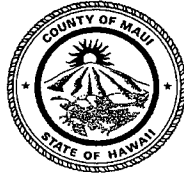


ALAN M. ARAKAWA  
Mayor



GLADYS C. BAISA  
Acting Director

SHAYNE R. AGAWA, P.E.  
Deputy Director

**DEPARTMENT OF WATER SUPPLY**  
**COUNTY OF MAUI**  
200 SOUTH HIGH STREET  
WAILUKU, MAUI, HAWAII 96793-2155  
[www.mauewater.org](http://www.mauewater.org)

August 20, 2018

Honorable Yuki Lei K. Sugimura, Chair  
and Members of the Committee  
Policy, Economic Development and  
Agriculture Committee  
Maui County Council  
200 South High Street  
Wailuku, Hawaii 96793

Dear Chair Sugimura and Members:

**SUBJECT: CONFIRMATION REMARKS FROM**  
**ACTING DIRECTOR OF WATER SUPPLY, GLADYS C. BAISA**

I began leading the Department of Water Supply exactly at 4:37 p.m., on November 15, 2017, only eleven and a half months after I became its Deputy Director. I had no prior notice this was coming. I received a text informing me I was in charge minutes after the Director was placed on leave. The next morning I faced a shocked staff and handled a Water Board meeting. For nine months since that day I filled the roles of both the Director and Deputy. Just a few weeks ago, I finally got a Deputy Director to join the Department to assist me. He is a very experienced and skilled engineer and compliments my management style. Our time in office is short with about four and a half months to go. I continued to receive the same salary as Deputy Director until I was officially named as Acting Director a month ago.

I have been very busy keeping the Department operating, and coaching my staff to perform at an even higher performance level. I have a very competent staff that handles day-to-day operations mostly independently. I deliberately spend some of my time each day, getting to know all of my 200 employees, their work, challenges, training and equipment needs. I care about their safety, welfare, morale and suggestions for improvement. I hold quarterly meetings with all staff who work outside of the main office. I provide breakfast for them as we meet to discuss Department news, concerns and set goals for the future. I have an open door policy and respond to their every phone call, text or email. I am providing as many training opportunities as we can afford, to increase their current job and promotional skills. Management and team building training is being provided for the first time in decades, to staff that became managers without the training to make them comfortable and effective leaders. Everyone is working on doing timely, accurate and helpful evaluations. Appropriate discipline is documented and negative incidents examined to prevent recurrence.

RECEIVED AT PEA MEETING ON 8/20/18

*"By Water All Things Find Life"*

The Honorable Yuki Lei K. Sugimura, Chair  
and Members of the Committee  
Policy, Economic Development and  
Agriculture Committee  
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When I took charge of the Department, I re-established long time relationships with our labor unions, fostering partnerships to resolve long time union grievances. We not only settled them, but got several employees who had been on many months of administrative leave back to work successfully.

We created an Apprenticeship Program for our laborers with the cooperation of UHMC and my own staff who have the skills to teach and mentor. These laborers will eventually become Pipefitter Helpers, providing them a career path and motivation.

We have examined and put a much greater emphasis on safety, which I believe is not being addressed appropriately. We need at least one more staff dedicated to risk assessment and daily preventive training. My budget request for a safety technician was not funded so I am trying to find other temporary solutions, but I remain concerned.

We worked with the Hawaii Rural Water Association to make Distribution System Operator Training to our pipefitters more available, so they can obtain DSO licensing required by supervisory positions so they can be promoted.

We are increasing temporarily assigning our staff to higher levels of responsibility to train them and help them become eligible for promotion. This provides retention incentives. I am encouraging staff to attend & present their work successes at State and National meetings and to become national leaders.

We have revised, improved and successfully implemented new interview and assessment of prospective staff. I am proud to report that for the first time in many years we have a full staff of engineers.

We are studying how we handle responding to emergency repairs 24/7 and working with affected staff to find good solutions to the cost of standby, and call outs to provide the best possible cost-effective service to our community.

We completed all necessary forms to comply with the County Vehicle Policy and carefully re-evaluated our take home vehicle policy. That resulted in several vehicles being removed from the take home vehicle category which will result in savings needed elsewhere.

We worked closely with Administration to provide input on development and other large projects involving water, such as well agreements and expansion of the Kula Ag Park.

We completed the Administrative Rules that were pending for a long time and are preparing several amendments that need to be made to other current rules.

We created a quarterly newsletter for our customers which is included with their water bills. We have received positive responses to the information shared in these newsletters.

*"By Water All Things Find Life"*

The Honorable Yuki Lei K. Sugimura, Chair  
and Members of the Committee  
Policy, Economic Development and  
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We created a triage in my office to get customers to where they can get help faster. We have established consistency in how all requests for service are handled.

We have worked diligently on the Upcountry Meter List and are making headway on that list with the help of the \$900,000 Council provided us so we could contract help.

We handled a series of pump failures in West Maui and minimized impacts on our consumers. We are working on solutions to provide pump backup to reduce interruption of service. We are also requiring that our pumps are maintained regularly to prevent failures.

We staffed Council and other public meetings and are working with DHHM on land agreements to make water available for Hawaiian homes in exchange for having our facilities located on their property.

We submitted and provided input on the 2019 County Budget process which was successfully completed.

We worked with our Police Department on water theft and other criminal matters in West Maui.

We are working on several well agreements and trying to formalize many gentlemen's agreements for easements and property that our facilities are located on that were created many years ago but are not documented.

We staff the Board of Water Supply meetings and are trying to make better use of their skills and dedication to our mission.

We attend emergency response training and meetings and emergency call outs.

We help to work through concerns about water meter reservations. We need to amend the Maui County Code language on timing in regard to reservations and the time given to respond to meter offers.

We are submitting a budget amendment to finally replace the Kaupo Tank which has been pending for many years.

We have completed the draft of the Water Use and Development Plan and submitted it to the Board of Water Supply to begin the review process.

I am putting a long-standing informal contract for lab services out-to-bid to insure we are getting the best price we can get for the services being provided.

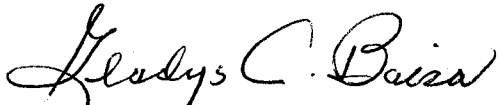
Lastly, the RFP to begin our Strategic Plan has been issued and we are anxious to begin detailed planning for the future so we can meet the water needs of Maui County.

*"By Water All Things Find Life"*

The Honorable Yuki Lei K. Sugimura, Chair  
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Policy, Economic Development and  
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Thank you for the opportunity to provide you with an overview of some of the things we have done over the past nine months. It has been a busy, productive time and I respectfully ask for your approval to complete the work we have planned until the end of the year.

Sincerely,

A handwritten signature in black ink, reading "Gladys C. Baisa". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

GLADYS C. BAISA  
ACTING DIRECTOR