



## 2017 Service Efforts & Accomplishments Report

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

Report No. 18-01 / March 2018

You are welcome to keep this report if it is useful to you. If you no longer need it, please return to:

Office of the City Auditor  
City and County of Honolulu  
1001 Kamokila Blvd., Suite 216  
Kapolei, HI 96707

We maintain an inventory of past audit reports, and your cooperation will help us save on extra copying costs.

If you need copies of this report, please contact us at (808) 768-3134 or [oca@honolulu.gov](mailto:oca@honolulu.gov)

Our reports are also available on the web at: <http://www.honolulu.gov/auditor>

---

# City and County of Honolulu

*Office of the City Auditor*

March 8, 2018

Honorable City Council  
Honolulu, Hawai'i

## City and County of Honolulu Service Efforts and Accomplishments Report (FY 2017)

The Office of the City Auditor is pleased to present its eighth 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 ninth survey of Honolulu residents and the eighth 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 25 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' 2017 opinions on Special Topics and local issues are found in Chapter 15, 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/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 blue ink that reads "Edwin S. W. Young". The signature is fluid and cursive, with the first and last names being more prominent than the middle initials.

Edwin S. W. Young  
City Auditor

Audit and Administrative staff:

Susan Hall  
Van Lee  
Shena Bocalbos  
Charisma Fojas  
Lyra Pascual  
Wayne Kawamura  
Sherri Suzawa  
Bryant Acoba, Audit Intern  
Giraldine Duff, Audit Intern  
Jordan Garrett, Audit Intern

Background	Introduction.....	1
	Community Profile .....	3
	Scope and Methodology .....	9
	Acknowledgments.....	13
Chapter 1	Overall Spending, Staffing and Accomplishment of City Priorities .....	15
Chapter 2	Department of Budget and Fiscal Services.....	29
	Liquor Commission.....	39
Chapter 3	Department of Community Services.....	43
Chapter 4	Department of the Corporation Counsel .....	51
	Ethics Commission.....	55
Chapter 5	Department of Customer Services .....	59
Chapter 6	Department of Design and Construction .....	65
Chapter 7	Department of Emergency Management .....	71
Chapter 8	Honolulu Emergency Services Department .....	75
Chapter 9	Department of Enterprise Services .....	81
Chapter 10	Department of Environmental Services .....	89
Chapter 11	Department of Facility Maintenance .....	97
Chapter 12	Honolulu Fire Department .....	105
Chapter 13	Department of Human Resources.....	113
Chapter 14	Department of Information Technology .....	117

# Table of Contents

Chapter 15	Legislative Branch.....	125
	Honolulu Residents’ Opinions on Special Topics - 2017 NCS Report .....	131
Chapter 16	Office of the Mayor and the Managing Director.....	133
Chapter 17	Department of the Medical Examiner.....	143
Chapter 18	Department of Parks and Recreation.....	147
Chapter 19	Department of Planning and Permitting .....	155
Chapter 20	Honolulu Police Department.....	165
Chapter 21	Department of the Prosecuting Attorney .....	173
Chapter 22	Honolulu Authority for Rapid Transportation .....	177
Chapter 23	Royal Hawaiian Band .....	183
Chapter 24	Department of Transportation Services.....	187
Chapter 25	Honolulu Board of Water Supply.....	195

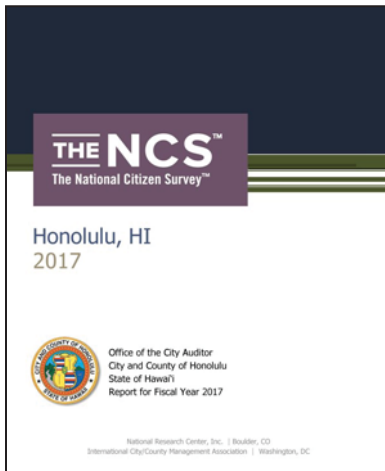
## Introduction

This is the eighth 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, 2017 (FY 2017)<sup>1</sup>.

Its companion report, the 2017 National Citizen Survey (NCS) of Honolulu residents presents the results of a resident survey rating the quality of city services.



The SEA report provides two types of comparisons:

- Five-year historical trends for fiscal years 2013 through 2017.
- 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's priorities. Chapters 2 through 25 present the mission statements, description of services,

background information, workload, performance measures, agency observations and survey results for:

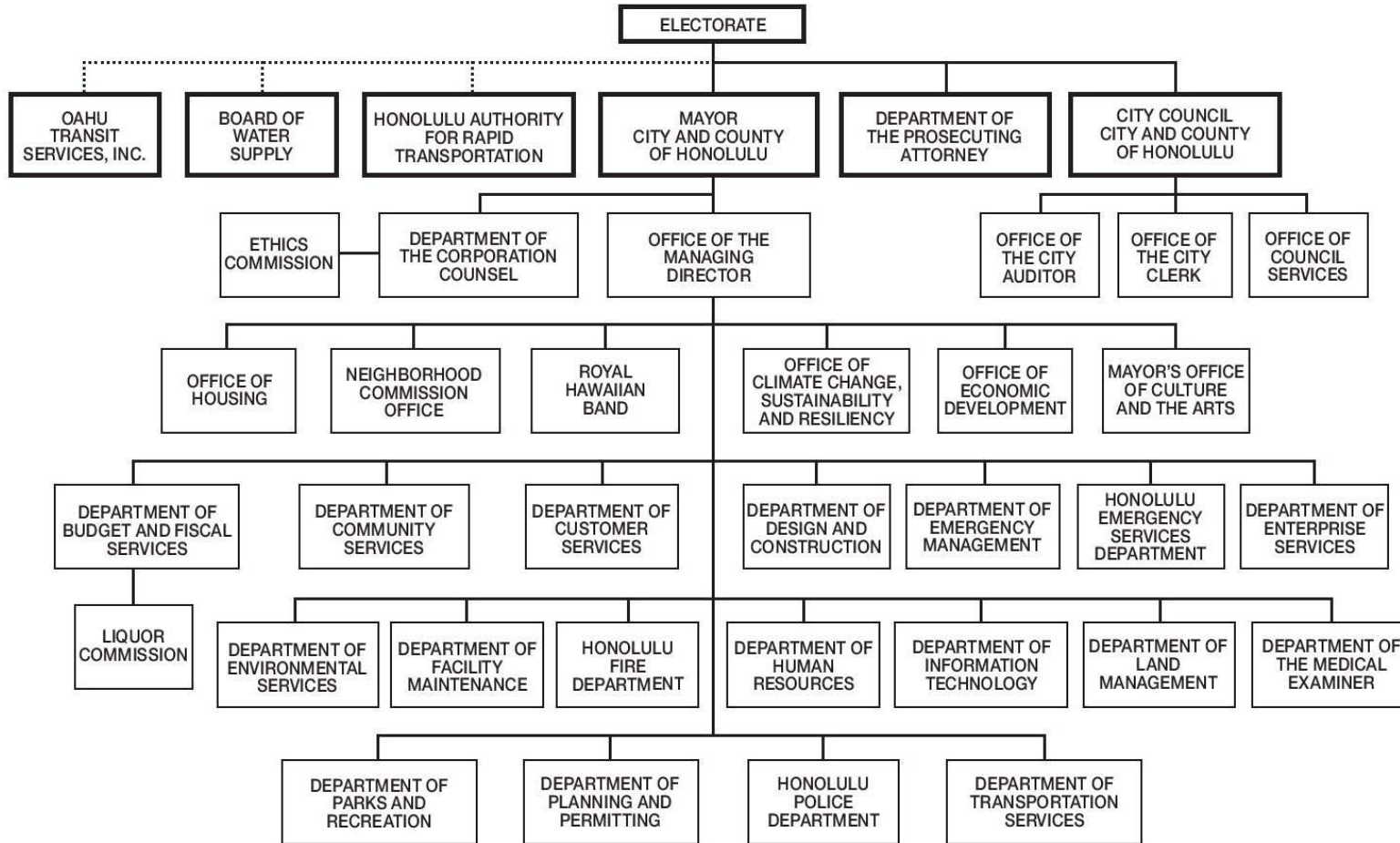
- Budget and Fiscal Services
- Community Services
- Corporation Counsel
- Customer Services
- Design and Construction
- Emergency Management
- Emergency Services
- Enterprise Services
- Environmental Services
- Facility Maintenance
- Honolulu Fire Department
- Human Resources
- Information Technology
- 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

<sup>1</sup>The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released in December 2017. The City and County of Honolulu Executive Budget was released in March 2018

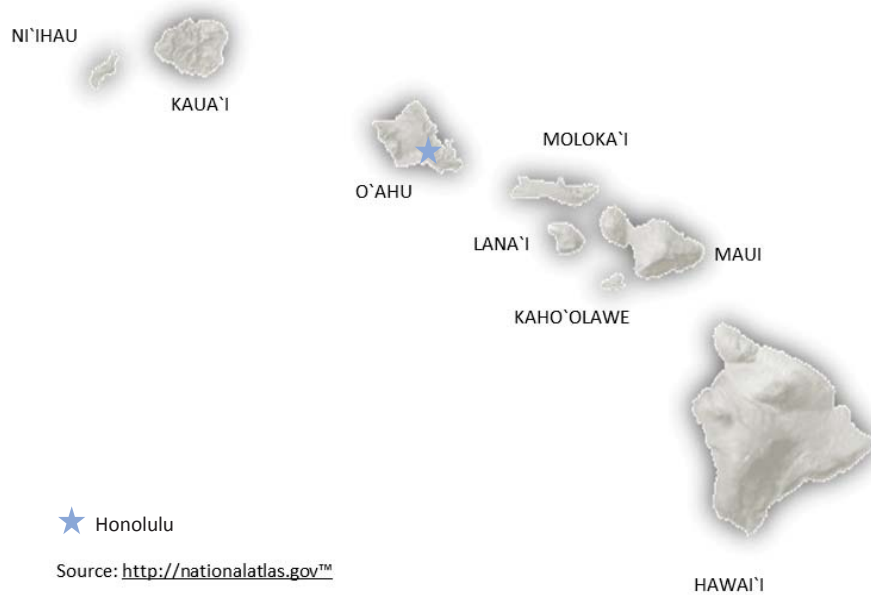
# Organizational Chart

## CITY AND COUNTY OF HONOLULU ORGANIZATIONAL CHART

FISCAL YEAR 2017







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 Bureau<sup>1</sup> statistics, the city and county covers almost 600 square miles and has 992,207 residents. This is about 70% of the state's total population of 1,427,538 people. Of the total Honolulu population, 165,117 (16.6%) 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.

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

## Demographics

The population of Honolulu is diverse and multi-cultural. According to census statistics, the population for the City and County of Honolulu was 992,605 as of July 1, 2016. The major ethnic groups were Asian<sup>2</sup> (42.9%), white (22.2%), and Native Hawaiian and Pacific Islanders<sup>3</sup> (9.5%).

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

Race-Ethnicity	Percent <sup>4</sup>
Asian	42.9%
White	22.2%
Two or More Races	22.3%
White alone, not Hispanic	18.6%
Hispanic or Latino (of any race)	9.7%
Native Hawaiian/Other Pacific Islander	9.5%
Black or African American	2.8%
American Indian/Alaska Native	0.3%

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.

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

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

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

# Community Profile

Housing totaled 347,413 units; 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, 2016:

Age	Population	Percent
Under 18 years	212,096	21.4%
18 to 64 years	615,392	62.0%
65 years and over	165,117	16.6%

Source: State of Hawai'i Data Book (2016)

## National Ranking

According to the State of Hawai'i, the City and County of Honolulu ranked as the 54<sup>th</sup> largest metropolitan statistical area and the 47<sup>th</sup> 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 two for households with elderly persons over 65 years old; and number three 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 seven 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 Profile

## 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 (63%) rate Honolulu as an *excellent* or *good* a place to live. Nearly three-quarters (72%) rated their neighborhoods as *excellent* or *good* places to live. Residents gave *excellent* or *good* ratings to air quality (67%); drinking water (69%); and safety in their neighborhood during the day (89%).

Community Quality Ratings	Percent Rating <i>Excellent</i> or <i>Good</i>	300,000+ Cities Ranking	Percentile
A place to live	63%	26/28	7%
Neighborhood	72%	14/21	35%
Overall quality of life	64%	21/28	26%
Place to raise children	59%	20/27	27%
Overall image	53%	13/21	40%
Place to retire	39%	21/24	13%
Overall appearance	39%	18/19	6%
Air quality	67%	4/15	79%
Drinking water	69%	5/15	71%
Overall feeling of safety in your neighborhood during the day	89%	12/23	50%

Source: 2017 National Citizen Survey (Honolulu)

## 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 the 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</i> or <i>Good</i>	300,000+ Cities Ranking	Percentile
Services provided by city	40%	28/32	13%
Overall customer service by city employees	39%	22/24	9%
Federal government services	37%	3/14	85%
Welcoming citizen involvement	25%	16/18	12%
Overall direction	26%	20/20	0%
Value of services for taxes paid	22%	23/24	4%
Fire services	84%	16/22	29%
Ambulance or emergency medical services	81%	13/20	37%
Police services	51%	23/29	21%
Street repair	15%	17/20	16%
Bus or transit services	63%	4/13	75%

# Community Profile

## Participation

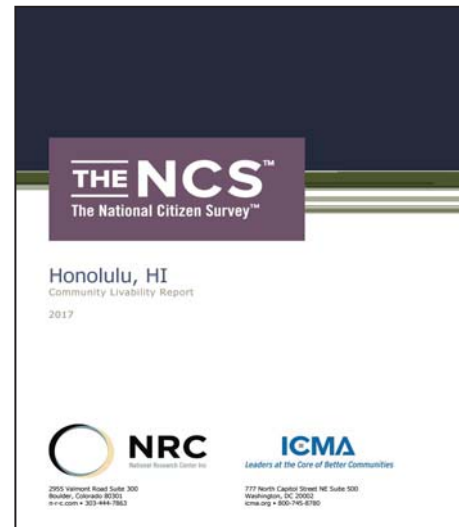
An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses, and other organizations help create a sense of community.

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	Percentile
Will remain in for the next 5 years	78%	13/16	20%
Recommend living in Honolulu to someone	62%	15/17	13%
Sense of community	51%	6/17	69%
Contacted the city for help or information	41%	8/16	53%
Talked to or visited with immediate neighbors	88%	6/11	50%
Recycle at home	90%	4/13	75%
Made efforts to conserve water	87%	3/11	80%
Visited a neighborhood or city park	86%	4/16	80%
Made efforts to make home more energy efficient	78%	5/11	60%
Not experiencing housing cost stress	43%	13/13	0%
Watched (online or on television) a local public meeting	37%	4/13	75%

## Special Topics

Residents were asked to indicate their level of support for several items, even if it involved raising taxes, or fees. Almost all residents *strongly* or *somewhat support* expanding *Complete Streets* programs and infrastructure, such as sidewalks, median islands, or special bus lanes, among others (85%). About 8 in 10 *strongly* or *somewhat support* protecting and preparing infrastructure against sea level rise. About 76% support providing mental health services for the homeless, and 61% support increased funding for homeless housing subsidies.



Residents also rated the importance of several city and county issues for the City to address in the next two years. Protecting Honolulu’s drinking water aquifers from the Navy’s fuel storage leaks (84%), and the homeless and/or homelessness (90%) were rated as *essential* or *very important* for the City to address in the next two years.

Residents were also asked to rate the degree several issues were problems in the City and County of Honolulu: Building permit processing times; drivers’ disregard of traffic signs and red lights; and lack of infrastructure upgrades to support new development ,were each rated as a *moderate* or *major problem* by about three-quarters of residents.

Source: 2017 National Citizen Survey (Honolulu)

## 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

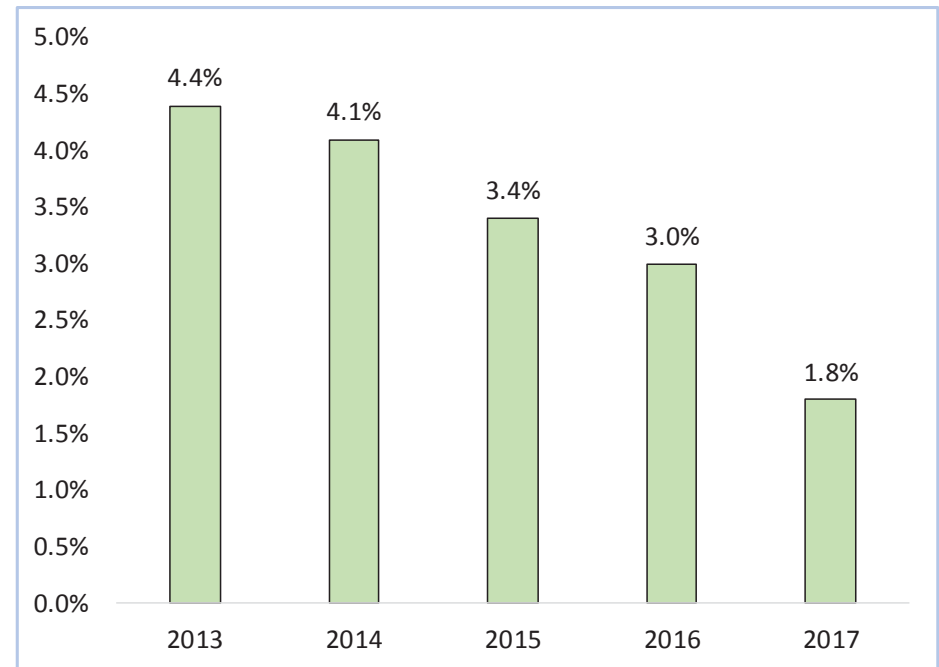
The city charter adopted in 1959 was cited by the United States Conference of Mayors as a model for modern American metropolitan area government.<sup>5</sup>

## Economy

In 2017, Honolulu's economy benefited from tourism that exceeded expectations. Economic indicators, such as visitor arrivals, home resale prices, overall job counts, unemployment, personal income growth, and proprietors' income suggest that the local economy has been performing favorably overall, and is expected to remain relatively stable.

The FY 2017 executive operating budget increased 2.6% from the previous year. The City's \$940.0 million capital improvements budget emphasized upgrading sewers, repairing roads, restoring parks, reducing homelessness, and planning for development around the future rail stations and rail station connectivity.

Unemployment in the City and County of Honolulu was:



Sources: Hawai'i Department of Labor and Industrial Relations and the Hawai'i Department of Business Economic Development and Tourism

<sup>5</sup>In 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 enters 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 O`ahu.

During FY 2017, the mayor's priorities included:

- Restoring bus service
- Repaving roads
- Improving our sewer system, infrastructure repair, and maintenance
- Re-establishing pride in city parks
- Building rail better
- Homelessness
- Transit oriented development

Some city priorities, missions, goals, and objectives are mandated by the city charter. Honolulu residents also help determine city priorities by providing input 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 and major offices for the fiscal year beginning July 1, 2013 (FY 2013) and ending June 30, 2017 (FY 2017). We note that the Department of Land Management is not included in the FY 2017 SEA Report, as it had no funding or budget until July 1, 2017. The Office of Climate Change Sustainability and Resiliency (CCSR) is included in Chapter 16 Mayor and Managing Director. While this office had no city budgeted resources, CCSR reported operating expenditures funded through the 100 Resilient Cities Rockefeller Foundation Grant in FY 2017.

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 2017 Service Efforts and Accomplishments (SEA) Report, 2017 National Citizen Survey of Honolulu residents, and 2017 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 2017 to March 2018.

### Service Efforts And Accomplishments Reporting

In 1994, the Governmental Accounting Standards Board (GASB) issued *Concepts Statement No. 2, Service Efforts and Accomplishments Reporting*.<sup>7</sup>

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.

<sup>7</sup>On 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*<sup>1</sup> 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 believe 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 documents<sup>2</sup>, 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).<sup>3</sup> We cited departmental mission statements and performance targets<sup>4</sup> 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](mailto:oca@honolulu.gov).

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



### The National Citizen Survey™

The National Citizen Survey (NCS) is a collaborative effort between the National Research Center, Inc. (NRC), and the International City/County Management Association (ICMA).<sup>1</sup> 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 1,500 Honolulu households in November 2017. Completed surveys were received from 424 residents, for a response rate of 29%. Of the 424 completed surveys, 30 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 95% confidence level for this survey of 1,500 residents is no greater than plus or minus five 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.

<sup>1</sup>The full report of Honolulu's survey results can be found on-line at <http://www1.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.<sup>1</sup>

Year	Population
FY 2012	975,909
FY 2013	984,730
FY 2014	988,586
FY 2015	993,166
FY 2016	992,605
Percent change over last year	-0.1%
Percent change over last 5 years	1.7%

Source: State of Hawai'i Data Book (2016)

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 1.75% over the five years of financial data that is included in this report. The index changed as follows:

### Annual Consumer Price Index, Honolulu HI , 2013 to 2017

Year	Index
2013	1.78%
2014	1.44%
2015	1.00%
2016	1.97%
2017	2.54%
Percent change over last year	0.57%
Percent change over last five years	0.75%

Source: Consumer Price Index for All Urban Consumers (Honolulu)

### 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

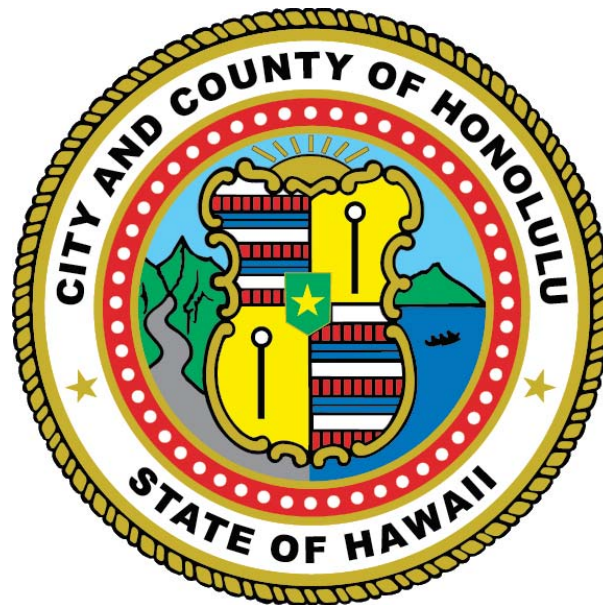
Where possible we included comparisons to cities with comparable population size to Honolulu. In addition, city departments suggested cities with comparable programs or organization of services. The choice of the cities that we use for our comparisons may vary depending on whether data is easily available. 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 was extracted from the U.S. Census Bureau 2016 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.

**-This Page Intentionally Left Blank-**

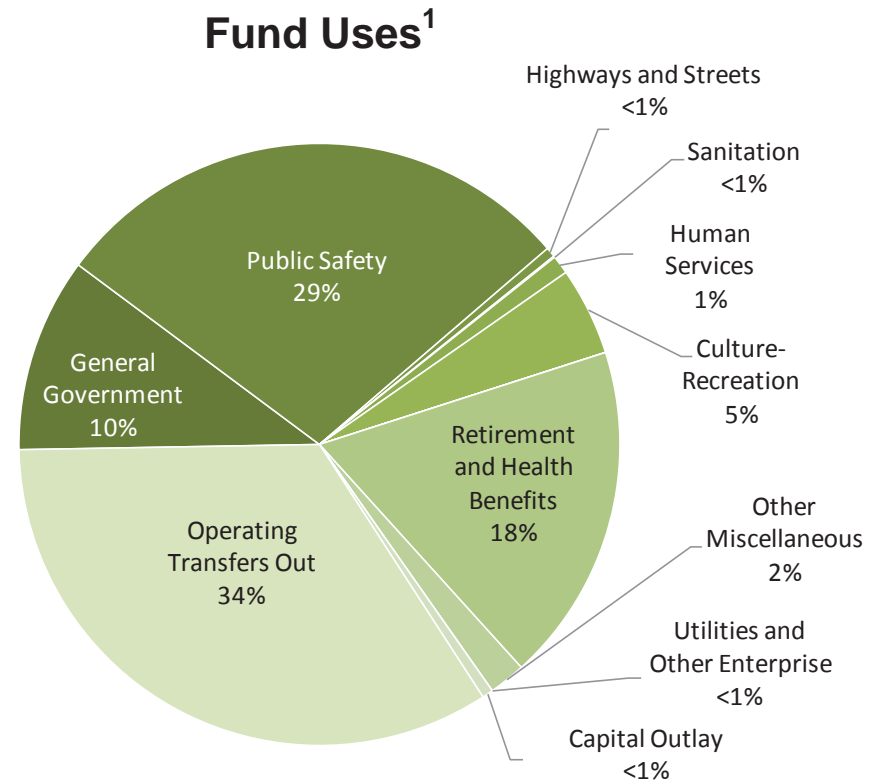
# Chapter 1 - Overall Spending, Staffing and Accomplishment of City Priorities



# 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 35% over the last five years (some expenses were transferred to other funds).



	General Fund (\$ millions)												Total
	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	
FY 2013	\$124.60	\$324.36	\$2.82	\$4.19	\$3.48	\$58.03	--	\$161.40	\$53.71	\$0.92	--	\$330.68	\$1,064.19
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
Change from last year	9%	7%	67%	-71%	3%	<-1%	--	6%	13%	--	73%	-5%	3%
Change over last 5 years	20%	26%	168%	-76%	313%	17%	--	62%	-47%	--	--	47%	35%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2013-2017) <sup>1</sup>Percentages do not total 100% due to rounding.

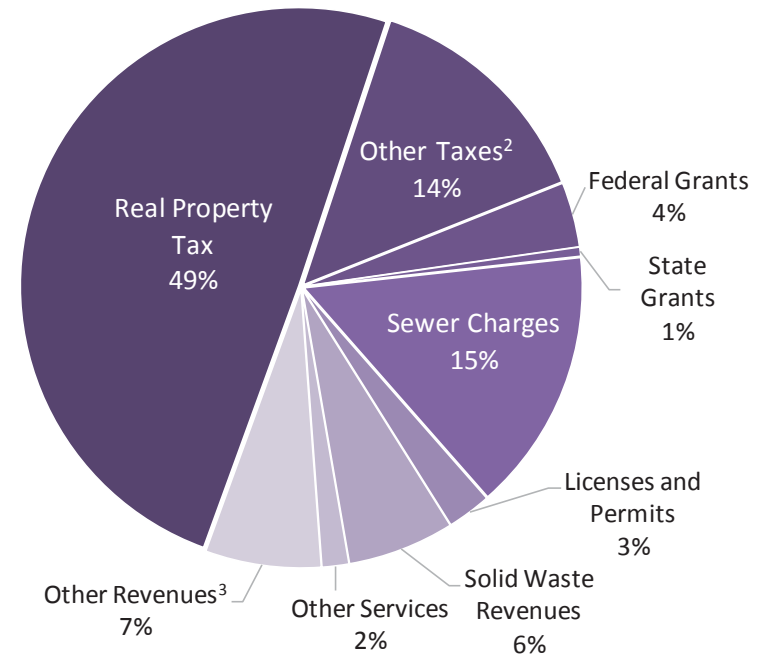
# Revenues

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.

The Department of Environmental Services' monthly sewage charge increased as a part of its six-year planned rate increase to pay for sewer infrastructure upgrades.

## Funding Sources<sup>1</sup>



	Operating Resources (\$ million)									
	Real Property Tax	Other Taxes <sup>2</sup>	Federal Grants	State Grants	Sewer Charges	Licenses and Permits	Solid Waste Revenues	Other Services	Other Revenues <sup>3</sup>	Total <sup>4</sup>
FY 2013	\$831.07	\$321.88	\$89.00	\$6.03	\$286.93	\$48.37	\$98.25	\$32.63	\$133.63	\$1,847.79
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
Change from last year	8%	-4%	0%	6%	-4%	2%	20%	5%	6%	4%
Change over last 5 years	31%	-5%	-7%	92%	17%	16%	39%	5%	11%	19%

Source: Executive Operating Program and Budget (FY 2017-2018). <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax. <sup>3</sup>Other Revenues includes Bus Transportation Revenues. <sup>4</sup>Not including Carry-Over revenues.

# Per Capita Spending

Based on the U.S. Census Bureau estimates, Honolulu has a population of 992,605 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 2017	Department	FY 2017
Budget and Fiscal Services	\$22	Information Technology	\$22
Community Services	\$101	Legislative	\$17
Corporation Counsel	\$9	Mayor	\$3
Customer Service	\$24	Managing Director	\$1
Design and Construction	\$17	Neighborhood Commission	\$1
Emergency Management	\$5	Royal Hawaiian Band	\$2
Emergency Services	\$44	Medical Examiner	\$2
Enterprise Services	\$24	Parks and Recreation	\$74
Environmental Services	\$256	Planning and Permits	\$21
Facilities Maintenance	\$82	Police	\$276
Fire	\$125	Prosecuting Attorney	\$24
Human Resources	\$6	Transportation Services	\$257
<b>Total Per Capita Cost for City Operations = \$1,414</b>			

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 2013	\$127.68	\$332.36	\$2.89	\$4.30	\$3.56	\$59.46	--	\$165.39	\$55.03	\$0.94	--	\$338.85	\$1,090.46
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
Change from last year	9%	7%	67%	-71%	3%	<-1%	--	6%	13%	--	73%	-5%	3%
Change over last 5 years	18%	24%	163%	-76%	306%	15%	--	59%	-48%	--	--	44%	32%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2013-FY 2017) and Hawaii State Data Book (2016).



# Authorized Staffing

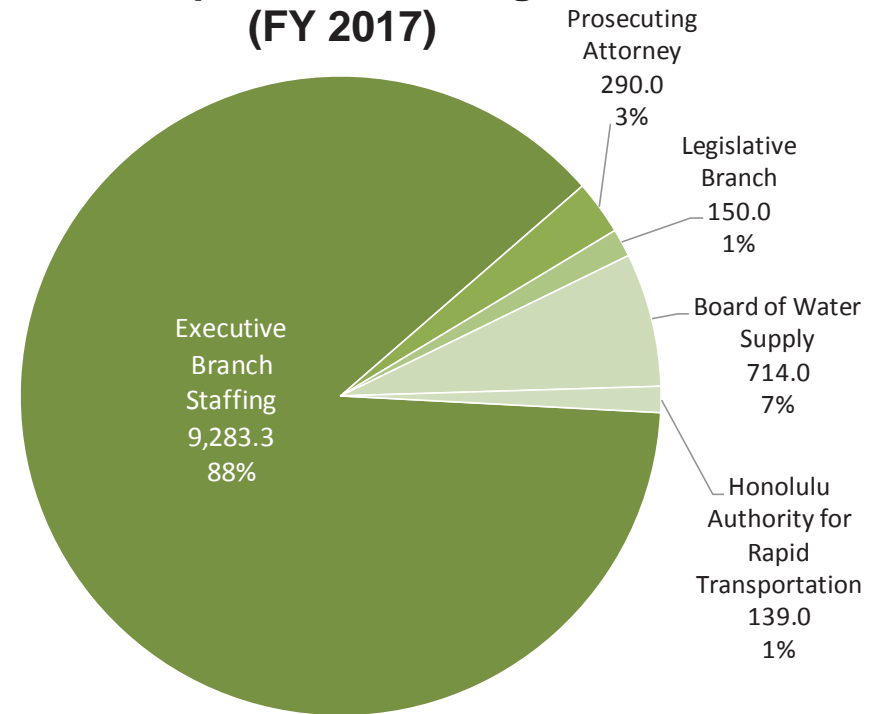
City staffing is measured in full-time equivalent staff, or FTEs. In FY 2017, there were a total of 10,576.3 authorized FTE citywide<sup>1</sup>. Citywide filled positions totaled 8,981.7 (84.9%) FTE and vacant positions were 1,594.6 FTEs (15.1%).

The executive branch was authorized 9,283.3 FTE and filled 7,973.7 FTE positions. The executive branch vacancy rate was 16.4% or 1,309.6 FTE in FY 2017. The legislative branch was authorized 150.0 FTE and filled 143.0 FTE positions. The legislative branch vacancy rate was 4.7% or 7.0 FTE in FY 2017.

Over the last five years, total citywide FTE (including authorized temporary positions) decreased 2% and the vacancy rate decreased 3%. In the executive branch, authorized FTE staffing decreased 6% and the vacancy rate decreased 2% between FY 2013 and FY 2017.

Honolulu had more employees per 1,000 residents than several other local jurisdictions. Staffing comparisons between cities can be problematic as Honolulu employees provide some services to the State of Hawai`i and the counties of Kaua`i, Maui, and Hawai`i that are reimbursed by those jurisdictions.

## Authorized Full-Time Equivalent Staffing (FY 2017)



	Total Citywide (FTE) <sup>1,2</sup>				City Staffing Total Authorized (FTE)				Legislative Branch <sup>3</sup> (FTE)			
	Total City		Vacant		Executive Branch (FTE)		Vacant		Total		Vacant	
	FTE	FTE Filled	Vacant	(Percent)	Total	Filled	Vacant	Percent	Total	Filled	Vacant	Percent
FY 2013	10,825.2	8,844.1	1,981.2	18.3%	9,846.2	8,057.1	1,789.2	18.2%	126.0	119.0	7.0	5.6%
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%	150.0	143.0	7.0	4.7%
Change from last year	1%	-1%	11%	1%	1%	-1%	14%	2%	6%	5%	17%	<1%
Change over last 5 years	-2%	2%	-20%	-3%	-6%	-1%	-27%	-4%	19%	20%	0%	-1%

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

# Overtime Expenditures

Over the last five years, total city overtime expenditures increased by 27% and non-holiday overtime expenditures increased 28%.

In the executive branch, total overtime expenditures increased 38% and non-holiday expenditures increased 29%.

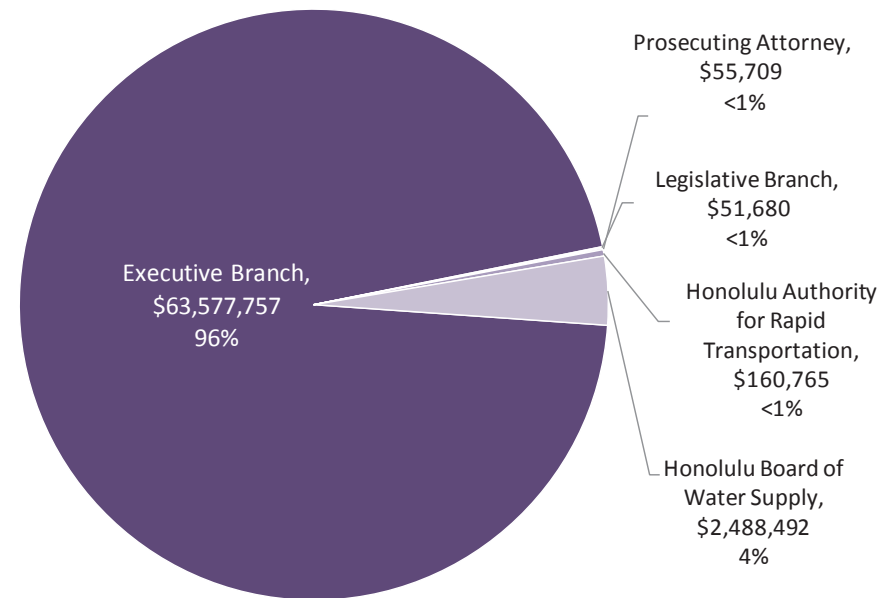
In the legislative branch, total overtime expenditures decreased 90% and non-holiday expenditures increased 21%.

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 6.9% from \$2.3 million in FY 2013 to \$2.5 million in FY 2017.

In FY 2017, total overtime expenditures for the Honolulu Authority for Rapid Transportation were \$231,968 an increase of 329.8% over \$53,978 in FY 2013.

Total overtime expenditures for the Prosecuting Attorney's Office increased 226.3% over the last five years from \$17,074 in FY 2013 to \$55,709 in FY 2017.

## Overtime Expenditures in FY 2017<sup>1</sup>



	City Overtime Expenditures					
	Citywide (\$ millions)		Executive Branch (\$ millions)		Legislative Branch <sup>1</sup>	
	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2013	\$52.33	\$37.21	\$49.90	\$37.11	\$48,639	\$42,675
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
Change from last year	13%	11%	13%	11%	430%	393%
Change over last 5 years	27%	28%	27%	29%	6%	10%

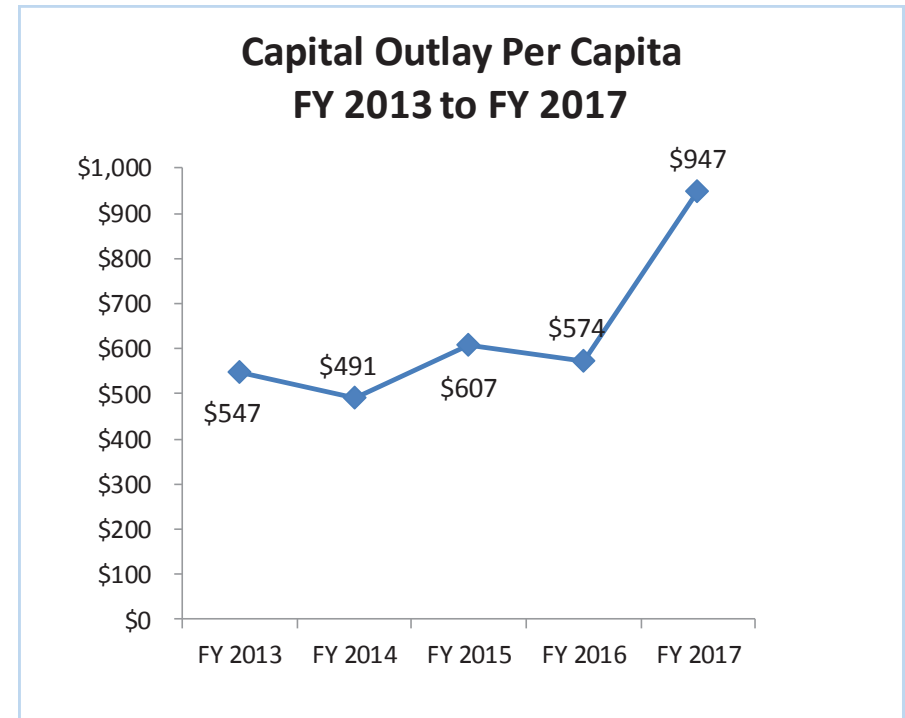
Source: Department of Budget and Fiscal Services, Legislative Branch, Honolulu Authority for Rapid Transportation, and Honolulu Board of Water Supply. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office 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 2017, capital spending totaled \$940 million. General government projects totaled \$51.7 million. Public safety CIP projects were \$54.4 million, highways and streets totaled \$171.6 million, and sanitation projects capital spending increased 71% from \$298.9 million in FY 2013 to \$511.4 million in FY 2017. Human services capital spending increased 794% from \$5.1 million in FY 2013 to \$45.6 million in FY 2017. Culture and recreation capital spending totaled \$75.2 million. Over the past five years, utilities and other enterprises decreased 19% from \$37.2 million in FY 2013 to \$30 million in FY 2017.

As shown in the chart to the right, capital outlay per capita increased 73% from \$547 in FY 2013 to \$947 in FY 2017. The city reported that approximately \$266 million of the increase is due to planned major wastewater consent decree projects. Major required projects are moving from the engineering design phase to the more costly construction phase. This trend will continue into the foreseeable future.



Source: Executive Operating Program and Budget (FY 2016-FY 2018) and State of Hawai'i Data Book (2016)

	Capital Spending (\$ millions)							Total
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises <sup>2</sup>	
FY 2013	\$27.65	\$28.11	\$118.29	\$298.87	\$5.11	\$18.50	\$37.21	\$533.74
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 <sup>1</sup>	\$51.73	\$54.40	\$171.61	\$511.42	\$45.63	\$75.22	\$30.02	\$940.04
Change from last year	766%	48%	23%	119%	-18%	66%	-42%	65%
Change over last 5 years	87%	94%	45%	71%	794%	307%	-19%	76%

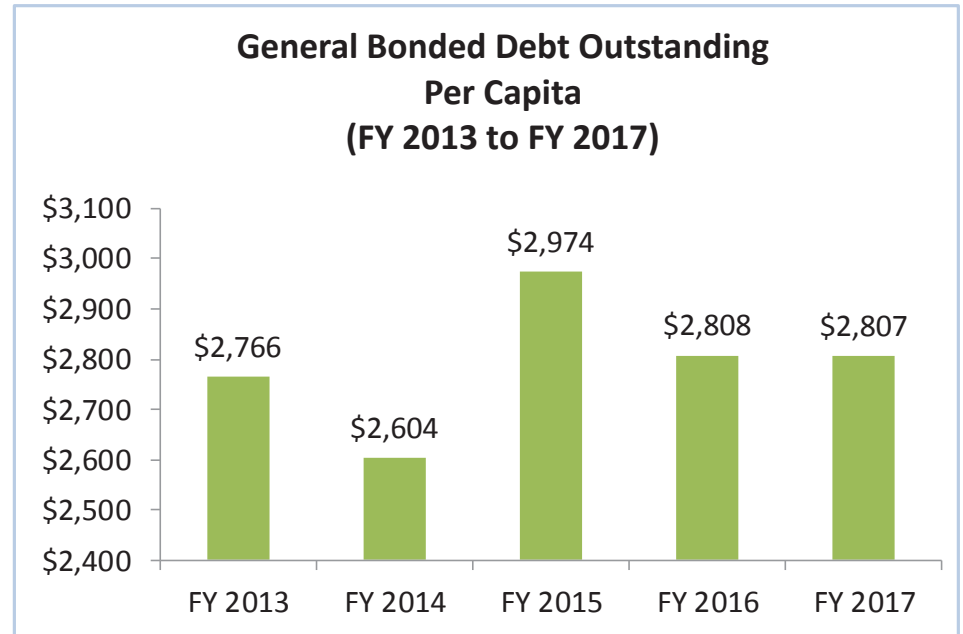
Source: Executive Operating Program and Budget (FY 2016-FY 2018). <sup>1</sup>FY 2016-2017 Appropriated Capital Expenditures. <sup>2</sup>Includes mass transit.

## City Debt

The city's general obligation bond ratings since FY 2013 remained high at AA+ under the Fitch Ratings system and at Aa1 under Moody's Investors Service. Bond ratings for the wastewater system revenue bond senior series were AA for Fitch Ratings system and Aa2 for Moody's Investors Services. Wastewater systems revenue bond junior series ratings rated AA- by Fitch Ratings and Aa3 by Moody's Investors Service .

On October 26, 2011, the Department of Budget and Fiscal Services received approval to suspend the city's debt policy, noting that the debt affordability ratios will rise and exceed the 20% threshold between 2014 and 2023. On June 22, 2012, the city council enacted Ordinance 12-24 that authorized the issuance and sale of general obligation bonds and bond anticipation notes to finance the Honolulu Authority for Rapid Transportation (HART) capital budget projects.

In accordance with the city's debt policy, established by city council Resolution 06-222, *Amending the Debt and Financial Policies of the City*, debt service for general obligation bonds (including self-supporting bonds) as a percentage of the city's operating budget (including enterprise and special revenue funds) should not exceed 20%. The total outstanding principal of the city's variable rate debt should not exceed 120% of the city's short-term investments.



Source: Comprehensive Annual Financial Report FY 2017

	Proposed Debt Service Expenditures (\$ millions)	Proposed Operating Expenditures (\$ millions)	Estimated General Fund Revenues (\$ millions)	Total Self Supported Debt (\$ millions)	Debt Service Expenditures Less Total Self-Supported Debt (\$ millions)	Debt Service as a Percentage of Operating Budget <sup>1</sup>
FY 2013	\$248.00	\$1,953.18	\$1,046.09	\$49.47	\$326.44	12.7%
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%
Change from last year	-3%	2%	4%	1%	-4%	-1%
Change over last 5 years	14%	19%	25%	15%	-30%	-1%

Source: Executive Operating Program and Budget (FY 2013-FY 2017), FY 2017 Honolulu Comprehensive Annual Financial Report, and Department of Budget and Fiscal Services. <sup>1</sup>Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services.

# Accomplishment of City Priorities

In FY 2017, the mayor's priorities that would be the focus for his administration were:

- Restoring bus service
- Repaving roads
- Improving our sewer system with infrastructure repair and maintenance
- Re-establishing pride in city parks
- Building rail better
- Homelessness
- Affordable housing
- Transit oriented development
- Becoming a bike-friendly city

In approaching these priorities, the mayor and administration stressed fiscal restraint, a focus on core services and infrastructure, investing in new technology and personnel, transparency in operation, and the importance of customer service. The mayor's budget priorities and all departmental budgets were prepared under the fiscal mantra of *Spending to Make a Difference*.

## Restoring Bus Service

The mayor's commitment to restore bus service, included adding three new routes to TheBus system:

- Route PH7, providing peak-hour trips between Ewa Beach and Pearl Harbor Naval Shipyard;
- Route 99 express service between Central O'ahu and downtown Kapolei; and
- Route 416 connecting landmarks in Kapolei.

Honolulu residents were asked to rate the quality of bus and transit services. 61% rated the service *excellent or good* and was similar to the national benchmarks.<sup>1</sup> In comparison with cities with over 300,000 residents, Honolulu ranked higher than the benchmark at 4 out of 15 cities or the 79th percentile. In 2017, 39% of Honolulu residents reported they used public transportation instead of driving, which is higher than the national benchmarks. Honolulu ranked 8 out of 13 cities or the 42nd percentile, and was similar to the benchmarks for cities with more than 300,000 residents.

<sup>1</sup>The national benchmarks compare Honolulu's ratings with those of approximately 500 NCS cities and counties nationally. See Appendix B in the 2017 National Citizen Survey (Honolulu) Technical Appendices.



New Bus Route 416, Kapolei Circulator

Source: OCA photo

## Repaving Roads

The mayor has committed to repave and preserve city roads. In FY 2017, the city paved 430 lane miles. In FY 2017, the mayor 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 website at the following link:

<http://www.honolulu.gov/cms-ddc-menu/site-ddc-sitearticles/1721-road-repaving-updates.html>

In the 2017 citizen survey, about 10% of participants rated the quality of street repairs as *excellent or good*. Among cities with more than 300,000 residents Honolulu ranked lower than the benchmark at 19 out of 20 cities or the 5th percentile.

# Accomplishment of City Priorities

## Improving Our Sewer System, Infrastructure Repair, and Maintenance

In FY 2017 the city:

- Rehabilitated 151 miles of sewer pipe and cleaned an additional 703 miles of wastewater pipe.
- Completed construction of the new force main at the Kaneohe Bay Waste Water Pump Station (WWPS) No. 2, and a second force main at the Waimalu WWPS.
- Completed construction of the Makakilo Interceptor Replacement Sewer.
- Continued construction of the Kailua-Kaneohe gravity sewer tunnel.

In the 2017 Citizen Survey, 56% of residents rated sewer services *excellent* or *good*, and was higher than last year's rating of 54%, however this rating was lower than the national benchmarks. Honolulu residents' rating for sewer services was 12 out of 14 or the 15th percentile, and was similar to cities with more than 300,000 residents.

## Caring for Our Parks

In FY 2017, the city:

- Renovated 21 comfort stations, refurbished 15 play apparatus, and resurfaced 46 play courts at 12 parks across the island.
- Entered into public private partnerships with communities to improve parks and public facilities including Centennial Park in Waikiki, Pupukea Beach Park basketball and volleyball court; and the Ewa Beach Community Park skateboarding facility.
- Replenished or fortified beaches in Kailua, Ala Moana, and Nanakuli; and finished large-scale park facility improvements in Aiea, Hauula, Kaimuki, Wahiawa, Makiki and Waimanalo;
- The Department of Parks and Recreation redesigned its website to improve public access to information. [www.honolulu.gov/parks.html](http://www.honolulu.gov/parks.html)

In the 2017 citizen survey, more Honolulu residents, 59%, reported using city recreation centers compared to 2016, this ranking was similar to the national benchmarks, and for cities with more than 300,000 residents.



Screen shot from the Department of Parks and Recreation new website.

Source: Department of Parks and Recreation and Office of the City Auditor

# Accomplishment of City Priorities

## Building Rail Better

In 2017 the city reported:

- The Honolulu Authority for Rapid Transportation (HART) completed 10 total miles of rail guideway construction, and two four-car trains have been delivered.
- HART completed initial clearance testing of rail cars in May 2017.
- HART and DTS are working on bus-rail integration planning for seamless bus and rail connections;
- Results of HART's Peer Review by the American Public Transportation Association were published in January 2017. HART reported that it began implementing the recommendations. The report's recommendations for HART include improvements in the area of technical and management capacity and capability, contract administration, change order process, and claims management.

## Homelessness

In FY 2017, the Mayor's Housing Office reported:

- 321 veterans were permanently housed through collaboration with city, state, private, and non-profit providers, and a total of 1,104 veterans have been permanently housed since January 2015.
- Improved coordination with the Governor's homelessness coordinator and state agencies addressing homelessness, especially in assisting those experiencing mental illness.
- Better alignment of the city's administration of Emergency Solutions Grants and Home Investment Partnerships, with best practices and local needs.
- Its website was revised to improve the community's access to information on helping the homeless, affordable housing, and other resources.

The Department of the Prosecuting Attorney helped launch Community Outreach Court (COC) with the state Judiciary and state Public Defender's Office in January 2017, to bring the court and service providers to defendants with limited means, and with numerous non-violent or *nuisance* offenses (e.g. violations of park rules), to provide justice and accountability in the form of community service to address underlying needs to prevent re-offending, instead of fines and jail time. Within six months, 21 defendants volunteered for COC, 318 non-violent cases were cleared and 152 hours of community service were performed.

Department of Facility Maintenance reported it completed six new micro units and renovated 34 existing units in Winston Hale to provide permanent studio rental apartments for persons experiencing homelessness or at risk of being homeless.

In the 2017 National Citizen Survey of Honolulu residents, nearly 8 in 10 respondents *strongly or somewhat support* providing mental health care services to the homeless even if it involves raising taxes or fees. About 75% of residents support extended authority and enforcement of *Sit Lie* bans.



Winston Hale in Chinatown



Winston Hale Micro Units 240 to 328 square feet

Photos Courtesy of Department of Land Management website

# Accomplishment of City Priorities

## Affordable Housing

In FY 2017 the city reported:

- The Department of Community Services (DCS) reported the Villages of Moa`e Ku Phase III, a 52-unit affordable rental complex for families earning 30 to 60 percent of AMI, located in Ewa, was completed in December 2016 and reached full occupancy in February 2017. This phase completed the three-phase project which has a total of 192 units
- Ko`oloa`ula Phase II, a 188-unit affordable rental housing complex for families earning 30 to 60 percent of AMI, was completed in February 2017 and reached full occupancy the same month. DCS noted this complex, located in East Kapolei, included 26 3-bedroom and 23 4-bedroom units for larger and multi-generational families.

In the 2017 citizen survey, Honolulu residents rating the availability of affordable quality housing, and the variety of housing options as *excellent* or *good* was 5% and 11% respectively, both of these ratings were much lower than the national benchmarks and for cities with more than 300,000 residents. About 85% of residents rated lack of infrastructure upgrades to support new development a *major* or *moderate* problem in the City and County of Honolulu.

## Indications of Housing Cost Stress

According to the National Research Center, about 43% of Honolulu residents participating in this year's survey (based on only housing costs), fall into the category of NOT *experiencing housing cost stress*.

This year, we asked the National Research Center to evaluate Honolulu's Citizen Survey data comparing household income with housing costs for those experiencing housing cost stress. In 2017, about 29% of residents experiencing housing stress, that is, spending 30% to 50% of household income on housing costs. About 28% of residents are experiencing severe housing stress, or over 50% of household income is spent on housing costs.<sup>1</sup>

Source: National Research Center (NRC), National Citizen Survey (Honolulu) 2017. <sup>1</sup>The NRC uses the term housing cost stress. The U.S. Census Bureau uses the term housing cost *burden*. Both the NRC and U.S. Census use the same percentage classifications for the respective categories.



Villages of Moa`e Ku, Phase III, affordable rentals completed in FY 2017

Photo Courtesy of EAH Housing website and the Department of Community Services

## Indications of Housing Cost Stress Experienced by Honolulu Residents, 2017





## Transit-Oriented Development (TOD)

Working with communities throughout the rail corridor, the mayor's team developed draft TOD plans to enhance neighborhoods around the transit stations. The mayor's TOD subcabinet meets regularly to discuss TOD-related infrastructure, projects, and policies, and to streamline implementation.

In FY 2017:

- The Honolulu City Council adopted the Kalihi TOD Plan in March 2017;
- The Department of Planning and Permitting (DPP) submitted the Ala Moana Neighborhood TOD Plan for adoption;
- DPP developed initiatives to take advantage of rail service in the Waipahu, Chinatown, Kapalama and Iwilei neighborhoods; and
- The Department of Transportation Services (DTS) continued planning and implementation of access-related TOD projects to create a seamless multi-modal transportation system that supports neighborhoods, expands housing options and economic development near transit.

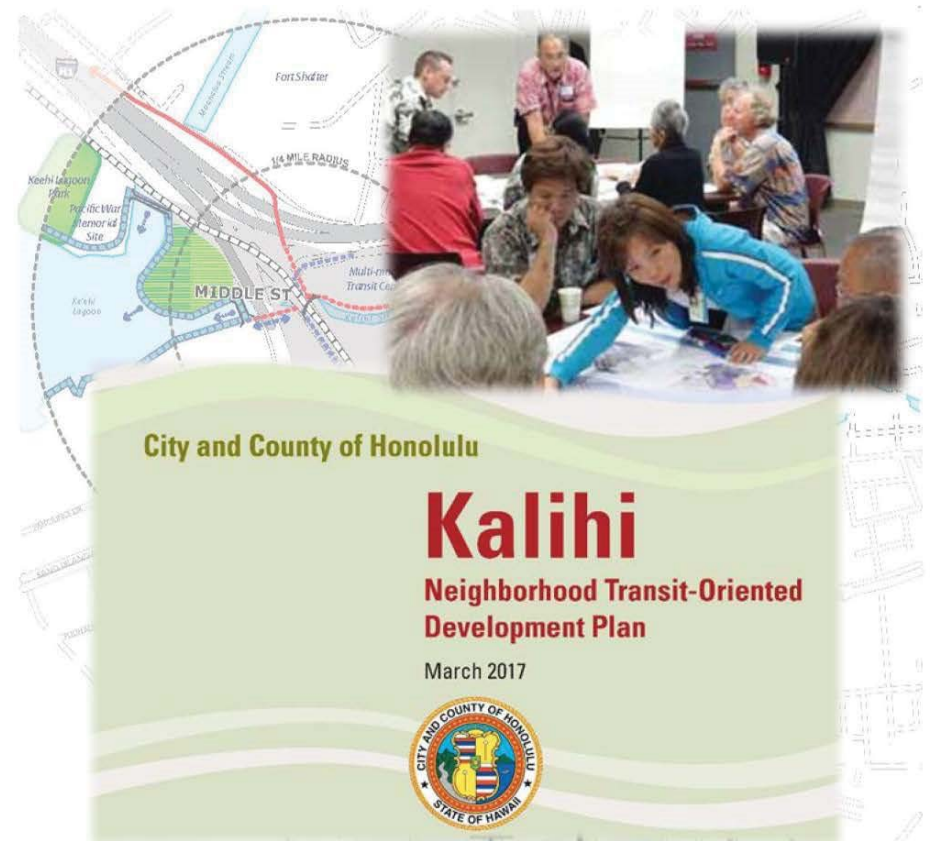
## Becoming a Bike-Friendly City

In FY 2017:

- DTS and DFM installed 7.4 total bike lane miles, including the protected bike lane on South Street, from Ala Moana Boulevard to King Street; and bicycle lanes on McCully Street, between Beretania Street and Kapiolani Boulevard.
- Biki, Hawai'i's first bike share program, was launched in June 2017.

In the 2017 citizen survey, 88% of Honolulu residents reported they observed bicyclists ride on sidewalks, instead of adjacent bike lanes in Waikiki and downtown in the last 12 months. During this same time period, about 76% of residents reported they observed bicyclists disregarding traffic signals such as stop signs or red lights.

Photos and images courtesy of the Department of Planning and Permitting and Department of Transportation Services websites



**-This Page Intentionally Left Blank-**

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

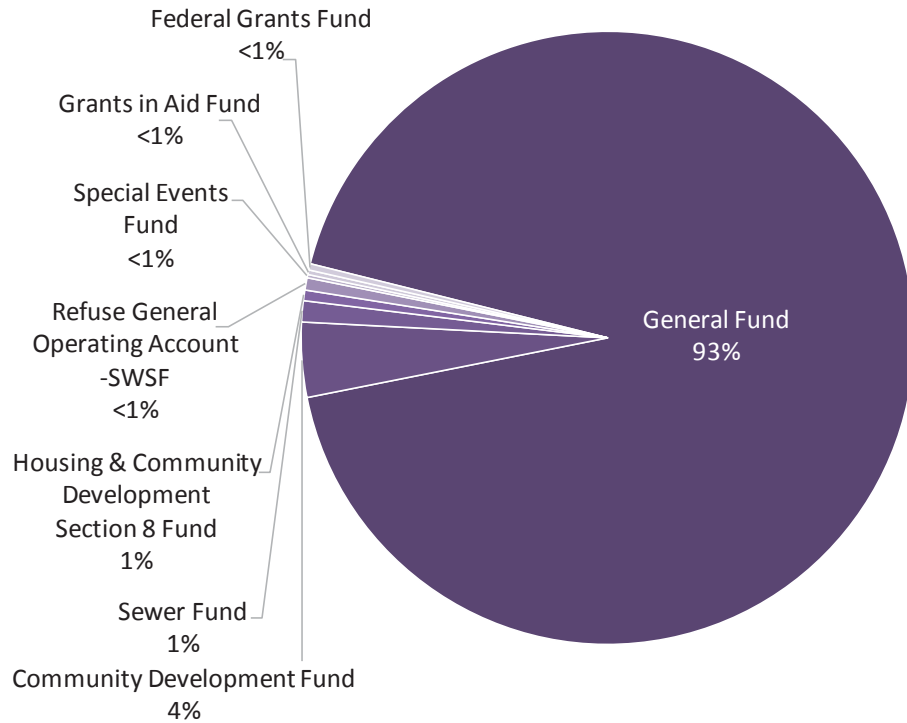
The city charter administratively attaches the Honolulu Liquor Commission to BFS. The commission is wholly funded through revenues from liquor licenses.

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

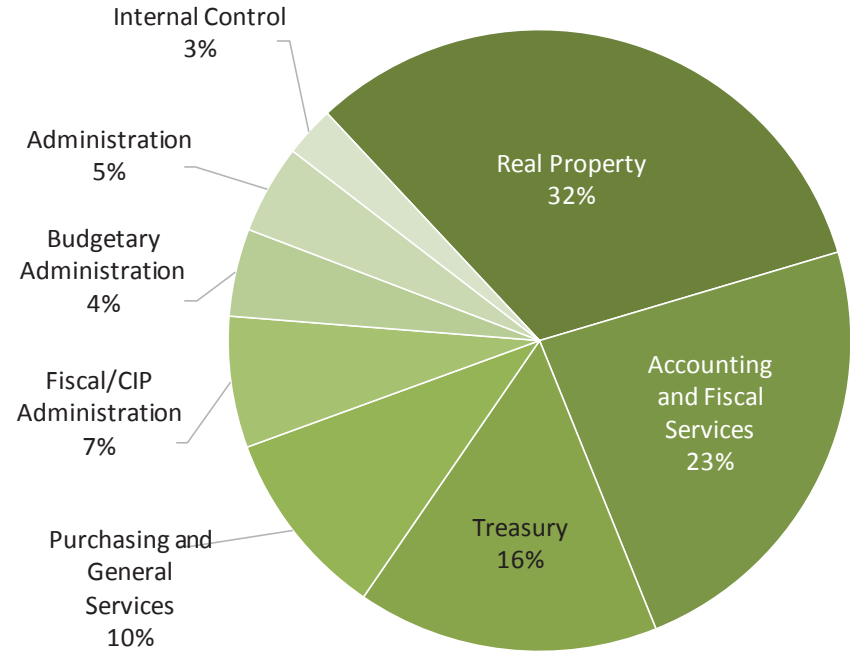
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2013	\$1,909.54	\$15.02	320	71	\$46,930	\$138,982	\$135,444
FY 2014	\$1,549.65	\$16.65	323	55	\$51,549	\$92,724	\$92,280
FY 2015	\$2,112.31	\$17.83	303	36	\$58,837	\$147,718	\$146,969
FY 2016	\$1,985.29	\$18.07	302	38	\$59,839	\$171,205	\$171,039
FY 2017	\$2,283.71	\$18.37	303	42	\$60,626	\$160,530	\$160,368
Change from last year	15%	2%	0%	11%	1%	-6%	-6%
Change over last 5 years	20%	22%	-5%	-41%	29%	16%	18%

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

## Spending and Staffing



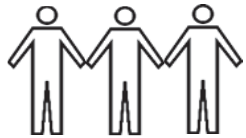
Operating Expenditures

**\$18.37 M** ▲ **2%**  
 The department's operating expenditures increased 2% over the last year.



Revenues

**\$2.28 B** ▲ **15%**  
 Department revenues increased 15% from FY 2016 to FY 2017.



Vacant FTE

**42 FTE** ▲ **11%**  
 Total vacant FTE positions increased by 11% from FY 2016 to FY 2017.



Non-Holiday Overtime

**\$160,530** ▼ **-6%**  
 Total non-holiday overtime expenditures decreased 6% from last year.

## Five Year Trends



The department's operating expenditures increased 22% from \$15.02 million to \$18.37 million over the last five years. The department noted that the increase was primarily due to salary increases per mandated collective bargaining agreements.



The Department's Accounting and Fiscal Services Division's operating expenditures increased from \$3.69 to 4.32 million over the last five years. According to the department, increases occurred primarily between FY 2013 and FY 2015 and were due to increases in wages.

## ACCOMPLISHMENTS

- Honolulu received the *Distinguished Budget Presentation Award* for the FY 2017 Budget from the Government Finance Officers Association (GFOA);
- Implemented the Advantage Debt Module in the Financial Accounting System;
- Received, reviewed, evaluated, analyzed, and finalized the city's FY 2018 executive operating program and budget proposal, which totaled \$2.44 billion.
- Received the National Institute for Public Procurement Outstanding Agency Accreditation Achievement Award

# 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.

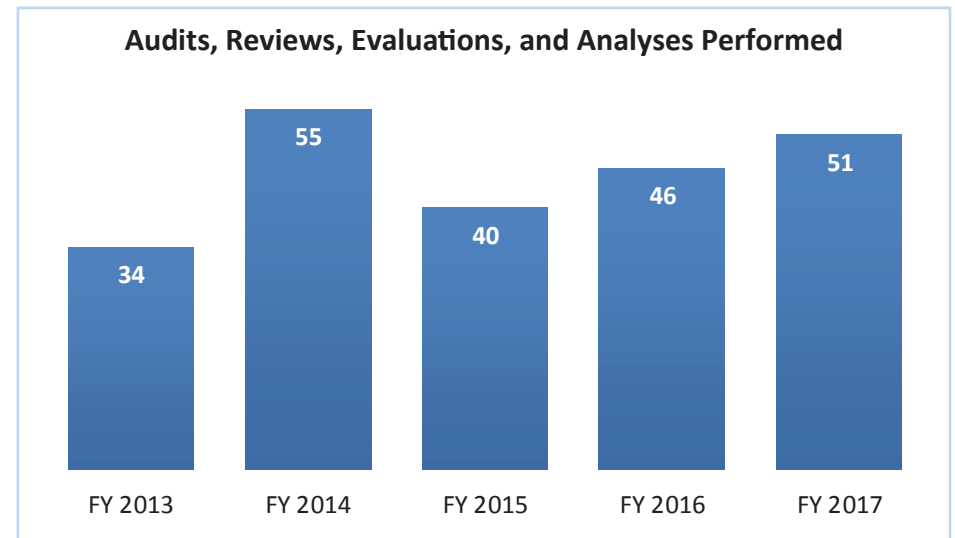
Over the past year, the number of Communications Reviewed and Processed increased 33% from 2,007 in FY 2016 to 2,660 in FY 2017. The department noted that this increase is due to additional eforms received in FY 2017.

## 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 decreased 16% from \$574,812 in FY 2016 to \$481,025 in FY 2017. According to the department, this was primarily due to the retirement of the incumbent Chief Accountant in FY 2016. The Chief Accountant position was permanently filled May 2017.

The number of audits, reviews, evaluations and analyses performed increased 11% over last year and by 50% from five years ago. According to



Source: Department of Budget and Fiscal Services

the department, the number of reports completed each year is dependent on the scope and complexity of the assignments.

	Administration	Budgetary Administration		Internal Control	
	Operating Expenditures	Operating Expenditures	Communications Reviewed and Processed	Operating Expenditures	Audits, Reviews, Evaluations, and Analyses Performed
FY 2013	\$730,009	\$812,268	2,175	\$398,985	34
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
Change from last year	-6%	-14%	33%	-16%	11%
Change over last 5 years	16%	3%	22%	21%	50%

Source: Department of Budget and Fiscal Services

# Accounting and Fiscal Services Division

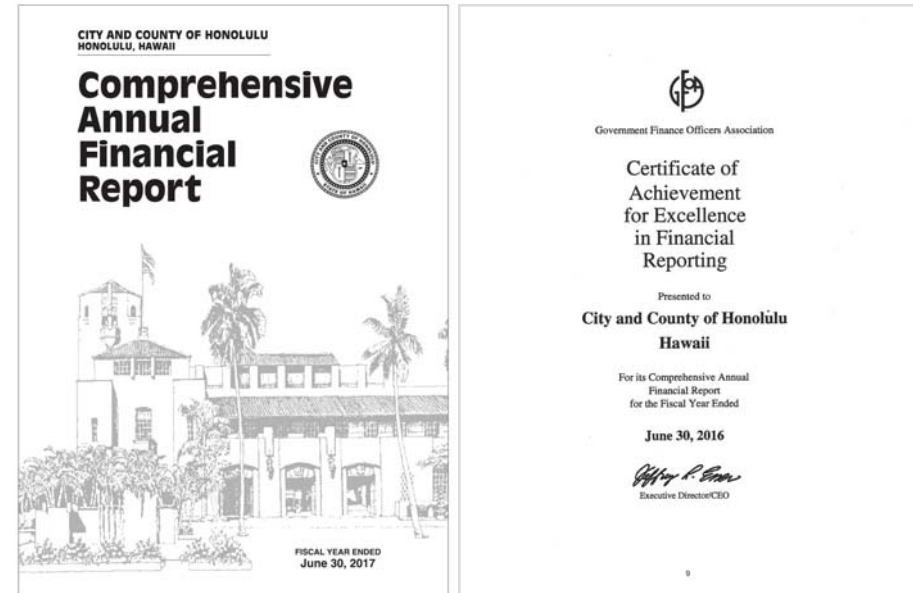
The Accounting and Fiscal Services Division plans, develops, and provides financial services to departments and agencies. It accounts for all city funds and the manner in which public funds are received and expended.

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 the city received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).

Operating expenditures increased 17% over the last five years from \$3.69 million in FY 2013 to \$4.32 million in FY 2017. The increase was primarily due to salary increases per mandated collective bargaining agreements. The department noted that since FY 2015 costs have remained relatively flat.

Total payments processed decreased 1% from 295,000 in FY 2016 to 291,423 in FY 2017. Over the last five years, the total number of payments decreased less than 1% from FY 2013 (292,388) to FY 2017 (291,423).



Source: FY 2017 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 2013	\$3.69	234,338	58,000	292,338
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
Change from last year	-2%	<1%	-6%	-1%
Change over last 5 years	17%	1%	-4%	<1%

Source: Department of Budget and Fiscal Services

## Fiscal/CIP Administration

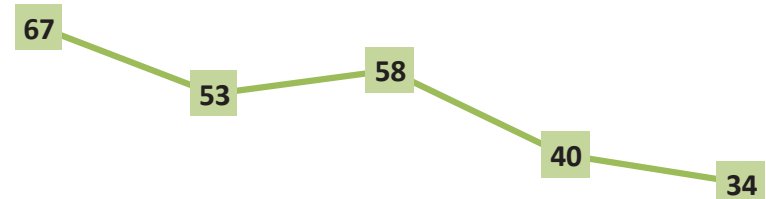
The Fiscal/Capital Improvement Program (CIP) Administration Division's mission is to formulate, review, prepare, and implement the city's annual capital improvement program and budget. The division prepares CIP-related ordinances and resolutions, performs ongoing reviews of capital budget allotments, 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 109% from nearly \$600,000 in FY 2013 to \$1.25 million in FY 2017. According to the department, in FY 2012 and 2013, the city council removed salary and current expense funding for the Federal Grants Unit to the Department of Community Services. In years that followed, this transfer of funds did not occur.

The number of independent services contracts reviewed and processed increased 26% from 336 in FY 2016 to 425 in FY 2017. The number of reviews increased 19% over the last five years. The department commented that the number of contracts corresponds to the size of the CIP budget in FY 2017 compared to FY 2016.

**Audits of Sub-Recipient Organizations Performed**



Source: Department of Budget and Fiscal Services

The number of U.S. Department of Housing and Urban Development (HUD) fund applications decreased 35% from 69 in FY 2016 to 45 in FY 2017. Over the last five years, the number of applications decreased 35%.

### Reviewed and Processed

	Operating Expenditures (\$ millions)	Independent Services Contracts	Appropriation and Allotment Vouchers	Application for HUD Funds	Sub-recipient Agreements	Audits of Sub-recipient Organizations Performed
FY 2013	\$0.60	357	455	69	99	67
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
Change from last year	7%	26%	7%	-35%	-34%	-15%
Change over last 5 years	109%	19%	12%	-35%	-19%	-49%

Source: Department of Budget and Fiscal Services



# Purchasing and General Services Division

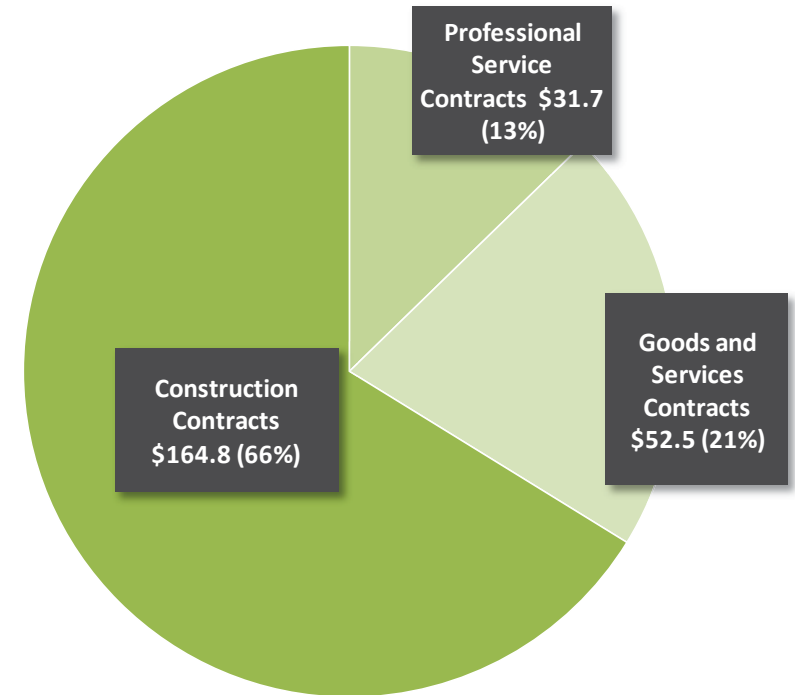
The mission of the Purchasing and General Services Division is to assure quality purchases at reasonable prices for the city in accordance with the law. The division is responsible for procuring all materials, supplies, equipment, and services for city departments and agencies, which include construction, 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.

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.

Operating expenditures increased 26% over the last five years from \$1.44 million in FY 2013 to \$1.81 million in FY 2017. The department noted that the increase was primarily due to negotiated salary increases, continuous efforts to fill vacant positions, and the retirement of senior personnel who received vacation payouts in FY 2017.

The division has been increasing the consolidation of procurements, price lists, the use of effective negotiation techniques, cross-training, and staff development for both city agency and division staff with in-house and hired trainers. These, among other efforts, lead to more prudent procurement practices.

**Value of Contracts by Contract Type, FY 2017 (\$ millions)**



Source: Department of Budget and Fiscal Services

	Goods and Services Purchases							New Contracts FY 2017						
	Operating Expenditures (\$ millions)	Number of Active Price Lists	Number of Price List Purchase Orders	Price List Purchase Order Dollar Value (\$ millions)	Number of Direct Purchases Orders	Direct Purchase Order Dollar Value (\$ millions)	Number of Purchase Orders	Purchase Order Dollar Value (\$ millions)	Number of Professional Service Contracts	Service Contracts Dollar Value (\$ millions)	of Goods and Services Contracts	Services Contracts Dollar Value	Number of Construction Contracts	Construction Contracts Dollar Value (\$ millions)
FY 2013	\$1.44	219	3,333	\$61.89	3,982	\$7.50	781	\$32.14	97	\$30.30	105	\$70.99	82	\$171.11
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
Change from last year	6%	9%	-4%	-11%	16%	103%	-63%	-3%	-7%	19%	-16%	-29%	-22%	-47%
Change over last 5 years	26%	36%	-23%	64%	8%	126%	-68%	-19%	-18%	4%	27%	-26%	-30%	-4%

Source: Department of Budget and Fiscal Services

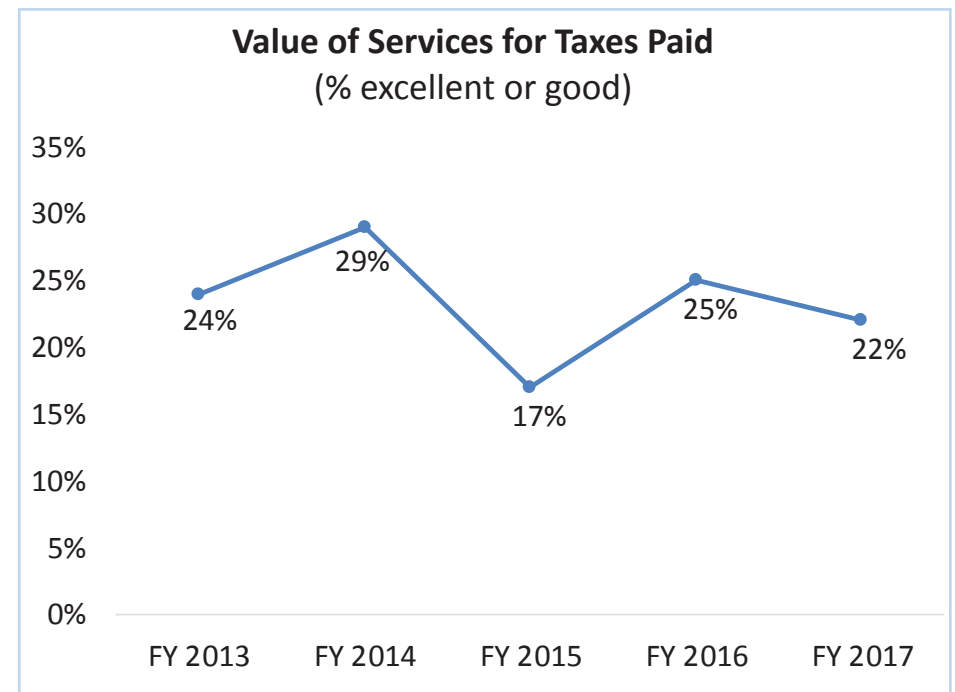
# Real Property Assessment Division

The mission of the Real Property Assessment Division (RPAD) is to annually prepare a certified assessment roll of property taxes for 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 34% over the last five years. The department explained that levied taxes increased disproportionately to increase of assessments due to the larger assessment increases of properties with higher tax rates.

Total Appeals Filed increased 50% from 2,071 in FY 2016 to 3,112 in FY 2017. The department noted that residential property developers in the Kaka'ako area were large contributors to the increase of appeals in FY 2017.



Source: 2017 National Citizen Survey (Honolulu)

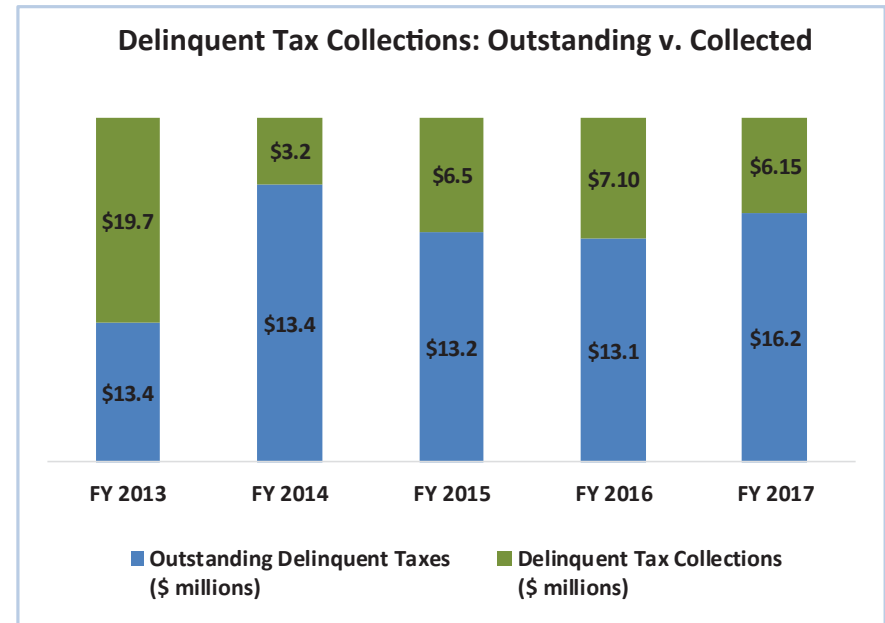
	Operating Expenditures (\$ millions)	Real Property Tax Assessments		Exemptions / Dedications Processed				
		Total Assessment Value <sup>1</sup> (\$ billions)	Total Taxes Levied <sup>1</sup> (\$ millions)	Assessment Parcels	Total	Walk-In Counter Service	Appeals Filed	Building Inspections
FY 2013	\$5.05	\$155.33	\$809.22	288,615	44,143	4,900	1,264	6,782
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
Change from last year	4%	6%	8%	1%	29%	4%	50%	-8%
Change over last 5 years	18%	29%	34%	3%	43%	6%	146%	-4%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Rounded totals.

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 2016, the city collected over \$1.1 billion in real property tax, which was an 8% increase from just over \$1 billion collected last year, and a 34% increase from the \$813.70 million collected five years ago. The department attributed the increase to the overall positive real estate market, continued increase in real property values, and effective delinquent collection efforts.

Over the past year, the number of delinquent real property tax accounts decreased 13% from 6,115 in FY 2016 to 5,651 in FY 2017. In addition, delinquent tax collections decreased 13%, from \$7.10 million to \$6.15 million during the same time period. According to the department, this trend is mainly due to the acceleration of the foreclosure period, from *after the third year* to *after the second year* of delinquency. The department also noted that internal reorganization resulted in improved focus for FY 2017.



Source: Department of Budget and Fiscal Services

The FY 2017 delinquency rate of 1% remained the same as FY 2016, and an improvement over the 1.6% rate in FY 2013.

	Treasury Operating Expenditures (\$ millions)	Real Property Taxes					
		Total Taxes Levied (\$ millions)	Collections to Date (\$ millions)	Outstanding Delinquent Taxes (\$ millions)	Delinquency Rate	Delinquent Tax Collections (\$ millions)	Delinquent Real Property Tax Accounts <sup>1</sup>
FY 2013	\$2.29	\$841.30	\$813.70	\$13.40	1.6%	\$19.70	6,588
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
Change from last year	9%	7%	8%	24%	0%	-13%	-8%
Change over last 5 years	25%	32%	34%	21%	-38%	-69%	-14%

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

**-This Page Intentionally Left Blank-**

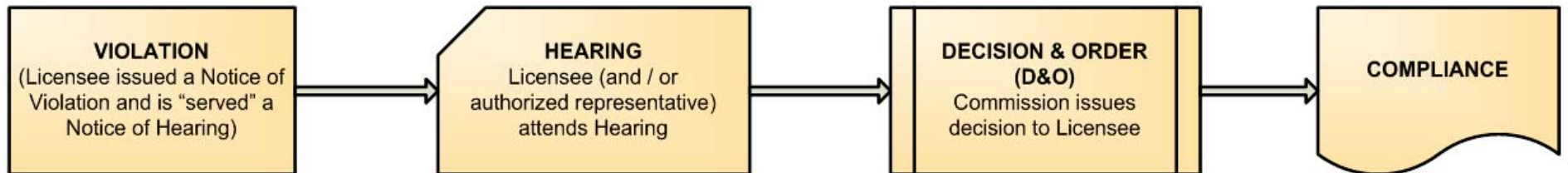
# Honolulu Liquor Commission

The Honolulu Liquor Commission (HLC) 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



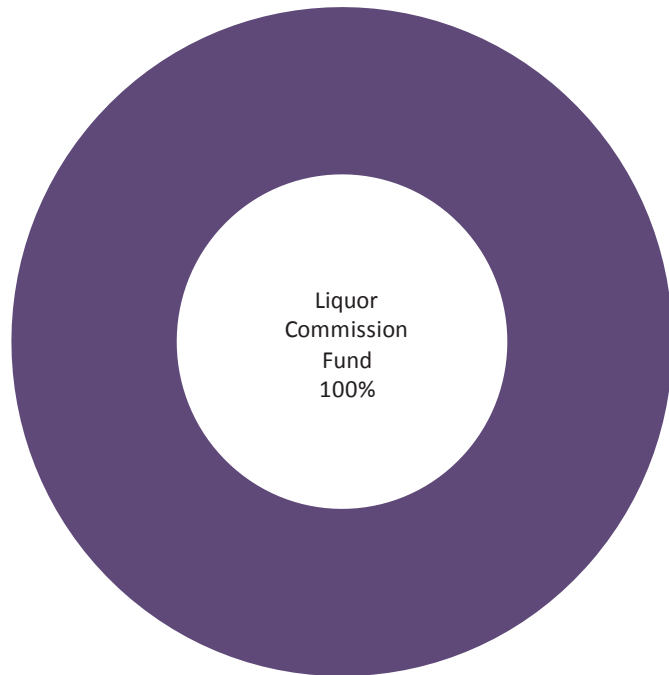
Source: Honolulu Liquor Commission website

*To promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws.*

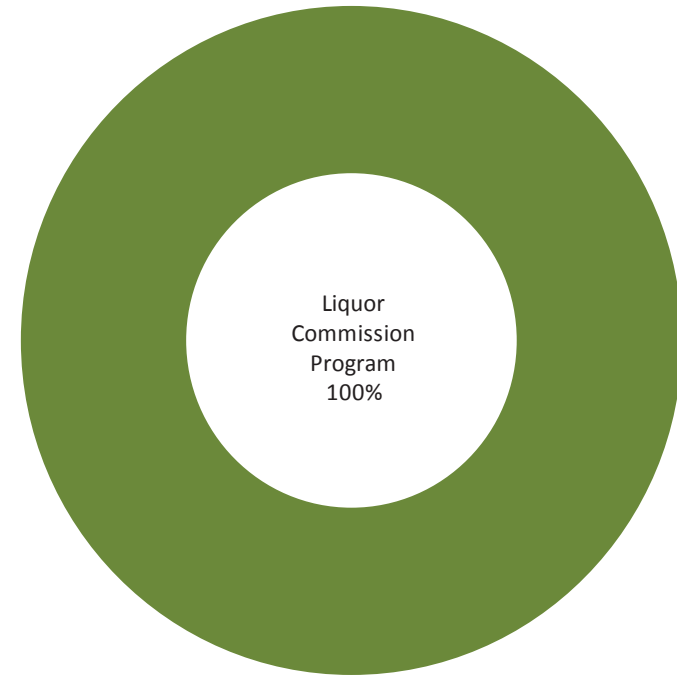
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Liquor License Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>1</sup>	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday <sup>2</sup>
FY 2013	\$3,862,879	\$2,764,564	50	17	\$55,291	\$106,837	\$103,055
FY 2014	\$3,437,417	\$2,760,373	50	15	\$55,207	\$82,633	\$80,643
FY 2015	\$4,658,273	\$3,084,172	50	13	\$61,683	\$88,777	\$87,337
FY 2016	\$5,103,055	\$3,060,409	50	17	\$61,208	\$82,305	\$81,577
FY 2017	\$5,061,012	\$3,000,440	52	20	\$57,701	\$84,643	\$84,402
Change from last year	-1%	-2%	4%	18%	-6%	3%	3%
Change over last 5 years	31%	9%	4%	18%	4%	-21%	-18%

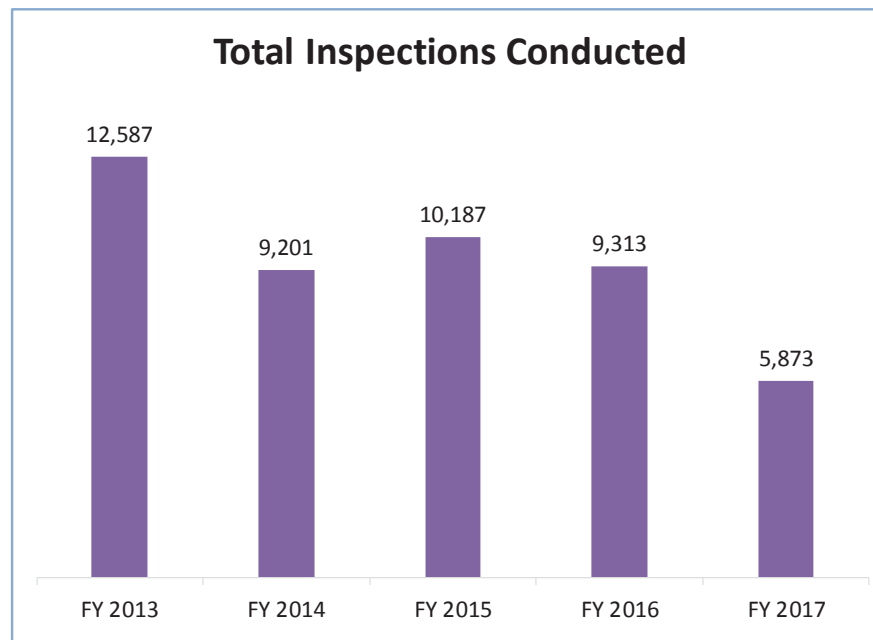
Source: Honolulu Liquor Commission and Department of Budget and Fiscal Services. <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>2</sup>Overtime pay is established by bargaining unit agreement, as applicable

# Highlights

Over the past five years total inspections conducted decreased by 53% from 12,587 to 5,873. According to the commission this is a direct reflection of staffing and retention issues experienced by the Honolulu Liquor Commission's (HLC) Field Services Division. The number of inspections per investigator remains relatively stable, however the number of investigators has decreased over the past few years. Active recruiting to fill investigator positions is ongoing.

Since FY 2016, the number of public complaints about premises has slightly increased by 5%. The commission notes that there has been no significant increase in any type of complaint. Enforcement investigators continue to take preemptive measures to mitigate complaints before they happen.

In FY 2017, the commission adjudicated 286 violations. This was a 10% increase from the prior year's 261 violations, and a 34% increase from the 213 violations five years ago. The commission explains that this increase is a result of the violations issued during the Alcohol Compliance and Enforcement project, which was a joint effort with the University of Hawaii's Office of Public Health Studies and the Honolulu Police Department. The commission notes that overall, this is still a decrease from the 396 violations three years ago, which can be attributed to continuing efforts to improve licensee compliance through education and outreach.



Source: Honolulu Liquor Commission

## ACCOMPLISHMENTS

- HLC was instrumental in the passing of Act 184 which includes:
  - New rules for Food Service businesses;
  - Requirements for registered employees to have valid, unexpired identification;
  - A definition of *growlers*; and
  - A section prohibiting undue noise from premises that disturbs the peace and quiet of neighborhood residents.

	Total Inspections Conducted	Public Complaints About Premises	Total Violations Adjudicated	Liquor Licenses in Effect
FY 2013	12,587	404	213	1,406
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
Change from last year	-37%	5%	10%	1%
Change over last 5 years	-53%	-17%	34%	6%

Source: Honolulu Liquor Commission \*The deductible on gross liquor sales collected is calculated through a formula as set by the Rules of the Liquor Commission.

**-This Page Intentionally Left Blank-**



## Chapter 3 Department of Community Services

The Department of Community Services (DCS) administers 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 Revised Charter of Honolulu mandates DCS to: (a) develop and administer projects, programs, and plans of action for human resources, human services, and housing programs; (b) develop and administer projects, programs, and plans of action designed to achieve sound community development that conform to and implement the general plan and development plans; and (c) implement federally-aided and state-aided human resources, human services, housing, urban renewal, and community development programs.

To accomplish the charter’s mandate to serve and advance the general welfare and aspirations of city and county residents, administration’s goal is to seek grants for human services and self-sufficiency for those with the greatest needs or challenges.

DCS Administration oversees the following divisions.

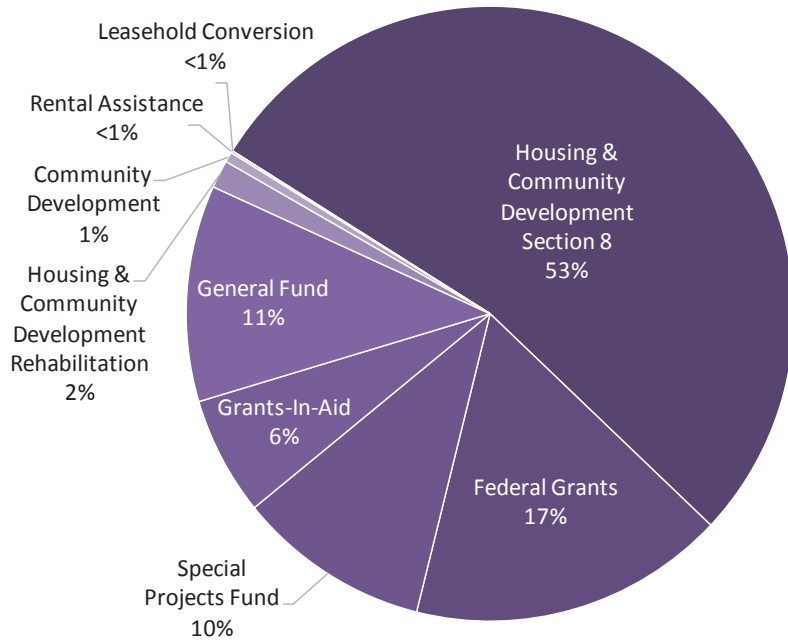
Community Assistance	Community Based Development	Elderly Affairs	WorkHawai'i	Office of Grants Management
<ul style="list-style-type: none"><li>Administers rental subsidies, home rehabilitation, and home ownership assistance to low and moderate income families.</li></ul>	<ul style="list-style-type: none">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

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

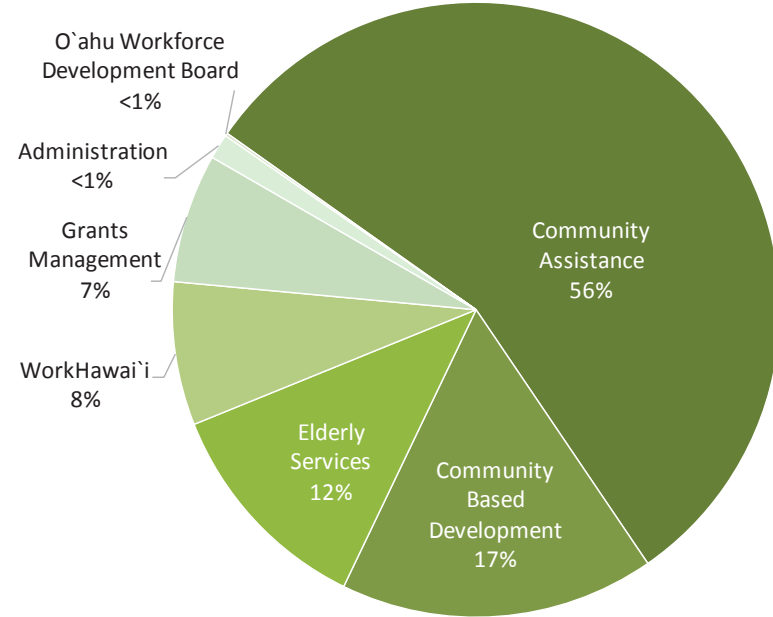
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2013	\$61.68	\$71.65	223.0	85.0	\$321,305	\$25,945	\$25,681
FY 2014	\$83.46	\$87.66	246.8	111.8	\$355,188	\$12,655	\$12,655
FY 2015	\$67.10	\$82.34	244.8	115.3	\$336,361	\$9,069	\$9,069
FY 2016	\$71.06	\$91.62	244.8	106.3	\$374,281	\$26,494	\$26,494
FY 2017	\$73.76	\$100.35	244.8	91.5	\$409,943	\$15,202	\$15,202
Change from last year	4%	10%	0%	-14%	10%	-43%	-43%
Change over last 5 years	20%	40%	10%	8%	28%	-41%	-41%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. DCS Notes that 67% of the operating expenditures are attributable to Federal and State pass-through cost. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable.

## Spending and Staffing



Operating Expenditures

**\$100.35 M ▲ 10%**

Total operating expenditures increased 10% from \$91.62 million in FY 2016 to \$100.35 million FY 2017. The department attributes the increase to higher funding from in federal and state programs, and city-funded homeless initiatives.



Revenues

Vacant FTE

**91.5 FTE ▼ 14%**

The number of vacant FTE decreased 14% from 106.3 in FY 2016 to 91.5 in FY 2017. The department attributes the decrease to the WorkHawai'i Division, which increased staff positions due to stabilized and increased federal and state funded programs.

## Five Year Trends



Total operating expenditures increased 40% from \$71.65 million to \$100.35 million over the last five years. The department attributes the increase to higher funding from federal and state programs and city funded homeless initiatives.



Total revenues increased 20% from FY 2013 and FY 2017 from \$61.68 million to \$73.76 million. The department attributes the increase to higher funding in federal and state funded programs.

## National Citizen Survey

- Honolulu residents rated the availability of affordable quality housing as 5% for being *excellent or good* in 2017. That is a 3% decrease from their 8% rating in FY 2016. This rating is much lower than the national benchmarks.<sup>1</sup>

## 2017 ACCOMPLISHMENTS

- Honolulu Section 8 Rental Assistance Program was awarded *High Performer* status by the U.S. Department of Housing and Urban Development (HUD) for its 2017 performance.
- 12,343 job seekers received information and assistance and 6,769 retained employment through O'ahu WorkLinks, of which WorkHawai'i is the lead agency.
- WorkHawai'i reports 169 Youth Build and Workforce Innovation and Opportunity Act (WIOA) Youth Program participants earned high school diplomas, 24 pursued post-secondary education and advanced training, and 113 found employment.

Source: Department of Community Services

<sup>1</sup>The national benchmarks compare Honolulu's ratings with those of approximately 500 NCS cities and counties nationally. See Appendix B in Honolulu's 2017 National Citizen Survey Technical Appendices.

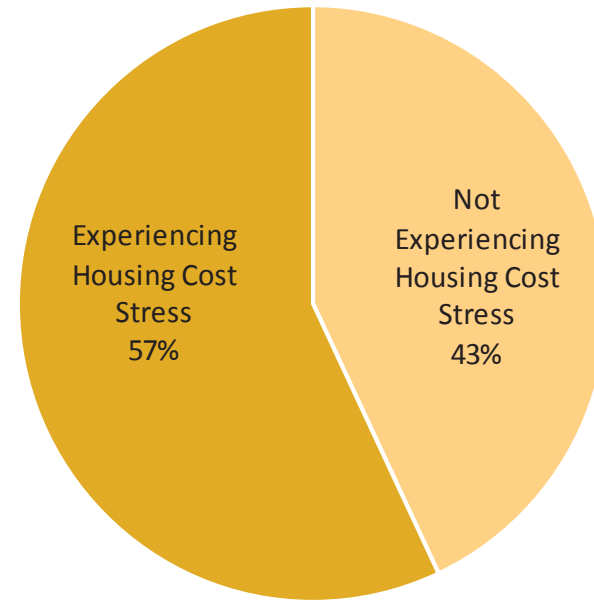
The Community Assistance Division (CAD) accounted for 56% of the department’s FY 2017 operating expenditures. In FY 2017, CAD’s operating expenditures totaled \$55.92 million. CAD fulfills its goal of promoting individual self-sufficiency and improved housing and quality of life for low income families through its Section 8 Housing Choice Voucher, Family Self-Sufficiency (FSS) and Rehabilitation Loan programs.

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 2017, 115 applications were processed which was a decrease of 57% from the 269 applications processed in FY 2016. CAD attributes the decrease to reduced funding in FY 2017.

The Family Self-Sufficiency (FSS) Program is a voluntary program designed to help participating Section 8 families transition off of government subsidies into social and economic self-sufficiency by providing counseling, career guidance, life coping workshops and other resources. In FY 2017, 119 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 2017 totaled \$2,033,682, an increase of 144% from \$834,704 funded in FY 2016. This is a voluntary program and fluctuations occur due to applicant demand and other factors such as obtaining a general contractor’s proposal or an applicant’s income documentation.

**Indications of Housing Cost Stress**



Source: 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.

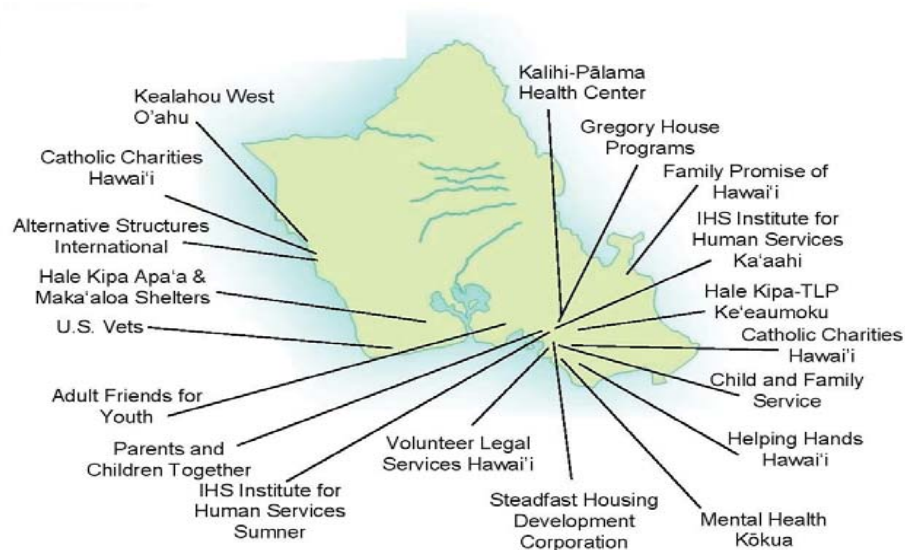
	CAD Operating Expenditures (\$ millions)	Section 8 Housing Choice Voucher Program			Family Self-Sufficiency Program		Rehabilitation Loans Approved & Funded
		Families Served	Wait-Listed Applicants	Applications Processed	Families Participated	Families Became Homeowners	
FY 2013	\$46.65	3,444	561	938	184	1	\$1,519,540
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
Change from last year	3%	-2%	-3%	-57%	0%	--	144%
Change over last 5 years	20%	5%	234%	-88%	-35%	--	34%

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

# Community Based Development

The Community Based Development Division’s (CBDD) mission is to secure and administer grant funds for homeless assistance, community development, and housing. It also identifies alternative funding sources to maximize city resources. Over the last five years, the division’s operating expenditures increased 413%, from \$3.27 million in FY 2013 to \$16.79 million in FY 2017, because of additional federal and city funding for the city’s expanding homeless initiatives.

**FY 2017  
Homeless Services Agencies and Shelters on O’ahu**



The Permanent Supportive Housing programs provide housing subsidies and case management services to disabled homeless individuals. Individuals pay 30% of their income toward rent, and the program subsidizes the remaining portion. Since FY 2013 the number of Shelter Plus Care Rental Assistance slots increased 18% from 336 in FY 2013 to 396 slots in FY 2017.



Source: The Institute for Human Services

In FY 2017 the Housing First program provided permanent housing to 215 households who had been experiencing chronic homelessness and awarded a contract to provide permanent housing to an additional 100 households for a total of 315 households served through Housing First.



Source: The Institute for Human Services

In FY 2017 the Hale Mauliola Housing Navigation Center (HMHNC) continued to operate at or near its full capacity of providing housing navigation services to 83 individuals experiencing homelessness and a contract was awarded to expand HMHNC to serve up to 104 individuals beginning in FY 2018.

	CBDD Operating Expenditures (\$ millions)	Shelter Plus Care Rental Assistance Slots <sup>2</sup>	CDBG <sup>3</sup> Grants	CDBG <sup>3</sup> Funds
FY 2013	\$3.27	336	0	\$0
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
Change from last year	35%	-4%	0%	13%
Change over last 5 years	413%	18%	---	---

Source: Department of Budget and Fiscal Services and the Department of Community Services. <sup>1</sup>These agencies and shelters received grant funds through DCS. <sup>2</sup>Shelter Plus Care is now part of the Permanent Supportive Care Program. <sup>3</sup>Community Development Block Grant program funded by the U.S. Department of Housing and Urban Development (HUD).

# Elderly Affairs

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 to assist older adults in leading independent, meaningful and dignified lives in their own homes and communities for as long as possible.

The division coordinates advocacy efforts on behalf of elders, encourages community partnerships to improve and expand services, and administers contracts with agencies that provide direct services to our kupuna and their caregivers.

## Types of Services Offered by EAD:

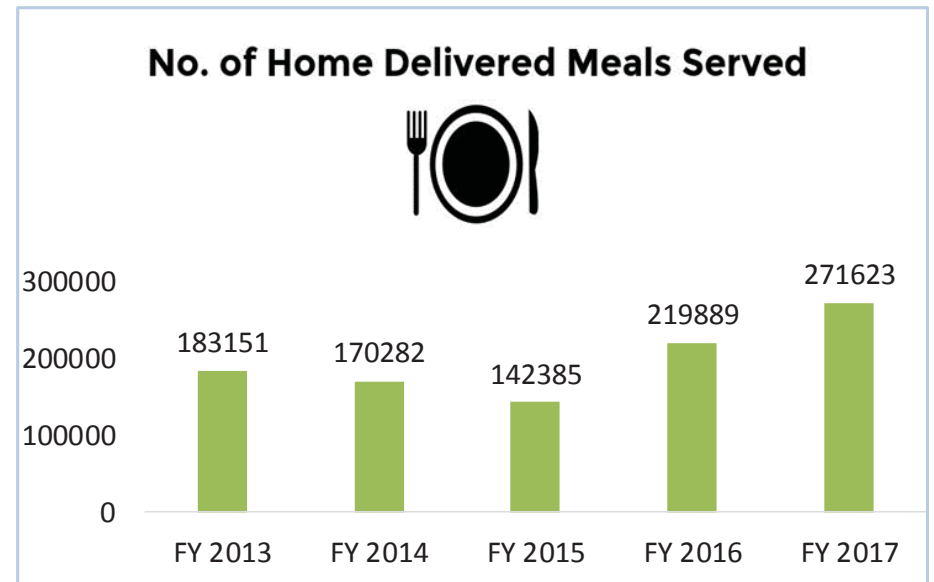
- Case management
- Personal care
- Home delivered and congregate meals
- Transportation
- Housing and legal information
- Caregiver services
- Health promotion
- Senior centers

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

Senior Helpline: (808) 768-7700

Over the last five years, the division's sub-recipient contracted grant amounts increased 74% from \$5.87 million in FY 2013 to \$10.22 million in FY 2017. The department attributes the increase to requirements to use all carryover funding and exhaust all funding in the year the funds are allocated.

Under the Aging Network Service System, 8,025 seniors and caregivers were served in FY 2017. Of that, 3,227 seniors received at least one in-home service such as, meals, personal care, or transportation services.



Source: Department of Community Services

	Aging Network Service System					
	EAD Operating Expenditures (\$ millions)	Sub-Recipient Grants Service Dollars (\$ millions)	No. of Seniors and Caregivers Served	Received at least one (1) In-Home Service	Counseling, Health Promotion, Housing, Legal, Information and Assistance Units Delivered	No. of Home Delivered Meals
FY 2013	\$8.97	\$5.87	5,205	3,065	85,636	183,151
FY 2014	\$9.10	\$6.94	5,018	2,903	62,275	170,282
FY 2015	\$5.88	\$6.09	5,150	2,976	53,311	142,385
FY 2016	\$9.48	\$6.98	6,787	3,559	63,384	219,889
FY 2017	\$11.79	\$10.22	8,025	3,227	81,346	271,623
Change from last year	24%	46%	18%	-9%	28%	24%
Change over last 5 years	31%	74%	54%	5%	-5%	48%

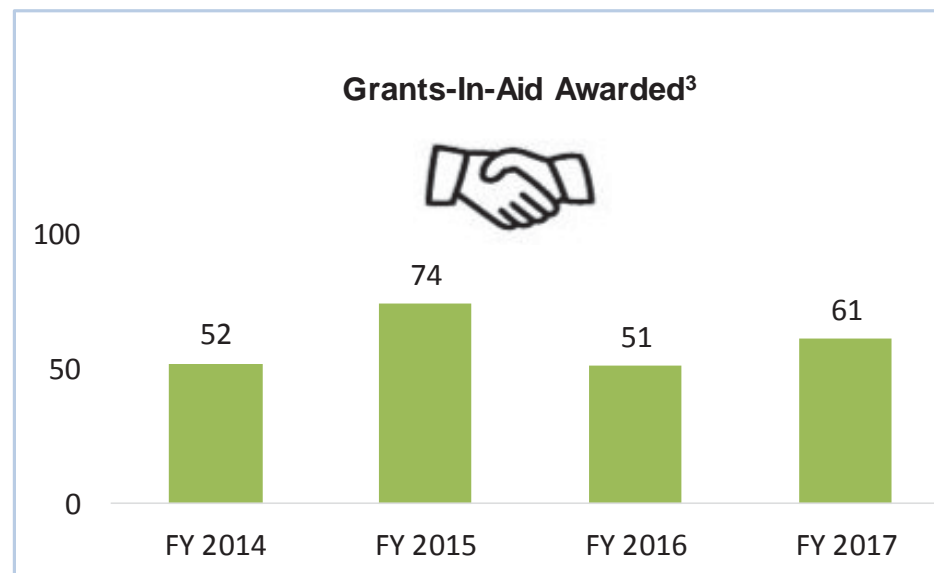
Source: Department of Community Services and Budget and Fiscal Services

WorkHawai`i Division's (WHD) mission is to develop a quality workforce for Honolulu's businesses and to empower individuals to meet the current and future needs of employers. It is the lead agency for O`ahu WorkLinks, the American Job Center network, which provides business services and workforce development services for youth, job seekers and workers, especially individuals with barriers to employment.

In FY 2017, the Youth Services Center served 890 youth and young adults experiencing barriers to employment by providing prevention and intervention programs. The center provides participants opportunities for academic, civic, and vocational skills to progress toward economic and social stability. In FY 2017, 600 first-time offender youth received counseling services to prevent further involvement in the juvenile justice system, 169 offender youth earned high school diplomas and 137 were employed and/or enrolled in further education.

### Grants Management

The Office of Grants Management administers the city's Grants-in-Aid Fund. In FY 2017, \$6.6 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 2017, the office executed 61 FY 2017 contracts and managed 66 FY 2015 awards.



Source: Department of Community Services.

In FY 2017, the estimated number of persons served decreased 71% from 262,938 in FY 2016 to 76,869 in FY 2017. The department attributes the decrease to grant applicants who proposed more large group activities in FY 2016 than in FY 2017.

	Operating Expenditures		WorkHawai`i			Office of Grants Management		
	WorkHawai`i (\$ millions)	Office of Special Projects (\$ millions)	Homeless Families Receiving Rental Subsidies	Companies Served	Job Seekers Served <sup>1</sup>	Grants-In-Aid Contracts Awarded	Total Amount Awarded (\$ millions) <sup>2</sup>	Persons Served
FY 2013	\$8.77	\$3.10	67	--	26,698	--	--	--
FY 2014	\$9.35	\$5.60	81	--	31,967	52	\$4.93	155,585
FY 2015	\$8.02	\$7.91	87	931	34,856	74	\$6.53	75,651
FY 2016	\$6.10	\$8.19	80	1,051	19,553	51	\$6.82	262,938
FY 2017	\$7.57	\$6.81	118	--	12,343	61	\$6.59	76,869
Change from last year	24%	-17%	48%	--	-37%	20%	-3%	-71%
Change over last 5 years	-14%	120%	76%	--	-54%	--	--	--

Source: Department of Budget and Fiscal Services and Department of Community Services. <sup>1</sup>Includes job seekers who attended job fairs as well as center users. <sup>2</sup>Estimated figure.

**-This Page Intentionally Left Blank-**



## 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 has an administration division and two other divisions which are under its legal services activity.

### Counseling and Drafting

- Renders legal opinions 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

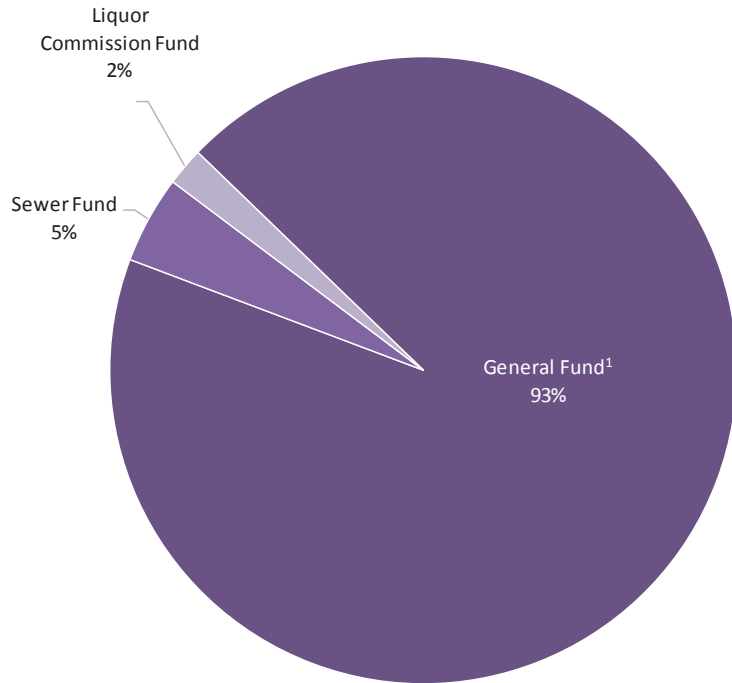
- Represents the city and its employees before all courts in the State of Hawai'i.
- Handles personal injury and property damage claims related to the city.
- Seeks collections for monies owed to the city.

*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 <sup>3</sup>	Staffing			Total Attorney FTE Filled	Total Attorney FTE Vacant
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>2</sup>		
FY 2013	\$6.65	\$631	81.5	11.0	\$81,574	41.0	4.0
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
Change from last year	-4%	280%	0%	-22%	-4%	-4%	--
Change over last 5 years	21%	7%	13%	-36%	7%	10%	-50%

Source: Department of Budget and Fiscal Services and Department of the Corporation Counsel. <sup>1</sup>Under 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. <sup>2</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable.

## Spending and Staffing

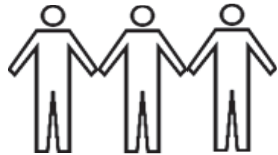
## ACCOMPLISHMENTS



Operating Expenditures

**\$8.06 M ▼ 4%**

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 which requirements fluctuate from year to year and dependent on the timing and nature of the cases assigned.



Vacant FTE

**7 FTE ▼ 22%**

The department attributes the decrease in vacant FTE to its vigorous efforts to fill all funded vacancies.

- COR assisted with various city efforts to protect Oahu’s island environment and conserve its natural resources, including: securing and complying with appropriate permits for the city’s wastewater and solid waste facilities; promulgating rules to require that construction and other land-based activities incorporate measures to protect water quality; and contracting, rulemaking, and permitting to promote alternative modes of transportation such as bike share, car share and vanpooling;
- COR continued to provide legal advice regarding the Honolulu Authority for Rapid Transportation (HART), its powers, duties and procedures, and the 2016 amendments to the charter provisions governing the organization; HART’s agreements with utilities, government entities, and third parties; real estate acquisitions and eminent domain proceedings; project financing, and state and city legislation related to the rail project;
- COR assisted with interpretation and implementation of Charter amendments resulting from the 2016 General Election including preparation of new edition of charter, extent of prosecutor’s control over budget, new requirements for Grants-in-Aid process and Clean Water and Natural Land Fund expenditures, and duties of the new Department of Land Management;
- COR assisted the Department of Information Technology (DIT) with terms and conditions for *HNL.Info*, the go-to website and mobile app for city services and information, including the city’s emergency alerts.

	Counsel and Drafting Cases	Litigation Cases	Total Number of Cases	Real Property Tax Recoveries (\$ millions)
FY 2013	11,954	2,731	15,869	\$16.3
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
Change from last year	5%	10%	6%	-9%
Change over last 5 years	48%	-33%	23%	-82%

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

**-This Page Intentionally Left Blank-**

## 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 renders advice on ethics questions to city personnel and the public; investigates complaints of violations of the ethics laws; recommends discipline to appointing authorities for ethics law violations; and imposes civil fines for violations by exempt or elected officials.

The commission also develops and implements education programs, including mandatory ethics training and re-training for all city personnel. It also recommends legislation before the council and the legislature; 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.

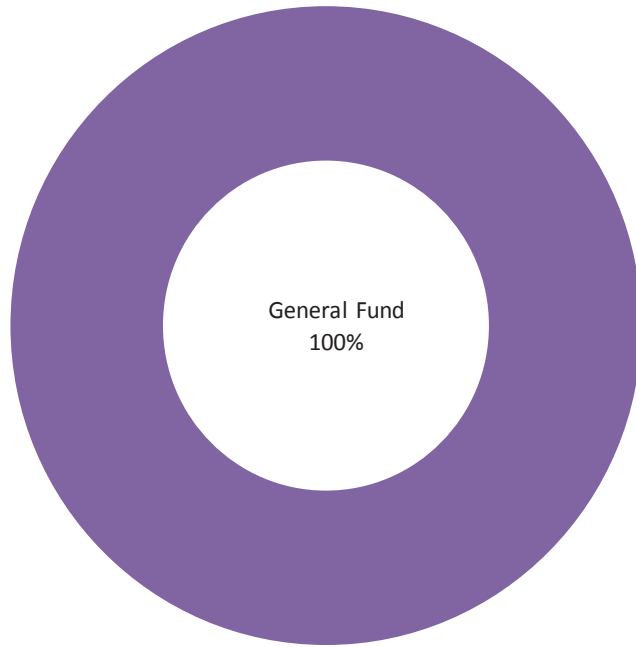
The commission is administratively attached to the Department of the Corporation Counsel.

*To ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public.*

*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Operating Expenditures	Staffing		Cost Per FTE <sup>1</sup>
		Total Authorized	Total Vacant	
		FTE	FTE	
FY 2013	\$265,987	3.0	0.0	\$88,662
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
Change from last year	14%	0%	--	14%
Change over last 5 years	61%	100%	--	-19%

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

## Spending



Operating Expenditures

**\$429 K ▲ 14%**

The department attributes the increase to filling three vacant positions and salary increase.

## Five Year Trends



- Total number of employees trained decreased 72% between FY 2013 and FY 2017 from 2,937 to 807. According to the Ethics Commission, the decrease is due to the completion of the development of online ethics training courses and the Ethics Learning Management System (LMS) with the help of DIT and DHR during FY 2017.

## National Citizen Survey



- Residents decreased their ratings of government performance in Acting in the best Interest of Honolulu at 25% and Treating all residents fairly at 25% in FY 2017 compared to 34% and 29% in FY 2016, which is an overall decrease of 9% and 4% respectively.

	Total No. Employees Trained <sup>1</sup>	Advice Requests & Complaints	Complaints Opened for Investigation	Requests for Advice Answered
FY 2013	2,937	414	86	403
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
Change from last year	-84%	-22%	-23%	-17%
Change over last 5 years	-72%	-35%	0%	-55%

Source: Honolulu Ethics Commission. <sup>1</sup>FY 2013 includes specialized training hours. This training category was discontinued in FY 2013.

**-This Page Intentionally Left Blank-**



## 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 divisions:

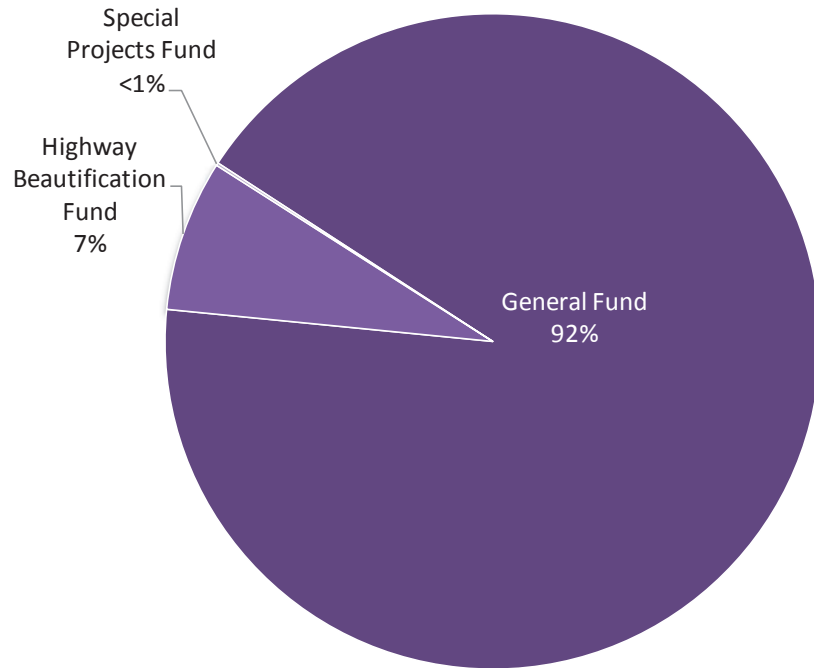
Public Communication	Motor Vehicle, Licensing and Permits	Satellite City Hall
<ul style="list-style-type: none"><li>• Disseminates information to the public.</li><li>• Processes inquiries and complaints.</li><li>• Oversees the reference center, records management and archives programs.</li></ul>	<ul style="list-style-type: none"><li>• Processes vehicle registrations.</li><li>• Issues driver and business licenses.</li><li>• Administers motor vehicle inspection programs.</li></ul>	<ul style="list-style-type: none"><li>• Provides essential city government services and information through nine storefront offices around O'ahu.</li></ul>

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

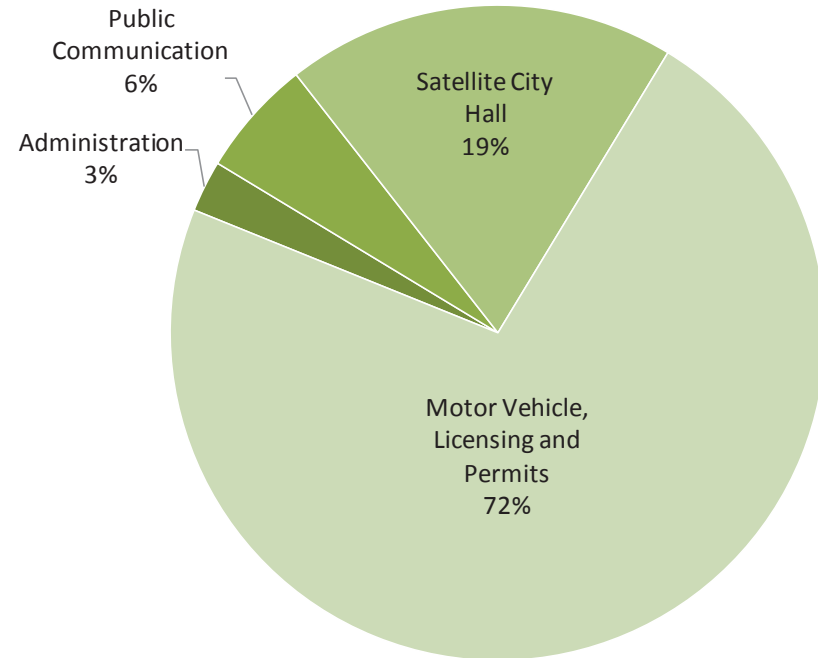
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost per FTE <sup>1</sup>	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday <sup>2</sup>
FY 2013	\$155.12	\$19.32	307	70	\$62,947	\$52,716	\$48,979
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
Change from last year	1%	4%	0%	-2%	4%	4%	-2%
Change over last 5 years	6%	21%	-9%	-40%	33%	223%	227%

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

## Spending and Staffing



Operating Expenditures

**\$23.37 M ▲ 4%**

The department attributes the increase to salaries increases from mandated collective bargaining contract terms; the expansion of core services to meet growth in the Vehicle Registration Program; reinstatement of security guard service at Waianae Satellite City Hall and the move from both City Square and Chinatown Gateway to Kapalama Hale.



Overtime

**\$170 K ▲ 4%**

The department attributes the increase to efforts to reduce the processing times for auto dealers' motor vehicle registration transactions. Both the Motor Vehicle, Licensing and Permit Division and the Satellite City Hall Division required after-hour use of staff to prepare for the physical move of its operations from City Square and Chinatown Gateway to Kapalama Hale.

## Five Year Trends



- Total overtime expenditures increased 223% between FY 2013 and FY 2017 from \$52,716 to \$170,123.
- The department's operating expenditures increased 21% from \$19.32 million to \$23.37 million over the last five years.

## National Citizen Survey



- In 2017, Honolulu residents gave lower ratings for overall customer service by Honolulu employees, **39%**, as *excellent* or *good* compared to 42% in FY 2016, a 3% decrease over last year.

## ACCOMPLISHMENTS

- Implemented a new state law, requires the annual registration and safety inspection of mopeds, beginning January 1, 2017;
- Implemented new rules regulating private transportation services and drivers, including taxi cabs and transportation network companies;
- Consolidated and strengthened animal control services by requiring the Hawaiian Humane Society to respond to public complaints related to pet fowl nuisances, and management of the *Neuter Now* program; and
- Responded to more than 720 requests for certificates, messages, proclamations, photographic support, and media relations assignments.

# Administration and Public Communication

Administration provides policy guidance, direction and administrative support to the city's public communications programs and its service delivery centers: 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 follow-up and timely resolution. The division monitors and reports complaint statistics to administration.

In FY 2017, the department received and processed approximately 10,800 reports regarding concerns about city services via telephone, online problem reports, the *Honolulu 311* smartphone app, email or mailed correspondence, or in-person at the Public Information Center. It also responded to more than 720 requests for certificates, messages, proclamations, photographic support, and media relations assignments.

CSD is also responsible for referring complaints that must be resolved by the appropriate and responsible agency, for example pothole repairs. CSD tracks and monitors the progress of the referral, agency response, and timely closure of each complaint.

Over the past five years, the number of complaints resolved by both the CSD and departments has declined 36% and 30% respectively. The department states that the decrease in the number of complaints resolved by CSD reflects some normal variance in complaints volume, but also includes variance due to a category of complaints relating to potholes, as submitted via some entry-points, now circumventing CSD Complaints and routing directly to the Department of Facility Maintenance.

While number of complaints resolved by CSD since FY 2016 decreased 51%, the number of complaints resolved by departments since FY 2016 has increased by 41%. The department attributes this 41% increase to a targeted effort to seek to resolve and close older complaint reports.

	Operating Expenditures		Complaint Actions Processed <sup>1</sup>	Number of Complaints Resolved <sup>2</sup>	
	Administration	Public Communication (\$ millions)		Resolved by CSD	Resolved by Departments
FY 2013	\$417,559	\$1.37	14,883	3,284	13,429
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
Change from last year	2%	4%	-2%	-51%	41%
Change over last 5 years	42%	-2%	-28%	-36%	-30%

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

<sup>2</sup>Number of complaints "Resolved by CSD" and "Resolved by Departments" is greater than "Complaint actions processed" due to complaints from previous year(s) 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.

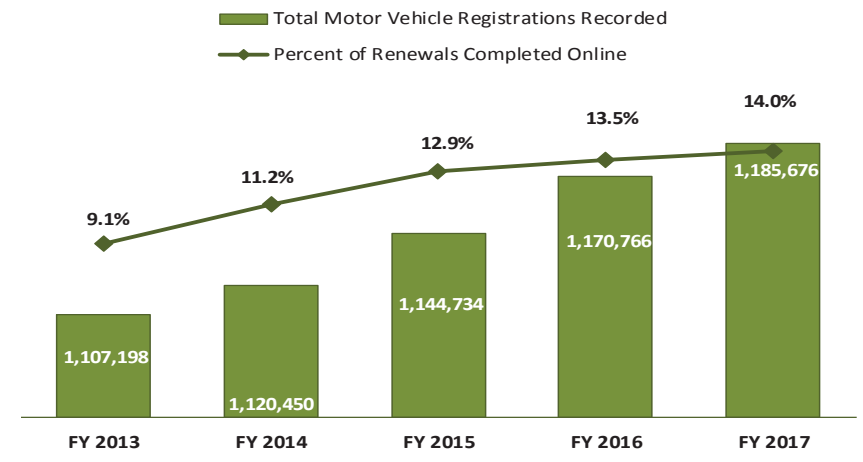
MVLP has five driver licensing centers. All five storefront offices have service line cameras so that the public can alleviate their wait times. Driver license location service lines can be viewed at:

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

In FY 2017, the Division of Motor Vehicle, Licensing and Permits relocated the Joint Base Pearl Harbor– Hickam Office from the Pearl Club Complex to the former location of the Hickam Pass and ID Office. MVLP was tasked with several major statutory and city ordinance amendments and revisions. One of these implemented amendments and revisions include a new state law requiring annual registration and safety inspection of mopeds. MVLP has also implemented new rules relating to the regulation of private transportation services and drivers including taxi cabs, and transportation network companies.

Over the last five years, total motor vehicle registrations and online vehicle registration renewals have increased by 7% and 65% respectively.

## Trend in Online Motor Vehicle Registration Renewals



Source: Department of Customer Services

According to the department, the major increase in online vehicle registration renewals is due to the *Millennials* or *Gen Y* age group (those born 1977 to 1995). They represent the fastest-growing demographic in the workplace and marketplace. This generation is more likely to pay their vehicle registration renewals online.

	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
FY 2013	\$13.62	\$154.27	1,287,430	1,107,198	101,067	9.1%
FY 2014	\$13.68	\$157.56	1,376,163	1,120,450	125,044	11.2%
FY 2015	\$14.77	\$151.98	1,405,723	1,144,734	147,704	12.9%
FY 2016	\$16.51	\$154.74	1,414,654	1,170,766	158,613	13.5%
FY 2017	\$16.93	\$156.08	1,452,030	1,185,676	166,308	14.0%
Change from last year	3%	1%	3%	1%	5%	1%
Change over last 5 years	24%	1%	13%	7%	65%	5%

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\*
- Kalihi
- 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 registration 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 FY 2017, the Motor Vehicle, Licensing and Permits and Satellite City Hall administrative sections at City Square and Chinatown Gateway Plaza consolidated offices at Kapalama Hale.



*Photo of the new Kapalama Hale Motor Vehicle, Licensing and Permits, and Satellite City Hall location.*

Source: KHON 2 website

Over the past five years, total operating expenditures for Satellite City Hall increased 15% from \$3.92 million in FY 2013 to \$4.50 million in FY 2017.

	Operating Expenditures (\$ millions)	Total Revenue Collected (\$ millions)	Walk-in Customers Served	Total Transactions Processed	Citizen Survey (% Excellent or Good)
					Satellite City Halls
FY 2013	\$3.92	\$186.84	1,118,941	949,865	44%
FY 2014	\$4.13	\$178.99	1,135,824	873,710	55%
FY 2015	\$4.14	\$175.91	1,041,331	883,982	45%
FY 2016	\$4.18	\$184.50	1,042,097	883,133	50%
FY 2017	\$4.50	\$195.32	1,095,352	926,448	47%
Change from last year	7%	6%	5%	5%	-3%
Change over last 5 years	15%	5%	-2%	-2%	3%

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

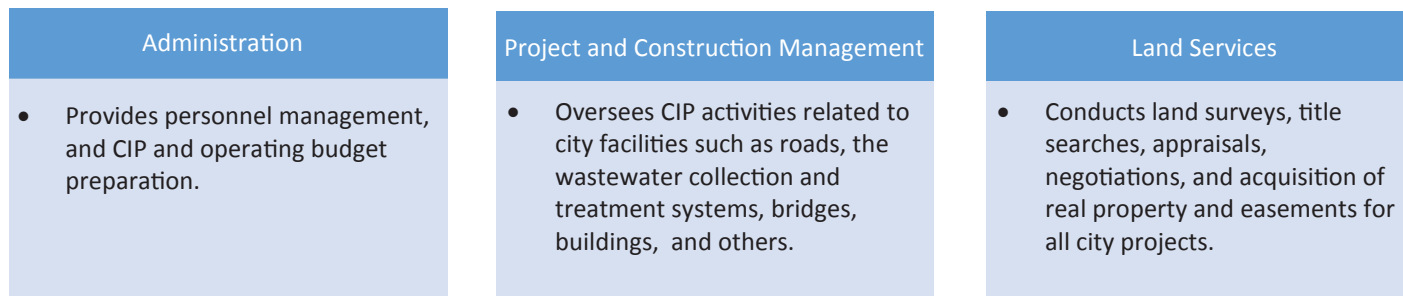
## Chapter 6 - Department of Design & Construction

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:

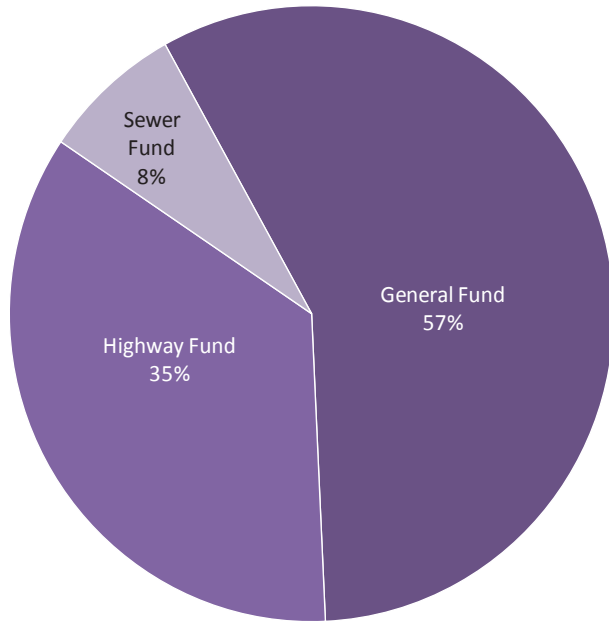


*To support planning and provide land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu.*

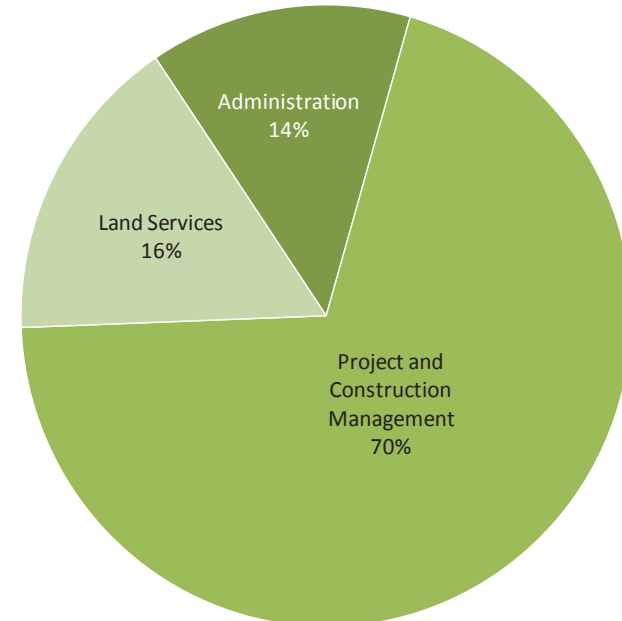
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost per FTE <sup>1</sup>	Overtime Expenditures	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday <sup>2</sup>
FY 2013	\$2.12	\$12.14	320	92	\$37,926	\$164,940	\$156,678
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
Change from last year	119%	6%	0%	9%	6%	-35%	-35%
Change over last 5 years	-67%	37%	-13%	-37%	58%	3%	6%

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



## Spending and Staffing



Operating Expenditures

**\$16.7 M ▲ 6%**

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



Overtime

**\$169 K ▼ 35%**

The department attributes the decrease in overtime to employees being able to perform their inspections on projects during normal working hours rather than at night or weekends.

## Five Year Trends



- The department's overtime expenditures increased 3% from \$164,940 to \$169,066 over the last five years.



- The department's operating expenditures increased 37% from \$12.1 million to \$16.7 million over the last five years.

## National Citizen Survey



City and County street repair received a **10%** rating as being *excellent or good* in 2017. That is a 5% decrease from their 15% rating in FY 2016. This rating is similar to the national benchmark comparison.

## ACCOMPLISHMENTS

- Met all assigned Wastewater Consent Decree milestones successfully for six consecutive years; the decree settled multiple claims and complaints against the city, and established measures to reduce sanitary sewer overflows and upgrades to wastewater treatment facilities.
- Fortified the Waimalu Wastewater Pump Station force main system with a redundant force main to improve the reliability of sewer service and minimize the impact to the environment caused by wastewater spills. Construction costs were \$20.2 million .
- Repaved 411 lane miles of roads in FY 2017.
- Completed Phase One of Thomas Square improvements at a cost of \$1.2 million.

Source: Department of Budget and Fiscal Services (BFS) and Department of Design and Construction.

# Project and Construction Management

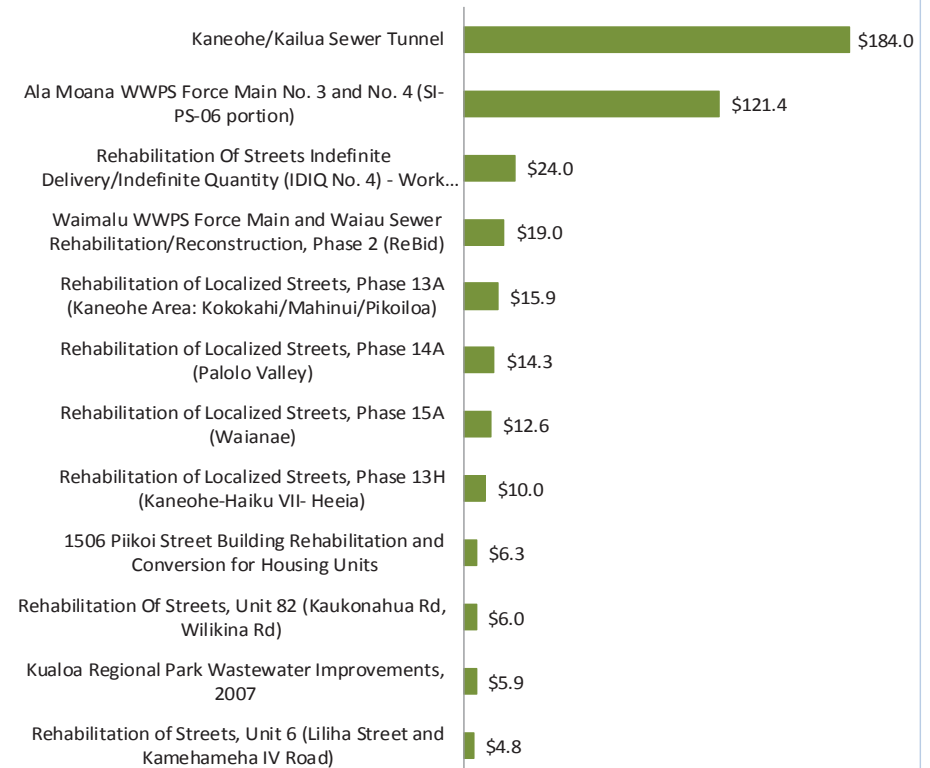
Project and Construction Management’s (PCM) mission is to oversee capital improvements to various city facilities that include roads, wastewater collection and treatment systems, and municipal buildings. Construction of bridges, fire, EMS, and police stations, park facilities, and golf courses are also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

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

Project and construction management total operating expenditures decreased 4% from \$12.20 million in FY 2016 to \$11.7 million in FY 2017 and increased 28% over the last five years from \$9.1 million in FY 2013.

In FY 2017, the city paved 411 lane miles a 53% increase from 268 paved lane miles in FY 2016. That is a total of more than 1,558 lane miles since January 1, 2013. According to the department, the increase is due to a number of factors such as good weather, the timing of when the contracts got executed, and the utilization of construction management services which allowed the department to manage more paving contracts without increasing city staff. Another factor that influenced the increase in miles was the type of road projects. There were more localized street (more miles) being paved rather than the main arterials (less miles). In FY 2017, the Mayor budgeted an additional \$3 million for pavement preservation projects such as slurry sealing, sealcoating and crack sealing of roads before they deteriorate.

## Costs of Significant Construction Projects Completed in FY 2017 (\$ millions)



Source: FY 2017 Department & Agency Reports, Department of Design and Construction

	Operating Expenditures by Divisions					Contracted Road Resurfacing (Lane Miles)
	Total Operating Expenditures (\$ millions)	Mechanical/ Electrical (\$ millions)	Facilities (\$ millions)	Civil (\$ millions)	Wastewater (\$ millions)	
FY 2013	\$9.13	\$1.46	\$2.87	\$4.09	\$0.71	310
FY 2014	\$11.25	\$1.63	\$4.61	\$4.22	\$0.79	270
FY 2015	\$13.44	\$1.16	\$5.77	\$4.70	\$0.83	214
FY 2016	\$12.20	\$1.55	\$4.55	\$5.13	\$0.73	268
FY 2017	\$11.66	\$1.20	\$3.75	\$5.46	\$1.23	411
Change from last year	-4%	-23%	-18%	7%	69%	53%
Change over last 5 years	28%	-18%	31%	34%	73%	33%

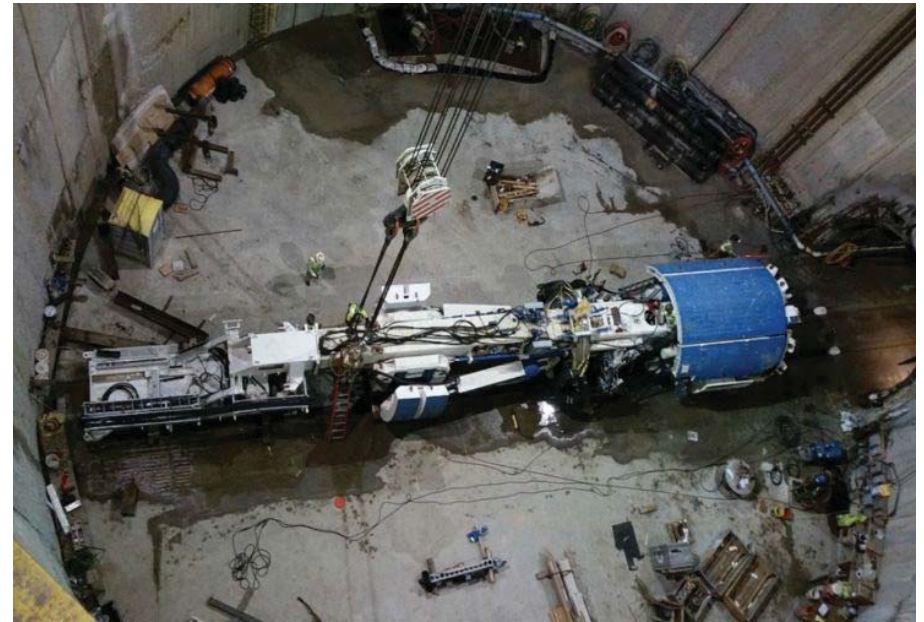
Source: Department of Budget and Fiscal Services and Department of Design and Construction.

### Wastewater Division

The Wastewater Division plans, designs, and constructs funded capital projects, including repair and upgrades to the collection and conveyance systems and wastewater treatment facilities.

A primary driver of the Wastewater Program is the 2010 Global Wastewater Consent Decree. DDC coordinates consent decree construction projects with the Department of Environmental Services (ENV). ENV is responsible for planning, programming, inspection, and compliance reporting requirements. DDC supports ENV by executing CIP project planning, design and construction for various wastewater-related projects such as treatment plants, pump stations, force mains, and gravity lines.

The sewer system is a critical component of the city’s infrastructure. As part of a 10-year program that began in 2010 to rehabilitate 144 miles of sewer pipe and clean 500 miles of sewer pipe per year, the city rehabilitated nearly 151 miles of wastewater pipe and cleaned approximately 703 miles of additional wastewater pipe exceeding the goals in FY 2017.



Kaneohe/Kailua Sewer Tunnel

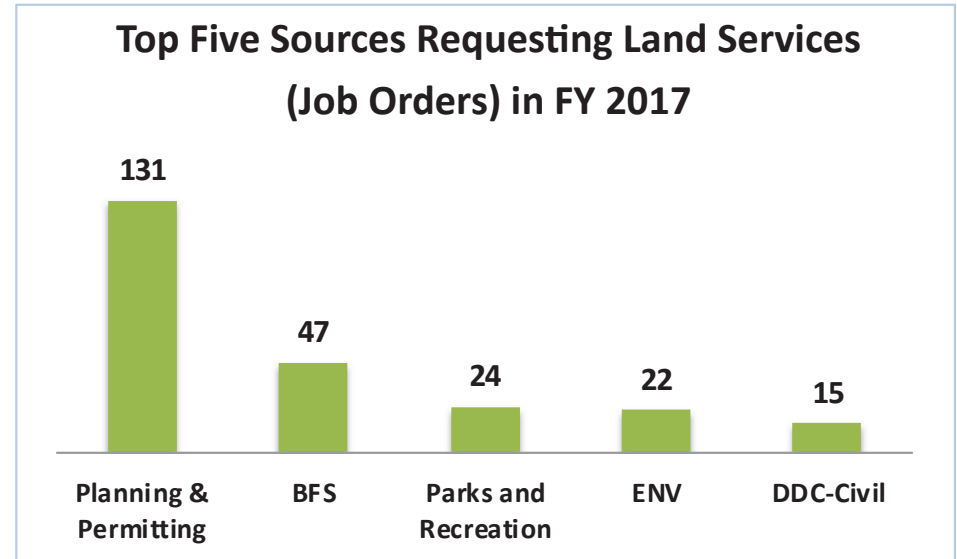
Source: Department of Design and Construction

	No. of Projects Encumbered		Value of Projects Encumbered		Total CIP Projects Completed	Value of CIP Projects Completed (\$ millions)
	Planning and Design	Construction	Planning and Design (\$ millions)	Construction (\$ millions)		
FY 2013	103	83	\$32.00	\$269.00	108	\$335.00
FY 2014	138	89	\$67.70	\$322.40	92	\$171.20
FY 2015	132	104	\$42.80	\$255.60	88	\$287.90
FY 2016	155	106	\$62.10	\$334.10	107	\$154.50
FY 2017	117	82	\$69.00	\$255.00	87	\$473.50
Change from last year	-25%	-23%	11%	-24%	-19%	206%
Change over last 5 years	14%	-1%	116%	-5%	-19%	41%

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

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 321% from 56 total parcels acquired in FY 2013 to 236 total parcels acquired in FY 2017. The total parcel and land court maps decreased 62% from 107 in FY 2013 to 41 parcel and land court maps in FY 2017. 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 5 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 (sewer). Parcel and Land Court maps prepared by DDC were for remaining projects including DDC Civil and ENV.



Source: Department of Design and Construction (DDC), Department of Facilities Management (DFM), Department of Budget and Fiscal Services (BFS), and Department of Planning and Permitting (DPP).

	Land Services 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 2013	\$2.18	960	1,789	56	3,882	390	107
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
Change from last year	3%	-8%	7%	-33%	6%	-16%	-29%
Change over 5 years	24%	-8%	-22%	321%	-19%	-3%	-62%

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.

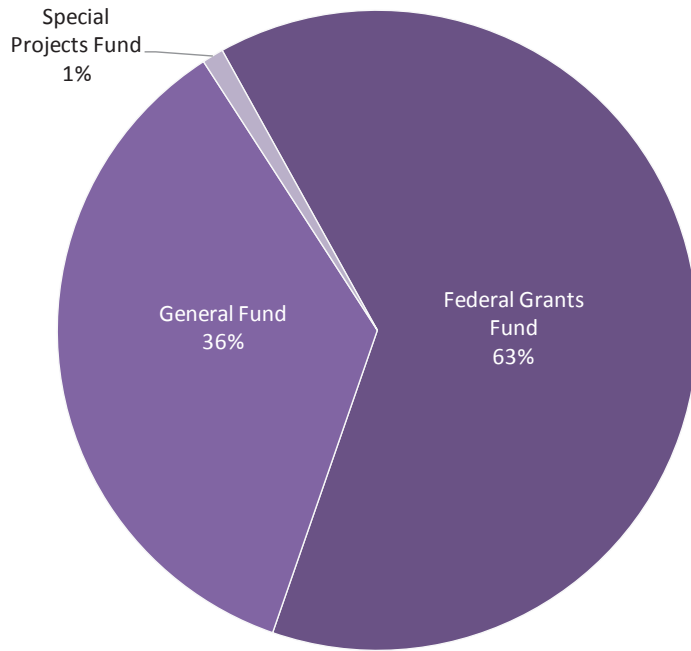


*To develop, prepare for, and, under disaster emergency situations, assist in the implementation of emergency management plans and programs to protect and enhance public health, safety, and welfare of residents and visitors.*

*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Total Authorized FTE <sup>1</sup>	Total Vacant FTE		Total	Non-Holiday
FY 2013	\$4.16	\$6.44	13.5	5	\$477,533	\$118,648	\$115,940
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
Change from last year	5%	69%	0%	0%	69%	324%	325%
Change over last 5 years	-60%	-21%	15%	-60%	-31%	366%	376%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable.

## Spending



Operating Expenditures

**\$5.11 M ▲ 69%**

The department attributes the increase to the inconsistency of expending federal grant funds. Each grant has a two-year cycle period to spend, and the departments spend the money based on need, not on a time schedule. In addition, grant awards have varied year-to-year.



Overtime

**\$552 K ▲ 324%**

The department attributes this increase to the unpredictable nature of disasters and to supporting large special events and training exercises, such as the International Union of Conservation and Nature Conference and the Return of the Hokulea.

## Five Year Trends



- Total Overtime Expenditures increased 366% between FY 2013 and FY 2017 from \$ 118,648 to \$552,698.



- The department's operating expenditures decreased 21% from \$6.44 million in FY 2013 to \$5.11 million in FY 2017.

## National Citizen Survey



- **48%** of Honolulu residents 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.

## ACCOMPLISHMENTS

- Honolulu Local Emergency Planning Committee assisted with the passage of Senate Bill 976, which doubled the funding to support the capabilities of the city's Hazardous Materials responders;
- Replaced six and added eight outdoor warning sirens around the island; and
- Supported eight community emergency preparedness fairs, and mentored the 14 active voluntary community emergency preparedness groups in various workshops, trainings and exercises.

# 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 2013, the number of active *Nixle* accounts decreased from 26,014 to 14,566. According to the department, it used *Nixle* to alert the public of any hazards that affect the community. The city deactivated *Nixle* in May 2017. The department noted that it sees an increase in the number of subscribers every time there is a large scale emergency (e.g. hurricane, tsunami, etc.). In the 2017 citizen survey, 73% of Honolulu residents reported that a cell phone is their primary telephone number.

In May 2017, the department launched *HNL.Info*. This is a free mobile app to notify the public about traffic situations, severe weather alerts, and information on city services and events happening around the island. Residents and visitors customize their experience by creating an account and subscribing to topics of interest. Messages are received via push notification, e-mail, or SMS (text messaging).



Source: Department of Emergency Management

	Total Days Emergency Operations Center Activated					Nixle/HNL.Info <sup>1</sup>	
	High Surf Warning	Flood/ Flash Flood Warning	Tsunami Info/ Watch/Warning	Tropical Depression/Cyclone	Brush/ Wild Fire	Total Alerts Sent	Total Active Accounts
FY 2013	3	11	1	1	2	248	26,014
FY 2014	13	8	2	5	5	292	33,899
FY 2015	8	9	0	9	4	285	40,944
FY 2016	1	17	2	0	1	386	45,472
FY 2017	0	7	1	3	0	20	14,566
Change from last year	--	-59%	-50%	--	--	-95%	-68%
Change over last 5 years	--	-36%	0%	200%	--	-92%	-44%

Source: Department of Emergency Management. <sup>1</sup>HNL.Info replaced Nixle as the City's text emergency notification system for O'ahu residents and visitors. In FY 2017, Total Alerts Sent was 20 messages using HNL.Info.



# 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 (EMS)

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 (OSLS)

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 (HS)

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.

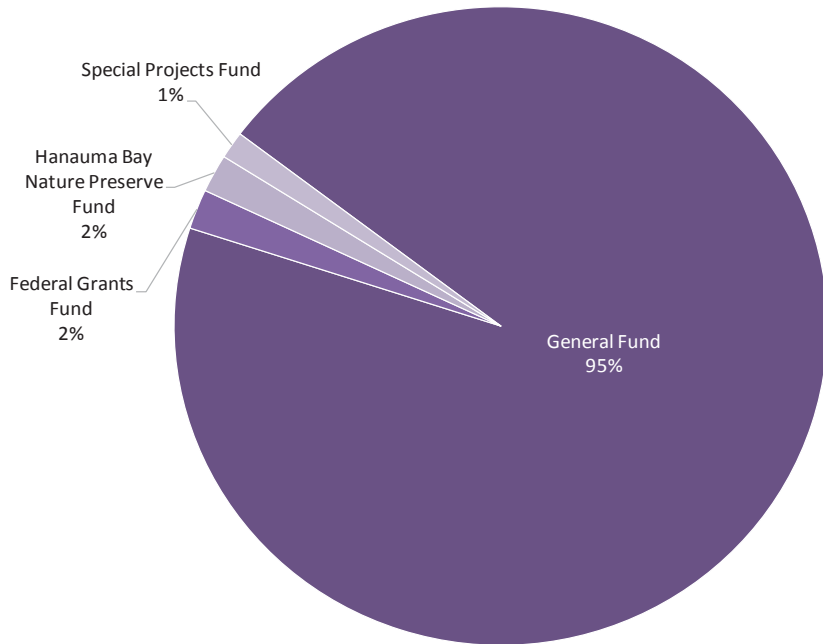


*To develop programs and deliver exemplary services related to emergency medical services and lifeguard services on the island of O`ahu.*

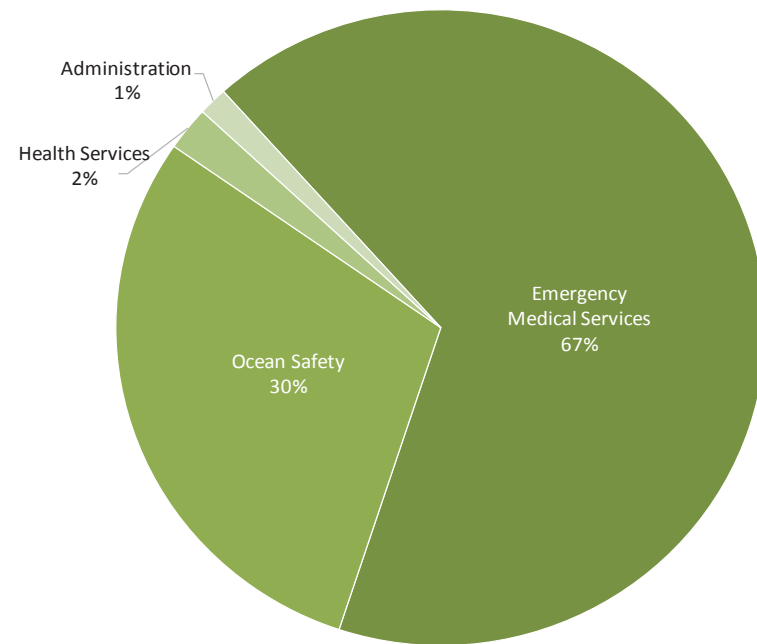
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses



	Revenue (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Authorized FTE	Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2013	\$31.98	\$34.82	450.8	52.0	\$77,255	\$5.72	\$5.06
FY 2014	\$34.23	\$35.43	476.2	79.5	\$74,392	\$6.34	\$5.73
FY 2015	\$34.46	\$37.23	476.2	50.0	\$78,180	\$5.78	\$4.45
FY 2016	\$35.58	\$38.26	490.2	41.0	\$78,042	\$5.25	\$3.88
FY 2017	\$39.66	\$43.85	486.2	48.5	\$90,185	\$5.85	\$4.18
Change from last year	11%	15%	-1%	18%	<1%	12%	8%
Change over last 5 years	24%	26%	8%	-7%	17%	2%	-17%

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

## Spending and Staffing

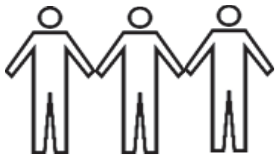
### Operating Expenditures



**\$43.85 M** ▲ **15%**

The department's operating expenditures increased 15% over the last year.

### Vacant FTE



**48.5** ▲ **18%**

The department's vacant FTE increased 18% over the last year.

### Overtime



**\$5.85 M** ▲ **12%**

The department's overtime expenditures increased 12% over the last year.

## Five Year Trends



HESD operating expenditures increased 26% to \$43.85 million in FY 2017 from \$34.82 million in FY 2013. The department attributes the increase to inflation costs of rent, fuel, salaries, and supplies.



HESD revenue totaled \$39.66 million in FY 2017, which was a 24% increase from \$31.98 million in FY 2013. The department attributes the increase to increase in call volume and increase in collection rates.



HESD overtime expenditures totaled \$5.85 million in FY 2017, which was a 2% increase from \$5.72 million in FY 2013.



Photos Courtesy of the Honolulu Emergency Services Department

## ACCOMPLISHMENTS

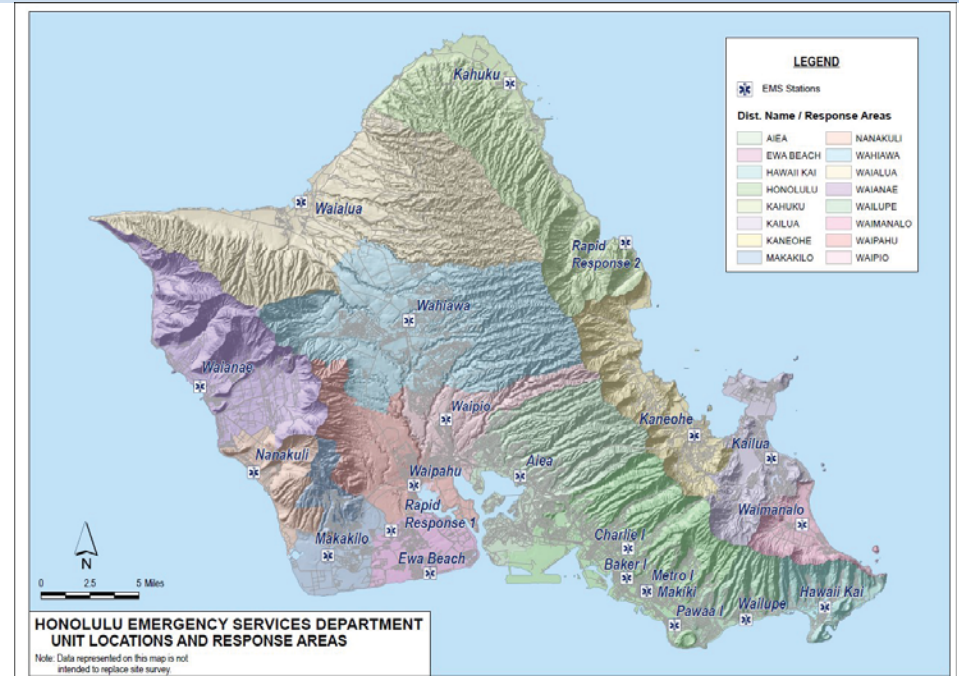
- Celebrated 100 years of ocean safety on O`ahu
- The department hired 17 EMTs and promoted 9 EMTs to Paramedics.
- Lifeguards performed more than 950,000 preventative actions and approximately 3,000 rescues
- Initiated pulmonary function testing on all HPD officers from the rank of lieutenant and below to ensure officers are ready to use a respirator in the event of mass casualty or disaster
- HESD refurbished four ambulances with new chassis, lightning and electrical.

# Emergency Medical Services

Emergency Medical Services operating expenditures increased to \$29.26 million, which is a 10% increase from \$26.58 million in FY 2016 and a 16% increase from \$25.17 million in FY 2013.

Ambulance response time met percentile was 78% in FY 2017, which is a 2% decrease from 80% in FY 2016 and a 8% decrease from FY 2013.

The 2017 National Citizen Survey asked residents to rate ambulance or emergency medical services in Honolulu. About 80% rated services as *excellent* or *good*, which is a 1% decrease from the prior year. The 81% rating is *similar* to percentages reported nationwide and among communities with populations over 300,000. Among large communities, Honolulu ranked 12<sup>th</sup> out of 22 communities, equivalent to the 48<sup>th</sup> percentile for ambulance or emergency medical services.



Source: Honolulu Emergency Services Department

	EMS 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) <sup>1</sup>	Citizen Survey (% Excellent or Good) Ambulance/EMS Services
FY 2013	\$25.17	89,806	51,307	20	2,565	86%	85%
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%
Change from last year	10%	8%	3%	0%	3%	-2%	-1%
Change over last 5 years	16%	27%	9%	0%	9%	-8%	-5%

Source: Honolulu Emergency Services Department, Department of Budget and Fiscal Services, and 2013-2017 National Citizen Survey (Honolulu). <sup>1</sup>State Department of Health Ambulance Response Times: Urban (10 minutes); Urban/Rural (15 minutes); and Rural (20 minutes).

# Ocean Safety and Lifeguard Services

Ocean Safety and Lifeguard Services expenditures have steadily increased 41% from \$9.20 million in FY 2013 to \$12.98 million in FY 2017. The department attributes the increase to hiring the following staff:

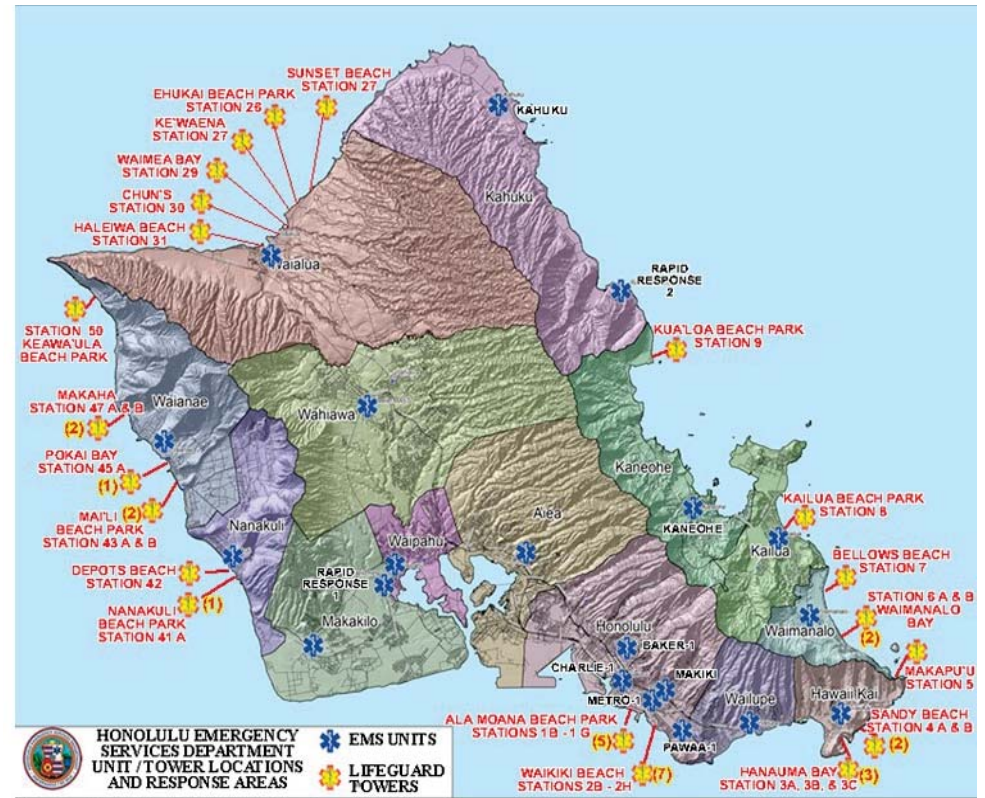
- 18 Water Safety Officer 1 positions
- 3 Water Safety Officer 3 positions
- 1 Water Safety Officer 4 position

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.



Ocean Safety Lifeguards escorting the Hokulea to its Homecoming at Magic Island

Photo Courtesy of Honolulu Emergency Services Department and the Managing Director's Office.



Source: Honolulu Emergency Services Department

	OSLS Operating Expenditures (\$ millions)	Ocean Rescues	Preventive Actions <sup>1</sup>	Public Contact <sup>2</sup> (million)	First Aid - Major <sup>3</sup>	Beach Users (millions)
FY 2013	\$9.20	2,619	744,764	1.23	1,336	18.10
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			Department did not provide FY 2017 data.		
Change from last year	25%	-	-	-	-	-
Change over last 5 years	41%	-	-	-	-	-

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

# Health Services

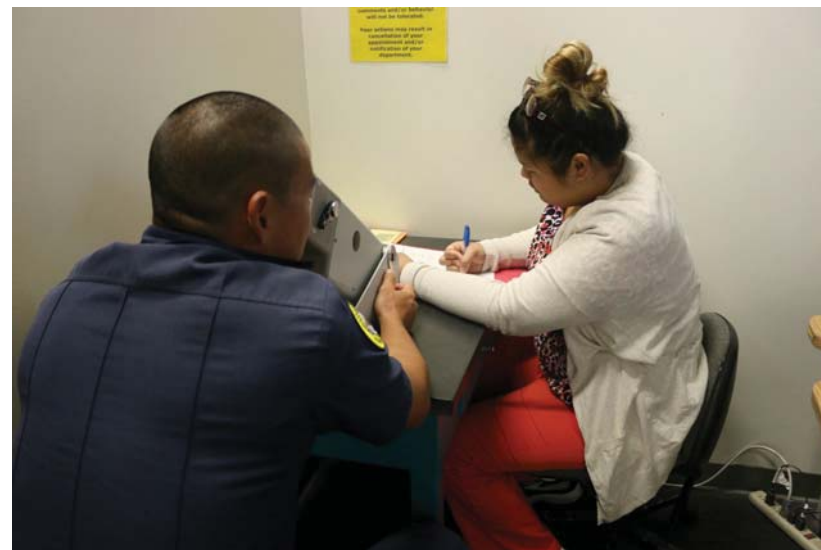
Health Services' (HS) operating expenditures increased 38% to \$978,988 in FY 2017 from \$645,184 in FY 2015.

Pre-employment and annual medical evaluations administered increased 1% to 2,677 in FY 2017 from 2,390 in FY 2015.

The number of state Department of Transportation (DOT) physicals increased 11% to 962 in FY 2017 from 819 in FY 2015. The department did not provide updated FY 2017 information. Medical Review Officer random testing assessments totaled 3,469 in FY 2017, which was a 19% decrease from 3,908 in FY 2015.

<b>962</b>	<b>2,677</b>	<b>3,469</b>
Number of DOT Physicals	Number of Pre-employment & Annual Medical Evaluations	Number of MRO <sup>3</sup> Random Testing Assessments

Source: Honolulu Emergency Services Department



Source: Honolulu Emergency Services Department

	Total						
	HS Operating Expenditures	Pre-employment and Annual Medical Evaluations <sup>1</sup>	DOT Physicals	Medical Examiners	DOT Physicals Performed per Medical Examiner <sup>2</sup>	MRO <sup>3</sup> Random Testing Assessments	DPR's Summer Fun Program Urine Drug Screens <sup>3</sup>
FY 2013	--	--	--	--	--	--	--
FY 2014 <sup>4</sup>	--	--	--	--	--	--	--
FY 2015	\$645,184	2,390	819	1	819	3,908	1,079
FY 2016	\$711,790	2,663	864	1	864	4,262	1,093
FY 2017	\$978,988	2,677	962	1	962	3,469	1,056
Change from last year	38%	1%	11%	0%	11%	-19%	-3%
Change over last 5 years	--	--	--	--	--	--	--

Source: Honolulu Emergency Services Department and Department of Budget and Fiscal Services. <sup>1</sup>HS administers a drug screening program for new hires and random testing for selected employees. <sup>2</sup>Number of DOT Physicals/Number of Medical Examiners. <sup>3</sup>Medical 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. <sup>4</sup>The Health Services program was transferred from the Department of Human Resources to HESD on July 1, 2013. HESD 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 Waikiki Shell, the Honolulu Zoo, and six municipal golf courses. The department also coordinates the preparation, administration, and enforcement of citywide 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:

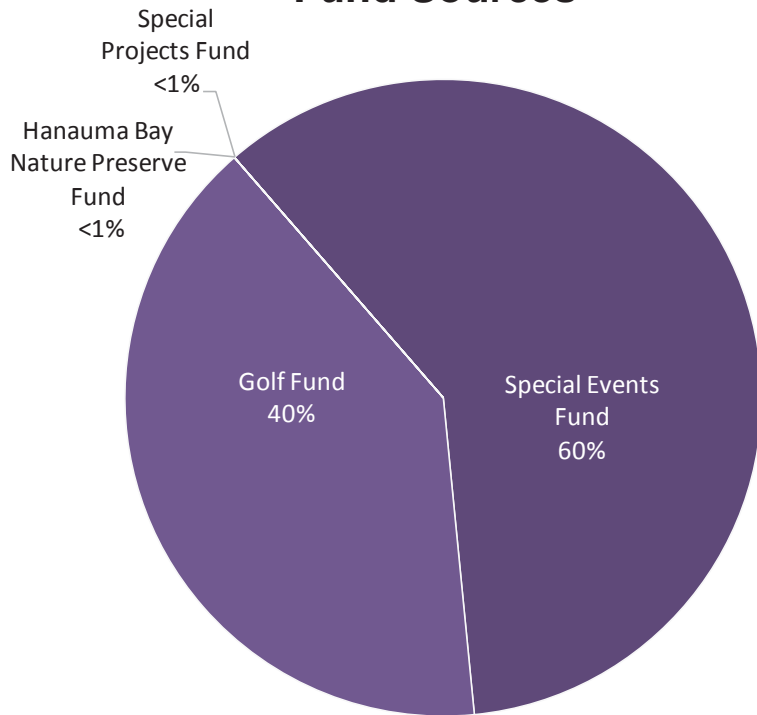
Building Services	Customer Services	Golf Course	Honolulu Zoo
<ul style="list-style-type: none"><li>• Provides facilities support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses, and designated concessions.</li></ul>	<ul style="list-style-type: none"><li>• Plans, develops, markets, and rents out the Blaisdell Center (Concert Hall, Exhibition Hall, and the Arena) and Waikiki Shell facilities.</li></ul>	<ul style="list-style-type: none"><li>• Operates and maintains six municipal golf courses.</li></ul>	<ul style="list-style-type: none"><li>• Operates and maintains the city's 42-acre zoological park.</li></ul>

*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.*

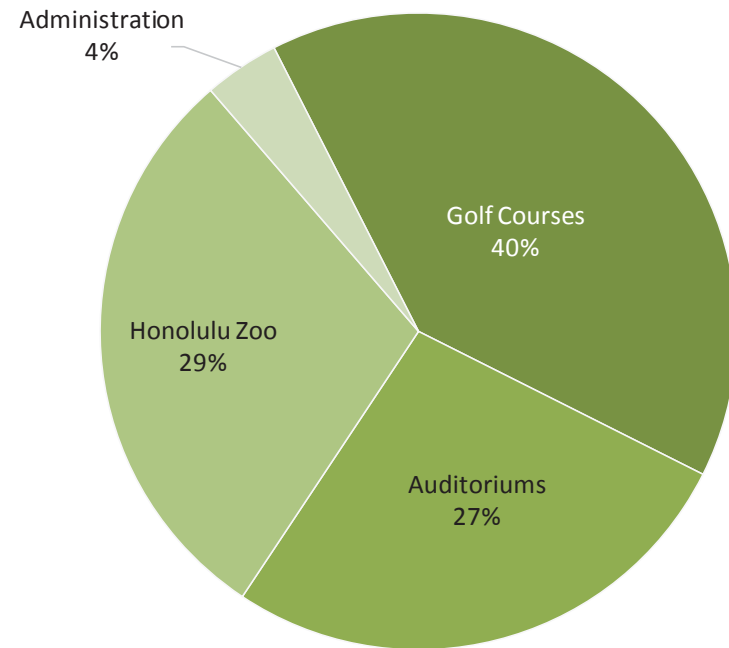
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>2</sup>



	Total Revenues (\$ millions)	Operating Expenditures (\$ millions)	General Fund Subsidy <sup>3</sup>		
			Golf Fund (\$ millions)	Special Events Fund (\$ millions)	Total GF Subsidy (\$ millions)
FY 2013	\$23.67	\$20.32	\$9.24	\$11.07	\$20.31
FY 2014	\$23.86	\$20.86	\$9.28	\$11.57	\$20.86
FY 2015	\$23.48	\$21.78	\$9.81	\$11.95	\$21.77
FY 2016	\$23.96	\$22.36	\$10.04	\$12.30	\$22.35
FY 2017	\$25.11	\$24.20	\$9.68	\$14.42	\$24.11
Change from last year	5%	8%	-4%	17%	8%
Change over last 5 years	6%	19%	5%	30%	19%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>The Auditoriums Program is comprised of Building Services and Customer Services. <sup>3</sup>General Fund Subsidy includes Employee Fringe Benefits (Retirement (Social Security, Medicare), Federal Insurance Contributions Act (FICA), Workers Compensation Insurance (WC), Unemployment Insurance, Health Fund (HF), Other Postemployment Benefits (OPEB), Debt Services, and Central Administrative Services Expenses (CASE).



## Spending and Staffing



Operating Expenditures

**\$24.2 M ▲ 8%**

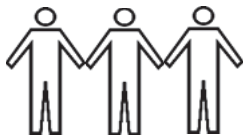
The department attributes the increase to programmed collective bargaining and 8 new positions at the Honolulu Zoo. Salaries have increased \$1.43 M from collective bargaining.



Revenues

**\$25.1 M ▲ 5%**

The department attributes the increase to the number of shows booked, new tenants bringing prominent national acts and Concessions exceeded their goals by \$650K.



Vacant FTE

**37.2 FTE ▲ 47%**

The department attributes the increase to an increase of 11.11 vacant FTE. The zoo requested 8 new positions to address animal care needs.



Overtime

**\$672.1 K ▲ 7%**

The department attributes the increase to collective bargaining increases for salaries, anticipated increases in bookings, and coverage for anticipated and unanticipated leave.

## Five Year Trends



- Over the last five years, the number of zoo visitor attendances has decreased by 16%. In FY 2014, the zoo started a series of construction and renovation projects which took various animals off exhibit for periods of time. In FY 2016 alone, a total of 12 exhibits were taken offline with a peak of 8 exhibits offline at the same time. As the projects continued through FY 2017, the zoo was impacted by a decline in attendance (ranging from 2 to 8% per year), totaling a 16% decline in attendance over the 5-year period.

## ACCOMPLISHMENTS

- \* The Blaisdell Center venues were booked for a combined total of 874 days and welcomed 700,000 guests to its facilities.
- \* The city's Ala Wai and Pali golf courses ranked as the second and third among the top public/semi-private golf courses on O`ahu<sup>1</sup>

	Staffing			Overtime Expenditures <sup>3</sup>	
	Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>2</sup>	Total	Non-Holiday
FY 2013	297.9	69.6	\$68,213	\$608,581	\$355,106
FY 2014	297.9	57.4	\$70,022	\$512,639	\$280,903
FY 2015	265.9	34.5	\$81,907	\$615,893	\$369,102
FY 2016	265.9	25.4	\$84,071	\$628,824	\$387,394
FY 2017	275.1	37.2	\$87,973	\$672,101	\$396,270
Change from last year	3%	47%	5%	7%	2%
Change over last 5 years	-8%	-47%	29%	10%	12%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Hawaii's Best 2017, Honolulu Star Advertiser. <sup>2</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable.

# 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 to reduce General Fund subsidies for the special events funds and golf funds. It also directs and coordinates the programs and activities of the Blaisdell Center, Waikiki Shell, Honolulu Zoo, municipal golf courses, and administrators, and enforces citywide concession contracts. Administration seeks to provide the community with a positive *Memories are made here!* experience at all of its venues.

Concession Management is also responsible for identifying and assessing prospective city properties for commercial concessionaire operations.

Over the last five years, administration's operating expenditures increased 29% from \$718,447 in FY 2013 to \$925,939 in FY 2017. The department attributes the increase to collective bargaining salary increases and filling vacant positions.

Over the past year, revenues for the auditoriums have increased from \$5.48 in FY 2016 to \$6.51 in FY 2017 because of increased efficiencies in the program resulting in more swift and accurate changeovers between events, selling tickets, and staffing events.

In FY 2017, the division administered 29 concession contracts compared to 30 concession contracts in FY 2016. Revenue from concessions increased 14% from \$8 million in FY 2016 to \$9 million in FY 2017. New concession contracts in FY 2017 include the Ala Wai Golf Course Driving Range and Pro Shop, the Neal S. Blaisdell and Waikiki Shell Novelties, the Neal S. Blaisdell Parking Lot, the Koko Head Stables, the Pali Golf Course Food Concession, and the Waikiki Beach Center Food Concession. While there are fewer concessions compared to 5 years ago, the department noted that city concession revenues increased 39% due to new contracts, and re-opening renovated concessions.

In FY 2017, the Building Services Division completed 88% of the 1,203 recorded requests for special setups, maintenance, and repair tasks by the end of FY 2017. In addition, the Building Services Division received a total of 1,372 trades repair, maintenance, and special requests beyond normal maintenance activities.

	Operating Expenditures		DES Concessions	
	Administration	Auditoriums (\$ millions)	Total	Revenues (\$ millions)
FY 2013	\$718,447	\$5.23	34	\$6.51
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
Change from last year	17%	19%	-3%	13%
Change over last 5 years	29%	25%	-15%	39%

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



Sting Concert



Ringo Starr & His All-Starr Band



Mariah Carey

The Customer Service Division manages the events and tenants using the Blaisdell Center and the 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 expenses for Customer Services (exclusive of operating expenses for Building Services) and totaled \$1.6 million while revenues for Customer Services totaled \$7 million.

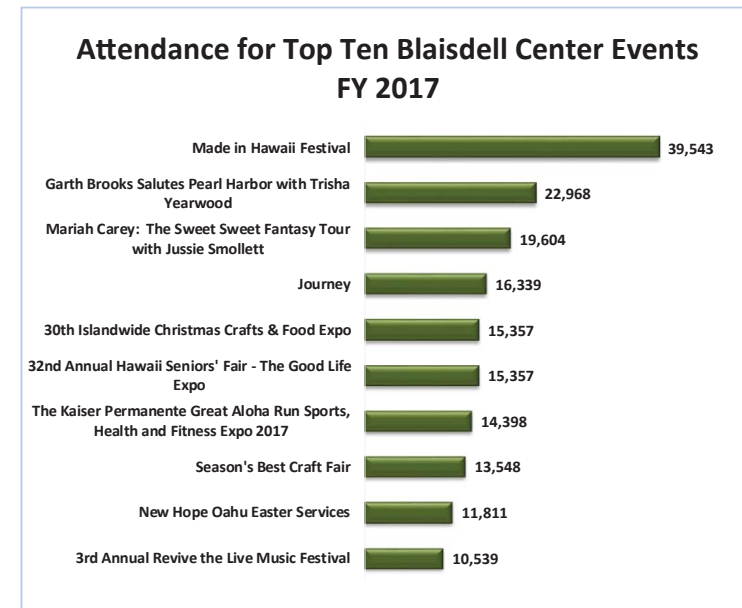
For FY 2017, 745,727 people attended 591 performances at the Blaisdell Center and the Waikiki Shell, compared to an attendance of 729,654 at 574 performances in FY 2016. The increase in attendance is attributed to the number of shows contracted, additional expos and multiple sold-out performances in the Arena. During FY 2017, the Blaisdell held 59 major expositions and tradeshow and also hosted several job and career fairs providing a direct connection to Hawai'i residents with employers through the Star-Advertiser and Job Quest.

	Blaisdell & Waikiki Shell Performances			Expos, Trade Shows & Job Fairs <sup>1</sup>
	Total	Revenues (\$ millions)	Attendance	
FY 2013	651	\$6.08	770,496	53
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
Change from last year	3%	4%	2%	31%
Change over last 5 years	-9%	15%	-3%	11%

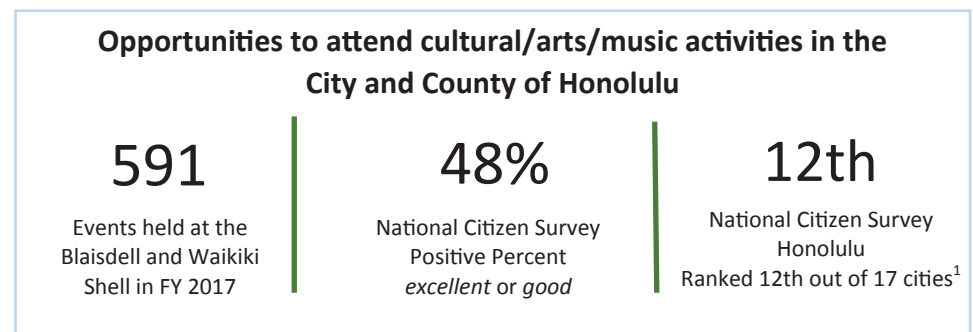
Source: Department of Budget and Fiscal Services and Department of Enterprise Services.

<sup>1</sup>Excludes small shows in the Hawai'i Suite meeting rooms.

In FY 2017, the center hosted the IUCN World Conservation Congress opening ceremony welcoming the delegates and dignitaries to Honolulu. The arena had concerts by Sting, MercyMe, Ringo Starr and his All Starr Band, Mariah Carey, and Garth Brooks' Salute to Pearl Harbor with Trisha Yearwood. The Center held a varied selection of international events including BigBang [VIP] tour from Korea and multiple performances of Shanghai Circus.



Source: Department of Enterprise Services



Source: 2017 National Citizen Survey (Honolulu). <sup>1</sup>Cities with 300,000 or more residents.

# 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

Locally, golf courses are experiencing a decline in attendance (rounds played resulting in a decline in golf revenue for the city. The division is managing its operating costs accordingly.

In FY 2017, revenues from green fees and cart rental fees saw a modest increase of 1% from \$8.7 million in FY 2016 to \$8.8 million in FY 2017. The department attributes the increase to the reopening of the Ala Wai Driving Range after it was renovated.

In FY 2017, the city began work on the Ala Wai Golf Course National Pollutant Discharge Elimination System (NPDES) project to control rain water runoff into the Ala Wai Canal. Work on Phase 1 of this project began in FY 2017. Phase 1 involves the reconstruction of 3 parking lots as well as the main entry road, bio swales, sidewalks, chipping green, and fencing. The renovation of the Ala Wai Driving Range was completed in FY 2017.



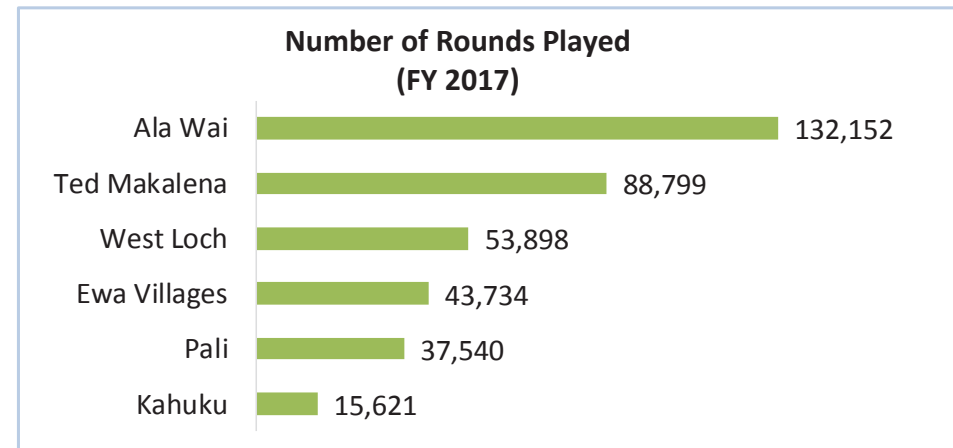
Ala Wai Golf Course Driving Range Before Renovations

Source: Department of Enterprise Services



Ala Wai Golf Course Driving Range After Renovations

Source: Department of Enterprise Services



Source: Department of Enterprise Services

	Operating Expenditures (\$ millions)	Number of Rounds Played	Revenues <sup>1</sup> (\$ millions)
FY 2013	\$8.99	442,362	\$9.76
FY 2014	\$9.04	416,356	\$9.65
FY 2015	\$9.57	400,869	\$9.48
FY 2016	\$10.02	373,710	\$8.74
FY 2017	\$9.66	371,744	\$8.84
Change from last year	-4%	-1%	1%
Change over last 5 years	7%	-16%	-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 and botanical garden located within Kapiolani Park in Waikiki. Honolulu Zoo provides opportunities for residents and visitors to enjoy and learn about tropical fauna and flora, with an emphasis is on Pacific tropical and island ecosystems and traditional values of *malama* (caring) and *hookipa* (hospitality).

In FY 2017, the zoo's revenues increased 10% from \$4.78 million in FY 2016 to \$5.24 million in FY 2017. Visitor attendance experienced a slight decline of 2% from 565,000 in FY 2016 to 554,416 in FY 2017. Exhibit closures due to construction projects addressing deferred maintenance affected attendance.

In FY 2017, construction continued on the new Reptile and Amphibian Complex. The new Complex will feature displays of invasive species and endangered native species to educate the public. The zoo continues to focus on projects necessary for it to regain accreditation by the Association of Zoos and Aquariums in 2019.

The Honolulu Zoo also completed deferred maintenance and rust mitigation projects in various animal facilities including the chimpanzee night quarters, serval holding facility, baboon holding/hallway and gating areas, hippopotamus viewing glass frame, and the trellis support system.

In FY 2017, the zoo acquired a giant East African snail, a male Palawan peacock-pheasant, two crocodile monitor lizards, a white-headed buffalo weaver bird, and two red-footed tortoises.



Red-footed Tortoise



White Headed Buffalo Weaver



Crocodile Monitor Lizard

Photos Courtesy of the Department of Enterprise Services

	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Zoo Visitor Attendance
FY 2013	\$5.11	\$5.26	663,699
FY 2014	\$4.76	\$5.42	606,566
FY 2015	\$4.81	\$5.59	592,780
FY 2016	\$4.78	\$6.06	565,000
FY 2017	\$5.24	\$7.10	554,416
Change from last year	10%	17%	-2%
Change over last 5 years	3%	35%	-16%

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

**-This Page Intentionally Left Blank-**

# 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

- Oversees permit requirements and provides monitoring, analyses, and compliance with state and federal regulatory agencies.

## Collection System Maintenance

- Oversees and maintains 2,100 miles of gravity sewer system, numerous pump stations, and respective force mains around the island.

## Wastewater Treatment and Disposal

- Operates city wastewater treatment plants.

## Refuse Collection and Disposal

- Responsible for administering, managing, and planning the city's solid waste program.

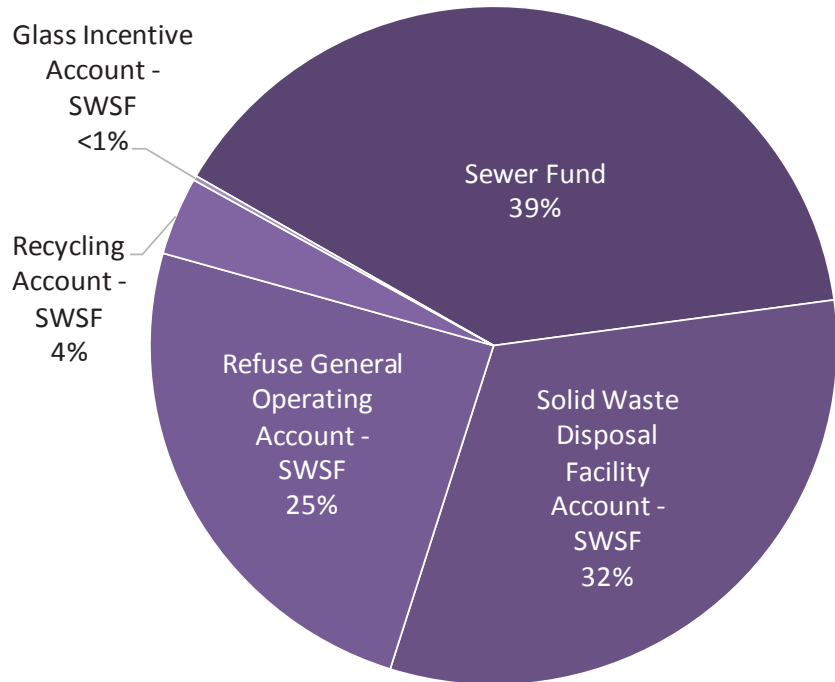


*To protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.*

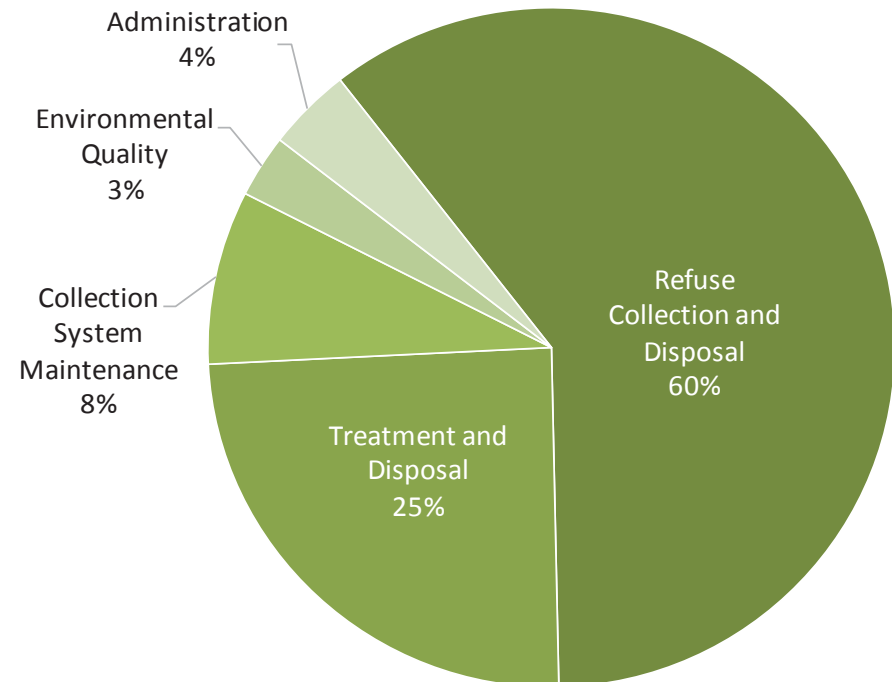
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Staffing			Overtime Expenditures <sup>2</sup>	
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>1</sup>	Total (\$ million)	Non-Holiday (\$ million)
FY 2013	\$230.08	\$496.84	1,147	301	\$200,597	\$11.29	\$10.05
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
Change from last year	9%	8%	0%	-8%	9%	2%	<1%
Change over last 5 years	10%	24%	-9%	-41%	22%	-5%	-8%

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



## Spending and Staffing



Operating Expenditures

**\$253.80 M** ▲ **9%**

The department's operating expenditures increased 9% over the last year.



Revenues

**\$616.30 M** ▲ **8%**

Departmental revenues increased 8% from FY 2016 to FY 2017.



Overtime

**\$10.78 M** ▲ **2%**

Total overtime expenditures increased by 2% from last year.

## Five Year Trends



- The department's operating expenditures increased 10% from \$230.08 million to \$253.80 million over the last five years.



- Total revenues increased 24% from \$496.84 million to \$616.30 million over the last five years due scheduled increases in sewer service charge rates of 4% for FY 2014, 4% for FY 2015, 5% for FY 2016, and 8% for FY 2017.

## ACCOMPLISHMENTS

- ENV acquired a new boat to facilitate outfall monitoring;
- The department's Water Quality Laboratory performed 60,278 analyses on 32,854 samples;
- The "hole through" of the Kaneohe/Kailua Sewer Tunnel occurred on June 28, 2016, and all of the 10-foot diameter sewer pipe segments were installed into the 3-mile tunnel by April 10, 2017, and design of the full secondary upgrades at the Honouliuli WWTP are underway;
- The Waianae WWTP earn a National Association Clean Water Agencies Platinum Peak Performance Award;
- ENV rehabilitated nearly 151 miles, cleaned more than 702 miles, and smoke tested almost 28 miles of wastewater pipes.

# Administration and Sewer Charge

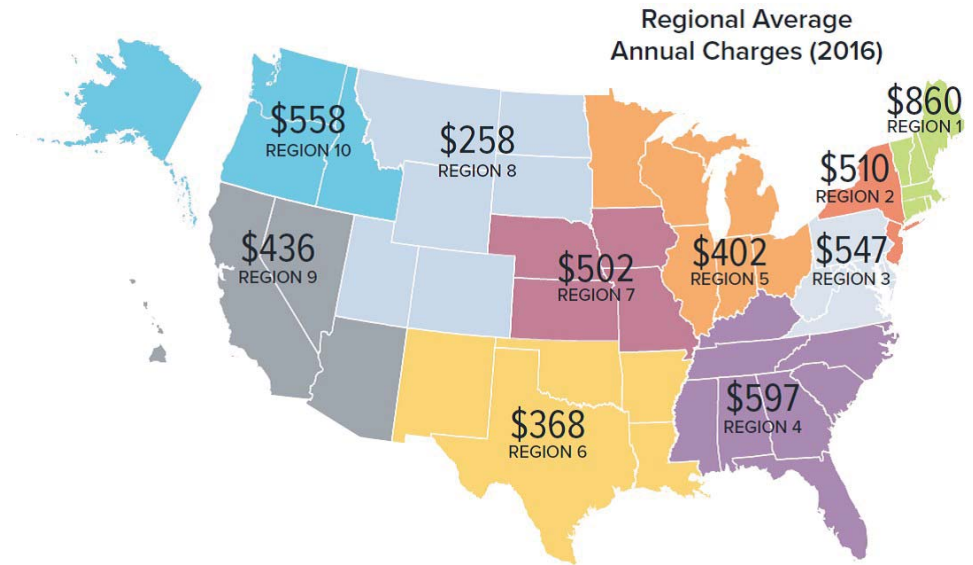
Administration’s operating expenditures increased 9% from \$9.29 million in FY 2016 to \$10.08 million in FY 2017. Operating expenditures increased 76% from \$5.73 million in FY 2013 to \$10.08 million in FY 2017. According to the department, the increase was due to an increase in consultant services for wastewater capacity management program, flow monitoring and rain flow monitoring.

Capital expenditures increased 73% over the last five years from \$127.6 million in FY 2013 to \$220.7 million in FY 2017. .

The average annual sewage charge increased 8% from FY 2016 to FY 2017. Over the last five years, the charge increased 14% from \$1,157 in FY 2013 to \$1,320 in FY 2017.

According to the *National Association of Clean Water Agencies (NACWA)*, the national average annual sewage service charge in CY 2016 was \$479. The average cost of wastewater services rose 2.6% in 2016, double the rate of inflation as measured by the Consumer Price Index.

This marks the 15th consecutive year that sewer charges have increased faster than inflation, doubling the average sewer service charge since 2000. The average annual sewage charge in Region 9 (which includes Hawai‘i) was \$436.



Source: National Association of Clean Water Agencies (NACWA), 2016 Cost of Clean Water Index

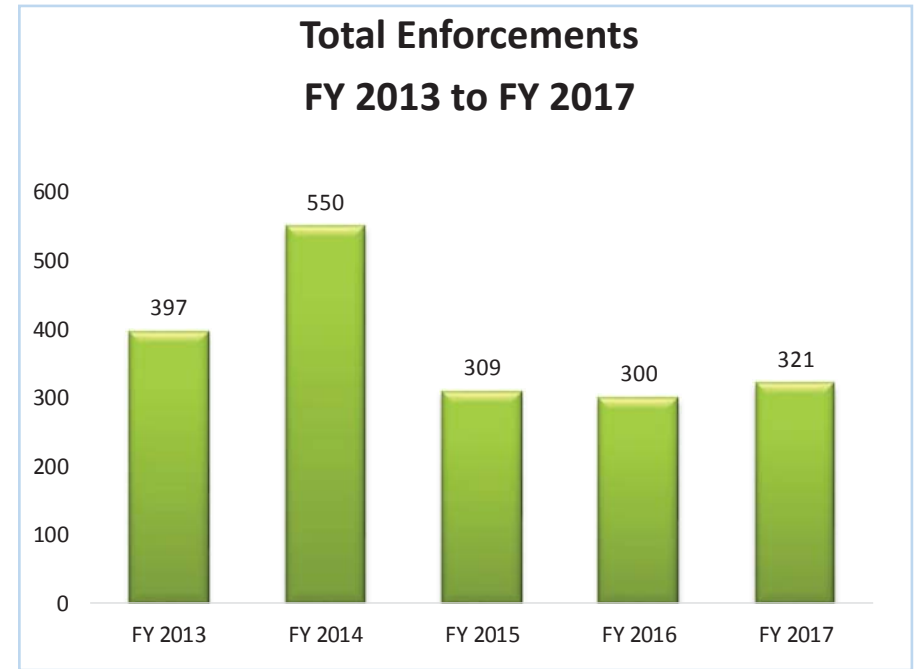
	Operating Expenditures (\$ million)	Revenue Sources (\$ million)				Average Annual Sewage Charge	Bond Rating	Capital Expenditures (\$ million)
		Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other Revenues <sup>1</sup>			
FY 2013	\$5.73	\$370.31	\$104.59	\$18.27	\$3.66	\$1,157	AA	\$127.6
FY 2014	\$8.18	\$406.12	\$111.16	\$44.44	\$3.46	\$1,119	AA	\$153.2
FY 2015	\$10.25	\$407.86	\$111.57	\$20.00	\$1.55	\$1,262	AA	\$210.2
FY 2016	\$9.29	\$433.21	\$110.75	\$27.77	\$1.49	\$1,222	AA	\$225.7
FY 2017	\$10.08	\$466.40	\$125.86	\$23.26	\$0.78	\$1,320	AA	\$220.7
Change from last year	9%	8%	14%	-16%	-47%	8%	--	-2%
Change over last 5 years	76%	26%	20%	27%	-79%	14%	--	73%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. <sup>1</sup>Other Revenues include: Licenses and Permits, Intergovernmental Revenue, Fines and Forfeits, and Misc. 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 45% from \$5.23 million in FY 2016 to \$7.58 million in FY 2017, and decreased 26% over the last five years. The department explained that during FY 2013 to FY 2015, Storm Water Quality was under Environmental Quality. From FY 2016 and on, Storm Water Quality was transferred to the Department of Facility Maintenance, thus the big increase. 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 decreased 20% from 40,814 in FY 2013 to 32,854 in FY 2017.



Source: Department of Environmental Services

	Operating Expenditures (\$ million)	Regulatory Control <sup>1</sup>		Water Quality Laboratory	
		Total Investigations/ Inspections	Total Enforcements	Parameter Results	Samples
FY 2013	\$10.18	5,892	397	40,814	17,202
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
Change from last year	45%	10%	7%	1%	1%
Change over last 5 years	-26%	3%	-19%	-20%	-2%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. <sup>1</sup>Regulatory 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

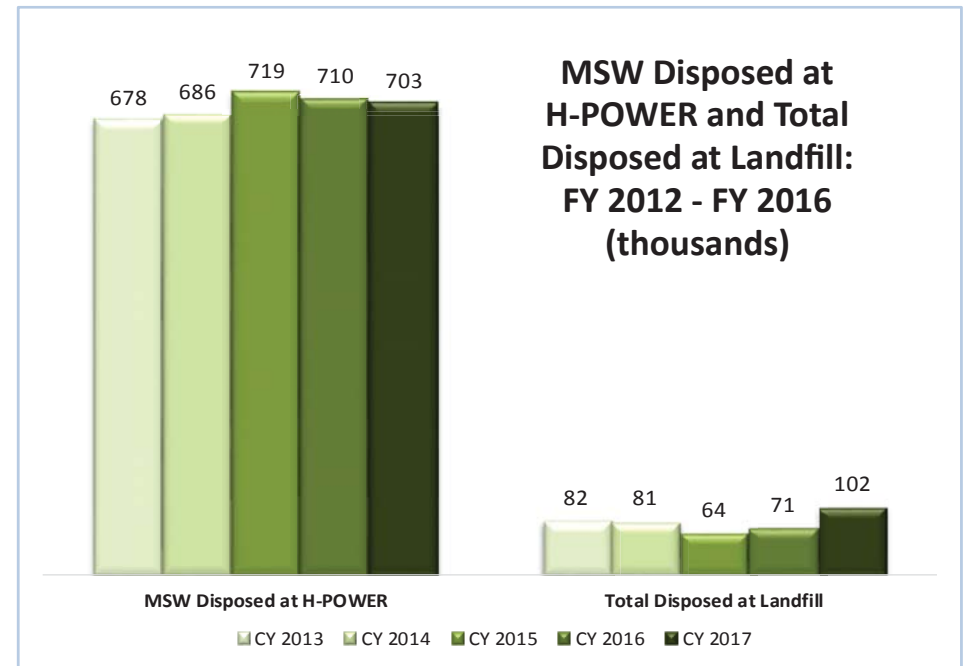
Refuse Collection and Disposal Division is responsible for administering, managing, and planning the city's solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy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

Over the last five years, the division's operating expenditures increased 15% from \$132.95 million in FY 2013 to \$152.82 million in FY 2017.

In the 2017 National Citizen Survey, 68% and 59% of Honolulu residents rated garbage collection and yard waste pick-up as *excellent* or *good*, respectively. Both ratings were similar to national benchmark comparisons.



Source: opala.org



Source: Department of Environmental Services

## Municipal Solid Waste Disposal (MSW) Categories (Tons)

	Operating Expenditures (\$ million) <sup>1</sup>	Total MSW <sup>2</sup>	General Material Recycling	MSW Disposed at H-POWER	H-POWER Ash and Residue	Total MSW Diverted from Landfill <sup>3</sup>	Total Disposed at Landfill
CY 2013	\$132.95	1,237,389	477,011	678,389	180,369	975,031	81,989
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 <sup>4</sup>	\$143.11	1,211,876	430,831	709,883	186,000	954,714	71,162
CY 2017	\$152.82	1,235,000	430,000	703,000	177,000	956,000	102,000
Change from last year	7%	2%	<-1%	-1%	-5%	0%	43%
Change over last 5 years	15%	<-1%	-10%	4%	-2%	-2%	24%

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

# Collection System Maintenance and Wastewater Treatment and Disposal

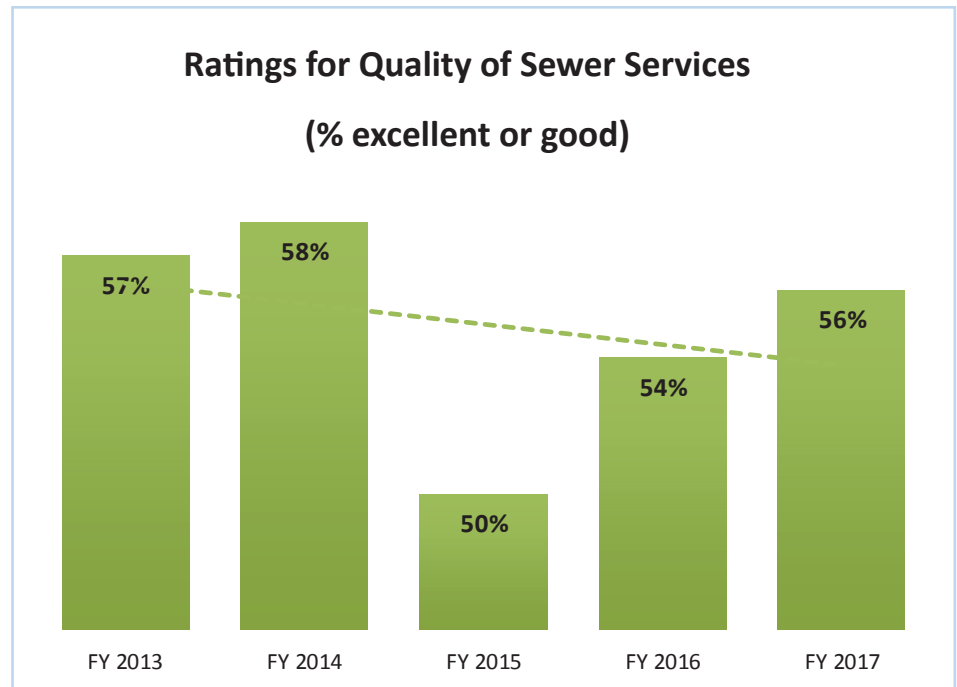
Collection System Maintenance Division operates and maintains 2,100 miles of the gravity sewer system, 70 pump stations, and related force mains around the island. Wastewater Treatment and Disposal Division operates nine wastewater treatment plants and four pretreatment facilities on O’ahu. The municipal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

Wastewater Collection System’s operating expenditures increased 26% from FY 2016 (\$16.65 million) to FY 2017 (\$20.99 million), and 8% over the last five years. The department attributes the increase to increased staffing, increased expenditures as they issued more service and emergency contracts, and electricity costs increased reflecting additional flow through pumping stations within the collection systems.

Wastewater Treatment and Disposal’s operating expenditures increased 3% from \$59.22 million in FY 2016 to \$60.78 million in FY 2017. Over the last five years, operating expenditures decreased 2%.

Over the last five years, the miles of lines CCTV inspected increased 100% from 51 miles in FY 2013 to 102 miles in FY 2017.

The number of gravity main spills decreased from 27 in FY 2013 to 21 in FY 2017, a 22% decrease.



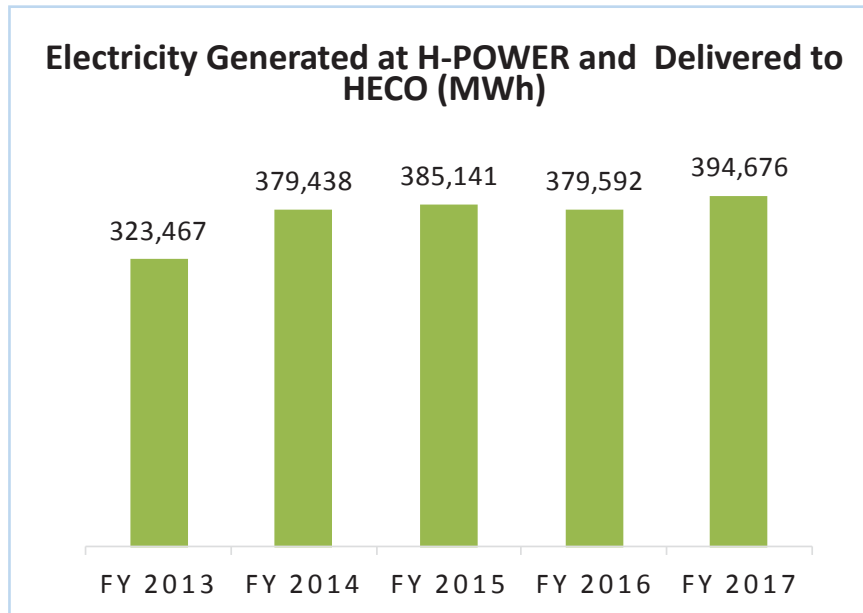
Source: 2017 National Citizens Survey (Honolulu)

	Wastewater Collection System Maintenance				Wastewater Treatment and Disposal	
	Operating Expenditures (\$ million)	Miles of Lines Maintained	Miles of Lines CCTV Inspected	Number of Gravity Main Spills <sup>1</sup>	Operating Expenditures (\$ million)	Wastewater Collected and Treated (mgd) <sup>2</sup>
FY 2013	\$19.37	676	51	27	\$61.86	99.5
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	116.93
Change from last year	26%	-3%	57%	-13%	3%	4%
Change over last 5 years	8%	4%	100%	-22%	-2%	18%

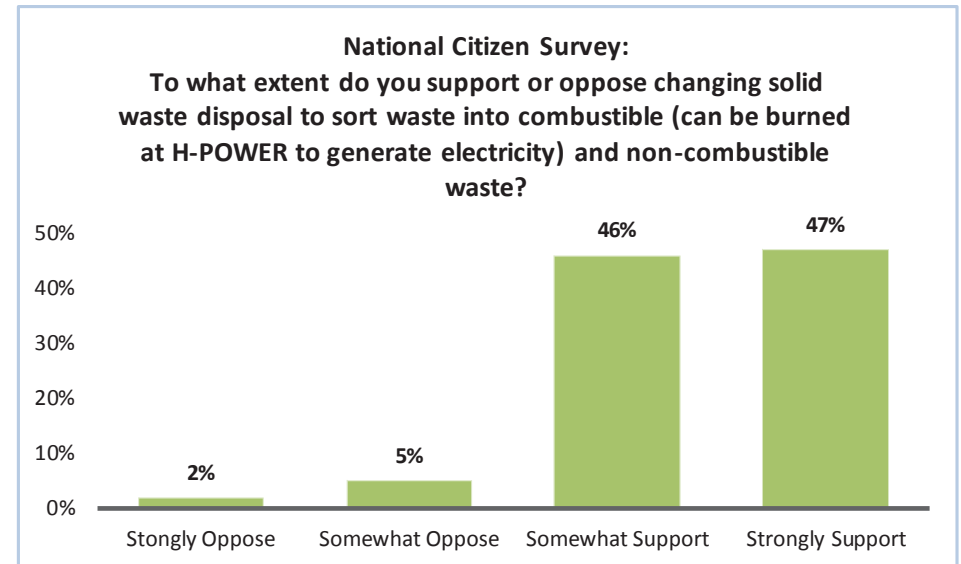
Source: Department of Budget and Fiscal Services and Department of Environmental Services. <sup>1</sup>Gravity Main Spills are defined as wastewater escaping from a non-pressurized pipe due to backup, breakage, or excessive flow. <sup>2</sup>mgd = millions of gallons per day.

# 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.



Source: Department of Environmental Services



Source: 2017 National Citizen Survey (Honolulu)

Over the last five years, total MSW diverted from O’ahu’s landfill by recycling increased 6% from 610,887 tons in FY 2013 to 645,147 tons in FY 2017.

Over the past five years the city also saw increases in the amount of green waste and white goods recovered through its curbside collection program and dropped off at its convenience centers and transfer stations.

	Municipal Solid Waste Recycling Categories <sup>1</sup> (Tons)					
	Total MSW Diverted from Landfill by Recycling (Tons)	Green Waste	Office Paper (City Offices)	Curbside Mixed Recyclables	H-POWER MSW Recycled	Other Recyclables <sup>2</sup>
CY 2013	610,887	69,170	105	21,409	498,020	22,183
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 <sup>3</sup>	653,910	78,656	163	23,539	523,883	27,669
CY 2017	645,147	75,000	160	22,000	526,000	21,987
Change from last year	-1%	-5%	-2%	-7%	<1%	-21%
Change over last 5 years	6%	8%	52%	3%	6%	-1%

Source: Department of Environmental Services. <sup>1</sup>Reflects only city collected MSW. <sup>2</sup>Other recyclables include white goods, propane tanks, tires, batteries and recovered metals at H-POWER. <sup>3</sup>MSW categories for CY 2016 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
<ul style="list-style-type: none"><li>•Manages the repair and maintenance of city vehicles and equipment.</li><li>•Coordinates the purchasing of new vehicles and equipment.</li></ul>

Public Building and Electrical Maintenance
<ul style="list-style-type: none"><li>•Repairs and maintains city facilities and street lights.</li><li>•Responsible for employee parking, security, and janitorial services.</li></ul>

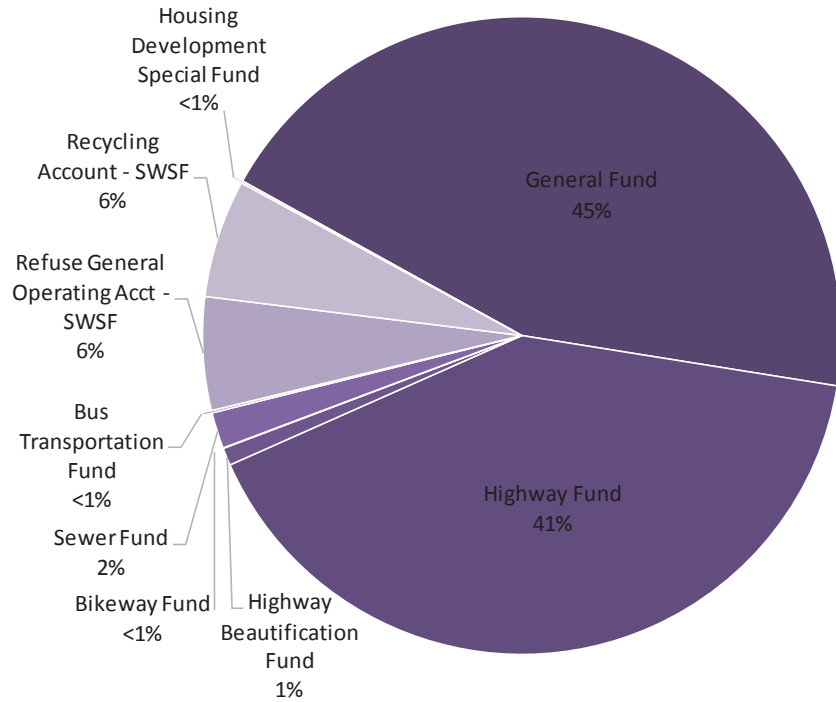
Road Maintenance
<ul style="list-style-type: none"><li>•Maintains city roadways, sidewalks, storm drains, bridges, flood control facilities, road striping and signs.</li><li>•Services outdoor municipal parking lots, bike paths, landscaped medians, and bus stop litter containers.</li></ul>

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

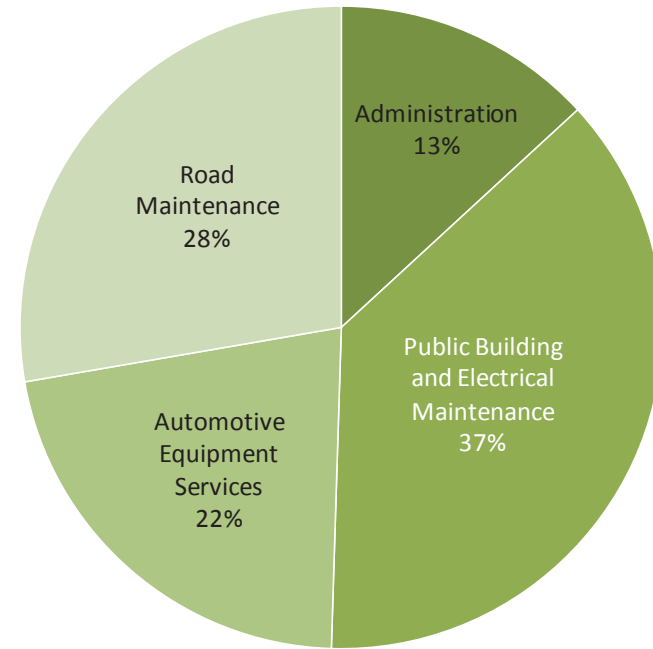
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses



	Total Revenues (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Total Authorized FTE	Total Vacant FTE		Total (\$ millions)	Non-Holiday (\$ millions)
FY 2013	\$3.17	\$67.52	775.1	256.0	\$87,117	\$2.21	\$1.97
FY 2014	\$3.25	\$73.12	811.72	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
Change from last year	15%	5%	2%	5%	3%	2%	1%
Change over last 5 years	-23%	20%	-5%	-20%	26%	41%	46%

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



## Spending and Staffing



Operating Expenditures

**\$ 81.14 M ▲ 5%**

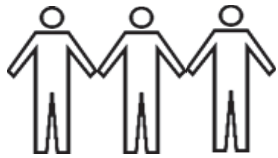
Operating expenditures increased due to addition of new positions for JTMC building maintenance and repair and custodial services, Automotive administration, and SPO/SNO enforcement.



Revenues

**\$2.45 M ▲ 15%**

Revenue increased due to income from city-owned properties.



Vacant FTE

**205 FTE ▲ 5%**

Vacant FTEs increased is primarily due to newly approved, non-created positions for National Pollutant Discharge Elimination system (NPDES) compliance and landscape median maintenance.



Non-Holiday Overtime

**\$2.86 M ▲ 1%**

Non-holiday overtime increased is due to operational needs and vacant positions.

## Five Year Trends



- The department's operating expenditures increased 20% from \$67.52 million to \$81.14 million over the last five years.



- Total vacant FTE decreased 20% from 256.0 to 205.0 FTE over the last five years.

## 2017 National Citizen Survey

- Quality of street cleaning and sidewalk maintenance received **19%** and **25%** rating of being *excellent or good* respectively in 2017.

- Quality of street lighting received a **39%** rating of being *excellent or good* in 2017. That is a 1% increase from their 38% rating in FY 2016, rating is similar to the national benchmarks.



- **78%** of Honolulu residents said that damaged and uplifted sidewalks are *major or moderate* problems.

## ACCOMPLISHMENTS

- The Traffic Electric Maintenance Branch replaced a total of 14,858 street lights in FY 2017, which is a 48% increase from the 10,047 street lights replaced in FY 2013. The department attributes the 48% rise to increased staffing and replacement of older aerial bucket trucks.
- Division of Road Maintenance (DRM) crews resurfaced 18 lane miles of roadways and patched 28,570 potholes in FY 2017.
- DRM added a new work group for National Pollutant Discharge Elimination system (NPDES) compliance and landscape median maintenance.

# 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 34% from \$7.97 million in FY 2016 to \$10.68 million in FY 2017. The department attributes the increase due to the consultant services relating to the new permit requirements for water quality pollutant standards in the Storm Water Quality Branch.

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. The SWMPP was submitted to the State Department of Health on February 16, 2016.

In FY 2017, SWQ responded to 406 complaints of illicit discharges and illegal connections resulting in 257 violation notices issued. Of the 257 violation notices issued, 44 notices were Letters of Warnings, 173 notices were Notice of Violations, and 11 notices were Notice of Orders. SWQ also

performed over 434 inspections of various industrial and commercial businesses, inspected a total of 198 construction projects by performing 1,072 inspections through its independent 3rd party inspections program, and conducted 174 site visits to inspect various permanent post-construction Best Management Practices. SWQ also coordinated and was involved in 42 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 1,460 volunteers were involved in the various events, 335 storm drains stenciled, and 5,899 bags of rubbish were collected.



*Kakaako Clean Up and Storm Drain Marking: April 15, 2017*

Source: Department of Facility Maintenance

	Administration	Storm Water Quality	
	Operating Expenditures (\$ millions)	Total Investigations Closed	Total Violation Notices Issued
FY 2013	\$1.75	292	16
FY 2014	\$1.65	320	20
FY 2015	\$2.02	426	204
FY 2016	\$7.97	467	317
FY 2017	\$10.68	406	257
Change from last year	34%	-13%	-19%
Change over last 5 years	508%	39%	1506%

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

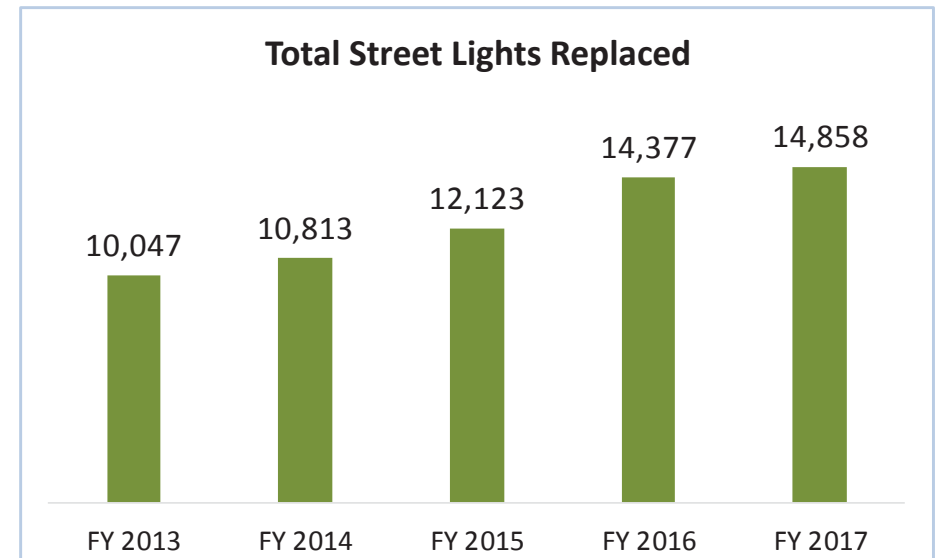
Public Building and Electrical Maintenance Division (PBEM) plans, directs, coordinates, and administers the repair, maintenance, and renovation programs for public buildings, street, park, mall, outdoor, and other city lighting and electrical facilities. PBEM is also responsible for city employee parking, 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 2% from \$29.73 million in FY 2013 to \$30.30 million in FY 2017. The division attributes the growth in operating expenditures to wage increases, higher electrical costs, rising material costs, and the conversion of contracted janitorial and custodial services to permanent city positions to comply with the United Public Workers Union agreement.

In FY 2017, the Repair and Maintenance Branch completed work orders 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 6% from 4,451 repairs in FY 2013 to 4,164 in FY 2017.

The Traffic Electrical Maintenance Services branch maintained 52,093 street lights by replacing 14,858 defective or burned-out street light

lamps; 6,226 photo-electric controls; and 1,746 luminaries. The branch also completed 617 joint-pole changeovers and 626 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.



Source: Department of Facility Maintenance

	Public Building and Electrical Maintenance				
	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 <sup>1</sup> (million kWh)
FY 2013	\$29.73	4,451	10,047	3	159,041,937
FY 2014	\$31.11	4,405	10,813	18	165,042,309
FY 2015	\$30.17	4,296	12,123	1	46,697,035
FY 2016	\$26.27	4,379	14,377	24	46,928,611
FY 2017	\$30.30	4,164	14,858	4	47,504,082
Change from last year	15%	-5%	3%	-83%	1%
Change over last 5 years	2%	-6%	48%	33%	-70%

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. 1 FY 2011-2014 Electricity usage for 10 city departments: CSD, DDC, DEM, DES, DFM, DPR, DTS, ENV, HESD, and HFD. FY 2015-2016 Electricity usage is fry DFM only because the Annual City and County of Honolulu Energy Consumption and Cost Survey for FY 2015-2017 was unavailable

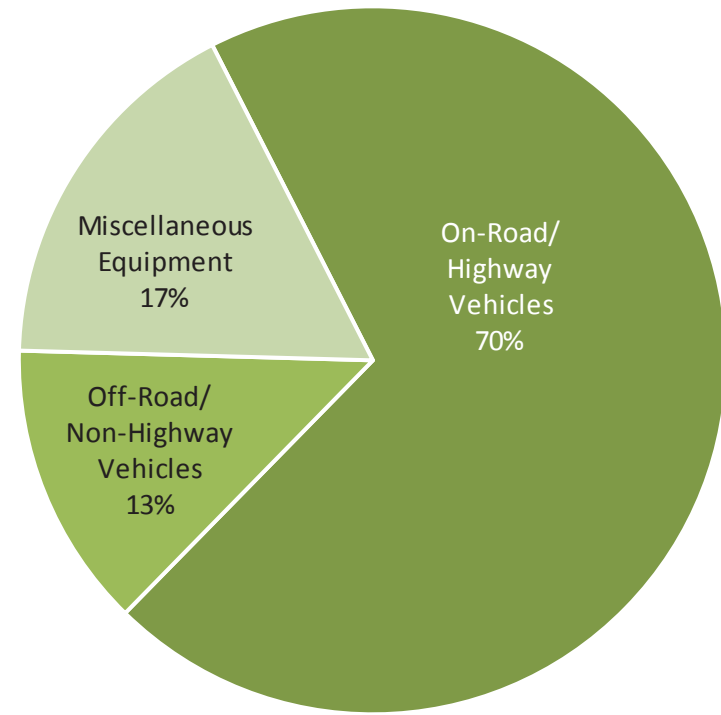
# Automotive Equipment Service

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.

In FY 2017, AES continued to reduce the environmental impact of its vehicle fleet by replacing older vehicles and purchasing more fuel efficient vehicles for the motor pool fleet and city agencies. A total of 182 new vehicles and equipment were processed during FY 2017. The division increased 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.

Over the last five years, Unleaded Fuel Cost decreased 60% from \$1.70 million in FY 2013 to \$.68 million in FY 2017 and decreased 35% from the prior year. The department noted that the overall decrease was caused by a declining cost per gallon through the years and the contribution of hybrid and more fuel efficient vehicles into the City's fleet.

**FY 2017 Total Vehicles and Equipment Under DFM's Jurisdiction**



Source: Department of Facility Maintenance

	Total Vehicles and Equipment Under DFM's Jurisdiction							
	AES Operating Expenditures (\$ millions)	Total Number of Repair and Maintenance Tasks Completed	Number of Tire Repair and Replacements	Total	On-Road/Highway Vehicles	Off-Road/Non-Highway Vehicles	Miscellaneous Equipment <sup>1</sup>	Unleaded Fuel Cost (\$ millions)
FY 2013	\$18.70	31,424	3,350	2,333	1,922	220	191	\$1.70
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
Change from last year	-2%	2%	-9%	2%	-10%	-9%	171%	-35%
Change over last 5 years	-5%	12%	-70%	5%	-11%	46%	119%	-60%

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. <sup>1</sup>Miscellaneous Equipment includes trailers, forklifts, compressors, generators, etc.

# 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.

In FY 2017, resident's ratings for the quality of storm drainage services as *excellent* or *good* decreased 6% to 40% in FY 2017 from 46% in FY 2016. The department noted that in FY 2017, all departmental storm drain cleaning equipment was diverted to the Pensacola Street box culvert in April 2017 to remove and clear accumulated sediment and debris in advance of 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 continued to the end of FY 2017 and into FY 2018, ultimately ending in September 2017. During that time, storm drain services to the remainder of the community were limited to emergencies as problems were identified.

Over the last five years, DRM operating expenditures increased 30% from \$17.34 million in FY 2013 to \$22.49 million in FY 2017. The division attributes the increase to the continued implementation of the pavement preservation program designed to apply cost-effective treatments such as slurry seal, seal coat and crack sealing to prolong roadway life and reduce the rate of roadway deterioration.

In FY 2017, operating expenditures decreased 11% from \$25.31 million in FY 2016 to \$22.49 million in FY 2017. The department noted that in FY 2017 the Pavement Preservation contract used operating funds rather than CIP funds. These funds were used to implement additional Indefinite Delivery/Indefinite Quantity (IDIQ) Pavement Preservation construction contracts involving slurry seal and seal coat treatments in Aliamanu, Salt Lake, Pearl City and Pacific Palisades.

In the 2017 National Citizen Survey, Honolulu residents were asked to rate the quality of street repair. About 10% rated street repair as excellent or good, which is similar to the percentages reported nationwide and among cities with populations over 300,000.



Source: Department of Facility Maintenance.

	DRM Operating Expenditures		Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)	Citizen Survey (Excellent or Good)
	(\$ millions)	First Aid Repairs <sup>1</sup> (Tons)				Storm Drainage Services
FY 2013	\$17.34	1,258	51,647	4,614	18	45%
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%
Change from last year	-11%	-53%	-33%	7%	10%	-6%
Change over last 5 years	30%	112%	-45%	29%	<1%	-5%

Source: Department of Budget and Fiscal Services, Department of Facility Maintenance, and 2013-2017 National Citizen Survey (Honolulu). <sup>1</sup>First Aid Repairs involve resurfacing narrow roadways and repairing asphalt roadways, including base work and/or overlays to distressed areas.

**-This Page Intentionally Left Blank-**

## 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.

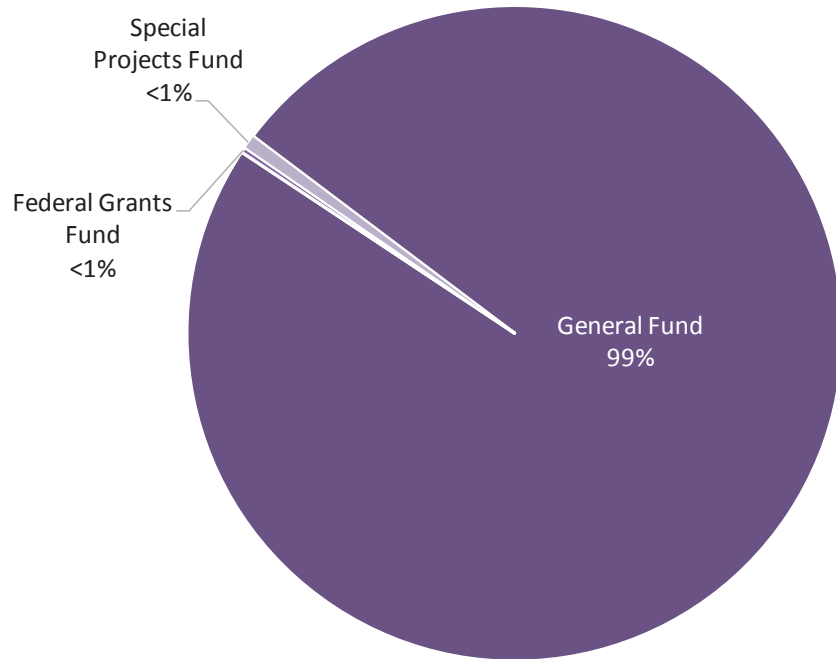


*To provide for a safer community through prevention, preparedness, and effective emergency response.*

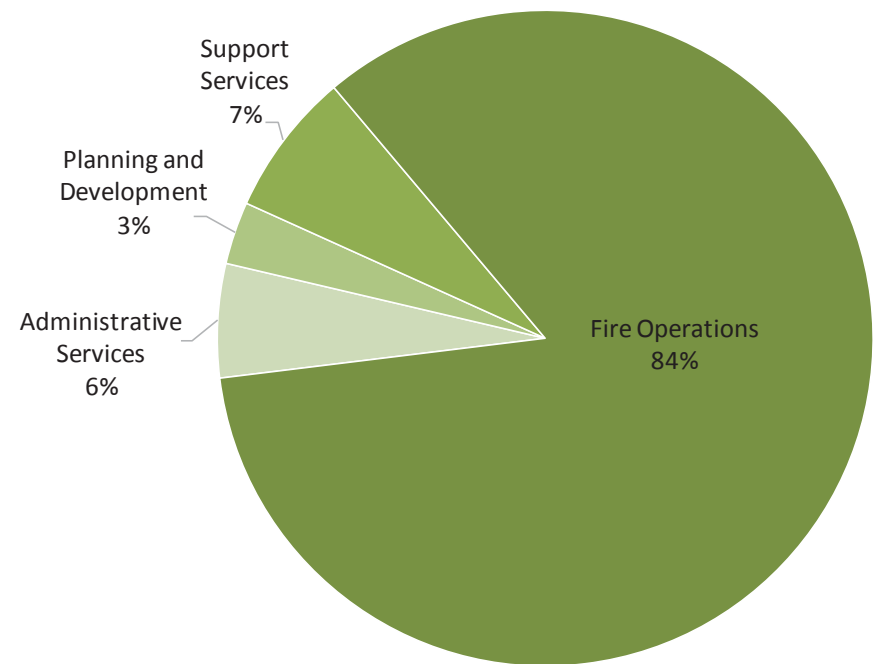
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing			Overtime Expenditures <sup>3</sup>	
			Authorized FTE	Vacant FTE	Cost Per FTE <sup>2</sup>	Total (\$ millions)	Non-Holiday (\$ millions)
FY 2013	\$3.20	\$91.35	1,181	89	\$77,347	\$7.72	\$3.07
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
Change from last year	-7%	10%	1%	78%	9%	29%	40%
Change over last 5 years	-46%	36%	-1%	34%	38%	111%	258%

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



## Spending and Staffing



Operating Expenditures

**\$124.44 M ▲ 10%**

The department attributes the increase to collective bargaining agreement (CBA) salary increases and the procurement of personal protective equipment for fire operations personnel and fire fighter recruits.



Revenues

**\$1.73 M ▼ 7%**

The Department attributes the decrease to the Department of Homeland Security Port Security Grant of \$340,808 which was awarded to the HFD in 2016.



Vacant FTE

**119 FTE ▲ 78%**

The department attributes the increase to the rise in retirements of personnel with 25-30 years of service. A total of 97 personnel separated in FY 2016 to FY 2017.



Overtime

**\$16.26 M ▲ 29%**

The department attributes the increase to CBA salary increases; maintaining safe staffing levels where HFD increased overtime for Recruit Training Officers and adjunct instructors due to the increase in recruit classes.

## Highlights and Accomplishments

- Two Community Development Block Grant-funded pumper apparatuses with compressed air foam system (CAFS) capabilities have been procured. The pumpers will provide improved fire protection services to the Kalihi Kai and Kahuku communities.
- Eight CAFS pumper and two tiller apparatuses have also been procured. The new tiller apparatuses will have enhanced response, storage, and towing capabilities.
- The HFD Fire Communication Center procured the *Live Move-Up-Module* application to assist in maintaining island-wide coverage by analyzing incident call volume, apparatus travel times, and station coverage requirements in order to identify the type and number of resources needed to cover an area.

## National Citizen Survey

**84%**



- The 2017 National Citizen Survey asked residents to rate the quality of fire services in Honolulu. A majority of residents (84%) rated services as *excellent or good*. The rating remained the same from FY 2016 to FY 2017. The 84% rating is *similar* to percentages reported nationwide and among communities with populations over 300,000.

	Calls for Service							Citizen Survey (% <i>Excellent</i> or <i>Good</i> )	
	Fire	Medical/Rescue	Hazard Materials	Service Calls	False Alarms	Other <sup>1</sup>	Total	Fire Services	
FY 2013	1,755	30,608	1,831	1,703	3,263	10,274	49,434	85%	
FY 2014	1,669	31,413	1,741	2,037	3,483	10,346	50,689	86%	
FY 2015	1,798	31,973	1,605	2,439	3,451	10,499	51,765	85%	
FY 2016	1,836	32,152	1,602	2,633	3,338	11,296	52,587	84%	
FY 2017	1,941	33,129	1,639	3,176	3,134	7,953	50,972	84%	
Change from last year	6%	3%	2%	21%	-6%	-30%	-3%	0%	
Change over last 5 years	11%	8%	-10%	86%	-4%	-23%	3%	-1%	

Source: Honolulu Fire Department and 2013-2017 National Citizen Survey (Honolulu). <sup>1</sup>Calls that represent good intent or miscellaneous calls not categorized in the other five categories.

## 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.

Fire Commission operating expenditures decreased 37% from \$5,140 in FY 2016 to \$3,216 in FY 2017. According to the department, the decrease is attributed to the purchase of a new laptop computer in FY 2016.

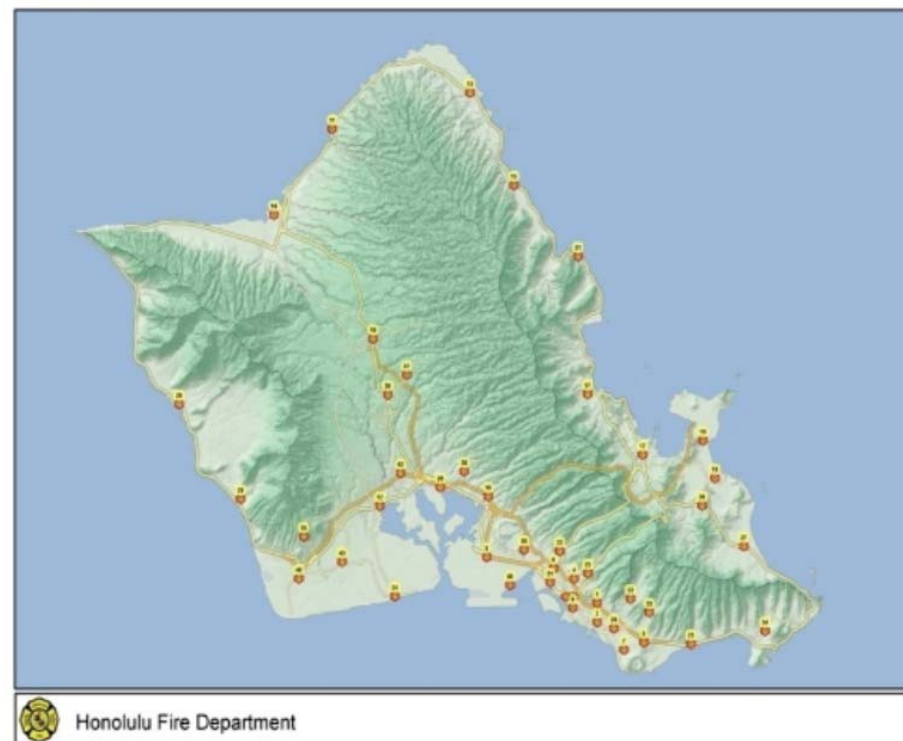
The Administrative Services Bureau oversees personnel, occupational safety and health, maintenance facilities, master agreements, and the operating and capital improvement program budgets. The Administrative Services Bureau operating expenditures increased 32% from \$2.94 million in FY 2013 to \$3.89 in FY 2017 and increased 20% from the prior year. The department attributes the increase to the rising costs of negotiated salaries and non-holiday overtime and current expenses.

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. Mechanic Shop operating expenditures increased 22% to \$2.62 million in FY 2017 from \$2.14 million in FY 2013. HFD explained that this increasing trend is due to the addition of new auxiliary apparatuses, higher fuel costs, required repair and maintenance for front-line apparatuses and auxiliary vehicles, and the rising costs of negotiated salaries.

	Operating Expenditures <sup>1</sup>		
	Fire Commission	Administration (\$ millions)	Mechanic Shop (\$ millions)
FY 2013	\$3,095	\$2.94	\$2.14
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
Change from last year	-37%	20%	3%
Change over last 5 years	4%	32%	22%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Operating expenditure data unavailable for OSHO, SCBA Shop, Fire Fiscal, and Storeroom.

## 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

Source: Honolulu Fire Department. \*Waterfront Fire Station was relinquished to the State of Hawai'i Department of Transportation's Harbors Division in FY 2014.

# 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 \$104.78 million in FY 2017, which was a 37% increase from \$76.49 million in FY 2013 and a 10% increase from \$95.62 million in the prior year. According to the department, these increases were due collective bargaining agreement salary increases effective July 1, 2016 (FY 2017); there was an across-the-board salary increase of 5% for Bargaining Unit (BU) 11 members, the costs associated with the activation of Quint 43 (East Kapolei), and the refurbishment of Air 3 helicopter.



Confined space training at Chevron’s Kapolei Refinery

Photos Courtesy of the Honolulu Fire Department

	Significant Incident Statistics										
	Fire Operations Expenditures (\$ millions)	Residents Served Per Fire Station <sup>1</sup>	Aircraft Responses	Fire-Related Incidents	Building Fires	Wildfires	Dollar Loss (\$ millions)	Fatalities		Injuries	
								Fire Personnel	Civilian	Fire Personnel	Civilian
FY 2013	\$76.49	22,706	396	16,995	224	334	\$26.00	0	3	8	10
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
Change from last year	10%	-1%	107%	3%	2%	13%	-23%	--	75%	7%	-43%
Change over last 5 years	37%	2%	78%	25%	12%	4%	-38%	--	133%	88%	30%

Source: Honolulu Fire Department and Department of Budget and Fiscal Services. <sup>1</sup>Residents Served Per Fire Station = Population (based on most recent available census data) / the Number of Fire Stations

# Fire Operations

The HFD co-responds with the Honolulu Emergency Services Department's Emergency Medical Services Division 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 suburban responses within 9 minutes increased 4% from FY 2013 to FY 2017 from 87.5% in FY 2013 to 91.5% in FY 2017. According to the department, the increase was due to suburban growth and an increase in traffic and population density which has lengthened apparatus travel times.

The percentage of EMS Suburban Responses within 9 minutes increased from 87.5% in FY 2013 to 91.5% in FY 2017 but decreased from 92.0% in FY 2016. According to the department, the percentage of EMS suburban responses within nine minutes increased over a five-year period due to the increasing senior population requiring more EMS services. The decrease from FY 2016 to FY 2017 is due to a turnout time improvement program that was implemented during FY 2017.

Over the last five years, the percentage of fire rural responses within 11 minutes increased from 80.0% in FY 2013 to 86.9% in FY 2017. According to the department, the percentage of fire rural responses increased over a five-year period due to the increased urbanization of rural communities.



Confined space training at Pier 19

Photos Courtesy of the Honolulu Fire Department

	Emergency Medical Service Incidents	EMS Urban Responses		EMS Suburban Responses		EMS Rural Responses		Fire Urban Responses		Fire Suburban Responses		Fire Rural Responses	
		80% Fractile Time <sup>1</sup>	80% Within 7 Minutes	80% Fractile Time	80% Within 9 Minutes	80% Fractile Time	80% Within 11 Minutes	80% Fractile Time	80% Within 7 Minutes	80% Fractile Time	80% Within 9 Minutes	80% Fractile Time	80% Within 11 Minutes
FY 2013	29,605	6:21	86.5%	7:46	87.5%	8:50	89.6%	6:55	83.0%	8:57	80.2%	10:38	80.0%
FY 2014	30,408	6:21	87.6%	7:35	91.4%	8:50	95.1%	7:09	78.5%	9:14	77.5%	10:27	83.7%
FY 2015	30,916	6:50	82.1%	7:27	91.9%	8:00	95.2%	8:03	67.1%	9:03	79.7%	10:06	85.5%
FY 2016	30,919	6:50	82.2%	7:27	92.0%	8:03	95.5%	7:58	69.5%	9:02	79.8%	9:45	87.2%
FY 2017	32,049	6:49	82.3%	7:31	91.5%	7:55	95.9%	7:52	68.8%	9:14	77.9%	9:41	86.9%
Change from last year	4%	<-1%	<1%	1%	-1%	-2%	<1%	-1%	-1%	2%	-2%	-1%	<-1%
Change over last 5 years	8%	7%	-4%	-3%	4%	-10%	6%	14%	-14%	3%	-2%	-9%	7%

Source: Honolulu Fire Department. <sup>1</sup>Total response time standards for first arriving company as stated in the Department's 2005 and 2010 Standards of Cover document prepared for the Commission on Fire Accreditation International (CFAI). Fractile refers to the point below which a stated fraction of the values lie.

# 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 40% from \$2.73 million in FY 2013 to \$3.81 million in FY 2017 and increased 15% from \$3.32 in FY 2016. According to the department, the increase is attributed to the rising costs of negotiated salaries and current expenses.

Radio Shop services and repairs increased 31% to 2,739 in FY 2017 from 2,088 in FY 2013. HFD explained that this increase in service and repairs performed by the Radio Shop is attributed to the evaluation, reprogramming, and additional maintenance required of older radios dispersed to other City agencies.

	Planning & Development Expenditures (\$ millions)	Radio Shop <sup>1</sup>	
		Services and Repairs	Total Personnel Trained
FY 2013	\$2.73	2,088	156
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
Change from last year	15%	5%	4%
Change over last 5 years	40%	31%	-8%

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



HM Incident Command Safety Officer training at the Charles H. Thurston Fire Training Center

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 \$8.12 million in FY 2017 which was a 50% increase from \$5.41 million in FY 2013 and an 8% increase from \$7.52 million in the prior year. According to the department, the increase is due to the rising costs of negotiated salaries and current expenses.

The total number of fireworks permits increased from 10,069 in FY 2013 to 17,699 in FY 2017. It increased 76% over the last five years. The increasing trend is due to the increased in public demand for fireworks permits according to the department.

Over the last five years, the percentage of fire safety presentation attendees increased 72% from 23,880 in FY 2013 to 41,017 in FY 2017 and increased 22% from the prior year. The increase was due to an increased demand for fire safety and prevention education, including attendance at fairs, smoke alarm installations, safety guides, website participation, and Keiki Safety Fire House events.

The total number of Facilities Permitted decreased 31% over the last five years from 363 in FY 2013 to 224 in FY 2017 and decreased 21% from the prior year. The decreasing trend is due to the separation of tank permitting from facilities permitted information.

The 2017 Citizen Survey asked residents to rate fire prevention and education in Honolulu. About 51% rated services as *excellent* or *good*, which

is a 9% decrease from the prior year and a 17% decrease from FY 2013. The 51% rating is *lower* than percentages reported nationwide and among communities with populations over 300,000.



HFD personnel participated in the Los Angeles County Fire Department's Marine Operations

Photos Courtesy of the Honolulu Fire Department

	Fire Prevention					Hazardous Materials			Citizen Survey (% Excellent or Good)
	Support Services	Fireworks		Building	Fire Safety	Incidents	Facilities	Facilities	
	Expenditures (\$ millions)	Permits <sup>1</sup>	Inspections <sup>2</sup>	Plans Reviewed	Presentations (Attendees)		Permitted	Inspected	
FY 2013	\$5.41	10,069	63,485	2,952	23,880	1,831	363	287	68%
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%
Change from last year	8%	23%	16%	-4%	22%	2%	-21%	-2%	-9%
Change over last 5 years	50%	76%	19%	9%	72%	-10%	-38%	-7%	-17%

Source: Honolulu Fire Department, Department of Budget and Fiscal Services, and 2013-2017 National Citizen Survey (Honolulu). <sup>1</sup>Fireworks Permits includes public display permits, satellite city hall permits and special permits. <sup>2</sup>Inspection consists 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. The city charter requires the department to establish a comprehensive personnel management program based on merit principles and generally accepted methods governing the classification of positions and the employment, conduct, movement, and separation of public employees. The activities of human resources are fully supported by the General Fund.

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 C<sup>2</sup>HERPS 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.

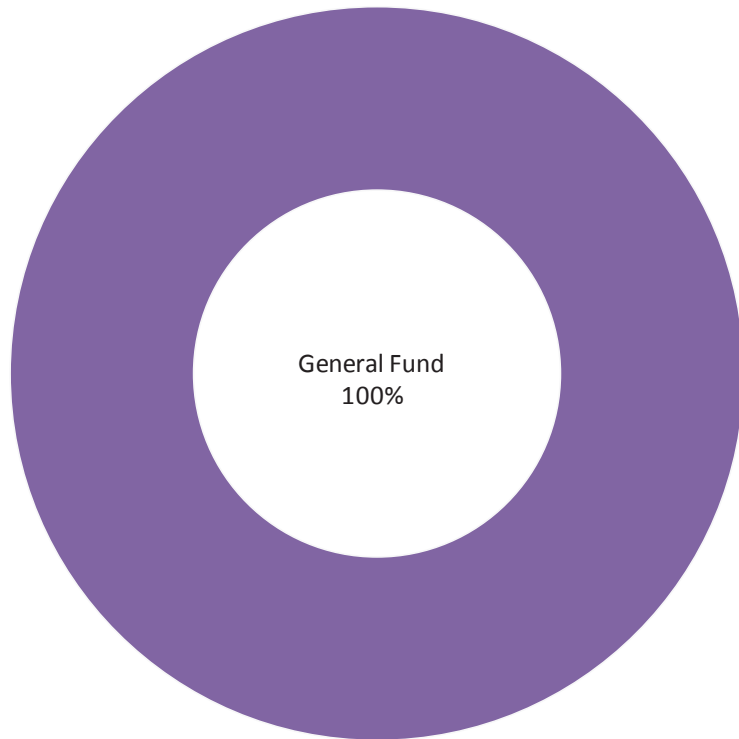


*To recruit, develop and retain an outstanding workforce dedicated to quality public service for the City and County of Honolulu.*

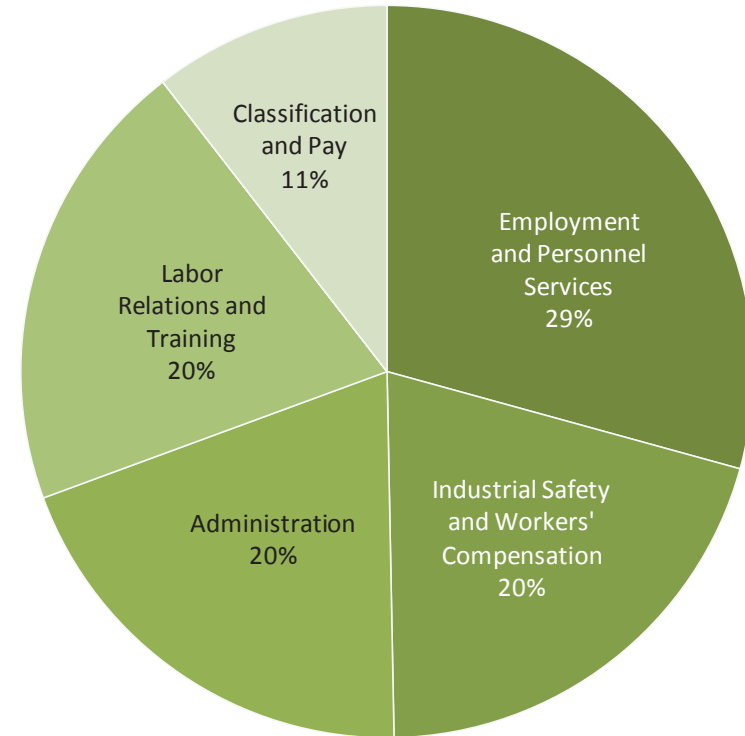
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenues (\$ million)	Total Operating Expenditures (\$ millions)	Total Authorized FTE	Cost Per FTE <sup>1</sup>	Total Overtime Expenditures <sup>2</sup>
FY 2013	\$0.72	\$5.42	91.5	\$59,207	\$43,630
FY 2014	\$0.51	\$5.16	81.0	\$63,732	\$8,737
FY 2015	\$1.21	\$5.64	81.0	\$69,568	\$10,832
FY 2016	\$0.82	\$5.91	81.0	\$72,995	\$12,524
FY 2017	\$1.20	\$6.31	82.0	\$77,007	\$9,460
Change from last year	46%	7%	1%	5%	-24%
Change over last 5 years	66%	17%	-10%	30%	-78%

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



## Spending and Staffing



**\$6.31 M ▲ 7%**

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

### Operating Expenditures



**\$1.2 M ▲ 46%**

The department attributes the increase to a lump sum payment from the State Department of Labor and Industrial Relations. The funds are reimbursements from the DLIR's Special Compensation Fund.

### Revenues



**\$9.46 K ▼ 24%**

The 24% decrease is attributed to conscious administration efforts to cut back on overtime costs. For example, employees are permitted to have flexible schedules to avoid overtime work whenever possible.

### Overtime



### New Hires Entering City Service

**798  
New Hires ▲ 2%**

In FY 2017, there were 798 new hires entering city service, a 2% increase over last year.

## Five Year Trends



- Over the last five years, the total hours of training provided has increased by 72%. The department attributes the increase to three new programs that were added to the training curriculum which contributed to the increased training hours:
  - A Leadership Academy to develop future leaders
  - Driver Improvement Program
  - Quarterly Senior Managers Meetings



Source: Department of Human Resources - Pipefitter Trades Apprentices Class of 2017

## ACCOMPLISHMENTS

- In FY 2017, DHR administered 3,218 workers' compensation claims, including 1,376 new claims - a 10% decrease from FY 2016.
- DHR reviewed and evaluated 16,630 civil service employment applications.
- DHR Initiated activities to reduce the time it takes to recruit and refer eligible candidates (eligibles) to line agencies for employment consideration; these initiatives resulted in an overall 40 percent decrease in the number of days it took to refer eligibles from existing eligible lists, and a 5.6 percent decrease in the number of days it took to refer eligibles when new recruitment and examination programs were required.

# Workers' Compensation and Labor Relations and Training

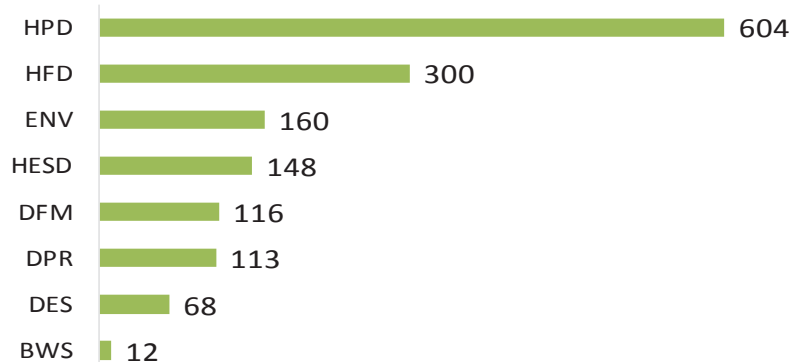
The Industrial Safety Branch conducted eight OSHA-type safety inspections at several worksites for compliance with the Hawaii Occupational Safety and Health Law and recommended corrective actions. The branch also held 32 training classes for supervisors, managers, and employees on safety issues including fall protection, fire extinguishers, HIOSH record keeping requirements, lifting hazards and proper lifting techniques, hazard communication, personal protective equipment, blood borne pathogens, and safety awareness for City disaster response workers.

The Branch also provided guidance to city departments on safety and

health concerns, including noise levels, air quality, air conditioning failure, exit routes, temperature and humidity, mold, ergonomics, asbestos exposure, lead exposure, fatality investigation, safety at homeless encampments, and confined spaces.

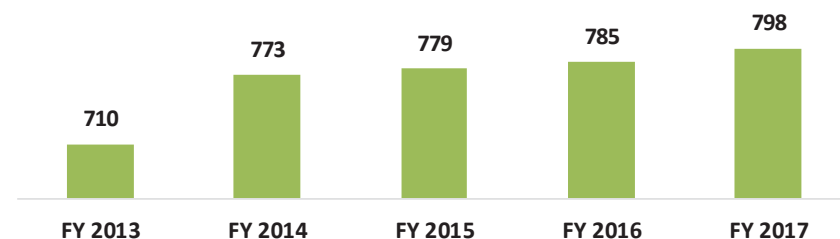
In FY 2017, the Labor Relations and Training Division continued the Po'okela Fellows Internship Program. This internship program allows city employees to mentor college students and provides students with valuable work experience in city operations. During the first quarter of FY 2017, seven students from the Class of 2016 were hired in various city departments. At the start of the third quarter, the Class of 2017 began with 12 interns placed in nine city departments. On August 1, 2017 four interns from the Class of 2017 were hired to remain in part-time and full-time appointments.

**Top Eight Departments with the Highest Number of New Workers' Compensation Claims FY 2017**



Source: Department of Human Resources

**New Hires Entering City Service FY 2017**



Source: Department of Human Resources

	Workers' Compensation			Labor Relations and Training		
	Total Workers' Compensation Claims	Total Direct Expenditures (\$ millions)	Average Cost Per Claim <sup>1</sup>	Hours of Training Provided	Overall Training Satisfaction Rating (Out of 5)	Grievances Closed Before Arbitration
FY 2013	3,079	\$19.28	\$6,262	12,184	4.7	94%
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%
Change from last year	-9%	-6%	3%	9%	-2%	2%
Change over last 5 years	5%	13%	8%	72%	-2%	2%

Source: Department of Human Resources. <sup>1</sup>Average 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. The department 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, DIT's 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"><li>•Performs computer systems development and support.</li><li>•Provides consulting services to end users and city administrators.</li></ul>	<ul style="list-style-type: none"><li>•Provides technology support for the city's financial management system.</li><li>•Offers computer services representative support to city agencies.</li></ul>	<ul style="list-style-type: none"><li>•Coordinates and executes central and remote computer operations within the city.</li><li>•Maintains disaster recovery planning.</li><li>•Manages help desk call center.</li><li>•Document imaging.</li></ul>	<ul style="list-style-type: none"><li>•Supports city communications systems.</li><li>•Manages tower, fiber, and wireless construction projects.</li></ul>	<ul style="list-style-type: none"><li>•Administers systems software for the mainframe and midrange computers.</li><li>•Enforces policies and procedures to monitor and prevent attacks on the city's information system.</li></ul>

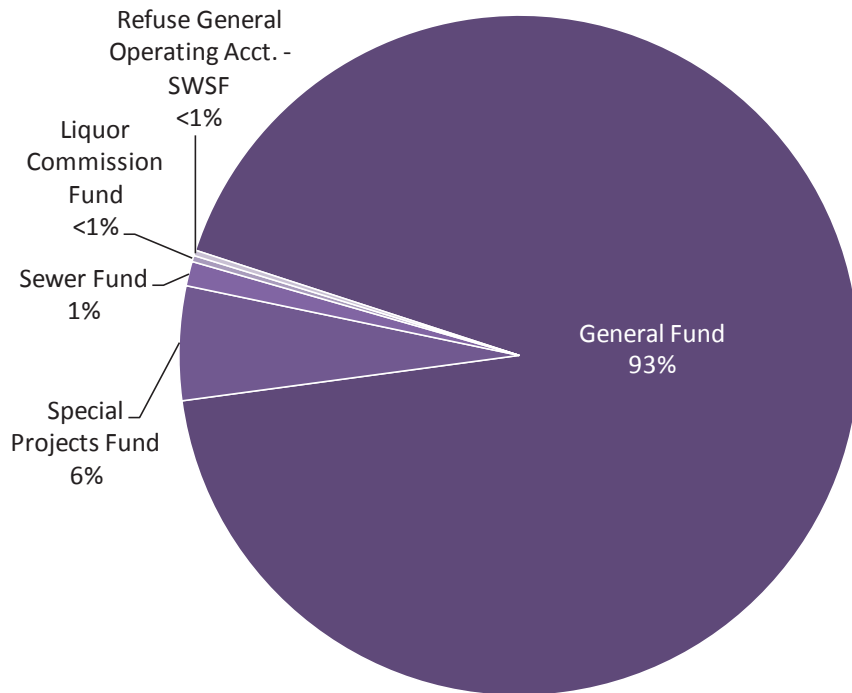


*To provide information technology products, services, guidance, and direction for city agencies to serve the public in a cost-effective and efficient manner.*

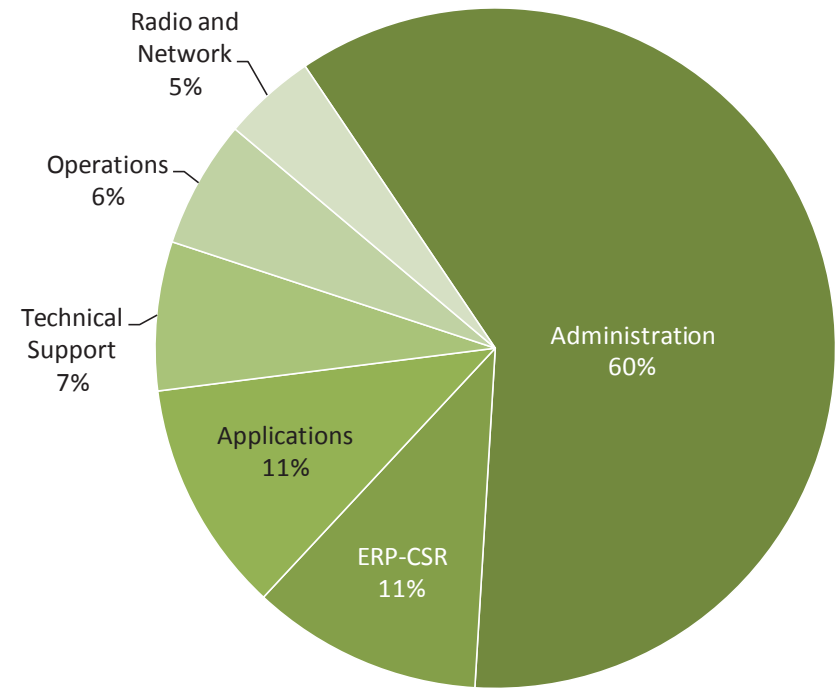
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses



	Total Operating Expenditures (\$ millions)	Administration (\$ millions)	Revenues (\$ millions)	Staffing			Overtime Expenditures <sup>3</sup>	
				Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>2</sup>	Total	Non-Holiday
FY 2013	\$17.17	\$10.08	\$3.68	144.5	26	\$118,857	\$235,723	\$208,443
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
Change from last year	7%	13%	-27%	1%	6%	6%	-24%	-30%
Change over last 5 years	25%	29%	-48%	4%	-29%	21%	-39%	-45%

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

## Spending and Staffing



**\$21.5M ▲ 7%**

The department attributes the increase in total operating expenditures to the increase in negotiated bargaining unit contracts.

Operating Expenditures



**\$1.9 M ▼ 27%**

The department attributes the decrease in total revenue to the problems in the billing system, which the department has brought back to the current status.

Revenues



**\$142 K ▼ 24%**

The department attributes the decrease to the filling of vacant positions and the conscientious use of overtime for project use.

Overtime Expenditures



Kaiaka Bay Beach Park comfort station

Source: KHON 2 and Department of Parks and Recreation



Kaiaka Bay Beach Park new surveillance cameras

Source: KHON 2 and Department of Parks and Recreation

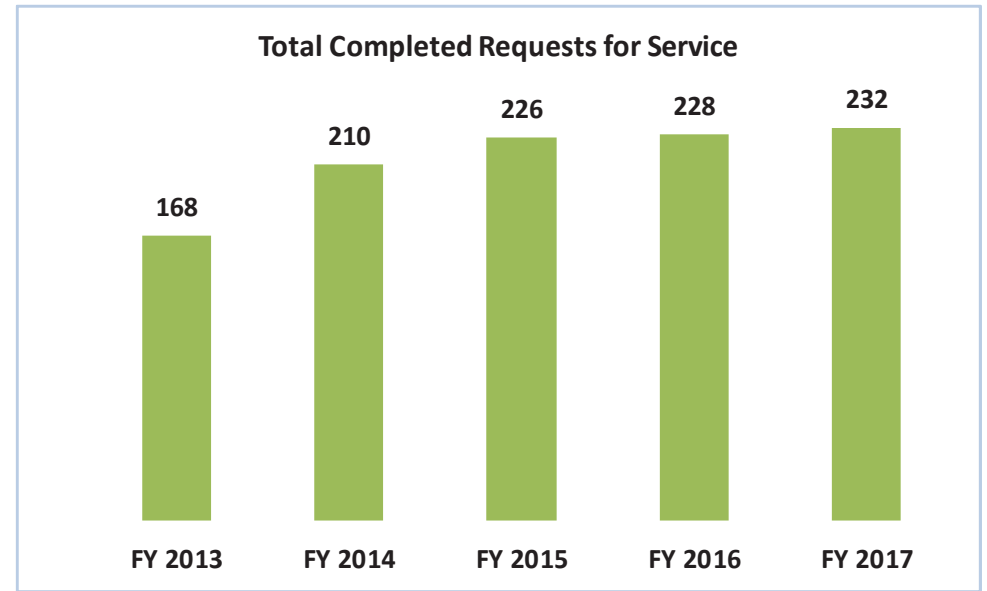
## ACCOMPLISHMENTS

- Brought network connectivity and networked camera surveillance and monitoring capabilities to the Ala Moana Regional Park, Sandy Beach Park, and Kaiaka Bay Beach Park comfort stations, and the Waikiki surfboard racks to deter vandalism
- Created and deployed a Neighborhood Board Elections system for candidate registration, viewing candidate profiles, and voting online or by mail-in ballot
- Began deployment of new P25 radio system for public safety and city maintenance agencies
- Implemented changes to the Motor Vehicle Registration system to accommodate the newly enacted law requiring annual registration, renewals, fees, safety checks, and license plates for mopeds on Oahu, Maui, Kauai and Hawaii Island

# 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 number of total completed request for service increased 38% from 168 to 232. The department states that the increase is due to the Applications Division building more customer applications to better serve our City’s agencies, instead of purchasing outside vendor applications.



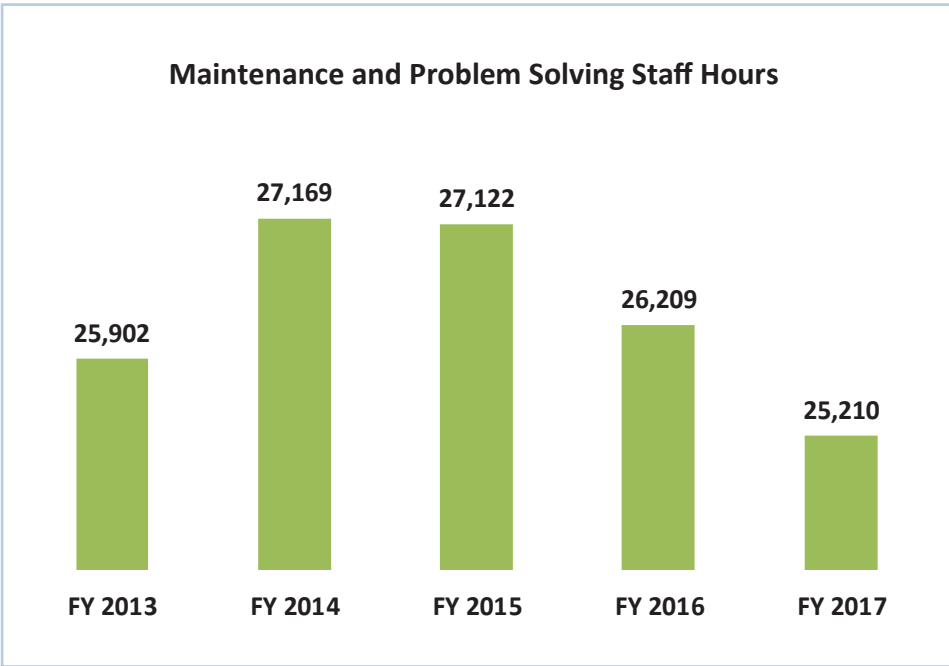
Source: Department of Information Technology

Applications				
	Operating Expenditures (\$ millions)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year
FY 2013	\$2.02	218	168	39
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
Change from last year	-1%	-5%	2%	-25%
Change over last 5 years	18%	39%	38%	3%

Source: Department of Budget and Fiscal Services, and Department of Information Technology, Executive Operating Program and Budget (FY 2013-FY 2017).

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 past five years, maintenance and problem solving (staff hours) decreased 3%, from 25,902 to 25,210 hours. The department attributes the increase from FY 2013 to FY 2014 to more hours. The decrease from FY 2014 to FY 2015 is due to FY 2014 being fully staffed with all positions filled, in addition to the loss of one person near end FY 2015. The department noted that the continuing decrease in FY 2015 to FY 2016 is due to fewer staff as compared with FY 2015. Staff hours between FY 2017 and FY 2016 have decreased 4% from 26, 209 to 25, 210 hours.



Source: Department of Information Technology

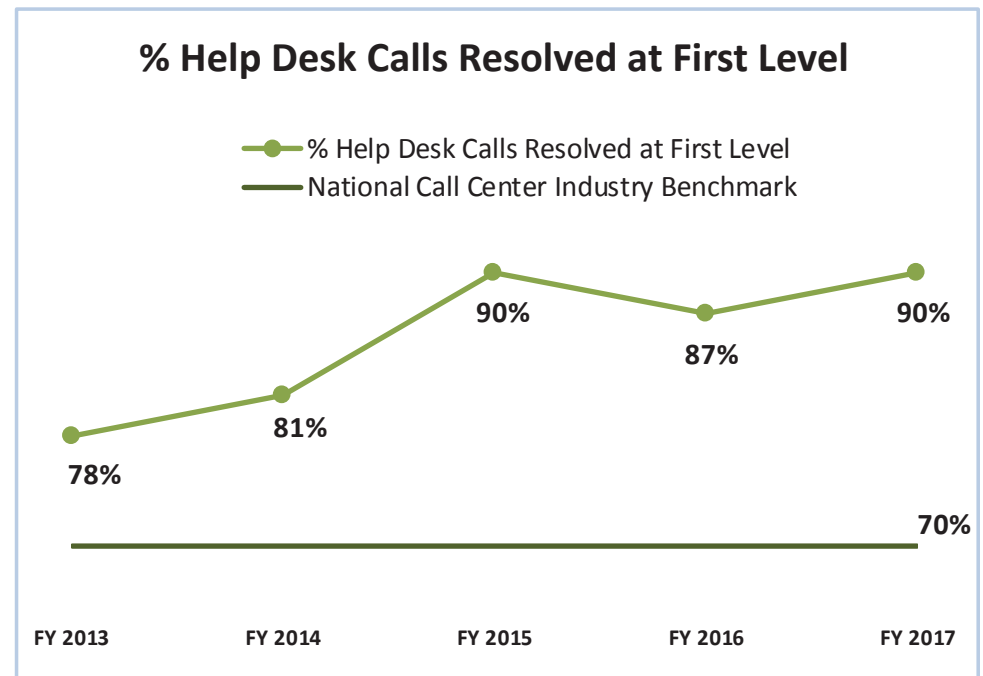
	Enterprise Resource Planning - Customer Service Representative			
	Operating Expenditures (\$ millions)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2013	\$1.81	25,902	6,907	1,727
FY 2014	\$2.10	27,169	7,245	1,811
FY 2015	\$2.35	27,122	7,232	1,808
FY 2016	\$2.40	26,209	6,989	1,747
FY 2017	\$2.36	25,210	7,420	1,855
Change from last year	-2%	-4%	6%	6%
Change over last 5 years	30%	-3%	7%	7%

Source: Department of Budget and Fiscal Services, and Department of Information Technology, Executive Operating Program and Budget (FY 2013-FY 2017).

# 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.

Over the last five years, the percentage of help desk calls resolved at the first level has increased by 12%, from 78% to 90%. According to the department, multiple factors are responsible for the increase in help desk calls resolved at the first level. Usage of upgraded desktop operating systems, continual improvements in applications software, upgrades in computer-hardware, and a fully trained staff has allowed the Help Desk staff to perform more efficiently in assisting clients.



Source: Department of Information Technology; SQM Group.

	Operating Expenditures (\$ millions)	Production Online Systems			% Help Desk Calls Resolved at First Level
		Regular Business Hours	24 hours	Changes Implemented <sup>1</sup>	
FY 2013	\$1.12	99.4%	99.7%	796	78%
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%
Change from last year	<-1%	-1.0%	0.0%	-11%	3%
Change over last 5 years	17%	-1.4%	-1.7%	3%	12%

Source: Department of Budget and Fiscal Services, and Department of Information Technology. Executive Operating Program and Budget (FY 2013-FY 2017).

<sup>1</sup>Changes implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware and software and software promotion.

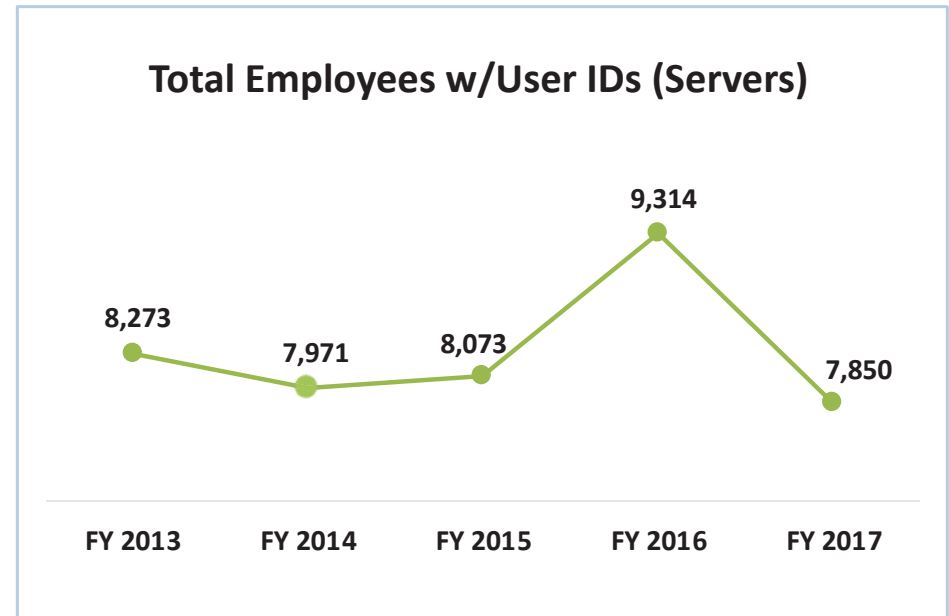


The Radio and Network Infrastructure (RNI) Division manages and supports city communications systems, including radio, microwave, fiber, wired, and 800 MHz systems and facilities. The division also manages tower, fiber, and wireless construction projects.

Over the past five years, total local area networks has increased by 10%, from 195 to 215. According to the Radio and Network Infrastructure Division the increase in networks is attributed to the new telecommunication sites (such as towers) that have gone up, as well as the new departments that have been created during FY 2017.

### 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 w/ Access IDs (Mainframe)	Total Employees w/User IDs (Servers)
FY 2013	\$841,629	195	12	\$1.31	7,960	8,273
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
Change from last year	-2%	2%	0%	2%	-2%	-16%
Change over last 5 years	13%	10%	0%	16%	<1%	-5%

Source: Department of Budget and Fiscal Services, and Department of Information Technology. Executive Operating Program and Budget (FY 2013-FY 2017).

**-This Page Intentionally Left Blank-**

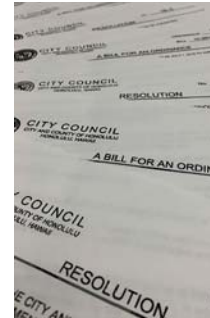
# Chapter 15 - Legislative Branch

The Legislative Branch is established by city charter as coordinate with the executive branch of city government<sup>1</sup>. 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. Its job is to establish 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.



## Office of Council Services (OCS)

The Office of Council Services provides comprehensive research and reference services for the council. It conducts research, drafts legislation, revises city ordinances, and serves in an advisory capacity to the council and its committees.



## 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. 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.



## 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. It provides staff support to the council for all regular sessions, committee meetings, and public hearings. It is 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.

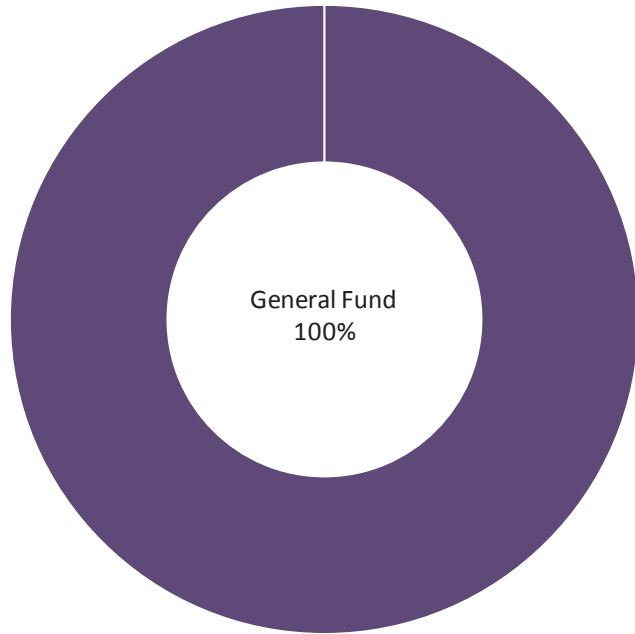
<sup>1</sup>Section 1-103, Revised Charter of Honolulu

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

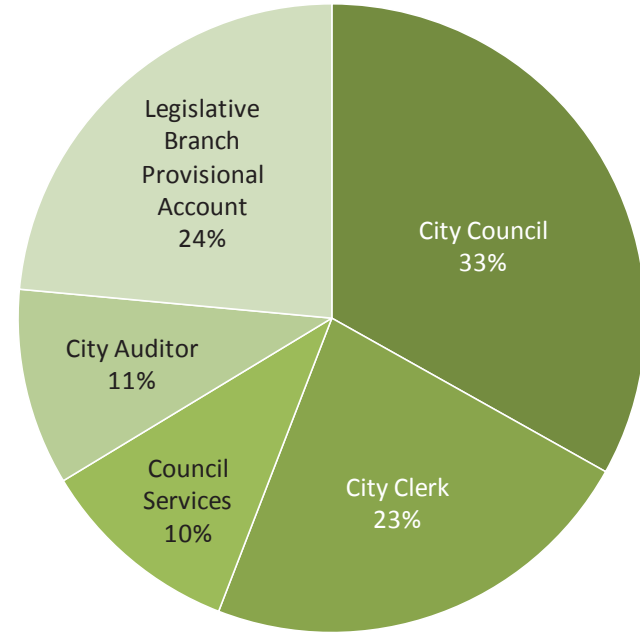
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenue	Total Operating Expenditures (\$ millions)	Staffing			Overtime Expenditures <sup>3</sup>	
			Total Authorized FTE	Total Vacant Authorized FTE	Cost Per Legislative FTE <sup>2</sup>	Total	Non-Holiday
FY 2013	\$10,630	\$13.02	126	7.0	\$103,327	\$49,675	\$42,675
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	143	7.0	\$116,757	\$51,679	\$46,814
Change from last year	-23%	17%	1%	17%	16%	430%	393%
Change over last 5 years	89%	28%	13%	0%	13%	4%	10%

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. <sup>1</sup>Other Miscellaneous Funds include: Solid Waste Fund; Housing Development Special Fund; Bus Transportation Fund; Sewer Fund; Affordable Housing Fund; Clean Water and Natural Lands Fund; and Grants in Aid Fund. <sup>2</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable.

## Spending and Staffing



Operating Expenditures

**\$16.70 M ▲ 17%**

Operating expenditures increased by 17% from last year.



Overtime

**\$51,679 ▲ 430%**

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 28% from \$13.02 million to \$16.70 million over the last five years.



Total overtime expenditures increased from \$49,675 in FY 2012 to \$51,679 in FY 2016—a 4% increase.

## National Citizen Survey



**25%** of residents surveyed think that the City and County of Honolulu welcomes citizen involvement. This is lower than benchmark comparisons, and reflects a 7% decrease from FY 2016.

**24%** of residents surveyed reported that they had confidence in city and county government. This is lower than benchmark comparisons, and reflects a 5% decrease from FY 2016.

**25%** of residents surveyed felt that the city was acting in the best interest of Honolulu. This is lower than benchmark comparisons, and reflects a 9% decrease from FY 2016.

## ACCOMPLISHMENTS

- \* Successfully provided voter registration and absentee voter services in the 2016 primary and general elections
- \* Adopted Resolution 16-200, CD1, to urge the city administration to work with local nonprofits to establish a program that would provide working opportunities for Honolulu's homeless population, similar to successful work programs on the mainland that pay the homeless to work and connect them to social and other services to address their needs;

## Offices of the Legislative Branch

### Honolulu City Council

In FY 2017, the council exercised its legislative policy making and oversight powers through the work of its standing committees. The standing committees served as open forums of discussion, debate, and consensus building. They actively sought citizen participation in the legislative process by conducting meetings during which individuals as well as representatives of neighborhood boards, small businesses, interested organizations, and affected industries were encouraged to share their opinions and ideas on city government programs and activities.

To provide more options for students, the council adopted Resolution 17-109 approving the expenditure of special funds to implement a county-level Safe Routes to School program on O`ahu that will allow children to make use of soon-to-be-built protected bicycle and pedestrian facilities to commute to-and-from school;

Other ordinances passed by the city council include those aimed at strengthening resources for affordable housing, regulating private transportation services drivers, updating plans for preservation, restoration, and balanced management of ground water, surface water, and related watershed resources in the North Shore District. and increasing access to automated external defibrillators in all city and newly constructed buildings.



City council's operating expenditures have increased over the past five years, reaching \$5.53 million in FY 2017; this is a 11% and 33% increase from FY 2016 and FY 2013, respectively. City council's authorized staffing was 72 authorized FTE with 1 vacant FTE in FY 2017.

### Office of the City Auditor

The city auditor completed 21 audits and reports in FY 2017 including audits on How Domestic Violence Cases are Handled, Processed, and Resolved by the City; 2016 Service Efforts and Accomplishments Report; 2016 Citizen-Centric Report; and follow-up audit work on HART. The city auditor's expenditures increased 4% from \$1.72 million in FY 2016, to \$1.69 million in FY 2017. This also reflects a 28% increase in operating expenditures from \$1.32 million in FY 2013. The office's authorized staffing was 13 FTE in FY 2017 with 1 vacancy.

	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 2013	\$4.15	\$2.97	\$1.40	\$1.32	\$3.18	3,567	454,491	847	409	23
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
Change from last year	11%	37%	2%	4%	21%	-2%	<1%	-4%	0%	-13%
Change over last 5 years	33%	28%	25%	28%	24%	22%	6%	36%	47%	-9%

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

## Office of Council Services (OCS)

In FY 2017, Council services prepared 1,149 written responses to requests for services. Of these, 560 were rush assignments requiring immediate action. These total responses included 290 bills, 350 resolutions, 70 memoranda, and 390 other assignments such as email responses to requests. Council services amended 600 pages of the Revised Ordinances of Honolulu (ROH). In FY 2017 Council services also assisted the Budget Committee and city council in reviewing, analyzing and amending eight measures that constituted the budgets for the executive and legislative branches, and for HART.

OCS received an achievement award from the National Association of Counties for its *Legislative Drafting Seminar Series*. In March 2017, the office also released its 17th annual *Issue Profile, Status of the City's Finances* report in a redesigned and digital format, which provides the council with a historical and comparative context to review the upcoming city budget and fiscal trends.

In FY 2017, the office supported several other city community outreach activities including Honolulu City Lights, Aloha United Way, and Hawai'i Foodbank.

Council services' operating expenditures have increased over the past five years, reaching \$1.75 million in FY 2017; this is a 2% and 25% increase from FY 2016 and FY 2013, respectively. Council services' authorized staffing was 21 FTE with 2 vacant FTE in FY 2017.

## Office of the City Clerk

The city clerk's expenditures have generally increased over the past five years, 28% from \$2.97 million in FY 2013 to \$3.80 million in FY 2017. This is also a 37% increase from \$2.77 million last year in FY 2016. The city clerk's staffing decreased by 1 FTE from 38 FTE to 37 FTE, with 3 vacant FTE. The city clerk received 4,345 communications, which included council and departmental communications, mayor's messages, and other miscellaneous communications.

There were 483,076 registered voters in Honolulu for FY 2017 which was a 6% increase from FY 2013. On Nov. 5, 2016, the last day of early voting, 3,933 walk-in voters were served; setting a new record was set for the highest number of walk-in voters served in a single day. Furthermore, the 2016 general election absentee turnout increased by 17% over the previous general election.

**-This Page Intentionally Left Blank-**



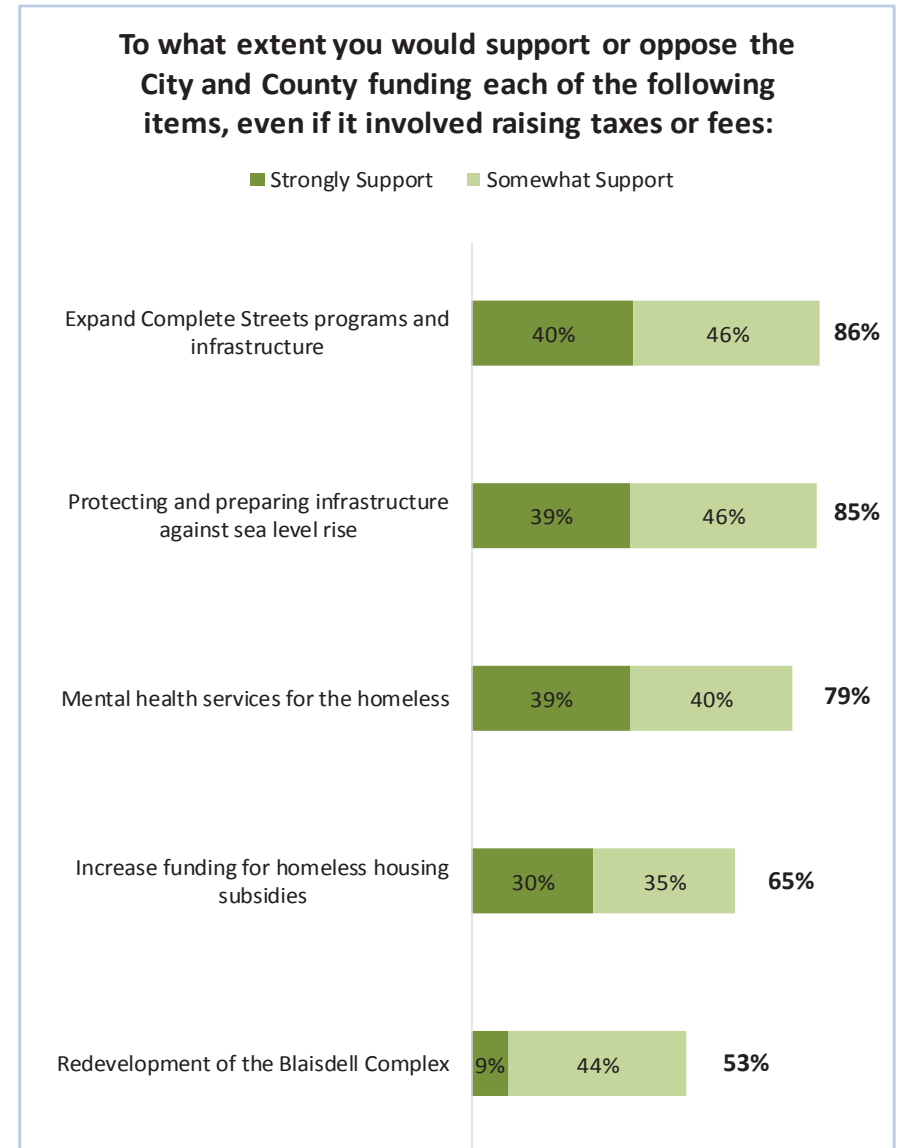
# Results of 2017 Public Policy Questions

In this year’s National Citizen Survey, about 6 in 10 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 (72%). More than 7 in 10 respondents reported they plan to remain in Honolulu for the next five years.

Safety and the economy continue to be priority issues for residents. About 6 in 10 residents rated overall feeling of safety in the community as *excellent or good*. Almost all of residents (89%), reported feeling safe in their neighborhoods. Residents rate overall economic health of Honolulu *low*, with only 27% of residents giving it a positive rating.

The 2017 National Citizen Survey (Honolulu) asked residents a series of questions of local interest. Residents were asked to indicate their level of support for government funding for various projects even if it meant raising taxes, or fees. A second question asked residents to rate the degree several issues are a problem in the City and County of Honolulu. The third question asked participants to rate the importance of several issues for the city to address in the next two years.

Almost all residents indicated support for expanding complete street programs and infrastructure (86% *strongly or somewhat* support), and protecting and preparing infrastructure against sea level rise (85% *strongly or somewhat* support). Residents also showed support for addressing issues concerning homelessness. More than half, 79%, of residents *strongly or somewhat* support funding mental health services for the homeless. Residents also supported increasing funding for homeless housing subsidies.

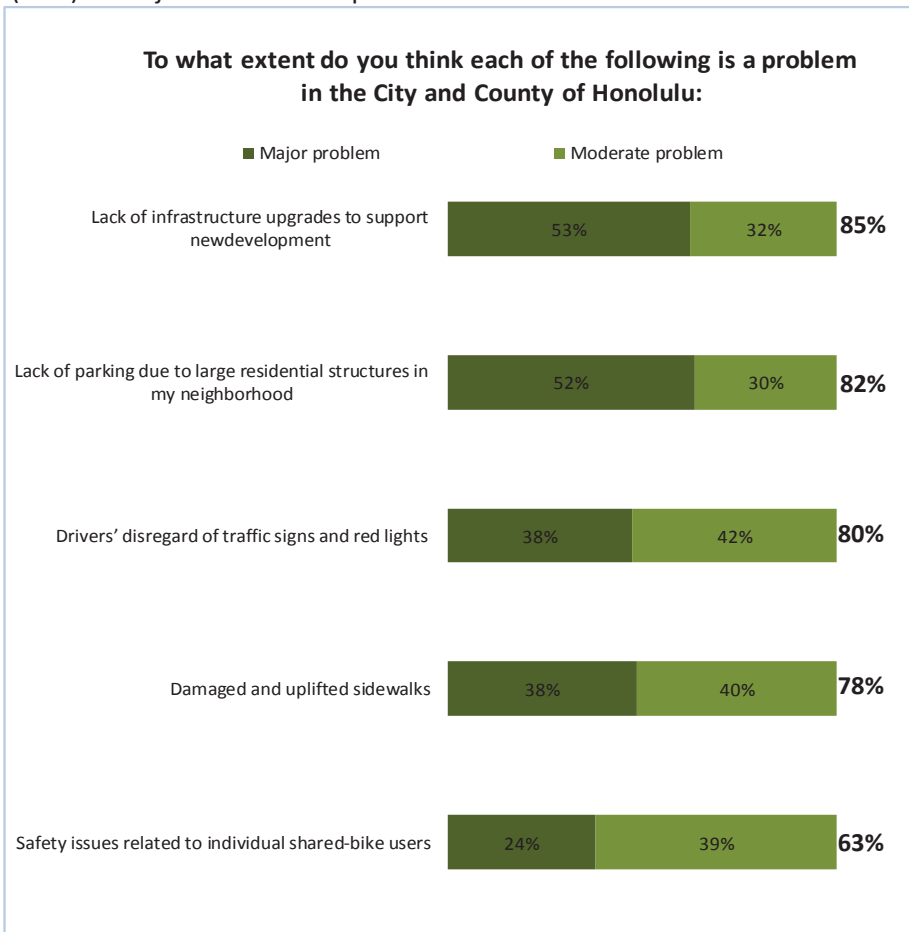


Source: FY 2017 National Citizen Survey (Honolulu). Totals presented may not sum due to survey weighting and rounding.

# Results of 2017 Public Policy Questions

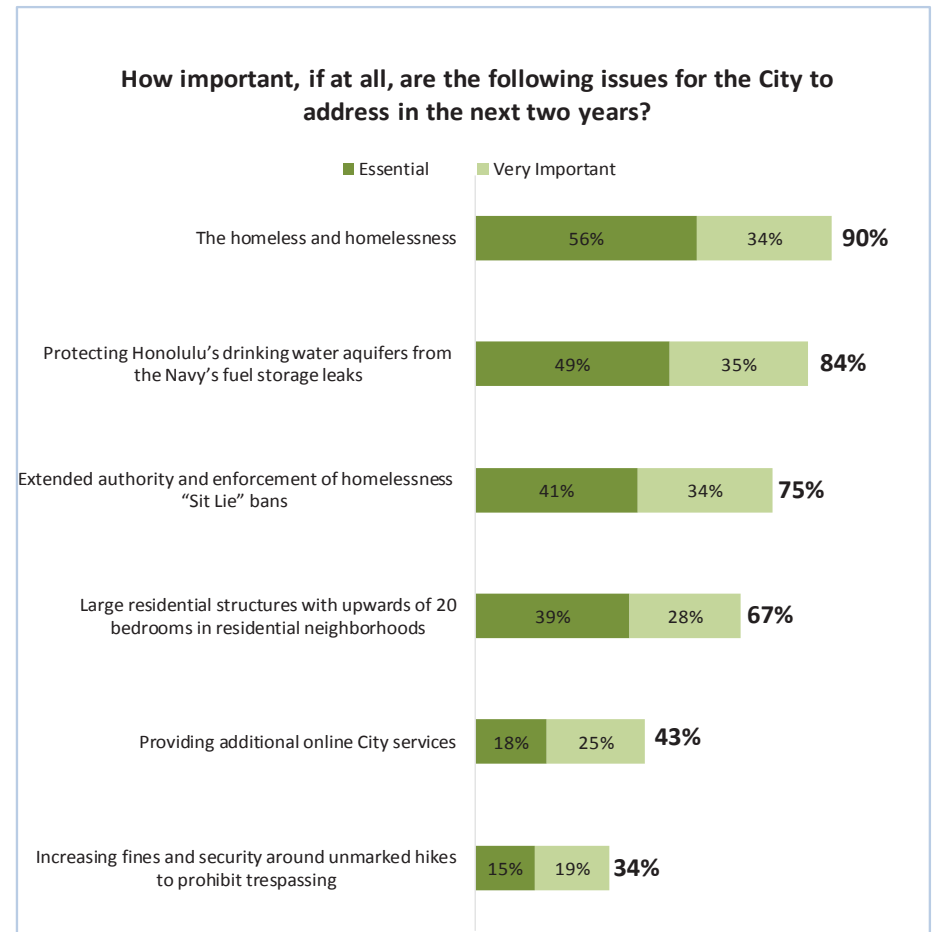
Residents were asked to rate the degree several issues are a problem in the City and County of Honolulu. Residents report problems associated with infrastructure. A majority of residents, 85%, rated a lack of infrastructure upgrades to support new development as a problem. Residents also viewed damaged and uplifted sidewalks as a major or moderate problem.

Residents are also concerned with issues surrounding transportation. A majority of residents rated lack of parking due to large residential structures in neighborhoods (82%), and drivers disregarding traffic signs and red lights (80%) as major or moderate problems.



Source: FY 2017 National Citizen Survey (Honolulu). Totals presented may not sum due to survey weighting and rounding.

Residents also rated important issues for the city to address in the next two years. Nearly all residents, 90%, believe addressing homelessness is essential or very important. About 7 out of 10 residents want to extend authority and enforcement of homelessness *Sit Lie* bans. Protecting Honolulu's drinking water aquifers from the Navy's fuel storage leaks continues to be a priority for residents. More than half of residents, 84%, believe this is an *essential* or *very important* issue to address, compared to the 87% of residents last year.



Source: FY 2017 National Citizen Survey (Honolulu). Totals presented may not sum due to survey weighting and rounding.

# Chapter 16 - Mayor-Managing Director

The Mayor and Managing Director of the City and County of Honolulu oversee 9,283 employees in 18 departments in the 47th largest county in the nation, as of July 1, 2016.

The Mayor-Managing Director’s offices include:

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

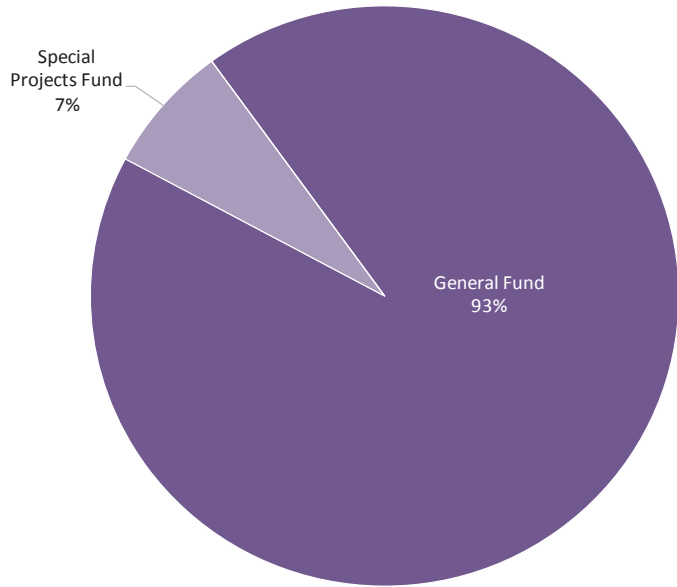


*“One of the greatest assets of the City and County of Honolulu is the ethnic, cultural, and social diversity of its population. The City and County of Honolulu takes great pride in this diversity, and values and respects all of its residents and welcomes all of its visitors, regardless of race, color, sex, marital status, religion, national origin, ancestry, age, disability, gender identification, or sexual orientation.”*

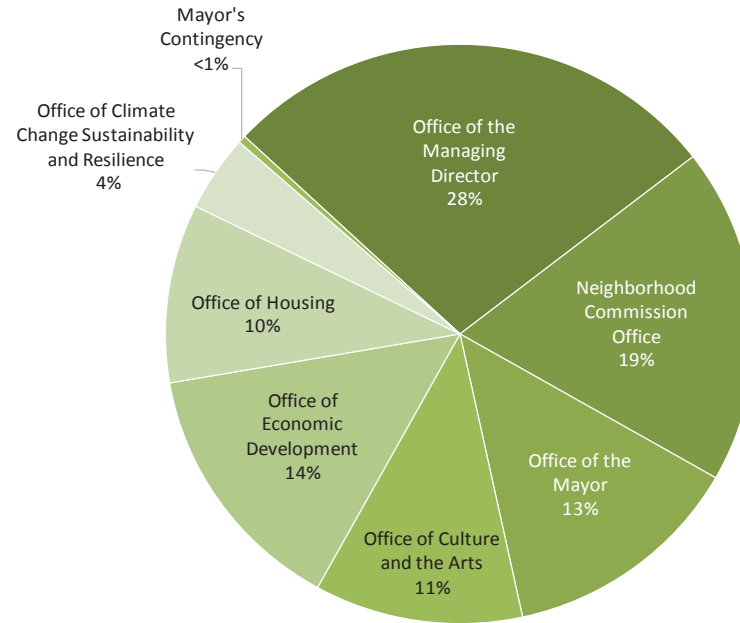
*Diversity Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses<sup>1</sup>



	Operating Expenditures			Total Authorized Staffing (FTE)			
	Mayor <sup>1</sup>	Offices (MDO) <sup>2</sup>	TOTAL MAY-MDO	Mayor	Mayor Vacant	MDO	MDO Vacant
FY 2013	\$483,152	\$3,827,689	\$4,310,841	6	1	18	4
FY 2014	\$596,374	\$3,408,843	\$4,005,217	6	0	18	2
FY 2015	\$660,675	\$3,926,875	\$4,587,550	6	0	17	0
FY 2016	\$676,002	\$3,824,742	\$4,500,744	6	0	17	0
FY 2017	\$732,547	\$4,598,565	\$5,331,112	6	0	17	0
Change from last year	8%	20%	18%	0%	--	0%	--
Change over last 5 years	52%	20%	24%	0%	--	-6%	--

Source: Department of Budget and Fiscal Services. <sup>1</sup>Mayor and Contingency <sup>2</sup>MDO includes Office of Culture and the Arts, Office of Economic Development, Office of Housing, Neighborhood Commission, and the Office of Climate Change, Sustainability and Resilience, as applicable.

## Spending



Operating Expenditures

**\$5.3 M ▲ 18%**

- Total operating expenditures increased 18% over last year due to funding for the *100 Resilient Cities* grant, and one-time, pilot project funding to retrofit and operate mobile hygiene centers.

## Five Year Trends



- Total operating expenditures for the Mayor's office increased 47% compared to five years ago due to position vacancies in FY 2013 when the Administration changed.



- Total operating expenditures for the Managing Director's Office increased 18% compared to five years ago due to rent and relocation costs to move the Neighborhood Commission Office to Kapalama Hale, one-time pilot project funding for mobile hygiene centers, and expenditures under the *100 Resilient Cities* grant from the Rockefeller Foundation.

## National Citizen Survey

- Overall confidence in the city government received a rating of being *excellent or good* **24%** in 2017. That is a decrease from their 29% rating in FY 2016, and is similar to the national benchmarks.

- Generally acting in the best interest of the community received ratings of *excellent or good* **25%** in 2017. That is a decrease from their 34% rating in FY 2016. This rating is lower than the national benchmarks.

- Overall direction the city received a rating of being *excellent or good* **26%** in 2017. That rating is unchanged from FY 2016, and is similar to the national benchmarks.

- Overall quality of services provided by the city received a rating of being *excellent or good* **40%** in 2017. That is a decrease from the 41% rating in FY 2016. This rating is similar to the national benchmarks.



- Welcoming of citizen involvement received ratings of *excellent or good* **25%** in 2017. That is a decrease from the 32% rating over last year, and is similar to the national benchmarks.

## ACCOMPLISHMENTS

- The City paved 430 lane miles in FY 2017. Since January 1, 2013, the City has paved more than 1,558 lane miles of roads across O'ahu.
- In FY 2017, 321 veterans were permanently housed through the collaborative efforts of the city, state, private and non-profit providers.
- Completed the renovation of former school buildings to provide 42 permanent rental units. Entered into a development agreement 151-unit senior rental project in Chinatown.
- Highlights and updates for the Mayor's Priorities are found in Chapter 1 Accomplishment of City Priorities in this report.

# Mayor - Managing Director

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 2017 was on improving core services and addressing mandated requirements. Due to large long term liabilities for employee benefits, continued fiscal prudence is needed to meet the challenges of the city’s aging infrastructure, need for affordable housing and on the growing homelessness problem.

During FY 2017, the mayor’s priorities included:

- Restoring bus service
- Repaving roads
- Improving our sewer system, infrastructure repair, and maintenance
- Re-establishing pride in city parks
- Building rail better
- Homelessness
- Affordable housing
- Transit-oriented development
- Becoming a bike-friendly city



*Honolulu Hale*

Source: Mayor’s Office of Culture and the Arts

	Citizen Survey (% Excellent or Good)			
	Overall Quality of Services Provided by the City	Overall Direction the City is Taking	Overall Confidence in the City Government	Generally Acting in the Best Interest of the Community
FY 2013	40%	25%	23%	25%
FY 2014	46%	35%	30%	29%
FY 2015	36%	21%	22%	23%
FY 2016	41%	26%	29%	34%
FY 2017	40%	26%	24%	25%
Change from last year	-1%	0%	-5%	-9%
Change over last 5 years	0%	1%	1%	0%

Source: 2017 National Citizen Survey (Honolulu).

The Office of Climate Change, Sustainability and Resiliency (CCSR) was created when Honolulu’s voters approved a charter amendment in the 2016 General Election. The official responsibilities of this office 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 will report to the Mayor and City Council regarding overall performance in meeting resilience targets and objectives. This office will convene the newly created Climate Change Commission.

In FY 2017, operating expenditures were \$227,016 and were funded through the *100 Resilient Cities* Rockefeller Foundation grant. There were no authorized staff for FY 2017. FY 2018 will serve as the inception of this office, and the first year with city funds allocated for operating and staff resources.

In November 2016, Honolulu was selected to join the *100 Resilient Cities*, a global network to build urban resilience, financially supported by the Rockefeller Foundation. The city entered into a two-year grant agreement with *100 Resilient Cities* that provides two-year funding for a Chief Resilience Officer to lead Honolulu’s resilience efforts.

In June 2017, Honolulu hosted the *Resilient O’ahu Workshop* to identify Honolulu’s priorities and develop a comprehensive *resilience strategy*.

During FY 2017, the CCSR office accomplished the following:

- In April 2017, the mayor appointed the city’s first Chief Resilience Officer, who also serves as the office’s Executive Director.
- Completed the office’s organizational chart and functional statements.

In the 2017 National Citizen Survey, 85% of Honolulu residents, strongly or somewhat support protecting and preparing infrastructure against sea level rise even if it involves raising taxes or fees.



Honolulu’s Resilient Cities Workshop

Photo courtesy of CCSR

	Citizen Survey						
	Operating Expenditures <sup>1</sup>	(% Excellent or Good)			(% Yes)		(% Usually or Always)
		Quality of Overall Built Environment	Availability of Affordable Quality Food	Quality of Emergency Preparedness Services	Stocked Supplies in Preparation for an Emergency	Made Home More Energy Efficient	Recycle at Home
FY 2013	-	34%	40%	58%	62%	78%	89%
FY 2014	-	37%	41%	73%	80%	79%	95%
FY 2015	-	27%	31%	64%	75%	84%	91%
FY 2016	-	32%	35%	64%	69%	84%	88%
FY 2017	\$227,016	29%	37%	48%	62%	78%	90%
Change from last year	--	-3%	2%	-16%	-7%	-6%	2%
Change over last 5 years	--	-5%	-3%	-10%	0%	0%	1%

Source: Department of Budget and Fiscal Services (BFS), Office of Climate Change, Sustainability and Resilience, and 2017 National Citizen Survey (Honolulu). <sup>1</sup>FY 2018 will be the first year of City funding for operations and staff resources.

## 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 accomplish the objectives established by ordinance: assist the city in attaining national preeminence in culture and the arts; to assist the city in the preservation of the artistic and cultural heritages of all its people, promote a community environment for exposure to culture and the arts in all its forms; and encourage and provide 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 2017, operating expenditures were \$610,137 an increase of 5% from \$579,872 in FY 2016. Operating expenditures In FY 2017 decreased 25% compared to 5 years ago, due to large one-time grants awarded in FY 2013 by the prior Administration. Total authorized staffing has remained stable at 6 FTE for the last five years. Overtime expenditures totaled \$1,663 in FY 2017.

During FY 2017, the department accomplished the following:

- The Mayor's Production Grant program issued \$158,390 in funds to 21 non-profit organizations;
- Coordinated 11 city-sponsored events, attracting more than 169,900 attendees;
- Managed 20 cultural exhibits held at Honolulu Hale and Kapolei Hale;
- Managed 94 events at the Mission Memorial Auditorium.



*One of ten panels from Na Kumu Kanawai or Foundations of Law, adorning the Waianae Police Station by Mark Kadota.*

Photo courtesy of the Mayor's Office of Culture and the Arts

	Operating Expenditures	Staffing		Cost Per FTE <sup>1</sup>	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				Opportunities to Attend Cultural Activities	Openness and Acceptance to Diverse Backgrounds	Attended a City and County-Sponsored Event
FY 2013	\$809,541	6	2	\$134,924	\$0	1,013	51%	57%	44%
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%
Change from last year	5%	0%	0%	5%	125%	1%	-2%	5%	1%
Change over last 5 years	-25%	0%	-50%	-25%	--	5%	-3%	7%	-5%

Source: Department of Budget and Fiscal Services, Mayor's Office of Culture and the Arts and 2017 National Citizen Survey (Honolulu). <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.



# Economic Development

The Mayor’s Office of Economic Development (OED) cultivates tourism and hospitality, agriculture, film, and other industries; advances small businesses; strengthens relationships with state, military, federal, and international partners; and coordinates cultural and community festivals and special events.

Operating expenditures for OED declined 32% from \$1,116,803 in FY 2016, to \$760,171 due to one-time federal funding for an economic impact study of troop reductions at Schofield Barracks and Fort Shafter. Over the past five years, authorized FTEs have fluctuated slightly from 5.0 FTE in FY 2013 to 4.5 FTE in FY 2017. The reduction is due to right-sizing government by deactivating positions.

OED works with the Hawai`i Tourism Authority (HTA) to monitor grants provided to various O’ahu organizations to diversify tourism. In January 2017, HTA became the direct grantor for HTA-Community Enrichment Programs (HTACEP). In FY 2017, HTA awarded 21 HTACEP grants, a 28% reduction from FY 2013 when OED was responsible for awarding those grants.

The Honolulu Film Office (HonFO) provides leadership in the planning, marketing, development and physical film industry production on O`ahu and facilitates all film requests made to the city. In FY 2017 HonFO assisted major film and television projects including: *Jurassic World: Fallen Kingdom* (Universal); *Hawai’i Five-O* (CBS Television Studios); *Jumanji: Welcome to the Jungle* starring Dwayne Johnson (Sony Pictures); assisted a local independent film *Go for Broke*, the story of the 442nd Regimental Combat Team.

The Agricultural Liaison is the City’s first point of contact regarding agricultural issues. In FY 2017, the liaison participated in community-wide meetings on the second phase of the Important Agricultural Lands mapping. The office provided a \$50,000 grant to help farmers develop soil and water conservation plans.

In FY 2017, OED collaborated with city departments in planning and provided over \$250,000 in city support services for the Hokulea Homecoming and *Malama Honua* Fair and Summit.



Honolulu Ocean Safety Lifeguards Escorting Hokule’a To Honolulu’s Magic Island

Photo Courtesy of the Managing Director’s Office

	Staffing					Citizen Survey (% Excellent or Good)					
	Operating Expenditures	Authorized FTE <sup>3</sup>	Vacant Authorized FTE <sup>3</sup>	Cost Per FTE <sup>1</sup>	Total Overtime Expenditures	Number of HTA-CEP Grants Awarded <sup>2</sup>	Overall Economic Health of Honolulu	Economic Development	Employment Opportunities	Vibrant Downtown/ Commercial Area	Shopping Opportunities
FY 2013	\$0	5	2	\$0	\$0	29	32%	22%	24%	32%	64%
FY 2014	\$985,767	6	0	\$164,295	\$0	26	33%	34%	28%	34%	73%
FY 2015	\$1,113,037	5.5	1.5	\$202,370	\$0	28	30%	24%	22%	32%	67%
FY 2016	\$1,116,803	5.5	0.5	\$203,055	\$0	28	33%	40%	32%	39%	74%
FY 2017	\$760,171	4.5	1.5	\$168,927	\$0	21	27%	26%	34%	26%	72%
Change from last year	-32%	-18%	200%	-17%	--	-25%	-6%	-14%	2%	-13%	-2%
Change over last 5 years	--	-10%	-25%	--	--	-28%	-5%	4%	10%	-6%	8%

Source: Department of Budget and Fiscal Services (BFS), Office of Economic Development, and 2017 National Citizen Survey (Honolulu). <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>2</sup>The HTA-CPEP (Hawai`i Tourism Authority-County Product Enrichment Program) is based on the calendar year. <sup>3</sup>FTE figures include the Office of Economic Development and Honolulu Film Office.

# Office of Housing

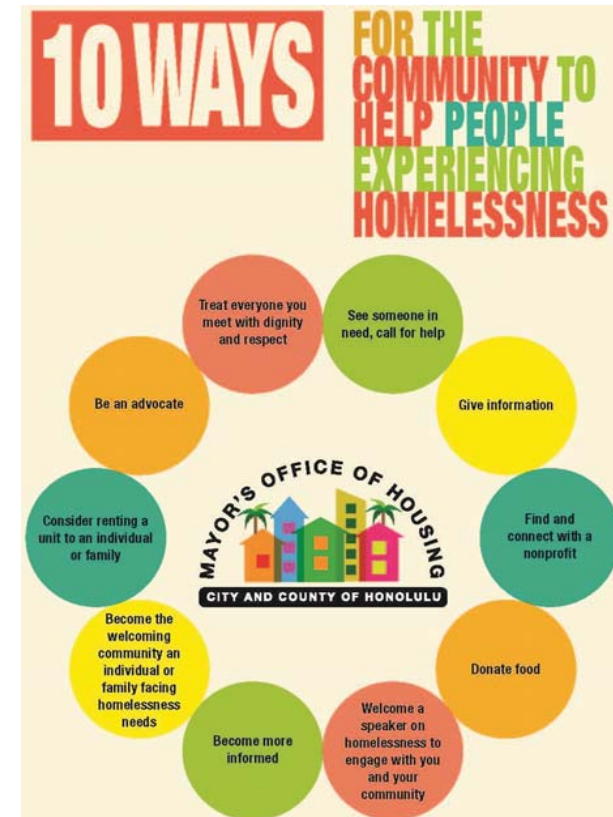
The Office of Housing works together with various city departments to establish policy and coordinate programs for affordable housing, senior housing, special needs housing, and the homeless. In FY 2017 the city improved coordination with state agencies and the Governor’s coordinator on homelessness, especially in assisting those experiencing mental illness.

In FY 2017, the housing office’s expenditures were \$531,613, 272% more than the year before, and a 389% increase over FY 2013 when the office was established. The Office of Housing explained that the increase in expenditures was due to one-time pilot project funding of \$400,000 for Mobile Hygiene Centers.

In 2017, the housing office realigned Honolulu’s efforts in the Mayors’ Challenge with the U.S. Interagency Council on Homelessness criteria and benchmarks for ending veteran homelessness. In FY 2017, through collaboration with city, state, private and non-profit providers 321 veterans found permanent housing. From January 2015 to FY 2017, a total of 1,104 veterans have been permanently housed.

The housing office began integrating data from Hawai’i’s Homeless Management Information System into the contracting and monitoring process of the city’s homeless programs. The office worked to better align the city’s administration of federal programs, including Emergency Solutions Grants and Home Investment Partnerships with best practices and local needs.

In FY 2017, the housing office revised its website to improve the community’s access to information on helping the homeless, accessory dwelling units, affordable housing ordinances, and other resources related to homelessness and affordable housing. The Office of Housing webpage is found at: <http://www.honolulu.gov/housing/>.



	Staffing				Citizen Survey (% Excellent or Good)			
	Operating Expenditures	Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>1</sup>	Availability of Affordable Quality Housing	Variety of Housing Options	NOT Under Housing Cost Stress <sup>3</sup>	Experiencing Housing Cost Stress <sup>3</sup>
FY 2013	\$74,032	2	1	\$37,016	9%	19%	48%	52%
FY 2014	\$108,813	2	0	\$54,407	8%	20%	40%	60%
FY 2015	\$106,428	2	0	\$53,214	9%	13%	38%	62%
FY 2016	\$142,954	2	0	\$71,477	8%	15%	40%	60%
FY 2017	\$531,613	2	0	\$265,807	5%	11%	43%	57%
Change from last year	272%	0%	--	272%	-3%	-4%	3%	-3%
Change over last 5 years	389%	0%	--	389%	-4%	-8%	-5%	5%

Source: Department of Budget and Fiscal Services (BFS). <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>2</sup>This office was first established in FY 2013. <sup>3</sup>The National Research Center defines housing cost stress as paying 30% or more of monthly household income on housing costs.

# Neighborhood Commission Office and Neighborhood Boards

The Neighborhood Commission Office's (NCO) mission is to increase and ensure effective citizen participation in government decisions through the neighborhood board system. The executive secretary serves as administrator for the commission office.

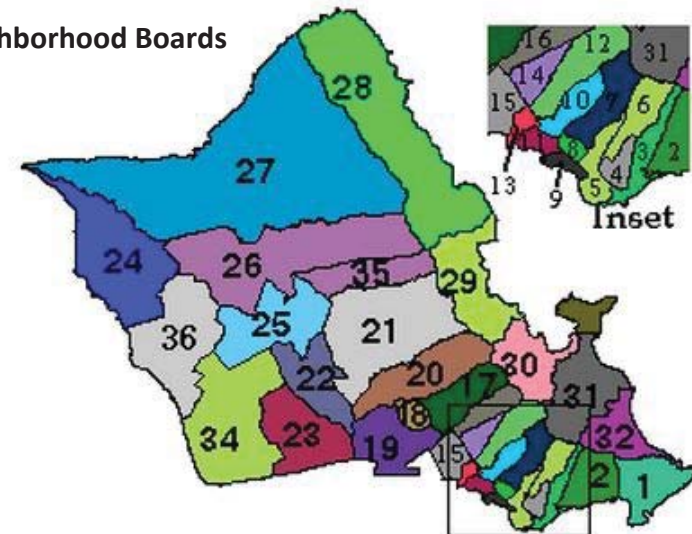
The NCO established the following goals and objectives: Increase awareness of the neighborhood board system and encourage residents to become candidates in the neighborhood board election process; and facilitate interaction and communication between government and neighborhood boards in addressing community concerns.

NCO staffs support the Mayor's Representative Program, where members of the mayor's cabinet attend board meetings to address community concerns.

In FY 2017, operating expenditures increased 45% from FY 2016 and overtime expenditures decreased 75% from FY 2016. This increase was due to neighborhood board elections which are held in odd-numbered years and one-time rent and renovation costs to move NCO to Kapalama Hale.

There are 33 Neighborhood Boards comprised of 437 community volunteers. In FY 2017, the neighborhood board elections garnered more than 540 candidates for 437 open seats. The NCO saved approximately \$70,000 by coordinating with the city's Department of Information Technology to create a new candidate and voting website. Mail in ballots were available for members of the public without internet access.

Neighborhood Boards



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

\* Board not yet formed

	Authorized Staffing				Citizen Survey (% Excellent or Good)			
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE <sup>1</sup>	Overtime Expenditures	Number of Boards Videotaping Monthly Meetings	Neighborhood Boards' Service Quality	Opportunities to Participate in Community Matters
FY 2013	\$807,909	17	3	\$47,524	\$2,151	18	38%	56%
FY 2014	\$738,262	17	2	\$43,427	\$0	22	45%	59%
FY 2015	\$906,236	16	1	\$56,640	\$2,279	26	40%	50%
FY 2016	\$689,000	16	2	\$43,063	\$156	26	44%	54%
FY 2017	\$999,789	16	3	\$62,487	\$39	26	42%	53%
Change from last year	45%	0%	50%	45%	-75%	0%	-2%	-1%
Change over last 5 years	24%	-6%	0%	31%	-98%	44%	4%	-3%

Source: Department of Budget and Fiscal Services (BFS) and Neighborhood Commission Office and 2017 National Citizen Survey (Honolulu). <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

**-This Page Intentionally Left Blank-**

# Chapter 17 - Department of the Medical Examiner

The Department of the Medical Examiner (MED) investigates sudden, unexpected, medically unattended, violent, and suspicious deaths. Accurate and timely medicolegal 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"><li>•Conducts procedures including toxicological analysis, blood alcohol determinations, histological examinations, and other chemical analyses.</li></ul>

Investigative/Plant Operations
<ul style="list-style-type: none"><li>•Interviews witnesses.</li><li>•Examines and documents death scenes.</li><li>•Conducts post mortem examinations.</li></ul>



*To provide accurate, dignified, compassionate, and professional death investigative services for the City and County of Honolulu's residents and visitors.*

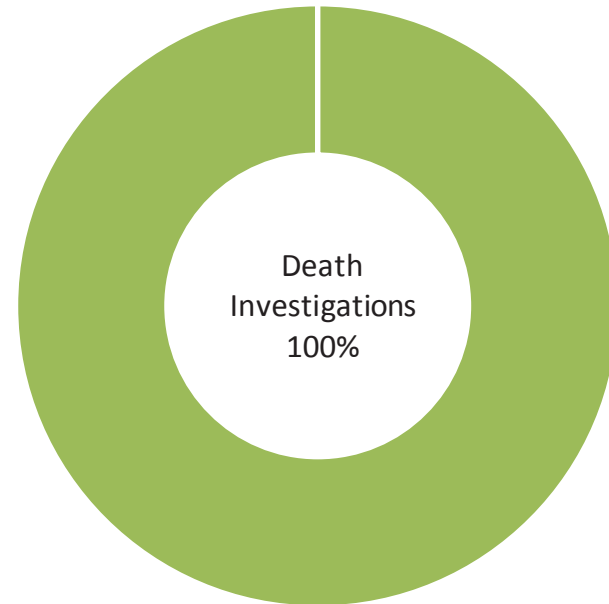
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Total Revenues	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>1</sup>	Overtime Expenditures <sup>2</sup>			
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday	Investigations	Autopsies <sup>3</sup>
FY 2013	\$2,099	\$1.49	19.0	4.0	\$78,646	\$58,819	\$40,965	2,256	655
FY 2014	\$3,793	\$1.61	19.0	1.0	\$84,818	\$51,665	\$38,366	2,722	725
FY 2015	\$5,755	\$1.78	19.0	0.0	\$93,573	\$48,165	\$31,258	3,331	795
FY 2016	\$2,854	\$2.02	19.0	2.0	\$106,323	\$46,775	\$29,871	3,493	881
FY 2017	\$6,086	\$1.96	19.0	2.0	\$103,100	\$51,939	\$31,486	3,984	891
Change from last year	113%	-3%	0%	0%	-3%	11%	5%	14%	1%
Change over last 5 years	190%	31%	0%	-50%	31%	-12%	-23%	77%	36%

Source: Department of Budget Fiscal Services and Department of the Medical Examiner. <sup>1</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. <sup>2</sup>Overtime pay is established by bargaining unit agreement, as applicable. <sup>3</sup>Includes adjusted external examination (3:1) totals as recommended by National Association of Medical Examiners.

## Spending and Staffing



**\$1.96 M ▼ 3%**

The department attributes the decrease to realized savings in laboratory supplies and equipment replacement.

### Operating Expenditures



### Revenues

**\$6.0 K ▲ 113%**

The department attributes the increase to a one-time surrender of unclaimed currency and an ongoing cost recovery policy for photograph and microscope slide reproduction requested by private parties.



### Vacant FTE

**2 FTE**

The department attributes the unchanged FTE to the department's investigations section remaining unfilled pending the movement of all investigators to Bargaining Unit 13 from BU 3 and 4.



### Overtime Expenditures

**\$51.9 K ▲ 11%**

The department attributes this increase to the overtime worked by medicolegal investigators occurring within the department's 24/7/365 operating schedule.

## Five Year Trends



- Over the last five years, the number of investigations has increased by 77%. This is due to the increase in direct and indirect death reports and MED's continuing efforts to bring death reporting up to the appropriate level for O'ahu. MED receives direct reports of death from law enforcement, healthcare staff and others, and indirect reports through the Hawai'i Department of Health and death certificate referrals.

Top 3 Non-Natural Manners of Death  
FY 2013 to FY 2017



Source: Department of the Medical Examiner

## ACCOMPLISHMENTS

- \* Investigated 3,984 deaths; Assumed jurisdiction in 1,142 cases; Performed autopsies in 707 cases; Performed 317 external examinations;
- \* MED investigators visited 581 scenes of death; Investigated 29 cases determined to be homicides; and
- \* Helped facilitate 76 organ and tissue donations.

**-This Page Intentionally Left Blank-**



# Chapter 18 - 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 beautifies the city’s public streets.

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.

The department’s 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. DPR is divided into three divisions:

Executive Services	Urban Forestry	Park Maintenance and Recreation Services
<ul style="list-style-type: none"><li>•Oversees the issuance of park and recreational use permits.</li></ul>	<ul style="list-style-type: none"><li>•Manages the horticulture and botanical garden programs.</li><li>•Responsible for maintaining trees along public roadways, parks, and pedestrian malls.</li></ul>	<ul style="list-style-type: none"><li>•Provides recreational services including special events, leisure time, and cultural activities.</li><li>•Maintains all city parks and recreation facilities on O’ahu.</li><li>•Responsible for grounds keeping, custodial, and maintenance services.</li><li>•Provides expertise in repair and maintenance projects for city parks and facilities.</li></ul>

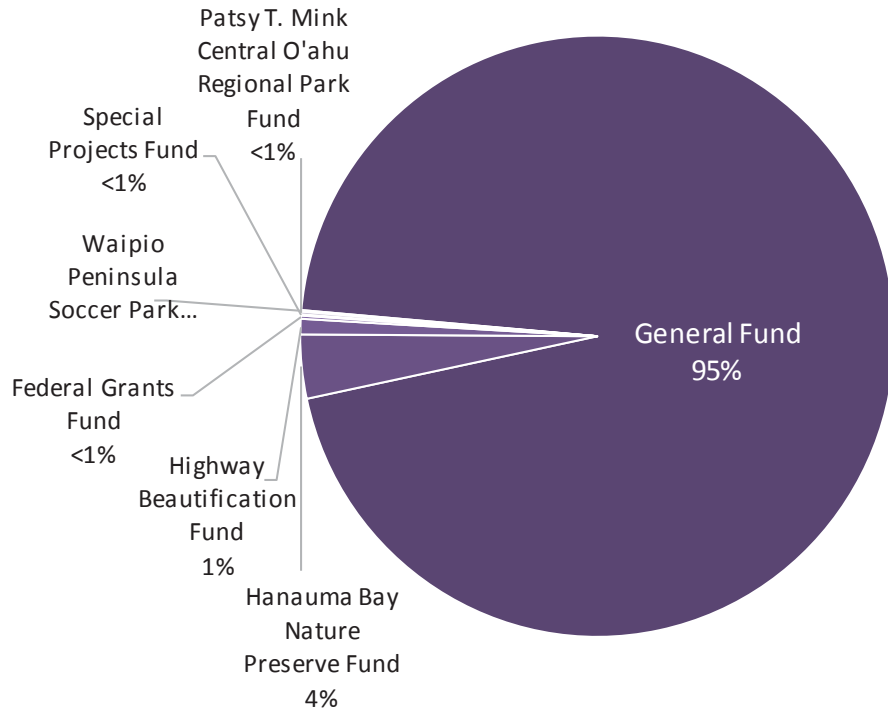


*To provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu.*

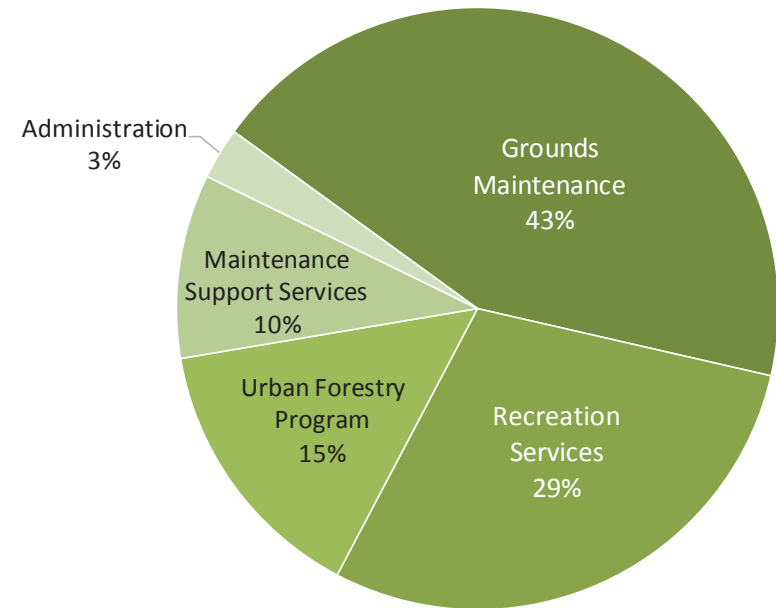
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>	
			Authorized FTE	Vacant Authorized FTE		Total (\$ millions)	Non-Holiday
FY 2013	\$61.98	\$5.92	905.8	155.0	\$68,420	\$1.05	\$716,929
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
Change from last year	3%	2%	3%	37%	-1%	20%	-52%
years	18%	16%	<-1%	-6%	19%	31%	-45%

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

## Spending and Staffing



Operating Expenditures

**\$73.29 M ▲ 3%**

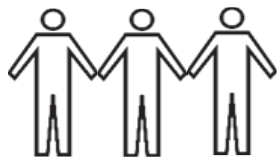
The department's operating expenditures increased 3% over the last year.



Revenues

**\$6.85 M ▲ 2%**

The department's revenues increased 2% over the last year.



Vacant FTE

**146.4 FTE ▲ 37%**

The department's vacant FTE increased 37% over the last year.



Overtime

**\$1.37 M ▲ 20%**

The department's overtime expenditures increased 20% over the last year.

## Five Year Trends



- The department's operating expenditures increased 18% from \$61.98 million to \$73.29 million over the last five years. The department attributes the increase to salary and step increases due to collective bargaining agreements, aggressively filling positions, and electricity and water rate increases.



- Total Overtime Expenditures increased 31% between FY 2013 and FY 2017 from \$1.05 million to \$1.37 million. The department attributes the increase to vacancies, maintenance staff taking over task force duties, and staff assisting with the Department of Facility Maintenance and Park Closure.

## National Citizen Survey



- **42%** of Honolulu residents rated City and County parks as *excellent* or *good*. This rating is much lower than the national benchmark comparison.

## ACCOMPLISHMENTS

- Refurbished 15 play apparatus by restoring resilient surfaces and cleaning and replacing playground equipment;
- Resurfaced 46 play courts at 12 parks;
- Renovated 21 comfort stations to include paint, tile, micro-guard, stall partitions, and new fixtures; and
- Ho'omaluhia Botanical Gardens attracted 210,000 visitors, with over 20,000 participants in the popular catch-and-release fishing program and over 13,000 overnight campers.

# 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.

Administration expenditure's decreased 50% from \$4.07 million in FY 2016 to \$2.03 million in FY 2017. The department attributes the decrease to \$2 million removed from the division's budget and added to the Maintenance Support Services division for ground maintenance.

The Executive Services Office 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.

The department provided its staff with 14,342 hours of training in FY 2017. Training hours increased 6% from FY 2013 (13,478 hours).



*Foster Botanical Garden*

Source: Department of Parks and Recreation

	Administration Expenditures (\$ millions)	Camping Permits Issued	Other Parks Permits Issued	Total Park Permits Issued	Training Hours	Summer Hires
FY 2013	\$2.03	9,795	4,542	14,337	13,478	714
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
Change from last year	-50%	-3%	2%	<-1%	-12%	-10%
Change over last 5 years	<-1%	-26%	35%	-7%	6%	-4%

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 2017, the division provided recreational activities for 53,332 participants in its tiny tots, children, teens, adults and seniors recreation programs.

Since 1973, the city's People's Open Market program has supported diversified local agriculture and aquaculture by providing 25 open market sites across O'ahu. The city's People's Open Market schedule is found online at: <https://www.honolulu.gov/parks/programs/people-s-open-market-program.html>.

In the 2017 National Citizen Survey, residents rating recreation services *excellent* or *good* were: recreation programs (45%), and recreation centers (39%).



Twilight Concert

Source: 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 2013	\$20.40	80	1,291	27,638	4,926	8,166	15,243	56%
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%
Change from last year	1%	-12%	20%	5%	-18%	40%	-24%	9%
Change over last 5 years	5%	3%	23%	-15%	-10%	45%	-22%	3%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2017 National Citizen Survey (Honolulu).

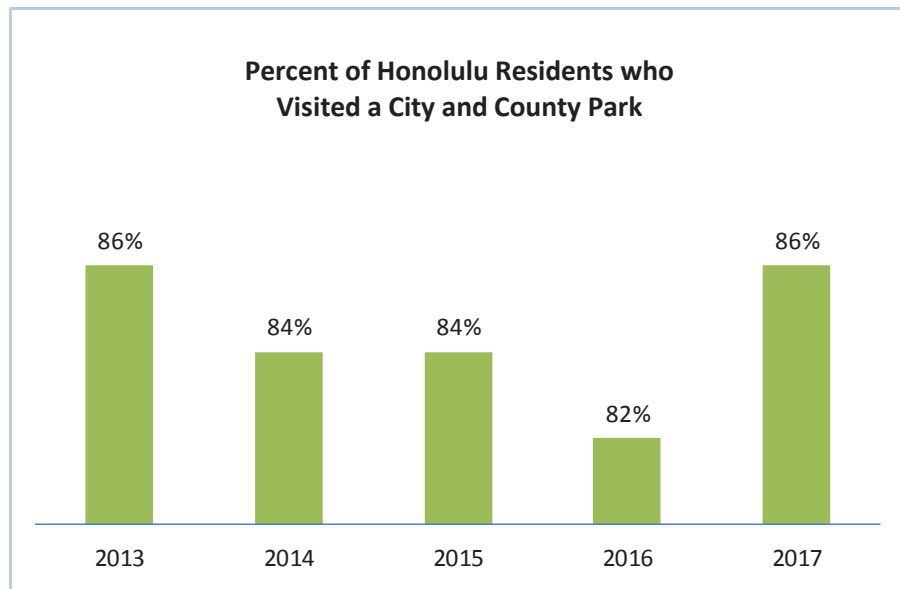
# Park Maintenance and Recreation Services

## 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 7% from \$29.86 million in FY 2016 to \$31.95 million in FY 2017. The department attributes this increase to the Mayor’s projects and mass hiring of groundskeepers.



Source: Department of Parks and Recreation



Source: 2017 National Citizen Survey (Honolulu)

## Maintenance Support

Maintenance Support Services provides expertise in repair and maintenance projects for city parks and facilities. In FY 2017, the division’s operating expenditures were \$7.24 million, an increase from \$6.46 million from last year. The department attributes this increase to salary increases and mayor’s projects.

Maintenance Support Services completed 1,779 services and repairs for carpentry, painting, plumbing, and heavy equipment. The number of carpentry repair and service and plumbing repair decreased 4% and 30% respectively over the last five years. The number of painting service and heavy equipment service work orders increased 33% and 51% respectively over the last five years.

	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 2013	\$6.18	\$25.14	302	205	1,430	139	5,132	86%
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%
Change from last year	12%	7%	-54%	15%	-24%	147%	0%	4%
Change over last 5 years	17%	27%	-4%	33%	-30%	51%	0%	0%

Source: Department of Parks and Recreation, Department of Budget and Fiscal Services, and 2017 National Citizen Survey (Honolulu).

The Urban Forestry Division manages the botanical and horticulture garden programs. The Honolulu Botanical Gardens (HBG) includes five botanical gardens and the Community Recreational Gardening program. The horticulture programs are responsible for maintaining plants along public roadways, parks and pedestrian malls.

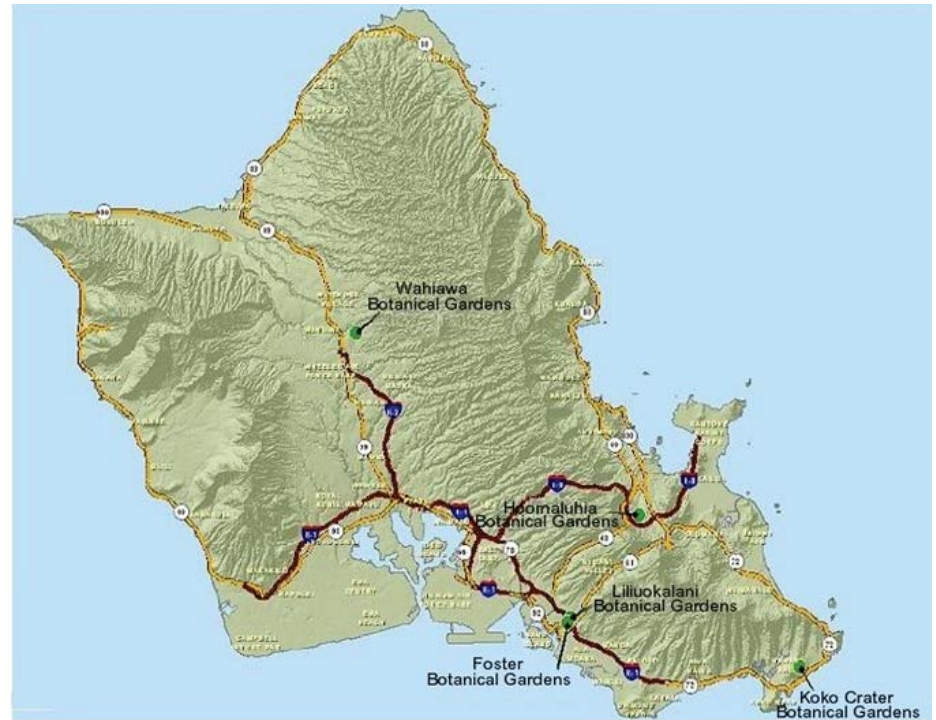
In FY 2017, the division removed 1,457 hazardous and/or invasive trees.

There are 11 community garden sites across O‘ahu:

- Ala Wai
- Diamond Head
- Dole
- Foster
- Hawai‘i Kai
- Kane‘ohe
- Makiki
- Manoa
- Mo‘ili‘ili
- Mutual Lane
- Wahiawa

The division’s expenditures increased 30% over the last five years. The department attributes this increase to salary increases, its security guard contract increasing due to prevailing city wages, and increasing tree maintenance costs.

## Map of the City’s Botanical Gardens



Source: Department of Parks and Recreation

	Urban Forestry Program						
	Expenditures (\$ millions)	Botanical Gardens Visitors	Foster Botanical Garden Revenue	Exceptional Tree Designations <sup>1</sup>	Trees on Inventory	Trees Planted	Trees Removed
FY 2013	\$8.22	261,841	\$116,812	780	237,886	562	1,657
FY 2014	\$8.41	252,985	\$134,815	780	238,802	1,703	803
FY 2015	\$8.41	303,241	\$114,648	819	239,945	1,646	533
FY 2016	\$9.79	318,886	\$133,046	819	241,974	2,751	725
FY 2017	\$10.72	337,089	\$128,919	816	243,166	637	1,457
Change from last year	10%	6%	-3%	<1%	<1%	-77%	101%
Change over last 5 years	30%	29%	10%	5%	2%	13%	-12%

Source: Department of parks and Recreation, Department of Budget and Fiscal Services. <sup>1</sup>An exceptional tree is an individual tree, stand, or grove with historic or cultural value, or which by reason of its age, rarity, location, size, esthetic quality, or endemic status designated by the county committee as worth of preservation. Exceptional trees may be designated generally by botaxy or individually by location or class.

**-This Page Intentionally Left Blank-**



# Chapter 19 - 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.

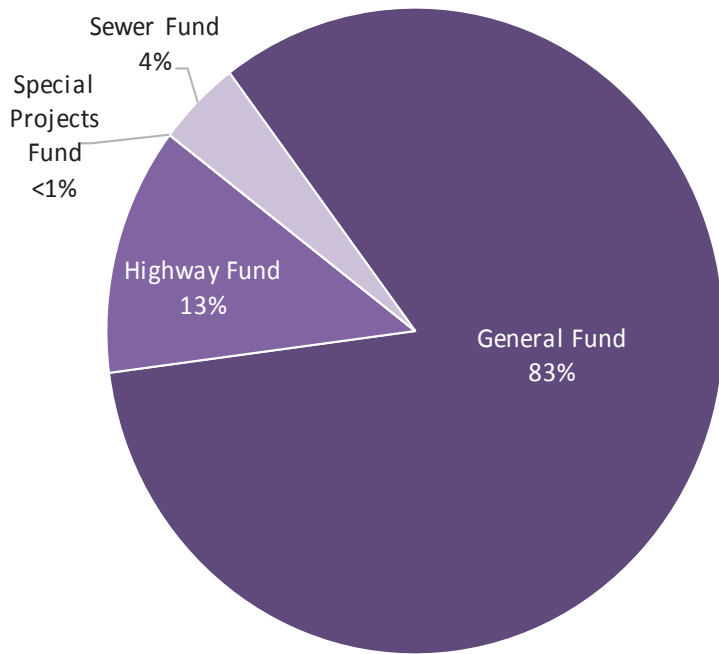
<b>Administration</b> <ul style="list-style-type: none"><li>•Plans, directs, and coordinates department activities including personnel management, budget preparation and fiscal management; and administers the Honolulu Land Information System (HoLIS) and the city's Geographic Information System (GIS).</li></ul>	<b>Honolulu Land Information System</b> <ul style="list-style-type: none"><li>•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.</li></ul>	<b>Building</b> <ul style="list-style-type: none"><li>•Administers and enforces building, electrical, plumbing, building energy efficiency, and housing codes.</li><li>•Inspects for compliance with approved city plans and pertinent codes.</li></ul>	<b>Customer Services</b> <ul style="list-style-type: none"><li>•Operates the consolidated permit counters.</li><li>•Maintains property and permit records.</li><li>•Inspects for unsafe and substandard conditions.</li></ul>
<b>Land Use Permits</b> <ul style="list-style-type: none"><li>•Administers the Land Use Ordinances and city land use.</li><li>•Administers shoreline setback ordinances and processes all required special management area permits.</li></ul>	<b>Planning</b> <ul style="list-style-type: none"><li>•Responsible for the O'ahu General Plan and long-range regional development plans.</li><li>•Monitors compliance with zone changes including affordable housing requirements.</li></ul>	<b>Transit-Oriented Development</b> <ul style="list-style-type: none"><li>•Guides the development around the city's proposed transit stations and routes that are being built by the Honolulu Authority for Rapid Transportation (HART).</li></ul>	<b>Site Development</b> <ul style="list-style-type: none"><li>•Administers and enforces subdivision and grading ordinances and drainage regulations.</li><li>•Reviews subdivision construction plans and ensures compliance with city guidelines.</li></ul>

*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.*

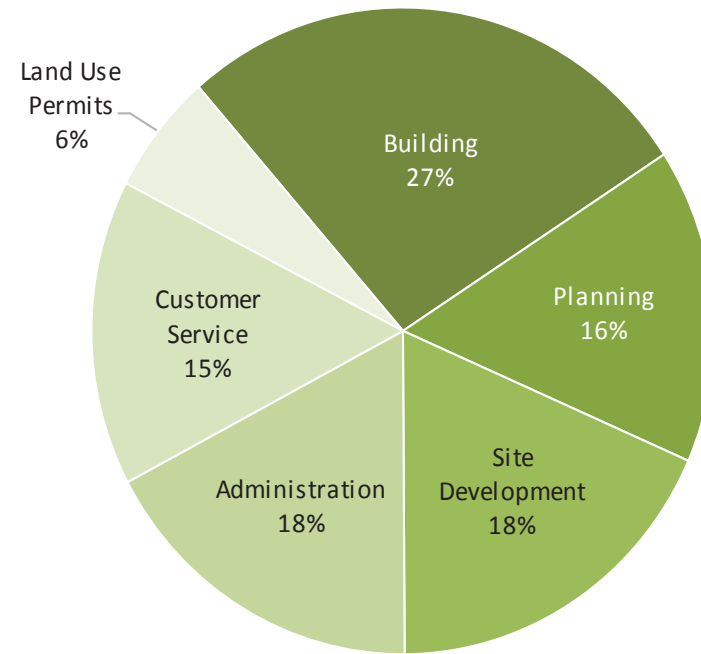
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses



	Revenues (\$ millions)	Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>2</sup>	Overtime Expenditures <sup>3</sup>
			Total Authorized FTE	Total Vacant FTE		
FY 2013	\$15.85	\$15.52	332.0	76.0	\$46,744	\$146,768
FY 2014	\$24.36	\$19.45	337.0	78.0	\$57,712	\$85,230
FY 2015	\$23.87	\$19.39	304.0	38.0	\$63,789	\$145,309
FY 2016	\$23.35	\$19.42	304.0	30.0	\$63,892	\$140,504
FY 2017	\$23.87	\$21.00	315.0	48.0	\$66,659	\$123,505
Change from last year	2%	8%	4%	60%	4%	-12%
Change over last 5	51%	35%	-5%	-37%	43%	-16%

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

## Spending and Staffing



**\$21 M** ▲ **8%**

The department's operating expenditures increased 8% over the last year.

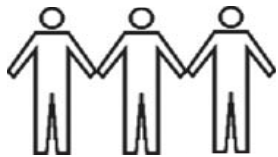
Operating Expenditures



**\$23.87 M** ▲ **2%**

Department revenues increased 2% over the last year.

Revenues



**315 FTE** ▲ **4%**

The department's total FTE increased 4% over the last year.

FTE



**\$123 K** ▼ **-12%**

Total overtime expenditures decreased 12% from last year.

Overtime

## Five Year Trends



- The department's operating expenditures increased 35% from \$15.52 million to \$21 million over the last five years. The department attributes the increase to an increase in consultant services and salaries due to collective bargaining and additional positions.



- Total revenues increased 51% from \$15.85 million in FY 2013 to \$23.87 million in FY 2017. The department attributes the increase to the repeal of the building permit fee waiver for solar permits during the last months of FY 2013 and the increase in various permit and plan review fees.



COMMUNITY OUTREACH MEETING 11/15/16  
PUBLIC REVIEW DRAFT

**HALAWA AREA**  
Transit-Oriented Development (TOD) Plan

## ACCOMPLISHMENTS

- Held second public community meeting on the designation of Important Agricultural Lands and the revised draft of the city's General Plan;
- Completed Honolulu Arts Corridor feasibility study to complement the city's Neal S. Blaisdell Center redevelopment master plan;
- Submitted bills to the City Council for a new affordable housing requirement and financial incentives; and
- Submitted the Ala Moana Neighborhood TOD Plan for adoption; developed TOD initiatives to take advantage of rail transit service in the Waipahu, Chinatown, Kapalama, and Iwilei neighborhoods; and the City Council adopted the Kalihi Neighborhood TOD Plan.

# Administration and Honolulu Land Information System (HoLIS)

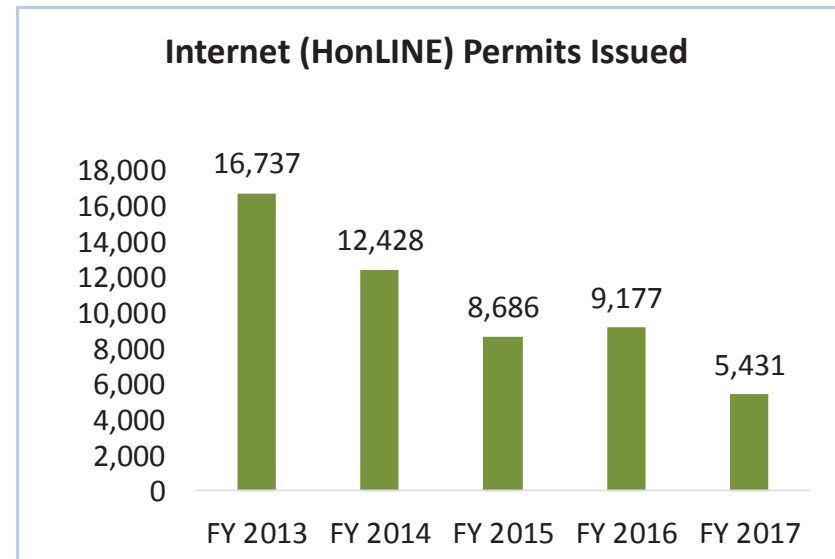
## Administration

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 2% from \$3.58 million in FY 2016 to \$3.64 million in FY 2017, and 60% over the last five years. The department attributes the increase over the last year to additional costs to comply with the City's NPDES Permit requirements and a slight increase due to collective bargaining.

## 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 & Permitting

Operating expenditures decreased 14% from \$1.62 million in FY 2016 to \$1.39 million in FY 2017.

The total number of GIS work orders completed declined 1% since last year, and decreased 9% over the last five years from 601 work orders in FY 2013 to 546 in FY 2017. The department attributes the decrease to staff turnover and to focus on major projects.

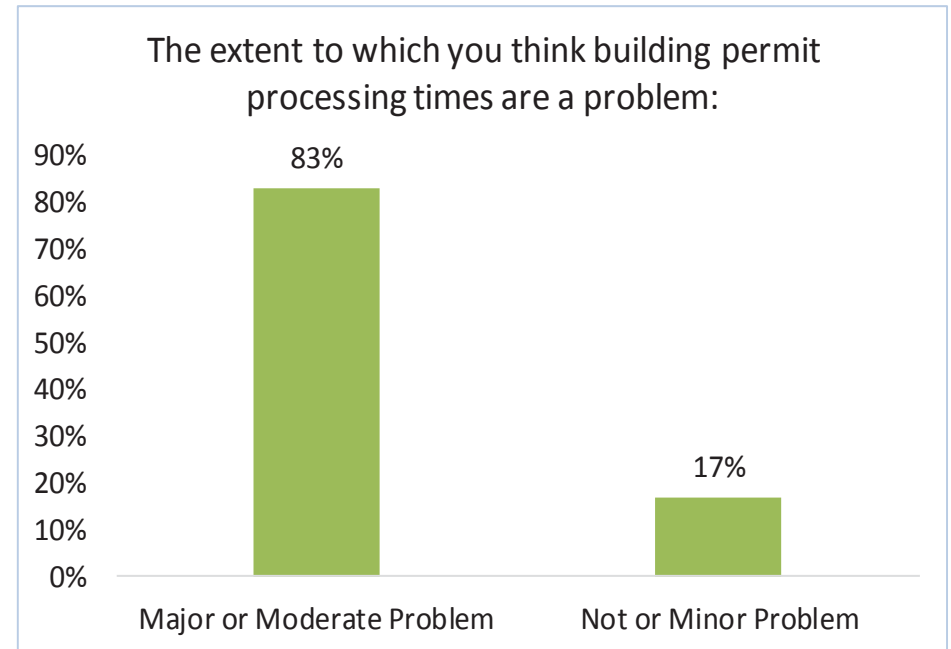
	Operating Expenditures (\$ millions)		Honolulu Land Information System (HoLIS)					
	Administration	Honolulu Land Information System	Total GIS Work Orders Completed	Total GIS Data Maintenance Jobs	Total Maps and Exhibits Prepared	Total New POSSE Permit Jobs Created	Internet (HonLINE) Permits Issued	Total Visits to GIS Website
FY 2013	\$2.28	\$1.26	601	1,572	129	135,090	16,737	395,200
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
Change from last year	2%	-14%	-1%	-3%	-18%	-12%	-41%	-7%
Change over last 5 years	60%	11%	-9%	-30%	135%	-25%	-68%	-9%

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.

Operating expenditures increased 2% over the last year and 16% over the last five years, rising from \$4.94 million in FY 2013 to \$5.71 million in FY 2017.

In FY 2017, 19% of residents rated the city's code enforcement as *excellent or good*. This rating was a decrease of 4% from last year's rating of 23%, and a 1% increase from FY 2013's rating of 18%. Honolulu's FY 2017 code enforcement rating is much lower than comparison benchmarks.



Source: 2017 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 <sup>1</sup>	Total Mechanical Code Inspections Conducted	Total Building/Sign Permit Applications Reviewed
FY 2013	\$4.94	3,054	63,090	429	38,232	14,790	394	23,629	8,831
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
Change from last year	2%	-4%	30%	5%	-	-	-	-	-
Change over last 5 years	16%	6%	8%	27%	-13%	-77%	-76%	-18%	-64%

Source: Department of Budget and Fiscal Services and Department of Planning and Permitting. <sup>1</sup>Third 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.

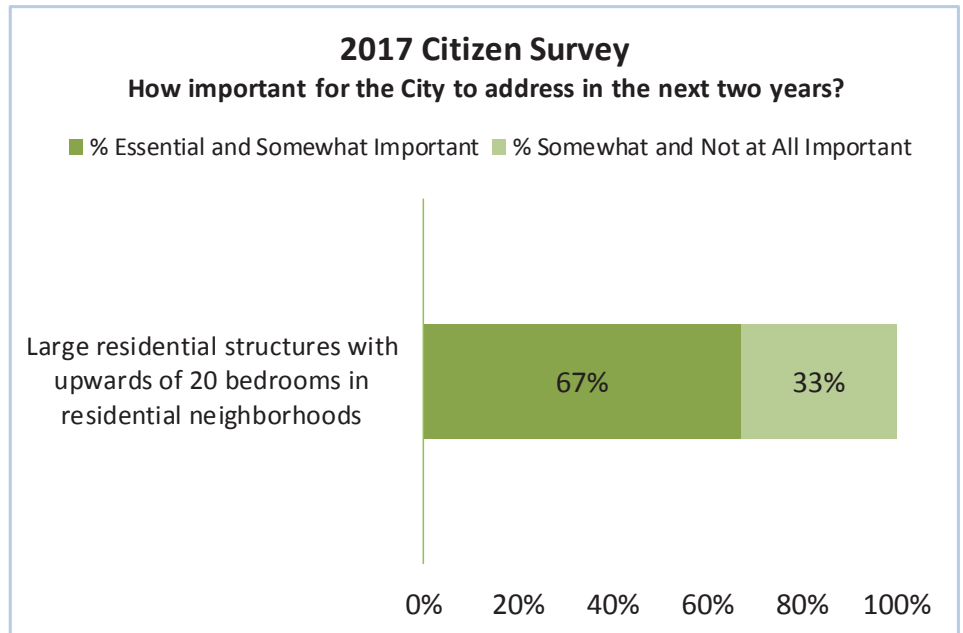
Operating expenditures increased 1% from a year ago and 28% over the last five years, rising from \$2.52 million in FY 2013 to \$3.21 million in FY 2017.

Solar permits issued totaled 3,178 in FY 2017. This represented a 65% decrease from last year, but a 6% increase from five years ago.

The total building permits issued decreased from 20,076 in FY 2016 to 15,739 in FY 2017. Over the last five years, the number of building permits issued declined 49%.

The total housing units with housing code deficiencies found decreased 24% from last year and decreased 33% from 369 deficiencies found in FY 2013 to 249 in FY 2017.

In FY 2017, 39% of Honolulu residents rated the overall customer service by Honolulu employees as excellent or good. This was a 3% point decrease from



Source: 2017 National Citizen Survey (Honolulu)

last year, but a 2% point increase from five years ago. This rating is lower than the national benchmarks.

	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) Overall Customer Service by Honolulu Employees
FY 2013	\$2.52	3,747	170	369	30,882	2,991	37%
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%
Change from last year	1%	-15%	-8%	-24%	-22%	-65%	-3%
Change over last 5 years	28%	-29%	-9%	-33%	-49%	6%	2%

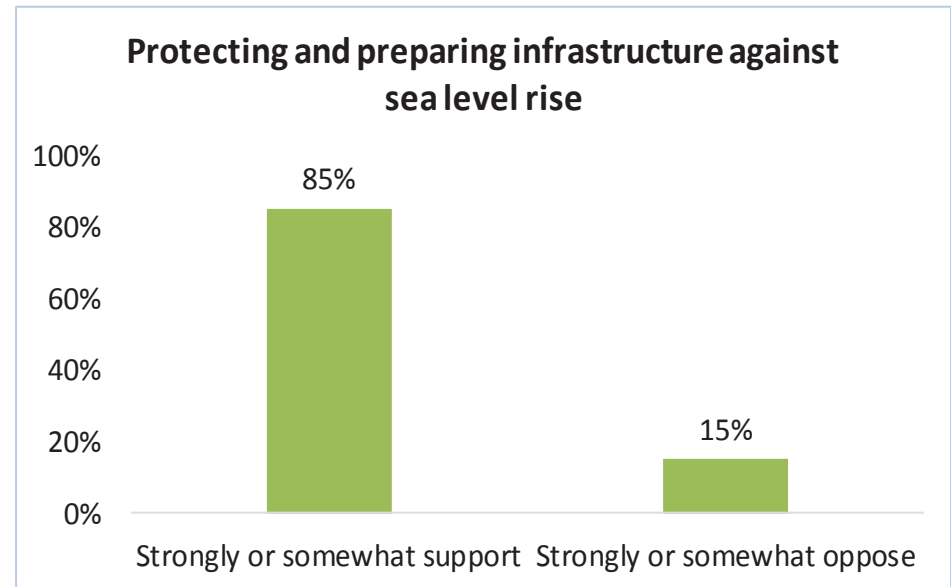
Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2017 National Citizen Survey (Honolulu).

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.

Total special design district applications decreased 44% from 106 applications in FY 2016 to 59 in FY 2017. Similarly, the number of conditional use permits decreased 49% from FY 2016 (129) to FY 2017 (66), and a 45% decrease over the last five years.

In FY 2017, the division processed 15 environmental assessments/impact statements. Over the last five years, the number of assessments/impact statements processed increased 88% .

Honolulu residents’ perceptions of land use, planning, and zoning, and quality of new development in Honolulu improved slightly over the last year. In FY 2017, 19% of residents rated land use, planning, and zoning in Honolulu as *excellent or good*, which is a 3% decline from five years ago, and is lower than comparison benchmarks. Also, 35% of residents rated the quality of new development in Honolulu as *excellent or good*. This rating is lower than comparison benchmarks.



Source: 2017 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 New Development in Honolulu	Land Use, Planning, and Zoning
FY 2013	\$0.96	106	30	8	77	121	29%	16%
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%
Change from last year	10%	-44%	-61%	-40%	-36%	-49%	46%	-1%
Change over last 5 years	33%	-44%	-60%	88%	-26%	-45%	57%	3%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2017 National Citizen Survey (Honolulu).

# Planning and Transit-Oriented Development (TOD)

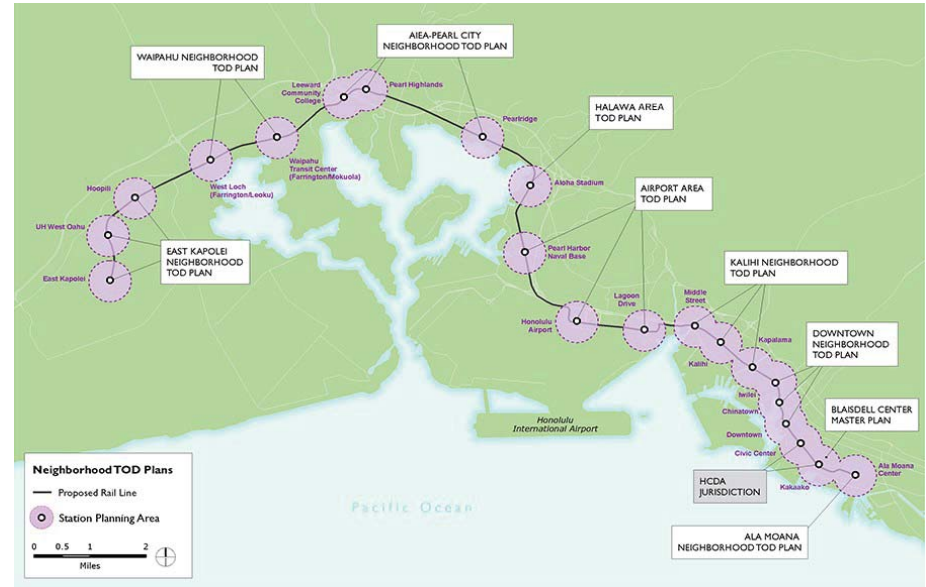
## Planning

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. In FY 2017, the division completed the Honolulu Arts Corridor feasibility study and finalized the Blaisdell Center Master Plan Feasibility.

Operating expenditures increased 52% from FY 2016 (\$2.18 million) to FY 2017 (\$3.31 million). Over the last five years, expenditures increased 97%. In FY 2017, total environmental assessments/impact statements reviewed decreased 22% from 37 in FY 2016 to 29 in FY 2017. Over the last five years, the number of statements reviewed decreased 6%.

## Transit-Oriented Development

The TOD division is responsible for coordinating all city departments’ efforts to implement TOD, through plans and policies, projects and investments, incentives, codes and regulations, outreach and events, and coordination of public, private, and community stakeholders. The division supports the Mayor’s TOD subcommittee, which meets regularly to discuss TOD-related infrastructure, projects, and policies and streamline implementation. Division staff develops neighborhood TOD plans, TOD zoning and land use ordinances, Complete Streets, and affordable housing policies. It also



Source: Department of Planning and Permitting website

manages catalytic planning and development projects. In FY 2017, TOD submitted the Ala Moana Neighborhood TOD Plan for adoption; developed TOD initiatives to take advantage of rail transit service in the Waipahu, Chinatown, Kapalama, and Iwilei neighborhoods; and Kalihi Neighborhood TOD Plan. It also secured a Transportation Alternative Program grant from the state Department of Transportation to develop a TOD Wayfinding Master Plan for the rail corridor.

	Operating Expenditures (\$ millions)	Total Zone Change Applications Reviewed	Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permit Reviewed	Citizen Survey (% Excellent or Good)
FY 2013	\$1.68	11	31	306	31%
FY 2014	\$4.09	14	35	246	48%
FY 2015	\$3.68	10	28	285	30%
FY 2016	\$2.18	9	37	264	42%
FY 2017	\$3.31	10	29	263	35%
Change from last year	52%	11%	-22%	<-1%	-7%
Change over last 5 years	97%	-9%	-6%	-14%	4%

Source: Department of Budget and Fiscal Services and Department of Planning and Permitting.



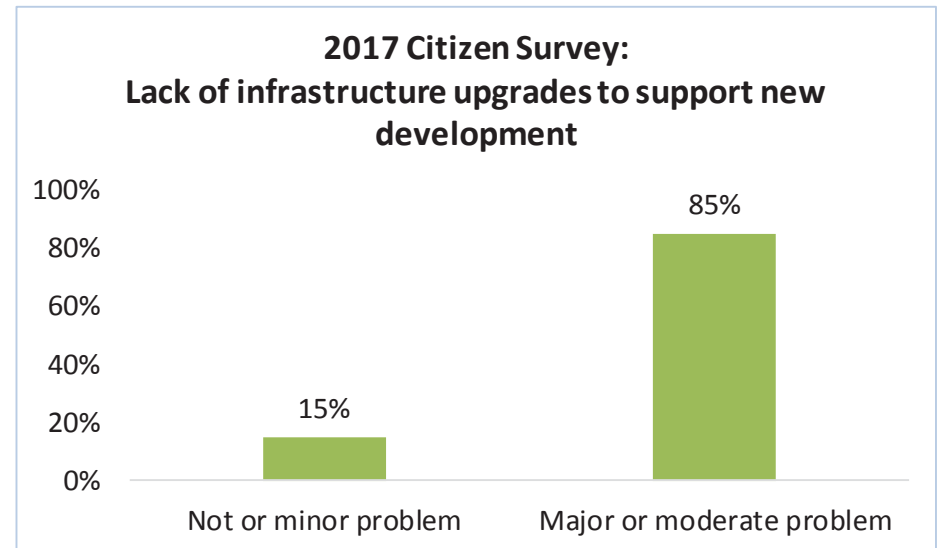
Site Development administers and enforces subdivision and grading ordinances, and drainage regulations. The division sets standards and regulates the infrastructure required for site developments. Additionally, the division processes subdivision applications, reviews subdivision construction plans, and conducts site inspections to ensure compliance with city guidelines.

Operating expenditures increased 3% from \$3.74 million in FY 2016 to \$3.85 million in FY 2017. Over the last five years, operating expenditures increased 23%.

In FY 2017, the division processed 1,123 major complaints investigated/ reports prepared (non-permit). This was a 20% decrease from 1,401 in the prior year and a 19% decrease over the last five years.

The number of sewer adequacy studies conducted rose 52% from 1,442 in FY 2016 to 2,185 in FY 2017. In FY 2013, the division conducted 934 studies compared with 2,185 in FY 2017, a 134% increase.

In FY 2017, 39% of Honolulu residents indicated that they did NOT observe a code violation. This rating was an increase from 37% that did not observe a code violation in FY 2016 and is lower than comparison benchmarks.



Source: 2017 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 <sup>1</sup>	Total Sewer Adequacy Studies Conducted	Total Sewer Connection Permits Issued
FY 2013	\$3.14	1,347	628	24,516	1,387	934	523
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
Change from last year	3%	-2%	2%	-11%	-20%	52%	31%
Change over last 5 years	23%	-31%	-10%	7%	-19%	134%	-34%

Source: Department of Budget and Fiscal Services, Department of Planning and Permitting. <sup>1</sup>Non-Permit related major complaints investigated commonly include technical matters relating to issues between private parties.

**-This Page Intentionally Left Blank-**

# Chapter 20 - Honolulu Police Department

The Honolulu Police Department (HPD) is the primary law enforcement agency for the City and County of Honolulu. The HPD 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 HPD 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 and respective subdivisions.

The department has several bureaus and divisions including Central and Regional Patrol, Special Field Operations, Investigative, and Support Services. Other divisions are Community Affairs, Narcotics/Vice, Communications, and Major Events. The department is accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. HPD's Scientific Investigation Section's Trace Evidence Analysis and Questioned Document Examination Units are also accredited in conformance with International Organization for Standardization standards.

Administrative Bureau	Support Services Bureau	Investigative Bureau	Special Field Operations Bureau	Central & Regional Patrol Bureaus
<ul style="list-style-type: none"><li>•Oversees personnel matters.</li><li>•Conducts a full-scale training program.</li><li>•Responsible for the department's fiscal program.</li><li>•Conducts pre-employment screenings and evaluations.</li></ul>	<ul style="list-style-type: none"><li>•Supports operations critical to the department's daily functions.</li><li>•Provides recordkeeping, vehicle maintenance, communications, and IT services.</li></ul>	<ul style="list-style-type: none"><li>•Investigates crimes involving drugs, prostitution, violence, theft, fraud, etc.</li><li>•Operates the only full-service forensic laboratory in the state of Hawai'i.</li><li>•Promotes safe and efficient movement of traffic.</li></ul>	<ul style="list-style-type: none"><li>•Provides a coordinated tactical response to exceptionally hazardous situations.</li><li>•Prepares for acts of terrorism.</li><li>•Aims to reduce unlawful activities by juvenile offenders.</li></ul>	<ul style="list-style-type: none"><li>•Directs the operations of all field uniformed police units.</li><li>•Provides care and processing of arrestees.</li><li>•Responsible for the security of the Alapai police headquarters building.</li></ul>

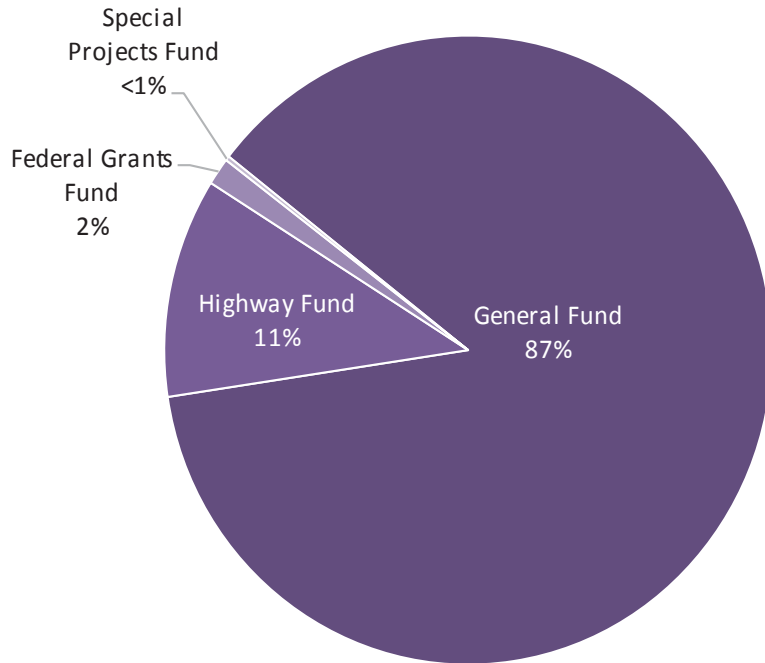


*To serve and protect with Aloha.*

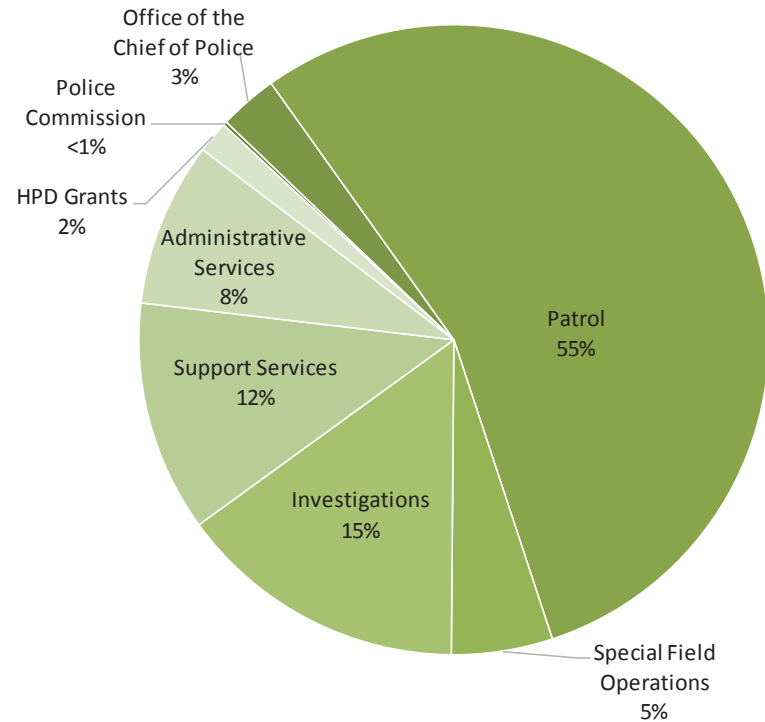
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Staffing (FTE) <sup>2</sup>				Overtime Expenditures <sup>3</sup>			
	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Total Authorized FTE <sup>4</sup>	Staffing Level	Vacant FTE	Cost Per FTE	Total (\$ million)	Non-Holiday (\$ million)
FY 2013	\$226.24	\$14.66	2,717	88%	318	\$83,269	\$20.32	\$14.97
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
Change from last year	4%	-18%	<1%	-2%	22%	4%	10%	6%
Change over last 5 years	21%	-24%	-3%	4%	-33%	24%	16%	15%

Source: Department of Budget and Fiscal Services (BFS). <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE. <sup>3</sup>Overtime pay is established by bargaining unit agreement, as applicable. <sup>4</sup>Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

## Spending and Staffing



Operating Expenditures

**\$273.8 M ▲ 4%**

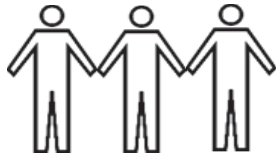
Operating expenditures increased due to various collective bargaining pay increases, the standard of conduct, and the city-wide 800 MHz upgrade plan for radio encryption.



Revenues

**\$11.1 M ▼ 18%**

Revenues decreased due to fewer firearm and alarm permit renewals and fewer grants awarded.



Vacant FTE

**213 FTE ▲ 22%**

Vacant FTEs increased due to attrition due to termination and retirements.



Overtime Expenditures

**\$23.6 M ▲ 10%**

Overtime expenditures increased due to increased emphasis on traffic enforcement, *International Union for Conservation of Nature* event's preparation, and collective bargaining agreements.

## Five Year Trends



- The department's operating expenditures increased 21% from \$226.24 million to \$273.78 million over the last five years. HPD attributes the increase to collective bargaining pay increases which varied between 2.5% and 3.3% beginning in FY 2017 and approximately \$2 million allotted for the radio encryption.



- Total revenue decreased 24% between FY 2013 and FY 2017 from \$14.66 million to \$11.08 million. HPD attributes the decrease to the closure of evidence room account from Fines and Forfeiture.

## ACCOMPLISHMENTS

- HPD revamped the Waianae Police Station in the prior year by developing the police station three times larger than the old station constructing 14 prisoner holding cells and by expanding parking area for police staff and visitors.
- HPD implemented an island-wide Nextdoor program which is a community-based social online network site that allows residents of a neighborhood and the police to connect with one another to share information and alert each other of neighborhood crimes or suspicious activities.
- HPD's Major Events Division successfully facilitated its reestablishment of Special Teams for the security operations of the 25th International Union for Conservation of Nature World Conservation Congress conference, the world's oldest and largest environmental organization.

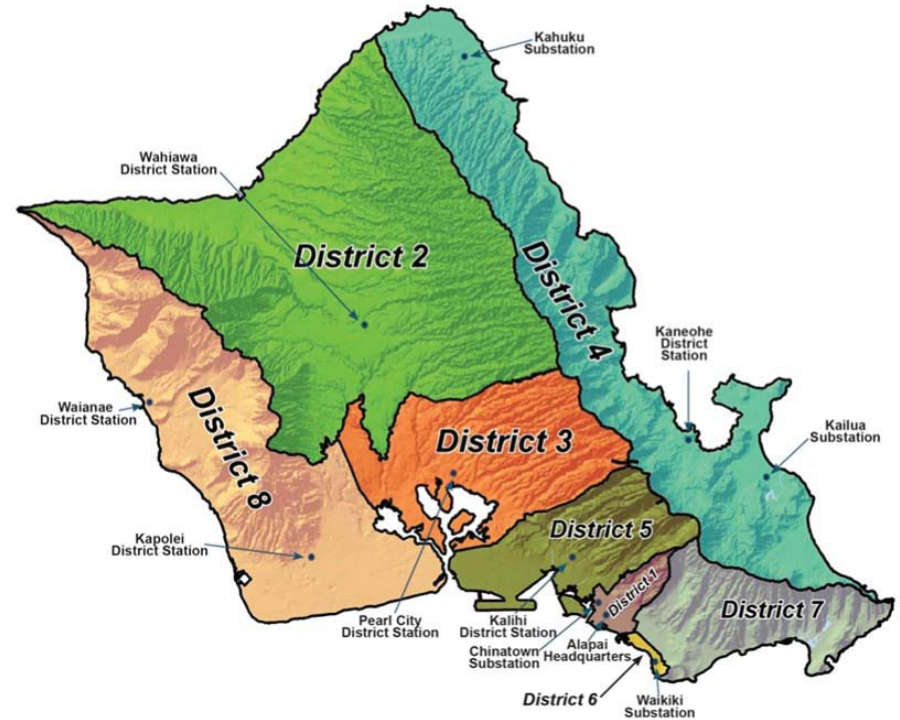
# Calls for Service

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 2017, there were a total of 862,053 HPD calls for 911 services. Of those, 593,075 resulted in dispatch. Officers are dispatched to a wide range of service calls. 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.

Map of O`ahu Police Districts and Police Stations



Source: Honolulu Police Department

	Calls for Service				
	HPD Calls for 911 Service <sup>1</sup>	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms
FY 2013	701,604	539,515	192,197	347,318	30,517
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
Change from last year	17%	-2%	-6%	<-1%	-10%
Change over last 5 years	23%	10%	5%	13%	-11%

Source: Honolulu Police Department. <sup>1</sup>Calls 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 23% from 701,604 in FY 2013 to 862,053 in FY 2017 and increased 17% from 737,355 in FY 2016. According to the department, overall increase in calls for service can be attributed to the rise in the number of offenses requiring immediate police assistance and other emergency situations. Additionally, the increase usage of cell phones 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 11% over the last five years from 30,517 in FY 2013 to 27,306 in FY 2017. According to the department, the decrease in the False Alarms can be attributed to alarm users being assessed a service charge for false alarms.

Over the past five years, the average response time for Priority 1 calls has increased a total of 0.13 minutes from 7.24 minutes in FY 2013 to 7.37 minutes in FY 2017. Priority 1 calls include emergencies and in-progress cases. The average response time for Priority 2 calls decreased 2.27 minutes from 12.24 in FY 2013 to 9.57 minutes in FY 2017. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

	Priority 1 Average Response (minutes) <sup>1</sup>	Priority 2 Average Response (minutes) <sup>1</sup>
FY 2013	7.24	12.24
FY 2014	7.33	12.03
FY 2015	7.27	11.59
FY 2016	7.34	10.15
FY 2017	7.37	9.57
Change from last year	<1%	-6%
Change over last 5 years	2%	-22%

Source: Honolulu Police Department. <sup>1</sup>Response time is measured from receipt of the 911 call to arrival at the scene.

**STATE OF HAWAII**  
**911 CALL IF YOU CAN**  
**TEXT IF YOU CAN'T**

- Requires a text enabled/capable cellular phone. It is necessary that Location Services on the phone be turned on.
- Text messages only. No group messages, photos, videos or emojis will be accepted.
- Text messages must be brief and easily understood.
- Use plain English. No abbreviations, short cuts or slangs.
- Text to 9-1-1 services may not be available everywhere and at all times.
- No guarantee a text message will be sent or received.
- Voice call preferred. Text only when you cannot make a call.

www.hawaiiextto911.com

Source: Honolulu Police Department

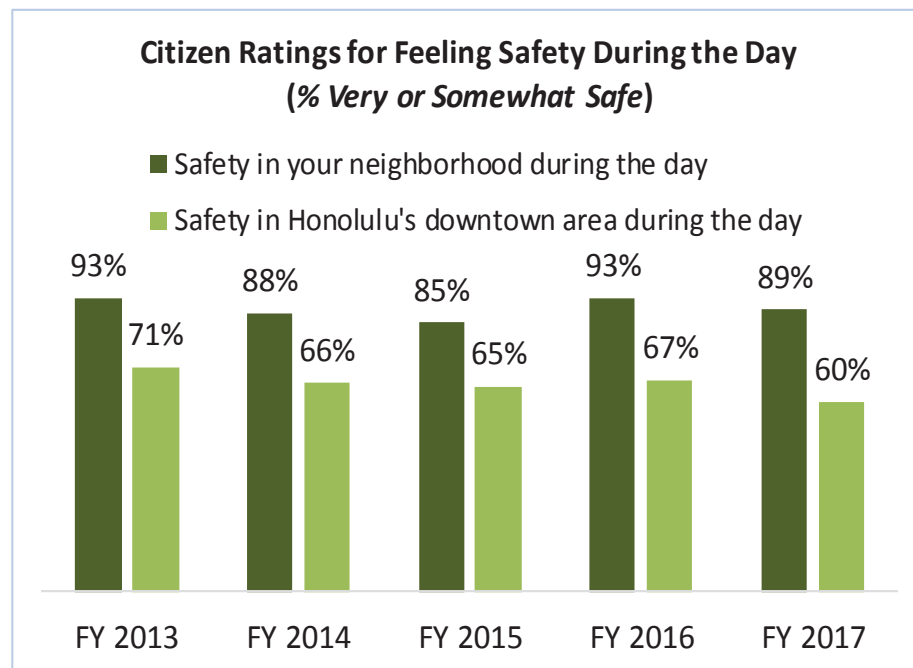
Text-to-911 Program enables those who are unable to call for help with a voice call to text calls for service directly to the 911 call center. This feature is a way for members of the public to discreetly request for help from the HPD when it may be unsafe to make a voice call. It is also useful for those who are deaf/hearing impaired or are in an area with unreliable cellular connectivity. This service also allows for easier access to the HPD services.

# Crime

Police data for reporting Part 1 and Part 2 offenses are in accordance with the FBI Uniform Crime Reporting (FBI-UCR) guidelines.<sup>1</sup> Part 1 Offenses decreased 13% from FY 2016. 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 43% and 69% respectively in FY 2017. The department attributes the decrease due to the reflection of the November 2016 change in record management system.

In FY 2017, 89% 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 and 4% lower than FY 2016. In FY 2017, 60% of Honolulu residents reported feeling *very or somewhat safe* in downtown Honolulu during the day. The ratings for neighborhood safety and downtown safety are similar to the benchmark for jurisdictions with populations over 300,000, and the latter is 7% lower than FY 2016.



Source: 2017 National Citizen Survey (Honolulu)

	Actual Offenses			Arrests			Clearance Rates for Part 1 Offenses			
	Part 1 Offenses	Part 2 Offenses <sup>3</sup>	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft
FY 2013	33,400	56,648	90,048	29,522	5,698	35,220	73.3%	51.0%	30.7%	15.2%
FY 2014 <sup>2</sup>	34,175	56,772	90,947	30,804	5,654	36,458	91.0%	40.0%	28.0%	16.0%
FY 2015 <sup>2</sup>	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%
Change from last year	-13%	-2%	-6%	-30%	-55%	-33%	-13%	-21%	-7%	-4%
Change over last 5 years	-8%	3%	-1%	-43%	-69%	-47%	22%	-21%	-11%	-6%

Source: Honolulu Police Department. <sup>1</sup> 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. <sup>2</sup>Estimated. Data reported for the period between March 2014 and June 30, 2014; July 2014 to November 2014 unavailable. <sup>3</sup>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.



HPD and AARP Supporting Traffic Awareness

Source: Honolulu Police Department



Source: Honolulu Police Department Website

The HPD continued its Safer Roads Campaign, which is an ongoing effort by the department and community groups 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 congregate. Total fatalities decreased 64% from 42 in FY 2016 to 15 in FY 2017, and those with critical injuries decreased 31% from 45 in FY 2016 to 31 in FY 2017.

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement			Citizen Survey
	Fatalities	Critical Injury	Failure to Render Aid <sup>1</sup>	Major <sup>2</sup>	Minor	Non-Traffic	Total	OVUII Arrests <sup>3</sup>	Moving Citations	Hands-Free Law Violations	Traffic Enforcement
FY 2013	63	43	8	5,108	17,360	7,597	30,065	4,277	119,672	13,586	33%
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%
Change from last year	-64%	-31%	114%	43%	66%	-53%	30%	-6%	5%	-24%	3%
Change over last 5 years	-76%	-28%	88%	19%	31%	-60%	6%	-6%	19%	-33%	0%

Source: Honolulu Police Department. <sup>1</sup>Failure to Render Aid is a felony involving serious injury to the victim. <sup>2</sup>A major motor vehicle collision involves injury or damage of \$3,000 or more. <sup>3</sup>“OVUII” refers to the offense of Operating a Vehicle Under the Influence of an Intoxicant.

# Perceptions of Public Safety

The 2017 National Citizen Survey revealed that safety is one of the three most important facets of community to the residents of Honolulu. A majority of residents (60%) rated their overall feeling of safety in Honolulu as *excellent or good*. Honolulu's rating was similar than national benchmarks and *similar* to cities with over 300,000 residents.

In FY 2017, 58% of the respondents rated the quality of police services as *excellent or good*, which was an increase of 5% over the last five years. Ratings for crime prevention services as *excellent or good* decreased 3% over the last five years from 37% in FY 2013 to 34% in FY 2017.



District 1 (Central Honolulu) Citizen Patrol – Downtown

Source: Honolulu Police Department

Further, 87% of residents reported that no one in their household was a victim of a crime in the past year, compared to 86% in FY 2016; and 73% of respondents did not report a crime to the police in FY 2017. Both ratings for FY 2017 were *similar* to jurisdictions with populations over 300,000.



Source: Honolulu Police Department

The HPD's Drug Abuse Resistance Education Program (DARE) celebrated 30 years of working 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 2013	64%	93%	71%	53%	37%
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%
Change from last year	-1%	-4%	-7%	7%	0%
Change over last 5 years	-4%	-4%	-11%	5%	-3%

Source: 2017 National Citizen Survey (Honolulu)

# Chapter 21 - 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’s (PAT) objective is to investigate and prosecute 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><b>Appellate</b></p> <ul style="list-style-type: none"> <li>•Represents the State of Hawai‘i in all matters filed in state appellate courts and provides research and reference assistance.</li> </ul>	<p><b>Career Criminal</b></p> <ul style="list-style-type: none"> <li>•Prosecutes cases involving defendants who commit crimes while on probation or parole.</li> </ul>	<p><b>Domestic Violence</b></p> <ul style="list-style-type: none"> <li>•Prosecutes cases of domestic abuse and protective order violations.</li> </ul>	<p><b>Elder Abuse Unit</b></p> <ul style="list-style-type: none"> <li>•Charges and prosecutes cases in which victims are senior citizens.</li> <li>• Provides outreach to help the elderly avoid financial scams.</li> </ul>
<p><b>Investigative Services</b></p> <ul style="list-style-type: none"> <li>•Provides security for department employees, serves warrants and subpoenas, and conducts criminal investigations.</li> </ul>	<p><b>Juvenile</b></p> <ul style="list-style-type: none"> <li>•Prosecutes cases involving offenders under the age of 18 that are adjudicated in Family Court.</li> </ul>	<p><b>Misdemeanor and Traffic</b></p> <ul style="list-style-type: none"> <li>•Prosecutes misdemeanor cases and motor vehicle and traffic violations, such as distracted driving.</li> </ul>	
<p><b>Screening and Intake</b></p> <ul style="list-style-type: none"> <li>•Confers with police on criminal reports and determines proper charges to file.</li> </ul>	<p><b>Sex Assault Unit</b></p> <ul style="list-style-type: none"> <li>•Prosecutes felony sex assault and promotion of prostitution cases.</li> </ul>	<p><b>Trials</b></p> <ul style="list-style-type: none"> <li>•Prosecutes cases within the First Circuit Court’s jurisdiction, such as murder, robbery, assault, and identity theft cases.</li> </ul>	<p><b>Victim/Witness Kokua Services</b></p> <ul style="list-style-type: none"> <li>•Assists and supports crime victims whose cases are being prosecuted by the department.</li> </ul>

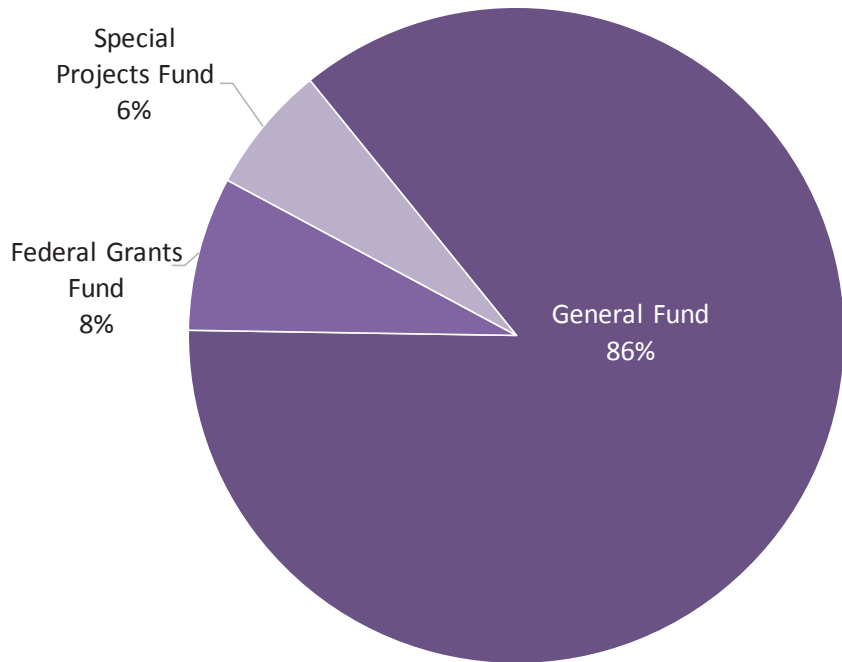


*To promote and ensure public safety and order through effective, efficient, and just prosecution.*

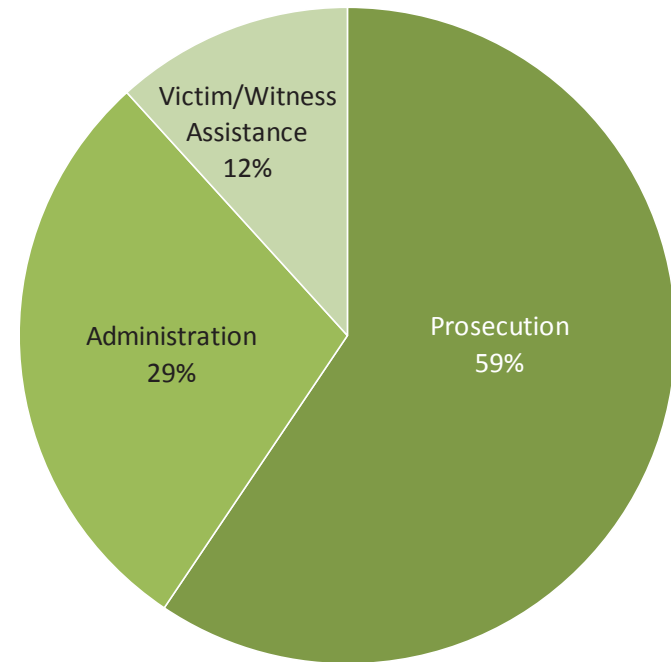
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses



	Revenue (\$ millions)	Total Operating Expenditures (\$ millions)	Staffing		Cost Per FTE <sup>1</sup>	Overtime Expenditures <sup>2</sup>	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2013	\$3.75	\$20.02	288.0	49.0	\$69,522	\$17,074	\$16,776
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
Change from last year	22%	9%	<1%	-9%	9%	118%	113%
Change over last 5 years	-23%	18%	1%	4%	17%	226%	222%

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

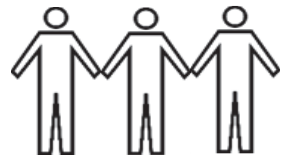
## Spending and Staffing



### Operating Expenditures

**\$23.7 M ▲ 9%**

PAT reports the increase in expenditures is due to the Honolulu Prosecutor's Safe House, merit raises, collective bargaining increases, and upgraded office security.



### Vacant FTE

**51 FTE ▼ 9%**

PAT attributed this reduction to PAT filling deputy prosecuting attorney and staff positions.



### Overtime

**\$55.7 K ▲ 118%**

PAT reports higher overtime expenditures due to Misdemeanor Traffic Division's workload and staff shortages and rush subpoenas for Safe House residents.

## Total Cases



In FY 2017, there were 29,102 total cases accepted, which was a 2% increase from 28,439 cases in FY 2016 and a 392% increase from 5,914 in FY 2013. There were 15,239 total resolved cases which was 5% increase from 14,665 cases in FY 2016.



An innovative criminal justice initiative launched in early 2017. Within six months, 21 defendants had gone through Community Outreach Court, 318 non-violent cases had been cleared and 152 hours of community service had been performed.

Photo Courtesy of the Department of the Prosecuting Attorney

	Total Felony Cases			Jury Trials (Felony)		Sit/Lie Cases	White Collar Crime	Copper/Metal Theft	
	Accepted	Resolved	Resolution	Total	Total Non-	Total	Total Cases	Total Cases	Total
			Rate <sup>2</sup>	Convictions	Convictions <sup>3</sup>	Misdemeanor			
FY 2013	5,914	1,897	32%	49	317	0	18	9	9
FY 2014	14,709	10,790	73%	43	93	0	34	7	6
FY 2015	16,348	12,394	76%	23	64	18	16	4	3
FY 2016	28,439	14,665	52%	28	37	58	20	1	1
FY 2017	29,102	15,329	53%	28	27	48	15	0	0
Change from last year	2%	5%	1%	0%	-27%	-17%	-25%	--	--
Change over last 5 years	392%	708%	21%	-43%	-91%	--	-17%	--	--

Source: Department of the Prosecuting Attorney. <sup>1</sup>Immense gap between FY 2013 and FY 2017 is due to the utilization of a new and more comprehensive system. <sup>2</sup>Case Resolution Rate = Cases Resolved/Total Cases Accepted. <sup>3</sup>Total jury trial non-convictions include dismissed cases, acquittals, and trials where the defendant was found not guilty.

**-This Page Intentionally Left Blank-**

# Chapter 22 - 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 (H RTP) is a 20-mile rail transit system on O’ahu 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><b>Administrative Services</b></p> <ul style="list-style-type: none"> <li>•Oversees services including human resources, information technology, and asset management.</li> </ul>	<p><b>Planning, Permitting, &amp; Right-of-Way</b></p> <ul style="list-style-type: none"> <li>•Negotiates with private utility owners.</li> <li>•Obtains required permits.</li> <li>•Carries out land acquisition activities for H RTP.</li> </ul>	<p><b>Design &amp; Construction</b></p> <ul style="list-style-type: none"> <li>•Responsible for planning, designing, and building the H RTP.</li> <li>•Collaborates with other departments on the development of a fare collection system.</li> </ul>	<p><b>Budget and Finance</b></p> <ul style="list-style-type: none"> <li>•Manages HART’s financial resources by providing support for functions including general accounting, grants and federal fund management, and risk management.</li> </ul>
<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>•Responsible for development and implementation of the HART Rail Activation Plan and preparation of the rail system’s operational needs</li> </ul>	<p><b>System Safety and Security</b></p> <ul style="list-style-type: none"> <li>•Establishes and implements policies and procedures for system-wide safety and security according to applicable laws and guidelines.</li> </ul>	<p><b>Quality Assurance</b></p> <ul style="list-style-type: none"> <li>•Implements the quality assurance system.</li> <li>•Conducts audits and trainings to ensure proficiency.</li> </ul>	<p><b>Public Information</b></p> <ul style="list-style-type: none"> <li>•Provides comprehensive strategic and educational communication services and support.</li> <li>•Informs the public of construction-related traffic impacts.</li> </ul>
<p><b>Civil Rights</b></p> <ul style="list-style-type: none"> <li>•Administers various civil rights and related programs to ensure compliance with applicable laws.</li> </ul>	<p><b>Government Relations</b></p> <ul style="list-style-type: none"> <li>•Identifies legislation that may affect the H RTP.</li> <li>•Acts as a liaison to government entities.</li> </ul>	<p><b>Project Controls</b></p> <ul style="list-style-type: none"> <li>•Uses the Contract Management System to manage contracts, provide project control, manage correspondence, handle scheduling, and produce reports.</li> </ul>	

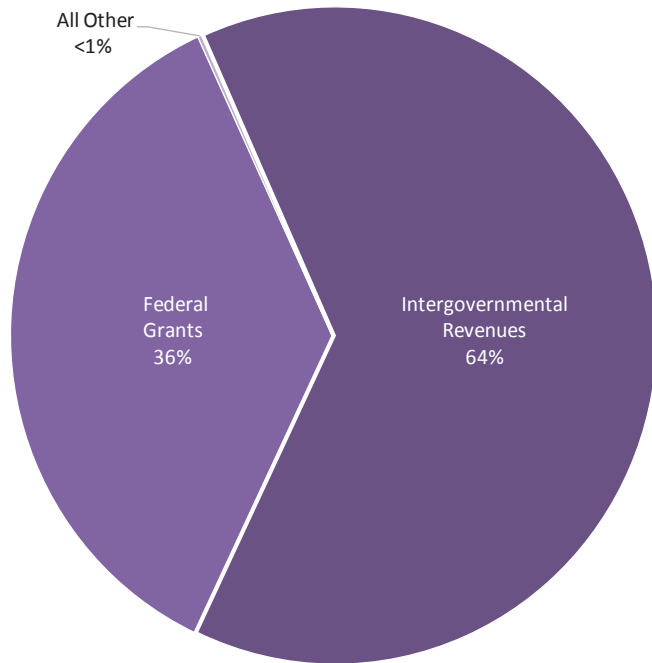


*HART’s Mission is to plan, design, construct, operate and maintain Honolulu’s high capacity, fixed guideway rapid transit system.*

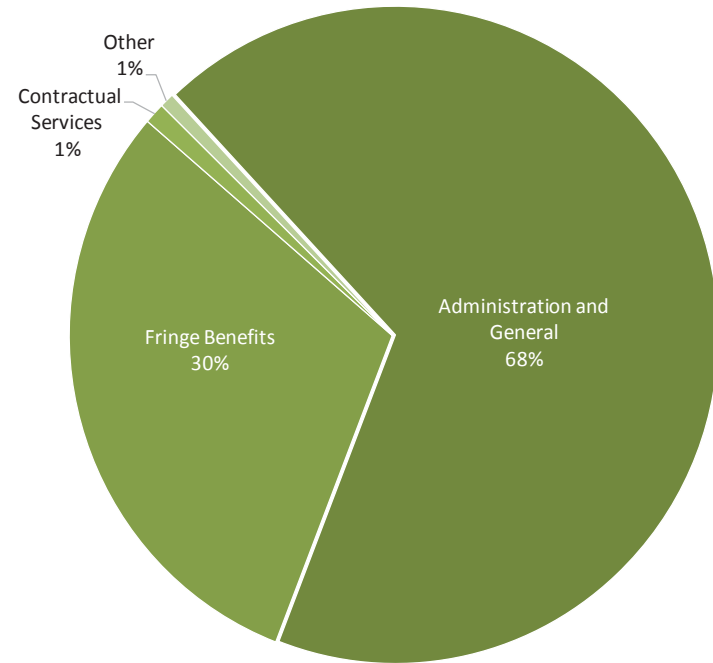
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Staffing				
	Operating Expenditures (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>2</sup>	Total Overtime Expenditures
FY 2013	\$15.42	139	21	\$110,966	\$53,978
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	\$21.90	139	27	\$157,554	\$231,968
Change from last year	18%	0%	13%	18%	44%
Change over last 5 years	42%	0%	29%	42%	330%

Source: Honolulu Authority for Rapid Transportation. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.



## Spending and Staffing



**\$21.9 M ▲ 18%**

The department attributes the increase to the impact of higher retirement related costs. Approximately \$2 million of the \$3 million increase over prior year operating costs is due to actuarial changes in the state pension.

Operating Expenditures



**\$223.4 M ▼ 4%**

The department attributes the decrease to lower general excise tax (GET) surcharge receipts. GET surcharge revenues were down \$10 million in FY 2017.

Intergovernmental Revenues



**27 FTE ▲ 13%**

The department attributes the increase to employees that pursue other opportunities with higher pay, opportunities available with better work location, opportunities more in line with individual's career path, and the positions at HART are temporary (HART is a temporary agency).

Vacant FTE



**\$231 K ▲ 44%**

The department attributes the increase to an increase in all functional areas of the organization as the project progresses.

Overtime Expenditures

## ACCOMPLISHMENTS

- \* Continued to make progress in delivering the rail project: Maintenance and Storage Facility 99.9% complete, West O`ahu Farrington Highway Guideway 99.5% complete, Kamehameha Highway Guideway 96% complete, H2R2 Ramp Construction 92% complete. Work on the West O`ahu, Farrington Highway and Kamehameha Highway Stations Group continues; work on the Airport Guideway and Stations section is well underway; solicitation of the City Center Guideway and Stations design-build contract was put on hold pending additional funding, and utility mapping in that section is underway
- \* Submitted draft Updated Financial Plan to FTA, reflecting an updated total project cost of \$8.2 billion without finance charges, and requiring additional funding beyond the General Excise Tax (GET) surcharge, which will sunset in 2027.

## Five Year Trends



- Over the last five years, the department's operating expenditures has increased by 42% from \$15.42 million in FY 2013 to \$21.90 million in FY 2017. This operating expenditure is attributed to the increased project activity over the entire 20 mile route when compared to FY 2013. In FY 2013, operating costs and construction activity were lower due to the Archaeological Inventory Study (AIS) ruling.



- Over the last five years, the department's total overtime expenditures has increased by 330% from \$53,978 in FY 2013 to \$231,968 in FY 2017. This is attributed to increased construction activity combined with difficulties hiring new employees.



Train Clearance Test

Source: Honolulu Authority for Rapid Transportation

## Assets and Revenues

Capital assets increased 26% from \$2259.68 million in FY 2016 and 231% from \$857.96 million in FY 2013. 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 were nearing completion as of June 30, 2017.

In FY 2017, HART received \$126,496,359 in Federal Grant Revenue. This amount was 32% less than FY 2016 and 23% less than the agency realized in FY 2013. The department attributed this decrease in federal grant revenues to limited remaining allotment of grant funds. The Federal Transit Administration (FTA) has approved and made available \$806 million of the \$1,550 million grant funds. As of June 30, 2017, \$785 million of the \$806 million allotment has been received. The remaining grant funds will be made available after the FTA approves the HART's recovery plan.

In FY 2017, HART commissioned and participated in a peer review through the American Public Transportation Association, and began implementation of its recommendations, which include improvements in the area of technical management capacity and capability, contract administration, and change order process and claims management.

HART continues to keep the public informed about the project, and construction and traffic impacts in a multi-pronged approach, with an enhanced focus on the communities in the City Center section of the alignment. HART launched a new program, HART in the Community Days, that included informational events at Pearlridge Center and welcoming the

public to view the first train cars, and complements established outreach efforts including Open for Business Initiative, Business Alliance Program, Monthly Business and Community Meetings, Business Briefings, Shop & Dine on the Line, and Shop, Dine & Shuttle programs.



*Train at 2 MPH*

Source: Honolulu Authority for Rapid Transportation

	Non-Operating Revenues					Total Non-Operating Revenues (\$ million) <sup>1</sup>
	Capital Assets (\$ million)	Intergovernmental Revenues (\$ million)	Federal Grants (\$ million)	Interest Income and Other		
FY 2013	\$857.96	\$173.82	\$164.05	\$359,875		\$338.24
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		\$419.94
FY 2017	\$2838.95	\$223.35	\$126.50	\$663,825		\$350.51
Change from last year	26%	-4%	-32%	10%		-17%
Change over last 5 years	231%	28%	-23%	84%		4%

Source: Honolulu Authority for Rapid Transportation. <sup>1</sup>Operating revenues of HART will be realized when rail system operations commence.

# Construction Progress

In FY 2017, HART completed construction of half of the rail system guideway. More than ten miles of guideway and the track work atop it now stretch from east Kapolei to Aloha Stadium.

HART also contracted with Shimmick, Traylor and Granite Joint Venture to construct the 4.5 miles of the Airport Section of the rail project between Aloha Stadium and Middle Street and the four rail stations contained in that section.

HART took delivery of its second 4-car train in FY 2017. Crews conducted static tests on the trains, which are housed at the LEED-certified HART Rail Operations Center in Pearl City.



*HART West Rail Lines (i)*

Source: Honolulu Authority for Rapid Transportation



*HART West Rail Lines (ii)*

Source: Honolulu Authority for Rapid Transportation



*HART West Rail Lines (iii)*

Source: Honolulu Authority for Rapid Transportation

**-This Page Intentionally Left Blank-**

## Chapter 23 - 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.

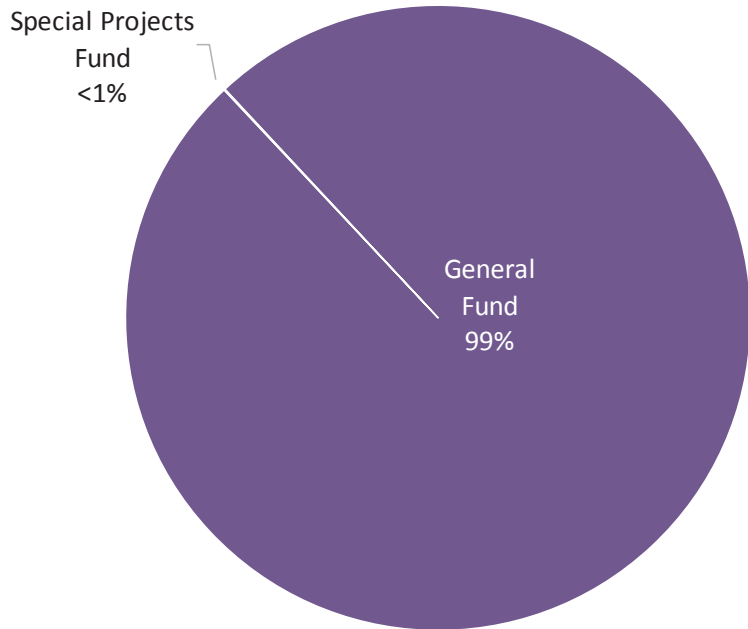


*To serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events to create goodwill and promote Honolulu and the State of Hawai'i through its music.*

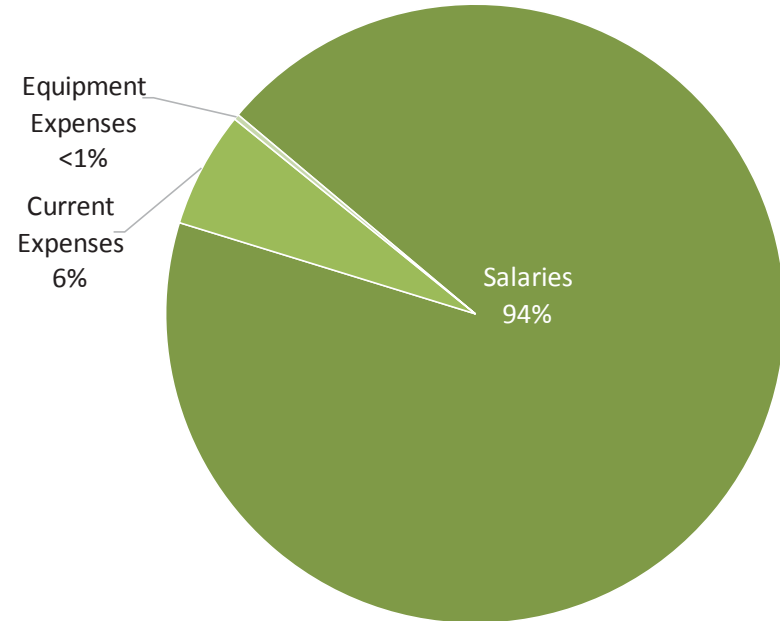
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Operating Expenditures	Revenues <sup>2</sup>	Authorized Staffing		Cost Per FTE <sup>3</sup>	Total Overtime Expenditures <sup>4</sup>	Total Number of Performances	Citizen Survey (% Excellent or Good)
			Total Authorized FTE	Vacant Authorized FTE				Opportunities to Attend Cultural/Arts/Music Activities
FY 2013	\$1,772,406	\$10,875	40	7	\$44,310	\$29,140	332	51%
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%
Change from last year	7%	-95%	0%	40%	7%	36%	3%	-4%
Change over last 5 years	30%	-98%	0%	0%	30%	77%	14%	-6%

Source: Department of Budget and Fiscal Services, Royal Hawaiian Band, and 2013-2017 National Citizen Survey (Honolulu). <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Revenues for FY 2016 include a \$2,700 reimbursement for miscellaneous costs related to a private performance. <sup>3</sup>Cost per FTE = Operating Expenditures/Total Authorized FTE. <sup>4</sup>Overtime pay is established by bargaining unit agreement, as applicable, and total overtime consists of non-holiday overtime only.

## Spending and Staffing



Operating Expenditures

**\$2.31 M ▲ 7%**

The department attributes the increase to the reclassification of RHB personnel from BU 3 & 4 to the professional unit BU 13. This move was completed in March 2017 and was a one-time added expense.



Vacant FTE

**7 FTE ▲ 40%**

The department attributes the increase to two band members retiring. RHB is scheduled to fill one position in FY 2018 and another two in FY 2019.



Overtime

**\$51.5 K ▲ 36%**

The department attributes the increase to misleading costs associated with added performances throughout the year and the increased rate of overtime costs realized by the reclassification of RHB personnel.

## Five Year Trends



- The Total Number of Performances has increased by 14% over the last five years. The increased number of performances has mainly been realized through the use of the RHB Glee Club, an ensemble which has the opportunity to perform in many smaller venues, such as nursing homes, care facilities, other Adult Day Care facilities, where the full RHB would not be able to perform.



Royal Hawaiian Band at Prince Kuhio Parade

Source: Royal Hawaiian Band

## ACCOMPLISHMENTS

- \* The Royal Hawaiian Band continued to promote and perpetuate the music and culture of Hawaii to provide a unique musical experience for an age friendly city of local residents and visitors.
- \* The band and glee club provided 378 performances during FY 2017.



Royal Hawaiian Band at Kaimuki Christmas Parade

Source: Royal Hawaiian Band



Royal Hawaiian Band at Ala Moana Center

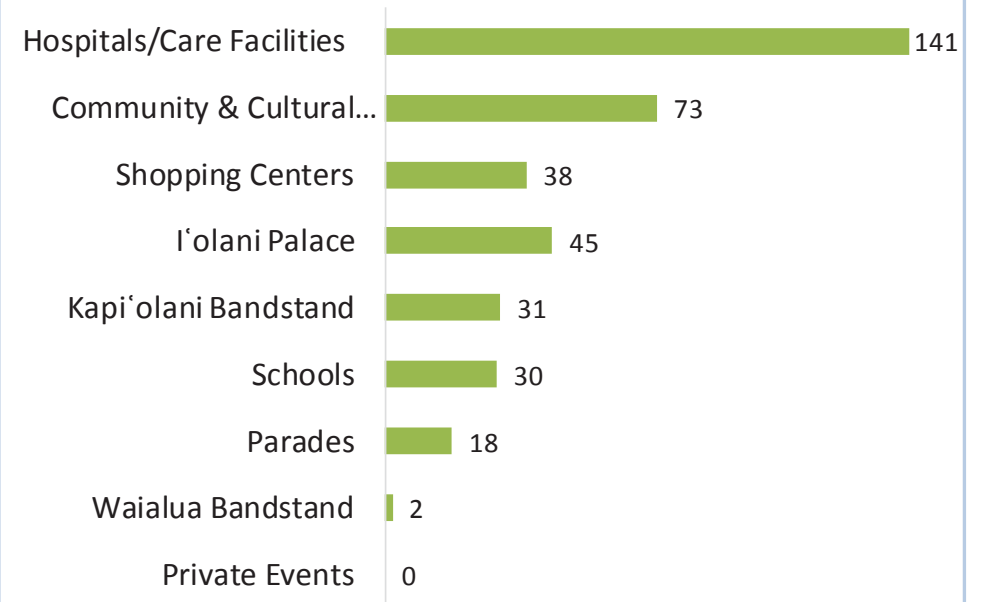
Source: Royal Hawaiian Band

National Citizen Survey



**48%** of respondents rated their opportunities to attend cultural/arts/music activities as excellent or good in FY 2017, a 2% decrease from FY 2016. This rating is similar to benchmark comparisons.

Where Did the Royal Hawaiian Band Perform in FY 2017?



Source: Royal Hawaiian Band



## Chapter 24 - 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. The department consists of 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.

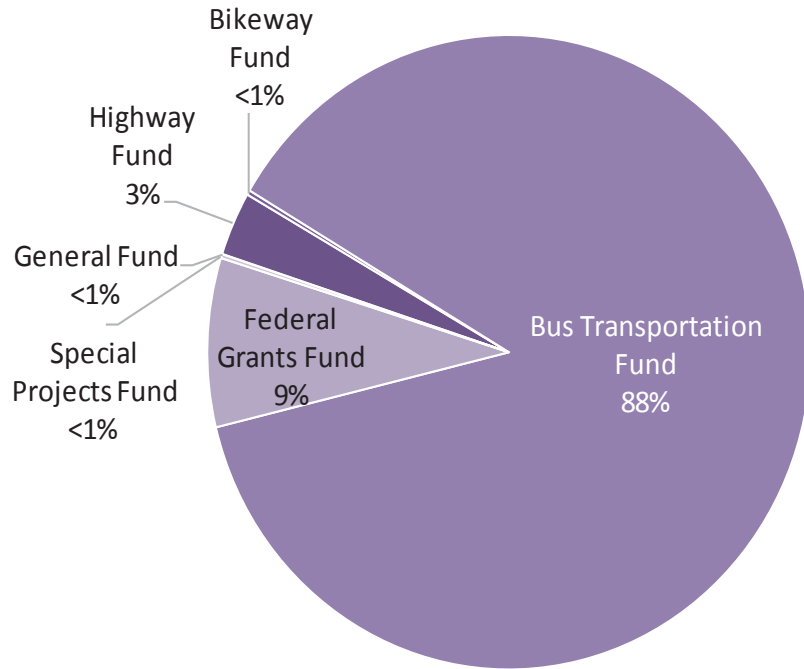


*The Department of Transportation Services plans, designs, engineers and implements a safe and efficient multi-modal transportation system for the City and County of Honolulu.*

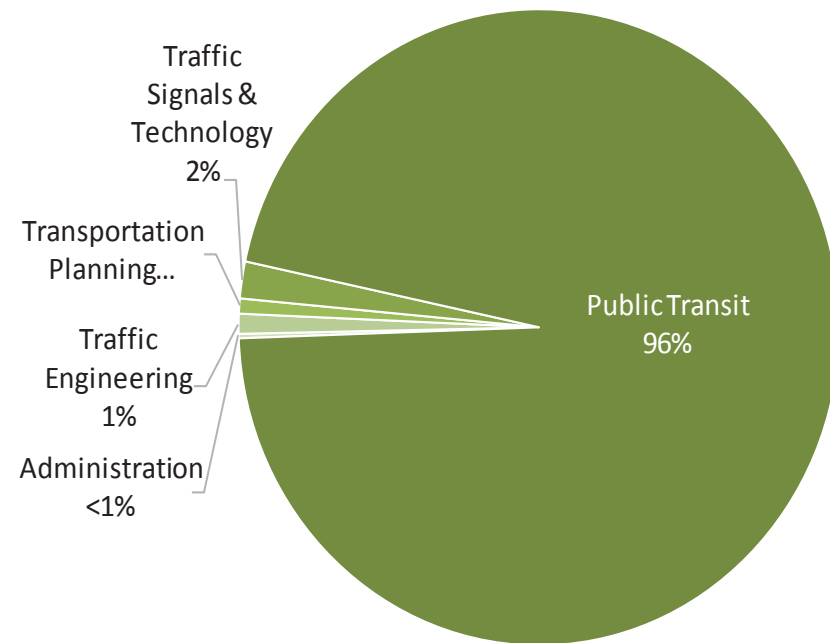
*Mission Statement*

# Spending and Staffing

## Fund Sources<sup>1</sup>



## Fund Uses<sup>1</sup>



	Operating Expenditures (\$ millions)	Revenues (\$ millions)	Staffing		Cost Per FTE <sup>1</sup> (\$ millions)	Total Overtime Expenditures <sup>2</sup>
			Total Authorized FTE	Total Vacant FTE		
FY 2013	\$230.90	\$87.99	115	40	\$2.01	\$334,148
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
Change from last year <sup>3</sup>	2%	10%	3%	7%	-1%	30%
Change over last 5 years	10%	<1%	-4%	-63%	15%	12%

Source: Department of Budget and Fiscal Services. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Cost Per FTE = Operating Expenditures (DTS+Oahu Transit Services)/Total Authorized FTE (DTS only). <sup>3</sup>DTS total overtime expenditures is comprised of non-holiday overtime only and overtime pay is established by bargaining unit agreement, as applicable. <sup>4</sup>Percentages are based on whole dollar amounts.

## Spending and Staffing



Operating Expenditures

**\$254.85 M ▲ 2%**

The department notes overall increase is due to collective bargaining increases, diesel fuel and rising costs for bus parts in the Bus Transportation Fund.



Revenues

**\$88.11 M ▲ 10%**

The department attributes the increase to reimbursements from the Federal Highways Administration for the Alapai Transportation Management Center project.



Overtime

**\$374,426 ▲ 30%**

The department attributes the increase to Traffic Signal and Maintenance crews assigned to two significant public events, traffic signal changeover work due to rail construction.

## Five Year Trends



- The department's operating expenditures increased 10% from \$230.90 million to \$254.85 million over the last five years.



- Total Overtime Expenditures increased 12% between FY 2013 and FY 2016 from \$334K to \$374K.

## National Citizen Survey



- **86%** of Honolulu residents strongly or somewhat support expanding *Complete Streets* programs and infrastructure such as sidewalks, median islands or special bus lanes.
- **39%** of Honolulu residents reported using the TheBus, TheHandi-Van or other public transportation instead of driving. This rating was higher than the national benchmark comparison.

## ACCOMPLISHMENTS

- Constructed 22 bus stop site-improvement projects, 38 bus stop ADA Access-improvement projects, and 18 pedestrian transit connections projects
- Implemented new bus routes PH7 (Ewa Beach-Pearl Harbor Express), 99 (Wahiawa-Mililani-Waipahu-Kapolei Express), and 416 (Kapolei Circulator)
- Completed the South Street Bikeway Project in May 2017 which installed protected bike lanes on South Street, from Ala Moana Boulevard to King Street; bicycle lanes on McCully Street, between Beretania Street and Kapiolani Boulevard; and installed 7.4 total bike lane miles.

# 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.

Total operating Administration expenditures decreased by 79% from FY 2016. The department attributes this decrease to a decrease in current expense. Specifically, this is due to \$250k reduction in consultant services for federal grants and a \$2 million reduction in professional services for one-time traffic control plans and traffic mitigation study.

Transportation Planning coordinates transportation planning initiatives, manages federal grants for multi model and *Complete Street* initiatives. Over the past five years the division's operating expenditures increased 72%.

In FY 2017, the department administered and launched Honolulu's first residential restricted parking zone (RPZ) in Kalihi Valley, in response to chronic parking and vagrancy challenges. DTS launched the RPZ pilot

between April 1st and April 30th. During this period, the department distributed 309 residential and 330 visitor permits free to 79% of the neighborhood households. The pilot results were positive. During the pilot, 30% of the on-street spaces were open and available, trash and rubbish declined, disturbances at night by non-residents reduced, residents reported they felt safer walking around, overall, residents felt better about their neighborhood and livability, and illegal parking around corners and driveways decreased. Residents overwhelmingly 98.8% supported the project and it became permanent.



*Residential Parking Zone Signs*  
Source: Department of Transportation Services' website

	Operating Expenditures		Complaints Referred to DTS Administration		Transportation Planning		
	Administration	Transportation Planning	Mayor's/MD's DART <sup>1</sup> and RISRs <sup>2</sup>	Customer Service Department Referrals	Federal Grants	Active Grants Managed	Transportation Improvement
		(\$ millions)			Programmed (\$ millions)		Program Projects
FY 2013	\$560,111	\$1.13	819	1142	\$60.00	30	20
FY 2014	\$576,376	\$1.20	881	924	\$79.00	19	21
FY 2015	\$558,922	\$1.53	1050	1,104	\$71.00	21	18
FY 2016	\$2,815,949	\$2.05	711	1,053	\$101.94	14	26
FY 2017	\$578,417	\$1.95	741	1,040	\$21.56	16	25
Change from last year	-79%	-5%	4%	-1%	-79%	14%	-4%
Change over last 5 years	3%	72%	-10%	-9%	-64%	-47%	25%

Source: Department of Transportation Services, Department of Budget and Fiscal Services. <sup>1</sup>DART- Mayor's Document and Record Tracking System. <sup>2</sup>RISR- Managing Director's Request for Investigation and Service Report.

# Public Transit

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 2017, bus fare revenues were \$51.44 million which is a 7% decrease from \$55.04 million in FY 2013.

In FY 2017 the department implemented TheBus service improvements including new Routes PH7 (Ewa Beach-Pearl Harbor Express), 99 (Wahiawa-Mililani-Waipahu-Kapolei Express), and 416 (Kapolei Circulator); and provided additional service for Route 40 (Honolulu-Makaha), 55 (Honolulu-Kaneohe-Haleiwa), 433 (Waipahu-Waikele Shopping Center), and 503 (Mililani-Launani Valley). The department attributes the declining passenger boardings and average weekday ridership over the past five years to the influences of reduced gasoline prices and increased traffic congestion associated with Islandwide construction activities on commuters’ choices between driving personal vehicles and using public transit.

The division also continued planning and implementation of access-related and TOD-supportive projects to create a seamless multi-modal transportation system that supports vibrant neighborhoods, expands housing options, and boosts economic development near transit.



Source: Department of Transportation Services

	Public Transit				Bus Subsidy (\$ millions)			Citizen Survey (% Excellent or Good)	
	Operating Expenditures (\$ millions)	Bus Fare (\$ millions)	Bus Operating Cost (\$ millions)	Fare Box Recovery % <sup>1</sup>	General Fund	Highway Fund	Total Subsidy	Bus or transit services	Ease of Travel by Public Transportation
FY 2013	\$223.71	\$55.04	\$182.88	30%	\$68.60	\$76.60	\$145.20	62%	42%
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%
Change from last year	3%	-3%	4%	-2%	15%	-26%	6%	-17%	1%
Change over last 5 years	9%	-7%	6%	-3%	114%	-67%	18%	-16%	-9%

Source: Department of Transportation Services, Department of Budget and Fiscal Services. <sup>1</sup>Farebox 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 decreased 38% from 2, 593, 994 to 1,608,502. The department attributes the five-year decrease to a decline in student enrollment at UH-Manoa.

## 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 at UH Manoa increased 110% from 901 in FY 2013 to 1,888 in FY 2017.

## 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.

In FY 2017, DTS provided approximately 165,000 paratransit trips through three existing transportation services operated by Goodwill Industries of



Source: Department of Transportation

Hawai'i, Inc. (Goodwill), The Arc in Hawai'i, and the Special Education Center of Hawai'i which provided additional capacity on TheHandi-Van and more direct trips to these agencies' clients.

	Fixed Route (TheBus)					Demand Response (TheHandi-Van)				
	Total Bus Hours (millions)	Passenger Boardings (millions)	Average Weekday Ridership	Total TheBus Boardings at UH Manoa <sup>1</sup>	Operating Expense per Passenger Boarding <sup>2</sup>	Total Service Hours	Passenger Boardings	Total Handi-Van Boardings at UH-Manoa <sup>1</sup>	Average Weekday Ridership	Operating Expense per Passenger Boarding <sup>2</sup>
FY 2013	1.44	69.20	222,241	2,593,994	\$2.64	424,993	841,447	901	2,807	\$43.71
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
Change from last year	-2%	-4%	-3%	-29%	9%	-12%	3%	30%	3%	11%
Change over last 5 years	5%	-6%	-7%	-38%	13%	3%	9%	110%	6%	27%

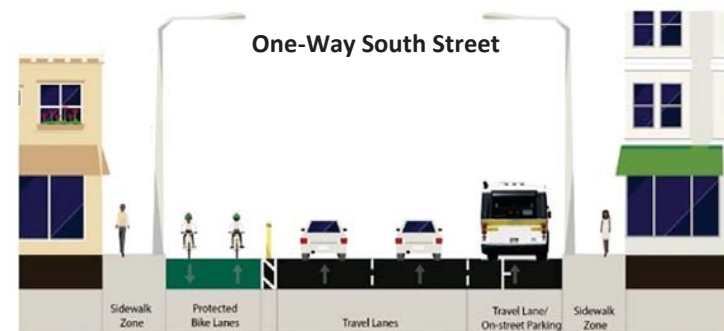
Source: Department of Transportation Services. <sup>1</sup>UH-Manoa boardings are for 26 bus stops in and adjacent to UH-Manoa and are based on weekly ridership data. <sup>2</sup>American Public transportation Association: data for Unlinked Passenger Trips, also called boardings, is the number of times passengers board public transportation vehicles, FY 2013 to FY 2017.

# 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 division administers and implements various capital improvements for traffic, safety, and bikeway programs. This includes new signage and striping, and updating the city’s traffic code and pedestrian safety programs. The division’s operating expenditures decreased 18% from \$3.2 million in FY 2016 to \$2.6 million in FY 2017.

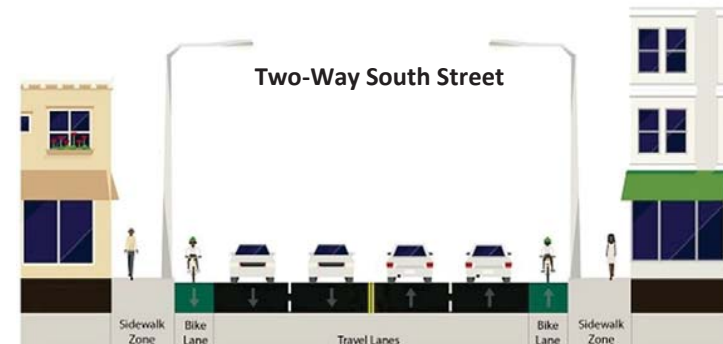
In the 2017 National Citizen Survey, Honolulu residents were asked to rate the ease of walking in Honolulu and the ease of travel by bicycle in Honolulu. Over the past year, residents’ *excellent* or *good* ratings for ease of walking decreased 3%, from 50% in FY 2016 to 47% in FY 2017. This rating was lower than benchmarks nationally. Among cities with populations over 300,000, Honolulu ranked 6th out of 18 for ease of walking. Residents’ ratings of *excellent* or *good* for ease of travel by bicycle decreased 4%, from 28% in FY 2016 to 24% in FY 2017. This rating was lower than the benchmarks nationally. Among large cities, Honolulu ranked 16th out of 18 for ease of travel by bicycle.

In FY 2017, the department installed a protected bike lane on South Street, from Ala Moana Boulevard to King Street; bicycle lanes on McCully Street, between Beretania Street and Kapiolani Boulevard; and installed 7.4 total bike lane miles.



Proposed design for One-Way South Street bike lanes. Completed May 2017

Source: Department of Transportation Services



Proposed design for Two-Way South Street bike lanes. Completed May 2017

Source: Department of Transportation Services

	Operating Expenditures (\$ million)	Traffic Engineering Studies	Special Studies	Minor Traffic & Bikeway Projects	Safety Campaigns	Traffic Fatalities		Citizen Survey (% Excellent or Good)	
						Pedestrian	Bicycle	Ease of Walking	Ease of Travel by Bicycle
FY 2013	\$2.1	1,548	10	22	9	19	0	45%	18%
FY 2014	\$2.2	1,444	10	18	10	24	2	52%	20%
FY 2015	\$3.6	1,642	12	16	11	21	1	39%	20%
FY 2016	\$3.2	1,420	10	8	23	18	0	50%	28%
FY 2017	\$2.6	1,569	9	14	42	10	2	47%	20%
Change from last year	-19%	10%	-10%	75%	83%	-44%	-	-3%	-8%
Change over last 5 years	24%	1%	-10%	-36%	367%	-47%	-	2%	2%

Source: Department of Transportation Services, Department of Budget and Fiscal Services.

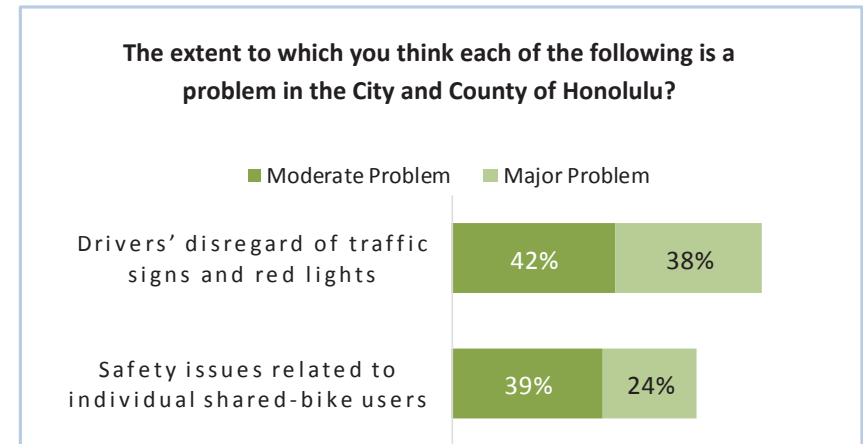
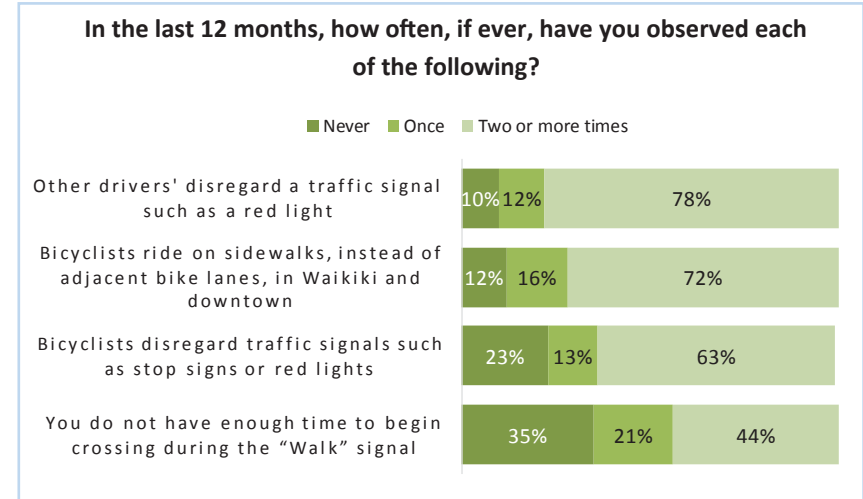
# Traffic Signals and Technology

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.

TST's operating expenditures increased 39% over the last five years from \$3.43 million in FY 2013 to \$4.78 million in FY 2017.

In FY 2017 the department installed 12 driver feedback signs on Kainalu Drive, Kainui Drive, Mokapu Street, and Ulune Street; installed speed humps on Kihapai Street between Auwai and Hooulu streets; installed a painted traffic island at the intersection of Liliha Street and Namauu Drive; and installed vertical white markers at the H-1 off-ramp on Kapiolani Boulevard near Mahiai Place.

The division achieved 92% to 98% response time within eight hours to traffic signal complaints. However, the number of responses to complaints has been decreasing in the past five years from 548 in FY 2013, and 495 in FY 2017. In the 2017 Citizen Survey, 29% of Honolulu residents rated traffic signal timing as *excellent or good*, which is a 5% decrease from FY 2016.



Source: 2017 National Citizen Survey (Honolulu)

	Operating Expenditures (\$ million)	Total Traffic Cameras	Traffic Signals Inspected	Responses to Complaints	Responses to Legal Issues	Street Use Permits	Special Events
FY 2013	\$3.43	209	592	548	39	7,715	82
FY 2014	\$3.72	229	649	500	31	9,062	106
FY 2015	\$3.45	254	622	513	27	8,825	100
FY 2016	\$4.71	256	619	511	23	7,365	185
FY 2017	\$4.78	278	623	495	12	8,951	170
Change from last year	1%	9%	1%	<-1%	-48%	22%	-8%
Change over last 5 years	39%	33%	-3%	-10%	-69%	16%	107%

Source: Department of Transportation Services, Department of Budget and Fiscal Services.



# Chapter 25 - 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, and the remaining two directors are 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:

<b>Customer Care</b> <ul style="list-style-type: none"><li>•Handles customer contracts.</li><li>•Conducts billing operations.</li><li>•Investigates consumers’ service problems.</li></ul>	<b>Finance</b> <ul style="list-style-type: none"><li>•Directs accounting activities.</li><li>•Conducts financial studies.</li><li>•Administers long-term bonded debt and bond sales.</li></ul>	<b>Information Technology</b> <ul style="list-style-type: none"><li>•Develops BWS databases, hardware and software, network telephone, and call center systems.</li></ul>	<b>Water Quality</b> <ul style="list-style-type: none"><li>•Ensures the department’s compliance with all environmental laws, rules, and regulations.</li></ul>	
<b>Capital Projects</b> <ul style="list-style-type: none"><li>•Administers the Capital Improvement Program</li><li>•Oversees construction of all waterworks facilities.</li></ul>	<b>Field Operations</b> <ul style="list-style-type: none"><li>•Maintains all waterworks facilities, service connections, and department buildings and grounds.</li></ul>	<b>Water System Operations</b> <ul style="list-style-type: none"><li>•Responsible for the operations of pumping and water treatment plant equipment and facilities.</li></ul>	<b>Land</b> <ul style="list-style-type: none"><li>•Acquires water rights, land, and land interests.</li><li>•Maintains knowledge of water rights and land values.</li></ul>	<b>Water Resources</b> <ul style="list-style-type: none"><li>•Conducts hydrologic and geologic monitoring.</li><li>•Conducts hydraulic water system analysis.</li></ul>

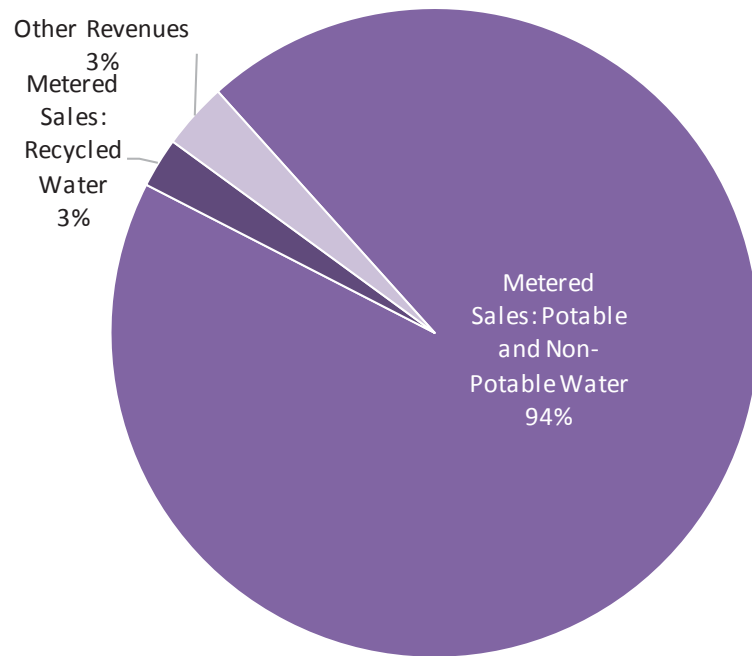


*The Board of Water Supply provides safe, dependable, and affordable water now and into the future.*

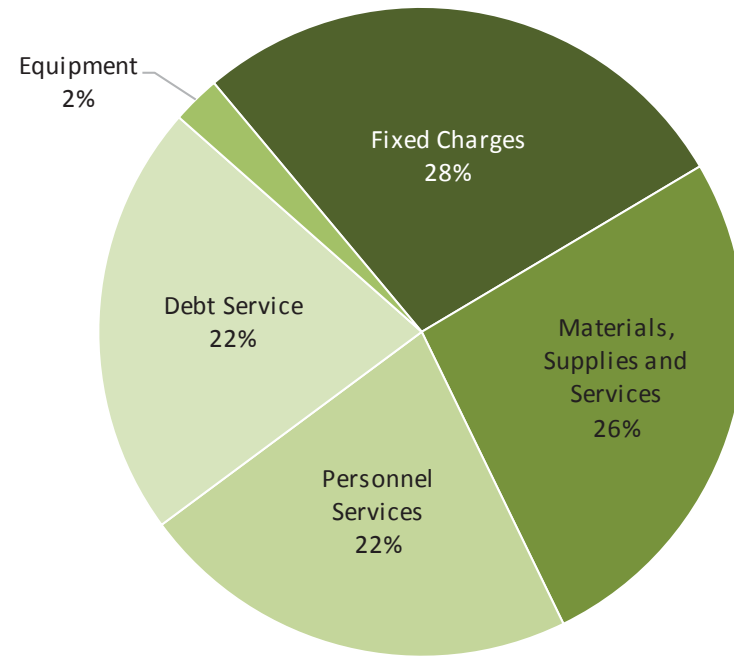
*Mission Statement*

# Spending and Staffing

## Fund Sources



## Fund Uses<sup>1</sup>



	Total Operating Expenditures (\$ millions)	Revenues (\$ millions)	Debt Service (\$ millions)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE <sup>2</sup>	Total Overtime Expenditures (\$ millions)
FY 2013	\$145.15	\$186.81	\$22.21	714	228	\$203,291	\$2.33
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	\$846,825	\$2.49
Change from last year	13%	-3%	104%	0%	-4.8%	304.4%	7%
Change over last 5 years	17%	26%	65%	0%	-12%	317%	7%

Source: Honolulu Board of Water Supply. <sup>1</sup>Percentages do not total 100% due to rounding. <sup>2</sup>Cost per FTE= Total Operating Expenditures / Total Authorized FTE.

## Spending and Staffing



Operating Expenditures

**\$169.37 M ▲ 13%**

The department's operating expenditures increased 13% over the last year.



Revenues

**\$236.22 M ▼ 3%**

The department revenues decreased 3% over the last year.



Overtime

**\$2.5 M ▲ 7%**

The department's overtime expenditures increased 7% over the last year.

## Five Year Trends



- The department's operating expenditures increased 17% from \$145 million to \$169.4 million over the last five years.



- Total revenues increased 26% from \$186.8 million to \$236.2 million over the last five years due to increases for water usage and billing charges.

## 2017 National Citizen Survey

- Drinking water quality received a rating of **69%** excellent or good, which is a 5% decrease from the prior year.
- About **84%** of citizens reported making an effort to conserve water in FY 2017. This rating, which was a 3% decline from the previous year, is similar to national benchmarks.



## ACCOMPLISHMENTS

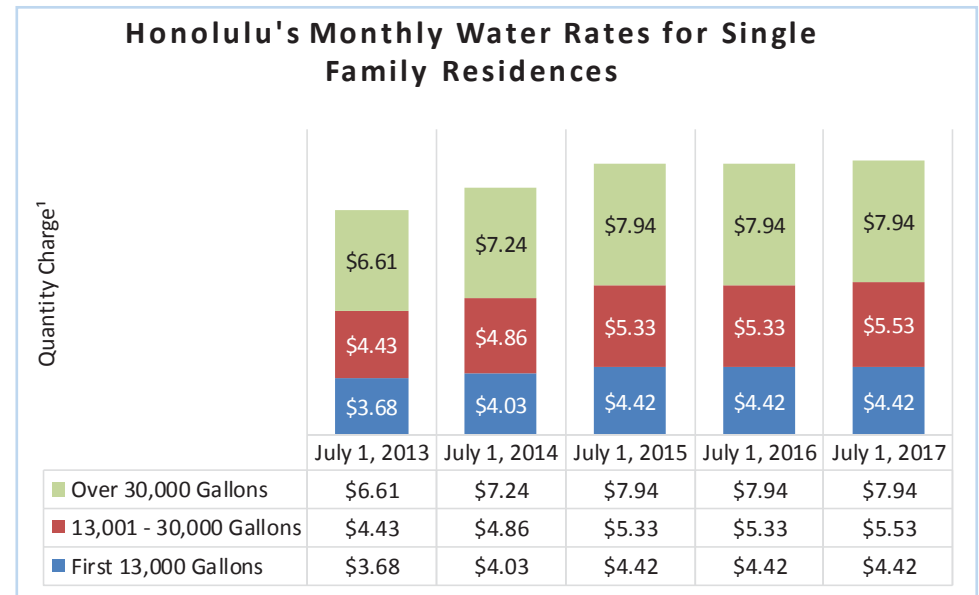
- BWS updated and published 5-year Strategic Plan (2018-2022), incorporating goals from the Water Master Plan (WMP) adopted in October 2016;
- Initiated partnership with University of Hawai'i System Information Technology Services for hosting BWS equipment in their state-of-the-art data center to serve as a disaster recovery site, with implementation projected for FY 2018; and
- Launched a pilot program of *Water Smart*, a mobile app utilizing web technology to encourage water savings through targeted, direct customer engagements and the use of data analytics.

# 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 Fiscal Year 2017. 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 2017. Over the last five years, the typical monthly water bill has increased 32%.



	Typical Monthly Water Bill
FY 2013	\$50.57
FY 2014	\$51.25
FY 2015	\$60.83
FY 2016	\$66.72
FY 2017	\$66.72
Change from last year	0%
Change over last 5 years	32%

Source: Honolulu Board of Water Supply



Source: Honolulu Board of Water Supply. <sup>1</sup>Quantity charge rates-per 1,000 gallons of water drawn.

# Customer Service

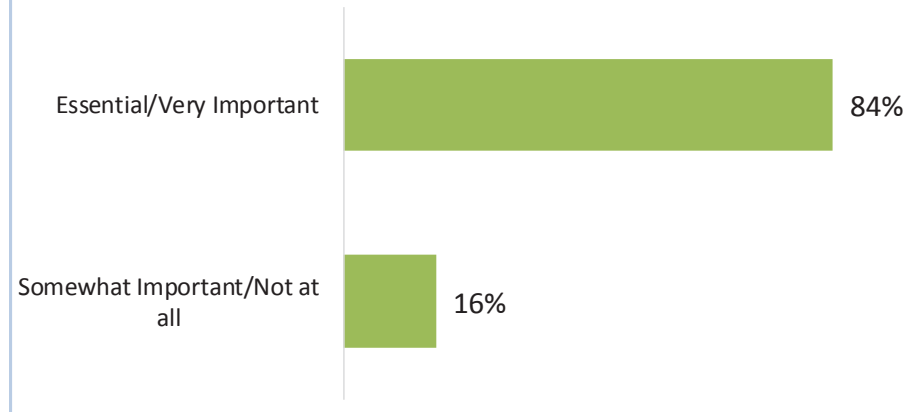
One of BWS' strategic operational goals in the area of customer service is a commitment to proactively and consistently provide a quality experience in every customer interaction.

The 18,387 estimated bills issued in FY 2017 represented a 37% increase from the 13,454 estimated bills issued in FY 2016. Over the last 5 years, however, the number of estimated bills decreased 94%. The department attributes the decrease to increased staffing in both the Meter Reading section and the Pre-Audit section. The department was able to get more readings, and process more bills, thereby decreasing the need to estimate bills.



Source: Honolulu Board of Water Supply

## Rate the importance of protecting Honolulu's drinking water aquifers from the Navy's fuel storage facility leaks



Source: 2017 National Citizen Survey (Honolulu)

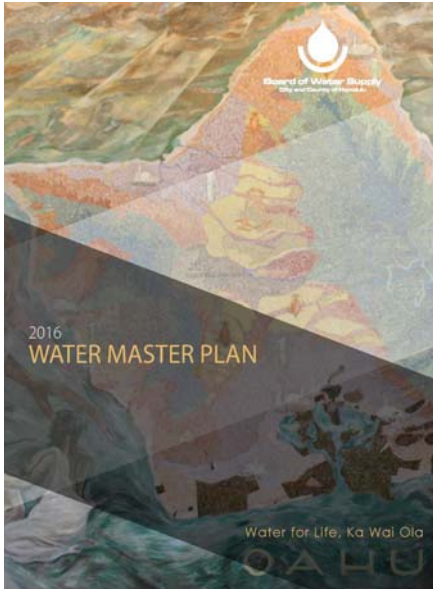
The Customer Care Center received 208,269 calls in FY 2017, a decrease of 14% from the 241,634 calls received in FY 2013. The number of delinquent accounts decreased 11% from FY 2016 (4,785) to FY 2017 (4,259).

	Total Number				
	Water Accounts (At Year End)	Delinquent Accounts	Estimated Bills	Customer Care Center Calls Received	Average AMR Read Rate
FY 2013	165,787	4,466	283,912	241,634	86.30%
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%
Change from last year	2%	-11%	37%	37%	-3.79%
Change over last 5 years	2%	-5%	-94%	-14%	-3.05%

Source: Honolulu Board of Water Supply. <sup>1</sup>Auto Severance Module is an automated collection process that includes collections, severance, and write-off.

# Water Infrastructure

One of BWS' strategic goals is *Operational Sustainability*. 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 in the area of infrastructure includes renewing and improving the water system to ensure water system adequacy, dependable service, and operational efficiency.



Source: Honolulu Board of Water Supply

In October 2016, the BWS adopted a long-range *Water Master Plan*. This plan is a comprehensive, broad-based technical program that includes the data, investigations, assessments, and projections necessary to make decisions about O'ahu's water system for the next 30 years—a full generation longer than the forecast used by most water master plans.

The total leaks recovered decreased 68% from FY 2016 (515) to FY 2017 (166), and 69% over the last 5 years.

The annual water savings leak recovery volume decreased from 581 million

## Board of Water Supply Contract Values

	Construction Contracts (\$ millions)	Professional Services Contracts (\$ millions)
FY 2013	\$29.80	\$14.60
FY 2014	\$46.31	\$13.28
FY 2015	\$41.58	\$15.77
FY 2016	\$48.84	\$17.59
FY 2017	\$52.52	\$13.40
Change from last year	8%	-24%
Change over last 5 years	76%	-8%

Source: Honolulu Board of Water Supply

gallons in FY 2016 to 491 million gallons in FY 2017, a decline of 15%. Recovery increased 4% over the last 5 years.

In FY 2017, BWS did not add additional miles of recycled water pipeline, compared to 7 miles in FY 2016. No recycled water pipelines were added during the three-year period FY 2013—FY 2015. According to the department, the increase in recycled water pipeline in FY 2016 was needed to serve Kapolei recycled water users that went on line in September 2015.

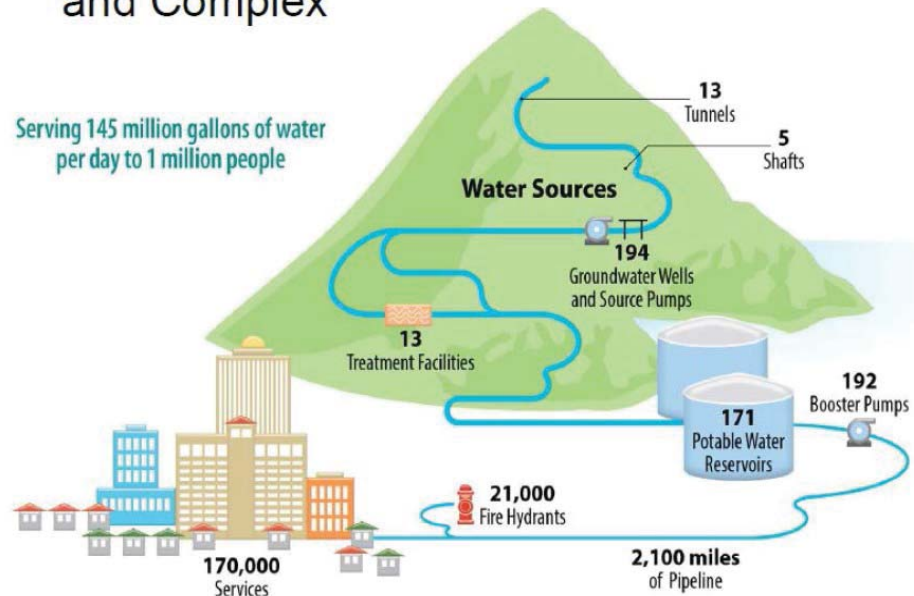
	Potable Water					Non-Potable Water		
	Water Mains (Miles)	Pipeline Replaced (Miles)	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Annual Water Savings Leak Recovery (mg/yr) <sup>1</sup>	Total Recycled Water Pipeline (Miles)	Total Recycled Water Pipeline Added (Miles)
FY 2013	2,106	5.9	331	16	532	471	38	0
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
Change from last year	<1%	23%	6%	5%	-68%	-15%	0%	--
Change over last 5 years	2%	-73%	5%	1%	-69%	4%	18%	--

Source: Honolulu Board of Water Supply. <sup>1</sup>mg/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.

## The BWS Water System is Large and Complex



Source: Honolulu Board of Water Supply



Source: Honolulu Board of Water Supply

Geographically, water consumption changes over time were significant in some areas. Over the last five years, water consumption declined significantly in East Honolulu (-13%), Ko’olau Loa (-18%), and Central O’ahu (-17%).

	Average Day Metered Consumption (mgd) <sup>1</sup> by Development Plan Area								New Connections
	East Honolulu	‘Ewa	Wai‘anae	Central O’ahu	Ko’olau Poko	Ko’olau Loa	North Shore	Primary Urban Core	
FY 2013	8.00	16.35	8.00	15.74	14.27	1.40	2.58	60.62	1,035
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
Change from last year	-3%	3%	<1%	-12%	-3%	1%	1%	-2%	205%
Change over last 5 years	-13%	5%	4%	-17%	-11%	-18%	-9%	-7%	-29%

Source: Honolulu Board of Water Supply. <sup>1</sup>(mgd) = million gallons per day.

**-This Page Intentionally Left Blank-**