

# Committee of the Whole Meeting

September 22, 2011  
9:30 a.m.

Committee Members Present: Daryl Kaneshiro, *Chair*, Randall Nishimura, Clyde Nakaya, Roy Oyama

Absent and/or Excused: Michael Dahilig, Larry Dill, Raymond McCormick

Staff Present: David Craddick, William Eddy, Marites Yano, Deputy County Attorney Andrea Suzuki, Faith Shiramizu, Dustin Moises, Val Reyna, Keith Aoki, Edward Doi, Aaron Zambo

Guest Present: Deputy County Attorney Marc Guyot

Chair Kaneshiro called the meeting to order at 9:45 a.m. Quorum was confirmed with four members present.

## **ACCEPTANCE OF AGENDA**

Mr. Oyama moved to accept the agenda as presented, seconded by Mr. Nishimura; by a unanimous vote; motion was carried.

## **OLD BUSINESS**

### a. **Annual Evaluation of the Manager and Chief Engineer**

#### **DISCUSSION**

Chair Kaneshiro explained that we received less than half of the Manager's Evaluation forms that were sent out. Malcolm from Personnel Services informed the Department of Water's Administration to use the same form as last year with no current deadline whereas last year the deadline was set for October 25<sup>th</sup>. We are not expecting to receive another evaluation form once these forms are turned in.

Deputy County Attorney Marc Guyot confirmed to the Board that there is a Civil Service Commission Sub-Committee that is working on executive evaluations. On an executive level there is a million and one ways to evaluate an executive and the dilemma, in which the County finds itself, to a certain degree, is to try and find fairness for all the employees yet still allow for the individual needs of each department. To evaluate the Water Department the same way that the Police Department and Fire Department is evaluated is not necessarily fair. There needs to be some special adjustment for each department. This Sub-Committee is working on it and hopefully by the next evaluation period, a new form will be available. Typically, they would send a sample to get feedback before it goes live.

Mr. Nishimura questioned Deputy County Attorney Marc Guyot as to his familiarity with the current format that has been used by the various departments for the department heads. Also, Mr.

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Nishimura questioned if he feels that with this evaluation for Manager Craddick, are there things that need to be added or are there things that may not be applicable because it is more general in nature and addresses the primary areas that are more appropriate for an executive as opposed to a lineperson function. If the Board waits for the next go around, there will be no evaluation for this year.

Deputy County Attorney Marc Guyot explained that the other departments are currently using the old form one more time and it is deficient in some areas and does not take into account the specific needs of each department. The Department of Water is special in a sense that DOW spends money, but generates its own money too. The County really does not generate its own money so to what extent the Manager has in that is reflected in his own evaluation which generally the question is if they meet their budgeted requirement request. Manager Craddick would have different obligations and duties when it comes to the financial spending as well as generating revenue for the department so that is why the new form is being looked at in addressing those issues.

Mr. Kaneshiro confirmed to the rest of the Board Members that we have received a little less than half of the evaluation forms back and Private Secretary Ms. Beardmore is compiling them on a spreadsheet as they come in. She is expecting to have a final deadline of October 15, 2011 and will include this report on the October 27, 2011 Regular Meeting Agenda.

Mr. Nishimura motioned to defer the Annual Evaluation of the Manager and Chief Engineer until October 27, 2011, seconded by Mr. Nakaya; motion was carried.

### b. 2012 Goals

#### Goals from Board

##### DISCUSSION

##### Bond Float and Water Plan 2020

Mr. Nishimura stated that this goal would be easily defined as a “yes” or a “no” measure and informed Manager Craddick that this goal is interpreted as quantity versus quality. There is a benchmark deadline set for December 2011 and July 2012.

##### Personnel and Accounting

This goal will also be measured as a “yes” or a “no” with new numbers provided to the board by June 2012. This goal is to improve employee morale and to track the progress with employee surveys.

##### Standards

It was requested for Ms. Shiramizu to provide the board with a measurable goal by percentage completion at the October 27, 2011 Regular Board Meeting. Mr. Nishimura suggested the measure be broken down to quarterly or half-year and to mark a deadline for June of 2012. Ms. Shiramizu explained that this is a two year plan and she is working on the grant funding application.

##### Inter Agency Coordination

Manager Craddick explained that he was unsure of Item #5 Inter Agency Coordination, Inter agency coordination between DOW, Planning and DPW for smart growth initiatives. The County is

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currently working on the Mayor's Holo Holo 2020 Plan and it is quantifiable. The smart growth initiative is the Kauai Planning & Action Alliance who has not created any real developers in that committee. Manager Craddick attended the meetings, but there were not quantifiable related issues.

Mr. Nishimura questioned, now what becomes quantifiable? Is it a report or the number of meetings the Manager and Staff attends? What is the measure we are engaging? Would it be a quarterly report? Mr. Nakaya also stated that the Board should set standards to these categories so the Manager can be gauged satisfactory or unsatisfactory.

Mr. Nishimura questioned Item #5 and asked Manager Craddick about the Affordable Housing status. Manager Craddick stated that Affordable Housing's planning process is within six to eight years and on the ninth year, construction would occur. Mr. Nishimura expressed concerns of Affordable Housing's project priorities versus the Department's projects. This will run into some problems six to eight years down the line and should be addressed at this stage. Board member Nishimura suggested redefining "interagency" to focus primarily on CIP or infrastructure needs that are required by the county that will dovetail with Public Works projects. Mr. Kaneshiro also agreed that when the County is working on projects, the Department's primary focus should be in that area rather than just smart growth initiatives.

Mr. Nishimura suggested that we need a definable measure from the board for the Manager to concentrate on. Manager Craddick explained that he is an active participant in Mayor Carvalho's meetings regarding his Holo Holo 2020 Plan and would be able to report to the board on the status of the Mayor's plan. Mr. Nishimura suggested a definable measure would be to reprioritize our Water Plan 2020 to realign and be in sync with Mayor Carvalho's Holo Holo 2020 Plan.

The Board decided to leave this open for discussion while moving on to the next Item #6.

### **Performance Indicators**

Regarding the first six Organizational Best Practices Index, Mr. Nishimura explained that for this fiscal year, the establishment and definition of these things are a lot to accomplish. The vision and mission statement are available in some form and we are unsure if there is an organizational value statement. If all of these can be checked off, that would be quite a bit because we will not be doing anything as far as conflict.

The Board resumed discussion on Item #5.

### **Inter Agency Coordination contd.**

Referring back to Item #5, Mr. Nishimura questioned Mr. Doi regarding the inter agency coordination between DOW, Planning and DPW. The relationship of smart growth initiatives is so broad that it was suggested from some of the Board Members and the Manager to replace smart growth initiatives with the Mayor's Holo Holo 2020 Plan. The Water Plan 2020 supersedes the 20 year time frame, but by reviewing our Water Plan 2020 and realigning the projects to be in sync with the Mayor's Holo Holo 2020 Plan, can that be done over the next fiscal year? Mr. Doi agreed that reprioritizing the projects should be matched to the Mayor's Holo Holo 2020 Plan. Based on the criteria like safety, age, need, and several more factors, the Water Plan 2020 was initially reprioritized. Mr. Nishimura added that it was reprioritized four years ago. Mr. Doi explained that it

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can be looked at again to see how the Water Plan 2020 and the Mayor's Holo Holo 2020 Plan interrelate.

Mr. Nishimura emphasized that in terms of reaching this particular goal, the Water Plan 2020 should be reevaluated so the current administration can take into consideration that politics may drive things with which engineering might not be in sync.

Mr. Kaneshiro explained that the Board is seeking to find a measurable goal for the Manager and there were some Affordable Housing projects that were being worked out, but there were no communications for water needs. Mr. Doi commented that the Water Plan 2020 can be reviewed again to see what the Mayor's priorities are, not saying that there will be water. Mr. Moises also commented that he was familiar with the process of reprioritizing of the Water Plan 2020 four years ago. He explained that the reprioritizing revolved around the Affordable Housing projects during that time. This is what generated the Affordable Housing Quarterly Report to the Board. Reprioritizing the Water Plan 2020 can be done in two days, but the bigger issue would be that from the time of conceptualizing the project itself to the time construction is complete, it is about five years. The County should provide a definitive scope of their projects first in order for the Water Plan 2020 to be reprioritized. Deputy Manager William Eddy also added that reprioritizing the Water Plan 2020 would also involve budgeting issues.

Mr. Kaneshiro expressed that he was comfortable having Item #5 interagency coordination between DOW, Planning, DPW, and Mayor's Holo Holo 2020 Plan as measurable goals that the Manager can report to the Board. The measure would be a semiannual report in December 2011 and June 2012 provided to the Board depicting how we are in sync and how we are not. This report shall be based on comparison on the latest Holo Holo 2020 Plan reported on the County website. December 2011 should be based on November 2011 and June 2012 based on March 31, 2012.

*Deputy County Attorney Marc Guyot leaves at 10:25 a.m.*

The Board resumed discussion on Item #6.

### **Performance Indicators contd.**

Moving back to Item #6 Performance Indicators on the six sub items, Mr. Nishimura questioned Manager Craddick on how the Board will measure whether the DOW staff understands these sub items. Manager Craddick explained that the measurement would be for everyone to understand what is being done. Manager Craddick explained that this is not only for staff, but for the community to be able to understand that these practices are being done within the Water Department. The measurement would be scored between 1 thru 5 and the aggregated score at each utility will range between 7 thru 35. The scoring is done by each subcategory and is supposed to include the community and the Board Members.

Mr. Nishimura suggested to present a scoring chart of subcategory items to the Board by the October 27, 2011 Board Meeting for June of last fiscal year. Per Manager Craddick, the establishment of Items 2 thru 6 should be done by September 30, 2011.

### **Goals From Staff**

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**Operations**

Upon query from Mr. Nishimura on what the measure is to continue to support and implement the re-organization of the Operations Division, Deputy Eddy explained that Operations is working to fill vacant positions, and the measure would be to:

Create and fill two critical positions:

1. Telecom Technician also known as “Electric Technician” or “Scada Manager”
2. Water Plant Operator II (Working Supervisor which requires a Water Treatment Plant Operator License)

Mr. Nishimura suggested that the positions be filled by the Department’s Personnel and to use that as the measure with a deadline of June 2012. He also requested that an organizational chart be presented to the Board depicting the status.

**Engineering**

Deputy Manager William Eddy confirmed that temporary storage space for files has been completed as of June 30, 2011.

**Special Projects**

Mr. Moises explained to Mr. Nishimura that the plan is to get the reorganization done this fiscal year. Manager Craddick added that we are reallocating the EM5 position into a Project Manager pending DPS review. The measure would be reallocation approval request by DPS which should be done by December 2011.

**Board’s Goals for DOW Manager for Year 2011-12**

Item #	Goal	Status	Deadline	Measure
<b>Goals from Board</b>				
<b>1</b>	<b>Bond Float and Water Plan 2020</b>			
	1. Encumber \$39 million in BAB 2. Encumber \$45 million in BAB		December 2011  July 2012	Yes or No 1 or 2 Quantity VS Quality
<b>2</b>	<b>Personnel and Accounting</b>			
	Improve employee morale, employee survey		June 2012, new survey and new numbers	Yes or No

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<b>3</b>	<b>Standards</b>			
	Source Water Protection Plan	Ms. Shiramizu is working on grant funding application	June 2012	2 year plan by Ms. Shiramizu  (Ms. Shiramizu will report a measurable goal by percentage completion at the Oct 27, 2011 Board Meeting)  Break down to Quarterly or Half-year
<b>4</b>	<b>Facilities</b>			
<b>5</b>	<b>Inter Agency Coordination</b>			
	Inter agency coordination between DOW, Planning and DPW for <del>smart growth initiatives</del> Mayor's Holo Holo 2020 Plan	Participation by the Manager. Check to see if Mayor's Holo Holo 2020 Plan may be able to sync with DOW's 2020 Plan	December 2011 & May 2012	Report Semi Annually based on web postings of what projects are synced with the Mayor's Holo Holo 2020 Plan
<b>6</b>	<b>Performance Indicators</b>			
	1. Organizational Best Practices	Established within the Department of Water.  Should also be established with the Board and the Community.	Items 2-6 establishment due 9/30/2011.  First report due by the October 27, 2011 Board Meeting as of June 30, 2011.	Chart should include a 75% median compared to other utilities in the U.S. and a 25% median compared to other utilities in the U.S.
	2. Customer Service Complaints/Active Account			
	3. Technical Quality Complaints/Active Account			
	4. Customer Service Cost per Active Account			
	5. Unaccounted for Water Loss			
	6. Water Treatment Cost/MG produced			

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Item #	Goal	Status	Deadline	Measure
<b>Goals from Staff</b>				
<b>1</b>	<b>Operations</b>			
	Continue to support and implement the re-organization of the operations division	Deputy Manager William Eddy working on filling:  1. Telecom Tech/Scada Mgr.  2. Water Plant Operator II (Working Supervisor)	June 2012	Filling by Department's Personnel to be used as a measure. Include an organizational chart to represent what is currently being done and provide in the Board Book.
<b>2</b>	<b>Engineering</b>			
	Provide additional temporary storage space for files (approximately 10' x 3' area) until new permanent facilities (new office building) are built	Need to arrange for leak-proofing of containers	June 30, 2011	Completed
<b>3</b>	<b>Special Projects</b>			
	Due to recent and anticipated staff departure and retirement within the Department, priority to evaluate and reorganize the current engineering activities and staff structure for the future operations related to the design and construction of projects within the Department of Water, which include Water Plan 2020 as well as privately funded projects. In doing so, make it a priority to attract and <u>retain</u> qualified staff during the reorganization process.	Allocation of EM5 to Project Manager is pending per DPS review.	December 2011  December 2011  Next Fiscal	Reorganization  Approval of reallocations requested by DPS  Retain (creation of positions)
<b>4</b>	<b>Water Resources and Planning</b>			
<b>5</b>	<b>Fiscal</b>			

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Mr. Nishimura moved the 2012 Goals to the full board for review, seconded by Mr. Oyama; by a unanimous vote; motion was carried.

**EXECUTIVE SESSION**

*Pursuant to Haw. Rev. Stat §§92-4 and 92-5(a)(2), the purpose of this executive session is to consider the Job Performance Evaluation of the Department of Water's Manager and Chief Engineer. This deliberation involves matters affecting the privacy of the Manager and Chief Engineer. If the individual concerned requests an open meeting, an open meeting shall be held.*

There was no executive session held at this meeting.

**ADJOURNMENT**

At 11:24 am, Chair Kaneshiro adjourned the Committee of the Whole meeting.

mjg