

stated that this could be an item for consideration for commission members of Hana or West Maui, they travel the farthest, and this could happen when the revenue situation is stronger.

VI. SUBCOMMITTEE REPORTS FOR THE ANNUAL REPORT

Vice-Chair Vaught asked if everyone had a chance to go over the annual report. Not everyone did. Member Findley reiterated as to the need of brevity in reports. He recommended to Chair Suzuki that the Commission should focus on recommendations only and not get into any discussions about what had transpired at various meetings when compiling the annual report. The following format for the report is a series of recommendations by each subcommittee. Its primary objective is to make it as useable and understandable when making decisions for those in authority to do so. It is also important, being the only tangible product that the Committee produces during the year, that this product have an impact.

Member Del Gatto asked if this report is produced once a year. Member Findley stated that it is an annual report and that last year it was done in a series of discussion items with subcommittee reports attached to them that were not fully developed in his opinion. In his view, Member Findley believed that it needed to be strengthened in terms of how it was approached. The objective is to get the attention of the top-level decision makers, the Mayor, and the Council. Member Findley added that the subcommittee reports, which would provide a more in depth discussion of the recommendations, particularly the findings, would be attached to the annual report.

Member Findley then stated that the annual report is a draft, so if the members find any errors, etc., please make those corrections and modifications, and send them to Ms. Delatoro for her to update and compile.

Member Flammer updated her Managing Director subcommittee report. She spoke to the Managing Director (MD) to confirm the accuracy of some of the things in the report and to get the number of the people she really supervises. Member Flammer has the exact number for that. The MD made one other suggestion. Member Flammer will add one more paragraph about the MD's current duties. The MD thought the "Span of Control" is much less than 17. Member Flammer will reflect the MD's experience with that term. Member Flammer stated that none of the recommendations would change, the MD agreed with all of them. Member Flammer and the MD did talk about the County Charter Commission and it coming up again probably in 2010. They also discussed the possibility of the next Commission wanting to go make recommendations for that. MD thanked the Commission for their work. Member Findley told the Commission that they might want to look at the back of the Managing Director subcommittee report, Attachment A which summarizes what the term "Span of Control" means. Member Flammer added that she would take out the very last sentence at the bottom of the page.

Member Findley talked about the positions of Energy Commissioner and Energy Coordinator being under different departments. Member Flammer commented that her report did reflect that as well as did the Energy subcommittee. Vice-Chair Vaught commented that an Energy department should be created and the two positions should be put together and develop a staff. Member Kikumoto stated that the Energy subcommittee was proposing this in their report recommendations.

Member Flammer asked if Corporation Counsel Ueoka or Mr. Zitnik knew what the process was when the Department of Environmental Management was formed. Mr. Zitnik responded by saying that the Department of Environmental Management was formed via a ballot question which was then voted on by the public.

Member Kikumoto stated that Mr. Victor Reyes is in the Economic Development part of the Mayor's Office and Mr. Kal Kobayashi is in the Managing Director's office. Mr. Zitnik stated that Economic Development is a program underneath the Mayor's office. Member Findley commented that these positions, Energy Coordinator and Energy Commissioner, are not only close in proximity to one another but they don't seem to be coordinating or communicating with one another unless required to do so.

Mr. Zitnik shared that Mayor appointed both Mr. Reyes' position, which is an executive assistant position, as Energy Commissioner and Ms. JoAnn Ridaio's position, which also is an executive assistant position, as Housing Commissioner. These individuals were responsible for specific areas. Under a different administration, those positions might not have been there.

Member Findley commented that from a management point of view, there is a possibility of duplication of effort. Both the Energy Coordinator and Energy Commissioner are not communicating with each other. Member Findley recommended that they be required to meet once a month, along with their supervisors to discuss energy issues.

Member Flammer recognized what Mr. Zitnik had to say in regards to the appointment of Mr. Reyes' position because of the current organizational structure. Member Flammer motioned to include a recommendation in the Energy report that goes in the summary of recommending the creation of a separate department of energy. Vice-Chair Vaught stated the motion and asked for a second. Member Del Gatto seconded the motion. Member Kikumoto clarified that it already mentions in the Energy report that there should be a separate department of energy.

Member Del Gatto asked if the Commission is suggesting the following:

- 1) The Commission is recommending that there be an independent department of energy.
- 2) In the meantime, the Energy Commissioner and the Energy Coordinator should be working together.

Vice-Chair Vaught asked what would happen if one of those positions goes away. The Commission should focus on bringing everyone that is

involved in energy in the County under a department. This department of energy should be under the Mayor or a separate department, not the Managing Director. Member Del Gatto commented that if they are to address this that it should be done now. Member Flammer stated that Mr. Zitnik had a relevant point, which was that the next administration might not use the executive position in the same way.

Member Anderson commented that in the Commission's recommendations, the creation of a department of energy should be number one. Then underneath that recommendation, the Commission should say that the two men should start talking to each other. Vice-Chair Vaught added that all those involved in energy should be communicating and developing plans.

Member Del Gatto stated that in his opinion, he hopes the Commission recommends an independent department. Vice-Chair stated that Member Anderson pointed out that it should number one on the Commission's list.

Member Findley asked Mr. Zitnik if every department has a department head. Mr. Zitnik stated that they do. Member Findley goes on to summarize the makings of staffing a department. Mr. Zitnik pointed out a couple of differences when it comes to departments. For instance, Commissions appoint Fire and Police, other departments are appointed. Mr. Zitnik continued by stating that the mayor appoints each department a department director and a deputy director. Then there are division heads, which are civil service positions. Usually there is either a supervisor for a district or a planner for a program. Vice-Chair Vaught stated that maybe the Energy Commission, should be the way to go so long the Commission deems them fruitful for the County. Mr. Zitnik commented that this is something that the Cost of Government Commission should spend some time on considering what would be the best route for recommendation.

Member Flammer motioned the following changes to the annual report. Under the Energy subcommittee:

- 1) To make the recommendation of the department of energy number one
- 2) Keep number two
- 3) Take the current number one down to number three and take it out of the Managing Director's office and the Office of the Mayor.

This is an amendment to the previous motion made by her. Member Anderson seconded. All are in favor. Motion carried.

Member Anderson questioned the format of the document. He commented if it would be helpful to summarize briefly how the subcommittees' got their recommendations. Member Findley pointed out the recommendations section of the annual report. He then pointed out the dilemma between brevity and the reality that most people are disinclined to read a lot of information. Member Del Gatto suggested putting the attachments section of the annual report up front where the recommendations section is. Member Flammer would like to keep it separate for future use, i.e. county charter recommendation.

Member Anderson commented on possible lead in sentences to the Energy subcommittee section. For example, "Energy initiatives moving forward can potentially be a self-funding initiative as we pursue savings in the County. Our current structure has duplicity that is ineffective and we need to organize our efforts in this department."

Member Findley stated that if this is something done for Energy, then it should be something done for all subcommittees. Member Anderson agreed. Member Flammer then recommended a one-sentence finding under each subcommittee. Member Anderson then commented that for CIP his lead in sentence would be, "There are currently numerous projects that are in limbo that are tying up County funds that can be reallocated to other things. Here are the recommendations." For the DPS subcommittee the lead in sentence could be, "There are millions of dollars being spent in overtime in the County while there are numerous open positions unfilled."

Member Findley agreed with Member Anderson's recommendations. He continued by saying that each subcommittee should rewrite their one sentence finding and submit it Ms. Delatori to compile.

Member Del Gatto agrees but thinks that there should be a limitation on it. Member Anderson questioned if there is an opportunity or responsibility for the Cost of Government Commission to provide any targeted numbers in the annual report. The members agreed that subcommittees that are able to provide targeted numbers to their reports should do so.

Member Anderson recapped what each subcommittee would do:

- 1) Subcommittee chairs will submit their 35 words or less summary findings to Ms. Delatori to compile
- 2) Summary to include dollar amounts if able to quantify

Member Kikumoto asked when the report is due. Vice-Chair Vaught stated that the report is due at the end of February to make it in time for budget.

Member Anderson stated that the plan for the next meeting would be to formalize the annual report.

VII. 2009 MEETING SCHEDULE

Member Findley asked in regards to the June Commission meeting which is scheduled for the 11th, which is King Kamehameha Day. Member Flammer stated that she believed they should revisit this when the new members come on board the Commission before they decide when to reschedule that meeting.

Member Kikumoto spoke about the different energy tasks force headed by Mr. Victor Reyes. The energy reports from these tasks force are due on January 15, 2009. Member Flammer suggested that he could come before the Commission either in March or April to make a presentation regarding those reports.

VIII. DETERMINATION OF THE NEXT MEETING DATE AND AGENDA

The next meeting is scheduled for Thursday, February 12, 2008 at 9:00 a.m. at a place to be determined.

IX. ADJOURNMENT

Vice-Chair Vaught adjourned the meeting at 10:12 a.m.