set of criteria or parameters that is set due to the Charter Amendment proposal. Sometimes there are benefits to being general in language.</p> <p>Mr. Rodighiero stated that Administrator Ching mentioned various items that needed Council approval. He asked whether the proposed Charter Amendment language would allow the Office of the County Attorney to decide which contracts needed to get Council approval or not. Administrator Ching responded that she is hoping that could be accomplished. The Office of the County Attorney must review contracts as they have the legal authority to determine liability. They determine risk. It would seem advantageous to give the Office of the County Attorney that ability to make that determination regarding liability and risk, and whether the Council's approval would be needed to indemnify the County.</p> <p>Mr. Rodighiero asked whether additional language would be needed to allow the Office of the County Attorney the discretion to decide which contracts need to go to the County Council or not and in the same manner the Office of the County Attorney would be able to determine whether each EULA would need to be reviewed or not. Deputy County Attorney Donahoe responded that the Commission would need to be careful not to circumvent the Council's authority regarding their legislative powers. Mr. Lister recommended letting the Office of the County Attorney draft a proposal based on how they think it should read.</p> <p>Deputy County Attorney Donahoe asked whether the Commission wanted the Charter Amendment proposal to be written so that Council approval would not be necessary. Administrator Ching responded that Deputy County Attorney Donahoe was correct. Mr. Rodighiero responded that that would be the request if the Office of the County Attorney thought that to be prudent. Mr. Sherman stated that the County Council is not saying</p>	

SUBJECT	DISCUSSION	ACTION
	<p>that they would like to approve the language in specific documents but is the Office of the County Attorney recommending that specific provisions go before the Council as it involves indemnification or what the Council says. Mr. Sherman stated that he believes the Council would appreciate not having to review all the contract documents.</p> <p>Administrator Ching stated that she feels it would be appropriate to have the County Council notified but as to whether something rises to the level of Council approval is a different issue. It would be based on risk and liability. Mr. Lister stated that those are good points to make to the Charter Review Commission. Chair Luck stated that the Charter Review Commission may have concerns with the language being too broad and it concentrates too much power and discretion to the Office of the County Attorney.</p> <p>Mr. Rodighiero stated that the proposal would be in the spirit of trying to modify the structure of things to streamline government operations and the cost associated with streamlining. Deputy County Attorney Donahoe stated that the cost issue is a little difficult because of different agreements taking different amounts of time for review and the amount of hours it takes to review it. The focus should be on the process it takes to get something approved and that involves time and costs. Mr. Rodighiero noted that the costs involve not just the person reviewing the contract, but also those who work to transmit the various documents around, etc. Mr. Lister noted that the time saved could be spent doing other things. Mr. Rodighiero noted that the proposal might not save costs, but it would make things more efficient.</p> <p>Deputy County Attorney Donahoe stated that the County Attorney and First Deputy County Attorney are both in favor of a Charter Amendment to reduce the amount of reviews that need to be worked on. Sometimes it is only after a review is done that it is realized that a specific contract or agreement was exactly like another one done previously.</p> <p>Mr. Rodighiero thanked the Commission for approving this proposal as he noted it is really hard to find proposals that will truly change County</p>	<p>Mr. Rodighiero moved to have the Office of the County Attorney draft language for a Charter Amendment proposal meant to help improve or streamline the contract review approval process to be approved by the Commission at its next meeting, and to be transmitted to the Charter Review Commission thereafter. Vice Chair Waikoloa seconded the motion. Hearing no</p>

SUBJECT	DISCUSSION	ACTION
	<p>government for the better. For his first four years, the Commission had the hardest time finding anything.</p> <p>Administrator Ching stated that she did a quick calculation in her head about the process it took to get the Royal Sonesta agreement approved. Conservatively, approximately 15 people were involved in getting that document executed. Administrator Ching noted that the County has policies and procedures to provide for transparency and accountability, and regardless of whether any one person thinks it makes sense or not.</p> <p>Administrator Ching stated for the record that there was no report for this agenda item. She asked Deputy County Attorney Donahoe if he had a response for item a. Deputy County Attorney Donahoe responded that he was going to defer to Mr. Sherman for that item. Administrator Ching stated that the Commission has gone past that discussion. She further noted that for item b. Mr. Sherman provided a report. Deputy County Attorney Donahoe stated for item c., prior to 2024, the Office of the County Attorney found that it would not be cost effective to try to piece together the cost for review of EULAs. He noted that not having a thorough review process could cost the County monetarily in liability, but it could also lead to an entire department shutting down because one of its programs is shut down. That is a liability to the County because a deadline was missed. That is an example of a possible potential for not having a proper review done.</p> <p>Mr. Lister asked if the above scenario ever happened in the County. He asked if there was ever a software malfunction that shut down a department. Mr. Sherman responded that the County is very dependent on technology, and they are often impacted by software issues whether it is an outage with Microsoft or an outage with Adobe. To have any kind of failure that resulted in liability or detriment to the County or residents has never happened during Mr. Sherman's tenure.</p> <p>Administrator Ching stated that Mr. Sherman and his team are amazing. They are up at all hours of the night. Though the County typically works Monday through Friday, upgrades are scheduled on the weekend or</p>	<p>objections, the motion was carried.</p>

Cost Control Commission Open Session Minutes
of May 1, 2025, Meeting

SUBJECT	DISCUSSION	ACTION
	<p>outside of normal working hours and the IT staff works those difficult hours to keep the County running.</p> <p>Deputy County Attorney Donahoe reported that for item d., as the Charter is currently written, every contract must be reviewed, and the turnaround time is on a case-by-case basis based on the lengthy and potential liability contained within each agreement. The Office of the County Attorney is trying to be more efficient by having a specific number of attorneys focused on the vast majority of EULAs.</p> <p>Deputy County Attorney Donahoe reported that for item e., as he stated previously, prior to 2024 the Office was unable to provide that information. However, in the past month, the Office has implemented a system that can track via a subcategory software/licensing agreements needing review.</p> <p>Deputy County Attorney Donahoe reported that for item f. the answer would be the same as for item e.</p> <p>Deputy County Attorney Donahoe reported that for item g., the Commission discussed this at length and voted to move forward to have the Office of the County Attorney draft language for a Charter Amendment proposal meant to help improve or streamline the contract review approval process to be approved by the Commission at its next meeting, and to be transmitted to the Charter Review Commission thereafter. This proposal may possibly include language that allows contracts or agreements to be approved without having to go to the County Council approval to reduce processing time by everyone involved. A possible solution may be to notify Council that certain agreements or contracts were approved.</p> <p>Chair Luck asked if approval of the agreements and contracts are done on a Consent Calendar. Administrator Ching responded that those agenda items are placed under the Council's Communications section. The Council would suspend the rules and discuss the item. For certain things like a Use Agreement for Kaua'i Community College facilities, those items are</p>	

SUBJECT	DISCUSSION	ACTION
	<p>approved without any discussion. Regardless of whether there is discussion or not, the time it takes to get something approved through the Council process involves many hands in handling the transmittal, posting of agendas, getting things signed off on, etc.</p> <p>Chair Luck stated that sometimes everyone is so concerned with fraud, waste, and abuse that inefficiencies are created in the processes. She believes the County is entering a new era where the processes need to be changed a little</p>	
EXECUTIVE SESSION	<p>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).</p>	
ADJOURNMENT	<p>Chair Luck stated that there were no items for Executive Session. Chair Luck asked for a motion to adjourn the meeting.</p>	<p>There being no objections, Mr. Lister moved to adjourn the meeting at 9:56 a.m. Vice Chair Waikoloa seconded the motion. Hearing no objections, the meeting was adjourned.</p>

Submitted by: _____ Mercedes Omo, Staff Support Clerk
Reviewed and Approved by: _____ Alice Luck, Chair

(x) Approved as circulated on July 3, 2025.
() Approved as amended. See minutes of _____ meeting.

Attachment #5

July 3, 2025

Meeting

DEPARTMENT OF PARKS & RECREATION

PATRICK T. PORTER, DIRECTOR

PRESTON CHONG, ACTING DEPUTY DIRECTOR



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

June 25, 2025

To: Cost Control Commission

From: Patrick Porter, Director, Department of Parks and Recreation

Subject: Overview of Department

The Department of Parks and Recreation (DOPR) is comprised of eight (8) divisions:

1. Administration
2. Fiscal
3. Planning & Development
4. Recreation
5. Facilities Maintenance
6. Park Maintenance & Beautification
7. Kaua'i War Memorial Convention Hall
8. Wailua Golf Course

The Administration Division provides the management and administrative support needed to continuously improve the maintenance and care of County parks, recreational and public facilities island-wide, as well as provide recreational activities and services for our residents and visitors from keiki to kupuna.

The Fiscal Division is responsible for managing the Department's finances. Under the Fiscal Division is the Personnel Section and the Park Ranger Section. The Personnel Section is staffed with one Program Support Technician that works with the various Division Heads regarding employee benefits, leaves, and worker compensation programs. They also manage employer-union relations and maintain and distribute employee uniforms. The Park Ranger Section ensures orderly and equitable use of the recreational areas and facilities that are under the DOPR's jurisdiction. The Park Rangers educate and enforce County rules and ordinances and have a working relationship with the Kaua'i Police Department.

The Planning & Development Division facilitates the planning, design, and construction of parks, playgrounds, and other recreational facilities. This Division promotes community involvement in the planning, development, and maintenance of recreational facilities; prepares bid proposals and construction documents; and provides project management and inspection services for project construction. The Parks Permit Section currently falls within the Planning & Development Division. This Section manages facility usage reservations, and the issuance of various park permits (camping, pavilions, park grounds, commercial vending, special use, community events, and mobile stage).

The Recreation Division provides administrative and support services in the operation and management of all Recreation facilities and programs. This Division manages fourteen (14) community centers across the island – Kekaha Neighborhood Center, Waimea Neighborhood Center, Smokey Valley Clubhouse, Kaumakani Neighborhood Center, Hanapēpē Neighborhood Center, Hanapēpē Multi-Purpose Building, Kalāheo Neighborhood Center, Kōloa Neighborhood Center/ Courthouse, Līhu‘e Neighborhood Center, Kapa‘a Neighborhood Center, Anahola Clubhouse, Kīlauea Neighborhood Center, and the Hanalei Neighborhood Center/Courthouse. Additionally, they manage the two public swimming pools in Waimea and Kapa‘a. Division staff manages facility usage reservations for the various sports leagues, as well as implements and coordinates recreational programs that offer support functions for youth, adults, and seniors, which include seasonal youth programs, senior programs, and youth basketball programs.

The Facilities Maintenance Division provides maintenance and repair services for the County. This Division consists of three (3) trades: electrical, plumbing, and carpentry/general maintenance. It also includes the Janitorial Section. This Division services all County facilities (not only Parks facilities). The goal of this Division is to provide a safe, healthy, optimum work environment for all County employees as well as provide for uninterrupted services to the public.

The Park Maintenance Division consists of four sections - Park Maintenance Administrative Support and Management, Park Maintenance Districts, Stadiums, Beautification. There are eight Park Districts divided up geographically across the island, three Stadiums and three beautification sections (East, Central, West). Within the various park districts the Division manages and maintains 70 park properties totaling approximately 491 acres in three categories of parks (neighborhood, district, regional and beach parks) In addition, the beautification section also maintains various “non-park” green spaces at County facilities, roadways and cemeteries. Within this Division we house Park Caretakers, Groundskeepers, Tree Trimmers, Irrigation Specialist, Welder, Small Engine Mechanics and Heavy Equipment Operators.

The Kauai War Memorial Convention Hall is the largest facility of its kind on the island of Kauai with a theater that holds 1,096 seats, an open lobby, two exhibit halls, kitchen and conference room totaling 9,000 square feet of useable space. There are three employees assigned to the overall management and maintenance of the facility. These are the Manager, Maintenance Worker and Janitor. The Manager is also in charge of administering the Adopt-A-Park & Ho‘olokahi program, where community members and organizations can partner with the County on various Parks related projects.

The Wailua Golf Course is an 18-hole golf course that provides reasonable rates for Kauai’s residents and visitors. The course sits on approximately 215 acres of land and consists of a clubhouse, golf shop and restaurant. There are employees dedicated to both the maintenance of the course as well as the administrative operations to manage the overall use of the course.

Currently, the Department of Parks and Recreation has 201 full-time and one part -time positions between the 8 Divisions. Of these, two are temporary. During the seasonal youth programs held in the Summer, Winter and Spring there may be between 15 - 40 additional temporary seasonal hires to help staff and administer the programs.

DEPARTMENT OF FINANCE

CHELSE SAKAI, DIRECTOR OF FINANCE

MICHELLE L. LIZAMA, DEPUTY DIRECTOR OF FINANCE



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

MEMORANDUM

TO: Cost Control Commission Members

FROM: Chelsie Sakai, Finance Director

DATE: June 24, 2025

RE: **FINANCE DEPARTMENT OVERVIEW & RECOMMENDATIONS**

Department Overview

The Department of Finance provides prudent financial management and services to the people of Kaua'i and to the departments and agencies of the County that we serve. The department is made up of 6 divisions, in addition to our administrative staff, totaling 102 full-time equivalent positions and an operating budget of \$19,557,025 for FY2025 and \$23,176,932 for FY2026. As of June 24, 2025 we have 5 vacancies, with one temporarily filled with an 89-day hire and another expected to start on July 1, 2025.

The Administration provides for the planning, organizing, staffing, directing, budgeting and controlling of Department of Finance operations. Some of the key services include preparation of the Operating and CIP Budgets, budgetary management, and preparation and submission of money bills to Council. The Administration is also responsible for reviewing the Real Property Tax System and making Tax Reform recommendations as necessary, while at the same time, being cognizant of the impact of these recommendations on the County's budget. They work closely with the Office of the County Attorney to implement risk management and insurance programs for the County. The Administration has a total of 5 positions, all of which are filled.

The Accounting Division provides the centralized accounting and financial reporting for all operations County-wide. The division is responsible for maintaining the general ledger accounting system for 35 County funds and preparing and issuing the Annual Comprehensive Financial Report (ACFR) as audited by an independent and qualified Certified Public Accounting firm. They provide central accounts payable services to all departments and agencies. The division maintains County-wide capital asset records, including infrastructure and improvements, as well as manages County-wide operating lease agreements with the bank institutions. The Accounting Division has a total of 9 positions, with 1 vacancy, which we are expecting to fill with an 89-day hire starting July 1, 2025.

The Information Technology (IT) Division manages, operates and maintains the County's communications and connectivity. This includes, but not limited to, our Enterprise Resource Planning (ERP) System (Naviline/AS400), any local and wide area networks, remote communication lines, routers, switches, voice over internet protocol (VoIP), and desktop computers. Other responsibilities include system assessments and recommendations, documentation and inventory management, web hosting, and data analytics. The division is also responsible for developing and implementing a robust

cybersecurity framework. The division continuously assesses the adoption of modern tools and technologies, such as hybrid cloud environments and AI-driven solutions. The IT Division has a total of 18 positions, all of which are filled.

The Treasury Division is responsible for managing, receiving, documenting, protecting, reconciling, investing and disbursing the public's monies held within the County. The division ensures that deposits with financial institutions are fully collateralized and earning interest, as well as ensuring sufficient liquidity to meet the County's daily cash flow needs. The division also administers, collects revenue and records data of the Transient Accommodations Tax (TAT) for the County. The Treasury Division has a total of 5 positions, all of which are filled.

The Division of Motor Vehicles (DMV) is responsible for the regulation, registration, and licensing of motor vehicles and drivers in the County of Kaua'i. The division is responsible for the administration of Hawai'i Revised Statutes Chapter 249 (County Vehicular Taxes), Chapter 286 (Highway Safety), Chapter 287 (Motor Vehicle Safety Act), Hawai'i Administrative Rules Chapter 19-122, and Rules and Regulations of the Director of Finance Relating to Taxicabs and the Issuance of Hawai'i Driver's License and Learner's Permit. Primary functions include driver licensing, vehicle registration and titling, motor vehicle records, commercial driver services, vehicle safety and emissions compliance, title and registration services for special categories, traffic violations and enforcement, and state tax reporting. The DMV has their main office in Līhu'e, supported by a satellite office in Kapa'a. The DMV has a total of 31 positions, 4 of which are currently vacant. One position is temporarily filled with an 89-day hire.

The Real Property Division is responsible for administrating and managing various duties relating to the Real Property program. Pursuant to Section 5A of the Kaua'i County Code, the purpose of the division is to assess all real property within the County of Kaua'i, and to produce and provide fair, accurate and uniform ad valorem tax assessments. The division is responsible for maintaining and updating owner information, creating and revising tax maps and administering current tax relief programs. Staff are responsible for defending the County's market assessed values before the Board of Review and the State Tax Appeals Court. Additionally, the Real Property Collections Section is primarily responsible for billing, collection, and accounting of all real property taxes. They pursue delinquent accounts and enforce penalty and interest. This section also performs annual foreclosure sales, working heavily with the Office of the County Attorney on all delinquent accounts and filing liens on those accounts. The Real Property Division has a total of 26 positions, all of which are filled.

The Purchasing Division is responsible for purchases by all departments of goods and services exceeding \$2,500. The division is tasked with ensuring departments adhere to Hawai'i Revised Statutes Chapter 103D (The Hawai'i Public Procurement Code). The division handles contracts for the services of independent contractors, purchase of materials, supplies and equipment. They conduct the annual auction of assets that are no longer needed by the County. The division also processes all incoming/outgoing mail and postage. The Purchasing Division has a total of 8 positions, all of which are filled.

Cost Reducing Recommendations

As discussed with our IT Manager, having the Charter Commission look at the language related to contracts and whether an End User License Agreement (EULA) is considered a contract that requires County Attorney review, would reduce time and work in the renewal and/or procurement of software across the County.

DEPARTMENT OF LIQUOR CONTROL

GERALD T. RAPOZO, DIRECTOR



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

May 22, 2025

TO: ELLEN CHING, ADMINISTRATOR
OFFICE OF BOARDS AND COMMISSIONS

FROM: GERALD T. RAPOZO, INTERIM DIRECTOR
DEPARTMENT OF LIQUOR CONTROL

SUBJECT: COST CONTROL-REQUEST FOR INFORMATION

The Department of Liquor control provides support to the Liquor Control Commission. The Director is appointed by the Liquor Control Commission. The commission controls, supervises, and regulates the manufacture, importation, and sale of liquor within the County of Kauai.

There are currently 244 liquor licenses issued in the County of Kauai. The authorized staffing for the department is 9 employees which consists of the director, assistant chief liquor control investigator, 4 liquor control investigators, private secretary, liquor licensing clerk and account clerk.

For the fiscal year ending June 30, 2024, the gross liquor sales for the County of Kauai was \$176,724,044. The upcoming FY 2026 budget for the department is \$1.5 million dollars.

The department does not receive any county General Funds. Funding for the department's operations are received from liquor license fees and percentages of their gross liquor sales. By law, all monies not spent in the fiscal year are returned to the licensees by way of a credit in calculating the annual percentage fee.

The state liquor laws pretty much dictates how the fees collected can be spent. With a small department, there is no overlapping or duplicate programs with other departments.

Please don't hesitate to contact me if you have any questions.

Sincerely yours,


GERALD T. RAPOZO
Interim Director

OFFICE OF BOARDS & COMMISSIONS

ELLEN CHING, ADMINISTRATOR



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

MEMORANDUM

TO: Alice Luck, Chair
And Members of the Cost Control Commission

FROM: Ellen Ching, Boards and Commissions Administrator *EC*

DATE: June 26, 2025

RE: Office of Boards and Commissions Overview

The Office of Boards and Commissions was formed in 2006 by a Charter amendment. Currently, the Office provides support and oversight for a total of 17; 14 boards and commissions and three (3) advisory committees. The Office consists of six (6) positions; an Administrator, an Administrative Specialist, and four (4) Support Clerks. One Support Clerk position is vacant and will hopefully be filled by the end of summer. To assist the Office with the minutes and the executive search for a new Chief of Police, two emergency hires have been assigned on a part-time basis as needed. The Office's annual operating budget ending June 30, 2025, is \$1,329,380.

Per the Charter, § 7.06. The purpose of the Office is to:

- Assist in providing administrative and operational support to the various county boards, commissions, and committees,
- Assist in the recruitment, orientation, education, and training of board or commission members regarding their powers, duties, functions, and responsibilities under the charter and specifically such powers, duties, functions, and responsibilities that may relate to the particular board, commission, or committee to which they have been appointed,
- Educate such members about applicable state and county ethics laws and the State Sunshine Law,
- Assist the office of the mayor to fill any vacancies on any board or commission,
- Be a resource to assist the various county boards, commissions, or committees in gathering such information, documents, and data as such boards, commissions or committees may deem necessary to perform its functions,
- Serve as a communications liaison between the boards, commissions, and committees and the various county departments, offices, and agencies that such boards, commissions, and committees may interact with, and
- Help ensure that the various boards', commissions', and committees' information needs are addressed in a timely fashion.

Recommendation:

- Propose a Charter Amendment to repeal Section 14.12. Zoning Board of Appeals and Section 14.13. Duties and Functions of the Zoning Board of Appeals. Since the Board was established in 2016 by a Charter Amendment, the Board was never operationalized. It is a duplicative process as the Planning Commission has the authority and does review all zoning appeals. It is also a legal liability as long as it exists, potentially allowing another and duplicative avenue for appeal. Lastly, it will clarify the already difficult process of permitting and address one of the obstacles of tackling the housing crisis by streamlining entitlement procedures.

There is a cost for the operation and administration of every Board or Commission. Given the total operating budget of the Office and the number of bodies the Office supports, a rough cost estimate would be approximately \$80,000 annually.

Attachment #6

August 7, 2025

Meeting

DEPARTMENT OF PUBLIC WORKS

TROY TANIGAWA, P.E., COUNTY ENGINEER
BOYD GAYAGAS, DEPUTY COUNTY ENGINEER



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

MEMORANDUM

TO: Ellen Ching, Boards and Commissions Administrator
Cost Control Commission Members

FROM: Troy K. Tanigawa, PE, County Engineer

DATE: July 27, 2025

RE: **DEPARTMENTAL OVERVIEW**

Aloha Pumehana Boards and Commissions Administrator and Cost Control Commission Members,

Under the Executive Branch, County of Kauai, the Department of Public Works (DPW) provides a variety of specialized professional services including County Charter and County Code mandated functions from the DPW Administrative Office and seven (7) Divisions: Fiscal, Automotive Maintenance, Building, Engineering, Roads, Solid Waste Management, and Wastewater Management. The DPW has a total of 273 positions: 232 positions are currently filled and 41 vacant positions are in various stages of recruitment.

DPW Administration houses the Office of County Engineer (DPW Director) and Deputy DPW Director and includes six (6) support staff. In addition to a primary leadership role for Department, services include utilization of the annual GET fund allotment for transit/transportation related projects, administration/coordination of the \$96.8 Million County-Wide Capital Improvement Program including management of various capital improvement and infrastructure projects both new and rehabilitation types, manages the County's portfolio of leased properties, provides Departmental Personnel support services, administers the County-Wide Motor Pool program, and associated recordkeeping

The Fiscal Division is primarily responsible for performing and providing quality assurance of accounting and financial reporting for the various funds utilized by DPW operations. The Fiscal Management Officer serves as the Division Head and has two (2) support staff who control and oversee the expense forecasting, budgeting, fund encumbrance, and expenditure accounting of the DPW's Operating and Capital Improvement Project (CIP) budgets. The Fiscal Division also conducts Federal and State of Hawaii grant and State of Hawaii Revolving Fund (SRF) loan expense accounting and administers related reimbursement requests and payments as applicable. For FY 2024-2025 the total DPW Operating Budget of just under \$113 Million.

Engineering Division. Led by the Chief of Engineering, this Division is comprised of the Regulatory Compliance and Project Management Sections. The Regulatory Compliance Section (12 staff positions) is charged with duties for implementing, in conjunction with other applicable regulations, the Grading & Grubbing & Stockpiling & Drainage & Floodplain Management Code requirements, Construction Standards for Roadway & Bridge & Public Works & applicable private development projects including related permitting and enforcement. Reviews of construction plan and related documents for development or

other agency projects completed during Fiscal Year 2024: 158, with an average review time of 56 days. The Project Management (PM) Section (6 staff positions) is charged with Management of major civil engineering roadway, pedestrian, and bridge construction projects involving use of Federal, State, and County funds. The PM section also manages bridge inventory and inspection program for County of Kauai, which involves contracted engineering services to maintain compliance for the 30-plus bridges under the National Bridge Inventory System (NBIS). Project Management Section is currently managing over \$100 Million worth of projects currently under construction or anticipated to start by the end of fiscal year 2025.

Building Code Enforcement Division is composed of two sections: Administrative and Code Enforcement Sections, total twenty-six (26) staff positions. The Administrative Section manages the development and adoption of Building Code amendments and oversees and supports the Building Codes Enforcement Section. Code Amendment adoption encompasses the International Building Code, International Residential Code, International Energy Conservation Code, National Electrical Code, Uniform Plumbing Code and requires stakeholder engagement for generating new amendments, regulating the construction, alteration, equipment, moving or demolition of buildings or structures in the County of Kaua'i; providing for the issuance of permits and collection of fees therefor and providing penalties for the violation thereof. Building Code Enforcement Section is responsible for administering the Electronic Permitting Review (EPR) system for review of projects, plans, specifications, and related documents to ensure compliance and enforcement of all applicable building codes and ordinances associated with building construction. As the central coordination agency in the building permitting process, the EPR system is responsible for the circulation, tracking, and consolidation of comments from County, State, and Federal agencies prior to permit approval. The Code Enforcement Section is also responsible for building, electrical, plumbing, energy, and sign code enforcement, as well as inspections of the above as part of the overall process. Statistics from 2022 to 2024, average: 6,270 total Building Code permits issued annually.

Automotive Maintenance Division is led by the Automotive Equipment Superintendent plus a total twenty-one (21) certified mechanic, welding, and supporting staff positions. The operation performs all aspects of automotive, heavy construction equipment repair. The Auto Maintenance Shop also provides and monitors all public works fuel usage and has the capability to refuel and service equipment out in the field. The Auto Maintenance Tire Shop repairs and replaces tires for all County of Kauai vehicles and equipment with the exception of Fire Department vehicles. This operation also manages the inventory of equipment on the County inventory including assignment of equipment numbers, and making recommendations for replacement and disposal of equipment that are past the useful life and considered infeasible for further repair.

Roads Division is composed of two sections: Administrative and Field Operations, total seventy-seven (77) staff positions. Administration manages the overall planning and implementation of the Division's operations, receives, evaluates and responds to work orders from the Engineering Division or other agencies, information requests and complaints. Field Operations consist of the following branches: three (3) District Baseyards, Equipment Logistics Mobilization, Bridge Maintenance and Construction, and Traffic Signs & Markings. The Roads Division maintains approximately 310.1 miles of roads: 307.9 miles paved and 2.2 miles unpaved including maintenance of pavement, pavement markings, sidewalks, guardrails, shoulder and embankment areas, drainage systems including culverts, and vegetation control within the County ROW. The Roads Division also supports special project needs for other County Departments for example supporting brush fire pre-emptive mitigation and response/control operations during active

events, transport of large and bulky equipment, safety improvements to vehicle and pedestrian access routes.

Wastewater Division is composed of two sections: Administrative and Field Operations, total forty-two (42) staff positions. Administration manages the overall planning and implementation of the Division's operations and manages customer accounts, sewer user charge system, budgeting, and monitoring of revenues and expenditures. Administration also receives, evaluates and responds to correspondence, information requests and complaints; coordinates environmental monitoring and regulatory compliance activities; and administers planning, operations and financial activities of the Division. Engineering staff oversee and monitor the Division's Capital Improvement Program (CIP), review subdivision construction plans, land use permit applications and building permit plans. \$70 million in SRF projects are scheduled for FY 24-25.

Division of Solid Waste Management (DSWM) is composed of three sections: Administrative, Programs and Field Operations, total seventy-seven (77) staff positions. The DSWM plans and implements solid waste collection and disposal operations, and integrated solid waste management (ISWM) programs within the scope of Departmental and Divisional policies and applicable Hawai'i State regulations. DSWM Field Operations includes the Kekaha Landfill Operation and Refuse Transfer Station (RTS) operations in Hanalei, Kapaa, Lihue, and Hanapepe. ISWM programs incorporate modern concepts of diversion and disposal to responsibly manage solid waste on the island of Kaua'i. Because of our Recycling and Waste Diversion programs, currently more than 40% of the Solid Waste generated on the island is removed from the waste stream that is put into the Kekaha Landfill. The DSWM is currently seeking a new landfill site and actively pursuing larger scale alternatives for managing mixed waste to reduce what must be managed by the landfill operation. The RTS facilities in Lihue and Kapaa have ongoing renovation projects under construction, with an estimated cost of \$14 Million. Hanapepe and Hanalei RTS renovations are anticipated to break ground in early 2026 with an estimated cost of \$22 Million.

REQUEST ON COST CONTROL ITEMS:

1. Reducing the Cost of Government.

Recommendation: The County employee benefit package currently includes an annual allocation of 21-days of earned sick leave and of 21-days of earned vacation. Consider restructuring the benefits package in a manner that reduces the amount of sick leave hours that can be earned annually while preserving the net benefit of annual leave hours that can be earned by the employee (i.e. for medical or retirement purposes) as if the annual sick leave hours had not been reduced.

2. Reducing County Operations.

Recommendation: Close the Landfill and Refuse Transfer Stations on Sundays as a measure to reduce overtime costs. Each facility has minimum daily manpower requirements necessary to run operations safely. The combined overtime cost for these operations is high because whenever scheduled employees call in sick, non-scheduled employees must be called-in and thereby work on an overtime basis in order to meet the manpower requirement for the day.

3. The DPW does not have a recommendation for:

- a. Eliminate Programs/Services Available or More Efficiently Supplied by Other Government Agencies or Organizations.
- b. Eliminate or Consolidate Overlapping or Duplicate Programs and Services.

KAUA'I COUNTY HOUSING AGENCY

ADAM ROVERSI, DIRECTOR



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

Date: July 24, 2025

To: Cost Control Commission

Via : Ellen Ching, Boards and Commissions

From: Adam Roversi, Director Kauai County Housing Agency

Re: Overview of Housing Agency Structure & Operations for Cost Control Commission

The Housing Agency is comprised of 30 staff members (29 full-time, 1 half-time) in three divisions, Rental Assistance, Housing & Community Development, and Administration/Accounting. In FY25 we collectively administered just over \$40 million in operational and program funding, which through leveraging is generating approximately \$107 million in new affordable housing development on Kauai.

The Rental Assistance Division administers the HUD Section 8 Housing Choice Voucher (HCV) Program, where extremely low and very-low-income households obtain help to pay their rent, the Emergency Housing Voucher (EHV) Program, providing rental assistance payments to homeless families, the Veterans Affairs Supportive Housing (VASH) Voucher Program, providing rental assistance to homeless veterans, and the Family Self Sufficiency (FSS) Program, where volunteer Section 8 clients are counseled to help them become independent from government assistance. Collectively, these programs put about \$12 million a year into the Kauai economy in the form of rental payments.

The Housing & Community Development Division staff work to develop affordable housing through the administration of the County Housing Development Revolving Fund, Community Development Block Grant Program (CDBG), Home Investment Partnerships Program (HOME), Housing Trust Fund Program (HTF), the CDBG Disaster Recovery Grant Program, Home-Buyer Loan and Home Buyer Sale Programs. Additionally, the Development Division houses the County's Homelessness Program, provides Fair Housing workshops and trainings, and oversees County owned housing projects such as Kalepa Village and Pa'anau Village.

The Administration Division provides overall management and fiscal support for all Housing staff while coordinating with County Administration, legislators, and private entities to realize the Housing Agency's Mission and Goals. It is also charged with the administering the Housing Policy for the County of Kaua'i, which requires private market developers to contribute to local affordable housing development in relation to workforce demands generated by their respective projects.

More than 50% of the Housing Agency's personnel expenses are paid for by non-county funding sources. As a result of our reliance on these primarily federal sources of funds, our operations are largely guided by federal regulations and requirements outside of the purview of the Cost Control Commission.



KAUA'I FIRE DEPARTMENT

MICHAEL GIBSON, FIRE CHIEF

ROGER MILLS, DEPUTY FIRE CHIEF



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

Kaua'i Fire Department – Recommendations to the Cost Control Commission

Introduction

The Kaua'i Fire Department (KFD) plays a vital role in safeguarding life, property, and natural resources across the County of Kaua'i. With a wide scope of responsibilities ranging from structural fire suppression and wildland response to ocean rescues and public safety education, KFD operates through five specialized bureaus supported by 225 dedicated personnel. Our mission requires not only operational excellence but also continual evaluation of resource efficiency and service delivery. In the spirit of fiscal responsibility and interagency collaboration, KFD respectfully submits the following recommendations to support the County's ongoing efforts to reduce redundancy, optimize public service, and control the cost of government.

1. Reducing the Cost of Government

• **Modernize Fire Records and Inspection Management Systems**

Investing in a cloud-based Fire Records Management System (RMS) could streamline incident reporting, inspection tracking, and apparatus/facility maintenance. Transitioning from manual systems would reduce administrative redundancy, improve audit readiness, and enhance the accuracy and timeliness of emergency response data.

• **Expand Use of Interoperable Technology for Public Safety**

Integrating shared communications infrastructure with Kaua'i Police Department, KEMA, and Ocean Safety can eliminate duplicative software and communications platforms, improve operational efficiency, and strengthen interagency response capabilities.

2. Eliminating Programs/Services Better Supplied by Others

• **Firefighter Candidate Testing and Certification**

KFD supports exploring the use of a regional or state-level firefighter candidate testing (physical agility) consortium. This could reduce administrative burden on County personnel while promoting standardized qualifications across jurisdictions.

• **Prescribed Burn Management**

KFD does not currently possess the capacity to operate an independent prescribed burn program. These operations are best managed by the State Division of Forestry and Wildlife or qualified private contractors with specialized equipment and training. KFD remains committed to supporting emergency response roles during such events, as appropriate.

3. Reducing County Operations

- **Severity Staffing Strategy for Wildfire Response**

Rather than proposing permanent increases to staffing, KFD has implemented a scalable “severity staffing” strategy. This approach relies on callback personnel to staff reserve water tenders and brush trucks during Red Flag Warnings or major incidents. This model preserves operational readiness while avoiding fixed costs associated with additional FTEs.

- **Evaluating Potential Consolidation of Emergency Medical Transport Services**

As part of long-term strategic planning, the County may wish to evaluate whether greater integration of emergency medical services under KFD could reduce duplication in administrative, operational, and logistical areas. This concept, already implemented in other jurisdictions, may provide opportunities to streamline emergency response while enhancing coordination across fire and medical transport services.

KAUA'I POLICE DEPARTMENT

ELLIOTT K. KE, CHIEF OF POLICE

MARK T. OZAKI, DEPUTY CHIEF OF POLICE



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

MEMORANDUM

TO: Cost Control Commission Members

FROM: Elliott K. Ke, Chief of Police *Elliott K. Ke*

DATE: July 25, 2025

RE: **KAUA'I POLICE DEPARTMENT OVERVIEW & RECOMMENDATIONS**

Department Overview

The Kaua'i Police Department (KPD) is a paramilitary, hierarchical organization comprised of the Office of the Chief, the Police Operations Bureau, and the Support Services Bureau. With an annual operating budget exceeding \$50 million, KPD is the sole law enforcement agency responsible for providing police services across the island. The department employs 235 full-time staff, 164 sworn officers, 69 non-sworn staff, and an additional nine (9) hourly positions. As of June 2025, we have 37 sworn vacancies and 26 non-sworn vacancies.

The **Office of the Chief of Police** is responsible for the preservation of public peace, protection of the rights of persons and property, prevention of crime, detecting and arresting of offenders, and enforcing all laws of the State, County ordinances, and all rules and regulations. The Chief of Police is tasked with equipping, training, maintaining, and supervising a force of police officers and civilian staff. Additionally, the Chief is responsible for serving processes and notices in both criminal and civil proceedings. The Chief of Police plans, organizes, staffs, directs, and controls the personnel and resources of the department, administering the department in a manner consistent with the Charter of the County of Kaua'i and the laws of the State of Hawai'i. The Office of the Chief of Police provides overall direction and supervision to all subunits and personnel of the department. It establishes departmental goals and priorities and monitors the progress of bureaus in achieving these goals. It also directs and supervises the information gathering and enforcement efforts of the Office of Professional Standards, which investigates complaints against police officers.

The **Police Operations Bureau (POB)** comprises three primary divisions: Field Operations Division, Patrol Administrative Division, and the Criminal Investigations Division. These divisions operate around the clock, 365 days a year. The Field Operations Division is often regarded as the "backbone of the department," and is responsible for providing first-responder police services across the island of Kaua'i. The County of Kaua'i is divided into districts managed by three commanders stationed in Waimea, Lihu'e, and Kawaihau, covering the entire island. The Patrol Administrative Division includes three vital support sections: Traffic Safety Section, Communications Section (Dispatch), and Intake/Detention Section. The Criminal Investigations Division investigates all felony offenses referred by the Field Operations Division, as well as more complex misdemeanor offenses. It also initiates its own investigations when appropriate. The division is segmented into three major sections: Person Crimes Section, Property Crimes Section, and Vice Section.

The Support Services Bureau (SSB) encompasses two primary divisions: Administrative Services Division and Technical Services Division. The overall mission of SSB is to provide support services to other police elements within the department, as part of a concerted effort to assist them in attaining their goals and objectives. Equally significant are bureau services that are provided directly to the public, especially via the Records and Community Engagement sections. Under SSB, the Administrative Services Division includes one unit and three main sections: Information and Technology Unit, Fiscal Section, Training Section, and Crime Scene and Laboratory Section. The Technical Services Division includes three main sections: Research and Development (R&D) Section, Records Section, and Evidence Section. Additionally, auxiliary units such as the Communication Support Team (CST), Peer Support Team, Police Chaplaincy Program, and the sUAS Section fall under the responsibility of the Support Services Bureau. These units comprise of volunteer officers and/or community members with significant responsibilities to both the department and community.

Recommendation to the Cost Control Commission:

The Kaua'i Police Department does not have any recommendations for the Cost Control Commission at this time.

OFFICE OF ECONOMIC DEVELOPMENT

NALANI BRUN, DIRECTOR



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

TO: Members of the Cost Control Commission

FROM: Nalani Brun, Director, Office of Economic Development (OED)

DATE: July 1, 2025

RE: OVERVIEW OF THE OFFICE OF ECONOMIC DEVELOPMENT AND RECOMMENDATIONS FOR COST CONTROL

The Office of Economic Development (OED) is provided by law (c.20, HRS; Sec. 2-15. R.C.O.1976) and is a branch of the Office of the Mayor.

Department Mission: The Office of Economic Development partners with our community to develop and implement creative strategies to enhance economic opportunities and build a better quality of life for the people of the County of Kauai.

OED Strategic Plan: We work with partners to advance projects and programs informed by community vetted documents. (e.g. Kauai Kakou-Kauai General Plan, CEDS Comprehensive Economic Development Plan, Kauai Destination Management Action Plan, West Kauai Community Plan, Integrated Solid Waste Management Plan, Kauai Climate Adaptation and Action Plan, Kauai Agricultural Economic Development Plan, Coconut Marketplace Mobility Hub Plan-in development). Each year we do a review to insure we are on track with projects and ascertain if the projects are still viable to the community.

How we do it: OED monitors and advances several sectors that support economic development including: Tourism-Destination Management, Small Business, Film and Creative Industries, Agriculture, Energy and Transportation, Workforce and Sustainability. In addition, we oversee several community programs such as the Kekaha Community Host Benefits program, Kauai Made program, Sunshine Market program, Sister Cities Program, Innovation Grants Program, Agricultural Farm Expansion Grant Program and Cultural and Community Grants program. Much of our work is done in and with community at our side.

Partnership: We work very closely with our partners to accomplish our mission. Much of our work is done jointly with State offices such as the Department of Business Economic Development and Tourism, Hawaii Tourism Authority, Department of Agriculture, Agricultural Development Corporation, Office of Planning and Sustainable Development and Hawaii State Energy Office. In addition, we could not function without the help of our Kauai partners who we work daily with such as other County Ohana, Kauai Economic Development Board, Kauai Visitors Bureau, Kauai Chamber of Commerce and many other nonprofits and for profits on island.

Positions: To do this work we have 9 positions. 1 Director, 5 Economic Development IV positions, 2 Economic Development III positions and 1 Economic Development II position. All positions work on

“sector teams”. Each leads their own specialty area team but also sits on the teams of other sector leads. Most employees sit on at least three teams. This allows us to share ideas freely, learn from one another, utilize each other’s talents and keep things fresh and innovative. Through these teams, projects are decided upon and planned out for a three-to-five-year period and then monitored.

Barriers or Obstacles Creating Unnecessary Work

As a small department of just nine dedicated professionals, the Office of Economic Development is consistently asked to take on roles and responsibilities that are, by law or practice, more appropriately assigned to state agencies. These duties often arise because of:

1. **State Agency Inaction or Delays** – When state agencies do not address issues in a timely or locally responsive manner, our office is forced to intervene to address pressing concerns. For example:
 - **Rose-Ringed Parakeet (RRP) Control** – RRP is an invasive species threat that falls under the purview of the Hawaii Department of Agriculture. However, due to limited action or on-island presence, OED has taken leadership to initiate and sustain a response, including funding, coordination, and community engagement—activities that stretch beyond our mandate.
 - **Coconut Rhinoceros Beetle (CRB) Prevention and Control** – Despite CRB being a statewide agricultural threat, Kauai has been left to defend itself. We have engaged in emergency planning and action with minimal state partnership, stepping into a role that should be a state-led coordinated biosecurity effort.
2. **Lack of State Presence on Kaua’i** – Many state agencies have no full-time staff or point of contact on island. OED staff often serve as *de facto* liaisons for programs under DBEDT, DOA, and other state departments. This includes:
 - Translating complex state programs into accessible language for our local small business owners.
 - Hosting and attending meetings, conducting outreach, and facilitating connections for state-funded initiatives.
 - Reporting real-time, ground-level data back to state agencies to inform their decisions—something not formally acknowledged nor resourced.
3. **Duplication of Effort without Coordination** – We often find ourselves duplicating state outreach, education, and grant functions without formal coordination or funding, creating inefficiencies and increased workload. With that said, we do see more Memorandums of Understanding and Memorandums of Agreement starting to circulate from some State offices.

4. **Program Fragmentation and Resource Drain** – With limited staff, we must divide our attention across multiple programs that may overlap with other jurisdictions or agencies. This dilutes our effectiveness and leads to burnout.
-

Recommendations for Cost Control and Efficiency

1. **Formalize State–County Partnerships with Resource Sharing**

Establish memoranda of understanding (MOUs) with key state agencies (e.g., DOA, DBEDT, DLNR) to:

- Clearly define responsibilities for Kauaʻi-based programs.
- Create shared staff positions or rotating state liaisons to be physically based on island.
- Allocate state funds to county departments when services are being locally implemented.

2. **Request State Reimbursement or Funding Transfers for Delegated Functions**

Identify and document programs where OED or the County has assumed roles typically assigned to the State. Recommend the County pursue reimbursement or direct appropriation support from the Legislature for these duties.

3. **Consolidate Overlapping Grant and Outreach Programs**

Work with the State to streamline economic development grant processes and outreach, reducing duplication and ensuring local businesses have a single point of access.

4. **Create a Shared Services Hub Model**

Propose the creation of a joint State–County Economic Development Service Hub on Kauaʻi, where multiple state agencies can co-locate or share a presence through OED. This would reduce overhead and improve coordination.

5. **Invest in Capacity-Building for Nonprofits and Private Sector Partners**

Shift delivery of some services (e.g., outreach, training, promotion) to community partners with proven capacity, using grants and performance contracts to reduce government staffing needs and enhance responsiveness.

Conclusion

The Office of Economic Development is deeply committed to serving our community and as we are closest to the people, are often the best to do so. However, our limited resources are increasingly strained by the necessity to backfill for state agencies. By addressing these inefficiencies through

structural, fiscal, and operational reforms, we believe the County can reduce unnecessary expenditures, improve service delivery, and better align responsibilities across levels of government.

We welcome the Commission's support in exploring these recommendations to ensure that taxpayer dollars are used most effectively and that our small team can continue making meaningful impacts without unsustainable burdens.

OFFICE OF THE COUNTY CLERK
REPORT TO THE COST CONTROL COMMISSION

The Office of the County Clerk serves as the legislative branch of County government and is comprised of the Council Services and Elections Divisions and is staffed by thirty (30) fulltime County employees. The annual budget for the Office of the County Clerk for FY 2026 is \$7,074,259.

COUNCIL SERVICES DIVISION

The Council Services Division is comprised of twenty-one (21) staff members, organized into 4 sections: Research, Records Management, Clerical Support Services, and Secretarial Support Services. The Division is responsible for providing research, logistical, and administrative support to the Kaua'i County Council. The Council Services budget for FY 2026 is \$5,696,933.

Research. Three (3) Legislative Assistants and two (2) Legal Analysts perform all functions necessary to support the County's legislative initiatives, including but not limited to drafting ordinances, resolutions, certificates, presentations, letters, and speeches; attending Council, Council Committee, and meetings with individual Councilmembers; preparing meeting notes and reports, and responding to actionable items; and when requested, assisting the State Legislature, Hawai'i State Association of Counties (HSAC), National Association of Counties (NACo), and the Western Interstate Region (WIR) with briefings, conferences, and related events.

Records Management. Two (2) Records Management Analysts maintain the archive of documents for the Legislative Branch, including all legal documents and operational records of the County Council. (The Records Management Section is **not** the county-wide repository of all County records.)

Clerical Support Services. Four (4) Council Services Assistants and one (1) Senior Clerk Typist provide all the clerical support for the County Council and the Office of the County Clerk, including but not limited to typing of letters and documents; preparing and posting agendas for meetings, public hearings, and workshops, including posting agendas on the County's website with applicable attachments; staffing meetings and compiling documentation prior to and after such meetings; preparing minutes and Committee Reports; processing claims against the County of Kaua'i; processing and distributing mail delivered to the County Councilmembers and the Office; preparing legal notices for publication; recording all necessary legal documents as required with the Bureau of Conveyance; handling the sale of ordinances, handling cash deposits, posting resolutions to the County's website, and servicing the public by providing documents pursuant to the UIPA.

Secretarial Support Services. Two (2) Secretarial Assistants work directly with Councilmembers to maintain their individual meeting and event calendars; schedule in-person and virtual meetings with the Administration, private entities, and the public; respond to event invitations; and schedule airline, car rental, lodging, and related travel reservations.

OFFICE OF THE COUNTY CLERK
REPORT TO THE COST CONTROL COMMISSION

Administration. In addition to the County Clerk and Deputy County Clerk, an Administrative Assistant to the County Clerk, and a Departmental Staff Assistant serve as the Office's administrative team.

(The Council Services Division budget also includes funds for seven (7) Constituent Services Representatives who are hired by and report directly to their respective Councilmember.)

ELECTIONS DIVISION

The Elections Division is comprised of nine (9) staff members, organized into 3 sections: Voter Services, Mail Voting, and Printing Services and Election Support. The Division is responsible for conducting all federal, state, county, and special elections held in the County of Kaua'i, and providing printing services for County departments and agencies. The Elections Division budget for FY 2026 is \$1,377,633.

Voter Services. One (1) Senior Election Clerk and two (2) Election Clerks are responsible for registering voters and related tasks; providing candidate nomination and filing services; and providing in-person voting services at the Voter Service Center (VSC). On election years, at least 2 additional full-time temporary staff members are hired to address the increased workload. During the in-person voting period beginning at least 10 business days prior to the date of each election, at least 10 short-term contract hires are brought onboard to support VSC operations.

Mail Voting. One (1) Elections Program Specialist and two (2) Election Clerks are responsible for maintaining and preparing voter data for personalizing ballot packets; overseeing the initial mass mailing of ballot packets at the start of each election; preparing in-house ballot packet mailings; processing incoming ballot envelopes and voter follow-ups, if needed; and representing the County at the State Counting Center. During election years, at least two (2) additional full-time temporary staff members are hired to address the increased workload.

Printing Services and Election Support. One Printing Services and Warehouse Specialist is responsible for printing County forms, applications, business cards, and related printed materials; assisting with the routine maintenance Election Division equipment, including but not limited to drop boxes, copiers, the envelope scanner/sorter, and other commonly used office equipment; and completing drop box deployments, maintenance, collections, and retrievals during the ballot envelope collection period.

Administration. The Elections Administrator (EA) serves as the division head and reports directly to the County Clerk and Deputy County Clerk. In the absence of the EA, the Deputy County Clerk is responsible for overseeing the division.

OFFICE OF THE COUNTY CLERK
REPORT TO THE COST CONTROL COMMISSION

OFFICE OF THE COUNTY CLERK RECOMMENDATIONS

1. Reducing the cost of government.

Upon the retirement of the incumbent currently in the Administrative Assistant to the County Clerk position, the position will be eliminated and the duties distributed to remaining Council Services Division staff.

2. Eliminating programs/services available or more efficiently supplied by other governments or organizations.

Due to advances in digital document reproduction technology and the increasing use of high-speed digital copiers throughout the County, the demand for ink-based offset printing jobs has been significantly reduced.

In response, upon the retirement of the incumbent currently in the Printing Services and Elections Warehouse Specialist position, the Office of the County Clerk will either reclassify or eliminate the position and stop offering printing services. This was a difficult decision, but it is appropriate for several reasons. In addition to the overall reduction in ink offset printing jobs, identifying a suitable candidate with the skills and experience necessary to operate an offset printing press will be extremely difficult as the printing industry in general has been migrating to digital copiers for quite some time. Additionally, the offset printing press currently in use is over 20 years old and spare parts are increasingly difficult and expensive to procure, and the only remaining technician in the state of Hawai'i who is qualified to repair the press is already semi-retired and is expected to fully retire soon.

We are still contemplating whether to reclassify the position to reflect only warehousing duties or possibly eliminate the position entirely. If the position is eliminated, warehousing responsibilities would be distributed amongst the remaining Election Division staff. After the reorganization, County departments requiring offset print jobs will need to outsource the work to private sector printers.

3. Eliminate or consolidate overlapping or duplicate programs and services.

No recommendation.

4. Reducing county operations.

No recommendation.

Attachment #7

September 7, 2025
Meeting

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 receive 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 assists with water system programmatic planning and intergovernmental coordination with Federal, State, and County agencies. This division includes four 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 Directors.

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 testing needed to provide current and future customers with high quality water service in alignment with the Department's Mission. The division program conducts research and analytical assessment, investigations, analysis, and review of the Department's water system infrastructure and provides guidance to proposed developers (subdivision, zoning, and land use amendments, resorts, and hotels, etc.) when planning, designing and understanding water quality requirements 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, administers, and manages professional service providers 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 required the Department to identify any and all lead service lines. 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, 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 a three-year period. This island wide, first ever detailed total assessment and implementation plan includes updating the water system's geographical information system (GIS) and hydraulic model, water demand study, capital improvement program (CIP), Facilities Reserve Charge (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 but falls far short of the identified WSIP required improvements.

A support of the WSIP, the Department initiated a Water Rate Study (WRS) to identify required funds needed to implement the prioritized CIP projects within the WSIP. In addition to the WRS and also in conjunction with the WSIP, the Department has embarked upon a total reorganization of its functional organizational structure to improve efficiency, to support identified staffing conducive to the needs and full implementation of the WSIP, as well as secure planned operations' staff in anticipation of operating the island's Surface Water treatment Plant (SWTP) in the future.

Concurrent to the WSIP effort, the Department completed its Water Use Development Plan (KWUDP), as required by the Commission on Water Resource Management (CWRM). This plan had not been updated in 35 years and identifies what water resources are needed into the future to supply anticipated development and how estimated growth can be provided for through existing available island water sources.

There is a total of 119 budgeted full-time positions; of which, 95 were filled as of September 1, 2025. The current annual budget is \$66,444,327 – approximately divided equally between the Operating Budget and the CIP.

COST CONTAINMENT

There exist many cost containment opportunities for the County of Kauai, Department of Water (DOW). Unfortunately, most of these opportunities lie outside of DOW. The savings opportunities are just as numerous.

- Water Department was organized as a non-taxing public entity. The Department cannot sustain itself on the revenue generated by the small number of accounts it possesses. No percentage of the taxes received by the County are forwarded to DOW even though the Water Department is expected to fund the infrastructure needed to build source (wells), storage (tanks), and transmission lines (service), that supplies all residents, businesses, and resorts who pay those taxes to the County. Water Rates could be kept at a lower impact to customers if DOW received an offsetting share of appropriate tax revenue.
- Time is expended separately by DOW and DHR staff to process documents that could be managed solely by DHR since DOW pays COK for those HR-related services now. Since the Classification and Compensation System, Retirement System, Health Care Systems, and Payroll System are both utilized and applies to both DOW and DHR alike, either agency could administer the HR Systems but little need for both doing repetitive work exists.
- Purchasing vehicles, equipment, computers, office supplies, safety equipment, as well as travel, training, and other lists of purchased goods could be ordered, delivered, and distributed by one central warehousing operation rather than staffed and administered by two separate groups at higher costs.
- A one-stop location for ALL COUNTY PERMITS could be established to make ease of customer service for residents, developers, and county departments alike user friendly. These mini PERMIT STATIONS would be placed adjacent to community neighborhood centers to reduce traffic island-wide.
- COK and DOW telephone systems could be combined for ease of maintenance and less confusion by customers. One phone company contract rather than two. Many additional cost-saving opportunities could be identified by one task force comprised of various managers from each entity.
- To remain an apolitical entity, I would never recommend DOW join the COK in any formal organizational structure. It, like all autonomous utilities, is stronger with the freedom it enjoys by not being governed by political parties or influences from governmental power brokers. In my opinion, having managed, consulted to, and restructured many public agencies on the mainland and globally, Oahu, Hawaii, and Kauai Counties are ideally situated being separated from County governments. Truly successful partnerships between political governments and public utilities depend on exemplary communication strategies and the relationships formed by representative leaders of each organization.

Thank you for this opportunity to provide feedback to the Cost Control Commission.

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?

OFFICE OF THE COUNTY ATTORNEY

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



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

1 SUGGESSTIONS 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
- Arborist Advisory Committee
- Historic Preservation Review Commission
- Board of Ethics
- Land Use Commission
- Committee on the Status of Women
- Fire Commission
- Public Access, Open Spaces Natural Resources Preservation Fund Committee
- Planning Commission
- Building Board of Appeals
- Housing Agency
- Police Commission
- Liquor Commission
- Board of Water Supply
- Civil Service Commission
- Board of Review
- Cost Control 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.



MEMORANDUM


TO: Cost Control Commission

FROM: Reiko Matsuyama, Managing Director

DATE: August 25, 2025

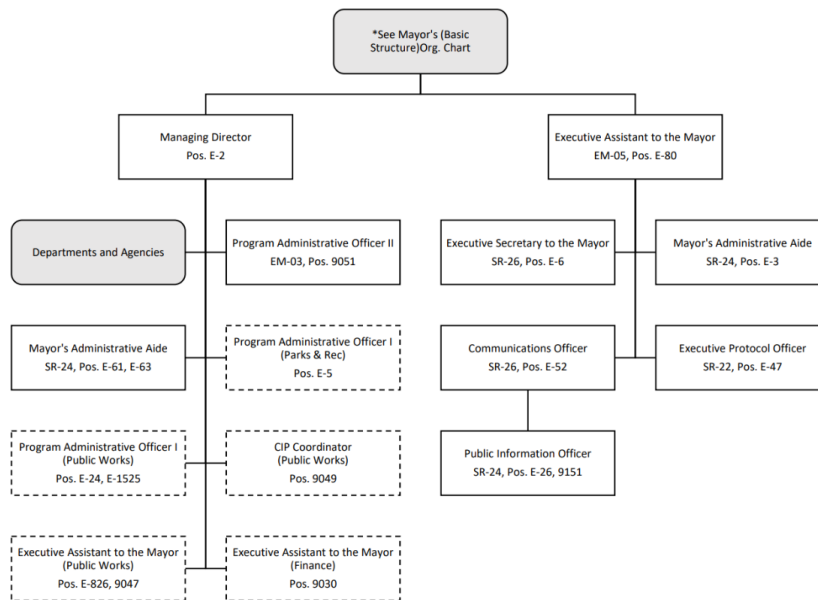
RE: OVERVIEW: OFFICE OF THE MAYOR

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
 Date: 11/14/2024

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 PLANNING

KA'ĀINA HULL, DIRECTOR

JODI A. HIGUCHI SAYEGUSA, DEPUTY DIRECTOR



DEREK S.K. KAWAKAMI, MAYOR
MICHAEL A. DAHLIG, MANAGING DIRECTOR

MEMORANDUM

DATE: September 2, 2025

TO: Ellen Ching, Administrator of Office of Boards and Commission

FROM: Kaaina S. Hull, Director of Planning

SUBJECT: Cost Control Commission Recommendations

Planning Department Employees: 31 Fulltime Employees
1 Part Time Employee

Total: 32 Total Employees

Department of Planning Mission

The County of Kaua'i Department of Planning aims to provide, through the planning and regulation of land use in an open and transparent manner, a long range vision for physical, social and cultural growth, enhancement, and preservation of our unique past and present rural island lifestyle and values to promote a healthy, livable place for present and future generations.

Divisions

The Planning Department is comprised of 4 divisions. They are as follows:

Long-Range Division

The Long-Range Planning Division of the Planning Department prepares and updates the County's General Plan and Community Plans; undertakes projects to implement the recommendations of the County's General Plan and Community Plans. It reviews County population forecasts, and prepares and reviews the capital improvement program (CIP) with the advice of the Mayor, complementing and reflecting the State and Federal programs for the County.

The Long-Range Division also keeps abreast of legislative changes in order to draft ordinances and formulate rules and legislative policy changes.

Regulatory Division

The Regulatory Division is responsible for the administration of the comprehensive zoning ordinance, subdivision ordinance, and form-based codes and regulations adopted thereunder. The ministerial permit section of the division reviews all over-the-counter applications for everything from fences to sheds to single-family dwellings and small-scale commercial retail construction or renovations. The discretionary permit section of the division reviews all applications that require a public hearing before the Planning Commission. This division intakes zoning applications and their corresponding studies (i.e. Environmental Assessment, Kapaakai Analysis, Traffic Impact Analysis Reports, Archeological Surveys, etc), evaluates the applications, and provides a recommendation to the Planning Commission for its review and final action.

Enforcement Division

The Enforcement Division is responsible for administering and enforcing provisions of the County's General Plan, community plans, comprehensive zoning ordinance, and land use rules and regulations. It at times assists in review of permit applications for consistency with the requirements as set forth in the County land use codes and regulations. It also investigates and assess civil fines for non-compliance with County land use codes and regulations.

Administrative Services/Commissions Division

The Administrative Services/Commissions Division directs and coordinates the activities and program of the Kauai Historic Preservation Review Commission and the Open Space Preservation Commission. It also oversees and coordinates departmental administrative affairs, personnel management, procurement and budgetary needs and functions, and it coordinates the procurement process and studies.

Cost Control Commission

The Planning Department provides the following to considerations for the Cost Control Commission:

1) Digitization of Zoning Permits and Land Use Entitlements

Currently, the Planning Department has its zoning permits physically stored at 3 different locations throughout the County. These permits constitute the permit history and legal entitlements for every single lot of record under County of Kauai jurisdiction. There are roughly 8 to 10 million pages associated with these legal entitlements. Every time a property history is

requested or brand new permits are applied for, Planning staff have to physically locate the zoning permits to fold into their review. We are digitizing all new permits; however, scanning older permits is a priority. Having a fully digitized permit history for the entire island would exponentially expedite the review process for permits as well as property history request.

We recently just procured the services of a vendor to digitize all of our zoning permits and are able to do this without any additional assistance, but this is an endeavor that the Cost Control Commission should consider keeping on its radar as this will be a multi-year project.

2) Single Payment for Building Permit Application

Currently each reviewing agency to a building permit application (which includes the Planning Department, Engineering Division, Wastewater Division, Building Division, Fire Department, Water Department, and State Health Department) require an individual separate payment be made to each respective agency at different stages of the building permit review. Often waiting for these payments can create considerable delays in permit processing.

While the Water Department and State Department are technically separate agencies outside of the County of Kauai's jurisdiction, further analysis and consideration should be given to having a single final lump sum payment be made at the end of building permit review. The County's new Land Information Management System (LIMS) Software does allow for lump sum payments whereby specific amounts within that lump sum can be directed to separate accounts for each of the respective agencies. Initiating a lump sum building permit program, will reduce permit times as well as resources expended by each department tracking these payments down during different times.

Attachment #8

November 6, 2025
Meeting



OFFICE OF BOARDS AND COMMISSIONS

ELLEN CHING, ADMINISTRATOR

CELINE DE LEON, COMMISSION SUPPORT CLERK

MEMORANDUM

TO: Cost Control Commission

FROM: Celine De Leon, Commission Support Clerk

DATE: September 29, 2025

As requested, for the 2025 Cost Control Commission's Annual Report, attached are the recommendations received by the various county departments during the period of January 1, 2025 – September 4, 2025.

DEPT.	RECOMMENDATION	SOURCE
OFFICE OF THE COUNTY CLERK	<p>REDUCING THE COST OF GOVERNMENT</p> <ul style="list-style-type: none"> Eliminating the Administrative Assistant to the County Clerk position upon the retirement of the incumbent currently in the position. <p>ELIMINATING PROGRAMS/SERVICES AVAILABLE OR MORE EFFICIENTLY SUPPLIED BY OTHER GOVERNMENTS OR ORGANIZATIONS</p> <ul style="list-style-type: none"> Eliminate or reclassify the Printing Services and Elections Warehouse Specialist position upon the incumbent's retirement, due to technological advancements. <ul style="list-style-type: none"> Reclassifying the position would only reflect warehousing duties. If the position is eliminated, Election Division staff will take over warehousing duties, and County departments will outsource printing to private printers. <p>COUNCIL SECRETARIAL ASSISTANT VS. CONSTITUENT RELATIONS COORDINATOR</p> <ul style="list-style-type: none"> 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. The office of council services staff does everything and service all members equally. The constituent staff employees take care of whatever special needs or projects the council members have. The workload has not decreased for the council services staff. 	<p>Office of the County Clerk Report, Page 3 July 22, 2025</p> <p>Open Session Minutes, Page 6 August 7, 2025</p> <p>Open Session Minutes, Page 9 August 7, 2025</p>
DEPARTMENT OF PUBLIC WORKS	<p>REDUCING THE COST OF GOVERNMENT</p> <ul style="list-style-type: none"> Consider reducing the annual sick leave accrual while preserving employees' total annual leave value for medical or retirement purposes <ul style="list-style-type: none"> The County Employee benefit package currently includes an annual allocation of 21-days of earned sick leave and of 21-days of earned vacation. <p>REDUCING COUNTY OPERATIONS</p> <ul style="list-style-type: none"> Close the landfill and Refuse Transfer Stations on Sundays to reduce high overtime costs caused by sick calls and the need to meet minimum staffing requirements. 	<p>Department of Public Works Memorandum, Page 3 July 27, 2025</p>

DEPT.	RECOMMENDATION	SOURCE
OFFICE OF ECONOMIC DEVELOPMENT	<p>FORMALIZE STATE – COUNTY PARTNERSHIPS WITH RESOURCE SHARING</p> <ul style="list-style-type: none"> • Establish memoranda of understanding (MOUs) with key state agencies (e.g., DOA, DBEDT, DLNR) to: <ul style="list-style-type: none"> ○ Clearly define responsibilities for Kauaʻi-based programs. ○ Create shared staff positions or rotating state liaisons to be physically based on island. ○ Allocate state funds to county departments when services are being locally implemented. 	Office of Economic Development Memorandum, Page 3 July 1, 2025
	<p>REQUEST STATE REIMBURSEMENT OF FUNDING TRANSFERS FOR DELEGATED FUNCTIONS</p> <ul style="list-style-type: none"> • Identify programs where OED or the County has taken on State responsibilities and recommend seeking reimbursement or funding from the Legislature. 	
	<p>CONSOLIDATE OVERLAPPING GRANT AND OUTREACH PROGRAMS</p> <ul style="list-style-type: none"> • Collaborate with the State to streamline economic development grants and outreach, minimizing duplication and creating a single access point for local business. 	
	<p>CREATE A SHARED SERVICES HUB MODEL</p> <ul style="list-style-type: none"> • Propose a joint State – County Economic Development Service Hub on Kauaʻi to co-locate agencies, cut overhead, and enhance coordination. 	
	<p>INVEST IN CAPACITY-BUILDING FOR NONPROFITS AND PRIVATE SECTOR PARTNERS</p> <ul style="list-style-type: none"> • Delegate certain services like outreach, training, and promotion to capable community partners through grants and contracts to reduce government staffing and improve responsiveness. 	
	<p>TRANSFERRING INFORMATION TO THE NEWLY ELECTED ADMINISTRATION</p> <ul style="list-style-type: none"> • 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. <ul style="list-style-type: none"> ○ Enables the transfer of all institutional knowledge to new administration, ensuring no knowledge is lost. 	Open Session Minutes, Page 49 August 7, 2025, Page 49

DEPT.	RECOMMENDATION	SOURCE
KAUA`I FIRE DEPARTMENT	<p>REDUCING THE COST OF GOVERNMENT</p> <ul style="list-style-type: none"> • Modernize Fire Records and Inspection Management Systems <ul style="list-style-type: none"> ○ Investing in a cloud-based Fire Records Management System (RMS) would streamline incident reporting, inspections, and maintenance, reduce administrative work, improve audits, and enhance emergency data accuracy and timeliness. • Expand Use of Interoperable Technology for Public Safety <ul style="list-style-type: none"> ○ Integrate shared communications infrastructure with Kaua`i Police, KEMA, and Ocean Safety to eliminate duplicate systems, boost efficiency, and enhance interagency response. 	Kaua`i Fire Department Memorandum, Page 1-2 July 28, 2025
	<p>ELIMINATING PROGRAMS/SERVICES BETTER SUPPLIED BY OTHERS</p> <ul style="list-style-type: none"> • Firefighter Candidate Testing and Certification <ul style="list-style-type: none"> ○ KFD supports exploring a regional or state firefighter candidate testing consortium to reduce County administrative burden and standardize qualifications across jurisdictions. • Prescribed Burn Management <ul style="list-style-type: none"> ○ KFD does not possess the capacity to run prescribed burn programs, which are better handled by the State Forestry Division or qualified contractors; KFD will support emergency response during these events as needed. 	
	<p>REDUCING COUNTY OPERATIONS</p> <ul style="list-style-type: none"> • Severity Staffing Strategy for Wildfire Response <ul style="list-style-type: none"> ○ KFD uses a scalable “severity staffing” strategy with callback personnel during high-risk events, maintaining readiness without adding permanent staff or fixed costs. • Evaluating Potential Consolidation of Emergency Medical Transport Services <ul style="list-style-type: none"> ○ The County may consider integrating emergency medical services under KFD to streamline response and improve coordination across fire and medical transport. 	

DEPT.	RECOMMENDATION		SOURCE
OFFICE OF THE MAYOR	<p>It's challenging to reverse a program once implemented. All current programs in the Mayor's Office budget are effective and don't need major changes. Major expenses, aside from salaries, include a DC lobbyist (who helps secure federal funding), a grant-in-aid program, and employee council activities for staff enrichment.</p> <p>Growing expectations via social media make it challenging to respond quickly due to government bureaucracy, limited resources, and the need to coordinate with state agencies like the Department of Transportation and DLNR.</p> <p>Streamlining county processes can boost efficiency, reduce staff workload, and improve morale. While new software like ElementXS and Workday brings initial challenges, they offer long-term benefits. Replacing the AS400 system will be demanding but worthwhile with proper training. Even small process improvements can significantly cut government costs.</p>		Office of the Mayor Memorandum, Page 3 August 25, 2025
DEPARTMENT OF PLANNING	<p>Digitization of Zoning Permits and Land Use Entitlements</p> <ul style="list-style-type: none"> • The Planning Department's zoning permits are stored across three locations, totaling 8-10 million pages of essential legal records. Staff must manually retrieve these for permit reviews or history requests. Fully digitizing these records would significantly speed up both processes. <ul style="list-style-type: none"> ○ A vendor has been hired to digitize all zoning permits without needing extra support, but the Commission should monitor the project, as it will take several years to complete. <p>Single Payment for Building Permit Application</p> <ul style="list-style-type: none"> • Each agency involved in building permit reviews requires separate payments at different stages, causing significant delays in processing when payments are not promptly made. <ul style="list-style-type: none"> ○ Although the Water Department and State Health Department are outside County jurisdiction, the County should consider implementing a single lump sum payment at the end of the building permit review. The new LIMS software supports this by allocating funds to each agency's account, which would streamline the process, reduce permit delays, and save departmental resources. 		Department of Planning Memorandum, Page 2-3 September 2, 2025

DEPT.	RECOMMENDATION	SOURCE
<p>DEPARTMENT OF HUMAN RESOURCES</p>	<ul style="list-style-type: none"> • Program the air conditioning units to be turned off on holidays. <p>Centralize the same/similar work that is being done by various departments/divisions</p> <ul style="list-style-type: none"> • Auto Shop Centralization <ul style="list-style-type: none"> ○ Combine mechanics from Transportation, Water, and Fire into one division • Finance/Accounting Centralization <ul style="list-style-type: none"> ○ Combine accounting staff from various departments into one centralized division <ul style="list-style-type: none"> ▪ Department of Water is an autonomous department with its own Board of Water, but it does have accounting staff (as well as IT staff) • Purchasing Centralization <ul style="list-style-type: none"> ○ Centralize procurement to reduce time and costs by preventing each department from learning complex rules, especially those that rarely handle procurements. • Uniform Information Practices Act (UIPA)-HRS p2-F Centralization of Requests <ul style="list-style-type: none"> ○ Have OCA attorneys lead in reviewing and responding to requests, working with departments, to avoid duplicative legal research by department staff and ensure consistent, informed responses. • Centralization of Office Supplies <ul style="list-style-type: none"> ○ Centralize office supply purchasing to prevent departments from over-ordering excess items at the end of the fiscal year. 	<p>Department of Planning Memorandum, Page 2-3 September 2, 2025</p>

DEPT.	RECOMMENDATION	SOURCE
DEPARTMENT OF WATER	<ul style="list-style-type: none"> • Water Rates could be kept at a lower impact to customers if Department of Water (DOW) received an offsetting share of appropriate tax revenue <ul style="list-style-type: none"> ○ DOW cannot sustain itself on the revenue generated by the small number of accounts it possesses • Since the Classification and Compensation System, Retirement System, Health Care Systems, and Payroll System are both utilized and applies to both DOW and Department of Human Resources (DHR) alike, either agency could administer the HR systems but little need for both doing repetitive work exists. <ul style="list-style-type: none"> ○ DOW now pays County of Kaua'i for those HR-related services • Use one central warehouse operation to order, deliver, and distribute purchased goods instead of two separate groups at a higher cost. <ul style="list-style-type: none"> ○ E.g., vehicles, equipment, computers, office supplies, safety equipment, as well as travel, training, etc. • Creating user friendly one-stop locations for ALL COUNTY PERMITS to establish ease of customer service for residents, developers, and county departments <ul style="list-style-type: none"> ○ Mini-PERMIT STATIONS would be placed adjacent to community neighborhoods centers <ul style="list-style-type: none"> ▪ Reduces traffic island-wide • Combining COK and DOW telephone systems can create ease of maintenance and less confusion with customers. Additional cost-saving opportunities could be identified by one task force comprised of various managers from each entity 	Department of Water Overview, Page 3 September 2, 2025

COUNTY COUNCIL

Mel Rapozo, Chair
KipuKai Kualii, Vice Chair
Addison Bulosan
Bernard P. Carvalho, Jr.
Felicia Cowden
Fem Holland
Arryl Kaneshiro



OFFICE OF THE COUNTY CLERK

Jade K. Fountain-Tanigawa, County Clerk
Lyndon M. Yoshioka, Deputy County Clerk

Telephone: (808) 241-4188
Facsimile: (808) 241-6349
Email: cokcouncil@kauai.gov

Council Services Division
4396 Rice Street, Suite 209
Lihue, Kaua'i, Hawaii 96766

October 1, 2025

Alice Luck, Chairperson
Cost Control Commission
4444 Rice Street
Lihue, Hawaii 96766

RE: October 2, 2025 Cost Control Commission Meeting- CCC 2025-1

Dear Chairperson Luck and Members of the Cost Control Commission,

Please accept my apology, I have been called away to attend a meeting off-island, and am unable to attend your October 2, 2025 Commission meeting. For-your review and discussion, I have attached additional details regarding the duties performed by the Constituent Relations Coordinator positions.

I will plan on attending your next meeting should you choose to defer this matter. Thank you for your time and consideration.

Sincerely,

Jade Fountain-Tanigawa
County Clerk

Attachments.

CCC 2025-1:2

List of Duties Performed by Constituent Relations Coordinator Positions

1. Attends meetings with the Councilmember
2. Attends meetings or events (not official Council meetings) on behalf of the Councilmember when the Councilmember cannot be present
3. Files papers, documents
4. At times, may draft letters of recommendation, brief testimony, etc.
5. May travel with the Councilmember to attend conferences
6. One to one constituent outreach and constituent communication
7. Research topics and potential pathways to solve constituent concerns
8. Assists with outreach and communication including creating social media content
9. Monitors State agencies for engagement opportunities
10. Assists Councilmember in data research and analysis

** Councilmember Cowden has provided a specific Job Description for her employee that she prefers to call an Professional Assistant (see attached).

October 2023 - September 2025

Professional Assist.ant(s) for CM Felicia Cowden

Job Purpose:

Performs high-level executive support and acts as liaison for Councilmember Felicia Cowden.

Duties and Responsibilities:

- Responds to inbound constituent inquiries and performs necessary research, follow-up, referral and resolution as deemed by councilmember.
- Represent council member in constituent meetings as directed.
- Supports coordination and implementation of projects initiated by the councilmember
- Assist the council member in evaluating plans, policies, and objectives by performing research, review and preparation of materials and assembling briefings on council legislative matters and ongoing initiatives.
- Assist the councilmember in preparation for council and committee meetings.
- Supports councilmember and facilitates communication between county department representatives and the council services division.
- Interacts with various business and community entities on behalf of the councilmember including constituent interest groups, governmental organizations, community organizations, businesses, service provider agencies and non-profits as directed.
- Participates with councilmember in meetings and events, records key points and questions and offers additional support when needed, may also represent council member when deemed appropriate.
- Support councilmember in preparation for seminars and conferences to enhance attendance effectiveness. Assist in follow-up and post event recap as determined. When requested, may travel with Councilmember to assist at conferences or legislature.
- Provides and prepares pertinent information and contact resources for councilmember daily that aligns with calendar and meeting schedule. Assists with time management and follow-up.
- Applies organizational skills to increase council member's office efficiency as measured by: use of IT and computer systems; utilization of project request form; organize and maintain digital files, folders, and databases.
- Work with council services regarding general administrative support such as correspondences, reports and analyses. Follows all council services administrative procedures and processes.
- Maintains council member's legislative records including copies of bills, resolutions, certificates, formal letters to legislature, amendments the council member sponsors or co-sponsors, legislative projects, and council and committee materials.

County of Kaua'i

Position Description

Date:

Req. No.:

Position No.: **E-96**

- For specific information on preparing position descriptions, please review the Department of Human Resources (DHR) Personnel Procedures, Chapter A4.401, Preparation of Position Descriptions.
- 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.
- Complete every item; if not applicable, so indicate. Press F1 for Help with each item.
- 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.
- 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).
- To complete processing, submit the completed position description through appropriate channels. Incomplete forms may be returned for completion.
- 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.
- 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 (<i>position titles may be subject to change due to re-classification</i>)	
	E-9	Deputy County Clerk, Ordinance	
Subordinates	Position No.	Class Title and Pay Range (<i>position titles may be subject to change due to re-classification</i>)	
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**

- For specific information on preparing position descriptions, please review the Department of Human Resources (DHR) Personnel Procedures, Chapter A4.401, Preparation of Position Descriptions.
- 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.
- Complete every item; if not applicable, so indicate. Press F1 for Help with each item.
- 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.
- 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).
- To complete processing, submit the completed position description through appropriate channels. Incomplete forms may be returned for completion.
- 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.
- 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 (<i>position titles may be subject to change due to re-classification</i>)		
	8885	Councilmember, Ordinance		
Subordinates	Position No.	Class Title and Pay Range (<i>position titles may be subject to change due to re-classification</i>)		
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%	



OPEN SESSION MEETING MINUTES

Board/Commission	Cost Control Commission		Meeting Date	November 6, 2025
Location	Pi'ikoi Building, Boards and Commissions Conference Room 4444 Rice Street, Suite 300, Līhu`e, Hawai'i 96766	Start of Meeting: 9:14 am	End of Meeting: 12:14 pm	
	<p>Remote Access VIDEO by Microsoft Teams Click on the URL below or type the URL into your computer or smartphone https://bit.ly/48LJF88</p> <p>Meeting ID: 245 080 965 953 2 Passcode: HKgfw9Hf</p>			
Present	<p>Chair Alice Luck; Commissioners Andre Lister, Paul Pancho, and Tyler Rodighiero</p> <p>Also present: Boards and Commissions Support Staff: Administrator Ellen Ching and Support Clerk Celine De Leon. Deputy County Attorney Chris Donahoe.</p> <p>Department Heads: Department of Water; Joseph Tait, Office of the County Clerk; Jade Fountain-Tanigawa</p>			
Excused	Vice Chair Stacy Waikoloa			
Absent				

SUBJECT	DISCUSSION	ACTION
<p>MEETING CALLED TO ORDER/ROLL CALL TO ASCERTAIN QUORUM</p>	<p>Chair Luck called the Cost Control Commission, November 6, 2025, meeting to order at 9:14 a.m. Chair Luck called on Ms. De Leon to conduct a roll call to ascertain quorum.</p> <p>Commissioner Andre Lister replied here. Commissioner Paul Pancho replied here. Commissioner Tyler Rodighiero replied here. Chair Alice Luck replied here.</p> <p>A quorum of four (4) was ascertained.</p>	

Cost Control Commission Open Session Minutes
Of November 6, 2024

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.	Commissioner Lister moved to approve the Agenda of November 6, 2025, meeting. Commissioner Rodighiero seconded the motion. Motion carried 4:0.
CHAIR'S ANNOUNCEMENT	Next Monthly Meeting, 9:00 a.m., on Thursday, December 4, 2025, at the Office of Boards and Commissions Conference Room, Suite 300.	
PUBLIC TESTIMONY	<p>Individuals may testify on any agenda item or wait for the item to come up on the agenda.</p> <p>Administrator Ching noted that there was no one physically present in the audience to publicly testify. Shara Shinagawa was present on Microsoft Teams; however, she stated that she was not testifying.</p> <p>Administrator Ching stated that Chair Luck will not have to call for testimony on every agenda item.</p> <ul style="list-style-type: none"> ● September 4, 2025, Open Session Meeting 	
APPROVAL OF MINUTES	<p>Chair Luck called for a motion to approve the minutes of the September 4, 2025, meeting.</p> <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>	Commissioner Lister moved to approve the minutes of the September 4, 2025, meeting. Commissioner Rodighiero seconded the motion. Motion carried 4:0.
BUSINESS CCC 2025-1	<ol style="list-style-type: none"> 1. <u>Department of Water</u> <p>The Commission heard from the Manager of Department of Water, Joseph Tait.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tait stated the following:</p> <ul style="list-style-type: none"> ● He took over the Water Department after seven managers in nine years. ● Spent four years addressing long-standing budget and planning deficiencies. ● Since his arrival, he learned that the department has been focused on corrective work and expects to continue this effort for another two and a half years. <p>Mr. Tait explained the following:</p> <ul style="list-style-type: none"> ● The Department’s infrastructure is decades old, dating back to the 1960s, with pipelines from 1923 to 2021 and many components that should have been replaced over 40 years ago ● A recent fire response on Weke Road revealed a 1928 pipe so deteriorated that only about an inch and a half of its original four-inch diameter remained unobstructed of calcium. ● The condition of the island’s water system is uniformly poor. ● The infrastructure should have been replaced many decades ago, and the problem is island-wide rather than limited to any one area. ● Since his arrival, the Department has completed two major plans, one that previously did not exist. The first is the state-mandated Kaua`i Water Use and Development Plan, which is required to be updated every five years but has not been revised for 35 years. ● The second is a comprehensive Water System Investment Plan, now nearing completion, which is the first full-scale assessment of its kind. ● Before this effort, the Department relied on Water Plan 2020, an abbreviated 2001 plan that covered only select areas and lacked 	

SUBJECT	DISCUSSION	ACTION
	<p>meaningful funding.</p> <ul style="list-style-type: none"> ● As a result, the Department has essentially operated using a single bond shared with the County since 2010, supplemented only by water rate revenues. <p>Mr. Tait stated the following:</p> <ul style="list-style-type: none"> ● The Department is semi-autonomous and cannot collect taxes; it has been operating at a deficit since 2019 and is expected to stay in deficit until water rates are raised. ● The Department is preparing to hold public meetings to gather community feedback on the proposed rate adjustments. ● Over the past two years, the Department has conducted seventeen (17) public meetings to provide updates on both the Water System Investment Plan and the Water Use and Development Plan, which were subsequently submitted to the state. ● After two attempts, the state’s Division of Land and Natural Resources formally adopted the plan, a significant achievement for the Department. ● Emphasized the importance of those plans, explaining that in his experience in Washington D.C., and Southern California, securing funding requires well-documented, actionable plans, which is the approach he has applied to Kaua’i. 	

SUBJECT	DISCUSSION	ACTION
	<p>He highlighted the following:</p> <ul style="list-style-type: none"> ● The Department is currently understaffed by approximately 22%, particularly in critical operations and maintenance roles. ● For the past 30-plus years, the Water Department has functioned like a “fire department,” responding reactively to infrastructure failures rather than performing preventive maintenance due to limited funding. ● With 40-45 staff in operations, the team operates primarily on a reactive, emergency response basis, addressing issues as they arise. <p>Mr. Tait noted the following:</p> <ul style="list-style-type: none"> ● Several cost containment strategies were identified. Refers to them as “ideas” because, as a semi-autonomous agency, the Water Department operated separately from the County in some areas. ● For example, financial systems cannot currently be integrated because the County collects taxes and the Department does not, making that a non-viable option under the Charter at this time. ● Other strategies, such as sharing contracts and services, are feasible. ● According to Tyler Saito and the County Attorney’s Office, the Charter encourages departments to work cooperatively, though historically, this has been limited within the Water Department. ● This lack of collaboration has been mainly due to frequent turnover in management, which prevented strong working relationships from forming. ● He built strong partnerships with County Engineer Troy Tanigawa from Public Works and Planning Director Ka`aina Hull. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> Both are longstanding board members. These relationships have improved coordination, enabling the Water Department, Public Works, Planning, and the Department of Transportation to work together on infrastructure projects. This collaboration has ensured all relevant departments coordinate their efforts to prevent repeated disruptions and costly rework; however, some challenges remain. <p>Other highlights included:</p> <ul style="list-style-type: none"> Opportunities exist to enhance financial efficiencies through joint purchasing programs, such as IT systems, and other services. Although partnerships with the County have historically been limited, progress is underway, and the Department will continue to pursue these collaborative efforts. <p><u>Comments/Questions by the Commissioners:</u></p> <p>Commissioner Rodighiero stated that both the Water Department and the County should be pleased with his involvement. He mentioned that he has personally had memorable experiences navigating the Department's permitting processes.</p> <p>Mr. Tait suggested creating a one-stop shop for permitting so applicants wouldn't have to go back and forth. It's a simple solution, but it hasn't been practiced yet. He recommended adopting a model like the one in Los Angeles, where a single counter manages the entire permitting process from start to finish. Currently, document sharing between the Planning and Water Departments is inefficient due to different IT systems and frequent staff turnover. There are strong opportunities to</p>	

SUBJECT	DISCUSSION	ACTION
	<p>integrate and streamline these processes, but they haven't fully taken hold.</p> <p>Mr. Tait continued saying that customers are not happy. There was a case that went back and forth between the Planning Department and the Water Department because documents from the 1950s and 1960s were not adequately submitted. The issue escalated to the County Attorney's Office, which issued separate instructions to Planning and Water requiring additional steps to the process. When applied to all similar accounts, the workload is substantial, though progress is being made.</p> <p>Commissioner Rodighiero asked where the funds to cover the 2019 deficit were coming from. Mr. Tait replied that the funds came from reserves, prompting Commissioner Rodighiero to ask whether the Department of Water has reserves it has been drawing from.</p> <p>Mr. Tait stated that currently, very little can be accomplished due to system limitations, such as insufficient pressure and fire protection, which require DOW to dedicate a significant portion of its resources to maintain fire safety. Without this, fires could occur, and we wouldn't have the pressure to control them. For context, building a half-million-gallon tank on the island costs about \$5 million before COVID; today, the same project would run approximately \$21 million.</p> <p>Mr. Tait mentioned that they recently finished a \$21 million project in Kalaheo and have just begun two projects in Kapa'a, each costing about \$23 million. After this level of spending, it would still take a few years to complete, so they need to adjust water rates; otherwise, the Water Department would essentially be maintaining its current operations</p>	

SUBJECT	DISCUSSION	ACTION
	<p>without making further progress.</p> <p>Commissioner Rodighiero asked if there was a percentage for this rate increase. Mr. Tait replied that a specific percentage hasn't been determined yet. The structure would likely follow a model he has used elsewhere: a couple of significant increases in the first two years, followed by a pause to assess progress, then more minor incremental adjustments over time. Unfortunately, that approach wasn't used here; the last rate increase was in 2014.</p> <p>Mr. Tait clarified that there was no consistent management due to frequent turnover. They haven't conducted a rate study since 2010, and the last rate increase was in 2014. Considering inflation over the past 5 years and over 12 to 13 years, costs for KIUC, Hawaii Gas, and other services have risen, while DOW rates have remained flat. This hasn't resulted in a slight loss; it's been a substantial one.</p> <p>Commissioner Rodighiero explained that it does not make sense, as inflation affects every aspect of operations and the DOW is not sheltered from it.</p> <p>Mr. Tait responded that, as Ms. Ching mentioned before the meeting, automatic pay increases happen without a matching adjustment in water rates to offset them. The effect goes beyond external projects to internal operating costs, including daily expenses like computers and other essentials. In short, DOW has fallen behind both externally and internally.</p> <p>Commissioner Rodighiero stated that it seems it should be linked to some kind of inflation index.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tait stated the following:</p> <ul style="list-style-type: none"> ● The DOW plan is to introduce initial rate increases over the first two years to catch up after 14 years without adjustments. ● After assessing the impact, smaller annual increases would follow. ● While a complete adjustment over several years would be ideal, it would burden ratepayers. Therefore, the focus is on a balanced plan: substantial initial increases to recover lost ground, followed by smaller, incremental adjustments. ● Historically, the Water Department has received little federal funding, which he finds puzzling given the level of federal investment in other states, such as a bridge in New York or a skyscraper in Baltimore. To address this, he has taken two trips to Washington, D.C., working with elected officials to advocate for Kaua'i. ● Both trips with elected officials were cordial, but the discussions previously lacked the context provided by those two plans. <p>Commissioner Rodighiero asked Mr. Tait what those two plans consisted of. Mr. Tait explained that he plans to go on another trip in a few months, once the board adopts the second plan. He intends to demonstrate that, unlike four years ago when he had no clear funding priorities, he now has a detailed plan. He noted that previously, the Department made little effort to pursue federal funding.</p> <p>Commissioner Rodighiero mentioned that if Mr. Tait obtains federal funding, it might affect the scale of the planned rate hikes.</p> <p>Mr. Tait clarified that it would prevent the implementation of similarly significant increases after the initial two years.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero said that regardless of the circumstances, there will still be significant increases, to which Mr. Tait replied, "Yes."</p> <p>Chair Luck asked Mr. Tait if he was implying that the County should contribute to tax revenue.</p> <p>Mr. Tait stated that the County could provide funding, noting that recent Council discussions indicated a willingness to support the Water Department. He added that any County funding would effectively replace the federal funds the Department had previously hoped to obtain.</p> <p>Commissioner Rodighiero noted that it puts the County in a difficult position: if a major fire occurs, the Water Department will be blamed, and so will anyone who withheld funding, prompting questions about why additional support wasn't provided.</p> <p>Mr. Tait explained that he has been fortunate to work with a strong Fire Chief who, over the past four years, has recognized the need for the Fire Department to purchase additional water tankers.</p> <p>Because of this ongoing collaboration, Mr. Tait supported them when they lost three battalion chiefs.</p> <p>Mr. Tait stated the following:</p> <ul style="list-style-type: none">● The new chiefs were taken into the field and trained on how to operate the hydrants.● They were shown the valve markings in the streets to ensure they were prepared for emergencies.● Since panic is common during fires, DOW's color-coded road	

SUBJECT	DISCUSSION	ACTION
	<p>valves and hydrants help responders quickly locate what they need.</p> <ul style="list-style-type: none"> ● During the Weke Road fire, the Fire Department connected to an outdated 1930s standpipe even though a modern hydrant was located nearby; the responding team were new and unfamiliar with the area. ● Following that incident, he met with the Fire Chief to identify solutions, and the Chief has been extremely supportive of improvements. ● Strong partnerships have also formed with the Police Department. ● In the past, water theft was common. People would break into valves, turn them on, and water usage would be billed to unrelated meter owners. ● Homeless individuals were often involved in these unauthorized water uses. ● Collaboration between the Fire and Police Chiefs has significantly improved security around valves and reduced long-standing issues of water theft. ● Overall, DOW will continue improving water system efficiencies and maintain close collaboration with their two County board representatives to keep moving forward. <p><u>Comments/Questions from the Commission:</u></p> <p>Commissioner Lister asked whether the Commission has any real influence over the Department of Water, noting that most cost-saving opportunities mentioned in the report fall outside the Commission’s authority. Since DOW works with many other departments and the</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commission cannot make direct recommendations to it, he questioned whether opportunities outside their direct scope, but that indirectly affect DOW, would still fall within the Commission’s purview.</p> <p>DCA Donohoe explained that the County Charter, specifically Section 23.14, allows for coordination of work between departments. This provision supports collaborative efforts to improve efficiency and avoid duplicated resources. Although some entities, like DOW, are autonomous, the Charter still permits coordination when it benefits operations. For example, sharing phone line systems to streamline services.</p> <p>Mr. Tait stated the following:</p> <ul style="list-style-type: none"> ● The biggest opportunities for savings are procurement and software/device standardization. ● Coordinating purchases like phone systems allows DOW and the County to leverage better pricing. ● Standardizing devices (e.g., using only Apple phones or combining Dell computer orders) reduces duplicate contracts and costs. ● Small monthly savings can add up to millions of dollars annually. ● Initial MOUs with Finance weren’t adopted due to leadership changes, but collaboration is encouraged under the County Charter. ● Mr. Tait now works directly with department head to propose shared purchases; if a department agrees, they collaborate, otherwise DOW proceeds independently. 	

SUBJECT	DISCUSSION	ACTION
	<p>DCA Donohoe replied to Commissioner Lister’s previous question that, yes, the Commission can recommend that County departments collaborate, but the Charter already requires this coordination, so the recommendation would be somewhat redundant.</p> <p>Commissioner Lister clarified that his main question is how the Cost Control Commission can help DOW indirectly, since DOW is outside their direct authority. He wants to know what actions or recommendations the Commission can make that would still provide benefits or support DOW’s cost-savings efforts. In which Chair Luck asked if they would lend support or do they voice initiative.</p> <p>DCA Donohoe explained that the Commission can recommend ways for DOW and other departments to coordinate or share resources under Section 23.14, while still respecting DOW’s autonomy. However, certain areas like litigation or settlements must remain separate due to differing procedures between the County and DOW.</p> <p>Mr. Tait noted that DOW operated on a separate budget from the County, so they haven’t explored certain coordination areas. He asked whether it would be sufficient for the Chair of the Board or Commission to simply express support for recommendations, as he isn’t sure what other actions they could take.</p> <p>Chair Luck suggested the possibility of creating a task force made up of managers from each department or entity and asked if the Commission could recommend establishing such a group.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tait stated the following:</p> <ul style="list-style-type: none"> ● He is currently collaborating with Planning and Public Works, which are on the board. ● He extended collaboration to include DOT (State agency) because many projects seek State funding. ● Involving DOT helps coordinate projects that affect both County and State infrastructure, such as road work, and ensures funding covers all parties' portions. ● Attempts to coordinate with Finance have been inconsistent due to multiple changes (Reiko to Michelle to Chelsea). ● Moving forward, DOW will continue collaboration with County departments wherever legally allowed. ● Uncertainty remains about how the Commission could formally document or support this approach. <p>Commissioner Rodighiero explained that the Commission's primary role is to advocate to the Council on behalf of departments. They can provide recommendations that leverage their influence to help get actions approved or gain momentum. If DOW needs support or assistance with the Council, this falls squarely within the Commission's purview.</p> <p>Mr. Tait explained the following:</p> <ul style="list-style-type: none"> ● The Water Department's biggest need is funding. ● Chair Rapozo, former Mayor Carvalho, Councilwoman Cowden, and Councilwoman Holland asked how they could help; he explained that funding was the key need. ● Discussion with Attorney Tyler addressed how funding could work mechanically, given Charter restrictions. ● The County can provide a grant to the Water Department, since it 	

SUBJECT	DISCUSSION	ACTION
	<p>cannot participate in the County’s taxing mechanism.</p> <ul style="list-style-type: none"> ● Receiving a grant would fill the gap being drawn from reserves and allow ongoing projects to continue. ● Depending on the grant amount, this could sustain operations for one to two years, enabling the department to focus its own funds on specific projects and salaries. ● During Council updates on the Water System Investment Plan, it was clear that the department lacked sufficient funds to implement all projects. <p>Commissioner Lister noted that the Commission now has the authority to make recommendations that include increasing spending, not just cutting costs. He emphasized that if the Commission recommends additional funding for DOW, it should clearly show how that investment will result in long-term cost savings for the County and residents of Kaua’i. The key is defining the future impact and benefits of providing the extra funding.</p> <p>Mr. Tait mentioned the following:</p> <ul style="list-style-type: none"> ● Additional funding from the County could delay immediate rate increases for customers, at least for the first year, depending on the amount provided. ● This would benefit all 24,700 accountholders by offsetting some of their costs. ● Demonstrating local support strengthens the Water Department’s position when seeking federal funding later. ● Going directly to federal sources without local backing is less effective, as agencies prefer to see local municipalities contribute first. ● From prior experience (e.g., City and County of LA) where local 	

SUBJECT	DISCUSSION	ACTION
	<p>support acted as a temporary bridge until larger funding was secured.</p> <ul style="list-style-type: none"> ● He noted that the Water Department's financial situation is more severe than other municipalities he has consulted for. <p>Chair Luck noted that ongoing preventative maintenance could serve as a justification for funding or support.</p> <p>Commissioner Lister clarified that when presenting recommendations to the Council, the Commission can advocate for County funding to DOW, specifically to help delay water rate increases for the residents of Kaua'i.</p> <p>Mr. Tait explained that the duration of the impact would depend on the amount of funding received from the County, and a formula would be used to determine the effect.</p> <p>Commissioner Lister noted that County funding would buy time for the Water Department to pursue additional federal funding.</p> <p>Mr. Tait explained the following:</p> <ul style="list-style-type: none"> ● During his first two trips to Washington, D.C., federal offices have never met anyone from DOW directly. ● Previously, they had only interacted with County officials such as the mayor and council members. ● He became the first DOW representative they met. ● Federal staff initially assumed he was part of the County. 	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero noted that proactive infrastructure repairs could lead to savings in the event of a catastrophic incident, as being better prepared may reduce overall costs.</p> <p>Mr. Tait mentioned the following:</p> <ul style="list-style-type: none"> ● His top priority purchases would be two \$250,000 water tankers, which the department currently lacks. ● Having these tankers would allow DOW to respond to fires immediately, potentially saving homes and lives. ● The department currently only has one aging tanker, approximately 20 years old. ● Lack of funding has prevented acquiring this critical equipment. <p>Commissioner Rodighiero asked whether the presence of water tankers in the area is recognized by insurance companies in the same way as a fire hydrant or fire protection service, which Mr. Tait responded, “No” to.</p> <p>Mr. Tait explained that DOW requested 30 generators from HIEMA, the State emergency management agency, and they are likely to approve about half of the request.</p> <p>Commissioner Lister asked for clarification on what additional resources the Fire Department has provided, given that DOW does not have the water tankers.</p> <p>Mr. Tait explained the following:</p> <ul style="list-style-type: none"> ● Fire Department water tankers use non-potable water for firefighting. ● DOW’s water tankers carry potable water that is safe to drink. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ● Having potable water tankers allows DOW to provide drinking water if a fire disrupts local water supplies. ● The Maka Ridge Well in the North failed, taking about three months to get a driller and parts to the island. ● During that time, DOW constructed a bypass with Princeville Utilities to maintain water supply to the community. ● Without such connections, entire communities could be without water. ● Some areas on the island lack inner connections, making them more vulnerable. ● A single 2,000-gallon water tanker can only service a small area (roughly a subdivision); larger areas would require continuous driving to deliver water. ● DOW's water tankers are primarily for emergency situations, such as well failures and hydrant accidents, which occur almost weekly. ● When a hydrant is damaged, water is shut off and drinking water becomes unavailable. ● Current tankers are used to deliver potable water during these emergencies. ● Having additional tankers would allow them to be strategically stationed across the island, reducing response time. <p>Commissioner Rodighiero noted that areas like Kakela Makai were without water for weeks, with no way to access potable water during that time.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked whether the tankers are hooked up to a hydrant, and Mr. Tait responded that they connect them to a spigot at a water sampling station located down the road instead.</p> <p>DCA Donohoe emphasized that any recommendation, even one involving increased spending, must support the Cost Control Commission’s mission of reducing County government costs while still maintaining public services. Benefits solely to ratepayers, like lower water bills, do not qualify as justification. For example, a proposal for water tankers would need to show how it contributed to cost savings or greater efficiency for County operations while ensuring water service. The specific wording for such a recommendation has not yet been determined.</p> <p>Commissioner Listed stated that while the benefits of Kaua’i residents and end-user costs are clear, the Commission faces a challenge because its role is to reduce government costs. The key question is how a proposal like this would directly achieve savings for the County government.</p> <p>Mr. Tait explained that a straightforward way to view savings is that residents pay both County Taxes and Water Department rates. Since tax revenue does not fund water, any County contribution to the Water Department would offset costs for ratepayers, creating potential savings for them.</p> <p>Commissioner Rodighiero clarified that while the proposal would create savings for ratepayers, it would not reduce County government costs, which is what the Commission is required to focus on.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked how the County would actually reduce spending and where there is an opportunity for cost savings. He clarified that it must be something within the Commission’s purview, it cannot be a reduction in costs solely for DOW. For example, if DOW takes an action that reduces costs for the Fire Department or another County entity, that will qualify.</p> <p>Mr. Tait responded that he could go back and come up with a list, however, they have a long list right now.</p> <p>Commissioner Rodighiero said that if a way is found for DOW to reduce costs for the County, it would be easy to make a recommendation, and DCA Donohoe could help craft the wording effectively. He also asked about the timeline for the infrastructure replacement.</p> <p>Mr. Tait explained the following:</p> <ul style="list-style-type: none"> ● The infrastructure replacement plan is divided into two parts: a 30-year window and the entire island. ● The total cost for replacing all infrastructure on the island is approximately \$1.3 billion, in today’s dollars. ● The cost for the next 30 years would be \$650-661 million. ● The \$1.3 billion figure will increase significantly due to inflation over time. ● Achieving the 30-year plan requires consultants and contractors, as the Water Department lacks sufficient staff and expertise. ● Historically, infrastructure replacement has not been completed due to staffing and expertise limitations. ● Several locations have more repair clamps than original pipes, showing the aging and deteriorating infrastructure. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ● Two known pipe replacement stretches cost \$60 million and \$30 million, despite not being long sections. ● Replacement involved major disruptions: tearing up highways, stopping traffic, working 24/7, and coordinating with DOT, Public Works, sewer, and power departments. ● The complexity of coordination across multiple agencies contributes to the high costs. <p>Commissioner Rodighiero inquired about the status or condition of the nearby sewer lines.</p> <p>Mr. Tait answered with the following:</p> <ul style="list-style-type: none"> ● The condition of the sewer lines varies across the island. ● DOW was designed for collaboration with Wastewater, Public Works, and Planning to coordinate projects. ● Coordination is crucial when multiple utilities intersect, e.g., sewer lines, power lines, and roads. ● Federal and local budget cycles don't align (Federal October versus County July), causing project delays. ● Key personnel from DOT and other agencies facilitate effective collaboration. ● The board is strong and cooperative, but the main limitation is lack of funding. <p>Commissioner Rodighiero replied saying that if ways are found for the County to save money, they could help craft a recommendation, and expressed appreciation, saying the discussion had been very valuable.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Mr. Tait replied, thanking everyone for their time, and said the most immediate opportunity for savings is joint procurement. By buying together rather than separately, for example, 20 trucks instead of 7, or 500 computers instead of 100, they can achieve cost reductions. He noted there are many similar opportunities, but those were the main examples he had in mind.</p> <p>The Commission expressed their appreciation to Mr. Tait, who then departed at 9:58 a.m.</p> <p>1. <u>Office of the County Clerk</u></p> <p>The Commission next heard from County Clerk, Jade Fountain-Tanigawa.</p> <p>Chair Luck thanked Ms. Fountain-Tanigawa for providing the materials comparing the Constituent Relations Coordinator and the Council Secretarial Assistant positions and confirmed that she had the titles correct.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● The Constituent Relations staff support the County Council members. ● Their duties do not align one-to-one with those of the Council Secretarial Assistants. ● Council members have indicated that constituent staff conduct research like the Council's research team. ● This creates some overlap in responsibilities between the positions. 	

SUBJECT	DISCUSSION	ACTION
	<p><u>Comments/Questions from the Commission:</u></p> <p>Chair Luck asked how many full-time employees exist for each position.</p> <p>Ms. Fountain-Tanigawa responded that there are six constituent staff in total, all of whom are part-time employees working 19 hours per week:</p> <ul style="list-style-type: none"> ● 1 for Councilmember Holland ● 2 for Councilmember Cowden ● 1 for Councilmember Kualii ● 2 for Councilmember Bulosan <p>Ms. Fountain-Tanigawa explained that the Council has a total of nine support staff across several positions:</p> <ul style="list-style-type: none"> ● 2 full-time Council Secretarial Assistants ● 3 Legislative Assistants who handle research ● 2 Staff Attorney's ● 4 Council Services Assistants who manage clerical tasks such as typing memos, posting agenda, and preparing proclamations and certificates <p>Chair Luck noted that while the position descriptions show some overlap, each role carries distinct responsibilities. She emphasized that the Commission's intent was to explore ways to reduce redundancy and save money. She added that, ideally, Council members would serve full-time, be prohibited from outside employment, and receive higher compensation, though she recognized that this is unlikely to happen. She acknowledged why some Councilmembers seek additional support but questioned how fully the existing support staff are being utilized.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa explained that Council Services staff support all Councilmembers equally, as previously discussed. However, some Councilmembers prefer to have their own dedicated staff, essentially someone who works solely for them. She added that this preference isn't because the work itself is significantly more difficult; it's not.</p> <p>Chair Luck responded that while there is considerable overlap between the positions, some distinctions exist. For example, one role is responsible for reconciling P-Card transactions, assisting both department heads and Councilmembers, and supporting election booths, tasks that are not performed by the other position.</p> <p>Ms. Fountain-Tanigawa explained that during election cycles, temporary staff are brought in to meet demand. If there aren't enough temporary workers, Council Services staff step in to assist on an as-needed basis.</p> <p>Commissioner asked why several Councilmembers have two staff members.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● About two years ago, a Councilmember requested additional funding from the mayor after noticing that outer island Councilmembers had dedicated staff. ● The mayor's budget, on March 15th, provided \$1,000,000, intended to be divided among seven Councilmembers to hire staff or use for other purposes. ● Council members had flexibility in how to use the funding; some chose to create Constituent Relations Coordinator positions. ● For example, Councilmember Cowden requested multiple staff 	

SUBJECT	DISCUSSION	ACTION
	<p>roles (attorney, engineer, secretary) to model an Oahu counterpart's setup, but the funding and need didn't support such an office.</p> <ul style="list-style-type: none">● Some members opted for one staff member initially, planning to add more if necessary. Others chose to wait and see how the service would function before hiring.● The decision for some Councilmembers to have two staff was based on available funds and personal preference; they could have hired more at a lower hourly rate if desired. <p>Commissioner Lister explained that the \$1,000,000 budget, divided among seven Councilmembers, provides roughly \$143,000 each. This allows each member to hire staff or manage their office as they see fit, if they stay within that amount.</p> <p>Ms. Fountain-Tanigawa added that the \$143,000 allocation also covers office equipment such as personal computers.</p> <p>Commissioner Rodighiero asked if only four Councilmembers are currently using this budget for staffing, noting that while the funds could be used for other purposes, they are primarily intended for staff. Ms. Fountain-Tanigawa confirmed that this is correct.</p> <p>Commissioner Lister asked if only four Councilmembers are using the budget for six staff members, totaling about \$571,000, what happens to the remaining \$500,000 of the allocated funds.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● In the second year, the budget was reduced to approximately \$100,000 per Councilmember. ● The remaining \$300,000 for members not currently using the funds is still held in the Council Assistants budget. ● This reserved money can be used in the future if a Councilmember decides to hire additional staff. <p>Commissioner Rodighiero asked whether the Councilmembers have access to the two full-time staff attorneys whenever needed, given that some staff are part-time. Ms. Fountain-Tanigawa confirmed that they do.</p> <p>Commissioner Lister asked whether the use of these additional staff resources is audited and if there are discussions to ensure they provide meaningful benefits to the Councilmembers.</p> <p>Chair Luck also asked whether any evaluation has been conducted to assess the effectiveness or value of the new positions.</p> <p>Ms. Fountain-Tanigawa stated the following:</p> <ul style="list-style-type: none"> ● Council members with Constituent Relations staff generally find them helpful, as they are readily available. ● The work is still performed by the Council Services office. ● There has been no formal evaluation of the positions' effectiveness conducted. ● The Constituent staff report directly to the Councilmember, making independent evaluations by the office difficult. ● Clear boundaries were established at the start. Constituent staff cannot direct or override the existing Council Services staff. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ● Some initial issues arose regarding role clarity, but these were addressed early on. <p>Commissioner Rodighiero asked what recommendations could be made to the County Council regarding this issue. He noted that the Commission’s focus is primarily on cost savings, allowing cost increases only if they lead to savings elsewhere. He asked if there are additional cost-saving opportunities within the department that could be recommended to the Council beyond this matter.</p> <p>Commissioner Lister stated that Ms. Fountain-Tanigawa shouldn’t be asked for an opinion, as the focus is on actual cost reductions. He emphasized that only concrete examples of savings would be valuable, and they aren’t trying to put her on the spot.</p> <p>Ms. Fountain-Tanigawa mentioned the following:</p> <ul style="list-style-type: none"> ● A few months ago, ideas were discussed about not filling certain positions. ● With the next group of Councilmembers, the demand for Constituent Staff may be lower. ● New members might rely on the existing staff rather than hiring additional personnel. <p>Chair Luck noted that budgeting \$100,000 for a single part-time staff member seems excessive.</p> <p>Ms. Fountain-Tanigawa explained that some Councilmembers paid their part-time staff up to \$60 per hour, and the office had to warn them that they might run out of budget, requiring salary adjustments.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked whether Councilmembers can directly select anyone for the role, as with standard County positions open to all qualified candidates. Ms. Fountain-Tanigawa replied that, in this case, Councilmembers can hire whoever they want. Commissioner Lister added that he's not criticizing anyone specifically, but the system seems out of line with the rest of the County.</p> <p>Ms. Fountain-Tanigawa noted that hiring friends doesn't always lead to a strong employee-employer relationship. Commissioner Rodighiero added that it depends on the friend's qualifications, and Commissioner Lister clarified that being a friend neither automatically qualifies nor disqualifies someone for the position.</p> <p>Boards and Commissions Administrator Ellen Ching stated the following:</p> <ul style="list-style-type: none"> ● Other counties admire Kaua'i's Council Services model and consider mimicking it. ● Unlike other counties where each Councilmember has their own staff, Kaua'i's Council Services supports all members, providing flexibility and efficiency. ● Centralized staffing allows workflow to be managed during downtimes, rather than each member experiencing uneven workloads individually. ● Despite adding Constituent Relations staff, the overall workload for Council staff has not decreased. <p>Commissioner Lister observed that although Kaua'i's system and those of other counties each have appealing aspects, the important issue is determining which setup is more cost-efficient.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked whether adding staff has improved constituent services but noted that evaluating service quality isn't within their scope.</p> <p>Commissioner Rodighiero stated that their focus is on identifying large, potentially redundant expenses, which could lead to cost savings for the County's general budget. Chair Luck then asked if this contributes to the budget lapse and Ms. Fountain-Tanigawa confirmed.</p> <p>Commissioner Lister asked what portion of the budget for the Constituent Relations Coordinator positions is used on average each year.</p> <p>Ms. Fountain-Tanigawa replied that of the \$700,000 budgeted for all four positions, just over half is typically used, since some Councilmembers without Constituent Staff still have funds available if they choose to hire.</p> <p>Commissioner Rodighiero asked whether, when the original \$1,000,000 was allocated, there were specific guidelines or rules on how the funds could be spent.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● There were no guidelines for spending the original \$1,000,000. ● She noted that in her 34 years in the County Council office, Councilmembers never had personal staff before. ● Previous attempts to provide personal staff were not supported by other members. ● When the funding arrived, there was uncertainty about how it would be used. ● Her office had to draft position descriptions and guide members 	

SUBJECT	DISCUSSION	ACTION
	<p>on defining their roles and responsibilities.</p> <ul style="list-style-type: none"> ● The situation was initially treated somewhat humorously due to the novelty of the positions. <p>Commissioner Rodighiero noted that the funds were allocated without clear guidelines or restrictions on how they could be used.</p> <p>Ms. Fountain-Tanigawa explained that each Councilmember who opted in had their own vision for how the positions would be used, leading to varied approaches.</p> <p>Commissioner Rodighiero asked whether it's legal to provide funds without restrictions or if that's normal practice. DCA Donohoe confirmed that the money was approved, and Commissioner Lister clarified that it went through the budget process. Commissioner Rodighiero then asked if the Council specifically approved it, and DCA Donohoe confirmed that they did.</p> <p>Chair Luck noted that there appears to be no evaluation or oversight regarding the effectiveness of the additional FTEs or whether Constituent Services have improved Councilmembers' ability to perform their duties.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● She was not involved in evaluating the new positions. ● Councilmembers usually meet with County administration before the budget process to discuss priorities and ideas. ● The idea for the Constituent Relations Coordinator positions was proposed by one or two Council members. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> The administration approved the positions based on the Councilmembers' input and available funding. <p>Commissioner Lister noted that it's unclear whether the service is truly valuable to the Councilmembers using it. There isn't enough information to determine how much overlap exists with other services. The Commission's role is to identify overlapping services to reduce costs, but this is hard to quantify. Some of the budget is unspent, which is easier to assess as potentially better allocated elsewhere. Determining the actual effectiveness of the funds for Councilmembers is challenging and difficult to justify with a concrete number.</p> <p>Commissioner Pancho stated that it's straightforward: that is a clear duplication of services. The job duties of the County Secretarial Assistant and the Constituent Relations Coordinator are largely the same, with the main difference being that the County position handles weekly P-Card transaction reviews. This highlights the overlap between the two roles.</p> <p>Commissioner Rodighiero noted that, from their standpoint, the service seems redundant. Although they aren't aware of the specific usage by Councilmembers, it gives the appearance of duplicating existing functions.</p> <p>Commissioner Lister pointed out that if the goal is greater cost savings, instead of funding these high-cost positions, the County could consider adding a full-time staff member to existing roles, like Council Secretarial Assistants, at a lower cost. This approach could provide similar or better services while eliminating the \$700,000 expenditure, leading to overall budget savings. He emphasized there are specific ways to structure</p>	

SUBJECT	DISCUSSION	ACTION
	<p>recommendations for efficiency.</p> <p>Chair Luck questioned how specific their recommendation needs to be, asking whether they should, for example, suggest simply cutting the budget in half.</p> <p>Commissioner Lister suggested that increasing the number of Council Secretarial Assistants from two to four could spread the workload more effectively, it would likely cost less than \$700,000 and provide better service to Councilmembers.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none"> ● The roles and responsibilities of the Council Secretarial Assistants and Councilmember Cowden’s Constituent Staff largely follow the list of duties she previously shared. ● Staff attendance at meetings is typically requested by the Councilmember when working on a specific project. ● Both Constituent Staff and Council Secretarial Assistants may attend these meetings to support the Councilmember. ● Staff sometimes represent the Councilmember at official events they cannot attend, such as delivering proclamations or attending off-island events. ● This setup ensures continuity in Councilmember duties and constituent engagement when the member is unavailable. ● The staff’s involvement is generally project-specific and as-needed, rather than full-time independent responsibility. <p>Chair Luck asked how these responsibilities were managed before the creation of the Constituent Relations Coordinator positions.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa explained that previously, if a Councilmember needed someone to attend a function, her office would send a staff member, who would receive time-and-a-half pay for work after 4:30 p.m.</p> <p>Chair Luck asked whether the research responsibilities assigned to both roles were creating an added burden for the Council Secretarial Assistants or overwhelming their workload.</p> <p>Ms. Fountain-Tanigawa explained the following:</p> <ul style="list-style-type: none">● The research workload depends on the individual Councilmember.● Constituent staff may help by narrowing or refining research requests before sending them to Council Services.● When requests come directly from Councilmembers without that refinement, Council Services staff often must do more preliminary work. <p>Commissioner Lister asked if Ms. Fountain-Tanigawa could estimate, even roughly, the full cost, salary plus benefits, for each of the two Council Secretarial Assistant positions, and what the total expense would be if an additional position were added.</p> <p>Ms. Fountain-Tanigawa explained that the two current Council Secretarial Assistants together cost about \$135,000-\$140,000 in salaries, and with benefits at roughly 69%.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister calculated that if the total cost for two Secretarial Assistants is roughly \$236,000, then each position costs just under \$120,000 annually. Adding two more full-time assistants would total around \$240,000. Far less than the current amount budgeted for the Constituent Relations Coordinator positions.</p> <p>Chair Luck noted that the job description says the staff may travel with a Councilmember to conferences and asked whether that travel cost come from the Councilmember's own additional budget. Ms. Fountain-Tanigawa confirmed that it does.</p> <p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● The Commission lacks a key piece of information needed to make a solid recommendation. ● She noted there appears to be duplication of services and uncertainty about whether the added funds have improved constituent services. ● Councilmembers who use the positions may say the services are better, but there's no objective data confirming that. ● Because of this, it would be difficult for the Commission to determine effectiveness on its own. ● She suggested the Commission consider recommending that the County Clerk request a performance audit, since the County Council has authority to conduct audits. ● A performance audit would provide independent, third-party analysis of effectiveness and cost-efficiency, filling the current information gap. 	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked whether conducting such an audit would be expensive, and Commissioner Lister followed by asking which budget would be responsible for covering the cost.</p> <p>Ms. Fountain-Tanigawa said the audit would be relatively inexpensive. The audit's scope is small enough to be completed efficiently, and the County would simply need to hire an auditor to conduct it. The cost would be covered by the existing performance audit budget.</p> <p>Administrator Chine asked if the audit would likely be carried out, and Ms. Fountain-Tanigawa replied that if the Commission recommended it, the Council would almost certainly approve it.</p> <p>Administrator Ching suggested the following:</p> <ul style="list-style-type: none"> ● Pursuing an independent audit would avoid putting anyone in an uncomfortable position. ● It wouldn't pressure the County Clerk or members not using the positions to justify their choices. ● It also wouldn't pressure those utilizing the positions to defend their use. ● The audit would provide objective information, allowing the Commission to make informed recommendations. <p>Commissioner Rodighiero suggested a straightforward approach: acknowledge the potential duplication of services and request a performance audit to determine whether it truly exists, noting that there is some risk involved.</p>	

SUBJECT	DISCUSSION	ACTION
<p>BUSINESS CCC 2025-6</p>	<p>Administrator Ching noted that while \$700,000 isn't huge in the context of the overall County budget, continuing to fund it over multiple years could become significant.</p> <p><u>Discussion and action on a request from the Charter Review Commission for additional information and comments related to the proposed Charter Amendment under Section 19.02 of the Kaua'i County Charter Article XXVIII Cost Control Commission.</u></p> <p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● The Commission needs to select a representative to appear before the Charter Review Commission to provide comments. ● The Commission should review the annual budget ordinance and determine their recommendations. ● The proposed Charter amendment was submitted by Ken Shimonishi, a member of the public and the Finance Department. ● The amendment requires the Cost Control Commission to review the County Clerk's budget by April 15 each year. ● Recommendations for changes would be submitted to the mayor by April 30, or the prior working day if April 30 falls on a weekend of holiday. ● The mayor decides which recommendations to include in the May 8 communication. ● Concerns exist about the amendment's functionality since the Cost Control Commission only meets once a month. ● The amendment related to Shimonishi's recommendation in the Cost Control Annual Report of 2024, which recommended a mid-year review. ● The goal is to provide a check and balance because the County Council approves its own budget. 	<p>There was no action taken on this agenda item.</p>

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> The Charter Review Commission is seeking input on whether the amendment is practical and the Cost Control Commission's position on it. <p><u>Comments/Questions from the Commission:</u></p> <p>Commissioner Rodighiero asked if the proposal to the Charter Review Commission came from someone else, and Chair Luck noted that the Commission's main concern is timing.</p> <p>Administrator Ching confirmed that the Charter Commission's concern is whether the Cost Control Commission can effectively perform this task, given that they only meet once a month.</p> <p>Commissioner Lister asked whether the Cost Control Commission could schedule a special meeting, noting that their yearly schedule is already tight with reviewing items and preparing reports for Council. He also clarified that this proposal pertains only to the County Clerk's budget, not the entire County budget.</p> <p>Commissioner Rodighiero said the proposal would provide a form of checks and balances for the County Clerk's office, since they currently set and monitor their own budget without external oversight.</p> <p>Administrator Ching stated the following:</p> <ul style="list-style-type: none"> She reminded the Commission that this topic stems from a recommendation in their adopted report, which questioned where the check and balance exist. She noted that Vice Chair Kipukai had previously opposed this, 	

SUBJECT	DISCUSSION	ACTION
	<p>believing there were already sufficient checks and balances.</p> <ul style="list-style-type: none"> ● The Charter Commission wants input from the Cost Control Commission; their decision to move forward depends on the Commission's feedback. ● She suggested a special meeting could be held, but acknowledged that, given the budget process, it would be challenging. ● She emphasized that by the Charter, the Commission already reviews contracts, taxes, the County budget, and travel, which fulfills their responsibilities. ● The Commission typically conducts this review in August/September because the County Fiscal year runs from July 1 to June 30, and the books need to close first. ● Reviewing the budget before the fiscal year ends is difficult due to timing, and any preemptive check would be challenging. <p>Commissioner Rodighiero explained that although the budget is approved in July, they typically begin reviewing it in August</p> <p>Administrator Ching noted the following:</p> <ul style="list-style-type: none"> ● The County's fiscal year ends on June 30, so the Commission traditionally reviews expenditures after the year has already closed. ● Their recommendations are therefore based on past-year spending, not future budgets. ● The new expectation is for the Commission to act as a check and balance before the budget is approved, offering input earlier in the process. ● She emphasized that timing is the main challenge, since providing recommendations before budget approval is a significant shift 	

SUBJECT	DISCUSSION	ACTION
	<p>from their current workflow.</p> <p>Commissioner Lister asked what would make it feasible.</p> <p>Commissioner Rodighiero responded that he doesn't see why it would be challenging.</p> <p>Administrator Ching explained that the difficulty lies in timing, because the mayor submits the budget in March, the Commission essentially has only one opportunity to review and provide input.</p> <p>DCA Donohoe explained that the Commission must review the budget by April 15 and submit any recommendations by April 30, which means all action must occur during the April meeting. The budget would need to be presented, discussed, and finalized in that single meeting. If the Commission has questions for specific departments or needs clarification on financial details, all that questioning would need to happen at that same April session, making the process extremely compressed.</p> <p>Commissioner Rodighiero suggested that the process would be feasible if both parties, including the Council Chair, attended the meeting, allowing the Commission to ask questions and clarify details about the budget.</p> <p>Administrator Ching asked Ms. Fountain-Tanigawa when, according to the Charter, the mayor is required to submit the budget.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Ms. Fountain-Tanigawa stated the following:</p> <ul style="list-style-type: none"> ● By Charter, the mayor must submit the budget to the Council by March 15th. ● Since March 15th falls on a Sunday, the submission will occur on March 13th. ● The County Council begins budget reviews with all departments on March 27th. ● Budget reviews continue through April 9th. ● Budget callbacks are scheduled from April 10th to April 17th. <p>Commissioner Rodighiero said that the budget wouldn't be ready early enough to review, but he supports having a system of checks and balances. He emphasized the need to figure out how to adjust the timing within the Charter so the process can allow meaningful oversight.</p> <p>Ms. Fountain-Tanigawa explained that the County's budget schedule is very compressed, with tight deadlines for certifications, public postings, and newspaper notifications, which limit flexibility.</p> <p>Administrator Ching explained that, given the timing of the budget review, there would only be one April meeting to examine the budget, approve, disapprove, or suggest changes. Operationally, it makes more sense to review after the fact and provide recommendations, because those recommendations can still be incorporated into the next year's budget through the annual report.</p> <p>Commissioner Lister clarified that the review can't influence the current budget process, but it can provide recommendations or insights to be considered for the next budget cycle.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked how this approach differs from the Commission’s current process.</p> <p>Administrator Ching noted that the difference is that the Commission hasn’t conducted a detailed, in-depth review of the Council’s budget before.</p> <p>Commissioner Rodighiero asked whether it would be possible for the Council to provide the budget to the Commission earlier, noting that the budget doesn’t change significantly anyway.</p> <p>Administrator Ching explained that the budget can’t be provided earlier, since it’s the administration’s responsibility to prepare the full County budget for the mayor. While the current administration is relatively timely, past administrations often barely met the deadline.</p> <p>Commissioner Lister suggested considering special meetings to address the timing issue. He noted that if the matter is important enough to include in the annual report, it would be valuable to take action but questioned whether it could realistically fit within the existing budget review timeline.</p> <p>DCA Donohoe explained that during the April meeting, any proposed changes or negotiations could be discussed with relevant personnel. While the process may be somewhat fluid, the Cost Control Commission would at least have the opportunity to review the budget and provide recommendations, including inviting others to discuss or respond to those suggestions.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero suggested inviting just two people, ideally the County Chair, while DCA Donohoe noted that even then, responses might not be definitive or guaranteed.</p> <p>Commissioner Rodighiero also noted that submitting recommendations to the mayor allows them to be considered in real time, while Chair Luck emphasized that doing it after the fact allows for a more thorough, in-depth review.</p> <p>Commissioner Rodighiero explained that the deeper dice can still be done later in the year, but by conducting an initial review in April, the Commission would already have a head start. This early review allows them to identify key questions and recommendations, making them better prepared for follow-up discussions and to track any changes made by the administration, without adding an excessive workload.</p> <p>DCA Donohoe clarified that this review would focus only on the County Clerk's budget, not the entire County budget.</p> <p>Commissioner Rodighiero suggested holding a mid-year review in addition to the mandatory April meeting. The mid-year meeting would be shorter since much of the review is already done, allowing the Commission to be better prepared for the annual April review. This approach would give them two budget-related meetings each year: one required by the Charter and one additional, agreed-upon session.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked Administrator Ching for her thoughts. She responded that it's a hectic period due to their own budget responsibilities. Commissioner Rodighiero noted that the April meeting would proceed as planned, and they could dedicate it to this matter since everyone is already focused on budget issues.</p> <p>Administrator Ching expressed concern about the need for additional meetings during the budget process, while Tyler acknowledged that this would add extra burden to her department.</p> <p>Commissioner Rodighiero explained that the mid-year review helps reduce the need for additional discussions, as most of the budget-related topics would already be addressed during the April meeting.</p> <p>Commissioner Lister suggested that if something arises during the April meeting that requires further review or additional information, it may require scheduling an emergency or secondary meeting to address the issue.</p> <p>DCA Donohoe noted the following:</p> <ul style="list-style-type: none"> ● Scheduling a special meeting after the April meeting would be difficult due to time constraints. ● The mayor must submit recommendations by May 8th. ● As a result, any recommendations or decisions must be finalized during the April meeting itself. ● There wouldn't be enough time for a follow-up meeting within the three-week window between the April meeting and the May 8th deadline. 	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked what happens to the recommendations, noting that typically they are included in the Annual Report, which is then submitted to the Council.</p> <p>Commissioner Rodighiero clarified that the recommendation will now go to the mayor. There will be two reports: one for the mayor and their traditional report for the Council.</p> <p>Commissioner Lister noted that this process would require a change to the Charter, to which DCA Donohoe agreed.</p> <p>Administrator Ching explained that the County Clerk's budgeting process begins in March, where departments are called to justify their budgets, which makes the timing of this process challenging.</p> <p>Commissioner Rodighiero asked how many line items are in the budget and how much they change from year to year. Ms. Fountain-Tanigawa explained that it depends on the year, noting that election year typically sees more changes.</p> <p>Administrator Ching explained that recently, the County Clerk's budget increased due to new requests. The travel budget was doubled, and Constituent Services was added. This change was the result of meetings with each Councilmember, where they expressed their needs for these adjustments to the budget.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero suggested that if they noticed something unusual in the budget, like the addition of Constituent Services, they could easily point out potential inefficiencies. For example, they might note that the money allocated for that service could be better used to hire an additional employee at a similar cost. He believes making such recommendations wouldn't take too much time.</p> <p>Commissioner Lister stated that, as it stands, they have already received all necessary information before today's meeting, allowing them time to review and understand the material. He emphasized that, for the upcoming April meeting, if the goal is to review the County Clerk's budget, they should be well-prepared in advance. He suggested that if needed, they could request additional information or clarification before the meeting to ensure they are ready with questions.</p> <p>Administrator Ching explained the following:</p> <ul style="list-style-type: none">● By the Charter, the Commission is required to have only four meetings a year.● However, the Commission had not met regularly in the past, so they had to be re-established to file reports.● Since then, the Commission has been meeting almost monthly, even though only four meetings are officially required.● Each meeting requires significant coordination, including gathering reports and ensuring timely attendance from relevant people to provide information and feedback.● She expressed concern that adding special meetings on top of this already demanding schedule could create additional challenges.	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero clarified that they wouldn't be adding an additional meeting. Instead, the plan would be to incorporate the necessary discussions into the existing April meeting, without creating a special meeting.</p> <p>Commissioner Lister emphasized that he wasn't suggesting adding a special meeting. He pointed out that they would likely receive the budget in advance of the April meeting, and it would be their responsibility to thoroughly review and understand the information ahead of time. He noted that the April meeting would be their only opportunity to raise any questions or concerns.</p> <p>Commissioner Rodighiero suggested that if they have a comparison between last year and this year's budget, the review process should be straightforward. He also proposed the possibility of canceling the March meeting to allow more time for budget discussions before the April meeting.</p> <p>Administrator Ching stated the following:</p> <ul style="list-style-type: none"> ● The budget process needs to be addressed at the March meeting, not the April meeting. ● The mayor submits the budget in March, which aligns with the timing of the review. ● She has passed the information to the Managing Director, but there are still other issues being considered. ● She emphasized the importance of getting input from the administration, as they are responsible for preparing and submitting the budget to the Council. ● The administration's perspective on whether the timeline is 	

SUBJECT	DISCUSSION	ACTION
	<p>workable should be considered.</p> <p>Commissioner Lister asked if enough of the budget would be completed to present and discuss at the March meeting. Administrator Ching replied that by March, the administration will still be in the process of finalizing the budget, and it will not be fully completed by that time.</p> <p>Ms. Fountain-Tanigawa explained that by the May 8th supplemental budget, there may be additional changes, particularly if funding comes through from <i>inaudible</i>. If there is a funding shortfall, it could lead to significant cuts in the budget.</p> <p>Commissioner Rodighiero mentioned that he prefers having the final budget after the Council has reviewed it and made recommendations, before it is sent to the mayor. He explained that the current process doesn't give them a final version early enough and suggested sticking with the April timeline. This way, the final budget can be reviewed by them after the Council and Clerk's office have completed their work, before it's transmitted to the mayor.</p> <p>Administrator Ching reflected on the discussion and wondered if the focus was on the regular budget or the supplemental budget.</p> <p>Chair Luck asked whether Council Services sees many changes between the original and supplemental budgets. Ms. Fountain-Tanigawa responded that it depends.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero asked whether, if a supplemental budget is created, it would also be sent to the Commission so they could forward recommendations to the mayor. He noted that since the Commission meets monthly, it could simply appear on the next agenda, and that typically there shouldn't be many changes, aside from election years, when adjustments are more easily explained.</p> <p>Chair Luck suggested that the proposal might need to be revised.</p> <p>Commissioner Lister asked when a response to the Charter Commission was required. Administrator Ching responded that the Commission would need to appear before them at the end of the month.</p> <p>Commissioner Rodighiero noted that the recommendation language specifies "shall review the budget," which he interprets as referring to the main budget, not the supplemental. He suggested that since the administration completes its work in March, the Commission could review the finished budget at its April meeting and forward any recommendations to the mayor. He emphasized that the mayor is not obligated to adopt the recommendations, and they would likely involve only a few specific line items.</p> <p>Administrator Ching explained that by the time the Commission reviews the budget in April, it would already be with the Council, not the mayor. Therefore, sending recommendations to the mayor wouldn't be logical; any recommendations at that point should go directly to the Council.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero asked for clarification on the timeline, specifically when Council Services works on the County Clerk’s budget and when it is submitted to the mayor.</p> <p>Ms. Fountain-Tanigawa explained that Council Services begins preparing its budget in January, just like other departments. Once compiled, it is submitted to the mayor on the same general schedule as the rest of the County departments.</p> <p>Commissioner Rodighiero clarified that they want to review the budget when Council Services submits it to the mayor, so they can provide recommendations directly to the mayor. Administrator Ching responded that this submission typically happens in December or January.</p> <p>Commissioner Lister asked if the budget information could be sent to the Commission at the same time as it’s submitted to the mayor, so they can review it concurrently and provide recommendations before the mayor forwards it to the Council. Commissioner Rodighiero added that this would allow for some back-and-forth if the mayor has questions, and the process could be handled as an agenda item.</p> <p>Commissioner Rodighiero explained the following:</p> <ul style="list-style-type: none"> ● Establishing a clear timeline makes the process more manageable. ● The Commission can review the budget earlier, reducing last-minute pressure. ● This approach minimizes additional work and stress for staff. ● Recommendations go directly to the mayor, allowing them to be incorporated into the upcoming year’s budget. 	

SUBJECT	DISCUSSION	ACTION
	<ul style="list-style-type: none"> ● During the review, the County Clerk and the Council Chair would likely be brought in to provide input and answer questions. <p>Administrator Ching explained the challenge with reviewing the Council Services budget:</p> <ul style="list-style-type: none"> ● The mayor submits the budget to the Council, including the Council Services budget, which makes up about 5% of the total budget. ● The Council holds the authority to approve its own budget, including the Council Services budget. ● As there are no checks and balances, reviewing this budget can be problematic. ● If cuts to Council Services are made based on recommendations (e.g., reducing constituent services or travel), it could trigger cuts to the administration’s budget when the final budget is reviewed by the Council. ● This created a more political dynamic because the Council has the power to alter the budget. ● Recommendations should be made after the administration has submitted the budget to the Council, as making them before could lead to unnecessary political complications and impact on the admin budget. <p>Commissioner Lister asked if the process would truly reflect checks and balances, to which Commissioner Rodighiero responded that it would be an “after effect” of checks and balances. He explained that by addressing any recommendations after the budget has been submitted to the Council, it avoids political interference, and at that point, only minor modifications would be made.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching stated the following:</p> <ul style="list-style-type: none">● She questioned why recommendations would go to the mayor since the budget is in the Council's hands.● The Council has the ultimate budget authority according to the Charter.● Recommendations should be made directly to the Council instead.● The decision of whether to accept the recommendations would then be up to the Council.● She highlighted the complexity of the issue, suggesting it requires more discussion, information, and consideration before moving forward. <p>Commissioner Lister pointed out that it might be more time effective. The memo suggests sending recommendations to the mayor, but it could be more practical to send them to the Council instead. However, if the Commission is only making recommendations to the Council, it doesn't differ from the current process. Instead of recommending to the mayor, you'd be recommending to the Council before they approve the budget, which would save time and avoid the political aspect.</p> <p>Commissioner Rodighiero said it's not about the mayor. If the mayor is involved, it becomes political. But if the Commission goes directly to the Council, it avoids the political side of things.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● Sending a communication to Council makes it public because it appears on the agenda. ● If communication goes to the mayor, it creates issues because 95% of the County budget is Council-related, and only a small part is dedicated to Council Services. This puts the administration in a tough position. ● Sending it to the mayor could increase the political aspect of the situation. ● If the recommendation is made to Council, the political side comes into play once it's on the agenda and in the public arena. <p>Commissioner Rodighiero said that the Commission will be asking questions to the Councilmember, and the Chair will also be present.</p> <p>Commissioner Lister noted the following:</p> <ul style="list-style-type: none"> ● He questioned who exactly it becomes political for. ● Sending the communication directly to the County Council, rather than the mayor, doesn't necessarily create tension between the mayor's office and the Council. ● It may bring more attention to the Council, but that attention already exists since they are elected officials. ● He emphasized that the goal is to do the right thing for the people of Kaua'i. ● Having a checks and balances is important to ensure transparency and prevent any potential misconduct. ● He sees this process as positive, not a negative, and views the increased scrutiny as a natural part of ensuring transparency. 	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching said that once something is made public, you can't predict how the public will react. It could lead to any number of outcomes but putting it in the public arena always carries the risk of becoming political for various reasons.</p> <p>Commissioner Pancho stated that the proposal suggests that, according to the Charter, the Cost Control Commission is the third party responsible for reviewing and approving the budget, as recommended in last year's report. However, it also states that the Council prepares and approves its own budget. This is why the Commission is now being asked to take on this responsibility as part of the budget process. The question now is how the Commission will make it work, as this was one of last year's recommendations.</p> <p>Ms. Fountain-Tanigawa responded that she's trying to understand the claim about there being no checks and balances for the Council. She explained that the Council prepares the budget, sends it to the mayor, and the mayor then reviews and adjusts it, so she doesn't see where the lack of checks and balances come in.</p> <p>Commissioner Rodighiero explained the following:</p> <ul style="list-style-type: none"> ● The mayor reviews the budget and discusses it with the Councilmembers. ● The Councilmembers may negotiate, like asking for \$1,000,000 for their own staff in exchange for supporting the mayor's budget, which he sees as a political move. ● The mayor can't strongly oppose the Council's budget because of potential pushbacks on other issues. ● The Council is the only department in the County that ultimately 	

SUBJECT	DISCUSSION	ACTION
	<p>approves its own budget, making it unique in that regard.</p> <ul style="list-style-type: none"> ● He questions why the mayor would give the Council a large sum of money without any clear conditions or guidelines, suggesting it would only happen if the mayor had been strongly influenced by Councilmembers. <p>Chair Luck said this would be an impartial body with no vested interest in negotiations or deals. While that kind of situation hasn't occurred, there's always potential for it. Essentially, this would just add another layer of review to ensure objectivity.</p> <p>Commissioner Rodighiero explained that if they don't want something public, they shouldn't bring it up for discussion. When speaking to the County Council member, he'll explain his reasoning, and if the Commission disagrees, he'll understand why the Commission recommends against it since he'll be part of the conversation.</p> <p>Commissioner Lister explained the following:</p> <ul style="list-style-type: none"> ● The role is to make recommendations, but the County Council still approves its own budget, which hasn't changed. ● The Commission's involvement mainly provides commentary, and the key benefit is increased public transparency. ● Transparency helps ensure accountability in case something wrong is happening, as public awareness can lead to change. ● The goal isn't to alter the approval process, but to create more transparency, which could influence voters and lead to changes if necessary. ● Ultimately, the Council still approves its own budget, but the recommendations help promote transparency and accountability. 	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck asked how they should proceed if they're not ready to decide yet. She wondered if it's possible to defer this until next year or what the next steps should be.</p> <p>Administrator Ching stated the following:</p> <ul style="list-style-type: none"> ● Outlining the timeline, the Charter Commission will meet at the end of the month for a preliminary vote on which Charter Amendments to move forward with. ● This is a significant issue with many unanswered questions, and input from the administration is needed to assess whether the proposal is functional and operational. ● The timing of everything is crucial, as operationally it may be difficult to implement at this point in the process. ● Charter Amendments are very important, like the Constitution, so she believes there are too many unresolved questions to move forward. ● She would advise the Commission to hold off on deciding until all relevant parties, including the administration and Cost Control Commission, provide input, and the County Clerk can clarify the timing of the budget process. <p>Chair Luck suggested that it might be better to clearly state that part of their role and responsibility is to review and scrutinize the Council Services budget each year, even if it's after the fact, due to the potential conflict of interest.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero suggested that instead of outright rejecting the proposal, they should ask for more information, particularly regarding the timing. He said they agree with the idea of reviewing the budget but want to ensure the timing aligns with other departments. He believes asking for clarification on timing would be the best approach, rather than turning the proposal down outright.</p> <p>Commissioner Lister said that if the Council goes against the recommendations, whether before or after the fact, it will become apparent. He emphasized that the main goal is to reduce the cost of government, which is their primary focus.</p> <p>Chair Luck questioned whether it's better to address the issue before or after it happens but noted that it currently doesn't seem workable and would require input from the administration.</p> <p>Administrator Ching stated the following:</p> <ul style="list-style-type: none"> ● In the previous year, the Cost Control Commission forwarded a clear Charter Amendment that was adopted by voters, which was straightforward and well-received by the Charter Commission. ● She expressed concern that, in this case, there are too many unanswered questions and unclear details about how the proposal would work operationally. ● While the concept was included in the Annual Report, she doesn't believe the details are ready for moving forward. ● She compared this proposal to the earlier one, which clearly recommended repealing the Zoning Board of Appeals, noting that his proposal lacks the same clarity and directness. ● She acknowledged there might be merit in the proposal, but the clarity isn't there yet. 	

SUBJECT	DISCUSSION	ACTION
	<p>DCA Donohoe explained the following:</p> <ul style="list-style-type: none"> ● The amendment, once added to the Charter, is permanent unless the Charter is changed again. ● Unlike the previous amendment, which allowed for discretion, this one makes it mandatory (“shall”) for the Cost Control Commission to review the budget every year. ● Failure to review the budget would be a violation of the Charter. ● New commissioners would still be legally required to carry out this duty, even if they don’t want to. ● Placing the responsibility under a new section (Article 19) instead of article 28 could lead to unintended consequences. <p>Commissioner Lister asked what would happen if there’s no quorum, referencing a situation they faced last week. He raised the concern that if the Commission is required to meet and make decisions, but there’s a lack of quorum due to members being unavailable or sick, it could prevent the process from moving forward.</p> <p>DCA Donohoe responded that, in the case of no quorum, there could be a defense based on the lack of quorum. An emergency meeting could be called to address the issue, but that would still require organizing and calling in an emergency session.</p> <p>Administrator Ching suggested that if the Commission is interested in pursuing this further, they should take the time to fully work it out over the next two years and then propose a Charter amendment. She emphasized that the current amendment has too many unresolved questions and lacks clarity.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Chair Luck suggested that they try the process without including it in a Charter Amendment next year to see how it works, emphasizing that they're not committed to it and can evaluate its effectiveness first.</p> <p>Chair Luck asked whether they should make a motion to defer.</p> <p>Commissioner Lister responded that they could either do that or send a message saying they need more time to fully define and clarify the Charter Amendment, possibly addressing it next year. He added that he wasn't sure whether Mr. Shimonishi would need to resubmit it later.</p> <p>Chair Luck called for a motion to defer the recommendation from the Charter Commission regarding Section 19.02 Proposed Annual Budget Ordinance.</p> <p>Administrator Ching responded that if the Commission plans to defer the item, she will inform the Charter Commission of the deferral. She asked whether she should also let them know that the Commission intends to review the issue over the next year to determine what approach would be workable and practical</p> <p>Commissioner Lister and Rodighiero replied that this review should include specific dates and input from the relevant departments.</p>	<p>Commissioner Lister moved to defer the recommendation from the Charter Review Commission regarding Section 19.02 Proposed Annual Budget Ordinance. Commissioner Pancho seconded the motion. Motion carried 4:0</p> <p>Commissioner Rodighiero moved to authorize Administrator Ching to discuss that information with the Charter Review Commission. Commissioner Panco seconded the motion. Motion carried 4:0.</p>

SUBJECT	DISCUSSION	ACTION
<p>BUSINESS CCC 2025-7</p>	<p><u>Discussion and decision-making on the 2025 Cost Control Commission Annual Report.</u></p> <p>Administrator Ching mentioned the following:</p> <ul style="list-style-type: none"> ● She thanked Ms. De Leon, their new clerk, for compiling the report summarizing all recommendations from the past year. ● The report must be completed by the end of December. ● The Commission has two options: hold a meeting in December to finalize it or authorize the Boards and Commissions staff to draft the report without a December meeting. ● To proceed, staff need to know which recommendations the Commission wants included. ● There are many recommendations, and she suggested limiting the report to just a few to keep it focused. <p>Commissioner Rodighiero believes they need another meeting, even though he prefers not to meet in December because his schedule is already full. He noted that they usually meet on the first Thursday of the month, but he doesn't think they have enough time in December for this. Therefore, he believed they should defer this matter.</p> <p>Administrator Ching stated the following:</p> <ul style="list-style-type: none"> ● If the Commission defers the agenda item, she had hoped they would at least choose which recommendations to include. ● With selected recommendations, the staff could draft the report and bring it back for approval so the Commission knows exactly what will be included. ● If no recommendations are identified now, they'll be reviewing the same report again in December and will still need to decide 	

SUBJECT	DISCUSSION	ACTION
	<p>then.</p> <ul style="list-style-type: none"> ● The timeline is tight because a previous meeting had to be canceled. ● She noted that one commissioner wants to push the decision to December and asked the Commission what they prefer, warning they are about to lose quorum because Commissioner Lister must leave. <p>The Commission took a brief recess at 11:41 a.m. and called the meeting back to order at 11:49 a.m.</p> <p>DCA Donohoe confirmed that a quorum is still present, with all commissioners in attendance. Administrator Ching acknowledged this and stated that they are now moving on to agenda item CCC 2025-7 discussion and decision-making for the 2025 Cost Control Commission Annual Report.</p> <p>Chair Luck mentioned the following:</p> <ul style="list-style-type: none"> ● She agreed with Administrator Ching’s suggestion to make a broader recommendation about improving coordination between departments to achieve cost savings. ● Make a general statement emphasizing the need for better interdepartmental collaboration and potential cost savings. ● Include specific examples as bullet points under that recommendation. ● Examples of potential cost savings through coordination: share systems across departments (combining COK and DOW phone system), centralizing HR and DOW functions, combining accounting staff from various departments into a single and 	

SUBJECT	DISCUSSION	ACTION
	<p>centralized division.</p> <ul style="list-style-type: none"> ● Consolidate overlapping functions under one department to maximize efficiency and cost savings. <p>Commissioner Lister clarified that this is the list of potential recommendations, and the goal is to narrow them down to just a few key items.</p> <p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● The approach to the annual report depends on how the Commission wants to organize its recommendations. ● One option is to group several recommendations under a broad recommendation, such as “increase coordination and collaboration.” ● If using that structure, the Commission would need to decide which specific bullets fall under that broad recommendation. ● For example, Chair Luck’s idea about combining telephone systems would be placed under the “coordination and collaboration” recommendation. <p>Chair Luck noted that evaluating the potential consolidation of EMS under KFD is another example of restructuring aimed at cost savings. She added that several recommendations from HR and DOW overlap and should be considered together, including the centralization of finance/accounting, purchasing, and office supplies. For DOW, she mentioned the classification and compensation system, as well as the second and third DOW bullet points. She also referenced other coordination-related ideas, such as combining telephone services.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked how the proposal would work in practice, noting curiosity about how two separate budgets would be managed when combining the telephone systems.</p> <p>Commissioner Rodighiero clarified that the proposal refers to combining the purchasing of telephone systems.</p> <p>Commissioner Lister asked whether the idea is really about coordination, such as using the same hardware or sharing maintenance contracts, rather than merging budgets.</p> <p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● The DOW is exploring aligning its phone systems with the County's, which uses Apple devices. ● The DOW currently uses a mix of Apple and Samsung phones. ● Producing a larger, unified order could result in price discounts. ● Standardizing equipment would support greater collaboration, coordination, cost savings, and efficiency. ● Combining systems would also streamline internal communication, currently County staff can dial extensions for other County departments but must dial full numbers for DOW since it operates on a separate system. ● Integrating DOW into the County's phone system would make communication more efficient for the staff. <p>Commissioner Lister questioned how the integration would work given that DOW and the County operate under separate budgets, each paying its own phone bills, and asked how such a setup could be combined or restructured.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Administrator Ching explained the following:</p> <ul style="list-style-type: none"> ● The arrangement can still function even with separate budgets. ● She compared it to how DOW pays a set amount to the County Attorney's Office to fund a position through cost allocation. ● She noted that organizations with multiple programs, some grant-funded and some not, use allocation plans. ● Such plans distribute costs based on time or usage, allowing shared services to be funded appropriately. <p>DCA Donohoe explained that DOW would still cover costs from its own funds, like how a County Attorney, technically a separate entity, is assigned to represent DOW in litigation. The arrangement works through cost allocation, even across separate entities.</p> <p>Commissioner Lister noted that, legally, DOW can participate in the County-owned and operated phone system, if they pay their allocated share of the costs.</p> <p>Administrator Ching explained that DOW would technically own the phones they purchase with the costs billed to them. She compared it to how departments acquire computers through IT. While IT manages the system, each department pays for its own equipment, using a cost allocation approach to distribute expenses.</p> <p>Chair Luck recommended that, in the Office of the County Clerk, the two positions be phased out when the incumbent retires.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Lister asked for an update on the recommendation related to EULA's and Administrator Ching replied that it was addressed in the other Charter Amendment that had been forwarded.</p> <p>DCA Donohoe asked for clarification on whether all four bullet points constitute the recommendation or if it only applied to the first two.</p> <p>Chair Luck replied that she supports all four points, but suggests combining the first two into a single, broader statement, while the second topic from today's discussion should remain separate.</p> <p>Commissioner Rodighiero suggested revising the language to frame it as a potentially duplicative service and recommending a performance audit.</p> <p>Commissioner Lister added, asking whether they should include a recommendation for a performance audit in the report.</p> <p>Commissioner Rodighiero clarified that they want to recommend a performance audit, noting that since there appears to be a duplication of services, the audit would be used to evaluate them.</p> <p>Commissioner Lister expressed concern that many valuable ideas might be overlooked, noting that although considerable time was spent identifying numerous recommendations, only a small number will be selected. He emphasized the importance of ensuring that other important ideas are not lost or forgotten in the process.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>Commissioner Rodighiero suggested that when meeting the department heads next year, it would be helpful to bring a list of each department head's previous recommendations. This way, they can review and follow up on them to track progress.</p> <p>Commissioner Lister noted that over the years, it has been mentioned that when the State creates programs, the County is often responsible for funding them without receiving State reimbursement. He suggested adding the second bullet point under the Office of Economic Development, "request state reimbursement of funding transfers for delegated functions."</p> <p>Chair Luck responded that she was unsure how likely it is that the State would provide the funding but acknowledged that it's worth asking.</p> <p>Commissioner Lister asked Administrator Ching if any of the recommendations stood out as higher priority, ones that should be highlighted because they might have a greater impact.</p> <p>Administrator Ching answered with the refuse-related recommendation.</p> <p>Commissioner Rodighiero disagreed with closing on Sunday, explaining that limiting weekend hours would restrict public access, since most people are only able to use the transfer station on the weekends.</p> <p>Administrator Ching explained that she will review all the specific bullets before asking for a motion. Once she has outlined everything correctly, a motion can be made.</p>	

SUBJECT	DISCUSSION	ACTION
	<p>The proposed items include: Office of the County Clerk</p> <ul style="list-style-type: none"> ● Eliminate the administrative assistant and reclassify printed services ● Recommend a performance audit to evaluate the Secretarial Assistant versus Constituent Relations Coordinator. <p>Office of Economic Development</p> <ul style="list-style-type: none"> ● Request state reimbursement for funding Kaua'i Fire Department ● Evaluate potential consolidation of EMS Planning Department ● Implement a single payment process for building permit applications <p>Department of Human Resources</p> <ul style="list-style-type: none"> ● Auto shop centralization ● Finance and accounting centralization ● Purchasing centralization ● Centralization of office supplies <p>Department of Water</p> <ul style="list-style-type: none"> ● Classification and compensation system ● Combining COK and DOW telephone systems <p>With the information being correct, Chair Luck called for a motion to authorize Administrator Ching to draft the annual report based on the recommendations she just listed.</p> <p>There was no executive session.</p>	<p>Commissioner Rodighiero moved to authorize Administrator Ching to draft the annual report. Commissioner Lister seconded the motion. Motion carried 4:0.</p>
<p>Executive Session</p>		

SUBJECT	DISCUSSION	ACTION
Adjournment	There being no further business, Chair Alice Luck called for a motion to adjourn the meeting.	Commissioner Rodighiero moved to adjourn the meeting. Commissioner Pancho seconded the motion, at 12:14 p.m., the meeting was adjourned.

Celine De Leon

Submitted by: _____
Celine De Leon, Commission Support Clerk

Reviewed and Approved by: _____
Alice Luck, Chair

- (x) Approved as circulated on **December 4, 2025**
- () Approved as amended. See minutes of _____ meeting.