

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD		
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Administration Program	Goal #1: Enable all divisions within the department to provide timely, accurate and comprehensive financial reporting.	1. Provide timely and accurate financial reports	% of reports distributed on-time	100%	100%	100%	100%	100%	100%	100%	100%		
			2. Submit timely and complete information to meet external audit requirements	Single Audit completed on-time Single Audit completed with no material findings	No No	Yes Yes	N/A N/A	Yes Yes	Yes Yes	Yes Yes	Yes Yes	Yes Yes		
		Goal #2: Strengthen and support the professionalism and skills of our workforce.	1. Improve employee satisfaction	Improvement in "% satisfied" results on annual Employee Satisfaction Survey	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
			2. Conduct department-wide employee training	Hold annual department-wide employee training workshop	Yes	Yes	Yes	Yes	No	Yes	No	No	No	
		Goal #3: Protect the county's assets by ensuring that effective internal controls are in place through building understanding and awareness, and by identifying & strengthening the effectiveness of internal control systems.	1. Inventory, review and analyze high risk processes identified by management (Risk Assessment)	% of department "control self-assessment" (CSA) questionnaires returned	0%	10%	N/A	50%	10%	10%	10%	10%	10%	10%
			2. Identify "Top 10" processes to strengthen & document (Control Activities)	% of identified processes documented	0%	50%	N/A	100%	10%	10%	10%	10%	10%	20%
			3. Audit the effectiveness of existing/newly revised system of internal controls (Monitoring)	% of audited internal control systems operating as intended after 180 days	N/A	25%	20%	40%	10%	10%	10%	10%	10%	20%
			4. Review FY CAFR findings and assist departments, where necessary, to minimize repeat findings	% of findings resolved	N/A	N/A	N/A	50%	10%	10%	10%	10%	10%	10%
		Goal #4: Effectively manage county assets through preparation and maintenance of perpetual inventory of all owned, leased, rented or county-controlled lands and equipment.	1. Input and reconcile all real property in the county's database systems	% of real property inputted into the county's database systems Complete real property reconciliation annually	60% Yes	75% Yes	82% Yes	80% Yes	40% Yes	85% Yes	85% Yes	85% Yes	85% Yes	90% Yes
			2. Obtain and scan all supporting real property documentation (i.e. leases, deeds, executive orders, etc.) into the county's database system	% of documents scanned into system	50%	75%	82%	90%	50%	85%	90%	90%	90%	92%

RECEIVED AT BF MEETING ON 11-7-17  
 Submitted by Budget Director, BF-4(4)

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD		
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Treasury Program	Goal #1: Effectively manage county's funds by ensuring safety and liquidity of the funds and by earning a reasonable rate of return on its investments.	1. Maintain safety of county funds	% of funds invested to ensure the preservation of principal	100%	100%	100%	100%	100%	100%	100%	100%		
				% of investments in collateralized CD's, U.S. Treasuries and U.S. Agency Bonds	100%	100%	100%	100%	100%	100%	100%			
				No single investment type exceeds 30% (portfolio diversification)	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
			2. Maintain fund requests being met within 30 days from the date of request	% of fund requests met within 30 days of the request	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
				3. Maintain a reasonable rate of return at ≥ 1 year average Treasury bill rate	Portfolio rate of return ≥ 1 year Treasury bill rate	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
		Goal #2: Effectively manage the county's debt service and general obligation bonds in the most efficient manner to ensure that outstanding debts are paid.	1. Maintain the rate of outstanding debts paid/serviced in a timely manner at 100%	% of State Revolving Fund (SRF) and/or USDA debt paid on time	100%	100%	100%	100%	100%	100%	100%	100%	100%	
				% of General Obligation (G.O.) Bonds debt paid on time	100%	100%	100%	100%	100%	100%	100%	100%	100%	
			2. Assess timing of next G.O. Bond Issuance	Monitor amount of General Fund loaned to capital improvement projects is ≤ \$55 million	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
		Goal #3: Manage the county's collection of current and delinquent real property taxes effectively and efficiently through timely collection and recordation of collected taxes.	1. Maintain the rate of real property taxes collected, within the same fiscal year as billed, at 90% or higher	% of revenues collected (cumulative total) within the same fiscal year as billed	90%	90%	100%	90%	50%	55%	97%	97%		
				2. Maintain the rate of real property taxes recorded within one day from the receipt date at 100%	% of real property tax revenues recorded within one day from the date of receipt	100%	100%	100%	100%	100%	100%	100%	100%	
					3. Increase the rate of delinquent taxes collected within one year of original billing date	% of delinquent taxes collected cumulatively within one year of billing date	60%	60%	60%	60%	50%	50%	58%	87%



FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD		
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Accounts Program	Goal #3: Enhance the internal control processes of the payroll system to ensure accuracy and reliability of payroll records (Cont'd).	2. Reconcile payroll bank account within 30 days from receipt of the bank statement	% of payroll bank account reconciled within 30 days from receipt of bank statement	10%	100%	0%	10%	0%	0%	0%	0%		
			3. Process payroll checks accurately by reducing payroll transaction error rate and manual payroll payments generated	# of payroll overpayment checks processed annually	N/A	N/A	N/A	≤ 15	2%	2%	≤ 1%	≤ 1%		
				% of manual checks cut vs. system generated checks	≤ 1%	≤ 2%	< 1%	≤ 1%	≤ 1%	≤ 1%	≤ 1%	≤ 1%		
			4. Conduct department-wide payroll audits	% of departments audited annually	89%	89%	In process	89%	0%	0%	0%	87%		
		Goal #4: Ensure timely, accurate and efficient disbursement of payments, maintenance of payment archival records & inventory system, and preparation and filing of year-end tax information returns.	1. Maintain the % of accounts payable transactions processed within 14 calendar days from the date of receipt	% of accounts payable transactions processed within 14 calendar days from date of receipt	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			2. Prepare and file year-end tax information returns timely	% of 1099-Misc/Interest Forms completed prior to due date	100%	100%	100%	100%	100%	N/A	N/A	100%	100%	
			3. Promote and expand the use of electronic media to archive documents	% of paper document storage eliminated for all records dated after July 1, 2015	0%	75%	75%	75%	75%	75%	75%	75%	75%	75%
			4. Reconcile all fixed assets in the county's database system	Complete fixed asset reconciliation annually	Yes	Yes	N/A	Yes	N/A	N/A	N/A	N/A	N/A	N/A
		Goal #5: Improve customer satisfaction through strengthened delivery of accounting and payroll services.	1. Conduct departmental payroll "Super User" meetings quarterly	# of quarterly "Super User" meetings held	3	4	1	4	1	2	2	3		
			2. Respond to customer inquiries and complaints timely	% of payroll inquiries and/or complaints resolved within two business days	N/A	95%	95%	95%	95%	95%	95%	95%	95%	
				% of accounts payable inquiries and/or complaints resolved within an average of three business days	100%	100%	100%	100%	100%	100%	100%	100%	100%	
		Goal #6: Develop and advocate polices, procedures, standards and practices that promote improved countywide fiscal management.	1. Provide departments with training on fiscal, accounting, compliance, and internal controls to improve and promote sound business practices	Provide quarterly departmental training sessions	7	4	2	4	0	0	0	0		
			2. Provide departments and agencies with access to financial management, accounting guidelines and regulations	# of accounting polices and procedures published in the county's Intranet annually	1	5	2	2	0	0	0	0		

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD	
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Accounts Program	Goal #6: Develop and advocate policies, procedures, standards and practices that promote improved countywide fiscal management (Cont'd).	3. Review divisional staff workload/processes to identify areas where strategic changes can be implemented to reduce overtime	# of process flowchart documented	N/A	N/A	N/A	5	0	0	0	0	
				# of process areas identified for improvement annually	1	2	3	2	1	1	2	2	
		Goal #7: Focus on recruiting, training, and retaining a diverse workforce of employees to work in a welcoming environment that promotes trust, recognition, and accountability.	1. Reduce the annual employee turnover rate	Divisional employee turnover rate	17%	15%	11%	15%	12%	12%	11%	6%	
			2. Improve efficiency by annually evaluating staffing levels and positions	% of position descriptions reviewed annually	88%	90%	72%	90%	30%	30%	60%	60%	
			3. Increase employee satisfaction through enhanced employee recognition program	Improvement in "% satisfied" results on annual Employee Satisfaction Survey	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	
	5. Ensure that all employee performance appraisals are current	% of employees for whom performance appraisals are current	77%	90%	96%	90%	30%	20%	20%	67%			
	Purchasing Program	Goal #1: Provide excellent customer service to our internal customers through efficiency.	1. Maintain rate of total requisitions completed within two days from receipt date	% of total requisitions completed within two days	99%	99%	99%	99%	99%	99%	99%	99%	99%
			2. Maintain rate of contract documents processed within two days from receipt date	% of contract documents processed within two days of receipt date	99%	99%	99%	99%	99%	99%	99%	99%	99%
		Goal #2: Improve efficiency in processing bids and procurement of goods and services.	1. Increase utilization of decentralized requisitioning	% of non-construction bids utilizing online platform	15%	40%	100%	80%	100%	100%	100%	100%	
		Goal #3: Strengthen and support the professionalism and skills of our workforce.	1. Encourage staff to obtain National Institute of Government Procurement (NIGP) certification	% of staff taking NIGP prep course for certification exam	N/A	50%	100%	30%	100%	100%	100%	100%	
	Financial Services Program - RPA	Goal #1: Increase public awareness by providing educational seminars and enhanced notices.	1. Conduct at least eight public sessions annually to educate the public about services provided	# of public sessions completed annually	6	8	4	4	0	2	8	8	
			2. Conduct at least eight public sessions annually to educate the public about exemption programs	# of public sessions completed annually	3	8	N/A	4	0	2	8	8	
			3. Convert all forms to online fillable forms by June 2017	% of online fillable forms completed	1%	30%	1%	40%	1%	1%	25%	35%	

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD		
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Financial Services Program - RPA	Goal #2: Improve the efficiency and accuracy of assessments.	1. Replace aging assessment software	Implementation of new assessment software system by June 2017	20%	100%	90%	100%	90%	90%	90%	90%		
			2. Replace outdated construction cost manuals	Implementation of Marshall and Swift cost solution by June 2017	75%	100%	80%	100%	80%	80%	80%	80%	80%	
			3. Maintain a ratio performance of "good" or higher and conform to the International Association of Assessing Officers (IAAO) Standard	County's ratio performance is "good" and conforms to the IAAO Standard	Yes	Yes	Yes	Yes	N/A	N/A	N/A	N/A	Yes	
		Goal #3: Strengthen and support the professionalism and skills of our workforce by providing education and training opportunities.	1. Increase the % of staff who attend the secondary IAAO certification course	% of RPA employees who complete the secondary IAAO certification course	98%	100%	100%	100%	100%	100%	100%	100%	100%	100%
			2. Provide at least eight "in-house" staff training sessions annually	# of "in-house" training sessions conducted annually	35	8	21	10	1	4	6	17		
			3. Increase the # of senior staff receiving IAAO accreditation	% of senior staff receiving IAAO designation	67%	100%	67%	100%	67%	67%	67%	67%	67%	67%
		Goal #4: Focus on enforcement and compliance efforts for home exemption programs, agricultural dedication and agricultural use.	1. Increase the rate of compliance reviews for the home exemption program	% of accounts reviewed against State of Hawaii tax records	50%	15%	100%	100%	4%	10%	31%	31%		
			2. Increase the rate of compliance reviews relating to the condominium use program	% of homeowners association responses reviewed for compliance	100%	100%	100%	100%	2%	72%	100%	100%		
			3. Increase the rate of physical inspections for parcels receiving agricultural dedication	% of all parcels receiving agricultural dedication that were physically reviewed	7%	25%	5%	25%	1%	2%	3%	16%		
	4. Increase the rate of agricultural parcels that receive "agricultural use" that are physically inspected		% of all parcels receiving "agricultural use" that are physically inspected	31%	25%	29%	25%	1%	10%	22%	28%			
	Financial Services Program - DMVL	Goal #1: Strengthen and support the professionalism and skills of our workforce.	1. Increase the rate of trainings conducted annually	% of supervisory developmental training plans completed	100%	100%	100%	100%	25%	50%	98%	100%		
				% of employee's developmental training plans completed	100%	100%	100%	100%	25%	50%	87%	100%		

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD		
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Financial Services Program - DMVL	Goal #2: Improve services to major population centers by efficiently allocating the provisioning of DMVL services between the main and other satellite offices and providing convenient portals for citizens to access DMVL services.	1. Efficiently allocate the provisioning of DMVL services between the main & satellite offices to improve service to major population centers	% of total customers served by the main office	44%	44%	N/A	44%	N/A	45%	44%	44%		
				% of total customers served by satellite offices	56%	56%	N/A	56%	N/A	55%	56%	60%		
			2. Increase the rate of vehicle registrations completed through alternative service portals	% of vehicle registrations completed using self-service terminals	N/A	N/A	N/A	10%	N/A	N/A	N/A	N/A	N/A	
				% of online vehicle registration transactions	11%	12%	15%	15%	13%	17%	13%	15%		
		Goal #3: Ensure that vehicle documents and driver credentials are issued in an accurate, secure and efficient manner through proper verification of applicant identities, authentication of documents and employees completion of annual fraudulent document recognition training.	1. Increase the # of applicant identities verified through the Identity Management System (IMS) annually	# of applicant identities verified through the Identity Management System (IMS)	41,219	50,000	29,091	60,000	8,178	7,410	24,636	34,126		
			2. Maintain the rate of employees who completed the annual fraudulent document recognition training at 100%	% of employees who completed the annual fraudulent document recognition training	100%	100%	100%	100%	25%	50%	85%	100%		
		Goal #4: Enhance the delivery of services to our customers.	1. Reduce customer wait times	Achieve the proper balance of force & process efficiency to load to implement a 30-minute average wait time (AWT) standard at all DMVL locations.										
				Service Center	23 min AWT	30 min AWT	N/A	45 min AWT	N/A	12 min AWT	25 min AWT	31 min AWT		
				Kihei	14 min AWT	20 min AWT	N/A	30 min AWT	N/A	18 min AWT	20 min AWT	25 min AWT		
				Lahaina	24 min AWT	30 min AWT	N/A	45 min AWT	N/A	16 min AWT	17 min AWT	14 min AWT		
				Pukalani	31 min AWT	30 min AWT	N/A	45 min AWT	N/A	19 min AWT	24 min AWT	26 min AWT		
				2. Increase customer satisfaction	% of customers satisfied based on survey results	94%	94%	N/A	90%	N/A	86%	88%	90%	

FISCAL YEAR 2017 BUDGET IMPLEMENTATION REPORT FOR THE QUARTER ENDING JUNE 30, 2017

Department's Mission	Program Name	Program Goal	Program Objective	Success Measure	FY 2015 Actual	FY 2016 Estimate	FY 2016 Actual	FY 2017 Estimate	FY 2017 1st QTR YTD	FY 2017 2nd QTR YTD	FY 2017 3rd QTR YTD	FY 2017 4th QTR YTD
To continuously strive toward excellence in managing the County's financial and physical resources by providing quality financial services	Financial Services Program - DMVL	Goal #5: Strengthen security and safety measures at all DMVL offices through safety awareness training and compliance with the Social Security Administration (SSA) and privacy requirements and safeguards.	1. Complete Safety Awareness training annually	% of employees who completed the annual Safety Awareness training	100%	100%	100%	100%	25%	35%	99%	100%
			2. Complete SSA compliance and certification	% of employees who completed the annual SSA certification and compliance	100%	100%	100%	100%	25%	35%	85%	100%
			3. Comply with Department of Transportation (DOT) "Access Control Standards"	% of offices in compliance with DOT "Access Controls Standards"	43%	85%	100%	100%	70%	85%	85%	100%
		Goal #6: Promote traffic safety by ensuring new drivers are qualified and competent to operate motor vehicles on public roadways.	1. Increase the # of new driver licenses issued annually based on knowledge and road skills tests	# of new driver licenses issued annually	7,700	7,800	8,044	8,000	2,266	4,586	6,857	9,411
		Goal #7: Expand service capabilities of satellite offices.	1. Complete expansion of Kihei satellite office	% of construction completed	N/A	N/A	Scheduled for FY 2017	100%	In Progress	In Progress	In Progress	Started 7/3/2017