

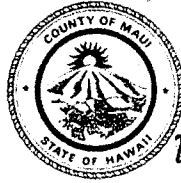
MICHAEL P. VICTORINO
Mayor

SCOTT K. TERUYA
Director

MAY-ANNE A. ALBIN
Deputy Director

RECEIVED

2019 MAR 12 AM 11:31



RECEIVED

2019 MAR 11 PM 3:27

OFFICE OF THE MAYOR

OFFICE OF THE DEPARTMENT OF FINANCE
COUNTY OF MAUI

200 SOUTH HIGH STREET
WAILUKU, MAUI, HAWAII 96793

March 11, 2019

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

APPROVED FOR TRANSMITTAL

Michael P. Victorino 3/12/19
Mayor Date

For Transmittal to:

Honorable Keani N.W. Rawlins-Fernandez, Chair
Economic Development and Budget Committee
Maui County Council
200 South High Street
Wailuku, Hawaii 96793

**SUBJECT: PRE-BUDGET SESSION PRESENTATION (DEPARTMENT OF FINANCE
(EDB-24(5))**

Dear Chair Rawlins-Fernandez:

This transmission is in receipt to your letter dated February 21, 2019, requesting the following information be submitted:

(1) Identify the Department's top three to five strategic goals for FY 2020.

Response: The Department of Finance is responsible for the overall financial administration of all county departments. Its mission is to continuously strive toward excellence in managing the county's financial and physical resources by providing high quality financial services. The Director's Office oversee the Treasury, Accounts, Purchasing, Real Property Assessment, and Motor Vehicles and Licensing. Within those divisions lie critical business functions, including, but not limited to payroll, financial reporting, accounts receivable and payable, procurement, financial systems, debt management, revenue collection, cash and debt management, real property assessment, and motor vehicle registration and driver licenses issuances.

Please refer to item no. 2 below for the Department of Finance's strategic goals for FY 2020.

(2) Identify the objectives that will be implemented to meet these strategic goals and the intended results.

Response: The Department of Finance's strategic goals, objectives and performance are as follows:

Goal 1: Safeguard the County's long-term financial health	
Strategies	
<ul style="list-style-type: none"> a. Monitor and help manage the County's key long-term liabilities and financial risks b. Prepare and manage the County's Annual Comprehensive Financial Report c. Support long-range financial planning. Produce property assessments that meet statutory requirements 	
Performance Measures	FY 2020 Target
a. General Obligation Bond Ratings	Aa1 (Moody's) AA+ Standard and Poor's AA+ Fitch
b. Unreserved fund balance in months of operating expenditures	2
c. Percentage of Emergency fund balance within 20% of the General Fund operating expenditures	75%

Goal 2: Provide high quality financial services
Strategies
<ul style="list-style-type: none"> a. Direct and oversee the County's accounting operations and financial reporting responsibilities b. Direct the County's debt management functions and implement financial risk management best practices c. Oversee and manage the County's real property assessment d. Oversee and manage the County's motor vehicle and licensing e. Oversee and manage the County's procurement

Performance Measures	FY 2020 Target
a. Number of days after June 30 th to complete County's annual financial report (CAFR)	180 days
b. No material weaknesses in the County's financial statement audit	0
c. Percentage of post-audit recommendations implemented within two years of report issuance	85%
d. Annual sales ratio study median ratio is equal to the assessed value to sales prices	Yes
e. Number of posted values that meet IAAO standards for accuracy and uniformity	4
f. Successful procurement protests	0

Goal 3: Invest in and value our employees

Strategies

- Provide regular and constructive feedback to employees on their performance in meeting established goals.
- Provide high-value educational and training opportunities to facilitate success.
- Seek and implement suggestions for improvements in department management and operations from all staff.
- Provide employees access to the tools they need to perform their work.
- Facilitate open and constructive communication to improve individual and group knowledge and effectiveness.

Performance Measures	FY 2020 Target
a. Percentage of employees who agree with statement: My supervisor works with me to set defined performance objectives that are monitored and measured throughout the performance appraisal cycle	85%
b. Percentage of employees with completed performance evaluations	85%

c. Percentage of employees who agree with statement: I receive guidance and coaching from my supervisor to help me reach my performance goals	85%
d. Number of course hours completed by employees to maintain designations (i.e. IAAO)	28

Goal 4: Manage the department effectively and efficiently
Strategies

- a. Provide high-quality operational support to department staff
- b. Support department hiring, payroll, human resources, finance, contracts, and operational needs
- c. Move to a system where documents are received, processed, and stored electronically in every program area
- d. Analyze options and implement solutions to upgrade and replace agency software platforms

Performance Measures
FY 2020 Target

a. Percentage of recruitments completed within 100 days	90%
b. Percentage of employees who respond that the department is well-managed	90%
c. Percentage of employees who respond that they have the necessary tools to do their work	90%
d. Percentage of documented operational policies and procedures	50%
e. Percentage of department/agencies transitioned in iNovah cashiering system	100%
f. Percentage of online-fillable forms completed by 2020 for all divisions	50%
g. Percentage of reduced average wait time at all DMLV locations	25%

- (3) Identify funds you anticipate will remain unencumbered from the FY 2019 Budget and the reasons why the funds were not encumbered.**

Response: All FY 2019 funds are expected to be encumbered.

Identify the Department's estimated fixed costs and discretionary costs for FY 2020.

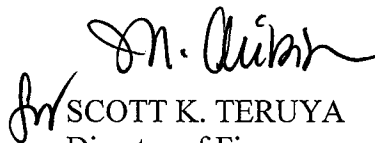
Response: All continuation costs in the budget will remain as fixed costs in order to continue to provide excellent customer service. The Department's discretionary costs include any expansion cost and one-time appropriated requests.

- (4) Identify cost-saving measures the Department intends to implement in FY 2020, and the amount to be saved by those measures.**

Response: The Department's cost savings measure include adjusting schedules in accordance with bargaining unit agreements, to reduce overtime costs, and look for opportunities to streamline processes for efficiency.

Should you have any questions, please feel free to contact me at extension 7474.

Sincerely,


for SCOTT K. TERUYA
Director of Finance

cc: Managing Director
Budget Director