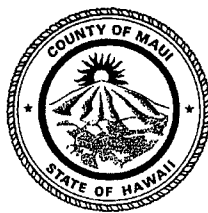


MICHAEL P. VICTORINO
Mayor

SANDY K. BAZ
Acting Managing Director

TYSON MIYAKE
Deputy Managing Director



DEPARTMENT OF MANAGEMENT
COUNTY OF MAUI
200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793

January 14, 2019

OFFICE OF THE
COUNTY COUNCIL

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RECEIVED

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
200 South High Street
Wailuku, Hawaii 96793

APPROVED FOR TRANSMITTAL

Michael P. Victorino
Mayor
Date 1/18/19

Dear Chair Molina:

SUBJECT: NOMINATION AS MANAGING DIRECTOR (GET-1)

I am in receipt of Chair Kelly T. King's letter 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 Managing Director?

I applied for a position with the Victorino administration because I am committed to continue to serve the County of Maui, its citizens and various communities throughout the islands of Maui, Moloka'i, and Lāna'i. I desire to utilize the combination of experience, education, and skills I possess to function in this management role for the County.

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

The Managing Director's role is the principal management aid for the executive branch of the County of Maui. The following responsibilities of the position are defined by the Charter.

- Supervise the administrative functions of the departments and agencies of the executive branch.
- Evaluate the management and performance of each of those agencies.

- Prescribe standards of administrative practice to be followed by all agencies under his or her supervision.
- Supervise the preparation and submission of an operating budget and a capital program annually to the council.
- Control, manage, and execute the annual operating budget and capital program.
- Conduct a systematic and continual review of the finances, organizations, and methods of each department of the County to assist each department in achieving the most effective expenditure of public funds and to determine that such expenditures are in accordance with the budget laws and controls in force.
- Perform all other duties and functions required by this charter or assigned by the Mayor.

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

I have extensive leadership experience in the nonprofit and government sectors strengthened with formal and informal education focusing on management and strategy. My current and previous employment positions have enabled me to develop a high level of skill and expertise that are germane to the position of the Managing Director.

My most relevant management experience was gained at Maui Economic Opportunity. In 2001, MEO's executive director began mentoring me as she prepared for retirement. I spent five years learning from one of the most community-oriented leaders within the state of Hawai'i. She taught me many things about being not just a manager but also being a leader. Upon her retirement, I was selected by MEO's board of directors as the chief executive officer of a mission-driven organization that has helped thousands of people each year.

To be a successful CEO of an organization funded by the County, State, and Federal governments, as well as private donations, I was required to develop an intimate knowledge of the organization, its mission, the funding processes, and nonprofit management. I met one-on-one with elected officials from our congressional delegation to governors, mayors and legislators of all levels of government. I advocated for MEO in front of small and large groups and conducted dozens of nonprofit board training seminars. Most importantly, I had the opportunity to lead this organization that was focused on serving people in need. These experiences strengthened my communication skills and helped to build my community and government networks.

I have both managerial and hands-on involvement in leading and motivating employees that have the challenging job of providing services to our community's most vulnerable. I have exhibited a consistent talent for being able to identify,

recruit, and retain exceptional staff, and for establishing highly productive and team-oriented work environments. In 2008, two years into assuming the role of CEO, we were awarded Hawaii Business Magazine's Best Places to Work.

One of my first responsibilities at MEO was to lead the organization through the National Community Action Partnership's Award for Excellence process. This involved an extensive internal and external evaluation of 72 standards in 10 different areas, intended to highlight the agency strengths and detect needed improvements. Not only did we benefit from this process and evaluation by being able to identify areas of deficiency within the organization and community, but we won the award for excellence. One deficit recognized was affordable housing. We gathered a large diverse group of government and business leaders, housing agencies, other organizations, and constituents in need of housing to create the Maui Nui Housing Task Force. We evaluated the impediments and developed suggestions to increase the availability of affordable housing. Significant outcomes included the passage of the first County affordable housing ordinance and a County Charter revision that requires 2% of the real property taxes collected annually to be put into an affordable housing fund. These tools are still in place today and have provided significant funding to create additional affordable housing units.

I have created new and innovative programs, extending from the inception of an idea, through preparing and presenting persuasive business plans, to developing and implementing the programs and providing the ongoing support structure. An example of this was early in my tenure as CEO. When we saw a need to diversify job opportunities for our low-income clients, we applied for and were awarded a "green" jobs grant from the Federal government. The job training grant included funding for the installation of solar hot water heating systems throughout Hale Mahaolu's Luana Gardens complex. The benefits of this were threefold: job training opportunities for unemployed workers, a significant upgrade to the rental units, and lowered electricity bills for the low-income residents. This, along with other creative programs started under my leadership, such as providing seniors with assistance to buy locally grown produce, provided many individual and community benefits.

I also have experience and skills in negotiating for purchases of buildings, working with planners, architects and engineers to design new construction and renovations, and have successfully navigated the County's land entitlement and permitting maze.

I have extensive experience in budgeting, financial monitoring, and in revenue generation activities, including fundraising and grant writing. Under my management, the annual grant portfolio grew from \$14 million to over \$20 million. This was accomplished by identifying needs in our community and then matching available funding or creating funding opportunities. As the County's Budget Director, I developed the annual financial plan for an operational budget of over \$500 million and over \$100 million of capital projects. I oversaw the departments' implementation of the plan, which included financial and performance management. I collaborated with others to maintain the highest governmental bond rating in the State, helping to save the County taxpayers millions of dollars in interest costs.

These experiences and opportunities have helped me to become a leader for today and for the 21st-century Hawaii. To be a leader does not mean that you have a

position or title that makes you the chief, it is an intrinsic responsibility to provide the passion, action, communication, and support for others to accomplish the shared mission or goals. While I am educated in the formal sense, I also have the experiential learning and maturity that comes from intangible learning opportunities. I am always open to new ideas, new concepts, and embrace a constantly changing world while being grounded to a set of beliefs, a foundation in what is *pono* for myself, and to the organization and community to whom I serve. I have successfully maneuvered the delicate balance between dedication to mission, the need for new ideas, and the application of sound business management.

Three qualities that I possess that make me a highly qualified candidate are personnel management, program development and evaluation and fiscal management. I believe my background cohesively aligns with the position of Managing Director for the County of Maui and the community it serves. I have the passion, strength, and perseverance to fulfill the requirements and responsibilities of the position.

4. Please identify one short- and one long-term goal you would have as the Managing Director and how you would accomplish these during your term of service.

The first short-term goal that I will be addressing is the need to develop a strategic plan for the County as an organization that encompasses the policy directives of the adopted General Plan, Maui Island Plan, and plans of Moloka'i and Lāna'i. Working with these plans as guides, the Mayor's vision, and input from all levels of the County, we should develop goals, objectives, and strategies that clearly define the organization's direction and how to move to improve the efficiency, effectiveness, and responsiveness of government. Then we can develop performance management tools through effective measures to evaluate how successful we are at meeting the needs of our constituents and moving the County in that defined direction. We can then use that data to provide transparency of operations and drive decision making wherever possible across the County.

There are many long-term goals that are worthy of my efforts during my tenure as Managing Director. One significant deficit that I would want to focus on is the need for a comprehensive strategic methodology for CIP management. Much of our constituents' needs for fulfillment are based in capital assets. The quantity and quality of those assets are what allows the community's needs to be met and for us to provide good customer service. Critical measures of a successful government are based on whether there are adequate park facilities for residents to enjoy recreational and sports activities or that the County, as a utility provider, have adequate infrastructure for sewer and water service. It is very important to properly manage and plan the repair and maintenance, replacement, and expansion of our capital assets. I would work with available resources in the Department of Management, the Budget Office, and the departments to develop a capital improvement program that evaluates the requirements of maintaining our current services and prepares for the implementation of the communities' plans while balancing the available financial and staffing resources. With this framework, we can provide data driven recommendations to the Mayor and Council so that the final decisions made are the best possible.

5. How do you plan to improve transparency within the Administration?

During my tenure as the County Budget Director, I developed an open data portal that focused on financial transparency. I secured a vendor who had expertise in providing a web interface to make available data easily accessible to the general public. The budget staff extracted available financial data to upload into the portal so the public could have direct access to budget and spending information. The open data site, www.mauicounty.gov/data is active, but due to a lack of staffing resources it has not been updated with recent data.

I would improve transparency by developing a policy and plan to utilize existing data and identify when new data is available, to provide information to the public on the government functions that are of interest to them. We already have a significant amount of data sources and with the implementation of the MAPPS solution more data will be available. We need to identify what is a priority for accomplishing the goal of improving transparency and create linkages to make that data easily accessible and understandable to interested parties.

6. Please share your vision for enhancing interdepartmental coordination.

There are many instances of excellent interdepartmental coordination in County government but I agree that there are areas where it could be enhanced. Interdepartmental coordination is facilitated through regular group meetings of the directors and deputies. This allows for administrative directives to be shared and time is allotted for discussions on interdepartmental and intradepartmental issues and opportunities for coordination. This also provides an opportunity for peer mentoring and sharing of best practices. As topics and issues are presented, I will work with the departments to develop collaborative teams.

One example of interdepartmental coordination is the Compassionate Care Team. This is made up of many departments in the County working together to address homeless hotspots. They are able to work effectively with nonprofit and State agencies to transition the homeless into shelters and connected with the proper service providers.

An area already identified for better interdepartmental coordination is workplace safety. I have met with our Risk Management division to develop the framework so that departments can coordinate their safety protocols and resources to reduce negative impacts on our human and financial resources.

Also, as I work on the long-term goal of a comprehensive strategic methodology for our capital program, we will create more collaborative opportunities between departments, ensuring deliberate infrastructure planning.

7. How do plan on facilitating the development of the Kula Agricultural Park expansion area, including water infrastructure and Code revisions to accommodate additional leases?

Chapter 22.04A of the Maui County Code governs the procedure for the County of Maui relative to the administration of the Kula Agricultural Park. The Mayor's Office of Economic Development has been working with the Kula Agricultural Park committee as defined in the code. The code defines the application process, criteria, conditions and restrictions, and an appeal process. The code defines the Managing Director's role as rendering decisions on appeals of an applicant aggrieved by a decision or determination on an application of the Economic Development Director.

To facilitate the development of the recently acquired expansion area I plan to work with the Office of Economic Development, the Kula Agriculture Park committee, and the County Council regarding the details for the criteria for use of the expansion area. I also plan to include the Department of Water Supply to assure that the current and expanded areas have adequate water supply to meet the needs of the lessees.

- 8. The implementation of several IT systems (payroll, human resources, MAPPS) remain a major concern for the Council and Administration given the unanticipated delays and costs. How will you ensure that these projects return to being on track with a firm completion date, on budget, and a “go live” with minimal issues at rollout?**

I have met with IT Services and the MAPPS executive steering committee to better understand the issues that are facing these very significant projects. The majority of delays for both of the projects are due to the Administration's desire to “go live” with minimal issues at rollout. In the past, a decision was made to delay the completion of the projects to better assure the successful implementation. For the Human Resources and payroll project, the delay was specifically based on results of final testing of the system. The internal testers identified issue areas they were not confident about. The additional four months of delayed implementation will allow for adjustments to be made and additional testing to be completed. In relation to the MAPPS project, there was an intentional “reset” that allowed the committee to evaluate the status of the project and identify reasons for delays. The main reason for delayed implementation was identified for both projects as a lack of County staff resources. Currently there is not enough staff, even with overtime being made available, to assure quality of the final product and provide quality customer service to existing “clients” without further delays in delivery. Having reviewed the original requests for funding and human resources, I have identified that both projects are within their original budget request for services but availability of staff resources have delayed the implementation. I will further evaluate the ability for these projects to be completed within the new completion timeframe without costing additional money or sacrificing quality. In my opinion, one of the worst things that could be done is implementing a program with flaws. We want to make sure our employees are paid properly and that users of the MAPPS program can rely on it to meet their planning and permitting needs.

- 9. How do you plan to improve the strategic planning process with bold and progressive performance measures?**

As described in my identified short-term goal, I will be gathering all available planning resources and input from all levels of County government to develop a strategic plan that improves our government. The development of performance measures that depict our success or failure in achieving our objectives will be a collaborative process, including people who will be looking at these measures in decision-making, those that are reporting on these measures, and the public who is demanding more transparency to evaluate our responsiveness to their needs.

- 10. Can you foresee any possible conflicts of interests that could arise during your service as Managing Director? 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 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 this opportunity to provide you with this information. Should you have any questions, please contact me at ext. 7211.

'O wau iho no me ka ha'aha'a,

A handwritten signature in black ink, appearing to read "Sananda K. Baz".

Sananda K. Baz
Acting Managing Director