



# **Office of the Mayor**

**Fiscal Year 2025 Annual Report**

**July 1, 2024 – June 30, 2025**

Derek S.K. Kawakami

Mayor

## OFFICE OF THE MAYOR

### **I. MISSION STATEMENT**

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

### **II. DEPARTMENT GOALS**

#### **Vision**

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

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

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

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

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

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

### **III. PROGRAM DESCRIPTION**

#### **A. Objectives**

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

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

B. Highlights

During the fiscal year 2024-2025, the Office of the Mayor continued to focus on the Administration's initial priorities from December 2018. These priorities include the guardianship of taking care of what we have, innovation through modernizing our systems and processes, and investing in our community.

**Our County of Kaua'i Departments demonstrated strong stewardship of financial, natural, physical, and human resources to protect public assets and ensure long-term sustainability, that is, taking care of what we have.**

The County Attorney's Office pursued responsible financial stewardship by proactively pursuing delinquent accounts receivable to protect public funds for wise future investment. The Litigation Division further reinforced this commitment by handling most cases in-house, substantially reducing the County's reliance on outside special counsel and representing a more efficient use of taxpayer resources.

The Emergency Management Agency secured significant grant funding during FY25, including \$680,000 through the FY 2024 Homeland Security Grant Program and \$150,000 through the Emergency Management Performance Grant. A partnership with the Department of Defense Innovative Readiness Training Program generated meaningful cost savings for Emergency Operations Plan updates and shelter facility assessments, while a related cybersecurity project leveraged military expertise that agency leadership described as "difficult if not impossible to replicate by other means regardless of cost." The agency also managed multiple complex funding streams efficiently, including FEMA Public Assistance Programs, CARES funding, and American Rescue Plan Act resources.

The Department of Human Resources achieved substantial financial efficiencies across several programs. The Part-time, Temporary, and Seasonal (PTS) Deferred Compensation Program saved the County \$82,131—a 14 percent increase over the prior year—while pre-tax benefit programs collectively reduced employees' taxable income by \$16,801,829 and saved the County \$1,102,366 in taxes. A medical incentive program, at a cost of \$410,324, generated estimated savings of between \$911,887 and \$2,928,312 in medical coverage costs. Operational savings were also realized through the transition to direct deposit for all employees, which eliminated check printing costs and freed up staff time, and through the expansion of ACH vendor payments, which now represent 24 of 36 payroll vendors. The department's free health care premium coverage benefit continues to demonstrate a commitment to employee retention and well-being.

The Kaua'i Fire Department maintained rigorous resource stewardship through its preventive maintenance program for vehicles and equipment, always ensuring readiness for emergency response. All trucks are equipped with AEDs, oxygen units, first aid kits,

and appropriate ocean rescue equipment. A dedicated Lead Fire Equipment Mechanic and Fire Equipment Mechanic provide consistent oversight of this resource care program.

The Housing Agency prioritized the preservation of existing affordable housing assets alongside the development of new units. The agency assisted in securing state and Low-Income Housing Tax Credit (LIHTC) funding for the rehabilitation of 80 aging rental units in Phases II and III of the Kalepa Village Workforce Housing Project. Two additional single family home acquisitions and rehabilitations expanded the island-wide pool of limited appreciation leasehold properties. The Kealaula supportive housing project continued its successful operation with all 30 units fully occupied since January 2021, and the agency completed conceptual redesign plans for the County's Emergency Homeless Shelter, which is nearly 40 years old.

The Department of Parks and Recreation sustained a broad-based stewardship program across the island's parks, recreational facilities, and natural resources. Major facility improvements were completed or advanced at the Kīlauea Neighborhood Center, Waimea Canyon Park, Hanalei Pavilion, and through island-wide security systems upgrades. At the Wailua Golf Course, the conversion from Bermuda to Seashore Paspalum turf improved playing conditions, while golf course pumps and motors were rebuilt and new maintenance equipment was added. The installation of synthetic turf at Vidinha Stadium significantly reduced water consumption and eliminated the need for pesticides and fertilizers. An upgraded irrigation control system further advanced water resource management at the golf course. The department's Adopt-A-Park and Stewardship Programs, carried out in partnership with individuals and nonprofits, provide an additional layer of environmental care across the island.

The Planning Department advanced the preservation of Kaua'i's unique cultural, historical, and environmental resources through multiple channels. The Kaua'i Historic Preservation Review Commission conducted four project reviews and 15 other reviews during the fiscal year. A Plantation Camp Form-Based Code ordinance was developed to maintain the unique historical character of Kaumakani's built environment. The department also enforced Special Management Area and shoreline setback rules and conducted environmental assessment and environmental impact statement reviews. Through the Public Access, Open Space, and Natural Resources Preservation Fund Commission, the department worked to protect open space island-wide, guided by a mission to preserve the rural island lifestyle and values for future generations.

The Office of Economic Development's(OED) Energy Program continued its work to reduce fossil fuel dependency through facility efficiency improvements and the transition to renewable-fueled fleets. The County is working toward a 100 percent renewable energy goal by 2045. Additionally, the office led extensive invasive species mitigation efforts, including work through the Rose-Ringed Parakeet Working Group, which removed approximately 6,000 birds, and Coconut Rhinoceros Beetle detection programs. Grants totaling over \$66,000 were secured for invasive species management. A County Cesspool Conversion Plan was advanced with EPA funding to protect water quality, and a Strategic Agriculture Economic Development Plan was developed to promote sustainable farming practices, integrated pest management, and agricultural education. The office also

secured an EPA Brownfields Assessment grant of \$300,000 and EECBG funding for EV infrastructure, efficiently managing multiple federal funding sources throughout the year.

The Agency on Elderly Affairs demonstrated strong resource management by coordinating a total budget of \$3,597,779 from multiple funding streams, including \$615,511 in federal Title III funds, \$507,032 in state Kupuna Care funding, \$2,328,909 in county general funds, a \$77,500 RSVP grant, and ARPA funding. RSVP volunteers contributed 24,318 hours of service valued at \$863,273, delivering significant community benefit at minimal direct cost. The AARP Tax-Aide Program generated \$275,314 in tax refunds for 479 individuals, and strategic partnerships with nine food distribution sites delivered 130,846 meals and grocery boxes to seniors across the island.

Within the Department of Public Works, the Engineering Division managed approximately \$100 million in active construction projects with a staff of three, completing 198 construction plan reviews at an average review time of 48 days. Bridge inspection programs, funded 80 percent federally and 20 percent by the County, ensured the ongoing safety and structural integrity of the County's bridge infrastructure.

The Roads Division focused on efficient use of division resources and maintained levees in compliance with Army Corps of Engineers guidelines.

The Solid Waste Division operated comprehensive recycling programs, diverting 8,429 tons of scrap metal, 14,715 tons of green waste, 136 tons of eWaste, 18,362 tires, and 19,054 gallons of used motor oil from the landfill. A household battery and CFL bulb recycling program was maintained at the Kaua'i Resource Center, and Waste Diversion Grants of \$15,345 for community composting and \$24,425.76 for #5 plastics upcycling were awarded. The division also advanced landfill planning, with Cell 3 expansion potentially providing 16 to 27 years of additional capacity.

The Wastewater Management Division maintained full regulatory compliance with all permits current and daily water quality monitoring in place. Treated effluent was reused as irrigation water at the Wailua, Līhu'e, and Waimea wastewater treatment plants, and a preventive equipment maintenance program was sustained throughout the year.

The Automotive Division implemented a preventive maintenance program across all County vehicles and equipment to reduce costly repairs, and administered a fleet management program covering all County equipment.

The Building Division improved efficiency in residential permitting, with average review times falling to 10.5 days, down from 11.1 days in FY24.

**Our County of Kaua'i Departments modernized our systems and processes by embracing technology, process redesign, and forward-thinking approaches to improve efficiency, service delivery, and resilience.**

The County Attorney's Office advanced innovation through two complementary initiatives. They focused on continually improving customer service by periodically reviewing internal processes to ensure requests for legal review are handled as efficiently as possible. Additionally, they addressed attorney retention by redesigning workplace

practices to include flexible schedules and alternative workplace solutions, recognizing that a stable, engaged legal team is itself a form of organizational modernization.

The Emergency Management Agency undertook a broad range of technology upgrades and infrastructure modernization efforts during FY25. The County completed its migration to FirstNet for enhanced communications and acquired multiple satellite-based systems to provide redundant and interoperable communications capability. The 800 MHz P25 radio system received hardening, repairs, and preventive maintenance. EOC equipment was phased through upgrades guided by UPS studies, PC workstations in the EOC were replaced and upgraded, and the Ni'ihau outdoor warning siren project was completed.

Human Resources led one of the most ambitious technology modernization efforts across the County. On January 1, 2025, the department successfully launched the Workday Talent module, introducing electronic Job Performance Review forms, automated notifications, and electronic NoDA and PIP forms in place of manual processes. The Workday Recruitment Module automated offer letters, welcome letters, and 89-day temporary hire notifications. Payroll operations were centralized across 15 of 18 departments by June 30, 2025, delivering greater standardization, efficiency, and consistent contract interpretation. Supporting infrastructure included a direct payroll help line, MS Teams Channels for departmental support, and a Help Ticket system in development. Further efficiencies were achieved through electronic signatures for checks, ADP payroll tax automation, and automated Workday system reports. The department also updated classification specifications to include acceptable substitutions for minimum qualifications, broadening access to County job opportunities.

The Kaua'i Fire Department continued developing and refining its ocean safety service model. The Rescue Craft Program reduced response times, extended beach coverage, and introduced lifesaving techniques that have set standards internationally. Roving Jet Ski Patrols were strategically positioned across the North, East, and South/West districts of the island to enable rapid offshore emergency response. Air operations using helicopters supported search and rescue missions, fire suppression, and airlifts of injured hikers. The department is also working with outer islands and union representatives to establish a formal rescue craft operator position, including a supplemental compensation agreement for operators and crew.

The Housing Agency modernized its Housing Choice Voucher (HCV) application process through a shift to cloud-based digital tools. Applications are now collected electronically using MRI's Waitlistcheck software, and a kiosk installed in the agency atrium allows participants to log in and update their accounts on-site. iPads were provided for participants who need digital assistance, while in-person support was retained for kupuna who prefer manual processing. In a significant financial innovation, the agency completed its first direct issuance of \$25 million in Private Activity Bonds to support housing development projects. The agency also established internal processes designed to allow rapid adaptation to new programs and funding sources as they become available.

The Department of Liquor Control expanded access to its services by introducing an online manager's card examination system that allows applicants to complete exams and pay fees online as an alternative to traditional in-person testing.

Parks and Recreation advanced modernization on several fronts. All parking area and external clubhouse lighting at the Wailua Golf Course was converted to solar-powered and solar-sensor systems, reducing electricity usage. Synthetic turf was installed at Vidinha Stadium, enabling year-round play while eliminating water and chemical inputs. Credit card payment systems were introduced for green fees and cart rentals, and an on-site ATM was installed. A complete control system upgrade was implemented for the irrigation well pump, including new motor leads and proper amperage power service. The Golf Fee Ordinance was also amended to better recover operating costs, resulting in a \$248,000 increase in revenue.

The Planning Department applied innovative planning tools and frameworks to address the island's long-term needs. A Form-Based Code was developed for the Kaumakani Plantation Camp as a tool to maintain the area's historical character while enabling thoughtful development. The Climate Adaptation and Action Plan (CAAP) was advanced as a framework to ensure County infrastructure can withstand the impacts of climate change, incorporating hazard assessments for sea level rise, extreme temperatures, flooding, drought, and storms. The Līhu'e Civic Center redevelopment was designed around Transit-Oriented Development (TOD) principles to reduce sprawl and improve multimodal connectivity, and a 21st Century Mobility Hub concept was developed for the Civic Center site to integrate transit, car-share, ride-share, and micro-mobility services. Community input was gathered through interactive online workshops and polls.

The Office of Economic Development modernized several operational systems and led county-wide digital infrastructure efforts. The grant management platform was upgraded from Amplifund to Survey Monkey, creating a more intuitive and controlled application experience. The office led the County's broadband expansion work through the BEAD Program, conducting community outreach, training sessions, and digital equity projects. A Level 3 EV Charging Network project was advanced through Congressional Designated Spending, and a Mobility Hub was planned at Coconut Marketplace with shuttle services to follow. A \$50,000 grant to the Kuleana AI Lab supported AI training for small businesses in marketing, branding, and digital presence. The Consider.it platform was used to enable transparent, community-driven grant decision-making, and collaboration with DHHL provided access to Ookla speed test data to guide broadband infrastructure investments.

The Agency on Elderly Affairs delivered 48 technology training classes that generated 679 participations from adults ranging in age from 60 to 94. Topics reflected the priorities of participants, with online safety and fraud prevention and emergency preparedness each drawing 61 percent interest, while staying connected with family and friends was the focus for 46 percent of participants. Telehealth access and civic engagement were also covered. Intergenerational partnerships with high school Key Clubs brought younger students in to support kupuna in building their digital skills.

Additionally, the agency expanded its virtual service delivery model, offering Better Choices Better Health workshops by phone and teleconference, a virtual EnhanceFitness class alongside four in-person sessions, and a Diabetes Self-Management Program via teleconference. The agency also developed and refined procedural operations for food delivery during and following COVID-19, successfully transitioning distribution partnerships to the Hawaii Food Bank and Kaua'i Independent Food Bank.

Within the Department of Public Works, the Engineering Division implemented Complete Streets principles in its planning, design, and construction projects, ensuring safe accommodation for all travel modes. Traffic calming measures were advanced with a temporary installation authority enabling 12-month trial periods, and major infrastructure modernization was undertaken through roundabout construction, road restriping for bike lanes, and bridge repairs and strengthening.

The Solid Waste Division launched an online application system for the Income Qualified Vehicle Tow Program using the County's Elements software, and continued enforcement of progressive environmental ordinances including the plastic bag reduction law, the polystyrene ban, and the Mayor's Plastic Reduction Policy.

The Wastewater Division implemented an online payment system for wastewater fees and transitioned from the MPET system to the Elements work tracking platform. GIS mapping of sewer assets and the customer base was completed to support service gap analysis, as-built plans and operations manuals were digitized, and a transition to monthly residential billing was planned.

The Automotive Division continued updating the County fleet with technologically advanced vehicles to meet emissions compliance standards and began researching options for electrifying the fleet. A master fuel system was operated and monitored across four fueling sites.

The Building Division adopted updated building codes, upgraded digital permitting tools, and re-engaged in statewide code coordination efforts to ensure consistent standards across jurisdictions.

**Our County of Kaua'i Departments invested in our community by prioritizing the well-being, equity, education, and empowerment of Kaua'i residents through programs, partnerships, and public engagement.**

The County Attorney's Office articulated its community investment by focusing on supporting all branches of government in ensuring that health and safety laws protect residents and public spaces. They emphasized engaging clients with empathy and respect, enabling county departments to serve the broader community more effectively.

The Emergency Management Agency invested substantially in community preparedness and awareness. Staff delivered multiple community briefings and participated in organizational awareness events, including panel discussions with the Lihue Business Association. The agency supported Department of Education drills, hosted student visits to the Emergency Operations Center, and worked to reboot the Community Emergency Response Team (CERT) program. Staff were sent to study successful community-based

resilience hub programs on the Big Island, and the agency partnered with community organizations such as North Shore Give for local preparedness initiatives. A high volume of public information releases kept the community informed about weather events, tsunami awareness, hurricane season, and wildfire prevention.

Human Resources invested directly in the County's workforce and the broader community it serves. The department participated in one job fair, three career exploration fairs at public high schools, one engineering career expo at the University of Hawai'i, and one construction career day—connecting residents to County employment opportunities. Beginning September 1, 2024, free health care premium coverage was extended to employees and their families, providing medical, prescription drug, vision, and dental benefits at no cost.

The department delivered an extensive array of leadership and professional development programs. "The Five Seeds of Effective Leadership" training certified 56 employees across six full-day sessions. Dale Carnegie leadership training was provided to 18 Police Department employees across eight weekly sessions, and Greg Stube's leadership and resilience program reached 326 employees across two sessions. Twenty-seven Fire Department employees participated in "Thriving in Hawaii's Culture" team-building training, 75 employees completed "Exceptional Customer Service" training, and 80 supervisors and managers attended Conflict Resolution Training.

The department also administered comprehensive safety training, including 108 vehicle and equipment operator trainings, OSHA standards training for 141 employees, Bloodborne Pathogens training for 67 employees, first aid and CPR training for 71 employees, Drug and Alcohol Reasonable Suspicion Training for 83 supervisors, and Active Shooter Training across the organization.

The Kaua'i Fire Department made community education and risk reduction a central part of its mission. Fire prevention programs and ocean safety awareness campaigns were delivered through community outreach, and targeted programs addressed fall prevention, smoke detector installation, and fire extinguisher training. The department collaborated with the Kaua'i Lifeguard Association, the Hawaiian Lifeguard Association, the Kaua'i Visitor Bureau, and Ho'ike Television to extend its reach. An updated ocean safety video was placed at the Līhu'e airport baggage claim area to reach visitors before they encounter the island's waters.

The Housing Agency delivered transformative results for the community in FY25, completing 191 new affordable homes and significantly exceeding its annual goal of 125 units. The new units included 117 multi-family rental units at Lima Ola encompassing supportive, workforce, and senior housing, 24 single-family for-sale homes, and 50 units at the Kai Olino Workforce Rental Project. Development activity generated \$251 million in economic activity, far exceeding the \$40 million target. In the area of homelessness, the agency completed a 32-unit supportive housing project at Lima Ola modeled on the successful Kealaula program, broke ground on a 24-unit Phase II expansion of Kealaula, and secured \$500,000 in Homeless Grant-In-Aid funding for direct County support to nonprofits. The Family Self-Sufficiency Program provided counseling to Housing Choice

Voucher clients to help them achieve independence from government assistance. Community Master Plans were completed for 40-acre Waimea and 50-acre Kīlauea projects, laying the groundwork for more than 600 future homes.

The Department of Liquor Control served the community by providing education on liquor laws and commission rules to the Police Department, to servers, and to employees at liquor-licensed premises. During the year, the department processed 235 renewal applications, 12 new license applications, 106 special licenses, and 56 one-day transient vessel licenses, facilitating lawful business operations and community events across the island.

Parks and Recreation prioritized equitable access to recreational opportunities. Community outreach efforts focused on connecting keiki and kupuna with programs they might otherwise be unable to participate in due to transportation or other limitations. Gold tees were installed at the golf course to make the game more accessible to seniors, women, and beginners by reducing course length by 1,000 yards. ADA improvements were also completed at Waimea Canyon Park.

The department's partnership with Kaua'i Path, Inc. supported Ke Ala Hele Makālae, the multiuse path that was inducted into the Rails to Trails Conservancy Hall of Fame in recognition of its social, economic, and quality-of-life value to the community. Collaboration with the Kaua'i Visitors Bureau through the Go Golf Kaua'i Cooperative expanded national and international marketing for the island's golf offerings.

The Recreation Division delivered extensive programming for youth, families, and seniors. The department hosted HHSAA boys and girls state championships and annual Junior World Qualifier golf tournaments, and offered a wide range of sports and recreational activities for all ages. The KGA's Wall of Fame was established to recognize accomplished Kaua'i golfers from all walks of life, celebrating community achievement in the sport.

The Planning Department demonstrated its investment in the community through a commitment to transparent, participatory planning and open communication with the people of Kaua'i. Staff worked to assist the public in understanding regulatory codes, responding to inquiries courteously and in a timely manner.

The Climate Adaptation and Action Plan (CAAP) process included multiple phases of community engagement, encompassing three climate action workshops, including an interactive online session, a youth art contest, online polls, and public outreach events. Published reports covered vulnerability, equity analysis, and summaries of public input, ensuring the process remained transparent and inclusive. The Play Streets Kaua'i program transformed underutilized spaces into venues for physical activity, combining placemaking, public health, and community capacity building. Plans for the Līhu'e Town Core revitalization seek to restore the vitality of Līhu'e as the heart of the island through mixed-use development, and the General Plan and Community Plan were advanced to support increased housing density in towns, reducing sprawl and improving affordability. A Vulnerability and Equity Analysis was published as part of CAAP, reflecting the department's commitment to centering equity in long-range planning.

The Office of Economic Development distributed over \$2.2 million in community grants during FY25, including \$637,429 in Agriculture Farm Expansion Grants, \$141,283 in Cultural and Events Grants, \$204,025 in Innovation Grants, \$370,500 in Direct Grants, \$281,701 in Kekaha Host Community Benefits, and \$631,036 in Line-Item Grants.

OED continued its Youth Climate Class for high school students for the third consecutive year and funded the Roots of Learning agricultural education pathway at Eleele, Kekaha, and Kilauea Elementary Schools. Island-wide high school Drone Clubs received \$50,000 to build a creative industry workforce pipeline, and a \$20,000 Workforce Innovation Grant RFP was issued with a focus on CDL training, kupuna care, and skilled trades.

Additionally, OED supported more than 15 cultural festivals and events, including the Matsuri Festival, the Chocolate and Coffee Festival, and the Koolau Limu Festival. Sister-city relationships with Japan were maintained through student exchange programs, and the Ho'laulea no ka Honua Earth Day celebration drew 300 attendees and participation from more than 20 organizations.

The Kaua'i Made program produced quarterly shopping guides with a print run of 15,000 copies, hosted monthly product fairs, and grew to over 40 member vendors. The Business Retention and Expansion Program set a goal of visiting 100 businesses across the island, and Enterprise Zone Program tax benefits were extended to support growing businesses.

The Agency on Elderly Affairs provided a broad range of essential services to the island's senior population. Nutrition programs delivered 130,846 meals and grocery boxes through nine food distribution sites, with congregate meal sites serving the dual purpose of nutrition and social connection. Transportation services supported access to medical appointments, shopping, and day programs. Health and wellness programming included EnhanceFitness classes offered both virtually and in person, Better Choices Better Health workshops, and a Diabetes Self-Management Program.

Community engagement was a hallmark of the agency's work. RSVP volunteers contributed 24,318 hours of service valued at \$863,273, and the AARP Tax-Aide Program generated \$275,314 in tax refunds for 479 individuals. Intergenerational partnerships with high school Key Clubs connected students with kupuna for digital skills training. Staff also provided resource navigation, benefits counseling and enrollment assistance, and advocacy on behalf of senior needs and rights.

The Department of Public Works Engineering Division made significant investments in community safety and connectivity. The Complete Streets Resolution guided transportation project design to ensure safe travel for all modes. Safe Routes to School improvements were advanced at Kalāheo Elementary School, multi-modal access improvements were made along the Kīlauea Road corridor, and a West Side Shared Use Path was planned to connect Waimea to Kekaha and Hana pēpē to Salt Pond Beach Park. The Floodplain Management Ordinance was administered to enable property owners to obtain flood insurance, and street addressing and building numbering services were maintained island-wide.

The Roads Division maintained County roadways and bridges for safe public use while working to improve both internal coordination and communication with the public.

The Solid Waste Division conducted community outreach and education on waste reduction policies and partnered with nonprofits including the Historic Waimea Theater and Ho’omalū Ke Kai for coral restoration. The Income Qualified Vehicle Tow Program provided free towing for 25 vehicles belonging to eligible residents, and the division supplied generator power for community events across the island.

The Wastewater Division operated a sewer credit program providing annual bill discounts for income-qualified customers and offered monthly continuing education for operating personnel. Partnerships with the University of Hawai’i and the Hawai’i Rural Water Association supported ongoing staff training, and the division provided specialized equipment support to other County agencies.

The Building Division maintained essential plan review, inspection, and enforcement services for the community and worked collaboratively with State and County partners to support safe, sustainable growth across Kaua’i.

Additionally, this fiscal year the Office of the Mayor supported these Kaua’i non-profits with grant awards:

<b>Organization</b>	<b>Project</b>	<b>Granted</b>
Hawai’i Food Bank	Food 4 Keiki	\$ 7,000
Kaua’i High School PAIRS PTSA	Project Grad 2025	\$ 6,000
ClimbHI	Leadership Exploration Inspiration Program	\$ 5,000
Anaina Hou Community Park	Maintaining Public Facilities	\$ 8,000
Hanapēpē Economic Alliance	Hanapēpē Art Night	\$ 3,000
Malama i na Honu	Po’ipū Beach Honu Guardians	\$ 5,000
The Salvation Army	Līhu’e & Hanapēpē Social Services	\$ 5,000
Kaua’i Independent Food Bank	Kupuna Expansion	\$ 7,000
YWCA of Kaua’i	Kaua’i Pride Parade	\$ 5,000
Kaua’i Concert Association	2024-2025 Season Education Sevices	\$ 3,000
The Zonta Club of Kaua’i	Fund College Scholarships for Women	\$ 4,000
Garden Island Arts Council	Līhu’e Airport Window Display	\$ 7,000
Arts Kaua’i	Kaua’i Songwriters Music Festival	\$ 4,000
Waimea Project Grad	Project Grad 2025	\$ 6,000
Līhu’e Missionary Church	Able Prom 2025	\$10,000
Kaua’i Robotics Alliance	2025-25 FIRST Robotics Programs	\$ 4,500
Kaua’i North Shore Food Pantry	Weekly food/family supply distribution	\$ 5,000
Kapaia Foundation	Koinobori Kaua’i 2025	\$ 1,000

**IV. BUDGET**

	<b>FY 2025 – BUDGETED</b>	<b>FY 2025 – ACTUAL</b>
Salaries	\$ 1,467,763	\$ 1,462,931
Employee Benefits	\$ 887,525	\$ 885,855
Operations	\$ 439,822	\$ 330,018
<b>Total</b>	<b>\$ 2,795,110</b>	<b>\$ 2,678,804</b>

**OFFICE OF BOARDS AND COMMISSIONS**

**I. MISSION STATEMENT**

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

**II. DIVISION GOALS**

**Vision**

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

**A. Goals and Objectives**

1. Excellent customer service by meeting and surpassing expectations; improve internal and external resources.
2. Go digital; transition to digital records and meeting materials.
3. The Office of Boards and Commissions will provide an environment for excellence; improve physical office function and space.

**B. Duties/Functions**

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

The Office of Boards and Commissions (B&C) oversees 14 boards and commissions, as well as three advisory committees comprising a maximum total of 114 volunteers who make critical decisions about key county functions and operations. These volunteers give an extraordinary amount of time to serve in these roles each year and make both personal and professional sacrifices to do so.

The office assists the Mayor with the recruitment of volunteers for appointment to these boards, commissions, and committees. In support of these bodies, the office serves as its administrative and operational arm. Functions include the development of procedures, policies, directives, contracts, agreements, and the provision of information, documents, research, and data deemed necessary for their effective performance.

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

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

Additionally, in an emergency, the office is also called upon to assist with the Kaua'i Emergency Management Agency operations (KEMA). In 2020, this consisted of assisting with the COVID-19 information call center and enlarged to staffing KEMA's Modified Quarantine Request Office, two shifts a day, seven days a week for almost a year. The emergency operations in 2020 and the absence and ultimate loss of one staff member this year greatly impacted B&C's normal operations as we addressed the backlog of accumulated work.

Boards and Commissions:

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

Committees:

- Arborist Advisory Committee
- Committee on the Status of Women
- Elections Accessibility Needs Advisory Committee

**III. PROGRAM DESCRIPTIONS**

**A. Objectives**

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

**Arborist Advisory Committee**

The committee advises the Kaua'i County Council in determining "exceptional trees" that need to be preserved for posterity based on their historical or cultural value, aesthetic, quality, endemic status, age, rarity, location, or size.

**Members:**

Lawrence Borgatti – Chair  
Sylvia G. Smith – Vice Chair  
Sarah Bryce  
Dan Kawika Smith  
Jodi Higuchi-Sayegusa – Deputy Planning Director  
Dr. David Lorence (resigned)

Meetings Held: Regular – 2

1 nomination has been received.

**Board of Appeals**

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

**Members:**

None

No appeals were filed. The B&C Annual Report of FY 2018 estimated volunteers would be required to commit eight hours weekly. Due to the difficulty of recruiting volunteers capable of such a large time commitment, the feasibility of this Board is currently being reevaluated.

**Board of Ethics**

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

**Board Members:**

Ryan de la Pena – Chair  
Rose Ramos-Benzel – Vice Chair  
Chantal Zarbaugh- Secretary  
John Latkiewicz  
Kevin McGinnis  
Amber Mokuahi  
Dean Toyofuku (term ended 12/31/23)

Meetings Held: Regular – 11, Executive – 4

**Board of Review**

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

- The assessed value of the property exceeds by more than 15% the ratio assessment to market value.
- There is a lack of uniformity or inequity resulting from the use of illegal assessment methods or an error in the application of the methods.
- Denial of an exemption to which the appellant is entitled to which all requirements are met; and
- The assessment methods are unconstitutional or in violation of state laws or county ordinances.
- The tax rate classification is incorrect according to Sec. 5A-6.4 or the Real Property Tax Classification Rules

Board Members:

Chris White – Chair

Graham Odenheimer – Vice Chair

Stella B. Fujita

Jody Kjeldsen

Jerry Nishihira - (term ended 12/31/23)

Julie Caspillo - (resigned 8/1/23)

Meetings Held: Regular – 16, Executive – 16

**Board of Water Supply**

The board manages, controls, and operates the waterworks of the county and all property thereof for the purpose of supplying water to the public and collects, receives, expends, and accounts for all sums of money derived from the operation thereof and all other moneys and property provided for the use or benefit of such waterworks.

Board Members:

Tom Shigemoto - Chair

Julie Simonton – Vice Chair

Kurt Akamine – Secretary

Micah Finnila

Lawrence Dill (Ex-officio, Dept. of Transportation District Engineer)

Ka’aina Hull (Ex-officio, Planning Director)

Troy Tanigawa (Ex-officio, County Engineer)

Meetings Held: Regular – 12, Executive – 7, Special Sessions - 2

**Charter Review Commission**

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

Commissioners:

Coty Trugillo – Chair

Jaclyn Kaina – Vice Chair

Bronson Bautista

La'akea Chun  
Reid Kawane  
Lori Koga  
Jan TenBruggencate  
Marissa Sandblom (Term ended 12/31/23)

Meetings Held: Regular – 7, Executive – 0

### **Civil Service Commission**

The commission:

- Appoints and may remove the Director of Human Resources.
- Adopts rules and regulations to carry out the civil service and compensation laws of the State and County.
- Hears and determines appeals made by any individual aggrieved by any action of the Director of Human Resources or by any appointing authority.
- Advises the Mayor and Director of Human Resources on problems concerning personnel and classification administration.

### **Commissioners:**

Jeffrey Iida – Chair  
Aimee Lorenzo – Vice Chair  
Robert Crowell  
Beverly Gotelli  
Piikea Keyes-Saiki  
Shelley Konishi  
Lauren O'Leary

Meetings Held: Regular – 9, Executive – 3

### **Committee on the Status of Women**

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

### **Members:**

Emma White – Chair  
Sara Miura – Vice Chair  
Regina Carvalho – Treasurer  
Darcie Yukimura – Secretary  
Lori Barrett  
Jennifer Hill  
Monica Kawakami  
Stephen F. Hall – (Ex-officio, Deputy County Attorney)  
Edie Ignacio-Neumiller – (Ex-officio, Kauai Rep. Hi. State Commission on the Status of Women)  
Nicole Cristobal (term ended 12/31/23)  
Angela Hoover (resigned)

Meetings Held: Regular – 6, Executive - 1

**Cost Control Commission**

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

**Commissioners:**

Andre Lister – Chair

Alice Luck – Vice Chair

Paul Pancho

Tyler Rodighireo

Stacy Waikoloa

Meetings Held: Regular – 10, Executive – 1

**Fire Commission**

The Commission:

- Appoints and may remove the Fire Chief.
- Evaluates the Fire Chief.
- Reviews the department’s rules for administration.
- Reviews the annual budget.
- Reviews the operations.
- Hears citizen complaints and recommends corrective action.

**Commissioners:**

Rodney Yama – Chair

Gary Pacheco – Vice Chair

Jen Chahanovich

Alfredo C. Garces Jr.

Trevor Ford

Lori Almarza

Jeff Murray

Linda Kaauwai-Iwamoto (term ended 12/31/23)

Alfred Levinthol (term ended 12/31/23)

Meetings Held: Regular – 12, Executive – 1

**Historic Preservation Review Commission**

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

**Commissioners:**

Susan Remoaldo - Chair

Lee Gately - Vice Chair

Chucky Boy Chock  
Kathleen Kikuchi-Samonte  
Carolyn Larson  
Sandra Quinsaas  
Victoria Wichman  
Gerald Ida (Term ended 12/31/23)  
Aubrey Summers (Term ended 12/31/23)  
Stephen Long (Deceased, 2023)

Meetings Held: Regular – 7, Special (Site Visit) - 1

**Elections Accessibility Needs Advisory Committee**

Created by Act 213, this Advisory Committee was formed in September of 2021. The purpose of this Committee is to ensure equal and independent access to voter registration, casting of ballots and all other county elections division services. The Committee reviews election procedures, services, and technology and access to information, and make recommendations to the Office of elections.

**Members:**

Kimberly Blaum - Chair  
Joseph Thomson – Vice Chair  
Marjorie Works

Meetings Held: Regular – 0

**Liquor Control Commission**

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

**Commissioners:**

George Matsunaga – Chair  
Paul Endo - Vice Chair  
Dee Crowell  
Leland Kahawai  
Lorna Nishimitsu  
Chad Pacheco  
Tess Shimabukuro

Meetings Held: Regular – 24, Executive – 6

**Planning Commission**

The Commission:

- Hears and determines applications for variances from zoning and subdivision ordinances.

- Reviews the general plan, development plans, zoning and subdivision ordinances and amendments.
- Advises the Mayor, Council and the Planning Director in matters concerning the planning program for the County.
- Adopts regulations.
- Prepares a capital improvement program.

Commissioners:

Donna Apisa – Chair  
 Gerald Ako – Vice Chair  
 Francis DeGracia  
 Helen Cox  
 Jerry Ornellas  
 Lori Otsuka  
 Glenda Nogami Streufert

Meetings Held: Regular – 12, Executive – 3

Subdivision Committee

Francis DeGracia – Chair  
 Gerald Ako – Vice Chair  
 Jerry Ornellas

Meetings Held: Regular – 7, Executive - 0

**Police Commission**

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

Commissioners:

Laurie Yoshida - Chair  
 Howard Leslie – Vice Chair  
 Monica Belz  
 John Calma  
 Mary K. Hertog  
 Walton Hong  
 Lisa Knutson  
 Andrew Bestwick (resigned)

Meetings Held: Regular – 12, Executive – 12

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

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

Commissioners:

Jonathan Lucas – Chair  
Robin Pratt – Vice Chair  
Taryn Dizon  
William Kinney  
Mark Ono  
Shaylyn Ornellas  
Mai Shintani  
Nancy Kanna (term ended 12/31/23)

Meetings Held: Regular – 8

**Salary Commission**

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

Commissioners:

Patrick Ono – Chair  
Trinette Kauai (term ended 12/31/23)  
Kenneth Rainforth (term ended 12/31/23)  
Howard Leslie (resigned)  
John P. Venardos (resigned)  
Laurie Yoshida – (resigned)

Meetings Held: Regular – 0

**Contested Cases**

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

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

While most of the appeals involve the late submission to renew a Transient Vacation Non-Conforming Use Certificate and the subsequent denial by the Planning Department this year there were four referrals that related to applications to modify conditions of permits, shoreline setback, and subdivisions.

Referrals received: 5  
Cases dismissed or withdrawn: 4  
Case continued: 2  
Cases stayed: 3

Hearings held: 2

B&C managed five Contested Cases as opposed to four the previous year.

B. Program Highlights

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

**Board of Ethics**

- 0 – Advisory Opinions Issued.
  - ♦ 0 requests made
- 0 – Complaints received
- Two members and staff attended the Statewide Ethics Conference in Honolulu. The members shared the information they received with the board and a Permitted Interaction Group (PIG) was formed to look at how to move forward with the information provided. The PIG made six recommendations to the board focusing on increasing ethics training and information.

**Board of Review (BOR)**

- Conducted 631 tax appeal hearings vs. last fiscal year's 523 tax appeal hearings. The results are as follows:
  - ♦ 85 - Sustained (BOR approves the county's assessment)
  - ♦ 15 - Adjusted (BOR ruled in favor of the appellant)
  - ♦ 261 - Stipulations (BOR approved the settlement between the appellant and the county. Settlements favor the appellant)
  - ♦ 203 - Withdrawn
  - ♦ 15 - Invalid/Dismissed
  - ♦ 0 - Valid
  - ♦ 52 - Pending/Reschedule
  - ♦ 0 - Complaints
- Members attended Basic Sunshine Law & Board of Review Procedures training.

**Charter Review Commission**

The following five Charter Amendment questions were adopted by the Commission for placement on the 2024 General Election ballot.

- Police Commission Investigation - Shall the Police Commission's 90-day window for reporting written investigation results start when the Commission receives the investigation report?
- Cost Control Commission Report - Shall the Cost Control Commission be authorized to recommend increased costs if they are expected to generate future cost savings or efficiencies?
- Public Access, Open Space and Natural Resources Preservation Fund - Shall up to 5% of the County's Open Space Fund be available for the maintenance of lands, property entitlements, or improvements that were paid for by the Fund?
- Surety Bonds - Shall the Charter be amended to allow the use of insurance policies for certain or all employees to protect the County against financial loss?

- Ex-officio Youth Position on County Boards and Commissions - Shall the Charter be amended to establish ex-officio positions for youth on Boards and Commissions to be filled by Kaua'i resident high school juniors or seniors?

### **Civil Service Commission**

A summary of Commission actions:

- 0 – Appeals
- Completed the Director of Human Resources' annual evaluation for the period of July 1, 2022 to June 30, 2023.
- Updated Director of Human Resources Goals and Objectives for FY24-25.

### **Committee on the Status of Women**

Initiated the following events:

- Period Products Activity – September 2023
  - ♦ The Committee distributed 540 kits (contained a tampon, sanitary pad, feminine and hand wipes), 1,685 pads of various types, and 1,056 tampons which were donated to the Maui Foodbank in a presentation ceremony with Mayor Kawakami, agency representatives, and Committee members. Over \$2,498 was spent to purchase the products to support Maui and the victims of the wildfires. The Garden Island newspaper featured the ceremony.
- Breast Cancer Awareness – October 2023
  - ♦ The Committee lead promoted awareness by lighting up the historic county building and the Mō'ikeha Building in pink, displaying banners, setting up a booth at the Līhu'e night market, coordinating a walk from the Rotunda to Wilcox Hospital, and issuing a press release.
- Domestic Violence Awareness - October 2023
  - ♦ The Committee led by Chair White initiated a Domestic Violence Awareness Campaign on KONG radio station.
- Women's History Month – March 2024
  - ♦ The Committee lead initiated a Women's History Month Awareness campaign via press releases, radio spots and interviews (KONG, HHawaii Radio, STAR), public service announcements on Hoike, and social media highlighting female entrepreneurs and businesses.
- Denim Day – April 2024
  - ♦ The Committee led by Kaua'i Representative on the State Commission on the Status of Women initiated the Denim Day Awareness campaign with a proclamation and gathering at the County Rotunda.
- Voter Registration – June 2024
  - ♦ The Committee led by the Chair initiated a Voter Registration Table at Kaua'i High School's Project Graduation.
- Human Trafficking – June 2024
  - ♦ The Committee lead initiated the design and printing of Human Trafficking Signs that were distributed and posted in all County bathrooms/facilities. \$2,996.98 was spent for 175 signs.
- Period Products – June 2024
  - ♦ The Committee lead initiated the purchase of over \$1,405 in period products that will be distributed to local organizations.

### **Fire Commission**

- Completed the Fire Chief's evaluation for the period of July 1, 2022 to December 31, 2023.
- Completed the Chief's salary adjustment effective July 1, 2023.
- Fire Rescue International Conference in Kansas City, August 16-18, 2023, two Commissioners attended.
- Hawaii Fire Chief's Association Conference at the Grand Hyatt Kaua'i Resort and Spa, November 14-19, 2023, two Commissioners attended.

### **Liquor Control Commission**

A summary of Commission actions:

- 13 – Adoption of Decision & Orders
- 7 – Adjudication Hearings conducted
- 10 – Public Hearings conducted
- 232 – Licenses Issued
- 21 – Violation Reports received
- Completed draft of the Director of Liquor Control annual evaluation for the period of July 1, 2021 to June 30, 2022.
- Completed the draft of the Director of Liquor Control's Goals and Objectives for FY 2023 – 2024.

### **Police Commission**

- Investigated 14 complaints and determined:
  - ♦ 1 – Unfounded (The charge is not based on facts or the incident upon which the charge is based did not occur.) The Commission found the complaint lacked foundation.
  - ♦ 3 - Exonerated (The incident upon which the charge is based occurred, but the employee's actions were lawful and proper.) The Commission absolved the employee from blame or wrongdoing)
  - ♦ 2 - Not Sustained (There is not sufficient evidence of misconduct to sustain the charge or justify disciplinary action.) The Commission found inadequate evidence to prove the complaint.
  - ♦ 0 - Sustained (There exists sufficient evidence to misconduct to sustain the charge or justify disciplinary action.)
  - ♦ 1 - Invalid/Ineligible (The Commission determined the complaint was a third-party complaint and therefore invalid.)
  - ♦ 0 - Forwarded to the Kaua'i Police Department per the request of the complainant
  - ♦ 0 – Untimely (The Commission determined the complaints were filed past the 30 days from the date of occurrence as required by the Commission rules.)
  - ♦ 7 – pending investigation
- Completed the Chief of Police's annual evaluation for the period of July 1, 2022 to June 30, 2023.
- Completed the salary adjustment effective July 1, 2023.
- Retained the services of Gallup, Inc. and conducted a climate assessment which was deployed to all department staff.

- Continued a three-year process of working on substantive amendments to the rules to update the rules in consideration of recent court decisions and issues.
- Hawai'i State Law Enforcement Officials Association (HSLEOA) Conference at the Waikoloa Beach Marriott Resort on September 27-29, 2023 on the island of Hawai'i, two Commissioners attended.

**IV. BUDGET**

Expense Description	FY 2023	FY 2024
Personnel (FTE)	6.0	6.0
Salaries and Wages	\$659,143	\$681,191
Operations	\$129,519	\$159,231
Equipment	\$9,197	\$7,741
Program Total	\$797,859	\$848,163

**V. ACCOMPLISHMENTS/EVALUATION**

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

- A. Appointments: Over the past year, there were eight resignations, 11 volunteers that served their full terms, 1 volunteer that served one term, and 1 volunteer deceased creating a total of 21 vacancies. The office was successful in filling 21 vacancies. In addition to the 21 new appointments there were 15 reappointments. With respect to gender equity, as of June 30, 2024, there are 43 men and 53 women serving on various Boards, Commissions or Committees.
- B. Hiring & Human Resources: Of the fourteen boards and commissions, six of them are directly responsible for the hiring, firing, and performance evaluations of the corresponding heads of the Department. Thus, many of the actions of the board or commission are essentially human resource related. Since 2019, B&C has worked collaboratively with the Police, Civil Service, Fire, and the Liquor Control Commissions to hire, evaluate, and supervise the respective department heads. These Commissions continued to work on developing and improving the job performance evaluation process and tools including goals and objectives and monthly report forms.
- C. Excellent customer service: The Office of Boards and Commissions has several “customers” including the public, the volunteer Board members and Commissioners, County departments and personnel, and other government departments and personnel. Thus, this goal and objective has broadened from its narrow focus of initially converting all forms to an electronic format.

Meetings: New Sunshine Law regulations and opinions are issued throughout the year that must be incorporated into meeting procedures which necessitates training updates to all volunteers. The most significant change in FY 23-24, was Act 019 which took effect on July 1, 2023. This Act mandated a summary of actions taken in Executive Session to be announced in Open Session.

Training: An individualized training curriculum, developed and instituted on January 1, 2022, continued this fiscal year. All in-coming volunteers receive digital links to serve as a resource manual containing, the Kaua'i County Charter, Kaua'i County Code, Code of Ethics, the Sunshine Law, the Uniform Information Practice Act, the rules and laws relating to their specific Board, Commission, or Committee. The training was designed to provide a foundation to each volunteer. Everyone receives the training at their convenience. The training includes their duties as a Board member, Commissioner or Committee member, the responsibilities of the specific Board or Commission or Committee, relevant sections of the County Charter, the Code of Ethics, the Sunshine Law, Uniform Information Practice Act, Robert Rules of Order, and meeting protocol. This curriculum dovetails with the training provided by departments on specifics like the General Plan for the Planning Commissioners. Before each person is trained, the curriculum is reviewed, updated, and improved. Over the past year, 24 volunteers were trained.

Webpage: In June 2023, the County refreshed the website and changed the look and navigation of all the County webpages. Including its homepage, B&C has 18 webpages. The office is still in the process of transitioning to new processes and procedures for posting agendas, minutes, other documents and maintaining the webpages. While maintaining a standard format for each page, additional features have been adopted based on the needs of the Board or Commission. For example, a "Current Projects" button was added to highlight the progress on the acquisition of the Hanapēpē Parcel for the Open Space Commission. This allows the public to easily locate documents and information on key dates for public participation

Forms: 57% of all forms were converted to user friendly fillable forms that can be electronically submitted upon completion directly to the Office of Boards and Commissions (B&C) as relevant. The office completed updating the Exceptional Tree Nomination Form for the Arborist Advisory Committee. The form is now electronic and fillable. Major changes included the option for nominating trees on that is located on a property that is part of a Condominium Property Regime (CPR).

- E. Go Digital: The transition to digital records has been accomplished. The on-going emphasis has now shifted to maintaining all files digitally and continuing the movement toward all things digital. Thus, this goal and objective has been broadened to encompass reviewing all practices to transition to a digital format as much as possible. With just a few exceptions, volunteer training primarily continues to be conducted virtually, and each volunteer is provided with an electronic training resource manual. Agenda packets are primarily sent electronically and upon request mailed.
- F. Environment for Excellence: The first phase of improving the physical office function and space was completed. The focus was shifted to address security measures. The office in the performance of its duties includes providing a meeting space and/or notification to

individuals regarding the disposition of tax appeals, appeals, complaints or contested cases filed with the Board of Ethics, Board of Review, Civil Service Commission, Fire Commission, Liquor Commission, Planning Commission, and the Police Commission. Some individuals have directed their anger at the clerk for these bodies. In May 2023, a safety/security assessment was performed, and initial safety measures were immediately put into place. The security camera system was installed in February 2024. There are only four more items to be addressed.

On June 18, 2023, the Engineering Division and Building Division offices were flooded. All the wet maps and furniture were temporarily stored in 2A/2B for over two months. During that time, despite mitigation efforts, significant damage occurred including severe mold and mildew in the carpet and air ventilation system. All meetings that were formerly conducted in 2A/2B were relocated to B&C's conference room and other venues. Due to the difficulties this presented, particularly for the Planning Commission, the refurbishing of 2A/2B was prioritized. New carpet was installed, air vents cleaned, walls were repaired and repainted. By September 12, 2023, the Planning Commission and the other bodies resumed their meetings in 2A/2B. The focus of this goal has now moved to maintaining the office, B&C's conference room and the 2A/2B Mo'ikeha Conference room in its current state.