

## **Mayor Derek S.K. Kawakami's Administration Accomplishments**

### **Office of the County Attorney**

The Office of the County Attorney took significant steps to modernize its legal practice and to create a place of work that reflects a modern-day workforce and workplace.

#### **Modernized Government Law Practice**

The Office of the County Attorney began using new tools such as AI-assisted technology to support legal research, document review, and drafting. These technologies help streamline routine tasks, allowing attorneys and staff to focus more time on substantive legal work. The use of digital platforms and eDiscovery tools improved the office's ability to manage litigation documents, respond to legal requests, and organize legal work efficiently.

Overall, the strategic use of modern technology is helping the office operate more efficiently, improve collaboration, and maintain better control of legal records and information.

#### **Modernized Workforce and Workplace**

The Office of the County Attorney has successfully incorporated remote work options where appropriate and implemented alternative work schedules. These options improved office morale while providing staff with flexibility that preserves institutional knowledge by ensuring long-term retention and a better work-life balance, all while continuing to meet the legal needs of the County and reducing the need to retain outside counsel.

#### **Risk Management and the Property/Facilities Appraisal Project**

The Risk Management responsibilities were transferred to Office of the County Attorney. Following this change, the Risk Management team successfully procures and administers the County's insurance policies, and created and continues to maintain an internal resource hub for Countywide communication of news, policies, and events related to risk management. The Risk Management team also launched an appraisal project of County properties and facilities. The valuations from these appraisals have been used in the annual property insurance renewals. For the first time in eight years, the County spent less on insurance as a result.

### **Kaua'i Emergency Management Agency (KEMA)**

#### **Major Disaster Response and Emergency Coordination**

Since 2018, KEMA has coordinated response and recovery for an unprecedented series of disasters and emergencies affecting Kaua'i. These included recovery from the 2018 historic floods and Hurricane Lane, the COVID-19 pandemic, Hurricane Douglas, multiple landslides and rockslides, major surf events, the 2024 flooding disaster, several aviation incidents, and brushfires. KEMA also sent 12 All Hazards Incident Management Team (AHIMT) members to Maui to support MEMA and Maui County's wildfire recovery efforts after the Lāhainā wildfires. This deployment helped build better statewide wildfire collaboration across state and county

agencies. During the pandemic, Kaua'i achieved the lowest per-capita infection and fatality rates in the state while maintaining readiness for other simultaneous emergencies. KEMA also led islandwide coordination for tsunami watches and warnings, ensuring timely public alerts and coastal evacuations when needed.

### **Emergency Preparedness and Resilience Enhancements**

Despite the sustained pace of emergencies, KEMA strengthened the island's emergency management capabilities through new planning and preparedness initiatives. Through the Department of Defense Innovative Readiness Training program, the County completed wildfire, dam safety, planning, and cybersecurity missions that provided millions of dollars in cost savings. The County also updated its Multi-Hazard Mitigation and Resilience Plans and helped establish a Pre-Disaster Recovery Framework to guide long-term recovery following future disasters.

### **Emergency Communications and Response Capacity**

The County is modernizing emergency communications through upgrades to the 800 MHz public safety radio system, including encryption, FirstNet integration, and satellite backup systems to strengthen reliability during disasters. Early warning capabilities were expanded with the installation of a satellite-activated outdoor warning siren serving the Ni'i'hau community. KEMA has also expanded its All-Hazards Incident Management Team and Reserve Corps to strengthen surge staffing and coordination during major emergencies.

### **Regional Risk Reduction and Flood Safety Planning**

KEMA continues working with federal and state partners to reduce long-term disaster risks across the island. Through collaboration with FEMA, the State Dam Safety Program, and the U.S. Army Corps of Engineers, the County is improving dam safety coordination, assessing flood risks in the Waimea and Hanapēpē river systems, and identifying long-term strategies to strengthen community resilience.

## **Department of Human Resources**

### **Compensation and Worklife Balance**

In addition to collective bargaining pay increases effective July 1, 2025, through June 30, 2029, Kaua'i became the first public employer in the state to offer free medical premiums for select health plans. Supplemental agreements were secured for hard-to-fill positions such as park rangers, DMV staff, liquor investigators, engineers, and emergency dispatchers to strengthen recruitment and retention. The County is also piloting a sick leave buyback program to provide added compensation while improving attendance and long-term workforce stability.

### **Internship Programs**

The Human Resources expanded Internship Program is designed to attract and develop future talent for long-term County employment. By creating meaningful entry points into public

service, the program builds workforce pipelines and supports succession planning across departments.

### **Workday Modernization and Improvements in Processes**

The County fully implemented its Human Resources Management System, Workday, integrating payroll, time and attendance, recruitment, and talent management into one unified digital platform. The system supports the entire employee lifecycle from recruitment and onboarding to evaluations, promotions, payroll processing, and retirement or separation. Automation of onboarding, time tracking, and salary processing has increased efficiency, reduced errors, and enabled faster, more accurate reporting.

A centralized payroll system now serves nearly all departments, improving consistency and operational efficiency. The transition from paper-based to electronic systems in Human Resources and Payroll has strengthened compliance, enhanced data security, and improved transparency across the organization.

### **Training**

Ongoing employee training initiatives span leadership development, safety, customer service, and technical skills to foster a skilled and supported workforce. In response to the rise of fentanyl overdoses on the island, County employees received training on proper Narcan administration, with free Narcan boxes distributed to departments. These efforts improve both internal operations and community safety readiness.

### **Ongoing – Recruitment, Examination, Classification, and Pay**

The Recruitment and Examination Division will continue streamlining hiring processes, expanding candidate outreach, and improving service to applicants and departments. The Classification and Pay Division will refine classification structures to ensure fair and competitive compensation while updating job specifications to attract and retain a diverse and qualified workforce.

## **Office of Economic Development**

### **Programs, Projects, and Initiatives Completed**

Delivered over \$14 million in CARES Act and emergency stabilization funding during COVID-19 to protect small businesses, agriculture, tourism, and workforce sectors, helping stabilize Kauaʻi's economy during an unprecedented crisis.

Increased annual competitive grant funding to community partners from pre-pandemic levels under \$1 million to more than \$2.26 million in FY2025, more than doubling direct County investment into nonprofits and community organizations.

Launched a fully rebuilt, applicant-friendly grant application and payment system that significantly reduced administrative burden on nonprofits and created a best-practice model now encouraged for use by State and County partners.

Completed and published the first comprehensive Strategic Agriculture Economic Development Plan in decades and transitioned the plan into its implementation phase to strengthen local food systems and agricultural resilience.

Revamped and modernized the Kaua'i Made program by expanding membership, strengthening branding, and initiating ordinance updates to support long-term economic self-sufficiency and local product visibility.

Participated in the adoption of the island-wide Kaua'i Climate Adaptation and Action Plan in 2025, establishing a coordinated framework for climate resilience and sustainability.

Advanced youth-focused initiatives including the Youth Climate Summit aligned with the Climate Adaptation and Action Plan, the Annual Youth Climate Practitioners Course, and Agriculture Student Internship programs that build early workforce pathways.

### **Programs, Projects, and Initiatives in Development**

Advancing the Coconut Marketplace Mobility Hub Plan as a pilot model for a reimagined, multimodal transportation future serving both residents and visitors.

Developed and preparing for installation of Kaua'i's first public Level 3 EV Fast Charging Network to accelerate clean transportation adoption.

Expanding the Invasive Species Mitigation Strategy, including large-scale Rose-Ringed Parakeet control efforts and Coconut Rhinoceros Beetle detection and containment.

Growing the Agricultural Education Pipeline through the Roots of Learning initiative, connecting elementary education through workforce development pathways.

### **Programs Beginning This Year**

Launching the implementation phase of the Agricultural Economic Development Advisory Committee to guide long-term sector strategy.

Initiating Circular Economy pilot projects to reduce waste, reuse resources, and strengthen local sustainability systems.

Expanding youth and women entrepreneur incubator programs to support inclusive business development.

Broadening green jobs, digital skills, and creative industry workforce training opportunities to meet emerging economic needs.

Exploring Energy Savings Performance Contracting for County facilities to improve efficiency and reduce operational costs.

### **Initiated During This Administration and Continuing Beyond**

Positioning Kauaʻi to redefine the visitor industry beyond volume-based tourism toward a model that is community-centered, culturally grounded, environmentally responsible, and aligned with resident quality of life.

Advancing an island-wide Mobility Hub Network vision to create transportation options that reduce reliance on single-occupancy vehicles.

Pursuing long-term renewable energy and transportation transition goals aligned with 2045 statewide targets.

Institutionalizing cross-agency and nonprofit partnerships as a core operating strategy, leveraging collaboration to deliver complex initiatives that no single entity could accomplish alone.

## **Agency on Elderly Affairs**

### **Aging-Related Task Force Implementation**

Completed during this administration, the Aging-Related Task Force was established to advance Kauaʻi's goal of becoming a livable community where residents can safely age in place. This collaborative effort aligns services, policies, and community partnerships to better support the growing senior population.

### **Expansion of Congregate & Home-Delivered Meals**

Completed during this administration, the Congregate Meals Program was expanded to Rice Camp, Church of the Pacific, Kōloa and Hanapēpē Senior Centers, and County RSVP. Food security contracts with nonprofit partners now provide meal kits and biweekly produce boxes, complemented by Grant-in-Aid produce distributions to the Kauaʻi Independent Food Bank and Hawaiʻi Foodbank. Home-delivered meals continue in partnership with Hawaiʻi Health Systems Corporation, incorporating locally sourced ingredients and monthly nutrition education.

### **Health, Wellness & Falls Prevention Programs**

Completed during this administration, EnhanceFitness classes continue in Hanalei, Kapaʻa, Līhuʻe, and online to promote active lifestyles for kūpuna. A Falls Prevention Program was implemented in partnership with the Kauaʻi Fire Department, American Medical Response, and Agency on Elderly Affairs staff, providing home safety installations, medication reviews, and wellness checks to reduce injury risk and improve overall well-being.

### **Elder Abuse Prevention & Digital Literacy**

Completed during this administration, the Elder Abuse Task Force was established to address financial fraud, strengthen data sharing, and identify unmet needs among seniors. Ongoing

digital learning classes support financial literacy and scam prevention, empowering kūpuna to navigate today's increasingly digital world safely and confidently.

### **Virtual Congregate Meal Pilot**

Currently in development, a Pilot Virtual Congregate Meal Facilitation Program is being designed in partnership with a local nonprofit organization. This initiative aims to expand access to social connection and shared meals for seniors who may be homebound or geographically isolated.

### **Inclusive Community Garden Planning**

Now in the development stage, the County is partnering with Leadership Kaua'i to plan a free, inclusive community garden for kūpuna. The vision includes creating a space that promotes sustainability, wellness, intergenerational engagement, food production, and social connection, with potential to serve as a future congregate meal site.

### **Pilot Line-Dancing Program**

Beginning this year, a Pilot Line-Dancing Program will launch with weekly classes in Anahola and Līhu'e. The program is designed to increase physical activity, enhance balance and mobility, and foster social engagement among participants.

## **Department of Finance**

### **Administration & Department-wide Fiscal Stewardship**

Since 2018, the County has maintained strict adherence to Reserve Fund and Structurally Balanced Budget policies, strengthening long-term financial stability. The implementation of the 3% Kaua'i Transient Accommodations Tax (TAT) and transition of operations to Treasury, with full staffing in place, ensured efficient collection and oversight of revenues that support essential services.

### **Accounting Modernization & Financial Reporting**

The County sustained the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for 26 to 29 consecutive years, with submissions from 2019 through 2022. During and after COVID, numerous paper-heavy workflows were converted to electronic processing, including accounts payable, vendor maintenance, and form submissions, improving efficiency and transparency.

### **Treasury Reorganization & Financial Strength**

Treasury was reorganized and separated from Department of Motor Vehicles (DMV) operations, with full staffing and comprehensive process improvements in cash management and bank reconciliations. Fraud prevention tools such as Automated Clearinghouse (ACH) debit blockers and Positive Pay were implemented, while bond refinancing actions generated approximately \$2.1 million in savings and successfully refunded \$56.64 million in Build America Bonds with strong investor demand. Investment strategies were restructured to strengthen liquidity and responsibly increase interest earnings available for budgeting, with no new bond issuances during this period.

### **DMV Integration & Service Expansion**

Drivers Licensing and Motor Vehicles were integrated into a single division to streamline operations and improve customer service. A new Kapa'a satellite DMV office opened in December 2024, complemented by expanded self-service kiosks, online permit testing, road test scheduling, and a Q-Flow appointment system. Credit card acceptance was rolled out and heavy vehicle tax responsibilities were transitioned back to the State Department of Transportation, enhancing efficiency and convenience for residents.

### **Purchasing Process Improvements**

The Purchasing Division established a fully electronic online auction process and improved procedures year over year to increase transparency and participation. Changes to procurement processes under HRS 103D-304 accelerated professional services selection when fewer than three resumes are received, and a Formal Small Purchase process was implemented to streamline acquisitions between \$25,000 and \$100,000.

### **Information Technology Modernization**

The County completed a county-wide Office 365 migration and enabled remote work capabilities, replaced core server infrastructure, and strengthened backup and storage systems. A new Human Resources Management System, Workday, was procured and launched for HR and payroll operations, with continued module enhancements underway. Starlink was deployed in parks to expand public connectivity and improve service delivery.

### **Real Property Reform & Digital Services**

Real Property refined its market modeling practices and converted to updated cost tables to maintain strong assessment ratios and accuracy. Online real-time payment systems and expanded paperless services improved public access and reduced errors. Structural reforms widened the gap between owner-occupied and non-owner-occupied tax rates, rebalancing responsibility and easing the burden on local homeowners.

### **Enterprise Resource Planning System Implementation**

The County awarded an Enterprise Resource Planning contract to CentralSquare, with negotiations underway and professional services procurement in progress to build the implementation team. This multi-year effort, expected to span up to seven years, will integrate with Workday and modernize core government systems.

### **Ongoing IT & Workday Enhancements**

Workday module rollouts for onboarding and performance management continue through phased configuration. The County's IT modernization roadmap advances in FY26 with network core replacements, strengthened cybersecurity posture, disaster-resilient infrastructure, and hybrid storage improvements.

### **DMV Statewide Credentials Launch**

In FY2026, the County will launch statewide credentialing services, including expanded driver's

license services at the Kapa‘a Satellite DMV. These upgrades will further modernize DMV operations and improve access for residents.

### **Future Real Property Digital Expansion**

Real Property digital services expansion will continue beyond this administration, including online appeals, expanded electronic delivery, and deeper integration with connect.Kauai.gov. Implementation of the parcel fabric will further enhance mapping accuracy, data integration, and public accessibility.

## **Kaua‘i Fire Department**

### **Annual Fire Apparatus Replacement Plan**

The County implemented an Annual Fire Apparatus Replacement Plan during this administration to ensure frontline fire engines and specialty vehicles remain reliable and mission ready. This ongoing replacement strategy strengthens emergency response capabilities by proactively modernizing the fleet and reducing downtime due to aging equipment. This is an ongoing process to make up for several years of fire apparatus manufacture delays that have been experienced industrywide.

Similarly, the department implemented an annual equipment replacement plan to ensure that critical tools and protective gear are replaced on schedule, maintaining operational readiness and firefighter safety.

### **New Helicopter Hangar in Līhu‘e**

The new helicopter hangar at Līhu‘e Airport will be completed during this administration to replace a structure that is in disrepair and will no longer meet operational needs. Supported by \$615,000 in funding, with additional resources programmed to finalize construction, the facility will protect the County’s Air 1 helicopter and the future twin-engine helicopter from environmental exposure. The project strengthens aviation safety and integrates technology that enhances emergency readiness.

### **Wildfire Mitigation & Equipment Upgrades**

Significant progress has been made during this administration to strengthen the County’s wildfire preparedness and response capability. The Department has updated numerous Standard Operating Guidelines and is currently revising the Community Wildfire Protection Plan to align with evolving wildfire risk conditions. A newly established Standard Operating Guideline addresses Red Flag and other severe weather conditions by implementing severity staffing, recalling off-duty personnel, and placing reserve apparatus into frontline service to bolster emergency response capacity. In addition, the Department is implementing a Community Risk Reduction Plan and a formal Standards of Cover analysis to guide long-term service delivery planning. These planning initiatives are supported by critical equipment investments, including the acquisition of two new water tankers and six brush trucks scheduled to arrive this year.

Together, these operational and planning improvements significantly enhance the Department's ability to respond to and mitigate wildfire threats across Kaua'i.

### **Acquisition of Twin-Engine Helicopter**

The \$18 million acquisition of a new twin-engine helicopter was completed during this administration and represents a transformative investment in public safety. The aircraft expands firefighting capabilities, supports complex rescues, and improves emergency medical response on land and at sea. Its twin-engine configuration provides enhanced safety margins for pilots and crew while delivering greater protection to the community. Our procurement team was able to work with the vendor to expedite delivery time by one full year, with an anticipated delivery of calendar year 2028.

### **Ocean Safety Service Expansion**

During this administration, the County significantly strengthened island-wide ocean safety operations through several key initiatives. The hiring of 12 additional full-time Ocean Safety Officers enabled the expansion of lifeguard coverage to ten-hour operational shifts, providing extended daily protection during peak beach hours. In addition, monitored shoreline coverage has expanded with the addition of Wanini as a lifeguarded beach, with a new lifeguard tower scheduled for installation soon. Together, these enhancements improve preventative lifeguard presence, increase coverage in high-use coastal areas, and strengthen overall public safety for residents and visitors enjoying Kaua'i's beaches.

### **Live Fire Training Burn Boxes**

Through federal grant funding, the County completed the acquisition of specialized live fire training burn boxes during this administration. These units provide realistic, controlled training environments that strengthen firefighter decision-making and tactical skills. This hands-on investment reinforces safety and operational excellence.

### **Junior Lifeguard Internship and Workforce Development**

Launched in 2025, the Junior Lifeguard Internship completed its inaugural year and will now continue as an annual program. Conducted in partnership with the Hawaiian Lifeguard Association, the program provides advanced training opportunities for youth who complete the Summer Junior Lifeguard Program while helping cultivate the next generation of ocean safety professionals. Building on this success, the Fiscal Year 2027 budget introduces a new Seasonal Lifeguard Apprenticeship Program, creating a structured pathway for participants to gain supervised field experience, develop professional rescue skills, and transition toward full-time employment within the Ocean Safety Bureau. This workforce development initiative strengthens recruitment, supports succession planning, and ensures a sustainable pipeline of trained lifeguards to serve Kaua'i's beaches.

### **Okinawa Lifeguard Exchange**

Initiated and completed during this administration, the Okinawa Lifeguard Exchange fosters professional and cultural collaboration focused on rescue techniques and best practices. The

second annual exchange concluded in February 2026, with 25 participants taking part. The program is being established as an ongoing international partnership.

### **Rip Current Clinic**

The Rip Current Clinic was completed in February 2026 as part of a public safety campaign promoting the message “Float to Survive.” Conducted in partnership with the Hawaiian Lifeguard Association and the Kaua’i Lifeguard Association, the clinic strengthened community awareness and water safety education.

### **Lifeguard Tower Replacements**

This initiative has been completed as part of a phased replacement plan targeting aging towers at Keālia, Anahola, Nukumoi, and Lydgate. Budgeted investments ensure safer and more durable structures for Ocean Safety personnel and the public they serve.

### **Rip Current Surveillance Camera at Wanini Beach Back Channel**

In partnership with the University of Hawai’i at Mānoa, a surveillance camera system was installed to monitor rip current activity in the Wanini back-channel area. This technology supports enhanced data collection and proactive safety measures.

### **Watchtower Electronic Data Collection**

Completed during this administration, iPads were deployed to all lifeguard towers and roving units to enable electronic reporting and real-time data tracking. This modernization improves documentation, operational efficiency, and recordkeeping across Ocean Safety operations.

### **KIF Surf Team Water Safety Training**

Ocean Safety provided water safety instruction to Kaua’i Interscholastic Federation surf coaches and participants. Conducted at the Kaua’i High School pool and Kalapakī Beach, the program reinforces safe practices for student-athletes participating in the Kaua’i Interscholastic Federation (KIF) Surf Teams.

### **Geo Rescue Tubes & Signage Initiative**

GPS-enabled rescue tubes and updated safety signage were deployed at select beaches. This initiative enhances equipment accountability, rapid response capability, and public awareness of lifesaving resources.

### **Kapa’a Fire Station Renovation**

The Kapa’a Fire Station Renovation is currently in the development stage. Planning and design efforts are underway to modernize the facility and improve functionality to better serve the surrounding community.

### **Updated Fire Records Management System**

The Updated Fire Records Management System will begin this year, modernizing how incident data is collected, stored, and analyzed. This upgrade will improve reporting accuracy, compliance, and operational coordination.

### **Fire Station Alerting Hardware & Software**

The modernization of Fire Station Alerting hardware and software will begin this year to enhance emergency notification systems within stations. These improvements will reduce response times and strengthen communication reliability.

### **PulsePoint**

Launched in 2025, PulsePoint is a public safety mobile application that alerts nearby residents when someone is experiencing a cardiac emergency in a public place and may need CPR. Integrated directly with the County's emergency dispatch system, the app empowers trained bystanders to provide lifesaving assistance before first responders arrive. This technology strengthens community response, improves survival outcomes, and reinforces our commitment to innovative, lifesaving solutions.

### **Public Safety Training Center**

The Public Safety Training Center for Police and Fire was initiated during this administration and will begin construction after the administration concludes. This long-term investment will create a dedicated facility for joint training, strengthening interagency coordination and preparedness for future generations of first responders.

## **Kaua'i County Housing Agency**

### **Lima Ola Affordable Housing Development**

Lima Ola is a master-planned community addressing Kaua'i's critical housing shortage. Phase I, completed in 2025, includes 117 rental units and 38 single-family for sale homes, featuring workforce, senior, and supportive housing. Phase II, breaking ground in 2026, will add 175 more affordable homes. This County-led development is central to increasing housing access for local families. The County invested millions in infrastructure and housing, with Phase I and II expected to bring over 330 homes to the community. At full build of all four phases, the project will provide some 600 homes.

### **Waimea Affordable Housing Subdivisions**

Community planning is complete for a new housing subdivision in Waimea. Environmental and zoning approvals are underway to support the next phase of development. The project slated to provide nearly 400 new homes across several phases will significantly boost affordable housing in underserved areas.

### **Puhi Development**

A new 60-unit county-led project is planned on County land in Puhi, directly across from Kaua'i Community College. The County selected 'Ikenākea Development as a private development partner and is working toward a groundbreaking in early 2027. This initiative reflects ongoing County leadership in affordable housing development.

### **Rice Street Apartments**

Construction of the 66-unit Rice Street Apartments is ongoing with completion scheduled in late 2026. The project is being developed by Riverbend Capital with financial assistance provided by the County Housing Development Fund. This will be the first mixed use affordable housing project on Kaua'i featuring a ground floor commercial space with three floors of residential use above. This project aims to support local workforce housing needs.

### **Ke Alaula Supportive Housing Phase I & II and Emergency Homeless Shelter Expansion**

The Ke Alaula Supportive Housing Project for Homeless Families transformed a former tent city into supportive housing with wraparound services. Phase I, consisting of 28-units, was completed in 2021. A 24-unit Phase II expansion is slated for completion in May of 2026. The County is also working to redesign its only emergency homeless shelter more than triple the capacity of the aging facility. Together these projects provide critical stability for individuals transitioning out of homelessness.

### **Uahi Ridge Workforce Rental Project Phases I & II (County partnership; developer-led)**

Led by 'Ikenākea Development and Mark Development, with a partnership from the County, the Uahi Ridge project broke ground in April 2025 and will deliver 155 workforce rental units in Līhu'e. Phases I and II are progressing concurrently to meet urgent demand. The project supports the County's commitment to expanding quality rental housing options. It is a key component of the island's housing strategy.

### **Kai Olino Recovery and Completion (County partnership; nonprofit-led)**

Led by EAH Housing and the Ahe Group, Kai Olino in Port Allen remains on track. Two buildings containing 50 rental units are complete and fully occupied, and construction continues on a third 25-unit building that was destroyed by fire during construction. The project will eventually deliver 75 affordable housing units.

### **Koa'e Makana**

Koa'e Makana is a 134-unit workforce rental project in Kōloa, offering one-, two-, and three-bedroom apartments. Completed in 2022 on County-owned land under a development agreement with Mark Development, the project was funded through the County Housing Development Fund, federal HOME and HTF grants, and Low-Income Housing Tax Credits (LIHTC).

### **Waimea Huakai**

Waimea Huaki is a 34-unit rental project in Waimea. It was built by the Ahe Group on land owned by Habitat for Humanity with partial funding from the County Housing Development Fund and Low-Income Housing Tax Credits.

### **Haupu View Apartments**

Haupu View Apartments, completed in 2022, is a 53-unit workforce rental project on Pua Loka Street in Līhu'e. Developed by the Ahe Group on County land, the project was

funded with County Housing Development Funds, federal HOME and HTF grants, and LIHTC.

#### **Waimea Huakai Single-Family Homes**

Waimea Huakai is a 32-unit single family for sale development built by Habitat for Humanity in Waimea, with partial financing provided by County administered HOME loans.

#### **Kīlauea Town Expansion Project**

The Kilauea Town Expansion Project is a 50-acre master-planned affordable housing subdivision intended to provide approximately 320 new homes, evenly divided between multi-family rentals and single-family for-sale homes. Preliminary planning is complete, and required environmental review and pre-development studies are nearing completion.

#### **Puhi Master Planned Affordable Housing Subdivision**

The County's newest and largest master planned subdivision to date is just getting off the ground on Puhi, following the County's finalization of an agreement to acquire some 150 acres from Grove Farm. It is estimated that this project will provide north of 600 future affordable homes for the residents of Kaua'i.

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### **Puhi Master Planned Affordable Housing Subdivision**

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### **Operational Assistance**

Administered \$12 million a year in federal rental assistance to more than 800 families on Kaua'i through the Housing Choice Voucher Program (Section 8).

Distributed \$2 million in grants to 100 Kaua'i households to fund the conversion of cesspools to septic systems in 2025, with another \$1 million coming in 2026.

Provided \$1 million in Grants to Kaua'i based nonprofits working to provide critical assistance to homeless residents.

Granted \$750,000 a year to Kaua'i Nonprofits, such as YWCA and Child and Family Services, for community development activities to build stronger and more resilient communities through the Community Development Block Grant Program.

Administered \$10s of millions in rental assistance to more than 2,000 households on Kaua'i during the covid-19 pandemic and its aftermath, and provided mortgage assistance to just over 100 households during the same time.

### Department of Liquor Control

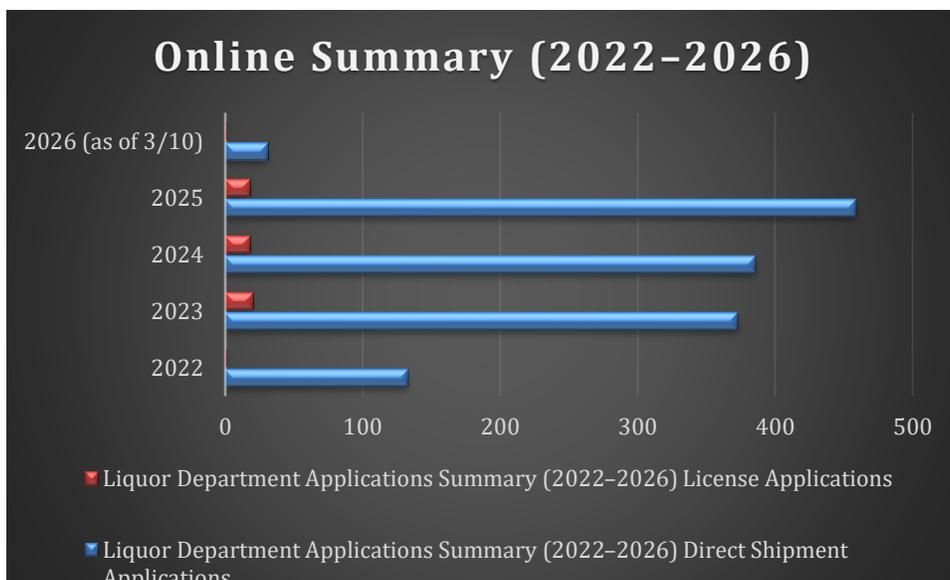
#### Online Services

The Department of Liquor Control first introduced online services in 2022 offering license-related tasks, such as filling out forms, paying fees, and accessing applications. Our online system is now commonly used to process liquor license applications and exams.

During the past two years, users have continued to adapt to our online systems, making it easier to stay connected with the Liquor Department and access services online at any time.

#### Liquor Department Applications Summary (2022-2026)

Year	Direct Shipment Applications	License Applications
2022	133	1
2023	373	20
2024	386	18
2025	459	18
2026(as of 3/10)	31	1



**Observations:**

- Direct Shipment Applications have grown steadily from 133 in 2022 to 459 in 2025. The 2026 numbers are low so far since the year is only partially complete.
- License Applications spiked in 2023 with 20 applications but have remained relatively stable in subsequent years (18 in 2024–2025, 1 so far in 2026).
- The data shows a strong trend towards direct shipment requests, while license applications remain stable.
- This summary reinforces the importance of maintaining robust online systems for processing direct shipment and license requests efficiently.

**Office of the Mayor****Pi'ikoi Youth Center Improvements**

The County invested \$7.5 million in the Pi'ikoi Youth Center to create a safe, engaging space for Kaua'i's youth. Construction began in July 2024 and is expected to be operational by Summer 2026. The scope of the American Rescue Plan Act (ARPA)-funded project includes renovating the 25,000-square-foot area that had been dormant for over a decade. The vision for this space is to provide childcare and early childhood education along with youth programs, including the Kaua'i Police Activities League.

**Grant-in-Aid Program Expansion**

The Mayor's Office expanded its office's Grant-in-Aid program to strengthen support for community-based organizations serving Kaua'i residents. In Fiscal Year 2026, the program budget for the Mayor's Office increased to \$200,000, doubling our annual giving capacity. These grants help nonprofit partners deliver critical services that support families, cultural programs, and community initiatives across the island.

**Office of the Mayor – Office of Boards and Commissions****Training**

The Office of Boards and Commissions developed a one-to-two-hour general orientation class for all volunteers provided individually at their convenience, replacing the once annual orientation class. The Office has trained over 100 volunteers during the past eight years. Additionally, all volunteers are provided with a digital resource manual including the County Charter, Code of Ethics, Commission/Board rules, Sunshine Law, and Uniform Information Practice Act. Some volunteers are also provided with specific department training, for example, on the General Plan for the Planning Commission.

**Website**

In June 2023, the Office of Boards and Commissions refreshed and standardized its homepage and 18 webpages for each of the Boards and Commissions.

**Forms**

57% of all forms were converted to user friendly fillable forms that can be electronically submitted upon completion to the Office of Boards and Commissions.

### Facilities

Disposed and/or converted 18 file cabinets and over 100 file boxes of paper to digital files.

In 2020, the Office of Boards and Commission was moved to a new location. The work associated with this move was accomplished internally including the cleaning, painting, pest removal, and air duct cleaning. The only expense incurred was for moving the refrigerator, two desks and ten file cabinets.

In May 2023, due to potential threats, a safety and security assessment was performed, and several measures were implemented including internal and external camera systems.

The Office of Boards and Commission is also responsible for the Mo'ikeha Conference Room. On June 18, 2023, the Engineering and Building Division was flooded, and the Conference Room was used as storage and sustained significant damage due to mildew and mold. Over the course of a month, the conference room was refreshed with new paint, carpet and air duct cleaning so all the Commissions could resume their meetings.

### Hiring

Six of the 14 boards and commissions are responsible for the hiring, firing and performance evaluation of the department heads. These include:

- Board of Water, Manager & Chief Engineer
- Civil Service Commission, Director of Human Resources
- Fire Commission, Fire Chief
- Liquor Control Commission, Director of Liquor Control
- Planning Commission, Director of Planning
- Police Commission, Chief of Police

Working with the Human Resources Department, the Office of Boards and Commission directly provided the necessary administrative support for the hiring of six department heads including drafting job descriptions, job advertisements, hiring procedures, scoring criteria, essay questions, and interview questions. Additionally, the Office assists with drafting evaluation forms, evaluation reports, and goals and objectives.

### Commission Accomplishments

The Office of Boards and Commissions provides the necessary administrative support for 14 boards and commissions and three advisory committees. This support allows the boards and commissions to fulfill their duties. A summary of activities from June 2019 – July 2025:

Office of Boards and Commissions: Recruited 108 volunteer Board/Committee members or Commissioners and 85 reappointments. Reinstated the Board of Appeals and the Cost Control Commission. Enacted the Elections Advisory Committee per newly adopted

State Law. During COVID, staffed KEMA's modified quarantine request office seven days a week including holidays with two shifts a day for ten months.

Arborist Advisory Committee: One exceptional tree recommendation adopted by the County Council.

Board of Ethics: Issued 13 Advisory Opinions, received and/or investigated nine complaints. Successfully proposed a Charter amendment expanding the number of county employees required to file financial disclosures.

Board of Review: Heard 2,491 real property tax appeals. Submitted annual report of recommendations to the County Council.

Charter: Submitted 15 charter amendment ballot questions to the votes; 14 were adopted. Successfully worked with a student proposal on a Charter amendment that was ultimately adopted enabling students to be a member of any Board, Commission or Committee, becoming the first county in the State to do so.

Civil Service Commission: Received and/or conducted hearings on ten appeals.

Committee on the Status of Women: Conducted 33 awareness and information events.

Contested Cases: Received and/or conducted hearings on 58 cases.

Cost Control Commission: Submitted annual reports to the County Council. Successfully proposed a Charter amendment enabling the Cost Control Commission to include expenditure recommendations as it relates to future saving or increasing efficiencies.

Liquor Control Commission: Annually issues approximately 232 licenses.

Police Commission: Received and/or investigated 60 complaints. Successfully proposed two Charter amendments; one increasing the minimum requirements for a Police Chief and the second clarifying the period of time to conduct complaint investigations.

Salary Commission: Submitted four Salary Resolutions; two of the resolutions included multiple years. Successfully proposed a Charter amendment enabling the Salary Commission to authorize salary increases.

## Department of Parks and Recreation

### Vidinha Stadium upgrades

The Vidinha Stadium Improvements Project's Phase I scope includes installing a synthetic football field, replacing the synthetic track, and replacing the scoreboard with a videoboard.

These enhancements will put Kauaʻi on par with many of the high schools on Oʻahu and the outer islands and give Kauaʻi’s youth the same advantages that DOE schools across the state enjoy. The cost of Phase 1 of the project is \$12.2 million.

Construction of Phase 1 will be completed in December of 2025. The upgrades will allow for state track meets to be held on Kauaʻi as it has been designed to required standards. The synthetic field will allow for year-round play and no longer require watering, fertilizing, or use of pesticides.

Phase 2 of the project is currently in design. It includes repair of the bleachers, replacement of the press box, American Disabilities Act (ADA) upgrades to meet current requirements, advanced field lighting systems, remodeling of the locker rooms, offices, restrooms, and concession booths. Phase 2 also includes paving and ADA upgrades to pedestrian walkways and new perimeter fencing. Phase 2 of the project is anticipated to start in the fall of 2025.

### **Kauaʻi War Memorial Convention Hall Improvements**

The Kauaʻi War Memorial Convention Hall, the island’s largest indoor gathering space since 1964, is undergoing improvements to modernize the facility and extend its lifespan. The project, currently in the design phase, will include a full roof replacement and upgrades to essential mechanical systems such as HVAC and plumbing. Additionally, the project will address the convention hall’s structural glulam beams in the auditorium to ensure safety and functionality.

Construction is expected to begin in mid-2026, with an estimated budget of \$7.5 million. Once completed, these upgrades will improve the facility’s ability to serve the community—whether for cultural events, public gatherings, or emergency response efforts—ensuring that KWMCH remains a vital resource for generations to come.

### **Waimea 400 Parks Project**

Based on community feedback, Parks & Recreation was allocated a portion of the Waimea 400 property. This project could include a full track and field stadium facility, open space with a children’s play area, and a designated space for events and various markets featuring an outdoor amphitheater. Additionally, trails and paths that encompass a multi-use path connecting Kekaha and Waimea towns, a BMX-style bike track, and an equestrian trail could be added based on community feedback.

### **Skate Parks**

Skateparks are planned for Hanapēpē Town Park and Nāwiliwili Park. Both sites are currently under contract for permitting and design. Hanapēpē Town Park construction is expected to start in September 2025. Nāwiliwili Park will be in permitting and design for another year to complete the necessary SMA, cultural, and environmental requirements and permitting.

### **Park Facilities Maintenance and Modernization**

The Department continues to prioritize upgrades and maintenance across county parks and recreational areas using GIS technology. Requests for FY26 include new power tools and five

additional work trucks to support park facilities, and fiscal maintenance teams. These resources will improve the upkeep of park grounds and ensure public spaces remain clean, safe, and accessible.

### **Comfort Station Replacements**

Improving our parks has always been one of our top priorities, with the comfort stations at Lucy Wright and Hanapēpē Town parks completed in May 2025.

### **Hanapēpē Stadium Improvements**

The completion of the new food booth/restroom facility greatly enhanced the functionality of the Hanapēpē Stadium, servicing both sporting events within the stadium grounds as well as the entire area complex of the of sports fields. Phase II of the project is well underway and will include rebuilding the tennis courts, which includes providing more pickleball courts, locker room renovations, new stadium lighting, and scoreboard.

### **Waimea ADA Improvements**

We invested approximately \$2.7 million in ADA improvements in Waimea, with construction anticipated to be complete by summer of 2025. Items to complete are electrical upgrades to the facilities and field lighting.

### **Play Court Rebuild**

In FY25 and FY26 five Parks had their play courts rebuilt. These included both basket and tennis courts at each location. These parks included Brian J. Baptiste Sports Complex, Wailua Homesteads Park, Wailua Houselots Park, Puhi Park and Waimea (Cook Field) Park. Design Plans are complete for another six locations and are projected to be completed next FY. These include Hanapēpē Stadium Complex, Hanapēpē Cliffside Park, Hanapēpē Heights Park, Pua Loke Park, Kapahi Park and Anahola Village Park.

### **Recreational Programs**

DOPR's youth programs continue to grow and provide necessary services to the community. Every year our seasonal youth programs service close to 700 kids between Summer, Winter and Spring Break. In addition, the County's Basketball League is the largest youth league on the island. There are over 20 teams and 280 kids who participate in the Mini-Jr Hoopster League, and 33 teams and 300 kids who participate in the Spring Basketball League.

The County hosts the annual Summer Youth Golf Program at the Wailua Golf Course where 60 participants a year learn basic skills and grow a love for the sport at one of the best municipal golf courses in the Country.

### **Community Safety and Houselessness Coordination**

The Department is collaborating with local agencies to improve safety and address the impact of homelessness on parks. This includes increased enforcement of park rules and policies, and support for community partners. The goal is to ensure parks are safe and welcoming for all users.

### Morgan's Ponds Breakwater (Lydgate Park)

The planning and design process is ongoing for this project. \$449,300 is allocated for a long-term maintenance plan for the Lydgate (Morgan) Ponds breakwall. The goal is to create a sustainable repair program for the breakwater when damage occurs from large debris brought by heavy rainstorms and high surf. This debris carries trees and branches from the Wailua River to the ocean, collecting at Lydgate Beach Park and damaging the breakwater at Morgan's Ponds.

### Completed Projects During Mayor Kawakami's Administration

**FY20** saw the completion of several significant improvements across Kaua'i's parks. The Waimea Pool underwent a full renovation, and Salt Pond Beach Park's effluent system was converted from septic to sewer. Playgrounds were replaced at Peter Rayno Park, Kapahi Park, Wailua Houselots Park, and Kamalani, which also received a new playground surface installation. Following flood damage, Black Pot Beach Park was reopened after renovations to the park itself, its parking lot, and boat ramp. Play courts, including tennis and basketball, were added at Kalawai Park, and the Hā'ena Beach Park parking lot was completed.

**FY21** brought the hardening and re-roofing of the Kalāheo Gym, construction of the Spouting Horn Vendor Booth, and baseball and track improvements at Captain Cook Memorial Park.

**FY22** included the replacement of the septic system at Hanalei Pavilion Beach Park, various improvements to the Brian J. Baptiste Sports Complex including football stadium upgrades, and the creation of the Lydgate Park Inclusive Playground. The Kaua'i Seabird Habitat Conservation Plan was completed, and playgrounds were replaced at Hanapēpē Cliffside and Hanapēpē Heights.

**FY23** featured the rebuild of the Anne Knudsen Park playcourt for tennis and pickleball, improvements to Laukona Park, and an expansion of the Kaua'i Veterans Cemetery. Playgrounds were also replaced at 'Ele'ele Nani, Kekaha Neighborhood Center, Wailua Homesteads, and 'Ōma'ō Park.

**FY24** included the re-alignment of the Ke Ala Hele Makalae multi-use path, improvements to the Kapa'a Swimming Pool, and playground replacement at Puhi Park.

**FY25** delivered the Hanapēpē Stadium Food Booth and Comfort Station, ADA improvements at Waimea Canyon, and play court rebuilds at Brian J. Baptiste, Wailua Houselots, Wailua Homesteads, and Puhi Park. KPAL Basketball Court Improvements were completed, along with Phase I of Vidinha Stadium encompassing the track, field, scoreboard, video board, and lighting. Full complex fencing was replaced at Brian J. Baptiste, and comfort stations were replaced at Hanapēpē Town Park and Lucy Wright Park. Playground replacements were also carried out this fiscal year.

**FY26** projects are either completed or on track for completion within the fiscal year. These include playground replacements at Hanamā'ulu Beach Park and Hanapēpē Town Park, and a new Inclusive Playground at Isenburg Park. Veterans Cemetery Improvements are underway,

along with Vidinha Stadium Phases II, III, and IV, and Phase II of Hanapēpē Stadium Improvements. The Hanapēpē Town Skate Park is slated for completion, as are ADA improvements at Kekaha Faye Park and an extensive play court rebuild program covering Kekaha Faye Park, Waimea Athletic Field, Kaumakani, Hanapēpē Town, and Hanapēpē Stadium with additional courts at Hanapēpē Cliffside, Hanapēpē Heights, Pua Loke, Kapahi, and Anahola Village depending on cost. Additional FY26 completions include lighting for the Līhu'e Ball Field Main Diamond, cart path rebuilding and clubhouse roof replacement at Wailua Golf Course, hardening and renovation of the Kīlauea Gym and Neighborhood Center, and development of the KPAL Sports Complex.

## Planning Department

### Kaua'i Climate Adaptation and Action Plan (KCAAP)

The KCAAP was adopted in January 2026 and provides a strategic framework for adapting County infrastructure, services, and facilities to climate impacts such as sea level rise, drought, and flooding, while also reducing greenhouse gas (GHG) emissions to meet County climate targets. Led by the County's Resiliency Team and consultant Raimi + Associates, the KCAAP builds on the General Plan's climate adaptation policies and evaluates hazard impacts on communities and County operations.

Since project launch, the project team conducted technical analysis, convened a Technical Advisory Group, and conducted multiple open house and workshop events to obtain input. In the recent fiscal year, staff finalized over 70 overarching strategies and developed over 15 detailed work plans for County departments and agencies. These efforts culminated in an administrative draft which underwent a countywide review process. The department also hosted five open house events and carried out a public survey to gather public input on the public draft.

### Sea Level Rise Construction Regulations

Bill No. 2879 was passed unanimously by the Kaua'i County Council on Oct. 5, 2022, and signed by Mayor on Oct. 14, 2022. It amends construction design standards to incorporate sea level rise impacts – making Kaua'i one of the first counties in the nation to enact regulation based on sea level rise modeling projections. This was a partnered effort between the Planning Department and the University of Hawai'i at Mānoa Climate Resilience Collaborative.

### TVR Enforcement

Our Memorandum of Understanding (MOU) with Airbnb, VRBO, Expedia, and other third-party platforms is focused on marketing only legitimately allowed units. We are the first county in the state of Hawai'i to address the illegal transient vacation rental market in over a decade. Additionally, we are the first county in the nation to successfully negotiate a voluntary agreement with Airbnb and VRBO to collaborate with the county and exclusively promote

legal TVRs. In 2017, an estimated 1,500 illegal vacation rentals existed outside of the VDA on Kauaʻi. Today, that number has dropped to fewer than 50.

### **East Kauaʻi Community and Circulation Plan Project (EKCCP)**

The EKCCP is a project to update the 1974 Wailua–Kapaʻa Development Plan with a long-range land use and transportation plan for the entire East Kauaʻi Planning District. The plan will produce detailed town plans for Wailua, Kapaʻa, Kapahi, and Anahola addressing housing, land use, circulation, historic preservation, civic space, and infill development.

The department launched the public process with in-person and virtual open houses, conducting a community survey, and convening a Community Working Group. In October 2024, a multi-day design charrette was held, focused on the communities of Wailua-Waipouli and Kapaʻa-Kapahi. A public workshop series covering housing, transportation, and hazards resiliency was held Summer 2025, along with multiple landowner stakeholder meetings. A Youth Council was also established to develop a shared vision for the region and ensure multigenerational input. Additionally, a special walk audit with participants from Easter Seals and the broader disability community was conducted in Kapaʻa Town. The department is preparing a public draft for release in May 2026.

### **Building Back Better: Pre-Disaster Recovery Authority and Structure for the County of Kauaʻi**

The Build Back Better project will develop a process for enhancing County recovery functions after a catastrophic natural disaster and examine post-disaster redevelopment scenarios in a selected community. Project recommendations will be incorporated into updates to community development plans. The project is managed by UH Sea Grant and KEMA and funded by NOAA Sea Grant and the NOAA Disaster Preparedness Program. County Council approved the Resolution Adopting the County of Kauaʻi Pre-Disaster Recovery Framework in September 2025.

### **West Kauaʻi Community Plan (WKCP)**

The West Kauaʻi Community Plan (WKCP) was adopted in 2020 and guides the long-term development, growth, and maintenance of communities in the West Kauaʻi region. It updated the Waimea-Kekaha and Hanapēpē-ʻEleʻele development plans from the 1970s. The WKCP consists of area-wide and town-specific goals, policies, and implementation actions on land use; town character; circulation; public services and facilities; health and safety; and hazard mitigation. The WKCP guides the development and planning of County infrastructure for the region. Elements of the plan include:

- A focus on strengthening town cores and preserving the historic form and character of the buildings.
- Supports infill housing development with buildings that are at scaled for West Kauaʻi’s small towns.
- Plans for sea level rise using the best available science and identifies neighborhoods vulnerable to SLR in the land use map.
- “Safe routes” in all towns to promote multimodal transportation.

### Plantation Camp Form-Based Code

The West Kauaʻi Plantation Camp Form-Based Code (FBC) guides development in a manner consistent with the goals of the West Kauaʻi Community Plan and County of Kauaʻi General Plan. This Form-Based Code provides a regulatory framework to maintain the plantation camps of Kaumakani Avenue and Kaumakani Village. The code is guided by policy which supports preservation of the historic camps while also allowing limited infill development and housing expansion. The intent is that Plantation Camps should remain compact and walkable with well-defined borders and small cottages, surrounded by working agricultural fields and activity. The ordinance establishes Special Planning Area “O” (SPA-O), “Kaumakani Plantation Camp Walkable Mixed-Use District,” in the West Kauaʻi Planning District. Ordinance 1138 was adopted in November 2022.

### National Awards

- 2019 National American Planning Association (APA) Daniel Burnham Award – General Plan
- 2023 National American Planning Association (APA) Resilience and Sustainability Award – Sea Level Rise Constraint District
- 2024 Environmental Systems Research Institute (ESRI) Special Achievement in GIS— Sea Level Rise Constraint District
- 2026 National Association of State Foresters, National Fire Protection Association, and the US Forest Service: Wildfire Mitigation Award – Kaaina Hull (I did not apply for this; this came out of left field)

### State Awards

- 2018 APA Hawaii Chapter Outstanding Planning— Kauaʻi County General Plan
- 2021 APA Hawaii Chapter Outstanding Planning— West Kauaʻi Community Plan
- 2024 APA Hawaii Chapter Best Practice Award— Sea Level Rise Constraint District

## Kauaʻi Police Department

### Infrastructure / Facilities, Completed

Waimea Substation Relocation was completed in FY22, improving operational access and service coverage for West Kauaʻi.

Training Facility Relocation to Nāwiliwili was completed in FY22, providing a more functional and centralized space for officer training and professional development.

Kapaʻa Armory Renovation was completed in FY23, modernizing the facility to better support departmental operations and community use.

INET Fiber Installation at the Waimea Substation was completed in FY23, strengthening connectivity, communications reliability, and data capacity.

Outdoor Firing Range Improvements at Kīpū were completed in FY25, enhancing officer training capabilities and safety standards.

Facility Expansion and Parking Improvements, including the addition of a second prefabricated structure, were completed in FY25 to accommodate staffing growth and operational needs.

### **Technology & Equipment Implementations, Completed**

Rapid DNA System Implementation was completed in FY19, allowing for faster forensic identification and investigative turnaround times.

Raman/FTIR Drug Scanner acquisition through a Coverdell Grant was completed in FY19, improving on-site narcotics identification.

3D Scene Scanner implementation through a federal grant was completed in FY20, enhancing crime scene documentation and reconstruction capabilities.

Radio Encryption “Go Live” was completed in FY23, strengthening secure communications and officer safety.

Holding Facility CCTV Upgrades were completed in FY22, improving monitoring, transparency, and facility security.

DocuSign JPDC Packet Implementation was completed in FY22, modernizing documentation workflows and reducing administrative processing time.

MILO Shooting Range Installation was completed in FY25, expanding scenario-based training opportunities.

Axon Body-Worn Camera 4 and TASER 10 upgrades were completed in FY25, modernizing frontline equipment and enhancing accountability and safety.

Axon Training Pod Virtual Reality Training Unit was completed in FY25, providing immersive, real-world simulation training for officers.

### **Fleet & Equipment Modernization, Completed**

A 6-Year Fleet Replacement Plan was initiated in FY23 to systematically modernize patrol and specialty vehicles.

Delivery of 15 Silverado Police Pursuit Vehicles was completed in FY25, strengthening frontline patrol capacity and reliability.

### **Crime Reduction & Special Initiatives, Completed**

Project Kaiakea Barriers was initiated in FY21 and concluded in FY22, addressing public safety concerns through strategic infrastructure placement.

Anahola Cleanup 19 Project was completed in FY20, restoring impacted areas and improving community safety conditions.

Police, Pastors & Platters, launched during COVID-19 and completed in FY20, provided meals and strengthened community relationships during a time of crisis.

Coffee with a Cop, conducted from FY20 through FY22 and continuing periodically, fosters open dialogue and trust between officers and residents.

Citizens Police Academy was launched in FY19 and continues to strengthen public understanding of law enforcement operations.

Youth Investigation & Forensic Science Camp was implemented in FY22, introducing students to investigative and forensic career pathways.

### **Organizational Changes, Completed**

The Public Information Officer position was created in FY20, strengthening communication and transparency with the public.

A Two-Bureau Reorganization Pilot was implemented in FY24 and extended into FY25 for evaluation, improving command structure and operational efficiency.

The 12-Hour Patrol Shift Implementation was completed in FY25, increasing patrol coverage and enabling promotions and reallocation into specialized units.

Promotions and staffing reallocations into specialized units were completed in FY25 as a direct result of operational restructuring.

### **Wellness & Internal Support, Completed**

The CORDICO Wellness App was implemented in FY21 to expand mental health, peer support, and resiliency resources for officers and staff.

The Peer Support Team and Police Chaplaincy Program continue as ongoing initiatives, reinforcing internal wellness and emotional support systems.

### **Youth & Community Programs, Ongoing**

Kaua'i Police Activities League continues expanding from FY19 through FY25, providing mentorship, athletics, and positive youth engagement opportunities.

The KPAL Technology & Activities Center broke ground in FY25 and remains under construction, representing a major investment in youth programming infrastructure.

Junior Police Academy, launched in FY21 and continuing in FY25, introduces youth to leadership and public safety careers.

DARE programs led by School Resource Officers remain ongoing, focusing on prevention and positive student engagement.

Touch-a-Truck Events, started in 2022, continue as community outreach initiatives connecting families with public safety personnel.

### **Investigative & Enforcement Initiatives, Ongoing**

The Sexual Assault Kit Initiative remains ongoing, ensuring timely testing and processing of kits to strengthen investigations and support victims.

Vice Drug Interdiction Operations continue as part of proactive enforcement efforts.

Participation in the Hawai'i Inter-Island Bomb Squad strengthens regional collaboration and emergency response readiness.

Standby Detective, Criminalist, and Evidence Custodian Programs remain active to ensure investigative continuity and case integrity.

Traffic Enforcement Grant Projects targeting OVUII, speeding, and seatbelt violations continue to improve roadway safety.

### **In Development or Expansion Phases**

Crime Scene and Lab Accreditation Efforts are currently in development to formalize best practices and elevate professional standards.

The KPAL Technology & Activities Center remains under development following its FY25 groundbreaking.

Evidence Storage Modernization, including a 10-bay, 30-vehicle lift system expansion planned in FY25, is in the expansion phase to improve secure storage capacity and operational efficiency.

### **KPAL Sports Complex**

Construction of the KPAL Sports Complex is currently underway and is anticipated to be completed in May 2026. This \$2.9 million project will feature three dedicated program spaces to support KPAL activities, including fitness programs, wrestling and jiu-jitsu training, and boxing.

KPAL, the Kaua'i Police Activities League, serves as the Kaua'i Police Department's primary youth outreach and mentorship program, engaging thousands of youths across the island through positive recreational, educational, and mentorship opportunities.

The new facility will replace KPAL's former boxing gym at Vidinha Stadium and will provide expanded space to support the continued growth of the program and its impact on Kaua'i's youth.

### **Office of the Prosecuting Attorney**

#### **Life's Choices Substance Use and Mental Health Grants**

The Office of the Prosecuting Attorney awarded \$1 million to nonprofits for youth programs, mental health services, and substance abuse treatment. Programs include after-school enrichment, counseling access, and new clinics. This effort expands care across communities and strengthens families.

### **E Ho'i I Ka Piko Reentry Program**

Supported by a \$1 million federal grant, this program assists formerly incarcerated individuals—especially Native Hawaiians—with reentry. It connects participants to behavioral health services and community support. This initiative builds on the County's commitment to restorative justice and reducing recidivism.

## **Department of Public Works**

### **Islandwide Road Resurfacing Program**

During this administration, the County has resurfaced 255 lane miles, with an additional 40 lane miles currently scheduled. This work was prioritized to address roads that had reached poor-to-critical condition and to return the program to a routine maintenance cycle focused on mill-and-fill resurfacing.

Most of the poor-to-critical backlog has now been addressed. Remaining segments are either already contracted, encumbered, and scheduled for paving, or they are being sequenced behind work by other agencies that will require trenching or pavement cuts. In those cases, the County is timing resurfacing so we do not place a new surface only to have it cut shortly afterward. Once that utility or agency work is complete, those road sections will be repaved.

Completed investment during this administration totals more than \$67 million, with an additional \$19 million under contract. To increase delivery capacity, the County shifted to multiple paving contracts to support three paving crews working simultaneously. Bid packages were also structured by region—West, East, and North—so work can proceed in parallel.

The County also moved away from relying on an outdated predictive software list to a base yard-driven approach. This includes regular coordination with base yard managers in Hanapēpē, Kapa'a, and Hanalei to identify where patching resources were being used most heavily and to prioritize resurfacing those roads. This allows base yards to redirect resources away from constant patching and toward other maintenance needs.

While the program has faced delays due to aggregate and oil shortages, asphalt plant relocation, and weather, the multi-crew, multi-contract approach has increased overall delivery capacity. The program is now positioned to maintain roads earlier in their lifecycle, with the goal of keeping roads from reaching poor-to-critical condition by resurfacing them before they fail.

### **Automotive Maintenance Modernization**

The Automotive Maintenance Division is modernizing its work order and inventory systems to better serve fleet needs. Efforts include Information Technology (IT) integration, mechanic training, and expanded capacity to support inter-agency coordination. These updates will reduce downtime and improve equipment management.

### Engineering Division

PROJECT	START	COST	COUNTY SHARE	DURATION
Olohena Road Improvements	7/1/2023	\$15,275,000	\$3,055,000	34 months
Puhi Road Rehabilitation, Phase 2	12/1/2023	\$8,200,000	\$1,640,000	30 months
'Aliomanu Road Stabilization	12/1/2023	\$3,000,000	\$3,000,000	Project Complete
Hanapēpē Bridge Repair	7/22/2024	\$3,101,600	\$620,000	Project Complete
Anahola Temporary Bridge	9/1/2025	\$350,000	\$350,000	7 months
Kōloa Bridge Repair	3/1/2025	\$1,000,000	\$1,000,000	Project Complete
Moi Road Sidewalk	9/1/2026	\$375,000	\$375,000	4 months
'Ākulikuli Bridge Repairs	10/1/2026	\$800,000	\$800,000	4 months
Kawaihau Road Bridge #3 Repairs	7/1/2026	\$1,200,000	\$1,200,000	4 months
Kīlauea Road and Kolo Road Resurfacing and Multimodal Access	8/1/2026	\$16,000,000	\$3,200,000	14 months
Kīpū Bridge Repair	6/1/2025	\$1,800,000	\$1,800,000	11 months
Niumalu Bridge Permanent Replacement	8/1/2026	\$2,700,000	\$2,700,000	8 months
Po'ipū Road Safety and Mobility Project	10/15/2025	\$64,000,000	\$12,800,000	27 months
Hanapēpē Road Resurfacing	11/1/2025	\$4,000,000	\$800,000	14 months
Anahola Bridge Permanent Replacement	6/1/2027	\$3,000,000	\$3,000,000	8 months
(New) - Niumalu Temporary Bridge Replacement	6/1/2025	\$500,000	\$500,000	9 months
Ala Nāmāhana Parkway Extension (partnering with Housing Agency)	2028	\$24,000,000	\$4,800,000	TBD

'Anini Bridge #2 Replacement	2029	\$3,500,000	\$700,000	TBD
Haleko Road (Route 5040) Improvements	2028	\$5,600,000	\$1,120,000	TBD
Kamalu Road (Route 581) Improvements	2029	\$8,000,000	\$1,600,000	TBD
Kawaihau Road (Route 5860) Improvements	2028	\$11,000,000	\$2,200,000	TBD
Kekaha Road and Akialoa Road (Route 551) Improvements	2028	\$9,000,000	\$1,800,000	TBD
Kukui Street and Olohena Road (RTE 581) Improvements	2028	\$4,500,000	\$900,000	TBD
Maluhia Road (Route 520) Bridge and Drainage Safety Project	2029	\$3,000,000	\$600,000	TBD
Moi Road (Route 543) Resurfacing and Sidewalks	2029	\$4,000,000	\$800,000	TBD
Waimea to Kekaha Shared Use Path	2028	\$4,500,000	\$900,000	TBD
Lydgate Kapa'a Path Phase C	3/1/2022	\$2,700,000	\$0	Project Complete
Lydgate Kapa'a Path Phase D	9/1/2022	\$2,400,000	\$0	42 months
Kalāheo Safe Routes to School	2027	\$2,000,000	\$0	TBD
'Ōpaeka'a Bridge Replacement	1/16/2020	\$5,700,000	\$1,140,000	Project Complete

### RAISE Grant

In 2022, Kaua'i was awarded \$24.8 million in RAISE Grant funding to construct 3.3 miles of roadway improvements on Po'ipū Road, from Kōloa to Po'ipū. This project will provide multimodal access for communities through enhanced transit walking and bicycling infrastructure. Three roundabouts, bicycle lanes, sidewalks, pedestrian crossings, bus stops,

landscaped medians, resurfaced roadway, and drainage improvements are all included in the project. Construction officially began in October 2025.

### **Major Bridge and Road Rehabilitation Projects**

Public Works is executing over a dozen major projects, including Po'ipū Road (\$64M), Kīlauea-Kōloa Road Resurfacing (\$16M), and Puhi Road Phase 2 (\$8.2M). Projects span bridge replacements, sidewalk installations, and slope stabilization. These investments improve safety, multimodal access, and road durability across the island.

### **Waimea River Flood Control Project**

In June 2024, US Army Corp of Engineers, in partnership with the County of Kaua'i, initiated a feasibility study under Section 216 of the Flood Control Act of 1970 to evaluate potential modifications to the existing flood control project. This study aims to assess structural, non-structural, and nature-based measures to manage flood risk for Waimea residents. The project currently protects approximately 614 homes and commercial buildings from periodic flooding. The study received \$500,000 federal funds in FY24 under the Consolidated Appropriations Act of 2024 (PL 118-42) and \$1.5 million non-federal funds. On March 6, 2025, the first public meeting of the study was initiated.

### **Solid Waste Division**

The County continues to achieve one of the highest diversion rates in the Country for a community our size with 43% of the waste generated on island being kept out of the landfill. Every year about 30 thousand tons of organic material is converted into useful material for our farmers. Over 17 thousand tons of plastics, scrap metal, concrete, and asphalt are recycled into new material; monthly the residents of Kaua'i contribute 12,000 pounds or more of reusable clothes and other items for reuse on other islands. To reduce the impact plastics have on our environment, disposable plastics were banned at all County facilities in 2021 including parks and neighborhood centers. This initiative was followed by a polystyrene foam food containers ban in 2022 further reducing the threat of plastics entering our environment and food stream.

### **Landfill Vertical Expansion and Site Search**

The Kekaha Landfill Lateral Expansion, which included Cells 2A and 2B, was completed in 2019 and added approximately eight years of capacity. Kekaha Landfill Phase II will expand vertically to 170 feet in 2026, extending the permitted capacity through 2030. An Environmental Impact Statement process is underway to further expand over the Makai Phase I area, also known as Cell 3. This vertical expansion will extend the Kekaha Landfill's available airspace until a new landfill is constructed. Additionally, the County is re-evaluating the site selection process for a new landfill, including the potential for a central landfill in Līhu'e at the proposed Ma'alo Landfill site, while addressing critical aviation safety requirements necessary to move forward with that location.

### **RTS Water Quality Improvements**

A \$36.2 million project will upgrade Refuse Transfer Stations (RTS) in Līhu‘e, Kapa‘a, Hanalei, and Hanapēpē to improve stormwater and leachate management and comply with state and federal stormwater discharge standards. The majority of renovations at the Līhu‘e and Kapa‘a RTS facilities were completed in March 2026, and both sites have reopened. The Hanalei and Hanapēpē facilities are expected to go out to bid for construction later this fiscal year. This work is supported by a loan from the State Revolving Fund.

### **Public Education and Outreach Expansion**

A new Information and Education Specialist has been hired to support public engagement related to waste diversion and infrastructure improvements. The role includes working with schools, businesses, and community groups to promote best practices and conduct outreach regarding landfill capacity challenges. This effort is especially important as the County’s solid waste systems undergo major upgrades across the island.

### **Wastewater Division**

#### **Līhu‘e Wastewater Treatment (WWTP) Facility Plan**

The Līhu‘e facility plan is a comprehensive condition assessment designed to identify any and all potential operational and asset liabilities (i.e., short-term, mid-term, and long-term repairs) required to ensure compliance with regulatory standards for WWTP facility and collection system improvements, addressing future flows for population growth and development needs. This study will also encompass the hydraulic modeling of our existing collection system and the engineering evaluation of various in-plant upgrades and modifications. These actions will help maintain the existing treatment and collection system while supporting future growth and sewer expansion potential in the service area.

#### **Wailua WWTP Tsunami Zone Relocation**

The County Wastewater Management Division has invested millions of dollars in CIP funds to address critical improvements to wastewater systems islandwide, including the Wailua Wastewater Treatment Plant, where overdue repairs are being completed to ensure regulatory compliance. The County has also begun actively evaluating sites to relocate the Wailua Wastewater Treatment Plant outside of the tsunami zone, recognizing that a project of this magnitude will take at least ten years to plan, permit, secure funding, and construct.

#### **Waimea WWTP R-1 Tank and Distribution System**

The Waimea WWTP R-1 Tank and Distribution System project included the construction of a 400,000-gallon storage tank, along with the installation of pumps and pressurized pipelines to store and distribute R-1 treated effluent for reuse in the surrounding area. The project cost approximately \$7.5 million.

#### **‘Ele‘ele Subdivision Sewer Collection System Rehabilitation**

The ‘Ele‘ele Subdivision Sewer Collection System was identified as needing rehabilitation due to clogging, structural deficiencies, high maintenance demands, and the age of the system. The

project included pipe replacement, repairs, cured-in-place pipe (CIPP) rehabilitation, and new installations to improve the reliability of the sewer network. The project cost approximately \$4.5 million.

### **Wailua WWTP Process, Electrical, and Disinfection Improvements, Phase II**

This project addresses immediate and necessary repairs at the Wailua Wastewater Treatment Plant to resolve process deficiencies and help restore the plant's 1.5 million gallons per day (MDG) design capacity. Improvements include upgrades to the electrical system to support more efficient 480-volt process equipment and enhancements to the disinfection system to improve effluent quality and protect the natural environment. The project was recently put out to bid, with contract award anticipated in the near future. Estimated construction cost is approximately \$25.5 million.

### **Multiple Sewage Pump Station (SPS) Improvements**

The County is advancing rehabilitation efforts at several sewer pump stations across the island. Rehabilitation of Wailua SPS No. 1 was recently completed at a cost of approximately \$2.5 million. Construction on Wailua SPS No. 3 is scheduled to begin in March 2026, with an anticipated cost of \$9 million. The County is also in the design phase for improvements to Wailua SPS No. 4 and No. 5, the 'Ele'ele Fire Station SPS, and the Captain Cook and Waimea Dairy SPS. Construction for each of these pump station rehabilitation projects is estimated at approximately \$8 million.

### **EPA – Closing America's Wastewater Access Gap (CAWAG) – County of Kaua'i Cesspool Conversion**

The EPA has provided No-cost technical assistance for an Island Wide Cesspool Conversion study for the island of Kaua'i. Carollo is the subconsultant on the project that has worked on the plan. The goal was to identify the best approach to addressing approximately 14,300 cesspools into groups to recommend connecting to existing wastewater systems, new decentralized system or individual wastewater system (IWS). The study has identified 37 dense groups throughout the island that were recommended for sewer expansion opportunities to existing sewer treatment facilities or private decentralized sewer systems. Potential cesspools to be connected to sewer or cluster system: 8,854 (60% of the total cesspools on Kaua'i). The study indicated that the costs for sewer system extension were between \$50k to \$800k per cesspool, over \$300k per cesspool for decentralized system, and about \$40,000 for IWS per cesspools with 90% running around \$70,000 per cesspool. The study has recognized that the biggest challenge is funding. The study is projected to be finalized this year.

### **Sewer Rates**

Bill 2874, enacted in 2022, increased sewer rates 11% per year over a five-year period alleviating reliance on the General Fund which is funded through island-wide Real Property Assessments. This increase will assist in financing the much-needed repairs and maintenance of our more than four-decade old sewer facilities.

## **Building Division**

### **Building Permit Streamlining**

In 2025, the County upgraded to ProjectDox 9.4 for more efficient electronic plan review. Additional hires and certifications are underway to meet increasing permit demand. Improvements support faster processing times and a more user-friendly experience for applicants.

## **Roads Division**

### **Ninini Point Cleaning Project**

The Department of Public works successfully coordinated a major cleanup effort at Ninini Point, working with multiple government agencies to restore and enhance the safety and appearance of the Līhuʻe Airport, ensuring a welcoming impression for visitors to Kauaʻi. Crews cleared nearly 100 acres of debris and vegetation, removed 205 derelict vehicles, thousands of tires, and over 100 truckloads of scrap metal and mixed waste. In addition, approximately 15,000 feet of access road was repaired, and multiple firebreaks were created to improve safety, emergency access, and long-term maintenance of the property.

### **Kaiakea Fire Station Property Cleaning Project**

The Department of Public works coordinated with multiple government agencies to complete the cleanup of the properties surrounding the Kaiakea Fire Station. Crews cleared approximately 25 acres of overgrown vegetation and illegal dumping, removing dozens of abandoned vehicles and 50 truckloads of scrap metal and mixed waste. Vegetation removal helped reduce the risk of brush fires near schools and surrounding communities.

### **Guardrail Repair and Replacement Various Locations**

The County improved roadway safety by replacing 6,710 linear feet of guardrail and 52 end treatments on county roads across the island. These upgrades help protect motorists in critical areas, with additional guardrail repairs on Maluhia Road and Kainahola Road scheduled to begin later this year.

### **Tree Removal and Trimming Various Locations**

The Department of Public Works partnered with KIUC and contractors to trim and remove hazardous trees and overgrown branches within county rights-of-way. This effort reduced the risk of fallen trees that can cause road closures, emergency callouts, and safety hazards for both motorists and county Road crews.

### **Jerves Street Līhuʻe Cleaning (behind McDonalds)**

The County completed a significant clearing effort along Jerves Street in Līhuʻe, removing about three acres of heavy vegetation, large trees, and truckloads of trash and debris. This work removed risks impacting nearby businesses, residents, roads, and powerlines while improving pedestrian safety and making the area more open and welcoming.

## Transportation Agency

### Short-Range Transit Planning & Service Enhancements

In 2018, the County completed and adopted a Short-Range Transit Plan to guide island-wide service adjustments and operational improvements. The plan recommended route realignments, extended service hours, increased weekend frequency, and modernization strategies to strengthen system performance. In early 2021, The Kaua'i Bus implemented changes based on this plan, adding later evening trips on key Mainline routes to improve coverage and efficiency.

### Fare System Modernization

Beginning in January 2025, The Kaua'i Bus launched a mobile ticketing app, allowing riders to purchase single-ride, day, monthly, and annual passes through their smartphones, supported by onboard validators to speed boarding. In May 2025, an Account-Based Ticketing system powered by Masabi's Justride platform introduced tap-and-ride functionality using the Hōlomua smartcard or mobile app, with automatic fare capping to ensure riders receive the best fare. By October 2025, Open Payments were rolled out, enabling contactless credit and debit card payments and mobile wallets directly on buses, completing the transition to a fully modernized, cash-reduced fare system with daily and monthly caps.

### Expanded Access & Hōlomua Card Promotion

In January 2026, to support expanded services and encourage adoption of the updated fare system, the agency distributed 100 no-cost Hōlomua Transit Cards preloaded with \$5. This initiative enhanced accessibility and introduced more riders to the benefits of account-based and contactless fare payment options.

### Electric Buses & New 900/950 Routes

In January 2026, The Kaua'i Bus began deploying Battery Electric Buses funded in part by the Federal Transit Administration's Low or No Emission Vehicle Program, marking a major advancement toward cleaner public transportation. New 900 and 950 routes were introduced, connecting Anahola to Waimea with service in both directions that includes stops at Līhu'e Airport. These investments align Kaua'i with broader statewide efforts to transition toward zero-emission bus fleets and reduce greenhouse gas emissions across island transit systems.

### Holo Card Statewide Integration

Development is underway for integration with the Holo Card statewide transit fare payment system led by the City and County of Honolulu. This effort will provide a unified digital fare option compatible across transit systems on O'ahu, Maui, Hawai'i Island, and Kaua'i, improving interoperability and convenience for riders traveling between counties.

### Kaua'i Bus Baseyard Expansion

The \$6.4 million Kaua'i Bus Baseyard Expansion project was initiated with a groundbreaking and blessing in late 2025 and is anticipated to begin construction in March 2026. The project will expand maintenance capacity from three to six bays, accommodate larger 35-foot electric

buses, and install power block chargers to support fleet electrification. Completion is expected in early 2027, strengthening long-term operational readiness.

### **Ongoing Fleet Electrification**

The continued deployment of Battery Electric Buses will extend beyond this administration as part of the County's long-term fleet transition strategy. This phased expansion supports environmental sustainability goals while modernizing public transit infrastructure for future generations.