

2013 Service Efforts & Accomplishments Report

Office of the City Auditor • City and County of Honolulu • State of Hawai`i • Report for Fiscal Year 2013



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City and County of Honolulu

Office of the City Auditor

Honorable City Council
Honolulu, Hawai'i

March 10, 2014

City and County of Honolulu Service Efforts and Accomplishments Report (FY 2013)

The Office of the City Auditor is pleased to present its fourth 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 fifth survey of Honolulu residents and the fourth 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. The actual FY 2013 NCS survey results are issued as a separate report.

Great communities are partnerships of the government, private sector, community-based organizations, and residents. All are geographically connected. The NCS captures residents' opinions for the three pillars of a community--Community Characteristics, Governance, and Participation. The results matrix covers eight facets of community - Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment, and Community Engagement. The redesigned citizen survey is presented as four reports - Community Livability Report, Dashboard Summary of Findings, Trends Over Time, and Technical Appendices.

Hopefully, the reader will find that the customized NCS survey provides 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.

NCS highlights include:

- 71% of the residents rated the overall quality of life in the City and County of Honolulu as *excellent* or *good*, (NCS Tab 2 p.2)
- 76% rated it as an *excellent* or *good* place to live, (NCS Tab 2 p.2)
- 74% rated their neighborhood as an *excellent* or *good* place to live, and (NCS Tab 2 p.2)
- 78% reported they plan to stay in the city for the next five years. (NCS Tab 4 p.1)

High ratings of *excellent* or *good* were given to the fire department (85%), and ambulance or emergency medical services (85%). Other favorable ratings were shopping opportunities (64%), recreation opportunities (57%), drinking water (74%), and air quality (69%). (NCS Tab 2 p3)

Characteristics receiving the lowest *excellent* or *good* ratings were the availability of affordable quality housing (9%), availability of affordable quality child care (23%), traffic flow on major streets (10%), street repair (11%), sidewalk maintenance (20%), and ease of car travel (15%). About 48% of survey participants reported they were not under housing cost stress (paid housing costs of more than 30% of their monthly household income). (NCS Tab 2 p.3 to p.8: Tab 4, p.2)

Overall Spending and Staffing

Honolulu, like other cities, uses various funds to support its activities. The General Fund is used for all general revenues and governmental functions including public safety, community and customer services, design and construction, emergency management and emergency services, environmental services, fire, information technology, parks and recreation, police, and legislative, and support services. These services are supported by general city revenues and program fees. In FY 2013, the city's total General Fund expenditures and other uses of funds totaled \$1.064 billion. Total General Fund spending decreased 15% over the last five years because some expenses were transferred to other funds. In FY 2013, General Fund operating expenditures and other uses of funds totaled \$1,090 per Honolulu resident, including operating transfers, based on a population estimate of 976,372 residents. Per capita cost for the city's departments was about \$1,201. (See Chapter 1 for performance measures, trends, and more details.)

Proprietary Funds are used for sewer, public transportation, solid waste, highways, and housing. These services are generally supported by charges paid by users. In FY 2013, proprietary and special fund operating expenses totaled \$634 per capita. Other funds are for highway, bikeway, parks and playgrounds, the liquor commission, post-employment benefits reserves, affordable housing, and rental assistance funds. A myriad of special funds exist including zoo animal purchase, the Hanauma Bay Nature Preserve, land conservation, clean water and natural lands, community development, golf, special events, special projects, and famers' home administration loan funds. Federal grants cover housing and community development, as well as the Section 8 rental assistance funds. Funds also exist for general improvement bonds, highway improvement bonds, sewer revenue bonds, capital projects, and municipal stores. (See Chapter 1)

Total revenues in FY 2013 totaled \$1.85 billion. The largest sources of revenues were real property tax (\$831.1 million) and sewer charges (\$286.9 million). Other revenues include licenses and permits charges, solid waste revenues, federal and state grants, and various revenues from fuel and motor vehicle taxes. The city's Financial Policy requires the city to maintain a very high tax collection rate (over 98.0%) and relies on user fees to finance municipal services.

In FY 2013, the new administration removed citywide hiring restrictions. City staffing is measured in full-time equivalent staff, or FTE. In FY 2013, the city was authorized a total of 10,825 FTE and filled positions totaled 8,844 FTE (81.7%). Vacant positions were 1,981 FTE (18.3%). The executive branch was authorized 9,846 FTE and filled 8,057 FTE positions. The executive branch vacancy rate was 18.2% or 1,789 FTE in FY 2013. The legislative branch was authorized 126 FTE and filled 119 FTE positions. The legislative branch vacancy rate was 5.6% or 7 FTE in FY 2013. Over the last five years, total citywide FTE (including authorized temporary positions) increased less than 1% and the vacancy rate increased 4%. Honolulu employees also provide services to the State of Hawai'i and the counties of Kaua'i, Maui, and Hawai'i that are reimbursed by those jurisdictions.

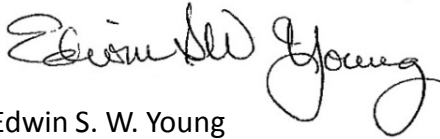
Over the last five years, overtime expenditures decreased 17.6% and non-holiday overtime expenditures decreased 19.8%. In the executive branch, total overtime expenditures decreased 15% and non-holiday overtime expenditures decreased 19.6%. In the legislative branch, total overtime expenditures and non-holiday expenditures increased 27.7% and 30% respectively.

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 the various city services. City priorities are discussed in Chapter 1. The full results of the National Citizen Survey and its related reports are available as a separate report due to the volume and size of the survey results. To better understand the information presented in Honolulu's report, we have posted brief video tutorials for our Service Efforts and Accomplishments report and the National Citizen Survey of Honolulu residents on our website.

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. This report is posted on our website at <http://www1.honolulu.gov/council/auditor>. Copies of this report are also available by contacting the Office of the City Auditor at:

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Respectfully submitted,

A handwritten signature in black ink that reads "Edwin S. W. Young". The signature is written in a cursive style with a large, looped "Y" at the end.

Edwin S. W. Young
City Auditor

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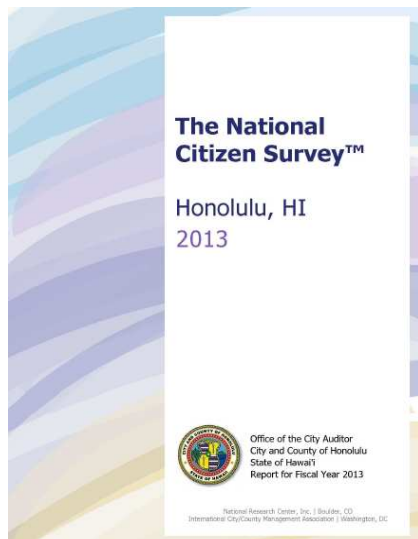
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Introduction

This is the fourth 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, 2013 (FY 2013)¹.



Source: 2013 National Citizen Survey (Honolulu)

Its companion report, the 2013 National Citizen Survey of Honolulu residents presents the results of a resident survey rating the quality of city services.

The report provides two types of comparisons:

- Five-year historical trends for Fiscal Years 2009 through 2013
- Selected comparisons to other cities.

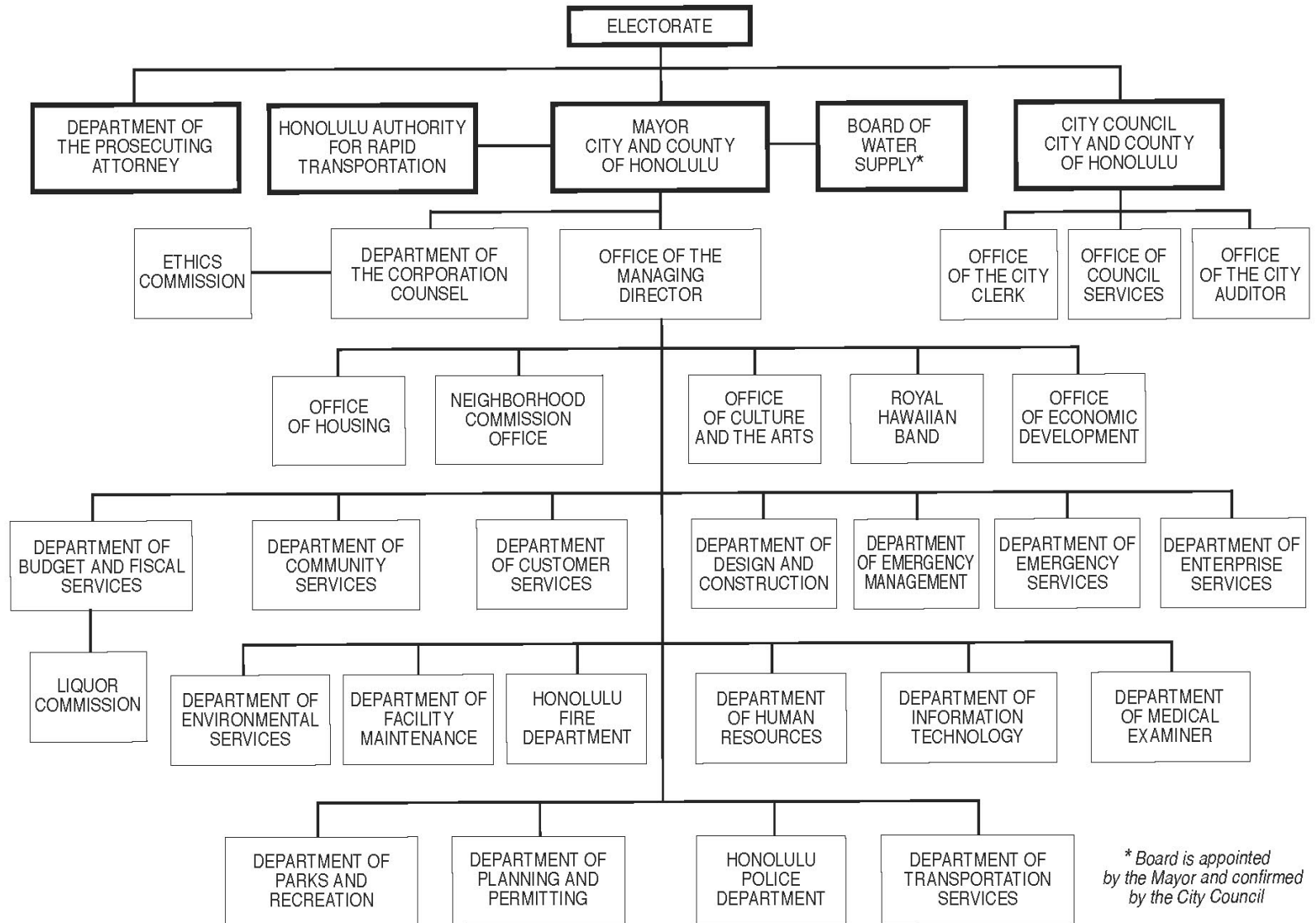
There are many ways to look at services and performance. This report looks at services on a department-by-department basis. All city departments are included in our review.

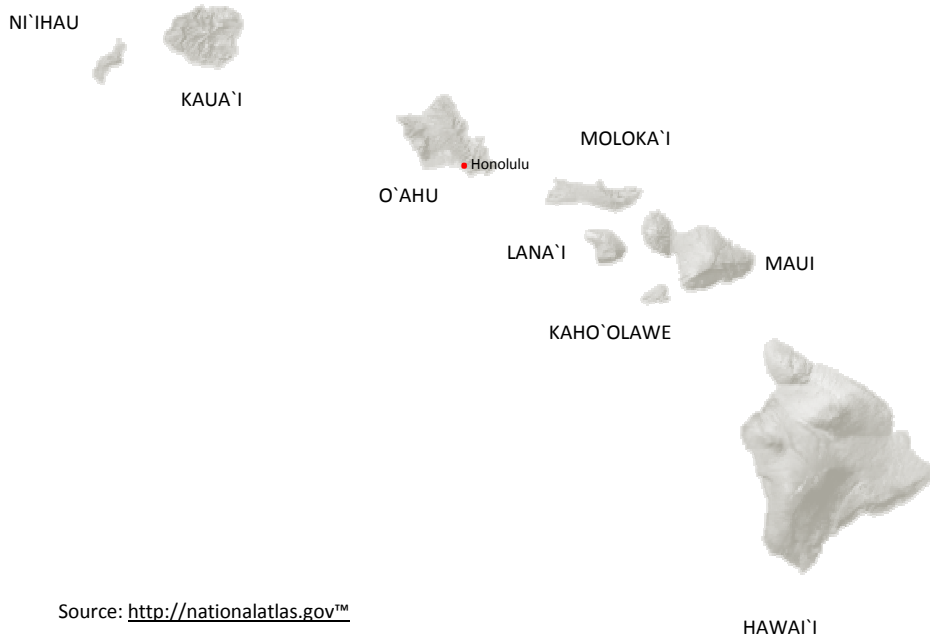
Chapter 1 provides a summary of overall spending and staffing over the last five years, as well as an overall description of the city's accomplishments in meeting the city priorities. Chapters 2 through 25 present the mission statements, description of services, background information, workload, performance 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

¹The City and County of Honolulu Comprehensive Annual Financial Report (CAFR) was released at the end of calendar year 2013. The City and County of Honolulu Executive Budget was released in March 2014.

CITY AND COUNTY OF HONOLULU ORGANIZATION CHART





Source: <http://nationalatlas.gov>TM

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 Bureau² statistics, the city and county covers almost 600 square miles and has 976,372 residents. This is about 70% of the state's total population of 1,390,090 people. Of the total Honolulu population, 147,432 (15.1%) was 65 years and over. Population density is 1,625 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.

²The U.S. 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 976,372 as of 2012. The major ethnic groups were white (22.4%), Asian³ (43.3%), and Native Hawaiian and Pacific Islanders⁴ (9.6%).

Race-ethnicity	Percent*
White	22.40%
Asian ³	43.30%
Black or African American	2.80%
Native Hawaiian and Other Pacific Islander ⁴	9.60%
American Indian/Alaska Native	0.30%
Hispanic or Latino (of any race)	8.80%
White person, not Hispanic	19.40%
Other/Two or more races	21.60%

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

Foreign born persons were 19.7% of the population and 28.1% reported a language other than English was spoken at home. 90.4% had at least a high school diploma or its equivalent. Of these, 31.5% had a bachelor's degree or higher.

According to the U.S. Census Bureau Quickfacts, Honolulu had 308,490 households with an average of 2.98 persons per household. Median household income was \$72,292 per year and per capita personal income was \$30,219. Persons below the poverty level were estimated at 9.6%. Mean travel time to work was 27 minutes.

³Asian includes Asian Indian, Chinese, Filipino, Japanese, Korean, Laotian, Thai, Vietnamese among other Asian races.

⁴Native Hawaiian and Other Pacific Islander includes Samoan, Tongan, Guamanian, and Fijian were selected, but other Pacific Island races were excluded from this census comparison.

Community Profile

Housing totaled 339,391 units, of these, 44.4% were in multi-unit structures. Homeownership was 56.4%. The median value for owner-occupied housing units was \$557,800.

The following table shows population by age as of 2013:

Age	Population	Percent
Under 18 years	209,920	21.50%
18 to 64 years	619,020	63.40%
65 years and over	147,432	15.10%

Source: U.S. Census Bureau (2013)

National Ranking

According to the State of Hawai`i, the City and County of Honolulu ranked as the 53rd largest metropolitan statistical area and the 43rd 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 four 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. Hawai`i had the highest median housing value in the nation and ranked in the bottom five for home ownership. Hawai`i's cost of living was one of the highest in the nation.



Photo Courtesy of Department of Community Services

Quality of Life In Honolulu

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

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

Community Characteristics

A community that is livable and attractive is a place where people want to live. Honolulu residents (71%) rate their quality of life as *excellent* or *good*, and 76% would recommend Honolulu as a place to live. Residents gave *excellent* or *good* ratings to air quality (69%); drinking water (74%); and safety in their neighborhood during the day (93%).

Community Quality Ratings	Percent Rating <i>Excellent</i> or <i>Good</i>	300,000+ Cities Ranking	Percentile
A place to live	76%	23/28	19%
Neighborhood	74%	9/18	53%
Overall quality of life	71%	17/30	45%
Place to raise children	63%	20/27	27%
Overall image	59%	10/22	57%
Place to retire	52%	16/22	29%
Overall appearance	50%	14/19	28%
Air quality	69%	2/18	94%
Drinking water	74%	5/18	76%
Overall feeling of safety in your neighborhood during the day	93%	11/22	52%

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. Residents (40%) rated city services *excellent* or *good*; and 36% rated federal government services as *excellent* or *good*.

Community Characteristics	Percent Rating <i>Excellent</i> or <i>Good</i>	300,000+ Cities Ranking	Percentile
Services provided by city	40%	33/34	3%
Overall customer service by city employees	37%	27/27	0%
Federal government services	36%	5/13	67%
Welcoming citizen involvement	30%	15/18	18%
Overall direction	25%	21/22	5%
Value of services for taxes paid	24%	28/28	0%
Fire services	85%	17/22	24%
Ambulance or emergency medical services	85%	14/20	32%
Police services	53%	26/29	11%
Street repair	11%	26/26	0%
Sidewalk maintenance	20%	10/10	0%

Source: 2013 National Citizen Survey (Honolulu)

Participation

An engaged community is a livable community. The connections and trust among residents, government, businesses, and other organizations help create a sense of community.

Community Characteristics	Percent Rating <i>Excellent or Good</i>	300,000+ Cities Ranking	Percentile
Will remain in for the next 5 years	77%	13/14	8%
Recommend living in Honolulu to someone	68%	14/14	0%
Sense of community	51%	7/17	63%
Contacted the city for help or information	43%	9/15	43%
Talked to or visited with immediate neighbors	89%	N/A	N/A
Recycle at home	89%	5/12	64%
Made efforts to conserve water	87%	N/A	N/A
Visited a neighborhood or city park	86%	8/12	36%
Made efforts to make home more energy efficient	78%	N/A	N/A
Not experiencing housing cost stress	48%	12/13	8%
Watched (online or on television) a local public meeting	43%	4/11	70%

Source: 2013 National Citizen Survey (Honolulu)



Source: City Photobank

Special Topics

Residents were asked to indicate their support for several items, even if it involved raising taxes, fees, or fares. Residents identified homeless and/or homelessness as a major problem for the city to address. 87% of the respondents rated homelessness as an essential or very important problem to be addressed in the next two years.

Residents also identified the following as important items the city should address over the next two years - traffic congestion (93% essential or very important issue), more affordable housing (79%), and the impact of Central O`ahu development plans on city services and traffic congestion (78%).

City and County of Honolulu Government

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

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

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

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

Economy

Hawai'i's economy continued to expand until 2007. When the U.S. economy experienced a downturn, Honolulu also was hit hard by the recession and recovery has been very slow, but fairly steady. To mitigate the economic downturn and maintain a balanced budget, the city raised certain rates and fees, restricted agency budgets, and implemented spending restrictions.

The latter included a freeze on hiring; restrictions on reorganizations that result in cost increases; and restrictions on purchases and travel. The city focused on basic city services, on maintaining existing facilities and advancing facilities that are mandated, required or essential, such as the sewer and wastewater collection systems. Given uncertainties in the global economy, rising energy, debt service and employee costs, the city's philosophy is to continue to make every effort to contain costs while maintaining the expected level of public services.

Unemployment in the City and County of Honolulu was:

Year	Unemployment Rate
2009	5.80%
2010	5.80%
2011	5.70%
2012	5.30%
2013	4.20%

Source: U.S. Bureau of Labor Statistics, State of Hawai'i

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

City Priorities

The city continues to focus on fiscal stability while attempting to maintain municipal services and minimizing increases in fees and taxes. For this report, the mayor's priorities (designated with this symbol ☒⁶ were:

- ☒ Restoring Bus Service
- ☒ Repaving Roads
- ☒ Improving our Sewer System and Infrastructure Repair and Maintenance
- ☒ Re-establishing Pride in our Parks
- ☒ Build Better Rail

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



Source: City Photobank

⁶Design Courtesy of <http://www.kahiko.com/petroglyph.htm>

The Office of the City Auditor prepared this report in accordance with the City Auditor's FY 2013 Work Plan. The scope of our review covered information and results for the city's departments for the fiscal year beginning July 1, 2008 (FY 2009) and ending June 30, 2013 (FY 2013).

We conducted the 2013 Service Efforts and Accomplishments (SEA) Report and 2013 National Citizen Survey of Honolulu residents 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 Governmental Accounting Standards Board's guidance (*Suggested Guidelines for Voluntary Reporting for Service Efforts and Accomplishments (SEA) Performance Information, June 2010*).

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.

Service Efforts And Accomplishments Reporting

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

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.

⁷On 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>.

In 2003, GASB issued a special report on *Reporting Performance Information: Suggested Criteria for Effective Communication*⁸ 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.



Source: GASB Special Report Summary

Our report implements this national program. The City and County of Honolulu has reported various performance indicators for a number of years. In particular, the city's budget document includes *output measures*. Benchmarks include input, output, efficiency, and effectiveness measures. This report builds on existing systems and measurement efforts by incorporating benchmarking measures included in the city's executive program and budget documents.

Selection of Indicators

We limited the number and scope of workload and performance measures in this report to items where information was available, meaningful in the context of the city's performance, and items we thought would be of general interest to the public. This report is not intended to be a complete set of performance measures for all users.

⁸A summary of the GASB special report on reporting performance information is online at http://www.seagov.org/sea_gasb_project/criteria_summary.pdf

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 documents⁹, performance measures from other jurisdictions, and benchmarking information from the ICMA¹⁰ and other professional organizations. We used audited information from the Comprehensive Annual Financial Reports for the City and County of Honolulu (CAFRs).¹¹ We cited departmental mission statements and performance targets¹² 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.

⁹The budget is on-line at <http://1.honolulu.gov/budget/execbgt/index1.htm>. The operating budget includes additional performance information.

¹⁰International City/County Management Association (ICMA), *Comparative Performance Measurement FY 2005 Data Report*. This report summarizes data from 87 jurisdictions.

¹¹The CAFR is on-line at <http://www1.honolulu.gov/budget/cafr.htm>.

¹²The 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).¹³ 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 1,200 Honolulu households in October 2013. Completed surveys were received from 352 residents, for a response rate of 29%.

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 1,200 residents is no greater than plus or minus 5 percentage points around any given percent reported for the entire sample.

The scale on which respondents are asked to record their opinions about service and community quality is *excellent, good, fair, and poor*. Unless stated otherwise, the survey data included in this report displays the responses only from respondents who had an opinion about a specific item – *don't know* answers have been removed. This report contains comparisons of survey data from prior years. Differences from the prior year can be considered *statistically significant* if they are greater than 7 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.

¹³The full report of Honolulu's survey results can be found on-line at <http://www1.honolulu.gov/council/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.¹⁴

<u>Year</u>	<u>Population</u>
FY 2008	933,680
FY 2009	943,177
FY 2010	955,636
FY 2011	963,607
FY2012	976,372
Index change from last year	1.3%
Index change over last 5 years	4.6%

Source: U.S. Census Bureau

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 2.18% over the 5 years of financial data that is included in this report. The index changed as follows:

<u>Date</u>	<u>Index</u>
June 2009	0.32%
June 2010	2.52%
June 2011	3.46%
June 2012	2.79%
June 2013	1.80%
Index change from last year	-0.99%
Index change over last 5 years	1.48%

Source: Consumer Price Index

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 2012 results and the State of Hawai'i Data Book issued by the Department of Business, Economic Development and Tourism.

¹⁴The U.S. Census Bureau periodically revises prior year estimates. Where applicable, we used their revised population estimates to recalculate certain indicators in this report.

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

We would like to acknowledge our debt to Sharon Erickson and the City of Palo Alto that set several precedents for local government accountability and performance through its *Service Efforts and Accomplishments* reports.

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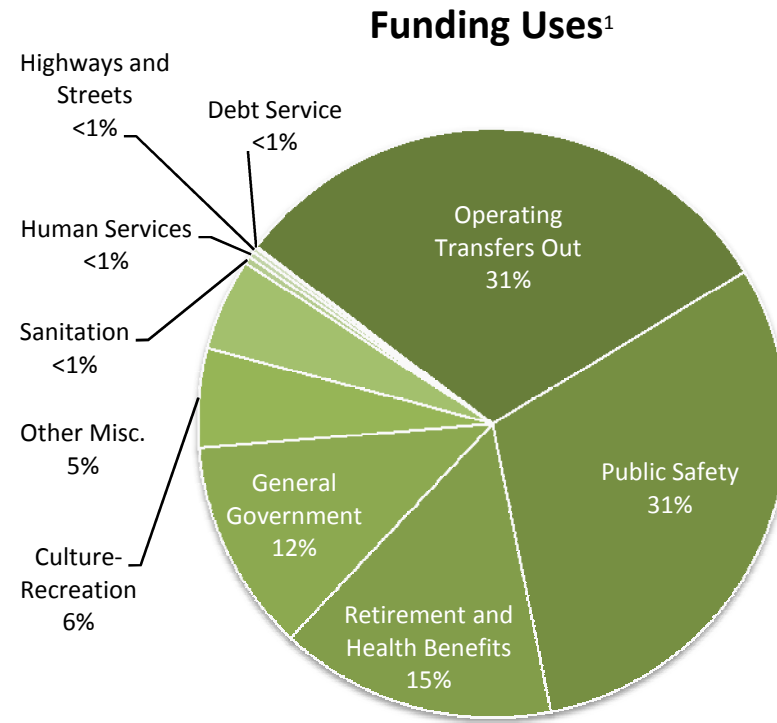
CHAPTER 1

Overall Spending, Staffing and Accomplishment of City Priorities

Overall Spending

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

The pie chart to the right shows where a General Fund dollar goes. Total General Fund spending decreased 21% over the last five years (some expenses were transferred to other funds).



¹Percentages do not total to 100% due to rounding.

General Fund

	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Retirement and Health Benefits	Other Misc.	Debt Service	Capital Outlay	Operating Transfers Out	Total
FY 2009	\$133.6	\$309.0	\$3.7	\$4.8	\$3.6	\$64.3	\$150.1	\$26.0	\$0.9	\$2.0	\$648.8	\$1,346.8
FY 2010	\$128.6	\$312.4	\$2.1	\$3.0	\$3.1	\$58.8	\$158.9	\$21.5	\$1.0	\$1.5	\$563.7	\$1,254.8
FY 2011	\$121.7	\$325.5	\$1.9	\$3.9	\$2.4	\$51.0	\$122.6	\$22.2	\$0.4	-	\$543.0	\$1,194.6
FY 2012	\$127.1	\$330.8	\$1.8	\$4.4	\$3.6	\$56.9	\$192.0	\$25.6	\$0.9	-	\$361.9	\$1,105.1
FY2013	\$124.6	\$324.4	\$2.8	\$4.2	\$3.5	\$58.0	\$161.4	\$53.7	\$0.9	-	\$330.7	\$1,064.2
Change from last year	-2.0%	-1.9%	56.1%	-4.5%	-4.4%	2.0%	-16.0%	109.7%	2.7%	-	-8.6%	-3.7%
Change over last 5 years	-6.7%	5.0%	-24.2%	-13.2%	-4.6%	-9.8%	7.6%	106.6%	0.9%	-	-49.0%	-21.0%

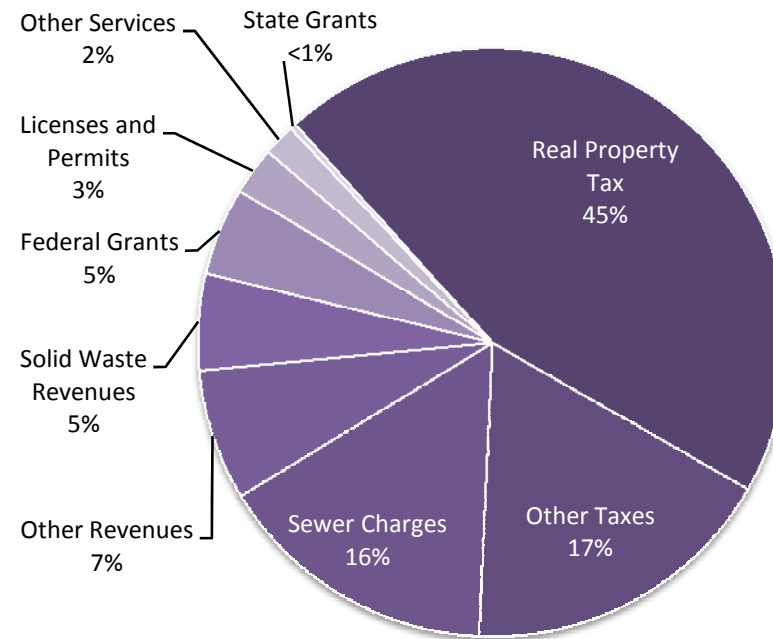
Source: Honolulu Comprehensive Annual Financial Reports (FY 2009-FY 2013)

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 98.0%) 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. The Honolulu Board of Water Supply approved planned rate increases over four fiscal years (FY 2012 to FY 2016) to fund the operation, maintenance, and replacement of water infrastructure.

Funding Sources¹



¹Percentages do not total to 100% due to rounding.

Operating Resources (\$ million)

	Real Property Tax	Other Taxes ¹	Federal Grants	State Grants	Sewer Charges	Licenses and Permits	Solid Waste Revenues	Other Services	Other Revenues ²	Total ³
FY 2009	\$792.2	\$282.3	\$87.2	\$7.6	\$228.8	\$41.8	\$100.2	\$24.3	\$127.6	\$1,692.0
FY 2010	\$852.2	\$290.7	\$89.7	\$7.1	\$281.2	\$43.2	\$95.3	\$28.1	\$124.1	\$1,811.4
FY 2011	\$799.4	\$414.5	\$88.7	\$6.7	\$323.4	\$43.9	\$94.7	\$28.5	\$143.8	\$1,943.6
FY 2012	\$813.3	\$310.9	\$100.5	\$12.1	\$293.6	\$45.8	\$112.2	\$31.4	\$159.9	\$1,879.6
FY 2013	\$831.1	\$321.9	\$89.0	\$6.0	\$286.9	\$48.4	\$98.2	\$32.6	\$133.6	\$1,847.8
Change from last year	2.2%	3.5%	-11.4%	-50.0%	-2.3%	5.6%	-12.5%	3.8%	-16.4%	-1.7%
Change over last 5 years	4.9%	14.0%	2.0%	-20.3%	25.4%	15.8%	-2.0%	34.0%	4.8%	9.2%

Source: Executive Operating Program and Budget (FY 2010-FY 2014). ¹Other Taxes includes Fuel Tax, Motor Vehicle Weight Tax, Public Utility Franchise Tax, Excise Tax Surcharge (Transit), Transient Accommodations Tax, and Public Service Company Tax. ²Other Revenues includes Bus Transportation Revenues; ³Not including Carry-Over revenues.

Per Capita Spending

As shown below, in FY 2013, General Fund operating expenditures and other uses of funds totaled \$1,090 per Honolulu resident, including operating transfers. Based on the U.S. Census Bureau estimates, Honolulu has a population of 976,372 residents. We calculate the per capita cost per department in FY 2013 was about \$540.

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. Proprietary and special fund operating expenses totaled \$634 per capita.

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 2013	Department	FY 2013
Budget and Fiscal Services	\$15	Information Technology	\$16
Community Services	\$5	Legislative Branch	\$13
Corporation Counsel	\$7	Mayor	<\$1
Customer Service	\$19	Managing Director	\$3
Design and Construction	\$7	Neighborhood Commission	\$1
Emergency Management	\$1	Royal Hawaiian Band	\$2
Emergency Services	\$34	Medical Examiner	\$2
Enterprise Services	<\$1	Parks and Recreation	\$59
Environmental Services	\$5	Planning and Permits	\$13
Facilities Maintenance	\$25	Police	\$199
Fire	\$93	Prosecuting Attorney	\$17
Human Resources	\$6	Transportation Services	<\$1
Total Per Capita Cost for City Operations (rounded) = \$540			
Source: Executive Operating Budget FY 2014-2015			

Per Capita Cost by Function

	Gen. Gov't	Public Safety	Highways & Streets	Sanitation	Human Services	Culture-recreation	Retirement & Health Benefits	Other Misc	Debt Service	Capital Outlay	Operating Transfers Out	TOTAL	Proprietary Funds Operating Expenditures
FY 2009	\$143	\$331	\$4	\$5	\$4	\$69	\$161	\$28	\$1	\$2	\$695	\$1,443	\$532
FY 2010	\$136	\$331	\$2	\$3	\$3	\$62	\$169	\$23	\$1	\$2	\$598	\$1,330	\$556
FY 2011	\$127	\$341	\$2	\$4	\$3	\$53	\$128	\$23	\$0.40	-	\$568	\$1,250	\$576
FY 2012	\$132	\$343	\$2	\$5	\$4	\$59	\$199	\$27	\$0.90	-	\$376	\$1,147	\$596
FY 2013	\$128	\$332	\$3	\$4	\$4	\$59	\$165	\$55	\$1	-	\$339	\$1,090	\$634
Change from last year	-3.2%	-3.2%	54.1%	-5.8%	-5.7%	0.6%	-17.1%	107.0%	1.3%	-	-9.8%	-5.0%	6.4%
Change over last 5 years	-10.8%	0.4%	-27.5%	-17.0%	-8.8%	-13.8%	2.9%	97.5%	-3.5%	-	-51.3%	-24.4%	19.1%

Source: Honolulu Comprehensive Annual Financial Reports (FY 2008-FY 2013), p.38 and US Census Bureau Estimate. ¹Excludes the Honolulu Board of Water Supply and Honolulu Authority for Rapid Transportation which receive no General Funds. ²Total is rounded; excludes Department of Enterprise Services and Mayor which are less than \$1 per capita.

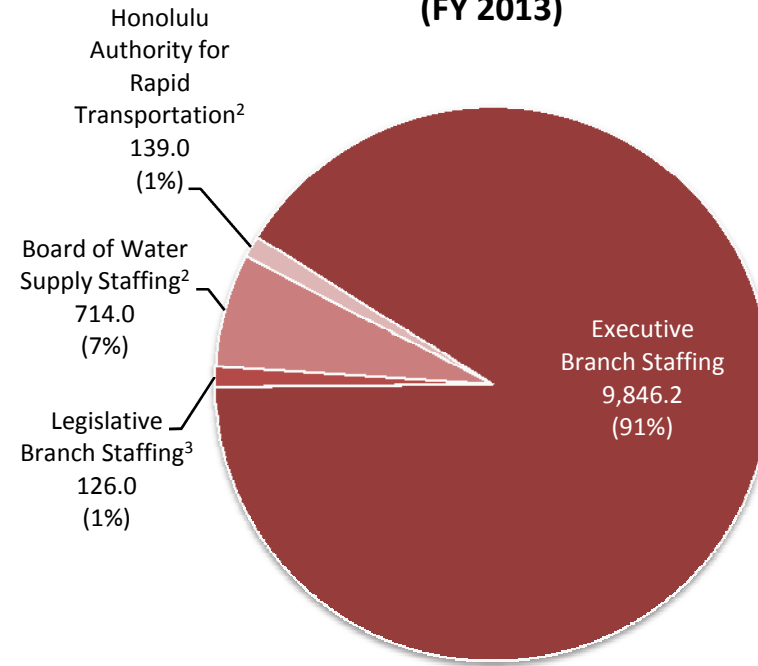
City staffing is measured in full-time equivalent staff, or FTEs. In FY 2013, there were a total of 10,825 authorized FTE citywide¹. Citywide filled positions totaled 8,844 (81.7%) FTE and vacant positions were 1,981 FTEs (18.3%).

The executive branch was authorized 9,846 FTE and filled 8,057 FTE positions. The executive branch vacancy rate was 18.2% or 1,789 FTE in FY 2013. The legislative branch was authorized 126 FTE and filled 119 FTE positions. The legislative branch vacancy rate was 5.6% or 7 FTE in FY 2013.

Over the last five years, total citywide FTE (including authorized temporary positions) decreased less than 1% and the vacancy rate increased almost 4%. In the executive branch, authorized FTE staffing increased 1.4% and the vacancy rate increased 6.5% between FY 2009 and FY 2013.

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 2013)



	City Staffing (FTE) (FY 2009 to FY 2013)											
	Total Citywide Staffing (Estimated FTE) ^{1,2}				Executive Branch Staffing (FTE)				Legislative Branch Staffing ³ (FTE)			
	Total City Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)	Total Authorized FTE	Authorized FTE (Filled)	Authorized FTE (Vacant)	Authorized FTE Vacant (Percent)
FY 2009	10,834.4	8,929.3	1,905.1	17.6%	9,714.4	8,034.8	1,679.6	17.3%	122.0	116.5	5.5	4.5%
FY 2010	10,911.4	8,792.0	2,119.4	19.4%	9,781.9	7,944.0	1,837.9	18.8%	128.0	123.0	5.0	3.9%
FY 2011	10,968.2	8,628.4	2,339.8	21.3%	10,127.2	7,993.4	2,133.8	21.1%	127.0	125.0	2.0	1.6%
FY 2012	10,850.2	8,712.7	2,137.5	19.7%	9,699.7	7,798.7	1,901.0	19.6%	126.0	123.0	3.0	2.4%
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%
Change from last year	-0.2%	1.5%	-7.3%	-1.4%	1.5%	3.3%	-5.9%	-1.4%	0.0%	-3.3%	133.3%	3.2%
Change over last 5 years	-0.1%	-1.0%	4.0%	0.7%	1.4%	0.3%	6.5%	0.9%	3.3%	2.2%	27.3%	1.1%

Source: BFS and Executive Budget FY 2010-2015. Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010); Advantage Budget System (ABS) data (FY 2011-FY 2013), Honolulu City Council, Honolulu Authority for Rapid Transportation (HART), and Honolulu Board of Water Supply ¹FTE excludes personal services contract staff. ²See HART and BWS chapters for agency FTE information. ³Legislative 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 decreased 17.6% and non-holiday overtime expenditures decreased 19.8%.

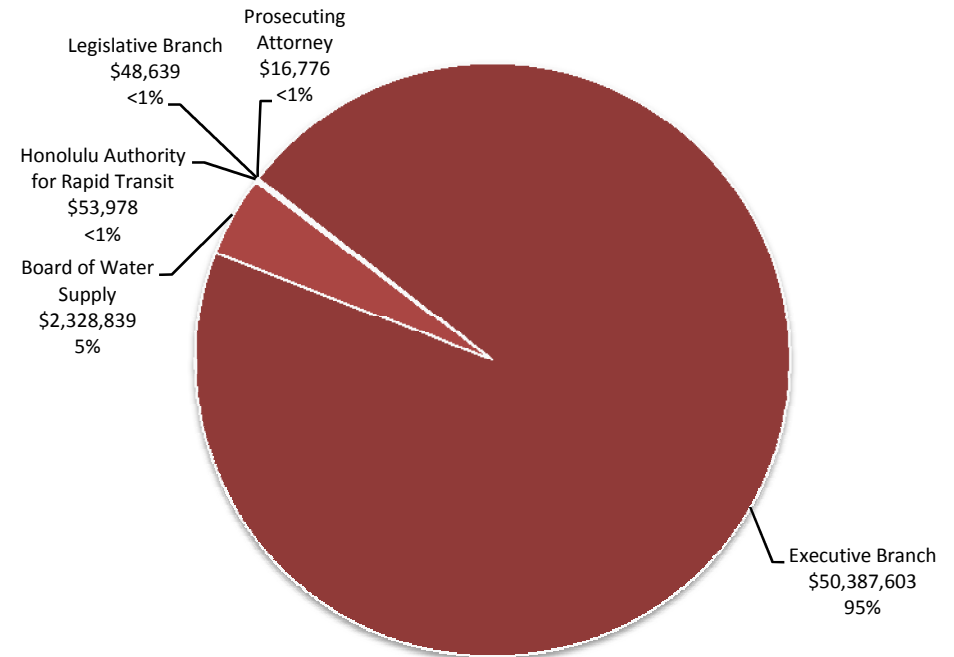
In the executive branch, total overtime expenditures decreased 15.1% and non-holiday expenditures decreased 19.6%.

In the legislative branch, total overtime expenditures decreased 27.7% and non-holiday expenditures decreased 29.7%.

Over the last five years, total overtime expenditures for the Honolulu Board of Water Supply increased 39% from \$1.7 million in FY 2009 to \$2.3 million in FY 2013.

In FY 2013, total overtime expenditures was zero and non-holiday expenditures for the Honolulu Authority for Rapid Transportation was about \$54,000.

Overtime Expenditures in FY 2013



Source: Department of Budget and Fiscal Services, Legislative Branch, Honolulu Authority for Rapid Transportation, and the Board of Water Supply.

¹Percentages do not total to 100% due to rounding.

City Overtime Expenditures from FY 2009 to FY 2013 (\$ million)

	Citywide		Executive Branch		Legislative Branch ¹	
	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures	Total Overtime Expenditures	Non-Holiday Expenditures
FY 2009	\$61.1	\$46.9	\$59.3	\$46.8	\$67,267	\$60,689
FY 2010	\$51.2	\$37.5	\$49.2	\$37.4	\$20,034	\$20,034
FY 2011	\$51.8	\$36.9	\$49.9	\$36.9	\$60,099	\$55,881
FY 2012	\$56.4	\$42.5	\$54.3	\$42.5	\$14,119	\$14,119
FY 2013	\$50.4	\$37.6	\$50.4	\$37.6	\$48,639	\$42,675
Change from last year	-10.6%	-11.6%	-7.1%	-11.4%	244.5%	202.3%
Change over last 5 years	-17.6%	-19.8%	-15.1%	-19.6%	-27.7%	-29.7%

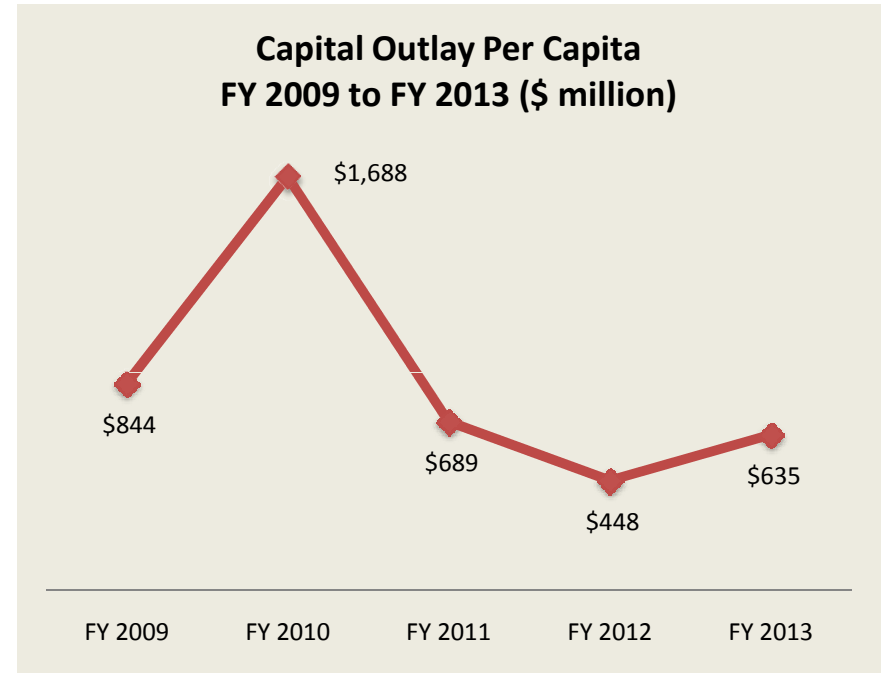
Source: Department of Budget and Fiscal Services and Honolulu Board of Water Supply. ¹Legislative Branch includes Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor.

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.

FY 2013 capital funding totaled \$620.1 million and was an increase of \$188.6 million over the previous year. General government projects totaled \$32.7 million. Public safety CIP projects were \$46.5 million, highways and streets totaled \$124.4 million, and sanitation projects capital funding increased from \$197.5 million the previous year to \$332 million. Culture and recreation CIP projects totaled \$34.6 million.

With the implementation of GASB Statement 34 in FY 2002, the city has recorded all of its capital assets in its citywide financial statements. Capital assets are valued at historical cost, net of accumulated depreciation. This includes buildings and structures, vehicles and equipment, roadways, and distribution systems.

Total capital outlay decreased 21.3% over the past five years from \$788.4 million to \$620.1 million. Capital outlay decreased the most for utilities and other enterprises (-89.1%) over the last five years.



Source: Executive Operating Program and Budget (FY 2010-FY 2014)

Public safety and sanitation outlays increased the most from the previous year. As shown in the chart above, capital outlay per capita fluctuated from \$844 in FY 2009 to \$635 in FY 2013.

	Capital Outlay (\$ million)							Total
	General Government	Public Safety	Highways and Streets	Sanitation	Human Services	Culture-Recreation	Utilities and Other Enterprises ²	
FY 2009	\$44.6	\$36.1	\$102.4	\$277.7	\$13.4	\$32.3	\$282.0	\$788.4
FY 2010	\$28.1	\$43.9	\$108.5	\$258.3	\$17.4	\$19.8	\$1,115.7	\$1,591.6
FY 2011	\$26.9	\$45.5	\$112.2	\$366.2	\$12.8	\$25.0	\$69.7	\$658.2
FY 2012	\$25.1	\$31.9	\$100.6	\$197.5	\$13.2	\$24.8	\$38.3	\$431.5
FY 2013 ¹	\$32.7	\$46.5	\$124.4	\$332.0	\$19.0	\$34.6	\$30.9	\$620.1
Change from last year	-30.1%	45.6%	23.6%	68.1%	44.6%	39.6%	-19.4%	43.7%
Change over last 5 years	-26.8%	28.8%	21.6%	19.6%	42.3%	7.1%	-89.1%	-21.3%

Source: City and County of Honolulu Comprehensive Annual Financial Reports (FY 2009-FY 2012) and Executive Operating Program and Budget (FY 2010-FY 2014). ¹FY 2013 Appropriated Capital Expenditures. ²Includes mass transit.

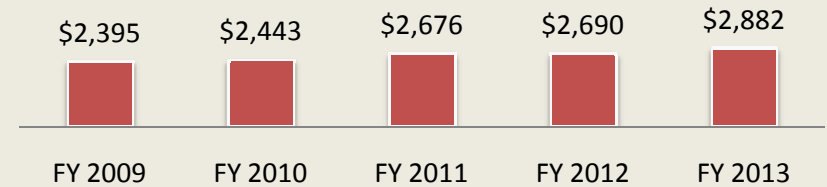
City Debt

The city's general obligation bond ratings since FY 2009 remained high and improved from AA to AA+ under the Fitch rating system. Moody's bond ratings for city bonds also improved from Aa2 to Aa1.¹ Bond ratings for the wastewater system revenue bond ratings showed similar improvements. The Honolulu Board of Water Supply's bond ratings also improved from Aa3 to Aa2 under Moody's rating system.

On October 26, 2011, BFS 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. HART reports that all construction debt is projected to be paid off in FY 2024.

The city's debt policy, established by city council Resolution 06-222, Debt and Financial Policies for the City and County of Honolulu, 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%. Debt service on direct debt (excluding self-supported bonds), as a percentage of General Fund revenues should not exceed

General Bonded Debt Outstanding Per Capita



Source: Comprehensive Annual Financial Report (FY 2013)

20%. The total outstanding principal of the city's variable rate debt should not exceed 120 percent of the city's short-term investments. The city's debt policy has been suspended by BFS and the previous administration since October 26, 2011.

Net general bonded debt outstanding per capita increased over 20% from \$2,395 (FY 2009) to \$2,882 in FY 2013. Debt service as a percentage of operating budget increased from 12.3% in FY 2009 to 19.2% in FY 2013. Debt service as a percentage of General Fund revenue increased from 17.3% in FY 2009 to 31.2% in FY 2013. The increases were due to the on-going construction related to the new rail transit system.

	Proposed Debt Service Expenditures (\$ million)	Proposed Operating Expenditures (\$ million)	Estimated General Fund Revenues (\$ million)	Total Self Supported Debt (\$ million)	Debt Service Expenditures Less Total Self-Supported Debt (\$ million)	Debt Service as a Percentage of Operating Budget ²	Debt Service as a Percentage of General Fund Revenue ²
FY 2009	\$228.7	\$1,852.9	\$969.9	\$60.8	\$167.9	12.3%	17.3%
FY 2010	\$254.2	\$1,826.6	\$1,024.6	\$57.4	\$196.8	13.9%	19.2%
FY 2011	\$242.3	\$1,840.4	\$974.2	\$48.2	\$194.1	13.2%	19.9%
FY 2012	\$269.8	\$1,944.8	\$1,091.6	\$59.5	\$210.3	13.9%	19.3%
FY 2013	\$375.9	\$1,953.2	\$1,046.1	\$49.5	\$326.4	19.2%	31.2%
Change over last year	39.3%	0.4%	-4.2%	-16.8%	55.2%	5.4%	11.9%
Change over last 5 years	64.4%	5.4%	7.9%	-18.6%	94.4%	6.9%	13.9%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Comprehensive Annual Financial Report (FY 2008-FY 2013), Office of Council Services Status of the City's Finances (FY 2009-FY 2013), and Honolulu Board of Water Supply Financial Statements (FY 2009-FY 2013). ¹Excludes Standard & Poor's ratings. ²Debt ratio computation/formula(s) provided by the Department of Budget and Fiscal Services.

In January 2013, a new mayor was inaugurated and installed as the 14th Mayor for the City and County of Honolulu. The mayor outlined five priorities for his administration. These were:



- Restoring Bus Service
- Repaving Roads
- Improving our Sewer System and Infrastructure Repair and Maintenance
- Re-establishing Pride in our Parks
- Build Better Rail

In addition, the new mayor committed to working on the issues of homelessness, making Honolulu an Age-Friendly City, and community concerns such as customer service. Other mayoral issues related to grants-in-aid funding. The city charter set aside one-half of one percent of general funds (close to \$5.2 million in FY 2014) for the Grants-in-Aid program. The grants are given to non-profits that provide public services to target populations including seniors, persons with disabilities, children, victims of domestic violence, and the homeless. Other non-profits that provide assistance to the arts and culture community, businesses, economic development, or environmental programs are encouraged to apply for the grants.



Restoring Bus Service and Build Better Rail

The mayor committed to restoring bus routes that were cut by the previous administration. The commitment was to restore the confidence of the citizens that a clean and safe bus service would arrive at regular intervals. The bus restoration plan was based on community inputs, consultant and service provider transportation studies, and existing financial constraints. The NCS survey results related to this priority is shown below.

The rail project is the largest public works project in the history of Honolulu. The U.S. Federal Transit Administration (FTA) signed a \$1.55 billion agreement to build the rail and the Honolulu Authority for Rapid Transportation (HART) started construction in 2013. Together, rail and the bus will serve as critical components of the city’s future transportation system. The mayor asked HART to operate with three principles in mind: (1) reduce visual impacts; (2) listen to community input; and (3) operate with fiscal responsibility and transparency.

2013 NCS Public Transit Results	Percent rating positively (<i>excellent or good</i>)				Change from previous year
	2010	2011	2012	2013	
Quality of bus or transit services	67%	68%	58%	62%	4%
Ease of travel by public transportation	-	-	-	42%	-
Used public transportation instead of driving	-	-	-	42%	-
Changes to Bus routes, scheduling, and overcrowding as a moderate or major problem	-	-	-	68%	-
Handi-van scheduling, delays, overcrowding, and vehicle maintenance as a moderate or major problem	-	-	-	58%	-
Extending the planned rail transit route to the University of Hawai'i at Mānoa	-	-	-	72%	-

Source: 2013 National Citizen Survey (Honolulu)

Accomplishment of City Priorities

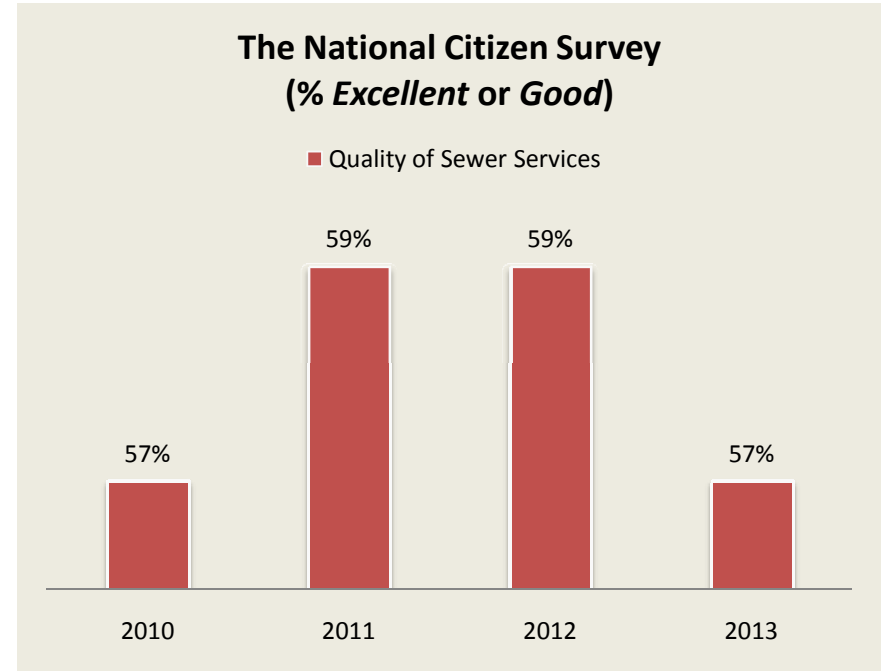
Repaving Roads

In the first six months of 2013, the city paved a total of 139 lane miles and expected to double the lane miles paved in the second half of the year. The city council appropriated \$77 million in FY 2012 and \$100 million in FY 2013 for road repaving. The mayor's five year plan aims to repair 1,500 lane miles of roads that are assessed as in less than *fair condition*.

Improving Our Sewer System, Infrastructure Repair and Maintenance

According to the mayor, sewer capacity is a critical part of the city's infrastructure. Without sewer capacity, the city cannot approve new development projects. As a means of addressing capacity issues, the city upgraded the Waipahu Wastewater Pumping station, and completed work on the Beachwalk Force Main project. A second digester at the Sand Island Wastewater Treatment Plant is expected to provide sufficient capacity and redundancy.

As part of the consent decree with the U.S. Environmental Protection Agency (EPA), the city has completed 297 (57%) of the 477 projects



Source: 2013 National Citizen Survey (Honolulu)

outlined by EPA. In addition, sewer spills caused by the aging infrastructure must be contained and eliminated.

2013 NCS Transportation Infrastructure Results	Percent rating positively (<i>excellent or good</i>)				Change from previous year
	2010	2011	2012	2013	
Ease of travel by car	25%	23%	20%	15%	-5%
Traffic flow on major streets	10%	12%	11%	10%	-1%
Quality of street repair	13%	13%	17%	11%	-6%
Quality of street lighting	41%	46%	40%	37%	-3%
Quality of sidewalk maintenance	28%	26%	26%	20%	-6%
Quality of traffic signal timing	37%	35%	30%	25%	-5%

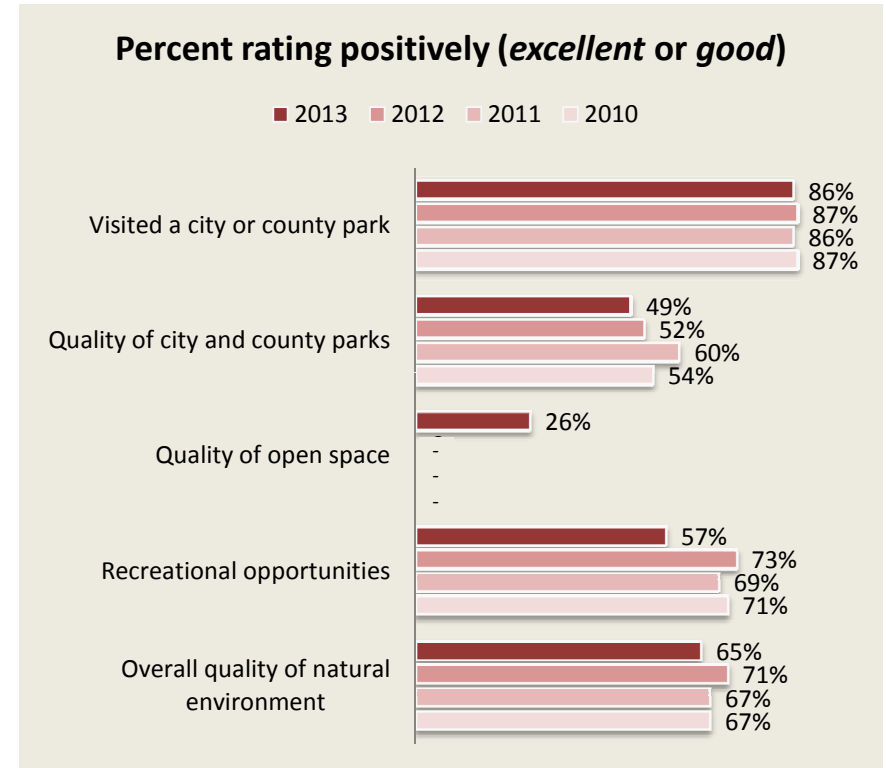
Source: 2013 National Citizen Survey (Honolulu)

 **Re-establishing Pride in Our Parks**

According to the mayor, great public parks are the hallmark of great cities throughout the world. For FY 2014, the mayor budgeted \$11 million to repair and improve public facilities at the parks, with special attention to restrooms, aging playgrounds, and lighting equipment. Two parks merited special attention. The mayor allocated \$3 million to revitalize Ala Moana park and \$1 million to beautify and restore Thomas Square. The mayor celebrated the re-opening of the city’s McCully Pool, an event the community had long requested.

 **Homelessness**

One of the city’s on-going crises is the growing homeless population. The city’s new approach is to use the Housing First model, which focuses on housing the chronically homeless as the first step toward recovery. The policy brings homeless individuals and families into secure, safe, and appropriate housing and provides wrap around services for case management and social services. The public sidewalk nuisance law allows the city to expedite removal of property from sidewalks.



Source: 2013 National Citizen Survey (Honolulu)

2013 NCS Community Livability Results	Percent rating positively (excellent or good)				Change from previous year
	2010	2011	2012	2013	
New development in Honolulu	39%	39%	40%	29%	-11%
Availability of affordable quality housing	6%	9%	9%	9%	0%
Variety of housing options	24%	25%	24%	19%	-5%
Cost of living	-	-	-	6%	-
Employment opportunities	22%	26%	34%	24%	-10%
<u>NOT</u> under housing cost stress ¹	46%	39%	41%	48%	7%
Homeless or homelessness as a moderate or major problem	-	-	-	93%	-

Source: 2013 National Citizen Survey (Honolulu). ¹The National Research Center defines housing cost stress as paying 30% or more of monthly household income on housing costs.

Accomplishment of City Priorities

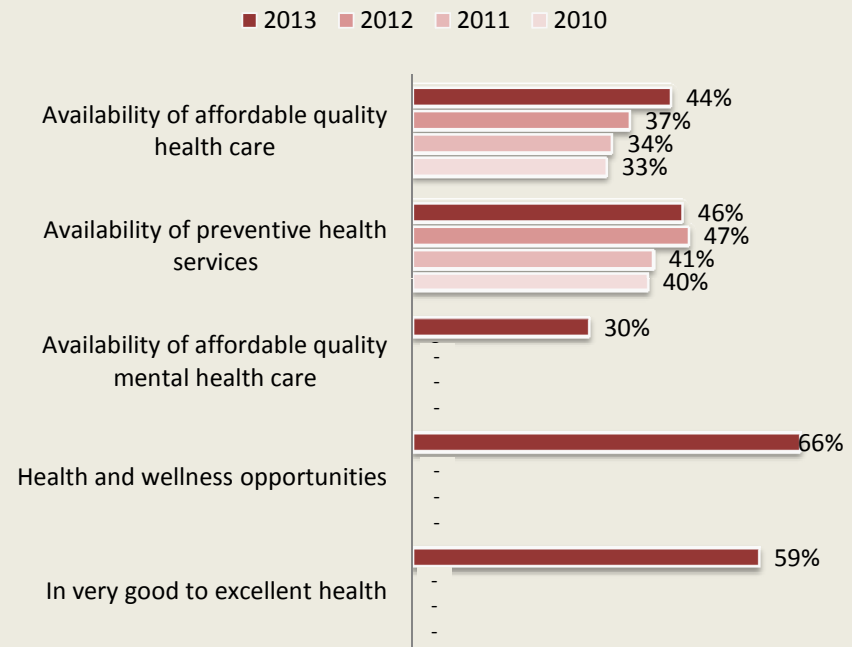
Age-Friendly City

Honolulu joined the Network of Age-Friendly Cities sponsored by the AARP and the World Health Organization. To prepare for the city's aging population, the mayor is committed to devoting resources to make the city's infrastructure, transportation services, Handi-Van service, and social services supportive of the growing elderly population.

Community Concerns

Top mayoral priorities are customer service and listening to the needs of the constituents. The application for state identification cards, new federal guidelines, and document requirements have added to the city workloads. Initiatives such as live webcams, more staff, and help desk screenings are supposed to reduce the amount of time residents spend in long Motor Vehicle, Licensing and Permits Division lines.

Percent rating positively (*excellent or good*)



Source: 2013 National Citizen Survey (Honolulu)

Percent rating positively (*excellent or good*)

2013 NCS Quality of City Services Results	2010	2011	2012	2013	Change from previous year
Overall quality of business and services establishments	43%	51%	57%	42%	-15%
Quality of services provided by the City and County of Honolulu	45%	53%	53%	40%	-13%
Overall customer service by Honolulu employees	65%	60%	63%	37%	-26%
Value of services for taxes paid to City and County of Honolulu	33%	35%	33%	24%	-9%
Ease of Satellite City Hall transactions as a moderate or major problem	-	-	-	50%	-
Waiting lines at Satellite City Halls as a moderate or major problem	-	-	-	60%	-
Overall confidence in the City and County of Honolulu government	-	-	-	23%	-
Overall direction the City and County of Honolulu is taking	-	-	-	25%	-

Source: 2013 National Citizen Survey (Honolulu)

CHAPTER 2

Department of Budget and Fiscal Services

Chapter 2 Department of Budget and Fiscal Services

The Department of Budget and Fiscal Services (BFS) 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.

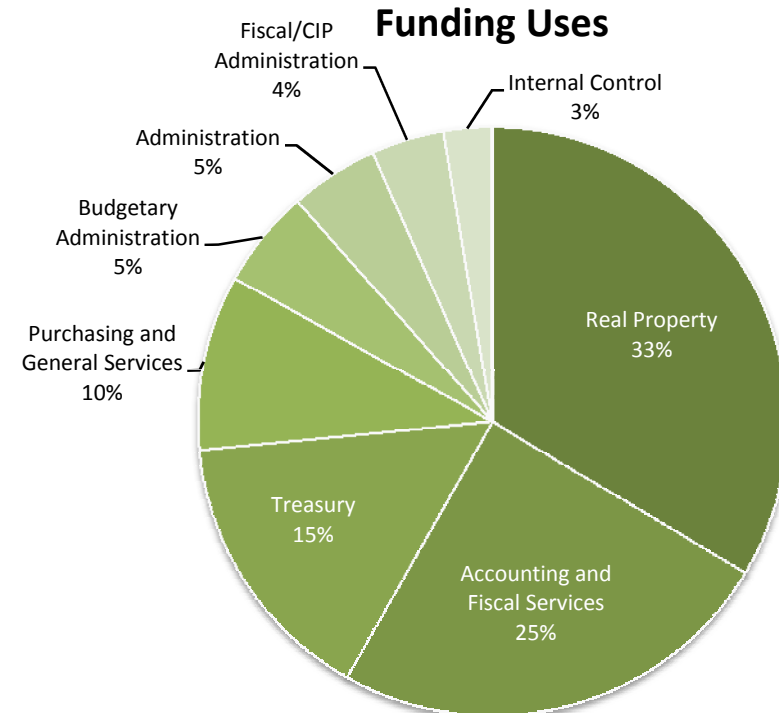
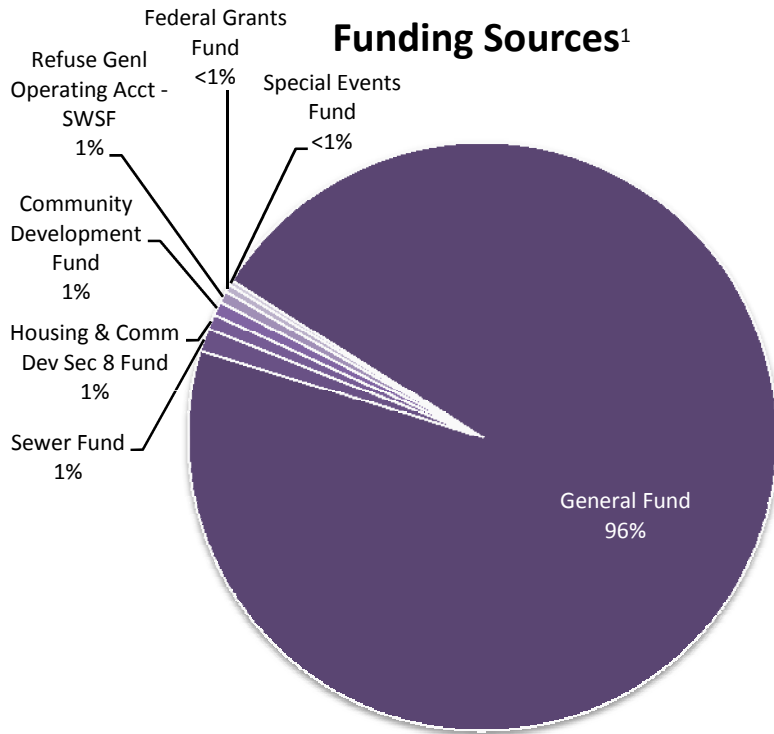
The department consists of eight divisions:

- Administration
- Budgetary Administration
- Internal Control
- Accounting and Fiscal Services
- Fiscal/Capital Improvement
- Purchasing and General Services
- Real Property Assessment
- Treasury

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

To protect the financial well-being of the City and County of Honolulu.

-Mission Statement



¹Percentages do not total to 100% due to rounding.

	Total Operating Expenditures (\$ million)	Total Revenues (\$ million)	Staffing		Cost Per FTE¹	Overtime Expenditures²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$17.5	--	318	51	\$55,070	\$294,773	\$282,000
FY 2010	\$17.7	\$1,972.3	320	50	\$55,313	\$161,132	\$159,435
FY 2011	\$16.0	\$1,750.9	323	67	\$49,559	\$194,729	\$193,872
FY 2012	\$15.3	\$1,781.8	323	63	\$47,463	\$96,340	\$95,005
FY 2013	\$15.0	\$1,909.5	320	71	\$46,930	\$138,982	\$135,444
Change from last year	-2%	7%	-1%	13%	-1%	44%	43%
Change over last 5 years	-14%	--	1%	39%	-15%	-53%	-52%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

The Divisions

Over the last five years, BFS operating expenditures decreased 14% from \$17.5 million in FY 2009 to \$15.0 million in FY 2013. During the same period, total authorized staffing increased 1% and vacancies increased by 39%. Overtime expenditures decreased 53% from \$294,773 in FY 2009 to \$138,982 in FY 2013.

In the 2013 National Citizen Survey, Honolulu residents were asked to rate the value of services for taxes paid. About 24% rated the value of services for taxes paid as *excellent* or *good*. This percentage is *lower* than ratings reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked last out of 28 cities for the value of services for taxes paid.

Administration

Administration provides department-wide leadership, coordination and ensures that the department's mission, goals and objectives are achieved. The division supports the department's mission through administration of the city's risk management program which covers all city departments except the Honolulu Board of Water Supply, O`ahu Transit Services, and HART, and excludes workers' compensation and employee benefits. The program focuses on minimizing the adverse financial impact of losses through self-insurance and the purchase of additional insurance.

BFS reported that in FY 2013 the insurance market was unexpectedly stable and the city was able to enhance and expand terms and conditions of the commercial insurance without any significant increase in premiums.

	Administration		Budgetary Administration		The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)	
	Operating Expenditures (\$ million)	Risk Management Reported Liability Losses (\$ million)	Operating Expenditures (\$ million)	Communications Reviewed and Processed		Value of Services for Taxes Paid
FY2009	\$1.0	\$1.7	\$0.8	1,830	FY 2009	-
FY2010	\$1.1	\$1.6	\$0.9	1,934	FY 2010	33%
FY2011	\$1.0	\$0.5	\$0.9	2,139	FY 2011	35%
FY2012	\$0.9	\$1.4	\$0.8	2,164	FY 2012	33%
FY2013	\$0.7	\$1.5	\$0.8	2,175	FY 2013	24%
Change from last year	-22%	7%	0%	1%	Change from last year	-9%
Change over last 5 years	-30%	-12%	0%	19%	Change over last 4 years	-9%

Source: Department of Budget and Fiscal Services, 2013 National Citizen Survey (Honolulu)

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 annually with the adoption of the city’s annual operating budget.

Internal Control

Consistent with the department’s mission for the city’s financial health, 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.

complaints of alleged fraud and maintains the internal control website. In FY 2013, some of the division’s accomplishments are as follows:

- Reviewed the independent auditor’s financial and single-audit comments, and the city’s response to the independent auditors;
- Completed quarterly cash audits and prepared statement of the amount and kind of funds in the city’s Treasury;
- Providing on-going citywide and departmental reviews through the purchasing card program; monitored city agency compliance with petty cash and change funds policies and procedures;
- Audited the annual H-POWER true-up billing; prepared the city’s consolidated local central service cost allocation plan and indirect cost rates;
- Monitored the low income housing compliance requirements in the Multi-Family Housing program;
- Reviewed and provided updates to the budget and fiscal services’ policies and procedures manual;
- Updated and developed new policies for the Administrative Directives Manual; and
- Performed a review of relocation transactions.

	Internal Control	
	Operating Expenditures (\$ million)	Audits, Reviews, Evaluations, and Analyses Performed
FY2009	\$0.8	32
FY2010	\$0.7	43
FY2011	\$0.5	39
FY2012	\$0.4	35
FY2013	\$0.4	34
Change from last year	-0%	-3%
Change over last 5 years	-50%	6%

Source: Department of Budget and Fiscal Services

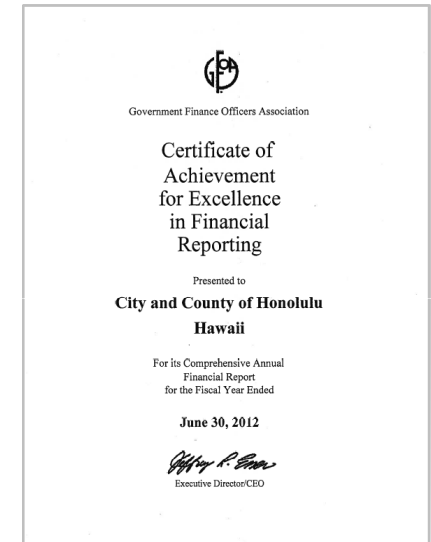
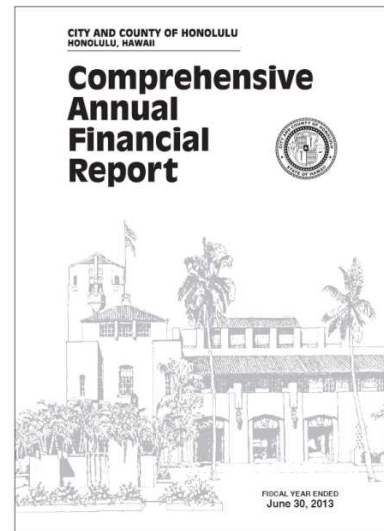
The Divisions

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 include: (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 has received the Certificate in Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for 26 of the last 27 years. The division also continued to assist in refining the city's enterprise resource management system for the implementation of new provisions of HGEA and UPW union contracts.



Source: FY 2013 Comprehensive Annual Financial Report

Accounting and Fiscal Services

	Operating Expenditures (\$ million)	Payroll-Wage Related Payments Processed	Non-Payroll Documents Payments Processed	Total Payments Processed
FY2009	\$4.3	245,000	33,220	278,220
FY2010	\$4.2	245,000	48,000	293,000
FY2011	\$4.1	247,000	50,000	297,000
FY2012	\$3.7	245,000	60,745	305,745
FY2013	\$3.7	234,338	58,000	292,338
Change from last year	0%	-4%	-5%	-4%
Change over last 5 years	-14%	-4%	75%	5%

Source: Department of Budget and Fiscal Services

Fiscal/Capital Improvement Program Administration

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

The division’s Fiscal/Long-Range Planning Branch develops revenue estimates, central accounts, and long-range financial planning programs needed to implement the mayor’s strategic goals.

A goal of the division’s Federal Grants Unit is to ensure the effective administration of all of the city’s Housing and Urban Development (HUD) federal grant programs. This unit is the city’s entity for financial management, reporting, and monitoring of entitlement programs.

During FY 2013, these included:

- Implementation and administration of the request for proposals (RFP) for FY 2014 Community Development Block Grant (CDBG)/HOME projects;
- Completion of the Consolidated Annual Performance and Evaluation Report (CAPER);
- Completion of the 19th Year Action Plan, detailing FY 2014 projects to be undertaken by the city for federal grant programs; and
- Ongoing monitoring of program operations to ensure compliance with legal requirements.

The city was awarded the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA) for the division’s work on the 2012 budget. The city has received this prestigious award for the last 14 years.

	Fiscal/CIP Administration Operating Expenditures (\$ million)	Reviewed and Processed				Audits of Sub-recipients Performed
		Independent Services Contracts	Appropriation and Allotment Vouchers	Application for HUD Funds	Sub-recipient Agreements	
FY 2009	\$1.2	434	578	79	128	51
FY 2010	\$1.2	443	527	90	138	48
FY 2011	\$1.2	469	646	56	132	37
FY 2012	\$0.6	457	506	60	133	62
FY 2013	\$0.6	357	455	69	99	67
Change from last year	-0%	-22%	-10%	15%	-26%	8%
Change over last 5 years	-5%	-18%	-21%	-13%	-23%	31%

Source: Department of Budget and Fiscal Services

The Divisions

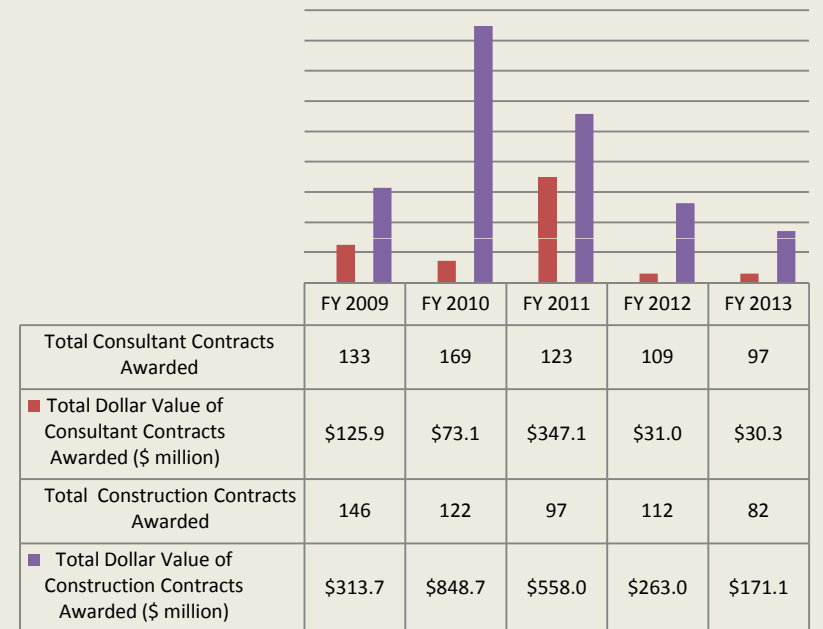
Purchasing and General Services Division

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 for the city. The division is also responsible for the city's assets, which includes 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.

The division's Purchasing Branch processes the city's public works construction, consultant, and personal services contracts. In FY 2013, the city awarded 82 construction contracts, excluding the Board of Water Supply and HART that totaled \$171.1 million. The largest construction contract, totaling 39% of all construction contracts was for the Sand Island Waste Water Treatment Plant, Primary Expansion, Phase 2 Reconstruction.

Number and Value of Consultant and Construction Contracts Awarded in FY 2013



Source: Department of Budget and Fiscal Services

Goods and Services

	Purchasing and General Services Operating Expenditures (\$ million)	Number of Price lists	Number of Price List Purchase Orders	Total Price List Purchases (\$ million)	Number of Direct Purchases	Direct Purchase Orders (\$ million)
FY 2009	\$1.6	154	2,114	\$44.1	4,339	\$5.2
FY 2010	\$1.6	122	2,028	\$71.2	3,017	\$3.0
FY 2011	\$1.5	168	3,404	\$73.3	2,967	\$3.2
FY 2012	\$1.5	161	3,876	\$46.3	4,279	\$6.8
FY 2013	\$1.4	159	3,333	\$61.9	3,982	\$7.5
Change from last year	-7%	-1%	-14%	34%	-7%	10%
Change over last 5 years	-13%	3%	58%	40%	-8%	44%

Source: Department of Budget and Fiscal Services

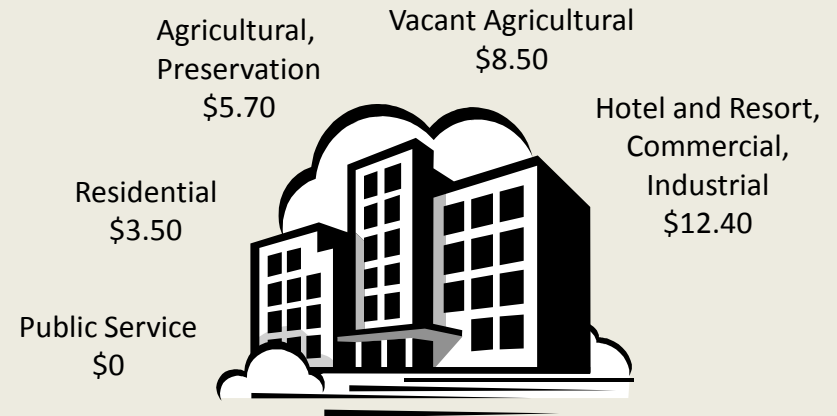
Real Property Assessment

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

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

Over the last five years, the number of real property exemptions/dedications processed decreased by 20%. The division reported that this declining trend is due to the continued use of online services. Walk-in counter assistance for all public service decreased 54% from 10,563 in FY 2009 to 4,900 in FY 2013.

**Real Property Tax Rates By Classification
Per \$1,000 Net Taxable for FY 2013**



Source: Department of Budget and Fiscal Services

	Real Property Tax Assessments			Exemptions / Dedications Processed				
	Operating Expenditures (\$ million)	Total Assessment Value ¹ (\$ billion)	Total Taxes Levied (\$ million)	Assessment Parcels	Total	Walk-In Counter Service	Appeals Filed	Building Inspections
FY 2009	\$5.8	\$166.3	\$798.0	286,106	55,304	10,563	3,042	9,290
FY 2010	\$5.6	\$165.8	\$849.1	287,564	63,045	9,188	1,642	7,047
FY 2011	\$5.0	\$153.1	\$804.3	287,611	52,440	5,254	2,447	5,774
FY 2012	\$5.2	\$153.6	\$812.5	288,615	53,350	5,100	1,264	6,782
FY 2013	\$5.0	\$155.3	\$841.3	290,290	44,143	4,900	1,514	7,585
Change from last year	-4%	1%	4%	1%	-17%	-4%	20%	12%
Change over last 5 years	-14%	-7%	5%	1%	-20%	-54%	-50%	-18%

Source: Department of Budget and Fiscal Services. ¹Real property assessed values reflect total assessed values less exemptions less 50% of value on appeal.

The Divisions

Real property tax is the primary revenue source for the General Fund. Real property assessed values¹ decreased 7% over the past 5 years from \$166.3 billion in FY 2009 to \$155.3 billion in FY 2013, due to a downturn in the real estate market because of the financial crisis. During this same period, real property taxes levied increased 5% from \$798.0 million in FY 2009 to \$841.3 million in FY 2013.

However, FY 2013 real property assessments increased slightly from the year before, reflecting the real estate market's slow recovery from the unstable mortgage loan market. Tax rates for all property classes were maintained at the FY 2013 levels.

RPAD conducts inspections that are prompted by complaints, appeals, and planning document changes. Building inspections decreased 18% from 9,290 in FY 2009 to 7,585 in FY 2013.

Treasury

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.

Over the last five years, the division's operating expenditures increased 10% from \$2.1 million in FY 2009 to \$2.3 million in FY 2013.

In FY 2013, the division billed 278,839 accounts for property taxes valued at \$841.3 million. This accounts for approximately two-thirds of the city's general fund revenues. In FY 2013, the division collected \$813.7 million in property taxes or approximately 97% of the total amount billed.

Delinquent property taxes at the beginning of FY 2013 were \$12.7 million. During FY 2013, the division collected \$19.7 million, or 60.5% of its delinquencies. The division reported that delinquent property taxes, consisting of outstanding FY 2013 taxes plus prior year uncollected delinquencies totaled \$13.4 million or a 16% decrease from FY 2009.

	Real Property Taxes						
	Treasury Operating Expenditures (\$ million)	Total Taxes Levied (\$ million)	Collections to Date (\$ million)	Outstanding Delinquent Taxes (\$ million)	Delinquency Rate	Delinquent Tax Collections (\$ million)	Delinquent Real Property Tax Accounts
FY 2009	\$2.1	\$798.0	\$794.7	\$16.0	2.0%	\$7.0	7,355
FY 2010	\$2.2	\$849.1	\$843.0	\$16.8	1.8%	\$7.9	7,517
FY 2011	\$2.1	\$804.3	\$795.5	\$17.2	2.2%	\$8.6	7,133
FY 2012	\$2.2	\$812.5	\$800.1	\$12.7	1.6%	\$10.5	7,278
FY 2013	\$2.3	\$841.3	\$813.7	\$13.4	1.6%	\$19.7	6,588
Change from last year	5%	4%	2%	6%	3%	88%	-9%
Change over last 5 years	10%	5%	2%	-16%	-18%	181%	-10%

Source: Department of Budget and Fiscal Services.

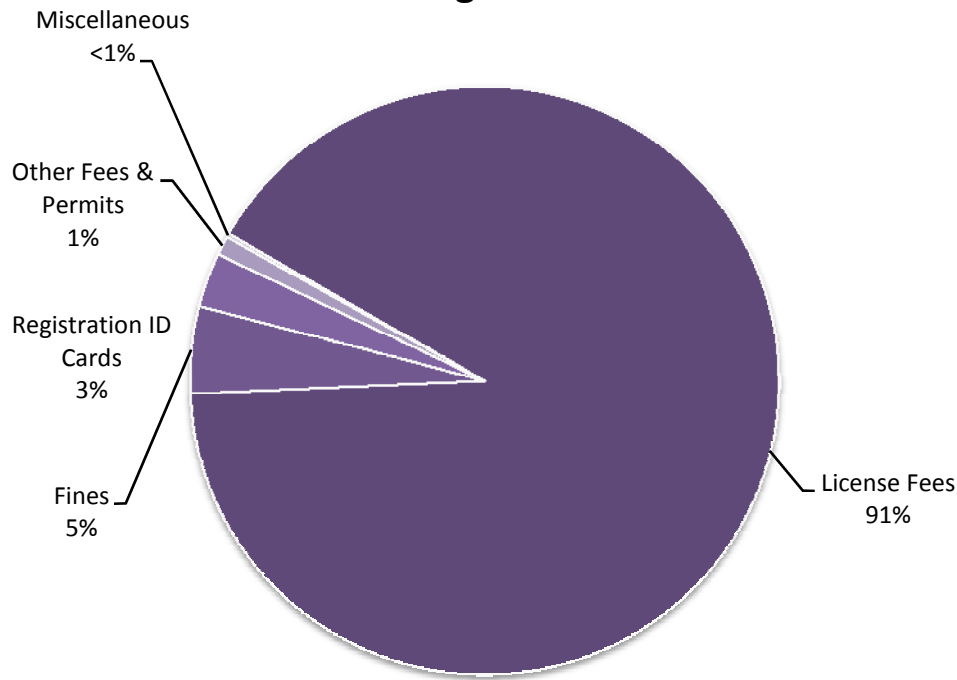
Honolulu Liquor Commission

The Honolulu Liquor Commission (LIQ) 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.

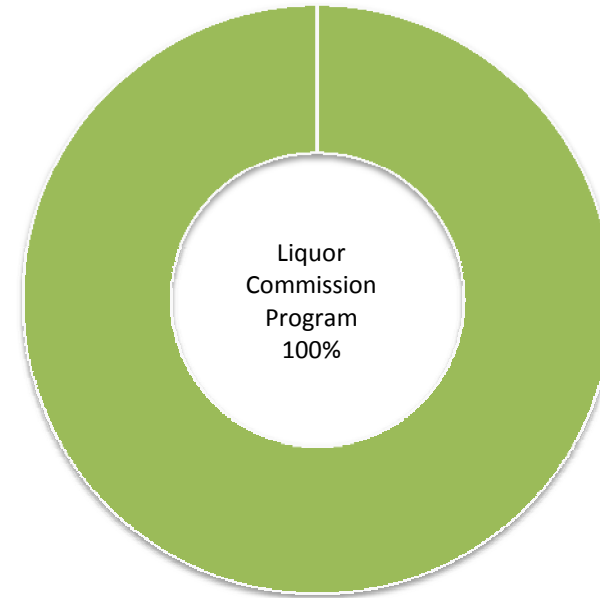
To promote the community's health, safety, and welfare by efficiently and fairly administering and enforcing Hawai'i's liquor laws.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Liquor License Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Overtime Expenditures ³	
			Total Authorized FTE	Cost Per FTE ²	Total	Non-Holiday
FY 2009	\$3.6	\$2.9	50	\$57,556	\$132,763	\$3,753
FY 2010	\$3.7	\$3.1	50	\$62,013	\$108,253	\$1,692
FY 2011	\$4.0	\$2.1	50	\$42,709	\$92,195	\$3,207
FY 2012	\$3.8	\$2.3	50	\$46,418	\$103,157	\$2,458
FY 2013	\$3.9	\$2.8	50	\$55,291	\$106,837	\$3,782
Change from last year	2%	19%	0%	19%	4%	54%
Change over last 5 years	7%	-4%	0%	-4%	-20%	1%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Highlights

Over the last five years, the commission's operating expenditures decreased 4% from \$2.9 million in FY 2009 to \$2.8 million in FY 2013. According to the commission, the decrease was due to better forecasting and budget management, reduced travel, and earlier delays in the commission's new information software project implementation.

Total authorized staffing has remained at 50 FTE positions from FY 2009 to FY 2013. During FY 2013, the commission had 12 vacant FTE positions, representing a 24% vacancy rate.

The commission's overtime expenditures decreased 20% over the last five years. The commission attributed the decrease to better planning, cross training, and overtime policy enforcement.

All liquor licenses are renewed annually. New requests for liquor licenses, involve consideration of the number of existing licenses in the area, zoning and land use considerations, and input from parties in the affected neighborhood. Over the last five years, the number of liquor licenses in effect has remained fairly constant from 1,411 in FY 2009 to 1,406 in FY 2013.

The commission notes that all public complaints received by any means are investigated. Public complaints include all written, e-mail, in-person, and 24-hour hotline complaints about drug activity, prostitution, gambling, serving liquor to minors, excessive noise and other administrative violations. Over the last five years, public complaints about premises serving liquor increased 13%.

In FY 2013, total violations adjudicated decreased 55% and violations adjudicated pertaining to minors decreased 71% over the last five years. The commission explained that these decreases were caused primarily by an operation change in the Team Plus decoy program. Licensees found to have failed to properly check the identification of the decoys of the Team Plus program were issued warnings instead of Notices of Violation.

The Team Plus decoy program was discontinued as of July 1, 2013 because the commission believed that enforcement through normal premises inspections is a more practical and fair means to ensure compliance. The commission will continue to inspect liquor establishments for minors in possession of or being furnished liquor, with penalties for both the minor and the licensee.

	Total Investigations Conducted	Public Complaints About Premises	Total Violations Adjudicated	Total Violations Adjudicated Minors	% Adjudicated Violations: Minors
FY 2009	10,225	359	473	173	37%
FY 2010	10,354	364	387	109	28%
FY 2011	11,256	407	441	109	25%
FY 2012	15,471	386	590	211	36%
FY 2013	12,587	404	213	50	23%
Change from last year	-19%	5%	-64%	-76%	-13%
Change over last 5 years	23%	13%	-55%	-71%	-14%

Source: Honolulu Liquor Commission



CHAPTER 3

Department of
Community
Services

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.

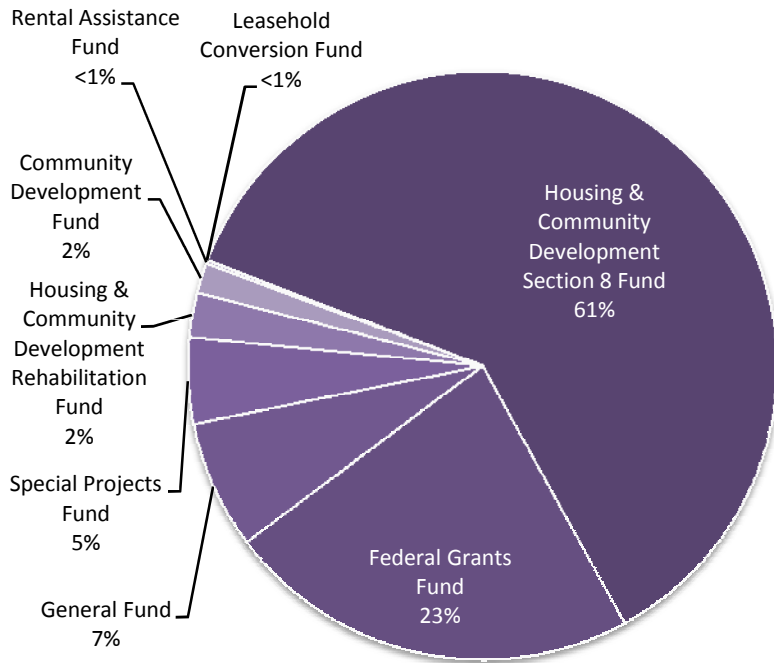
The department consists of the following:

- Administration - Oversees the operational divisions.
- Community Assistance – Administers grants for rental, housing and homeownership assistance to low to moderate income families.
- Community Based Development – Administers grants for homeless and housing assistance, and community development.
- Elderly Affairs – Administers grants for older or disabled persons.
- WorkHawai'i – Administers grants for employment and job training programs.
- O`ahu Workforce Investment Board – Oversees and sets policies for O`ahu's workforce development system.
- Office of Special Projects - Serves as the liaison to the community to address the needs of the socially and economically disadvantaged.

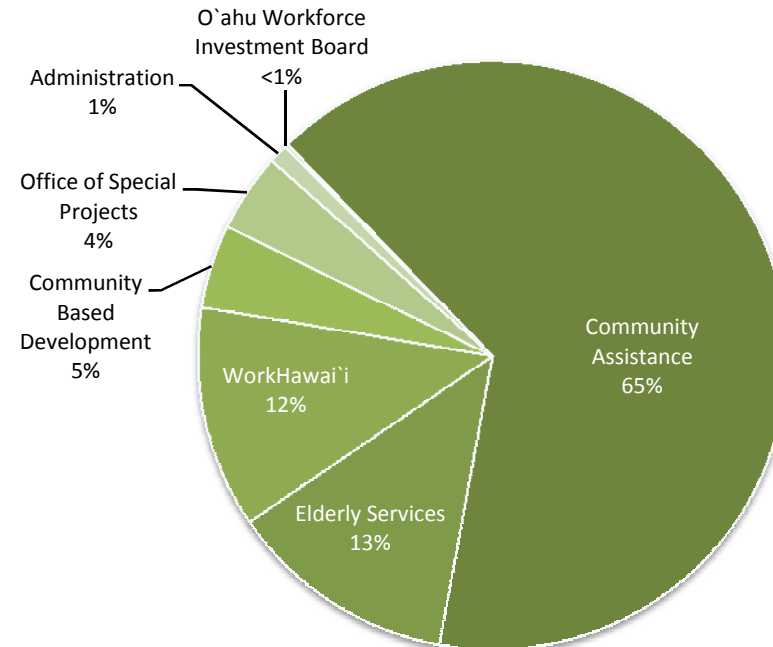
To create opportunities to improve the quality of life for the people of O`ahu.

- Mission Statement

Funding Sources¹



Funding Uses¹



¹Percentages do not total to 100% due to rounding.

	Total Operating Expenditures (\$ millions)	Total Revenues (\$ millions)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$78.7	--	243.0	83.5	\$324,066	\$214,911	\$206,402
FY 2010	\$75.8	\$75.3	245.0	87.0	\$309,541	\$25,423	\$24,874
FY 2011	\$76.9	\$69.8	246.8	99.3	\$311,533	\$63,395	\$63,395
FY 2012	\$80.1	\$75.2	246.8	100.3	\$324,692	\$94,180	\$94,107
FY 2013	\$71.7	\$61.7	223.0	85.0	\$321,305	\$25,945	\$25,681
Change from last year	-10%	-18%	-10%	-15%	-1%	-72%	-73%
Change over last 5 years	-9%	-	-8%	2%	-1%	-88%	-88%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Community Assistance

Over the last five years, the department's operating expenditures decreased 9% from \$78.7 million in FY 2009 to \$71.7 million in FY 2013. The department attributed the decrease to the decline in funds received.

Total authorized staffing decreased 8% from 243.0 FTE positions to 223.0 FTE positions over the last five years. During the same period, vacancies increased by 2%. According to the department, vacancies were not filled when funding was uncertain.

Overtime expenditures decreased 88% from \$214,911 in FY 2009 to \$25,945 in FY 2013 over the last five years. The department explained that overtime was not authorized due to a decrease in funds.



Photo Courtesy of Department of Community Services

Community Assistance

Administration provides direction and administrative support to its six divisions, one of them being the Community Assistance Division (CAD), which accounted for 65% of the department's FY 2013 operating expenditures.

CAD fulfills its goal of promoting individual self-sufficiency and improved housing and quality of life for people with physical, mental and economic challenges through its Section 8 Housing Choice Voucher and Family Self-Sufficiency (FSS) programs.

The Section 8 Housing Choice Voucher Program enables extremely low-income families, earning 30% of the median income, to rent housing units on the private rental market. In FY 2013, the program served 3,444 families, processed 938 applications and had 561 on its waiting list. Since FY 2009, the number of wait-listed applicants has decreased 72% from 3,358 in FY 2009 to 561 applicants in FY 2013.

	CAD Operating Expenditures (\$ million)	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 2009	\$53.3	3,850	7,000	3,358	199	1	\$2,569,342
FY 2010	\$48.5	3,950	4,500	30	212	3	\$2,455,000
FY 2011	\$49.4	3,699	4,000	161	173	3	\$447,796
FY 2012	\$49.7	3,383	1,499	1,277	183	2	\$1,041,796
FY 2013	\$46.7	3,444	561	938	184	1	\$1,519,540
Change from last year	-6%	2%	-63%	-27%	1%	-50%	46%
Change over last 5 years	-12%	-11%	-92%	-72%	-8%	0%	-41%

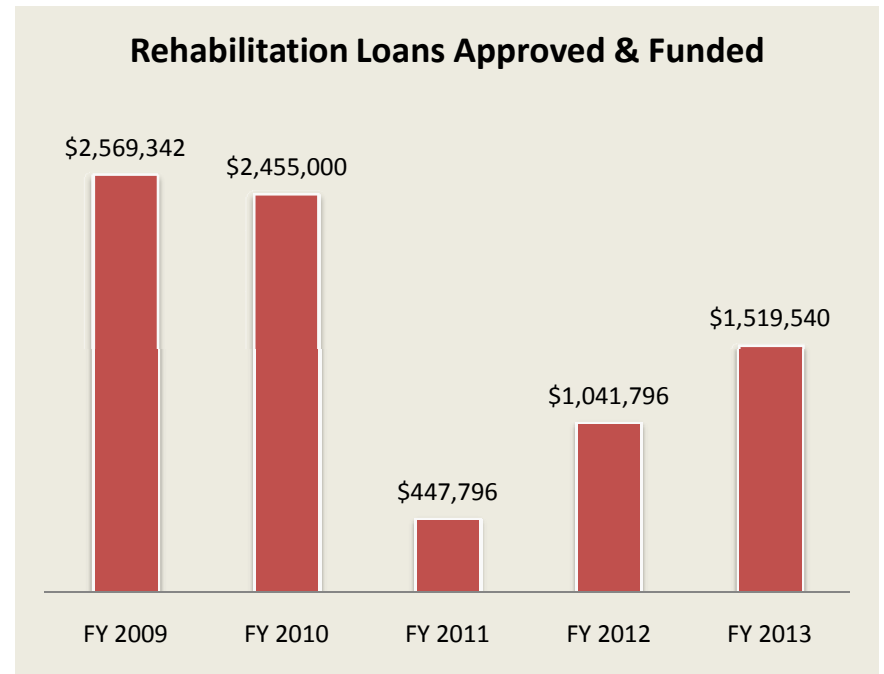
Source: Department of Community Services

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 2013, 184 families participated in the FSS Program, and one family became homeowner.

The Rehabilitation Loan program assists aging or physically challenged homeowners to *age in place* by providing zero interest loans to renovate their units. Homeowners may include accessibility improvements in the renovation scope. Rehabilitation loans approved and funded in FY 2013 totaled \$1,519,540 which increased 46% from the \$1,041,796 funded in FY 2012.

In the 2013 National Citizen Survey, Honolulu residents were asked to rate the availability of affordable quality housing and the variety of housing options. About 9% and 19% of residents rated the availability of affordable quality housing and the variety of housing options as *excellent or good*, respectively. These ratings are *much lower* than the percentages reported nationwide and among cities with populations over 300,000.

The survey also asked residents to report if they were experiencing housing cost stress (housing costs were 30% or more of income). About 48% of residents reported that they were not under housing cost stress, which is *lower* than the national benchmarks.



Source: Department of Community Services

The National Citizen Survey (% <i>Excellent or Good</i>)				
	2010	2011	2012	2013
Affordable Quality Housing	6%	9%	9%	9%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
Housing Options	24%	25%	24%	19%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
<u>Not</u> under Housing Cost Stress	46%	39%	41%	48%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

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 decreased 28% from \$4.6 million in FY 2009 to \$3.3 million in FY 2013. According to the division, the decrease was due to a decline in federal funding.

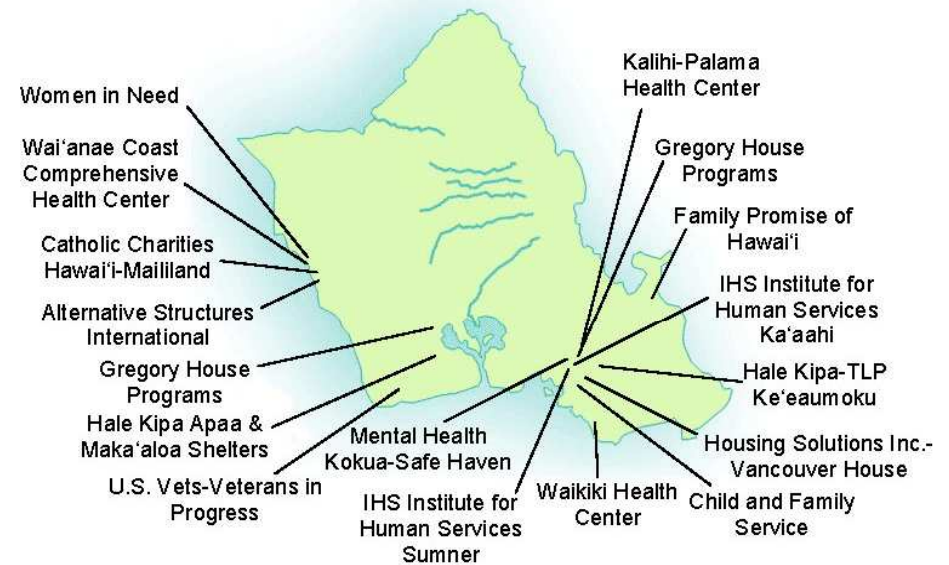
The Shelter Plus Care Program provides housing subsidies and case management services to disabled homeless individuals. Individuals pay 30% of their income toward rent, and the uncovered portion is subsidized through the program. Since FY 2009, the number of Shelter Plus Care rental assistance slots has increased 17% from 288 to 336 slots in FY 2013.

As part of the mayor's Housing First initiative, the city will focus on housing the chronic homeless as quickly as possible as a first step toward recovery. This policy brings homeless individuals and families into secure, safe, and appropriate housing and provides wrap around services for case management and social services.

	Operating Expenditures		CBDD
	CBDD Operating Expenditures (\$ million)	Elderly Affairs Division Operating Expenditures (\$ million)	Shelter Plus Care Rental Assistance Slots
FY 2009	\$4.6	\$7.1	288
FY 2010	\$5.7	\$7.4	316
FY 2011	\$5.5	\$8.5	316
FY 2012	\$6.4	\$11.0	328
FY 2013	\$3.3	\$9.0	336
Change from last year	-48%	-18%	2%
Change over last 5 years	-28%	27%	17%

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

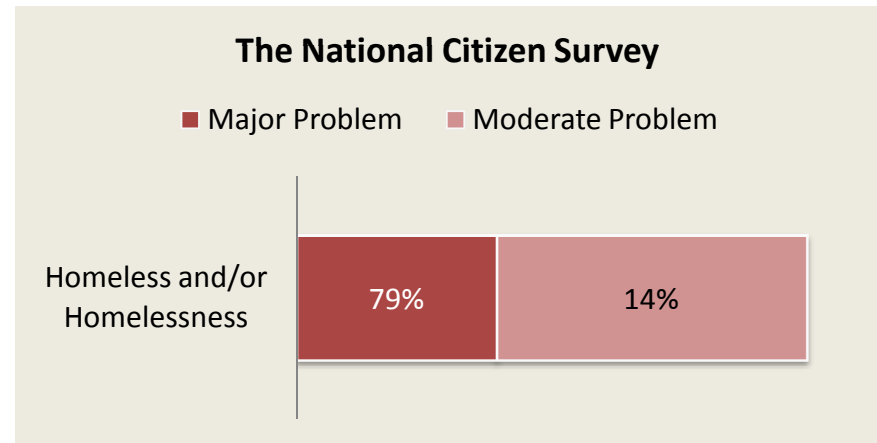
Map of Homeless Services Agencies and Shelters¹ on O`ahu



Source: Office of the City Auditor (Honolulu), Department of Community Services.

¹These agencies and shelters received grant funds through DCS.

In the 2013 National Citizen Survey, 79% of Honolulu residents identified homelessness as a major problem, which is *similar* to the percentage reported in the prior fiscal year.



Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

The Elderly Affairs Division (EAD) administers grants to non-profit organizations to provide meal services, nutrition counseling, transportation assistance, attendant care, adult day care, housing and legal assistance, caregiver respite, and interpretation and translation services. Over the last five years, the division’s operating expenditures increased 27% from \$7.1 million in FY 2009 to \$9.0 million in FY 2013 because of increases from state and federal funds.

In FY 2013, the city joined the Network of Age-Friendly Cities sponsored by AARP and the World Health Organization. To prepare for the city’s aging population, the mayor is committed to devoting resources to make the city’s infrastructure, transportation services, Handi-Van service, and social services supportive of the growing elderly population.

Under the Aging Network Service System, 5,205 seniors received meals, personal care, and transportation services; and 50,156 seniors received counseling, health promotion, housing and legal assistance in FY 2013, which is a 225% increase from the 15,455 who received these services in FY 2009. In FY 2013, the *Kupuna* Care Program delivered 102,532 meals, which is a 44% decrease from the 182,216 meals delivered in FY 2009. According to EAD, the state changed the eligibility requirements for seniors to receive meals and therefore, home delivered meals decreased in FY 2013.

In FY 2013, EAD made 29,049 informational, assistance-related and outreach contacts, a 61% decrease from the 75,239 contacts made in FY 2009.



Photo Courtesy of Department of Community Services

	Elderly Affairs			
	Aging Network Service System		EAD Outreach Contacts	<i>Kupuna</i> Care Program-No. of Home Delivered Meals
	Received Meals, Personal Care & Transportation	Received Counseling, Health Promotion, Housing & Legal Assistance		
FY 2009	6,395	15,455	75,239	182,216
FY 2010	5,686	70,100	34,527	175,605
FY 2011	5,546	53,505	25,976	162,819
FY 2012	5,325	55,719	28,965	184,711
FY 2013	5,205	50,156	29,049	102,532
Change from last year	-2%	-10%	0%	-44%
Change over last 5 years	-19%	225%	-61%	-44%

Source: Department of Community Services

WorkHawai'i, O'ahu Workforce Investment Board and Special Projects

The WorkHawai'i Division administers grants for Workforce Investment Act programs. Its mission is to oversee programs that assist in the development of a quality workforce for Honolulu businesses. In FY 2013, 510 companies participated in various job fairs, and 26,698 job seekers were served, which reflects a 30% decrease of those served in the prior fiscal year.



Photo Courtesy of Department of Community Services

Over 3,400 job seekers attended Job Quest at the Neal Blaisdell Center. This job fair was co-sponsored by O'ahu WorkLinks.

In FY 2013, 15 businesses participated in the On-the-Job Training program, which reimburses employers 50% of wages paid for training. This is a 59% decrease from FY 2012 because a special grant for the program ended in FY 2013.

The O'ahu Workforce Investment Board oversees and sets policies for O'ahu WorkLinks, which is O'ahu's workforce development system, established by the Workforce Investment Act. O'ahu WorkLinks focuses on services supporting the retention and expansion of local businesses. The division's operating expenditures decreased 92% from \$1.2 million in FY 2009 to \$136,867 in FY 2013 because there was a decrease in federal funds.

O'ahu WorkLinks One-Stop Centers provide federally funded business assistance and job seeker services. Since FY 2009, the number of One-Stop Center users has increased 52% from 17,548 to 26,698 users in FY 2013.

The Office of Special Projects administers Community Development Block Grant (CDBG) program grants that support community-based organizations with entrepreneurial, business and technical training for low and moderate income individuals to develop and grow their new or existing business. The division did not award any CDBG grants in FY 2013.

	Operating Expenditures			WorkHawai'i			OWIB	OSP	
	WorkHawai'i (\$ million)	O'ahu Workforce Investment Board (\$ million)	Office of Special Projects (\$ million)	On the Job Training Program Business Partners	Job Seekers Served ¹	Job Fair Companies	O'ahu WorkLinks One-Stop Center Users	CDBG ² Grants	CDBG ² Funds
FY 2009	\$7.4	\$1.2	\$4.4	15	13,704	375	17,548	4	\$109,000
FY 2010	\$8.7	\$1.1	\$3.6	26	20,110	400	20,110	3	\$401,000
FY 2011	\$7.6	\$0.1	\$5.0	17	12,698	450	22,898	2	\$214,000
FY 2012	\$7.0	\$0.1	\$5.1	37	37,960	496	26,068	5	\$1,051,000
FY 2013	\$8.8	\$0.1	\$3.1	15	26,698	510	26,698	0	\$0
Change from last year	26%	0%	-39%	-59%	-30%	3%	2%	-100%	-100%
Change over last 5 years	19%	-92%	-30%	0%	95%	36%	52%	-100%	-100%

Source: Department of Budget and Fiscal Services and Department of Community Services. ¹Excludes those who were served in off-site events such as job fairs and military bases. ²Community Development Block Grant program funded by the U.S. Department of Housing and Urban Development (HUD).

CHAPTER 4

Department of
Corporation
Counsel

Chapter 4 Department of Corporation Counsel

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

The department's goals are to:

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

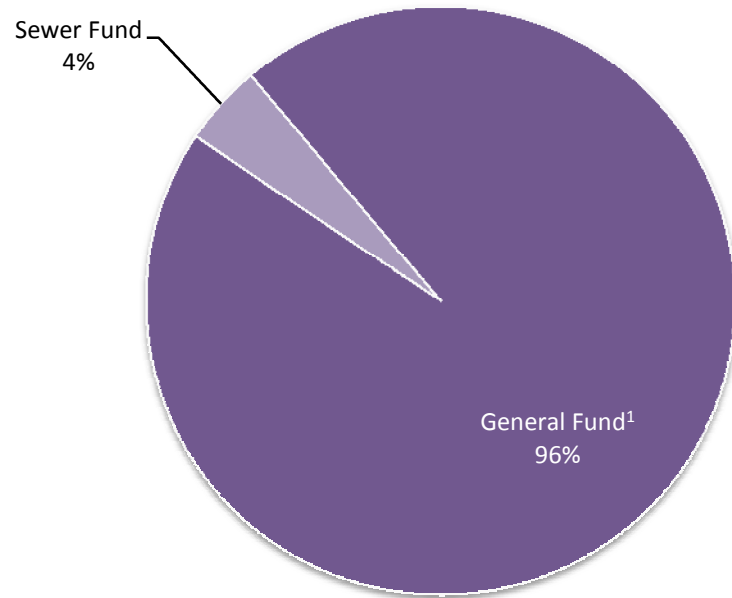
The department's legal services activity has an administration division and three other divisions.

- Administration directs and coordinates operations for the department's Counseling and Drafting, and Litigation Divisions and the Real Property Tax Section. This activity also provides administrative support services in personnel, fiscal/budgetary and organizational management to the COR divisions and the Ethics Commission.
- Counseling and Drafting renders oral and written legal opinions to the mayor, city council, and all city departments; defends the city in administrative proceedings and appeals; drafts and reviews legal documents, ordinances, and resolutions; and drafts state legislation.
- Litigation represents the city and its employees (acting in the course and scope of their employment) before all courts in the State of Hawai'i; processes and litigates personal injury and property damage claims by or against the city; and seeks collections for monies owed to the city.
- Real Property Tax maximizes the intake of real property tax revenues for the city. This division provides legal advice, support and defends the city in real property tax appeals.

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

Funding Sources



Funding Uses



¹Under the charter, the Honolulu Ethics Commission is attached to the Department of Corporation Counsel for administrative purposes only. The commission is fully funded by the General Fund and is not included in this chart.

Staffing

	Operating Expenditures (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost per FTE ²	Total Overtime Expenditures ³	Total Attorney FTE Filled	Total Attorney FTE Vacant
FY 2009	\$6.3	81.0	10.5	\$78,181	\$88	42.0	1.0
FY 2010	\$7.1	82.0	7.5	\$86,998	\$862	41.0	4.0
FY 2011	\$6.7	81.0	6.0	\$82,517	\$250	44.0	1.0
FY 2012	\$7.7	81.0	4.0	\$95,662	\$88	43.0	2.0
FY 2013	\$6.6	81.5	11.0	\$81,574	\$631	41.0	4.0
Change from last year	-14%	1%	175%	-15%	617%	-5%	100%
Change over last 5 years	5%	1%	5%	4%	617%	-2%	300%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of the Corporation Counsel. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Cases

Over the last five years, the department's operating expenditures increased 5% from \$6.3 million in FY 2009 to \$6.6 million in FY 2013. According to the department, the increase was partly attributed to the four funded positions for the Honolulu Authority for Rapid Transit (HART) and the cost of storage space for files required to be retained pursuant to law.

Total authorized staffing for attorney positions decreased 1% while vacancies increased by 2.0 FTE positions from the prior fiscal year. Overtime expenditures increased from \$88 to \$631 over the last five years. The department reported that overtime was authorized on a limited basis to address workload requirements due to staffing shortages and court deadlines.

COR continues to assist the Department of Environmental Services (ENV) and the Department of Design and Construction (DDC) in fulfilling the terms of the global wastewater consent decree entered on December 17, 2010, by the United States District Court to resolve the claims of the United States Environmental Protection Agency (EPA), the State of Hawai'i Department of Health (DOH), and various non-governmental entities (collectively, the NGOs) related to the city's compliance with the federal Clean Water Act and State law. The consent decree allows 10 years for completion of work on the waste-

water collection system, 14 years to upgrade the Honouliuli Wastewater Treatment Plant (WWTP) to secondary treatment, and up to 25 years, with the possibility of a three-year extension, to upgrade Sand Island WWTP to secondary treatment. The department reported no compliance issues in FY 2013.

In FY 2013, Real Property Tax Cases increased 480% from 204 cases in FY 2009 to 1,184 cases in FY 2013. According to the department, real property tax appeals increased due to owners filing in a 200-unit condominium project which challenged property assessments for two years; and filings for a 20-parcel development on federal property that was assessed back taxes for five years.

Also in FY 2013, the department resolved appeals before the State Tax Appeal Court and recovered approximately \$16.3 million in total property taxes which was \$7.3 million above the tax amount claimed by the appellant tax payers.

Litigation cases decreased 32% from 4,030 cases in FY 2009 to 2,731 cases in FY 2013. According to the department, the 2009 statistics included a number of cases which were closed by the COR divisions in FY 2010. The annual number of cases for the Litigation Division has historically ranged between 2,600 and 3,000 per year.

	Counsel and Drafting Cases	Litigation Cases	Real Property Tax Cases	Real Property Tax Recoveries (\$ million)	Total Number of Cases
FY 2009	12,353	4,030	204	-	16,587
FY 2010	10,584	2,664	406	\$5.0	13,654
FY 2011	11,025	2,558	528	\$3.1	14,111
FY 2012	11,814	2,619	889	\$3.5	15,322
FY 2013	11,954	2,731	1,184	\$16.3	15,869
Change from last year	1%	4%	33%	366%	4%
Change over last 5 years	-3%	-32%	480%	-	-4%

Source: Department of the Corporation Counsel

Honolulu Ethics Commission

The Ethics Commission was established in 1962 and 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, the public and the media; investigates complaints of violations of the ethics laws; and recommends discipline to appointing authorities for ethics laws violations.

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 authorized to impose civil fines for ethics violations by elected and appointed officers and employees.

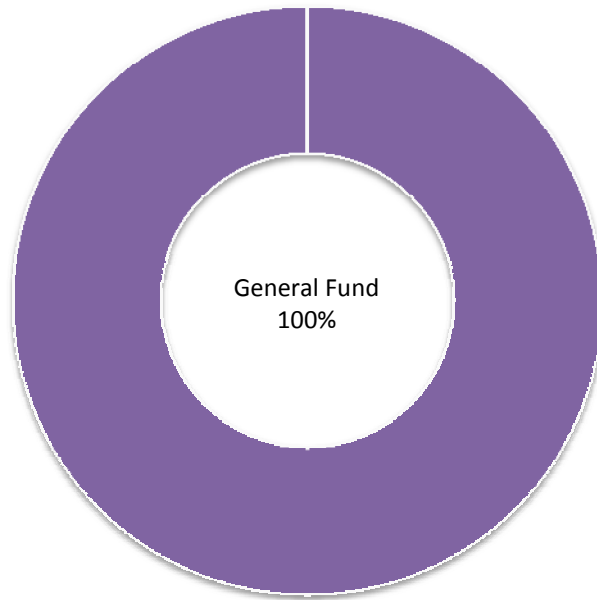
The commission has three permanent full-time positions, including the Executive Director/Legal Counsel, Associate Legal Counsel, and a legal clerk.

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

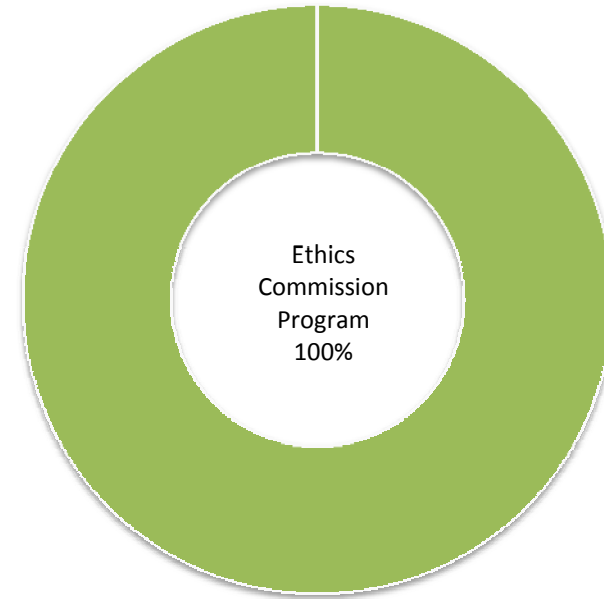
To ensure that city officers and employees understand and follow the ethical standards of conduct governing their work for the public.

- Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures	Staffing		Cost per FTE ¹
		Total Authorized FTE	Total Vacant FTE	
FY 2009	\$207,188	2.0	0.0	\$103,594
FY 2010	\$180,388	2.0	0.0	\$90,194
FY 2011	\$187,871	3.0	0.0	\$62,624
FY 2012	\$254,234	3.0	0.0	\$84,745
FY 2013	\$265,987	3.0	0.0	\$88,662
Change from last year	5%	0%	-	5%
Change over last 5 years	28%	50%	-	-14%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Honolulu Ethics Commission. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

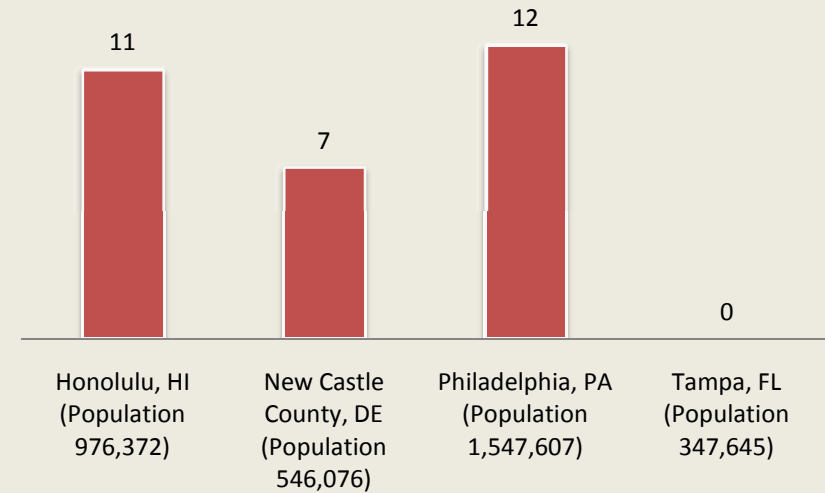
Highlights

Over the last five years, the commission's operating expenditures increased by 28%. The commission explained that the increase was due to adding a new Associate Legal Counsel position in FY 2010. The additional attorney processed a backlog of complaint investigations and helped meet the increasing number of misconduct complaint investigations.

In June 2012, a new law was enacted that requires all city officers and employees to attend ethics training over the next two years. During 2013, the commission provided ethics training to all employees and supervisors who did not previously attend ethics training. As a result, mandatory training and re-training increased by 174% and 361% over the last 5 years, respectively. At the end of FY 2013, the commission trained 2,937 officers and employees.

In FY 2013, the commission responded to 403 requests for advice, an increase of 33 requests, or 9%, from the previous year. According to the commission, the increase was largely due to the greater use of the commission as a resource for investigations. More trained employees have also contributed to increased requests for advice and complaints.

National Comparison of Annual Formal Advisory Opinions Rendered (FY 2012)



Source: Honolulu Ethics Commission; City of Philadelphia, 2012 Annual Report; New Castle County, 2012 Annual Report; City of Tampa, 2012 Annual Report

Ethics Training

	Mandatory Training	Mandatory Re-Training	New Employee Orientation	Total Ethics Training ¹	Advice Requests & Complaints	Complaints Opened for Investigation	Requests for Advice Answered
FY 2009	258	232	446	1,078	367	77	290
FY 2010	350	206	309	967	360	91	267
FY 2011	137	313	336	887	473	81	392
FY 2012	121	368	446	1,127	440	70	370
FY 2013	706	1,070	461	2,937	414	86	403
Change from last year	483%	191%	3%	161%	-6%	23%	9%
Change over last 5 years	174%	361%	3%	172%	13%	12%	39%

Source: Honolulu Ethics Commission. ¹FY 2009-FY 2012 includes specialized training hours. This training category was discontinued in FY 2013.



CHAPTER 5

Customer Services Department

Chapter 5 Customer Services Department

The Customer Services Department (CSD) provides the public with information about city programs, administers the Motor Vehicle Licensing and Permit program, and operates satellite city halls and driver licensing stations island-wide.

The department is comprised of the following:

- Administration provides policy guidance, direction and administrative support to all departmental programs.
- Public Communication disseminates information to the public, responds to inquiries and complaints, and oversees the reference center, records management and archives programs.
- Motor Vehicle, Licensing and Permits processes vehicle registrations; issues driver and business licenses; and administers motor vehicle inspection programs.
- Satellite City Halls provide essential city government services and information through 10 storefront offices across O`ahu.

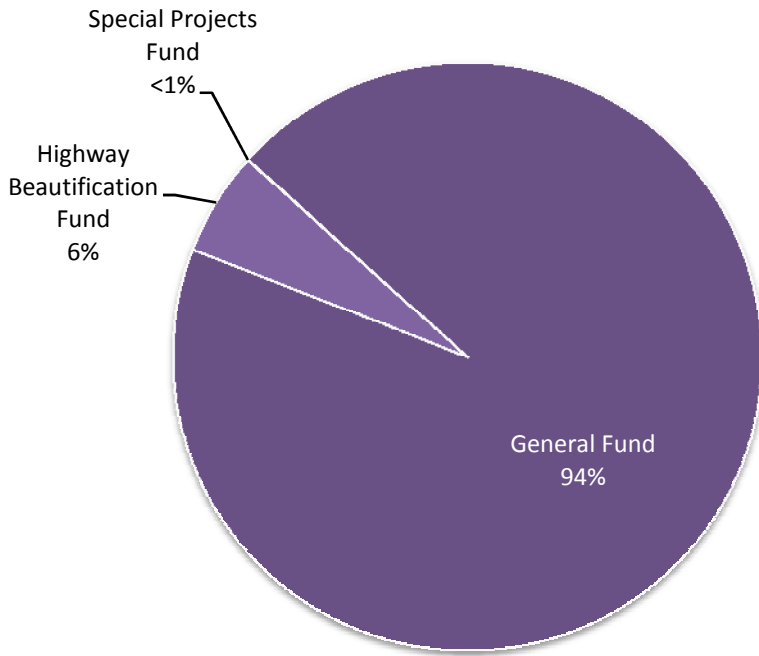
The department's goals are to:

- 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 *on-line* instead of *in-line*.
- Cross-train staff to improve processing capability.

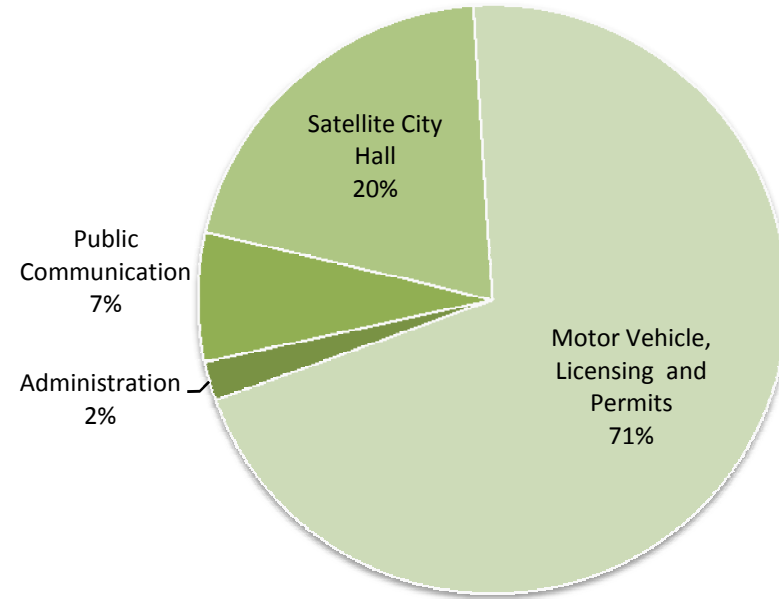
To provide the highest quality of service to the public, whether in person, by phone, or electronically.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$101.6	\$20.2	298	37	\$67,923	\$133,696	\$131,465
FY 2010	\$116.1	\$20.3	298	45	\$68,150	\$132,632	\$132,056
FY 2011	\$142.5	\$18.8	299	56	\$62,956	\$58,490	\$55,829
FY 2012	\$152.2	\$18.9	308	72	\$61,442	\$17,483	\$16,506
FY 2013	\$155.1	\$19.3	307	70	\$62,947	\$52,716	\$48,979
Change from last year	2%	2%	0%	-3%	2%	-14%	180%
Change over last 5 years	53%	-4%	3%	89%	-7%	-22%	-63%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Highlights

Over the last five years, the department's operating expenditures decreased 4% from \$20.2 million in FY 2009 to \$19.3 million in FY 2013. According to the department, the decrease was due to salary savings from personnel changes. New hires are generally placed in lower classifications and/or on a lower pay scale.

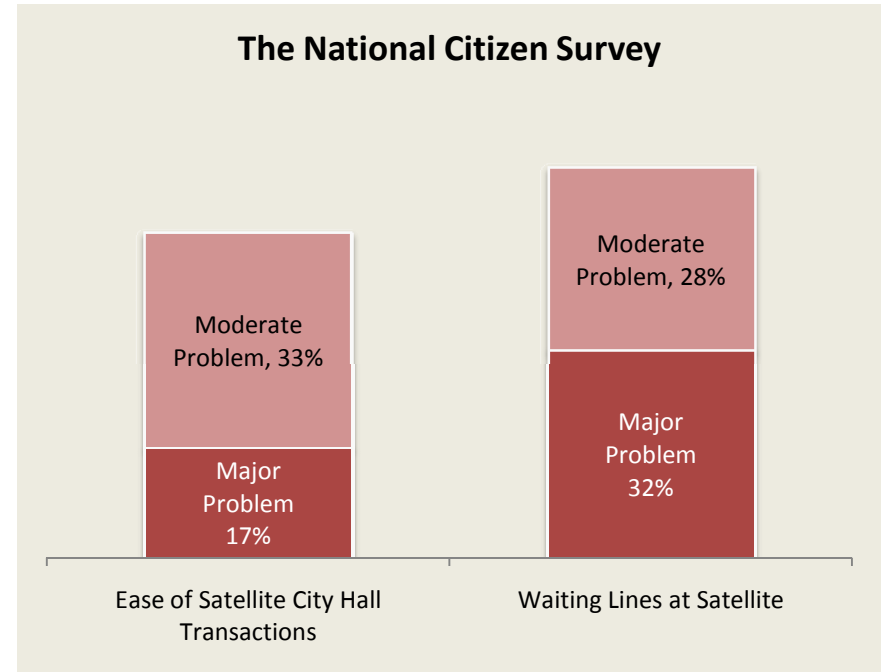
Total authorized staffing increased 3% from 298 FTE positions in FY 2009 to 307 FTE positions in FY 2013. Vacancies increased 89% over the last five years. The department explained that budget constraints and retirements have contributed to the department's increasing vacancy rate.

Overtime expenditures decreased 22% over the last five years. The department reported that the decrease was due to budget constraints and a more thorough review for overtime needs.

Customer service and listening to constituents needs are top mayoral priorities. In FY 2013, the application for state identification cards, new federal guidelines, and document requirements have added to the city workloads. Initiatives such as live webcams, more staff, and help desk screenings were implemented to reduce the amount of time residents spend in long Motor Vehicle, Licensing and Permits Division lines.

In the 2013 National Citizen Survey, 37% and 40% of Honolulu residents rated customer service and city public information as *excellent* or *good*, respectively. The survey also reported that 44% of residents rated the quality of Satellite City Hall (SCH) services as *excellent* or *good*, a decrease of 10% from 54% in 2012.

Residents were also asked to rate the waiting lines at SCH and the ease of SCH transactions on a scale of *not a problem*, *minor problem*, *moderate problem* or *major problem*. About 32% and 17% of residents rated the waiting lines at SCH and the ease of SCH transactions as a major problem, respectively.



Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)				
	2010	2011	2012	2013
Customer Service	65%	60%	63%	37%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
Public Information	41%	47%	42%	40%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓
Satellite City Hall	57%	61%	54%	44%

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

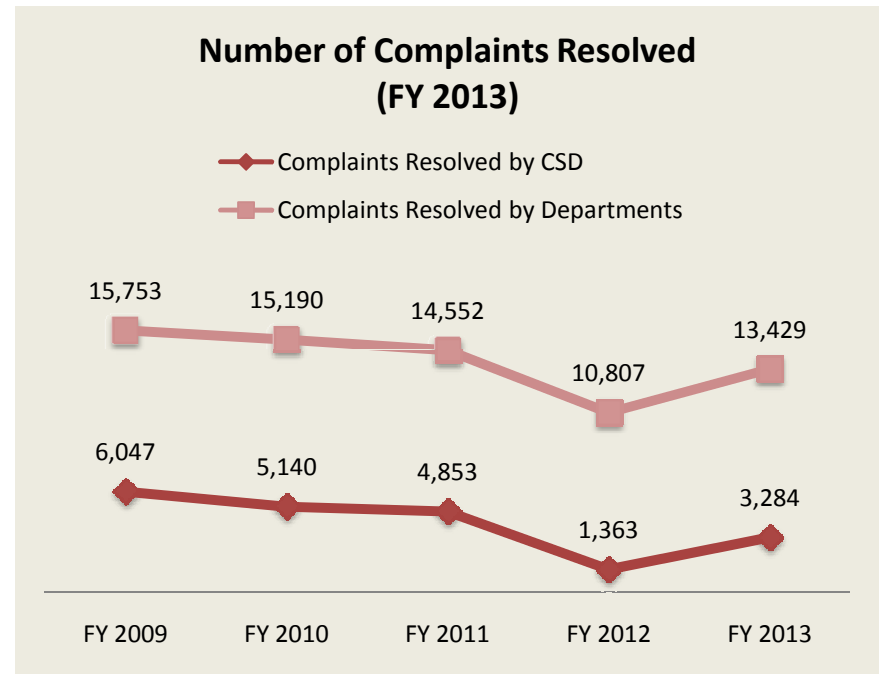
Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

Administration provides policy guidance, direction and administrative support to the department’s three divisions.

Over the last five years, the division’s operating expenditures decreased 17% from \$501,583 in FY 2009 to \$417,559 in FY 2013. According to the division, the budget for the Honolulu City Lights program budget was transferred to the Mayor’s Office of Culture and the Arts which resulted in the decrease.

Public Communication 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 resolution. The division monitors and reports complaint statistics to Administration.



Source: Customer Services Department

	Operating Expenditures		Complaint Actions Processed ¹	Number of Complaints Resolved ²	
	Administration	Public Communication (\$ million)		Resolved by CSD	Resolved by Departments
FY 2009	\$501,583	\$2.0	15,866	6,047	15,753
FY 2010	\$565,272	\$1.9	14,857	5,140	15,190
FY 2011	\$470,025	\$1.8	13,561	4,853	14,552
FY 2012	\$425,243	\$1.6	13,147	1,363	10,807
FY 2013	\$417,559	\$1.4	14,883	3,284	13,429
Change from last year	-2%	-13%	13%	141%	24%
Change over last 5 years	-17%	-30%	-6%	-46%	-15%

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

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



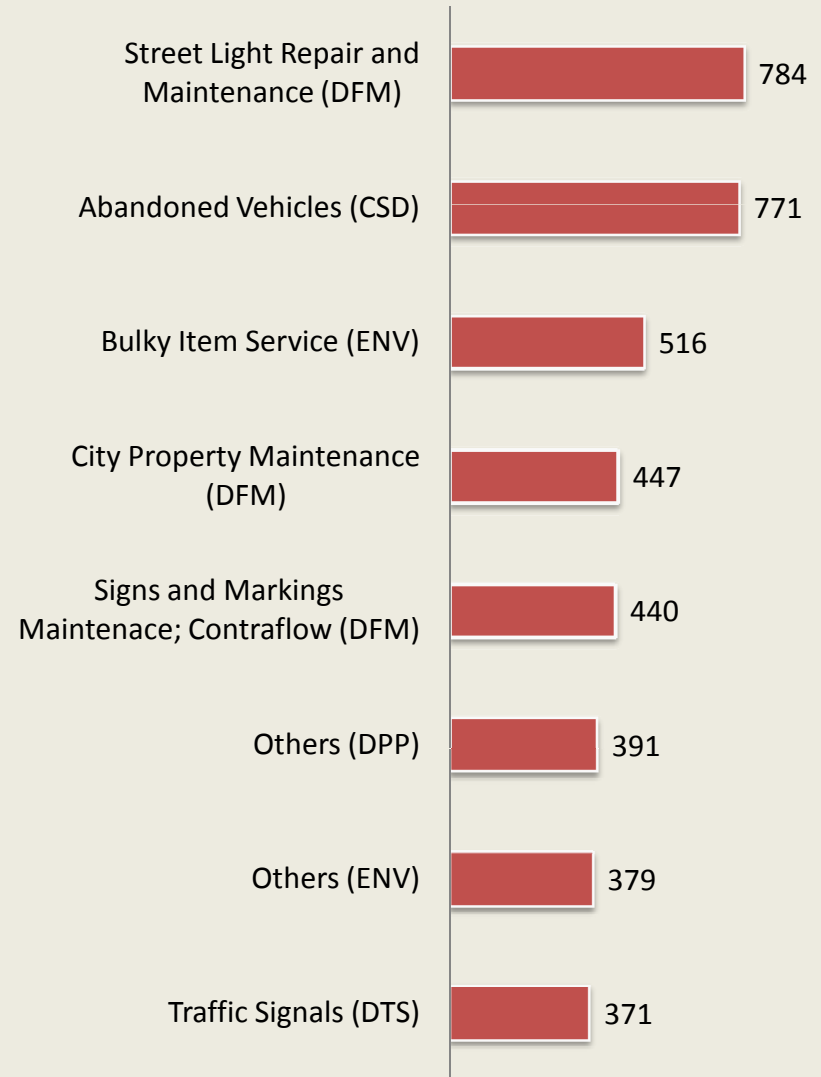
Photo Courtesy of the Customer Services Department

On January 1, 2013, State ID operations were transferred over to the counties and are offered at CSD's five Driver Licensing facilities.

In FY 2013, CSD received the most complaints for street light repair and maintenance (784) followed by abandoned vehicles (771) and bulky item service (516), while traffic signals (371) ranked eighth.

Over the last five years, the division's operating expenditures decreased 30% from \$2.0 million in FY 2009 to \$1.4 million in FY 2013. The department explained that the reduction in staffing has contributed to this declining trend.

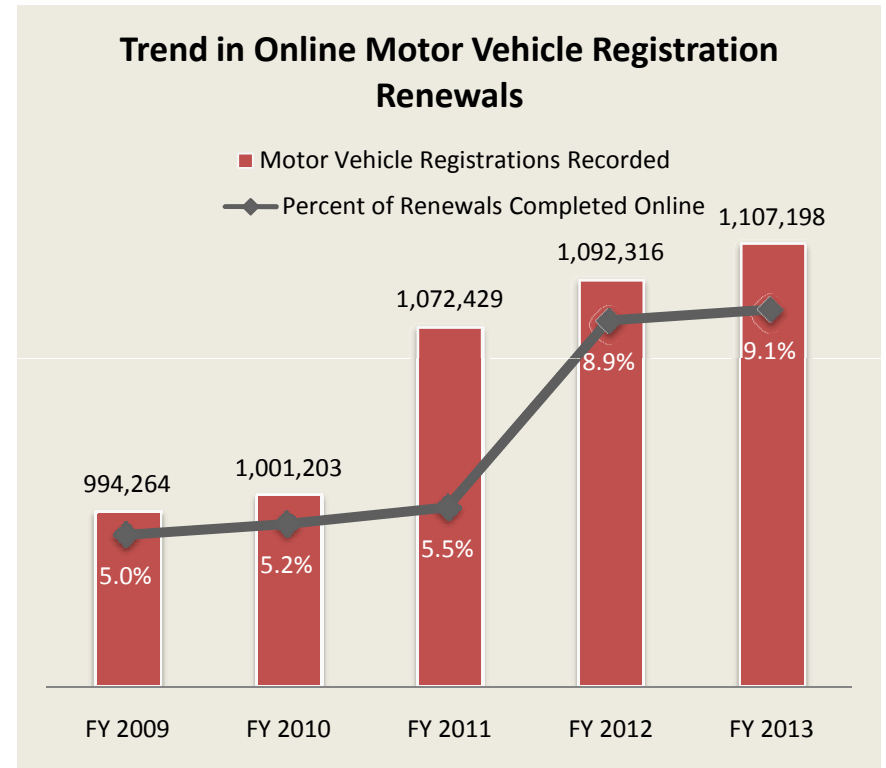
Top Complaints Reported to CSD (FY 2013)



Source: Customer Services Department

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.

Over the last five years, the division’s operating expenditures have remained relatively the same while total revenues collected increased 54% from \$99.9 million in FY 2009 to \$154.3 million in FY 2013. The increase is due to a one-cent increase in motor vehicle weight tax for the county effective January 1, 2011 and for the state effective November 1, 2011.



Source: Customer Services Department

	Total Operating Expenditures (\$ million)	Total Revenues Collected (\$ million)	Total Revenue Transactions Processed	Total Motor Vehicle Registrations Recorded	Online Vehicle Registration Renewals	Percent of Renewals Completed Online
FY 2009	\$13.6	\$99.9	1,265,123	994,264	49,449	5.0%
FY 2010	\$13.6	\$113.4	1,322,252	1,001,203	51,674	5.2%
FY 2011	\$12.8	\$138.6	1,360,413	1,072,429	59,107	5.5%
FY 2012	\$13.0	\$151.7	1,366,000	1,092,316	97,103	8.9%
FY 2013	\$13.6	\$154.3	1,287,430	1,107,198	101,067	9.1%
Change from last year	5%	2%	-6%	1%	4%	0.2%
Change over last 5 years	0%	54%	2%	11%	104%	4.1%

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

Satellite City Halls

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

- Ala Moana
- Kailua
- Fort Street Mall
- Hawai`i Kai
- Kalihi
- Kapolei
- Pearlridge
- Wahiawa
- Wai`anae
- Windward City

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. Access to various satellite transaction forms is available at:

<http://www1.honolulu.gov/csd/satellite/forms.htm>

Over the last five years, the division's operating expenditures decreased 7% from \$4.2 million in FY 2009 to \$3.9 million in FY 2013 because of personnel changes. The division reported that it filled most of its vacancies which reduced the need for overtime.

Satellite City Hall Locations Across O`ahu



Source: Customer Services Department

	Total Operating Expenditures (\$ million)	Total Revenue Collected (\$ million)	Walk-in Customers Served	Total Transactions Processed
FY 2009	\$4.2	\$128.3	1,066,844	901,276
FY 2010	\$4.2	\$139.5	1,109,990	932,265
FY 2011	\$3.8	\$145.0	1,083,391	916,306
FY 2012	\$3.9	\$182.1	1,078,220	937,583
FY 2013	\$3.9	\$186.8	1,118,941	949,865
Change from last year	0%	3%	4%	1%
Change over last 5 years	-7%	46%	5%	5%

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



CHAPTER 6

Department of
Design &
Construction

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 planning, engineering, design and construction of public buildings.

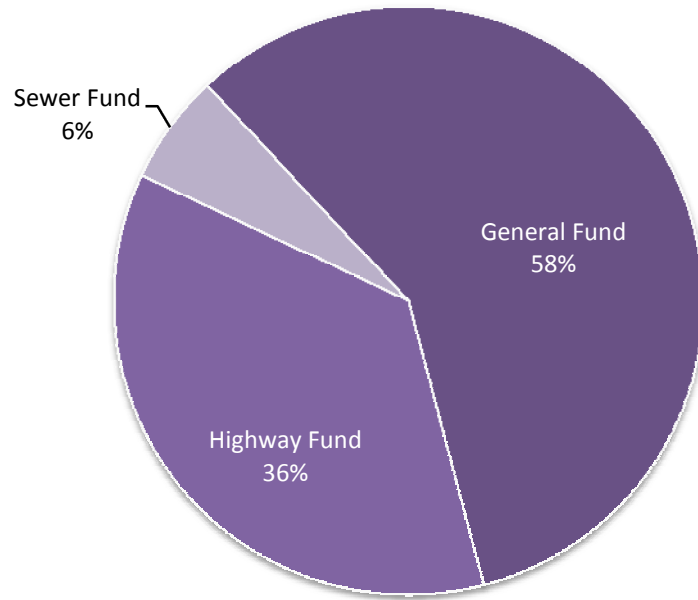
The department's goals are to:

- Deliver the most effective and efficient service as possible to the community and to the agencies of the City and County of Honolulu.
- Carry a project from the planning phase through the construction phase, and complete them in a coordinated manner by integrating input from users and effectively using departmental resources, consultants and other agencies that serve the department.
- Maximize the use of available fiscal and human resources.
- Prioritize projects to ensure efficient use funds and staff services.

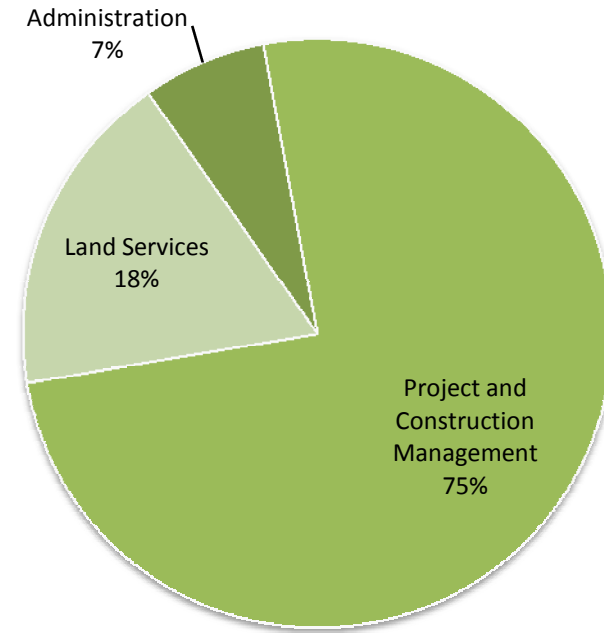
To provide planning, land acquisition, design, construction, and inspection for public facilities of the City and County of Honolulu.

- Mission Statement

Funding Sources



Funding Uses



	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost Per FTE ¹	Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$0.8	\$20.4	319	93	\$63,952	\$208,117	\$200,585
FY 2010	\$1.8	\$20.6	319	89	\$64,717	\$182,755	\$176,367
FY 2011	\$2.8	\$19.9	319	89	\$62,268	\$90,999	\$86,767
FY 2012	\$4.4	\$21.0	320	89	\$65,513	\$112,345	\$108,287
FY 2013	\$2.1	\$12.1	320	92	\$37,926	\$164,940	\$156,678
Change from last year	-52%	-42%	0%	3%	-42%	47%	45%
Change over last 5 years	163%	-41%	0%	-1%	-41%	-21%	-22%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of Design and Construction. ¹ Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ² Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

The department consists of three operating functions.

- Administration provides administrative services support including personnel management, and CIP and operating budget preparation.
- Project and Construction Management oversees CIP activities related to city facilities such as roads, wastewater collection and treatment system, bridges, and others.
- Land Services conducts land surveys, title searches, appraisals, negotiations and acquisition of real property and easements for all city projects.

Over the last five years, the department's total operating expenditures decreased 41% from \$20.4 million in FY 2009 to \$12.1 million in FY 2013. The department noted that the decrease was due to the transfer of utility costs (electricity, water, and sewer) to user agencies.

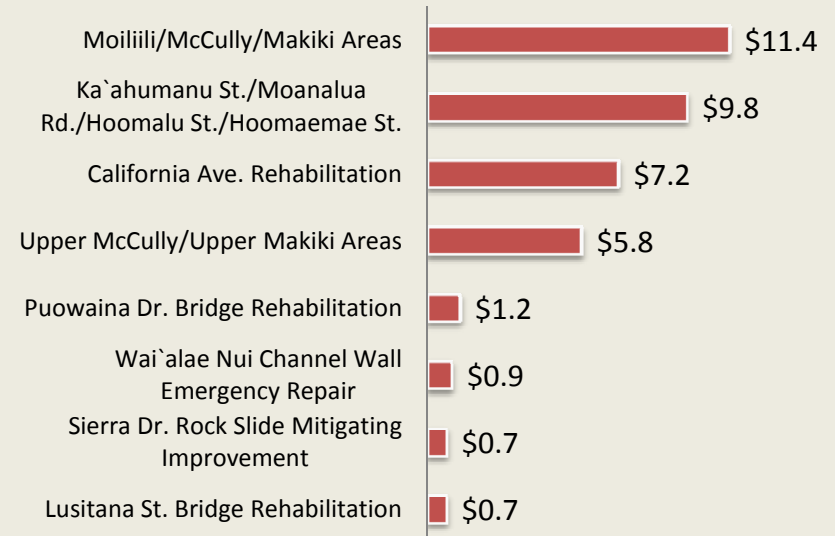
Total authorized staffing has remained relatively the same over the last five years. During this same period, vacancies decreased by about 1%. The department reported that it is actively filling vacancies throughout the year.

Total overtime expenditures decreased 21% over the last five years. The department explained that the workforce furloughs of in FY 2011. Also, the increased supplemental time off offered to employees in FY 2012 limited work production. The increase of 47% in overtime from FY 2012 is largely due to the increase in wages as a result of collective bargaining and also the ramping up of road resurfacing projects.



Photo Courtesy of Department of Design and Construction

Civil Division: Costs of Substantially Completed Construction Projects



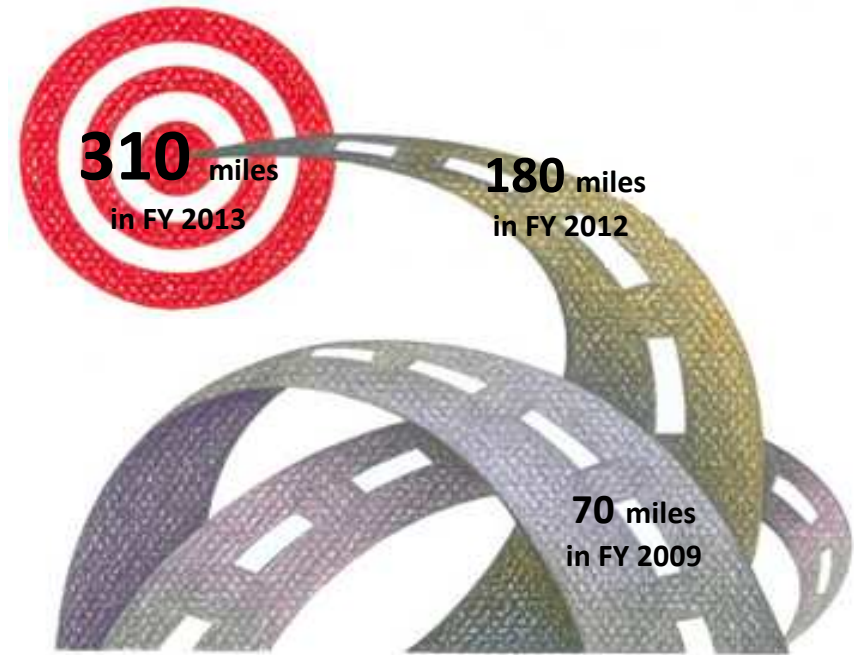
Source: FY 2013 Department & Agency Reports, Department of Design and Construction

Project and Construction Management’s 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 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.

M/E operating expenditures decreased 81% from \$7.7 million in FY 2009 to \$1.5 million in FY 2013. Facilities and Civil operating expenditures also decreased 22% and 21%, respectively.

Repaving roads is one of the mayor’s core infrastructure priorities. For FY 2013, the city council appropriated \$100 million for road repairs. As a result, DDC resurfaced 310 roadway lane miles using private contractors in FY 2013, which represents an increase of 72% from 180 lane miles resurfaced in FY 2012. The mayor’s five year plan aims to repair 1,500 lane miles of roads that are assessed as less than *fair condition*, averaging 300 lane miles per year.



Source: Department of Design and Construction

Operating Expenditures by Divisions

	Total Operating Expenditures (\$ million)	Mechanical/Electrical (\$ million)	Facilities (\$ million)	Civil (\$ million)	Wastewater (\$ million)	Contracted Road Resurfacing (Lane Miles)
FY 2009	\$17.2	\$7.7	\$3.7	\$5.2	\$0.7	70
FY 2010	\$17.4	\$7.5	\$3.5	\$5.5	\$0.8	293
FY 2011	\$17.0	\$8.5	\$2.9	\$4.4	\$1.2	174
FY 2012	\$18.0	\$10.0	\$2.9	\$4.4	\$0.7	180
FY 2013	\$9.1	\$1.5	\$2.9	\$4.1	\$0.7	310
Change from last year	-49%	-85%	0%	-7%	0%	72%
Change over last 5 years	-47%	-81%	-22%	-21%	0%	343%

Source: Department of Design and Construction

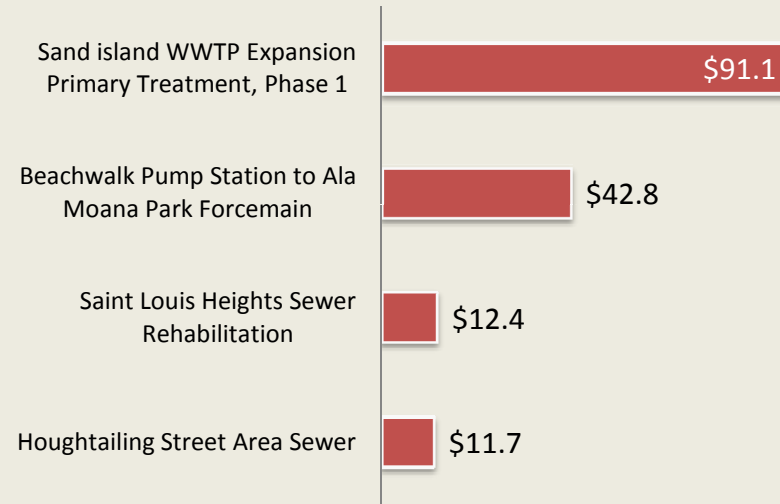
Wastewater Division

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 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. At the end of FY 2013, the department reported that the city had met all consent decree milestones and conditions.

The department reported that more than 130 CIP projects were in planning, design, or construction phases. The division completed 17 projects that totaled approximately \$184 million.

Costs of Significant Construction Projects Completed in FY 2013



Source: Department of Design and Construction

	No. of Projects Encumbered		Value of Projects Encumbered		Total Projects Completed	
	Planning and Design	Construction	Planning and Design (\$ million)	Construction (\$ million)	Total CIP Projects Completed	Value of CIP Projects Completed (\$ million)
FY 2009	134	108	\$43.0	\$249.0	81	\$186.0
FY 2010	141	100	\$72.0	\$216.0	97	\$142.0
FY 2011	150	102	\$60.0	\$158.0	115	\$286.0
FY 2012	75	75	\$51.0	\$329.0	89	\$240.0
FY 2013	103	83	\$32.0	\$269.0	108	\$335.0
Change from last year	37%	11%	-37%	-18%	21%	40%
Change over last 5 years	-23%	-23%	-26%	8%	33%	80%

Source: 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 division is organized into three functional units: the Acquisition Branch, the Survey Branch, and the Appraisal Branch. Besides servicing the needs of DDC, the division provides services to other city departments such as Department of Community Services, Department of Transportation Services, Department of Environmental Services, Department of Parks and Recreation, and the Department of Facility Maintenance.

Over the last five years, operating expenditures for land services remained relatively the same.



Source: City Photobank

	Land Services Operating Expenditures (\$ million)	Number of Field Surveys Conducted	Number of Title Searches Conducted	Number of Parcels Acquired	Number of Negotiations	Number of Property Appraisals	Number of Parcel and Land Court Maps
FY 2009	\$2.2	457	1,536	322	1,163	292	120
FY 2010	\$2.4	1,040	2,654	213	2,376	390	151
FY 2011	\$2.1	936	3,004	104	2,739	365	136
FY 2012	\$2.1	940	2,789	139	3,284	370	119
FY 2013	\$2.2	960	1,789	56	3,882	390	107
Change from last year	5%	2%	-36%	-60%	18%	5%	-10%
Change over 5 years	0%	110%	16%	-83%	234%	34%	-11%

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

Land Services

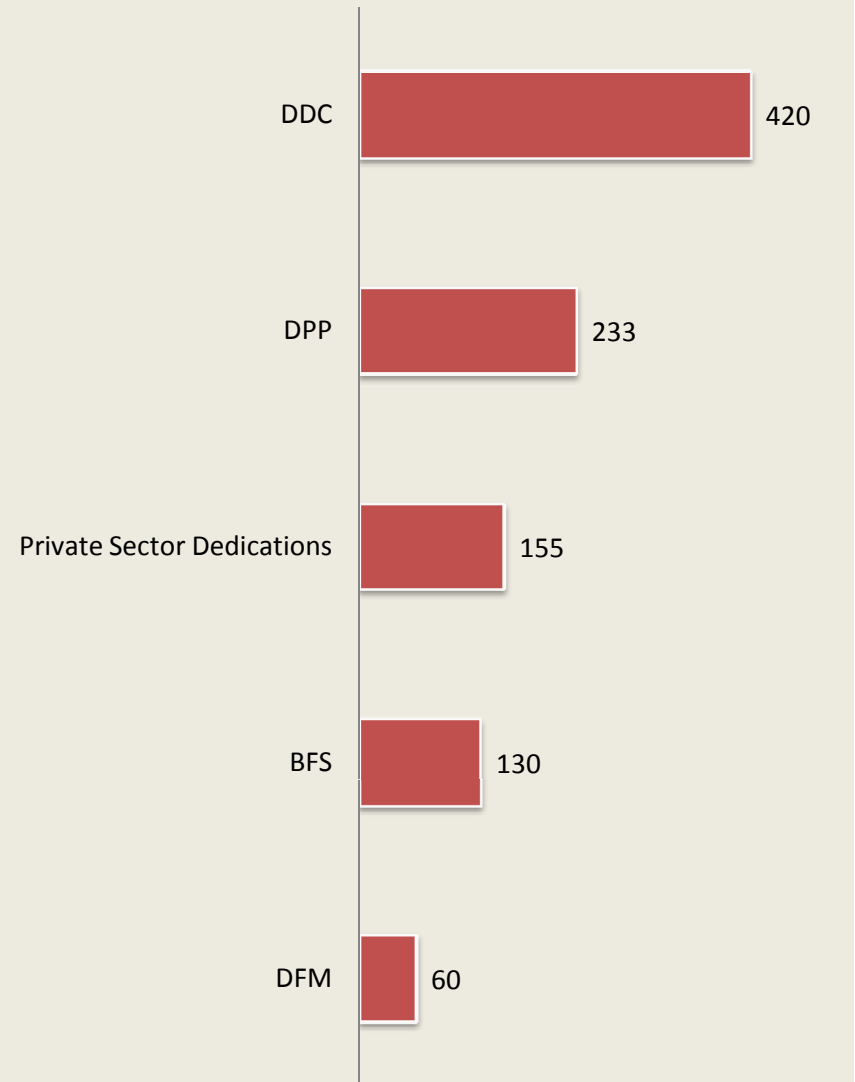
Over the last five years, the number of field surveys conducted increased 110% from 457 in FY 2009 to 960 in FY 2013. The department explained that in 2009, the land division had three crews staffed with mostly new, inexperienced field crew personnel. Presently, the crews are more experienced and the division has added a fourth crew.

The division also reported a change in its counting method to reflect the amount of times the crew actually goes out as opposed to number of jobs. Counting by job number did not accurately reflect the amount of work involved. All of these factors contributed to the increase in the number of field surveys conducted.

The number of parcels acquired decreased 83%. The department explained that in 2009 and 2010, the division was acquiring land for transit and well as a major sewer project in Kalihi/Nuuanu area. Although the division is still involved in acquisition projects, at present it is not acquiring land for transit or large projects involving many parcels.

The number of negotiations increased 234% from 1,163 in FY 2009 to 3,882 in FY 2013. According to the department, the division changed its counting or documenting method to better reflect the workload which involves searching documents for property ownership and encumbrances. Previously, the count was only related to negotiations involving land acquisition. The division currently counts all communications from Administration, city council, and the general public.

Top Five Sources Requesting Land Services (Job Orders) in FY 2013



Source: Department of Design and Construction

CHAPTER 7

Department of Emergency Management

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, respond to, and recover from various types of disasters and emergencies.

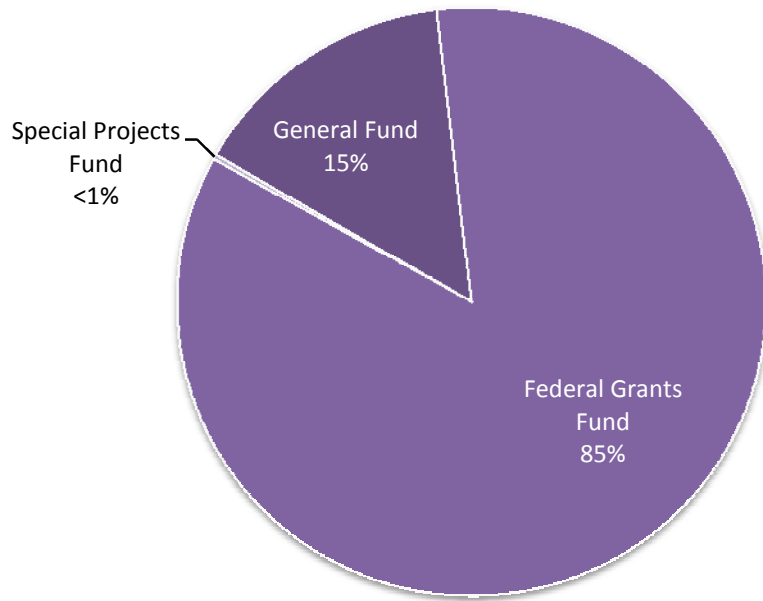
The department's goals are to:

- 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.

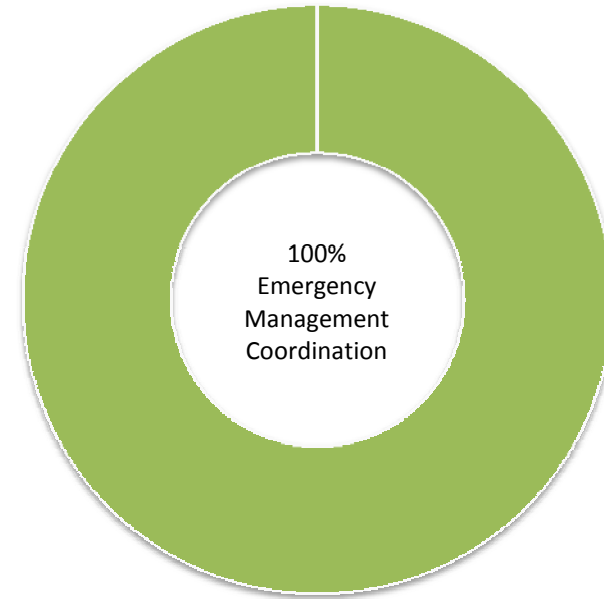
To develop, prepare for, and under disaster emergency situations, assist in the implementation of emergency management plans and programs to protect and enhance public health, safety and welfare of residents and visitors.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$7.3	\$14.3	15.5	6	\$922,066	\$44,262	\$43,987
FY 2010	\$5.2	\$10.9	15.5	7	\$703,226	\$36,927	\$36,724
FY 2011	\$3.6	\$8.4	15.5	7	\$539,784	\$59,596	\$58,496
FY 2012	\$13.4	\$11.7	15.5	6	\$753,817	\$74,553	\$74,868
FY 2013	\$4.2	\$6.4	13.5	5	\$477,887	\$118,648	\$115,940
Change from last year	-69%	-45%	-13%	-17%	-37%	59%	55%
Change over last 5 years	-43%	-55%	-13%	-17%	-48%	168%	164%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of Emergency Management. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Over the last five years, the department’s operating expenditures decreased 55% from \$14.3 million in FY 2009 to \$6.4 million in FY 2013. Revenues also declined from \$7.3 million in FY 2009 to \$4.2 million in FY 2013, a 43% decrease. According to the department, both revenue and expenditure fluctuations can occur due to federal grant requirements. First, Homeland Security Grants are often received by DEM but expended on behalf of other city responder agencies. Second, federal grants are generally received and expended over two-year federal fiscal cycles, but may be extended into subsequent years.

Total authorized staffing decreased 13% from 15.5 FTE positions in FY 2009 to 13.5 FTE positions in FY 2013. There were 5 vacant FTE positions in FY 2013.

Overtime expenditures increased 168% over the last five years. According to the department, overtime is always unpredictable, since it is used to activate and staff the City Emergency Operations Center. The amount of overtime expended always correlates to the amount of activated days due to impending, threatening, or actual disasters. For example, the tsunami warning of October 27, 2012 required a significant amount of overtime. Bargaining unit salary increases further create a corresponding increase in overtime pay.

In the 2013 National Citizen Survey, 58% of Honolulu residents rated *Emergency Preparedness*¹ as *excellent* or *good*. This rating is *similar* to percentages reported nationwide and among cities with populations over 300,000.

The survey also found that 62% of Honolulu residents *Stocked Supplies* for an emergency .

¹Services that prepare the community for natural disasters or other emergency situations.



DEM staff evaluates a County Emergency Operations Center hurricane exercise.

Photo Courtesy of Department of Emergency Management

The National Citizen Survey				
	2010	2011	2012	2013
Emergency Preparedness (% <i>Excellent</i> or <i>Good</i>)	57%	67%	60%	58%
Comparison to National Benchmark	↔	↑	↔	↔
Stocked Supplies for an Emergency (% of Residents)	N/A	N/A	N/A	62%
Comparison to National Benchmark	N/A	N/A	N/A	↑↑

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

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 state response resources.

In FY 2013, the EOC was activated for 43 days to address emergency events such as flooding, high surf, brush/wildfires, and tropical depressions/cyclones.

Over the last five years, the number of days the EOC has been activated declined for all emergency categories. According to the department, the decline was due to a change in criteria used to calculate activation days. After FY 2010, the department reported the actual number days the EOC was activated, rather than the number of days a particular emergency event occurred.



Community partners confer in the County Emergency Operations Center during a hurricane exercise.

Photo Courtesy of Department of Emergency Management

	Number of Days EOC Activated ¹					Nixle ²	
	High Surf Advisory	Flood/ Flash Flood Advisory	Tsunami Info/ Watch/ Warning	Tropical Depression/ Cyclone	Brush/ Wild Fire	Total Alerts Sent	Total Active Accounts
FY 2009	133	35	44	18	8	-	-
FY 2010	133	15	26	18	10	-	-
FY 2011	24	28	15	2	2	143	-
FY 2012	2	20	0	2	6	186	17,027
FY 2013	3	11	1	1	2	248	26,014
Change from last year	50%	-45%	--	-50%	-67%	33%	53%
Change over last 5 years	-98%	-69%	-98%	-94%	-75%	--	--

Source: Department of Emergency Management. ¹DEM operated the EOC 43 days in FY 2013 which included other events that are not shown in this table. ²Nixle is a test and email based notification system for O`ahu residents and visitors to receive alerts regarding various emergencies.

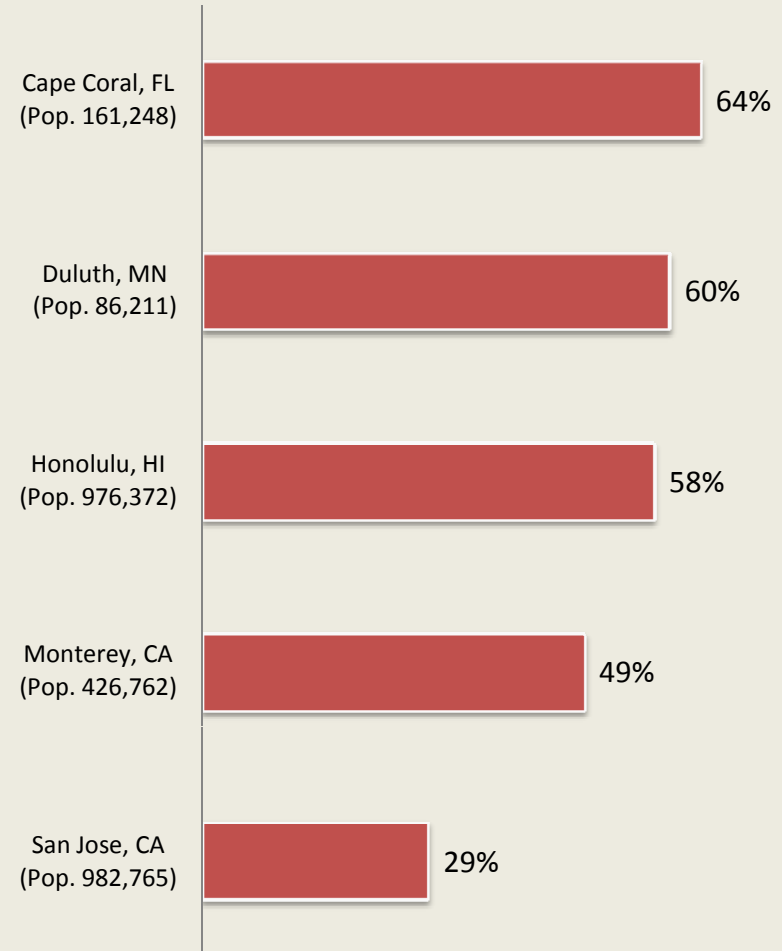
Disaster and Emergency Response

During FY 2013, the city's EOC was activated for tropical storm (Daniel) when it crossed into the Central North Pacific or Hawaiian waters. Between May and June 2013, a series of heavy storms caused multiple EOC activations. Response events included road closures, reservoir monitoring, and roadway flooding. On October 27, 2012, EOC was activated in response to an earthquake and subsequent tsunami from Queen Charlotte Islands, British Columbia. Waves reached the O'ahu coastline. No damages were reported.

The department's public education programs supported more than 92 outreach events in FY 2013. These events include:

- Participating in *Safe Communities Day* with 35 public safety partners at Leeward Community College.
- Coordinating the 2nd Annual *Get Ready Ewa Beach* Emergency Preparedness Fair.
- Supporting communities that are designated as *StormReady* and *TsunamiReady* by the U.S. National Oceanic and Atmospheric Administration.
- Fostering interoperability between the city, telecommunications companies, utilities, and the American Red Cross by sharing the city's 800 MHz radio system.
- Introducing a new mobile application, *Tips for First Responders*, designed to help emergency responders communicate and assist individuals with access and functional needs.

National Comparison: Emergency Preparedness Percent Rating as *Excellent* or *Good*



Source: 2013 National Citizen Survey for the City of Cape Coral, FL; City of Duluth, MN, City and County of Honolulu, HI; City of Monterey, CA; and City of San Jose, CA.

CHAPTER 8

Honolulu
Emergency
Services
Department

Chapter 8 Honolulu Emergency Services Department

The Honolulu Emergency Services Department (HESD) provides pre-hospital emergency medical care and advanced life support emergency ambulance services for the city and county. The department also provides a comprehensive year-round ocean safety program which includes lifeguard tower services and 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.

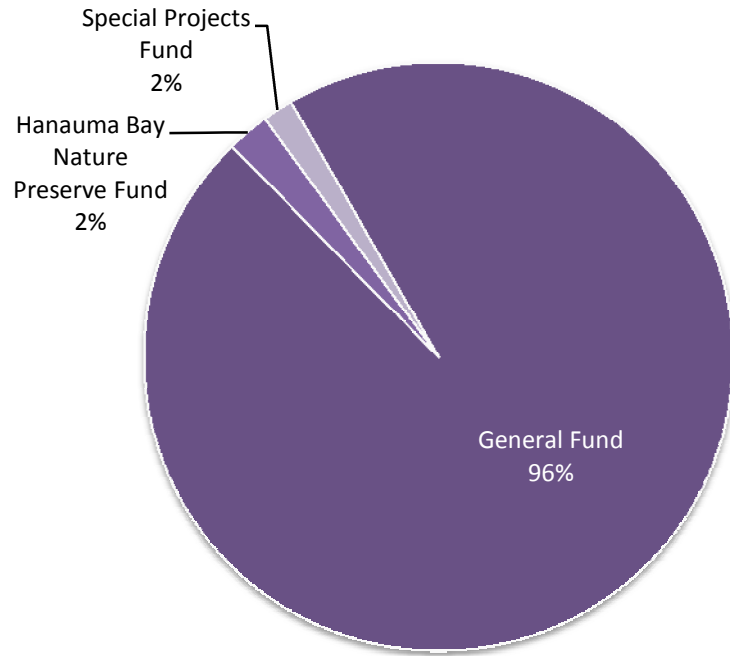
The department's goals are to:

- Provide quality emergency medical services on O`ahu and continue to improve the effectiveness and efficiency of the delivery of these services.
- Provide adequate beach protective services at O`ahu beaches with properly trained and appropriately equipped lifeguard personnel.
- Coordinate the emergency medical services and ocean safety activities between the divisions within the department, and with other city, state, federal, and private organizations.

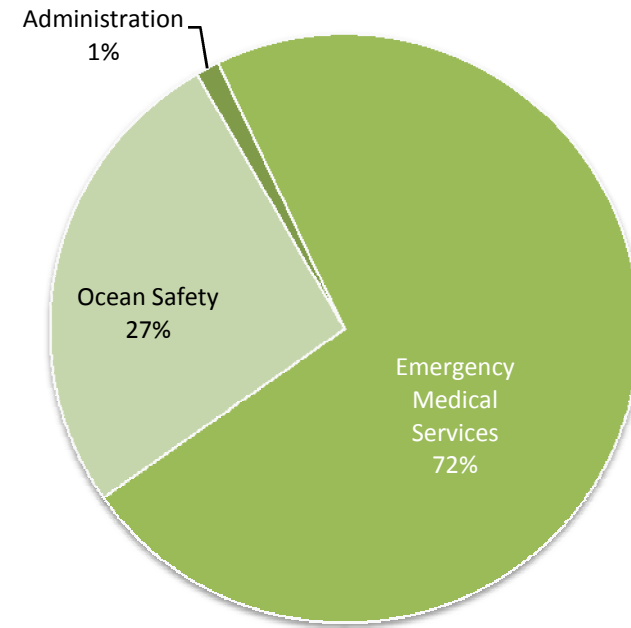
To develop programs and deliver exemplary services related to emergency medical services and lifeguard services on the island of O`ahu.

- Mission Statement

Funding Sources



Funding Uses



	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing			Overtime Expenditures ²	
			Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total (\$ million)	Non-Holiday (\$ million)
FY 2009	\$30.3	\$32.7	445.7	70.5	\$73,352	\$6.4	\$5.8
FY 2010	\$33.0	\$32.8	445.7	55.5	\$73,668	\$5.5	\$5.0
FY 2011	\$33.4	\$32.5	445.7	61.5	\$72,812	\$5.4	\$4.9
FY 2012	\$33.3	\$33.3	456.2	59.5	\$73,070	\$5.8	\$5.2
FY 2013	\$32.0	\$34.8	450.8	52.0	\$77,255	\$5.7	\$5.1
Change from last year	-4%	4%	-1%	-13%	6%	-2%	-3%
Change over last 5 years	6%	7%	1%	-26%	5%	-11%	-13%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Honolulu Emergency Services Department. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

The department consists of Administration, Emergency Medical Services (EMS) Division and Ocean Safety and Lifeguard Services (OSLS) Division.

- Administration is responsible 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.
- EMS develops programs and delivers emergency medical care and services. The state Department of Health contracts with the City and County of Honolulu to provide pre-hospital emergency medical care and services on O`ahu.
- OSLS provides lifeguard services along the 198 miles of O`ahu's coastline. This includes ocean rescue, emergency medical treatment, mobile patrol and response, and risk reduction programs related to ocean safety.

Effective July 1, 2013, the Health Services Branch, which includes 10.61 FTE positions, will be transferred from the Department of Human Resources to HESD. The Health Services Branch conducts pre-employment, annual and position required medical evaluations for current and prospective employees, drug screening, and blood analysis for Honolulu Police Department suspects arrested for DUI. The Health Services Branch also coordinates programs that promote health, reduce risks and prevents injury.

Over the last five years, the department's operating expenditures increased 7% from \$32.7 million in FY 2009 to \$34.8 million in FY 2013. According to the department, the increase was due to restoring the 5% pay reduction from the previous year and slight increase in personnel.



Photo Courtesy of Honolulu Emergency Services Department

Total authorized staffing increased slightly while vacancies decreased 26% over the last five years. There were 70.5 vacant FTE positions in FY 2009 compared to 52 vacant FTE positions in FY 2013. The department attributes the decrease to more quality employees being hired and less employees leaving.

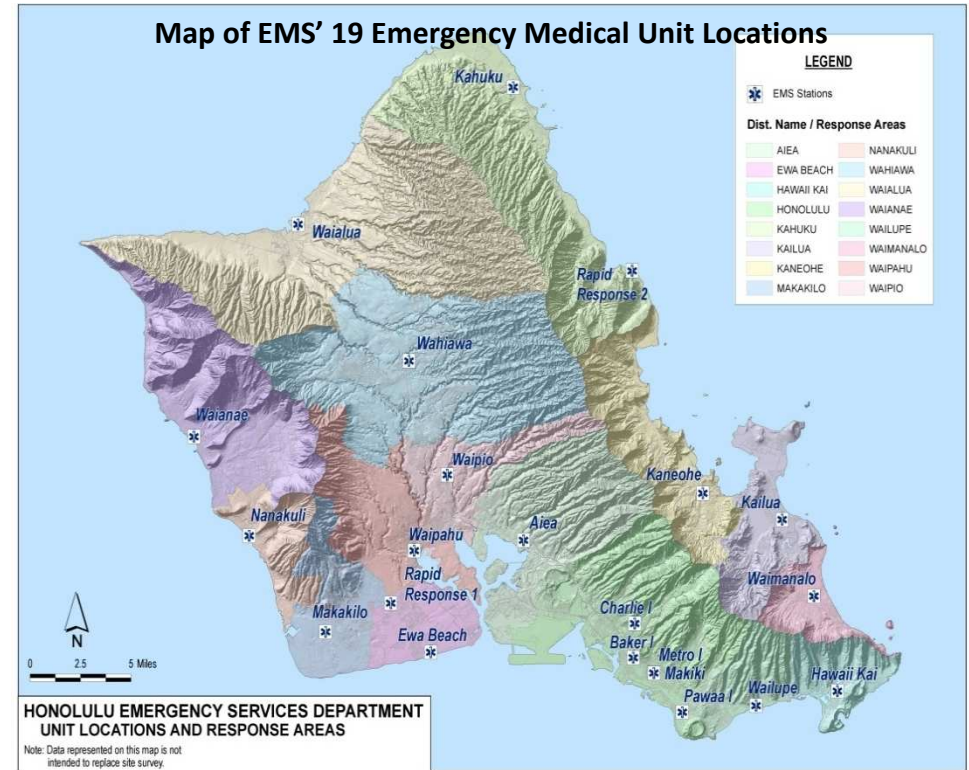
Overtime expenditures decreased 10% from \$6.4 million in FY 2009 to \$5.7 million in FY 2013. The department explained that the divisions have been evaluating and monitoring staffing needs and allocations. Critical areas are supplemented with short-term contracts.

The Emergency Medical Services (EMS) Division is divided into two operational districts:

- District I (West O`ahu) has 10 EMS ambulance units and one Rapid Response Unit.
- District II (East O`ahu) has 10 EMS ambulance units and one Rapid Response Unit.

All EMS units are certified Advanced Life Support (ALS) units. Each unit is staffed with two crewmembers and the Rapid Response Units are staffed with one. In addition to the field ambulance units, the EMS Division has five support elements: communications, specialty services, equipment, supplies, and vehicle maintenance. In FY 2013, division received six new ambulances to replace older vehicles.

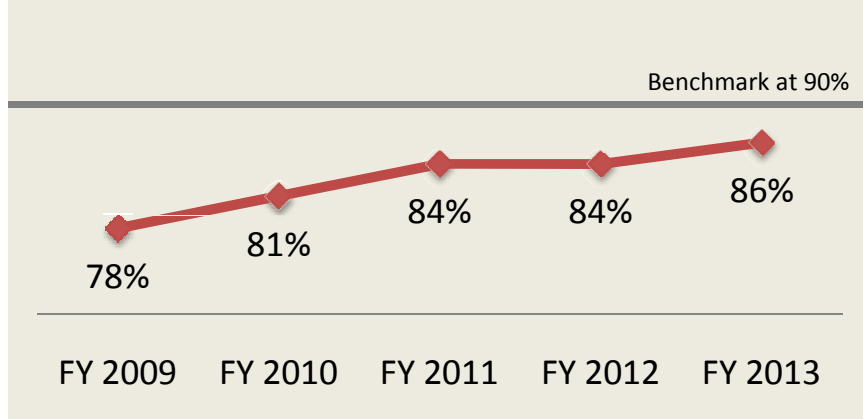
The EMS operation is consistent with the Revised Charter of Honolulu’s mandate to develop and deliver emergency medical services.



	EMS Operating Expenditures (\$ millions)	Total 911 Calls for Ambulance Service	Total EMS Transports	Total Ambulances in Service	Avg. EMS Transports Per Ambulance	Ambulance Response Time Met (Percentile) ¹
FY 2009	\$23.5	79,493	43,768	16	2,736	78%
FY 2010	\$23.5	77,323	43,576	18	2,421	81%
FY 2011	\$23.2	77,695	48,442	19	2,550	84%
FY 2012	\$24.4	83,938	46,988	20	2,349	84%
FY 2013	\$25.2	89,806	51,307	20	2,565	86%
Change from last year	3%	7%	9%	0%	9%	2%
Change over last 5 years	7%	13%	17%	25%	-6%	8%

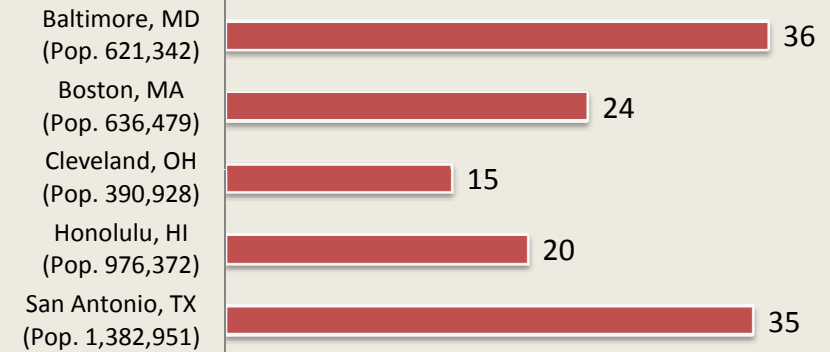
Source: Department of Budget and Fiscal Services and Honolulu Emergency Services Department. ¹State Department of Health Ambulance Response Times: Urban (10 minutes); Urban/Rural (15 minutes); and Rural (20 minutes) at the 90th percentile.

Ambulance Response Time Compliance: 90th Percentile



Source: Honolulu Emergency Services Department

National Comparison: Number of Ambulances by Service Area Population for FY 2013



Source: Honolulu Emergency Services Department and various city websites.

Over the last five years, the division’s operating expenditures increased 7% from \$23.5 million in FY 2009 to \$25.2 million in FY 2013. According to the division, the increase was due to the closure of the Hawai’i Medical Center West’s emergency room in December 2011 which resulted in higher transportation costs and the need for additional back-up ambulance from a third-party vendor. The division has been facing the effects of the closure which includes shortage of medications, the aging of equipment, and the retention of paramedic personnel. To address these effects, the division opened an ambulance unit in Ewa Beach in July 2012.

The division is contracted by the state Department of Health to provide emergency ambulance service on the island of O`ahu. Under contract terms, ambulance response times should comply with benchmarks at the 90th percentile. Over the last five years, EMS did not meet the 90th percentile standard. However, response time compliance improved 10% from 78% in FY 2009 to 86% in FY 2013. According to the division, better relocated and utilized resources, improved dispatch programs, and installation of new equipment contributed to the improvement in response time.

In the 2013 National Citizen Survey, 85% of Honolulu residents rated Ambulance/EMS as *excellent* or *good*. This rating is *similar* to percentages reported nationwide and among cities with populations over 300,000.

	The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)			
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Ambulance/EMS	90%	86%	86%	85%
Comparison to National Benchmark	↔	↔	↓	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

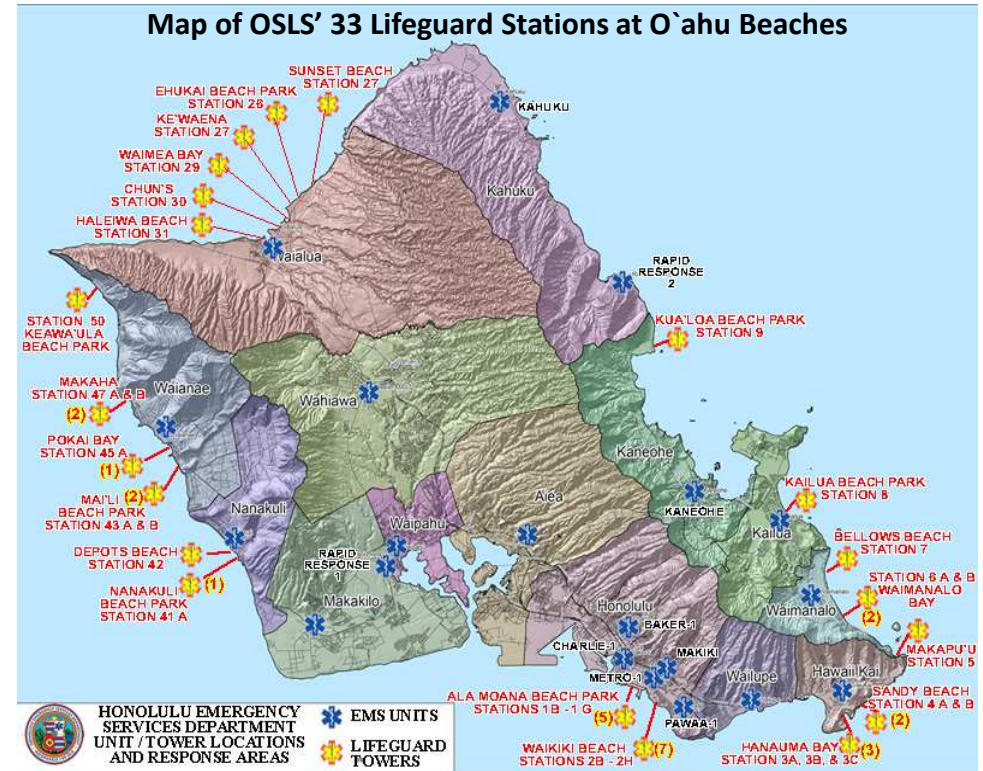
- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

Ocean Safety and Lifeguard Services (OSLS) Division provides lifeguard services along 198 miles of O`ahu's coastline. OSLS divides the island into four operational districts:

- North Shore (Kualoa to Ka`ena Point)
- Windward (Maunaloa Bay to Kualoa Point)
- South Shore (Pearl Harbor to Maunaloa Bay)
- Leeward (Ka`ena to Pearl Harbor)

Each district is assigned one captain and two lieutenants who are responsible for daily operations. Basic coverage is tower-based, with lifeguards assigned to stations at specific beaches. Mobile response units and personal watercraft are used to respond to aquatic emergencies.

Over the last 5 years, the division's operating expenditures increased 6% from \$8.7 million in FY 2009 to \$9.2 million in FY 2013. According to the division, the increase was due to the funding of eight new permanent water safety officer positions, as well as pay raises granted under collective bargaining.



Source: Honolulu Emergency Services Department

	OSLS Operating Expenditures (\$ million)	Ocean Rescues	Preventive Actions ¹	Public Contact ²	First Aid - Major ³	Beach Users (million)
FY 2009	\$8.7	1,731	448,537	836,526	1,264	14.7
FY 2010	\$8.8	1,920	527,395	922,099	1,203	15.2
FY 2011	\$8.8	1,868	583,425	1,067,512	1,158	15.6
FY 2012	\$8.5	2,318	597,902	989,497	1,170	16.4
FY 2013	\$9.2	2,619	744,764	1,228,418	1,336	18.1
Change from last year	8%	13%	25%	24%	14%	10%
Change over last 5 years	6%	51%	66%	47%	6%	23%

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

Ocean Safety and Lifeguard Services

The number of preventive actions increased 66% from 448,537 in FY 2009 to 744,764 in FY 2013. Public contacts also increased 47% during the same time period. According to the division, the introduction of new and highly popular ocean recreation activities, such as stand-up paddle boarding and commercial kayaking excursions, over the last five years have contributed to the demand for ocean safety services.

In FY 2013, OSLS personnel on the beaches and in the ocean waters accomplished more than 1.9 million preventive measures¹ in addition to the 2,619 ocean rescues and the management of 1,336 major medical cases.

One of OSLS' goals is to promote community awareness of ocean safety practices. To meet this goal, OSLS holds an annual Junior Lifeguard Training Program. The five-day course is designed to familiarize participants with ocean and beach safety skills such as ocean hazard identification, CPR, emergency first aid, and rescue techniques.

¹Preventive measures consists of 1,228,418 public contacts and 744,764 preventive actions.

²CY = Calendar Year

In FY 2013, over 200 youth between the ages of 13-17 participated in the program during the summer months. The program is offered at four O`ahu beach parks: Ala Moana Beach Park (South); Kalama Beach Park (East); Ehukai Beach Park (North); and Makaha Beach (West).

OSLS also promotes ocean safety practices through lectures, demonstrations, and various media to disseminate educational information. The department noted that OSLS faces growing demand in the level of service from visitors whose understanding and knowledge of ocean environment is minimal and whose language and cultural background create barriers to understanding ocean hazards.

In FY 2013, the division added ocean safety Nixle alerts to its community alert system.

The division's training unit follows guidelines established by the United States Lifesaving Association (USLA). Ocean safety personnel earned USLA Open Water Certification through CY² 2013.

US Lifesaving Association, CY 2012

Reporting Agency	Coastline Miles	Attendance (million)	Total Rescues	Rescues per 10,000
City and County of Honolulu, HI	198.0	18.1	2,619	1.45
City of Huntington Beach, CA	3.5	7.9	4,628	5.84
City of Miami Beach, FL	7.0	12.2	412	0.34
City of Newport Beach, CA	9.7	9.5	3,794	3.97
City of San Diego, CA	24.0	24.3	5,426	2.24

Source: US Lifesaving Association - American Lifeguard Rescue and Drowning Statistics for Beaches, CY 2012



CHAPTER 9

Department of
Enterprise Services

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. 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:

- Decrease the General Fund subsidy of the Special Events Fund and the Golf Fund.
- Provide excellence in service and facilities
- Increase public awareness of departmental programs and services via marketing and public relations.

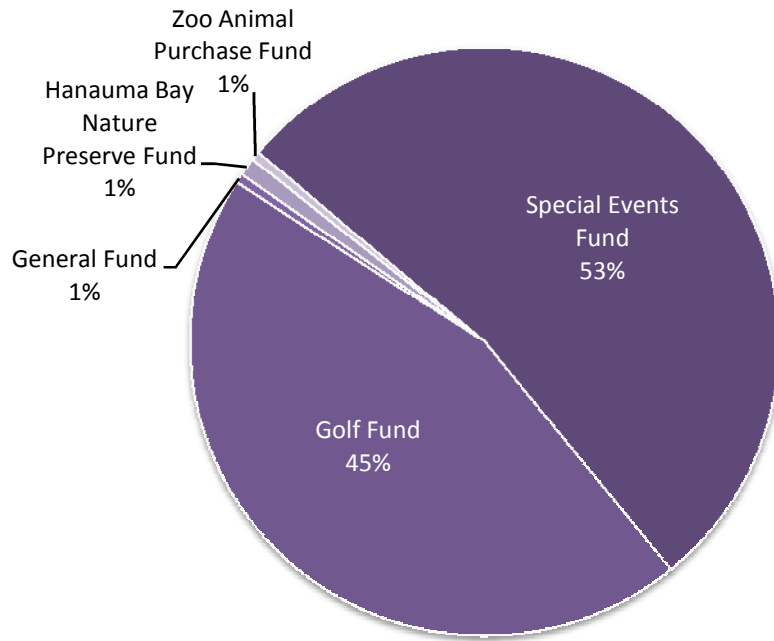
The department's administration directs and coordinates the programs and operations through its four divisions:

- Building Services – Provides facilities support to the Blaisdell Center, Waikiki Shell, Honolulu Zoo, six municipal golf courses and designated concessions.
- Customer Services – Plans, develops, markets and rents out the Blaisdell Center and Waikiki Shell facilities.
- Golf Course – Operates and maintains six municipal golf courses.
- Honolulu Zoo – Operates and maintains the city's 42-acre zoological park.

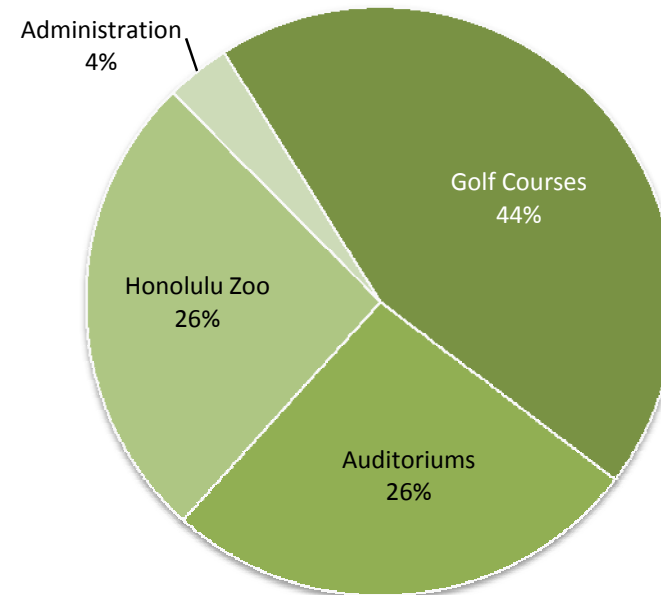
To manage and market a diversity of community-oriented facilities and services for the use and benefit of the public, supporting cultural, recreational, and educational opportunities and events on a self-supporting basis.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$18.6	\$20.2	292.9	69.5	\$68,999	\$652,742	\$433,707
FY 2010	\$21.6	\$19.9	292.9	64.5	\$67,851	\$577,885	\$377,907
FY 2011	\$20.6	\$18.6	297.9	68.6	\$62,432	\$645,339	\$400,025
FY 2012	\$23.1	\$20.2	297.9	58.1	\$67,920	\$372,313	\$149,877
FY 2013	\$23.7	\$20.3	297.9	69.6	\$68,213	\$608,581	\$355,106
Change from last year	3%	<1%	0%	20%	<1%	63%	137%
Change over last 5 years	27%	<1%	2%	<1%	-1%	-7%	-18%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of Enterprise Services. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Over the last five years, the department's operating expenditures have remained relatively the same. The department reported that it has continued to maintain service levels at all DES facilities with minimal increases to its operating expenditures. The department was able to achieve this by carefully managing existing resources and operating more efficiently. However, this has adversely impacted deferred maintenance.

Total authorized staffing was 297.9 FTE positions in FY 2013, compared to 292.9 in FY 2009, a 2% increase. There were 69.6 vacant FTE positions in FY 2013. According to the department, DES has strived to fill all funded vacant positions. There is a process to identify the priority vacant position fills based on available resources, develop the appropriate recruitment mechanism, and interview and select the most qualified candidates.

Overtime expenditures decreased 7% from \$652,742 in FY 2009 to \$608,581 in FY 2013.



Source: Office of the City Auditor

	General Fund Subsidy		
	Golf Fund (\$ million)	Special Events Fund (\$ million)	Total General Fund Subsidy (\$ million)
FY 2009	\$11.6	\$12.1	\$23.7
FY 2010	\$9.0	\$11.1	\$20.1
FY 2011	\$8.3	\$7.8	\$16.1
FY 2012	\$9.8	\$13.1	\$22.9
FY 2013	\$5.0	\$6.6	\$11.6
Change from last year	-49%	-50%	-49%
Change over last 5 years	-57%	-45%	-51%

Source: Department of Enterprise Services

Administration focuses on maximizing revenues, optimizing fiscal and manpower resources in support of the department's and mayor's fiscal sustainability goal by reducing the General Fund subsidy of the Special Events Fund and Golf Fund. It also administers and enforces citywide concession contracts.

Over the last five years, the division's operating expenditures increased 18% from \$609,562 in FY 2009 to \$718,447 in FY 2013. In FY 2013, the division administrated 34 concession contracts that generated revenues of \$6.5 million.

The Building Services Division completed more than 150 maintenance and repair tasks in FY 2013. These tasks included several paint-stripping projects in parking lots, painting of several areas at the Honolulu Zoo and Blaisdell, electrical and plumbing installations, and lighting retrofits.



Photo Courtesy of Department of Enterprise Services

	Operating Expenditures		DES Concessions		Blaisdell & Waikiki Shell Performances			Expos, Trade Shows & Job Fairs ¹
	Administration	Auditoriums (\$ million)	Total	Revenues (\$ million)	Total	Revenues	Attendance	
FY 2009	\$609,562	\$5.4	34	\$5.8	964	\$5.9	889,847	49
FY 2010	\$609,943	\$5.3	36	\$5.7	916	\$5.8	813,060	50
FY 2011	\$480,300	\$5.0	30	\$6.2	911	\$5.5	798,472	47
FY 2012	\$536,111	\$5.4	31	\$6.5	353	\$5.6	647,889	47
FY 2013	\$718,447	\$5.2	34	\$6.5	651	\$6.1	770,496	53
Change from last year	34%	-4%	10%	0%	84%	9%	19%	13%
Change over last 5 years	18%	-4%	0%	12%	-32%	3%	-13%	8%

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

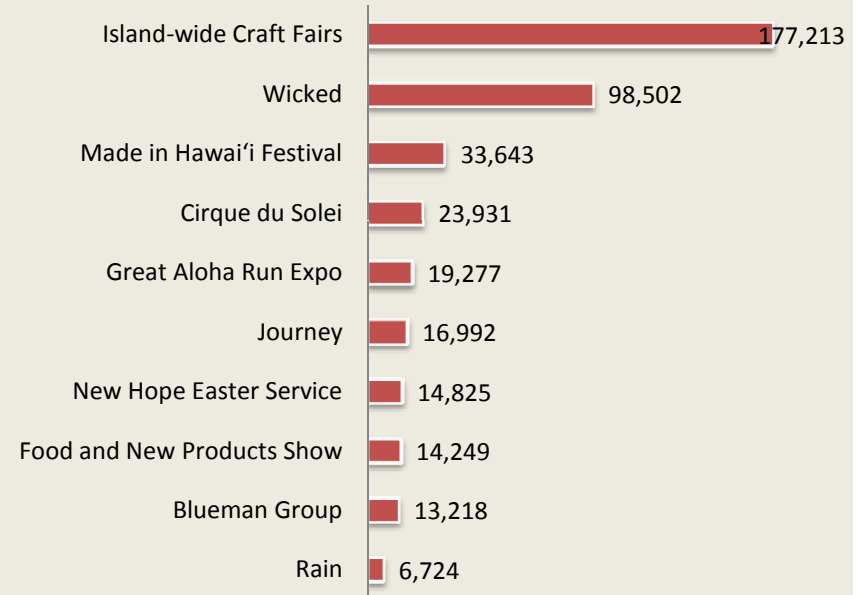
Customer Services

The Customer Service Division manages the Blaisdell Center and the Waikiki Shell. Its goal is to seek out extensive and varied entertainment choices for the people of Honolulu while maximizing revenues generated to support the Blaisdell Center's operations. In FY 2013, 770,496 people attended 651 performances at the Blaisdell Center and the Waikiki Shell, compared to an attendance of 889,847 for 964 performances in FY 2009, a decrease of 13% and 32%, respectively. Auditoriums operating expenditures decreased 3% from \$5.4 million in FY 2009 to \$5.2 million in FY 2013. Revenues have increased slightly by 3%.

The Exhibition Hall, the most frequently used facility in the Blaisdell Center, held 53 major expositions, tradeshow and job fairs in FY 2013, which significantly contributed to stimulating the local economy. In FY 2013, the largest turnouts were for the Island-wide Craft Fair, which brought in 177,213 people, followed by the Made in Hawai'i Festival where 33,643 people attended.

In the FY 2013 National Citizen Survey, 57% of Honolulu residents rated recreational opportunities as *excellent* or *good* and 51% rated opportunities to attend cultural/arts/music activities as *excellent* or *good*. These ratings were *similar* to percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 11th out of 18th cities, equivalent to the 41% percentile for recreational opportunities. Honolulu ranked 7th out of 16 cities, equivalent to the 60th percentile for opportunities to attend cultural, arts, and music activities.

Attendance for Top Ten Blaisdell Center Events in FY 2013



Source: Department of Enterprise Services

The National Citizen Survey (% Excellent or Good)

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Recreational Activities	71%	69%	73%	57%
Comparison to National Benchmark	↑	↑	↑	↔
Cultural/Arts/Music Activities	70%	71%	69%	51%
Comparison to National Benchmark	↑	↑	↑	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

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



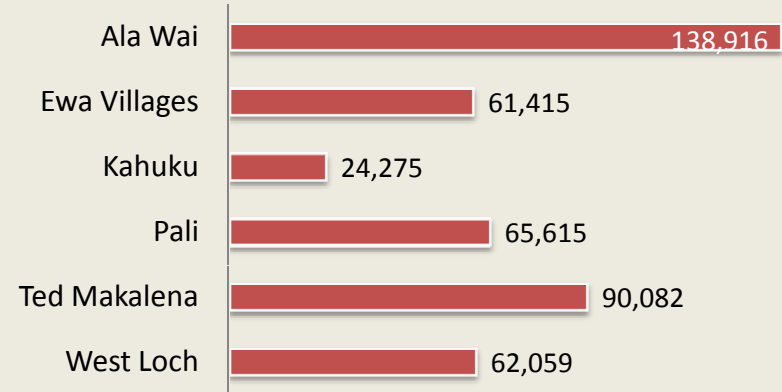
Photo Courtesy of Department of Enterprise Services

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

Ala Wai is not only the busiest municipal course on O`ahu, but also one of the busiest courses in the world.

The division’s operation expenditures have remained the same over the last five years. In FY 2013, registered play totaled 442,362 rounds which is a 5% decrease from the previous year of 464,708 rounds and a 22% decrease of 563,589 rounds played in FY 2009.

Number of Rounds Played in FY 2013

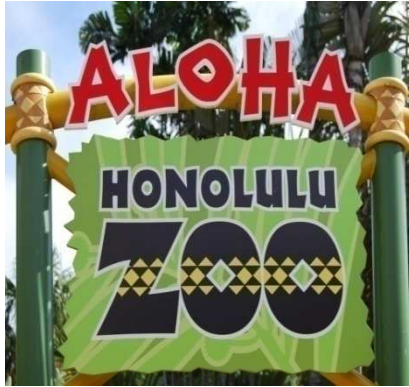


Source: Department of Enterprise Services

Although the number of rounds played in Honolulu has declined, revenues generated by the golf courses increased 8% from \$7.6 million in FY 2009 to \$9.8 million in FY 2013. The department implemented gradual fee increases at municipal golf courses in FY 2013 which resulted in revenue increases. The department reported that these fee increases were necessary to sustain current service levels.

	Golf Operating Expenditures (\$ million)	Number of Rounds Played	Revenues ¹ (\$ million)
FY 2009	\$9.0	563,589	\$7.6
FY 2010	\$8.8	534,508	\$8.6
FY 2011	\$8.3	475,663	\$8.7
FY 2012	\$9.2	464,708	\$9.1
FY 2013	\$9.0	442,362	\$9.8
Change from last year	-2%	-5%	8%
Change over last 5 years	0%	-22%	29%

Source: Department of Enterprise Services. ¹FY 2013 green fees with golf I.D. card: 18-holes \$26 (weekend/holiday); \$22 (weekday); \$55 (without I.D. card).



Source: Office of the City Auditor



Photo Courtesy of Department of Enterprise Services

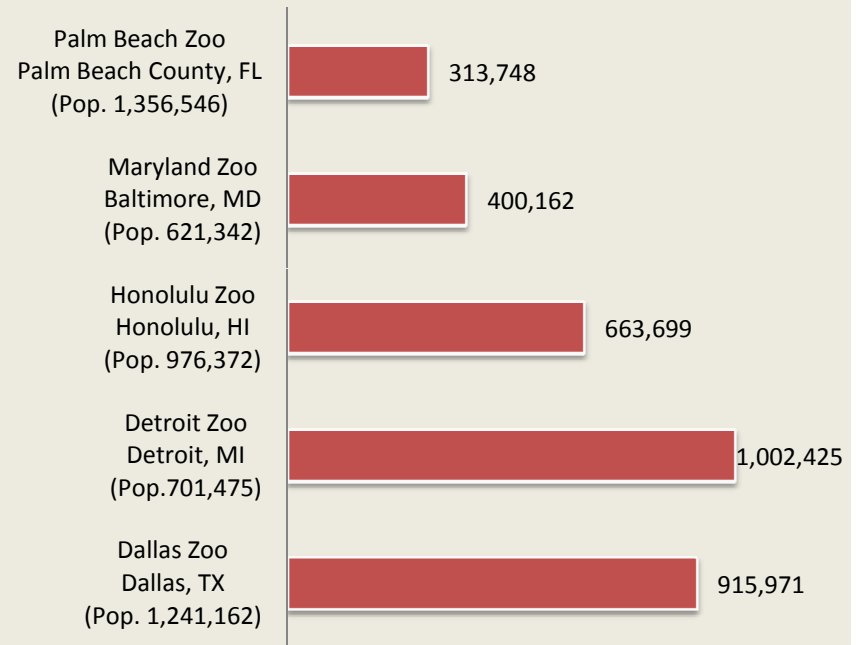
The Honolulu Zoo Division plans, operates, and maintains a 42-acre integrated zoological and botanical park in Waikiki. Its mission is to inspire the stewardship of our living world by providing meaningful experiences to its guests. The division’s operating expenditures increased 2% over the last five years.

In FY 2013, the Zoo’s revenues reached \$5.1 million with an attendance of 663,699 visitors. Attendance was slightly lower than last year. The decreased was attributed to the renovation of the Zoo and Waikiki Shell parking lots from March to June 2013, which required half of the parking lot to be closed.

On December 15, 2012, the Zoo’s Facebook site recorded a one-day record-breaking number of visitors with the announcement of the delivery of three cubs to Moxy, the African lioness. The cubs continue to be a popular draw for zoo visitors.

The Association of Zoos and Aquariums (AZA) renewed the Zoo’s accreditation last year. The division reported that the Zoo continues to address concerns in order to prepare for the next accreditation inspection in 2016, including filling vacant positions and repairing and upgrading animal exhibits.

National Comparison on Zoo Attendance



Source: Department of Enterprise Services and city/county zoo websites

	Total Revenues ¹ (\$ million)	Operating Expenditures (\$ million)	Zoo Visitor Attendance
FY 2009	\$2.2	\$5.2	623,034
FY 2010	\$3.0	\$5.1	580,265
FY 2011	\$2.8	\$4.8	603,677
FY 2012	\$4.0	\$5.0	667,981
FY 2013	\$5.1	\$5.3	663,699
Change from last year	28%	6%	-1%
Change over last 5 years	132%	2%	7%

Source: Department of Enterprise Services

¹Honolulu Zoo admission: \$14 (Adult 13+); \$6 (Children 3-12 years); Kama`aina/U.S. Military - \$8 (Adult) and \$4 (Children). Revenues exclude admissions paid by Honolulu Zoo Society membership fees.



CHAPTER 10

Department of Environmental Services

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:

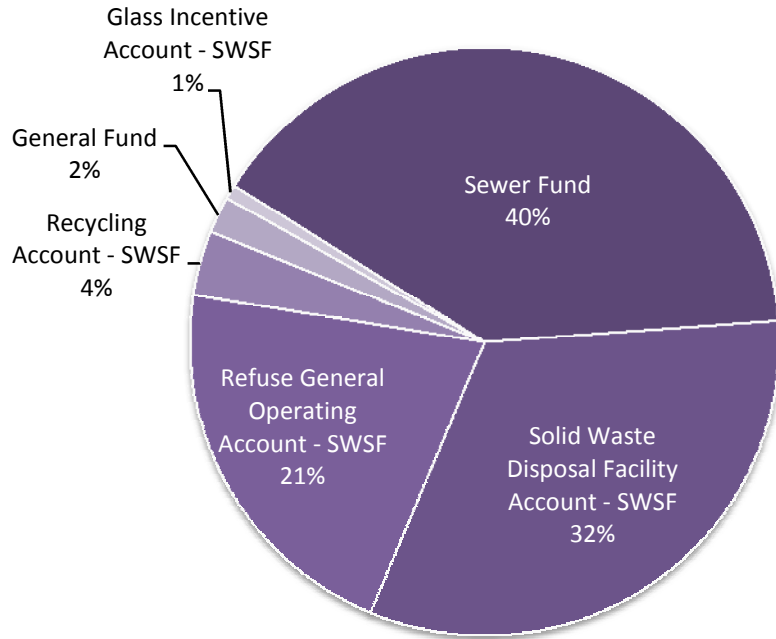
- Sustainability - Ensure that operations and services emphasize sustainable practices.
- Operating as a Business - Provide cost effective, quality service through improved business and work processes.
- Employee Development - Invest in employee development in order to improve operational and fiscal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

ENV is organized into five areas: administration; environmental quality; collection system maintenance; wastewater treatment and disposal; and refuse collection and disposal.

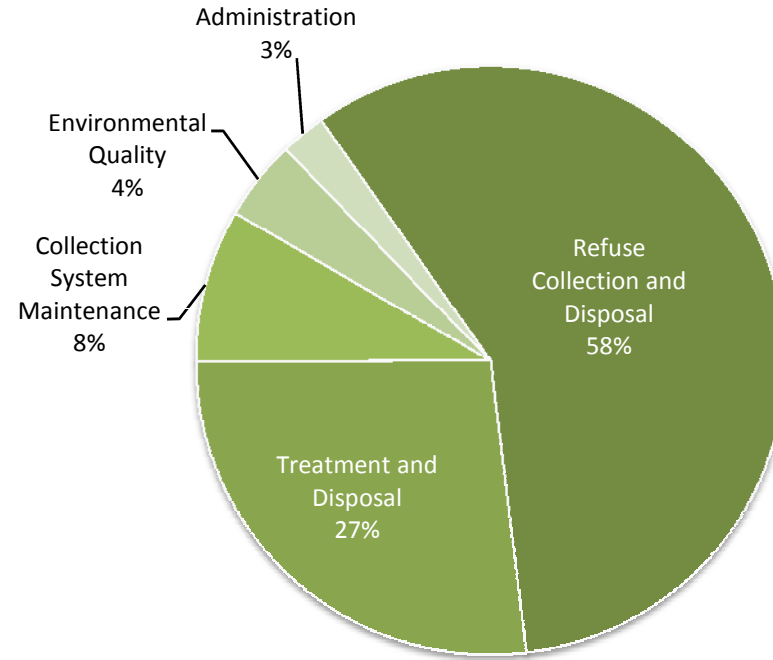
To protect public health and the environment by efficiently and effectively managing the wastewater and solid waste systems of the City and County of Honolulu.

- Mission Statement

Funding Sources



Funding Uses¹



¹Percentages do not total to 100% due to rounding.

	Total Operating Expenditures (\$ million)	Total Revenues (\$ million)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$200.4	\$411.7	1,166	283	\$171,881	\$11.5	\$10.1
FY 2010	\$198.2	\$455.0	1,166	298	\$170,005	\$9.9	\$8.6
FY 2011	\$213.8	\$438.2	1,166	322	\$183,345	\$10.5	\$9.2
FY 2012	\$216.1	\$484.1	1,166	323	\$185,304	\$11.0	\$9.8
FY 2013	\$230.1	\$496.8	1,147	301	\$200,597	\$11.3	\$10.1
Change from last year	6%	3%	-2%	-7%	8%	3%	3%
Change over last 5 years	15%	21%	-2%	6%	17%	-2%	0%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Administration

Over the last five years, the department's operating expenditures increased 15% from \$200.4 million in FY 2009 to \$230.1 million in FY 2013. According to the department, the increase was due to the rising costs of salaries, fringe benefits, utilities, and contractual services.

Total authorized staffing decreased 2% from 1,166 FTE positions in FY 2009 to 1,147 FTE positions in FY 2013. During the same period, vacancies increased 6% from 283 vacant FTE positions in FY 2009 to 301 vacant FTE positions in FY 2013. Overtime expenditures increased by 3% from last year due to the increases in salary rates.

Administration

Administration directs and coordinates the operation and maintenance of the city's wastewater, storm water, and solid waste programs. It provides overall development and management through financial and capital planning, scheduling and tracking, information technology support, and other services.

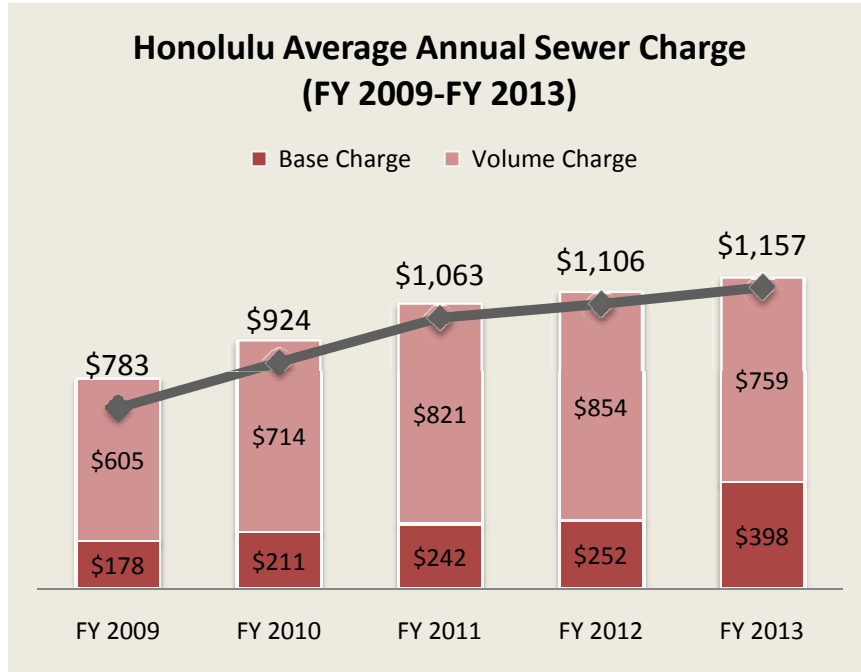
Compliance with the 2010 Wastewater Consent Decree is a priority for the city and the department. The decree provides a program of improvements to the city's wastewater collection and treatment systems. ENV is responsible for capital planning, programming, and compliance reporting requirements for the 2010 consent decree. The Department of Design and Construction (DDC) supports ENV by executing CIP project planning, design and construction for required capital projects.

At the end of FY 2013, the department reported that it had fulfilled 305 of 481 compliance milestones, including the completion of the Beachwalk Emergency Force Main Project, under the 2010 Wastewater Consent Decree.

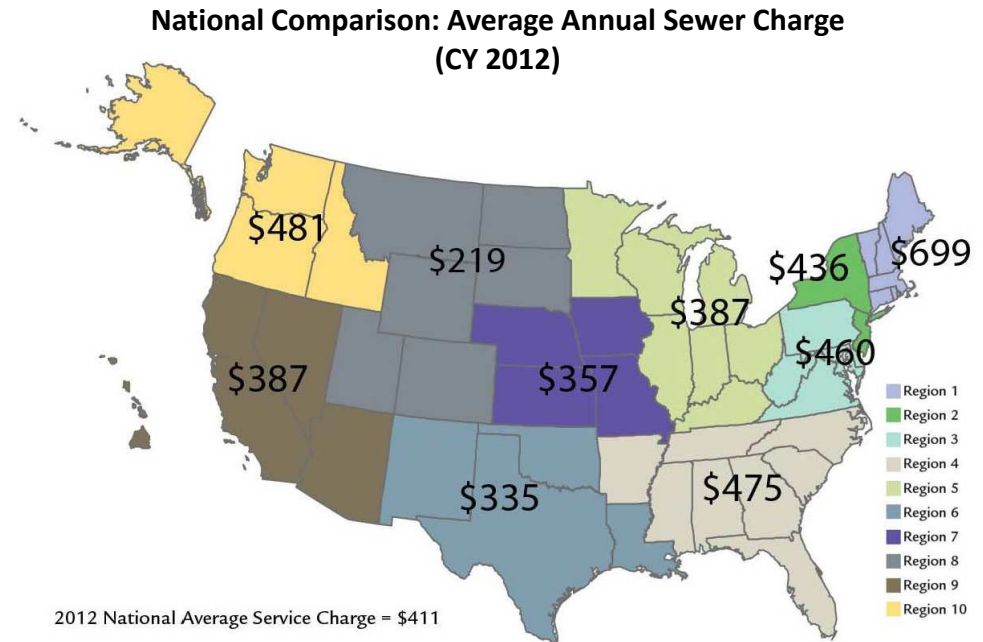
Over the last five years, administration's operating expenditures decreased 45% from \$10.4 million in FY 2009 to \$5.7 million in FY 2013. ENV noted that the decrease was due to fewer contract services. Revenues have increased over the last five years. The division explained that scheduled increase in sewer charges have contributed to the rising trend.

	Operating Expenditures (\$ million)	Revenue Sources (\$ million)				Average Annual Sewage Charge ¹	Bond Rating	Capital Expenditures (\$ million)
		Charges for Services	Utilities or Other Enterprises	Non-Revenue Receipts	Other Revenues			
FY 2009	\$10.4	\$264.4	\$93.1	\$53.5	\$0.7	\$782.88	AA-	\$330.1
FY 2010	\$7.0	\$312.1	\$82.1	\$57.8	\$3.0	\$924.48	AA	\$256.6
FY 2011	\$5.8	\$350.7	\$85.4	\$0.0	\$2.1	\$1,062.60	AA	\$371.4
FY 2012	\$7.1	\$376.1	\$103.6	\$0.0	\$4.5	\$1,105.56	AA	\$135.8
FY 2013	\$5.7	\$370.3	\$104.6	\$0.0	\$3.6	\$1,156.87	AA	\$127.6
Change from last year	-19%	-2%	1%	-	-19%	5%	-	-6%
Change over last 5 years	-45%	40%	12%	-100%	411%	48%	-	-61%

Source: Department of Budget and Fiscal Services and Department of Environmental Services



Source: Department of Environmental Services



Source: National Association of Clean Water Agencies (NACWA), 2012 Service Charge Index

Capital expenditures decreased 61% from \$330.1 million in FY 2009 to \$127.6 million in FY 2013. Major capital expenditures include on-going projects:

- Solid Waste-to-Energy Facility H-POWER Expansion
- Rehabilitation of Sewer Lines
- O`ahu Secondary Landfill Site Selection Study

The average annual sewage charge increased 48% from \$783 in FY 2009 to \$1,157 in FY 2013 partly due to a six year planned rate increase to pay for sewer infrastructure upgrades.

ENV noted that costs in Hawai'i are generally substantially higher than the national averages. Required upgrades to the wastewater collection system under the 1995 and 2010 Consent Decrees have contributed significantly to system costs and supporting rates.

According to the National Association of Clean Water Agencies (NACWA), the national average annual sewer charge in CY 2012 was \$411 per single family dwelling. The average annual sewer charge in Region 9 (which includes Hawai'i) was \$387. ENV reports that Honolulu's average annual service charge per equivalent single family dwelling unit for FY 2013 was \$1,157.

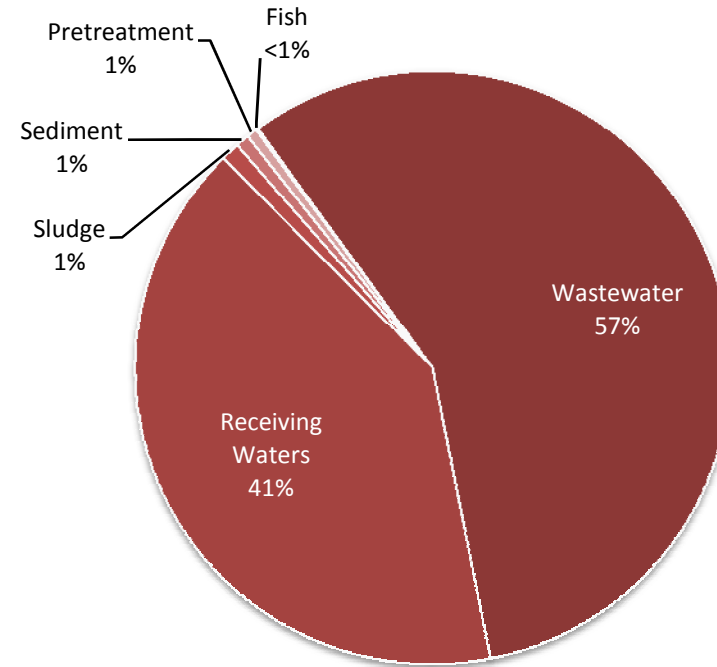
Environmental Quality

The Environmental Quality (EQ) Division directs, coordinates and manages activities related to compliance with state and federal requirements for the city's wastewater, industrial waste, water quality, and storm water programs.

Compliance responsibilities over the wastewater program include issuing permits; conducting inspections and investigations; overseeing the city's effluent and bio-solids reuse; and annual reporting. The division also oversees consent decree requirements including wastewater recycling; monitoring ocean discharges; and conducting air quality monitoring; as well as the city's compliance with the Storm Water Management Plan (SWMP) requirements under the federal Clean Water Act and the National Pollutant Discharge Elimination Systems (NPDES) permits.

Over the last five years, EQ's operating expenditures decreased 24% from \$13.4 million in FY 2009 to \$10.2 million in FY 2013. According to the division, decreases reflect reductions in consultant services with some cuts in salary, supplies, advertising, and other services.

Water Quality Laboratory Samples by Category¹



¹Percentages do not total to 100% due to rounding.

	Operating Expenditures (\$ million)	Regulatory Control ²		Water Quality Laboratory		Storm Water Quality	
		Total Investigations/ Inspections	Total Enforcements	Parameter Results	Samples	Total Investigations Closed	Total Violation Notices Issued
FY 2009	\$13.4	6,977	1,846	-	-	450	32
FY 2010	\$9.9	6,666	1,658	-	-	325	19
FY 2011	\$10.8	5,820	480	45,132	18,449	351	13
FY 2012	\$10.0	4,594	1,000	37,375	16,854	304	15
FY 2013	\$10.2	5,892	397	40,814	17,202	292	16
Change from last year	2%	28%	-60%	9%	2%	-4%	7%
Change over last 5 years	-24%	-16%	-78%	-	-	-35%	-50%

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ²The 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.

The total number of investigations/inspections conducted declined 16% from 6,977 in FY 2009 to 5,892 in FY 2013. ENV reported that the number of inspections varies with economic development trends and/or changes in program rules or policies. Special investigations associated with collection system problems are being reduced as problems are corrected. The number of enforcements was 397 in FY 2013, compared to 1,846 in FY 2009, a 78% decrease. According to the division, the number of enforcement actions will fluctuate depending on the number of businesses in compliance. Also, the amount of smoke testing conducted by Wastewater Collection System Maintenance (WCSM) Division and its findings can also significantly affect the number of enforcement actions.

The Division of Wastewater Treatment and Disposal operates city wastewater treatment plants and the city received four Peak Performance Awards¹ by the National Association of Clean Water Agencies for excellence in wastewater treatment as measured by their compliance with the National Pollutant Discharge Elimination System (NDPES) permits.²

Refuse Collection and Disposal

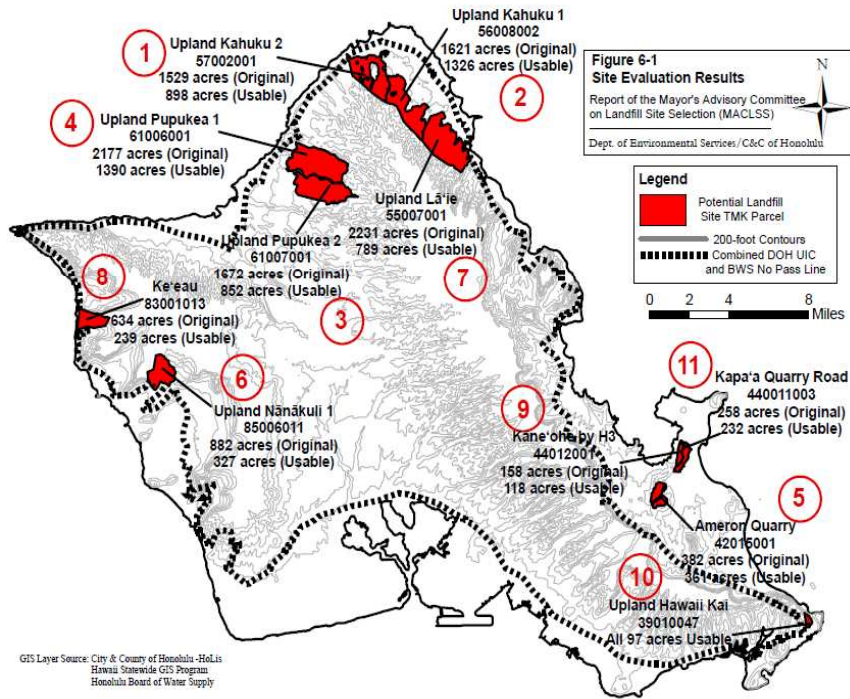
Refuse Collection and Disposal (RCD) Division is responsible for administering, managing, and planning the city’s solid waste program. It collects, transports, and disposes solid waste through recycling, transfer stations, landfills, residential and non-residential collection, and the H-POWER waste-to-energy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

There are two landfills on O`ahu: the city’s Waimanalo Gulch Sanitary Landfill (WGSL) designated for municipal solid waste (MSW) and the private PVT Landfill, which is permitted for construction and demolition debris. In 2009, a Land Use Commission (LUC) order required the city to begin the process of identifying one or more landfill sites to supplement or replace the WGSL. As a result, the mayor appointed a 12-member volunteer committee to identify and rank potential new landfill sites for consideration by the city.

	Operating Expenditures (\$ million)	Municipal Solid Waste Disposal (MSW) Categories (Tons)					Total MSW ⁴	MSW Landfill Diversion Rate ⁵
		General Material Recycling	MSW Disposed at H-POWER	H-POWER Ash and Residue	Total MSW Diverted from Landfill ³			
CY 2009	\$106.9	456,876	623,312	191,713	888,475	1,313,253	67.7%	
CY 2010	\$113.8	426,947	607,301	188,683	845,565	1,212,760	69.7%	
CY 2011	\$127.2	448,639	598,042	179,946	866,735	1,210,417	71.6%	
CY 2012	\$120.7	490,061	594,793	163,618	921,236	1,241,775	73.4%	
CY 2013	\$132.9	487,157	613,328	161,665	938,820	1,231,425	76.2%	
Change from last year	10%	-90%	3%	-1%	2%	-1%	4%	
Change over last 5 years	24%	7%	-2%	-16%	6%	-6%	13%	

Source: Department of Budget and Fiscal Services and Department of Environmental Services. ¹The Wahiawa Wastewater Treatment Plant and Waianae Wastewater Treatment Plant received gold awards. The Honouliuli Wastewater Treatment Plant and Kailua Regional Wastewater Treatment Plant received silver awards. ²The Clean Water Act of 1972 introduced the National Pollutant Discharge Elimination System which is a permit system for regulating point sources of pollution. ³Total MSW Diverted from Landfill = (General Material Recycling + MSW Disposed at H-POWER) - H-POWER Ash and Residue. ⁴Total MSW reflects all MSW from the island of O`ahu. ⁵MSW Landfill Diversion Rate = Total MSW Diverted from Landfill ÷ Total MSW.

O`ahu Secondary Landfill Site Evaluation Results



Source: Report of the Mayor's Advisory Committee on Landfill Site Selection, September 2012

In September 2012, the committee reported on 11 potential sites. The committee ranked these sites based on factors such as landfill capacity; location relative to educational institutions, health care facilities, or parks and recreation facilities; location relative to residential concentrations; location relative to H-POWER; etc. The department reported that it will continue its landfill and expansion operations at WGSL until the city further evaluates the sites, submits recommendations to the city council for review and approval, and develops Environmental Impact Statement(s) specific to the selected site(s).

Over the last five years, RCD's operating expenditures increased 24% from \$106.9 million in FY 2009 to \$132.9 million in FY 2013. According to the division, the increase was due to the expansion of the WGSL, the H-POWER 3rd Boiler expansion, the carts required for the automated collection program, and the general increase in costs for all goods and services.

In the 2013 National Citizen Survey, 72% and 64% of Honolulu residents rated garbage collection and yard waste pick-up as *excellent* or *good*, respectively. Both ratings were *similar* to percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 16th out of 20 cities, equivalent to the 21% percentile for garbage collection. Honolulu ranked 9th out of 11 cities, equivalent to the 20% percentile for yard waste pick-up.

ENV commented that the city provides an extensive refuse collection and yard waste collection program with weekly residential refuse collection, bi-weekly mixed recyclable collection, bi-weekly green waste collection, and monthly bulky item collection. ENV states that this service far exceeds service provided by most other municipalities.

The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)				
	2010	2011	2012	2013
Garbage Collection	73%	76%	73%	72%
Comparison to National Benchmark	↓↓	↓	↓↓	↔
Yard Waste Pick-Up	64%	65%	64%	64%
Comparison to National Benchmark	↓↓	↓	↓↓	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

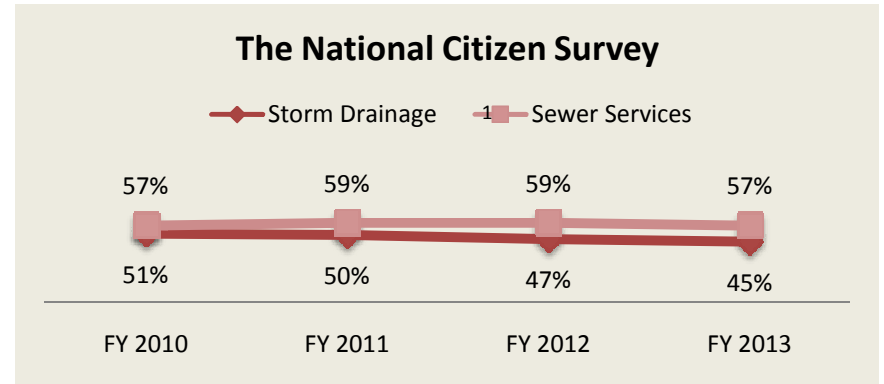
Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

Wastewater Collection System Maintenance (WCSM) repairs, operates, and maintains 2,100 miles of mains and pipes in the city’s sanitary sewer system. Wastewater Treatment and Disposal (WTD) collects about 100 million gallons of wastewater daily from toilets, sinks, drains, schools, and businesses on O’ahu. Wastewater travels through WTD’s system of 70 pump stations and four preliminary treatment facilities before reaching one of nine wastewater treatment plants for processing.

According to the mayor, adequate sewer capacity is a critical part of the city’s infrastructure. Without sewer capacity, the city cannot approve new development projects. As a means of addressing capacity issues, the city upgraded the Waipahu Wastewater Pumping station, and completed work on the Beachwalk Force Main project. A second digester at the Sand Island Wastewater Treatment Plant is expected to provide sufficient capacity and redundancy.

Over the past five years, WCSM’s operating expenditures increased 88% from \$10.3 million in FY 2009 to \$19.4 million in FY 2013. The division reported that the increase was due to more sewer maintenance activity and the transfer of pumping station operations from the Division of Wastewater Treatment and Disposal to the Division of Collection System Maintenance.



Source: 2013 National Citizen Survey (Honolulu)

¹The Department of Facility Maintenance is responsible for the maintenance of storm drains in the City & County of Honolulu. ENV only has some regulatory oversight of discharge into storm drains.

In the 2013 National Citizen Survey, 45% and 57% of Honolulu residents rated storm drainage and sewer services as *excellent* or *good*, respectively. These percentages were ranked *lower* to those reported nationwide and *similar* among cities with populations over 300,000. Among large cities, Honolulu ranked 19th out of 21 cities, equivalent to the 10% percentile for storm drainage services. Honolulu ranked 12th out of 13 cities, equivalent to the 8th percentile for sewer services.

	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 ¹	Operating Expenditures (\$ million)	Wastewater Collected and Treated (mgd) ²
FY 2009	\$10.3	570	39	64	\$59.4	104
FY 2010	\$11.0	871	87	49	\$56.4	106
FY 2011	\$8.4	596	66	64	\$61.6	105
FY 2012	\$17.4	609	359	43	\$60.8	100
FY 2013	\$19.4	519	49	25	\$61.9	99.5
Change from last year	11%	-15%	-86%	-42%	2%	-1%
Change over last 5 years	88%	-9%	26%	-61%	4%	-4%

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

Environmental Sustainability - Recycling

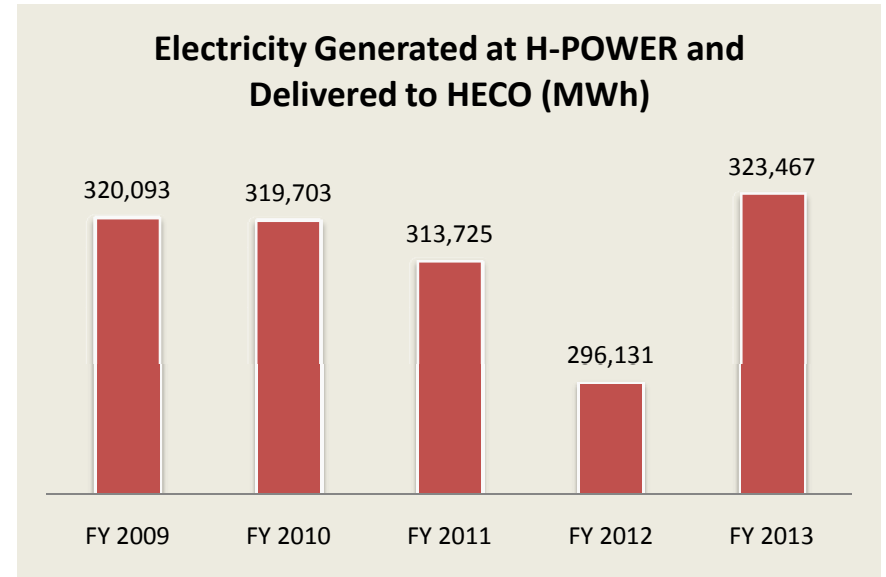
ENV reported that Honolulu is a leader in environmental sustainability. In 2008, the ENV issued the city's 25-Year Integrated Solid Waste Management Plan¹. Recycling, energy conversion, composting and reuse are necessary to minimize the need for landfill disposal.

The city's H-POWER waste-to-energy facility converts solid waste into electricity. Electricity generated by H-POWER is sold to Hawaiian Electric Company (HECO), the island's primary electric utility. In FY 2013, ENV generated and sold 323,467 megawatt hours (MWh) to HECO compared to 320,093 MWh in FY 2009, a 1% increase.

Total tons recycled increased 8% over the last five years. Green waste collected increased 45% from 47,756 tons in CY 2009 to 69,170 tons in CY 2013. Other recyclables increased 36% over the last five years.

According to ENV, total MSW has decreased since 2009, most likely due to a downturn in the economy, but that recycling rates have

¹The Integrated Solid Waste Management Plan, Chapter 342G, HRS; and Section 9-13, ROH.



Source: Department of Environmental Services

maintained or increased, as have landfill diversion rates. This is due to advances in residential curbside recycling, commercial recycling and increased capacity at H-POWER.

Municipal Solid Waste Recycling Categories¹ in CY² (Tons)

	Total MSW Diverted from Landfill by Recycling ¹ (Tons)	Green Waste	Office Paper (City Offices)	Community Recycling Bins ²	Curbside Mixed Recyclables ²	H-POWER MSW Recycled	Other Recyclables ³
CY 2009	521,119	47,756	177	8,899	7,827	419,094	32,534
CY 2010	523,833	58,240	68	5,780	15,772	415,455	41,147
CY 2011	539,541	70,480	60	4,704	20,971	427,106	46,175
CY 2012	550,175	70,860	80	4,359	20,941	418,491	43,710
CY 2013	565,277	69,170	105	-	21,409	451,663	44,339
Change from last year	3%	-2%	31%	-	2%	8%	1%
Change over last 5 years	8%	45%	-41%	-	174%	8%	36%

Source: Department of Environmental Services. ¹Reflects only city collected MSW. ²The city ended the community bin recycling program in late FY 2012. Materials collected in the community recycling bins have since shifted to curbside collection. The curbside recycling tonnage had been previously incorporated into *Other Recyclables*. ³Other recyclables includes white goods, propane tanks, tires, batteries and recovered metals at H-POWER.

In the 2013 National Citizen Survey, 63% of Honolulu residents rated recycling as *excellent* or *good*. This percentage was ranked *lower* compared to other cities nationwide and *similar* among cities with populations over 300,000. Among large cities, Honolulu ranked 19th out of 24 cities, equivalent to 22nd percentile for recycling.

The survey also found that 78% and 89% of Honolulu residents made efforts to make their home more energy efficient and recycled at home, respectively. These ratings were *similar* to the percentages reported for other communities nationwide.

ENV commented that the city provides extensive recycling programs and the most appropriate benchmark is the recycling at home category given that the city provides weekly recycling collection of either mixed recyclables or green waste for 160,000 homes.

The National Citizen Survey			
	Recycling (% <i>Excellent</i> or <i>Good</i>)	Recycled at Home (% of Residents)	Made Home More Energy Efficient (% of Residents)
FY 2010	70%	90%	-
FY 2011	63%	89%	-
FY 2012	63%	90%	-
FY 2013	63%	89%	78%
Change from last year	0%	-1%	-
Change over 4 years	-7%	-1%	-

Source: 2013 National Citizen Survey (Honolulu).

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CHAPTER 11

Department
of Facility
Maintenance

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. Additionally, DFM manages 7 public garages, 2 parking meter-operated garages, 13 municipal surface parking lots, and 13 residential and commercial properties. These functions are mandated by city charter.

DFM consists of four primary divisions:

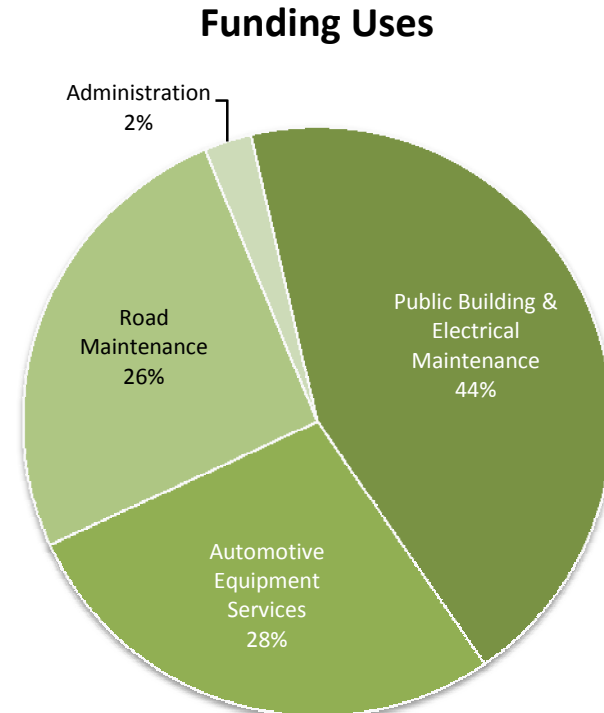
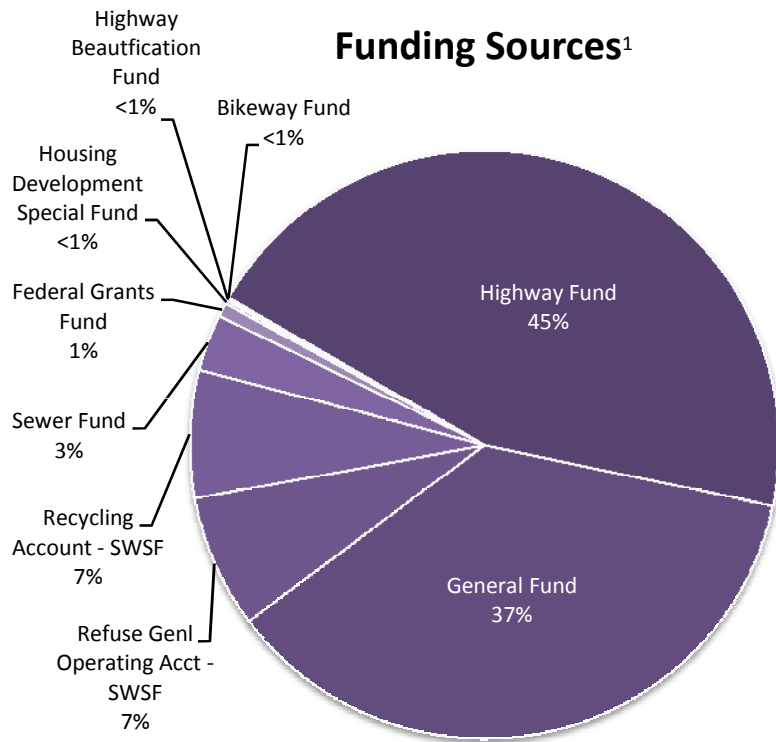
- Administration
- Automotive Equipment Services
- Public Building and Electrical Maintenance
- Road Maintenance

The department's goals are to:

- Deliver and enhance basic city core services that maintain Honolulu's infrastructure in compliance with the city charter and laws;
- 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.

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

- Mission Statement



¹Percentages do not total to 100% due to rounding.

			Staffing			Overtime Expenditures ³	
	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total (\$ million)	Non-Holiday (\$ million)
FY 2009	\$5.1	\$63.8	772.1	241.0	\$82,621	\$4.9	\$4.6
FY 2010	\$5.4	\$58.4	773.1	262.0	\$75,518	\$2.4	\$2.2
FY 2011	\$4.0	\$52.9	777.1	267.0	\$68,062	\$1.6	\$1.4
FY 2012	\$3.6	\$58.9	776.1	261.3	\$75,914	\$2.1	\$1.9
FY 2013	\$3.2	\$67.5	775.1	256.0	\$87,546	\$2.2	\$2.0
Change from last year	-11%	15%	<-1%	-2%	15%	5%	5%
Change over last 5 years	-37%	6%	<1%	6%	6%	-55%	-57%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of Facility Maintenance. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

³Overtime pay is established by bargaining unit agreement, as applicable.



Photo Courtesy of Department of Facility Maintenance

Over the last five years, the department’s operating expenditures increased 6% from \$63.8 million in FY 2009 to \$67.5 million in FY 2013. According to the department, the increase was due to the consolidation of electricity, water and sewer costs transferred from the Department of Design and Construction. Rising fuel and vehicle maintenance costs and additional funding for the Pavement Preservation Program also contributed to the increase.

Total authorized staffing remained the same over the last five years. During this same period, vacancies increased 5% from 241 vacant FTE positions in FY 2009 to 256 vacant FTE positions at the onset of FY 2013. The department explained that there is high turnover with laborer and custodial positions. Generally, employees in these positions seek promotional opportunities upon passing their probation. Retirement and resignations further increases the vacancy count.

Overtime expenditures decreased 55% from \$4.9 million in FY 2009 to \$2.2 million in FY 2013. In an effort to control salary costs and manage resources, the department has developed strict written conditions as to when overtime can be authorized.

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.

Over the last five years, the division’s operating expenditures increased 38% from \$1.3 million in FY 2009 to \$1.8 million in FY 2013. According to the department, the increase was due to consultant services for attorney fees related to the sale of city properties; repair and maintenance of other equipment; and other fixed charges for common area maintenance fees and subsidy payments.

	Administration
	Operating Expenditures (\$ million)
FY 2009	\$1.3
FY 2010	\$1.2
FY 2011	\$1.1
FY 2012	\$1.9
FY 2013	\$1.8
Change from last year	-5%
Change over last 5 years	38%

Source: Department of Budget and Fiscal Services

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 Fasi Municipal Building.

Over the last five years, the division's operating expenditures increased 43% from \$20.7 million in FY 2009 to \$29.7 million in FY 2013. The division explained that the increase resulted from the consolidation of electricity, water and sewer costs transferred from the Department of Design Construction.

The division replaced 10,047 street lights, including indoor and outdoor lighting at various parks and recreation centers and botanical gardens for the Department of Parks and Recreation, and at Hanauma Bay and Honolulu Zoo for the Department of Enterprise Services.

In FY 2013, the division test and maintained 3 civil defense sirens, compared to 44 in FY 2009, a 93% decline. According to the division, there has been a large capital improvement project to replace old electro-mechanical civil defense sirens with new electronic models which require less maintenance and repair by PBEM.

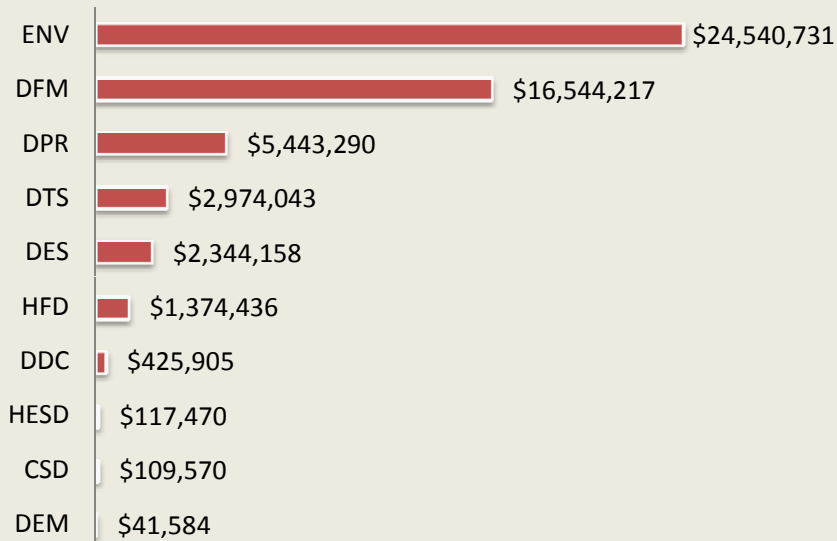
In the 2013 National Citizen Survey, 37% of Honolulu residents rated street lighting as *excellent* or *good*, a 3% decrease from the prior year. This rating is *lower* than percentages reported nationwide and is *similar* among cities with populations over 300,000. Among large cities, Honolulu ranked last out of 15 cities for street lighting.

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 ¹ (million KWh)
FY 2009	\$20.7	5,996	10,966	44	-
FY 2010	\$19.9	5,768	9,603	39	168,094,135
FY 2011	\$19.2	5,012	8,240	31	168,988,378
FY 2012	\$21.0	3,616	10,138	12	184,224,363
FY 2013	\$29.7	4,451	10,047	3	159,041,937
Change from last year	41%	23%	-1%	-75%	-14%
Change over last 5 years	43%	-26%	-8%	-93%	-5%

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. ¹Electricity usage for 10 city departments: CSD, DDC, DEM, DES, DFM, DPR, DTS, ENV, HESD, and HFD.

Electricity Costs by Department



Source: FY 2013 Annual Report on the City's Electricity, Gasoline, Diesel, and Biodiesel Consumption and Costs



Photo Courtesy of Department of Facility Maintenance

Automotive Equipment Services

Automotive Equipment Services (AES) manages most of 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 purchase of new vehicles and equipment.

Over the last five years, the division's operating expenditures increased 9% from \$17.1 million in FY 2009 to \$18.7 million in FY 2013. According to the division, the increase was due to rising fuel costs; costs for new and recapped tires, engine cylinder blocks, and towing; and other repair/maintenance costs for motor vehicles. The number of on-road/highway vehicles and off-road/non-highway vehicles increased 24% and 76% over the last five years, respectively.

The National Citizen Survey (% Excellent or Good)				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Street Lighting	41%	46%	40%	37%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

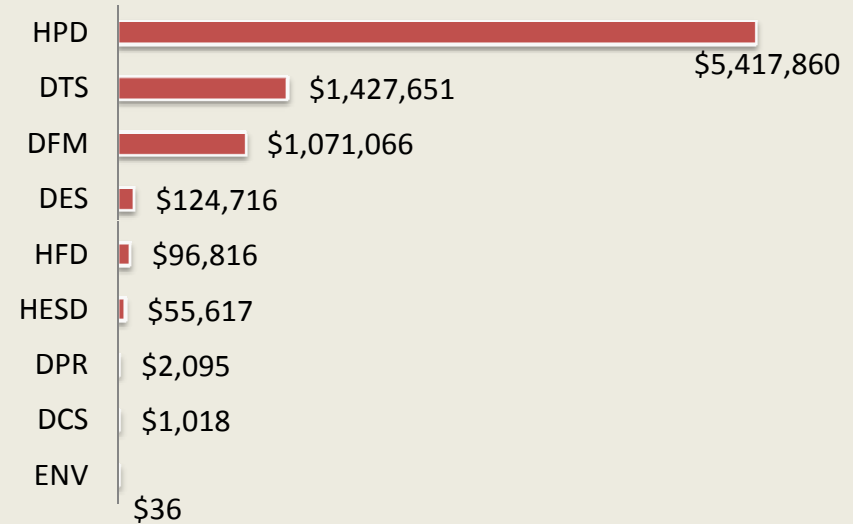
- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark



Photo Courtesy of Department of Facility Maintenance

The number of repair and maintenance job tasks completed decreased 18% from 38,406 tasks in FY 2009 to 31,424 tasks in FY 2013. The division reported that the decrease resulted from streamlining the process by which job tasks are entered into the fleet management program. This avoided the accumulation of unnecessary data. The division also replaced and disposed of 675 older vehicles and equipment that were prone to breakdowns and deemed as not economical to repair. Introducing these new vehicles and equipment reduced the frequency of repairs, further reducing the number of job tasks.

Unleaded Fuel Costs by Department (FY 2013)



Source: FY 2013 Annual Report on the City's Electricity, Gasoline, Diesel, and Biodiesel Consumption and Costs

	AES Operating Expenditures (\$ million)	Total Number of Repair and Maintenance Job Tasks Completed	Number of Tire Repair and Replacements	Total Vehicles Under DFM's Jurisdiction				Unleaded Fuel Consumption (million gallons)
				Total	On-Road/ Highway Vehicles	Off-Road/ Non-Highway Vehicles	Miscellaneous Equipment ¹	
FY 2009	\$17.1	38,406	3,838	2,194	1,545	125	524	-
FY 2010	\$16.5	41,110	3,371	2,155	1,508	133	514	2.1
FY 2011	\$16.7	38,410	3,279	2,232	1,567	134	531	2.0
FY 2012	\$18.3	33,989	3,610	2,280	1,891	287	102	2.3
FY 2013	\$18.7	31,424	3,350	2,333	1,922	220	191	1.7
Change from last year	2%	-8%	-7%	2%	2%	-23%	87%	-27%
Change over last 5 years	9%	-18%	-13%	6%	24%	76%	-64%	--

Source: Department of Budget and Fiscal Services and Department of Facility Maintenance. ¹Miscellaneous 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, pedestrian malls, bus stops/shelters, and downtown Honolulu parks. DRM also maintains city-owned streams, channels, ditches, and other flood control facilities. It also maintains litter containers at bus stops and pedestrian malls, and removes graffiti within the street right-of-way. DRM's road maintenance and repair activities are in accord with the mayor's priorities to invest in the city's core infrastructure.

Over the last five years, the division's operating expenditures decreased 30% from \$24.6 million in FY 2009 to \$17.3 million in FY 2013.

In FY 2013, the division patched 51,647 potholes, a 20% decrease from 64,816 potholes patched in from FY 2009. The division explained that the high number of vacancies and furloughs reduced the number of potholes patched over the last five years. Also, the patched pothole numbers declined recently because of fewer complaints over the hotline and the increase of road resurfacing contracts.



Photo Courtesy of the Department of Facility Maintenance

The division resurfaced 18 lane miles in-house, a 70% decrease from 60 lane miles in FY 2009. The division attributes the decrease to an increase in road resurfacing contracts, retirement of experienced operators, and the lack of training availability.

	DRM Operating Expenditures (\$ million)	First Aid Repairs ¹ (Tons)	Number of Potholes Patched	Number of Pothole Hotline Calls Received	In-House Resurfacing (Lane Miles)
FY 2009	\$24.6	23,306	64,816	4,121	60
FY 2010	\$20.7	25,548	41,505	3,461	57
FY 2011	\$15.9	7,868	67,714	5,583	19
FY 2012	\$17.6	2,314	52,071	4,927	8
FY 2013	\$17.3	1,258	51,647	4,614	18
Change from last year	-2%	-46%	-1%	-6%	125%
Change over last 5 years	-30%	-95%	-20%	12%	-70%

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

In the 2013 National Citizen Survey, Honolulu residents were asked to rate the quality of street repair. About 11% rated street repair as *excellent* or *good*, which is *much lower* than the percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked last out of 26 cities for street repair.

The survey also asked residents to rate the quality of street cleaning and sidewalk maintenance. Residents rated 20% as *excellent* or *good* for both street cleaning and sidewalk maintenance. This rating is *much lower* than the percentages reported nationwide. Among cities with populations over 300,000, Honolulu ranked last for both the quality of street cleaning and sidewalk maintenance.

The National Citizen Survey (% Excellent or Good)				
	2010	2011	2012	2013
Street Repair	13%	13%	17%	11%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
Street Cleaning	27%	30%	27%	20%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓
Sidewalk Maintenance	28%	26%	26%	20%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
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CHAPTER 12

Honolulu Fire Department

Chapter 12 Honolulu Fire Department

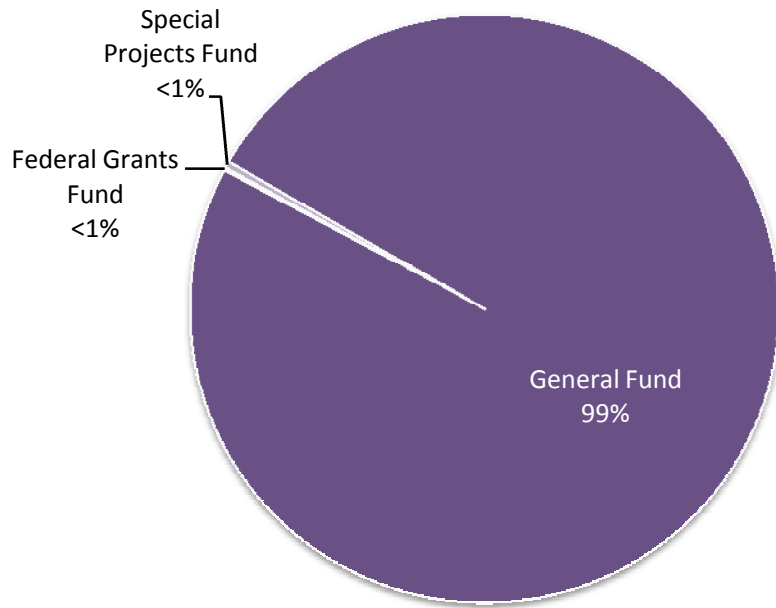
The Revised Charter of Honolulu designates the Honolulu Fire Department (HFD) as the fire protection agency for the City and County of Honolulu. The HFD's responsibilities are to provide fire fighting, rescue, emergency medical, and hazardous materials (HM) response for the entire island of O`ahu, which is an area of 597 square miles. These duties are performed in a wide variety of terrain that include steep mountain ranges, wildlands, and agricultural fields; structures which comprise a modern metropolitan city, including industrial complexes, business centers, government complexes, high-rise resorts, condominiums, and high-density urban residential dwellings; and the ocean surrounding the island. The Fire Chief and the Deputy Fire Chief manage the operation and administration of the HFD and are responsible for carrying out the following functions mandated by the Revised Charter of Honolulu:

- Perform fire fighting and rescue work in order to save lives, property, and the environment.
- Respond to emergencies arising on hazardous terrain and on the sea and HM incidents.
- Provide emergency medical care.
- Train, equip, maintain, and supervise a force of fire fighting and rescue personnel.
- Monitor building construction and occupancy standards for the purposes of fire prevention.
- Provide fire prevention educational programs.
- Appoint the Deputy Fire Chief and private secretaries to the Fire Chief and the Deputy Fire Chief.
- Perform other duties as may be required by law.

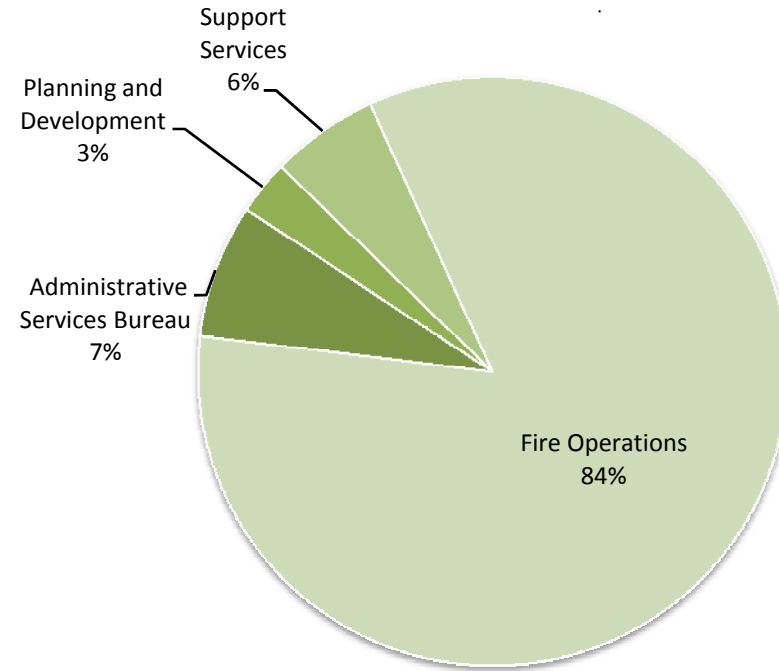
To provide for a safer community through prevention, preparedness, and effective emergency response.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Revenues (\$ million)	Total Operating Expenditures (\$ million)	Staffing		Cost Per FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total (\$ million)	Non-Holiday (\$ million)
FY 2009	\$3.3	\$85.4	1,160	87	\$73,612	\$11.7	\$7.4
FY 2010	\$3.2	\$88.2	1,190	133	\$74,076	\$1.1	\$7.1
FY 2011	\$3.5	\$95.9	1,190	157	\$80,578	\$10.4	\$5.7
FY 2012	\$3.1	\$95.1	1,190	119	\$79,879	\$9.9	\$5.5
FY 2013	\$3.2	\$91.3	1,181	89	\$77,347	\$7.7	\$3.1
Change from last year	3%	-4%	-1%	-25%	-3%	-22%	-44%
Change over last 5 years	-3%	7%	2%	2%	5%	-34%	-58%

Source: Executive Operating Program and Budget (FY 2010-FY 2015) and Department of Budget and Fiscal Services. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

The HFD is organized into four divisions: Fire Operations, Administrative Services Bureau (ASB), Support Services, and Planning and Development. Each division is managed by an Assistant Chief who is responsible for the daily management of the section and provides executive support to the Fire Chief and the Deputy Fire Chief.

According to the HFD, it maintains a modern and technologically advanced force of fire fighting and rescue personnel and equipment through its various activities administered by qualified, professional leadership. It continues to develop and conduct various programs such as reliable and efficient communication systems; fire apparatus maintenance and repair; training and research; and a coordinated city radio system. The Fire Prevention Program, which includes inspections, investigations and fire regulation enforcement, and a fire safety education program, continues to expand with the latest fire service trends and national standards.

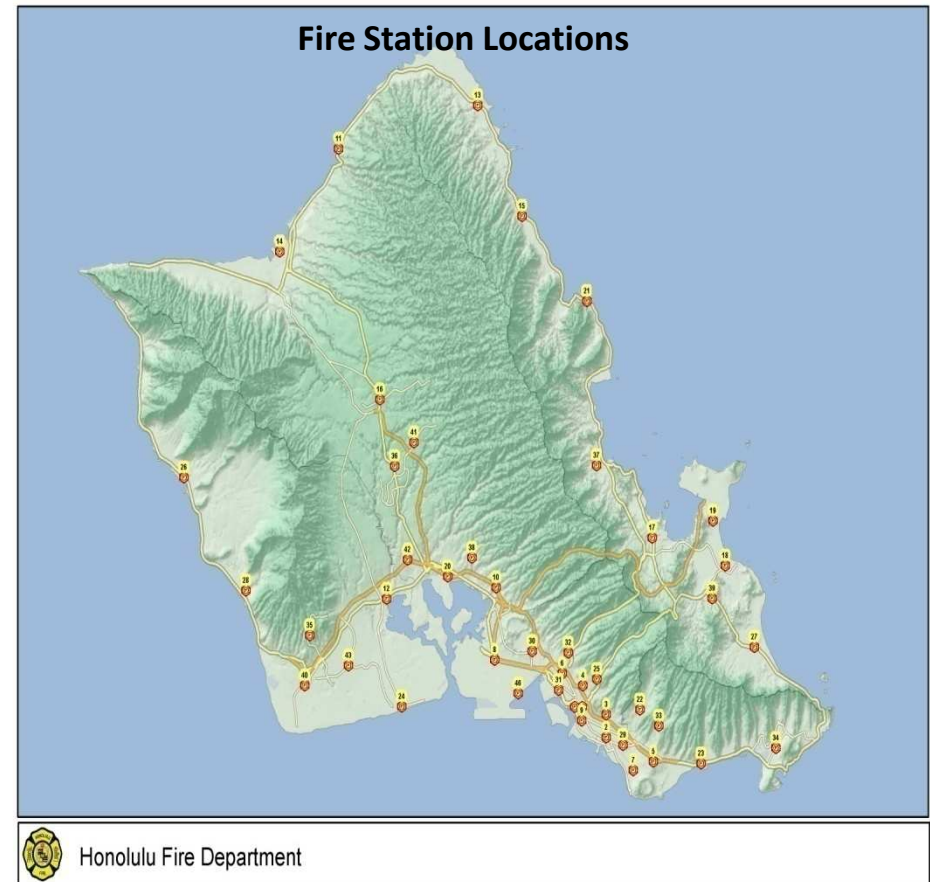
Over the last five years, total department spending increased 7% from \$85.4 million in FY 2009 to \$91.3 million in FY 2013.

Total authorized staffing increased 2% from 1,160 FTE positions in FY 2009 to 1,181 FTE positions in FY 2013 while vacancies increased 2%.

Overtime expenditures decreased 34% from \$11.7 million in FY 2009 to \$7.7 million in FY 2013.

On November 30, 2013, a final and binding decision on the Bargaining Unit 11 interest arbitration was rendered. The new contract contains salary increases for its covered employees.

In FY 2013, the department's expenditures per resident served amounted to \$94 and was lower than City of Austin, TX (\$165), City of Jacksonville, FL (\$187), and City of San Jose, CA (\$156).



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'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

The Honolulu Fire Commission (Commission) is comprised of five commissioners and assisted by a part-time secretary and an attorney from the Department of the Corporation Counsel. They meet monthly with the Fire Chief, the Deputy Fire Chief, and/or members of the Fire Chief's Executive Staff.

The commissioners are appointed by the mayor and confirmed by the Honolulu City Council (Council) and receive no compensation for their services.

The Commission has the following mandated responsibilities:

- Appoints and may remove the Fire Chief;
- Adopts rules necessary for the conduct of its business and reviews rules for the administration of the department;
- Reviews the annual budget prepared by the Fire Chief and makes recommendations thereon to the mayor and the council;

- Reviews the department's operations, as deemed necessary, for the purpose of recommending improvements to the Fire Chief;
- Evaluates, at least annually, the performance of the Fire Chief and submits a report to the mayor and council;
- Reviews personnel actions within the department for conformance with the policies under Section 6-1002 of the Revised Charter of Honolulu;
- Hears citizens' complaints concerning the department or its personnel and, if deemed necessary, makes recommendations to the Fire Chief on appropriate corrective actions; and
- Submits an annual report to the mayor and the council on its activities.

	Operating Expenditures ¹			
	Fire Commission	Administration (\$ million)	Mechanic Shop (\$ million)	Fireboat (\$ million)
FY 2009	\$2,700	\$2.7	\$2.0	\$1.6
FY 2010	\$2,845	\$3.0	\$2.0	\$1.5
FY 2011	\$1,463	\$2.8	\$1.9	\$1.3
FY 2012	\$2,297	\$3.1	\$2.0	\$1.3
FY 2013	\$3,095	\$2.9	\$2.1	\$1.2
Change from last year	35%	-6%	5%	-8%
Change over last 5 years	15%	7%	5%	-25%

Source: Department of Budget and Fiscal Services and the Honolulu Fire Department. ¹Operating expenditure data unavailable for OSHO, SCBA Shop, Fire Fiscal, and Storeroom.



Members of the Honolulu Fire Department (HFD) and the Honolulu Police Department assembled in front of the HFD's Headquarters to observe the 12th Anniversary of the September 11, 2001, terrorist attacks on America.

Photo Courtesy of the Honolulu Fire Department

The Administrative Services Bureau (ASB) provides administrative, personnel, logistical, and maintenance support to the fire suppression force. An Assistant Chief is assisted by a staff of two Battalion Chiefs, two Fire Captains, an Administrative Services Officer, and a pool of support staff. The ASB oversees the HFD's operating budget, property and inventory, personnel administration, and the administration of safety and health-related programs, such as the HFD Drug and Alcohol, and Infectious Disease programs.

Mechanic Shop

The Mechanic Shop (MS) consists of one Fire Equipment Superintendent, one Fire Equipment Repair Supervisor, three Lead Mechanics, nine Fire Equipment Mechanics, one Mechanical Repairer, one Automotive Repair Assistant Specialist, one Fireboat Repair and Maintenance Supervisor, one Parts Specialist, and one clerk. A Fire Equipment Mechanic is on 24-hour standby duty to support trouble calls after normal working hours.

The MS repairs and maintains the HFD's fleet of 43 engines, 5 aerial ladders, 9 quints, 2 aerial towers, 2 rescue units, 2 HM units, 5 tankers, 2 fuel tender, 2 brush trucks, 2 command trucks, 15 relief apparatuses, 54 mobile equipment trailers, and approximately 70 auxiliary vehicles, including a 110-foot fire boat, 3 rescue boats, and 12 jet skis/watercrafts. Other responsibilities include maintaining and repairing approximately 30,000 pieces of small equipment, fire fighting equipment, lawn tools, office furniture, and rescue power tools.



East Kapolei's Regional Emergency Depot houses emergency supplies and equipment that can be deployed to a long-term, large-scale emergency or to fire stations on the Leeward Coast that might be affected or become isolated during a disaster.

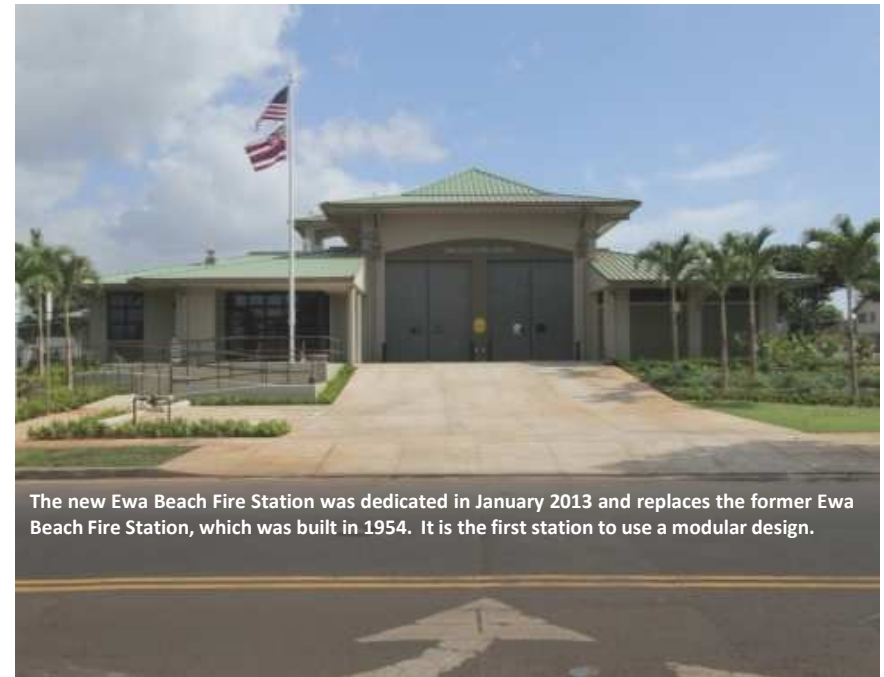
Photo Courtesy of the Honolulu Fire Department

This section also repairs and maintains the department's heavy equipment vehicles (above 10,000 pounds gross vehicle weight). This group consists of two special weapons vehicles, two bomb trucks, a tactical truck, a tractor-trailer equipment truck, three equipment trailers, and two emergency management command trucks.

Fire Operations provides fire suppression and response to search and rescue, hazardous materials, and medical emergency incidents. The division is comprised of an Assistant Chief, 2 Battalion Chiefs, 2 Captains, and 2 support staff. In addition, a general staff of 15 Battalion Chiefs assist with the daily management of fire companies and emergency operations. Fire Operations companies are staffed according to a three-platoon system. A platoon is a complement of fire fighters working on any given day. Each platoon includes 43 engine, 5 ladder, 8 quint, 2 tower, 2 rescue, and 2 HM companies; a fireboat; 5 tankers; 1 fuel tender; and 2 helicopters. Each platoon is divided into five battalions, and each battalion is headed by a Battalion Chief.

Over the last five years, the division’s operating expenditures increased 7% from \$71.4 million in FY 2009 to \$76.5 million in FY 2013.

There were 1,755 fire incident calls in FY 2013, a decrease of 24% over the last five years. The number of medical and rescue calls increased by 19% from 25,770 calls in FY 2009 to 30,608 calls in FY 2013.



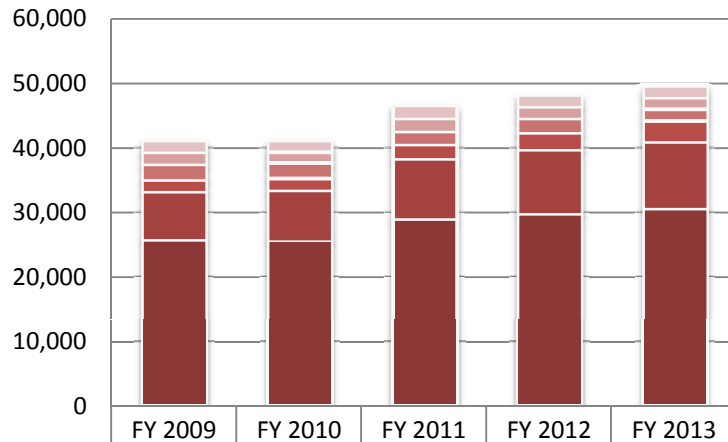
The new Ewa Beach Fire Station was dedicated in January 2013 and replaces the former Ewa Beach Fire Station, which was built in 1954. It is the first station to use a modular design.

Photo Courtesy of the Honolulu Fire Department

	Fire Operations Expenditures (\$ million)	Residents Served Per Fire Station	Fireboat Rescue and Responses ¹	Aircraft Responses
FY 2009	\$71.4	21,713	24	512
FY 2010	\$73.9	21,934	23	573
FY 2011	\$76.8	21,722	32	566
FY 2012	\$78.0	21,900	34	641
FY 2013	\$76.5	22,168	22	396
Change from last year	-2%	1%	-35%	-38%
Change over last 5 years	7%	2%	-8%	-23%

Source: Department of Budget and Fiscal Services and Honolulu Fire Department. ¹Includes Fire Alarm Responses and Rescues; and Emergency Responses.

Calls for Service by Fiscal Year



	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013
■ Hazardous Materials	1,780	1,680	1,899	1,833	1,831
■ Service Calls	2,015	1,807	1,968	1,798	1,703
■ Fire	2,307	2,383	2,117	2,142	1,755
■ False Alarms	1,850	1,825	2,154	2,646	3,263
■ Other	7,359	7,752	9,343	9,875	10,274
■ Medical/Rescue	25,770	25,617	28,907	29,799	30,608

Source: Honolulu Fire Department

In FY 2013, the department responded to 16,995 significant fire-related incidents, an increase of 5% over the last five years. The number of building fires and wildland fires decreased 9% and 23%, respectively. The dollar losses associated with the building fires increased 51% from \$17.2 million in FY 2009 to \$26 million in FY 2013. During the same period, the number of fire personnel injuries decreased by 38%, and the number of civilian injuries decreased by 55%.

Fire Operations constantly prioritizes fire fighter safety and strives to be at the forefront of technology. Compressed Air Foam System (CAFS) engines and tankers improve fire fighter safety by reducing extinguishment times and exposure to adverse fire conditions. Other benefits include an improvement in water absorption and heat reduction, reduced overhaul time, and minimized water damage. The Class A foam used by CAFS engines is an effective fire retardant. The HFD's Apparatus Replacement Program will ensure the department continues to acquire this technology.

Significant Incident Statistics

	Fire-Related Incidents	Building Fires	Wildfires	Dollar Loss (\$ million)	Fatalities		Injuries	
					Fire Personnel	Civilian	Fire Personnel	Civilian
FY 2009	16,149	245	431	\$17.2	0	3	13	22
FY 2010	16,254	211	525	\$13.7	0	3	15	11
FY 2011	18,436	217	399	\$15.5	0	7	24	25
FY 2012	19,223	210	434	\$15.9	0	4	25	17
FY 2013	16,995	224	334	\$26.0	0	3	8	10
Change from last year	-12%	7%	-23%	64%	--	-25%	-68%	-41%
Change over last 5 years	5%	-9%	-23%	51%	--	0%	-38%	-55%

Source: Honolulu Fire Department

Emergency responses include fires, medical emergencies, mountain and ocean rescues, HM, and homeland security incidents. In addition, Fire Operations conducts commercial property occupancy inspections; prepares industrial and commercial fire preplans; participates in community relations activities; attends training classes, drills, and exercises; keeps abreast of trends in fire fighting techniques, emergency medical services, fire prevention, public education, and the municipal water supply; and performs daily maintenance on HFD apparatuses, facilities, and grounds.

The department responded to 29,605 emergency medical service and 1,831 hazardous materials incidents in FY 2013. Emergency medical and rescue responses represent the largest segment of all incidents responded by the department¹. Over the last five years, the number of emergency medical incidents increased by 19%. According to the department, this trend is due to the increasing number of older residents and population growth in newer communities.



Source: Honolulu Fire Department

	EMS Urban Responses			EMS Suburban Responses		EMS Rural Responses		Hazardous Materials		
	Emergency Medical Service Incidents	80% Fractile Time ²	Within 7 Minutes ³	80% Fractile Time	Within 9 Minutes	80% Fractile Time	Within 11 Minutes	Incidents	Facilities Permitted	Inspected
FY 2009	24,932	6:16	91.9%	7:26	93.0%	8:12	92.7%	1,780	409	215
FY 2010	24,817	6:17	86.6%	7:28	93.0%	7:44	94.0%	1,680	402	122
FY 2011	27,962	5:58	90.7%	7:33	90.9%	7:51	95.0%	1,899	385	104
FY 2012	28,307	5:58	91.5%	7:36	91.4%	7:57	95.0%	1,833	271	122
FY 2013	29,605	6:21	86.5%	7:46	87.5%	8:50	89.6%	1,831	363	287
Change from last year	5%	6%	-5%	2%	-4%	11%	-6%	0%	34%	135%
Change over last 5 years	19%	1%	-6%	4%	-6%	8%	-3%	3%	-11%	33%

Source: Honolulu Fire Department. ¹HFD co-responds to incidents with EMS. HFD provides basic life support care while EMS provides advanced life support care. ²⁻³Total response time standards as stated in the Department's 2005 and 2010 Standard of Cover document prepared for the Commission on Fire Accreditation International. Fractile refers to the point below which a stated fraction of the values lie.

Planning and Development

The Planning and Development (P&D) Division coordinates the HFD's short and long-term planning, operational, and quality improvement processes. There are two sections in the division: the Fire Communication Center and the Radio Shop.

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 include 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.

These programs include interoperable voice and data communications, Records Management System (RMS) upgrades, a geographical information system, and the Honolulu Online System for Emergency Service.

Information is critical for effective department management. P&D monitors and evaluates the functions performed by the RMS and recommends improvements to enhance the department's data collection and reporting processes.

The P&D Assistant Chief is the department's liaison for interagency coordination with the city's administration, the Department of Emergency Management, and the State Civil Defense on various O'ahu and statewide issues. The Assistant Chief also chairs and oversees the Department's Board of Inquiry and investigates accidents, complaints, and other confidential matters assigned by the Fire Chief.

The division's operating expenditures have remained relatively the same over the last five years.

	Planning & Development Expenditures (\$ million)	Radio Shop		Urban Fire Responses		Suburban Fire Responses		Rural Fire Responses	
		Services and Repairs	Planning and Training	80% Fractile Time ¹	Within 7 Minutes ²	80% Fractile Time	Within 9 Minutes ³	80% Fractile Time	Within 11 Minutes ⁴
FY 2009	\$2.7	507	71	6:22	85.6%	8:36	82.6%	9:41	87.7%
FY 2010	\$2.5	784	60	6:34	84.0%	8:39	82.8%	9:34	87.7%
FY 2011	\$3.2	1,931	164	6:18	86.5%	8:47	81.9%	9:34	87.1%
FY 2012	\$4.3	2,306	148	6:33	83.0%	8:52	81.2%	9:54	86.0%
FY 2013	\$2.7	2,088	156	6:55	83.0%	8:57	80.2%	10:38	80.0%
Change from last year	-37%	-9%	5%	6%	0%	1%	-1%	7%	-7%
Change over last 5 years	0%	312%	120%	9%	-3%	4%	-3%	10%	-9%

Source: Department of Budget and Fiscal Services and the Honolulu Fire Department. ¹Fractile refers to the point below which a stated fraction of the values lie. ²⁻⁴Total 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).

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

Fire Prevention Bureau

The FPB's mission is to promote fire and life safety programs that assist the HFD in accomplishing its mission of mitigating loss of life, property, and damage to the environment.

Hawai'i State law and the City Charter assign the following responsibilities to the Fire Chief:

- Conduct fire code compliance inspections.
- Investigate fires to determine origin and cause.
- Provide fire safety education to the community.
- Review and adopt fire codes.
- Review building construction fire plans.

The Fire Chief fulfills these responsibilities through the efforts of the FPB, which is staffed with 35 uniformed and 2 civilian employees. The FPB is organized into the following sections: Administrative and Technical Support Services; Code Enforcement; Fire Investigations; Fire Safety, Education, Public Information, and Community Relations [more commonly known as the Community Relations/Education Section (CRO)]; and Plans Checking.

In FY 2013, FPB placed the new Keiki Fire Safety House into service and increased presentations by the CRO and Fire Operations at schools and fairs and for large groups.



Photo Courtesy of the Honolulu Fire Department

CRO is the liaison between the HFD and the community. Its primary responsibilities include coordinating HFD events, promoting fire safety awareness and education via delivery of educational presentations, witnessing required fire drills, and producing the Fire Fighter's Safety Guide (FFSG).

Training and Research Bureau

The Charles H. Thurston Fire Training Center (Training Center) is the home of the HFD's TRB. To fulfill the department's mission, the TRB is committed to developing highly trained, professional, and motivated personnel to provide the best fire protection, emergency response, and safety education possible to O`ahu residents.

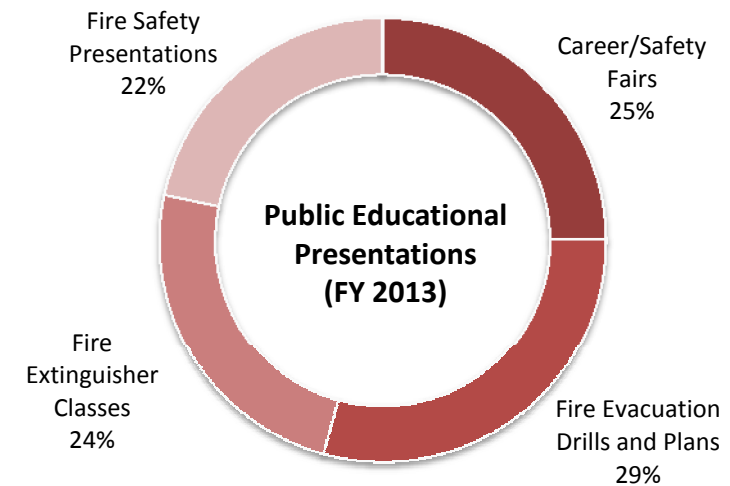
The TRB conducts new and continuous training in incident management, fire fighting, rescue, apparatus operations, emergency medical response, weapons of mass destruction (WMD), terrorism, and HM. The TRB also coordinates cardiopulmonary resuscitation training and other safety courses for city employees and the public.

Support Services

Training programs are developed and implemented in conjunction with the Fire Chief's vision, master strategic plan, and directives. Training Officers/Program Managers constantly evaluate new teaching and tactical techniques by reviewing national best practices, principles, and trends.

TRB staff continuously research new technology that impacts fire service, such as electric vehicle, hybrid vehicle, photovoltaic systems, and new WMD monitoring and identification devices.

New editions to publications, articles from credible fire journals, National Fire Protection Association standards, and apparatus designs are evaluated to identify training needs. Test bank and video on demand (VOD) resources are continually edited. New techniques and drills are incorporated into evaluations and training exercises. TRB staff also assist when needed as relief Public Information Officers, for other All-Hazards Incident Management Team positions, or as field Operator Training Rescue Watercraft (RWC) instructors.



Source: Honolulu Fire Department

Attendees at fire safety presentations increased 23% from FY 2009 to FY 2013. The division noted that fire safety presentations are only one of several types of public education programs supported by the department. Others include fairs, senior safety events, and fire extinguisher classes.

	Support Services Expenditures (\$ million)	Fire Prevention			Training and Research
		Fireworks Permits ¹	Inspections ²	Building Plans Reviewed	Fire Safety Presentations (Attendees)
FY 2009	\$5.1	7,343	65,520	2,744	3,761
FY 2010	\$3.5	8,488	62,759	2,467	3,067
FY 2011	\$5.3	11,202	64,670	2,354	2,237
FY 2012	\$5.3	8,840	54,049	2,595	2,219
FY 2013	\$5.4	10,069	63,485	2,952	4,610
Change from last year	2%	14%	17%	14%	108%
Change over last 5 years	6%	37%	-3%	8%	23%

Source: Department of Budget and Fiscal Services and Honolulu Fire Department. ¹Fireworks Permits includes public display permits, satellite city hall permits and special permits. ²Inspection consists of occupancy inspections (initial) and company inspection program inspections.

Public Information Officer (PIO)

The PIO provides information to the media regarding emergency events and HFD activities. At large-scale emergencies, the PIO reports to the Incident Commander and gathers and distributes information to the media and key stakeholders. The PIO also researches and answers questions about the HFD from the public and other governmental agencies; prepares news releases on emergencies, advisories on HFD events, and speaking points for the mayor and the Fire Chief; and participates in numerous media interviews.

The PIO also attends weekly meetings with other City PIOs to ensure they are aware of HFD news releases and events and promotes coordination of media affairs that enhance the city administration's work. The PIO also maintains regular contact with state and federal PIOs to keep them abreast of HFD operations and special events.

Fire Investigations

Fire Investigators began training suppression personnel on how they can assist in an effective fire investigation. This is an ongoing project and should be completed in 2014. Newly promoted Battalion Chiefs, Captains, and Fire Fighter IIIs were also instructed on how they can assist in an effective fire investigation. One Fire Investigator attended a Vehicle Fire Investigation course in Kentucky and subsequently received his Vehicle Fire Investigation Certification through the National Association of Fire Investigators. Fire Investigators assisted during the Hawai'i State Chapter of the International Association of Arson Investigators' annual training seminar. Forty-five chapter members attended the training. Fire Investigators also met with key members of the Office of the Prosecuting Attorney and the HPD in an effort to bolster working relationships.

State Fire Council (SFC)

The SFC is administratively attached to the State Department of Labor and Industrial Relations and comprised of four county Fire Chiefs. The Support Services Battalion Chief serves as the SFC Administrator and Fire Chief Manuel P. Neves serves as the SFC Chair. The primary mission of the SFC is to develop a comprehensive fire service emergency management network for the protection of life, property, and the environment throughout the state. The SFC also strives to unify and standardize fire service reports and training by sharing information, technology, and resources.

The SFC is responsible for adopting a state fire code, applying and administering federal fire-related grants, and administering a Reduced Ignition Propensity Cigarette Program. The SFC may advise and assist county fire departments where appropriate; prescribe standard procedures and forms related to inspections, investigations, and reporting of fires; and advise the Governor and State Legislature on issues relating to fire prevention and protection, life safety, and any other functions or activities for which the various county fire departments are responsible.

Public Perceptions of Fire Safety

In local government, core services like fire protection top the list when residents are asked about the most important government services. In the 2013 National Citizen Survey, 85% of Honolulu residents rated fire services as *excellent* or *good*. This rating is *similar* to the percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 17th out of 22 cities, equivalent to the 24th percentile for fire services.

The survey also reported that 68% of the Honolulu residents rated fire prevention and education as *excellent* or *good*. This rating is *similar* to the percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 7th out of 12 cities, equivalent to the 45th percentile for fire prevention and education.

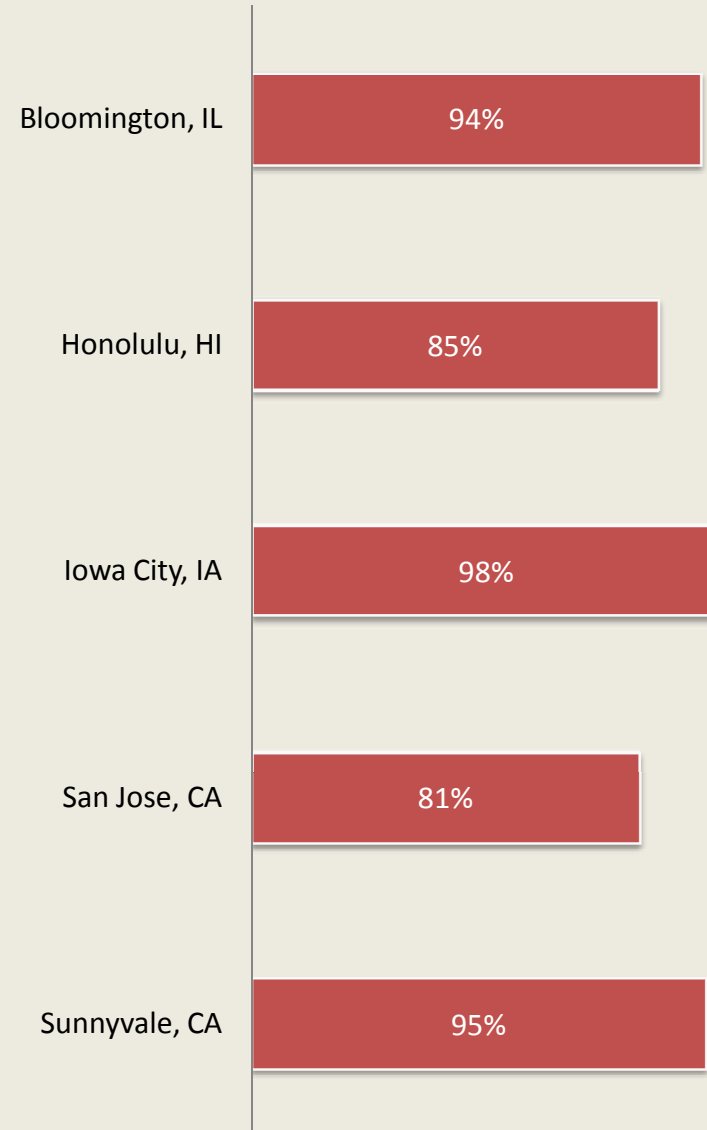
The National Citizen Survey (% Excellent or Good)				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Fire	91%	89%	89%	85%
Comparison to National Benchmark	↔	↔	↓	↔
Fire Prevention	67%	70%	72%	68%
Comparison to National Benchmark	↓↓	↓	↓↓	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

National Comparison: Citizens Rating Fire Services (% Excellent or Good)



Source: 2013 National Citizen Survey for Bloomington, IL; Honolulu, HI; Iowa City, IA; San Jose, CA; and Sunnyvale, CA

CHAPTER 13

Department
of Human
Resources

Chapter 13 Department of Human Resources

The Department of Human Resources (DHR) is the central personnel agency for the city. 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.

The department has five major functional areas:

- Administration - includes the Equal Opportunity program, which is responsible for promoting and monitoring the city's compliance with federal, state and city laws on discrimination, equal employment, sexual harassment, ADA compliance and other discrimination issues. It also evaluates the handling of discrimination complaints in employment, services, programs and facilities of the city.
- Classification and Pay - plans, develops and administers classification and pay plans; prepares class specifications; and recommends pricing for newly established classes.
- Employment and Personnel Services - administers recruitment, examination, transactions and employee benefits programs; refers qualified candidates to department positions; oversees compliance with drug and alcohol testing; and administers the Fair Labor Standards Act and information privacy program.
- Labor Relations and Training - administers labor relations; personnel development and training programs; leads collective bargaining negotiations; conducts grievance hearings; and advocates arbitration cases.
- Industrial Safety and Workers' Compensation - administers a citywide safety and accident prevention program, and the city's pay-as-you-go, self-insured, workers' compensation program.

The Health Services Branch, including its 10.61 FTE positions, was transferred to the Honolulu Emergency Services Department on July 1, 2013.

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

- Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures (\$ million)	Total Authorized FTE	Cost Per FTE ¹	Total Overtime Expenditures ²
FY 2009	\$5.9	91.5	\$64,489	\$24,547
FY 2010	\$5.7	91.5	\$62,312	\$22,128
FY 2011	\$5.0	91.5	\$55,073	\$37,456
FY 2012	\$5.3	91.5	\$57,703	\$28,424
FY 2013	\$5.4	91.5	\$59,207	\$43,630
Change from last year	2%	0%	3%	53%
Change over last 5 years	-8%	0%	-8%	78%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Department of Budget and Fiscal Services, and Department of Human Resources. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE.

²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Over the last five years, the department's operating expenditures decreased 8% from \$5.9 million in FY 2009 to \$5.4 million in FY 2013. According to the department, the decrease was due to the using cost efficient venues for employee recognition programs and leveraging technology to save on postage costs by sending applicant notifications via email rather than U.S. mail whenever possible.

Overtime expenditures increased 78% over the last five years. According to the department, the increase was due to staffing needs following the 2008 hiring restrictions and the push to fill entry level blue collar positions to avert privatization concerns raised by the United Public Workers (UPW) in FY 2012 and FY 2013. Part of the increase was also attributable to staffing costs associated with the test administration for two large metropolitan police recruitments in FY 2013.



Photo Courtesy of Department of Human Resources. Benefits Processing Session.

	Workers' Compensation			Labor Relations and Training		
	Total Workers' Compensation Claims	Total Direct Expenditures (\$ million)	Average Cost Per Claim ¹	Hours of Training Provided	Overall Training Satisfaction Rating (Out of 5)	Grievances Closed Before Arbitration
FY 2009	3,196	\$16.9	\$5,284	15,287	4.7	62%
FY 2010	3,143	\$16.5	\$5,239	10,532	4.7	78%
FY 2011	2,932	\$18.3	\$6,235	12,740	4.8	86%
FY 2012	3,069	\$17.8	\$5,790	7,971	4.7	92%
FY 2013	3,079	\$19.3	\$6,262	12,184	4.7	94%
Change from last year	0%	8%	8%	53%	0%	2%
Change over last 5 years	-4%	14%	19%	-20%	0%	32%

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

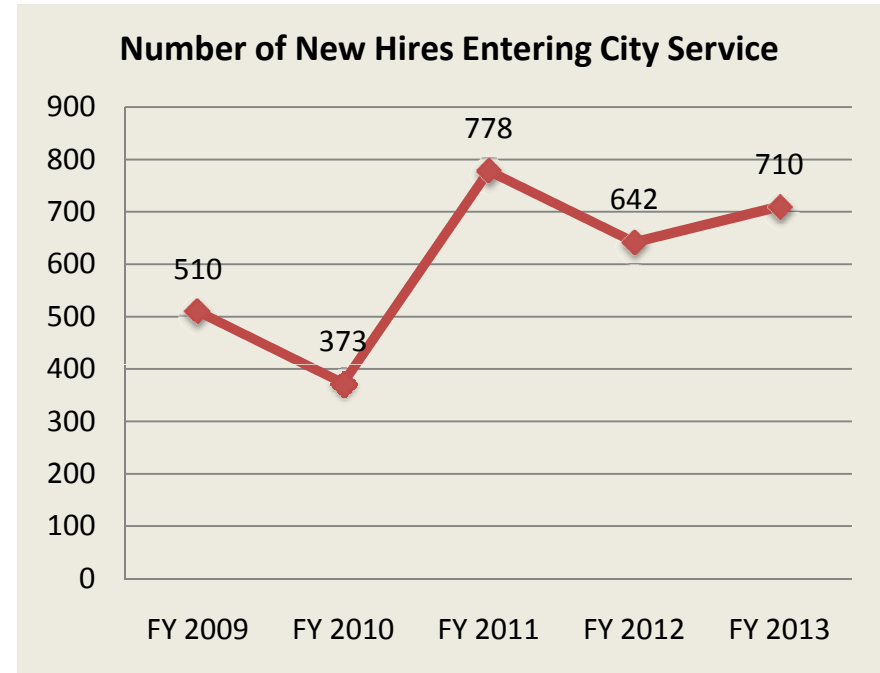
In FY 2013, the Hawai'i Fire Fighters Association (HFFA) Bargaining Unit 11 held their interest arbitration hearings and a final award was rendered on November 30, 2013 which granted firefighters salary increases and medical benefits.

The State of Hawai'i Organization of Police Officers (SHOPO) Bargaining Unit 12 held their interest arbitration hearings in fall of 2012. On July 3, 2013, the arbitration panel rendered a final and binding award which granted police officers salary increases and other benefits.

In FY 2013, recruitment efforts were expanded to include the city's internet presence on various recruitment websites and the use of social media sites which includes Facebook and Twitter.



The number of new hires entering city service increased 39% from 510 in FY 2009 to 710 in FY 2013. In FY 2013, the ratio of DHR staff to city staff is approximately 1 to 118.



Source: Department of Human Resources

National Comparison of Human Resources Staffing to Total FTEs Ratio

Jurisdictions	Population	HR Total FTE	Total Jurisdiction FTE	Ratio of Human Resources Staffing to Total Authorized City FTE
County of Bernalillo, NM	673,460	43.7	2,959.0	1 to 68
County of Honolulu, HI	976,372	91.5	10,825.2	1 to 118
City of Kansas City, MO	464,310	39.8	4,949.8	1 to 124
County of Lake, IL	702,120	28.7	3,297.4	1 to 115
City of Portland, OR	603,106	69.4	8,502.8	1 to 123

Source: The International City/County Management Association (ICMA) FY 2012 Case Studies and Comparative Analysis: Chapter 9 Human Resources, Department of Human Resources, and U.S. Census Bureau Data.



Supervisors and Managers Attending a Drug and Alcohol Policy Training

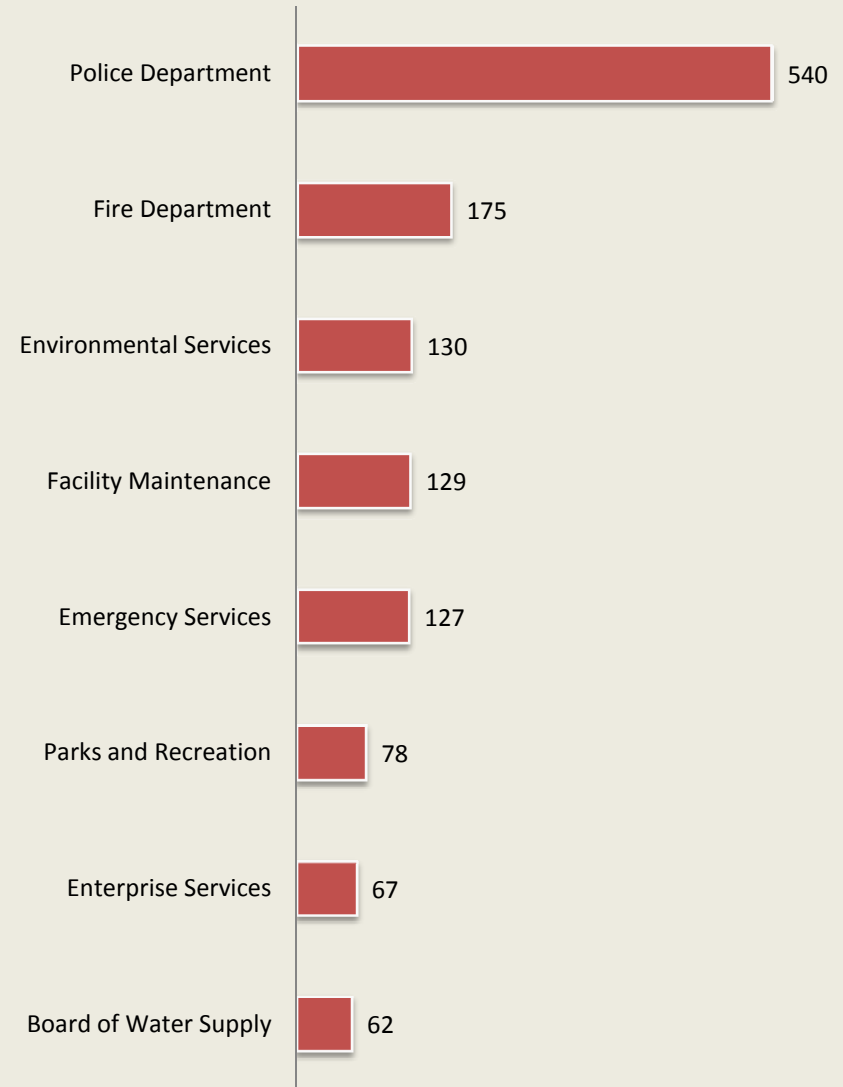
Photo Courtesy of Department of Human Resources

Over the last five years, training hours decreased about 20%. According to the department, the decrease in hours can be attributed to vacancies and transition in staffing. Training satisfaction rating remained at 4.7 out of a scale of 5 in FY 2013.

From FY 2009 to FY 2013, the number of injury claims filed by city employees declined by 4%. Although the number of injury claims decreased, total direct expenditures increased 14%.

Over the last five years, the average cost per workers' compensation claim increased 19%, from \$5,284 to \$6,262. The department reported that the increases were due primarily to a 16% increase in medical costs and a 33% increase in wage replacement benefits. City employees sought more medical treatment and took longer to recover from their injuries before returning to work.

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



Source: Department of Human Resources

CHAPTER 14

Department of
Information
Technology

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 computer network and data processing operations 24-hours per day, 7-days a week. Its mission is to provide information technology products, services, guidance, and direction to city agencies so that the public is served in a cost-effective and efficient manner; and to maintain and secure the city's communications network.

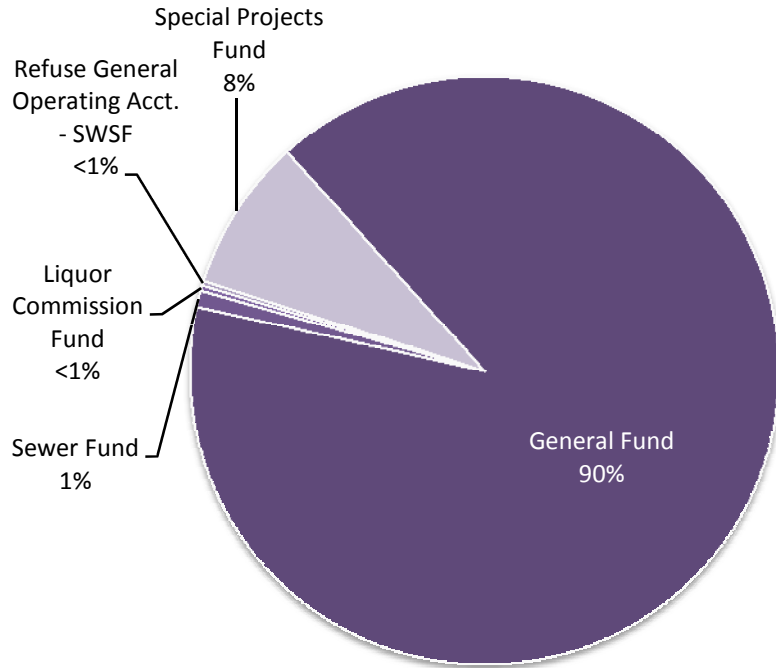
The department's goals are to:

- Apply technology to serve the public good; operate and maintain a cost-effective and efficient computer and communications network and facility; optimize the use of technological resources and expertise to meet the needs of city employees and its citizens.
- Provide a strategic technological direction for the city, including applications, communications, infrastructure, standards, strategies and policies.
- Ensure that computer resources are secure from unauthorized access in an environment that promotes user innovation and self-sufficiency.
- Coordinate departmental technology acquisition and maintenance across all city agencies to ensure optimum return on investment.
- Deploy E-government, mobile and social media initiatives to further support and enhance services delivered to the citizens.
- Provide technological and programming support to all city agencies.
- Provide technological support for Homeland Security initiatives.
- Support the Mayor's Revised Directive of 2006 regarding information technology services for the city.
- Support Chapter 12 of the Revised Charter regarding the organization, powers, duties and functions of the Department of Information Technology.

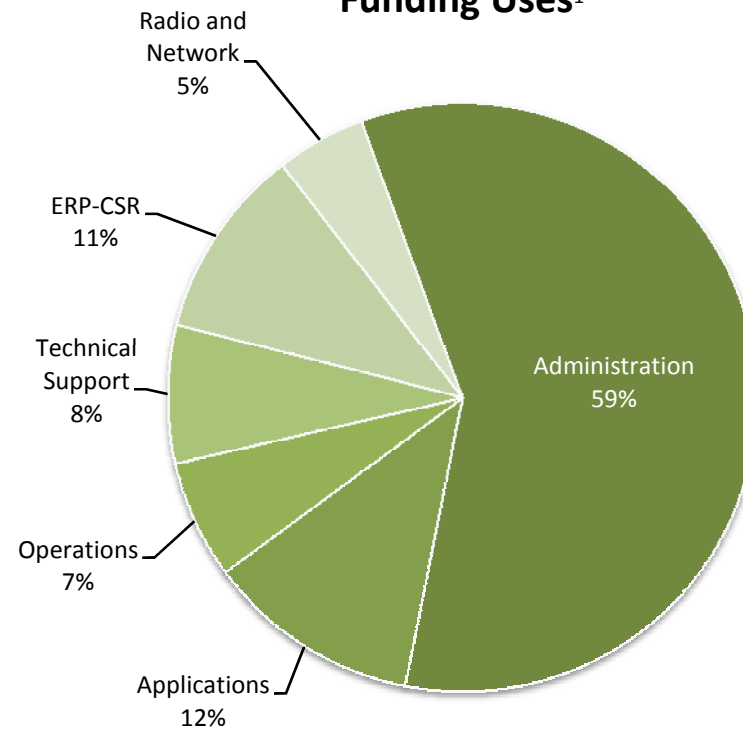
To provide information technology products, services, guidance, and direction for city agencies to serve the public in a cost-effective and efficient manner.

- Mission Statement

Funding Sources¹



Funding Uses¹



¹Percentages do not total to 100% due to rounding.

	Total Operating Expenditures (\$ million)	Administration (\$ million)	Revenues (\$ million)	Staffing			Overtime Expenditures ³	
				Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total	Non-Holiday
FY 2009	\$20.1	\$12.1	\$3.7	153.0	25.0	\$131,361	\$254,577	\$224,288
FY 2010	\$18.4	\$10.5	\$3.0	153.0	25.5	\$120,553	\$209,575	\$183,393
FY 2011	\$18.2	\$10.9	\$2.9	152.0	27.5	\$119,535	\$206,176	\$168,163
FY 2012	\$19.8	\$12.1	\$3.2	152.0	30.5	\$130,052	\$184,132	\$160,619
FY 2013	\$17.2	\$10.1	\$3.7	144.5	26.0	\$118,857	\$235,723	\$208,443
Change over last year	-13%	-17%	16%	-5%	-15%	-9%	28%	30%
Change over last 5 years	-14%	-17%	0%	-6%	4%	-10%	-7%	-7%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013). ²Cost per FTE = Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Applications

In FY 2013, DIT replaced its mainframe; expanded its fiber optic network; provided cameras to the Motor Vehicle, Licensing and Permits Division sites; rolled out its mobility security infrastructure; and replaced its laptops with tablets to strengthen its infrastructure and improve mobility and customer convenience.

FY 2013 total operating expenditures decreased 13% from \$19.8 million in FY 2012 to \$17.2 million. DIT noted that the decrease was primarily due to the decrease in the Special Projects Fund (Wireless Enhanced 911 and Sprint/Nextel 800 MHz Rebanding). FY 2013 revenues increased 16% from \$3.2 million in FY 2012 to \$3.7 million. According to DIT, this increase was due to additional revenue for online billing to the State and counties for State ID transactions. FY 2013 total and non-holiday overtime expenditures increased 28% and 30%, respectively from FY 2012. DIT explained that the increase was due to unplanned service increases for radio and server support, and federally mandated projects for Motor Vehicle and Driver's License Systems.

Applications – Enterprise Resource Planning – Customer Service Representative (ERP-CSR)

The Applications Division performs computer systems development, including feasibility studies, systems analysis and design, electronic data management, and computer programming. It also provides consulting services to end users and city administrators with strategic planning information resources in overall city operations.

Operating expenditures have decreased and for the most part exhibited a downward trend since FY 2009. Applications attributed this to a decrease in expenses for software maintenance and consulting services through consolidating applications and features with Web applications. The number of new, completed and outstanding requests for service (RFS) applications have significantly increased in FY 2013 from the prior year.

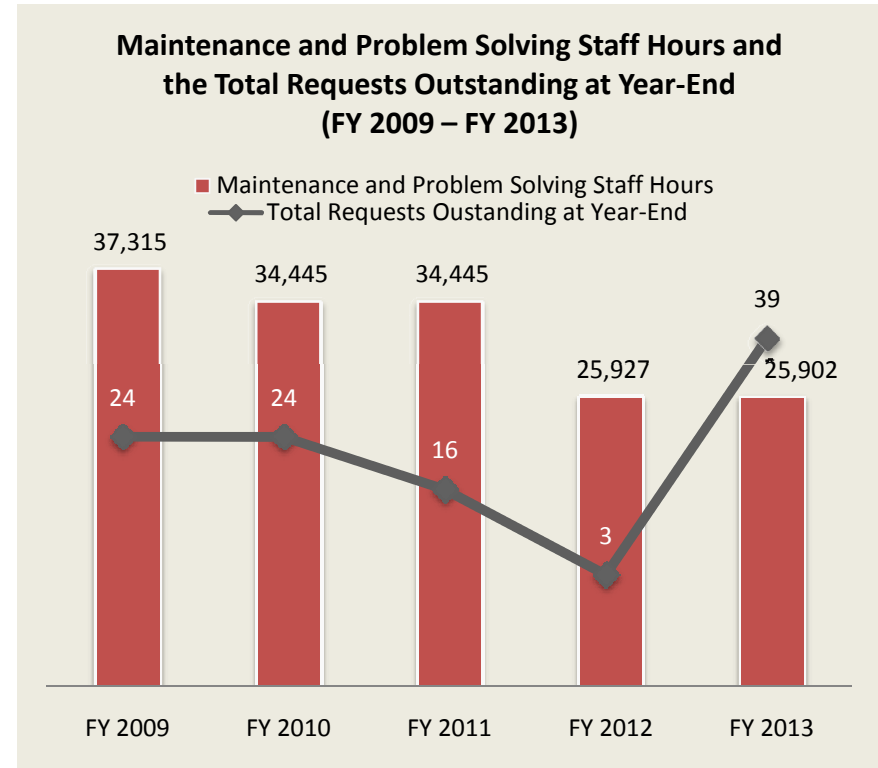
	Applications			
	Operating Expenditures (\$ million)	Total New Requests For Service	Total Completed Requests for Service	Total Requests Outstanding at End of Year
FY 2009	\$4.2	183	172	24
FY 2010	\$4.2	183	172	24
FY 2011	\$4.0	158	164	16
FY 2012	\$2.1	96	83	3
FY 2013	\$2.0	218	168	39
Change over last year	-5%	127%	102%	1200%
Change over last 5 years	-52%	19%	-2%	63%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Information Technology

According to Applications, the increase in new RFS was due to technological advances, phone apps, and administration's policy to provide data to the public. Completed requests increased due to filling of vacant positions. Applications also noted that the increase in outstanding RFS was due to the Eforms conversion to EForms 2.0, and requests that came in were put on lower priority and were to be completed after the conversion.

ERP-CSR provides technology support for the city's financial management system. It also implements the city's data processing plans for ERP financial, human resource/payroll, budgeting management, and other automated systems. In addition, ERP-CSR provides computer services representative support services for all city agencies.

Staff hours (Maintenance/Problem Solving; Analysis/Programming; and Overhead) have decreased and for the most part exhibited a downward trend since FY 2009. ERP-CSR attributes this to the transition of Client-based applications that the CSR was responsible to maintain to Web-based applications that Applications maintains.



Source: Department of Information Technology

Enterprise Resource Planning - Customer Service Representative

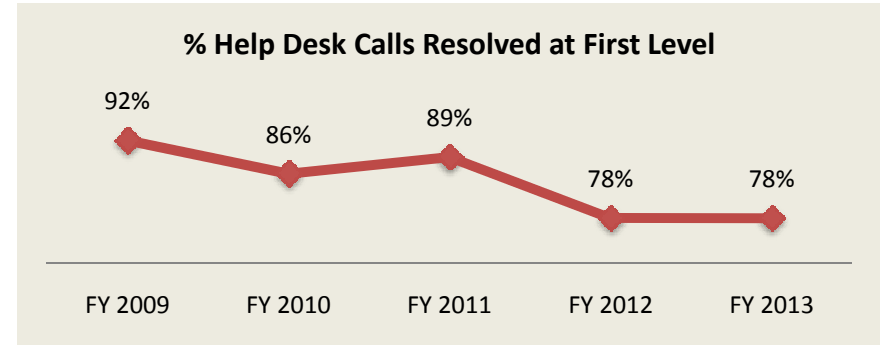
	Operating Expenditures (\$ million)	Maintenance and Problem Solving (Staff Hours)	Analysis and Programming (Staff Hours)	Overhead (Staff Hours)
FY 2009	-	37,315	11,357	5,408
FY 2010	-	34,445	10,483	4,992
FY 2011	-	34,445	10,483	4,992
FY 2012	\$1.8	25,927	6,914	1,728
FY 2013	\$1.8	25,902	6,907	1,727
Change over last year	0%	-0.1%	-0.1%	-0.1%
Change over last 5 years	-	-31%	-39%	-68%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Information Technology.

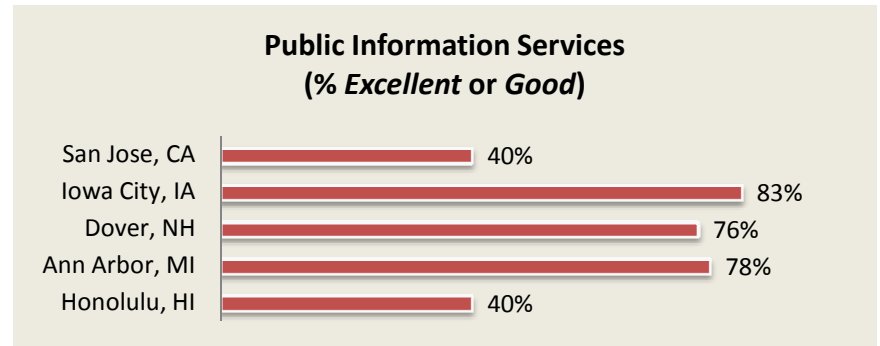
Operations

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

Operating expenditures have decreased and exhibited a downward trend since FY 2009. Operations explained that operating expenditure decreases have paralleled the funding decreases since FY 2009, and that priority for funding was given to expenditures that maintained systems for public safety and core services. The percentage of help desk calls resolved at the first level has decreased from 92% in FY 2009 to 78% in FY 2012 and FY 2013. According to Operations, most of this was attributed to the roll out of new applications and the associated learning curve. Operations explained that its first level problem determination is executed utilizing all available research tools as well as documentation provided by the responsible application department with the objective of resolving as many issues as possible.



Source: Department of Information Technology



Source: 2013 National Citizen Survey (Honolulu)

Production Online Systems

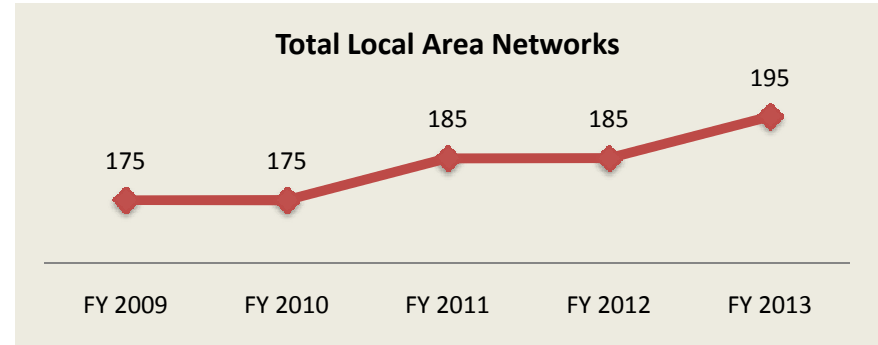
	Operating Expenditures (\$ million)	(Regular Business Hours)	(24 hours)	Changes Implemented ¹	% Help Desk Calls Resolved at First Level
FY 2009	\$1.8	99.9%	99.5%	761	92%
FY 2010	\$1.7	99.9%	99.4%	691	86%
FY 2011	\$1.2	99.9%	99.2%	875	89%
FY 2012	\$1.2	99.9%	99.5%	1,093	78%
FY 2013	\$1.1	99.4%	99.7%	796	78%
Change over last year	-8%	-1%	0.2%	-27%	0%
Change over last 5 years	-39%	-1%	0.2%	5%	-15%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Information Technology. ¹Changes Implemented is the process of documenting change approvals, user acceptance, or authorizations for hardware and software and software promotion.

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.

FY 2013 operating expenditures increased 8% from \$780,036 in FY 2012 to \$841,629. According to RNI, this increase is attributed to the transfer of EMS radio support from EMS to DIT and a contracted engineer. In FY 2013, total local area networks increased from the prior year and from FY 2009. RNI noted that this increase is attributed to adding redundancy to the City’s Multiprotocol Label Switching (MPLS) Network, as well as an increase in providing network connection for cameras and public safety locations.

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.



Source: Department of Information Technology

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.

Operating expenditures have decreased and for the most part exhibited a downward trend since FY 2009. Technical Support explained that operating expenditure decreases have paralleled the funding decreases since FY 2009, and that priority for funding was given to expenditures that maintained systems for public safety and core services.

	Radio and Network ¹			Technical Support		
	Operating Expenditures	Total Local Area Networks	Total 800 MHz Zone Sites	Operating Expenditures (\$ million)	Total Employees w/ Access IDs (Mainframe)	Total Employees w/ User IDs (Servers)
FY 2009	-	175	12	\$2.0	8,253	9,474
FY 2010	-	175	12	\$2.0	8,253	9,474
FY 2011	-	185	12	\$2.0	8,098	8,327
FY 2012	\$780,036	185	12	\$1.4	8,054	9,944
FY 2013	\$841,629	195	12	\$1.3	7,960	8,273
Change over last year	8%	5%	0%	-7%	-1%	-17%
Change over last 5 years	-	11%	0%	-35%	-4%	-13%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Information Technology. ¹FY 2012 was the first year that the Radio and Network Infrastructure Division reported its operating budget separate from the Technical support Division.

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CHAPTER 15

Legislative Branch

Chapter 15 Legislative Branch

The Legislative Branch is established by city charter as coordinate with the executive branch of city government.¹ It is comprised of the Honolulu City Council, Office of the City Clerk, Office of Council Services and the Office of the City Auditor.

The Honolulu City Council consists of nine elected officials, and staff, who are empowered with legislative and investigative powers. This body's major duties include establishing citywide policies via the passage of ordinances and resolutions, adopting the city's annual operating and capital improvement budgets, setting the annual real property tax rate and authorizing the issuance of general obligation bonds. The city charter requires the council to adopt a balanced budget.

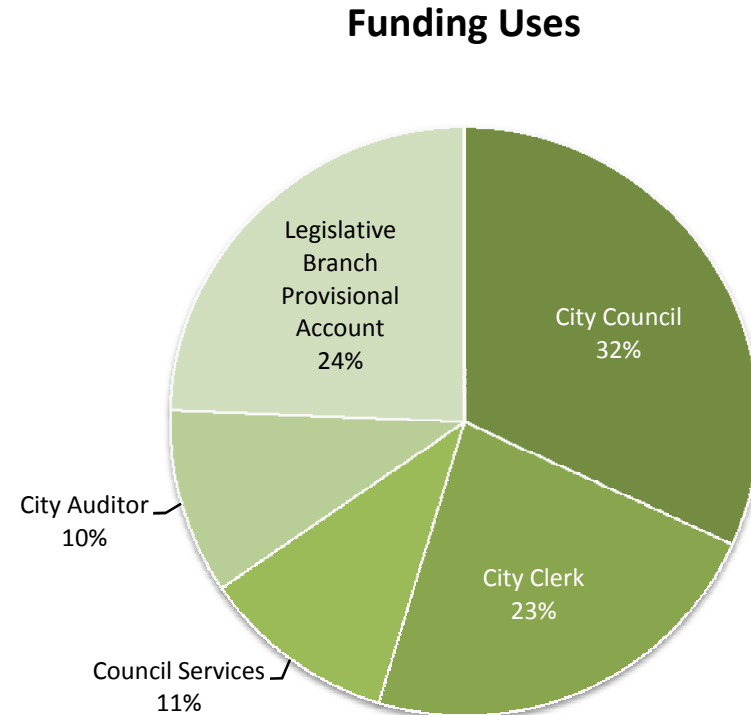
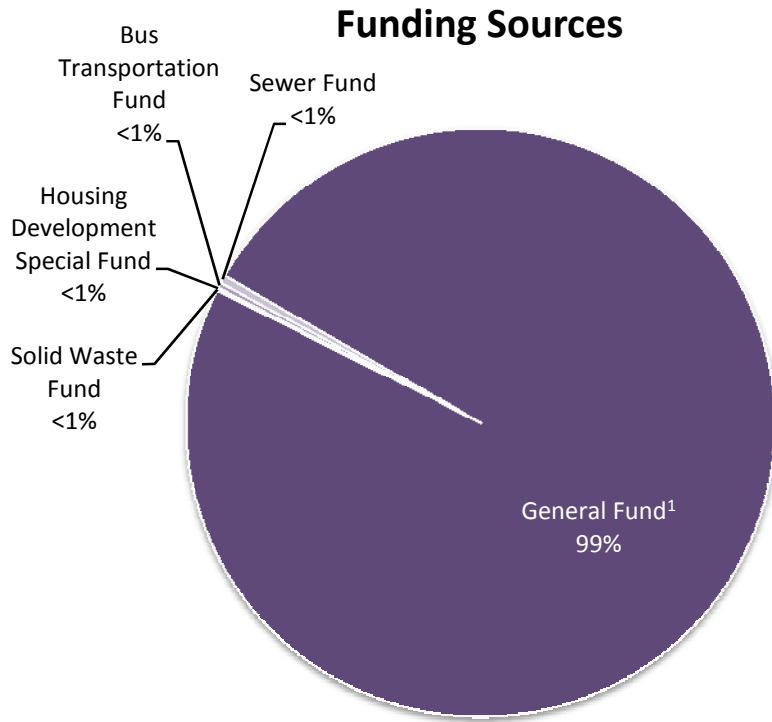
The Office of the City Clerk is custodian of ordinances, resolutions, rules and regulations of all city agencies, the city seal, books, papers and records. The clerk provides staff support to the council for all regular sessions, committee meetings and public hearings. It is responsible for voter registration and conducts all elections for the City and County of Honolulu. The clerk also authenticates all official papers and instruments requiring certification.

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

The Office of the City Auditor (OCA) 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: 1) the annual financial audit; 2) performance audits of any agency or operation of the city; and 3) follow-up audits and monitoring of audit recommendations.

¹Section 1-103, Revised Charter of Honolulu.

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



¹Funds for compliance audits of the city's American Recovery and Reinvestment Act grants were ultimately funded with General Funds.

	Total Revenues	Total Operating Expenditures (\$ million)	Staffing		Cost Per Legislative FTE ²	Overtime Expenditures ³	
			Total Authorized FTE	Total Vacant FTE		Total	Non-Holiday
FY 2009	\$52,277	\$13.0	122	5.5	\$106,680	\$67,267	\$60,689
FY 2010	\$8,458	\$12.4	128	5.0	\$96,714	\$20,033	\$20,033
FY 2011	\$31,576	\$11.5	127	2.0	\$90,551	\$60,099	\$55,881
FY 2012	\$15,408	\$11.3	126	3.0	\$89,550	\$14,119	\$14,119
FY 2013	\$10,628	\$13.0	126	7.0	\$103,477	\$49,675	\$42,675
Change over last year	-31.0%	15.5%	0.0%	133.3%	15.5%	251.8%	202.3%
Change over last 5 years	-79.7%	<1%	3.3%	27.3%	-3.0%	-26.2%	-29.7%

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. ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Legislative Branch

Over the past five years, the Legislative Branch's expenditures remained stable, while expenditures over the past year increased 15.5%, from \$11,283,323 in FY 2012 to \$13,034,374 in FY 2013. The Legislative Branch noted this was due to increased operational costs. There were 126 total FTE and seven vacant FTE in FY 2013. Overtime expenditures totaled \$49,675 of which the majority (86%) was non-holiday overtime. Over the past year, the Legislative Branch's overtime increased nearly 252% from \$14,119 in FY 2012 to \$49,675 in FY 2013. This increase was due to the 2012 elections.

Honolulu City Council

In FY 2013 the Honolulu City Council focused on protecting public parks and public access to sidewalks, exercised its budget authority to improve and reconstruct city roads, approved the Honolulu Authority for Rapid Transportation's budget, and added funding for affordable housing and homeless initiatives. The city council also created the Grants-in-Aid fund to assist non-profit organizations that provide support programs with a broad benefit to the community and making a positive impact on the overall quality of life for the residents of the City and County of Honolulu.

Over the past five years, the city council's expenditures remained about the same, while expenditures over the past year increased just over 15% from \$3.6 million in FY 2012 to \$4.2 million in FY 2013. The council reports that expenditures increased due to higher operational costs and various council projects. The council's authorized staffing was 61 FTE with 1 vacant FTE.

In FY 2013, the city council's concerns included 1) protecting public parks, sidewalks and other facilities from competing and incompatible uses; 2) seeking affordable housing solutions; 3) disbursing Grants-in-Aid to address public needs; 4) rehabilitating streets; 5) funding the Honolulu Area Rapid Transit Authority (HART) for operations; and 6) constructing the city's rail transit system.

Office of the City Clerk

The city clerk's expenditures decreased 15% from \$3.5 million in FY 2009 to \$3.0 million in FY 2013. Staffing in FY 2013 was 36 FTE with 3 vacant FTE. Over the past five years, the clerk's staffing increased 16% up from 31 FTE in FY 2009. According to the city clerk, staffing increased due to the need for additional election personnel. In FY 2013, there were 28 council meetings and hearings, and 94 standing committee meetings. The city clerk received 3,567 communications, which included council and departmental communications, mayor's messages, and petitions. There were 454,491 registered voters in Honolulu as of July 11, 2013. In FY 2013, the Elections Division conducted the 2012 elections. The division administered three early voting locations and mailed over 127,000 absentee ballots in the General Election. The city clerk administered the Oath of Office to 59 public officials, appointed agency heads and deputies, and board and commission members in accordance with the city charter.

Office of Council Services

Over the past five years, council services' expenditures remained relatively flat, while expenditures over the past year increased about 9% from \$1.3 million in FY 2012 to \$1.4 million in FY 2013 due to increased operational costs and salary restoration. Council services' authorized staffing was 20 FTE with 2 vacant FTE in FY 2013.

In FY 2013, council services prepared 847 written responses to requests for services. Of these, 274 were rush assignments requiring immediate action. These responses included 181 bills; 360 resolutions; and 306 letters, legal memoranda, and statistical and research reports. Council services amended 409 pages of the Revised Ordinances of Honolulu, and provided two updates for policy resolutions. It provided consultative assistance to 94 committee meetings, 17 council meetings, and 12 public hearings. OCS reviewed 34 bills and 195 resolutions, which were introduced for council consideration on behalf of city administration. In March 2013, OCS released its 13th annual *Issue Profile, Status of the City's Finances* report, which provided the city council with a historical and comparative context to review budget and fiscal trends.

Office of the City Auditor

The city auditor's expenditures increased 11% from \$1.2 million in FY 2009, to \$1.3 million in FY 2013. According to the city auditor, this increase is due to additional staff and increased operational costs. The office's authorized staffing was 9 FTE in FY 2013. In FY 2013, the city auditor completed 23 audits and reports.



Honolulu City Council Chambers

Source: City Photobank

In December 2012, OCA underwent its third external peer review as required under generally accepted government auditing standards. The review team from the Association of Local Government Auditors gave the city auditor's office a clean opinion.

	Operating Expenditures (\$ million)					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 2009	\$4.1	\$3.5	\$1.4	\$1.2	\$2.8	3,541	447,965	766	237	20
FY 2010	\$3.9	\$3.3	\$1.4	\$1.2	\$2.6	3,624	456,662	753	297	18
FY 2011	\$3.7	\$2.5	\$1.3	\$1.3	\$2.7	3,546	448,508	820	303	23
FY 2012	\$3.6	\$2.5	\$1.3	\$1.3	\$2.7	4,323	458,742	883	420	24
FY 2013	\$4.2	\$3.0	\$1.4	\$1.3	\$3.2	3,567	454,491	847	409	23
Change over last year ¹	15.1%	20.6%	9.1%	6.1%	18.8%	-17.5%	-0.9%	-4.1%	-2.6%	-4.2%
Change over last 5 years ¹	0.4%	-15.1%	-1.2%	11.0%	15.2%	0.7%	1.5%	10.6%	72.6%	15.0%

Sources: Honolulu City Council, Office of the City Clerk, Office of Council Services, and Office of the City Auditor. ¹ Percent change is based on whole dollar figures.

Results of 2013 Public Policy Questions

The United States entered into a recession in late 2007 with a steep drop off in 2008 and 2009. The State of Hawai'i and the City and County of Honolulu were hit hard by the recession. Since then, a gradual recovery while slow, has been fairly steady.¹ Due to uncertainties in the global economy, rising energy, debt service and employee costs, the city's philosophy is to find ways to trim costs, find cost saving efficiencies and offset new cost increases by revenue increases. The city strives to contain costs while delivering the expected level of public services.

In this year's National Citizen Survey, most residents rated their overall quality of life as *excellent* or *good* and a majority of residents would be *very likely* or *somewhat likely* to recommend Honolulu as a place to live to someone who asks. Natural Environment was identified as one of the facets most important to residents' quality of life. Overall, Honolulu received favorable ratings for air and drinking water quality, and overall quality of the natural environment. Honolulu also has high rates of participation in environmentally friendly activities including water conservation, recycling, and making homes more energy efficient.

The 2013 National Citizen Survey (Honolulu) asked residents a series of questions related to problems in the city, support for issues by raising taxes, and important issues to be addressed in the next two years. Residents reported the following as major problems: the homeless and homelessness (93%), lack of parking, (81%), bicycle safety (74%), and Board of Water Supply efforts to correct water billing issues in a timely manner (70%).

To what degree, if at all, are the following problems in the City and County of Honolulu?²



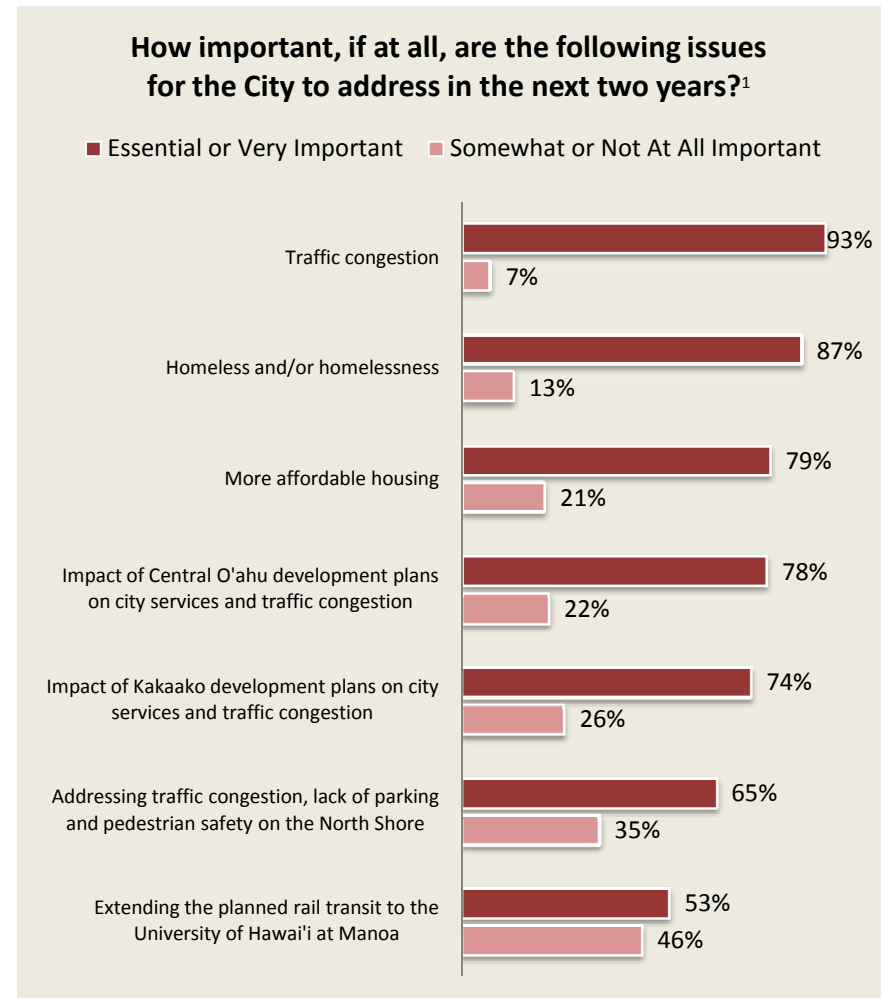
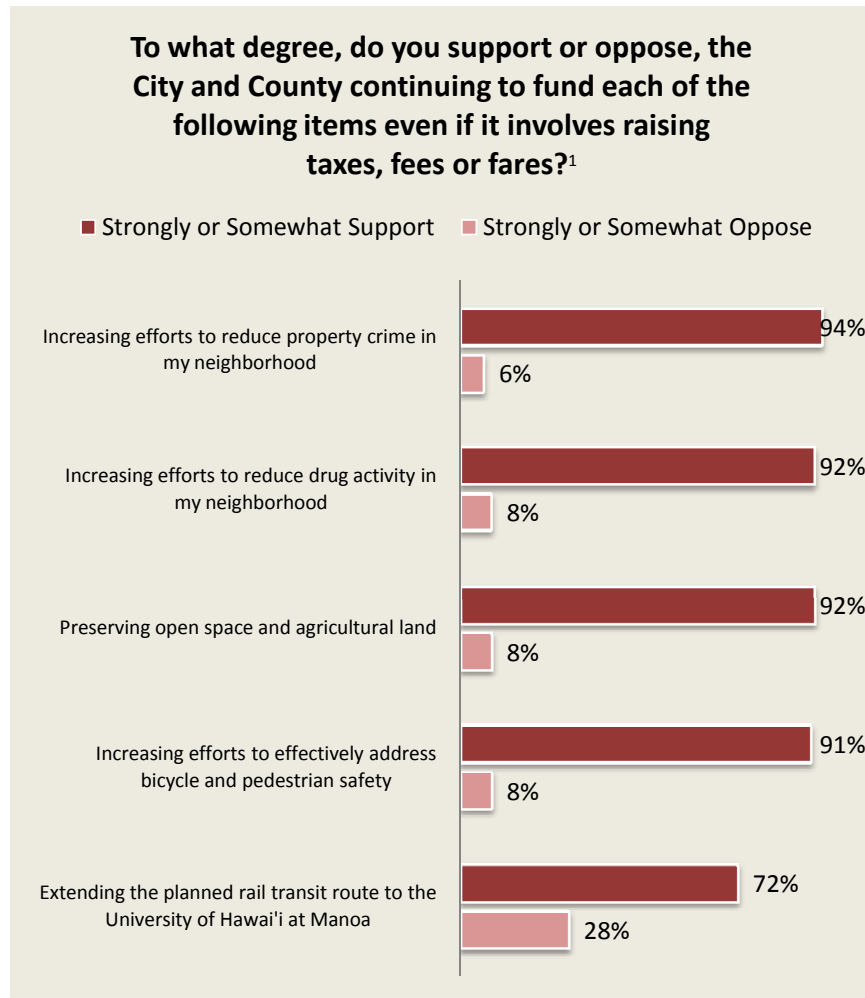
Source: 2013 National Citizen Survey (Honolulu)

¹Dr. Leroy O. Laney, First Hawaiian Bank Economic Forecast.

²Ratings may not total 100% due to rounding.

Residents supported the possibility of raising taxes for increased efforts to reduce property crime in their neighborhoods (94%), increasing efforts to reduce drug activity in their neighborhoods (92%), and preserving open space and agricultural land (92%). Residents also supported increasing efforts to effectively address bicycle and pedestrian safety (91%), and extending the planned rail transit route to the University of Hawai'i at Mānoa (72%).

Residents also rated important issues for the city to address in the next two years. The highest ratings were traffic congestion (93%), the homeless and/or homelessness (87%), more affordable housing (79%), the impact of Central O'ahu development plans on city services and traffic congestion (78%), and the impact of Kaka'ako development plans on city services and traffic congestion (74%).



Source: 2013 National Citizen Survey (Honolulu)

¹Ratings may not total 100% due to rounding.

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CHAPTER 16

Mayor-Managing Director

Chapter 16 Mayor-Managing Director

The Mayor-Managing Director's Offices include:

Mayor - As the Chief Executive of the City and County of Honolulu, the mayor is responsible for the faithful execution of the provisions of the City Charter and applicable ordinances and statutes.

Managing Director (MD) - As the principal management aide to the mayor, the managing director supervises and evaluates the management and performance of all line executive departments and agencies, and prescribes the standards of administrative practice to be followed.

Office of Housing – This office administers programs for affordable housing, senior and special needs housing, and homelessness.

Mayor's Office of Culture and the Arts (MOCA) – Serves as the liaison of the Commission on Culture and the Arts and assists in its objectives, which include community-wide promotion and exposure of culture and the arts in all its forms.

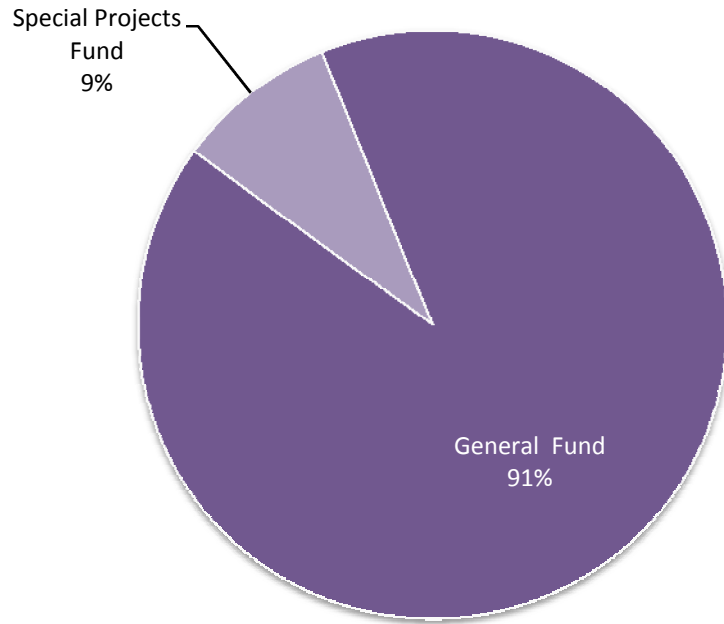
Office of Economic Development (OED) - Supports economic growth and enhances the quality of life at the community level. The Honolulu Film Office and Agriculture Office are also part of OED.

Neighborhood Commission Office (NCO) - Provides staff support to the 9-member Neighborhood Commission, 33 neighborhood boards and 439 neighborhood board members. Staff attends the monthly board meetings; takes and transcribes meeting minutes; and provides proper notice of all meetings of the commission and the neighborhood boards.

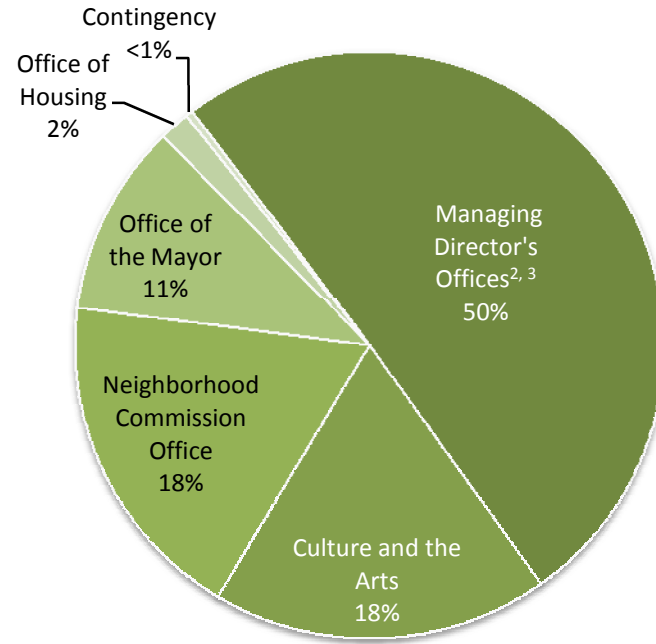
On January 2, 2013, the mayor was officially inaugurated and installed as the 14th Mayor of the City and County of Honolulu. For FY 2013, the mayor outlined five priorities and the focus for his Administration: 1) Restoring bus service, 2) Repaving roads, 3) Improving sewer system and infrastructure repair and maintenance, 4) Re-establishing pride in city parks, and 5) Building rail better.

In FY 2013, signs of economic recovery were tempered with fiscal restraint. The mayor committed to working on the issue of homelessness; making Honolulu an Age-Friendly City; and community concerns such as customer service. Other mayoral issues related to grants-in-aid funding.

Funding Sources



Funding Uses¹



¹Percentages do not total to 100% due to rounding. ²Office of Managing Director includes the Office of Economic Development, the Office of Housing and the Agriculture Liaison. ³Excludes Royal Hawaiian Band which is Chapter 23 in the FY 2013 SEA Report.

	Operating Expenditures				Authorized Staffing (FTE)			
	Mayor	Managing Director	Subtotal Combined Offices ⁴	Total Mayor-MD Offices	Total Mayor	Total Vacant Mayor	Total MD City Management	Total Vacant MD City Management
FY 2009	\$612,442	\$1,793,202	\$2,300,422	\$4,706,066	6	0	17	2
FY 2010	\$593,238	\$1,698,772	\$2,087,485	\$4,379,495	6	1	17	5
FY 2011	\$516,108	\$992,417	\$2,339,937	\$3,848,462	6	1	17	4
FY 2012	\$454,797	\$1,059,470	\$2,624,641	\$4,138,908	6	1	18	1
FY 2013	\$466,132	\$2,210,239	\$1,708,502	\$4,384,873	6	1	18	4
Change from last year	2%	109%	-35%	6%	0%	0%	0%	300%
Change over last 5 years	-24%	23%	-26%	-7%	0%	-	6%	100%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2009-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY2013). ⁴Combined offices include Office of Culture and the Arts, Office of Economic Development, Office of Housing, Neighborhood Commission, and contingency.

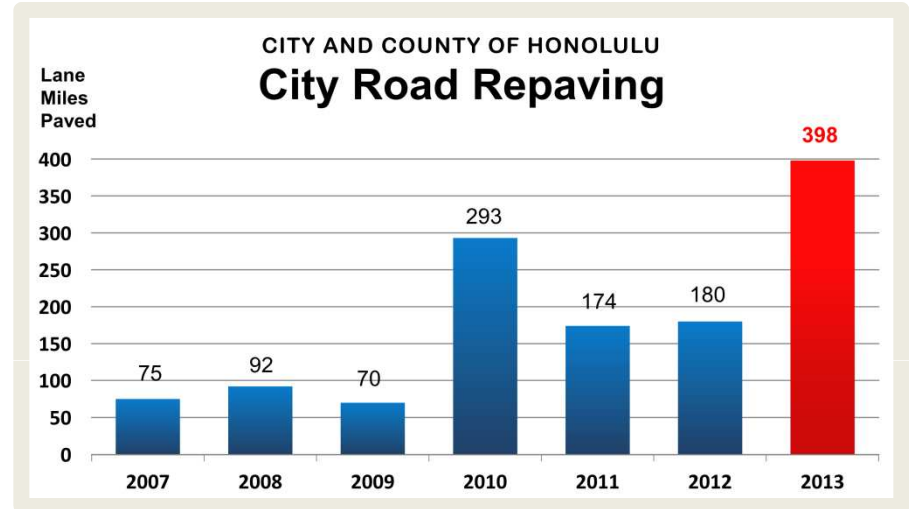
Mayor-Managing Director

The Mayor and Managing Director of the City and County of Honolulu oversee 10,412.14 authorized employees and over 20 departments in the 10th largest municipality in the United States.

Over the past five years, mayor's office expenditures decreased 24%, from \$612,442 in FY 2009, to \$466,132 in FY 2013. Total authorized staffing remained consistent at 6 FTE over the last 5 years. There was 1 vacant FTE in FY 2013.

Managing Director's Office expenditures increased 109% over last year, from \$1,059,470 in FY 2012 to \$2,210,239 in FY 2013, all of which were under the control of the previous administration. The MD's authorized city management staffing was stable at 18 FTE compared to last year, while vacant FTE increased from 1 to 4 during this same time period. There were no overtime expenditures for the mayor and managing director's offices from FY 2009 to FY 2013.

Clean, safe and reliable bus transportation is a major priority for the mayor. The Mayor's 2013 Bus Restoration Plan was based on community input, transportation studies by consultants, and existing financial constraints.



Source: Office of the Mayor. Miles paved per calendar year.

In the first six months of 2013, the city paved a total of 139 lane miles, with that number expected to more than double in the second half of the year. The \$77 million appropriated by the city council in the FY 2012 budget for road pavement has been contracted out to a private vendor, and as of June 30, 2013 the city has encumbered more than \$61 million of the \$100 million council appropriated in the FY 2013 budget.

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. In 2013, about three quarters of respondents rated the City and County of Honolulu an *excellent* or *good* place to live, and 77% plan to remain in Honolulu for the next five years. Both ratings were *similar* to national benchmarks and for cities with more than 300,000 residents.

Over the past four years residents were asked to rate the overall direction the city is taking. Ratings for *excellent* or *good* declined 4%, from FY 2010 (29%) to FY 2013 (25%). Residents were also asked to rate the value of services for the taxes paid to the city. From FY 2010 (33%) to FY 2013 (24%) respondents rating *excellent*

The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)			
	Overall Direction the City is Taking	Value of Services for the Taxes Paid to the City	Overall Quality of Services Provided by the City
FY 2009	-	-	-
FY 2010	29%	33%	45%
FY 2011	32%	35%	53%
FY 2012	30%	33%	53%
FY 2013	25%	24%	40%
Change from last year	-5%	-9%	-13%
Change over last 4 years	-4%	-9%	-5%

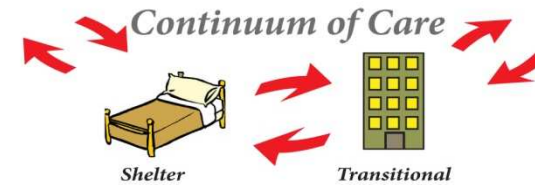
Source: 2013 National Citizen Survey (Honolulu)

The Office of Housing establishes and administers programs for affordable housing, senior housing, special needs housing, and homelessness. This office was established in FY 2012.

In FY 2013, the Office of Housing’s expenditures were \$74,032. This office’s total authorized staffing is 2 FTE and had one vacant FTE in FY 2013. There were no expenditures for overtime in FY 2013.

In FY 2013, the Office of Housing and the Department of Community Services (DCS), advocated the Honolulu Affordable Housing Preservation Initiative (HAHPI) which sought the transition of ownership and management of 12 city apartment complexes to the private sector while keeping them affordable to lower-income residents.

The Office of Housing and DCS also initiated the mayor’s Homeless Action plan based on the *Housing First* model. This model focuses on chronically homeless individuals and families in the Waikiki, Waianae and downtown areas. The model works by housing chronically homeless and provides case management and other supportive services including substance abuse, mental health and vocational support.



Source: Office of Housing

Honolulu residents rated the availability of affordable quality housing and variety of housing options as *excellent* or *good*, 9% and 19% respectively. Both of these ratings were *much lower* than the benchmarks nationally and for cities with over 300,000 residents. Residents were also asked to rate important issues for the city to address in the next two years. In 2013, 87% of respondents rated the homeless and homelessness *essential* or *very important*, as well as 79% for more affordable housing.

	The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)				Important to Address in the Next Two Years (% <i>Essential</i> and <i>Very Important</i>)	
	Availability of Affordable Quality Housing	Variety of Housing Options	Experiencing Housing Cost Stress ²	<u>NOT</u> Under Housing Cost Stress	Homeless and/or Homelessness	More Affordable Housing
	FY 2009	-	-	-	-	-
FY 2010	6%	24%	54%	46%	-	-
FY 2011	9%	25%	61%	39%	85%	78%
FY 2012	9%	24%	59%	41%	81%	74%
FY 2013	9%	19%	52%	48%	87%	79%
Change from last year	0%	-5%	-7%	7%	6%	5%
Change over last 4 years	3%	-5%	-2%	2%	-	-

Source: Office of Housing and 2013 National Citizen Survey (Honolulu). ¹The National Research Center defines housing cost stress as paying 30% or more of monthly household income on housing costs.

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 and assists in its objectives.

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 which provides equal and abundant opportunity 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.

Over the past year, MOCA's operating expenditures increased 25%, from \$648,331 in FY 2012 to \$809,541 in FY 2013. The budget increase included the transfer of the Honolulu City Lights Program to MOCA. Total authorized staffing has remained at six FTE for the last five years and two vacant FTE since FY 2012. There were no expenditures for overtime in FY 2013.



Source: City Photobank

	Authorized Staffing				Performance Measures				
	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE	Total Overtime Expenditures	Number of Culture and the Arts Activities	Attendance at Culture and the Arts Activities	Works of Art in the City's Public Art Collection	Total Distribution of Monthly Activity Calendars
FY 2009	\$750,049	6	0	\$125,008	\$0	162	415,168	923	62,400
FY 2010	\$717,216	6	0	\$119,536	\$893	167	378,205	947	62,400
FY 2011	\$651,950	6	2	\$108,658	\$1,387	142	208,648	962	30,000
FY 2012	\$648,331	6	2	\$108,055	\$141	200	447,000	977	48,200
FY 2013	\$809,541	6	2	\$134,924	\$0	154	333,695	1,013	48,200
Change from last year	25%	0%	0%	25%	-	-23%	-25%	4%	0%
Change over last 5 years	8%	0%	-	8%	-	-5%	-20%	10%	-23%

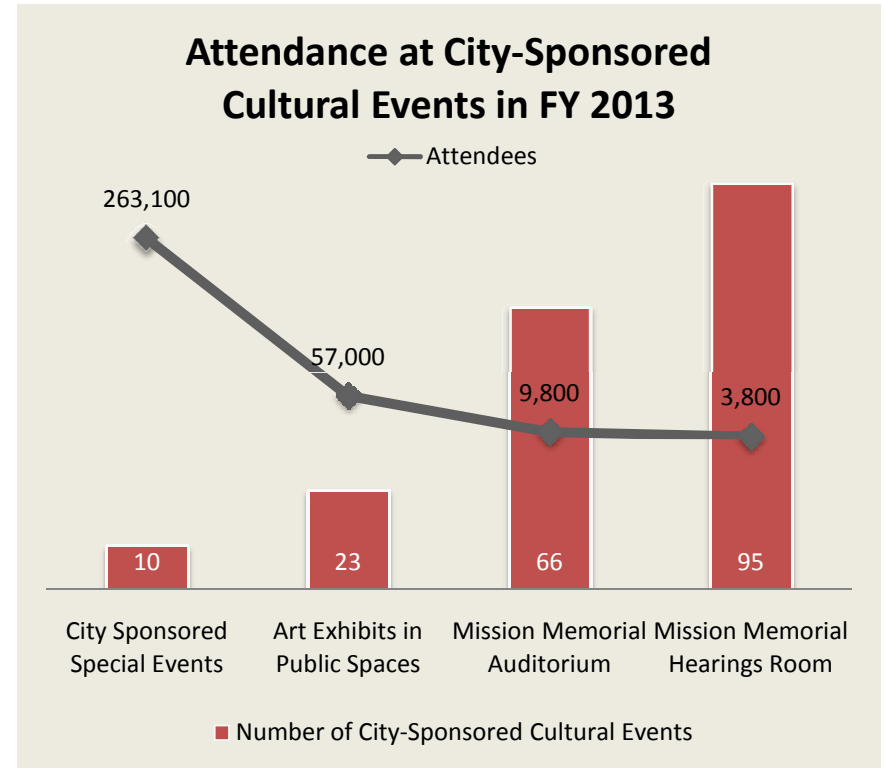
Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2009-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013).

In FY 2013, MOCA administered 9 Production Grants totaling \$38,800 and 18 Legacy Grants totaling \$361,000. The grants supported new projects and provided financial support to arts organizations in the community. The grants resulted in various outcomes such as new performing arts productions, new literary works, and the continuance of art programs.

FY 2013 included 10 city-sponsored events with over 263,100 attendees.

The Annual Artwork Inventory, which recorded 1,052 objects in the city’s collection was completed in April 2013. The current estimated value of the collection is \$10 million. The Art in City Buildings program had 88 conservation maintenance treatments performed on outdoor works of art.

The 2013 National Citizen Survey asked Honolulu residents about opportunities to attend cultural activities and also openness and acceptance by the community to those with diverse backgrounds. From FY 2009 (70%) to FY 2013 (51%) residents’ *excellent or good* ratings declined 19%. Ratings for acceptance of diverse backgrounds by the community declined 5%, from 62% in FY 2010 to 57% in FY 2013.



Source: Mayor’s Office of Culture and the Arts

	The National Citizen Survey (% Excellent or Good)	
	Opportunities to Attend Cultural Activities	Openness and Acceptance of Community to Diverse Backgrounds
FY 2009	-	-
FY 2010	70%	62%
FY 2011	71%	63%
FY 2012	69%	67%
FY 2013	51%	57%
Change from last year	-18%	-10%
Change over last 4 years	-19%	-5%

Source: 2013 National Citizen Survey (Honolulu)

Economic Development

The Office of Economic Development (OED) works to provide a more nurturing, business-friendly environment for businesses and community organizations to stimulate economic development opportunities. The office also includes the Honolulu Film Office and the city's Agricultural Liaison.

In FY 2013, OED expenditures were incorporated into the managing director's city management. As a result, over the last five years, OED's authorized staff decreased 51%, from 10 FTE in FY 2009 to 5 FTE in FY 2013. Adjustments to assignments and internal efficiencies were utilized to maintain workflow.

In FY 2013, OED administered the Hawai'i Tourism Authority-County Product Enrichment (HTA-CPEP) Program which provides annual grants to non-profits across O'ahu. The office also works with community and business leaders to coordinate efforts and reflect the strategy outlined in the O'ahu Tourism Strategic Plan; as well as travel organizations to support marketing O'ahu as a visitor destination. OED awarded 29 Hawai'i Tourism Authority-County Product Enrichment Program (HTA-CPEP) grants, which is a decrease of 40% from FY 2009, reflecting a reduction in HTA's financial capacity.



Source: 2013 Annual Report to the Hawai'i Legislature (Hawai'i Tourism Authority)

Authorized Staffing

	Operating Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE	Total Overtime Expenditures	Number of HTA-CPEP Grants Awarded ¹
FY 2009	\$600,040	10	3	\$60,004	\$0	48
FY 2010	\$585,729	10	6	\$58,573	\$0	42
FY 2011	\$879,163	10	6	\$87,916	\$1,000	40
FY 2012	\$1,177,769	6	1	\$196,295	\$518	37
FY 2013	\$0	5	2	\$107,543	\$0	29
Change from last year	-	-18%	94%	-45%	-	-22%
Change over last 5 years	-	-51%	-35%	79%	-	-40%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2009-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013). ¹The HTA-CPEP is based on the calendar year.

The Honolulu Film Office (HFO) provides leadership in the planning and development of the film industry in the City and County of Honolulu. The film industry is competitive and global. HFO is a member of local, national and international organizations, including the Hawai'i Film and Entertainment Board and the Association of Film Commissioners International. At the 2013 Los Angeles Film Festival, HFO sponsored short film awards including Best Narrative Short Film, Best Documentary Short Film, and Best Animated/Experimental Short Film.¹

The Agricultural Liaison is the city's first point of contact regarding agricultural issues. In FY 2013, the liaison worked with the Department of Planning and Permitting to initiate the city's Important Agricultural Lands (IAL) Identification Project. According to the state Department of Agriculture, O'ahu has 679 acres designated as Important Agricultural Lands.²

The 2013 National Citizen Survey asked residents to rate their support for various issues. About 92% of respondents *strongly* or *somewhat support* preserving open space and agricultural lands even if it might involve raising taxes.



Hawaii 5-0 Producers at 2013 Season Premier at Sunset on the Beach.

Photo Courtesy of Honolulu Film Office

The National Citizen Survey (% Excellent or Good)

	<u>Economic Development</u>	<u>Vibrant Downtown / Commercial Area</u>	<u>Overall Economic Health of Honolulu</u>	<u>Employment Opportunities</u>
FY 2009	-	-	-	-
FY 2010	24%	-	-	22%
FY 2011	27%	-	-	26%
FY 2012	30%	-	-	34%
FY 2013	22%	32%	32%	24%
Change from last year	-8%	-	-	-10%
Change over last 4 years	-2%	-	-	2%

Source: 2013 National Citizen Survey (Honolulu). ¹Best Narrative Short Film award winner, Walker directed by Tsai Ming-Liang, Best Documentary Short Film award winner, Stone directed by Kevin Jerome Everson, and Best Animated/Experimental Short Film award winner, Oh Willy directed by Emma De Sweaf, Marc James Roels. ²Hawai'i Department of Agriculture, Important Agricultural Lands <http://hdoa.hawaii.gov/wp-content/uploads/2013/02/IAL-voluntary-summary-1-14.pdf>.

Neighborhood Commission Office

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.

To accomplish the charter's mandate to encourage residents' full participation in the process of governance in accordance with the neighborhood plan, the commission administration established the following goals and objectives: to increase awareness of the neighborhood board system and encourage residents to become candidates in the neighborhood board election process; and to facilitate interaction and communication between government and neighborhood boards in addressing community concerns.

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



Source: https://www.facebook.com/NeighborhoodCommission/photos_stream

Authorized Staffing

	Operating Expenditures	Overtime Expenditures	Total Authorized FTE	Vacant Authorized FTE	Cost per FTE ¹	Board and Commission Meetings Attended	Total Sets of Agendas and Minutes Distributed	Number of Boards Videotaping Monthly Meetings
FY 2009	\$950,333	\$5,774	17	2	\$55,902	387	150,353	17
FY 2010	\$784,540	\$1,310	17	2	\$46,149	356	130,573	18
FY 2011	\$808,824	\$152	17	3	\$47,578	340	136,162	18
FY 2012	\$692,351	\$0	17	2	\$40,727	346	136,589	18
FY 2013	\$807,909	\$2,151	17	3	\$47,524	361	153,388	18
Change from last year	17%	-	0%	50%	17%	4%	12%	0%
Change over last 5 years	-15%	-63%	0%	50%	-15%	-7%	2%	6%

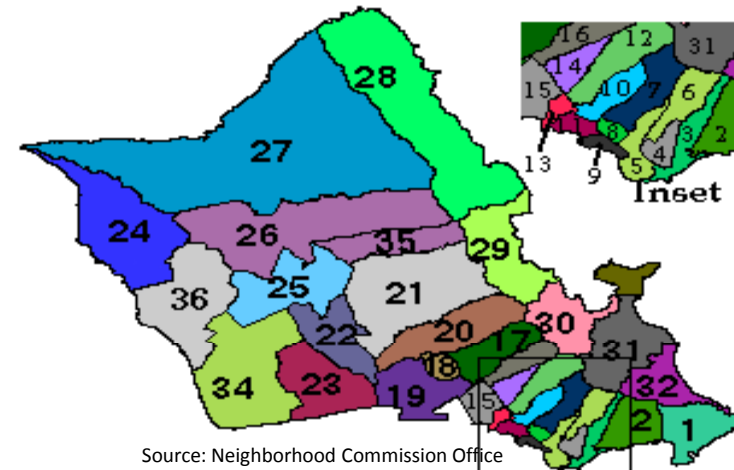
Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2009-FY 2013), Department of Budget and Fiscal Services, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013). ¹Cost per FTE=Operating Expenditures/Total Authorized FTE.

NCO expenditures decreased 15% over the last five years, from \$950,333 (FY 2009) to \$807,909 (FY 2013). Expenditures over last year increased 17%, from \$692,351 in FY 2012 to \$807,909 in FY 2013. Authorized FTEs are unchanged over the last five years, while vacant FTEs have shifted from 2 to 3 during this same period. NCO's overtime expenditures were \$2,151 in FY 2013.

Since FY 2013, the NCO has recommitted to increasing general awareness of the Neighborhood Board System. The NCO attended five major community events across the island to garner interest and to share information with the public.

The National Citizen Survey asked residents to rate the service quality of neighborhood boards. From FY 2012 (46%) to FY 2013 (38%), residents' ratings declined 8%. About 19% of respondents attended a local public meeting in FY 2013. This is *similar* to national benchmarks and for cities with over 300,000 residents.

Neighborhood Boards



- | | | |
|--------------------------------|------------------------|-----------------------------------|
| 1. Hawai'i Kai | 13. Downtown | 25. Mililani-Waipio |
| 2. Kuli'ou'ou-Kalani Iki | 14. Liliha/Alewa | 26. Wahiawa-Whitmore Village |
| 3. Wai'alae-Kahala | 15. Kalihi-Palama | 27. North Shore |
| 4. Kaimuki | 16. Kalihi Valley | 28. Ko'olaupoa |
| 5. Diam.Head/Kapahulu/St.Louis | 17. Moanalua* | 29. Kahalu'u |
| 6. Palolo | 18. Aliamanu-Salt Lake | 30. Kane'ohe |
| 7. Manoa | 19. Airport* | 31. Kailua |
| 8. McCully-Mo'ili'ili | 20. 'Aiea | 32. Waimanalo |
| 9. Waikiki | 21. Pearl City | 33. Mokapu* |
| 10. Makiki-Tantalus | 22. Waipahu | 34. Makakilo/Kapolei |
| 11. Ala Moana-Kaka'ako | 23. 'Ewa | 35. Mililani Mauka/Launani Valley |
| 12. Nu'uuanu-Punchbowl | 24. Wai'anae Coast | 36. Nanakuli-Ma'ili |
- * Boards not formed.

The National Citizen Survey

(% Excellent or Good)

	Neighborhood Boards Service Quality	Attended a Meeting of Local Elected Officials	Watched a Meeting of Local Elected Officials on TV, Internet	Welcoming Citizen Involvement
FY 2009	-	-	-	-
FY 2010	39%	25%	59%	33%
FY 2011	52%	21%	47%	37%
FY 2012	46%	24%	56%	35%
FY 2013	38%	19%	43%	30%
Change from last year	-8%	-5%	-13%	-5%
Change over last 4 years	-1%	-6%	-16%	-3%

Source: 2013 National Citizen Survey (Honolulu)

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CHAPTER 17

Medical Examiner Department

Chapter 17 Medical Examiner Department

The Medical Examiner Department (MED) investigates sudden, unexpected, 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 of death and to identify, document and interpret relevant forensic scientific information, while maintaining a high level of competence.
- Protect the public health by (a) diagnosing previously unsuspected contagious disease and (b) 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.

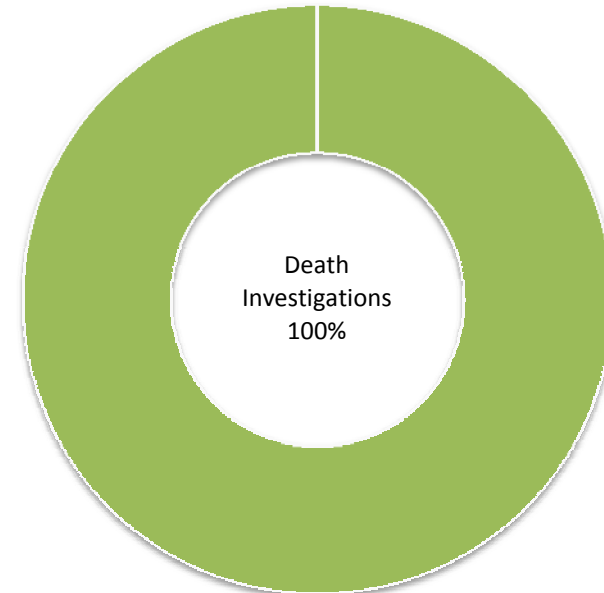
To provide accurate, dignified, compassionate, and professional death investigative services for the City and County of Honolulu's residents and visitors.

- Mission Statement

Funding Sources



Funding Uses



	Operating Expenditures (\$ million)	Staffing			Overtime Expenditures ²			
		Total Authorized FTE	Total Vacant FTE	Cost per FTE ¹	Total	Non-Holiday	Investigations ³	Autopsies ⁴
FY2009	\$1.4	19.0	3.0	\$75,732	\$44,570	\$25,789	1,924	438
FY2010	\$1.4	19.0	3.0	\$74,721	\$37,584	\$23,475	1,982	472
FY 2011	\$1.2	19.0	5.0	\$65,079	\$48,922	\$31,180	2,149	558
FY 2012	\$1.4	19.0	2.0	\$71,318	\$44,852	\$29,877	2,213	454
FY 2013	\$1.5	19.0	4.0	\$78,646	\$58,819	\$40,965	2,228	623
Change from last year	10%	0%	100%	10%	31%	37%	1%	37%
Change over last 5 years	4%	0%	33%	4%	32%	59%	16%	42%

Source: Department of Budget Fiscal Services and Medical Examiner Department. ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable. ³Investigations help determine the cause and manner of death, and provide expert testimony in criminal or civil litigation. ⁴FY 2013 includes adjusted external examination (3:1) totals as recommended by National Association of Medical Examiners.

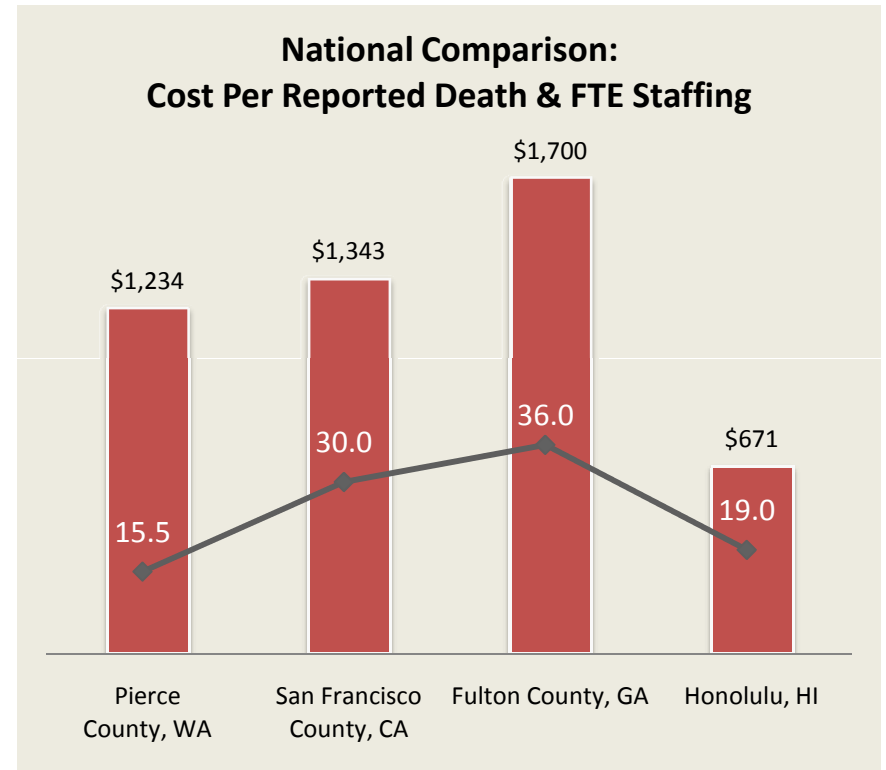
Spending and Staffing

MED is staffed by physicians qualified for the practice of Forensic Pathology, medical examiner investigators, laboratory technicians, prosecutor assistants, and administrative personnel. Subsequent to the retirement of its Chief Medical Examiner, a Forensic Board-Certified Pathologist, the department continued to perform in accordance with accreditation standards due to the hiring of a full time Forensic Board-Certified Forensic Pathologist, contracting of a forensic board-certified pathologist, and utilizing an anatomic board-certified pathologist to perform autopsies in FY 2013. During FY 2013, efforts to recruit the city's Chief Medical Examiner were nearing completion.

Over the past five years, the department's vacant FTEs increased 33%. The department attributes the increase to an increase in its investigator turnover.

The department's overtime expenditures increased 32% and non-holiday overtime expenditures increased 59% from FY 2009 to FY 2013. The department attributes the increase in overtime expenditures to the increase in the number of deaths investigated.

The number of investigations and autopsies increased respectively by 16% and 42% from FY 2009 to FY 2013.



Source: Medical Examiner Department, Hawai'i State Data Book 2012, and various county websites.

County	Population	Staff Size	Reported Deaths	Coroner Budget	Cost per Reported Death ¹
Pierce County, WA	811,681	15.5	1,872	\$2,310,960	\$1,234
San Francisco County, CA	825,963	30.0	4,412	\$5,924,997	\$1,343
Fulton County, GA	977,773	36.0	2,227	\$3,784,793	\$1,700
Honolulu, HI	976,372	19.0	2,228	\$1,494,267	\$671

Source: Department of Budget and Fiscal Services, Medical Examiner Department, Hawai'i State Data Book 2012, and various county websites. ¹Cost Per Reported Death = Coroner's Budget ÷ Reported Deaths.



CHAPTER 18

Department of
Parks and
Recreation

Chapter 18 Department of Parks and Recreation

The Department of Parks and Recreation 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 city had 294 parks that encompassed more than 5,000 acres in FY 2013. DPR is divided into three divisions: Executive Services, Division of Urban Forestry, and Park Maintenance and Recreation Services.

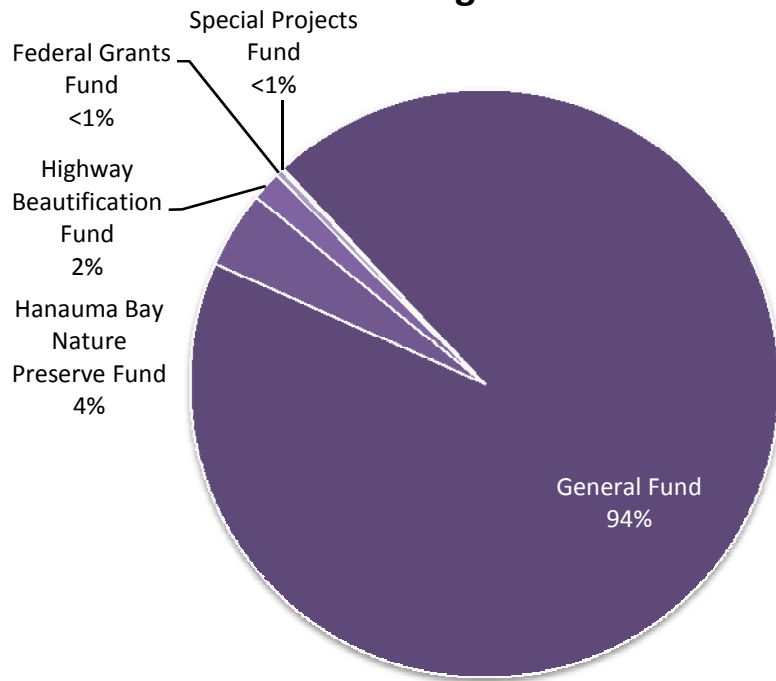
The department's goals are to:

- 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.

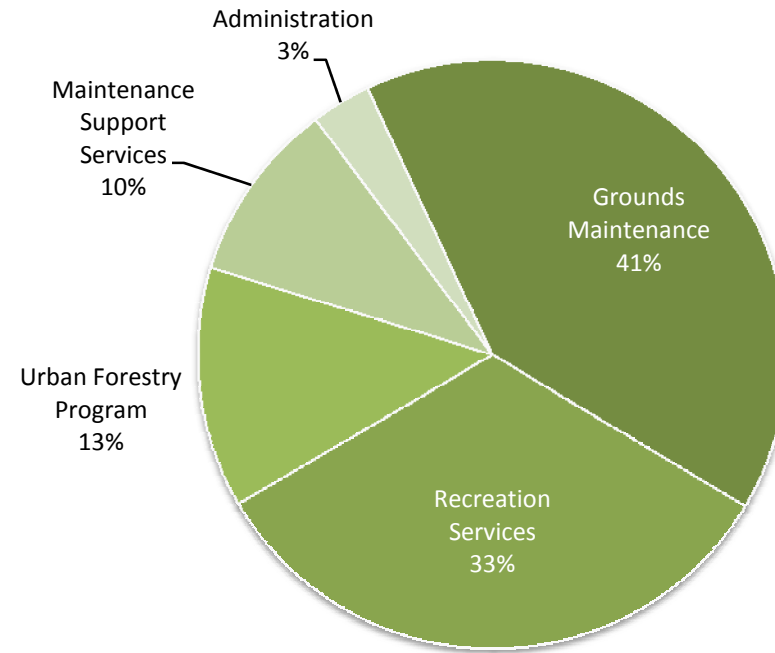
To provide parks and recreational services and programs that enhance the quality of life for the people in the City and County of Honolulu.

- Mission Statement

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Staffing			Overtime Expenditures ³	
			Authorized FTE	Vacant Authorized FTE	Cost Per FTE ²	Total (\$ million)	Non-Holiday (\$ million)
FY 2009	\$63.4	\$4.4	930.3	146.1	\$68,156	\$1.0	\$0.7
FY 2010	\$59.8	\$5.5	930.3	190.0	\$64,230	\$1.0	\$0.6
FY 2011	\$55.0	\$5.6	930.3	214.9	\$59,173	\$0.9	\$0.6
FY 2012	\$59.1	\$6.2	941.3	219.3	\$62,802	\$1.0	\$0.7
FY 2013	\$62.0	\$5.9	905.8	155.0	\$68,420	\$1.0	\$0.7
Change from last year	5%	-4%	-4%	-29%	9%	5%	1%
Change over last 5 years	-2%	34%	-3%	6%	0%	2%	4%

Sources: Honolulu Annual Department and Agency Reports (FY 2009-2013), Executive Operating Program and Budgets (FY 2010-2015), Department of Budget and Fiscal Services, and National Citizen Survey 2013 (Honolulu). ²Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ³Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

In FY 2013, the department supported the mayor's priority for reestablishing pride in our city parks. The Department of Parks and Recreation is the host to the thousands of events throughout O'ahu i.e. soccer, baseball and softball tournaments, competitive and fun runs, picnics, tennis tournaments, swim meets, camping, Easter egg hunts, Halloween haunted houses, various festivals and other activities.

The department continued to conduct its regular programs like the 86th Annual Lei Day Celebration, the 72nd Na Hula Festival, the 44th Annual Valentine Dance, the 24th Annual Talk Story Festival, Mayor's Memorial Day Program, and Summer Fun program that serve over 10,000 children each year.

The department has also continued to find ways to clean up parks by using the Stored Property Ordinance to remove items illegally stored in the parks and also used the Park Closure rules to reduce the amount of vandalism and other criminal activities in our parks at night. The department worked closely with the Department of Facilities Maintenance and Honolulu Police Department to keep the sidewalks clear and clean for the citizens of Honolulu.

The department's Adopt-a-Park Program continued to recruit volunteers. These 15,000 individuals helped keep up the pride in parks by putting in over 40,000 volunteer hours. This does not include the individuals who volunteered their time assisting the botanical gardens and the various recreation centers in their communities.

According to the department, its staff showed great pride for keeping the city's parks clean, safe, and accessible for all users. The department's motto is *We add quality to life.*

The department's operating expenditures decreased 2% over the last five years. The department's revenue increased 34% from \$4.4 million to \$5.9 million over the last five years. The department attributes this increase to establishing camping fees and an increase in the admission fees to Hanauma Bay.

Authorized staffing decreased by 3% between FY 2009 to FY 2013 from 930.3 FTE to 905.8 FTE. Vacant FTE increased 6% over the last five years.

There was a 5% decrease in *excellent* or *good* ratings for city and county parks in the 2013 National Citizen Survey (from 54% in FY 2010 to 49% in FY 2013). This rating is *much lower* than the national comparison and benchmark of jurisdictions with populations over 300,000.

The National Citizen Survey (% Excellent or Good)				
	2010	2011	2012	2013
City and County Parks	54%	60%	52%	49%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓↓

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

↑↑ Much higher than national benchmark

↑ Higher than national benchmark

↔ Similar to national benchmark

↓ Lower than national benchmark

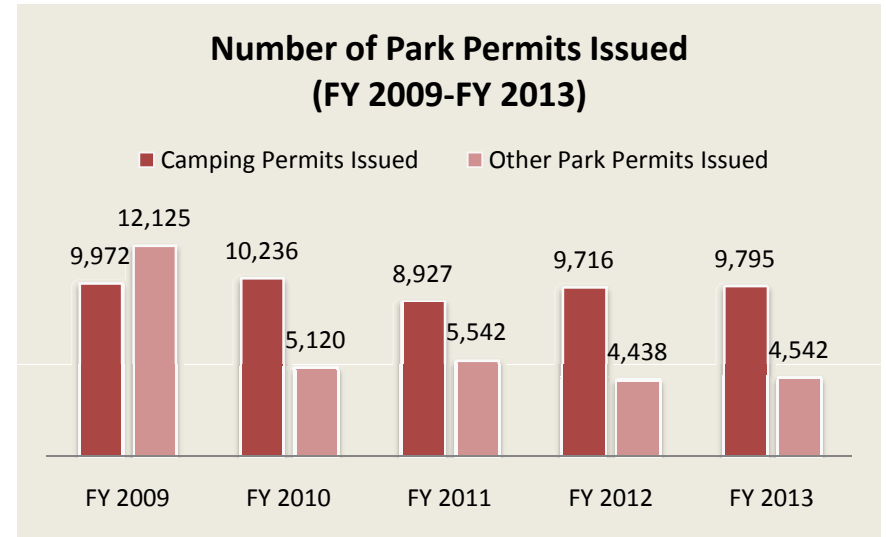
↓↓ Much lower than national benchmark

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.

Over the past five years, Administration’s expenditures decreased 16% from \$2.4 million in FY 2009 to \$2.0 million in FY 2013.

Administration 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 13,478 hours of training in FY 2013. According to the department, training hours increased due to changes in laws requiring increased frequency of mandatory trainings, required training for various specializations, changes and updates in equipment usage and safety, and staff turnover.



Source: Department of Parks and Recreation

The Parks Permits Section online camping reservation system, implemented in FY 2012, eliminated waiting in line to apply for permits at the city’s 225 campsites. According to the department, nearly 14,000 applicants used the online service and were able to pay using this system. The department collected \$111,882 in camping fees for FY 2013.

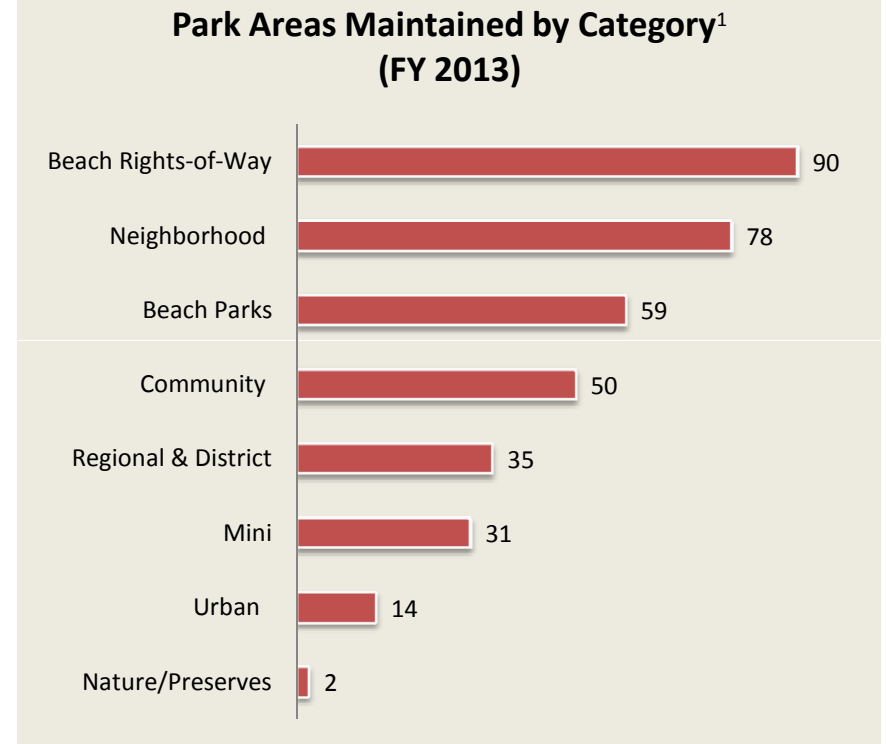
	Administration Expenditures (\$ million)	Park Permits Issued	Training Hours	Summer Hires
FY 2009	\$2.4	22,097	10,942	749
FY 2010	\$2.2	15,356	10,183	671
FY 2011	\$2.1	14,469	9,035	686
FY 2012	\$2.8	14,154	16,204	702
FY 2013	\$2.0	14,337	13,478	714
Change from last year	-28%	1%	-17%	2%
Change over last 5 years	-16%	-35%	23%	-5%

Source: Department of Budget and Fiscal Services, Department of Parks and Recreation, Executive Operating Program and Budget (FY 2011-FY 2015), and Honolulu Department and Agency Reports (FY 2009-FY 2013).

Maintenance Support

Maintenance Support Services provides minor maintenance and replacement services to park buildings, ground facilities and equipment. The division's services include carpentry repair, painting, plumbing and heavy equipment. In FY 2013, the division's operating expenditures were \$6.2 million, an increase from \$5.7 million in FY 2009.

The number of plumbing repair and service work orders increased 14% over the last five years. While the number of carpentry, painting, and heavy equipment repair and service work orders decreased by 54%, 52% and 53% respectively during the same period. The division attributes the decrease in work orders to the duration of work activity and limited funding to restore park and facilities.



Source: Department of Parks and Recreation

	Maintenance Support Services Expenditures (\$ million)	Grounds Maintenance Expenditures (\$ million)	Maintenance Support Services				Grounds Maintenance
			Carpentry Repair and Service	Painting Service	Plumbing Repair and Service	Heavy Equipment Service	Park Acreage
FY 2009	\$5.7	\$25.0	658	425	1,252	298	5,247
FY 2010	\$5.2	\$23.9	202	315	1,140	140	5,147
FY 2011	\$4.7	\$21.9	199	164	1,075	113	5,147
FY 2012	\$5.0	\$23.0	395	207	1,437	211	5,132
FY 2013	\$6.2	\$25.1	302	205	1,430	139	5,132
Change from last year	25%	9%	-24%	-1%	0%	-34%	0%
Change over last 5 years	9%	1%	-54%	-52%	14%	-53%	-2%

Source: Department of Parks and Recreation, Executive Operating Program and Budget (FY 2011-FY 2015) and 2013 National Citizen Survey (Honolulu). ¹Bar graph represents selected park areas; does not include all park areas.

Grounds Maintenance maintains all parks and recreation facilities on O`ahu. It is responsible for grounds keeping, custodial and maintenance services. In FY 2013, the department maintained 287 comfort stations, including 1,152 toilets, 332 urinals and 1,071 sinks, cleaned seven days a week. Total park acreage in FY 2013 was 5,132.

The department’s Maintenance Support Services Branch showed its pride by completing nearly 5,000 separate work orders annually. The department’s carpenters, plumbers, painters and other trades people stand proud and can compare their work product with any private contractor.

Approximately 86% of Honolulu residents reported visiting a neighborhood or city and county park in the 2013 National Citizen Survey. This percentage is *lower* than the percentage of residents from Denver (94%) and San Jose (92%), but *higher* than Scottsdale (82%).

The National Citizen Survey				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
% of Honolulu residents who visited a City or County park	87%	86%	87%	86%
Comparison to National Benchmark	↔	↔	↔	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark



Photo Courtesy of Department of Parks and Recreation

Recreation Services

Recreation Services is responsible for planning, promoting and organizing recreational activities. The division conducts and provides these services through citywide, district and community programs. In FY 2013, total operating expenditures were \$20.4 million.

The division provides recreational activities for tiny tots, children, teens, adults and seniors at 80 recreation sites.

Recreation Services supports the mayor’s priority to make the City and County of Honolulu an Age-Friendly City by offering leisure time activities that include GoodLife Expo, Mayor’s Craft and Country Fair, Seniors Valentine Dance, and O`ahu Prime Wellness Fair. Additionally, the division operates 37 Senior Clubs, that serve about 3,500 senior citizens who participate in weekly activities. The most popular club activities include bowling, excursions, luncheons, exercise classes, softball, and socializing with friends.

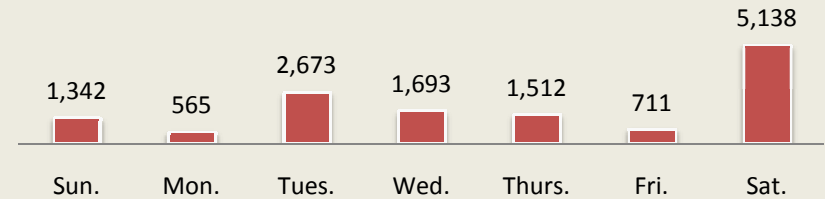
Recreation Services

Since 1973, the city's People's Open Market (POM) program has supported diversified local agriculture and aquaculture by providing 25 open market sites across O'ahu. DPR reports that a total of 708,965 people shopped at the 25 open market sites in FY 2013. The city's People's Open Market schedule is found online at: <http://www1.honolulu.gov/parks/programs/pom/schedules.htm>.

In the 2013 National Citizens Survey, residents rating recreation services *excellent* or *good* were: recreation programs (44%), and recreation centers (40%). Ratings for Honolulu's recreational opportunities were *lower* than the national comparison and benchmarks for jurisdictions with populations over 300,000. Residents rating recreational opportunities (57%) *excellent* or *good* were *similar* to the national comparison and benchmarks for jurisdictions with populations over 300,000.

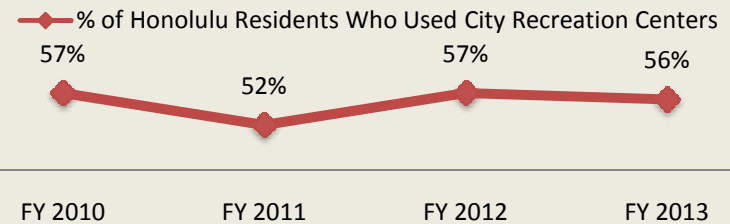
About 56% of Honolulu residents reported using the city's recreation centers in the last 12 months. Usage of the city's recreation centers is *similar* to the national comparison and benchmarks of jurisdictions with population over 300,000.

**POM Average Weekly Customer Count
(FY 2013)**



Source: Department of Parks and Recreation

The National Citizen Survey



Source: 2013 National Citizen Survey (Honolulu)

Registrants in Recreation Services/Activities

	Recreation Services Expenditures (\$ million)	Total Number of Recreation Centers	Registrants in Recreation Services/Activities				
			Tiny Tots	Children	Teens	Adults	Seniors
FY 2009	\$21.4	63	1,417	24,882	6,555	9,837	14,321
FY 2010	\$20.2	63	1,916	20,865	5,493	8,488	13,471
FY 2011	\$18.6	63	1,672	22,815	4,865	10,339	15,055
FY 2012	\$20.2	63	1,637	22,043	5,136	9,148	15,310
FY 2013	\$20.4	80	1,291	27,638	4,926	8,166	15,243
Change from last year	1%	27%	-21%	25%	-4%	-11%	0%
Change over last 5 years	-5%	27%	-9%	11%	-25%	-17%	6%

Source: Department of Parks and Recreation, Honolulu Department and Agency Reports (FY 2009-FY 2013), Executive Operating Program and Budget (FY 2011-FY 2015), and Department of Budget and Fiscal Services.

The Urban Forestry Program manages the horticulture and botanical garden programs. The Honolulu Botanical Gardens (HBG) is comprised of five botanical gardens. The horticulture program is responsible for maintaining plants along public roadways, parks and pedestrian malls.

Professional certification is a priority and demonstrates the division’s commitment to meeting high certification standards including International Society of Arboriculture, American Society of Consulting Arborists, and the State of Hawai`i. In FY 2013, Urban Forestry staff included 25 Certified Arborists, 21 Certified Tree Workers; 5 Certified Tree Risk Assessors, 1 Registered Consulting Arborist; 1 Licensed Landscape Architect, and 2 Landscape Industry Certified Technicians.

The division’s expenditures decreased 8% from \$8.9 million in FY 2009 to \$8.2 million in FY 2013.



Source: Department of Parks and Recreation

	Urban Forestry Program Expenditures (\$ million)	Botanical Gardens Visitors	Foster Botanical Garden Revenue	Exceptional Tree Designations ¹	Trees on Inventory	Trees Planted	Trees Removed
FY 2009	\$8.9	202,925	\$121,442	792	231,370	168	1,507
FY 2010	\$8.2	204,998	\$127,296	792	232,053	1,931	1,356
FY 2011	\$7.8	221,686	\$115,042	792	232,163	1,835	1,796
FY 2012	\$8.0	264,872	\$122,376	808	238,981	1,568	1,972
FY 2013	\$8.2	261,841	116,812	780	237,886	562	1,657
Change from last year	3%	-1%	-5%	-3%	0%	-64%	-16%
Change over last 5 years	-8%	29%	-4%	-2%	3%	235%	10%

Source: Department of Parks and Recreation, Executive Operating Program and Budget (FY 2011-FY 2015), and Honolulu Department and Agency Reports (FY 2009-FY 2013). ¹An exceptional tree is an individual tree or stand or grove of trees with historic or cultural value, or which by reason of its age, rarity, location, size, esthetic quality, or endemic status has been designated by the county committee as worthy of preservation. Exceptional trees may be designated generally by biotaxy or individually by location or class.

Urban Forestry had a total of 237,886 trees on inventory in FY 2013. The division planted 562 trees in FY 2013. The number of trees planted decreased 64% from FY 2012 to FY 2013. The department attributes this decrease to fewer developments providing trees to the Urban Forestry program.

The HBG's documented living collection has 10,498 plant accessions representing 4,122 different species and 197 families. As plant biodiversity declines in Hawai'i and in all tropical regions of the world, the living collections of the HBG are an increasingly valuable resource for conservation, botany, and education. HBG encourages gardening through its Community Recreation Gardening Program.

According to the department, the division answered the call for 106 late night emergencies to clear fallen tree debris and ensure that our streets are clear and safe to travel. Beautification projects were implemented during the Mayor's Arbor day Celebration at Kamilo Iki Community Park, and at Thomas Square, Pele Street Mini Park, Waimanalo District Park, Kapiolani Regional Park, and Bay Beach Park. Ten evening concerts featuring various musical groups were held at Foster Botanical Garden, drawing a total of 2,918 people. In FY 2013, there were 261,841 visitors to Honolulu Botanical Gardens.

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



CHAPTER 19

Department of Planning and Permitting

Chapter 19 Department of Planning and Permitting

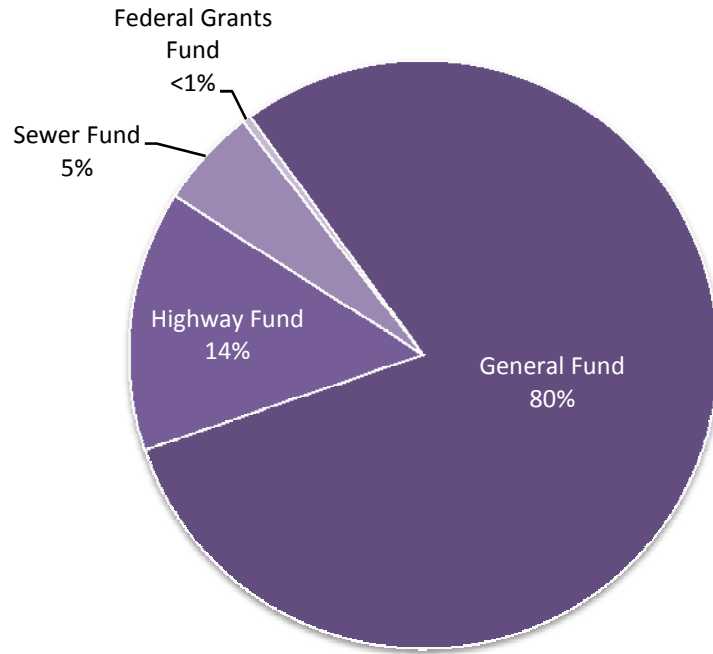
The Department of Planning and Permitting (DPP) is responsible for the city's long-range and community planning efforts. It administers and enforces various permits required for development, land use and codes pertaining to building construction, and city standards and regulations related to infrastructure requirements.

DPP's mission is to provide the public with efficient, timely service that is responsive and effective in guiding development to:

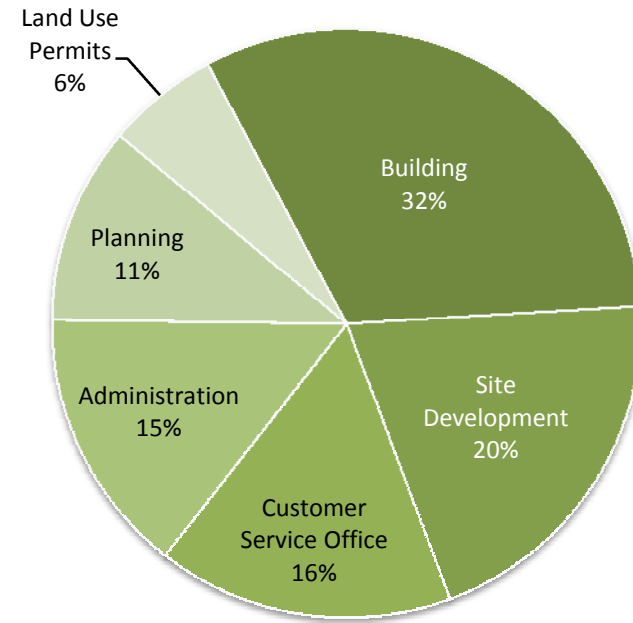
- Ensure the health and safety of its residents;
- Protect Honolulu's unique resources and environment;
- Provide visually pleasing and livable neighborhoods that are compatible with surrounding areas; and
- Provide a community that is responsive to the residents' social, economic, medical, cultural, and recreational needs.

To carry out its mission, the department operates six programs: Administration, Building, Customer Service Office, Land Use Permits, Planning, and Site Development.

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Staffing					
	Total Operating Expenditures (\$ million)	Revenues (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost Per FTE ²	Total Overtime Expenditures ³
FY 2009	\$18.6	\$14.0	337.5	66.5	\$55,258	\$158,963
FY 2010	\$17.9	\$13.7	336.0	79.0	\$53,266	\$54,002
FY 2011	\$15.9	\$12.9	330.0	78.0	\$48,140	\$59,778
FY 2012	\$16.6	\$13.8	333.0	91.0	\$49,783	\$97,815
FY 2013	\$15.5	\$15.8	332.0	76.0	\$46,744	\$146,768
Change over last year	-7%	14%	-0.3%	-16%	-6%	50%
Change over last 5 years	-17%	13%	-2%	14%	-15%	-8%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Planning and Permitting. ²Cost per FTE = Operating Expenditures/Total Authorized FTE.

³Overtime pay is established by bargaining unit agreement, as applicable.



Source: Department of Planning and Permitting

Total operating expenditures declined 17% from FY 2009 (\$18.6 million) to FY 2013 (\$15.5 million). According to DPP, the decrease was due to Transit Oriented Development (TOD) funds being cut from its budget and moved over to HART in FY 2011. DPP noted that for the FY 2012 appropriations, the council decided to keep the TOD function in DPP, but at a lower funding. DPP added that total appropriations available to the department during the same period decreased 25% from FY 2009 (\$21.5 million) to FY 2013 (\$16.1 million).

In the 2013 National Citizen Survey, 50% of Honolulu residents rated the overall appearance of Honolulu as *excellent* or *good*, a decreased of 4% from the prior year.

The National Citizen Survey (% *Excellent* or *Good*)

	2010	2011	2012	2013
Overall Appearance of Honolulu	52%	53%	54%	50%
Comparison to National Benchmark	↓↓	↓↓	↓↓	↓

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

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.

HoLIS manages the GIS and oversees the operations that maintain, protect, store, and utilize geospatial data related to citywide programs and projects. It also maintains, edits, and updates the city’s multipurpose cadastre¹ and land records base maps. DPP reports that the HoLIS budget was \$1.3 million in FY 2013 a decrease of 30% over the past five years. In FY 2013, the city’s GIS website added new features and advance capabilities. Maps such as bike routes, road repavement, and others were added to the web site.

HoLIS maintains HonLINE, the city’s web-based permitting program that enables users to apply, pay, and print city building permits for

single family, solar, electrical, plumbing, air conditioning, photovoltaic, and fence work entirely online. During FY 2013, the HonLINE program tripled the number of permits issued and now accounts for more than 50% of all building permits issued. According to DPP, revenues from HonLINE soared to over \$1.3 million. Internet (HonLINE) permits issued significantly increased from 6,419 in FY 2012 to 16,737 in FY 2013. Administration explained that this was due to the large increase in the number of photovoltaic solar installation permits that were issued.

Total GIS work orders completed increased 65% from FY 2012 to FY 2013. According to administration, it was due to increased demand for GIS and permitting systems enhancements, and support services requests.

Total maps and exhibits prepared decreased 67% from FY 2012 to FY 2013. Administration noted that it was due to reduced demand for traditional hard copy maps, and that information can be obtained using newly published GIS website programs and online maps.

¹Cadastre is defined as an official register of the quantity, value, and ownership of real estate used in apportioning taxes.

	Operating Expenditures (\$ million)		Honolulu Land Information System (HoLIS)					Total Visits to GIS Website (thousands)
	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	
FY 2009	\$2.8	\$1.8	474	689	537	84,198	4,218	159.5
FY 2010	\$2.3	\$1.4	371	333	553	79,420	3,209	238.6
FY 2011	\$2.2	\$1.3	368	1,295	290	83,652	3,702	313.4
FY 2012	\$2.4	\$1.2	365	1,667	394	102,815	6,419	362.5
FY 2013	\$2.3	\$1.3	601	1,572	129	135,090	16,737	395.2
Change over last year	-4%	8%	65%	-6%	-67%	31%	161%	9%
Change over last 5 years	-18%	-28%	27%	128%	-76%	60%	297%	148%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, Department of Planning and Permitting.

Building

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.

Total building and mechanical code inspections exhibited a downward trend since FY 2009, while total electrical code inspections increased in FY 2013. The building division explained that this was due to the increase of photovoltaic permits processed requiring electrical inspections. The division added that the decrease in building inspections were due to increase responsibilities for the National Pollutant Discharge Elimination System (NPDES) inspections and the emphasis on increased quality inspections.

Total building and sign permit applications reviewed increased 40% from FY 2012 to FY 2013. According to the building division, this was due to the increased number of photovoltaic permit applications.

Total building code complaints serviced exhibited a downward trend since FY 2009 or 32% over the last five years. The building division noted that it is difficult to explain why it's receiving and performing less complaint investigations. The building division explained that it's making a more conscious effort during an inspection to proactively address any deficiencies prior to their occurrence, and it has gotten more efficient in the use of its resources. The building division added that if another state or city agency has the authority to address the complaint, it's referred directly to these agencies rather than using the building division inspectors as a complaints clearinghouse.

	Operating Expenditures (\$ million)	Total Building Code Complaints Serviced	Total Building Code Inspections Conducted	Total Building Code Violation Notices Issued	Total Electrical Code Inspections Conducted	Total City Photovoltaic Inspections	Total Third Party Photovoltaic Inspections ¹	Total Mechanical Code Inspections Conducted	Total Building/Sign Permit Applications Reviewed
FY 2009	\$5.5	4,474	76,166	524	31,041	474	-	30,267	5,917
FY 2010	\$5.5	3,970	75,071	643	31,033	1,064	-	30,209	5,699
FY 2011	\$4.8	3,821	66,788	582	28,535	2,544	-	30,209	5,343
FY 2012	\$5.0	3,620	65,400	480	33,355	6,312	-	27,955	6,286
FY 2013	\$4.9	3,054	63,090	429	38,232	14,790	394	23,629	8,831
Change over last year	-1%	-16%	-4%	-11%	15%	134%	-	-15%	40%
Change over last 5 years	-10%	-32%	-17%	-18%	23%	3020%	-	-22%	49%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Planning and Permitting.

¹ Third Party Photovoltaic inspections began with the adoption of Ordinance 12-38 on December 12, 2012

The Customer Service Office (CSO) operates the consolidated permit counter, which handles customer inquiries, processes minor permits, receives permit applications, and collects permit fees. CSO 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.

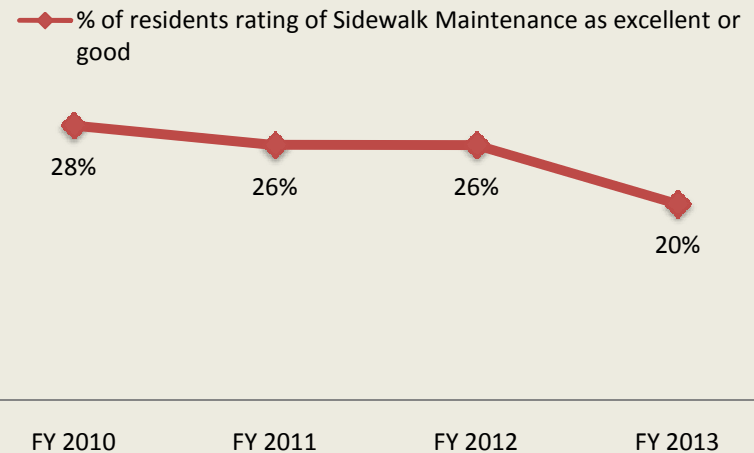
In FY 2013, total sidewalks inspected increased 19% from FY 2012 and 44% from FY 2009. According to CSO, this was due to increased responses to complaints received during each fiscal year. CSO also noted that inspectors conduct independent, self-initiated sidewalk inspections when their workload permits.



Photo Courtesy of Department of Planning and Permitting

Customer Service Office's Permit Issuance Branch issued 30,882 building permits in FY 2013 with a total construction value of \$2.3 billion. The branch also issued 2,991 permits authorizing solar product installation.

The National Citizen Survey



Source: 2013 National Citizen Survey (Honolulu)

In FY 2013, total vacant lots inspected increased 13% from FY 2012 and 17% from FY 2009. CSO explained that this, too, was due to increased response to complaints received during each fiscal year.

	Operating Expenditures (\$ million)	Total Sidewalks Inspected	Total Vacant Lots Inspected	Total Housing Units with Housing Code Deficiencies Found	Total Building Permits Issued	Total Solar Permits Issued
FY 2009	\$3.1	2,600	145	330	15,146	4,332
FY 2010	\$3.1	2,600	145	235	14,248	3,305
FY 2011	\$2.6	3,747	170	280	15,631	3,186
FY 2012	\$2.6	3,140	151	239	21,947	3,166
FY 2013	\$2.5	3,747	170	369	30,882	2,991
Change over last year	-3%	19%	13%	54%	41%	-6%
Change over last 5 years	-20%	44%	17%	12%	104%	-31%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Planning and Permitting.

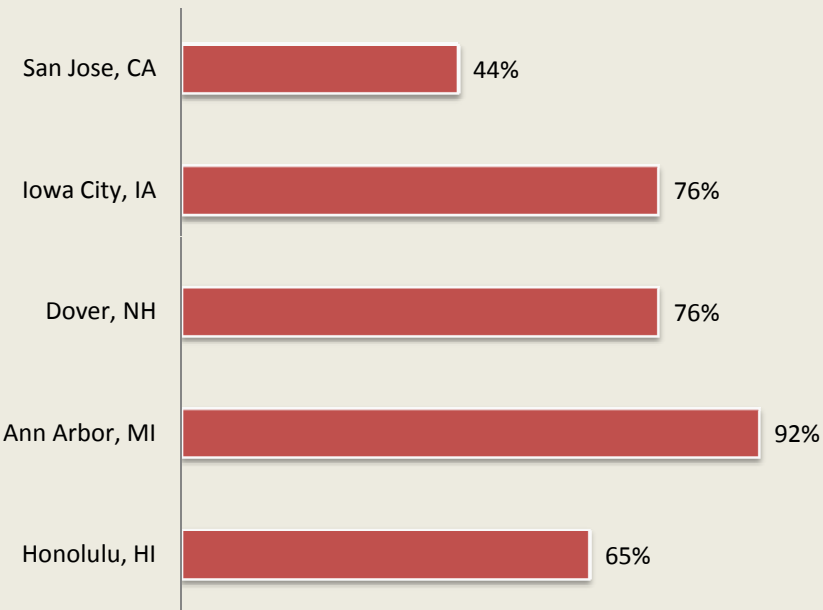
Land Use Permits

Land Use Permits Division (LUPD) administers the Land Use Ordinances (LUO) and all regulations pertaining to land use within the City and County of Honolulu. The division reviews and prepares amendments to the LUO and processes all LUO regulated land use permits. It also administers the Special Management Area and Shoreline Setback Ordinances and processes all required Special Management Area Permits, including setback variances and permits for minor shoreline structures.

Total special design district applications reviewed exhibited a downward trend since FY 2009, but increased 25% in FY 2013 from the prior year. According to LUPD, this was due to increasing private-sector investment in the development/redevelopment of Waikiki (the majority – about 90% of special district permits are for the Waikiki Special District).

Number of waivers granted exhibited a downward trend since FY 2009, but increased 40% in FY 2013 from the prior year. LUPD noted that this was due to cyclical industry upgrades to existing cellular and wireless telecommunications installations, and emergence of new photovoltaic solar farm installations on O`ahu.

National Comparison: Quality of Overall Natural Environment FY 2013 (% Excellent or Good)



Source: 2013 National Citizen Survey for the City of San Jose, CA; City of Iowa City, IA; City of Dover, NH; City of Ann Arbor, MI; and City & County of Honolulu, HI.

The National Citizen Survey (% Excellent or Good)

	Operating Expenditures (\$ million)	Total Special Design District Applications Reviewed	Total Zoning Variances Reviewed	Total Environmental Assessments/ Impact Statements Revised	Number of Waivers Granted	Number of Conditional Use Permits (Minor/Major)		Quality of Overall Natural Environment in Honolulu	Preservation of Natural Areas
FY 2009	\$1.2	100	55	25	80	120	FY 2009	-	-
FY 2010	\$1.3	98	36	25	75	101	FY 2010	67%	39%
FY 2011	\$1.1	86	31	21	65	96	FY 2011	67%	49%
FY 2012	\$1.1	85	35	20	55	102	FY 2012	71%	39%
FY 2013	\$1.0	106	30	8	77	121	FY 2013	65%	31%
Change from last year	-9%	25%	-14%	-60%	40%	19%	Change from last year	-6%	-8%
Change over last 5 years	-17%	6%	-45%	-68%	-4%	1%	Change over last 4 years	-2%	-8%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2013 National Citizen Survey (Honolulu)

Planning is responsible for preparing, evaluating, and revising the O`ahu General Plan and nine long-range regional development plans. The division is responsible for developing transit-oriented development plans, which support the DPP and the mayor’s transportation priorities. 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.

A \$2.3 million U.S. Department of Housing and Urban Development (HUD) grant is funding an affordable housing strategy for the rail transit corridor. According to Planning, the majority of the HUD funds will be used to develop a revolving loan fund to aid in constructing, preserving and supporting affordable housing in the transit corridor.

Operating expenditures (Planning) exhibited a downward trend since FY 2009. In FY 2013, it decreased 26% from the prior year and 32% over the last five years. According to Planning, this was due to TOD transit funds being cut from its budget,



and the funds moved over to HART for FY 2012 appropriations. Planning noted that during the period FY 2009 to FY 2011 the transit funds were expended on consultant services to conduct informational meetings and gather feedback from the communities along the proposed rail line. Planning added that the council kept the function in DPP for FY 2012, but at a lower funding level.

Total zone change applications reviewed increased significantly in FY 2013 to 11 from 4 in FY 2012. Planning explained that this was due to a recovery from a relatively weak construction economy.

					The National Citizen Survey (% Excellent or Good)		
	Operating Expenditures (\$ million)	Total Zone Change Applications Reviewed	Total Environmental Assessments/ Impact Statements Reviewed	Total Unilateral Agreement Permit Reviewed		Quality of New Development in Honolulu	Land Use, Planning, and Zoning
FY 2009	\$2.5	10	32	200	FY 2009	-	-
FY 2010	\$2.4	8	41	251	FY 2010	39%	21%
FY 2011	\$2.3	6	21	268	FY 2011	39%	29%
FY 2012	\$2.3	4	25	278	FY 2012	40%	24%
FY 2013	\$1.7	11	31	306	FY 2013	29%	16%
Change from last year	-26%	175%	24%	10%	Change from last year	-11%	-8%
Change over last 5 years	-32%	10%	-3%	53%	Change over last 4 years	-10%	-5%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, Department of Planning and Permitting, and 2013 National Citizen Survey (Honolulu)

Site Development

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

Over the past five years, Site Development's operating expenditures decreased 11% from FY 2009 to FY 2013. According to Site Development, the reduction was due to employee furloughs and retirement of higher paid employees.

In FY 2013, the number of construction plans reviewed (1,347) declined 6% compared to FY 2009 (1,435). Site Development noted that the decrease was due to the lingering effects of poor economic conditions.

Over the past five years, the number of non-permit related major complaints declined nearly 30%. Total grading permit inspections increased 15.5% over last year. Site Development explained that the reduced number of complaints was due to better permit regulation via more frequent inspections.

Over the past five years, sewer adequacy studies have increased nearly 18%, and increased nearly 20% compared to last year. According to Site Development, the increases are due to an increase in housing developments, as previously anticipated. From FY 2009 to FY 2013, the number of sewer connection permits increased nearly 36%. Site Development noted that the increase in permits was also due to an increase in housing developments, as previously anticipated. Site Development explained that sewer adequacy studies and sewer connection permits typically are early lead items that occur before developers and property owners submit construction plans.

	Operating Expenditures (\$ million)	Total Construction Plans Reviewed	Total Grading Permits Issued	Total Grading Permit Inspections Conducted	Major Complaints Investigated/ Reports Prepared Non-Permit Related ¹	Total Sewer Adequacy Studies Conducted	Total Sewer Connection Permits Issued
FY 2009	\$3.5	1,435	777	24,860	1,974	792	385
FY 2010	\$3.4	1,372	697	19,439	2,431	533	533
FY 2011	\$3.0	1,381	687	19,468	1,633	741	443
FY 2012	\$3.2	1,452	664	21,234	1,543	780	544
FY 2013	\$3.1	1,347	628	24,516	1,387	934	523
Change from last year	-3%	-7%	-5%	15%	-10%	20%	-4%
Change over last 5 years	-11%	-6%	-19%	-1%	-30%	18%	36%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Department of Budget and Fiscal Services, and Department of Planning and Permitting. ¹Non-Permit related major complaints investigated commonly include technical matters relating to issues between private parties.

CHAPTER 20

Honolulu Police Department

Chapter 20 Honolulu Police Department

The Honolulu Police Department (HPD) is the primary law enforcement agency for the City and County of Honolulu. HPD is responsible for preserving public peace; preventing crime; and detecting and apprehending law offenders. It protects the rights of persons and property, and enforces federal and state laws, and city ordinances and regulations.

The department's mission is to provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life. In FY 2013, the HPD supported the mayor's priorities for investing in new technology, supporting our aging population and addressing community concerns. By partnering with the community, the HPD takes a proactive approach to preventing crime and keeping people safe.

The Honolulu Police Commission appoints the Chief of Police, provides oversight of HPD's policies, goals and objectives and ensures public trust through its investigations of police conduct. The Chief of Police directs the operation and administration of the department. 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 and 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.

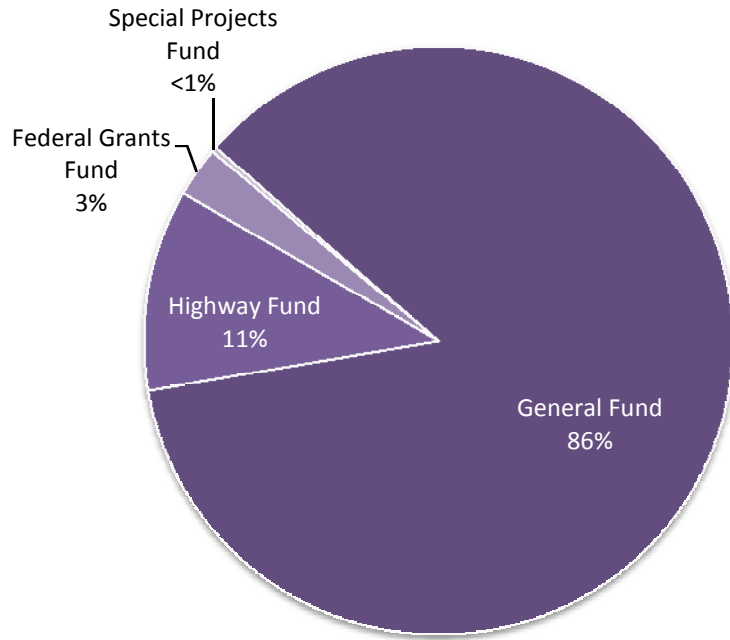
In December 2012, about 150 seniors attended HPD's 5th Annual *Aloha No Na Kupuna* (Hawaiian for *love of our elders*) conference which educates our kupuna about crimes that target elders and provides helpful information on avoiding and protecting against those crimes. A link to a video of this conference is: <http://www.youtube.com/watch?v=pcAr596Vkv8>

In FY 2013, the HPD redesigned its website and increased its online presence with social media websites YouTube, Facebook, and Twitter. Currently, the HPD Facebook site has received over 9,000 followers or *likes*. The HPD Twitter feed has over 3,000 followers.

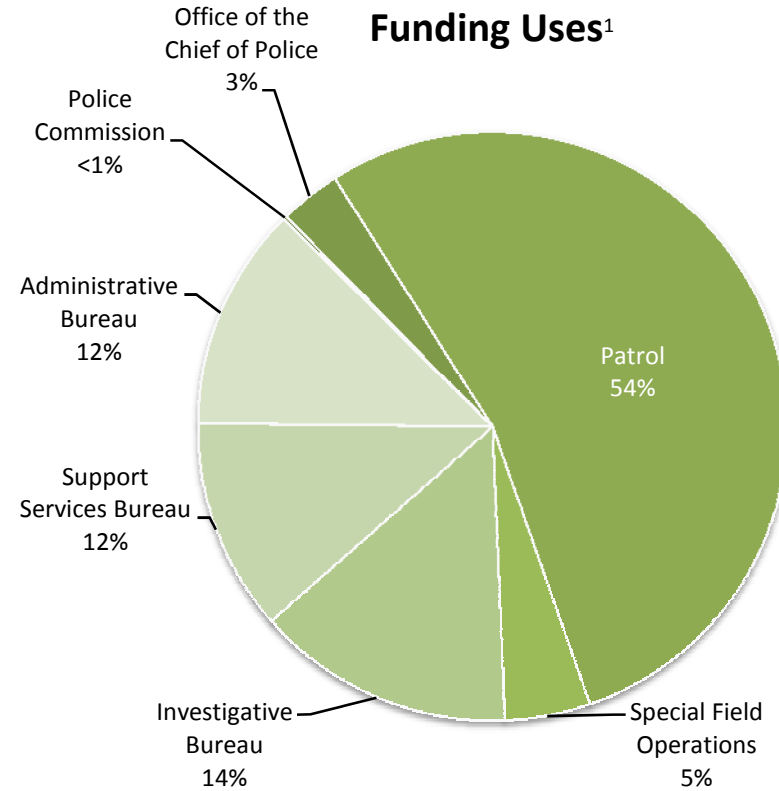
To provide excellent service through partnerships that build trust, reduce crime, create a safe environment, and enhance the quality of life.

- Mission Statement

Funding Sources¹



Funding Uses¹



¹Percentages do not total to 100% due to rounding.

Operating Expenditures (\$ million)

	Total Expenditures	Police Commission	Office of Chief of Police	Administrative Bureau	Central and Regional Patrol	Investigative Bureau	Special Field Operations	Support Services Bureau	Homeland Security	APEC
FY 2009	\$210.0	\$0.5	\$6.9	\$25.0	\$103.8	\$26.3	\$21.8	\$25.8	-	-
FY 2010	\$216.3	\$0.5	\$7.5	\$22.0	\$111.1	\$26.7	\$23.4	\$25.0	-	-
FY 2011	\$227.3	\$0.5	\$6.8	\$21.2	\$117.5	\$27.8	\$23.8	\$25.0	\$0.4	\$4.4
FY 2012	\$231.2	\$0.4	\$6.9	\$28.9	\$111.4	\$27.9	\$24.2	\$24.8	\$0.5	\$6.1
FY 2013	\$226.2	\$0.4	\$7.6	\$27.9	\$121.3	\$32.0	\$10.6	\$26.4	-	-
Change from last year	-2.1%	-8.2%	9.8%	-3.5%	8.9%	14.7%	-56.2%	6.2%	-	-
Change over last 5 years	7.7%	-18.9%	10.3%	11.5%	16.8%	22.1%	-51.3%	2.5%	-	-

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services BRASS data (FY 2009), Advantage Budget System (ABS) data (FY 2010-FY 2013), and Honolulu Police Department.

Spending and Staffing

In FY 2013, the department's total expenditures were \$226.2 million, an increase of nearly 8% compared to \$210.0 million in FY 2009. Over the past five years, revenues, comprised of intergovernmental revenue, service charges, licenses, permits, fines and forfeitures, have increased almost 39%, from \$10.6 million in FY 2009 to \$14.7 million in FY 2013. According to HPD, the increase in revenues is due to grant reimbursements made after fiscal year expenditures. However, the majority of revenue comes from the parking meter collections and alarm tracking fees and fines.

Overtime expenditures decreased nearly 5% over the past five years while overtime increased just over 9% compared to last year, from \$18.6 million in FY 2012 to \$20.3 million in FY 2013. According to HPD, the increase in overtime expenditures is due to an extra holiday (Election Day) in FY 2013.

Authorized department staffing consists of uniformed and civilian personnel¹. In FY 2013, HPD employed 2,717 FTE and has remained stable over the past 5 years. However, vacant FTE has increased over 24% during this same period. According to HPD, the increase in vacant FTEs is due to budgetary constraints within the city as a whole.

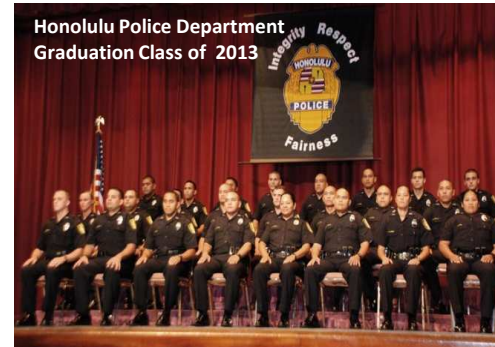


Photo Courtesy of the Honolulu Police Department

On July 3, 2013, the final and binding decision on Bargaining Unit 12 was reached. This agreement is effective from July 1, 2011 to June 30, 2017.

The success of the HPD depends on many factors, including the well-being of its employees. In FY 2013, the department created the Supervisory Recall Training curriculum to maintain job currency. HPD also held a Health and Wellness Fair in August 2012. By creating training programs and promoting educational wellness opportunities, the department strives to create an organizational culture where employees are cared for and supported.

	Revenues (\$ million)	Staffing (FTE) ¹					Overtime Expenditures ²	
		Total Authorized FTE ³	Total Filled FTE	Staffing Level	Vacant FTE	Cost Per FTE	Total (\$ million)	Non-Holiday (\$ million)
FY 2009	\$10.6	2,730	2,474	90.6%	256	\$76,941	\$21.4	\$16.0
FY 2010	\$13.5	2,730	2,488	91.1%	242	\$79,215	\$17.5	\$12.4
FY 2011	\$11.5	2,730	2,431	89.0%	299	\$83,265	\$19.2	\$13.5
FY 2012	\$15.4	2,730	2,413	88.4%	317	\$84,690	\$18.6	\$13.6
FY 2013	\$14.7	2,717	2,399	88.3%	318	\$83,269	\$20.3	\$15.0
Change from last year	-4.5%	-0.5%	-0.6%	-0.1%	0.3%	-1.7%	9.3%	9.8%
Change over last 5 years	38.8%	-0.5%	-3.0%	-2.6%	24.2%	8.2%	-4.9%	-6.5%

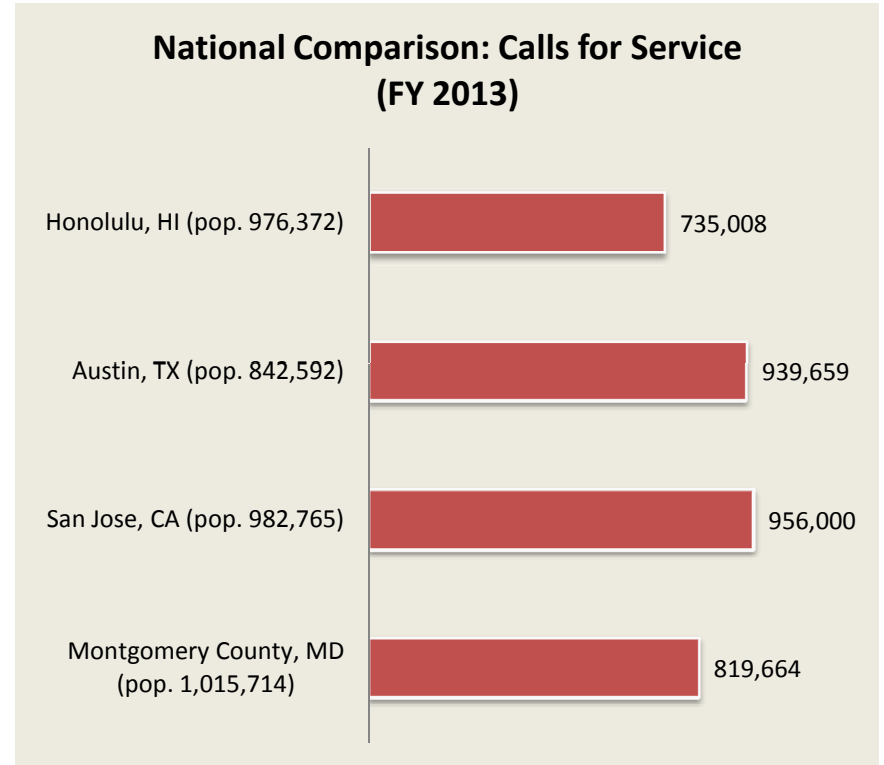
Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services BRASS data (FY 2009), Advantage Budget System (ABS) data (FY 2010-FY 2013), and Honolulu Police Department. ¹Does not include reserve officers in the total authorized staffing, as one reserve officer is equivalent to one-eighth of a FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

³Authorized staffing is determined by budget while actual staffing varies based on service separations and hiring.

HPD reports 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 Enhanced 9-1-1 (E911) section routes these calls to appropriate agencies. In FY 2013, there were a total of 954,783 service calls. Of the total calls, 735,008 were for the police and of those 539,515 resulted in dispatch. Officers are dispatched to a wide range of service calls. These include, but are not limited to:

- Burglaries
- Traffic hazards
- Parking violations
- Medical emergencies
- Fires
- Arguments
- Alarms
- Protective orders
- Motor vehicle accidents

The division also serves as both the O`ahu Warning Point and the Alternate Hawai`i State Warning Point for civil defense emergencies, which include natural and man-made disasters, such as tsunamis, tropical cyclones, flash floods, and enemy or terrorist attacks.



Source: Honolulu Police Department, 2013 National Citizen Survey (Honolulu) and various city and county and information websites.

Calls for Service

	HPD Calls for 911 Service ¹	Calls Resulting in Dispatch	Priority 1 Calls	Priority 2 Calls	False Alarms
FY 2009	711,880	561,685	190,055	371,630	25,787
FY 2010	684,595	546,870	184,281	362,589	26,710
FY 2011	682,696	543,018	188,205	354,813	27,338
FY 2012	753,520	537,882	192,198	345,684	29,126
FY 2013	735,008	539,515	192,197	347,318	30,517
Change from last year	-2%	<1%	<-1%	<1%	5%
Change over last 5 years	3%	-4%	1%	-7%	18%

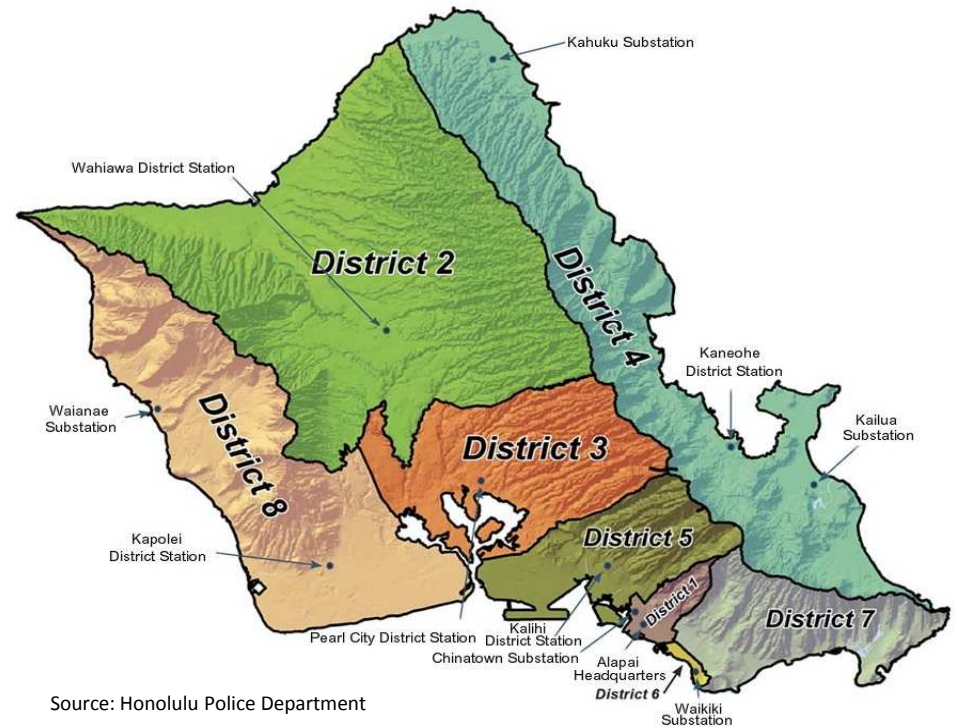
Source: Honolulu Police Department. ¹Calls for service includes emergency and non-emergency calls.

Calls for Service

Over the past five years, the average response time for Priority 1 calls improved 0.41 minutes: from 7.65 minutes in FY 2009 to 7.24 minutes in FY 2013. Priority 1 calls include emergencies and in-progress cases. The average response time for Priority 2 calls improved 0.97 minutes from 13.21 in FY 2009 to 12.24 minutes in FY 2013. Priority 2 calls include forgery, fraud, vandalism, weapons, prostitution, drugs, gambling, driving while intoxicated, etc.

HPD attributes improved response times to a combination of new technology and equipment, along with dedicated and properly trained personnel. This allows both the Communications Division and patrol personnel to efficiently and effectively respond to the large volume of service calls.

Map of O`ahu Police Districts and Police Stations



Source: Honolulu Police Department

	Priority 1 Average Response (minutes) ¹	Priority 2 Average Response (minutes) ¹
FY 2009	7.65	13.21
FY 2010	7.13	11.96
FY 2011	7.14	12.05
FY 2012	7.14	11.96
FY 2013	7.24	12.24
Change from last year	1%	2%
Change over last 5 years	-5%	-7%

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

The National Citizen Survey

■ Major problem ■ Moderate problem ■ Minor problem ■ Not a problem

Property crime in my neighborhood

20% 40% 29% 10%

Drug activity in my neighborhood

24% 31% 27% 18%

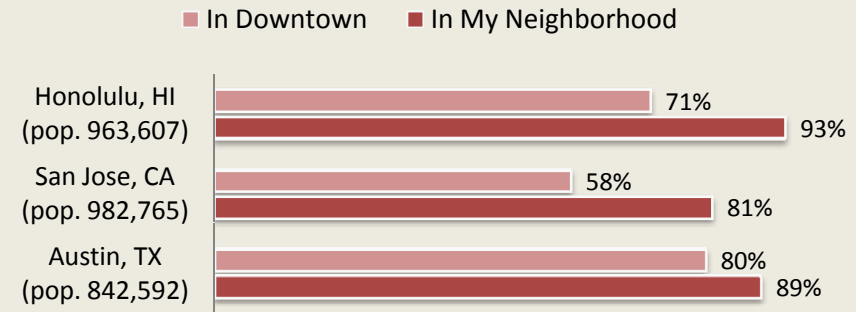
Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

Police data for reporting Part 1 and Part 2 offenses are in accordance with the FBI Uniform Crime Reporting (FBI-UCR) guidelines.¹ In FY 2013, the department reported a 120% clearance rate for homicide. According to the department, a cold case from 1989 was cleared during the fiscal year. The case is counted in FY 2013 and is the reason for the increase of over 100% in the homicides clearance rate.

Over the last five years, HPD’s digital forensics examiners have seen their workloads increase 150%. The department attributes this to the increase in computer use in general and, more specifically, the increase in the use of social media by the public.

HPD’s Scientific Investigation Section (HPD-SIS) provides casework services and is responsible for the state’s convicted offender DNA database. In FY 2013, HPD-SIS received a \$283,342 forensic science improvement grant, to fill vacant positions, replace aging equipment, and reduce case turnaround time to less than 60 days.²

National Comparison: Percent Rating of How Safe



Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

In FY 2013, 93% of Honolulu residents reported that they are *very* or *somewhat* safe in their neighborhoods during the day, while 71% reported feeling *very* or *somewhat* safe in downtown Honolulu during the day. The ratings for neighborhood safety are *similar* to the national comparison and benchmark for jurisdictions with populations over 300,000. Ratings for downtown safety were *lower* than national benchmarks, but *similar* to cities with populations over 300,000.

	Actual Offenses ³			Arrests ³			Clearance Rates for Part 1 Offenses			
	Part 1 Offenses	Part 2 Offenses	Total Offenses	Adult Arrests	Juvenile Arrests	Total Arrests	Homicide	Rape	Robbery	Larceny Theft
FY 2009	35,712	62,002	97,714	28,997	8,852	37,849	80.0%	55.9%	25.9%	12.7%
FY 2010	36,168	61,760	97,928	32,074	8,247	40,321	93.3%	55.3%	25.8%	14.9%
FY 2011	33,216	58,228	91,444	29,840	6,822	36,662	88.2%	49.1%	26.3%	15.5%
FY 2012 ³	32,511	58,306	90,817	30,536	6,084	36,620	72.7%	54.6%	29.5%	16.2%
FY 2013 ⁴	16,308	28,564	44,872	14,788	3,044	17,832	120.0%	51.8%	30.5%	15.9%
Change from last year	-50%	-51%	-51%	-52%	-50%	-51%	20%	-3%	1%	-0.3%
Change over last 5 years	-54%	-54%	-54%	-49%	-66%	-53%	40%	-4%	5%	3%

Source: Honolulu Police Department, 2013 National Citizen Survey (Honolulu). ¹The 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, prostitution, other sex offenses, drug crimes, gambling, family offenses, liquor laws, driving while intoxicated and disorderly conduct. ² Paul Coverdell Forensic Science Improvement Grant. ³Estimated. Data reported for the period between July 2012 to December 2012; January 2013 to June 2013 data is unavailable. ⁴Data provided are the actual numbers. Previous FY 2012 numbers were estimated.

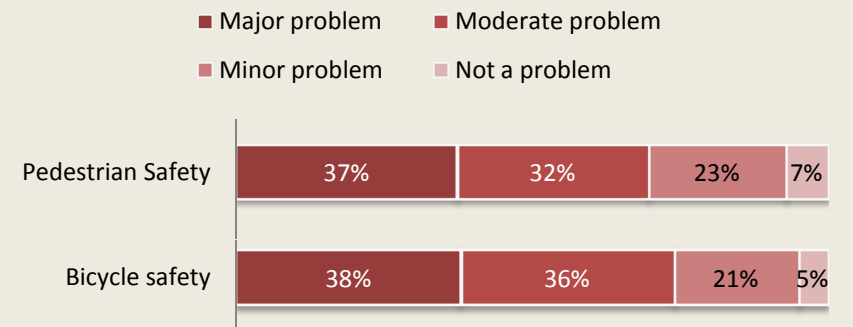
Traffic Services

Traffic services 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.

Deaths among pedestrians and motorcyclists (included in the total number of fatalities) continue to be a significant focus of enforcement and education efforts. Community support and education programs play an important role to help reduce collisions. The department's *Night Occupant Protection Enforcement* operations and *Saving Pedestrians and Motorists* project helped support enforcement efforts. These efforts include special programs that educate all drivers and pedestrians. Traffic fatalities have increased 17% over the past five years, from 54 in FY 2009 to 63 in FY 2013.

In FY 2013, HPD issued 13,586 citations for violations of the Mobile Electronic Devices Law (Section 15-24.23, ROH), compared to 15,165, a 10% decrease from a year ago. According to the department, this decrease is due to rigorous education and enforcement.

To what degree, If at All, Are the Following Problems in Honolulu?



Source: The National Citizen Survey, Community Livability Report, Honolulu, HI, 2013

On July 10, 2012 the governor signed the "Move Over" law that requires motorists to slow down and move over when approaching emergency vehicles rendering assistance. Enforcement of the law began in October 2012. From October 2012 to June 30, 2013, the department issued over 1,600 citations for violation of the Move Over law.¹

	Death and Serious Injury			Motor Vehicle Collisions				Enforcement			Citizen Survey
	Fatalities	Critical Injury	Failure to Render Aid ²	Major ²	Minor	Non-Traffic	Total	OVUII Arrests ³	Moving Citations	Hands-Free Law Violations ⁴	Traffic Enforcement (% Excellent or Good)
FY 2009	54	40	10	5,045	16,186	7,481	28,712	4,148	111,988	-	-
FY 2010	54	45	24	5,005	16,579	7,320	28,904	4,056	114,807	7,612	40%
FY 2011	58	33	25	5,320	16,576	7,663	29,559	4,193	121,976	11,198	42%
FY 2012	55	45	9	5,152	16,842	7,979	29,973	4,407	116,251	15,165	35%
FY 2013	63	43	8	5,108	17,360	7,597	30,065	4,277	119,672	13,586	33%
Change over last year	15%	-4%	-11%	-1%	3%	-5%	0%	-3%	3%	-10%	-2%
Change over last 5 years	17%	8%	-20%	1%	7%	2%	5%	3%	7%	78%	-7%

Source: Honolulu Police Department and 2013 National Citizen Survey (Honolulu). ¹ Under the Move Over Law violations are considered a Traffic Crime and requires a court appearance. HRS 291C-27 Emergency vehicle stopped for emergencies; duty of approaching vehicle. ² Failure to Render Aid is a felony involving serious injury to the victim. ³ "OVUII" refers to the offense of Operating a Vehicle Under the Influence of Intoxicants. ⁴ Mobile electronic hand-held device law took effect July 1, 2009, percentage change calculated over the last four years.

Safety from crimes creates the cornerstone of an attractive community. Many residents gave positive ratings for safety in the city. About 64% of those responding in the 2013 National Citizen Survey rated their overall feeling of safety in Honolulu as *very* or *somewhat* safe. Honolulu's ratings were *lower* than national benchmarks, but *similar* to cities with over 300,000 residents.

In FY 2013, 53% of the respondents rated police services as *excellent* or *good*, which was a decrease of 11% over the last year. Ratings for crime prevention services as *excellent* or *good* declined 7% over last year, from 42% in FY 2012 to 37% in FY 2013. The department reports that it is looking further into both areas to see where improvements can be made.

About 82% of respondents reported that no one in their household was a victim of crime in the past year, compared to 90% in FY 2012. This was *similar* to jurisdictions with populations over 300,000.



Photo Courtesy of the Honolulu Police Department

The National Citizen Survey

	(% Very or Somewhat Safe)		(% Excellent or Good)		(% Strongly or Somewhat Support)	
	Safety in your neighborhood during the day	Safety in Honolulu's downtown area during the day	Police Services	Crime Prevention	Increasing Efforts to Reduce Property Crime in My Neighborhood	Increasing Efforts to Reduce Drug Activity in My Neighborhood
FY 2009	-	-	-	-	-	-
FY 2010	-	89%	64%	44%	-	-
FY 2011	-	87%	63%	42%	-	-
FY 2012	-	92%	64%	42%	-	-
FY 2013	64%	93%	53%	37%	94%	92%
Change from last year	-	1%	-11%	-5%	-	-
Change over last 4 years	-	4%	-11%	-7%	-	-

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CHAPTER 21

Department of the
Prosecuting
Attorney

Chapter 21 Department of the Prosecuting Attorney

The Department of the Prosecuting Attorney's mission 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.

To accomplish the charter's mandate to serve and advance the general welfare and safety of city and county residents, the department's administration has established the following goal and objective: promote and ensure public safety and order through effective, efficient and just prosecution.

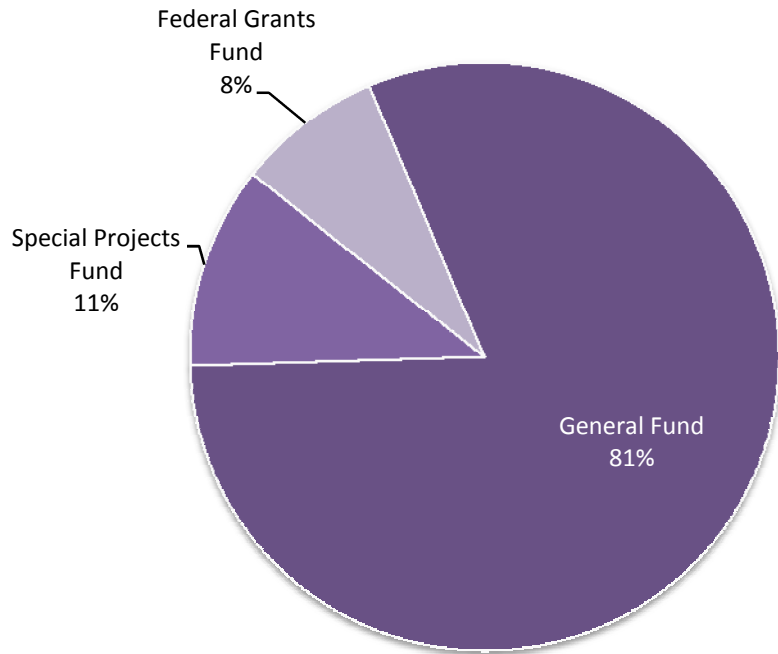
The department consists of ten divisions:

- Appellate – Represents the State of Hawai'i in all matters filed in state appellate courts, and provides research and reference assistance.
- Career Criminal – Prosecutes cases involving defendants who commit crimes while on probation or parole.
- Domestic Violence (misdemeanor and felony units) – Prosecutes cases of domestic abuse and protective order violations.
- Elder Abuse Unit – Charges and prosecutes cases in which victims are senior citizens, and also provides outreach to help the elderly (*kupuna*) recognize and avoid financial scams.
- Investigative Services – Provides security for department employees, serves warrants and subpoenas, and conducts criminal investigations.
- Juvenile – Prosecutes cases involving offenders under the age of 18 that are adjudicated in Family Court.
- Misdemeanor and Traffic – Prosecutes misdemeanor cases and motor vehicle and traffic violations, such as distracted driving.
- Screening and Intake – Confers with police on criminal reports and determines proper charges to file.
- Trials – Prosecutes cases within the First Circuit Court's jurisdiction, such as murder, robbery, assault and identity theft cases.
- Victim/Witness Kokua Services – Assists and supports victims of crimes whose cases are being prosecuted by the department.

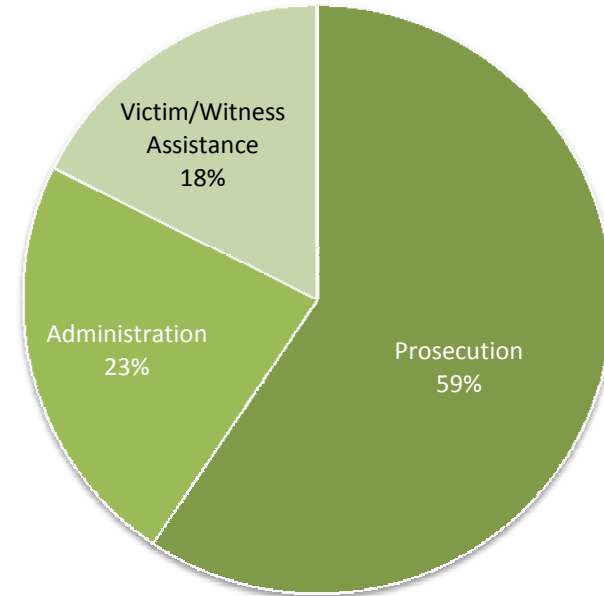
To promote and ensure public safety and order through effective, efficient and just prosecution.

- Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures (\$ million)	Staffing			Overtime Expenditures ²	
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	Total	Non-Holiday
FY 2009	\$19.1	287.0	38.0	\$66,384	\$54,895	\$54,332
FY 2010	\$21.2	287.5	49.5	\$73,734	\$8,873	\$8,743
FY 2011	\$17.8	287.5	57.0	\$61,978	\$10,620	\$10,360
FY 2012	\$17.0	287.5	57.5	\$59,136	\$11,053	\$11,053
FY 2013	\$20.0	288.0	49.0	\$69,522	\$17,074	\$16,776
Change from last year	18%	0%	-15%	18%	54%	52%
Change over last 5 years	5%	0%	29%	5%	-69%	-69%

Source: Executive Operating Program and Budget (FY 2010-FY 2015), Honolulu Department and Agency Reports (FY 2013), Department of Budget and Fiscal Services, Department of the Prosecuting Attorney and other city, county websites, Full Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013). ¹Cost per FTE = Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable.

Spending and Staffing

Over the past year, operating expenditures increased 18%, from \$17 million (FY 2012) to \$20 million (FY 2013). PAT reports this increase is due to a grant-in-aid from the state (to support the Career Criminal Unit, victim-witness advocates, and deputies for HOPE Probation and Drug Court), a 5% salary restoration, and installation of a new case management system.

PAT's authorized FTEs have been stable over the past five years, while vacant FTEs have increased 29%. The prosecuting attorney took office in October 2010 and prioritized the filling of deputy vacancies. In FY 2013, the department had 288 total FTE, of which 212 were attorney FTE. Of the 46 total vacant FTE in FY 2013, 11 were vacant attorney FTE.

Over the past five years, PAT's overtime expenditures decreased nearly 69%, from \$54,895 (FY 2009) to \$17,074 (FY 2013). In 2008 the courts began requiring prosecutors to file written complaints on every case, which significantly increased overtime for clerical staff. The department reports that responsibility has since been shifted to deputies who work on salary. More deputies have also been hired.

In FY 2013, PAT's cost per FTE was \$69,522, which is lower than the FY 2013 budgeted cost per FTE for Denver, CO (\$126,614), San Diego, CA (\$158,160), and Montgomery County, MD (\$100,586).

In FY 2013, the department sponsored five mandatory seminars on specialized areas of prosecution. These sessions were conducted by prosecutors and consultants recognized as leading experts in their fields--domestic violence, sex assault, child abuse, interviewing child victims, using DNA evidence and forfeiture proceedings. Honolulu police, military prosecutors, social workers and victim advocates were also invited to attend.



Photo Courtesy of Department of the Prosecuting Attorney

The department continued to fulfill the charter’s mandate and its goal of ensuring public safety and order through effective, efficient and just prosecution. In FY 2013, the department’s priorities continued to be elder abuse, domestic violence, sex assaults, cybercrimes, drugs, and cruelty to animals. In FY 2013, prosecutors took seven murder cases to trial, which resulted in four convictions, one acquittal and two mistrials.

In FY 2013, the Elder Abuse unit brought charges in 172 cases. Of the cases that went to trial, there were four convictions, four acquittals and one dismissal. The other cases remain in trial or are pending trial. Members of the unit delivered 57 presentations, including information booths at senior fairs, training seminars to financial institutions, and television and radio appearances to educate the public in recognizing and avoiding scams that target senior citizens. The work of this unit is consistent with the mayor’s priority for an Age-Friendly City.

In FY 2013, there were 1,948 domestic violence cases that were charged. Of these cases, for abuse of a family or household member, 1,043 were for misdemeanor abuse and 358 were for felony abuse.

In FY 2013, the department obtained federal funding for a computer forensics investigator to assist the White Collar Crime Unit in prosecuting cybercrimes. In FY 2013, the White Collar Crime Unit brought charges in 18 cases with a total dollar loss of \$4 million.

Total cases accepted and resolved in FY 2013 were 5,914 and 1,897 cases, respectively, resulting in a case resolution rate of 32%. There were 49 jury trial convictions and 317 non-convictions.

Over the past five years, the number of copper theft cases prosecuted has been increasing. The prosecutor’s office notes that finding offenders is difficult and the resulting number of criminal cases is relatively low.

	Total Cases ¹			Jury Trials ¹			White Collar Crime		Total Copper / Metal Theft Cases	Total Copper / Metal Theft Convictions
	Accepted	Resolved	Resolution Rate ²	Total Convictions	Total Non-Convictions ³	Elder Abuse Cases	Total Cases	Dollars Lost		
FY 2009	7,601	2,160	28%	95	170	62	35	-	1	-
FY 2010	7,586	2,039	27%	86	182	84	27	-	0	0
FY 2011	7,727	2,187	28%	66	122	127	34	-	6	6
FY 2012	7,465	1,968	26%	57	109	179	16	-	7	7
FY 2013	5,914	1,897	32%	49	317	172	18	\$4M	9	9
Change from last year	-21%	-4%	6%	-14%	191%	-4%	13%	-	29%	29%
Change over last 5 years	-22%	-12%	4%	-48%	86%	145%	-49%	-	800%	-

Source: The Department of the Prosecuting Attorney. ¹Figures above include felony cases only, no misdemeanors and traffic cases. ²Case Resolution Rate = Cases Resolved/Total Cases Accepted. ³ Total jury trial non-convictions include dismissed cases, acquittals and trials where the defendant was found not guilty.

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CHAPTER 22

Honolulu Authority for Rapid Transportation

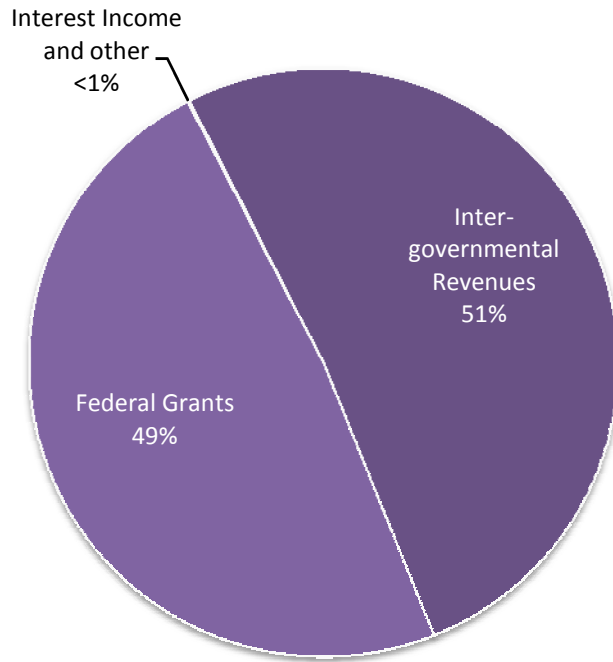
Chapter 22 Honolulu Authority for Rapid Transportation

The Revised Charter of the City and County of Honolulu authorizes the Honolulu Authority for Rapid Transportation (HART) to develop, operate, maintain, and expand the city's fixed guideway system. HART is a semi-autonomous government unit of the city. The HART Board of Directors is the policymaking body for the agency and appoints the Executive Director/CEO. HART's CEO provides leadership, direction and supervision of the day-to-day business activities of the agency.

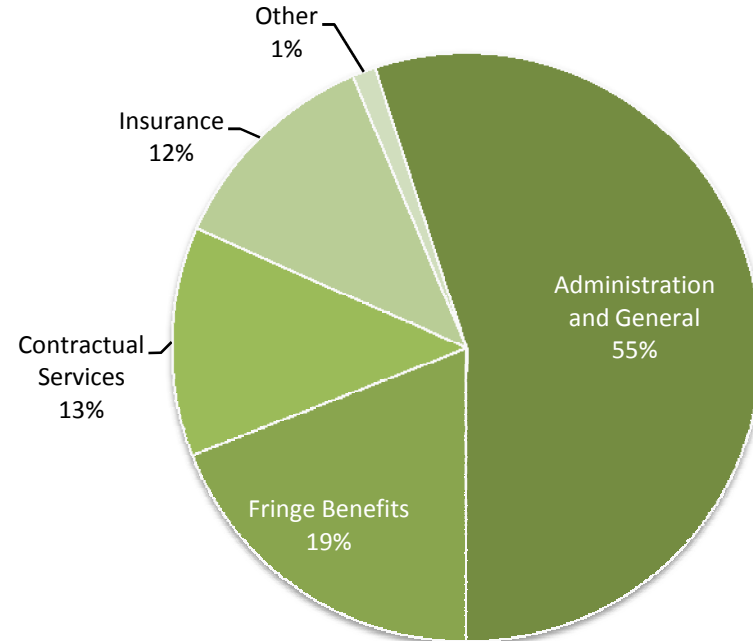
The Honolulu Rail Transit Project (HRTP) is a 20.1 mile rail transit system on O`ahu extending from East Kapolei to Ala Moana Center via the Honolulu International Airport and the downtown business district. The HRTP is expected to be fully integrated with fixed bus route services (TheBus). Full revenue service is projected to begin in FY 2019.

HART's activities to construct Honolulu's rail transit project on time and on budget are aligned with Mayor Kirk Caldwell's priority to build rail better.

Funding Sources¹



Funding Uses



¹Percentages do not total to 100% due to rounding.

	Operating Expenditures ² (\$ million)	Staffing ²			Overtime Expenditures ²	
		Total Authorized FTE	Total Vacant FTE	Cost Per FTE ^{1,2}	Total	Non-Holiday
FY 2009	-	-	-	-	-	-
FY 2010	-	-	-	-	-	-
FY 2011	-	-	-	-	-	-
FY 2012	\$15.9	136	49	\$116,944	0.00	\$40,617
FY 2013	\$15.4	139	21	\$110,966	0.00	\$53,978
Change from last year	-3.0%	2.2%	-57.1%	-5.1%	-	32.9%

Source: Office of the City Auditor based on Honolulu Authority for Rapid Transportation Financial Statement and Independent Auditor's Report (June 30, 2013 and 2012). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²HART was established on July 1, 2011. There is no data prior to this date.

Highlights

FY 2013 was HART's second year of existence. Construction on the project was suspended in August 2012 after a ruling by the Hawai'i Supreme Court that required the completion of the Archaeological Inventory Survey (AIS) for the entire 20 mile project. HART completed the AIS requirements and construction restarted in September 2013. HART estimates the delays will cost the project \$64 to \$120 million.

During the suspension period, final design work continued on all contracts that were awarded prior to the Supreme Court ruling. The first segment, from Kapolei to Waipahu, was 96% completed and the second segment, from Waipahu to Pearlridge, was 95% completed. Design on the third segment from Pearlridge to Aloha Stadium was 94% completed. The design work on the maintenance and storage facility was 90% completed as of the end of FY 2013. The project will affect an estimated 170 parcels of real property. As of June 2013, HART had acquired title to, or use of, 35 parcels of real property.

In June 2012, HART submitted the city's request for a Full Funding Grant Agreement (FFGA) to the Federal Transportation Agency (FTA).

The grant was awarded in December 2012 and provides about \$1.55 billion for the project. The project risks include unanticipated construction delays, cost inflation, economic downturns, and the availability of federal funding.

HART Finances

Capital assets increased from over \$548.6 million in FY 2012 to over \$857.9 million in FY 2013. As of FY 2013, HART has not issued any long-term bonds.

A primary HART revenue source is the Hawai'i General Excise Tax county surcharge of 0.5%. The State of Hawai'i remits 90% of the county surcharge each quarter. The surcharge revenues totaled over \$173.8 million in FY 2013. Federal grants totaled \$164 million in FY 2013.

In comparison, FY 2012 federal grants totaled over \$42.7 million and intergovernmental revenues totaled \$631.7 million. The latter included the transfer of the city's Transit Fund net assets to HART (over \$447.3 million less \$6.1 million in liabilities) and over \$190.6 million in General Excise Tax surcharges.

	Non-Operating Revenues ² (\$ million)				Total Non-Operating Revenues
	Capital Assets ¹ (\$ million)	Intergovernmental Revenues	Federal Grants	Interest Income and Other	
FY 2009	-	-	-	-	-
FY 2010	-	-	-	-	-
FY 2011	-	-	-	-	-
FY 2012	\$548.6	\$631.8	\$42.7	\$0.5	\$674.9
FY 2013	\$858.0	\$173.8	\$164.1	\$0.4	\$338.2
Change from last year	56.4%	-72.5%	284.5%	-26.2%	-49.9%

Source: Office of the City Auditor based on Honolulu Authority for Rapid Transportation Financial Statement and Independent Auditor's Report (June 30, 2013 and 2012)

¹HART was established on July 1, 2011. There is no data prior to this date. ²Operating revenues of HART will be realized when rail system operations commence.



Source: Honolulu Authority for Rapid Transportation

HART Design and Construction

Major events included the re-start of construction on the West O`ahu/Farrington Highway guideway section and completion of 16 columns.

Archaeological Inventory Survey (AIS) work was completed two months ahead of schedule. During the AIS work, HART developed a cultural monitoring program which will serve as a model for the remainder of the rail project.

In response to public input and comments, HART approved funding for 800 additional seats on the railcars, a 25% increase in seating capacity.

HART Board Activities

In FY 2013, a new chairman of the Board of Directors was elected. The board met with the city's bus operator, O`ahu Transit Services (OTS), and approved the formation of a working group to explore how

best to integrate bus and rail services, consolidate administrative functions, improve efficiency, and improve customer service.

The board approved the formation of a group to develop and recommend fare policy, investigate fare policies of other transit agencies, review bus and fare box recovery ratios, and identify fare collection systems and technologies. The board also formed a Transit-Oriented Development (TOD) group, consisting of members from various government agencies and private sector organizations, to address TOD issues.

HART Organization, Staffing, and Initiatives

In FY 2013, HART hired a Deputy Executive Director, Chief Financial Officer and accounting and financial analysis staff. HART prepared its first financial statements and passed its first external financial audit. It established a Disadvantaged Business Enterprise (DBE) program as required by the U.S. Department of Transportation regulations and designated a liaison officer to implement the program.

HART streamlined its public involvement division by eliminating several external contractors. The public involvement team made dozens of community and Neighborhood Board presentations and continued to inform the public about the progress of the rail project. The team increased the frequency of its outreach by moving from a monthly newsletter to a weekly eBlast and expanded its reach by using the project website, print and broadcast media, social media and its monthly cable television show to keep the public informed. Public Involvement continued to connect with the public by staffing the 24-hour Project Hotline to answer questions and concerns.

In FY 2013, HART announced its Arts-in-Transit program, a \$5 million initiative to include public art at rail stations and its operation center. More than 400 submissions were received. HART and the State Department of Transportation agreed to establish a State Rail Safety Oversight Program as required by federal law.

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CHAPTER 23

Royal Hawaiian Band

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 is the only full-time municipal band in the United States, and the only band in the country established by a royal kingdom, founded by King Kamehameha III in 1836.

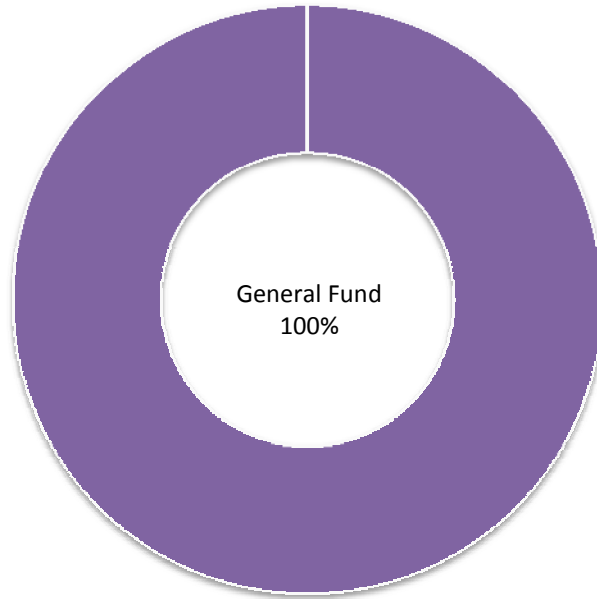
To accomplish the charter's mandate to serve and advance the general happiness and aspirations of city and county residents, the band's administration has established four goals and objectives:

- Maintain a high level of musical performance excellence and efficiently manage the band resources;
- 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; and
- Promote and perpetuate the history and culture of Hawai`i through the performance of traditional and contemporary Hawaiian music and dance.

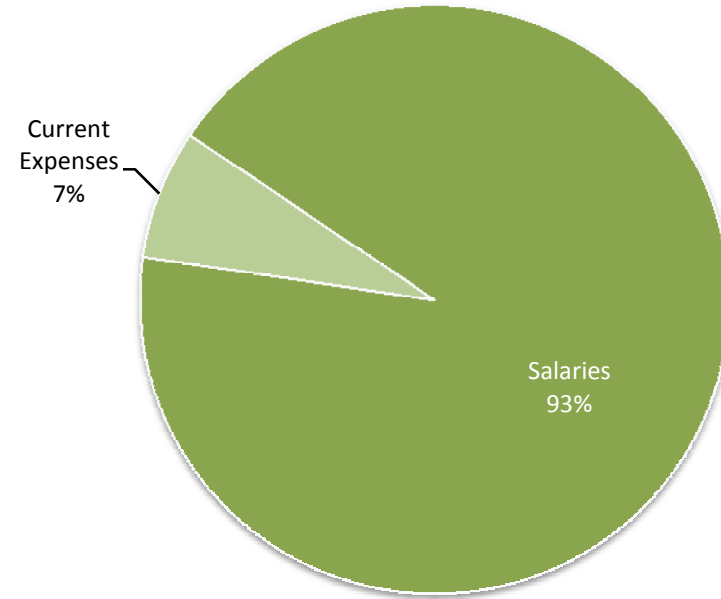
To serve as the official band representing the mayor and the City and County of Honolulu at private functions and public events to create goodwill and promote Honolulu and the State of Hawai`i through its music.

- Mission Statement

Funding Source



Funding Uses



	Operating Expenditures	Revenue	Authorized Staffing		Cost Per FTE ¹	Total Overtime Expenditures ²	Total Number of Performances
			Total Authorized FTE	Vacant Authorized FTE			
FY 2009	\$2,103,074	\$4,200	40	4	\$52,577	\$36,801	311
FY 2010	\$2,072,927	\$8,400	40	5	\$51,823	\$41,646	302
FY 2011	\$1,845,606	\$2,350	40	7	\$46,140	\$44,258	312
FY 2012	\$1,794,592	\$2,676	40	10	\$44,865	\$42,957	354
FY 2013	\$1,772,406	\$10,875	40	7	\$44,310	\$29,140	332
Change from last year	-1%	306%	0%	-30%	-1%	-32%	-6%
Change over last 5 years	-16%	159%	0%	75%	-16%	-21%	7%

Source: Executive Operating Program and Budget (FY 2011-FY 2015), Honolulu Department and Agency Reports (FY 2013), Department of Budget and Fiscal Services, 2013 National Citizen Survey (Honolulu), Royal Hawaiian Band, Full-Time Equivalent (FTE) Department of Budget and Fiscal Services BRASS data (FY 2009-FY 2010), and Advantage Budget System (ABS) data (FY 2011-FY 2013). ¹Cost Per FTE = Total Operating Expenditures/Total Authorized FTE. ²Overtime pay is established by bargaining unit agreement, as applicable. Total overtime consists of non-holiday overtime only.

Highlights

In FY 2013, the band's revenue was \$10,875, a 306% increase from the prior year. The band noted that it was due to an increase in fee performances for private functions from two in FY 2012 to six in FY 2013. In FY 2013, the band stated that total overtime expenditures significantly decreased through the use of a new equipment truck, which eliminated the need for two vehicles to transport equipment on a daily basis. According to the band, its operating expenditures have decreased every year since FY 2009 due to a reduction in repair costs that resulted from the replacement of old instruments and equipment; reprioritization of expenditures; and a more efficient use of funds.

The band fulfills the charter's mandate and its goal of providing musical services to various segments of O`ahu's community through a variety of programs and performances to diverse audiences throughout O`ahu each year.

According to the band, total FY 2013 performances dropped from 354 in FY 2012 to 332, due to the band's use of supplementary time off (STO) as a group rather than individually in an effort to reduce expenses. The band was able to come to an agreement with its members, the Department of Human Resources (DHR), and the Hawai'i Government Employees Association (HGEA) to use their STO as a group. This eliminated the need to hire replacement personnel when band members used their STO, but also left less performance dates available during the year. The band also noted that the 332 performances in FY 2013 reflected a more regular performance schedule in comparison to FY 2012, which had a large number of high profile events.

In FY 2013, the band supported the mayor's priority for an Age-Friendly City through its 98 performances at hospitals and care facilities. The band performed at 76 community and cultural events,



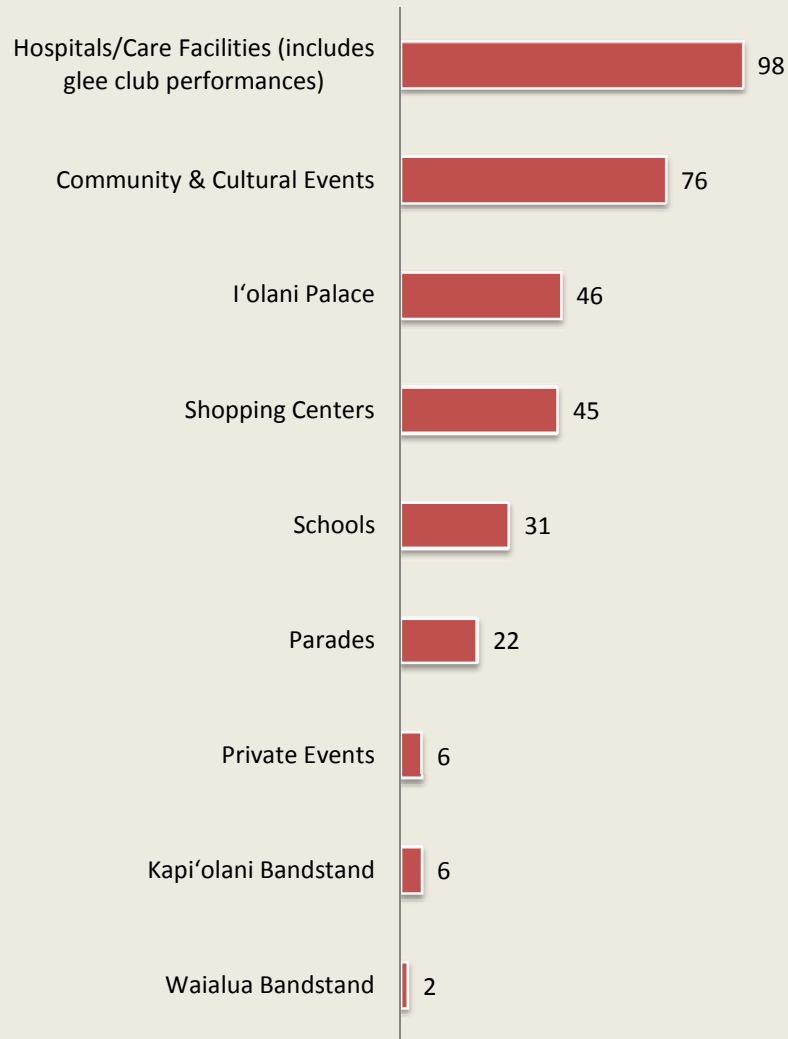
Photo Courtesy of the Royal Hawaiian Band

which included the Honolulu City Lights parade and the Filipino Fiesta. FY 2013 performances also included 6 private events that were assessed fees, which were paid into the General Fund, as required by city ordinance.¹

Despite the challenges presented by three of its primary concert venues (Kapi`olani Bandstand, Ala Moana Center Stage, and the Royal Hawaiian Center), which were closed for a significant portion of the year for repairs and renovations, the band continued to showcase music and dance of modern Hawai'i and its rich monarchical past in FY 2013. Additional public and private partnerships were initiated with the Royal Hawaiian Hotel, Moana Hotel, Kahala Mall, and Pearlridge Center in order to continue the band's outstanding service to the community through high profile free public concerts.

¹Revised Ordinances of Honolulu (ROH) Section 2-15.2 – Private function - \$1,200.00 for the first hour, and thereafter, \$150.00 for each 15 minutes or fraction thereof; Public or semi-public function – no fee.

Where did the Royal Hawaiian Band Perform in FY 2013?¹



Source: Royal Hawaiian Band



Photo Courtesy of the Royal Hawaiian Band

RHB performing at the Department of Parks and Recreation's Seniors Valentine's Dance.

The 2013 National Citizen Survey asked residents to rate the opportunities to attend cultural, arts, and music activities. About 51% rated opportunities as *excellent* or *good*, which is a substantial decrease from the prior year, but *similar* to percentages reported nationwide and among cities with populations over 300,000. Among large cities, Honolulu ranked 7th out of 16 cities, equivalent to the 60th percentile for opportunities to attend cultural, arts, and music activities.

	The National Citizen Survey (% Excellent or Good)			
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Cultural/Arts/Music Activities	70%	71%	69%	51%
Comparison to National Benchmark	↑↑	↑↑	↑↑	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark

¹Other than regularly scheduled performances at I'olani Palace and Kapi'olani Bandstand, all performances require the mayor's approval. Anyone may request the services of the band through the mayor's office. Once approved, the band coordinates the schedule and logistics with the event's sponsor.

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CHAPTER 24

Department of Transportation Services

Chapter 24 Department of Transportation Services

The Department of Transportation Services' (DTS) mission is to provide a safe and efficient transportation system for the City and County of Honolulu. It accomplishes this mission 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.

Over the past 5 years, operating expenditures increased 15% from FY 2009 (\$200.8 million) to FY 2013 (\$230.9 million). According to DTS, expenditures have increased due to collective bargaining increases (O`ahu Transit Services' and city), and rising energy costs.

The department consists of the following divisions:

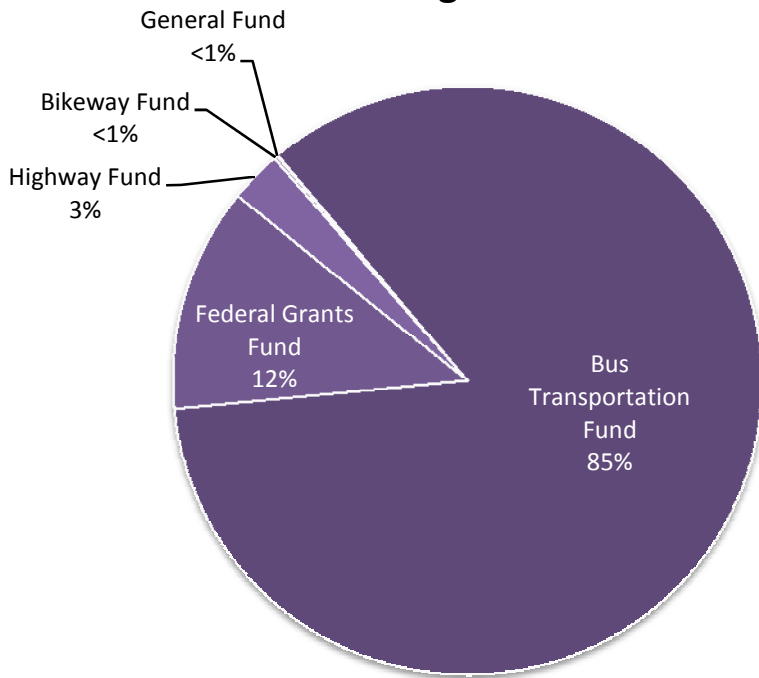
- Administration plans, directs and coordinates the operational activities of the divisions, and serves as the liaison with the Transportation Commission.
- Transportation Planning coordinates the department's transportation planning concepts and initiatives.
- Public Transit is responsible for the city's fixed-route bus transit system (TheBus) and the paratransit system (TheHandi-Van). It oversees O`ahu Transit Services (OTS), the contractor that manages and operates 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, implements, operates and maintains over 797 state and city traffic signals on O`ahu. It also operates the Traffic Management Center.

The department's highlights include bus services improvements in March 2013 through August 2013, expansion of the traffic camera system into the Kapolei area, continued incremental implementation of the O`ahu Bike Plan, and actively managing and administering federal and transit grant programs.

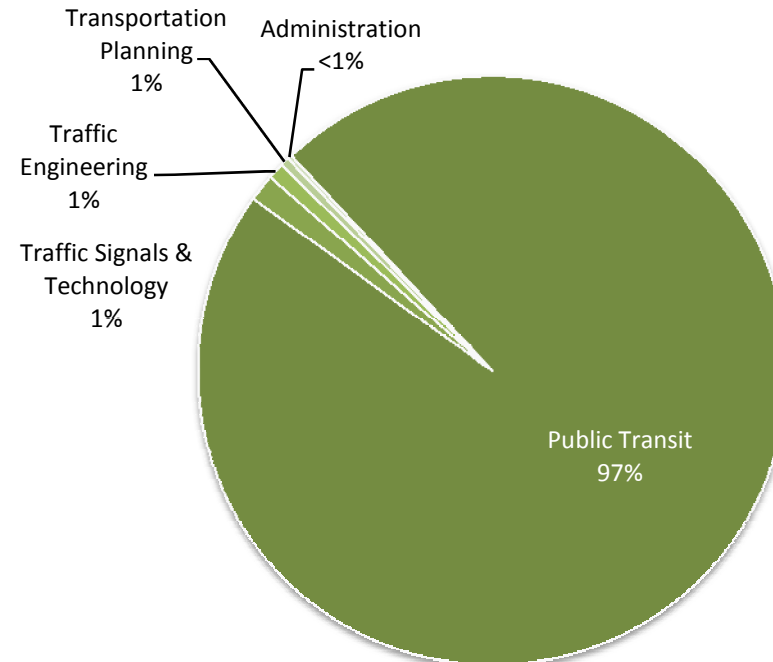
The Department of Transportation Services plans, designs, engineers and implements a safe and efficient multi-modal transportation system for the City and County of Honolulu.

- Mission Statement

Funding Sources¹



Funding Uses¹



¹Percentages do not total to 100% due to rounding.

Staffing

	Operating Expenditures (\$ million)	Revenues (\$ million)	Total Authorized FTE	Total Vacant FTE	Cost per FTE (\$ million)	Total Overtime Expenditures ²
FY 2009	\$200.8	\$67.5	194	103	\$1.0	\$271,873
FY 2010	\$205.2	\$94.0	225	136	\$0.9	\$250,826
FY 2011	\$217.0	\$89.4	274	187	\$0.8	\$257,997
FY 2012	\$224.3	\$79.3	115	38	\$1.9	\$243,840
FY 2013	\$230.9	\$88.0	115	40	\$2.0	\$334,039
Change from last year	2.9%	10.9%	0.0%	5.3%	4.8%	37.0%
Change over last 5 years	15.0%	30.4%	-40.7%	-61.2%	97.5%	22.9%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services and Department of Transportation Services. ²DTS total overtime expenditures is comprised of non-holiday overtime only and overtime pay is established by bargaining unit agreement, as applicable.

Administration and Transportation Planning

Administration plans, directs and coordinates the department's activities in accordance with the city charter and direction from the mayor and managing director. It provides personnel management, budget preparation, and fiscal management. Over the last five years administration's expenditures increased nearly 6% from FY 2009 (\$528,867) to FY 2013 (\$560,111). According to DTS, the increase is attributed to collective bargaining restoration of salary schedules and the elimination of furloughs/supplemental time off.

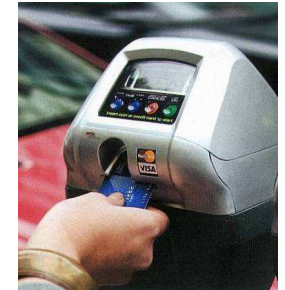
The department's goals are to provide greater and improved safety for all modes of transportation and increased quality of life for residents, incorporating *complete streets* principles that balance multiple modes of travel, including but not limited to transit (TheBus / TheHandiVan), motor vehicles, bicycles, pedestrians and rail (under construction) into the planning, design, and construction of city transportation facilities and projects, including the city's Transit Oriented Development (TOD) plans and projects.

Transportation Planning

Transportation Planning (TPD) provides citywide transportation planning and project programming for capital improvement and project budgets. TPD also performs environmental, traffic impact, and

future travel demand studies. It applies for and administers highway and transit programs and projects that are funded by the Federal Highway Administration and Federal Transit Administration. TPD's expenditures been fairly stable at \$1.1 million over the past five years.

TPD implemented the Smart Parking Meter Project in FY 2013. DTS reports about 340 smart meters were installed in the civic center, downtown, and Chinatown areas under a pilot program. Smart parking meters are solar powered, accept credit card transactions, and provide intelligent enforcement and technical and financial reports through sensors and a secured internet network. Customer feedback has been positive and DTS expects to expand the project into other high meter occupancy areas.



For federal FY 2013 and 2014, a new federal funding transportation act, MAP-21, was passed. TPD continues to ensure that Honolulu receives its proper allocations and remains compliant with the FTA and FHWA requirements.

	Operating Expenditures		Complaints Referred to DTS Administration		Transportation Planning		
	Administration	Transportation Planning (\$ million)	Mayor's/MD's DART ¹ and RISRs ²	Customer Service Department Referrals	Federal Grants	Active Grants Managed	Transportation Improvement Program Projects
					Programmed (\$ million) ³		
FY 2009	\$528,867	\$1.1	781	1,098	\$93.0	25	35
FY 2010	\$532,534	\$1.4	648	1,048	\$65.0	25	25
FY 2011	\$538,112	\$0.8	469	830	\$23.0	25	25
FY 2012	\$463,964	\$1.1	601	960	\$83.0	27	27
FY 2013	\$560,111	\$1.1	819	1,142	\$60.0	30	20
Change from last year	20.7%	-1.1%	36.3%	19.0%	27.7%	11.1%	25.9%
Change over last 5 years	5.9%	1.8%	4.9%	4.0%	-35.5%	20.0%	-42.9%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services and Department of Transportation Services. ¹DART – Mayor's Document and Record Tracking Program. ²RISR – Managing Director's Request for Investigation and Services Report. ³FY 2009 total includes American Recovery and Reinvestment Act (ARRA), State of Good Repair (SGR), and Transit Investment for Greenhouse Gas and Energy Reduction (TIGGER) funds; omits HART funding.

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.

Public Transit comprises 97% of the department’s operating budget. Over the last five years, public transit’s expenditures increased 17% from FY 2009 (\$191.8 million) to FY 2013 (\$223.7 million). According to DTS, the expenditure increase was primarily due to the full year effect of collective bargaining pay increases for bus drivers, increased funding for fuel, bus parts, electricity and public liability insurance.

From December 2012 through May 2013, DTS Administration implemented the mayor’s priority to restore and improve bus service in January through May 2013 on seven routes that were changed in June and August 2012 to reduce costs.



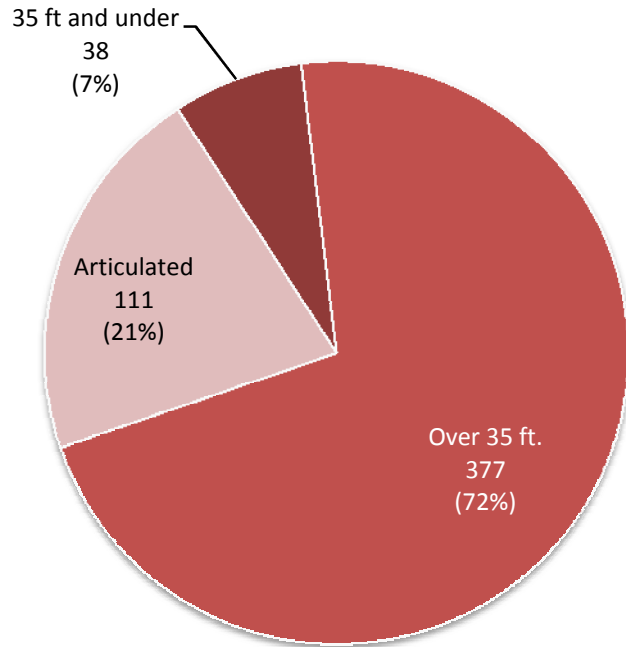
Photo Courtesy of Department of Transportation Services

In the 2013 National Citizen Survey, about 42% of respondents reported using TheBus, TheHandi-Van or other public transportation instead of driving. This was higher than the national benchmarks. Residents rating ease of travel by public transportation in Honolulu *excellent* or *good* were 42%. Over the past year, residents rating quality of bus services as *excellent* or *good* increased 4% from 58% in FY 2012 to 62% in FY 2013.

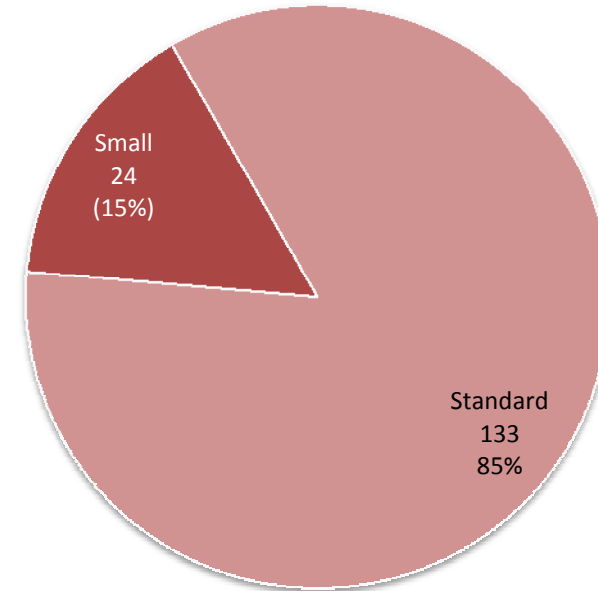
	Public Transit				Bus Subsidy (\$ million)			The National Citizen Survey (% Excellent or Good)	
	Operating Expenditures (\$ million)	Bus Fare ¹ (\$ million)	Bus Operating Cost (\$ million)	Fare Box Recovery % ²	General Fund	Highway Fund	Total Subsidy		Bus or Transit Services
FY 2009	\$191.8	\$42.5	\$165.1	26%	\$85.4	\$41.9	\$127.3	FY 2009	-
FY 2010	\$194.3	\$45.9	\$162.9	28%	\$96.3	\$28.0	\$124.3	FY 2010	67%
FY 2011	\$205.1	\$51.7	\$171.3	30%	\$70.5	\$64.3	\$134.8	FY 2011	68%
FY 2012	\$217.0	\$54.8	\$178.0	31%	\$63.8	\$63.3	\$127.1	FY 2012	58%
FY 2013	\$223.7	\$55.0	\$182.9	30%	\$68.6	\$76.6	\$145.2	FY 2013	62%
Change from last year	3.1%	0.5%	2.7%	-2.2%	7.5%	21.0%	14.2%	Change from last year	4%
Change over last 5 years	16.6%	29.6%	10.8%	17.0%	-19.7%	82.8%	14.1%	Change over last 4 years	-5%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services, Department of Transportation Services. ¹As of January 2014, one-way fares are: Adult (\$2.50), Youth (\$1.25), Disability (\$1.00) and Senior Citizen (\$1.00). More bus fare information can be found at www.thebus.org. ²Farebox recovery set by Resolution 00-29, CD1 at 27-33% bus fare revenues to operating costs.

TheBus Fleet Mix



The Handi-Van Fleet Mix



	Fixed Route (TheBus)					Demand Response (TheHandi-Van)				
	Total Bus Hours (million)	Passenger Boardings (million)	Average Weekday Ridership	Total TheBus Boardings at UH Manoa ¹	Operating Expense per Passenger Boarding ²	Total Service Hours	Passenger Boardings	Total TheHandi-Van Boardings at UH Manoa ¹	Average Weekday Ridership	Operating Expense per Passenger Boarding ²
FY 2009	1.5	77.3	237,512	1,800,877	\$2.13	436,150	840,763	N/A	2,856	\$36.35
FY 2010	1.5	73.2	230,787	2,076,776	\$2.23	397,625	790,357	N/A	2,665	\$38.21
FY 2011	1.5	73.8	228,158	2,323,035	\$2.32	400,424	825,680	N/A	2,782	\$38.60
FY 2012	1.5	76.3	229,515	2,579,421	\$2.34	415,727	845,903	625	2,842	\$39.22
FY 2013	1.4	69.2	222,241	2,593,994	\$2.64	424,993	841,447	901	2,807	\$43.71
Change from last year	-4%	-9%	-3%	1%	13%	2%	-1%	44%	-1%	11%
Change over last 5 years	-6%	-11%	-6%	44%	24%	-3%	0%	-	-2%	20%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Transportation Services, Tools to Measure Performance (Final Draft) January 2012, and 2013 National Citizen Survey (Honolulu). ¹UH-Manoa boardings are for 26 bus stops in and adjacent to UH-Manoa and are based on weekly ridership data. ²American Public Transportation Association: data for Unlinked Passenger Trips, also called boardings, is the number of times passengers board public transportation vehicles, FY 2009 to FY 2012.

TheBus (Fixed Route)

From FY 2009 to FY 2013, total bus hours declined about 6%. During this same time period passenger boardings and average weekday ridership have declined about 11% and 10% respectively. Passenger boardings in FY 2013 were 69.2 million compared to 77.3 million in FY 2009. Of those, nearly 2.6 million boardings were at UH Manoa. Average weekday ridership was 222,241 in FY 2013 compared to 237,512 in FY 2009. Operating expense per passenger boarding has increased about 24% from \$2.13 in FY 2009 to \$2.64 in FY 2013. During FY 2013, DTS reports that improvements (increased frequency, extending service, additional peak hour trips) were made to seven bus routes.

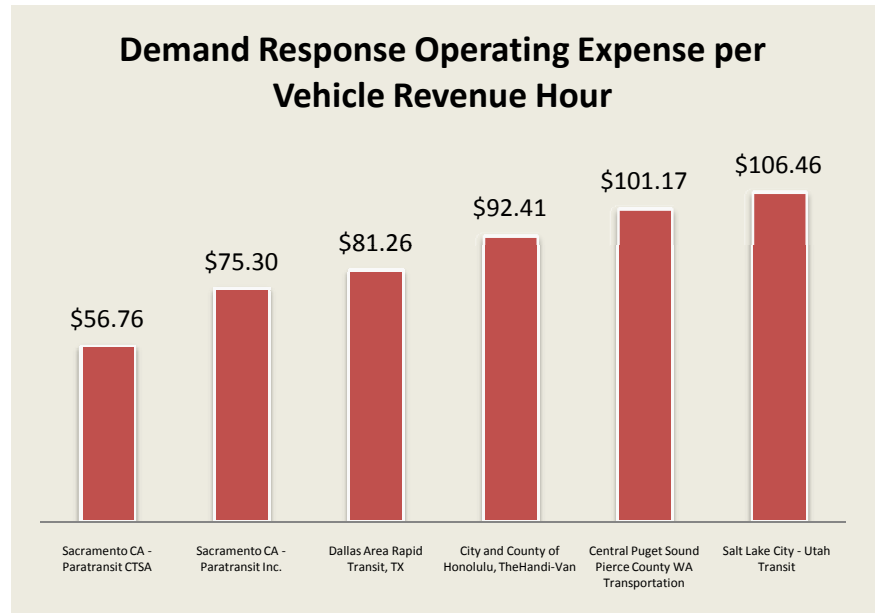
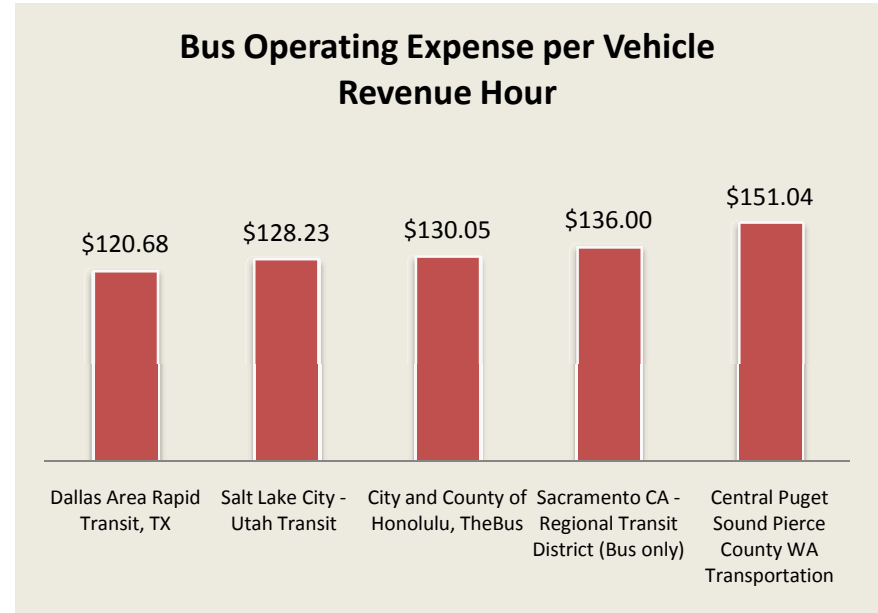
TheHandi-Van (Demand Response)

TheHandi-Van provides transportation service for persons with disabilities who are functionally unable to independently use TheBus. A total of 4,370 functional assessments for paratransit eligibility were conducted in FY 2013. Of these, 3,285 were deemed unconditionally eligible, 555 conditionally eligible, 337 were granted temporary eligibility, and 193 were deemed not eligible.

Over the past five years, total service hours for the TheHandi-Van decreased somewhat, from 436,150 in FY 2009 to 424,993 in FY 2013, while passenger boarding were similar in FY 2009 (840,763) and FY 2013 (841,453). During this same time period TheHandi-Van’s operating expense per passenger boarding increased 20%, from \$36.35 (FY 2009) to \$43.71 (FY 2013). DTS noted that 99 new handi-vans were procured in FY 2013.

Human Services Transportation Coordination Program

In FY 2013 DTS provided \$495,184 in financial assistance to Goodwill Industries of Hawai'i, Inc. (Goodwill) to transport clients to/from Goodwill programs, and midday and late night trips between Kalaeloa transitional shelters and the Kapolei Transit Center. The Kalaeloa shuttle provides a vital link to jobs and services for area residents.



Source: Department of Transportation Services and National Transit Database FY 2012 Reporting Year.

Traffic Engineering

Traffic Engineering's mission is the safe and efficient operations for all city roads and streets for the vehicular, pedestrian and bicycle 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. In FY 2013, the division's operating expenses increased 23% over last year. The division reports the increase was due to a higher level of federal grant funding (Contra-Flow Update Study, Bike-Ed Hawai'i grant, a new Adult Bike Education program, and a Complete Streets Outreach and Education program), restoration of collective bargaining salary schedules and the elimination of furloughs/supplemental time off.

During FY 2013, Traffic Engineering continued working with communities to promote pedestrian safety, including the *Be Safe, Be Seen* Halloween Pedestrian Safety Campaign; conducting pedestrian safety booths at various fairs and community events; producing a television PSA on pedestrian overhead flashing lights; conducting safety presentations at various senior living facilities and senior groups; and launching a new *Ped Man* safety campaign directed toward elementary school students.



Photo Courtesy of Department of Transportation Services

The division increased funding for an ongoing Bike-Ed Hawai'i Program that reached out to approximately 8,600 4th graders island-wide, and started a new Adult Bike Education program. Traffic Engineering conducted a Complete Streets Outreach and Education program, and initiated three Complete Streets demonstration projects.

	Operating Expenses (\$ million)						Traffic Fatalities	
		Traffic Engineering Studies	Special Studies	Minor Traffic & Bikeway Projects	Safety Campaigns	Pedestrian	Bicycle	
FY 2009	\$2.3	1,283	7	11	4	11	3	
FY 2010	\$1.8	1,283	7	11	4	20	3	
FY 2011	\$2.3	1,283	3	15	5	16	1	
FY 2012	\$1.7	1,462	7	21	6	17	1	
FY 2013	\$2.1	1,548	10	22	9	19	0	
Change from last year	23.2%	5.9%	42.9%	4.8%	50.0%	11.8%	-	
Change over last 5 years	-8.5%	20.7%	42.9%	100.0%	125.0%	72.7%	-	

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services, and Department of Transportation Services.

In August 2012, the department published the *O`ahu Bike Plan: A Bicycle Master Plan*. The plan's vision, O`ahu is a bicycle friendly community where bicycling is a safe, viable and popular travel choice for residents and visitors of all ages.

The Traffic Engineering Division substantially completed construction of four American Recovery and Reinvestment Act (ARRA) federal stimulus projects, Kalakaua Avenue bike lane; Lei of Parks route project; Kalaheo Avenue shoulder improvements; and Date Street bike path rehabilitation. The division also installed traffic engineering improvements including pedestrian-activated overhead flashing lights in McCully, high-friction surfacing to deter drifting along Round Top and Tantalus Drives, driver-feedback radar speed signs, and several traffic calming projects throughout the city.

In the 2013 National Citizen Survey, about 91% of respondents rated they *strongly* or *somewhat* support increasing efforts to effectively address bicycle and pedestrian safety, even if it involves raising taxes.

The National Citizen Survey (% Excellent or Good)

	Ease of Car Travel in Honolulu	Ease of Travel by Public Transportation in Honolulu	Ease of Walking in Honolulu	Ease of Bicycle Travel in Honolulu
FY 2009	-	-	-	-
FY 2010	25%	-	47%	22%
FY 2011	23%	-	51%	21%
FY 2012	20%	-	52%	21%
FY 2013	15%	42%	45%	18%
Change from last year	-5%	-	-7%	-3%
Change over last 4 years	-10%	-	-2%	-4%

Source: 2013 National Citizen Survey (Honolulu).

Shared Use Path
Provides a completely separated right of way for the exclusive use of bicycles and pedestrians with crossflow minimized.

Bike Lane
Provides a striped lane for one-way bike travel on a street or highway.

Bike Route/ Signed Shared Roadway
Provides for shared use with motor vehicle traffic, typically on lower volume roadways.

Source: O`ahu Bike Plan, August 2012

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 transportation systems is essential to meeting the department's goal of providing safe and efficient transportation.

TST's operating expenditures increased nearly 5% over last year. According to DTS, the increase is due to an increase in electricity cost and demand, number of traffic signals, traffic camera supplies, and salaries.

TST staffs at the city's Traffic Management Center (TMC) monitor traffic Monday through Friday from 5:30 a.m. to 6:00 p.m. The city's traffic camera web page displays real-time pictures of local traffic conditions. This web site is one of the city's most popular webpages.



Artist's Rendering Courtesy of Department of Transportation Services

	Operating Expenditures (\$ million)	Total Traffic Cameras	Traffic Signals Inspected	Adjusted Signal Timing for Efficient Traffic Flow ¹	Responses to Complaints	Responses to Legal Issues	Street Use Permits	Special Events
FY 2009	\$3.5	200	555	165	690	60	6,555	172
FY 2010	\$3.4	200	421	160	623	72	6,281	168
FY 2011	\$3.4	200	421	160	623	72	7,185	179
FY 2012	\$3.3	209	592	47	592	42	6,903	176
FY 2013	\$3.4	209	592	-	548	39	7,715	82
Change over last year	4.9%	0.0%	0.0%	-	-7.4%	-7.1%	11.8%	-53.4%
Change over last 5 years	-2.6%	4.5%	6.7%	-	-20.6%	-35.0%	17.7%	-52.3%

Source: Executive Operating Program and Budget (FY 2010-FY 2014), Department of Budget and Fiscal Services, Department of Transportation Services, and 2013 National Citizen Survey (Honolulu)

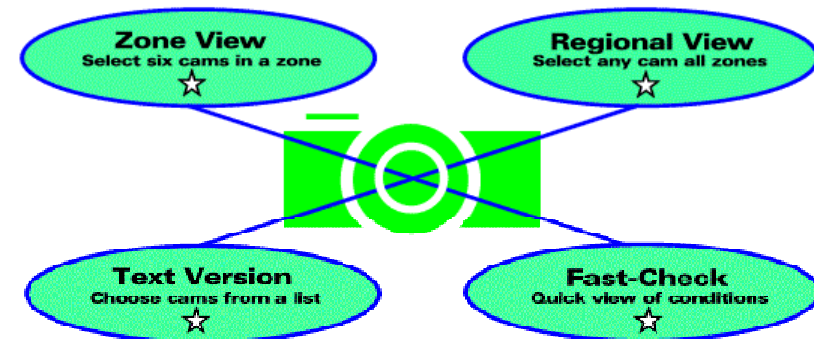
¹FY 2009 to FY 2011 Optimize Timings of Traffic Signals. FY 2012 Adjusted signal timing for efficient traffic flow.

and averages 47,000 monthly hits. Currently, the site continues to broadcast live traffic videos on the Internet. During peak hours, live traffic videos from the TMC link to the local television stations, and traffic reporters from various radio stations transmit traffic reports from the traffic center to assist O`ahu commuters to better plan their schedules. DTS is currently working to expand the traffic camera system to Kapolei and Waipio. The city’s new Joint Traffic Management Center is planned to open in 2016.

Efficient traffic signal operations are established through field inspections and traffic video monitoring. Operational timing plans are monitored especially during the morning and afternoon peak hours when congestion levels are at the highest. The TMC utilizes 209 traffic cameras to provide real time traffic information and is able to remotely adjust 398 traffic signals. The system is an invaluable tool to analyze, select and mitigate traffic congestion. The center will intervene and compensate by implementing special timing plans to ease the related congestion.

Honolulu Traffic Cameras

Please select and bookmark your favorite page below.



Traffic Control Center & Dept of Information Technology

Source: <http://www1.honolulu.gov/cameras/traffic.htm>

In FY 2013 DTS completed an upgrade to the traffic signal control software that will extend functionality for the 800 signalized intersections. The updated software includes the capability of advance pedestrian signal crossing.

In the 2013 National Citizen Survey, residents rating traffic flow on major streets *excellent* or *good* was 10%, these ratings were *much lower* than national benchmarks and cities with over population over 300,000. About 25% of residents rating traffic signal timing as *excellent* or *good*, this rating was *lower* than national benchmarks and for cities with over 300,000 residents.

The National Citizen Survey (% *Excellent* or *Good*)

	Traffic Signal Timing	Traffic Flow on Major Streets
FY 2009	-	-
FY 2010	37%	10%
FY 2011	35%	12%
FY 2012	30%	11%
FY 2013	25%	10%
Change from last year	-5%	-1%
Change over 4 years	-12%	0%

Source: 2013 National Citizen Survey (Honolulu).

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CHAPTER 25

Honolulu Board of Water Supply

Chapter 25 Honolulu Board of Water Supply

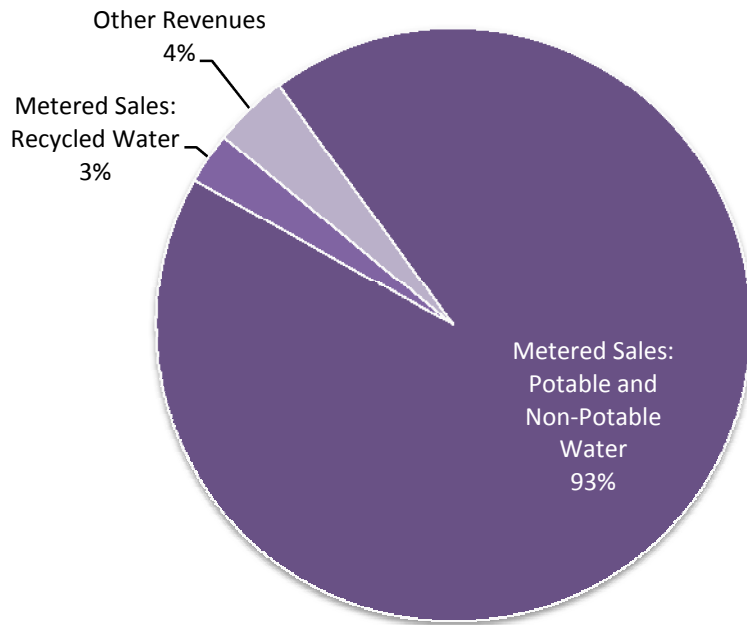
By city charter, the Honolulu Board of Water Supply (BWS) has full and complete authority to manage, control, and operate all city water systems on O`ahu. Its mission, *Water for Life*, is to provide a safe and dependable water supply that is affordable to its customers, now and into the future. BWS focuses its efforts on the following strategic objectives: Resource Sustainability, Economic Sustainability and Organizational Sustainability.

In FY 2013, the BWS supported the mayor's priorities to focus on infrastructure repair and maintenance, invest in new technology and personnel, and improve transparency. The BWS initiated a 30-year Water Master Plan to identify problems and develop solutions to ensure a safe, reliable and affordable water supply. It will prioritize system infrastructure repairs, replacements and upgrades; recommend changes in engineering design, maintenance and operations; and develop a long-term financing plan and rate study.

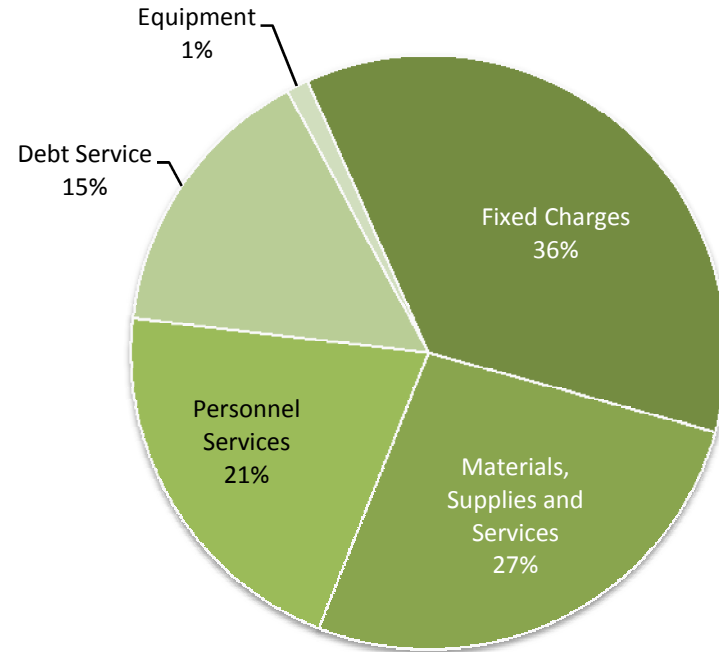
To provide a safe and dependable water supply that is affordable to its customers, now and into the future.

- Mission Statement

Funding Sources



Funding Uses



	Total Operating Expenditures (\$ million)	Total Revenues (\$ million)	Debt Service (\$ million)	Staffing			Total Overtime Expenditures (\$ million)
				Total Authorized FTE	Total Vacant FTE	Cost Per FTE ¹	
FY 2009	\$122.9	\$143.1	\$20.9	711	182	\$172,787	\$1.7
FY 2010	\$120.8	\$156.2	\$20.9	714	227	\$169,127	\$2.0
FY 2011	\$124.6	\$155.1	\$20.9	714	204	\$174,454	\$1.8
FY 2012	\$131.0	\$158.6	\$20.7	714	207	\$183,455	\$2.0
FY 2013	\$145.2	\$186.8	\$22.2	714	187	\$203,291	\$2.3
Change over last year	11%	18%	7%	0%	-10%	11%	15%
Change over 5 years	18%	31%	6%	0%	3%	18%	39%

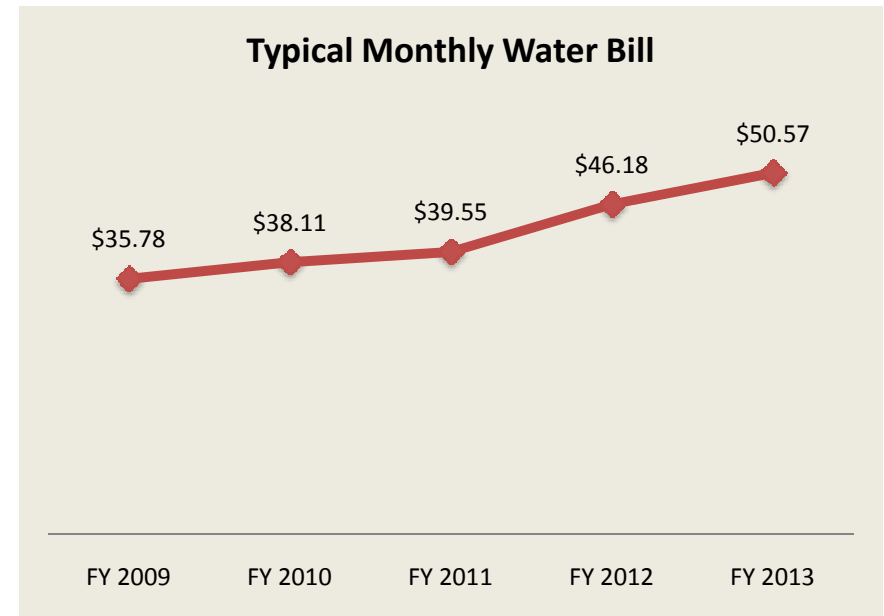
Source: Honolulu Board of Water Supply. ¹Cost per FTE= Operating Expenditures / Total Authorized FTE.

Highlights

Over the last five years, total operating expenditures increased 18% from \$122.9 million in FY 2009 to \$145.2 million in FY 2013. According to BWS, this is mainly due to the increase in project costs, expenses, other contractual services, and electricity costs. During this same time period, revenues increased 31%, from \$143.1 million in FY 2009 to \$186.8 in FY 2013. The BWS notes that revenues increased partially due to a rate increase and increased billable sales.

In January 2012, BWS approved a water rate increase of 9.65% annually, to July 1, 2015, to fund the operation, maintenance, and replacement of O`ahu's aging water infrastructure (see revised water rate schedule on the next page). Honolulu's typical monthly residential water bill was \$50.57 in FY 2013.

The latter half of FY 2013 brought fresh challenges for the BWS and its customers. In January 2013, the BWS completed the installation of a new Customer Care & Billing System and converted to monthly billing. Conversion to the new system and an error that led to large numbers of estimated bills, some for consecutive months, were challenges that BWS worked to resolve to the end of FY 2013. BWS hired additional staff for customer service, meter reading, and billing to address high call volumes, improve customer service, and reduce the number of estimated billings.



Source: Honolulu Board of Water Supply

In FY 2013, BWS worked to improve transparency in its operations through regular participation in neighborhood board and mayor's town hall meetings, as well as meetings to update city administration and city council members.

	Construction Contracts (\$ million)	Professional Services Contracts (\$ million)	Typical Monthly Water Bill ¹
FY 2009	\$18.4	\$1.0	\$35.78
FY 2010	\$9.1	\$2.5	\$38.11
FY 2011	\$26.3	\$4.3	\$39.55
FY 2012	\$21.5	\$3.0	\$46.18
FY 2013	\$29.8	\$14.6	\$50.57
Change over last year	39%	387%	10%
Change over 5 years	62%	1360%	41%

Source: Honolulu Board of Water Supply. ¹Typical monthly residential water bill: Billing Charge (\$7.02) + Monthly Charge (\$43.55) = \$50.57.

The BWS’ strategic objective for resource sustainability is to ensure that natural groundwater supplies are protected and managed efficiently. BWS’ comprehensive water conservation program fosters effective water management policies, consists of practices that reduce per capita use of potable water, and encourages sustainable behavior and practices by residential, commercial, and industrial users across the island of O`ahu.

The BWS supplies approximately 145 million gallons of potable water daily to roughly one million customers through an integrated system of 94 potable water sources, 172 reservoirs, and nearly 2,100 miles of pipeline distributing water island wide. There are 13 Granular Activated Carbon (GAC) treatment facilities which filter more than 20 million gallons of potable water every day.

O`ahu Development Plan Areas



Source: Honolulu Board of Water Supply

	Total Water Consumption	
	Residential (billion-gallons)	Commercial (billion-gallons)
FY 2009	28.9	20.3
FY 2010	29.5	21.3
FY 2011	29.0	20.8
FY 2012	28.0	19.0
FY 2013	28.8	19.7
Change from last year	3%	4%
Change over last 5 years	<-1%	-3%

Source: Honolulu Board of Water Supply.

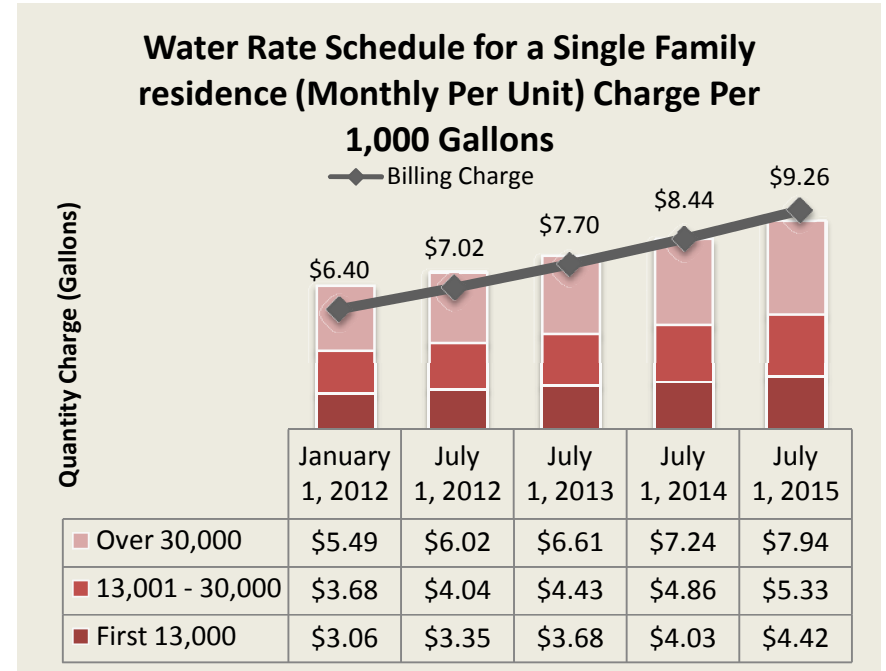
Over the past five years, residential and commercial consumption have been fairly consistent. Metered consumption has not significantly changed from the previous year. The areas with measurable water demand growth over the past five years have been in Ewa, the secondary urban center. The BWS notes that other changes reflect fluctuating demand.

Economic incentives from water and sewer rates and low flow fixtures are the primary reasons for moderating changes in water use for most areas. Over the past five years, the number of new metered connections has declined 18%, from 1,262 in FY 2009 to 1,035 in FY 2013. According to BWS, the decline reflects fluctuations in new meter connections and is dependent upon the timing of new development approvals and market sales.

Water Consumption

In FY 2013, BWS' strategic objective for water consumption was to ensure that natural groundwater supplies are protected and managed efficiently. The BWS' comprehensive water conservation program is comprised of effective water management policies, practices that reduce per capita use of potable water and encouraging sustainable practices by residential, commercial and industrial users.

In the 2013 National Citizen Survey, 87% of Honolulu residents reported making efforts to conserve water at home; these results were *similar* to national benchmarks and cities with over 300,000 residents.



Source: Honolulu Board of Water Supply website: <http://hbws.org/cssweb/display.cfm?sid=1175>

Average Day Metered Consumption (mgd)¹ by Development Plan Area

	East Honolulu	`Ewa	Wai`anae	Central O`ahu	Ko`olau Poko	Ko`olau Loa	North Shore	Primary Urban Core	New Connections
FY 2009	8.207	15.043	8.501	16.948	14.159	1.337	2.616	63.162	1,262
FY 2010	8.417	15.020	8.544	16.110	14.983	1.383	2.532	62.521	1,075
FY 2011	7.429	14.276	7.850	14.216	14.480	1.262	2.954	60.413	962
FY 2012	8.268	15.561	8.457	15.95	14.429	1.309	2.997	62.002	1,069
FY 2013	8.003	16.353	8.001	15.743	14.272	1.398	2.580	60.625	1,035
Change from last year	-3%	5%	-5%	-1%	-1%	7%	-14%	-2%	-3%
Change over last 5 years	-2%	9%	-6%	-7%	1%	5%	-1%	-4%	-18%

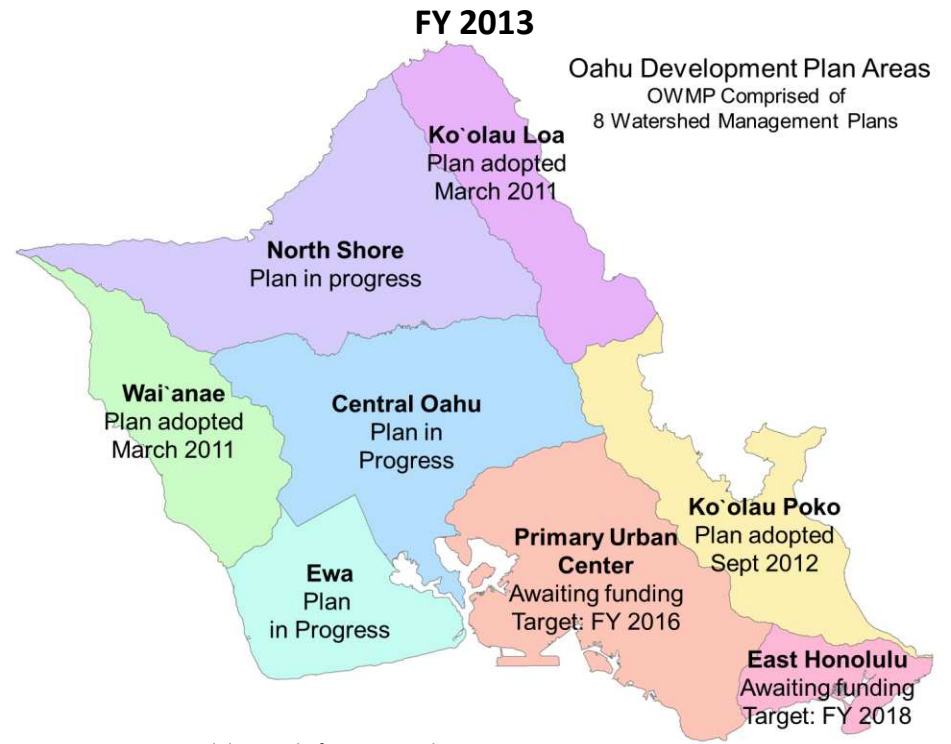
Source: Honolulu Board of Water Supply. ¹(mgd) = million gallons per day.

On O`ahu, drinking water begins as rain falling over the Ko`olau and Wai`anae mountain ranges. Much of this rain is naturally filtered through porous volcanic rock on its way to large underground aquifers. All water served by BWS is monitored and tested by the state Department of Health, pursuant to federal primary drinking water regulations. BWS also performs salt water intrusion monitoring, treatment plant operations, and distribution system testing.

Watershed Management Plans (WMP) provide long range strategic water resource plans for watershed protection, water use and development for municipal, agriculture, military and private water supply. The eight WMPs correspond with O`ahu's Development Plan Areas. In September 2012, the Ko`olau Poko WMP was adopted.

BWS efforts to address aging infrastructure included initiating work on a Comprehensive Water Master Plan to provide a 30-year capital improvement program for repair, replacement, and capacity expansion of potable, nonpotable, and recycled water infrastructure. The BWS notes that accurate, timely, and sustained infrastructure replacement planning will ensure adequate levels of water service.

O`ahu Watershed Management Plan Status



Source: Honolulu Board of Water Supply

	Potable Water						Non-Potable Water	
	Miles of Water Mains	Pipeline Replaced (Miles)	Total Water Main Breaks	Total Breaks Per 100 Miles of Pipeline	Total Leaks Recovered	Annual Water Savings Leak Recovery ¹ (MG/Year)	Total Recycled Water Pipeline-Miles	Total Recycled Water Pipeline Added (Miles)
FY 2009	2,077	4.5	325	16	115	586	31.5	2.6
FY 2010	2,079	1.1	399	19	665	838	35.2	3.7
FY 2011	2,095	1.0	333	16	174	1,086	36.0	0.9
FY 2012	2,101	5.0	312	15	209	1,206	38.0	1.5
FY 2013	2,106	5.9	331	16	532	1,394	38.0	0
Change from last year	0%	18%	6%	7%	155%	16%	0%	-
Change over last 5 years	1%	18%	2%	0%	363%	138%	19%	-

Source: Honolulu Board of Water Supply and 2013 National Citizen Survey (Honolulu). MG/Year (millions of gallons per year). ¹The water flow from each leak is estimated and totaled with the assumption that the leak duration is over a one year period.

Water Quality and Infrastructure

Over the past five years, the number of water main breaks remained about the same, from 325 in FY 2009 to 331 in FY 2013. BWS reports there were about 16 breaks per 100 miles of pipeline. According to the American Water Works Association, water utilities nationwide should strive for no more than 25-30 breaks per 100 miles of pipeline. Honolulu's rating was better than the national benchmark. According to BWS, conservation adjustments to pumping operations that reduce pressure spikes in the water system and the Quality Infrastructure Conservation Initiative program to control preventable water loss within the system, including leak analysis and corrosion control systems, are reducing the number of water main breaks.

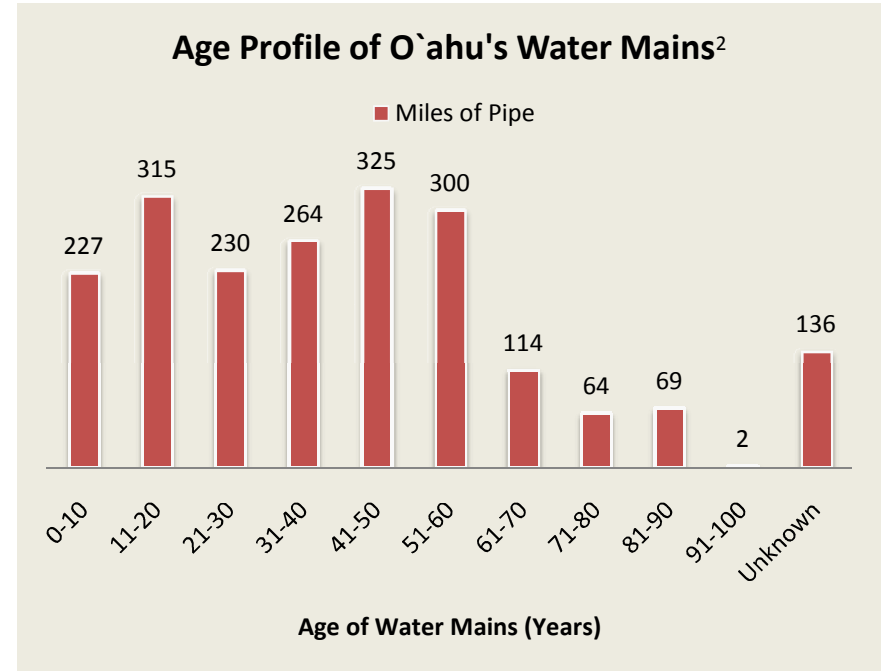
The total number of leaks recovered increased from 209 in FY 2012 to 532 in FY 2013. BWS estimates the annual water savings due to leak recovery totaled 1.394 billion gallons.¹

The BWS also completed a pilot Project Information Management System. This information will be used to create a system to track the entire life cycle of BWS capital projects and replacement and facilities improvement projects.

The BWS continued work throughout FY 2013 to comply with federal and state drinking water regulations.

Over the past four years, most residents rate the quality of Honolulu's water favorably. In the 2013 National Citizen Survey, 74% of residents rated Honolulu's drinking water quality as *excellent* or *good* and these ratings were *similar* to national benchmarks and cities with over 300,000 residents.

¹The water flow from each leak is estimated and totaled with the assumption that the leak duration is over a one year period.



Source: Honolulu Board of Water Supply

²As of July 1, 2012.

The National Citizen Survey (% <i>Excellent</i> or <i>Good</i>)				
	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Quality of Drinking Water Services	75%	74%	72%	74%
Comparison to National Benchmark	↑↑	↑↑	↑	↔

Source: The National Citizen Survey, Trends over Time, Honolulu, HI, 2013

Legend:

- ↑↑ Much higher than national benchmark
- ↑ Higher than national benchmark
- ↔ Similar to national benchmark
- ↓ Lower than national benchmark
- ↓↓ Much lower than national benchmark