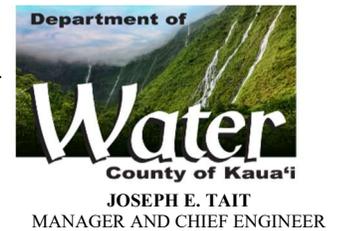


## **BOARD OF WATER SUPPLY**

**KURT AKAMINE** CHAIR  
**JULIE SIMONTON**, VICE CHAIR  
**TOM SHIGEMOTO**, SECRETARY

**MICAH FINNILA**, MEMBER  
**LAWRENCE DILL**, MEMBER  
**KA'AINA HULL**, MEMBER  
**TROY TANIGAWA**, MEMBER



### **REGULAR MONTHLY MEETING NOTICE AND AGENDA**

Thursday, November 16, 2023  
9:30 a.m. or shortly thereafter

Meetings of the Board of Water Supply, County of Kauai will be conducted in-person at the Department of Water Board Room, 2<sup>nd</sup> Floor located at 4398 Pua Loke Street, Lihue, Kauai, Hawaii, and remotely in accordance with Act 220, Session Laws of Hawai'i 2021 via interactive conference technology as follows:

**Click on the link below to join on your computer or mobile app by VIDEO:**

<https://us06web.zoom.us/j/82279762732>

**Passcode: 548522**

**OR**

**Dial phone number and enter conference ID to call in and join by AUDIO:**

**Phone: 888 788 0099 US Toll-free**  
**Phone Conference ID: 822 7976 2732**

**Please Note:** If you do not provide a name, unique identifier, or alias when joining the meeting, you will be renamed to allow staff to address and manage individual guests.

In the event of a lost connection the Board will recess for up to 30 minutes to restore the connection. If the connection cannot be restored within 30 minutes, the Board will continue the meeting to 12:00 p.m. or shortly thereafter. If the visual link cannot be restored, the Board may reconvene with an audio-only link using the above dial-in phone number and conference ID. A lost connection only applies to remote connections provided as part of the remote meeting but does not apply to a public member being unable to access the meeting due to a connectivity issue on their end.

### **CALL TO ORDER**

### **ROLL CALL**

### **ANNOUNCEMENTS**

Next Scheduled Meeting: Thursday, December 21, 2023 – 9:30 a.m.

### **APPROVAL OF AGENDA**

### **MEETING MINUTES**

1. Regular Board Meeting – October 19, 2023
2. Executive Session – October 19, 2023

### **PUBLIC TESTIMONY**

### **CORRESPONDENCE**

1. Letter from the Office of the County Clerk dated October 23, 2023, re: Resolution No. 2023-64, Draft 1 Recommending the Kauai Board of Water Supply Amend Rules and Regulations to allow Rainwater Catchment Systems on Agricultural Properties.

2. Letter from County Council Chair Mel Rapozo dated October 23, 2023, re: Request for Input on Resolution No. 2023-63 Proposing a Charter Amendment Relating to the Board of Water Supply Organization.
3. Letter from Board of Water Supply Chair Kurt Akamine to County Council Chair Rapozo dated October 30, 2023, re: Request for Input on Resolution No. 2023-63 Proposing a Charter Amendment Relating to the Board of Water Supply Organization.

### **OLD BUSINESS**

1. Discussion and Possible Action on Manager's Annual Evaluation timeline, process, and criteria (*Deferred from October 19, 2023 meeting*)

### **NEW BUSINESS**

1. Manager's Report No. 24-05 Discussion and Possible Action on Additional Funds for Job No. 17-10 Paua Valley Tank No. 1 Rehabilitation
2. Election of Board Chair and Vice-Chair, and committee appointments for 2024
3. Proposed Board meeting calendar for 2024

### **STAFF REPORTS**

1. Fiscal:
  - a. Monthly dashboard
  - b. Budget Report for October 2023
2. Operations – Monthly dashboard
3. Engineering – Monthly dashboard
4. Administration:
  - a. Monthly dashboard
  - b. Public Relations – updates on Public Notices & Announcements, Community Outreach & Education, and Upcoming Events
  - c. Human Resources – updates on Personnel Vacancies
  - d. Information Technology – Corrective Action Plan updates
5. Manager and Chief Engineer – Required communications to the Board, and update of Department activities

### **TOPICS FOR NEXT BOARD OF WATER SUPPLY MEETING: (December)**

### **TOPICS FOR FUTURE BOARD OF WATER SUPPLY MEETING:**

1. CIP Update

### **EXECUTIVE SESSION:**

Pursuant to Hawai'i Revised Statutes (HRS) §92-7(a), the Board may, when deemed necessary, hold an executive session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such executive session shall be held pursuant to HRS §92-4 and shall be limited to those items described in HRS §92-5(a).

1. Pursuant to Hawai'i Revised Statutes § 92-4 and § 92-5(a)(4) and § 92-5(a)(6), the purposes of this executive session are to consult with the Board's attorney on this matter as it pertains to the Board's powers, duties, privileges, immunities, and liabilities and to consider sensitive matters related to public safety or security

### **ADJOURNMENT**

## **WRITTEN TESTIMONY**

The Board is required to afford all interested persons an opportunity to present testimony on any agenda item. The Board encourages written testimony at least two (2) business days prior to a scheduled Board meeting. At each Board meeting, the Board will accept oral and written testimony on any agenda item during the Public Testimony portion.

Please include:

1. Your name and if applicable, your position/title and organization you are representing
2. The agenda item that you are providing comments on; and
3. Whether you are a registered lobbyist and, if so, on whose behalf you are appearing.

### Send written testimony to:

Board of Water Supply, County of Kaua'i  
C/O Administration  
4398 Pua Loke Street  
Līhu'e, Hawai'i 96766

E-Mail: [board@kauaiwater.org](mailto:board@kauaiwater.org)

Phone: (808) 245-5406

Fax: (808) 245-5813

### **Public Testimony**

You do not need to register to provide oral testimony on the day of the meeting. Please note that public testimony is taken after the approval of the meeting agenda to ensure public testimony is received before any action is taken on an agenda item. The length of time allocated to present oral testimony may be limited at the discretion of the chairperson.

### SPECIAL ASSISTANCE

If you need an auxiliary aid/service or other accommodation due to a disability, or an interpreter for non-English speaking persons, please call (808) 245-5406 or email [board@kauaiwater.org](mailto:board@kauaiwater.org) as soon as possible. Requests made as early as possible will allow adequate time to fulfil your request. Upon request, this notice is available in alternate formats such as large print, Braille, or electronic copy.

A horizontal splash of clear blue water with bubbles, positioned behind the text.

DRAFT

MINUTES

MINUTES  
BOARD OF WATER SUPPLY  
**Thursday, October 19, 2023**

The Board of Water Supply, County of Kaua'i, met in a regular meeting in Līhu'e on Thursday, October 19, 2023. Vice-Chair Simonton called the meeting to order at 9:32 a.m. The following Board members were present:

**BOARD:**

Ms. Julie Simonton, *Vice Chair*  
Mr. Tom Shigemoto  
Ms. Micah Finnill  
Mr. Larry Dill  
Mr. Ka'aina Hull  
Mr. Troy Tanigawa

**EXCUSED:**

Mr. Kurt Akamine, *Chair*

Quorum was achieved with 6 members present at Roll Call.

**ANNOUNCEMENTS**

Next Scheduled Meeting: Thursday, November 16, 2023

**APPROVAL OF AGENDA**

**The agenda was approved with no objections.**

**MEETING MINUTES**

1. Regular Board Meeting – September 21, 2023  
**The meeting minutes were approved with no objections.**

**PUBLIC TESTIMONY**

None

**NEW BUSINESS**

1. Manager's Report No. 24-01 Discussion and Adoption of Resolution No. 24-01, Safe Drinking Water State Revolving Fund (DWSRF) Pro-Fi Loan of \$5M for SFY 2024 for Kaua'i Board of Water Supply (Board)

Project Management Officer Scott Suga provided a summary of the Manager's Report submitted. In response to Board member Dill, Deputy Manager Hinazumi explained that the Pro-Fi Loan allows them to identify a number of projects that would expend funds within a fiscal year. Those projects need to qualify under the State Drinking Water Revolving Fund, which would be non-expansion, system maintenance, or system improvement. DOW submitted a list of all of the qualifying projects to DOH, and anticipate spending approximately \$5 million within the next fiscal year.

Board member Hull noted the County Council recently adopted a resolution to encourage the Board of Water Supply to look at catchment systems, and while it is implemented on the Big Island, there are considerable concerns about safe drinking water being compromised through catchment systems on Kauai. Would this fund apply to what we would be looking at in the future regarding this? Mr. Hinazumi stated he needs to double check with DOH, but noted this Safe Drinking Water Revolving Fund is for maintenance and upgrades of the existing water systems.

Mr. Hull added that if catchment systems were ever implemented, it would take considerable catchment enforcement resources and asked to clarify that this fund could NOT be used for employment or staffing purposes. Mr. Hinazumi stated he would research it but does not believe that qualifies.

Board member Dill asked to clarify that this loan would be for expenditures only in Fiscal Year 24 and requested a report from the Department at the end of the Fiscal Year to show how the \$5 million was spent.

**Board member Dill moved to approve Manager's Report No. 24-01, seconded by Mr. Tanigawa; with no objections, motion carried with 6 Ayes.**

2. Manager's Report No. 24-02 Discussion and Possible Action to execute an annual Use and Occupancy Permit No. 886 between the State of Hawai'i and the Board of Water Supply, County of Kaua'i for non-trenching maintenance, inspection and other uses and activities within the State Highway Right of Way, Kaua'i, Hawai'i.

Acting Operation Division Chief Ryan Smith provided a summary of the Manager's Report submitted. He noted that this is a continuation of the existing UOP that was previously approved earlier this year to continue to perform maintenance on our State Highway Right-of-Ways.

**Board member Shigemoto moved to approve Manager's Report No. 24-02, seconded by Mr. Tanigawa; with no objections, motion carried with 6 Ayes.**

3. Manager's Report No. 24-03 Discussion and Possible Action on acceptance of certain terms and conditions as stated in master services agreement (DOXIM dba Utilitec)

Waterworks Controller Renee Yadao provided a summary of the Manager's Report submitted.

**Board member Dill moved to approve Manager's Report No. 24-03, seconded by Mr. Tanigawa; with no objections, motion carried with 6 Ayes.**

4. Manager's Report No. 24-04 Discussion and Possible Action on acceptance of certain terms and conditions as stated in software subscription agreement (LeaseQuery)

Waterworks Controller Renee Yadao provided a summary of the Manager's Report submitted.

**Board member Dill moved to approve Manager's Report No. 24-04, seconded by Mr. Dill; with no objections, motion carried with 6 Ayes.**

5. Discussion and Adoption of Resolution No. 24-02, Mahalo to Participants and Partners of the 2023 Make a Splash with Project WET Water Festival

Information and Education Specialist Jonell Kaohelaulii provided a summary of Resolution No. 24-02.

**Board member Tanigawa moved to adopt Resolution No. 24-02, seconded by Mr. Dill; with no objections, motion carried with 6 Ayes.**

6. Discussion and Possible Action on Manager's Annual Evaluation timeline, process, and Criteria

Vice-Chair Simonton thanked Board member Finnilla for the time and work she put into researching this item and creating a presentation. Due to the absence of Chair Akamine and Manager Joe Tait, Ms. Simonton requested this item be deferred to the November 16, 2023 meeting.

**Board member Tanigawa moved to defer New Business Item 6. to the November 16, 2023 meeting, seconded by Mr. Shigemoto; with no objections, motion carried with 6 Ayes.**

## **STAFF REPORTS**

1. Fiscal:
  - a. Monthly dashboard
  - b. Budget Report for September 2023
  - c. Quarterly BAB Statement

Waterworks Controller Renee Yadao provided an overview of the Fiscal monthly dashboard, Budget Report for September 2023, and Quarterly BAB Statement. She happily announced that the Fiscal Division is now fully staffed.

### 2. Operations – Monthly dashboard

Assistant Chief of Operations Ryan Smith provided an overview of the Operations Division monthly dashboard, highlighting that they completed interviews for Plant Electrician Helper, which they have made a selection for and are very excited about hiring. They are currently heavily recruiting for Pipefitter Helper and Electronics Tradesperson. Effective October 16, the Meter section now has 3 personnel and are mainly focusing on large meter repairs, which takes an immense amount of coordination. Leak detection is on-going with the leak investigators, which is only a 2-person crew, but no major leaks to report.

Vice-Chair Simonton asked what is being used to detect leaks to which Mr. Smith explained they use listening devices and correlators, and deployable mics that can be placed on a valve head or hydrant. She asked if there has been any progress in technologies to help detect leaks that they may not have invested in yet. Mr. Smith stated they have budgeted for new equipment to update the correlators and the guys are really good at keeping on top of what new technologies may be available.

Board member Hull asked if it is all complaint-based to which Mr. Smith explained some are, but there are also some pre-emptive measures as well. Board member Tanigawa asked once they get a call how long does it take for a crew to be dispatched. Mr. Smith stated it depends on the severity of the leak and the time of day. After-hours calls usually take between 30-60 minutes depending on the location, but during working hours it could be as quick as 5 minutes depending on whether they are currently on a job. Board member Dill asked how areas for preemptive work are prioritized. Mr. Smith explained that they do a monthly report comparing the billing data versus what is being produced in the wells, and based on any discrepancies in that report, the crew is sent out to those noted areas. Mr. Dill asked what the strategy is to prioritize areas on larger systems such as Kekaha-Waimea to which Mr. Smith explained that areas where there is sandy, rocky, or volcanic soil, or areas that flow into a ditch or stream are prioritized.

### 3. Engineering – Monthly dashboard

Project Management Officer Scott Suga provided a summary of the Engineering Division monthly Dashboard noting that they are still short-staffed but did interview a CE I candidate. Mr. Suga provided updates on the projects listed. Board member Dill referenced the Hanalei project and requested that DOW coordinates with State DOT as there is highway work

happening at the same time. Mr. Suga stated he has meeting scheduled with State DOT to discuss options and will continue to do so. DOW has had similar coordination meetings with Public Works. He could set up meetings for all 3 departments to be at the table as each departments' projects may coincide.

4. Administration:
  - a. Monthly dashboard

Deputy Manager Michael Hinazumi provided a summary of the Administration Division monthly dashboard noting that he and the Manager are currently working on reorganizing the Administration division and continue to face recruitment challenges. Board member Finnilla asked if the recruitment challenges are due to the lack of applicants or the pay and whether DHR is posting recruitments sufficiently to which Mr. Hinazumi stated that while DHR does a good job at posting the positions, the candidate pool is limited and even though we offer good benefits, they do not outweigh the lower salary.

Board member Hull asked if the Department has discussed with the Governor's office regarding hiring staff under the Housing Emergency Proclamation, which some State agencies have been looking to utilize to hire quicker, and avoiding much of the red tape, but still bringing them in under civil service status. He knows at least one State agency has utilized this proclamation to hire and feels it is worth looking into.

- b. Public Relations – updates on Public Notices & Announcements, Community Outreach & Education, and Upcoming Events
  - c. Human Resources – updates on Personnel Vacancies
  - d. Information Technology – Monthly update
5. Manager and Chief Engineer – Required communications to the Board, and update of Department activities

#### **TOPICS FOR NEXT BOARD OF WATER SUPPLY MEETING:**

1. Discussion and Possible action to determine criteria for Annual Evaluation of the Manager and Chief Engineer

#### **TOPICS FOR FUTURE BOARD OF WATER SUPPLY MEETING**

1. Water Systems Investment Plan Briefing (*July/August*)
2. CIP Update

#### **EXECUTIVE SESSION:**

Pursuant to Hawai'i Revised Statutes (HRS) §92-7(a), the Board may, when deemed necessary, hold an executive session on any agenda item without written public notice if the Executive Session was not anticipated in advance. Any such executive session shall be held pursuant to HRS §92-4 and shall be limited to those items described in HRS §92-5(a).

Pursuant to Hawai'i Revised Statutes (HRS) Sections 92-4, 92-5(a)(3), and 92-5(a)(4), the purpose of this Executive Session is to deliberate on the acquisition of public property, specifically, property identified by tax map key: 4-3-018-001 and for the Board to consult with the Board's attorney on questions and issues pertaining to the Board's powers, duties, privileges, immunities, and liabilities as they relate to this agenda item.

**The Board entered into Executive Session at 10:10 a.m.**

**The Board resumed in open session at 10:31 a.m.**

In accordance with Act 19 Relating to Public Agency Meetings, Vice-Chair Simonton reported that the Board was provided updates on the Department's current IT challenges, and anticipate additional updates moving forward. No action was taken in Executive Session

**ADJOURNMENT**

The meeting was adjourned at 10:32 a.m.

Respectfully submitted,

Cherisse Zaima  
Commission Support Clerk

DRAFT

A horizontal splash of clear blue water with bubbles and a small wave crest, centered on the page. The word "CORRESPONDENCE" is overlaid on the water in a blue, serif font.

# CORRESPONDENCE

**COUNTY COUNCIL**

Mel Rapozo, Chair  
KipuKai Kualii, Vice Chair  
Addison Bulosan  
Bernard P. Carvalho, Jr.  
Felicia Cowden  
Bill DeCosta  
Ross Kagawa



**OFFICE OF THE COUNTY CLERK**

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

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

**Council Services Division**  
4396 Rice Street, Suite 209  
Lihu'e, Kauai, Hawaii 96766

October 23, 2023

Kurt Akamine, Chair  
and Members of the Board of Water Supply  
c/o Department of Water  
Via Email Only: board@kauaiwater.org

Dear Chair Akamine and Members of the Board of Water Supply:

Enclosed for your information and files is a certified copy of Resolution No. 2023-64, Draft 1 – "RESOLUTION RECOMMENDING THE KAUA'I BOARD OF WATER SUPPLY AMEND RULES AND REGULATIONS TO ALLOW RAINWATER CATCHMENT SYSTEMS ON AGRICULTURAL PROPERTIES," which was approved by the Kauai County Council on October 18, 2023.

Should you have any questions, please feel free to contact me or Council Services Staff at (808) 241-4188.

Sincerely,

JADE K. FOUNTAIN-TANIGAWA  
County Clerk, County of Kauai

:ss  
Enclosure

COUNTY COUNCIL

COUNTY OF KAUA'I

**Resolution**

No. 2023-64, Draft 1

**RESOLUTION RECOMMENDING THE KAUA'I BOARD OF WATER  
SUPPLY AMEND RULES AND REGULATIONS TO ALLOW RAINWATER  
CATCHMENT SYSTEMS ON AGRICULTURAL PROPERTIES**

---

WHEREAS, according to the Kaua'i General Plan finalized in 2018, the current housing deficit is 1,400 units and demand for housing is expected to increase by 9,000 units by the year 2035; and

WHEREAS, the Homeless Point-in-Time Count released in January 2023 revealed a six percent (6%) increase in unsheltered homelessness to 430 people on Kaua'i compared to last year; and

WHEREAS, the inability for local residents to access affordable housing is due to a variety of factors and include a lack of water supply or existing infrastructure, making land virtually unbuildable; and

WHEREAS, there exists vacant, undeveloped agricultural land parcels adjacent to fully-built properties connected to County water service that are precluded from receiving water allocations or connectivity to water infrastructure due to limited freshwater source or pressure constraints in the area; and

WHEREAS, the Department of Water (DOW) embedded in the County Charter though operating semi-autonomously has jurisdiction over the nine (9) separate, unconnected water systems serving communities spread across Kaua'i; and

WHEREAS, DOW currently serves 21,000 consumer water service connections and meters across the island of Kaua'i; and

WHEREAS, rainwater catchment systems enable users to collect rainwater from a surface – generally a rooftop – before transporting it through a gutter system, where it empties into a storage tank in which the captured water is purified and later pumped for household, agricultural, or commercial use; and

WHEREAS, rainwater catchment systems make use of a natural resource like rainfall; reduces runoff; encourages water conservation; is ideally suited for agriculture with catchment water's few salts; and results in soft water, lessening the need for soaps and detergents; and

WHEREAS, the concept of rainwater catchment or harvesting dates back to ancient times when the technique was primarily used in arid or semi-arid locations, although today rainwater catchment is common in many United States cities and towns as well as in countries such as India, England, Germany, parts of Africa, the Middle East, China, Japan, Australia, and New Zealand; and

WHEREAS, the Kaua'i General Plan explicitly encourages alternatives for non-potable water usage, such as rainwater catchment, and states that the use of rain catchment for irrigation and some types of cleaning is another way to minimize demands on potable water supply; and

WHEREAS, Section 14-2.1 of Ordinance 1114 is entitled, "Adoption of the Uniform Plumbing Code" and states adoption of the Uniform Plumbing Code, 2018 Edition, includes Appendix K, which pertains specifically to the regulation of potable rainwater catchment systems; and

WHEREAS, a 2010 study from the Universities Council on Water Resources found up to 60,000 people in the State of Hawai'i were dependent on rainwater catchment at the time, with a majority residing on the Island of Hawai'i; and

WHEREAS, regulation of rainwater catchment systems is up to individual states rather than the federal government, and in Hawai'i, a catchment system serving less than twenty (20) individuals is not controlled by the State of Hawai'i Department of Health (DOH); and

WHEREAS, there are numerous published consumer resources that instructively indicate minimum safety specifications for a rainwater catchment system, which may include: 1) use of an ultraviolet (UV) light disinfectant component along with fine physical filtration, 2) use of use of chlorine as a disinfectant along with fine physical filtration, 3) regular use of a properly fitted catchment tank cover, and 4) frequent water sampling and testing; and

WHEREAS, the State of Hawai'i DOH Safe Drinking Water Branch maintains an online resource that details the tested methods by which rainwater catchment systems can be made safe for domestic use; and

WHEREAS, the installation of a backflow preventer valve on any water line connected to a rainwater catchment system would effectively mitigate any cross-contamination potential of source wells in the event that water is shared between neighboring properties; and

WHEREAS, permitting the installation of rainwater catchment systems on parcels currently without existing water service despite being located within an existing DOW service area may encourage undeveloped, agricultural landowners to construct dwellings on vacant lands; and

WHEREAS, more homes with water infrastructure in rural and agriculturally-zoned areas adds to the island's housing inventory and supports local residents in the pursuit of affordable housing; now, therefore,

BE IT RESOLVED BY THE COUNCIL OF THE COUNTY OF KAUA'I, STATE OF HAWAII, that it hereby recommends the Kaua'i Board of Water Supply amend applicable rules and regulations to responsibly incorporate rainwater catchment system allowances on agricultural properties located within existing DOW service areas.

BE IT FINALLY RESOLVED, that a certified copy of this Resolution shall be transmitted to the Kaua'i Board of Water Supply.

Introduced by: /s/ BILL DECOSTA  
/s/ KIPUKAI KUALI'I

V:\RESOLUTIONS\2022-2024 TERM\DeCosta and Vice Chair - Resolution for Catchment FINAL draft 1 BD-KK-RM\_ss.docx

	Aye	Nay	Excused	Recused
Bulosan	X			
Carvalho	X			
Cowden	X			
DeCosta	X			
Kagawa	X			
Kuali'i	X			
Rapozo	X			
<b>Total</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

### Certificate Of Adoption

We hereby certify that Resolution No. 2023-64, Draft 1 was adopted by the Council of the County of Kaua'i, State of Hawaii, Lihu'e, Kaua'i, Hawaii, on October 18, 2023.

  
\_\_\_\_\_  
County Clerk

  
\_\_\_\_\_  
Chairman & Presiding Officer

Dated October 23, 2023

**COUNTY COUNCIL**

Mel Rapozo, Chair  
KipuKai Kualii, Vice Chair  
Addison Bulosan  
Bernard P. Carvalho, Jr.  
Felicia Cowden  
Bill DeCosta  
Ross Kagawa



**OFFICE OF THE COUNTY CLERK**

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

**Council Services Division**  
4396 Rice Street, Suite 209  
Lihu'e, Kauai, Hawaii 96766

October 23, 2023

Kurt Akamine, Chair  
and Members of the Board of Water Supply  
c/o Department of Water  
4398 Pua Loke Street  
Lihu'e, Hawaii 96766

Dear Chair Akamine and Members of the Board of Water Supply,

The Kauai County Council, at its October 18, 2023 Council Meeting, deferred Resolution No. 2023-63, Resolution Proposing a Charter Amendment Relating to the Board of Water Supply Organization.

During its discussion on the Resolution, the Council stated interest in obtaining feedback from the Board of Water Supply. The Resolution will be heard again at the November 1, 2023 Council Meeting.

Given this, please review the attached resolution and provide me with your comments and recommendations by October 27, 2023. Should you have any questions, please feel free to contact the Office of the County Clerk, Council Services Division, at (808) 241-4188.

Sincerely,

MEL RAPOZO,  
Council Chair, Kauai County Council

Enclosure  
AAO:dmc

COUNTY COUNCIL

COUNTY OF KAUA'I

**Resolution** No. 2023-63

**RESOLUTION PROPOSING A CHARTER AMENDMENT  
RELATING TO THE BOARD OF WATER SUPPLY ORGANIZATION**

---

BE IT RESOLVED BY THE COUNCIL OF THE COUNTY OF KAUA'I, STATE OF HAWAII:

SECTION 1. Pursuant to Section 24.01 of the Charter of the County of Kaua'i (Charter), the Council hereby resolves to submit the Charter Amendment described in this Resolution to the voters of the 2024 General Election.

SECTION 2. Article XVII, Section 17.02 of the Charter is hereby amended as follows:

**“Section 17.02. Board of Water Supply Organization.** The board of water supply shall consist of seven members, four of whom shall be appointed by the mayor with the approval of the council. At least one member shall have knowledge and awareness of environmental and Hawaiian cultural concerns by way of the person’s education, training, occupation, or experience; at least one member shall have knowledge and awareness of business concerns by way of the person’s education, training, occupation, or experience; and at least one member shall have knowledge and awareness of land development and infrastructure concerns by way of the person’s education, training, occupation, or experience. The state district engineer of the department of transportation, the county engineer, and the county planning director shall be ex-officio voting members of the board. The ex-officio members shall not serve as chair or vice-chair of the board. The board shall hold at least one regular meeting each month. It shall adopt rules and regulations necessary for the conduct of its business.”

SECTION 3. Material to be deleted is bracketed. New material to be added is underscored. If this amendment is adopted by voters, the County Clerk need not show brackets, bracketed material, and underscoring for inclusion in the Charter.

SECTION 4. The County Attorney and County Clerk shall approve the wording of the ballot question, which shall be substantially in the following form:

“Shall Article XVII, Department of Water, Section 17.02 be amended to require the board of water supply have at least one member that shall have knowledge and awareness of environmental and Hawaiian cultural concerns by way of the person’s education, training, occupation, or experience; at least one member shall have knowledge and awareness of business concerns by way of the person’s education, training, occupation, or experience; and at least one member shall have knowledge and awareness of land development and infrastructure concerns by way of the person’s education, training, occupation, or experience?”

SECTION 5. Upon adoption of this Resolution by five (5) or more Councilmembers after two (2) readings on separate days, the County Clerk and County Attorney shall take the necessary steps to submit this amendment to the voters.

Introduced by:

  
 FELICIA COWDEN

V:\RESOLUTIONS\2022-2024 TERM\2023-501 Reso re Charter Amend re BOW Supply (as of 08-10-23) FC\_AAO\_db.doc

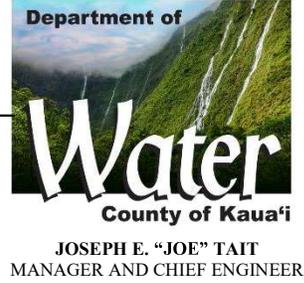
	Aye	Nay	Excused	Recused
Bulosan				
Carvalho				
Cowden				
DeCosta				
Kagawa				
Kuali'i				
Rapozo				
<b>Total</b>				

**Certificate Of Adoption**

We hereby certify that Resolution No. \_\_\_\_\_ was adopted by the Council of the County of Kaua'i, State of Hawai'i, Lihu'e, Kaua'i; Hawai'i, on \_\_\_\_\_.

\_\_\_\_\_  
 County Clerk  
 Dated

\_\_\_\_\_  
 Chairman & Presiding Officer



**BOARD OF WATER SUPPLY**

**KURT AKAMINE, CHAIR**  
**JULIE SIMONTON, VICE CHAIR**  
**TOM SHIGEMOTO, SECRETARY**

**MICAH FINNILA, MEMBER**  
**LAWRENCE DILL, MEMBER**  
**KA'AINA HULL, MEMBER**  
**TROY TANIGAWA, MEMBER**

October 30, 2023

Chair Mel Rapozo  
and Members of the Kauai County Council  
c/o Council Services Division  
4396 Rice Street, Suite 209  
Lihue, HI 96766

Dear Council Chair Rapozo and Members of the Kauai County Council,

Thank you for reaching out to the Board regarding Resolution No. 2023-63 Proposing a Charter Amendment Relating to the Board of Water Supply Organization.

While the opportunity to provide feedback on such an important matter is greatly appreciated, it is not within the Board’s purview to determine members’ qualifications. The Board consists of seven members, four of whom are appointed by the mayor with the approval of the County Council. The Board is currently comprised of members from an array of backgrounds and will continue to work together as a body to provide governance for the Department of Water. The Board embraces a respectful and receptive culture and will welcome whoever is appointed to join us.

Should you have any additional questions, please contact the Board of Water Supply at (808) 245-5406.

Mahalo,

*kurt akamine*  
kurt akamine (Oct 31, 2023 10:42 HST)

Kurt Akamine, Chair

KA/crz

# Response to Council\_Res. No. 2023-63 Charter Amendment\_

Final Audit Report

2023-10-31

Created:	2023-10-31
By:	Cherisse Zaima (czaima@kauaiwater.org)
Status:	Signed
Transaction ID:	CBJCHBCAABAAC-JBeSBM8qhhOp2PQfwrCt-bXVuvJpIM

## "Response to Council\_Res. No. 2023-63 Charter Amendment\_" History

-  Document created by Cherisse Zaima (czaima@kauaiwater.org)  
2023-10-31 - 8:08:57 PM GMT
-  Document emailed to kakamine@kauaiwater.org for signature  
2023-10-31 - 8:09:27 PM GMT
-  Email viewed by kakamine@kauaiwater.org  
2023-10-31 - 8:41:37 PM GMT
-  Signer kakamine@kauaiwater.org entered name at signing as kurt akamine  
2023-10-31 - 8:42:51 PM GMT
-  Document e-signed by kurt akamine (kakamine@kauaiwater.org)  
Signature Date: 2023-10-31 - 8:42:53 PM GMT - Time Source: server
-  Agreement completed.  
2023-10-31 - 8:42:53 PM GMT

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# OLD BUSINESS

BOARD OF  
WATER SUPPLY

MANAGER REVIEW  
DISCUSSION

*Micah Finnila – Board Member*

*11/17/2023*



# SLIDE REFERENCE GUIDE

- 11/16/23 Discussion: Slides 3 – 13
- Manager Review Process/Template Recommendation: Slide 3
  - Details – Slides 4 – 11
- Notes/Details for Reference:
  - Manager's Report 22-55 - Manager/Chief Engineer's Goals & Benchmarking
    - Slides 20 – 24
  - County of Kauai / DHR – Evaluation Factors: Appointees/Managers
    - Slides 25 – 30
  - SHRM/Joyaux Associates – Performance Appraisal Process for CEO's
    - Slides 31 - 38

# MANAGER REVIEW RECOMMENDATION

## Recommendation:

- Hybrid/Combination of:
  - Manager's Report No. 22-55 Manager/Chief Engineer's Goals & Benchmarking
  - COK/DHR - Evaluation Factors Appointees / Managers Appointees
  - SHRM/Joyaux Associates (*Best Practice*) - Performance Appraisal Process for CEO
- Proposed 3 Rating Scale
- Quarterly Check-In / Annual Review

# PROPOSED TEMPLATE – 5 SECTIONS

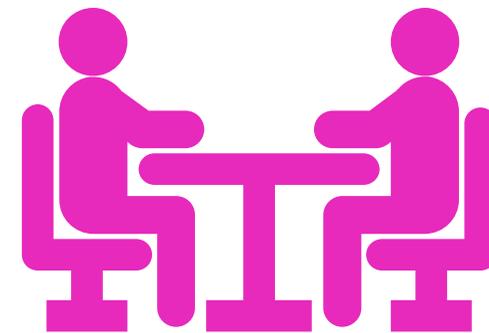
- ✓ **Section 1: Achievement of goals from last review period**
  - List the agreed-upon goals decided during the last review period – if none proceed to Section 2
- ✓ **Section 2: Performance on Key Responsibilities tied to Job Description**
  - Extract key responsibilities from Manager’s Report 22-55/Job Description, COK/DHR Template & Joyaux Assoc.
    - Manager Self Review/Rate
    - Board Review/Rate
- ✓ **Section 3: Set goals for next review period (*for next fiscal year*)**
  - Manager & Chief Engineer set &/or Board set
- ✓ **Section 4: Performance Improvement Plan**
  - Outline any areas where Manager & Chief Engineer needs improvement to reach higher levels of performance.
  - **Ties to Section 2**
- ✓ **Section 5: Development Plan**
  - Outline training / development that will enhance Manager & Chief Engineer’s contribution to the organization. Specify areas of support & action that the Board can do to help the Manager & Chief Engineer.

# SHRM BEST PRACTICES - RATINGS

- Although there is no consensus on which specific scale works best, most performance rating scales used by employers share common elements.
- Rating scales may be numeric (e.g., 3, 4, 5) or alphabetic (e.g., a, b, c), with numbers or letters corresponding to an adjective, such as "5 = excellent" or "c = satisfactory." Rating scales also may be narrative. For example, one element on a scale may be "unacceptable performance," described as "fails to meet basic requirements and objectives." Scales that provide a positive message have become more popular. For example, a scale may include ratings such as "acceptable," "effective" and "very effective."
- **Five-level performance management scales are most commonly used**, but employers may choose alternatives. Each approach has advantages and disadvantages. For example, **a simple three-level rating scale may be enough to capture a job's critical objectives** while reducing the burden of the performance review process. **A five-level scale may provide an opportunity to better differentiate between employees by offering two superior performance level satisfactory level and two less-than-satisfactory levels.** **However, there is evidence that managers are not effective in making such fine distinctions, and that they often focus on the middle ratings or tend to drift upward in ratings.** Four- and six-level scales are also used and may reduce the tendency to drift upward or focus on the center.
- Regardless of the number of points on a rating scale, each level must be clearly defined, used consistently by managers and fit with the organization's culture. Raters should be provided with examples of behaviors, skills, measurements, and other data that will assist them in deciding the performance level. This level of detail is particularly important in numerical scales, where one person's '5' is another person's '4'.

# PROPOSED RATINGS

- **Exceeds Expectations “EE”:** The individual is making an exceptional, significant contribution to the organization. This person constantly accepts responsibilities beyond those of the job held and continuously exceeds expectations regarding completion of work assignments. There are few areas regarding performance of job responsibilities in which the individual could improve.
- **Meets Expectations “ME”:** The individual is a steady, consistent, dependable performer and carries out duties in a fully responsible and effective manner. Meets and occasionally exceeds expectations regarding job responsibilities and completion of work assignments. Even though present performance is acceptable, there may be areas regarding performance of job responsibilities in which the person should improve.
- **Needs Improvement “NI”:** The individual falls below standards or expectations. It is expected that with the appropriate improvement plan, performance will reach a fully satisfactory level within a specified time period.



# SECTION 2

## PERFORMANCE ON KEY RESPONSIBILITIES

### Managers Report 22-55 / Goals & Benchmarking:

- 90-day work culture assessment  
Managers Report Goals & Benchmarking
- Outstanding DOW issues – 24 were identified
- Short Term Goals – 10 listed
- Proposed Major Benchmark Objectives:
  - Fiscal (7)
  - Engineering (7)
  - Operations (21'ish)
  - IT/Technology (4)
  - HR (4)
  - Management (5 – drill down = 's 13)

### COK/DHR Evaluation Factors / Managers Appointees:

- Customer Service
- Planning & Organizing
- Leadership
- Communication
- Personnel Management
- Achieving Goals
- Policy Development
- Financial Management

### SHRM/Joyaux Assoc.:

- Legal & Regulatory Compliance
- Mission/policy/planning
- Management & Administration
- Responsibility
- Governance
- Finance
- ~~Philanthropy & Fund Development~~
- Relationship Building
- Leadership

## HYBRID SECTION

10 RESPONSIBILITIES  
34 TO 40 RATINGS

(DETAIL SLIDES 9 - 11)

1. Legal & Compliance - 1
2. Mission/Policy/Planning - 5
3. Management & Administration - 4
4. Responsibility - 2
5. Governance - 6
6. Finance - 4
7. Relationship Building - 7
8. Leadership - 5
9. Operations – Need to develop (3)
10. Technology – Need to develop (3)

**Section 2: Performance on key responsibilities of the job description:** Use ratings: *EE (Exceeds Expectations)*, *ME (Meets Expectations)*, *NI (Needs Improvement)*. When using *NI*, please give specific example(s) below the goal statement.

<b><i>Responsibility</i></b>	<b><i>Rating</i></b>
<b><i>Legal and regulatory compliance</i></b>	
1. Files and regulatory documents and complies with relevant laws and regulations.	
<b><i>Mission, policy, planning</i></b>	
2. Helps Board determine values, mission, vision and goals.	
3. Helps Board monitor and evaluate organization's relevancy, effectiveness, and results.	
4. Keeps Board fully informed re: organization's condition and all important factors influencing it.	
5. Keeps informed of developments in the organization's mission area, general business management including the nonprofit focus, governance, philanthropy and fund development.	
6. Assures that appropriate policies are in place to guide the organization's work in all areas.	
<b><i>Management, administration</i></b>	
7. Provides general oversight of all agency activities, manages day-to-day operations, and assures a smoothly functioning, efficient organization.	
8. Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.	

9. Assures a work environment that recruits, retains and supports quality staff of volunteers.	
10. Assures process for selecting, development, motivating, and evaluating staff and volunteers.	
<b><i>Responsibility</i></b>	
11. Recommends staff, compensation, and financing to Board. Recruits personnel, negotiates professional contracts, and assures development and maintenance of appropriate salary structures.	
12. Specifies responsibilities and accountabilities for personnel; evaluates performance regularly.	
<b><i>Governance</i></b>	
13. Work effectively with Board, its officers and committees to define their roles and responsibilities; helps evaluate their performance regularly.	
14. Works with Board Chair to enable Board to fulfill its governance functions and manages Board's due diligence process to ensure timely attention to core issues.	
15. Works with Board Chair to focus Board attention on long-range strategic issues.	
16. Works with Board officers and committee chairs to get best thinking and involvement of each Board member & to stimulate each Board member to give his / her best.	
17. Frames significant questions and complex issues in ways that facilitate Board dialogue and action.	
18. Recommends volunteers to participate in the Board and its committees.	

<i>Finance</i>	
19. Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.	
20. Oversees the fiscal activities of the organization, assures adequate controls.	
21. With Board, ensures financing to support goals, including effective fund development program.	
22. Fosters a culture of philanthropy, and assures a donor-centered organization that nurtures loyalty through a comprehensive relationship-building program.	
<i>Philanthropy and fund development</i>	
23. Assures an effective fund development program by serving as the chief development officer or hiring and supervising an individual responsible for this activity.	
24. Assures a comprehensive gift management system, analysis and reporting to support quality decision-making.	
25. Assures the availability of materials to support solicitation.	
26. Provides leadership in developing and implementing the organization's fundraising plan and monitoring the plan's progress.	
27. Helps ensure that Board members carry out philanthropy and fund development activities.	
28. Participates actively in identifying, cultivating and soliciting donor prospects.	

<i>Relationship building</i>	
29. Identifies the key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these.	
30. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communications activities.	
31. Acts as an advocate, within the public and private sectors, for issues relevant to ABC, its services and constituencies.	
32. Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of the organization's response to community needs.	
33. Serves as agency's chief spokesperson and acts as advocate for issues relevant to the agency.	
34. Listens to stakeholders in order to improve services and generate community involvement.	
35. Works with legislators, regulatory agencies, volunteers and representatives of the nonprofit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of the organization's constituencies.	
<i>Leadership</i>	
36. Demonstrates initiative and creativity in identifying and addressing strategic issues facing the organization.	
37. Effectively manages continuity, change and transition.	
38. Sets and achieves clear and measurable goals and reasonable deadlines.	

39. Deals effectively with demanding situations and designs and implements effective interventions.	
40. Consistently displays integrity and models the organization's values.	

Hybrid Section 2 - Addition of 2 proposed key responsibilities/categories:

<b>Operations</b>	<b>Rating:</b>
41. xxx	
42. xxx	
43. xxx	
<b>Technology</b>	<b>Rating:</b>
44. xxx	
45. xxx	
46. xxx	



## SUMMARY

- Create Hybrid
- Continue with Manager's Report 22-55 Goals & Benchmarking
- Use/Incorporate COK/DHR Standardized Form



QUESTIONS?



# BOARD OF WATER SUPPLY

## MANAGER REVIEW DISCUSSION

*Notes/Details*

*Slides 15 - 38*

# THE VALUE OF THE MANAGER & CHIEF ENGINEER PERFORMANCE EVALUATION

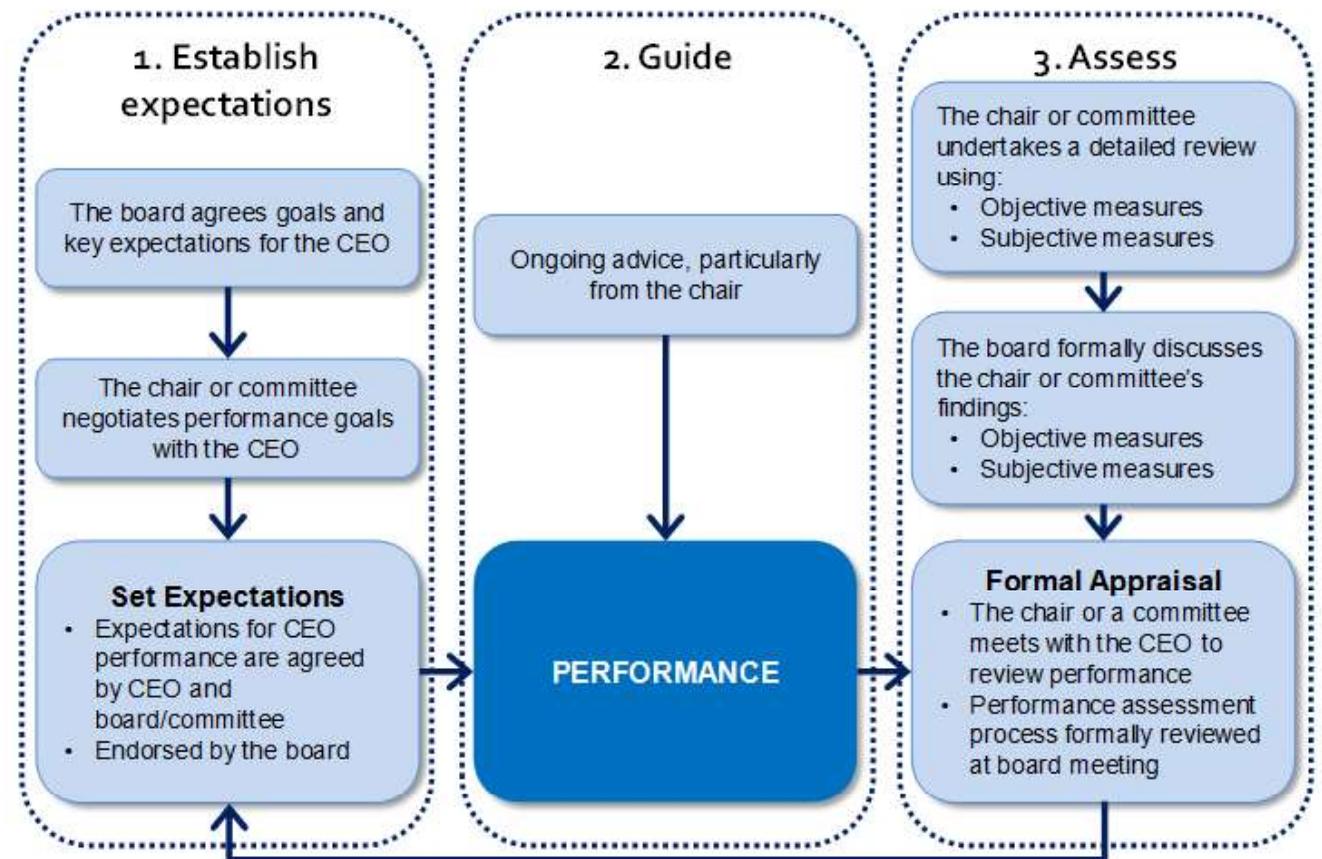
Boards have solid business reasons for undertaking executive evaluations including:

- Aligning the strategic direction set by the board with an executive's capabilities;
- Promoting better board and executive relations to ensure an appropriate and productive collaboration;
- Allowing boards to have greater objectivity about executive compensation;
- Setting an example of accountability for the organization/department as a whole – signaling that performance management is a core culture of the organization;
- Encouraging the executive's personal development;
- Providing an early warning system for possible problems.

# THE EVALUATION CYCLE

An executive's evaluation is part of a continuous cycle of:

- Establishing performance expectations;
- Guiding performance; and
- Assessing performance.

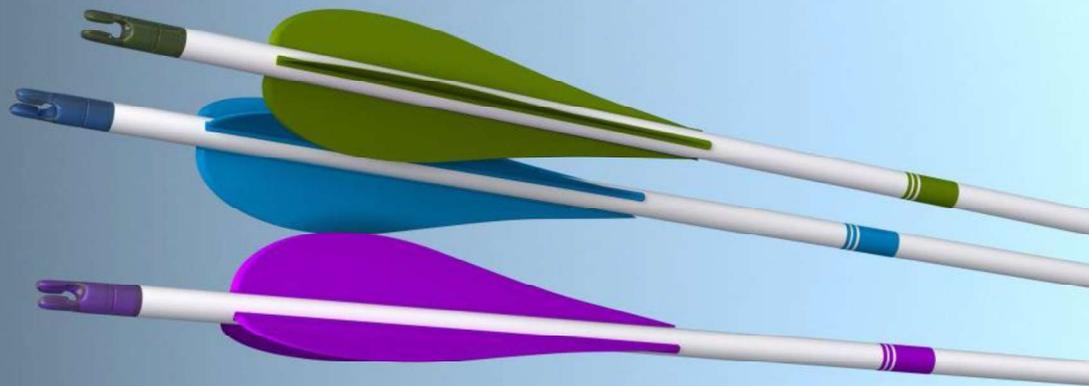


## ESTABLISHING EXPECTATION

Clear expectations form the basis for all good performance relationships. While boards should feel free to develop their own categories of expectations, a holistic evaluation of the executive's performance will generally include some targets or expectations with respect to the following:

- Leadership and management;
- Strategy;
- Working with the board;
- Financial performance;
- Human resource management;
- Personal qualities; and
- Communication.

Categorization provides the board with the opportunity to assess the balance of its measures.



# EVALUATION PROCESS

An effective executive evaluation process aligns performance expectations with the strategy of the organization.

This is more likely to occur if the executive evaluation process is integrated with the board's strategic planning cycle.

It is easier to establish meaningful goals for the executive's performance when they are considered in the context of goals set for overall organization / department performance.

# FEEDBACK DRIVES PERFORMANCE



The executive feedback process belongs to the entire board, and all should be involved. It is not a chair's or a committee's responsibility.



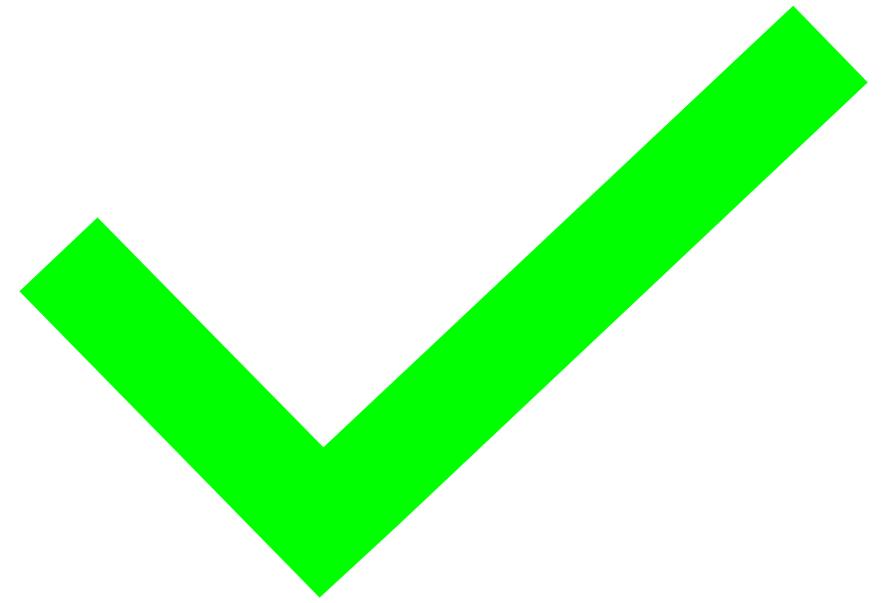
One of the primary inhibitors of candid feedback on performance is the emotional element of these processes which can be addressed via a system which allows for a less formal and more considered approach to providing the feedback.



However, a process or procedure is no substitute for a good working relationship between the board and the executive.

DOW – COUNTY OF KAUA'I  
MANAGERS REPORT  
NO 22-55

*Manager and Chief Engineer's  
Goals & Benchmarking  
Current Evaluation*



# DEPARTMENT OF WATER

County of Kaua'i

*"Water has no Substitute – Conserve It!"*

## MANAGER'S REPORT No. 22-55

December 23, 2021

Re: Discussion and Approval of the Manager and Chief Engineer's Goals

### RECOMMENDATION:

It is recommended that the Board discuss and approve the Manager and Chief Engineer's goals.

### Manager and Chief Engineer's Goals & Benchmarking

As Manager of the Department of Water (DOW), I offer these Goals and Initial Key Performance Indicators (KPI's) to be derived through new DOW Benchmarks for the remainder of FY 2021-2022, leading up to my first full budget to be presented in draft form to this Board in Spring 2022 with final adoption of FY22-23 goals, benchmarks, and final budget during June's 2022 Board Meeting.

### 90-day Work Culture Assessment

*This report IS NOT intended nor meant in a negative or punitive manner. It is simply a synopsis and snapshot of the operating culture within DOW observed since arriving October 1, 2021.*

The department has suffered for many years by inconsistent and short-tenured leadership arena that failed to provide stable, effective expectations of responsibility, accountability and lacked an adequate, agreed-upon vision for the future of DOW. My countless interviews with staff, Board Members, and customers and my reviews of the department activities since 2009 have strongly indicated that lingering issues pertaining to **morale, camaraderie** and **trust** on a department-wide scale have existed for many years. Challenges with and/or absence of the required partnering mindset with related and similar County departments has led to **strained relationships** and inter-departmental process breakdowns. This change process is a management of evolution rather than revolution.

I am the sixth department manager in eight years and the eight manager since 2009. As a direct result of this chaotic history, the following culture exists:

- Adherence to policies and procedures widely varies by division and may change depending on the new Manager that comes on board. There is no consistency between senior leadership to ensure that current policies and procedures still stand in absence of a manager.
- Individual performance documentation is generally absent.
- Daily activities within the department are filled with drama resulting in much time spent on non-productive discussions and wasted energy.
- Lack of a consistent management structure has forced staff to "fend for themselves" when critical decisions are required such as contracting, retaining consultants, purchasing, etc.

Manager's Report No. 22-55  
December 23, 2021  
Page 2 of 8

- DOW functions as a fire department – pipe breaks, we respond, hydrant broken, we respond, pump stops or valve fails, we respond. Report is late or missed to an important sister department at the County, well, "we'll get it to you." Reactive culture exists versus proactive planning in managing some divisions.
- Almost every previous, short-term manager has tweaked the organization through mini-reorganization proposals to the Board that occurred without consideration of the department as a whole – the cause and effect upon other untouched areas of DOW and the process changes required after each structure change was not communicated or defined to affected staff, which has caused a whole lot of failed processes and silos among divisions. Employees did not know that a reorganization was being implemented, how it would affect their position, what would change until "after the fact."
- Initial observation from staff included, "We'll just wait-out the new manager" and "that's the way we've done it for years, why change now?" There haven't been effective meetings held with employees to help them understand of new procedures, policies, or expectations within each division. That has caused divisions to function not knowing who has the ball on specific assignments/projects.
- Dire need exists for improved processes to identify required versus actual workflows. This impacts staffing, planning and hiring decisions. Our current staff shortage of critical, qualified workers has impacted water system coverage.

### Outstanding DOW Issues

To address and accomplish the required corrections within DOW, sustained day-to-day management of practice, process, and organizational needs must also include patience with dedicated staff who have endured a decade-plus of chaotic leadership and yet kept the water flowing and the department running.

The absence of standard water industry benchmarks within the department drives the strategy, focus, and need for establishment of performance targets that enables the Board and Manager alike, the ability to prioritize an appropriate budget focus and corresponding appropriations year-over-year. This is an opportune time in the department's history to holistically reset the organization from every division and level through the review of current processes and practices. This will not be a quick fix turnaround approach but rather a halting of the unmanaged evolution throughout the past decades to a strategic, decision-driven and transparent path forward that implements corrections throughout the entire organization.

My objective is to build trust and confidence with our employees, our partners at the Department of Public Works, Planning Department, Department of Human Resources, Department of Finance, especially the Division of Information Technology, the Mayor's Office and, above all, our Ratepayers.

The following, in no particular order, are identified issues and observations that require attention, initial decisions and/or final resolution:

- Performance of consultants – Management must hold retained professionals accountable for quality of delivered products and costs that display value to DOW.

- Records and File Management – Money was budgeted, no progress toward implementation. The DOW does not have a structured filing system to upkeep digital files. All divisions are filing documents on their own. There is a central location for files on SharePoint, but the system is not built out and there has been no attention for senior leadership to implement with their teams, thus piling of files in multiple locations.
- Department does not utilize GIS – This and other required technology can be leveraged with County systems, but a relationship gap exists.
- We need a new strategic financial format and reporting dashboard to the Board – all divisions need this.
- Delinquent accounts management needs to be overhauled.
- Standard Operating Procedures are outdated, and some are redundant. Process changes are implemented without updating the SOPs.
- General Purchasing Policies and Procedures, Procurement thresholds and Requirements are not in line with the County and needs to be updated.
- Contracting in Fiscal and IT is chaotic – gap in management planning between common division users.
- Water Plan - updating needed to formally address system expansion and project delivery to resolve water-restricted areas on the island.
- Facilities Reserve Charge (FRC) needs assessment of model options and plan forward.
- Grant(s) Program in various stages of use with deadlines approaching and implementation plans required.
- Rate review is planned – several decisions and factors much precede launching this – FRC, training on model, develop new assumptions for baseline, etc.
- Workday, a new payroll and timekeeping software, is scheduled, but staff will need training and personal accountability for this transition to be successful.
- Website is outdated and ineffective for many users – more information through easier navigation is required.
- Operations Division Base Yard needs overhaul and final decision by the Board – management needs to submit updated approach.
- Department asset decisions have been inconsistent and siloed – Asset plan required.
- Parking continues to be a challenge – changing the Base Yard and bill drop-off location can alleviate most of the issue.
- Staffing continues to be problematic and with four retirements this month.
- A need exists on the island for staging areas for operations staff.
- Standby and overtime performed by higher level managers. This should be assigned to front-line staff. Manpower shortages are the cause, and clarity is needed on job descriptions.
- Many traditional utility programs either don't exist or need updating. These include: HSE program / safety officer; ERP update (underway); Asset Management Program; Fleet Management Program; Records Retention/File Storage; Apprenticeship/Internship Program; Meter Replacement Program (underway); Strategic Technology Business Plan; Staffing & Demographics Plan; Facilities Management Plan; Formal Training Programs – all areas including administration.

- Building layout makeover needed soon to best place staff and equipment in a safer working environment. Storage is years behind in implementing solutions.
- Many administrative tasks are inconsistent, disconnected by division and are dependent on a few experienced professionals rather than knowledge retention being shared, documented and passed down.
- New Department-wide Organizational Structure required to eliminate inefficiencies, redundancies, and confusion to accomplish the issues above as well many others not listed.

The preceding list is by no means all-inclusive, and many more issues are highlighted in the following short-term goals and anticipated benchmarks.

### Short-term Goals (Through FY21-22)

1. **Address outstanding issues related to the lack of a strong Information Technology Strategy and Plan** – Major components of a efficiently managed department do not exist or are in need of significant upgrading.  
2<sup>nd</sup> Qtr. 2022
2. **Greatly reduce permit/project response and turnaround time** – this is currently based on estimates and customer calls/complaints – no benchmark exists yet.  
1<sup>st</sup> Qtr. 2022
3. **Complete New Emergency Response Plan** – This document has historically existed and with the department needing to provide County EOC and DOW staff a working document with updated practices and procedures, this is a high priority.  
1<sup>st</sup> Qtr. 2022
4. **Deliver new Organizational Structure** – Present to the Board an updated layout that identifies how the department will function to best deliver services.  
1<sup>st</sup> Qtr. 2022
5. **Establish Health & Safety Program** – DOW needs to institute a first ever robust Safety Program ASAP.  
1<sup>st</sup> Qtr. 2022
6. **Develop new Financial Strategy & Plan** – Recommend a FY22-23 Financial Strategy that leverages new benchmarks, funding guidelines and a forward-looking roadmap that marries a new Water Infrastructure and Investment Plan (WIIP).  
2<sup>nd</sup> Qtr. 2022
7. **Develop Straightforward Division Dashboards** – the Board needs to know how we're performing, and the Ratepayers need transparency about how we spend their money.  
2<sup>nd</sup> Qtr. 2022

8. **Identify and account for all DOW Assets** – recordkeeping and current management of all DOW property is behind in removing and identifying actual needs for equipment, vehicles, tools, furniture, etc.

2<sup>nd</sup> Qtr. 2022

9. **Resolve outstanding strategic and legal issues** – Provide the Board with options to resolve current, on-going program and project issues.

2<sup>nd</sup> Qtr. 2022

10. **Redefine Operations Division Job Descriptions** – Provide County HR options that reflects traditional water system operations job requirements, tasks and certification levels to improve recruitment efforts.

2<sup>nd</sup> Qtr. 2022

Again, the aforementioned FY 21-22 Goals only reflect the remaining six months of our current budget – due to my start date and budget numbers having already been set. Presented with the FY 22-23 Annual Budget will be my new annual Goals supported by the next fiscal budget cycle in June.

#### **PROPOSED “MAJOR” BENCHMARK OBJECTIVES**

To my knowledge, the department has never established performance benchmarks and Key Performance Indicators (KPI's) to provide a quarterly reporting mechanism available to the Ratepayers, Board, and DOW staff to measure progress throughout any fiscal year. These benchmarks are usually derived for a combination of type of municipality – State, County, City, Special District, etc., and size of the organization – as well as specific service provided – water, power, wastewater, gas, streets, transportation, etc. I usually use a combination of effective KPI's from traditionally accepted water industry standards to customizing benchmarks that are of specific importance to the agency and what types of issues experienced in the past is driving the need to capture our unique trending results. To adequately provide the Board with stretch goals for FY22-23, we need to establish baseline benchmark data, or we'll never be able to document if we're making progress versus prior years as we move forward – if we don't measure it, how then do we define success?

The following **tangible**, proposed benchmarks – by Division – have been of particular interest to DOW or I have observed an existing need to focus on performance in that area:

#### **FISCAL**

Investment return

Grant funds management – received vs. expended by deadlines

Budget vs. Actual vs. FY expected monthly expenditures

Capital funds management – received vs. expended by project timelines

Revenue – expected & unexpected revenue sources

Expenditures – expected vs. unexpected

Establish an error-free billing protocol and delivery of service

#### **ENGINEERING**

Projects: initiated vs. completed  
annual vs. multi-year  
measure initiation to expected completion dates

Capital vs. non-capital staff hours vs. corresponding budgets  
Hours expended towards administrative processing & technical review  
Monthly response and turnaround time to customers  
Initiate the plans and rollout for an effective GIS program

#### **OPERATIONS**

Number of regulatory violations by type – initial vs. check sample results  
Number of infrastructure failures by type – pipelines, pumps, valves, hydrants, etc.

Repair response times  
Repair completion times  
Staff required per emergency event  
Cost of emergency by event  
Pipeline replacement by miles/annually or experienced area-specific failures?  
Unaccounted water vs. produced and metered sources

Vehicle management – How well do we manage mobile assets:

Assigned vs. unassigned vehicles of the total fleet  
Pool vehicles in fleet – assigned by divisions  
Annual miles driven/annual fuel costs  
Surplus/depreciated vehicles annually

Equipment management – How well do we manage heavy, mobile, stationary, and tool/parts inventory:

Mobile assets (non-standard trucks & cars) do we need vs. have (excavation, generators, trailers, dump trucks, etc.  
Mobile tools and hand tools – have vs. need

Preventive (PM) vs. Reactive/Corrective Maintenance (CM) – Are we 80% PM vs. 20% CM?

CMMS tool utilized?  
Daily scheduled PM's?  
Annual schedule of assets to be replaced? (e.g. Pipeline Replacement)  
Staff dedicated to PM's by region/area?

#### **INFORMATION TECHNOLOGY**

Total value of consulting contracts vs. actual delivered projects.  
How many staff-delivered projects.  
Number and value/cost of projects shared with County IT Department.  
Total value of stranded technology equipment (servers, laptops, cell phones, monitors, desktops, etc.

### HUMAN RESOURCES

Current staffing demographics – tenure, progression of employees, location, equity, etc.  
Vacancies vs. budgeted staffing level  
Compensation vs. COLA  
Workplace injuries / time missed

### MANAGEMENT

Establish face-to-face, individual employee meetings frequency with all staff.  
Develop consultant performance metrics department-wide – which firms are worth hiring again?  
Require available technologies to be utilized for all processes and practices – no manual administrative work.

Department overtime vs. % of total department/division compensation = staffing calculation to determine staffing strategy

The following **intangible** benchmarks must be documented and although they are sometimes difficult to measure, they are indeed easy to recognize:

- Arrive on time, do your job, help others to best do their jobs.
- Escape the kindergarten mentality and graduate to professionalism – much less drama needed.
- Worry about doing the best job YOU can rather than gossiping about what SOMEONE ELSE is doing.
- Hold ourselves accountable by accepting responsibility for our actions AND inactions.
- Staff needs to initiate communication – stop waiting for the other person to “hopefully” communicate job-related issues.
- Demand follow-through, resolution and/or closing out an issue you’re working on – don’t let it sit until deadlines cannot be met just because someone didn’t ask you for an update.
- Initiate adherence to rules, procedures, practices, and policies – don’t wait to be told to do so.
- Realize respect through intent (actions)

Now that I’ve listed several benchmarks to target and measure, how do we plan to do so? The identification of metrics will be derived from three water industry sources – QualServe Benchmarking Program developed by the American Water Works Association (AWWA), the Water Environment Federation (WEF), and the Water Research Foundation (AWWARF). I have utilized these processes during multiple organizational and operational assessments throughout the country since 2002. Prior to these initiatives, EMA Services, Inc., provided Competitive Assessments since 1995 with which I was involved in until 2005.

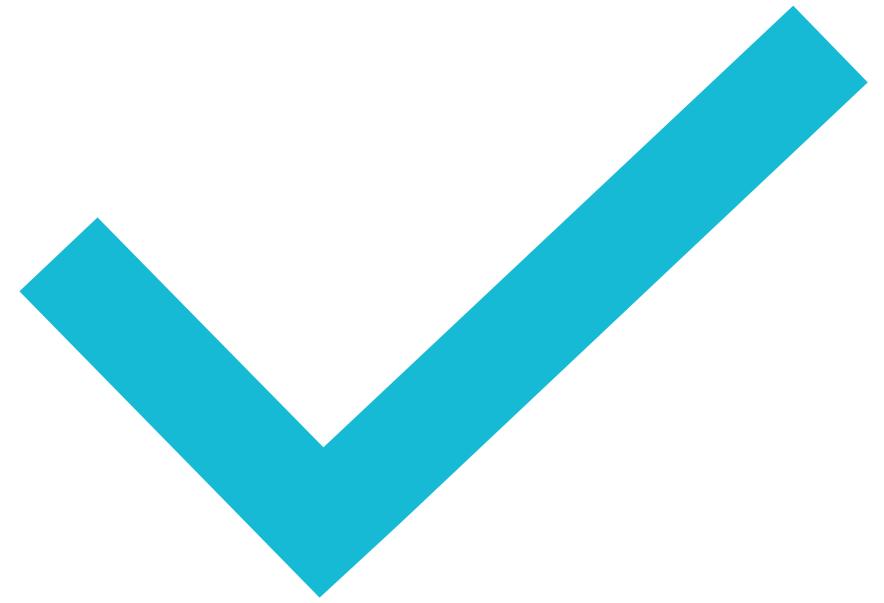
To analyze and determine the effectiveness of DOW, I am using the Effective Utility Management (EUM) framework developed and endorsed by USEPA and the trade associations serving the water and wastewater industry. This framework includes subject areas such as Operational Optimization, Employee and Leadership Training, Water Resource Adequacy, Operational Resilience, Financial Viability, and other issues of focus.

I will provide the Board with final benchmarking metrics in preparation for the FY22-23 budget preparation in March 2022. I have been here 10 weeks and with more research to do regarding internal decisions that were made prior to joining DOW, I ask for your support defining what additional target areas or subjects I may have overlooked to be included in our final benchmarking program. Please provide me with feedback regarding the aforementioned priorities of goals and proposed benchmarks.

Mgrrp/December 2021/22-55/Discussion and Approval of the Manager and Chief Engineer's Goals (12/23/21):

# EVALUATION FACTORS: APPOINTEES/MANAGERS

*County of Kaua'i*  
*DHR's Standardized Form*  
*For Board Consideration*



**COUNTY OF KAUA'I**  
**EVALUATION FACTORS: APPOINTEES/MANAGERS**

Name/Title: Joseph E. Tait, Manager & Chief Engineer

Name of Rater: \_\_\_\_\_

Review Dates: 10/01/2021 - 09/30/2022 Annual

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
--------------------	-----------------------	------------------	---------------	--------------	-------

- 1 **Customer Service:** Courtesy in dealing with customers and effectiveness in meeting the customer's needs. (Customers may include, but not limited to, the public; Mayor; County Council; Board or Commission; and other department/agency heads and deputies.)

Has shown little interest in meeting the needs of the customers. Antagonize the customers in dealings with them.	Is occasionally discourteous when working with customers. Sometimes is not effective in meeting the needs of customers.	Almost always courteous and effective when dealing with customers.	Is pleasant and helpful when dealing with customers.	Courteous and effective when dealing with customers; goes far beyond the call of duty to serve customers.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

- 2 **Planning and Organizing:** Establishing a course of action, structuring or arranging resources, and setting priorities for self and others to accomplish specific goals. Demonstrated ability to plan ahead, schedule work, set realistic goals, anticipate and prepare for future assignments, set logical priorities and use time wisely.

Usually disorganized, and often in a crisis caused by lack of planning and organizing.	Has difficulty in setting priorities and/or in attaining goals.	Usually does a good job in assigning priorities. Able to attain most goals.	Seldom in a crisis due to lack of planning and organizing. Is able to attain nearly all goals.	Does a superior job in assigning priorities. Anticipates problems and decides how to handle them. Accomplishes tasks ahead of schedule in most instances.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
--------------------	-----------------------	------------------	---------------	--------------	-------

**3 Leadership:** Measurement of getting people to willingly work to accomplish an objective. Utilization of appropriate interpersonal styles and methods to guide individuals or groups toward effective task accomplishment. Controlling and evaluating performance, utilization of resources available to accomplish tasks, effective employee development and counseling and sharing leadership when appropriate.

Inhibit subordinate motivation to accomplish tasks or improve personal development. Fails to take initiative and rarely knows job status. Shares little or no information with superiors or subordinates.	Sometimes fails to sufficiently motivate employees to accomplish tasks or develop employees. Shares very little information with superiors or subordinates.	Effectively motivates to accomplish tasks and develop employees. Takes action to solve problems. Maintains a good method of sharing information with superiors and subordinates.	Consistently effective in motivating employees to accomplish tasks and improve personal development. Maintains excellent method of sharing information. Most potential problems are detected early.	Exceptionally effective leader. Maintains highly motivated and developed employees. Problems are consistently detected early, and information is shared in the most efficient manner. This person is always on top of things.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

**4 Communication:** Expression of ideas orally and in writing, providing relevant and timely information to superiors, co-workers, subordinates and other customers, listening and understanding others.

Written work is often incomplete and contain errors. Fails to clearly express opinion on ideas.	Written work usually contains some errors. Thoughts are not presented in a logical order in conversation, often has trouble being understood.	Reports are generally accurate but occasionally contain errors. Routing reports are performed adequately, but more important or complex reports require closer supervision.	Reports are consistently accurate and well organized, seldom needing correction. This person can capably prepare and present important oral or written reports. Listens well and can be understood.	Writes well-organized, understandable and accurate reports. Oral or written presentation is excellent, needs minimal improvement. In less formal conversation, this person listens well in addition to getting the point across.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
--------------------	-----------------------	------------------	---------------	--------------	-------

**5 Personnel Management:** Selecting, managing, motivating and developing employees, following prescribed personnel policies and practices, including equal employment opportunity. Effectiveness in utilization of personnel resources.

Has difficulty in selecting, managing, motivating and developing staff members to meet individual and group goals. Often disregards prescribed personnel policies and practices.	Somewhat effective in selecting, managing, motivating and developing staff members to meet individual and group goals. Usually follows prescribed personnel policies and practices. However, some improvement of these skills is needed.	Generally effective in selecting, managing, motivating and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Effective in managing personnel resources.	Very effective in selecting, managing, motivating and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Handles employee performance problems effectively and selects well-qualified candidates.	Exceptionally effective and creative in selecting, managing, motivating and developing staff members to meet individual and group goals. Follows prescribed personnel policies and practices. Demonstrates skill and creativity in dealing with employee performance problems, and selecting well-qualified candidates.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

**6 Achieving Goals:** Effective organizational management to achieve defined program measurements, goals, and objectives. Establish realistic program measurements, goals and objectives for employees. Produce a reasonable volume of work on schedule, demonstrating accuracy, thoroughness and dependability.

Does not achieve defined objectives, and establishes unrealistic goals for employees. Develops error prone, incomplete work. Work is generally untimely. Regular reminders needed to obtain compliance.	Goals are not always achieved, and accuracy and volume of work is sometimes less than standard. Work is frequently untimely. Some monitoring required.	Effective in the establishment of realistic, achievable goals, production of work is dependable and generally accurate. Work is generally timely.	Goals are consistently achieved. The volume, accuracy and thoroughness of work is very effective. Work is almost always timely.	Exceptional manager, achieving extremely high standards. Production of work is exceptional due to high degree of accuracy, volume, and thoroughness. Work is always timely.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

Unsatisfactory (1)	Needs Improvement (2)	Satisfactory (3)	Excellent (4)	Superior (5)	Score
--------------------	-----------------------	------------------	---------------	--------------	-------

7 **Policy Development:** The development and implementation of sound policy, which identifies and analyzes problems effectively and develops alternative solutions. This encompasses job knowledge, which includes depth, currency and breadth.

Cannot develop a policy independently and does not identify or analyze problems.	Often is not able to develop a sound policy based on job knowledge. Often does not identify solutions.	Effective establishment of sound policy based on analysis of problems. Develops some alternative solutions.	Consistently develops and implements sound policies. Very knowledgeable and effectively analyzes problems.	Exceptional development and implementation of sound policy. Significant thorough research and analysis conducted and several feasible alternate solutions are developed.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_

8 **Financial Management:** Effective development and implementation of financial budgets and controls, operating within prescribed fiscal limits, incorporating key costs control issues.

Frequently pays inadequate attention to financial budgets and controls in planning and completing work. Work is frequently over budget. Fails to fully utilize budget resources, or budget fails to provide for program requirements.	Sometimes pay inadequate attention to financial budgets and controls in planning and completing work. Work is sometimes over budget without adequate attempts to control costs. Occasionally attempts to circumvent county guidelines.	Attentive to financial budgets and controls, and generally operates within prescribed financial limits. Budget overruns are infrequent, and causes are normally identified and justified. Implements plans to control costs where possible. Effective in managing fiscal resources.	Consistently effective in developing financial budgets and controls and in operating within prescribed financial limits. Seeks opportunities to control costs, and adapts plans and methods to prevent budget overruns.	Exceptionally effective in developing budgets and controls (incorporating low cost control issues) and in operating within prescribed financial limits. Actively seeks opportunities to control costs, adapts plans and methods to prevent budget overruns, and encourages and assists others in effecting cost savings.	
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Trend: Improving  Same  Declining

Recommendation(s) for Improvement: \_\_\_\_\_  
comment \_\_\_\_\_



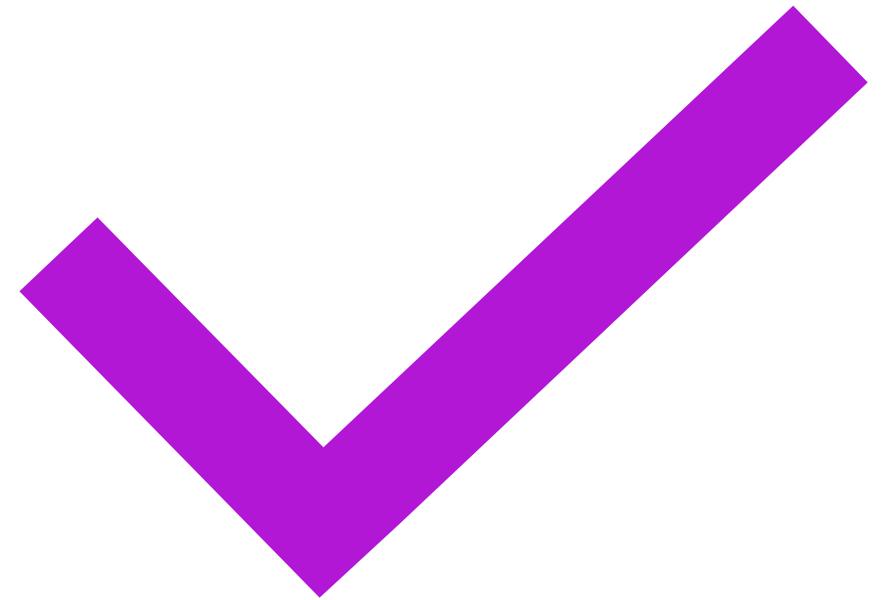
# SOCIETY FOR HUMAN RESOURCE MANAGEMENT “SHRM”

*Joyaux Associates*

*Performance Appraisal Process*

*for CEO's*

*For Board Consideration*



Society for Human Resource Management “SHRM”

Performance Appraisal Process for CEO’s

Joyaux Associates

## Performance Appraisal Process for the CEO<sup>1</sup>

*Note: This process and appraisal tool – along with Joyaux’ CEO job description – applies, in general to any organization. You would change references to “organization” to your agency’s name. You would likely specific the type of mission-based information to know, e.g., environment, healthcare, etc.*

### Importance of performance appraisal

Performance appraisal / evaluation is the regular process of both formally and informally providing feedback about an individual’s implementation of his / her responsibilities. The position being evaluated may be a paid employee or a volunteer.

All employees deserve and expect ongoing feedback, whether formal or informal. And all employees should expect a formal appraisal, conducted annually by the supervisor. (And, in general, the same holds true for volunteers.)

The appraisal process begins first with the job description. Supervisor and employee must be clear about the responsibilities, scope of authority and limitations, and standards and expectations of each job.

The process is clearly explained to all, is transparent, and is executed in a timely matter. In addition to written materials, dialogue between supervisor and employee is critical.

Self-appraisal is an important component of the process. Each employee completes a self-evaluation, using the Performance Factors Tool, which reflects the job description. This is the same tool used by the supervisor. The supervisor considers the employee’s self-evaluation during the review of performance.

At the conclusion of the process, the forms are filed in the employee’s file. The previous year’s results are used for the new year’s evaluation.

The formal performance appraisal for all employees is conducted during the same timeframe. The appraisal results form the basis for merit increases. Merit increases are formulated during the budgeting process and institute at the beginning of the fiscal year.

The CEO assures proper and timely appraisal for all organization employees. The CEO is responsible for an effective process that retains and supports the best employees, and provides appropriate intervention with those requiring improvement.

### Elements of the performance appraisal process

The appraisal process facilitates a careful review of the following for each employee:

- Accomplishment of goals for the review period (Section 1)
- Performance on key responsibilities in the job description (Section 2)
- Additional performance/management factors (Section 2a)
- Goals for upcoming review period with ample input from supervisor and incumbent (Section 3)

<sup>1</sup> CEO, the chief executive officer, is the principal staff person of the organization. This position is often called executive director. And sometimes, in larger institutions, the position is called President and CEO. No matter the title, the lead staff person is the CEO.

- Performance improvement plan that is set jointly with the supervisor and employee, with monitored target dates as needed (Section 4)
- Development plan that is set jointly, and includes monitored target dates (Section 5)
- Potential for advancement to greater responsibilities

### CEO performance appraisal process

A committee or ad hoc task force of the Board of Directors manages the performance appraisal process of the CEO and conducts the performance appraisal interview.

Typically, the Chair of the Board establishes this task force or committee. Considerations for the task force include: experience with the CEO including chairing a committee, working on a project; someone with HR expertise; possibly experience managing a nonprofit.

Often times the Board Chair serves on the task. It's also useful to include the incoming Board chair, if that person has been identified.

To assure continuity, at least two members of the task force who participated in the immediate prior year review should participate in the process in the subsequent year. To assure new perspective, at least two of the members of the task force should change every year or two.

The task force must remember that it works on behalf of the Board. The task force can neither assume – nor can the Board delegate – its authority regarding the CEO. The total Board serves as the evaluator and final arbiter of any issues related to performance of the Executive Director.

### Task force responsibilities

- Draft and secure Board approval for the CEO job description<sup>4</sup>. Design the CEO Performance Appraisal Process, including the various tools. Then recommend to the Board for discussion and action. The Board formally approves the process and tools.<sup>5</sup>
- Initiate the formal Performance Appraisal Process, typically 2 – 3 months prior to the start of the new fiscal year. This time period allows completion of the appraisal process, format review and action by the Board of Directors, meeting with the CEO, and then budget action.
- Recommend a merit increase to the Board in concert with the Finance Committee following the annual performance appraisal.

<sup>2</sup> In the case of the CEO, this work is typically done by an ad hoc performance appraisal task force or some other Board committee, e.g. Personnel Committee or Executive Committee.

<sup>3</sup> Most personal work belongs to management and does not warrant a Board Personnel Committee. I see this more as an ad hoc task force for a period of time that sunsets.

And since I'm on a worldwide mission to destroy all Executive Committees, no such body would exist to conduct the performance appraisal process for the CEO.

To make this more complicated, the CEO has no "supervisor." The Board provides general direction and oversight to the CEO, within the scope of authority and limitations of good governance. The Board works diligently to focus on governance and avoid management. Most specifically, the Board chair is not the CEO's supervisor.

The CEO is hired, appraised, and if necessary fired by the Board. The Board authorizes a task force or committee to carry out the appraisal process and bring the report back to the Board for action.

<sup>4</sup> See sample at [www.simonejoyaux.com](http://www.simonejoyaux.com). Click on Resources and then Free Library. Once established, the job description and appraisal process would likely benefit from a formal review every 3 – 5 years. Naturally, during the appraisal process, the task force may identify areas of job description (and hence appraisal process) that need change. Such changes should be discussed with the CEO and require Board action.

<sup>5</sup> In other words, your Board would approve this document – which outlines the process and provides the tool.

- Review and endorse the CEO's Annual Goals and Professional Development Plan and inform the full Board.
- Based on periodic compensation analyses, recommend (in concert with the Finance Committee) a salary and benefits adjustment to the Board for action.
- Regularly review the job description, any relevant policies, and the appraisal process – and recommend enhancements for review and action by the Board as necessary.

### Steps in the CEO performance appraisal process

1. Task Force reviews Performance Appraisal Process, informs the Board of the process start, and invites Board members to provide any comments to the task force.
2. CEO completes same tool and submits to task force.
3. Task force meets and conducts appraisal process – Sections 1 – 4, comparing results to CEO self-appraisal.
4. Task force prepares final forms and then drafts a cover memo for Board review and action. The task force memo summarizes strengths and weaknesses, goals, improvement and development plans, and recommends the overall performance status.
5. The task force sends the confidential memo to each Board member – and convenes an executive session of the Board to discuss the results and recommendations. The Board discusses the appraisal memo and merit recommendation – and makes changes as it desires. The Board then acts and minutes reflect action and are filed in the permanent record.
6. The task force (or a representative thereof) then meets with the CEO to discuss the results of the appraisal process, and the resulting Board decision. The CEO comments on the Goals for the new year, may suggest modifications, and then helps outline the Performance Improvement and Development Plans.

### Performance appraisal ratings

- **Exceeds expectations** – The individual is making an exceptional, significant contribution to the organization. This person constantly accepts responsibilities beyond those of the job held and continuously exceeds expectations regarding completion of work assignments. There are few areas regarding performance of job responsibilities in which she could improve.
- **Meets expectations** – The individual is a steady, consistent, dependable performer and carries out duties in a fully responsible and effective manner. Meets and occasionally exceeds expectations regarding job responsibilities and completion of work assignments. Even though present performance is acceptable, there may be areas regarding performance of job responsibilities in which the person should improve.
- **Needs improvement** – The individual falls below standards or expectations. It is expected that with the appropriate improvement plan, performance will reach a fully satisfactory level within a specified time period.

<sup>6</sup> Recusal of staff, including the CEO.



PERFORMANCE APPRAISAL  
PROCESS/FORM FOR CEO

*Joyaux Associates*

## Performance Appraisal Process for the CEO

CEO name: \_\_\_\_\_

Date hired: \_\_\_\_\_ Current evaluation period \_\_\_\_\_

Date evaluation completed \_\_\_\_\_ Date of Board action \_\_\_\_\_

**Section 1: Achievement of goals from last review period** *(type in the agreed-upon goals decided during the last review period):*

**Section 2: Performance on key responsibilities of the job description:** Use ratings: *EE (Exceeds Expectations)*, *ME (Meets Expectations)*, *NI (Needs Improvement)*. When using *NI*, please give specific example(s) below the goal statement.

<b><i>Responsibility</i></b>	<b><i>Rating</i></b>
<b><i>Legal and regulatory compliance</i></b>	
1. Files and regulatory documents and complies with relevant laws and regulations.	
<b><i>Mission, policy, planning</i></b>	
2. Helps Board determine values, mission, vision and goals.	
3. Helps Board monitor and evaluate organization's relevancy, effectiveness, and results.	
4. Keeps Board fully informed re: organization's condition and all important factors influencing it.	
5. Keeps informed of developments in the organization's mission area, general business management including the nonprofit focus, governance, philanthropy and fund development.	
6. Assures that appropriate policies are in place to guide the organization's work in all areas.	
<b><i>Management, administration</i></b>	
7. Provides general oversight of all agency activities, manages day-to-day operations, and assures a smoothly functioning, efficient organization.	
8. Assures program quality and organizational stability through development and implementation of standards and controls, systems and procedures, and regular evaluation.	

9. Assures a work environment that recruits, retains and supports quality staff of volunteers.	
10. Assures process for selecting, development, motivating, and evaluating staff and volunteers.	
<b><i>Responsibility</i></b>	
11. Recommends staff, compensation, and financing to Board. Recruits personnel, negotiates professional contracts, and assures development and maintenance of appropriate salary structures.	
12. Specifies responsibilities and accountabilities for personnel; evaluates performance regularly.	
<b><i>Governance</i></b>	
13. Work effectively with Board, its officers and committees to define their roles and responsibilities; helps evaluate their performance regularly.	
14. Works with Board Chair to enable Board to fulfill its governance functions and manages Board's due diligence process to ensure timely attention to core issues.	
15. Works with Board Chair to focus Board attention on long-range strategic issues.	
16. Works with Board officers and committee chairs to get best thinking and involvement of each Board member & to stimulate each Board member to give his / her best.	
17. Frames significant questions and complex issues in ways that facilitate Board dialogue and action.	
18. Recommends volunteers to participate in the Board and its committees.	

<b>Finance</b>	
19. Promotes programs and services that are produced in a cost-effective manner, employing economy while maintaining an acceptable level of quality.	
20. Oversees the fiscal activities of the organization, assures adequate controls.	
21. With Board, ensures financing to support goals, including effective fund development program.	
22. Fosters a culture of philanthropy, and assures a donor-centered organization that nurtures loyalty through a comprehensive relationship-building program.	
<b>Philanthropy and fund development</b>	
23. Assures an effective fund development program by serving as the chief development officer or hiring and supervising an individual responsible for this activity.	
24. Assures a comprehensive gift management system, analysis and reporting to support quality decision-making.	
25. Assures the availability of materials to support solicitation.	
26. Provides leadership in developing and implementing the organization's fundraising plan and monitoring the plan's progress.	
27. Helps ensure that Board members carry out philanthropy and fund development activities.	
28. Participates actively in identifying, cultivating and soliciting donor prospects.	

<b>Relationship building</b>	
29. Identifies the key relationships necessary to support an effective organization and assures proper planning, relationship building and communications to develop and maintain these.	
30. Facilitates the integration of the organization into the fabric of the community by assuring the use of effective marketing and communications activities.	
31. Acts as an advocate, within the public and private sectors, for issues relevant to ABC, its services and constituencies.	
32. Listens to clients, volunteers, donors and the community in order to improve services and generate community involvement. Assures community awareness of the organization's response to community needs.	
33. Serves as agency's chief spokesperson and acts as advocate for issues relevant to the agency.	
34. Listens to stakeholders in order to improve services and generate community involvement.	
35. Works with legislators, regulatory agencies, volunteers and representatives of the nonprofit sector to promote legislative and regulatory policies that encourage a healthy community and address the issues of the organization's constituencies.	
<b>Leadership</b>	
36. Demonstrates initiative and creativity in identifying and addressing strategic issues facing the organization.	
37. Effectively manages continuity, change and transition.	
38. Sets and achieves clear and measurable goals and reasonable deadlines.	

39. Deals effectively with demanding situations and designs and implements effective interventions.	
40. Consistently displays integrity and models the organization's values.	

**Performance appraisal ratings**

- **Exceeds expectations** – The individual is making an exceptional, significant contribution to the organization. This person constantly accepts responsibilities beyond those of the job held and continuously exceeds expectations regarding completion of work assignments. There are few areas regarding performance of job responsibilities in which she could improve.
- **Meets expectations** – The individual is a steady, consistent, dependable performer and carries out duties in a fully responsible and effective manner. Meets and occasionally exceeds expectations regarding job responsibilities and completion of work assignments. Even though present performance is acceptable, there may be areas regarding performance of job responsibilities in which the person should improve.
- **Needs improvement** – The individual falls below standards or expectations. It is expected that with the appropriate improvement plan, performance will reach a fully satisfactory level within a specified time period.

**As appropriate, additional factors not in job description:**

**Section 3: Goals for the next review period**

**Section 4: Performance improvement plan:** *Outline any areas where the CEO needs improvement to reach higher levels of performance.*

**Section 5: Development plan:** *Outline training / development that will enhance CEO's contribution to the organization. Also specify areas of support and action that the Board can do to help the CEO.*

**Overall performance rating / comments for CEO for this evaluation period**

**Action and approvals**

Performance appraisal results (through memo) acted on by Board of Directors on: \_\_\_\_\_

Authorizing signature/date from Performance Appraisal Task Force: \_\_\_\_\_

CEO signature and meeting date: \_\_\_\_\_

*Please write any comments from CEO on the other side of these pages.*

A horizontal splash of clear blue water with bubbles, positioned behind the text.

NEW

BUSINESS

# DEPARTMENT OF WATER

County of Kaua'i

*"Water has no Substitute – Conserve It!"*

**MANAGER'S REPORT No. 24-05**

November 16, 2023

Re: Discussion and Possible Action on a Fifth Change Order to Contract No. 688, Job No. 17-10, WP2020 KW-07, Paua Valley Tank No. 1 Rehabilitation Project, Kekaha, Kaua'i, Hawai'i with Earthworks Pacific, Inc. for additional funding in the amount of \$200,000.00

**RECOMMENDATION:**

It is recommended that the Board approve additional funding for Contract No. 688 with Earthworks Pacific, Inc. to fund additional contract change order work in the amount of \$200,000.00.

**FUNDING:**

Account No.	10-20-00-604-xxx		
Acct Description	WU/Capital Outlay – R&R (Tank Remediation and Repair)		
Funds Available	Verified by WWC		\$ 200,000.00
Contract No.	688		
Vendor	Earthworks Pacific, Inc.		
	Contract Amount	\$ 2,264,750.00	
	Contingency	\$ 22,776.56	\$ 22,776.56
	Change Order No. 1	\$ 0.00	
	Change Order No. 2	\$ 994,393.77	
	Change Order No. 3	\$ 248,329.67	
	Change Order No. 4	\$ 32,899.55	
	<b>Total Funds Certified To Date</b>	<b>\$ 3,563,149.55</b>	
<b>Change Order No. 5:</b>			
	Description: Tank Exterior PCB's	\$ 204,691.49	
	<b>Total Change Order</b>	<b>\$ 204,691.49</b>	<b>\$ &lt;204,691.49&gt;</b>
	Revised Contingency		\$ <18,085.07>
	Additional Funding Request		\$ 200,000.00
	Contract Amount, if Change Order No. 5 is approved	\$ 3,745,064.48	
	Fund Balance		\$ n/a

Contract NTP Date: January 21, 2020

Original Contract End Date: April 20, 2021

New Contract End Date if Contract Time Extension: July 20, 2024

## **BACKGROUND:**

The original scope of the Paua Valley Tank No.1, 0.5 MG Rehabilitation Project was to address and repair a known leak in the tank and to perform hazardous material testing. It was anticipated that the hazardous materials would be lead based paint contained within the tank's exterior coating. The Department felt it was prudent to also test the interior coating to determine if any hazardous materials migrated into the tank. During the testing, it was determined that the tank's liner did not contain lead, however, contained Polychlorinated Biphenyls (PCBs). Upon this discovery, the tank was taken out of service and has been isolated from the distribution system.

Since the original scope of the project did not anticipate addressing the PCB containing liner, additional time to develop a mitigation method was prepared and a cost proposal to remove the interior lining and filtering and treatment of the PCB exposed water in the tank was negotiated and approved. (Contract Change Order Nos. 1 & 2).

The additional time required to review and develop a mitigation method of the PCB contaminant delayed the progress of the original scope of work. A proposal to recover additional cost due to price escalation and additional supply chain delays resulting from the COVID-19 pandemic was evaluated and approved and Contract Change Order No. 3 was issued.

An additional proposal was negotiated and approved to address the removal and replacement of the tank's non-standard mid-level wall joint with Contract Change Order No. 4.

During the review of the ongoing exterior work, it was discovered that the tank's exterior coating was inconsistent and required additional testing. The testing concluded that the PCB levels in the thicker sections of coating exceeded the allowable level to be removed and discarded by traditional allowable methods. A proposal was received for the removal, handling and disposal of the PCB contaminated waste, in the amount of \$204,691.49. The proposal was reviewed and is deemed acceptable for the work to be performed.

## **OPTIONS:**

### **Option 1: Approve Manager's Report as recommended.**

Pro: The tank's exterior coating will be removed and disposed of properly and will be in compliance with the EPA regulations and requirements; and the tank will be able to be placed back into service.

Con: Additional funding will be required.

### **Option 2: Do Not Approve Manager's Report as recommended.**

Pro: Additional funding will not be required to be expended.

Con: The tank will not be in compliance with EPA regulations and the tank will not be able to be placed back into service.



**DEPARTMENT OF WATER**  
County of Kaua'i  
**Board of Water Supply**

**Officers and Committee Members for 2024**  
(Effective January 1, 2024)

**2023 Board Officers:**

Chair:                      Chair:  
Vice Chair:              Vice Chair:  
Secretary:                Secretary:

**Rules Committee**

Chair:                      Chair:  
Member:                  Member:  
Member:                  Member:

**Finance Committee**

Chair:                      Chair:  
Member:                  Member:  
Member:                  Member:

**Committee of the Whole** *(All Board Members)*

Chair:                      Chair:

**2024 Board Officers:**

Chair:  
Vice Chair:  
Secretary:

**Rules Committee**

Chair:  
Member:  
Member:

**Finance Committee**

Chair:  
Member:  
Member:

**Committee of the Whole** *(All Board Members)*

Chair:



**BOARD OF WATER SUPPLY, COUNTY OF KAUA'I**

**BOARD MEETING DATES FOR 2024**

(Department of Water, County of Kaua'i *Rules & Regulations, Part 1, Section II* – Regular Meetings of the Board shall be held in the Department of Water’s Board Room or any designated place once each month, or on a date to be determined by the Board.)

1.	January*	Thursday, January 25	9:30 a.m.
2.	February*	Thursday, February 22	9:30 a.m.
3.	March	Thursday, March 21	9:30 a.m.
4.	April	Thursday, April 18	9:30 a.m.
5.	May	Thursday, May 16	9:30 a.m.
6.	June	Thursday, June 20	9:30 a.m.
7.	July	Thursday, July 18	9:30 a.m.
8.	August	Thursday, August 15	9:30 a.m.
9.	September	Thursday, September 19	9:30 a.m.
10.	October	Thursday, October 17	9:30 a.m.
11.	November	Thursday, November 21	9:30 a.m.
12.	December	Thursday, December 19	9:30 a.m.

\* Meeting scheduled for the 4<sup>th</sup> Thursday due to the Legislative Session opening on Jan. 18<sup>th</sup>, and subsequent meeting schedule adjustment

A horizontal splash of clear blue water with bubbles, positioned behind the text.

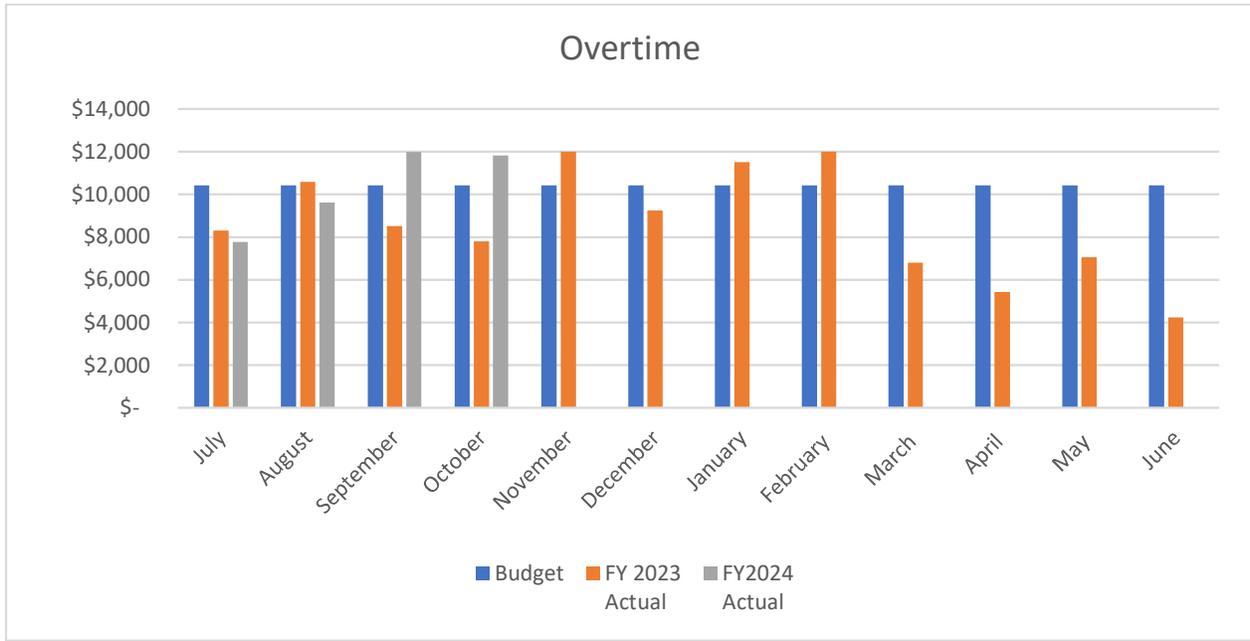
STAFF

REPORTS

# FISCAL DIVISION DASHBOARD



## Overtime



Note: October 2023 includes amounts posted from October 1<sup>st</sup> through October 15<sup>th</sup> (pay date October 31<sup>st</sup>) and “pending” transactions from October 16<sup>th</sup> through October 31<sup>st</sup>. Once HR Payroll reconciles and processes the payroll closing batches, the Central Accounting Division will post the payroll transactions to the general ledger.

# FISCAL DIVISION DASHBOARD

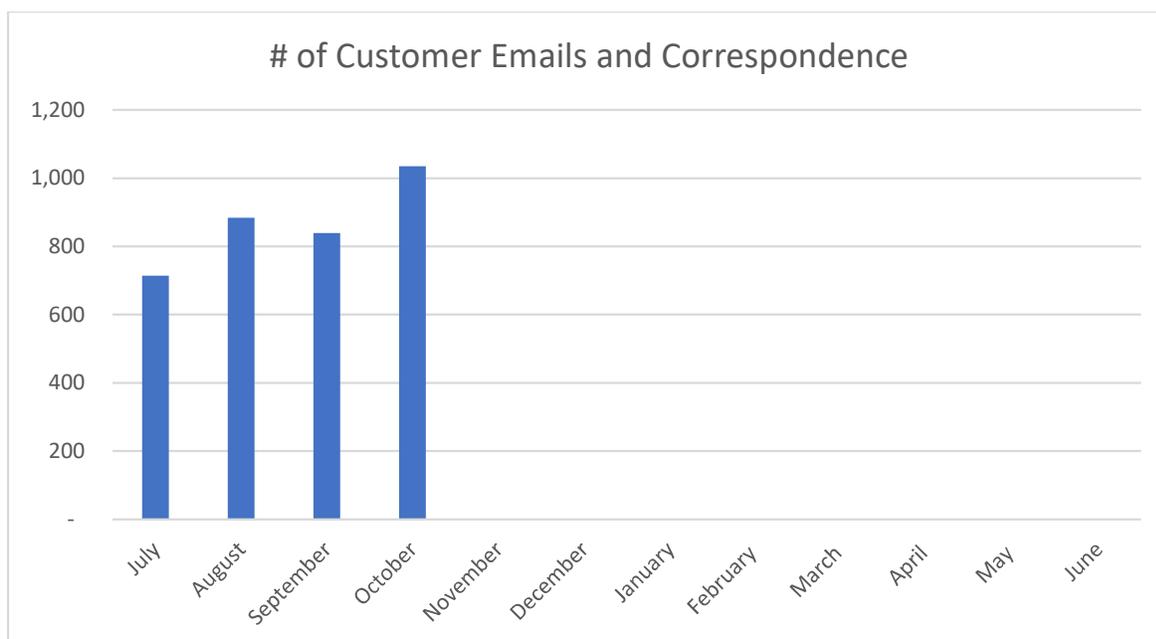


## Walk-In Customers



Note: The Billing Section currently operates two (2) payment windows, Lobby 1, and Lobby 2. There is a designated “floater” to assist at the window during breaks or for short-staffing coverage. There is a total of 19 meter reading routes island-wide with varying billing cycles.

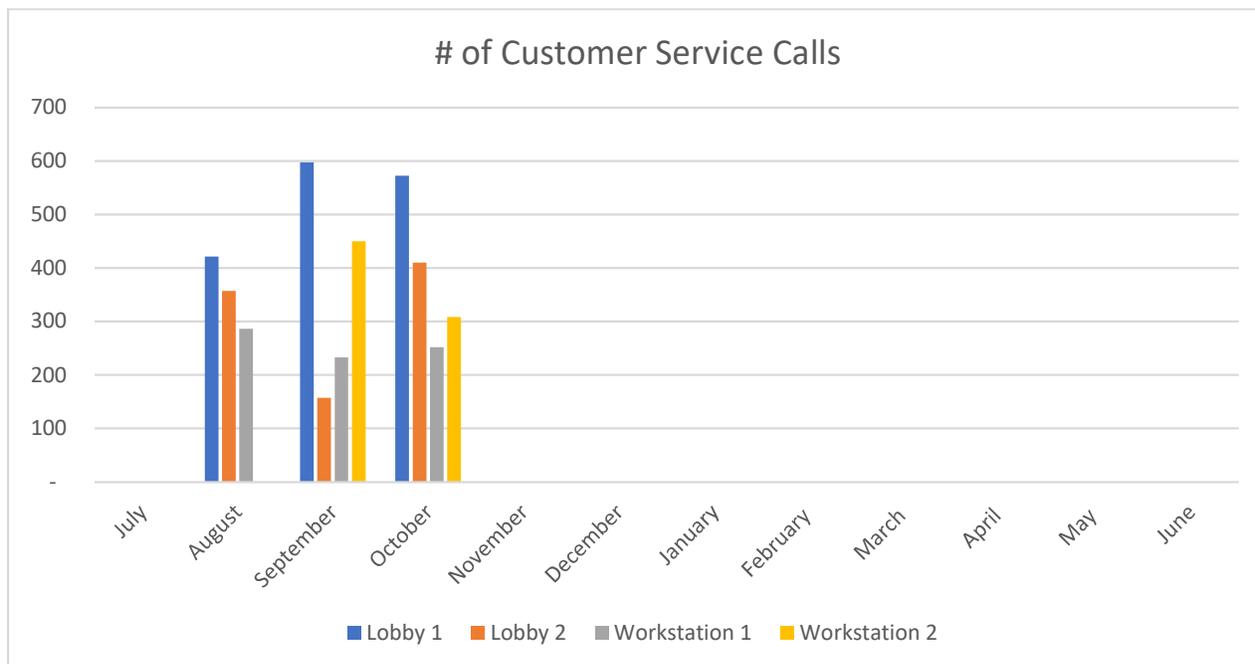
## Customer Emails & Correspondence



# FISCAL DIVISION DASHBOARD



## Customer Service Calls



Note: In addition to the two (2) payment windows, Lobby 1 and Lobby 2, there are two (2) Workstations, Workstation 1, and Workstation 2. The Billing Team of four (4) employees assist with the phone calls, respond to emails, and assist walk-in customers with payments and/or questions surrounding their account. They also provide assistance to the Meter Readers in the field.

**Department Of Water Budget Report for October 2023**

	October 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Operating Revenue	\$ 2,777,499.00	\$ 2,770,682.48	\$ (6,816.52)	\$ 11,109,996.00	\$ 11,456,697.21	\$ 346,701.21	3%
Expenses		74,121.86					
Labor *	\$ 1,075,032.00	\$ 1,012,380.76	\$ 62,651.24	\$ 4,300,128.00	\$ 4,049,522.96	\$ 250,605.04	6%
Services	828,127.00	549,325.46	278,801.54	3,312,508.00	1,773,323.66	1,539,184.34	46%
Utilities & Materials	647,822.00	537,177.16	110,644.84	2,591,288.00	2,071,843.84	519,444.16	20%
Total Operating Expenses	\$ 2,550,981.00	\$ 2,098,883.38	\$ 452,097.62	\$ 10,203,924.00	\$ 7,894,690.46	\$ 2,309,233.54	23%
Debt Service Principal & Interest	426,234.25	193,789.06	232,445.19	2,302,042.42	1,635,286.67	666,755.75	29%
<b>Operating and Debt Expenses</b>	<b>\$ 2,977,215.25</b>	<b>\$ 2,292,672.44</b>	<b>\$ 684,542.81</b>	<b>\$ 12,505,966.42</b>	<b>\$ 9,529,977.13</b>	<b>\$ 2,975,989.29</b>	<b>24%</b>
<b>Net Income (Loss)</b>	<b>\$ (199,716.25)</b>	<b>\$ 478,010.04</b>	<b>\$ 677,726.29</b>	<b>\$ (1,395,970.42)</b>	<b>\$ 1,926,720.08</b>	<b>\$ 3,322,690.50</b>	<b>238%</b>

\* Prior month's labor is corrected - current monthly labor is estimated

**Capital Projects and Purchases\*\***

	Fiscal Year Budget	October FYD 2024 Actual	Remaining Budget
<b>Water Utility Funded Projects ***</b>			
IT Capital Purchases	\$ 2,505,000.00	\$ -	\$ 2,505,000.00
Job 09-01 Yamada Tank	-	82,323.80	(82,323.80)
Job 11-07 HE-03 Hanapepe & Koloa Well MCC	-	5,070.00	(5,070.00)
Job 16-04 Kilauea Wells Rehab	-	177,575.49	(177,575.49)
Job 18-03 Kuhio Hwy Hardy Oxford 16" Main	2,000,000.00	8,734.18	1,991,265.82
Job 23-02 Kuamoo Rd 8" Replacement	-	15,630.00	(15,630.00)
Job 23-03 Kuhio Hwy Papaloa to Waikaea	-	25,962.37	(25,962.37)
Job 23-07 Rehabilitate Puupilo Steel Tank	-	39,400.35	(39,400.35)
Wailua Homesteads Tank	3,750,000.00	72,467.82	3,677,532.18
Ops Capital Purchases	1,020,991.00	43,630.00	977,361.00
Projects with budget but no activity	6,247,500.00	-	6,247,500.00
	<b>\$ 15,523,491.00</b>	<b>\$ 470,794.01</b>	<b>\$ 15,052,696.99</b>
<b>FRC Funded Projects</b>			
Job 04-08 Drill Kapaa Homestead Well 4	\$ 700,000.00	\$ 45,380.00	\$ 654,620.00
Projects with budget but no activity	400,000.00	-	400,000.00
	<b>\$ 1,100,000.00</b>	<b>\$ 45,380.00</b>	<b>\$ 1,054,620.00</b>
<b>Build America Bonds Funded Projects</b>			
Job 09-01 Yamada Tank	\$ -	\$ 52,373.11	\$ (52,373.11)
Projects with budget but no activity	6,100,000.00	-	6,100,000.00
	<b>\$ 6,100,000.00</b>	<b>\$ -</b>	<b>\$ 6,100,000.00</b>
<b>State Allotment Funded Projects</b>			
17-10 KW07 Paua Valley Tank Repair	\$ -	\$ 31,254.57	\$ (31,254.57)
Projects with budget but no activity	10,600,000.00	-	10,600,000.00
	<b>\$ 10,600,000.00</b>	<b>\$ 31,254.57</b>	<b>\$ 10,568,745.43</b>
<b>State Revolving Funded Projects</b>			
Job 17-10 KW-07 Paua Valley Tank Repair	\$ -	\$ 2,245,125.80	\$ (2,245,125.80)
Projects with budget but no activity	\$5,000,000.00	-	\$5,000,000.00
	<b>\$ 5,000,000.00</b>	<b>\$ 2,245,125.80</b>	<b>\$ 2,754,874.20</b>
<b>Total Capital Projects</b>	<b>\$ 38,323,491.00</b>	<b>\$ 547,428.58</b>	<b>\$ 35,530,936.62</b>

\*\* Capital projects and capital purchases with no activity in the 2024 fiscal year are presented in the aggregate

\*\*\* Zero balance budgets are prior year projects awaiting supplemental budget and Board approval

**Selected Divisions**

	October 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Engineering	\$ 454,613.00	\$ 291,147.13	\$ 163,465.87	\$ 1,818,452.00	\$ 1,105,247.37	\$ 713,204.63	39%
Fiscal	222,259.00	216,985.21	5,273.79	889,036.00	800,470.27	88,565.73	10%
Operations	1,257,036.00	1,076,182.94	180,853.06	5,028,144.00	4,080,663.92	947,480.08	19%
	<b>\$ 1,933,908.00</b>	<b>\$ 1,584,315.28</b>	<b>\$ 349,592.72</b>	<b>\$ 7,735,632.00</b>	<b>\$ 5,986,381.56</b>	<b>\$ 1,749,250.44</b>	<b>23%</b>

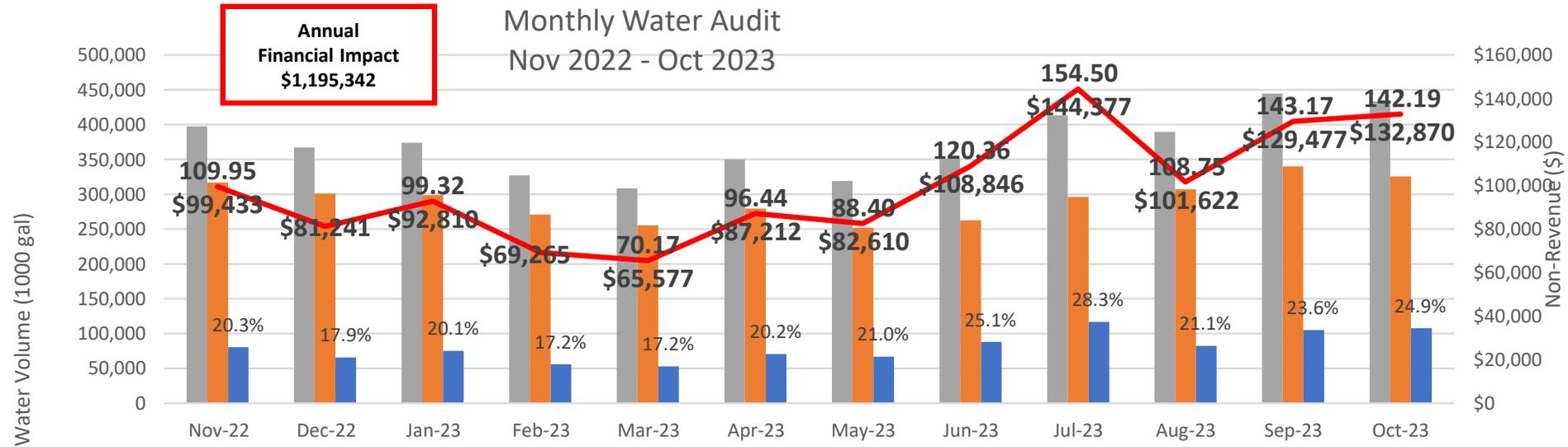


# OPERATIONS DASHBOARD

**Ops Highlights:**

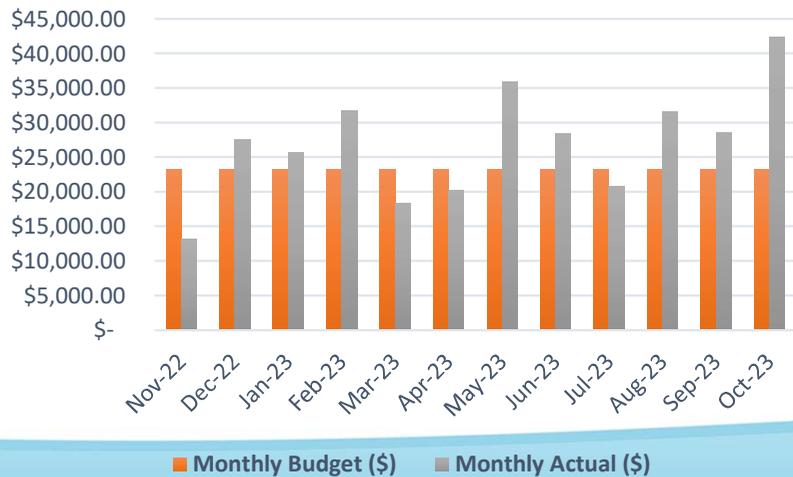
- Hired new Plant Electrician Helper, effective 11/1/23.
- 1536 meters shipped on 10/31/23, 1152 meters shipped on 11/3/23.
- Water Service Investigators located 3 leaks in 'Anini, one was significant on cross country line.
- Trainings performed were CPR/AED and Fire Extinguisher use.

Monthly Water Audit  
Nov 2022 - Oct 2023

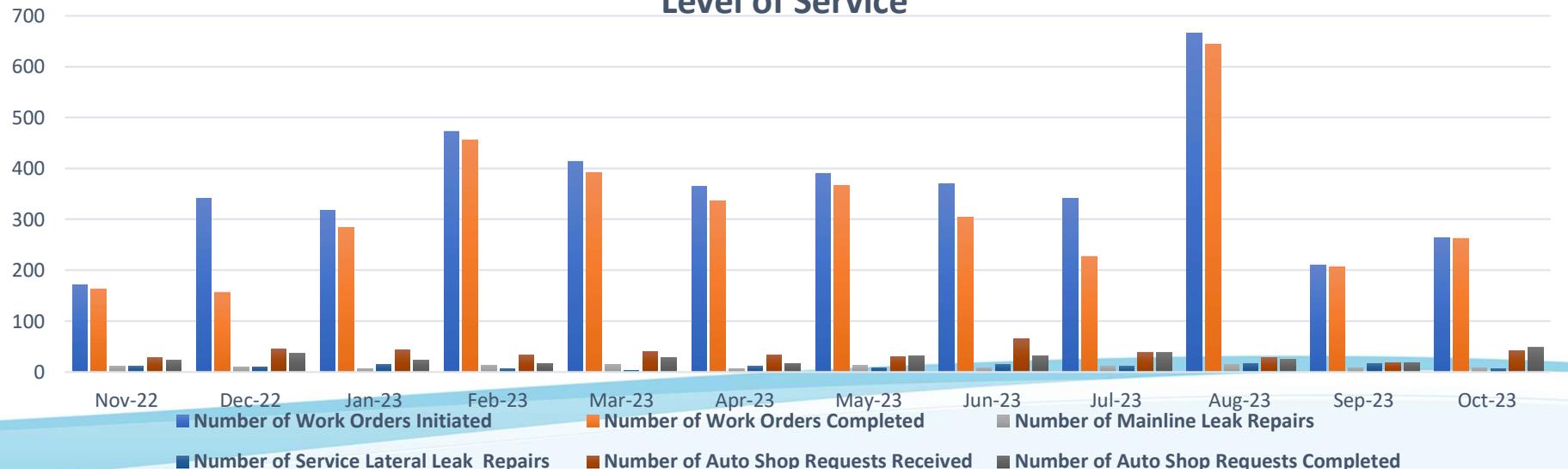


	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23
Produced (Kgals)	397,481	367,005	374,035	326,932	308,539	350,219	319,002	350,766	413,260	389,372	444,660	433,059
Customer Read (Kgals)	316,931	301,192	298,850	270,820	255,415	279,569	252,080	262,590	296,300	307,048	339,771	325,421
Non-Rev Water (Kgals)	80,550	65,813	75,185	56,112	53,124	70,650	66,922	88,176	116,960	82,324	104,889	107,638
Financial Impact	\$99,433	\$81,241	\$92,810	\$69,265	\$65,577	\$87,212	\$82,610	\$108,846	\$144,377	\$101,622	\$129,477	\$132,870

## Overtime



## Level of Service



# OPERATIONS

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
<b>STAFFING</b>								
Budgeted Staff   Vacancies	49	8	49	8	49	8	49	8
<b>OVERTIME</b>								
Budget (\$)   Actual (\$)	\$23,283.33	\$28,579.59	\$23,283.33	\$42,430.88	\$69,850.00	\$88,444.21	\$69,850.00	\$80,876.97
<b>FLEET MANAGEMENT</b>								
# of Vehicles Active per day	43		45		N/A		43	
# of Vehicles Active per month	852		989		N/A		923	
<b>METER PROGRAM</b>								
# of Existing Meters Replaced	5		2		16		8	
# of Existing Meters Repaired	33		35		153		231	
# of New Meters Installed	9		4		44		27	
# of New Laterals Installed	1		2		11		6	

# OPERATIONS

## LEVEL OF SERVICES

	Last		Current		Previous		Current	
	Month	Month	Month	Month	FY YTD	FY YTD	FY YTD	FY YTD
# of Work Orders Initiated	210		264		709		1481	
# of Work Orders Completed	207		263		687		1342	
# of Mainline Leak Repairs	9		9		42		46	
# of Service Lateral Leak Repairs	17		11		45		56	
# of Calls for Service	191		234		779		817	
# of Temporary Hydrant Meters Installed	2		6		10		15	
# One Call Request Received   Completed	33	33	32	32	98	98	214	214
# of Auto Shop Requests Received   Completed	19	19	42	48	173	164	127	130
# of Hydrant Hits	3		4		8		12	

## WATER AUDIT

	Last	Current Month	Previous	Current
	Month		FY YTD	FY YTD
Water Produced (Million Gallons)	444.660	433.059	1678.576	1680.351
Customer Meter Reading (Million Gallons)	339.771	325.421	1456.353	1268.540
Non-Revenue Water (Million Gallons)	104.889	107.638	222.223	411.811
Non-revenue %	24%	25%	13%	25%
Financial Impact	\$129,477.08	\$132,870.50	\$274,316.52	\$508,347.34

# ENGINEERING DASHBOARD

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
<b>STAFFING</b>								
Budgeted Staff   Vacancies	23	6	23	6	23	6	23	6
<b>OVERTIME</b>								
Budget (\$)   Actual (\$)	\$4,900	\$16,500	\$4,900	\$17,300	\$14,800	\$50,200	\$19,700	\$67,500

- CIP Project Highlights:
- DOH DWSRF Pro-Fi Loan being processed
  - Kalāheo Water System Improvements
    - Construction ongoing
  - Weke, Anae, Mahimahi and He'e Road Main Replacement
    - Final review being performed by DPW-Engineering and DOT-Highways
  - Kīlauea 1.0 MG Tank
    - Plans being updated for final submittal
    - Updating permitting
  - Hā'ena 0.2 MG Tank
    - Plans being updated
    - Updating permitting

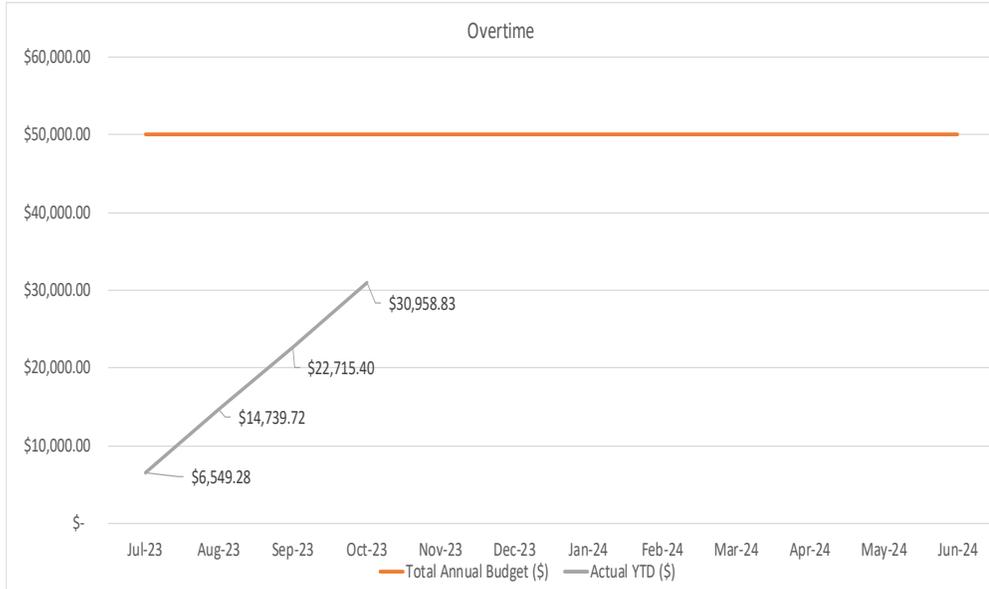
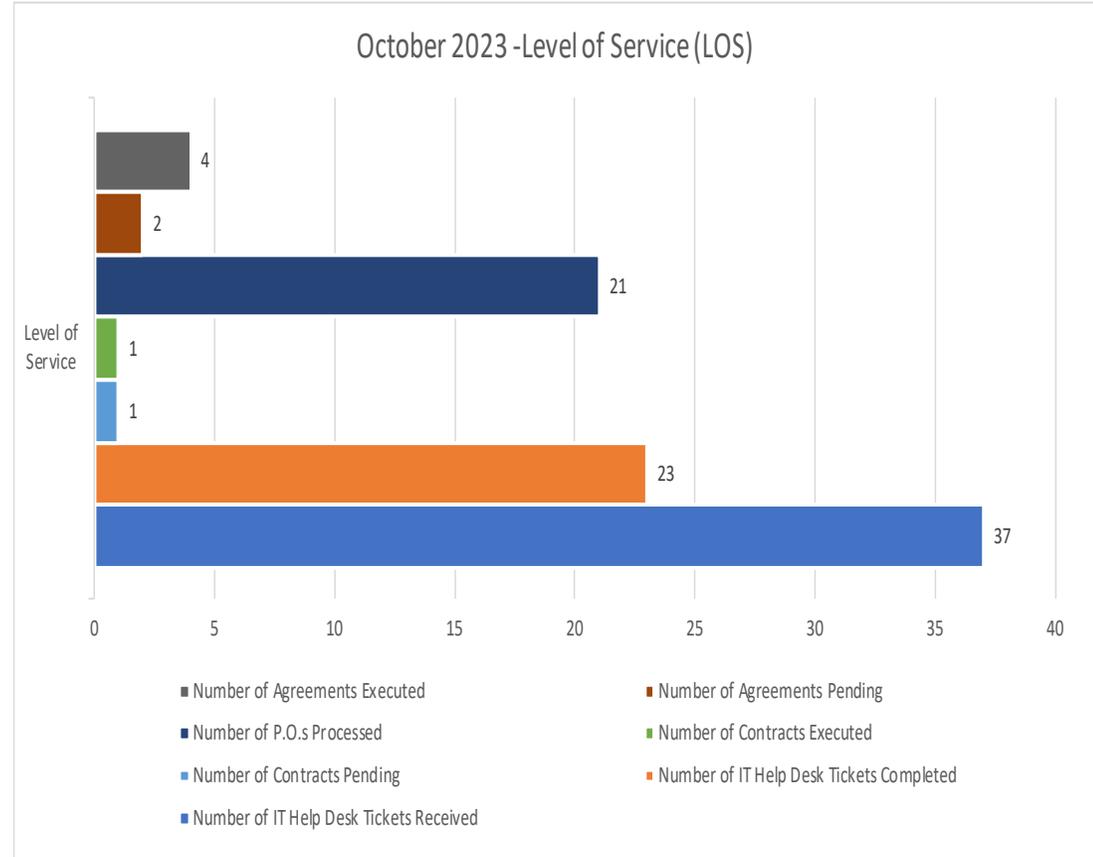
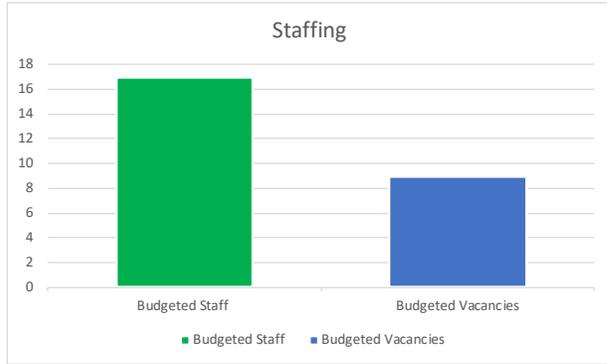
	Last Month		Current Month	
<b>PROJECT MANAGEMENT</b>				
DOW Projects In Design   In Construction	30	4	30	4
Private Projects Design Approved   In Construction	56	21	62	18
Private Projects Construction Completed	35		40	

# ENGINEERING DASHBOARD

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
<b>WATER RESOURCES AND PLANNING</b>								
Number of Customer Requests Received   Completed								
Subdivision Applications, Zoning, Land Use and Variance Permits	9	15	9	8			98	131
ADU/ARU Clearance Applications	2	0	1	24			89	108
Building Permits	161	156	117	182			1673	2399
Water Service Requests	19	25	31	43			301	331
Government Records Request	1	4	3	2			17	14
Backflow Inspection # of Devices Tested	97		99				1,756	

- DOW Project Highlights:
- KWUDP Update
    - Planning to Update CWRM Board at their December Board Meeting
  - Water System Improvements Plan (WSIP)
    - Starting work on CIP project list
  - Lead and Copper Rule Revisions (LCRR) Update
    - Material inventory being finalized
    - Field work to start in the next few months

# ADMINISTRATION DASHBOARD



**Make A Splash Festival**  
*"An exemplary water agency."*  
 – Greg H., Facebook Follower

# ADMINISTRATION

	Sep-23		Oct-23		Previous FY YTD		Current FY YTD	
<b>STAFFING</b>								
Budgeted Staff vs Vacancies (Admin-HR-IT-PR)	17	9	17	9			17	9
<b>OVERTIME</b>								
Budget (\$) vs Actual (\$)	\$ 4,166.67	\$ 7,975.68	\$ 4,166.67	\$ 8,243.43			\$ 16,666.67	\$ 30,958.83
	Sep-23		Oct-23		Previous FY YTD		Current FY YTD	
<b>LEVEL OF SERVICES</b>								
# of IT Help Desk Tickets Received   Completed	41	25	37	23			159	101
# of Legal Claims Outstanding   Resolved	1	0					1	0
# of Contracts Pending   Executed	1	2	1	1			8	5
# of Purchase Orders Processed	13		21				98	
# of Agreements Pending   Executed	1	1	2	4			4	15
# of MOU   MOA Pending	1	0	0	0			2	0
# of MOU   MOA Executed	0	0	1	0			1	0
# of Customer Remarks	0		1				1	
# of Customer Compliments	0		2				2	

# DEPARTMENT OF WATER

County of Kaua'i

*"Water has no Substitute – Conserve it!"*

## INFORMATION & EDUCATION SPECIALIST REPORT

November 16, 2023

### Public Notices and Announcements

All news releases are sent to statewide media partners, published on the Department of Water's (DOW) Facebook page and the County of Kaua'i's website at [www.kauai.gov/press-releases](http://www.kauai.gov/press-releases). Notices labeled as a Public Service Announcement (PSA) are shared directly with local newspaper and radio stations and posted on the Department's Facebook page. Additionally, all roadwork notices are emailed to the Department of Transportation's (DOT) communications office.

### Service Announcements

<i>Date Issued</i>	<i>Water System &amp; Affected Service Areas</i>	<i>Announcement</i>	<i>Effective Date &amp; Times</i>	<i>Other Notices</i>
10-17-2023	Island wide	DOW joins national efforts for "Imagine a Day Without Water" campaign	Oct. 16-21, 2023	Media published via Garden Island Newspaper, KITV news, Kauainownews.com ( <i>Attached</i> )
10-26-2023	KILAUEA – Anini Road, Kalihiwai Road and Anini Vista Road	Water service shutdown in Anini due to mainline break  2 p.m. update – Water service shutdown extended	Oct. 26, 2023 10:30 a.m. to 2 p.m.  Extended from 2 p.m. to 8:30 p.m.	Kauai County Alert  Kauai County Alert
10-26-2023	Island wide	DOW named EPA WaterSense three-time award winner	n/a	Media published via Garden Island Newspaper ( <i>Attached</i> )
11-01-2023	KEKAHA – portion of Kekaha Road and Akepa Road	Water service shutdown scheduled for portion of Kekaha Road – hydrant valve installation	Nov. 1, 2023 10 a.m. to 1 p.m.	Media published via On-air radio announcements

### Public Relations Programs

#### Community Outreach & Education

- PR hosted its final water storage jug giveaway of the hurricane season on Oct. 21 at the Grove Farm Market and distributed more than 170 water storage jugs. In addition to the jugs, staff conducted a spin-the-wheel game to giveaway additional water-related prizes that remind water users of the importance of water. The Department also coordinated a 1,000 water jugs donation to the Maui Department of Water Supply to help support their recovery efforts. The market event coincided with national "Imagine a Day Without Water" and concluded the Department's Water Emergency Preparedness campaign that ran from May 24 through Oct. 21<sup>st</sup>. Overall, the department distributed approximately 1,990 water storage jugs at 8 event distribution sites during the campaign.

- The Department hosted a water station at the County of Kaua'i's employee event, Spooktacular on Friday, Oct. 20<sup>th</sup>. The event welcomed county employees and their families to Halloween themed festivities and as part of the offerings, the department served up chilled water to event goers and hosted a decorated table to distribute candy along the route. Special thanks to Terri and David Amorin and Jonell and Senia Kaohelauli'i for helping to set up, serve and break down the water station.
- PR participated in a presentation to share water education stories with the second-grade class at Island School in Puhi. Jonell shared two water books about rain, the water cycle and how water gets to the tap. Students received DOW pencils and a 5-minute shower timer.
- The Department of Water provided stylus pens, hand sanitizers, pencils and other giveaways to the Department of Human Resources' table at the High School Career Exploration Fair hosted by the Kauai Economic Development Board. The career fair event is being held at Kapa'a, Kauai and Waimea High Schools in November.

#### **Advertising & Communications**

- The Department's "Wise Water Wednesday" advertising awareness campaign for the month of November includes recruitment advertisement for billing information and reminders, EPA WaterSense showerhead replacements, employment opportunities, how to locate your water meter and general water conservation tips. The weekly media campaign is posted on the Department's Facebook page, aired on local radio stations and published in the Garden Island Newspaper.

#### **Upcoming Community Outreach & Educational Events**

- Mini Make a Splash water festival at Kilauea Elementary – Nov. 21, 2023
- Mini Make a Splash water festival at Kapa'a Elementary – Jan. 26, 2024
- EPA WaterSense Fix a Leak Week – March 18-22, 2024

#### **Project WET (Water Education Today) Hawaii**

- DOW is coordinating 3 mini Make a Splash water education festival experiences for Kapa'a, Hanalei and Kilauea Elementary Schools Nov.-Jan to engage students and teachers along with its water partners to promote the importance of water resources, groundwater and conservation within our communities. These experiences will include hands-on water education activities for fifth grade students at each school and are being conducted by DOW staff and its volunteer agencies. The first mini Make a Splash is being held on Tuesday, Nov. 21<sup>st</sup> at Kilauea Elementary School.

Attachments: *GardenIsland* (Collapsible water jugs give-away)

*KauaiNowNews* (Kauai water department joins national efforts for 'Imagine a Day Without Water' campaign)

*KITV4* (Kauai unites to 'Imagine a Day Without Water', Advocating for conservation and appreciation of Island's lifeline)

*GardenIsland* (DOW a three-time WaterSense winner)

*KauaiNowNews* (Water service shutdown scheduled for portion of Kekaha Road)

# Collapsible water jugs give-away

**Dennis Fujimoto**  
THE GARDEN ISLAND

**PUA LOKE** — The County of Kaua'i Department of Water will be distributing free collapsible water jugs along with other water conservation tools and prizes on Saturday during the weekly Grove Farm Market that starts at 9:30 a.m. at the Puhi open field.

"This is part of the DOW's ninth 'Imagine A Day Without Water' observance that takes place on Oct. 19, nationally," said Jonell Kaoheleuli'i of the DOW, which is partnering with Grove Farm Company to distribute the water jugs.

"In fact, we're shipping a portion of our water jugs shipment to Maui to help with their relief efforts following the tragic fires. We worked with the Maui water department, and coordinated the shipment that's being shipped today (Tuesday). How coincidental that their needs fall on 'Imagine A Day Without Water.'"

DOW Manager and Chief Engineer Joe Tait said, "We wish to extend our aloha to



DENNIS FUJIMOTO / THE GARDEN ISLAND

**The County of Kaua'i Department of Water staff show off the free collapsible water jugs, which will be distributed at the weekly Grove Farm Market in Puhi on Saturday, Oct. 21, 2023.**

the communities on Maui that are in need of convenient travel-ready water jugs, and we are donating 1,000 jugs to Maui in support of their recovery efforts."

The water jugs are also printed with emergency water tips.

"The collapsible water storage jugs are intended

for water emergency preparedness, but also serve as a visual demonstration of a day without water," Kaoheleuli'i said.

"Access to clean water is vital to our communities whether during an emergency or simply conducting daily routines. Our water professionals work hard every day to improve and

maintain water facilities to provide quality water service so that we may never have to imagine a day without water on Kaua'i."

The DOW free water jug distribution, while supplies last, is Kaua'i's participation in the national observance led by the U.S. Water Alliance's Value of Water Campaign.

Kauai News

## Kaua'i water department joins national efforts for 'Imagine a Day Without Water' campaign

October 18, 2023 · 10:11 AM HST



Collapsible water storage jugs (shown above) will be available at the Grove Farm Market in Puhi beginning at 9:30 a.m. on Oct. 21, while supplies last. Photo Courtesy: DOW

The Department of Water will join water utilities, community leaders, educators and businesses from across the country on Thursday to honor "Imagine a Day Without Water," a nationwide day of education and advocacy about the value of water.

Led by the US Water Alliance's Value of Water Campaign, over a thousand organizations across the country will join Imagine a Day Without Water on Oct. 19 to raise awareness about the role of water in our lives and the importance of investing in water and the people behind these systems.

This year, the Department of Water will host a special booth at the Grove Farm Market on Oct. 21 beginning at 9:30 a.m. to distribute collapsible water storage jugs, along with other conservation tools and prizes while supplies last, to promote the value of water. A week-long Facebook campaign via [www.facebook.com/KauaiDOW](https://www.facebook.com/KauaiDOW) is being posted from Oct. 16 to 21 and will feature daily Imagine a Day Without Water-themed posts. Water users can follow the national conversation via social media at #ValueWater and #ImagineADayWithoutWater.

The Department of Water is also extending its Imagine a Day Without Water campaign efforts to distribute a reserved inventory of collapsible water storage jugs on Maui through the help of the Department of Water Supply, County of Maui.

-continued-

“We wish to extend our aloha to the communities on Maui that are in need of convenient, travel-ready water jugs and are donating 1,000 jugs to Maui in support of their recovery efforts,” said Joe Tait, the Department of Water’s Manager and Chief Engineer.

Imagine a Day Without Water was originally envisioned as an advocacy and education day that asked Americans to think about what it would mean to go without water for a day. The Department of Water and other water stewards have taken this opportunity to create local campaigns that bring this idea life with live demonstrations and community outreach efforts.

###

# DOW a three-time WaterSense winner

Dennis Fujimoto  
THE GARDEN ISLAND

LIHU'E — The Department of Water announced on Thursday that the U.S. Environmental Protection Agency honored the County of Kaua'i Department of Water with its third WaterSense Excellence Award.

The award was presented to DOW representatives during the American Water Works Association WaterSmart Innovations Conference held on Oct. 5 in Las Vegas. The award recognizes the DOW for its efforts to promote WaterSense and water efficiency as part of its conservation program efforts in 2022.

"This accomplishment is shaped by our employees' commitment to excellence in all phases of water service, and is an even greater honor to compete at the national level as a three-time recipient of this award," DOW Manager and Chief Engineer Joe Tait said.

"These successful programs would not be possible without the foundational support of the Kaua'i Board of Water Supply and our team of dedicated Department of Water employees, who develop and inspire conservation and educational outreach program efforts each year."

WaterSense, a voluntary partnership program sponsored by EPA, is

both a label for water-efficient products, programs and homes, and a resource for helping consumers learn ways to save water. More than 2,100 manufacturers, builders, retailers, utilities, government and nonprofit organizations nationwide partner with WaterSense to promote water-efficient products, homes and programs.

"With extreme weather affecting water supplies and quality, saving this precious resource is more important than ever," said Veronica Blette, Chief, WaterSense Branch. "The 2023 award winners helped Americans look to WaterSense and save not just water, but the energy required to heat and treat it, as well as reduce greenhouse gas emissions associated with energy use."

The EPA WaterSense recognized the DOW for its creative approach to the Fix A Leak campaign in 2022, when the DOW partnered with locally-owned Tanaka Hardware Store to host an in-store counter-top display offering free toilet leak detection tablets. Additionally, the DOW hosted a branded campaign display at its main offices in Pua Loke.

The DOW increased its advertisements of the Fix A Leak Week campaign that led to the participation of the island's Hawai'i Public Housing Authority (HPHA) properties. Through the HPHA, leak detection tablets and conservation informa-

tion were provided to residents who utilize water services, but do not directly receive water billing.

These efforts contributed to the more than 1,100 toilet leak detection tablets and 352 leak detection starter kits being distributed during Fix A Leak Week, surpassing the campaign distribution goal by 45 percent.

Additionally, the DOW hosted its 17th Make a Splash Festival, conducting the state of Hawai'i's largest and only water education festival to teach water-related activities to more than 750 school students.

The DOW, in 2022, partnered with Ferguson Facilities Supply, Inc. to receive an in-kind donation of a WaterSense-labeled toilet that was used as a display in the main lobby of DOW offices as part of a WaterSense-labeled model promotional exhibit.

For more information about DOW's conservation and educational outreach programs, call the Department of Water at 808-245-5455 or email [publicrelations@kawaiwater.org](mailto:publicrelations@kawaiwater.org).

For information about EPA's WaterSense program, visit its website at [www.epa.gov/watersense](http://www.epa.gov/watersense).

\*\*\*  
Dennis Fujimoto, staff writer and photographer, can be reached at 808-245-0453 or [dfujimoto@the-gardenisland.com](mailto:dfujimoto@the-gardenisland.com).



COURTESY OF DEPARTMENT OF WATER

The Department of Water's Wayne Takabayashi, Jonell Kaohelaui'i and Michael Hinazumi accept the EPA WaterSense Excellence Award in Las Vegas during the American Water Works Association WaterSmart Innovations Conference on Oct. 5, 2023.

Hawaii News

# Water service shutdown scheduled for for portion of Kekaha Road

November 1, 2023 · 11:36 AM HST



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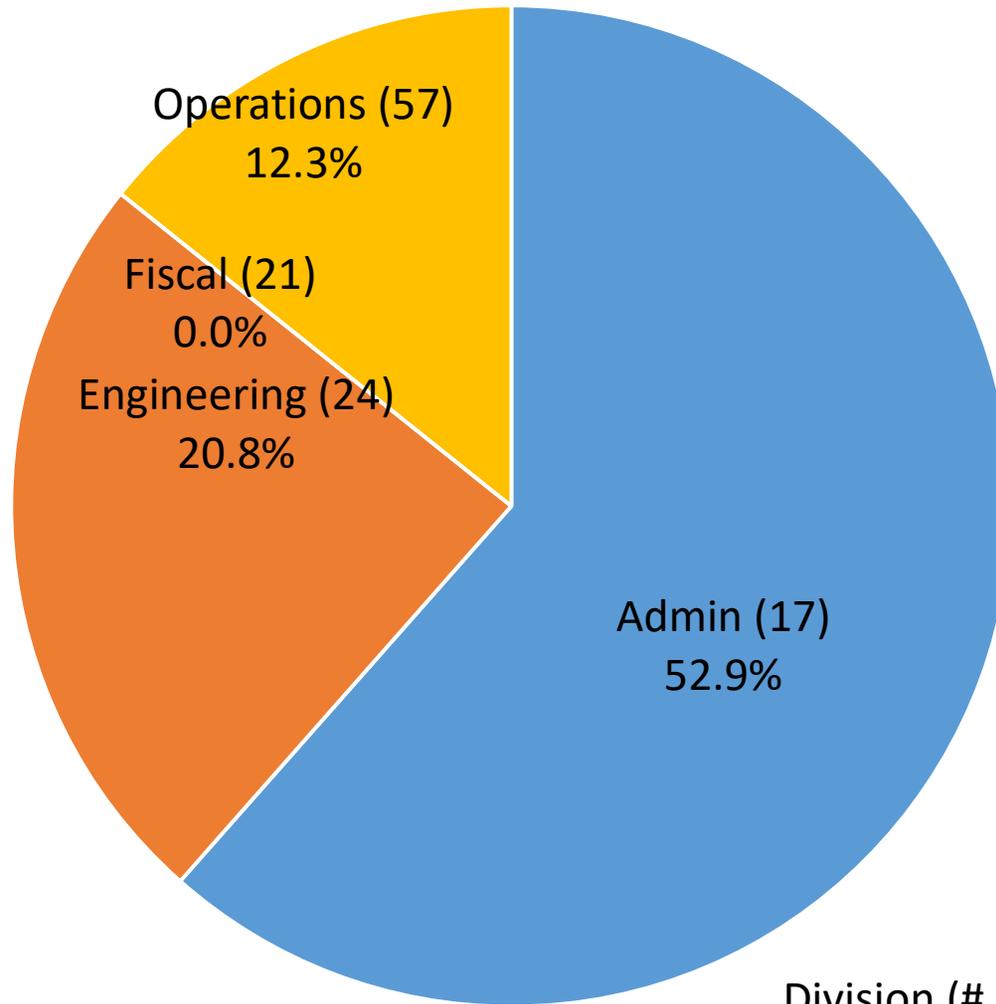
The Department of Water has scheduled a water service shutdown on a portion of Kekaha Road; between Mamala Road and Manu Road, including Akepa Road on Nov. 2, from approximately 10 a.m. to 1 p.m., weather permitting to conduct a hydrant valve installation.

Additionally, an intermittent lane closure near the intersection of Kekaha Road and Manu Road will be in place as needed to create a safe work zone. Motorists are advised to slow down when traveling in the area.

To prepare for the temporary water service shutdown, customers are advised to take the following steps:

- Store water to meet their needs until water service can be restored.
- Notify neighbors, family and friends in the area of the shutdown.
- Those with faulty water heaters should ensure their water heater does not empty during the scheduled shutdown.
- Monitor water service announcements online at [www.facebook.com/KauaiDOW](https://www.facebook.com/KauaiDOW).

## % Vacancy Within Each Division Level



Division (# Auth) - % Vacant

## CORRECTIVE ACTION PLAN

### 2022-001 **Improve Internal Communication**

- The Manager & Chief Engineer (MCE) will continue to hold bi-weekly Division/Section Manager (DSM) meetings.
- MCE will require meeting minutes of these DSM meetings distributed for use by attendees when researching critical decisions and plans.

#### **Schedule for Implementation:**

The MCE will have DSM minutes distributed to all invited managers in attendance and/or excused. Managers will be held accountable for scheduling assigned projects and tasks with submittal to MCE and Deputy Manager-Engineer (DME) for tracking assigned programs and projects for submittal to Fiscal managers and Contracts Officer responsible for budget and accounting tracking and confirmation of adjoined funds within contracts. **Effective 03/15/2023**

### 2022-002 **IT General Control Deficiencies**

#### Logical Security

- A formal offboarding process will be designed and implemented for use by the IT Manager and Human Resources Coordinator to ensure effective termination of users as they separate from DOW (Department of Water).

#### **Schedule for Implementation:**

The process is under review and preparations to implement will follow. The plan is that this will become part of the change management solution in addition to the current ADCUA (Add Delete Change User Account) forms. Software will be written or purchased. **Requirements 9/2023**

- Ensure a process that documents non-adherence to password security policies and that protection of systems has been adequately demonstrated to management.

#### **Schedule for Implementation:**

Password security has been reviewed and implementation by group policy is now in line with current industry standards. **Completed 3/31/2023**

- DOW Policies and Procedures will be developed for use by Management upon recommendations from the IT Steering Committee and retained IT consultants contracted by DOW.

**Schedule for Implementation:**

System analysis continues with the assistance of IT professionals and peers to help define the policies and procedures to be implemented. Ryan Smith is heading the IT Steering Committee which will produce the documents mentioned above. *Ongoing 8/2023*

- DOW will utilize CISA (Cybersecurity and Infrastructure Security Agency) and contracted IT security consultants to design a new Security Awareness Program implemented through the IT Manager.

**Schedule for Implementation:**

Consultant services will be utilized to assist with the development of a security awareness program. *Meetings Ongoing 9/2023*

- This is currently underway as DOW has contracted with professional services firms to work alongside IT staff.

**Schedule for Implementation:**

Consultant services and staff work is ongoing. *Ongoing 1/2023*

- This effort will be completed in conjunction with hardware, software, and staffing augmentation overseen by the IT Manager.

**Schedule for Implementation:**

Efforts have been underway to address critical issues with hardware, software, and system security. We have budgeted for a Managed Services Provider (MSP) contract. Measure of success will be MSP contracted. *Quoted 9/2023*  
Strategized to post a Specialist III who will address tickets but still attack team issues independently. *PD Submitted 9/2023*

[Physical Security](#)

- Management and the IT Manager will identify and monitor server room access.

**Schedule for Implementation:**

Leadership has identified authorized personnel who are granted access to the server room, based on position responsibility. Access monitoring has been implemented and is ongoing. **Completed 1/31/2023**

**Change Management**

- The IT Steering Committee will design and recommend a new DOW SOP (STANDARD OPERATING PROCEDURE) to define and ensure that changes to systems are authorized, tested, accepted, and tracked.

**Schedule for Implementation:**

The Department has been and continues to work through the process of creating a stable environment; and will be creating a process of change authorization, unit testing, system test and implementation. Database schema and use cases being developed. Planned implementation using software or dev IIS server and SQL Server. Software will be written or purchased. **Requirements 9/2023**

2022-003      **Improve Procedures to Identify and Account for Contracts**

- Management will design, implement, and monitor collection, additions, changes to and elimination of DOW contracts and agreements to ensure staff efficiency through utilization of a one-source database.

**Schedule for Implementation:**

A new Contracts, Agreements, Licenses, and Leases Team (*CALL team*) has been formed to include MCE, DME, Contracts Officer, Accountant IV, and IT Manager to ensure that all formal, financial documents relating to procurement, purchasing, inventory, and electronic cataloging and storage of DOW documents continuously occurs for ease of accounting by supervisors and managers as well as offering a one-stop location for DOW annual audit process. **Effective 5/1/23.**

DEPARTMENT OF WATER

County of Kaua'i

"Water has no substitute – Conserve It!"

MANAGER'S UPDATE

November 16, 2023

*Pursuant to Board Policy No. 3*

**CONTRACTS AWARDED, EXTENDED, AND/OR AMENDED**

**1. CONTRACT AWARD TO HAWAI'I DRILLING & PUMP SERVICES, LLC.  
JOB NO. 24-10, PIWAI WELL NO. 3 REPAIR**

RECOMMENDATION:

It is recommended that the Manager approve a contract award to Hawai'i Drilling & Pump Services, LLC to perform repairs to Piwai Well No. 3.

FUNDING:

Account No.	10-40-60-561-000		
Acct Description	WU/Ops/T and D/Repairs and Maintenance – Other than		
Funds Available	<i>Verified by WWC</i>		\$257,250.00
Contract No.	753		
Vendor	Hawai'i Drilling & Pump		
	Contract Amount	\$245,000.00	
	5% Contingency	\$12,250.00	
	Total Funds Certified	\$257,250.00	<\$257,250.00>
Fund Balance			\$0.00

BACKGROUND:

On August 14, 2023 it was determined that Piwai Well No. 3 submersible motor had a direct short to ground after meggering the motor. At this point it is assumed that the pump did not suffer damage and the motor is the only part that requires replacement. The submersible motor is approximately 5-1/2 years old which is short of the expected life for a submersible pump of 10-15 years. The deep well pump is 660 ft below sea level and requires the pump assembly to be removed before inspection of the pump can be performed. The loss of Piwai Well No. 3 leaves Upper Omao with only Piwai Well No. 2 to fill Piwai Tanks and provide service to Omao-Kōloa-Po'ipū Systems.

Bids were solicited and received on 11/01/23 with one responsive, responsible bidder. The price submitted by the single bidder is fair and reasonable; therefore, we recommend award to Hawai'i Drilling & Pump Services, LLC.

**2. FOURTEENTH AMENDMENT TO CONTRACT NO. 535 WITH FUKUNAGA & ASSOCIATES, INC.**

**JOB NO. WRP 01 FY05-06, KAUA'I WATER USE AND DEVELOPMENT PLAN (WUDP) UPDATE, LIHU'E, KAUA'I, HAWAII**

**RECOMMENDATION:**

It is recommended that the Manager approve the Fourteenth Amendment to Contract No. 535 with Fukunaga & Associates, Inc. for a contract time extension of 180 calendar days to complete the update of the Kaua'i Water Use and Development Plan (KWUDP) Update. The consultant's knowledge, experience and progress of work to date is essential for an efficient completion of the contract assignment.

**FUNDING:**

Account No.	10-20-10-540-010		
Acct Description	WU/Eng/Admin/Professional Services		
Funds Available	Verified by WWC		\$N/A
Contract No.	535		
Vendor	Fukunaga & Associates, Inc.		
	Contract Amount	\$649,400.00	
	5% Contingency	\$1,000.00	
	First Amendment	\$0.00	
	Second Amendment	\$0.00	
	Third Amendment	\$0.00	
	Fourth Amendment	\$0.00	
	Fifth Amendment	\$114,400.00	
	Sixth Amendment	\$0.00	
	Seventh Amendment	\$0.00	
	Eighth Amendment	\$0.00	
	Ninth Amendment	\$0.00	
	Tenth Amendment	\$0.00	
	Eleventh Amendment	\$0.00	
	Twelfth Amendment	\$22,000.00	
	Thirteenth Amendment	\$0.00	
	Total Funds Certified To Date	\$786,800.00	
<b>Fourteenth Amendment:</b>			
	Additional contract time of 180 calendar days to	\$0.00	
	Total Amendment	\$0.00	<\$N/A>
	Contract Amount To Date	\$785,800.00	
	Fund Balance		\$N/A

**BACKGROUND:**

Contract NTP Date: July 25, 2011  
 Original Contract End Date: January 10, 2014  
 New Contract End Date: 180 calendar days from NTP of Amendment

Notice to proceed for this project was issued on July 25, 2011 with a contract completion date of January 10, 2014. A request for a contract time extension was reviewed, granted and executed on September 10, 2014 to extend the contract completion date to July 2, 2016. An additional contract time extension was reviewed, granted and executed on September 7, 2016 to extend the contract completion date to December 19, 2018.

Due to circumstances beyond the contractor's control, the project was not able to be completed by the December 19, 2018 contract completion date as several significant policy and water-related issues caused delays and changes in the original scope of the project. Some of these changes include the coordination of the Kaua'i Water Use and Development Plan (KWUDP) Update with the Kaua'i General Plan Update, evaluation of the recently completed Līhu'e Community Plan and South Community Plan, coordination with the Commission on Water Resource Management (CWRM) on the update of the Aquifer Section and System sustainable yields (SYs), and a request by CWRM regarding the evaluation of traditional and customary practices of the resource.

The project originally evaluated the 2000 Kaua'i General Plan, which has since been updated by the County of Kaua'i, Planning Department and approved by the Kaua'i County Council in 2018. The DOW and its consultant coordinated with the Planning Department periodically during the update process to ensure that the impacts of the Kaua'i General Plan Update would be reviewed and addressed in the KWUDP. Additionally, the evaluation of the recently completed Līhu'e Community Plan and South Kaua'i Community Plan were conducted. The evaluation of these recently completed plans were not part of the original proposal.

In late 2015, CWRM provided preliminary information of the Aquifer Section and System SY. The information at the time indicated that the new SY for the Hanamā'ulu and Kōloa Aquifer System Areas could have a significant impact on the comparison with water demands associated with the full build-out of the County General Plan and Community Development Plans. Discussion and feedback ensued between CWRM, the DOW and the Planning Department regarding the SY values. Subsequent discussion with CWRM indicated that the new SY would not be as low as the 2016 estimates and should not have a significant impact on the comparison with full build-out water demands. It was emphasized that, while CWRM is confident in the new SY values, the SY values could still change and are not final until the Water Resource Protection Plan (WRPP) Update was approved. A public review of the draft WRPP Update was released on November 2, 2018.

In 2016, CWRM requested that counties incorporate the Ka Pa'akai analysis into the WUDP update to the greatest extent possible and specifically mentioned the Aha Moku Advisory Committee (AMAC). The AMAC is administratively attached to the DLNR and is utilized as a conduit for identifying valued resources, traditional and customary practices and appropriate mitigation. An AMAC representative has been added to the KWUDP stakeholder advisory group.

These unanticipated changes have caused work to proceed at a pace slower than originally anticipated and have required additional resources and coordination efforts with other agencies, stakeholder groups and the public to verify that information originally obtained at the onset of the project is still accurate and current. Additionally, a higher level of coordination and outreach was required to gather stakeholder and public advisory group information. Hence, a fifth location for public meetings was added, on top of the four locations originally planned, for greater outreach.

In order to complete the project with the additional project requirements noted above and provide the necessary time for the approval process, Fukunaga and Associates, Inc. provided a fee proposal of \$114,400.00 and a contract time extension request of 180 days.

The proposal for the additional tasks were requested and received by the Department on December 13, 2018. In an effort to review the proposal and prepare a contract amendment for the additional scope and time required to complete the project, the Department issued a Stop Work Order on December 17, 2019 for sixty (60) calendar days ending on February 17, 2019. A Stop Work Order Supplemental Agreement was issued on February 7, 2019 to extend the suspension of the Contract an additional ninety (90) calendar days end on May 8, 2019.

A third contract amendment was executed to allow the performance of the Contract to resume at the end of the suspension period, May 8, 2019, and continue pending the anticipated approval and execution of a fourth amendment by the Board at its May 24, 2019 meeting.

The Board, at its May 24, 2019 Board meeting, decided to defer the Manager's updates to be heard at a subsequent Board meeting. The Manager's update included the report to manager requesting approval to execute a fourth contract amendment for additional tasks, cost and time.

A fourth contract amendment was executed to allow the performance of the Contract to continue from May 24, 2019, for one hundred eighty (180) calendar days or less to allow the Board time to review and approve a fifth amendment for additional tasks, time and cost to this Contract.

A fifth contract amendment was executed on June 28, 2019 to extend the Contract an additional one hundred eighty (180) calendar days to address the changes in scope and provide compensation for the additional tasks, with a completion date of December 25, 2019.

A sixth contract amendment was executed on December 20, 2019 to extend the Contract an additional one hundred eighty (180) calendar days to accomplish the additional scope and tasks identified in the fifth contract amendment, with a completion date of June 17, 2020.

A seventh contract amendment was executed on May 28, 2020 to extend the Contract an additional one hundred eighty (180) calendar days to accomplish the additional scope and tasks identified in the fifth contract amendment, with a completion date of November 24, 2020.

An eighth amendment was executed to allow the Contractor additional contract time of one hundred eighty (180) calendar days, ending May 18, 2021 to accomplish the work identified in the fifth amendment.

A ninth amendment was executed to allow the Contractor additional contract time of one hundred eighty (180) calendar days, ending November 14, 2021 to accomplish the work identified in the fifth amendment.

A tenth amendment was executed to allow the Contractor additional contract time of one hundred eighty (180) calendar days, ending May 13, 2022 to accomplish the work identified in the fifth amendment.

An eleventh amendment was executed to allow the Contractor additional contract time of one hundred eight (180) calendar days, ending November 9, 2022 to accomplish the work identified in the fifth amendment.

A twelfth amendment was executed to allow the Contractor additional contract time of one hundred eighty (180) calendar days, ending May 8, 2023 and additional budget of \$22,000.00 to accomplish the work identified in the fifth amendment and address CWRM's comments which requested information be added to the report beyond the Contractor's scope of work.

A thirteenth amendment was executed to allow the Contractor additional contract time of one hundred eighty (180) calendar days, ending November 4, 2023 to hold stakeholder and public meetings and present the WUDP Update Report to CWRM.

This fourteenth amendment will allow the Contractor additional contract time of one hundred eighty (180) calendar days to present the WUDP Update Report to CWRM and the Board of Water Supply.

**3. FOURTH AMENDMENT TO CONTRACT NO. 614, BROWN AND CALDWELL  
 JOB NO. 15-08, WP2020 PROJECT NO. HW-11, HĀ'ENA 0.2 MG STORAGE TANK,  
 WAINIHA, KAUA'I, HAWAII**

RECOMMENDATION:

It is recommended that the Manager approve the fourth amendment to Contract No. 614 with Brown and Caldwell for additional environmental and design services for the above referenced project.

FUNDING:

Account No.	10-20-10-540-010		
Acct Description	WU/Eng/Admin/Professional Services (Technical		
Funds Available	<i>Verified by WWC</i>		\$477,617.29
Contract No.	614		
Vendor	Brown and Caldwell		
	Contract Amount	\$358,881.00	
	First Amendment (09/29/17)	\$53,520.00	
	Second Amendment (12/02/19)	\$9,567.00	
	Third Amendment (10/19/23)	\$298,973.00	
	Total Funds Certified To Date	\$720,941.00	
Fourth Amendment:			
	Additional environmental and design services	\$85,924.00	
	Total Amendment	\$85,924.00	<\$85,924.00>
Contract Amount To Date			\$806,865.00
Fund Balance			\$391,693.29

BACKGROUND:

Contract NTP Date: December 28, 2015  
 Original Contract End Date: December 27, 2016  
 New Contract End Date: 1,215 calendar days from Notice to Proceed for Fourth Amendment

The Department of Water intends to use a Drinking Water State Revolving Fund (DWSRF) loan for the design and construction of the project. In order to do this, design document updates and performing a National Historic Preservation Act Section 106 Review are being added via this Fourth Amendment.

**4. FIRST AMENDMENT TO CONTRACT NO. 670 WITH PRITHIBI CONSULTING SERVICES, LLC.  
 JOB NO. IT-2019-1, CC&B CLOUD HOSTING AND SUPPORT**

RECOMMENDATION:

It is recommended that the Manager approve the First Amendment to Contract No. 670 with Prithibi Consulting Services, LLC for a contract time extension of 180 days.

FUNDING:

Account No.	10-02-10-561-000		
Acct Description	WU/IT/Admin/Repairs and Maintenance-Other than		
Funds Available	Verified by WWC		\$287,500.00
Contract No.	670		
Vendor	Prithibi Consulting Services,		
	Contract Amount	\$250,000.00	
	5% Contingency	\$12,500.00	
	2 <sup>nd</sup> of 5 Years	\$250,000.00	
	3 <sup>rd</sup> of 5 Years	\$250,000.00	
	4 <sup>th</sup> of 5 Years	\$250,000.00	
	5 <sup>th</sup> of 5 Years	\$250,000.00	
	Total Funds Certified To Date	\$1,262,500.00	
First Amendment:			
	Contract time extension of 180 days	\$196,560.00	
	Total Amendment	\$196,560.00	<\$196,560.00>
Contract Amount To Date	\$1,446,560.00		
Fund Balance			\$90,940.00

BACKGROUND:

Contract NTP Date: January 30, 2019  
 Original Contract End Date: January 28, 2024  
 New Contract End Date: July 26, 2024

On October 3, 2016, the Department of Water (DOW) moved to our own billing system; Oracle Customer Care & Billing (CC&B). We have since upgraded the system and it is currently on

version 2.5.0.2. The Department finds that the need to convert CC&B to a hosted solution is critical to the DOW's operations to ensure that the billing system is functioning reliably. In addition, a hosted solution will allow for I.T. Staff to focus on the day-to-day operations of the DOW.

The DOW executed a 5-year contract with Prithibi Consulting Services, LLC on January 4, 2019 for support and management services of DOW's cloud hosting solutions which include servers, operating systems, software, storage, report writer, backups, networking, and security. The contract also allows for contract time extension, as needed. We have reviewed the proposal and find it acceptable.

**5. CHANGE ORDER NO. 2 TO CONTRACT NO. 709 WITH PACIFIC CONCRETE CUTTING & CORING, INC.  
 JOB NO. 18-07, KUKUIOLONO 0.2 MG TANK DEMOLITION, KALĀHEO WATER SYSTEM, KALĀHEO, KAUA'I, HAWAII**

RECOMMENDATION:

It is recommended that the Manager approve Change Order No. 2 to Contract No. 709 with Pacific Concrete Cutting & Coring, Inc. for contract item reductions.

FUNDING:

Account No.	10-21-00-604-167		
Acct Description	WU/CM/R&R-Kukuiolono Tank Demo		
Funds Available	Verified by WWC		\$N/A
Contract No.	709		
Vendor	Pacific Concrete Cutting &		
	Contract Amount	\$380,968.25	
	5% Contingency	\$19,048.00	
	Change Order No. 1	\$0.00	
	Total Funds Certified To Date	\$400,016.25	
Change Order No. 2:			
Quantity Reductions		<\$107,600.00>	
	Total Amendment	<\$107,600.00>	<\$N/A>
Contract Amount To Date		\$273,368.25	
Fund Balance			\$N/A

BACKGROUND:

Contract NTP Date: March 15, 2022  
 Original Contract End Date: December 9, 2022  
 New Contract End Date: September 6, 2023

As part of our agreement with the landowner, the Department is tasked to remove and dispose of an abandoned 0.2-million-gallon reinforced concrete storage tank located on TMK: 2-3-005:006. The removal and disposal include foundations, old pavements, slab on grade and equipment slabs,

all exposed piping and other surrounding structures and obstructions designated for removal. The project is located in Kalaheo, Kauai, Hawai'i area accessed by a road from Papalina Road.

This construction project anticipated encountering hazardous waste lead paint. During construction an analysis was conducted and determined that there was no hazardous waste lead paint. Therefore, due to the elimination of contract line items No. 6 (55 gallon drum, transport and dispose RCRA-hazardous waste lead paint), No. 12 (excavate, transport, and dispose of lead contaminated soil to Kekaha LF), No. 12a (excavate, transport, and dispose of lead contaminated soil to Oahu LF, and No. 12b (excavate, transport, and dispose of lead contaminated soil to out of state) will decrease the original contract by \$107,600.00.

**6. SECOND AMENDMENT TO CONTRACT NO. 721, BROWN AND CALDWELL  
 JOB NO. 21-01, WATER SYSTEMS INVESTMENT PLAN, KAUA'I, HAWAII**

RECOMMENDATION:

It is recommended that the Manager approve the Second Amendment to Contract No. 721 with Brown and Caldwell for the subject project. The amendment includes additional funds in the amount of \$404,389.00 and a time extension of 600 calendar days.

FUNDING:

Account No.	10-20-10-540-010		
Acct Description	WU/Eng/Admin/Professional Services		
Funds Available	<i>Verified by WWC</i>		\$404,389.00
Contract No.	721		
Vendor	Brown and Caldwell		
	Contract Amount	\$1,333,831.00	
	First Amendment (02/16/23)	\$260,114.00	
	Total Funds Certified To Date	\$1,593,945.00	
Second Amendment:			
	Additional funds for SOW and contract time	\$404,389.00	
	Total Amendment	\$404,389.00	<\$404,389.00>
Contract Amount To Date		\$1,998,334.00	
Fund Balance			\$0.00

BACKGROUND:

Contract NTP Date: February 18, 2022  
 Original Contract End Date: February 18, 2024  
 New Contract End Date: 600 calendar days after execution of the Second Amendment

The Water Systems Investment Plan (WSIP) is the update to the previous long range plan, Water Plan 2020. This current amendment adds scope of work for additional GIS and hydraulic modeling support, funding support for the priority projects identified in this contract, and performing a water rate study.

**7. DISPOSAL OF RECORDS OF THE DEPARTMENT OF WATER**

RECOMMENDATION:

It is recommended that the Manager approve for the disposal of records that have met the retention requirements with Kaua'i Shredding.

FUNDING:

Account No.	10-01-10-540-010
Acct Description	Professional Services
Contract No.	N/A; Purchase Order
Vendor	Kaua'i Shredding

Cost of services estimated not to exceed \$14,999.99.

BACKGROUND:

In accordance with Hawaii Revised Statutes (“H.R.S.”) §46-43, “the Director of Finance, with the approval of the County Council and the County Attorney, shall approve the disposal of county records the retention which is no longer necessary”.

On November 2, 2023, the Department requested County Council approval to proceed with disposal of records that have met the retention period requirements. The request will be placed on the November 15, 2023 Council Meeting Agenda.

**8. CONTRACT AWARD TO LEASEQUERY  
 SOFTWARE SUBSCRIPTION AGREEMENT FOR GASB STATEMENT NO. 96**

RECOMMENDATION:

It is recommended that the Manager approve the software subscription agreement with LeaseQuery for GASB Statement No. 96.

FUNDING:

Account No.	10-31-10-540-020		
Acct Description	WU/Acctng/Admin/Accounting and Auditing		
Funds Available	<i>Verified by WWC</i>		\$20,000.00
Contract No.	N/A		
Vendor	LeaseQuery		
	Contract Amount	\$5,400.00	
	5% Contingency	\$N/A	
	Total Funds Certified	\$5,400.00	<\$5,400.00>
Fund Balance			\$14,600.00

**BACKGROUND:**

In May 2020, the Government Accounting Standards Board (GASB) issued GASB Statement No. 96, *Subscription-Based Information Technology Arrangements*. This statement provides guidance for accounting and financial reporting for subscription-based information technology arrangements (SBITAs) for governments that are end users of SBITAs. The DOW is required to implement GASB Statement No. 96 in the fiscal year ended June 30, 2023. LeaseQuery is a software solution that will be used to compile existing contracts and calculate the subscription asset, corresponding liability, and amortization schedule to be recognized in the financial statements. Furthermore, their standard Terms and Conditions cannot be removed from the MSA and they are deemed reasonable and acceptable.

Total contract time is 365 calendar days. Manager's Report No. 24-04 was submitted and approved at the October 19, 2023 regular board meeting, for the MSA's standard Terms and Conditions.

**CONVEYANCE OF WATER FACILITIES NONE**