

**LIQUOR CONTROL COMMISSION**  
**COUNTY OF MAUI**

c/o Department of Liquor Control  
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Leon Bolosan  
Chair

Jamie Becraft  
Vice Chair

Commissioners  
Roberto Andron Jr.  
Jerrybeth L.M. De Mello  
Bruce U'u  
J. Aaron Boswell  
Stanley Ruidas  
Sylvia Ho  
Snehal Patel

December 15, 2021

The Honorable Michael P. Victorino  
Mayor  
County of Maui  
200 S. High Street  
Wailuku, HI 96793

The Honorable Alice Lee  
Chair  
Maui County Council  
200 S. High Street  
Wailuku, HI 96793

RECEIVED  
2021 DEC 17 AM 10:47  
OFFICE OF THE  
COUNTY CLERK

RE: Report to the Mayor and Council; Director of Liquor Control Annual Evaluation

Dear Mayor Victorino and Chair Lee:

Pursuant to Section 8-13.2(4) of the Revised Charter of the County of Maui (1983), the County of Maui Liquor Control Commission (the "Commission") shall annually review and evaluate the performance of the Director of Liquor Control. At our December 14, 2021 Special Meeting, the Commission conducted its annual review and evaluation of Director Layne N. Silva for the period from November 1, 2020 to December 1, 2021.

Director Silva received high marks in all categories of the evaluation, which included areas of 1) Reliability and achieving goals; 2) Relationship with others; 3) Job knowledge; 4) Problem solving and decision-making; 5) Planning, organizing, and setting priorities; and 6) Leadership.

Director Silva has led the Department of Liquor Control in an exceptional manner, especially during these unprecedented times.

Please find enclosed the Commission's full evaluation with comments.

Respectfully yours,

LEON BOLOSAN  
Chair  
Liquor Control Commission

enclosure

cc: Director Layne N. Silva

COUNTY COMMUNICATION NO. 22-12



# LIQUOR CONTROL COMMISSION

## COUNTY OF MAUI

### DEPARTMENT OF LIQUOR CONTROL DIRECTOR'S PERFORMANCE EVALUATION

DIRECTOR'S NAME: Layne N. Silva

RATING PERIOD: November 1, 2020 to December 1, 2021

**1. RELIABILITY AND ACHIEVING GOALS:** Measures the director's performance in completing assignments in a timely manner, ability to work effectively with little direction, keeping commitments, accepting responsibility, being flexible and, when requested, adjusting to varying job situations. Measures the director's performance in achieving program measurements, goals, and objectives.

SUBSTANDARD	NEEDS IMPROVEMENT	SATISFACTORY	EXCEEDS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Give At Least One Example of Reliability and Achieving Goals:

1. Made changes to the enforcement scheduling to allow for a more complete enforcement presence during the daylight hours to monitor happy hours and liquor consumption during the times that greater number of the general public are exposed to possible dangers involving liquor consumption.
2. Procedures were created and implemented with the involvement of the Corporation Counsel, the Prosecutors Office, and the Enforcement Division to regulate the Public Health Emergency Rules.

Comments:

Under the Director's leadership, the Department has shown great flexibility and creativity during these times of the pandemic to ensure that the Department's goals are being met.

**2. RELATIONSHIP WITH OTHERS:** Measures the director's development and maintenance of positive and constructive internal/external relationships. Consideration should be given to the director's demonstrated willingness to function as a team player, give and receive constructive criticism, resolve conflicts, recognize needs and sensitivities of others, and treat others in a fair and equitable manner.

SUBSTANDARD	NEEDS IMPROVEMENT	SATISFACTORY	EXCEEDS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Give At Least One Example of Relationship With Others:

1. The Department has been invited and has testified at the County Council meetings in regards to liquor related items.
2. The Director meets with stakeholders as requested.
3. The Director has an open-door policy and makes himself available and accessible to liquor license applicants, their representatives, the public, the media, and the Liquor Control Commissioners.



Comments:

The Director has been able to build and maintain strong relationships with the County, the State, and the industry. The Department has offered a more educational and approachable environment between the liquor licensees and key stakeholders by being accessible and attending meetings with organizations and representatives with the industry. The Department has been and plans to continue to participate in community functions. The Director was responsible for implementing the Mayor's directives under COVID, which was an additional duty due to COVID; the Director was successful at implementing those directives.

**3. JOB KNOWLEDGE:** Measures the director's demonstrated job relevant knowledge and essential skills, such as work practices, policies, procedures, resources, laws, customer service, and technical information, as well as the relationship of work to the organization's mission.

SUBSTANDARD <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	EXCEEDS <input checked="" type="checkbox"/>
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Give At Least One Example of Job Knowledge:

The Director's 21 years of prior service with the Department has provided him with extensive knowledge in the Licensing Section and in all areas of the Department.

Comments:

Because of his extensive job knowledge and being in the Department for 21 years prior, the Director excelled and was able to be flexible and assist liquor licensees and applicants during these unprecedented times, all the while never compromising public safety.

**4. PROBLEM SOLVING AND DECISION MAKING:** Measures the extent to which the director is self-directed, resourceful, and creative in performing job duties. Also measures the director's performance in identifying, understanding, and resolving problems; following through on assignments; and initiating or modifying ideas, methods, or procedures to provide improved performance in accomplishing duties.

SUBSTANDARD <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	EXCEEDS <input checked="" type="checkbox"/>
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Give At Least One Example of Problem Solving and Decision Making:

1. The Commission has made suggestions to the Director which he implemented very timely, such as making department forms and exams available and accessible online.
2. The Director implemented a payment plan to help liquor licensees that may have been facing financial hardship due to closures and restrictions caused by the pandemic.

Comments:

The Department, under the leadership of Director Silva, is moving in the right direction to become more electronically accessible and efficient.



**5. PLANNING, ORGANIZING, SETTING PRIORITIES:** Measures the director's performance in prioritizing assignments to minimize crisis situations; shows foresight to prevent potential problems in developing contingency work plans for short and/or long-range plans; identifies and utilizes resources and personnel effectively; develops goals of the department consistent with the mission of the County; proposes and reviews benchmarks to monitor work progress and follows up on assignments.

SUBSTANDARD <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	EXCEEDS <input checked="" type="checkbox"/>
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Give At Least One Example of Planning, Organizing, Setting Priorities:

1. The Director maintains open communication with division heads to ensure a healthy work environment and good morale within the Department.
2. The Director identifies special skills and abilities of his staff members through open dialogue.

Comments:

Despite the manpower shortage, the Director and his staff have been able to process liquor licenses in a timely manner. The Department moved to the County of Maui Service Center this year and even though that is a huge undertaking, the Department's work was never compromised or interrupted. The Commission appreciates that the Director shared his short-term and long-term goals. Moving forward, the Director was notified of the Commission's recommendation to prioritize educational programs in the future to assist both the licensees and the public.

**6. LEADERSHIP:** Measures the director's performance in effectively managing programs/projects, employees, budget, technology, and organizational change to produce positive results; motivating and managing others to achieve the mission, vision, goals, and objectives of the organization. It also reflects initiative, the drive for excellence, special job knowledge and the willingness to accept and seek responsibility, take calculated and measured risks, and to communicate on both a verbal and written basis.

SUBSTANDARD <input type="checkbox"/>	NEEDS IMPROVEMENT <input type="checkbox"/>	SATISFACTORY <input type="checkbox"/>	EXCEEDS <input checked="" type="checkbox"/>
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Give At Least One Example of Leadership:

1. Encourage the free flow of information with the Department staff to build better relationships and a healthier work environment.
2. Changed the floor plan of the current department to include access between the Enforcement Division and the rest of the Department to create a more unified/cohesive environment.
3. The Department has been able to elevate the motivation and morale by establishing an atmosphere of respect and inclusion.

Comments:

The transformation of the Department over the past year has been very noticeable. The environment is more welcoming and positive. Under the current leadership there is more communication, consideration, and a general sense of cooperation. There appears to be an increased desire to achieve the collective goal of our mission statement with the sharing ideas.

**OVERALL EVALUATION:**

The Director has performed an excellent job during his first year as the head of the Department, especially with the Department being short-staffed during the pandemic. Great strides were made with leveraging technology as the Department looks to digitize the processes and procedures. The Commission looks forward to working with Director Silva and is excited about the new direction the Department is headed and the Director's vision and goals for the Department. There has not yet been a time when the Director and the Commission has worked so well together. The Commission strongly feels that the Director's vision and goals will bring the Department to new heights to ensure a brighter future for the County of Maui.

SUBSTANDARD	NEEDS IMPROVEMENT	SATISFACTORY	EXCEEDS
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

This evaluation was completed by all members of the Liquor Control Commission at its Tuesday, December 14, 2021 Special Meeting:

PRINT NAME AND TITLE:

Leon Bolosan, Chair

SIGNATURE:



DATE:

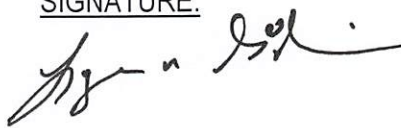
12/15/2021

I acknowledge receipt of this performance evaluation:

DIRECTOR'S NAME:

Layne N. Silva

SIGNATURE:



DATE:

12/15/2021