

BOARD OF WATER SUPPLY

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

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



JOSEPH E. TAIT
MANAGER AND CHIEF ENGINEER

REGULAR MONTHLY MEETING NOTICE AND AGENDA

Thursday, January 25, 2024
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, Kaua'i, 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/86876438833>

Passcode: 343851

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: 868 7643 8833

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, February 15, 2023 – 9:30 a.m.

APPROVAL OF AGENDA

MEETING MINUTES

1. Regular Board Meeting – December 21, 2023
2. Executive Session – December 21, 2023

PUBLIC TESTIMONY

OLD BUSINESS

1. Discussion and Possible Action on Manager's Annual Evaluation timeline, process, and criteria (*Deferred from December 21, 2023 meeting*)
 - a. Establish Permitted Interaction Group (PIG) to create a proposed evaluation process for the Manager

NEW BUSINESS

1. Discussion and Adoption of Resolution No. 24-03, Farewell to Russell Yonahara (Retiree), Welder, Operations Division
2. Manager's Report No. 24-06 Discussion and Possible Action on Approving Compensation for Proposals for Job No. 24-05, WP2020 WK-39, Kapa'a Homesteads Well No. 4 Pump and Controls RFP, Kapa'a, Kaua'i, Hawai'i
3. Manager's Report No. 24-07 Discussion and Possible Action for Adoption of Budget Resolution No. 24-04 for the acceptance and expenditure of grant monies from the State of Hawai'i Appropriations Act of 2021 – Act 88, SLH 2021 for the Kapa'a Homesteads 325' Tanks, Two 0.5 MG Tanks, Package B
4. Discussion and Possible Action Granting Authority to the Waterworks Controller to transmit the Department of Water's Draft Financial Statement Amounts for Fiscal Year 2023 to the County of Kaua'i for inclusion in its Annual Comprehensive Financial Report (CAFR).

STAFF REPORTS

1. Fiscal:
 - a. Monthly dashboard
 - b. Budget Report for December 2023
 - c. Quarterly BAB Statement
2. Operations – Monthly dashboard
3. Engineering
 - a. Monthly dashboard
 - b. Quarterly Update
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
5. Manager and Chief Engineer – Required communications to the Board, and update of Department activities

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

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)(6), the purpose of this executive session is to consider sensitive matters related to public safety or security.
2. Pursuant to Hawai'i Revised Statutes (HRS) Sections 92-4 and 92-5(a)(3), 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.

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@Kaua'iwater.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@Kaua'iwater.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.

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DRAFT

MINUTES

MINUTES
BOARD OF WATER SUPPLY
Thursday, December 21, 2023

The Board of Water Supply, County of Kaua'i, met in a regular meeting in Līhu'e on Thursday, December 21, 2023. Chair Kurt Akamine called the meeting to order at 9:34 a.m. The following Board members were present:

BOARD:

Mr. Kurt Akamine, *Chair*
Ms. Julie Simonton, *Vice Chair*
Ms. Micah Finnila (*remote*)
Mr. Troy Tanigawa (*remote*)
Mr. Larry Dill (*entered at 10:12 am; remote*)

EXCUSED:

Mr. Ka'aina Hull
Mr. Tom Shigemoto

Quorum was achieved with 4 members present at Roll Call.

ANNOUNCEMENTS

Next Scheduled Meeting: Thursday, January 25, 2024

APPROVAL OF AGENDA

The agenda was approved with no objections

MEETING MINUTES

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

The meeting minutes were approved with no objections.

PUBLIC TESTIMONY

None received.

OLD BUSINESS

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

Vice-Chair Simonton moved to defer Old Business Item 1. to the January 25, 2024 meeting, seconded by Ms. Finnila; with no objections, motion carried with 4 Ayes.

NEW BUSINESS

1. Confirmation of Board Committee appointments for 2024

Staff noted a revision to the submitted appointments removing Ka'aina Hull from the Rules Committee as he is already appointed to the Finance Committee and adding Kurt Akamine to the Rules Committee as Chair.

Board member Tanigawa moved to confirm the Board Committee appointments for 2024, as amended, seconded by Ms. Simonton; with no objections, motion carried with 4 Ayes.

STAFF REPORTS

1. Fiscal:
 - a. Monthly dashboard
 - b. Budget Report for November 2023

Waterworks Controller Renee Yadao provided a summary of the Fiscal dashboard and budget report submitted, noting that overtime has continued to increase as they are in the middle of their audit cycle. She anticipates this will continue to increase as they will be starting the meter transponder replacements soon. Ms. Yadao noted they will be losing one of their key employees at the end of the month, who was dedicated to the billing team, and her absence will hit hard at the end of January as they are competing for time with the transponder replacement. She thanked Ryan Smith and his East and West crews who replaced over 600 transponders within a 2-week timeframe and expressed her appreciation for their assistance in addressing this issue.

Manager Tait added that the work being done by the Operations crews that Ms. Yadao mentioned was planned to be outsourced, but with Fiscal being now fully staffed, and with the Operations crew, they have made a significant dent in the backlog and is expected to continue though it is above and beyond their normal workload.

Board member Finnila stated she has received inquiries about the transponders and the back-billing on the West side. A lot of concern was expressed about the invoices they were receiving and how they are calculated. It was asked that more PR information be provided to help them better understand how far back they are being billed. Ms. Yadao has been working with Jonell in PR, who created a pamphlet that is being handed out to walk-in customers and is included with the billing statements for the month of November. This pamphlet explains what is happening, and what is to come; however, each situation is different with many contributing factors, so the Customer Service Reps have done a tremendous job in providing more detailed explanations to our customers.

Chair Akamine asked if it is possible that some of the back bills will remain uncollectable. Ms. Yadao explained between the time the transponder failed to when they could get to the actual billing, they can only bill for 6-months which results in revenue loss. After that, it becomes a good-will credit to show the customer that DOW is adjusting the bill because it is not the fault of the customer. Additionally, they offer a payment plan if the customer is unable to pay the full bill.

Vice-Chair Simonton asked whether customers on auto bill payment who receives a reconciled bill that drastically increases, do we automatically take that full amount, or do we make arrangements with the customer. Ms. Yadao stated there is a cap on how much can be withdrawn, and the billing team do their best to notify the customer in advance.

2. Operations – Monthly dashboard

Assistant Chief of Operations Ryan Smith provided a summary of the Operations dashboard, highlighting that they have a new Pipefitter Helper starting in January, but are losing a Welder to retirement. He noted that the first phase of the meter change-out went well, and they identified things they can improve on in the next round. It's been a great collaborative effort between Fiscal and Operations.

3. Engineering – Monthly dashboard

Engineering Division Head Jason Kagimoto provided a summary of the Engineering dashboard, noting that they have hired a Civil Engineer I under Water Resources and Planning which has been a big help. The collaboration between the two sections have been going well. Overtime is still high as they continue to work to keep up with all of their projects with their limited staff.

CIP Project Highlights

- Hanalei replacement of water mains for fire-flow needs are at the point of sending out the drawings for signatures and are on the verge of issuing that for bid in the next few weeks.

- Kapaa Homesteads Pump and Controls – will be going out for bid in the next couple of weeks
- Puupilo Tank Rehabilitation – Reviewing draft assessment report and preparing to budget and move forward in the next fiscal year
- Kuamoo Water Main Replacement – geotechnical borings were done; project continuing to move forward
- Wailua Homesteads Tank – consultant finalizing draft PER; planning to budget for and move into design phase in the next fiscal year

Water Resources and Planning continues to catch up with subdivision applications, ARU/ADU clearances, building permits, etc. daily with the end-of-year goal being to have a 2-to-3-week response time.

DOW Project Highlights

- KWUDP Update – Mr. Kagimoto, along with Deputy Manager Hinazumi, attended a board meeting for the Commission on Water Resource Management (CWRM) to provide a briefing and update on the Water Use and Development Plan. Some of the feedback received will be incorporated into future plan updates
- Water System Improvements Plan (WSIP) – currently working on updating CIP project list, and will hold subsequent public meetings
- Lead and Copper Rule Revisions – material inventory has been finalized and will be moving forward with the necessary field work to identify what was not verifiable by desktop analysis; field work is planned to start in January

4. Administration:

a. Monthly dashboard

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

Information and Education Specialist Jonell Kaohelaulii thanked Board member Micah Finnila for informing her about the career fair held at Kauai High School in November, which DOW was able to participate in, and thanked the Engineering staff for assisting. Ms. Kaohelaulii introduced the new Public Information Specialist Ani Turner, who joined the DOW team last month, and will be assisting with various conservation programs and PR.

c. Human Resources – updates on Personnel Vacancies

Manager Tait provided an overview of the vacancy pie chart, noting that a couple of much needed support positions will be posted for the Administration division. Fiscal will be losing a crucial staff member at the end of the month, and they will be recruiting for that position. Fiscal is currently reorganizing. Operations is doing double duty with the transponder/meter replacements in addition to their normal day-to-day work. The biggest need is currently in Engineering and will likely remain that way in the near future.

Chair Akamine asked how the budget would look if we filled all of the vacant positions. Manager Tait explained that there would be a huge shift in the premium fees we are currently paying consultants would instead be paying for salaries, which is what he has been trying to get across to COK DHR.

d. Information Technology – Monthly update

IT Manager Wayne Takabayashi provided a brief summary of the Corrective Action Plan submitted. He stated that the vulnerability report will be delivered by the consultant on a regular schedule of either every quarter, or every 2 months. For the security awareness plan, Mr.

Takabayashi met with Mike Hartig at COK IT who shared how they have set up their security awareness plan, so DOW IT will now have to plan out the type of training and testing to provide to our team. Training curriculum and first results should be complete by late January or early February.

5. Manager and Chief Engineer – Required communications to the Board, and update of Department activities

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

TOPICS FOR FUTURE BOARD OF WATER SUPPLY MEETING

1. Employees of the Year Resolutions
2. CIP Update

EXECUTIVE SESSION:

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.

Board member Simonton moved to defer Executive Session Item 2. to the January 25, 2023 meeting, seconded by Ms. Finnila; with no objections, motion carried with 4 Ayes.

Board member Larry Dill entered the meeting at 10:12 a.m.

Board member Troy Tanigawa left the meeting at 10:13 a.m.

The Board entered into Executive Session at 10:13 a.m.

The Board resumed in open session at 11:18 a.m.

In accordance with Act 19 Relating to Public Agency Meetings, Chair Akamine reported that the Board was provided updates on the Department's current IT challenges, and the Board's various liabilities as it relates to cyber security. No action was taken in Executive Session.

ADJOURNMENT

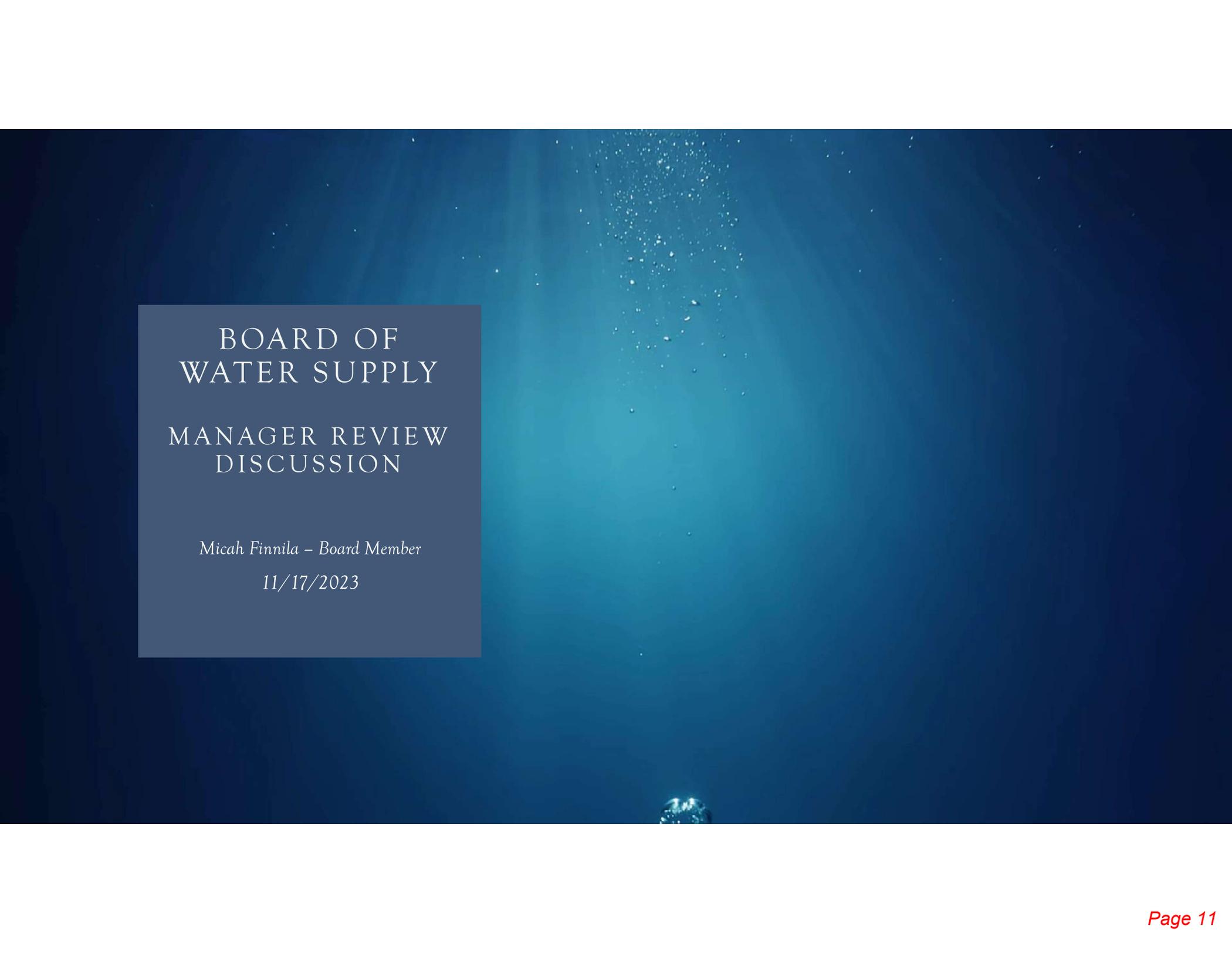
The meeting was adjourned at 11:19 a.m.

Respectfully submitted,

Cherisse Zaima
Commission Support Clerk

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OLD BUSINESS



BOARD OF
WATER SUPPLY

MANAGER REVIEW
DISCUSSION

Micah Finnila – Board Member

11/17/2023



SLIDE REFERENCE GUIDE

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

MANAGER REVIEW RECOMMENDATION

Recommendation:

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

PROPOSED TEMPLATE – 5 SECTIONS

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

SHRM BEST PRACTICES - RATINGS

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

PROPOSED RATINGS

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



SECTION 2

PERFORMANCE ON KEY RESPONSIBILITIES

Managers Report 22-55 / Goals & Benchmarking:

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

COK/DHR Evaluation Factors / Managers Appointees:

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

SHRM/Joyaux Assoc.:

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

HYBRID SECTION

10 RESPONSIBILITIES
34 TO 40 RATINGS

(DETAIL SLIDES 9 - 11)

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

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

<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.	

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

Operations

Rating:

41. xxx

42. xxx

43. xxx

Technology

Rating:

44. xxx

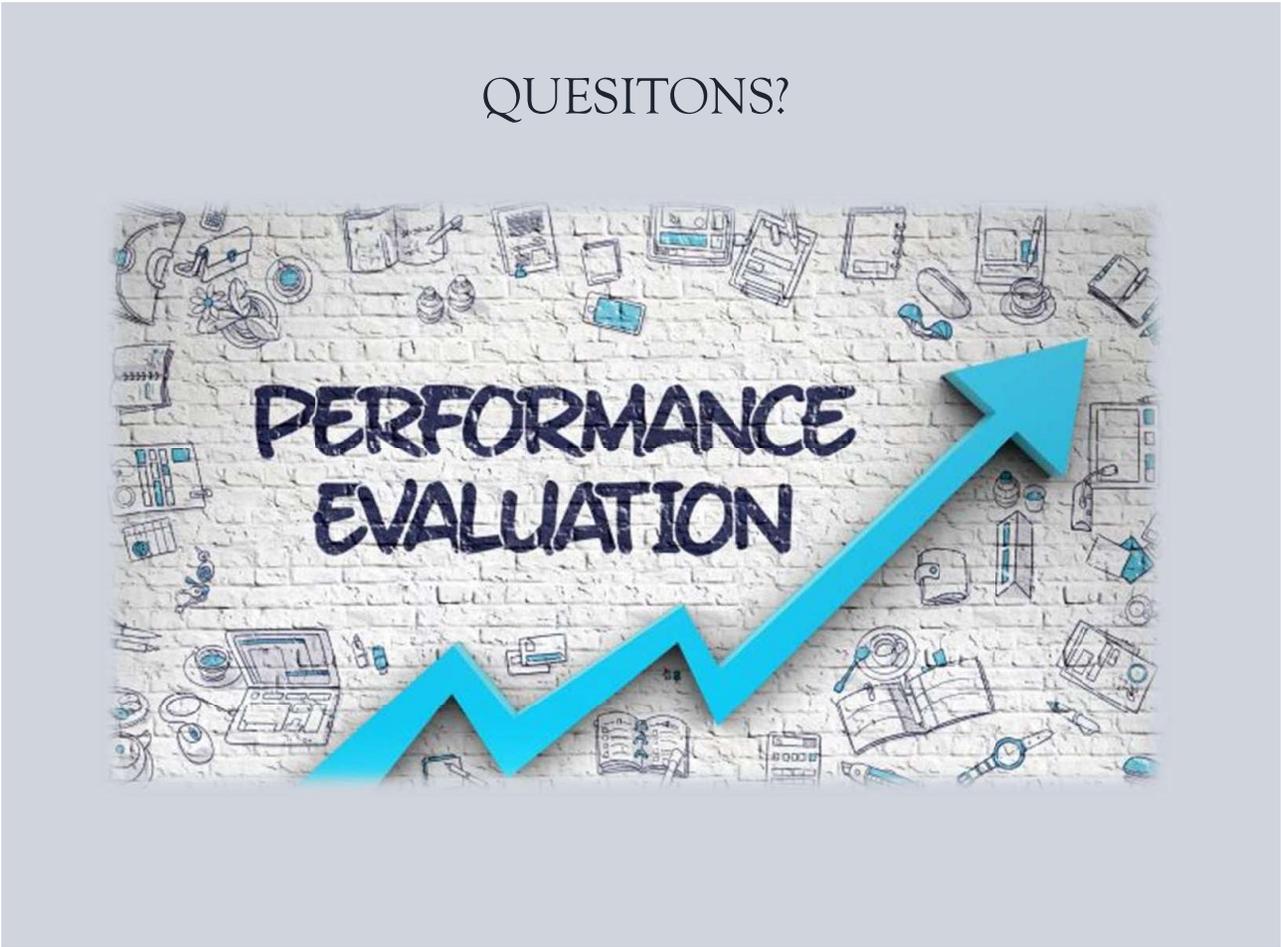
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SUMMARY

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



BOARD OF WATER SUPPLY

MANAGER REVIEW DISCUSSION

Notes/Details

Slides 15 - 38

THE VALUE OF THE MANAGER & CHIEF ENGINEER PERFORMANCE EVALUATION

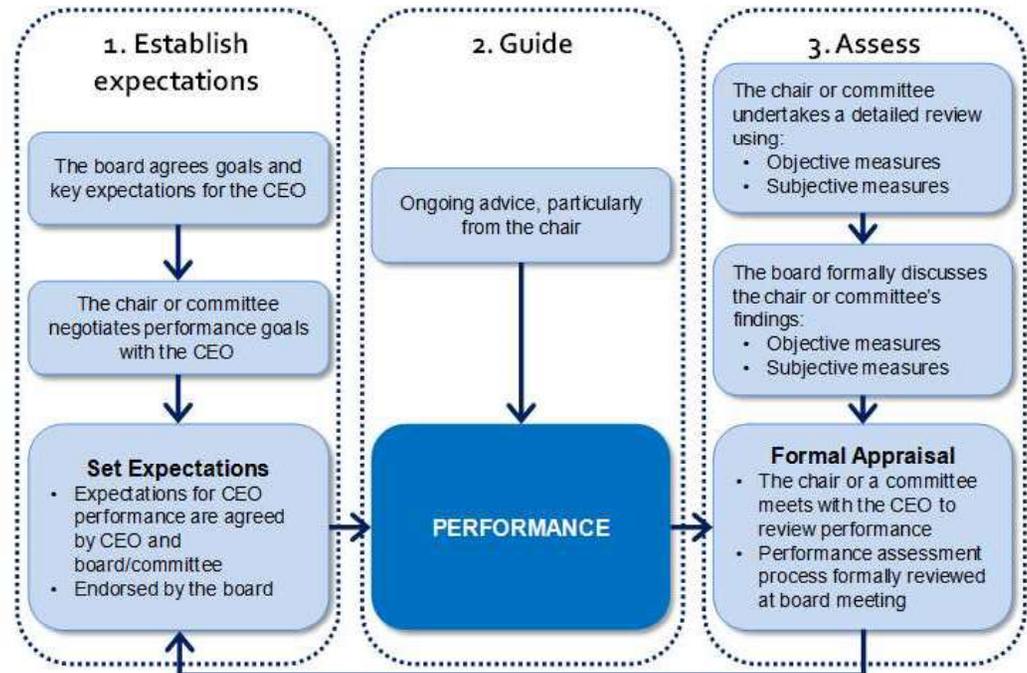
Boards have solid business reasons for undertaking executive evaluations including:

- 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.

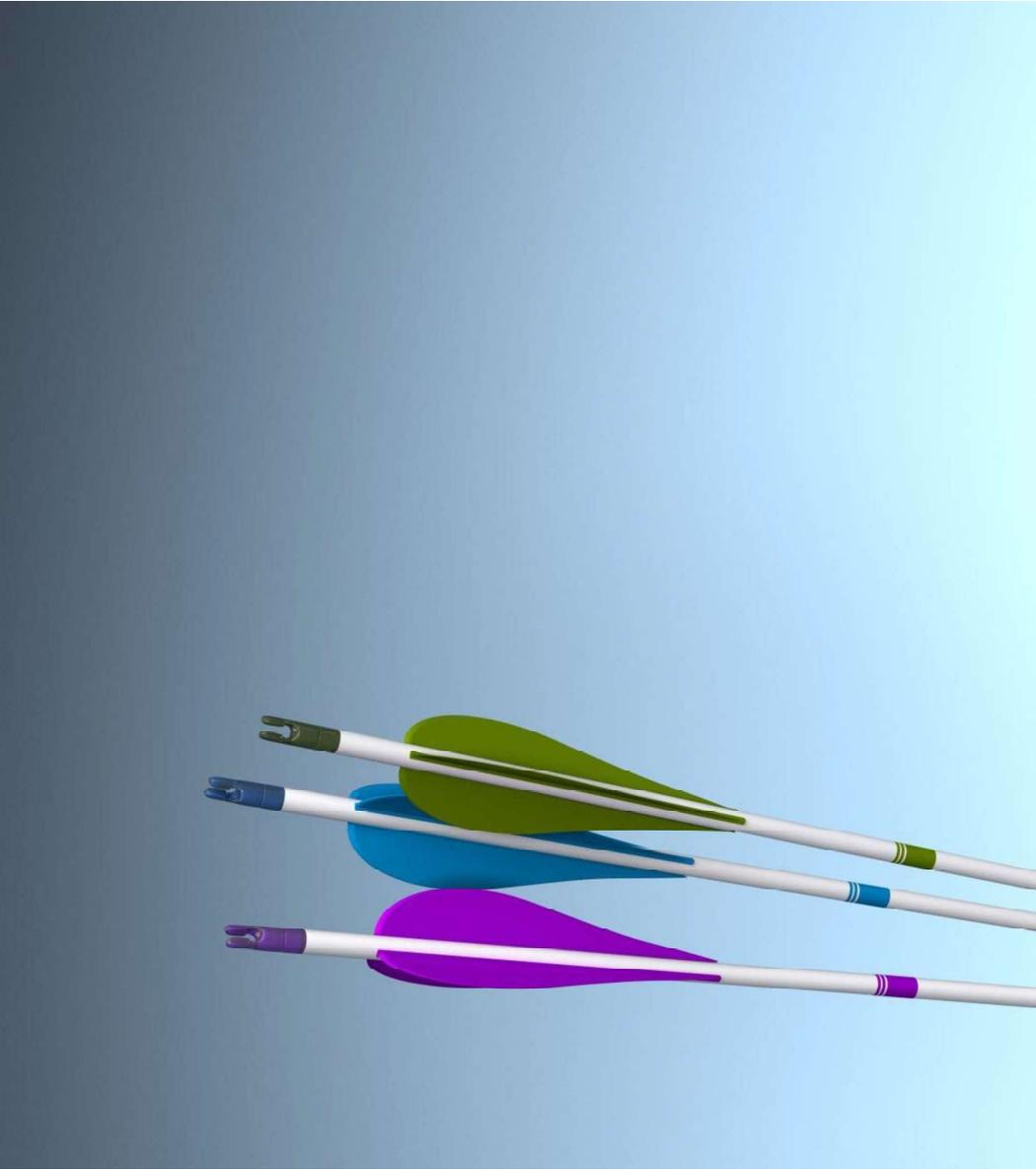


ESTABLISHING EXPECTATION

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.

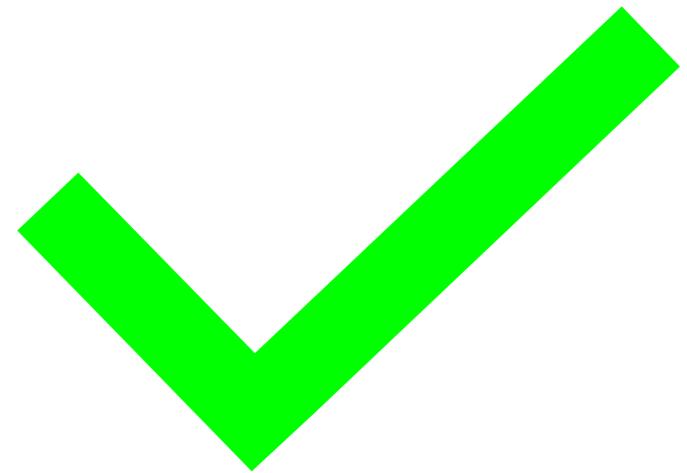


However, a process or procedure is no substitute for a good working relationship between the board and the executive.

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
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- 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 an 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.

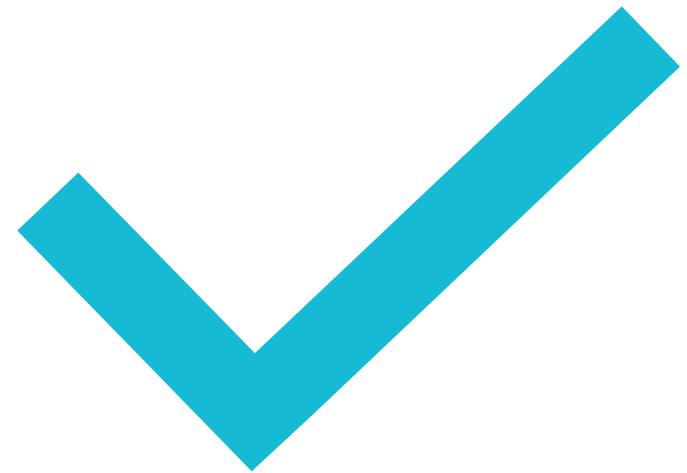
To analyze and determine the effectiveness of DOW, I am using the Effective Utility Management (EUM) framework developed and endorsed by USEPA and the trade associations serving the water and wastewater industry. This framework includes subject areas such as Operational Optimization, Employee and Leadership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

Mgrp/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 KAUAI
EVALUATION FACTORS: APPOINTEES/MANAGERS

Name/Title: Joseph E. Tait, Manager & Chief Engineer
 Review Dates: 10/01/2021 - 09/30/2022 Annual

Name of Rater: _____

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

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

Recommendation(s) for Improvement: _____

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

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

Recommendation(s) for Improvement: _____

comment

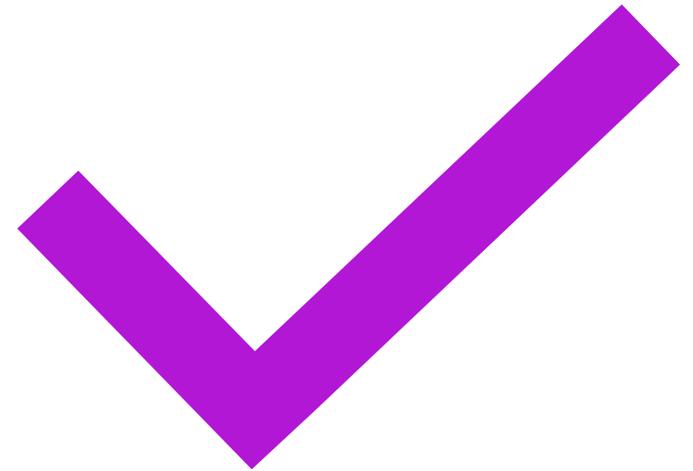
SOCIETY FOR HUMAN RESOURCE MANAGEMENT “SHRM”

Joyaux Associates

Performance Appraisal Process

for CEO's

For Board Consideration



Society for Human Resource Management “SHRM”

Performance Appraisal Process for CEO’s

Joyaux Associates



WWW.JOYAUXASSOCIATES.COM | Simone P. Joyaux, ACFRE

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 specify 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.

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

CEO performance appraisal process

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

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

Oftentimes 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.simonsjoynux.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 across the middle of the page. The text 'NEW' is positioned above the splash and 'BUSINESS' is positioned below it, both appearing to be reflected in the water's surface.

NEW

BUSINESS

MAHALO AND ALOHA

Russell Yonahara

Welder

December 2012 – December 2023

WHEREAS, Russell Yonahara joined the County of Kaua'i, Department of Water as a Pipefitter Helper on December 3, 2012, and later was promoted to Welder on March 2, 2015; and

WHEREAS, after more than 11 years of service to the County of Kaua'i and DOW customers, Russell decided it is time to pursue other interests; and

WHEREAS, now Russell can dedicate more time to the community and helping those in need through his selfless donation of time and materials; and

WHEREAS, Russell no longer has to worry about the countless repairs and modifications to gates, pipes, vaults, pumps, tanks, and other various equipment required at the 96 different remote water facilities; and

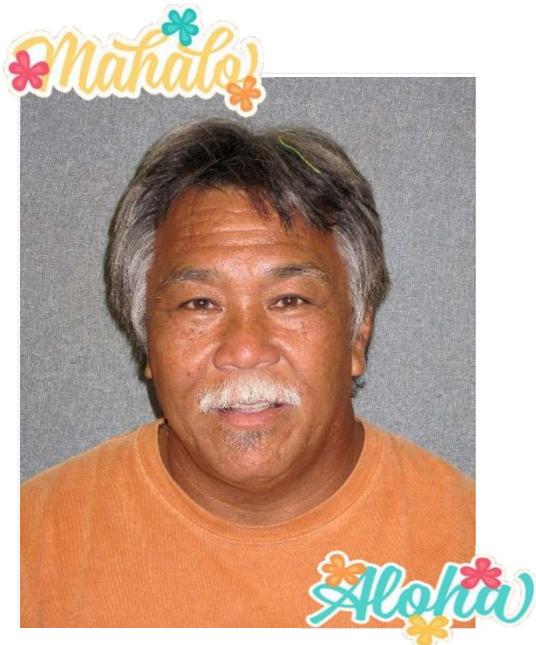
WHEREAS, Russell demonstrated his dedication and loyalty to the Department and his fellow employees by working independently and fulfilling his assignments with little to no supervision producing high quality work and providing no less than 30 minutes of education and instruction on how it should be done right; and

WHEREAS, Russell can retire as the only person at the Department to request a retirement party and then not show up for it, all the while providing food for everyone to enjoy; and

WHEREAS, in addition to his many years of dedicated, loyal and devoted service with the Department of Water of the County of Kaua'i, we will miss the "can do" attitude by which Russell performs his work duties and work assignments; and

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF WATER SUPPLY, COUNTY OF KAUAI, STATE OF HAWAII, that on behalf of the water-consuming customers of Kaua'i, the Board expresses its gratitude and appreciation for the many years of dedicated service rendered by Russell Yonahara. We extend to Russell our best wishes for much happiness and success in retirement.

BE IT FURTHER RESOLVED that a copy of this Resolution be forwarded to Russell Yonahara with our warmest Aloha and best wishes for success in all future endeavors.



We do certify that the foregoing was duly adopted by the Board of Water Supply during its meeting on January 25, 2024.

Tom Shigemoto, Chairperson

Kurt Akamine, Secretary

DEPARTMENT OF WATER

County of Kaua'i

"Water has no Substitute – Conserve It!"

MANAGER’S REPORT No. 24-06

January 25, 2024

Re: Discussion and Possible Action on Approving Compensation for Proposals for Job No. 24-05, WP2020 WK-39, Kapa‘a Homesteads Well No. 4 Pump and Controls RFP, Kapa‘a, Kaua'i, Hawaii.

RECOMMENDATION:

It is recommended that the Board approve providing compensation for the second and third ranked proposals who are not awarded the project but submit a proposal and conceptual design. The compensation amount will be \$25,000 for both the second and third ranked proposals.

FUNDING:

Account No.	10-20-10-540-010			
Acct Description	WU/Eng/Admin/Professional Services			
Funds Available	<i>Verified by WWC</i>		\$	50,000.00
Contract No.	TBD			
Vendor	TBD			
	Contract Amount	\$	TBD	
	Contingency	\$	TBD	\$
		\$		
	Compensation for Second Ranked Proposal and Conceptual Design	\$	25,000.00	
	Compensation for Third Ranked Proposal and Conceptual Design	\$	25,000.00	
	Total Funds Certified To Date	\$	50,000.00	
Description:		\$		
	Total Change Order	\$		\$
Revised Contingency			\$	
Additional Funding Request			\$	
Contract Amount		\$		
Fund Balance			\$	Fiscal to verify

Contract NTP Date: TBD

Original Contract End Date: TBD

New Contract End Date if Contract Time Extension: N/A

BACKGROUND:

The Department of Water has issued a Request for Proposals (RFP) for the Kapa'a Homesteads Well No. 4 Pump and Controls project on January 5, 2024. This RFP is for a design-build contract to provide the Board of Water Supply with a fully operational potable drinking water well meeting the requirements of the County of Kaua'i, Department of Water; State of Hawai'i, Department of Health; and the Department of Land and Natural Resources, Commission on Water Resource Management. The RFP process consists of two parts. The first part will solicit proposals from prospective Offerors. After evaluating the proposals, the Department of Water will list no more than three Pre-Qualified Offerors. Those Pre-Qualified Offerors will be eligible to respond to the second part, design-build proposals.

There will be effort required for design engineers and construction contractors beyond a professional services solicitation or construction Invitation for Bids (IFB). It will require providing the Board of Water Supply with a conceptual design. As such, the Department of Water is requesting the approval of funds to compensate the two Pre-Qualified Offerors who submit a proposal and conceptual design, but are not awarded the project.

OPTIONS:

Option 1: Approve Manager's Report as recommended.

Pro: The Department of Water will provide some compensation to the non-selected Pre-Qualified Offerors for their efforts required to put together a proposal, which includes a conceptual design. This may lead to more interest from design engineers and construction contractors.

Con: The Department of Water will expend additional funds beyond the contract amount.

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

Pro: Additional funds beyond the contract amount will not be expended.

Con: There may be less interest in responding to this RFP because of the effort required to respond. It is also possible that there could have been higher quality proposals submitted for Department of Water review.

JK/crz

DEPARTMENT OF WATER

County of Kaua'i

"Water has no Substitute – Conserve It!"

MANAGER'S REPORT No. 24-07

January 25, 2024

Re: Discussion and Possible Action for Adoption of Budget Resolution No. 24-04 for the acceptance and expenditure of grant monies from the State of Hawai'i Appropriations Act of 2021 – Act 88, SLH 2021 for the Kapa'a Homesteads 325' Tanks, Two 0.5 MG Tanks, Package B

RECOMMENDATION:

It is recommended that the Board approve the request to accept and expend the total sum of \$7,250,000.00 as authorized by Act 88, SLH 2021.

FUNDING:

The grant monies required a 100% match. The Department of Water has budgeted for the match as follows:

Account No.: 10-20-00-604-xxx

Account Description: WU/Eng/AdminCapital Outlay – R&R

Project Name: WK-08-Kapa'a Homesteads 2-0.5 MG Tanks

Budget: \$3,750,000.00

Account No.: 30-20-00-605-xxx

Account Description: BAB/Eng/Admin/Capital Outlay – Expansion/Capital Purchases

Project Name: BAB-Cns-WK-08-Kapa'a Homesteads 2-0.5 MG Tanks

Budget: \$3,500,000.00

BACKGROUND:

The Department of Water has requested Capital Improvement State-Aid funds for the Kapa'a Homesteads 325' Tanks, Two 0.5 MG Tanks, Package B capital improvement project and the State legislature approved the appropriation with Act 88, SLH 2021 for the Wailua-Kapa'a Water System, Kaua'i-L/S in the amount of \$7,250,000.00.

The State funds are available, pending the release of the funds by the Governor. Prior to requesting the Governor to release the funds, it is required that the Board of Water Supply approve to accept and expend these funds from the State. It is proposed to also document this by Resolution.

The use of State funds will allow the Department to move forward with the capital improvement project that will provide additional storage infrastructure improvements for the Wailua-Kapa'a Water System.

OPTIONS:

Option 1: Approve Manager's Report as recommended.

Pro: State funds will supplement the Department of Water's funds and allow for the projects to move forward with less impact to the Department's customers.

Con: State funds will require additional project management oversight to ensure that the funds are expended per State regulations and are subject to State project level audits.

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

Pro: Additional project management oversight efforts to ensure that the funds are expended per State regulations and potential State project level audits will not be required.

Con: Additional funds will be required using Department of Water funds and may be passed onto the Department's customers with water rate increases.

JK/crz

Attachment(s): Resolution No. 24-04 Acceptance and Expenditure of Grant Monies from SOH Appropriations Act 88, SLH 2021 – Kapa'a Homesteads 325' Tanks, Two 0.5 MG Tanks, Package B

A RESOLUTION APPROVING THE ACCEPTANCE AND EXPENDITURE OF GRANT OF FUNDS FROM THE STATE OF HAWAII UNDER ACT 88 SLH 2021 IN THE AMOUNT OF SEVEN MILLION TWO HUNDRED FIFTY THOUSAND DOLLARS (\$7,250,000.00).

WHEREAS, the State of Hawai‘i approved funds under Act 88, SLH 2021, in the total amount of SEVEN MILLION TWO HUNDRED FIFTY THOUSAND DOLLARS (\$7,250,000.00) to the Department of Water, County of Kaua‘i (hereinafter “DOW”) for the design and construction of the Kapa‘a Homesteads 313 foot tanks, 1.0 MG (two MG tanks), including ground and site improvements, and equipment and appurtenances, and drainage and other related improvements (hereinafter “Project”), provided that partial matching funds be provided by the Board of Water Supply, County of Kaua‘i (hereinafter “Board”); and

WHEREAS, the Board has sufficient partial matching funds for the Project; and

WHEREAS, the Board desires to accept said approved funds from the State of Hawai‘i, and to expend said funds for the Project; now, therefore,

BE IT RESOLVED BY THE BOARD OF WATER SUPPLY, COUNTY OF KAUA'I, STATE OF HAWAII:

1. That it does hereby authorize the Manager and Chief Engineer of the DOW, or his duly authorized representative, to accept funds on behalf of the Board in the amount of SEVEN MILLION TWO HUNDRED FIFTY THOUSAND DOLLARS (\$7,250,000.000) from the State of Hawai‘i for the Project; and
2. That the Manager and Chief Engineer of the DOW, or his duly authorized representative, is hereby authorized to execute any and all documents necessary to process and accept such funds, including amendments thereto; and
3. That the Manager and Chief Engineer of the DOW, or his duly authorized representative, is hereby authorized to expend such funds solely for the Project.

APPROVED AS TO FORM AND LEGALITY:

BOARD OF WATER SUPPLY

Tyler C. Saito
Deputy County Attorney,
County of Kaua'i

Julie Simonton, Vice-Chair
4398 Pua Loke Street
Līhu'e, Hawai'i 96766

PLACEHOLDER

NEW BUSINESS

4. Discussion and Possible Action Granting Authority to the Waterworks Controller to transmit the Department of Water's Draft Financial Statement Amounts for Fiscal Year 2023 to the County of Kaua'i for inclusion in its Annual Comprehensive Financial Report (CAFR).

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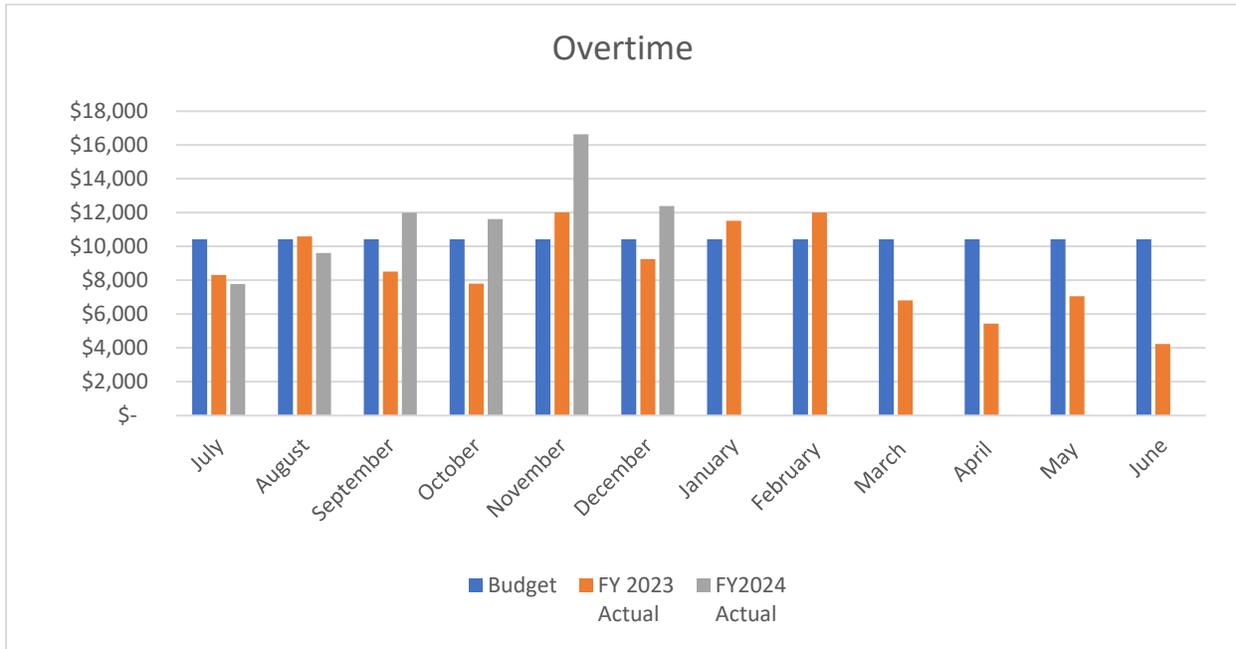
STAFF

REPORTS

FISCAL DIVISION DASHBOARD



Overtime



Note: December 2023 includes amounts posted from December 1st through December 15th (pay date December 31st) and “pending” transactions from December 16th through December 31st. 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

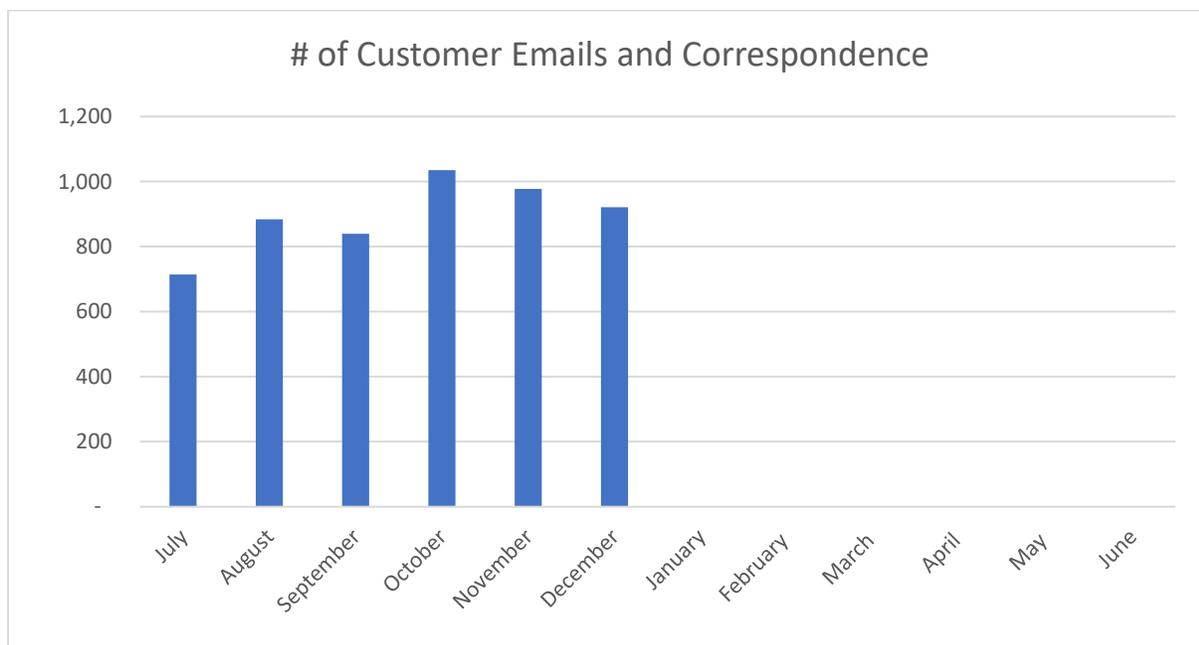


Walk-In Customers



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.

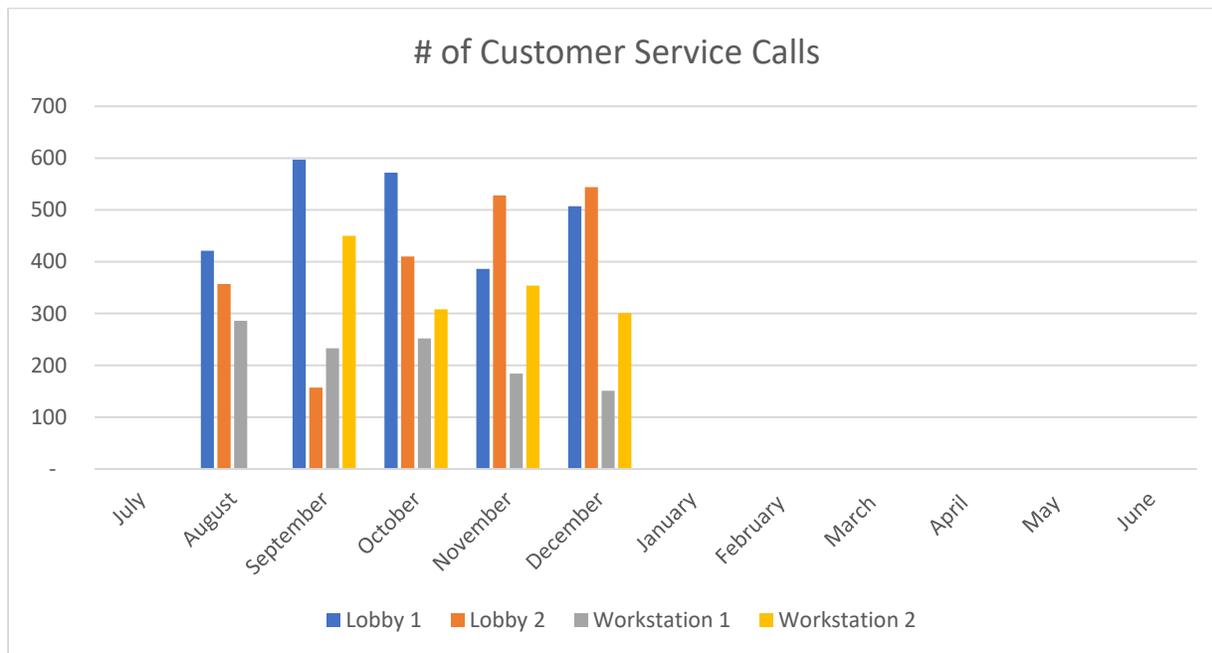
Customer Emails & Correspondence



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 December 2023

	December 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Operating Revenue	\$ 2,777,499.00	\$ 2,823,495.90	\$ 45,996.90	\$ 16,664,994.00	\$ 17,224,261.65	\$ 559,267.65	3%
Expenses							
Labor *	\$ 1,075,032.00	\$ 1,023,178.56	\$ 51,853.44	\$ 6,450,192.00	\$ 6,139,071.42	\$ 311,120.58	5%
Services	828,127.00	380,273.68	447,853.32	4,968,762.00	2,368,539.51	2,600,222.49	52%
Utilities & Materials	647,822.00	457,429.62	190,392.38	3,886,932.00	3,204,340.19	682,591.81	18%
Total Operating Expenses	\$ 2,550,981.00	\$ 1,860,881.86	\$ 690,099.14	\$ 15,305,886.00	\$ 11,711,951.12	\$ 3,593,934.88	23%
Debt Service Principal & Interest	251,413.25	193,789.06	57,624.19	5,446,469.50	1,162,734.36	4,283,735.14	79%
Operating and Debt Expenses	\$ 2,802,394.25	\$ 2,054,670.92	\$ 747,723.33	\$ 20,752,355.50	\$ 12,874,685.48	\$ 7,877,670.02	38%
Net Income (Loss)	\$ (24,895.25)	\$ 768,824.98	\$ 793,720.23	\$ (4,087,361.50)	\$ 4,349,576.17	\$ 8,436,937.67	206%

* Current month's labor is estimated

Capital Projects and Purchases**

	Fiscal Year Budget	December FYD 2024 Actual	Remaining Budget
Water Utility Funded Projects ***			
IT Capital Purchases	\$ 2,505,000.00	\$ 11,014.25	\$ 2,493,985.75
Job 09-01 Yamada Tank	-	142,924.53	(142,924.53)
Job 11-07 HE-03 Hanapepe & Koloa Well MCC	-	5,070.00	(5,070.00)
Job 16-04 Kilauea Wells Rehab	-	189,335.54	(189,335.54)
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	-	40,130.00	(40,130.00)
Job 23-03 Kuhio Hwy Papaloa to Waikaea	-	51,918.73	(51,918.73)
Job 23-07 Rehabilitate Puupilo Steel Tank	-	65,421.45	(65,421.45)
Wailua Homesteads Tank	3,750,000.00	97,181.89	3,652,818.11
Ops Capital Purchases	1,753,491.00	168,863.77	1,584,627.23
Projects with budget but no activity	5,515,000.00	-	5,515,000.00
Total	\$ 15,523,491.00	\$ 780,594.34	\$ 14,742,896.66
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
Total	\$ 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)
Job 02-06 Kilauea Tank	-	12,942.24	(12,942.24)
Projects with budget but no activity	6,100,000.00	-	6,100,000.00
Total	\$ 6,100,000.00	\$ 65,315.35	\$ 6,100,000.00
State Allotment Funded Projects			
Job 09-01 Yamada Tank	\$ -	\$ 309,662.00	\$ (309,662.00)
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
Total	\$ 10,600,000.00	\$ 340,916.57	\$ 10,259,083.43
State Revolving Funded Projects			
Job 09-01 Yamada Tank	\$ -	\$ 3,789,738.31	\$ (3,789,738.31)
Projects with budget but no activity	\$5,000,000.00	-	\$5,000,000.00
Total	\$ 5,000,000.00	\$ 3,789,738.31	\$ 1,210,261.69
Total Capital Projects	\$ 38,323,491.00	\$ 5,045,544.57	\$ 33,343,261.78

** 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

	December 2023			Fiscal Year 2024			
	Budget	Actual	Variance	Year to Date Budget	Year to Date Actual	Variance	Variance %
Engineering	\$ 454,613.00	\$ 241,579.54	\$ 213,033.46	\$ 2,727,678.00	\$ 1,695,702.23	\$ 1,031,975.77	38%
Fiscal	222,259.00	240,063.37	(17,804.37)	1,333,554.00	1,273,754.12	59,799.88	4%
Operations	1,257,036.00	1,011,695.47	245,340.53	7,542,216.00	6,322,774.57	1,219,441.43	16%
Total	\$ 1,933,908.00	\$ 1,493,338.38	\$ 440,569.62	\$ 11,603,448.00	\$ 9,292,230.92	\$ 2,311,217.08	20%

CASH RECEIPTS	TOTAL	12/31/2023	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
BEGINNING CASH BALANCE	\$ 60,000,000.00											\$ -	\$ -	\$ -	\$ -	\$ 60,000,000.00
Bond Proceeds																
Interest Income	\$ 2,129,530.93	\$ 280,082.58	\$ 10,145.00	\$ (321,259.46)	\$ 1,406.49	\$ 318,033.00	\$ 239,725.76	\$ 136,213.08	\$ 43,433.92	\$ 62,650.14	\$ 246,093.42	\$ 1,113,007.00				
TOTAL RESOURCES	\$ 62,129,530.93	\$ 280,082.58	\$ 10,145.00	\$ (321,259.46)	\$ 1,406.49	\$ 318,033.00	\$ 239,725.76	\$ 136,213.08	\$ 43,433.92	\$ 62,650.14	\$ 246,093.42	\$ 1,113,007.00	\$ -	\$ -	\$ -	\$ 60,000,000.00
201-01 BAB - CIP	\$ -															
Cost of Issurance	\$ 535,838.66															\$ 535,838.66
217 EA-194 Hanalei River & Moelepe Stream Pipeline	\$ 741,141.50															\$ 741,141.50
218 Job 02-18	Pipeline replacement, Kapaa Homesteads	\$ 2,941,979.00												\$ 966,229.51	\$ 1,975,749.49	
219 Job 04-02	Main replacement, Vivian Heights and Apopo Road and Kanahale Road	\$ 2,651,730.99											\$ 105,007.40	\$ 476,365.60	\$ 2,070,357.99	
220 Job 03-02	Anahola 0.15 MG Tank Renovation	\$ 1,571,169.09										\$ 417,459.47	\$ 738,342.29	\$ 348,437.12	\$ 66,930.21	
684 Job 05-01	Waimea Main Replacement	\$ 3,272,975.12												\$ 112,524.38	\$ 3,160,450.74	
687 Job 02-03	Kekaha 12" Main Replacement and Waimea Canyon Drive 12" Main Replacement	\$ 677,234.29											\$ 8,796.00	\$ 668,438.29		
221 Job 10-01	Pipeline replacement, Anini Road	\$ 724,652.00					\$ 320.25		\$ 40,444.75	\$ 99,727.00	\$ 75,360.00	\$ 91,600.00	\$ 331,800.00	\$ 85,400.00		
222 Job 10-02 & 13-03	Kaumualii Hwy widening, Anonoui St to Lihue Mill Bridge	\$ 5,208,503.03									\$ 603,320.00		\$ 4,368,972.73	\$ 236,210.30		
223 Job 05-06	PLH-25, 8" Main Replacement, Eiwa, Umi, Akahi, Elua & Hardy/Alohi Streets	\$ 2,710,970.00										\$ 207,527.45	\$ 1,837,108.24	\$ 666,334.31		
224 Job 02-16	Rehabilitation of Maka Ridge Deepwell Tank, Pipeline and Rdway, Ohana, Anolani & Kuamoo Roads	\$ 1,381,988.40									\$ 70,243.40	\$ 816,129.43	\$ 495,615.57			
227 Waimea Well A Renovation		\$ 639,282.53										\$ 299,937.43	\$ 308,235.45	\$ 31,109.65		
326 Job 02-02	Omao 0.5 MG Tank and connecting Pipeline	\$ 2,519,540.05											\$ 1,105,978.21	\$ 1,413,561.84		
228 Koloa Tank Site Acquisition		\$ 500,991.73												\$ 500,991.73		
230 Job 02-08	Rehabilitation of Elelee Twin 0.4 MG Steel Tanks	\$ 2,018,853.05									\$ 419,657.59	\$ 820,325.86	\$ 654,054.56	\$ 124,815.04		
231 Job 02-19	Waipouli Main Replacement to Akulikuli	\$ 2,229,690.39									\$ 140,809.76	\$ 460,829.74	\$ 1,628,050.89			
232 Job 02-14	Kapaa Homesteads 0.5 MG Tank #2 and Kapahi 1.0 MG Tank	\$ 410,240.21	\$ 104,355.40	\$ 12,281.25		\$ 28,276.20	\$ 181,031.23	\$ 33,913.47				\$ 4,820.46	\$ 44,327.74	\$ 1,234.46		
233 Job 09-01 K-01, K-12	Kalaheo 1111' & 1222' Water System Improvement	\$ 1,169,556.34	\$ 52,373.11	\$ 54,579.24	\$ 5,326.25	\$ 30,660.00	\$ 67,910.95	\$ 40,510.00	\$ 252,930.74	\$ 4,084.44	\$ 41,155.98	\$ 29,424.45	\$ 54,561.67	\$ 505,005.23	\$ 31,034.28	

CASH RECEIPTS		TOTAL	12/31/2023	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010
683	Job 04-06 Kekaha Well B Renovation	\$ 627,165.43												\$ 42,828.60	\$ 265,223.57	\$ 319,113.26	
234	Kukuioolono Water Tank Site Acquisition	\$ 302,396.47														\$ 302,396.47	
235	Job 05-05 Nawiliwili, Niumalu and Kupolo 6", 8" and 12" Main replacement	\$ 3,150,226.75												\$ 689,732.75	\$ 2,460,494.00	\$ -	
237	Job 11-02 Replacement Grove Farm Tanks #1 & #2	\$ 201,658.00							\$ 24,767.90	\$ 33,185.10	\$ -	\$ 67,905.00	\$ 44,165.00	\$ -	\$ 31,635.00	\$ -	
692	PLH-39 Lihue Baseyd	\$ 7,755,133.98						\$ 15,035.86	\$ 544,777.77	\$ 575,693.09	\$ 5,951,097.31	\$ 1,510.40	\$ 1,466.25	\$ 382,445.74	\$ 283,107.56	\$ -	
621	Job 02-06 Kilauea 1.0 MG Tank	\$ 263,915.40	\$ 12,942.24					\$ 17,438.16	\$ 13,380.00				\$ 73,995.00	\$ 93,310.00	\$ 52,850.00		
238	Job 11-04 Lawai-Omao Water Main Replacement & Service Improvements	\$ 71,737.50										\$ 5,967.45		\$ 30,745.05	\$ 35,025.00		
239	Job 02-17 Maka Ridge Facilities Rehabilitation and Princeville Interconnection Plan	\$ 2,333,850.55										\$ 244,226.89	\$ 276,328.78	\$ 1,813,294.88			
240	Job 11-03 Land and Well Acquisition, Molooa and Waimea, Kauai	\$ 159,938.00							\$ 3,678.00	\$ 25,300.00	\$ 14,160.00		\$ 23,290.00	\$ 71,730.00	\$ 21,780.00		
242	Job 02-11 Molooa Land Acquisition	\$ -															
243	Job 11-06 Rehabilitate Moelelpe Tunnel and improve access road	\$ 19,200.00													\$ 19,200.00		
244	K-05A Kukuioolono 0.5 MG 886' Tank	\$ 193,578.95							\$ 67,715.05	\$ 61,552.30			\$ 64,311.60				
	Job 11-10 8" WL Halewili Kaumualii to Hale	\$ 694,331.55								\$ 282,186.78	\$ 412,144.77						
	Job 11-07 MCC Chlor KoloaWell16-A,B,E	\$ 3,667,032.67					\$ 44,513.76	\$ 1,623,383.03	\$ 1,999,135.88								
	Job 04-08 Kapaa Homesteads Well #4	\$ 1,502,796.10		\$ 32,504.61	\$ 162,138.43	\$ 43,250.00	\$ 588,360.39	\$ 676,542.67									
	TOTAL	\$ 52,849,297.73	\$ 65,315.35	\$ 191,439.25	\$ 179,745.93	\$ 73,910.00	\$ 700,785.10	\$ 2,401,506.17	\$ 3,087,416.57	\$ 1,056,359.93	\$ 6,518,285.06	\$ 349,034.19	\$ 2,210,406.85	\$ 6,723,168.75	\$ 16,360,816.36	\$ 11,654,128.06	\$ 1,276,980.16
	Cash & Investment Balance	\$ 9,280,233.20															

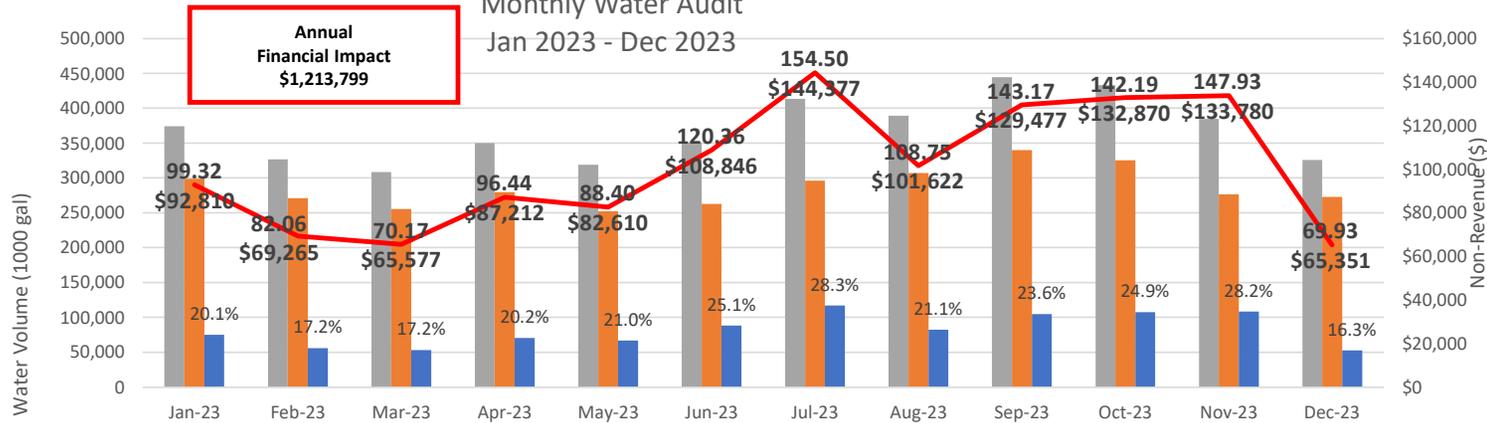


Ops Highlights:

1. Hired Pipefitter Helper.
2. Kalāheo Meter Transponder changeout project successful, moving to next section for January 2024, Wailua/Kapaa.
3. Performed leak investigation in Līhu'e/Hanamā'ulu and Hanapēpē/Ēleele, 45 investigations performed utilizing deployable loggers, 5 leaks located.

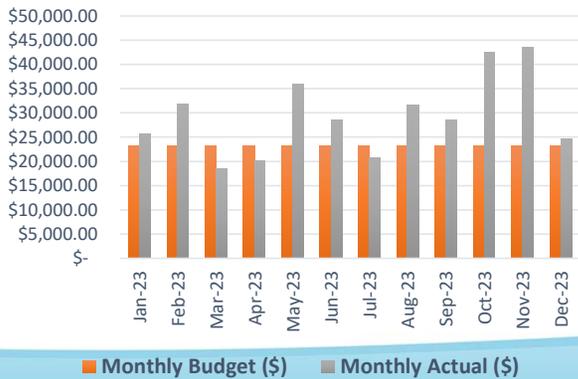
OPERATIONS DASHBOARD

Monthly Water Audit
Jan 2023 - Dec 2023

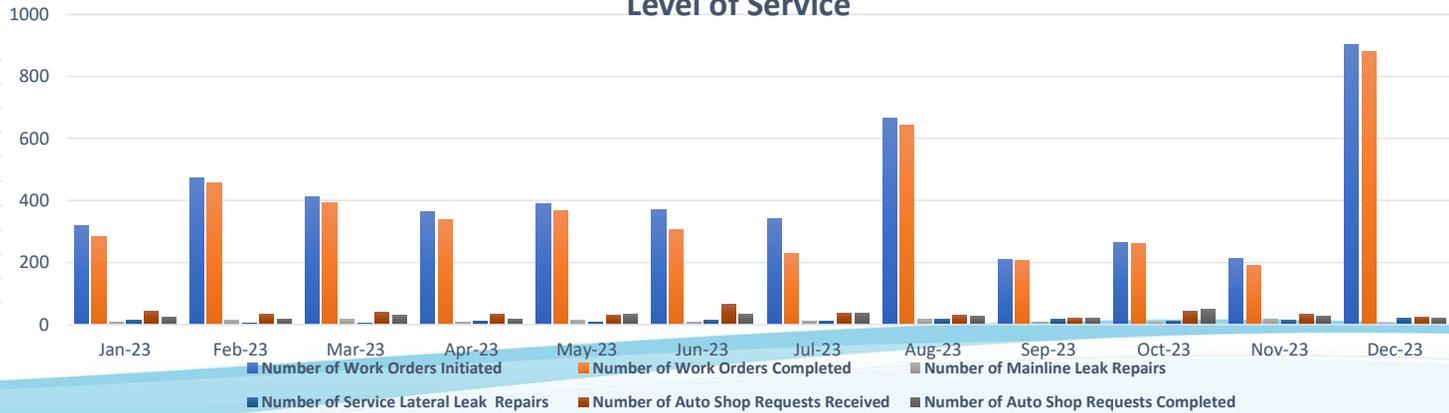


	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23
Produced (Kgals)	374,035	326,932	308,539	350,219	319,002	350,766	413,260	389,372	444,660	433,059	384,904	325,580
Customer Read (Kgals)	298,850	270,820	255,415	279,569	252,080	262,590	296,300	307,048	339,771	325,421	276,529	272,639
Non-Rev Water (Kgals)	75,185	56,112	53,124	70,650	66,922	88,176	116,960	82,324	104,889	107,638	108,375	52,941
Financial Impact	\$92,810	\$69,265	\$65,577	\$87,212	\$82,610	\$108,846	\$144,377	\$101,622	\$129,477	\$132,870	\$133,780	\$65,351

Overtime



Level of Service



OPERATIONS

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
STAFFING								
Budgeted Staff Vacancies	50	7	50	7	50	7	50	7
OVERTIME								
Budget (\$) Actual (\$)	\$23,283.33	\$43,635.80	\$23,283.33	\$24,586.99	\$139,700.00	\$151,816.63	\$139,700.00	\$191,530.64
FLEET MANAGEMENT								
# of Vehicles Active per day	40		38		37.5		42	
# of Vehicles Active per month	801		749		752.5		873	
METER PROGRAM								
# of Existing Meters Replaced	3		2		22		13	
# of Existing Meters Repaired	37		720		178		988	
# of New Meters Installed	13		1		59		41	
# of New Laterals Installed	1		0		14		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	213		901		1223		2595	
# of Work Orders Completed	190		881		1007		2413	
# of Mainline Leak Repairs	16		4		64		66	
# of Service Lateral Leak Repairs	13		21		66		90	
# of Calls for Service	198		176		1134		1191	
# of Temporary Hydrant Meters Installed	2		1		12		18	
# One Call Request Received Completed	35	34	24	24	148	148	273	272
# of Auto Shop Requests Received Completed	33	26	24	20	247	223	184	176
# of Hydrant Hits	2		3		14		17	

WATER AUDIT				
	Last	Current Month	Previous	Current
	Month		FY YTD	FY YTD
Water Produced (Million Gallons)	384.904	325.580	2443.062	2390.835
Customer Meter Reading (Million Gallons)	276.529	272.639	2074.476	1817.708
Non-Revenue Water (Million Gallons)	108.375	52.941	368.586	573.127
Non-revenue %	28%	16%	15%	24%
Financial Impact	\$133,780.27	\$65,351.43	\$454,989.93	\$707,479.04



ENGINEERING DASHBOARD

	Last Month		Current Month		Previous FY Year to Date		Current FY Year to Date	
STAFFING								
Budgeted Staff Vacancies	23	6	23	5	22	9	23	5
OVERTIME								
Budget (\$) Actual (\$)	\$4,900	\$17,400	\$4,900	\$17,900	\$29,500	\$37,600	\$29,500	\$102,800

- CIP Project Highlights:
- Kapa'a Homesteads Well No. 4 Pump and Controls
 - Issued RFP 1/5/24
 - Weke, Anae, Mahimahi and He'e Roads Water Main Replacement
 - Issuing this month
 - Lāwa'i 6" and 8" Main Replacement
 - Finalizing scope of work and fee
 - Hanamā'ulu 6" Main Replacement
 - Finalizing scope of work and fee
 - Wainiha Well No. 4 Drill and Test
 - Waiting for updated proposal

	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	4	12	7	5	8	46	43	42
ADU/ARU Clearance Applications	0	2	0	0	46	48	8	31
Building Permits	118	136	99	100	205	910	818	854
Water Service Requests	16	32	14	16	41	119	114	119
Government Records Request	4	1	1	4	4	3	11	13
Backflow Inspection # of Devices Tested	91		83		595		610	

- DOW Project Highlights:
- KWUDP Update
 - Scheduling to meet with DHHL beneficiaries in March
 - Water System Improvements Plan (WSIP)
 - Working on CIP project list
 - Starting work on FRC and rate study task
 - Lead and Copper Rule Revisions (LCRR) Update
 - Field work to start in January



QUARTERLY UPDATE

Period of October 1, 2023 to December 31, 2023

ENGINEERING DIVISION

Submitted by: Jason Kagimoto, P.E.

DEPARTMENT OF WATER

January 25, 2024

Executive Summary

Updates for this quarter:

- **Water Resources and Planning Section**
 - Subdivision-Land Use Applications Completed = 25
 - ADU/ARU Clearance Applications Completed = 26
 - Building Permit Applications Reviewed = 418
 - Water Service Requests Completed = 91
 - Backflow Devices Inspected and Tested = 273
 - Kaua'i Water Use and Development Plan Update – Held public meetings and updated CWRM
 - Water Systems Investment Plan – Hydraulic model work and CIP program evaluation
 - Lead and Copper Rule Revisions (LCRR) Update – Initial inventory and field work preparation
- **Project Management Section**
 - Overseeing 16 ongoing DOW CIP design projects
 - Overseeing 5 ongoing DOW CIP construction
 - Kukuiolono Tank Demo – Completed
 - Rehabilitate Paua Valley Tank No. 1 (KW-07) – In construction
 - Kalāheo Water System Improvements – In construction
 - Kapa'a 325' Tanks – Two 0.5 MG Tanks – Awarded project
 - Kapa'a Homesteads Well No. 4 Pump and Controls – Finalizing Design-Build RFP
 - Weke, Anae, Mahimahi and Hee Roads Main Replacement – Completing bid documents
 - Kūhiō Highway (Hardy-Oxford) 16" Main Replacement – Finalizing drawings

Water Restriction Areas

Water System/Sub-System	Restrictions (5/8-inch water meter or number units per lot)	Inadequate Facilities	Comments
Upper Lāwaʻi	2	Storage	Administration Approved
Poʻipū	300	Storage	Board Approved (50% of new tank allowed for new development; 50% to make up storage deficit)
Wailua Homesteads	5	Storage	Administration Approved
Upper Wailua Homesteads	2	Storage	Administration Approved
Kapaʻa Homesteads	5	Source	Board Approved
Moloaʻa	0	Source and Storage	Water Purchase Agreement
Kīlauea-Kalihiwai	5	Source and Storage	Administration Approved
Aliomanu – Kukuna Road	0	Transmission	Administration Approved
ʻAnini	1	Source and Storage	Water Purchase Agreement
Upper Wainiha Valley	1	Storage	Administration Approved
Wainiha – Hāʻena	3	Storage	Administration Approved

Water Plan 2020 Construction Project Status

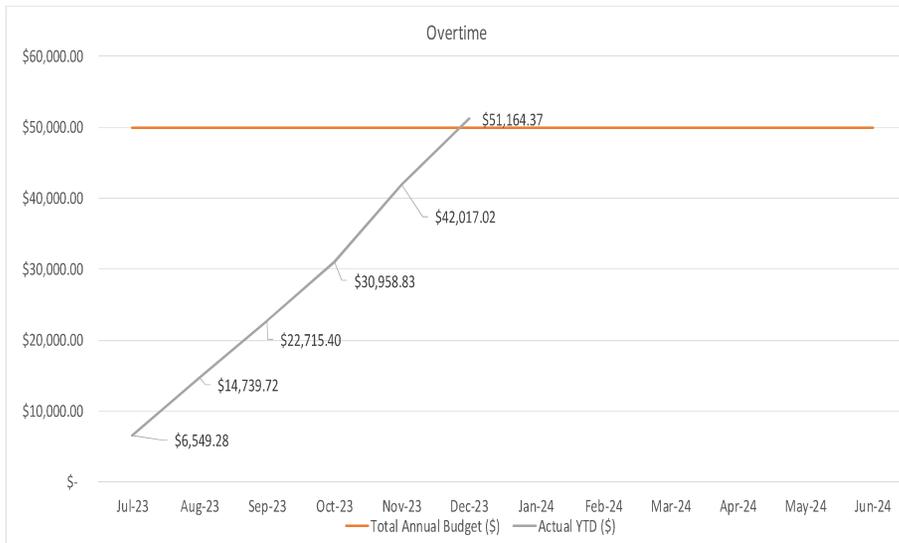
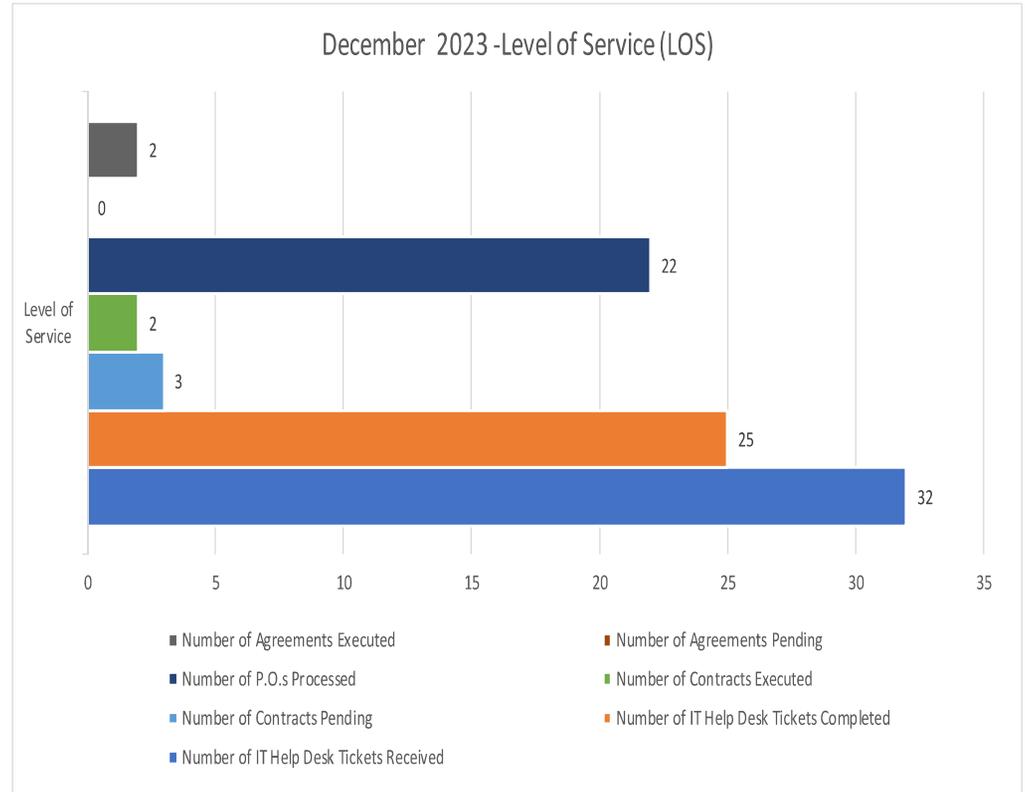
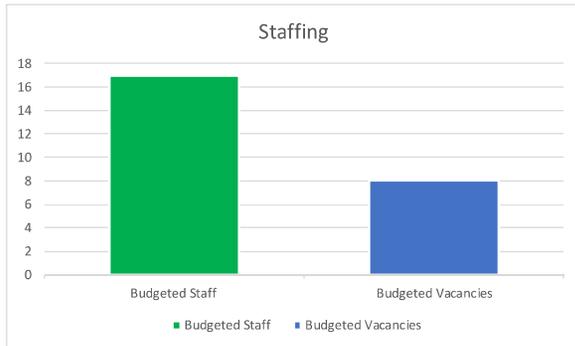
WP 2020 NUMBER	JOB NO	PROJECT TITLE	% COMPLETE DEC 2023	ORIGINAL ESTIMATE TO COMPLETE	CURRENT ESTIMATE TO COMPLETE	CURRENT CONTRACT AMOUNT
WK-08	02-14	Kapa'a 352' Tanks – Package A Drain Line	80%	Q3 2019	Q2 2024 (1)	\$2,354,293.35
WK-39		Drill and Test Kapa'a Homestead Well No. 4	80%	Q3 2019	Q2 2024	\$2,605,418.35
K-01 & K-12	09-01	Kalaheo Water System Improvements Package A – 0.5 MG Yamada Reservoir Package B – 0.1 MG Clearwell Reservoir Package C – Water Main Installation	15%	Q1 2025	Q1 2025	\$21,756,430.00 (2)
PLH-35B	16-02	Kapaia Haul Cane Road 18" Transmission Line	10%	Q3 2019	Q4 2025 (3)	\$4,127,545.00
WKK-03	16-04	Kilauea Wells Nos. 1 and No. 2, MCC, Chlorination Facilities	40%	Q3 2024	Q3 2025	\$3,211,866.80 (4)
KW-07	17-10	Rehabilitate Paua Valley Tank No. 1, 0.5 MG Tank	80%	Q2 2021	Q2 2024	\$3,540,372.99 (5)
					TOTAL =	\$35,622,601.40

- (1) Additional contract time required to perform environmental assessment, re-design drainage system and obtain land-owner approval for DOW drainage easement.
- (2) \$10.2M State funding assistance
- (3) Project issued stop work order and is on hold.
- (4) \$1.3M State funding assistance
- (5) \$1.2M State funding assistance

Supplemental Support Services

Contract Number	Company	Professional Service	Contract Amount	Amount Invoiced	Number of Projects
723	Esaki Surveying & Mapping, Inc.	As-Needed Surveying	\$20,000	\$1,500	3
725	Bowers + Kubota	Kalāheo Wtr Sys Imp CM	\$1,010,000	\$206,100	N/A
728	RM Towill, Inc.	As-Needed CM	\$1,000,000	\$32,000	3
732	Bowers + Kubota	Kīlauea Wells 1 & 2 CM	\$325,000	\$153,200	N/A

ADMINISTRATION DASHBOARD



Customer called to express how thankful he was to our Ops crew (Naka and Mike) for coming out on Christmas Day to install a new meter after his exploded. "They are really good guys!"
- Thomas Hall



ADMINISTRATION

	Nov-23		Dec-23		Previous FY YTD		Current FY YTD	
STAFFING								
Budgeted Staff vs Vacancies (Admin-HR-IT-PR)	17	8	17	8	17	9	17	8
OVERTIME								
Budget (\$) vs Actual (\$)	\$ 4,166.67	\$ 11,058.19	\$ 4,166.67	\$ 9,147.35	\$ 25,000.00	\$ 45,796.20	\$ 25,000.00	\$ 51,164.37

	Nov-23		Dec-23		Previous FY YTD		Current FY YTD	
LEVEL OF SERVICES								
# of IT Help Desk Tickets Received Completed	49	28	32	25	74	57	240	129
# of Legal Claims Outstanding Resolved			2	0	1	0	2	0
# of Contracts Pending Executed	2	0	3	2	2	2	2	0
# of Purchase Orders Processed	28		22		51		148	
# of Agreements Pending Executed	1	6	0	2	3	12	0	23
# of MOU MOA Pending	0	0	0	0	0	1	0	0
# of MOU MOA Executed	0	0	0	0	0	0	1	0
# of Customer Remarks	0		0		2		1	
# of Customer Compliments	0		1		2		4	

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



DEPARTMENT OF WATER

“Water has no Substitute – Conserve it!”

INFORMATION & EDUCATION SPECIALIST REPORT

January 25, 2024

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>
01-01-2024	Kalaheo Water System Improvements Project	Partial lane closure notices on Pu’uwai Road extended through Feb. 3	Nov. 13, 2023 - Feb. 3, 2024, from 8 a.m. to 3:30 p.m.	Kaua’i County Alert Door notices
01-01-2024	Kapa’ā - n/a	Lane closure on Kūhi’ō Highway in Kapa’ā for mainline repairs	Jan. 1, 2024	

Public Relations Programs

Community Outreach & Education

- The Department of Water participated in the WaterSense program’s Shower Better initiative to encourage the use of low-flow showerheads on island. By switching to a WaterSense labeled showered from an older, normal flow model it could save approximately 2,700 gallons of water a year. The department encouraged 277 households to install a WaterSense labeled, low-flow showerhead during the campaign through its distribution of free showerheads and as a result contributes to saving approximately 747,900 gallons of water demand on Kaua’i each year. Every drop counts!

Advertising & Communications

- The Department’s “Wise Water Wednesday” advertising awareness campaign for the month of January includes water conservation messages and water service line inspection notices related to the Lead and Copper Rules Revision. The weekly media campaign is posted on the Department’s Facebook page, aired on local radio stations and published in the Garden Island Newspaper.

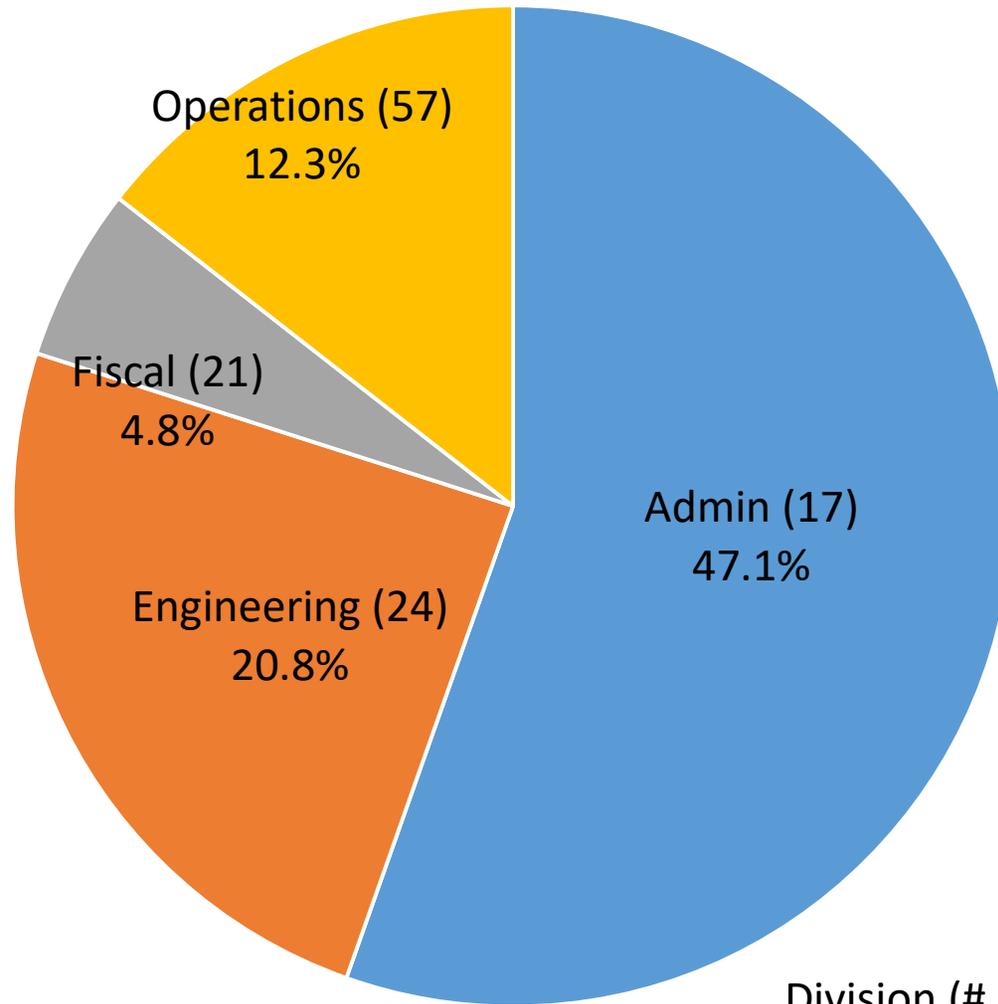
Upcoming Community Outreach & Educational Events

- Mini Make a Splash water festival at Hanalei Elementary – January 23, 2024
- Mini Make a Splash water festival at Kapa’ā Elementary – January 26, 2024
- Career Day at Kaumuali’i Elementary – March 6, 2024
- EPA WaterSense Fix a Leak Week – March 18-22, 2024

Project WET (Water Education Today) Hawaii

- Project WET USA is expected to release its latest version of the award-winning guide in 2024. Project WET Hawai’i will be participating in webinar training for the new guide as we prepare for training workshops and events for 2024 program calendar statewide.

% Vacancy Within Each Division Level



Division (# Auth) - % Vacant

PLACEHOLDER

STAFF REPORTS

1. Administration:
 - d. Information Technology
 - i. Corrective Action Plan updates

DEPARTMENT OF WATER
 County of Kaua‘i

“Water has no substitute – Conserve It!”

MANAGER’S UPDATE

January 25, 2024

Pursuant to Board Policy No. 3

CONTRACTS AWARDED, EXTENDED, AND/OR AMENDED

**1. CHANGE ORDER NO. 5 TO CONTRACT NO. 688 WITH EARTHWORKS PACIFIC, INC.
 JOB NO. 17-10, WP2020 #KW-07, PAUA VALLEY TANK NO. 1 REHABILITATION PROJECT, KEKAHA, KAUA'I, HAWAII**

RECOMMENDATION:

It is recommended that the Manager approve Change Order No. 5 for Contract No. 688 with Earthworks Pacific, Inc.

FUNDING:

Account No.	10-20-00-604-148		
Acct Description	WU/Eng/Admin/Capital Outlay – R&R		
Funds Available	<i>Verified by WWC</i>		\$200,000.00
Contract No.	688		
Vendor	Earthworks Pacific, Inc.		
	Contract Amount	\$2,264,750.00	
	5% Contingency	\$22,776.56	\$4,691.49
	Change Order No. 1	\$0.00	
	Change Order No. 2	\$994,393.77	
	Change Order No. 3	\$248,329.67	
	Change Order No. 4	\$32,899.55	
	Total Funds Certified To Date	\$3,563,149.55	
Change Order No. 5:			
	Tank Exterior PCB’s (Per Approved Manager’s Report No. 24-05, 11/16/23)	\$204,691.49	
	Total Change Order	\$204,691.49	<\$204,691.49>
Contract Amount To Date		\$3,745,064.48	
Contingency Remaining		\$18,085.07	

BACKGROUND:

Contract NTP Date: January 21, 2020
Original Contract End Date: April 20, 2021
New Contract End Date: August 2, 2024

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

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

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

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

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

Manager's Report No. 24-05 was submitted and approved at the 11/16/23 regular board meeting.

**2. FIRST AMENDMENT TO CONTRACT NO. 742 WITH BROWN AND CALDWELL
JOB NO. 23-13, LEAD AND COPPER RULE REVISIONS (LCRR) UPDATE,
KAUA'I, HAWAII**

RECOMMENDATION:

It is recommended that the Manager approve the First Amendment to Contract No. 742 with Brown and Caldwell for the subject project. The amendment includes additional funds in the amount of \$375,747.00 and a time extension of 600 calendar days.

FUNDING:

Account No.	10-20-10-540-010		
Acct Description	WU/Eng/Admin/Professional Services (LCRR Update)		
Funds Available	<i>Verified by WWC</i>		\$600,000.00
Contract No.	742		
Vendor	Brown and Caldwell		
	Contract Amount	\$500,000.00	
	5% Contingency	\$25,000.00	
	Total Funds Certified To Date	\$525,000.00	
First Amendment:			
Additional funds for SOW and contract time extension		\$375,747.00	
	Total Amendment	\$375,747.00	<\$375,747.00>
Contract Amount To Date		\$875,747.00	
Fund Balance			\$224,253.00

BACKGROUND:

Contract NTP Date: April 25, 2023
 Original Contract End Date: April 24, 2025
 New Contract End Date: 600 calendar days after execution of the First Amendment

The Department of Water (Department) is required to comply with the Environmental Protection Agency's (EPA's) Lead and Copper Rule Revisions (LCRR) with the first compliance date occurring on October 16, 2024. This project will provide professional services to meet the compliance requirements by the required date.

While performing the work under the original scope of work, it was determined that additional services are needed, which include additional field work for the service line material inventory, and additional support for the Lead Service Line Replacement (LSLR) Plan, Customer Tap Sampling Plan, Schools and Childcare Facilities Sampling and Implementation Plan, and LCRR Implementation Plan.

CONVEYANCE OF WATER FACILITIES NONE