To: Special Committee on Governance
From: Mark Hyde
Date: January 28,2016

All my comments are about process, not people. Process drives people selection, however, so people factor into the discussion of performance from that perspective.

Q: In what areas is the County inefficient in providing essential services?

A: The county does not use benchmarks against which efficiency or inefficiency can be measured. While the general plan speaks to the need for benchmarks and monitoring, as of this date, none have been established to support the General Plan and no monitoring against benchmarks has occurred.

Another source of information to answer this question might be the annual reports required to be submitted by departmental directors to the mayor, to be filed with the clerk at the end of each fiscal year. The 2015 reports, due on file no later than 9/30/16, are not on file with the clerk. The 2013 and 2014 reports do not contain information that would help answer this question. The reports are not tied to budget or General Plan goals and objectives, are not uniform and are largely public relations pieces. They are paper-bound, not available on the web and are likely not read. They clearly are not part of a "plan, do, measure, act" quality management process.

The key to efficient delivery of service begins with effective leadership and plans translated into overarching goals, supported by action plans/budgets, metrics ties to outcomes, milestones for mapping, regular assessment and analysis, then corrective action. None of this is in place.

Let's look at the mayor's 2016 "Key Goals" found in the Maui County Budget at pages 406-408 to see if leadership is underway to guide the county to better performance. (http://co.maui.hi.us/DocumentCenter/View/99203) His goals are:

> 1. Provide assistance to constituents.
> (This is an ombudsman task likely handled by intake staff.)
>
> 2. Provide nominations to boards and commissions.
> (This is likely developed by staff and submitted to the mayor for his consideration.)
>
> 3. Increase the number of subscribers to the mayor's website.
> (This is a staff level activity likely handled by communications personnel.)
>
> 4. Provide accurate and timely press releases.
> (This is likely done by the Communications Director.)

5. Support the Hawaii Conference of Mayors.
(A 2-3 day "pow-wow" at an island resort.)

6. Maintain relationships with the county council by having "official dialog sessions."
(This is not goal focused; not working either.)

7. Maintain relationships with concerned officials at the federal and state level.
(This is a periodic activity assisted by staff.)

8. Develop relations with sister cities.
 (Staff would presumably work this up; the mayor would be involved in ceremonies, greetings, etc.)

9. Digitize documents and provide correspondence via email such as the mayor's incoming emails, letters and invitations.
(This is an admin. task.)

10. Conduct health and wellness related events.
(This would be developed by others; the mayor might meet and greet.)

None of these tasks are "Big Picture" goals, such as:

- Make Maui County "Easy to Business With"
- Improve Planning and Doing
- Assess and improve citizen and stakeholder satisfaction with county government
- Implement quality management throughout Maui County government

National Citizens Survey Device
http://icma.org/en/results/management_strategies/leading_practices/data_driven_communities/national_citizen_survey

> Cities use this assessment tool to measure citizen satisfaction with operations, then to determine what steps need to be taken to improve performance. National data can be used as a benchmark.

The point is that a major problems with the current government structure is that it places both executive and operational leadership in the hands of a single elected mayor without regard to a match, or mismatch, between the job and skills needed to be successful and the CEO/COO selection process itself. The job requirements are threefold: be a U.S. citizen, be able to vote and be a resident of the county for at least one year prior to election. Contrast this with the selection process for city and

county managers, where thorough job descriptions, situational needs and minimum requirements determine candidate selection of the chief operating officer.

**Q: What are specific examples of inefficiency?**

A: A sample:
- 22 years to revise the General Plan, and even then without milestones required by ordinance, benchmarks or monitoring of progress. "Vision without action is a daydream." (MIP, Ch. 10, Implementation page 10.1.)
- 18 year old community plans with great difficulty updating them
- 25 year old water plan
- Little integration of long range planning (Maui Island Plan) with the annual budgeting process and annual director reports; the MIP floats a world apart.
- No annual reports by the Planning Director to the council and people: where are we? Where are we supposed to be? Where are we going?
- Poor customer service and IT platforms
- Long, unmeasured cycle times for permitting, with no steps being taken to improve the process.
- Smaller examples: 3 year delay in forming a Metropolitan Planning Organization (MPO) for Central Maui.
- Multi-year delay in implementing Complete Streets policy.

Q: What performance measures indicate the county is not efficient?

A. Performance measures are simply largely missing.
- The General Plan lacks milestones, benchmarks and monitoring.
- Annual director reports lack connection to the General Plan and direct connection to annual budgetary goals. Nor are they on file.
- Customer service standards are nonexistent, such as time to answer, response time, resolution time, one-and-done measures.
- Cycle times for key permits and activities largely do not exist, and to the extent they do, they are invisible.

See how the State of Virginia integrates planning, doing, measuring and assessing:

ROADMAP FOR VIRGINIA'S FUTURE
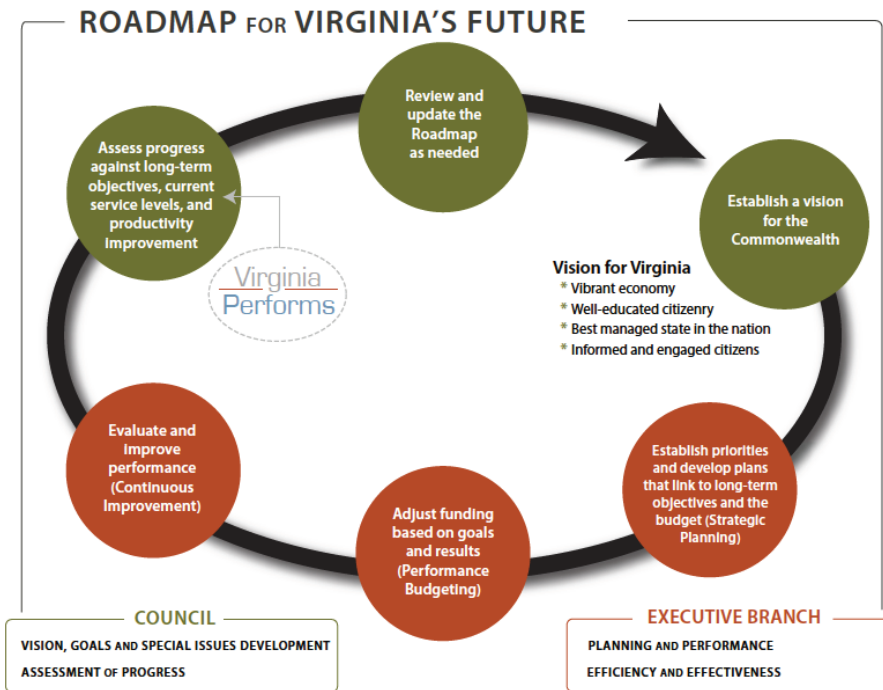
Q: What would specifically need to be changed to fix what is wrong?

A: Government structure needs to be changed to fix what is wrong.

- Selection of a chief operating officer needs to be based on a situational analysis, a job description capturing county management needs and minimum requirements free from politics. (See Methodology to Select a County Manager http://www.njslom.org/documents/ICMARecruitmentGuide.pdf)

- Departmental directors need to be selected based on current job descriptions and minimum requirements (free from politics) with retention predicated on performance to goals, not election cycles.

- Government needs to be run based on quality management principles. See

    http://www.williamsburgva.gov/Index.aspx?page=956;

    http://www.williamsburgva.gov/Index.aspx?page=115

    Maui Island Plan, Chapter 9, Monitoring and Evaluation (Adopted 2012) http://www.mauicounty.gov/DocumentCenter/View/84673

    "The Maui Island Plan is just that – a plan of action. It rests with all of us to see that we travel the long road ahead with our vision lighting the way,

and our every step along the path monitored and evaluated to ensure we are moving ever closer to our ultimate goal. For that we need predesigned and designated measurement tools. We need prearranged benchmarks to test the effectiveness of our actions." (Page 9-1.)

"The Monitoring and Evaluation Program described in this chapter establishes a strategy to track the implementation, evaluate the effectiveness of policies and programs, monitor the quality of life on Maui, and allow for periodic program adjustments. This strategy includes establishing and monitoring performance indicators to help implementing agencies attain planned outcomes.

"The MIP's indicators provide the foundation for the Monitoring and Evaluation Program. Specific benchmarks should be used to measure progress in the implementation of MIP policies and actions." (Page 9-2.)

"Our office has not yet developed established benchmarks (1) nor a Monitoring Report (2) for the active and ongoing management of the MIP." (1/26/2016 email from Planning Department.)

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Cities use this assessment tool to measure citizen satisfaction with operations, then to determine what steps need to be taken to improve performance. National data can be used as a benchmark.

Q: What performance metrics would show improvement in this area, if it is not currently measured?

A: To answer this question in 10 minutes is an impossibility. A quality management initiative is required to implement a change process. Implementation would entail identification of processes connected to customer and stakeholder satisfaction with county government. Several communities have gone through this process. A good example of things that are measured can be found on the City of Williamsburg, Virginia's website:
http://www.williamsburgva.gov/Index.aspx?page=115#Previous

For Maui County, cycle times for key activities should be (1) benchmarked, (2) performance goals established, (3) measurement protocols put in place, and (4) assessment cycles defined- because these things greatly affect citizen and stakeholder satisfaction with government in addition to boosting economic development. Long range and short term budgets and activities need to be tied

together into a coherent set of activities with regular assessment, accountability and public transparency.