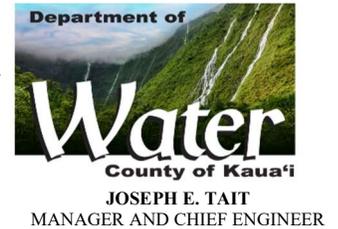


BOARD OF WATER SUPPLY

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, December 21, 2023
9:30 a.m. or shortly thereafter

Meetings of the Board of Water Supply, County of Kaua'i will be conducted in-person at the Department of Water Board Room, 2nd 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/84849867519>

Passcode: 086561

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: 848 4986 7519

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, January 25, 2023 – 9:30 a.m.

APPROVAL OF AGENDA

MEETING MINUTES

1. Regular Board Meeting – November 16, 2023
2. Executive Session – November 16, 2023

PUBLIC TESTIMONY

OLD BUSINESS

1. Discussion and Possible Action on Manager’s Annual Evaluation timeline, process, and criteria (*Deferred from November 16, 2023 meeting*)
 - a. Establish Permitted Interaction Group (PIG) to create a proposed evaluation process for the Manager

NEW BUSINESS

1. Confirmation of Board Committee appointments for 2024

STAFF REPORTS

1. Fiscal:
 - a. Monthly dashboard
 - b. Budget Report for November 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
 - i. Corrective Action Plan updates
 - ii. Project Schedule for Security Awareness Project
5. Manager and Chief Engineer – Required communications to the Board, and update of Department activities

TOPICS FOR NEXT BOARD OF WATER SUPPLY MEETING: (January)

1. Engineering Quarterly updates

TOPICS FOR FUTURE BOARD OF WATER SUPPLY MEETING:

1. Employees of the Year Resolutions
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).

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.
2. 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.

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
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 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, November 16, 2023

The Board of Water Supply, County of Kaua'i, met in a regular meeting in Līhu'e on Thursday, November 16, 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 Finnila
Mr. Larry Dill

EXCUSED:

Mr. Kurt Akamine, *Chair*
Mr. Ka'aina Hull
Mr. Troy Tanigawa

Quorum was achieved with 4 members present at Roll Call.

ANNOUNCEMENTS

Next Scheduled Meeting: Thursday, December 21, 2023

APPROVAL OF AGENDA

The agenda was approved as amended to move Old Business after Staff Reports

MEETING MINUTES

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

The meeting minutes were approved with no objections.

PUBLIC TESTIMONY

Public testimony was received from Council member Felicia Cowden regarding Correspondence Item 2. She explained that Council Resolution No. 2023-63, which did not pass, requested a Charter amendment to require that the Board of Water Supply have at least one appointed member with a strong knowledge of Hawaiian Homes. She noted that the pushback against Board member Micah Finnila's appointment had nothing to do with her as an individual but was due to the community outcry for the lack of addressing Hawaiian Homes. The Resolution that was recently presented proposed that at least one member of the Board of Water Supply has knowledge and awareness of environmental and Hawaiian cultural concerns, a person with knowledge of development, and a person with a knowledge of business to ensure diversity. She added that they determined it needed to be ensured that all board members have strong training and understanding of all the water laws relating to the Department of Hawaiian Homelands and the Hawaiian Commission Act's obligation to provide water to Hawaiian development. Ms. Cowden stated that another resolution will be coming forward, which will not be a proposed Charter amendment, but a request of the Office of Boards and Commissions to ensure everyone is trained. She added that no disrespect is directed to any of the current board members and that Council just wants to be responsive to the community and to be there for Hawaiian Homes.

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 (moved to follow Staff Reports)

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

Engineering Division Head Jason Kagimoto provided a summary of the Manager's Report submitted.

Board member Dill moved to approve Manager's Report No. 24-05, seconded by Mr. Shigemoto; with no objections, motion carried with 4 Ayes.

2. Election of Board Chair and Vice-Chair, and committee appointments for 2024

Board member Finnila moved to elect Tom Shigemoto as Chair, Julie Simonton as Vice-Chair, and Kurt Akamine as Secretary, seconded by Mr. Dill; with no objections, motion carried with 4 Ayes.

3. Proposed Board meeting calendar for 2024

Board member Dill moved to approve the Board meeting calendar for 2024 with the February date moved back to the 3rd Thursday, seconded by Mr. Shigemoto; with no objections, motion carried with 4 Ayes.

STAFF REPORTS

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

Waterworks Controller Renee Yadao provided a summary of the dashboard, budget report, and Quarterly BAB statement. Board member Dill asked if she feels the overtime will continue at this pace now that Fiscal is fully staffed. Ms. Yadao explained that they are in the peak of audit season which will run through the end of December. Additionally, the department received about 1,500 transponder units, with another 1,100 expected to arrive in the next week or so. Because internal staff is being utilized to replace those transponders to address the huge backlog, overtime costs will likely increase temporarily.

Manager Tait shared Mr. Dill's concerns and expects that the overtime hours should return to normal now that Fiscal is fully staffed, and there should be an eventual stabilization.

Vice-Chair Simonton stated that if a customer has been receiving estimated bills, once they get a transponder there will potentially be an adjustment to their bill; will the department offer a payment plan to accommodate those customers? Ms. Yadao stated yes, payment plans are

offered. She added that they try their best to communicate with customers, and Jonell Kaohelauii has done an excellent job with our pamphlets which have been of great assistance to the customer service representatives at the window. Additionally, our meter mechanics hand those pamphlets out when they are out in the field.

2. Operations – Monthly dashboard

Chief of Operations Ryan Smith provided a summary of the Operations dashboard submitted, noting that there was a significant leak in Anini which resulted in approximately 2 million gallons lost. The leak investigators were able to locate the leak, which was a big job to repair as it was not an easy location to work on. In response to Mr. Dill, Mr. Smith stated that this is water that we purchase from Princeville, and they were kind enough to call DOW to report excess usage. Mr. Dill noted that he recalls a threshold or cap in that agreement and asked if that number could be provided. Mr. Smith reported that they hired a new Plant Electrician Helper, are still recruiting for Electronics Tradesperson, and just had an interview for Pipefitter Helper.

3. Engineering – Monthly dashboard

Engineering Division Head Jason Kagimoto provided a summary of the Engineering dashboard submitted. Based on Mr. Dill's comments at a previous meeting regarding taking advantage of the funds available for training and education, Mr. Kagimoto reported that Engineering has had a number of staff attend a variety of conferences recently, and the investment in the team has been paying off with improvements in morale, learning and team unity. He pointed out the gap between budgeted and actual overtime which is a continuing result of their staffing shortages. They were able to recently hire a Civil Engineer I under Water Resources and Planning which will be reflected on next month's dashboard.

CIP Projects highlights:

- DOH DWSRF Pro-Fi Loan – The resolution was approved by the Board and will take roughly 2-3 months to be executed
- Kalāheo Water System Improvement – Site visit update: retaining wall being built, pipeline is being installed, and tree clearing is on-going for the new Clearwell tank
- Weke, Anae, Mahimahi and He'e Road Main Replacement – final review has been received by Public Works, so the consultant is working on an update
- Kīlauea 1.0 MG Tank – updating EA and design work for permitting; intent is to bid out early in FY 2025
- Hā'ena 0.2 MG Tank – updating EA and design work for permitting; intent is to bid out early in FY 2025

Water Resources and Planning Project highlights:

- KWUDP Update – working with consultant to present updates to the CWRM Board at their December meeting
- WSIP – long range plan is on-going; will be amending the contract to include a rate study and adding a project list
- LCRR Update – deadlines are coming up in October 2025. Public Notices are being sent out for site visits for services laterals that do not have records of its materials. That work is scheduled to start mid-January with two consultant field teams supported by a member of the department and will be a 4-to-5-week effort for field investigations.

Vice-Chair Simonton asked how many laterals contain materials that have not been identified to which Mr. Kagimoto stated roughly 14,000; however, that number includes materials unknown on both the customer and utility side, the majority of which are on the customer side. The statistical analysis approach that DOH has approved, and which other States have also been approved for will consist of verifying that a certain percentage of laterals are non-lead, which

raises the confidence of the remaining laterals being non-lead. This method reduces the numbers of laterals needing to be verified to about 1,500. Mr. Kagimoto credited the Engineering staff and the collaborative work between the different sections, and though they are understaffed, there has been a lot of willingness by staff to help one another out.

Mr. Dill asked if lead is found on the customer side, what would be DOW's response. Mr. Kagimoto explained that there will be an identified plan to notify the customer within a set time based on established triggers. There have been discussions to determine whose responsibility it would be to replace the laterals, but the direction from the EPA seems to lean toward the utility taking care of it. They will cross that bridge if it happens, noting that other states have been the ones to do the replacement with some financial support from DOH. Mr. Dill asked for continued updates.

Mr. Shigemoto asked if the lines are actually lead, or just the connections. Mr. Kagimoto stated that his understanding is that in addition to lead lines, there were other material lines that were lined with lead, lead fittings or lead solder. Mr. Shigemoto asked if DOW is budgeted to do any of those replacements should they be required to which Mr. Kagimoto stated we are not currently budgeted for that, but the biggest effort currently is to submit the material inventories by October 2024; follow up plans will be discussed after that.

Board member Finnila commented on the comments Mr. Kagimoto made about training, learning, and team morale, which she greatly appreciates hearing and hopes he continues to bring those highlights to the Board. To expand on that, Mr. Kagimoto noted that 3 staff members attended the Hawaii Waterworks Association Conference in Kona, he and Project Management Officer Scott Suga attended the Design Build Institute of America conference in Maryland, and 2 staff from the microlab attended the Water Quality Technology Conference in Texas, all of which offered specialized workshops and talks. Moving forward, he would like to continue investing in the team and confirming their value to the team.

4. Administration:
 - a. Monthly dashboard

Regarding the Fiscal Division, Manager Tait explained that though they show they are fully staffed, they are not yet stabilized as some fiscal staff members have moved or will be moving to other areas of the department as vacancies occur. Operations vacancies have come down a bit, but Engineering remains the biggest challenge. Overtime will likely continue at that level until we get staffed. In addition to being understaffed, the Administration Division has been asked to provide more documents, data and attendance at Council which requires staff to spend a lot of time away from their normal daily tasks.

- b. Public Relations – updates on Public Notices & Announcements, Community Outreach & Education, and Upcoming Events

Information and Education Specialist Jonell Kaohelaulii provided a summary of the PR report submitted. She noted that DOW is a 3-time recipient of the EPA Water Sense National Award, highlighting the achievements that allowed them to stand out from other organizations:

- Fix-A-Leak Week Campaign – Exceeded their outreach goal by 45%, reaching more than 1,000 households during that period. Expansion of their social media promotion of the Water Sense label and water conservation through detection. Tanaka Hardware and Hawaii Public Housing Authority were instrumental in their success; HPHA tenants do not receive a water bill so they do not get to see the impact of their water use, and this effort provided those tenants with information on conservation, the importance of checking their house for leaks and how to do so.

- Make-A-Splash – Efforts were expanded to include classroom presentations in addition to the Annual Festival event

Ms. Kaohelaulii stated it is an honor to represent the department at all of our community events and expressed her gratitude to the Board for their support.

Ms. Kaohelaulii highlighted DOW’s new Water Emergency Preparedness Awareness campaign that was started in late May and will be held throughout the hurricane season as a reminder to be prepared with water storage. Collapsible water storage bags were distributed at a total of 11 distribution events and successfully handed out 200 water jugs. 1,000 water storage jugs were also donated to the Maui Department of Water Supply to support their recovery efforts. A total of 1,968 water jugs were distributed throughout our communities while reserving a small amount for DOW staff and education presentations.

Manager Tait announced that PR has also recently hired a Public Information Specialist to assist Jonell.

- 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

Manager Tait noted that he attended the Governor’s Affordable Housing Committee meeting. Hawaii Island had requested 19 new positions under this proclamation, and they were 100% approved for all 19 positions to utilize in various capacities to promote and progress the implementation of affordable housing. DOW and COK are meeting early next month to discuss a similar process of permitting, noting DOW has an immediate need for positions in Engineering. There may be a request forthcoming for the Board’s approval to request those positions from the Governor’s Committee.

Mr. Dill asked to clarify that the request would be for positions at DOW to which Mr. Tait stated that it could be, or they could go in with COK depending on the needs. These positions are State funded, and though they are not permanent it would be a short-cut to obtain staff, which our Engineering division needs.

Vice-Chair Simonton asked how soon those 19 positions will be filled, noting that even though the process is short-circuited, there are not many bodies available.

Mr. Shigemoto asked if the DLNR, the Attorney General’s Office, and other State agencies, noting that he serves as President of the Kauai Housing Development Corp. and they have numerous projects that are stuck at that State level. He thanked Mr. Tait and the other Kauai County agencies for being so responsive at the County level.

OLD BUSINESS

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

Board member Micah Finnila provided a PowerPoint presentation that included an overview of the previous evaluation process utilizing the criteria and forms provided by COK Department of Human Resources. She highlighted the recommendations made by the Society for Human Resource Managers, which is a company called Joyax Associates, and provided examples of

ways they could use this tool. Ms. Finnila provided her recommendations and proposed template for how the Board could potentially conduct the Manager's Evaluation moving forward. (Presentation on file)

Mr. Shigemoto stated this is an excellent start and is much more comprehensive than the method the Board was using. Vice-Chair Simonton stated the review of the Manager is something that the Board has kicked around a lot, but generally just default to the COK DHR process. The Board also discussed potentially forming a Permitted Interaction Group to discuss this more. Ms. Simonton asked if the Board would feel it was appropriate for Micah, having the most experience and background in HR, to come up with her proposed recommendation for an evaluation process, which the Board can discuss and adjust as necessary so this can continue to move forward.

The meeting recessed at 10:55 a.m.

The meeting reconvened at 10:58 a.m.

Vice-Chair Simonton requested that this item be deferred to the December meeting in order to establish a Permitted Interaction Group when we have the full complement of Board members present to see who would like to participate. She does not want to make those assignments without the rest of the Board members present.

Board member Dill moved to defer Old Business Item 1. To the December 21, 2023 meeting, seconded by Ms. Finnila; with no objections, motion carried with 4 Ayes.

TOPICS FOR NEXT BOARD OF WATER SUPPLY MEETING:

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).

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 11:05 a.m.

The Board resumed in open session at 11:55 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, anticipate additional updates as needed, and that a schedule of cyber security training will be provided to

the Board. No action was taken in Executive Session.

ADJOURNMENT

The meeting was adjourned at 11:57 a.m.

Respectfully submitted,

Cherisse Zaima
Commission Support Clerk

DRAFT

A horizontal splash of clear blue water with bubbles and ripples, centered on the page. The text 'OLD BUSINESS' is overlaid on the splash, with 'OLD' positioned above the water and 'BUSINESS' positioned below it. Both words are in a blue, 3D-style font with a slight shadow effect.

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

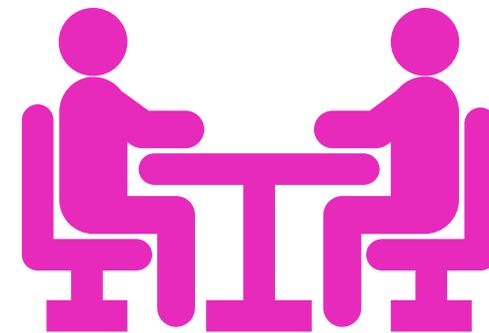
- ✓ **Section 1: Achievement of goals from last review period**
 - List the agreed-upon goals decided during the last review period – if none proceed to Section 2
- ✓ **Section 2: Performance on Key Responsibilities tied to Job Description**
 - Extract key responsibilities from Manager’s Report 22-55/Job 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.

<i>Responsibility</i>	<i>Rating</i>
<i>Legal and regulatory compliance</i>	
1. Files and regulatory documents and complies with relevant laws and regulations.	
<i>Mission, policy, planning</i>	
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.	
<i>Management, administration</i>	
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.	
<i>Responsibility</i>	
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.	
<i>Governance</i>	
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:

Operations

Rating:

41. xxx

42. xxx

43. xxx

Technology

Rating:

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

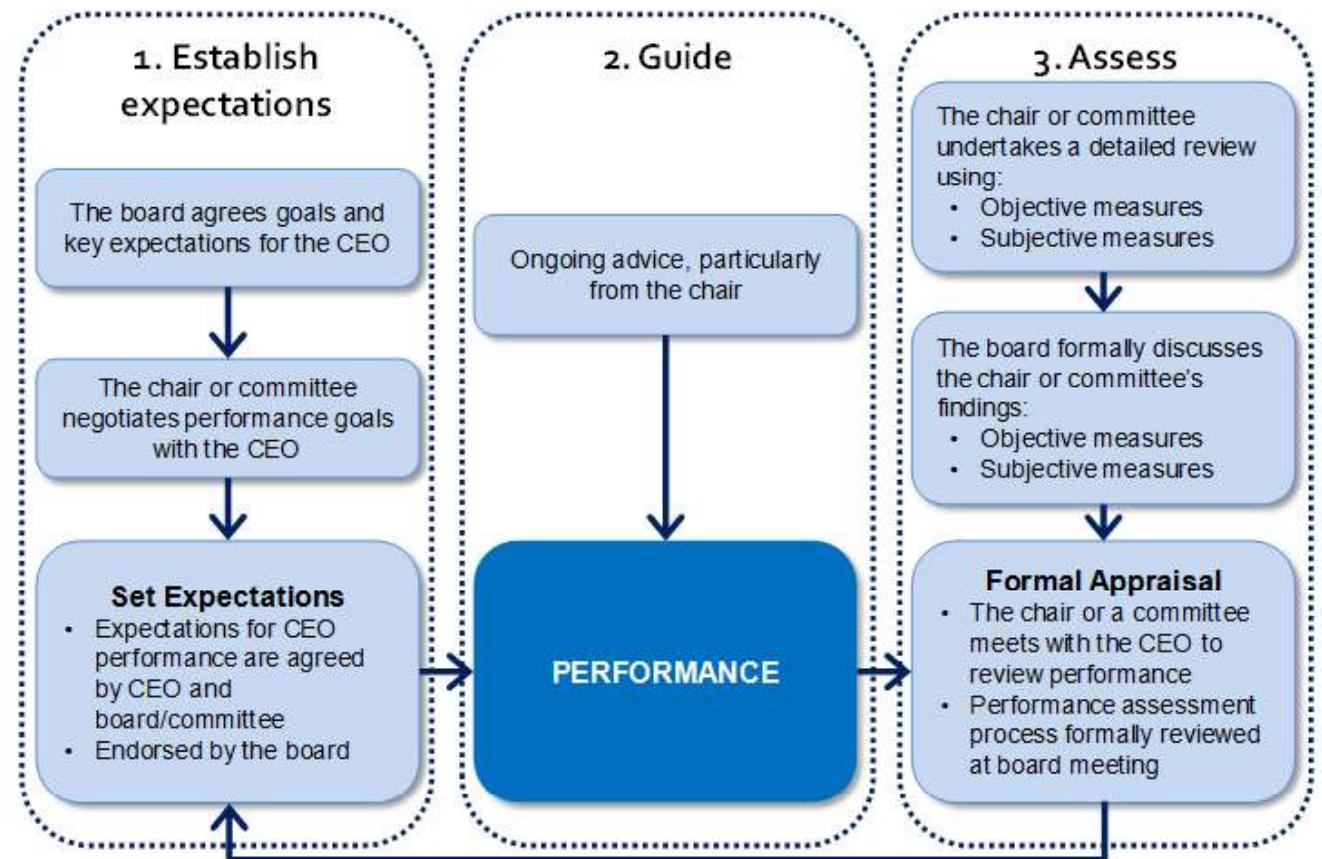
Boards have solid business reasons for undertaking executive evaluations including:

- 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.

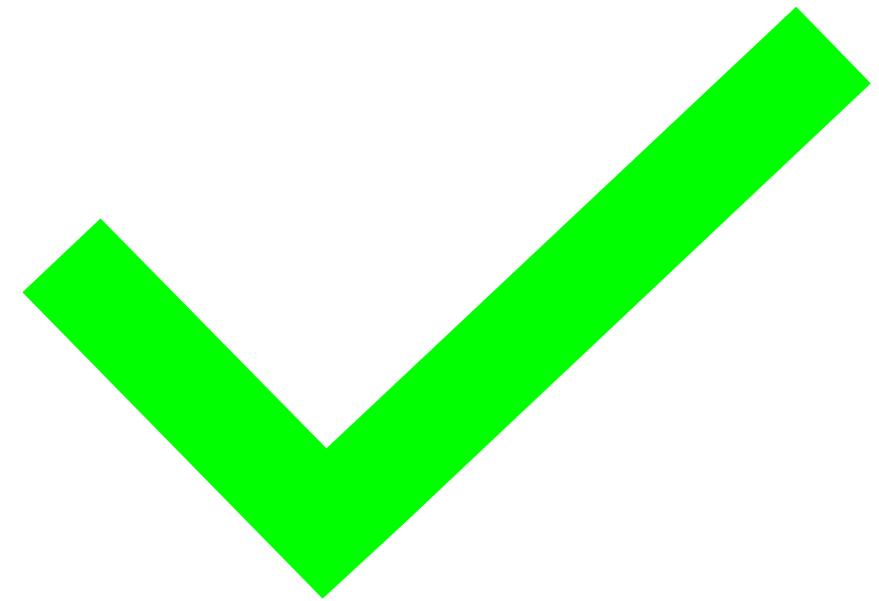


However, a process or procedure is no substitute for a good working relationship between the board and the executive.

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.
2nd 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.
1st 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.
1st 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.
1st Qtr. 2022
5. **Establish Health & Safety Program** – DOW needs to institute a first ever robust Safety Program ASAP.
1st 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).
2nd 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.
2nd 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.

2nd Qtr. 2022

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

2nd 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.

2nd 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.

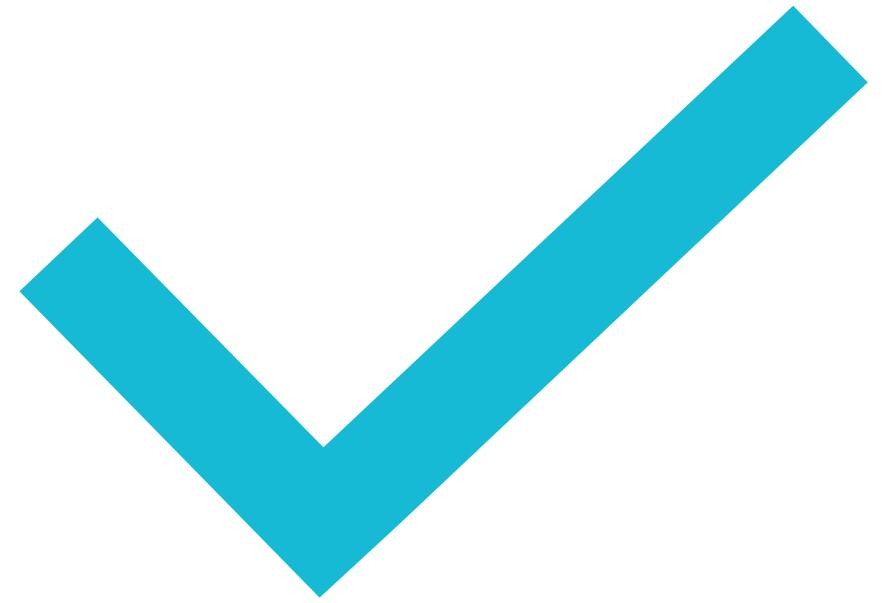
To analyze and determine the effectiveness of DOW, I am using the Effective Utility Management (EUM) framework developed and endorsed by USEPA and the trade associations serving the water and wastewater industry. This framework includes subject areas such as Operational Optimization, Employee and Leadership 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
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- 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
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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 _____

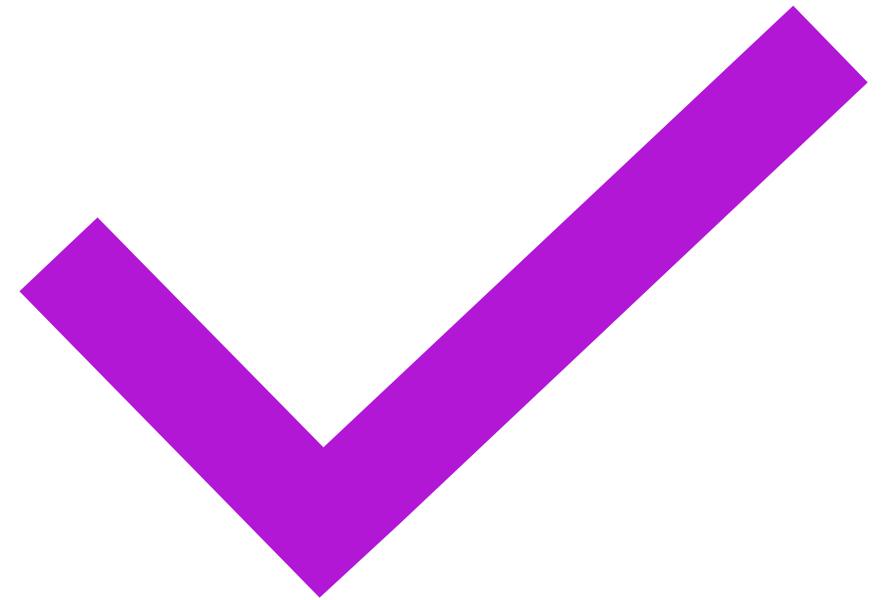
SOCIETY FOR HUMAN RESOURCE MANAGEMENT “SHRM”

Joyaux Associates

Performance Appraisal Process

for CEO's

For Board Consideration



Performance Appraisal Process for the CEO¹

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)

¹ 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.

Society for Human Resource
Management "SHRM"

Performance Appraisal
Process for CEO's

Joyaux Associates

- Performance improvement plan that is set jointly with the supervisor and employee², 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 description⁴. 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.⁵
- 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.

² 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.

³ 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.

⁴ See sample at 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.

⁵ 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.

⁶ 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.

<i>Responsibility</i>	<i>Rating</i>
<i>Legal and regulatory compliance</i>	
1. Files and regulatory documents and complies with relevant laws and regulations.	
<i>Mission, policy, planning</i>	
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.	
<i>Management, administration</i>	
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.	
<i>Responsibility</i>	
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.	
<i>Governance</i>	
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.	

Finance	
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.	
Philanthropy and fund development	
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.	

Relationship building	
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.	
Leadership	
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. The splash is wider and more turbulent on the right side, tapering off towards the left.

NEW

BUSINESS



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: Kurt Akamine
Vice Chair: Julie Simonton
Secretary: Tom Shigemoto

2024 Board Officers:

Chair: Tom Shigemoto
Vice Chair: Julie Simonton
Secretary: Kurt Akamine

Rules Committee

Chair: Ka'aina Hull
Member: Julie Simonton
Member: Troy Tanigawa

Rules Committee

Chair: Ka'aina Hull
Member: Julie Simonton
Member: Troy Tanigawa

Finance Committee

Chair: Lawrence Dill
Member: Ka'aina Hull
Member: Tom Shigemoto

Finance Committee

Chair: Lawrence Dill
Member: Ka'aina Hull
Member: Tom Shigemoto

Committee of the Whole *(All Board Members)*

Chair: Kurt Akamine

Committee of the Whole *(All Board Members)*

Chair: Tom Shigemoto

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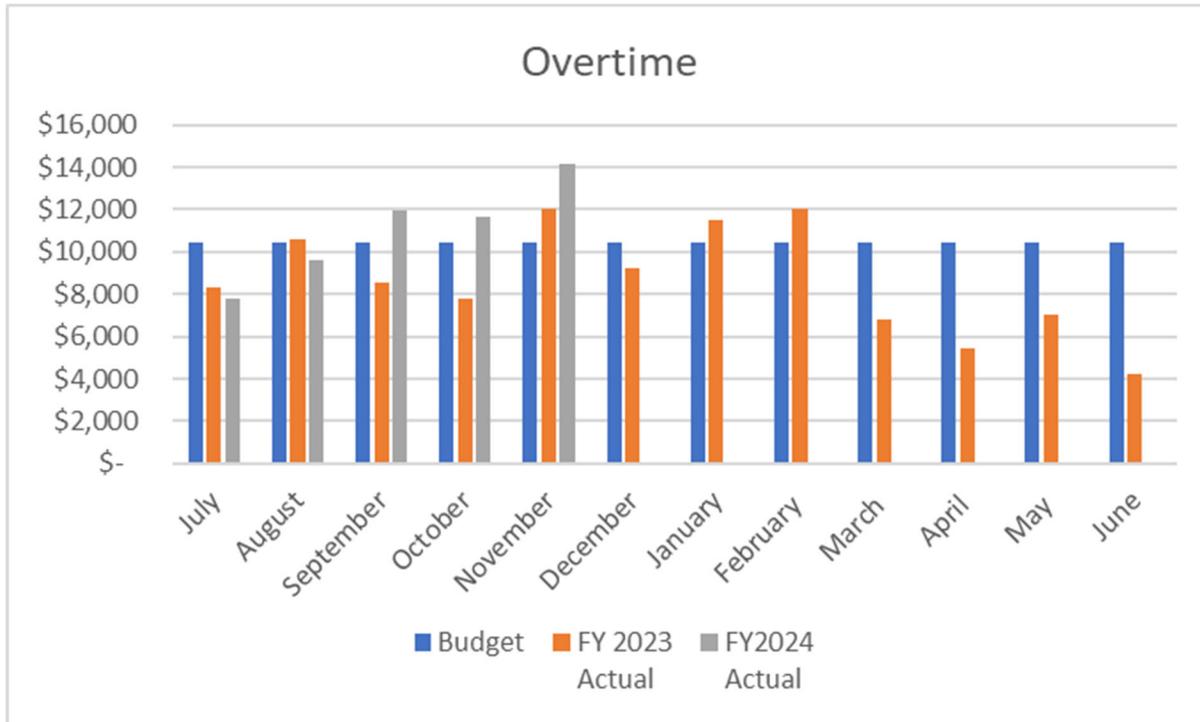
STAFF

REPORTS

FISCAL DIVISION DASHBOARD



Overtime

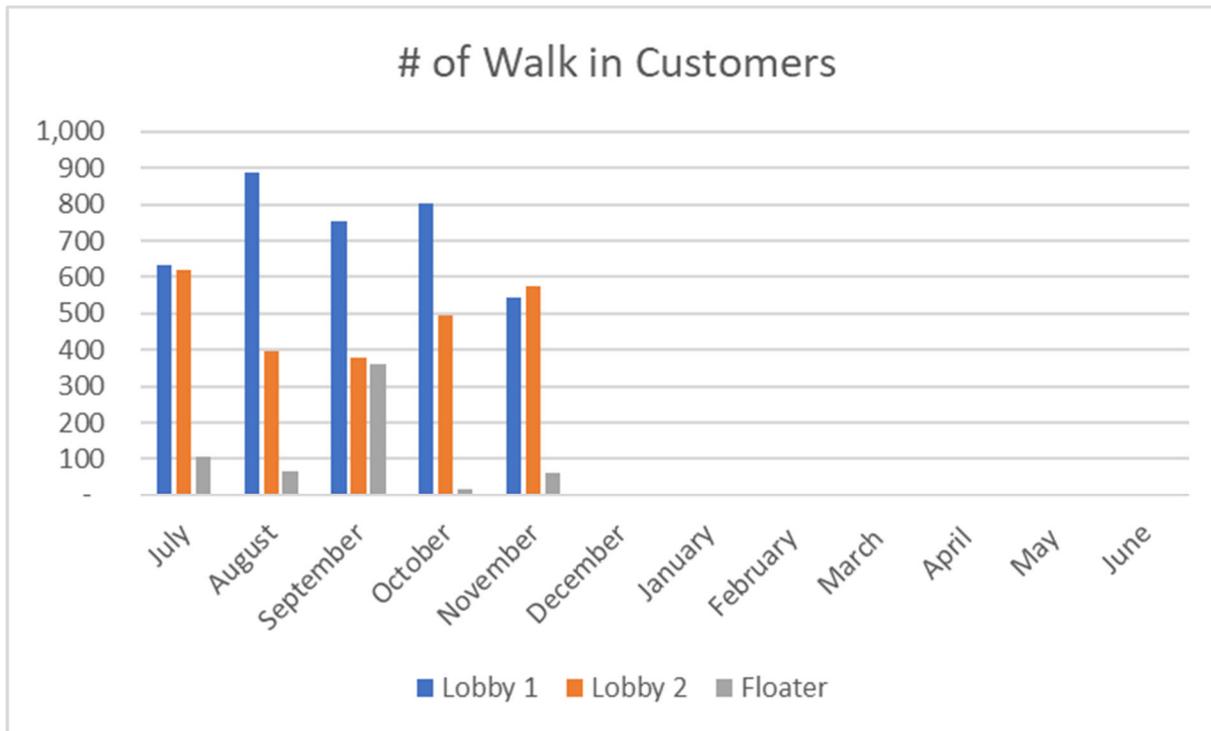


Note: November 2023 includes amounts posted from November 1st through November 15th (pay date November 30th) and “pending” transactions from November 16th through November 30th. Once HR Payroll reconciles and processes the payroll closing batches, the Central Accounting Division will post the payroll transactions to the general ledger.

FISCAL DIVISION DASHBOARD

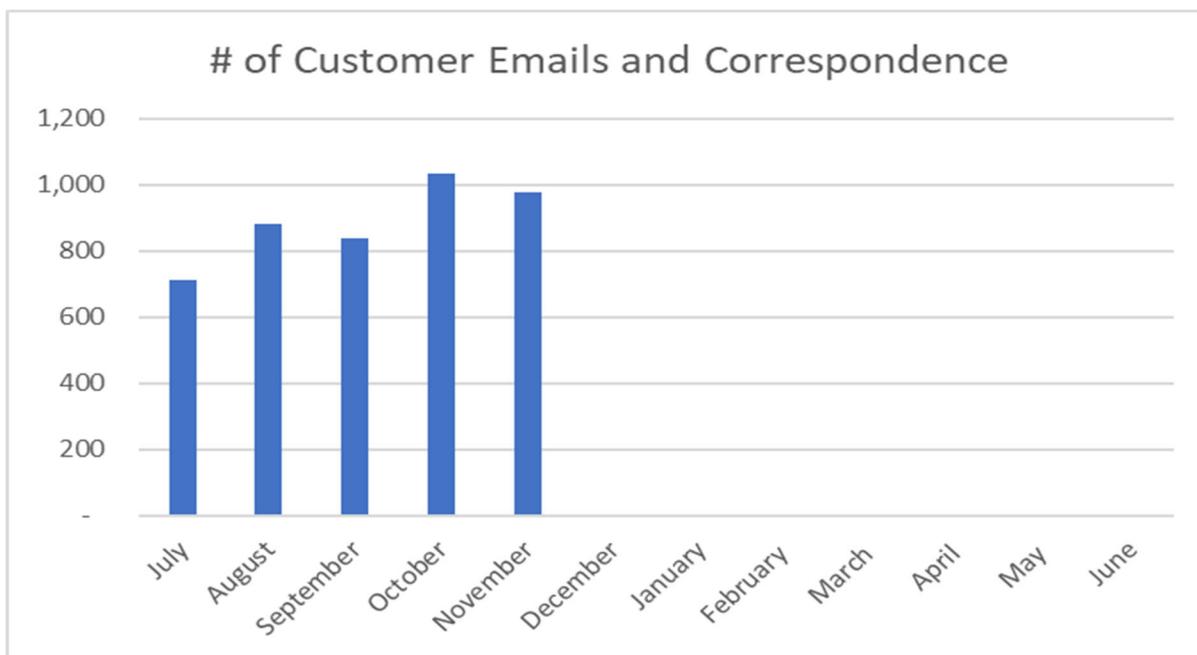


Walk-In Customers



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.

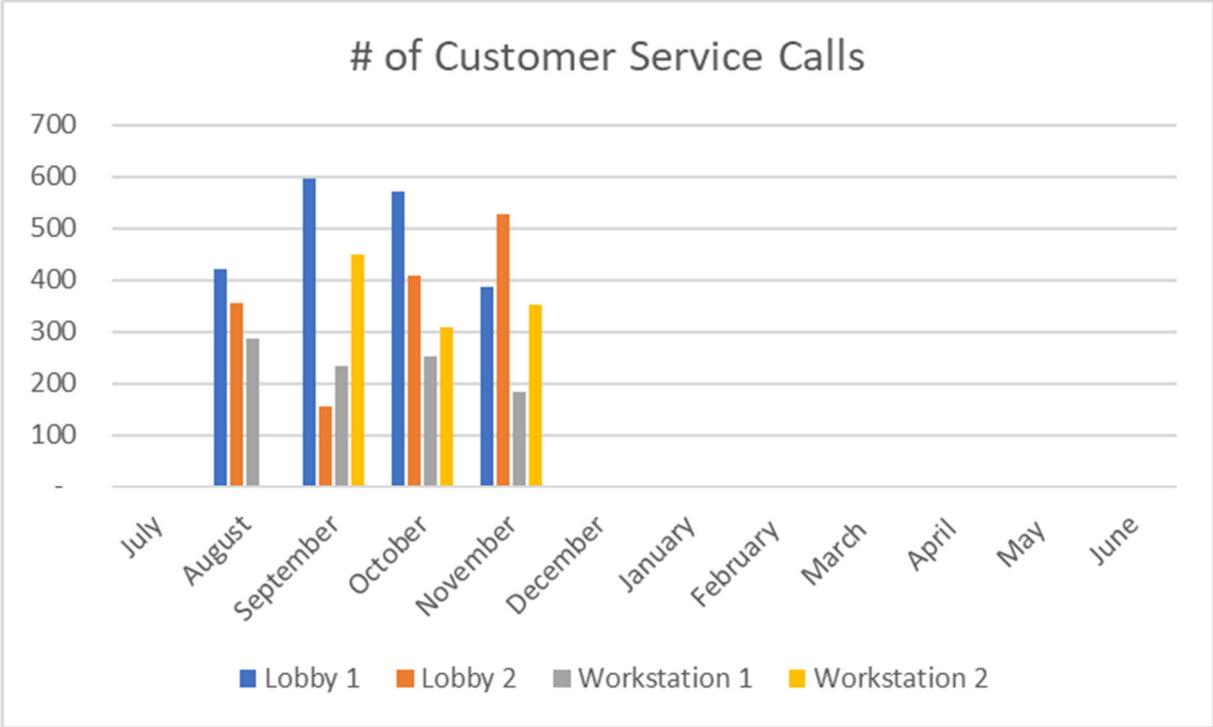
Customer Emails & Correspondence



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 November 2023

	November 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Operating Revenue	\$ 2,777,499.00	\$ 2,859,348.03	\$ 81,849.03	\$ 13,887,495.00	\$ 14,378,667.60	\$ 491,172.60	4%
Expenses							
Labor *	\$ 1,075,032.00	\$ 1,011,233.78	\$ 63,798.23	\$ 5,375,160.00	\$ 5,056,168.85	\$ 318,991.15	6%
Services	828,127.00	510,376.72	317,750.28	4,140,635.00	2,010,744.04	2,129,890.96	51%
Utilities & Materials	647,822.00	856,132.65	(208,310.65)	3,239,110.00	2,751,655.42	487,454.58	15%
Total Operating Expenses	\$ 2,550,981.00	\$ 2,377,743.15	\$ 173,237.86	\$ 12,754,905.00	\$ 9,818,568.31	\$ 2,936,336.69	23%
Debt Service Principal & Interest	200,684.25	244,517.64	(43,833.39)	5,195,056.25	5,211,308.82	(16,252.57)	(0.0%)
Operating and Debt Expenses	\$ 2,751,665.25	\$ 2,622,260.79	\$ 129,404.47	\$ 17,949,961.25	\$ 15,029,877.13	\$ 2,920,084.12	16%
Net Income (Loss)	\$ 25,833.75	\$ 237,087.25	\$ 211,253.50	\$ (4,062,466.25)	\$ (651,209.53)	\$ 3,411,256.72	84.4%

* Current month's labor is estimated

Capital Projects and Purchases**

	Fiscal Year Budget	November FYD 2024 Actual	Remaining Budget
Water Utility Funded Projects ***			
IT Capital Purchases	\$ 2,505,000.00	\$ -	\$ 2,505,000.00
Job 09-01 Yamada Tank	-	115,743.59	(115,743.59)
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	-	51,918.73	(51,918.73)
Job 23-07 Rehabilitate Puupilo Steel Tank	-	39,400.35	(39,400.35)
Wailua Homesteads Tank	3,750,000.00	77,350.38	3,672,649.62
Ops Capital Purchases	1,753,491.00	171,229.21	1,582,261.79
Projects with budget but no activity	5,515,000.00	-	5,515,000.00
	\$ 15,523,491.00	\$ 662,651.93	\$ 14,860,839.07
FRC Funded Projects			
Job 04-08 Drill Kapaa Homestead Well 4	\$ 700,000.00	\$ 68,980.00	\$ 631,020.00
Projects with budget but no activity	400,000.00	-	400,000.00
	\$ 1,100,000.00	\$ 68,980.00	\$ 1,031,020.00
Build America Bonds Funded Projects			
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
	\$ 6,100,000.00	\$ 52,373.11	\$ 6,100,000.00
State Allotment Funded Projects			
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
	\$ 10,600,000.00	\$ 31,254.57	\$ 10,568,745.43
State Revolving Funded Projects			
Job 17-10 KW-07 Paua Valley Tank Repair	\$ -	\$ 2,951,287.31	\$ (2,951,287.31)
Projects with budget but no activity	\$5,000,000.00	-	\$5,000,000.00
	\$ 5,000,000.00	\$ 2,951,287.31	\$ 2,048,712.69
Total Capital Projects	\$ 38,323,491.00	\$ 3,766,546.92	\$ 34,609,317.19

** 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

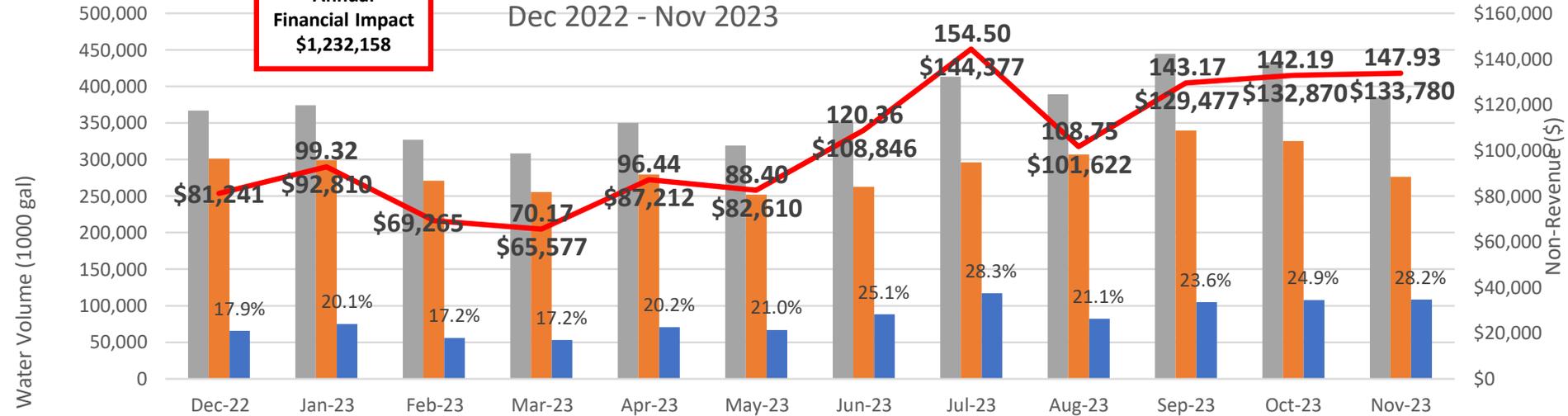
	November 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Engineering	\$ 454,613.00	\$ 244,946.77	\$ 209,666.23	\$ 2,273,065.00	\$ 1,344,046.98	\$ 929,018.02	41%
Fiscal	222,259.00	224,611.84	(2,352.84)	1,111,295.00	1,012,786.58	98,508.42	9%
Operations	1,257,036.00	1,454,767.25	(197,731.25)	6,285,180.00	5,327,413.34	957,766.66	15%
	\$ 1,933,908.00	\$ 1,924,325.86	\$ 9,582.14	\$ 9,669,540.00	\$ 7,684,246.90	\$ 1,985,293.10	21%



OPERATIONS DASHBOARD

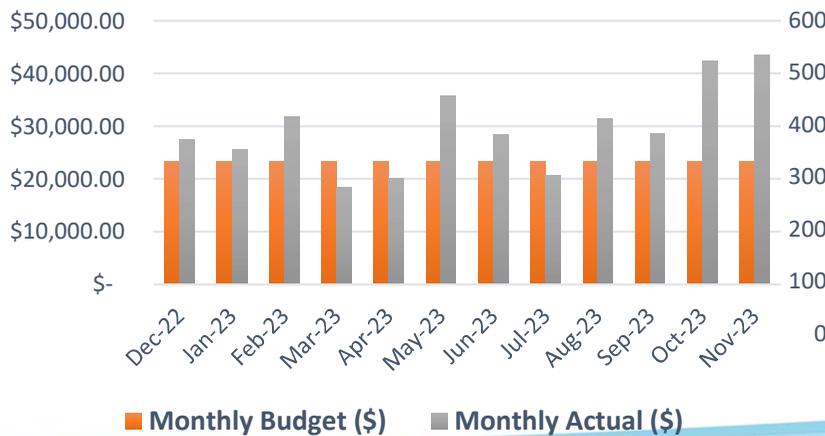
Monthly Water Audit
Dec 2022 - Nov 2023

Annual Financial Impact
\$1,232,158

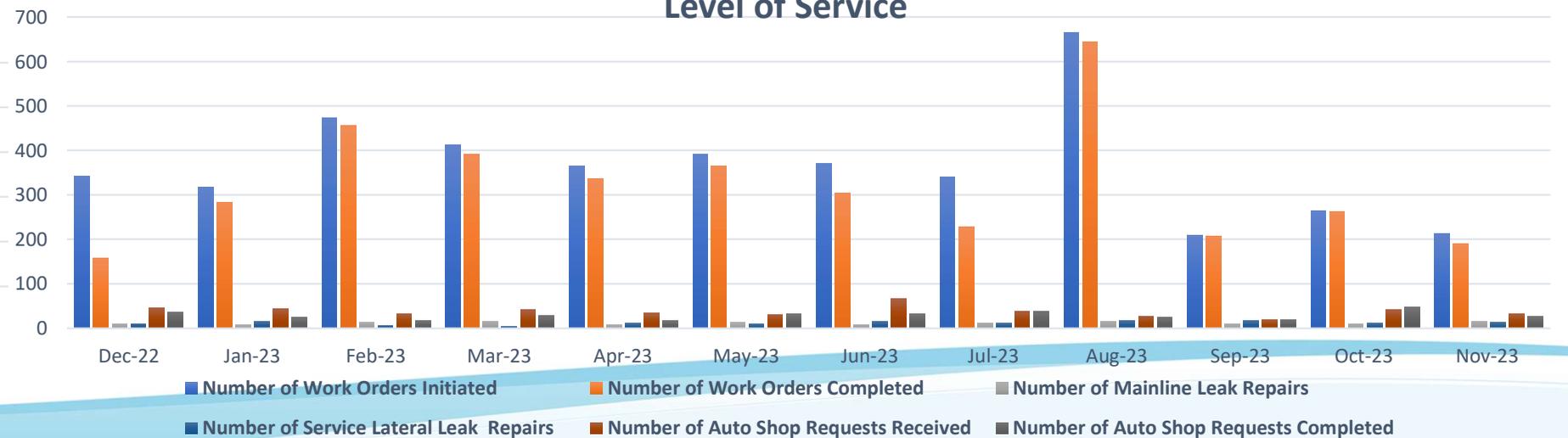


	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23
Produced (Kgals)	367,005	374,035	326,932	308,539	350,219	319,002	350,766	413,260	389,372	444,660	433,059	384,904
Customer Read (Kgals)	301,192	298,850	270,820	255,415	279,569	252,080	262,590	296,300	307,048	339,771	325,421	276,529
Non-Rev Water (Kgals)	65,813	75,185	56,112	53,124	70,650	66,922	88,176	116,960	82,324	104,889	107,638	108,375
Financial Impact	\$81,241	\$92,810	\$69,265	\$65,577	\$87,212	\$82,610	\$108,846	\$144,377	\$101,622	\$129,477	\$132,870	\$133,780

Overtime



Level of Service



OPERATIONS

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
STAFFING								
Budgeted Staff Vacancies	49	8	50	7	50	7	50	7
OVERTIME								
Budget (\$) Actual (\$)	\$23,283.33	\$42,430.88	\$23,283.33	\$43,635.80	\$116,416.67	\$124,316.75	\$116,416.67	\$166,943.65
FLEET MANAGEMENT								
# of Vehicles Active per day	45		40		35		42	
# of Vehicles Active per month	989		801		665		898	
METER PROGRAM								
# of Existing Meters Replaced	2		3		18		11	
# of Existing Meters Repaired	35		37		171		268	
# of New Meters Installed	4		13		50		40	
# of New Laterals Installed	2		1		13		7	

OPERATIONS

LEVEL OF SERVICES

	Last		Current		Previous		Current	
	Month	Month	Month	Month	FY YTD	FY YTD	FY YTD	FY YTD
# of Work Orders Initiated	264		213		881		1694	
# of Work Orders Completed	263		190		850		1532	
# of Mainline Leak Repairs	9		16		54		62	
# of Service Lateral Leak Repairs	11		13		56		69	
# of Calls for Service	234		198		991		1015	
# of Temporary Hydrant Meters Installed	6		2		11		17	
# One Call Request Received Completed	32	32	35	34	109	109	249	248
# of Auto Shop Requests Received Completed	42	48	33	26	201	187	160	156
# of Hydrant Hits	4		2		13		14	

WATER AUDIT

	Last	Current Month	Previous	Current
	Month		FY YTD	FY YTD
Water Produced (Million Gallons)	433.059	384.904	2076.057	2065.255
Customer Meter Reading (Million Gallons)	325.421	276.529	1773.284	1545.069
Non-Revenue Water (Million Gallons)	107.638	108.375	302.773	520.186
Non-revenue %	25%	28%	15%	25%
Financial Impact	\$132,870.50	\$133,780.27	\$373,749.05	\$642,127.61

ENGINEERING DASHBOARD

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
STAFFING								
Budgeted Staff Vacancies	23	6	23	5	23	6	23	5
OVERTIME								
Budget (\$) Actual (\$)	\$4,900	\$17,300	\$4,900	\$17,400	\$24,600	\$31,500	\$24,600	\$84,800

CIP Project Highlights:

- Weke, Anae, Mahimahi and He'e Roads Water Main Replacement
 - Finalizing IFB to issue in December
- Kapa'a Homesteads Well No. 4 Pump and Controls
 - Finalizing RFP to issue in December
- Puupilo 0.125 MG Tank Rehabilitation
 - Received draft assessment report
- Kuamoo Road Water Main Replacement
 - Borings being performed 12/7-12/15
- Wailua Homesteads 538' Tank Construction
 - Working on draft PER

	Last Month		Current Month	
PROJECT MANAGEMENT				
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	
WATER RESOURCES AND PLANNING								
Number of Customer Requests Received Completed								
Subdivision Applications, Zoning, Land Use and Variance Permits	9	8	4	12			36	37
ADU/ARU Clearance Applications	1	24	0	2			8	31
Building Permits	117	182	118	136			719	754
Water Service Requests	31	43	16	32			111	114
Government Records Request	3	2	4	1			10	9
Backflow Inspection # of Devices Tested	99		91				527	

- DOW Project Highlights:
- KWUDP Update
 - Updated CWRM Board at 12/19 December Board Meeting
 - Water System Improvements Plan (WSIP)
 - Working 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

	Oct-23		Nov-23		Previous FY YTD		Current FY YTD	
STAFFING								
Budgeted Staff vs Vacancies (Admin-HR-IT-PR)	17	9	17	8	17	6	17	8
OVERTIME								
Budget (\$) vs Actual (\$)	\$ 4,166.67	\$ 8,243.43	\$ 4,166.67	\$ 11,058.19	\$ 20,833.33	\$ 36,741.05	\$ 20,833.33	\$ 42,017.02
	Oct-23		Nov-23		Previous FY YTD		Current FY YTD	
LEVEL OF SERVICES								
# of IT Help Desk Tickets Received Completed	37	23	49	28	52	41	208	129
# of Legal Claims Outstanding Resolved					1	0	1	0
# of Contracts Pending Executed	1	1	2	0	2	1	2	5
# of Purchase Orders Processed	21		28		22		126	
# of Agreements Pending Executed	2	4	1	6	2	7	1	21
# of MOU MOA Pending	0	0	0	0	0	1	0	0
# of MOU MOA Executed	1	0	0	0	0	0	1	0
# of Customer Remarks	1		0		1		1	
# of Customer Compliments	2		0		2		3	

Notes: DOW Dashboard data tracking started November 2022 & Legal claims are compiled quarterly as of March, June, September, & December

DEPARTMENT OF WATER

County of Kaua'i

"Water has no Substitute – Conserve it!"

INFORMATION & EDUCATION SPECIALIST REPORT

December 21, 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. 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 & Affected Service Areas</i>	<i>Announcement</i>	<i>Effective Date & Times</i>	<i>Other Notices</i>
11-09-2023	Kalaheo Water System Improvements Project	Partial road closure scheduled on Po'ohiwi Road	Nov. 13- Dec. 31, 2023, from 8 a.m. to 3:30 p.m.	Kaua'i County Alert Door notices
11-09-2023	Kapa'a – Olohena Road	Water service shutdown scheduled on portion of Olohena Road on Nov. 16	Nov. 16 from 8:30 a.m. to 2:30 p.m.	Kaua'i County Alert
11-15-2023		Reminder notice issued		Kaua' County Alert
11-15-2023 PSA	n/a	Lane closure on Kuhio Highway in Kapa'a for mainline repairs	Nov. 15 from approx. 11 a.m. to 5 p.m.	
11-17-2023	Wainiha – Haena	Water conservation request issued	Nov. 17, 2023, from approx. 4:45 p.m. until further notice	Kaua'i County Alert
11-17-2023	Wainiha - Haena	Water conservation request lifted	Nov. 17, 2023, at approx. 8:15 p.m.	Kaua'i County Alert
12-04-2023	All systems	DOW to conduct water service line inspections beginning January 2024	Beginning January 2024 until completed	Additional customer announcements are being prepared
12-05-2023	Kalaheo – Kalaheo Water Systems Improvements Project	Lane and road closures implemented on Pu'uwai Road	Dec. 6 to Jan. 3 from 8 a.m. to 3:30 p.m.	Kaua'i County Alert
12-06-2023	Kilauea – Ala Namahana Parkway	Overnight water service shutdown	Dec. 14 from 9 p.m. to 5 a.m. on Dec. 15	Kaua'i County Alert Direct call Door notices

Public Relations Programs

Community Outreach & Education

- The Department of Water hosted a table at the Career Fair event held at Kauai High School on Nov. 20, 2023. Ninth graders attended the fair to learn about the various careers from participating business, non-profit and government agencies at the fair coordinated by Kauai Economic Development Board. DOW highlighted Engineering and Project Management positions at the career fair and handed out 5-minute conservation shower timers to interested students. Special thanks to Erin Doi, Russel Sagucio, Joseph Durocher, Gerardo Ramos, Scott Suga and Regina Flores for participating in the career fair event.

Advertising & Communications

- The Department's "Wise Water Wednesday" advertising awareness campaign for the month of December includes water conservation messages, billing services information, how to locate your water meter and how to report a leak. 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

- Career Day Presentations at Waimea Canyon Middle School – Dec. 14, 2023
- Mini Make a Splash water festival at Hanalei Elementary – Jan. 23, 2024
- 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

- The Department of Water coordinated its first mini Make a Splash festival for Kilauea Elementary School on Nov. 21, 2023. The festival hosted 46 fifth graders and 3 water education activities. The Department of Land and Natural Resources (DLNR) – Division of Aquatic Resources and Division of Forestry and Wildlife joined DOW in this educational outreach event. Special thanks to partnering volunteers:
 - DLNR, Division of Aquatic Resources - Aaron Swink
 - DLNR, Division of Forestry and Wildlife - Caroline Kealoha
 - DOW staff – Takara Kunioka, Dustin Moises, Russel Sagucio, Joseph Durocher, Gerardo Ramos, Ani Turner and Jonell Kaohelauli'i.

Miscellaneous

- Personnel update: Public Information Specialist I, Ani Turner joined the Department's public relations section on Nov. 16, 2023.

Attachments: *KauaiNowNews* (Partial road closures scheduled on Po'ohihi Road Nov. 13 to Dec. 31)
KauaiNowNews (Department of Water to conduct water service line inspections beginning January)

Hawaii News

Partial road closures scheduled on Po'ohiwi Road Nov. 13 to Dec. 31

November 12, 2023 · 1:00 AM HST



Listen to this Article
1 minute



The Department of Water and Hawaiian Dredging Construction Company Inc. announce a road closure along portions of Po'ohiwi Road beginning Nov. 13 to Dec. 31 from 8 a.m. to 3:30 p.m. Monday to Friday, weather permitting to perform utility work and excavation along Po'ohiwi Road for the Kalaheo Water Systems Improvement Project.

Po'ohiwi Road is a narrow road with limited to no shoulder areas; therefore, the road closure will be implemented in 50-minute increments on sections of the road as work progresses to allow residents access. Traffic control will be positioned near the work areas to open access for local traffic only during the following scheduled times:

Po'ohiwi Road Access Schedule: Subject to change.

- Closed: 8 a.m. to 8:50 a.m. Open 8:50 a.m. to 9 a.m.
- Closed: 9 a.m. to 9:50 a.m. Open 9:50 a.m. to 10 a.m.
- Closed: 10 a.m. to 10:50 a.m. Open 10:50 a.m. to 11 a.m.
- Closed: 11 a.m. to 11:50 a.m. Open 11:50 a.m. to 12:30 p.m.
- Closed: 12:30 p.m. to 1:20 p.m. Open 1:20 p.m. to 1:30 p.m.
- Closed: 1:30 p.m. to 2:20 p.m. Open 2:20 p.m. to 2:30 p.m.
- Closed from 2:30 p.m. to 3:20 p.m. Open from 3:20 p.m. until the next business day.

Motorists are advised to adhere to posted signs and flagger personnel and allow additional time when traveling through Po'ohiwi Road. Additionally, no parking will be allowed along Po'ohiwi Road or near the intersection of Po'ohiwi Road and Pu'uwai Road.

For more information or questions, please contact the Department of Water at 808-245-5461.

Kauai News

Department of Water to conduct water service line inspections beginning January

December 5, 2023 · 3:00 AM HST



Listen to this Article
1 minute



The Department of Water will be conducting water service line inspections at meter boxes island-wide starting in January to identify pipe materials delivering water to residential homes and businesses and ensure compliance with the U.S. Environmental Protection Agency's Lead and Copper Rule Revision drinking water rules.

Water service will not be impacted during the inspections, however, customers are asked to ensure their water meter boxes are accessible by removing parked vehicles, landscaping or other debris that may block personnel access. Water meters are typically located near the county roadway or sidewalk outside of the property line.

During inspections, DOW and its contractor will be opening water meter boxes to visually determine the pipe material in the water meter box and will conduct a visual inspection of the above-ground waterline that enters the home. If the pipe material of the waterline entering the home cannot be easily identified, DOW personnel may request access from the property owner to inspect their property.

-continued-

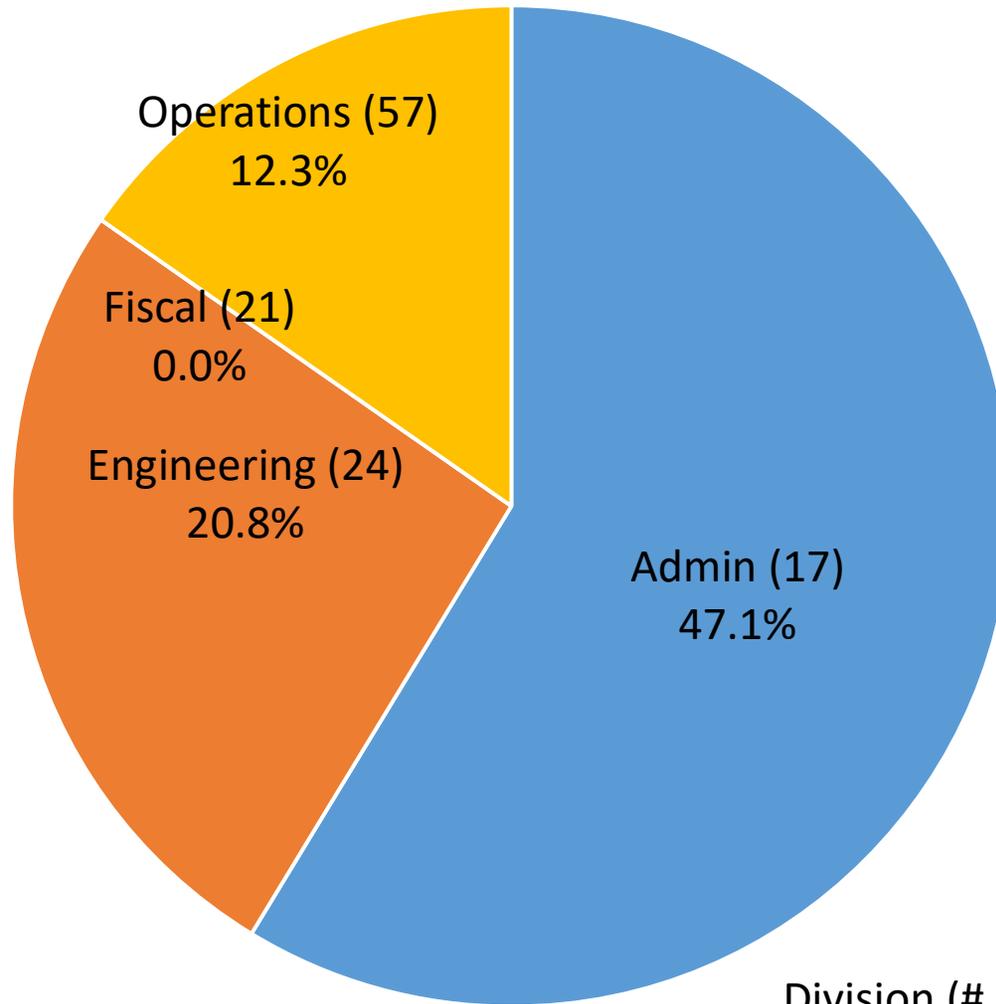
DOW personnel and its contractor will begin its island-wide inspections in January between the hours of 8:30 a.m. to 3 p.m., Monday through Friday, except holidays, until all required inspections are completed.

Official inspection personnel will have a DOW employee or DOW contractor photo identification and will be arriving in an official DOW vehicle. DOW employees or their contractors will never ask for payment or personal information from customers while working in the field or during inspections.

For more information on the upcoming water service line inspections, contact the Department of Water at 808-245-5455 or email LCRR@kauaiwater.org.

###

% 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 8/2023**

- 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 Microsoft Defender for 365 to design a new Security Awareness Program implemented through the IT Section.

Schedule for Implementation:

See included work breakdown for our security awareness project. *Effective 4/1/2024*

- 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 1/31/2023*

- 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. *Effective 1/31/2023*
Strategized to post a Specialist III who will address tickets but still attack team issues independently. *PD Accepted 12/2023*

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.**

For discussion at ITSC and Board Presentation, December 21

Introduction:

Board Member Dill asked that I prepare a project schedule for our Security Awareness project.

Development:

Until we review WBS, determine task duration, and assign resource availability, we will estimate training curriculum and first results in March 2024.

1. Security Awareness Project

1.1. Initiation

1.1.1. List Initial Assumptions

- 1.1.1.1. Test subjects are DOW employees and Board members
- 1.1.1.2. We will learn and employ MSFT Defender training and tracking
- 1.1.1.3. Failure is anything less than 100%
- 1.1.1.4. Method to improve individual's score is to provide more training in the desired area
- 1.1.1.5. Testing will be a continuous process

1.1.2. Design WBS

1.1.3. Discuss in ITSC, refine, then Board

ITSC will review and refine WBS steps prior to Gantt

1.1.4. Validate Assumptions

ITSC will validate assumptions

1.2. Planning

1.2.1. Define Audience

We will test DOW employees and Board Members with the optional exception of Members Hull and Tanigawa due to their testing at County.

1.2.2. Choose Education, Tests and Period

Select initial tests and completion schedule in MSFT Defender. How does this execute?

1.2.3. Define Passing Grade

Anything less than 100% shall be rewarded with more and directed re/training.

1.2.4. Define Pass/Fail Message

1.2.5. Define Testing Scenario Message

1.2.6. Design Remediation

After defining a "Fail" score, how do you select more testing in MSFT Defender?

1.2.7. Define Success

1.3. Execution

1.3.1. Communicate Test Method, Expectation, and Consequences

Send message at 1.2.5 to Everyone@ and Board@.

1.3.2. Initiate Testing

Activate tests in MSFT Defender defined in 1.2.2

1.3.3. Notify Next Steps

After initial testing, deliver success and fail messages

1.4. Analysis

1.4.1. Show Comprehensive Results

1.4.2. Compare vs. Norm

1.4.3. Target Further Instruction

1.5. Improvement

1.5.1. Define Continuous Improvement

We were taught methods of continuous improvement by Six Sigma consultants. Phases of DMAIC (Define, Measure, Analyze, Improve, and Control) cycle to improve efficiency. It was used in Business Process Reengineering and Service Improvement.

Initiation and improvement in DOW Security Awareness means a lower measured failure rate in testing which hopefully translates to a lower failure rate in live attacks.

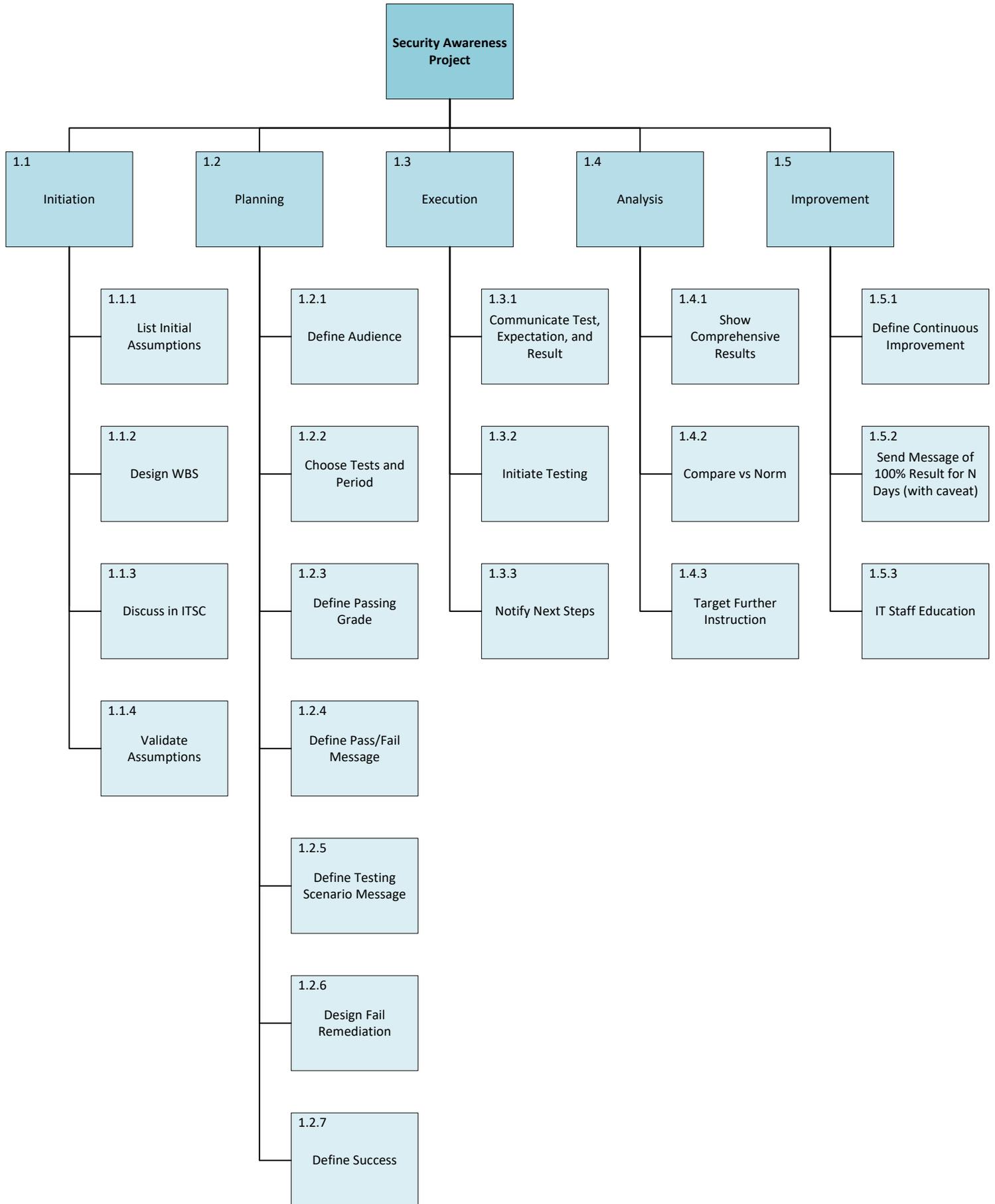
1.5.2. Send Message of 100% Result for N Days (with caveat)

While it may be nice to improve our “high score”, the ultimate measure of success is that we don’t get tricked by actors with bad intent at work nor at home.

1.5.3. IT Staff Education

IT Staff needs to be ever vigilant to new threats by watching the news, updating servers, and learning all features of MSFT Defender and CrowdStrike Falcon Complete.

1.5.4. Next



DEPARTMENT OF WATER
 County of Kaua‘i

“Water has no substitute – Conserve It!”

MANAGER’S UPDATE

December 21, 2023

Pursuant to Board Policy No. 3

CONTRACTS AWARDED, EXTENDED, AND/OR AMENDED

**1. CONTRACT AWARD TO PAUL’S ELECTRICAL CONTRACTING, LLC
 JOB NO. 23-09 PAUA VALLEY WELL MOTOR CONTROL CENTER (MCC)
 REPLACEMENT**

RECOMMENDATION:

It is recommended that the Manager approve a contract award to Paul’s Electrical Contracting, LLC for the replacement of the Paua Valley Well MCC.

FUNDING:

Account No.	10-40-00-604-999		
Acct Description	WU/Ops/Capital Outlay – R&R/Misc. Capital Purchases (Pump Replacement)		
Funds Available	<i>Verified by WWC</i>		\$917,491.00
Contract No.	754		
Vendor	Paul’s Electrical Contracting, LLC		
	Contract Amount	\$818,700.00	
	5% Contingency	\$40,935.00	
	Total Funds Certified	\$859,635.00	<\$859,635.00>
Fund Balance			\$57,856.00

BACKGROUND:

Paua Valley Well is due for replacement as the last oil lube deep well pump on island. The existing pump is over 30 years old and the MCC is the original one from the 1970’s. To replace the deep well pump with a new submersible pump, the MCC needs to be upgraded from 3 phase 240 VAC to 3 phase 480 VAC. The 3rd solicitation has resulted in a responsive and responsible bidder that was deemed to have submitted a fair and reasonable price.

**2. GS-2024-01, CONTRACT AWARD TO GP ROADWAY SOLUTIONS, INC.
 FOR THE FURNISHING AND DELIVERY OF TWO (2) COMPACT LIGHT
 TOWERS**

RECOMMENDATION:

It is recommended that the Manager approve a contract award to GP Roadway Solutions, Inc. for GS-2024-01 Two (2) Compact Light Towers

FUNDING:

Account No.	10-40-00-604-999		
Acct Description	WU/Ops/Capital Outlay – R&R/Misc. Capital Purchases		
Funds Available	<i>Verified by WWC</i>		\$36,501.60
Contract No.	755		
Vendor	GP Roadway Solutions, Inc.		
	Contract Amount	\$36,501.60	
	5% Contingency	\$N/A	
	Total Funds Certified	\$36,501.60	<\$36,501.60>
Fund Balance			\$0.00

BACKGROUND:

Light towers provide emergency lighting for night work and utilize LED lights which are brighter and use less energy allowing for a smaller, more compact unit. In addition, periodic maintenance on DOW's transmission and distribution pipelines sometimes occurs at night. Bids were solicited and received; and GP Roadway Solutions, Inc. was determined to be the lowest responsive and responsible bidder.

**3. PROFESSIONAL SERVICES, CONTRACT AWARD TO E TECH GROUP
 JOB NO. 24-08, NONOU SCADA PLC PILOT PROJECT**

RECOMMENDATION:

It is recommended that the Manager approve a contract award to E Tech Group for the upgrade of the Department's Programmable Logic Controllers ("PLC") for the Nonou Subsystem.

FUNDING:

Account No.	10-40-00-604-182		
Acct Description	WU/Ops/Capital Outlay – R&R (SCADA RTU and PLC)		
Funds Available	<i>Verified by WWC</i>		\$500,000.00
Contract No.	756		

Vendor	E Tech Group		
	Contract Amount	\$389,973.00	
	5% Contingency	\$19,498.65	
	Total Funds Certified	\$409,471.65	<\$409,471.65>
Fund Balance			\$90,528.35

BACKGROUND:

The Department's SCADA system was implemented circa 2003. The PLCs used for operation of the remote sites are no longer usable in need of replacement and upgrade. The pilot project will upgrade the current PLCs to new hardware within one of the Department's subsystems. The reason for the pilot project is to develop a process and procedure that can be applied to future PLC upgrades.

**4. CHANGE ORDER NO. 3 FOR CONTRACT NO. 701 WITH GLENMOUNT GLOBAL SOLUTIONS, LLC
 JOB NO. 20-03 SCADA SYSTEM MAINTENANCE AND PROFESSIONAL CONSULTATION SERVICES**

RECOMMENDATION:

It is recommended that the Manager approve Change Order No. 3 for the 4th Year Services for Contract No. 701 with Glenmount Global Solutions, LLC.

FUNDING:

Account No.	10-02-10-561-000		
Acct Description	WU/IT/Admin/Repairs and Maintenance-Other than Water System (SCADA System Annual Contract)		
Funds Available	<i>Verified by WWC</i>		\$172,500.00
Contract No.	701		
Vendor	Glenmount Global Solutions, LLC		
	Contract Amount	\$158,764.00	
	5% Contingency	\$0.00	
	Change Order No. 1 (12/23/21)	\$71,236.00	
	2 nd Year Services (12/23/21)	\$158,764.00	
	3 rd Year Services (12/15/22)	\$158,764.00	
	Change Order No. 2 (09/21/23)	\$29,890.00	
	Total Funds Certified To Date	\$577,418.00	
Change Order No. 3:			

12-month Contract Time Extension and Funding	\$161,939.28	
Total Change Order	\$161,939.28	<\$169,939.28>
Contract Amount To Date	\$739,357.28	
Fund Balance		\$2,560.72

BACKGROUND:

Contract NTP Date: January 2, 2021
 Original Contract End Date: January 1, 2024
 New Contract End Date: January 1, 2025

The Department entered into a multi-term contract with Glenmount Global Solutions, LLC to operate and maintain the SCADA System for 3 years, with an option to extend the contract not to exceed 24 months. We are entering into the 4th year of services for this contract. The 4th year price includes 2% for inflation which is allowable per the contract (Exhibit A, Scope of Work, Item D, Duration of Work).

The budgetary breakdown for this multi-term contract are:

Year 1 = \$158,764.00
 Year 2 = \$158,764.00
 Year 3 = \$158,764.00
Year 4 = \$161,939.28

5. MODIFICATION TO DEPARTMENT OF WATER'S RULES AND REGULATIONS FOR SUBDIVISION APPROVAL OF APPLICATION NO. S-2019-8

RECOMMENDATION:

It is recommended that the Manager modify the Department of Water's Rules and Regulations using Section XII – Modification of Requirements for subdivision approval of application number S-2019-8. Part 3 – Establishing Standards for Subdivision Water Systems of the Rules and Regulations identifies that modification to the requirements are possible if the subdivision review does not follow the path for either a construction agreement or nondevelopment agreement. The subdivision approval is being done using a deed restriction, restricting the 5-lot subdivision to one 5/8-inch water meter per subdivided lot. The deed restriction also includes an indemnification clause for the Declarants and their successors.

FUNDING:

Account No.	N/A	
Acct Description	N/A	
Funds Available	<i>Verified by WWC</i>	\$N/A
Contract No.	N/A	
Vendor	N/A	