

MICHAEL P. VICTORINO  
Mayor

ROWENA M. DAGDAG-ANDAYA  
Acting Director

STEVEN WELLING, P.E.  
Deputy Director

GLEN A. UENO, P.E., L.S.  
Development Services Administration

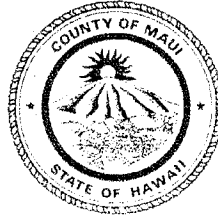
RODRIGO "CHICO" RABARA, P.E.  
Engineering Division

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OFFICE OF THE MAYOR

OFFICE OF THE  
COUNTY COUNCIL  
COUNTY OF MAUI  
**DEPARTMENT OF PUBLIC WORKS**  
200 SOUTH HIGH STREET, ROOM 434  
WAILUKU, MAUI, HAWAII 96793

April 22, 2019

Honorable Michael P. Victorino  
Mayor, County of Maui  
200 South High Street  
Wailuku, Maui, Hawaii 96793

APPROVED FOR TRANSMITTAL

*Michael P. Victorino*

Mayor

Date

For Transmittal to:

Honorable Michael Molina, Chair and Members  
of the Governance, Ethics, and Transparency  
Committee  
Maui County Council  
200 South High Street  
Wailuku, Maui, Hawaii 96793

Dear Chair Molina and Members:

**SUBJECT: NOMINATION AS DIRECTOR OF PUBLIC WORKS**

This transmission is in response to the letter sent by Chair Kelly T. King dated April 12, 2019, requesting the following information be submitted to the Council's Government, Ethics, and Transparency Committee. I apologize for the delay in my response.

(1) *Why did you apply to serve as the Director of Public Works?*

My decision to seek the position of Director of Public Works was made after much thought and discussion with my family, and upon receiving the support of my staff and my peers at the County of Maui.

Having served as the Deputy Director of the Department of Public Works for the past eight (8) years, I have gained an intimate knowledge of its personnel and operational capabilities. In my tenure as Deputy Director, the Department addressed many challenges but also experienced success in implementing initiatives to increase productivity and promoting efficiencies.

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I am very proud of the hard working and dedicated staff who work tirelessly to provide exceptional services to our community and in furthering our mission.

I believe that I am uniquely qualified to provide immediate and stable leadership to the Department, allowing its services to continue seamlessly while transitioning the Department to a more flexible and community focused organization.

(2) *What do you perceive as the roles and responsibilities of the Director of Public Works?*

The powers, duties, and functions of the Director of Public Works are provided in Section 8-5.3, of the Charter of the County of Maui, as amended, and further codified in Maui County Code Titles 2, 9, 10, 12, 16 and 18.

The role of the Director is to assure that our Department's responsibilities are carried out fairly, promptly, with professionalism, and within the law by hiring the best people, giving our staff the resources and training to do their job, and listening to the concerns of the public, staff, Council and the Mayor so that new policies, ordinances, rules, and tools are designed and implemented in ways that maximize our resources and best serve the public.

(3) *Given your understanding of the role and responsibilities of the Director of Public Works, why do you believe you are qualified for the position? Please include a brief statement of your skills, expertise, experiences, or knowledge that would aid in your decision-making ability as the Director of Public Works. Highlight three qualities you feel make you a highly qualified candidate.*

The minimum qualifications for the position were codified in ordinance 4803 on January 9, 2018. I believe that I meet them for the following reasons:

1. Have a minimum of five years of administrative experience, either in public service or private business, or both.
2. As a part of or in addition to the five years of administrative experience, three years of responsible managerial and budgetary experience.
3. As part of or in addition to the five years of administrative

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- experience, three years of experience in the following functions:
- a. Administering building, housing, and subdivision ordinances and rules.
  - b. Approving proposed subdivision plans.
4. A bachelor's degree from an accredited college or university in engineering, business administration, public administration, or other relevant discipline, or a combination of education and work experience substantially equivalent to such a bachelor's degree.

The Department of Public Works is one of the largest departments in the County. We have over 270 employees and we have an operating budget of approximately \$48 Million. When I was appointed over 8 years ago to be this Department's Deputy Director, there was some concern whether as a female I would be able to work with a Department that is predominantly male. Proudly, that was quickly put to rest as I was able to develop a very good rapport with staff by seeking their advice and earning their respect. As the Deputy Director, I was able to learn the processes of this department to the point that I have on many occasions, served as the department head in the absence of my director and as the Infrastructure Branch Director when the County's Emergency Operations Center (EOC) is in partial or full activation.

My previous work experience includes working for the venerable and reputable planning firm of Munekiyo Hiraga. As a planner there, I was able to learn Federal, State, and County regulatory permitting processes, County operations, developed skills in community engagement and government affairs, and developed relationships with various County departments, most especially, the Department of Planning and the Department of Public Works.

Lastly, my experiences with the Department of Education as a teacher (spanning 8 years) taught me the ability to explain complex matters to those that may not understand, to create plans and measure progress, to work with others in solving problems, and to have and demonstrate empathy when listening to the concerns of employees and of the public. As such, my teaching skills enabled me to interact well with the public, with other government agencies, private entities, the administration and most especially with the Public Works staff. There may be naysayers who scoff at the fact that I was a teacher, but I am sure that other Councilmembers who were once teachers themselves and other public officials who are

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proud to have been part of the teaching profession (such as the late Mayor Elmer Cravalho) would agree that these skills come into play every day in our governmental roles, and that these skills have served us well.

- (4) *Please identify one short- and one long-term goal you would have as the Director of Public Works and how you would accomplish these during your term of service.*

A short term goal that I hope to accomplish is to build capacity among our department staff and develop a strong network with other county agencies to deepen our understanding of and to accelerate our efforts in sea level rise adaptation and climate change mitigation. To meet achieve this, we will continue to work towards the goals and objectives of the County of Maui's Storm Water Management Plan (SWMP), provide staff with training and workshop opportunities, and move forward with a study in partnership with the University of Hawaii to analyze risk and impacts of sea level rise on our coastal roads. Building this capacity will help us transition into creating long term goals involving the development of a Sea Level Rise Adaptation Plan as well as a plan for reducing the Department's overall carbon emissions.

One of my long term goals is to continue working towards the recommendations and findings of the County Auditor's report entitled, "Audit of the County's Road Resurfacing, Improvement, and Maintenance Practices" published in October 19, 2015, and preparing a comprehensive long-range plan to maintain all County roads.

The Pavement Preservation program was in its first years of development when the audit was first published, so we had very little data to compare in understanding the costs and capabilities of our program. Since the publishing of the audit, the Department has been monitoring pavement preservation costs and the effectiveness of the various preservation techniques employed by our staff. This information will be useful in determining when maintenance should be performed on particular roads, and what type of maintenance is needed to give us the best benefit to cost ratio.

This comprehensive long-range plan will also need to incorporate mid-range plans which include the Maui Transportation Improvement Program, the Department's 5-year road resurfacing list and 6-year capital

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improvement project list, and the Department's annual plan based on the amounts allocated for the Countywide Road Resurfacing and Pavement Preservation Program.

- (5) *Please tell us your anticipated next steps on the parking action plan for Wailuku and Lahaina.*

The parking action plan for Wailuku Town and Lahaina Town was last discussed in the Maui County Council's Policy, Economic Development, and Agriculture Committee on August 20, 2018. Our next steps should involve additional stakeholder engagement and a review of the parking action plan with the Water and Infrastructure Committee. Additional steps include ordinance revisions, creating a budget and staffing plan, defining parking revenue distribution, and scheduling vendor demonstrations.

- (6) *What are your plans for implementing the recommendations contained in the Hawai'i Sea Level Rise Vulnerability Assessment and Adaptation Report?*

The Hawai'i Sea Level Rise Vulnerability Assessment and Adaptation Report outlines the following recommendations:

1. Support sustainable and resilient land use and community development
2. Prioritize smart urban redevelopment outside the Sea Level Rise Exposure Area (SLR-XA) and limit exposure within the SLR-XA.
3. Incentivize improved flood risk management
4. Enable legacy beaches to persist
5. Preserve Native Hawaiian Culture and Communities
6. Protect nearshore water quality
7. Develop innovative and sustainable financing and incentives
8. Support research, assessment, and monitoring
9. Promote collaboration and accountability for adaptation.

The Department of Public Works is in a position to help lead the County of Maui towards becoming more resilient in the face of rising sea levels and climate change. One of the first steps that we need to undertake is to work collaboratively with other County agencies to review the report and develop goals and action items based on the report's recommendations. As I stated previously in answer number 4, capacity building is a necessary step

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towards accelerating our efforts in sea level rise adaptation and climate change mitigation.

- (7) *Can you foresee any possible conflicts of interests that could arise during your service in the Department of Public Works? How would you overcome any possible conflicts of interest?*

The foregoing response is provided with the assistance of corporation counsel as the question appears to involve the Code of Ethics, Article 10 of the Charter, Code of Ethics, Section 2.56 of the Maui County Code, and to Chapter 101 of the Administrative Rules for the Maui County Board of Ethics. Based on Section 04-101-3, Definitions, "conflict of interests" means:


a real or seeming incompatibility between one's private interests and one's public or fiduciary duties; it also has meanings as explained in past board opinions, that involve a two-part test and require interpretation of section 10-4.1.c. of the Charter, that no officer or employee of the County shall engage in any business transaction or activity or have a financial interest, direct or indirect, which is incompatible with the proper discharge of the officer's or which may tend to impair the officer's or employee's independence of judgment in the performance of the officer's or employee's official duties.

As your question specifically asks about the foreseeability of any possible "conflicts of interests" that could arise, and if one does arise how it may be overcome, we must look to the body of the Code of Ethics referenced above, inclusive of past board opinions. In doing so, however, we humbly respond that we are unable to speculate absent specific facts. Rest assured that any possible consideration of "conflicts of interests" will be immediately submitted to the Board of Ethics for its review and guidance.

Thank you for the opportunity to respond to the aforementioned questions and I also look forward to meeting with the Committee.

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Sincerely,

A handwritten signature in black ink, appearing to read 'Rowena M. Dagdag-Andaya', with a long horizontal stroke extending to the right.

ROWENA M. DAGDAG-ANDAYA  
Acting Director of Public Works

RMDA:jso  
Attachment

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