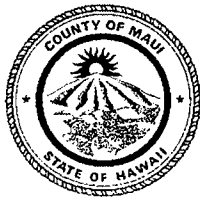


MICHAEL P. VICTORINO
Mayor



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2019 JAN 18 PM 1:31

OFFICE OF THE MAYOR

KARLA H. PETERS
Acting Director

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(808) 270-7230
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DEPARTMENT OF PARKS AND RECREATION

700 Hali'a Nakoa Street, Unit 2, Wailuku, Hawaii 96793

January 18, 2019

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

For Transmittal to:

Honorable Michael J. Molina, Chair
Government, Ethics, and Transparency Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

Michael P Victorino
Mayor
Date 1/18/19

OFFICE OF THE
COUNTY COUNCIL

2019 JAN 18 PM 3:59

RECEIVED

Dear Chair Molina:

SUBJECT: NOMINATION AS DIRECTOR OF PARKS AND RECREATION (GET-1)

This transmission is in response to the receipt of the letter from Council Chair King, dated January 10, 2019, requesting the following information be submitted to the Council's Government, Ethics, and Transparency Committee.

1. Why did you apply to serve as the Director of Parks and Recreation?

I applied to serve as the Director of Parks and Recreation with the intent to guide the Department in accomplishing its mission and goals of providing safe, satisfying and cost effective recreational opportunities for the residents of and visitors to Maui County.

2. What do you perceive as the roles and responsibilities of the Director of Parks and Recreation?

My perception of the roles and responsibilities of the Director of Parks and Recreation is in alignment with those as defined in the County of Maui Charter. These would include the following:

1. Plan, design, construct, maintain and operate all parks and recreational facilities administered by the county.
2. Develop and implement programs for cultural, recreational other leisure activities for the people of the county.
3. Perform such other duties and functions as shall be assigned by the mayor.

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3. *Given your understanding of the role and responsibilities of the Director of Parks and Recreation, 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 Parks and Recreation. Highlight three qualities you feel make you a highly qualified candidate.*

I believe that I am qualified for the position of Director of Parks and Recreation as I have eighteen years of administrative experience in the development, operation and execution of the Department's program goals and objectives identified in key strategies. These strategies include facility maintenance, permitting, safety, recreational programming, preventative maintenance, capital improvement project planning, strategic planning, and community communication and education. I am also adept in government rules, policies and procedures and have worked with the Maui County Council, other governmental agencies, and community groups on matters relating to parks and recreational facilities and operations.

In my most recent position held within the Department, I administered, organized and directed the operation of the Maintenance Division. In this capacity, I was responsible for the Division's overall budget, personnel related issues, and the maintenance, landscaping and turf management of all Maui County parks and facilities, in addition to the operations and maintenance of the Waiehu Golf Course. One of my accomplishments as the Parks Maintenance Superintendent was the Department wide implementation of a computerized maintenance management system. By utilizing this system, the Department is able to identify costs related to maintenance and repairs. The system has also allowed the Department to identify failures before they occur which resulted in the creation of preventative maintenance procedures. These procedures will allow us to forecast required maintenance projects and effectively plan our yearly budgets.

In my positions as a Parks Capital Improvement Project Coordinator and Parks Project Manager, I administered capital improvement projects from the initial project definition, through the budget and permitting process to completion of the construction and warranty period. In the design phase of the projects, I was involved in community engagement in which I facilitated community outreach and meetings to get public input on the proposed design. Feedback from these meetings would then be incorporated into our plans. During the construction and warranty phases of the projects, I managed consultants and contractors to ensure adherence to project plans, schedules, budget and quality of work. One of my accomplishments as a Parks Capital Improvements Project Coordinator was managing and coordinating the design, permitting and completion of Phase 1A of the South Maui Community Park. This project consisted of the development of 19 acres of land into a soccer field, softball field, jogging path, restrooms, playground, intersection and utility improvements. The total construction cost of this project was \$11 million.

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As a member of the Department's management team, I was able to work with the other Divisions within our Department which has provided me with a broader range of knowledge and experience of the Department's permitting and recreational programing systems.

The three qualities that I feel make me a highly qualified candidate are:

1. Extensive administrative experience and leadership skills in the planning, maintenance and operations of the Department of Parks and Recreation.
2. Ability to work efficiently and collaboratively with our Parks Department team, State and County agencies, and Maui community to achieve common goals.
3. An effective communicator with strong moral values and professional work ethics.
4. *Please identify one short- and one long-term goal you would have as the Director of Parks and Recreation and how you would accomplish these during your term of service.*

A short-term goal that I have as the Director of Parks and Recreation is completing the strategy formation stage of the Department's Strategic Plan. The process started approximately two years ago in which the Department's vision was identified and the information analysis commenced. A tactical plan was provided to the strategic planning committee and is still in progress. Once this tactical plan is completed, we will be able to review the information extracted, determine the required internal and external resources and begin formulating the strategy.

A long-term goal that I have as the Director of Parks and Recreation is the formation and implementation of Friends of Maui Parks organizations within each of our Maui County districts. This program would be designed similar to that of the South Maui Volunteers. Organizations would be founded and formed to operate exclusively for charitable and educational purposes. Their mission would be to support the Department in the development and enhancement of its programs, services, facilities and planning. These programs play an integral role in the success of any Parks Department as they provide a meaningful solution when an agency is tasked to do more with less. As stated in an article in the NRPA Parks & Recreation magazine, "Engaging friends groups to support park needs should be the new, new normal."

5. *Please discuss plans for the management of lands purchased with open space revenues.*

The Department's plan for the management of lands purchased with open space revenue is to ensure that the areas are monitored and maintained as set forth in the

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County of Maui Charter. We are exploring the ideas of working with various community groups to assist with providing cultural, educational and recreational programs within these open spaces.

6. *What are your revenue-generation ideas under the concession ordinance?*

The Department is actively working on planning and preparing Request for Proposals for concessions within our County parks. Some of the ideas that are being proposed are food truck concessions, sponsorships within various parks, and a concession for the items we require for permitted special events.

7. *Please address plans for the continuation of golf course improvements including a potential request for proposals for concessions.*

The improvements in progress and proposed for the Waiehu Municipal Golf Course are as follows:

1. Request for Proposals for a new operations software are due on January 29, 2019. The project's scope of services is to provide an operations and reservations system utilizing a website for on-line booking, reporting and marketing throughout the entire facility.
 2. Renovation of the front nine greens is proposed to commence in April 2019. Temporary greens will be installed and the course will remain open during the renovation.
 3. A Request for Proposals for the restaurant concession will be done once code required repairs are completed.
 4. The Department is currently exploring the options of a Request for Proposals for possible revenue generation opportunities for the course. This would include sponsorships, special events and other types of new vendor concessions.
 5. A master plan for a new clubhouse is in progress. A preliminary concept was prepared and public engagement events were held to get comments on the proposed design and concept.
8. *Can you foresee any possible conflicts of interests that could arise during your service in the Department of Parks and Recreation? 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

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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 provide this information. Should you have any questions, please do not hesitate to contact me at Ext. 7385.

Sincerely,



KARLA H. PETERS
Acting Director of Parks and Recreation