

COUNCIL OF THE COUNTY OF MAUI

GOVERNMENT RELATIONS COMMITTEE

March 5, 2004

Committee
Report No.

04-44

Honorable Chair and Members
of the County Council
County of Maui
Wailuku, Maui, Hawaii

Chair and Members:

Your Government Relations Committee, having met on February 18, 2004, makes reference to County Communication No. 03-144, from the Chair of your Budget and Finance Committee, relating to the development of performance measures for departments and agencies under the Government Relations Committee's purview.

By correspondences dated January 14, 2004, your Committee requested that the County Clerk and the Director of Council Services provide performance measures for each of their office's programs in preparation for the Council's Fiscal Year 2005 Budget review.

By correspondence dated February 17, 2004, the Director of Council Services provided a written response detailing the performance measures implemented for the Office of Council Services (OCS).

At its meeting, your Committee met with the County Clerk, the Director of Council Services and the Corporation Counsel.

There was no public testimony.

Your Committee received correspondence dated February 12, 2004 from the County Clerk, detailing his office's performance measures. The County Clerk provided an overview of his correspondence, explaining various performance measures and goals, and the status of pending projects.

Your Committee noted its concerns about the following: 1) recruiting ample qualified elections volunteers; 2) increasing the State-set \$75 stipend paid to most elections volunteers; 3) finding ways to encourage cooperation from administrators who are asked for the use of their facilities as a polling place; 4) increasing voting by absentee ballots; 5) developing alternative means of voting; 6) increasing voter turnout; 7) staffing needs of the Office of the County Clerk; and 8) safeguarding the County Seal against commercialization.

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The Director of Council Services provided an overview of his correspondence dated February 17, 2004.

The Director noted that OCS exists primarily to support the policymaking process, and that it is difficult to develop performance measures that are meaningful to the public.

He said the measures provided to your Committee included two sets of measures. First, the measures intended for disclosure in the annual budget; and second, other performance measures that were developed for internal use. The office developed these performance measures to help justify the office's use of resources, to focus managers and employees on the quantity and quality of their output, and to provide a basis for evaluating changes in operations. The Director recognized the Council's role in establishing performance targets, but contended that quantifiable targets should be set only after performance measures are found to be feasible to collect and baselines are established.

Furthermore, the Council should set performance targets only after performance measures covering all major functions are established. Setting targets will cause the office to shift resources to achieve the desired result, and there should be an understanding regarding whether other functions will lose resources or whether more resources are needed. For example, the office's research services are relatively visible, but improvements should not be funded by reducing other services that are essential in meeting minimum legal requirements.

Your Committee suggested that the following recommendations be considered: reducing the number of measures being tracked, surveying Council members on a quarterly basis, establishing a longer term for the Director, providing staff assistance to Council members at out-of-state conferences, and requiring the Director to travel to out-of-state conferences to learn about new ideas and techniques.

Upon hearing the presentations by both the County Clerk and the Director of Council Services, and after reviewing the information presented, your Committee voted to recommend filing of the communication.

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Your Government Relations Committee RECOMMENDS that County Communication No. 03-144 be FILED.

Adoption of this report is respectfully requested.

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