

2018 Service Efforts & Accomplishments Report

Office of the City Auditor • City and County of Honolulu • State of Hawai'i

Report No. 19-02 / March 2019

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City and County of Honolulu

Office of the City Auditor

March 8, 2019

Honorable City Council
Honolulu, Hawai'i

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2018)

The Office of the City Auditor is pleased to present its ninth annual Service Efforts and Accomplishments (SEA) Report for the City and County of Honolulu. The report is intended to be informational, and provides data about the costs, quality, quantity, and timeliness of city services. A variety of comparisons are included to provide the Honolulu City Council, city employees, and the public with an independent, impartial assessment of performance trends that can be used to strengthen governmental accountability and transparency, governmental efficiency and effectiveness, the delivery of public services, and to provide data for future decision making.

In conjunction with this report, the National Research Center of Boulder, Colorado conducted a statistical survey of residents of the City and County of Honolulu. This National Citizen Survey (NCS) of Honolulu is the tenth survey of Honolulu residents and the ninth administered in conjunction with the Service Efforts and Accomplishments Report. The survey is a collaborative effort between the National Research Center and the International City/County Management Association (ICMA), and is standardized to ensure the research methods and results are directly comparable for over 500 communities across the U.S.

Hopefully, the reader will find the customized NCS survey and the SEA report provide information that may be used by city staff, elected officials, and other stakeholders for many purposes; such as community planning and resource allocation, performance measurement, and evaluation of city programs and policies. The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses.

By reviewing the entire report, readers will gain a better understanding of the mission and work of each of the city's departments. The Background section includes a community profile, discussion of service efforts and accomplishments reporting, and information about the preparation of this report. Chapter 1 provides a summary of overall city spending and staffing over the last five years. Chapters 2 through 26 present the mission statements, goals and objectives, description of services, resources, background information, workload, performance measures, and survey results for various city services. City priorities are discussed in Chapter 1. Honolulu residents' 2018 opinions on Special Topics and local issues are found in Chapter 16, the Legislative Branch chapter and the NCS *Community Livability Report*. The full results of the NCS and its related reports are available as a separate report due to the volume and size of the survey results.

The Service Efforts and Accomplishments report and the National Citizen Survey of Honolulu residents are also available on our website at <https://www.honolulu.gov/council/auditor>. We solicit inputs and any suggestions for improving this report. We thank the many departments and staff that

contributed to this report. Without their support and assistance, this report would not be possible. Copies of this report are also available by contacting the Office of the City Auditor at:

Office of the City Auditor
City and County of Honolulu
1001 Kamokila Boulevard, Suite 216
Kapolei, HI 96707
Phone: 808-768-3134
E-mail: oca@honolulu.gov

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "Troy Shimasaki". The signature is written in a cursive, flowing style.

Troy Shimasaki
Acting City Auditor

Audit and Administrative staff:

Susan Hall
Van Lee
Jordan Alonzo
Shena Bocalbos
Geraldine Duff
Jordan Garrett
Dana Karaffa
Wayne Kawamura
Christine Ross
Sherri Suzawa
Bryant Acoba, Audit Intern

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Introduction

This is the ninth report on the City and County of Honolulu's Service Efforts and Accomplishments (SEA). The purpose of the report is to:

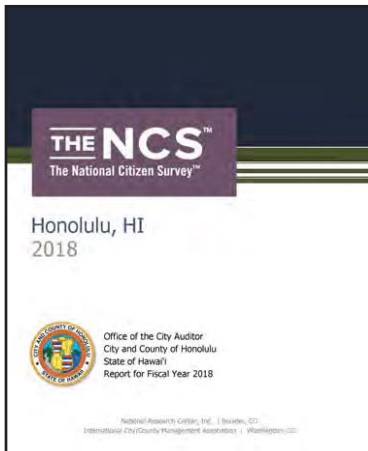
- Provide consistent, reliable information on the performance of city services,
- Broadly assess trends in government efficiency and effectiveness, and
- Improve city accountability to the public.

The report contains summary information on spending and staffing, workload, and performance results for the fiscal year ended June 30, 2018 (FY 2018)¹.

Its companion report, the 2018 National Citizen Survey of Honolulu residents presents the results of a resident survey rating the quality of city services.

The report provides two types of comparisons:

- Five-year historical trends for fiscal years 2014 through 2018.
- Selected comparisons to other cities.



There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All city departments are included in our review.

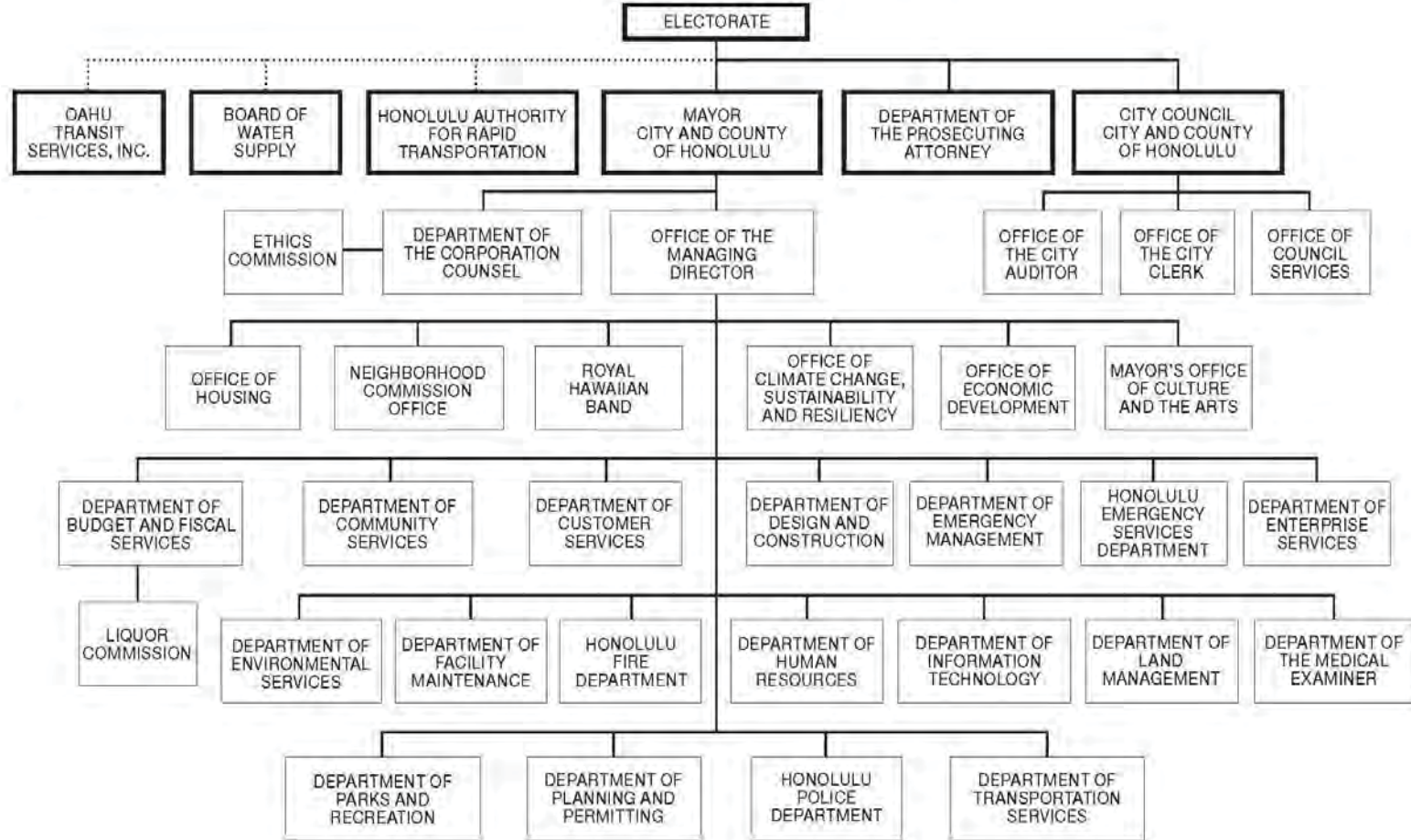
Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as an overall description of the city's accomplishments in meeting the city priorities. Chapters 2 through 26 present the mission statements, description of services, background information, workload, performance measures, agency observations and survey results for:

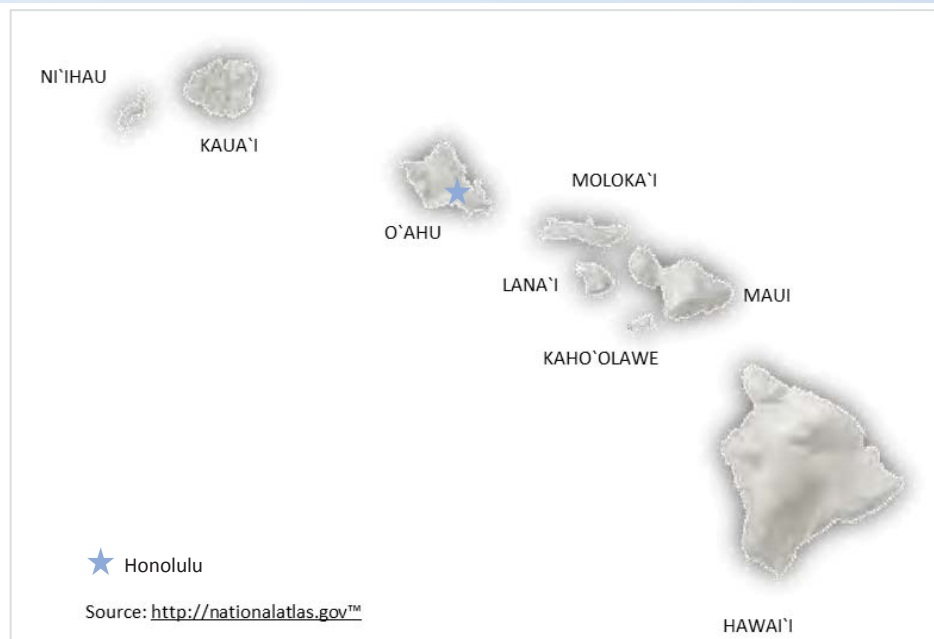
- Budget and Fiscal Services
- Community Services
- Corporation Counsel
- Customer Services
- Design and Construction
- Emergency Management
- Emergency Services
- Enterprise Services
- Environmental Services
- Facility Maintenance
- Honolulu Fire Department
- Human Resources
- Information Technology
- Land Management
- Legislative Branch
- Office of the Mayor and the Managing Director
- Medical Examiner
- Parks and Recreation
- Planning and Permitting
- Honolulu Police Department
- Prosecuting Attorney
- Honolulu Authority for Rapid Transportation
- Royal Hawaiian Band
- Transportation Services
- Honolulu Board of Water Supply

¹The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released in December 2018. The City and County of Honolulu Executive Budget was released on March 1, 2019 .

Organizational Chart

CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART FISCAL YEAR 2018





Hawai'i is located in the central Pacific Ocean about 2,400 miles from San Francisco. The Republic of Hawai'i was annexed as a territory of the United States in 1898 and attained statehood in 1959. Its capital, Honolulu, was incorporated as a city in 1907. The City and County of Honolulu covers the entire island of O'ahu and is the largest city in Hawai'i.

According to the latest U.S. Census Bureau¹ statistics, the city and county covers almost 600 square miles and has 988,650 residents. This is about 70% of the state's total population of 1,427,538 people. Of the total Honolulu population, 17.2% were 65 years and over. Population density is 1,586.7 persons per square mile. Tourism is the city's principal industry, followed by federal defense expenditures and agricultural exports. Tourists increased the *de facto* population to 1,583,265.

Demographics

The population of Honolulu is diverse and multi-cultural. According to census statistics, the population for the City and County of Honolulu was 988,650 as of July 1, 2017. The major ethnic groups were Asian² (43.0%), white (21.9%), and Native Hawaiian and Pacific Islanders³ (9.6%).

¹The US Census Bureau continuously updates its statistics, so data may not match prior SEA information.

Foreign-born persons were 19.3% of the population and 27.9% reported a language other than English was spoken at home. At least 91.1% of the population had a high school diploma or its equivalent. Of these, 33.4% had a bachelor's degree or higher.

According to the U.S. Census Bureau *Quickfacts*, Honolulu had 309,548 households with an average of 3.07 persons per household. Median household income was \$77,161 per year and per capita personal income was \$32,194. Persons below the poverty level were estimated at 8.5%. Mean travel time to work was 28.7 minutes.

Race-Ethnicity	Percent ⁴
Asian	43.0%
White	21.9%
Two or More Races	22.4%
White alone, not Hispanic	18.3%
Hispanic or Latino (of any race)	9.9%
Native Hawaiian/Other Pacific Islander	9.6%
Black or African American	2.8%
American Indian/Alaska Native	0.3%

Source: US Census QuickFacts (Honolulu)

²Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Laotian, Thai, Vietnamese among other Asian races.

³Native Hawaiian and Other Pacific Islander includes Samoan, Tongan, Guamanian, and Fijian were selected, but other Pacific Island races were excluded from this census comparison.

⁴Percentages add up to more than 100% due to those who may identify as more than one race.

Community Profile

Housing units totaled 350,786, of these, the owner-occupied housing unit rate was 55.0%. The median value for owner-occupied housing units was \$602,700.

The following table shows population by age as of July 1, 2017:

Age	Population	Percent
Under 18 years	209,809	21.2%
18 to 64 years	608,522	61.6%
65 years and over	170,319	17.2%

Source: State of Hawai'i Data Book (2017)

National Ranking

According to the State of Hawai'i, the City and County of Honolulu ranked as the 56th largest metropolitan statistical area and the 48th largest county in the nation.

According to the U.S. Census Bureau, Hawai'i ranked number one in the percentage of Asian population and had the largest percentage of Native Hawaiians and other Pacific Islanders in the nation. Nationally, Hawai'i ranked number one for the percentage of mixed ethnic population; number one for households with elderly persons over 65 years old; and is tied for second for the percent of households with retirement income. Hawai'i ranked the highest for multigenerational households.

Other national rankings included number one for percentage of workers who carpooled to work and number eight for using public transportation to go to work. Hawai'i ranked number two for the number of workers in the service sector. It had the highest owner-occupied median housing value in the nation and ranked in the bottom five for home ownership. Hawai'i's monthly renter-occupied housing costs were the highest in the nation.



Quality of Life In Honolulu

Great communities are partnerships of the government, private sector, community based organizations, and residents. The National Citizen Survey captures residents' opinions on the three pillars of a community--community characteristics, governance, and participation. The pillars involve eight community facets:

- Safety
- Mobility
- Natural environment
- Built environment
- Economy
- Recreation and wellness
- Education and enrichment
- Community engagement

Community Characteristics

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. A majority of Honolulu residents (68%) rate Honolulu as an excellent or good a place to live. Nearly three-quarters (71%) rated their neighborhoods as excellent or good places to live. Residents gave *excellent* or *good* ratings to air quality (70%); drinking water (75%); and safety in their neighborhood during the day (87%).

Community Quality Ratings	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Honolulu Percentile ¹
A place to live	68%	30/32	6%
Neighborhood	71%	19/24	22%
Overall quality of life	59%	27/32	16%
Place to raise children	52%	27/29	7%
Overall image	49%	17/24	30%
Place to retire	39%	25/27	8%
Overall appearance	36%	22/23	5%
Air quality	70%	3/18	88%
Drinking water	75%	2/18	94%
Overall feeling of safety in your neighborhood during the day	87%	16/26	40%

Governance

Residents rated the overall quality of the services provided by the city and the manner in which these services were provided. The ratings indicate how well the city government is meeting the needs and expectations of its residents. This year, residents rating customer services provided by city employers excellent or good (39%) decreased 3% from last year.

Community Characteristics	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Honolulu Percentile
Services provided by city	39%	33/35	6%
Overall customer service by city employees	40%	25/27	8%
Federal government services	40%	3/16	87%
Welcoming citizen involvement	25%	18/22	19%
Overall direction	23%	23/23	0%
Value of services for taxes paid	26%	26/27	4%
Fire services	88%	12/25	54%
Ambulance or emergency medical services	88%	7/22	71%
Police services	58%	18/33	47%
Street repair	12%	20/22	10%
Bus or transit services	62%	1/18	100%

Source: 2018 National Citizen Survey (Honolulu) ¹Honolulu's percentile reflects Honolulu residents' ratings in comparison with the National Citizen Survey's database of more than 500 communities nationwide. Comparisons were also made to a subset of over 40 communities with populations of at least 300,000 residents.

Community Profile

Participation

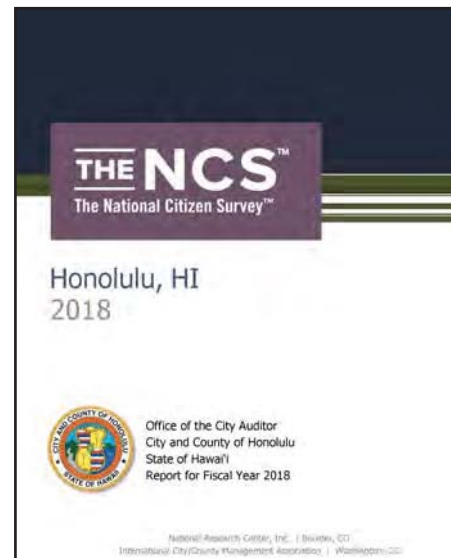
An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses, and other organizations help create a sense of community.

Over three-quarters reported they are likely to remain in Honolulu for the next five years.

Community Characteristics	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Honolulu Percentile
Will remain in for the next 5 years	77%	15/19	22%
Recommend living in Honolulu to someone	52%	19/20	5%
Sense of community	51%	12/20	42%
Contacted the city for help or information	41%	13/20	37%
Talked to or visited with immediate neighbors	81%	13/14	8%
Recycle at home	92%	7/16	60%
Made efforts to conserve water	89%	4/15	79%
Visited a neighborhood or city park	82%	14/19	28%
Made efforts to make home more energy efficient	83%	3/14	60%
Not experiencing housing cost stress	43%	16/16	0%
Watched (online or on television) a local public meeting	45%	1/16	100%

Special Topics

Residents were asked to indicate their level of support for several items, even if it involved raising taxes, or fees. About 88% support increasing efforts to reduce pedestrian fatalities, and 82% support providing mental health services for the homeless. At least 78% *strongly* or *somewhat* support protecting and preparing infrastructure against climate change threats. Roughly 70% of all residents *strongly* or *somewhat* support expanding Complete Streets programs and infrastructure, such as sidewalks, median islands, or special bus lanes, among others.



Residents also rated the importance of several city and county issues for the city to address in the next two years. The homeless and/or homelessness (91%) and Protecting Honolulu’s drinking water aquifers from the Navy’s fuel storage leaks (87%), and establishing a marine debris collection program to keep beaches clean (72%) were rated as essential or very important for the City to address in the next two years.

Residents were also asked to rate to what degree several issues were problems in the City and County of

Honolulu: Building permit processing times (90%), damaged and uplifted sidewalks (88%), shoreline erosion and loss of beaches (88%), and monster houses (83%) were each rated as a moderate or major problem by more than three-quarters of residents.

Source: 2018 National Citizen Survey (Honolulu)

Community Profile

City and County of Honolulu Government

In 1959, the Honolulu City Charter established a mayor-council form of government for Honolulu. The legislative function consists of nine city council members elected by districts. Under the charter, the council has legislative and investigative power. The mayor is the chief executive officer assisted by a managing director who is the second ranking executive and is appointed by the mayor with council approval. All elective positions have four-year terms elected on a nonpartisan basis.

According to the city charter, the purposes of the city and county government are to serve and advance the general welfare, health, happiness, safety and aspirations of its residents, present and future, and to encourage their full participation in the process of governance. To achieve these purposes, city departments and agencies can be categorized into four groups:

- Public Safety and Welfare
- Culture and Recreation
- Community and Human Development and Citizen Participation
- General Government Operations

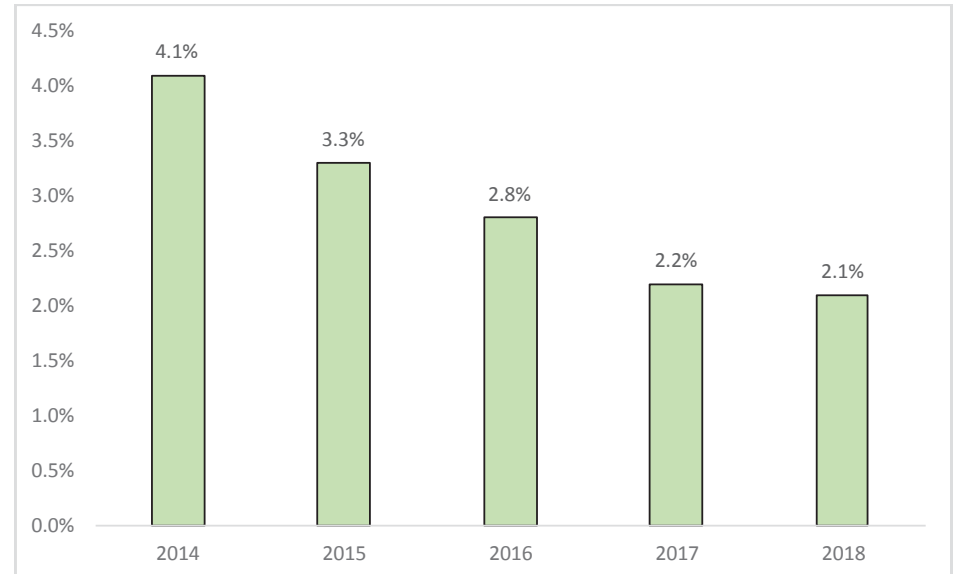
The city charter adopted in 1959 was cited by the United States Conference of Mayors as a model for modern American metropolitan area government.⁵

Economy

In FY 2018, Honolulu's economy benefited from a strong tourism industry, while other industries like construction and retailing moderately declined. Economic indicators, such as visitor arrivals, defense spending, home resale prices, agricultural jobs, low unemployment, personal income growth, and proprietors' income suggest that the local economy has been performing favorably overall.

The FY 2018 executive operating budget increased 5.2% from the previous year. The City's \$1.07 billion capital improvements budget emphasized upgrading sewers, restoring parks, repairing roads, and reducing homelessness.

Unemployment in the City and County of Honolulu:¹



Sources: Hawai'i Department of Labor and Industrial Relations and Hawai'i Department of Business Economic Development and Tourism. ¹2018 data are preliminary.

⁵In 1998, major changes in the government organization consolidated services, streamlined operations and processes, and emphasis was placed on customer service. Several services are contracted out to businesses or private nonprofit organizations, including the operation and maintenance of the bus system, the refuse incinerator/power generating plant (H-POWER), refuse landfill and convenience centers, and animal control services. The Honolulu Board of Water Supply is an independent, semi-autonomous entity.

Community Profile

City Priorities

The Mayor entered his second term as Chief Executive Officer of the City and County of Honolulu with renewed emphasis to continue working on his major priorities that focus on providing essential City services, maintaining and enhancing the multitude of City assets, addressing mandated requirements and establishing the foundation for a better future for the residents of Oahu.

During FY 2018, the Mayor's priorities included:

- Restoring bus service;
- Repaving roads;
- Improving our sewer system, infrastructure repair, and maintenance;
- Caring for our parks;
- Building rail better;
- Addressing homelessness and affordable housing; and
- Transit-oriented development.

Some city priorities, missions, goals, and objectives are mandated by the city charter. Honolulu residents also help determine city priorities by making inputs through the city's 33 neighborhood boards, testimony at public hearings, communications to department heads and elected officials, and testimony at city council meetings. Department heads synthesize resident inputs; city charter requirements; and operational and mission needs to develop goals, objectives, and performance measures for their respective departments. The city council influences city priorities based on these inputs and information from other sources. The mayor establishes the city priorities based his or her analysis of these inputs, State of Hawai'i and federal government requirements, and priorities determined appropriate for the city and county.



Source: City Photobank

The Office of the City Auditor prepared this report in accordance with the City Auditor's FY 2018 Work Plan. The scope of our review covered information and results for the city's departments for the fiscal years beginning July 1, 2014 (FY 2014) and ending June 30, 2018 (FY 2018).

The Office of the City Auditor compiled, examined, and reviewed sources of departmental data in order to provide reasonable assurance that the data we compiled are accurate, however we did not conduct detailed testing of that data. Our staff reviewed the data for reasonableness, accuracy, and consistency, based on our knowledge and information from comparable sources and prior years' reports. These reviews are not intended to provide absolute assurance that all data elements provided by management are free from error. Rather, we intend to provide reasonable assurance that the data present a picture of the efforts and accomplishments of the city departments and programs.

When possible, we have included in the report a brief explanation of internal or external factors that may have affected the performance results. However, while the report may offer insights on service results, this insight is for informational purposes and does not thoroughly analyze the causes of negative or positive performance. Some results or performance changes can be explained simply. For others, a more detailed analysis by city departments or performance audits may be necessary to provide reliable explanation for results. This report can help focus research on the most significant areas of interest or concern.

We conducted the FY 2018 Service Efforts and Accomplishments Report, 2018 National Citizen Survey of Honolulu residents, and 2018 Citizen Centric Report in accordance with modified Generally Accepted Governmental Auditing Standards (GAGAS) compliance requirements. The SEA report is a limited scope audit because it does not include the city auditor's findings, conclusions or recommendations. The reason for modified GAGAS compliance is for consistency with the Government Accounting Standards Board's (GASB) Suggested Guidelines for Voluntary Reporting for Service Efforts and Accomplishments (SEA) Performance Information, June 2010. This audit was performed from September 2018 to March 2019.

Service Efforts And Accomplishments Reporting

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*.⁶

The statement broadly describes *why external reporting of SEA measures is essential to assist users both in assessing accountability and in making informed decisions to improve the efficiency and effectiveness of governmental operations*. According to the statement, the objective of SEA reporting is to provide more complete information about a governmental entity's performance than can be provided by the traditional financial statements and schedules, and to assist users in assessing the economy, efficiency, and effectiveness of services provided.

Other organizations, including the Government Finance Officers Association (GFOA) and International City/County Management Association (ICMA), have long been advocates of performance measurement in the public sector. For example, the ICMA Performance Measurement Program provides local government benchmarking information for a variety of public services.

⁶On December 15, 2008, GASB issued Concepts Statement No. 5, Service Efforts and Accomplishments Reporting, which amended Concepts Statement No. 2. Further information is on-line at <http://www.gasb.org/st/index.html>.

Scope and Methodology

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication*¹ that describes 16 criteria that state and local governments can use when preparing external reports on performance information. Using the GASB criteria, the Association of Government Accountants (AGA) initiated a Certificate of Excellence in Service Efforts and Accomplishments Reporting project in 2003.

Our report implements this national program. The City and County of Honolulu has reported various performance indicators for a number of years.



Source: GASB Special Report Summary

In particular, the city's budget document includes *output measures*. Benchmarks include input, output, efficiency, and effectiveness measures. This report builds on existing systems and measurement efforts by incorporating benchmarking measures included in the city's executive program and budget documents.

Selection of Indicators

We limited the number and scope of workload and performance measures in this report to items where information was available,

meaningful in the context of the city's performance, and items we thought would be of general interest to the public. This report is not intended to be a complete set of performance measures for all users.

From the outset of this project, we decided to use existing data sources to the extent possible. We reviewed existing benchmarking measures from the city's adopted budget documents², performance measures from other jurisdictions, and other professional organizations. We used audited

information from the Comprehensive Annual Financial Reports for the City and County of Honolulu (CAFRs).³ We cited departmental mission statements and performance targets⁴ that are taken from the city's annual operating budgets where they are subject to public scrutiny and city council approval as part of the annual budget process. We held numerous discussions with city employees to determine what information was available and reliable, and best summarized the services they provide.

Wherever possible we have included five years of data. Generally speaking, it takes at least three data points to show a trend. Honolulu's size precludes us from significantly disaggregating data (such as into districts). Where program data was available, we disaggregated the information. For example, we have disaggregated performance information about some services based on age of participant, location of service, or other relevant factors.

Consistency of information is important to us. We will occasionally add or delete information that is considered irrelevant or unimportant to the discussion.

We will continue to use city council, public, and employee feedback to ensure that the information items that we include in this report are meaningful and useful. We welcome your input. Please contact us with suggestions at oca@honolulu.gov.

¹A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf. ²The budget is on-line at <http://1.honolulu.gov/budget/execbgt/index1.htm>. The operating budget includes additional performance information. ³The CAFR is on-line at <http://www1.honolulu.gov/budget/cafr.htm>. ⁴The operating budget may include additional performance targets for the budget benchmarking measures.

The National Citizen Survey™

The National Citizen Survey is a collaborative effort between the National Research Center, Inc. (NRC), and the International City/County Management Association.¹ The NCS was developed to provide a statistically valid survey of resident opinions about community and services provided by local government.

The NCS captures residents' opinions within the three pillars of a community--Community Characteristics, Governance, and Participation, and across eight facets of community--Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment, and Community Engagement. This year's citizen survey is redesigned into four reports, *Community Livability Report*, *Dashboard Summary of Findings*, *Trends Over Time*, and *Technical Appendices*.

NCS customized the survey in close cooperation with the Office of the City Auditor staff to provide useful information that may be used by city staff, elected officials, and other stakeholders for community planning and resource allocation, performance measurement, and program and policy evaluation.

The results may also be used for program improvement, policy making, and to identify community and service strengths and weaknesses. Respondents in each jurisdiction are selected at random. Participation is encouraged with multiple mailings and self-addressed, postage-paid envelopes. Surveys were mailed to a total of 1,600 Honolulu households in November 2018. Completed surveys were received from 432 residents, for a response rate of 28%. Of the 424 completed surveys, 41 were completed online.

Typical response rates obtained on citizen surveys range from 25% to 40%. Results are statistically re-weighted, if necessary, to reflect the proper demographic composition of the entire community. It is customary to describe the precision of estimates made from surveys by a *level of confidence* (or margin of error). The margin of error for this survey of 1,600 residents is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

The scale on which respondents are asked to record their opinions about service and community quality is *excellent*, *good*, *fair*, and *poor*. Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item—*don't know* answers have been removed. This report contains comparisons of survey data from prior years. Differences from the prior year can be considered *statistically significant* if they are greater than seven percentage points.

The NRC has collected citizen survey data from more than 500 jurisdictions in the United States whose residents evaluated local government services and rendered opinions on the quality of community life.

NRC prepared comparisons from the most recent surveys for the City and County of Honolulu for the entire database and for a subset of jurisdictions with populations over 300,000. Where five or more jurisdictions asked similar questions, benchmark comparisons are provided throughout the report. When comparisons are available, results are noted as being *above* the benchmark, *below* the benchmark, or *similar* to the benchmark. NRC provided our office with additional data to calculate the percentile ranking for comparable questions.

¹The full report of Honolulu's survey results can be found on-line at <http://www.honolulu.gov/auditor>

Scope and Methodology

The NRC notes that its benchmarking database is stable and robust. It has found some trends by population size or geographic area, and the results of those comparisons are similar whether additional characteristics are included or not. Jurisdictions that survey residents share an important characteristic - the value they place on the perspectives of residents.

Population

Where applicable, we have used the most recent estimates of Honolulu resident population from the U. S. Census Bureau as shown in the following table.¹

Year	Population
FY 2013	985,734
FY 2014	989,438
FY 2015	993,716
FY 2016	992,761
FY 2017	988,650
Percent change over last year	-0.4%
Percent change over last 5 years	0.7%

Source: State of Hawai'i Data Book (2017)

We used population figures from other sources for some comparisons to other jurisdictions, but only in cases where comparative data was available.

Inflation

Financial data has not been adjusted for inflation. In order to account for inflation, readers should keep in mind that the City and County of Honolulu Consumer Price Index for All Urban Consumers has averaged about 1.76% over the five years of financial data that is included in this report. The index changed as follows:

Annual Consumer Price Index, Honolulu HI , 2014 to 2018

Year	Index
2014	1.44%
2015	1.00%
2016	1.97%
2017	2.54%
2018	1.86%
Percent change over last year	-0.68%
Percent change over last five years	0.42%

Source: U.S. Department of Labor website

Rounding

For readability, most numbers in this report are rounded. In some cases, tables or graphs may not add to 100% or to the exact total because of rounding. In most cases the calculated *percent change over the last 5 years* is based on the percentage change in the underlying numbers, not the rounded numbers. However, where the data is expressed in percentages, the change over five years is the difference between the first and last year.

Comparisons To Other Cities

Where possible we included comparisons to cities with comparable population size to Honolulu. In addition, city departments suggested cities with comparable programs or organization of services. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. Regardless of which cities are included, comparisons to other cities should be used carefully. We tried to include *apples to apples* comparisons, but differences in costing methodologies and program design may account for unexplained variances between cities. Other data were extracted from the U.S. Census Bureau 2018 results and the State of Hawai'i Data Book issued by the Department of Business, Economic Development and Tourism.

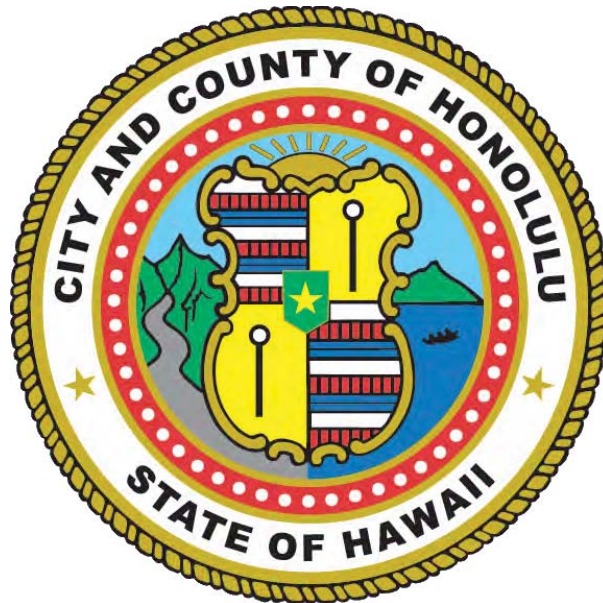
Acknowledgements

This report could not have been prepared without the cooperation and assistance of city management and staff from every city agency. Our thanks to all of them for their help. We also want to thank the Honolulu City Council and community members who reviewed this report and provided thoughtful comments.

We would also like to express our aloha and special thanks to Edwin S.W. Young, upon his retirement as City Auditor, for initiating Service Efforts and Accomplishments, National Citizen Survey and Citizen Centric reporting for the City and County of Honolulu. Auditor Young's vision advanced governmental performance reporting, transparency and city accountability to the public over the last nine years. We congratulate him and express our best wishes on his new chapter in life.

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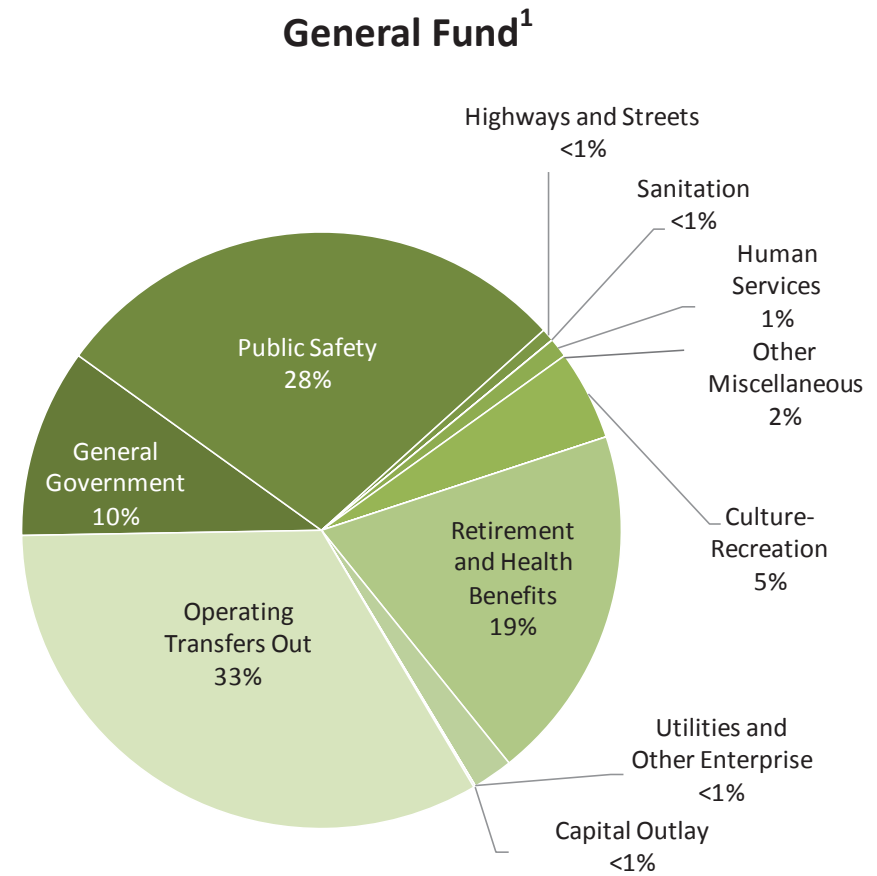
Chapter 1 - Overall Spending, Staffing and Accomplishment of City Priorities



Overall Spending

Honolulu, like other cities, uses various funds to track specific activities. The General Fund is used for all general revenues and governmental functions including public safety, human services, and highways and streets. Community and customer services, design and construction, emergency management and emergency services, fire, information technology, parks and recreation, police, and legislative and support services are supported by general city revenues and program fees.

The pie chart to the right shows where a General Fund dollar goes. Total General Fund spending increased 24% over the last five years. In the past five years the largest increases were highways and streets, human services, and retirement and health benefits, which increased 299%, 203%, and 56% respectively. The largest decreases in the past five year were sanitation (96%), and utilities and other enterprise (84%).



General Fund (\$ millions)

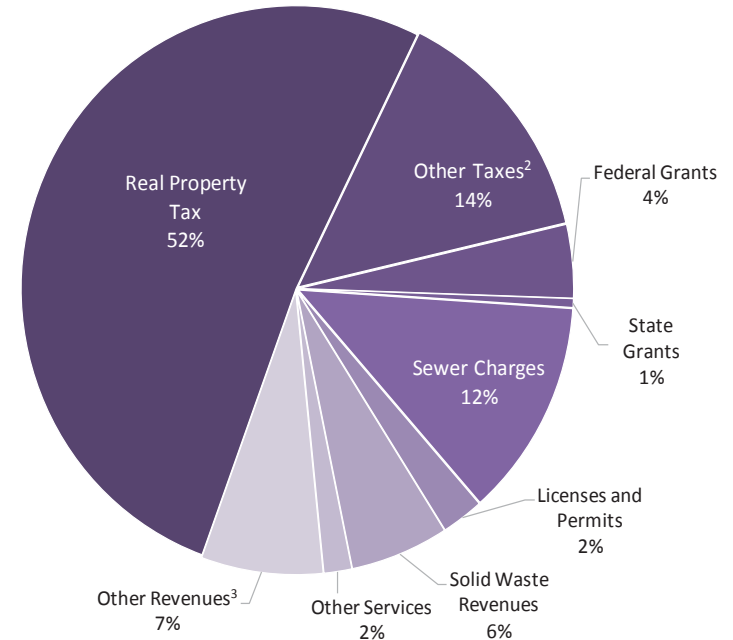
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprise	Retirement and Health Benefits	Other Miscellaneous	Debt Service	Capital Outlay	Operating Transfers Out	Total
FY 2014	\$131.74	\$344.32	\$2.55	\$3.84	\$5.20	\$59.28	\$0.04	\$184.66	\$27.64	\$0.92	\$2.56	\$434.98	\$1,197.73
FY 2015	\$135.01	\$365.20	\$2.59	\$3.82	\$5.08	\$62.01	--	\$222.86	\$23.79	\$0.92	\$3.97	\$432.80	\$1,258.05
FY 2016	\$137.77	\$380.88	\$4.52	\$3.48	\$13.89	\$67.94	--	\$246.13	\$25.01	\$0.55	\$4.90	\$508.89	\$1,393.95
FY 2017	\$149.84	\$409.08	\$7.55	\$1.01	\$14.36	\$67.91	\$0.1	\$261.14	\$28.26	--	\$8.49	\$485.66	\$1,433.37
FY 2018	\$152.49	\$421.92	\$10.17	\$0.15	\$15.76	\$72.74	\$0.0	\$287.68	\$32.31	--	\$1.49	\$494.56	\$1,489.28
Change from last year	2%	3%	35%	-85%	10%	7%	-91%	10%	14%	--	-82%	2%	4%
Change over last 5 years	16%	23%	299%	-96%	203%	23%	-84%	56%	17%	--	-42%	14%	24%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2014-FY 2018) ¹Percentages do not total 100% due to rounding.

The primary sources of operating revenues used to support city functions include real property tax, federal and state grants, sewer charges, charges for licenses and permits, solid waste revenues, charges for other services, and other revenues. Various other taxes, including the fuel tax and motor vehicle tax, are also sources of revenue.

The city’s Financial Policy regarding revenues requires the city to maintain a very high tax collection rate (over 98%) and places emphasis on user fees to finance municipal services. This policy also requires the city to review all revenue schedules and maintain an adequate sewer fee structure. Moreover, the city must make every effort to maximize investment income and diligently seek federal, state and other revenues to fund current and new programs. City revenues are diversified to reduce dependency on property tax and temporary revenues.

Funding Sources¹



¹ Percentages do not total 100% due to rounding

	Operating Resources (\$ million)									
	Real Property Tax	Other Taxes ²	Federal Grants	State Grants	Sewer Charges	Licenses and Permits	Solid Waste Revenues	Other Services	Other Revenues ³	Total ⁴
FY 2014	\$850.27	\$322.91	\$75.87	\$8.67	\$323.86	\$52.21	\$118.73	\$33.16	\$346.19	\$2,131.87
FY 2015	\$951.78	\$327.39	\$87.64	\$8.75	\$317.00	\$54.05	\$122.70	\$34.35	\$238.06	\$2,141.73
FY 2016	\$1,007.14	\$317.73	\$82.76	\$10.91	\$350.90	\$55.20	\$113.44	\$32.44	\$139.28	\$2,109.81
FY 2017	\$1,089.86	\$305.42	\$82.83	\$11.58	\$335.84	\$56.32	\$136.38	\$34.22	\$147.81	\$2,200.26
FY 2018	\$1,178.60	\$320.93	\$95.49	\$11.49	\$284.12	\$56.34	\$131.66	\$37.30	\$163.04	\$2,278.97
Change from last year	8%	5%	15%	-1%	-15%	0%	-3%	9%	10%	4%
Change over last 5 years	39%	-1%	26%	33%	-12%	8%	11%	12%	-53%	7%

Source: Executive Operating Program and Budget (FY 2018-FY 2020). ¹Percentages do not total 100% due to rounding. ²Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax. ³Other Revenues includes Bus Transportation.

Per Capita Spending

Based on the U.S. Census Bureau estimates, Honolulu has a population of 988,650 residents.

Proprietary Funds are used for services such as sewer, public transportation, solid waste, highways, and housing. These services are generally supported by charges paid by users.

Other funds are for services such as highway, bikeway, parks and playgrounds. Additional funds include liquor commission, post-employment benefits reserves, affordable housing, and rental assistance funds. Other funds are allocated for zoo animal purchase, the Hanauma Bay Nature Preserve, and fiscal stability reserve funds. There are also funds for land conservation, clean water and natural lands, and community development. Additional funds cover golf, special events, special projects, and farmers' home administration loan funds.

Funds also exist for general improvement bonds, highway improvement bonds, sewer revenue bonds, capital projects, and municipal stores. Federal grants, housing and community development, and Section 8 funds contain federal grants.

Per Capita Spending by Department			
Department	FY 2018	Department	FY 2018
Budget and Fiscal Services	\$22	Land Management	\$0
Community Services	\$95	Legislative	\$16
Corporation Counsel	\$8	Mayor	\$1
Customer Service	\$23	Managing Director	\$3
Design and Construction	\$17	Neighborhood Commission	\$1
Emergency Management	\$4	Royal Hawaiian Band	\$2
Emergency Services	\$46	Medical Examiner	\$2
Enterprise Services	\$25	Parks and Recreation	\$77
Environmental Services	\$253	Planning and Permits	\$22
Facilities Maintenance	\$86	Police	\$289
Fire	\$128	Prosecuting Attorney	\$23
Human Resources	\$7	Transportation Services	\$273
Information Technology	\$22		
Total Per Capita Cost for City Operations = \$1,446			

Source: Department of Budget and Fiscal Services, Legislative Branch

Per Capita Cost by Function

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Svcs.	Culture-Recreation	Utilities & Other Enterprises	Retirement & Health Benefits	Other Misc.	Debt Service	Capital Outlay	Operating Transfers Out	Total
FY 2014	\$133.78	\$349.65	\$2.59	\$3.90	\$5.28	\$60.20	\$0.04	\$187.53	\$28.07	\$0.94	\$2.60	\$441.72	\$1,216.30
FY 2015	\$136.57	\$369.42	\$2.62	\$3.87	\$5.14	\$62.73	--	\$225.43	\$24.06	\$0.93	\$4.02	\$437.79	\$1,272.58
FY 2016	\$138.72	\$383.50	\$4.55	\$3.50	\$13.98	\$68.41	--	\$247.82	\$25.18	\$0.55	\$4.93	\$512.39	\$1,403.54
FY 2017	\$150.96	\$412.12	\$7.60	\$1.02	\$14.47	\$68.41	\$0.0	\$263.08	\$28.47	--	\$8.56	\$489.28	\$1,444.05
FY 2018	\$154.24	\$426.77	\$10.28	\$0.16	\$15.94	\$73.57	\$0.07	\$290.99	\$32.68	--	\$1.51	\$500.24	\$1,506.44
Change from last year	2%	4%	35%	-85%	10%	8%	-6%	11%	15%	--	-82%	2%	4%
Change over last 5 years	15%	22%	297%	-96%	202%	22%	62%	55%	16%	--	-42%	13%	24%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2014-FY 2018) and Hawaii Data Book (2017).

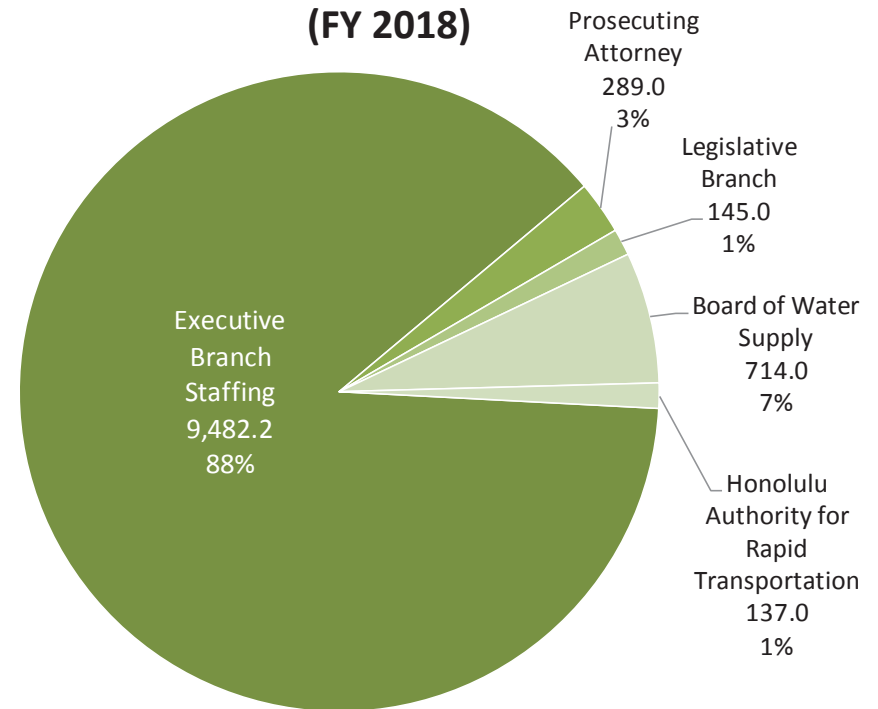
Authorized Staffing

City staffing is measured in full-time equivalent staff, or FTEs. In FY 2018, there were a total of 10,768 authorized FTE citywide¹. Citywide filled positions totaled 8,907 FTE and vacant positions were 1,861 FTEs.

The executive branch was authorized 9,482 FTE and filled 7,907 FTE positions. The executive branch vacancy rate was 16.6% or 1,575 FTE in FY 2018. The legislative branch was authorized 141.0 FTE and filled 136.0 FTE positions. The legislative branch vacancy rate was 3.5% or 5.0 FTE in FY 2018.

Over the last five years, total citywide FTE (including authorized temporary positions) decreased 3% and the vacancy rate decreased 92%. In the executive branch, authorized FTE staffing decreased 6% and the vacancy rate decreased 2% between FY 2014 and FY 2018.

Authorized Full-Time Equivalent Staffing (FY 2018)



	City Staffing Total Authorized (FTE)											
	Total Citywide (FTE) ^{1,2}				Executive Branch (FTE)				Legislative Branch ³ (FTE)			
	Total City FTE	FTE Filled	Vacant	Vacant (Percent)	Total	Filled	Vacant	Vacant Percent	Total	Filled	Vacant	Vacant Percent
FY 2014	11,058.4	8,940.1	2,118.3	19.2%	10,073.4	8,207.6	1,865.8	18.5%	132.0	124.5	7.5	5.7%
FY 2015	10,446.9	8,913.6	1,533.3	14.7%	9,456.9	8,195.6	1,261.3	13.3%	137.0	131.0	6.0	4.4%
FY 2016	10,475.9	9,034.5	1,441.4	13.8%	9,191.9	8,046.5	1,145.4	12.5%	142.0	136.0	6.0	4.2%
FY 2017	10,576.3	8,981.7	1,594.6	15.1%	9,283.3	7,973.7	1,309.6	14.1%	145.0	138.0	7.0	4.8%
FY 2018	10,768.2	8,907.0	1,861.2	17.3%	9,482.2	7,907.0	1,575.2	16.6%	141.0	136.0	5.0	3.5%
Change from last year	2%	-1%	17%	2%	2%	-1%	20%	3%	-3%	-1%	-29%	-1.3%
Change over last 5 years	-3%	0%	-12%	-2%	-6%	-4%	-16%	-2%	7%	9%	-33%	-2%

Source: Department of Budget and Fiscal Services. ¹FTE excludes personal services contract staff. ²See PAT, HART and BWS chapters for agency FTE information. ³Legislative Branch includes the Honolulu City Council,

Overtime Expenditures

Over the last five years, total city overtime expenditures increased by 36% and non-holiday overtime expenditures increased 38%.

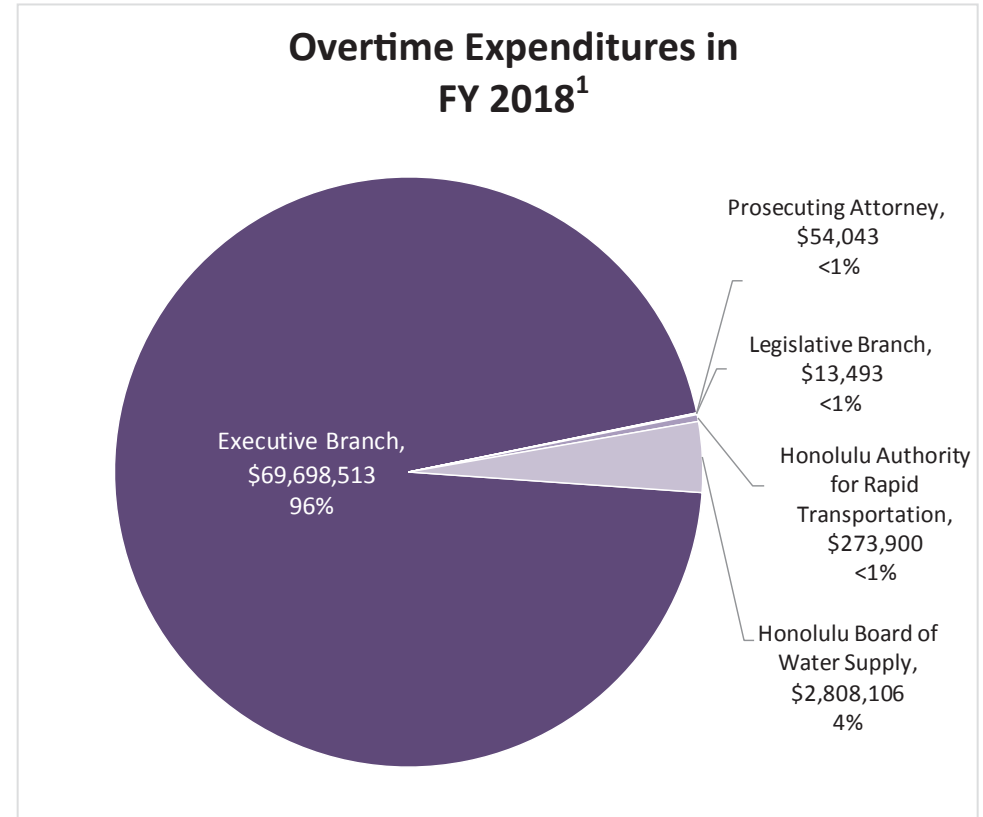
In the executive branch, total overtime expenditures increased 35% and non-holiday expenditures increased 36%.

In the legislative branch, total overtime expenditures increased 26% and non-holiday expenditures increased 44%.

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 21% from \$2.3 million in FY 2014 to \$2.8 million in FY 2018.

In FY 2018, total overtime expenditures for the Honolulu Authority for Rapid Transportation were \$273,900, an increase of 132% over \$118,204 in FY 2014.

Total overtime expenditures for the Prosecuting Attorney's Office increased 273% over the last five years from \$14,476 in FY 2014 to \$54,043 in FY 2018.



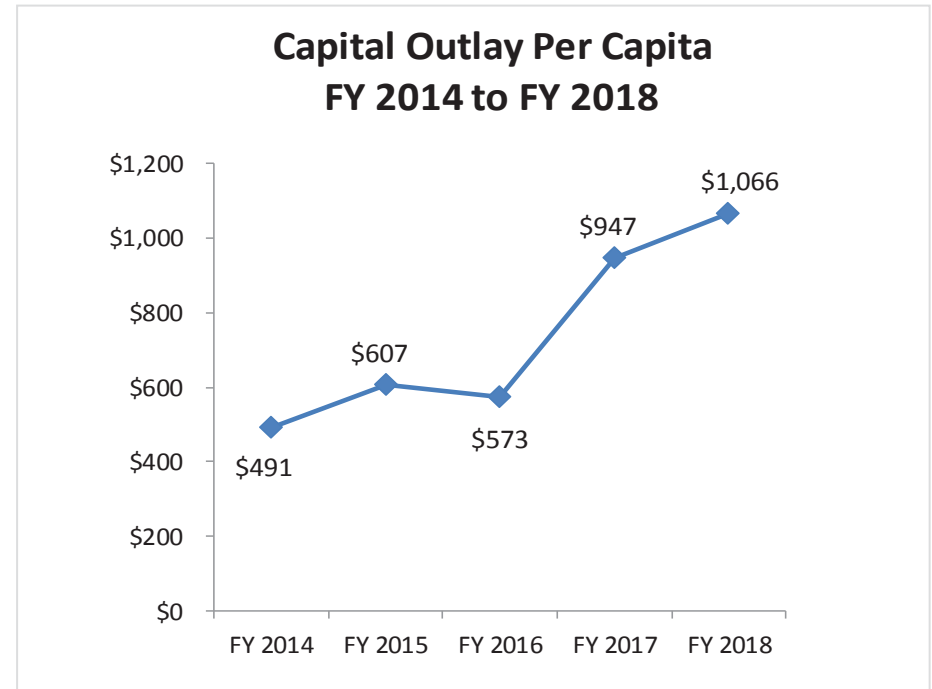
	City Overtime Expenditures					
	Citywide (\$ millions)		Executive Branch (\$ millions)		Legislative Branch ¹	
	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2014	\$54.08	\$40.15	\$51.75	\$40.14	\$10,691	\$9,353
FY 2015	\$55.15	\$39.08	\$52.76	\$39.04	\$47,577	\$40,370
FY 2016	\$58.80	\$42.88	\$56.29	\$42.85	\$9,758	\$9,505
FY 2017	\$66.41	\$47.79	\$63.58	\$47.69	\$51,680	\$46,814
FY 2018	\$73.34	\$55.25	\$69.70	\$54.67	\$13,493	\$13,493
Change from last year	10%	16%	10%	15%	-74%	-71%
Change over last 5 years	36%	38%	35%	36%	26%	44%

Source: Department of Budget and Fiscal Services, Legislative Branch, Honolulu Authority for Rapid Transportation, and Honolulu Board of Water Supply. ¹Percentages do not total 100% due to rounding. ²Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

Capital Spending

The Capital Improvement Program (CIP) budget focuses on core capital programs that maintain and upgrade essential infrastructure. Significant focus is on roads, sewers, refuse facilities, and transportation improvements. In FY 2018, capital spending totaled \$1066 million. General government projects totaled \$58.87 million. Over the past five years the largest increases in capital spending went towards sanitation (257%), human services (311%), and culture-recreation (199%). Capital spending towards highways and streets decreased 57% in the last year, and 47% in the past five years.

As shown in the chart to the right, capital outlay per capita increased 117% from \$491 in FY 2014 to \$1,066 in FY 2018.



Source: Executive Operating Program and Budget (FY 2018-FY 2020) and State of Hawai'i Data Book (2017)

	Capital Spending (\$ millions)							Total
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises ²	
FY 2014	\$33.84	\$33.29	\$141.04	\$191.29	\$17.59	\$33.88	\$33.04	\$483.96
FY 2015	\$43.21	\$23.27	\$144.14	\$261.11	\$51.44	\$37.53	\$39.83	\$600.53
FY 2016	\$5.98	\$36.69	\$140.04	\$233.45	\$55.49	\$45.36	\$52.17	\$569.18
FY 2017 ¹	\$51.73	\$54.40	\$171.61	\$511.42	\$45.63	\$75.22	\$30.02	\$940.04
FY 2018	\$58.87	\$38.31	\$74.22	\$683.01	\$72.25	\$101.14	\$38.97	\$1066.77
Change from last year	14%	-30%	-57%	34%	58%	34%	30%	13%
Change over last 5 years	74%	15%	-47%	257%	311%	199%	18%	120%

Source: Executive Operating Program and Budget (FY 2018-FY 2020). ¹FY 2016–FY 2017 Appropriated Capital Expenditures ²Includes mass transit.

City Debt

The City issues general obligation bonds for the construction of major capital facilities. General obligation bonds in the governmental activities are direct obligations of the City for which its full faith and credit is pledged. General obligation bonds in the City's business-type activities are expected to be paid from their respective revenues. These instruments are also direct obligations of the City for which its full faith and credit is pledged.

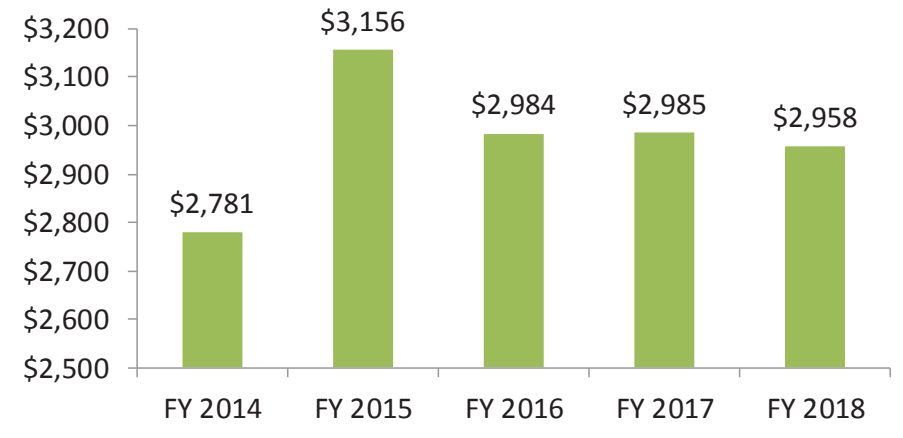
Since FY 2014, the city's general bonded debt outstanding per capita has increased 6%.

The city's general obligation bond ratings as of remained high at AA+ under the Fitch Ratings system and at Aa1 under Moody's Investors Service.

The Aa1 ratings is reflective of the city and county's large and growing tax base and economy, supported by tourism industry, large private and public construction projects, and military presence.

Moody Investors Service identifies several credit challenges for the city and county. These include high cost of living and vulnerability to shifts in the tourism sector, elevated and rising fixed cost burden from pensions, debt and retiree medical costs, and uncertainty surrounding the timing of rail construction, final construction costs, and size of future operating subsidy.

General Bonded Debt Outstanding Per Capita (FY 2014 to FY 2018)



Source: Comprehensive Annual Financial Report FY 2018

	Proposed Debt Service Expenditures (\$ millions) ¹	Proposed Operating Expenditures (\$ millions)	Estimated General Fund Revenues (\$ millions)	Total Self Supported Debt (\$ millions) ²	Debt Service Expenditures Less Total Self-Supported Debt (\$ millions)	Debt Service as a Percentage of Operating Budget ³
FY 2014	\$277.59	\$2,088.99	\$1,132.26	\$130.82	\$283.95	13.3%
FY 2015	\$253.07	\$2,147.85	\$1,165.96	\$50.61	\$355.54	11.8%
FY 2016	\$293.33	\$2,280.59	\$1,257.17	\$56.21	\$237.12	12.9%
FY 2017	\$283.61	\$2,326.51	\$1,302.70	\$56.69	\$226.91	12.2%
FY 2018	\$315.42	\$2,451.31	\$1,305.09	\$48.69	\$266.72	12.9%
Change from last year	11%	5%	0%	-14%	18%	1%
Change over last 5 years	14%	17%	15%	-63%	-6%	<1%

Source: Executive Operating Program and Budget (FY 2018-FY 2020), FY 2018 Honolulu Comprehensive Annual Financial Report, and Department of Budget and Fiscal Services. ¹Proposed Debt Service Expenditures is the amount of principal, interest and related costs. ²Self supported debt are repaid exclusively from specified pledged revenues. ³Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services.

Accomplishment of City Priorities

In FY 2018, the Mayor’s priorities that would be the focus for his administration were:

- Restoring bus service
- Repaving roads
- Improving our sewer system, infrastructure repair and maintenance
- Caring for our parks
- Building rail better
- Homelessness and Affordable housing
- Transit-oriented development

Restoring Bus Service

The mayor’s commitment to restore bus service, included a number of changes such as additional service and service modifications to better accommodate ridership on TheBus including:

- Additional service for: Route numbers: 2 (Waikiki/School/Middle), 20 (Waikiki/Pearlridge), 43 (Waipahu/Honolulu/Alapai), 55 (Honolulu/Kaneohe/Haleiwa).
- Modified service for Route numbers: 62 (Honolulu/Wahiawa), 85 (Windward-Express Kaneohe), 96 (Waipio Gentry Express) and PH3 (Windward/Pearl Harbor Express). In addition, 40 bus shelters were repaired and 5 new pedestrian transit connections were constructed.

Honolulu residents were asked to rate the quality of bus and transit services. 62% rated the service *excellent or good* and was higher than the national benchmarks. Honolulu ranked first among 15 cities with over 300,000 residents.

In 2018, 35% of Honolulu residents reported they used public transportation instead of driving, which is similar to both the national benchmarks and for cities with more than 300,000 residents.



TheBus Route 85 Windward Express/Kaneohe. Photo courtesy: Office of the City Auditor.

Repaving roads

The mayor has committed to repave and preserve city roads. In FY 2018, the city:

- Repaved 374 lane miles.
- Applied crack seal to 33,499 linear feet of roadway and seal coat to 17.2 lane miles.
- Patched 20,987 potholes.

The mayor has committed to releasing a quarterly status report on road repaving projects to help the public and the city council track roadwork and how funds are being spent. The Road Repaving Update is found on the Department of Design and Construction’s webpage at the following link:

http://www.honolulu.gov/rep/site/ddc/Street_List_Web_Layout_Report_20190205.pdf

In the 2018 Citizen Survey, Honolulu residents’ ratings for quality of street repairs as *excellent or good* was 12%, which is much lower and lower than the national benchmarks, and for cities with more than 300,000 residents respectively.

Accomplishment of City Priorities

Improving Our Sewer System, Infrastructure Repair, and Maintenance

In FY 2018, the city:

- Rehabilitated nearly 11 miles of wastewater pipe and cleaned approximately 732 miles of wastewater pipe.
- Completed construction of the Kaneohe-Kailua Sewer Tunnel, Kaneohe Tunnel Influent System, and Kaneohe Tunnel Influent Pump Station.

In the 2018 Citizen Survey 57% of residents rated sewer services *excellent or good*. This rating was lower than the national benchmarks, but similar compared to cities with more than 300,000 residents.

Caring for Our Parks

In FY 2018, under the mayor’s Kākou for Parks (Caring for our parks, together!) initiative, the city:

- Renovated 18 comfort stations to include paint, tile, micro guard, stall partitions and new fixtures; resurfaced 113 hard surface courts at 24 parks; and completely refurbished 23 play apparatuses.
- Completed the sand volleyball courts and irrigation project at Ala Moana Regional Park.
- Began a pilot program in April 2018 providing contracted security across 25 parks in the Department of Parks and Recreation Districts 1 (Sandy Beach to Ala Wai Community Park) and 2 (Aala Park to Salt Lake District Park).

In the 2018 Citizen Survey, ratings for city and county parks as *excellent or good* by 42% residents which was much lower and lower than the national benchmarks and for cities with more than 300,000 residents respectively.

In addition, about 82% of survey participants reported using City and County parks which was similar to the national benchmarks and for cities with populations over 300,000.

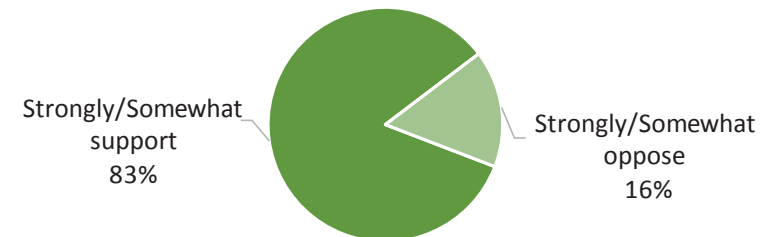


Beach volleyball courts at Ala Moana Regional Park

Photo courtesy KITV.com

Citizen Survey

Extent of Support for Securing City Parks to Enforce Park Hours and Deter Vandalism¹



Source: 2018 National Citizen Survey (Honolulu). ¹Percentages do not total 100% due to rounding

Building Rail Better

In FY 2018:

- The City and HART received Hawai'i State Legislature approval for additional rail funding. The General Excise Tax (GET) surcharge was extended 3 years to 2030. The Transient Accommodations Tax (TAT) was increased 1% for 13 years with the additional revenues earmarked for rail. Together the GET and TAT are projected to raise \$2.51 billion.
- The first column for the Airport Guideway and Stations project was poured in December 2017; the contractor has built 57 columns, drilled 94 foundation shafts, and manufactured 731 pre-cast segments for the elevated guideway. The columns are built as far as Nimitz Highway near Honolulu's Daniel K. Inouye International Airport.

Homelessness

In FY 2018, the city reported:

- The total homeless count on O'ahu declined for the first time since 2009. In January 2018 there were 4,495 homeless persons, a 9.4% decrease, or 494 fewer persons compared to January 2017.
- 397 veterans were moved to permanent housing, a 24% increase over FY 2017, and through a collaboration with city, state, private and non-profit providers.
- 93 homeless were referred housing in shelters, and 7 more were voluntary referrals for care (e.g. hospital or substance abuse center) through HPD's new Health, Efficiency, Long-term Partnerships (H.E.L.P.) program. The city expanded H.E.L.P. to an interagency, multidisciplinary effort involving the city, state and over 20 agencies targeting the unsheltered homeless.
- The Housing Office developed two new programs: a centralized and coordinated landlord engagement program, and a navigation outreach program for seriously ill, unsheltered homeless persons which includes psychiatric and legal services support.

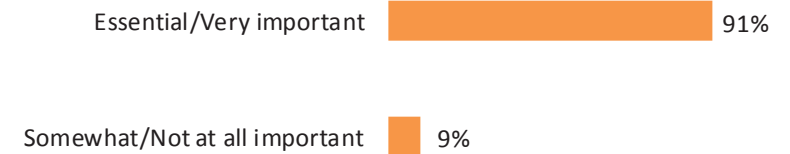


Outreach through Honolulu Police Department's H.E.L.P. Program

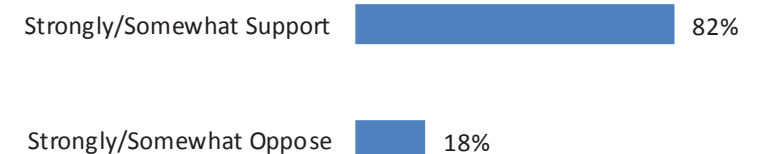
Photo: courtesy of the Honolulu Police Department (HPD).

Citizen Survey

Importance of Addressing the Impact of the Homeless Population on the Community



Support for Providing Mental Health Services for the Homeless



Source: 2018 National Citizen Survey (Honolulu)

Accomplishment of City Priorities

Affordable Housing

In FY 2018, the city:

- Completed the development of Kauhale Kamaile, a 16-unit modular housing project in Wai`anae for homeless or formerly homeless Leeward Coast families who earn 50% of the area median income (AMI); these homes were fully occupied within three weeks.
- Completed the purchase of three buildings which will provide a total of 93 affordable rental units in Waikiki and Mo'ili'ili neighborhoods.

In the 2018 Citizen Survey, residents' *excellent or good* ratings for the availability of affordable quality housing (8%) and variety of housing options (14%) were *much lower* than the benchmarks nationally and for cities with more than 300,000 residents.



Kauhale Kamaile in Wai`anae

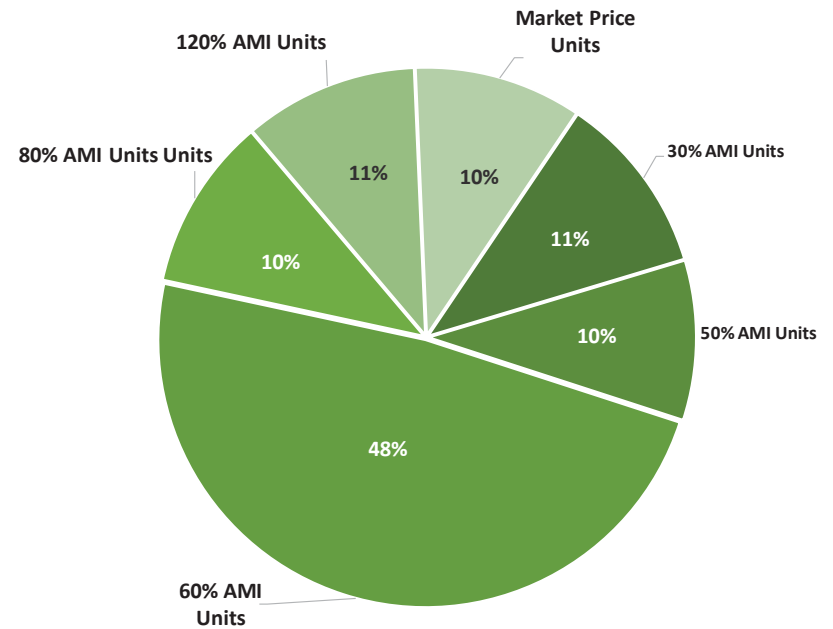
Photo: Courtesy of the Department of Land Management

Transit-Oriented Development (TOD)

In FY 2018:

- The Downtown and Kalihi Neighborhood TOD plans were adopted by the Honolulu City Council;
- The Ala Moana and Halawa (Aloha Stadium) TOD Plans were delivered to city council for adoption.
- Ordinance 18-10, requiring affordable housing to be included in most transit-oriented development was adopted by city council in March 2018.
- Five mixed-use/residential towers in the Ala Moana area were approved under interim TOD permits.

Allocation of the City's 1,265 Affordable Housing Units by HUD Income Limits, FY 2018



Source: Department of Land Management and US Department of Housing and Urban Development (HUD). AMI = Area Median Income and Affordable Housing Limits are set by HUD annually.

Chapter 2 - Department of Budget and Fiscal Services

The Department of Budget and Fiscal Services (BFS) is the city's central financial agency. It is responsible for providing the city's centralized accounting, procurement, treasury, and budget functions.

The department's goals are to:

- Promote good and accountable government.
- Work collaboratively to meet the mayor's goals.
- Develop a strong and cohesive management team.
- Approach problems from a broad, citywide perspective and its impact on others.
- Provide excellent service to internal and external customers.

BFS administration provides department-wide leadership and coordination to the following divisions:

Budgetary Administration	Internal Control	Accounting and Fiscal Services	Fiscal/CIP Administration	Purchasing and General Services	Real Property Assessment	Treasury
<ul style="list-style-type: none"> •Oversees the city's annual operating budget. •Formulates and administers the city's budgetary policies. 	<ul style="list-style-type: none"> •Safeguards the city's assets by examining its financial activities. •Monitors controls and processes. •Recommends improvements. 	<ul style="list-style-type: none"> •Provides financial services to city agencies. •Accounts for city funds and the receipt and expenditure of public funds. 	<ul style="list-style-type: none"> •Responsible for the city's capital improvement program and budget. •Prepares ordinances and resolutions. •Develops debt service programs. 	<ul style="list-style-type: none"> •Conserves city resources through cost-efficient purchases of goods and services. •Responsible for the city's assets. 	<ul style="list-style-type: none"> •Ensures that real property assessment values are fair, equitable, and based on market value and applicable standards and laws. 	<ul style="list-style-type: none"> •Responsible for cash management, debt, and certain accounts receivable. •Issues, sells, pays interest on, and redeems bonds.

The city charter administratively attaches the Honolulu Liquor Commission to BFS. The commission is wholly funded through revenues from liquor licenses.

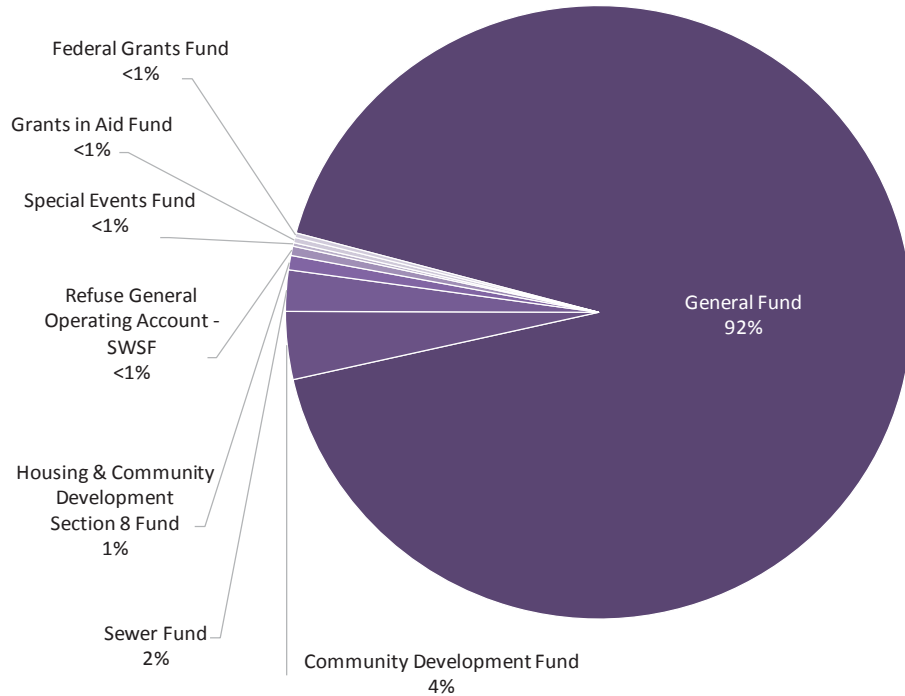


To deliver adequate resources to city agencies to ensure successful programs and projects in a fiscally prudent and responsible manner.

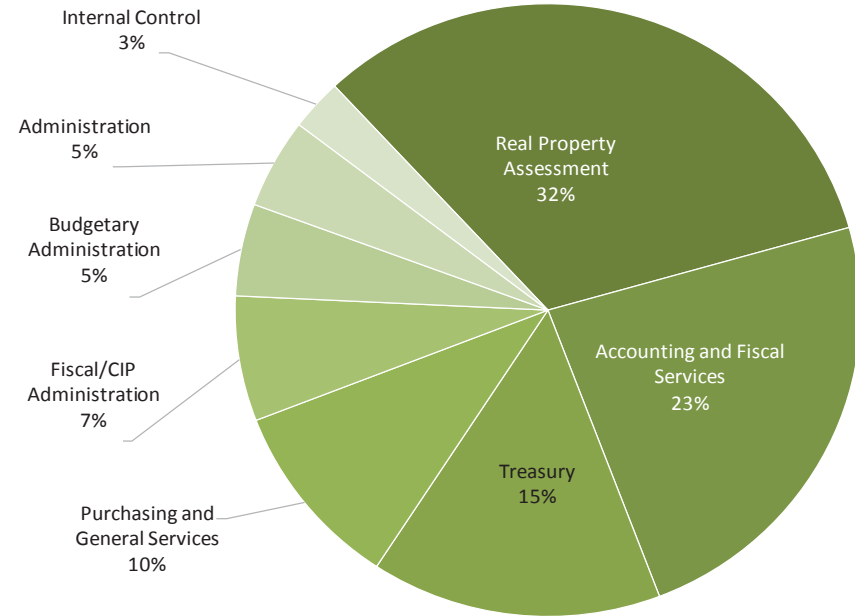
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2014	\$16.65	\$1,549.65	323	55	\$51,549	\$92,724	\$92,280
FY 2015	\$17.83	\$2,112.31	303	36	\$58,837	\$147,718	\$146,969
FY 2016	\$18.07	\$1,985.29	302	38	\$59,839	\$171,205	\$171,039
FY 2017	\$18.37	\$2,283.71	303	42	\$60,626	\$160,530	\$160,368
FY 2018	\$18.70	\$2,468.17	307	41	\$60,920	\$108,396	\$106,509
Change from last year	2%	8%	1%	-2%	0%	-32%	-34%
Change over last 5 years	12%	59%	-5%	-25%	18%	17%	15%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement as applicable.

Spending and Staffing



Overtime Expenditures

\$108,369 ▼ **32%**

Total overtime expenditures decreased 32% over the last year. The department attributes the decrease to renewed efforts to monitor and control overtime expenditures.



Revenues

\$2.47 B ▲ **8%**

Departmental revenues increased 8% over the last year.

Five Year Trends



The department's operating expenditures increased 12% from \$16.65 million to \$18.70 million over the last five years. The department attributes the increase to salary and fringe increases due to collective bargaining.



The department's revenues increased 59% from \$1,549 million to \$2,468 million over the last five years. The department attributes the increase to real property tax, recovery of debt service, recovery of CASE, transfers from the General Fund, and bond proceeds in bond funds.

FY 2018 ACCOMPLISHMENTS

- Received an Outstanding Agency Accreditation Achievement Award from the National Institute for Governmental Purchasing for excellence in public procurement through compliance with established standards and sound procurement practices.
- Worked with the Department of Information Technology to replace obsolete software with an in-house solution to create the FY 2019 budget books.
- Implemented a new city-wide delinquent collection agency contract serving the Department of Budget and Fiscal Services, Division of Treasury as well as the Department of Community Services Section 8, the Department of Customer Services Motor Vehicles Licensing, and the Board of Water Supply.

CHALLENGES MOVING FORWARD — FY 2019

- *Training new personnel to replace retired workers and compensating for the loss of experience and institutional knowledge.*
- *Succession planning and difficulty in recruiting and retaining qualified staff.*

Administration, Budgetary Administration and Internal Control

Budgetary Administration

The Budgetary Administration Division oversees the city's annual operating budget and formulates and administers the city's budgetary policies under the direction of the mayor. It also reviews operating and capital budget program schedules, makes budgetary allotments, and reviews requests for new agency positions with the mayor's approval. The primary goal of the division is achieved with the adoption of the city's annual operating budget.

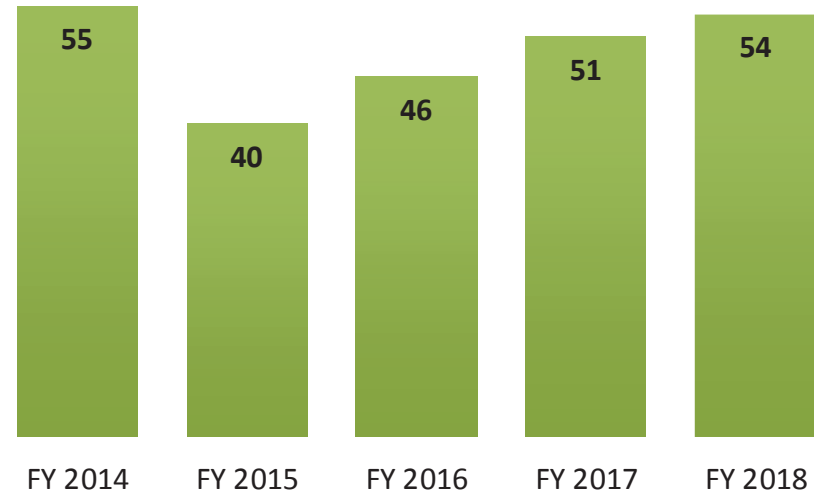
Over the past year, the number of Communications Reviewed and Processed decreased 18% from 2,660 in FY 2017 to 2,187 in FY 2018. The department noted the decrease is due to Budgetary Administration no longer reviewing requests to fill positions.

Internal Control

The mission of the Internal Control Division is to safeguard city assets. Internal control performs examinations of the city's financial activities, audits, and reviews; monitors controls and processes; and recommends practical changes and cost effective improvements.

Operating expenditures increased 5% from \$481,025 in FY 2017 to \$505,854 in FY 2018.

Audits, Reviews, Evaluations, and Analyses Performed



Source: Department of Budget and Fiscal Services

	Administration	Budgetary Administration		Internal Control	
	Operating Expenditures	Operating Expenditures	Communications Reviewed and Processed	Operating Expenditures	Audits, Reviews, Evaluations, and Analyses Performed
FY 2014	\$814,675	\$847,148	2,335	\$540,408	55
FY 2015	\$907,420	\$878,909	2,171	\$566,513	40
FY 2016	\$904,376	\$977,639	2,007	\$574,812	46
FY 2017	\$849,133	\$837,238	2,660	\$481,025	51
FY 2018	\$887,692	\$909,026	2,187	\$505,854	54
Change from last year	5%	9%	-18%	5%	6%
Change over last 5 years	9%	7%	-6%	-6%	-2%

Source: Department of Budget and Fiscal Services

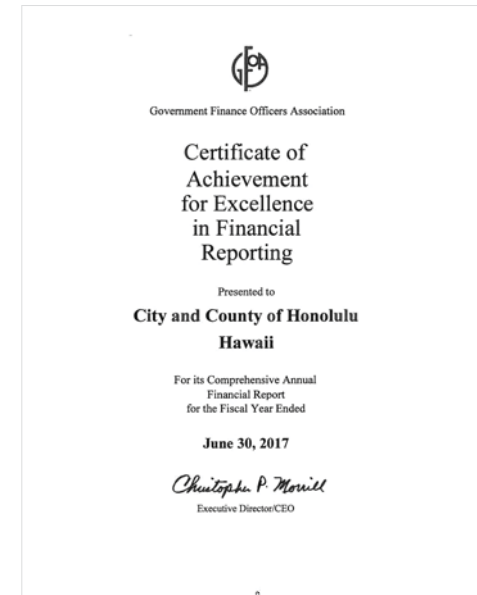
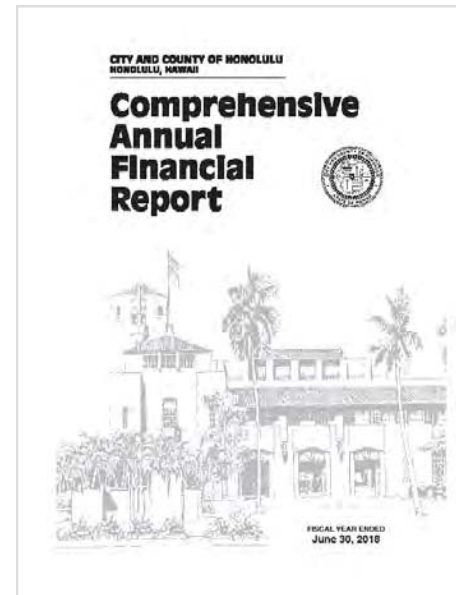
Accounting and Fiscal Services Division

The Accounting and Fiscal Services Division plans, develops, and provides financial services to departments and agencies. It accounts for all city funds and the manner in which public funds are received and expended.

The division's goals are to: (1) ensure that expenditures are proper and comply with applicable laws and grant agreements; (2) meet all federal grant financial reporting requirements; and (3) provide financial services to city agencies needed to achieve their goals and objectives. The division is responsible for central accounting services, including all payments and payroll functions.

The division issues the city's Comprehensive Annual Financial Report (CAFR) and received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Operating expenditures increased 8% over the last five years from \$4.08 million in FY 2014 to \$4.40 million in FY 2018.



Source: FY 2018 Honolulu Comprehensive Annual Financial Report

	Operating Expenditures (\$ millions)	Accounting and Fiscal Services		
		Payroll-Wage Related Payments Processed	Non-Payroll Documents Payments Processed	Total Payments Processed
FY 2014	\$4.08	236,000	63,000	299,000
FY 2015	\$4.37	236,000	61,000	297,000
FY 2016	\$4.38	236,000	59,000	295,000
FY 2017	\$4.32	235,751	55,672	291,423
FY 2018	\$4.40	235,572	54,095	289,667
Change from last year	2%	<1%	-3%	-1%
Change over last 5 years	8%	<1%	-14%	<1%

Source: Department of Budget and Fiscal Services

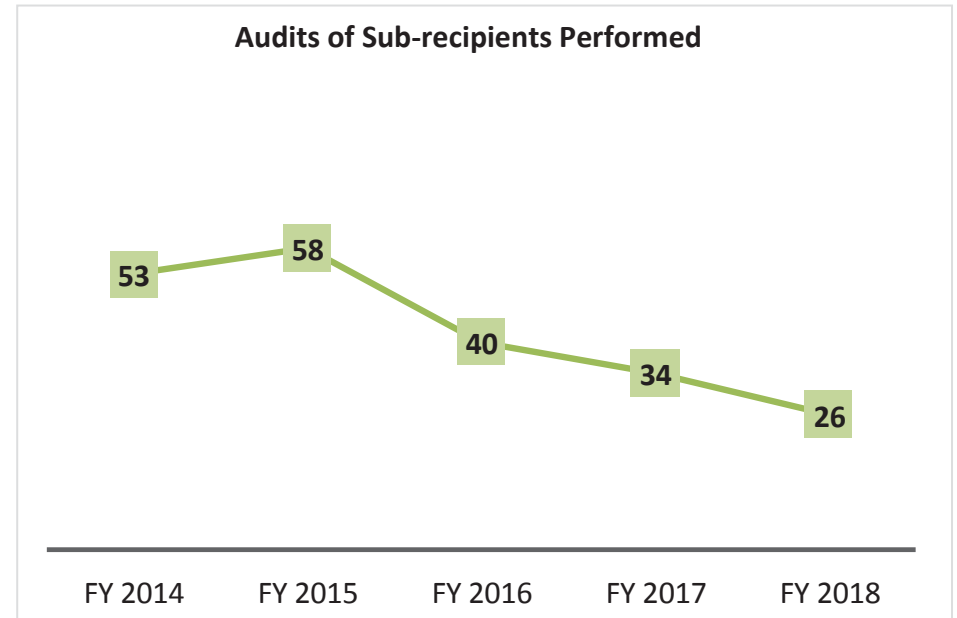
Fiscal/CIP Administration

The Fiscal/Capital Improvement Program (CIP) Administration Division's mission is to formulate, review, prepare, and implement the city's annual capital improvement program and budget. The division prepares ordinances and resolutions, performs ongoing reviews of capital budget allotments, and enforces the capital budget ordinance. It also analyzes and develops debt service programs for the city.

The division's Fiscal/Long-Range Planning Branch develops revenue estimates, central accounts, and long-range financial planning programs needed to implement the mayor's strategic goals. Operating expenditures increased 16% from nearly \$1.06 in FY 2014 to \$1.23 million in FY 2018.

The number of applications for U.S. Department of Housing and Urban Development (HUD) Funds decreased 84% over the last five years from 129 in FY 2014 to 21 in FY 2018, and 53% over the last year alone. According to the department, the decrease is due to a change in the city's plan for using Community Development Block Grant (CDBG) funds to focus on city projects rather than grants to nonprofit organizations.

The number of sub-recipient agreements also decreased over the last five years, from 107 in FY 2014 to 33 in FY 2018. Over the last year, the number of agreements decreased 59%. The department notes the decrease is also due to the use of CBDG funds. Prior to the change, the city would execute sub-recipient agreements with nonprofit organizations who received grants of CBDG funds.



Source: Department of Budget and Fiscal Services

	Reviewed and Processed					Audits of Sub-recipient Organizations Performed
	Operating Expenditures (\$ millions)	Independent Services Contracts	Appropriation and Allotment Vouchers	Application for HUD Funds	Sub-recipient Agreements	
FY 2014	\$1.06	472	499	129	107	53
FY 2015	\$1.30	419	495	44	114	58
FY 2016	\$1.17	336	474	69	121	40
FY 2017	\$1.25	425	509	45	80	34
FY 2018	\$1.23	414	494	21	33	26
Change from last year	-2%	-3%	-3%	-53%	-59%	-24%
Change over last 5 years	16%	-12%	-1%	-84%	-69%	-51%

Source: Department of Budget and Fiscal Services

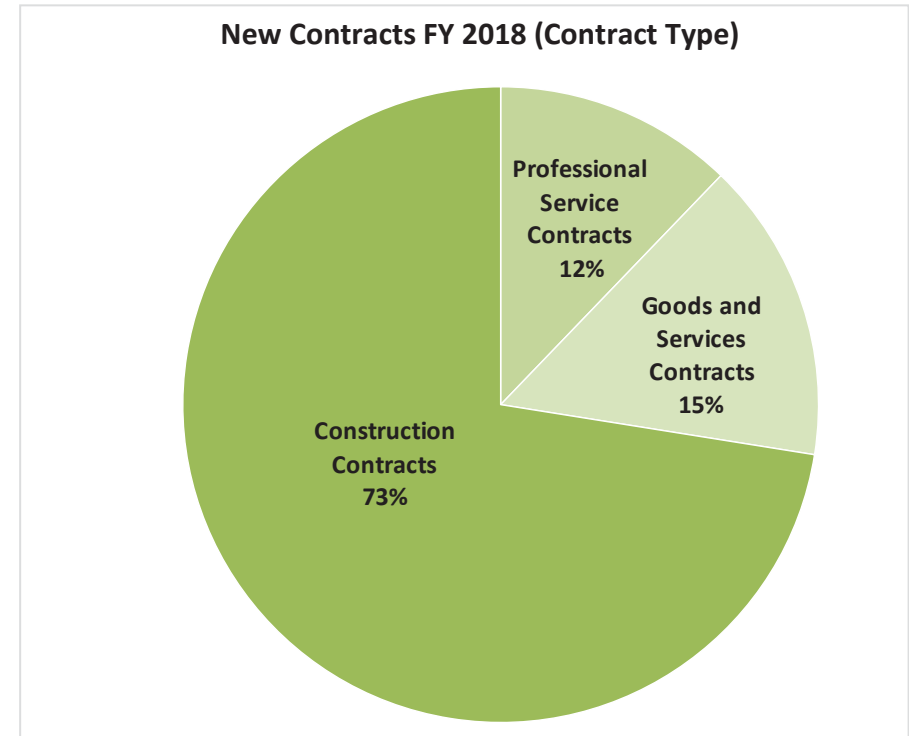
Purchasing and General Services Division

The mission of the Purchasing and General Services Division is to assure quality purchases at reasonable prices for the city in accordance with the law.

The division supports the department’s mission to maintain the city’s financial health and conserve its resources through cost-efficient purchases of goods through the use of price-list contract awards for commonly purchased items by city departments. In the past five years, the total purchase orders increased 122% from \$7.32 million in FY 2014 to \$16.22 million in FY 2018. The department attributes the increase to the nature of the purchase requests that were submitted by city agencies.

The division is responsible for procuring all materials, supplies, equipment, and services for city departments and agencies, which include construction, consultant, and personal services contracts. It is also responsible for the city’s assets, including real property, rentals, leases, and concessions; and administers housing relocation functions.

In FY 2018 the department handled 95 construction contracts. This represents a 67% increase from FY 2017 and a 61% increase since FY 2014.



Source: Department of Budget and Fiscal Services

	Goods and Services Purchases							New Contracts FY 2018						
	Operating Expenditures (\$ millions)	Total Active Price Lists	Total Price List Purchase Orders ¹	Price List Purchase Order Dollar Value (\$ millions)	Total Direct Purchase Orders ²	Direct Purchase Order Dollar Value (\$ millions)	Total Purchase Orders ³	Purchase Order Dollar Value (\$ millions)	Total Professional Service Contracts	Professional Service Contracts Dollar Value (\$ millions)	Total Goods and Services Contracts	Goods and Services Contracts Dollar Value (\$ millions)	Total Construction Contracts	Construction Contracts Dollar Value (\$ millions)
FY 2014	\$1.60	211	2,719	\$70.06	3,869	\$7.32	735	\$25.14	82	\$40.55	143	\$57.80	59	\$287.90
FY 2015	\$1.71	263	2,502	\$65.91	3,544	\$7.52	768	\$26.36	93	\$44.69	185	\$67.27	92	\$186.42
FY 2016	\$1.72	272	2,672	\$113.52	3,719	\$8.35	664	\$26.55	86	\$26.55	158	\$73.50	73	\$311.11
FY 2017	\$1.81	297	2,567	\$101.22	4,319	\$16.92	249	\$25.88	80	\$31.65	133	\$52.49	57	\$164.83
FY 2018	\$1.86	344	2,554	\$121.76	4,073	\$16.22	231	\$39.71	82	\$38.31	141	\$48.17	95	\$227.75
Change from last year	2%	16%	-1%	20%	-6%	-4%	-7%	53%	3%	21%	6%	-8%	67%	38%
Change over last 5 years	16%	63%	-6%	74%	5%	122%	-69%	58%	0%	-6%	-1%	-17%	61%	-21%

Source: Department of Budget and Fiscal Services ¹Total Price Purchase Orders are purchase orders that are associated with a master agreement (MA in C2HERPS). These purchases are known as delivery orders (DO in C2HERPS). ²Total Direct Purchase Orders are purchase orders that are initiated by city agencies. These purchases are known as small purchase orders (SP in C2HERPS). ³Total Purchase orders are purchase orders that are issued by the BFS Division of Purchasing. These are known as purchase orders (PO in C2HERPS).

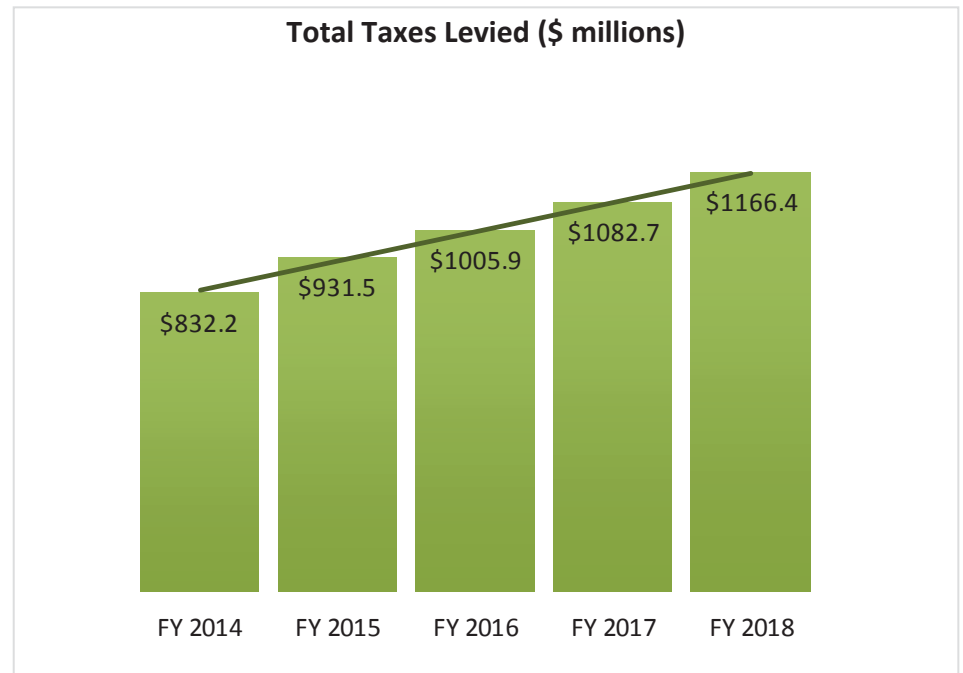
Real Property Assessment Division

The mission of the Real Property Assessment Division (RPAD) is to annually prepare a certified assessment roll of property taxes to the city council as required by ordinance. It ensures that real property assessment values are fair, equitable, and based on market value and applicable standards and laws. The certified assessment roll is used by the city council to set the property tax rates for the city.

To achieve its mission, RPAD annually identifies all real property parcels, respective owners, appraises parcels, and processes exemption and dedication claims. It sends assessment notices to owners, resolves tax appeals, and maintains and updates information (including maps, ownership and valuation records, etc.).

Total taxes levied increased 8% over the last year and 40% over the last five years. The department explained that levied taxes increased disproportionately to increase of assessments due to the larger assessment increase of properties with higher tax rates.

Total Appeals Filed increased 60% from 1,514 in FY 2014 to 2,429 in FY 2018. The department noted that the increase was primarily due to appeals filed by developers of five residential condominium projects that were not filed in FY 2014.



Source: Department of Budget and Fiscal Services

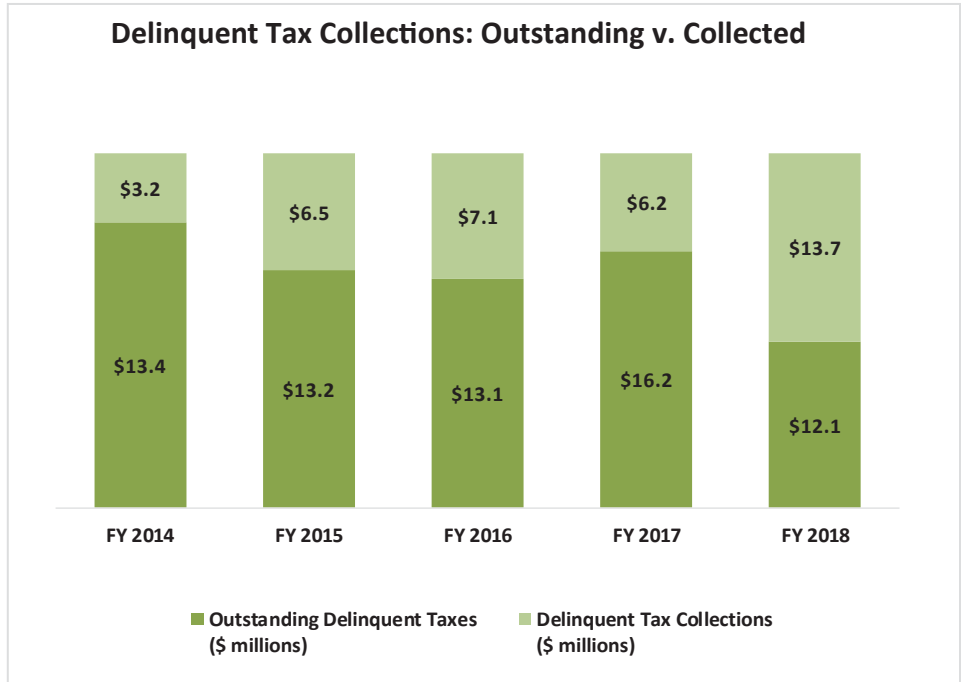
	Operating Expenditures (\$ millions)	Real Property Tax Assessments		Exemptions / Dedications Processed				
		Total Assessment Value ¹ (\$ billions)	Total Taxes Levied ¹ (\$ millions)	Assessment Parcels	Total	Walk-In Counter Service	Appeals Filed	Building Inspections
FY 2014	\$5.37	\$159.10	\$832.25	290,290	56,659	5,000	1,514	7,585
FY 2015	\$5.79	\$174.34	\$931.47	293,852	51,531	4,600	2,141	7,202
FY 2016	\$5.70	\$187.72	\$1005.87	295,651	49,105	5,000	2,071	7,119
FY 2017	\$5.94	\$199.63	\$1082.73	298,149	63,182	5,200	3,112	6,538
FY 2018	\$6.10	\$211.57	\$1166.39	299,647	65,202	6,000	2,429	6,660
Change from last year	3%	6%	8%	1%	3%	15%	-22%	2%
Change over last 5 years	14%	33%	40%	3%	15%	20%	60%	-12%

Source: Department of Budget and Fiscal Services. ¹Rounded totals. ²Residential A classification is a dwelling with an assessed value of \$1 million or more, does not have a home exemption, and is zoned residential.

The Treasury Division is responsible for the city’s cash management, debt, and selected accounts receivable. The division maintains the city’s treasury, deposits monies, and invests funds as authorized by law. It also issues, sells, pays interest, and redeems bonds. Treasury is responsible for billing and collecting various revenues and assessments including real property taxes, improvement and business improvement districts, refuse disposal and collection fees, real property rentals, and concessions contracts. Treasury’s goals include the effective, timely, and cost efficient collection of real property taxes, assessments, and various city fees; and effective management of the city’s debts and obligations.

Real property tax is the primary revenue source for the General Fund. In FY 2018, the city collected over \$1.17 billion in real property tax, which was an 8% increase from \$1.09 billion collected last year, and a 40% increase from the \$838.70 million collected five years ago.

Over the past year, delinquency tax collections increased 122%, from \$6.15 million in FY 2017 to \$13.65 million in FY 2018. From FY 2014 to FY 2018, delinquency tax collections increased 326%. The department noted the increase over the past five years was primarily due to improved collection effectiveness which included shortening the foreclosure process from three years to two years in FY 2018, resulting in one year of accelerated delinquency tax collections.



Source: Department of Budget and Fiscal Services

	Real Property Taxes						
	Operating Expenditures (\$ millions)	Total Taxes Levied (\$ millions)	Collections to Date (\$ millions)	Outstanding Delinquent Taxes (\$ millions)	Delinquency Rate	Delinquent Tax Collections (\$ millions)	Delinquent Real Property Tax Accounts ¹
FY 2014	\$2.34	\$868.10	\$838.70	\$13.40	1.6%	\$3.20	5,944
FY 2015	\$2.31	\$966.10	\$935.80	\$13.20	1.4%	\$6.50	6,241
FY 2016	\$2.64	\$1039.00	\$1010.50	\$13.10	1.0%	\$7.10	6,115
FY 2017	\$2.88	\$1113.97	\$1087.38	\$16.24	1.0%	\$6.15	5,651
FY 2018	\$2.81	\$1183.31	\$1173.88	\$12.13	1.0%	\$13.65	5,574
Change from last year	-2%	6%	8%	-25%	0%	122%	-1%
Change over last 5 years	20%	36%	40%	-9%	-38%	326%	-6%

Source: Department of Budget and Fiscal Services. ¹Property tax installment payments are due on August 20th (first installment) and February 20th (second installment).

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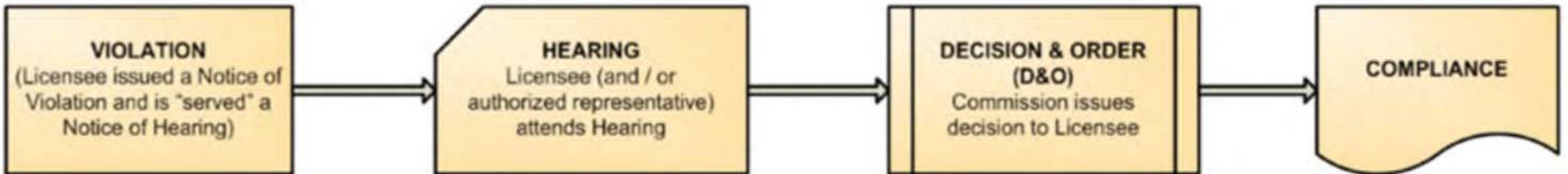
Chapter 2 - Honolulu Liquor Commission

The Honolulu Liquor Commission has sole jurisdiction, power, authority and discretion to grant, refuse, suspend and revoke any license for the manufacture, importation, or sale of liquor within the City and County of Honolulu. The commission is administratively attached to the Department of Budget and Fiscal Services but is wholly funded through revenues generated from liquor licenses and fees deposited into the Liquor Commission Special Revenue Fund.

Liquor License Process



Violation Process



Source: Honolulu Liquor Commission website.

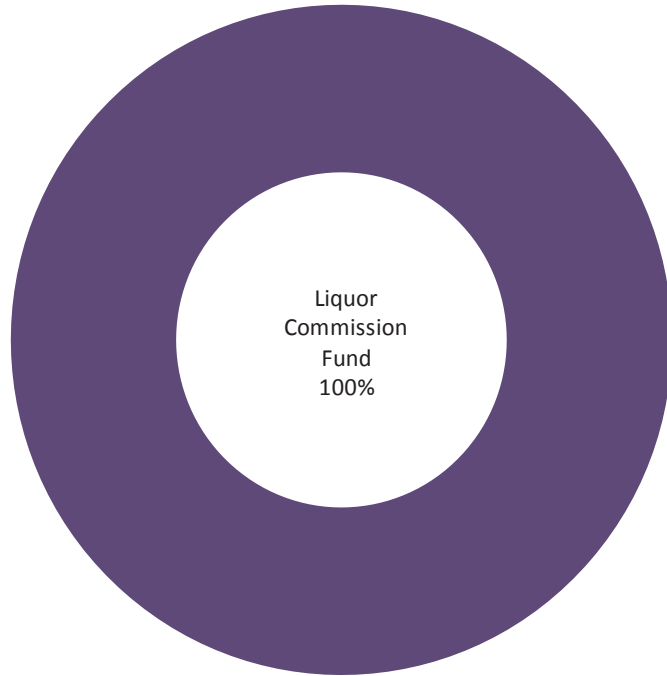


We, the men and women of the Honolulu Liquor Commission, are firmly committed to provide outstanding regulatory services to enhance the quality of life in the City and County of Honolulu, and to create a safe and healthy environment for the public.

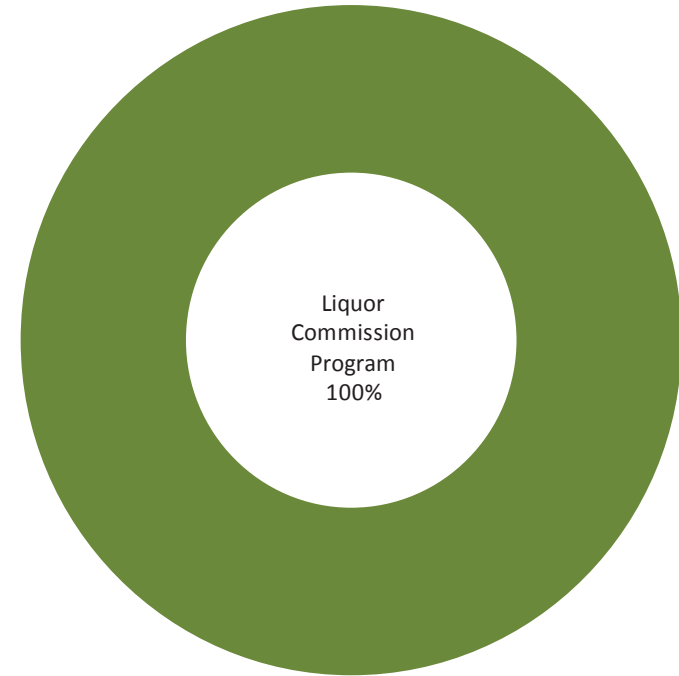
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Operating Expenditures (\$ millions)	Liquor License Revenues (\$ millions)	Staffing		Cost Per FTE ¹	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday ²
FY 2014	\$2,760,373	\$3,437,417	50	15	\$55,207	\$82,633	\$80,643
FY 2015	\$3,084,172	\$4,658,273	50	13	\$61,683	\$88,777	\$87,337
FY 2016	\$3,060,409	\$5,103,055	50	17	\$61,208	\$82,305	\$81,577
FY 2017	\$3,000,440	\$5,061,012	52	20	\$57,701	\$84,643	\$84,402
FY 2018	\$3,282,722	\$5,795,794	52	18	\$63,129	\$105,654	\$105,654
Change from last year	9%	15%	0%	-10%	9%	25%	25%
Change over last 5 years	19%	69%	4%	20%	14%	28%	31%

Source: Honolulu Liquor Commission and Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$3.28 M ▲ 9%

The commission's operating expenditures increased 9% over the last year. The commission attributes the increased expenditure to the development of its new Liquor Commission Information System.

Five Year Trends



The commission's Liquor License revenues increased 69% from \$3.44 million to \$5.80 million over the last five years. The commission attributes this year's increase to raising basic license fees.



Revenues

\$5.80 M ▲ 15%

Revenues increased 15% from FY 2017 to FY 2018. The commission attributes this to a year-long initiative to increase basic license fees, additional liquor license fees, and fines.¹



Overtime Expenditures

\$105,654 ▲ 25%

Total overtime expenditures increased 25% from last year. The commission attributes this increase to field investigations.

FY 2018 ACCOMPLISHMENTS

- Instrumental in getting Act 25 passed, which eliminated the Federal tax clearance requirement for liquor license issuance, renewals, or for transfers.
- Experienced a 38% reduction in public complaints about liquor premises.

CHALLENGES MOVING FORWARD — FY 2019

- *Finding qualified personnel to enforce state liquor laws and the Rules of the Liquor Commission.*

Source: Department of Budget and Fiscal Services and Honolulu Liquor Commission. ¹The commission notes this is the first fee increase since 2005.

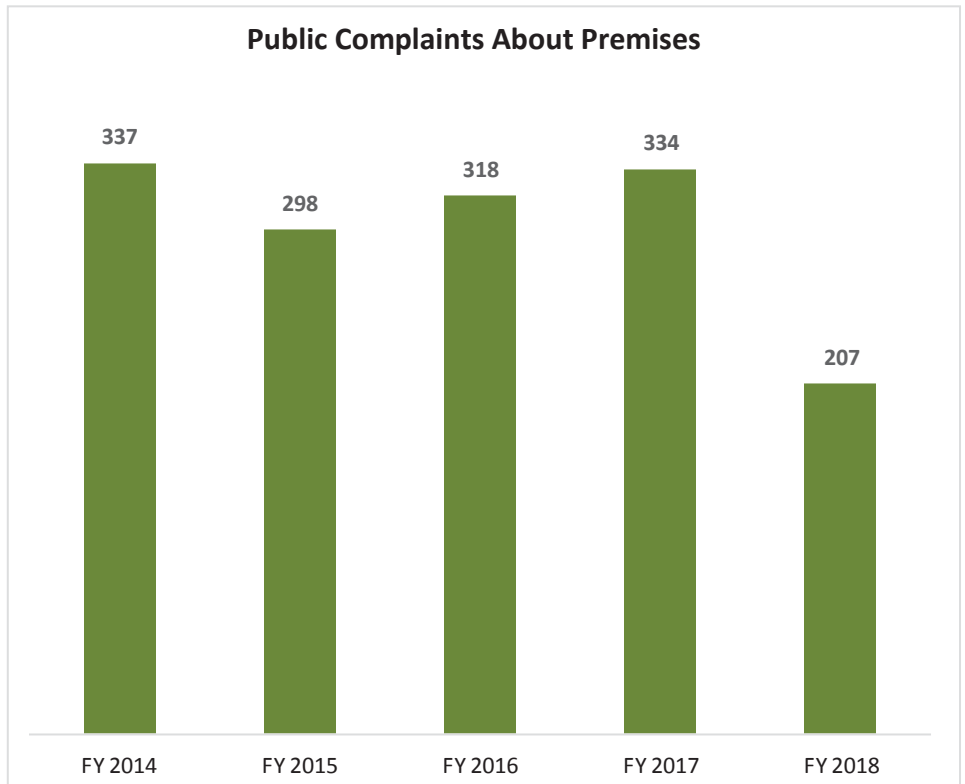
Field Services

Over the past five years total inspections conducted decreased by 27% from 9,201 to 6,679. According to the commission this is a direct reflection of staffing and retention issues experienced by the Honolulu Liquor Commission's Field Services Division. Although the number of investigators has fluctuated over the past few years, the number of inspections per investigator remains relatively stable. Active recruiting to fill investigator positions is ongoing. The commission notes that the decrease can also be attributed to more detailed inspections, which in turn, resulted in an increased number of violations being cited.

The number of public complaints about premises decreased 38%, from 334 complaints in FY 2017 to 207 in FY 2018. The commission notes that enforcement investigators continue to take preemptive measures to mitigate complaints before they happen.

In FY 2018, the commission adjudicated 412 violations. This was a 44% increase from the prior year's 286 violations. The commission attributes this increase to more detailed inspections, Corporation Counsel clearing the backlog of cases, and the Alcohol Compliance and Enforcement Project, which was a joint effort with the University of Hawai'i's Office of Public Health Studies and the Honolulu Police Department.

In FY 2018 the division continued to work with law enforcement agencies to address human trafficking and underage drinking.



Source: Honolulu Liquor Commission

	Total Inspections Conducted	Total Public Complaints	Total Violations Adjudicated	Liquor Licenses in Effect
FY 2014	9,201	337	380	1,451
FY 2015	10,187	298	396	1,480
FY 2016	9,313	318	261	1,477
FY 2017	5,873	334	286	1,495
FY 2018	6,679	207	412	1,493
Change from last year	14%	-38%	44%	<1%
Change over last 5 years	-27%	-39%	8%	3%

Source: Honolulu Liquor Commission

Chapter 3 - Department of Community Services

The Department of Community Services (DCS) administers federal, state and county funded programs to meet human service, workforce, and housing needs of economically challenged individuals and families with special needs in the City and County of Honolulu. The O`ahu Workforce Development Board (OWDB) is administratively attached to the Department of Community Services and administers the federal Workforce Investment and Opportunity ACT (WIOA) program for businesses, job seekers, and youth. The OWDB is implemented and funded by WIOA to oversee and set policies for the American Job Center Hawaii, formerly known as O`ahu Worklinks.

DCS Administration oversees the following divisions.

Community Assistance	Community Based Development	Elderly Affairs	WorkHawaii	Office of Grants Management
<ul style="list-style-type: none">Administers rental subsidies, home rehabilitation, and home ownership loans to low and moderate income families.	<ul style="list-style-type: none">Administers grants for homeless and housing assistance, community development, and persons experiencing homelessness.	<ul style="list-style-type: none">Administers grants for older adults, caregivers, and people with disabilities.	<ul style="list-style-type: none">Administers grants for employment and job training, youth development programs, and housing support.	<ul style="list-style-type: none">Administers the city's Grants in Aid (GIA) Fund that provides monies to non-profit organizations serving the community.

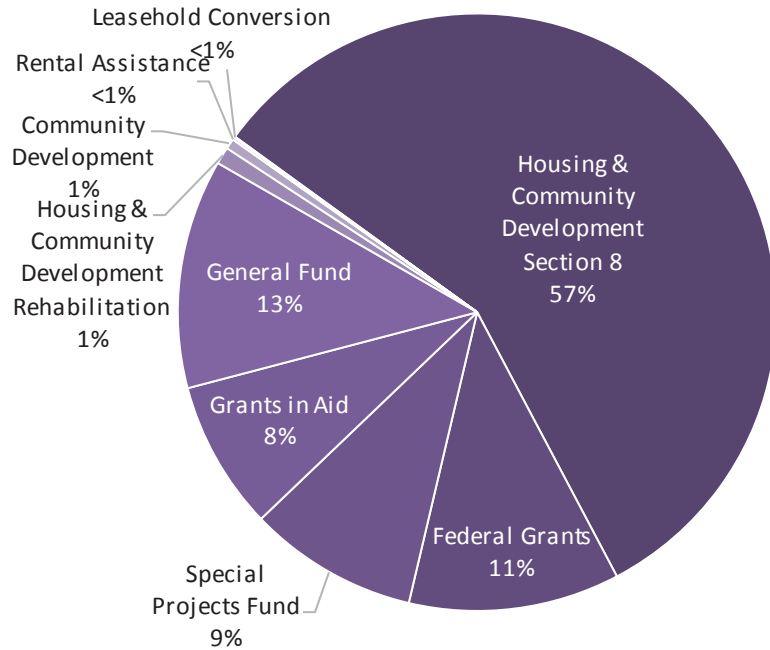


To create opportunities to improve the quality of life for the people of O`ahu.

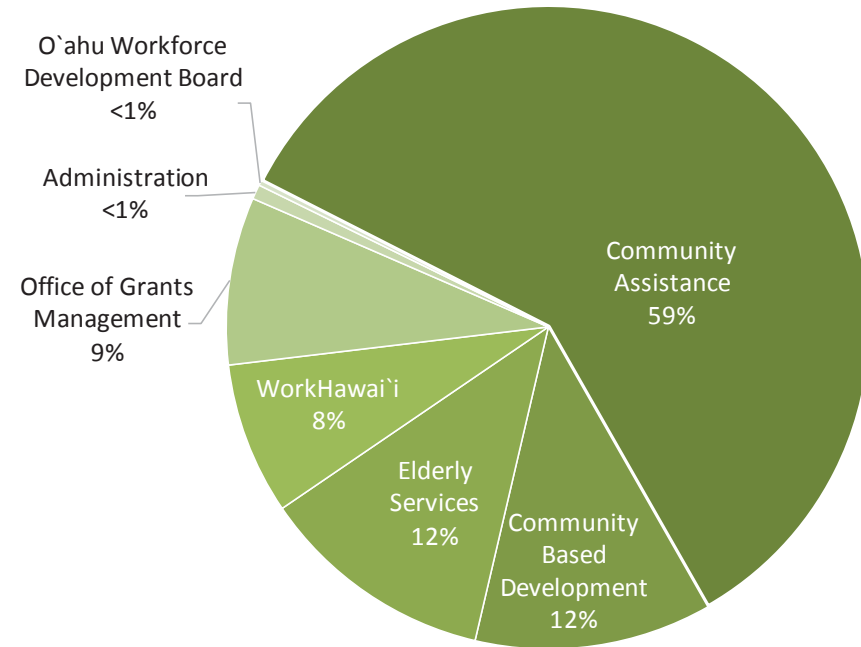
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Total Operating Expenditures (\$ millions) ²	Total Revenues (\$ millions)	Staffing		Cost Per FTE ³	Overtime Expenditures ⁴	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2014	\$87.66	\$83.46	246.8	111.8	\$355,188	\$12,655	\$12,655
FY 2015	\$82.34	\$67.10	244.8	115.3	\$336,361	\$9,069	\$9,069
FY 2016	\$91.62	\$71.06	244.8	106.3	\$374,281	\$26,494	\$26,494
FY 2017	\$100.35	\$73.76	244.8	91.5	\$409,943	\$15,202	\$15,202
FY 2018	\$93.60	\$84.15	260.8	139.8	\$358,902	\$27,771	\$27,372
Change from last year	-7%	14%	7%	53%	-12%	83%	80%
Change over last 5 years	7%	1%	6%	25%	1%	119%	116%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²DCS notes that 77% of the operating expenditures are attributable to federal, state, and city costs to service providers who assist at risk community members. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit agreement, as applicable.

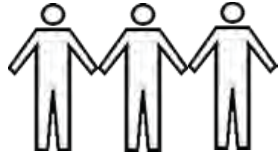
Spending and Staffing



Operating Expenditures

\$93.60 M ▼ 7%

Total operating expenditures decreased 7% from \$100.35 million in FY 2017 to \$93.60 million FY 2018. The department attributes the decrease to reductions in federal and state funded programs.



Vacant FTE

139.8 FTE ▲ 53%

The number of vacant FTE increased 53% from 91.5 FTE in FY 2017 to 139.8 FTE in FY 2018. The department attributes the increase to reductions in state-funded programs in the WorkHawaii Division.

Five Year Trends



Total operating expenditures increased 7% from \$87.66 million to \$93.60 million over the last five years. The department attributes the increase to additional funding for city homeless initiatives.

National Citizen Survey



In FY 2018, 82% of Honolulu residents said they would *strongly/somewhat* support the city and county providing mental health services for the homeless, even if it meant raising taxes or fees.

FY 2018 ACCOMPLISHMENTS

- The Office of Grants Management issued 70 Grants in Aid grants totaling \$7.2 million, including 5 totaling \$50,000 for the initial Tier I (grants \$10,000 or under) Program.
- Honolulu's Section 8 Rental Assistance Program was awarded High Performer status by the U.S. Department of Housing and Urban Development for its 2018 98% utilization rate of allocated budget authority.

CHALLENGES MOVING FORWARD — FY 2019

- *Implementing the city's Age-Friendly Cities Program pursuant to Ordinance 18-36.*
- *Developing and implementing the new homeless initiatives programs with nonprofit partners to allow the programs to move forward.*

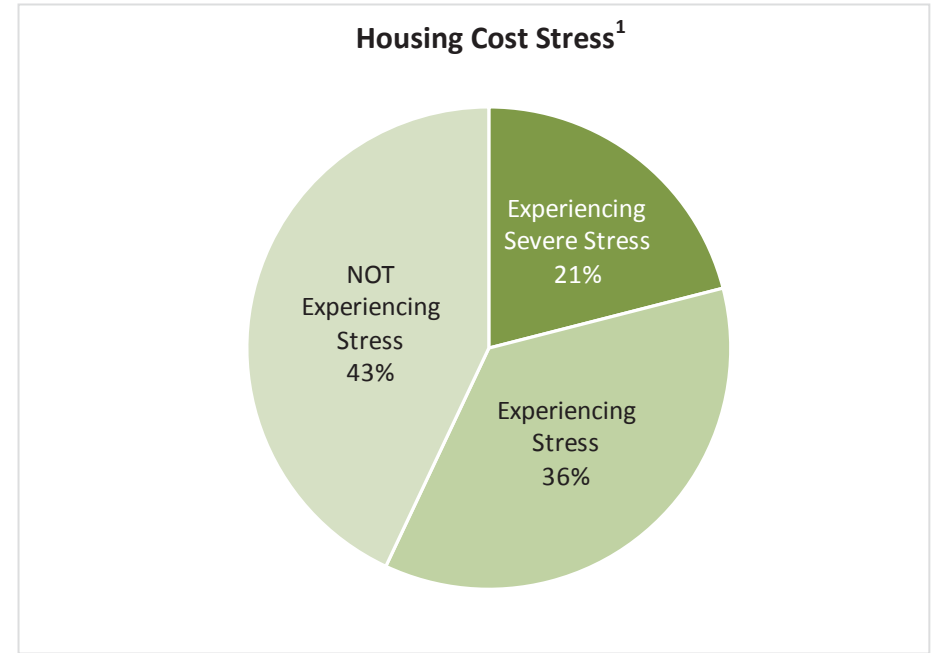
Community Assistance Division

The Community Assistance Division (CAD) manages programs that provide rental assistance to lower income families; preserves decent, safe and sanitary housing for low, moderate, and gap-group income households; and assists lower income families to achieve economic self-sufficiency and homeownership.

The Section 8 Housing Choice Voucher Program enables low-income families, earning 30% of the median income, to rent housing units on the private rental market. In FY 2018, the CAD Section 8 Program served 3,647 families representing an increase of 1% from the prior year. The program continues to be a high performer in the Section 8 Management Assessment Program, utilizing at least 98% of its allocated budget authority of \$53.47 million in FY 2018. The number of applications processed increased due to additional funding received.

The Family Self-Sufficiency (FSS) Program is a voluntary program designed to help participating Section 8 families transition from government subsidies into social and economic self-sufficiency by providing counseling, career guidance, life coping workshops and other resources. In FY 2018, 107 families participated in the FSS Program.

The Rehabilitation Loan Program assists low and moderate income homeowners by providing zero interest loans to renovate their units. Rehabilitation loans approved and funded in FY 2018 totaled \$720,941, a decrease of 65% from \$2,033,682 funded in FY 2017 due to decreased funding.



Source: 2018 National Citizen Survey (Honolulu).

CAD accounted for 59% of the department's FY 2018 operating expenditures. In FY 2018, CAD's operating expenditures totaled \$55.46 million.

	Operating Expenditures (\$ millions)	Section 8 Housing Choice Voucher Program			Family Self-Sufficiency Program		Rehabilitation Loans Approved & Funded
		Families Served	Wait-Listed Applicants	Applications Processed	Families Participated	Families Became Homeowners	
FY 2014	\$49.78	3,257	0	351	156	0	\$1,077,550
FY 2015	\$48.63	3,486	2,194	906	136	1	\$1,276,450
FY 2016	\$54.55	3,709	1,924	269	119	0	\$834,704
FY 2017	\$55.92	3,617	1,871	115	119	0	\$2,033,682
FY 2018	\$55.46	3,547	1,798	976	107	0	\$720,941
Change from last year	-1%	-2%	-4%	749%	-10%	--	-65%
Change over last 5 years	11%	9%	...	178%	-31%	--	-33%

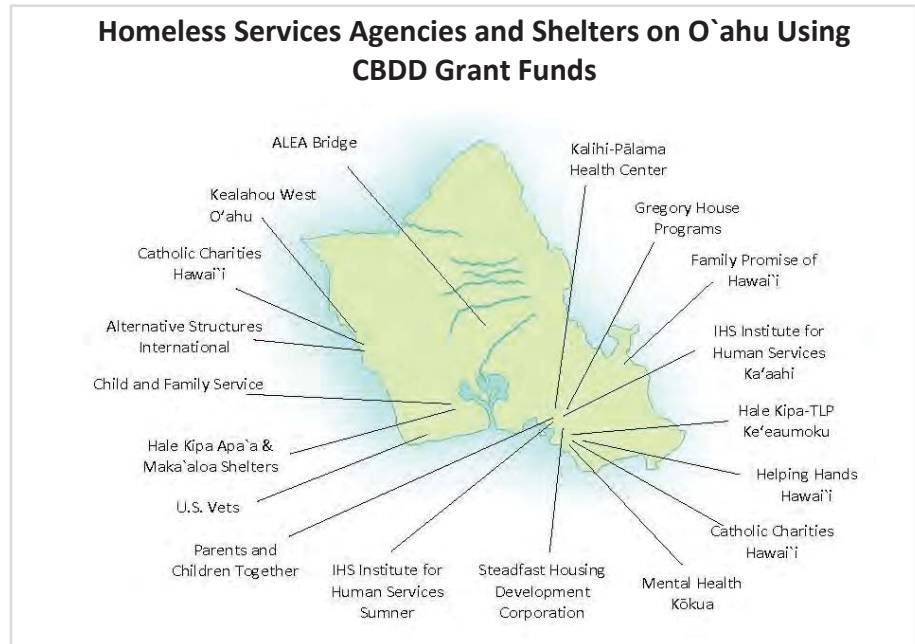
Source: Department of Budget and Fiscal Services and Department of Community Services. ¹ The National Citizen Survey defines housing cost stress as paying more than 30% of household income on housing costs. Households spending less than 30% of household income on housing costs are classified as NOT experiencing housing cost stress.

Community Based Development Division

The Community Based Development Division secures and administers grant funds for homeless assistance, community development, and housing related programs and facilities. It also identifies alternative funding sources to leverage with city resources. The division's operating expenditures decreased 34% from \$16.79 million in FY 2017 to \$11.14 million in FY 2018. The department attributes the reduction to the transfer of the management of the Continuum of Care to service providers.

In FY 2018 the Housing First program provided permanent housing to 315 households who had been experiencing chronic homelessness. This increased the program by an additional 100 households by leveraging federal HOME funds for rental assistance.

In FY 2018, CBDD's Hale Mauiola housing navigation center continued to operate at or near capacity in providing housing navigation services for up to 104 individuals at a time experiencing homelessness.



Pūnā wai Rest Stop (Under Construction)



Source: Department of Community Services

	Operating Expenditures (\$ millions)	Shelter Plus Care Rental Assistance Slots ¹	CDBG ² Grants	CDBG ² Funds
FY 2014	\$12.90	407	0	\$0
FY 2015	\$11.04	411	8	\$5,287,000
FY 2016	\$12.42	411	8	\$5,282,337
FY 2017	\$16.79	396	8	\$5,963,635
FY 2018	\$11.14	69	4	\$15,530,800
Change from last year	-34%	-83%	-50%	160%
Change over last 5 years	-14%	-83%	---	---

Source: Department of Budget and Fiscal Services and the Department of Community Services.¹Shelter Plus Care has been transferred to a private provider. ²Community Development Block Grant program funded by the U.S. Department of Housing and Urban Development (HUD).

Elderly Affairs Division

The Elderly Affairs Division (EAD) is the designated Area Agency on Aging (AAA) for the island of O`ahu. The division's mission is to develop a comprehensive and coordinated system of services that assist older adults in leading independent, meaningful, and dignified lives in their own homes and communities for as long as possible.

EAD administers contracts with agencies that provide direct services including: case management, personal care, home-delivered and congregate meals, transportation, housing and legal information, caregiver services, health promotion , and senior centers.

In FY 2018, sub-recipient grants decreased 26% to \$10.22million from \$7.53 million in FY 2017. According to the department, the reduction is due to requirement to use all carryover funding and exhaust funds in the year that they are allocated.

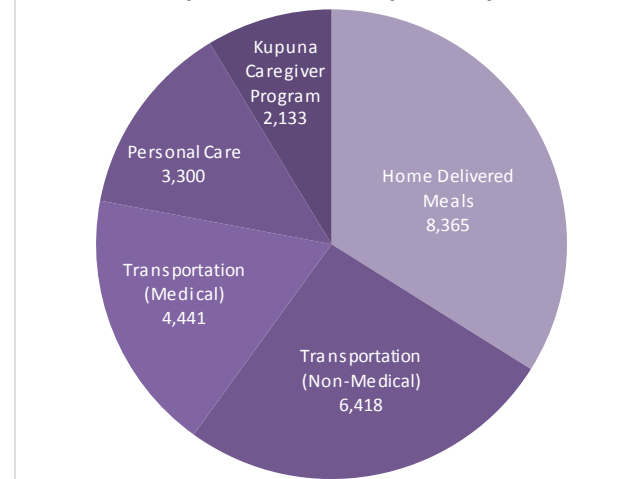
Over the past five years, the number of seniors and caregivers served increased 63% from 5,018 in FY 2014 to 8,176 in FY 2018. According to the department, EAD's staff has increased in response to the increasing population of seniors in Hawai'i.

The division's Information and Assistance Section manages the Senior Helpline for telephone consultation, information and referrals to assist the frail and homebound seniors.

EAD Call Center



Top Five Senior Helpline Topics



Source: Department of Community Services

	Aging Network Service System							
	Operating Expenditures (\$ millions)	Sub-Recipient Grants Service Dollars Awarded (\$ millions)	Total Calls Received by the Senior Help Line	Total Seniors and Caregivers Served ¹	Total Independent Seniors Receiving at Least One (1) In-Home Service ²	Counseling, Health Promotion, Housing, Legal, Information and Assistance Units Delivered ²	Total Home Meals Delivered ³	Total Persons Enrolled in the Home Delivered Meals Program ¹
FY 2014	\$9.10	\$6.94	---	5,018	2,903	62,275	170,282	1,397
FY 2015	\$5.88	\$6.09	---	5,150	2,976	53,311	142,385	1,346
FY 2016	\$9.48	\$6.98	10,524	6,787	3,559	63,384	219,889	1,645
FY 2017	\$11.79	\$10.22	24,571	8,025	3,227	81,346	271,623	1,838
FY 2018	\$11.06	\$7.53	30,671	8,176	3,229	65,095	235,493	1,433
Change from last	-6%	-26%	25%	2%	<1%	-20%	-13%	-22%
Change over last	22%	9%	---	63%	11%	5%	38%	3%

Source: Department of Community Services and Budget and Fiscal Services. ¹Total unduplicated households. ²Each household may receive one or more services each year. ³Includes duplicated households. Eligibility for Homebound Meals is based on meeting Hawai'i's Kupuna Care criteria, age 60 or older, and experiencing other limitations.

WorkHawaii

The WorkHawaii Division is the lead agency for the American Job Center Hawai'i Partner Network (AJCH). The AJCH Comprehensive Center provides business services and workforce development services for youth, job seekers, and workers, especially individuals with barriers to employment.

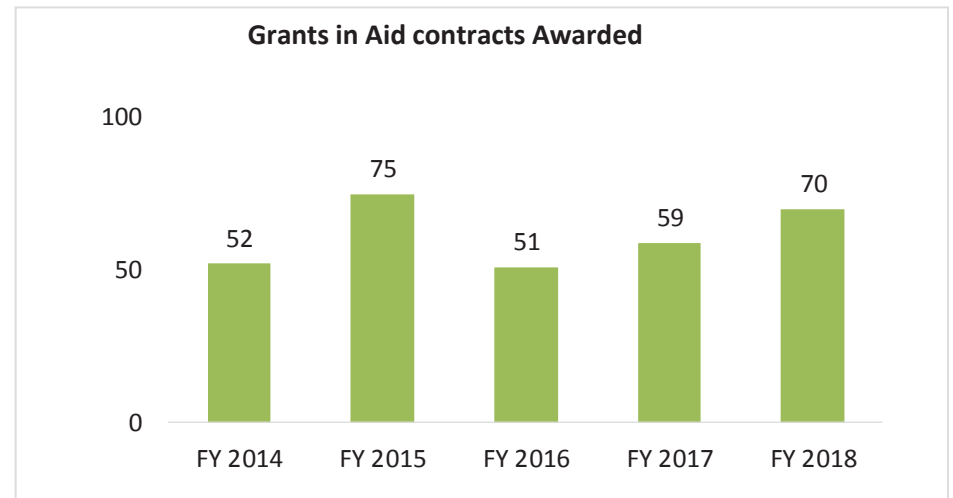
In FY 2018, the division's Youth Services Center provided 586 youth and young adults opportunities for academic, civic, and vocational skills to progress toward economic and social stability. In FY 2018, 387 first-time offender youth received counseling services to prevent further involvement in the juvenile justice system. Through partnerships with the University of Hawai'i Center on Disabilities, State Division of Vocational Rehabilitation, State Workforce Development Division and the Disability Employment Initiative grant, 53 individuals with disabilities were assisted with securing employment, upgrading their skills to maintain employment or advancement, or securing assistive technology and other resources.

WorkHawaii customized and created interactive job and college preparation workshops: *Knock'um Dead Resume*, *Federal Resumes*, and *College Preparation* were implemented by American Job Center Hawai'i (AJCH) staff, partners and employers.

Office of Grants Management

The Office of Grants Management administers the city's Grants in Aid Fund. In FY 2018, \$7.2 million was appropriated for tax-exempt, non-profit organizations that provide services for economically and/or socially disadvantaged populations, or for public benefit in the areas of the arts, culture, economic development, or the environment. In FY 2018, the office executed 70 contracts and managed 57 prior year awards.

FY 2018 was the first year of Tier I grants, which are for single event/performance activities. Five Tier I grants totaling \$50,000 were issued.



Source: Department of Community Services

	Operating Expenditures		WorkHawai'i			Office of Grants Management	
	WorkHawai'i (\$ millions)	Office of Grants Management (\$ millions)	Homeless Families Receiving Rental Subsidies	Companies Served	Job Seekers Served ¹	Grants in Aid Contracts Awarded	Total Amount Awarded (\$ millions)
FY 2014	\$9.35	\$5.60	81	556	31,967	52	\$5.11
FY 2015	\$8.02	\$7.91	87	931	34,856	75	\$5.44
FY 2016	\$6.10	\$8.19	80	1,051	19,553	51	\$6.78
FY 2017	\$7.57	\$6.81	118	589	12,343	59	\$6.27
FY 2018	\$7.14	\$7.87	48	604	6,281	70	\$7.24
Change from last year	-6%	16%	-59%	3%	-49%	19%	15%
Change over last 5 years	-24%	41%	-41%	9%	-80%	35%	42%

Source: Department of Budget and Fiscal Services and Department of Community Services. ¹FY 2014 and FY 2015 includes job seekers who attended job fairs as well as center users, although in recent years, the program focused on center users.

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Chapter 4 - Department of Corporation Counsel

The Department of the Corporation Counsel (COR) serves as the chief legal advisor and legal representative of all city agencies, the city council, and all officers and employees of the city in matters relating to their official powers and duties. The department represents the city in all legal proceedings and performs all other legal services required by the Charter or other laws.

The department's goals are to:

- Work proactively with departments to reduce liability that may arise from day-to-day operations.
- Deliver quality legal services in a responsive and efficient manner.
- Establish and maintain solid attorney-client relationships.
- Maximize the intake of real property tax revenues by vigorously defending assessments and expeditiously resolving tax appeals.

The department's administration division oversees two divisions;

Counseling and Drafting

- Renders legal opinion to the mayor, city council, and other city entities.
- Represents the city in court.
- Drafts and reviews legal documents, ordinances, and resolutions.
- Drafts state legislation.

Litigation

- Represents the city and its employees before all courts in the State of Hawai'i.
- Handles personal injury and property damage claims related to the city.
- Seeks collections for monies owed to the city.

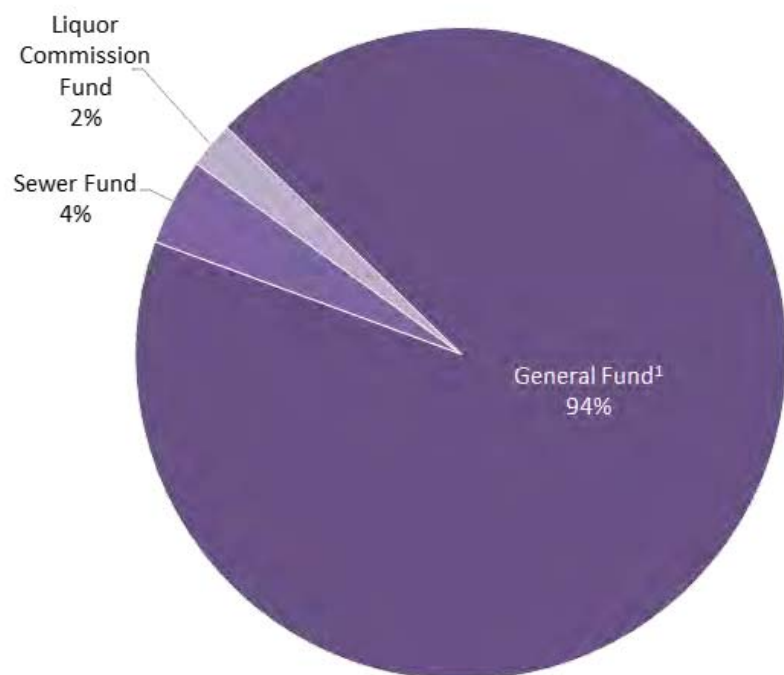


To meet the diverse legal needs of its clients, by advising its clients proactively, and by effectively representing and litigating their interests, while maintaining the highest standards of professionalism and ethics.

Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Operating Expenditures (\$ millions)	Total Overtime Expenditures ²	Staffing		Cost Per FTE ³	Total Attorney FTE Filled	Total Attorney FTE Vacant
			Total Authorized FTE	Total Vacant FTE			
FY 2014	\$7.02	\$672	89.0	7.0	\$78,894	45.0	1.0
FY 2015	\$7.66	\$569	89.0	11.5	\$86,021	44.0	3.0
FY 2016	\$8.38	\$178	92.0	9.0	\$91,078	47.0	0.0
FY 2017	\$8.06	\$677	92.0	7.0	\$87,591	45.0	2.0
FY 2018	\$7.81	\$165	92.0	10.0	\$84,931	44.0	3.0
Change from last year	-3%	-76%	0%	43%	-3%	-2%	50%
Change over last 5 years	11%	-75%	3%	43%	8%	-2%	200%

Source: Department of Budget and Fiscal Services and Department of the Corporation Counsel. ¹Under the charter, the Honolulu Ethics Commission is attached to the Department of Corporation Counsel for administrative purposes only. The commission is fully funded by the General Fund and is not included in this chart. ²Overtime pay is established by bargaining unit agreement, as applicable. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

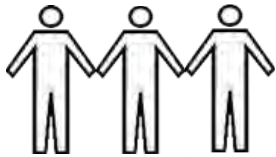
Spending and Staffing



Operating Expenditures

\$7.81 M ▼ 3%

The department attributes the decrease in total expenditures to the change in requirements for outside legal counsel and expert consultant services from the prior fiscal year. Depending on the timing and nature of cases assigned, contract requirements fluctuate from year-to-year.



Vacant FTE

10 FTE ▲ 43%

The department attributes the increase in vacant FTE to a low statewide unemployment rate making it difficult to recruit skilled legal support staff and the need for competitive salary funding to recruit and retain attorneys.

Five Year Trend



- Operating expenditures have increased 11% over a five year period from \$7.02 million in FY 2014 to \$7.81 million in FY 2018.



Kauhale Kamaile

Source: Department of Land Management

FY 2018 ACCOMPLISHMENTS

- Assisted with the acquisition of a conservation easement to preserve a freshwater spring in Honolulu that feeds into Kanewai Fishpond, the Paiko Wildlife Sanctuary, and Maunalua Bay through the use of Clean Water Natural Land Funds.
- Supported the city's affordable housing initiatives such as the rehabilitation of the Na Lei Hulu Kupuna affordable senior housing project, Kauhale Kamaile in Waianae, and Kahauiki Village near Sand Island.

CHALLENGES MOVING FORWARD — FY 2019

- *Maintaining adequate funding to attract and retain qualified attorneys and for outside legal counsel and consultants.*
- *Staffing to satisfy increasing workload in connection with HART and HPD's new body cam program.*

Counseling and Drafting, and Litigation

The Counseling and Drafting Division renders legal opinion to the mayor, city council, and other city entities; represents the city in court; drafts and reviews legal documents, ordinances, and resolutions; and drafts state legislation.

Total counsel and drafting cases have increased 19% from 14,888 in FY 2014 to 17,672 in FY 2018. The department states that this is due in part to a backlog of cases yet to be closed because of staffing shortages. Of the total cases in FY 2018, 8,461 were newly requested while 9,211 cases were outstanding from prior fiscal years. In FY 2018 the Corporation Counsel was able to complete 7,725 requests leaving 9,947 counsel and drafting requests outstanding.

The Litigation Division represents the city and its employees before all courts in the State of Hawai'i; handles personal injury and property damage claims related to the city; and seeks collections for monies owed to the city.

Over the past five years, litigation cases decreased 43% from 3,622 in FY 2014 to 2,066 in FY 2018. The department attributes the reduction to ongoing efforts to close their backlog of cases and assignments over time. Of the total litigation cases in FY 2018, 1,097 were newly requested while 969 cases were outstanding from prior fiscal years. In FY 2018 the department was able to complete 974 cases leaving a remainder of 1,122 litigation cases outstanding.

Real Property Tax Recoveries declined 94% in the last five years from \$31.2 million in FY 2014 to \$2 million in FY 2018. The \$31.2 million recovered in



Na Lei Hulu Kupuna

Source: Hawaii Public Radio

FY 2014 was unusually high and primarily attributable to the settlement of the Kalaeloa property tax appeals and the withdrawal of a tax appeal filed by the owners of a major regional shopping center.

	Counsel and Drafting Cases	Litigation Cases	Total Number of Cases	Real Property Tax Recoveries (\$ millions)
FY 2014	14,888	3,622	18,510	\$31.2
FY 2015	14,948	2,969	17,917	\$3.4
FY 2016	16,728	1,663	18,391	\$3.2
FY 2017	17,638	1,821	19,459	\$2.9
FY 2018	17,672	2,066	19,738	\$2.0
Change from last year	<1%	13%	1%	-31%
Change over last 5 years	19%	-43%	7%	-94%

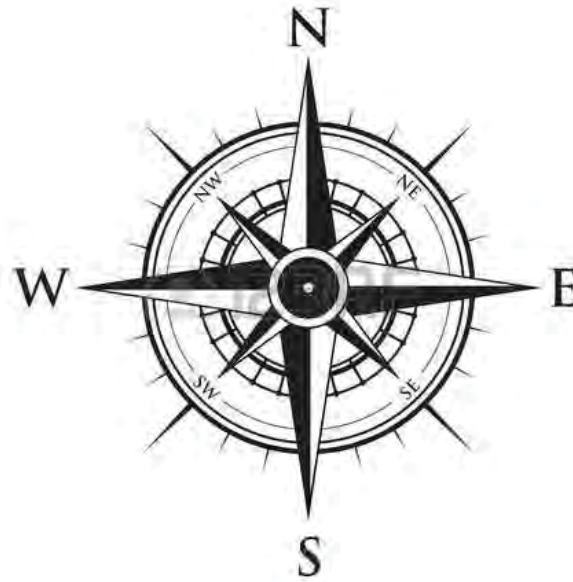
Source: Department of the Corporation Counsel. ¹FY 2014, FY 2015, and FY 2016 Real Property Tax Cases are included in the Counseling and Drafting Cases total.

Chapter 4 - Honolulu Ethics Commission

The Ethics Commission has seven commissioners who are appointed by the mayor and confirmed by the city council for five-year staggered terms. The commission develops and implements education programs, including mandatory standards of conduct training and re-training for all city personnel. It also recommends legislation before the council; develops guidelines explaining the standards of conduct; reviews and maintains financial disclosure statements of city officials with significant discretionary authority; and regulates lobbying and lobbyists.

The commission renders advice to city personnel on standards of conduct questions; reviews and investigates standards of conduct concerns; recommends discipline to appointing authorities for standards of conduct violations; and imposes civil fines for violations by exempt or elected officials.

The commission is administratively attached to the Department of the Corporation Counsel.



The Compass: Navigating Ethics for the City and County of Honolulu
Source: Honolulu Ethics Commission News Bulletin December 2017



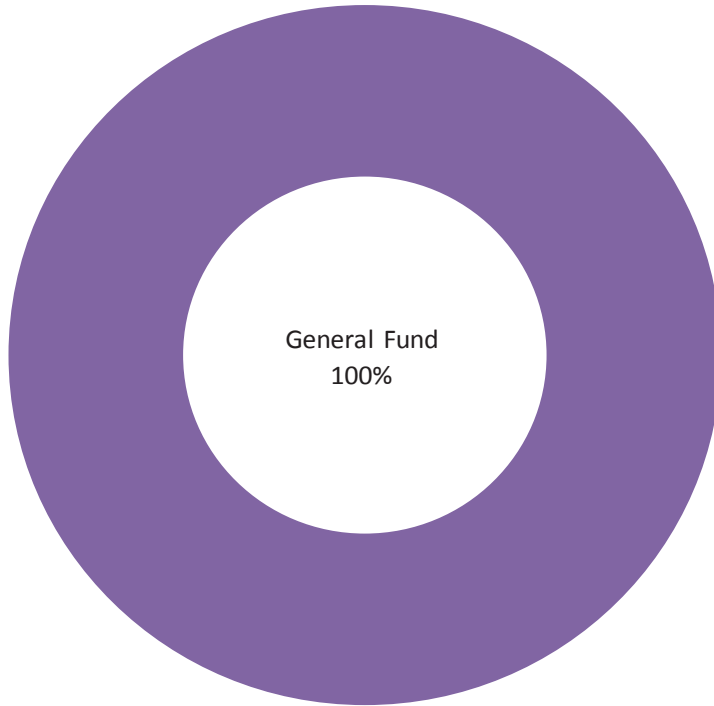
To ensure that all employees, elected officials, and appointed officers demonstrate the highest of standards of ethical conduct so that the public may have trust and confidence in the integrity of government.

"We hold the public's trust."

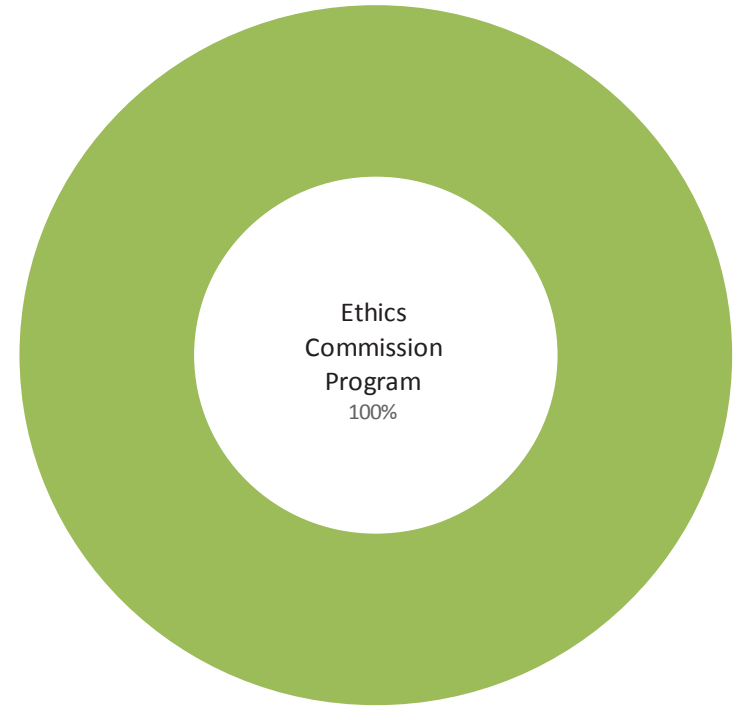
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Operating Expenditures	Staffing		Cost Per FTE ¹
		Total Authorized	Total Vacant	
		FTE	FTE	
FY 2014	\$348,125	4.0	0.0	\$87,031
FY 2015	\$351,982	6.0	2.0	\$58,664
FY 2016	\$375,231	6.0	3.0	\$62,539
FY 2017	\$429,490	6.0	0.0	\$71,582
FY 2018	\$344,699	6.0	1.0	\$57,450
Change from last year	-20%	0%	--	-20%
Change over last 5 years	-1%	50%	--	-34%

Source: Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

Spending



Operating Expenditures

\$345 K ▼ 20%

The commission attributes the decrease to processing delays to re-describe and reallocate ethics program positions. Until processed, the commission cannot recruit and fill its critical line positions.

National Citizen Survey



- Residents increased their ratings of government performance in *Acting in the best Interest of Honolulu* to 28% and *Treating all residents fairly* to 27% in FY 2018 compared to 25% and 25% in FY 2017, which is an overall increase of 3% and 2%, respectively.

The Compass: Navigating Ethics for the City and County of Honolulu
Honolulu Ethics Commission News Bulletin December 2017

"To give real service, you must add something which cannot be bought or measured with money, and that is sincerity and integrity."
—Douglas Adams

Honolulu Ethics Commission
Kapalama Hale
925 Dillingham Boulevard
Suite 190
Honolulu, HI 96817
(808) 768-9242
ethics@hawaii.gov
www.honolulu.gov/ethics

Season's Greetings!
During the holiday season, questions often arise about accepting gifts. Just remember: You may not accept a gift if it appears that the gift is intended to influence or reward you for doing your City job, no matter what the value.
For guidance on gifts, enjoy our annual Christmas gifts mele, courtesy of the US Office of Government Ethics—local style.
The holiday season—a time for good cheer!
For egg nog, for parties, for friends to be near.
But I must be careful
Lest I accept free
A gift not permitted, no matter how wee.
I can pay market value if the gift I do like,
Or at my option say "Eh—I no like!"
I can always say no,
But I need not decline
If the Commission approves, then the gift can be mine.
For gifts that a friend or my family might send,
The rules recognize I don't want to offend.
Regardless of value,
It only must be
That their motive to give wasn't business, but me!

Season's Greetings!
I always look forward to my office party.
We're all in good moods and the food is so hearty.
If no arm is twisted,
Collecting's okay
To make sure that everyone has a good day.
So go forth with good cheer and know there's no reason
To think that the gifts rules will ruin your season!

new Ethics Training
The Commission launched online all-employee ethics training with new content. Ethics elearning provides a convenient, self-paced, and cost-effective way to learn about city ethics. Our goal is to train all city officers and employees by the end of FY2018.
The online course includes clips from Parks and Recreation with comedian Amy Poehler to illustrate ethical issues in city government.
Board and commission member training has also moved to an online platform. A separate course highlights issues unique to these volunteer officers.
Mahalo to our partners—the Managing Director, DIT, DHR, and departmental training coordinators—for their on-going assistance and support.

The Compass Newsletter

Courtesy of Honolulu Ethics Commission website

FY 2018 ACCOMPLISHMENTS

- Implemented online ethics training system and trained 9,862 of the city's officers, employees, and board and commission members.
- Completed strategic planning in March 2018 to update the city's ethics programs.

CHALLENGES MOVING FORWARD — FY 2019

- Additional staffing is needed to fulfill all ethics functions—investigations, imposing civil fines, recommending legislation and guidelines, implementing educational programs, and regulating lobbying.
- Adequate training budget is key to the department's ability to stay abreast of developments in the field of ethics, compliance, and training techniques.

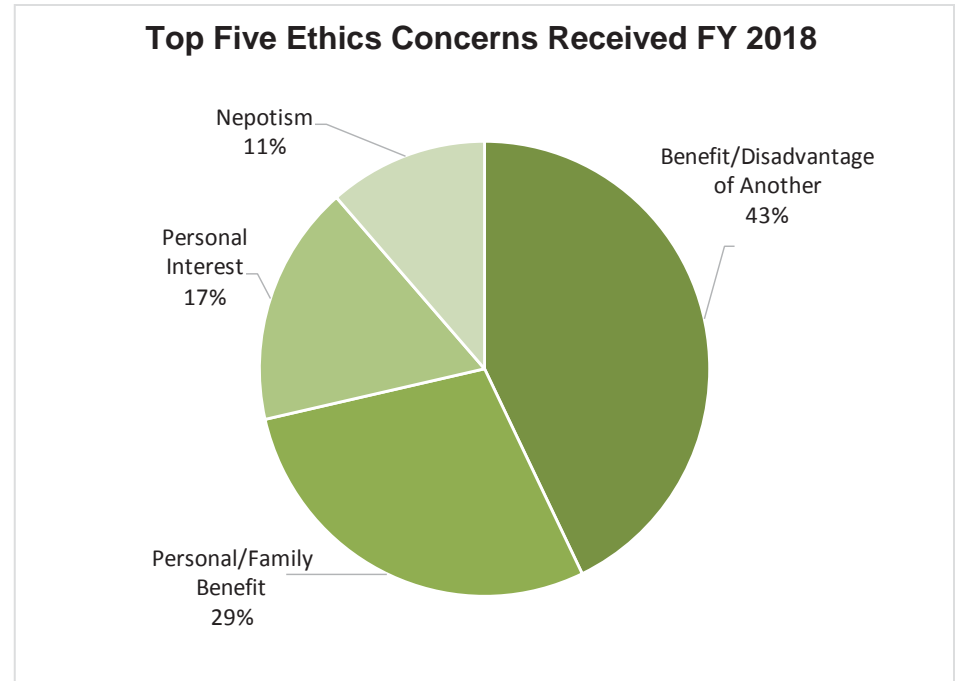
Ethics Commission

In FY 2018, the commission completed strategic planning to strengthen city employee education and training, improve internal capabilities, and develop and implement effectiveness measures.

Total ethics training completed has varied over the past five years, increasing from 6,292 in FY 2014 to 9,862 in FY 2018, a 57% increase. There has also been an increase in training from FY 2017 to FY 2018 rising from 809 employees trained to the current figure of 9,862, a 1,119% increase. The commission attributes this to the development and implementation of online standards of conduct training curriculum for all city personnel and board and commission members. Although new employees are trained on an on-going basis throughout the two-year biennium, most mandatory re-training is conducted during the biennium's second year. The next training biennium is FY 2019 to FY 2020.

Total ethics concerns received declined by 45% over the past five years, reducing from 105 concerns received in FY 2014 to 58 received in FY 2018. Those concerns have decreased by 33% from the previous year FY 2017 in which 86 were received.

During this same period of time, however, the commission notes increases in contacts received from 268 received in FY 2017 to 613 received in FY 2018, a 129% increase. Contacts answered increased 230% from 182 answered in FY 2017 to 601 in FY 2018. The commission attributes the increase to launching its first online Standards of Conduct training. The commission received inquiries from training coordinators, administrative services officers, and city employees on accessing and navigating the training program. Previously contacts were recorded only by attorneys, however beginning in FY 2018 they were recorded by both attorneys and staff.



Source: Honolulu Ethics Commission.

	Total Ethics Training Completed ¹	Contacts Received	Ethics Concerns Received	Contacts Answered
FY 2014	6,292	386	105	389
FY 2015	858	307	93	319
FY 2016	5,172	344	111	219
FY 2017	809	268	86	182
FY 2018	9862 ²	613	58	601
Change from last year	1119%	129%	-33%	230%
Change over last 5 years	57%	59%	-45%	54%

Source: Honolulu Ethics Commission. ¹Ethics training provided to city employees and board and commission members. ²As of June 30, 2018 with one department pending but in progress.

Chapter 5 - Department of Customer Services

The Department of Customer Services (CSD) provides the public with information about city programs, administers the Motor Vehicles, Licensing and Permits program, and operates Satellite City Halls and driver licensing stations island-wide.

The department's goals are to:

- Increase the variety of transactions offered at the various CSD service centers around O'ahu.
- Improve service centers to facilitate one-stop service.
- Automate processes to increase efficiency and convenience.
- Educate the public on available electronic-based services so that more transactions can occur *online* instead of *in-line*.
- Cross-train staff to improve processing capability.

The department's administration provides policy guidance, direction and administrative support to the following departmental programs:

Public Communication

- Disseminates information to the public.
- Processes inquiries and complaints.
- Oversees the reference center, records management and archives programs.

Motor Vehicle, Licensing and Permits

- Processes vehicle registrations.
- Issues driver and business licenses.
- Administers motor vehicle inspection programs.

Satellite City Hall

- Provides essential city government services and information through nine storefront offices around O'ahu.

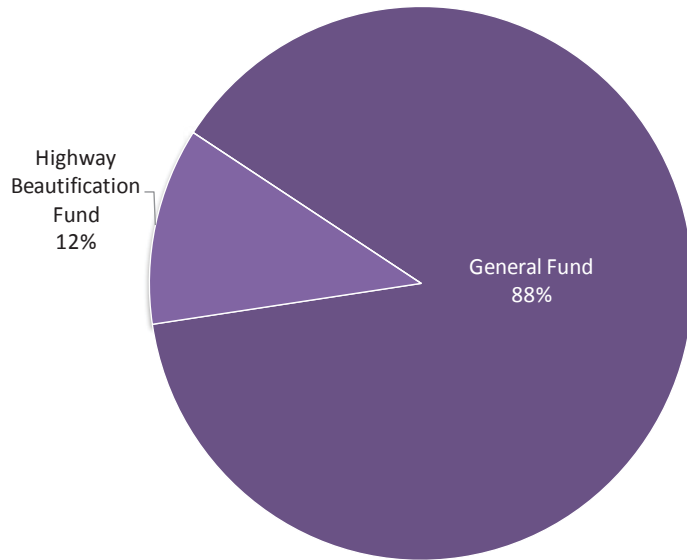


To provide the highest quality of service to the public, whether in person, by phone, or electronically.

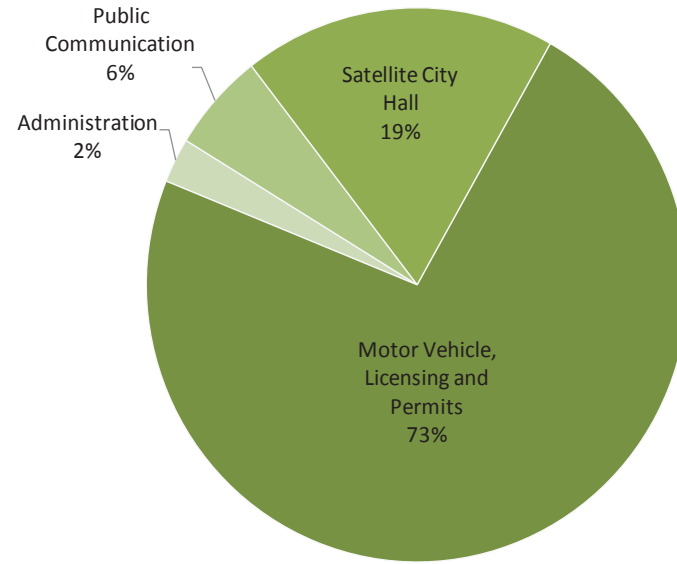
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost per FTE ¹	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday ²
FY 2014	\$157.56	\$19.63	308	71	\$63,749	\$208,682	\$205,362
FY 2015	\$160.31	\$20.78	278	30	\$74,741	\$201,001	\$192,913
FY 2016	\$163.15	\$22.58	279	43	\$80,918	\$163,407	\$163,288
FY 2017	\$164.47	\$23.37	279	42	\$83,765	\$170,123	\$160,035
FY 2018	\$186.81	\$22.93	279	35	\$82,179	\$301,206	\$297,523
Change from last year	14%	-2%	--	-17%	-2%	77%	86%
Change over last 5 years	19%	17%	-9%	-51%	29%	44%	45%

Source: Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



\$22.93 M ▼ **2%**

Over the past year operating expenditures decreased 2% from to \$23.37M \$22.93M. The 2% decrease is largely attributed to several contracts deferred to FY 2019.

Operating Expenditures



35 ▼ **17%**

The total vacant full time employees decreased 17% since FY 2017. CSD reports that it has made a concentrated effort to fill its vacancies in order to provide better service.

Vacant FTE



\$301 K ▲ **77%**

Overtime expenditures increased 77% over the last year due to issues related to driver licensing according to the department.

Overtime Expenditures

Five Year Trends



- Total overtime expenditures increased 44% between FY 2014 and FY 2018 from \$208,682 to \$301,206.



- The department's operating expenditures increased 17% from \$19.63 million to \$22.93 million over the last five years.

FY 2018 ACCOMPLISHMENTS

- Issued license plates for 1,888 mopeds under new law requiring annual registration and safety inspection of mopeds.
- Removed from public roadways nearly 3,000 abandoned and derelict vehicles.

CHALLENGES MOVING FORWARD — FY 2019

- *Backlog of driver license renewals due to: system shut down in June 2018, implementation of Gold Star in 2018, Gemalto Data Issue.*
- *Need for of public awareness for required documents, and the online appointment system.*

Administration and Public Communication

Administration provides policy guidance, direction and administrative support to the City's public communications programs and its service delivery centers. These include the Public Communications, Satellite City Halls and Motor Vehicle Licensing and Permits Divisions.

Public Communication

Public Communication Division provides central information support to city departments, agencies and the public. It receives and responds to information requests from the public and media sources. Complaints staff either resolve a complaint or forward it immediately to the appropriate department or agency, for example potholes, for follow-up and timely resolution. The division monitors and reports complaint statistics to Administration.

In FY 2018, the division:

- Improved public outreach.
- Created web-based resources for information needs related to high-interest topics.
- Routed some types of complaints directly from the customer to the responsible division of CSD.

Most recently, a portion of abandoned vehicle reports submitted via the Honolulu 311 smartphone application are being routed directly to the Motor Vehicle Control Branch of CSD's Motor Vehicle, Licensing and Permits Division.

Top 8 Single Issue Complaints Reported for FY 2018

Rank	Description (Responding Department)	Total No. of Complaints
1	Street light repair and maintenance (DFM)	1,475
2	SPO and sidewalk nuisance (DFM)	778
3	Abandoned vehicle (CSD)	670
4	Signs and markings (DFM)	573
5	Traffic signals (DTS)	316
6	Tree and plant Maintenance	308
7	Illegal dumping (ENV)	261
8	Traffic operations (DTS)	231

Source: Department of Customer Services

	Operating Expenditures		Complaint Actions Processed ¹	Number of Complaints Resolved ²	
	Administration	Public Communication (\$ millions)		Resolved by CSD	Resolved by Departments
FY 2014	\$468,857	\$1.36	13,301	3,096	8,512
FY 2015	\$513,208	\$1.35	10,225	2,080	1,020
FY 2016	\$584,140	\$1.30	10,974	4,324	6,650
FY 2017	\$594,905	\$1.35	10,747	2,112	9,365
FY 2018	\$599,257	\$1.33	10,579	1,280	9,033
Change from last year	1%	<-1%	-2%	-39%	-4%
Change over last 5 years	28%	<-1%	-20%	-59%	6%

Source: Department of Budget and Fiscal Services and Department of Customer Services. ¹Complaint actions processed includes complaints received by phone, e-mail, on-line, written and other miscellaneous methods.

²Number of complaints "Resolved by CSD" and "Resolved by Departments" is greater than "Complaint actions processed" due to complaints from previous years being resolved in the current year.

Motor Vehicle, Licensing and Permits (MVLP) primarily processes motor vehicle registrations, issues driver and business licenses and State IDs, issues permits for disabled parking; and administers and enforces the motor vehicle inspection programs. It issues animal registrations, licenses and permits; and administers the city’s abandoned and derelict vehicle program, and the city’s animal care and control contracts. It also investigates taxicab and tow contractor complaints.

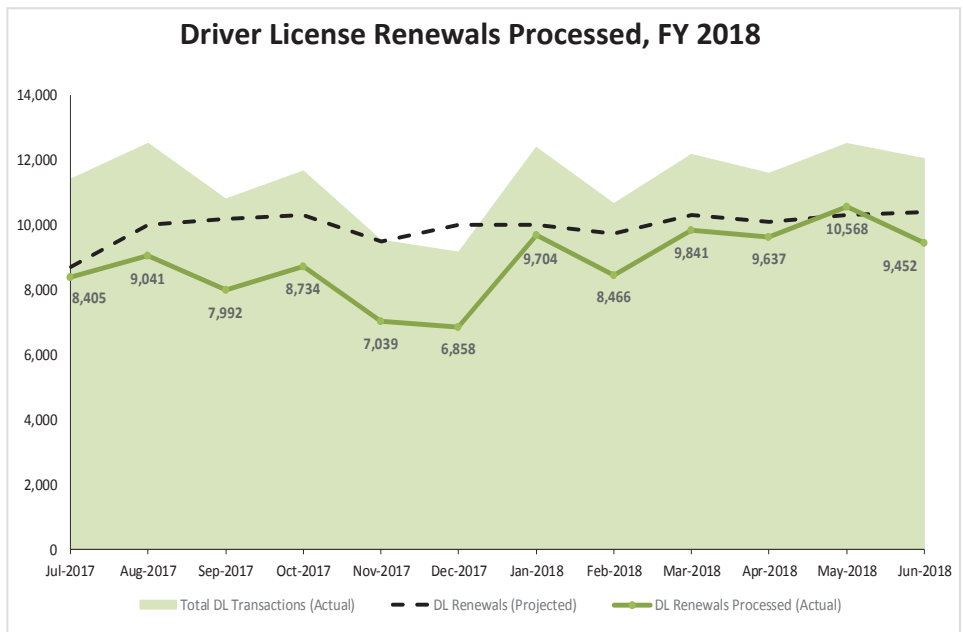
MVLP has five storefront driver licensing offices. All five storefront offices have service line cameras so that the public can alleviate their wait times. Driver license location service lines can be viewed at:

<http://www3.honolulu.gov/csddlline/>

In FY 2018, the department expanded the AlohaQ appointment system for driver license services to an additional Driver Licensing Center and four Satellite City Halls. The expanded appointment system helps to address the driver license renewal surge caused by the combination of eight-year license renewals, Federal Real ID documentation requirements and the new Gold Star ID designation program.

The number of online vehicle registration renewals continues to increase. Online renewals increased 11% in the past year, and 48% in the past five years. However, most renewals are not completed online. The percent of renewals completed online in FY 2018 was 15.5%.

In FY 2018 the department anticipated a backlog and spike in the number of expiring driver licenses due to a 2010 state law that made driver’s



Source: Department of Customer Services

license valid for eight years instead of six, a system shut down in June 2018, the implementation of Gold Star in 2018, the Gemalto Data Issue, lack of public document and appointment awareness, and *no shows* To address the rise in driver licenses expirations, the department implemented an appointment system in April 2018. However, the department explains the public will need time to acclimate to the new system. The system allows customers to be served within 30 minutes and can avoid any wait in line entirely. The department currently services 351 people by appointments per day, or over 7,000 per month.

	Total Operating Expenditures (\$ millions)	Total Revenues Collected (\$ millions)	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals	Percent of Renewals Completed Online	Road Test Failures
FY 2014	\$13.68	\$157.56	1,376,163	1,120,450	125,044	11.2%	53.1%
FY 2015	\$14.77	\$151.98	1,405,723	1,144,734	147,704	12.9%	52.9%
FY 2016	\$16.51	\$154.74	1,414,654	1,170,766	158,613	13.5%	53.8%
FY 2017	\$16.93	\$156.08	1,452,030	1,185,676	166,308	14.0%	52.9%
FY 2018	\$16.72	\$178.25	1,525,638	1,191,638	184,925	15.5%	53.1%
Change from last year	-1%	14%	5%	1%	11%	2%	0.2%
Change over last 5 years	22%	13%	11%	6%	48%	4%	--

Source: Department of Budget and Fiscal Services and Department of Customer Services.

Satellite City Halls

Satellite City Halls (SCH) provide essential city government services and information through nine storefront offices across the island of O’ahu. These offices are located at:

- Ala Moana
- Fort Street Mall*
- Wahiawa
- Kapolei
- Windward City*
- Pearlridge*
- Hawai’i Kai*
- Kapalama
- Wai’anae
- Pearl Harbor**

*Locations that provide Hawai’i driver license duplicate and renewal services. **Motor vehicle transactions only.

Satellite offices process primarily motor vehicle registrations and title transactions. Other services include processing payments for water bills and real property tax, sales of monthly bus passes, spay/neuter certificates; dog, bicycle and moped licenses; as well as permits for disabled parking, picnic, loading zone, bus stop parking, and fireworks; and voter registration and certification forms. Satellite offices also provide information related to city jobs and local government programs.

In the National Citizen Survey, 40% of citizens rated the service quality of satellite city halls as *excellent or good*. This is an 7% decrease from FY 2017, and a 19% decrease over the past five years. According to the department, this reduction may be due to the public not recognizing the difference between a satellite city halls and driver license centers. CSD also notes there has been a significant rise in driver license expirations in the past three years. This created greater demand that caused long lines and increased wait time, thereby increasing the level of dissatisfaction.

Satellite City Hall Locations



Map courtesy of: OCA and Department of Customer Services

	Operating Expenditures (\$ millions)	Total Revenue Collected (\$ millions)	Total Drivers License Renewals			Citizen Survey (% Excellent or Good)
			Walk-in Customers Served	Processed	Total Transactions Processed	Satellite City Halls
FY 2014	\$4.13	\$178.99	1,135,824	52%	873,710	55%
FY 2015	\$4.14	\$175.91	1,041,331	57%	883,982	45%
FY 2016	\$4.18	\$184.50	1,042,097	52%	883,133	50%
FY 2017	\$4.50	\$195.32	1,095,352	38%	926,448	47%
FY 2018	\$4.28	\$206.59	1,088,889	50%	924,354	40%
Change from last year	-5%	6%	-1%	32%	0%	-7%
Change over last 5 years	4%	15%	-4%	-4%	6%	-15%

Source: Department of Budget and Fiscal Services, Department of Customer Services, and FY 2018 National Citizen Survey

Chapter 6 - Department of Design & Construction

The Department of Design and Construction (DDC) is the central agency responsible for administering the city's Capital Improvement Program (CIP). The department's mission is consistent with the charter mandate to direct and perform the project planning, engineering, design, and construction of public facilities.

The department's goals are to:

- Be fiscally responsible.
- Coordinate with users, consultants, and other agencies to manage projects from project planning through construction.
- Provide valuable engineering expertise and advice to all city agency planning.
- Analyze and embrace new engineering and construction innovations to continuously improve the city's quality of service.
- Promote professional development within the department through training, education, and leadership.

The department consists of three operating functions:

Administration	Project and Construction Management	Land Services
<ul style="list-style-type: none">• Provides personnel management, and CIP and operating budget preparation.	<ul style="list-style-type: none">• Oversees CIP activities related to city facilities such as roads, bridges, buildings, and others.	<ul style="list-style-type: none">• Conducts land surveys, title searches, appraisals, negotiations, and acquisition of real property and easements for all city projects.

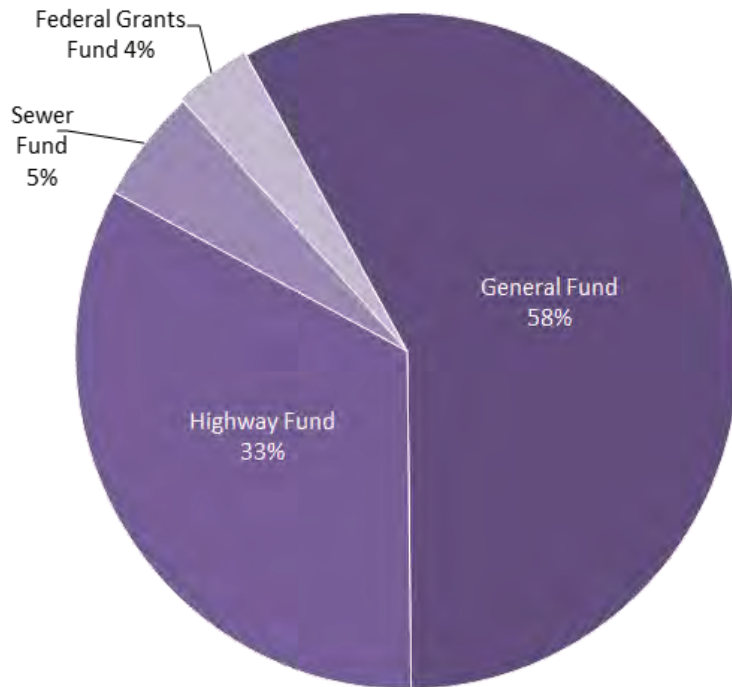


To support planning and provide land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu.

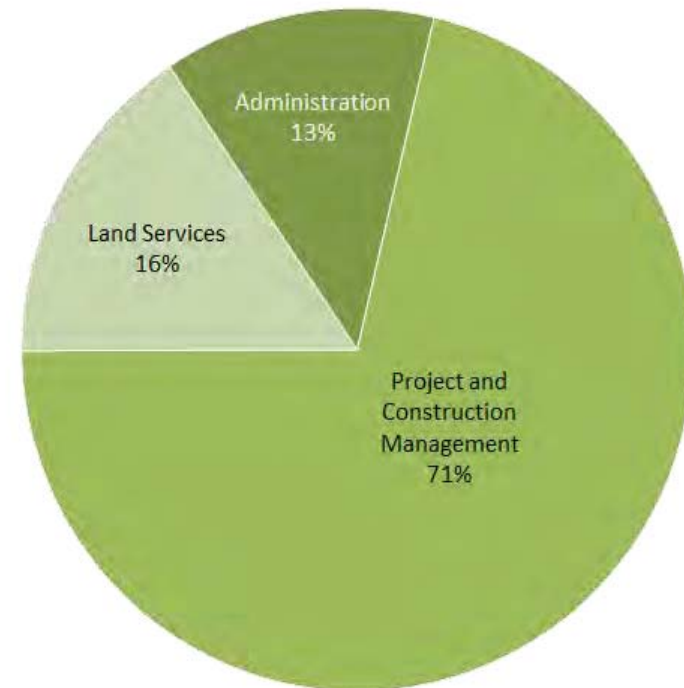
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Operating		Staffing			Overtime Expenditures	
	Total Revenues (\$ millions)	Expenditures (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost per FTE ¹	Total	Non-Holiday ²
FY 2014	\$0.94	\$14.54	328	107	\$44,340	\$188,653	\$181,190
FY 2015	\$0.32	\$16.78	278	55	\$60,364	\$223,093	\$218,365
FY 2016	\$0.32	\$15.73	278	53	\$56,571	\$258,473	\$255,424
FY 2017	\$0.70	\$16.66	278	58	\$59,944	\$169,066	\$166,508
FY 2018	\$0.11	\$17.17	278	71	\$61,760	\$199,340	\$198,363
Change from last year	-85%	3%	--	22%	3%	18%	19%
Change over last 5 years	-89%	18%	-15%	-34%	39%	6%	9%

Source: Department of Budget and Fiscal Services (BFS). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$17.17 M ▲ 3%

The department attributes the increase to the cost associated with the National Pollutant Discharge Elimination System (NPDES) reporting and training requirements.



Overtime

\$199 K ▲ 18%

The department attributes the increase in overtime to mandatory project deadlines not withstanding delays caused by weather, litigation, or other reasons.

Five Year Trends



- Overtime expenditures increased 6% from \$188,653 to \$199,340 over the last five years.



- Operating expenditures increased 18% from \$14.54 million to \$17.17 million over the last five years.



- Vacant FTE decreased 34% from 107 to 71 FTE over the last five years.

National Citizen Survey



- City and County street repair received a **12%** rating as being *excellent or good* in 2018, a 2% increase from their 10% rating in FY 2017. This rating is much lower to the national benchmark comparison.

FY 2018 ACCOMPLISHMENTS

- Completed improvements to: Thomas Square, play apparatus in various parks, Pearl City Corporation Yard, gym reroofing at the Wai'anae District Park, Ewa Beach Skate Park, and the gym at the Waimanalo District Park.
- Repaved 358 lane miles of roads.

CHALLENGES MOVING FORWARD — FY 2019

- *Additional requirements and an increased focus of programs will stretch the amount of workload and expenditures to complete project contracts.*

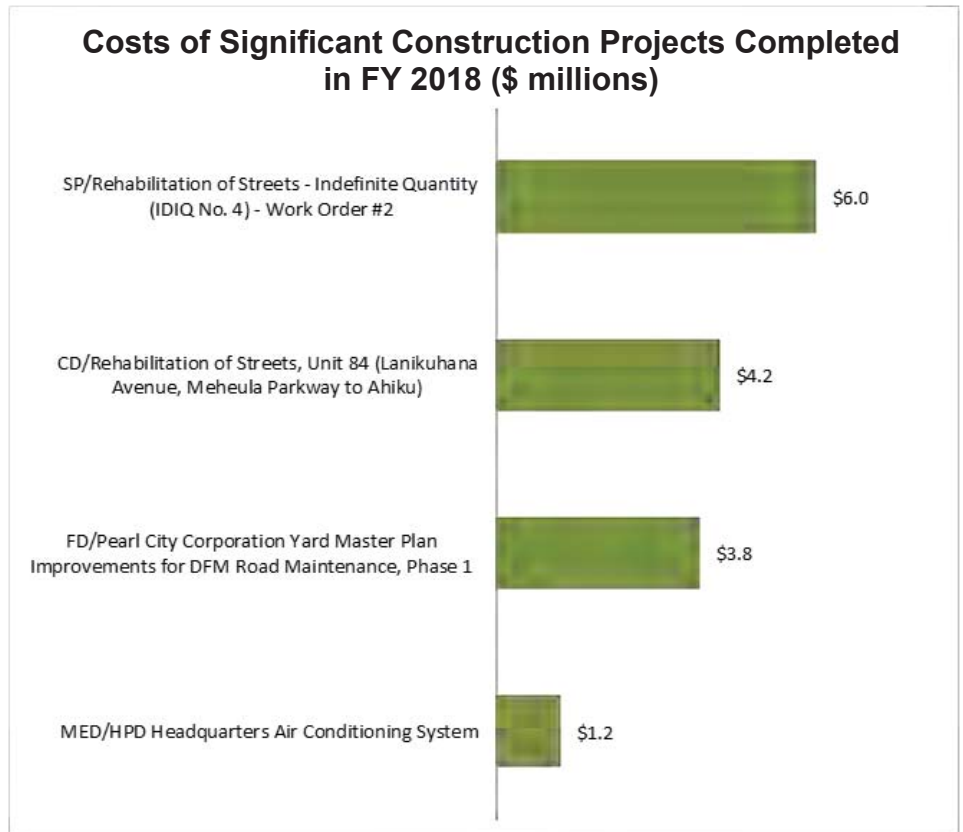
Project and Construction Management

Project and Construction Management's (PCM) mission is to oversee capital improvements to various city facilities that include roads and municipal buildings. Construction of bridges, fire, EMS, and police stations, park facilities, and golf courses are also under this program's jurisdiction.

Project and construction management is divided into three divisions: Mechanical/Electrical (M/E), Facilities, and Civil. Each division provides planning, design, and construction management.

Project and construction management total operating expenditures decreased 3% from \$11.66 million in FY 2017 to \$11.33 million in FY 2018 and increased 1% over the last five years from \$11.25 million in FY 2014.

In FY 2018, the city paved 358 lane miles a 13% decrease from 411 paved lane miles in FY 2017. That is a total of more than 1,521 lane miles since January 1, 2014. According to the department, the decrease is due to a number of factors such as bad weather and the timing of when the contracts got executed. Another factor that influenced the decrease in miles was the type of road projects. There were more main arterials (less miles) being paved rather than the localized streets (more miles).



Source: FY 2018 Department & Agency Reports, Department of Design and Construction.

	Total Operating Expenditures (\$ millions)	Operating Expenditures by Divisions			Contracted Road Resurfacing (Lane Miles)	Citizen Survey (%Excellent or Good)
		Mechanical/ Electrical (\$ millions)	Facilities (\$ millions)	Civil (\$ millions)		Street Repair
FY 2014	\$11.25	\$1.63	\$4.61	\$4.22	270	18%
FY 2015	\$13.44	\$1.16	\$5.77	\$4.70	214	11%
FY 2016	\$12.20	\$1.55	\$4.55	\$5.13	268	15%
FY 2017	\$11.66	\$1.20	\$3.75	\$5.46	411	10%
FY 2018 ¹	\$11.33 ²	\$1.12	\$4.22	\$6.00	358	12%
Change from last year	-3%	-7%	12%	10%	-13%	2%
Change over last 5 years	1%	-32%	-9%	42%	33%	-6%

¹Effective October 1, 2017 the Wastewater Division was transferred to the Department of Environmental Services. ²FY 2018 totals do not include the Wastewater Division.

Project and Construction

Total Capital Improvement Projects (CIP) completed decreased 37% from last year and 40% over the last five years. The department states that this is due to the transfer of the Wastewater Division to the Department of Environmental Services (ENV), therefore those projects may no longer be reflected in the data. In addition, NPDES requirements increase workload/length of time to complete projects.



LED lighting improvements in Waikiki & Kapiolani Park esplanade (top) Pool at Pālolo Valley District Park (left) and Ala Moana Regional Park—Sand Volleyball and Irrigation (right).

Source: Department of Design and Construction

	Total Projects Encumbered		Value of Projects Encumbered		Total CIP Projects Completed	Value of CIP Projects Completed (\$ millions)	Citizen Survey (%Excellent or Good)
	Planning and Design	Construction	Planning and Design (\$ millions)	Construction (\$ millions)			Overall Built Environment
FY 2014	138	89	\$67.70	\$322.40	92	\$171.20	37%
FY 2015	132	104	\$42.80	\$255.60	88	\$287.90	27%
FY 2016	155	106	\$62.10	\$334.10	107	\$154.50	32%
FY 2017	117	82	\$69.00	\$255.00	87	\$473.50	29%
FY 2018 ¹	101	72	\$44.00	\$145.00	55	\$53.40	31%
Change from last year	-14%	-12%	-36%	-43%	-37%	-89%	2%
Change over last 5 years	-27%	-19%	-35%	-55%	-40%	-69%	-6%

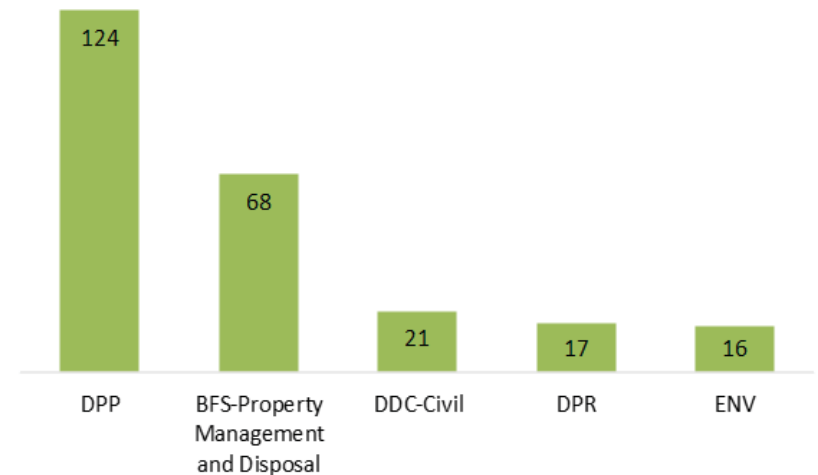
Source: Department of Budget and Fiscal Services and Department of Design and Construction. ¹FY 2018 totals do not include the Wastewater Division which was transferred to ENV.

Land Services

Land Services' mission is to provide land and engineering survey, title search, real property appraisal, negotiation, and document preparation services in connection with the acquisition of lands and easements required for city projects and activities. Acquisitions include various roadways, utility and access rights-of-way, and sites for wastewater collection and treatment facilities. Sites for solid waste collection, disposal, and transfer activities are also acquired. This program also acquires land for public use sites such as parks and playgrounds, golf courses, police and fire stations, and bus yards.

The number of parcels acquired increased 440% from 84 parcels in FY 2014 to 454 total parcels in FY 2018. The total parcel and land court maps decreased 53% from 87 in FY 2014 to 41 parcel and land court maps in FY 2018. The department explained that the trend of parcels increasing and/or decreasing includes acquisition of easements and consent to enter. Although the total parcels acquired have increased over the past five years, the total parcel and land court maps prepared by DDC have decreased because most parcel maps for acquisitions were prepared by consultants for large city projects (sewage). Parcel and land court maps prepared by the department were for remaining projects including DDC-Civil and the Department of Environmental Services.

Top Five Sources Requesting Land Services, FY 2018¹



Source: Department of Design and Construction (DDC), Department of Parks and Recreation (DPR), Department of Budget and Fiscal Services (BFS), Department of Planning and Permitting (DPP), and Department of Environmental Services (ENV). ¹Total Job Orders.

	Total Operating Expenditures (\$ millions)	Total Field Surveys Conducted	Total Title Searches Conducted	Total Parcels Acquired	Total Negotiations Conducted	Total Property Appraisals	Total Parcel and Land Court Maps
FY 2014	\$2.44	902	1,704	84	4,508	405	87
FY 2015	\$2.46	907	1,297	139	3,578	465	80
FY 2016	\$2.62	959	1,305	352	2,980	450	58
FY 2017	\$2.69	880	1,390	236	3,152	380	41
FY 2018	\$2.68	881	1,040	454	4,069	384	41
Change from last year	-1%	<1%	-25%	92%	29%	1%	0%
Change over 5 years	10%	-2%	-39%	440%	-10%	-5%	-53%

Source: Department of Budget and Fiscal Services and Department of Design and Construction.

Chapter 7 - Department of Emergency Management

The Department of Emergency Management (DEM) coordinates the city's emergency management operations with state, federal (including military), and non-government agencies to prepare for, respond to, and recover from various types of disasters and emergencies.

The department's goals are to:

- Bring public awareness, preparedness, and educational programs that are critical for community level resiliency.
- Synchronize public and private sectors to ensure seamless response and recovery.
- Sustain the city's Emergency Operations Center (EOC) capability by facilitating event tracking, planning, and management.
- Develop an all-hazard strategic plan using a risk based all-hazard approach, inclusive of both natural and man-caused hazards.

DEM's administration plans, directs, coordinates, and administers the overall operations and functions of the department. The department carries out its responsibilities for Emergency Management Coordination as follows:

Emergency Management Coordination

- Provides communications support.
- Coordinates deployment of pumping and heavy equipment.
- Activates emergency management reserve corps personnel.
- Coordinates state response resources.

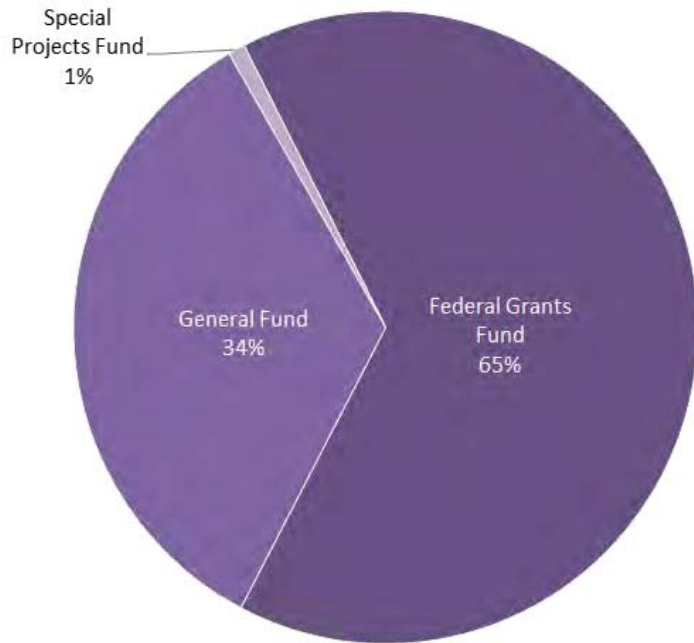


To develop, prepare for, and, under disaster emergency situations, assist in the implementation of emergency management plans and programs to protect and enhance public health, safety, and welfare of residents and visitors.

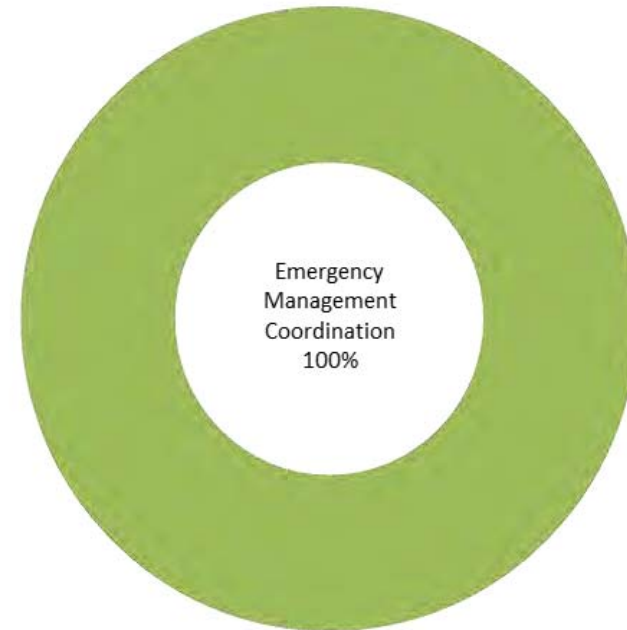
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE ¹	Total Vacant FTE		Total	Non-Holiday
FY 2014	\$3.85	\$6.63	15.5	5	\$428,214	\$381,491	\$379,754
FY 2015	\$1.54	\$2.85	15.5	4	\$184,384	\$168,175	\$167,560
FY 2016	\$1.60	\$3.02	15.5	2	\$195,289	\$130,383	\$129,670
FY 2017	\$1.68	\$5.11	15.5	2	\$329,992	\$552,698	\$551,610
FY 2018	\$2.43	\$3.62	15.5	3	\$233,581	\$43,573	\$43,015
Change from last year	45%	-29%	0%	50%	-29%	-92%	-92%
Change over last 5 years	-37%	-45%	0%	-40%	-45%	-89%	-89%

Source: Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending



Operating Expenditures

\$3.62M ▼ 29%

Over the past year DEM's operating expenditures decreased 29% from \$5.11 million to \$3.62 million. According to the department, the decrease is due to the inconsistency of expending federal grant funds. Each grant has a two-year expenditure cycle funds, and departments spend the money based on need,. In addition, grant awards vary year-to-year.

Five Year Trends



- Total Overtime Expenditures decreased 89% between FY 2014 and FY 2018 from \$ 381,491 to \$43,573.



- The department's operating expenditures decreased 45% from \$6.63 million in FY 2014 to \$3.62 million in FY 2018.



Overtime Expenditures

\$43K ▼ 92%

Over the past year DEM's overtime expenditures decreased 92% from \$552,698 to \$43,573. The department attributes this reduction to unpredictable nature of disasters and the International Union for Conservation of Nature conference, and the return of Hokulea in FY 2017.

National Citizen Survey



- **51%** of residents surveyed rated *Emergency Preparedness (services that prepare the community for natural disasters or other emergency situations)* as *excellent or good*. This rating is similar to the national benchmark comparison.
- **85%** of residents surveyed reported stocking supplies in preparation for an emergency in the last 12 months. This rating was much higher than the national benchmarks. Honolulu ranked first among cities with more than 300,000 residents.

FY 2018 ACCOMPLISHMENTS

- Coordinated recovery efforts with the state and federal government for East O`ahu as well as assistance to Kaua`i County after the April 2018 floods in East Oahu.
- Coordinated assistance to Hawai'i County during the Kilauea eruption.

CHALLENGES MOVING FORWARD — FY 2019

- *Turnover of personnel during FY 2018, in conjunction with a federally declared disaster meant that new employees are tasked with carrying out complex emergency response and recovery activities.*
 - *Recovery activities from the April 2018 flood will continue well into FY 2019 and likely FY 2020.*

Disaster and Emergency Response

The department maintains the city’s Emergency Operations Center (EOC) where it coordinates emergency/disaster response and recovery support. Activities include communications support, coordinating deployment of pumping and heavy equipment, activating emergency management reserve corps personnel, and coordinating with state response resources.

Since FY 2017 the number of Active *Nixle* and *HNL.info* accounts has increased 96%. The City deactivated *Nixle* in May 2017, and now uses *HNL.info*. Since then, the increase in accounts can be attributed to the city and DEM actively promoting *HNL.info* as a way for the public to stay informed.

Flood prevention and recovery continues to be a challenge for the city and county. The department states that recovery activities from the April 2018 flood will continue well into FY 2019 and likely FY 2020. According to the department website, flash floods can occur within a few minutes or hours of excessive rainfall, or a dam or levee failure. The State of Hawai'i classifies dams as having high hazard potential when failure or disoperation of those dams will probably cause loss of human life. In the FY 2018 National Citizen Survey, citizens were asked how problematic the lack of disaster drills and evacuation maps for communities near high hazard reservoir dams is in the city and county. Of the citizens who responded, 29% felt it was a major problem, and 37% felt it was a moderate problem.

The department continues to help the community prepare for floods, and other future disasters. In FY 2018, the department conducted or participated



Source: Department of Emergency Management

in 128 public education and engagement events including emergency preparedness fairs and presentations. The department also supported 21 active voluntary community emergency preparedness groups in various workshops, training and exercises.

	Number of Days EOC Activated ¹						<i>HNL.info</i> and <i>Nixle</i> ²		Citizen Survey
	High Surf Warning	Flood/ Flash Flood Warning	Tsunami Info/ Watch/Warning	Tropical Depression/Cyclone	Brush/ Wild Fire	Other ³	Total Alerts Sent	Total Active Accounts	Stocked Supplies for an Emergency
FY 2014	13	8	2	5	5	0	292	33,899	80%
FY 2015	8	9	0	9	4	0	285	40,944	75%
FY 2016	1	17	2	0	1	0	386	45,472	69%
FY 2017	0	7	1	3	0	0	20	14,566	62%
FY 2018	0	7	1	0	0	1	253	28,531	85%
Change from last year	--	0%	0%	-100%	--	--	1165%	96%	23%
Change over last 5 years	-100%	-13%	-50%	-100%	-100%	--	-13%	-16%	5%

Source: Department of Emergency Management. ¹EOC stands for Emergency Operations Center ²*HNL.info* replaced *Nixle* as the City's text emergency notification system for O'ahu residents and visitors. FY 2017 and FY 2018 reflects the number of *HNL.info* alerts sent by DEM. ³Sometimes EOC is activated for different types of events. For example, the *Other* in FY 2018 was for the Marco Polo high-rise fire, which would not fit in the *Brush/Wild Fire* column.

Chapter 8 - Honolulu Emergency Services Department

The Honolulu Emergency Services Department (HESD) is comprised of four divisions: Administration, Emergency Medical Services (EMS), Ocean Safety and Lifeguard Services (OSLS), and Health Services (HS).



Administration

Provides administrative support for overall operations which includes establishing policy, overseeing the management of budgetary issues, managing public and media relations, providing guidance and training, managing and handling labor relations issues, and long range services planning.



Emergency Medical Services

Provides pre-hospital emergency medical care and advanced life support emergency ambulance services for the city. The State Department of Health contracts with the city to provide pre-hospital emergency medical care and services on O`ahu. The division's costs are eligible for 100% state reimbursement.



Ocean Safety and Lifeguard Services

Provides a comprehensive year-round ocean safety program which includes lifeguard tower services along the 198 miles of O`ahu's coastline. The program provides dispatched emergency response services utilizing all-terrain vehicles, rescue craft, and rapid response vehicles that service the beaches and ocean waters for ocean rescue and emergency medical situations.



Health Services

Conducts pre-employment, physical and annual medical evaluations for all current and prospective city employees; maintenance of licensure or physical fitness standards as mandated by the city, Occupational Safety & Health Administration, Department of Transportation or other regulating agency; and other medical assistance to other city programs.

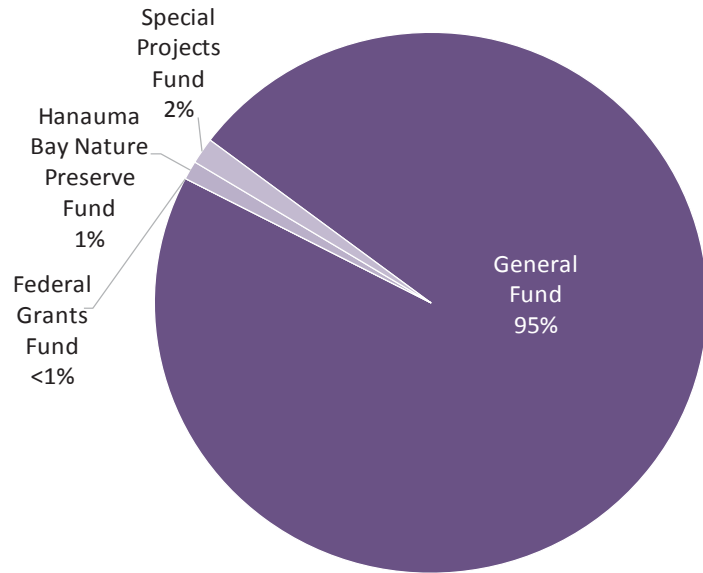


To develop programs and deliver exemplary services related to emergency medical services and lifeguard services on the island of O`ahu.

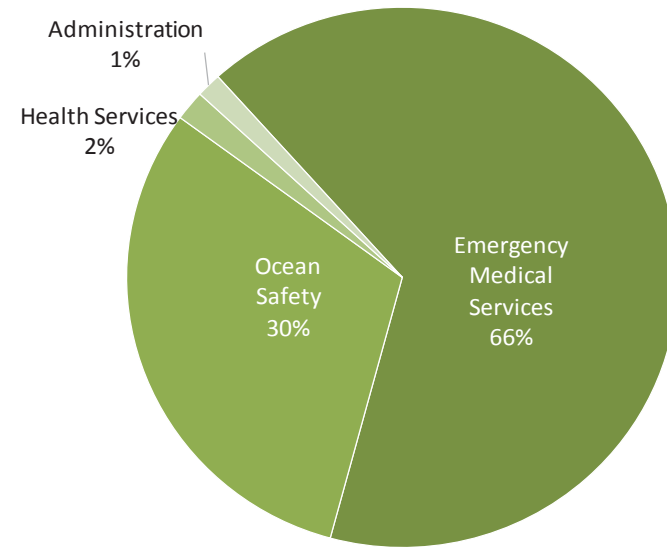
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Operating Expenditures (\$ millions)	Revenue (\$ millions)	Staffing			Overtime Expenditures ³	
			Authorized FTE	Vacant FTE	Cost Per FTE ²	Total (\$ millions)	Non-Holiday (\$ millions)
FY 2014	\$35.43	\$34.23	476.2	79.5	\$74,392	\$6.34	\$5.73
FY 2015	\$37.23	\$34.46	476.2	50.0	\$78,180	\$5.78	\$4.45
FY 2016	\$38.26	\$35.58	490.2	41.0	\$78,042	\$5.25	\$3.88
FY 2017	\$43.85	\$39.66	486.2	48.5	\$90,185	\$5.85	\$4.18
FY 2018	\$45.31	\$38.67	497.2	47	\$91,139	\$6.10	\$4.42
Change from last year	3%	-3%	2%	-3%	<1%	4%	6%
Change over last 5 years	28%	13%	4%	-41%	23%	-4%	-23%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Operating Expenditures



\$45.31 M ▲ 3%

The department's operating expenditures increased 3% over the last year.



HESD operating expenditures increased 28% to \$45.31 million in FY 2018 from \$35.43 million in FY 2014. The department attributes the increase to negotiated collective bargaining salary increases.

Vacant FTE



47 FTE ▼ 3%

The department's vacant FTE decreased 3% over the last year.



HESD revenues totaled \$38.67 million in FY 2018, which was a 13% increase from \$34.23 million in FY 2014. The department attributes the increase to revenues from the State of Hawai'i for Emergency Medical Services and Ocean Safety Services.

FY 2018 ACCOMPLISHMENTS

- Administration successfully advocated for the addition of 1 ambulance unit, which opened in FY19. Participated in Waikiki Beach Community Advisory Group for Waikiki beach master planning.
- Emergency Medical Services completed reorganization and added 3 new Assistant Chiefs, upgraded the Medical Director position, added 3 new Dispatch Supervisors and an additional Field Operations Training Supervisor.
- Ocean Safety added 6 new positions to fully fund 2 additional rescue craft teams for South Shore and Leeward ocean waters.

CHALLENGES MOVING FORWARD — FY 2019

- *Increasing number of visitors to O`ahu continues to place demands for services on both EMS and OS divisions.*
- *Ocean Safety's lack of sufficient operational facilities continues to be a major challenge for the division.*
 - *The service resistant homeless population continues to present significant challenges for the Department.*

Emergency Medical Services

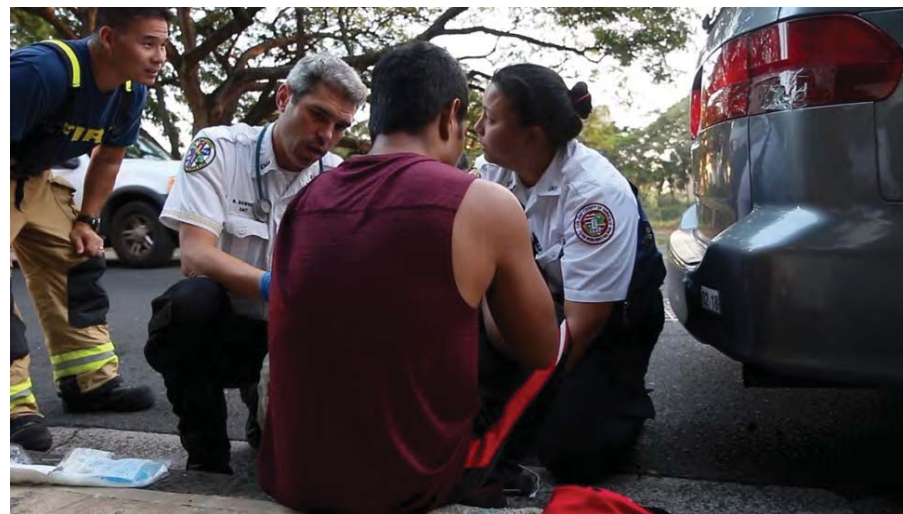
The state Department of Health contracts with the city to provide emergency medical services on O`ahu. All 20 EMS paramedic units are Advanced Life Support ambulances with two crew members, including at least one paramedic. The EMS Division has five support elements: Communications, Specialty Services, Equipment, Supplies and Vehicle Maintenance.

Emergency Medical Services operating expenditures increased 2% in FY 2018 to \$29.85 million from \$29.26 million in FY 2017, and a 21% increase from \$24.70 million in FY 2014.

Total 911 calls for ambulance service increased to 127,911 in FY 2018, which is a 12% increase from 114,138 in FY 2017, and a 56% increase over the last five years. The department attributes this increase to O`ahu's population demographics.

The 2018 National Citizen Survey asked residents to rate ambulance or emergency medical services in Honolulu. About 88% rated services as *excellent or good*, an 8% increase from last year. The 88% rating is similar to percentages reported nationwide and among communities with populations over 300,000. Among large communities, Honolulu ranked 7th out of 22 communities, equivalent to the 71st percentile for ambulance or emergency medical services.

Paramedic Units



Source: Honolulu Emergency Services Department

In FY 2018 EMS reports challenges from 1) high utilization of Emergency Medical Services by age group of 65+ , 2) responses to low acuity medical cases not requiring transport , 3) increasing demand of services impacting response time island-wide.

	Operating Expenditures (\$ millions)	Total 911 Calls for Ambulance Service	Total EMS Transports	Total Ambulances in Service	Average EMS Transports Per Ambulance	Ambulance Response Time Met (Percentile) ¹	Citizen Survey (% Excellent or Good)
FY 2014	\$24.70	82,254	49,743	20	2,489	82%	85%
FY 2015	\$26.27	80,696	49,904	20	2,495	80%	77%
FY 2016	\$26.58	106,042	54,539	20	2,727	80%	81%
FY 2017	\$29.26	114,138	56,119	20	2,806	78%	80%
FY 2018	\$29.85	127,911	58,607	20	2,930	82%	88%
Change from last year	2%	12%	4%	0%	4%	4%	8%
Change over last 5 years	21%	56%	18%	0%	18%	0%	3%

Source: Honolulu Emergency Services Department, Department of Budget and Fiscal Services, and 2018 National Citizen Survey. ¹State Department of Health Ambulance Response Times: Urban (10 minutes); Urban/Rural (15 minutes); and Rural (20 minutes).

Ocean Safety and Lifeguard Services operates a comprehensive program along the 198 miles of O`ahu’s coastline. Lifesaving services performed by city lifeguards include ocean rescues, emergency medical treatment, mobile patrol and response, and educational/prevention strategies directed toward 24 million beachgoers on O`ahu every year.

Ocean Safety and Lifeguard Services expenditures have steadily increased 48% from \$9.46 million in FY 2014 to \$13.99 million in FY 2018. The department attributes the increase to hiring the following staff:

- 18 Water Safety Officer 1 positions
- 3 Water Safety Officer 3 positions
- 1 Water Safety Officer 4 position

The department also attributes the rise in operating expenditures to a 20% increase in the collective bargaining agreement by the creation of Bargaining Unit 14.

Impacts of sea level rise:

According to OSLS, all shoreline areas of O`ahu will be impacted by sea level rise. In FY 2018, key areas experiencing impacts in addition to the North Shore include Waikiki, Ala Moana, Kahuku, Kailua beaches and adjacent areas. Planning for community resilience, response, and post incident response readiness places on-going demands on OSLS.

Shoreline Erosion



Source: Honolulu Emergency Services Department

	Operating Expenditures (\$ millions)	Ocean Rescues	Preventive Actions ¹	Public Contacts ² (million)	First Aid - Major ³	Beach Users (millions)
FY 2014	\$9.46	2,795	758,688	1.23	1,282	17.74
FY 2015	\$9.77	2,752	898,528	1.39	1,218	17.34
FY 2016	\$10.38	3,375	963,881	1.49	1,424	20.97
FY 2017	\$12.98	3,340	1,029,923	1.53	1,318	23.86
FY 2018	\$13.99	3,375	1,081,928	1.55	1,357	23.97
Change from last year	8%	1%	5%	1%	3%	<1%
Change over last 5 years	48%	21%	43%	26%	6%	35%

Source: Honolulu Emergency Services Department and Department of Budget and Fiscal Services. ¹Preventive Action means any action taken to prevent an accident or serious injury from happening. ²Public Contact means any verbal interaction with a member of the public. ³First Aid—Major means any injury requiring ambulance (EMS) assistance.

Health Services

Health Services (HS) performs pre-employment screening and physical examinations for prospective city employees. HS staff administers vaccinations to city employees and tests for a variety of diseases; provides answers to physical and mental health concerns; and provides counseling to assist employees having difficulty attaining medical clearance.

Health Services' operating expenditures decreased 17% to \$814,585 in FY 2018 from \$978,988 in FY 2017. The department performed 960 State Department of Transpiration (DOT) physicals per medical examiner in FY 2018.

Medical Review Officer random testing assessments totaled 3,516 in FY 2018, which was a slight increase from 3,469 in FY 2017. DOT Physicals and Department of Parks and Recreation's Summer Fun Program Drug Screens remained virtually consistent from the previous fiscal year.

In FY 2018, Health Services added an additional part time physician services to ensure timely processing of new and existing City employees for required medical certifications.

Medical Examiners



Source: Honolulu Emergency Services Department

	Operating Expenditures	Total					
		Pre-employment and Annual Medical Evaluations ¹	DOT Physicals	Medical Examiners	DOT Physicals Performed per Medical Examiner ²	MRO ³ Random Testing Assessments	DPR's Summer Fun Program Urine Drug Screens ³
FY 2014 ⁴	--	--	--	--	--	--	--
FY 2015	\$645,184	2390	819	1	819	3,908	1,079
FY 2016	\$711,790	2663	864	1	864	4,262	1,093
FY 2017	\$978,988	2677	962	1	962	3,469	1,056
FY 2018	\$814,585	2562	960	1.5	960	3,516	1048
Change from last year	-17%	-4%	0%	50%	0%	1%	-1%
Change over last 5 years	--	--	--	--	--	--	--

Source: Honolulu Emergency Services Department and Department of Budget and Fiscal Services. ¹HS administers a drug screening program for new hires and random testing for selected employees. ²Number of DOT Physicals/Number of Medical Examiners. ³Medical Review Officer (MRO) provides pre-employment testing; random drug testing for the Honolulu Police Department and the Honolulu Fire Department, and urine drug screening for Department of Parks and Recreation's Summer Fun Program candidates. ⁵HESD did not maintain data for the Health Services program prior to FY 2015.

Chapter 9 - Department of Enterprise Services

The Department of Enterprise Services (DES) operates and maintains the Neal S. Blaisdell Center, the Tom Moffatt Waikiki Shell, the Honolulu Zoo, and six municipal golf courses. The department also coordinates the preparation, administration, and enforcement of concession contracts as well as maintenance activities at several concessions. This is the only city department whose operating budget is primarily funded by user fees from public events and activities.

The department's goals are to:

- Develop new services and lines of business in order to reduce the dependency on General Fund subsidies.
- Provide excellence in service and facilities.
- Increase public awareness of departmental programs and services via marketing, public relations, and social media.

The department's administration directs and coordinates the programs and operations through its four divisions:

Building Services

- Provides facilities support to the Blaisdell Center, Tom Moffatt Waikiki Shell, Honolulu Zoo, six municipal golf courses, and designated concessions.

Customer Services

- Plans, develops, markets, and rents out the Blaisdell Center (Concert Hall, Exhibition Hall, and the Arena) and Tom Moffatt Waikiki Shell facilities.

Golf Course

- Operates and maintains six municipal golf courses.

Honolulu Zoo

- Operates and maintains the city's 42-acre zoological park.

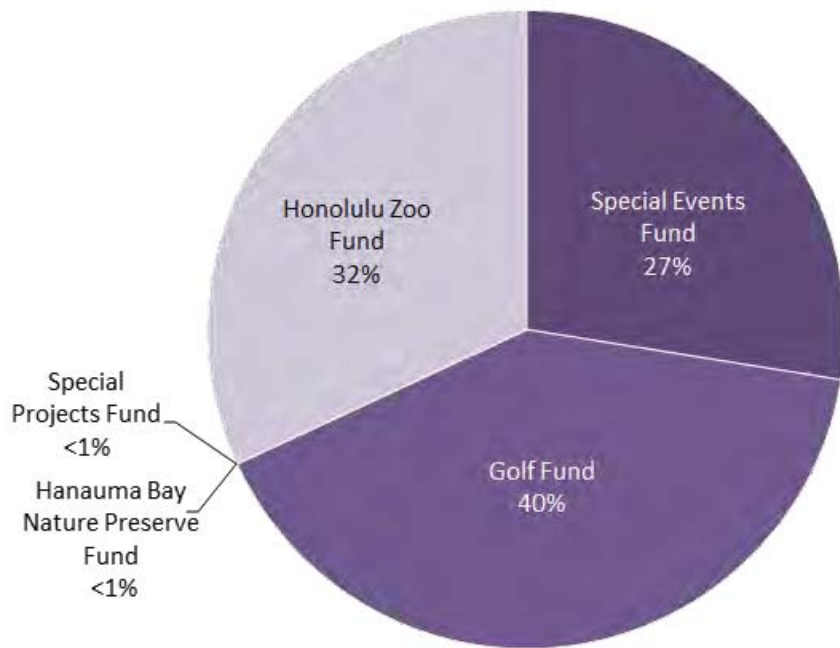


To manage and market a diversity of community-oriented facilities and services for the use and benefit of the public, supporting cultural, recreational, and educational opportunities and events on a self-supporting basis.

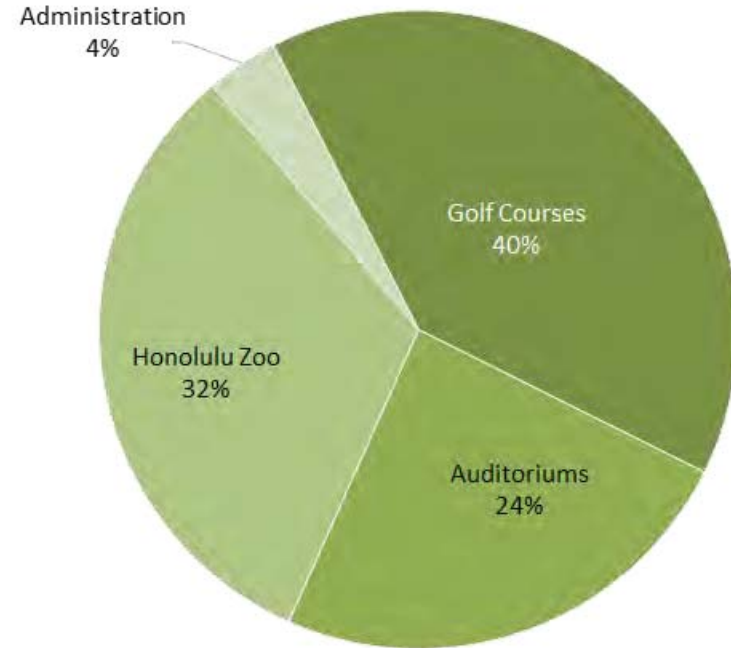
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses²



	Total Operating Expenditures (\$ millions)	Total Revenues (\$ millions)	General Fund Subsidy			Staffing			Overtime Expenditures ⁵	
			Golf Fund (\$ millions)	Special Events Fund (\$ millions)	Honolulu Zoo Fund (\$ millions) ³	Total		Cost Per FTE ⁴	Total	Non-Holiday
						Authorized FTE	Total Vacant FTE			
FY 2014	\$20.86	\$23.86	\$9.28	\$11.57	\$0.00	297.9	57.4	\$70,022	\$512,639	\$280,903
FY 2015	\$21.78	\$23.48	\$9.81	\$11.95	\$0.00	265.9	34.5	\$81,907	\$615,893	\$369,102
FY 2016	\$22.36	\$23.96	\$10.04	\$12.30	\$0.00	265.9	25.4	\$84,071	\$628,824	\$387,394
FY 2017	\$24.20	\$25.11	\$9.68	\$14.42	\$0.00	275.1	37.2	\$87,973	\$672,101	\$396,270
FY 2018	\$24.78	\$26.23	\$9.99	\$6.77	\$7.85	275.9	36.1	\$89,828	\$666,129	\$428,272
Change from last year	2%	4%	3%	-53%	--	<1%	-3%	2%	-1%	8%
Change over last 5 years	19%	10%	8%	-41%	--	-7%	-37%	28%	30%	52%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²The Auditoriums Program is comprised of Building Services. ³Honolulu Zoo Fund was established by Charter Amendment 9, effective July 1, 2017. ⁴Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁵Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Revenues



Operating Expenditures

\$24.8 K ▲ 2%

The department attributes the increase to higher salaries due to collective bargaining agreements.



Revenues

\$26.2 M ▲ 4%

The department attributes the increase to increased revenues in each division.

Five Year Trends



- The department's total revenues increased 10% from \$23.86 million to \$26.23 million over the last five years. The department attributes the increase to increased revenues in each division.



- The department's operating expenditures increased 19% from \$20.86 million to \$24.78 million over the last five years. The department attributes the increase to collective bargaining increases and increasing utility cost.



- The department reduced its General Fund Subsidy to the Special Events Fund 41% from 11.57 million in FY 2014 to \$6.77 million in FY 2018. The department attributes the decrease to increases in department's revenue to cover operating expenses.

FY 2018 ACCOMPLISHMENTS

- The Zoo opened the new Ectotherm complex and the new Giant Japanese Salamander exhibit.
- 802,077 people attended 663 performances at the Blaisdell Center and the Tom Moffatt Waikiki Shell.

CHALLENGES MOVING FORWARD — FY 2019

- *Needed renovations to the Tom Moffatt Waikiki Shell's dressing rooms, floor, and rigging space become more user friendly to encourage more use in the future.*
- *Repairs following major storm events require resources and expenditures to address animal and public safety and welfare. at the Honolulu Zoo.*

Administration and Building Services

Administration focuses on maximizing revenues, optimizing fiscal and manpower resources in support of the department’s and the mayor’s fiscal sustainability goal by reducing the General Fund subsidies for the special Events Fund, and Golf Fund. It also directs and coordinates the programs and activities of the Blaisdell Center, Tom Moffatt Waikiki Shell, Honolulu Zoo, and municipal golf courses; and coordinates the preparation, administration, and enforcement of citywide concession contracts. Concession Management is responsible for identifying prospective city properties for commercial concessionaire operations and conducting comprehensive studies on the feasibility and recommendation to operate commercial concessions on such properties. *Memories are made here!* expresses the overall positive experience of the local community, visitors, and guests attending DES venues.

Over the last five years, the administration’s operating expenditures increased 26% from \$724,184 in FY 2014 to \$909,309 in FY 2018. The department attributes the increase to collective bargaining salary increases and filling vacant positions.



Waikiki Surfboard Racks

Source: Department of Enterprise Services

In FY 2018, Concessions section administered 30 concession contracts in comparison to 29 in FY 2017. Over the last five years, Total concession revenues increased 41% from \$6.63 million in FY 2014 to \$9.35 million in FY 2018. DES reports that the increase in revenues is primarily due to new contract revenues and increase in percentage fees for older contracts over time.

Contracts executed in 2018 included the Ala Wai Golf Course Food Concession, Ewa Villages Food Concession, Kuhio Beach Stands No. 1 and No. 2, and the Pouring Rights and ATM contracts for some of the city facilities.

In FY 2018, the Building Services Division completed 1,569 trades repair, maintenance, and special requests beyond normal maintenance activities to include 718 for Blaisdell work requests, 663 for event set-ups, and 188 for Zoo and Golf Course repairs.



Waikiki Beach Food Concession

Source: Department of Enterprise Services

	Operating Expenditures		DES Concessions	
	Administration	Auditoriums (\$ millions)	Total	Revenues (\$ millions)
FY 2014	\$724,184	\$5.68	36	\$6.63
FY 2015	\$787,821	\$5.84	33	\$6.52
FY 2016	\$792,276	\$5.48	30	\$8.00
FY 2017	\$925,939	\$6.51	29	\$9.07
FY 2018	\$909,309	\$6.02	30	\$9.35
Change from last year	-2%	-8%	3%	3%
Change over last 5 years	26%	6%	-17%	41%

Source: Department of Budget and Fiscal Services and Department of Enterprise Services.

The Customer Services Division manages the events and tenants using the Blaisdell Center and the Tom Moffatt Waikiki Shell. Its goal is to seek out diverse, popular, and professional entertainment opportunities as well as local events, expositions, shows, competitions, educational experiences, and gatherings for the people of Honolulu and Hawai'i. Operating expenditures for the division (exclusive of building services) totaled \$1.7 million while revenues for customer services totaled \$6.8 million.

Among some of the highlights of FY 2018 was Jackson Browne at the Tom Moffatt Waikiki Shell, Damian Marley and J Boog in the Arena, Kristi Yamaguchi's Golden Moment (ice show), Paw Patrol Live (first time), the premiere of Hawaii Symphony Orchestra's *Symphony of the Birds*, sold out shows for country star, Sam Hunt, and Jo Koy's record breaking 11 sold out performances.

For FY 2018, 802,077 people attended 663 performances at the Blaisdell Center and the Tom Moffatt Waikiki Shell, compared to an attendance of 745,727 at 591 performances in FY 2017. The increase in attendance is attributed to the number of shows contracted, additional expos and multiple sold-out performances in the Arena. During FY 2018, the Blaisdell held 55 major expositions and tradeshow including *Made in Hawaii Festival*, *31st Island Christmas Craft and Food Expo*, *Hawaii Senior Fair*, *Seasons Best Craft Fair* and *Kaiser Permanente's Great Aloha Run Sports, Health and Fitness Expo*.

Attendance for Top Ten Blaisdell Center Events FY 2018



Source: Department of Enterprise Services

	Blaisdell & Tom Moffatt Waikiki Shell Performances			
	Total Performances	Revenues (\$ millions)	Total Attendance	Total Expos, Trade Shows, and Job Fairs ¹
FY 2014	540	\$6.18	817,136	58
FY 2015	471	\$5.52	678,862	55
FY 2016	574	\$6.73	729,654	45
FY 2017	591	\$6.98	745,727	59
FY 2018	663	\$6.88	802,077	58
Change from last year	12%	-1%	8%	-2%
Change over last 5 years	23%	11%	-2%	0%

Source: Department of Budget and Fiscal Services and Department of Enterprise Services. ¹Excludes small shows in the Hawai'i Suite meeting rooms.

Golf Course

The Golf Course Division’s mission is to operate and maintain municipal golf courses which provide affordable golf opportunities for the city’s recreational golfers.

The six municipal courses include:

- Ala Wai
- Ewa Villages
- Kahuku
- Pali
- Ted Makalena
- West Loch



Pali Golf Course



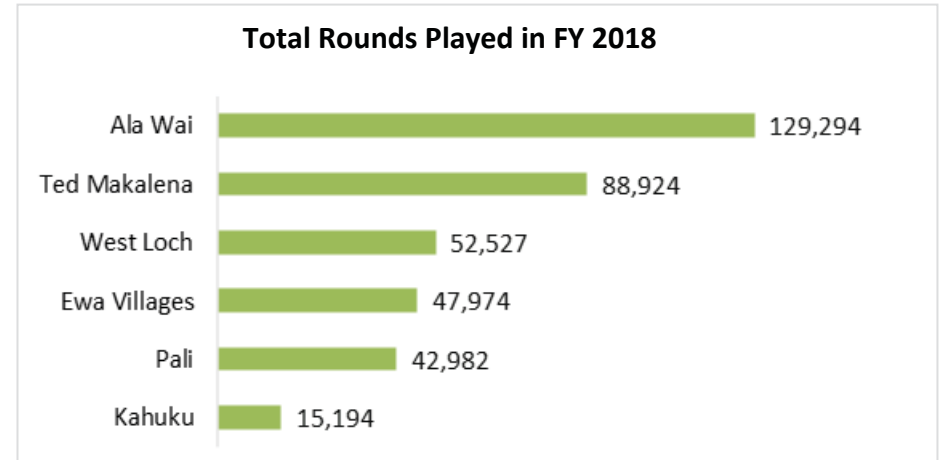
Ted Makalena Golf Course



Ala Wai Golf Course

The division’s operating expenditures increased 9% over the past five years from \$9.04 million in FY 2014 to \$9.88 million in FY 2018. The department attributed the increase to salary and utility costs. In FY 2018, revenues from green fees and cart rental fees saw a modest increase of 3% from \$8.8 million in FY 2017 to \$9.1 million. The department attributes it to a slight increase in resident rounds and use of rental carts.

In FY 2018, the conditional award went to Top Golf for the driving range. National Pollutant Discharge Elimination System (NPDES) projects were started at Ala Wai Golf Course and West Loch Golf Course. In addition, golf cart fee increases were approved over a 3-year period and junior golfer fees were waived.



Source: Department of Enterprise Services

	Golf Course Division		
	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Number of Rounds Played
FY 2014	\$9.04	\$9.65	416,356
FY 2015	\$9.57	\$9.48	400,869
FY 2016	\$10.02	\$8.74	373,710
FY 2017	\$9.66	\$8.84	371,744
FY 2018	\$9.88	\$9.12	376,895
Change from last year	2%	3%	1%
Change over last 5 years	9%	-6%	-9%

Source: Department of Budget and Fiscal Services and Department of Enterprise Services.

The Honolulu Zoo Division plans, operates, and maintains a 42-acre zoological park and botanical garden located within Kapiolani Park in Waikiki. The Honolulu Zoo emphasizes Pacific tropical and island ecosystems, and traditional values of *malama* (caring) and *hookipa* (hospitality).

The division’s operating expenditures increased 47% over the last five years. The Zoo’s revenues increased 13% from \$5.24 million in FY 2017 to \$5.93 million in FY 2018.

Visitor attendance experienced an increase of 4% from 554,416 in FY 2017 to 579,302 in FY 2018. The increase in attendance is attributed to the opening of the Ectotherm complex, the birth of the sloth, opening of the Japanese Giant Salamander exhibit and increased social media outreach efforts.

In FY 2018, the Zoo opened the Ectotherm complex and the Giant Japanese Salamander exhibit. The Zoo had several significant births including 7 African Wild Dog pups, a Two-Toed Sloth and Kamehameha Butterflies.



Ectotherm Complex

Source: Office of the City Auditor



Green Iguana



Two-Toed Sloths



Kamehameha Butterfly

Photos Courtesy of the Department of Enterprise Services

	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Zoo Visitor Attendance
FY 2014	\$5.42	\$4.76	606,566
FY 2015	\$5.59	\$4.81	592,780
FY 2016	\$6.06	\$4.78	565,000
FY 2017	\$7.10	\$5.24	554,416
FY 2018	\$7.97	\$5.93	579,302
Change from last year	12%	13%	4%
Change over last 5 years	47%	25%	-4%

Source: Department of Budget and Fiscal Services and Department of Enterprise Services.

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Chapter 10 - Department of Environmental Services

The Department of Environmental Services (ENV) plans, directs, operates and administers the city's wastewater, solid waste, and storm water permit programs. ENV directly supports the mayor's core infrastructure priorities through its various programs and functions.

The department's goals and objectives are:

- Sustainability — Ensure that operations and services emphasize sustainable practices.
- Operating as a Business — Provide cost effective, quality service through improved business and work processes.
- Employee Development — Invest in employee development in order to improve operational and fiscal competencies.
- Communication — Improve collaboration and communication with employees, customers, and the community.
- Customer Service — Better understand and respond to internal and external customer needs.

The department's administration directs and coordinates the operation and maintenance of the city's wastewater, and solid waste programs and provides overall development and management through financial and capital planning, scheduling and tracking, information technology support, and other services for the following divisions:

Environmental Quality	Collection System Maintenance	Wastewater Treatment and Disposal	Refuse Collection and Disposal
•Oversees compliance with environmental permits, administrative orders and consent decree requirements; and provides monitoring, analysis, and compliance with state and federal regulatory agencies.	•Oversees and maintains 2,100 miles of gravity sewer system, numerous pump stations, and respective force mains around the island.	•Operates city wastewater treatment plants.	•Responsible for administering, managing, and planning the city's solid waste program.

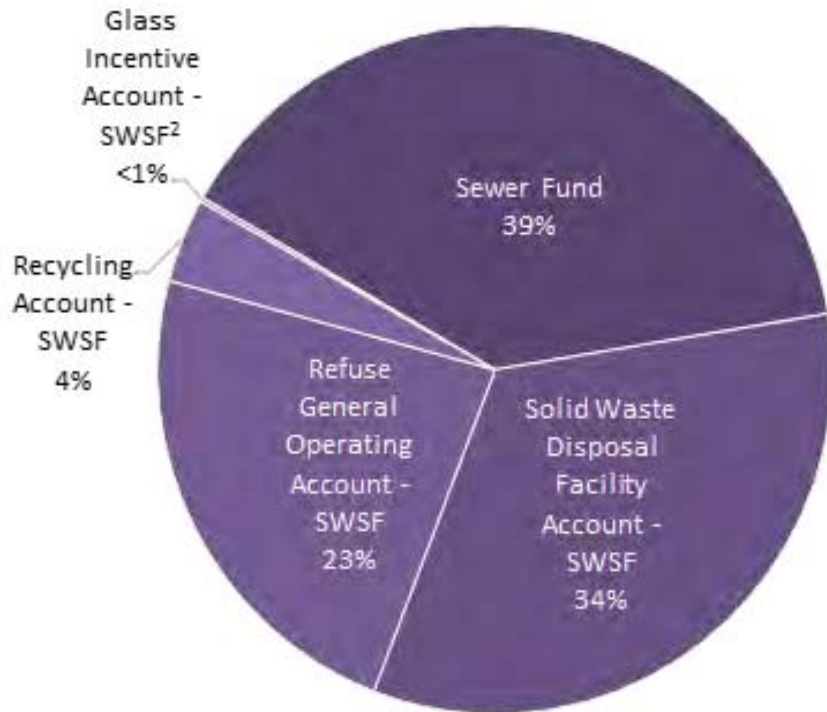


To protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

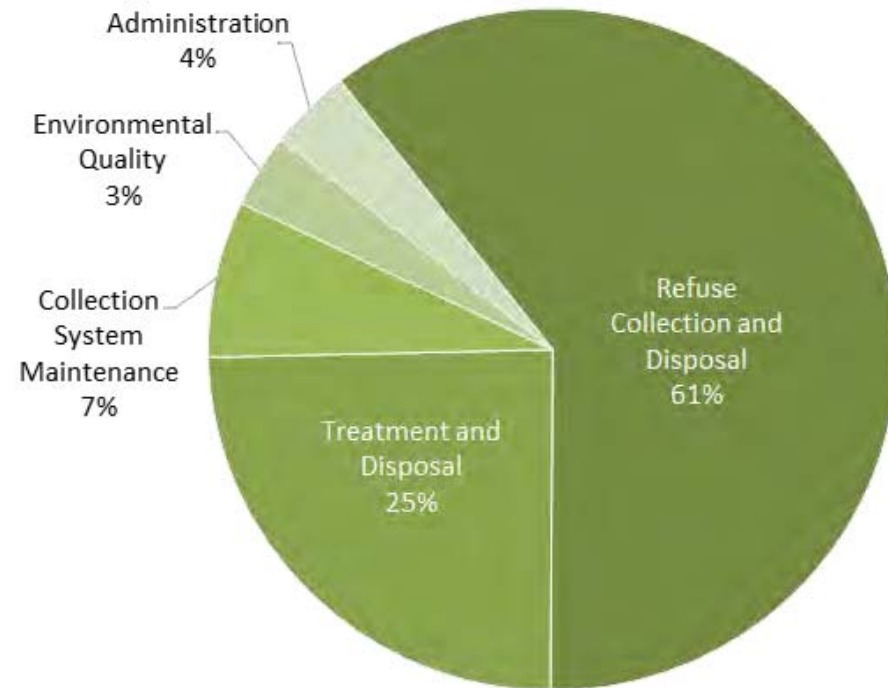
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Staffing		Cost Per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total (\$ million)	Non-Holiday (\$ million)
FY 2014	\$247.52	\$565.18	1,171	294	\$211,376	\$10.15	\$9.02
FY 2015	\$251.08	\$540.98	1,065	213	\$235,755	\$9.69	\$8.34
FY 2016	\$233.49	\$573.22	1,041	194	\$224,289	\$10.54	\$9.26
FY 2017	\$253.80	\$616.30	1,041	178	\$243,808	\$10.78	\$9.25
FY 2018	\$250.06	\$582.75	1,077	219	\$232,180	\$10.54	\$9.09
Change from last year	-1%	-5%	3%	23%	-5%	-2%	2%
Change over last 5 years	1%	3%	-8%	-26%	10%	4%	1%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²SWSF = Solid Waste Special Fund. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is

Spending and Staffing



Operating Expenditures

\$250.06 M ▼ **1%**

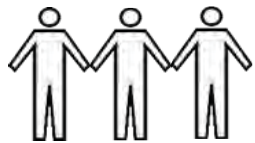
The department's operating expenditures decreased 1% over the last year.



Revenues

\$582.75 M ▼ **5%**

Departmental revenues decreased 5% from FY 2017 to FY 2018.



Vacant FTE

219 FTE ▲ **23%**

The number of vacant FTE increased 23% from 178 in FY 2017 to 219 in FY 2018. The department did not provide comment on the increase.

Five Year Trends



- The department's operating expenditures increased 1% from \$247.52 million to \$250.75 million over the last five years.



- Total revenues increased 3% from \$565.18 million to \$582.75 million over the last five years. Previously scheduled increases in sewer service charge rates were: 4% for FY 2014, 4% for FY 2015, 5% for FY 2016, and 8% for FY 2017.

FY 2018 ACCOMPLISHMENTS

- Completed the \$375 million Kaneohe-Kailua Wastewater Conveyance and Treatment Facilities Project 18 days ahead of schedule.
- The National Association of Clean Water Agencies recognized eight wastewater treatment plants (WWTP) with Peak Performance Awards for permit compliance, including Wai`anae WWTP garnering a Platinum 16 Award for 16 consecutive years with 100% compliance;
- Completed expansion of the \$1.7 million Collection System Maintenance Baseyard building, adding workspace for 13 additional employees and a covered open space area for meetings and training.

CHALLENGES MOVING FORWARD — FY 2019

- *The department did not provide challenges.*

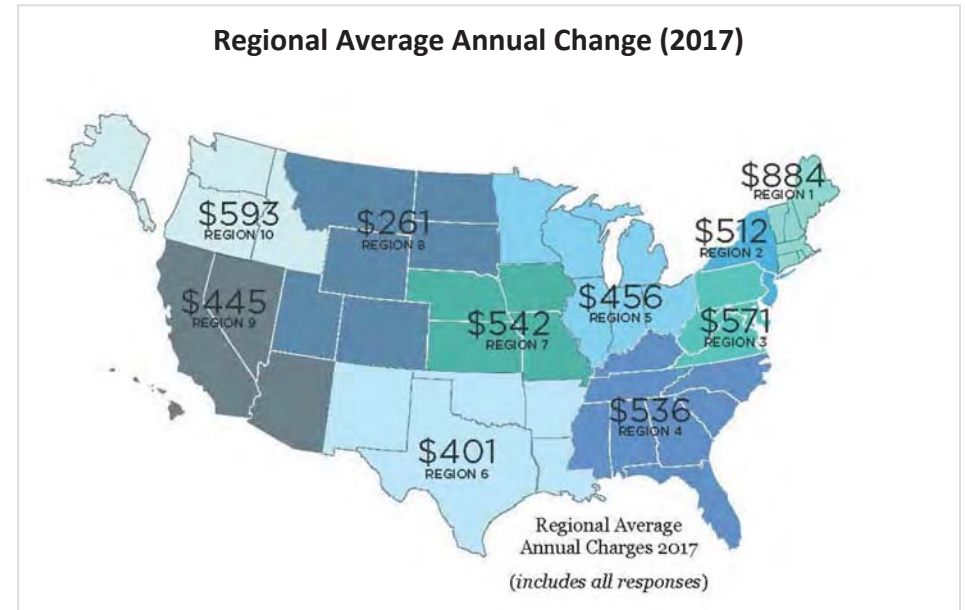
Administration and Sewer Charge

Administration's operating expenditures decreased 3% from \$10.08 million in FY 2017 to \$9.74 million in FY 2018. Operating expenditures increased 19% from \$8.18 million in FY 2014 to \$9.74 million in FY 2018. According to the department, the increase was due to an increase in consultant services for wastewater capacity management program, flow monitoring and rain flow monitoring.

The average annual sewage charge remained the same from FY 2017 to FY 2018. Over the last five years, the charge increased 18% from \$1,119 in FY 2014 to \$1,320 in FY 2018.

According to the *National Association of Clean Water Agencies (NACWA)*, the national average annual sewage service charge in FY 2018 was \$501. The average cost of wastewater services rose 3.6% in 2017, double the rate of inflation as measured by the Consumer Price Index.

This marks the 16th consecutive year that sewer charges have increased faster than inflation for more than 104 million people. The average annual sewage charge in Region 9 (which includes Hawai'i) was \$445. However, Honolulu's average annual sewer charge was \$1,320 in FY 2018.



Source: National Association of Clean Water Agencies (NACWA), 2017 Cost of Clean Water Index

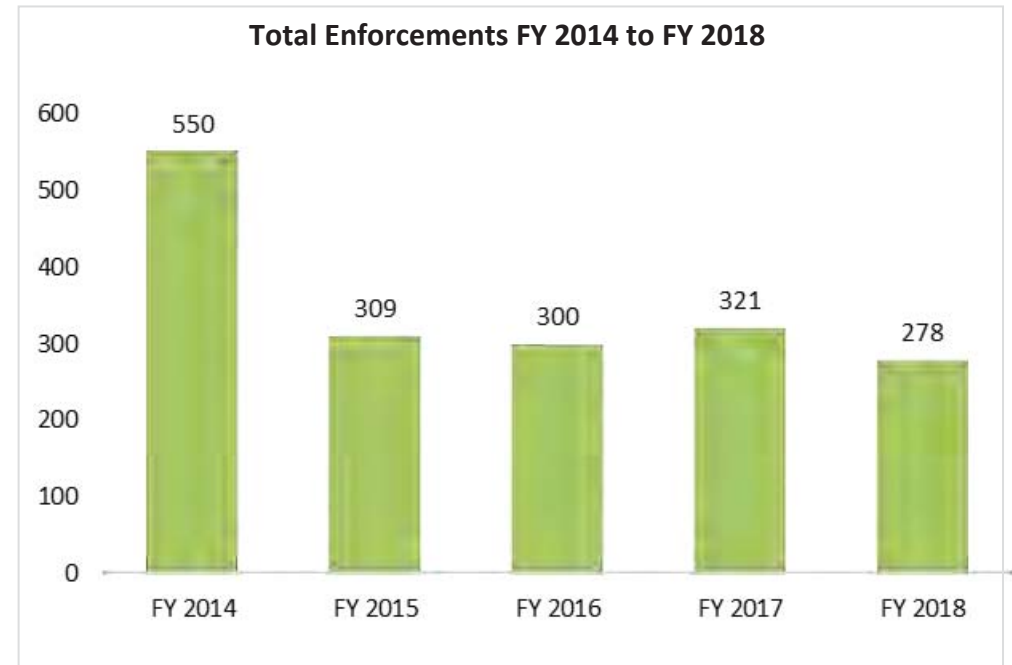
	Operating Expenditures (\$ millions)	Revenue Sources (\$ millions)				Honolulu's Average Annual Sewage Charge	Bond Rating
		Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other Revenues		
FY 2014	\$8.18	\$406.12	\$111.16	\$44.44	\$3.46	\$1,119	AA
FY 2015	\$10.25	\$407.86	\$111.57	\$20.00	\$1.55	\$1,262	AA
FY 2016	\$9.29	\$433.21	\$110.75	\$27.77	\$1.49	\$1,222	AA
FY 2017	\$10.08	\$466.40	\$125.86	\$23.26	\$0.78	\$1,320	AA
FY 2018	\$9.74	\$463.61	\$117.48	\$0.22	\$1.44	\$1,320	AA
Change from last year	-3%	-1%	-7%	-99%	84%	0%	--
Change over last 5 years	19%	14%	6%	-100%	-58%	18%	--

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹Other Revenues include: Licenses and Permits, Intergovernmental Revenue, Fines and Forfeits, and Miscellaneous Revenues.

Environmental Quality (EQ) oversees pretreatment, air, wastewater, and receiving water quality permit requirements, and provides monitoring, analyses, and compliance with state and federal regulatory agencies. The pretreatment program monitors wastewater to prevent the discharge of substances that might be harmful to the environment or cause damage to the wastewater system.

Operating expenditures increased 15% over the past five years from \$7.58 million in FY 2014 to \$8.72 million in FY 2018. The department explained that during FY 2014 to FY 2015, Storm Water Quality was under Environmental Quality. Since FY 2016, Storm Water Quality was transferred to the Department of Facility Maintenance. The increase from FY 2016 to FY 2017 was mainly to satisfy new NPDES permit monitoring requirement for various facilities.

The total number of parameter results increased 5% from 32,854 in FY 2017 to 34,401 in FY 2018, and decreased roughly 1% over the last five years.



Source: Department of Environmental Services

	Operating Expenditures (\$ million)	Regulatory Control ¹		Water Quality Laboratory	
		Total Investigations/ Inspections	Total Enforcements	Parameter Results	Samples
FY 2014	\$7.58	6,500	550	34,843	16,759
FY 2015	\$11.01	6,264	309	37,323	16,435
FY 2016	\$5.23	5,500	300	32,399	16,759
FY 2017	\$7.58	6,058	321	32,854	16,854
FY 2018	\$8.72	5,802	278	34,401	16,667
Change from last year	15%	-4%	-13%	5%	-1%
Change over last 5 years	15%	-11%	-49%	-1%	-1%

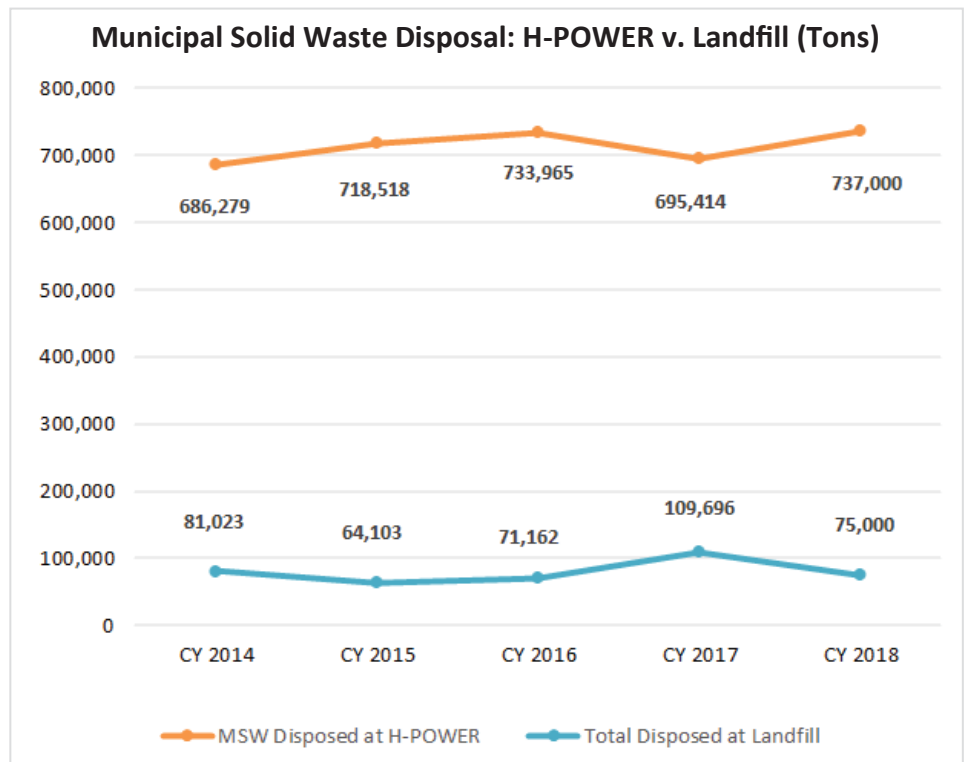
Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹Regulatory Control Branch regulates commercial operations to determine if wastewater discharge (e.g. fats, oils, and grease) poses a threat to the city's sewer system.

Refuse Collection and Disposal

Refuse Collection and Disposal Division is responsible for administering, managing, and planning the city's solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy facility.

Over the last five years, the division's operating expenditures increased 2% from \$148.16 million in FY 2014 to \$151.68 million in FY 2018.

In the 2018 National Citizen Survey, 69% and 66% of Honolulu residents rated garbage collection and yard waste pick-up as *excellent* or *good*, respectively. This ratings was similar to national benchmark comparisons.



Source: Department of Environmental Services

	Operating Expenditures (\$ million) ¹	Municipal Solid Waste Disposal (MSW) Categories (Tons)					
		Total MSW ²	General Material Recycling	MSW Disposed at H-POWER	H-POWER Ash and Residue	Total MSW Diverted from Landfill ³	Total Disposed at Landfill
CY 2014	\$148.16	1,243,255	475,953	686,279	188,399	973,833	81,023
CY 2015	\$149.82	1,231,773	449,152	718,518	203,698	963,972	64,103
CY 2016 ⁴	\$143.11	1,211,876	430,831	733,965	186,000	978,796	71,162
CY 2017	\$152.82	1,240,043	434,933	695,414	170,730	959,617	109,696
CY 2018	\$151.68	1,265,576	453,576	737,000	174,000	1,016,576	75,000
Change from last year	-1%	2%	<-1%	6%	2%	6%	-32%
Change over last 5 years	2%	<-1%	-5%	7%	-8%	4%	-7%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹Operating Expenditures are reported by fiscal year. ²Total MSWS reflects all MSW from the island of O'ahu. ³Total MSW Diverted from the Landfill = (General Material Recycling + MSW Disposed at H-POWER) - H-POWER Ash and residue. ⁴MSW data for CY 2016 are estimates reported by ENV.

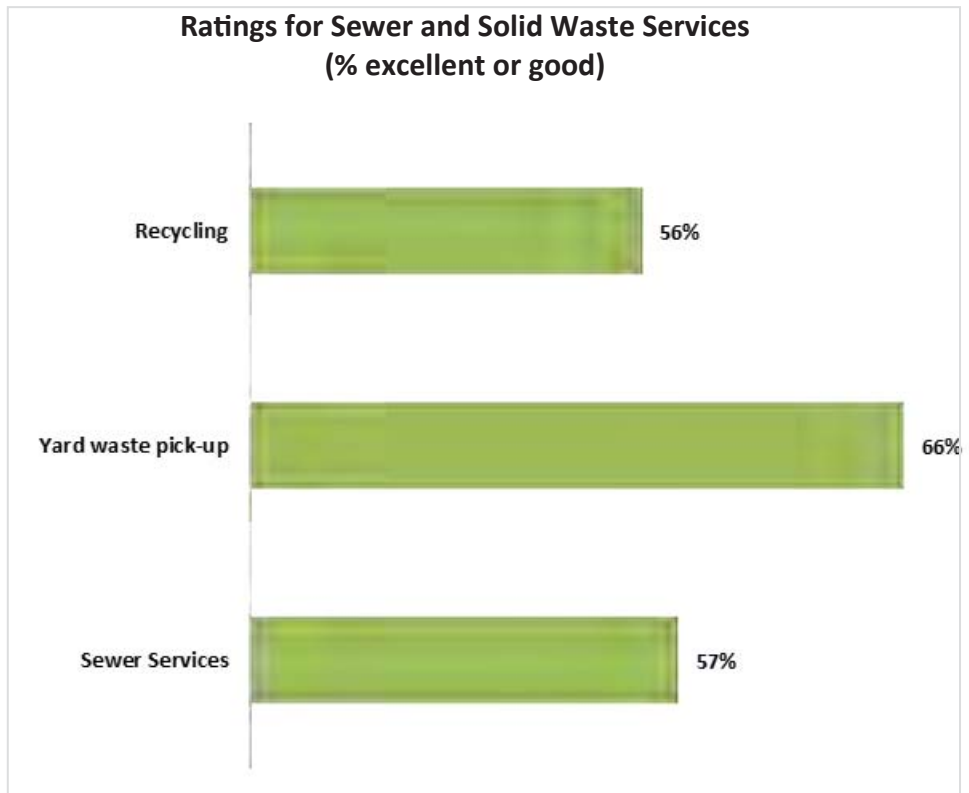
Collection System Maintenance and Wastewater Treatment and Disposal

Collection System Maintenance Division operates and maintains 2,100 miles of the gravity sewer system, 70 pump stations, and related force mains around the island. Wastewater Treatment and Disposal Division operates nine wastewater treatment plants and four pretreatment facilities on O’ahu. The municipal facilities treat approximately 113 million gallons of wastewater daily.

Wastewater Collection System’s operating expenditures decreased 12% from \$20.99 million in FY 2017 to \$18.54 FY 2018. The department did not comment on this decrease.

Wastewater Treatment and Disposal’s operating expenditures increased 1% from \$60.78 million in FY 2017 to \$61.37 million in FY 2018. Over the last five years, operating expenditures decreased 4%.

In the last fiscal year, the miles of lines Collection System Maintenance and Wastewater Treatment inspected decreased 22% from 102 miles in FY 2017 to 79.5 miles in FY 2018.



Source: 2018 National Citizens Survey (Honolulu)

	Wastewater Collection System Maintenance				Wastewater Treatment and Disposal	
	Operating Expenditures (\$ millions)	Miles of Lines Maintained	Miles of Lines CCTV Inspected	Number of Gravity Main Spills ¹	Operating Expenditures (\$ millions)	Wastewater Collected and Treated (mgd) ²
FY 2014	\$19.42	744	77	20	\$64.19	103
FY 2015	\$17.59	758	59	13	\$62.41	105.3
FY 2016	\$16.65	726	65	24	\$59.22	112.7
FY 2017	\$20.99	702	102	21	\$60.78	116.9
FY 2018	\$18.54	721	79.5	23	\$61.37	113.9
Change from last year	-12%	3%	-22%	10%	1%	-3%
Change over last 5 years	-4%	-3%	3%	15%	-4%	11%

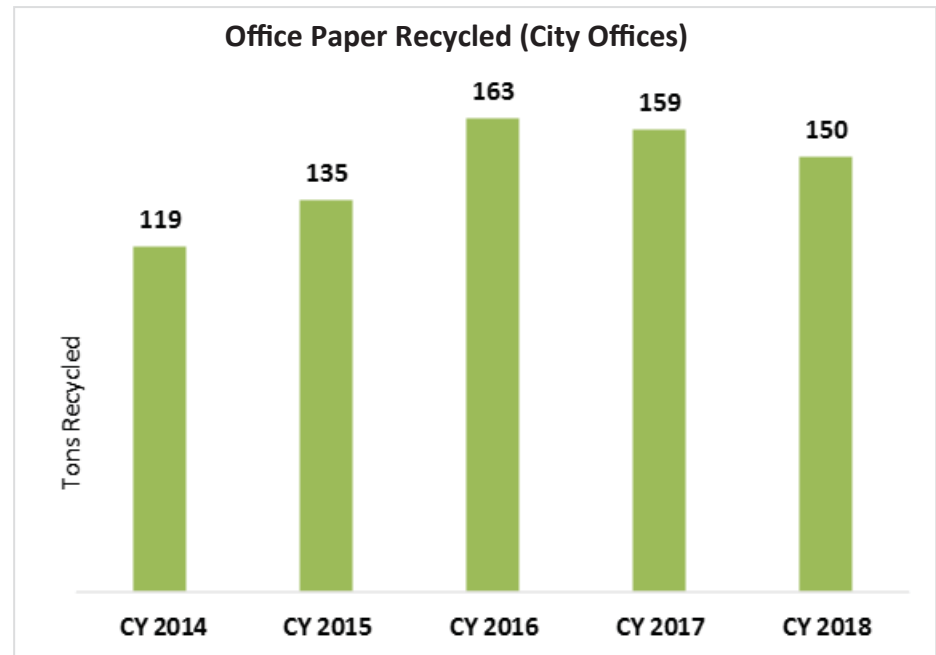
Source: Department of Environmental Services. ¹Gravity main spills are defined as wastewater escaping from a non-pressurized pipe due to back-up, breakage, or excessive flow. ²mgd = million gallons per day.

Environmental Sustainability-Recycling

According to the department, O’ahu recycling rates are above the national average and Honolulu ranks among the top cities in the country in landfill diversion. By employing both recycling and waste-to-energy, more than 70% of O’ahu’s municipal solid waste is being diverted from Waimanalo Gulch Landfill.

Over the last five years, total MSW diverted from O’ahu’s landfill by recycling increased 9% from 631,391 tons in FY 2014 to 686,550 tons in FY 2018. The department did not comment on the increase.

Over the last year, tons of green waste recovered through the city’s curbside collection program and dropped off at its convenience centers and transfer stations increased 9% from 71,609 in FY 2017 to 78,300 in FY 2018. The amount of office paper recovered from city offices decreased 6%.



Source: Department of Environmental Services

	Total MSW Diverted from Landfill by Recycling (Tons) ³	Municipal Solid Waste Recycling Categories ¹ (Tons)				
		Green Waste	Office Paper (City Offices)	Curbside Mixed Recyclables	H-POWER MSW Recycled ²	Other Recyclables ³
CY 2014	631,391	83,166	119	22,561	497,879	27,665
CY 2015	649,170	79,750	135	22,750	518,000	28,535
CY 2016	653,910	78,656	163	23,539	523,883	27,669
CY 2017	624,949	71,609	159	23,265	507,929	21,987
CY 2018	686,550	78,300	150	23,100	563,000	22,000
Change from last year	10%	9%	-6%	-1%	<1%	0%
Change over last 5 years	9%	-6%	26%	2%	13%	-20%

Source: Department of Environmental Services. ¹Reflects only city collected MSW. ²Other recyclables include white goods, propane tanks, tires, batteries and recovered metals at H-POWER. ³MSW categories from CY 2016 to CY 2018 are estimates reported by ENV.

Chapter 11 - Department of Facility Maintenance

The Department of Facility Maintenance (DFM) plans and administers the city's repair, renovation, and maintenance programs for roads, bridges, streams, and flood control systems. It also maintains city buildings, vehicles, and construction equipment. The department also enforces stored property and sidewalk nuisance ordinances. These functions are mandated by the city charter.

The department's goals are to:

- Deliver and enhance basic city core services that maintain Honolulu's infrastructure.
- Perform work based on the value of customer service and building a quality of life for both the general public and city employees.
- Improve morale of DFM management and staff through continuous training, regular communication, job recognition, and updating equipment.
- Improve department effectiveness by recruiting and retaining staff, eliminating redundancy, using updated technology, and continuous evaluation.

DFM's administration provides interdepartmental mail services, and storm water quality and property management activities. Additionally, the administration manages the staffing activities related to the three DFM divisions:

Automotive Equipment Service

- Manages the repair and maintenance of city vehicles and equipment.
- Coordinates the purchasing of new vehicles and equipment.

Public Building and Electrical Maintenance

- Repairs and maintains city facilities and street lights.
- Responsible for employee parking, security, and janitorial services.

Road Maintenance

- Maintains city roadways, sidewalks, storm drains, bridges, flood control facilities, road striping and signs.
- Services outdoor municipal parking lots, bike paths, landscaped medians, and bus stop litter containers.

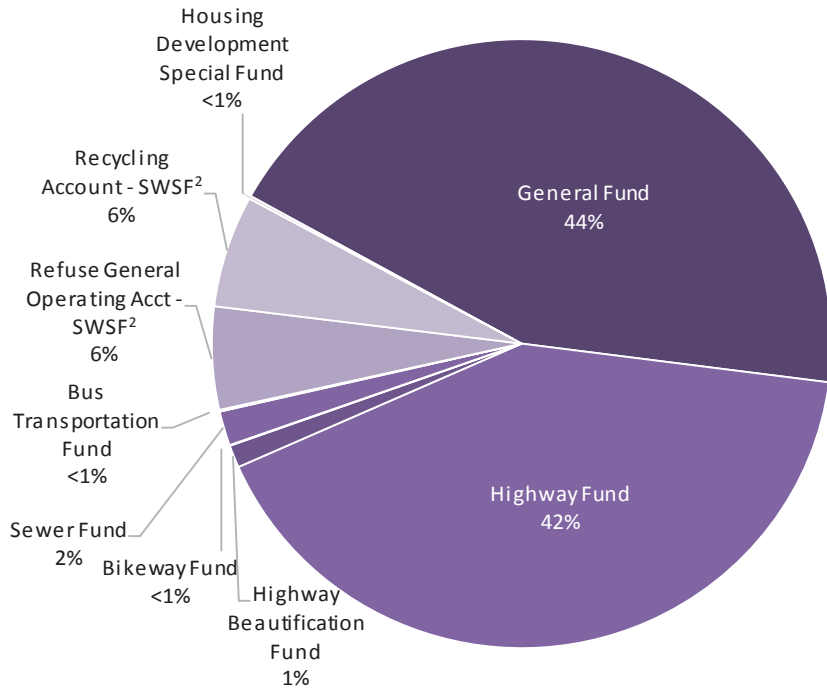


To provide efficient, effective, accountable, and progressive management of its fiscal and functional responsibilities.

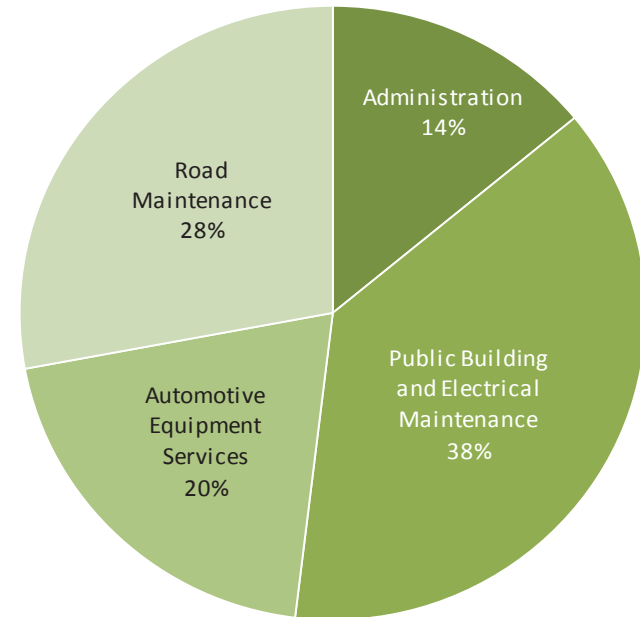
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ³	Overtime Expenditures ⁴	
			Total Authorized FTE	Total Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2014	\$3.25	\$73.12	811.7	279.2	\$90,082	\$2.25	\$2.04
FY 2015	\$3.30	\$74.23	693.7	177.0	\$107,006	\$2.72	\$2.41
FY 2016	\$2.13	\$77.52	725.7	194.7	\$106,821	\$3.07	\$2.83
FY 2017	\$2.45	\$81.14	737.0	205.0	\$110,095	\$3.13	\$2.86
FY 2018	\$1.39	\$85.25	783.0	249.0	\$108,871	\$3.34	\$3.09
Change from last year	-43%	5%	6%	21%	-1%	7%	8%
Change over last 5 years	-57%	17%	-4%	-11%	21%	49%	52%

Source: Department of Budget and Fiscal Services (BFS). ¹Percentages do not total 100% due to rounding. ²SWSF = Solid Waste Special Fund. ³Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$85.25 M ▲ 5%

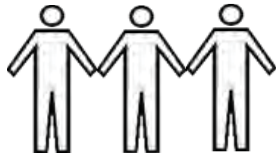
According to the department operating expenditures increased due to negotiated salary increases and increased expenses related to storm water quality compliance.



Revenues

\$1.39 M ▼ 43%

Revenues decreased due to the transfer of the Managed Parking Section and City Municipal Parking Lot revenues to the Department of Transportation Services.



Vacant FTE

249 FTE ▲ 21%

Vacant FTEs increased primarily due to newly created positions for National Pollutant Discharge Elimination system (NPDES) compliance, landscape median maintenance, JTMC building maintenance, repair and custodial services as well as SPO/SNO enforcement.

Five Year Trends



- The department's operating expenditures increased 17% from \$73.12 million to \$85.25 million over the last five years as the department addresses repair and maintenance needs associated with aging infrastructure and deferred maintenance.



- Total vacant FTE decreased 11% from 279.2 to 249.0 FTE over the last five years as the department continues to ensure staff levels are sufficient to address present and projected repair and maintenance requirements.

2018 National Citizen Survey



- Quality of street cleaning and sidewalk maintenance received a **23%** and **19%** rating of being *excellent or good* in FY 2018.
- 88%** of Honolulu residents said that damaged and uplifted sidewalks are *major or moderate* problems.

FY 2018 ACCOMPLISHMENTS

- Cleaned 39,938 curb miles of roadways using mechanical street sweeping equipment.
- Reconstructed 21,466 square feet of sidewalks, resurfaced 16.27 lane miles of roadways, and patched 20,987 potholes in FY 2018.
- Coordinated and participated in more than 85 island-wide cleanup and outreach events.

CHALLENGES MOVING FORWARD — FY 2019

- Reduced budgets, rising costs (parts, materials, supplies, and labor), and personnel retirements will impact DFM's Automotive Equipment Services (AES) Division's ability to meet its goals. AES will look to hire entry-level technicians.*
- Due to looming storm water requirement revisions, DFM will seek legislation for a new Storm Water Special Fund as a self-sustaining operation for the city's storm water NPDES Municipal Separate Storm Sewer System (MS4) permit program.*

Administration

Administration plans, directs, administers, and coordinates line and staff activities related to facility maintenance functions and programs involving public roads, streets, and bridges. Administration also manages staffing for flood control systems, street lighting, traffic signs and markings, and public buildings. It also administers parking and property management activities, and provides interdepartmental mail services.

The Administration’s operating expenditures increased 627% from \$1.65 million in FY 2014 to \$11.97 million in FY 2018. The department attributes the increase to the transfer of the Storm Water Quality Branch in FY 2017 and its extensive programs from the Department of Environmental Services.

The Storm Water Quality Branch (SWQ) oversees the city’s compliance with the Storm Water Management Plan (SWMPP) and provides monitoring, analyses, and compliance with state and federal regulatory agencies. SWQ coordinated and developed the city’s SWMPP that involves the participation of all city agencies. This plan outlines the city’s program for implementing and complying with National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System permit requirements over the next several years.

In FY 2018, SWQ responded to 435 complaints of illicit discharges and illegal connections resulting in 327 violation notices issued. Of the 327 violation notices issued, 45 notices were Letters of Warnings, 199 notices were Notice of Violations, and 15 notices were Notice of Orders. SWQ also

performed 399 inspections of various industrial and commercial businesses, inspected a total of 1,533 construction projects by performing 4,014 inspections through its independent third party inspections program, and conducted 177 site visits to inspect various permanent post-construction best management practices. SWQ also coordinated and was involved in 58 events which included its Adopt-A-Block, Adopt-A-Stream, Special Clean-ups, Storm Drain Marking, and a Good Neighbor and Hero Awards Ceremony. More than 1,955 volunteers were involved in the various events, over 2,000 storm drains stenciled, 525 bags of rubbish were collected, and nearly 6,400 printed outreach materials distributed.



Kamehameha School students participate in Community Day in Kalihi Valley as part of Make a Difference Month: October 4, 2017.

Source: Department of Facility Maintenance

	Administration	Storm Water Quality	
	Operating Expenditures (\$ millions)	Total Investigations Closed	Total Violation Notices Issued
FY 2014	\$1.65	320	20
FY 2015	\$2.02	426	204
FY 2016	\$7.97	467	317
FY 2017	\$10.68	406	257
FY 2018	\$11.97	435	327
Change from last year	12%	7%	27%
Change over last 5 years	627%	36%	1535%

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance.

Public Building and Electrical Maintenance

Public Building and Electrical Maintenance Division (PBEM) plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings, street, park, mall, outdoor, and other city lighting and electrical facilities. PBEM is also responsible for city employee parking, motor pool, security and janitorial services for various city facilities, including Honolulu Hale and the Frank F. Fasi Municipal Building. The division is organized into three branches and one operation: Repair and Maintenance, Traffic Electrical Maintenance Services, Custodial and Utility Services, and Security and Employee Parking Operations.

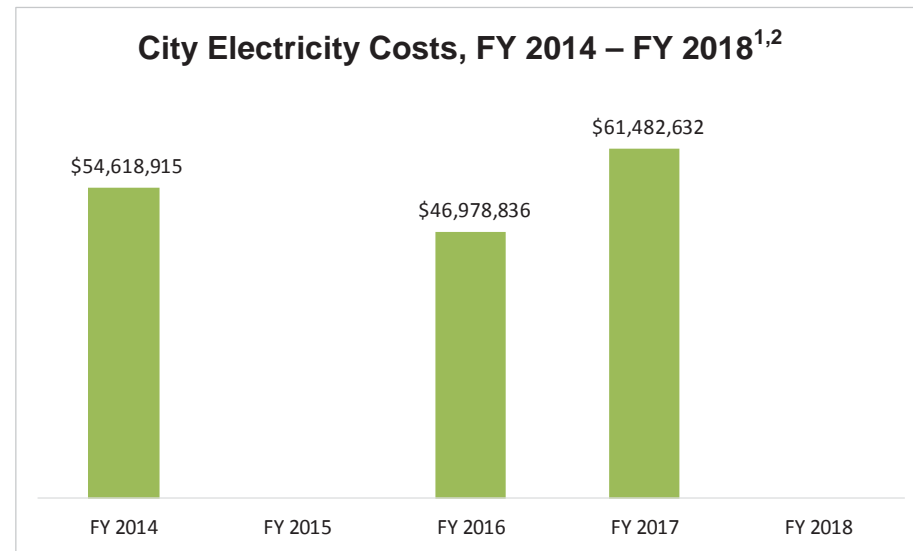
Over the last five years, the division’s operating expenditures increased 4% from \$31.11 million in FY 2014 to \$32.29 million in FY 2018. The division attributes the growth in operating expenditures to wage increases, higher electrical costs, rising material costs, and the continued conversion of contracted janitorial and custodial services to permanent city positions to comply with the United Public Workers Union agreement.

In FY 2018, the Repair and Maintenance Branch completed work orders it received for carpentry, plumbing, masonry, painting, mechanical, electrical, and air-conditioning repairs. Total work orders for Building and Appurtenant Structures Repair over the last five years decreased 26% from 4,405 repairs in FY 2014 to 3,263 in FY 2018.

The Traffic Electrical Maintenance Services branch maintained 52,891 street lights; replaced 12,256 defective or burned-out streetlight lamps; 5,736 photo-electric controls; and 1,496 luminaries. The branch also

completed 732 joint-pole changeovers and 628 work orders for repair and maintenance work related to indoor and outdoor lighting at various parks, recreation centers, and botanical gardens at Hanauma Bay, the Honolulu Zoo, and the Neal S. Blaisdell Center. PBEM also completed 56 repairs in preparation for the retrofit of LED luminaires on city streetlight poles.

The 2018 National Citizen Survey rating being *excellent* or *good* for the quality of street lighting was 32% . That is a 7% decrease from their 39% rating in FY 2017 and is lower than the national benchmark.



Source: Office of the Managing Director pursuant to Ordinance 08-32. ¹Citywide electricity statistics was not reported in FY 2015. ²FY 2018 data not available as of 3/1/2019.

	Public Building and Electrical Maintenance					Citizen Survey (% Excellent or Good)
	Operating Expenditures (\$ million)	Total Work Orders for Building and Appurtenant Structures Repair	Total Street Lights Replaced	Total Civil Defense Sirens Tested and Maintained	Electricity Usage ^{3,4} (million KWh)	Street Lighting
FY 2014	\$31.11	4,405	10,813	18	165,042,309	39%
FY 2015	\$30.17	4,296	12,123	1	--	39%
FY 2016	\$26.27	4,379	14,377	24	161,274,514	38%
FY 2017	\$30.30	4,164	14,858	4	258,840,468	39%
FY 2018	\$32.29	3,263	12,256	6	258,593,973	32%
Change from last year	7%	-22%	-18%	50%	<-1%	-7%
Change over last 5 years	4%	-26%	13%	-67%	57%	-7%

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. ³FY 2014-2018 Electricity usage for 10 city departments: CSD, DDC, DEM, DES, DFM, DPR, DTS, ENV, HESD, and HFD. ⁴Citywide electricity usage was not reported in FY 2015. Citywide electricity usage has not been published as of March 2019.

Automotive Equipment Service

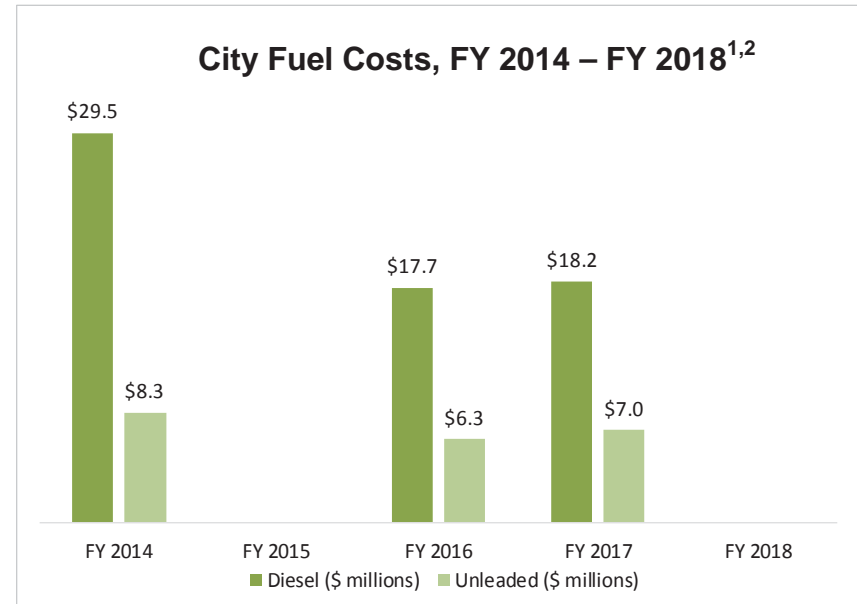
Automotive Equipment Service (AES) manages the city’s vehicle and equipment repair and maintenance program (excludes Honolulu Police Department, Honolulu Fire Department, Board of Water Supply, and Honolulu Authority for Rapid Transportation). It also prepares plans and specifications for the purchase of new vehicles and equipment.

Over the last five years, Unleaded Fuel Cost decreased 24% from \$1.10 million in FY 2014 to \$0.84 million in FY 2018. The department noted that the overall decrease is attributable to declining fuel cost per gallon through the years and the on-going reduction due to hybrid and more fuel efficient vehicles operating in the city fleet.

In FY 2018, AES continued to reduce the environmental impact of its vehicle fleet by replacing older vehicles and purchasing newer, more fuel efficient hybrid and electric vehicles for the motor pool fleet and city agencies. A total of 79 new vehicles and equipment were processed during FY 2018. The division remains committed to its use of alternative fuels such as biodiesel, propane, and ethanol blended gasoline. Continued phase-in of alternative fuel vehicles strengthens the city’s commitment to reducing harmful emissions to the environment and dependence on fossil fuels. Efforts to automate and upgrade all city-operated fueling stations will include a new system to track vehicle information such as mileage, engine hours, and fuel quantity issued.

AES introduced the use of telematics devices in certain city vehicles to monitor engine performance. These devices will allow the division to detect

variations in engine performance and address those variations before the engine fails. The use of telematics devices are part of a broader effort to use advanced technology to enhance fleet operations, help reduce costs, and improve driver safety.



Source: Office of the Managing Director pursuant to Ordinance 08-32. ¹Citywide fuel statistics was not reported in FY 2015. ²FY 2018 data not available as of 3/1/2019.

Total Vehicles and Equipment Under DFM's Jurisdiction									
	Operating Expenditures (\$ millions)	Total Repair and Maintenance Tasks Completed	Total Tire Repair and Replacements	Total	On-Road/ Highway Vehicles	Off-Road/ Non-Highway Vehicles	Miscellaneous Equipment ³	Unleaded Fuel Cost ⁴ (\$ millions)	
FY 2014	\$18.73	31,631	4,220	2,284	1,646	349	289	\$1.10	
FY 2015	\$18.59	38,989	2,526	2,359	1,895	406	58	\$1.07	
FY 2016	\$17.96	34,397	1,113	2,410	1,902	354	154	\$1.04	
FY 2017	\$17.68	35,250	1,011	2,450	1,711	321	418	\$0.68	
FY 2018	\$17.18	29,125	4,046	2,465	1,948	327	190	\$0.84	
Change from last year	-3%	-17%	300%	1%	14%	2%	-55%	23%	
Change over last 5 years	-8%	-8%	-4%	8%	18%	-6%	-34%	-24%	

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. ³Miscellaneous Equipment includes trailers, forklifts, compressors, generators, etc. ⁴DFM’s jurisdiction excludes HPD, HFD, BWS, and HART.

Road Maintenance

The Division of Road Maintenance (DRM) maintains city roadways, sidewalks, storm drains, and bridges. It also provides road striping and signs, and services outdoor municipal parking lots, bike paths, and bus stops/shelters. DRM also maintains city-owned streams, channels, ditches, and other flood control facilities. It also maintains litter containers at bus stops and Waikiki sidewalk areas, and removes graffiti from city property within the street right-of-way. DRM's road maintenance and repair activities are in accord with the mayor's priorities to invest in the city's core infrastructure.

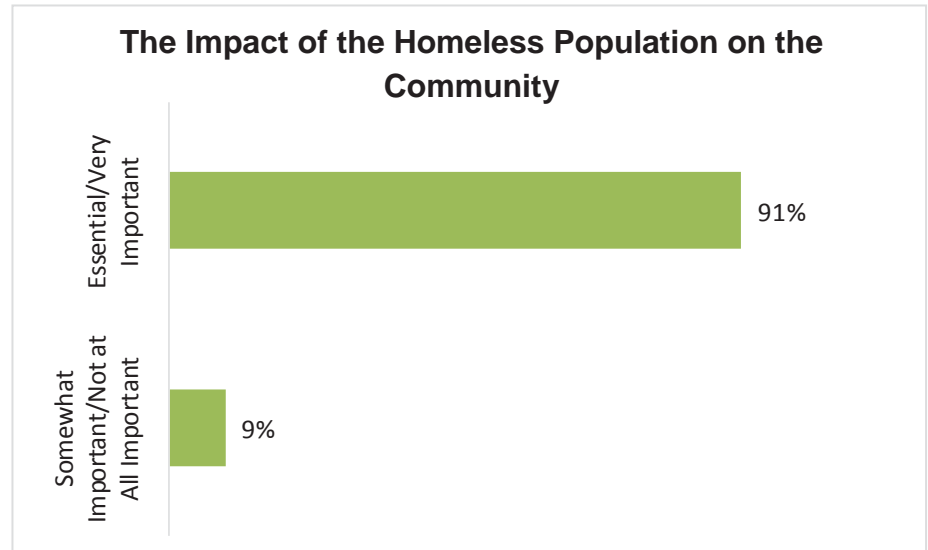
Over the last five years, DRM operating expenditures increased 10% from \$21.63 million in FY 2014 to \$23.80 million in FY 2018. The division attributes the increase to continued focus on repair and maintenance of vital city infrastructure such as roadways, sidewalks, drainage and storm drain systems, as well as enforcement of ordinances relating to the illegal storage of personal property on city sidewalks, facilities, and parks.

In FY 2018, operating expenditures increased 6% from \$22.49 million in FY 2017 to \$23.80 million in FY 2018. The department noted that the increase in operating expenditures was due to added positions for landscape median maintenance as well as enforcement of the Stored Property and Sidewalk Nuisance Ordinances.

In FY 2018, resident's ratings for the quality of storm drainage services as *excellent or good* decreased 1% to 39% in FY 2018 from 40% in FY 2017. In early FY 2018 (July 2017 to September 2017), all departmental storm drain cleaning equipment was diverted to the Pensacola Street box

culvert to remove and clear accumulated sediment and debris before emergency repairs necessary to restore the structural integrity of the top of the box culvert that supports the roadway above. The emergency debris removal and clearing effort was completed in September 2017. During that time, storm drain services to the remainder of the community were limited to emergencies as problems were identified.

In the 2018 National Citizen Survey, Honolulu residents were asked to rate the quality of street repair. About 12% rated street repair as *excellent or good*, which is much lower to the percentages reported nationwide and lower among cities with populations over 300,000.



Source: 2018 National Citizen Survey (Honolulu)

	Citizen Survey (Excellent or Good)					
	Operating Expenditures (\$ millions)	First Aid Repairs ¹ (Tons)	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)	Storm Drainage Services
FY 2014	\$21.63	2,123	41,659	4,924	4	53%
FY 2015	\$23.45	1,743	32,976	4,060	8	36%
FY 2016	\$25.31	5,638	42,656	5,589	16	46%
FY 2017	\$22.49	2,671	28,570	5,968	18	40%
FY 2018	\$23.80	6,472	20,987	2,416	16	39%
Change from last year	6%	142%	-27%	-60%	-10%	-1%
Change over last 5 years	10%	205%	-50%	-51%	307%	-14%

Source: Department of Budget and Fiscal Services, Department of Facility Maintenance, and 2018 National Citizen Survey (Honolulu). ¹First Aid Repairs involve resurfacing narrow roadways and repairing asphalt roadways, including base work and/or overlays to distressed areas.

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Chapter 12 - Honolulu Fire Department

The Honolulu Fire Department (HFD) is the designated fire protection agency for the City and County of Honolulu. HFD's responsibilities are to provide fire fighting, rescue, emergency medical, and hazardous materials response for O'ahu. HFD is accredited by the Commission of Fire Accreditation International (CFAI). HFD is organized into four divisions:



Administrative Services Bureau (ASB)

Provides administrative, personnel, logistical, and maintenance support to the fire suppression force. The ASB oversees HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the Infectious Disease program.



Fire Operations

Provides fire suppression and responds to search and rescue, hazardous materials, and medical emergency incidents.



Planning and Development (P&D)

Coordinates HFD's short and long-term planning, operational, and quality improvement processes. P&D also prepares annual compliance reports; develops deployment models; and reviews, researches, and monitors emerging legislation, regulations, trends, events, and past department performance to establish goals that fulfill HFD's mission.



Support Services

Support Services manages and coordinates the operations of the Training and Research Bureau (TRB) and the Fire Prevention Bureau (FPB).

Each division is managed by an assistant chief who is responsible for daily management of the sections and provides executive support to the fire chief and the deputy fire chief.

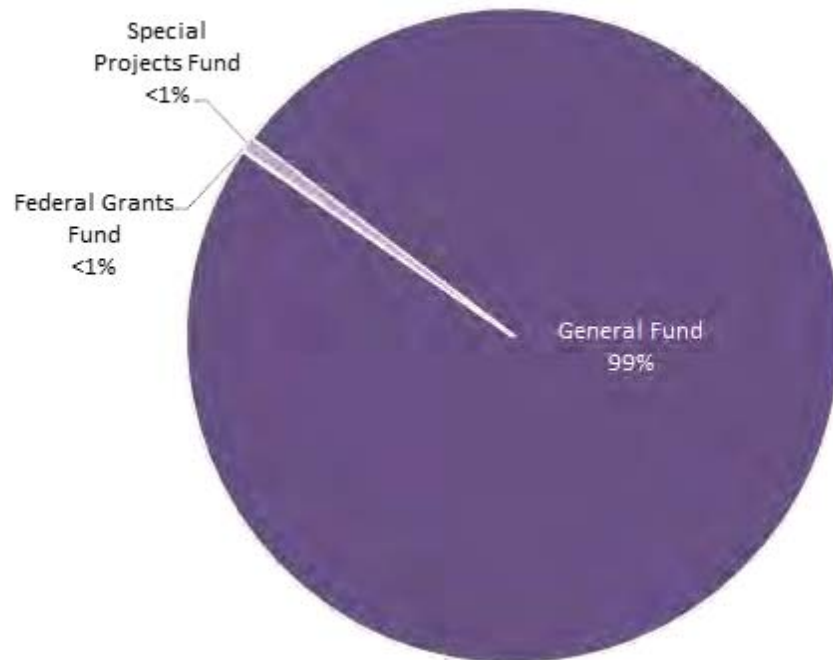


To provide for a safer community through prevention, preparedness, and effective emergency response.

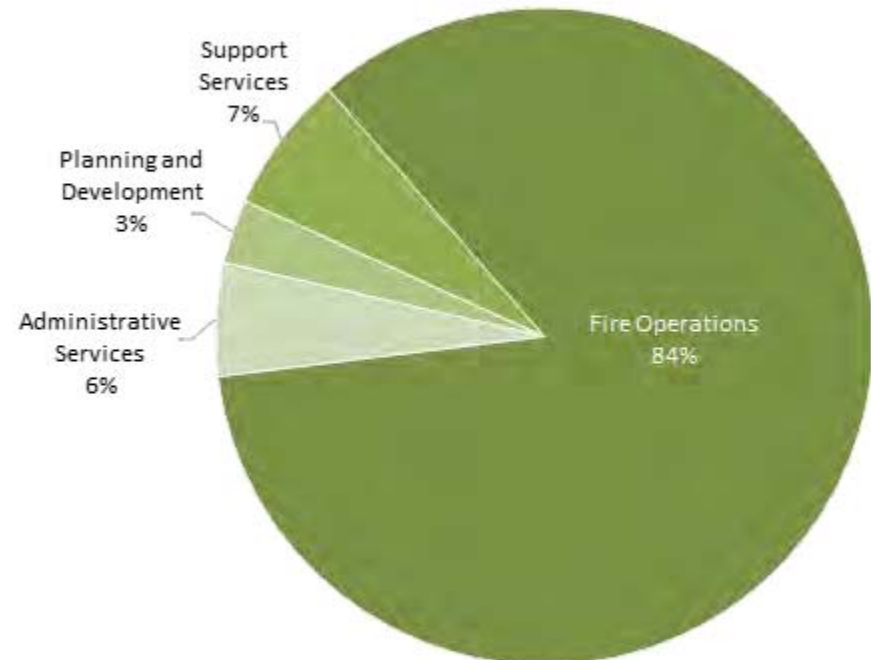
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Authorized FTE	Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2014	\$2.74	\$95.60	1,190	133	\$80,335	\$10.70	\$6.33
FY 2015	\$4.24	\$110.80	1,165	105	\$95,104	\$11.80	\$6.99
FY 2016	\$1.87	\$112.83	1,155	67	\$97,689	\$12.56	\$7.87
FY 2017	\$1.73	\$124.44	1,168	119	\$106,540	\$16.26	\$10.99
FY 2018	\$2.22	\$126.54	1,168	152	\$108,339	\$19.19	\$14.40
Change from last year	28%	2%	0%	28%	2%	18%	31%
Change over last 5 years	-19%	32%	-2%	14%	35%	79%	127%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

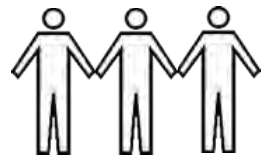
Spending and Staffing



Overtime Expenditures

\$19.19 M ▲ 18%

The department attributes the increase to negotiated salary increases, costs associated with conducting additional recruit classes, and maintaining safe staffing levels during HFD incumbent training.



Vacant FTE

152 FTE ▲ 28%

The department attributes the increase to the rise in retirements of personnel with 25-30 years of service. A total of 113 personnel separated in FY 2017 to FY 2018.

Five Year Trend



- Overtime expenditures have increased by 79% over the last five years, the department attributes this to an increase in vacant positions due to retirements, negotiated salary increases, costs associated with conducting additional recruit classes, and maintaining safe staffing levels during HFD incumbent training.



- Operating expenditures have increased 32% over the last five years, HFD attributes this to negotiated salary increases, procurement of technologically advanced equipment to increase fire fighter capabilities, increased personnel training, associated costs to maintain safe staffing levels, and facility improvements.

National Citizen Survey



- The 2018 National Citizen Survey asked residents to rate the quality of fire services in Honolulu. A majority of residents (88%) rated services as *excellent or good*. The rating increased by 4% from FY 2017 to FY 2018. The 88% rating is similar to percentages reported nationwide and among communities with populations over 300,000.

FY 2018 ACCOMPLISHMENTS

- HFD secured Community Development Block Grant funding for six pumper apparatuses with compressed air foam system capability and improved fire protection to the Wai'anae, Nanakuli, McCully, and Wahiawa communities.
- HFD continues to utilize their maintenance and avionics upgrade program which ensures HFD helicopters are response-ready by employing the latest aircraft technology, avionics, and search and rescue equipment
- HFD has procured a state-of-the-art radiation detector and two chemical agent detectors for enhanced fire protection ability.

CHALLENGES MOVING FORWARD — FY 2019

- HFD's sizable vacancies due to recent retirements will be addressed with the culmination of two Fire Fighter Recruit classes and the outset of a third recruit class in FY 2019.*

Accreditation

The Honolulu Fire Department is accredited with the Commission on Fire Accreditation International (CFAI). HFD first achieved accreditation in 2000 and was reaccredited in 2005, 2010, and 2015. CFAI accreditation is governed by 11 members that represent a cross-section of fire and emergency services, who review agencies applying for accredited status.

CFAI is an all-hazard, quality improvement model based on risk analysis and self-assessment that promotes the establishment of community-adopted performance targets for fire and emergency service agencies. The accreditation process is one of agency self-assessment. The assessment spans a multitude of areas to cover the scope of fire and emergency services, such elements include: governance and administration; assessment and planning; objectives and goals; financial, human, and physical resources; training and competency, external systems relationships; and programs—Community Risk Reduction, Public Education, Fire Investigations, Domestic Preparedness, Fire Suppression, EMS, Technical Rescue, Hazmat, Aviation Rescue and Firefighting, Marine/Shipboard Rescue and Firefighting, and Wildland Firefighting.

The benefits of HFD working towards achieving and maintaining accreditation are: Enhancing HFD's profile throughout the community; emphasizing HFD's dedication to excellence to its stakeholders; establishing an agency-wide culture of continuous improvement; assisting with communicating HFD leadership's philosophies; building positive relationships with our labor groups; providing independent verification and validation of HFD's operations; and providing tangible data and information to the city's elected officials.

HFD is preparing for its 2020 reaccreditation. The Department is preparing three documents: a Strategic Plan, Fire and Emergency Service Self-Assessment Manual, and Community Risk Assessment/Standards of Cover for submission in late 2019. These documents will be reviewed to ensure they meet the criteria set forth by the CFAI. An on-site peer assessment team will validate the prepared documents in 2020 and recommend denial, deferral, or reaccreditation.



HFD's CFAI Accreditation Plaque.

Source: Honolulu Fire Department

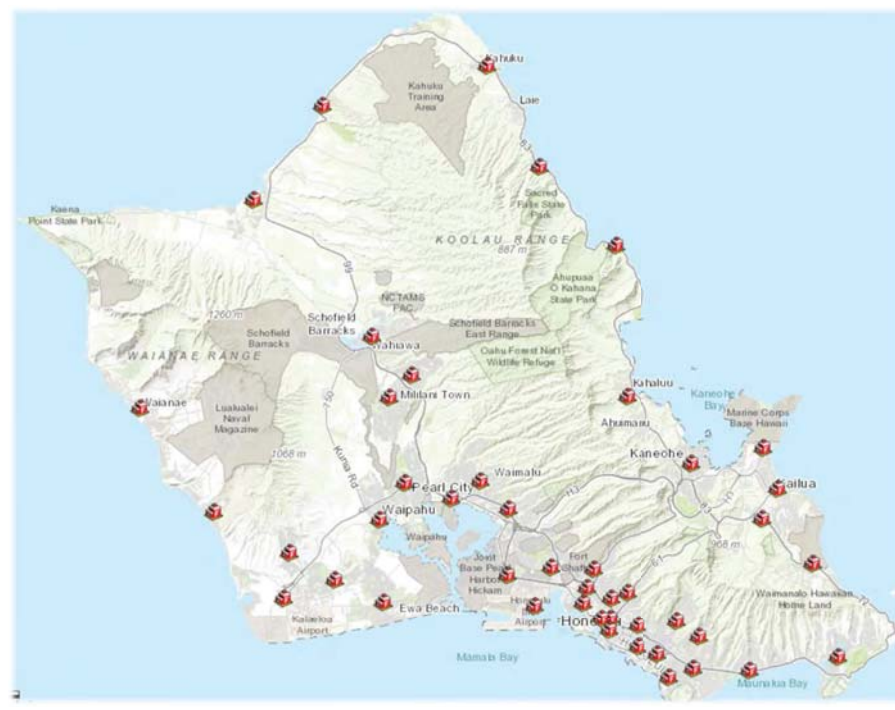
Fire Commission & Administration Service Bureau

The Honolulu Fire Commission is comprised of five commissioners and assisted by a part-time secretary and an attorney from the Department of the Corporation Counsel. The commission meets monthly with the fire chief, deputy fire chief, and assistant chiefs. The commissioners are appointed by the mayor and confirmed by the Honolulu City Council. No compensation is rendered for their services.

The Administrative Services Bureau oversees personnel, occupational safety and health, maintenance facilities, master agreements, and the operating and capital improvement program budgets. The bureau's operating expenditures increased 30% from \$3.11 million in FY 2014 to \$4.04 million in FY 2018. The department attributes the increase to compensation for new administrative positions, negotiated salary expenses, facility repairs and maintenance, and costs to establish new master agreements.

Mechanic Shop plans, directs, and coordinates all activities concerned with the repair, maintenance, installation, and modification of fire apparatuses, fire vehicles, and fire and rescue equipment and appliances. This includes the repair and maintenance of office furniture and Honolulu Police Department heavy vehicles. Over the past five years, the Mechanic Shop's operating expenditures increased 13% to \$2.64 million in FY 2018 from \$2.33 million in FY 2014.

O'ahu Fire Stations



- | | | |
|-----------------|--------------------|-------------------|
| FB Waterfront* | 15 Hau'ula | 30 Moanalua |
| 1 Central | 16 Wahiawa | 31 Kalihi Kai |
| 2 Pawa'a | 17 Kaneohe | 32 Kalihi Uka |
| 3 Makiki | 18 Kailua | 33 Palolo |
| 4 Kuakini | 19 Aikahi | 34 Hawai'i Kai |
| 5 Kaimuki | 20 Pearl City | 35 Makakilo |
| 6 Kalihi | 21 Ka'a'awa | 36 Mililani |
| 7 Waikiki | 22 Manoa | 37 Kahaluu |
| 8 Mokulele | 23 Wailupe | 38 Waiau |
| 9 Kaka'ako | 24 Ewa Beach | 39 Olamana |
| 10 Aiea | 25 Nuuanu | 40 Kapolei |
| 11 Sunset Beach | 26 Wai'anae | 41 Mililani Mauka |
| 12 Waipahu | 27 Waimanalo | 42 Waikele |
| 13 Kahuku | 28 Nanakuli | 43 East Kapolei |
| 14 Waialua | 29 McCully-Moilili | A1 Aircraft |

Oahu Fire Stations.

Source: <https://www.arcgis.com/home/webmap/viewer.html?wmeap=7519cd660561473cb9043298ff353a06> (top photo), Honolulu Fire Department (bottom photo).

	Operating Expenditures		
	Fire Commission	Administration (\$ millions)	Mechanic Shop (\$ millions)
FY 2014	\$3,526	\$3.11	\$2.33
FY 2015	\$5,306	\$3.24	\$2.33
FY 2016	\$5,140	\$3.25	\$2.54
FY 2017	\$3,216	\$3.89	\$2.62
FY 2018	\$6,797	\$4.04	\$2.64
Change from last year	111%	4%	1%
Change over last 5 years	93%	30%	13%

Source: Department of Budget and Fiscal Services.

Fire Operations

Fire Operations is responsible for emergency responses including fires, medical emergencies, mountain and ocean rescues, and hazardous materials. In addition, Fire Operations conducts commercial occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in firefighting techniques, emergency medical services, fire prevention, public education, and municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds. HFD protects the city with a force of over 1,100 firefighters. O'ahu is divided into five battalions containing 44 fire stations.

Fire Operations' expenditures totaled \$106.9 million in FY 2018, which is a 34% increase from \$79.71 million in FY 2014 and a 2% increase from \$104.78 million in the prior year. According to the department, these increases were due costs associated with rank-for-rank recall, negotiated salary increases, procurement of additional equipment, training to expand fire fighter capabilities, funding of a new fire company, and overtime costs for incumbent training and staffing.



The 103rd Fire Fight Recruit Class perform a live burn at the Training and Research Bureau. Photos Courtesy of the Honolulu Fire Department

	Fire Operations Expenditures (\$ millions)	Residents Served Per Fire Station ¹	Aircraft Responses	Significant Incident Statistics							
				Fire-Related Incidents	Building Fires	Wildfires	Dollar Loss ² (\$ millions)	Fatalities		Injuries	
								Personnel	Civilian	Personnel	Civilian
FY 2014	\$79.71	22,870	357	17,485	224	277	\$13.20	0	3	18	24
FY 2015	\$92.70	23,065	702	19,792	240	367	\$13.04	0	2	21	26
FY 2016	\$95.62	23,226	339	20,705	246	309	\$21.02	0	4	14	23
FY 2017	\$104.78	23,084	703	21,278	251	349	\$16.23	0	7	15	13
FY 2018	\$106.90	22,992	624	20,626	254	379	\$151.36	1	10	23	19
Change from last year	2%	<-1%	-11%	-3%	1%	9%	833%	--	43%	53%	46%
Change over last 5 years	34%	1%	75%	18%	13%	37%	1047%	--	233%	28%	-21%

Source: Honolulu Fire Department and Department of Budget and Fiscal Services. ¹ Residents Served Per Fire Station = Population (based on most recent available census data) / the Number of Fire Stations. ² Includes \$107,370,000.00 dollar loss due to the fire at the Marco Polo condominium on July 14, 2017.

Fire Operations

The number of residents served per fire station has remained steady while the number of fire-related incidents has increased by 18% over the past five years from 17,485 incidents in FY 2014 to 20,626 in FY 2018. Total wildfires in that period also increased from 277 in FY 2014 to 379 in FY 2018. FY 2018's fire-related dollar loss amount raised by 833% from FY 2017 due in large part to the tragic fire at the Marco Polo Condominium, which resulted in a \$107,370,000 loss.



New Kovatch Mobile Equipment fire apparatuses.

Photos Courtesy of the Honolulu Fire Department



Brush fire engulfs a car wrecking lot in Wai'anae.

Photos Courtesy of the Honolulu Fire Department

Fire Communication Center total calls for service has steadily risen from 51,447 in FY 2014 to 56,424 in FY 2018 representing a 10% increase in that time. Medical-related calls which account for the majority of total calls rose by 5% from FY 2017 and 10% over the past five years. Calls for fire-related incidents increased by 10% from FY 2017 and by 28% from FY 2014 to FY 2018.

	Fire Communication Center: Calls for Service									Citizen Survey (% Excellent or Good)
	Fire	Medical	Rescue	Hazardous Materials	Service Calls	False Alarms	Other	Total	Fire Services	
FY 2014	1,674	35,842	806	1,843	2,038	3,485	5,759	51,447	86%	
FY 2015	1,799	36,553	812	1,732	2,439	3,451	5,236	52,022	85%	
FY 2016	1,836	36,892	964	1,702	2,634	3,338	5,641	53,007	84%	
FY 2017	1,943	37,874	830	1,731	3,180	3,135	5,914	54,607	84%	
FY 2018	2,135	39,601	805	1,550	2,950	3,094	6,289	56,424	88%	
Change from last year	10%	5%	-3%	-10%	-7%	-1%	6%	3%	4%	
Change over last 5 years	28%	10%	<-1%	-16%	45%	-11%	9%	10%	2%	

Source: Honolulu Fire Department and 2018 National Citizen Survey (Honolulu).

Fire Operations

The HFD’s Emergency Medical Services (EMS) Division co-responds with the Honolulu Emergency Services Department to send an apparatus to life-threatening calls, such as heart attacks, difficulty breathing, possible strokes, vehicle crashes, and significant trauma.

The HFD’s EMS Urban Tier I (Tier I/II/rural designations are based on population density, persons per capita, historical incident, and risk) responses within 8:12 minutes has remained steady over the past five years ranging from 91.96% to 92.74% of responses within the set time frame. The department’s Urban Tier I fire responses have also remained relatively stable over the past five years ranging from 84.27% to 86.98% of responses occurring within 8 minutes and 12 seconds from notice. According to the department, the difference is due to the greater number of EMS incidents, the frequency of repetitive responses to the same location, and the need to put on additional fire fighting personal protective equipment (PPE) and self contained breathing apparatus (SCBA) before responding to a fire.

HFD’s EMS Urban Tier II responses within 9:30 minutes has remained steady from FY 2014 to FY 2018 with response times ranging from 92.87% to 93.52% within the time goal. The department’s Urban Tier II fire responses have also remained relatively stable over the past five years ranging from 82.10% to 85.76% of responses occurring within 9 minutes and 30 seconds from notice. According to HFD, the difference is due to the greater number of EMS incidents, the frequency of repetitive responses to the same location,

the need to put on additional fire fighting PPE and SCBA before responding to a fire, and route planning before leaving the fire station.



Dive Rescue training at Makai Pier.

Photos Courtesy of the Honolulu Fire Department

	Emergency Medical Services Incidents	EMS Urban (Tier I) Responses		EMS Urban (Tier II) Responses		EMS Rural Responses		Urban (Tier I) Fire Responses		Urban (Tier II) Fire Responses		Rural Fire Responses	
		90% Fractile Time	Within 8:12 Minutes	90% Fractile Time	Within 9:30 Minutes	90% Fractile Time	Within 16:00 Minutes	90% Fractile Time	Within 8:12 Minutes	90% Fractile Time	Within 9:30 Minutes	90% Fractile Time	Within 16:00 Minutes
FY 2014	35,842	07:47	92.27%	08:48	93.52%	13:01	96.53%	09:15	84.54%	10:48	82.57%	14:23	92.31%
FY 2015	36,553	07:50	91.96%	08:51	93.36%	12:10	97.55%	09:16	84.27%	10:29	82.95%	13:58	97.39%
FY 2016	36,892	07:44	92.74%	08:52	93.26%	12:12	97.83%	08:44	86.36%	10:31	85.76%	12:59	96.85%
FY 2017	37,874	07:51	92.28%	08:57	92.87%	11:44	98.58%	08:32	86.48%	10:48	82.10%	15:46	90.48%
FY 2018	39,601	07:49	92.09%	08:52	93.05%	12:11	97.53%	08:38	86.98%	10:24	84.49%	14:27	93.20%
Change from last year	5%	<-1%	<-1%	-1%	<-1%	4%	-1%	1%	1%	-4%	3%	-8%	3%
Change over last 5 years	10%	1%	<-1%	1%	<-1%	-6%	1%	-7%	3%	-4%	2%	<-1%	1%

Source: Honolulu Fire Department. Total response time standards for first arriving company as stated in 2015 Standards of Cover document and 2018 Annual Compliance Report prepared for the Commission on Fire Accreditation International (CFAI). Fractile refers to the point below which a stated fraction of the values lie and is used as a true measure of performance.

Planning and Development

Planning and Development (P&D) prepares and submits Annual Compliance Reports to the Commission on Fire Accreditation International; develops and maintains critical department deployment models, including the Standards of Cover and other risk identification and mitigation strategies; reviews, researches, and monitors emerging legislation, regulations, trends, events, and past department performance to establish goals and objectives necessary to fulfill the department’s mission; coordinates the grant management process, which includes applications, budgets, procurements, and reports; and manages the department’s web portal and internet sites. P&D also researches and develops new programs, and evaluates existing programs and services to improve the department’s efficiency and effectiveness.

Planning and Development’s expenditures increased 16% from \$3.44 million in FY 2014 to \$3.99 million in FY 2018 and increased 5% from \$3.81 in FY 2017. According to the department, the increase is attributed to the compensation for a new administrative position, negotiated salary increases, and overtime costs for training and staffing.

Total personnel trained decreased 30% to 121 in FY 2018 from 173 in FY 2014. HFD explained that the higher training numbers posted in FY 2014 were due to a pilot program for newly promoted Fire Fighter III’s and Fire Captains which involved increased radio training that was customized to reflect responsibilities of their new positions, detailed understanding of dispatch operations, and overall radio system.

	Planning & Development Expenditures (\$ millions)	Radio Shop ¹	
		Services and Repairs	Planning and Training
FY 2014	\$3.44	2,878	173
FY 2015	\$3.21	2,699	161
FY 2016	\$3.32	2,601	138
FY 2017	\$3.81	2,739	143
FY 2018	\$3.99	2,494	121
Change from last year	5%	-9%	-15%
Change over last 5 years	16%	-13%	-30%

Source: Honolulu Fire Department and Department of Budget and Fiscal Services. ¹The HFD’s Radio Shop services the HFD and all other city departments, with the exception of the HPD.



Fire Communication Center Dispatchers (top photo) and Inspection of the HFD’s new rescue boat being built by Hoku Boats LLC (bottom photo).

Photo Courtesy of the Honolulu Fire Department

Support Services

Support Services manages and coordinates the operations of the Fire Prevention Bureau (FPB) and the Training and Research Bureau (TRB), each of which is managed by a Battalion Chief.

Support Services' expenditures totaled \$8.03 million in FY 2018 which was a 45% increase from \$5.55 million in FY 2014 and an 1% decrease from \$8.12 million in the prior year. According to the department, the increase is due to the rising costs of negotiated salary increases, current expenses, and additional personnel positions.

The total number of fireworks permits increased 86% from 11,320 in FY 2014 to 21,100 in FY 2018. The increasing trend is due to greater public demand for fireworks permits according to the department.

Over the last five years, the percentage of fire safety presentation attendees increased 50% from 35,900 in FY 2014 to 54,019 in FY 2018 and increased 32% from the prior year. The increase was due to additional public requests for fire safety and prevention presentations.

The total number of Facilities Permitted decreased 29% over the last five years from 247 in FY 2014 to 176 in FY 2018 and decreased 21% from the prior year. The department attributes the reductions to the separation of tank and facilities permitting information.

In the 2018 Citizen Survey, residents' ratings for fire prevention and education in Honolulu increased 12% from the prior year. The 63% rating



Kukui, HFD's new Accelerant Detection Canine (left photo) and Rescue Training at Kahuku Training Facility (right photo).

Photo Courtesy of the Honolulu Fire Department

excellent or good is similar to percentages reported nationwide and among communities with populations over 300,000.

	Support Services Expenditures (\$ millions)	Fire Prevention				Hazardous Materials			Citizen Survey (% Excellent or Good)
		Fireworks Permits ¹	Inspections ²	Building Plans Reviewed	Fire Safety Presentations (Attendees)	Incidents	Facilities Permitted	Facilities Inspected	Fire Prevention and Education
FY 2014	\$5.55	11,320	77,492	2,473	35,900	1,741	247	241	66%
FY 2015	\$6.63	11,749	50,532	2,951	38,350	1,605	328	328	59%
FY 2016	\$7.52	14,390	65,144	3,355	33,628	1,602	284	271	60%
FY 2017	\$8.12	17,699	75,745	3,214	41,017	1,639	224	266	51%
FY 2018	\$8.03	21,100	75,850	2,943	54,019	1,485	176	295	63%
Change from last year	-1%	19%	<1%	-8%	32%	-9%	-21%	11%	12%
Change over last 5 years	45%	86%	-2%	19%	50%	-15%	-29%	22%	-3%

Source: Honolulu Fire Department, Department of Budget and Fiscal Services, and 2014-2018 National Citizen Survey (Honolulu). ¹Fireworks Permits includes public display permits, satellite city hall permits and special permits. ²Inspections consist of occupancy inspections (initial) and company inspection program inspections.

Chapter 13 - Department of Human Resources

The Department of Human Resources (DHR) is the city's central personnel agency. DHR's administration includes the Equal Opportunity program which is responsible for promoting and monitoring the city's compliance with federal, state and city laws. It also evaluates the handling of discrimination complaints in employment, services, programs and facilities of the city. The Enterprise Resource Planning (ERP) Branch is also a part of DHR's administrative functions. ERP is responsible for managing and executing the Human Resources function of the City's C²HERPS Project. DHR consists of the following four functional areas:

Classification and Pay

- Plans, develops and administers classification and pay plans.
- Prepares class specifications.
- Recommends pricing for newly established classes.

Employment and Personnel Services

- Administers recruitment, examination, referral, personnel transactions, and employee benefits programs.
- Oversees compliance with drug and alcohol testing.
- Administers the Fair Labor Standards Act and information privacy program.

Industrial Safety and Workers' Compensation

- Administers a citywide safety and accident prevention program and the city's self-insured workers' compensation program.

Labor Relations and Training

- Administers labor relations, personnel development, and training programs.
- Leads collective bargaining negotiations.
- Conducts grievance hearings.
- Advocates arbitration cases.

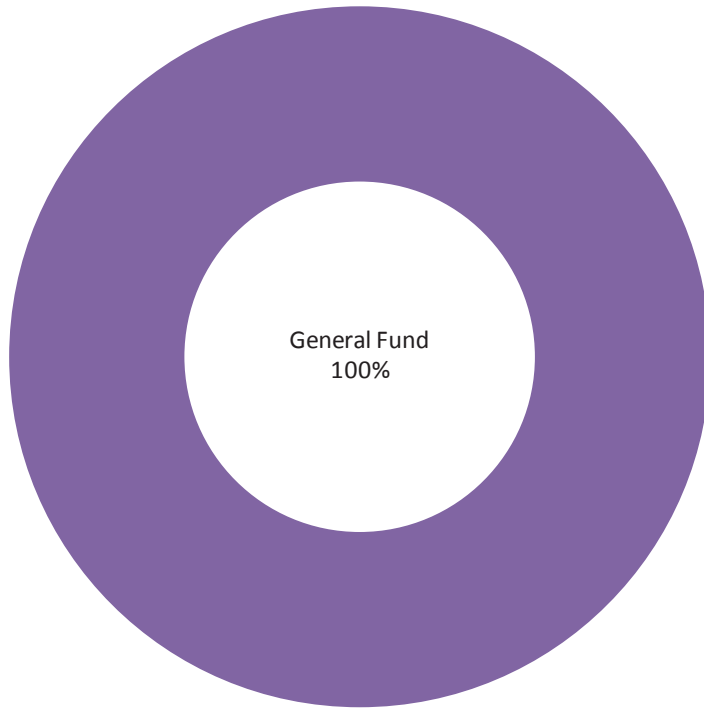


To recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.

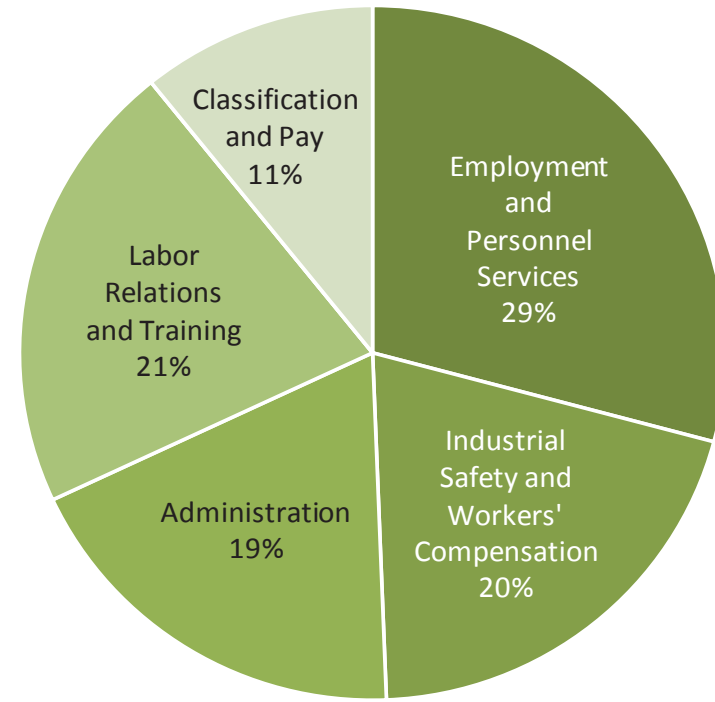
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenues (\$ million)	Total Operating Expenditures (\$ millions)	Total Authorized FTE	Vacant FTE	Cost Per FTE ¹	Total Overtime Expenditures ²
FY 2014	\$0.51	\$5.16	81.0	8.0	\$63,732	\$8,737
FY 2015	\$1.21	\$5.64	81.0	4.0	\$69,568	\$10,832
FY 2016	\$0.82	\$5.91	81.0	1.0	\$72,995	\$12,524
FY 2017	\$1.20	\$6.31	82.0	3.0	\$77,007	\$9,460
FY 2018	\$0.78	\$6.63	82.0	1.0	\$80,848	\$2,319
Change from last year	-35%	5%	0%	-67%	5%	-75%
Change over last 5 years	55%	28%	1%	-88%	27%	-73%

Source: Department of Budget and Fiscal Services (BFS). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Revenues



Overtime Expenditures

\$2.32 K ▼ 75%

The 75% decrease is attributed to two factors. Effective December 1, 2018, HPD was delegated the authority to manage recruitment processes, which reduced overtime for DHR staff, and administering more recruitment examinations during regular work hours.



Revenues

\$784 K ▼ 35%

While it may appear that DHR revenues decreased, they did not because there was a realized benefit adjustment reimbursement credit against an annual assessment of \$1.2 million that the city would have otherwise had to pay.¹

Five Year Trends



- Over the last five years, the amount of workers compensation total direct expenditures has increased by 24%. The department attributes the increase to statutory presumption that every claim is a covered work injury (HRS Sec. 386-78). These decisions make it much more difficult for employers to deny questionable medical treatment.



Alaka'i Cohort 1

Source: Department of Human Resources

FY 2018 ACCOMPLISHMENTS

- The City launched its inaugural Advanced and Emerging Leaders Program. Fourteen City leaders completed the Advanced Management/Alaka'i track.
- The Department of Facility Maintenance recognized their apprentices who achieved journey worker status as a Heavy Construction Mason and Line Electrician. The Board of Water Supply recognized 12 Pipefitters completing the program.

CHALLENGES MOVING FORWARD — FY 2019

- The ISWC Workers' Compensation Branch continues to face the challenge of increasing costs for the self-insured program. The current law makes it very difficult for the ISWC WC Branch to deny liability for marginally questionable claims and to deny costly medical treatments.

¹In FY 2018, the Industrial Safety and Worker's Compensation Division (ISWC) requested a benefit adjustment reimbursement credit of \$501K from the Special Compensation Fund (SCF) administered by the State of Hawaii, Department of Labor and Industrial Relations (DLIR) to supplement disability benefits, but did not received on time. Therefore, the City responded to the DLIR delayed reimbursement by performing a single financial transaction with DLIR/SCF payment transaction process. In result, the parties agreed that the City would apply an overdue benefit adjustment reimbursement of \$501K as a credit against the annual SCF assessment of \$1.2 million resulting in a net payment from the City of \$700K in FY 2018.

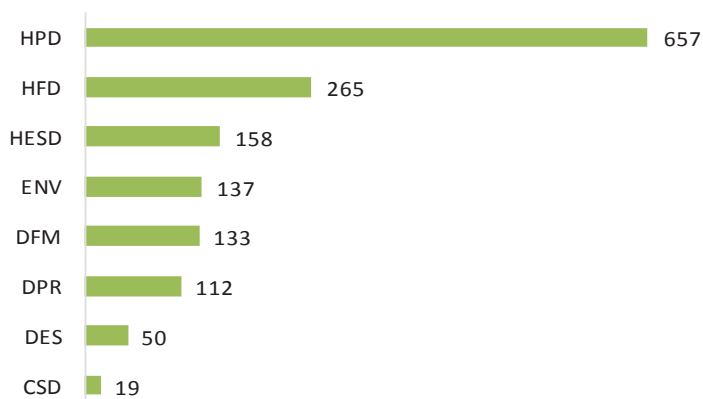
Workers' Compensation and Labor Relations and Training

The Industrial Safety Branch conducted 72 OSHA-type safety inspections at dozens of City worksites for compliance with the Hawaii Occupational Safety and Health (HIOSH) Laws and recommended corrective actions. The branch also conducted 38 training sessions for City managers, supervisors, and employees on safety issues pertaining to: ladders, respirators, excavations, asbestos and lead, silica, confined spaces, fire extinguishers, inspections, fall protection systems, point of distribution, hazard communication, ergonomics, and AEDs.

The Industrial Safety Branch provided assistance and guidance to all City departments on matters relating to safety and health, including: noise levels, air quality, confined space, fall protection, asbestos, mold, lead, machine guarding, silica, ergonomic evaluations of work stations, HIOSH informal and closing conferences; water accumulation, excavation procedures, scaffolding, and new Safety Specialists training.

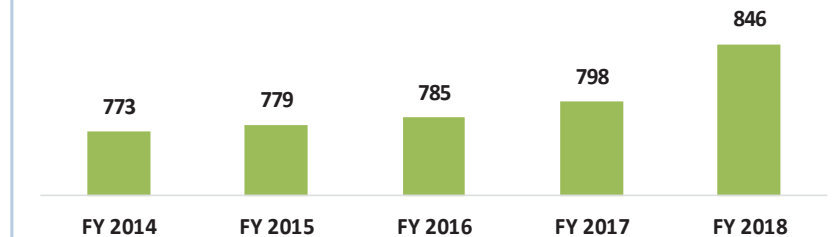
In FY 2018, the Labor Relations and Training Division continued the Po'okela Fellows Internship Program. This internship program allows city employees to mentor college students and provides students with valuable work experience in city operations. This is the 10th year of the Po'okela Fellows Internship Program. Four interns from the Class of 2017 were hired in various City departments; 14 interns were placed in nine City departments in 2018. Five interns from the Class of 2018 were hired to remain in part-time and full-time appointments.

Top Eight Departments with the Highest Number of New Workers' Compensation Claims FY 2018



Source: Department of Human Resources

New Hires Entering City Service FY 2018



Source: Department of Human Resources

	Workers' Compensation			Labor Relations and Training		
	Total Workers' Compensation Claims	Total Direct Expenditures (\$ millions)	Average Cost Per Claim ¹	Hours of Training Provided	Overall Training Satisfaction Rating (Out of 5)	Grievances Closed Before Arbitration
FY 2014	3,279	\$20.16	\$6,147	14,823	4.7	91%
FY 2015	3,314	\$21.59	\$6,515	18,161	4.7	93%
FY 2016	3,524	\$23.15	\$6,570	19,208	4.7	94%
FY 2017	3,218	\$21.74	\$6,756	20,951	4.6	96%
FY 2018	3,517	\$24.99	\$7,105	20,061	4.6	77%
Change from last year	9%	15%	5%	-4%	0%	-20%
Change over last 5 years	7%	24%	16%	35%	-2%	-15%

Source: Department of Human Resources.¹Average Cost Per Claim is Total Workers' Compensation Claims ÷ Total Number of Workers' Compensation Claims.

Chapter 14 - Department of Information Technology

The Department of Information Technology (DIT) plans, directs, and coordinates the city’s information technology program. It sets and enforces citywide technology and data security standards and policies. It also maintains and manages the city’s computer network and data processing operations 24 hours a day, 7 days a week.

The department’s goals are to:

- Optimize the use of technological resources and expertise to meet the needs of city employees and citizens.
- Provide a strategic technological direction for the city.
- Ensure that computer resources are secure from unauthorized access while also promoting user innovation and self-sufficiency.
- Deploy E-government, mobile, and social media initiatives to further support and enhance services delivered to citizens.

In addition to acquiring technological goods and services, administration is responsible for the budget and personnel matters of the department’s five divisions:

Applications	ERP — CSR	Operations	Radio and Network	Technical Support
<ul style="list-style-type: none">•Performs computer systems development and support.•Provides consulting services to end users and city administrators.	<ul style="list-style-type: none">•Provides technology support for the city’s financial management system.•Offers computer services representative support to city agencies.	<ul style="list-style-type: none">•Coordinates and executes central and remote computer operations within the city.•Maintains disaster recovery planning.•Manages help desk call center.•Document imaging.	<ul style="list-style-type: none">•Supports city communications systems.•Manages tower, fiber, and wireless construction projects.	<ul style="list-style-type: none">•Administers systems software for the mainframe and midrange computers.•Enforces policies and procedures to monitor and prevent attacks on the city’s information system.

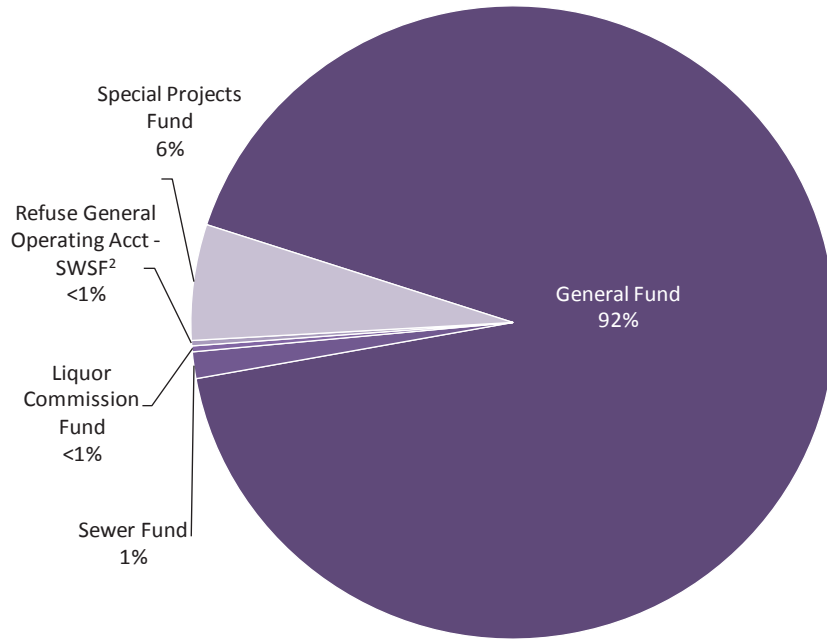


To provide information technology products, services, guidance, and direction for city agencies to serve the public in a cost-effective and efficient manner.

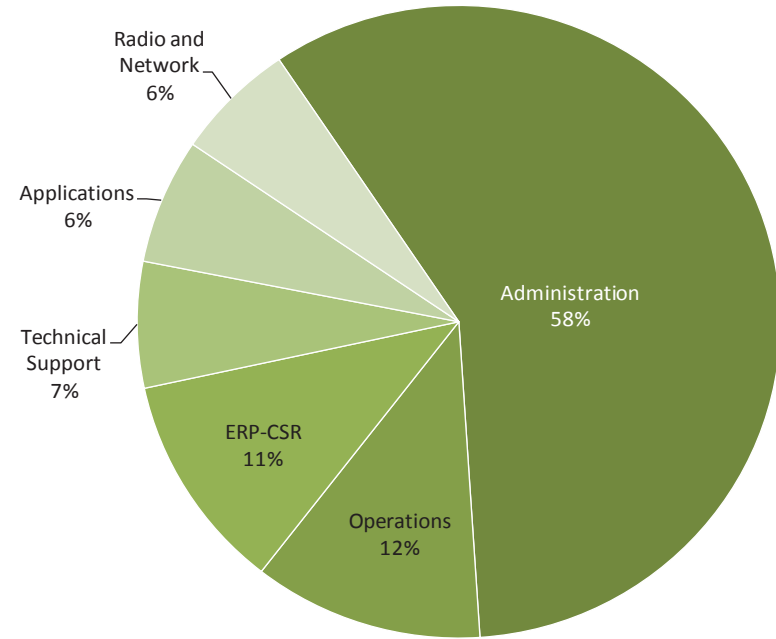
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Total Operating			Staffing			Overtime Expenditures ⁴	
	Expenditures	Administration	Revenues	Total Authorized		Cost Per FTE ³	Total	Non-Holiday
	(\$ millions)	(\$ millions)	(\$ millions)	FTE	Total Vacant FTE			
FY 2014	\$21.06	\$13.48	\$2.94	152	25	\$138,536	\$175,765	\$152,368
FY 2015	\$21.94	\$13.70	\$3.03	144	14	\$152,348	\$181,170	\$155,233
FY 2016	\$20.07	\$11.55	\$2.65	148	17.5	\$135,597	\$188,538	\$164,698
FY 2017	\$21.51	\$12.99	\$1.93	150	18.5	\$143,419	\$142,644	\$114,646
FY 2018	\$21.35	\$12.47	\$2.94	152	18.0	\$140,483	\$130,398	\$106,487
Change from last year	-1%	-4%	52%	1%	-3%	-2%	-9%	-7%
Change over last 5 years	1%	-7%	0%	0%	-28%	1%	-26%	-30%

Source: ¹Percentages do not total to 100% due to rounding. ²SWSF= Solid Waste Special Fund. ³Cost per FTE = Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit, as applicable.

Revenue and Spending



Revenues

\$2.94M ▲ **52%**

The increase of revenue over the past year can be attributed to additional funding for equipment sought from the state E911 Board.



Overtime Expenditures

\$130 K ▼ **9%**

The decrease in overtime expenditures is due to efficiently filling vacant positions. This reduces any overtime other employees may incur to meet project deadlines.

Five Year Trends



- Total vacant FTE decreased 28% from 25 to 18 over the last five years. According to the department the decrease in total vacant FTE is due to efficiently filling these vacancies, while some positions were left vacant as part of a departmental reorganization.



- Total overtime expenditures decreased 26% between FY 2014 and FY 2018 from \$175,765 to \$130,398. The department attributes the decrease to efficiently filling vacant positions and the need for overtime by other employees to meet project deadlines.

FY 2018 ACCOMPLISHMENTS

- Expanded the capabilities of AlohaQ kiosks at the Waianae and Wahiawa Driver Licensing Centers, and the Fort Street Mall, Hawaii Kai and Windward City Satellite City Halls.
- Installed network connectivity, networked camera surveillance and monitoring capabilities to Waimanalo Gym and Waialae Beach Park, to deter vandalism

CHALLENGES MOVING FORWARD — FY 2019

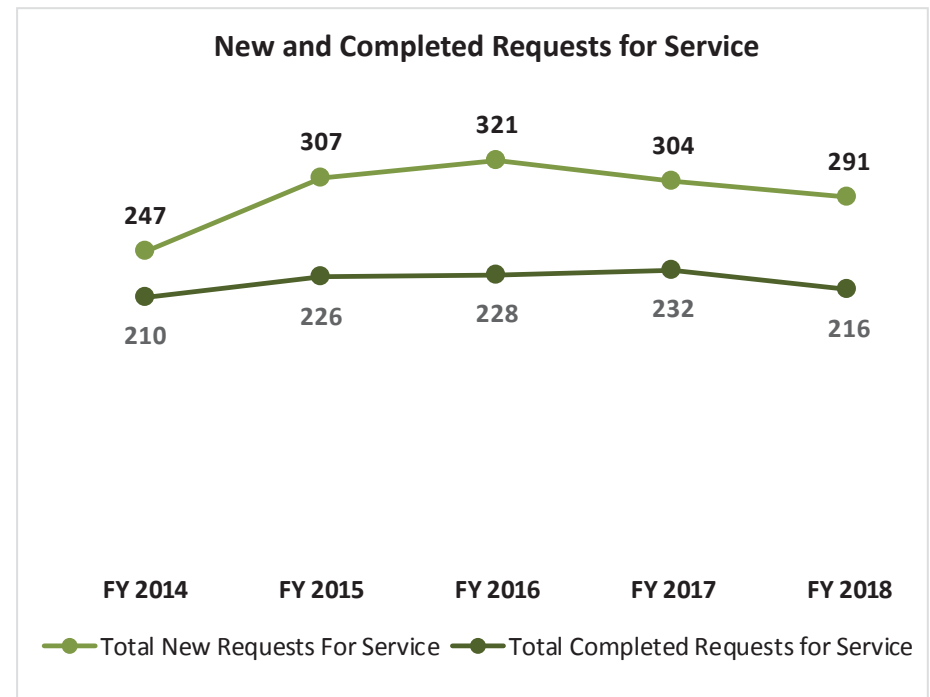
- *Modernizing the application framework by migrating Motor Vehicle and Driver's License Applications off the mainframe to an improved database system*

Applications

The Applications Services Division performs the full range of computer systems development including feasibility studies, systems analysis and design, computer programming, and Request for Proposals and Request for Bids (RFP/ RFB) development. It performs systems testing, personnel training and detailed documentation of the developed systems; maintains implemented systems both developed in house and acquired; provides consulting services to end users; provides electronic data management; assists the user department to plan and coordinate technology goals in line with enterprise-wide technology objectives; and coordinates all efforts between the user department and DIT as it relates to the deployment of technology. It also provides consulting services to end users and city administrators with strategic planning information resources in overall city operations.

Over the past five years the Total Requests Outstanding at the End of the Year increased 34%. The department attributes the increase to developing more in-house applications and programs enterprise-wide, with a limited number of staff to complete these projects.

In fiscal year 2019, DIT will be working on migrating legacy applications (Motor Vehicle and Driver’s License Applications) off of the mainframe and into a more efficient database. This will modernize the application framework to allow reduced costs, better maintenance, and additional features.



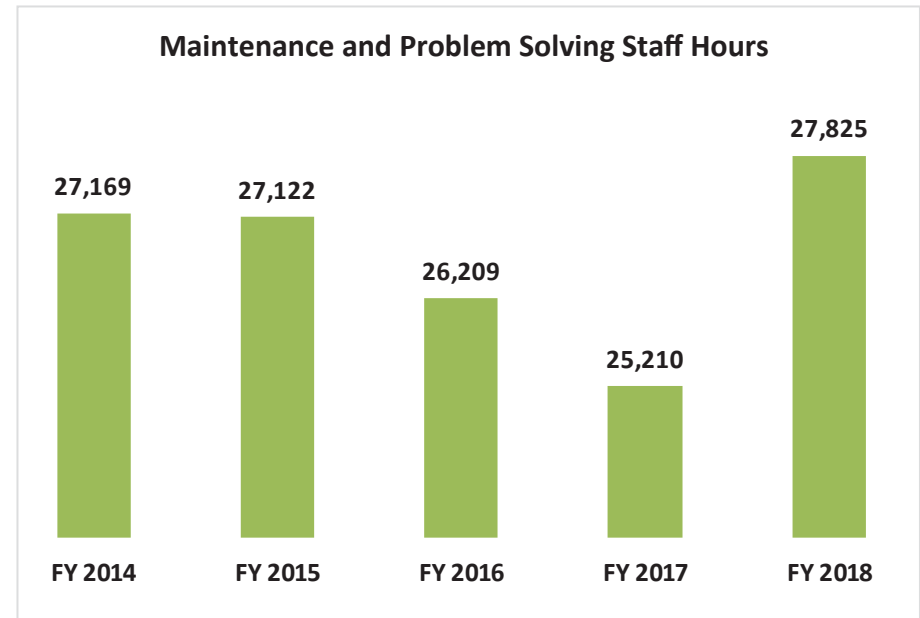
Source: Department of Information Technology

Applications				
	Operating Expenditures (\$ millions)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year
FY 2014	\$2.00	247	210	32
FY 2015	\$2.25	307	226	30
FY 2016	\$2.39	321	228	53
FY 2017	\$2.38	304	232	40
FY 2018	\$2.37	291	216	43
Change from last year	<1%	-4%	-7%	8%
Change over last 5 years	19%	18%	3%	34%

Source: Department of Budget and Fiscal Services, and Department of Information Technology

The Enterprise Resource Planning (ERP) and Customer Service Representative (CSR) Division provides data processing support for the citywide ERP financial management system and integration into the user agency’s workflow processes in the city, conducts evaluations of user agency needs, provides technology support services, designs and develops automated systems and procedures, assists in developing plans and obtaining approvals, and implements the city’s technology plans with regards to the ERP financial management system and other related automated systems. Each agency within the city has a CSR to support the IT needs of that department and its end-users.

Over the last year, maintenance and problem solving (staff hours) increased 10%, from 25,210 in FY 2017 to 27,825 in FY 2018. The department attributes the increase in staff hours to hiring new computer service representatives in the CSR branch. In addition, the ERP branch has been fielding more calls for functional support as new agencies and users come on-board and start using the Enterprise Resource Planning applications.



Source: Department of Information Technology

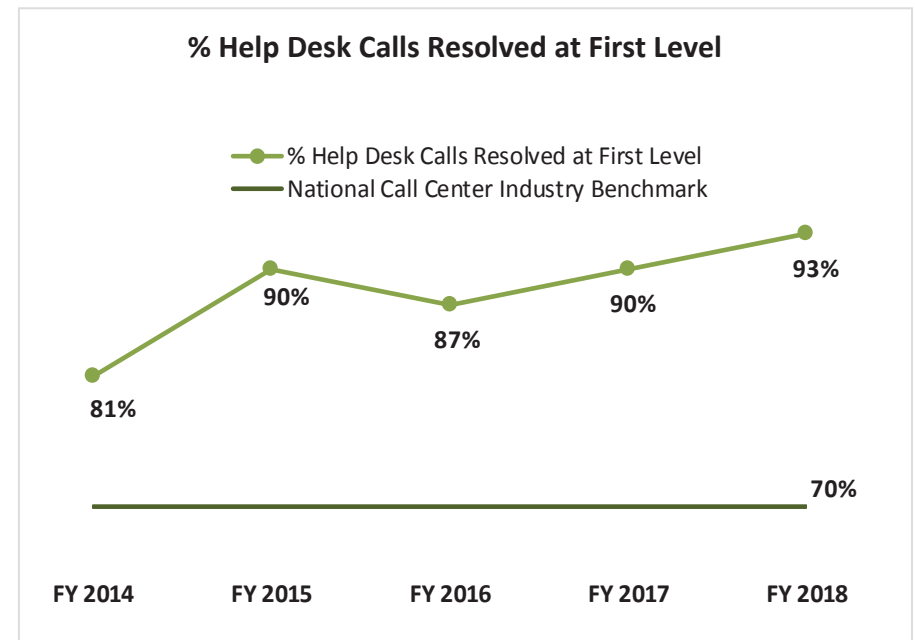
	Enterprise Resource Planning - Customer Service Representative			
	Operating Expenditures (\$ millions)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2014	\$2.10	27,169	7,245	1,811
FY 2015	\$2.35	27,122	7,232	1,808
FY 2016	\$2.40	26,209	6,989	1,747
FY 2017	\$2.36	25,210	7,420	1,855
FY 2018	\$2.47	27,825	7,420	1,855
Change from last year	5%	10%	0%	0%
Change over last 5 years	18%	2%	2%	2%

Source: Department of Budget and Fiscal Services, and Department of Information Technology

Operations

The Operations Division plans, administers, coordinates, and executes central and remote computer system operations of the city's computer facilities island-wide. Operations also performs data entry services, assures data processing accuracy, enterprise imaging and document management, maintains disaster recovery planning, manages the help desk call center, and controls and maintains the city data center computer equipment and network.

The percentage of help desk calls resolved at the first level increased 12% over the past five years. According to the department, it is difficult to pinpoint the reason for the increase in First Level responses. However, it may relate to the technicians' knowledge for troubleshooting various issues. Technicians are assigned to a specific agency, which allows them to become familiar with the network connections, hardware devices, and software applications, thus resolving issues at First Level. The department reports a reduction in problems since implementing monitoring systems that checks and hosts services. By monitoring network services and host resources, department staff has become proactive. This allows the Help Desk to focus attention on desktop support.



Source: Department of Information Technology

	Operating Expenditures (\$ millions)	Production Online Systems			% Help Desk Calls Resolved at First Level ²
		Regular Business Hours	24 hours	Changes Implemented ¹	
FY 2014	\$1.24	99.5%	99.6%	809	81%
FY 2015	\$1.28	99.9%	99.2%	823	90%
FY 2016	\$1.28	99.0%	98.0%	923	87%
FY 2017	\$1.31	98.0%	98.0%	821	90%
FY 2018	\$1.37	98.4%	98.4%	780	93%
Change from last year	5%	<1%	<1%	-5%	3%
Change over last 5 years	10%	-1%	-1%	-4%	12%

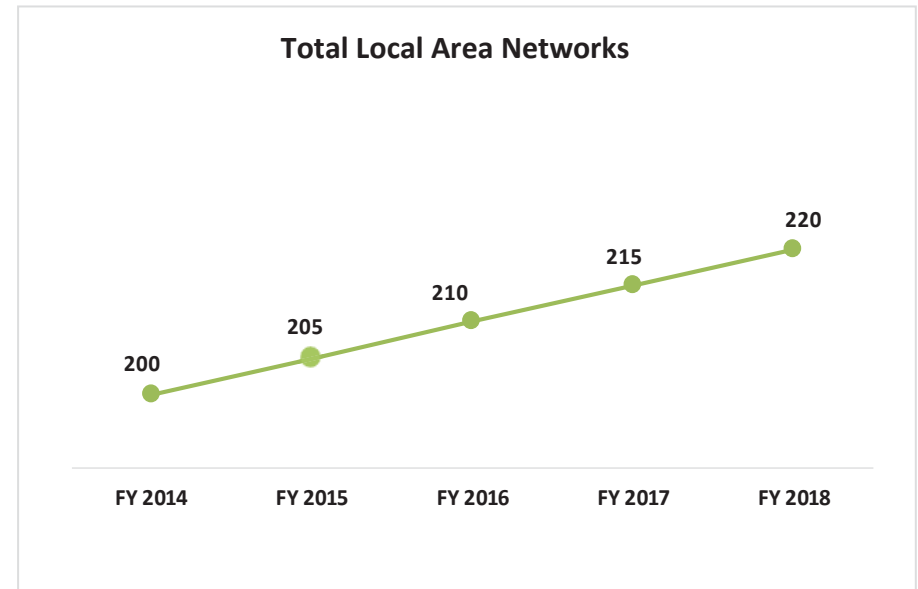
Source: Department of Budget and Fiscal Services, and Department of Information Technology. ¹Changes implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware and software and software promotion. ²Issues at the first level can be resolved over the phone. Issues at the second level require a tech to be sent out into the field to resolve the problem. Issues at the third level requires the department to ask for assistance from a specialty group (i.e., Network, Security, Infrastructure).

The Radio and Network Infrastructure (RNI) Division manages and supports city communications systems, including radio, microwave, fiber, wired, and 800 MHz systems and facilities. The division also manages tower, fiber, and wireless construction projects.

Over the past five years, total local area networks (LAN) increased 10%, from 200 in FY 2017 to 220 in FY 2018. According to the department, the increase of LANs is due to the creation of new agencies: the Office of Climate Change, Sustainability and Resiliency, the Office of Housing, the Office of Economic Development, and the Department of Land Management.

Technical Support

The Technical Support (TS) Division plans, installs, administers, and maintains systems software for the mainframe and midrange computers. The division also supports and controls the servers, communications networks, and storage area networks. Responsibilities also include protection, security, and integrity of the city's information resources. Security-related functions include enforcing policies and procedures in monitoring and preventing attacks on the city's information system.



Source: Department of Information Technology

	Radio and Network			Technical Support		
	Operating Expenditures	Total Local Area Networks	Total 800 MHz Zone Sites	Operating Expenditures (\$ millions)	Total Employees with Access IDs (Mainframe)	Total Employees w/User IDs (Servers)
FY 2014	\$866,198	200	12	\$1.37	7,945	7,971
FY 2015	\$883,089	205	12	\$1.48	7,975	8,073
FY 2016	\$966,155	210	12	\$1.49	8,082	9,314
FY 2017	\$949,678	215	12	\$1.52	7,952	7,850
FY 2018	\$1,295,000	220	12	\$1.38	7,952	7,711
Change from last year	36%	2%	0%	-10%	0%	-2%
Change over last 5 years	50%	10%	0%	<1%	<1%	-3%

Source: Department of Budget and Fiscal Services, and Department of Information Technology.

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Chapter 15 - Department of Land Management

The Department of Land Management (DLM) was created with the passage of Charter Amendment 8 during the 2016 General Election. Fiscal Year 2018 is the first year of city funding and position allocations pertinent to its responsibilities to protect, develop, and manage city real property interests. DLM manages and negotiates real property purchase/sale, lease, license, and partnership transactions for the city, with current emphasis on the development of affordable housing solutions.

The Department's administration oversees, manages, and provides administrative support for the following divisions:

Asset Management

- Oversees the active management of City owned lands and housing portfolio of properties.

Asset Development

- Oversees the acquisition and development of affordable housing properties in Transit-Oriented Development (TOD) areas.

Finance Division

- Oversees the development of leasing options and assisting BFS with the development and issuance of private activity bonds.

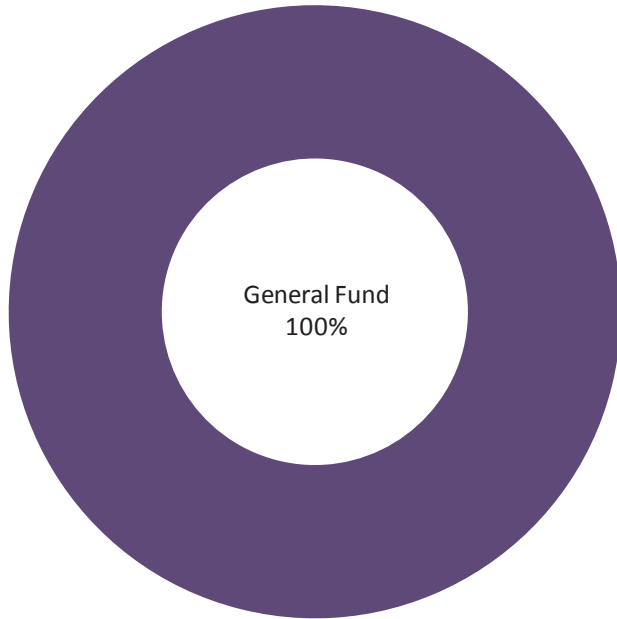


To protect, develop, and manage the City's real property interests.

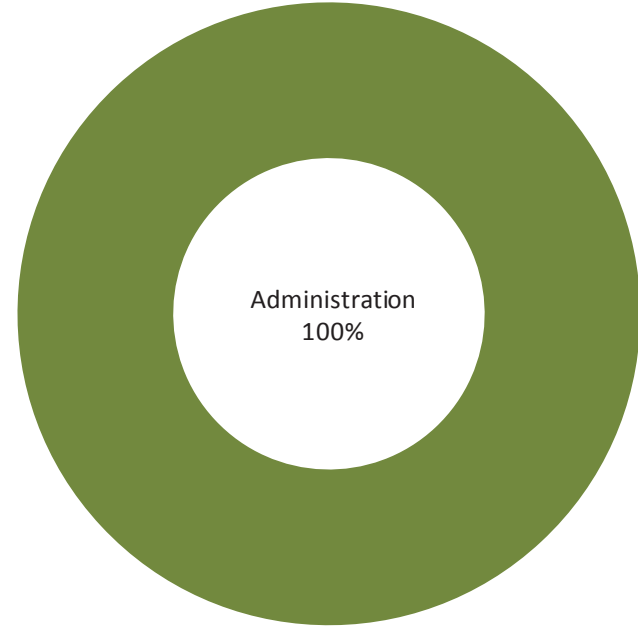
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Operating Expenditures	Total Revenues	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2014	---	---	---	---	---	---	---
FY 2015	---	---	---	---	---	---	---
FY 2016	---	---	---	---	---	---	---
FY 2017	---	---	---	---	---	---	---
FY 2018	\$467,288	\$0	22.0	15.0	\$66,755	\$0	\$0

Source: Department of Budget and Fiscal Services

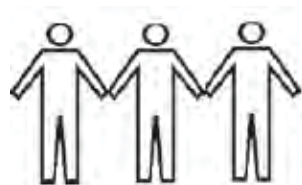
Spending and Staffing



Operating Expenditures

\$467.3 K

First year's expenditures for salaries, required office equipment and initial supplies.



Vacant FTE

15.0 FTE

The creation of civil service positions has been a top priority for DLM's initial year. A new Project Manager classification of civil service positions is also being created, with active recruitment to be conducted by Q3 of FY 2019.

Hale Mauiola



Photo courtesy of Department of Land Management

FY 2018 ACCOMPLISHMENTS

- Completed a staffing reorganization to transfer in property management personnel and responsibilities from DFM and BFS.
- Secured a four-year lease extension, and completed the design and construction of a self-contained sewer system for the Hale Mauiola Navigation Center, providing clients with a new bathroom facility and sustainable wastewater system that separates black water from gray water.
- Transacted a conservation easement for Kanewai Spring in Niu Valley under the Clean Water and Natural Lands fund, to protect the spring from development.

CHALLENGES MOVING FORWARD — FY 2019

- *Conduct reserve studies for each property in the City's rental housing portfolio, from which focused goals will be formulated towards clearing up the current backlog of deferred capital improvement projects.*
 - *Maximize revenue generation opportunities on City controlled land.*

Administration and Finance Division

Administration

The Department of Land Management protects, develops, and manages the city's real property interests that are not core functions of other city departments, with current priority on developing affordable housing solutions for the homeless or those at risk of becoming homeless.

For property under the jurisdiction of other executive agencies, DLM acts in an advisory role to ensure adherence to best practices in land management. DLM develops and implements land management plans, property management plans, and conservation and stewardship plans. For property not under the jurisdiction of other executive agencies,

DLM negotiates and reviews all real property transactions that would affect the city's inventory. This includes public-private partnership agreements, development agreements, purchase/sale agreements, leases, licenses, concessions, and acquisitions funded by the Clean Water and Natural Lands (CWNL) fund.

Finance Division (FD)

In addition to providing financial guidance to other divisions, the Finance Division will oversee commercial leases on city property, and coordinate with BFS in the issuance of private activity bonds to finance future affordable housing projects. The division will also provide financing incentives for private development of city property. Activation expected by FY 2020.

Kauhale Kamaile



Halona Modular Housing Project



Photos courtesy of Department of Land Management

Asset Development Division

The Asset Development Division (ADD) develops and coordinates use of city real property assets to highest and best use potential and/or for policy implementation.

Other ADD responsibilities include: property acquisitions, affordable housing development, development of city-owned TOD properties, and the Clean Water & Natural Lands program.

Asset Management Division

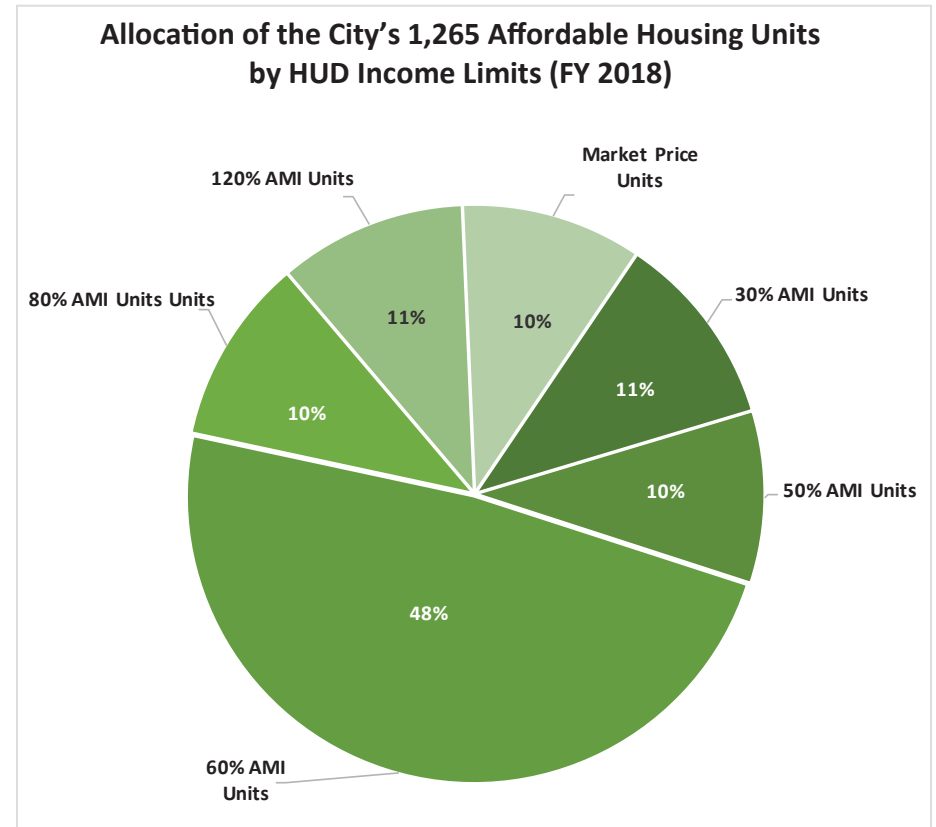
In FY 2018, the Asset Management Division (AMD) managed 1,265 total units, of which 1,137 are considered affordable housing.¹

Other AMD responsibilities include: active management of City-owned lands & housing portfolio, maintenance of City-owned real property database, and city office space allocation & space planning.

To be activated in FY 2019 with the departmental reorganization and transfer of six property management specialists from DFM and BFS. AMD will provide guidance on the management and disposition of real property owned by the city.

National Citizen Survey

In 2018, about 8% of Honolulu residents surveyed rated *excellent or good* for the availability of quality affordable housing, which ranked much lower compared to both the national benchmarks and for communities with population of 300,000 or more residents.



2018 Affordable Housing Income Limits and Applicable Annual Salary in Honolulu

Income Limits	Annual Income (Single)	Family of Four (Combined Income)
30% AMI	\$24,510	\$34,980
50% AMI	\$40,850	\$58,300
60% AMI	\$49,020	\$69,960
80% AMI	\$65,360	\$93,280
120% AMI	\$98,040	\$139,920

Source: Department of Land Management and US Department of Housing and Urban Development (HUD). AMI = Area Median Income and Affordable Housing income Limits are set by HUD annually.

¹DLM assumed property management responsibilities on July 1, 2018 (FY 2019)

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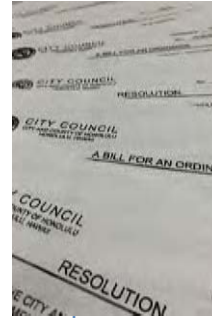
Chapter 16 - Legislative Branch

The Legislative Branch is established by city charter as coordinate with the executive branch of city government¹. It comprises the Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.



Honolulu City Council (CCL)

The Honolulu City Council consists of nine elected officials, and their staffs, who are empowered with legislative and investigative powers.



Office of Council Services (OCS)

The Office of Council Services provides comprehensive research and reference services for the council.



Office of the City Auditor (OCA)

The Office of the City Auditor is an independent audit agency created to strengthen the auditing function and ensure that city agencies and programs are held to the highest standards of public accountability.



Office of the City Clerk (CLK)

The Office of the City Clerk is custodian of ordinances, resolutions, rules, and regulations of all city agencies, the city seal, books, and records. The City Clerk is also responsible for conducting all elections in the City and County of Honolulu.

¹Section 1-103, Revised Charter of Honolulu

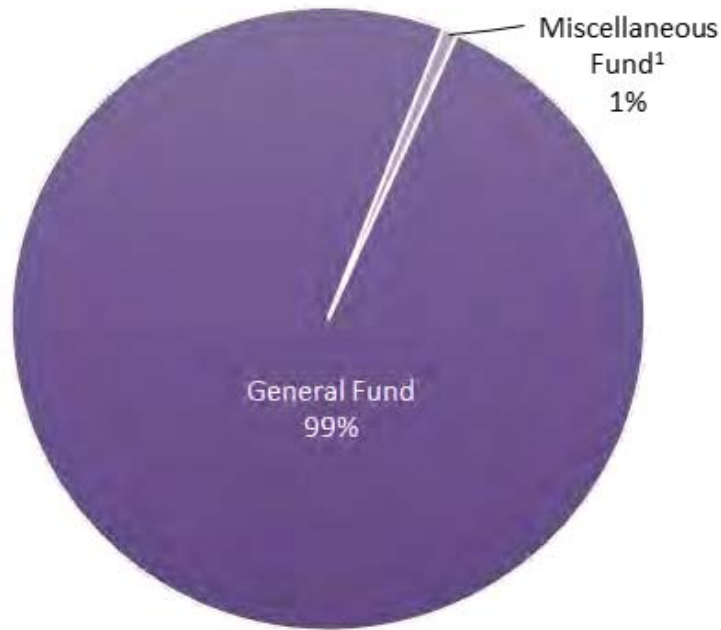


The Honolulu City Council serves and advances the general welfare, health, happiness, and safety of the people through exercising its legislative power.

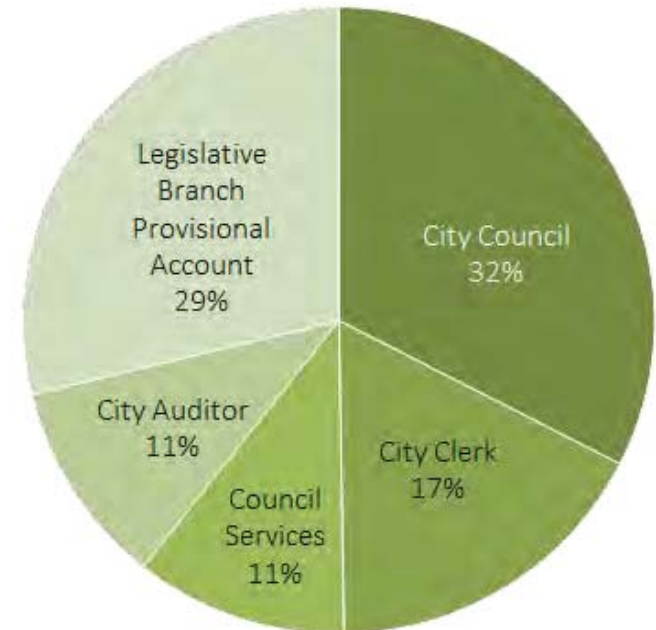
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenue	Total Operating Expenditures (\$ millions)	Staffing			Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE ²	Total	Non-Holiday
FY 2014	\$8,890	\$13.26	132	7.5	\$100,490	\$10,691	\$9,353
FY 2015	\$82,427	\$13.98	137	6.0	\$102,009	\$47,577	\$40,370
FY 2016	\$26,055	\$14.33	142	6.0	\$100,895	\$9,758	\$9,505
FY 2017	\$20,055	\$16.70	145	7.0	\$115,147	\$51,679	\$46,814
FY 2018	\$22,052	\$17.92	141	5.0	\$127,096	\$13,493	\$13,493
Change from last year	10%	7%	-3%	-29%	10%	-74%	-71%
Change over last 5 years	148%	35%	7%	-33%	26%	26%	44%

Source: Department of Budget and Fiscal Services, Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor, FY 2017 SEA Report. ¹Other Miscellaneous Funds include: Solid Waste Fund; Housing Development Special Fund; Bus Transportation Fund; Sewer Fund ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$17.92 M ▲ 7%

Operating expenditures increased by 17% from last year.



Overtime

\$13,493 ▼ 74%

Overtime expenditures typically fluctuate from year to year based on whether it was an election year.

Five Year Trends



The Legislative Branch's operating expenditures increased 35% from \$13.26 million to \$17.92 million over the last five years.



Total overtime expenditures increased 26% from \$10,691 in FY 2014 to \$13,493 in FY 2018

National Citizen Survey



In the 2018 National Citizen Survey Honolulu residents reported significant increases compared to 2017.

▲ **10%** Voted in local elections

▲ **10%** Attended local public meetings

▲ **7%** Contacted city elected officials

▲ **10%** Volunteered their time for a group activity in Honolulu

▲ **8%** Watched local public meetings

FY 2018 ACCOMPLISHMENTS

- Enacted Ordinance 18-1 and 18-10 to support the increase in production and dispersal of affordable housing throughout Oahu
- Enacted changes to recordkeeping practices to streamline the timeliness and availability of public information.

CHALLENGES MOVING FORWARD — FY 2019

- *Improving accessibility to legislative records and replacing the current 15 year old document management system.*
- *Improving the searchability of the on-line version of the Revised Ordinances.*

Offices of the Legislative Branch

Honolulu City Council

The Council establishes citywide policies via the passage of ordinances and resolutions, adopt the city's annual operating and capital improvement budgets, set the annual real property tax rate, and authorize the issuance of general obligation bonds. The city charter requires the council to adopt a balanced budget.

City council's operating expenditures for FY 2018 were \$5.23 million. This is a 5% decrease from FY2017, but an 18% increase over the past five years. City council's authorized staffing was 67 authorized FTE with 0 vacant FTE in FY2018.

To address critical shortage of affordable housing on Oahu by enacting Ordinance 18-1 and 18-10 designed to increase production of affordable housing, encourage dispersal of affordable housing throughout the City and County of Honolulu, and maintain the units as affordable for a longer period of time. The Council enacted Ordinance 18-17 which expands real property tax relief for certain properties used for *low-income rental housing* to include households earning 80% (up from ~ 50%) of the city's area median income for the applicable household size, or less.

The Council adopted resolutions, requesting the improvements identified in Complete Streets studies be implemented in Wahiawa along California Avenue and Kapolei along Kapolei Parkway. The Council also adopted Resolution 17-198 urging the DPP to increase inspections and enforcement, to address the problem of illegal use of large residential structures in residential zoning districts.

Office of the City Auditor

The city auditor is responsible for conducting the annual financial audit, performance audits of any agency or operation of the city, and follow-up audits and monitoring of audit recommendations.

The city auditor's operating expenditures increased 1% since FY 2017, and 23% from \$1.38 million in FY 2014. The office's authorized staffing was 13 FTE in FY 2018 with 1 vacancies.

The city auditor completed 21 audits and reports in FY 2018 including: the Audit of the City's Section 8 Tenant-Based Assistance Program; Audit of the City's Bulky Item Collection Service; Audit of Housing First, Community Assistance Program and Hale Mauiola Homeless Programs; Audit of the City's Recycling Program; and Audit of the Department of Parks and Recreation's Performance Metrics FY 2015 – FY 2017.

	Operating Expenditures (\$ millions)					City Clerk		Council Services		City Auditor
	City Council	City Clerk	Council Services	City Auditor	Provisional Account	Total Communications Received	Total Registered Voters	Total Number of Written Responses	Total Number of ROH Pages Amended	Total Number of Audits and Reports
FY 2014	\$4.41	\$3.04	\$1.44	\$1.38	\$3.00	4,979	463,759	1,016	404	23
FY 2015	\$4.57	\$2.94	\$1.54	\$1.47	\$3.46	4,823	463,685	1,159	454	21
FY 2016	\$4.97	\$2.77	\$1.72	\$1.62	\$3.24	4,431	481,094	1,200	600	24
FY 2017	\$5.53	\$3.80	\$1.75	\$1.69	\$3.93	4,345	483,076	1,149	600	21
FY 2018	\$5.23	\$2.76	\$1.75	\$1.70	\$4.62	5,622	487,962	1,186	311	21
Change from last year	-5%	-27%	0%	1%	18%	29%	1%	3%	-48%	0%
Change over last 5	18%	-9%	22%	23%	54%	13%	5%	17%	-23%	-9%

Source: Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

Office of Council Services

The Office of Council Services (OCS) conducts research, drafts legislation, revises city ordinances, and serves in an advisory capacity to the council and its committees.

OCS's operating expenditures have increased 22% over the past five years, from \$1.44 million to \$1.75 million. Council services' authorized staffing was 24 FTE with 0 vacant FTE in FY 2018.

In FY2018, OCS's accomplishments include having prepared 1,186 written responses to requests for services. OCS also amended 311 pages of the Revised Ordinances of Honolulu (ROH). This is a 48% decrease from FY 2017, and a 23% decrease from FY 2014.

As a member of the Government Finance Officers Association (GFOA), OCS conducted 11 budget peer reviews for other municipalities and completed 25 staff educational and training sessions. In FY 2019, OCS will focus on streamlining procedures to run a *paperless* Council and Committee meetings. This would allow councilmembers to access all information useful to their decision-making on their laptops/tablets during their meetings.

Office of the City Clerk

The City Clerk (CLK) provides staff support to the council for all regular sessions, committee meetings, and public hearings. They are responsible for voter registration and conduct all elections for the City and County of Honolulu. The clerk also authenticates all official papers and instruments requiring certification.

CLK's expenditures have decreased 27% in the last year, and 9% in the past five years. The city clerk's authorized staffing was 37 FTE, with 4 vacant FTE.

In FY 2018, CLK enacted changes to recordkeeping practices to streamline the timeliness and availability of its public information. In anticipation of the upcoming mid-term elections, CLK's Elections Division also collaborated with the DIT and its election consultants to protect its critical election infrastructure.

CLK continues to face challenges of improving accessibility to legislative records using its fifteen year old document management system. In FY 2019, CLK will explore replacing its current records management system with an application that is better optimized for mobile environments and legislative workflows. However, supporting multiple systems during any transition will undoubtedly pose challenges for staff and stakeholders. Finally, like other departments, CLK also faces challenges in filling vacant positions amidst diminished interest in public service employment.

Results of 2018 Public Policy Questions

In this year's National Citizen Survey, about 60% of residents surveyed gave high marks to the City and County of Honolulu as an excellent or good place to live. A majority rated their neighborhoods as excellent or good places to live (71%). More than 7 in 10 respondents reported they plan to remain in Honolulu for the next five years.

Special Topics

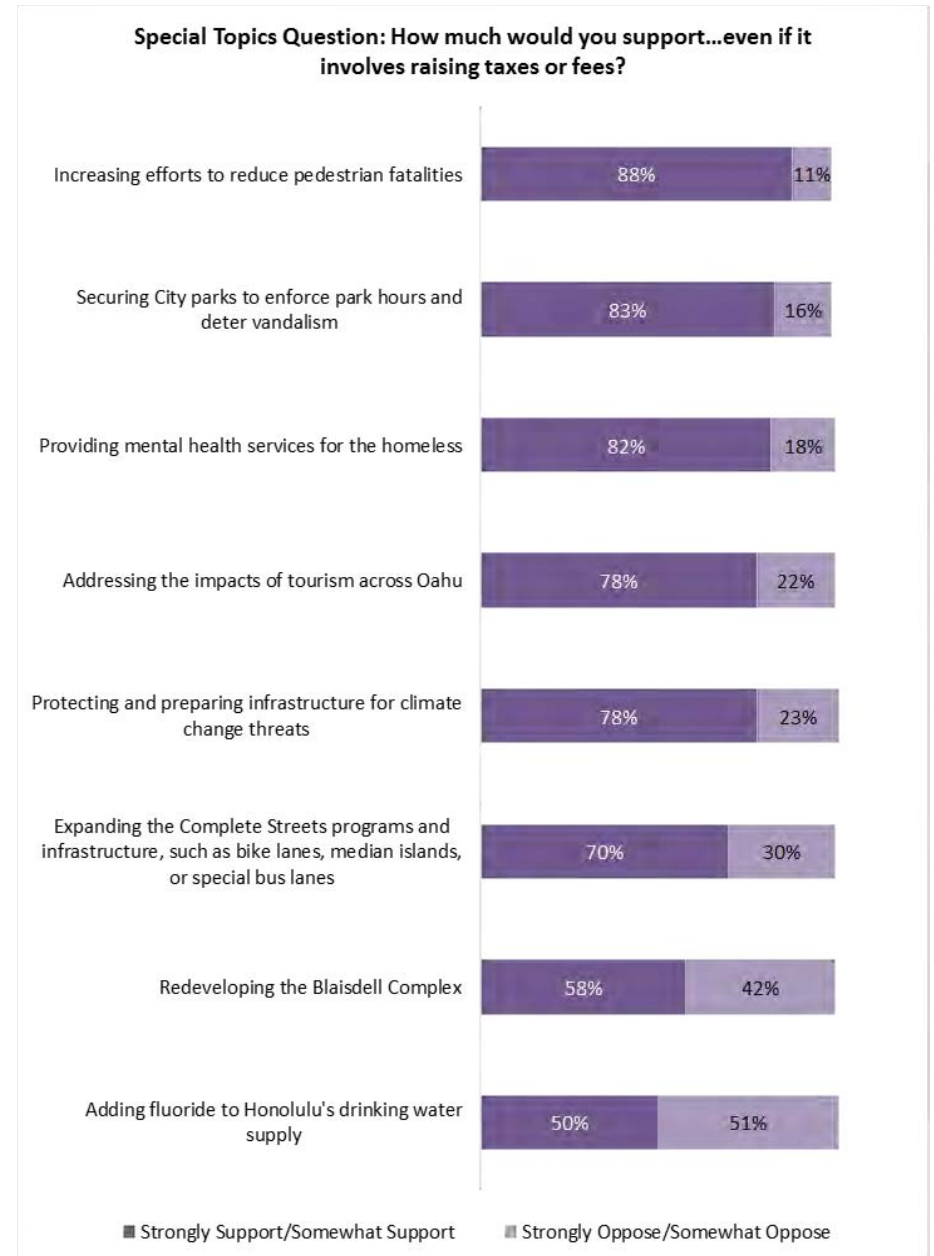
Every year the City Auditor's Office includes public policy questions of special interest on the NCS for Honolulu residents. The first special topics question asked residents how much would they support or oppose the city and county funding specific projects, even if it involved raising taxes or fees.

Of the topics presented, increasing efforts to reduce pedestrian fatalities received the most support, with 88% rating strongly or somewhat support.

The second and third projects that received the most support were securing city parks to enforce park hours and deter vandalism, and providing mental health services for the homeless. The projects were strongly or somewhat supported by a majority of the residents, receiving 83% and 82% support.

A majority of residents also supported expanding Complete Streets programs (70%), an effort by the city to improve the safety and convenience of people traveling by foot, automobile, or other modes of transportation.

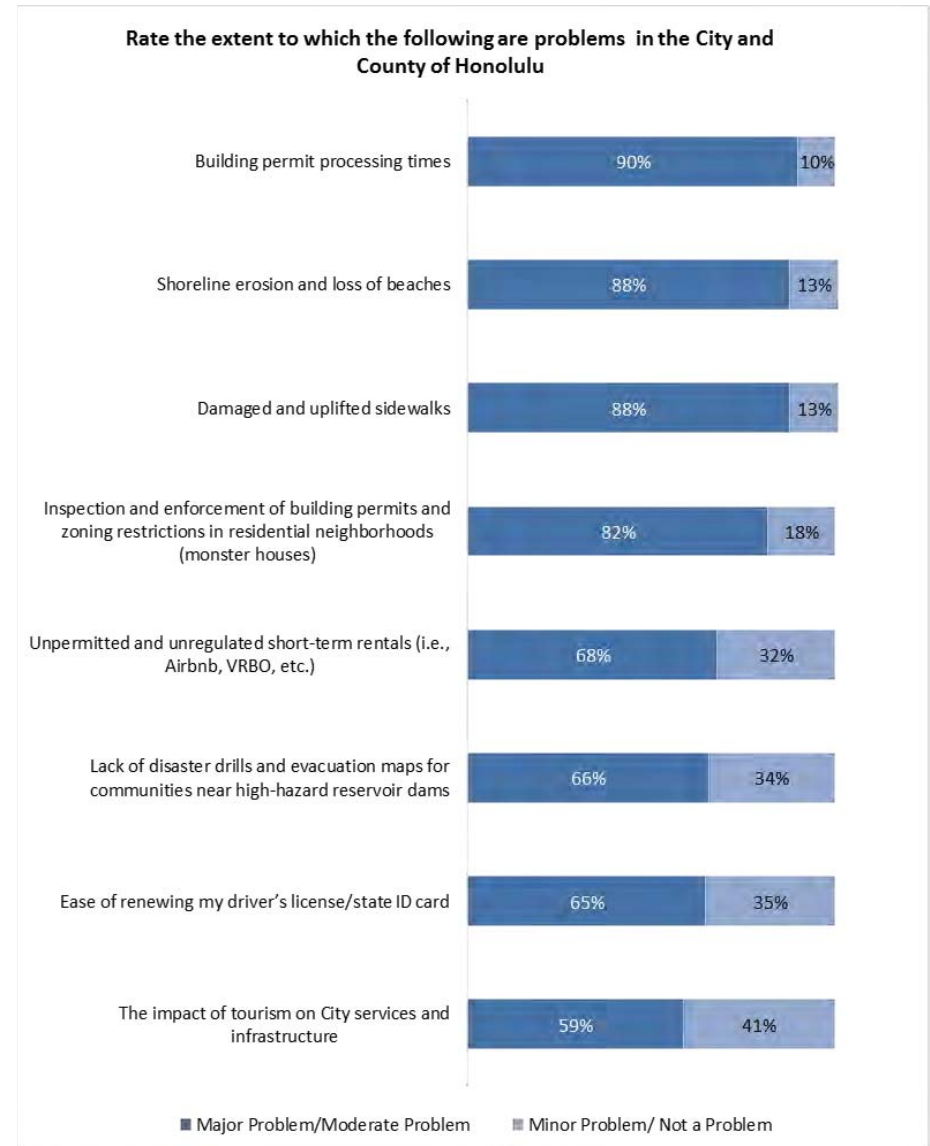
Citizen Survey



Source: National Citizen Survey 2018

The second special topics question asked residents to rate how problematic a set of eight issues were for the city and county. All of the issues presented were rated as a major or moderate problem by at least half of the residents surveyed. The issues that received the highest number of major and moderate problem ratings were building permit processing times (90%), shoreline erosion and loss of beaches (88%), damaged and uplifted sidewalks (88%), and inspection and enforcement of building permits and zoning restrictions in residential neighborhoods (monster houses) (82%).

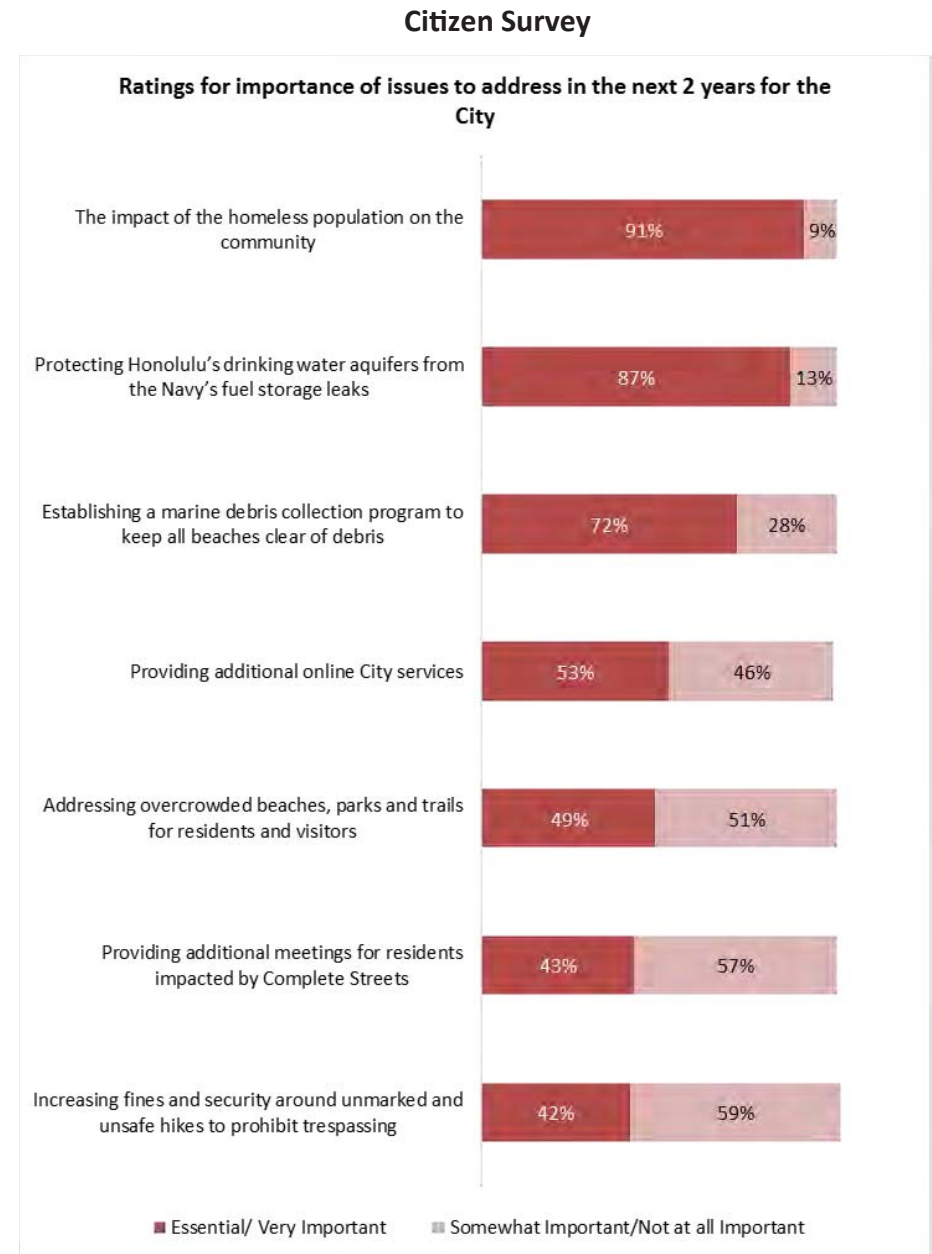
Citizen Survey



Source: National Citizen Survey 2018

Results of 2018 Public Policy Questions

When asked about the importance of issues for the city to address in next two years, the impact of the homeless population received the highest priority ratings by residents. Second was protecting Honolulu’s drinking water aquifers. Establishing a marine debris collection program and providing additional on-line city services also were felt to be at least very important to a majority of residents.



Source: National Citizen Survey 2018

Chapter 17 - Mayor-Managing Director

The Mayor and Managing Director of the City and County of Honolulu oversee 9,482 employees in 19 departments in the 56th largest city in the nation, as of July 1, 2018.

The Mayor-Managing Director's offices include:

Mayor <ul style="list-style-type: none">•Chief Executive of the City and County of Honolulu.•Responsible for the faithful execution of the provisions of the city charter and applicable ordinances and statutes.	Managing Director <ul style="list-style-type: none">•Principal management aide to the mayor.•Supervises the management and performance of all executive departments and agencies.	Office of Climate Change, Sustainability and Resiliency <ul style="list-style-type: none">•Coordinates City actions and policies to increase community preparedness, protect economic activity, protect coastal areas and beaches, and develop resilient infrastructure.•Supports the City's Climate Change Commission.	Office of Culture and the Arts <ul style="list-style-type: none">•Assists in the community-wide promotion and exposure of culture and the arts.•Serves as the liaison to the Commission on Culture and the Arts.
Office of Economic Development <ul style="list-style-type: none">•Supports economic growth.•Enhances quality of life at the community level.•Responsible for the Honolulu Film Office and Agriculture Office.	Office of Housing <ul style="list-style-type: none">•Coordinates City activities on policy for affordable housing, senior and special needs housing, and homelessness.	Neighborhood Commission Office <ul style="list-style-type: none">•Provides staff support to the Neighborhood Commission and the neighborhood boards.•Takes and transcribes meeting minutes.•Provides proper notice of all Neighborhood Board meetings.	

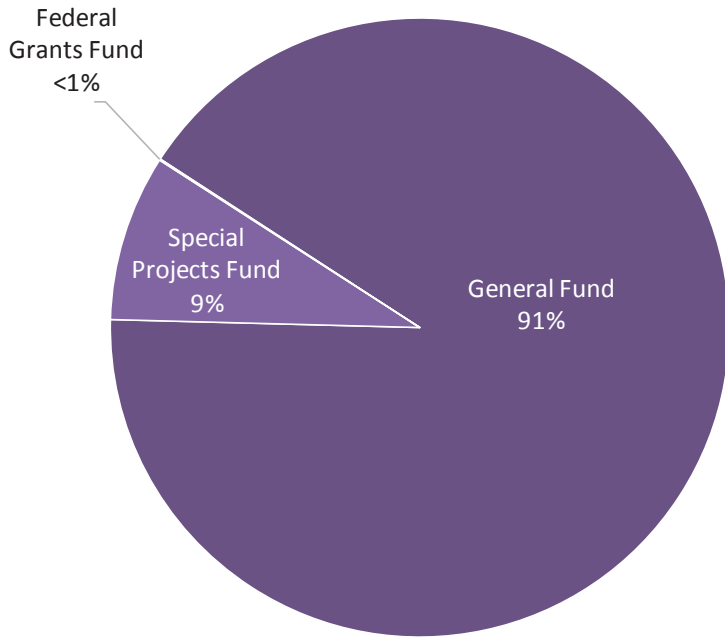


Among the greatest assets of the City and County of Honolulu is the ethnic, cultural, and social diversity of its population. The City and County of Honolulu takes great pride in this diversity, and values and respects its residents and welcomes its visitors. It is the policy of the City and County of Honolulu to provide services, programs and activities to the public without regard to race, color, age, sex, religion, national origin, ancestry, gender identity, gender expression, sexual orientation, disability, or any other classification protected by state or federal law.

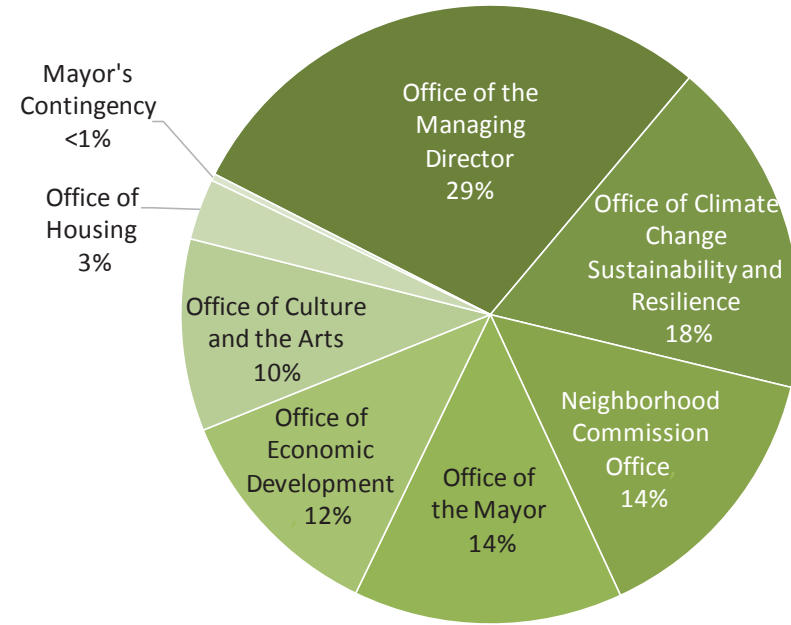
Diversity and Non-Discrimination Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Total Operating Expenditures			Total Revenues	Total Authorized Staffing (FTE)			
	Mayor ¹ (MAY)	Managing Director and Offices (MDO) ²	TOTAL (MAY+MDO)		Mayor	Mayor Vacant FTE	MDO	MDO Vacant FTE
FY 2014	\$596,374	\$3,408,843	\$4,005,217	\$436,944	6	0	49.0	8.0
FY 2015	\$660,675	\$3,926,875	\$4,587,550	\$549,693	6	0	46.5	3.5
FY 2016	\$676,002	\$3,824,742	\$4,500,744	\$266,780	6	0	46.5	3.5
FY 2017	\$732,547	\$4,598,565	\$5,331,112	\$414,818	6	0	46.5	5.5
FY 2018	\$681,274	\$4,043,064	\$4,724,338	\$470,080	6	0	53.5	7.5
Change from last year	-7%	-12%	-11%	13%	0%	--	15%	36%
Change over last 5 years	14%	19%	18%	8%	0%	--	9%	-6%

Source: Department of Budget and Fiscal Services. ¹Mayor and Contingency; ²MDO includes Office of the Managing Director, Office of Culture and the Arts, Office of Economic Development, Office of Housing, Neighborhood Commission Office, and the Office of Climate Change, Sustainability and Resiliency.

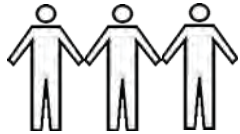
Spending and Staffing



Operating Expenditures

\$4.7 M ▼ **11%**

- Total operating expenditures decreased over last year due to the loss of legal authority for the Mayor’s Offices to issue grants, and one-time pilot funding for hygiene centers in FY 2017.



FTE Staffing

53.5 FTE ▲ **15%**

- Total authorized staffing in the Managing Director’s Office increased over last year due to staffing for the new Office of Climate Change, Sustainability and Resiliency.

Five Year Trend



Total operating expenditures for the Mayor’s office increased 18% compared to five years ago due to filling vacant positions and salary increases in parity with collective bargaining.

National Citizen Survey



In the 2018 Citizen Survey residents ratings increased in the areas of governance and community characteristics for the following:

- ▲ **12%** Quality of fire prevention services.
- ▲ **8%** Quality of ambulance/EMS services.
- ▲ **8%** Quality of open space in Honolulu.
- ▲ **7%** Overall ease of travel in Honolulu.

FY 2018 ACCOMPLISHMENTS

- A number of improvements to TheBus were added, including additional service for Route numbers: 2 (Waikiki/School/Middle, 43 (Waipahu/Honolulu/Alapai, 55 (Honolulu/Kaneohe/Haleiwa; also better accommodation for ridership on Express Route numbers: 85 (Windward-Kaneohe, 96 (Waipio Gentry) and PH3 (Wahiawa Heights-Pearl Harbor).
- 397 veterans were moved from homelessness to permanent housing.
- Repaved 374 lane miles and filled 20,987 potholes.

CHALLENGES MOVING FORWARD — FY 2019

- *Honolulu’s very low-unemployment labor market makes it difficult for the City to fill vacant positions. Administration is working with the Department of Human Resources and other city agencies to develop innovative programs to attract and retain employees.*
- *As the Rail project construction moves forward, the City must begin incorporating funding and staffing resources for the Rail System’s operations and maintenance. Administration is working with HART and the Department of Transportation Services to ensure the transition is properly funded and staffed, and will work with state partners to fund continued operations.*

Mayor's Priorities - Citizen Survey

The Mayor's budget priorities and all departmental budgets were prepared based on the fiscal mantra of "spending to make a difference." The focus for FY 2018 was on improving core services and addressing mandated requirements. The Mayor's major priorities focus on providing essential City services, maintaining and enhancing the multitude of assets, addressing mandated requirements, and establishing the foundation for a better future for the residents of O`ahu.

During FY 2018, the mayor's priorities included:

- Restoring bus service
- Repaving roads
- Improving our sewer system with infrastructure repair and maintenance
- Caring for our parks
- Building rail better
- Addressing homelessness and affordable housing
- Transit-oriented development

An overview of the Mayor's priorities with departmental accomplishments is found in Chapter 1.



Honolulu Hale

Source: Mayor's Office of Culture and the Arts

	Citizen Survey - Quality of Services (% Rating <i>Excellent</i> or <i>Good</i>)						
	Bus or Transit Services	Street Repair Services	Sewer Services	Storm Drainage	Sidewalk Maintenance	City and County Parks	Land Use, Planning and Zoning
FY 2014	61%	18%	58%	53%	26%	54%	16%
FY 2015	61%	11%	50%	36%	24%	44%	19%
FY 2016	63%	15%	54%	46%	24%	50%	20%
FY 2017	61%	10%	56%	40%	24%	42%	19%
FY 2018	62%	12%	57%	39%	19%	42%	15%
Change from last year	1%	2%	1%	-1%	-5%	0%	-4%
Change over last 5 years	1%	-6%	-1%	-14%	-7%	-12%	-1%

Source: 2018 National Citizen Survey (Honolulu)

Climate Change, Sustainability and Resiliency

The Office of Climate Change, Sustainability and Resiliency (CCSR) responsibilities are to track climate change science and potential impacts on City facilities; coordinate actions and policies of City agencies to increase preparedness and develop resilient infrastructure in response to the effects of climate change; integrate sustainable and environmental values into City plans, programs and policies; and promote resilience of communities and coastal areas. CCSR convenes, facilitates, and administratively staffs the City's Climate Change Commission.

FY 2018 was the first year of City funding for staffing and resources for CCSR. Operating expenditures were \$834,272. There were 7 authorized FTE and no vacancies.

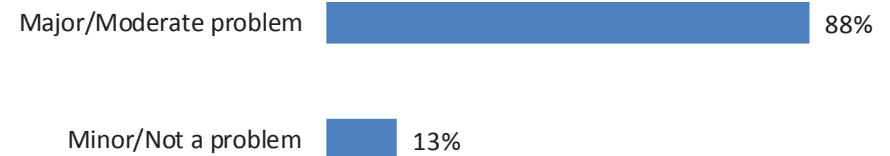
In FY 2018:

- The Climate Change Commission issued the *Climate Change Brief* and the *Sea Level Rise Guidance* for the City and County of Honolulu in June 2018.
- CCSR completed Honolulu's Preliminary Resilience Assessment.
- CCSR collected 2,100 resilience perception surveys.
- Received the Public Education and Outreach Award for the Resilience Strategy Preliminary Risk Assessment from the Hawaii Chapter of the American Planning Association.

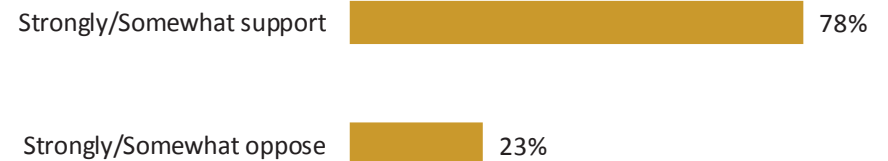
In the 2018 Citizen Survey, a majority (88%) of Honolulu residents rated shoreline erosion and loss of beaches a major or moderate problem, and about

Citizen Survey

Extent to Which Shoreline Erosion and Loss of Beaches is a Problem¹



Support for Protecting and Preparing Infrastructure for Climate Change Threats¹



Source: 2018 National Citizen Survey (Honolulu). ¹Percentages do not add up to 100% due to rounding.

78% support the City protecting and preparing infrastructure for climate change threats.

	Operating Expenditures ^{2,3}	Staffing			Total Neighborhood Board and Community Presentations	Total Consulting Contracts	Total Grants for CCSR Program	Citizen Survey	
		Total Authorized FTE	Total Vacant FTE	Cost per FTE ⁴				Made Home More Energy Efficient (% Yes)	Recycle at Home (% Usually or Always)
FY 2014	-	-	-	-	-	-	-	79%	95%
FY 2015	-	-	-	-	-	-	-	84%	91%
FY 2016	-	-	-	-	-	-	-	84%	88%
FY 2017	\$227,016	-	-	-	-	1	-	78%	90%
FY 2018	\$834,272	7	0	\$119,182	251	2	3	83%	92%
Change from last year	267%	-	-	-	-	-	200%	5%	2%
Change over last 5 years	-	-	-	-	-	-	-	4%	-3%

Sources: Department of Budget and Fiscal Services, Office of Climate Change, Sustainability and Resilience, and 2018 National Citizen Survey (Honolulu). ²FY 2018 is the first year of City funding for operations and staff resources. ³FY 2017 funding was from the 100 Resilient Cities Rockefeller Foundation Grant. ⁴Cost per FTE = Total Operating Expenditures/FTE.

Culture and The Arts

The Mayor's Office of Culture and the Arts (MOCA) serves as the liaison of the Commission on Culture and the Arts. MOCA seeks to assist the City in attaining national preeminence in culture and the arts; preserving artistic and cultural heritages of all its people, promoting a community environment for exposure to culture and the arts in all its forms; and encouraging and providing equal opportunity for the development of cultural and artistic talents of the people of Honolulu.

MOCA also manages the *Art in City Buildings* collection; whereby it assists the Commission in the acquisition of works of art.

In FY 2018, operating expenditures were \$473,861 a decrease of 22% from \$610,137 in FY 2017. According to Managing Director, the reduction is due to a 2016 charter amendment that removed the legal authority to issue grants to non-profit organizations. Total authorized staffing was stable at 6 FTE and one vacant FTE over the past five years.

During FY 2018, MOCA:

- Oversaw the design, casting and placement of the bronze statue of King Kamehameha III in Thomas Square Park.
- Produced the Mango Jam event in July 2017.
- Commissioned the mural "Games of Mililani" by Kaiili Kaulukukui, at Mililani Mauka District Park.



Left: Statue of "Kamehameha III" by artist Thomas Jay Warren, commissioned for the 175th anniversary of Lā Ho'ihō'i Ea (Sovereignty Restoration Day) at Thomas Square. Right: Artist Thomas Jay Warren at the foundry with the newly cast head of "Kamehameha III".

Photos courtesy of the Mayor's Office of Culture and the Arts and Kristin Laitila

	Operating Expenditures	Staffing			Total Overtime Expenditures	Active Works of Art in the City's Public Art Collection	Citizen Survey (% Excellent or Good)		
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹			Opportunities to Attend Cultural Activities	Openness and Acceptance to Diverse Backgrounds	Attended a City and County-Sponsored Event
FY 2014	\$491,224	6	2	\$81,871	\$2,495	1,036	62%	60%	42%
FY 2015	\$521,484	6	1	\$86,914	\$735	1,043	46%	55%	47%
FY 2016	\$579,872	6	1	\$96,645	\$738	1,054	50%	59%	38%
FY 2017	\$610,137	6	1	\$101,690	\$1,663	1,060	48%	64%	39%
FY 2018	\$473,861	6	1	\$78,977	\$1,524	1,069	51%	60%	46%
Change from last year	5%	0%	0%	5%	125%	1%	3%	-4%	7%
Change over last 5 years	-4%	0%	-50%	-4%	-39%	3%	-11%	0%	4%

Source: Department of Budget and Fiscal Services, Mayor's Office of Culture and the Arts and 2018 National Citizen Survey (Honolulu). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

Economic Development

The Mayor’s Office of Economic Development (OED) works to provide a nurturing, business-friendly environment for businesses and community organizations, coordinates with city departments and agencies regarding the economic development impacts of their activities, and works to stimulate economic development activities.

OED’s operating expenditures decreased 27% from \$760,171 in FY 2017 to \$554,960 in FY 2018. According to the Managing Director, the decrease was due to the implementation of Charter Amendment 13 (2016) which removed the legal authority for the Mayor’s Offices to issue grants.

The Honolulu Film Office’s (HonFO) goal is to make Hawaii’s film industry a vital, vibrant part of a diversified and sustainable economy. It provides leadership in the planning, development, and marketing to and for media industries on Oahu. In FY 2018, HonFO assisted major film and television projects including *Jurassic Park: Fallen Kingdom* (Universal), *Triple Frontier* (Netflix), *Hawaii Five-0* and *Magnum P.I.* (CBS Television Studios), *Snatched* (20th Century Fox), and *Rocket Club* (local independent film), as well as national and international television specials and commercials.

The Agricultural Liaison is the City’s first point of contact regarding agricultural issues. In FY 2018, the agricultural liaison participated in the

process of Important Agricultural Land designation which is at its final stage with a report to the Honolulu City Council being finalized by the Department of Planning and Permitting (DPP), assisted O’ahu farmers and ranchers in improving land stewardship practices, helped develop 14 soil conservation plans, and conducted on-site assessments with six farms in Waimanalo and Hawai’i Kai following the April 2018 flooding.

OED coordinates the International Relations and Sister-City Program activities and communications. As of FY 2018, Honolulu has 32 Sister City relationships on six continents.

In FY 2018, OED:

- Coordinated the City’s bid and planning following Honolulu’s selection as host for the 2019 US Conference of Mayor’s Annual Meeting. Attendees include 300 mayors and 1,500 staff, delegates, business leaders for this four-day conference beginning June 28, 2019.
- Assisted with planning and coordination of the first, annual Pacific Rim Cup professional soccer tournament in February 2018.
- Assisted UNIQLO, a major Japanese clothing company, establish its first store in Honolulu.

	Total Staffing				Acres of Important Agricultural Lands on O`ahu ^{2,3}	Economic Impact of the Film/TV Production on O`ahu ⁴	Citizen Survey (% Excellent or Good)			
	Total Operating Expenditures	Authorized FTE	Vacant Authorized FTE	Cost Per FTE ¹			Economic Development	Employment Opportunities	Vibrant Downtown/ Commercial Area	Shopping Opportunities
FY 2014	\$985,767	6.0	2.0	\$164,295	679	\$288.0	34%	28%	34%	73%
FY 2015	\$1,113,037	5.5	1.5	\$202,370	10,270	\$316.7	24%	22%	32%	67%
FY 2016	\$1,116,803	5.5	0.5	\$203,055	10,270	\$341.5	25%	32%	39%	74%
FY 2017	\$760,171	5.5	1.5	\$168,927	11,820	\$415.1	26%	34%	26%	72%
FY 2018	\$554,960	6.0	1.0	\$ 92,493	12,283	\$622.4	30%	33%	31%	69%
Change from last year	-27%	9%	-33%	-45%	4%	50%	4%	-1%	5%	-3%
Change over last 5 years	-44%	0%	-50%	-44%	1709%	116%	-4%	5%	-3%	-4%

Sources: Department of Budget and Fiscal Services, Office of Economic Development, Honolulu Film Office, Hawai’i Film Office, and 2018 National Citizen Survey (Honolulu). 1Cost Per FTE = Total Operating Expenditures/ Total Authorized FTE. 2Cumulative acres based on the date of the Land Use Commission approval. 3O`ahu Important Agricultural Land Mapping Project, DPP, submitted to the Honolulu City Council on August 31, 2018. 4Totals are by calendar year per State of Hawai’i Department of Business and Economic Development format.

Office of Housing

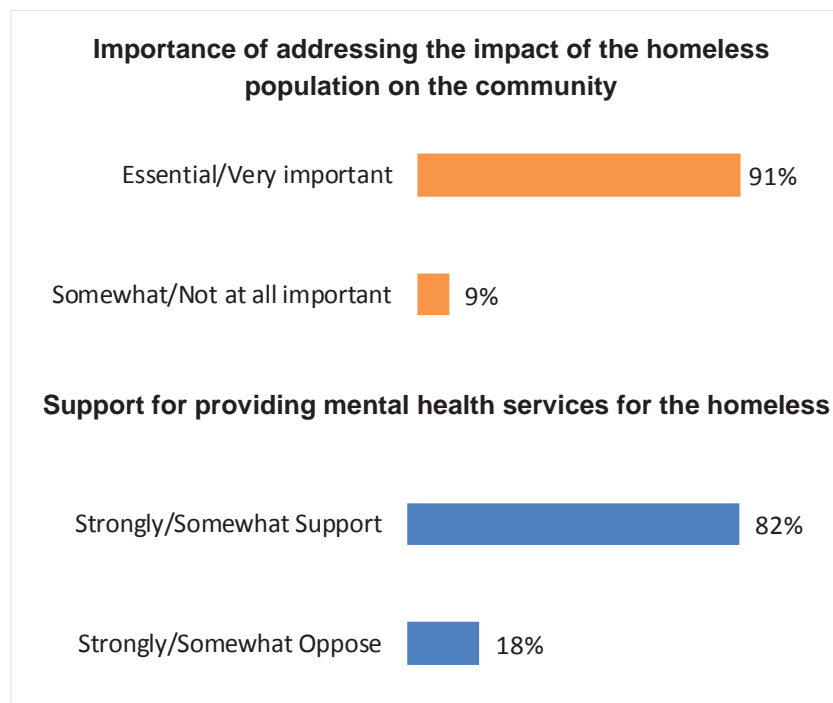
The Office of Housing works together with various city departments to establish policy and coordinate programs for affordable housing, senior housing, special needs housing, and for those experiencing homelessness. The office also coordinates city efforts with state and federal agencies and private and nonprofit organizations.

The Housing Office’s operating expenditures decreased 71%, from \$531,613 in FY 2017 to \$151,606 in FY 2018. The Managing Director explained that the decrease in expenditures was due to one-time pilot funding for mobile hygiene centers in FY 2017.

In 2018, the Housing Office reports:

- The total homeless *Point-in-Time Count* on O`ahu declined 9.4% from 4,959 in January 2017 to 4,495 in January 2018. This is the first decline since 2009.
- 397 homeless veterans moved to permanent housing through a collaboration with city, state, private and non-profit providers.
- It developed two new programs: a centralized and coordinated landlord engagement program, and a navigation outreach program for seriously ill unsheltered homeless persons which includes psychiatric and legal services support.
- 100 homeless persons were voluntarily referred to housing in shelters under Honolulu Police Department’s new Health, Efficiency, Long-term Partnerships (H.E.L.P.) program. Working together with the state’s Homeless Programs Office and H.E.L.P., Honolulu launched an interagency, multidisciplinary effort targeting unsheltered homeless persons, including verification of shelter space and transportation to shelters.

Citizen Survey



Source: 2018 National Citizen Survey (Honolulu)

	FTE Staffing				Total HPD H.E.L.P. Program Referrals to House the Homeless in Shelters ²	Citizen Survey (% Rating <i>Excellent</i> or <i>Good</i>)			
	Total Operating Expenditures	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹		Availability of Affordable Quality Housing	Variety of Housing Options	Experiencing Housing Cost Stress ³	
FY 2014	\$108,813	2	0	\$54,407	--	8%	20%	40%	
FY 2015	\$106,428	2	0	\$53,214	--	9%	13%	38%	
FY 2016	\$142,954	2	0	\$71,477	498	8%	15%	40%	
FY 2017	\$531,613	2	0	\$265,807	321	5%	11%	43%	
FY 2018	\$151,606	2	1	\$75,803	397	8%	14%	43%	
Change from last year	-71%	0%	--	-71%	24%	3%	3%	0%	
Change over last 5 years	39%	0%	0%	39%	--	0%	-6%	3%	

Source: Department of Budget and Fiscal Services, Managing Director’s Office and 2018 National Citizen Survey (Honolulu). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²The National Research Center defines experiencing housing cost stress as paying 30% or more of monthly household income on housing costs.

Neighborhood Commission and Neighborhood Boards

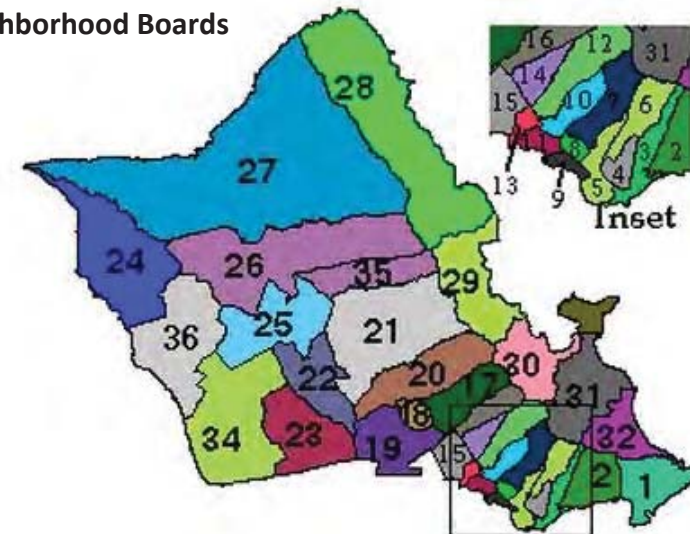
The Neighborhood Commission Office's (NCO) provides administrative and technical support services to the Neighborhood Commission, 33 Neighborhood Boards, and the City administration. The mission of the Neighborhood Commission is to increase and assure effective citizen participation in the decisions of government and to facilitate efficient organization and operation of the neighborhood board system.

Oahu's Neighborhood Boards function as islandwide communication conduits, expanding and facilitating opportunities for community and government interaction. There are 33 Neighborhood Boards comprised of 437 volunteer board members serving as advisory groups to the Honolulu City Council, City administration, and other officials of state and federal government.

In FY 2018, operating expenditures decreased 32% from FY 2017. According to the Managing Director, there was no election in FY 2018, which was one of NCO's major expenses in FY 2017. The next Neighborhood Board election is in FY 2019.

In FY 2018, the NCO initiated online training. Feedback from members indicated a desire for additional training on the Neighborhood Board System's governing documents. In response, the NCO plans to produce training modules on the Neighborhood Plan, Sunshine Law, and Robert's Rules of Order. It is also working on making readily available training materials about the structure and organization of a Neighborhood Board meeting.

Neighborhood Boards



- | | | |
|--------------------------------|------------------------|-----------------------------------|
| 1. Hawai'i Kai | 13. Downtown | 25. Mililani-Waipii'o |
| 2. Kuli'ou'ou-Kalani Iki | 14. Liliha/'Alewa | 26. Wahiawa-Whitmore Village |
| 3. Wai'alaie-Kahala | 15. Kalihi-Palama | 27. North Shore |
| 4. Kaimuki | 16. Kalihi Valley | 28. Ko'olaupua |
| 5. Diam.Head/Kapahulu/St.Louis | 17. Moanalua* | 29. Kahalu'u |
| 6. Palolo | 18. Aliamanu-Salt Lake | 30. Kane'ohe |
| 7. Manoa | 19. Airport* | 31. Kailua |
| 8. McCully-Mo'ili'ili | 20. 'Aiea | 32. Waimanalo |
| 9. Waikiki | 21. Pearl City | 33. Mokapu* |
| 10. Makiki-Tantalus | 22. Waipahu | 34. Makakilo/Kapolei |
| 11. Ala Moana-Kaka'ako | 23. 'Ewa | 35. Mililani Mauka/Launani Valley |
| 12. Nu'uuanu-Punchbowl | 24. Wai'anae Coast | 36. Nanakuli-Ma'ili |

* Board not yet formed

	Authorized Staffing				Total Boards Videotaping Monthly Meetings	Total Voters for Biannual Neighborhood Board Elections	Citizen Survey	
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹			Neighborhood Boards' Quality of Services (% Excellent/Good)	Attended a Local Public Meeting (% Yes)
FY 2014	\$738,262	17	2	\$43,427	22	--	45%	18%
FY 2015	\$906,236	16	1	\$56,640	26	19,722	40%	18%
FY 2016	\$689,000	16	2	\$43,063	26	--	44%	16%
FY 2017	\$999,789	16	3	\$62,487	26	21,283	42%	11%
FY 2018	\$676,156	16	2	\$42,260	26	--	36%	21%
Change from last year	-32%	0%	-33%	-32%	0%	--	-6%	10%
Change over last 5 years	-8%	-6%	0%	-3%	18%	--	-9%	3%

Sources: Department of Budget and Fiscal Services, Neighborhood Commission Office, and 2018 National Citizen Survey (Honolulu). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

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Chapter 18 - Department of the Medical Examiner

The Department of the Medical Examiner (MED) investigates sudden, unexpected, medically unattended, violent, and suspicious deaths. Accurate and timely medico legal investigations and determination of causes and manners of death are essential to the community and public safety.

The department's goals are to:

- Provide accurate certification of the cause and manner of death and to identify, document, and interpret relevant forensic scientific information, while maintaining a high level of competence.
- Protect public health by diagnosing previously unsuspected contagious diseases and identifying trends affecting the lives of our citizens such as drug-related deaths, number of traffic fatalities, teen suicides, etc.
- Identify new types of illicit drugs appearing in our community.
- Identify hazardous environmental conditions in the workplace, home, and elsewhere.

The department's administration provides support to its two divisions:

Laboratory
<ul style="list-style-type: none">•Conducts procedures including toxicological analysis, blood alcohol determinations, histological examinations, and other chemical analyses.

Investigative/Plant Operations
<ul style="list-style-type: none">•Interviews witnesses.•Examines and documents death scenes.•Conducts post mortem examinations.

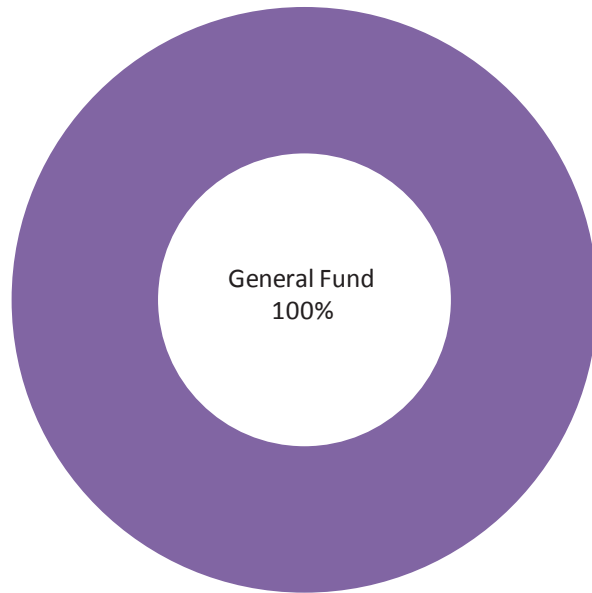


To provide accurate, dignified, compassionate, and professional death investigative services for the City and County of Honolulu's residents and visitors.

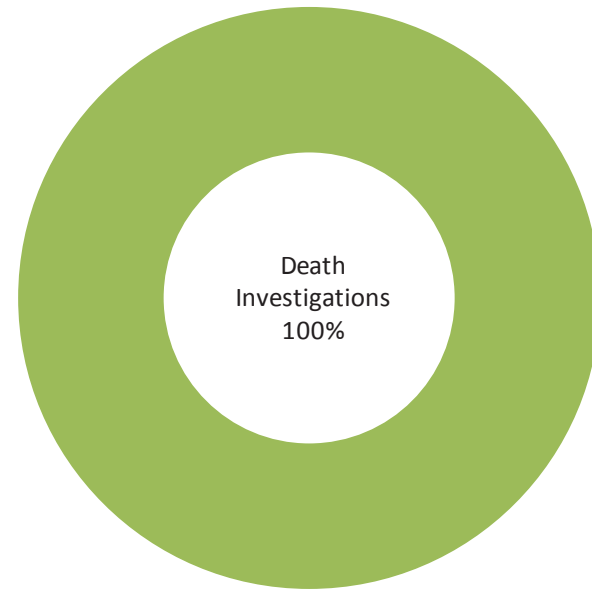
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Total Revenues	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ¹	Overtime Expenditures ²		
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday	Investigations ³
FY 2014	\$3,793	\$1.61	19.0	1.0	\$84,818	\$51,665	\$38,366	2,253
FY 2015	\$5,755	\$1.78	19.0	0.0	\$93,573	\$48,165	\$31,258	2,367
FY 2016	\$2,854	\$2.02	19.0	2.0	\$106,323	\$46,775	\$29,871	2,371
FY 2017	\$6,086	\$1.96	19.0	2.0	\$103,100	\$51,939	\$31,486	2,779
FY 2018	\$2,840	\$2.05	20.0	4.0	\$102,498	\$50,171	\$31,041	3,030
Change from last year	-53%	5%	5%	100%	-1%	-3%	-1%	9%
Change over last 5 years	-25%	27%	5%	300%	21%	-3%	-19%	34%

Source: Department of Budget Fiscal Services and Department of the Medical Examiner.¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable. ³Investigation numbers were restated from prior years to correct the values because of a system problem. ⁴Includes adjusted external examination (3:1) totals as recommended by National Association of Medical Examiners.

Spending and Revenues



Operating Expenditures

\$2.05 M ▲ 5%

The department attributes the increase to increased reliance on off-site storage and rising costs of medical materials.



Revenues

\$2.8 K ▼ 53%

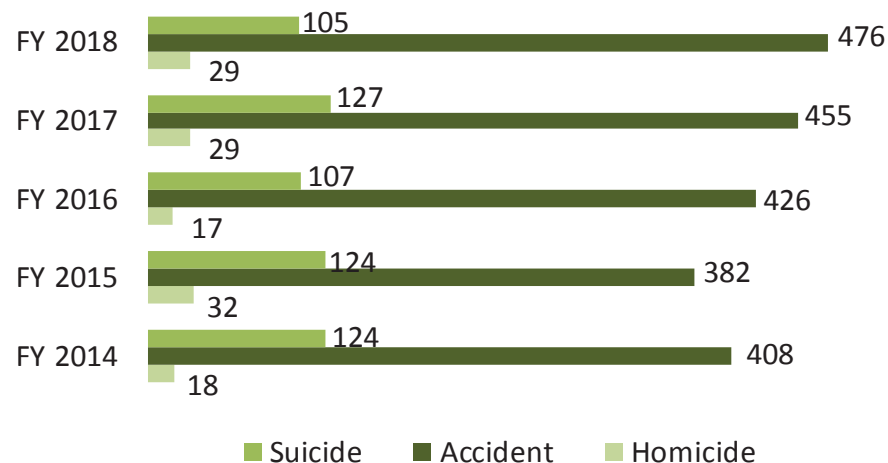
The department attributes the decrease to a non-recurring surrender of unclaimed currency in FY 2017.

Five Year Trend



- Over the last five years, the number of fatal accidents has increased by 17%. The majority of accidental deaths result from falls, motor vehicle accidents, drownings, and substance abuse.
- Falls, especially among the elderly population, have increased over 38% when compared to FY 2014
- Drug-related accidental deaths have increased 50% when compared to FY 2014

**Top 3 Non-Natural Manners of Death
FY 2014 to FY 2018**



FY 2018 ACCOMPLISHMENTS

- Investigated 3,030 deaths; assumed jurisdiction in 1,155 cases; performed autopsies in 572 cases; and performed 583 external examinations.
- MED investigators visited 561 scenes of death; investigated 29 cases determined to be homicides; and helped facilitate 72 organ and tissue donations.

CHALLENGES MOVING FORWARD — FY 2019

- *Modernizing facilities, equipment, and operations to meet the needs of Oahu in the coming decades*
- *Recruiting and retaining a qualified Forensic Pathologist and other vacant positions*

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Chapter 19 - Department of Parks and Recreation

The Department of Parks and Recreation (DPR) manages, maintains, and operates all city parks and recreational facilities; develops and implements programs for cultural and recreational activities; and plants and maintains street and park trees.

The department's goals are to:

- Provide parks and recreational opportunities that are accessible, enjoyable, meaningful, safe, well-designed, and well-maintained.
- Promote increased efficiency, effectiveness, and responsiveness in the delivery of parks and recreational programs and services.

Administration directs the overall management, maintenance and operations of the city's park system and recreation services. It also coordinates with the Honolulu Police Department to enforce park rules and regulations in order to maintain public safety, and oversees three divisions:

Executive Services	Urban Forestry	Park Maintenance and Recreation Services
<ul style="list-style-type: none">• Oversees the issuance of park and recreational use permits.	<ul style="list-style-type: none">• Manages the horticulture and botanical garden programs.• Responsible for planting and maintaining trees along public roadways, parks, and pedestrian malls.• Provides guidance and expertise for the tree plantings.	<ul style="list-style-type: none">• Provides recreational services including special events, leisure time, and cultural activities.• Maintains all city parks and recreation facilities on O'ahu.• Responsible for grounds keeping, custodial, and maintenance services.• Provides expertise in repair and maintenance projects for city parks and facilities.

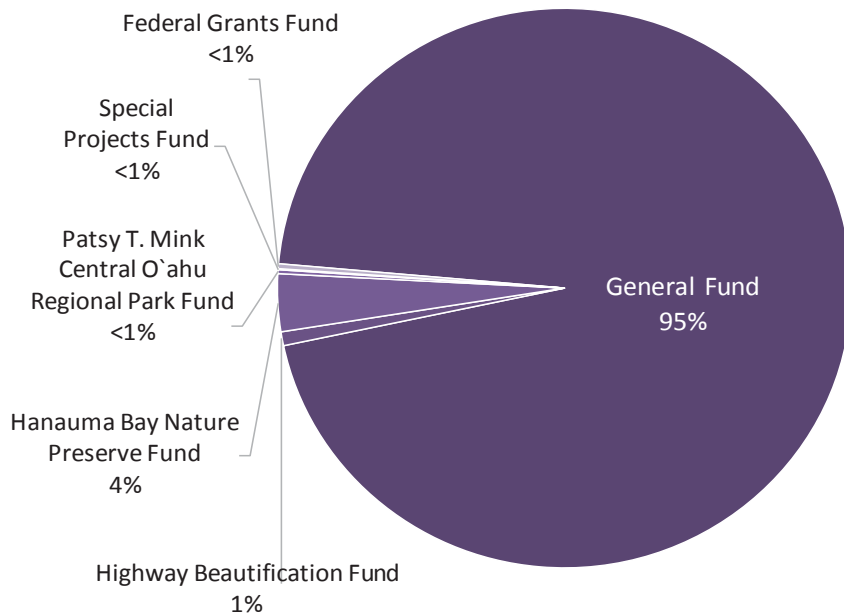


To provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu.

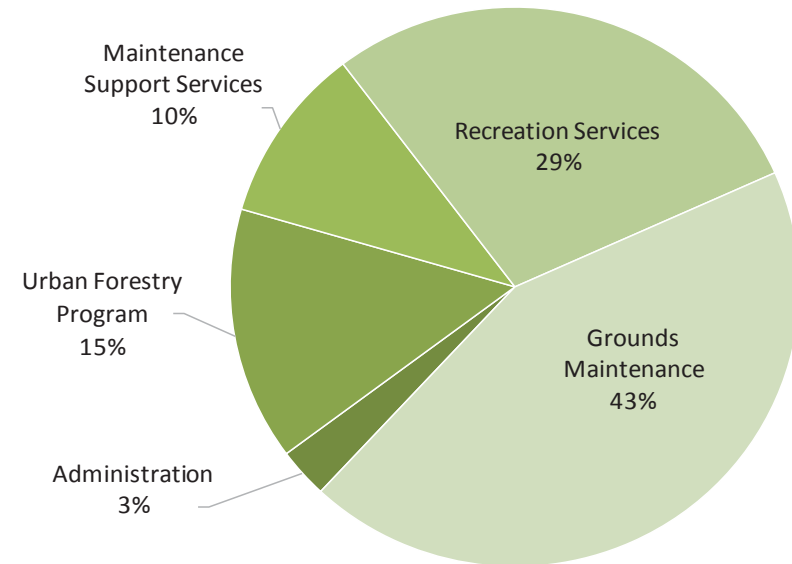
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing			Overtime Expenditures ³	
			Authorized FTE	Vacant FTE	Authorized FTE	Total (\$ millions)	Non-Holiday
FY 2014	\$63.30	\$6.44	948.3	205.9	\$66,749	\$1.03	\$744,183
FY 2015	\$64.61	\$6.61	868.3	111.5	\$74,414	\$1.19	\$854,049
FY 2016	\$71.38	\$6.75	871.3	107.0	\$81,932	\$1.14	\$825,995
FY 2017	\$73.29	\$6.85	901.3	146.4	\$81,321	\$1.37	\$397,596
FY 2018	\$76.27	\$7.24	926.4	132.9	\$82,335	\$1.17	\$772,041
Change from last year	4%	6%	3%	-9%	1%	-15%	94%
Change over last 5 years	21%	12%	<1%	-35%	23%	14%	4%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE= Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$76.27 M ▲ **4%**

The 4% increase can be attributed to salary increases due to collective bargaining agreements and expenditures related to the Kākou for Parks initiative.



Revenues

\$7.24 M ▲ **6%**

The increase can be attributed to increases in intergovernmental revenue and admission fees collected for Hanauma Bay due to an increase in visitors.



Vacant FTE

132.9 ▼ **9%**

The decrease can be attributed to the department's efforts in the filling of positions with mass hiring recruitment.



Overtime

\$1.17 M ▼ **15%**

Overtime expenditures decreased in FY 2018 compared to FY 2017 due to comfort station refurbishments.

Five Year Trends



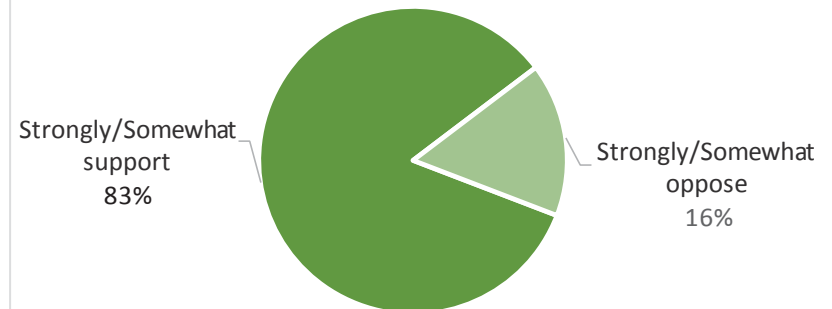
- The department's operating expenditures increased 21% from \$63.30 million to \$76.27 million over the last five years. DPR attributed the 21% increase can be attributed to salary increases in collective bargaining agreements, expenditures for the Kākou for Parks initiative, tree trimming and pruning services and water expenses.



- Total overtime expenditures increased 14% from \$1.03 million in FY 2014 to \$1.17 million in FY 2018. According to DPR, the increase in overtime expenditures is due to salary increases due to collective bargaining agreements.

Citizen Survey

Extent of support for securing City parks to enforce park hours and deter vandalism



FY 2018 ACCOMPLISHMENTS

- Renovated 18 comfort stations to include paint, tile, microguard, stall partitions and new fixtures; resurfaced 113 hard surface courts at 24 parks; and completely refurbished 23 play apparatuses.
- Hanauma Bay Nature Preserve attracted 859,795 visitors during FY 2018 and continues to gain worldwide recognition as a model for marine preservation.

CHALLENGES MOVING FORWARD — FY 2019

- Recruitment, training, and retention of lifeguards for the City's swimming pools.

Executive Services

Administration

Department administration directs the overall management, maintenance and operations of the city’s park system and recreation services. It also coordinates with the Honolulu Police Department to enforce park rules and regulations in order to maintain public safety.

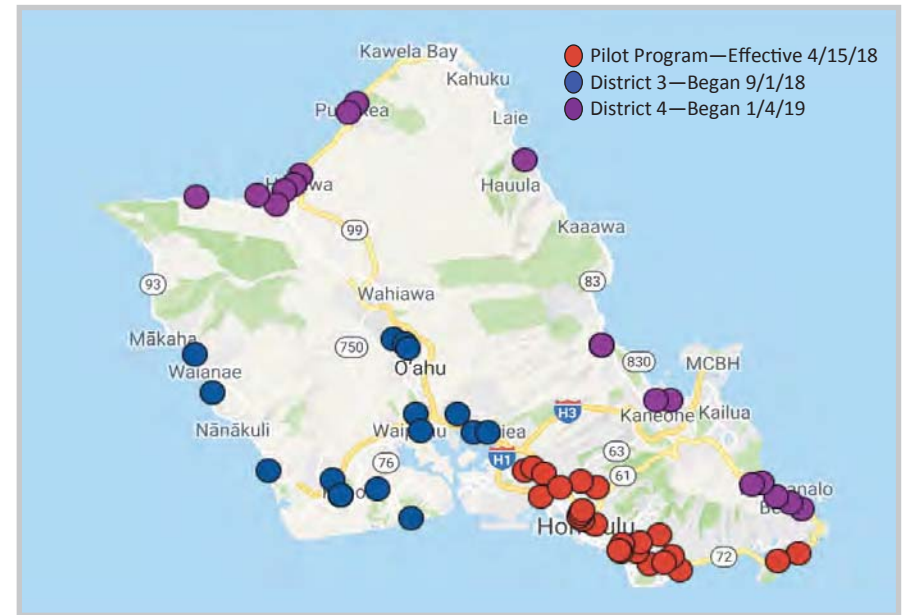
In FY 2018, DPR contracted a security company to secure access to certain facilities at designated city parks. The pilot program ran from April to the end of June, across 25 city parks within Districts 1 and District 2. During that period, the security personnel’s designated procedures included alerting the public of immediate closure and coordinating with Honolulu Police and DPR staff in situations that required further enforcement.

In the 2018 National Citizen Survey, citizens were asked how much they would support or oppose the City and County funding for securing city parks to enforce park hours and deter vandalism, even if it involved raising taxes or fees. Of the citizens surveyed, a majority (83%) strongly/ somewhat supported the proposal.

Executive Services

The Executive Services Division oversees the issuance of park and recreational use permits. Activities that require park permits include camping, large picnic groups, sports activities, recreational activities, meetings held by organizations or groups, non-recreational public service activities, certain musical performances, and commercial activities.

City Parks Included in Park Security Pilot Program



Map Courtesy of: OCA and Department of Parks and Recreation

In FY 2018, summer hires increased 12% in the past year, and 6% over the past five years. The department attributes the increase to hiring therapeutic recreation staff who make reasonable accommodations for children with disabilities summer programs and classes.

	Administration Expenditures (\$ millions)	Camping Permits Issued	Other Parks Permits Issued	Total Park Permits Issued	Training Hours	Summer Hires
FY 2014	\$1.94	6,672	6,078	12,750	13,326	729
FY 2015	\$2.50	7,201	6,115	13,316	13,527	753
FY 2016	\$4.07	7,399	5,986	13,385	16,220	766
FY 2017	\$2.03	7,212	6,126	13,338	14,342	688
FY 2018	\$2.20	7,953	6,030	13,983	15,150	770
Change from last year	8%	10%	-2%	5%	6%	12%
Change over last 5 years	14%	19%	-1%	10%	14%	6%

Source: Department of Budget and Fiscal Services and Department of Parks and Recreation.

Recreation Services

Park Maintenance and Recreation Services administers a comprehensive and diversified community recreation and park maintenance program for the city, coordinating the activities of the five geographical districts, Recreation Support Services, and Maintenance Support Services.

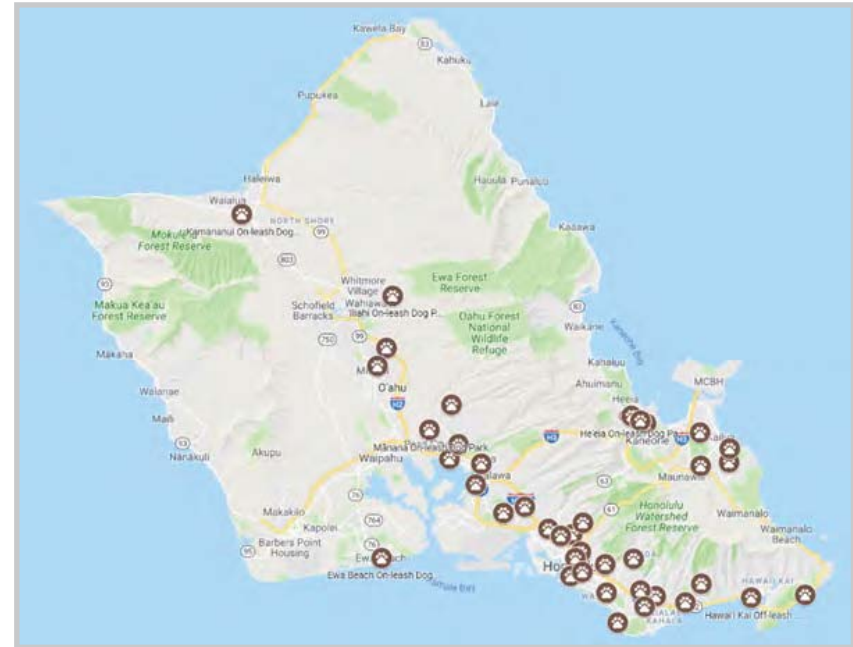
In FY 2018, the division provided recreational activities for 53,531 participants in its tiny tots, children, teens, adults and seniors recreation programs. Over the past year, total Tiny Tots and Children registrants in recreation services/activities has decreased 7% and 3% respectively. According to the DPR, the decline in registrants may be due to closure of facilities for renovations (pool closures due to construction/renovation), staffing shortages/movements (pool staffing shortage/fewer classes offered), and normal enrollment fluctuation.

Dog Parks

There are 39 dog parks within the City and County, most of which require dogs to be on a leash. Off-leash dog parks operated by the City and County of Honolulu:

- Ala Wai Dog Park
- Hawai'i Kai Park & Ride
- Moanalua Community Park
- Mililani Park & Ride

City and County of Honolulu Dog Parks



Map Courtesy of: Department of Parks and Recreation

	Recreation Services Expenditures (\$ millions)	Total Number of Recreation Centers	Registrants in Recreation Services/Activities					Citizen Survey Used City and County Recreation Centers
			Tiny Tots	Children	Teens	Adults	Seniors	
FY 2014	\$21.63	80	1,304	21,696	5,211	11,796	22,170	60%
FY 2015	\$21.98	80	1,459	23,355	5,045	9,915	15,236	61%
FY 2016	\$21.21	93	1,326	22,334	5,412	8,462	15,728	50%
FY 2017	\$21.35	82	1,593	23,558	4,436	11,818	11,927	59%
FY 2018	\$21.84	82	1,480	22,832	4,575	12,309	12,335	63%
Change from last year	2%	0%	-7%	-3%	3%	4%	3%	4%
Change over last 5 years	1%	3%	13%	5%	-12%	4%	-44%	3%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2018 National Citizen Survey (Honolulu).

Park Maintenance and Recreation Services

Grounds Maintenance

Grounds Maintenance maintains all parks and recreation facilities on O‘ahu. It is responsible for grounds keeping, custodial and maintenance services. Grounds Maintenance expenditures increased by 4% in the past year, and 29% in the past five years.

Maintenance Support Services

Maintenance Support Services provides expertise in repair and maintenance projects for city parks and facilities. The division’s expenditures increased 43% in the past five years, from \$5.45 million in FY 2014 to \$7.78 million in FY 2018.

Maintenance Support Services completed 2,402 services and repairs for carpentry, painting, plumbing, and heavy equipment. The number of carpentry repair and service (193%), painting service (185%), and heavy equipment service (13%) increased over the last five years. While the number of plumbing repair services decreased 18% over the last five years.



A carpenter with the Maintenance Support Services makes upgrades to the comfort stations at Sunset Beach park, in conjunction with Mayor Caldwell’s Kākou for Parks initiative.

Photo Courtesy of Department of Parks and Recreation

	Maintenance Support Services Expenditures (\$ millions)	Grounds Maintenance Expenditures (\$ millions)	Maintenance Support Services				Grounds Maintenance	Citizen Survey
			Carpentry Repair and Service	Painting Service	Plumbing Repair and Service	Heavy Equipment Service	Park Acreage	Percent who visited a neighborhood or City and County Park
FY 2014	\$5.45	\$25.86	188	148	1,399	245	5,132	84%
FY 2015	\$5.55	\$26.17	442	443	1,388	219	5,132	84%
FY 2016	\$6.46	\$29.86	630	236	1,318	85	5,132	82%
FY 2017	\$7.24	\$31.95	289	272	1,008	210	5,132	86%
FY 2018	\$7.78	\$33.28	551	422	1,151	278	5,132	82%
Change from last year	7%	4%	91%	55%	14%	32%	0%	-4%
Change over last 5 years	43%	29%	193%	185%	-18%	13%	0%	-2%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2018 National Citizen Survey (Honolulu).

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Chapter 20 - Department of Planning and Permitting

The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. It administers and enforces various permits required for development, land use and codes pertaining to building construction, and city standards and regulations related to infrastructure requirements. DPP is organized into eight functional areas: Administration, Honolulu Land Information System, Building, Customer Service, Land Use Permits, Planning, Transit-Oriented Development (TOD), and Site Development.

The department also provides administrative support for the Planning Commission, the Zoning Board of Appeals, and the Design Advisory Committee.

Administration

- Plans, directs, and coordinates department activities including personnel management, budget preparation and fiscal management; and administers the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS).

Honolulu Land Information System

- Manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects; and maintains, edits, and updates the city's multipurpose cadaster and land records base maps.

Building

- Administers and enforces building, electrical, plumbing, building energy efficiency, and housing codes.
- Inspects for compliance with approved city plans and pertinent codes.

Customer Services

- Operates the consolidated permit counters.
- Maintains property and permit records.
- Inspects for unsafe and substandard conditions.

Land Use Permits

- Administers the Land Use Ordinances and city land use.
- Administers shoreline setback ordinances and processes all required special management area permits.

Planning

- Responsible for the O'ahu General Plan and long-range regional development plans.
- Monitors compliance with zone changes including affordable housing requirements.

Transit-Oriented Development

- Guides the development around the city's proposed transit stations and routes that are being built by the Honolulu Authority for Rapid Transportation (HART).

Site Development

- Administers and enforces subdivision and grading ordinances and drainage regulations.
- Reviews subdivision construction plans and ensures compliance with city guidelines.

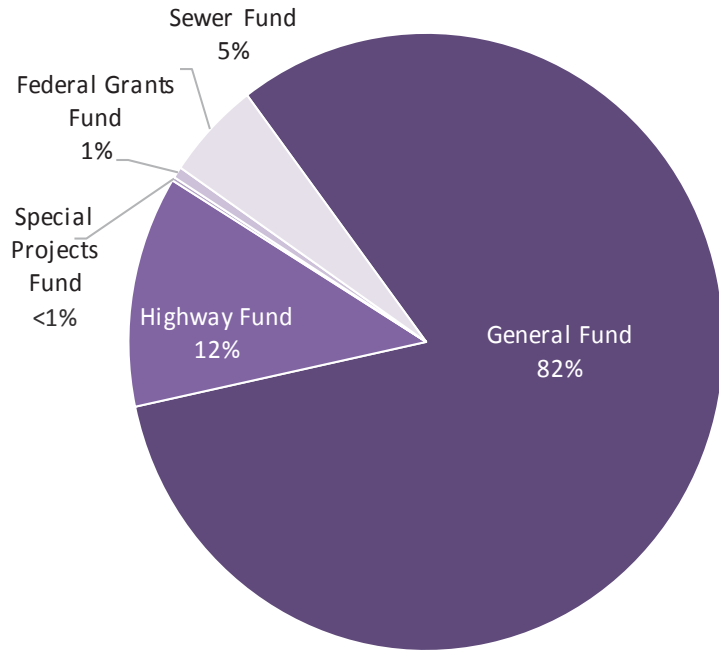


To provide the public with efficient, timely service that is responsive and effective in guiding development to protect our unique resources and environment; provide livable neighborhoods that are compatible to their adjacent communities; provide a community that is responsive to the residents' social, economic, cultural, and recreational needs; and ensure the health and safety of our residents.

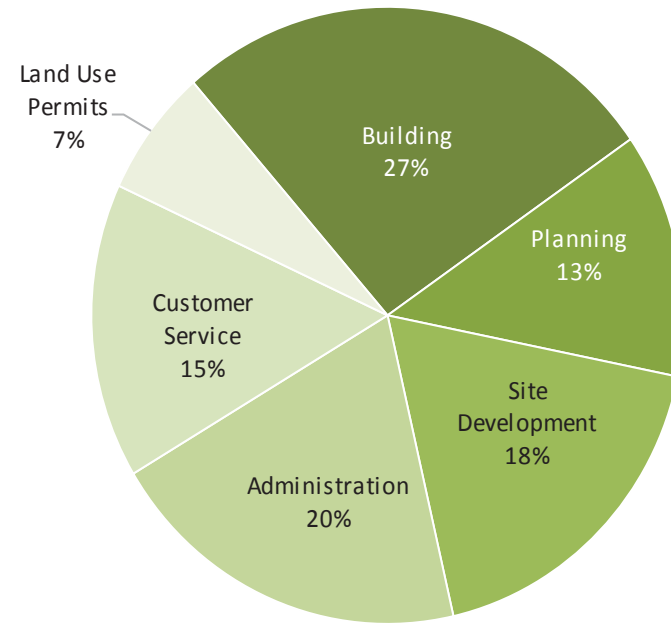
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses



	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³
			Total Authorized FTE	Total Vacant FTE		
FY 2014	\$19.45	\$24.36	337.0	78.0	\$57,712	\$85,230
FY 2015	\$19.39	\$23.87	304.0	38.0	\$63,789	\$145,309
FY 2016	\$19.42	\$23.35	304.0	30.0	\$63,892	\$140,504
FY 2017	\$21.00	\$23.87	315.0	48.0	\$66,659	\$123,505
FY 2018	\$21.57	\$20.26	334.0	56.0	\$64,574	\$92,435
Change from last year	3%	-15%	6%	17%	-3%	-25%
Change over last 5 years	11%	-17%	-1%	-28%	12%	8%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Revenues and Spending



Revenues

\$20.26 M ▼ 15%

The department attributes the decrease to *(Department did not provide commentary on this trend).*



Operating Expenditures

\$21.57 M ▲ 3%

The department attributes the increase to *(Department did not provide commentary on this trend).*



Overtime Expenditures

\$92.4 K ▼ 25%

The department attributes the decrease to *(Department did not provide commentary on this trend).*

Five Year Trends



- Over the last five years, the cost per FTE has increased by 12%. The department attributes the increase to *(Department did not provide commentary on this trend).*

FY 2018 ACCOMPLISHMENTS

- Land Use Permits drafted new legislation for large detached dwellings (i.e. monster homes) mobile commercial establishments (food trucks), and short-term rentals.
- Planning completed final draft of O`ahu's Important Agricultural Land Map in November 2017.

CHALLENGES MOVING FORWARD — FY 2019

- *Meeting the requirements of the City's NPDES program including plan and report reviews, permit inspections, and project closure procedures.*
- *Amendments to the Land Use Ordinance will require the processing of new permits and enforcement.*

Administration and Honolulu Land Information System (HoLIS)

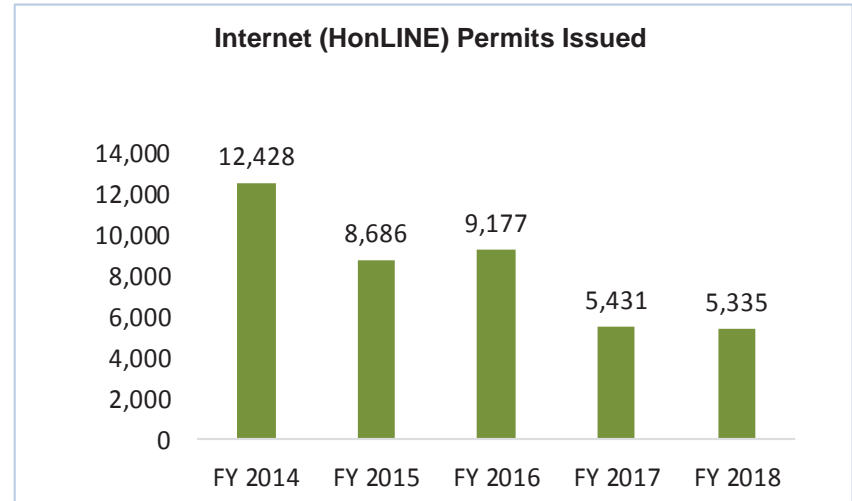
Administration

Administration plans, directs, and coordinates department activities including personnel management, budget preparation and fiscal management. It is also responsible for administering the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS). These programs relate to DPP's goals to: 1) provide a comprehensive and integrated information source of geographic information systems, and 2) improve the city's operational services.

Administration's operating expenditures increased 18% from \$3.64 million in FY 2017 to \$4.31 million in FY 2018, and 56% over the last five years. The department attributes the increase over the last year to *(Department did not provide commentary on this trend)*.

HoLIS

HoLIS is an enterprise-wide system serving over 15 city departments with land use, permit, tax, infrastructure, and environmental data. Geographically referenced information links existing city records to precise locations on the island of O`ahu. There are currently over 80 different geographic data layers stored in the HoLIS spatial data base such as tax assessment designations and values, existing land use and activities, transportation corridors, and flood and natural hazards.



Source: Department of Planning and Permitting

The total number of maps and exhibits prepared declined 49% since last year, and decreased 59% over the last five years from 380 in FY 2014 to 155 in FY 2018. The department attributes the decrease to *(Department did not provide commentary on this trend)*.

	Operating Expenditures (\$ millions)		Honolulu Land Information System (HoLIS)				Internet (HonLINE) Permits Issued	Total Visits to GIS Website
	Administration	Honolulu Land Information System	Total GIS Work Orders Completed	Total GIS Data Maintenance Jobs	Total Maps and Exhibits Prepared	Total New POSSE Permit Jobs Created		
FY 2014	\$2.76	\$1.57	507	1,300	380	121,040	12,428	671,344
FY 2015	\$2.56	\$1.51	596	1,159	442	110,633	8,686	381,977
FY 2016	\$3.58	\$1.62	551	1,129	371	114,281	9,177	382,986
FY 2017	\$3.64	\$1.39	546	1,096	303	100,752	5,431	357,845
FY 2018	\$4.31	<i>The department did not provide FY 2018 data.</i>	575	1,180	155	103,947	5,335	352,394
Change from last year	18%	--	5%	8%	-49%	3%	-2%	-2%
Change over last 5 years	56%	--	13%	-9%	-59%	-14%	-57%	-48%

Source: Department of Budget and Fiscal Services and Department of Planning and Permitting.

The Building Division is responsible for administering and enforcing building, electrical, plumbing, building energy efficiency, and housing codes. The division also reviews permit applications; plans; and specifications for building, relocation, and sign permits. Additionally, it inspects buildings, structures, sidewalks, and driveways under construction for compliance with approved plans and pertinent codes.

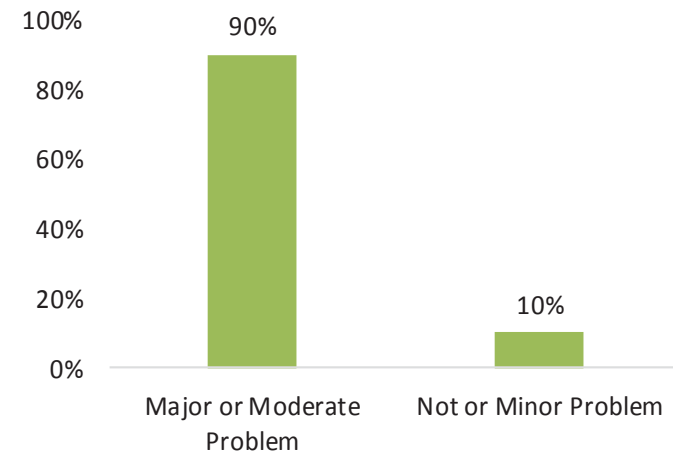
The total building code complaints serviced increased 58% over the past year from 3,242 in FY 2017 to 5,123 in FY 2018, and 48% over the last five years. The department attributes the increase over the last year to *(Department did not provide commentary on this trend)*.

The total building/sign permit applications reviewed increased 143% over the past year from 3,149 in FY 2017 to 7,662 in FY 2018.

Over the last 5 years, the number of total building code violation notices issued has increased 30% from 536 in FY 2014 to 696 in FY 2018. The department attributes the increase to *(Department did not provide commentary on this trend)*.

Citizen Survey

The Extent to Which You Think Building Permit Processing Times Are a Problem:



Source: 2018 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ millions)	Total Building Code Complaints Serviced	Total Building Code Inspections Conducted	Total Building Code Violation Notices Issued	Total Electrical Code Inspections Conducted	Total City Photovoltaic Inspections	Total Third Party Photovoltaic Inspections ¹	Total Mechanical Code Inspections Conducted	Total Building/Sign Permit Applications Reviewed
FY 2014	\$5.36	3,458	61,686	536	36,676	12,013	2,272	23,399	4,523
FY 2015	\$5.37	3,245	49,506	498	33,367	6,139	1,479	21,696	3,688
FY 2016	\$5.59	3,361	52,572	517	<i>The department did not provide FY 2016 data.</i>				
FY 2017	\$5.71	3,242	68,239	545	33,273	3,463	94	19,320	3,149
FY 2018	\$5.76	5,123	54,284	696	32,534	3,188	0	20,138	7,662
Change from last year	1%	58%	-20%	28%	-2%	-8%	-100%	4%	143%
Change over last 5 years	8%	48%	-12%	30%	-11%	-73%	-100%	-14%	69%

Source: Department of Budget and Fiscal Services and Department of Planning and Permitting. ¹Third Party Photovoltaic Inspection began with the adoption of Ordinance 12-38 on December 12, 2012.

Customer Services Office

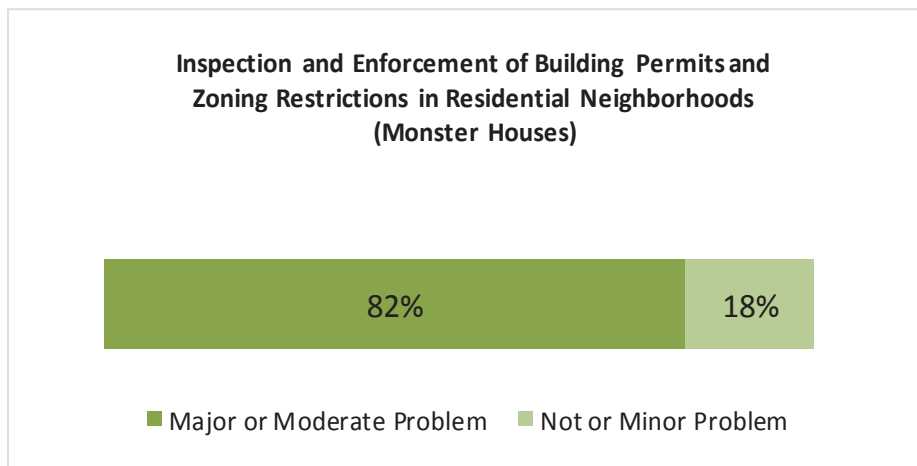
The Customer Service Division (CSD) operates the consolidated permit counter, which handles customer inquiries, processes minor permits, receives permit applications, and collects permit fees. CSD also maintains the department’s various historical and current property and permit records. Additionally, it processes complaints and inspects existing buildings, structures, vacant lots, and sidewalks to address unsafe and substandard conditions.

Over the last 5 years, the number of total sidewalks inspected has decreased 35% from 3,380 in FY 2014 to 2,202 in FY 2018. The department attributes the decrease to *(Department did not provide commentary on this trend)*.

Over the last 5 years, the number of total vacant lots has decreased 43% from 252 in FY 2014 to 144 in FY 2018.

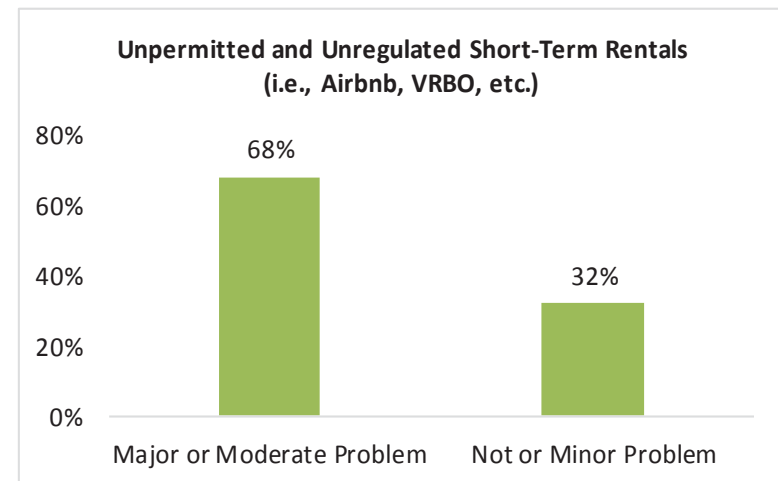
The total housing units with housing code deficiencies found decreased 32% over the past year from 249 in FY 2017 to 169 in FY 2018. The department attributes the decrease over the last year to *(Department did not provide commentary on this trend)*.

Citizen Survey



Source: 2018 National Citizen Survey (Honolulu)

Citizen Survey



Source: 2018 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ millions)	Total Sidewalks Inspected	Total Vacant Lots Inspected	Total Housing Units with Housing Code Deficiencies Found	Total Building Permits Issued	Total Solar Permits Issued	Citizen Survey (% Excellent or Good)
FY 2014	\$2.75	3,380	252	400	23,391	2,455	43%
FY 2015	\$3.03	2,623	174	338	18,824	6,209	35%
FY 2016	\$3.17	3,108	167	327	20,076	9,072	42%
FY 2017	\$3.21	2,647	154	249	15,739	3,178	39%
FY 2018	\$3.34	2,202	144	169	14,738	2,822	40%
Change from last year	4%	-17%	-6%	-32%	-6%	-11%	1%
Change over last 5 years	21%	-35%	-43%	-58%	-37%	15%	-3%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2018 National Citizen Survey (Honolulu).

Land Use Permits

Land Use Permits Division (LUPD) administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City and County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. It also administers the Special Management Area and Shoreline Setback Ordinances and processes all required Special Management Area Permits, including setback variances and permits for minor shoreline structures.

Operating expenditures for the division increased 42% over the last five years and 14% from FY 2017 to FY 2018. The department attributes this increase to *(Department did not provide commentary on this trend)*.

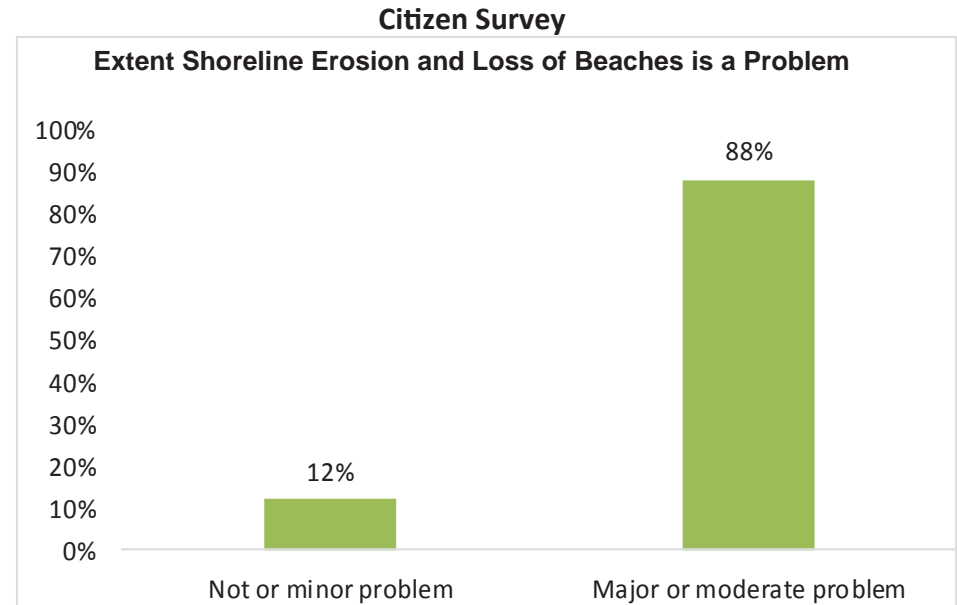
In FY 2018, the Land Use Permits Division drafted the Transit-oriented Development (TOD) Special District Guidelines and processed three Interim-Planned Development permits.

The division also adopted the TOD Special District LUO Amendments and Zoning Maps for Waipahu and West Loch and drafted rules for the 201H Affordable Housing Program.

LUPD also began Phase I - Outreach of the LUO Update. It has received input from state and city agencies, councilmembers, private consultants, professional and community non-profit organizations, developers and large landowners, and land use attorneys.

Total special design district applications reviewed increased 37% from 59 applications in FY 2017 to 81 in FY 2018. Similarly, the number of conditional use permits increased 47% from FY 2017 (66) to FY 2018 (97).

In FY 2018, the division processed 20 environmental assessments/impact statements. Over the last year, the number of assessments/impact statements processed increased 33% .



Source: 2018 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ millions)	Total Special Design District Applications Reviewed	Total Zoning Variances Reviewed	Total Environmental Assessments/Impact Statements Reviewed	Number of Waivers Granted	Number of Conditional Use Permits (Minor/Major)	Citizen Survey (% Excellent or Good)	
							Quality of Overall Natural Environment in Honolulu	Land Use, Planning, and Zoning
FY 2014	\$1.02	110	35	20	80	120	37%	16%
FY 2015	\$1.15	64	32	12	78	82	38%	19%
FY 2016	\$1.16	106	31	25	89	129	40%	20%
FY 2017	\$1.27	59	12	15	57	66	86%	19%
FY 2018	\$1.45	81	10	20	49	97	62%	15%
Change from last year	14%	37%	-17%	33%	-14%	47%	-24%	-4%
Change over last 5 years	42%	-26%	-71%	0%	-39%	-19%	25%	-1%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2018 National Citizen Survey (Honolulu).

Planning and Transit-Oriented Development

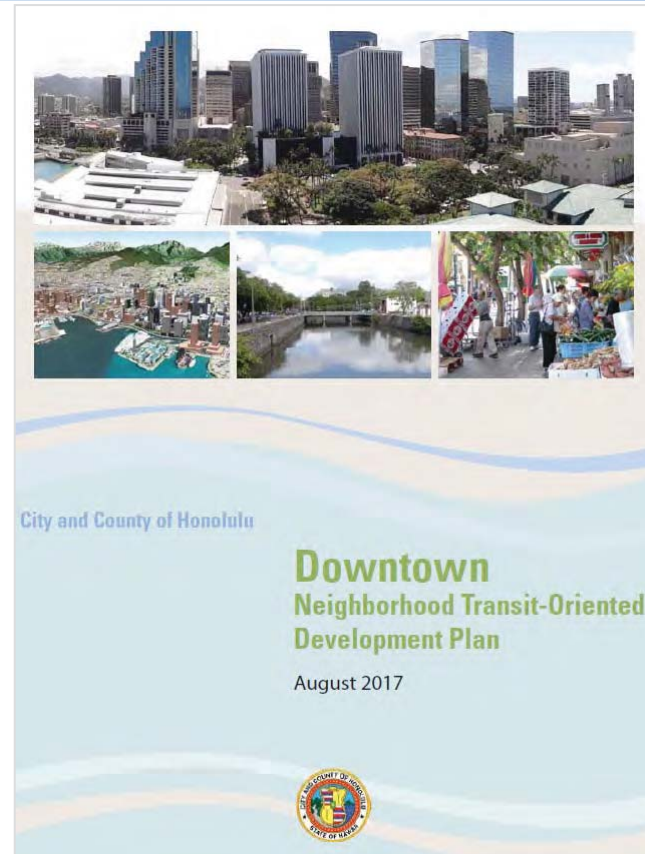
Planning is responsible for preparing, evaluating, and revising the O`ahu General Plan and nine long-range regional development plans. It also processes applications for public infrastructure map amendments, zone changes and state special use permits; and monitors compliance with unilateral agreement conditions associated with zone changes, including affordable housing requirements.

Transit Oriented Development (TOD) is responsible for guiding the development around the city's proposed rail stations and route that is being built by the Honolulu Authority for Rapid Transportation (HART). TOD is also responsible for working with the city's legacy communities to promote development consistent with their historical foundation.

The division's operating expenditures decreased 16% from \$3.31 million in FY 2017 to \$2.77 million in FY 2018. The department attributes this decrease to *(Department did not provide commentary on this trend)*.

In FY 2018, the Koolau Poko Sustainable Communities Plan was adopted under Ordinance 17-42 in August 2017 and also an update of the Primary Urban Center Development Plan began in October 2017. A Final Draft of Important Agricultural Lands Map was released November 2017.

In FY 2018, the Downtown and Kalihi Neighborhood TOD plans were adopted by the Honolulu City Council. The final drafts of the Ala Moana and Halawa Area TOD plans was transmitted to city council for adoption.



Downtown Neighborhood TOD Report Cover

Courtesy: Department of Planning and Permitting.

	Total Operating Expenditures			Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permits Reviewed	Citizen Survey (% Excellent or Good)
	Planning (\$ millions)	Transit-Oriented Development	Total Zone Change Applications Reviewed			Housing Options
FY 2014	\$4.09	--	14	35	246	20%
FY 2015	\$3.68	--	10	28	285	13%
FY 2016	\$2.18	--	9	37	264	15%
FY 2017	\$3.31	\$866,486	10	29	263	11%
FY 2018	\$2.77	\$874,925	10	28	266	14%
Change from last year	-16%	1%	0%	-3%	1%	3%
Change over last 5 years	-32%	--	-29%	-20%	8%	-6%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2018 National Citizen Survey (Honolulu).

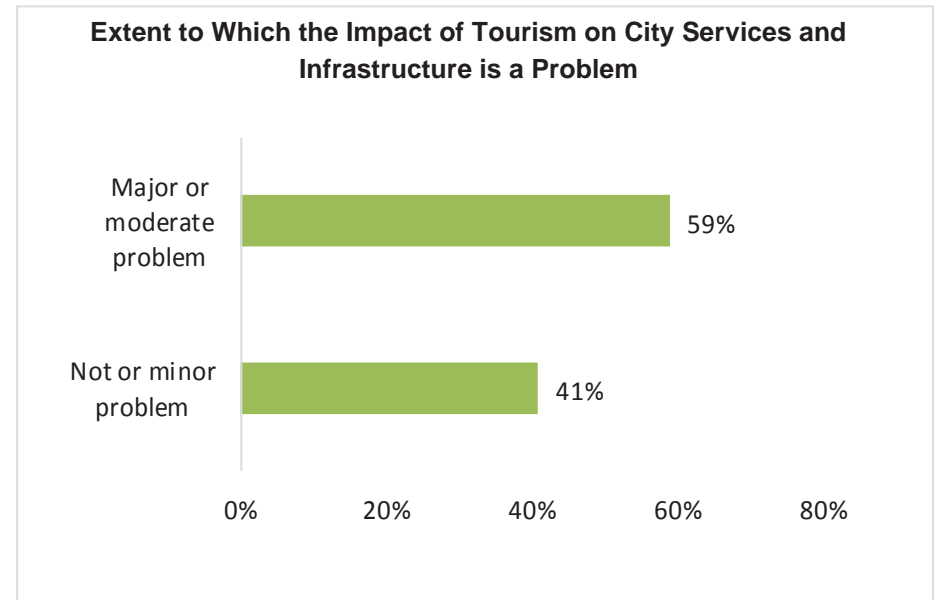
Site Development administers and enforces subdivision and grading ordinances, and drainage regulations. The division sets standards and regulates the infrastructure required for site developments. Additionally, the division processes subdivision applications, reviews subdivision construction plans, and conducts site inspections to ensure compliance with city guidelines.

Over the last 5 years, the number of total construction plans reviewed decreased 41% from 1,403 in FY 2014 to 832 in FY 2018. The department attributes the decrease to *(Department did not provide commentary on this trend)*.

In FY 2018, the division processed 902 major complaints investigated/reports prepared (non-permit). This was a 20% decrease from 1,123 in the prior year and a 43% decrease over the last five years. The department attributes the decrease to *(Department did not provide commentary on this trend)*.

The number of sewer adequacy studies conducted declined 5% from 2,185 in FY 2017 to 2,086 in FY 2018. In FY 2014, the division conducted 959 studies compared with 2,086 in FY 2018, a 118% increase. The department attributes the increase of the past year to *(Department did not provide commentary on this trend)*.

Citizen Survey



Source: 2018 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ millions)	Total Construction Plans Reviewed	Total Grading Permits Issued	Total Grading Permit Inspections Conducted	Major Complaints Investigated/ Reports Prepared (Non-Permit) Related ¹	Total Sewer Adequacy Studies Conducted	Total Sewer Connection Permits Issued
FY 2014	\$3.48	1,403	587	25,036	1,593	959	474
FY 2015	\$3.59	1,073	592	23,184	856	914	390
FY 2016	\$3.74	953	559	29,325	1,401	1,442	263
FY 2017	\$3.85	930	568	26,220	1,123	2,185	344
FY 2018	\$3.94	832	523	25,017	902	2,086	139
Change from last year	2%	-11%	-8%	-5%	-20%	-5%	-60%
Change over last 5 years	13%	-41%	-11%	0%	-43%	118%	-71%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting. ¹Non-Permit related major complaints investigated commonly include technical matters relating to issues between private parties.

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Chapter 21 - Honolulu Police Department

The Honolulu Police Department (HPD) is the primary law enforcement agency for the City and County of Honolulu, and is responsible for preserving public peace, preventing crime, and detecting and apprehending law offenders. In addition to protecting the rights of persons and property, the department enforces and prevents violations of city ordinances and regulations, state laws, and federal laws.

The Honolulu Police Commission appoints the Chief of Police, ensures public trust through its investigations of police conduct, and provides oversight of the HPD's policies, goals, and objectives. The Office of the Chief of Police directs the operation and administration of each of its divisions:

Administrative Bureau	Support Services Bureau	Investigative Bureau	Special Field Operations Bureau	Central & Regional Patrol Bureaus
<ul style="list-style-type: none">•Oversees personnel matters.•Conducts a full-scale training program.•Responsible for the department's fiscal program.•Conducts pre-employment screenings and evaluations.	<ul style="list-style-type: none">•Supports operations critical to the department's daily functions.•Provides recordkeeping, vehicle maintenance, communications, and IT services.	<ul style="list-style-type: none">•Investigates crimes involving drugs, prostitution, violence, theft, fraud, etc.•Operates the only full-service forensic laboratory in the State of Hawai'i.•Promotes safe and efficient movement of traffic.	<ul style="list-style-type: none">•Provides a coordinated tactical response to exceptionally hazardous situations.•Prepares for acts of terrorism.•Aims to reduce unlawful activities by juvenile offenders.	<ul style="list-style-type: none">•Directs the operations of all field uniformed police units.•Provides care and processing of arrestees.•Responsible for the security of the Alapai police headquarters building.

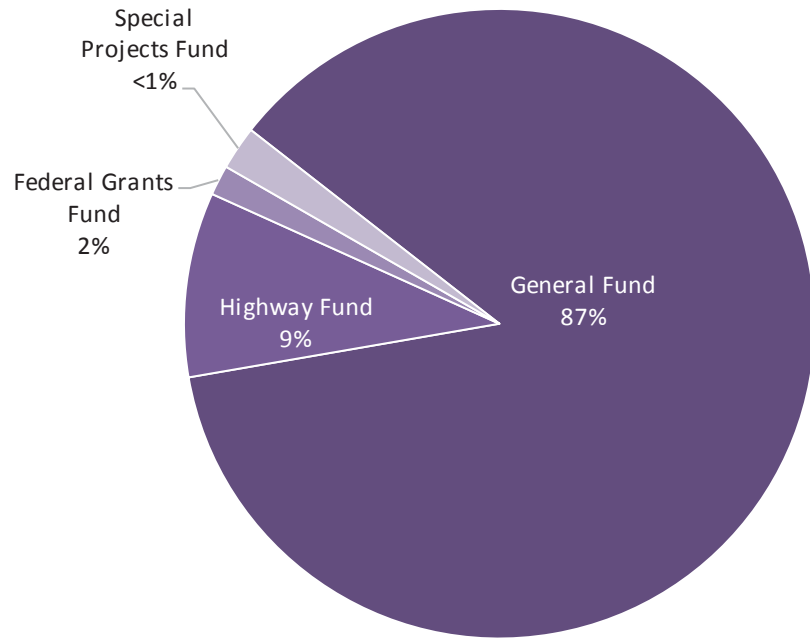


To serve and protect with Aloha.

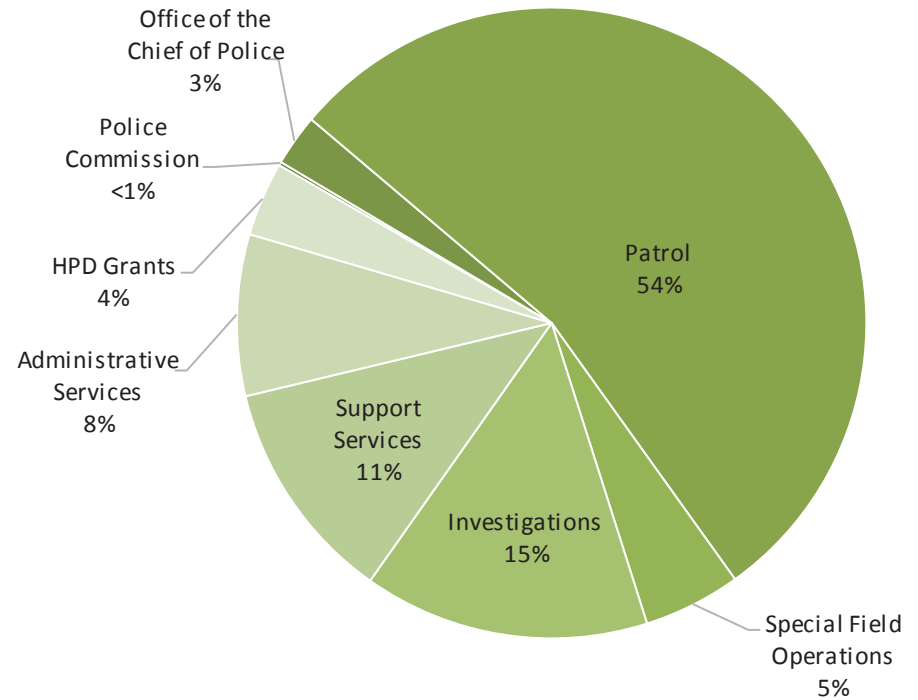
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Staffing (FTE) ²				Overtime Expenditures ³			
	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Total Authorized FTE ⁴	Staffing Level	Vacant FTE	Cost Per FTE	Total (\$ million)	Non-Holiday (\$ million)
FY 2014	\$241.25	\$13.91	2,730	91%	244	\$88,371	\$19.15	\$14.42
FY 2015	\$249.40	\$10.82	2,630	93%	172	\$94,829	\$19.42	\$14.14
FY 2016	\$262.32	\$13.49	2,630	93%	175	\$99,741	\$21.55	\$16.29
FY 2017	\$273.78	\$11.08	2,642	92%	213	\$103,626	\$23.60	\$17.20
FY 2018	\$286.10	\$11.92	2,650	89%	288	\$107,963	\$27.67	\$21.52
Change from last year	5%	8%	<1%	-3%	35%	4%	17%	25%
Change over last 5 years	19%	-14%	-3%	-2%	18%	22%	45%	49%

Source: Department of Budget and Fiscal Services (BFS). ¹Percentages do not total 100% due to rounding. ²Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE. ³Overtime pay is established by bargaining unit agreement, as applicable. ⁴Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

Spending and Staffing



Overtime Expenditures

\$27.67 M ▲ 17%

Overtime expenditures increased in accordance with HPD’s 2020 Strategic Plan for more officers, patrol shift-work staffing was increased, thereby incurring overtime costs to cover the personnel shortages. Furthermore, there were various traffic enforcement initiatives conducted.



Revenues

\$11.92 M ▲ 8%

Revenues increased due to the reimbursement of grant-related funds, the timing of payments against reimbursements crossed fiscal years.



Vacant FTE

288 FTE ▲ 35%

Vacant FTEs increased due to attrition as a result of retirements and resignations.

Five Year Trends



- The department’s operating expenditures increased 19% from \$241.25 million to \$286.1 million over the last five years. HPD attributes the increase to collective bargaining increases, enhanced traffic enforcement, implementation of the Body-Worn Camera Program, and increased staffing to fulfill requirements of the department’s 2020 Strategic Plan.



- Total revenue decreased 14% between FY 2014 and FY 2018 from \$13.91 million to \$11.92 million. HPD attributes the decrease to the reduction of grant funded projects due to fewer grant opportunities and lower award amounts to local law enforcement.

FY 2018 ACCOMPLISHMENTS

- Completed testing of 1,100 sexual assault kits resulting in 62 matches in the FBI’s Combined DNA index system.
- Closed 81 of 87 gambling-related complaints, arrested 64 subjects, and seized more than \$1.77 million in U.S. currency and property.
- Seized over 306 pounds of narcotics valued at more than \$2.6 million in collaboration with the DEA, DPS, and the Navy Criminal Investigative Service.
- Conducted body-cam pilot program to evaluate all aspects of the technology.

CHALLENGES MOVING FORWARD — FY 2019

- *Filling vacancies has been HPD’s biggest challenge, recruiting has been streamlined to expedite the process however a large number of retirements have outpaced the hiring and recruiting/probationary process.*

Accreditation

In April 2018, the Honolulu Police Department (HPD) had its site-based assessment to maintain its accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA). The HPD also sought the CALEA Gold Standard Assessment, which is more advanced and focuses on the process and outcomes associated with standards specific to public safety agencies. The department was awarded its 6th Law Enforcement Accreditation from CALEA in July 2018 at a conference in Grand Rapids, Michigan. In addition, the HPD earned the CALEA Meritorious Award for 15 or more years of continuous accreditation.

CALEA accreditation is a voluntary public safety accreditation which holds its member agencies to an established set of professional standards. As of 2017, there are 864 agencies across the nation awarded with CALEA accreditation. The department's initial accreditation was awarded on July 12, 2003. HPD's reaccreditation years: 2006, 2009, 2012, 2015.

Accreditation by CALEA provides the HPD with the recognition of professional excellence in law enforcement services through compliance with internationally accepted standards. Some of the benefits of having accreditation is increased support from government officials and the community, stronger defense against lawsuits, reduced risk and liability exposure, greater accountability within the agency, and additional oversight and direction for the department.



HPD's CALEA Accreditation Certificate.

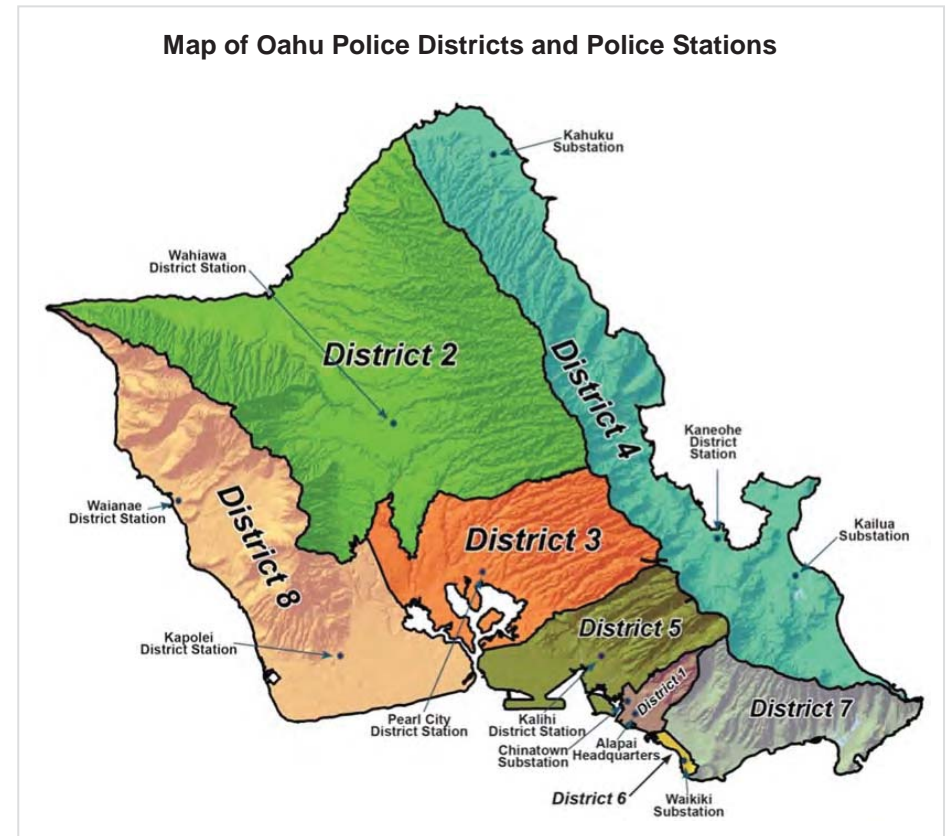
Courtesy of the Honolulu Police Department

Calls for Service

The Communications Division is Honolulu’s primary public safety answering point (PSAP), receiving all 911 calls for police, fire, and emergency medical services, as well as poison control and the suicide crisis center. The Emergency Response Operators route these calls to appropriate agencies. In FY 2018, there were a total of 897,714 HPD calls for 911 services. Of those, 603,891 resulted in dispatch. Officers are dispatched to a wide range of service calls. These include, but are not limited to:

- Burglaries
- Traffic hazards
- Parking violations
- Medical emergencies
- Fires
- Arguments
- Alarms
- Protective orders
- Motor vehicle accidents

The division also serves as both the O`ahu Warning Point and the Alternate Hawai`i State Warning Point for civil defense emergencies, which include natural and man-made disasters, such as tsunamis, tropical cyclones, flash floods, and enemy or terrorist attacks.



Source: Honolulu Police Department

	Calls for Service				
	HPD Calls for 911 Service ¹	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms
FY 2014	799,074	544,762	187,227	357,535	30,984
FY 2015	864,121	588,979	211,495	377,484	30,650
FY 2016	737,355	606,081	214,781	391,300	30,353
FY 2017	862,053	593,075	202,079	390,996	27,306
FY 2018	897,714	603,891	203,490	400,401	25,903
Change from last year	4%	2%	1%	2%	-5%
Change over last 5 years	12%	11%	9%	12%	-16%

Source: Honolulu Police Department. ¹Calls for service include emergency and non-emergency calls.

Calls for Service

Over the last five years, the percentage of HPD Calls for 911 Service increased 12% from 799,074 in FY 2014 to 897,714 in FY 2018, and increased 4% from 862,053 in FY 2017. According to the department, overall increase in calls for service can be attributed to the rise in the number of calls requiring immediate police assistance and other emergency situations. Additionally, the use of text messaging along with an increase in cell phone usage may generate multiple calls for service by several individuals reporting the same incident such as a motor vehicle collision.

The percentage of false alarms decreased 16% over the last five years from 30,984 in FY 2014 to 25,903 in FY 2018. According to the department, the reduction in false alarms can be attributed to the continuation of a False Alarm Management program which assesses users a service fee for false alarms.

Over the past five years, the average response time for Priority 1 calls has increased a total of 0.14 minutes from 7.33 minutes in FY 2014 to 7.47 minutes in FY 2018. Priority 1 calls include emergencies and in-progress cases. The average response time for Priority 2 calls decreased 1.76 minutes from 12.03 in FY 2014 to 10.27 minutes in FY 2018. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

Text to 9-1-1 was launched in December 2015. It is an emergency service that is provided to all mobile users in the State of Hawai'i. It allows an individual to use their activated cellular telephone to contact the 9-1-1 center via text message, instead of calling 9-1-1. Out-of-state visitors are able to use this service as well. It provides the public with an alternative to calling 9-1-1.



Text to 911.
Source: Honolulu Police Department

	Total Text Messages				Overall Total
	Police	Fire	EMS	Miscellaneous	
FY 2014	--	--	--	--	--
FY 2015	--	--	--	--	--
FY 2016	716	33	9	116	874
FY 2017	1,922	45	16	317	2,300
FY 2018	1,599	29	35	180	1,843

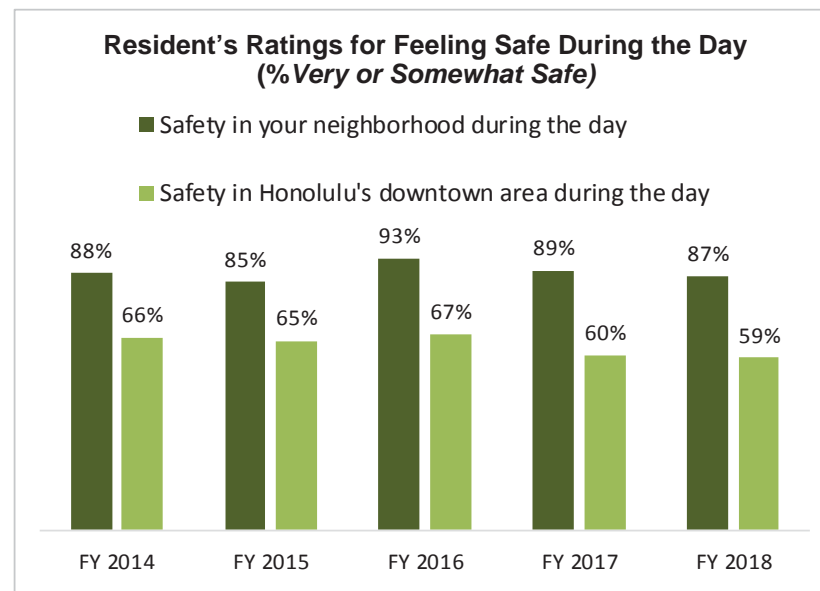
*Miscellaneous text numbers are calls that the Communications Division was testing or the individual sent a text to an incorrect telephone number.

Police data for reporting Part 1 and Part 2 offenses are in accordance with the FBI Uniform Crime Reporting (FBI-UCR) guidelines.¹ Part 1 Offenses decreased 1% from FY 2017. HPD explained that this may be due to several factors, including economic and social factors and changes in laws and ordinances.

The percentage of Adult Arrests and Juvenile Arrests declined significantly over the last five years by 51% and 52% respectively in FY 2018. The department attributes the decrease due to a November 2016 change in the record management system.

In FY 2018, 87% of Honolulu residents reported that they feel *very* or *somewhat safe* in their neighborhoods during the day. This is similar to the benchmark for jurisdictions with populations over 300,000. In FY 2018, 59% of Honolulu residents reported feeling *very* or *somewhat safe* in downtown Honolulu during the day. The ratings for neighborhood safety are similar, but the ratings for safety in the downtown area are lower than the benchmark for jurisdictions with populations over 300,000.

Citizen Survey



Source: 2018 National Citizen Survey (Honolulu)

	Actual Offenses			Arrests			Clearance Rates for Part 1 Offenses			
	Part 1 Offenses	Part 2 Offenses ³	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft
FY 2014 ²	34,175	56,772	90,947	30,804	5,654	36,458	91.0%	40.0%	28.0%	16.0%
FY 2015 ²	30,960	57,700	88,660	31,671	4,754	36,425	31.0%	29.0%	24.0%	15.0%
FY 2016	35,228	59,132	94,360	23,911	3,863	27,774	108.0%	51.0%	27.0%	13.0%
FY 2017	30,612	58,241	88,853	16,791	1,749	18,540	95.0%	30.0%	20.0%	9.0%
FY 2018	30,175	60,627	90,802	15,140	2,686	17,826	86.0%	25.0%	20.0%	7.0%
Change from last year	-1%	4%	2%	-10%	54%	-4%	-9%	-17%	0%	-22%
Change over last 5 years	-12%	7%	<-1%	-51%	-52%	-51%	-5%	-38%	-29%	-56%

Source: Honolulu Police Department. ¹ The department complies with FBI Uniform Crime Reporting guidelines in reporting Part 1 and Part 2 offenses. Part 1 includes murder, forcible rape, robbery, aggravated assault, burglary, larceny-theft, motor vehicle theft, and arson. Part 2 includes all other offenses, such as other assaults, forgery, fraud, vandalism, weapons, prostitutions, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated, and disorderly conduct. ² Estimated. Data reported for the period between March 2014 and June 30, 2014; July 2014 to November 2014 unavailable. ³ Data provided are the actual numbers.

Traffic Services

The Traffic Division is responsible for promoting the safe and efficient movement of traffic on the public roadways through educational programs, traffic management, enforcement of traffic laws, and investigating death and critical injury collisions and felony traffic crimes.



Pedestrian Safety Education.

Source: Honolulu Police Department

The HPD continued its Safer Roads Campaign, in which the department and community groups work to reduce the rate and severity of traffic collisions. Efforts to deter hazardous driving ranged from speed enforcement in affected corridors to monitoring places where racers



Project Save our Streets.

Source: Honolulu Police Department website

congregate. Total fatalities increased 353% from 15 in FY 2017 to 68 in FY 2018, and those with critical injuries increased 19% from 31 in FY 2017 to 37 in FY 2018.

On the issue of drugged driving, HPD is utilizing training in a Drug Recognition Expert (DRE) program of which the department currently has approximately 50 officers certified. HPD also uses an intermediary training—Advanced Roadside Impaired Driving (ARIDE), HPD has about 120 officers trained in the ARIDE program to bridge the gap to DRE certification.

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement			Citizen Survey
	Fatalities	Critical Injury	Failure to Render Aid ¹	Major ²	Minor	Non-Traffic	Total	OVUII Arrests ³	Moving Citations	Hands-Free Law Violations	Traffic Enforcement
FY 2014	54	27	10	6,560	18,627	6,195	31,382	4,742	110,721	6,786	34%
FY 2015	52	56	3	4,719	16,733	7,291	28,743	4,665	136,022	10,813	34%
FY 2016	42	45	7	4,247	13,706	6,478	24,431	4,274	135,851	11,928	30%
FY 2017	15	31	15	6,059	22,791	3,016	31,866	4,008	142,241	9,123	33%
FY 2018	68	37	43	5,694	24,672	2,486	32,852	4,015	165,886	10,998	31%
Change from last year	353%	19%	187%	-6%	8%	-18%	3%	<1%	17%	21%	-6%
Change over last 5 years	26%	37%	330%	-13%	32%	-60%	5%	-15%	50%	62%	-9%

Source: Honolulu Police Department. ¹Failure to Render Aid is a felony involving serious injury to the victim. ²A major motor vehicle collision involves injury or damage of \$3,000 or more. ³“OVUII” refers to the offense of Operating a Vehicle Under the Influence of an Intoxicant.

Community Policing

In accordance with the Mayor’s priority: Homelessness, HPD initiated a new unit called H.E.L.P. Honolulu (Health, Efficiency, Long-term Partnerships). Beginning in May 2017, H.E.L.P. officers perform outreach to homeless persons, build rapport and gather information to recommend appropriate shelters and aid available to them; help with housing, substance counseling, provide referrals to mental health and medical care. Outreach is performed in street clothes and allows officers to converse with individuals in an effort to connect with those in need without the intimidation of a uniformed officer. Eventually with an updated database, officers will be able to access information when they encounter chronically homeless persons; previous encounters will provide information to help officers identify individuals with medical concerns and offer continuity in outreach efforts.

In FY 2018, 100 individuals voluntarily agreed to be taken to shelters as a result of H.E.L.P. officer’s efforts; of those 93 went directly to shelters, while 7 received hospital or substance abuse services prior to joining shelters.

District 2 Community Policing Team (CPT) officers initiated the *Military Bridging the Gap* program, where the HPD provides monthly presentations of common HPD procedures, crime definitions, and traffic safety awareness to newly transferred military police personnel at Schofield Barracks.

District 3 offered a parenting class called Parent Project. It is a 10-week course that provides parents with tools and ideas to help them deal with strong-willed children. It has been positively received by the parents and the community.

District 5 implemented the *Real and Powerful* (RAP) program in 2013 to two schools, Dole Middle and Kaewai Elementary schools. The goal of the program is to provide alternate curriculum to help at-risk juveniles from joining gangs and committing criminal acts, empower them to make good decisions, and to build positive relationships. In 2018, they have expanded RAP to 5th graders at Kalihi, Kalihi-Kai, Puuhale, Lanakila, Fern, and Likelike elementary schools.



Annual NSW-CP Meeting Aliiolani Elementary.

Source: Honolulu Police Department

Police District	Total Community Outreach Events ¹	Attendance
1 Central Honolulu	309	12,032
2 Mililani, Wahiawa	261	10,734
3 Pearl City	1,053	-
4 Kaneohe, Kailua, Kahuku	657	22,219
5 Kalihi	492	8,784
6 Waikiki	1,926	7,656
7 East Honolulu	786	10,421
8 Kapolei, Waianae	1,867	-

Source: Honolulu Police Department. ¹Includes community presentations, outreach, and youth enrichment programs.

Perceptions of Public Safety

The 2018 National Citizen Survey revealed that safety is one of the two most important facets of community to the residents of Honolulu. A majority of residents (52%) rated their overall feeling of safety in Honolulu as *excellent or good*. Honolulu’s rating was lower than national benchmarks and similar to cities with over 300,000 residents.

In FY 2018, 58% of the respondents rated the quality of police services as *excellent or good*, which was an increase of 6% over the last five years. Ratings for crime prevention services as *excellent or good* increased 5% over the last year from 34% in FY 2017 to 39% in FY 2018.



District 1 (Central Honolulu) Citizen Patrol – Downtown

Source: Honolulu Police Department

Furthermore, 84% of residents reported that no one in their household was a victim of a crime in the past year and 70% of respondents did not report a crime to the police in FY 2018. Both ratings were similar to national benchmarks and jurisdictions with populations over 300,000.



Project Save our Streets

Source: Honolulu Police Department

The HPD's Drug Abuse Resistance Education (DARE) Program works with Hawai'i's keiki to encourage them to make safe and responsible decisions to resist alcohol, drugs, tobacco, and violence and to lead a safe and healthy life style. The DARE program began in the 1985-1986 school year with just four schools on O`ahu. Today, the HPD's DARE program reaches out to students from elementary and middle schools across the island.

	Citizen Survey				
	(% Excellent or Good)	(% Very or Somewhat Safe)		(% Excellent or Good)	
	Overall feeling of safety in Honolulu	Safety in your neighborhood during the day	Safety in Honolulu's downtown area during the day	Quality of Police Services	Quality of Crime Prevention
FY 2014	66%	88%	66%	52%	42%
FY 2015	63%	85%	65%	56%	35%
FY 2016	61%	93%	67%	51%	34%
FY 2017	60%	89%	60%	58%	34%
FY 2018	52%	87%	59%	58%	39%
Change from last year	-8%	-2%	-1%	0%	5%
Change over last 5 years	-14%	-1%	-7%	6%	-3%

Source: 2018 National Citizen Survey (Honolulu)

Chapter 22 - Department of the Prosecuting Attorney

To accomplish the charter’s mandate to serve and advance the general welfare and safety of city and county residents, the Department of the Prosecuting Attorney (PAT) investigates and prosecutes violations of all statutes, ordinances, and regulations for which there are criminal sanctions occurring within the City and County of Honolulu. The department also represents the people and the State of Hawai‘i in criminal proceedings in District Court, Circuit Court, and Family Court, as well as in appeals heard by the Hawai‘i Intermediate Court of Appeals and Hawai‘i Supreme Court.

PAT consists of eleven divisions:

<p>Appellate</p> <ul style="list-style-type: none"> •Represents the State of Hawai‘i in all matters filed in state appellate courts and provides research and reference assistance. 	<p>Career Criminal</p> <ul style="list-style-type: none"> •Prosecutes cases involving defendants who commit crimes while on probation or parole. 	<p>Domestic Violence</p> <ul style="list-style-type: none"> •Prosecutes cases of domestic abuse and protective order violations. 	<p>Elder Abuse Unit</p> <ul style="list-style-type: none"> •Charges and prosecutes cases in which victims are senior citizens. • Provides outreach to help the elderly avoid financial scams.
<p>Investigative Services</p> <ul style="list-style-type: none"> •Provides security for department employees, serves warrants and subpoenas, and conducts criminal investigations. 	<p>Juvenile</p> <ul style="list-style-type: none"> •Prosecutes cases involving offenders under the age of 18 that are adjudicated in Family Court. 	<p>Misdemeanor and Traffic</p> <ul style="list-style-type: none"> •Prosecutes misdemeanor cases and motor vehicle and traffic violations, such as distracted driving. 	
<p>Screening and Intake</p> <ul style="list-style-type: none"> •Confers with police on criminal reports and determines proper charges to file. 	<p>Sex Assault Unit</p> <ul style="list-style-type: none"> •Prosecutes felony sex assault and promotion of prostitution cases. 	<p>Trials</p> <ul style="list-style-type: none"> •Prosecutes cases within the First Circuit Court’s jurisdiction, such as murder, robbery, assault, and identity theft cases. 	<p>Victim/Witness Kokua Services</p> <ul style="list-style-type: none"> •Assists and supports crime victims whose cases are being prosecuted by the department.

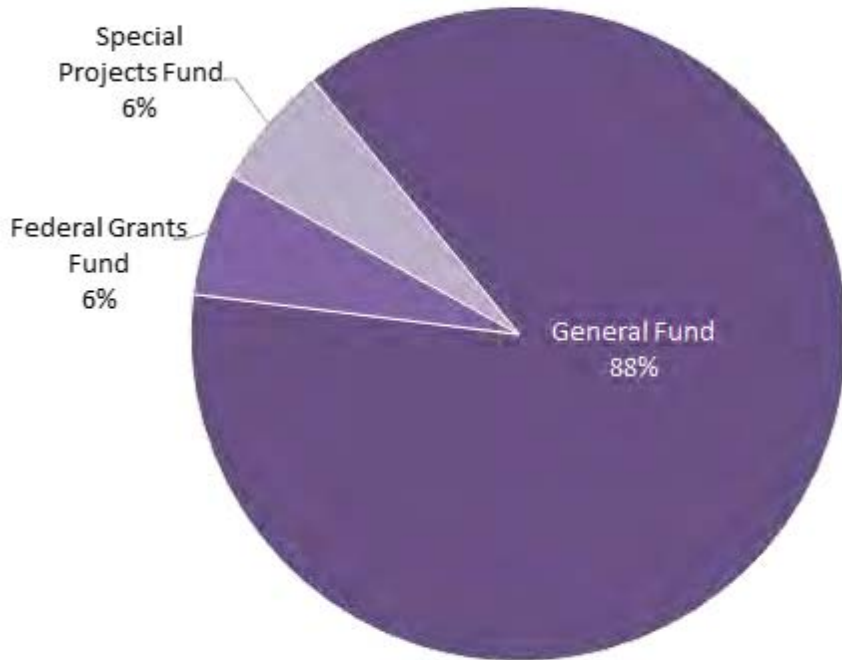


To promote and ensure public safety and order through effective, efficient, and just prosecution.

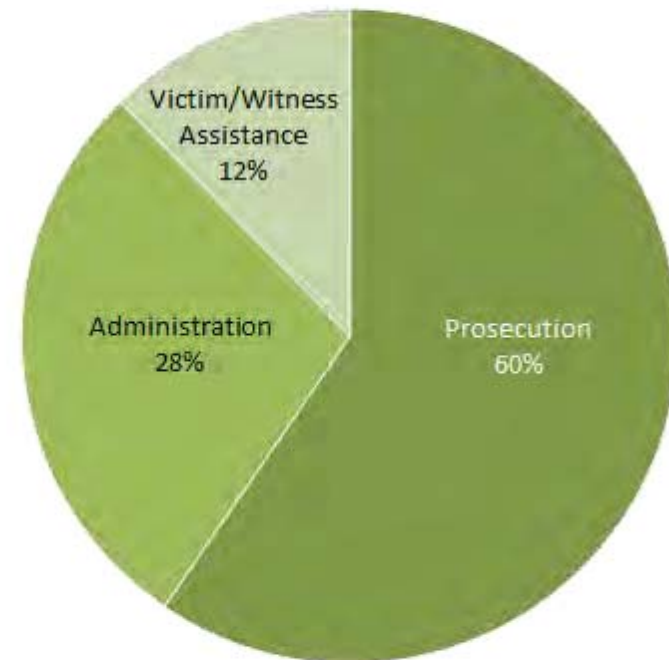
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses



	Revenue (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2014	\$2.56	\$19.91	289.0	46.0	\$68,901	\$14,476	\$14,061
FY 2015	\$2.30	\$20.40	289.0	54.0	\$70,601	\$12,700	\$12,022
FY 2016	\$2.37	\$21.60	289.0	56.0	\$74,736	\$25,501	\$25,392
FY 2017	\$2.89	\$23.65	290.0	51.0	\$81,547	\$55,709	\$54,069
FY 2018	\$2.82	\$22.88	289.0	58.0	\$79,172	\$54,043	\$50,590
Change from last year	-3%	-3%	<-1%	14%	-3%	-3%	-6%
Change over last 5 years	10%	15%	0%	26%	15%	273%	260%

Source: Department of Budget and Fiscal Services. ¹Cost per FTE = Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

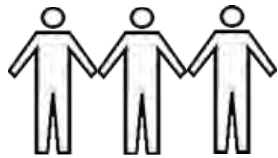
Spending and Staffing



Operating Expenditures

\$22.8 M ▼ **3%**

Total operational expenditures have decreased 3% from \$23.65 million in FY 2017 to \$22.88 million in FY 2018. PAT attributed this in part to one-time security expenditures in FY 2017 and increased vacancies in FY 2018.



Vacant FTE

58 FTE ▲ **14%**

Vacancies have increased by 14%. PAT attributes this to a competitive job market.

Five-Year Trend



- The department's overtime expenditures increased 273% from \$14,476 to \$54,043 over the last five years. PAT attributes this in part to overtime needed to conduct investigations and overtime pay for employees who put in extra hours due to vacancies.

FY 2018 ACCOMPLISHMENTS

- PAT's White Collar Crime Unit secured convictions in several high profile cases of defendants who stole more than \$10 million combined.
- PAT's Safe House provided a secure place for 17 victims of domestic violence or sex trafficking to live while PAT pursued criminal cases against their abusers.
- PAT secured a \$1.2 million grant from the U.S. Department of Justice to create the Honolulu County Human Trafficking Task Force. The task force will investigate and prosecute sex and labor traffickers and provide services for victims.

CHALLENGES MOVING FORWARD — FY 2019

- *PAT staff and attorneys must adjust workflow to incorporate the massive data from HPD's new body-worn cameras. Body cameras increase public and police safety, improve police accountability, and protect officers from false accusations. However, they strain PAT resources by producing boundless amount of video evidence that must be screened.*

Highlights

The Department of the Prosecuting Attorney’s safe house provides refuge for victims of domestic violence, sexual abuse, and sex trafficking. The safe house offers furnished one-bedroom apartments where victims live rent-free while they get back on their feet and their abusers are prosecuted. The 24-hour protection provided by safe house staff give these victims the support and peace of mind needed to testify against their abusers. In FY 2018 the safe house provided protection for 17 victims while pursuing criminal cases against their abusers. Over the last five years felony domestic violence cases have increased by 71% from 324 in FY 2014 to 553 cases in FY 2018. The department attributes this to a change in the law (HRS Section 709-906) effective June 2014. This law generated more felony cases by making physical abuse in the presence of a family or household member under the age of 14 a felony.

In conjunction with the State Office of the Public Defender and the Hawai’i Judiciary, PAT has participated in Community Outreach Court (COC) proceedings. It was created to assist people facing multiple low-level quality of life offenses and alleviate congestion in district courts. The COC does not want to criminalize homelessness but seeks to connect them with services through case managers while providing accountability for outstanding charges and bench warrants. PAT selects defendants from a list of eligible participants determined by the Office of the Public Defender with consultation from social service or healthcare professionals.

Sentences are agreed to in advance by the prosecuting attorney and the public defender. Offenses include violations of park rules and regulations, driving



First Ever Community Outreach Court Hearing in Wai’anae.
Photo Courtesy of the Department of the Prosecuting Attorney

without a license, smoking in prohibited places, drinking liquor in public, and more. Participants are sentenced to community service instead of jail time or fines. All participants are represented by a Deputy Public Defender and are assisted by a social worker/advocate.

	Total Cases			Felony Jury Trials				White Collar Crime	
	Accepted	Resolved ¹	Resolution Rate ²	Total Convictions	Total Non-Convictions	Sit/Lie Cases Total	Elder Abuse Cases	Felony Domestic Violence Cases ³	Total Cases
FY 2014	14,709	10,790	73%	43	93	0	132	324	34
FY 2015	16,348	12,394	76%	23	64	18	199	512	16
FY 2016	28,439	14,665	52%	28	37	58	152	471	20
FY 2017	29,102	15,329	53%	28	27	48	195	592	15
FY 2018	29,489	9,288	31%	53 ⁵	42	42	217	553	19
Change from last year	1%	-39%	-21%	89%	56%	-13%	11%	-7%	27%
Change over last 5 years	100%	-14%	-42%	23%	-55%	--	64%	71%	-44%

Source: The Department of the Prosecuting Attorney. ¹Resolved statistic not fully representative as resolutions may take years to complete and be recorded in different year than initiated. ²Case Resolution Rate = Cases Resolved/Total Cases Accepted.. ³Felony Domestic Violence cases are reported by calendar year. Total includes cases charged, reclassified, and declined. ⁴Figures for Sit/Lie cases provided by PAT only include those that are set for trial and may differ from Hawaii State Judiciary figures. ⁵Convictions include split decisions and felony charged defendants found guilty of a lesser crime.

Chapter 23 - Honolulu Authority for Rapid Transportation

The Honolulu Authority for Rapid Transportation (HART) is a semi-autonomous government unit of the City and County of Honolulu. HART is authorized to develop the city’s fixed guideway system. HART consists of a board of directors, an executive director and the necessary staff.

The Honolulu Rail Transit Project (HRTTP) is a 20-mile rail transit system on Oahu extending from East Kapolei to Ala Moana Center via the Daniel K. Inouye International Airport and the downtown business district. The project includes 21 transit stations and is expected to be fully integrated with the fixed bus route services (TheBus). Full revenue service is projected to begin in 2025.

<p>Administrative Services</p> <ul style="list-style-type: none"> •Oversees services including human resources, information technology, and asset management. 	<p>Planning, Permitting, & Right-of-Way</p> <ul style="list-style-type: none"> •Negotiates with private utility owners. •Obtains required permits. •Carries out land acquisition activities for HRTTP. 	<p>Design & Construction</p> <ul style="list-style-type: none"> •Responsible for planning, designing, and building the HRTTP. •Collaborates with other departments on the development of a fare collection system. 	<p>Budget and Finance</p> <ul style="list-style-type: none"> •Manages HART’s financial resources by providing support for functions including general accounting, grants and federal fund management, and risk management.
<p>Readiness and Activation</p> <ul style="list-style-type: none"> •Responsible for development and implementation of the HART Rail Activation Plan and preparation of the rail system’s operational needs 	<p>System Safety and Security</p> <ul style="list-style-type: none"> •Establishes and implements policies and procedures for system-wide safety and security according to applicable laws and guidelines. 	<p>Quality Assurance</p> <ul style="list-style-type: none"> •Implements the quality assurance system. •Conducts audits and trainings to ensure proficiency. 	<p>Public Information</p> <ul style="list-style-type: none"> •Provides comprehensive strategic and educational communication services and support. •Informs the public of construction-related traffic impacts.
<p>Civil Rights</p> <ul style="list-style-type: none"> •Administers various civil rights and related programs to ensure compliance with applicable laws. 	<p>Government Relations</p> <ul style="list-style-type: none"> •Identifies legislation that may affect the HRTTP. •Acts as a liaison to government entities. 	<p>Project Controls</p> <ul style="list-style-type: none"> •Uses the Contract Management System to manage contracts, provide project control, manage correspondence, handle scheduling, and produce reports. 	

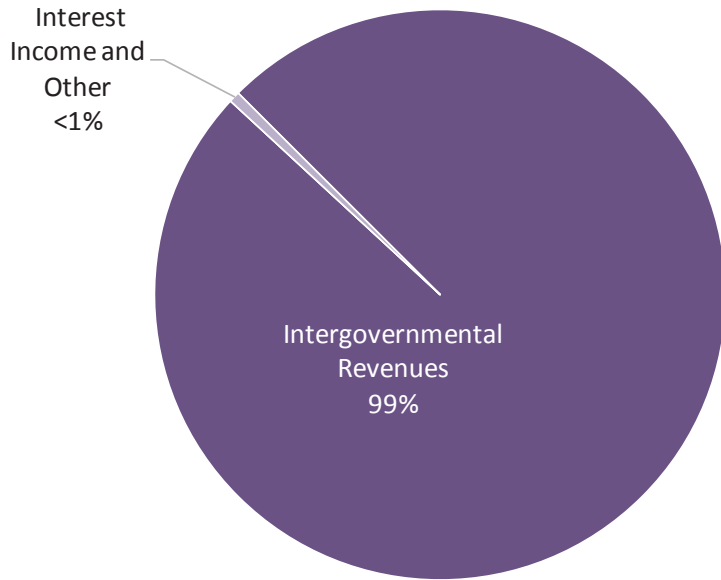


HART’s Mission is to plan, design and construct Honolulu’s high capacity, fixed guideway rapid transit system.

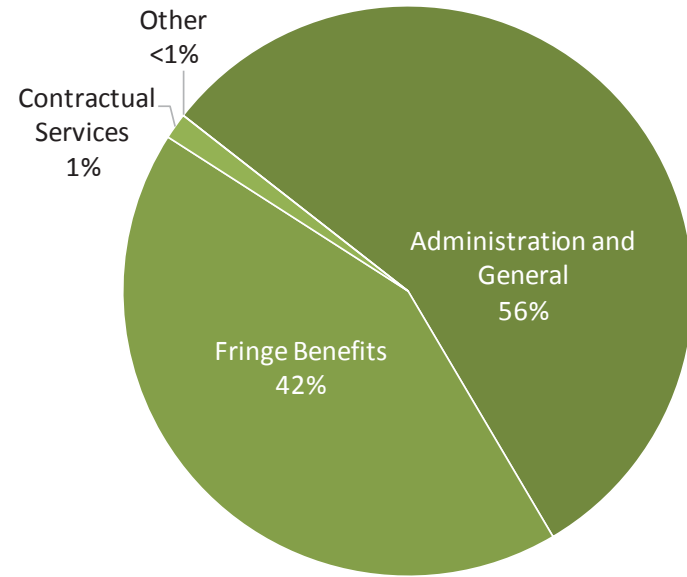
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Operating Expenditures (\$ millions)	Staffing			Total Overtime Expenditures
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	
FY 2014	\$19.42	139	13	\$139,689	\$118,204
FY 2015	\$17.73	139	33	\$127,560	\$149,855
FY 2016	\$18.58	139	24	\$133,651	\$160,765
FY 2017	\$21.88	139	27	\$157,395	\$231,968
FY 2018	\$9.43	137	22	\$68,863	\$273,900
Change from last year	-57%	-1%	-19%	-56%	18%
Change over last 5 years	-51%	-1%	69%	-51%	132%

Source: Honolulu Authority for Rapid Transportation and Financial Statements and Independent Auditor's Report for June 30, 2017 and 2018. ¹Percentages do not total 100% due to rounding. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

Spending and Revenues



Operating Expenditures

\$9.43 M ▼ 57%

HART attributes the decrease to revising its capitalization policy effective July 1, 2017. Approximately \$13,544,000 of operating expenses was capitalized to construction work in progress.



Overtime Expenditures

\$273.9 K ▲ 18%

HART attributes this increase to all functional areas of the organization as the project progresses.



Revenues

\$299.8 M ▲ 33%

The department attributes the increase to intergovernmental and other funding, and interest revenues. HART did not receive federal grant monies in FY 2018.

Five Year Trends



- Over the last five years, total operating expenditures decreased by 51%. The department attributes this to the implementation of its new capitalization policy.



- Over the last five years, total overtime expenditures increased 132%. The department attributes this to an increase in all functional areas of the organization progresses and negotiated salary increases for some employees.

FY 2018 ACCOMPLISHMENTS

- In September 2017 the City and HART received state Legislature approval for extending the GET surcharge 3 years to 2030, and increasing the TAT 1% for 13 years with the additional revenue earmarked for rail. Together the additional GET and TAT is projected to raise \$2.51 billion.
- The first column for the Airport Guideway and Stations project was poured in December 2017; the contractor has built 57 columns, drilled 94 foundation shafts, and manufactured 731 pre-cast segments, which will form the elevated guideway.

CHALLENGES MOVING FORWARD — FY 2019

- Using a comprehensive approach to settle a major delay claim with AnsaldoHonoluluJV and applying that approach to resolve all delay claims covering East Kapolei to Middle Street to clear the way for interim operations.
 - Completing station construction in time to begin limited passenger service by the end of 2020.

Assets and Revenues

Capital assets increased 17% from \$2838.95 million in FY 2017 and 180% from \$1184.64 million in FY 2014 to \$3314.18 million in FY 2018. HART attributed this increase to the continued construction of the rail project. The first ten miles of the guideway and the maintenance and storage facility are near completion and closeout.

In FY 2018, HART did not receive any federal grant revenue. The department explained that there were no federal grant monies to draw down. The FTA did not release additional dollars for reimbursement in FY 2018.

Throughout FY 2018, the feasibility of introducing a Public-Private-Partnership (P3) project delivery method for the City Center and Pearl Highlands projects, was studied, analyzed, and stakeholder discussions, led to HART Board approval in September 2018. This resolves the project delivery approach for the last major portion of the project. Efforts included conducting major industry outreach, engaging EY Infrastructure Advisors, and producing a detailed white paper for the HART Board inclusive of a risk analysis comparing Design-Build (DB) and Design-Build Finance Operate and Maintain project (DBFOM) delivery methods. The P3 Request for Proposals, Part 1, for City Center and Pearl Highlands was released to industry, kicking off a 14-month procurement process.

In FY 2018, Hawaiian names for the first 9 rail stations were developed by a working group under HART leadership. An Associates Degree program using a curriculum developed jointly by HART, AnsaldoHonolulu JV and Leeward

Community College was established in early 2018 and saw the initial enrollment of 16 students, geared toward future employment in operations and maintenance (O&M) for the Honolulu Rail System.

HART continues to plan for Interim Service with the development of an O&M Transition Plan via joint cooperation with the city's Department of Transportation Services, as well as the formation of an Interim Services Task Force to identify and resolve all issues necessary for Interim Service.



HART Maintenance and Storage Facility

Source: Honolulu Authority for Rapid Transportation

	Non-Operating Revenues				
	Capital Assets (\$ millions)	Intergovernmental Revenues (\$ millions)	Federal Grants (\$ millions)	Interest Income and Other	Total Non-Operating Revenues (\$ millions) ¹
FY 2014	\$1184.64	\$218.39	\$107.12	\$1,074,954	\$326.58
FY 2015	\$1708.62	\$223.67	\$158.03	\$573,117	\$382.27
FY 2016	\$2259.68	\$233.32	\$187.00	\$603,214	\$420.92
FY 2017	\$2838.95	\$223.35	\$126.50	\$663,825	\$350.51
FY 2018	\$3314.18	\$297.90	\$0.00	\$1,851,115	\$299.75
Change from last year	17%	33%	-100%	179%	-14%
Change over last 5 years	180%	36%	-100%	72%	-8%

Source: Honolulu Authority for Rapid Transportation and Financial Statements and Independent Auditor's Report for June 30, 2017 and 2018. ¹Operating revenues of HART will be realized when rail system operations commence.

Rail Station Construction Progress, FY 2018

Station Name	Station Location	% Complete
Kualakai	East Kapolei, near Kroc Center	54%
Keoneae	UH West Oahu	72%
Honouliuli	DR Horton Hoopili housing development	67%
Hoaeae	Waipahu at Farrington Highway and Leoku Street	82%
Pouhala	Waipahu Transit Center	71%
Halaulani	Leeward Community College	68%
Waiawa	Pearl Highlands	53%
Kalauao	Pearlridge Center	39%
Halawa	Aloha Stadium	28%

Source: FY 2018 City Department and Agency Report



Aerial view of the Hoaeae Station in Waipahu

Source: Honolulu Authority for Rapid Transportation



Pearlridge Station

Photo Courtesy of the Honolulu Authority for Rapid Transportation

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Chapter 24 - Royal Hawaiian Band

The Royal Hawaiian Band (RHB) performs at community and educational concerts, official ceremonies, cultural events, special programs, and parades. This historic organization, founded by King Kamehameha III in 1836, is the only full-time municipal band in the United States and is the only band in the country established by a royal kingdom.

To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the band's administration has established four goals and objectives:

- Maintain a high level of musical performance excellence and efficiently manage the resources of the band.
- Provide musical services to various segments of the community through a variety of programs and performances.
- Promote the City and County of Honolulu through the production of recordings, concerts, parades, and tours that feature the music of Hawai'i.
- Promote and perpetuate the history and culture of Hawai'i through the performance of traditional and contemporary Hawaiian music and dance.

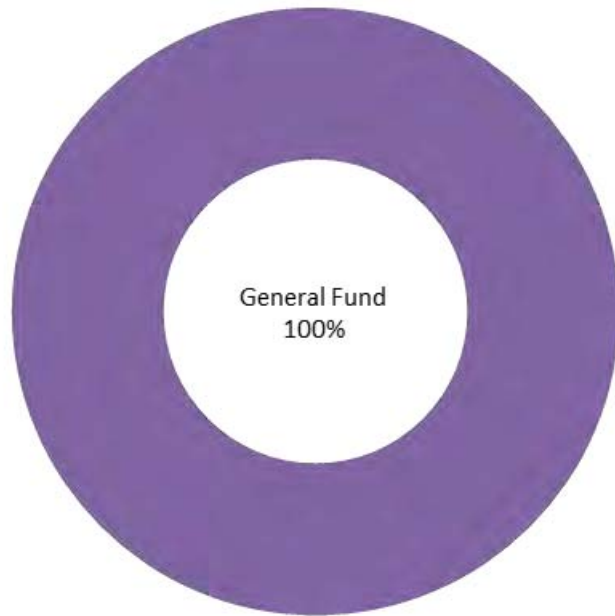


To serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events to create goodwill and promote Honolulu and the State of Hawai'i through its music.

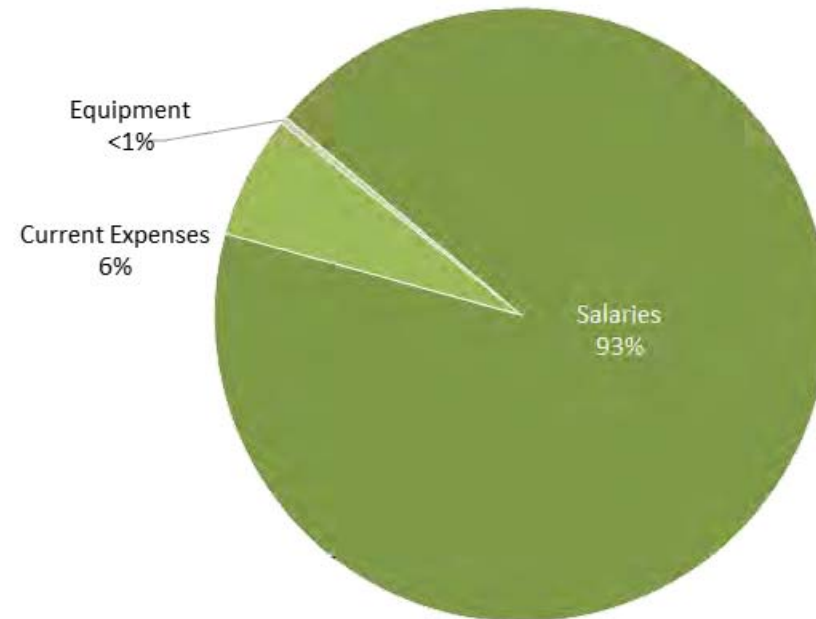
Mission Statement

Spending and Staffing

Fund Sources



Fund Uses¹



	Operating Expenditures	Revenues ²	Authorized Staffing		Cost Per FTE ³	Total Overtime Expenditures ⁴	Total Number of Performances	Citizen Survey (% Excellent or Good)	
			Total Authorized FTE	Vacant Authorized FTE				Opportunities to Attend Cultural/Arts/Music Activities	
FY 2014	\$1,967,457	\$0	40	4	\$49,186	\$30,888	357	62%	
FY 2015	\$2,045,185	\$1,800	41	4	\$49,883	\$34,401	373	46%	
FY 2016	\$2,159,429	\$3,900	40	5	\$53,986	\$37,790	367	50%	
FY 2017	\$2,306,603	\$200	40	7	\$57,665	\$51,528	378	48%	
FY 2018	\$2,269,570	\$1,200	40	7	\$56,739	\$42,136	366	51%	
Change from last year	-2%	500%	0%	0%	-2%	-18%	-3%	6%	
Change over last 5 years	15%	-	0%	75%	15%	36%	3%	-18%	

Source: Department of Budget and Fiscal Services, Royal Hawaiian Band, and National Citizen Survey (Honolulu). ¹Percentages do not total 100% due to rounding. ²Revenues for FY 2016 include a \$2,700 reimbursement for miscellaneous costs related to a private performance. ³Cost per FTE = Operating Expenditures/Total Authorized FTE. ⁴Overtime pay is established by bargaining unit agreement, as applicable, and total overtime consists of non-holiday overtime only.

Spending



Overtime Expenditures

\$42.1 K ▼ **18%**

The department attributes the decrease to the increased sponsor supported assistance in concert performances and concert venues.

National Citizen Survey



51% of respondents rated their opportunities to attend cultural/arts/music activities as *excellent or good* in FY 2018, a 3% increase from FY 2017. This rating is similar to benchmark comparisons.



Royal Hawaiian Band performing at Hawaii's Book and Music Festival

Source: Royal Hawaiian Band

FY 2018 ACCOMPLISHMENTS

- The Royal Hawaii Band office facility located adjacent to the Waikiki Shell had been planned for renovation for many years and became a reality in FY 2018. The renovation is scheduled to begin in November 2018 with completion in late 2019.

CHALLENGES MOVING FORWARD — FY 2019

- *Vacating the department's office facility and moving operations to a different temporary location. Through the help of the Department of Enterprise Services, RHB was able to secure an arrangement for the use of the Neal Blaisdell Center Kauai Room during the renovation.*
- *The major difficulty during the transition was trying to keep RHB fully operational and (for a short period) moving and running office operations in two places at the same time.*

Performances



Royal Hawaiian Band aboard the Hokule'a

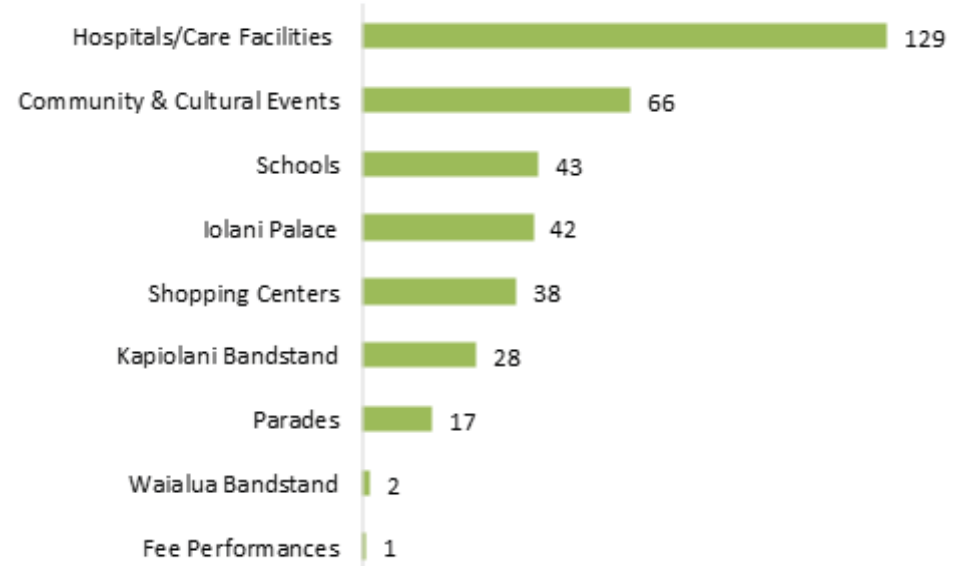
Source: Royal Hawaiian Band



Royal Hawaiian Band performing at The 'Iolani Palace

Source: Royal Hawaiian Band

Where Did the Royal Hawaiian Band Perform in FY 2018?



Source: Royal Hawaiian Band

Chapter 25 - Department of Transportation Services

The Department of Transportation Services' (DTS) goal is to provide a safe and efficient transportation system for the City and County of Honolulu. It accomplishes this through effective management of resources to plan, design, implement, operate, and maintain city streets, highways, transit systems, and city transportation facilities. DTS also has jurisdiction over the efficient movement of vehicles, pedestrians, bicycles, and other modes of transportation through the city's transportation infrastructure.

The department's administration plans, directs and coordinates the operational activities of the divisions and serves as the liaison to the Transportation Commission. Administration oversees the following four divisions:

Transportation Planning

- Coordinates the department's transportation planning concepts and initiatives.

Public Transit

- Responsible for the city's fixed-route bus transit system and the paratransit system.
- Oversees O'ahu Transit Services, which manages the public transit system for the city.

Traffic Engineering

- Conducts studies and analysis to promote the safe, efficient, and effective operation of the city's streets, roadways and related facilities.

Traffic Signals and Technology Designs

- Maintains over 800 state and city traffic signals on O'ahu.
- Operates the Traffic Management Center.

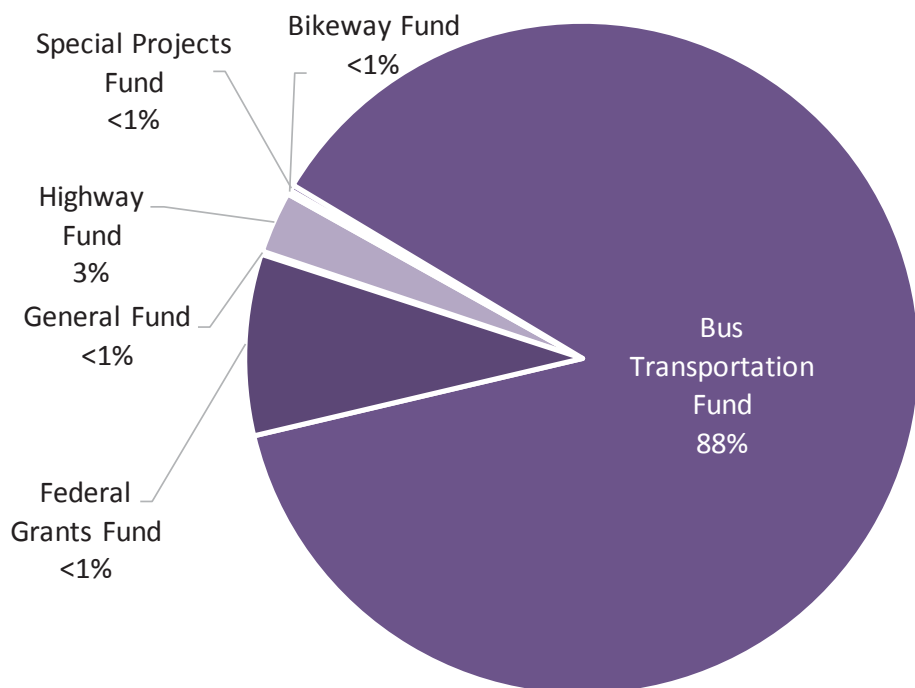


The Department of Transportation Services plans, designs, engineers and implements a safe and efficient multi-modal transportation system for the City and County of Honolulu.

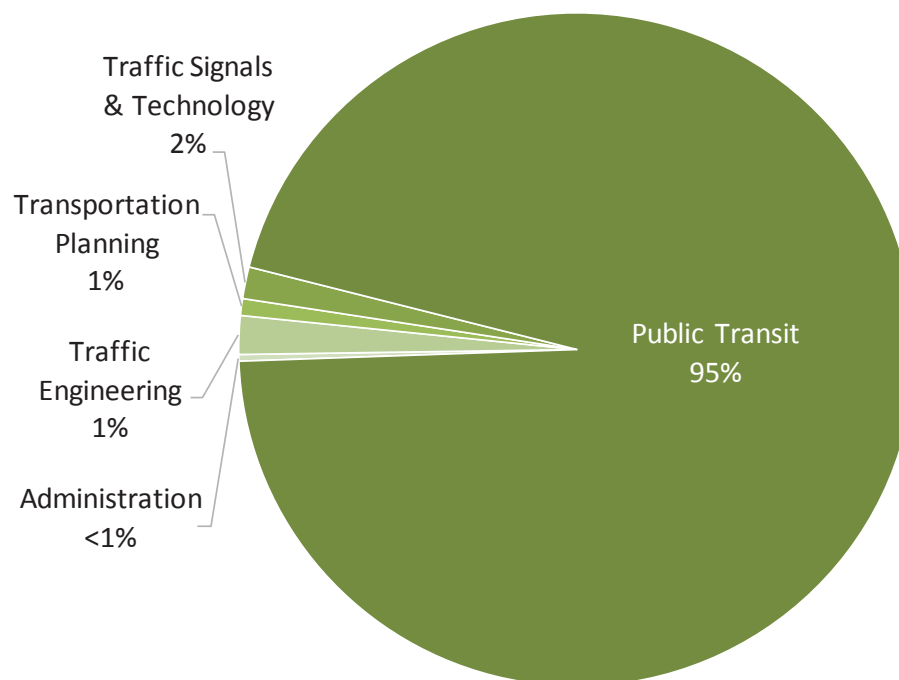
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing		Cost Per FTE ² (\$ millions)	Total Overtime Expenditures ³
			Total Authorized FTE	Total Vacant FTE		
FY 2014	\$235.16	\$91.63	115	31	\$2.04	\$290,151
FY 2015	\$240.76	\$87.27	105	16	\$2.29	\$268,254
FY 2016	\$250.73	\$80.15	107	14	\$2.34	\$287,677
FY 2017	\$254.85	\$88.11	110	15	\$2.32	\$374,426
FY 2018	\$269.45	\$82.71	111	21	\$2.43	\$423,175
Change from last year	6%	-6%	1%	40%	5%	13%
Change over last 5 years	15%	-10%	-3%	-32%	19%	46%

Source: Department of Budget and Fiscal Services. ¹Percentages do not total 100% due to rounding ²Cost Per FTE = Operating Expenditures (DTS+Oahu Transit Services/Total Authorized FTE (DTS only)). ³DTS total overtime expenditures is comprised of non-holiday overtime only and overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing



Operating Expenditures

\$269.45M ▲ 6%

The department attributes the increase to the Public Transit Division for the restoration of bus service hours, Route 55 service improvements and the Fare Collection System upgrades.

Five Year Trends



- The department's operating expenditures increased 15% from \$235.16 million to \$269.45 million over the last five years.



Overtime

\$423,175 ▲ 13%

The department attributes the increase to the Traffic Signals and Technology Division. Specifically, the division supported President Trump's visit to Oahu and Waikiki, rail construction, and an increase in city co-sponsored events.



- Total overtime expenditures increased 46% between FY 2014 and FY 2018. DTS attributes the increase to the Traffic Signals and Technology Division due to many significant public events impacting the city right of way, and a steady increase of city's city-sponsored events.

FY 2018 ACCOMPLISHMENTS

- Provided approximately 210,000 paratransit trips with several nonprofit agencies.
- Completed 161 survey reports for traffic (vehicle and bicycle) volume and speed classification.
- Installed 1,026 additional smart parking meters in the McCully-Moilili and University areas.

CHALLENGES MOVING FORWARD — FY 2019

- *<Information Requested from Department>*

Administration and Transportation Planning

Administration plans, directs and coordinates the department's personnel, budget, and fiscal management activities. The department's goals are to provide greater and improved safety for all modes of transportation, and incorporating Complete Streets principles that balance multiple modes of travel, including TheBus, TheHandiVan, motor vehicles, bicycles, pedestrians and rail (under construction) which are incorporated into the planning, design, and construction of city transportation facilities and projects such as the city's Transit-Oriented Development (TOD) plans and projects.

DTS values the input from the communities that will be affected by Complete Streets, and as a result has been holding meetings with the public in the last couple of years. The public can learn more about the *Complete Streets* current projects and schedule events at: <https://www.honolulu.gov/completestreets>

In the 2018 National Citizen Survey, residents were asked how much they support or oppose the City and County expanding the Complete Streets programs and infrastructure, such as bike lanes, median islands, or special bus lanes. The majority (70%) of those surveyed support the project.

Residents were then asked how important, if at all, it was for the City to provide additional meetings for residents impacted by Complete Streets in the next 2 years. Of those residents, 13% believe it is essential, 30% believe it is very important, and 45% believe it is somewhat important.

Honolulu's Complete Streets Projects



Image courtesy of Department of Transportation Services

	Operating Expenditures		Complaints Referred to DTS Administration			Transportation Planning	
	Administration	Transportation Planning (\$ millions)	Mayor's/MD's DART ¹ and RISRs ²	Customer Service Department Referrals	Complete Streets Meetings with the Public ³	Active Grants Managed	Transportation Improvement
							Program Projects
FY 2014	\$576,376	\$1.20	881	924	--	19	21
FY 2015	\$558,922	\$1.53	1050	1,104	--	21	18
FY 2016	\$2,815,949	\$2.05	711	1,053	--	14	26
FY 2017	\$578,417	\$1.95	741	1,040	1	16	25
FY 2018	\$861,856	\$2.17	738	1,014	18	15	26
Change from last year	49%	11%	<%1	-3%	1700%	-6%	4%
Change over last 5 years	50%	81%	-16%	10%	--	-21%	24%

Source: Department of Budget and Fiscal Services and Department of Transportation Services. ¹DART- Mayor's Document and Record Tracking System. ²RISR- Managing Director's Request for Investigation and Service Report. ³DTS did not track Complete Streets Meetings with the Public from FY2014-FY2016

The Public Transit Division (PTD) plans and directs the city’s public transit system, including both TheBus and TheHandi-Van. PTD oversees the city’s contract with O`ahu Transit Services, Inc. (OTS), which is responsible for managing and operating both TheBus and TheHandi-Van. PTD is comprised of three branches, the Fixed Route Operations Branch, The Paratransit Operations Branch, and the Facilities and Equipment Branch.

In FY 2018, the department implemented TheBus service improvements including:

- Additional service for route numbers 2 (Waikiki/School/Middle), 20 (Waikiki/Pearlridge), 43 (Waipahu/Honolulu/Alapai), 55 (Honolulu/Kaneohe/Haleiwa), and more;
- Initiated redesign of Windward bus routes, completed public engagement, and continued to review the proposed restructuring of route numbers 87 (Windward Express-Kailua), PH4 (Kaneohe/Kahaluu/Pearl Harbor Express), and more; and
- Constructed or repaired 40 bus shelters and constructed five new pedestrian transit connections.

TheBus and TheHandiVan Fares, FY 2018

Fare Category	Current Fare Amount (effective date 1/1/18)
TheBus Adult Single Fare	\$2.75
TheBus Adult Day Pass	\$5.50
TheBus Adult Monthly Pass	\$70
TheBus Adult Annual Pass	\$770
Paratransit Eligible	\$35
Senior Monthly Pass	\$6
Senior Annual Pass	\$35
TheHandi-Van one way fare	\$2

Source: Department of Transportation Services and O`ahu Transit Services

	Public Transit				Bus Subsidy (\$ millions)			Citizen Survey (% Excellent or Good)	
	Operating Expenditures (\$ millions)	Bus Fare (\$ millions)	Bus Operating Cost (\$ millions)	Fare Box Recovery % ¹	General Fund	Highway Fund	Total Subsidy	Bus or transit services	Ease of Travel by Public Transportation
FY 2014	\$227.43	\$54.98	\$183.77	30%	\$99.42	\$50.79	\$150.21	61%	38%
FY 2015	\$231.65	\$55.06	\$187.43	29%	\$109.59	\$39.13	\$148.72	61%	33%
FY 2016	\$238.00	\$53.22	\$186.67	29%	\$127.92	\$33.69	\$161.60	63%	32%
FY 2017	\$244.96	\$51.44	\$193.46	27%	\$147.06	\$24.91	\$171.96	46%	33%
FY 2018	\$257.31	\$54.15	\$202.62	27%	\$127.67	\$40.23	\$167.90	62%	47%
Change from last year	5%	5%	5%	0%	-13%	62%	-2%	16%	14%
Change over last 5 years	13%	-2%	10%	-10%	28%	-21%	12%	1%	9%

Source: Department of Budget and Fiscal Services and Department of Transportation Services. ¹Farebox recovery set by Resolution 00-29, CD1 at 27-33% bus fare revenues to operating costs.

Public Transit – TheBus and TheHandi-Van

TheBus (Fixed Route)

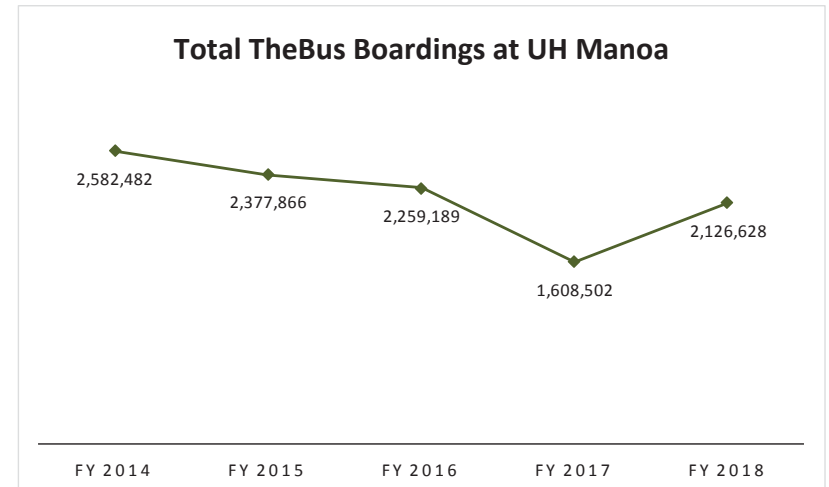
Total TheBus Boardings at UH Manoa has increased by 32% in the past year, from 1.6 million boardings in FY 2017 to 2.1 million boardings in FY 2018

TheHandi-Van (Demand Response)

TheHandi-Van provides transportation service for persons with disabilities who are functionally unable to independently use TheBus. Over the last five years, total TheHandiVan boardings increased 8% from 882,084 in FY 2014 to 952,971 in FY 2018.

Human Services Transportation Coordination Program

The Paratransit Operations Branch monitors performance and provides policy guidance and direction for TheHandi-Van, the Americans with Disabilities Act (ADA) complementary paratransit service for persons with disabilities who are functionally unable to independently use TheBus. This branch also oversees the city’s Human Services Transportation Coordination Program, which supports transit-related activities addressing the needs of senior citizens, low-income households, and persons with disabilities.



Source: Department of Transportation Services and O’ahu Transit Services

	Fixed Route (TheBus)					Demand Response (TheHandi-Van)				
	Total Bus Hours (millions)	Passenger Boardings (millions)	Average Weekday Ridership	Total TheBus Boardings at UH Manoa ¹	Operating Expense per Passenger Boarding ²	Total Service Hours	Passenger Boardings	Total Handi-Van Boardings at UH-Manoa ¹	Average Weekday Ridership	Operating Expense per Passenger Boarding ²
FY 2014	1.45	66.29	208,430	2,582,482	\$2.77	432,965	882,084	1,087	2,912	\$41.55
FY 2015	1.50	71.09	222,873	2,377,866	\$2.64	437,533	843,402	1,435	2,781	\$47.70
FY 2016	1.54	68.27	214,059	2,259,189	\$2.73	499,771	890,453	1,451	2,895	\$49.92
FY 2017	1.51	65.22	206,669	1,608,502	\$2.97	439,151	920,453	1,888	2,986	\$55.32
FY 2018	1.55	64.06	200,070	2,126,628	\$3.16	452,708	952,971	1,964	3,065	\$50.90
Change from last year	3%	-2%	-3%	32%	6%	3%	4%	4%	3%	-8%
Change over last 5 years	7%	-3%	-4%	-18%	14%	5%	8%	81%	5%	23%

Source: Department of Transportation Services. ¹UH-Manoa boardings are for 26 bus stops in and adjacent to UH-Manoa and are based on weekly ridership data. ²American Public Transportation Association: data for Unlinked Passenger Trips, also called boardings, is the number of times passengers board public transportation vehicles, FY 2014 to FY 2018.

Traffic Engineering

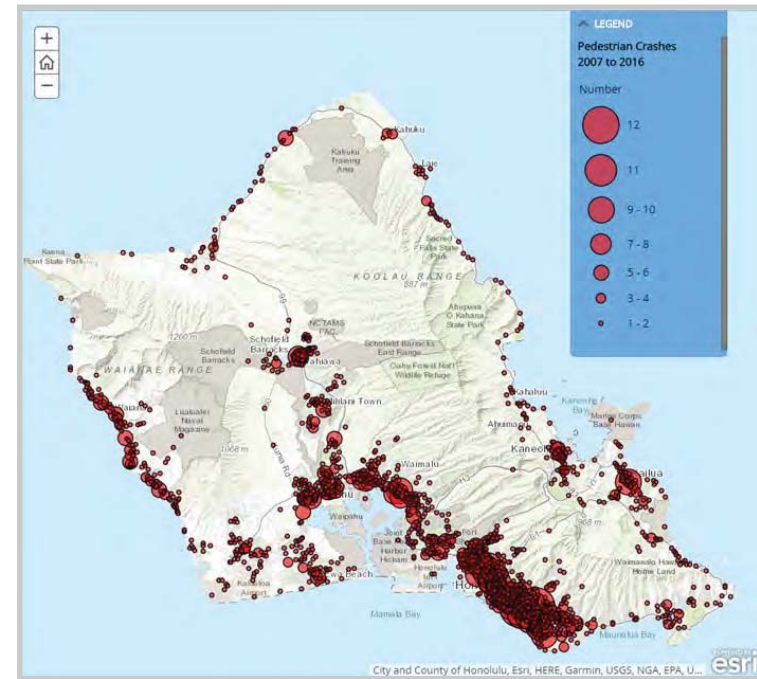
Traffic Engineering’s mission is to provide safe and efficient operations for all city roads and streets; vehicles, pedestrians and bicycles; and the movement of people and goods. The Traffic Engineering Division conducts studies and analyses to promote the safe, efficient and effective use and operation of the city’s streets, roadways and appurtenant facilities; coordinates and implements engineering programs and projects to improve traffic flow and safety; prepares and processes legal schedules in accordance with the traffic code; administers the city’s bikeway, pedestrian safety, and traffic safety and education programs; and administers the school traffic safety committee.

As a part of the Age-Friendly Honolulu Initiative, the city and county has been collecting data on pedestrian crashes in the City and County of Honolulu. The City believes a pedestrian-friendly environment is one of the most important features of an age friendly city.

This initiative aligns with the public’s concerns. In the National Citizen Survey (NCS), about 46% of residents rated the ease of walking in Honolulu as excellent or good. However, ratings for ease of travel by bicycle as *excellent* or *good*, increased from 24% in FY 2017 to 28% in FY 2018.

Residents were also asked how much they support or oppose the city and county increasing efforts to reduce pedestrian fatalities, even if it involved raising taxes or fees. A majority (88%) of those surveyed strongly support efforts to reduce pedestrian fatalities.

Pedestrian Crashes on O`ahu, 2007 – 2016



Map courtesy of Department of Health and Age Friendly Honolulu

<http://agefriendlyhonolulu.com/>

The city and county are looking into different ways to improve pedestrian safety. For example, the city has removed crosswalks across Oahu. DTS does not maintain statistics by fiscal year on the number of crosswalks removed.

	Operating Expenditures (\$ million)	Traffic Engineering Studies	Minor Traffic & Bikeway Projects	Total Miles of Bike Lanes	Total Crosswalks Removed ¹	Pedestrian Safety Improvements Installed ¹	Safety Campaigns	Traffic Fatalities		Citizen Survey (% Excellent or Good)	
								Pedestrian ²	Bicycle	Ease of Walking	Ease of Travel by Bicycle
FY 2014	\$2.2	1,444	18	--	--	--	10	24	2	52%	20%
FY 2015	\$3.6	1,642	16	8.4	--	--	11	21	1	39%	20%
FY 2016	\$3.2	1,420	8	6.2	--	--	23	18	0	50%	28%
FY 2017	\$2.6	1,569	14	7.4	--	--	42	10	2	47%	20%
FY 2018	\$5.0	1,504	18	6.8	--	--	41	23	1	46%	28%
Change from last year	93%	-4%	29%	-8%	--	--	-2%	130%	-50%	-1%	8%
Change over last 5 years	123%	4%	0%	--	--	--	310%	-4%	-50%	-6%	8%

Source: Department of Budget and Fiscal Services, Department of Transportation Services, and 2018 National Citizen Survey (Honolulu). ¹DTS does not maintain statistics by fiscal year on *Crosswalks Removed* or *Crosswalk Countermeasures Installed*.

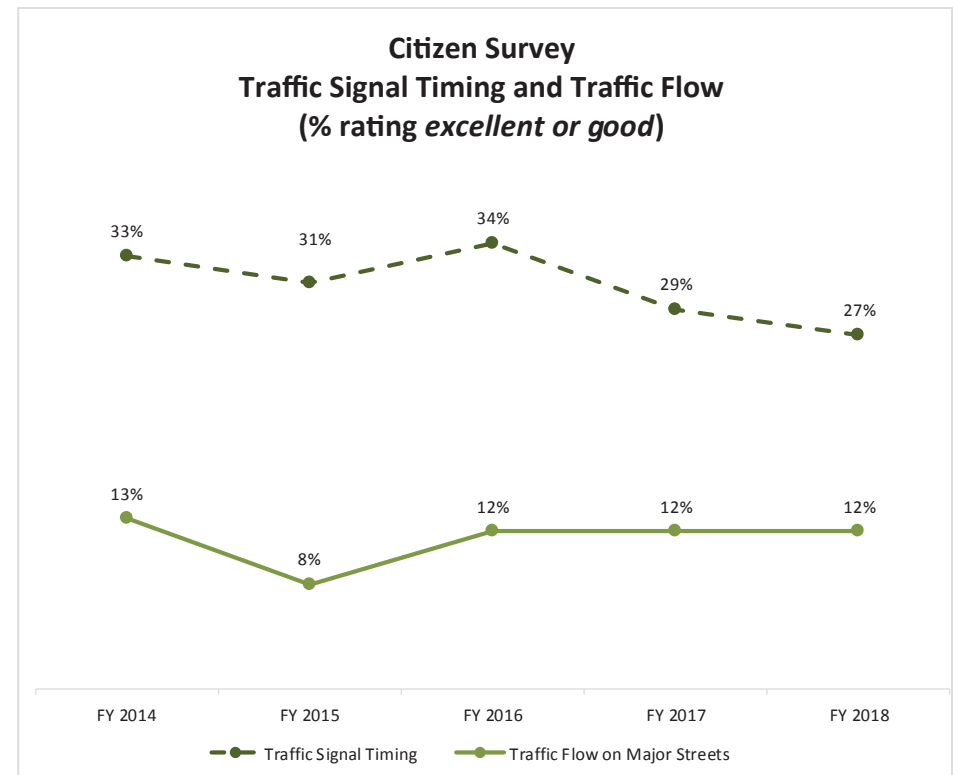
Traffic Signals and Technology

Traffic Signals and Technology (TST) is responsible for the Honolulu Traffic Management Center and implementation of the city's *Intelligent Transportation System* program to improve existing highway traffic efficiency through technology. It designs, implements, operates and maintains nearly 800 city and state traffic signals and 86 emergency vehicle pre-emption systems on O`ahu. Management of these systems is essential to meeting the department's goal of providing safe and efficient transportation for residents.

In FY 2018, DTS responded to 94.9% of traffic light complaints within eight hours. During the past year, the department installed traffic signals at the intersections of Harding Avenue and Seventh Avenue, and Diamond Head Road and Makapuu Avenue. It also added protected left turn signals at the Pacific Heights Road and Pauoa Road intersection.

The Traffic Signals and Technology division in FY 2018 also supported high security/high profile events such as Lions International Convention, Hokulea's Return, International Union for Conservation of Nature (IUCN) World Conservation Congress, Pearl Harbor 75th Anniversary, visits by Presidents Obama and Trump, and the Parade of Champions.

In this year's National Citizen Survey (NCS), only 12% of residents surveyed rated traffic flow on major streets as excellent or good. Less than half of residents surveyed (27%) rated traffic signal timing as excellent or good. Both of these ratings are lower than the national benchmark.



Source: 2018 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ million)	Total Traffic Cameras	Traffic Signals Inspected	Responses to Traffic Light Complaints (within eight hours)	Responses to Complaints	Responses to Legal Issues	Street Use Permits	Special Events
FY 2014	\$3.72	229	649	--	500	31	9,062	106
FY 2015	\$3.45	254	622	89.8%	513	27	8,825	100
FY 2016	\$4.71	256	619	90.8%	511	23	7,365	185
FY 2017	\$4.78	278	623	92.0%	495	12	8,951	170
FY 2018	\$4.10	304	646	92.6%	501	10	9,760	161
Change from last year	-14%	9%	4%	1%	1%	-17%	9%	-5%
Change over last 5 years	10%	33%	-0.5%	--	<1%	-68%	8%	52%

Source: Department of Budget and Fiscal Services and Department of Transportation Services.

Chapter 26 - Honolulu Board of Water Supply

By city charter, the Honolulu Board of Water Supply (BWS) has full and complete authority to manage, control, and operate all city water systems on O‘ahu. BWS focuses its efforts on the following objectives: resource sustainability, economic sustainability, and organizational sustainability.

As a semi-autonomous agency, BWS is governed by a seven-member board. Five of the members are appointed by the mayor and confirmed by the City Council, the Director of the City’s Department of Facility Maintenance (ex-officio), and the Director of the State’s Department of Transportation (ex-officio). The board is a policy-making body that appoints candidates to the Office of the Manager and Chief Engineer (OMCE) to administer the department. BWS consists of 9 divisions:

<p>Customer Care</p> <ul style="list-style-type: none"> •Handles customer contracts. •Conducts billing operations. •Investigates consumers’ service problems. 	<p>Finance</p> <ul style="list-style-type: none"> •Directs accounting activities. •Conducts financial studies. •Administers long-term bonded debt and bond sales. 	<p>Information Technology</p> <ul style="list-style-type: none"> •Develops BWS databases, hardware and software, network telephone, and call center systems. 	<p>Water Quality</p> <ul style="list-style-type: none"> •Ensures the department’s compliance with all environmental laws, rules, and regulations.
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<p>Capital Projects</p> <ul style="list-style-type: none"> •Administers the Capital Improvement Program •Oversees construction of all waterworks facilities. 	<p>Field Operations</p> <ul style="list-style-type: none"> •Maintains all waterworks facilities, service connections, and department buildings and grounds. 	<p>Water System Operations</p> <ul style="list-style-type: none"> •Responsible for the operations of pumping and water treatment plant equipment and facilities. 	<p>Land</p> <ul style="list-style-type: none"> •Acquires water rights, land, and land interests. •Maintains knowledge of water rights and land values. 	<p>Water Resources</p> <ul style="list-style-type: none"> •Conducts hydrologic and geologic monitoring. •Conducts hydraulic water system analysis.
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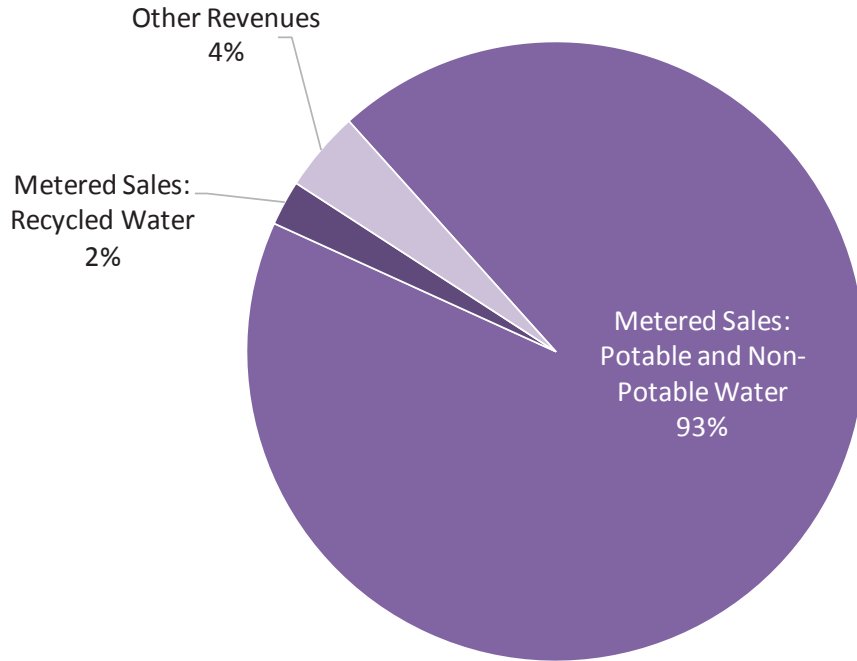


The Board of Water Supply provides safe, dependable, and affordable water now and into the future.

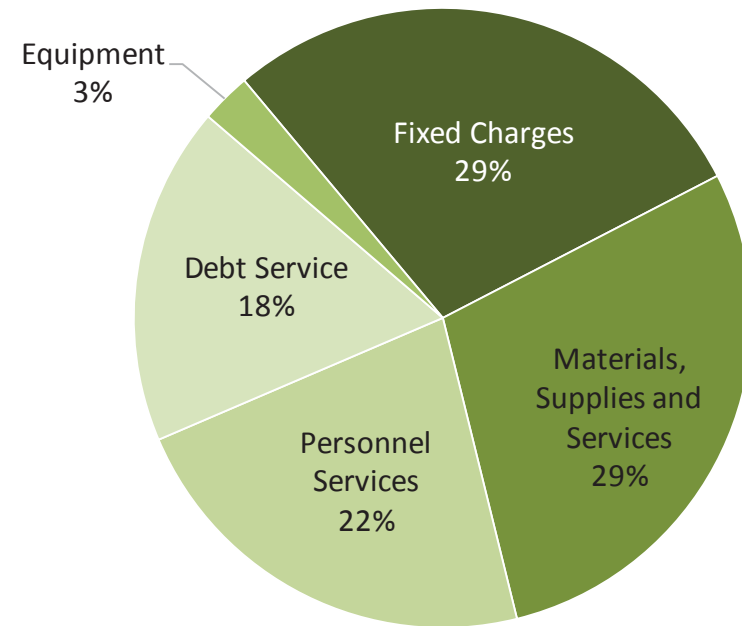
Mission Statement

Spending and Staffing

Fund Sources¹



Fund Uses¹



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Debt Service (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total Overtime Expenditures (\$ millions)
FY 2014	\$141.50	\$197.50	\$20.51	714	232	\$198,182	\$2.31
FY 2015	\$149.45	\$217.76	\$15.40	714	233	\$209,317	\$2.20
FY 2016	\$149.50	\$243.59	\$17.89	714	210	\$209,388	\$2.32
FY 2017	\$169.37	\$236.22	\$36.59	714	200	\$237,206	\$2.49
FY 2018	\$171.40	\$238.22	\$30.32	714	201	\$240,052	\$2.81
Change from last year	1%	1%	-17%	0%	1%	1%	13%
Change over last 5 years	21%	21%	48%	0%	-13%	21%	21%

Source: Honolulu Board of Water Supply.¹Percentages do not total 100% due to rounding. ²Cost per FTE = Total Operating Expenditures/Total Authorized FTE

Spending



Overtime Expenditures

\$2.81 M ▲ 13%

The department attributes the increase to efforts to improve the operation of pumping and water treatment facilities, and the cost to repair main breaks.

Five Year Trends



- The department's operating expenditures increased 21% from \$141.5 million to \$171.4 million over the last five years according to BWS, this is due to *(Department did not provide commentary on this trend)*.



- Total overtime increased 21% from \$2.31 million to \$2.81 million over the last five years according to BWS, this is due to *(Department did not provide commentary on this trend)*.

FY 2018 ACCOMPLISHMENTS

- Board of Directors approved a revised five-year Schedule of Rates and Charges that will be in effect from July 2018 to July 2022.
- Initiated the implementation phase of the 20-year, \$33 million Energy Savings Performance Contract with NORESKO LLC for renewable energy and operational improvements.

2018 National Citizen Survey

- Drinking water quality received a rating of **75%** excellent or good, a 6% increase over last year.



- About **89%** of citizens reported making an effort to conserve water in 2018. This rating is a 5% increase over last year.



Energy Savings Performance Contract Solar Panels

Source: Honolulu Board of Water Supply

CHALLENGES MOVING FORWARD — FY 2019

- *Developing water system resiliency plans for natural disasters and climate change.*
- *Having the ability to deliver water following natural disasters.*

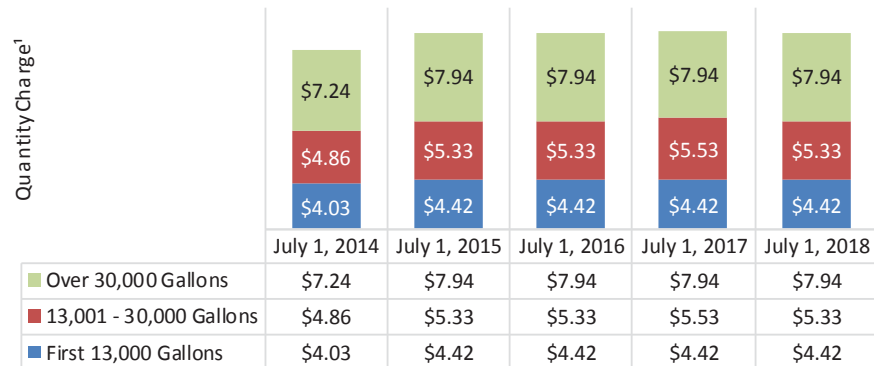
Water Rates

The Board of Water Supply manages O’ahu’s municipal water resources and distribution system, providing residents with a safe, dependable, and affordable drinking water supply now and into the future. As the largest municipal water utility in the State of Hawai’i, the BWS delivered potable and non-potable water to approximately one million customers on O’ahu in FY 2018. The BWS manages an intricate system, consisting of 194 groundwater wells and source pumps, 171 reservoirs, and 2,100 miles of pipeline.

One of BWS’ strategic goals is to promote financial sustainability. To that end, the agency implements fiscal strategies to finance operational and capital needs that provide safe, dependable and affordable water service.

A typical monthly water bill on O’ahu remained the same at \$66.72 in FY 2018. Over the last five years, the typical monthly water bill has increased 30%.

Honolulu's Monthly Water Rates for Single Family Residences



Source: Honolulu Board of Water Supply. ¹Quantity charge rates-per 1,000 gallons of water drawn.

Typical Monthly Water Bill	
FY 2014	\$51.25
FY 2015	\$60.83
FY 2016	\$66.72
FY 2017	\$66.72
FY 2018	\$66.72
Change from last year	0%
Change over last 5 years	30%

Source: Board of Water Supply. ²The new rate schedule went into effect on September 15, 2018.

Essential Needs Tier – The Low Water User

(2,000 gallons per month)

Current Bill	Future Bill at Proposed Rates				
	July 2018	July 2019	July 2020	July 2021	July 2022
\$18.10	\$18.10	\$18.00	\$18.62	\$19.72	\$21.01

The Average Water User (9,000 gallons per month)

Current Bill	Future Bill at Proposed Rates				
	July 2018	July 2019	July 2020	July 2021	July 2022
\$49.04	\$49.04	\$51.02	\$52.62	\$55.82	\$59.56

The High Water User (35,000 gallons per month)

Current Bill	Future Bill at Proposed Rates				
	July 2018	July 2019	July 2020	July 2021	July 2022
\$197.03	\$197.03	\$199.58	\$204.82	\$215.82	\$228.66

Five-year Schedule of Rates and Charges from 2018 to 2022

Source: Honolulu Board of Water Supply

Customer Service

One of BWS' strategic operational goals for customer service is a commitment to proactively and consistently provide a quality experience in every customer interaction.

BWS completed a comprehensive evaluation of fiscal needs including a cost of service study and rate design, revisions to financial policies, 10-year and 30-year financial budgets, and a long-term debt plan. This long-range financial plan will provide the fiscal capability to maintain and improve the infrastructure of water mains, water sources, pumps and reservoirs.

The 36,387 estimated bills issued in FY 2018 represented a 98% increase from the 18,387 estimated bills issued in FY 2017. The department attributes the increase to our aging automated meter reading equipment. The BWS is in the process of upgrading our automated meter reading equipment that will result in a gradual decrease in overall estimated bills.

Over the last 5 years, the number of delinquent accounts has increased 38% from 3,438 in FY 2014 to 4,744 in FY 2018. The department attributes the increase to an unexpected staffing shortage resulting from retirements, employee advancement opportunities, etc. Staffing levels are being addressed and the department anticipates a 10% reduction in delinquent accounts in the coming months.

The Customer Care Center received 223,893 calls in FY 2018, an increase of 8% from 208,269 calls received in FY 2014.



Rainfall and Storm Rates Public Presentation

Source: Honolulu Board of Water Supply

	Total Number				
	Water Accounts (At Year End)	Delinquent Accounts	Estimated Bills	Customer Care Center Calls Received	Average AMR Read Rate
FY 2014	166,839	3,438	34,620	228,384	85.70%
FY 2015	168,665	4,094	6,561	146,679	88.52%
FY 2016	166,465	4,785	13,454	152,494	87.04%
FY 2017	169,065	4,259	18,387	208,269	83.25%
FY 2018	170,459	4,744	36,387	223,893	81.00%
Change from last year	1%	11%	98%	8%	-2%
Change over last 5 years	2%	38%	5%	-2%	-5%

Source: Honolulu Board of Water Supply.

Water Infrastructure

BWS' strategic goal for operational sustainability is to ensure a dependable water system, the agency is committed to fostering a resilient and collaborative organization utilizing effective and proactive operational practices consistent with current industry standards. BWS' strategic goal for infrastructure includes renewing and improving the water system to ensure water system adequacy, dependable service, and operational efficiency.

The North Shore Watershed Management Plan was adopted by the City Council and State Commission on Water Resources Management, which completes four of eight watershed management plan components of the Oahu Water Management Plan.

The amount of total potable water leaks recovered decreased 55% from 166 in FY 2017 to 75 in FY 2018 and 76% over the last 5 years. The department attributes the reductions to personnel vacancies and unexpected long-term absences. This has resulted in the inability to investigate and recover leaks.

The amount of total potable pipeline miles replaced increased 259% from 1.6 in FY 2017 to 5.8 in FY 2018. The department attributes the increase to reduce the number of water main breaks.

In addition, the annual water savings leak recovery volume decreased from 491 million gallons in FY 2017 to 340 million gallons in FY 2018, a decline of 31%.

Board of Water Supply Contract Values

	Construction Contracts (\$ millions)	Professional Services Contracts (\$ millions)
FY 2014	\$46.31	\$13.28
FY 2015	\$41.58	\$15.77
FY 2016	\$48.84	\$17.59
FY 2017	\$52.52	\$13.40
FY 2018	\$60.82	\$17.71
Change from last year	16%	32%
Change over last 5 years	31%	33%

Source: Honolulu Board of Water Supply

	Potable Water					Non-Potable Water		
	Water Mains (Miles)	Pipeline Replaced (Miles)	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Annual Water Savings Leak Recovery (mg/yr) ¹	Total Recycled	Total Recycled
							Water Pipeline (Miles)	Water Pipeline Added (Miles)
FY 2014	2,114	5.1	298	14	308	268	38	0
FY 2015	2,123	7.1	293	14	354	932	38	0
FY 2016	2,131	1.3	326	15.3	515	581	45	7
FY 2017	2,144	1.6	346	16.1	166	491	45	0
FY 2018	2,156	5.8	322	14.94	75	340	45	0
Change from last year	1%	259%	-7%	-7%	-55%	-31%	0%	--
Change over last 5 years	2%	13%	8%	7%	-76%	27%	18%	--

Source: Honolulu Board of Water Supply. ¹mg/yr-millions of gallons per year; the water flow from each leak is estimated and totaled with the assumption that the leak duration is over a one year period.

Water Consumption

According to BWS, a dependable water supply relies on the premise that the source of Honolulu’s water must be sufficient and available now and into the future. The agency ensures this through watershed and groundwater supply, long-range planning, and possible development of alternative sources of water. BWS initiated the Water Sensible Rebate Program for residential rain barrels and water-efficient clothes washers.

Geographically, water consumption changes over time were significant in some areas. Central O’ahu saw an increase of 10% in FY 2018 with 14.33 mgd consumed compared to 13.02 mgd consumed in FY 2017. Over the last five years, there were significant (over 10% change) decreases in water consumption from Ko’olau Poko, North Shore, and the Primary Urban Core.

THIS PRODUCT QUALIFIES FOR A \$75 Rebate!

Get A New Water-Saving, Energy-Efficient Washer

SPRING into SAVINGS...when you purchase this water-efficient clothes washer that qualifies for a \$75 rebate.

- Save water – High efficiency clothes washers use 30–50% less water.
- Save on detergent – Less water is used, so less soap and softener are needed.
- Save on energy – More water extraction means clothes need less drying time.

Water Sensible

Applies to ENERGY STAR® labeled clothes washers only. Limited to Board of Water Supply residential account holders only. For more water-saving ideas for Oahu residents, visit boardofwatersupply.com/rebates

ASK ABOUT ENERGY STAR

Board of Water Supply

Washer Rebate

Source: Honolulu Board of Water Supply

THIS PRODUCT QUALIFIES FOR A \$40 Rebate!

Save water: Get a rain catchment barrel!

Water Sensible

SAVE WATER!

- Provide alternative landscape irrigation
- Minimize environmental impact
- Reduce your water bill

KEEP NEIGHBORHOOD HEALTHY!

- Prevent pollutants washing into streams and oceans
- Save native ecosystems
- Reduce erosion and flooding

EVERYDAY CLEAN WATER HERO

Board of Water Supply

Limited to Board of Water Supply residential account holders only. Not applicable for Oahu State General Administration. For more water-saving ideas for Oahu residents, visit boardofwatersupply.com/rebates

Rain Barrel Rebate

Source: Honolulu Board of Water Supply

	Average Day Metered Consumption (mgd) ¹ by Development Plan Area								
	East Honolulu	‘Ewa	Wai‘anae	Central O‘ahu	Ko‘olau Poko	Ko‘olau Loa	North Shore	Primary Urban Core	New Connections
FY 2014	7.07	16.31	7.81	15.49	15.86	1.26	2.59	64.90	540
FY 2015	7.20	16.23	8.03	14.78	13.58	1.22	2.35	56.97	522
FY 2016	7.14	16.67	8.35	14.76	13.11	1.14	2.34	57.70	242
FY 2017	6.93	17.23	8.36	13.02	12.75	1.15	2.36	56.37	737
FY 2018	7.00	16.47	7.74	14.33	13.09	1.17	2.27	56.54	855
Change from last year	1%	-4%	-7%	10%	3%	2%	-4%	<1%	16%
Change over last 5 years	-1%	1%	-1%	-7%	-17%	-7%	-12%	-13%	58%

Source: Honolulu Board of Water Supply. ¹(mgd) = million gallons per day.

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